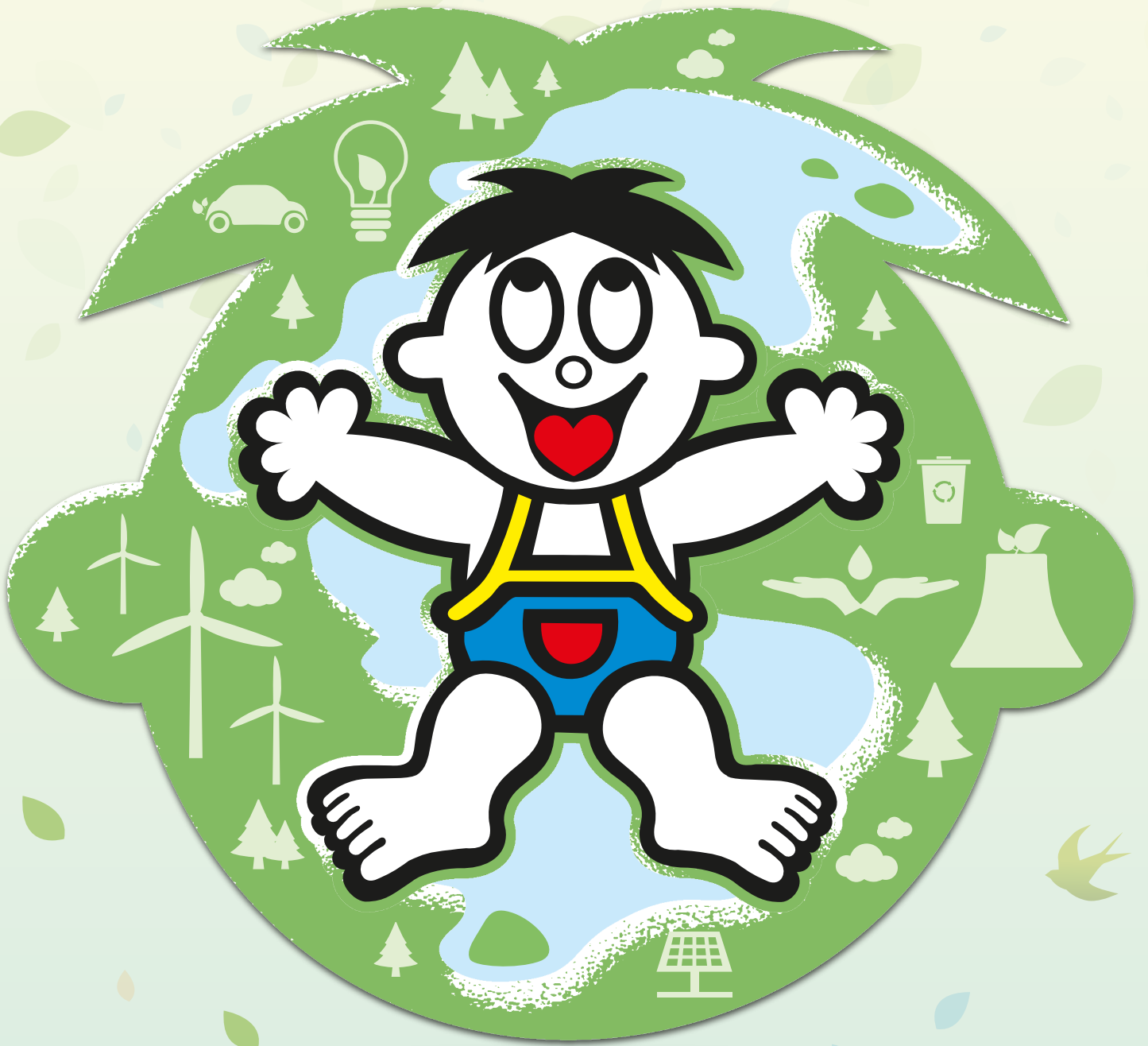


ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

2023/2024



中國旺旺控股有限公司
Want Want China Holdings Limited

(於開曼群島註冊成立的有限公司)
(Incorporated in the Cayman Islands with limited liability)
股份代號: 0151 Stock Code: 0151

關於本報告

About this Report

概覽

本報告是中國旺旺控股有限公司（以下簡稱「本公司」或「中國旺旺」）發佈的環境、社會及管治 (Environmental, Social and Governance, 以下簡稱「ESG」) 報告，秉承重要性、量化、平衡及一致性的原則，重點披露本公司及其附屬公司（簡稱「旺旺」、「集團」、「旺旺集團」、「我們」）於中國大陸境內在ESG方面表現的相關資訊。本報告涵蓋之財政年度（簡稱「財年」）為2023年4月1日至2024年3月31日（以下簡稱「報告期」、「2023財年」）的工作。

編制依據

本報告編制遵循香港聯合交易所有限公司（以下簡稱「香港聯交所」）上市規則附錄C2所載的《環境、社會及管治報告指引》（以下簡稱「《指引》」）進行編制，亦參考與回應了MSCI（明晟指數）ESG評級及CDP全球環境信息研究中心所關注的議題。

本報告內容是按照一套有系統的程序而釐定的。有關程序包括：識別和排列重要的利益相關方、識別和排列ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編制報告以及對報告中的資料進行檢視等。

Overview

This is the Environmental, Social and Governance (“ESG”) report published by Want Want China Holdings Limited (the “Company” or “Want Want China”). It adheres to the principles of materiality, quantitative, balance and consistency to focus on the disclosure of information regarding the ESG performance of the Company and its subsidiaries (“Want Want”, the “Group”, “Want Want Group”, “we” or “us”) in the Chinese Mainland. This report covers the fiscal year (“FY”) from 1 April 2023 to 31 March 2024 (the “Reporting Period” or “2023FY”).

Basis of Preparation

This report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “Guide”) as set out in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange” or “HKEx”). It has been prepared with reference and in response to the MSCI ESG ratings and the issues of concern to the CDP.

The content of this report has been developed in accordance with a systematic process, which includes identifying and ranking key stakeholders, identifying and ranking key ESG-related issues, determining the ESG reporting scope and boundaries, collecting relevant materials and data, compiling the report based on the information and reviewing the information contained in the report.

報告範圍及邊界

本集團報告期內超過90%的收益與業務均在中國大陸境內發生，故本報告中的政策、聲明、數據等信息均覆蓋中國旺旺控股有限公司及其中國大陸境內附屬公司。若無特殊說明，本報告中的財務數據以人民幣為單位。

資料來源及可靠性保證

本報告的資料和案例主要來源於本集團統計報告和相關數據及文檔。本集團承諾本報告不存在任何虛假記載、誤導性陳述，並對其重要方面的內容真實性、準確性和完整性負責。

確認及批准

本報告經管理層確認後，並經ESG委員會推薦，於2024年6月25日獲董事會通過。

Scope and Boundaries of the Report

During the Reporting Period, more than 90% of the Group's revenue and businesses were generated and conducted in the Chinese Mainland, so the policies, statements, data and other information contained in this report cover Want Want China Holdings Limited and its subsidiaries in the Chinese Mainland. Unless otherwise stated, the financial information in this report is presented in Renminbi ("RMB").

Sources of Information and Reliability Assurance

The information and cases contained in this report are primarily derived from the statistical reports and related data and records of the Group. The Group undertakes that this report does not contain any false statements or misleading representations and accepts responsibility to the authenticity, accuracy and completeness of the contents of this report in material aspects.

Confirmation and Approval

This report was approved by the board of directors (the "Board") on 25 June 2024 upon recommendation by the ESG Committee following confirmation by the management.

