統一企業中國控股有限公司
UNI-PRESIDENT CHINA HOLDINGS LTD.
(a company incorporated in the Cayman Islands with limited liability)
(一家於開曼群島註冊成立的有限公司)
(Stock Code 股份編號：220)

2024
Corporate Social Responsibility Report

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About the Report

Uni-President China Holdings Ltd. (the "Company", stock code: 220) hereby issues the 2024 Corporate Social Responsibility Report (the "Report", the "CSR Report") to elaborate our policies, measures, actions and achievements regarding corporate social responsibility to stakeholders.

- **Reporting Scope**

  Unless otherwise specified, the Report covers the major businesses of the Company and its subsidiaries (collectively referred to as the "Group", "we" or "Uni-President") in the manufacture of food and beverages in the mainland of China during the period from 1 January 2024 to 31 December 2024 (the "Reporting Period").

- **Report Reference**

  The Report strives to comply with relevant industry-wide sustainability reporting standards. It highlights corporate characteristics based on the industry background. The Report is prepared in accordance with the Environmental, Social and Governance Reporting Code (the "ESG Code") set out in Appendix C2 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Hong Kong Exchange") and with reference to "GRI Standards" of the Global Sustainability Standards Board.

- **Notes to the Report's data**

  All monetary amounts quoted in the Report are shown in Renminbi ("RMB") unless otherwise specified.

- **Reporting Principles**

  The Report is prepared in accordance with the following reporting principles required in the "ESG Guide":
  "Materiality": Significant stakeholders were identified and key ESG issues were determined through stakeholder engagement and materiality assessment. Description of stakeholders, process of stakeholder engagement, process and results of materiality assessment has been disclosed in the Report.
  “Consistency”: During the Reporting Period, the Company included mobile and fugitive emission sources in the scope of GHG emissions and simultaneously calculated methane and nitrous oxide emissions from fuels, and the scope of statistics and data calculation methods of the rest of the performance indicators were consistent with those of the Company's “2023 Corporate Social Responsibility Report” published on 25 April 2024.
  "Balance": This report follows the principle of balance and objectively presents the ESG performance of the Group.

- **Report availability**

  The Report is released in online version and is available for view or download on the HKEXnews website (http: //www.hkexnews.hk) and the Company's official website (http: //www.uni-president.com.cn).

- **Feedback**

  If you have any comments or recommendations for the Report or our social responsibility work, please contact us through:
  Email: ir@pec.com.cn
  Postal address:
  (1) No. 131, Linhong Road, Hongqiao Linkong Economic Park, Changning District, Shanghai; or
  (2) Unit 703A, 7/F., Golden Centre, 188 Des Voeux Road Central, Hong Kong

Chairman's Statement

Move forward steadily and remain committed to sustainable development

We uphold the business philosophy of "Honesty and Diligence; Innovation and Excellence" and the business attitude of "Continuous Innovation and Advancing with the Times" in every aspects of our products, services and sustainable operations. Adhering to "long-termism", we pursue business growth and exert positive social influence to drive long-lasting and sound sustainability and build an enterprise boasting "Integrity", "Brand" and "Taste".

We stay attentive to the expectations and needs of external stakeholders. While striving to deliver high-quality products and excellent services, we also actively address stakeholders' concerns in key areas of sustainability, such as food safety, product innovation, business ethics, anti-corruption, safety and health, and customer service.

Ensuring food safety remains our top priority. In 2024, we continued to prioritise food safety by establishing a sound and rigorous food safety management system. Adapting to changes in market trends, we have increased our investment in research and development (R&D) to build a diverse product portfolio that aligns with consumer preferences. Our commitment is to provide consumers with nutritious, healthy and delicious food, sharing the joy of taste with the world.

Faced with the intensifying global climate challenge, we actively respond to the 1.5°C temperature control goal under the "Paris Agreement" and the national goal of "carbon peaking and carbon neutrality". To this end, we identify and address deficiencies in energy efficiency and make efforts in various fields to reduce carbon emissions. In 2024, we updated the list of identified climate-related risks and opportunities and took further steps to address their impact on our business operations, thereby helping us operate in a sound manner.

Amid the wave of digital and intelligent transformation, we continue to move forward by integrating information systems into various management and sales processes. This enhances operational efficiency, optimizes product quality management, and improves the consumer experience.

Remain true to our original aspiration and join hands for a bright future

We sincerely appreciate our dedicated employees, value chain partners, and all those who steadfastly support our efforts, continuously driving our journey toward sustainable development.

Looking forward to 2025, we will exert persistent efforts and steadily march on the path of sustainable operation, and adapt to market trends with a focus on product offering. Meanwhile, we will actively fulfil our corporate social responsibility. This includes supporting employee development, building a happy and healthy workplace and contributing to public welfare of the community. Moreover, we will work hand in hand with all parties to create a healthy and happy tomorrow.

Mr. Lo Chih-Hsien
Chairman of Uni-President China Holdings Ltd.

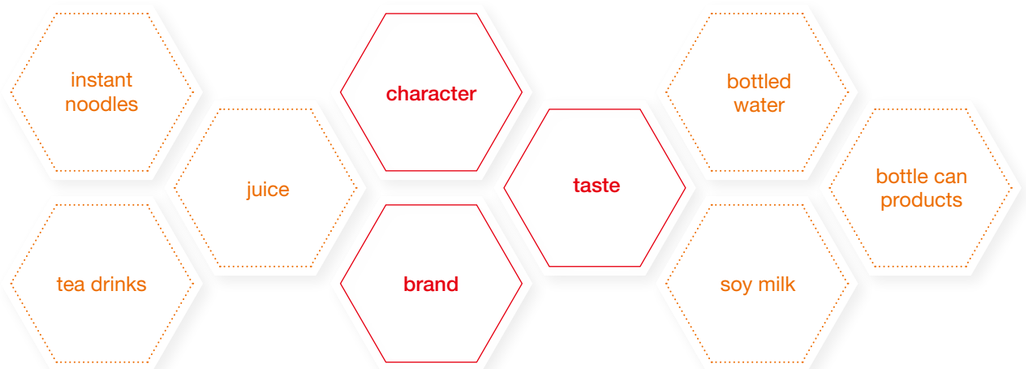
About Uni-President

Group Overview

The Group, one of the leading manufacturers of beverages and instant noodles in the market, commenced operations in 1992 and was listed on the Main Board of The Stock Exchange of Hong Kong Limited on 17 December 2007.As of the end of the Reporting Period, the Group reported revenue of 30,332 million and total assets of 23,376 million.

Revenue	30,332 million
Total assets	23,376 million

The Group adheres to the business philosophy of "Honesty and Diligence; Innovation and Excellence" and upholds the long-term principle of "Value Marketing". With a focus on business operation, we are dedicated to creating brand value, with an aim to evolve into an enterprise boasting "Integrity", "Brand “and "Taste". Since the entrance into the mainland China market more than 30 years ago, we have formed a multicategory product matrix covering instant noodles, tea drinks, juice, bottled water, soy milk, bottle can products, etc., featuring in "Soup Daren (“湯達人”)","Laiyitong (“来一桶”)"、"Uni 100 (“统一100”)"、"The King of Tomato (“茄皇”)", "Uni Ice Tea (“統一冰紅茶”)", "Uni Green Tea (“統一綠茶”)", "Shuangcui ("雙萃")", "Uni Orangeate (“統一鮮橙多”)", "Haizhiyan (“海之言”) ", "Uni Assam Milk Tea (“統一阿薩姆奶茶”)" and other popular products.



Corporate Culture

Business Philosophy

- Business Philosophy: Three Goods and One Fairness: Good Quality, Good Credit, Good Service and Fair Price
- Honesty and Diligence, Innovation and Excellence

Vision

- Play “everyone's all-time favourite symphony of food”
- Build with love and care a “life industry” inseparable from people's life

Value chain

Upstream	The Group’s operation	Downstream
• Raw material sourcing • Supplier management • Inbound logistics	• Production management • Food safety and quality management • Warehousing and outbound logistics management • Product development and innovation • Risk management and audit	• Marketing and brand management • Customer service and support • Channel management

2024 Corporate Honours

Social Recognition

- Uni-President was awarded the title of "National Quality and Reputation Assurance Product" by the China Association for Quality Inspection (CAQI)
- Uni-President was awarded the title of "National Product and Service Quality Integrity Brand" by CAQI.
- Uni-President was awarded the title of "National Leading Enterprise in Food Industry Quality" by CAQI
- Uni-President was awarded the title of "2024 National 'Quality Month' Quality Integrity Advocacy Enterprise" by CAQI.
- Uni-President was awarded the title of "National Model Enterprise for Product and Service Quality Integrity" by CAQI
- Uni-President was awarded the title of "Group Member of the China Association for Quality Inspection" by CAQI
- Uni-President was awarded the title of "Strategic Cooperation Unit of China Quality Newspaper Agency" by the China Quality Newspaper Agency
- Uni-President was honoured with the "2024 Outstanding Case of Food Safety Management Innovation" by the China Food Safety Newspaper Agency
- Uni-President was recognized as an "Influential Brand in the Consumer Market Industry" by the China Consumer Economy High-Level Forum Organizing Committee
- Uni-President was awarded the "Public Welfare Commitment to Building a Better Future" certificate by Changning District, Shanghai
- Kunming Uni-President. was honoured with the "National Green Factory" award.
- Changsha Uni-President. was honoured with the "National Green Factory" award.
- Nanchang Uni-President. was honoured with the "National Green Factory" award.
- Aksu Uni-President. was honoured with the "National Green Factory" award.
- Chengdu Uni-President. was honoured with the "Provincial Green Factory" award.
- Henan Uni-President. was honoured with the "Provincial Green Factory" award.
- Jiangsu Uni-President. was honoured with the "Provincial Green Factory" award.
- Chongqing Uni-President. was honoured with the "Provincial Green Factory" award.
- Guiyang Uni-President. was honoured with the "Guizhou Province Green Supply Chain Management Enterprise" award.

Social Recognition

- Wuhan Uni-President. was honoured with the "Zero Waste Factory" award.
- Guangzhou Uni-President. was honoured with the "Zero Waste Factory" award.
- Nanning Uni-President. was honoured with the "Zero Waste Factory" award.
- Guiyang Uni-President. was honoured with the "Zero Waste Factory" award.
- Jinan Uni-President. was honoured with the "Zero Waste Factory" award.
- Nanchang Uni-President. was honoured with the "Zero Waste Factory" award.
- Chengdu Uni-President. was honoured with the "Safety Production Standardization Second-Level Enterprise" award.
- Chongqing Uni-President. was honoured with the "Safety Production Standardization Second-Level Enterprise" award.
- Nanchang Uni-President. was honoured with the "Safety Production Standardization Second-Level Enterprise" award.

Product Honour

- “The King of Tomato Italian-Style Tomato Meat Sauce Mixed Noodles”(茄皇意式番茄肉酱风味拌面) received the “2023-2024 Innovative Product in the Convenience Food Industry” award
- “Kai Xiao Zao Spicy Grilled Fish” （开小灶香辣烤鱼） received the “2023-2024 Innovative Product in the Convenience Food Industry” award
- “Little Raccoon High-Fiber Konjac” (小浣熊高纤魔芋) received the “2023-2024 Innovative Product in the Convenience Food Industry” award

2024 Focus

Operation

Total assets
23,376 million

Revenue
30,332 million

Total profit
1,849 million

R&D investment
244 million

Environmental

Direct (Scope 1) greenhouse gas ("GHG") emissions: **209,573** t CO_2 e

Energy indirect (Scope 2) GHG emissions: **481,760** t CO_2 e

Natural gas consumption: **778,017** MWh

Electricity: **508,048** MWh

Purchased steam: **554,117** MWh

Total energy consumption: **1,840,182** MWh

Water consumption: **12,559,533** tonnes

Hazardous waste: **264** tonnes

Non-hazardous waste: **67,136** tonnes

Packaging materials consumption: **504,049** tonnes

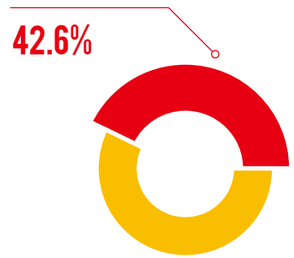
Social

The Food Safety Testing Centre can provide testing for over **700** items and has a total of **173** CNAS test items

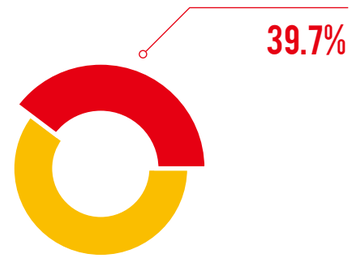
Total number of employees: **33,755**

Valid intellectual property rights held: **3,196**

Devoted approximately RMB **7,146,600** and **7,305** hours for social and public welfare activities and natural disaster donations in total



Proportion of female employees



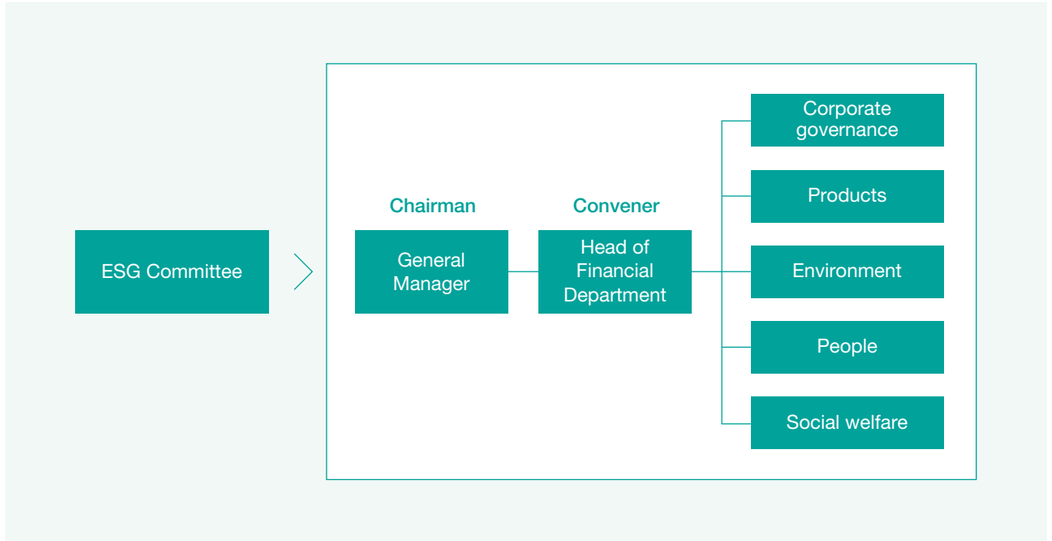
Proportion of female employees in the management

01

Implementing Sustainable Management Practices

Sustainability governance structure

Uni-President understands that improving its environmental and social performances is essential for creating value for society and achieving sustainable operation. We have incorporated related social responsibility risks and opportunities into our business strategy to guide our daily operations. In 2020, we established a social responsibility management structure including “decision level, organisation level and implementation level”. In 2024, we restructured our social responsibility management framework by establishing the ESG Committee as a part of management. Chaired by the General Manager and convened by the Head of Financial Department, the committee oversees five functions including corporate governance, products, environment, people and social welfare.



The Board is the highest responsible body for the social responsibility strategy and management of Uni-President. The duties of the Board include identifying, prioritising and managing major social responsibility matters with reference to stakeholders communication and materiality assessment, assessing social responsibility risks, as well as formulating social responsibility strategies, setting performance targets and regularly reviewing the progress.

As the core organisation for the Group’s sustainable operations, the ESG Committee consists of senior executives from different functions as conveners. The committee is responsible for identifying stakeholders, formulating policies, metrics and schemes related to social responsibility for issues such as climate change, overseeing the progress of these metrics and targets, reviewing the annual corporate social responsibility report, and regularly reporting to the Board on matters related to social responsibility and sustainable operations.

During the Reporting Period, the ESG Committee, through its various functions, presented two reports to the Board on social responsibility related matters. These reports included proposals regarding (1) environmental management practices, a review of key performance, and plans for future priorities; (2) the current status and future priorities of public welfare projects; and (3) internal control practices and the effectiveness of risk management. The Board monitors the results of social responsibility risk management, and urges the operation teams to make adjustments when necessary. The Committee makes further optimisation based on the Board’s opinions.

Stakeholders communication

Committed to the philosophy of “Join Hands to Build Uni-President’s Future”, we continue communicating with our stakeholders on sustainability issues. Maintaining engagement and communication is essential for Uni-President to achieve sustainable operations. By doing so, we aim to better disclose our sustainability performance, foster two-way communication and understand the expectations and feedback from stakeholders. This allows us to make responses with strategic planning.

Stakeholders	Expectations and concerns	Engagement channels
Shareholders or investors	• Protection of shareholders’ rights • Compliance operation and management • Information disclosure • Return on investment	• General meetings • Announcements (interim reports, annual reports, CSR reports, circulars and announcements) • Websites of the Company/the Hong Kong Exchange • Investor's’ conferences and roadshows
Government or regulatory authorities	• Law and compliance supervision • Fulfilment of tax obligations • Social contribution • Business and economic development • Safe operation	• Government reception • Compliance reports • Field inspection • Participation in government meetings or seminars • Submission of documents • Response to queries or investigation
Suppliers	• Fair competition • Long-term business relationship • Product quality monitoring	• Evaluation of suppliers • Field inspection • Daily communication
Employees	• Protection of employees’ interests and rights • Communication between management and staff • Occupational safety and health • Staff benefits improvement • Equal employment opportunities and diversified development	• General Manager direct communication mailbox • Daily communication • Staff seminars • Staff representatives’ meetings • Staff training
Customers	• Long-term business relationship • Performance and product safety • Product quality • Inventory management	• Daily communication • Customer satisfaction survey • Customer feedback and visits • Product management
Environment	• Compliant emission • Resource conservation • Reducing packaging materials • Climate change	• Environmental management improvement • Promoting energy saving • Strictly managing and controlling emissions • Response to climate change
Community	• Community involvement • Charitable projects	• Volunteer activities • Charitable activities

Materiality assessment

Through materiality assessment, we identify and prioritise social responsibility issues that are material to the Company's business and to stakeholders. The process is summarised as follows:

	2020 materiality assessment	2024 review
Identify Issues	Taking into account the Group's operational characteristics and strategic direction, and following Sustainable Development Goals (SDGs), "GRI Standards" of Global Sustainability Standards Board and "ESG Guide" of the Hong Kong Exchange, we identified 17 social responsibility issues concerning the Group after internal assessment.	Reviewing the 17 social responsibility issues to confirm that the Group's social responsibility practices for the Reporting Period were comprehensively covered.
Conduct Survey	Identifying significant internal and external stakeholders and invited stakeholder representatives to complete questionnaire surveys, in order to learn their views on materiality of each issue and collect their opinions and suggestions.	Conducting interviews and meetings with key internal and external stakeholders to understand their level of concern about the social responsibility issues we identified as important.
Confirm Results	A total of 1,947 valid questionnaires were collected. After the analysis of survey results of internal and external stakeholders, we identified the priority of economic, environmental, and social issues, and generated a materiality assessment matrix which was then reviewed and verified by the Social Responsibility Working Group.	Based on the communication and confirmation with various internal and external stakeholders, confirming there were no significant changes in their assessment of the importance of the Group's 17 social responsibility issues. The materiality assessment matrix was reviewed and confirmed by the Group's Social Responsibility Working Group that there were no significant changes.

The materiality assessment matrix below illustrates the Group's key social responsibility issues. We will prudently consider and focus on these issues throughout our business operations, and pay constant attention to and allocate resources to manage all issues affecting the Group and stakeholders on the whole.

Materiality Assessment Results

Response to SDGs

In 2015, all United Nations Member States adopted 17 Sustainable Development Goals (SDGs) as a universal call to action to end poverty, protect the planet and improve the lives and future of all people. Considering our major social responsibility issues, we actively answer to the call and support SDGs from multiple aspects.

Title of sections	Social Responsibility Issues	Responses to UN SDGs
☆ About Uni-President	• Economic performance	8 DECENT WORK AND ECONOMIC GROWTH
☆ Practising Good Governance with Integrity	• Business ethics and anti-corruption	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
☆ Innovating Healthy and Delicious Food for All	• Food safety • Product innovation	3 GOOD HEALTH AND WELL-BEING; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
☆ Embracing a Low-carbon and Sustainable Development	• Material management • Water resource management • Climate change • Energy management • Compliant emission	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
☆ Building a Pleasant Workplace for All	• Safety and health • Talent cultivation • Employees interests and care	3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH
☆ Pursuing Win-win Cooperation in Industry	• Customer services • Sustainable supply chain • Responsible marketing • Intellectual property	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
☆ Creating value to give back to society	• Charitable activities	1 NO POVERTY; 2 ZERO HUNGER; 3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION

02

Practising Good Governance with Integrity

Uni-President sees the business philosophy of “Honesty and Diligence; Innovation and Excellence” as the backbone, and “Integrity” as the principle for business conducts. By fostering a corporate culture of integrity, transparency and accountability, Uni-President is determined to become a partner that is preferred and trusted by stakeholders. Aiming for the highest standards of corporate governance and business ethics, we have integrated this corporate culture into our daily operations to meet and even go beyond regulatory requirements.

The UN Sustainable Development Goals we have attended to

Corporate governance

Uni-President upholds operational transparency, prioritizes shareholder rights, and believes that a sound and efficient board of directors is the foundation of good corporate governance. The Board is responsible for the leadership and control of the Company. The Board oversees the Group's businesses, investment and strategic decisions, maintains the effectiveness of the Group's risk management and internal control systems, and monitors the performance of the Group. There are currently four committees established under the Board, each committee has its terms of reference and reports to the Board regularly. The duties of committees are:

Audit Committee

The primary duties of the Audit Committee are to make recommendations to the Board on appointment and removal of the external auditors, approving the remuneration and terms of engagement of external auditors, reviewing financial information and overseeing the financial reporting system and internal control procedures.

Nomination Committee

The primary duties of the Nomination Committee are to review the structure, size and composition of the Board, identify individuals suitably qualified to become members of the Board, assess the independence of independent non-executive directors and make recommendations to the Board on any proposed changes to the Board, or select individuals nominated for directorships and/or appoint or re-appoint directors.

Remuneration Committee

The primary duties of the Remuneration Committee are to make recommendations to the Board on the Company's policy and structure of the remuneration of the directors and senior management, to determine on behalf of the Board the remuneration packages of individual executive directors and senior management, and to make recommendations to the Board on the remuneration packages of non-executive directors.

Investment, Strategy and Development Committee

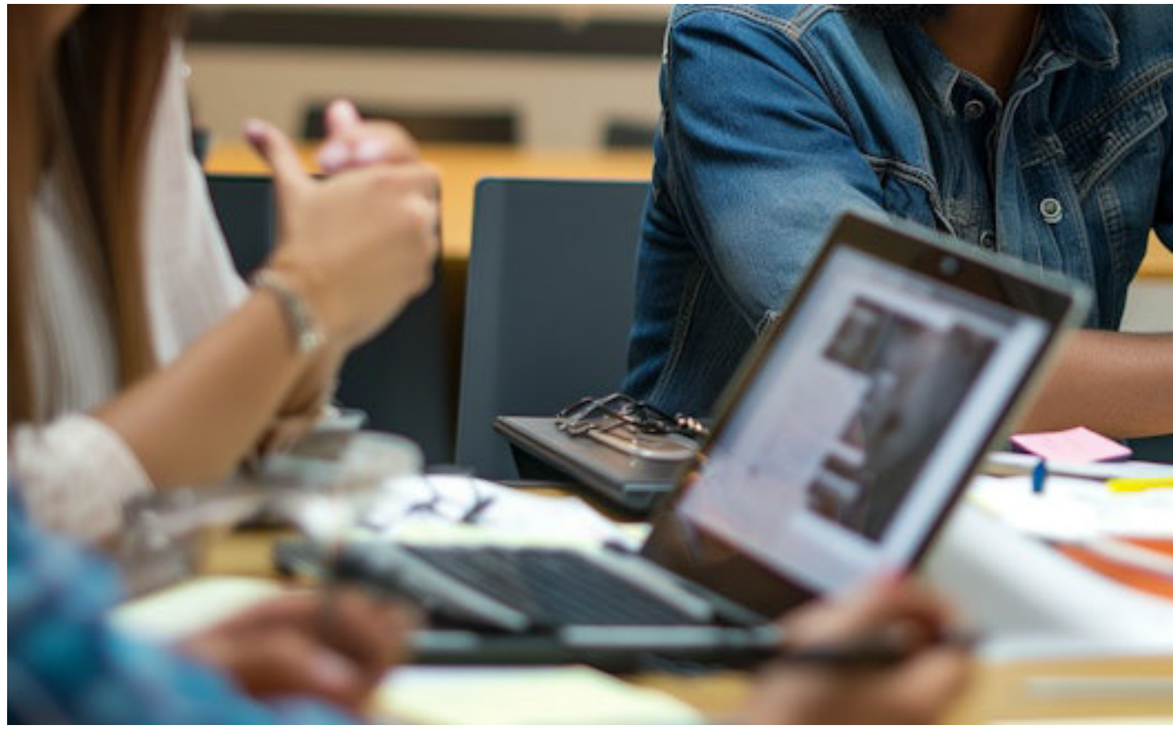
The primary duties of the Investment, Strategy and Development Committee are to review the investment and development plans and policies of the Group, and review investment proposals and make recommendations to the Board.

As of the release of the Report, the Board consisted of 8 members, including 2 executive directors, 2 non-executive directors and 4 independent non-executive directors. During the Reporting Period, we held 4 meetings of the Board, 3 meetings of the Audit Committee, 3 meetings of the Nomination Committee, 3 meetings of the Remuneration Committee and 2 meetings of the Investment, Strategy and Development Committee， 1 annual meeting of the Shareholders.

Board capacity building and diversity

The Board adopted a Board Diversity Policy, aiming at improving the efficiency of the Board, maintaining the highest level of corporate governance, and recognising and embracing the benefits of having a diverse Board. Under the Board Diversity Policy, in order to achieve a diversity of perspectives, skills and experience within the Board, a number of factors will be considered when deciding on appointments to the Board and the continuation of those appointments, including but not limited to gender, age, cultural and educational background, length of service, skills, regional and industry experience. In forming its perspectives on Board diversity, the Company will also take into account its own business model and specific needs from time to time. As of the release of the Report, out of the 8 Board members, 7 of them are male and 1 of them is a female.

For other details of the Company’s corporate governance, please refer to “Corporate Governance Report” as set out in the Company's Annual Report of the year.



Business ethics

We are fully aware that integrity in management and honest operation are the foundation of sustainable development. In this regard, we constantly monitor business ethics not only within our own operations and also throughout the industry chain, aiming to build an efficient operation system. The Group strictly abides by the “Criminal Law of the People’s Republic of China”, the “Anti-Unfair Competition Law of the People’s Republic of China” and other laws and regulations, and has zero tolerance for any violations of business ethics, such as corruption, bribery, fraud, money laundering and anti-unfair competition. Internal Audit Department of the Group (the “Internal Audit Department”) is responsible for monitoring internal anti-corruption. It takes charge of prevention of the risk of corruption in all aspects of operation and management, corruption reports handling and integrity culture construction.

Standardise professional ethics

The Group prohibits employees or anyone acting on behalf of the Company from obtaining business interests through corruption and bribery in any form or other misconduct of the same nature. The Group explicitly stated "Professional Ethics and Code of Conduct" within the "Staff Manual", covering "anti-harassment and discrimination", "conflict of interest", "illegal or improper behaviour" and "prevention of corruption and bribery", and established a series of business ethics and integrity requirements for relationships with suppliers, requiring all staff and business partners to adhere to ethical and transparent business practices at all times. We also assist business partners to understand the right ways to do our business by complying with our due diligence procedures and integrity terms.

We carry out internal audits and checks at different frequencies according to the importance and risk level of our business to monitor compliance at each subsidiary, especially compliance with business ethics. We categorise our subsidiaries according to their size and business status, and review each subsidiary once a year, twice a year or once every three years based on their size and business status to achieve internal audits and reviews covering for all subsidiaries every three years to ensure that all subsidiaries operate in compliance. In 2024 ,we completed 42 reviews and conducted 41 internal reviews and rectified all deficiencies identified.

Whistle-blowing and Complaint Management

The Group encourages internal and external stakeholders such as employees, customers and business partners to report any suspected violations of laws and regulations or business ethics. Through the "Operational Standards on Whistle-blowing System" and "Whistle-blower Policy", the Group stipulates the scope, means and channels, verification rules, post-procedures upon receiving reports as well as reward and penalty policy. We also keep several whistleblowing channels open, such as reporting mailbox, reporting hotline, reporting email, office platform reporting portal. A whistle-blower is encouraged to report to the Internal Audit Department or Audit Committee of the Group through a variety of means including official document, face-to-face meeting, letter, email, phone (fax) or any other way(s) the whistle-blower deems appropriate. Upon receiving the report, the leader of Internal Audit Department assigns a staff to conduct a preliminary review and decide whether to formally file a case. If a case needs to be filed for investigation, the assigned staff shall investigate and report to the leader of Internal Audit Department. A formal report will then be prepared and submitted to the chairman of the Board for approval.

