鍋圈食品(上海)股份有限公司
GUOQUAN FOOD(SHANGHAI) CO.,LTD.

(A joint stock company incorporated in the People's Republic of China with limited liability)
(於中華人民共和國註冊成立的股份有限公司)
Stock Code 股份代號：2517



2025 環境、社會及管治報告
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

目錄
CONTENTS

關於本報告 01
About the Report

董事长致辭 04
Chairperson's Statement

董事會 ESG 管理聲明 07
Board of Directors' ESG Management Statement

關於鍋圈 10
About Guoquan

ESG 管治體系 20
ESG Governance System

01 規範治理，夯實合規與風控 33
Compliance in Governance, Strenthening Control and Risk Management

公司治理 35
Corporate Governance
商業行為 43
Business Conduct
風險管理 55
Risk Management

02 食安為本，提升品質與服務 62
Prioritising Food Safety, Enhancing Quality and Service

食品安全與質量 64
Food Safety and Quality
創新驅動 78
Innovation-Driven Development
客戶關係管理 86
Customer Relationship Management
信息安全和隱私保護 93
Information Security and Privacy Protection

03 價值共生，構建合作新生態 106
Value Co-creation, Building a New Ecosystem for Cooperation

供應鏈管理 108
Supply Chain Management
加盟商管理 122
Franchisee Management

04 綠色發展，推進低碳與環保 132
Green Development, Advancing Low-carbon and Environmental Protection

應對氣候變化 134
Climate Change Tackling
環境管理 151
Environmental Management
資源與能源利用 160
Resource and Energy Usage

05 以人為本，共創價值與責任 169
People-oriented, Co-creating Value and Responsibility

員工管理 171
Employee Management
社會貢獻 190
Social Contribution

附錄 200
Appendix

ESG 數據績效表 200
ESG Performance Indicators
對標索引表 212
Report Index
適用法規及內部管理制度 228
Applicable Regulations and Internal Management Rules

關於本報告
ABOUT THE REPORT

發佈情況

本報告是鍋圈食品（上海）股份有限公司（簡稱「**鍋圈**」或「**（本）公司**」）發佈的第三份《環境、社會及管治（簡稱「**ESG**」）報告》，旨在向投資者及其他利益相關方披露公司在經營中對於 ESG 議題所秉持的理念、建立的管理方法、開展的工作與取得的成效。

Release Information

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

組織範圍

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

Reporting Scope

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

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

時間範圍

本報告為年度報告。報告時間範圍為 2025 年 1 月 1 日至 2025 年 12 月 31 日（簡稱「**報告期**」）。為增強報告的對比性和前瞻性，部分內容或將超出上述時間範圍。

Reporting Period

The Report is an annual report, covering the period from January 1, 2025 to December 31, 2025 (the "**Reporting Period**"). To enhance the Report's comparability and forward-looking nature, some content may extend beyond this time frame.

編制依據

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

Basis of Preparation

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

數據說明

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

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

Data Explanation

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

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

編制原則

本報告編制彙報遵循重要性、量化、平衡、一致性原則。

Principles of Preparation

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

重要性 Materiality

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

量化 Quantification	• 本報告中數據來自公司實際運行的原始記錄或財務報告，定量關鍵績效指標的統計標準、方法、假設及／或計算工具，以及轉換因素的來源均在報告中進行說明。本報告披露關鍵定量績效指標，並盡可能披露歷史數據。詳見「ESG 數據績效表」章節。 • Statistics in the Report are derived from the Company's actual operational records or financial reports. The statistical standards, methods, assumptions, and/or calculation tools for key performance indicators (KPIs), as well as the sources of conversion factors, are explained within the Report. The Report discloses key quantitative performance indicators and, where possible, includes historical data. Please refer to the "ESG Performance Indicators" section for further details.
平衡 Balance	• 本報告內容反映客觀、真實的事實，對涉及公司正面、負面的信息均予以不偏不倚的披露。在報告期內未發現應當披露而未披露的負面事件。 • The content of the Report reflects objective and truthful facts, with both positive and negative information about the Company disclosed impartially. No negative events that should have been disclosed were omitted during the Reporting Period.
一致性 Consistency	• 本報告對同一指標在不同報告期內的統計及披露方式保持一致；若統計及披露方式有更改，在報告附注中予以充分說明，以便利益相關方進行有意義的分析，從而評估公司的 ESG 績效水平和發展趨勢。 • The Report maintains consistency in the statistical and disclosure methods for the same indicators across different reporting periods. If there are any changes in the statistical or disclosure methods, these are fully explained in the notes to the Report, to enable stakeholders to conduct meaningful analysis and assess the Company's ESG performance and development trends.

報告獲取

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

Report Access

The Report is published in electronic form and can be accessed on the HKEX's website (**www.hkexnews.hk**) and the Company's official website (**www.zzgqsh.com**).

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董事长致辭
CHAIRPERSON'S STATEMENT



2025 年，鍋圈堅持以「社區央廚」戰略為指引，深耕「在家吃飯就找鍋圈」的品牌心智，將可持續發展理念深度融入全產業鏈，以食品安全為根基、營養健康為方向、加盟商共生為紐帶、鄉村振興為己任，實現商業價值與社會價值共生共榮。本年度，我們 Wind ESG 評級首次獲評 AA 級並位列行業榜首，斬獲「ESG 卓越投資價值上市公司」等多項殊榮，這些認可既是對過往實踐的肯定，更是未來前行的不竭動力。

In 2025, Guoquan continues to be guided by the strategy of "community central kitchen", deepening the brand awareness of "become the go-to brand for dining at home in China". We have deeply integrated the concept of sustainable development into the whole industry chain, taking food safety as the foundation, nutrition and health as the direction, franchisee symbiosis as the link, and rural revitalisation as our responsibility, to achieve the coexistence and common prosperity of commercial and social values. This year, our Wind ESG rating was awarded "AA" for the first time, ranking first in the industry, and we won multiple accolades such as "ESG Outstanding Investment Value Listed Company". These recognitions are not only an affirmation of our past practices but also an inexhaustible driving force for our future progress.

食品安全是立身之本，鍋圈始終將其置於首位。2025 年，我們堅守「人人都是食品安全官」的食安文化，持續完善全鏈條食品安全與質量管理體系，以嚴苛標準保障產品品質；搭建全產業鏈追溯系統，讓消費者清晰查詢原料來源、生產流程等多環節信息，實現食品安全「看得見、可追溯」。同時，常態化開展覆蓋供應鏈、生產、門店全環節的食品安全專項培訓，攜手推進食品安全相關團體標準的起草與發佈，築牢安全防線，踐行對廣大消費者的品質承諾。

Food safety is the foundation of our existence, and Guoquan always prioritises it above all else. In 2025, we adhered to the food safety culture where "everyone is the supervisor of food safety", continuously improving our full-chain food safety and quality management system and ensuring product quality through rigorous standards. We have established a whole-industry chain traceability system, allowing consumers to clearly query information regarding raw material sources, production processes, and other links, thereby achieving "visible and traceable" food safety. Meanwhile, we conducted regular food safety specialised training covering the entire chain of supply, production, and stores, and collaborated to promote the drafting and release of food safety-related group standards, building a solid safety barrier and fulfilling our quality commitment to our consumers.

順應健康消費升級，鍋圈以產品創新推進營養健康佈局。2025 年，我們持續踐行「健康新五環，簡淨優鮮好」的核心主張，圍繞清潔標簽、安食嚴選、溯源認證三大方向，完成多款產品的迭代升級與新品研發，打造出一系列無添加、低負擔的健康食材與湯料，兼顧營養屬性與風味體驗，滿足家庭多元用餐場景需求。我們傳播「好好吃飯，健康生活」消費理念，依託廣泛的門店網絡構建便捷的健康飲食服務圈，讓營養健康的飲食方式走進千家萬戶，助力「健康中國 2030」戰略落地。

In response to the upgrade of health-conscious consumption, Guoquan promoted its nutrition and health layout through product innovation. In 2025, we continued to practice the core claim of "New Five Health Dimensions: Simpler, Cleaner, Better, Fresher, and Healthier", focusing on the three directions of clean label, trusted food selection, and traceability certification. We completed the iterative upgrade and R&D of multiple products, creating a series of additive-free and low-burden healthy ingredients and soup bases that balance nutritional attributes with flavour experiences to meet diverse family dining needs. We promoted the consumption concept of "eat well, live healthily", building a convenient healthy diet service circle through our extensive store network, bringing nutritional and healthy dietary habits into thousands of households and supporting the implementation of the "Healthy China 2030" strategy.

人才是核心驅動力，鍋圈將其作為發展關鍵支撐。2025 年，我們著力構建高質量人才供應鏈，推進多元化、平等及包容的雇傭環境建設，高度重視員工權益保護，持續完善員工關懷與福利保障體系；注重團隊多元化和專業化建設，通過多層次人才培養機制賦能員工職業成長，推動個人價值與公司發展深度融合，為企業長遠發展凝聚堅實力量。

Talent is the core driving force, and Guoquan regards it as a key pillar for development. In 2025, we focused on building a high-quality talent supply chain, promoting a diverse, equal, and inclusive employment environment, and placing high importance on the protection of employee rights. We continuously improved our employee care and welfare security systems and focused on building a diverse and professional team. Through multi-level talent cultivation mechanisms, we empowered employees' professional growth and promoted the deep integration of individual value with corporate development, gathering solid strength for the long-term growth of the enterprise.

加盟商是核心發展夥伴，鍋圈堅持共生共贏理念。2025 年，我們秉持「生態共創、價值共生」的加盟商管理理念，明確「生態賦能者 + 資源鏈接者」的定位，以規範化管理賦能加盟體系提質增效。我們始終以自營店為標杆，為加盟店提供全流程標準化運營指引；推進數字化能力建設，搭建數字化監控平臺，提供線上線下一體化營銷支持體系，設立加盟商委員會與店長之家，常態化分享優秀促銷案例與經營經驗，著力培養加盟商核心運營技能，助力其持續優化經營水平，實現與品牌共生共榮。

Franchisees are our core partners in development, and Guoquan adheres to the philosophy of symbiosis and win-win cooperation. In 2025, we upheld the franchisee management philosophy of "ecological co-creation and value symbiosis", clarifying our positioning as an "ecological enabler and resource linker", and empowered the franchise system to improve quality and efficiency through standardised management. We always took self-operated stores as the benchmark, providing full-process standardised operational guidance for franchised stores. We advanced the construction of digital capabilities, establishing a digital monitoring platform and providing an integrated online and offline marketing support system. We also established a Franchisee Committee and Store Manager Hubs, sharing excellent promotion cases and operational experience on a regular basis to cultivate franchisees' core operational skills, helping them continuously optimise their management levels and achieve common prosperity with the brand.

紮根實體經濟，鍋圈以模式優勢助力鄉村振興。2025 年，我們延續「產業落地深化、合作範圍拓寬、模式創新升級、場景載體豐富」四大核心戰略方向，深度整合產業鏈上下游資源，通過「產地直采 + 工廠直營 + 全渠道分銷」形成產業閉環，緩解農產品流通難題，帶動區域產業發展與就業增收。我們積極尋求戰略合作夥伴，共建「社區中央廚房 + 農產品流通」融合網絡，暢通城鄉消費循環；推出「社區孵化專項計劃」，依託門店網絡與數字能力，為返鄉青年、社區居民提供創業就業支持，以產業聯動為鄉村振興注入持續動力。

Rooted in the real economy, Guoquan leverages its model advantages to support rural revitalisation. In 2025, we continued our four core strategic directions of "deepening industrial landing, broadening cooperation scope, upgrading model innovation, and enriching scene carriers". We deeply integrated upstream and downstream resources of the industrial chain and formed an industrial closed loop through "direct procurement from source, direct factory operation, and omni-channel distribution", alleviating agricultural product circulation challenges and driving regional industrial development and employment income growth. We actively sought strategic partners to jointly build an integrated network of "community central kitchen + agricultural product circulation" to smooth the urban-rural consumption cycle. We also launched the "Community Incubation Special Plan", relying on our store network and digital capabilities to provide entrepreneurial and employment support for returning youth and community residents, injecting continuous momentum into rural revitalisation through industrial linkage.

未來，我們將繼續以 ESG 為引領，持續築牢食品安全防線，深耕營養健康產品創新，完善人才發展生態，優化加盟商賦能體系，深化鄉村振興實踐，讓萬家門店成為服務社區民生的重要基礎設施，與社會各界攜手同行，共同推動餐飲行業高質量、可持續發展，書寫責任與擔當並行的新篇章！

In the future, we will continue to take ESG as our lead, further solidifying the food safety defense line, deepening innovation in nutrition and health products, improving the talent development ecosystem, optimising the franchisee empowerment system, and deepening rural revitalisation practices. We will transform our thousands of stores into essential infrastructure for serving community livelihoods and work hand-in-hand with all sectors of society to jointly promote the high-quality and sustainable development of the catering industry, writing a new chapter where responsibility and accountability go hand in hand!

楊明超
董事長

Yang Mingchao
Chairperson

董事會 ESG 管理聲明
BOARD OF DIRECTORS' ESG MANAGEMENT STATEMENT

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

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

切實提升 ESG 管理質效。我們持續優化 ESG 管治架構，將 ESG 管理深度融入公司治理與戰略決策體系。董事會（「**董事會**」）對集團 ESG 相關事宜承擔最終監督責任。董事會負責審查 ESG 戰略、政策、風險管理及目標情況，確保 ESG 因素系統性納入集團整體風險管理及內部監控系統、戰略規劃及重大決策流程。公司 ESG 執行委員會負責管理 ESG 相關事宜，ESG 工作小組負責 ESG 工作的落實。同時，我們強化品牌傳播元素，確立 ESG 戰略模型「WARM」，持續提升 ESG 管理的系統性，支持公司長期可持續發展。公司董事會監督 ESG 風險應對計劃及管理措施的有效實施，定期對 ESG 相關目標的完成情況進行審閱與檢視，及時調整策略以應對發展中的挑戰與機遇。

Enhancing ESG management quality and effectiveness. The Company has continuously optimised its ESG governance framework to deeply integrate ESG management into the corporate governance and strategic decision-making systems. The board of directors (the "**Board**" or the "**Board of Directors**") bears ultimate oversight responsibility for the Group's ESG matters and is responsible for reviewing the Company's ESG strategies, policies, risk management and targets, ensuring that ESG factors are systematically incorporated into the Group's overall risk management and internal control systems, strategic planning and major decision-making processes. The ESG Executive Committee is responsible for managing ESG matters, while the ESG Working Group handles the execution of specific tasks. Furthermore, we have strengthened brand communication elements and established the "WARM" ESG strategy model to continuously enhance the systematic nature of ESG management and support the Company's long-term sustainable development. The Board of Directors oversees the effective implementation of ESG risk response plans and management measures, regularly reviewing and assessing the completion of ESG-related targets, and adjusting strategies in time to respond to emerging challenges and opportunities.

識別確認 ESG 管理重點。公司定期通過利益相關方調研、協同第三方專家評估等方式開展 ESG 議題重要性評估，識別與評估 ESG 相關影響、風險與機遇，確立公司 ESG 重點議題及管理優先級，明確公司 ESG 管理重點。2025 年，公司協同第三方專家對 2025 年度 ESG 議題重要性進行了重新評估。評估確認本年度報告繼續沿用上一年度的 ESG 議題分析結果，共計 22 項 ESG 議題，並通過影響重要性及財務重要性評估，確立 6 項雙重重要性議題。

Identifying and confirming ESG management priorities. The Company regularly conducts ESG materiality assessments through stakeholder surveys and collaboration with third-party experts to identify and assess ESG-related impacts, risks and opportunities. Based on these assessments, the Company establishes key ESG issues and management priorities. In 2025, the Company collaborated with third-party experts to re-assess the materiality of ESG issues. The assessment confirmed that this annual report continues to adopt the results of the previous year's ESG materiality analysis, identifying a total of 22 ESG issues. Through assessments of both impact and financial materiality, six issues were confirmed as of dual materiality.

全面落實 ESG 管理舉措。我們圍繞 ESG 議題管理要求，持續完善制度建設與執行機制。我們發佈並實施多項 ESG 相關政策與專項制度，明確各職能部門 ESG 工作目標及考核標準，並通過 ESG 培訓等舉措強化能力建設、推動責任落實。我們編制 ESG 關鍵績效指標統計標準，實現 ESG 數據的標準化、定期採集，並將相關要求嵌入內部管理流程。我們推進總部及各工廠制定供應商 ESG 指標評審表並修訂相關管理制度，推動 ESG 要求向價值鏈延伸。

Implementing ESG management measures. We have continuously improved our systems and execution mechanisms based on ESG issue management requirements. The Company has issued and implemented various ESG-related policies and specific systems, clarifying ESG objectives and performance standards for functional departments, and strengthening capacity building and responsibility fulfillment through initiatives such as ESG training. We have compiled statistical standards for ESG key performance indicators (KPIs) to achieve standardised and regular collection of ESG data, and embeded relevant requirements into internal management processes. Furthermore, we have promoted the formulation of supplier ESG indicator review tables by the company and its subordinate factories and revised relevant management systems to extend ESG requirements across the value chain.

持續夯實環境與氣候變化管理基礎。我們持續提升氣候相關管治水平，完善環境管理體系，開展氣候情景分析，用於識別氣候風險可能對公司經營帶來的潛在影響，並為相關應對策略與韌性提升提供參考。同時，我們推進溫室氣體排放數據管理體系建設，開展範圍 3 排放核算工作，夯實價值鏈碳排放管理基礎。我們基於碳排放數據研究制定適用於工廠及上游供應鏈的五年節能減排規劃，重點圍繞節能降耗、強化清潔能源利用等方向探索可行路徑。我們亦系統梳理近三年環境數據，重新設定可量化、可比較、可追蹤且合理的環境管理量化目標，支持後續績效管理與信息披露。

Consolidating the foundation of environmental and climate change management. We have continuously enhanced our climate-related governance, improved our environmental management system, and conducted climate scenario analysis to identify potential impacts of climate risks on our operations, providing a reference for response strategies and resilience enhancement. Meanwhile, we have advanced the construction of a greenhouse gas emission data management system and carried out Scope 3 emission calculations to solidify the foundation of carbon emission management across the value chain. Based on carbon emission data, we have developed a five-year energy saving and emission reduction plan for factories and upstream supply chains, exploring feasible paths focusing on energy conservation and clean energy utilisation. We have also systematically reviewed environmental data from the past three years and re-established quantifiable, comparable, traceable, and reasonable environmental management targets to support subsequent performance management and information disclosure.

ESG 管理成效逐步顯現。2025 年，我們獲得 Wind ESG 評級 AA 級，並被納入 MSCI 全球小盤股指數，反映資本市場對本集團在 ESG 領域整體表現與管理水平的認可。

Gradual emergence of ESG management effectiveness. In 2025, we received a Wind ESG rating of "AA" and were included in the MSCI Global Small Cap Index, reflecting the capital market's recognition of the Group's overall performance and management level in the ESG field.

本報告詳盡披露了本集團 2025 年度 ESG 管理與實踐的進展與成效，已於 2026 年 3 月 12 日經董事會審議通過。

The Report provides detailed disclosure of the Group's progress and achievements in ESG management and practices for 2025, and was approved by the Board of Directors on March 12, 2026.

關於鍋圈
ABOUT GUOQUAN

公司簡介

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

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

本集團已建立以加盟店為主體的即時零售門店網絡。在特許經營業務模式下，加盟商以我們的品牌開設和經營加盟店，並向消費者銷售我們的產品，我們的絕大部分收益來自向加盟商銷售我們的產品，但我們並不收取亦不依賴于加盟費。

Company Overview

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

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

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

2025 年，本集團堅持「社區央廚」的戰略定位，通過多渠道、多場景的全域佈局，深度融合線上線下運營模式，成功構建起全方位的即時零售門店網絡，為消費者提供「鍋圈閃購」的購物體驗。本集團持續深耕消費者需求，不斷開發並迭代多樣化套餐產品組合，深化門店精細化運營管理，健全會員生態體系建設，有效提升了門店經營效能與市場競爭力。截至報告期末，本集團的即時零售門店覆蓋全國 31 個省、自治區及直轄市，門店總數達 11,566 家，其中，鄉鎮市場門店數量達到 3,010 家。2025 年，本集團淨新增門店 1,416 家，其中鄉鎮市場新開門店達 1,004 家，充分體現了本集團對下沉市場的深刻理解以及在鄉鎮市場的門店拓展能力。與此同時，為了更好地服務中高線市場「在家吃飯」的消費場景，本集團亦推出了 24 小時無人零售門店，並於 2025 年完成了超過三千家零售門店的智慧化、無人化改造升級。

In 2025, we adhered to the strategic positioning of "community central kitchen" and successfully built a comprehensive instant retail store network through a multi-channel and multi-scenario layout and the deep integration of online and offline operation models, offering consumers the "Guoquan Flash Sale" shopping experience . We effectively improved operational efficiency and market competitiveness by continuously delving into consumer needs, developing and iterating diverse package product portfolios, deepening refined store operation and enhancing the membership ecosystem. As of the end of the Reporting Period, the Group's instant retail stores covered 31 provinces, autonomous regions and municipalities across China, reaching 11,566, of which 3,010 were township stores. In 2025, we had a net increase of 1,416 stores, of which 1,004 were newly opened in the township store market, fully demonstrating our deep understanding of the sinking market and the ability to expand stores in the township market. At the same time, focusing on the consumption scenario of "eating at home" in mid-to-high-tier markets, we continued to upgrade and develop store types, including the launch of 24-hour unmanned stores and completing the smart and unmanned transformation of over 3,000 retail stores in 2025.

在供應鏈管理方面，本集團構建了規模化採購生產與儲運、扁平化經銷渠道、需求 - 生產一體化的高效協同體系。通過集中採購、數字化生產調度和智能化倉儲物流，我們實現了採購生產儲運的全鏈條規模化運作，顯著降低單位成本；依託覆蓋全國的扁平化加盟網絡，我們減少了中間流通環節，實現產品從工廠到門店的快速直達；基於前端銷售數據的實時反饋，我們推動需求與生產的精准對接，實現以銷定產、柔性製造，持續打造「好吃方便還不貴」的產品特色，在不同季節，推出更多具有「質價比」的產品組合。這一供應鏈模式不僅支撐了鍋圈食品「還不貴」的極致性價比定位，讓消費者以更實惠的價格享受高品質餐食產品，同時通過全鏈條的資源集約利用和流程優化，有效降低了能耗、減少了損耗，創造了顯著的社會環境價值。

In terms of supply chain management, the Group has established a highly efficient synergistic system integrating large-scale procurement, production, storage and transportation, flat distribution channels, and demand-production integration. Through centralised procurement, digital production scheduling, and intelligent warehousing and logistics, we have achieved large-scale operations across the entire chain of procurement, production, storage, and transportation, significantly reducing unit costs. Relying on a nationwide flat franchise network, we have reduced intermediate circulation links to achieve rapid and direct delivery of products from factories to stores. Based on real-time feedback of front-end sales data, we promote precise alignment between demand and production, implementing production based on sales and flexible manufacturing. This enables us to continuously create product features that are "delicious, convenient, and affordable", and to launch more "value-for-money" product portfolios in different seasons. This supply chain model not only supports Guoquan Food's positioning of cost-effectiveness and being affordable for consumers to enjoy high-quality meal products at more economical prices, but also effectively lowers energy consumption and reduces wastage through intensive resource utilisation and process optimisation across the entire chain, creating significant social and environmental value.

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

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

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

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

企業文化

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

本集團一直在探索社區中央廚房之路，在「買菜回家做飯」「外賣到家」「社會餐飲」之外，開闢出居家與露營餐飲的新模式，為老百姓提供多元化、多品類、優質、方便且具有高質價比的第四種居家吃飯解決方案。圍繞便民生活圈，定位中國社區好鄰居，把握社區中央廚房入口，以及中國億萬家庭餐桌的入口，塑造新生活方式——在家吃就鍋圈！

Corporate Culture

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

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

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

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

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

年度榮譽

報告期內，本集團在ESG管治、資本市場認可、社會公益、創新驅動、行業影響力、優質品牌與產品等方面獲得多項認可與榮譽。

Honours in 2025

During the Reporting Period, the Group received multiple recognitions and honours in areas such as ESG governance, capital market recognition, social welfare, innovation-driven development, industry influence, and high-quality brands and products.

ESG管治 ESG governance

- 鍋圈榮獲 Wind ESG 評級 AA 級（日常消費品經銷與零售行業第一）。
- Guoquan was awarded an AA ESG rating from Wind (ranking first in the daily consumer goods distribution and retail sector).
- 鍋圈榮獲 Wind 2025 年度中國上市公司 ESG 最佳實踐 100 強（中小市值）。
- Guoquan was selected for the Wind 2025 Best ESG Practices of China's Listed Companies Top 100 (Small and Mid-Cap).
- 鍋圈榮獲香港商報「ESG 卓越投資價值上市公司」「ESG 卓越可持續發展企業」，並入選「港股 ESG 百強榜」與「香港商報·港股 ESG100 指數」。
- Guoquan won the "Listed Company with ESG Excellence in Investment Value" and "Enterprise with ESG Excellence in Sustainability" awards from Hong Kong Commercial Daily, and was selected for the "Top 100 ESG Companies in Hong Kong" and the "Hong Kong Commercial Daily · HKEX ESG 100 Index".
- 鍋圈榮獲路演中 X 卓越 IR 第九屆中國卓越 IR 評選「卓越 ESG 獎」。
- Guoquan won the "Excellence in ESG Award" at the 9th China IR Annual Awards by Roadshow China and Excellence IR.





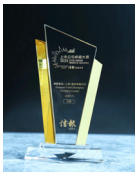


資本市場認可 Capital market recognition

- 鍋圈榮獲路演中 X 卓越 IR 第九屆中國卓越 IR 評選「卓越資本市場溝通獎」「卓越價值創造獎」。
- Guoquan won the "Excellence in Capital Market Communication Award" and "Excellence in Value Creation Award" at the 9th China IR Annual Awards by Roadshow China and Excellence IR.
- 鍋圈榮獲 2025 全球商報經濟論壇暨「金鯤鵬」中國財經價值榜——「最佳上市公司投資者關係管理團隊」。
- Guoquan won the "Best Investor Relations Management Team of Listed Company" award at the 2025 Global Commercial Newspapers Economic Forum and "Golden Kunpeng" China Financial Value Ranking.
- 鍋圈榮獲 2025 香港財富管理高峰論壇「小型企業 50 強」。
- Guoquan was named in the "Top 50 Small Cap Enterprises" at the 2025 Hong Kong Wealth Management Summit Forum.
- 鍋圈榮獲香港《信報財經新聞》「上市公司卓越大獎 2025」。
- Guoquan won the "2025 Listed Company Awards of Excellence" from Hong Kong Economic Journal.







社會公益 Social welfare

- 鍋圈榮獲河南衛視「中國社區好鄰居」榮譽。
- Guoquan was honoured as the "Good Neighbour of Chinese Communities" by Henan TV.

創新驅動 Innovation-driven development

- 澄明工廠榮獲河南省工業和信息化廳頒發「智能工廠」。
- Chengming Plant was awarded the "Intelligent Factory" award by the Department of Industry and Information Technology of Henan Province.
- 歡歡工廠榮獲「中國農業農村部農產品冷鏈物流技術重點實驗室示範基地」。
- Huanhuan Plant was recognised as the "Demonstration Base of the Key Laboratory of Agricultural Product Cold Chain Logistics Technology of the Ministry of Agriculture and Rural Affairs of China".
- 歡歡工廠榮獲「荊州市淡水產品加工技術企校聯合創新中心」。
- Huanhuan Plant won the "Jingzhou Freshwater Product Processing Technology Enterprise-University Joint Innovation Centre" award.
- 歡歡工廠榮獲「國家科技型中小企業」。
- Huanhuan Plant was recognised as a "National Science and Technology-based Small and Medium-sized Enterprise".





行業影響力 Industry influence

- 鍋圈榮獲艾瑞諮詢「上萬加盟商選擇的在家餐食品牌」。
- Guoquan was recognised as the "At-home Meal Brand Chosen by Tens of Thousands of Franchisees" by iResearch.
- 和一工廠榮獲河南省農業農村廳「農業產業化省重點龍頭企業」。
- Heyi Plant was recognised as a "Provincial Key Leading Enterprise in Agricultural Industrialisation" by the Department of Agriculture and Rural Affairs of Henan Province.
- 和一工廠榮獲陝西省預製菜產業協會「陝菜中國行供應鏈優選企業」。
- Heyi Plant was named a "Preferred Supply Chain Enterprise for Shaanxi Cuisine China Tour" by the Shaanxi Prepared Dishes Industry Association.
- 和一工廠榮獲河南省肉類協會、上海市肉類行業協會「上海肉類市場保供優秀企業」。
- Heyi Plant was honoured as an "Outstanding Enterprise for Market Supply Guarantee in Shanghai Meat Market" by the Henan Meat Association and Shanghai Meat Industry Association.
- 丸來丸去工廠榮獲中國火鍋燒烤領潮峰會組委會、餐見數據研究院「2025 中國火鍋創新供應鏈」「2025 年度全國火鍋燒烤優質生產商」。
- Wanlai Wanqu Plant won the "2025 Chinese Hotpot Innovative Supply Chain" and "2025 National High-quality Hotpot and Barbecue Producer" awards from the Organising Committee of China Hotpot and Barbecue Leading Trend Summit and Canjian Data Research Institute.
- 歡歡工廠榮獲中國火鍋燒烤領潮峰會組委會、餐見數據研究院「2025 中國火鍋創新供應鏈」「2025 年全國火鍋燒烤優質生產商」「2025 年全國火鍋燒烤地標先鋒企業」。
- Huanhuan Plant won the "2025 Chinese Hotpot Innovative Supply Chain", "2025 National High-quality Hotpot and Barbecue Producer" and "2025 National Hotpot and Barbecue Landmark Pioneer Enterprise" awards from the Organising Committee of China Hotpot and Barbecue Leading Trend Summit and Canjian Data Research Institute.
- 歡歡工廠榮獲「荊州農業產業化市級重點龍頭企業」。
- Huanhuan Plant was recognised as a "Jingzhou Municipal Key Leading Enterprise in Agricultural Industrialisation".







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

- 鍋圈榮獲見實科技「2025 年度私域 / 全域增長——標杆案例獎」。
- Guoquan won the "2025 Private/Omni-channel Growth — Benchmark Case Award" from Jianshi Technology.
- 鍋圈榮獲經濟觀察報「2024-2025 年度傑出實效創新營銷案例」。
- Guoquan won the "2024-2025 Outstanding Effective Innovative Marketing Case" award from The Economic Observer.
- 鍋圈榮獲淘寶閃購「2025 品牌零售渠道共建先鋒獎」。
- Guoquan won the "2025 Brand Retail Channel Co-construction Pioneer Award" from Taobao Flash Purchase.
- 鍋圈榮獲自有品牌金星獎組委會「2025 卓越商品獎」。
- Guoquan won the "2025 Excellence in Merchandise Award" from the Private Label Golden Star Award Organising Committee.
- 和一工廠榮獲中國火鍋燒烤領潮峰會組委會、餐見數據研究院「2025 年度全國火鍋燒烤供應鏈影響力」「2025 年度全國火鍋燒烤創新爆品」。
- Heyi Plant won the "2025 National Hotpot and Barbecue Supply Chain Influence" and "2025 National Hotpot and Barbecue Innovative Hit Product" awards from the Organising Committee of China Hotpot and Barbecue Leading Trend Summit and Canjian Data Research Institute.
- 和一工廠榮獲有哥供應鏈「第 2 屆中國餐飲供應鏈爆品 TOP 榜：牛肉牛副 TOP50」。
- Heyi Plant was named in the "Top 50 Beef and Beef Offal" at the 2nd China Catering Supply Chain Hit Product TOP Ranking by Youge Supply Chain.
- 和一工廠榮獲 iSEE 全球獎組委會「和一牧鮮安格斯肋眼肥牛全球美味獎 1 星」。
- Heyi Plant won the "1-Star Global Delicious Award for Heyi Muxian Angus Ribeye Fatty Beef" from the iSEE Global Award Organising Committee.
- 和一工廠榮獲第 7 屆中部好餐飲產業大會組委會「中國餐飲優選供應鏈品牌」。
- Heyi Plant was recognised as a "Preferred Supply Chain Brand for Chinese Catering" by the Organising Committee of the 7th Central China Good Catering Industry Conference.
- 和一工廠榮獲沙利文「中國中式手打牛排開創者」。
- Heyi Plant was recognised as the "Pioneer of Chinese-style Hand-beaten Steak in China" by Frost & Sullivan.
- 丸來丸去工廠榮獲有哥供應鏈「第二屆中國餐飲供應鏈品類 TOP 榜：火鍋食材 TOP20」「第二屆中國餐飲供應鏈爆品 TOP 榜：丸滑 TOP30」。
- Wanlai Wanqu Plant won the "Top 20 Hotpot Ingredients" and "Top 30 Meatballs and Pastes" awards at the 2nd China Catering Supply Chain Category TOP Ranking by Youge Supply Chain.









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

- 丸來丸去工廠榮獲中國火鍋燒烤領潮峰會組委會、餐見數據研究院「2025年度全國火鍋燒烤創新爆品」。
- Wanlai Wanqu Plant won the "2025 National Hotpot and Barbecue Innovative Hit Product" award from the Organising Committee of China Hotpot and Barbecue Leading Trend Summit and Canjian Data Research Institute.
- 和一工廠、丸來丸去工廠榮獲全球肉類產業博覽會組委會「2025年度新銳品牌獎」。
- Heyi Plant and Wanlai Wanqu Plant won the "2025 Emerging Brand Award" from the Global Meat Industry Expo Organising Committee.
- 歡歡工廠獲第二屆東北餐飲食材單品爆款大賽「潮流單品獎」「爆款大單品」。Huanhuan Plant won the "Trend Item Award" and "Blockbuster Hit Product" awards at the 2nd Northeast Catering Ingredients Single Item Hit Product Competition.





ESG 管治體系
ESG GOVERNANCE SYSTEM

ESG 戰略

圍繞企業長期發展與社會價值創造，鍋圈搭建以「**WARM**」為核心的 ESG 戰略模型，涵蓋健康福祉（Wellness）、誠信治理（Accountability）、社會責任（Responsibility）與環境共生（Mindfulness）四大維度，對應 22 項重要性議題。公司以實際行動將 ESG 理念融入產品、運營及價值鏈管理之中，推動企業發展與社會、環境的協同共進，持續向利益相關方傳遞有溫度、可持續的長期價值。

ESG Strategy

Centering on long-term corporate development and the creation of social value, Guoquan has established an ESG strategic model with "**WARM**" at its core. This model covers four dimensions: Wellness, Accountability, Responsibility, and Mindfulness, corresponding to 22 material issues. With practical actions, the Company integrates ESG philosophies into its products, operations, and value chain management to promote the synergistic advancement of corporate development with society and the environment, continuously delivering warm and sustainable long-term value to stakeholders.

Wellness 健康福祉



以健康、安全、營養、普惠的食品為基礎，做離居民最近的「社區央廚」與「中國好鄰居」，讓城鄉百姓「多快好省」地共享美好生活。

Based on healthy, safe, nutritious and inclusive food, we strive to become the "community central kitchen" and "China's good neighbor" closest to residents, enabling people in both urban and rural areas to share a better life in a "faster, better and more economical" way.

Accountability 誠信治理



以誠信為本、穩健為基，構建負責任、透明、高效的企業治理體系。

With integrity as the foundation and stability as the cornerstone, we build a responsible, transparent and efficient corporate governance system.

Responsibility 社會責任



以利他為核心，推動社會共榮與社區共建。

With an other-oriented core, we promote social prosperity and community co-construction.

Mindfulness 環境共生



以可持續的思維和行動共建綠色未來的食材生態鏈，以綠色運營與節能創新守護自然資源與綠色未來。

We co-build a green future food ingredient ecosystem with sustainable thinking and actions, and safeguard natural resources and a green future through green operations and energy-saving innovation.

W	A	R	M
健康福祉 Wellness	誠信治理 Accountability	社會責任 Responsibility	環境共生 Mindfulness
食安為本，提升品質與服務 Prioritising Food Safety, Enhancing Quality and Service	夯實合規與風控，構建合作新生態 Strengthening Control and Risk Management, Building a New Ecosystem for Cooperation	以人為本，共創價值與責任 People-oriented, Co-creating Value and Responsibility	綠色發展，推進低碳與環保 Green Development, Advancing Low-carbon and Environmental Protection
營養與健康 Nutrition and health 食品安全與品質 Food safety and quality 消費者溝通與服務 Consumer communication and service	供應鏈管理 Supply chain management 加盟商管理 Franchisee management 公司治理 Corporate governance 商業行為 Business conduct 風險管理 Risk management 信息安全和隱私保護 Information security and privacy protection 知識產權保護 Intellectual property protection 負責任營銷 Responsible marketing	員工健康與安全 Employee Health and Safety 員工培訓及發展 Employee Training and Development 員工權益與福利 Employee rights and benefits 員工雇傭與多元化 Employment and employee diversity 社會貢獻 Social contribution	應對氣候變化 Climate change tackling 排放物與廢棄物管理 Emissions and waste management 環境管理 Environmental management 水資源管理 Water resource management 能源利用 Energy usage 包裝材料管理 Packaging materials management

ESG 管治架構

鍋圈高度重視 ESG 治理，已構建層級分明、分工明確、權責清晰的 ESG 治理架構，涵蓋監督層、管理層、執行層三個層面。公司 ESG 工作遵循董事會監督決策、管理層統籌協調、執行層具體落實的三層管理原則，形成權責清晰、信息暢通、持續改進的管理機制。

ESG Governance Structure

Guoquan attaches great importance to ESG governance and has established a clear and well-structured ESG governance framework with distinct levels, clear responsibilities, and well-defined duties, covering the supervisory level, the management level and the execution level. The Company's ESG work follows the three-level management principle of supervision and decision-making by the Board, overall coordination by the management level, and concrete implementation by the executive level, forming a management mechanism with clear rights and responsibilities, smooth information flow, and continuous improvement.

鍋圈 ESG 管治架構
Guoquan's ESG Governance Structure



- 作為公司 ESG 管治的監督機構，對 ESG 事宜承擔最終責任。
- As the supervisory body for the Company's ESG governance, it takes ultimate responsibility for ESG matters.
- 審議並批准公司 ESG 管治架構、戰略、政策、目標及重大風險清單（包括氣候相關風險）。
- To review and approve the Group's ESG governance framework, strategies, policies, targets, and the list of material ESG risks (including climate-related risks).
- 監督 ESG 風險評估及管理的有效性，確保 ESG 因素系統性納入集團整體風險管理及內部監控系統、戰略規劃及重大決策流程。
- To supervise the effectiveness of ESG risk assessment and management, ensuring the systematic integration of ESG factors into the Group's overall risk management framework, internal control system, strategic planning, and major decision-making processes.
- 檢討 ESG 戰略、政策與目標的實施及達成進度，將 ESG 關鍵績效指標納入考核。
- To review the implementation and progress of ESG strategies, policies, and targets, and incorporate ESG key performance indicators (KPIs) into performance appraisals.
- 審批年度 ESG 報告並處理重大 ESG 事件。
- To approve the annual ESG report and handle material ESG incidents.

- 由公司核心高級管理層組成，負責將董事會批准的 ESG 戰略、政策及目標轉化為具體行動計劃，統籌推動、協調並監督其在集團內部的全面實施。
- Consisting of the Company's senior management officers, it is primarily responsible for translating major ESG strategies, policies, and targets approved by the Board into concrete action plans, and coordinating, promoting, and supervising their comprehensive implementation within the Group.

- 作為 ESG 執行委員會的常設辦事與協調機構，負責統籌協調 ESG 日常工作，推動集團 ESG 戰略落地。
- As the permanent office and coordination body of the ESG Executive Committee, it is responsible for coordinating daily ESG work and promoting the implementation of the Group's ESG strategies, policies, and targets.

- 由總部、各工廠、其他附屬公司下 ESG 相關職能部門負責人及聯絡員組成，負責依據集團 ESG 工作要求，制定相應工作目標與計劃，推動 ESG 相關戰略的落地執行。
- Consisting of the heads of departments and designated liaisons responsible for ESG-related functions in the Group headquarters, factories, and other subsidiaries, it is responsible for formulating corresponding work targets and plans based on the Group's ESG work requirements and promoting the implementation of relevant strategies at the executive level.
- ESG 工作小組下設 6 個專項工作組，圍繞特定議題開展專業化執行工作，涵蓋氣候變化專項工作組、環境管理專項工作組、綠色包裝專項工作組、食品安全專項工作組、社會議題專項工作組以及管治議題專項工作組。
- The ESG Working Group has established 6 task forces to carry out professional execution work around specific issues, including the Climate Change Task Force, Environmental Management Task Force, Green Packaging Task Force, Food Safety Task Force, Social Issues Task Force, and Governance Issues Task Force.

本集團已建立高管薪酬與多維度 ESG 績效表現掛鉤的機制，全面覆蓋環境（E）、社會（S）及治理（G）各維度的重點議題指標，包括食品安全與質量、消費者溝通與服務、供應鏈管理、信息安全和隱私保護、員工健康與安全生產（S 維度）、環保與應對氣候變化（E 維度）、公司治理與風險管理（G 維度）等。董事會每年對高級管理層開展一次 ESG 相關績效評估，評估結果將作為薪酬委員會核定高級管理層績效薪酬的重要依據之一。同時，本集團將高級管理層的 E（環境）、S（社會）、G（治理）考核指標逐級分解至相應業務單元及職能部門負責人的績效考核方案，確保 ESG 責任貫穿各級管理層，並根據考核期內的 ESG 績效表現兌現激勵薪酬。

The Group has established a mechanism linking senior management remuneration with multi-dimensional ESG performance, comprehensively covering key issue indicators across Environmental (E), Social (S), and Governance (G) dimensions. This includes food safety and quality, consumer communication and service, supply chain management, information security and privacy protection, employee rights and benefits, and production safety (Social aspects); environmental protection and tackling climate change (Environmental aspects); and corporate governance and risk management (Governance aspects). The Board of Directors conducts an ESG-related performance appraisal for senior management once a year, the results of which serve as an important basis for the Remuneration Committee to determine senior management performance-based remuneration. At the same time, the ESG performance indicators for senior management are broken down into the performance appraisal schemes of the heads of relevant business units and functional departments, with incentive compensation awarded based on the performance of the business unit and functional department heads during the appraisal period.

公司不斷完善 ESG 管理體系，對外發佈《**人權政策**》《**反歧視、反騷擾與多元化專項管理制度**》《**反童工及強制勞工專項管理制度**》《**反腐敗政策**》《**反洗錢、反恐怖融資及制裁合規管理制度**》《**商業行為準則**》《**供應商行為準則**》等 ESG 政策，將人權保障、廉潔經營、合規運營與供應鏈可持續管理要求融入經營發展全流程，夯實 ESG 管理基礎，踐行可持續發展理念。

The Company continuously improves its ESG management system and has publicly released ESG policies such as the **Human Rights Policy,** the **Anti-discrimination, Anti-harassment and Diversity Management Policy**, the **Prevention of Child Labor and Forced Labor Policy**, the **Anti-corruption Policy**, the **Anti-money Laundering, Counter-Terrorist Financing and Sanctions Compliance Management Policy**, the **Code of Business Conduct**, and the **Supplier Code of Conduct**. These integrate requirements for human rights protection, faithful operation, compliance operations, and sustainable supply chain management into the entire process of business development, consolidating the ESG management foundation and practicing the concept of sustainable development.

公司定期邀請外部專家開展 ESG 專題培訓，持續關注 ESG 領域的前沿發展趨勢及最新監管要求，提升董事、高級管理層及相關人員對 ESG 議題的認知水平與應對能力。2025 年 8 月，我們邀請外部專家，針對 11 名董事會全體成員開展一場 0.5 小時的 ESG 專題培訓，重點解讀香港聯交所最新氣候相關信息披露要求，以進一步提升董事對 ESG 議題的理解與監督履職能力。

The Company regularly invites external experts to conduct ESG special training, continuously tracking frontier development trends and the latest regulatory requirements in the ESG field to enhance the awareness and response capabilities of Directors, senior management officers, and relevant personnel regarding ESG issues. In August 2025, we invited external experts to conduct a 0.5-hour ESG special training for all 11 members of the Board, focusing on interpreting the latest climate-related information disclosure requirements of the Hong Kong Stock Exchange to further enhance the Directors' understanding of ESG issues and their ability to perform supervisory duties.

公司董事會充分履行了對 2025 年度 ESG 相關事項的審議、決策與監督職責。2026 年 3 月，董事會審議通過了《關於本公司環境、社會及管治政策以及截至二零二五年十二月三十一日止年度環境、社會及管治報告的議案》，並聽取了審核與風險管理委員會關於本集團 2025 年度風險管理及內部監控系統及其有效性的彙報。

The Company's Board of Directors fully carried out its duties of reviewing, deciding and supervising 2025 ESG-related issues. In March 2026, the Board reviewed and approved the Proposal on the Company's ESG Policies and the Annual ESG Report for the Year Ended December 31, 2025, and listened to the Audit and Risk Management Committee's report on the Group's risk management and internal control systems and their effectiveness in 2025.

利益相關方溝通

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

Stakeholder Communication

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

利益相關方溝通方式與渠道
Stakeholder Communication Methods and Mechanisms

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
消費者 / 客戶 Consumers/ Customers	• 食品安全與質量 • Food safety and quality • 營養與健康 • Nutrition and health • 信息安全和隱私保護 • Information security and privacy protection • 消費者溝通與服務 • Consumer communication and service • 負責任營銷 • Responsible marketing	• 線上 / 線下推廣活動 • Online/offline promotional activities • 客戶拜訪 • Customer visits • 市場調研 • Market research • 全國客戶服務熱線 • National customer service hotline • 公司官網 • The Company's official website • 電話、郵箱等溝通渠道 • Phone calls, emails, etc.	不定期 Irregular

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
投資者 / 股東 Investors/ Shareholders	• 食品安全與質量 • Food safety and quality • 加盟商管理 • Franchisee management • 供應鏈管理 • Supply chain management • 負責任營銷 • Responsible marketing • 公司治理 • Corporate governance • 風險管理 • Risk management	• 新聞稿、定期報告與公告 • Press releases, regular reports and announcements • 投資者郵件及會議溝通 • Investor email and meeting communication • 投資者關係網站 • Investor relations website • 股東會 • Shareholder meetings • 業績發佈會 • Performance release conferences • 門店參觀走訪 • Store visits and site tours • 供應鏈調研 • Supply chain surveys • 分析師會議 • Analyst meetings • 投資者研討會 • Investor workshops • 線上 / 線下路演 • Online/offline roadshows	定期 Regular 不定期 Irregular
政府 / 監管部門 Government/ Regulatory authorities	• 公司治理 • Corporate governance • 商業行為 • Business conduct • 社會貢獻 • Social contribution • 環境管理 • Environmental management • 能源利用 • Energy usage • 水資源管理 • Water resource management • 應對氣候變化 • Climate change tackling • 排放物與廢棄物管理 • Emissions and waste management • 包裝材料管理 • Packaging materials management	• 信息披露和報送 • Information disclosure and submission • 來訪接待 • Visitors' reception • 項目合作 • Project collaboration • 監督檢查 • Supervision and inspection • 政府諮詢 • Government consultations	不定期 Irregular

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
員工 Employees	• 員工權益與福利 • Employee rights and benefits • 員工培訓及發展 • Employee training and development • 員工健康與安全 • Employee health and safety • 員工雇傭與多元化 • Employment and employee diversity	• 定期溝通調研反饋 • Regular communication and feedback surveys • 內部活動 • Internal activities • 交流培訓 • Communication and training • 投訴舉報 • Complaints and reporting	定期 Regular 不定期 Irregular
加盟商 Franchisees	• 加盟商管理 • Franchisee management • 食品安全與質量 • Food safety and quality • 營養與健康 • Nutrition and health	• 加盟商大會 • Franchisee meetings • 加盟商委員會 • Franchisee Committee • 加盟商說明會 • Franchisee briefings • 加盟商滿意度調查 • Franchisee satisfaction surveys • 加盟商溝通平臺 • Franchisee communication platform • 鍋圈學堂 • Guoquan Academy • 鍋圈遊學 • Guoquan study tours • 鍋圈食品雲學院 • Guoquan Food Online College • 知識卡片 • Knowledge cards • 交流培訓 • Communication and training • 食安天地期刊 • Food Safety Journal	定期 Regular 不定期 Irregular

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
供應商 / 合作夥伴 Suppliers/Partners	• 供應鏈管理 • Supply chain management • 食品安全與質量 • Food safety and quality • 負責任營銷 • Responsible marketing • 知識產權保護 • Intellectual property protection	• 合同與協議 • Contracts and agreements • 供應商評估 / 考核 • Supplier evaluations/ assessments • 供應商大會 • Supplier meetings • 實地考察 • On-site visits • 交流培訓 • Communication and training	定期 Regular 不定期 Irregular
社區公眾 / 媒體 Community/Media	• 食品安全與質量 • Food safety and quality • 消費者溝通與服務 • Consumer communication and service • 信息安全和隱私保護 • Information security and privacy protection	• 日常溝通與回應 • Daily communication and responses • 輿論監測與回應 • Public opinion monitoring and responses • 公司官網新聞披露 • News disclosures on the Company's official website • 採訪與訪談 • Interviews and discussions • 媒體線下活動參與 • Participation in offline media events • 媒體在線論壇 • Online media forums	不定期 Irregular
協會 / 公益組織 Associations/ Nonprofit organisations	• 社會貢獻 • Social contribution	• 社區服務 • Community services • 公益慈善活動 • Charitable activities • 助力鄉村振興 • Supporting rural revitalisation • 本地化採購 • Localised procurement • 校企合作 • University-enterprise cooperation	不定期 Irregular

重要性議題分析

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

報告期內，我們基於業務實際與行業現狀，系統調研了宏觀政策導向、監管合規要求及資本市場 ESG 評級關注重點，並協同第三方專家對 2025 年度 ESG 議題重要性進行了重新評估。評估結果表明，2025 年度的 ESG 議題及重要性與上一年度保持一致，相關議題仍能全面反映本集團在環境、社會及管治方面的管理情況。因此，本報告繼續沿用上一年度的 ESG 議題分析結果。

Materiality Analysis

Conducting a materiality analysis is a key foundation for advancing the Company's ESG management and information disclosure. The Company has established a regular issue assessment mechanism based on the "materiality" principle outlined in the HKEX's ESG Code: performing an annual issues' materiality analysis and conducting a stakeholder materiality survey every two to three years with questionnaires. The ESG working group, coordinating with various functional departments and subsidiaries and based on the Group's strategic priorities, industry characteristics, and business needs, with reference to the requirements of the HKEX, the focus areas of domestic and international rating agencies, the latest ESG standards (including the GRI Standards), and the feedback from external stakeholders, conducted a dual materiality analysis of the Company's ESG issues.

During the Reporting Period, based on business reality and industry status, we systematically researched macro-policy orientations, regulatory compliance requirements, and ESG rating focuses of the capital market, and collaborated with third-party experts to re-assess the materiality of ESG issues for 2025. The assessment results indicate that the ESG issues and their materiality for 2025 remain consistent with the previous year, and the relevant issues still comprehensively reflect the Group's management in environmental, social, and governance aspects. Therefore, this Report continues to adopt the results of the previous year's ESG materiality analysis.

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

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

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

建立議題清單
Make a list of issues

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

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

影響重要性評估：
Evaluate impact materiality:

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

財務重要性評估：
Evaluate financial materiality:

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

雙重重要性結果匯總：
Consolidate dual materiality results:

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

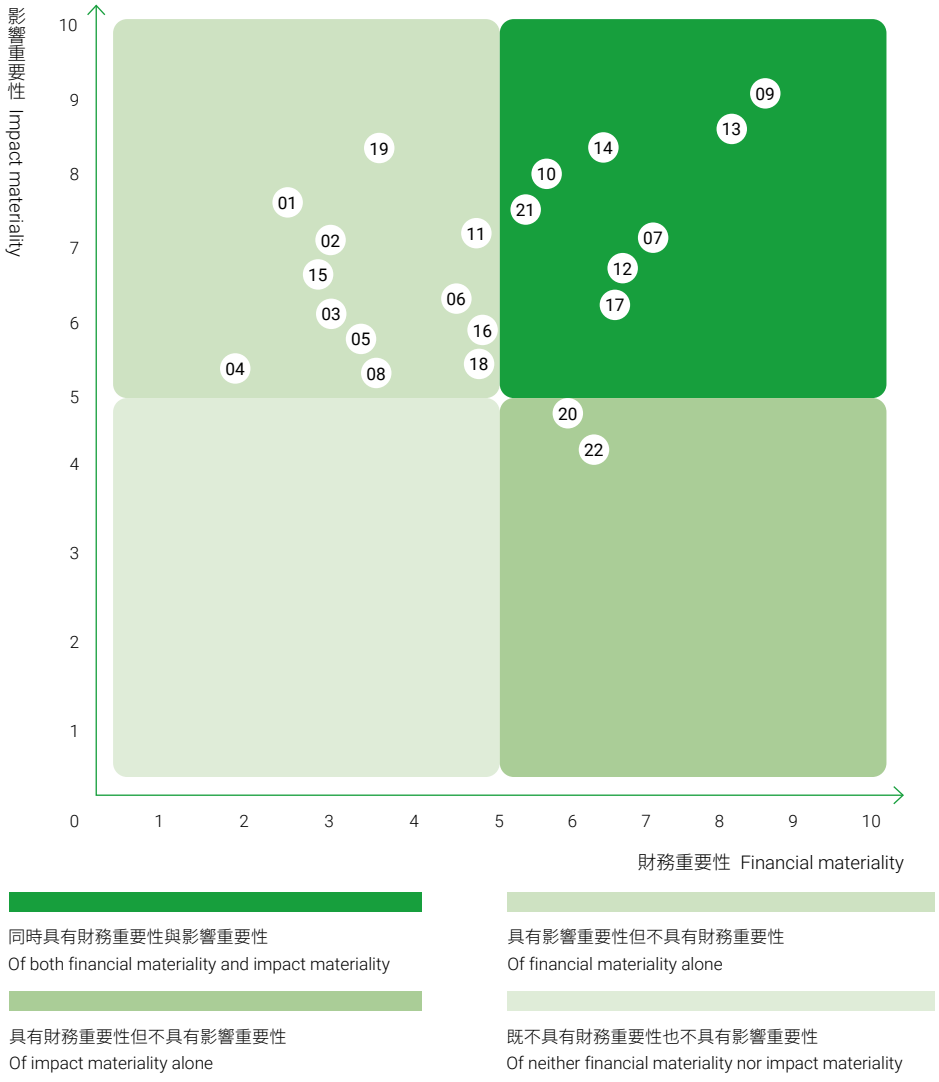
議題報告 Report issues

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

報告期內，鍋圈共有 22 項 ESG 議題。其中，環境維度共 6 項，社會維度共 13 項，管治維度共 3 項。經分析與驗證，鍋圈共有 8 項議題具有雙重重要性，2 項議題僅具有財務重要性，12 項議題僅具有影響重要性。公司議題的雙重重要性分析結果如下圖所示。

During the Reporting Period, Guoquan had 22 material ESG issues. Among these, six related to environmental dimension, 13 to social dimension, and three to governance dimension. Analysis and verification show that Guoquan has eight issues of dual materiality, two issues of financial materiality alone, and 12 issues of impact materiality alone. The results of the dual materiality analysis for the Company's issues are shown in the following diagram.