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董事會聲明

本集團深諳良好的企業管治對企業發展的重要性。我們不斷完善ESG管治體系與架構，致力將ESG理念融入至日常工作生活之中，以營造環境與社會的共融，助力我們在環境、社會與管治方面實現自身價值，推動社會發展。

作為旺旺集團ESG工作的最高決策機構，董事會高度認同可持續發展及ESG管理工作對公司長久穩健經營的重要性，認可並承擔ESG策略及ESG治理的總體責任。董事會下設ESG委員會，負責審議集團可持續發展戰略、目標及風險情況，檢討ESG目標達成進度，監管ESG關鍵議題承諾及表現，確保ESG理念與集團政策的深度融合，並積極探索ESG與集團業務相結合的可持續發展新模式。為進一步推進ESG戰略及可持續發展工作，集團建立了ESG工作小組，負責執行並落實ESG目標及工作計劃，協調各參與部門的ESG工作溝通，並定期向ESG委員會匯報進展。

我們時刻關注著利益相關方的期望與訴求，不斷拓展更高效、便捷的雙向溝通渠道，通過定期發放調查問卷等方式了解利益相關方所關切的問題。為有效防控源於內外部的各類風險，集團定期開展重大性風險識別和管理工作，並逐年對ESG議題重要性開展評估排序，確保ESG重大性風險被納入集團策略，並得到妥善管理。

2023財年，我們回顧可持續發展策略目標的推進及達成情況，我們對集團可持續發展策略目標的實現路徑進行了審閱與監督。未來，我們將繼續嚴格遵守環境、社會及管治的要求，持續優化內部管理，繼續為各利益相關方提供可靠、一致、可比的ESG報告，不斷推動集團環境、社會及管治水平的提升，共同為更好的明天努力。

Statement by the Board

The Group recognises the importance of good corporate governance to enterprise development. We continue to improve our ESG governance system and structure, and strive to integrate ESG concepts into our daily work and life to promote the harmony between the environment and society as a way to realize our own value in environmental, social and governance aspects, and facilitate social development.

As the highest decision-making body on ESG of Want Want Group, the Board highly recognizes the significance of sustainable development and ESG management to the Company's long-term and stable operation, and confirms and assumes the overall responsibility of ESG strategies and ESG governance. The Environmental, Social and Governance committee (the "ESG Committee") under the Board is responsible for examining the Group's sustainability strategies, objectives and risks, reviewing the progress of achieving ESG objectives, and monitoring the commitment and performance on key ESG issues to ensure the deep integration of ESG concepts with the Group's policies, and actively exploring a new sustainable development model that combines ESG with the business of the Group. In order to further enhance ESG strategies and pursuit sustainable development, the Group has established an ESG Working Group, which is responsible for executing and implementing ESG objectives and work plans, coordinating the communication on ESG work among participating departments, and regularly reporting the progress to the ESG Committee.

We always pay attention to the expectations and demands of stakeholders, continuously explore more efficient and convenient two-way communication channels, and understand the concerns of stakeholders through various measures including issuing questionnaires on a regular basis. In order to effectively prevent and control various internal and external risks, the Group regularly identifies and manages material risks, and evaluates and prioritizes ESG issues year by year to ensure that material ESG risks are taken into account in the strategies of the Group and properly managed.

In 2023FY, we reviewed the progress and achievement of strategies and objectives in terms of sustainable development. We reviewed and supervised the measures taken by the Group to realize its strategies and objectives of sustainable development. In the future, we will, as always, strictly abide by environmental, social and governance requirements to optimize internal management, provide reliable, consistent and comparable ESG reports for all stakeholders, improve the Group's environmental, social and governance performance, and work together with stakeholders for a better future.

| 核心策略及目標 Core Strategies and Targets | 2023財年進展 Progress in 2023FY | |
|---|--|---|
| <p>確立可持續發展目標 Establishing Sustainability Goals</p> | <p>氣候目標：以2020財年為基準，到2025財年，運營溫室氣體排放密度降低13%</p> <p>Climate Target: To reduce the operational greenhouse gas (GHG) emission intensity by 13% by 2025FY, using 2020FY as a benchmark</p> <p>減碳目標：到2025財年，旺旺使用光伏發電的電力比例達到16%</p> <p>Carbon Reduction Target: To make the proportion of Want Want's photovoltaic power generation reaching 16% by 2025FY</p> | <p>2023財年相對2020財年溫室氣體排放密度下降19.9%，已提前達成2025財年目標，為此，集團對溫室氣體排放範疇一、二實施詳細碳排查，並結合減排路徑評估制定2030財年目標，相對2020財年年運營溫室氣體排放密度降低36%</p> <p>The greenhouse gas emission intensity of 2023FY has reduced by 19.9% as compared with that of 2020FY, with the 2025FY target being achieved ahead of schedule. Therefore, the Group has conducted a detailed carbon investigation of GHG emissions (Scopes 1 and 2), and combined with the assessment of emission reduction pathways, the Group has set a 2030FY target to reduce the GHG emission intensity of its operations by 36% as compared with that of 2020FY</p> <p>2023財年，旺旺使用光伏發電比例達到14%</p> <p>In 2023FY, the proportion of Want Want's photovoltaic power generation reached 14%</p> |
| | <p>資源目標：以2020財年為基準，到2025財年，實現能源/水使用效率提高10%</p> <p>Resource Target: To achieve a 10% improvement in energy/water use efficiency by 2025FY, using 2020FY as a benchmark</p> | <p>總能源消耗密度已較2020財年下降11.6%，已提前達成2025財年承諾目標；用水密度較2020財年已下降12.5%，已提前達成2025財年承諾目標</p> <p>The total energy consumption intensity has reduced by 11.6% as compared with that of 2020FY, with the 2025FY commitment target being achieved ahead of schedule; The water consumption intensity has decreased by 12.5% as compared with that of 2020FY, with the 2025FY commitment target being achieved ahead of schedule</p> |
| | <p>包材長期目標： 包裝材料100%可回收</p> <p>Long-term Target for Packaging Materials: 100% recyclable packaging materials</p> | <p>包材材料可回收率90%，相對上一財年提升12個百分點</p> <p>The recycling rate of packaging materials was 90%, representing an increase of 12 percentage points as compared with that of the previous fiscal year</p> |
| | <p>廢棄物長期目標： 實現廢棄物零填埋</p> <p>Long-term Target for Waste: Achieve zero waste to landfill</p> | <p>集團最大的生產基地山東總廠通過權威機構廢棄物零填埋最高等級「三星」認證；旺旺廢棄物零填埋體系管理平台一固廢平台自主開發完成並正式上線啟用</p> <p>The Group's largest production base, Shandong general factory, has passed the "Three-Star" certification for zero waste to landfill, which is the highest level, by an authoritative institution; Want Want's self-developed solid zero-waste to landfill management platform has been completed and officially launched online</p> |
| <p>引導利益相關方參與 Engaging Stakeholders</p> | <p>旺旺始終與內外部利益相關方保持著密切的聯繫，我們重新審視了2022財年識別的重要性議題，通過分析行業發展、利益相關方關注要點以及集團商業戰略與可持續發展戰略，評估了已識別的重大性議題的相關性。並以此繪制ESG重大性議題矩陣。通過ESG委員會對議題的確認與排序，形成旺旺2023財年ESG重要性議題</p> <p>Want Want has always maintained close contact with internal and external stakeholders. We have reviewed the material issues identified in 2022FY and assessed the relevance of the identified material issues by analyzing industry development, stakeholders' key concerns as well as the Group's business strategies and sustainability strategies. And we have drew a matrix of ESG material issues. The ESG Committee considered and prioritized the issues, which formed the ESG material issues of Want Want for 2023FY</p> | |
| <p>重視環保投入 Emphasis on Investment in Environmental Protection</p> | <p>旺旺持續加大對環保方面的重視度，2023財年共計投入5,547萬元人民幣，環境排放均達到國家標準</p> <p>Want Want has continued to pay more attention to environmental protection, with a total amount of RMB55.47 million being invested in 2023FY and emissions to the environment in compliance with the national standards</p> | |
| <p>高效使用資源 Efficient Use of Resources</p> | <p>旺旺堅持高效使用資源，在提升能源使用效率、水資源使用效率和包材循環利用表現上持續發力，節約效率比上一財年進一步提升，同時旗下工廠湖北立旺，成都明旺基於系統管理及高效使用資源表現獲得JIPM (Japan Institute of Plant Maintenance)協會頒佈的TPM優秀獎</p> <p>Want Want has insisted on efficient use of resources, and made continued efforts in the performance of improving energy efficiency, water use efficiency and packaging material recycling. As a result, the efficiency has further improved as compared with the previous fiscal year. Meanwhile, its factories Hubei Lee-Want and Chengdu Ming-Want won the Award for TPM Excellence by Japan Institute of Plant Maintenance (JIPM) for their systematic management and efficient use of resources</p> | |
| <p>專注技術創新 Focus on Technological Innovation</p> | <p>旺旺已擁有專利463件，於報告期內新增64件</p> <p>Want Want has obtained 463 patents, of which 64 patents were added during the Reporting Period</p> | |

