Domino's Pizza
达美乐比萨

DPC Dash Ltd
达势股份有限公司

(Incorporated in the British Virgin Islands with limited liability)
Stock Code : 1405



2025

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

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ABOUT THIS REPORT

This is the fourth Environmental, Social and Governance ("**ESG**") report (the "**ESG report**", the "**report**") published by DPC Dash Ltd. ("**DPC Dash**", "**the Company**", or "**we**"). The report sets out our management approach, practices and progress in relation to our ESG priorities, and provides relevant information to our stakeholders.

REPORTING SCOPE

This ESG report covers the financial year from 1 January 2025 to 31 December 2025 (the "**Reporting Period**"). To ensure clarity and continuity, certain disclosures may refer to information outside the Reporting Period. Where applicable, such time scope is indicated.

This ESG report applies to our direct operations in China. Environmental key performance indicators cover our stores, central kitchens and offices, while social key performance indicators cover all of our operations in China.

All data disclosed in this report are derived from the Company's internal records and management systems. Unless otherwise stated, all monetary amounts in this report are presented in Renminbi (RMB).

REPORTING PRINCIPLES

This ESG report is prepared in accordance with *Appendix C2 – Environmental, Social and Governance Reporting Code* (the "**ESG Reporting Code**") issued by The Stock Exchange of Hong Kong Limited (the "**HKEX**"), and with reference to the United Nations Sustainable Development Goals (UN SDGs). The report is prepared based on the following principles.

- **Materiality:** We identify our key ESG topics through stakeholder engagement and a materiality assessment, and disclose relevant information in this report.
- **Quantitative:** The report discloses the standards, methodologies, assumptions and/or calculation tools used and sources of conversion factors used for emissions and energy data.
- **Balance:** The report presents information in an objective and fair manner, and covers both positive and negative performance during the Reporting Period.
- **Consistency:** The methodologies used for data compilation are consistent with those applied in previous ESG reports. Any changes are explained in the relevant sections.

AVAILABILITY OF THE REPORT

This ESG report is available on the Company's website at www.dpcdash.com and on the website of HKEX at www.hkexnews.hk.
This report is published in both Chinese and English. In the event of any inconsistency, the English version shall prevail.

DISCLAIMER

Certain information in this ESG report contains forward-looking statements and is subject to uncertainties. The Company does not undertake any obligation to update any forward-looking statements contained in this report.



DPC Dash remains committed to providing consumers with high-quality, safe and nutritious food, while fulfilling our responsibilities to employees, business partners, communities and the environment, and supporting shared progress across our value chain.

The Board, as the Company's highest decision-making body, is responsible for setting the overall ESG direction, monitoring ESG performance, and overseeing potential ESG-related risks and opportunities. The Board also reviews progress against ESG objectives on a regular basis and ensures that sustainability considerations are integrated into the Company's long-term strategy.

Following an assessment of the Company's internal and external environment, we have established an ESG framework structured around four pillars: Delivering Delicacy, Empowering People, Protecting Planet, Engaging Community. The framework guides our policies and practices in areas including food safety, talent development, environmental management and community engagement. It aims to systematically address stakeholder expectations and build a more resilient and responsible sustainable business model.



COMPANY PROFILE

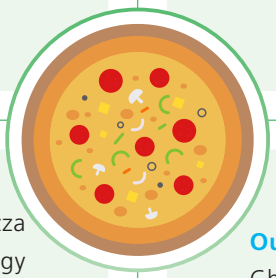
We are Domino's Pizza's exclusive master franchisee in Chinese mainland, the Hong Kong Special Administrative Region of China and the Macau Special Administrative Region of China. Our global franchisor, Domino's Pizza, Inc., is one of the world's largest pizza companies, with more than 22,100 stores in over 90 markets around the world as at the end of the Reporting Period.

We have built a localized operating model for the China market, tailored to local consumer needs and market conditions. We focus on offering quality pizzas at competitive prices, while improving consumer experience and delivery efficiency through technology-enabled operations.

The Company was listed on the Main Board of HKEX on 28 March 2023 (stock code: 1405). As of 31 December 2025, we operated 1,315 company-owned stores across 60 cities in Chinese mainland.

Our Vision:
To become China's No.1 pizza brand

Our 4D Strategy:
Delicious Pizza at Value, Delivery, Digital and Development



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

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

BUSINESS MODEL

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



2025 HIGHLIGHTS

2025 Business Highlights

Revenue RMB
5.38 billion

Adjusted EBITDA RMB
634.6 million

60
Cities

Membership numbers
35.6 million

1,315
Stores

2025 ESG Performance Highlights

Delivering Delicacy

- Launched 71 new products
- 100% of central kitchens passed third-party certification audits under the FSSC 22000 food safety management system
- In-store quality assurance (QA) audits covered 100% of stores

Protecting Planet

- 100% of snack boxes and pizza trays were made from recyclable materials
- 100% of dine-in and delivery cutlery (knives, forks, and spoons) are made from biodegradable plastics or wooden materials
- Sustainable packaging accounted for 85.13%
- Loss rate of waste material below 0.1% of procurement volume

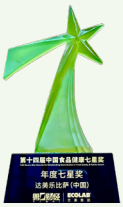
Empowering People

- Female employees accounted for 56.13%
- Number of “Moss Flower” public welfare label stores employing persons with disabilities: 32

Engaging Community

- The “1 Cent” Charity Meal Community Program provided 847 meals during the year
- Number of persons with disabilities employed increased by 15 year-on-year

EXTERNAL RECOGNITION



The fifth honor at the 14th "Annual Seven-Star Awards for Outstanding Contributions in Food Safety & Public Health" initiated by the Seven-Star Convention Alliance



"Environmental Pioneer of the Year" in the 2025 ESG Sustainable Development Innovation Case Collection organized by Southern Metropolis Daily



"2025 China Best Employer Award and China Employer of Choice" by Mercer



"2025 Innovative Marketing Award – Outstanding Innovation Brand of the Year" by TopDigital



"Most Socially Responsible Company Award" at the 15th Listed Companies Reputation Rankings 2025



"2025 Responsible Digitalization Pioneer Enterprise" at Social Responsible Conference (SRC)



"Brand Digitalization Award – Food and Dining Category" at the 16th Tiger Roar Awards



"Top 20 Digitalized Enterprise" at China Digital Innovation Expo (CDIE) 2025



Award of Outstanding Listed Company at the Fourth International Green Zero-Carbon Festival & 2025 ESG Leader Summit

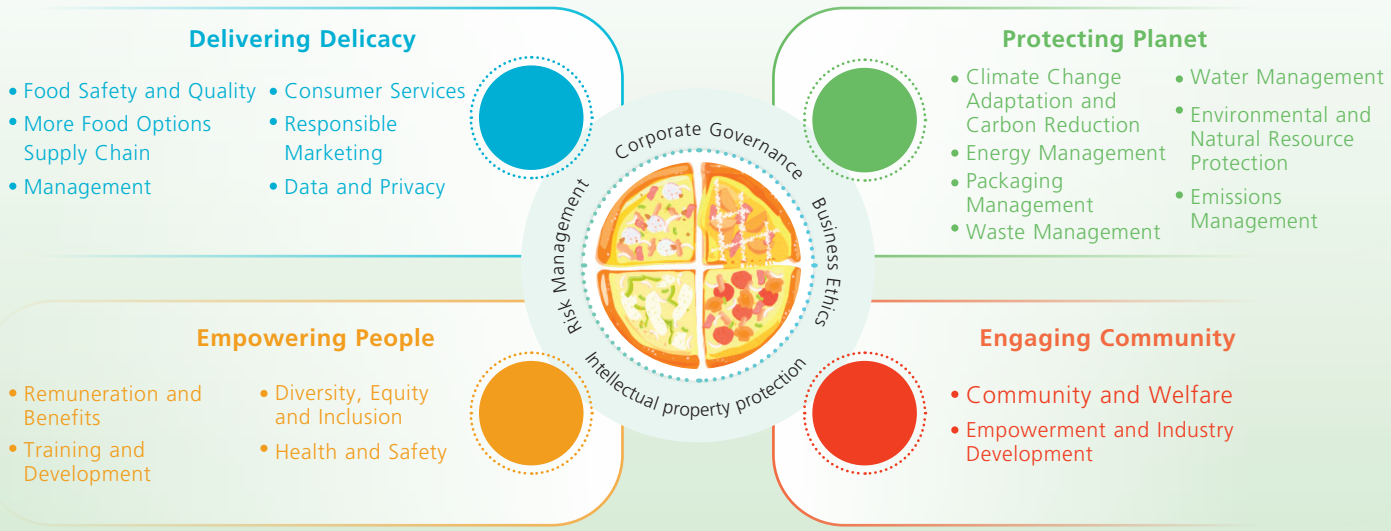


DPC Dash integrates ESG into its operating practices and business strategy. This supports a differentiated business model and culture, and enables the Company to create long-term value together with its stakeholders.

ESG FRAMEWORK

DPC Dash is committed to building a sustainable business. Guided by the Company's vision and mission, our ESG framework is structured around four pillars: Delivering Delicacy, Empowering People, Protecting Planet, Engaging Community. Each pillar is supported by defined material topics to guide both daily operations and long-term planning.

Drawing on industry trends, expert input, stakeholder engagement and internal assessment, we conducted a comprehensive materiality assessment to support the enhancement of our ESG framework. With the aim of better contributing our efforts to sustainable development, our ESG framework is further aligned with the 17 UN SDGs in 2025.

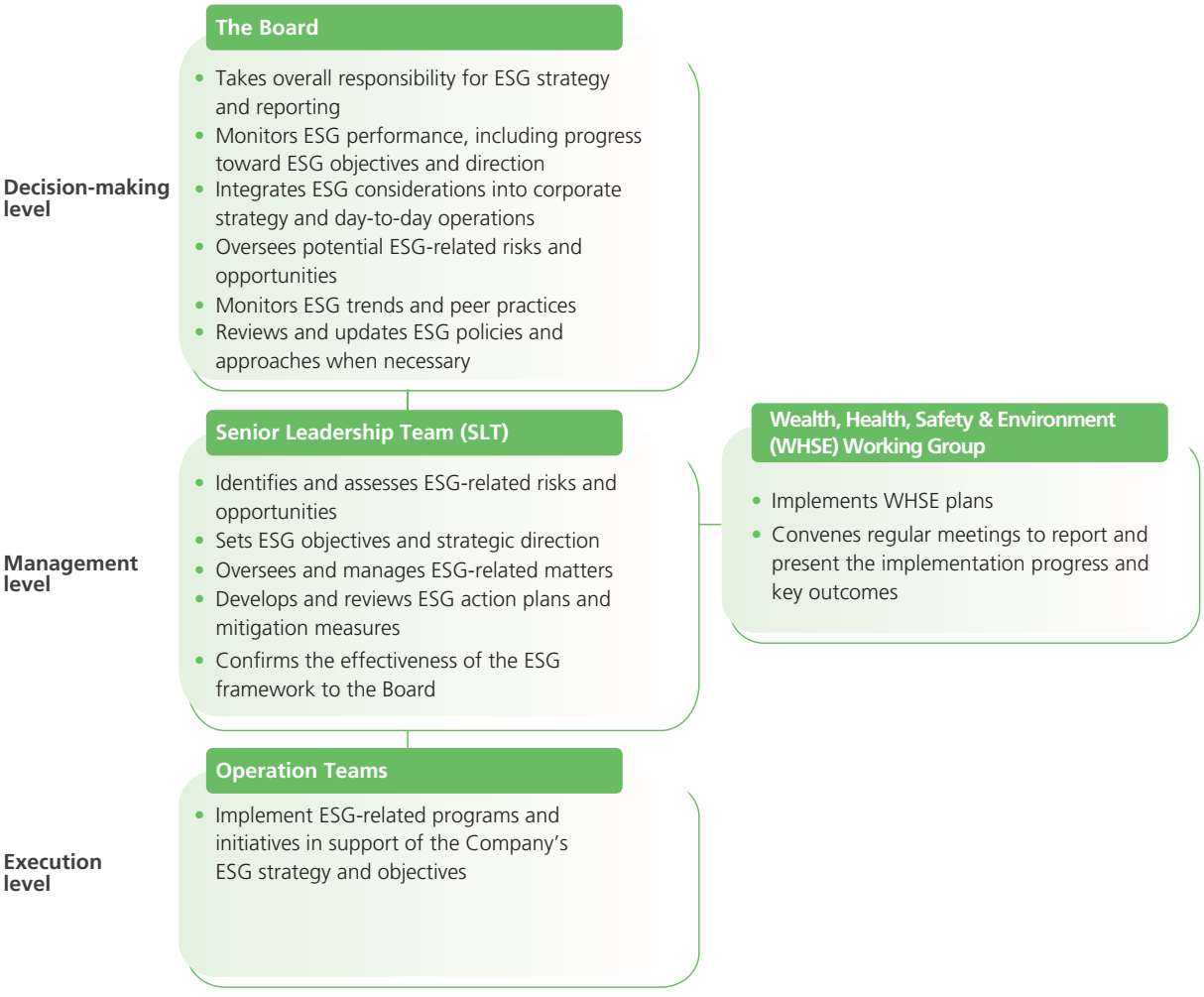


ESG Framework



ESG GOVERNANCE

To support our business strategy and sustainability priorities more effectively, DPC Dash has put in place a three-level ESG governance structure spanning the decision-making, management and execution level. Roles and accountabilities are clearly defined to support effective oversight and execution. We continue to strengthen internal capabilities to support the ongoing development of our ESG governance framework.



ESG Governance Structure



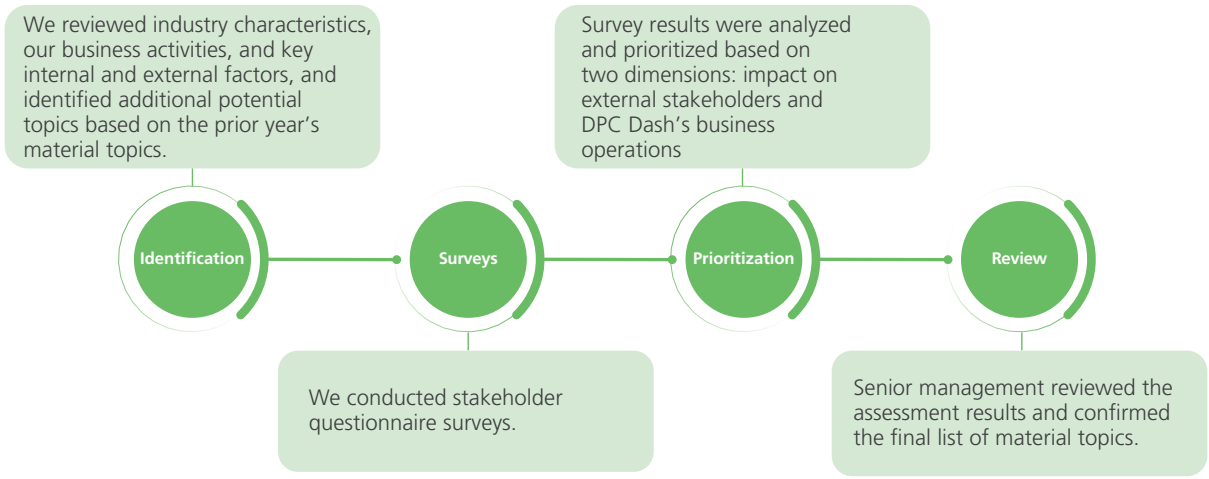
STAKEHOLDER ENGAGEMENT

At DPC Dash, we actively establish efficient internal and external communication platforms and maintain open, transparent communication with our stakeholders. Through these mechanisms, we actively listen to stakeholder feedback, deepen our understanding of their concerns and expectations regarding the Company's development, and respond to their needs and expectations in a timely manner.

Key Stakeholder	Key Areas of Focus	Engagement Channels
Government and Regulators	• Climate adaptation and decarbonization • Food safety and quality • Energy management • Waste management • Responsible marketing • Risk management	• Information disclosures • Regular meetings • Seminars • Ongoing communication and reporting • Site visits and briefings
Shareholders and Investors	• Return on investment • Corporate governance • Risk management • Business ethics	• General meetings • Press briefings • Investor roadshows • Investor surveys
Customers	• Food safety and quality • More food options • Consumer services • Packaging management • Data and privacy protection	• Social media and campaigns • Order feedback • Consumer surveys • Consumer service hotline
Employees	• Training and development • Diversity, equity and inclusion • Remuneration and benefits • Occupational health and safety	• Training programs • Employee surveys • Meetings and communications • Internal email
Suppliers	• Supply chain management • Empowerment and industry development • Business ethics	• Supplier visits • Performance assessments • Supplier meetings • Supplier training
Community	• Community and welfare • Waste management • Emissions management • Environmental and natural resource protection • Partner development and empowerment	• Community programs • Volunteer activities • Workshops and seminars • Industry associations

MATERIALITY ASSESSMENT

In 2025, we conducted a materiality assessment using a structured process covering identification, surveys, prioritization and review. The assessment identified 23 material ESG topics, comprising seven topics of critical importance, eight topics of high importance, and eight topics of moderate importance.

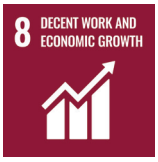


2025 MATERIAL ESG TOPICS

Critically Important	Highly Important	Moderately Important
• Food Safety and Quality	• More Food Options	• Environmental and Natural Resource Protection
• Supply Chain Management	• Responsible Marketing	• Emissions Management
• Consumer Services	• Data and Privacy	• Diversity, Equity and Inclusion
• Remuneration and Benefits	• Energy Management	• Community and Welfare
• Health and Safety	• Packaging Management	• Empowerment and Industry Development
• Corporate Governance	• Waste Management	
• Business Ethics	• Water Mangagement	
	• Climate Change Adaptation and Carbon Reduction	
	• Training and Development	
	• Risk Management	
	• Intellectual Property Protection	

Legend: Delivering Delicacy · Protecting Planet · Empowering People · Engaging Community · Responsible Governance



UN SDGs	DPC Dash Actions
 Zero Hunger	We diversify our product portfolio to provide consumers with delicious, nutritious, and high-quality food options, and support food access through programs such as the "1 Cent" Charity Meal Community Program.
 Good Health and Well-Being	We enhance our occupational health system to safeguard employee well-being, and continuously refine our product options to meet consumer demand for healthier lifestyles.
 Quality Education	We develop a systematic talent cultivation system to ensure the comprehensive development of our employees, while continuously advancing educational public welfare programs to promote equity in education.
 Gender Equality	We safeguard gender equality, support the development of female employees, and foster a diverse, equitable, and inclusive cultural environment.
 Affordable and Clean Energy	We have established internal policies, including an *Energy Management Policy*, and continue to upgrade equipment to improve energy efficiency. We also increase the use of new energy vehicles in our logistics fleet to advance green logistics.
 Decent Work and Economic Growth	We provide employees with a competitive and comprehensive remuneration and benefits package, and support their long-term development through a structured training system and promotion paths.
 Industry, Innovation and Infrastructure	With a focus on health and nutrition, we continue to drive product innovation and development to offer consumers more food options. We also actively participate in industry exchange activities to support innovation across the sector.