In addition, in accordance with the whistle-blower protection and incentive measures, the Group maintains the confidentiality of the whistleblowers’ information and the materials provided by them through the whole-process protection of "acceptance, registration, storage, and investigation", resolutely prevented the occurrence of retaliation against whistle-blowers and imposed severe penalties on those who had violated the regulations.

During the Reporting Period, the Group received and resolved a total of 138 complaints, neither the Group nor any of our employees was involved in any corruption lawsuits that had already been filed and concluded.

Establish a clean culture

The Group holds the philosophy of “honesty” and provides business integrity training for all staff and management, continuously updates the corporate knowledge platform with new anti-corruption cases for education purpose and focuses on strengthening the integrity education of employees and management in key positions, enhancing the integrity awareness of all staff. During the Reporting Period, we carried out 11 anti-corruption and business integrity trainings, with 6,218 participants. These trainings covered the concept of corruption and business integrity, criminal liabilities, case study, anti-corruption key points, internal control system, internal whistle-blowing channels, business integrity concept, etc. Furthermore, we also provided trainings for all directors by sending them relevant training materials.

Risk management and internal control

The Group's risk management covers governance, environmental and social aspects. A bottom-up and top-down approach is utilised to implement a holistic risk management process. The bottom-up approach is supported by key business units to identify and prioritise risks, while under the top-down approach, management reviews and assesses if risks are comprehensively identified, prioritised and properly addressed by key business units to accomplish the Group's objectives.

The Board is responsible for overseeing an effective risk management and internal control system. The Internal Audit Department of the Group, which is subordinated to the Board, formulates the internal audit plan of the Group based on the strategic objectives analysis, business flow analysis, risk assessment and performance evaluation, as well as the self-inspection mechanism for comprehensive risk management, within the authorisation by the Board and under the guidance of the Audit Committee. The Internal Audit Department regularly reports to the Audit Committee and the Board on its audit findings and recommendations concerning internal control. During the Reporting Period, the Internal Audit Department conducted 42 reviews that mainly focus on risks in food safety and occupational health and safety. All deficiencies identified have been promptly rectified and tracked under the closed-loop management by the Internal Audit Department.

As sustainability-related risks, including climate change, increasingly affect our business environment, the management and monitoring of such risks shows greater significance. The Group identifies, analyses and assesses potential environmental, social and governance risks according to its operating environment, and addresses them through transparent and appropriate management approaches. We also regularly identify and update potential risks based on our business development and industry trends, putting all risks under effective prevention and control.

In addition, in terms of public opinion risk, public opinion that may trigger a negative incident or emergency is promptly captured and handled with via public opinion monitoring and early warning service provided by a third party. In addition, the "Operational Standards for Handling Media-related Negative Incidents", "Operational Standards for Eliminating Negative Opinions", and the "Contact List for Reporting Negative Incidents" specify processes, responsibilities, timeframe, strategy and subsequent actions for monitoring and early warning, and for emergency responses, to ensure proper response and handling of public opinion risks while playing the role of public opinion monitoring and continuously improving the level of internal management.

	Food safety risk	Business integrity risk	Occupational Health and safety risk	Environmental policy risk	Climate change risk
How we address the risk	• Set up Food Safety and Quality Committee, improve management and further enhance food safety risk assessment, alert and monitoring; • Establish "Three Lines of Food Safety Defence" of food safety (namely qualification review, field inspection, food safety testing), and through multi-perspective risk control, to effectively control food safety risks arising from suppliers; • Adopt "Three Checks of Quality Control" (namely quality control on development and design, quality control on production process and quality control on delivery channel) and actively analyse for improvement and track products to cautiously prevent abnormalities in quality; • Carry out digital empowerment in design, procurement, production, sales and other links, comply with relevant requirements of "Three Lines of Food Safety Defence" and "Three Checks of Quality Control", and strengthen food safety management at the source of supply chain and food safety monitoring of finished products.	• Operate in good faith, follow the principles of fairness, honesty, integrity and transparency in business activities, and establish a corporate culture of honest operation and a sound risk control mechanism.	• dhere to "people-oriented, safe and healthy" approach, striving to become a safe, healthy and environmental- friendly factory; • Establish a production safety management system, develop and continuously improve various standards and policies for production safety and occupational health management; • Regularly deliver trainings on staff production safety and occupational health, provide all-round protection for staff.	• Strictly abide by national environmental protection laws and regulations and integrate the energy conservation and emission reduction work into the whole process of production and operation activities.	• Engage external consultants to conduct climate risk assessments and scenario analyses, identifying and evaluating the impacts of related risks on the company. • Initiate targeted training on climate change risk management themes and prepare climate-related disclosures in accordance with Part D of the Hong Kong Stock Exchange's ESG Reporting Guide. • Continue to pursue improvement in standardisation and systematisation. Reduction of energy use and pollutant emissions is ultimately achieved through management of target as well as the daily checking, performance inspection and analysis and rectification system.
Relevant section	Practising Good Governance with Integrity	Implementing Sustainable Management Practices	Building a Pleasant Workplace for All	Embracing a Low-carbon and Sustainable Development	Embracing a Low-carbon and Sustainable Development

Intellectual property management

The Group respects and protects intellectual property, sticks to originality and boycotts counterfeits, actively promoting a good market order and safeguarding its own and consumers' rights. We strictly complied with the "Copyright Law of the People's Republic of China", the "Patent Law of the People's Republic of China", the "Trademark Law of the People's Republic of China", the "Anti-Unfair Competition Law of the People's Republic of China" and other relevant laws and regulations. We applied certificates for all patents, trademarks, and copyright from intellectual property authorities and signed patent and copyright transfer contracts where third-party patents or works are involved.

We advance management and protection of intellectual property in a refined way. In accordance with the "Operational Standards on Anti-infringement Mechanism and Counterfeits Handling Process Regarding Intellectual Property" and "Operation Standards for Intellectual Property Protection", we regularly inspect the use of patents, works and registered trademarks, ensuring the stability of our rights to patents, copyright and trademarks. Meanwhile, we constructed a line of defence against infringing products and conducted market investigation and monitoring to crack down on infringing products and maintain our brand image. As of the end of the Reporting Period, the Group holds a total of 3,196 valid intellectual property rights, ranging from food safety, product R&D, process optimisation to manual process optimisation. During the reporting period, no intellectual property infringement cases occurred.

Information security and privacy protection

The Group has set up an effective information security management mechanism and established an information security management system in line with ISO/IEC 27701. The Group protects information security in all aspects according to the "Regulations on Information Security Management", "Guidelines for User Information Security" and other policies. During the Reporting Period, we optimised the "Regulations on Information Security Management", the "Employee Code of Conduct Regarding Information Security" and the "Operational Standards on Information Release", and restructured the management standards for online work groups to continuously strengthen information security management.

We have formed responsible teams to standardise management mechanisms regarding aspects such as the confidential level of company information, the level of information security incidents, the reporting flow of information security incidents, the penalty of information security incidents as well as the investigation of information security incidents. Thus the integrity, availability and security of the Group's information assets are guaranteed, and compliance obligations are performed when collecting and using private or clients' information. Our online system "Uni-President e-Mall" has passed the national information system security (Level 3) certification, and many employees have obtained the certificate of Certified Information Security Professional (CISP).

We adopt a variety of technical means to strengthen the security of the information system. We establish redundancy mechanism, backup mechanism, and network security protection mechanism, and develop system access control policies to effectively manage the continuity, security and stability of the application system, the continuity and integrity of backup data, and the security of stored information. During the Reporting Period, we optimised the display system of the bastion host for maintenance staff to view operation logs more conveniently. We also worked with external organisations to provide training on penetration testing training to improve security personnel's professional capabilities.

When it is necessary to collect user privacy information, we sign the "Registration Agreement for Uni-President Users" and "Privacy Policy Agreement" with users, inform the users the way we collect, store, protect and manage personal information. We continue to enhance third-party data security and privacy management by controlling the authority of suppliers (raw material suppliers and logistics carriers) and requiring them to collect information on a minimal basis. We also provide publicity and training on standards to third parties, requiring them to sign privacy agreements and regulating information acquisition, storage and retrieval procedures.

The Group has established effective information security audit mechanism, including self-inspection by each department, security audit of user information and third-party audit to ensure the compliance of information security management.

During the Reporting Period, we conducted 9 internal information security audits, promptly rectified deficiencies found during the audit, and continued to improve our internal information security management system.

During the Reporting Period

we published **12** issues of the "Information Security Monthly"

provided system development training to all related staff with a **100%** exam pass rate

conducted phishing tests for new employees to improve their awareness of security risks. Produced a "Digital Intelligence Cybersecurity Training" video to promote cybersecurity knowledge in an engaging manner. Organized online learning for all employees, with a total of **4,373** participants in assessments and a **100%** pass rate.

Poster of digital human information security training

03

Innovating Healthy and Delicious Food for All

Uni-President upholds the philosophy of “Three Goods and One Fairness”, and adheres to the food safety mission of “be comfortable and happy to eat” to offer safe, healthy and delicious food to consumers. With great emphasis on product R&D and innovation, we have built a diverse product portfolio that caters to varying consumer needs, and made smart plants more efficient through digital management in our daily operations.

The UN Sustainable Development Goals we have attended to

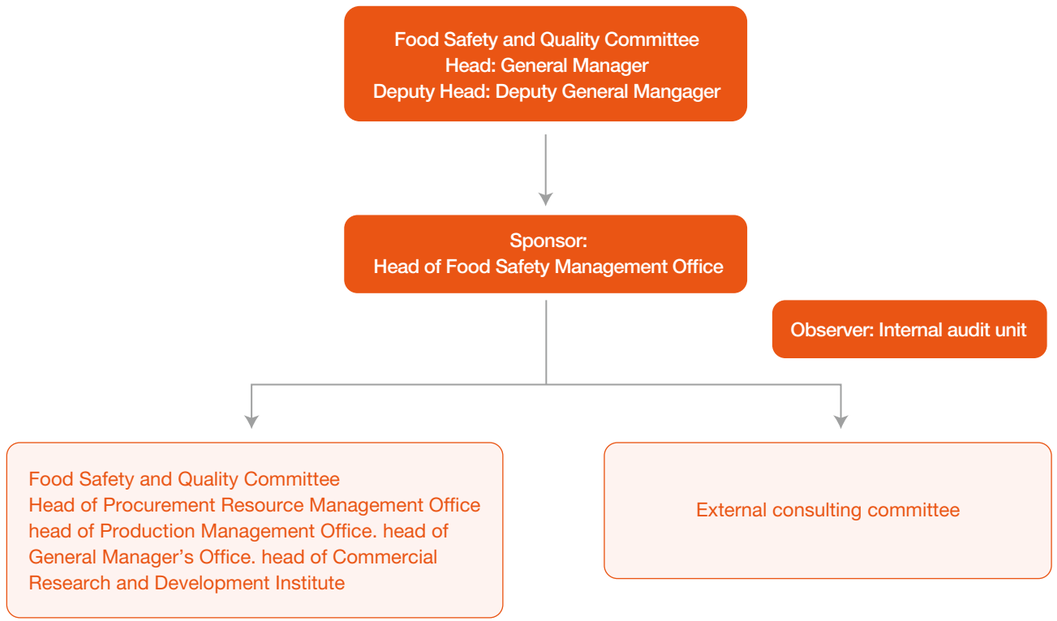
Prioritising food safety

Improving management system

Uni-President always regards customers' health and safety as the top priority, and is committed to the mission of "be comfortable and happy to eat". We have set up the Food Safety and Quality Committee and the Food Safety Management Office to establish a comprehensive food safety management mechanism. In addition, we continue to invest management resources and strengthen our employees' professionalism every year to provide high-quality and safe products that satisfy consumers.

/ Organisational structure

The Food Safety and Quality Committee, the highest authority in the management of food safety and quality system, is headed by general manager and includes supervisors from Commercial Research and Development (R&D) Institute, Procurement Resource Management Office, Production Management Office, Food Safety Management Office and other relevant departments of the Group. Also, experts from well-known domestic universities and the China National Centre for Food Safety Risk Assessment (CFSA) are invited to serve as the Group's food safety management consultants, offering professional insight into the food safety system. The Food Safety and Quality Committee holds regular meetings to keep abreast of national regulatory developments, closely monitor emerging food safety risks in the industry, effectively deploy the food safety management system, review disciplinary and preventive measures, and oversee the effective implementation of food safety policies.



/ System development

We strictly implement food safety management and established a sound food safety management system. With reference to the requirements of ISO 22000 Food Safety Management System and FSSC 22000 Food Safety Management System as well as Hazard Analysis Critical Control Point (HACCP) system, we continuously improve our food safety management system and strengthen system by expanding certification coverage.

As of the end of the Reporting Period

25 subsidiaries of the Group were accredited with the ISO 22000 certification

5 with the HACCP certification

1 with the FSSC 22000 certification

Building a solid defence line for food safety

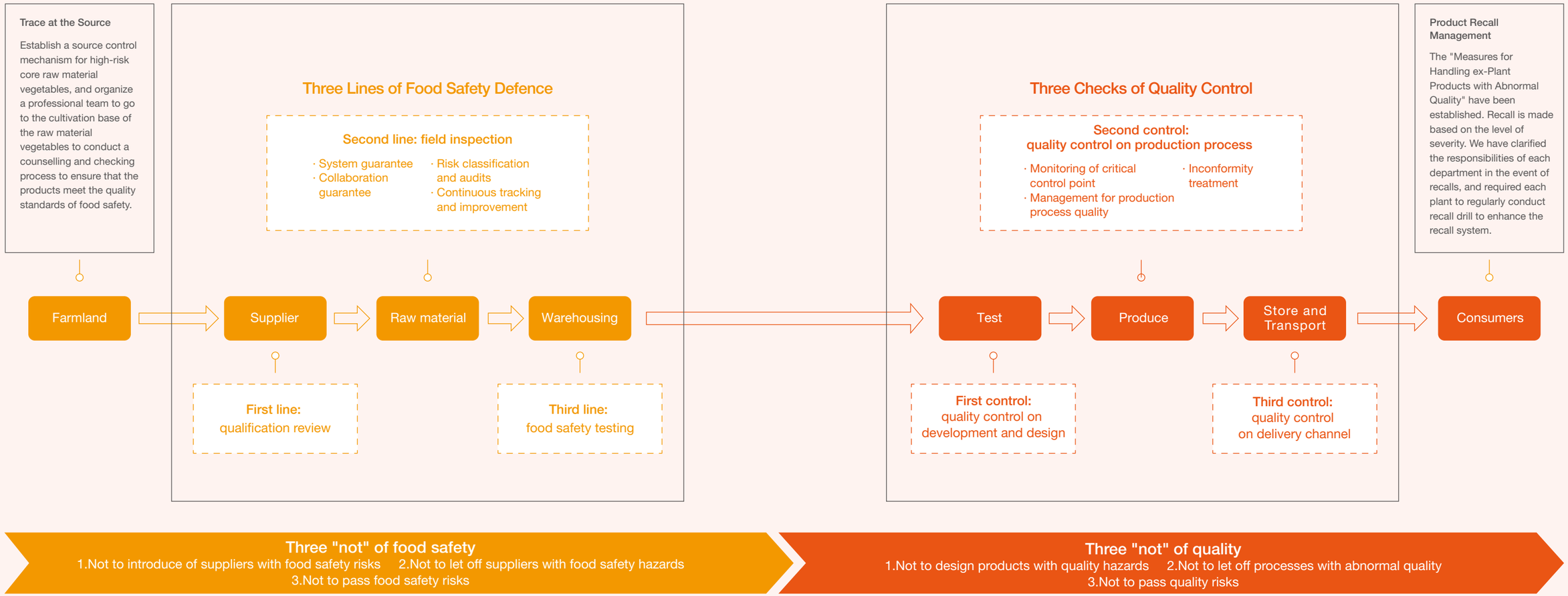
The Group is strictly in compliance with relevant food safety laws and regulations, such as the "Food Safety Law of the People's Republic of China". Additionally, we comprehensively and stringently monitor all food safety related projects of all products to ensure compliance with legal and regulatory requirements, to protect the safety of consumers and make consumers comfortable to eat.

A structure for food safety management has been implemented in our factories, including the main responsible person of the enterprise, the food safety director and the food safety officer. We have also established standard operating procedures for daily control, weekly inspection, and monthly scheduling of food safety risks, and formulated records, reports or minutes for daily control, weekly inspection, and monthly scheduling according to the risk management and control list. During the Reporting Period, we formed 34 "Food Safety Risk Management and Control List", further strengthening requirements in this regard.

Highly valuing food safety, we have set the objective of "0 food safety incident, 0 quality incident and 100% pass rate in government inspection". During the Reporting Period, we had no food safety incident or quality incident, 100% pass rate in sampling inspection by the government and 100% pass rate of finished products.

Whole-Process control system for food safety

The Group has established a comprehensive quality management system that covers all staff and chains, built “Three Lines of Food Safety Defence”, insisted on “Three Checks of Quality Control”, and standardised product traceability procedures to realise monitoring, analysis, control and prevention of each key point of food safety and quality control from source to end customers, ensuring product quality and safety in all aspects.



We actively conduct recall drills to further guard the health of consumers and lower food safety risks. During the Reporting Period, we carried out 36 recall drills nationwide for 36 factories and 45 batches of products. The use of raw materials was traced simply through a system, and the drill lasted about 3 hours per time, with a traceability rate of 100%.

2024 honours in food safety

Zhengzhou President Enterprises Co., Ltd. was honoured as the **"2024 Henan Quality Benchmark"** by the Department of Industry and Information Technology of Henan Province

Zhengzhou President Enterprises Co., Ltd. was awarded the titles of **Outstanding Food Safety Director and Outstanding Food Safety** Officer by the Administration for Market Regulation of Henan Province in the "Notice on Commending Outstanding Food Safety Director and Food Safety Officer under the 'Two Responsibilities' Framework"

Focus: Raw material supplier management

We have established and implemented a comprehensive food safety protection programme to promote supplier traceability. This programme covers the whole production process and all sales channels. We adhere to the management concept of "selecting the best to match the strong, eliminating the weak and retaining the strong, helping each other and growing together".

Trace at the source of farmland

The Food Safety Management Office establishes a source control mechanism for high-risk core raw material vegetables, and manages and regulates the site selection of the production base and its surrounding environment. During the harvest season, a professional team comprising of procurement, production, and quality assurance personnel from the regional supervisory plant goes to the base of the raw material vegetables to conduct a counselling and checking process to ensure that the products meet the quality standards of food safety.

Select the best to match the strong

We have set up "Three Lines of Food Safety Defence" to introduce qualified suppliers and reject suppliers that do not meet relevant standards.

Eliminating the weak and retaining the strong

We have formulated the supplier risk grading and management system, based on which suppliers are dynamically scored under the dynamic risk model each year. Factors considered include raw material risk, supplier risk and supply performance.

Help each other and grow together

We gradually infiltrate our food safety management culture into external suppliers/manufacturers/distributors through continuous food safety management training and monthly publication. In addition, we regularly engage external organizations to provide training for supply chain partners and conduct on-site audits. We have also established a dedicated team to offer targeted guidance to high-risk and newly onboarded suppliers.

Focus: Food safety testing

The Group's Food Safety Management Office has a Food Safety Testing Centre. Since 2005, the Centre has passed the expert review of China National Accreditation Service ("CNAS") for Conformity Assessment every year.

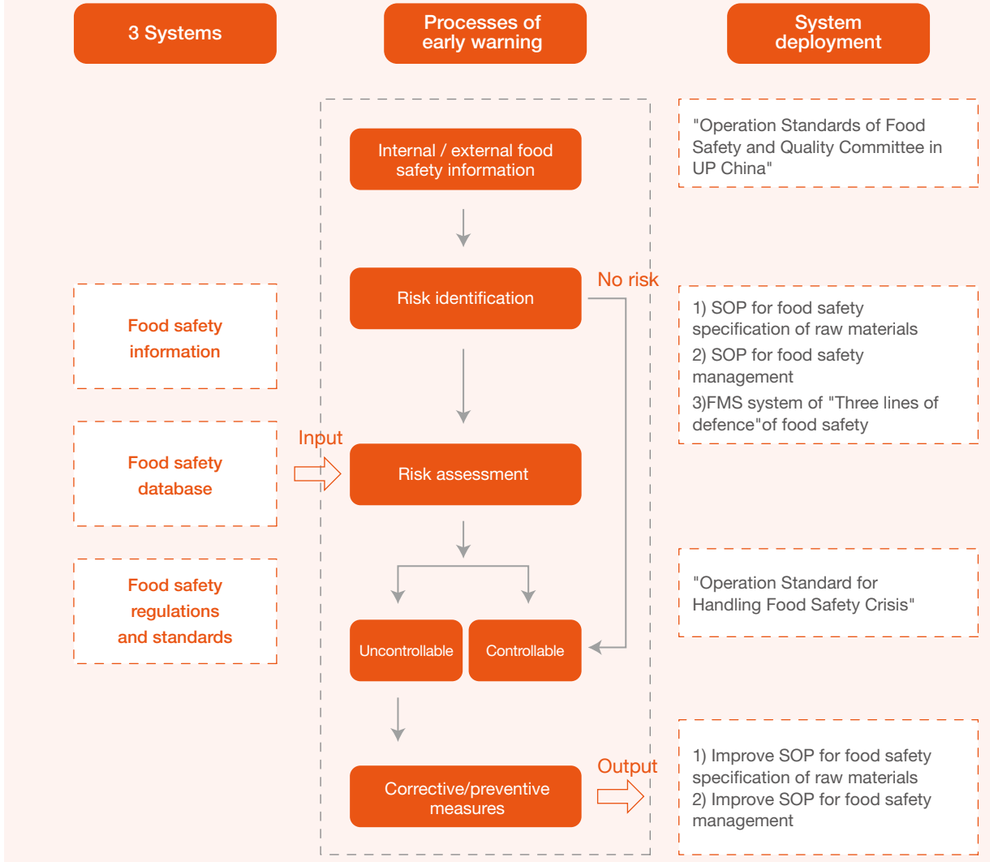
As of the end of the Reporting Period

the Food Safety Testing Centre had **173** test items accredited by CNAS, a number of practical new national patent authorisations, and over **700** test items all year round. Test items include over **400** items for pesticide residues, **28** for veterinary residues, **15** for heavy metals and **17** for plasticizers. The centre is able to test food safety-related items, such as beverage, food, water, additives, grain and oil and packaging materials.

We also phase out and upgrade food safety testing equipment based on demand, and have had regular testing cooperation and technical exchanges with well-known third-party testing companies as well as government agencies and university testing institutions at home and abroad.

/ Risk warning

We pay close attention to various external food safety accidents and conduct timely risk assessment for emerging food safety issues. Identical or similar raw materials and finished products involved in food safety accidents will be inspected to ensure food safety. We also collect information on food regulations and domestic and international food safety development trends, strengthen the education of all staff on food safety awareness, and implement food regulations and safety standards.



Processes of risk early warning

During the Reporting Period, we further optimised our food safety and quality management platform. Specifically, with big data warning and application for raw material warehousing, use and customer complaints, we upgraded the raw material quality dashboard to improve operational efficiency. We maintained transparent raw material inspection by disclosing the testing cycle and results to suppliers, to improve their awareness of product quality. In addition, we tightened inspections on abnormalities in manufacturing processes. Manufacturers are required to report any abnormalities proactively and strengthen the inspection of quality management system.

Cultivating a food safety culture

Uni-President actively promotes the construction of the Group's food safety culture and enhances the awareness of food safety among all staff. We organise food safety training and publish regular internal food safety weekly reports to continuously strengthen the quality awareness of frontline staff. New employees must receive food safety training before onboarding, while existing employees shall participate in food safety knowledge training at least once a year.

During the Reporting Period

we organised a number of training sessions on food safety for suppliers, employees and management personnels. Those include **10** sessions on professional knowledge for suppliers, **6** sessions on food safety laws and regulations and **10** on professional knowledge for employees, and **4** sessions on food safety laws and regulations for management personnels, with a total of approximately **8,000** participants.

Additionally, we regularly release external food safety weekly reports. As of the end of the Reporting Period, the Group recorded a total of **853** issues, of which **42** were released this year.

We actively participate in various activities held by national industry associations. As a council member of Shanghai Food Safety Federation, we actively participate in the formulation of standards for self-heating food, and facilitate the construction of regional food safety culture. We also actively respond to the call of the national quality month and regularly organise quality/food safety enhancement activities within the Group. We also participate in the monthly quality theme activities organised by the General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and China Consumers Association.

Product innovation

Continuous product innovation

Under the research and development (“R&D”) concept of “be comfortable to eat safe, delicious and healthy food”, Uni-President focuses on consumer needs and responds to the trend of healthy food with low salt, low sodium, low sugar, and fewer additives. We develop new products and strengthen our product competitiveness to attract new generations of consumer groups. We are always committed to providing consumers with high-quality, innovative and healthy products.

Keen on “Research” and “Development” integration, we have established the Commercial R&D Institute. Through division of labour and integration of expertise, we established a R&D system focusing on food, beverage and milk tea that are supported by parties specialized in packaging materials, technology, consumer research. With a focus on products, the Group’s Commercial R&D Institute is constantly optimising its R&D innovation system from the consumer side. In 2024, to further strengthen the management of our dominant categories, we restructured the R&D team of Uni Ice Tea and braised beef noodles to be directly managed by the General Manager of the Commercial R&D Institute. We also established a rapid response mechanism and optimised the original R&D teams for beverage and food. This enables project teams to quickly respond to customer needs. As of the end of the Reporting Period, the Group's Commercial R&D Institute had 178 authorised patents.

Deploying workforce for the R&D function is a key task at Uni-President. By building a specialised pipeline for R&D talents, we ensure that talent reserve and development meet the needs of R&D strategies. We optimized workforce structure to fit our strategy. Sticking to the R&D functions, we reviewed the R&D achievements and quantitative criteria, and made changes to professional career planning and promotion standards. Also, we commend and encourage relevant innovative talents in accordance with the “Product Innovation Award Standard”.

Consumer insights serve as a key guide for the Group’s R&D and innovation strategies. Through comprehensive analysis of industry reports and third-party data on the food and beverage sector, we have gained a deep understanding of evolving consumer trends in China’s food industry. This enables us to foster innovations that align with consumer needs and preferences. As a result, we have successfully introduced several highly praised innovative products, including "Spring Breeze Green Tea (春拂绿茶)" and the sugar-free “Uni Assam Milk Tea (统一阿萨姆奶茶)”. We have also established a premium product incubation mechanism. Supported by high-quality supply chains and digital tools, we unremittingly innovate product categories that cater to the interests of Generation Z and white-collar workers in Tier-1 cities. This mechanism allows us to meet the needs of emerging consumers in key scenarios. Meanwhile, we actively engage in external technology exchanges. The latest cutting-edge technologies and industry trends have inspired us to make continuous product innovation.

Focus: Creating new products based on health trends

Our market research shows that consumers are becoming more concerned about the health attributes of products. They now prefer products with fresh raw materials and simple ingredients, and have higher expectations for health attributes such as fat reduction, sugar control, and nutrition. Taking beverage as an example, consumers are inclined to choose “healthy” water and have become more aware of the impact of minerals and sugar on human health. Leveraging these insights, we have introduced a range of nutrient-enriched products, including sugar-free beverages such as Spring Breeze Green Tea and sugar-free Uni Assam Milk Tea, as well as 100% fruit juices such as NFC Tomato Juice. Additionally, recognising the steady growth of the plant-based protein beverage market, we have swiftly developed and introduced a plant-based protein drink called Rejuvenating Nuts Milk, to meet the increasing consumer demand.

Product innovation achievements

“Spring Breeze Green Tea (春拂绿茶)”

Spring Breeze Green Tea is made from high mountain green tea and special jasmine tea, using a proprietary microbial fermentation process and instant cooling patented technology to enhance aroma and extraction efficiency, which is healthier with no sugar. The core technology, microbial fermentation of green tea, helps achieving a more mellifluous taste and is more environmentally friendly. Furthermore, the stacking and spreading process enables wastage reduction, making the aroma of tea waft through the air.

“Uni Assam (統一阿萨姆)” sugar-free milk tea

"Uni Assam (統一阿萨姆)" sugar-free milk tea, based on the concept of vibrant aroma and delicate smooth taste, is made from high-quality spring black tea leaves of large-leafed species, which is characterised by its freshness and rich aroma. When selecting milk sources, we aim for high quality with pure milk taste, rich protein and low lactose content. In terms of the extraction process, the low-temperature short-time (LTST) method is adopted to effectively reduce the dissolution of caffeine and ensure that the milk tea is neither bitter nor astringent, with a unique flavour.