ESG委員會致辭

Message from the ESG Committee

2023財年是旺旺可持續發展目標取得關鍵性突破的一年，也是旺旺可持續發展道路上的階段性起點，旺旺始終以「緣、自信、大團結」的經營理念，堅持向消費者提供美味健康的消費食品，追求產品由裡到外絕對完美，並立志將旺旺打造成「綜合消費食品王國」。

本集團深知可持續發展代表的長遠發展意義，董事會下設ESG委員會，圍繞旺旺五項可持續發展策略，監管策略的穩固達成，我們持續在「確立可持續發展長期目標」、「引導利益相關方參與」、「重視環保投入」、「高效使用資源」、「專注技術創新」五個方面回顧並加以改善，以「前期高達成、後期穩固」的管理原則，持續推進集團的可持續發展策略，並在本財年提前達成2025財年承諾目標，並制定了2030財年氣候目標。

我們持續關注食品安全和營養健康，本年度，我們的食品安全各考察指標皆有效達成，集團下屬71家常規運營工廠¹已獲得質量&食品安全類體系FSSC 22000、BRCGS、CHINA HACCP、ISO 22000、ISO 9001等124份標準認證證書。旺旺持續展現著卓越的品牌力，並成功入選消費者首選品牌前十。

旺旺將氣候變化納入集團發展戰略考量，我們定期識別環境風險並重視企業的低碳轉型，積極探索能源結構轉型與清潔能源帶來的新機遇。2023財年，我們持續擴大綠色能源佔比，實現綠色能源佔能源使用比例14%，持續推進節能減排，能源消耗密度相較2020財年（目標基準年）下降

¹ 常規運營工廠是指2023財年正常運營達6個月以上，且不處於停產狀態的工廠

2023FY is a critical breakthrough year for Want Want's sustainability goals, and a milestone starting point for Want Want's sustainable development. Want Want has always adhered to the management philosophy of "People-Oriented, Self-Confidence and Unity" to provide consumers with delicious and healthy consumer foods, pursues the perfection of its products from the inside out, and is determined to build Want Want into a "comprehensive consumer food kingdom".

The Group is well aware of the long-term development significance of sustainable development. The ESG Committee under the Board focuses on Want Want's five strategies of sustainable development and supervises the solid achievement of such strategies. We have made continued efforts to review and improve in the five aspects of "establishing long-term sustainability goals", "engaging stakeholders", "emphasis on investment in environmental protection", "efficient use of resources" and "focus on technological innovation", and have kept advancing the Group's sustainable development strategies by following the management principle of "high achievement in the early stage and stability in the later stage", and achieved the 2025FY commitment targets ahead of schedule in this fiscal year, and set a 2030FY climate target.

We keep our attention on food safety, and nutrition and health. This year, our food safety inspection indicators were effectively achieved. The 71 regularly operating plants¹ of the Group obtained 124 standard certifications for quality and food safety systems, including FSSC 22000, BRCGS, CHINA HACCP, ISO 22000 and ISO 9001. Want Want continues to present its outstanding brand power and has been successfully selected as one of the top ten preferred brands for consumers.

Want Want integrates climate change into the development strategies of the Group. We regularly identify environmental risks, attach importance to the low-carbon transformation of the Company, and actively explore new opportunities brought by energy structure transformation and clean energy. In 2023FY, we have been consistently increasing the share of green energy, achieving a 14% proportion of renewable energy in our energy usage. We have also been continuously advancing energy efficiency and emission reduction, achieving a 11.6% decrease in energy consumption intensity compared to the 2020FY

¹ Regularly operating plants refer to those that have been in normal operation for more than 6 months in 2023FY and are not under suspension

11.6%，溫室氣體排放密度相較2020財年（目標基準年）下降19.9%。我們於報告期內提升用水效率，用水密度相較2020財年（目標基準年）下降12.5%，基於集團系統化的水資源管理能力，榮獲AWS（國際可持續水管理）最高等級「白金級」認證及2023年CDP水安全領導力獎項。同時，我們積極打造循環經濟，導入廢棄物零填埋管理體系，固廢密度同比下降14%，包材可回收率達到90%。

旺旺致力於為員工創造一個健康、公平、多元共融的工作環境，切實保障員工權益，強調人文關懷，增強員工的獲得感、成就感和幸福感。我們堅持打造「一家人」的工作氛圍，以「大團結」的精神與每一位員工為創造更輝煌的明天而努力。

旺旺深知自身的責任擔當，60多年以來的成長歷程中離不開社會各界的支持，我們時刻不忘回報社會，傳遞企業社會責任價值。2023財年旺旺在敬老、愛幼、扶殘、醫療、助學等慈善領域，開展了諸多公益活動，集團向中國大陸諸多鄉村地區先後多次捐贈營養健康食品物資，助力中國鄉村振興。我們也不斷開展諸如「暖旺計劃」、「綠旺計劃」等主題公益活動。報告期內，旺旺在兒童福利院、幼兒園及敬老院、社會救助中心等社會福利機構開展「暖旺」公益活動共參與1,166人次，產生3,886公益時，共有12,357人受益。

一路走來，旺旺始終堅守初心、踏實幹勁、行穩致遠。作為集團堅實的後備力量，旺旺ESG委員會將不斷精益管理水平，深化可持續發展理念，助力集團可持續發展治理能力的提升，加速推動集團綠色、低碳可持續發展進程。

(baseline year) and a 19.9% reduction in greenhouse gas emission intensity compared to the 2020FY (baseline year). During the Reporting Period, we improved our water use efficiency, and reduced water consumption intensity by 12.5% as compared with that of 2020FY (baseline year). We have obtained the highest “platinum-level” certification from the Alliance for Water Stewardship (AWS) and received the 2023 CDP Water Leadership Award, recognizing our Group’s strong water management capabilities. Additionally, we have proactively implemented circular economy practices, and implemented a zero-waste landfill management system. Consequently, we achieved a 14% year-on-year reduction in solid waste intensity, and our packaging materials achieved a recycling rate of 90%.