SUPPORTING THE UN SDGs

UN SDGs	DPC Dash Actions
 Reduced Inequalities	We have established internal policies including the *Employee Handbook*, respect and safeguard labor and human rights, and strictly prohibit discrimination and harassment in the workplace and established relevant reporting channels for violations. We provide an equitable and diverse working environment for employees of different genders, ages, ethnicities, regions and religious backgrounds.
 Responsible Consumption and Production	We reduce emissions and food waste by optimizing production processes and using sustainable packaging, while promoting green consumption and the "Clean Plate Campaign" to advocate sustainable consumption and production.
 Climate Action	We identify and assess climate-related risks and opportunities and develop response measures to strengthen climate adaptability and resilience. We also reduce greenhouse gas (GHG) emissions by improving energy efficiency.
 Life Below Water	We advocate for and gradually increase the sourcing of sustainably harvested seafood to promote responsible management and use of marine resources.
 Peace, Justice and Strong Institutions	We strengthen compliance and ethical conduct across the business, apply a zero-tolerance approach to corruption, and maintain transparent and fair management practices. We also use multiple employee engagement and feedback channels to ensure employee views are heard.
 Partnerships for the Goals	We deepen cooperation with regulators, industry associations and academic institutions through industry roles, exchange activities, and participation in industry standards development, and work with partners to advance sustainability development.



Ethical conduct is fundamental to the way we operate and grow our business. Supported by a robust corporate governance framework, DPC Dash promotes a culture of integrity, accountability and transparency, and applies high standards of business ethics across daily operations to support long-term, sustainable development.

Relevant UN SDGs:



1.1 CORPORATE GOVERNANCE

The Board is the highest decision-making and oversight body of DPC Dash. It is responsible for setting strategic direction and overseeing business performance and risk management. The Board has established three committees: the Audit and Risk Committee, the Remuneration Committee, and the Nomination Committee, to provide oversight on specific areas within their respective mandates.

We place strong emphasis on board independence and comply with applicable regulatory and listing requirements. As of the end of the Reporting Period, the Board comprised nine directors, including three independent non-executive directors, representing 33.3% of the Board.

We believe board diversity supports balanced decision-making and effective governance. The Company has adopted a *Board Diversity Policy* that guides director appointments and succession planning. The policy considers a range of attributes, including, but not limited to, gender, age, cultural and educational background, professional qualifications, skills, knowledge and industry and regional experience. Board members possess extensive professional experience in areas such as risk and financial management, ensuring effective oversight of the Company's strategy and major risks. As of the end of the Reporting Period, 33.3% of Directors are female, and 44.4% of Directors are Asian, and 55.6% of Directors are of other ethnicities.

1.2 RISK MANAGEMENT

DPC Dash integrates risk management into its governance structure and daily operations. Our comprehensive risk management framework is supported by internal policies, including the *Risk Management Policy* and the *Internal Audit Policy*. The framework is designed to identify, assess and manage key risks and to strengthen the Company's ability to respond to both internal and external risk factors. Strategic, operational, financial and compliance risks are reviewed on a regular basis. For each identified risk, potential impact and likelihood are assessed, and preventive and mitigation measures are implemented to support a proactive approach to risk management.

The Board oversees the risk management and internal control system and its effectiveness. Audit and Risk Committee assists the Board in its review and oversight responsibilities. Department heads act as the first line of defense, responsible for implementing risk management policies and controls. The Internal Audit department conducts independent and ongoing reviews, providing recommendations to strengthen the effectiveness of the risk management framework.

Audit activities form a core part of the Company's risk management and internal control framework. The Internal Audit department updates its annual audit plan each year and conducts focused reviews across key business processes, such as warehousing, logistics, engineering, and procurement. Findings are used to drive corrective actions, and follow-up reviews are performed to confirm that remediation measures have been implemented, supporting stronger operational discipline and risk management.

1.3 BUSINESS ETHICS

DPC Dash operates in compliance with applicable laws and regulations, including the *Company Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China* and the *Anti-Money Laundering Law of the People's Republic of China*. We have established a set of internal policies, including a *Compliance Management Policy*, an *Anti-corruption Policy* and a *Conflict of Interest Policy*, which set out clear requirements on integrity, fair competition, ethical business conduct and whistleblowing. These policies are designed to prevent corruption and bribery and to promote a transparent and ethical business environment.

A clear governance structure and communication mechanism is in place to support effective implementation of our business ethics and compliance framework. The Audit and Risk Committee, as a committee of the Board, provides guidance and oversight on business ethics matters and reports regularly to the Board, which conducts overall reviews of policy implementation. The Human Resources, Internal Audit and Legal departments are responsible for execution and ongoing monitoring. All employees receive policy updates and guidance through onboarding programs, emails, the OA system, and learning platforms to ensure full awareness of applicable requirements.

As of the end of the Reporting Period, neither the Company nor its employees were involved in any legal proceedings related to business ethics.

1.3.1 Whistleblowing Channels

DPC Dash has established formal whistleblowing mechanisms and channels, with safeguards in place to protect whistleblower rights and privacy. An *Employee Grievance and Whistleblowing Procedure* is in place to encourage employees to raise any ethical concerns related to our operations. Reports can be submitted through multiple channels, including a dedicated email address and hotline, We have also provided a dedicated reporting email address for suppliers. All reports are referred to the Internal Audit department and reviewed and handled by designated investigators in a timely manner. Where a report involves the Company's executives, the matter is escalated for the Company's management. The Company maintains strict confidentiality over both the identity of whistleblowers and the information reported. We adopt a zero-tolerance approach to all forms of misconduct. Once verified, disciplinary actions will be taken against the reported person, including labor contract termination, in accordance with company policies.



1.3.2 Training and Awareness

DPC Dash promotes a culture of integrity and compliance and is committed to maintaining an ethical and law-abiding workplace. 100% of our employees are required to sign an *Employee Handbook Acknowledgement* confirming their understanding of the business ethics requirements. All new employees are required to complete dedicated business ethics training through the Company's online learning platform ("**e-learning platform**"). Business ethics training are also provided to members of the Board on a periodic basis to reinforce compliance leadership at the decision-making level.

"Compliance Classroom" Training Series

In October 2025, we launched the online "Compliance Classroom" training series. The first session focused on the *Conflict of Interest Policy* and was delivered through the Company's e-learning platform using a short video module followed by a knowledge check. The program now covers all office managers and above and is designed to strengthen compliance awareness and embed compliance expectations into management practices and day-to-day operations.

We extend our ethical standards across the value chain by providing all business partners with a *Supplier Code of Conduct*, clearly requiring them to adhere to business ethics and legal standards, supporting a transparent and responsible business ecosystem.

1.4 INTELLECTUAL PROPERTY PROTECTION

DPC Dash respects intellectual property and compliance with applicable laws and regulations, including the *Patent Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China* to safeguard its intellectual property assets and brand. We explicitly require employees, suppliers, and partners to jointly undertake the responsibility of protecting the Company's intellectual property assets and brand rights within our internal systems and contractual documents, including the *Employee Handbook, Supplier Procurement Agreements, Supplier Confidentiality Undertakings*, and *IT Technical Development Agreements*. This forms a multi-layered intellectual property protection system spanning the entire business process.

The Company's intellectual property assets include trademarks and trademark applications, patents and patent applications related to our brands and services, software copyrights, trade secrets and other intellectual property rights and licenses. As of the end of the Reporting Period, the Company held 16 registered trademarks, 34 software copyrights and 2 patents in China, and owned 9 registered domain names.

2 DELIVERING DELICACY: GUARANTEEING QUALITY FOR A CHOICE OF REASSURANCE

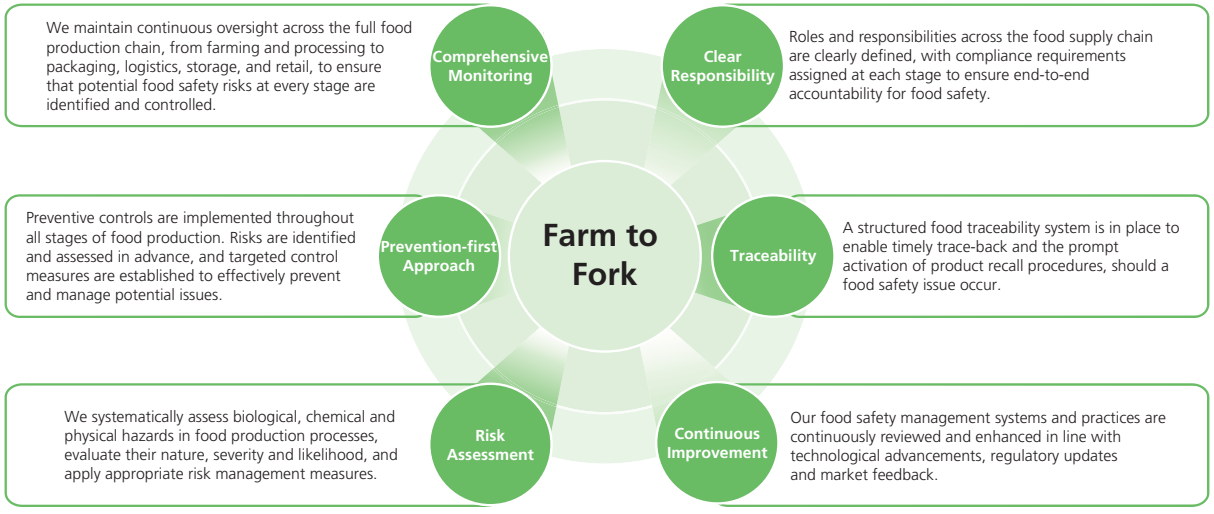
Food safety is a crucial factor in safeguarding and facilitating the enterprise's strategic development. We rigorously control food safety risks and are dedicated to building a comprehensive food safety and quality management system. We continue to deepen our commitment to product diversification and innovation, providing consumers with delicious, nutritious, and high-quality food options. Meanwhile, we collaborate with suppliers and business partners to jointly promote the continuous advancement of the food industry ecosystem.

Relevant UN SDGs:



2.1 EXCELLENCE IN FOOD SAFETY

Food safety is our top priority, we steadfastly uphold our unwavering promise of food safety to all our consumers. The Company has established a comprehensive "Farm to Fork" food safety and quality management concept covering the entire value chain from sourcing to end-point serving.



"Farm to Fork" Food Safety and Quality Management Concept



Under the "Farm to Fork" concept, we have established a rigorous and comprehensive Food Safety and Quality (FSQ) system, striving to unify management and implementation standards across the entire value chain to ensure food safety for consumers.



FSQ System

2.1.1 Food Safety and Quality Accountability

DPC Dash strictly complies with applicable food safety laws and regulations in China, including the *Food Safety Law of the People's Republic of China*, the *Regulation on the Implementation of the Food Safety Law of the People's Republic of China*, the *Measures for the Administration of Food Business Licensing*, and the *Measures for the Administration of Food Recalls*. Building on these requirements, we have established a rigorous food quality and safety management system based on the Hazard Analysis and Critical Control Point (HACCP) principles and the Food Safety System Certification 22000 (FSSC 22000) scheme. Across all stages of food preparation, we strictly identify, assess, and control biological, chemical, and physical hazards, while implementing corresponding corrective, preventive, and verification measures. We also require our central kitchens and relevant suppliers to implement FSSC 22000 and HACCP standards, minimizing risks and ensuring the provision of higher-quality, safe, and healthy food to consumers.

Beyond documents such as the *Food Safety Management Policy*, the *Food Safety Manual*, and the *Recall Control Procedure*, we continuously refine the internal policies for our food safety management. In 2025, focusing on four priorities: systematization, digitalization, proactive risk prevention, and full-chain consistency, we developed and upgraded the *Food Safety and Quality Management Guidelines* tailored to different value chain stages and operational scenarios, including the supplier management, central kitchens and store operation and inspection, establishing a more systematic framework defining unified standards for food safety and quality management responsibilities, requirements, and operational procedures.

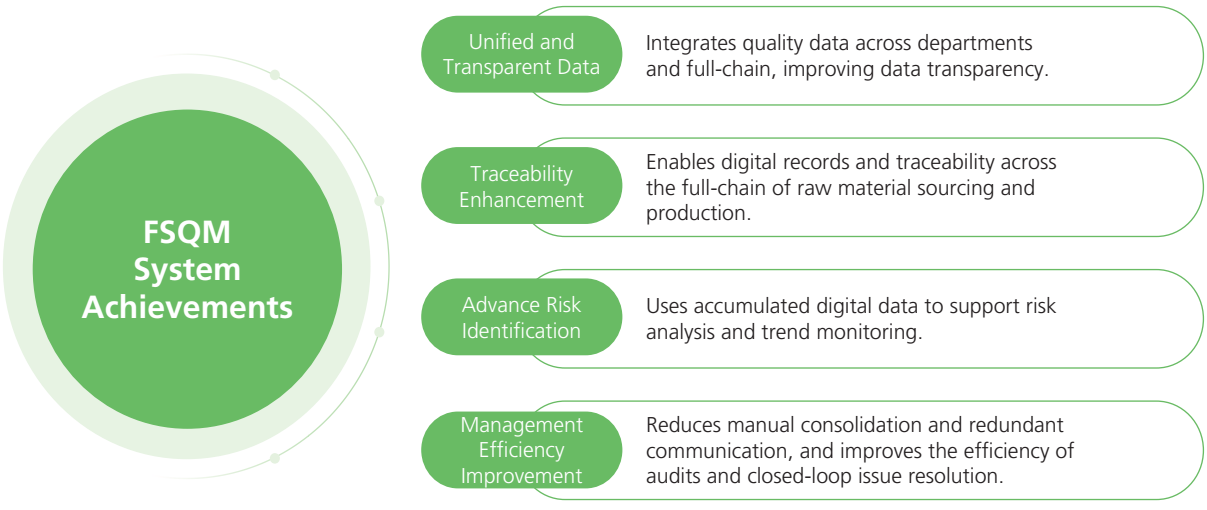
The Company established a robust food safety governance structure, clearly assigning food safety and quality responsibilities across all roles. At the management level, the WHSE Working Group convenes monthly food safety meetings to oversee the Company's food safety management and the implementation of related initiatives. At the execution level, we have established a dedicated Food Safety and Quality Assurance (FSQA) department that reports directly to the Chief Operating Officer. Serving as the gatekeeper for food safety, the FSQA team oversees four key stages: source supplier control, production quality management in central kitchens, product storage and transportation quality management, and in-store food safety management. Through rigorous oversight, the FSQA team ensures product safety throughout the entire process.

Food safety performance is also incorporated as a key metric in the store manager incentive program. Failure to comply with food safety management policies may result in disciplinary actions for store managers or area managers, in accordance with Company policies.

Digital FSQ Management

To advance the FSQ system, enhance centralized data management and timely risk identification, and address management challenges stemming from business growth and supply chain complexity. DPC Dash has established the digital FSQM system to upgrade its food safety management from a decentralized approach to a systematic, data-driven, and traceable model.

The system integrates key departments including supplier audits, raw material management, central kitchen quality monitoring, and store audits, enabling the establishment of basic data dashboards and indicator tracking mechanisms to achieve online management of key quality and audit performance.



Current Achievements of the FSQM System

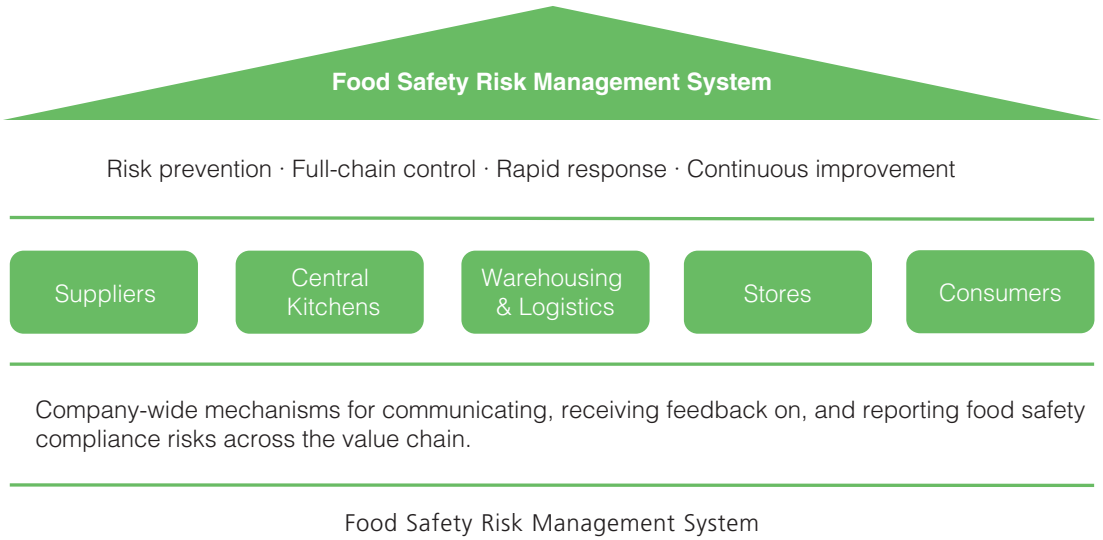


2.1.2 Food Safety Across the Value Chain

Food safety is fundamental to consumer trust. Risk management sits at the core of our value chain food safety approach. We integrate risk controls across every stage, from sourcing and production, through warehousing and logistics, to the final mile of delivery to the consumer, moving from fragmented controls to systematic governance. This ensures a prevention-first, risk-based, and fully controlled food safety and quality management system across the value chain, safeguarding the safety of every product delivered to consumers.

Food Safety Risk Management System

Guided by the principles of risk prevention, full-chain control, rapid response, and continuous improvement, we have established a food safety risk management framework across the entire value chain. By shifting from reactive response to proactive risk management, we strengthen multidimensional oversight from individual control points to full-chain management. Meanwhile, as a company-wide food safety culture becomes more deeply embedded, the food safety risk management system is better equipped to support the effective achievement of our FSQ objectives, ensuring every pizza delivers safety and trust.



Food Safety Risk Management System

We employ a closed-loop risk management defence line that integrates "risk identification, control, verification, issue traceability, and system optimization" into a complete cycle, ensuring risks remain controllable and steadily enhancing our capacity to absorb food safety risks. In managing food safety across the entire value chain, we implement comprehensive prevention and supervision at multiple stages, including supplier admission and evaluation, central kitchens' production control, warehousing and logistics monitoring, and stores operation audits.