“Nourishing Angelica Huadiao Chicken Noodles (当归花雕鸡面)”

The non-fried straight noodle technology is used for Nourishing Angelica Huadiao Chicken Noodles (当归花雕鸡面). Based on the steaming-cooking-drying process for noodle sheets, the noodles can achieve rapid rehydration, and after brewing, the shape and texture of the noodles is almost the same as those of freshly boiled ones. Boiled together with a variety of medicinal herbs and chicken broth, i.e. a hen, as well as Angelica sinensis, Chinese yam, Polygonatum odonatum and liquorice, and supplemented with Shaoxing Huadiao Wine, a fragrant and sweet medicinal chicken broth is created, which is nutritious and tasty. Furthermore, each cup of the noodles is also served with over eight tender chicken meatballs, which are chopped at a constant temperature and battered at a low temperature to ensure that the meat is full of flavour.

Oat Cookies

Oat Cookies are made with high quality ingredients such as large-size Australian oats, New Zealand butter, American cranberries, 72% European pure fat dark chocolate and Xinjiang walnuts, upholding the healthy concept of no flavour, no colour and no preservatives. The product is high in dietary fibre, using 100% high quality Australian oats, and the nutrient reference value of dietary fibre per 100g is over 36%.

In addition, we have launched a variety of products featured in small package to meet the needs of different consumer groups, helping them control their nutritional intake and manage their diets in a reasonable and healthy way, as well as reducing food waste.

Products featured in small package

Cup-size instant noodles series

Uni “Orangeate (鲜橙多)”, “Peachate (蜜桃多)” 125mL

“Uni Assam (統一阿萨姆)” milk tea 300mL,
“Classmate Xiaoming (小茗同學)” lime black tea 330mL and
"Chai Li Won (茶裏王)" sugar-free Dongding oolong tea 300mL

External cooperation

As a member of industry association, we also participated in industry-specific technical exchanges, and maintained good cooperation with research institutes and universities in food industry, to continuously promote the integration of production, teaching and research and accelerate the transformation of technological innovation into productivity.

Establishing a school enterprise partnership

In 2024, we enhanced our school-enterprise partnership with the School of Food Science and Technology of Jiangnan University, providing practical opportunities and professional guidance to the students, so as to jointly cultivate food professionals with strong practical ability and innovative spirit. In addition, utilising the edges of both parties, we carried out technological research, development and innovation, with focus on sugar-free tea and sugar-free milk tea and other projects for technical cooperation. We also jointly conducted cutting-edge academic research on food to promote the development of the discipline and scientific research.

Participating in industry standard revision

Participated in the development of the draft for “Quality Requirements for Fruit and Vegetable Juices and Their Beverages” and the standards for “Electrolyte Beverages.”

Besides, we actively cooperate with our downstream customers to acquire consumer preferences and needs in a timely manner, thereby jointly creating healthy products.

Products co-created with customers

100% Mixed Grape Juice
100% Mixed Tomato Fruit and Vegetable Juice

The product uses 100% fruit and vegetable juice formula, featuring simple and pure ingredients, that is, only fruit and vegetable juice ingredients, with specially added NFC fruit (vegetable) juice. By selecting different varieties of raw materials, such as the fusion of Xiahei Grapes and imported Spanish red grape juice, and the combination of cherry tomatoes, Xinjiang tomatoes, carrot pulp and orange juice concentrate, we create a rich and unique fruit and vegetable juice with a smooth and delicate taste.

Natural Mineral Water

The natural mineral water from Changbai Mountain is filtered through layers of basalt rock and bubbles up from the deep underground. The product is made from the natural mineral water from Changbai Mountain, using pure physical filtration and ozone-free process, with no chemical additives and no bromate, and the content of metasillicio acid is over 50 mg/L.

Building smart plants

The Group deeply explores and advances corporate digital transformation. With the digital management system and automatic production line, we are building an integrated intelligent operation platform, in pursuit of standardised, refined and intelligent operation management and production and continuous improvement of production efficiency and product quality.

Digital empowerment is realised by using AI technology in design, procurement, manufacturing and sales. Meanwhile, we focus on business data management, realise process connection and data sharing, and build smart plants. We independently develop the intelligent procurement system, food safety information monitoring system, food safety management system, production process quality management system and finished product delivery system to strengthen food safety management at the source of supply chain and food safety monitoring of finished products under the requirements of "Three Lines of Food Safety Defence" and "Three Checks of Quality Control". We keep trying to apply various emerging intelligent technologies, for instance, through Robotic Process Automation (RPA), suppliers are subject to 24-hour real-time monitoring and risk warning on legal disputes, credit risk, tax risk, environmental risk, operational risks, food risk, engineering risk, etc., helping the Company to strictly control risks arising from daily operation. In addition, we also explore consumer demands using artificial intelligence (AI).

Through the modes of "independent design and modification, external collaboration, and cross-border application", we have also collaborated and innovated with external equipment manufacturers, and successfully developed and imported a number of technological equipment, such as the upgrading of automation equipment for the packaging section of the barrel noodle line, online cleaning system for oil fryers, sugar automatic conveying system, gift box packaging equipment for CAN products, and marking and inspection machines, etc, so as to steadily push forward the upgrading of automation of the production line.

Upgrading of automation equipment for the packaging section of the instant noodle line

By upgrading the automation equipment in the packaging section of the instant noodle line, we reduce the labour intensity of personnel, improve the working environment in the production workshop, and at the same time improve the quality of products.

Online Cleaning System for Oil Fryers

Implementing a self-designed “online automatic cleaning system” integrated into our automated food production line to replace manual operations, thereby reducing labor intensity and enhancing product quality.

Sugar Automatic Conveying System

Importing a sugar automatic conveying system that utilizes automatic displacement mechanisms, image positioning, and automatic gripping technologies to achieve automated transportation of sugar, replacing manual labor and reducing the physical intensity of workers.

Upgraded Carton Supply System for Packaging Machines

Developing and designing an automated carton supply system, reducing the need for employees to bend over approximately 1,300 times daily, significantly alleviating their physical workload and minimizing safety hazards.

Our digital factory is based on supervisory control and data acquisition system (SCADA), integrated and applied with enterprise operation monitoring system, raw material traceability system, equipment management, quality management, energy data collection system, etc., to realize lean production, process automation, information digitization, management transparency, so the agility and rapid response capability of the enterprise can be improved.

Whole-Process management of smart plants

Production and marketing management

Production and marketing management

Through the Production and Marketing Planning Platform System (PMS), the boundaries of marketing, production management and logistics systems can be integrated, and the production and marketing plans can be formulated in a refined manner. Through visual monitoring, analysis and display of production, sales and inventory indicators, we can make a rapid response to changes in business demand and optimise scheduling, ensuring freshness.

Raw materials & production management

Raw material management

Through the Material Management System (MTR), the raw materials' arrival, delivery and inventory can be managed, so that we can realize raw material expiration warning and quality traceability. The system enables mobile-based receiving of incoming raw materials, with automated synchronization of receipt data into inventory records - eliminating manual data entry and boosting operational efficiency.

Production management

We optimise and upgrade the EHS management information system in a continuous way by realising the refinement of application scenarios, increasing the system's Artificial Intelligence (AI) recognition self-test function, and strengthening the data statistical analysis function. We also have developed the Group's Statistics Cockpit function, enhancing the Group's control and dynamic supervision over the implementation of safety work in each plant. In addition, we have completed the development of key functionalities of the safety education and training module, which is expected to be commissioned in 2025.

Food safety management

An online food safety dashboard is applied to identify risk points in the process of food production and delivery. This tool helps reduce labour hours as well as improve accuracy and coverage of data analysis.

EHS management

We optimise and upgrade the EHS management information system in a continuous way by realising the refinement of application scenarios, increasing the system's Artificial Intelligence (AI) recognition self-test function, and strengthening the data statistical analysis function. We also have developed the Group's Statistics Cockpit function, enhancing the Group's control and dynamic supervision over the implementation of safety work in each plant. In addition, we have completed the development of key functionalities of the safety education and training module, which is expected to be commissioned in 2025.

Energy management

For energy management, we introduced an energy management platform. The platform features three major functional modules: energy data collection, energy data application, and energy dashboard. These modules enable systematic management of energy statistics, unit consumption of energy, and energy data and reports.

Delivery management

Warehousing management

Through the Warehouse Management System (WMS), finished products are scanned when entering the warehouse, the lot numbers of finished products are recorded according to the storage position, and the products are shipped out according to the principle of first-in, first-out, so as to realise the systematic and information-based management of the warehousing system.

*The Hainan factory took the lead in introducing the unified loading robot, realizing the de-palletization of the whole plate loading, and significantly improving the efficiency of the warehouse operation.

Logistics management

Through the vehicle scheduled entry and exit management system, we realise the whole process of online operation and cloud monitoring from order processing to customer signing, which improves the efficiency of logistics and shortens the delivery time. We also realise the transparent management of business orders, and build a "logistics service channel", which enables real-time tracking of business orders, improving the accuracy of product traceability.

04

Embracing a Low-carbon and Sustainable Development

Nature represents the bedrock for human survival and development. As a responsible enterprise, we, in active response to the national strategy of “promoting green development and harmonious coexistence between human and nature”, uphold the green and low-carbon lifestyle for sustainable development. We have established a sound environmental management mechanism to regularly identify environment and climate related risks. We also, through a series of actions such as practicing green manufacturing, technology upgrading, lean production, and promotion of renewable energy use and circular economy, mitigate our impacts on the ecological environment for sustainable development.

The UN Sustainable Development Goals we have attended to

Fulfilling environmental management

The Group deeply integrates environmental management into strategic decision-making and operational systems, establishing a governance architecture and institutional safeguards that cover the entire process. Through top-level design, we clarify the implementation path for the "Carbon Peaking and Carbon Neutrality Goals", building a full lifecycle management system that includes risk assessment, target decomposition, and performance tracking. Leveraging green manufacturing as a pivot, we systematically promote energy structure transformation, process optimization, and resource recycling, while strengthening the alignment of environmental standards within the supply chain. This collaborative effort with upstream and downstream partners fosters a low-carbon ecosystem. Relying on digital platforms, we construct a dynamic environmental monitoring network, enhance emergency response mechanisms and regular training programs, and elevate the environmental responsibility awareness of all employees. We continuously improve our governance capabilities, driving the upgrade of environmentally friendly operational models through management innovation, and laying a solid foundation for sustainable development.

The Group strictly abides by the environmental protection laws and regulations of the PRC, including but not limited to "Environmental Protection Law of the People's Republic of China". We adopt overall environmental management to strictly control environmental resources and emissions by implementing such management systems as ISO 14001 Environmental Management System and Cleaner Production Management System, as well as through environment-related standards as "Environmental Factor Identification and Evaluation Management Procedure" and “Wastewater, Waste Gas and Boundary Noise Management Procedures”.

To achieve continuous improvement in our environmental management, we have set key environmental targets to effectively monitor and manage environmental impacts of resource use and emissions, with a view to minimising the environmental and ecological impacts of our production and operation.

	Wastewater	Energy	Water	Scope 1 and scope 2 GHG	Hazardous waste	Non-hazardous waste
Medium and long-term environmental objectives	Gradually decrease the intensity of wastewater discharge and realize a **14.0%** decrease by 2025 as compared to 2020.	Gradually decrease the intensity of energy and realize a **12.0%** decrease by 2025 as compared to 2020.	Gradually decrease the intensity of water and realize a **12.0%** decrease by 2025 as compared to 2020.	Gradually decrease the intensity of Scope 1 and scope 2 GHG emission and realize a **12.0%** decrease by 2025 as compared to 2020.	Gradually decrease the intensity of hazardous waste discharge and realize a **30.0%** decrease by 2025 as compared to 2020.	Gradually decrease the intensity of non-hazardous waste discharge and realize a **20.0%** decrease by 2025 as compared to 2020.
2024 achievements	Wastewater discharge intensity in 2024 is **1.70** tonnes per tonne products, a drop of **17.4%** compared to 2020 (2.06 tonnes per tonne products).	Energy intensity in 2024 is **0.40** MWh per tonne products, a decrease of **18.4%** compared to 2020 (0.49 tonnes per tonne products).	Water intensity in 2024 is **2.74** tonnes per tonne products, a decrease of **13.8%** compared to 2020 (3.19 tonnes per tonne products).	Scope 1 and scope 2 GHG emissions intensity in 2024 is **0.1510** tonnes per tonne products, a decrease of **18.2%** compared to 2020 (0.1846 tonnes per tonne products).	Hazardous waste discharge intensity in 2024 was **0.0577** kilogrammes per tonne products, a decrease of **34.0%** compared to 2020 (0.0874 kilogrammes per tonne products).	Non-hazardous waste discharge intensity in 2024 was **14.67** kilogrammes per tonne products, a decrease of **30.1%** compared to 2020 (21.0 kilogrammes per tonne products).

Management model

The headquarters and plants of the Group all set up environmental management functional departments to implement environmental performance management and hierarchical management mode. The headquarters of the Group is responsible for planning and promoting environmental management, while each plant is responsible for implementing various plant-specific environmental management measures. Starting from the two aspects of technology and management, the Group continues to introduce new technologies, new equipment and new processes, and gradually advances to standardization, systematization and intelligence.

System development

The Group actively drives all plants to develop and obtain certificates of environmental management systems, energy management systems and cleaner production systems. We also apply for the certification as green factory, water-saving enterprise and zero-waste factory. All these efforts are aimed at improving the level of environmental management. As of the end of the Reporting Period, the certification of the Group's plants was as follows:

Certification	Number of plants
ISO 14001 Environmental Management System	24
ISO 50001 Energy Management System	24
Clean Production Management System	15
National Green Factory	8
Provincial Green Factory	19
Water-Saving Enterprise	24
Zero-Waste Factory	7

Highlights on "Green Manufacturing" certification

"Green Factory" refers to the factory that achieves intensive land use, utilises harmless raw materials, implements cleaner production processes, maximises waste resource utilisation and adopts low-carbon energy sources. The "Green Factory" Certification requires that factories, while ensuring product functionality, quality, and occupational health and safety during the production process, incorporate the concept of life cycle, give priority to using green raw materials, processes, technologies and equipment, meet the comprehensive evaluation requirements of infrastructure, management systems, energy and resource input, products, environmental emissions, and performance, and continuously improve. In accordance with the "General Principles for Assessment of Green Factory" and other national standards, the Group systematically promotes the development of management systems required in the production process, so as to improve the performance of energy, resource input and other aspects. We also actively apply for the green factory certification. During the reporting period, a total of 8 factories received national-level green factory certification, including Kunming Uni-President Enterprises Food Co., Ltd., Changsha Uni-President Enterprises Co., Ltd., Nanchang Uni-President Enterprises Co., Ltd., and Aksu Uni-President Enterprises Co., Ltd. Additionally, 19 factories received provincial-level green factory certification, including companies such as Chengdu Uni-President., Jiangsu Uni-President, and Jinan Uni-President.

Furthermore, Guiyang Uni-President Enterprises Co., Ltd. received the honour of "Green Supply Chain Management Enterprise of Guizhou Province."

"Green Factory" certification

Responding to climate change

In recent years, the globe has been experiencing frequent climate disasters, such as extreme heat, extreme weather and mountain fires. In accordance with the “Global Risk Report 2024” released by the World Economic Forum, extreme weather events rank first among long-term risks, and the second to fourth risks are also directly or indirectly related to climate change. Climate-related risks have become one of the most significant risks facing the world.

Uni-President actively responds to the major national goal that “China will strive to peak carbon dioxide emissions before 2030 and achieve carbon neutrality before 2060”, as well as the temperature control goal under the “Paris Agreement”. Specifically, by formulating effective energy management strategies, enhancing the use of clean energy, and optimising packaging materials and warehousing and logistics management, we effectively reduce greenhouse gas emissions. To tackle the challenges posed by climate change, we disclose our climate actions at four levels: governance, strategy, risk management, and metrics and targets, to enhance our climate resilience. Such disclosure aligns with the climate-related disclosure requirements in Part D of the Environmental, Social and Governance Reporting Code by The Stock Exchange of Hong Kong Limited (SEHK) and the IFRS S2 - Climate-Related Disclosures.

Governance

Uni-President has established a top-down climate management structure. The Board of Directors, as the ultimate authority for climate governance, is responsible for overseeing the identification, assessment and response to climate-related risks and opportunities. The ESG Committee, being composed of the Group’s General Manager and the head of five functions, including corporate governance, products, environment, people and social welfare, is responsible for identifying and assessing climate-related risks and opportunities, overseeing the implementation of climate actions, and reporting regularly to the Board on climate-related matters. In accordance with the requirements of the ESG Committee, all functions need to plan and implement climate-related actions and projects. They should also regularly track project progress, and report to the committee to ensure that climate risks are effectively managed. For detailed responsibilities of each governance level, please refer to the “Implementing Sustainable Management Practices” section of this report.

Strategy

Uni-President is fully aware that climate-related risks and opportunities can exert impacts on our business and finances over short, medium and long terms. To this end, we have identified major climate-related risks and opportunities with reference to the climate disclosure frameworks of SEHK and IFRS. Through climate scenario analysis, we have assessed the impact of climate-related risks and opportunities and our climate resilience. Accordingly, we have developed a management strategy to integrate climate-related matters into our overall risk management and business strategy.

Identification of risks/opportunities	Prioritisation of risks/opportunities	Scenario analysis	Resilience assessment
Preliminarily identify climate-related risks and opportunities based on international mainstream databases for climate risks and opportunities, the Group’s current operating performance and business planning, extensive industry research, and global climate regulation updates.	Invite internal department representatives to assess2 the short-, medium- and long-term impacts of climate-related risks and opportunities in terms of severity and probability, and prioritise them based on management opinions and external expert recommendations to identify major climate-related risks and opportunities.	Conduct climate scenario analysis, that is, perform an in-depth analysis of the impacts of climate-related risks and opportunities on the Group’s operations and value chain, utilising publicly available climate scenario models and data.	Assess Uni-President’s climate resilience and the effectiveness of climate responses based on the results of the scenario analysis and the Group’s climate response strategy.

Note

1. The impact of risks/opportunities is quantified according to the importance of the risk/opportunity × the probability of occurrence, which is categorised as low, medium and high based on the risk/opportunity threshold.
2. Considering the Group’s business planning, targets and strategies for energy conservation and emission reduction, as well as climate-related policies of the countries or regions where we operate, we define the short, medium and long term as 0-2 years, 3-10 years and 11-30 years respectively.

/ Identification and prioritisation of risks/opportunities

As a result of the above steps, the Group has identified 6 material climate-related risks, including 3 physical risks and 3 transition risks. Additionally, we have identified 3 material climate-related opportunities.

Type of risks/ opportunities		Description of risks/opportunities	Impact of risks/opportunities			Impact on value chain
			Short term	Medium term	Long term	
Physical risk	Chronic	Mean temperature rise	Low risk	Medium risk	Medium risk	All
	Acute	Extreme weather such as typhoons and floods	Low risk	Low risk	Medium risk	All
	Chronic	Water scarcity	Low risk	Low risk	Medium risk	Upstream The Group's operation
Transition risk	Market	Rising costs for raw materials	Medium risk	Medium risk	High risk	All
	Technology	Costs for low-carbon technology transformation	Low risk	Medium risk	Medium risk	The Group's operation
	Policies and laws	Climate-related mandatory rules and regulations	Low risk	Low risk	Medium risk	All
Opportunity	Resource	Energy management strategy	Small opportunity	Medium opportunity	Medium opportunity	The Group's operation
	Technology	Technical innovation and transformation	Small opportunity	Small opportunity	Medium opportunity	All
	Products and services	Shifts in consumer preferences	Small opportunity	Small opportunity	Medium opportunity	All

Low risk | Medium risk | High risk

Small opportunity | Medium opportunity | Large opportunity

/ Scenario analysis

We recognise that climate-related risks will have an ongoing impact on our production and operations as well as on upstream and downstream value chains. However, given the long-term nature of addressing climate change, and the influence of international trends and national policies on both physical and transition risks, there is significant uncertainty about future climate scenarios. To fully assess the impact of climate change on the Group, we conducted a forward-looking analysis of the impact of major climate-related risks and opportunities on the Group over the short, medium and long term under three climate scenarios, including low emissions, status quo and high emissions. On this basis, we assessed the effectiveness of our strategies and actions in response to climate change, as well as the Group's climate resilience.

	Low emissions	Status quo	High emissions
Definition	Take ambitious climate actions to limit global warming to 1.5°C or well below 2°C by the end of the century	Proceed with current strategies and actions in response to climate change, with the global mean temperature rising by about 2-4°C by the end of the century	Take no climate actions, with the global mean temperature rising by more than 4°C by the end of the century
Description	The globe has witnessed an improving sustainability awareness. Countries and regions have taken ambitious climate actions, including formulating strict climate policies and emission reduction targets, and levying carbon taxes. Consumers are showing a growing preference for green and low-carbon goods, and enterprises are actively responding to climate policies to drive low-carbon transition. Many countries and regions have made a commitment to net zero emissions by 2050. We have selected this scenario to assess how climate strategies and actions to meet the temperature control target of 1.5°C or well below 2°C in the "Paris Agreement" affect the Group.	The globe has not seen a significant change in sustainability awareness, and countries and regions are proceeding with existing climate policies and actions. Enterprises not subject to stringent climate policy requirements can choose their production and operation models. Although certain countries, regions and companies continue to promote green transition and achieve climate targets, a considerable number of countries and regions are still unable to achieve their climate targets. We have selected this scenario to assess how the climate-related risks and opportunities under the current models affect the Group.	No global consensus has been reached on the severity of climate change, and existing climate policies and actions are terminated or not strictly enforced. Fossil fuels remain the dominant energy source, accelerating greenhouse gas emissions. Physical risks posed by climate change have increased significantly, with global mean temperature rising sharply and extreme weather events becoming more frequent and severe. We have selected this scenario to assess how the worsening climate change and a substantial rise in climate-related physical risks due to a lack of effective climate actions affect the Group.
Reference	•IPCC SSP 1-2.6, a scenario characterised by a sustainable society dominated by clean energy, with global warming limited to well below 2°C by adopting effective climate actions; •IEA Net Zero Emissions by 2050 (NZE), a scenario that global energy systems and certain developed economies achieve net zero emissions by 2050, with global warming limited to 1.5°C. •FAO Towards Sustainability (TSS), a scenario that active policies are adopted for basic food-service balance, and consumers prefer more vegetables and fruits with less meat due to improving health awareness.	•IPCC SSP 3-7.0, a scenario that there is no significant change in global socio-economic patterns, that is, an "intermediate pathway". •IEA Stated Policies (STEP), a scenario that countries and regions around the world proceed with existing climate policies and planning, and governmental climate targets cannot be fully achieved; •FAO Business As Usual (BAU), a scenario that the current socio-economic trends and policies proceed to assess future challenges for food and agriculture.	•IPCC SSP 5-8.5, a scenario that there are no additional global climate policies, and economic development is increasingly dependent on fossil fuels, leading to increasing greenhouse gas emissions

/ Risk assessment

Physical risk	
Risk	**Mean temperature rise**
Risk description and impact analysis	Global mean temperature is rising as greenhouse gas concentrations increase. The latest data from the World Meteorological Organisation (WMO) shows that 2024 was the hottest year on record at 1.55°C above pre-industrial level, breaking 1.5°C warming limit for the first time. Under the high-emission scenario, the IPCC SSP 5-8.5 scenario results suggest that the global mean temperature is projected to rise by 1.7°C in 2030 and 2.6°C in 2050. By this mid-century, most regions are expected to experience over 30 days of extreme high temperatures exceeding 41°C throughout the year. Under the status quo scenario, the IPCC SSP 3-7.0 scenario results suggest that the global mean temperature is expected to increase by 1.6°C and 2.4°C in 2030 and 2050, respectively. In response to the rising temperature, the demand for refrigeration equipment, such as air conditioners and freezers, is increasing. This has resulted in higher energy expenditures, driving up production and operating costs. Meanwhile, the rising energy demand will significantly strain the power grid, leading to power rationing or outage. These issues can cause production disruptions and damage to raw materials or products, resulting in lower revenue and higher costs. In addition, the high temperature also makes it more difficult to store and transport food and beverages, driving up costs for warehousing and logistics.
Response measures	We have planned downtimes considering the local quota to maximise production with the quota provided. Based on prediction for the power restriction situation, the production, sales and logistics units of the headquarters and central and regional plants should adjust the production plans flexibly and conduct drills on cross-plant and cross-regional goods transfer. Meanwhile, we have leased emergency electricity generators to deal with power suspension. In addition, we have optimised energy management strategies to reduce traditional energy consumption. This includes increasing investment in green energy such as photovoltaic power, introducing low energy-consuming equipment, improving the efficiency of production energy use, and optimising warehousing and logistics. For detailed strategies and measures, please refer to the “Optimising energy management” section of this report.
Risk	**Extreme weather such as typhoons and floods**
Risk description and impact analysis	As climate change intensifies, the frequency and severity of typhoons, floods and other extreme weather are expected to increase. Under the high-emission scenario, the IPCC SSP 5-8.5 scenario results suggest that in China, losses due to typhoons/tropical cyclones, compared to 2015, will increase by 5.6% and 15% in 2030 and 2050, respectively, and losses due to floods will increase by 22.2% and 82.1% in 2030 and 2050, respectively. As a number of the Group’s plants are located in coastal or riverside areas, the increasing risk of extreme weather poses a significant threat to workshops, equipment, raw materials or products and adversely affects the health and safety of employees. This may result in the impairment of asset values and the loss of raw materials and products, as well as an increase in disaster preparedness inputs and insurance costs. Furthermore, extreme weather will lead to transportation difficulties, resulting in supply chain disruptions and product shipment delays. These, in turn, will lead to an increase in warehousing time and costs, along with product overstock and reduced revenue.
Response measures	We have optimised the production and operation strategy to prioritise the production of products using raw materials with shorter storage life. We also change the production sequence or implement interplant transfer production or production reduction measures based on material and water shortage. Meanwhile, we keep a running stock of raw materials for 1-2 months, and increase the proportion of local procurement to lower the risk of production suspension caused by logistics disruption. We have designed different solutions for different transportation scenarios to address the challenges posed by extreme weather on the timeliness of frozen and refrigerated product shipments. Such solutions include converting a portion of refrigerated product shipments to frozen product shipments. To minimise asset losses caused by extreme weather, we regularly inspect plant equipment and reinforce typhoon-prone areas. These measures ensure the safety of buildings and facilities through policies such as the “Operating Standards for Building Safety and Maintenance” and the “Operating Standards for Heat Prevention, Cooling and Frost Protection”. Meanwhile, we have set up an energy emergency response team, and conducted annual emergency drills based on the “Energy Emergency Response Plan Guidelines” and the emergency operation procedures. By doing so, we can enhance our responses to extreme weather. We have also insured plant equipment against disaster damage and provided health and safety insurance for employees to minimise the impact of financial shocks.

Physical risk	
Risk	**Water scarcity**
Risk description and impact analysis	The Group, as a player in the food and beverage industry, is highly dependent on water resources for the production and operation process. Although we have not experienced any significant difficulties in water withdrawals during the Reporting Period and based on our historical operations, we recognise the limited availability of water resources. The quality and sustainability of water are of particular significance to our operations and upstream supply chain. We conduct regular water stress risk assessments of our plants using the Water Risk Atlas Aqueduct™ developed by the World Resources Institute (WRI). According to the IPCC SSP 5-8.5 scenario results, the number of our plants in water stress areas defined by extremely high baseline water stress values will slightly decrease compared to 2024. Climate change-induced increases in temperature and decreases in precipitation in certain areas will expose these plants to the risk of water scarcityand these plants might be impacted. Meanwhile, water scarcity is likely to result in further production reductions and price fluctuations for crops and other raw materials, impacting our procurement costs.
Response measures	In terms of raw materials, we have established an alternative supplier system to enhance the diversity of key raw material sources. We adjust our production plans or implement interplant transfer production dynamically based on the price and availability of water and other raw materials in each region. In terms of the water use, we focus on two aspects: increasing sources while reducing utilisation, and water recycling, to enhance the efficiency of water use and mitigate the impact of water scarcity. Meanwhile, we conduct water stress analysis annually to assess the water resource risk of each plant and formulate corresponding risk response measures. For detailed strategies and measures, please refer the “Improving resource efficiency” section of this report.