Want Want is committed to creating a healthy, fair, diverse and inclusive working environment for employees, where the rights and interests of employees are effectively protected, and humanistic care is emphasized, to enhance employees’ sense of achievement and happiness. We insist on creating a “Family” working atmosphere and, with the spirit of “Unity”, we strive together with every employee to create a more brilliant future.

Want Want is well aware of its own responsibility. Our growth journey of over 60 years is inseparable from the support of all walks of life. Therefore, we always bear in mind to give back to society and pass on corporate social responsibility values. In 2023FY, Want Want carried out public welfare activities in respect for the elderly, love for children, assistance for the disabled, medical treatment, education assistance and other charitable fields. The Group donated nutritional and healthy food supplies for many times to various rural areas in the Chinese Mainland to facilitate China’s rural revitalization. We also continued to carry out themed public welfare activities such as “Want Want Caring Program” and “Green Want Want Program”. During the Reporting Period, Want Want launched “Want Want Caring Program” in social welfare institutions such as children’s welfare homes, kindergartens, elderly homes, and social assistance centers, which attracted 1,166 people to participate, generated 3,886 public welfare hours, and benefited a total of 12,357 people.

Along the way, Want Want has always adhered to its original intention, worked hard and advanced steadily. As a solid reserve force of the Group, the ESG Committee of Want Want will continue to enhance the management level, deepen the concept of sustainable development, facilitate the enhancement of the Group’s sustainable development governance capabilities, and expedite the green, low-carbon, and sustainable development of the Group.

關鍵績效

Key Performance

環境類關鍵績效

Environmental Key Performance

截至報告期末，集團下屬
共 **21** 家

工廠取得ISO 14001、
ISO 45001國際認證

21 factories of the Group have obtained ISO 14001 and ISO 45001 international certifications as at the end of the Reporting Period

報告期內，旺旺在節能環保領域
累計申請相關專利 **63** 件

共獲得節能環保類專利授權51件

During the Reporting Period, Want Want has applied for 63 relevant patents in the field of energy conservation and environmental protection, and obtained a total of 51 patents for energy conservation and environmental protection



報告期內，新增 **7** 家
工廠成功通過綠色工廠認證

其中國家級5家，省級2家，截至2023財年底
旺旺集團共計18家公司通過綠色工廠認證

During the Reporting Period, an addition of 7 factories have been successfully certified as green factories, including 5 on national-level, and 2 on provincial-level. As of the end of 2023FY, a total of 18 factories of Want Want Group had passed the green factory certification

▼ **19.9%**

2023財年溫室氣體排放密度
相較2020財年下降

The greenhouse gas emission intensity in 2023FY has reduced by 19.9% as compared with that of 2020FY

▼ **11.6%**

2023財年能源消耗密度
相較2020財年下降

Energy consumption intensity in 2023FY has reduced by 11.6% as compared with that of 2020FY

383 項

報告期內，實施生產工藝程序
優化節能提案

383 energy-saving proposals for production process optimization were implemented during the Reporting Period

光伏累計裝機量為 **64** MW
綠色電力佔總電力使用比例為14%

2023財年光伏發電量約49,328兆瓦時，
2016財年至2023財年旺旺光伏累計發電量120,698兆瓦時

Green power accounted for 14% of the total power consumption; cumulative installed capacity of photovoltaics was 64 MW with the photovoltaic power generation of approximately 49,328 MWh in 2023FY, and the cumulative photovoltaic power generation of Want Want was 120,698 MWh from 2016FY to 2023FY



▲12.5%

2023財年用水密度343.6噸/百萬元人民幣產值較2020財年用水效率提升

The water consumption intensity in 2023FY was 343.6 tonnes per million RMB of output value, and the improvement in water efficiency was 12.5% as compared with that of 2020FY

66.38 萬噸

開展三類節水專項行動，共333個項目，估計節水量可達到

Three types of special water-saving project actions were carried out with a total of 333 project items, and the estimated amount of water saved may reach 663,800 tonnes

90%

包材100%可回收目標穩步推進，當前包材可回收率已達

Steadily advanced towards the goal of 100% recyclability of packaging materials, and the current recycling rate of packaging materials has reached 90%

旺旺持續推動AWS認證，獲得AWS（國際可持續水管理）最高等級認證-白金級認證

Want Want continued to promote AWS certification and obtained the highest platinum-level certification from the Alliance for Water Stewardship (AWS)

導入廢棄物零填埋管理體系：3家工廠通過廢棄物零填埋管理體系認證

Implement a zero-waste landfill management system: Three factories have passed the Zero Waste to Landfill Management System certification.

▼14%

2023財年，工廠固廢總量減少8,276噸，固廢密度同比下降

Total factory solid waste has reduced by 8,276 tonnes in 2023FY and solid waste intensity decreased by 14% year-on-year

3.76 億元人民幣

自2016財年起，旺旺累計投入環保改造資金
報告期內投入5,547萬元人民幣

Want Want has invested a total of RMB376 million in environmental protection and renovation since 2016FY, of which RMB55.47 million was invested during the Reporting Period



社會亮點表現

Social Performance Highlight

100%



正式職工勞動合同簽訂率為

Labor contract signing rate of regular employees was

0



無僱傭童工或強制勞工事件發生

There were no cases of child labor or forced labor

V-SPARK項目
共6,326位
員工受惠

6,326 employees have benefited from the V-SPARK project

89.8分
points



員工幸福指數分數為

Employee happiness index score was

培訓總人次達245,535，
配備內訓師894人，
人均培訓時數32小時

Trainings were provided to 245,535 employees in total, with 894 internal trainers. The average training hours per employee was 32 hours

0 事故
accident

集團範圍內死亡、
重傷、職業病

There was no death, serious injury or occupational disease within the Group's operating places

100%



員工安全教育培訓覆蓋率

Coverage rate of staff safety education

100%



特種作業人員持證率

Certification rate of special operators

100%



工廠安全生產責任書簽訂率達

100% signing of factory safe production responsibility letters

旺旺先後多次
向全國各地區捐贈
營養健康食品物資

Want Want donated nutritional and health food supplies for many times in various regions of China

旺旺在兒童福利院、幼兒園及敬老院、社會救助中心等社會福利機構開展暖旺公益活動總達成1,166人次，產生3,886公益時，共有12,357人受益

Want Want launched Want Want Caring charity activities in children welfare homes, kindergartens, elderly homes, social assistance centers and other social welfare institutions, which attracted 1,166 people to participate, generated 3,886 public welfare hours, and benefited a total of 12,357 people

管治類關鍵績效

Governance Key Performance



報告期內，我們為全體董事會提供反貪及防貪相關資訊

During the Reporting Period, all directors of the Board were provided with materials on anti-corruption and corruption prevention

廉潔承諾協議覆蓋率

100%

Integrity commitment agreement coverage rate

知識產權²已累計持有

5,042 項
in total

Intellectual property rights² held amounted to

² 包含有效的商標、版權及專利

² Including valid trademarks, copyrights and patents

旺旺故事

Story of Want Want

中國旺旺控股有限公司（股票代碼：0151.HK）是中國最具領先地位的食品和飲料製造商之一，是食品飲料業務生產及銷售行業的領軍企業。旺旺集團堅守「緣、自信、大團結」的經營理念，採用最先進的生產工藝、嚴苛的管理方式，秉持「不斷創新，堅持品質」的企業文化，樹立「旺旺」品牌形象，立志成為「綜合消費食品王國」，向著「中國第一，世界第一」的目標不斷前進。