Supplier Admission and Evaluation

We implement full lifecycle management for our suppliers, from admission to removal. All new suppliers must pass qualification reviews, on-site audits, and product sample testing before being approved. Based on ingredient sensitivity, a risk-based classification is applied: high-risk suppliers are required to obtain Global Food Safety Initiative recognized certifications such as FSSC 22000; medium-risk suppliers must obtain ISO 22000 or BRC certification; and low-risk suppliers must obtain HACCP certification. We also establish clear bottom-line requirements for food safety, defining non-negotiable quality and safety standards for all suppliers.

Ongoing monitoring is conducted through incoming product sample testing, routine audits, and unannounced inspections, ensuring 100% on-site audits coverage for new suppliers and medium- to high-risk suppliers. To the extent we identify problems with a supplier through our audits, monthly reports, or product issues reported at our warehouses, we liaise with the supplier to see if they are able to rectify the issue. Otherwise, we will terminate our relationship with suppliers who cannot meet our standards. If the suppliers breach applicable laws and regulations regarding food safety and quality or cross the bottom-line requirements for food safety, we will also terminate the partnership. In 2025, we conducted 230 supplier food safety and quality audits.

Central Kitchens' Production Control

We ensure production safety through a dual mechanism. In daily production, we identify and manage critical control points, closely monitor production conditions and the environment, and implement rigorous cleaning and disinfection procedures. The strict process monitoring also involves sample testing of raw materials and finished products, with any non-conforming materials being rejected and appropriate corrective actions taken. On a regular basis, both internal and independent third-party audits are conducted, continuously verify effectiveness of food safety management system. In 2025, we conducted several internal audits, and 100% of our central kitchens passed third-party audits certified under FSSC 22000.

Warehousing and Logistics Monitoring

For warehousing, we ensure the compliance of storage environments and operations through annual audits and unannounced inspections, with continuous monitoring of key metrics such as temperature and humidity. For logistics, we perform monthly random inspections to monitor transportation temperature and packaging integrity, and utilize a Transportation Management System (TMS) for centralized fleet coordination and dispatch, ensuring the consistent quality of ingredients throughout the supply chain.



Stores Operation Audits

As the final point of execution in food safety management, we ensure food safety at the store level through multi-dimensional measures. We strictly adhere to the *Food Safety and Quality Management Guidelines,* ensuring full-process compliance from temperature control, and cross-contamination prevention to equipment sanitation and employee health management. Our oversight includes a multi-level audit system comprising quarterly internal QA audits, annual second-party audits, and quarterly third-party Food Safety Evaluation (FSE) audits, with required corrective actions and follow-up audits for stores with deficiencies. We have also implemented intelligent inspection technology to automatically identify operational risks, triggering targeted follow-up for stores with high-potential risks. For delivery services, we use tamper-evident packaging and professional insulated equipment to maintain food temperature and safety during delivery. In 2025, we conducted 4,236 internal QA audits, 864 second-party audits, and 101 FSE audits, covering 100% of our stores and achieving an average store audit score exceeding 90.

Food Safety Communication and Reporting

We continue to strengthen internal and external communication mechanisms for food safety compliance risks across the value chain. An internal food safety reporting mechanism has been established covering central kitchens, stores and suppliers, supported by clear escalation and feedback channels. Furthermore, for food safety issues raised by consumers, we conduct full-chain investigations and root cause analysis. Corrective action plans are then implemented, verified, and integrated into the management system for continuous improvement.

2.1.3 Product Traceability and Recall

DPC Dash maintains a comprehensive product traceability and recall program to support rapid response to potential food safety incidents and reduce risks to consumers. In accordance with applicable laws and regulations in China, including the *Food Safety Law of the People's Republic of China* and the *Measures for the Administration of Food Recalls*, we have established a comprehensive product traceability and recall management system to ensure timely response and effective risk control.

The program is governed by a set of internal policies and procedures, including the *Food Safety & Security Management System Manual*, *Crisis Management Guidelines, Recall Control Procedure*, *Product Withdrawal Control Procedure*, *Emergency Product Withdrawal and Public Recall Procedure*, and the *Food Safety Incident Response Procedure*, which clearly define product recall processes. A dedicated food safety crisis management team oversees incident management arising from internal monitoring, consumer complaints, and regulatory notifications, ensuring timely escalation and effective execution.

If unsafe products or raw materials are identified at any store, the sale of affected products is immediately suspended, all suspect materials are isolated and removed from use. To address unsafe food risks, we implement categorized and tiered handling procedures. Additionally, the disposal of all recalled non-conforming food products is required to be documented with details such as production date and batch information. As of now, the Company recorded no product recalls related to safety or health reasons for three consecutive years.

2.1.4 Food Safety Culture

DPC Dash embeds food safety culture into its food safety and quality management system across the entire value chain. Through a structured, multi-level training framework, we promote shared responsibility for food safety from store operations to suppliers, ensuring consistent standards are upheld at every stage.

Our food safety training covers 100% of employees. Employees are required to follow *Good Manufacture Practice* (GMP) and complete mandatory training and test covering FSSC standards, HACCP, foodborne illness prevention, hygiene, and other key food safety topics. Designated food safety officer are required to complete at least 40 hours of training annually, and multiple training formats are used to reinforce management accountability for food safety principles. Regular food safety training is also provided to suppliers to strengthen awareness and compliance.

Store Operations Employees	Food safety training covering both theoretical knowledge and practical operations, focusing on standardized procedures and the prevention of food safety risks in daily operations
Central Kitchen Employees	Training on relevant laws and regulations, such as the *Food Safety Law of the People's Republic of China and the Regulation on the Implementation of the Food Safety Law of the People's Republic of China*.
Office Employees	Food Safety courses, covering regulatory requirements, standards, and internal food safety policies
All Suppliers	Quarterly food safety and quality management training for suppliers, covering regulatory requirements, case studies, and practical management guidance

Food Safety Training System

In 2025, the Company continued to strengthen food safety training initiatives. A total of 128 internal training sessions were conducted for central kitchen employees and store managers and above, while 9 food safety and quality training sessions were delivered to all suppliers. In addition, through the e-learning platform, the Company developed a series of courses, such as *Food Safety Officer Certification*, *Food Safety Certification*, *Food Safety Knowledge Training*, etc. These programs covered headquarter employees and full-time employees in store.



"One Chain • One Goal – Building Food Safety Together" Food Safety Week

In June 2025, DPC Dash hosted a Food Safety Week under the theme "One Chain • One Goal – Building Food Safety Together". The program engaged the entire value chain, from suppliers and central kitchens to store employees, to establish a participatory, end-to-end, and comprehensive activity framework.

The Week featured a series of events including the appointment of Food Safety Ambassadors, a Supplier Food Safety and Quality Forum, and a Food Safety Knowledge Challenge. Through diverse formats such as awareness campaigns, expert discussions, and practical initiatives, the program strengthened employees' commitment to food safety responsibilities and reinforced supply chain controls, thereby solidifying our multi-layered food safety defenses.

Food Safety Ambassador

During the campaign, 17 senior executives were appointed as Food Safety Ambassadors and participated in promotional initiatives. The ambassadors supported internal food safety oversight and employee awareness, while also participating in public food safety outreach to raise consumer awareness. The initiative reinforced both internal governance and external engagement on food safety.



Supplier Food Safety and Quality Forum

DPC Dash hosted a Supplier Food Safety and Quality Forum, bringing together Company management, representatives from key suppliers, and industry experts. The forum focused on addressing practical pain points in supply chain quality control. Discussions were solution-oriented, covering the latest food safety regulations and supply chain compliance requirements, and introduced the comprehensively upgraded the *Food Safety and Quality Management Guidelines*.

The event strengthened two-way communication with suppliers, improved alignment on the Company's strategy and quality expectations, and supported continued improvement in food safety management across the supply chain, reinforcing the Company's "Farm to Fork" food safety concept.

2.2 PRODUCT INNOVATION AND DIVERSIFICATION

DPC Dash is committed to product innovation and R&D, launching a wide range of products with rich flavors to respond to increasingly diverse consumer needs. By selecting quality ingredients and combining global inspiration with local innovation, we provide consumers with high -quality and diverse food options.

2.2.1 More Food Options

DPC Dash continues to expand its product offering through consumer-driven innovation and R&D to respond to changing market needs. A structured R&D workflow encompassing market research, testing and evaluation has been established, ensuring that product development can meet consumer needs in a more timely and precise manner. To strengthen product R&D execution, we have recruited talent, maintaining a stable new-product development cycle.



Local Market Research

- Track changes in consumer preferences and social media trends, and review peer and competitor product performance.

Global Trend Scanning

- Monitor international market trends to inform new product ideas.

Product Testing

- Screen product concepts through taste testing and a voting system to identify the most promising products.
- Conduct food safety and quality testing, including allergen screening.

Feasibility Assessment

- Perform cost analysis covering ingredients and preparation processes.

Standardization and Implementation

- Establish standardized sourcing and cooking procedures.

Marketing and Promotion

- Promote new products through integrated digital and in-store channels following launch.

Post-Launch Review

- Review consumer feedback to the new product.
- Products with strong performance are added to the regular menu.

Product Development Process

We use local market research to understand consumer taste preferences and dining trends to guide product development. Product development focuses on balancing taste and nutrition with ongoing refinement of formulations and meal combinations to better meet market demand for product quality and diversification. The Company continuously optimized product structure in a demand-centric way. In 2025, we launched 71 new products, including the Tuscany Inspired Cheese Salmon Pizza and the Sicilian Inspired Beef and Bamboo Shoot Pizza.

To better reflect different dining preferences, the Company has increased the share of non-pizza menu items and introduced premium ingredients such as steak and salmon to expand menu options. We also offer flexible customization options, including three pizza sizes (7", 9" and 12"), various crust options (such as double decker and thin crust), and a wide range of toppings (including broccoli, corn and pineapple). These options expand consumer choice, strengthen the social sharing attribute of pizza products, and fit a range of occasions such as gatherings with friends and family meals.

To better promote our diverse product range, DPC Dash uses an integrated digital and in-store approach to monitor new product performance and respond quickly to consumer feedback. Digital promotion focuses on social platforms such as Weibo, Rednote and the Company's official WeChat account, supported by key opinion leader (KOL) store visits, livestream engagement and coverage by mainstream media. Offline promotion includes community and office-building advertising, metro advertising promotion, and in-store posters and leaflets, providing broad visibility across key consumer touchpoints.

2.2.2 Accessibility to Nutrition and Health

DPC Dash designs its products and menus with a focus on balanced nutrition. We continue to improve our offerings through nutrition assessments, product innovation and recipe optimization, while prioritizing quality ingredients, evidence-based meal planning and optimized processing methods. Guided by the World Health Organization's healthy diet recommendations, we design meals with balanced portions of grains, vegetables and protein, and with attention to overall nutritional balance. We are committed to continuously enriching the nutritional dimension of our product portfolio, providing consumers with tasty and healthy dining solutions that support their daily nutritional intake and a healthy lifestyle. In 2025, the Company introduced 21 new nutritious ingredients, such as winter bamboo shoots, rambutan and wild squid.

Ingredient Management

- **Sustainable ingredients**

We prioritize sustainable ingredients.

- **Fat-content control**

Clear fat-to-lean standards are applied to meat ingredients to support product quality and healthier menu options.

Food Preparation

- **Oven baking**

Oven baking is used as the primary cooking method to reduce oil use and lower fat content.

Balanced Menu Design

- **Diverse, high-quality protein options**

New ingredients such as beef and lamb cuts, salmon and squid are introduced to provide a wider range of healthier protein choices.

- **Healthy beverages**

Functional beverages such as Red Date, Goji Drink Nutritious Five-Black Drink and Pear & Pomelo Drink are introduced using natural ingredients to support daily nutrition needs.

- **Vitamin and micronutrient enrichment**

Ingredients rich in vitamins, minerals and dietary fiber such as kiwi and kale are incorporated to support micronutrient intake, metabolism and digestive health.

Consumer Communication

- **Transparent product information**

Clear and accessible product information is provided, including ingredient lists, portion sizes and other key nutrition and health disclosures.

Nutrition and Health Practices





Tuscany Inspired Cheese Salmon Pizza



Red Date, Goji Drink



French Vanilla Flavored Shrimps



Sunshine Vegetable Salad



Grain-fed Wagyu Steak



Sicilian Inspired Beef
and Bamboo Shoot Pizza

We offer multiple portion and size options and provide appropriately portioned individual and two-person meal sets to encourage responsible consumption, support calorie control and balanced diet, and contribute to the reduction of food waste in line with our sustainability objectives.



One Person Combo

2.3 SHARED VALUE ACROSS THE SUPPLY CHAIN

DPC Dash is committed to building a more resilient supply chain through robust supplier admission, evaluation and removal processes, and by proactively identifying and managing risks across the supplier lifecycle. We place strong emphasis on close collaboration with business partners and promote sustainable supply chain practices and responsible sourcing to support long-term, shared growth.

2.3.1 Supplier Management System

DPC Dash actively improves the full lifecycle supplier management system by formulating and updating policies such as *the Supplier Management System*, *Supplier Classification Management Procedure*, *New Supplier Development Procedure*, and *Supplier Removal Mechanism,* covering the entire process from admission and review to removal, enabling continuous tracking, dynamic evaluation and scientific management of suppliers. Based on the importance of ingredients, procurement scale, etc., we classify suppliers into four categories: Strategic Suppliers, Preferred Suppliers, Contract Management Suppliers, and Procurement Suppliers, implementing differentiated management strategies. As of the end of the Reporting Period, the Company had a total of 170 qualified suppliers, all located within China.

Supplier Admission

DPC Dash has established a rigorous supplier screening and admission procedure, defining clear introduction conditions and review criteria, and setting cooperation admission thresholds to ensure supply chain quality from the very source. Simultaneously, we have introduced an pre-assessment mechanism to conduct a comprehensive evaluation of potential suppliers in areas including raw material management, processing capabilities, quality control, cost control, innovation potential, service improvement, and financial status, ensuring that admitted suppliers meet the Company's development needs. Suppliers that pass the advanced assessment would be added to the Qualified Supplier List and become eligible for cooperation. Additionally, new suppliers must sign the *Supplier Code of Conduct* with the Company before being onboarded, ensuring the integrity and compliance of the admission process.

Supplier Evaluation and Removal

Adhering to the principle of win-win cooperation, we conduct annual performance evaluations for all Strategic and Preferred Suppliers through multi-departmental collaboration, assessing their performance in areas such as innovation capability, product safety, and delivery quality. According to the evaluation scores, we reward the outstanding suppliers and hold discussions with suppliers requiring improvement, formulate corrective action plans, and follow up on their implementation to promote continuous progress and capability enhancement. If a supplier fails to make adequate improvements or consistently fails to meet requirements over an extended period, the removal mechanism will be initiated according to established procedures to maintain the overall quality and stability of the supply chain.

In 2025, we have completed annual performance evaluations for approximately 20% of our suppliers. Due to factors such as quality performance, the Company removed 8 suppliers during the Reporting Period.

Digital Enablement

To build a sustainable modern supply chain, the Company has established a full-chain digital-intelligent management system covering "supplier management, warehousing, ordering, and transportation". This system comprises the Supplier Relationship Management (SRM) system, Warehousing Management System (WMS), Ordering Management System (OMS), and TMS, enabling fully digitalized collaboration and intelligent decision-making from raw material intake to store delivery.

SRM	It drives paper reduction, enhances communication efficiency, and greatly boosts operational precision and productivity, achieving centralized and collaborative management of suppliers.
TMS	It provides unified scheduling for carriers, reduces dispatch frequency and greenhouse gas emissions through intelligent routing and load optimization, and promotes digital handovers to minimize resource waste.
OMS	Using OCR technology, the system captures order information automatically and links directly with other supply-chain systems. This enables automated processing from order receipt and picking to delivery, and provides real-time visibility across the full order-to-delivery process.
WMS	It features batch management and quality traceability capabilities, allowing monitor and manage ingredients throughout the process, from inbound storage to final distribution.

Digital System

2.3.2 Sustainable Supply Chain

DPC Dash applies ESG concepts across its supply chain to support stable sourcing and stronger value chain collaboration. The Company is committed to responsible sourcing of key ingredients and to providing safe and responsibly produced food. All suppliers are required to comply with applicable laws and regulations, and are encouraged to strengthen their practices in environmental management, social responsibility, business ethics and food safety, supporting continuous improvement across the supply chain.

The Company gives priority to suppliers with stronger ESG performance and continues to build a more responsible and resilient supply chain. For Strategic Suppliers, higher ESG expectations are set and reinforced through dialogue with senior management to advance joint sustainability initiatives. As of now, a number of our suppliers have launched ESG projects, including energy-efficiency upgrades, on-site solar installations and wastewater reuse, and have achieved solid results.

2 DELIVERING DELICACY: GUARANTEEING QUALITY FOR A CHOICE OF REASSURANCE

To improve supply-chain transparency, the Company continues to strengthen its ingredient traceability system and has established traceability controls for key ingredients, including vegetables, beef, cheese and seafood. Among these, farm-level traceability has been achieved for certain vegetable ingredients, while some protein ingredients can be traced back to the farm level, ensuring the identification of upstream sources. We place particular emphasis on sustainable sourcing and are progressively advancing the adoption of recognized quality and sustainability certifications. Meanwhile, we comply with national standards in regulating antibiotic use, thereby systematically ensuring the quality of raw materials.

We continuously improve business continuity and responsiveness by optimizing supply chain structure and strengthening local collaboration. We give priority to sourcing from partners located near our central kitchens to shorten transport distances, reduce GHG emissions, and improve operational efficiency. At the same time, we promote the localization, development, and substitution of key ingredients. In 2025, a domestically developed tomato sauce, co-created with local suppliers, achieved full localization and entered commercial production. This project supports stable and consistent product quality and strengthens the security and controllability of our value chain. As of the end of 2025, our local sourcing ratio (by SKU) has reached 98.40%.

During the Reporting Period, the Company did not record any material supply shortages, delivery interruptions, or breaches of contract by suppliers. Prices of both food and non-food supplies remained generally stable.



2.4 CARING SERVICES

Consumers are at the center of our operations and decision-making. We maintain open communication with clear feedback channels and responsive service. All marketing and promotional materials are reviewed in line with our responsible marketing principles to ensure they are accurate, transparent, and fair. We also ensure consumers' right to information through clear and reliable disclosures, and protect their data security and privacy through robust information security and data protection mechanisms.