Transition risk	
Risk	**Rising costs for raw materials**
Risk description and impact analysis	As a manufacturing company, raw material sourcing is one of our key costs. The impact of climate change on the stability of the raw material supply may result in supply disruptions and price increases, which may in turn lead to an increase in the operating costs. Furthermore, the selection and R&D of alternative materials in response to raw material shortages will also result in an increase in R&D-related operating costs. Juice and concentrated juice from a variety of fruits, particularly orange juice and concentrated orange juice, are the primary ingredients in our juice and juice drink products. However, the citrus industry is susceptible to citrus greening disease and changes in weather conditions, which may affect the quality and availability of orange juice and concentrated orange juice. We recognise that it is important to monitor and understand the impact of climate change on the cultivation of agricultural products in different countries. During the Reporting Period, we experienced an increase in the price of raw orange materials. The Group has a wide range of products while those containing orange juice account for less than 10% of our revenue, therefore, the influence of the increase in the price of a single raw material is relatively small. The Food and Agriculture Organisation of the United Nations (FAO) conducted a simulation of the Producer Price Index (PPI) for food products under different scenarios. The results suggest that, under the status quo scenario, China’s PPI for food products in 2030 and 2050, compared to 2012, will increase by 3% and 10%, respectively. However, under low-emission scenario, there will be a rise of 23% and 33%, respectively. Higher food prices will have a significant negative impact on our operating costs. If we raise the product’s selling price to offset rising raw material costs, we may see a decrease in sales volume, potentially resulting in reduced revenue. However, if we do not raise the product’s selling price, we may experience a decrease in profits.
Response measures	We have established an alternative supplier system to diversify our raw material sources and understand the raw material supply situation in advance can improve the stability of raw material supply. Meanwhile, we have increased the proportion of local procurement and kept a running stock of raw materials for 1-2 months to mitigate the risk of temporary price increases due to supply chain disruptions. We adjust our production plans or implement interplant transfer production dynamically based on the price and availability other raw materials in each region. In addition, we have strengthened the R&D of alternative raw materials to reduce our dependence on single-source materials. We also continue to improve product yields and reduce raw material consumption through process enhancements.

Transition risk

Risk	Climate-related mandatory rules and regulations
Risk description and impact analysis	In recent years, global climate and sustainability regulations have become increasingly stringent. On the one hand, the SEHK, where the Group is listed, has revised the "Environmental, Social and Governance Reporting Code", imposing stricter requirements on climate disclosures for listed companies. On the other hand, since China launched a National Carbon Emission Trading System with pilot schemes in 2021, 2 of our plants have been included in the provincial and municipal carbon markets. By the end of 2024, China's carbon price had reached RMB 97.71/tonne, a 104% increase from the opening price in 2021. Under the low-emission scenario, the IEA NZE scenario data suggests that China's carbon price will reach USD 90/tonne in 2030 and USD 200/tonne in 2050. Even under the status quo scenario, China's carbon price will reach USD 39/tonne in 2030 and USD 52/tonne in 2050, according to the IEA STEP scenario. If more of our plants are included in the carbon trading market and we are unable to effectively reduce our carbon emissions, the high carbon price will result in large operating costs. In addition, the establishment of and corresponding review by other laws and regulations, including those on environmental and ecological protection, product packaging, and plastic reduction and banning, will also be more robust. Exposure of penalties for non-compliance will lead to a decline in brand reputation and image, reduced sales of products, and consequently, decreased revenue. Meanwhile, our suppliers may increase raw material prices in response to compliance requirements, leading to higher procurement costs.
Response measures	We keep abreast of the latest domestic and international laws and regulations. Since the "Interim Rules for Carbon Emissions Trading Management" was promulgated and implemented by the State Council, the Company has attached great importance and taken positive response to gradually join the carbon emissions trading market according to the requirements of local competent authorities. We continuously follow the latest domestic and international laws and regulations and enhance our management of the environment, energy and resources. We have conducted a series of actions to reduce carbon emissions, minimise negative impacts on the environment, and mitigate compliance-related risks. Such actions include energy and resource efficiency enhancement, use of green and low-carbon energy sources, and development of green packaging materials. For management strategies and actions, please refer to the "Embracing a Low-carbon and Sustainable Development" section of this report. We conduct annual greenhouse gas inventories. As required by the SEHK, and with reference to GRI standards, ISSB S2 requirements and industry trends, we disclose our CSR reports in high quality to enhance our information transparency and brand image. In addition, we pay close attention to the sustainability performance of our suppliers. We assess their sustainability-related risks and develop responses through admission stage visits and annual audits. For supplier management, please refer to the "Proper supply chain management" section of this report.

Risk	Costs for low-carbon technology transformation
Risk description and impact analysis	To meet regulatory requirements and market demand, the Group is promoting low-carbon transition. This includes enhancing energy efficiency and expanding the use of green energy. However, in the short term, technology transformation requires significant investment in time and capital costs, leading to increased operating costs and impacts on cash flows. Furthermore, the implementation of low-carbon technologies that are not aligned with actual production and operations may result in a failure of the low-carbon transition or a failure to achieve the expected outcomes. This will result in a lack of return on investment, and in turn, the need to invest additional funds in new projects to cope with compliance requirements, thereby placing significant pressure on operating costs and cash flow.
Response measures	We adopt a step-by-step approach to complete the low-carbon transition of all plants, considering the maturity and applicability of low-carbon transition technologies and the actual production and operation conditions of each plant. Factors such as geographic location, major products, production processes, major energy sources and raw materials, existing equipment, and cost-benefit analysis are included. We conduct tests in 1-2 plants before introducing new technology or equipment. Through the tests, we calculate the input-output ratio and payback cycle to ensure its risk-free nature before large-scale rollout, and continuously make improvements to minimise the costs for technology transformation.

Climate-related opportunities

Opportunity	Energy management strategy
Opportunity description and impact analysis	In view of China's commitment in 2020 to "Strive to peak carbon dioxide emissions in 2030 and achieve carbon neutrality by 2060", the Group has actively responded to the national "dual-carbon" strategy. On this basis, the Group has implemented green transition initiatives, including increasing investment in clean energy and enhancing energy efficiency. According to IEA, capital expenditures for PV panel installations are expected to decline significantly in both the low-emission and status quo scenarios. Under the IEA NZE scenario, the unit cost per kWh of Chinese PV panels is expected to fall by 40% and 60% in 2030 and 2050, respectively, and by 39% and 58% respectively under the IEA STEP scenario. Meanwhile, under the IEA NZE scenario, the operating cost of fossil energy in China is expected to reach USD 120/MWh and USD 180/MWh in 2030 and 2050, respectively. However, the operating cost of PV power generation is expected to be only USD 10/MWh and USD 5/MWh, which is far lower than the unit operating cost of fossil energy. A positive green transition will raise our capital investment in the short term, while in the long run, the cost of the green transition will continue to fall. Meanwhile, the use of more affordable green energy will help significantly reduce energy costs, which in turn will reduce our operating costs.
Response measures	We continuously optimise energy management strategies to reduce energy consumption and energy-related carbon emissions. To this end, we increase investment in green energy sources such as photovoltaic power, introduce low energy-consuming equipment, improve the energy efficiency of existing equipment, introduce energy management platforms, and optimise warehousing and logistics. For detailed strategies and measures, please refer to the "Optimising energy management" section of this report.

Opportunity	Technical innovation and transformation
Opportunity description and impact analysis	Through the application of innovative technologies and the construction of digital plants, we can realise process automation, lean production and transparent management across design, procurement, production and sales. This helps improve production efficiency and product quality, reduce production and operating costs, and increase product sales and revenue. Digital and automated management also helps improve our ability to quickly react and respond to risks, thereby reducing potential compliance costs. In addition, by introducing green and innovative technologies, we are realising a green and low-carbon transition that reduces energy, resource and raw material demands, thereby lowering production and operating costs.
Response measures	In terms of digital innovation and transformation, we continuously advance the construction of digital plants. Based on the supervisory control and data acquisition (SCADA) system, we are gradually applying digital technology to various aspects, such as supplier management, manufacturing, food safety, production and marketing planning, warehouse management, logistics and transportation. For detailed digital plant information, please refer to the "Building Smart Plants" section of this report. In terms of green innovation and transition, we adopt high-efficiency, low-emission, low-pollution green and low-carbon technologies to minimise the environmental impact of our production and operations. For detailed green technological innovations, please refer to the " Embracing a Low-carbon and Sustainable Development" section of this report.

Opportunity	Rising costs for raw materials
Opportunity description and impact analysis	Agriculture and livestock farming not only account for 22% of global greenhouse gas emissions, but also pose a growing concern in terms of land and water pollution due to pesticides and waste. Sustainable food solutions have received a lot of attention as an effective response measure. Moreover, given the rising consumer interest and demand for green and healthy products worldwide, the sustainable food and beverages market is expected to experience significant growth, particularly among key future consumer groups such as millennials. To meet consumer demand, we need to invest heavily in R&D of relevant products and procurement of green raw materials, which will result in an increase in our operating costs in the short term. However, in the long term, the launch of green and healthy products will help enhance our brand image and continuously boost product sales and revenue. However, if we fail to meet consumer demand for green and healthy products, or if our competitors are able to offer solutions that are more responsive to consumer needs, we will face the risk of a decline in brand image, sales and revenue.
Response measures	We focus on consumer needs and follow the trend of healthy food with low salt, low sodium, low sugar and fewer additives. On this basis, we develop nutritious and healthy new products and optimise existing products to continuously improve product strength. For product development strategies and measures, please refer to the "Product innovation" section of this report. We are also actively exploring environmentally friendly packaging materials, reducing the use of packaging materials and promoting the use of recyclable materials to create green and low-carbon products. For detailed measures on green packaging materials, please refer to the "Improving resource efficiency" section of this report.

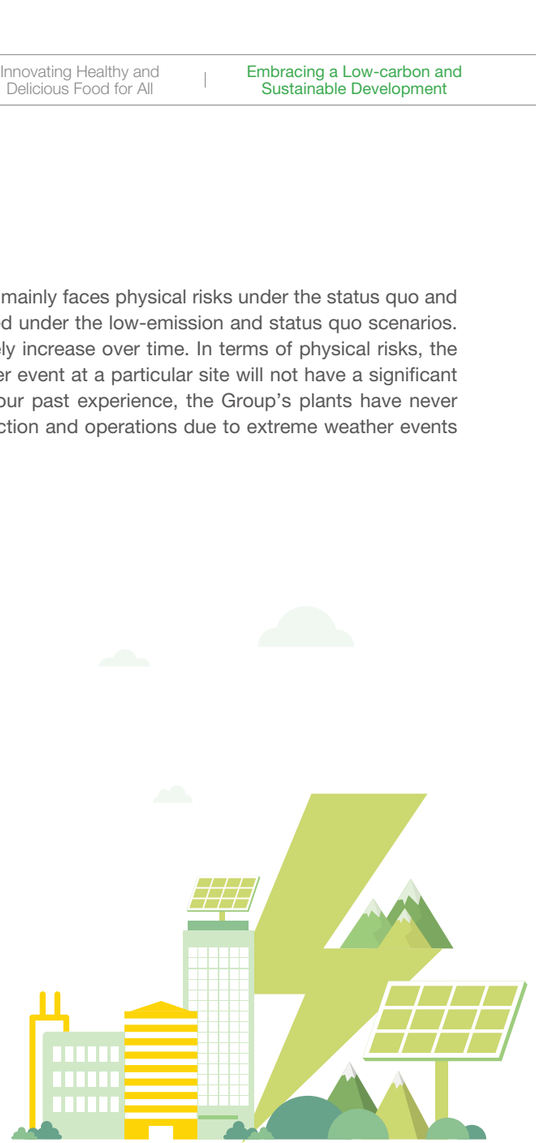
/ Resilience review

The results of the climate scenario analysis indicate that the Group mainly faces physical risks under the status quo and high-emission scenarios, while transition risks are more pronounced under the low-emission and status quo scenarios. Furthermore, the analysis shows that the risk level will progressively increase over time. In terms of physical risks, the Group operates 37 plants across China. Therefore, a single weather event at a particular site will not have a significant impact on our production and operations. In addition, based on our past experience, the Group's plants have never experienced significant asset losses or major disruptions to production and operations due to extreme weather events such as typhoons, heavy rainfall and floods.

In terms of transition risks, as at the end of 2024, the Group's two plants included in the carbon trading market both achieved a surplus of carbon credits, thanks to their continuous investment in new equipment and technology. Moreover, we have never received significant penalties for non-compliance with climate-related policies. In addition, the Group steadily ramps up its investment in green transition. In recent years, the Group's capital investment in energy conservation management has witnessed a year-on-year increase.

And the Group has developed carbon reduction strategies from two dimensions

- **In the short term,** the Group focuses on energy conservation and carbon reduction by increasing investment in the installation of photovoltaic panels and upgrading public energy equipment.
- **In the medium term,** the Group aims to further reduce emissions by introducing energy-efficient production lines and enhancing green operations.
- **In the long term,** the Group is committed to achieving net zero emissions through zero-carbon product design and synergy among upstream and downstream partners.



We will continue to monitor the latest climate and raw material trends both at home and abroad. We will also regularly assess climate-related risks and review our strategies. Our goal is to enhance the Group's sustainability performance and disclosure, and continuously strengthen our climate resilience.

Risk management

We have integrated the management of climate-related risks and opportunities into the Group's overall risk management system. In this context, core business units are responsible for identifying and assessing climate-related risks and opportunities through a bottom-up approach. At the same time, climate risks are also systematically reviewed and assessed by management through a top-down model. Meanwhile, the Board, as the highest responsible body, effectively oversees the identification, assessment and management of climate-related risks and opportunities to ensure that climate-related risks are properly addressed, supported by the Audit Department and the ESG Committee. For details of the risk management structure and processes, please refer to the "Risk management and internal control" section of this report.

Metrics and targets

/ Climate targets

The Group has set the emission reduction and energy conservation targets of "gradually reducing both scope 1 and scope 2 greenhouse gas emissions intensity and energy intensity by 12.0% by 2025 as compared to 2020". We review the progress of target completion in due course and update the targets according to the actual situation. As at the end of 2024, the greenhouse gas emissions intensity of the Group was 0.150 tCO_2e per tonne of products, a decrease of 18.2% compared to 2020, and the energy intensity was 0.40 MWh per tonne of products, a decrease of 18.4% compared to 2020.

In addition, to enhance management in climate change, we have incorporated climate-related indicators into our company's policy management. Every year, we set energy conservation and emission reduction targets, implementing a hierarchical management system from top to bottom. The headquarters formulates overall climate-related indicators (such as energy density, wastewater density, hazardous/non-hazardous waste density, etc.) and decomposes the total targets to each factory. Each factory then takes specific measures for control and management, and regular reviews and improvements are organized. At the same time, we have included these in the performance evaluations of factory managers and production department supervisors to promote the close integration of climate-related target management with factory production and operation management.

/ Climate metrics

GHG emissions of the Group in the Reporting Period is showed as below:

Indicators	2024	2023	2022
Direct (Scope 1) GHG emissions (tCO_2e)	209,573	187,547	132,002
Energy indirect (Scope 2) GHG emissions (tCO_2e)	481,760	457,572	515,008
Total GHG emissions (tCO_2e)	691,333	645,119	647,010
GHG emission intensity (tCO_2e /ton products)	0.1510	0.1596	0.1650

Note

1. GHG emission intensity is presented in "ton of product" based on "product weight".
2. In the Reporting Period, GHG emissions are calculated according to the "Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)" issued by the NDRC, the "2019 Guidelines for National Greenhouse Gas Inventories" issued by the Intergovernmental Panel on Climate Change, the "How to Prepare an ESG Report - Appendix 2: Reporting Guidance on Environmental KPIs" issued by the HKEx, the 2022 average national grid emission factors issued by the Ministry of Ecology and Environment.

Energy Consumption of the Group during the Reporting Period is shown as below:

Indicators	2024	2023	2022
Natural gas (MWh)	778,017	730,169	660,205
Total direct energy consumption (MWh)	778,017	730,169	660,205
Purchased electricity (MWh)	508,048	457,954	435,127
Purchased steam (MWh)	554,117	516,396	624,785
Total indirect energy consumption (MWh)	1,062,165	974,350	1,059,912
Total energy consumption (MWh)	1,840,182	1,704,519	1,720,117
Energy consumption intensity (MWh/ton products)	0.40	0.42	0.44

Note

1. Energy consumption intensity is presented in “ton of products” based on “product weight”.
2. Energy consumption is presented in MWh (KWh in ’000s). Calculation method and conversion factors come from the “Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)” and “Accounting Method and Reporting Guideline of GHG Emissions for Other Industrial Enterprises (Trial)” released by the National Development and Reform Commission (NDRC).

Optimising energy management

As energy consumption is the Group’s main source of emissions, we persevere in refining our energy management strategy. Specifically, we strive to reduce our reliance on fossil fuels from multiple dimensions, including management systems, green energy, energy consumption, and warehousing and logistics, thereby advancing the low-carbon transition.

- Improve the level of environmental management and energy consumption management by promoting energy management and environmental management certification;
- Improve energy efficiency and reduce energy consumption in production;
- Accelerate the green energy transition and increase the use of green energy such as photovoltaic power;
- Optimise warehousing and logistics patterns to improve product turnover and logistics transportation efficiency.

/ Energy Management System Building

The Group strictly abides by the "Energy Conservation Law of the People's Republic of China", "Cleaner Production Promotion Law of the People's Republic of China" and other relevant national laws and regulations during the business operation. We implement systematic energy management and promote the certification of ISO 50001 Energy Management System in all plants. By the end of the reporting period, a total of 24 factories across the country have obtained the ISO 50001 Energy Management System certification. The Group established energy teams at the headquarters and each plant to implement energy performance target management and to control energy consumption.

The Group's headquarters develops technical energy conservation plans in an integrated manner, and the plants actively implement energy conservation and consumption reduction measures to strictly control energy useand increase energy efficiency. We have set the energy management target that “gradually reducing energy intensity by 12.0% by 2025 as compared to 2020”. In 2024, we invested approximately RMB 23,351,000[1] (increased by 2.6% compared to 2023) in energy conservation.

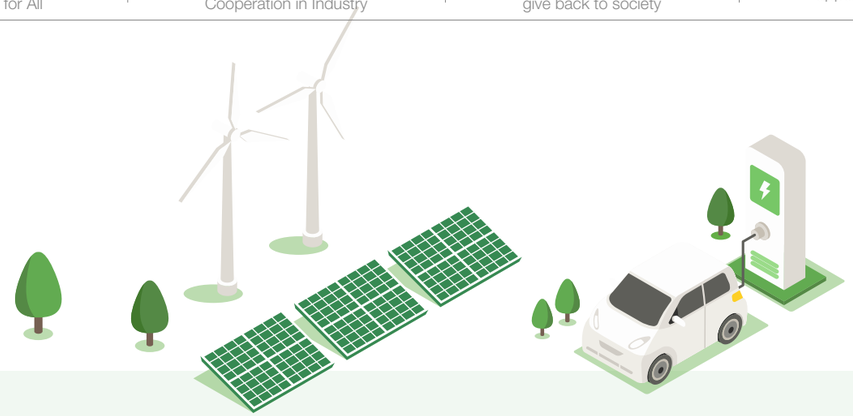
To further strengthen the automation and refinement of energy management, we introduced an energy management platform in 2024 to automate and visualise energy data management and achieve accurate energy management. For details of the energy management platform, please refer to the “Building smart plants” section of this report.

In addition, in terms of emergency management, in response to China's increasingly tightened dual control policy on energy consumption, the Group provides guidance on emergency response to exceptional supply of resources in accordance with the "Guidelines on Emergency Response to Energy Supply Exceptions", and established an emergency response team for energy supply exceptions headed by the plant manager, formulate emergency operation procedures for energy supply exceptions, and conducted emergency plan drills to ensure that the plants are able to respond in a timely and orderly manner in case of energy supply exceptions, so as to ensure reliable supply and reduce losses to the greatest extent.

[1] The scope of statistics covers energy-saving investments, technology upgrades with energy efficiency benefits, and quality improvement expenditures, excluding investments in new facilities and new production lines.

/ Use of green energy

We actively respond to the national call for accelerating the construction of a clean, low-carbon, safe and efficient energy system. Specifically, we continuously optimise our energy structure and reduce fossil energy consumption. We also promote the installation of rooftop photovoltaic systems at plants, purchase of green electricity, and use of new energy vehicles. These efforts are made to increase the proportion of renewable and green energy used.



Installation of rooftop photovoltaic systems

Installation of distributed photovoltaic panels on the plant roof helps reduce our dependence on traditional power. We have conducted feasibility studies on the installation of rooftop photovoltaic systems at plants nationwide, taking into account national policies and actual conditions of each plant. In addition, we have set the target of “completing the installation and grid connection of the systems in all production bases with qualified installation conditions by 2030”. By 2030, these photovoltaic systems will generate a total of 10% of the Group’s total electricity consumption, and our energy consumption structure will be further optimised.

In 2024, we continued promoting the installation of rooftop photovoltaic systems, and introduced new photovoltaic power generation projects in plants such as Hangzhou, Hefei, Nanning and Guangzhou, which successfully realised grid-connected power generation. As of the end of this reporting period, we have successfully introduced photovoltaic power generation systems in a total of 16 plants, generating approximately 19,177 MWh of electricity in 2024, which will reduce carbon dioxide emissions by approximately 10,290.4 tons.

Purchase of green electricity

In addition to installation of rooftop photovoltaic systems, we also encourage plants to capitalise on direct electricity trading opportunities to purchase green electricity, and obtain green electricity trading/consumption certificates issued by a third-party company. In this way, we can further increase the proportion of green energy used by the Group and reduce carbon emissions. In 2024, the Group’s plants in Wuhan, Hefei, Kunming, and Shaanxi actively purchased green electricity. They have all obtained green electricity consumption certificates and purchased a total of 13,220 MWh of green electricity, which was equivalent to reducing/offsetting approximately 7,093.9 tonnes of CO_2 emissions.

Upgrading to new energy vehicles

We continue to promote the replacement of petrol vehicles with new energy vehicles. In 2024, plants in Chengdu, Hefei, and Hangzhou replaced petrol vehicles with new energy vehicles. This initiative is expected to reduce petrol consumption by approximately 6 tonnes per year.

Energy efficiency improvement

We constantly enhance energy efficiency and minimise energy waste by introducing energy-efficient equipment, upgrading existing equipment, and optimising production processes and technologies. We carry out energy efficiency improvement projects at all plants in the Group based on the actual situation of each plant, fully considering the adaptability and economic benefits of new technologies, equipment and processes. In recent years, we have implemented projects such as milk drink steriliser products heat transfer energy saving modification, introduction of spiral tube heat exchangers for food processing, upgrading of energy saving device for food steamer, refinement of low-pressure pneumatic systems, refinement of bottle blowing process, time shortening of dairy beverage production, optimisation of boiler steam supply systems, and introduction of environmentally friendly chilled water dispensers. Through these projects, we can reduce carbon emissions by approximately 10,801 tonnes each year.

Before launching a new project, we first conduct tests in selected plants to assess its feasibility. Once feasibility is confirmed, we roll the project out nationwide. Throughout this process, we persist in optimising the project to enhance its energy efficiency benefits. In 2022, we conducted preliminary tests on three projects: refinement of bottle blowing process, milk drink steriliser products heat transfer energy saving modification, and upgrading of energy saving device for food steamer. In 2023 and 2024, we progressively promoted these projects to other applicable production lines across the country.

Refinement of bottle blowing process

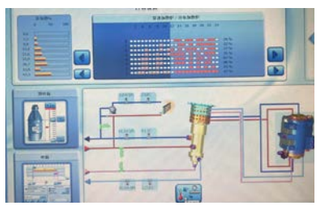
While ensuring that the empty bottle indicators meet the standards, each plant has refined the bottle blowing process by benchmarking equipment performance. Through the tests of gradually reducing the temperature of heated oil, the blowing pressure has been lowered by 0.1 to 0.2 MPa, and the compressed air cooling time has been shortened by about 0.1s, thereby saving electricity.

- **Project sites**

  Nationwide

- **Project results**

  The annual power saving is about 3,666 MWh.



Milk drink sterilizer products heat transfer energy saving modification

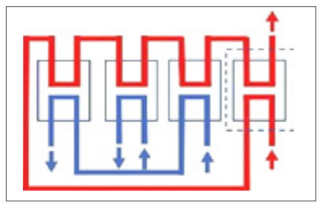
We have optimized the equipment hardware modification and process adjustment to lead the product after sterilization and keeping cooling to the inlet of the sterilizer to improve the heat exchange efficiency and save the steam consumption

- **Project sites**

  Nanchang Factory, Nanning Factory, Henan Factory, Hefei Factory

- **Project results**

  The annual steam saving is about 5,499 tonnes.



Upgrading of energy saving device for food steamer

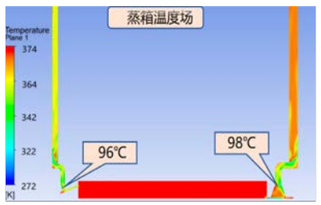
We introduced hot steam from the steamer chimney into a vacuum evaporation system powered by a Roots fan and recycled the waste steam using steam regeneration technology. On this basis, we have recovered thermal energy from two steamer chimneys through an upgraded one-for-two approach (i.e., one system is used to handle the waste steam from two steamer chimneys), increasing the energy-saving efficiency by 20%.

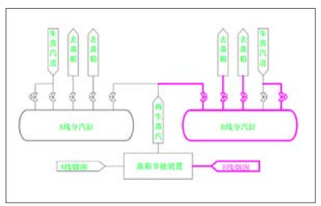
- **Project sites**

  Shanghai Jinshan District Factory, Wuhan Factory, Changsha Factory

- **Project results**

  The annual steam saving is about 10,022 tonnes.

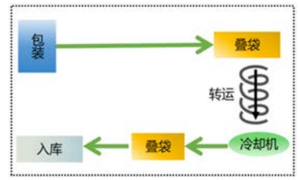


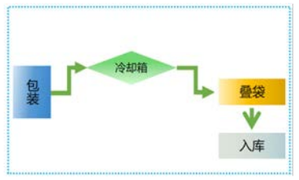


In addition to continuously expanding the application of existing projects, we actively explore the application of new technologies and equipment to further enhance energy efficiency.

Improvement of seasoning packet cooling method

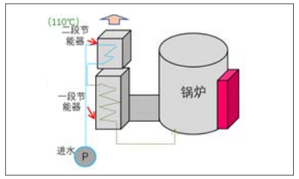
We have self-developed cooling boxes, in which a self-circulating online cooling system has been adopted to replace the original chain trawl-type cooling machine. This not only improves the product quality but also saves annual power about 15.84 MWh per production line.





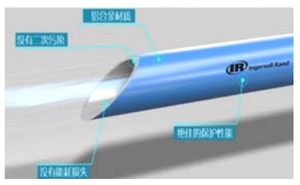
Introduction of High-efficiency and Low-nitrogen Boilers

In combination with the low-nitrogen transformation, high-efficiency boilers (dual-stage energy savers) are introduced to reduce the flue gas temperature of the boilers. The thermal efficiency of the boilers is increased by approximately 3%. The introduction has been completed in the Kunming plant in 2024. It is estimated that the annual natural gas savings will be approximately 882,000 cubic meters, which is equivalent to saving about 10,933 tons of steam.



Optimization of the Low-pressure Air Compression System

Water-lubricated air compressors are introduced to avoid the contact between oil and compressed air, improving the compression efficiency. The power consumption per unit of air compression is reduced by approximately 31%. The introduction has been completed in the Kunming plant in 2024. Meanwhile, the Zhengzhou plant has expanded the introduction of super air pipes for air compression to reduce the pressure drop in the pipelines. The specific energy consumption of the low-pressure air compression system is reduced by approximately 0.9%. In 2024, the electricity saved is approximately 113 MWh.

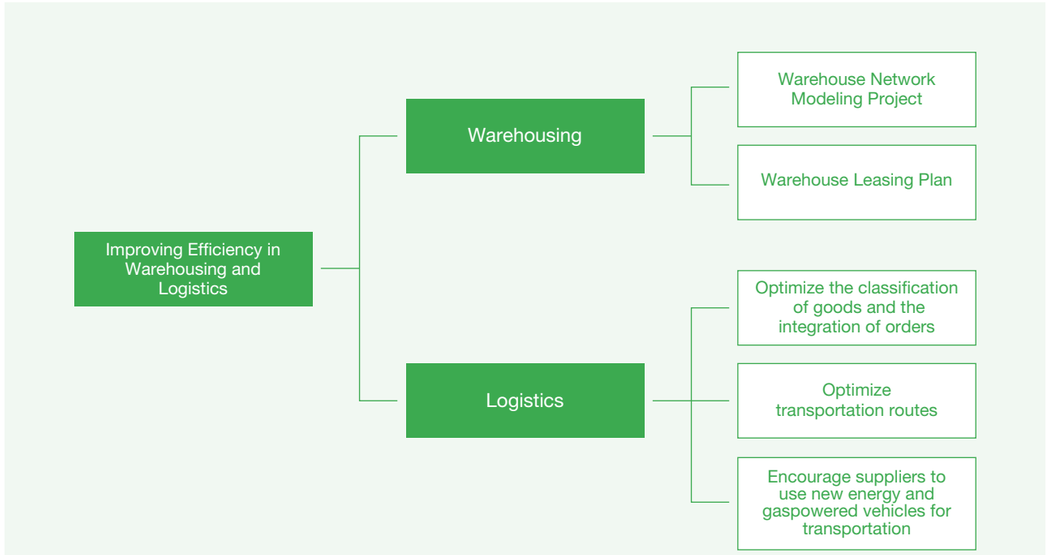


Optimization of the Production Process Time for Dairy Beverages

We extended the time of hot line production process by 4 hours through microbiological validation testing. In 2024, we implemented this improvement in 17 plants, achieving remarkable resource-saving results. Specifically, we saved a total of around 24,970 tonnes of water, around 232 MWh of electricity, and around 2,710 tonnes of steam in 2024.