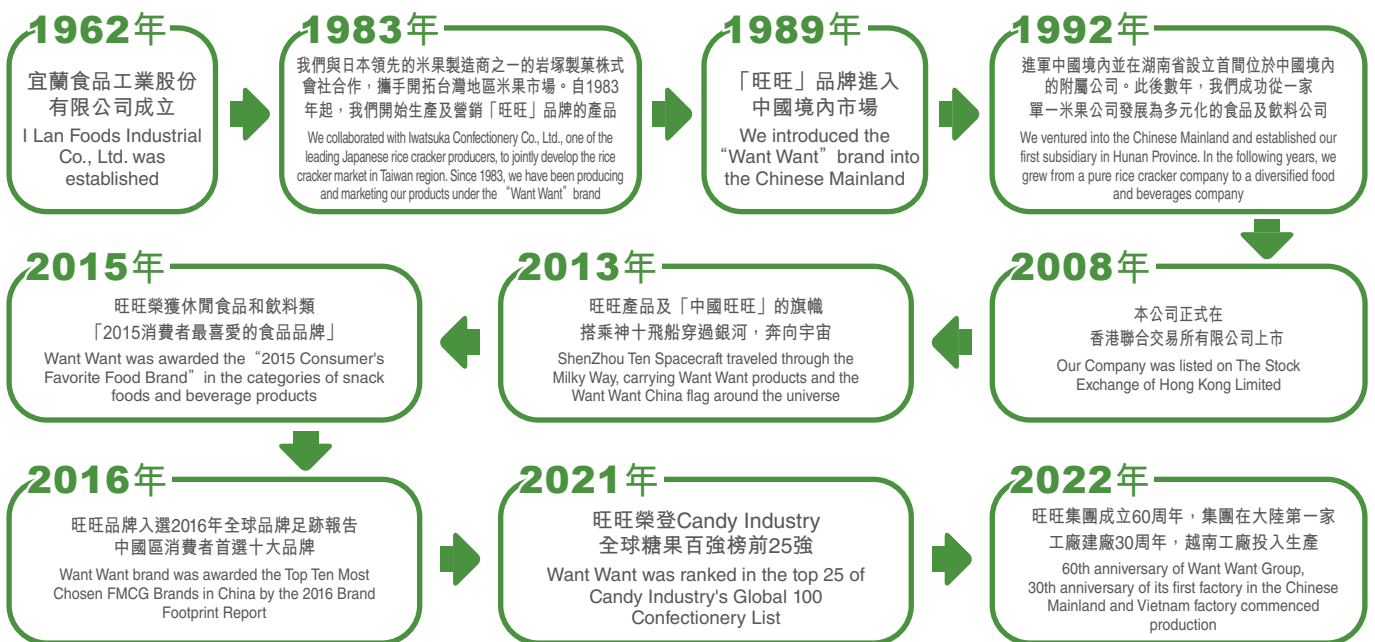
於2024年3月31日，旺旺集團在中國大陸境內共投資設立了34個生產基地及76間生產工廠，420家營業所。歷經六十多年的發展，我們創立了以「旺旺」、「旺仔」、「貝比瑪瑪」、「邦德」、「Fix XBody」、「辣人」等諸多主打品牌商標。我們以米果、乳品及飲料、休閒食品及其他產品的製造、分銷與銷售的主營業務已遍佈亞洲、歐洲、非洲、北美洲、中南美洲和大洋洲的63個國家及地區。

Want Want China Holdings Limited (Stock Code: 0151.HK) is one of the leading food and beverage companies in China, and a pioneer in the production and sales of food and beverage businesses. Want Want Group adheres to the management philosophy of "People-Oriented, Self-Confidence and Unity", adopts the most advanced production technologies and strict management methods, and upholds a corporate culture of "being innovative and ensuring quality", which underpins the brand image of "Want Want". Want Want Group is determined to become a "comprehensive consumer food kingdom" and keeps forging ahead toward the goal of being the "first in China, first in the world".

As at 31 March 2024, Want Want Group has invested and set up 34 production bases, 76 production plants, 420 sales offices in Chinese Mainland. After more than 60 years of development, we have developed various flagship brands, including "Want Want", "Hot-Kid", "Baby Mum-Mum", "Mr. Bond", "Fix XBody", "Mr. Hot" and others. Our principal business, the manufacturing, distribution and sales of rice crackers, dairy products and beverages, snack foods and other products, has spanned 63 countries and regions in Asia, Europe, Africa, North America, Central and South America and Oceania.

發展歷程

Development History



ESG獎項及榮譽

ESG Awards and Recognition

旺旺集團憑借著對產品製作過程和質量的嚴格把控、專業的研發團隊以及有保障的OEM加工服務，在業內享有廣泛的知名度與美譽度，報告期內，獲得以下榮譽獎項：

With strict control of product production process and quality, professional R&D team and guaranteed OEM processing services, Want Want Group has a wide-spread popularity and reputation in the industry. During the Reporting Period, Want Want Group won the following recognition and awards:

項目/主體：
有機薄餅芝麻味
Project/Entity: Organic Rice Crisps Sesame

獎項/榮譽：
2023年Monde Selection 國際食品品質金獎
Awards/Recognition:
Gold Quality Award at the World Selection of Food Products 2023 of Monde Selection



項目/主體： 旺旺集團
Project/Entity: Want Want Group

獎項/榮譽：
2023年臺灣25大國際品牌
Awards/Recognition:
Top 25 Best Taiwan Global Brands in 2023



項目/主體： 旺旺集團
Project/Entity: Want Want Group

獎項/榮譽：
中國乳業科技創新典範企業
Awards/Recognition:
Model Enterprise of Technological Innovation in China Dairy Industry



項目/主體： 旺旺集團
Project/Entity: Want Want Group

獎項/榮譽：
中國乳業綠色低碳可持續發展典型案例入選企業
Awards/Recognition:
Typical Case of Green, Low Carbon and Sustainability of China Dairy Industry



項目/主體：
煉乳風味反應技術及其應用
Project/Entity: Technology and Application of condensed milk flavor reaction

獎項/榮譽： 中國乳製品工業協會技術進步獎二等獎
Awards/Recognition: Second Prize of Technology Advancement Award of China Dairy Industry Association



項目/主體：中國旺旺控股有限公司
Project/Entity: Want Want China Holdings Limited
獎項/榮譽：2023水安全領導力獎
Awards/Recognition: 2023 Water Leadership Award



項目/主體：旺旺集團成都明旺乳業有限公司
Project/Entity: Chengdu Ming-Want Dairy Ltd. of Want Want Group
獎項/榮譽：TPM優秀獎
Awards/Recognition: Award for TPM Excellence



項目/主體：旺旺集團湖北立旺食品有限公司
Project/Entity: Hubei Lee-Want Foods Ltd. of Want Want Group
獎項/榮譽：TPM優秀獎
Awards/Recognition: Award for TPM Excellence



項目/主體：旺旺集團

Project/Entity: Want Want Group

獎項/榮譽：2023年度中國焙烤食品糖製品行業（果凍）十強企業

Awards/Recognition:

Top 10 Enterprises of China Bakery and Confectionery Industry (Jelly Industry) in 2023



項目/主體：蕎麥麵系列

Project/Entity: Buckwheat Noodle Series

獎項/榮譽：2022-2023年度中國方便食品行業優秀創新產品

Awards/Recognition:

2022-2023 Excellent Innovative Products in China Convenience Food Industry



項目/主體：「食品加工綠色製造關鍵技術研究與應用」項目

Project/Entity: "Research and Application of Key Technologies for Green Manufacturing in Food Processing"

獎項/榮譽：中國食品工業協會科學技術獎一等獎

Awards/Recognition: First Prize of Science and Technology Award of China National Food Industry Association



項目/主體：旺旺集團

Project/Entity: Want Want Group

獎項/榮譽：中國副食流通協會三十年匠心品牌傳承獎和三十年社會責任突出踐行獎

Awards/Recognition:

The 30-year Craftsmanship Brand Inheritance Award and the 30-year Social Responsibility Outstanding Practice Award of China Non-staple Food Circulation Association

旺業長青，世界聚龍 Lasting Business and Elite Dragons of the World

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1

旺業長青，世界聚龍

Lasting Business and Elite Dragons of the World

1.1 企業管治

良好的管治水平是企業實現穩健經營與高質量發展的基本保障。我們嚴格遵守上市地監管要求，堅守香港聯交所上市規則附錄所載的《企業管治守則》及運營地各項法律法規，持續完善企業管治架構與可持續發展管理水平，致力於維持高標準的企業治理，全面保障股東合法權益。

多元董事會

旺旺集團高度重視董事會多元化，參照我們發佈的《董事會多元化政策》（2018年修訂版），在甄選、提名、確立董事會過程中，我們從多元化觀點出發，全面考慮董事的性別、年齡、文化及教育背景、種族、專業經驗、技能、知識、未來可能給集團所帶來的助益等情況，以充分保障董事會決策的合理性與有效性。報告期內及直至廖清圳先生於2023年8月22日退任本公司非執行董事，董事會由15名董事組成，包含7名執行董事、3名非執行董事、5名獨立非執行董事，其中女性董事2名。2023年8月22日後，董事會的組成並未有任何變更。

1.1 Corporate Governance

Good governance is a basic factor to achieve stable operation and high-quality development. We strictly abide by the regulatory requirements of the listing place, adhere to the Corporate Governance Code set out in the Appendix to the Listing Rules of the Hong Kong Stock Exchange and the laws and regulations of the places where we have business operations, continue to improve the corporate governance structure and sustainable development management, strive to maintain high standard of corporate governance, and fully protect the legitimate rights and interests of shareholders.

Board Diversity

Want Want Group attaches great importance to the diversity of the Board. With reference to our Board Diversity Policy (revised in 2018), in the process of selection, nomination and appointment to the Board, we fully consider the candidates' gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge, and possible benefits to the Group in the future with the view of diversity, so as to ensure the rationality and effectiveness of decision-making of the Board. During the Reporting Period and until the retirement of Mr. Liao Ching-Tsun as a non-executive director of the Company on 22 August 2023, the Board was consisted of 15 directors, including 7 executive directors, 3 non-executive directors and 5 independent non-executive directors, of which 2 were female directors. There has been no change in the composition of the Board after 22 August 2023.

| 姓名 Name | 董事類別 Directorship | 性別 Gender |
|------------------------|---------------------------------|--------------|
| 蔡衍明 Tsai Eng-Meng | 執行董事 Executive Director | 男 Male |
| 蔡紹中 Tsai Shao-Chung | 執行董事 Executive Director | 男 Male |
| 蔡旺家 Tsai Wang-Chia | 執行董事 Executive Director | 男 Male |
| 黃永松 Huang Yung-Sung | 執行董事 Executive Director | 男 Male |
| 朱紀文 Chu Chi-Wen | 執行董事 Executive Director | 男 Male |
| 蔡明輝 Tsai Ming-Hui | 執行董事 Executive Director | 男 Male |
| 黎康儀 Lai Hong Yee | 執行董事 Executive Director | 女 Female |
| 廖清圳 Liao Ching-Tsun | 非執行董事 Non-executive Director | 男 Male |

| 姓名 Name | 董事類別 Directorship | 性別 Gender |
|----------------------------------|---|--------------|
| 禎春夫 Maki Haruo | 非執行董事 Non-executive Director | 男 Male |
| 鄭文憲 Cheng Wen-Hsien | 非執行董事 Non-executive Director | 男 Male |
| 貝克偉 Pei Kerwei | 獨立非執行董事 Independent Non-executive Director | 男 Male |
| 謝天仁 Hsieh Tien-Jen | 獨立非執行董事 Independent Non-executive Director | 男 Male |
| 李國明 Lee Kwok Ming | 獨立非執行董事 Independent Non-executive Director | 男 Male |
| 潘志強 Pan Chih-Chiang | 獨立非執行董事 Independent Non-executive Director | 男 Male |
| 江何佩琮 Kong Ho Pui King, Stella | 獨立非執行董事 Independent Non-executive Director | 女 Female |

管治架構

為保障集團穩定運營，維護健康良好的企業管治環境，旺旺集團董事會下設薪酬委員會、審核及風險管理委員會、提名委員會和策略委員會，各專業委員會各司其職、各盡所能，推動集團高效、科學、規範運行。

Governance Structure

In order to ensure the stable operation of the Group and maintain a healthy and sound corporate governance environment, Want Want Group has set up the Remuneration Committee, the Audit and Risk Management Committee, the Nomination Committee and the Strategy Committee under the Board. Each committee performs its duties and does its best to promote the efficient, scientific and standardized operation of the Group.



旺旺集團董事會架構
The Board Structure of Want Want Group

薪酬委員會 Remuneration Committee

- 確保集團能夠招攬、挽留及激勵高質素之僱員，彼等乃本集團成功之根基，以及就集團對董事及高級管理層所有薪酬的政策、架構及程序，向董事會提出建議。
To ensure that the Group can recruit, retain and motivate high quality personnel who are essential to the success of our Group and to make recommendations to the Board on all the Group's policies, structures and procedures for remuneration of directors and senior management.

審核及風險委員會 Audit and Risk Management Committee

- 監察及檢討本集團之財務匯報系統、風險管理及內部監控系統及其有效性，以及審閱集團的財務資料。
To oversee and review the Group's financial reporting, risk management and internal control systems and their effectiveness and to review the financial information of the Group.

提名委員會 Nomination Committee

- 定期檢討董事會的架構、規模、組成，並就董事提名與委任、董事繼任計劃向董事會提出建議。
To regularly review the structure, size and composition of the Board and make recommendations to the Board on nomination and appointment of directors and succession planning for directors.

策略委員會 Strategy Committee

- 與董事會密切合作，為本集團的持續發展和可持續的競爭優勢制訂中、長期策略計劃，處理管理層繼任計劃及整體人力資源規劃等事宜，並提供改善營運效率及提升競爭力的建議。
To work closely with the Board in formulating the medium and long-term strategic plans for the continuous development and sustainable competitive advantages of the Group; address issues relating to management succession planning and overall human resources planning and make recommendations to improve operational efficiency and enhance competitiveness.

委員會職能及重點工作摘要 Function of the Committees and Summary of Main Responsibilities

董事會已於2020年8月成立ESG委員會，由集團首席運營官擔任ESG委員會主席，負責本集團的可持續發展目標的監管及達成，協助董事會管理與遵守香港聯合交易所有限公司證券上市規則（以下簡稱「上市規則」）附錄C2《環境、社會及管治報告指引》的有關事宜。我們定期審核、監管及檢討集團對重大性ESG議題的相關願景、目標及策略的實施。旺旺持續

The ESG Committee was established by the Board in August 2020, which was chaired by the Group's chief operating officer, to oversee and achieve the Group's sustainable development objectives and assist the Board in managing and complying with the Environmental, Social and Governance Reporting Guide set out in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"). We regularly review, monitor and audit the implementation of the Group's vision, objectives and strategies on significant ESG issues. Want Want continues to focus on five core ESG strategies: "establishing long-

圍繞5項核心ESG策略開展工作：「確立可持續發展長期目標、引導利益相關方參與、重視環保投入、高效使用資源、專注技術創新」。

term sustainability goals, engaging stakeholders, emphasis on investment in environmental protection, efficient use of resources and focus on technological innovation”.