2.4.1 Consumer Service

DPC Dash follows a consumer-first approach and is committed to providing responsive, reliable, and responsible service. The Company complies with the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and has established internal procedures, including the *Complaint Handling Procedure*, the *Crisis Management* and *Store Special Situations Manual*, and the *Store Issue Complaint and Feedback Procedure*, to ensure consumer feedback is handled in a timely, and closed-loop manner.

Consumer feedback is collected and managed through a unified service framework. Consumers can reach the Company through the 400 service hotline (400-159-7597), social media platforms such as Weibo, the WeChat official account, and Rednote, third-party delivery platforms including Meituan and Dianping, as well as the Company's own channels, including its official website, WeChat mini-program, and mobile application.

To ensure timely and efficient responses to consumers, dedicated staff are assigned to collect, review, and respond to external reviews and complaints, and to coordinate follow-up actions with operation teams. All cases are required to be handled within 24 hours. For negative or low-rating feedback received through our digital platforms, records are captured automatically and routed to the consumer complaint management system, with immediate notice sent to the relevant operation teams and store. Stores are required to acknowledge each case within five minutes and close it within 24 hours. At the same time, the 400 consumer service hotline handles consumer inquiries, comments, and complaints directly. The consumer service center shares real-time updates with operation teams and follows each case through to resolution, forming a closed-loop feedback process.

To continuously improve consumer satisfaction, the Company has incorporated consumer feedback and improvement mechanisms into the senior management's key agenda. The operation teams analyzes the root causes of both positive and negative feedback and works with relevant departments to optimize services and products at the system and process levels. A tiered improvement approach, comprising real-time follow-up, monthly reviews, and annual enhancements, is implemented to drive continuous improvement.

Real-Time Follow-Up	All low-rating reviews and consumer complaints are responded within 24 hours. Cases are tracked through daily follow-up and consumer callbacks to ensure timely resolution.
Monthly Review	Consumer feedback analysis summary are reviewed each month, and focused actions are identified to improve service quality.
Annual Improvement	Service improvement measures are developed based on the results of annual consumer satisfaction surveys.

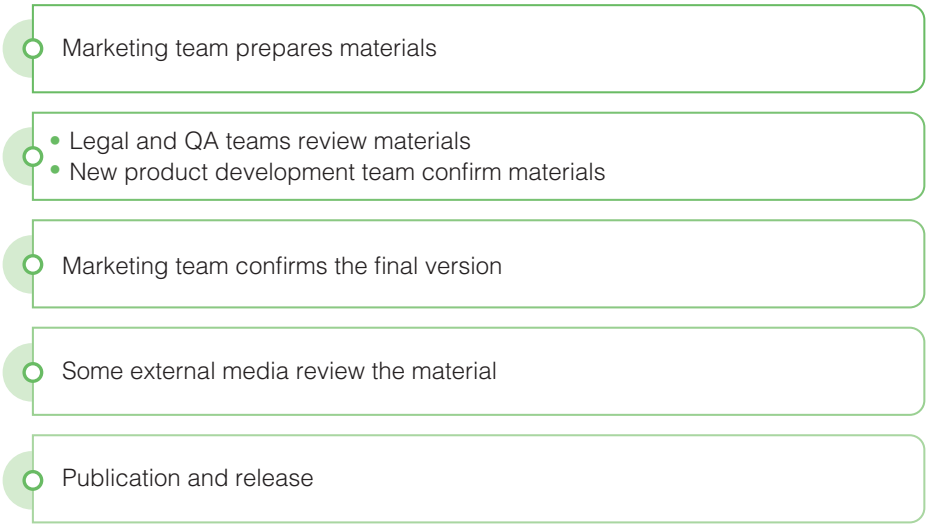
To support an objective assessment of service performance, the Company engages an independent third-party agency to conduct annual consumer satisfaction research. As of the end of the Reporting Period, average consumer ratings were 4.8 out of 5 on Taobao Flash Sale and 4.7 out of 5 on Meituan.

During the Reporting Period, the Company did not receive any material consumer complaints related to its stores or products.

2.4.2 Responsible Marketing

DPC Dash complies with the *Advertising Law of the People's Republic of China* and other applicable laws and regulations, in 2025, we issued *Responsible Marketing Management Guidelines* for company-wide use. The Guidelines set out eight core requirements, covering areas such as advertising compliance, brand representation, food safety, balanced-diet, and the avoidance of misleading or exaggerated claims.

All external communications are subject to a structured review and approval process to ensure accuracy, fairness, and regulatory compliance. All external promotional materials are reviewed and validated by the New Product Development team and subject to dual approval by the Marketing and Legal departments. In parallel, the Company actively promotes internal marketing training to ensure that all marketing and communications personnel understand compliance requirements and describe products and services in an accurate and factual manner.



Promotional Materials Review Process



2 DELIVERING DELICACY: GUARANTEEING QUALITY FOR A CHOICE OF REASSURANCE

DPC Dash promotes healthy diet and informed choices by providing clear product information across both online and in-store channels. Consumers have access to ingredient lists, gram weights and other key nutrition and health details to support informed dining decisions.



日式照烧滋烤鳗鱼比萨

滑嫩鳗鱼（*鳗鱼中可能含有软刺，请小心食用），肉质丰腴，浓郁照烧酱汁，蒲烧滋烤，尽享日式“鳗”妙醇美!

配料：蒲烧鳗鱼、秋葵、玉米、海苔芝麻、马苏里拉芝士



香烤野生鱿鱼

"精选大西洋野生鱿鱼，鲜嫩弹韧，海味鲜香扑鼻而来！多重烧烤香辛交织，香气四溢！外酥内弹，咔哧咔哧~有滋有味！*鱿鱼内可能含有白色透明的软骨内鞘，请小心食用！

Product Information on Online Platforms

Celebrating Food and Culture through a Partnership with the Dunhuang Museum

In January 2026, we partnered with the Dunhuang Museum to launch a co-branded merchandise campaign, with delicacies intermingled with culture of two millennia. During the promotion period, consumers who placed orders could redeem five limited-edition items inspired by classic Dunhuang motifs, such as the “Winged Horse” and “Flying Horse”, including insulated tumblers and tote bags. The campaign brought Dunhuang art into everyday products and allowed consumers to engage with traditional Chinese culture as part of their dining experience. It also reflects the Company’s use of its commercial platform to support cultural heritage promotion and contribute to public cultural life.

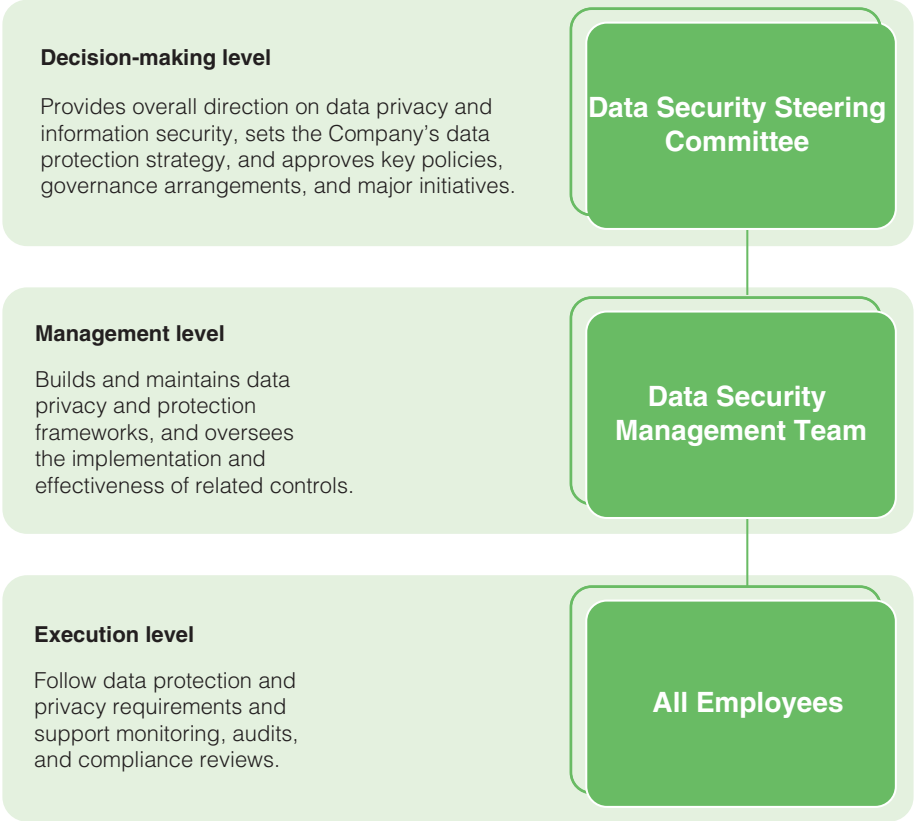


Co-branded Tote Bags

2.5 INFORMATION SECURITY

2.5.1 Data Security

DPC Dash complies with the *Data Security Law of the People's Republic of China*, the *Cybersecurity Law of the People's Republic of China*, and the *Personal Information Protection Law of the People's Republic of China* and other applicable laws and regulations, and continues to strengthen its internal data protection and cybersecurity governance. The Company has put in place internal policies, including the *Data Security Management Policy*, *Data Classification and Categorization Guidelines*, *Employee Personal Information Protection Policy*, and *Information Security Incident Management Procedures*, to establish a clear framework for data security and personal information protection. In 2025, in accordance with requirements of the Cyberspace Administration of China, the Company established a Data Protection Officer (DPO) role and completed the required filing.



Privacy and Data Security Governance Structure

To protect data security, the Company applies a data classification and protection framework to ensure that core and sensitive data receive stronger safeguards. Technical controls are deployed and updated on an ongoing basis to address external cyber risks and internal misuse, and to support system stability and data integrity. Continuous security monitoring is in place to detect abnormal activities and emerging risks in a timely manner. Emergency response plans are reviewed and updated regularly to support prompt response and effective remediation.

Data Classification	• Data is classified based on sensitivity and confidentiality levels, with corresponding data leakage prevention and control measures implemented accordingly.
Technical Safeguards	• Software controls are implemented to restrict network access. • E-commerce platforms are established and regularly tested to defend against cyberattacks. • Anti-virus and data loss prevention software are installed on all employee devices. • Wireless network security is strengthened. • Remote access via VPN is subject to standardized access controls.
Monitoring and Incident Response	• In coordination with public security authorities, annual self-inspections are conducted, along with internal and external audits, internal penetration testing, and vulnerability scanning to identify areas for improvement. • A data breach response mechanism is established to minimize the impact of incidents.

Data Security Management System

For suppliers and business partners, suppliers with medium to high dependence on Company data are required to sign a *Supplier Information Security Commitment*. These suppliers must follow the Company's information security requirements for product, service, and system security, as well as data protection, and implement the agreed security controls.

2.5.2 Privacy Protection

The Company complies with applicable laws and regulations, and has updated its *Personal Information Protection Policy* to strengthen its consumer privacy management framework.

To protect consumer rights, the Company publishes its *Personal Information Protection Policy* and *User Agreement* on its official website, mobile application and mini-program. These documents explain how personal information is collected, used, stored, and protected across key business scenarios, including online ordering, delivery services, and membership services. When users first open the mobile application or mini-program, or complete registration, a pop-up notice highlights the privacy terms and requests user consent to ensure informed authorization. Except for essential personal information, such as mobile phone numbers obtained with user consent through the Company's own or authorized third-party channels, the Company generally collects anonymized data. The Company also works with regulators to complete required security filings and compliance reviews for its mobile application and mini-programs. An automated content compliance review is conducted in user-input scenarios, such as order notes, to help reduce compliance risks.

The personal information protection compliance audit, as a required audit under laws and regulations, was implemented in 2025. The results of it demonstrated that the Company's personal information protection compliance management system is effective in safeguarding the legitimate rights and interests of individuals whose personal information is processed. Improvement actions have since been implemented in line with the *Personal Information Protection Compliance Audit Report* to support the continued strengthening of the Company's privacy protection practices.

2.5.3 Training and Capability Building

The Company provides data security and privacy training tailored to different roles and responsibilities. Training is delivered through both online and in-person formats, and combines courses and assessments with practical demonstrations and hands-on exercises to help employees better understand data protection requirements and how to prevent and manage related risks. In 2025, focused personal information protection compliance training was delivered to the digital operation teams, and dedicated privacy policy training was provided to the 400 consumer service hotline team. We also launched a mandatory information security training course for all employees, using real workplace scenarios to help them identify and mitigate information security risks.

In 2025, the Company did not experience any material data security incidents.

"Data Security Day" Campaign

In 2025, the Company organized an on-site "Data Security Day" awareness campaign. The event included themed posters and learning materials, along with interactive activities and live demonstrations on mobile device security. The activities focused on common work scenarios and helped employees better identify data security risks and respond to them in day-to-day operations. The campaign emphasized practical learning and hands-on engagement, helping turn awareness into daily practice and reinforcing data security behaviors across the Company.



"Data Security Day" Campaign



DPC Dash continues to strengthen its environmental management practices through energy-saving and emissions-reduction measures, improved energy and resource efficiency, the use of sustainable packaging materials, and actions to reduce food waste across operations. The Company also promotes a green culture and is committed to minimizing the potential environmental impact of its daily operations.

Relevant UN SDGs:



3.1 CLIMATE ACTION

In response to the new requirements of global green and low-carbon development, and to support the achievement of the "30•60" carbon peak and carbon neutrality goals, DPC Dash focuses on its own operational context to proactively address global climate change. This involves systematically assessing climate-related risks and opportunities, continuously optimizing the energy management system, promoting the use of clean energy and improving energy efficiency. Through these concrete actions, the Company supports the national overall deployment in tackling climate change and contributes to advancing the energy transition.

With reference to the *International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures* as well as other standards and guidelines, we evaluate the potential impacts of climate – related risks and opportunities on our business, with due consideration of our operating environment and industry attributes. Climate – related disclosures covering governance, strategy, risk management, metrics and targets are structured and presented in accordance with the four core pillars.

3.1.1 Governance

We have set out the well-defined ESG governance framework (see ESG Management Chapter), into which all climate-related governance issues have been integrated. At the Board level, the SLT Team and the WHSE Working Group jointly assist the Board in assessing climate-related risks and opportunities, formulating corresponding mitigation strategies, and overseeing the policies, procedures, strategies, and actions relating to the Company's climate change adaptation and carbon emission reduction.

At the operational level, we integrate climate actions into the day-to-day operations of the operational teams. We continuously monitor the progress of all climate actions, so as to ensure the top-down understanding of climate targets and the effective implementation of relevant measures.

Members of the Board and SLT contribute relevant industry experience to the Company's climate oversight. To maintain the effectiveness of this oversight amidst evolving climate risks, opportunities, and regulatory requirements, we provide climate-related training for the Board and SLT members and invite external experts to share updates on climate trends and leading practices.

3.1.2 Strategy

Using 2025 as the baseline year, the Company assesses climate-related risks and opportunities over the short term (1-2 years), medium term (to 2030), and long term (to 2050). Climate considerations are built into day-to-day operations and overall business planning, and response actions are developed and carried out in line with the Company's strategic priorities and stage of development.

Given the extended time horizons and high degree of uncertainty associated with climate-related risks and opportunities, the Company uses scenario analysis to assess physical risks, transition risks, and transition opportunities under different global warming pathways. The results are used to support the development of forward-looking and resilient strategies. During the Reporting Period, based on data and research from external sources such as the *Intergovernmental Panel on Climate Change (IPCC)* and the *World Resources Institute (WRI)*, and considering the Company's business profile, operating regions, industry conditions, and policy environment, the Company assessed climate-related risks and opportunities across key parts of its value chain. These include raw material sourcing, production, warehousing and logistics, store operations, and delivery services.



Physical Risks

Based on risk identification, the main physical risks include heatwaves, flooding and heavy rainfall, water stress, typhoons, and extreme cold events. The assessment used two IPCC climate scenarios, SSP5-RCP8.5 and SSP1-RCP2.6, and covered all locations of our operating stores, central kitchens, and offices across Chinese mainland.

Scenario Type	Scenario	Description	Estimated Global Temperature Increase by 2100
Low-Emissions Scenario	SSP1-RCP2.6	This is a relatively optimistic pathway that requires global cooperation and strong policy support. It calls for rapid action to reduce GHG emissions in order to keep the increase in the global average temperature within 2°C above preindustrial levels.	~2°C
High-Emissions Scenario	SSP5-RCP8.5	This is a relatively pessimistic future pathway that reflects potential challenges of climate change if current GHG emissions trends remain unchanged. This scenario provides a basis for evaluating exposure under more extreme conditions.	~4.4°C

We have analyzed the potential financial impacts of the Company's physical risks under two different scenarios*. The SSP5-RCP8.5 scenario is used below for disclosure purposes.

Risk Category	Description	Time Horizon	Value Chain Exposure	Transmission Pathways	Financial Impact Indicators
Heatwaves	Temperatures in a given area remain significantly higher than the local historical climate average for several consecutive days. Heatwaves may affect the stability of refrigeration and cooling equipment, increase energy use and costs, and affect ingredient quality, store operations and delivery services.	Short to medium term	Store Operations Delivery Services	• Significant increases in heatwave frequency and duration. Greater pressure on cooling systems, higher energy costs and risk of equipment failure. • Higher risk of ingredient spoilage, requiring additional cold-chain protection and backup cooling capacity. Extreme heatwaves may lead to temporary suspension or delays of delivery services.	Revenue Operating Costs
Flooding and heavy rainfall	Heavy rainfall and flooding that may lead to urban waterlogging and water intrusion, asset damage and operational disruption.	Short to medium term	Raw Material Sourcing Warehousing and Logistics Store Operations Delivery Services	• Higher frequency of flooding and heavy rainfall. Increased risk of water ingress at central kitchens and warehouses, leading to asset damage and operational disruption. • Disruption to sourcing channels may result in ingredient shortages and temporary store closures.	Asset Value Revenue Operating Costs
Typhoons	Typhoons are typically accompanied by strong winds, heavy rain, and storms, which may damage infrastructure, affect staff safety, and disrupt logistics and operations, especially in coastal areas.	Short term	Operations Logistics and Transportation Product Delivery	• Damage to facilities and assets, leading to repair or replacement costs and business interruption. • Logistics disruptions may hinder product delivery, resulting in order delays or cancellations and adversely impacting current-period operating revenue.	Asset value Revenue
Extreme cold	Abnormally low temperatures, snowstorms and freezing conditions that may disrupt transportation, energy supply and operations.	Short term	Operations Logistics and Transportation Product Delivery	• Disruption to logistics and delivery services, affecting revenue. • Higher heating demand and increased risk of equipment failure and operational interruptions, resulting in higher operating costs.	Operating Costs Revenue
Water Stress	Periods in which available water supply cannot meet demand. Water stress may affect daily operations and, indirectly, the availability and quality of raw materials.	Long term	Operations Raw material Sourcing	• More frequent and severe drought and water shortages, leading to higher water cost and use restrictions at operating sites. • Potential impacts on raw material supply and quality, increasing procurement costs and affecting supply chain stability.	Operating costs

* The analysis of climate-related financial impacts is subject to multiple uncertainties (including regulatory and policy requirements, corporate business development, and the evolution of low-carbon technologies). Consequently, the outputs generated by quantitative models to a certain extent entail inherent limitations and uncertainties. In accordance with the "Reasonable Information Relief" principle, this report provides only qualitative disclosures regarding climate-related financial impacts.