/ Improvement of warehousing and logistics efficiency

As a manufacturer, we identify the warehousing and logistics of products as one of our main energy consumption scenarios. As for warehousing, we implemented a warehouse network modelling project in 2024. Using algorithms, we calculated and verified the turnover days of both production and sales inventories, and then calculated the warehouse capacity gap. Based on this, we have formulated a warehouse leasing plan for 2025 to enhance warehouse management efficiency. In terms of logistics, we have achieved a vehicle loading rate of over 98% by optimizing cargo classification and order integration. Through the warehouse network modelling project, we have optimized transportation routes, reduced unnecessary logistics demands, and promoted the transportation of products on pallets to improve logistics efficiency, and implementing electronic signature for customer orders, utilizing digitalization to aid in carbon reduction. At the same time, we encourage our suppliers to use new energy and gas-powered vehicles for transportation. In 2024, a total of 11,588 trips of green transportation were realized, further reducing the carbon emissions in our group's value chain.



Improving resource efficiency

Water resource management

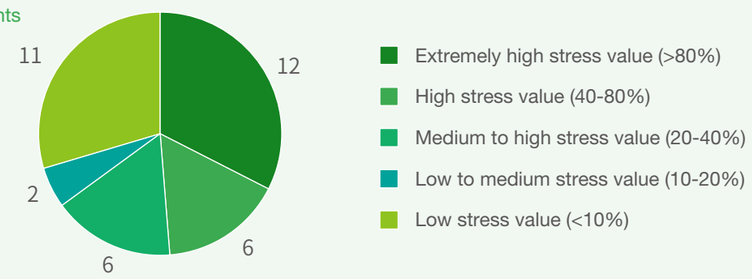
As a player in the food and beverage industry, water resources are crucial to the Group’s sustainable development. We strictly abide by relevant laws and regulations such as the “Water Law of the People’s Republic of China” in our production and operations. Besides, we continuously optimise water resource management and improve water efficiency to minimise negative impacts on water resources. Meanwhile, we have established a ESG Committee composed of the management team, with the general manager as the chairperson, to handle the company's environmental issues, including the management and strategy formulation of water resource usage. Under this committee, an environment group has been set up to carry out and implement related work.

We actively practice improving water-saving technologies and water usage efficiency to ensure that water resources can be fully and effectively utilized. By the end of this reporting period, 24 factories in Chengdu, Zhengzhou, Fuzhou, Guiyang, Aksu and other places have been certified as "Water-Saving Enterprises" by provincial and municipal authorities.

Water stress risk assessment

As global climate change intensifies, water scarcity is emerging as a significant potential risk that we face. In 2024, we conducted water stress risk assessments at all our plants using the Water Risk Atlas AqueductTM developed by the World Resources Institute (WRI). The assessment results show that 12 of our plants are located in water stress areas defined by extremely high baseline water stress values, while 6 plants are located in water stress areas defined by high baseline water stress values. The total number of plants in each water stress area defined by the baseline water stress value is as follows:

Number of plants



We have further analysed the water consumption of our plants in water stress regions defined by extremely high and high baseline water stress values, conducted a comprehensive assessment for the Group’s water risks, and developed targeted management measures.

The Group has set a medium- and long-term goal for water resources

to achieve a **12.0%** reduction in water intensity by 2025 compared to 2020 levels.

Guided by this goal, we have set target values for unit water consumption at each plant and continuously improved water resource performance through management enhancements, process optimization, and the elimination of leaks. The Energy Team monitors and manages water resource performance, while the headquarters establishes performance targets and regularly views and evaluates the unit water consumption for each product.

Performance evaluations are tied to the managers of each plant. In 2024, we plan to invest approximately RMB **5.469** million in water conservation, an increase of **10.39%** compared to 2023. Through these investments and improvements in water resource conservation, the Group aims to save approximately **259,000** tonnes of water annually, achieving a water consumption of **2.21** tonnes per ton of beverage produced for hot filling and **2.07** tonnes for aseptic lines, both of which are significantly below the first-level water intake quota of **2.5** tonnes/ton specified in QBT2931 for beverage manufacturing.

Water consumption of the Group during the Reporting Period is shown as below:

Indicators	2024	2023	2022
Water (tons)	12,559,533	11,416,744	11,155,247
Water consumption intensity (tons/ton product)	2.74	2.82	2.85

Note

1. Water intensity is presented in “ton of product” based on “product weight”.
2. During the Reporting Period, the Group's total municipal water supply was 11,706,494 tonnes and groundwater abstraction was 853,039 tonnes.

The Group obtains water resources mainly from the municipal water supply and the underground water, the use of which is supervised by relevant local government authorities. The Group did not have any issue in sourcing water during the Reporting Period. Focusing on two aspects: increasing sources while reducing utilisation and recycling, we continuously implement and promote a series of water resource management optimisation projects nationwide. These projects include the time extension of hot line production process, water consumption reduction for bottle/cap rinsing, water-saving projects in tomato production lines, rainwater collection, and the recycling of RO water, condensed water and reclaimed water.

- **Water consumption reduction for bottle/cap rinsing**

Regarding bottle/cap rinsing, we have reduced the bottle rinsing water flow rate of the sterile filling machine by 200 litres per hour and the cap rinsing water flow rate by 50 litres per hour. In addition, we have lowered the pressure for bottle/cap/bottle mouth rinsing, and decreased the chlorine pump pressure from 0.31 MPa to 0.26 MPa. Moreover, we have replaced the bottle rinsing nozzles on the filling machine with water-saving ones, changing the columnar jet spraying to a mist spraying mode, thereby further reducing water waste. Through the above measures, our annual water saving was about 15,000 tonnes in 2024.

- **Recycling of RO water, condensed water and reclaimed water for water conservation**

We continue to promote the recycling of RO (Reverse Osmosis) water, condensed water, and reclaimed water across the country. We recycle RO concentrate, condensed water after cooling, and reclaimed water that has been properly treated from workshops, mainly for use in plant cleaning, plant landscaping or municipal landscaping. In 2024, we recycled 209,000 tonnes of water in total.

Green material management

The Group actively responds to global plastic reduction trends and domestic environmental policies by promoting the use and reduction of environmentally friendly packaging materials. With a focus on ensuring food safety and product quality, we continuously advance sustainable packaging across all product lines. A dedicated Packaging R&D Team has been established to drive the adoption of eco-friendly materials and lightweight packaging solutions. Through annual evaluations of existing packaging, the team systematically researches and verifies optimization opportunities, providing materials usage reduction solutions .At the same time, we strictly monitor the loss rate of packaging materials during production and control the amount of packaging material loss. During the reporting period, by implementing a variety of measures to reduce packaging materials, we have reduced the consumption of packaging materials by approximately 1,199 tons.

In addition, we actively cooperate with upstream suppliers. While ensuring the functionality and quality of use, we reuse materials such as package cardboard boxes and label core reels. For example, we use recyclable plastic transfer boxes instead of disposable cardboard boxes. In 2024, the consumption of packaging cardboard boxes was reduced by approximately 1,263 tons.

• Process /Structural Optimization to Reduce Plastic Usage

We have developed lightweight plastic products through the upgrading of bottle shape, process and structural design. In 2024, the Group successfully reduced plastic consumption by around 7.25 tons of PP plastic and around 33.82 tons of PET plastic:

• Kai Xiao Zao (開小灶) - Rice Series: The rice spoon was made thinner overall, with localized reinforcement at the junction of the handle and spoon head to enhance strength, meeting stirring requirements while reducing material weight.

• Aseptic 1L Bottle of Huan Shen (煥神): The bottle shoulder structure was optimized to improve compressive strength, ensuring that the lightweight design continues to meet production and usage requirements.

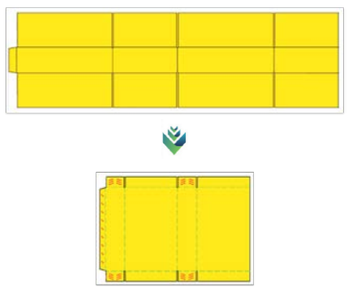
Bottle shoulder structure optimisation

• Structural/Paper Optimization to Reduce Paper Consumption

By optimizing paper weight, improving carton structures, and adjusting material compositions, we achieved a total paper savings of 202.06 tons in 2024:

• Lightweight Paper Containers: The weight of the paper bowl liner and bottom paper for “Kai Xiao Zao (開小灶) - Wonton Series” bowl and “Shenyang La Yi Tong (瀋陽來一桶)” instant noodle paper tubs was reduced, saving 13.32 tons of paper annually.

• Carton Structure Optimization: The box type for “Kai Xiao Zao (開小灶) - Wonton Series”/Wonton Series was adjusted, replacing BC flute double-wall corrugation with B flute single-wall corrugation. Additionally, “The Skillful Noodle Restaurant (巧麵館) - Mixed Noodle Series”cartons underwent material composition optimization, resulting in a total annual paper savings of 188.74 tons.



Carton structure optimisation

• Printing Optimization to Reduce Ink Consumption

To minimize ink and varnish usage, we optimized printing processes and design layouts by reducing full-coverage printing on cartons. Key achievements in 2024 include:

• Partial Printing on Cartons: The packaging for Instant Noodles, “Uni Assam Milk Tea (統一阿薩姆奶茶)”and“Uni Plum Green Tea (統一青梅綠茶)” cartons transitioned from full-coverage printing to partial printing, reducing 419.2 tons of ink and lowering VOCs emissions.

• Printing Process Enhancement: The cartons for “Classmate Xiaoming (小茗同學)”were modified from “full-coverage + varnish” printing to “partial printing without varnish”, cutting down 31 tons of ink and varnish.

Adjustment from full-page printing to partial printing

• Adoption of Eco-Friendly Materials to Promote Recycling & Reuse

From the product design phase, we prioritize the use of sustainable materials and recyclability, driving the adoption of sustainable packaging solutions:

• Reduction of Virgin Plastic: In 2024, “La gauche de La Seine (左岸) - Milk Tea” replaced PP straws with biodegradable PLA straws, reducing 16.9 tons of virgin plastic consumption.

• Enhancing Recyclability: The packaging film for “City Baker - Oat Cookies” adopted a mono-material PP structure, increasing the recyclability of flexible packaging,the usage of multi-material composite packaging films was reduced by about 55.3 tons.

• Eco-Friendly Packaging Materials: We widely utilize FSC-certified aluminium foil paper and other renewable materials, with 1,286 tons of sustainable paper-based packaging materials used in 2024.

Biodegradable PLA straw Single PP material film

Packaging material consumption of the Group during the Reporting Period is shown as below:

Indicators	2024	2023	2022
Total packaging materials consumption for finished products (tons)	504,049	446,437	436,078
Packaging materials consumption per unit of production (tons/ton)	0.0996	0.0999	0.1000

Note

1. Packaging materials consumption per unit of production intensity is presented in "ton of product" based on "product and packaging weight".

Improving emissions management

The Group strictly abides by 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 Atmospheric Pollution", the "Water Pollution Prevention and Control 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 by Solid Waste" and other relevant laws and regulations. The wastewater, waste gas and solid waste generated during production and operational activities by each plant all have been reasonably and effectively treated to meet the discharge standards of the national and local environmental authorities.

We actively take the principle of source reduction, recycling, green and low-carbon, through raw material replacement, process transformation, technology upgrading and other measures to minimize the production of emissions. As of the end of the reporting period, 7 factories in Wuhan, Guangzhou, Nanning, Guiyang and Jinan have obtained the "Zero Waste Factory" certification, and the waste emission management performance of the factories has been recognized and praised by external government units.

Wastewater and gas emissions management

Through the “Management Program of Sewage, Waste Gas and Plant Noise” and the “Environmental Factor Identification and Evaluation Management Procedure”, the Group to specifies the requirements for production, management and emission control of wastewater, waste gas, and plant noise. With regard to equipment management, we, following the “Operational Standards on Boilers and Water Quality Management” and the “Operational Standards on Sewage Treatment” and other relevant standards, specify the operating procedures, daily inspection, operational record, and repair and maintenance policy for each equipment to ensure the treatment facilities are properly used.

To further ensure compliance with emissions standards, We have developed an internal early warning mechanism and contingency plan for emissions to take early warning control of all discharged pollutants. We set 80% of the standard limit value as the early warning value. In case the actual discharge value exceeds the early warning value, we will immediately launch the relevant contingency plan and take effective measures to ensure we meet the standards in pollutant discharge.

We have set a medium- and long-term wastewater discharge management target: Gradually decrease the intensity of wastewater discharge and realise a 14.0% decrease by 2025 as compared to 2020. Moreover, the energy team is responsible for continuously assessing and tracking the compliant emission status and progress towards targets. In 2024, we invested approximately RMB 15.092 million in emissions and pollution control, marking an 0.5% increase from 2023. The funds were primarily allocated to projects such as online wastewater monitoring, expanding the capacity of wastewater treatment facilities, wastewater odour treatment, and fume purification equipment.

As for wastewater discharge, every plant of the Group is equipped with a sewage treatment plant. Wastewater is treated up to the standard by using "pre-treatment + biological treatment + aerobic treatment" technology and then discharged into the municipal sewage network. We monitor wastewater indicators through online monitoring system, manual testing and third-party testing. On emissions into the atmosphere, we make boiler low-nitrogen transformation, equip the volatile organic compounds (VOCs) treatment facilities, and conduct third-party testing for relevant exhaust indicators to ensure compliant emissions.

Pollutant reduction measures

Reduce wastewater discharge

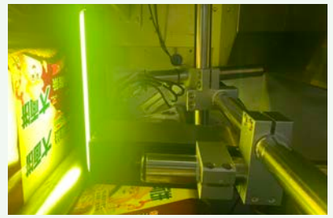
Through continuous quality verification, we optimized and refined the CIP cleaning method and steps in the pre-treatment section of dairy beverages, reducing the wastewater discharge generated by CIP cleaning of equipment in each production process. In 2024, the wastewater discharge was reduced by approximately 74,000 tonnes.

Reduce waste gas discharge

We added two low-nitrogen boilers to the Kunming factory, significantly reducing the emission concentration of nitrogen oxides from the boilers. In 2024, the nitrogen oxide emissions were reduced by approximately 0.8 tonnes.

VOCs emission reduction

We have introduced ultraviolet (UV) laser coding machines for the aseptic beverage lines in 12 plants, including those in Guangzhou and Nanning. Additionally, CO2 laser coding machines have been installed on the hot beverage lines in 10 plants, such as those in Guangzhou and Nanning. Furthermore, UV laser coding machines have been adopted in 11 plants, including those in Shanghai and Hangzhou, to replace traditional ink jet coding machines. These measures contributed to a cumulative reduction of VOCs emissions by approximately 1.2 tonnes in 2024.



Use of environmentally friendly refrigerants

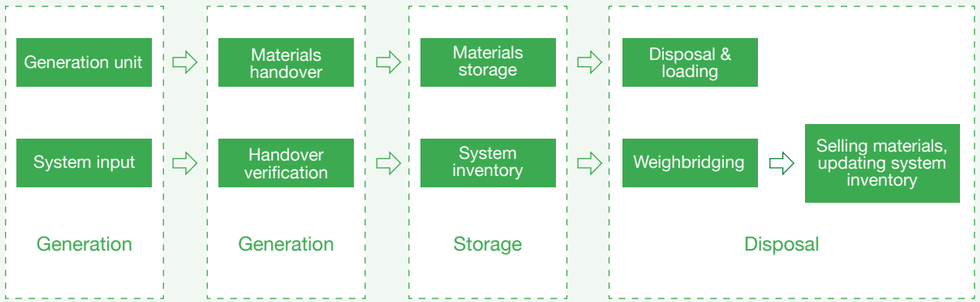
We have established specifications for refrigerants, mandating the use of environmentally friendly refrigerants in chillers and air conditioning systems. In this way, we progressively replace non-environmentally friendly refrigerants, such as Freon R22, to reduce the generation of ozone-depleting substances (ODS). In 2024, our efforts resulted in a reduction of ODS emissions by approximately 0.6 tonnes.

Types of emissions and respective data of the Group during the Reporting Period are shown as below:

Indicators	2024	2023	2022
Wastewater (tons)	7,776,665	7,159,846	7,094,516
Chemical oxygen demand (tons)	487	481	473
Nitrogen oxides(tons)	39	38	43

Solid waste management

Through the "Solid Waste Management Standards" and the “Operation Standard for Scraps Management”, the Group regulates the generation, collection, storage and disposal methods for all types of solid waste, ensuring that the solid waste generated by each plant is disposed legally and in compliance. We have developed an internal waste management system to enable full-process, systematic management and monitoring of recyclable and hazardous waste.



At the same time, we have undertaken various initiatives to achieve our goals.:

The Group has set a medium and long-term goals on solid waste management: to realise a **30.0%** decrease in intensity of hazardous waste by 2025 as compared to 2020 and a **20.0%** decrease in intensity of non-hazardous waste by 2025 as compared to 2020.

Reduce

-Continuous reduction of solid waste generation through innovative technologies and process improvements;
-Actively develop cross-industry cooperation to maximize resource reuse of solid waste;

Neutralize

-Target Lean waste disposal, set up special warehouses for collection and storage of hazardous waste in each factory,implement centralized management of hazardous waste inthe factory, and disposal by professionally qualified waste service providers to ensure harmless disposal of hazardous waste.

Reduce

By 2025, the emission density of hazardous waste will be reduced by 30.0% and that of non-hazardous waste by 20.0% compared with 2020.

Solid waste emissions of the Group during the Reporting Period are shown as below:

Indicators	2024	2023	2022
Total hazardous waste(tons)	264	241	250
Hazardous waste intensity (kilogrammes/ton products)	0.0577	0.0596	0.0637
Total non-hazardous waste (tons)	67,136	63,612	67,368
Non-hazardous waste intensity (kilogrammes/ton product)	14.67	15.74	17.18

Note

1. Solid waste intensity is presented in “ton of products” based on “product weight”.

We are active in embracing the concept of circular economy to promote the internal recycling of waste materials. Meanwhile, we actively seek opportunities for cooperation within and across the industry chain in waste recycling, and promote the reduction and recycling of solid waste through cooperative and innovative ways. The main initiatives to reduce the generation and discharge of waste are the optimisation of material storage and transportation methods, the optimisation of packaging and container disposal methods, the recovery and recycling of waste items, the introduction of tea dregs dewatering equipment through independent innovation, and the implementation of a waste classification and management system, etc.

Measures for reduction and recycling of solid waste

Improvement of acid and alkali storage and transportation, reducing the generation of containers

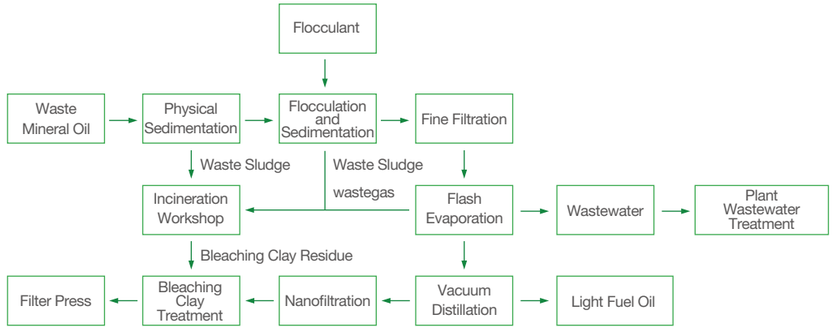
Partnering with our suppliers, we switch to tanks instead of barrels for shipping. In 2024, our plants in Hangzhou, Guangzhou and Wuhan reduced a total of approximately 24.15 tonnes of harmful packaging containers.

Improvement of the packaging specifications of the chemical reagent barrel recycling machine to reduce waste generation

We have recycled chemical reagent barrels at our plants in Guangzhou, Shaanxi, and Shanxi. In 2024, we reduced the waste barrels by approximately 81.71 tonnes in total. Twelve plants in cities such as Nanning, Nanchang and Hefei have adjusted the packaging from the original 300-kilogram specification to a 1-tonne recyclable packaging. In 2024, a total of approximately 26.65 tonnes of waste packaging was reduced.

Reclamation and reuse of spent lubrication oil, reducing the generation of wastes

We recycle spent lubrication oil from equipment maintenance and replacement and use it for biofuel refining. In 2024, 17 plants in cities including Wuhan, Nanchang, and Hainan recycled approximately 32.23 tonnes of waste lubricating oil in total.



Lead battery reconditioning and recycling to reduce waste generation

We actively responded to the national call for recycling of lead storage batteries and cooperated with professional recycling manufacturers to recycle lead storage batteries after use in forklifts. At present, 20 plants nationwide have signed recycling agreements with professional recycling manufacturers. During the reporting period, we recycled a total of approximately 107 tons of waste lead storage batteries.

Waste residue recycling with the introduction of tea residue dehydration equipment

We are actively developing cross-industry cooperation to resourcefully dispose of tea residue according to its characteristics, further recycling tea residue through biomass burning pellet production, seedling cultivation, organic fertiliser production and organic vegetable cultivation. At present, 21 plants nationwide have signed recycling agreements with partners. In 2024, we recycled a total of approximately 52,558 tonnes of waste residue (tea residue, chilli dregs, garlic residue, etc.).

In addition, our Guangzhou plant introduced tea residue dehydration equipment, reducing the tea residue disposal volume by approximately 820 tonnes during the Reporting Period.

Recycling of plastic turnover boxes to reduce waste production

The Changsha plant has encouraged its packaging material suppliers to switch from old cartons to recyclable plastic turnover boxes. In 2024, this initiative reduced carton usage by approximately 388 tonnes in total.

Recycling of old cartons to reduce waste production

We promote the strategy for recycling of old cartons. In 2024, 24 plants carried out the recycling of cartons for bottle caps, with a total of approximately 850 tonnes recycled. Three plants carried out the recycling of cartons for labels and cores, with a total of approximately 25.02 tonnes recycled.

Optimisation of Tetra Pak (TP) packaging material transportation pallets to reduce waste production

We actively cooperate with upstream manufacturers to replace aluminium foil packaging materials with plastic pallets and recycle plastic pallets. In 2024, we reduced the use of wooden pallets by 1,627 pieces, approximately 24 tonnes, which is equivalent to reducing the cutting down and use of approximately 651 five-year-old pine trees.

Training and publicity activities of garbage sorting policy in the plant area

We have clearly posted waste sorting signs in all factory areas and promoted full participation through dedicated meetings, awareness campaigns, and mobilization activities. Additionally, each factory organizes in-person guidance and professional training to strengthen waste sorting and environmental management, ensuring effective implementation.

05

Building a Pleasant Workplace for All

Employees are the most valuable asset of a company and are vital to its sustainable development. At Uni-President, we believe that “talent is the cornerstone of enterprise development” and adhere to the principle of selecting and employing those with “excellent ability and good virtues”. We strive to provide employees with a healthy, safe, happy and diversified workplace environment, support employees' personal development, protect employees' rights and interests, and share development results with employees.

The UN Sustainable Development Goals we have attended to

Introducing and cultivating talents

Protecting employees' rights and interests

Uni-President strictly complies with the relevant national laws and regulations, including but not limited to the “Labour Law of the People’s Republic of China” and the “Labour Contract Law of the People’s Republic of China.” In accordance with internal policies such as the “Staff Manual” and the “General Principles and Standards of Human Resources Management,” the Group effectively protects employees’ rights and interests.

Recruitment and Dismissal

The Group formulates talent profiles based on the five-year development plan and position requirements at each development stage, outlining the knowledge, experience, capabilities, and personal traits required of talents. We select individuals whose competencies align with the high-performance and high-capability demands of the positions. The Group strictly regulates procedures related to recruitment, dismissal, and other relevant processes. Each employee is required to sign a labor contract upon hiring, which clearly defines the rights, responsibilities, and obligations of both the employee and the employer, including salary, working hours, benefits, and leave entitlements. The establishment, modification, termination, and dissolution of employment contracts are all conducted in strict accordance with relevant laws and policies. All employees have the right to terminate their employment relationship with the Group’s affiliated hiring companies. The Group has also established clear dismissal criteria and resignation procedures, and does not dismiss employees arbitrarily, thereby effectively safeguarding employee rights and interests.

The Group adheres to diversified recruitment strategies and adopts the recruitment policy of “internal reserve + external introduction” to recruit talents in multiple ways in a fair and just manner to ensure that the talents recruited meet the strategic requirements of the Group. Since 2020, we started to carry out online recruitment and remote interview in addition to offline recruitment.

The Group utilises digital platforms to post recruitment information and manage the recruitment process to enhance the efficiency and transparency of recruitment;

uses data analysis tools to screen and evaluate candidates to ensure fairness and accuracy of recruitment;

and uses online assessment tools to evaluate the skills, knowledge and capabilities of candidates to enhance the objectivity and accuracy of assessment.

In 2024, the talent reserve rate of our marketing system reached **32%** .

2024 key recruitment projects

Management trainee recruitment

We have tailored a Management Trainee Recruitment and Phased Development Program targeting our marketing, research and development, and administrative systems. This initiative focuses on cultivating both specialized and versatile professionals through cross-brand and cross-departmental rotations. Our objective is to nurture a cohort of talents who genuinely embody Uni-President’s core values and can evolve into long-term business partners, thereby empowering employees to become industry-leading experts.

School-enterprise cooperation

We place significant emphasis on establishing channels for campus talent acquisition by engaging in deep collaborations with vocational and higher education institutions. Through specialized skill training and the development of high-standard practical training bases, we enhance students’ comprehensive abilities. This approach allows us to recruit extensively from academic settings, infusing fresh vitality into the company and supporting sustainable development.

Support for the disadvantaged groups on employment

Operating across various regions nationwide, we create direct employment platforms for individuals with disabilities and low-income groups, providing them with relevant vocational skills training and sustainable employment opportunities. We ensure fairness in recruitment and employment processes, offering equal opportunities and treatment. In 2024, we assisted 365 individuals from impoverished backgrounds in securing employment, enabling them to achieve stable income and improved quality of life. As of the end of this reporting period, the Group employed 258 individuals with disabilities, accounting for approximately 0.76% of our total workforce.

Internal recommendation

We have opened internal recommendation recruitment channels for production and sales front-line positions, and set up talent recommendation incentives to help employees find more suitable internal positions, so as to achieve reasonable flow and optimal allocation of talents within the Company.

Remuneration and incentives

The Group sets up a competitive and fair compensation and benefits system based on employees' positions and abilities. We conduct regular compensation surveys and adjust the bandwidths of compensation range in line with the survey results and competitiveness to motivate and retain talented employees. The Group implements a fair, open and equitable assessment and reward mechanism and we believe “only the continuous development of the company can bring employees a broader platform and a higher salary”. We gradually build a competitive atmosphere in our teams through differentiated reward to unleash employees’ potential for further progress. We provide employees with a sound compensation system and promotion opportunities in accordance with such standards as the “Operational Standards on Job-Based Remuneration Management”, the “Operational Standards on KPI Assessment Management”, the “Operational Standards on Job Competence Evaluation”, and the “Operational Standards on Incentive Management”. In 2024, approximately 575 employees were promoted.

The compensation for the employees mainly includes basic salary, performance bonus, benefit, overtime pay and incentive. Aligning with the company’s strategic development goals and operational strategies, and considering talent development needs and job analysis, we have formulated salary adjustment policies, compensation incentive mechanisms, and performance evaluation schemes. At the same time, based on KPI performance evaluation, we have established a performance evaluation system with 100% coverage of all employees. We use digital platforms and tools for data analysis to evaluate employees’ performance, improving the transparency and fairness of compensation and ensuring that rewards are genuinely linked to performance, so as to evaluate the employees’ performance more objectively and accurately. We provide real-time performance feedback and incentives to employees and recognize their contributions in a timely manner. We also analyse employees’ compensation and talent evaluation data and formulate personalized development plans for employees based on the results, focusing on cultivating employees' job-related skills and abilities. In terms of corporate culture building, we keep enhancing the honour incentive system by setting up awards on “the most virtuous employee”, “the extraordinary director”, “the food safety star”, etc.