環境、社會及管治（ESG）委員會 ESG Committee

- 協助董事會促進並管理環境、社會及管治相關事宜，如相關策略、政策、舉措、績效與報告等。
To assist the Board in promoting and managing ESG-related issues, such as relevant strategies, policies, initiatives, performance and reporting.

為進一步夯實集團董事會專業素養，強化董事會隊伍建設，提升其履責盡職能力，集團設立董事會培訓計劃。針對新任董事，集團安排董事參加就任培訓及給予一套就任備忘，當中載有根據上市規則規定及其他法律和法定要求，董事應履行之主要持續責任和義務。針對在職董事，我們為其提供每月業務表現情況報告，不定期為其提供上市規則、相關法律法規及監管規定的最新進展及修訂，以便董事履行其職責，並讓董事會及時了解企業管治及監管發展的最新動態，以此加強董事會建設。報告期內，集團向董事會開展「最新上市規則修訂」、新增企業管治和ESG信息披露要求及商業道德及反貪腐內容培訓，董事會參與度100%。

The Group has established a training program for the Board so as to further consolidate the professional quality of the Board, enhance the team construction of the Board, and improve directors' ability to perform duties. For new directors, the Group will arrange an induction training program for directors and provide them with a memorandum on the principal continuing obligations and responsibilities of directors under the Listing Rules and other laws and regulations. For existing directors, we will provide monthly business performance reports and update them on the latest developments and changes in the Listing Rules and other relevant legal and regulatory requirements from time to time in order to enable directors to discharge their duties, keep the Board abreast of the latest corporate governance and regulatory developments and strengthen the Board. During the Reporting Period, the Group provided trainings on “the latest amendment to the Listing Rules”, additional corporate governance and ESG disclosure requirements, business ethics and anti-corruption for the Board, with 100% participation of the Board.

ESG管治

為踐行集團可持續發展理念，貫徹可持續發展戰略，旺旺集團建立了ESG三級管理架構，將ESG貫徹落實於企業日常運營之中。其中ESG委員會負責審核、監管及檢討集團對ESG議題的相關願景、目標及策略的實施，並針對旺旺集團5項可持續發展策略開展工作。

ESG Governance

In order to put the Group's sustainable development concept into practice and implement its sustainable development strategy, Want Want Group has established an ESG three-level management structure to implement ESG in the daily operation of the Company. Of these, the ESG Committee is responsible for auditing, monitoring and reviewing the implementation of the Group's vision, objectives and strategies on ESG issues, and working on the five sustainability strategies of Want Want Group.

ESG管理架構 ESG Management Structure



為進一步推進集團5項可持續發展戰略，我們將該戰略目標納入集團執行管理團隊年度目標達成項中，並將其與年度考核薪酬掛鉤。同時，我們針對可持續發展工作的推進情況，面向集團員工制定了提案獎勵制度、專利激勵辦法、行政獎勵等多種激勵方式。

We have included these strategic objectives into annual target achievement of the Group's executive management team and linked it to the annual appraisal and remuneration, with the aim to further promote the Group's five sustainability strategies. Meanwhile, in view of the progress of sustainability work, we have developed a variety of incentives for employees such as proposal incentive system, patent incentive system and administrative incentive.

1.2 利益相關方

我們重視與利益相關方的溝通，密切關注各利益相關方的訴求與期盼，通過搭建多元、便捷的溝通渠道與利益相關方保持積極、雙向的交流與協作，以更好地了解利益相關方的意見與建議，並在戰略管理與運營過程中納入相關反饋，同時通過本報告回應利益相關方的關注議題及內容。

利益相關方識別與溝通

報告期內，我們開展了利益相關方識別工作，並將利益相關方劃分為股東及投資者、政府及監管機構、消費者、合作夥伴、員工、媒體、社區七類，與各利益相關方的溝通情況如下：

1.2 Stakeholders

We attach importance to the communication with stakeholders, pay close attention to stakeholders' demands and expectations, and maintain active communication and cooperation with stakeholders through providing diversified and convenient communication channels to better understand the opinions and suggestions from stakeholders, and incorporate relevant feedback in the process of strategic management and operation. Furthermore, this report responds to stakeholders' concerns.

Stakeholders Identification and Communication

During the Reporting Period, we conducted a stakeholder identification exercise, and categorized our stakeholders into seven groups, namely shareholders and investors, governments and regulatory authorities, consumers, business partners, employees, media and the community. The Group's communication with various stakeholders were as follows:

| 利益相關方組別 Stakeholder Groups | 關注的主要議題 Main Issues of Concern | 溝通渠道/回饋方式 Communication Channels /Feedback Approach | 頻率/次數 Frequency/Times |
|--|--|--|------------------------------------|
| 股東/投資者 Shareholders/Investors | 經營業績 Operating results 食品安全 Food safety 氣候變化風險 Risk of climate change 企業廉潔管理 Corporate integrity management | 股東大會 General meetings 投資者電話 Investor calls 投資者見面會 Investor meetings 新聞稿/公告 Press releases/announcements 線上/線下路演 Online/offline roadshows 郵件溝通 Mail communications | 定期 Regular 不定期 Occasional |
| 政府及監管機構 Governments and Regulatory Authorities | 食品安全 Food safety 綠色生產 Green production 合規經營 Compliant operation 環境保護 Environmental protection | 現場調研 Onsite surveys 會議 Meetings 政務審批 Administrative approval | 不定期 Occasional |
| 消費者 Consumers | 食品安全 Food safety 供應鏈管理 Supply chain management 營養健康的食品 Nutritious and healthy food 產品研發 Product research and development | 線上推廣發佈 Online marketing releases 線下推廣活動 Offline promotional activities 電話/電子郵件 Phone calls/emails 微信公眾號 WeChat official account 客戶服務 Customer service | 不定期 Occasional 定期 Regular |

| 利益相關方組別 Stakeholder Groups | 關注的主要議題 Main Issues of Concern | 溝通渠道/回饋方式 Communication Channels/ Feedback Approach | 頻率/次數 Frequency/Times |
|-------------------------------|--|--|--------------------------|
| 合作夥伴 Business Partners | 產品質量與安全 Product quality and safety 供應鏈管理 Supply chain management 公平採購 Fair purchase 合規經營 Compliant operation | 現場調研 Onsite surveys 供應商考核 Supplier assessment 供應商大會 Suppliers meeting | 不定期 Occasional |
| 員工 Employees | 員工權益 Rights and interests of employees 薪酬福利 Compensation and benefits 平等就業 Equal employment 健康與安全 Health and safety 培訓發展 Training and development | 員工溝通 Employee communication 內部電郵/熱線 Internal emails/hotlines 微信公眾號 WeChat official account 員工滿意度調查 Employee satisfaction surveys 投訴舉報 Complaint reporting | 不定期 Occasional |
| 媒體 Media | 食品安全 Food safety 產品追溯 Product traceability | 新聞稿/公告 Press releases/announcements 採訪 Interview 會議 Meetings | 不定期 Occasional |
| 社區 Community | 慈善公益捐款 Charitable donations 環境友好活動 Environment-friendly activities 促進經濟發展 Promoting economic development 促進就業 Promoting employment | 公益活動 Charitable activities 社區活動 Community activities 信息披露 Information disclosure 微信公眾號 WeChat official account | 不定期 Occasional |