鍋圈 2025 重要性議題矩陣
Guoquan's List of Material Issues in 2025



鍋圈 2025 年重要性議題清單
Guoquan's List of Material Issues in 2025

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

注：加粗議題為雙重重要性議題。

Note: The issues in bold are of dual materiality.

規範治理，夯實合規與風控

COMPLIANCE IN GOVERNANCE, STRENTHENING CONTROL AND RISK MANAGEMENT

公司治理 35
Corporate Governance
商業行為 43
Business Conduct
風險管理 55
Risk Management

亮點績效

公司治理

- 共組織了 **2 次**股東會、**2 次**業績發佈會、**800 餘場**路演、**50 餘次**門店參觀走訪以及 **3 次**供應鏈調研活動，累計接待了**逾 200 家**投資機構。
- 報告期內，股份回購約 **1.8 億元**，已派發中期股息 **1.9 億元**，現擬派發末期股息逾 **1.0 億元**（須待公司 2025 年度股東會批准後方告落實）。
- 制定**《分紅政策》**

商業行為

- 開展反腐敗和反賄賂培訓，共覆蓋加盟商、供應商及員工合計 **27,496 人次**。
- 開展 **16 場**線上及線下反不正當競爭相關培訓，共計 **444 人次**參與。

風險管理

- 持續運行評估監測、監督評價、對標提升、考核問責四項長效工作機制。
- 著重對線上運營、會員營銷及品牌部、子公司經濟責任專項涉及財務風險、運營風險等方面開展內部審計，以提升集團風險控制的有效性。
- 制定**《反洗錢、反恐怖融資及制裁合規管理制度》**

Highlights of Performance

Corporate Governance

- Hosted **2** shareholder meetings, **2** performance release conferences, over **800** roadshows, over **50** store visits and **3** supply chain surveys, and welcomed over **200** investment institutions.
- During the Reporting Period, the share repurchase amounted to approximately RMB**180 million**, the distributed interim dividend amounted to RMB**190 million,** and the proposed final dividend amounted to over RMB**100 million** (subject to the approval of the Company's 2025 Annual General Meeting of Shareholders).
- Formulated the **Dividend Policy**

Business Conduct

- Conducted anti-corruption and anti-bribery training and covered a total of **27,496** participants across franchisees, suppliers, and employees.
- Organised **16** online and offline training sessions related to anti-unfair competition, with a total of **444** participants.

Risk management

- Continues to operate four long-term working mechanisms: assessment and monitoring, supervision and evaluation, benchmarking and improvement, and performance accountability.
- Focused on conducting internal audits in sectors such as online operations department, the membership marketing and brand department, and special economic audits for subsidiaries involving financial risks and operational risks, so as to improve the effectiveness of the Group's risk control.
- Formulated the **Anti-money Laundering, Counter-Terrorist Financing and Sanctions Compliance Management Policy**

公司治理

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

Corporate Governance

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

锅圈公司治理架构
Guoquan's Corporate Governance Structure



股東會 General Meeting	• 股東會是公司的最高權力機構，依法行使職權。 • The General Meeting is the highest authority of the Company and exercises its powers in accordance with the law. • 2025 年，公司共召開股東會 2 次，共審議議案 9 項。 • In 2025, the Company convened two general meetings and reviewed nine proposals.
董事會 Board of Directors	• 董事會是公司的經營決策機構，由股東會選舉產生，對股東會負責。其下設審核與風險管理委員會、薪酬委員會及提名委員會。 • The Board of Directors is the Company's decision-making body for business operations, with members elected by the General Meeting and accountable to it. It has the Audit and Risk Management Committee and Remuneration Committee and Nomination Committee under it. • 2025 年，公司共召開董事會會議 11 次。 • In 2025, the Company convened 11 board meetings. • 2025 年，公司共召開董事會各專門委員會會議 7 次。此外，主席與獨立非執行董事舉行了 1 次無其他董事出席的專門會議。 • In 2025, the Company held a total of seven meetings of the specialised committees of the Board of Directors. Additionally, the Chairperson and independent non-executive Directors held one meeting without the presence of other directors.

報告期內，各董事在董事會會議及各專門委員會會議、股東會的出席率均為 100%。
During the Reporting Period, the attendance rate of all directors at Board meetings, committee meetings and general meetings was 100%.

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

董事會表現評核 Board Performance Evaluation	• 公司提名委員會負責擬定董事、高級管理人員的選擇標準和程序，對董事、高級管理人員人選及其任職資格進行遴選、審核，每年檢討董事會的多元化，協助董事會編制董事會技能表，支持發行人定期評估董事會表現。 • The Nomination Committee of the Company is responsible for formulating the selection criteria and procedures for directors and senior management officers, selecting and reviewing candidates for directors and senior management officers and their qualifications, reviewing board diversity annually, assisting the Board in preparing the board skills matrix, and supporting the issuer in regularly evaluating board performance. • 公司至少每兩年對董事會表現進行正式的評核，方式包括董事會自評，或視需要聘請外部服務提供者進行獨立評核。為持續提升本公司董事會管治水平，本公司計劃於 2027 年開展董事會表現評核工作。該次評核將覆蓋董事會及其轄下委員會在 2026 年度的整體表現，由提名委員會主席主導，董事會秘書提供支持。屆時，本公司將依據《企業管治守則》的規定，於 2026 年年度報告內，對該次董事會表現評核作全面披露。 • The Company conducts a formal evaluation of the Board's performance at least every two years through methods including Board self-evaluation or, if necessary, engaging an external service provider for independent evaluation. To continuously improve the governance level of the Company's Board, the Company plans to conduct a Board performance evaluation in 2027. This evaluation will cover the overall performance of the Board and its committees in 2026, led by the chairman of the Nomination Committee with support from Board Secretary. At that time, the Company will make full disclosure of the Board performance evaluation in the 2026 annual report in accordance with the provisions of the Corporate Governance Code.
董事履職有效性評估 Appraisal of effectiveness of Directors' performance	董事會薪酬委員會負責研究董事及高級管理人員的考核標準，並向董事會提出建議，此外，還負責審查公司董事及高級管理人員的履職情況，並對其進行年度績效考核及評價。薪酬委員會對董事和高級管理人員的考評程序如下： The Remuneration Committee is responsible for developing appraisal criteria for Directors and senior management, submitting proposals to the Board, reviewing performance, and conducting annual performance appraisals. The appraisal process includes: 1. 公司董事和高級管理人員向董事會薪酬委員會作述職和自我評價。 1. Directors and senior executives present performance reports and self-assessments to the Remuneration Committee. 2. 薪酬委員會依據績效評價標準和程序，對董事及高級管理人員進行績效評價。 2. The Remuneration Committee appraises performance of Directors and senior management based on established appraisal criteria and procedures. 3. 根據崗位績效評價結果及薪酬分配政策，提出董事及高級管理人員的報酬數額和獎勵方式，表決通過後提交公司董事會審議。 3. Based on appraisal results and our remuneration policy, the Committee proposes remuneration packages and incentive measures for Directors and senior executives, and submit them to the Board for approval after voting. 如有必要，薪酬委員會可以聘請中介機構為其決策提供專業意見，相關合理費用由公司承擔。 When necessary, the Remuneration Committee may engage third-party agencies to provide professional advice, with reasonable expenses arising therefrom to be borne by the Company.

本公司視提升董事會層面的多元化為實現集團戰略目標及達致可持續均衡發展的關鍵元素。本公司已採納**董事會多元化政策**，該政策強調董事會成員多元化對於董事會效能和決策程序、董事會的繼任計劃和發展以及實現本公司戰略目標等方面的裨益，並列明董事會對於在性別方面以及其他不同層面達致多元化所作出的承諾。

The Company regards the enhancement of Board diversity as a key element in achieving the Group's strategic objectives and attaining sustainable and balanced development. The Company has adopted the **Board Diversity Policy**, which emphasises the benefits of Board member diversity for Board effectiveness and decision-making processes, Board succession planning and development, and the achievement of the Company's strategic objectives, and sets out the Board's commitment to achieving diversity in terms of gender and other different aspects.

根據董事會多元化政策，本公司在甄選董事會候選人時，會綜合考慮多項因素以促進董事會成員組成的多元化，包括但不限於專業經驗、技能、知識、性別、年齡、文化、教育背景、民族及服務年期等方面，以確保董事會能夠從不同角度在業務戰略、風險防控等重要事宜上提供專業且獨立的意見與判斷。董事會將參考國際及本地相關最佳實務，並充分考慮持份者的合理期望，以推動董事會性別結構的合理平衡。在此基礎上，董事會設定以下目標：

In accordance with the Board Diversity Policy, the Company considers a range of factors when selecting candidates for the Board to promote diversity in the composition of the Board, including but not limited to professional experience, skills, knowledge, gender, age, culture, educational background, ethnicity and length of service, so as to ensure that the Board can provide professional and independent advice and judgement on important matters such as business strategy and risk prevention and control from different perspectives. The Board will refer to relevant international and local best practices and fully consider the reasonable expectations of stakeholders to promote a reasonable balance in the gender structure of the Board. On this basis, the Board has set the following targets:

（i）女性董事比例及董事繼任人庫中女性候選人比例均不低於三分之一，以此作為現階段的具體目標；

(i)the proportion of female directors and the proportion of female candidates in the director successor pool shall be no less than one-third, which serves as the target for the current stage;

（ii）以最終實現董事會性別均衡為長遠目標。

(ii)the ultimate achievement of gender alance on the Board as the long-term target.

董事會確認對現時董事會的性別多元化組成感到滿意，女性董事比例已達致董事會多元化政策設定的現階段具體目標。董事會期望女性成員比例至少維持於現有水平，並將持續致力落實董事會多元化政策所訂立的長遠目標。

The Board confirms that it is satisfied with the current gender diversity composition of the Board, and the proportion of female directors has reached the target set in the Board Diversity Policy. The Board expects the proportion of female members to be maintained at least at the current level and will continue to be committed to implementing the long-term gargets established by the Board Diversity Policy.

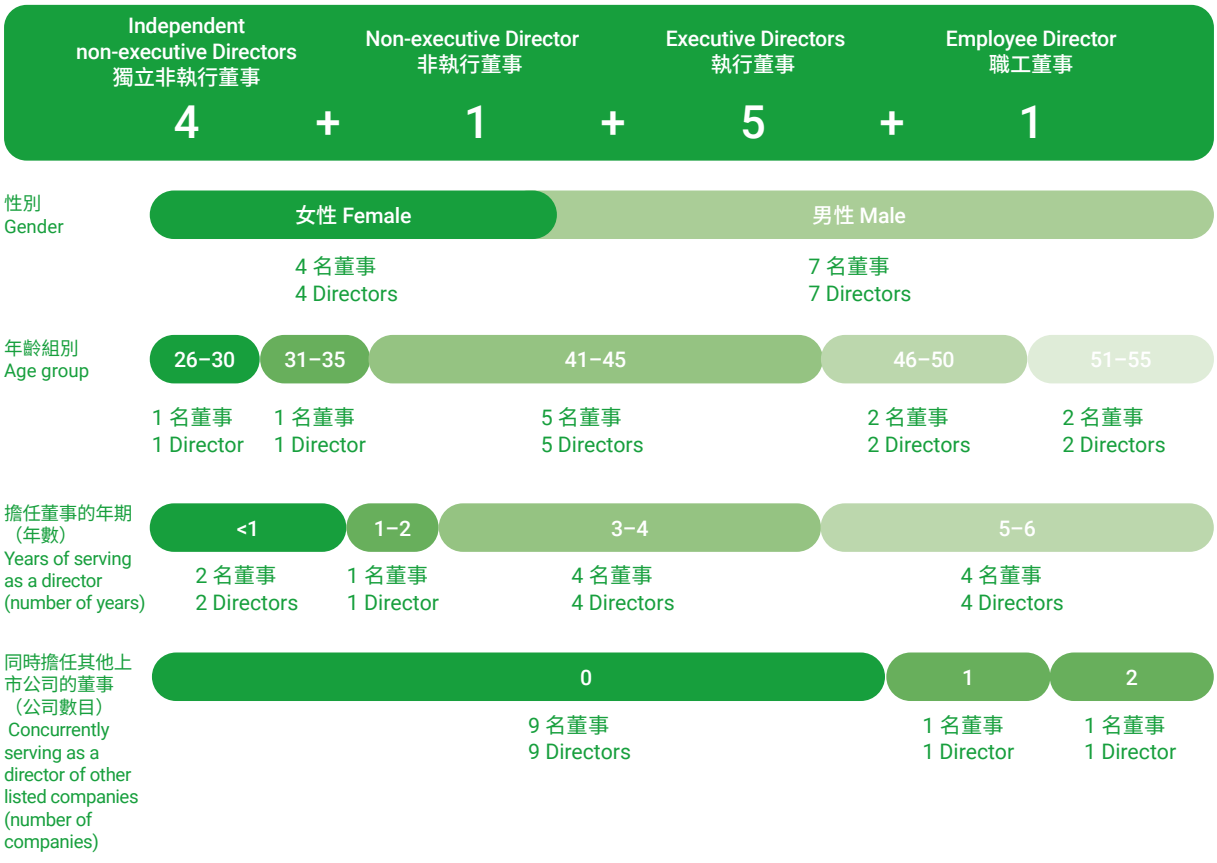
公司的獨立董事及非執行董事人數占本集團董事會總人數的比例超過三分之一，從而確保企業決策的獨立性及有效性。

Independent and non-executive Directors account for more than one-third of the total Board membership, ensuring decision-making independence and effectiveness.

截至 2026 年 4 月 2 日（「**最後實際可行日期**」），公司董事會共有 11 名成員，其中包括 5 名執行董事、1 名非執行董事、4 名獨立非執行董事及 1 名職工董事。董事會成員年齡介乎 28 歲至 55 歲，涵蓋不同國籍背景（包括中國籍及澳大利亞籍）。董事會的知識與技能組合均衡，涵蓋戰略發展、領導能力、與本集團營運及業務相關的行業知識及經驗、財務知識 / 商業觸覺、風險管理及合規、人員管理經驗以及會計 / 法律 /ESG（包括氣候變化）/ 資本市場專業知識。

As of 2 April 2026 (the "**Latest Practicable Date**"), the Board of the Company consists of 11 members, including 5 executive directors, 1 non-executive director, 4 independent non-executive directors and 1 employee director. The ages of the Board members range from 28 to 55 years old, covering different national backgrounds (including Chinese and Australian). The Board possesses a balanced mix of knowledge and skills, covering strategic development, leadership, industry knowledge and experience relevant to the Group's operations and business, financial knowledge/business acumen, risk management and compliance, personnel management experience, and professional expertise in accounting / law / ESG (including climate change)/ capital markets.

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



更多公司治理相關信息，請參閱公司《2025 年度報告》中的「企業管治報告」。

For more information on corporate governance, please refer to the "Corporate Governance Report" in the 2025 Annual Report.

信息披露與投資者關係管理

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

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

通過這些制度，公司明確了信息披露的內容、範圍、時間、流程及職責，確保信息披露的真實性和準確性。公司通過公告、投資者關係活動、公共媒體等多元化渠道進行信息披露。2025 年，公司在香港聯交所網站披露文件共 94 份，未出現違反《上市規則》和《公司章程》等相關規定和制度的行為。

Information Disclosure and Investor Relations Management

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

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

These policies define the content, scope, timing, procedures, and responsibilities related to disclosure to ensure information authenticity and accuracy. Disclosures are made via multiple channels, including official announcements, investor relations activities, and public media. In 2025, the Company published 94 documents on the HKEX website. No violations of the Listing Rules, Articles of Association, or related policies and regulations were recorded.

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

常規活動 Routine Activities	投資者關係活動 Investor Relations Activities	公開發言 Public Presentation Engagements	信息披露 Formal Disclosures
• 接受投資者、媒體等特定對象的調研、溝通、採訪 • Engagement with targeted audiences such as investors and media through research briefings, communications, and interviews • 進行對外宣傳、推廣等 • External publicity and promotional activities	• 門店參觀走訪 • Store visits and site tours • 供應鏈調研 • Supply chain surveys • 業績發佈會 • Performance release conferences • 分析師會議 • Analyst meetings • 投資者研討會 • Investor Seminar • 路演 • Roadshows	• 股東會、行業會議等 • General meetings, industry forums, and conferences • 媒體採訪、新聞發佈會 • Media interviews and press conferences • 微信公眾號等社交媒體 • Posts on social media platforms such as WeChat official accounts	• 招股說明書 • Prospectus • 定期報告 • Periodic reports • 臨時公告 • Interim announcements

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

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

於報告期內，董事會致力促進與股東的建設性互動，並透過多種渠道了解股東對影響公司事宜（包括就公司的管治及企業策略的表現）的看法。2025 年，公司共舉行 2 次股東會議及 2 次業績發布會，並透過實體或虛擬形式，與香港、中國內地及海外的機構投資者及分析師舉行了逾 800 場投資者研討會、分析師會議、路演及其他交流活動。參與互動的投資者涵蓋多元群體，包括公募基金、私募基金、保險資產管理公司及合格境外機構投資者（QFII）等。為加深投資者對公司業務的理解，我們亦組織了 50 餘次線下門店參觀走訪及 3 次供應鏈調研活動，讓投資者有機會實地考察各工廠，並與加盟商、店長等一線從業人員直接交流。參與上述活動的公司代表包括全體董事（含獨立非執行董事）、首席財務官兼董事會秘書、行政總裁及其他高級管理人員、相關業務負責人及投資者關係團隊，以確保投資者能與管理層有效溝通，了解集團戰略計劃、營運及企業管治政策的最新發展。公司對股東及投資者在互動中所提出的意見與關注事項進行系統性記錄及分析，並定期向董事匯報，相關意見亦被納入公司決策及策略規劃的考量，以持續提升企業管治水平及經營表現。

During the Reporting Period, the Board was committed to fostering constructive engagement with shareholders and understanding their views on matters affecting the Company (including its performance on governance and corporate strategy) through various channels. In 2025, the Company hosted 2 shareholder meetings and 2 performance release conferences, and conducted over 800 investor workshops, analyst meetings, roadshows and other exchange activities with institutional investors and analysts from Hong Kong, Mainland China and overseas through physical or virtual formats. The participating investors covered a diverse range of groups, including public funds, private equity funds, insurance asset management companies and Qualified Foreign Institutional Investors (QFII). To deepen investors' understanding of the Company's business, we also organised over 50 offline store tours and 3 supply chain surveys, providing investors with opportunities for site visits to various factories and direct communication with frontline practitioners such as franchisees and store managers. Company representatives participating in these activities included all directors (including independent non-executive directors), the Chief Financial Officer and Secretary to the Board, the Chief Executive Officer and other senior management, relevant business heads and the investor relations team, ensuring effective communication between investors and management regarding the latest developments in the Group's strategic plans, operations and corporate governance policies. Opinions and concerns raised by shareholders and investors during these interactions were systematically recorded and analysed, and reported to the directors on a regular basis. Such feedback was incorporated into the consideration of the Company's decision-making and strategic planning to continuously enhance corporate governance standards and operational performance.

董事會已於 2026 年 4 月 2 日審議通過了本公司**分紅政策**，以規範公司的利潤分配行為。該股息政策須待公司 2025 年度股東會批准後方可生效。

The Board has considered and approved the **Dividend Policy** of the Company on April 2, 2026 to regulate its profit distribution. The dividend policy is subject to the approval of the Company's 2025 Annual General Meeting of Shareholders before taking effect.

公司注重投資者權益，高比例現金分紅回報投資者

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

公司始終秉持以投資者為核心的經營理念，通過實施股份回購等舉措，有效穩定市場並增強投資者信心。同時，公司建立持續且穩定的分紅機制，不斷提升投資者回報水平，致力於構建與股東之間的和諧關係。公司自2023年11月上市以來，每年均實施分紅計劃，累計宣派現金分紅總額已超過人民幣6.3億元（含稅）（不包括股份回購金額）。2025年，公司已派發中期股息1.9億元，現擬派發末期股息逾1.0億元，報告期內，股份回購約1.8億元，持續積極回報股東。2025末期股息派發具體方案尚需提交公司2025年度股東會審議批准後施。

The Company uphold an investor-centred philosophy by implementing measures such as share buybacks to stabilise market confidence and enhance shareholder trust. The Company establish a stable and sustainable dividend policy to continuously improve shareholders' returns and maintain a harmonious relationship with investors. Since the Company's listing in November 2023, Guoquan has been implementing the profit distribution plan every year. The total amount of cash dividends declared has exceeded RMB630 million (tax inclusive) (excluding the amount of share repurchases). In 2025, the Company has distributed an interim dividend of RMB190 million, and now proposes to distribute a final dividend of over RMB100 million. During the Reporting Period, the share repurchase amounted to approximately RMB180 million, continuing to actively return to shareholders. The specific plan for the 2025 final dividend distribution is subject to the approval of the Company's 2025 Annual General Meeting of Shareholders.

稅務管理

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

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

Tax Management

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

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

商業行為

反貪污腐敗

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

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

公司參照風險管理的「三道防線」原則，構建了由董事會、高級管理層及專門部門共同組成的反貪污腐敗管理體系，對本集團全部反貪污腐敗事宜實施系統化管理。

董事會是本集團風險管理（包括反腐敗）及內部控制的最高決策機構，對全部反貪污腐敗事宜承擔最終責任。董事會通過審核與風險管理委員會，每年至少檢討一次反腐敗相關政策及執行的有效性，並向董事會彙報。

高級管理層負責制定、改善及監控公司反腐敗的主要政策、程序及標準，向董事會提供有關反腐敗風險管理及內部監控系統有效性的確認，並為審核與風險管理委員會履行風險及監控職能提供支持。

Business Conduct

Anti-Corruption and Anti-Bribery

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

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

Adhering to the "three lines of defence" principle for risk management, we have established an anti-corruption management system composed of the Board of Directors, senior management, and specialized departments to implement systematic management of all anti-corruption matters within the Group.

The Board of Directors is the highest decision-making body for the Group's risk management (including anti-corruption) and internal control, bearing ultimate responsibility for all anti-corruption matters. Through the Audit and Risk Management Committee, the Board reviews the effectiveness of anti-corruption policies and their implementation at least once a year and reports back to the Board.

Senior management is responsible for formulating, improving, and monitoring the Company's primary anti-corruption policies, procedures, and standards. They provide the Board with confirmations regarding the effectiveness of anti-corruption risk management and internal control systems and support the Audit and Risk Management Committee in performing its risk and control functions.

公司設立審計調查中心，作為反貪腐管理的專責部門，並引進專業反舞弊調查團隊，專司廉正監察職責，查處內部人員貪腐、瀆職等舞弊行為。審計調查中心在履職過程中直接向董事長彙報，確保相關工作的獨立性與有效性。

The Company has established an Audit and Investigation Center as the dedicated department for anti-corruption management and has introduced a professional anti-fraud investigation team. This team is specifically tasked with integrity supervision and the investigation of fraudulent activities such as corruption and dereliction of duty by internal personnel. The Audit and Investigation Center reports directly to the Chairperson during the performance of its duties to ensure the independence and effectiveness of its work.

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

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

公司高度重視商業道德建設，從制度層面全面規範自身及商業夥伴的行為，通過發佈**《商業行為準則》**、**《反腐敗政策》**、**《供應商行為準則》**，明確要求全體員工及商業夥伴（包括但不限於供應商、加盟商等）在開展業務時恪守廉潔合規底線，確保業務運營的廉潔性與合規性，有效防範因腐敗、商業賄賂等違規行為導致的損失與風險，切實維護本集團及利益相關方權益。

The Company attaches great importance to the development of business ethics and comprehensively regulates the behavior of itself and its business partners at the institutional level. By issuing the **Code of Business Conduct**, the **Anti-Corruption Policy**, and the **Supplier Code of Conduct**, we explicitly require all employees and business partners (including but not limited to suppliers and franchisees) to strictly uphold the bottom line of integrity and compliance when conducting business. This ensures the integrity and compliance of business operations, effectively prevents losses and risks resulting from violations such as corruption and commercial bribery, and earnestly safeguards the interests of the Group and its stakeholders.

在供應商及商業夥伴管理方面，公司對所有供應商及商業夥伴均設有明確的廉潔要求。在供應商准入審核及合作後的定期評審中，將廉潔要求作為合作準入與持續管理的紅線，一旦觸犯，即不予合作或終止合作。在監督機制方面，公司不僅對商業夥伴的商業道德行為進行主動監督與評估，同時也建立暢通的投訴舉報渠道，實現對違規行為的被動監督與及時響應。對於任何發現的違法違規行為，公司均依據內部制度採取嚴肅處理，並在必要時對外披露相關處理方式與結果，以確保問責機制的透明與有效。

In terms of supplier and business partner management, the Company sets clear integrity requirements for all suppliers and business partners. During supplier admission audits and regular post-cooperation evaluations, integrity requirements are treated as a "red line" for cooperation admission and ongoing management; once violated, cooperation will not be granted or will be terminated. Regarding supervision mechanisms, the Company not only proactively monitors and assesses the business ethics behavior of business partners but also maintains accessible whistleblowing channels to achieve passive supervision and timely response to violations. For any discovered illegal or non-compliant acts, the Company takes serious actions based on internal policies and, when necessary, discloses the handling methods and results externally to ensure the transparency and effectiveness of the accountability mechanism.

在培訓與宣貫方面，報告期內，本集團反貪污及商業道德相關政策組織覆蓋率達 100%，涵蓋全體董事、管理層及員工；同時，公司通過上述制度的約束及合同條款的延伸，將培訓與宣貫要求傳導至供應商、加盟商等商業夥伴，持續提升供應鏈及合作夥伴的合規意識與廉潔水平。

In terms of training and communication, during the Reporting Period, the organizational coverage of the Group's anti-corruption and business ethics policies reached 100%, encompassing all directors, management, and employees. At the same time, through the constraints of the aforementioned systems and the extension of contractual terms, the Company transmits training and communication requirements to business partners such as suppliers and franchisees, continuously enhancing compliance awareness and integrity levels across the supply chain and among partners.

反貪污反賄賂管理措施
Anti-Corruption and Anti-Bribery Management Measures

本集團內部
Within the Group

- 向全體員工發放員工手冊，並要求全員簽署《廉潔承諾書》。
- Distribute employee handbooks and require all employees to sign the Letter of Commitment to Integrity.
- 制定並發佈《採購人員行為規範》。
- Have published the Code of Conduct for Procurement Personnel.
- 對重點部門定期開展專項審計工作。
- Conduct regular special audits for key departments.
- 開展常態化溝通教育，每年春節、端午、中秋等節假日通過企業微信向員工發佈廉潔提示信。
- Conduct regular communication and education, and issue integrity reminder letters to employees via Enterprise WeChat during holidays such as the Spring Festival, Dragon Boat Festival, and Mid-Autumn Festival.
- 定期為董事及全體員工開展反貪腐反賄賂培訓，確保彼等充分瞭解並熟悉本集團的商業道德與反貪腐反賄賂相關規定，宣導廉正文化。
- Regularly conduct anti-corruption and anti-bribery training for directors and all employees to ensure that they fully understand and are familiar with the Group's business ethics and relevant regulations on anti-corruption and anti-bribery, promoting a culture of integrity.

商業夥伴（供應商及加盟商等）
Business Partners (Suppliers and Franchisees, etc.)

- 制定並實施涵蓋**《供應商行為準則》**在內的供應商及加盟商商業行為規範，明確反賄賂、反不正當競爭等要求，並在與加盟商及供應商簽訂合同時，將「禁止商業賄賂」及相關廉潔義務作為重要條款予以約定。
- Formulate and implement business conduct standards for suppliers and franchisees, including the **Supplier Code of Conduct**, to clarify requirements such as anti-bribery and anti-unfair competition. Include "prohibition of commercial bribery" and related integrity obligations as essential terms when signing contracts with franchisees and suppliers.
- 與所有商業夥伴簽署《廉潔承諾書》，並結合已查處的典型違規案例進行公示警示。
- Sign the Letter of Commitment to Integrity with all business partners and issue public warnings based on typical cases of violations that have been investigated and handled.
- 在供應商准入審核及合作後的定期評審中，公司重點核查商業夥伴的誠信相關記錄，包括是否存在弄虛作假、惡意競標、惡意違約等情形。公司將誠信相關要求作為合作準入與持續管理的紅線，一旦觸犯，即不予合作或終止合作。
- Focus on verifying the integrity-related records of business partners, such as falsification, malicious bidding, malicious breach of contract, during supplier admission audits and regular post-cooperation evaluations. Treat integrity requirements as a "red line" for cooperation admission and ongoing management; once violated, cooperation will not be granted or will be terminated.
- 定期向供應商及加盟商開展反貪腐反賄賂培訓，在節假日等高風險節點主動向供應商及加盟商發佈廉潔合規提示，宣導廉正文化，打造廉潔產業鏈。
- Provide regular anti-corruption and anti-bribery training to suppliers and franchisees. Proactively issue integrity compliance tips to suppliers and franchisees during high-risk periods such as holidays to promote an integrity culture and build a clean industrial chain.
- 向供應商及加盟商發放意見調查問卷，對合作過程中的貪污腐敗等舞弊線索進行收集。
- Distribute surveys to suppliers and franchisees to collect clues regarding fraud, such as corruption and bribery, during the cooperation process.
- 定期對供應商及加盟商開展反腐敗、反商業賄賂培訓及監督審計，及時查處違法違規行為。
- Conduct regular anti-corruption and anti-commercial bribery training as well as supervisory audits for suppliers and franchisees, and timely investigate and handle illegal or non-compliant behaviors.
- 建立舉報和調查機制，提供匿名或實名舉報的渠道。
- Establish whistleblowing and investigation mechanisms, providing channels for both anonymous and real-name reporting.
- 針對經認定存在貪腐、弄虛作假、惡意競標或違背廉潔承諾等行為的合作夥伴，依據制度和合同約定採取整改、責任追究、終止合作或列入黑名單等措施，確保違規行為得到有效處置。
- Take measures such as rectification, accountability, termination of cooperation, or blacklisting against partners identified as having engaged in corruption, falsification, malicious bidding, or breach of integrity commitments in accordance with policies and contractual agreements to ensure effective disposal of violations.

反貪腐反賄賂調查管理機制
Anti-Corruption and Anti-Bribery Investigation and Management Mechanism

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

公司致力於營造道德誠信的合規文化氛圍，持續開展反貪污腐敗相關的溝通教育與系統化培訓，具體如下：

We are committed to fostering a culture of ethical integrity and compliance, continuously conducting anti-corruption and anti-bribery communication and systematic training, as follows:

開展反腐敗和反賄賂培訓
Conducted Anti-corruption and Anti-bribery Training

報告期內，審計調查中心圍繞《正心正念正行正氣》《陽光合作 廉潔共贏》兩大主題，以「身邊人身邊案身邊事」為素材，面向加盟商、供應商、內部員工、董事及高管，開展 5 次相關宣導與培訓，涵蓋商業賄賂等反腐敗相關法律法規、公司查處的典型案件、公司舉報反饋渠道及廉潔合規要求等內容，培訓共覆蓋加盟商、供應商及員工合計 27,496 人次，推動廉潔理念在不同層級和對象中的有效宣導。

During the Reporting Period, the Audit and Investigation Center conducted five promotion activities and training sessions for franchisees, suppliers, internal employees, directors, and senior management under the two major themes of " Positive Mind, Positive Thought, Positive Action, Positive Spirit" and "Sunny Cooperation, Integrity and Win-win." Using real-life examples, the sessions covered laws and regulations regarding commercial bribery and other related issues, typical cases investigated by the Company, the Company's feedback channels and integrity requirements. The training covered a total of 27,496 participants across franchisees, suppliers, and employees, effectively promoting the dissemination of integrity concepts among different levels and targets.



供應商廉潔主題宣導
Integrity Promotion for Suppliers

為維護誠信、透明的商業環境，公司已建立完善的舉報流程，並設立多元化的舉報渠道，鼓勵員工、供應商、合作夥伴等內外部利益相關方對貪污腐敗行為進行投訴及舉報。

To uphold an honest and transparent business environment, the Company have established a robust reporting mechanism with diverse channels for reporting corruption by employees, suppliers, business partners and other stakeholders.

舉報渠道
Reporting Channels

公開舉報渠道（面向外部利益相關方） Public Reporting Channels (For External Stakeholders)	內部員工舉報渠道 Internal Employee Reporting Channels
Email: fanwubi@guoquan.cn Tel.:15286830609	開放員工舉報窗口，可通過微信平臺與調查人員一對一溝通 An employee reporting window is available on WeChat, enabling confidential one-on-one communication with investigators

舉報流程
Reporting Process

舉報信息收集、匯總至舉報信息接收人
The reporting information is collected and compiled to the designated recipient.

接收人甄別舉報信息後單獨分配給指定調查人
The recipient identifies and verifies the information and assigns it separately to the designated investigator for handling.

調查人開展立項、調查
The assigned investigator formally initiates a case and conducts the investigation.

調查結果反饋至接收人，由接收人嚴格按照內部管理規定進行處理
The investigation results are fed back to the recipient, who will handle them strictly in accordance with the internal management regulations.

公司高度重視對舉報人的保護，已建立嚴格的舉報人保護機制，具體措施如下：

The Company attaches great importance to the protection of whistleblowers and has established a stringent whistleblower protection mechanism, with specific measures as follows:

信息保密 Confidentiality	• 舉報人的個人信息、舉報內容及調查過程均列為機密信息，僅限於有必要知悉的調查人員按需查閱。未經舉報人本人同意，嚴禁向任何無關人員洩露。 • Personal information of whistleblowers, reporting content, and the investigation process are confidential information, which is accessible only to investigators with a necessity to know on a need-to-know basis. Disclosure to any irrelevant personnel without the consent of the whistleblower is strictly prohibited.
匿名保護 Anonymity Protection	• 支持舉報人實名或匿名舉報。對於匿名舉報，公司在調查過程中不會試圖追溯、識別舉報人身份。 • Whistleblowers are supported to report using their real names or anonymously. For anonymous reports, the Company will not attempt to trace or identify the whistleblower's identity during the investigation process.
權益保障 Protection of Rights and Interests	• 公司堅決杜絕任何形式的打擊、報復行為。無論舉報問題最終是否查實，只要舉報人出於善意、基於合理事實進行舉報，其合法工作權益、職位晉升、薪酬待遇等均不因舉報行為受到負面影響。 • The Company firmly prohibits any form of retaliation or reprisal. Regardless of whether the reported issues are ultimately verified, as long as the whistleblower acts in good faith and based on reasonable facts, their legitimate working rights, promotion, and remuneration will not be negatively affected due to the act of reporting.
嚴懲報復 Strict Punishment for Retaliation	• 對於任何打擊報復舉報人的行為，一經查實，公司將予以嚴肅處理，視情節輕重給予相應處分；涉嫌違法犯罪的，將依法移交司法機關追究法律責任。 • Any acts of retaliation against whistleblowers will be dealt with seriously once verified, with corresponding disciplinary actions taken based on the severity of the circumstances; incidents involving suspected violations of laws or crimes will be referred to judicial authorities for legal action in accordance with the law.

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

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

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

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

反不正當競爭

我們嚴格遵守《中華人民共和國廣告法》《中華人民共和國反不正當競爭法》《中華人民共和國反壟斷法》《中華人民共和國價格法》《中華人民共和國消費者權益保護法》《規範促銷行為暫定規定》等法律法規，持續健全內部合規管理制度。

在組織架構方面，法務部作為反壟斷與公平競爭管理的統籌協調與合規支持專責部門，全面負責相關制度的落實與監督。

在制度規範方面，公司發佈**《商業行為準則》**，明確作出反壟斷與公平競爭的聲明，規定全體員工及商業夥伴在開展業務時應恪守公平競爭原則，堅決抵制任何形式的不正當競爭行為。同時，公司採納《經營者反壟斷合規指南》作為內部制度規範，制定《廣告合規手冊》《促銷活動合規要點》等管理規定，建立負責任的營銷材料審核和監督機制，將反壟斷與公平競爭管理要求進一步制度化、規範化。

公司建立並運行反壟斷與公平競爭風險評估與應對機制，定期識別、評估業務活動中的潛在合規風險。針對高風險領域制定專項應對預案，確保風險可防可控。同時建立營銷物料分級審核機制，針對各類營銷宣傳物料，建立信息分類處理、內部協同與多級覆核機制，確保廣告內容、宣傳表述等符合相關法律法規與監管要求，有效規避虛假宣傳、誤導消費者等合規風險。

Anti-Unfair Competition

We strictly comply with laws and regulations including the Advertising Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, the Anti-Monopoly Law of the People's Republic of China, the Price Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Consumers' Rights and Interests, and the Interim Provisions on Regulating Promotional Activities, and continuously strengthen internal compliance management mechanisms.

In terms of organisational structure, the Legal Department of the Company, as the specialised department for coordination and compliance support for anti-monopoly and fair competition management, is fully responsible for the implementation and supervision of relevant systems.

In terms of institutional norms, the Company has issued the **Code of Business Conduct** to explicitly declare its stance on anti-monopoly and fair competition, stipulating that all employees and business partners shall abide by the principles of fair competition and resist any form of unfair competition. At the same time, the Company has adopted the Guide to the Anti-monopoly Compliance of Undertakings as its internal institutional norms, and formulated management regulations such as the Advertising Compliance Manual and Compliance Essentials for Promotional Activities. We have established a responsible marketing material review and supervision mechanism to further institutionalise and standardise the requirements for anti-monopoly and fair competition management.

The Company has established and operates an anti-monopoly and fair competition risk assessment and response mechanism to regularly identify and assess potential compliance risks in business activities. Specific response plans are formulated for high-risk areas to ensure risks are preventable and controllable. Meanwhile, we have established a hierarchical review mechanism for marketing materials. For various types of marketing and publicity materials, we have set up information classification, internal synergy, and multi-level review mechanisms to ensure that advertising content and promotional expressions comply with relevant laws, regulations, and regulatory requirements, effectively avoiding compliance risks such as false advertising and misleading consumers.

為確保加盟商及供應商等商業夥伴的合規管理，公司在《特許經營合同》《門店經營管理細則》《採購合同》《運營手冊》《營銷服務合同》等文件中制定了詳盡的加盟商、供應商商業行為準則。在加盟商管理上，嚴禁加盟商在經營過程中以任何不正當競爭形式損害公司利益及公眾權益；在供應商管理上，在合同中設置專門的反商業賄賂條款及反不正當競爭合規條款，明確合作方的合規義務與違約責任，從合作源頭防範違規風險，有效約束雙方商業行為。

To ensure the compliance management of business partners such as franchisees and suppliers, the Company has formulated detailed rules of business conduct for them in documents such as the Franchise Contract, Store Management Rules, Purchase Contract, Operating Manual, and Marketing Service Contract. Regarding franchisee management, franchisees are strictly prohibited from harming the Company's interests and public rights through any form of unfair competition during their operations. Regarding supplier management, specific anti-commercial bribery and anti-unfair competition compliance clauses are included in contracts to clarify the compliance obligations and liability for breach of contract of the counterparties, preventing compliance risks from the source of cooperation and effectively constraining the business conduct of both parties.

在培訓與宣貫方面，公司針對核心營銷業務部門及關鍵崗位，定期組織反不正當競爭專項合規培訓。報告期內，我們基於《互聯網廣告可識別性執法指南》《中華共和國廣告法》適用問題指南（一）、《人工智能生成合成內容標識辦法》等最新法律法規及相關司法案例，結合公司業務實際，組織開展了 16 場線上及線下反不正當競爭相關培訓，明確了相關經營活動的具體規範，預防不正當競爭違法行為發生。培訓累計 444 人參與。

In terms of training and communication, the Company regularly organises specialised compliance training on anti-unfair competition for core marketing departments and key positions. During the Reporting Period, based on latest laws and regulations and relevant judicial cases such as the Guidelines for the Enforcement of Identifiability of Internet Advertising, the Guidelines on Issues Concerning the Application of the Advertising Law of the People's Republic of China (I), and the Administrative Measures for Labeling of AI-generated Synthetic Content, and combined with the Company's business reality, we organised 16 online and offline training sessions related to anti-unfair competition. These sessions clarified specific standards for relevant business activities to prevent unfair competition violations, with a total of 444 participants.

開展營銷合規專題培訓
Conducted Specialised Training on Marketing Compliance

報告期內，我們開展了《新規下的企業營銷活動的合規重點》主題培訓，結合實際業務場景，重點講解營銷活動中的法律風險及應對方式、有獎銷售活動的實施規範等內容，引導員工在開展營銷活動時遵循公平競爭原則，避免虛假宣傳等不當行為。所有培訓均設有考試閉環機制，考試平均合格率約 80%，對未通過人員督促補考直至合格，確保培訓要求有效落實。

During the Reporting Period, we conducted a themed training titled "Compliance Priorities of Corporate Marketing Activities under New Regulations." Combined with actual business scenarios, the training focused on legal risks and countermeasures in marketing activities, as well as the implementation standards for prize-linked sales. It guided employees to follow the principles of fair competition and avoid improper behaviors such as false advertising when conducting marketing activities. All training sessions included a closed-loop examination mechanism, with an average pass rate of approximately 80%. Those who did not pass were urged to retake the exam until they qualified, ensuring the effective implementation of training requirements.



營銷合規專題培訓
Specialised Training on Marketing Compliance

反洗錢

本集團高度重視反洗錢、反恐怖融資及制裁合規管理，致力於建立穩健、有效的風險管理及內部監控系統，防範被利用從事洗錢、恐怖融資、逃稅或違反國際制裁等違法活動的風險，保障業務運營的合規性及聲譽安全。

我們嚴格遵守《中華人民共和國反洗錢法》《中華人民共和國反恐怖主義法》等法律法規，制定**《反洗錢、反恐怖融資及制裁合規管理制度》**等內部管理規定，規範和明確董事會及審核與風險管理委員會、管理層、審計調查中心及業務部門的職責分工，明確洗錢及恐怖融資定義、風險識別標準、盡職調查要求、可疑交易報告機制及責任追究安排等細項內容，持續完善制度建設。

Anti-money Laundering

The Group attaches great importance to anti-money laundering (AML), anti-terrorist financing (ATF), and sanctions compliance management. We are committed to establishing a robust and effective risk management and internal control system to prevent the risk of being utilised for illegal activities such as money laundering, terrorist financing, tax evasion, or violations of international sanctions, thereby safeguarding the compliance of business operations and reputation security.

We strictly abide by the Anti-Money Laundering Law of the People's Republic of China, the Counter-Terrorism Law of the People's Republic of China, and other laws and regulations. We have formulated internal management policies such as the **Anti-money Laundering, Counter-Terrorist Financing and Sanctions Compliance Management Policy** to standardise and clarify the division of responsibilities among the Board and the Audit and Risk Management Committee, management, the Audit and Investigation Centre, and various functional departments. The policies specify detailed contents including definitions of money laundering and terrorist financing, risk identification standards, due diligence requirements, suspicious transaction reporting mechanisms, and accountability arrangements, while continuously improving institutional construction.

董事會及審核與風險管理委員會負責審批反洗錢管理制度，監督檢討其有效性；管理層負責配置資源、推動制度執行；審計調查中心作為專門部門，牽頭實施盡調、可疑交易報告及監督檢查；業務部門承擔反洗錢管理的直接責任，負責日常執行落實反洗錢管理事務。

The Board and the Audit and Risk Management Committee are responsible for approving the anti-money laundering management system and overseeing its effectiveness. The management is responsible for allocating resources and promoting the implementation of the system. The Audit and Investigation Centre, as a specialised department, takes the lead in conducting due diligence, suspicious transaction reporting, and supervision and inspection. The relevant functional departments bear direct responsibility for anti-money laundering management and are responsible for the daily execution and implementation of anti-money laundering affairs.

反洗錢管理措施
Anti-Money Laundering Management Measures

強制風險評估 Mandatory Risk Assessment	• 建立新產品 / 新業務上線前風險評估機制，由審計調查中心會同業務部門開展反洗錢及制裁合規評估，未經評估或風險不可控者不得上線。 • Have established a pre-launch risk assessment mechanism for new products/new businesses, under which the Audit and Investigation Centre, in collaboration with the functional departments, conducts anti-money laundering and sanctions compliance assessments. Products or businesses that have not undergone assessment or whose risks are uncontrollable shall not be launched.
盡職調查 Due Diligence	• 以風險為本為原則，在特定情況下對客戶、供應商、經銷商及其他交易方開展盡職調查，包括客戶身份識別及受益所有人核查、高風險國家或地區交易方識別、大額現金交易及可疑交易識別以及原材料或產品來源涉及高風險地區的審查。 • In line with the risk-based principle, conduct due diligence on customers, suppliers, distributors, and other transaction parties under specific circumstances. This includes customer identity identification and beneficial owner verification, identification of transaction parties from high-risk countries or regions, identification of large cash transactions and suspicious transactions, as well as screening of raw materials or product sources involving high-risk areas. • 對高風險業務關係實施加強盡職調查，包括資金來源核查及持續強化監控。 • Implement enhanced due diligence on high-risk business relationships, including source of funds verification and continuous strengthened monitoring.
持續監控 Continuous Monitoring	• 建立分級覆核機制，對特定交易方的數據進行持續監察，以瞭解交易方的活動，更新對交易方的認知，並偵測潛在的異常或可疑活動。 • Have established a hierarchical review mechanism to conduct continuous monitoring of data from specific transaction parties to understand their activities, update our knowledge of them, and detect potential abnormalities or suspicious activities. • 持續推進反洗錢資訊化建設，建立可疑交易監測系統，支援名單篩查、交易監控、風險評級，提升異常交易識別精准度與時效性。 • Continously promote the development of anti-money laundering information technology by establishing a suspicious transaction monitoring system that supports functions such as name screening, transaction monitoring, and risk rating, thereby enhancing the accuracy and timeliness of abnormal transaction identification.

名單篩查 Name Screening	• 建立並持續更新監控名單庫，在建立或存續業務關係過程中，持續開展篩查。 • Have established and continuously updated a monitoring watchlist database, conducting continuous screening during the establishment or subsistence of business relationships.
可疑交易報告 Suspicious Transaction Reporting	• 建立內部可疑交易報告機制，員工如對清洗黑錢或資助恐怖主義行為有合理知悉或懷疑時，應於 24 小時內通過內部渠道報告，不得向交易對手披露。 • Have established an internal suspicious transaction reporting mechanism. Employees who have reasonable knowledge or suspicion of money laundering or terrorist financing activities shall report through internal channels within 24 hours and shall not disclose such information to the counterparty. • 審計調查中心負責人作為中央聯絡點，應在收到信息後 5 個工作日內完成評估是否向監管或執法機構提交報告，並依法採取後續處置措施。 • The head of the Audit and Investigation Centre acts as the central contact point, and shall complete the assessment of whether to submit reports to regulatory or law enforcement agencies within 5 working days of receiving the information, and take follow-up disposal measures in accordance with the law. • 設立統一的舉報與報告渠道，包括舉報郵箱（fanwubi@guoquan.cn）及舉報熱線（15286830609）。 • Have established unified reporting and whistleblowing channels, including a reporting email address (fanwubi@guoquan.cn) and a reporting hotline (15286830609). • 建立跨部門信息共享機制，確保業務部門與審計調查中心之間的信息聯動。 • Have established a cross-departmental information sharing mechanism to ensure information coordination between the functional departments and the Audit and Investigation Centre.
記錄保存 Record Keeping	• 妥善保存盡職調查資料、交易記錄及可疑交易報告處理記錄，並於業務關係結束或交易完成後至少保存五年。 • Due diligence materials, transaction records, and records of suspicious transaction report processing are properly preserved for at least five years after the end of the business relationship or the completion of the transaction.
獎懲機制 Incentive and Punishment Mechanism	• 建立獎懲機制，對發現重大可疑交易線索或有效防範犯罪行為的員工予以適當獎勵；對未履行職責、受到監管處罰或涉及相關犯罪的人員依法依規追究責任。 • Have established an incentive and punishment mechanism to provide appropriate rewards to employees who discover significant suspicious transaction clues or effectively prevent criminal acts; those who fail to perform their duties, receive regulatory penalties, or are involved in relevant crimes will be held accountable in accordance with laws and regulations.

風險管理

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

Risk Management

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

風險管理體系

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

Risk Management System

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

[1]COSO：美国反虚假财务报告委员会下属发起人委员会（Committee of Sponsoring Organizations of the Treadway Commission）。

[1]COSO: Committee of Sponsoring Organizations of the Treadway Commission.

風險管理架構
Risk Management Structure

董事會
Board of Directors

公司風險管理和內部控制的最高決策機構，負責審議公司重大風險管理事項。
It is the highest decision-making body for our risk management and internal control. It is responsible for reviewing and approving significant risk management matters.

審核與風險管理委員會
Audit and Risk Management Committee

就公司風險管理系統的有效性作出獨立評估，並向董事會匯報及提出建議。
It provides independent assessments on the effectiveness of our risk management system and reports findings and recommendations to the Board.

公司管理層
The Management

負責製定、改善及監控公司風險管理的主要政策、程序及標準，監督公司風險管理的有效性。
It is responsible for formulating, refining, and monitoring our core policies, procedures, and standards of the risk management system, as well as overseeing the system's overall effectiveness.

審計調查中心 / 外部服務提供者
Internal Audit and Investigation Centre / External Service Provider

負責評估及檢驗公司風險管理有關政策及程序的有效性，並向審核與風險管理委員會、董事會上報評估及審計結果。
They are responsible for evaluating and testing the effectiveness of risk-related policies and procedures. They report their findings to both the Audit Committee and the Board.

各部門
All Departments

識別、評估及管理其業務範疇內的風險，執行風險管理具體措施。
They are responsible for identifying, assessing, and managing risks within their respective operational areas, and for implementing specific risk control measures.

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

第一道防線 公司各部門 First Line of Defence All Departments	• 公司各業務部門及職能部門識別、評估及管理其業務範疇內的風險，以確保就有效的風險管理實施合適的內部管控，對內部監控系統的充分性及有效性負責。 • Each business and functional department is responsible for identifying, assessing, and managing risks within its operational scope to ensure that appropriate internal controls are implemented for effective risk management. These departments are accountable for the adequacy and effectiveness of internal control systems. • 各附屬公司省區總經理、運營及採購等前臺的核心業務部門，負責在其業務範圍內開展風險辨識、評估和應對工作，並在業務運作過程中有效控制風險。 • Provincial general managers of subsidiaries, along with core front-office departments such as operation and procurement departments, are responsible for identifying, evaluating, and responding to risks within their areas, and for effectively controlling risks during business operations. • 公司風控部下設的食品安全部、督察內檢組、法務部、督察部等職能部門，在事前、事中、事後各階段實施專業化的合規管理，負責規章制度、經濟合同、重大決策的合規審查，受理職責範圍內的違規舉報，提出分類處置意見，並對風險管理及內部監控系統的充分性及有效性進行評價。 • Functional departments under our Risk Control Department, including the Food Safety Department, Internal Inspection Unit, Legal Department, and Supervision Department, carry out specialised compliance management before, during, and after business activities. They are responsible for reviewing regulations, economic contracts, and major decisions for compliance, handling violation reports within their respective scopes, providing recommendations for categorising and addressing violations, and evaluating the effectiveness of the risk management and internal control systems.
第二道防線 公司管理層 Second Line of Defence The Management	• 根據公司戰略負責制定、改善及監控本公司的主要政策、程序及標準，監督公司的風險管理及內部監控系統的有效性，向董事會提供有關風險管理及內部監控系統有效性的確認，為審核與風險管理委員會履行風險及監控職能提供支持。 • The management is responsible for developing, improving, and monitoring our core policies, procedures, and standards in line with corporate strategy. It oversees the effectiveness of risk management and internal control systems and provides confirmation to the Board regarding the soundness of these systems, thereby supporting the Audit and Risk Management Committee in fulfilling its risk oversight and control function.
第三道防線 內部審計調查中心 / 外部服務提供者 Third Line of Defence Internal Audit and Investigation Centre / External Service Provider	• 評估及檢驗本公司與風險管理及內部監控系統有關的政策及程序的有效性，並向審核與風險管理委員會、董事會上報評估及審計結果。 • This independent internal audit function evaluates and tests the effectiveness of policies and procedures related to our risk management and internal control systems. It reports its findings and assessments to the Audit and Risk Management Committee and the Board of Directors.

我們亦將 ESG 風險管理系統性納入整體風險管理框架，對公司各項業務活動及價值鏈中面臨的 ESG 相關風險進行識別、評估、監測與應對，並通過持續跟蹤與管理提升風險管控有效性。相關具體措施詳見本報告相關章節。

We also systematically integrate ESG risk management into our overall risk management framework to identify, assess, monitor, and respond to ESG-related risks encountered in our various business activities and the value chain, and continuously enhance the effectiveness of risk control through ongoing tracking and management. For details of specific measures, please refer to the relevant sections of this Report.