In 2024, we conducted an all-around survey on employees of the marketing system at the department head level and above, to fully and objectively understand the performance and potential of individuals in the organisation. We drew a more three-dimensional and authentic portrait of talent by analysing the feedback on the participants regarding different aspects. The survey involved a total of over 5,000 staff at all levels, providing important insights into the direction of enterprise development and performance improvement, and driving employees' personal growth and the Company’s synergetic development.

In 2024, approximately **575** employees were promoted.

Established a performance evaluation system with **100%** coverage of all employees.

The survey involved a total of over **5,000** staff at all levels

Working hours and holidays

In strict compliance with the "Labour Law of the People's Republic of China" and "Labour Contract Law of the People's Republic of China", we implement the standard working hour system and the comprehensive working hour system to ensure sufficient rest for employees. In case of overtime, employees shall fill in the overtime application form and obtain approval from their supervisors. Furthermore, the Group's employees enjoy a variety of holidays such as national holidays, annual leave, personal leave, sick leave, marriage leave, maternity leave and funeral leave, and we appropriately extend relevant holidays to improve employees' happiness.

Equity, diversity and anti-discrimination

We advocate equality and oppose discrimination. Regardless of gender, race, ethnicity, nationality, colour, religious belief, disability, marital status, etc., all staff members receive equal treatment at work in terms of job opportunity, remuneration, promotion, disciplinary treatment, dismissal and retirement, etc. According to the "Code of Ethics" of the Group, we strictly prohibit all forms of harassment or discrimination by employees against others and ensure that each employee is treated with respect and dignity. As of the end of the Reporting Period, the proportion of women in the Group's management is 39.7%.

We strive to build a diversified and equal working environment. Specifically, we carry forward the positive corporate culture and atmosphere within the organisation through “Uni-President Monthly” and “Voice of Uni-President”. As of the end of the Reporting Period, “Uni-President Monthly” has published 152 issues to spread corporate culture and share the wonderful life of our employees through the sections such as “Fighting on the Front Line”, “Power of Role Models”, and “Employees’ Life”. “Voice of Uni-President” published 365 articles such as “Fighting on the Front Line”, “Power of Role Models” and “Group Brainstorming V-up”, accessible to all employees in the eight regions of China.

the proportion of women in the Group's management is **39.7%**.

“Uni-President Monthly” has published **152** issues

Forbid child labour and forced labour

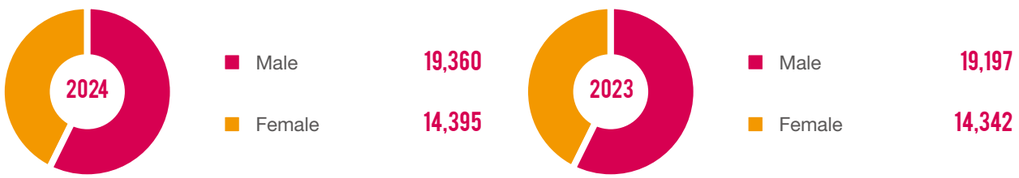
We strictly abide by the "Labour Law of the People's Republic of China", the "Provisions on the Prohibition of Using Child Labour" and other relevant laws and regulations and require all employees to provide relevant identification documents when onboarding. In addition, the Group has formulated remedial procedures and measures for the employment of child labour. Once child labour is found, we will stop his/her work immediately and report to the local labour department, and conduct health checks to ensure that no physical or mental harm has incurred. All employees of the Group are beyond the minimum age to work as stipulated by national laws and regulations. At the same time, we respect employees' willingness to work and prevent forced labour.

Distribution of talents

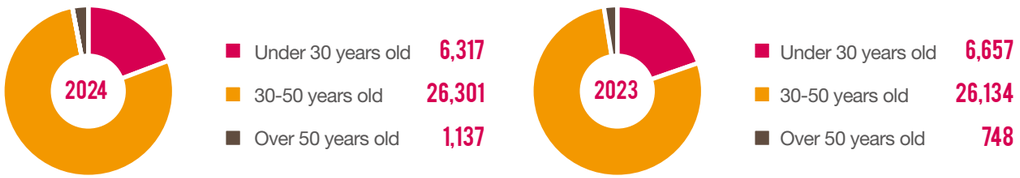
As of the end of the Reporting Period, the Group had a total of 33,755 full-time employees, all of whom were employed on a full-time basis. The number of employees and employee turnover rates by gender, grade, age and region are as follows:

Type		
Total employees	2024：33,755	2023：33,539

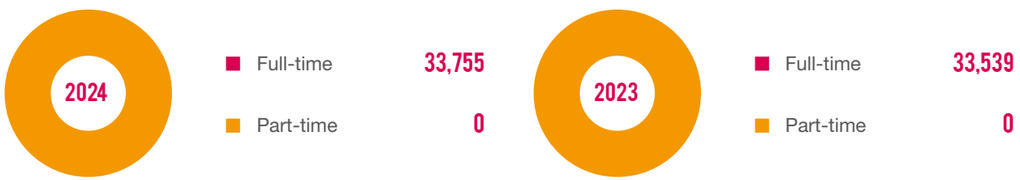
By gender



By age



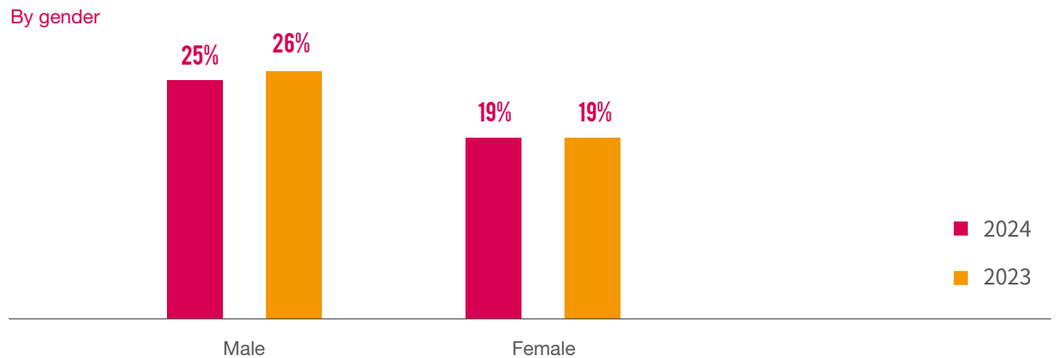
By employment type



By geographical region

Employee Turnover rate [2]

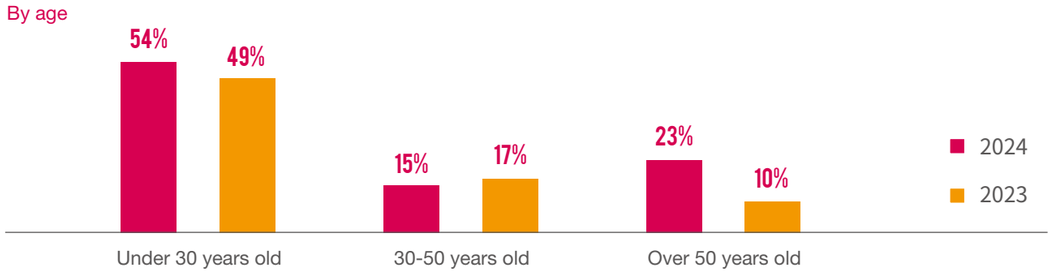
By gender



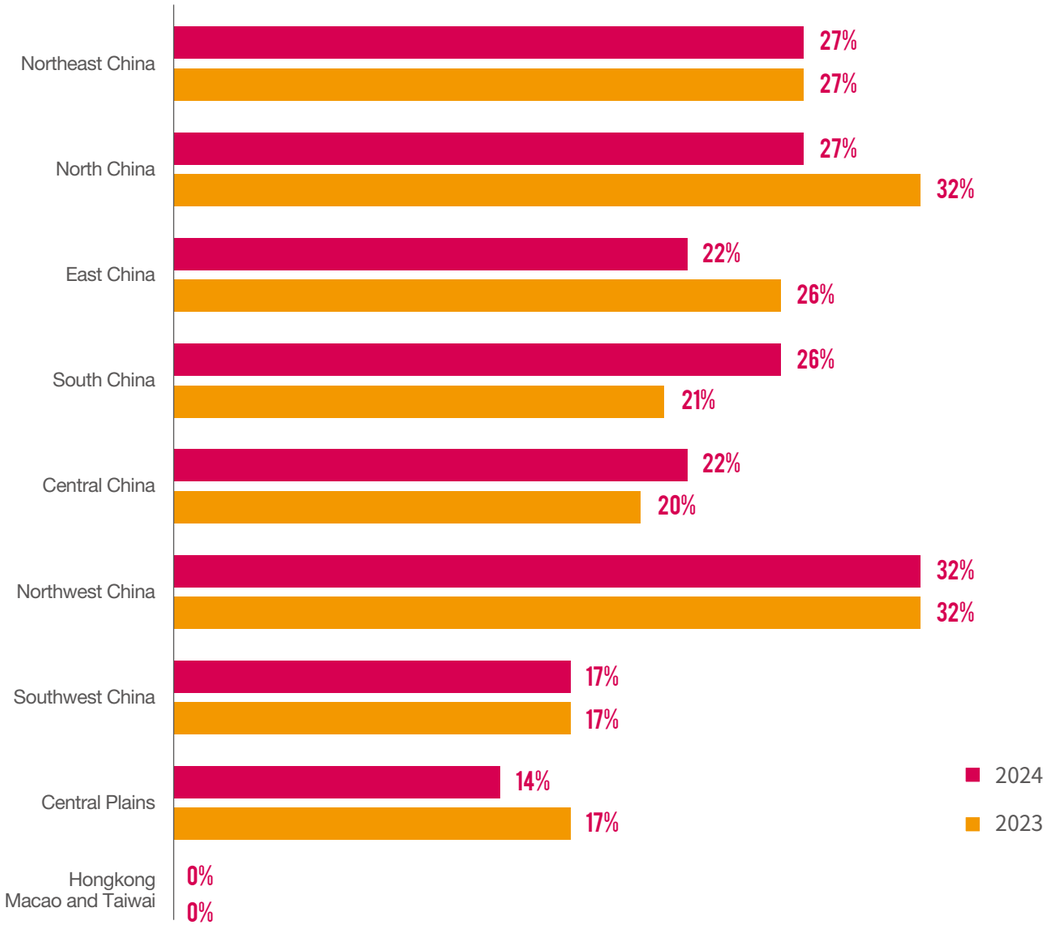
[2] Turnover rate by category = number of employees who left the category during the Reporting Period / total number of employees in the category at the end of the Reporting Period * 100%

Employee Turnover rate

By age



By geographical region



Support employee development

We attach importance to the development and cultivation of talents, respect the characteristics of every employee, strive to establish a career platform where employees can showcase their talents, and provide employees with multiple career development paths. The Group has also established a performance bonus and incentive scheme to recognise and encourage employees at all levels who have made outstanding contributions to the Group's business.

We include “providing training and development opportunities for all employees” into the corporate purpose. We have built a digital training platform for talents development and learning to create a training system driven by “Performance + Talent” and a platform that provides multi-scenario application for talents development. In accordance with the "Operational Standards for Training Management", and based on job nature, we offer specialised training of different types and levels to new recruits, junior supervisors, key personnel and management trainees, so as to enhance their business skills and management level in areas of corporate culture, safety education, professional skills, general skills and leadership. Through internal advanced training, planned position rotation, external exchanges, etc., the overall competence of employees is also further enhanced to guarantee that the core position requirements of the Group are met and the vitality and competitiveness of the existing management team are ensured.

We follow the digital transformation trend to improve the training scenarios and use digital tools to build an integrated talent development platform featured with “Talent Cultivation + Content Development + Learning Roadmap”, so as to accelerate skill development and talent cultivation for employees at core positions. Since 2015, we have set out to build and improve the E-learning platform.

As of the end of this reporting period

the E-learning platform had a total of **2,418** selected courses

of which more than **500** courses were added in 2024.

In 2024, **30,994** employees participated in the online learning

with the cumulative number exceeding **700,000**.

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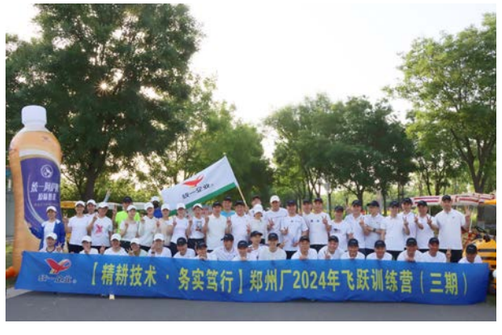
In addition, in 2024, we conducted a series of offline special trainings based on market changes and company strategies, comprehensively covering the marketing system, production management system and administrative system.

Participants in trainings	Training title
Marketing system	"Brand Salon Training Series", "New Media Operation Practices", "Catering Channel Intermediary Development", "Product Channel Quality Protection and Customer Complaint Handling" and "Operational Management Capacity That Managers Should Have"
Production management system	"Continuous Improvement - Lean Six Sigma Training", "Energy Management", "Food Factory Hygiene Standards and Poor 5S Management Case Sharing", and "Production Safety"
Administrative system	"Seven Methods for Inventory Management" and "AI Empower Intelligent Learning"
All employees	"Food Safety Laws and Regulations"

National Marketing Manager Training 2024

Practical Training in New Media Operation



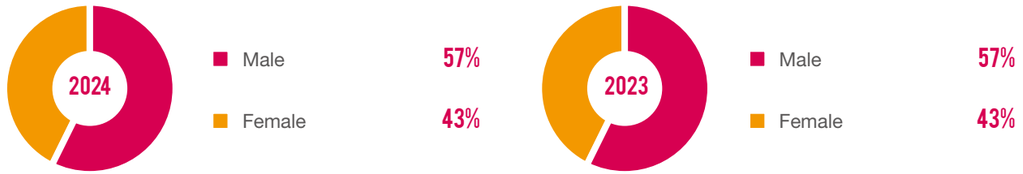
Production Management Boot Camp

Lean Leadership and Zero-Defect Quality Cost Training

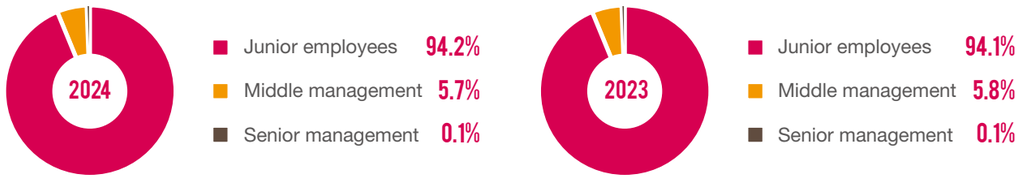
During the Reporting Period, the percentage of employees trained and the average training hours by gender and job level in the Group are shown as follows:

Percentage of employees trained [3]

By gender



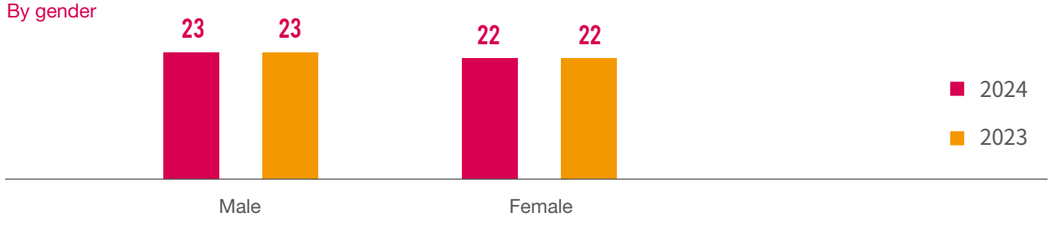
By job level



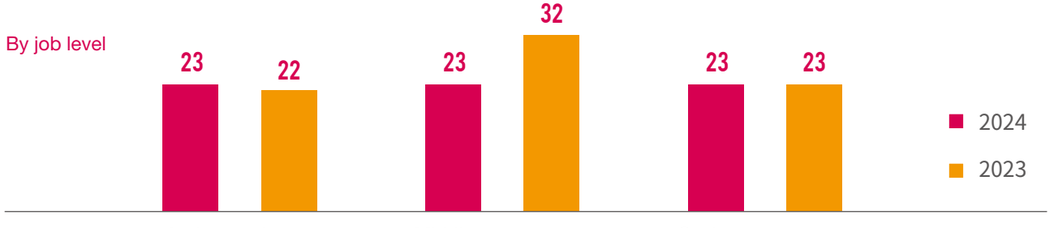
Average training hours [4]

2024: 23 2023: 23

By gender



By job level



[3] Percentage of employees trained by category = number of employees in the specified category who took part in training during the Reporting Period / total number of employees who took part in training during the Reporting Period * 100%

[4] Average training hours by category = Total number of training hours for employees in the specified category during the Reporting Period / total number of employees in the specified category during the Reporting Period * 100%

Care for employees

We value employee relations and establish diversified two-way communication channels. including staff seminar, workers' congress, mediation committee of labour disputes, employee satisfaction survey, to understand employees' needs in a timely manner and listen to their opinions. In 2024, we continued to promote the feedback channel - General Manager Direct Communication Mailbox. As of the end of the Reporting Period, a total of 511 letters were received from our employees, 100% of which were solved and replied to. In addition, we follow up with phone calls every week to learn how cases are handled and if the rights and interests of the employees concerned have been appropriately safeguarded. To get an idea of employee satisfaction degree, we conduct a questionnaire survey on a quarterly basis. The result of the survey in 2024 shows that our employees are “satisfied” with the HR administration work.

In 2024, we built a HR intelligent customer service platform to respond to the service needs of all employees with an intelligent and accurate response mode. The platform can provide one-stop and real-time solutions for recurring typical problems, including routine business handling and basic information inquiry.

We care about the work and life of employees, and continue to enhance our caring for disabled employees, female employees and other employees in need. We organise diversified culture & sports activities and team building events to form a corporate culture of mutual love and kindness for all. In addition, employees are entitled to a variety of subsidies and benefits, such as supplementary medical insurance, marriage allowances, travel allowances, funeral allowances, annual festival benefits, birthday gifts or red packets. As of the end of the Reporting Period, we have invested over RMB 34.92 million in staff benefits.

Measures for employee care

Care about growth

We focus on the balance between employees' work and physical and mental health. Specifically, we regularly hold diverse cultural festivals, to create a harmonious and positive working environment, enhance employees' sense of belonging and team cohesion, and shape and strengthen the positive cultural atmosphere within the Company. In 2024, we launched the iSharing Cultural Festival, including three theme activities: “iDance”, “iDesign” and “iPhotography”. Employees actively participated in these activities, showcasing their individual talents and team mien, creating a cultural atmosphere of “iSharing”.

Happy work

On the Women's Day, we implemented a “Love “Pink” Action”, with a series of activities planned for female employees, including gift package greetings, sister sports games and DIY artwork production. By doing so, all female employees have deep memories of the interesting festival by participating in a variety of activities, feeling the Company's blessing and care for them.

At the same time, we regularly organize employees to participate in external activities, such as the Dragon Boat race, Baduan Jin exchange competition, etc. These activities not only effectively enhance the trust and tacit understanding between the team members, but also through the wonderful performance of team cooperation, fully demonstrate to the public the outstanding spirit of cooperation, a high sense of collective honor and a positive corporate image of the unified team.

Yoga Club

Since its establishment in 2018, UP Yoga Club has attracted nearly 100 students, and carried out classes for nearly 6 years in both offline and online mode. The Yoga Club organizes outdoor activities from time to time throughout the year according to the actual situation, and ensures that weekly indoor courses are guaranteed to be available for everyone, continuously helping students improve their health and inner temperament, gaining unanimous praise from students.

Lifestyle store for staff

We have established a lifestyle store for staff, focusing on strict selection of ingredients, and independent R&D of multi-style dishes. We continue to develop different styles of cuisines according to local conditions by combining with the Company's private home cuisine, to meet the different needs of employees for food. In 2024, we held the "Cooking Competition", where chefs from different regions were recommended to showcase their unique skills of cooking private home cuisines, so that employees could taste delicious food from all over the country. Furthermore, we design the menu scientifically and rationally, based on the seasonal change, to ensure that each meal can provide employees with comprehensive nutrition.

Badminton Club

In November 2024, the 7th UP Badminton Challenge "Badminton - Share with You, Compete with You" was enthusiastically launched. This challenge involved a total of 10 elite teams, with the active participation of more than 100 employees, arousing an unprecedented sports passion on site. After a full day of intense and wonderful competition, the challenge came to a successful end, with the champion, runner-up, second runner-up and the participation award winners determined. This event not only greatly promoted the friendly communication and team cooperation among the employees of the cooperative factories, but also significantly enhanced their team cohesion, winning favourable comment and unanimous praise throughout the Company.

Care for health

With adherence to a people-oriented philosophy, Uni-President puts employees' health in the first place, such as actively providing free clinical services. In 2024, we worked closely with healthcare organisations, clinics and community service stations to carry out 3 free clinical activities of "Caring for Health Altogether", inviting medical teams to provide specialist medical consultation, traditional Chinese medical healthcare therapy and other on-site services. These activities attracted nearly 150 employees to participate, sufficing their different consultation needs.

Furthermore, we purchased automatic external defibrillators (AEDs) and engaged external professional organisations for on-site training in the "Heartsaver First Aid" course to equip our employees with the knowledge and skills of first aid. In 2024, two CPR/AED trainings were held together with skills competitions to consolidate the theories and practices of first aid.

Guarding health and safety

The Group establishes a sound production safety management system, continuously develops a corporate safety culture, formulates and continuously improves various production safety and occupational health management standards and systems, establishes and implements an all-employee responsibility system for production safety, conducts regular training for employees on production safety and occupational health, and adopts a variety of technological measures to actively create a safe, comfortable and healthy working environment, and always carries out the policy of "People-Oriented, Health and Safety" to provide all-around health and safety protection for its employees.

Vision

Create safe, healthy, and working conditions friendly factories

Mid and long-term goal

20% decrease in the work-related injury rate per million working hours and **0** cases of occupational disease accidents by 2030 as compared to 2024 (Base value: 0.19 pieces/million working hours).

There has been **0** work-related fatalities in the past three years, including the current reporting period, maintaining a work-related fatality rate of **0%**

During the Reporting Period

- the Group had **355** lost days due to work injury;
- the number of occupational diseases accident is **0**.
- the injury rate per thousand persons was **0.65‰**, **57%** lower compared to injury rate per thousand persons in 2020 (1.5‰);
- the incidence rate of occupational diseases stands at **0%**.

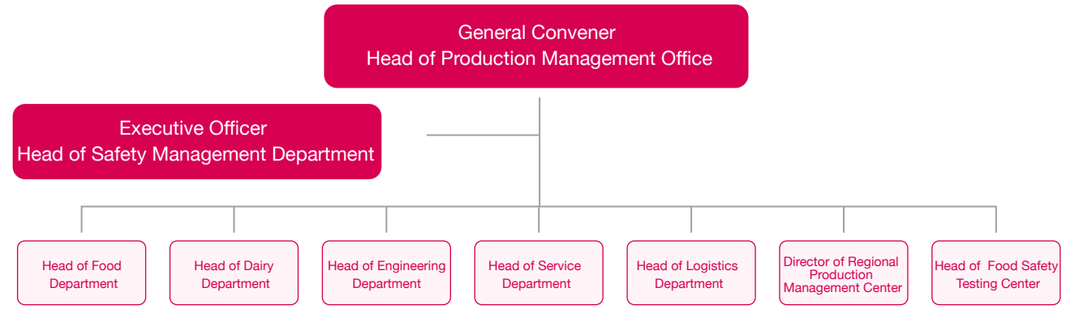
Note:

The statistical scope of the lost days due to work injury and the injury rate per thousand persons covers all production plants of the Group.

Construction of occupational health safety management system

The Group strictly abides by relevant national laws and regulations such as "Work Safety Law of the People's Republic of China", the "Law of the People's Republic of China on the Prevention and Control of Occupational Diseases", the "Fire Protection Law of the People's Republic of China", the "Special Equipment Safety Law of the People's Republic of China" and "Regulations on the Safety Management of Hazardous Chemicals". According to the requirements of ISO 45001 Occupational Health and Safety Management System and Safety Production Standardisation, internal operating standards such as "General Guideline Standards of Work Safety and Environmental Safety Management", "Procedures for Occupational Health Management", "Operating Standards of Reporting Work Safety Incidents and Investigation Handling" and "Operating Standard of Special Equipment Management" are formulated by the Group to comprehensively promote production safety management across all plants.

The Group established Production Safety Management Committee at the headquarters and each plant, consisting of general convener, executive officer, committee members, team leaders and other relevant members. The headquarters is responsible for planning and promoting management of occupational health and safety production while each plant is responsible for implementing plant-level measures. In addition, in order to urge the relevant management to be diligent and responsible, the Group has formulated health and safety management indicators and incorporated them into the assessment and incentive plan of board members and senior executives, linked them to the remuneration system and aligned with the commitment to sustainable development.



Organizational structure of the Production Safety Committee

We continuously construct professional safety management team. Greater effort has been made for establishing more systematic and standardised safety management, developing safety production standards in all plants and obtaining the certificate of ISO 45001 Occupational Health and Safety Management System.

As of the end of this reporting period

all plants of the Group had passed the work safety standardisation certification, with **18** plants having passed the level-2 Certification of Work Safety Standardization and **14** plants having passed the level-3 Certification of Work Safety Standardization respectively. In addition, many of our plants have obtained the certificate of ISO 45001 Occupational Health and Safety Management System.

Work Safety / Occupational health and safety management system certificate

Note:

Level-2 Certification of Work Safety Standardization is certified, reviewed and announced by the provincial emergency management department where the enterprise is located.

Level-3 Certification of Work Safety Standardization is certified, reviewed and announced by the emergency management department of the city divided into districts where the enterprise is located.

Fulfilling production safety

The Group's plants continue to implement the safety production responsibility system. In accordance with the principle of "The Person in Charge is the Person Responsible", the plant manager is the first responsible person for safety in each plant and is fully responsible for the safety work of the plant, while supervisors at all levels are responsible for the safety within their responsibilities. In the event of safety and occupational health accidents, the management at all levels will be assessed and penalized and held accountable according to the severity of the accidents.

We collect and analyse various national safety and occupational health related laws and regulations, standards and other requirements on a monthly basis, to continuously improve SOP and related safety rules and regulations. In 2024, we revised 12 production safety related standards, including the “Operational Standards of the Production Safety Management Committee”, “Operational Standards for Work Safety Incidents Reporting and Investigation Handling”, and “Operational Standards for Limited Space Work Safety”. 6 new management policy documents were formulated, including the “Safety Sign Setting Specifications”, “Basic Identification Colour and Identification Symbol Manual for Public Pipelines”, “Management Measures for Halt due to Abnormal Work and Environmental Safety” and “Operational Measures of the 5S Management Committee”. By doing so, we aim to constantly standardise and refine the production safety management policies.

We have engaged external experts to conduct multiple safety knowledge training sessions, enhancing the professional skills of our safety management personnel. A cross-departmental technical team has been established to improve workshop working environments through technological means. In accordance with the “Hazard Identification Management Procedures,” we have launched initiatives such as the “Seven Leadership Responsibilities,” safety culture development, intrinsic safety construction, the “Three Violations” rectification, and the “Zero Hazard 4R” program (comprising four stages of hazard prediction exercises, referred to as “4R”). These efforts aim to eliminate unsafe behaviours and conditions. We have also strengthened management in confined space operations, toxic/flammable gas alarm systems, edge work platform protections, and the establishment of micro fire stations, ensuring comprehensive implementation of safety production measures.

We have established the “Factory EHS Management Audit Standard”, based on which we formulate EHS audit plan every year to conduct hierarchical management of the factories, and perform EHS management reviews at different frequencies. For non-conformities found in the reviews, we require the factories to complete the rectification within the prescribed time limit. In 2024, we performed EHS government reviews on 18 factories. We will continue the work in 2025.

We continuously carry out the "Star Factory Competition", which is a comprehensive assessment and evaluation of the safety management of each factory. We evaluate the factory's accident assessment, safety management, and promotion of safety culture, and then evaluate the star factory according to the comprehensive score. According to the evaluation results, we will reward and penalize the factories accordingly. At the same time, the performance of the factory manager of each factory will be linked to the annual industrial, environmental and safety management star rating. By promoting the creation and evaluation of "star-rated factories", we play the role of a benchmark and continue to create an atmosphere of safety culture in which all employees participate, in an effort to create safe, healthy and environmentally friendly factories.

During the Reporting Period, we installed guardrails to completely isolate palletisers and implemented a variety of safety protection measures, including safety control circuits, interlocking keys, safety light curtains, light screens, and photoelectric detection switches. These measures improved the safety performance to the second-highest level (PLd) and effectively prevented personnel from being harmed by straying into the equipment.