Based on the initial risk screening, we selected the heatwaves, flooding and heavy rainfall to conduct a comprehensive climate risk assessment. The assessment indicates that the Company faces a relatively low level of climate risk exposure, demonstrating sound climate resilience, with the assessment results as follows:

Risk Category	Low-Emissions Scenario SSP1-RCP2.6		High-Emissions Scenario SSP5-RCP8.5	
	2030	2050	2030	2050
Heatwaves				
Flooding and heavy rainfall				
Total				

Risk Level Classification:

Very low risk	Low risk	Medium risk	Medium-high risk	High risk

Transition Risks and Opportunities

The Company assesses transition risks and opportunities using scenario analysis based on the International Energy Agency (IEA) Global Energy and Climate (GEC) model, with reference to the IEA Stated Policies Scenario (STEPS) and the IEA Net Zero Emissions by 2050 (NZE) scenario. Drawing on the Company's business strategy and operating practices, we comprehensively analyze transition risks and opportunities in light of the policy environment, technology evolution, and market trends.

Scenario Type	Transition Scenario	Description	Estimated Global Temperature Increase by 2100
High-Emissions Scenario	IEA Stated Policies Scenario (STEPS)	Represents current and announced energy, climate, and related industry policies. It assumes that some policy targets may be delayed or only partly achieved, and therefore includes a level of uncertainty.	~2.4°C
Low-Emissions Scenario	IEA Net Zero Emissions (NZE)	Represents a high-ambition pathway under which the global energy sector reaches net-zero emissions by 2050. This scenario corresponds to limiting long-term global warming to 1.5°C.	~1.5°C

We have analyzed the potential financial impacts and development opportunities arising from the Company's transition risks and opportunities under two different scenarios*. The IEA NZE scenario is presented below for disclosure purposes.

Risk Category	Description	Time Horizon	Value Chain Exposure	Transmission Pathways	Financial Impact Indicators
Policy	Risks arising from changes and tightening of climate-related policies, regulations, and supervisory requirements, which may increase compliance costs and require operational changes.	Long term	Warehousing and Logistics Production Store Operations	• Under a more stringent decarbonization and regulatory environment, requirements for climate-related disclosures, data systems, and internal governance increase materially. • Insufficient compliance governance may adversely affect financing and market ratings, while compliance and management costs rise significantly.	Compliance costs Access to Market Financing
Market	The risk of changes in the competitive landscape and increased cost pressures resulting from factors such as shifts in consumers' preferences toward sustainable consumption and rising requirements for packaging and raw materials.	Medium to long term	Store Operations	• Low-carbon and sustainability have become mainstream consumer expectations, and the green transformation of the supply chain brings significant cost pressures. • Accelerated green initiatives by industry peers may weaken brand competitiveness.	Revenue Operating Costs

* The analysis of climate-related financial impacts is subject to multiple uncertainties (including regulatory and policy requirements, corporate business development, and the evolution of low-carbon technologies). Consequently, the outputs generated by quantitative models to a certain extent entail inherent limitations and uncertainties. In accordance with the "Reasonable Information Relief" principle, this report provides only qualitative disclosures regarding climate-related financial impacts.



Opportunity Category	Description	Time Horizon	Value Chain Exposure	Transmission Pathways	Financial Impact Indicators
Policy	Opportunities from government policies and incentives for low-carbon development, energy efficiency, and green dining, which can reduce transition costs and expand financing channels.	Short to medium term	Warehousing and Logistics Production Store operations	• Under a faster transition environment, government support for energy efficiency, green catering, and low-carbon infrastructure increases, lowering investment thresholds and shortening payback periods for green projects.	Access to Market Financing Operating Costs
Market	Opportunities from rising demand for sustainable products and deeper low-carbon collaboration across the supply chain, creating potential for improved supply chain financing arrangements.	Medium to long term	Warehousing and Logistics Production Store operations	• Deeper collaboration with low-carbon suppliers supports the development of green supply-chain financing programs, expanding financing channels and reducing overall financing costs.	Access to Market Financing Revenue
Technology	Opportunities from the development and wider use of low-carbon technologies, improving energy efficiency and lowering energy costs.	Medium to long term	Warehousing and Logistics Production	• Faster technology innovation and large-scale deployment, together with smart stores, low-carbon logistics, and intelligent energy management, improve operating efficiency and support low-carbon competitive capability. • Scale effects further reduce unit technology costs, strengthening cost savings and competitive position.	Operating Costs Asset Value

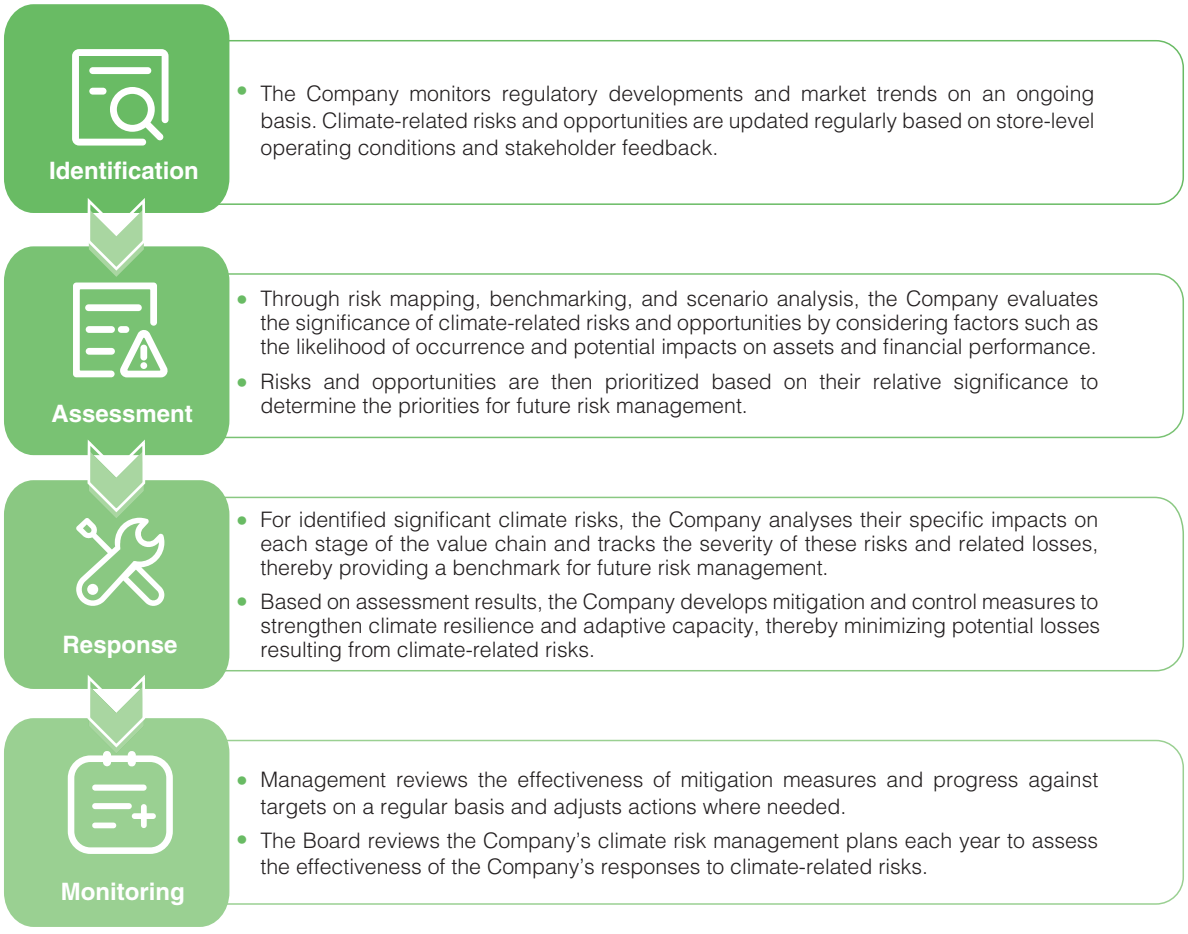
Climate Resilience

Based on climate scenario analysis and financial assessment, we have evaluated potential risks and opportunities, identified mitigation and adaptation strategy, and actively implemented the following initiatives to increase climate resilience.

Category		Response Measures
Physical risks – acute		• A crisis management team and *Emergency Response Plans* are in place. Store facilities have been upgraded with temperature control, flood protection, wind resistance, and freeze protection measures. Equipment layout and emergency supplies have also been improved to limit the direct operational impact of extreme weather. • Monitor energy use across workshops and equipment, enhance energy-saving training, effectively manage energy use, and reduce energy costs. • Employee health and safety plans are in place, including the provision of heat- and cold-protection supplies, to reduce safety risks during extreme weather.
Physical risks – chronic		• A water management indicator system has been established to support focused monitoring and process control in high water-use operations. • Operating processes are being improved to reduce water loss. Planning and feasibility studies for water reuse and recycling in production have been launched to support more efficient and cascading use of water resources. Regular water-saving training is provided to raise employee awareness and foster a culture of conservation in the workplace.
Transition Risks and Opportunities	Policy	• A policy monitoring mechanism tracks climate-related regulatory developments and supports timely adjustments to business planning and deployment, while advancing green transition initiatives. • Climate-related disclosures requirements are reviewed on an ongoing basis, and GHG data management processes are strengthened to improve the transparency and quality of disclosures.
	Market	• Low-carbon menu options and renewable and sustainable packaging solutions are being developed, together with an end-to-end low-carbon supply chain, to support green consumption and strengthen brand competitiveness.
	Technology	• Energy-efficient equipment and technologies are deployed across central kitchens and stores, with the progressive implementation of digital systems for low-carbon logistics and energy management. • Investment in low-carbon technology R&D is being strengthened, alongside efforts to optimize the energy mix, reduce long-term operating costs, and enhance differentiated competitive advantages.

3.1.3 Risk Management

DPC Dash has incorporated climate-related risks and opportunities into its enterprise risk management framework and existing processes (see Section 1.2 Risk Management), and have strengthened top-down communication with management and all relevant departments regarding climate-related risks and opportunities. Through a comprehensive risk management cycle – which involves identification, assessment, response, and ongoing monitoring – we will address climate-related risks more comprehensively and effectively, while more firmly seizing opportunities presented by the low-carbon transition and enhancing the climate resilience of our overall business strategy.



Climate risk Management Process

3.1.4 Metrics and Targets

We are advancing the development of clear and measurable targets related to GHG emissions and clean energy use, and advancing the establishment of corresponding tracking mechanisms to effectively monitor performance across our operations and the entire value chain. In 2025, the Company is rolling out initiatives focused on store energy efficiency, equipment upgrades, and logistics management, and continues to strengthen its overall climate management practices. During the Reporting Period, the Company completed a GHG inventory covering all stores, central kitchens, and offices in Chinese mainland. The table below presents the Company's GHG emissions performance.

Key Performance Indicators

Indicator	Unit	2025
Total GHG emissions*	tCO_2e	115,249.63
– Scope 1	tCO_2e	4,230.36
– Scope 2	tCO_2e	111,019.27
GHG emissions intensity	tCO_2e/RMB million revenue	21.41

* Based on the Company's operating profile, its GHG emissions mainly come from direct emissions from natural gas, refrigerant leakage (Scope 1) and indirect emissions from purchased electricity (Scope 2). Emissions are reported in tonnes of carbon dioxide equivalent (tCO_2e). Emission factors are selected in accordance with the 2023 regional average grid electricity emission factors published in the "*Announcement on Issuing the 2023 Electricity Carbon Dioxide Emission Factors*" by the Ministry of Ecology and Environment.

3.2 GREEN OPERATIONS

DPC Dash continues to strengthen its environmental management practices through energy-saving and emissions-reduction measures, energy and resource efficiency improvement, the promotion of sustainable packaging materials, and food waste reduction across operations. The Company also promotes a culture of environmental responsibility and is committed to minimizing the potential environmental impact of its daily operations.

3.2.1 Energy Management

Energy management spans the Company's operations and production processes. DPC Dash complies with applicable environmental and energy regulations, including the *Environmental Protection Law of the People's Republic of China* and the *Energy Conservation Law of the People's Republic of China*, and has established dedicated *Energy Management Policy* to strengthen energy governance, clarify responsibilities for energy management, and fully integrate energy-saving initiatives into the Company's day-to-day operations.



At the central kitchen level, annual targets covering energy consumption and equipment efficiency were established and translated into quarterly action plans and performance tracking. To support the effective delivery of these targets, the Company introduced *Energy Management Incentive and Accountability Guidelines*, integrating energy management requirements into production, warehousing, and logistics operations. Performance assessments focus particularly on cold chain equipment and energy-intensive production processes. Incentives such as cash rewards and recognition are provided for effective energy-saving initiatives and operational improvements, while penalties and performance deductions apply in cases of management deficiencies, data missing, failure to meet targets and/or other misconduct.

For energy management in store operations, we established a three-tier governance structure. An energy management leadership group serves as the decision-making body responsible for approving annual energy-saving targets. Operational management teams and store managers act as responsible persons at each level to implement energy-saving measures and promote an energy-conscious culture. Incentive and accountability mechanisms, including cash rewards, penalties, and recognition programs, are also applied across stores to ensure the effective implementation and innovation of energy conservation practices.

The principle of energy conservation is embedded in our daily operations. We are actively implementing multi-faceted energy management initiatives, continuously identifying opportunities for energy savings and effectively improving energy efficiency.

Management Optimization	• Monitor energy use of energy-intensive equipment such as kitchen equipment, lighting equipment, and refrigeration equipment. • Install sub-meters in central kitchens to enable zonal, fine-grained energy monitoring. • Apply a color-dot system to manage equipment operating schedules. • Adopting stringent energy indicators that are subject to monthly review and on-going maintenance.	• The energy metering system was further improved, enabling more granular monitoring of energy consumption.
Energy-Efficiency Retrofits	• Introduce energy-efficient equipment and implement energy-saving technology upgrades, such as LED lighting adoption, energy-saving hoods installation for ovens and off-peak exhaust fan modification. • Upgrade insulation systems in cold storage areas including the installation of insulation panels, automatic doors, and thermal curtains to reduce energy loss.	• Install energy-saving hoods for ovens across stores, reducing heat loss by recovering waste heat. The initiative now covers 99% of stores.
Green Logistics	• Increase the use of new energy vehicles (NEVs) in logistics operations. • Further enhance the TMS to optimize delivery routes between central kitchens and stores, reducing energy use across logistics activities.	• New energy vehicles accounted for 24% of urban delivery trips

Energy Management Initiatives

The Company also strengthens energy awareness across its workforce through mandatory energy-saving training, company-wide campaigns, regular training sessions, internal communications and external expert workshops, promoting consistent practices and a culture of company-wide participation and continuous improvement in energy conservation.

3.2.2 Water Resources Management

The Company integrates water conservation into its operational lifecycle and complies with applicable regulations, including the *Water Law of the People's Republic of China*. A structured water management system is in place to ensure compliant and efficient water use. Internal water-use control indicators have been established, supported by monthly reviews and dynamic target adjustments. We encountered no issues in sourcing water that is fit for purpose during the Reporting Period.

By strengthening process-level water use monitoring and actively exploring water-saving measures, we are continuously improving water use efficiency. Water sub-meters were installed at key points in central kitchens, enabling more precise monitoring and control of high-water-use activities. In cleaning operations, water-level markings were added to sinks in manual washing areas to strictly limit filling levels and reduce overflow and unnecessary water use. Cleaning procedures for reusable containers have also been optimized to improve water efficiency. In addition, feasibility assessments and planning for production water recycling and reuse have been initiated to support future cascading use of water resources.

We also promote water conservation awareness across our workforce. Employees participate in mandatory water-saving training to encourage responsible water use in daily operations and strengthen a culture of water stewardship. As of the end of the Reporting Period, key water performance indicators are as follows:

Key Performance Indicators

Indicator	Unit	2025
Total water consumption	tonnes	733,376.82
Water consumption intensity	tonnes/RMB million revenue	136.26



3.2.3 Waste and Emissions Management

Food Waste Management

DPC Dash promotes the "Clean Plate Campaign" and works to reduce food waste across the value chain. The Company complies with relevant regulations, including the *Anti-Food Waste Law of the People's Republic of China* and the *Action Plan for Food Conservation and Anti-Food Waste*, and has established internal procedures to minimize food waste.

In central kitchens, food waste mainly arises from processing losses, while in stores it primarily results from production waste, expired products, and operational errors. The Company has set food waste reduction targets for different operational stages to improve resource efficiency.

Food Waste Reduction Targets		
Targets		**2025 Results**
Central Kitchens	Loss rate of waste material not exceeding 0.1% of procurement volume	Achieved
Stores	Tiered loss rate of waste material targets set based on revenue	The total loss rate of waste material decreased from 0.7% to 0.6%

To achieve these targets, the Company is working to reduce food waste by applying scientific management practices, promoting innovative technologies, and implementing systematic measures in our central kitchen, at our stores, and at the consumer level.

Central Kitchens	Equipment maintenance	• Maintain production equipment to prevent foreign objects from entering dough and reduce dough waste. • Use blade-type cutting machines, with regular blade replacement and equipment maintenance to reduce trimming losses during cutting.
	Process improvement	• Optimize dough production processes to improve yield and reduce trimming waste.
Stores	Cooking management	• Operate a demand-driven cooking system, where food preparation begins only after orders are confirmed, reducing waste at source.
	Digital management	• Deploy the Inventory Management System to monitor inventory in real time, improving turnover and reducing waste from overstocking. • Use intelligent sales forecasting tools to reduce ingredient waste caused by supply-demand mismatches.
Consumers	Consumer education	• Promote the "Clean Plate Campaign" through online ordering platforms and in-store communications. • Organize activities such as "Baby Kitchen" to encourage responsible consumption.
	External collaboration	• Collaborate with external partners to explore innovative solutions for reducing surplus food, such as composting.