風險識別與應對

我們構建了一套系統化的風險識別與評估機制，通過持續監測內外部環境的動態變化，及時發現潛在的經營風險。我們採用風險矩陣、SWOT 分析[2] 等工具，對風險發生的可能性及其潛在影響進行科學評估，並優先解決關鍵性風險。此外，我們每年至少檢討一次集團所採納的風險管理及內部監控政策與程序，以確保其足夠且有效。經過識別，本集團目前面臨的主要風險包括食品安全、安全生產、環境、財務、法律法規、信息安全以及其他運營相關風險。

Risk Identification and Response

We have established a systematic mechanism for risk identification and assessment, enabling timely detection of potential operational risks through continuous monitoring of internal and external environmental changes. We apply tools such as risk matrices and SWOT analysis[2] to scientifically evaluate the likelihood and potential impact of risks while prioritising the resolution of critical issues. Additionally, we review the risk management and internal control policies and procedures adopted by the Group at least once a year to ensure their adequacy and effectiveness. Upon identification, the Group's primary risks arise from food safety, production safety, environmental protection, finance, legal and regulatory compliance, information security and other operational issues.

[2] 即基于内外部竞争环境和竞争条件下的态势分析法，其中，S（Strengths）是优势、W（Weaknesses）是劣势、O（Opportunities）是机会、T（Threats）是威胁。

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

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

食品安全風險 Food safety risk	• 完善食品安全管理體系，建立食品安全小組聯合各相關業務部門推動食品安全工作共治，及時發現、控制、消除食品安全隱患，保證產品質量，保護品牌聲譽，維護廣大加盟商的共同利益。 • Enhance the food safety management system and have established a food safety team to collaborate with relevant departments, and proactively identify, control, and eliminate food safety hazards to ensure product quality, safeguard brand reputation, and protect the collective interests of our franchise partners.
安全生產風險 Production safety risk	• 完善安全生產管理體系，定期開展安全隱患排查，識別、評估生產過程中的風險，針對各項風險積極制定管控策略；同時加強員工安全生產培訓，提高全員安全意識及安全風險應對能力。 • Improve the production safety management system, conduct regular safety inspections, identify and assess production risks, develop targeted control measures, and strengthen safety training for employees to improve awareness and response capabilities.
環境風險 Environmental risk	• 推動公司及附屬公司完善環境管理體系，規範環境管理流程，實行清潔生產策略，嚴格控制三廢排放。同時，制定應急預案，應對突發環境事件。 • Strengthen the environmental management systems of the Company and its subsidiaries, standardise environmental management processes, implement clean production strategies, strictly control emissions of wastewater, waste gas, and solid waste, and formulate contingency plans for environmental emergencies.
財務風險 Financial risk	• 規範關聯交易行為和減少不必要的關聯交易，保證關聯交易決策對所有股東的公平性和公正性。 • Standardise related-party transactions and reduce unnecessary transactions to ensure fairness and impartiality in decision-making. • 每年聘請外部審計對我們財務及相關內部控制進行審計，同時審計調查中心檢查業務操作和財務記錄，確保合規性和準確性。 • Engage external auditors annually for audits of financial reports and related internal controls, and urge the Audit and Investigation Centre to inspect operations and financial records to ensure compliance and accuracy. • 嚴格遵守各運營地稅務相關法律法規，完善稅務管理相關制度，規範稅務管理流程，嚴格防範稅務風險。 • Strictly comply with local tax regulations, improve tax-related systems and procedures, and rigorously prevent tax-related risks.

法律法規風險 Legal and regulatory compliance risk	• 建立監控系統，持續監控關鍵風險點和業務流程，及時發現異常情況；並定期審查和更新政策和程序，以適應業務變化和法規更新。 • Have established monitoring systems to continuously oversee key risk areas and business processes, promptly identify irregularities, and regularly review and update policies and procedures to adapt to business and regulatory changes.
信息安全風險 Information security risk	• 採用先進的技術和設備，如防火牆、安全軟件、加密技術等，預防信息安全相關技術風險。 • Adopt advanced technologies and tools such as firewalls, security software, and encryption technologies to mitigate technical risks related to information security. • 每年基於集團信息安全體系文件要求對核心業務系統開展專項風險管理自查及外部審核工作。 • Conduct specialised risk management self-inspections and external audits for core business systems annually based on the requirements of the Group's information security policies.
其他運營風險 Other operational risks	• 針對銷售環節可能出現的市場波動及合規隱患，公司在策略層面，通過深化市場調研，動態優化產品組合與定價策略，以確保及時響應市場需求；在執行層面，通過完善銷售流程規範及加強人員培訓，持續提升銷售團隊的專業素養與執行力，有效防範壟斷及不正當競爭風險。 • In response to potential market fluctuations and compliance hazards in the sales process, at the strategic level, we deepens market research and dynamically optimises product mix and pricing strategies to ensure timely response to market demands; at the execution level, the Company continues to enhance the professional quality and execution of the sales team by improving sales standards and strengthening personnel training, effectively preventing risks of monopoly and unfair competition.

在風險控制與應對方面，我們構建了以控制、監督、考核為核心的「三位一體」管理框架。通過將內部控制、風險管理、合規管理三大管控要素深度融入業務流程，並依託風險監控、內控評價、違規追責等關鍵工具，實現對各類風險的全過程閉環管理。

To manage and respond to risks, we develop a "three-in-one" framework centred on control, supervision, and evaluation. By deeply integrating the three key control elements of internal control, risk management, and compliance management into our business processes, and relying on key tools such as risk monitoring, internal control evaluation, and accountability for violations, we achieve full-process closed-loop management of various risks.

為進一步強化管控效能，集團持續運行評估監測、監督評價、對標提升、考核問責四項長效工作機制，確保風險管理體系運行有效、責任落實到人、整改執行到位，為集團穩健經營提供堅實保障。

To further enhance management and control effectiveness, the Group continues to operate four long-term working mechanisms—assessment and monitoring, supervision and evaluation, benchmarking and improvement, and performance accountability—to ensure that the risk management system operates effectively, responsibilities are assigned to individuals, and rectifications are implemented in place, providing a solid guarantee for our steady operations.

專項風險審計

為了有效應對潛在風險，我們基於風險評估及風險監控分析結果，針對高重要性等級的風險事項開展專項風險審計工作。專項風險審計覆蓋採購、生產、銷售、環保、人力資源、品牌營銷、財經公關等多個關鍵領域，對於審計過程中發現的各方面的問題和相關風險，我們及時向對應責任部門進行反饋並持續監督整改落實情況。報告期內，我們著重對線上運營、會員營銷及品牌部、子公司經濟責任專項涉及財務風險、運營風險等方面開展內部審計，以提升集團風險控制的有效性。

Special Risk Audits

To effectively address potential risks, we conduct special risk audits based on the results of risk assessments and risk monitoring analyses, focusing on high-priority risk areas. These audits cover several key business functions, including procurement, production, sales, environmental protection, human resources, brand marketing and financial communications. For various problems and related risks identified during the audit process, we provide timely feedback to the corresponding departments and continuously monitor the implementation of rectifications. During the Reporting Period, we focused on conducting internal audits in sectors such as online operations department, the membership marketing and brand department, and special economic audits for subsidiaries involving financial risks and operational risks, so as to improve the effectiveness of the Group's risk control.

2025 年重點審計工作及成果
Key Audit Work and Results in 2025

線上運營部專項審計 Specialised audit of the Online Operations Department	• 報告期內，我們對線上運營部抖音活動、商城履約、三方服務、自營商城的運營及執行情況開展專項審計。根據審計結果，我們進一步精細化管理合同履約執行、資金使用監管、線上營銷活動投入產出，以有效防範潛在風險。 • During the Reporting Period, we conducted specialised audits on the operation and execution of the Online Operations Department's Douyin activities, mall fulfilment, third-party services, and self-operated malls. Based on the audit results, we have further refined the management of contract fulfilment and execution, fund usage supervision, and input-output of online marketing activities to effectively prevent potential risks.
會員營銷及品牌部專項審計 Specialised audit of the Membership Marketing and Brand Department	• 報告期內，我們對會員營銷部及品牌部的媒介宣傳、服務商及合同執行等業務開展專項審計。根據審計結果，我們進一步優化了數據管理及項目監管流程，切實做好風險防範工作。 • During the Reporting Period, we conducted specialised audits on business activities such as media publicity, service providers, and contract execution for the Membership Marketing and Brand Department. Based on the audit results, we further optimised data management and project supervision processes to effectively carry out risk prevention work.
苗苗工廠專項審計 Specialised audit of the Miaomiao Plant	• 報告期內，我們對苗苗工廠流程審批、收入確認、成本核算、存貨管理、採購流程等環節開展專項審計。根據審計結果，我們推動公司內部管理進一步升級，防範潛在風險發生。 • During the Reporting Period, we conducted specialised audits on links such as process approval, revenue recognition, cost accounting, inventory management, and procurement processes of the Miaomiao Plant. Based on the audit results, we have promoted a further upgrade of the Company's internal management and prevented the occurrence of potential risks.

食安為本，提升品質與服務

PRIORITISING FOOD SAFETY, ENHANCING QUALITY AND SERVICE

食品安全與質量 64
Food Safety and Quality
創新驅動 78
Innovation-Driven Development
客戶關係管理 86
Customer Relationship Management
信息安全和隱私保護 93
Information Security and Privacy Protection

亮點績效

食品安全與質量

- 已完成 **100 家**供應商的「安食嚴選」驗證，並在 **63 款**產品的包裝上使用「安食嚴選」標誌和溯源碼。
- 順利通過 ISO 9001、ISO 22000 等體系認證的年度監督審核。

創新驅動

- 推出了 **3 款**通過「低嘌呤」認證的產品、**2 款**通過「低 GI」認證的主食類產品，並新開發 **2 款**地理標誌認證產品
- 新申請商標 **388 件**、新申請專利 **14 件**，新增授權商標 **71 件**。

客戶關係管理

- 收集消費者有效建議 **180 條**，其中 **78 條**成功轉化為產品或服務優化需求，**36 條**已完成開發並在系統正式上線。
- 截至報告期末，集團註冊會員數量達到約 **64.9 百萬名**。
- 截至報告期末，投訴處理滿意度達 **94.17%**。

信息安全和隱私保護

- 實現 **0 件**重大數據洩露事件、**0 起**重大信息安全事故、**0 件**客戶隱私及數據安全相關投訴。

Highlights of Performance

Food Safety and Quality

- Completed the "Trusted Food Selection" verification for **100** suppliers and used the "Trusted Food Selection" mark and traceability code on the packaging of **63** products.
- Successfully passed the annual surveillance reviews for ISO 9001 and ISO 22000 certifications.

Innovation-Driven Development

- Launched **3** products with "low purine" certification and **2** staple products with "low GI" certification, and developed **2** new products with Geographical Indication certification.
- Filed **388** new trademark applications and **14** new patent applications, and were granted **71** new trademarks.

Customer Relationship Management

- Collected a total of **180** valid suggestions from consumers, of which **78** were successfully converted into requirements for product or service optimisation, and **36** had completed development and were officially launched on the system.
- As of the end of the Reporting Period, the number of registered members had reached approximately **64.9 million**.
- As of the end of the Reporting Period, the complaint resolution satisfaction had reached **94.17%**.

Information Security and Privacy Protection

- Achieved **0** significant data leakage incidents, **0** significant information security incidents, and **0** complaints related to customer privacy and data security.

食品安全與質量

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

管理體系

本集團嚴格遵循國家食品安全法律法規、國家標準、部門規章及地方性規定，如《中華人民共和國食品安全法》《食品安全法實施條例》《中華人民共和國產品質量法》《食品安全國家標準 食品經營過程衛生規範》（GB 31621-2014）《食品安全國家標準 餐飲服務通用衛生規範》(GB 31654-2021)《預包裝食品標簽通則》《食用農產品市場銷售質量安全監督管理辦法》《食品經營許可和備案管理辦法》《上海市食品安全條例》及《四川省散裝食品銷售標簽標識規範》等，建立了完善的產品質量管理體系。我們成立了食品安全小組，並制定了《食品安全管理員制度》《食品安全自檢自查與報告制度》《食品及非食品貯存管理制度》《食品安全突發事件應急處置方案》等一系列制度和管理辦法，形成了覆蓋質量管理全過程的制度體系。

報告期內，依據國家市場監督管理總局新修訂的《食品生產經營企業落實食品安全主體責任監督管理規定》，我們修訂《公司食品安全管理制度》《日管理，周排查，月調度制度》《門店食品安全操作手冊》等制度，進一步明確食品安全總監、食品安全管理員的職責，使食安管理落實到省區子公司，不斷完善食品安全與質量管理體系。

Food Safety and Quality

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

Control System

The Group strictly complies with national food safety laws and regulations, national standards, departmental rules, and local regulations, such as the Food Safety Law of the People's Republic of China, the Regulations on the Implementation of the Food Safety Law, the Product Quality Law of the People's Republic of China, GB 31621-2014 National food safety standard: Hygienic Practise in Food Business Process, GB 31654-2021 National food safety standard: General hygienic specifications for catering services, the General Rules for the Labelling of Prepackaged Foods, the Measures for the Supervision and Administration of Quality and Safety of Edible Agricultural Products Sold in the Market, the Measures for the Administration of Food Operation Licensing and Filing, the Regulations of Shanghai Municipality on Food Safety, and the Specifications for Labelling of Bulk Food Sales in Sichuan Province, and has established a comprehensive product quality management system. We have established a food safety team and formulated a series of management standards, such as the Food Safety Administrator Management Standards, the Food Safety Self-inspection and Reporting Management Standards, the Food and Non-food Storage Management Standards, and the Food Safety Emergency Response Plan, forming a system covering the entire process of quality management.

During the Reporting Period, in accordance with the newly revised Provisions on the Supervision and Administration of Enterprises' Implementation of Main Responsibilities for Food Safety issued by the State Administration for Market Regulation, we revised management standards such as the Company Food Safety Management Standards, the Daily Management, Weekly Inspection, and Monthly Dispatching Management Standards, and the Store Food Safety Operation Manual to further clarify the responsibilities of the food safety director and food safety administrators, ensuring that food safety management is implemented at our provincial subsidiaries and continuously improving the food safety and quality management system.

此外，我們建立了產品質量與安全風險管理體系，制定「年度食品安全 0 事故」的管理目標，針對產品全生命週期中可能由各類潛在危害（包括生物、化學、物理風險）、過程控制失效、人為失誤、外部事件（如自然災害、供應鏈中斷）及法規變化等因素引發的食品安全事件，開展全面的風險管理，前置性規避潛在的產品質量與安全風險。

Additionally, we have established a product quality and safety risk management system and set a management target of "Zero Food Safety Accidents per Year." We conduct comprehensive risk management against food safety incidents that may be caused by various potential hazards (including biological, chemical, and physical risks), process control failures, human errors, external events (such as natural disasters and supply chain disruptions), and regulatory changes throughout the product life cycle to proactively prevent potential product quality and safety risks.

報告期內，本集團未發生食品安全與質量重大責任事故，未發生食品安全與質量相關違規或處罰事件。

During the Reporting Period, the Group had no major liability accidents related to food safety and quality, and no violations or penalties related to food safety and quality occurred.

組織架構

公司建立了層級清晰、權責分明的產品質量管理架構，由董事會、高級管理層及專門部門各司其職，共同保障產品質量。董事會負責對產品質量管理工作進行監督，高級管理層負責產品質量的統籌管理，產品中心下屬的品控部作為專門部門，負責產品質量相關工作的具體執行與落地，包括質量標準制定、過程管控、質量檢測等日常管理工作。

Organisational Structure

The Company has established a product quality management structure with clear hierarchies and well-defined powers and responsibilities, where the Board of Directors, senior management, and specialised departments perform their respective duties to jointly guarantee product quality. The Board of Directors is responsible for supervising product quality management, while the senior management is responsible for the overall management of product quality. The Quality Control Department under the Product Centre serves as the specialised department responsible for the execution and implementation of product quality-related work, including routine management such as the formulation of quality standards, process control, and quality testing.

為切實保障食品安全，本集團成立了食品安全小組，由公司分管領導擔任組長，食品安全總監擔任總協調人，部門一級主管及各省區總擔任小組成員，共同開展食品安全風險防範及應對工作。

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

食品安全小組架構
Food Safety Task Force Structure

食品安全小組組長
Leaders of the food safety team

由公司相關領導擔任組長，負責全面領導和把控食品安全與質量管理。
The headquarters leaders, as team leaders, are responsible for the overall leadership and control of food safety and quality management.

食品安全小組總協調人
General coordinator of the food safety team

食品安全總監擔任總協調人，負責配合組長完成食品安全與質量相關工作，並與各負責部門對接。
The Head of the Food Safety Department serves as the general coordinator, supporting team leaders in carrying out food safety and quality-related work and liaising with respective responsible departments.

食品安全小組成員
Members of the food safety team

部門一級主管及各省區總擔任小組成員，負責食品安全與質量工作的實施與執行。
Department heads and provincial/regional managers, as team members, jointly engage in the implementation and execution of food safety and quality initiatives.

管理策略

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

Management Strategy

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

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

「防」 "Prevention"	• 制度建設：負責制定、下發總部食安、省區食安和門店運營相關的制度、標準和流程，並監督其執行情況。通過推行「日管控、周排查、月調度」的工作機制，強化總部、省區、門店的三級執行力度，構建閉環式的食安管理體系。 • System construction: Responsible for formulating and issuing systems, standards, and procedures related to food safety at the headquarters, provincial and regional levels, and store operations, and supervising their implementation. By implementing the working mechanism of "daily management, weekly inspection, and monthly dispatching", we strengthen the three-level implementation efforts at headquarters, provinces and stores, to build a closed-loop food safety management system. • 宣貫：由總部食安、省區食安、企業大學等相關職能部門對省區銷售經理、門店、加盟商開展食品質量與安全方面的制度、標準和流程培訓。 • Awareness raising: Functional departments such as the Food Safety Department of the headquarters and at provincial level and enterprise university carry out food quality and safety training sessions on systems, standards and processes for regional sales managers, stores and franchisees. • 管理：對省區食安、督察、省區銷售經理、加盟商等相關人員進行管理，確保其對培訓內容（包括制度、標準和流程）的理解和執行情況符合要求。 • Management: Manage food safety departments at provincial level, inspectors, regional sales managers at provincial level and franchisees, and ensure that their understanding and implementation of the training content, including systems, standards, and processes, meet the requirements.
「治」 "Control"	• 合規和法務：不定期抽查門店，對門店進行食品安全檢查，並對違規情況進行處罰。 • Compliance and Legal Department: Carry out random food safety inspection of stores, and impose penalties for any violations. • 公關和輿情管理：針對不同問題，採取相應的措施，將影響降至最低。 • Public relations and public opinion management: Take targeted measures for specific issues to minimize impact.

我們持續加強食品安全與質量管理體系認證，制定《產品標準體系制定、審核、歸檔及修訂操作規程》等制度，定期開展產品質量與安全體系審核。2025 年 5 月，本集團順利通過 ISO 9001、ISO 22000 等體系認證的年度監督審核。截至最後實際可行日期，本集團的食品安全與質量相關體系認證情況見下表。

We continuously strengthen our food safety and quality management system certifications, formulate systems such as the Operating Procedures for the Formulation, Audit, Filing, and Revision of the Product Standard System, and regularly conduct reviews of product quality and safety systems. In May 2025, we successfully passed the annual surveillance reviews for ISO 9001 and ISO 22000 certifications. As at the Latest Practicable Date, the Group' food safety and quality system certifications is as follows:

食品安全與質量管理體系認證情況
The Status of Food Safety and Quality System Certifications

鍋圈 Guoquan	• ISO 9001 質量管理體系、ISO 22000 食品安全管理體系 • ISO 9001 Quality Management System, ISO 22000 Food Safety Management System
和一工廠 Heyi Plant	• ISO 9001 質量管理體系、ISO 22000 食品安全管理體系、危害分析與關鍵控制點（HACCP）體系、英國零售商協會全球標準（BRCGS）《食品安全全球標準》第 9 版 • ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, Hazard Analysis and Critical Control Point (HACCP) System, and British Retail Consortium Global Standards (BRCGS) Food Safety Global Standard, Edition 9
澄明工廠 Chengming Plant	• ISO 9001 質量管理體系、ISO 22000 食品安全管理體系、FSSC 22000 食品安全體系認證、危害分析與關鍵控制點（HACCP）體系 • ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, FSSC 22000 Food Safety System Certification, Hazard Analysis and Critical Control Point (HACCP) System
廣元澄明工廠 Guangyuan Chengminng Plant	• FSSC 22000 食品安全體系認證 • FSSC 22000 Food Safety System Certification
丸來丸去工廠 Wanlai Wanqu Plant	• ISO 9001 質量管理體系、ISO 22000 食品安全管理體系、危害分析與關鍵控制點（HACCP）體系 • ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, Hazard Analysis and Critical Control Point (HACCP) System
歡歡工廠 Huanhuan Plant	• FSSC 22000 食品安全體系認證、危害分析與關鍵控制點（HACCP）體系 • FSSC 22000 Food Safety System Certification, Hazard Analysis and Critical Control Point (HACCP) System
苗苗工廠 Miaomiao Plant	• ISO 9001 質量管理體系、危害分析與關鍵控制點（HACCP）體系 • ISO 9001 Quality Management System, Hazard Analysis and Critical Control Point (HACCP) System

產品全生命週期保障

本集團將食品安全與質量理念貫穿於原料抽檢、產品生產、倉儲物流、門店銷售及售後的全流程，全面識別各類潛在的安全與質量風險，重點關注非法添加等關鍵風險點，致力於打造全鏈條的高品質與安全保障。

Product Lifecycle Assurance

The Group integrates the awareness of food safety and quality throughout the entire product lifecycle, which is from raw material sampling to production, from warehousing to logistics, and from store sales to after-sales service. We conduct comprehensive identification of potential safety and quality risks, with particular attention to critical issues such as illegal additives., committed to building a high-quality and secure supply chain.

◉ 原料抽檢環節

針對產品供應商，本集團增設供應商原料抽檢環節，對供應商生產所需的原料開展風險識別及溯源驗證，重點聚焦合作產品所涉主要原料的行業風險。我們制定並實施《供應商食品質量安全管理規範》，對供應商在生產加工、包裝、檢驗、運輸、產品追溯及標識管理等方面提出更高標準，持續強化源頭質量約束。

◉ Raw Material Sampling Stage

For product suppliers, the Group has added a raw material sampling stage to carry out risk identification and traceability verification of the raw materials required for production, focusing on the industry risks of the main raw materials involved in cooperative products. We have formulated and implemented the Code of Conduct for Food Quality and Safety Management of Suppliers, setting higher standards for suppliers in aspects such as production and processing, packaging, inspection, transportation, product traceability, and labelling management, and continuously strengthening quality constraints at the source.

在工廠端，我們進一步加強對原材料供應商的到貨驗收管理，對每批次原材料進行全面檢測，涵蓋理化性質、藥物殘留、添加劑等關鍵指標，嚴格執行驗收程序，建立追溯系統。

At the factory end, we have further strengthened the management of arrival inspection for raw material suppliers, conducting comprehensive testing on each batch of raw materials, covering key indicators such as physical and chemical properties, drug residues, and additives, strictly executing inspection procedures, and establishing a traceability system.

同時，我們不斷强化產品和原料供應商的篩選和審核機制，從資質、信譽、生產能力、質量控制水平等多維度進行綜合評估，並結合定期現場審核，確保其提供符合要求的原材料。

Meanwhile, we continuously strengthen the screening and audit mechanism for product and raw material suppliers, conducting comprehensive evaluations based on multiple dimensions such as qualifications, reputation, production capacity, and quality control levels, and combining this with regular on-site audits to ensure they provide raw materials that meet requirements.

報告期內，我們針對產品供應商開展「安食嚴選」溯源驗證。我們聯合第三方檢測機構對供應商開展「安食嚴選」溯源驗證審核，現場抽檢供應商原料並送交第三方進行指標檢測，從源頭把控原料品質，確保產品的質量、安全與穩定供應，提升鍋圈品牌聲譽。

During the Reporting Period, we carried out "Trusted Food Selection" traceability verification for product suppliers. We collaborated with third-party testing institutions to conduct "Trusted Food Selection" traceability verification audits, sampling suppliers' raw materials on-site and submitting them to third parties for indicator testing to control raw material quality from the source, ensure the quality, safety, and stable supply of products, and enhance the reputation of the Guoquan brand.

推出「安食嚴選」驗證標誌與溯源碼
Launching the "Trusted Food Selection" Verification Mark and Traceability Code

2025 年，鍋圈聯合第三方檢測機構制定《實測品鑒「安食嚴選」產品技術規範》。從原料到成品各環節進行篩選把關，推進供應商完成驗證。同時，我們自主研發產品溯源平臺，在產品包裝上增加「安食嚴選」驗證標誌和對應的溯源碼，消費者掃碼即可查看其完整的食品鏈路品控信息，可讓消費者感知到從源頭、流轉到門店的全程品質管理，實現全鏈路可溯源。截至報告期末，我們已完成 100 家供應商的「安食嚴選」驗證，並在 63 款產品的包裝上使用「安食嚴選」標誌和溯源碼。

In 2025, Guoquan, in collaboration with third-party testing institutions, formulated the Technical Specification for "Trusted Food Selection" Products through Actual Measurement and Tasting. We screened and controlled every stage from raw materials to finished products and promoted the completion of verification by suppliers. Meanwhile, we independently developed a product traceability platform and added the "Trusted Food Selection" verification mark and the corresponding traceability code on product packaging. Consumers can scan the code to view complete food chain quality control information, allowing them to perceive the entire quality management process from source and circulation to stores, achieving full-chain traceability. As at the end of the Reporting Period, we have completed the "Trusted Food Selection" verification for 100 suppliers and used the "Trusted Food Selection" mark and traceability code on the packaging of 63 products.

◉ 產品生產環節

本集團與國內頂尖的第三方權威檢測機構合作，對日常監督和高風險節點監控環節進行嚴格監控與評價，確保生產全過程符合食品安全標準。在產品上市前，我們依據產品類別及相關法規標準，委託第三方檢測機構進行全面的質量檢測與評估。

◉ Production Stage

The Group cooperates with leading third-party testing institutions in China to conduct rigorous supervision and evaluation of routine monitoring and high-risk checkpoints to ensure food safety in the production stage. Before products are launched, we commission third-party testing institutions to conduct comprehensive quality testing and evaluation based on product categories and relevant regulatory standards.

公司及各工廠在產品生產環節的食品安全與質量管理方面採取了以下措施：

At the production stage, measures taken by the Company and our plants in food safety and quality management include:

- **異物管控與衛生管理：**安裝檢測設備以識別異物，定期維護設備，加強員工操作培訓，建立嚴格的清潔消毒制度，確保車間衛生達標。
- Foreign object control and sanitation management: Detection equipment for identifying foreign objects is installed and regularly maintained. Employee training is strengthened, and strict cleaning and disinfection protocols are implemented to ensure workshops' hygiene meet required standards.
- **現場檢查：**品控人員定期駐廠和不定期飛行檢查，全程管控生產過程。
- On-site inspections: Quality controllers are stationed in plants on a regular basis, supplemented by unannounced inspections to supervise the entire production process.
- **庫存產品不定期抽檢、定期外檢：**建立庫存產品抽檢機制，定期委託第三方檢測機構外檢，對不合格產品妥善處理。
- Spot checks and third-party testing of inventory products: A spot check mechanism is established for inventory products, with regular third-party testing arranged. Non-conforming products are appropriately handled.

◉ 倉儲物流環節

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

◉ Warehousing and Logistics Stage

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

◉ 門店銷售環節

在門店管理方面，本集團圍繞證照管理、計量規範、清潔消毒、蟲害防治、效期管控及標籤標識等 6 大關鍵點實施嚴格監控，並制定了《鍋圈門店食品抽樣管理規範》。督察內檢組、食安部門及省區銷售經理定期對加盟商門店開展食品安全巡檢；品控部與督察內檢組協同定期抽檢已入庫及到店產品質量，提出整改意見，並對重大違規加盟商採取警告、罰款或取消特許經營資格等處罰。

報告期內，各省區成立督察內檢組（線上巡檢），專門負責通過線上全覆蓋式的檢查，對省區所有門店進行核查。由督察內檢組（線下巡檢）採用線下日常檢查及突擊檢查的模式，對加盟商門店開展食安巡檢，針對違規的加盟商採取相應處罰措施。

◉ Store Sales Stage

In terms of store management, the Group implements strict monitoring focused on six key control points of license management, measurement standards, cleaning & disinfection, pest prevention, expiration management, and labeling & marking. We have formulated the Management Standards for Spot Checks of In-store Food of Guoquan. The Internal Inspection Unit, Food Safety Department, and regional sales managers at provincial level conduct regular food safety inspections on franchised stores. The Quality Control Department and Internal Inspection Unit collaborate to conduct regular spot checks of both inventory and in-store products, come up with suggestions for rectification, and impose penalties including warnings, fines, or revocation of franchise operation licence on franchisees with critical findings.

During the Reporting Period, each provincial branch established an Internal Inspection Unit (online inspection), specifically responsible for verifying all stores in the province through comprehensive online inspections. The Internal Inspection Unit (offline inspection) adopts a model of routine offline inspections and surprise inspections to carry out food safety inspections on franchised stores and takes corresponding punitive measures against non-compliant franchisees.

門店產品抽樣檢測
Store Product Sampling

2025 年，公司品控部根據產品安全與質量風險制定抽檢計劃，督察內檢組負責現場隨機抽樣，確保抽樣科學、公正。樣本送至第三方檢測機構，全程跟蹤檢測報告，並留存門店及產品追溯信息以便異常追蹤。重點檢測受儲運條件影響較大的指標，如水分、pH 值、酸價、過氧化值、揮發性鹽基氮、微生物等。全年共抽檢 508 批次門店產品，檢測結果全部合格。

In 2025, the Company's Quality Control Department formulated a sampling plan based on product safety and quality risks. The Internal Inspection Unit was responsible for random on-site sampling to ensure the sampling was scientific and fair. Samples were sent to third-party testing institutions, with testing reports tracked throughout the process, and store and product traceability information was retained for tracking abnormalities. We focused on testing indicators significantly affected by storage and transportation conditions, such as moisture, pH value, acid value, peroxide value, volatile basic nitrogen, and microorganisms. A total of 508 batches of store products were sampled throughout the year, and all test results were qualified.

◉ 產品售後環節

在產品售後環節，我們通過搭建「質量協同系統」，對客戶反饋的質量問題進行分類分級，定期將相關情況推送至對應供應商，並由專人跟蹤整改進展，形成閉環管理。同時，通過建立供應商約談機制、簽訂質量承諾書，進一步明確整改要求與各方職責，以降低食品質量安全風險。

在產品召回管理方面，本集團已建立健全相關制度，並於報告期內對《產品召回撤回管理程序》進行修訂，進一步優化職責分工與召回機制。通過積極開展產品召回演練，持續提升應急響應速度及處理能力，確保在食品安全事件發生時，能夠快速召回產品，最大限度降低對公眾健康的潛在危害。報告期內，本集團共開展 2 次產品召回演練，未發生由食品安全與質量問題導致的產品召回事件[3]。

◉ After-sales Stage

In the product after-sales stage, we have established a "Quality Collaboration System" to classify and grade quality issues reported by customers. Relevant information is regularly pushed to the corresponding suppliers, and dedicated personnel track the progress of rectification to form a closed-loop management. Meanwhile, by establishing a supplier interview mechanism and signing quality commitment letters, we further clarify rectification requirements and the responsibilities of all parties to reduce food quality and safety risks.

As for product recall management, the Group has established and improved relevant systems and revised the Product Recall and Withdrawal Management Procedures during the Reporting Period to further optimise the division of responsibilities and the recall mechanism. By actively conducting product recall drills, we continuously enhance our emergency response speed and handling capabilities, ensuring that products can be quickly recalled and minimise potential risks to public health in case of food safety incidents. During the Reporting Period, the Group conducted two product recall drills, and no product recalls[3] occurred due to food safety and quality issues.

[3] 註：召回事件指基於行政主管部門就食品安全或質量問題實施的監督、責令或處罰，本集團據此向社會公開發布信息並實施召回。

[3] Note: Recalls refer to the public release of information and recall by the Group based on supervision, orders or penalties imposed by administrative departments on food safety or quality issues.

產品召回流程
Product Recall Process

發現問題 Identify issue

- 通過自檢和第三方機構檢測、門店投訴、消費者投訴、監管部門抽檢等方式發現的重大食品安全與質量問題。
- Identify major product quality issues or safety issues via self-inspections, third-party testing, store complaints, consumer complaints, spot checks by regulatory authorities and other means.

評估與確定 Assess and determine

- 食品安全小組根據收集的信息組織相關部門評估是否啟動召回程序。
- The food safety team evaluates the collected information in collaboration with relevant departments to determine whether a product recall should be initiated.
- 製定召回計劃並確定產品名稱、生產廠家、召回範圍、時間節點等具體召回信息。
- Develop a recall plan and determine specific details such as product name, product manufacturer and scope and timeline of recall.

實施召回 Recall

- 將具體召回信息告知門店和相關部門，並告知召回的方時間等。
- Inform stores and relevant departments of the detailed recall information, including the time of recall, etc.
- 各相關部門 / 人員按照各自職責組織人員進行召回產品，並定期回顧召回進展情況。
- Departments/personnel in relation to the recall organise product recall separately and carry out regular reviews and tracking.

總結與跟蹤 Review and track

- 進行召回活動總結，回顧並評估召回的效果、有效性和內外部協調情況。
- Review the recall and make evaluations on recall results and effectiveness, as well as the coordination between internal and external parties.
- 明確後續應采取的糾正及預防措施，並進行驗證，以持續完善和改進質量管理工作。
- Define and validate future corrective and preventive measures for continuous quality management improvement.

能力共建

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

同時，公司攜手行業企業、產業鏈夥伴等主體，聯合起草並發佈多項食品安全相關團體標準，推動行業規範升級，夯實從農田到餐桌的全鏈條安全屏障。報告期內，鍋圈聯合第三方認證機構、行業企業等多家單位，參與起草團體標準《食品生產質量管理數字化實施指南》（T/CCAA 108-2025）。

Capacities Building Together

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

Meanwhile, the Company cooperates with industry enterprises and supply chain partners to jointly draft and release multiple food safety-related group standards, promoting the upgrading of industry norms and strengthening the full-chain safety barrier from farm to table. During the Reporting Period, the Company, in collaboration with third-party certification institutions and industry enterprises, participated in drafting the group standard Digital Implementation Guide for Food Production Quality Management (T/CCAA 108-2025).

優化食安與質量培訓方案
Optimised the Food Safety and Quality Training Programme

報告期內，公司品控部優化並實施《案例萃取與質量提升培訓方案》，通過課題申報與評審、課題開發與驗收、培訓實施與考核、培訓評價與激勵幾個環節，將過往的案例以及優秀的質量管理、食品安全管理實踐方法進行提煉，不斷完善員工和供應商的食品安全與質量培訓機制。報告期內，已形成良好實踐案例 9 個。其中，公司開展的《包裝管理與日期打印管理培訓》，通過線上和線下結合的方式，共有 16 名員工線下參與、361 名供應商線上參與，培訓時長 1 小時。

During the Reporting Period, the Company's Quality Control Department optimised and implemented the Training Programme for Case Extraction and Quality Improvement. Through stages of project application and review, project development and acceptance, training implementation and assessment, training evaluation and incentive, we extracted past cases and good quality and food safety management practices to continuously improve the food safety and quality training mechanism for employees and suppliers. During the Reporting Period, nine good practice cases were formed. Among them, the Packaging Management and Date Printing Management Training conducted through a combination of online and offline methods, involving 16 employees on-site and 361 suppliers online, with a training duration of one hour.

開展產品召回演練
Conducted Product Recall Drills

2025 年 1 月，公司組織開展了覆蓋全國 31 個省（自治區、直轄市）的 1,106 間門店的產品召回演練。演練背景為產品日期打印異常問題，涉及 6,210 件規格為 2.5kg/ 件的產品。本次演練依據公司《產品召回撤回管理程序》進行產品召回，工廠停止相關產品，庫存產品退回工廠；門店產品立即下架停止銷售，就地銷毀並拍照拍視頻留下完整銷毀證據。演練結束後，公司對召回演練中的各關節進行了總結，並制定了糾正預防措施。

In January 2025, the Company organised a product recall drill covering 1,106 stores across 31 provinces (autonomous regions and municipalities) nationwide. The background of the drill was an abnormal product date printing issue involving 6,210 units of products with a specification of 2.5kg per unit. This drill followed the Company's Product Recall and Withdrawal Management Procedures for product recall. The plant stopped the relevant products, and stock products were returned to the factory; products in stores were immediately removed from shelves and stopped for sale, destroyed on-site, and full evidence of destruction was kept through photos and videos. After the drill, the Company summarised each stage of the recall drill and formulated corrective and preventive measures.

各工廠開展食安與質量培訓或產品召回演練
Each Plant conducted Food Safety and Quality Training

報告期內，本集團各工廠組織開展食品安全與質量主題培訓或產品召回演練。

During the Reporting Period, all our plants held food safety and quality themed training or product recall drills.

- 澄明工廠組織 3 次食品安全模擬追溯、2 次食品安全防護演練，以及 6 場次供應商食安與質量管理宣導及培訓。
- Chengming Plant organised 3 food safety mock traceability exercises, 2 food safety protection drills, and 6 supplier food safety and quality management promotion and training sessions.
- 廣元澄明工廠開展模擬追溯演練，覆蓋生產、倉庫、物流、計劃、質量等相關部門，共 7 名員工參與，產品追溯率 100%。
- Guangyuan Chengming Plant conducted a mock traceability drill covering departments such as production, warehouse, logistics, planning, and quality, with 7 employees participating and a 100% product traceability rate.
- 苗苗工廠開展《食品安全典型案例分享》培訓，覆蓋研發、採購、倉儲、物流、生產、設備、人資、行政等關鍵崗位員工，培訓時長為 1.5 小時，共 32 名員工參與培訓。
- Miaomiao Plant conducted "Food Safety Typical Case Sharing" training, covering key personnel in R&D, procurement, warehousing, logistics, production, equipment, HR, and administration, with a duration of 1.5 hours and 32 employees participating.
- 和一工廠開展產品召回演練 1 次，並組織食品安全宣傳月活動、組織技能比武大賽、質量標杆評比等活動。2025 年 4 月，開展因產品出現外箱生產日期打印不清晰情況的召回演練，全程溯源到產品生產過程、出入庫及銷售渠道。
- Heyi Plant conducted one product recall drill and organised activities such as Food Safety Publicity Month, skill competitions, and quality benchmark evaluations. In April 2025, a recall drill was conducted due to unclear printing of the production date on outer boxes, with the entire process traced back to the production process, entry and exit from storage, and sales channels.
- 歡歡工廠開展《預包裝食品標簽管理新要求及變化應對建議》《食品中塑化劑污染風險防控》等培訓，培訓總時長為 7 小時，共 15 名員工參加。
- Huanhuan Plant conducted training such as "New Requirements for Labelling of Prepackaged Foods and Suggestions for Coping with Changes" and "Prevention and Control of Plasticiser Contamination Risks in Food," with a total training duration of 7 hours and 15 employees participating.
- 丸來丸去工廠針對全體員工，通過線上、線下培訓等形式開展常規培訓，並在質量安全日等重點活動中開展專項宣貫及培訓，培訓累計時長 40 小時，共 36 名員工參與培訓。針對食品安全管理人員，進行食品安全管理員宣貫培訓和學習，包括食品安全法、標準、管理要求及操作規範，培訓累計時長 20 小時，累計 160 人次參與培訓，參與培訓的員工全部參與考核並通過考試。
- Wanlai Wanqu Plant conducted routine training for all employees through online and offline forms, and held special promotion and training during key activities such as Quality and Safety Day, with a cumulative training duration of 40 hours and 36 employees participating. For food safety management personnel, promotion, training, and learning were conducted, including food safety laws, standards, management requirements, and operating codes, with a cumulative training duration of 20 hours and 160 person-times, and all participating employees took and passed the assessment.

創新驅動

研發創新管理

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

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

Innovation-Driven Development

R&D and Innovation Management

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

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

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

產品預研階段 Preliminary research

- 注重市場趨勢的洞察以及對消費者需求的深入研究，以便準確把握市場方向。
- Pay close attention to market trend insights and in-depth study of consumer demands in order to grasp the market's development direction.

立項階段 Project establishment

- 對新產品研發進行全面的可行性評估，提高研發成功率。
- Conduct a comprehensive feasibility assessment of new product R&D to increase the success rate of R&D.

研發和測試階段 R&D and testing

- 積極與高校和研究機構合作，共同開展技術研究和產品開發。
- Work closely with universities and research institutions to jointly conduct technical research and product development.
- 建立完善的產品測試流程管理體系，通過《產品測試程序》等內部管理文件，產品抽檢測試、上新測試等各流程進行規範化管理。
- Have established a robust product testing process management system, and standardise processes, including product spot checks and new product testing, through internal documents such as the Product Testing Procedures.
- 重視產品的質量和安全，所有新產品都需要經過嚴格的測試和檢驗，確保符合相關標準和規定。
- Pay special attention paid to product quality and safety, and require all new products will undergo rigorous testing and inspection to ensure that they conform to relevant standards and regulations.

試產階段 Trial production

- 制定工藝標準並監督執行，開展中試和小試樣對比，確保試產階段的工藝穩定性和產品質量，並在新產品上市後，持續進行穩定性測試和優化升級。
- Have formulated process standards and monitor the implementation process, compare pilot samples to test samples, to ensure process stability and product quality during the trial stage, and perform continuous stability testing and optimisation after new product roll-out.

量產階段 Mass production

- 研發團隊駐廠，嚴格按照工藝標準監管生產流程，並在產品出廠前進行試吃驗證，確保產品合格後方可出廠。
- R&D teams are stationed at plants to monitor the production process in strict accordance with process standards, and conduct taste tests prior to product release to ensure product conformity before leaving the plant.

產品複盤 Product Review

- 根據市場反饋，及時進行升級調整，持續優化改進。
- Make timely upgrades and adjustments based on market feedback to drive continuous improvement.

營養與健康

本集團積極響應《「健康中國 2030」規劃綱要》及《全民健康素養提升三年行動方案（2024-2027 年）》政策指引，制定並實施「健康新五環，簡淨優鮮好」營養與健康產品服務戰略。該戰略以「好好吃飯，健康生活」為核心理念，圍繞「更簡、更淨、更優、更鮮、更好」五大標準，從源頭甄選食材，強化營養健康領域研發投入，確保配料簡單、減少添加，致力為客戶構建高品質的健康飲食新餐桌。

該戰略適用範圍涵蓋以營養干預為技術底座、以全民健康為使命牽引的實體與平臺型組織，具體包括食品與餐飲供應鏈企業、運動營養與功能性食品品牌及大健康新零售平臺。針對不同消費群體的差異化需求，本集團對目標客群進行分層管理，區分 20 歲以下關注「0 添加」的青少年、20-35 歲追求「輕養生」的職場新人、30-55 歲願為健康付費的中產家庭（含孕產期女性），並以此為基礎制定差異化的產品路線圖，驅動經營策略精准落地。針對兒童開發低糖高纖食品；為上班族提供兼具便捷與營養的代餐系列；為品質需求客群開發低脂、低鹽、有機認證產品，確保美味與健康兼具。同步融入 ESG 理念，建立從農田到餐桌的可追溯系統，確保食品安全與品質可控；此外，通過 AI 膳食指導工具與線下健康講座相結合的方式，向消費者傳遞科學飲食知識，提升全民健康素養。

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

Nutrition and Health

We actively respond to the Outline of the Healthy China 2030 Plan and the Three-Year Action Plan to Further Raise Health Literacy for All Citizens (2024–2027), formulating and implementing the "New Five Health Dimensions: Simpler, Cleaner, Better, Fresher, and Healthier" nutrition and health product service strategy. With "eat well, live healthily" as our core concept, this strategy focuses on the five standards of "simpler, cleaner, better, fresher, and healthier". We rigorously select ingredients from the source and increase investment in R&D within the nutrition and health field to ensure simple ingredients and reduced additives, dedicated to building a new high-quality and healthy dining table for our customers.

The scope of this strategy covers entities and platform-based organisations that use nutritional intervention as their technical foundation and national health as their mission, specifically including food and catering supply chain enterprises, sports nutrition and functional food brands, and big health new retail platforms. In response to the differentiated needs of various consumer groups, the Group implements tiered management of target customer segments, distinguishing between adolescents under 20 who focus on "zero additives", workplace newcomers aged 20-35 who pursue "light wellness", and middle-class families (including pregnant and parturient women) aged 30-55 who are willing to pay for health. Based on this, we formulate differentiated product roadmaps to drive the precise implementation of business strategies. We develop low-sugar and high-fibre foods for children, provide meal replacement series that combine convenience and nutrition for office workers, and develop low-fat, low-sodium and organic certified products for customers with quality requirements, ensuring both deliciousness and health. Simultaneously, we strengthen ESG design by establishing a traceability system from farm to table and providing AI dietary guidance combined with offline health lectures to convey scientific dietary knowledge to consumers and enhance national health literacy.

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

營養與健康產品開發管理舉措
Measures for Development and Management of Nutritious and Healthy Products

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

為滿足消費者對飲食質量提出的更高需求，我們順應消費者飲食習慣向營養化、健康化、精緻化發展的趨勢，持續強化產品營養與健康管理，由多部門構成的健康產品項目組聚焦產品配方升級、工藝優化、減少添加劑使用、產品標簽及認證等方面，全面推進健康營養產品的開發。同時，我們積極聯合第三方權威認證機構，推動行業營養與健康相關產品標準及技術規範的擬定。

To meet consumers' heightened demand for dietary quality, we align with the trend of consumer eating habits evolving towards nutrition, health, and refinement. We continuously strengthen product nutrition and health management. A cross-departmental health product project group focuses on product formula upgrades, process optimisation, reduction of additives, and product labelling and certification to comprehensively promote the development of healthy and nutritious products. Simultaneously, we actively collaborate with authoritative certification institutions to promote industry standards and technical specifications related to nutritious and healthy products.

報告期內，本集團持續推動營養與健康產品項目落地，助力「健康中國2030」目標的實現。

During the Reporting Period, the Group continued to promote the implementation of nutrition and health product projects, contributing to the goal of "Healthy China 2030".

本集團營養與健康產品項目內容：

The content of the Group's Nutrition and Health Products Programme:

- **精准滿足健康需求：**精准捕捉不同消費者的健康需求，推出低脂、低鹽、清潔標簽、高蛋白、高微量元素、高膳食纖維和有機等多元產品選項，滿足個性化健康飲食偏好。
- Accurately meet health needs: We accurately captured diverse consumer health needs and launched a wide range of options including low-fat, low-sodium, clean-label, high-protein, high trace element, high dietary fibre, and organic products to support personalised dietary preferences.
- **創新打造「簡料」「清潔標簽」產品：**基於創新工藝和配方，打造「簡料」「清潔標簽」產品概念，包括使用純天然健康基礎食材生產的簡單加工產品；通過工藝與配方的優化，減少添加劑的使用種類的產品。
- Innovatively develop products with "simple-ingredient" and "clean-label": We innovated through formulations and processes, and developed products under "simple ingredients" and "clean label" concepts, including: products that are simply processed using purely natural and healthy basic ingredients; products with significantly reduced types of additives through process and recipe optimisation.
- **推出「野生」系列特色產品：**推出帶有「野生原料」認證的「野生」系列火鍋筍產品，進一步豐富健康產品矩陣。
- Launch of "wild-sourced"-series specialty products: We introduced the "wild-sourced" series of hot pot bamboo shoots made with certified wild-sourced ingredients, further enriching our healthy product matrix.

報告期內，本集團推出了 **3 款**通過「低嘌呤」認證的產品、**2 款**通過「低 GI」認證的主食類產品，並新開發 **2 款**地理標誌認證產品。通過召開供應商宣導會、評估產品配料表，結合供應商、科研機構、添加劑工廠對產品的配料進行精簡和替換，完成 **58 款**「清潔標簽」（不使用防腐劑、不使用合成色素、不使用甜味劑等）產品的標簽升級工作。

During the Reporting Period, the Group launched **3** products with "low purine" certification and **2** staple products with "low GI" certification, and developed **2** new products with Geographical Indication (GI) certification. By convening supplier advocacy meetings and evaluating product ingredient lists, we collaborated with suppliers, research institutions, and additive factories to simplify and replace product ingredients. We completed label upgrades for **58** "clean-label" products (which do not use preservatives, synthetic colourings, or sweeteners).

共同起草行業規範
Co-drafting of Industry Standards

報告期內，我們與第三方權威認證機構、行業企業等多家單位共同起草並發佈了《優質預製菜產品評價技術規範》（T/OTOP 1116—2025）。該標準規定了優質預製菜評價總體要求、優質預製菜產品評價實施要求和優質預製菜產品評價標識等內容，為第三方評價機構開展優質預製菜產品評價或認證活動提供規範參照依據。

During the Reporting Period, we co-drafted and released the Technical Specification for Evaluation of High-Quality Prepared Dishes (T/OTOP 1116—2025) with several units, including authoritative certification institutions and industry enterprises. The standard specifies general requirements for evaluating high-quality prepared dishes, implementation requirements, and evaluation labels, providing a normative reference for third-party evaluation agencies to carry out evaluation or certification activities for high-quality prepared dishes.

推出「低嘌呤」「低 GI」認證產品
Launching "Low Purine" and "Low GI" Certified Products

我們圍繞低脂、低鹽、高蛋白等方向優化配方結構，並結合產品溯源與安食嚴選管理要求，持續推進產品的健康化升級。報告期內，我們新增 3 款通過「低嘌呤」認證的產品，包括凍豆腐、炸豆皮、豆香妙鈴卷等，以及 2 款通過「低 GI」認證的主食類產品，包括龍口粉絲和火鍋川粉等。

We optimised formula structures in directions such as low-fat, low-sodium, and high-protein, and continuously promoted the healthy upgrade of products in combination with product traceability and trusted food selection management requirements. During the Reporting Period, we added 3 products with "low purine" certification, including frozen tofu, fried tofu skin, and beancurd rolls, as well as 2 staple products with "low GI" certification, including Longkou glass noodles and hotpot glass noodles.



知識產權保護

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

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

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

我們密切關注與知識產權相關的行業政策動態，積極開展知識產權法律法規培訓，報告期內，開展《商標排查指引》《企業日常經營中常見著作權侵權風險點及合規建議》等培訓，培訓覆蓋市場營銷部、運營部等相關部門核心崗位 41 人，參訓人員全部參加考試，進一步提高相關人員的風險防範意識，維護公司知識產權，預防並降低法律風險。

Intellectual Property Protection

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

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

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

We closely monitor industry policy trends related to intellectual property and actively conduct training on intellectual property laws and regulations. During the Reporting Period, we conducted training sessions such as Guidelines for Trademark Investigation and Common Copyright Infringement Risks and Compliance Recommendations in Daily Operations, covering 41 core positions in departments such as Marketing and Operations. All participants passed the exams, further enhancing their risk prevention awareness, safeguarding the Company's intellectual property, preventing and reducing legal risks.

完成鍋圈商標維權
Safeguarding Guoquan Trademarks

公司依法維護自身權益，有效打擊侵犯公司注冊商標專用權的違法犯罪行為，標本兼治，斬斷侵權違法產業鏈。報告期內，被告人未經公司許可在其經營場所製造、銷售標有「鍋圈食匯 好吃不貴」注冊商標標識的塑料包裝袋。報案後，公安機關現場查獲涉嫌非法製造的注冊商標標識塑料包裝袋 54 萬條、無紡布袋 1 萬餘條。經判決，被告人被依法判處有期徒刑，並對公司作出侵權賠償。

The Company safeguards its rights and interests in accordance with the law, effectively combating illegal and criminal acts of infringing upon the exclusive rights to use the Company's registered trademarks, addressing both symptoms and root causes to sever illegal industrial chains. During the Reporting Period, the defendant manufactured and sold plastic packaging bags bearing the "Guoquan Shihui - eat well and affordable" registered trademark at their business premises without the Company's permission. After reporting the case, the police seized 540,000 plastic packaging bags and over 10,000 non-woven bags suspected of illegal manufacture. Upon judgment, the defendant was sentenced to imprisonment and made to pay compensation for infringement to the Company.

入選上海市重點商標保護名錄
Selected for the Shanghai Key Trademark Protection List

2025 年 12 月，鍋圈食匯憑藉其顯著的市場知名度、品牌影響力與誠信經營實踐，成功入選上海市知識產權局發佈第十八批《上海市重點商標保護名錄》。此次入選，不僅是官方對我們品牌影響力與合規經營實踐的認可，也為我們未來的持續發展提供了制度性保障與知識產權護航。

In December 2025, Guoquan Shihui was successfully selected for the 18th batch of the Shanghai Key Trademark Protection List released by the Shanghai Intellectual Property Administration, by virtue of its significant market popularity, brand influence, and integrity in business practices. This selection is not only official recognition of our brand influence and compliant business practices but also provides institutional safeguards and intellectual property protection for our future sustainable development.

截至報告期末，本集團累計獲得注冊商標 **918** 件，有效專利 **61** 件。報告期內，新申請商標 **388** 件、新申請專利 **14** 件，新增授權商標 **71** 件。

As of the end of the Reporting Period, we had obtained a cumulative total of **918** registered trademarks and held **61** valid patents. During the Reporting Period, we filed **388** new trademark applications and **14** new patent applications, and were granted **71** new trademarks.

截至 2025 年底，有效專利

61 件

As of the end of 2025, we held 61 valid patents.