Ensuring occupational health

The Group pays attention to the occupational health of employees, and strictly follows the "Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases", the "Regulations on the Supervision and Administration of Occupational Health in the Workplace" and other relevant laws and regulations to promote the establishment of the ISO 45001 Occupational Health and Safety Management Systems. The Group has established the occupational health management committee composed of production safety management units and technology units, fully responsible for reviewing policies and measures of health and safety. We provide full-process (pre-job, on-the-job and post-job) occupational health monitoring and management for employees, adopt various preventive and treatment measures, and conduct corporate safety culture promotions to enhance employees' awareness of occupational safety and create a healthy and safe workplace for all employees.

We care for the health of our employees. We carry out the "Occupational Health Publicity Month" activity, and publicize the knowledge of occupational disease prevention and the law on occupational disease prevention by inviting professional consulting services from external occupational health institutions, knowledge lectures, publicity columns, videos, social media, etc. We also carry out occupational health training for people in occupational hazard positions, and regularly invite external professionals to train our employees in first aid skills and practical operations every year to improve their self-rescue and mutual aid capabilities, ensuring that first aiders are licensed to operate. The plant is equipped with automatic external defibrillators, blood pressure monitors, rapid cardiac testers, thermometers, and other testing and first aid equipment to carry out the daily monitoring of the health of our employees. The site is equipped with first-aid kits and related first-aid medicines, which are regularly inspected and maintained by specialized personnel. In 2024, the investment in occupational health and safety was about RMB 8.985 million.

Occupational health and safety checkup

First aid and emergency care skills training

Full-process occupational health management

Occupational hazards inspection

Each year, we engage qualified testing organisations to inspect occupational hazards in the workplace and keep improving technical processes and equipment automation to reduce occupational hazard factors. To prevent occupational diseases, we arrange annual occupational physical examinations for our employees.

Prevention measures for occupational diseases in the workplace

In accordance with the “Occupational Hazards Warning Signs in Workplaces”, we post relevant warning signs on work sites and create a logbook for regular inspection and maintenance. For instance, we implement ventilation and cooling measures for employees working under high temperatures, install dust removal devices in dusty workplaces, and equip laboratories with fuming cupboards for employees exposed to toxic and harmful environments. In addition, we have effectively reduced noise at the workplace by replacing the materials of labelling machines’ rods, removing knocking sticks from the powder packing machines, etc. We also equip employees with personal protective equipment, and guide and train them on the correct use of such equipment.

Safety risk management and inspection

In accordance with the “Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases” and relevant national standards, each plant conducts pre-job, on-the-job and post-job occupational health inspection for employees at production sites, and establishes occupational health monitoring files for employees.

Establishment and improvement of accident reporting system

The Group has established a reporting system for occupational disease hazards and accidents. If an occupational disease accident occurs, it will be reported timely and the employee concerned will be transferred to different posts, after which the Group will analyse the cause of the accident and take corrective and preventive measures.

Noise management

The Group controls its noises in the workplace by strictly following the “Emission Standard for Industrial Enterprises Noise at Boundary”, and implement the “Three Simultaneities” policy for occupational health. We control noise pollution from the source to ensure that noise emission from the plant and workshop meets the requirements of the national standards when the new renovation and expansion projects are put into operation. In addition, we regularly commission a qualified third-party organisation to conduct at least one inspection of noise at the plant boundary every year, and issue inspection reports to ensure compliant operation.

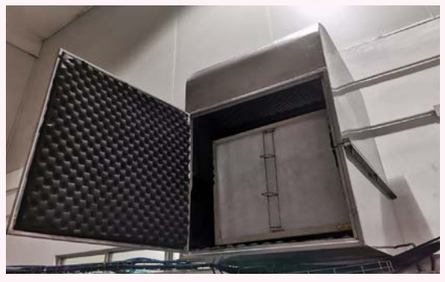
For noise management in production workshops, we have implemented efficient noise control measures such as isolation of noise sources, installation of noise reduction devices, and replacement of noisy equipment, to continuously reduce the noise of the working environment in workshops and enhance the health protection of employees.

Measures to reduce noises

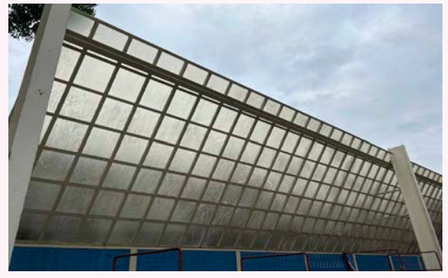
Soundproof rooms were built in the beverage preparation area, bottle-making workshop, food manufacturing workshop and other production workshops

Soundproof walls were installed in the air compressor room, empty bottle conveying and packaging area

Acoustic shields were installed for the fork machines and empty bottle conveyor belt blowers



Acoustic barriers were installed for the loading and unloading areas



Partition plates were installed at the outlet of the labelling machines for sound insulation

Enhancing safety awareness

The Group regularly organizes safety awareness training for employees. Through company-wide initiatives such as “Safety Production Month” and “Fire Safety Awareness Month,” we continuously deepen our corporate safety culture, enhancing overall safety awareness and response capabilities among all staff members.

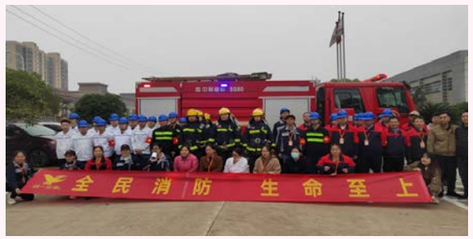
The Group also has carried out safety concept collection and selection activities, forming the unique safety concept that is deeply rooted in the hearts of the people. The internal "EHS Monthly Newsletter" is regularly issued to provide information on newly issued laws and regulations, safety accident warning and safety knowledge. During the reporting period, 80 issues of the "EHS Monthly Newsletter" have been published. We have also carried out occupational health publicity by popularizing knowledge of occupational disease prevention and control and occupational health to our employees through WeChat/DingTalk push, on-site billboards, slogans, brochure issuing and other online and offline approaches to fully promote the development of corporate safety culture.

Focusing on the core aspects of “responsibility fulfilment, cognition enhancement, skill improvement, and potential risk management”, we organise regular pre-job and on-the-job production safety and occupational health training to strengthen employees' awareness of safety. We also invite external experts to provide professional safety knowledge training to improve professional skills of safety management personnel. By the end of the Reporting Period, a total of 7,386 production safety training sessions had been organised at plants nationwide, with a total training duration of 11,079 hours and 148,204 participants.

Health and safety activities and trainings in 2024

Emergency preparedness drills

We have formulated the “Comprehensive Emergency Plan”, the “Firefighting Emergency Plan”, the “Special Emergency Plan for Work Accidents in Confined Spaces” and other special emergency plans based on the actual situation. Also, we develop drill plans every year, which serve as a framework for all employees to carry out drills based on the comprehensive or special plans.



Safety Responsibility Awareness Training

Industry experts and supervisors are invited to take the lead and personally give a lecture. The content covers laws and regulations on work safety, standards and specifications, as well as the best practices within the industry. By presenting work safety accident cases, conducting "shock education", and holding safety morning meetings, etc., we aim to strengthen the awareness of every employee about their safety responsibilities and obligations during production, and build a work safety culture featuring the participation of all employees and the joint management of all parties.

Production safety skill improvement training

Targeted skill training is arranged according to the staff's job characteristics and actual needs. For example, training on safe operation procedures and emergency handling skills is conducted for front-line operators; training on safety management knowledge and risk assessment methods for managers. Practical exercises and mock exams are organised to ensure that employees can master safety skills.

Potential risk detection skill training

We organise employees to learn the methods and skills of potential risk detection, and encourage them to actively discover and report potential risks in daily work.

Special training on electrical safety inspection

To reduce the risk of electrical fire in the plants and improve the professional ability of electrical service and security personnel, a professional third party is invited to conduct special training on electrical safety inspection.

Hazardous chemicals and hazard source management training

To improve employees' understanding of hazardous chemicals and major hazard sources and ensure operation safety, a professional third party is invited to conduct training on “Hazardous Chemicals and Major Hazard Sources Management”.

06

Pursuing Win-win Cooperation in Industry

Adhering to the philosophy of “Three Goods and One Fairness”, Uni-President endeavours to build a mutually beneficial and win-win network of trust and cooperation with suppliers through quality control from the source of the supply chain to foster common progress of the industry. We keep abreast of the needs of consumers, with a commitment to producing safe, healthy and delicious food. We pay attention to the protection of consumers’ rights and interests, deliver product information to consumers with a responsible marketing attitude, and strive to build a healthy and mutual trust ecology.

The UN Sustainable Development Goals we have attended to

Proper supply chain management

Uni-President is fully aware that effective management of raw material suppliers is vital to product quality and safety. Therefore, we continuously improve the supervision mechanism throughout the raw material supply chain, and strengthen food safety management from the source of the supply chain to reduce food safety risks.

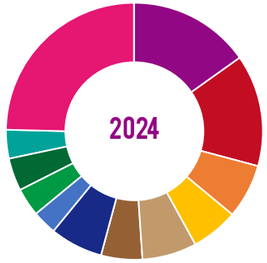
Construction of supplier management system

In accordance with rules such as the “Measures for Introduction of Raw Material Suppliers”, the “Operational Standards on Field Inspection of Raw Material Manufacturers”, the “Quality Rating Standards on Deliveries of Raw Material Suppliers”, the “Measures for Classification Management of Raw Material Suppliers”, etc., we have carried out supplier qualification assessments and field inspections and implemented a food safety monitoring system of raw materials to ensure that monitoring over food quality and safety is conducted from the source of the supply chain.

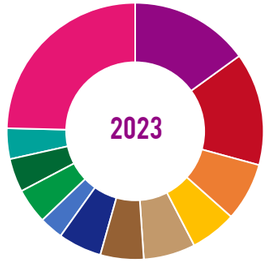
As of the end of the Reporting Period, the Group had 748 raw materials suppliers. The number of raw materials suppliers by geographical region is showed as below:

Number Of Suppliers		
Total	2024：748	2023：775

By Province



Jiangsu	114	Shandong	50
Shanghai	105	Henan	23
Guangdong	51	Anhui	27
Zhejiang	44	Fujian	31
Sichuan	52	Hebei	27
Hubei	39	Others	185



Jiangsu	116	Shandong	43
Shanghai	111	Henan	23
Guangdong	57	Anhui	35
Zhejiang	46	Fujian	31
Sichuan	49	Hebei	30
Hubei	42	Others	192

Supplier assessment management

We classify and manage our suppliers according to their performance rating. Periodic supplier evaluation and assessment is conducted to urge suppliers on continuous quality improvement. We help suppliers establish scientific and effective food safety and quality management systems. We timely conduct conformity and validity checks of suppliers' qualifications, annually re-rank suppliers' food safety risk levels, and perform unannounced inspections and pre-notice reviews at different frequencies according to the risk level. Our field inspection covers food safety management, production management, procurement management and other items, among which production management includes a number of production sanitation management sub-items such as work environment and worker hygiene. In addition, we commission professional external auditors to perform various field inspections and assess suppliers' risks from multi-dimensions to reduce the food safety risks from the source. In 2024, we systematically conducted audits on 748 suppliers in accordance with our planning.

We also render services on field inspection and special quality enhancement coaching to our suppliers for their effective improvement in management.

Supplier management process

Admission

We carry out supplier admission management from the aspects of demands identification, sourcing of suppliers, sample inspection, qualification review, field inspection, food safety testing, etc., and implement the principle of “one-vote veto” on food safety issue.

Classification

We have established the supplier risk classified management system to realise classified management on suppliers based on their category, risk level and performance level. We have formulated a differentiated supplier management strategy to improve the pertinence and effectiveness of supplier management.

Process management

We have formulated measures for regular supplier management and quality rating, with which we conduct process management on suppliers through quality rating, unannounced inspection, pre-notice review, and capability enhancement.

Elimination

We have established and implemented standards for supplier elimination based on the category of the supplier.

Supplier social responsibility management

We have formulated the “Supplier Code of Conduct” to promote the management of supplier social responsibilities. We set out requirements for all categories of direct and indirect suppliers in the areas of labour, ethics, health, safety, environment and quality to radiate the impact of social responsibilities to the upstream supply chain.

We place emphasis on control over environmental and social risks of upstream and downstream suppliers. In this regard, legal disputes, credit risk, tax risk, environmental risk, operational risk, food safety risk, engineering risk, etc. are monitored in a 24-hour and real-time manner by our Robotic Process Automation (RPA) credit system. In 2024, we monitored the supplier compliance and governance related risks. When conducting field inspection on suppliers, we proactively focus on the suppliers’ performance of responsibilities for labour and safety, environmental protection, etc., and urge suppliers to respect employees, treat workplace safety seriously, use environmental-friendly products, value environmental protection, etc. We also inspire suppliers to stay on the same page with us and take positive actions for sustainable development by encouraging packaging suppliers to use environment-friendly recyclable materials and meat suppliers to respect animal welfare. For carbon emissions, we are also actively working with suppliers who have carried out carbon footprint verification to jointly realise carbon reduction targets.

Building a low-carbon dairy supply chain

Dairy products are important raw materials of milk tea products, and their production process includes dairy cattle feeding, feed production, transportation and processing, which produce a lot of methane and carbon dioxide. As income from our milk tea business continues to grow, we regard reducing emissions from dairy products as a priority for carbon reduction in our supply chain.

We work closely with our dairy suppliers. All milk powder procured by the Group can be traced back to the farms and the products’ carbon footprint has been certified. Our milk powder suppliers use grass-fed free range models to help dairy farmers reduce their carbon footprint, with carbon emissions 70% lower than the global average.

We have entered into the “Letter of Commitment” with all suppliers and related cooperative plants, and publicised anti-corruption reporting channels (including email addresses and contact numbers) to reject commercial bribery and build a clean supply chain together. In addition, in 2024, we organised a number of business integrity and anti-corruption training sessions for procurement staff and conducted examinations to enhance their awareness of business ethics.

Supporting suppliers for growth

In the hope of “seeking mutual development” with suppliers, we have formulated precise and effective supporting programmes for suppliers according to their specific conditions to help them develop. In addition to various training such as food safety training and special quality enhancement coaching, we also provide materials, financial resources and other support to suppliers.

Supplier food safety training

Optimising customer experience

The Group continuously broadens the consumer access channels, improves the consumer service system and unblocks communication channels to optimise consumer experience. The Group actively responds to consumers’ expectations for quality products through return visits and satisfaction surveys to protect their rights and interests.

Consumer access channels

The Group actively drives all-channel digital transformation and explores new forms of business based on digital empowerment, and has established a seamless online + offline (O+O) mode through digital marketing to cater to new ways of consumption, thus enhancing consumer loyalty.

We keep optimising the F2B2b2C omnichannel marketing mall system (that is, from brand (Factory) to distributors (Business) to retailers (business) to consumers (Customer)) and the new marketing ecosystem to achieve digital intellectualisation of marketing and the diversification of consumer access channels. By creating offline publicising scenarios, and combining various online and offline marketing activities such as sales promotions, custom products offering, new product sample offering for trying out, social media publicising, marketing at advertising spots, event marketing, food spots visit, Key Opinion Consumer (“KOC”) livestreaming, and KOC propagation, we enhance the product and brand recognition and stimulate the demands of consumers.

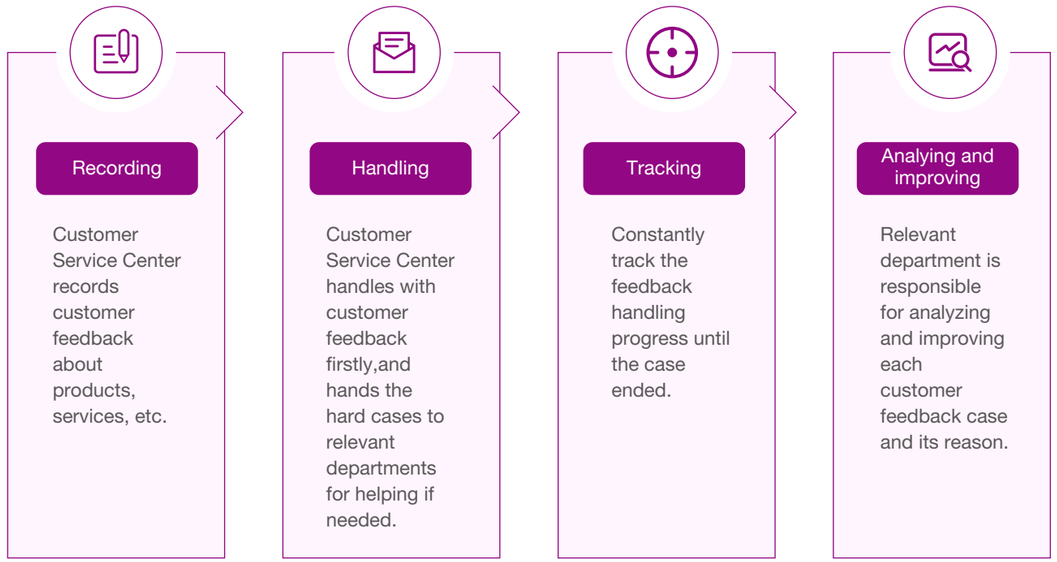
We apply big data analysis and digital means to optimise online supply, and also endeavour to serve people by expanding community businesses and guaranteeing food and beverage supply, to meet their demand for convenient and quick shopping. Furthermore, we have made “customer service card” and posted it in customers' stores to realise zero-distance service in an effort to provide our customers better service.

During the Reporting Period, we continued to increase the regional coverage of Uni-President’s cloud store partners, covering nine cities including Nanjing, Chengdu, Xi’an, Shijiazhuang, Shenzhen, Hangzhou, Changsha, Zhengzhou and Shenyang, attracting a total of 18,048 merchants to register in 2024. We have strengthened the relationship between merchants and customers through continuous customer acquisition with differentiated products such as private home cuisines, gift boxes, mooncakes and wine.

Consumer communication

The Group has a Customer Service Centre, which is responsible for consumer-related communication. We establish a well-designed customer feedback handling mechanism under policies like the “Operational Standards on Complaints Handling”. We have set up several customer service platforms including 400 consumer service hotline. The Group also monitors public opinion and feedback on we-media by artificial intelligence (AI), listens carefully to consumer opinion and feedback, and gains insight into their demand. In 2024, we continuously optimized the "Operational Standards on Complaints Handling," targeting the processing of various customer feedback to enhance the overall handling and reporting procedures.

During the Reporting Period, we received 13,890 feedback for products and services (including positive ones). All consumers' feedback was recorded and tracked for relevant departments to make improvements.



Procedures for customer feedback handling

Distributor management

With the focus on distributor management, we constantly improve communication with distributors and strengthen empowerment of distributors. We strive to ensure the legitimacy and compliance of sales and marketing practices related to products and services through regular audits of marketing and sales businesses, continuously creating high value for consumers and society together with our partners.

During the Reporting Period, we updated the “Operational Standards for Food and Beverage Intermediary Determination and Elimination” in the standard distributor management process to strengthen the distributor determination, daily operation and replacement management. Moreover, we added the “Manufacturer Commitment Letter” and “Reporting Letter” parts to the distributor contract to strengthen the integrity management of distributors.

We have established a comprehensive distributor management mechanism. By conducting on-site visits, we gain a thorough understanding of clients’ situations, including basic information, warehouse stock levels, and account verification. This approach enables us to address client needs effectively, enhance frontline services, and increase customer loyalty, while also preventing sales-related corruption. Additionally, all distributors can provide feedback through various channels, including the client interaction platform, official WeChat account, reporting email, account verification, and exit audits, ensuring the Group’s compliant operations. We conduct annual audits of distributors to evaluate the performance of the distributors’ operating conditions, food safety management and property insurance regarding Uni-President’s products. During the Reporting Period, the Group's distributor audit pass rate reached 95.1%.

The Group maintains a close business relationship with our distributor customers and attaches great importance to the feedback from our distributors. We have set up a special functional department to maintain close communication and contact with our distributors, summarise their requirements monthly and pay a return visit, and deal with their feedback and suggestions in a timely manner. We also conduct regular offline customer visits to understand and solve customer problems in a timely manner and grasp their operational status, with a view to building a transparent and harmonious customer relationship. In addition, we maintain daily communication with distributors through regular activities such as distributor conferences, distributor ordering meetings and corporate annual conferences, as well as daily activities such as liaison and offline visits via “Customer Correspondence Platform”, to promote their business development.

During the Reporting Period

we interviewed a total of **6,872** distributors, received feedback from **477** customers, and responded to and solved their problems as soon as possible.

Protecting consumers' rights and interests

Adhering to the principle of "Truth and Pragmatism", the Group is responsible for consumers and customers. We strictly abide by the "Law of the People's Republic of China on the Protection of Consumer Rights and Interests", the "Advertising Law of the People's Republic of China", the "Food Safety Law of the People's Republic of China" and other relevant laws and regulations. We established corresponding systems to standardise after-sales services and product labelling, focusing on consumer demand and conveying the most accurate information to the public.

Product labelling and marketing ideas

We strictly adhere to national laws and regulations, such as the “Measures for the Supervision and Administration of Food Labeling” and GB 7718 “General Standard for the Labeling of Prepackaged Foods.” We have established product label review standard procedures, clearly defining the responsibilities of departments including business units, R&D, legal affairs, and food safety. Targeted guidance manuals are provided to prevent errors and disputes. In line with the “Uni-President Labeling and Packaging Usage Specifications” and the “Product Labeling and Advertising Review Process Operational Standards,” we standardize product packaging labels and advertising language, practicing responsible product marketing. For product labeling and promotion, we uphold principles of transparency and authenticity, fully disclosing product ingredients and legally using promotional language. We have implemented “Product Label Review Procedures” and “Product Promotion Review Procedures,” covering trademarks, brand names, nutritional labeling, environmental recycling symbols, manufacturing origins, certification marks, warning statements, and promotional language, to prevent misleading packaging and advertising. During this reporting period, we optimized the “External Consultation Release Operational Standards,” enhancing compliance management of externally released information. We also regularly organize internal training on advertising compliance and product labeling to strengthen marketing compliance.During the Reporting Period, we conducted marketing compliance training for 5,136 individuals.

We proactively promote the concept of health to the community, championing a healthy lifestyle with our “zero calorie”, “zero fat”, and “zero sugar” product offerings.

Food safety can be “seen”

Leveraging technological innovation and industry-academia collaboration, Uni-President has established a food safety management system that rigorously monitors the entire sauerkraut production process, ensuring product safety. Marking the 11th anniversary of opening our old altar sauerkraut supplier factories for tours, we launched the “Quality Traceability Group” factory tour live broadcast. This event transparently showcased to consumers the fusion of traditional craftsmanship.

07

Creating value to give back to society

Committed to the corporate spirit of “giving back to the community”, Uni-President focuses on integrating economic and social benefits, and leverages its strengths and resources to create value for society. To give back to society, we keep dedicating resources to public welfare activities in such fields as disaster relief, protection of children’s rights, care for vulnerable groups and caring community building to contribute to social development and fulfil corporate social responsibility.

The UN Sustainable Development Goals we have attended to

The Group implements the “Operational Standards on External Public Welfare Activities”, the “Procedures of Donation for Public Security Events” and other relevant standards to regulate the Group's public welfare activities. We have set up a Public Welfare Planning Specialist, who is specialized in the collection of information, submission, liaison, statistics and evaluation of the benefits of public welfare activities. We have been actively engaged in public welfare donations in areas such as flood control and disaster relief, community building, poverty alleviation and caring for the disadvantaged.

As of the end of this reporting period

During the reporting period, the Group invested approximately RMB **7,146,600** in social welfare activities and natural disaster donations and spent approximately **7,305** hours.

Promoting everyone's health

Uni-President is committed to offering consumers safe, healthy, and quality food products, and also actively supports the sports sector to contribute towards fulfilling the United Nations' Sustainable Development Goal of “Good Health and Well-being”.

Supporting marathon sports cause

To align with the national initiative for universal fitness and to encourage a healthy and positive way of life, we proactively organise wellness programmes for adolescents and support marathons nationwide. During the Reporting Period, the Group's total sponsorship for marathon sports activities amounted to RMB 686,600 thousand.

In March 2024

Uni Haizhiyan sponsored the Half Marathon in Dongguan Songshan Lake Science City, uniting 12,000 runners at home and abroad to measure the terrain of this innovation hub with their footsteps.

Haizhiyan's sponsoring for the Half Marathon in Dongguan Songshan Lake Science City

In March 2024

Uni Haizhiyan sponsored the Huizhou Marathon, attracting 12,000 runners from 13 countries to collectively bask in the vibrant energy of spring.

Haizhiyan's sponsoring for the Huizhou Marathon

In April 2024

Uni Haizhiyan sponsored the Women's Half Marathon in Liaoluoge Township, Nanning. This event was Nanning's first marathon tailored for women, drawing over 10,000 female runners from six countries and regions to embrace the thrill of running with a distinct “Nanning Essence”.

Haizhiyan's sponsoring for the Women's Half Marathon in Liaoluoge Township, Nanning

In October 2024

Serving as the official supplier of the Dalian Marathon, Uni Soup Daren organised abundant memorable on-site activities, and distributed free Soup Daren cup noodles to the runners, offering them energy and calories.

Uni-President's sponsoring for Dalian Marathon

In November 2024

Soup Daren kicked off the “Boosting the Hero Marathon with Energy” campaign in Nanchang, offering Soup Daren cup noodles to runners at four strategic points: the Marathon Expo, the start, the finish and the energy stations along the route.

Uni Soup Daren's “Boosting the Hero Marathon with Energy” initiative in Nanchang

Supporting cycling sports course

In 2024, Uni Green Tea continues to convey the brand concept of sunshine and health. With wellness topping the list of priorities, Uni Green Tea cooperated with the fitness app Keep and invested in RMB 30 million to launch the nationwide “Smile Cycling” initiative.

In the streets of cities like Wuhan, Zhengzhou, and Guangzhou, out of a total of fourteen, the cycling groups jointly formed by Uni Green Tea and Keep have turned into a dazzling spectacle on the urban landscape. Through cycling activities, Uni Green Tea promotes the green concept and healthy lifestyle to the whole country, attracting more young people who love sports to join it and leading a new trend of healthy living.

Uni Green Tea's “Smile Cycling” National Campaign Activity

Carrying forward Wushu spirit

In July 2024, the warm-up competition of “Uni Shuangcui Cup” 2024 Guangdong Wing Chun Elite Competition and International Wing Chun Contest were held in Shishan Town. As the general title sponsor of this event, Guangzhou Uni-President not only provided financial and material support for the event, but also integrated the business philosophy of “Character, Taste and Brand” into the activity settings in an all-round way. The interactive area on the spot allowed the general public to experience the essence of Wing Chun. During the competition, a special part was set up for Guinness World Records Attempt. In the end, 296 people were successfully awarded the Guinness World RecordTM for the “Largest Number of People Doing Wing Chun Squats at the Same Time”. This cross-border activity opened up a new path for the modern dissemination of traditional Wushu culture, built a communication platform for Wing Chun enthusiasts, and made Chinese Wushu treasures shine more brilliantly.

Building a better community together

Uni-President actively advocates and practises the concept of “willing to dedicate, caring for others and building communities together”, passes on social warmth, carefully plans and actively participates in various community charity and public welfare activities, implements the spirit of volunteer service, and works together with community residents to promote the harmonious development of communities.

Voluntary services

Adhering to the spirit of “dedication, fraternity, cooperation and improvement”, we encourage our employees to volunteer in the community every year to send support, share love and deliver positive energy to all sectors of society.

In 2024, Hangzhou Uni-President and Shanghai Uni-President, actively responding to the government's call, organised staff to donate blood several times to replenish the blood inventory in local hospitals and help patients in need.

In 2024, under the spirit and mission of “fulfilling responsibilities with love”, the volunteer team of Kunshan Uni-President carried out the “River Protection” activity, regularly patrolling and protecting the rivers in their spare time every month, so as to safeguard the ecological environment and build a beautiful and civilised city.

Supporting the college entrance examination

In 2024, we cooperated with taxi drivers, online car-hailing owners and caring people from all walks of life to provide free transportation and various assistance services for college entrance examination students in Zhengzhou.

In addition, to support the large number of college entrance examination students, we conducted 10 cool distribution activities at the gates of college entrance examination sites in cooperation with the education and publicity departments of the five jurisdictions. This series of activities provided students and parents with a respite from the tense atmosphere of the exam, allowing students to relax and parents to wait for the end of the exam with peace of mind.

Caring for front-line workers

Uni-President continuously pays attention to the welfare of junior employees and expand the influence of public welfare. In the hot summer of 2024, Changsha Uni-President sent cool drinks to front-line workers, such as Kaifu traffic police and urban management officers of Zhongqing Community, to thank them for their protection and care for the people.