Food Waste Management Initiatives

"Baby Kitchen" Activities Promoting Food Waste Reduction

To reduce food waste at the consumer end, the Company organized a series of "Baby Kitchen" parent-child experience activities, combining both online and offline engagement. Built on such ideas as"Quality Ingredients" and "Food Conservation", the program calls upon participants to reduce food waste in daily life. Participants are also encouraged to sort and recycle pizza boxes, promoting awareness of resource recycling and environmental responsibility. In 2025, the Company hosted 3,867 "Baby Kitchen" activities.



"Baby Kitchen" Activity



"Baby Kitchen" Online Registration Portal

Nationwide Promotion of the "Clean Plate Campaign"

During the Reporting Period, the Company promoted the "Clean Plate Campaign" across more than 1,000 stores nationwide. Through prominent in-store themed posters and communications, consumers were encouraged to order appropriately and avoid food waste, integrating responsible consumption into the dining experience.



"Clean Plate" Campaign Poster and Online Promotion

Other Waste and Emissions Management

The Company complies with applicable environmental regulations, including the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution from Solid Waste*, and the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*. Internal policies such as the *Waste Reduction Management Policy* and the *Hazardous Materials Control Procedure* are in place to support compliant management and disposal of waste, wastewater, and air emissions, minimizing potential environmental impacts from operations.

Solid waste generated from the Company's production and operations mainly consists of non-hazardous waste, such as discarded packaging materials and retained dough samples, as well as a small amount of hazardous waste from central kitchens, including used filters, spent activated carbon, and laboratory waste. The Company ensures that all waste streams are sorted, stored, and disposed of in accordance with applicable regulations and internal requirements. Waste reduction targets and management responsibilities are integrated into the performance evaluation of relevant departments and personnel, supported by incentive and accountability mechanisms to ensure effective implementation.

Waste Disposal Practices	
Hazardous Waste	**Non-Hazardous Waste**
Disposal is outsourced to licensed third-party service providers under formal treatment agreements.	Non-hazardous waste is collected and disposed of by municipal waste service providers under standardized arrangements. Recyclable cartons are transferred to qualified third-party recyclers for material recovery.

Key performance indicators on solid waste (as of the Reporting Period):

Indicator	Unit	2025
Total hazardous waste	tonnes	**0.12**
Total non-hazardous waste	tonnes	**12,568.84**
Total non-hazardous waste recycled or reused	tonnes	**279.01**

The Company's main emissions arise from wastewater and a limited amount of cooking fumes generated at central kitchens and stores. In 2025, all wastewater and exhaust emissions from operations were 100% compliant with applicable regulations, with no environmental impact on surrounding communities.



To manage wastewater and air emissions, the Company implements a range of operational controls. Qualified third-party institutions conduct annual wastewater quality testing, and only wastewater that meets discharge standards is released into the municipal sewer system. In addition, all stores are equipped with compliant exhaust systems and fume treatment units in accordance with local regulatory requirements. These systems are cleaned and maintained regularly to ensure stable and compliant emissions performance.

Key emissions-related performance indicators during the Reporting Period are as follows:

Indicator	Unit	2025
Total wastewater discharge	tonnes	341,286.96
Total wastewater intensity	tonnes/RMB million revenue	63.41

3.2.4 Packaging and Materials Management

DPC Dash promotes sustainable packaging by focusing on packaging reduction and the use of more sustainable packaging materials. To support this approach, the Company has established a *Packaging Management Policy* and related targets to reduce the environmental impact of packaging, with progress tracked regularly. In 2025, the following progress was achieved:

Sustainable Packaging Targets and Progress	
Targets	**2025 Progress**
Increase the share of recyclable and renewable packaging materials	• 100% of snack boxes and pizza trays are made from recyclable materials. • 100% of dine-in and delivery cutlery (knives, forks, and spoons) are made from biodegradable plastics or wooden materials.
Promote packaging reduction	• 100% of stores adopted reusable turnover crates for bulk transportation.

Across the value chain, including procurement, production, warehousing and logistics, store operations, and end-of-life recovery, we continue to promote circular use of materials and explore innovative packaging solutions to reduce resource consumption and environmental footprint.

Raw Material Procurement

- Increase the share of packaging made from recyclable and biodegradable packaging materials in sourcing.

Production

- Use reusable containers (e.g., reusable turnover crates and pizza trays) for major ingredients, including dough, pasta, and rice, to replace single-use packaging.

Warehousing and Logistics

- Promote bulk transportation to reduce secondary packaging.
- Use reusable turnover crates to replace and reduce conventional cardboard boxes.

Store Operations

- Provide a "cutlery selection" option on ordering platforms to encourage consumers to reduce single-use utensils.
- Promote bamboo pulp napkins as an alternative to wood pulp napkins.

Waste and Recycling

- Discarded packaging boxes are collected and recycled by qualified third-party recyclers.

Sustainable Packaging and Materials Initiatives

In parallel, the Company engages with business partners through workshops, seminars, and other exchanges to stay informed of industry developments and explore solutions for more sustainable packaging materials. Key packaging-related performance indicators during the Reporting Period are as follows:

Indicator	Unit	2025
Total packaging materials used	tonnes	11,000.18
Packaging material intensity	tonnes/RMB million revenue	2.04
Share of sustainable packaging	%	85.13

3.2.5 Environmental and Natural Resource Protection

DPC Dash is committed to protecting the natural environment and biodiversity across its operations. Before developing new stores, central kitchens, and other facilities, the Company conducts site assessments and completes *Environmental Impact Assessments (EIA)* in line with laws and regulatory requirements. During construction, environmentally responsible materials and practices are used to limit pollutant emissions and reduce potential impacts on nearby ecosystems and habitats. As of the end of the Reporting Period, all completed projects had obtained the required EIA approvals, and no environmental pollution-related litigation or material environmental penalties occurred.

The Company also complies with applicable regulations, including the *Law of the People's Republic of China on the Prevention* and *Control of Noise Pollution*. Noise levels at stores and production facilities are monitored and controlled in line with national standards, and no adverse impact on surrounding communities was identified during the Reporting Period.

3.2.6 Green Culture

The concept of sustainable development is gradually being integrated into our corporate culture, and we actively promote green, low-carbon working practices and consumption habits amongst our employees.

The Company advances green office practices by embedding environmental requirements into routine management. An *Energy Conservation and Consumption Reduction Initiative* has been issued to all employees. Financial and OA processes have been fully digitized to reduce paper use, supported by electronic document management, paper reuse, and double-sided printing to minimize resource consumption and waste generation. Employees are encouraged to use energy-efficient equipment and are required to switch off non-essential power sources when leaving the workplace, turn off lights when not in use, and set air conditioning at appropriate temperatures to cultivate energy-saving habits. Water conservation is also promoted through responsible water-use practices and strengthened equipment inspections.

To further enhance environmental awareness, the Company conducts internal communication campaigns and requires employees to complete waste-reduction and environmental training. In 2025, sustainability themes were further integrated into corporate culture activities, including providing new employees with green plants, symbolizing shared growth with employees and the Company's long-term commitment to sustainable development.

As a responsible employer, the Company is committed to fostering a diverse, equitable, and inclusive workplace. Guided by its talent strategy and human resources management framework, the Company protects employee rights, supports employee well-being, and provides multi-dimensional development opportunities that help employees grow alongside the business and contribute to the Company's long-term sustainability. In 2025, we have once again been honored the Mercer "2025 China Best Employer Award", and received "China Employer of Choice" for achieving top ratings across multiple evaluation metrics.

Relevant UN SDGs:



4.1 DIVERSITY, EQUITY AND INCLUSION

DPC Dash is committed to fostering an equitable and inclusive workplace, safeguarding employee rights, and providing equal opportunities for their development and growth. The Company seeks to foster a diverse, respectful, and collaborative work environment.

4.1.1 Compliance Employment and Rights Protection

DPC Dash complies with the applicable laws and regulations including the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Regulation on the Implementation of the Labor Contract Law of the People's Republic of China*, we respect and protect the human rights and lawful rights and interests of all employees. Through internal policies, including the *Employee Handbook*, clear requirements are established to safeguard employee rights across recruitment, employment contracts, working hours, benefits and workplace fairness.

The Company maintains lawful employment practices and enters into labor contracts with employees in line with applicable laws, with clear and transparent employment terms. The Company strictly prohibits all forms of forced labor and child labor and complies with regulations on the protection of minors. During recruitment, the Company verifies employee identity, conducts background checks, and uses electronic contracts to support compliant hiring from the outset. In addition, where overtime is required due to special and unavoidable circumstances, prior written approval from the responsible department head is required, and employees are compensated in accordance with applicable regulations, including overtime pay, transportation allowances, and meal subsidies. During the Reporting Period, the Company recorded no incidents involving child labor and forced labor.



Key Performance Indicators

Indicator	Category		Unit	2025
Total employees			Persons	39,076
Number of employees	By gender	Male	Persons	17,141
		Female	Persons	21,935
	By age group	Under 30	Persons	17,995
		30-50	Persons	19,226
		Above 50	Persons	1,855
	By rank	Senior management	Persons	17
		Middle management	Persons	6,265
		Frontline employees	Persons	32,794
	By employment type	Full-time	Persons	11,052
		Part-time	Persons	28,024
	By work location	Shanghai	Persons	5,238
		Beijing	Persons	4,623
		Shenzhen	Persons	1,979
		Guangzhou	Persons	1,913
		Other cities	Persons	25,323

We do not tolerate discrimination in hiring, employment, or workplace practices on the basis of race, religion, political background, gender or any other protected characteristic. We has issued a *Policy on Prohibition of Discrimination and Sexual Harassment*, strictly prohibiting any form of discrimination or harassment. Clear mechanisms are in place for reporting, corrective actions, and disciplinary procedures. In addition, the Company has established an *Employee Email Communication Policy*, which prohibits the misuse of corporate email to harass other employees, ensuring workplace communication remains professional, efficient, and compliant.

The Company adheres to the principles of pay equity and equal opportunity, ensuring equal pay for equal work between men and women and fair access to career development for all employees. By supporting the advancement of women at all organizational levels, we strengthen gender balance in our workforce and leadership pipeline.

Key Performance Indicators

Indicator	Unit	2025
Female employees	%	56.13
Female representation in the Senior Leadership Team (SLT)	%	41.00

4.1.2 Employment Support for Persons with Disabilities

Disabled people often lack employment and development opportunities due to the shortage of suitable job development and weak policy support. DPC Dash is committed to providing equal and inclusive employment opportunities and suitable workplaces, fostering a working atmosphere with no discrimination and mutual respect.

As an employment support system, integrated employment also requires acceptance and support from enterprises and employees. Coordinating with the operation teams, the Human Resources department provides suitable positions and pre-job training based on practical business, position characteristic and specific traits of disabled employees. In addition, we conduct regular communications with local Disabled Persons' Federations and collaborate with third-party professional organizations to promote the recruitment and job matching of the disabled.

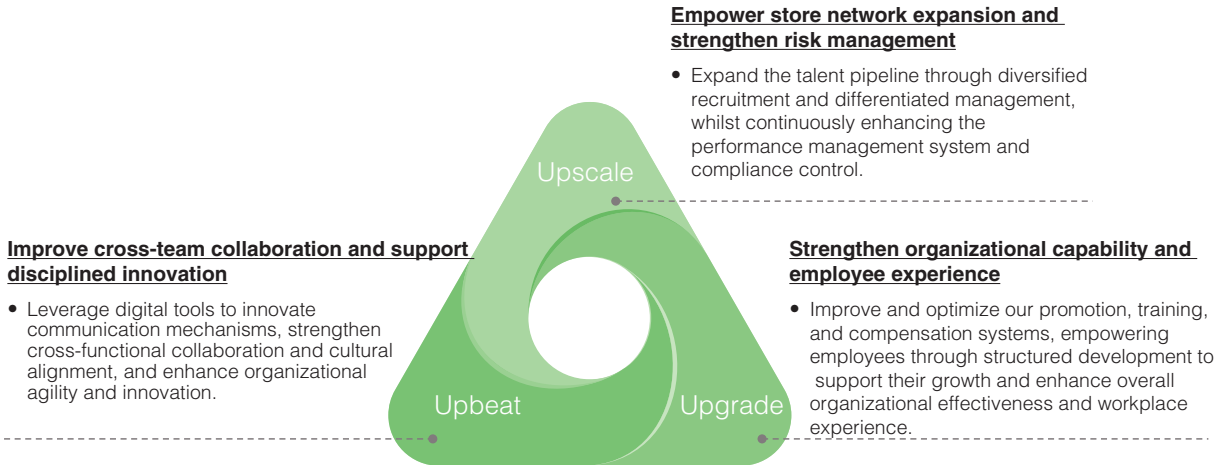
Guided by the principle of inclusive development, we have proactively integrated ourselves into the local system for supporting employment for people with disabilities, establishing a regularized mechanism for hiring the disabled. In 2025, we coordinated with the Shenzhen Futian Disabled Persons' Federation, and relevant institutions and formally signed a *Framework Cooperation Agreement on Supporting and Assisting Persons with Disabilities*, providing people with disabilities with dignified and fulfilling employment opportunities through the creation of inclusive jobs. Leveraging on multiple parties' strengths, this coordination facilitates the sharing of experience and resources, jointly exploring an model to promote scalable and replicable integrated employment for the disabled. Also, we were invited to participate in the "Walking into the Sunshine, Corporate Alliance" employment promotion program, where our workplace practices were shared and recruitment channels were expanded to further support inclusion and social participation.

DPC Dash continues to strengthen an inclusive workplace culture. In 2025, the "Moss Flower" public welfare label was posted in 32 stores to signal our commitment to equal employment for persons with disabilities. As of the end of the Reporting Period, we have employed 66 persons with disabilities in total.

4.2 Growth Acceleration

DPC Dash continues to strengthen its workforce through a focused talent strategy and ongoing recruitment, aimed at building a sustainable and high-quality talent pipeline. Integrated people management systems are in place to support performance management, career development, promotion, and capability building. Digital tools and learning platforms are used to support employee development across the organization.

Aiming at our "Drive for Double" business goal, a comprehensive talent development strategy has been proudly presented with three priorities: Upscale, Upgrade, and Upbeat, representing our focuses on scale expansion, employee experience, and organizational agility. In 2025, the Company advanced a talent management framework covering talent attraction, development, promotion, and training, strengthening organizational capability and leadership pipelines to support rapid growth and network expansion.



Human Resources Strategy

4.2.1 Talent Attraction

A broad mix of recruitment channels is used and hiring processes are continuously improved to meet increasing workforce needs. In 2025, the Company expanded recruitment channels through online platforms, campus job fairs, and employee referrals, while advancing standardized recruitment practices to improve the fairness and rigor of talent selection. Based on an analysis of the behaviour of high-performing store managers, a competency model has been developed with the aim of standardizing and clarifying the competency criteria for store management team, thereby enabling the precise selection of suitable candidates.

Competency Model and Interview Skills Training

Following the development of the competency model, we organised five thematic workshops on the competency model and interview skills in 2025, covering over 100 regional managers. These workshops provided participants with an in-depth understanding of the competency model, enabling them to apply it effectively as a recruitment tool in practice. Also, the workshops included guidance on Behavioral Event Interview (BEI) techniques and scenario-based role-play exercises, thereby enhancing the overall quality and objectivity of decision-making in the talent attraction process.

Strengthening Employer Brand

In line with the trend toward digital communication, our employer brand presence was strengthened through short video platforms, reaching a wider pool of potential candidates. In 2025, 42 original videos were produced and released, featuring over 10 employees from different functions sharing their career and growth stories and highlighting an inclusive and vibrant workplace. By the end of the Reporting Period, total views reached 600,000, with a net increase of 70,000 followers.

University-Industry Partnerships

DPC Dash actively pursues university-industry partnerships, collaborating with universities to build an industry talent ecosystem and explore innovative talent development models, thereby contributing to the industry's high-quality development. Structured training arrangements and collaboration platforms have been established to create a clear pathway from campus to the workplace, aligning talent supply with industry demand, establishing a closed-loop talent management mechanism encompassing "recruitment, development, and retention", and supporting the Company's business expansion with a stable pipeline of young talent.

To establish a more effective mechanism for university-industry partnerships, the Company continues to advance its "Fast Track Development Program". By establishing close university-industry partnerships, the program offers new graduates a two-stage development plan covering role adaptation and skill enhancement, Through mentorship and rotational training, the program accelerates their professional growth and systematically address talent bottleneck arising from rapid development. In 2025, 268 graduates joined through the program, with a 63% confirmation rate among participants who completed the program, helping build a pool of high-potential young talent.

Furthermore, in 2025, we established a bridge for cross-regional communication between universities and the Company, offering university students immersive experiences through corporate open days to foster mutual understanding between the Company and students.

"Youth Store" Open Day

In December 2025, DPC Dash hosted "Youth Store" Open Day event in Shanghai and Wuhan, welcoming students from 12 universities, with a total of 55 participants. The event featured introductions to our corporate culture and green operational mode, the store manager leadership workshop, and experience-sharing sessions with senior executives. Through office visits and interactive activities, the students gained a deeper insights of the operational models of the food industry and the value of sustainable business practices. 16 students applied during the event, and initial cooperation intentions were established with four universities, laying the groundwork for broader regional university-industry partnerships in the future.



"Youth Store" Open Day

4.2.2 Employee Development

We continue to strengthen our remuneration and benefits framework to provide broad and competitive coverage for employees. Remuneration and benefits include base salary, performance-based incentives, medical insurance, and a range of allowances. Regular pay equity reviews are conducted, and the pay structure is refined to support fair and market-aligned remuneration. To further improve the retention and engagement of key talent, an equity incentive program is also offered to employees at associate director level and above.