新申請商標 **388** 件

新申請專利 **14** 件

388 new trademark applications filed

14 new patent applications filed

新增授權商標

71 件

71 new trademarks granted

客戶關係管理

消費者溝通與服務

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

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

我們建立了職責明確、分層管理的客戶管理架構，由董事會、高級管理層及專門部門共同參與，系統推進客戶服務工作。董事會負責對客戶管理相關工作履行監督職能；ESG執行委員會作為高級管理層代表，統籌客戶管理事務；客戶服務部則作為專門部門，負責客戶服務相關工作的具體執行與落地，包括服務體系優化、日常運營管理等，持續提升服務能力與客戶滿意度。

本集團已完成客訴處理知識庫的搭建，明確了客戶投訴處理流程，並針對重大、輿情及短期內難以達成一致的案件，建立了專門的上報機制，確保客訴處理的及時性和有效性。在《客訴流程》中，我們進一步明確了消費者投訴的回復時效、處理時效和處理方案。報告期內，本集團投訴及時響應率和投訴處理及時率均達到 100%。

Customer Relationship Management

Consumer Communication and Services

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

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

We have established a customer management structure with clear responsibilities and hierarchical management, involving the Board, senior management, and dedicated departments to systematically advance customer service efforts. The Board of Directors is responsible for the oversight of customer management related work; the ESG Executive Committee, as the representative of senior management, coordinates customer management affairs; and the Customer Service Department, as the dedicated department, is responsible for the execution and implementation of customer service related work, including service system optimisation and daily operational management, to continuously enhance service capabilities and customer satisfaction.

The Group has accomplished the knowledge base construction for customer complaint handling, clearly defined customer complaint handling process, and formulated a reporting mechanism for major, public opinion-related cases and cases with no agreed solution in the short-term to ensure the timeliness and effectiveness of customer complaint handling. We specify the response time requirement, handling time limit and handling options for consumer complaints in the Customer Complaint Handling Process Policy. During the Reporting Period, both the timely response rate of complaints and timely handling rate of complaints recorded 100%.

◉ 消費者信息管理與溝通

本集團構建了全面且安全的消費者數據管理平臺。基於消費者消費頻率和頻次，設計了標準會員體系，採用會員管理系統，重點優化不同等級會員的個性化權益及服務。報告期內，我們建立「收集—反饋—追蹤—結果閉環」標準化機制。截至報告期末，我們共收集消費者有效建議 180 條，其中 78 條成功轉化為產品或服務優化需求，36 條已完成開發並在系統正式上線。截至報告期末，集團註冊會員數量達到約 64.9 百萬名。

我們以持續優化客戶體驗為目標，暢通客戶溝通渠道，切實保障消費者合法權益。集團設立客戶服務部，通過消費者熱線、公司官網、小程序、微信公眾號、各媒體平臺官方賬號（微博、抖音、快手、小紅書等）以及線下門店反饋等多元化渠道，受理消費者投訴相關事宜。報告期內，我們新增線上商城訂單反饋渠道，進一步豐富客戶訴求表達路徑，切實提升服務響應與問題解決質效。

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

我們認真對待和處理消費者投訴，所有投訴均第一時間轉至投訴處理責任人進行對接處理，並在規定時間內給予反饋與處理。同時，我們對投訴信息進行深入分析總結，將潛在改進項反饋至相關部門，以持續提升產品與服務水平。截至報告期末，我們的投訴處理滿意度達 94.17%。

◉ Consumer Information Management and Communication

The Group has established a comprehensive and secure consumer data management platform. Based on purchase frequency and behaviour, we design a standardised membership system and adopt a membership management system with a focus on optimising personalised benefits and services for members of different tiers. During the Reporting Period, we established a standardised "collection-feedback-tracking-result " closed loop mechanism. As of the end of the Reporting Period, we collected a total of 180 valid suggestions from consumers, of which 78 were successfully converted into requirements for product or service optimisation, and 36 had completed development and were officially launched on the system. As of the end of the Reporting Period, the number of registered members had reached approximately 64.9 million.

We aim at constantly optimising customer experience, expanding communication channels with customers and effectively protecting the legitimate rights and interests of consumers. The Group has set up a Customer Service Department to accept and handle consumer complaints via a number of communication channels such as customer hotline, the Company's official website, mini-program, WeChat official account and official accounts on social media platforms (Weibo, Douyin, Kuaishou, Red Note, etc.). During the Reporting Period, we added an order feedback channel for the online mall, further diversifying the channels for customers to express their needs and effectively improving the quality and efficiency of service response and problem-solving.

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

We treat and handle consumer complaints seriously, immediately refer each complaint to the responsible handler for resolution, and provide feedback to consumer complaints within a specified time. By the end of the Reporting Period, we had recorded a complaint resolution satisfaction rate of 94.17%.

◉ 消費者滿意度提升

本集團始終重視客戶反饋，主動通過多渠道瞭解客戶需求與意見，並持續採取多項具體措施提升客戶滿意度。在質量保障、服務體系優化、組織協同等方面均已落實相應改進舉措，有效促進了客戶體驗的改善與投訴事件的減少。

◉ Consumer Satisfaction Improvement

The Group consistently attaches importance to customer feedback, proactively understanding customer needs and opinions through multiple channels, and continuously taking various measures to improve customer satisfaction. Improvement measures have been implemented in areas such as quality assurance, service system optimisation, and organisational coordination, effectively promoting the improvement of customer experience and the reduction of complaints.

提升消費者滿意度管理舉措
Management Measures to Improve Consumer Satisfaction

加強門店服務質量監督控制 **Enhance store service quality monitoring and control**	• 成立全國督察內檢組，針對門店產品質量、服務質量進行暗訪、明訪調查，確保產品及服務符合要求。 • Have set up a national level Internal Inspection Unit to conduct unannounced visits and investigation of product and service quality at stores to ensure that products and services meet the Company's requirements. • 針對已出現的產品質量問題及時進行售後處理，避免流入市場，並反饋上游工廠著手處理。 • For existing product quality issues, promptly conduct after-sales handling to prevent them from entering the market and provide feedback to the upstream plants to take action. • 對已發生的服務質量問題下達整改通知，並要求省區對門店進行後續監督。 • Issue a rectification notice on existing service quality issues, and carry out provincial level supervision over the stores.
提高售後投訴服務質量 **Improve after-sales complaint service quality**	• 優化目前已有的售後服務體系，包括全國服務熱線接聽、消費者客訴處理流程。 • Have optimised existing after-sales service system, including national service hotline reception and customer complaint handling process. • 及時響應客戶投訴，積極處理客戶問題，確保客戶體驗滿意度。 • Respond to customer complaints in a timely manner, proactively deal with customers' complaints to ensure customers are satisfied with the experience. • 每週 / 每月開展客服人員的培訓，內容包括食品安全法、含量標識、服務能力等，提高客服工作人員服務技能、服務意識、產品知識等。 • Conduct weekly/monthly training sessions for customer service staff, covering topics such as the Food Safety Law, ingredient labeling, and service competencies, to enhance service skills, customer awareness, and product knowledge. • 完善客戶關係管理機制，定期跟進客戶需求及反饋，提高客戶忠誠度。 • Improve the mechanism of customer relationship management, follow up customers' needs and feedback on a regular basis to enhance customer loyalty.

加強內部協調溝通 Strengthen internal coordination and communication	• 建立內部溝通和協作機制，明確職責和任務，加強團隊合作，提升協作效率。 • Have established an internal communication and cooperation mechanism, clearly identify responsibilities and obligations, promote teamwork, and improve overall efficiency. • 優化現有部門之間協作功能機制，確保各個部門在客戶體驗滿意度方面能協調一致。 • Optimise the cooperation mechanism among existing departments to ensure that all departments are aligned in providing satisfying customer experience. • 定期對消費者相關問題進行總結分析，制定並嚴格執行改善方案。 • Regularly summarise and analyse consumer-related issues, and develop and strictly implement corrective action plans. • 報告期內，新增「產品直通車」專項，由客戶服務部、產品中心協同推進產品問題反饋閉環管理，每週反饋處理進展，提升產品質量與客戶體驗。 • During the Reporting Period, a new "Product Direct Link" project has been introduced, co-promoted by the Customer Service Department and the Product Centre to advance the closed-loop feedback management for product issues, with weekly feedback on handling progress to enhance product quality and customer experience.
定期數據整理彙報 Data processing and reporting on a regular basis	• 落實日報、週報、月報、半年度及年度彙報，分別對不同時期的客戶滿意度和客訴數據進行整理、匯總、分析，掌握最新的問題類型狀態，及時調整處理措施及整改方案。 • Build a daily, weekly, monthly, semi-annual and annual reporting mechanism, process, summarise and analyse customer satisfaction and complaint data in different periods, be fully aware of the latest customer complaints and types, and refine handling measures and rectification plans in a timely manner. • 多部門協同彙報，針對每個時期數據進行會議分析、總結。 • Implement intra-department collaborative reporting, and hold meetings to analyse and review data of each period. • 針對滿意度分數較低的服務評價，進行全量覆核，分析客戶的潛在需求和建議。報告期內，共計覆核 2,304 條服務評價。 • For service evaluations with low satisfaction, we conduct a comprehensive review to analyse potential customer needs and suggestions. During the Reporting Period, a total of 2,304 service evaluations were reviewed.

互動調研促體驗提升 Interactive research to enhance experience	• 通過社交媒體平臺進行線上交流，在線下門店開展節假日、周年慶等活動，為消費者答疑解惑，提升消費者體驗感。 • Engage in online communication with consumers via social media and organise offline activities such as holiday events and store anniversaries to answer consumer questions and enhance their experience. • 通過網絡調查、社交平臺反饋、電話溝通等方式開展不定期客戶調研和回訪，評估消費者的平臺體驗、履約體驗、產品體驗和售後體驗。 • Conduct irregular customer investigation and return visits through online surveys, social platform feedback, telephone communication, etc., to evaluate consumers' experiences with the platform, contract fulfillment, products, and after-sales service.
依需改進，推陳出新 Continuous improvement and innovation	• 聽取消費者反饋的意見，制定改進生產方案。 • Collect and act on consumer feedback to develop and refine production strategies. • 根據消費者需求，加大新套餐、新產品的開發。 • Increase efforts in the development of new set meals and products based on evolving consumer needs.

負責任營銷

本集團嚴格遵守《中華人民共和國廣告法》《中華人民共和國電子商務法》《中華人民共和國反不正當競爭法》《中華人民共和國食品安全法》及《食品標識管理規定》等法律法規，制定《廣告合規手冊》《促銷活動合規要點》等規範文件，建立責任營銷材料分級審核和監督機制，對廣告內容、宣傳表述、產品標簽進行嚴格管理，所有營銷材料在發佈前均須經過多部門嚴格審核，重點防範虛假宣傳、誤導消費者及不正當促銷等風險，確保產品標簽、產品廣告及營銷內容的合法性、真實性、準確性。

我們持續加強責任營銷理念的宣貫。圍繞負責任營銷、廣告宣傳、知識產權保護等重點領域，我們在線上線下開展了包括有獎銷售法律風險防範、著作權侵權風險防控以及線上營銷推廣服務業務系列合同模板操作等專項培訓，培訓共計 16 場，參與人數約 444 人。此外，我們還針對核心崗位員工組織了相關考試，切實將責任營銷理念落到實處，規範營銷宣傳的落地執行。

在產品包裝方面，我們在產品上新前，聯合第三方機構對產品標簽進行合規審核，並對產品標簽中的營養健康信息進行評估和統一管理。我們積極推動產品營養健康宣傳，並探索產品清潔標簽，旨在為消費者提供易於識別、便於理解的產品營養健康信息。報告期內，我們推動產品及原材料在包裝上使用「安食嚴選」驗證標誌和溯源碼，為客戶提供「透明」的產品全生命週期信息。

Responsible Marketing

The Group strictly abides by laws and regulations such as the Advertising Law of the People's Republic of China, E-Commerce Law of the People's Republic of China, Anti-Unfair Competition Law of the People's Republic of China, Food Safety Law of the People's Republic of China and Administrative Provisions on Food Labeling, and have formulated internal regulatory documents such as the Advertising Compliance Manual and the Key Points for Promotional Activity Compliance. We establish a responsible tiered review and supervision mechanism for marketing materials, implementing stringent management of advertising content, promotional statements, and product labelling. All marketing materials are required to undergo rigorous multi-departmental review prior to release, with particular emphasis on preventing risks such as false advertising, consumer misdirection, and unfair promotional practices, and to ensure that product labeling, advertising and marketing contents are lawful, truthful and accurate.

We continued to strengthen promotion of responsible marketing. Focusing on responsible marketing, advertising practises and intellectual property protection, we organised 16 online and offline training sessions covering topics such as legal risk prevention in prize promotions, copyright infringement risk mitigation, and standardised contract templates for online marketing services, receiving approximately 444 participants. In addition, we organised examinations for employees in core positions to reinforce the implementation of responsible marketing practises and ensure the standardised execution of promotional content.

In terms of product packaging, we collaborate with third-party institutions to conduct compliance reviews of product labels prior to product launches. We also assess and centrally manage nutrition and health-related information presented on product labels. We actively promote the communication of nutrition and health benefits and explore the development of clean-label products, aiming to provide consumers with clear and easy-to-understand nutrition information. During the Reporting Period, we promoted the use of the "Trusted Food Selection" verification mark and traceability codes on the packaging of products and raw materials, providing customers with transparent product life cycle information.

標簽合規
Compliance with Labeling Requirements

我們嚴格遵循《食品安全國家標準預包裝食品標簽通則》（GB7718-2011），涵蓋食品名稱、配料表 (含定量標示)、淨含量和規格、生產者信息、日期標示、貯存條件、食品生產許可證編號、產品標準代號、質量 (品質) 等級、輻照食品、轉基因食品等要求；同時在配料表的臨近位置標注魚類及其製品、花生及其製品、蛋類及其製品等常見過敏原，保障易敏人群安全。

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

在營養標識方面，我們遵循《食品安全國家標準預包裝食品營養標簽通則》（GB28050-2011），產品營養標簽均以標準化表格標示能量、核心營養素的含量值、其他營養成分含量值和營養素參考值 (NRV%)，對滿足營養聲稱的產品嚴格標識，確保營養信息合規展示，指導消費者科學選擇。

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

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

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

信息安全和隱私保護

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

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

信息安全

公司建立了層級清晰、權責分明的信息安全和隱私保護管理架構，由董事會、高級管理層及專門部門各司其職，共同保障信息安全和隱私保護。董事會負責對信息安全和隱私保護管理工作進行監督，高級管理層負責信息安全和隱私保護的統籌管理，信息安全部作為專門部門，負責信息安全和隱私保護相關工作的具體執行與落地。

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

Information Security and Privacy Protection

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

During the Reporting Period, we had no significant data leakage incidents, no significant information security incidents, and no complaints related to customer privacy and data security.

Information Security

The Company has established an information security and privacy protection management structure with clear layers, roles and responsibilities. The Board of Directors, senior management and specialised departments perform their respective duties to jointly guarantee information security and privacy protection. The Board of Directors is responsible for supervising information security and privacy protection management; the senior management is responsible for the overall management of information security and privacy protection; and the Information Security Department, as the specialised department, is responsible for the execution and implementation of relevant work.

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

截至報告期末各系統信息安全認證情況
Information Security Certifications as of the End of the Reporting Period

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

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

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

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

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

信息安全事件上報流程與處置時限
Information Security Incident Report Procedures and Handling Timeframes

事件發現與上報 Incident identification and reporting

- 發現安全事件後，事件上報人員立即通知安全部門。安全部門分類確認後，召集相關部門成員上報。
- Upon discovering a security incident, the reporting personnel must immediately notify the Information Security Department. Once the incident is categorised and confirmed, the department convenes relevant personnel to report the incident.

證據保留與初步分析 Evidence preservation and preliminary analysis

- 保留現場證據，聯合分析事件性質及影響範圍，確認級別。如達 I 級或 II 級，同步信息安全管理委員會，必要時上報監管部門。
- On-site evidence is preserved, and a joint analysis is conducted to determine the nature and scope of the incident. If the incident is categorised as Level I or Level II, it must be simultaneously reported to the Information Security Management Committee and, if necessary, to regulatory authorities.

事件處理與臨時措施 Incident handling and interim measures

- 制定並實施臨時處理方案，降低影響。如需下線服務或中斷業務，上報信息安全管理委員會批准後實施。信息安全部自收到事件上報起，至處置完畢，各級別安全事件的處置時限分別為：I 級 3 小時、II 級 8 小時、III 級 2 個工作日、IV 級 4 個工作日。
- An interim response plan is developed and implemented to mitigate the impact. If service suspension or business interruption is required, it must be approved by the Information Security Management Committee before execution. The handling timeframes for security incidents of various levels, from the receipt of the incident report to the completion of disposal by the Information Security Department, are as follows: 3 hours for Level I, 8 hours for Level II, 2 working days for Level III, and 4 working days for Level IV.

事件關閉與複盤 Incident closure and review

- 信息安全部協同歸屬部門召開複盤會議，確認處理結果，分析原因，制定解決方案，記錄並歸檔相關材料，會後撰寫事件調查報告留存。
- The Information Security Department, together with the responsible department, conducts a post-incident review meeting to confirm resolution results, analyse root causes, develop corrective measures, archive related documentation, and compile an incident investigation report for recordkeeping.

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

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

- 人工滲透測試：由信息安全部測試人員在業務系統上線前及業務重大變更前開展。測試人員通過模擬攻擊手段，深度探測業務系統安全防護措施的有效性，識別自動化工具難以發現的邏輯漏洞與深層次安全隱患。測試過程須緊密結合業務邏輯，重點覆蓋高敏感度業務功能模塊，如個人信息處理、身份校驗、資金處理、抽獎活動等。此外，每年對各核心業務系統至少開展一次常規性滲透測試，確保測試覆蓋率。
- Manual Penetration Testing: Conducted by testing personnel from the Information Security Department before the launch of business systems and significant business changes. By simulating attack methods, testing personnel deeply detect the effectiveness of security protection measures of business systems and identify logical vulnerabilities and deep-seated security risks that are difficult for automated tools to discover. The testing process must be closely integrated with business logic, focusing on high-sensitivity business functional modules such as personal information processing, identity verification, fund processing, and lucky draws. In addition, routine penetration testing is conducted on each core business system at least once a year to ensure test coverage.
- 第三方評估：委託具備資質的第三方機構，每年一次開展信息安全等級保護認證及通信網絡安全防護認證評估。評估範圍覆蓋核心業務系統的合規性與安全性審查，確保相關系統持續滿足國家網絡安全等級保護相關標準及監管要求。
- Third-party Assessment: Qualified institutions are commissioned once a year to conduct classified protection of cybersecurity certification and communication network security protection certification assessments. The scope of assessment covers compliance and security reviews of core business systems to ensure that relevant systems continuously meet national standards and regulatory requirements for classified protection of cybersecurity.
- 信息安全審計：依據業務系統風險程度，對核心業務系統及高風險環節實施每年至少一次的年度審計，並結合需要不定期開展專項審計、賬號審計及 PIA 審計。通過多層次的動態排查，及時發現和修復潛在信息安全漏洞，實現防患於未然。
- Information Security Audit: Based on the risk level of business systems, an annual audit is conducted at least once a year for core business systems and high-risk links. Special audits, account audits, and privacy impact assessments (PIA) audits are also conducted irregularly as needed. Through multi-level dynamic screening, potential information security vulnerabilities are discovered and repaired in a timely manner to prevent problems before they occur.

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

- 安全事件監測和響應：為完善雲上安全防護體系，我們針對異常行為和潛在風險進行識別與防護。借助華為雲、阿裡雲上部署的安全產品，包括態勢感知、應用防火牆、雲防火牆、主機安全、數據庫審計等，實時監測信息安全事件，及時發現並響應安全漏洞、威脅和攻擊，減少損失並防止惡意行為的擴散。
- Security Incident Monitoring and Response: To strengthen our cloudbased security system, we identify and mitigate abnormal behaviours and potential risks. With security products deployed on Hicloud and Aliyun, such as situational awareness, application firewall, cloud firewall, host security, database audit, etc., we can monitor information security incidents in real time, and discover and respond to security vulnerabilities, threats and attacks in a timely manner to reduce losses and prevent the spread of malicious acts.
- 數據安全與備份管理：我們建立了日誌備份系統，支持事故發生後的快速分析；同時，對業務有關鍵影響的信息系統與硬件設備進行定期備份，確保在系統故障或設備損壞時能夠快速恢復，最大限度降低業務中斷風險；對關鍵數據進行異地備份，有效防範因本地災難（如火災、電力故障、網絡攻擊等）導致的數據丟失風險。我們定期對備份數據進行恢復性測試，驗證備份數據的完整性與可恢復能力，確保在極端情境下能夠有效支撐業務連續運行。
- Data Security and Backup Management: a log backup system is in place to support rapid analysis after incidents. At the same time, regular backups of information systems and hardware equipment that have a critical impact on business are conducted to ensure rapid recovery in the event of system failure or equipment damage, thereby minimising the risk of business interruption. Off-site backups are performed for critical data to effectively prevent the risk of data loss caused by local disasters (such as fire, power failure, network attacks, etc.). We regularly conduct restorability tests on backup data to verify its integrity and recoverability, ensuring effective support for continuous business operation under extreme scenarios.

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

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

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

- 安全事件識別：通過內部安全平臺檢測異常行為或潛在威脅，安全部門根據告警進行進一步研判。
- Security incident identification: Abnormal behaviour or potential threats are detected via internal security platforms and further assessed by the Information Security Department.
- 通知與溝通：確認為安全事件後，立即通知業務相關方和安全事件響應團隊，並提供事件初步報告。
- Notification and communication: Upon confirming a security incident, relevant business units and the response team are notified, and a preliminary incident report is provided.
- 事件隔離：根據安全事件的分級情況，針對不同級別的事件採取相應措施。對於風險較大的事件，立即隔離受影響的系統，防止威脅進一步擴散。
- Incident isolation: Based on the incident severity level, appropriate measures are taken. For incidents posing significant risks, affected systems will be immediately isolated to prevent further spread.
- 根源分析：使用取證工具分析事件原因，確保記錄完整。
- Root cause analysis: Evidence taking tools are used to investigate the incident cause, with full documentation ensured.
- 修復與恢復：快速修補漏洞並恢復系統運行，同時進行修復後的驗證和測試，確保漏洞已被成功修復且不存在衍生風險。
- Fixing and restoration: Vulnerabilities are promptly fixed and system operations are restored, while conducting post-fix verification and testing to ensure that vulnerabilities have been successfully fixed and there are no derivative risks.
- 事後複盤：對事件進行全面複盤，總結經驗教訓，並更新相關安全策略。
- Post-incident review: A comprehensive review is conducted to summarise lessons learned and update security strategies accordingly.

信息安全審計
Information Security Audits

年度審計 Annual audits	• 基於《鍋圈 IT 審計控制表》中控制點及控制要求，從信息安全規劃、人員配置、風險管理、運維管理多個維度，驗證信息安全管理體系運行的有效性。 • Based on the control points and requirements specified in the Guoquan Control Table for IT Audit, we verify the effectiveness of information security management system from multiple dimensions such as information security planning, staffing, risk management, project management and operation and maintenance management.
專項審計 Special audits	• 根據日常安全運營及安全評估中發現的問題，識別風險最大的業務場景或產品，針對性地開展審計作業以控制安全風險。 • In terms of the issues discovered in daily security operation and security assessment, we identify business scenarios or products with the highest risks, and carry out targeted auditing to control security risks.
賬號審計 Account audits	• 定期開展賬號審計。報告期內，對會員營銷系統、雲鋪管理系統和金蝶系統開展了賬號審計，查驗賬號開通和關閉流程是否符合要求，並出具相關報告。 • Account audits are conducted regularly. During the Reporting Period, account audits were conducted for the Member Marketing System, Cloud Store Management System, and Kingdee System to verify whether the account opening and closing processes met requirements, and relevant reports were issued.
PIA 審計 PIA audits	• 依據數據安全風險識別情況，不定期開展個人信息保護影響評估（PIA）審計。報告期內，開展 3 次 PIA 審計，針對不同場景進行個人信息保護影響評估，對相關個人信息處理活動開展隱私影響評估，確認風險後形成相關報告。 • Based on the identification of data security risks, Privacy Impact Assessment (PIA) audits are conducted irregularly. During the Reporting Period, 3 PIA audits were conducted to carry out impact assessments on personal information protection for different scenarios regarding privacy and reports were formed after confirming risks.

針對上述各類安全活動（包括滲透測試、信息安全審計及第三方評估等）中發現的問題，我們統一納入《安全漏洞管理制度》流程實施閉環管理。我們堅持「發現 - 整改 - 驗證」的整改閉環機制，明確責任主體、完成期限及覆核要求，對整改進展進行全程跟蹤與覆核驗證，確保問題得到及時、有效處置，並將整改結果納入持續改進流程，推動整體信息安全管理水平不斷提升。

Regarding the problems discovered in the aforementioned security activities (such as penetration testing, information security audits, and third-party assessments), we incorporate them into the Security Vulnerability Management Standards' process for closed-loop management. We adhere to the "Discovery-Rectification-Verification" closed-loop mechanism, defining the responsible subjects, completion deadlines, and review requirements. We track the entire rectification progress and conduct review and verification to ensure that problems are handled timely and effectively. The rectification results are incorporated into the continuous improvement process to drive the constant enhancement of the overall information security management level.

為有效應對突發信息安全事件，我們制定了《內容篡改應急預案》等各類事件應急預案，覆蓋數據洩露、內容篡改、外部攻擊、內部操作失誤等各類潛在安全風險場景。預案明確了從事件發現、上報、分析處置到複盤改進的全流程管理要求，確保各類安全事件均有章可循、快速響應。

To effectively respond to sudden information security incidents, we have formulated various emergency response plans such as the Content Tampering Emergency Response Plan, covering potential security risk scenarios such as data leakage, content tampering, external attacks, and internal operational errors. The plans define the full-process management requirements from incident discovery, reporting, analysis, and disposal to review and improvement, ensuring that all types of security incidents are handled according to rules with rapid response.

同時，為提升應對突發事件的實戰能力，公司每年至少開展一次數據洩露事件應急演練。通過模擬真實攻擊場景（如 2025 年 4 月開展的基於雲鋪 APP 訪問密鑰洩露的專項演練），我們持續驗證跨部門協同效率與處置時效，確保突發信息安全事件發生時能夠快速響應、有效處置、最小化影響。

Meanwhile, to enhance the practical ability to handle emergencies, the Company conducts at least one emergency drill for data leakage incidents every year. By simulating real attack scenarios (such as the special drill conducted in April 2025 based on the leakage of the Access Key for the Cloud Store App), we continuously verify cross-departmental synergy efficiency and disposal timeliness, ensuring rapid response, effective disposal, and minimised impact when sudden information security incidents occur.

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

2025 年 4 月，公司開展了基於雲鋪 APP 訪問密鑰（AK）洩露的專項應急演練，參與部門包括公司 IT、業務部門、運維部門和數據庫管理員（DBA）。此次演練模擬了外部攻擊者對公司資產開展攻擊，並針對雲埔 APP 進行逆向 APK 提取 AK/SK 的場景。事件觸發後：門店發現使用雲鋪 APP 時的異常，通過企業微信渠道對接公司客服，經研發部門排查確認事件真實性後，將事件上報信息安全部。信息安全部員工依據《應急響應管理規定》初步評估事件影響，並依據公司既定的信息上報流程和應急事件響應及處置流程，將該信息上報應急響應辦公室。應急響應團隊隨即完成了事件處理與網頁修復工作，並對本次應急處置情況進行了全面總結和詳細記錄。

In April 2025, the Company conducted a special emergency drill based on the leakage of the Access Key (AK) of the Cloud Store App. Participating departments included the IT Department, business departments, operation department, and Database Administrators (DBA). This drill simulated a scenario where an external attacker attacked the Company's assets and performed reverse APK extraction of AK/SK for the Cloud Store App. After the incident was triggered, stores discovered abnormalities when using the Cloud Store App and contacted the Company's customer service through Enterprise WeChat. After the R&D department investigated and confirmed the authenticity of the incident, the incident was reported to the Information Security Department. Employees of the Information Security Department initially assessed the impact of the incident in accordance with the Emergency Response Management Regulations and reported the information to the Emergency Response Office according to the Company's established information reporting process and emergency response process. The emergency response team then completed incident handling and webpage repair, and conducted a comprehensive summary and detailed record of this emergency disposal.

為持續增強員工信息安全保障意識，我們制定了《信息安全培訓管理規範》，並定期組織線上線下的各類信息安全相關的宣貫和培訓活動，幫助員工樹立正確的網絡安全觀念。報告期內，我們開展 1 次網絡安全技術培訓，安全培訓測試通過率 100%。

To continuously enhance employees' awareness of information security, we have formulated the Information Security Training Management Rules and regularly organised various online and offline information security-related publicity and training activities to help employees establish correct cybersecurity concepts. During the Reporting Period, we conducted 1 cybersecurity technical training, with a 100% pass rate in the security

組織各類數據安全相關培訓
Organising Various Data Security Related Training

報告期內，本集團圍繞隱私與信息安全培訓建立了覆蓋廣泛、分層分類的培訓體系，具體情況如下：

During the Reporting Period, the Group established a wide-ranging, tiered, and classified training system around privacy and information security training. The details are as follows:

- 線上常態化培訓：鍋圈上線了准入平臺課程，該課程面向全體員工持續開放，員工可隨時學習，培訓內容包括信息安全意識培訓、《網絡安全法》解讀、《數據安全法》解讀，累計觀看次數超 8,000 次，以報告期末員工總數計基本實現全員覆蓋。同時，鍋圈學堂上線《鍋圈數據合規監管動態及 AI 應用合規場景》線上培訓，覆蓋全體員工（不含外包人員），強化員工數據合規及 AI 應用合規意識。參訓員工須通過線上測試方可視為完成培訓。
- Regular Online Training: We launched admission platform courses, which are continuously open to all employees for learning at any time. Training content includes information security awareness training, interpretation of the Cybersecurity Law, and interpretation of the Data Security Law. The cumulative number of views exceeded 8,000, basically achieving full coverage based on the total number of employees at the end of the Reporting Period. Meanwhile, Guoquan Academy launched the online training Data Compliance Regulatory Dynamics and AI Application Compliance Scenarios, covering all employees (excluding outsourced personnel) to strengthen their awareness of data compliance and AI application compliance. Participating employees must pass an online exam to be considered as having completed the training.
- 線下網絡安全技術培訓：鍋圈針對信息技術部全體成員，開展 1 次網絡安全技術培訓，針對日常技術工作中遇到的網絡安全漏洞進行了詳細講解，提高技術人員安全意識。參訓員工須通過現場測試方可視為完成培訓。
- Offline Cybersecurity Technical Training: We conducted one cybersecurity technical training for all members of the IT Department, providing detailed explanations of cybersecurity vulnerabilities encountered in daily technical work to improve the security awareness of technical personnel. Participating employees must pass an on-site test to be considered as having completed the training.
- 外部培訓：鍋圈邀請外部律師事務所對公司全體員工開展 1 次《數據合規監管動態與合規交流》培訓，截至最後實際可行日期，共 979 名員工參與。參訓員工須全程參與方可視為完成培訓。
- External Training: We invited an external law firm to conduct one Data Compliance Regulatory Dynamics and Compliance Exchange training for all employees. As at the Last Practicable Date, a total of 979 employees participated. Participating employees must participate in the whole process to be considered as having completed the training.

隱私保護

本集團嚴格遵守合法、正當、必要與誠信的個人信息處理原則，堅決杜絕以誤導、欺詐、脅迫等方式處理個人信息，反對任何形式的非法收集、使用、買賣、提供及公開個人信息行為。我們持續完善隱私保護管理制度，建立覆蓋員工、消費者、加盟商、供應商及其他商務夥伴的個人信息保護體系。在信息處理機制方面，明確信息收集、處理與保存原則；在權限管控方面，實施多層級訪問控制措施，加強對第三方信息處理行為的監督管理，全方位保障客戶 / 用戶數據處理的合規性與安全性。

Privacy Protection

The Group strictly abides by the principles of being legal, proper, necessary and in good faith in processing personal information. We resolutely put an end to processing personal information through misleading, fraudulent, or coercive means, and oppose any form of illegal collection, use, sale, provision, or public disclosure of personal information. We continuously improve our privacy protection management system and establish a personal information protection system covering employees, consumers, franchisees, suppliers, and other business partners. In terms of information processing mechanisms, we clarify the principles for information collection, processing, and retention; in terms of authority control, we implement multi-level access control measures and strengthen supervision and management of third-party information processing activities to fully guarantee the compliance and security of customer/user data processing.

隱私保護管理措施
Privacy Protection Management Measures

完善管理制度
Improve management policies

- 及時更新應用端《隱私協議》《用戶協議》，向消費者、加盟商、供應商等利益相關方全面說明我們在數據利用、共享、公開等場景下的處理規則，並確保獲得用戶的充分授權。
- Update the Privacy Agreement and User Agreement on the application side in a timely manner, make full and complete disclosure of the processing rules of information, utilisation, sharing and publication to consumers, franchisees, suppliers and other stakeholders, and obtain full authorisation from users.
- 完善應用端合規功能，充分保障消費者和加盟商等數據主體依法行使個人數據權利。數據主體可通過鍋圈 APP、小程序訪問、更正、刪除及限制處理申請，亦可通過公司指定郵箱聯繫個人信息保護負責人提出相關申請或諮詢。我們嚴格按照隱私條款所承諾的時限要求，對相關申請進行響應及處理，確保權利行使渠道暢通、反饋及時。
- Improve the compliance function of the application, and fully protect the rights and interests of data subjects including consumers and franchisees. Data subjects can apply for access, correction, deletion, and restriction of processing through the Guoquan APP and mini-program, or contact the person in charge of personal information protection via the Company's designated email to submit relevant applications or enquiries. We strictly follow the time limits promised in the privacy terms to respond to and handle relevant applications, ensuring smooth channels for exercising rights and timely feedback.

加強第三方管理
Strengthen third-party management

- 涉及共享個人信息給第三方的，會向用戶說明數據處理的目的、方式、個人信息種類以及接收方的相關信息，並在征得用戶的單獨同意後，才會共享用戶信息。
- When personal information is shared with a third party, the purpose, method, type of personal data, and relevant information of the recipient will be explained to the user, and the user information will only be shared after obtaining the user's separate consent.
- 涉及第三方共享或委託處理個人信息的情形下，依據內部管理制度開展風險評估，通過合同明確雙方在個人信息處理中的責任與義務，依法依約對第三方的數據處理活動實施持續監督與技術檢測，切實防範第三方數據安全風險。
- In cases involving third-party sharing or entrusted processing of personal information, risk assessments are conducted based on the internal management system. The responsibilities and obligations of both parties in personal information processing are clarified through contracts. Continuous supervision and technical testing are implemented on the third party's data processing activities in accordance with laws and contracts to effectively prevent third-party data security risks.

制定信息收集、處理、保存期限與最小化原則
Determine the principles for data collection, processing, retention and minimization

根據《中華人民共和國個人信息保護法》及《中華人民共和國數據安全法》相關規定，本集團在客戶 / 用戶數據的收集、使用、保存及權限管理方面建立了完整的合規體系，具體情況如下：

In accordance with the relevant provisions of the Personal Information Protection Law of the People's Republic of China and the Data Security Law of the People's Republic of China, the Group has established a comprehensive compliance system in the collection, use, storage, and authority management of customer/user data. The specific details are as follows:

- 最小必要原則：收集個人信息具有明確、合理的目的，且限於實現處理目的的最小範圍，不收集與服務無關的信息。
- Minimum Necessary Principle: Personal information is collected for clear and reasonable purposes and is limited to the minimum scope necessary to achieve the processing objectives. No information unrelated to the service is collected.
- 告知同意機制：清晰告知用戶我們收集信息的目的、方式、種類，並在確保用戶授權同意的情況下進行；如處理目的發生變更，會重新取得用戶的同意。
- Informed Consent Mechanism: We clearly inform users of the purpose, method, and type of information we collect, and proceed only with the user's authorised consent; if the processing purpose changes, the consent will be obtained again.
- 撤回同意機制：如果用戶需要撤回單獨授權同意的個人信息，提供便捷的撤回同意方式，可通過鍋圈 APP、小程序解除授權。
- Withdrawal of Consent Mechanism: If a user needs to withdraw separate authorised consent for personal information, a convenient way is provided, and the authorisation can be cancelled through the Guoquan APP and mini-program.
- 保存期限：個人信息保存期限為實現處理目的所必要的最短時間，定期清理冗餘數據。
- Retention Period: The retention period for personal information is the shortest time necessary to achieve the processing purpose, and redundant data is cleaned up regularly.

權限控制具體安排 Specific arrangements for control management

本集團採用多層級訪問保護和控制措施，具體包括：

The Group adopts multi-level access protection and control measures, specifically including:

- 按需授權：基於角色的訪問控制（RBAC），確保數據僅由經授權的人員在授權範圍內訪問與使用。
- Authorisation on a Need-to-know Basis: Role-Based Access Control (RBAC) to ensure that data is only accessed and used by authorised personnel within the scope of authorisation.
- 最小授權原則：細化至字段級的訪問權限，關鍵崗位人員需背景審查，操作日誌保存備查。
- Minimum Authorisation Principle: Access rights refined to the field level; background checks for personnel in key positions; and operation logs kept for future reference.
- 數據脫敏處理：採用去標識化技術處理敏感信息，使其在不借助額外信息的情況下無法識別特定自然人。
- Data De-identification Processing: De-identification technology is used to process sensitive information so that specific persons cannot be identified without the aid of additional information.
- 涉敏字段入庫加密：敏感信息存儲採用符合國密標準的加密算法。
- Encryption of Sensitive Fields in Storage: National Standard encryption algorithms are used for the storage of sensitive information.
- 敏感字段傳輸加密：採用 SSL/TLS 協議確保數據傳輸過程中的整體加密保護。
- Encryption of Sensitive Fields in Transmission: SSL/TLS protocols are used to ensure overall encryption protection during data transmission.
- 數據分類分級管理：建立四級分類分級標準，實施差異化的訪問權限控制。
- Data Classification and Grading Management: four-level classification and grading standards has been established, and differentiated access control is implemented.
- 定期安全審計：遵循「識別 - 檢查 - 審計 - 整改 - 檢查」流程，定期對敏感字段入庫加密情況檢查，對未加密字段整改或督促下線。
- Regular Security Audit: Following the "Identification – Inspection – Audit – Rectification – Inspection" process, regular checks are conducted on the encryption of sensitive fields in storage, and unencrypted fields are rectified or urged to be taken offline.
- 員工培訓：定期對從業人員進行數據安全教育和培訓。
- Employee Training: Regular data security education and training for practitioners.

依據《數據安全法》第二十一條關於建立數據分類分級保護制度的要求，本集團建立了四級分類分級標準，依據數據的敏感程度與業務重要性對數據進行系統分類，並實施差異化的訪問權限控制：

In accordance with the Article 21 of the Data Security Law regarding the establishment of a data classification and grading protection system, the Group has established a four-level classification and grading standards to systematically classify data based on its sensitivity and business importance, and implement differentiated access control:

數據分類分級管理機制
Data Classification and Grading Management Mechanism

分級 Grade	劃分口徑 Classification Criteria	管控要求 Management Requirements
L1：公開 L1: Public	數據已通過官方渠道主動向公眾發佈，洩露不會對公司造成損害 Data has been actively released to the public through official channels; leakage will not cause damage to the Company	確保信息完整性，防止被篡改 Ensure information integrity and prevent tampering
L2：內部 L2: Internal	數據僅在內部使用，洩露可能帶來輕微影響但無實質性損害 Data is for internal use only; leakage may have a slight impact but no substantial damage	禁止對外公開或與未經授權的外部共享 Public disclosure or sharing with unauthorised external parties is prohibited
L3：機密 L3: Confidential	數據包含重要運營、客戶或個人細節，洩露會對公司造成顯著損害 Data contains important operations, customer, or personal details; leakage will cause significant damage to the Company	嚴格限定授權訪問，遵循工作需要原則；收集、傳輸、存儲及對外提供依據內部規範執行 Authorised access is strictly limited based on the need-to-know principle; collection, transmission, storage, and external provision are executed according to internal rules
L4：絕密 L4: Top Secret	數據包含公司最高級別的敏感信息，洩露會對公司造成極為嚴重的影響 Data contains the Company's highest-level sensitive information; leakage will have an extremely serious impact on the Company	實施最小範圍授權，權限僅限於部門一級負責人及以上高級管理人員及其授權對象，施以最嚴格訪問控制 Minimum scope authorisation is implemented; authority is limited to department-level heads and above senior management and their authorised objects, with the strictest access control applied

價值共生，構建合作新生態

VALUE CO-CREATION, BUILDING A NEW ECOSYSTEM FOR COOPERATION

供應鏈管理 108
Supply Chain Management
加盟商管理 122
Franchisee Management

亮點績效

供應鏈管理

- 截至報告期末，供應商總數為 **1,625 家**。
- 將 **ESG 合規表現**納入供應商評審加分項，並對污水排放超標、無證操持特種設備、商業賄賂、雇傭童工、歧視弱勢群體及強迫勞動等紅線風險設置一票否決機制。
- 完成 **391 次**供應商全面考核，確保現有合作供應商具備品質保證能力。
- 供應商 **100%** 簽署《反賄賂條款》《廉潔承諾書》。
- 為供應商提供 **17 場**培訓，其中線下專場培訓 **4 次**，線上培訓 **13 次**，共計 **72 學時**，培訓計劃完成率達 **100%**，共有 **5,236 人次**的供應商參與。

加盟商管理

- 累計處理加盟商服務諮詢共計 **96,274 條**，響應時效為 **15 分鐘**內，完結時效為 **24 小時**內。

Highlights of Performance

Supply Chain Management

- As of the end of the Reporting Period, the total number of suppliers was **1,625**.
- **ESG compliance performance** is included as a bonus item in supplier reviews, and a one-vote veto mechanism is set for red-line risks such as excessive sewage discharge, operating special equipment without a licence, commercial bribery, child labour, discrimination against vulnerable groups, and forced labour.
- Conducted **391** comprehensive audits on suppliers to ensure the quality assurance capabilities of existing cooperative suppliers.
- **100%** of suppliers have signed the Anti-bribery Clause and the Letter of Commitment to Integrity.
- Provided **17** training sessions for suppliers, including **4** offline training sessions and **13** online training sessions, totaling **72** hours. The training program reached a **100%** completion rate and participation of suppliers of **5,236** person-times.

Franchisee Management

- Processed a total of **96,274** service consultations, with a response time within **15** minutes and a completion time within **24** hours.

供應鏈管理

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

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

供應商管理體系

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

Supply Chain Management

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

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

Supplier Management System

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

在總部層面，鍋圈產品中心下設的採購部，在董事會的監督和高級管理層的統籌管理下，專門負責開展供應鏈管理工作。各工廠則在公司監督下，根據自身業務實際，建立並持續完善適用的供應鏈管理體系。

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

供應鏈管理架構
Supply Chain Management Structure



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

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

◉ 篩選與准入

◉ Supplier Selection and Admission

篩選與准入要求
Requirements for Supplier Selection and Admission

供應商篩選 Supplier selection	• 我們制定了嚴格的供應商篩選流程，確保供應商具備國家規定的相應生產經營資質，遵守適用的法律法規，並符合我們管理規範的基本要求。此外，我們要求供應商提供質量管理體系認證證明。 • We have established a strict supplier selection process to ensure that suppliers possess the necessary production and operational qualifications required by national regulations, comply with applicable laws and regulations, and meet the basic requirements of our management standards. In addition, we require suppliers to provide certifications for their quality management systems. • 我們高度重視供應鏈的 ESG 表現，對於在 ESG 方面存在嚴重違規行為的供應商，堅決不予准入。更多關於供應鏈 ESG 管理的內容，請參見下方「供應鏈 ESG 風險管理」小節。 • We place great emphasis on the ESG performance of our supply chain. Suppliers that engage in serious ESG violations are resolutely rejected for admission. For more details on supply chain ESG management, please refer to the "Supply Chain ESG Risk Management" section below.
背景審核 Background review	• 我們通過在線審核、現場檢查、文件審核等多種方式，對供應商開展背景准入審核，重點核查其生產經營資質、生產能力、質量和安全體系、生產過程質量控制、合規情況以及誠信風險等方面，確保供應商能夠滿足我們所需的產能，並具備足夠的食品質量安全保證能力、抗風險能力和交付水平。 • We conduct background admission reviews of suppliers through various methods, including online reviews, on-site reviews, and document reviews. The focus of these reviews is to verify their production and operational qualifications, production capacity, quality and safety systems, production process quality control, compliance status, and integrity risks. This ensures that suppliers can meet our required production capacity and have sufficient food quality and safety assurance capabilities, risk resilience, and delivery performance.
現場審核 On-site assessment	• 我們對供應商進行現場審核，對供應商的生產設施、流程以及管理體系進行全面的評估，包括對供應商的質量手冊、程序文件、作業指導書等文件進行審查，對工廠環境、倉庫等進行實地考察等，確保供應商滿足我們的准入標準。 • We conduct on-site assessments of suppliers, covering their production facilities, processes, and management systems. This includes reviewing the supplier's quality manuals, procedural documents, and work instructions, as well as conducting on-site surveys of plant environments, warehouses, and other areas to ensure that suppliers meet our admission standards.

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

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

◉ 分類管理

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

針對關鍵品類及重要供應商，本集團已建立相應的供應風險緩釋安排，以保障供應鏈的穩定性與業務連續性。具體而言，我們在合同條款中明確約定質量標準、交付週期、價格調整機制、違約責任及食品安全追溯義務，並設置持續供貨與應急保障條款，以強化履約約束。同時，在准入階段設定嚴格門檻，包括資質審核、現場審廠、樣品檢測及合規評估，並對關鍵供應商實施分級管理與定期複評機制，結合備選供應商儲備與安全庫存安排，降低單一來源依賴風險，提升供應體系的韌性與抗衝擊能力。

◉ Classification Management

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

Targeting key categories and important suppliers, the Group has established corresponding supply risk mitigation arrangements to ensure the stability and business continuity of the supply chain. Specifically, we clearly stipulate quality standards, delivery cycles, price adjustment mechanisms, liabilities for breach of contract, and food safety traceability obligations in our contract terms, and set up continuous supply and emergency guarantee clauses to strengthen performance constraints. Meanwhile, strict thresholds are set at the admission stage, including qualification reviews, on-site inspections, sample testing, and compliance assessments. We implement tiered management and periodic re-evaluation mechanisms for key suppliers, combined with alternative supplier reserves and safety stock arrangements, to reduce the risk of single-source reliance and enhance the resilience and impact resistance capability of the supply system.

◉ 考核與評估

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

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

◉ Assessment and Evaluation

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

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

供應商分級管理
Tiered Supplier Management

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

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

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

報告期內，我們完成了 391 次供應商全面考核，確保現有合作供應商具備品質保證能力。同時，我們優化並更新了供應商審核流程，推出新版的供應商審核表與審核指南，以確保供應商能夠滿足我們對質量的高標準嚴要求。

During the Reporting Period, we conducted 391 comprehensive audits on suppliers to ensure the quality assurance capabilities of existing cooperative suppliers. At the same time, we optimised and updated the supplier audit process, and launched a new version of the Supplier Assessment Form and Assessment Guidelines to ensure that suppliers can meet our high standards and strict requirements for quality.

供應商審核內容
Content of Supplier Assessment

否決項 Rejection items	證照合規、生產經營合規、誠信相關（包括但不限於反腐敗方面）、變更備案管理、食品欺詐、檢驗管理 Compliance of certificates, production and operations, integrity-related issues (including but not limited to anti-corruption aspects), change filing management, food fraud, inspection management.
生產運營管理 Production and operations management	企業承諾、合規運營、經營決策、組織架構與職責。 Corporate commitments, compliant operations, business decisions, organisational structure and responsibilities.
資源與支持 Resources and support	生產環境與設施、人力資源保障、知識與信息 Production environment and facilities, human resources support, knowledge and information.
生產過程控制 Production process control	質量標準、供應商管理、生產過程控制、生產過程控制實施、產品追溯、應急管理與召回 Quality standards, supplier management, production process control, implementation of production process control, product traceability, emergency management and recall.
績效評價 Performance evaluation	監測分析與評價、內部審核與自查、管理評審 Monitoring, analysis and evaluation, internal reviews and self-checks, management reviews.
糾正與改進 Correction and improvement	對不符合的糾正、改進 Corrective actions for non-compliance, improvements.

供應鏈 ESG 風險管理

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

Supply Chain ESG Risk Management

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

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

ESG 准入與盡職調查
ESG admission and due diligence

- 我們在供應商准入階段開展 ESG 盡職調查，通過公開信息查詢、第三方體系認證證書審核及供應商自評等方式收集並綜合分析其 ESG 相關數據，確保供應商具備基本的 ESG 合規管理能力。必要時，例如在人力資源不足的情況下，公司不排除委託第三方開展供應商 ESG 審核。
- We conduct ESG due diligence during the supplier admission stage, collecting and comprehensively analysing their ESG-related data through public information inquiries, review of third-party system certification certificates, and supplier self-assessments to ensure that suppliers possess basic ESG compliance management capabilities. When necessary, such as in cases of manpower constraints, the Company may engage a third party to carry out ESG due diligence on suppliers.
- 根據《供應商管理制度》，仅当供應商引入評估表的綜合分值 ≥70 分且未觸犯 ESG 紅綫時，方可予以引入。ESG 合規表現將作為所有供應商評審之加分項，惟觸犯污水排放超標、無證操作特種設備、商業賄賂、僱用童工、歧視弱勢群體及強迫勞動等紅線風險指標之供應商，將不予准入。
- Pursuant to the Supplier Management System, a supplier may be introduced only if it achieves a comprehensive score of no less than 70 points on the Supplier Introduction Evaluation Form and does not violate any ESG red lines. ESG compliance performance serves as a bonus factor in all supplier evaluations. Suppliers that violate any red-line risk indicators—namely, excessive wastewater discharge, operation of special equipment without a license, commercial bribery, child labor, discrimination against vulnerable groups, or forced labor—will be disqualified from admission.
- 當前階段，僅針對戰略供應商，要求其提供 ESG 合規管理相關資料（含環境管理、勞工管理 / 人權保護、商業行為等）。
- Currently, only strategic suppliers are required to provide materials related to ESG compliance management (including environmental management, labour management/human rights protection, business conduct, etc.)

ESG 動態考核 Dynamic ESG assessment

- 依據本集團審核標準，我們至少每半年對戰略供應商的 ESG 表現進行評估，涵蓋環境管理、社會責任履行及公司治理等方面，確保供應商不觸犯 ESG 紅線，從而有效控制供應鏈 ESG 風險。
- According to the Group's assessment standards, we evaluate the ESG performance of strategic suppliers at least every six months, covering environmental management, social responsibility fulfilment, and corporate governance, to ensure that suppliers do not violate ESG red lines, thereby effectively controlling supply chain ESG risks.
- 對於 ESG 表現優異的供應商，我們對考核結果給予一定程度的加分；對於觸犯 ESG 紅線的供應商，考核結果為 0。
- For suppliers with excellent ESG performance, we give a certain degree of bonus points to the assessment results; for suppliers who violate the ESG red line, the assessment result will be 0.

整改與剔除 Rectification and exclusion

- 對於合作期間 ESG 表現不佳的供應商，我們將督促其進行整改，並啟動二次評估工作，只有評估通過後才可繼續開展合作。若供應商仍觸犯 ESG 紅綫，或整改後仍不滿足我們的 ESG 標準，我們將終止與其的採購供應關係。
- For suppliers with poor ESG performance during the cooperation period, we will urge them to take remedial actions and initiate a second round of assessments. Only after passing the assessment can they continue to cooperate with us. If a supplier still violates ESG red lines, or fails to meet our ESG standards after rectification, we will terminate the procurement relationship with them.

供應商 ESG 管理及考核要求
Supplier ESG Management and Assessment Requirements

環境管理 Environmental management

- 制定建立針對供應商的專項環境評審機制，圍繞污染物排放、廢棄物管理、環境風險防控情況等關鍵要素開展系統評估，並將各審核項分類為重點項和一般項。
- Establish an environmental review mechanism for suppliers, conducting systematic assessments around key elements such as pollutant discharge, waste management, and environmental risk prevention and control, and classifying each audit item into key items and general items.
- 通過查驗排汙許可證、廢氣檢測報告、危險廢物年度管理計劃及轉移聯單、突發環境事件應急預案等資料，以及收集供應商的環境績效數據，對供應商環境合規性和管理能力進行量化打分，並將評審結果作為供應商動態管理、整改跟進及合作決策的重要依據，以降低供應鏈環境風險。
- By verifying pollutant discharge licences, exhaust gas testing reports, annual hazardous waste management plans and transfer forms, and emergency plans for sudden environmental incidents, as well as collecting environmental performance data from suppliers, we quantitatively score the environmental compliance and management capabilities of suppliers. The review results serve as an important basis for dynamic management, rectification follow-up, and cooperation decision-making to reduce supply chain environmental risks.
- 對排放超標的供應商實施一票否決。
- Implement a one-vote veto for suppliers with excessive emissions.