In addition, together with Shangqiu Municipal Urban Management Bureau and Shangqiu Municipal Federation of Trade Unions, Zhengzhou Uni-President carried out the public welfare activity of “Federation’s Cooling Effort for Melon Farmers – Heatstroke Prevention”, providing relief and dedicated support to the front-line officials and staff of the urban management bureau and the diligent melon farmers braving the summer heat.

Coolness delivered to take-away deliverymen

In 2024, Uni-President joined hands with Meituan and Cainiao to successfully hold the 5th “Uni Green Tea Bringing Coolness for Take-away Deliverymen” for more than ten million take-away deliverymen, with total sponsorship amounted to RMB 3.75 million. This series of public welfare activities were carried out in various forms. The “Flash Mob” activity distributed products at 226 express outlets in 29 cities, benefiting more than 450,000 couriers; the “Green Tea for Couriers at RMB 0.01” activity covered 30,000 stores in 14 provinces, distributing nearly 270,000 bottles of products; and 56,000 bottles of products were distributed through the “Offline Ice Drink Truck” activity. Uni Green Tea also held various activities such as “Million Coupon Issuance”, “Station Master's Treat and Uni Green Tea Paying Bill” and “Chill-out Games for Couriers”. At the “2024 Meituan Real-time Retail Industry Conference”, the “Uni Green Tea Take-away Deliverymen Case” was rated as a benchmark for brand cooperation.

“Uni Green Tea Bringing Coolness for Take-away Deliverymen” activity

“Uni Green Tea Take-away Deliverymen Case” was rated as a benchmark for brand cooperation

Caring for children and adolescents

We care for the growth of children and adolescents by actively responding to and supporting the initiatives of United Nations Global Compact and the United Nations International Children's Emergency Fund (UNICEF). In line with the public welfare concept of “safeguarding children's growth together” and with reference to the ten principles of the international “Children's Rights and Business Principles”, we respect and support the integration of the concepts of children's rights into our daily operations, and support the development of a young and vibrant society. In Hainan, we have also responded to the government's request to provide schools with Chengshi Soybean Milk as a supplement to students' daily needs.

Paying attention to the health of teenagers' ankle

In May 2024, the organising committee of the “China Campus Health Action Teenagers' Ankle Health Care Public Welfare Activity” held a public welfare activity for teenagers' ankle health care, benefiting thousands of schools and tens of thousands of students in Hunan Province. This activity popularised the knowledge of ankle health care among students, helped them improve their awareness of ankle health, and guided them to develop good exercise habits and lifestyles. We cooperated with the organising committee to supply Uni Chunfu Green Tea to help teenagers grow up healthily.

Caring for vulnerable groups

We always pay attention to and care for the vulnerable groups in society. Over the years, we have continuously expanded our brand and social influence, spreading love and goodwill by helping more vulnerable groups improve their living conditions and protect their physical and mental health.

Visits to special schools

In 2024, we continued to carry out the special school care action in Kunshan. The Labour Union of Kunshan Uni-President donated a variety of products to special schools in Kunshan, including mooncakes, beverages and fruits, equivalent to RMB 9,200. They showed their care for children with special needs through practical actions, allowing them to experience the joy of the festival and the warmth and care of society.

Caring for the elderly

In 2024, we continued to carry out condolence activities in Kunshan Welfare Institute. The Labor Union of Kunshan Uni-President made a special trip to Kunshan Welfare Institute to hold a Mid-Autumn Festival condolence activity, so as to reduce the loneliness of the elderly in the Welfare Institute during the festival. The activity was well prepared, and we took practical actions to give love and warmth to the elderly, donating a total of various products worth about RMB 9,200.

Caring for people with disabilities

In April 2024, Hefei Uni-President, in cooperation with a third-party organisation, successfully recruited 8 employees with disabilities from public welfare posts in the “Sunshine Home”. In November 2024, we officially launched the “Sunshine Home” project to provide a new starting point for the employment of persons with disabilities. During the Reporting Period, we donated abundant supplies to “Sunshine Home”, including low-sugar green tea and beef noodles. In addition, we donated a variety of materials to the Xinyuan Boai Nursing Centre for People with Disabilities in Furong District (Shaoguang Community), Changsha.

Facilitating rural revitalisation

Rural revitalisation is a key link in realising Chinese-style modernisation, and also an important way to promote rural economic and social development and improve farmers' living standards. In the process of rural revitalisation, Uni-President upholds a high sense of social responsibility, heeds the national call and lends further support to the rural revitalisation endeavour.

Yunnan: Facilitating “Rural Children's Study Project”

In 2024, we deeply participated in a new round of Yunnan public welfare assistance theme activities launched by Hongqiao Linkong Business Park-“Rural Children's Study Project” for a better life in schools and villages in Yunnan Province. We dispatched our staff to Yunnan to engage in the “Rural Children's Study Project”, a public welfare initiative to fulfil our corporate social responsibilities.

Gansu: Protecting the health of villagers

In Guanghe County of Linxia Hui Autonomous Prefecture in Gansu Province, the birth rate is high and medical facilities are relatively scarce. We have actively extended our support, donating RMB 450,000 to the Guanghe Maternity and Child Healthcare Hospital in 2024, in an effort to improve the level of primary medical facilities and promote the health of villagers.

Assisting in disaster relief

In the face of natural disasters, every bit of strength counts. We care about the social disaster situation, work hard to alleviate the disaster, actively fulfil our social responsibility and pass on social warmth to the affected people, showing our sense of responsibility and dedication through practical actions. In 2024, Uni-President actively responded to flood relief actions in Changsha and Jiujiang by donating food and clean water supplies and assisting with local rescue efforts.

Disaster relief

Uni-President is actively involved in disaster relief work to bring warmth and help to the affected people. In July 2024, Jiujiang City in Jiangxi Province was severely flooded. Wuhan Uni-President donated instant noodles and natural drinking water materials worth RMB 61,000 to Xiushui County. In the same month, an embankment of Dongting Lake in Huarong County burst. Wuhan Uni-President responded to the call of Huarong Flood Control and Drought Relief Headquarters and donated instant noodles and natural drinking water materials with a total value of RMB 61,000.

Content Index of Part C of the "Environmental, Social and Governance Reporting Code"

KPI	Description	Section(s)	Pages
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 and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	Improving emissions management	77
A1.1	The types of emissions and respective emissions data	Improving emissions management	77
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and, where appropriate, intensity	For details, please refer to: Content Index of Part D of the "Environmental Social and Governance Reporting Code"	/
A1.3	Total hazardous waste produced and, where appropriate, intensity	Improving emissions management	77
A1.4	Total non-hazardous waste produced and, where appropriate, intensity	Improving emissions management	77
A1.5	Description of emissions target(s) set and steps taken to achieve them	Improving emissions management	77
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	Improving emissions management	77
A2	Use of Resource		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials	Improving resource efficiency	72
A2.1	Direct and/or indirect energy consumption by type in total and intensity	Responding to climate change	55
A2.2	Water consumption in total and intensity	Improving resource efficiency	72
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Responding to climate change Optimising energy management	55 66
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	Improving resource efficiency	72
A2.5	Total packaging material used for finished products and, if applicable, with reference to per unit produced	Improving resource efficiency	72
A3	The Environment and Natural Resources		
General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources	Embracing a Low-carbon and Sustainable Development	49
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Embracing a Low-carbon and Sustainable Development	49
A4	Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	For details, please refer to: Content Index of Part D of the "Environmental Social and Governance Reporting Code"	/
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them	For details, please refer to: Content Index of Part D of the "Environmental Social and Governance Reporting Code"	/

KPI	Description	Section(s)	Pages
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	Introducing and cultivating talents	87
B1.1	Total workforce by gender, employment type, age group and geographical region	Introducing and cultivating talents	87
B1.2	Employee turnover rate by gender, age group and geographical region	Introducing and cultivating talents	87
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	Guarding health and safety	101
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	Guarding health and safety	101
B2.2	Lost days due to work injury	Guarding health and safety	101
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored	Guarding health and safety	101
B3	Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Introducing and cultivating talents	87
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	Introducing and cultivating talents	87
B3.2	The average training hours completed per employee by gender and employee category	Introducing and cultivating talents	87
B4	Labor 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 labor	Introducing and cultivating talents	87
B4.1	Description of measures to review employment practices to avoid child and forced labor	Introducing and cultivating talents	87
B4.2	Description of steps taken to eliminate such practices when discovered	Introducing and cultivating talents	87

KPI	Description	Section(s)	Pages
B5	Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain	Proper supply chain management	113
B5.1	Number of suppliers by geographical region	Proper supply chain management	113
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	Proper supply chain management	113
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	Proper supply chain management	113
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	Proper supply chain management	113
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	Protecting consumers' rights and interests	119
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Prioritising food safety	33
B6.2	Number of products and service related complaints received and how they are dealt with	Optimising customer experience	116
B6.3	Description of practices relating to observing and protecting intellectual property rights	Intellectual property management	29
B6.4	Description of quality assurance process and recall procedures	Prioritising food safety	33
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Information security and privacy protection	29
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	Business ethics	25
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	Business ethics	25
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Business ethics	25
B7.3	Description of anti-corruption training provided to directors and staff.	Business ethics	25
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	Creating value to give back to society	121
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport)	Creating value to give back to society	121
B8.2	Resources contributed (e.g. money or time) to the focus area	Creating value to give back to society	121

Content Index of Part D of the "Environmental, Social and Governance Reporting Code"

Governance	Description	Section(s)	Pages
19 (a)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individuals responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:	Responding to climate change	55
	(i) how the body(s) or individual(s) determines whether appropriate skills and competences are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	The board regularly reviews climate management practices, but has not yet conducted specialized training on climate-related topics.	/
	(ii)how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	Responding to climate change	55
	(iii)how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	Responding to climate change	55
	(iv)how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and	Responding to climate change	55
19 (b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	Responding to climate change	55
	(i)whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	Responding to climate change	55
	(ii)whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Responding to climate change	55

Strategy	Description	Section(s)	Pages
Climate-related risks and opportunities			
20 (a)	(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;	Responding to climate change	59
20 (b)	(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;	Responding to climate change	59
20 (c)	(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	Responding to climate change	57
20 (d)	(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	Responding to climate change	56

Strategy	Description	Section(s)	Pages
Business model and value chain			
21 (a)	A description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and	Responding to climate change	59
21 (b)	A description of where in the issuer's business model and value chain climate- related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets)	Responding to climate change	59
Strategy and decision-making			
22 (a)	Information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:	Responding to climate change	59
	(i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities;	Responding to climate change	59
	(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);	Responding to climate change	59
	(iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and	We have established climate-related targets, including greenhouse gas (GHG) emission reduction and energy efficiency goals, with defined timelines, but a comprehensive transition plan has not yet been developed.	/
	(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and	Responding to climate change	64
22 (b)	Information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	Responding to climate change	63
23.	An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	We allocate resources as needed to procure relevant equipment or implement actions based on the established targets, but a comprehensive resource allocation plan has not yet been developed.	/
Financial position, financial performance and cash flows- Current financial effect			
24 (a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	We have implemented multiple initiatives in response to climate change, such as adopting renewable energy and improving production processes. The total investment in energy management during the reporting period has been calculated and disclosed. For details, please refer to the "Optimising Energy Management" section.	66
24 (b)	The climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	Responding to climate change	63

Strategy	Description	Section(s)	Pages
Financial position, financial performance and cash flows- Anticipated financial effect			
25 (a)	How the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:	We have identified the qualitative impacts of various climate-related risks and opportunities but have not yet systematically assessed their potential financial implications.	/
	(i) its investment and disposal plans; and		
	(ii) its planned sources of funding to implement its strategy; and		
25 (b)	How the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.		
25 (c)	Provide quantitative information about the combined financial effects of that climate- related risk or opportunity with other climate-related risks or opportunities and other factors unless the issuer determines that quantitative information about the combined financial effects would not be useful.		
Climate resilience			
26 (a)	The issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:	Responding to climate change	63
	(i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis;	Responding to climate change	63
	(ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and	Responding to climate change	63
	(iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;	Responding to climate change	63
26 (b)	How and when the climate-related scenario analysis was carried out, including:		
	(i) information about the inputs used, including: (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);	Responding to climate change	58
	(ii) the key assumptions the issuer made in the analysis; and	Responding to climate change	58
	(iii) the reporting period in which the climate-related scenario analysis was carried out.	Responding to climate change	58

Risk Management	Description	Section(s)	Pages
27 (a)	The processes and related policies it used to identify, assess, prioritise and monitor climate-related risks, including information about:	Responding to climate change	56~58
	(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);	Responding to climate change	56~57
	(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;	Responding to climate change	58
	(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);	Responding to climate change	56
	(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;	Responding to climate change	57
	(v) how the issuer monitors climate-related risks; and	Responding to climate change	55
	(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	This reporting period marks our first disclosure of climate-related risks; therefore, it is not applicable.	/
27 (b)	The processes the issuer uses to identify, assess, prioritise and monitor climate- related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	Responding to climate change	55~57
27 (c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	Risk management and internal control	27~28

Metrics And Targets	Description	Section(s)	Pages
Greenhouse gas emissions			
28	An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as: (a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emissions.	Responding to climate change	64
29 (a)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	Responding to climate change	64
29 (b)	Disclose the approach it uses to measure its greenhouse gas emissions including: (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	Responding to climate change	64

Metrics And Targets	Description	Section(s)	Pages
29 (c)	For Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	Responding to climate change	64
29 (d)	For Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	We have completed the Scope 3 greenhouse gas (GHG) inventory and will disclose the results in future reporting periods.	/
Climate-related transition risks			
30	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to **climate-related transition risks.**	Based on current operational conditions, we have not yet initiated data collection and analysis.	/
Climate-related physical risks			
31	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to **climate-related physical risks.**	Based on current operational conditions, we have not yet initiated data collection and analysis.	/
Climate-related opportunities			
32	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	Based on current operational conditions, we have not yet initiated data collection and analysis.	/
Capital deployment			
33	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards **climate-related risks and opportunities.**	Optimising energy management	66
Internal carbon prices			
34(a)	An explanation of whether and how the issuer is applying a carbon price in decision- making (for example, investment decisions, transfer pricing, and scenario analysis); and	Based on current operational conditions, we have not yet implemented an internal carbon pricing mechanism.	/
34(b)	The price of each metric tonne of ***greenhouse gas*** emissions the issuer uses to assess the costs of its ***greenhouse gas*** emissions;	Based on current operational conditions, we have not yet implemented an internal carbon pricing mechanism.	/
Remuneration			
35	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).	Responding to climate change	64

Metrics And Targets	Description	Section(s)	Pages
Industry-based metrics			
36	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry- based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	Responding to climate change	55
Climate-related targets			
37	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	Responding to climate change	64
37 (a)	The metric used to set the target;	Responding to climate change	64
37 (b)	The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	Responding to climate change	64
37 (c)	The part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region);	Responding to climate change	64
37 (d)	The period over which the target applies;	Responding to climate change	64
37 (e)	The base period from which progress is measured;	Responding to climate change	64
37 (f)	Milestones or interim targets (if any);	Not yet established	/
37 (g)	If the target is quantitative, whether the target is an absolute target or an intensity target; and	Responding to climate change	64
37 (h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	Responding to climate change	55
38	An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	Responding to climate change	64
38 (a)	Whether the target and the methodology for setting the target has been validated by a third party;	Based on current operational conditions, we have not yet pursued third-party verification of the targets.	/
38 (b)	The issuer's processes for reviewing the target;	Responding to climate change	55
38 (c)	The metrics used to monitor progress towards reaching the target; and	Responding to climate change	64
38 (d)	Any revisions to the target and an explanation for those revisions.	The targets have not been revised.	/

Metrics And Targets	Description	Section(s)	Pages
39	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Responding to climate change	64
40	For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:	/	/
40(a)	Which greenhouse gases are covered by the target;	Our targets encompass relevant greenhouse gases (GHGs) under the Greenhouse Gas Protocol (GHG Protocol) accounting framework.	/
40(b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;	Responding to climate change We have not yet established greenhouse gas (GHG) emission reduction targets covering Scope 3 emissions.	64
40(c)	Whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;	Considering the company's operational expansion, we have adopted intensity-based targets.	/
40(d)	Whether the target was derived using a sectoral decarbonisation approach; and	/	/
40(e)	The issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose:	We have purchased carbon credits, but currently do not intend to use them for offsetting emissions to meet compliance targets.	/
40(e) (i)	The extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits;		
40(e) (ii)	Which third-party scheme(s) will verify or certify the carbon credits;		
40(e) (iii)	The type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and		
40(e) (iv)	Any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).		
Applicability of cross-industry metrics and industry-based metrics			
41	In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	Responding to climate change	64、76

GRI Standards Index

GRI Standards	Disclosure Title	Section(s)	Pages
GRI 2: General Disclosures 2021	2-1 Organizational details	About Uni-President	07
	2-2 Entities included in the organization's sustainability reporting	About the Repor	03
	2-3 Reporting period, frequency and contact point	About the Report	03
	2-4 Restatements of information	No prior information has been modified, and no restatement is required	/
	2-5 External assurance	Assurance Report	145
	2-6 Activities, value chain and other business relationships	About Uni-President	07
	2-7 Employees	Introducing and cultivating talents	87
	2-8 Workers who are not employees	/	/
	2-9 Governance structure and composition	Corporate governance	23
	2-10 Nomination and selection of the highest governance body	Please refer to the company's annual report.	/
	2-11 Chair of the highest governance body	Corporate governance	23
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability governance structure	15
	2-13 Delegation of responsibility for managing impacts	Sustainability governance structure	15
	2-14 Role of the highest governance body in sustainability reporting	Sustainability governance structure	15
	2-15 Conflicts of interest	Please refer to the company's annual report.	/
	2-16 Communication of critical concerns	Sustainability governance structure	15
	2-17 Collective knowledge of the highest governance body	Corporate governance	23
	2-18 Evaluation of the performance of the highest governance body	Please refer to the company's annual report.	/
	2-19 Remuneration policies	Please refer to the company's annual report.	/
	2-20 Process to determine remuneration	/	/
	2-21 Annual total compensation ratio	/	/
	Disclosure 2-22 Statement on sustainable development strategy	Chairman's Statement	05
	2-23 Policy commitments	Sustainability governance structure Introducing and cultivating talents	15 87
	2-24 Embedding policy commitments	Sustainability governance structure Corporate governance	15 23
	2-25 Processes to remediate negative impacts	Risk Management and Control	**27**
	2-26 Mechanisms for seeking advice and raising concerns	Business ethics	**25**
	2-27 Compliance with laws and regulations	No relevant incidents have occurred	/
	2-28 Membership associations	Prioritising food safety Product innovation	33 42
	2-29 Approach to stakeholder engagement	Stakeholders communication	16
	2-30 Collective bargaining agreements	Introducing and cultivating talents	87

GRI Standards	Disclosure Title	Section(s)	Pages
GRI 3: Material Topics 2021	3-1. Guidance to determine material topics	Materiality assessment	17
	3- 2. Disclosures on material topics	Materiality assessment	17
	3-3 Management of material topics	Materiality assessment	17
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	About Uni-President	07
	201-2 Financial implications and other risks and opportunities due to climate change	Responding to climate change	55
	201-3 Defined benefit plan obligations and other retirement plans	/	/
	201-4 Financial assistance received from government	/	/
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	/	/
	202-2 Proportion of senior management hired from the local community	/	/
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Creating value to give back to society	121
	203-2 Significant indirect economic impacts	Creating value to give back to society	121
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Proper supply chain management	113
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business ethics	25
	205-2 Communication and training about anti-corruption policies and procedures	Business ethics	25
	205-3 Confirmed incidents of corruption and actions taken	Business ethics	25
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No relevant legal proceedings have been involved	/
GRI 207: Tax 2019	207-1 Approach to tax	Please refer to the company's annual report.	/
	207-2 Tax governance, control, and risk management	Please refer to the company's annual report.	/
	207-3 Stakeholder engagement and management of concerns related to tax	Please refer to the company's annual report.	/
	207-4 Country-by-country reporting	Please refer to the company's annual report.	/
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Improving resource efficiency	72
	301-2 Recycled input materials used	Improving resource efficiency	72
	301-3 Reclaimed products and their packaging materials	Improving resource efficiency	72
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Responding to climate change	55
	302-2 Energy consumption outside of the organization	/	/
	302-3 Energy intensity	Responding to climate change	55
	302-4 Reduction of energy consumption	Responding to climate change	55
	302-5 Reductions in energy requirements of products and services	Responding to climate change	55

GRI Standards	Disclosure Title	Section(s)	Pages
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Improving resource efficiency	72
	303-2 Management of water discharge-related impacts	Improving emissions management	77
	303-3 Water withdrawal	Improving resource efficiency	72
	303-4 Water Discharge	Improving emissions management	77
	303-5 Water Consumption	Improving resource efficiency	72
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No relevant operational sites	/
	304-2 Significant impacts of activities, products, and services on biodiversity	No material impact	/
	304-3 Habitats protected or restored	No related locations	/
	304-4 IUCN Red List species and national conservation list Species with habitats in areas affected by operations	No related locations	/
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Responding to climate change	55
	305-2 Energy indirect (Scope 2) GHG emissions	Responding to climate change	55
	305-3 Other indirect (Scope 3) GHG emissions	/	/
	305-4 GHG emissions intensity	Responding to climate change	55
	305-5 Reduction of GHG emissions	Responding to climate change	55
	305-6 Emissions of ozone-depleting substances (ODS)	/	/
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	/	/
GRI 306: Waste 2016	306-1 Waste generation and significant waste-related impacts	Improving emissions management	77
	306-2 Management of significant waste related impacts	Improving emissions management	77
	306-3 Waste generated	No significant leakage incidents have occurred	/
	306-4 Waste diverted from disposal	/	/
	306-5 Waste directed to disposal	/	/
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Proper supply chain management	113
	308-2 Negative environmental impacts in the supply chain and action taken	Proper supply chain management	113
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Introducing and cultivating talents	87
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Introducing and cultivating talents	87
	401-3 Parental leave	Introducing and cultivating talents	87

GRI Standards	Disclosure Title	Section(s)	Pages
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Strict compliance with all applicable laws and regulations in each country/ region	/
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Guarding health and safety	101
	403-2 Hazard identification, risk assessment, and incident investigation	Guarding health and safety	101
	403-3 Occupational health services	Guarding health and safety	101
	403-4 Worker participation, consultation, and communication on occupational health and safety	Guarding health and safety	101
	403-5 Worker training on occupational health and safety	Guarding health and safety	101
	403-6 Promotion of worker health	Guarding health and safety	101
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Guarding health and safety	101
	403-8 Workers covered by an occupational health and safety management system	Guarding health and safety	101
	403-9 Work-related injuries	Guarding health and safety	101
	403-10 Work-related ill health	Guarding health and safety	101
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Introducing and cultivating talents	87
	404-2 Programs for upgrading employee skills and transition assistance programs	Introducing and cultivating talents	87
	404-3 Percentage of employees receiving regular performance and career development reviews	/	/
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Introducing and cultivating talents	87
	405-2 Ratio of basic salary and remuneration of women to men	/	/
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Introducing and cultivating talents	87
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	/	/
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Introducing and cultivating talents	87
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Introducing and cultivating talents	87

GRI Standards	Disclosure Title	Section(s)	Pages
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	/	/
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable	/
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Create Value and Give Back to Society	121
	413-2 Operations with significant actual and potential negative Impacts on local communities	No such sites	/
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Proper supply chain management	113
	414-2 Negative social impacts in the supply chain and actions taken	Proper supply chain management	113
GRI 415: Public Policy 2016	415-1 Political contributions	No political contributions	/
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Prioritise food safety	33
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No such incidents	/
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Protect customers' interests and rights	119
	417-2 Incidents of non-compliance concerning product and service information and labeling	No such incidents	/
	417-3 Incidents of non-compliance concerning marketing communications	No such incidents	/
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protect customers' interests and rights	/

Assurance Report

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INDEPENDENT ASSURANCE OPINION STATEMENT

Statement No.: SRA 821790

Uni-President China Holdings Ltd. Sustainability Report 2024

To the stakeholders and management of Uni-President China Holdings Ltd.

The British Standards Institution (BSI) has conducted a limited assurance engagement on the sustainability information (described in the "Scope") in the Sustainability Report 2024 (hereafter referred to as "Report") of Uni-President China Holdings Ltd. (hereafter referred to as "**Uni-President**" in this statement) .

Scope & Criteria

The Scope and verification criteria of engagement agreed between **Uni-President** and BSI includes the following:

1. The assurance covers all information and data presented in the Report, and focuses on the food and beverage-related business activities of **Uni-President** and its wholly-owned subsidiaries ("the Group") during the period from January 1, 2024 to December 31, 2024.

2. The Report is prepared in accordance with the Hong Kong Stock Exchange's ("HKEx") Environmental, Social and Governance Reporting Code ("ESG Code") , and it also referred to the Global Reporting Initiative's "Sustainability Reporting Standards 2021" (GRI Standard 2021).

3. Evaluation of the specified sustainability performance data management disclosed in the Report, including but not limited to the following in accordance with ISAE3000 (Revised) with limited assurance:

Environment:

- Total direct GHG emissions (Scope 1)
- Total indirect GHG emissions from energy (Scope 2)
- Total GHG emissions and emission density (Scopes 1 & 2)
- Total amount and density of hazardous waste
- Total amount and density of non-hazardous waste
- The total amount and density of waste water
- Total amount and density of Packaging material
- Total purchased electricity
- Total steam consumption
- Total natural gas consumption
- Total energy consumption and density
- Total water consumption and density

For and behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

...making excellence a habit.™

Issue Date: 2025-04-19

Effective Date: 2025-04-19

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its ESG more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above name client only.

Statement No.: SRA 821790

- Total number of employees by gender, employment type, age group, and region
- Employee turnover rate by gender, age group, and region
- Number and rate of work-related deaths
- Lost time due to work-related injuries
- Average training hours per employee
- Total number of food safety incidents

Opinion Statement & Conclusion

We have conducted a limited assurance engagement on the sustainability information described in the "Scope" above (Sustainability Information).

Based on the assurance procedures described in this report, we have not identified:

- Any significant inaccuracies or omissions in the data and information described in the ESG report of the reporting organization.

- Anything that leads us to believe that there are significant aspects of the sustainable development information that do not comply with HKEx ESG Guide.

Methodology

Our assurance engagement was carried out in accordance with International Standard on Assurance Engagements 3000 (Revised) —— Assurance Engagements other than Audits or Reviews of Historical Financial Information, and ISO14064-3 Specification with guidance for the verification and validation of greenhouse gas statements, issued by the International Auditing and Assurance Standards Board. Our work was designed to gather evidence on which to base our conclusion. These standards require that we plan and perform this engagement to obtain limited assurance on whether the Sustainability Information is free from material misstatement. We undertook the following activities:

- A top level review of issues raised by external parties that could be relevant to **Uni-President**s policies to provide a check on the appropriateness of statements made in the Report
- Discussion with senior executives on **Uni-President**'s approach to stakeholder engagement. We had no direct contact with external stakeholders
- Interview with staff involved in sustainability management, report preparation and provision of report information
- Review and assessment of double materiality assessment process
- Review of key developments of the Group
- Review of the process and systems for collecting and reporting the sustainability information/data
- Review of supporting evidence for claims made in the Report
- Review of environmental, social and governance data, including the target progress achieved, to ensure the data had been appropriately measured, recorded, collated and reported
- An assessment of the Group's reporting and management processes concerning this Report against the principles of Inclusivity, Materiality, Responsiveness and Impact

Issue Date: 2025-04-19

Effective Date: 2025-04-19

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its ESG more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above name client only.

Statement No.: SRA 821790

Responsibility

- It is the responsibility of **Uni-President** for the preparation and fair presentation of the Sustainability Information in accordance with agreed criteria as stated in the Scope and verification criteria section of this statement. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Sustainability Information that is free from material misstatement, whether due to fraud or error.
- BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the Scope and methodology described. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to **Uni-President** only.

Independence, Quality Control and Competence

- BSI is independent to **Uni-President** and has no financial interest in the operation of **Uni-President** other than for the assurance of the sustainability statements contained in this Report.
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- This independent assurance opinion statement has been prepared for the stakeholders of **Uni-President** only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope above.
-
- This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by **Uni-President**. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by **Uni-President** is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.
-
- BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.
-
- BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), including GRI standard, IWA 48, AA1000, ISAE3000, HKEx ESG Code, Beijing/Shanghai/Shenzhen ESG Guidelines, ISO 10002, ISO 14001, ISO 45001, ISO 45003 and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 2025-04-19

Effective Date: 2025-04-19

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its ESG more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above name client only.

統一企業中國控股有限公司
UNI-PRESIDENT CHINA HOLDINGS LTD.
(a company incorporated in the Cayman Islands with limited liability)
(一家於開曼群島註冊成立的有限公司)
(Stock Code 股份編號：220)