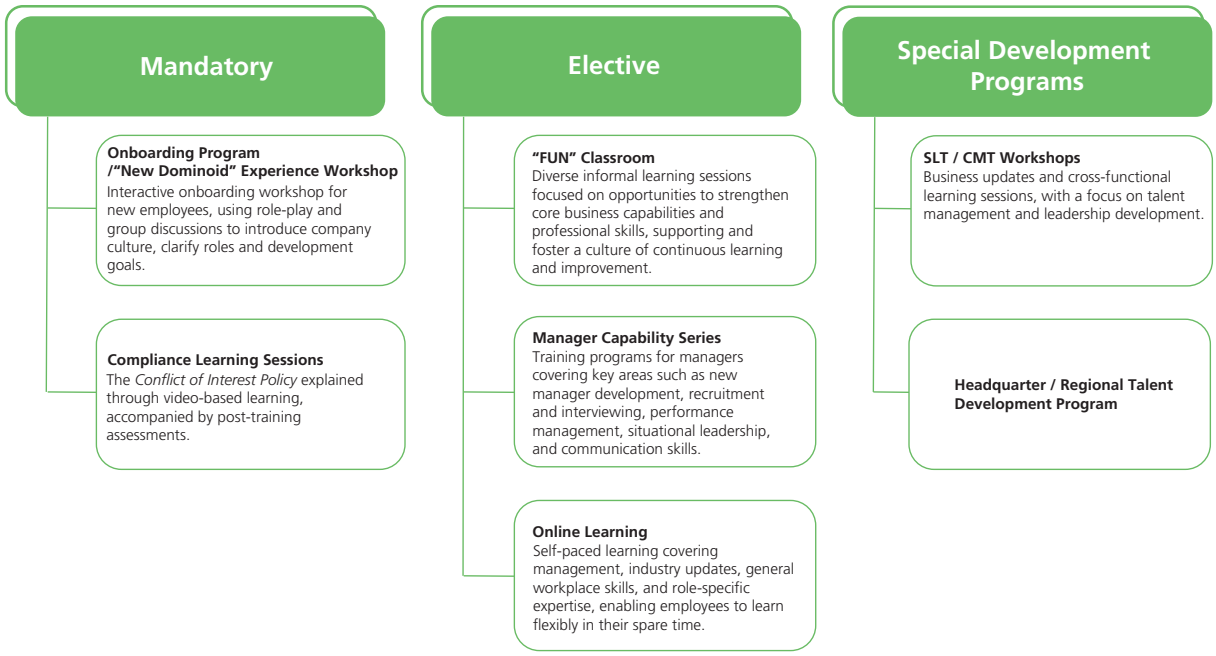
DPC Dash operates a structured performance and development system to support employee growth and continuous improvement, including clear performance objectives, mid-year check-ins, and year-end reviews, with an emphasis on regular dialogue and ongoing feedback. A method of "multi-source collection, horizontal comparison and multiple calibrations" approach is used to assess performance. Performance outcomes are derived from multi-dimensional data collection and a combination of qualitative and quantitative evidence, to ensure fair, objective and consistent assessments of individual contribution and development potential.

DPC Dash is committed to providing clear, fair, and structured career pathways for all employees. The Company has implemented a *Promotion Pathway for Operation Employees* and continually enhances its dual-track mechanism, comprising management and technical/professional tracks, to enable employees to advance according to their expertise. The Company conducts regular talent reviews to identify high-potential employees and ensure the talent pipeline aligns with business growth. Opportunities for promotion, pay adjustments, and targeted development opportunities are offered to our talents, informing by performance results and individual development plans. Regional teams also hold multiple talent review sessions each year, with a focus on frontline roles such as reserve managers, aiming at identifying potential talents and integrating them into the talent pool, whilst implementing training and other measures to ensure talent retention. In addition, an internal talent referral and selection mechanism is in place to prioritize internal candidates for leadership roles and maintain the organization's vitality.

4.2.3 Employee Training

A comprehensive training system covering all employees are in place, supported by our *Employee Handbook* and *Training Management Procedures*. We have developed a systematic training framework for employees, learning programs are tailored by function and career level to build the skills employees need at each stage of their careers.

In 2025, we also newly launched the "Liangjian Cloud Classroom" online learning platform to support large-scale and cutting-edge learning across the organization. The platform is organized around three learning streams: management fundamentals, workplace skills, and role-specific professional skills. During the Reporting Period, 1,219 courses were available on the platform. Leadership courses are released on a monthly basis, and new learning content on Artificial Intelligence Generated Content (AIGC), ESG, and emerging technologies is added on an ongoing basis. By the end of the Reporting Period, average learning time reached 1,750 minutes per account.



2025 Training System

"New Dominoid" Experience Workshop

In 2025, the "New Dominoid" experience workshop was delivered to new employees through an interactive and gamified learning format. The program combined themed activities, scenario role-play, and group discussions. The program introduced the Company's history, mission, and vision to new employees, and established a proactive and open communication platform.



"New Dominoid" Experience Workshop

Key Performance Indicators

Indicator	Category		Unit	2025
Training participation rate	By gender	Men	%	43.97
		Women	%	56.13
	By rank	Senior management	%	0.04
		Middle management	%	16.03
		Frontline employees	%	83.92
Average training hours per employee	By gender	Men	Hours	29.76
		Women	Hours	29.40
	By rank	Senior management	Hours	92.94
		Middle management	Hours	75.66
		Frontline employees	Hours	20.72

4.3 SUPPORTIVE WORKPLACE

DPC Dash fosters a respectful, supportive, and inclusive workplace. We maintain open communication channels and provide differentiated and people-centered benefits and care programs to support employees' physical and mental well-being, and to strengthen employees' sense of belonging, safety and engagement.

4.3.1 Employee Communication

The Company promotes an open, transparent, and two-way communication culture. Regular channels include an employee Q&A platform, town hall meetings, and "upward communication" processes, with management contact details also available in store employees rest areas to encourage employees to actively share their ideas and suggestions, enhancing the workplace experience and operational standards together. In 2025, the Company further enhanced communication mechanisms to strengthen the collection and follow-up of frontline feedback.

"Listening Journey"

To break down communication barriers and deepen direct two-way communication, South China Region launched the "Listening Journey" in 2025. The General Manager visited frontline workplaces to engage employees face-to-face, focusing on practical working scenarios to listen to their concerns firsthand. By ensuring prompt responses and follow-ups to issues, the initiative further strengthened the effectiveness of two-way communication and reinforced a sense of trust.



"Listening Journey" in Guangzhou



"Listening Journey" in Shenzhen

"My Store, My Call" Initiative

To encourage to take an active role in store operations decisions and foster a sense of ownership, East China Region launched the "My Store, My Call" initiative. More than 90 operation optimization proposals were submitted by store managers. Following review, 15 proposals were approved and implemented through cross-department collaboration. The initiative shifts communication beyond a one-way, top-down management approach, ensuring that employees have a voice and the opportunity to participate.

"New City Workshop"

To support the rapid integration of store operation teams in new cities, the Company continued the "New City Workshop" program in 2025. The program focuses on company strategy and culture, policies and Q&A, and interactive team activities, fostering an open atmosphere of communication and significantly improving the team alignment. Participant satisfaction exceeded 95 points, making the program an important mechanism for supporting the integration and development of store operation teams in new cities.

To better understand employees' views and their expectations for the Company. In 2025, we conducted an employee engagement survey and distributed 13,928 questionnaires covering 16 management dimensions and 56 questions. Employee feedback and priority areas were consolidated and translated into targeted improvement actions. The overall engagement score reached 95, reflecting a year-on-year increase of 4 points.

Effective communication relies on transparent feedback and grievance mechanisms. Beyond democratic communication, we also provide employees with safe and confidential channels for lodging grievances and whistleblowing. If encountered with unfair treatment, employees could provide feedback based on the *Employee Grievance and Whistleblowing Procedure*. We ensure that all grievances will be properly replied as soon as possible. All the personal information and grievance contents will be kept strictly confidential, which offers support to employees and safeguards the legitimate rights and interests of the whistleblowers.

4.3.2 Employee Benefits and Care

DPC Dash provides a flexible and role-based benefits and care system. Benefit programs are designed based on the needs of all employees across different employee groups, including office employees, store operations employees, part-time employees and delivery riders, to support well-being and overall employee experience.

Incentives/Bonuses	Medical and Insurance Benefits	Allowances and Subsidies
• Office employees: year-end bonuses and project-based incentives • Part-time employees: holiday benefits and employee meals (e.g. Chinese New Year, Dragon Boat Festival) • Delivery Riders: Peak-time delivery incentives	• Office employees: health check packages, personal accident insurance, supplemental medical insurance, and insurance coverage for full-time employees and their children • Delivery riders: group commercial insurance, personal injury insurance and additional medical coverage	Office employees: housing subsidies, one time relocation subsidies, transportation subsidies, living subsidies, and telephone subsidies according to the position level or city type

Employee Benefits System

The Company protects employees' statutory rights and benefits and provides practical support for employees and their families. In addition to five social insurances, housing fund and statutory leave, we offer office employees extra annual leave, paid sick leave, and birthday leave, and provide paid sick leave for store operations employees. Employees are also eligible for quarterly family-and-friends vouchers, employee meal discounts, and holiday gift cards. For employees approaching retirement, we respect individual choice and do not impose early retirement. We also organize retirement recognition activities and provide re-employment opportunities for retirees.

As delivery riders play a critical role in our operations, we place particular emphasis on their well-being. Rest areas are provided in stores, and warm drinks such as ginger tea are made available during severe weather. A "no-penalty for delays" policy applies to orders delivered more than 30 minutes late, and additional subsidies are provided during peak-time and severe weather to support fair earnings. With these measures in place, our rider injury and fatality rate remains below the industry average.

We also place strong emphasis on employee feedback and overall experience. Engagement is supported through quarterly town halls, regional staff events, and a range of employee clubs and cultural activities.

"Energy Station" Initiative

In 2025, we piloted a one-month "Energy Station" initiative in selected stores. Refreshment stations were set up in staff areas and stocked with snacks and drinks, with supplies replenished regularly. The initiative helped ease short-term work pressure and reflected our focus on the well-being and day-to-day experience of frontline employees. It also supported stronger team connection and a greater sense of belonging.



"Energy Station" Initiative

4.4 SAFETY AND PROTECTION

DPC Dash places a strong focus on occupational health and safety and is committed to providing a safe and healthy working environment for all employees. We strengthen our safety management systems and promote a safety-focused culture to protect employee health and workplace safety.

4.4.1 Safety Management in Practice

Safety Management System

DPC Dash prioritizes employee health and safety and complies with applicable laws and regulations, including the *Work Safety Law of the People's Republic of China*（"***Work Safety Law***"）and the *Fire Protection Law of the People's Republic of China*. The Company has established a set of internal policies and procedures, including the *Emergency Response Plan*, *Occupational Safety and Health Manual*, *Employee Safety Handbook*, and the *Food Safety & Security Management System Manual*, forming a standardized safety management framework.

Meanwhile, we have established and maintained a comprehensive EHS management system, integrating management requirements into operational processes to provide systematic safeguards for achieving safe production. To ensure effective safety management, the Company sets annual EHS targets based on role responsibilities and conducts two safety performance evaluations each year for central kitchen employees. In 2025, all EHS targets were achieved.

EHS Management Targets	
Targets	**2025 Progress**
• Zero major safety incidents • Zero occupational disease cases • Fewer than 2 minor workplace injuries per year • 100% pass rate for safety training	Achieved

4.4.2 Safety Management Implementation

Safety Risk Management and Emergency Response

DPC Dash implements a dual prevention mechanism combining risk classification control with hazard identification and remediation. Through early risk identification, graded management, and ongoing hazard inspections, a dynamic risk management framework is established from source identification to end-point control.

In daily operations, the Company conducts regular comprehensive safety inspections at stores to identify potential hazards. The *Food Safety & Security Management System Manual* further defines management requirements and emergency response procedures for key safety scenarios, including workplace safety, electrical equipment safety, personnel safety, and cleaning chemical safety.

To support national workplace safety initiatives, a Safety Hazard Reporting Incentive Mechanism was introduced in the *Employee Safety Handbook* in 2025. The program provides dedicated rewards to encourage employees to proactively identify and report potential safety risks.

Fire Safety Management

Fire risk management is a key component of the Company's occupational health and safety program. DPC Dash builds a comprehensive fire risk prevention and control network through institutionalized daily inspections, technical equipment upgrades, and systematic training and drills, covering all scenarios and processes.

A structured inspection program for fire protection systems is in place. At central kitchens, dedicated teams conduct daily, weekly, and quarterly inspections to ensure fire alarm systems and emergency lighting system properly and that evacuation routes and exit signage remain clear and visible. All stores follow headquarters standards for the installation and maintenance of fire protection equipment and actively cooperate with inspections by local fire authorities. During the Reporting Period, all inspected stores met applicable fire safety requirements.

Battery safety for electric bicycles is also a key focus of safety management due to its direct impact on employee safety and property protection. Detailed battery safety requirements are outlined in the *Food Safety & Security Management System Manual.* Suppliers carry out weekly battery maintenance, and stores perform daily safety inspections on delivery vehicle batteries. Electric bicycles and batteries are stored in accordance with safety procedures, and battery conditions are regularly inspected to ensure no overnight charging occurs. In 2025, we progressively rolled out smart charging cabinets for electric vehicles in stores. The charging cabinets are equipped with automatic fire-suppression systems, smart monitoring, real-time alerts, and emergency shutdown functions, allowing risks to be identified and addressed during battery charging, further helping reduce fire risks in charging scenario.

We maintain a regular fire drill program. Offices conduct fire drills on an annual basis, while central kitchens organize at least two fire drills each year. Stores in different cities also actively participate in fire drills organized by their shopping malls, strengthening evacuation readiness and validate the effectiveness of emergency response plans.

Safety Awareness and Training

DPC Dash promotes a strong safety culture through ongoing training and engagement activities to strengthen employee awareness and risk prevention capabilities. In 2025, central kitchens organized a series of "Safety Month" activities, including themed education sessions and emergency drills to reinforce employees' understanding and application of safety procedures. A "Spot a Hazard" initiative was also introduced, encouraging employees to proactively identify and report potential risks in their daily work and supporting continuous improvement in safety management.

At the store level, the Company also conducts safety culture training to strengthen employee safety awareness and emergency response capabilities, supporting safe and stable operations.

Work Safety Law Training at Central Kitchens

In 2025, aligned with the theme of the National "Safety Month" – "Everyone Talks Safety, Everyone Responds to Emergencies", the Company delivered safety training for central kitchens employees. The training outlined annual safety priorities and provided an overview of the updated *Work Safety Law*, covering regulatory responsibilities, corporate accountability, and accident prevention requirements. Training also defined three core actions for safety hazards: detection, identification, and elimination, while detailing the "One Clear Path, Three Capabilities" principle and fair extinguishers handling. A post-training knowledge test was conducted to reinforce learning outcomes, with a 100% pass rate.

Online Fire Safety Training

To reinforce fire safety awareness, the Company organized stores to participate in the *2025 Fire Safety Certification* online training program. The training covered practical topics such as the use of fire protection equipment, evacuation procedures, and initial fire response, supported by dedicated instructional videos. In 2025, the program reached 26,149 attendances, helping improve employees' fire safety awareness and practical response capabilities.

4.4.3 Occupational Health and Safety

DPC Dash places a high priority on employee health and safety and complies with the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* and other applicable regulations. We strengthen occupational health management through routine, standardized practices, with a focus on identifying and controlling risks at the frontline. Our approach combines professional monitoring, clear operating standards, and active employee participation.

We engage qualified third-party providers to carry out regular monitoring of occupational hazards at central kitchens, and to track risks such as flour dust and noise. Based on the results, we provide employees in relevant roles with appropriate personal protective equipment that meets national standards. We also conduct occupational health examinations throughout the employment lifecycle (before assignment, during employment, and upon exit) to support ongoing risk identification, personal protection, and health monitoring.

Occupational Health Training at Central Kitchens

In 2025, the Company organized a series of occupational health training sessions at central kitchens. Our training covers multiple topics, combining practical workplace scenarios with structured learning content. Topics included basic concepts of occupational diseases, common occupational diseases, applicable laws and regulations, workplace hazard factors, etc. Employees also received guidance on the preventive measures of common occupational diseases, such as noise, dust and chemicals, and the correct use and maintenance of equipment, such as hearing protection and respiratory masks. The training sessions were supported by case examples highlighting common misuse to strengthen safety awareness. The pass rate of the post-training assessment was 100%.

Protecting Rider Safety

DPC Dash places strong emphasis on the health and safety of delivery riders and maintains clear standards for safe delivery operations. The *Food Safety & Security Management System Manual* sets out detailed safety requirements for store delivery activities. In addition to regular battery safety inspections, riders receive guidance on pre-ride checks, safe riding practices, parking, and traffic incident response, with explicit prohibitions on unsafe behaviors. Before completing their first delivery task, riders are required to receive and review the *Delivery Safety Handbook* to ensure familiarity with safety requirements.

We continue to strengthen rider safety management, including oversight of delivery vehicles and equipment, while leveraging intelligent tools to support safer delivery operations.

Vehicles and Equipment

Delivery riders are provided with vehicles, batteries, and charging cabinets fully compliant with the "New GB Standard".
Batteries are replaced every two years, and sites are equipped with smart charging cabinets with fire-safety certification and digital monitoring.
Contracted electric bicycles suppliers conduct regular maintenance and repairs.

Riding Standards and Safety

Riders undergo identity verification and screening before onboarding and must comply with service standards.
Pre-ride checks include tire pressure, screws, and braking systems.
Riders must wear helmets, uniforms, and non-slip footwear.
Traffic rules and safe riding speeds must be observed.
Delivery boxes must not contain heat-sensitive items or flammable materials, and indoor charging or taking batteries home is strictly prohibited.

Intelligent Technical Support

Digital systems help avoid unnecessary delivery trips and overspeeding.
The smart dispatch system optimizes order allocation and reduces delivery distance.
Community GPS guidance helps riders follow safe and efficient routes.

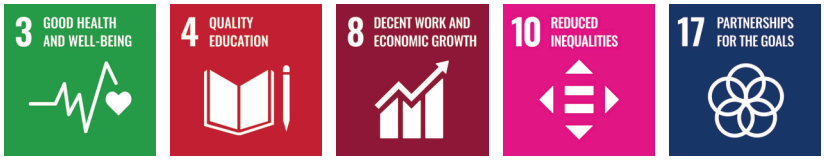
Extreme Weather Protection

Delivery requests may be suspended during extreme weather to reduce rider safety risks.
Riders are provided with seasonal uniforms, along with cooling supplies and heat allowances during high-temperature periods.
Over the past three years, we recorded no work-related fatalities among full-time employees at our stores, central kitchens, and offices.



By leveraging our operational expertise, DPC Dash actively participates in charitable and industry empowerment initiatives, contributing to the creation of a better society and thriving communities.

Relevant UN SDGs:



5.1 COMMUNITY ENGAGEMENT

DPC Dash aims to put our values into actions by actively collaborating with partners across various sectors and engaging extensively in charitable initiatives, including supporting vulnerable groups, promoting education, and fostering community development. Meanwhile, we encourage our employees to charitable activities, working together to build a better society.

5.1.1 Supporting Vulnerable Groups

We are committed to promoting social inclusion and have long been dedicated to supporting and caring for persons with disabilities and other underserved groups. On the one hand, we hire employees with disabilities and provide them with equal employment opportunities and career development support. On the other hand, we work closely with local organizations to launch a series of charitable initiatives such as "Care Space". Through these initiatives, we offer skill-based training and inclusive experiences to hearing-impaired and speech impaired trainees, families of children with special needs, and young people with intellectual disabilities. In addition, we organize volunteer teams to visit nursing homes to deliver care and companionship to the elderly.