社會責任 Social responsibility	• 將反童工、反強制勞工、保障平等就業、保護弱勢群體、反歧視、反騷擾等平等與人權保護指標納入供應商准入與管理要求，並定期對供應鏈，通過制度審查與持續評估，防範歧視、強迫勞動等人權風險，推動供應鏈人權保障落實。 • Incorporate equality and human rights protection indicators such as anti-child labour, anti-forced labour, protection of equal employment, protection of vulnerable groups, anti-discrimination, and anti-harassment into supplier admission and management requirements. Through system reviews and continuous assessments, we periodically evaluate the supply chain performance to prevent human rights risks such as discrimination and forced labour, and promote the implementation of human rights protection in the supply chain. • 要求供應商建立健全質量管理體系、食品安全管理體系。 • Require suppliers to establish and improve quality management systems and food safety management systems. • 要求供應商保障全體員工職業健康安全。 • Require suppliers to ensure the occupational health and safety of all employees. • 對有雇傭童工、強迫勞動行為的供應商實施一票否決；對無證操作特種設備、歧視弱勢群體的供應商實施紅線提示。 • Implement a one-vote veto for suppliers involved in child labour or forced labour; provide red-line alerts for suppliers operating special equipment without a licence or discriminating against vulnerable groups.
公司治理 Corporate governance	• 要求所有供應商均需簽署《反賄賂條款》《廉潔承諾書》，不得出現賄賂、貪污等違反商業道德的行為。對供應商的更多反腐敗管理要求詳見「商業行為」小節。 • Require all suppliers to sign the Anti-bribery Clause and the Letter of Commitment to Integrity, and refrain from engaging in bribery, corruption, or any other violations of business ethics. For more anti-corruption management requirements for suppliers, please refer to the "Business Conduct" section. • 要求供應商制定並嚴格執行商業賄賂、虛假宣傳、侵犯商業秘密等反不正當競爭及反壟斷制度。 • Require suppliers to formulate and strictly implement anti-unfair competition and anti-monopoly systems, including commercial bribery, false advertising, and infringement of trade secrets. • 要求供應商建立利益衝突識別與申報機制、匿名舉報及保護機制。 • Require suppliers to establish conflict of interest identification and declaration mechanisms, as well as anonymous reporting and protection mechanisms. • 對有商業賄賂行為的供應商實施一票否決。 • Implement a one-vote veto for suppliers involved in commercial bribery.

我們始終將可持續發展理念貫穿於運營的各個環節，積極推動本地化採購和綠色採購，致力於減少全價值鏈的碳排放。報告期內，本地化採購[4]比例為 99.8%。

We consistently integrate the concept of sustainable development into all aspects of our operations, actively promoting local procurement and green procurement, and striving to reduce carbon emissions across the entire value chain. In 2024, the proportion of local procurement[4] reached 99.8%.

[4] 此處本地化採購按供應商營業執照註冊地為中國大陸地區統計。

[4] Localized procurement here is calculated based on suppliers whose business license registration is in Mainland China.

可持續採購措施
Sustainable Procurement Measures

本地採購 Local procurement	• 與本地供應商建立長期合作關係，有效降低因長途運輸而產生的碳排放。 • Establish long-term cooperation with local suppliers to effectively reduce carbon emissions caused by long-distance transportation.
優化運輸 Transportation optimisation	• 通過優化運輸路線、使用清潔能源車輛和提高運輸效率等方式，降低物流過程的碳排放。 • Reduce carbon emissions from logistics processes by optimising transportation routes, using clean energy vehicles, and improving transportation efficiency.
使用環保包裝 Use of eco-friendly packaging	• 在日常合作中，通過加強供應商包裝材料檢查、優化供應商准入以及實施動態考核等措施，推動供應商使用環保包裝材料，減少塑料袋的使用，從而降低包裝廢棄物的產生。 • Promote the use of eco-friendly packaging materials among suppliers and reduce the use of plastic bags in daily cooperation, thereby decreasing the generation of packaging waste. This is achieved through measures such as strengthening the inspection of packaging materials from suppliers, optimizing the entry criteria for suppliers, and implementing dynamic assessments.

舉辦「打造綠色供應鏈」系列專題培訓
Organised a Special Training on "Building a Green Supply Chain"

為響應 ESG 發展趨勢，2025 年 12 月，本集團開展「打造綠色供應鏈：分享行業實踐，啟迪綠色思考」系列專題培訓，培訓面向全體員工，並要求負責環境保護、能源利用和供應鏈管理相關員工提供學習反饋。培訓內容涵蓋環保材料與循環包裝創新模式、供應商碳足跡管理等行業綠色供應鏈優秀實踐，以及香港聯交所關於企業參與碳交易等最新政策分享等，有效提升相關崗位人員可持續發展意識，提高本集團綠色供應鏈建設水平。

To respond to the ESG development trend, in December 2025, the Group carried out the "Building a Green Supply Chain: Sharing Industry Practices, Inspiring Green Thinking" special training series. The training was open to all employees, and employees responsible for environmental protection, energy utilisation, and supply chain management were required to provide learning feedback. The training content covered good industry practices in green supply chains, such as innovative models for environmental-friendly materials and circular packaging, supplier carbon footprint management, as well as sharing the latest policies of the Hong Kong Stock Exchange regarding corporate participation in carbon trading. This effectively enhanced the awareness of sustainable development among relevant personnel and improved the Group's level of green supply chain construction.

供應商溝通與培訓

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

我們對供應商開展多維度的溝通與培訓，涵蓋食品安全、風險管控、體系管理、商業道德等多個 ESG 相關領域。具體培訓內容包括標法解讀、風險管控、內控要求、良好實踐、體系管理、檢驗檢測、塑化劑專項防控、食品異物管理等，並於供應商大會中就行業標準與供應商進行深入交流。此外，有關商業道德培訓的詳細內容，另於本報告「商業行為」小節中說明。

Supplier Communication and Training

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

We conduct multi-dimensional communication and training with our suppliers, covering multiple ESG-related areas such as food safety, risk control, management systems, and business ethics. Specific training content includes the interpretation of laws and standards, risk control, internal control requirements, good practices, management systems, inspection and testing, special prevention and control of plasticizers, and food foreign body management, among others. In addition, we engage in in-depth exchanges with suppliers on industry standards during supplier conferences. Detailed information on business ethics training is provided separately in the "Business Conduct" section of this report.

- 我們通過「鍋圈學堂」搭建了供應商和內部培訓平臺，提供自行開發、第三方開發以及平臺課程，累計上線課程達 **491** 學時，課程類型涵蓋 **11** 個類別。報告期內，我們為供應商提供了 **17** 場培訓，其中線下專場培訓 **4** 次，線上培訓 **13** 次，共計 **72** 學時，培訓計劃完成率達 **100%**，共有 **5,236** 人次的供應商參與。
- We have built a platform for supplier and internal training through "Guoquan Academy", offering self-developed, third-party developed, and platform-based courses. A total of **491** hours of courses have been made launched, covering **11** categories. During the Reporting Period, we provided **17** training sessions for suppliers, including **4** offline training sessions and **13** online training sessions, totaling **72** hours. The training program reached a **100%** completion rate and participation of suppliers of **5,236** person-times.

組織食品異物管理專題研討會
Organised a Special Seminar on Food Foreign Object Management

為提升異物管控能力，2025 年 4 月，本集團面向供應商的工廠負責人、生產負責人、質量管理人員等組織「食品異物管理專題研討會」，共 30 家供應商，57 名供應商代表現場參與。培訓圍繞食品異物風險的系統性、預防性和持續性管理展開，重點探討通過完善過程控制以提升產品質量、降低異物投訴發生概率。

In order to enhance foreign objects control capabilities, in April 2025, the Group organised a "Special Seminar on Food Foreign Object Management" for suppliers' factory heads, production heads, and quality management personnel. A total of 30 suppliers and 57 supplier representatives participated on-site. The training focused on systematic, preventive, and continuous management of food foreign objects risks, with a key emphasis on improving product quality and reducing the probability of foreign objects complaints through refined process control.



培訓現場
The scene at the training site

澄明工廠開展《塑化劑專項防控》培訓會
"Prevention and Control of Plasticisers" Training Session at Chengming Plant

報告期內，澄明工廠面向油脂類原料供應商開展《塑化劑專項防控》培訓會，共 5 家供應商，92 名供應商代表參與培訓。培訓邀請第三方專業講師，結合行業實踐，對塑化劑風險識別、關鍵控制要點及管理要求進行講解，並通過專題交流提升供應商對相關風險的認知水平和管控能力，推動其在生產和質量管理過程中更好地落實食品安全要求。

During the Reporting Period, Chengming Plant held a training session on "Prevention and Control of Plasticisers" for suppliers of oil and grease raw materials. A total of 5 suppliers and 92 supplier representatives attended the training. Third-party professional instructors were invited to explain plasticiser risk identification, key control points, and management requirements based on industry practices. Through specialised exchanges, the training enhanced suppliers' awareness and control capabilities of relevant risks, promoting better implementation of food safety requirements in their production and quality management processes.

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

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

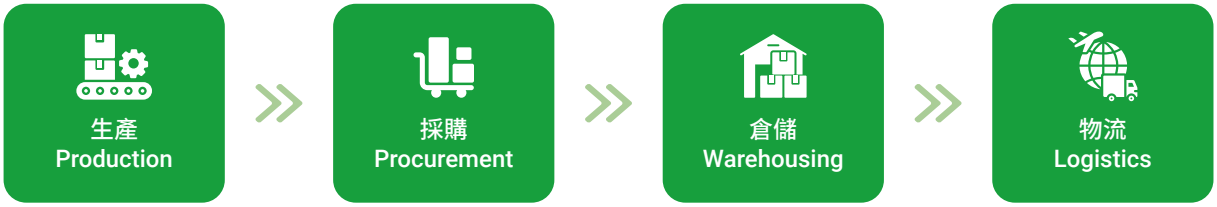
供應鏈數字化建設

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

Supply Chain Digitalisation

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

供應鏈數字化體系
Supply Chain Digitalisation System



我們的供應鏈數字化體系能夠全面監控從採購端到門店端的供需動態，同時可以密切監控本集團的存貨水平，從而實現對本集團整個供應鏈的高效管理。在上游生產環節，我們的供應商大部分已建立數字化管理系統。在供應環節，鍋圈設立大數據鍋圈雲信息中心，打通採購、生產、銷售及配送等全流程數據，緩解傳統供應鏈中「信息孤島」問題。在銷售終端，我們運營搭建的用戶運營體系，依託門店系統、APP 等線上平臺，分析和洞察用戶偏好，實現市場到製造的精准對接。

Our supply chain digitalisation system can comprehensively monitor supply and demand dynamics from the procurement end to the store end, while closely tracking the inventory levels across the Group. In the upstream production phase, most of our suppliers have established digital management systems. In the supply phase, Guoquan has set up a Big Data Cloud Information Centre to connect the entire process data of procurement, production, sales, and distribution, alleviating the problem of "information silos" in traditional supply chains. At the sales terminal, we operate a user operation system built on online platforms such as store systems and APPs to analyse and gain insights into user preferences, achieving precise matching from market to manufacturing.

依託數字化系統的統一管理和數智化冷鏈物流體系的搭建，我們對原料採購、生產計劃及質量信息進行集中管控，實現對關鍵生產環節的過程監控，能夠追蹤和處理來自全國各地門店的訂單，並提前與上游供應商溝通，確保本集團所有門店的產品及時供應。截至報告期末，我們憑藉倉儲和物流供應商的 20 個數字化中央倉庫，通過數字化存貨和條碼管理實現了產品的快速流通。

Relying on the unified management of digital systems and the establishment of a digital and intelligent cold chain logistics system, we conduct centralised control over raw material procurement, production plans, and quality information. This enables process monitoring of key production stages, tracking and processing of orders from stores nationwide, and proactively communicate with upstream suppliers to ensure timely product supply for all the Group's stores. As at the end of the Reporting Period, with 20 digitalised central warehouses of our warehousing and logistics suppliers, we achieved rapid product circulation through digital inventory and barcode management.

加盟商管理

加盟商經營的加盟店是本集團門店網絡的重要組成部分，其經營狀況直接影響到我們的品牌影響力和市場競爭力。我們秉持「生態共創、價值共生」的加盟商管理理念，明確「生態賦能者 + 資源鏈接者」的定位，堅守利他務實核心價值觀與食品安全底線，助力加盟商實現更規範、高效、可持續的日常運營。

我們建立了完善的加盟商管理體系，制定並完善《特許加盟商合同》《加盟商管理細則》和《加盟商積分管理制度（試行版）》等內部管理制度，並設立區域管理團隊，負責各省區加盟商的管理工作，規範管理流程，提升管理效率。

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

報告期內，我們圍繞合規管理、質量管理、服務提升、賦能支持以及數字化建設等方面，深化「利他共贏」核心戰略，聚焦「生態共創」規劃，以創造價值為核心，助力加盟商向億級企業家躍遷，並延續《特許加盟合同》核心管理依據，強化專項組織管理部職能，依託加盟商委員會推動標杆經驗複製，形成「總部賦能 + 加盟商共創」的雙向價值閉環。

Franchisee Management

Franchised stores are a crucial part of the Group's store network, and their operational status directly impacts our brand influence and market competitiveness. We uphold the franchisee management philosophy of "ecosystem co-creation and value symbiosis", clarify the positioning of "ecosystem enabler + resource linker", and adhere to the core values of altruism and pragmatism and the bottom line of food safety, so as to assist franchisees in achieving more standardised, efficient, and sustainable daily operations.

We have established a comprehensive franchisee management system, develop and improve internal management regulations such as the Franchisee Agreement, Franchisee Management Rules, and Franchisee Reward Point Management System (Trial), and set up regional management teams responsible for managing franchisees in each province. This helps standardise management processes and improve management efficiency.

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

During the Reporting Period, focusing on compliance management, quality management, service enhancement, empowerment support, and digitalisation, we deepened the core strategy of "altruism and win-win" and focused on the "ecosystem co-creation" plan. Taking value creation as the core, we helped franchisees transition to hundred-million-level entrepreneurs, continued the core management basis of the Franchise Agreement, strengthened the functions of the special organisation management department, and promoted the replication of benchmark experience relying on the Franchisee Committee, forming a two-way value closed loop of “headquarters empowerment + franchisee co-creation”.

加盟商合規管理

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

報告期內，我們持續深化合規管理體系建設，將線上視頻巡檢與線下定期巡檢納入合規管理核心流程，構建「日常巡查、專項覆核、動態跟蹤」的三維管控機制。我們同步優化加盟商續簽管理流程，在續約面試及評估環節強化合規承諾審核，要求加盟商簽署新版《經營承諾書》，明確合規經營、合同履約及公司標準化經營等核心義務。

同時，我們對加盟商相關制度進行修訂，細化違規處罰及整改要求，並將合規表現與積分管理掛鉤，強化末位優化與退出機制的執行力度。此外，我們針對加盟商、店長及新入職人員開展分層分類的合規培訓，涵蓋商業行為準則及特許經營備案要求等內容，持續提升合規意識與執行能力。

Franchisee Compliance Management

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

During the Reporting Period, we continued to deepen the construction of the compliance management system, incorporated online video inspection and offline regular inspection into the core process of compliance management, and built a three-dimensional control mechanism of "daily inspection, special review, and dynamic tracking". We simultaneously optimised the franchisee renewal management process, strengthened the review of compliance commitments in the renewal interview and evaluation stages, and required franchisees to sign the new version of the Business Commitment Letter, clarifying core obligations such as compliant operation, contract performance, and the Company's standardised operations.

At the same time, we revised relevant franchisee systems, refined the requirements of penalties and rectification of violations, and linked compliance performance with point management to strengthen the enforcement of the bottom-ranking optimisation and exit mechanism. In addition, we conducted tiered and categorised compliance training for franchisees, store managers, and new recruits, covering the code of business conduct and franchise filing requirements, so as to continuously enhance compliance awareness and execution capabilities.

加盟商質量管理

我們高度重視加盟商的產品質量管理，制定了《標準操作手冊》《保質期管理制度標準》等內部文件，進一步完善加盟商門店質量監管體系，確保門店產品嚴格符合食品質量衛生標準。倉儲門店端負責門店食品安全管理及標準手冊的制定，督察內檢組則不定期對門店進行巡查，重點檢查產品進貨渠道、存儲條件、保質期管理等關鍵環節，確保產品從源頭到銷售終端的全程可控。同時，在加盟准入管理中，我們嚴格執行篩選、面試及選址標準，將食品安全意識與運營適配能力納入核心評估指標，從源頭夯實門店質量管理基礎。

在此基礎上，我們依據國家相關法規和食品安全標準，對加盟商進行培訓和指導，幫助其提升質量管理水平。我們通過收集加盟商的意見反饋，結合產品售後與投訴數據，定期輸出報表，並及時將產品質量問題、產品需求、包裝需求等問題反饋至品控及採購部門，為產品的生產管理、抽檢提供建議。此外，我們通過搭建加盟商交流平臺、動態監測門店經營表現並配合總部供應鏈支持，對經營波動門店及時介入指導，促進加盟體系的穩健與可持續發展。

Franchisee Quality Management

We place great emphasis on franchisee product quality management and have developed internal documents such as the Standard Operating Manual and the Shelf-life Management Standard. These documents further improve the quality supervision system for franchised stores, ensuring that in-store products strictly meet food quality and hygiene standards. The warehouse and store management teams are responsible for food safety management and the development of standard manuals, while the Internal Inspection Unit conducts irregular tour inspections of stores, focusing on key areas such as product sourcing channels, storage conditions and shelf-life management. This ensures full control of products from the source to the sales terminal. At the same time, in franchisee admission management, we strictly implement screening, interview, and site selection standards, and incorporate food safety awareness and operational adaptability into core evaluation indicators to consolidate the foundation of store quality management from the source.

On this basis, we provide training and guidance to franchisees based on national regulations and food safety standards to help them improve their quality management capabilities. We collect feedback from franchisees, combine it with product after-sales and complaint data, regularly generate reports, and promptly provide feedback on issues such as product quality, product demand, and packaging requirements to quality control and procurement departments. This helps offer suggestions for product production management and sampling inspections. Additionally, by building a communication platform for franchisees, dynamically monitoring store operational performance, and coordinating with the headquarters' supply chain support, we provide timely intervention and guidance for stores with operational fluctuations, promoting the steady and sustainable development of the franchise system.

加盟商服務

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

我們為加盟商提供管家式主動服務，服務管家在運營週期各個節點進行前置提醒，不定期向加盟商主動分享產品使用說明、新產品上線通知、預售產品上線通知、系統操作方式及賬單查詢方式更新等內容。

報告期內，我們深化加盟商全生命週期精細化管理，完善從門店籌備、訂貨支持到日常經營的系統化支持機制，通過流程優化與數字化工具應用，提升對加盟商不同發展階段的精准服務與管理能力。

Franchisee Services

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

We provide our franchisees with a concierge-style proactive service. Service managers provide proactive reminders at key points throughout the operational cycle and regularly share product instructions, new arrival notifications, presale product updates, system operation methods and bill inquiry updates with franchisees.

During the Reporting Period, we deepened the refined management of the full life cycle of franchisees and improved the systematic support mechanism from store preparation and ordering support to daily operation. Through process optimisation and the application of digital tools, we enhanced our precise service and management capabilities for franchisees at different development stages.

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

建店初期 Beginning stage	協助加盟商搭建線上商城及第三方外賣平臺的店鋪設置，提供全流程指導服務。 Assist franchisees in setting up stores on online malls and third-party food delivery platforms, providing full-process guidance services.
報貨階段 Goods reporting stage	設立專門的報貨客服團隊，結合數字化經營分析工具，為加盟商提供庫存結構、價格信息、新品動態及優惠政策等支持，並根據門店經營情況提供更為精准的訂貨建議，協助制定合理報貨計劃，保障門店穩定運營。 Establish a dedicated ordering customer service team. Combined with digital operational analysis tools, the team provides franchisees with support such as inventory structure, price information, new product dynamics, and preferential policies. Based on store operations, more precise ordering suggestions are provided to assist in formulating reasonable ordering plans and ensure stable store operations.
經營階段 Operation stage	配備 POS 收銀機服務團隊，提供 POS 收銀機系統使用、故障排查、報修及系統升級的專業遠程指導，必要時協同線下工程師上門服務。 Equip with a POS cash register service team to provide professional remote guidance on POS system usage, troubleshooting, repairs and system upgrades, and collaborate with offline engineers to provide on-site services when necessary.

同時，我們持續完善加盟商專屬客服團隊響應機制，通過在線平臺和熱線電話，為加盟商提供全方位的專業建議與解決方案，涵蓋店鋪管理、市場營銷活動策劃與執行、新品上架、產品迭代等環節，助力其在市場競爭中提升經營業績，實現與本集團的共同發展。報告期內，我們通過企業微信智能表格實現了對加盟商日常服務諮詢的全流程記錄、分類匯總及閉環管理，目前已累計處理服務諮詢共計 96,274 條，所有諮詢事項均實現量化追蹤、及時響應和高效解決，響應時效為 15 分鐘內，完結時效為 24 小時內。

Meanwhile, we continue to improve the response mechanism of the dedicated franchisee customer service team. Through our online platform and hotline, we provide franchisees with comprehensive professional advice and solutions, covering store management, marketing activity planning and execution, new product listings, and product iterations and more. This helps franchisees improve their business performance in the competitive market and achieve joint development with the Group. During the Reporting Period, we achieved full-process recording, classified summary, and closed-loop management of daily service consultations for franchisees through Enterprise WeChat intelligent forms. We have processed a total of 96,274 service consultations, all of which have achieved quantitative tracking, timely response, and efficient resolution, with a response time within 15 minutes and a completion time within 24 hours.

加盟商賦能

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

Franchisee Empowerment

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

此外，我們為加盟商搭建系統化的學習與能力提升平臺，構建多元化、多渠道的賦能體系。我們持續優化「內部講師 + 優秀加盟商 + 優秀店長 + 外部專家」相結合的培訓機制，並將企業文化與利他價值觀融入培訓全過程，推動培訓內容與實際經營場景相結合。

Furthermore, we build a systematic learning and capability enhancement platform for franchisees and create a diversified and multi-channel empowerment system. We continue to optimise the training mechanism that combines "internal lecturers + outstanding franchisees + outstanding store managers + external experts", and integrate corporate culture and altruistic values into the whole process of training to promote the combination of training content with actual business scenarios.

加盟商賦能體系
Franchisee Empowerment System

加盟商大會 Franchisee meetings	通過加盟商大會分享成功案例，促進各加盟商交流經驗，介紹我們的新品規劃與營銷策略調整，並邀請行業專家進行市場趨勢分析和經營策略講座，為加盟商提供更多的商業思路和發展方向。 Through franchisee meetings, we share successful case studies, promote experience exchange among franchisees, introduce our new product plans and marketing strategy adjustments, and invite industry experts for market trend analysis and business strategy lectures. This provides franchisees with more business ideas and development directions.
鍋圈學堂 Guoquan Academy	通過鍋圈學堂分享產品相關知識，定期開展產品培訓，幫助加盟商深入瞭解產品特性、亮點及營銷方法，為加盟商賦能。 At Guoquan Academy, we share product-related knowledge and regularly conduct product training. This helps franchisees gain a deeper understanding of product features, highlights, and marketing methods, thereby empowering them.
鍋圈游學 Guoquan Study Tours	組織加盟商到公司總部、生產基地進行實地考察，讓他們親身體驗生產流程、質量控制體系和研發設施。同時，安排針對性的培訓課程，幫助加盟商提升經營能力。 We organise franchisees to visit the Company's headquarters and production bases for on-site inspections, allowing them to experience production processes, quality control systems, and R&D facilities firsthand. At the same time, we arrange targeted training courses to help franchisees improve their operational capabilities.
鍋圈食品雲學院 Guoquan Food Online College	積極推動加盟商數字化培養，開發了線上學習平臺—鍋圈食品雲學院，為加盟商提供優秀案例課程，全程指導門店經營管理。 We actively promote digitalisation training for franchisees by developing an online learning platform, Guoquan Food Online College. It offers excellent case study courses and full support for store management guidance.
知識卡片 Knowledge cards	結合服務數據、客訴及售後數據，加盟商服務團隊制定產品知識卡片，幫助門店快速瞭解產品常見問題，規避服務誤區，及時矯正錯誤認知，提高服務技能。 Based on service data, customer complaints and after-sales data, our franchisee service team has developed product knowledge cards. These help stores quickly understand common product issues, avoid service pitfalls, correct misconceptions, and improve service skills.

升級賦能項目 Upgrade empowerment projects	EMBA 大客戶班：面向優秀大客戶加盟商，聚焦公司化運營、全品類操盤、數字化引流等核心能力，專注于賦能企業家式成長，助力加盟商從個體經營向億級企業家躍遷。 EMBA Large Customer Class: Aimed at outstanding large customer franchisees, this class focuses on core capabilities such as corporate operation, full-category management, and digital traffic attraction, focusing on empowering entrepreneurial growth and helping franchisees transition from individual operation to hundred-million-level entrepreneurs. 超級大店長培訓班：面向核心店長及門店，聚焦「人員管理、數據決策、業績增長」三大核心模塊，推動多店經營模式規模化複製。 Super Store Manager Training Class: Aimed at core store managers and stores, this class focuses on the three core modules of "personnel management, data decision-making, and performance growth" to promote the large-scale replication of the multi-store business model. 「6+3」新店培訓體系：由總部培訓中心攜九大分校為新店加盟商提供集中培訓，課程覆蓋開店全流程、食品安全規範、數字化工具應用等核心內容，有效降低新店經營門檻，縮短盈利週期。 "6+3" New Store Training System: Aimed at new franchisees, the headquarters training centre and nine branch schools provide centralised training. The courses cover the entire process of opening a store, food safety standards, and the application of digital tools, effectively lowering the threshold for new store operations and shortening the profit cycle.
多元化師資建設 Diverse faulty team	培養超級大單兵，憑藉其深厚的專業知識和豐富的實戰經驗，為加盟商提供精准指導；構建兼職講師體系，吸納內部優秀人才參與培訓工作，靈活滿足不同培訓需求；積極引入外部講師資源，邀請行業專家和學者，為加盟商帶來前沿理念和創新思路，全方位提升加盟商的運營能力和管理水平。 We train top-performing individuals with deep professional knowledge and rich practical experience to provide precise guidance for franchisees. We also build a parttime instructor system, recruiting internal talent to participate in training, and flexibly meeting different training needs. We actively introduce external instructors, inviting industry experts and scholars to bring cutting-edge ideas and innovative thinking, comprehensively improving franchisees' operational capabilities and management levels.

舉辦年度合約續簽大會暨新品品鑒會
Holding the Annual Contract Renewal Conference and New Product Tasting Event

2025 年 8 月，鍋圈西北大區在西安舉辦年度加盟商合約續簽大會暨新品品鑒會，圍繞經營複盤、戰略溝通及產品賦能，對區域加盟商開展集中培訓與交流。會上，運營團隊對上半年經營情況進行複盤，通過數據分析協助加盟商明確下半年經營重點；同時，對新版加盟協議進行解讀，闡明權責邊界及支持政策，增強合作透明度。會議還結合公司最新戰略，對產品升級方向及營銷支持舉措進行說明，並通過新品品鑒幫助加盟商理解產品應用場景，提升經營能力與市場響應水平。

In August 2025, the Northwest Region of Guoquan held the annual franchisee contract renewal conference and new product tasting event in Xi'an, providing centralised training and exchange for regional franchisees around business review, strategic communication, and product empowerment. At the meeting, the operation team reviewed the business performance in the first half of the year and assisted franchisees in clarifying operational priorities for the second half of the year through data analysis. At the same time, the new version of the franchise contract was interpreted to clarify the boundaries of rights and responsibilities and support policies, enhancing cooperation transparency. The meeting also explained the direction of product upgrades and marketing support measures in combination with the Company's latest strategy, and helped franchisees understand product application scenarios through the new product tasting event, enhancing operational capabilities and market response levels.



續簽大會現場
The scene at the contract renewal conference

組織專項遊學活動
Organising a Special Study Tour

2025 年 4 月，鍋圈河北省區組織開展專項遊學活動，圍繞溫度服務、店慶活動、產品熱出等重點經營主題，選取省內標杆門店，分批次組織加盟商開展實地學習與交流。通過現場觀摩、經驗分享和討論總結，協助加盟商識別自身經營差距，學習可複製的門店管理和運營方法，促進加盟商經營能力的整體提升。

In April 2025, the Hebei Provincial District of Guoquan organised a special study tour. Focusing on key operational themes such as warm service, anniversary activities, and hot food offerings, benchmark stores in the province were selected, and franchisees were organised in batches to conduct on-site learning and exchange. Through on-site observation, experience sharing, discussions and summaries, franchisees were assisted in identifying their own operational gaps, learning reproducible store management and operation methods, and promoting the overall improvement of franchisee operational capabilities.



交流現場
The scene of the study tour

開展 EMBA 課程培訓賦能加盟商經營能力
Carrying out EMBA Course Training to Empower Franchisees' Management Capabilities

2025 年 4 月，鍋圈組織開展 EMBA 第二期加盟商培訓項目，圍繞企業經營理念、組織管理及門店長期發展能力建設，對具備較強經營基礎和發展潛力的加盟商進行系統化賦能。本期項目遴選 40 位加盟商參與，通過專題課程、管理經驗分享及互動研討等形式，強化加盟商對公司發展戰略、門店經營方法及長期價值導向的理解。

In April 2025, Guoquan organised its second phase of the EMBA franchisee training project, providing systematic empowerment for franchisees with strong operational foundations and development potential around corporate management philosophy, organisational management, and store long-term capability building. This training selected 40 franchisees to participate, strengthening their understanding of the Company's development strategy, store management methods, and long-term value orientation through courses, management experience sharing, and interactive discussions.

加盟商數字化建設

鍋圈通過雲信息平臺，持續賦能加盟商，實現從前端門店到後端供應鏈的數字化管理。平臺以一站式智能分析為核心，支持門店運營監測、商品洞察及選品規劃，助力加盟商降低經營門檻、提升運營效率，並通過數據沉澱與分析挖掘消費者偏好，促進門店收入增長及新品研發成功率提升。目前，該平臺已應用于全國萬餘家門店、20 個數字化中央倉庫及中央廚房冷鏈配送體系，支持智能訂貨、供貨協同及精准營銷。

報告期內，我們進一步深化「組織在線、經營在線、學習在線」的三維數字化體系建設。在經營在線方面，我們持續完善門店、戰區及總部多層級數據權限管理，實現不同層級人員對所轄區域經營數據的精准獲取，提升數據驅動決策效率；同時，自主研發並上線巡店及經營管理工具「鍋掌櫃」，逐步替代外部系統，實現巡店流程與經營分析的自主化、輕量化管理，增強數據安全性與業務適配度。

通過持續推進數字化能力建設，我們進一步貫通供應鏈、運營與培訓等核心數據鏈路，在提升加盟商經營效率的同時，為食品安全管理和人才培養提供數字化支撐，持續夯實加盟生態的數字化基礎。

Franchisee Digitalisation Development

Guoquan continues to empower franchisees through its cloud information platform, achieving digital management from front-end stores to back-end supply chains. With one-stop intelligent analysis as the core, the platform supports store operation monitoring, commodity insight, and product selection planning, helping franchisees lower operational thresholds and improve operational efficiency. Through data accumulation and analysis, it identifies consumer preferences, promoting store revenue growth and the success rate of new product research and development. Currently, the platform has been applied to more than 10,000 stores nationwide, 20 digital central warehouses, and the central kitchen cold chain distribution system, supporting intelligent ordering, supply coordination, and precise marketing.

During the Reporting Period, we further deepened the construction of the three-dimensional digitalisation system of "organisation online, operation online, and learning online". In terms of operation online, we continued to improve multi-level data management for stores, districts, and headquarters, enabling personnel at different levels to accurately obtain operational data within their jurisdiction and improving data-driven decision-making efficiency. At the same time, we independently developed and launched "Guo Zhanggui", an inspection and operation management tool, gradually replacing external systems to achieve autonomous and lightweight management of inspection processes and operational analysis, enhancing data security and business adaptability.

By continuously advancing the construction of digital capabilities, we have further connected the core data links of supply chain, operation, and training. While improving the operational efficiency of franchisees, it provides digital support for food safety management and talent cultivation, continuously consolidating the digital foundation of the franchise ecosystem.

截至報告期末，本集團開發的在線學習平臺鍋圈食品雲學院已吸引超過 **35,277** 名用戶參與學習，課程內容涵蓋新人培訓、店長進階、產品知識等多個領域。報告期內，鍋圈食品雲學院共舉辦 **48** 場直播，累計觀看人數約 **102** 萬人次，同時提供 **460** 項在線課程，有效助力門店運營水平的提升。

As at the end of the Reporting Period, our online learning platform Guoquan Food Online College had attracted over **35,277** users. The courses covered areas such as new employee training, store manager advancement, and product knowledge. During the Reporting Period, Guoquan Food Online College held **48** live streaming sessions, with a total of approximately **1,020,000** views, and offered **460** online courses, effectively supporting the improvement of store operational levels.

綠色發展，推進低碳與環保

GREEN DEVELOPMENT, ADVANCING LOW-CARBON AND ENVIRONMENTAL PROTECTION

應對氣候變化 134
Climate Change Tackling
環境管理 151
Environmental Management
資源與能源利用 160
Resource and Energy Usage

亮點績效

應對氣候變化

- 制定**《氣候變化政策》**。
- 開展氣候情景分析，進一步評估氣候相關轉型風險和物理風險的影響。
- 完成範圍 3 溫室氣體排放核算，夯實價值鏈碳排放管理基礎。
- 溫室氣體排放密度（範圍 1+ 範圍 2）較 2024 年**下降 11.73%**。

環境管理、資源與能源利用

- 較2024年，綜合能源消耗密度**下降 7.83%**，耗水密度**下降 52.31%**，包裝材料使用密度**下降 6.26%**，有害廢棄物密度**下降 42.82%**，無害廢棄物密度**下降 9.32%**。

Highlights of Performance

Climate Change Tackling

- Formulated the **Climate Change Policy**.
- Conducted climate scenario analysis to better evaluate the impact of climate-related transition risks and physical risks.
- Completed the greenhouse gas emission accounting of Scope 3 and consolidate the foundation for carbon emission management in the value chain.
- Greenhouse gas emission intensity (Scope 1 + Scope 2) decreased by **11.73%** compared to 2024.

Environmental Management, Resource and Energy Usage

- Compared to 2024, energy consumption intensity decreased by **7.83%**, water consumption intensity decreased by **52.31%**, packaging material consumption intensity decreased by **6.26%**, hazardous waste intensity decreased by **42.82%**, and non-hazardous waste intensity decreased by **9.32%**.

應對氣候變化

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

管治

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

Climate Change Tackling

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

Governance

We place great importance on the establishment of a climate-related governance system. In accordance with the relevant requirements of "Part D: Climate-related Disclosures" in the Environmental, Social and Governance Reporting Code of the HKEX, and with reference to the recommendations of the IFRS S2 Climate-related Disclosures (IFRS S2) issued by the International Sustainability Standards Board (ISSB), we have developed a top-down, three-tier management structure with clear responsibilities and composition of each level.

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



- 董事會負責監督本集團的應對氣候變化工作，對氣候變化相關事宜負最終責任。
- Responsible for overseeing the Group's climate change tackling efforts and bears ultimate responsibility for climate-related issues.
- 在審議公司發展戰略、重大交易事項及風險管理相關政策時，關注氣候相關風險和機遇可能對公司業務和風險狀況產生的影響，並充分將有關考量納入決策之中。
- Focus on the potential impact of climate-related risks and opportunities on the Company's business and risk profile when reviewing the Company's development strategies, major transactions, and risk management policies, and fully integrate these considerations into decision-making
- 負責定期審閱本集團的氣候變化風險及機遇，不定期參與外部氣候相關培訓，以瞭解氣候相關風險和機遇在不同時間範圍內的變化情況。
- Responsible for regularly reviewing the Group's climate change risks and opportunities, participating in external climate-related training to understand the changes in climate-related risks and opportunities over different time horizons.
- 審議並批准本集團氣候相關風險管理辦法及應對氣候變化的行動方案。
- Review and approve the Group's climate-related risk management measures and action plans for tackling climate change.

- 定期組織識別及評估與本集團業務相關的氣候變化風險及機遇。
- Regularly organise the identification and assessment of climate change risks and opportunities related to our business.
- 組織制定及檢討氣候相關風險管理辦法及應對氣候變化的行動方案，設定應對氣候變化目標及方針，制定應對氣候變化策略計劃及緩解措施。
- Organise the formulation and review of climate-related risk management measures and action plans for climate change tackling, set climate change tackling targets and policies, and formulate strategic plans and mitigation measures for climate change tackling.
- 管理與氣候變化問題相關的事宜。
- Manage issues related to climate change.
- 定期向董事會彙報氣候變化相關工作進展。
- Regularly report the progress of climate-related work to the Board.

- 實施應對氣候變化策略，定期召開會議報告實施進度及主要成果。
- Implement the strategy for addressing climate change, and regularly hold meetings to report the implementation progress and major achievements in a timely manner.
- 下設氣候變化專項工作組，專門負責氣候風險與機遇管理，开展气候相关工作，並定期向管理层报告气候变化相关事宜。
- The dedicated Climate Change Task Force has been established to take charge of climate-related risk and opportunity management, coordinate and carry out climate-related work, and regularly report on climate change matters to the management.

為積極應對全球氣候變化挑戰、推進低碳可持續發展，我們制定**《氣候變化政策》**，明確氣候變化工作職責，將氣候變化因素納入整體治理與經營考量，推動本集團及價值鏈積極應對氣候相關風險與機遇，並明確應對氣候變化策略，為我們履行企業責任提供指引。

此外，我們已將氣候變化相關績效指標納入高管薪酬考核體系，具體請參見本報告「ESG 管治架構」小節中的相關說明。ESG 工作小組下設的氣候變化專項工作組成員由集團總部、各工廠及其他附屬公司中承擔 ESG 相關職能的部門負責人及聯絡員組成，具備與氣候變化管理相關的專業背景與實踐能力，能夠在業務及運營環節具體實施節能降耗、減排降碳、能源結構優化及氣候應對措施，確保經批准的氣候變化行動計畫有效落地。

To actively respond to the challenges of global climate change and promote low-carbon and sustainable development, we have formulated the **Climate Change Policy**, which clarifies climate change responsibilities and incorporates climate change factors into overall governance and business considerations. This drives the Group and its value chain to actively respond to climate-related risks and opportunities, and specifies climate change response strategies, providing guidance for our fulfilment of corporate responsibilities.

In addition, climate change-related performance indicators have been incorporated into management compensation assessment system. For further details, please refer to the relevant explanations in the "ESG Governance Structure" section of this report. The members of the Climate Change Task Force under the ESG Working Group consist of department heads and liaisons responsible for ESG-related functions from the group headquarters, each Plant, and other subsidiaries. They possess professional backgrounds and practical capabilities in climate change management, enabling them to implement energy conservation, emission reduction, carbon reduction, energy structure optimization, and climate adaptation measures in business and operational processes, ensuring the effective implementation of approved climate action plans.

策略

氣候風險和機遇識別與分析

我們綜合分析宏觀政策變化，結合本集團業務特點並參考外部專家意見，開展氣候變化相關風險和機遇的識別、分析和評估，重點關注對價值鏈上游原材料採購與運輸、中游食品製造與加工、下游產品運輸與分銷及零售門店運營等核心環節的影響，並在此基礎上積極制定應對策略，把握發展機遇、管控相關風險。

Strategy

Identification and Analysis of Climate-related Risks and Opportunities

We conduct a comprehensive analysis of macro policy changes, combine them with the Group's business characteristics, and refer to external expert opinions to identify, analyse, and assess climate change-related risks and opportunities. We focus on the impacts on core links such as upstream raw material procurement and transportation, midstream food manufacturing and processing, downstream product transportation and distribution, and retail store operations in the value chain. On this basis, we actively develop response strategies to seize development opportunities and manage relevant risks.

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

風險類別 Risk Category		風險描述 Risk Description	影響時間範圍[5] Impact Time Horizon[5]	主要價值鏈環節 Key Links in the Value Chain	預期財務影響 Expected Financial Effect
轉型風險 Transition risks	政策與法律風險 Policy and legal risks	隨著碳排放相關法律法規及政策制度的日益嚴格，企業碳排放量及數據準確性受到更高要求。在「雙碳」背景下，若我們無法滿足監管要求或違反相關法規，將面臨訴訟、罰款等風險，或供應商 / 加盟商無法滿足相關要求或違規後，將相關風險傳導至我們的生產運營，進而影響我們的穩定運營。 With the increasing strictness of laws, regulations, and policies related to carbon emissions, companies are facing higher requirements for the accuracy of their carbon emission data and the volume of emissions. In the context of the "carbon peaking and carbon neutrality" strategy, if we fail to meet regulatory requirements or violate relevant regulations, we will face risks such as lawsuits and fines. Furthermore, should suppliers or franchisees fail to meet these requirements or commit breaches, the associated risks could be passed on to our production and operations, thereby affecting the stability of our business.	中長期 Medium to long term	原材料採購與運輸 食品製造與加工 產品運輸與分銷 零售門店運營 Raw materials procurement and transportation Food manufacturing and processing Product transportation and distribution Retail store operations	合規成本增加 Increased compliance costs
	技術風險 Technology risks	在中國積極推進碳達峰與碳中和目標的宏觀背景下，我們可能在購買新能源、更換不可降解包裝、進行循環技術改造以及開發低碳產品等方面產生額外成本，並存在技術轉型風險。 With China actively pursuing carbon peaking and carbon neutrality goals, we may incur additional costs in purchasing new energy, replacing non-degradable packaging, transforming recycling technology, and engaging in low-carbon product development, as well as facing the risks.	中長期 Medium to long term	原材料採購與運輸 食品製造與加工 Raw materials procurement and transportation Food manufacturing and processing	運營成本增加 Increased operating costs

[5] 短期：0-1 年；中期：1-3 年；長期：3-10 年。

[5] Short term: 0-1 year, Medium term: 1-3 years, Long term: 3-10 years.

風險類別 Risk Category		風險描述 Risk Description	影響時間範圍[5] Impact Time Horizon[5]	主要價值鏈環節 Key Links in the Value Chain	預期財務影響 Expected Financial Effect
轉型風險 Transition risks	市場風險 Market risks	隨著可持續發展理念的深入人心，消費者對綠色低碳產品的偏好不斷增強。為滿足消費者對低碳服務和綠色產品的需求，我們可能需在研發方面投入更多成本，同時採購綠色原材料可能導致原料成本上漲。 As the concept of sustainable development becomes more widely accepted, consumers' preference for green, low-carbon products continues to grow. To meet consumer demand for low-carbon services and green products, we may need to invest more in R&D, and the procurement of green materials may lead to higher raw material costs.	中長期 Medium to long term	原材料採購與運輸 食品製造與加工 Raw materials procurement and transportation Food manufacturing and processing	運營成本增加 Increased operating costs
	聲譽風險 Reputational risks	隨著公眾對企業社會責任的日益關注，以及對氣候變化問題的重視程度不斷提高，若我們在運營、生產過程中未能落實可持續發展理念、破壞環境，相關負面新聞會損失集團聲譽，造成融資成本上升，投資者持股比例下降。 With the increasing public attention to corporate social responsibility and the growing emphasis on climate change issues, if we fail to implement sustainable development practises in our operations and production processes, or if we harm the environment, negative publicity will damage the Group's reputation, lead to higher financing costs and result in a decline in investor shareholdings.	中長期 Medium to long term	食品製造與加工 Food manufacturing and processing	營業收入降低 Decreased revenue
物理風險 Physical risks	急性物理風險 Acute physical risks	高溫、洪水、極寒、乾旱、颱風等極端天氣不僅對原材料價格、供應穩定性造成衝擊，還可能對我們的門店、工廠和辦公室造成實際損害，威脅員工安全，甚至導致外賣服務延遲。 Extreme weathers such as extreme heat, floods, extreme cold, drought, and typhoons have an impact on raw material prices and may also cause physical damage to our stores, plants and offices and threaten employee safety, and even delay food delivery services.	短中長期 Short, medium and long term	原材料採購與運輸 食品製造與加工 產品運輸與分銷 零售門店運營 Raw materials procurement and transportation Food manufacturing and processing Product transportation and distribution Retail store operations	運營成本增加 Increased operating costs 固定資產貶值 Depreciation of fixed assets 營業收入降低 Decreased revenue
	慢性物理風險 Chronic physical risks	降雨量變化、平均氣溫上升、海平面上升等因素，可能影響我們運營地和運營成本，導致原材料供應地產量下降，甚至使工廠所在地不再適合食品生產。 Factors such as rainfall changes, rising average temperatures, and sea-level rise may affect the locations and operational costs of our business, leading to a decline in the supply of raw materials or even making the location of our plants unsuitable for food production.	中長期 Medium to long term	原材料採購與運輸 食品製造與加工 Raw materials procurement and transportation Food manufacturing and processing	運營成本增加 Increased operating costs

鑒於近年來極端天氣事件發生頻率和強度有所上升，我們每年至少一次統計相關物理及轉型風險對我們的生產運營造成的當期財務影響。報告期內，我們在應對氣候變化相關風險方面支出的成本約為 114.14 萬元，主要用於委聘獨立第三方開展碳核算、推進節能技術改造（包括節能設備汰換）以及部署光伏發電系統等可再生能源項目。根據現有信息評估，上述風險在當期未對本集團的財務狀況、財務表現或現金流產生重大財務影響。

Given the increased frequency and intensity of extreme weather events in recent years, we calculate the current financial impact of relevant physical and transition risks on our production and operations at least once a year. During the Reporting Period, our expenditure on tackling climate-related risks was approximately RMB1.14 million, mainly used for engaging independent third parties to conduct carbon accounting, advancing energy-saving technological upgrades (including the replacement of energy-saving equipment), and deploying renewable energy projects such as photovoltaic power generation systems. Based on the assessment of available information, the aforementioned risks did not have a significant financial impact on the Group's financial position, financial performance, or cash flows during the current period.

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

機遇類別 Opportunity Category	機遇描述 Opportunity Description	影響時間範圍 Impact Time Horizon	價值鏈環節 Key Links in the Value Chain	預期財務影響 Expected Financial Effect
產品和服務機遇 Product and service opportunities	在消費者越來越偏好綠色產品和服務的背景下，我們增加可持續包裝的使用以及開發低碳足跡產品，滿足消費者對環保的需求，有利於提升品牌價值和長期競爭力，帶來更多產品和服務機遇。As consumers increasingly prefer green products and services, we may expand the use of sustainable packaging and develop low-carbon footprint products to meet the demand for environmental protection. This will enhance brand value and long-term competitiveness, creating more opportunities for products and services.	中長期 Medium to long term	食品製造與加工 零售門店運營 Food manufacturing and processing Retail store operations	營業收入增加 Increased revenue
資源效率機遇 Resource efficiency opportunities	在碳排放管理不斷加強的情況下，我們將更有動力推動低碳技術創新，優化原材料採購與運輸以及食品製造過程的能源與資源使用效率，從而降低長期運營成本並增強品牌形象。As carbon emission management continues to strengthen, we are more motivated to drive low carbon technology innovation, and optimise energy and resource usage efficiency in the links of raw materials procurement and transportation and food manufacturing and processing, thereby reducing long-term operating costs and enhancing brand image.	中長期 Medium to long term	原材料採購與運輸 食品製造與加工 Raw materials procurement and transportation Food manufacturing and processing	運營成本減少 Decreased operating costs

報告期內，我們使用可持續包裝的產品實現銷售總額約 25.64 億元，包括清潔標籤產品、環保降排燒烤竹炭產品、可降解塑料袋和可重複使用的無紡布購物袋；建成並使用的光伏發電系統，共節約電費開支約 35.66 萬元。

During the Reporting Period, our total sales of products using sustainable packaging products reached approximately RMB2.56 billion, including clean label products, environmentally friendly and emission-reducing barbecue bamboo charcoal products, degradable plastic bags and reusable non-woven shopping bags; and the photovoltaic power generation system, which has been completed and put into operation, has saved a total of over RMB0.35 million in electricity costs.

氣候情景分析

為更好識別和評估氣候變化在不同發展路徑下可能對公司資產、運營及價值鏈帶來的潛在影響，提升公司對氣候相關風險和機遇的理解與應對能力，鍋圈參考聯合國政府間氣候變化委員會（Intergovernmental Panel on Climate Change, IPCC）中的共享社會經濟路徑（Shared Socioeconomic Pathways，SSP）公開發佈的氣候情景數據，以及央行與監管機構綠色金融網絡（Network of Central Banks and Supervisors for Greening the Financial System, NGFS）的氣候情景模型，以 2050 年為分析時間節點，開展氣候物理風險和轉型風險的情景分析，為完善氣候風險管理和提升氣候韌性提供參考。

Climate scenario analysis

To better identify and assess the potential impact of climate change on the Company's assets, operations, and value chain under different development paths, and to enhance the Company's understanding and response capabilities to climate-related risks and opportunities, Guoquan refers to the publicly released climate scenario data from the Shared Socioeconomic Pathways (SSP) of the Intergovernmental Panel on Climate Change (IPCC) and the climate scenario models of the Network of Central Banks and Supervisors for Greening the Financial System (NGFS). Taking 2050 as the analysis node, we conducted scenario analysis of climate physical risks and transition risks to provide a reference for improving climate risk management and enhancing climate resilience.

針對物理風險分析，公司參考選取了 IPCC SSP 5-8.5 和 SSP 2-4.5 兩種情景，覆蓋高溫熱浪、極寒、乾旱、洪水、海平面上升、水資源短缺、颱風、野火、生態環境破壞共 9 種氣候災害，以更好把控高排放和中等排放路徑下的物理風險敞口與韌性；針對轉型風險分析，公司選取 NGFS 提出的 2050 淨零情景與延遲轉型情景作為分析基礎，測算分析樣本的碳在險價值（Carbon Value-at-Risk，CVaR），評估潛在的轉型風險水平，以便更好地瞭解不同氣候政策下公司可能面臨的轉型風險差異以及韌性。

For physical risk analysis, the Company referred to and selected two scenarios, IPCC SSP 5-8.5 and SSP 2-4.5, covering nine types of climate hazards: high-temperature heatwaves, extreme cold, droughts, floods, sea-level rise, water scarcity, typhoons, wildfires, and ecological damage, to better manage physical risk exposure and resilience under high and medium emission paths. For transition risk analysis, the Company selected the Net Zero 2050 scenario and the Delayed Transition scenario proposed by NGFS as the basis for analysis, calculating the Carbon Value-at-Risk (CVaR) of analysis samples to assess potential transition risk levels and better understand the differences in transition risks and resilience the Company may face under different climate policies.

氣候物理風險情景分析
Climate Risk Scenario Analysis

類型 Type	情景 Scenario	情景特點 Characteristics	世紀末溫升 Temperature rise at the end of the century	情景描述 Scenario Description
物理風險 Physical Risk	SSP 2-4.5	中間排放情景 Intermediate emission scenario	3°C以內 Within 3°C	全球採取中等力度的氣候政策，減排力度與國家自主貢獻承諾大致相符。該情景下，溫室氣體排放在 2050 年前不斷增加，隨後下降。Global climate policies of moderate intensity are adopted, with emission reduction efforts roughly consistent with Nationally Determined Contributions (NDCs). Under this scenario, greenhouse gas emissions increase until 2050 and then decline.
	SSP 5-8.5	高排放情景 High emission scenario	4°C以上 Above 4°C	大力發展化石燃料經濟的情景。該情景下，全球溫室氣體排放總量和濃度不斷增加，世紀末全球平均氣溫較工業化前水平上升 4°C 以上。A scenario of intensive fossil fuel economic development. Under this scenario, total global greenhouse gas emissions and concentrations continue to increase, and the global average temperature at the end of the century rises by more than 4 ° C compared to pre-industrial levels.
轉型風險 Transi-tion Risk	2050 淨零情景 Net Zero 2050 scenario	有序轉型情景，強力轉型政策 Orderly transition scenario, strong transition policy	1.5°C以內 Within 1.5°C	全球在當下就引入有效的氣候政策，全球進行有序轉型，在 2050 年實現淨零排放，並在世紀末達到巴黎協定 1.5°C控溫目標。Effective climate policies are introduced globally now, with an orderly global transition to achieve net-zero emissions by 2050 and reach the Paris Agreement's 1.5° C temperature control goal by the end of the century.
	延遲轉型情景 Delayed Transition scenario	無序轉型情景，較強力轉型政策 Disorderly transition scenario, relatively strong transition policy	2°C以內 Within 2°C	政府延後（通常在 2030 年後）且突然引入低碳轉型政策，且政策力度會逐年快速加大，最終達到巴黎協定 2°C控溫目標。Governments delay (usually after 2030) and suddenly introduce low-carbon transition policies, and the policy intensity increases rapidly year by year, ultimately reaching the Paris Agreement's 2° C temperature control goal.

在具體分析過程中，公司借助第三方專業氣候風險評估數據庫，結合自身業務特徵及資產分佈情況，選取覆蓋生產、倉儲及零售門店等關鍵業務環節的代表性資產進行分析，對公司具有代表性的關鍵資產在不同情景下的氣候相關物理風險和轉型風險進行評估，以識別氣候變化可能帶來的風險暴露特徵。

In the analysis process, with the help of a professional third-party climate risk assessment database and combined with our own business characteristics and asset distribution, the Company selected representative assets covering key business segments such as production, warehousing, and retail stores for analysis. The climate-related physical risks and transition risks of the Company's representative key assets under different scenarios were assessed to identify the risk exposure characteristics that climate change may bring.

物理風險情景分析結果（SSP 5-8.5 情景）
Physical Risk Scenario Analysis Results (SSP 5-8.5 Scenario)

序號 NO	資產所在位置 Asset Location	高溫熱浪 High-temperature Heatwave	極寒 Extreme Cold	乾旱 Drought	洪水 Flood	海平面上升 Sea-level Rise	水資源短缺 Water Scarcity	颱風 Typhoon	野火 Wildfire	生態環境破壞 Ecological Damage
1	河南省周口市 Zhoukou City, Henan Province									
2	貴州省黔東南州 Southeast Guizhou Prefecture, Guizhou Province									
3	四川省廣元市 Guangyuan City, Sichuan Province									
4	湖北省荊州市 Jingzhou City, Hubei Province									
5	廣西壯族自治區北海市[6] Beihai City, Guangxi Zhuang Autonomous Region[6]									
6	江蘇省南京市 Nanjing City, Jiangsu Province									
7	河南省鄭州市 Zhengzhou City, Henan Province									
8	四川省成都市 Chengdu City, Sichuan Province									
9	遼寧省瀋陽市 Shenyang City, Liaoning Province									
10	上海市浦東新區 Pudong New Districe, Shanghai									

[6] 此處分析的位於該位置的資產為鍋圈的聯營公司。

[6] The asset analyzed in this location is an associate of Guoquan.

物理風險情景分析結果（SSP 2-4.5 情景）
Physical Risk Scenario Analysis Results (SSP 2-4.5 Scenario)

序號 NO	資產所在位置 Asset Location	高溫熱浪 High-temperature Heatwave	極寒 Extreme Cold	乾旱 Drought	洪水 Flood	海平面上升 Sea-level Rise	水資源短缺 Water Scarcity	颱風 Typhoon	野火 Wildfire	生態環境破壞 Ecological Damage
1	河南省周口市 Zhoukou City, Henan Province									
2	貴州省黔東南州 Southeast Guizhou Prefecture, Guizhou Province									
3	四川省廣元市 Guangyuan City, Sichuan Province									
4	湖北省荊州市 Jingzhou City, Hubei Province									
5	廣西壯族自治區北海市 Beihai City, Guangxi Zhuang Autonomous Region									
6	江蘇省南京市 Nanjing City, Jiangsu Province									
7	河南省鄭州市 Zhengzhou City, Henan Province									
8	四川省成都市 Chengdu City, Sichuan Province									
9	遼寧省瀋陽市 Shenyang City, Liaoning Province									
10	上海市浦東新區 Pudong New Districe, Shanghai									

圖例：
Legend:
氣候物理風險災害性
Climate Physical Risk Severity

災害性較低
Lower Severity

災害性較高
Higher Severity

物理風險分析結果顯示，在 SSP 2-4.5 和 SSP 5-8.5 情景下，我們面臨的高溫熱浪、生態環境破壞、水資源短缺風險災害性較高，其他風險類別則根據資產地域分佈各有不同。針對不同的資產類別，生產製造工廠的物理風險低於運營門店的災害性。鑒於近年來極端天氣事件發生頻率和強度有所上升，我們持續在主要生產基地、倉儲設施及部分重點區域門店完善防洪排水、設備防護及應急管理等措施，並結合運營實際定期開展應急演練，以降低氣候相關物理風險對生產運營和資產安全的潛在影響。在現有管理措施持續有效執行的前提下，預計於可預見期間內亦不會對本集團財務狀況和經營業績造成重大不利影響。

Physical risk analysis results show that under the SSP 2-4.5 and SSP 5-8.5 scenarios, we face higher severity in high-temperature heatwaves, ecological damage, and water scarcity risks, while other risk categories vary based on the geographical distribution of assets. Across different asset categories, the physical risks for manufacturing plants are lower than the severity for operating stores. Given the increased frequency and intensity of extreme weather events in recent years, we have continued to improve flood prevention and drainage, equipment protection, and emergency management measures at major production bases, warehousing facilities, and some key regional stores. We also regularly conduct emergency drills based on operational reality to reduce the potential impact of climate-related physical risks on production, operations, and asset safety. Provided that existing management measures continue to be effectively implemented, it is expected that there will be no significant adverse impact on the Group's financial position and operating results within the foreseeable period.

轉型風險情景分析結果
Transition Risk Scenario Analysis Results

序號 NO.	資產所在位置 Asset Location	2050 淨零情景 Net Zero 2050 Scenario	延遲轉型情景 Delayed Transition Scenario
1	河南省周口市 Zhoukou City, Henan Province		
2	貴州省黔東南州 Southeast Guizhou Prefecture, Guizhou Province		
3	四川省廣元市 Guangyuan City, Sichuan Province		
4	湖北省荊州市 Jingzhou City, Hubei Province		
5	廣西壯族自治區北海市 Beihai City, Guangxi Zhuang Autonomous Region		

圖例：
Legend:
氣候相關風險影響
Climate-related Risk Impact

影響較低 Lower Impact — 影響較高 Higher Impact

轉型風險分析結果顯示，在兩種情景下，我們的氣候轉型風險均在中等風險以下，表明氣候轉型風險較為可控。其中，位於河南省周口市、廣西壯族自治區北海市的資產的轉型風險相對其他更為顯著，公司將面臨一定的減碳成本投入。未來，本集團將持續關注氣候轉型政策動態，探索多種減碳途徑，持續優化生產和運營，應對低碳轉型趨勢。

Transition risk analysis results show that under both scenarios, our climate transition risks are below the medium level, indicating that climate transition risks are relatively controllable. Among them, assets located in Zhoukou City, Henan Province, and Beihai City, Guangxi Zhuang Autonomous Region, have relatively more significant transition risks compared to others, and the Company will face certain carbon reduction cost investments. In the future, the Group will continue to monitor climate transition policy trends, explore various carbon reduction pathways, and continuously optimise production and operations to respond to the low-carbon transition trend.

氣候相關行動策略

我們將氣候相關風險及機遇系統納入經營管理與決策流程，結合業務特點方面制定針對性應對策略，提升我們對氣候風險的應對能力，把握低碳轉型帶來的發展機遇，保障經營的穩健與可持續發展。

Climate-related Action Strategies

We systematically integrate climate-related risks and opportunities into our business management and decision-making processes, and formulate targeted strategies based on business characteristics to enhance our ability to respond to climate risks, seize development opportunities brought by the low-carbon transition, and ensure the stability and sustainable development of our operations.

氣候相關風險和機遇管理策略
Management Strategies for Climate-Related Risks and Opportunities

建立氣候風險管理體系 Establish a climate risk management system	• 對氣候風險進行前瞻性風險識別和評估。 • Proactively identify and assess climate risks. • 針對不同類型的極端天氣風險，制定差異化的應急預案，提升事前預防、事中應對和事後改進的能力，確保員工和客戶的健康與財產安全。 • Develop differentiated emergency response plans for different types of extreme weather risks, and enhance capabilities for pre-emptive prevention, in-process response, and post-incident improvement, ensuring the health and safety of employees and customers. • 通過持續監測原料產區天氣變化，靈活調整採購節奏與策略，結合期貨對沖、產地及原料替代、安全庫存及供應商拓展等措施，降低極端天氣對原材料供應穩定性的影響。 • Regularly track weather changes in raw material production areas, and flexibly adjust procurement rhythm and strategies, combining measures such as futures hedging methods, origin and raw material substitution, safety stocks and supplier expansion, to mitigate the impact of severe extreme weather on the stability of raw material supply.
加強綠色生產運營管理 Enhance green production operations and management	• 持續完善能源管理體系，推動各附屬公司開展節能工作，提高各環節中資源的利用效率。 • Continuously improve the energy management system, drive subsidiaries to implement energy-saving initiatives, and enhance resource efficiency at each stage. • 開發低碳足跡食品，加強與供應商的交流及資源整合，逐步向綠色採購轉型，降低供應鏈中的碳排放。 • Develop green production and operations management on footprint foods, strengthen communication and resource integration with suppliers, and gradually transition towards green procurement to reduce carbon emissions in the supply chain.
推進低碳技術研發創新 Promote low carbon technology R&D and innovation	• 在進行低碳技術改造前，全面深入評估項目風險，降低投資失敗的可能性。 • Conduct a comprehensive and in-depth risk assessment before undertaking low-carbon technology upgrades to reduce the likelihood of investment failure. • 與綠色技術供應商建立穩定合作關係，以降低投資成本。 • Establish stable partnerships with green technology suppliers to lower investment costs.
開展氣候相關信息披露 Carry out climate-related information disclosure	• 密切關注氣候相關法律法規、政策及監管要求，針對新趨勢、新要求提前做出應對，持續完善可持續發展及氣候變化相關信息披露，確保合規。 • Closely monitor climate-related laws, regulations, policies and regulatory requirements, proactively respond to new trends and demands, and continuously improve the disclosure of sustainable development and climate change-related information to ensure compliance.

全價值鏈綠色低碳行動

我們結合業務特點，從自身運營及生產環節和價值鏈上下游活動兩個層面推進節能降碳舉措。在自身運營方面，重點通過綠色辦公、數字化管理及節能技改等方式提升能源利用效率；在價值鏈層面，圍繞物流優化、低碳理念傳播等方面，逐步推動上下游協同改進，持續提升價值鏈綠色轉型。

Green and Low-carbon Actions Across the Whole Value Chain

Combined with business characteristics, we promote energy-saving and carbon-reduction initiatives at both the level of our own operations and production and the level of upstream and downstream activities in the value chain. Regarding our own operations, we focus on improving energy efficiency through green office, digital management, and energy-saving technological upgrades; at the value chain level, we revolve around logistics optimisation and low-carbon concept dissemination to gradually drive collaborative improvements upstream and downstream, and continuously promote the green transition of the value chain.

節能降碳管理措施
Energy Saving and Carbon Reduction Management Measures

自身運營 Own operations	
綠色辦公 Green office	• 合理控制辦公區域空調溫度及運行時間，減少不必要的用電消耗。 • Reasonably control air conditioning temperatures and operating hours in office areas to reduce unnecessary electricity consumption. • 推進辦公區域節能照明改造，逐步採用節能燈具。 • Advance energy-saving lighting renovation in office areas, gradually adopting energy-saving lamps. • 開展內部節能宣傳，引導員工踐行綠色辦公理念。 • Carry out internal energy-saving publicity to guide employees in practising green office concepts.
數字化管理 Digital management	• 利用數字化系統支持供應鏈和庫存管理，提高運營效率。 • Utilise digital systems to support supply chain and inventory management, improving operational efficiency. • 通過信息化手段優化業務流程，減少能源浪費。 • Optimise business processes through information technology to reduce energy waste.
節能技改 Energy-saving technological upgrades	• 逐步將高能效設備替換為節能設備，並進行運行優化，降低單位產品能耗。 • Gradually replace energy-intensive equipment with energy-saving equipment and conduct operational optimisation to reduce energy consumption per unit of product. • 在具備條件的生產環節推進餘熱回收等節能措施。 • Promote energy-saving measures such as waste heat recovery in production stages where conditions permit. • 採用外購蒸汽代替自有鍋爐生產蒸汽，提高能源利用率。 • Use external steam instead of self-owned boilers for steam production to improve energy efficiency.
推廣清潔能源 Promotion of clean energy	• 加快推進各廠區光伏裝置佈局。 • Accelerate the layout of photovoltaic installations in each plant. • 提升綠色電力使用比例。 • Increase the proportion of green electricity usage.

價值鏈 Value chain	
開展碳核算 Conduct carbon accounting	• 完善溫室氣體排放數據收集和管理流程。 • Improve greenhouse gas emission data collection and management processes. • 對價值鏈上下游相關活動的溫室氣體排放進行識別和計算，逐步建立起產品的全生命週期碳管理機制。 • Identify and calculate greenhouse gas emissions from activities related to the upstream and downstream of the value chain, while progressively establishing a carbon management mechanism covering the entire life cycle of products.
供應商環境管理 Supplier environmental management	• 推動供應商建立能源消耗台賬。 • Encourage suppliers to establish energy consumption accounts. • 推動供應商制定年度減排目標。 • Encourage suppliers to set annual emission reduction targets.
物流優化 Logistics optimisation	• 優化冷鏈倉配運行管理，提高冷藏設備運行效率。 • Optimise the operation and management of cold chain warehousing and distribution to improve the operating efficiency of refrigeration equipment. • 合理規劃物流配送路徑和頻次，降低運輸能耗。 • Reasonably plan logistics distribution routes and frequencies to reduce transportation energy consumption.
傳播低碳理念 Disseminate low-carbon concepts	• 逐步在產品包裝中引入可再生或可回收材料。 • Gradually introduce renewable or recyclable materials into product packaging. • 通過門店及線上渠道向消費者傳遞綠色消費理念。 • Convey green consumption concepts to consumers through stores and online channels.

為推進氣候相關行動策略、全價值鏈綠色低碳行動有效落地，公司建立跨部門氣候治理架構，同步確保各項資源配置與「雙碳」目標及監管要求深度協同。報告期內，公司穩步推進各項行動策略落地。

To promote the implementation of climate-related action strategies and green and low-carbon actions across the whole value chain, the Company has established a cross-departmental climate governance structure, while ensuring that various resource allocations are deeply aligned with the "dual carbon" goals and regulatory requirements. During the Reporting Period, the Company steadily advanced the implementation of various action strategies.

風險管理

我們將氣候變化相關風險管理納入集團整體風險管理體系，並以 COSO 企業風險管理（ERM）框架為基礎，建立涵蓋風險識別、風險評估、策略制定及監測評估的氣候變化風險管理流程，用於系統性識別和管理對集團運營及財務狀況具有重要性影響的氣候相關風險和機遇。

Risk Management

We integrate climate change-related risk management into the Group's overall risk management system. Based on the COSO Enterprise Risk Management (ERM) framework, we have established a climate change risk management process covering risk identification, risk assessment, strategy formulation, monitoring and assessment to systematically identify and manage climate-related risks and opportunities that have a material impact on the Group's operations and financial position.

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

風險識別 Risk Identification

- 基於公司風險管理框架，依據香港聯交所「ESG 報告守則」，參考 IFRS S2 建議，識別辦公運營、生產過程以及各門店潛在的氣候變化風險和機遇。
- Based on the company's risk management framework, in accordance with the Hong Kong Stock Exchange's ESG Code and with reference to IFRS S2 recommendations, identify the potential climate change risks and opportunities in office operations, production processes, and each store.

風險評估 Risk assessment

- 結合公司實際情況，從發生概率和影響程度兩大維度評估公司對外部的影響，以及對公司運營有重要性影響的氣候變化風險和機遇類型，並分析其對公司的財務影響及時間週期。
- Based on the Company's actual situation, assess climate change risks and opportunities that significantly impact the Company's operations from two dimensions of likelihood of occurrence and severity of impact, and analyse their financial effect and the associated time horizon.
- 通過氣候情景分析，進一步評估各類物理風險和轉型風險對公司業務模式和價值鏈的影響。
- Through climate scenario analysis, further assess the impact of various physical and transition risks on the company's business model and value chain.

策略制定 Strategy development

- 針對識別的氣候相關風險和機遇，以及氣候情景分析結果，高級領導團隊積極制定應對策略，將氣候相關風險和機遇的管理納入日常管理工作。同時，推進節能減排工作，減少辦公運營和生產過程中的能源消耗及碳排放。
- In response to the identified climate-related risks and opportunities, and the results of the climate scenario analysis, senior leadership team actively formulates response strategies, and incorporates the management of climate-related risks and opportunities into daily operations while advancing energy-saving and emission reduction efforts to reduce energy consumption and carbon emissions in office operations and production processes.

監測評估 Monitoring and evaluation

- 定期跟蹤溫室氣體排放數據及減排績效。
- Regularly track greenhouse gas emission data and emission reduction performance.
- 制定溫室氣體減排目標，並依據每年溫室氣體排放的絕對值和強度值，評估和監控本集團應對氣候變化的管理績效。
- Set greenhouse gas reduction targets, and evaluate and monitor the Group's management performance in climate change tackling based on the absolute value and intensity of annual greenhouse gas emissions.

指標及目標

為確保氣候管理工作有效推進，我們參考《巴黎協定》確立的全球溫控方向以及中國「雙碳」目標所對應的政策導向和時間框架，以自身可直接管理的運營活動為重點，制定明確的溫室氣體減排目標，即「到 2032 年，溫室氣體排放強度（範圍 1+ 範圍 2）較 2024 年減少 30%」[7]。

圍繞上述目標，我們定期跟蹤和監測溫室氣體排放表現，並對自身運營產生的溫室氣體排放開展核查與管理。報告期內，我們開展價值鏈上下游相關活動涉及的各類別範圍 3 溫室氣體排放量的識別和測算，以厘清本集團的整體排放結構，提升氣候相關風險管理能力，有效推動氣候相關目標的制定和落地。

Metrics and Targets

To ensure the effective advancement of climate management work, we refer to the global temperature control direction established by the Paris Agreement and the policy orientation and time frame corresponding to China's "dual carbon" goals. Focusing on operational activities that we can directly manage, we have set a clear greenhouse gas emission reduction target: "30% greenhouse gas emission intensity reduction by 2032 compared to the 2024 baseline"[7].

Centring on the above targets, we regularly track and monitor greenhouse gas emission performance and conduct verification and management of greenhouse gas emissions generated by our own operations. During the Reporting Period, we carried out the identification and calculation of various categories of Scope 3 greenhouse gas emissions involved in upstream and downstream activities of the value chain to clarify the Group's overall emission structure, enhance climate-related risk management capabilities, and effectively promote the formulation and implementation of climate-related targets.

[7] 公司當前披露的溫室氣體排放目標覆蓋範圍 1 及範圍 2 排放，以二氧化碳當量（CO_2e）計量，主要涉及生產經營活動中產生的二氧化碳、甲烷、氧化亞氮等溫室氣體。

[7] The Company's currently disclosed greenhouse gas emission target covers Scope 1 and Scope 2 emissions, measured in carbon dioxide equivalent (CO_2e), mainly involving greenhouse gases such as carbon dioxide, methane and nitrous oxide generated in production and operation activities.

應對氣候變化相關目標及進展
Climate Change-related Targets and Progress

目標 Target	2025年完成進展 Progress in 2025	目標達成情況 Target Archievement Status
到 2032 年，溫室氣體排放強度（範圍 1+ 範圍 2）較 2024 年減少 30%。 30% greenhouse gas emission intensity reduction (Scope 1 + Scope 2) by 2032 compared to the 2024 baseline.	2025 年，溫室氣體排放強度（範圍 1+ 範圍 2）較 2024 年下降 11.73%。 In 2025, greenhouse gas emission intensity (Scope 1 + Scope 2) decreased by 11.73% compared to 2024.	進行中 In progress

注：報告期內，公司重新梳理環境管理目標相關數據，分析並評估基準年設置，修訂環境管理目標。鑒於公司正處於快速發展階段，部分工廠產能暫未達到最大且處於波動階段，因此公司結合目前可得數據設定環境目標，後續將根據公司發展實際，持續關注目標進展情況。強度數據以噸合格產品產量為分母計算。

Note: During the Reporting Period, the Company re-examined relevant data for environmental management targets, analysed and assessed the setting of the baseline year, and revised the environmental management targets. Given that the Company is in a stage of rapid development, the capacity of some plants has not yet reached its maximum and is in a stage of fluctuation, the Company set environmental targets based on currently available data and will continue to monitor the progress of the targets based on the actual development of the Company. Intensity data is calculated with the output of qualified products in tonnes as the denominator.

環境管理

環境管理體系

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

報告期內，公司沒有發生突發重大環境事件，也沒有發生因環境事件受到重大行政處罰或被追究刑事責任的情況。

Environmental Management

Environmental Management System

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

During the Reporting Period, the Group had no sudden major environmental events, nor were there any instances of significant administrative penalties or criminal liability resulting from environmental incidents.

環境管理主要措施
Key Measures for Environmental Management

落實清潔生產管理 Implementing clean production management	• 建立 6S 管理[8] 制度，明確相關部門職責，確保每一項工作都有明確的責任主體和執行標準。 • Have established a 6S management[8] system, clearly defining the responsibilities of relevant departments to ensure that each task has a clear responsible party and execution standards. • 制定科學合理的生產操作規程，定期維護保養生產設備，強化生產工藝和技術更新，減少因員工操作不當或設備故障引發的污染。 • Have developed scientific and reasonable production operation procedures, regularly maintain and service production equipment, and enhance production processes and technological updates to reduce pollution caused by improper employee operation or equipment failure. • 加強生產環境監測，定期監測廠區內噪聲、廢氣、廢水等環境污染因素，針對有需求的廠區安裝在線監測裝置，實時監控污染排放達標情況。 • Have strengthened production environment monitoring, regularly monitor environmental pollution factors such as noise, exhaust gas, and waste water within the plant area, and install online monitoring devices in plants that require them to monitor pollution emissions in real-time.
做好突發事件應急管理 Managing emergency response to incidents	• 各工廠依據當地相關法律法規，圍繞鍋爐異常、污水異常、油煙排放異常等方面制定突發環境事件應急預案。 • Each plant, in accordance with local laws and regulations, has developed emergency response plans for unexpected environmental incidents such as boiler malfunctions, wastewater anomalies, and smoke emission issues. • 依據監管要求，定期開展環境突發事件應急演練，檢驗應急預案的科學性、應急準備的充分性以及應急響應能力的適應性。演練內容涵蓋突發環境事件的報告、人員職責分配、應急處置流程、物資使用及疏散撤離等關鍵環節。 • In accordance with regulatory requirements, regularly conduct emergency drills for environmental incidents to test the soundness of emergency plans, the adequacy of emergency preparedness, and the adaptability of emergency response capabilities, covering key aspects such as reporting environmental incidents, assigning responsibilities, emergency handling processes, material usage and evacuation procedures.
強化環保培訓及宣導 Enhanced training and promotion on environmental protection	• 各工廠定期開展環保培訓及宣導工作，深化員工對能源節約、三廢管理、節約用水、清潔生產等環保知識的理解和應用，提升員工環保意識。 • Each plant regularly conducts environmental protection training and promotional activities to deepen employees' understanding and application of energy conservation, exhaust gas, wastewater, and waste management, water-saving practices, and clean production knowledge, thereby enhancing employees' environmental awareness.

[8] 6S 管理是一種現代化的現場管理方法，通過整理、整頓、清掃、清潔、素養、安全這六個方面的工作，實現食品廠生產環境優化、生產效率提升、產品品質保障以及員工素養提高等目標。

[8] 6S management is a modern approach to on-site management. It aims to optimize the production environment, enhance production efficiency, ensure product quality, and improve employee discipline in a food factory by focusing on six key aspects including sorting, setting in order, shining, standardizing, sustaining, and safety.

和一工廠開展環保法律法規知識教育培訓
Heyi Plant Conducted Training on Environmental Laws and Regulations

2025 年 11 月，和一工廠圍繞《大氣污染防治法》《水污染防治法》《固體廢物污染環境防治法》開展環保法規專項培訓與現場指導。培訓系統講解大氣及水污染物排放標準、廢氣廢水合規管理要點，以及工業固廢和危險廢物在分類、收集、儲存、運輸及處置等環節的法規要求，並結合典型達標治理經驗和不達標整改案例進行分析。在車間現場排查中，針對固廢暫存及標識管理等細節問題進行即時糾正，進一步強化員工合規意識與規範操作水平，提升工廠環境風險防控能力。

In November 2025, Heyi Plant conducted training and on-site guidance on environmental regulations focusing on the Law on Prevention and Control of Atmospheric Pollution of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China, and the Law on the Prevention and Control of Environmental Pollution by Solid Waste of the People's Republic of China. The training systematically explained atmospheric and water pollutant emission standards, key points of compliant management for exhaust gas and wastewater, as well as the regulatory requirements for industrial solid waste and hazardous waste in terms of classification, collection, storage, transportation, and disposal. It also involved an analysis combined with typical compliance governance experiences and non-compliance rectification cases. During the on-site inspection in the workshop, issues such as solid waste temporary storage and signage management were immediately corrected. This further strengthened employees' awareness of compliance and standard operations, enhancing the plant's environmental risk prevention and control capabilities.

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

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

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

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

環境管理相關目標[9]
Environmental Management-Related Targets[9]

目標類別 Type	具體目標 Targets	2025年完成進展[10] Progress in 2025[10]	目標達成情況 Targets Achievement Status
節能目標 Energy-saving target	到 2032 年，綜合能源消耗密度較 2024 年減少 **10%**。 **10%** energy consumption intensity reduction by 2032 compared to the 2024 baseline.	2025 年，綜合能源消耗密度較 2024 年下降 **7.83%**。 In 2025, energy consumption intensity decreased by **7.83%** compared to 2024.	進行中 In progress
水資源使用目標 Water use target	到 2032 年，耗水密度較 2024 年降低 **10%**。 **10%** water consumption intensity reduction by 2032 compared to the 2024 baseline.	2025 年，耗水密度較 2024 年下降 **52.31%**。 In 2025, water consumption intensity decreased by **52.31%** compared to 2024.	已達成 Achieved
廢棄物排放目標 Waste discharge target	到 2032 年，廢棄物排放密度較 2024 年降低 **10%**。 **10%** waste discharge intensity reduction by 2032 compared to the 2024 baseline.	2025 年，有害廢棄物密度較 2024 年下降 **42.82%**，無害廢棄物密度較 2024 年下降 **9.32%**。 In 2025, hazardous waste intensity decreased by **42.82%** compared to 2024, and non-hazardous waste intensity decreased by **9.32%** compared to 2024.	有害廢棄物 - 已達成 無害廢棄物 - 進行中 Hazardous waste - Achieved Non-hazardous waste - In progress
包材使用目標 Packaging material use target	到 2032 年，包裝材料使用密度較 2024 年降低 **10%**。 **10%** packaging material consumption intensity reduction by 2032 compared to the 2024 baseline.	2025 年，包裝材料使用密度較 2024 年下降 **6.26%**。 In 2025, packaging material consumption intensity decreased by **6.26%** compared to 2024.	進行中 In progress

[9] 報告期內，公司重新梳理環境管理目標相關數據，分析並評估基準年設置，修訂環境管理目標。鑒於公司正處於快速發展階段，部分工廠產能暫未達到最大且處於波動階段，因此公司結合目前可得數據設定環境目標，後續將根據公司發展實際，持續關注目標進展情況。密度數據以噸合格產品產量為分母計算。

[9] During the Reporting Period, the Company re-evaluated the data related to environmental management targets, analysed and assessed the baseline year setting, and revised the environmental management targets. Given that the Company is currently in a stage of rapid development, and the production capacity of some plants has not yet reached its maximum and remains in a fluctuating stage, the Company has set environmental targets based on currently available data. Going forward, we will continue to monitor the progress of these targets according to the Company's actual development. Intensity data is calculated with the output of qualified products in tonnes as the denominator.

[10] 2025 年，我們進一步完善廢水排放數據管理，導致廢水排放量數據較上一年度大幅提升，因此耗水密度較 2024 年大幅下降；依據廢氣監測數據，結合生產現場使用情況，更換處理廢氣所使用的活性炭，報告期內活性炭更換量較上一年度減少，因此有害廢棄物產生量減少、有害廢棄物密度較 2024 年大幅下降。

[10] In 2025, we further improved the management of wastewater discharge data, leading to a significant increase in wastewater discharge volume compared to the previous year; therefore, the water consumption intensity decreased significantly compared to 2024. The spent activated carbon for treating exhaust gas was replaced based on exhaust gas monitoring data and production site usage. During the Reporting Period, the volume of activated carbon replacement decreased compared to the previous year, resulting in a reduction in hazardous waste generation and a significant decrease in hazardous waste intensity compared to 2024.

排放物與廢棄物管理

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

Emission and Waste Management

The Group fully implements the development concept of environmental protection and harmonious coexistence, ensuring effective management of emissions and waste. Based on the characteristics of our operations and business, the main emissions at the office level are wastewater; the waste generated includes non-hazardous waste such as paper and plastic. At the plant level, the main emissions include exhaust gas, wastewater; and the waste generated includes non-hazardous waste such as discarded packaging, and hazardous waste such as spent activated carbon. We strictly comply with the environmental protection laws and regulations of each operating region and have established comprehensive internal management systems and standards, actively implementing various management measures.

◉ 廢氣管理

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

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

◉ Exhaust Gas Management

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

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

各工廠均配備了油煙淨化器、活性炭吸附裝置等廢氣處理設備，不斷提升廢氣處理效率，並定期進行設備維護和檢修，強化廢氣合規排放管理。報告期內，部分工廠進一步優化生產工藝，減少或停止燃氣鍋爐的使用，並逐步以外部蒸汽供應方式替代燃燒供能，降低生產過程中廢氣排放對環境的影響。

Each plant is equipped with exhaust gas treatment devices such as oil fume purifiers and activated carbon adsorption devices, continually improving exhaust gas treatment efficiency. Regular maintenance and repairs are carried out to strengthen the management of compliant exhaust gas emissions. During the Reporting Period, some of our plants further optimised the production processes, reducing or ceasing the use of gas-fired boilers, and gradually replacing combustion energy supply with external steam supply, reducing the environmental impact of exhaust emissions during production.

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

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

和一工廠污水站物理除臭項目
Physical Deodorisation Project at Heyi Plant's Wastewater Treatment Station

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

Heyi Plant reduced exhaust gas emissions during production by adopting energy-saving and environmentally-friendly once-through boilers. The physical deodorisation project at Heyi Plant's wastewater treatment station remains in continuous operation. This project employs volcanic rock adsorption technology and enhances water recycling filtration processes to treat the odours emitted by the wastewater treatment station. The odours are filtered through adsorption before being released, ensuring compliance with environmental protection requirements.



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

◉ 廢水管理

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

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

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

◉ Wastewater Management

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

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

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

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

踐行清潔生產 Clean production	• 採用清潔生產技術，優化生產工藝，從源頭減少廢水的產生量。 • Have adopted clean production technologies and optimise production processes to reduce the generation of wastewater at the source. • 澄明工廠結合生產量，調配車間水處理系統，每小時可減少廢水排放 0.32 噸。 • Chengming Plant adjusts the workshop water treatment system according to production volume, reducing wastewater discharge by 0.32 tonnes per hour. • 和一工廠通過更換高壓清洗機、定期清理蒸發冷凝器等方式，每年減少廢水排放約 2,810 噸。 • Heyi Plant reduces approximately 2,810 tonnes annual wastewater discharge by replacing high-pressure cleaners and regularly cleaning evaporative condensers. • 苗苗工廠將原先清洗生鮮原料使用的純水調整為自來水，在滿足生產和食品安全要求的前提下，降低反滲透（RO）系統濃水的產生量。 • Miaomiao Plant adjusts the water used for cleaning fresh raw materials from purified water to tap water. Under the premise of meeting production and food safety requirements, it reduced the generation of concentrated water in the reverse osmosis (RO) system.

落實水質監測 Water quality monitoring	• 建立廢水監測實驗室，每日對廢水進行監測，實時掌握水質變化，為汙水處理提供科學依據。 • Have established a wastewater monitoring laboratory to monitor wastewater daily, providing real-time data on water quality changes to support wastewater treatment with scientific evidence. • 建立污水站設備運行巡檢制度，每日對污水的 COD、總磷、氨氮等關鍵指標進行檢測與監控，確保 100% 達標排放。 • Have established a wastewater station equipment tour inspection system to test and monitor key indicators such as COD, total phosphorus, and ammonia nitrogen daily, ensuring 100% compliance with discharge standards.
廢水循環利用 Wastewater recycling	• 加強生產廢水的循環使用，建立淨水淨化系統，對廢水進行回收處理後再利用，減少水資源浪費。 • Strengthen the recycling of production wastewater by setting up a water purification system to treat and reuse wastewater, reducing water resource waste.

◉ 廢棄物管理

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

我們嚴格遵守《中華人民共和國固體廢物污染環境防治法》《危險廢物貯存污染控制標準》（GB18597-2023）《危險廢物轉移管理辦法》等法律法規，制定了《固體廢物管理制度》《危險廢物管理制度》等內部管理制度，全面規範廢棄物從收集、儲存、轉運到處理的全流程管理。

◉ Waste Management

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

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

廢棄物管理措施
Measures for Waste Management

辦公運營 Office operations	在辦公樓各樓層設置分類收集容器，按廢棄物類型進行分類收集，並設立集中暫存點。廢棄物由物業統一清運處理。 Have set up sorting and collection containers on each floor of the office building to collect waste by type and establish centralised temporary storage points. Waste is collected and disposed of by property management.
工廠生產 Plant production	實行有害廢棄物與無害廢棄物分類管理，兩者均分類暫存於工廠的指定區域，並建立台賬管理制度，加強廢棄物在廠內的管理。 Have implemented classification management for hazardous and non-hazardous waste, with both types temporarily stored in designated areas of the plant, and have established a record keeping management system to enhance the management of the waste in the plant. • 無害廢棄物：生活垃圾由運營所在地環衛部門統一清運；廢棄包裝等可回收廢棄物由有資質的第三方單位回收；食品廢料通過堆肥等方式轉化為有機肥料，用於廠區綠化或周邊農業生產。 • Non-hazardous waste: domestic garbage is transported by the sanitation department of the place of operation; recyclable waste such as discarded packaging is recovered by qualified third party units; food waste is converted into organic fertilizer through composting and other methods, and is used for greening of the plant or agricultural production in the surrounding area. • 有害廢棄物：定期交由有資質的第三方外運處理。 • Hazardous waste: regularly handed over to a qualified third party for transportation and disposal. 通過推動廢棄物回收、優化原材料等方式，減少廢棄物產生。報告期內，苗苗工廠制定《可回收廢棄物管理辦法》，推進廢棄物再利用；澄明工廠使用試紙代替乙醚開展實驗檢測，有效減少廢棄物產生量。 Reduce waste generation by promoting waste recycling and optimising raw materials. During the Reporting Period, Miaomiao Plant formulated the Management Measures for Recyclable Waste to promote waste reuse. Chengming Plant used test strips instead of ether for experimental testing, effectively reducing waste generation. 建立廢棄物管理閉環機制，各工廠定期統計和分析廢棄物的產生與處理情況，持續優化處理流程，提高回收利用率和處理效率。 Have established a closed-loop waste management mechanism, with each plant regularly tracking and analysing the generation and disposal of waste, continuously optimising the handling process, and improving recycling rates and disposal efficiency.

資源與能源利用

包裝材料管理

本集團在食品生產、加工過程中涉及塑料薄膜、紙類包裝、玻璃瓶、標簽等包裝材料的使用。公司不斷完善包裝材料管理架構，在公司董事會的監督、ESG 執行委員會的統籌管理下，ESG 工作小組下設綠色包裝專項工作組（由各工廠相關崗位人員組成）專門負責包裝材料管理工作具體執行。我們嚴格遵守運營地相關法律法規，制定了《包裝管理規定》《公司採購申請管理制度》《包材驗收標準》《廢舊包材處置管理辦法》等一系列內部制度，全面規範包裝材料的管理。

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

Resource and Energy Usage

Packaging Material Management

The Group uses packaging materials such as plastic films, paper packaging, glass bottles and labels in the production and processing of food. We continuously improve our packaging material management framework. Under the supervision of the Board of Directors and the overall management of the ESG Executive Committee, the ESG Working Group has established the Green Packaging Task Force (comprised of relevant personnel from various plants) specifically responsible for the implementation of packaging material management. We strictly comply with the relevant laws and regulations of the operating regions and have established a series of internal systems, including the Packaging Management Regulations, the Procurement Application Management System of the Company, the Acceptance Standards for Packaging Materials and the Management Measures for Waste Packaging Material Disposal, to comprehensively regulate the management of packaging materials.

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

3R 包裝材料管理策略及對應措施
The 3R Strategy and Measures for Packaging Material Management

減量化 Reduce	• 降低包裝的複雜度和重量，調整材料規格尺寸，減少包材用量。 • Lower the complexity and weight of packaging, adjust material specifications and sizes, and reduce the use of packaging materials. • 推行包材標簽無紙化工作，採用無油墨印刷技術，減少紙張和油墨使用。 • Promote paperless labeling for packaging, and adopt ink-free printing technologies to reduce the use of paper and ink. • 優化包裝材質配置，針對不同產品科學匹配包裝材質。 • Optimise packaging material configuration, scientifically matching materials to different products.
再利用 Reuse	• 優先選用可回收再利用的成品包裝。 • Prioritise the use of recyclable and reusable packaging • 對於可回收利用的廢棄包裝物，定期聯繫有資質的回收單位進行回收處理，簽訂回收協議並做好回收記錄。 • For recyclable packaging waste, regularly contact qualified recycling agencies for collection and disposal, with recycling agreements signed and recycling records retained.
再循環 Recycle	• 與第三方公司建立長期包材集中回收機制，定期將原料紙箱送至紙板加工廠實現資源循環。 • Establish long-term packaging material recycling mechanisms with third-party, regularly sending raw material cartons to cardboard processing plants to achieve resource circulation. • 積極探索可再生塑料（PP5）等環保材料的使用。 • Actively explore the use of recycled plastics (PP5) and other environmentally friendly materials.

和一工廠包裝優化舉措
Heyi Plant's Packaging Optimisation Initiatives

報告期內，和一工廠持續推進綠色包裝管理，制定《包裝管理規定》《包材驗收標準》《廢舊包材處置管理辦法》等內部制度，規範包裝材料管理，並通過提高包材利用率、擴大廢舊包材回收、推廣綠色材料應用及嚴控有害物質使用，全面提升包裝可持續水平：

During the Reporting Period, Heyi Plant continued to advance green packaging management. It formulated internal systems such as the Packaging Management Regulations, Packaging Material Acceptance Standards, and Administrative Measures for the Disposal of Waste Packaging Materials to standardise the management of packaging materials. By improving the utilisation rate of packaging materials, expanding waste packaging material recycling, promoting the application of green materials, and strictly controlling the use of harmful substances, the plant has comprehensively enhanced its level of packaging sustainability:

- **提高包材利用率：**推廣「包材規格標準化 + 餘料二次裁切」模式，2025 年包材邊角料利用率從 2024 年的 65% 提升至 78%。
- **Improving the utilisation rate of packaging materials:** Promoting the standardisation of packaging material and secondary cutting of surplus materials model. In 2025, the utilisation rate of packaging material offcuts increased from 65% in 2024 to 78%.
- **擴大廢舊包材回收：**聯合第三方合作方，將可回收包材的再生利用率提升至 62%。
- **Expanding waste packaging material recycling:** Collaborating with cooperating third-party to increase the recycling rate of recyclable packaging materials to 62%.
- **推廣綠色材料應用：**新增竹纖維包裝材料在低溫產品中的應用（占比約 12%），可降解材料總使用占比達 57%。
- **Promoting the application of green materials:** Introduced the use of bamboo fibre packaging materials in low-temperature products (about 12%), with the total proportion of biodegradable materials used reaching 57%.
- **嚴控有害物質使用：**全面停用含鄰苯二甲酸酯的塑料包裝，2025 年包裝材料有毒有害物質檢出率為 0，符合相關國家標準。
- **Strictly controlling the use of harmful substances:** Fully phased out plastic packaging containing phthalates. In 2025, the detection rate of toxic and harmful substances in packaging materials was zero, in compliance with relevant national standards.

澄明工廠包裝優化舉措
Chengming Plant's Packaging Optimisation Initiatives

報告期內，澄明工廠圍繞提升包裝材料利用效率與環境友好性，持續推進包裝優化管理，從材質適配、回收利用及材料安全性等方面系統落實相關舉措：

During the Reporting Period, Chengming Plant focused on improving the utilisation efficiency and environmental friendliness of packaging materials, continuously advancing packaging optimisation management. The plant systematically implemented relevant measures in terms of material adaptation, recycling, and material safety:

- **減優化包裝材質配置：**根據不同產品特性科學匹配包裝材質，如番茄湯料類產品採用 PET/AL/PA/PE 複合材質，清油火鍋底料類產品採用 PA/PE 材質，使各類材料在複合結構中發揮針對性功能，在保障產品質量和延長保質期的同時，提高每種材質適用場景下的利用率。
- **Optimising packaging material configuration:** Scientifically matching packaging materials according to the characteristics of different products. For example, tomato soup products use PET/AL/PA/PE composite materials, while clear oil hotpot soup base products use PA/PE materials. This allows each material to perform specific functions within the composite structure, ensuring product quality and extending shelf life while improving the utilisation rate of each material in its applicable scenario.
- **加強包裝回收與再利用：**對原料紙箱建立與第三方合作方的集中回收機制，推動紙箱資源再利用；成品紙箱統一選用五層 BC 楞水印紙箱，提升包裝材料的可回收性，促進資源循環。
- **Strengthening packaging recycling and reuse:** Established a centralised recycling mechanism with cooperating third-party for raw material cartons to promote the reuse of cardboard resources. Finished product cartons are uniformly selected as five-layer BC corrugated water-mark cartons, enhancing the recyclability of packaging materials and promoting resource circulation.
- **優選綠色安全材料：**在包裝材料選型過程中，優先採用在正常使用條件下不含有毒有害物質的材料，持續降低包裝環節對環境的潛在影響。
- **Prioritising green and safe materials:** During the packaging material selection process, priority is given to materials that do not contain toxic or harmful substances under normal conditions of use, continuously reducing the potential environmental impact of the packaging process.

水資源利用

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

Water Use

The Group's water consumption in both office operations and production is primarily concentrated in product manufacturing, workshop cleaning and landscaping, with the main water source being municipal water supply. We strictly comply with the Water Law of the People's Republic of China and other relevant local laws and regulations. Through measures such as strengthening water resource management, optimising water use in production processes, promoting water resource recycling, and advocating water conservation, we continue to improve the efficiency of water use. During the reporting period, the Group did not experience any problems in the sourcing of water.

水資源節約措施
Water Conservation Measures

加強水資源利用管理 Strengthen water use management	• 安裝節水型生產設備和器具，如低流量水龍頭、節水型清洗設備。 • Have installed water-saving production equipment and devices, such as low-flow faucets and water-efficient cleaning equipment. • 維修人員日常對管道和設備進行點檢，杜絕「跑冒滴漏」現象。 • Maintenance personnel conduct regular spot checks of pipes and equipment to prevent water leakage and waste. • 和一工廠新增安裝20塊內部管控物聯網水錶（涵蓋高壓水、自來水、純化水），精准統計、分析各車間及外圍的用水情況，提升用水效率；同時利用分區用水管控，每天統計分析，對於超目標的區域負責人進行月度考核，降低用水量。 • Heyi Plant has installed 20 internal IoT water meters (covering high-pressure water, tap water, and purified water) to precisely monitor and analyse water use in various workshops and surrounding areas, improving water efficiency. At the same time, regional water use control is utilised with daily statistics and analysis. Monthly assessments are conducted for those in charge of areas that exceed targets to reduce water consumption.
優化生產環節用水 Optimise water use in production	• 通過優化食品加工工藝、設備清洗方式，精確控制用水量，減少生產環節的水資源浪費。 • Have optimised food processing techniques and equipment cleaning procedures to precisely control water use and reduce water waste in production processes. • 在產品生產過程中，設置噸成品耗水量作為考核指標。 • Have set water consumption per ton of finished product as a performance indicator in the production process.

推動水資源循環利用 Promote water recycling	• 建立淨水淨化系統，將廢水收集後用於車間地面清潔、廁所沖洗及綠化灌溉。 • Have established a water purification system to collect wastewater and use it for workshop floor cleaning, toilet flushing, and landscaping irrigation. • 在車間速凍庫中建立沖霜水回收池，實現沖霜水的二次利用。 • Have established a defrosting water recovery pool in the workshop's quick-freezing warehouse to achieve reuse of defrosting water. • 歡歡工廠將純水設備分離出的濃水用於綠植養護，節約綠植養護水量 40%。 • Huanhuan Plant uses concentrated water separated from purified water equipment for plant care, saving water usage for plant care by 40%.
開展節水宣傳倡導 Advocate water conservation	• 張貼節水標識，提高員工節水意識，避免日常水資源浪費。 • Have posted water conservation signs to raise employee awareness of avoiding water waste in daily operations. • 開展節水宣傳教育和培訓活動，增強員工節水意識。 • Have initiated water conservation education and training to enhance employees' awareness of water-saving practises. • 鼓勵員工積極參與節水行動，提出節水改進建議，並獎勵節水行為。 • Encourage employees to actively participate in water conservation actions and propose water-saving improvement suggestions, and the water-saving behaviours for employees would be rewarded.

能源利用

本集團在辦公運營及生產過程中主要使用的能源包括汽油、天然氣、蒸汽、電力等。我們嚴格遵守《中華人民共和國節約能源法》等法律法規及運營所在地的管理規定，建立健全規範化、標準化的能源管理體系。

在能源管理架構方面，董事會履行監督職責，高級管理層負責統籌管理，本集團各運營點均設有專責部門負責能源管理。ESG 工作小組下設氣候變化專項工作組，具體落實節能工作的執行，並定期（至少每半年一次）追蹤節能目標實現進度，向管理層報告。

Energy Usage

The primary energy sources used in the Group's office operations and production processes include gasoline, natural gas, steam, and electricity. We strictly comply with the Energy Conservation Law of the People's Republic of China and other relevant laws, regulations, and administrative rules of the locations where we operate. We have established and improved a standardised and systematic energy management system.

In terms of the energy management structure, the Board of Directors performs supervisory duties, while senior management is responsible for overall coordination. Each of the Group's operating sites has a dedicated department responsible for energy management. The ESG Working Group has established a Climate Change Task Force to specifically implement energy conservation efforts, and regularly (at least once every six months) tracks progress toward energy-saving targets and reports to management.

在辦公運營中，我們秉持綠色辦公的理念，由行政部門牽頭推動節能管理措施落實，積極營造綠色、低碳的企業文化氛圍。在生產環節，各工廠結合自身工藝特點，設立專責能源管理部門，統籌推進設施改造與生產工藝優化，並在研發、生產及運營各階段實施切實可行的節能舉措，持續監測能源消耗，確保節能工作高效、有序落實。

In office operations, we adhere to the concept of green office practises. The administrative department leads the implementation of energy-saving management measures, actively fostering a green and low-carbon corporate culture. In the production process, each plant establishes a dedicated energy management department based on its own process characteristics, coordinating the implementation of facility upgrades and production process optimisations. Feasible energy-saving measures are implemented across the R&D, production, and operation stages, with continuous monitoring of energy consumption to ensure energy-saving efforts are implemented efficiently and orderly.

依託常態化監測與持續改進機制，本集團全面推進能源使用精細化管理，持續提升能源利用效率，降低能源消耗水平。

By leveraging a mechanism of regular monitoring and continuous improvement, we are advancing the refined management of energy use, steadily improving energy efficiency, and reducing energy consumption levels.

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

辦公運營 Office operation	• 制定《車輛管理制度》，加強自有車輛管理，定期監測油耗情況。 • Have developed a Vehicle Management System to strengthen the management of self-owned vehicles and regularly monitor fuel consumption. • 採用節能燈具並充分利用自然光，優化照明管理，降低照明設備的電耗。 • Use energy-efficient lighting and make full use of natural light to optimise lighting management and reduce electricity consumption of lighting equipment. • 合理使用空調、電腦、打印機等電器設備，不使用時及時斷電，減少待機能耗；同時控制空調溫度，縮短空調使用時間，降低能耗。 • Make reasonable use of electrical appliances such as air conditioners, computers and printers, power off equipment when not in use to reduce standby energy consumption, and control air conditioning temperatures and shorten their operation durations to reduce energy consumption.
工廠生產 Plant production	• **建立健全能源管理體系與激勵機制：**丸來丸去工廠圍繞用水用電，設立節約獎和創新獎，鼓勵部門及員工積極開展能源管理舉措，提出節能建議。 • **Have established a comprehensive energy management system and incentive mechanism:** Wanlai Wanqu Plant has set up awards for water and electricity conservation and innovation energy-saving and innovation awards related to water and electricity use to encourage departments and employees to actively carry out energy management initiatives and propose energy-saving suggestions.

工廠生產 Plant production

- **推進生產流程和生產工藝優化，持續提升能源使用效率：**和一工廠落地製冷機組餘熱回收項目，提升餘熱利用效率。丸來丸去工廠通過縮短車間鍋爐及雙螺旋每日 1.5 小時的運行時間，降低生產能源消耗，並在 2025 年利用鍋爐廢蒸汽的餘熱，作為車間清潔用自來水的加熱熱源，每日可節約電量約 66 千瓦時。
- **Promote production process and process optimisations to continuously improve energy usage efficiency:** Heyi Plant has implemented a waste heat recovery project for refrigeration units, improving heat recovery efficiency. Wanlai Wanqu Plant has successfully shortened the daily operation time of the boiler and double helix at the workshop by 1.5 hours through refined management and technological innovation, thereby greatly reducing energy consumption. In 2025, waste steam from the boilers was utilised as a heat source for heating tap water for workshop cleaning, saving approximately 66 kWh of electricity per day.
- **引進自動化流水線：**和一工廠於 2023 年積極引進先進的自動化流水線技術，包括車間滾揉流水線、自動包裝碼垛設備和自動包裝線，實現生產流程的自動化和智能化，提高生產效率，降低能源消耗。
- **Have introduced automated production lines:** Heyi Plant introduced advanced automated assembly line technologies in 2023, including the rolling and kneading assembly line, the automated packaging and palletising equipment and automated packaging line at the workshop, realising automated and intelligent production process, improving production efficiency, and reducing energy consumption.
- **開展老舊設備淘汰，更換節能設備：**澄明工廠用高效過濾設備替代低效蒸汽發生器，提高能源利用率。
- **Have eliminated outdated equipment and replace it with energy-saving equipment:** Chengming Plant replaced low-efficiency steam generators with high-efficiency filtration equipment to improve energy usage.
- **強化鍋爐、空調、冷庫等用能設備管理：**丸來丸去工廠通過優化鍋爐和雙螺旋機器的開關機時間，分別實現每年節約天然氣 9,933.7 立方米、節約電力 104,744.2 千瓦時；歡歡工廠安裝智能控制系統，根據車間實際需求精准調節設備使用，降低電力消耗。2025 年，和一工廠、澄明工廠使用外購蒸汽代替鍋爐燃燒天然氣生成蒸汽，提高能源利用效率，降低能源消耗，減少溫室氣體排放。
- **Strengthen the management of energy-consuming equipment such as boilers, air conditioners and cold storage:** Wanlai Wanqu Plant optimised the start and stop times of the boiler and double helix, saving 9,933.7 cubic meters of natural gas and 104,744.2 kWh of electricity each year. Huanhuan Plant installed an intelligent control system to adjust equipment usage based on actual workshop needs, reducing electricity consumption. In 2025, Heyi Plant and Chengming Plant used purchased steam to replace the generation of steam by burning natural gas in boilers, improving energy utilisation efficiency, reducing energy consumption, and decreasing greenhouse gas emissions.

工廠生產 Plant production

- **搭建電錶物聯網：**和一工廠於 2023 年全面更新物聯網電錶，工作人員可通過計算機實時查看用電情況，精准掌握能源消耗動態，快速應對異常耗電問題，實現工廠用電的精細化管理。
- **Have built electric meter IoT:** Heyi Plant fully updated its IoT electric meters in 2023, allowing staff to view electricity consumption in real time on the computer, accurately track the dynamics of energy consumption, and quickly respond to abnormal electricity use, and manage the plant's electricity consumption in a refined manner.
- **推廣清潔能源使用：**和一工廠於 2025 年建成並投用光伏發電系統，用於滿足食品生產及運營用電需求，減少對傳統化石能源的依賴，推動能源結構向清潔低碳方向轉型。
- **Promoting the use of clean energy:** In 2025, Heyi Plant built and put into operation a photovoltaic (PV) power generation system to meet the electricity needs for food production and operations, reducing reliance on traditional fossil fuels and promoting the transition of the energy structure towards a clean and low-carbon direction.
- **推動供應商節能：**和一工廠推動供應商建立能源消耗台賬，對主要能源使用情況進行系統記錄與跟蹤，為識別節能潛力、推進節能改進措施提供數據基礎；歡歡工廠為供應商提供培訓與技術支持，推廣節能設備、清潔生產工藝等，優選能耗管理規範的合格供應商。
- **Driving supplier energy conservation:** Heyi Plant encouraged suppliers to establish energy consumption ledgers to systematically record and track the use of major energy sources, providing a data foundation for identifying energy-saving potential and advancing improvement measures. Huanhuan Plant provided training and technical support to suppliers, promoting energy-saving equipment and clean production processes, and prioritising qualified suppliers with standardised energy consumption management.

和一工廠建立光伏發電系統
Heyi Plant Establishes a Photovoltaic Power Generation System

2025 年 8 月，和一工廠屋頂光伏板項目成功調試運營。該項目充分利用廠房閒置屋頂資源，所發電量優先滿足廠區生產及運營用電需求，剩餘電量併入公共電網，有效降低廠區碳排放，助力集團綠色能源轉型。報告期內，和一工廠光伏發電的年發電量約 1,092 MWh，約占工廠年用電量 9%，年節約電費開支約 35 餘萬元。

In August 2025, the rooftop photovoltaic panel project at Heyi Plant was successfully commissioned and put into operation. This project makes full use of the idle rooftop resources of the plant. The electricity generated prioritises meeting the needs of production and operations within the plant area, with surplus electricity fed into the public grid. This effectively reduces carbon emissions at the plant and supports the Group's green energy transition. During the Reporting Period, the power generation of the Heyi Plant's PV system is approximately 1,092 MWh, accounting for about 9% of the plant's annual electricity consumption, resulting in annual savings of over RMB0.35 million in electricity costs.



和一工廠光伏發電系統
Heyi Plant's Photovoltaic Power Generation System

以人為本，共創價值與責任

PEOPLE-ORIENTED, CO-CREATING VALUE AND RESPONSIBILITY

員工管理 171
Employee Management
社會貢獻 190
Social Contribution

亮點績效

員工管理

- 制定**《反歧視、反騷擾與多元化專項管理制度》**、**《反童工及強制勞工專項管理制度》**，保護員工基本權益。
- 成立鍋圈員工愛心互助平臺，共計救助困難及重大疾病員工 **3 人**，發放愛心救助金 **12 萬元**。
- 「鍋圈學堂」線上培訓課程共 **2,164 名**員工參與，累計學習時長 **23,134 小時**，累計參與培訓 **89,515 人**次。
- 員工培訓百分比達 **100%**，總培訓時長 **97,786 小時**。

社會貢獻

- 深化三二一產聯動模式，落地「貴州酸湯」「石首小龍蝦」項目。
- 截至報告期末，即時零售門店總數達 **11,566 家**，其中，鄉鎮市場門店數量達到 **3,010 家**。
- 社會公益投入金額 **973.37 萬元**。
- 鍋圈榮獲河南衛視「中國社區好鄰居」榮譽。

Highlights of Performance

Employee Management

- Formulated the **Anti-discrimination, Anti-harassment and Diversity Policy**, and the **Prevention of Child Labor and Forced Labor Policy** to protect the basic rights and interests of employees.
- Established the "Guoquan Employee Mutual Aid Platform", assisted a total of **3 employees** with difficulties or serious illnesses, distributing **120,000 RMB** in aid.
- **2,164** employees have participated in the "Guoquan Academy" online training programmes, with a total learning time of **23,134** hours and a total of **89,515** person-times.
- The employee training participation rate reached **100%**, with the total training hours amounting to **97,786** hours.