"Inclusive Participation, Shared Joy"

In October 2025, DPC Dash partnered with the Shenzhen Futian Disabled Persons' Federation to launch the Futian District Disability Support and Care Space ("Care Space") and host an inclusive event themed "Inclusive Participation, Shared Joy". The event invited children with special needs and persons with disabilities to showcase their talents, and featured interactive activities such as pitch-pot and archery. Free pizza tastings were also provided to persons with disabilities, healthcare workers, and community residents. Through these efforts, we contributed to the construction of warm and inclusive community environment.



Futian District Disability Support and Care Space

Warm Companionship, Building Inclusion Together

In November 2025, we carried out a charitable activity at Jimin Qizhi Recovery Center in Shunyi District, Beijing. Volunteers led the students in fun interactive activities such as "Sticker Pizza" and "Pizza Box Painting", shared delicious food with the children, and donated materials to the Center. This initiative conveys the warmth of the Company, promotes social inclusion, and shows care for vulnerable groups.



Commemorative Banner of Honor

Bringing Warmth to Seniors Volunteers Visit a Care Center

In November 2025, our volunteers visited the Futian District Elderly Care Center in Shenzhen to host the "Companionship as a Gift" outreach activity, bringing care and warmth to seniors aged from 80 to 100. Volunteers engaged in meaningful interactions with the seniors, joining them in activities such as singing nostalgic songs, doing hand exercises and sharing caring gifts.



Volunteers Visit a Care Center

"Little Hands, Big Hearts" National Disability Day Program

In May 2025, to mark the 35th National Disability Day, we partnered with the Shenzhen Futian Disabled Persons' Federation to deliver the "Little Hands, Big Hearts" community initiative. Ten families with children with disabilities were invited to join the Company's employees in a creative cooking journey. With cooking experiences as a bond, complemented by interactive games, the event not only brought joy and inspiration to children with special needs but also conveyed warmth through delicious food. It provided a friendly platform for the children to express themselves and integrate into society.

Life Skills Program for Young People with Intellectual Disabilities

In March 2025, we partnered with the Beilun Kangxin Social Work Service Center in Ningbo to deliver a life skills program for young people with intellectual disabilities. Through hands-on activities such as cleaning tasks and organizing ingredients, the program helped 10 participants in acquiring everyday skills, supporting them for greater independence and social inclusion.



Life Skills Program for Young People
with Intellectual Disabilities

5.1.2 Supporting Education

We support educational development, while focusing on children's well-being and support for teachers in rural and underserved areas. Starting from caring for left-behind children and frontline educators, we are committed to investing in child companionship and rural teacher support, providing assistance to advance educational development.

"Colorful Jiangtang" Fun Sports Day – Support for Left-behind Children

Since 2024, we have participated in the Jiangtang Primary School Left-behind Children Support Program, providing care and community support for left-behind children. On June 1, 2025, we took part in the "Colorful Jiangtang" Fun Sports Day, co-organized with local government departments and community partners, to celebrate Children's Day with students and promote community engagement and inclusion.

"Huochai Box Summer Growth Camp for Teachers in Rural Areas" Program

In July 2025, DPC Dash supported the public welfare program of "Huochai Box Summer Growth Camp for Teachers in Rural Areas" by providing meals for 48 teachers from remote areas. The program recognizes the contribution of teachers working in underserved communities and supports professional exchange and development in rural education.



"Huochai Box Summer Growth Camp for Teachers in Rural Areas" Program

5.1.3 Community Inclusion and Shared Development

Leveraging our network of stores, DPC Dash integrates corporate resources with community needs to foster a warm and sustainable community ecosystem. With a heartwarming meal, we express our gratitude to the "city beauticians". We have participated in the "1 Cent" Charity Meal Community Program since 2023, with the aim of improving their dining conditions. In cities where the program is available, verified local sanitation workers can, after real-name authentication, redeem an e-voucher at designated stores for a meal valued at RMB34. In 2025, we provided a total of 847 charity meals.

Meanwhile, we actively focus on community health initiatives, carrying out a range of programs such as supporting the healthy development of youth and promoting community health education, effectively enhancing public health awareness and overall community well-being.

"Shooting for the Sky Newport Cup" – Supporting Youth Basketball Dreams

In December 2025, DPC Dash supported the "Shooting for the Sky Newport Cup" Youth Basketball Tournament, jointly organized by the Xingang Community Public Health Committee, local social work station, and Sun Yat-sen University's Department of Physical Education Youth League Committee, providing a platform for community youth to play, compete, and pursue their basketball aspirations.

The Company also organized interactive games and provided gifts and meals, bringing together the joy of sports and community engagement. The initiative enriched youth activities while strengthening community connections through a "sports + public welfare" approach.


爱满新港

感谢状

达美乐比萨（广州）餐饮管理有限公司：

感谢贵单位积极参与"投出一片'篮'天·新港杯"第三届少年篮球赛活动，大力支持新港街未成年人保护工作，共同营造良好的未成年人成长氛围。

特赠此状，以表谢忱！

新港街道公共服务办公室

二〇二五年十二月二十日

Certificate of Appreciation for the Youth Basketball Tournament

Build "Enterprise Friendly to Workers in New Forms of Employment"

From October to December 2025, we partnered with Kangxi Community in Jiulidi Subdistrict to create a friendly service space for workers in new form of employment. Our stores in the community provided considerate services such as free hot water and dedicated rest areas for outdoor workers including couriers, delivery riders, and ride-hailing drivers, demonstrating a commitment to humanistic care. The initiative served over 150 individuals in total and was honored with the title of "Friendly Enterprise for Workers in New Forms of Employment".



"Friendly Enterprise for Workers in New Forms of Employment"

5.2 PARTNERING WITH THE INDUSTRY

DPC Dash upholds the principle of "serving the industry" by actively participating in industry governance and resource integration, and continuously contributing to the standardization, innovation, and sustainable development of the industry through concrete actions.

We are consistent in developing and deepening industry partnership. By playing a part in industry associations, engaging in industry exchanges and drafting industry standards, we keep expanding the network of ties with regulators, industry associations and academia. We hold positions in a variety of associations, including the Vice President of the China General Chamber of Commerce, President of the Nutrition and Catering Branch of the China Food and Drug Corporation Quality and Safety Promotion Association, Council Member of the China Chain Store & Franchise Association, Member of the China Cuisine Association, Executive Council Member of the Seven-Star Convention Alliance of Food Health in China, etc. In 2025, we proactively participated in diverse industry forums such as the 2025 China Retail Leadership Summit, the China International Retail Innovation Summit, and the 2025 Food and Health Communication Conference, exchanging industry development insights with leading peers, jointly explored industry development trends, and promoted technological upgrading and business model innovation. Meanwhile, we were invited to serve on the final jury panels for multiple industry creative competitions, engaging in in-depth exchanges on innovative marketing practices, thereby enhancing our professional reputation and influence within the industry.

Furthermore, we place strong emphasis on regulatory compliance and co-governance within the industry. We actively participate in consultation processes for major laws and regulatory policies, and contribute to the drafting of industry standards, promoting alignment between regulatory frameworks and industry practices, and supporting the creation of a fair, transparent, and safe dining environment.

Going forward, we will continue to deepen strategic collaboration with industry associations and regulators. Leveraging our our roles in these industry organizations, we will play a more active part in food safety, digital marketing, and advertising compliance. At the same time, we will further integrate internal and external resources, working with industry partners to explore new pathways for integrating the food industry with digitalization, promote overall improvement and upgrading of the industry, and jointly build a new landscape of high-quality growth.



KEY PERFORMANCE INDICATORS

Topic	Indicator		Unit	2025
Economic Performance	Number of Stores		number	1,315
	Operating Revenue		billion RMB	5.38
Business Ethics	Number of Corruption or Bribery Allegations Received		cases	0
Intellectual Property Protection	Total Patents Held		number	2
	New Patents Added During the Reporting Period		number	1
	Total Registered Trademarks		number	16
	Total Registered Software Copyrights		number	34
	Total Registered Domain Names		number	9
Food Safety and Quality	Number of Product Recall Incidents Due to Safety and Health Concerns		cases	0
	Number of Supplier Food Safety and Quality Audits		times	230
	Employee Food Safety Training	Employee Coverage	%	100
	Supplier Food Safety Training	Number of Training Sessions Conducted	sessions	9
		Supplier Coverage	%	100
		Training Hours	hours	20
More Food Options	Number of New Products Launched During the Reporting Period		products	71

Topic	Indicator		Unit	2025
Supply Chain Management	**Total Number of Suppliers**		suppliers	**170**
	Number of Suppliers by Region	Suppliers in Chinese mainland	suppliers	**170**
		Suppliers in Hong Kong, Macao, Taiwan Region and Other Countries and Regions	suppliers	**0**
	Local Procurement Ratio (by SKU)		%	**98.40**
	Number of Disqualified Suppliers		suppliers	**8**
	Number of New Suppliers Added		suppliers	**36**
Data and Privacy	Number of Major Data Security Incidents		cases	**0**
Climate Change Adaptation and Carbon Reduction	Direct GHG Emissions (Scope 1)		tonnes of CO_2e	**4,230.36**
	Direct GHG Emissions Intensity (Scope 1)		tonnes of CO_2e/million RMB revenue	**0.79**
	Indirect GHG Emissions (Scope 2)		tonnes of CO_2e	**111,019.27**
	Indirect GHG Emissions Intensity (Scope 2)		tonnes of CO_2e/million RMB revenue	**20.63**
	GHG Emissions Intensity Within the Operational Boundary		tonnes of CO_2e	**115,249.63**
	GHG Emissions Intensity Within Operational Boundaries		tonnes of CO_2e/million RMB revenue	**21.41**
Energy Management	Purchased Electricity		MWh	**208,961.27**
	Natural Gas		cubic meters	**542,443.42**
	Total Direct Energy Consumption		MWh	**5,866.12**
	Direct Energy Consumption Intensity		MWh/million RMB revenue	**1.09**



Topic	Indicator	Unit	2025
	Total Indirect Energy Consumption	MWh	208,961.27
	Indirect Energy Consumption Intensity	MWh/million RMB revenue	38.83
	Total Energy Consumption	MWh	214,827.39
	Energy Consumption Intensity	MWh/million RMB revenue	39.92
Water Management	Total Water Consumption	tonnes	733,376.82
	Water Consumption Intensity	tonnes/million RMB revenue	136.26
Packaging Management	Total Packaging Materials Used	tonnes	11,000.18
	Packaging Intensity	tonnes/million RMB revenue	2.04
	Share of Sustainable Packaging	%	85.13
Waste Management	Total Hazardous Waste	tonnes	0.12
	Hazardous Waste Intensity	tonnes/billion RMB revenue	0.02
	Total Non-Hazardous Waste	tonnes	12,568.84
	Non-Hazardous Waste Intensity	tonnes/million RMB revenue	2.34
	Total Non-Hazardous Waste Recycled or Reused	tonnes	279.01
	Number of "Baby Kitchen" Activities Held	sessions	3,867
Emissions Management	Total Wastewater Discharge	tonnes	341,286.96
	Wastewater Discharge Intensity	tonnes/million RMB revenue	63.41

Topic	Indicator		Unit	2025
Employee Employment	**Total Number of Employees**		person	**39,076**
	By Gender	Male	person	**17,141**
		Female	person	**21,935**
	By Age Group	Under 30	person	**17,995**
		30-50	person	**19,226**
		Above 50	person	**1,855**
	By Rank	Senior Management	person	**17**
		Middle Management	person	**6,265**
		Frontline Employees	person	**32,794**
	By Employment Type	Full-time	person	**11,052**
		Part-time	person	**28,024**
	By Work Location	Shanghai	person	**5,238**
		Beijing	person	**4,623**
		Shenzhen	person	**1,979**
		Guangzhou	person	**1,913**
		Other cities	person	**25,323**
	Employee Turnover Rate* (Full-time)		%	**30.74**
	By Gender	Male	%	**34.49**
		Female	%	**26.46**
	By Age Group	Under 30	%	**41.46**
		30-50	%	**19.56**
		Above 50	%	**7.02**

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



Topic	Indicator		Unit	2025
	By Work Location	Shanghai	%	15.37
		Beijing	%	25.42
		Shenzhen	%	27.67
		Guangzhou	%	29.65
		Other cities	%	34.42
	Employee Turnover Rate (Part-time)		%	97.93
	By Gender	Male	%	91.31
		Female	%	91.63
	By Age Group	Under 30	%	151.10
		30-50	%	56.35
		Above 50	%	33.66
	By Work Location	Shanghai	%	49.56
		Beijing	%	63.10
		Shenzhen	%	100.88
		Guangzhou	%	112.73
		Other cities	%	112.03
	Total Number of New Employees		person	26,529
	By Gender	Male	person	10,305
		Female	person	16,224

Topic	Indicator		Unit	2025
Training and Development	**Percentage of Employees Trained**		%	100
	By Gender	Male	%	43.87
		Female	%	56.13
	By Employee Category	Senior Management	%	0.04
		Middle Management	%	16.03
		Frontline Employees	%	83.92
	Average Training Hours per Employee		hours	29.64
	By Gender	Male	hours	29.76
		Female	hours	29.40
	By Employee Category	Senior Management	hours	92.94
		Middle Management	hours	75.66
		Frontline Employees	hours	20.72
Diversity, Equity and Inclusion	Percentage of Female Employees		%	56.13
	Percentage of Female Employees in Senior Management		%	41.00
	Number of Stores Employing Persons with Disabilities		number	34
	Number of Persons with Disabilities Employed		person	66
Health and Safety	Number of Work-related Fatalities		person	0
	Number of Lost Workdays Due to Work-related Injuries		days	3,461



HKEX ESG REPORTING CODE CONTENT INDEX

Environmental

Aspects	Key Performance Indicators (KPIs)	Disclosure Sections
A1: Emissions	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	**3.2 Green Operations**
	A1.1 The types of emissions and respective emissions data.	**3.2 Green Operations, Key Performance Indicators**
	A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	**3.2 Green Operations, Key Performance Indicators**
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	**3.2 Green Operations, Key Performance Indicators**
	A1.5 Description of emissions target(s) set and steps taken to achieve them.	**3.2 Green Operations**
	A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	**3.2 Green Operations**

Aspects	Key Performance Indicators (KPIs)	Disclosure Sections
A2: Use of Resources	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.	**3.2 Green Operations**
	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	**3.2 Green Operations, Key Performance Indicators**
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	**3.2 Green Operations, Key Performance Indicators**
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.	**3.2 Green Operations**
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, as well as water efficiency target(s) set and steps taken to achieve them.	**3.2 Green Operations**
	A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	**3.2 Green Operations, Key Performance Indicators**
A3: The Environment and Natural Resources	General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.	**3.2 Green Operations**
	A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	**3.2 Green Operations**



Social

Aspects	Key Performance Indicators (KPIs)	Disclosure Sections
B1: Employment	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	**4.1 Diversity, Equity and Inclusion** **4.2 Growth Acceleration** **4.3 Supportive Workplace**
	B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	**4.1 Diversity, Equity and Inclusion, Key Performance Indicators**
	B1.2 Employee turnover rate by gender, age group and geographical region.	**Key Performance Indicators**
B2: Health and Safety	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	**4.4 Safety and Protection**
	B2.1 Number and rate of work-related fatalities occurred in each of the past three years (including the reporting year).	**4.4 Safety and Protection, Key Performance Indicators**
	B2.2 Lost days due to work injury.	**4.4 Safety and Protection, Key Performance Indicators**
	B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	**4.4 Safety and Protection**

Aspects	Key Performance Indicators (KPIs)	Disclosure Sections
	General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	**4.2 Growth Acceleration**
B3: Development and Training	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	**4.2 Growth Acceleration, Key Performance Indicators**
	B3.2 The average training hours completed per employee by gender and employee category.	**4.2 Growth Acceleration, Key Performance Indicators**
B4: Labour Standards	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	**4.1 Diversity, Equity and Inclusion**
	B4.1 Description of measures to review employment practices to avoid child and forced labour.	**4.1 Diversity, Equity and Inclusion**
	B4.2 Description of steps taken to eliminate such practices when discovered.	**4.1 Diversity, Equity and Inclusion**
B5: Supply Chain Management	General Disclosure Policies on managing environmental and social risks of the supply chain.	**2.3 Shared Value Across the Supply Chain**
	B5.1 Number of suppliers by geographical region.	**2.3 Shared Value Across the Supply Chain, Key Performance Indicators**
	B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	**2.3 Shared Value Across the Supply Chain**
	B5.3 Description of practices used to identify environmental and social risks along each step of the supply chain, and how they are implemented and monitored.	**2.3 Shared Value Across the Supply Chain**
	B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	**2.3 Shared Value Across the Supply Chain**



Aspects	Key Performance Indicators (KPIs)	Disclosure Sections
B6: Product Responsibility	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	**2.1 Excellence in Food Safety** **2.4 Caring Services**
	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	**2.1 Excellence in Food Safety**
	B6.2 Number of products and service-related complaints received and how they are dealt with.	**2.4 Caring Services, Key Performance Indicators**
	B6.3 Description of practices relating to observing and protecting intellectual property rights.	**1.4 Intellectual Property**
	B6.4 Description of quality assurance process and recall procedures.	**2.1 Excellence in Food Safety**
	B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	**2.4 Caring Services**
B7: Anti-corruption	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	**1.3 Business Ethics**
	B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	**1.3 Business Ethics, Key Performance Indicators**
	B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	**1.3 Business Ethics**
	B7.3 Description of anti-corruption training provided to directors and staff.	**1.3 Business Ethics**
B8: Community Investment	General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	**5.1 Community Engagement**
	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	**5.1 Community Engagement**
	B8.2 Resources contributed (e.g. money or time) to the focus area.	**5.1 Community Engagement**

Climate-related Disclosures

Aspects	Key Performance Indicators (KPIs)	Disclosure Sections
Governance	Governance	**3.1 Climate Action**
Strategy	Climate-related risks and opportunities	**3.1 Climate Action**
	Business model and value chain	**3.1 Climate Action**
	Strategy and decision-making	**3.1 Climate Action**
	Financial position, financial performance and cash flows	**3.1 Climate Action**
	Climate resilience	**3.1 Climate Action**
Risk Management	Risk management	**3.1 Climate Action**
Metrics and Targets	GHG emissions	**3.1 Climate Action, Key Performance Indicators**
	Climate-related transition risks	**3.1 Climate Action**
	Climate-related physical risks	**3.1 Climate Action**
	Climate-related opportunities	**3.1 Climate Action**
	Internal carbon prices	**The Company does not currently apply a carbon price in decision**
	Remuneration	**The Company does not currently factor in climate-related considerations into remuneration policy**
	Industry-based metrics	**NA**
	Climate-related targets	**3.1 Climate Action**
	Applicability of cross-industry metrics and industry-based metrics	**3.1 Climate Action, Key Performance Indicators**

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