Social Contribution

- Deepened the "3-2-1 industrial collaboration" model and implemented it through "Guizhou Sour Soup" and "Shishou Crayfish" projects.
- As of the end of the Reporting Period, the total number of our instant retail stores reached **11,566,** of which **3,010** were township stores.
- The amount of social welfare investment reached **RMB9.73 million**.
- Guoquan was honoured as the "Good Neighbour of Chinese Communities" by Henan TV.

員工管理

員工雇傭與多元化

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

我們制定**《反歧視、反騷擾與多元化專項管理制度》**，遵循零容忍、機會平等、尊重多元、包容性工作環境四大基本原則，明確董事會、ESG 工作小組、人力資源部等公司部門的管理職責，嚴格禁止所有雇傭環節的歧視行為，為所有應聘者提供平等機會，堅決遏止在工作相關的任何情境下騷擾行為，建立覆蓋公司員工及外部利益相關方的投訴與舉報機制，制定違紀處理辦法。報告期內，本集團未發生歧視、騷擾等違規事件。

Employee Management

Employment and employee diversity

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

We have formulated the **Anti-discrimination, Anti-harassment and Diversity Policy**, adhering to the four basic principles of zero tolerance, equal opportunity, respect for diversity, and an inclusive work environment. We have clearly defined the management responsibilities of the Board of Directors, the ESG Working Group, and the Human Resources Department. We strictly prohibit discrimination in all employment processes, providing equal opportunities to all applicants and resolutely deterring harassment in any work-related context. We have established a complaint and whistleblowing mechanism covering employees and external stakeholders and formulated disciplinary measures for misconduct. During the Reporting Period, the Group had no employment incidents related to discrimination or harassment.

我們堅持依法規範用工，制定**《反童工及強制勞工專項管理制度》**，遵循零容忍、禁止童工、禁止強制勞工、自願雇傭、受害者優先等原則，對任何形式的強制勞工和雇傭童工實行零容忍態度，嚴格禁止任何形式的強制、強迫或非自願勞動，明確董事會、ESG 工作小組、人力資源部等公司部門的管理職責，在招聘環節核查應聘者身份證明、建立完整人事檔案，不收取押金或扣押證件，將反童工、反強制勞工納入供應商准入標準，定期開展高風險地區 / 行業的商業夥伴審核並協助其建立合規體系，建立覆蓋公司員工及外部利益相關方的投訴與舉報機制，明確違規處理措施。報告期內，本集團未發生使用童工及強迫勞動等違規事件。

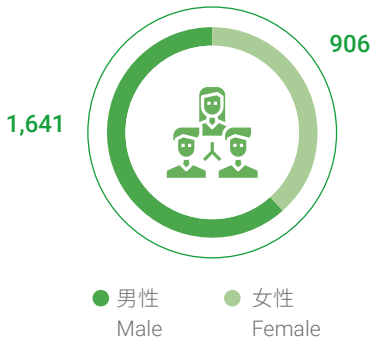
We adhere to compliant employment in accordance with the law and have formulated the **Prevention of Child Labor and Forced Labor Policy.** We follow principles such as zero tolerance, prohibition of child labour, prohibition of forced labour, voluntary employment, and priority for victims. We maintain a zero-tolerance attitude towards any form of forced labour or child labour and strictly prohibit any form of forced, compulsory, or involuntary labour. We have defined the management responsibilities of the Board of Directors, the ESG Working Group, and the Human Resources Department. During the recruitment process, we verify applicants' identity documents, establish complete personnel files, and do not collect deposits or withhold documents. We include anti-child labour and anti-forced labour in our supplier admission standards, regularly audit business partners in high-risk areas/industries, and assist them in establishing compliance systems. We have also established a complaint and whistleblowing mechanism covering employees and external stakeholders and defined measures for handling violations. During the Reporting Period, the Group had no employment incidents related to child labour or forced labour.

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

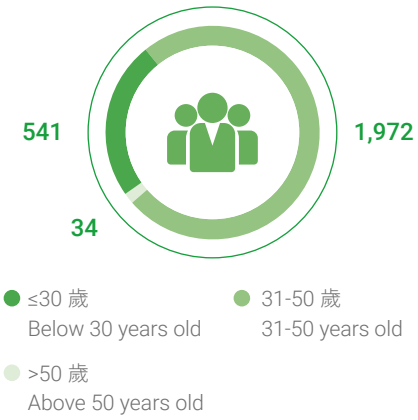
We actively promote an inclusive and diverse corporate culture and are committed to maintaining workforce diversity. We strictly adhere to the principle of gender equality in hiring and promotions and are dedicated to safeguarding women's equal employment rights. We provide equal opportunities to all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

報告期內員工雇傭與多元化績效
Employment and Employee Diversity Performance During the Reporting Period

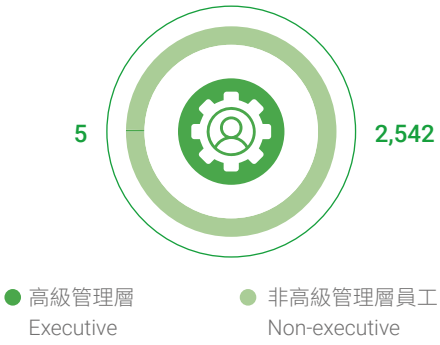
按性別劃分的員工雇傭情況（人）
Number of Employees by Gender (Person)



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



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



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



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

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

員工權益與福利

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

Employee Rights and Benefits

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

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

薪酬 Remuneration	• 員工薪資分為固定工資和績效工資。根據各地社平工資結合當地經濟水平、消費指數、房價等因素考慮，確定員工生活工資即固定工資高於當地最低工資標準。根據員工的工作表現和貢獻給予適當的獎勵和激勵。 • Employees' remuneration consists of fixed wages and performance-based pay. Fixed wages are set above the local minimum wage based on regional average incomes, economic conditions, consumer price index, and housing prices, etc. Additional incentives and bonuses are granted based on performance and contributions. • 在員工滿勤的情況下，工資足額正常發放，人均實發工資遠高於生活工資。 • When employees have full attendance, their wages are paid in full and on time, and the average remuneration paid is significantly higher than the minimum living wage.
工時與假期 Working Hours and Holidays	• 依法根據崗位及生產需要制定相應的工作時間。對因工作需要而延長工作時間的情況，員工與我們協商延長。 • Working hours are established in compliance with the law, and in regards of positions and production needs. In cases where working hours are extended due to work requirements, employees and us negotiate the extension. • 員工享有國家規定的帶薪年休假，同時員工可按規定請病假、事假、婚假、喪假、產假、育兒假、陪產假等。 • Employees are entitled to paid annual leave as prescribed by the state law. Meanwhile, employees are eligible for sick leave, personal leave, marriage leave, bereavement leave, maternity leave, childcare leave, and paternity leave in accordance with related laws and regulations.
法定福利 Statutory benefits	• 為員工繳納養老保險、醫療保險、失業保險、工傷保險、生育保險、住房公積金等。 • We provide employees with pension insurance, medical insurance, unemployment insurance, work-related injury insurance, maternity insurance, and housing provident fund, and etc.

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

公司不斷強化工會組織建設。工會始終將員工權益維護作為工作的重點，加強公司和員工的溝通協調，完善員工權益保護機制，為員工提供了更加優質的服務。

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

The Group continuously strengthens the construction of the labour union. The labour union consistently prioritises the protection of employee rights as a focus of its work, enhancing communication and coordination between the Company and employees, improving employee rights protection mechanisms, and providing better services to employees.

員工福利與關懷
Employee Benefits and Care

生活關愛補貼 Living support & subsidies	• 提供過節禮品、差旅補貼等。 • Provide festival gifts, travel allowances, etc. • 額外為各工廠一線車間員工購置商業意外保險。 • Purchase additional commercial accident insurance for frontline employees at factory workshops.
女性員工關愛 Female employees' care	• 設置育兒假、哺乳假，在哺乳期可享受每天一小時哺乳時間。 • Offer parental leave, lactation leave, and one hour of breastfeeding time per day during the lactation period. • 工會組織開展婦女節活動，並送上三八節禮品，提升女性員工的幸福感。 • The labour union organise International Working Women's Day celebrations and present gifts to enhance the sense of happiness among female employees.
員工健康關懷 Employee health care	• 確保工作場所的安全、舒適和衛生，營造積極向上的工作氛圍，讓員工感到愉悅和滿足。 • Ensure safe, comfortable and hygienic workplaces that foster a positive atmosphere where employees feel content and fulfilled. • 提供心理健康培訓和諮詢服務，幫助員工緩解工作壓力，提高工作滿意度。 • Provide mental health training and counselling services to help employees manage stress and improve job satisfaction.
員工愛心互助 Employee caring and mutual aid	• 報告期內，公司成立鍋圈員工愛心互助平臺，制定《鍋圈員工愛心互助平臺管理辦法（試行）》，通過工會與員工共同捐助的愛心基金為員工解決實際問題，增強了員工的歸屬感和凝聚力。 • During the Reporting Period, the Company established the "Guoquan Employee Mutual Aid Platform" and formulated the Management Measures for the Guoquan Employee Love Mutual Aid Platform (Trial). Through the fund co-donated by the labour union and employees, the platform addresses practical issues for employees, enhancing their sense of belonging and cohesion. • 報告期內，工會共計救助困難及重大疾病員工 3 人，發放愛心救助金 12 萬元。 • During the Reporting Period, the labour union assisted a total of 3 employees with difficulties or serious illnesses, distributing 120,000 RMB in aid.

員工文化活動 Employee cultural activities	• 定期開展形式豐富的競技文娛活動幫助員工緩解工作壓力、豐富業餘生活。 • Regularly organise diverse sports and cultural activities to relieve work pressure and enrich leisure time. • 組織豐富多彩的文化活動，例如元旦新年祝福集錦與抽獎、元宵包湯圓、端午包粽子等，為員工提供傳統節日關懷，豐富員工精神生活。 • Organise a variety of cultural activities, such as New Year's greetings compilation and lottery, making rice balls during the Lantern Festival, and making Zongzi during the Dragon Boat Festival, to provide traditional festival care for employees and enrich their spiritual lives.
員工溝通 Employee communication	• 設立了多種與員工進行交流的平臺，包括內部實時通訊溝通平臺、管理層直接對話渠道、社群交流活動等，讓員工有機會暢所欲言、建言獻策。報告期內，公司上線「鍋圈之家」平臺，員工可以在平臺上問題交流、分享日常、話題參與，同時可以使用積分兌換禮品。 • Have developed multiple channels for communication with employees, including internal instant messaging platforms, direct dialogue channels with management and social group activities, providing employees with opportunities to speak freely and offer suggestions. During the Reporting Period, the Company launched the "Guoquan Home" platform, where employees can communicate with each other, share their daily lives, participate in topics, and use points to redeem gifts. • 構建全方位的員工溝通機制，鼓勵員工通過面談、郵件、企業微信等多渠道提出建議或反饋歧視、騷擾等事項，並支持署名或匿名舉報。我們採納合理建議給予獎勵，並通過內部公告等多渠道宣傳舉報途徑，確保訴求高效傳遞。 • Have established a comprehensive communication mechanism that allows employees to raise suggestions or report issues such as discrimination or harassment through face-to-face interviews, emails, or WeCom. Both named and anonymous reporting are supported. We reward valid suggestions and promote reporting channels through internal announcements and other means to ensure timely escalation of concerns. • 面向全體員工，每年開展 2 次員工敬業度 / 滿意度調查，通過匿名問卷、小組訪談、深度訪談等形式調研企業管理、工作環境、福利待遇、職業發展及內部溝通等方面，確保結果真實客觀，我們重視調查結果並積極回應。 • Conduct two employees' engagement and satisfaction surveys per years for all employees. Using anonymous questionnaires, focus groups and in-depth interviews to assess areas such as corporate management, work environment, benefits and remuneration, career development, and internal communication, to ensure that the results are genuine and objective. We take these survey results seriously and respond proactively to them.

簽署集體合同，完善員工權益保障機制
Signing the Collective Contract to Improve Employee Rights Protection Mechanisms

為依法保障員工合法權益，構建穩定、和諧的勞動關係，鍋圈食品（上海）股份有限公司與鍋圈供應鏈（上海）有限公司工會於 2025 年 8 月 5 日完成集體合同簽署工作。經依法履行民主程序，相關集體合同草案獲得審議通過，並由公司管理層代表與工會代表正式簽署。

To safeguard the legal rights of employees and build stable and harmonious labour relations, Guoquan Food (Shanghai) Co., Ltd. and the labour union of Guoquan Supply Chain (Shanghai) Co., Ltd. completed the signing of the collective contract on 5 August 2025. Following the democratic procedures in accordance with the law, the relevant draft were reviewed and approved, and were formally signed by representatives of the Company's management and the labour union.

本次簽署的《集體合同》，包括《工資專項集體合同》及《女職工專項集體合同》，覆蓋鍋圈食品（上海）股份有限公司全體員工，圍繞勞動報酬、工作時間、休息休假、社會保險與福利待遇、女職工特殊權益保護等事項作出明確約定。通過簽署並實施集體合同，本集團進一步完善員工權益協商與保障機制，強化勞動關係的制度化、規範化管理，為維護員工合法權益及促進企業穩健發展提供制度保障。

The Collective Contract signed this time, including the Special Collective Contract for Wages and the Special Collective Contract for Female Employees, covering all employees of Guoquan Food (Shanghai) Co., Ltd. They make clear agreements on matters such as labour compensation, working hours, rest and leave, social insurance and benefits, and special rights protection for female employees. Through the signing and implementation of collective contracts, we have further improved our consultation and protection mechanisms for employee rights, strengthened the institutionalised and standardised management of labour relations, and provided institutional safeguards for protecting employees' legal rights and promoting the steady development of the enterprise.

開展各類節假日員工活動
Organising Various Employee Activities for Holidays

報告期內，公司工會積極開展各類員工活動，包括「2025 我們在鍋圈」元旦活動、「粽有百味」端午迎福會、中秋「分享中秋月光之下，關於美味和愛的故事」有獎徵集等活動，讓員工在工作之餘感受企業的溫暖與關懷，打造和諧融洽的企業文化氛圍。

During the Reporting Period, the Company's labour union actively organised various employee activities, including the "2025 We are in Guoquan" New Year's Day activity, the "Zongzi with Many Flavours" Dragon Boat Festival activity, and the Mid-Autumn Festival prize-winning collection titled "Sharing Stories of Taste and Love Under the Mid-Autumn Moonlight". These activities allow employees to feel the warmth and care of the enterprise in their spare time and create a harmonious and inclusive corporate culture.







職業健康與安全

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

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

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

Occupational Health and Safety

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

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

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

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

開展檢測與評價 Monitoring and evaluation	• 定期檢測職業病危害因素，並聘請第三方開展職業病危害現狀評價。 • Regularly monitor occupational disease risk factors, and engage third parties to conduct evaluations on the status of occupational hazards. • 定期對生產廠區內各項內容開展安全隱患排查，並進行每月匯總，形成隱患排查整改台賬、整改計劃及治理結果。 • Regularly conduct safety hazard inspections in production plants, which are summarised monthly to form hazard inspection and rectification ledgers, rectification plans, and management results.
組織定期體檢 Regular health examinations	• 定期組織職業病崗位員工進行職業健康體檢。 • Organise routine occupational health check-ups for employees in positions exposed to occupational hazards.
配置防護措施 Provision of protective equipment	• 為職業病崗位人員配備相應的勞動防護用品（如防塵口罩、耳塞、耳罩、防凍傷手套、保溫服等）。 • Provide personal protective equipment (PPE) such as dust masks, earplugs, earmuffs, insulated gloves, and thermal workwear for employees exposed to occupational hazards.
強化培訓與宣導 Enhancement of training and awareness	• 加強員工安全及職業健康相關教育及宣導，完善作業環境的安全設施。 • Strengthen safety and occupational health education, and improve workplace safety infrastructure. • 定期開展安全與健康相關培訓，提高員工生產與操作安全意識。 • Regularly conduct safety and health-related training to enhance employees' awareness of production and operational safety.

苗苗工廠開展危化品安全管理培訓
Miaomiao Plant Conducted Hazardous Chemicals Safety Management Training

2025年11月，苗苗工廠開展危險化學品專項管理培訓，內容涵蓋了危險化學品概述、危險化學品危害及預防、危險化學品管理及使用、危險化學品使用防護及應急措施。培訓旨在進一步提升員工安全意識，加強工廠危化品規範管理。

In November 2025, Miaomiao Plant conducted special management training on hazardous chemicals, covering the overview of hazardous chemicals, hazards and prevention, management and use, and protective and emergency measures for the use of hazardous chemicals. The training aimed to further enhance employee safety awareness and strengthen the standardised management of hazardous chemicals in the plant.



危化品安全管理培訓現場
The scene at the hazardous chemicals safety management training

苗苗工廠開展安全用火用電培訓
Miaomiao Plant Conducted Fire and Electricity Safety Training

2025年11月，苗苗工廠開展安全用火用電培訓，圍繞用電規範操作、設備安全管理、火災隱患排查及應急處置流程等內容進行講解，強化員工安全意識與風險防範能力，進一步提升生產現場的安全管理水平。

In November 2025, Miaomiao Plant conducted fire and electricity safety training, focusing on standardised electrical operation, equipment safety management, fire hazard inspection, and emergency response procedures. This strengthened employees' safety awareness and risk prevention capabilities, further improving the level of safety management at the production site.



用火用電培訓現場
The scene at the fire and electricity safety training

員工培訓及發展

◉ 員工培訓

本集團始終堅信人才是發展的根基，致力於培養「終身學習」的職場文化、打造「篤學不倦」的職場氛圍，通過不斷提升員工的專業能力和職業素養，幫助員工實現個人發展目標。在公司董事會的監督、ESG 執行委員會的統籌管理下，公司人力資源部負責員工發展與培訓相關工作。我們制定《導師制管理辦法》《全國各省區統一開展重點主題培訓指引》等制度，制定了「海基、路基、天基」三級人才培養計劃、培養優秀門店運營人才的鐵軍體系以及培養儲備管理人才的將軍體系，不斷完善員工培訓體系。

我們持續通過線上、線下的方式為員工提供科學完善的培訓課程，優化培訓平臺建設，引入高質量的培訓技術和資源，搭建多渠道的校企合作模式，推進與外部第三方的培訓合作，提升員工的專業技能和綜合素質。我們亦建立培訓考核機制，並檢驗培訓成果。新進員工需通過線下理論培訓、門店實務及線上線下考核後方可入職。

Employee Training and Development

◉ Employee Training

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

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

員工培訓體系
Employee Training System

深化培訓平臺建設 Enhancing the training platform	• 搭建線上學習平臺「鍋圈學堂」，持續開發各類培訓課程，為全體員工提供多樣化、知識全面的課程。截至報告期末，「鍋圈學堂」線上培訓課程共 2,164 名員工參與，累計學習時長 23,134 小時，累計參與培訓 89,515 人次。 • We have established the online learning platform "Guoquan Academy" and continuously developed a wide range of training courses to provide all employees with diverse and comprehensive knowledge. As of the end of the Reporting Period, 2,164 employees had participated in the "Guoquan Academy" online training programmes, with a total learning time of 23,134 hours and a total of 89,515 person-times.
助力職業技能等級評價 Supporting professional certification	• 獲得上海市《連鎖經營管理師》企業評價，評價工種為《供應鏈管理師（一二三級）》和《連鎖經營管理師（一二三四級）》。 • We were recognised as an institution for issuing the Chain Operation Manager certificate in Shanghai, with recognised jobs including the Supply Chain Manager (levels 1, 2 and 3) and the Chain Operation Manager (levels 1, 2, 3 and 4). • 公司員工通過培訓獲得的職業技能證書將作為員工職業發展中的重要考評要素，作為員工晉升考評的參選條件。 • The professional skill certificates obtained by employees through training will serve as important criteria in their career development and as eligibility conditions for promotion assessments. • 報告期內，工會積極組織員工參加上海市閔行區「百千萬創新型職工」評選，共有 3 名員工獲得「技術能手」稱號。 • During the Reporting Period, the labour union actively organised employees to participate in the "Million Innovative Workers" selection in Minhang District, Shanghai, with 3 employees receiving the title of "Technical Expert".
開展領導力培訓 Fostering leadership development	• 推進鐵軍計劃領導力培養項目，保障運營人才科學發展。 • We have implemented the "Elite Team Program" to foster the growth of operational talent. • 報告期內，以「培訓 + 訓戰」雙輪驅動模式，深化單兵人才管理培訓。 • During the Reporting Period, the "training + combat" dual-drive model was used to deepen individuals' talent management training. • 報告期內，邀請第三方專業講師，開展中高層幹部培訓。 • During the Reporting Period, third-party professional lecturers were invited to conduct training for middle and senior management.

加強校企合作與政企交流 Strengthening university-enterprise cooperation	• 繼續搭建多渠道的校企合作模式，包括與中國農業大學等對接合作。 • We continue to develop multi-channel partnerships with universities, including collaboration with China Agricultural University. • 公司員工積極參與政府委託的第三方培訓學校開展的的教育附加培訓（含電商運營、市場推廣、客戶服務課程）、企業評價培訓（含供應鏈管理、連鎖經營管理課程）、以及學徒制培訓（含互聯網銷售課程）。截至報告期末，參與培訓總人次 1,014 人次。 • The Company's employees actively participated in education-based training (including e-commerce operation, marketing, and customer service courses), enterprise evaluation training (including supply chain management and chain operation management courses), and apprenticeship training (including internet sales courses) conducted by third-party training schools commissioned by the government. As of the end of the Reporting Period, the total participation number in the training reached 1,014 person-times.
海外交流，培養領軍人才 Advancing international exchanges and talent development	• 借助資源優勢，組織各工廠核心成員赴海外交流，學習品牌、創新及戰略經驗，培養國際化視野人才，助力企業升級與全球化發展。 • We leverage strategic resources to send core plants personnel abroad for training in branding, innovation, and strategic thinking - fostering global talent to support business transformation and international expansion.

開展教育附加培訓，提升各類員工能力水平
Conducted Education-Based Training to Improve Employees' Capabilities

2025 年 10 月至 12 月，公司開展週期為三個月的教育附加培訓，培訓對象為崗位職責與企業營業範圍高度相關，且經評估滿足教育附加課程參訓條件的員工，培訓內容包括供應鏈質量管理、數字化零售服務、採購與供應鏈等，共計 719 人次參與培訓，培訓參與率達 100%。

From October to December 2025, the Company conducted a three-month education-based training. The participants were employees whose job responsibilities were highly related to the Company's business scope and who met the conditions for the education-based courses after evaluation. The training content included supply chain quality management, digital retail services, and procurement and supply chain, with a total participation of 719 person-times and a training participation rate of 100%.

開展單兵人才培訓活動
Organising Individual Talent Training Activities

報告期內，公司開展「分層培訓 + 場景化訓戰」單兵人才管理培訓，既實現單兵能力標準化提升，又精准賦能門店業績增長，構建起「能力培養 - 實戰落地 - 價值轉化」的人才成長閉環。

During the Reporting Period, the Company carried out "tiered training + scenario-based combat" individual talent management training, which achieved the standardised improvement of individual capabilities and accurately empowered the growth of store performance, building a talent growth closed loop of "capability cultivation-practical application-value transformation".

培訓方面，累計開展 25 場線下培訓，共有 26 門課程，覆蓋 4,097 人次，線下覆蓋率 100%，課程滿意度達 9.8 分；同步推出線上直播培訓，參與率 96%，線上專項認證等項目覆蓋超 3,500 人次。

In terms of training, 25 offline training sessions were conducted, with 26 courses covering 4,097 person-times, reaching 100% offline coverage and a course satisfaction score of 9.8; meanwhile, online live training was launched with a 96% participation rate, and projects such as online certifications covered over 3,500 person-times.

訓戰方面，累計開展 9 場活動，共有 1,095 人次單兵參與，覆蓋 4,103 家門店，綜合業績平均同比增長 53%；全年開展全量單兵、鄉鎮單兵等多場景訓戰，其中鄉鎮單兵訓戰門店增長 72%，新兵訓練營等項目持續推進。

In terms of combat, 9 activities were carried out, with 1,095 person-times covering 4,103 stores. The average comprehensive performance increased by 53% year-on-year. Throughout the year, multi-scenario combat for all individuals and township individuals was carried out, with township individual combat stores growing by 72%, and projects such as the recruit training camp continued to advance.



活動現場
The scene at the training site

組織中高層幹部管理能力提升培訓
Organising Management Capability Improvement Training for Middle and Senior Management

2025 年 11 月 25 日，針對中高層幹部，公司組織開展《上海交大企業高管研修班》，聚焦《數字時代的連鎖品牌與營銷戰略》課程，覆蓋各條線中高層幹部 93 人。課程由上海交通大學專業師資授課，結合連鎖行業數字化轉型趨勢與鍋圈業務實際，從品牌升級、數字化營銷等維度輸出實戰方法論，幫助幹部拓寬戰略視野、提升數字時代下的連鎖管理能力，為企業規模化發展注入管理動能。

On 25 November 2025, the Company organised the "SJTU Enterprise Executive Workshop" for middle and senior management, focusing on the course "Chain Branding and Marketing Strategy in the Digital Era", covering 93 middle and senior managers from various lines. The course was taught by professors from Shanghai Jiao Tong University, combining digital transformation trends in the chain industry with Guoquan's business reality. Practical methodologies were output from dimensions such as brand upgrading and digital marketing to help managers broaden their strategic horizons and enhance their chain management capabilities in the digital era, injecting management momentum into the scale development of the enterprise.



企業高管研修班
Enterprise executive workshop

◉ 員工發展

本集團積極為每一位員工提供廣闊的發展空間和豐富的成長機會，建立完善職業發展路徑，幫助員工明確個人發展目標，打造一支高素質、高凝聚力的人才隊伍，為企業的長遠發展提供堅實的人才保障。

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

報告期內，公司深化「全職業週期人才成長」策略，依託《鍋圈人才晉升與發展》體系構建多路徑發展通道。在本崗位發展維度，公司搭建「資深單兵 - 戰區助理 - 戰區總」的縱向晉升鏈路。同時，公司開放內部轉崗通道，並為員工提供新項目負責人機會，覆蓋鍋圈露營、鍋圈小炒等新業務板塊，實現人才與業務的協同成長。

◉ Employee Development

The Group are committed to offering every employee broad development opportunity and a well-defined career path. By supporting employees in achieving their personal growth goals, we aim to build a highly capable and cohesive workforce that supports the Group's long-term success.

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

During the Reporting Period, the Company deepened its "Full Career Cycle Talent Growth" strategy, relying on the "Guoquan Talent Promotion and Development" system to build multi-path development channels. In the dimension of development within current positions, the Company built a vertical promotion link of "senior individual - regional assistant - regional manager". At the same time, the Company opened internal transfer channels and provided employees with opportunities to lead new projects, covering new business sectors such as Guoquan Camping and Guoquan Stir-fry, achieving the collaborative growth of talent and business.

員工發展管理體系
Talent Development Management System

多樣式晉升方式 Diversified promotion channels	• 定期晉升：每年根據考核評分制度統一實施晉升計劃。 • Scheduled promotions: We implement scheduled promotions annually based on performance appraisal results. • 不定期晉升：對本集團有特殊貢獻且表現優異的員工，隨時予以提升。 • Irregular promotions: We grant irregular promotions to employees who have made special contributions to the Group and have outstanding performance. • 破格晉升：符合相關條件的員工，經審批後可獲得破格晉職晉級。 • Exceptional promotions: Upon approval, we grant exceptional promotions to employees who have met the relevant criteria.
多形式選拔通道 Multiple recruitment channels	• 內部競聘：員工根據自身能力和經驗，通過內部競爭的方式晉升或轉崗到更高級別或不同職位，競聘方式包括筆試、面試、演講、評估中心等。 • Internal recruitment: Employees may be promoted or transferred to higher-level or different positions through internal competition based on their abilities and experience. The selection process may include written tests, interviews, presentations, and assessment centres. • 內部轉崗：開放轉崗通道，支持員工向線上督導、培訓、線上運營等管理崗轉型。 • Internal Transfer: Transfer channels were opened to support employees in transitioning to management positions such as online supervisors, training, and online operations. • 崗位空缺優先內部補給：當出現空缺職位時，優先考慮從內部員工中選拔合適的人選。 • Priority for internal candidates: When a position becomes vacant, priority is given to selecting suitable candidates from our existing employees. • 儲備人才選拔：主要優先從內部選拔培養，同時輔以外部招聘同行業優秀人才。人力資源部根據本集團業務發展需求，確定年度儲備人才規劃，並下發選拔及培養方案。通過選拔的員工進入儲備人才池，經內外部專家評估後確定培養開發計劃，明確其職業發展路徑。 • Talent reserve inclusion: Priority is given to identifying and developing internal talent, supplemented by external recruitment of outstanding professionals from the industry. Based on our business development needs, the HR Department formulates an annual talent reserve plan and issues corresponding selection and development programs. Employees who pass the selection process enter the talent reserve pool, where their development plans and career paths are determined through assessments conducted by internal and external experts.

績效管理考核 Performance management and appraisal

- 公司各部門根據實際需求定期對員工開展績效考核，由部門主管負責實施。考核內容主要基於員工的關鍵績效指標（KPI）和崗位職責完成情況進行評估，考核結果直接與晉升、調薪掛鉤，並應用於培訓發展計劃中，以此激勵員工提升工作表現。
- Departments conduct regular performance appraisals based on actual needs. Evaluations are led by department heads and focus on key performance indicators (KPIs) and job responsibility fulfilment. Performance is directly linked to promotion and remuneration, and is applied in training programs, motivating employees to improve their work outcomes.
- 對於省區管理者的培養，根據我們的戰略發展制定《省區總績效考核方案》，按照季度考核進行測評及輔導改善，以激勵員工實現自我價值。
- For provincial managers, we establish the Provincial General Performance Appraisal Plan in line with our strategic development, which includes conducting quarterly assessments and providing coaching for improvements to motivate employees to realize their self-worth.
- 建立常態化的員工績效溝通與反饋機制，設立郵箱、意見箱等多種渠道，便於員工提出績效相關建議或申訴，確保績效管理的公平與透明。在績效反饋與申訴機制方面，公司通過工會和人力資源部受理員工申訴，保障員工合法權益。員工可通過上述渠道就績效考核結果提出反饋或異議，公司將按程序進行核實與處理，確保申訴渠道暢通、處理過程公正。此外，公司定期對績效管理體系進行評審與優化，持續提升績效管理的科學性，體現了公司對員工參與和權益保障的重視。
- Establish a regular employee performance communication and feedback mechanism, setting up various channels such as emails and suggestion boxes to facilitate employees in putting forward performance-related suggestions or complaints, ensuring fairness and transparency in performance management. In terms of the performance feedback and appeal mechanism, we accept employee complaints through the labour union and the Human Resources Department to safeguard employees' legitimate rights and interests. Employees may provide feedback or raise objections regarding performance appraisal results through the aforementioned channels. We will verify and address such matters in accordance with established procedures, ensuring that appeal channels remain unobstructed and the handling process is fair. In addition, we regularly review and optimize its performance management system to continuously enhance the scientific nature of performance management, reflecting our emphasis on employee participation and the protection of their rights and interests..

我們搭建覆蓋全職業週期的「單兵 - 鐵軍 - 儲備幹部 - 集團高管」人才培養及晉升通道，制定《鐵軍養育方案》，配合人才培養體系，每半年晉升一次，讓鐵軍擁有屬自己的鍋圈夢。報告期內，我們共培養鍋圈鐵軍預備 100 名，正式晉升鍋圈鐵軍 50 名。

We have set up a talent training and promotion channel of "individuals-elite team-reserve cadres-group executives" for the whole career cycle, and have developed the Elite Team Development Plan, as part of our broader talent development framework, to promote employees once every six months. During the Reporting Period, we prepared 100 individuals as candidates for our elite team, and officially included 50 employees in our elite team.

報告期內，鍋圈搭建多維度人才發展鏈路，實行「1:2」人才儲備機制，提供每半年一次的晉升機會，推行五星店長培養計劃，通過跟崗學習、獨立實操及考核閉環，培養合格店長。

During the Reporting Period, Guoquan built a multi-dimensional talent development link, implemented a "1:2" talent reserve mechanism, provided promotion opportunities every six months, and promoted the five-star store manager training programme. Through job-based learning, independent practice, and closed loop assessment, qualified store managers were cultivated.

制定「鐵軍計劃」，為員工提供明晰的職業發展路徑
Initiated the "Elite Team Program" to Provide Clear Career Development Channels for Employees

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

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

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



社會貢獻

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

鄉村振興

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

報告期內，本集團的鄉村振興規劃延續「產業落地深化、合作範圍拓寬、模式創新升級、場景載體豐富」四大核心方向，從早期相對獨立的助農項目，升級為一個以數字化供應鏈為核心、以社區門店為城鄉接口、以產業項目為區域支點的「城鄉融合發展」系統方案，使落地成效更具象、覆蓋區域更廣泛。

Social Contribution

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

Rural Revitalisation

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

During the Reporting Period, the Group's rural revitalisation planning continued with the four core directions of "deepening industrial implementation, broadening cooperation scope, upgrading model innovation, and enriching scenario carriers". It has evolved from relatively independent agricultural assistance projects in the early stages into an "urban-rural integrated development" systematic solution with the digital supply chain as the core, community stores as the urban-rural interface, and industrial projects as the regional pivot, resulting in more tangible outcomes and wider regional coverage.

鄉村振興四大核心
Four Core Directions of Rural Revitalisation

產業落地深化 Deepening industrial implementation	• 進一步深化三二一產聯動[11]模式，並落地為具體項目，如「貴州酸湯」「石首小龍蝦」，通過「產地直采 + 工廠直營 + 全渠道分銷」形成產業閉環。 • Further deepen the "3-2-1 industrial collaboration" model[11] and implement it through specific projects, such as "Guizhou Sour Soup" and "Shishou Crayfish", forming an industrial closed loop through "direct sourcing from origin + self-operated plants + multi-channel distribution".
合作範圍拓寬 Broadening cooperation scope	• 戰略合作升級，如與第三方企業共建「社區中央廚房 + 農產品流通」融合網絡，進一步強化鍋圈從田間到餐桌的全鏈路供應能力。 • Upgrade strategic cooperation, such as jointly building a fusion network of "community central kitchen + agricultural product distribution" with third-party enterprises, further strengthening Guoquan's full-chain supply capability from field to table.
模式創新升級 Upgrading model innovation	• 開展直播助農活動，通過「產地直采 + 訂單農業」模式，採用「聯農帶農」機制，升級鍋圈特色產業鏈。 • Conduct livestreaming activities for agricultural assistance, adopt the "direct sourcing from origin + contract farming" model and the "linking and leading farmers" mechanism to upgrade Guoquan's specialty industrial chain.
場景載體豐富 Enriching scenario carriers	• 戰略聚焦下沉市場，啟動「第二個萬店計劃」。設立「社區孵化專項計劃」，助力返鄉青年等群體創業，旨在依託龐大的門店網絡，支持新市民、返鄉青年實現靈活就業和創業。 • Strategically focus on the lower-tier market and launch the "Second 10,000-Store Plan". Establish the lower-tier market "Community Incubation Special Plan" to help returning youth and other groups start businesses, aiming to support new citizens and returning youth in achieving flexible employment and entrepreneurship by relying on the vast store network.

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

[11]" '3-2-1 industrial collaboration' model" refers to the linkage of the tertiary, secondary, and primary industries refers to strengthening the secondary industry (manufacturing and industry) through the tertiary industry (services), and then using the secondary industry to boost the primary industry (agriculture), thereby forming a coordinated development of the industrial chain. This model is market-oriented, operates agriculture on an industrial basis, extends the entire agricultural industry chain, and enhances the levels of standardization, industrialization, and scale.

深化「酸湯 +N」產業項目，打造鄉村振興新名片
Deepening the 'Sour Soup + N' Industrial Project to Create a New Name Card for Rural Revitalisation

2025 年 1 月，苗苗工廠酸湯產業項目一期工程在貴州黔東南台江縣正式投產，推動非遺酸湯技藝的現代化、標準化生產，直接帶動當地近百人就業。

In January 2025, the first phase of the Miaomiao Plant's sour soup industrial project in Taijiang County, Southeast Prefecture, Guizhou, was officially put into operation, promoting the modernisation and standardised production of intangible cultural heritage sour soup techniques and directly creating jobs for nearly 100 local people.

台江縣苗苗酸湯食品有限公司由鍋圈與中國農業科學院農產品加工研究所聯合設立，運用「產、學、研」一體化模式，結合專利發酵技術，生產無添加的健康酸湯產品。同時，持續推進聯農帶農，通過原料（如毛辣果、辣椒等）訂單採購，間接帶動上游種植業發展。

Taijiang Miaomiao Food Co., Ltd. was jointly established by Guoquan and the Institute of Food Science and Technology of the Chinese Academy of Agricultural Sciences. It utilises an "industry-university-research" integration model combined with patented fermentation technology to produce additive-free healthy sour soup products. Meanwhile, it continues to promote the linking and leading of farmers through procurement of raw materials (such as maolaguo and chilli), indirectly driving the development of upstream planting.

依託鍋圈的全國冷鏈物流和超萬家門店網絡，將產品推向全國市場，旨在將「貴州酸湯」打造成繼「村BA」發源地之後的地方新名片，形成產業振興的樣板工程。

Relying on Guoquan's nationwide cold-chain logistics and network of over 10,000 stores, the products are promoted to the national market, aiming to build "Guizhou Sour Soup" into a new local name card after the birthplace of "Village BA", forming a model project for industrial revitalisation.

- 報告期內，苗苗工廠酸湯產業項目，被中國人民共和國農業農村部列為「**國家鄉村振興典型案例**」，將其作為示範經驗進行推廣；並被《人民日報》作為科技支撐產業振興的典型故事，進行專題報道。
- During the Reporting Period, the Miaomiao Plant's sour soup industrial project was listed as a "**National Rural Revitalisation Typical Case**" by the Ministry of Agriculture and Rural Affairs of the People's Republic of China and promoted as a demonstration experience; it was also featured as a typical story of technology-supported industrial revitalisation by People's Daily in its special report.



苗苗工廠酸湯產業項目現場
Site of the Miaomiao Plant's sour soup industrial project

戰略合作共建城鄉流通網絡，夯實助農基礎

Strategic Cooperation to Build an Urban-Rural Distribution Network and Consolidate the Foundation of Agricultural Assistance

2025 年 7 月，我們與中國供銷商貿流通集團有限公司（簡稱「**中國供銷集團**」）達成戰略合作，聯合發佈《社區經濟高質量發展共創計劃》，成為鍋圈助農戰略落地的重要支撐。雙方計劃依託中國供銷集團的國家級流通網絡與我們的社區零售佈局優勢，共建「社區中央廚房 + 農產品流通」融合網絡，打通從田間到餐桌的高效通路，系統性助力農產品上行和城鄉消費雙向暢通。

In July 2025, we reached a strategic cooperation with China Co-op Business & Trade Group Co., Ltd. (referred to as '**China Co-op Group**') and jointly released the Community Economy High-Quality Development Co-creation Plan, which has become an important support for the implementation of Guoquan's agricultural assistance strategy. The two parties plan to leverage China Co-op Group's national-level distribution network and our community retail layout advantages to jointly build a fusion network of "community central kitchen + agricultural product distribution", opening up an efficient channel from field to table and systematically facilitating the upward movement of agricultural products and the two-way flow of urban and rural consumption.

合作聚焦特色農產品深加工、下沉市場渠道拓展、倉儲物流協同等核心領域，借助供銷系統深耕縣域鄉村的完善網絡，為鍋圈進一步滲透下沉市場、踐行鄉村振興提供了強大的基礎設施保障。

The cooperation focuses on core areas such as deep processing of special agricultural products, channel expansion in the lower-tier market, and warehouse and logistics synergy. Leveraging the well-established network of the supply and marketing system deeply rooted in counties and villages, it provides a strong infrastructure guarantee for Guoquan to further penetrate lower-tier markets and practice rural revitalisation.

創新直播助農與產地融合，升級特色產業鏈

Innovating Livestreaming for Agriculture and Integrating with Origins to Upgrade Special Industrial Chains

2025 年 5 月，我們旗下助農品牌「i 鍋圈」聯合公益主播，開展大型直播助農活動，以線上線下聯動、源頭直采模式，帶動當地蝦農增收超千萬元，蝦農收益提升 30% 以上。

In May 2025, our agricultural assistance brand 'i Guoquan', in collaboration with public welfare livestreamers, conducted a large-scale livestreaming activity for agricultural assistance. Through online and offline linkage and a source-direct sourcing model, it drove an increase in local shrimp farmers' income by over RMB10 million, with a profit increase of more than 30%.

歡歡工廠進行水產品深加工、開發即食產品，通過訂單農業穩定收購價，搭配智能分揀與冷鏈物流實現產品 48 小時直達餐桌，高效縮短流通鏈。

Huanhuan Plant performs deep processing of aquatic products and develops ready-to-eat products. Through contract farming, it stabilises purchase prices and, combined with intelligent sorting and cold-chain logistics, achieves products reaching the table directly within 48 hours, efficiently shortening the distribution chain.

本次活動採用「產地直采+訂單農業」模式，歡歡工廠所在產業園吸納當地 500 餘人就業，同時以「聯農帶農」機制助力超千戶蝦農實現標準化養殖，助力農戶人均年增收 3-5 萬元，以產業力量賦能鄉村振興。

This activity adopted the "direct sourcing from origin + contract farming" model. The industrial park where Huanhuan Plant is located absorbed more than 500 local people for employment. Meanwhile, through the "linking and leading farmers" mechanism, it helped over 1,000 shrimp farmers achieve standardised breeding, helping farmers increase their average annual income by RMB30,000 to RMB50,000, and empowering rural revitalisation with industrial strength.

加密鄉鎮門店網絡，促進本地就業與消費
Increasing the Density of Township Store Network to Promote Local Employment and Consumption

報告期內，我們持續推進「萬店計劃」，將鄉鎮市場列為核心增長極之一。截至 2025 年 12 月，鄉鎮門店數量突破 3,000 家。

During the Reporting Period, we continued to promote the "10,000-Store Plan", listing the township market as one of our core growth poles. As of December 2025, the number of township stores exceeded 3,000.

結合鄉鎮消費特徵，我們優化鄉鎮門店模型，推出高性價比、大包裝產品，優化後的模型成本更低，利潤率高於城市門店，商業可行性充分驗證。

Based on the characteristics of township consumption, we optimised the township store model and launched cost-effective, large-package products. The optimised model has lower costs and a higher profit margin than urban stores, fully verifying its commercial feasibility.

同時，我們依託門店網絡設立「社區孵化專項計劃」，重點支持返鄉青年等群體創業就業，門店擴張既直接創造大量基層就業崗位，又通過本土化產品與服務激活社區經濟，以商業佈局帶動鄉村就業與區域經濟發展。

At the same time, we established the "Community Incubation Special Plan" relying on the store network to provide key support for returning youth and other groups for entrepreneurship and employment. Store expansion not only directly creates a large number of grassroots jobs but also activates the community economy through localised products and services, driving rural employment and regional economic development with our business layout.

社會公益

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

Social Welfare

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

關注兒童成長，與愛同行
Caring for Children's Growth and Walking with Love

2025 年 6 月，我們積極開展兒童關愛活動，為各地兒童送去溫暖。

In June 2025, we actively carried out children's care activities to send warmth to children in various places.

六一兒童節期間，鍋圈北京圍繞關愛兒童開展系列公益活動，輻射北京 11 家幼兒園。

During Children's Day, Guoquan Beijing conducted a series of public welfare activities around caring for children, reaching 11 kindergartens in Beijing.

鍋圈山東來到濟南啟明星兒童康復中心，為孩子們打造一場「六一愛心牛排宴」。小朋友們拿出牛排、意面套餐，親手體驗製作美味的快樂，康復中心響起久違的歡笑聲。

Guoquan Shandong visited the Jinan Star of Hope Children's Rehabilitation Centre to create a "Children's Day Love Steak Feast" for the children. The children personally experienced the joy of making delicious food with steak and pasta sets, and long-lost laughter echoed in the rehabilitation centre.

鍋圈陝西來到陝西回歸兒童救濟中心，為孩子們帶去兒童牛排、小龍蝦、NFC 果汁、椒鹽雞塊等孩子們愛吃的食材，為 TA 們慶祝六一，呵護童心。

Guoquan Shaanxi visited the Shaanxi Returnee Children's Aid Centre, bringing steak for children, crayfish, NFC juice, chicken nuggets, and other ingredients that children love, celebrating Children's Day with them and nurturing their childhood.

鍋圈湖南跟隨雷鋒街道辦事處共同走進長沙雷鋒街道困境兒童家庭，為街道內的困境兒童家庭送去「食育禮包」及生活物資，助力困難兒童健康成長。

Guoquan Hunan, together with the Leifeng Sub-district Office, visited families of children in difficulty in Leifeng Sub-district, Changsha, sending "food education gift packs" and daily necessities to help children in difficulty grow up healthily.

鍋圈江蘇帶著果汁、大米、紙巾等生活用品，踏入南京市玄武區博愛勤善殘疾人之家，為這裡的特殊孩子們打造溫馨港灣，傳遞鍋圈關愛、呵護童心。

Guoquan Jiangsu brought juice, rice, tissues, and other daily necessities to the Boai Qinshan Home for Persons with Disabilities in Xuanwu District, Nanjing, creating a warm haven for the special children there, conveying Guoquan's care and nurturing their childhood.



六一兒童節活動
Children's Day activities

舉辦「社區百家宴」，共建和美社區
Holding "Community Banquets" to Co-build Harmonious and Beautiful Communities

2025 年 9 月 29 日，我們在鄭州普羅旺世社區舉辦「團圓百味·國民火鍋節之社區百家宴」，以沉浸式劇情、百米長桌宴、廚王爭霸賽等國風互動形式，吸引超千名居民參與。活動現場，我們展示了與中國婦女發展基金會發起的「鍋圈 × 超仁媽媽」公益項目，傳遞女性發展關注及好家風倡導。我們獲普羅旺世社區頒發的「社區好鄰居」榮譽，通過萬家門店打造社區生活基礎設施，以多元社區互動深化鄰里聯結，同步踐行社區共建使命。

On 29 September 2025, we held the "Flavours of Reunion · National Hotpot Festival Community Banquet" in the Provence Community, Zhengzhou. Through traditional Chinese style interactions such as immersive plots, a 100-metre long-table banquet, and Chef King competitions, it attracted more than 1,000 residents to participate. At the event, we showcased the "Guoquan × Super Mommy" public welfare project launched with the China Women's Development Foundation, conveying attention to women's development and advocating good family values. We were awarded the honour of "Good Community Neighbour " by the Provence Community. Through our network of 10,000 stores, we create community life infrastructure and deepen neighbourhood connections through diverse community interactions, while simultaneously fulfilling our mission of community co-construction.



活動現場
The scene at the event site

捐贈鄉村兒童操場，關愛鄉村兒童
Donating Rural Children's Playgrounds to Care for Rural Children

2025 年 6 月，由鍋圈、美團與壹基金共同捐建的河南省周口市鄲城縣雙樓鄉第一中學小學附屬幼兒園首座多村兒童操場正式落成啟用。

In June 2025, the first rural children's playground, jointly donated by Guoquan, Meituan, and One Foundation for the Primary School Affiliated to Shuanglou Township No. 1 Middle School in Dancheng County, Zhoukou City, Henan Province, was officially completed and put into use.

2025 年 11 月 3 日，我們回訪了與美團、壹基金共同在河南省周口市鄲城縣雙樓鄉捐建的鄉村兒童操場。該操場占地近 400 平方米，採用環保防滑拼接地板，設有跳房子區、球場、器械區等功能分區，為鄉村兒童打造安全舒適的運動空間。

On 3 November 2025, we revisited the rural children's playground in Shuanglou Township, Dancheng County. The playground covers nearly 400 square metres, uses environmentally friendly anti-slip interlocking floors, and features functional areas such as a hopscotch area, a ball court, and an equipment area, creating a safe and comfortable exercise space for rural children.

通過「互聯網 + 公益」模式，用戶在美團相關場景消費後，鍋圈即捐贈對應的善款用於操場建設，旨在為鄉村兒童提供安全的運動環境，助力其健康快樂成長。

Through the "Internet + Public Welfare" model, after users consume in Meituan-related scenarios, Guoquan donates corresponding funds for playground construction, aiming to provide a safe sports environment for rural children and help them grow up happily and healthily.



活動現場
The scene at the event site

緊急捐贈 1,000 萬港元，馳援香港火災救援
Emergency Donation of HKD10 Million to Assist Fire Rescue in Hong Kong

2025 年 11 月 26 日，香港大埔區宏福苑發生五級火災。我們於 11 月 28 日通過中國紅十字基金會，向其捐贈 1,000 萬港元，用於緊急救援、人道救助和災後恢復，展現了鍋圈在重大災情面前的快速響應和社會擔當。

On 26 November 2025, a level five fire broke out at Fortune Garden in Tai Po District, Hong Kong. On 28 November, we donated HKD10 million through the Red Cross Society of China for emergency rescue, humanitarian aid, and post-disaster recovery, demonstrating Guoquan's rapid response and social responsibility in the face of major disasters.

「春節守護人」公益計劃，溫暖在崗人
"Spring Festival Guardian" Public Welfare Programme to Warm People on Duty

2025 年春節，我們連續第二年啟動「春節守護人」公益計劃，以多元行動傳遞溫暖與責任。

During the 2025 Spring Festival, we launched the "Spring Festival Guardian" public welfare programme for the second consecutive year, conveying warmth and responsibility through diverse actions.

我們組織員工志願者聯合抖音達人，探訪河南開封公安單位、運動員訓練基地以及環衛、醫院、電力、快遞等一線崗位，向春節期間堅守崗位的人員致敬。同時，我們聯動全國萬家門店提供春節不打烊服務，保障社區鄰里年貨供應，並攜手外賣員為春節期間的待業不歸鄉人員送去溫暖與關懷，傳遞節日溫情。

We organised employee volunteers and collaborated with Douyin influencers to visit public security units, athlete training bases, as well as frontline posts such as sanitation, hospitals, power supply, express delivery, to pay tribute to the personnel who stayed at their posts during the Spring Festival. At the same time, we coordinated our network of 10,000 stores nationwide to provide services throughout the festival, ensuring the supply of New Year goods for community neighbours, and joined hands with delivery riders to send warmth and care to those who did not return home, conveying the warmth of the festival.



公益計劃海報
Posters for the public welfare programme

社區環保志願服務，積極踐行環境責任
Community Environmental Volunteering to Actively Practise Environmental Responsibility

報告期內，我們將環保公益融入更廣泛的社區活動中，面向社區居民及公共環境踐行環境責任。

During the Reporting Period, we integrated environmental public welfare into a wider range of community activities, practising environmental responsibility towards community residents and the public environment.

我們在「鍋圈鄰居節」等社區活動中，組織員工志願者參與社區清潔、垃圾分類宣傳等環保行動。部分門店設置「鄰里驛站」，通過提供便民服務間接減少社區資源浪費。我們以自身行動帶動社區居民共同參與環保實踐，攜手營造整潔美觀的社區公共環境，切實履行企業公民的環境與社會責任。

During community activities such as the "Guoquan Neighbour Festival", we organised employee volunteers to participate in environmental protection actions such as community cleaning and waste classification promotion. Some stores have set up "Neighbourhood Stations" to indirectly reduce community resource waste by providing convenient services. We used our own actions to drive community residents to participate in environmental protection practices, working together to create a clean and beautiful community environment and earnestly fulfilling our environmental and social responsibilities as a corporate citizen.

附錄 APPENDIX

ESG 數據績效表 ESG Performance Indicators

環境績效 [12] Environmental Performance Indicators[12]

環境管理 [1] Environmental Management[1]

指标名称 Indicators	單位 Unit	2024	2025
環保投入總金額 Total investment in environmental protection	萬元 RMB10,000	71.77	138.73
因違反環境保護法律法規而受到的罰款總額 Total fines imposed for violations of environmental protection laws and regulations	萬元 RMB10,000	0	0

注 1:【統計口徑】2025 年，環境管理相關數據的統計口徑與同期合併財務報表範圍一致。2024 年，上述相關數據的統計口徑為鍋圈總部上海辦公區域，以及澄明工廠、和一工廠、歡歡工廠、丸來丸去工廠。

Note 1: [Scope of Statistics] In 2025, the scope of statistics for environmental management-related data is consistent with the scope of the consolidated financial statement for the same period. In 2024, the scope of statistics for the above-mentioned data includes the Shanghai headquarters office of Guoquan, as well as the Chengming Plant, Heyi Plant, Huanhuan Plant, and Wanlai Wanqu Plant.

能源利用與溫室氣體排放 [1] Energy Usage and GHG Emissions[1]

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
溫室氣體排放 GHG emissions				
溫室氣體排放總量（範圍 1、2） Total GHG emissions (Scope 1 & Scope 2)	噸二氧化碳當量 tCO_2e	12,153.89	13,786.52	16,529.16
範圍 1 溫室氣體排放 [1] Scope 1 GHG emissions [1]	噸二氧化碳當量 tCO_2e	2,410.05	3,048.19	3,494.93
範圍 2 溫室氣體排放 [2] Scope 2 GHG emissions [2]	噸二氧化碳當量 tCO_2e	9,743.84	10,738.33	13,034.23

[12]2025 年，我們對環境績效數據進行重述，系統梳理各運營點相關數據並完善統計及披露口徑。環境績效數據中，2025 年及 2024 年（調整後）的統計口徑均為鍋圈合併財務報表範圍，2024 年（調整前）的統計口徑為鍋圈總部上海辦公區域，以及澄明工廠、和一工廠、歡歡工廠、丸來丸去工廠。同時，鑒於本集團銷售的產品涵蓋自產成品及外購成品，以「營業收入」為分母核算的強度 / 密度指標，無法客觀反映我們的環境管理真實績效。為此，我們於 2025 年對指標核算方式進行優化，調整成以「噸合格產品產量」為分母計量的環境相關強度 / 密度指標，從而更精准地展現自營工廠的環境管理目標的年度進展與工作成效。

[12]In 2025, we restated the environmental performance data, systematically sorted relevant data from each operation site, and improved the statistics and disclosure scope. For environmental performance data, the scope of statistics for 2025 and 2024 (adjusted) is the scope of the consolidated financial statement of Guoquan; the scope of statistics for 2024 (before adjustment) includes the Shanghai headquarters office of Guoquan, as well as the Chengming Plant, Heyi Plant, Huanhuan Plant, and Wanlai Wanqu Plant. Meanwhile, given that the products sold by the Group cover self-produced finished products and outsourced finished products, the intensity/density indicators calculated with "revenue" as the denominator cannot objectively reflect our actual environmental management performance. To this end, we optimised the calculation method of indicators in 2025, and adjusted them to environmental-related intensity/density indicators measured with "output of qualified products in tonnes" as the denominator, so as to more accurately demonstrate the annual progress and work effectiveness of environmental management targets of our self-operated plants.

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
範圍 3 溫室氣體排放 [3] Scope 3 GHG emissions [3]	噸二氧化碳當量 tCO_2e	——	——	910,442.76
溫室氣體排放強度（範圍 1& 範圍 2） Intensity of GHG emission (Scope 1 & Scope 2)	噸二氧化碳當量 / 噸合格產品產量 tCO_2e/ton of qualified product output	——	0.39	0.34
範圍 1 溫室氣體排放強度 Intensity of Scope 1 GHG emission	噸二氧化碳當量 / 噸合格產品產量 tCO_2e/ton of qualified product output	——	0.09	0.07
範圍 2 溫室氣體排放強度 Intensity of Scope 2 GHG emission	噸二氧化碳當量 / 噸合格產品產量 tCO_2e/ton of qualified product output	——	0.30	0.27
能源 Energy usage				
綜合能源消耗量 Total energy consumption	噸標準煤 tce	3,700.45	4,241.30	5,309.77
直接能源消耗量 [4] Direct energy consumption [4]	噸標準煤 tce	1,467.18	1,780.09	2,177.23
間接能源消耗量 [5] Indirect energy consumption[5]	噸標準煤 tce	2,233.27	2,461.21	3,132.54
綜合能源消耗強度 Intensity of energy consumption	噸標準煤 / 噸合格產品產量 tce/ton of qualified product output	——	0.12	0.11
直接能源消耗強度 Intensity of direct energy consumption	噸標準煤 / 噸合格產品產量 tce/ton of qualified product output	——	0.05	0.04
間接能源消耗強度 Intensity of indirect energy consumption	噸標準煤 / 噸合格產品產量 tce/ton of qualified product output	——	0.07	0.06
汽油消耗量 Petrol consumption	升 Litre	22,193.37	312,966.74	347,830.62
柴油消耗量 Diesel consumption	升 Litre	——	321.95	2,882.96

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
天然氣消耗量 Natural gas consumption	立方米 m^3	1,084,971.72	1,081,854.61	1,248,544.86
外購電力用量 Purchased electricity consumption	兆瓦時 MWh	18,158.47	20,011.80	21,901.77
自發自用光伏發電使用量 Self-generated photovoltaic power consumption	兆瓦時 MWh	——	——	1,092.00
外購蒸汽用量 Purchased steam consumption	吉焦 GJ	——	——	12,846.81

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

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

注 2：範圍 2 溫室氣體排放源為外購電力及外購蒸汽。2025 年，外購電力溫室氣體排放因子使用生態環境部、國家統計局 2025 年發佈的《關於發佈 2023 年電力二氧化碳排放因子的公告》中的 2023 年全國電力平均二氧化碳排放因子 0.5306 $kgCO_2/kWh$；2024 年，外購電力溫室氣體排放因子使用生態環境部、國家統計局 2024 年發佈的《關於發佈 2022 年電力二氧化碳排放因子的公告》中的 2022 年全國電力平均二氧化碳排放因子 0.5366 $kgCO_2/kWh$。外購蒸汽溫室氣體排放因子參考中國發改委《工業其他行業企業溫室氣體排放核算方法與報告指南（試行）》（2015），取 0.11 $kgCO_2/kJ$。

Note 2: Scope 2 GHG emissions are from purchased electricity and purchased steam. In 2025, the GHG emission factor for purchased electricity used the 2023 national average carbon dioxide emission factor for power grids of 0.5306 $kgCO_2/kWh$ from the Announcement on the Release of 2023 Electricity Carbon Dioxide Emission Factors published by the Ministry of Ecology and Environment and the National Bureau of Statistics in 2025. In 2024, the GHG emission factor for purchased electricity used the 2022 national average carbon dioxide emission factor for power grids of 0.5366 $kgCO_2/kWh$ from the Announcement on the Release of 2022 Electricity Carbon Dioxide Emission Factors published by the Ministry of Ecology and Environment and the National Bureau of Statistics in 2024. The GHG emission factor for purchased steam refers to the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Enterprises in Other Industrial Sectors (Trial) (2015) issued by the National Development and Reform Commission of China, which is 0.11 $kgCO_2/kJ$.

注 3：範圍 3 溫室氣體排放總量包含類別 1 外購商品和服務、類別 2 資本商品、類別 3 燃料和能源相關活動、類別 4 上游運輸和配送、類別 5 運營中產生的廢物、類別 6 商務旅行、類別 7 雇員通勤、類別 14 特許經營權、以及類別 15 投資。

Note 3: Total Scope 3 GHG emissions include Category 1: Purchased goods and services, Category 2: Capital goods, Category 3: Fuel- and energy-related activities, Category 4: Upstream transportation and distribution, Category 5: Waste generated in operations, Category 6: Business travel, Category 7: Employee commuting, Category 14: Franchises, and Category 15: Investments.

注 4：直接能源包括柴油、汽油、天然氣、自發自用光伏太陽能。直接能源消耗量根據國家統計局《中國能源統計年鑒》計算折標煤數值。

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

注 5：間接能源為外購電力、外購蒸汽。間接能源消耗量根據《GB/T2589—2020 綜合能耗計算通則》計算折標煤數值。

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

水資源及包裝材料使用 [1]　　Water and Packaging Material Use[1]

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
水資源 Water				
取水量 Water withdrawal	噸 Ton	317,767.00	320,716.10	363,420.60
排水量 Wastewater discharge	噸 Ton	122,576.61	125,230.80	236,801.51
耗水量 [1] Water consumption[1]	噸 Ton	195,190.39	195,485.30	126,619.09
耗水密度 Water consumption intensity	噸 / 噸合格產品產量 Ton/ton of qualified product output	——	5.48	2.61
包裝材料使用 Packaging material				
包裝材料使用量 Packaging material use	噸 Ton	4,279.65	4,281.79	5,451.53
塑料類 Plastics	噸 Ton	2,010.35	2,012.49	2,474.84
紙類 Paper	噸 Ton	2,239.05	2,239.05	2,830.86
其他類 [2] Others [2]	噸 Ton	30.25	30.25	145.83
包裝材料使用密度 Packaging material usage intensity	噸 / 噸合格產品產量 Ton/ton of qualified product output	——	0.12	0.11

注 1：【計算公式】耗水量 = 取水量 - 排水量。
Note 1: [Calculation Formula] Water Consumption = Water Withdrawal – Wastewater Discharge.
注 2：其他類包裝材料包括鋼簽、膠帶、一次性手套等。
Note 2: Other types of packaging materials include steel swabs, adhesive tape, disposable gloves, etc.

排放物與廢棄物管理 [1] Emission and Waste Management[1]

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
廢氣 Exhaust gas				
硫氧化物（SO_x）排放量 Sulfur Oxides（SO_x）emissions	千克 kg	9.58	10.11	25.71
氮氧化合物（NO_x）排放量 Nitrogen Oxides（NO_x）emissions	千克 kg	122.04	125.21	171.50
顆粒物（PM）排放量 Particulate Matter (PM) emissions	千克 kg	12.78	13.11	22.71
揮發性有機物（VOCs）排放量 Volatile Organic Compounds (VOCs) emissions	千克 kg	0.11	0.11	1.09
廢水 Wastewater				
廢水排放總量 Total volume of wastewater discharged	立方米 m^3	122,576.61	125,230.80	236,801.51
化學需氧量（COD）排放量 Chemical Oxygen Demand (COD) emissions	噸 Ton	4.05	7.81	13.20
生化需氧量（BOD）排放量 Biochemical Oxygen Demand (BOD) emissions	噸 Ton	0.41	0.41	0.89
氨氮（NH_3-N）排放量 Ammonia-Nitrogen (NH_3-N) emissions	噸 Ton	0.25	0.62	1.35
廢棄物 [1] Waste [1]				
有害廢棄物總量 Total volume of hazardous waste	噸 Ton	3.30	3.50	2.72
有害廢棄物密度 Hazardous waste intensity	千克 / 噸合格產品產量 kg/ton of qualified product output	——	0.10	0.06
無害廢棄物總量 Total volume of non-hazardous	噸 Ton	1,799.29	1,204.55	1,483.57
無害廢棄物密度 Non-hazardous waste intensity	噸 / 噸合格產品產量 Ton/ton of qualified product output	——	0.03	0.03

注 1：有害廢棄物主要包括廢油、廢機油、廢活性炭等；無害廢棄物主要包括生產產生的一般工業固體廢物，以及廢舊紙張、硒鼓墨盒、碳粉盒、廚餘垃圾等生活垃圾。
Note 1: Hazardous waste mainly includes waste oil, waste engine oil, and spent activated carbon, etc.; Non-hazardous waste mainly includes general industrial solid waste generated during production, as well as household waste such as waste paper, toner cartridges, ink cartridges, and food residues, etc.

社會績效 Social Performance Indicators

員工管理 Employee Management

指標名稱 Indicators	單位 Unit	2024	2025
員工雇傭 Employment			
員工總數 Total number of employees	人 Person	2,119	2,547
按性別劃分的員工數量 Number of employees by gender			
男性 Male	人 Person	1,302	1,641
女性 Female	人 Person	817	906
按雇傭類型劃分的員工數量 Number of employees by employment type			
全職 Full-time	人 Person	2,119	2,547
兼職 Part-time	人 Person	0	0
按年齡劃分的員工數量 Number of employees by age			
≤30 歲 Below 30 years old	人 Person	512	541
31-50 歲 31 to 50 years old	人 Person	1,575	1,972
＞ 50 歲 Above 50 years old	人 Person	32	34
按地區劃分的員工數量 Number of employees by region			
中國大陸 Mainland China	人 Person	2,118	2,544
港澳臺及海外地區 Hong Kong, Macau, Taiwan and overseas	人 Person	1	3
員工流失率 [1] Employee turnover rate[1]			
總流失率 Total turnover rate	%	36.15	38.67

指標名稱 Indicators	單位 Unit	2024	2025
按性別劃分的員工流失率 Employee turnover rate by gender			
男性 Male	%	39.71	42.47
女性 Female	%	30.48	31.79
按年齡劃分的員工流失率 Employee turnover rate by age			
≤30 歲 Below 30 years old	%	48.05	50.09
31-50 歲 31 to 50 years old	%	32.38	34.84
＞ 50 歲 Above 50 years old	%	31.25	79.41
按地區劃分的員工流失率 Employee turnover rate by region			
中國大陸 Mainland China	%	36.17	38.72
港澳臺及海外地區 Hong Kong, Macau, Taiwan and overseas	%	200.00	0.00
健康與安全 Health and Safety			
員工工傷事故數量 Number of work-related injury accidents	件 Case	——	12[2]
因工傷關係而死亡的員工人數 Number of work-related fatalities	人 Person	0	0
因工傷關係而死亡的員工比例 Percentage of work-related fatalities	%	0.00	0.00
因工傷損失的工作日數 Lost days due to work injury	天 Day	7	178.50[2]
員工培訓與發展 Training and development of employees			
員工培訓總支出 Total expenditure on employee training	萬元 RMB10,000	117.06	710.26
受訓員工百分比 Percentage of employees trained	%	100	100

指標名稱 Indicators	單位 Unit	2024	2025
按性別劃分受訓員工百分比 Percentage of employees trained by gender			
男性 Male	%	61.44	64.43
女性 Female	%	38.56	35.57
按職級劃分受訓員工百分比 Percentage of employees trained by position			
高級管理層 Executive	%	0.24	0.20
非高級管理層 Non-Executive	%	99.76	99.80
員工人均受訓時數 Number of training hours per employee	小時 Hour	76.58	38.39
按性別劃分的員工人均受訓時數 Training hours per employee by gender			
男性 Male	小時 Hour	79.50	40.05
女性 Female	小時 Hour	71.91	35.39
按職級劃分的員工人均受訓時數 Training hours per employee by position			
高級管理層 Executive	小時 Hour	96.00	18.00
非高級管理層 Non-Executive	小時 Hour	76.53	38.43

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

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

注 2：2025 年，和一工廠個別員工在日常作業及工作場所活動中發生安全事件，例如在作業過程中滑倒受傷、貨物周轉時被設備碰撞受傷、雨天行走滑倒、設備操作過程中因未及時斷電導致機械夾傷，以及更衣室設施脫落造成意外受傷等。上述事件均已按照工傷管理流程及時處置。公司高度重視員工安全與職業健康，針對相關情況開展安全警示教育，並進一步加強作業現場管理、設備安全操作培訓及場所設施巡檢維護，持續提升員工安全意識和風險防範能力，防止類似事件再次發生。

Note 2: In 2025, individual employees of the Heyi Plant experienced safety incidents during daily operations and workplace activities, such as slip and fall injuries during operation, injuries from equipment collision during cargo turnover, slips while walking on rainy days, mechanical pinching injuries caused by failure to cut off power in time during equipment operation, and accidental injuries caused by falling locker room facilities. All the above incidents have been handled in a timely manner according to the work-related injury management process. The Company attaches great importance to employee safety and occupational health, conducted safety warning education in response to the relevant situations, and further strengthened on-site management, equipment safety operation training, and facility inspection and maintenance to continuously enhance employees' safety awareness and risk prevention capabilities and prevent similar incidents from recurring.

供應商 Suppliers

指標名稱 Indicators	單位 Unit	2024	2025
供應商總數 Total number of suppliers	家 No. of supplier	1,188	1,625
按地區劃分的供應商數量 [1] Number of suppliers by region[1]			
中國大陸 Mainland China	家 No. of supplier	1,188	1,622
港澳臺及海外地區 Hong Kong, Macau, Taiwan and overseas	家 No. of supplier	0	3

注 1：本集團按地區劃分的供應商數量根據供應商的營業執照登記位置劃分統計。
Note 1: The number of suppliers of the Group, categorized by region, is based on the registered location of the suppliers' business licenses.

產品質量與服務 [1] Product Quality and Service[1]

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
接受產品安全和質量培訓的員工人數 Number of employees trained in product safety and quality	人 Person	——	1,945	2,547
違反有關產品和服務的健康與安全規定而受到警告的事件數 Number of incidents receiving warnings for violations of health and safety regulations related to products and services	件 Case	0	0	0
違反有關產品和服務的健康與安全規定而受到罰款或處罰的事件數 Number of incidents receiving fines or penalties for violations of health and safety regulations related to products and services	件 Case	0	0	0
召回產品占售出產品的比例 Percentage of product recalls to sold products	%	0	0	0
已售或已運送產品中因安全與健康理由而須回收的產品比例 Percentage of total products sold or shipped subject to recalls for safety and health reasons	%	——	0	0
接獲關於產品及服務的投訴總數 Total number of complaints received related to products and services	件 Case	222,063	223,499	315,075

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後） 2024（After Adjustment）	2025
接獲關於產品及服務的投訴處理率 Complaint handling rate related to products and services	%	100	100	100
客戶滿意度 [2] Customer satisfaction [2]	%	94.04	94.04	94.17

注 1：【統計口徑】2025 年，除客戶滿意度外，產品質量與服務相關數據的統計口徑與同期合併財務報表範圍一致，客戶滿意度統計口徑為鍋圈。2024 年，上述相關數據統計口徑為鍋圈。

Note 1: [Scope of Statistics] In 2025, except for customer satisfaction, the scope of statistics for product quality and service-related data is consistent with the scope of the consolidated financial statement for the same period, and the scope of statistics for customer satisfaction is Guoquan. In 2024, the scope of statistics for the above-mentioned data was Guoquan.

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

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

數據安全與客戶隱私保護 Information Security and Privacy Protection

指標名稱 Indicators	單位 Unit	2024	2025
經證實的洩露、盜竊或丟失客戶資料的事件數 Number of verified incidents of customer data breaches, thefts, or losses	件 Case	0	0

知識產權保護 Intellectual Property Protection

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後）[1] 2024（After Adjustment）[1]	2025
報告期內有效專利數量 Number of valid patents during the reporting period	件 Case	54	46	61
報告期內專利申請數量 Number of patent applications during the reporting period	件 Case	24	24	14
報告期內專利授權數量 Number of patents granted during the reporting period	件 Case	30	31	11
報告期內商標申請數量 Number of trademark applications during the reporting period	件 Case	56	55	388

指標名稱 Indicators	單位 Unit	2024（調整前） 2024（Before Adjustment）	2024（調整後）[1] 2024（After Adjustment）[1]	2025
報告期內商標獲批數量 Number of trademarks approved during the reporting period	件 Case	134	134	71
報告期內軟件著作權登記數量 Number of software copyright registrations during the reporting period	件 Case	3	3	3
累計專利授權數量 Cumulative number of patents granted	件 Case	64	56	65
累計商標獲批數量 Cumulative number of trademarks approved	件 Case	731	728	918

注 1：2025 年，丸來丸去工廠對 2024 年的知識產權保護相關數據進行追溯重述。
Note 1: In 2025, the Wanlai Wanqu Plant restated 2024 intellectual property protection-related data for traceability.

社會公益 Social Welfare

指標名稱 Indicators	單位 Unit	2024	2025
社會公益投入總金額 [1] Total amount invested in social welfare [1]	萬元 RMB10,000	14.80	973.37

注 1：2025 年，社會公益投入總金額包括慈善捐贈 927.75 萬元，以及其他性質的公益投入 45.62 萬元。
Note 1: In 2025, the total amount of social contribution includes RMB9,277,500 in charitable donations and RMB456,200 in other types of public welfare investments.

管治績效 Governance Performance Indicators

指標名稱 Indicators	單位 Unit	2024	2025
企業管治 Corporate Governance			
董事會成員人數 Members of Board of Directors	人 Person	10	11
女性董事人數 Number of female directors	人 Person	2	4
董事會中女性董事占比 Percentage of female directors	%	20.00	36.36
執行董事人數 Number of executive director	人 Person	4	5
非執行董事人數 Number of non-executive director	人 Person	2	2
獨立非執行董事人數 Number of independent non-executive director	人 Person	4	4
董事會中獨立非執行董事占比 Percentage of independent non-executive director	%	40.00	36.36
商業行為 Business Conduct			
接受反貪污腐敗及反不正當競爭培訓的董事人數 Number of directors received training of anti-corruption and anti-unfair competition	人 Person	4	11
董事接受反貪污腐敗及反不正當競爭培訓的總時長 Total training hours of anti-corruption and anti-unfair competition for directors	小時 Hour	20.00	5.50
接受反貪污腐敗及反不正當競爭培訓的員工人數 Number of employees received training of anti-corruption and anti-unfair competition	人 Person	2,013	1,822
反貪污腐敗及反不正當競爭培訓覆蓋員工比例 [1] Percentage of employees trained on anti-corruption and anti-unfair competition[1]	%	95.00	71.53
員工人均參加反貪污腐敗及反不正當競爭培訓時長 Average training hours per employee on anti-corruption and anti-unfair competition	小時 Hour	37.05	2.09[2]
報告期內對發行人或其員工提出並已審結的貪污訴訟案件數 Number of corruption litigation cases filed and concluded against the Group or its employees during the reporting period	件 Case	1	0

注 1：本集團為全體員工提供反貪污腐敗及反不正當競爭培訓，但部分員工因病假、事假等個人原因缺席培訓，因為覆蓋員工比例不達 100%。
Note 1: This Group provides anti-corruption and anti-unfair competition training to all employees. However, some employees were absent from the training due to personal reasons such as sick leave or personal leave, resulting in a coverage rate of less than 100%.
注 2：2025 年，本集團重點針對加盟商及供應商組織反貪污腐敗及反不正當競爭培訓，因此員工相關培訓時長有所下降。
Note 2: In 2025, this Group focused on organizing anti-corruption and anti-unfair competition training for franchisees and suppliers; therefore, employee-related training hours decreased.

對標索引表 Report Index

香港聯交所《環境、社會及管治報告守則》對標索引表
Index of Environmental, Social and Governance Reporting Code issued by HKEX

B部分：強制披露規定 Part B: Mandatory Disclosure Requirements	
強制披露項 Mandatory Disclosure	對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
管治架構 Governance structure	ESG 管治體系 ESG Governance System
彙報原則 Reporting principle	關於本報告 About the Report
彙報範圍 Reporting scope	關於本報告 About the Report
C部分：「不遵守就解釋」 條文 Part C: "Comply or Explain" Provisions	
主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs	**對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes**
主要範疇 A. 環境 Subject Area A. Environmental	
層面 A1. 排放物 Aspect A1. Emissions	
一般披露 A1 General Disclosure A1	環境管理 Environmental Management
KPI A1.1	環境管理 Environmental Management ESG 數據績效表 ESG Performance Indicators
KPI A1.2 [於 2025 年 1 月 1 日刪除] KPI A1.2 [deleted on 1 January, 2025]	——
KPI A1.3	ESG 數據績效表 ESG Performance Indicators
KPI A1.4	ESG 數據績效表 ESG Performance Indicators
KPI A1.5	環境管理 Environmental Management
KPI A1.6	環境管理 Environmental Management
層面 A2. 資源使用 Aspect A2. Use of Resources	

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs	對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
一般披露 A2 **General Disclosure A2**	資源與能源利用 Resource and Energy Usage
KPI A2.1	ESG 數據績效表 ESG Performance Indicators
KPI A2.2	ESG 數據績效表 ESG Performance Indicators
KPI A2.3	環境管理 Environmental Management 資源與能源利用 Resource and Energy Usage
KPI A2.4	環境管理 Environmental Management 資源與能源利用 Resource and Energy Usage
KPI A2.5	ESG 數據績效表 ESG Performance Indicators
層面 A3. 環境及天然資源 **Aspect A3. Environment and Natural Resources**	
一般披露 A3 General Disclosure A3	環境管理 Environmental Management 資源與能源利用 Resource and Energy Usage
KPI A3.1	環境管理 Environmental Management 資源與能源利用 Resource and Energy Usage
層面 A4. 氣候變化 **Aspect A4. Climate Change**	
一般披露 A4[於 2025 年 1 月 1 日刪除] General Disclosure A4 [deleted on 1 January, 2025]	——
KPI A4.1[於 2025 年 1 月 1 日刪除] KPI A4.1 [deleted on 1 January, 2025]	——
主要範疇 B. 社會 **Subject Area B. Social**	
雇傭及勞工常規 **Employment and Labor Practices**	
層面 B1. 雇傭 Aspect B1. Employment	
一般披露 B1 General Disclosure B1	員工管理 Employee Management

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs	對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
KPI B1.1	員工管理 Employee Management ESG 數據績效表 ESG Performance Indicators
KPI B1.2	ESG 數據績效表 ESG Performance Indicators
層面 B2. 健康與安全 **Aspect B2. Health and Safety**	
一般披露 B2 General Disclosure B2	員工管理 Employee Management
KPI B2.1	ESG 數據績效表 ESG Performance Indicators
KPI B2.2	ESG 數據績效表 ESG Performance Indicators
KPI B2.3	員工管理 Employee Management
層面 B3. 發展及培訓 **Aspect B3. Development and Training**	
一般披露 B3 General Disclosure B3	員工管理 Employee Management
KPI B3.1	ESG 數據績效表 ESG Performance Indicators
KPI B3.2	ESG 數據績效表 ESG Performance Indicators
層面 B4. 勞工準則 **Aspect B4. Labor Standards**	
一般披露 B4 General Disclosure B4	員工管理 Employee Management
KPI B4.1	員工管理 Employee Management
KPI B4.2	員工管理 Employee Management
營運慣例 **Operating Practices**	
層面 B5. 供應鏈管理 **Aspect B5. Supply Chain Management**	
一般披露 B5 General Disclosure B5	供應鏈管理 Supply Chain Management
KPI B5.1	ESG 數據績效表 ESG Performance Indicators
KPI B5.2	供應鏈管理 Supply Chain Management

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs	對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
KPI B5.3	供應鏈管理 Supply Chain Management
KPI B5.4	供應鏈管理 Supply Chain Management
層面 B6. 產品責任 **Aspect B6. Product Responsibility**	
一般披露 B6 General Disclosure B6	食品安全與質量 Food Safety and Quality 客戶關係管理 Customer Relationship Management
KPI B6.1	食品安全與質量 Food Safety and Quality ESG 數據績效表 ESG Performance Indicators
KPI B6.2	客戶關係管理 Customer Relationship Management
KPI B6.3	創新驅動 Innovation-Driven Development
KPI B6.4	食品安全與質量 Food Safety and Quality
KPI B6.5	信息安全和隱私保護 Information Security and Privacy Protection
層面 B7. 反貪污 **Aspect B7. Anti-Corruption**	
一般披露 B7 General Disclosure B7	商業行為 Business Conduct
KPI B7.1	商業行為 Business Conduct
KPI B7.2	商業行為 Business Conduct
KPI B7.3	商業行為 Business Conduct
社區 **Community**	
層面 B8. 社區投資 **Aspect B8. Community Investment**	
一般披露 B8 General Disclosure B8	社會貢獻 Social Contribution
KPI B8.1	社會貢獻 Social Contribution
KPI B8.2	社會貢獻 Social Contribution ESG 數據績效表 ESG Performance Indicators

D部分：氣候相關披露 Part D: Climate-related Disclosures		
氣候相關披露 Climate-related Disclosure		**對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes**
（I）管治 （I）Governance		
19	19.a	應對氣候變化 - 管治 Climate Change Tackling – Governance
	19.b	應對氣候變化 - 管治 Climate Change Tackling – Governance
（II）策略 （II）Strategy		
氣候相關風險和機遇 Climate-related Risks and Opportunities		
20	20.a	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
	20.b	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
	20.c	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
	20.d	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
業務模式和價值鏈 Business model and value chain		
21	21.a	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
	21.b	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities

氣候相關披露 Climate-related Disclosure		對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
策略和決策 Strategy and decision-making		
22	22.a	應對氣候變化 - 策略 - 氣候相關行動策略 Climate Change Tackling – Strategy – Climate-related Action Strategies 應對氣候變化 - 策略 - 全價值鏈綠色低碳行動 Climate Change Tackling – Strategy – Green and Low-carbon Actions Across the Whole Value Chain
	22.b	應對氣候變化 - 策略 - 氣候相關行動策略 Climate Change Tackling – Strategy – Climate-related Action Strategies 應對氣候變化 - 策略 - 全價值鏈綠色低碳行動 Climate Change Tackling – Strategy – Green and Low-carbon Actions Across the Whole Value Chain
23		應對氣候變化 - 策略 - 氣候相關行動策略 Climate Change Tackling – Strategy – Climate-related Action Strategies 應對氣候變化 - 策略 - 全價值鏈綠色低碳行動 Climate Change Tackling – Strategy – Green and Low-carbon Actions Across the Whole Value Chain
財務狀況、財務表現及現金流量 Financial position, financial performance and cash flows		
24	24.a	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
	24.b	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
25	25.a	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities 氣候相關預期財務影響量化分析應用【能力寬免】，因預期財務影響評估涉及長期宏觀經濟變量、政策情景不確定性及複雜模型假設，本報告期內鍋圈未開展完整的量化財務影響測算。 For the quantitative analysis of climate-related expected financial effects, the [Capabilities Relief] is applied. As the assessment of expected financial effects involves long-term macroeconomic variables, policy scenario uncertainties, and complex model assumptions, Guoquan has not conducted a complete quantitative assessment of financial effects during the Reporting Period.
	25.b	

氣候相關披露 Climate-related Disclosure		對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
氣候韌性 **Climate Resilience**		
26	26.a	應對氣候變化 - 策略 - 氣候情景分析 Climate Change Tackling – Strategy – Climate scenario analysis
	26.b	應對氣候變化 - 策略 - 氣候情景分析 Climate Change Tackling – Strategy – Climate scenario analysis
（III）風險管理 **（III）Risk Management**		
27	27.a	應對氣候變化 - 風險管理 Climate Change Tackling – Risk management
	27.b	應對氣候變化 - 風險管理 Climate Change Tackling – Risk management
	27.c	應對氣候變化 - 風險管理 Climate Change Tackling – Risk management
（IV）指標及目標 **（IV）Metrics and Targets**		
溫室氣體排放 **Greenhouse gas emissions**		
28	28.a	ESG 數據績效表 ESG Performance Indicators
	28.b	ESG 數據績效表 ESG Performance Indicators
	28.c	ESG 數據績效表 ESG Performance Indicators
29	29.a	ESG 數據績效表 ESG Performance Indicators
	29.b	ESG 數據績效表 ESG Performance Indicators
	29.c	ESG 數據績效表 ESG Performance Indicators
	29.d	ESG 數據績效表 ESG Performance Indicators

氣候相關披露 Climate-related Disclosure	對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
氣候相關轉型風險 **Climate-related transition risks**	
30	氣候相關轉型風險影響應用【合理資料寬免】。鑒於氣候相關轉型風險對資產或業務活動的影響涉及政策變化、市場反應及技術演進等多重因素，其對具體資產或業務活動的金額及比例評估仍存在較高不確定性。我們暫未對相關影響作出量化披露，但已就風險性質及管理方向作出定性披露。我們正逐步推進相關評估工作，並將結合監管要求、數據可得性及內部管理進展，在後續適當期間審慎考慮進一步披露。 For the impact of climate-related transition risks, the [Reasonable Information Relief] is applied. Given that the impact of climate-related transition risks on assets or business activities involves multiple factors such as policy changes, market reactions, and technological evolution, the assessment of the amount and proportion for specific assets or business activities remains subject to high uncertainty. We have not yet made quantitative disclosures on the relevant impacts but have made qualitative disclosures regarding the nature of the risks and the direction of management. We are progressively advancing the relevant assessment work and will prudently consider further disclosure in appropriate subsequent periods, taking into account regulatory requirements, data availability, and internal management progress.
氣候相關物理風險 **Climate-related physical risks**	
31	氣候相關物理風險影響應用【合理資料寬免】。鑒於我們的業務類型主要包括生產製造和特許經營，資產所在區域也較分散，資產或業務活動受物理風險影響的金額或百分比較難在短時間內獲取和評估。我們暫未對相關影響作出量化披露，但已就風險性質及管理方向作出定性披露。我們正逐步推進相關評估工作，並將結合監管要求、數據可得性及內部管理進展，在後續適當期間審慎考慮進一步披露。 For the impact of climate-related physical risks, the [Reasonable Information Relief] is applied. Given that our business types mainly include manufacturing and franchising, and the locations of assets are scattered, the amount or percentage of assets or business activities affected by physical risks is difficult to obtain and assess in a short period. We have not yet made quantitative disclosures on the relevant impacts but have made qualitative disclosures regarding the nature of the risks and the direction of management. We are progressively advancing the relevant assessment work and will prudently consider further disclosure in appropriate subsequent periods, taking into account regulatory requirements, data availability, and internal management progress.

氣候相關披露 Climate-related Disclosure	對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
氣候相關機遇 **Climate-related opportunities**	
32	氣候相關機遇影響應用【合理資料寬免】。鑒於氣候相關機遇對資產或業務活動的影響涉及資源來源和轉型、市場變化及技術演進等多重因素，其對具體資產或業務活動的金額及比例評估仍存在較高不確定性。我們暫未對相關影響作出量化披露，但已就機遇類別及管理方向作出定性披露。我們正逐步推進相關評估工作，並將結合監管要求、數據可得性及內部管理進展，在後續適當期間審慎考慮進一步披露。 For the impact of climate-related opportunities, the [Reasonable Information Relief] is applied. Given that the impact of climate-related opportunities on assets or business activities involves multiple factors such as resource sourcing and transformation, market changes, and technological evolution, the assessment of the amount and proportion for specific assets or business activities remains subject to high uncertainty. We have not yet made quantitative disclosures on the relevant impacts but have made qualitative disclosures regarding the categories of opportunities and the direction of management. We are progressively advancing the relevant assessment work and will prudently consider further disclosure in appropriate subsequent periods, taking into account regulatory requirements, data availability, and internal management progress.
資本運用 **Capital deployment**	
33	應對氣候變化 - 策略 - 氣候風險和機遇識別與分析 Climate Change Tackling – Strategy – Identification and Analysis of Climate-related Risks and Opportunities
內部碳定價 **Internal carbon prices**	
34	因內部碳定價缺乏統一核算標準、難以將碳成本精准分攤至具體業務單元，我們尚未建立內部碳定價機制，或在決策過程中實施或應用內部碳定價。未來我們將積極探索考慮應用內部碳定價機制的可行性。 Due to the lack of unified accounting standards for internal carbon pricing and the difficulty in accurately allocating carbon costs to specific business units, we have not yet established an internal carbon pricing mechanism or implemented or applied internal carbon pricing in the decision-making process. In the future, we will actively explore the feasibility of considering the application of an internal carbon pricing mechanism.
薪酬 **Remuneration**	
35	ESG 管治架構 ESG Governance Structure

氣候相關披露 Climate-related Disclosure		對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
行業指標 **Industry-based metrics**		
36	ESG 數據績效表 ESG Performance Indicators	
氣候相關目標 **Climate-related targets**		
37	37.a	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.b	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.c	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.d	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.e	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.f	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.g	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	37.h	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
38	38.a	公司設定的目標暫未經第三方驗證。 The targets set by the Company have not yet been verified by a third party.
	38.b	ESG 管治體系 ESG Governance System 應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	38.c	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	38.d	報告期內，我們修訂目標，詳見「應對氣候變化 - 指標及目標」。 During the Reporting Period, our targets have been revised. Please refers to "Climate Change Tackling – Metrics and Targets".
39	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets	

氣候相關披露 Climate-related Disclosure		對應的本報告章節、其他說明 Report Corresponding Sections and Other Notes
40	40.a	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	40.b	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	40.c	應對氣候變化 - 指標及目標 Climate Change Tackling – Metrics and Targets
	40.d	我們相關溫室氣體排放目標並非採用行業脫碳法制定，而是結合自身業務特點、運營實際及階段性減排能力綜合設定。 Our relevant GHG emission targets were not developed using the Sectoral Decarbonization Approach (SDA), but were set comprehensively based on our own business characteristics, operational reality, and phased emission reduction capabilities.
	40.e	我們暫未使用碳信用抵銷溫室氣體排放以實現溫室氣體排放目標。 We have not yet used carbon credits to offset GHG emissions to achieve GHG emission targets.
跨行業指標及行業指標的適用性 **Applicability of cross-industry metrics and industry-based metrics**		
41		我們已開展適用性判斷。 We have conducted an applicability assessment.

全球可持續發展標準委員會（GSSB）《GRI 可持續發展報告標準》（2021）索引表
Index of GRI Sustainability Reporting Standards (2021) Issued by GSSB

使用說明 Statement of Use	鍋圈在 2025 年 1 月 1 日至 2025 年 12 月 31 日參照 GRI 標準報告了在此份 GRI 內容索引中引用的信息。Guoquan reported the information cited in this GRI Content Index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
使用的GRI 1 GRI 1 Used	GRI 1：基礎 2021 GRI 1: Foundation 2021

《可持續發展報告標準》（2021） Sustainability Reporting Standards (2021)		
GRI 標準 GRI Standard	**披露項 Disclosed Item**	**報告章節 Report Corresponding Sections**
GRI 2：一般披露 2021 GRI 2: General disclosures 2021	2-1	關於鍋圈 About Guoquan
	2-2	關於本報告 About the Report
	2-3	關於本報告 About the Report
	2-6	關於鍋圈 About Guoquan
	2-7	ESG 數據績效表 ESG Performance Indicators
	2-8	ESG 數據績效表 ESG Performance Indicators
	2-9	關於鍋圈 About Guoquan
	2-10	公司治理 Corporate Governance
	2-11	公司治理 Corporate Governance
	2-12	公司治理 Corporate Governance
	2-13	ESG 管治體系 ESG Governance System
	2-14	ESG 管治體系 ESG Governance System
	2-16	ESG 管治體系 ESG Governance System

GRI 標準 GRI Standard	披露項 Disclosed Item	報告章節 Report Corresponding Sections
GRI 2：一般披露 2021 GRI 2: General disclosures 2021	2-17	ESG 管治體系 ESG Governance System
	2-19	公司治理 Corporate Governance
	2-22	董事會 ESG 管理聲明 Board of Directors' ESG Management Statement
	2-26	ESG 管治體系 ESG Governance System
	2-27	關於本報告 About the Report
	2-29	ESG 管治體系 ESG Governance System
GRI 3：重要性議題 2021 GRI 3: Material Issues 2021	3-1	ESG 管治體系 ESG Governance System
	3-2	ESG 管治體系 ESG Governance System
GRI 201：經濟績效 2016 GRI 201: Economic Performance 2016	201-1	ESG 數據績效表 ESG Performance Indicators
	201-2	應對氣候變化 Climate Change Tackling
GRI 203：間接經濟影響 2016 GRI 203: Indirect Economic Impact 2016	203-1	社會貢獻 Social Contribution
GRI 205：反腐敗 2016 GRI 205: Anti-corruption 2016	205-1	商業行為 Business Conduct
	205-2	商業行為 Business Conduct
	205-3	商業行為 Business Conduct
GRI 302：能源 2016 GRI 302: Energy 2016	302-1	資源與能源利用 Resource and Energy Usage ESG 數據績效表 ESG Performance Indicators
	302-2	資源與能源利用 Resource and Energy Usage ESG 數據績效表 ESG Performance Indicators

GRI 標準 GRI Standard	披露項 Disclosed Item	報告章節 Report Corresponding Sections
GRI 302：能源 2016 GRI 302: Energy 2016	302-3	資源與能源利用 Resource and Energy Usage ESG 數據績效表 ESG Performance Indicators
	302-4	資源與能源利用 Resource and Energy Usage
GRI 303：水資源和污水 2018 GRI 303: Water and Effluents 2018	303-3	資源與能源利用 Resource and Energy Usage
	303-5	ESG 數據績效表 ESG Performance Indicators
GRI 305：排放 2016 GRI 305: Emissions 2016	305-1	環境管理 Environmental Management ESG 數據績效表 ESG Performance Indicators
	305-2	環境管理 Environmental Management
	305-3	環境管理 Environmental Management
	305-4	環境管理 Environmental Management
GRI 306：廢棄物 2020 GRI 306: Waste 2020	306-1	環境管理 Environmental Management ESG 數據績效表 ESG Performance Indicators
	306-2	環境管理 Environmental Management
	306-3	環境管理 Environmental Management
GRI 308：供應商環境評估 2016 GRI 308: Supplier Environmental Assessment 2016	308-1	供應鏈管理 Supply Chain Management
	308-2	供應鏈管理 Supply Chain Management
GRI 401：雇傭 2016 GRI 401: Employment 2016	401-1	ESG 數據績效表 ESG Performance Indicators
	401-2	員工管理 Employee Management

GRI 標準 GRI Standard	披露項 Disclosed Item	報告章節 Report Corresponding Sections
GRI 403：職業健康與安全 2018 GRI 403: Occupational Health and Safety 2018	403-1	員工管理 Employee Management
	403-3	員工管理 Employee Management
	403-4	員工管理 Employee Management
	403-5	員工管理 Employee Management
	403-6	員工管理 Employee Management
	403-7	員工管理 Employee Management
	403-8	員工管理 Employee Management
	403-9	員工管理 Employee Management ESG 數據績效表 ESG Performance Indicators
GRI 404：培訓與教育 2016 GRI 404: Training and Education 2016	404-1	員工管理 Employee Management
	404-2	員工管理 Employee Management
	404-3	員工管理 Employee Management
GRI 405：多元性與平等機會 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1	員工管理 Employee Management
GRI 406：反歧視 2016 GRI 406: Non-discrimination 2016	406-1	員工管理 Employee Management
GRI 408：童工 2016 GRI 408: Child Labor 2016	408-1	員工管理 Employee Management
GRI 409：強迫或強制勞動 2016 GRI 409: Forced or Compulsory Labor 2016	409-1	員工管理 Employee Management
GRI 413：當地社區 2016 GRI 413: Local Community 2016	413-1	社會貢獻 Social Contribution
	413-2	社會貢獻 Social Contribution

GRI 標準 GRI Standard	披露項 Disclosed Item	報告章節 Report Corresponding Sections
GRI 414：供應商社會評估 2016 GRI 414: Supplier Social Assessment 2016	414-1	供應鏈管理 Supply Chain Management
	414-2	供應鏈管理 Supply Chain Management
GRI 417：營銷與標識 2016 GRI 417: Marketing and Labeling 2016	417-1	客戶關係管理 Customer Relationship Management
	417-2	客戶關係管理 Customer Relationship Management
	417-3	客戶關係管理 Customer Relationship Management
GRI 418：客戶隱私 2016 GRI 418: Customer Privacy 2016	418-1	信息安全和隱私保護 Information Security and Privacy Protection

適用法規及內部管理制度 Applicable Regulations and Internal Management Rules

所屬領域 Issues	遵守的法律法規 Applicable Laws and Regulations	公司內部管理制度 Internal Management Rules of the Company
公司治理 Corporate governance	《中華人民共和國公司法》 Company Law of the People's Republic of China 香港交易所《上市規則》 Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited 香港交易所《企業管治守則》 香港法例第 571 章《證券及期貨條例》等 Corporate Governance Code of Hong Kong Stock Exchange Securities and Futures Ordinance (Cap. 571)	公司章程 Articles of Association 《董事會議事規則》 Rules of Procedure for the Board of Directors 《股東會議事規則》 Rules of Procedure for General Meeting 《信息披露管理辦法》 Information Disclosure Management Measures 《內幕消息管理制度》 Inside Information Management Policy 《稅務管理制度》 Tax Management Policy
商業行為 Business conduct	《中華人民共和國刑法》 Criminal Law of the People's Republic of China 《中華人民共和國廣告法》 Advertising Law of the People's Republic of China 《中華人民共和國反不正當競爭法》 Anti-Unfair Competition Law of the People's Republic of China 《中華人民共和國反壟斷法》 Anti-Monopoly Law of the People's Republic of China 《中華人民共和國價格法》 Price Law of the People's Republic of China 《中華人民共和國消費者權益保護法》 Law of the People's Republic of China on the Protection of Consumers' Rights and Interests 《中華人民共和國反洗錢法》 Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反恐怖主義法》 Counter-Terrorism Law of the People's Republic of China 《關於禁止商業賄賂行為的暫行規定》 Interim Provisions on Prohibition of Commercial Bribery 《規範促銷行為暫定規定》 Interim Provisions on Regulating Promotional Activities 《人工智能生成合成內容標識辦法》 Administrative Measures for Labeling of AI-generated Synthetic Content 《互聯網廣告可識別性執法指南》等 Guidelines for the Enforcement of Identifiability of Internet Advertising	《商業行為準則》 Code of Business Conduct 《反腐敗政策》 Anti-Corruption Policy 《供應商行為準則》 Supplier Code of Conduct 《採購人員行為規範》 Code of Conduct for Procurement Personnel 《反商業賄賂合規管理規定》 Anti-Commercial Bribery Compliance Regulations 《商業夥伴合夥管理規定》 Compliance Management Guidelines for Business Partners 《紀檢處理處分工作條例》 Regulations on Disciplinary Inspections and Penalties 《經營者反壟斷合規指南》 Guide to the Anti-monopoly Compliance of Undertakings 《反洗錢、反恐怖融資及制裁合規管理制度》 Anti-Money Laundering, Counter-Terrorist Financing and Sanctions Compliance Management Policy

所屬領域 Issues	遵守的法律法規 Applicable Laws and Regulations	公司內部管理制度 Internal Management Rules of the Company
風險管理 Risk management	—	《風險管理制度》 Risk Management Policy 《財務管理制度》 Financial Management Policy
食品安全與質量 Food safety and quality	《中華人民共和國食品安全法》 Food Safety Law of the People's Republic of China 《食品安全法實施條例》 Regulations on the Implementation of the Food Safety Law 《中華人民共和國產品質量法》 Product Quality Law of the People's Republic of China 《企業落實食品安全主體責任監督管理規定》 Provisions on the Supervision and Administration of Enterprises' Implementation of Main Responsibilities for Food Safety 《食用農產品市場銷售質量安全監督管理辦法》 Measures for the Supervision and Administration of Quality and Safety of Edible Agricultural Products Sold in the Market 《食品經營許可和備案管理辦法》 Measures for the Administration of Food Operation Licensing and Filing GB 31621-2014《食品安全國家標準 食品經營過程衛生規範》 GB 31621-2014 National food safety standard: Hygienic Practise in Food Business Process GB 31654-2021《食品安全國家標準 餐飲服務通用衛生規範》 GB 31654-2021 National food safety standard: General hygienic specifications for catering services 《預包裝食品標簽通則》等 General Rules for the Labelling of Prepackaged Foods	《食品安全管理制度》 Food Safety Management Standards 《研發制度與流程》 R&D System and Processes 《產品標準體系制定、審核、歸檔及修訂操作規程》 Operating Procedures for the Formulation, Audit, Filing, and Revision of the Product Standard System 《產品測試程序》 Product Testing Procedures 《產品標準》 Product Standards 《工藝標準》 Process Standards 《原材料標準》 Raw Material Standards. 《食品安全管理員制度》 Food Safety Administrator Management Standards 《食品安全自檢自查與報告制度》 Food Safety Self-inspection and Reporting Management Standards 《食品及非食品貯存管理制度》 Food and Non-food Storage Management Standards 《食品安全突發事件應急處置方案》 Food Safety Emergency Response Plan 《日管理，周排查，月調度制度》 Daily Management, Weekly Inspection, and Monthly Dispatching Management Standards 《產品召回撤回管理程序》 Product Recall and Withdrawal Management Procedures 《門店食品安全操作手冊》 Store Food Safety Operation Manual 《鍋圈門店食品抽樣管理規範》 Management Standards for Spot Checks of In-store Food of Guoquan 《供應商食品質量安全管理規範》 Code of Conduct for Food Quality and Safety Management of Suppliers

所屬領域 Issues	遵守的法律法規 Applicable Laws and Regulations	公司內部管理制度 Internal Management Rules of the Company
知識產權保護 Intellectual property protection	《中華人民共和國專利法》 Patent Law of the People's Republic of China 《中華人民共和國商標法》 Trademark Law of the People's Republic of China 《中華人民共和國著作權法》等 Copyright Law of the People's Republic of China	《知識產權管理制度》 Intellectual Property Management Policy
消費者溝通與服務 Consumer communication and service	《中華人民共和國消費者權益保護法》 Law of the People's Republic of China on the Protection of Consumer Rights and Interests	《消費者客訴處理》 Customer Complaints Handling Policy 《輿情客訴風險等級判斷標準》 Standards for Determining Risk Level of Public Opinion and Customer Complaints 《輿情客訴賠付標準》 Compensation Standards for Public Opinion and Customer Complaints 《輿情客訴管理制度》 Management System for Public Opinion and Customer Complaints
負責任營銷 Responsible marketing	《中華人民共和國廣告法》 Advertising Law of the People's Republic of China 《中華人民共和國電子商務法》 E-Commerce Law of the People's Republic of China 《中華人民共和國反不正當競爭法》 Anti-Unfair Competition Law of the People's Republic of China 《中華人民共和國食品安全法》 Food Safety Law of the People's Republic of China 《食品標識管理規定》 Administrative Provisions on Food Labeling GB 7718-2011《食品安全國家標準預包裝食品標簽通則》 GB 7718-2011 National Food Safety Standard - Standard for Labeling of Prepackaged Foods GB28050-2011《食品安全國家標準預包裝食品營養標簽通則》等 GB 28050-2011 National Food Safety Standard - Standard for Nutrition Labeling of Prepackaged Foods	《廣告合規手冊》 Advertising Compliance Manual 《促銷活動合規要點》 Compliance Essentials for Promotional Activities

所屬領域 Issues	遵守的法律法規 Applicable Laws and Regulations	公司內部管理制度 Internal Management Rules of the Company
信息安全和隱私保護 Information security and privacy	《中華人民共和國網絡安全法》 Cybersecurity Law of the People's Republic of China 《中華人民共和國數據安全法》 Data Security Law of the People's Republic of China 《中華人民共和國個人信息保護法》 Personal Information Protection Law of the People's Republic of China 《中華人民共和國消費者權益保護法》等 Law of the People's Republic of China on the Protection of Consumer Rights and Interests	《信息安全管理體系手冊》 Information Security Management System Manual 《信息安全組織管理規定》 Regulations on Information Security Organisational Management 《數據分類分級及全生命週期管理制度》 Management Standards for Data Classification and Grading and Full Life Cycle Security 《安全漏洞管理制度》 Security Vulnerability Management Standards 《應急響應管理規定》 Emergency Response Management Regulations 《個人信息管理規範》 Personal Information Protection Management Standards 《業務連續性管理規定》 Business Continuity Management Provisions 《信息安全培訓管理規範》 Information Security Training Management Rules
供應鏈管理 Supply chain management	—	《供應商管理制度》 Supplier Management System 《採購管理制度》 Procurement Management System 《物流配送管理制度》 Logistics and Distribution Management System 《供應商食品質量安全管理規範》 Food Quality and Safety Management Standards for Suppliers 《供應商行為準則》 Supplier Code of Conduct 《採購人員行為規範》 Code of Conduct for Procurement Personnel

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加盟商管理 Franchisee management	《商業特許經營管理條例》 Regulation on the Administration of Commercial Franchises 《商業特許經營備案管理辦法》 Administrative Measures for the Filing of Commercial Franchises 《商業特許經營信息披露管理辦法》等 Administrative Measures for the Information Disclosure of Commercial	《特許加盟商合同》 Franchisee Agreement 《加盟商管理細則》 Franchisee Management Rules 《加盟商積分管理制度（試行版）》 Franchisee Reward Point Management System (Trial) 《標準操作手冊》 Standard Operating Manual 《保質期管理制度標準》 Shelf-life Management Standard 《導師制管理辦法》 Mentor System Management Measures 《師帶徒管理辦法》 Mentoring Management Measures
應對氣候變化 Climate change tackling	《環境、社會及管治報告守則》 Environmental, Social, and Governance Reporting Code of the Hong Kong Stock Exchange 《中華人民共和國環境保護法》 Environmental Protection Law of the People's Republic of China 《中華人民共和國節約能源法》 Energy Conservation Law of the People's Republic of China	《氣候變化政策》 Climate Change Policy
環境管理 Environmental management	《中華人民共和國環境保護法》 Environmental Protection Law of the People's Republic of China 《中華人民共和國環境影響評價法》 Law of the People's Republic of China on Environmental Impact Assessment 《中華人民共和國大氣污染防治法》 Law on Prevention and Control of Atmospheric Pollution of the People's Republic of China 《中華人民共和國水污染防治法》 Water Pollution Prevention and Control Law of the People's Republic of China 《中華人民共和國固體廢物污染環境防治法》 Law on the Prevention and Control of Environmental Pollution by Solid Waste of the People's Republic of China 《污水綜合排放標準》 Comprehensive Wastewater Discharge Standard GB 18597-2023《危險廢物貯存污染控制標準》 GB 18597-2023 Control Standards for Pollution Caused by Hazardous Waste Storage 《危險廢物轉移管理辦法》等 Measures for the Transfer of Hazardous Wastes	《環境保護管理制度》 Environmental Protection Management System 《環境安全管理制度彙編》 Compilation of Environmental Safety Management Systems 《突發環境事件應急預案》 Emergency Response Plan for Environmental Incidents 《廢氣管理制度》 Exhaust Gas Management System 《生產、生活廢水處理管理制度》 Production and Domestic Wastewater Treatment Management System 《汙水處理站系統管理規定》 Wastewater Treatment Station System Management Regulations 《汙水處理操作流程》 Wastewater Treatment Operating Procedures 《固體廢物管理制度》 Solid Waste Management System 《危險廢物管理制度》 Hazardous Waste Management System

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資源與能源利用 Resource and energy usage	《中華人民共和國循環經濟促進法》 Circular Economy Promotion Law of the People's Republic of China 《中華人民共和國節約能源法》 Energy Conservation Law of the People's Republic of China 《中華人民共和國水法》等 Water Law of the People's Republic of China	《包裝管理規定》 Packaging Management Regulations 《公司採購申請管理制度》 Procurement Application Management System of the Company 《包材驗收標準》 Acceptance Standards for Packaging Materials 《廢舊包材處置管理辦法》 Management Measures for Waste Packaging Material Disposal 《車輛管理制度》 Vehicle Management System
員工雇傭與多元化 Employment and employee diversity	《中華人民共和國勞動法》 Labor Law of the People's Republic of China 《中華人民共和國勞動合同法》 Labor Contract Law of the People's Republic of China 《中華人民共和國婦女權益保障法》 Law of the People's Republic of China on the Protection of Women's Rights and Interests 《中華人民共和國殘疾人保障法》 Law of the People's Republic of China on the Protection of Disabled Persons 《禁止使用童工規定》等 Regulations on Prohibiting Employment of Child Labor	《員工手冊》 Employee Handbook 《反歧視、反騷擾與多元化專項管理制度》 Anti-discrimination, Anti-harassment and Diversity Policy 《反童工及強制勞工專項管理制度》 Prevention of Child Labor and Forced Labor Policy
職業健康與安全 Employee health and safety	《中華人民共和國安全生產法》 Work Safety Law of the People's Republic of China 《中華人民共和國職業病防治法》等 Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases	《安全生產管理制度》 Safe Production Management System 《安全操作規程》 Safe Operation Procedures 《職業病危害因素識別與控制》 Identification and Control of Risk Factors for Occupational Diseases
員工培訓及發展 Employee training and development	—	《導師制管理辦法》 Mentor System Management Measures 《全國各省區統一開展重點主題培訓指引》 Guidelines for Unified Key Topic Training in All Provinces and Regions across the Country



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