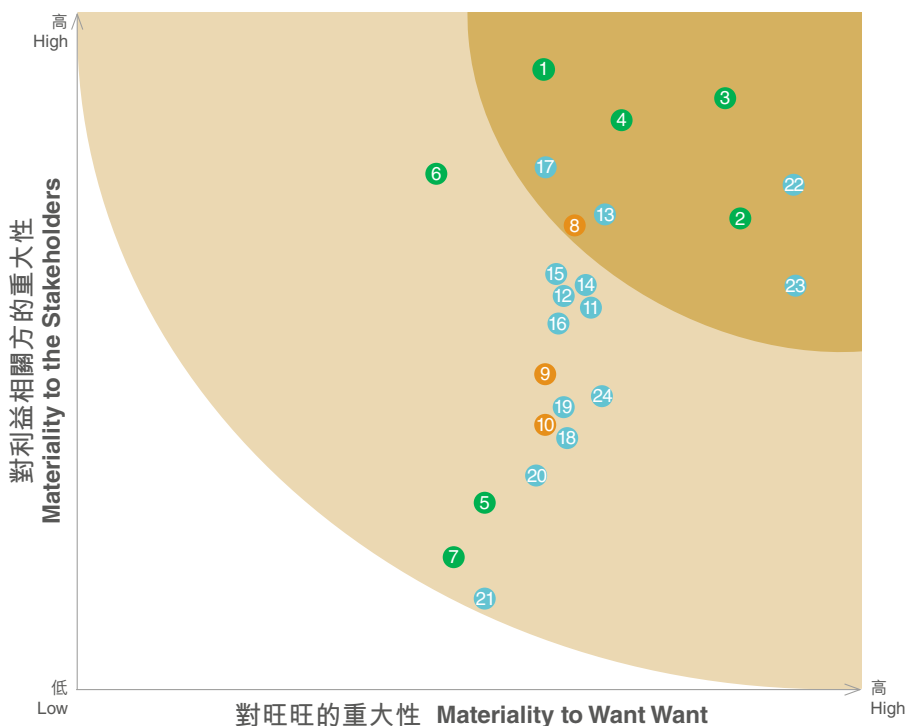
1.3 ESG重大性議題

我們重新審視了2022財年識別的ESG重大性議題，通過分析行業發展、利益相關方關注要點以及集團商業戰略與可持續發展戰略，評估了已識別的重大性議題的相關性。2023財年ESG重大性議題矩陣如下：

1.3 ESG Material Issues

We reviewed the material ESG issues identified in 2022FY and assessed the relevance of the identified material issues by analyzing industry development, stakeholders' key concerns as well as the Group's business strategies and sustainability strategies. The ESG materiality matrix for 2023FY is as follows:

旺旺重大性議題矩陣 Materiality Matrix of Want Want



環境議題 Environmental issues

- 1 水資源和廢水管理
Water resource and wastewater management
- 2 廢棄物管理
Waste management
- 3 廢氣排放管理
Exhaust emission management
- 4 能源消耗管理
Energy consumption management
- 5 環境友好活動
Environment-friendly activities
- 6 應對氣候變化
Tackling climate change
- 7 生物多樣性保護
Biodiversity protection

社會議題 Social issues

- | | |
|---|---|
| 11 員工權益 Rights and interests of employees | 18 員工發展及培訓 Employee development and training |
| 12 供應鏈管理 Supply chain management | 19 提升員工滿意度 Enhancing employees' satisfaction |
| 13 產品追溯管理 Product traceability management | 20 責任採購 Responsible procurement |
| 14 責任營銷 Responsible marketing | 21 慈善公益捐款 Charitable donation |
| 15 消費者隱私和數據安全 Consumer privacy and data security | 22 產品質量及安全 Product quality and safety |
| 16 提升客戶滿意 Enhancing customers' satisfaction | 23 安全生產及員工健康 Safe production and employees' health |
| 17 產品健康與營養 Healthy and nutritious products | 24 薪酬福利 Salary and welfare benefits |

管治議題 Governance issues

- 8 企業廉潔管理
Corporate integrity management
- 9 保護知識產權
Intellectual property protection
- 10 風險管理
Risk management

1.4 克己奉公，廉潔旺旺

旺旺集團深刻理解良好的集團治理是企業發展的基石與保障。我們嚴格遵守運營地的各項法律法規，不斷加強內部合規管理。在集團管治層面，我們在拓展自身業務佈局的同時深化內部控制、風險管理等建設，進一步強化集團依法經營意識、促進合規經營、提升風險防範能力，全力保障集團穩健發展。我們以集團的合規運

1.4 Self-discipline, Dedication and Integrity

Want Want Group deeply understands that good group governance is the cornerstone and guarantee of enterprise development. We strictly comply with the laws and regulations of the places where we operate, and continuously strengthen internal compliance management. At the level of group governance, while expanding our own business layout, we deepen the internal control and risk management to further strengthen the Group's awareness of operating in accordance with the law, promote compliant operations, and improve risk prevention capabilities as a way to make every

營為前提，主動識別集團可能面臨的ESG風險，不斷強化內部控制和風險防控體系。

合規經營

旺旺集團將誠信經營與合規守法視為企業長遠發展的根本，我們秉承著「經營得法」的理念，積極履行社會責任。集團嚴格遵守《中華人民共和國公司法》《中華人民共和國反不正當競爭法》等相關法律法規，制定並執行《法規信息溝通作業辦法》等合規治理政策，建立合規運營管控程序與措施，我們堅決維護公平的商業競爭，保護商業環境中各方權益，尊重市場公平競爭規則，竭力打造合規經營的營商環境。

嚴防風險

本集團高度重視風險管理，通過建立集團風險控制管理體系，以更好的識別、應對各類潛在關鍵風險，保障集團及各利益相關方的權益。旺旺法務團隊密切關注法律法規的修訂情況，定期監測法律法規的變化與動向，不斷降低運營風險。

商業道德

旺旺集團始終致力於打造廉潔透明的商業環境與道德文化，我們秉持著「克己奉公」的準則，搭建了商業道德管治架構，並將貪污腐敗相關的不當行為視為管理的「高壓線」。報告期內，旺旺集團未發生有關集團或員工貪污的訴訟案件。

廉潔管理

我們嚴格遵守《中華人民共和國刑法》《中華人民共和國反洗錢法》《防止賄賂條例》等法律法規，制定《業務體系職業操守準則》《關於重申端正集團廉潔風氣的規定》《員工道德規範、保密義務

effort to ensure the steady growth of the Group. We proactively identify ESG risks that the Group may face on the premise of compliant operations, continuously strengthen internal controls, as well as risk prevention and control system.

Compliant Operation

Want Want Group regards operating in good faith and compliance with laws as the foundation of long-term development of the Company. We adhere to the concept of “operating lawfully”, and actively fulfill our social responsibilities. In strictly accordance with the Company 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, the Group has formulated and implemented compliance governance policies such as the Operational Measures for Communication of Regulatory Information to establish control procedures and measures for compliant operation. We resolutely uphold fair business competition, protect the rights and interests of all parties in the business, respect the rules of fair competition in the market, and strive to create a business environment for compliant operation.

Strict Risk Prevention

The Group attaches great importance to risk management and has established the Group’s risk management and control system to better identify and respond to various potential key risks and effectively protect the rights and interests of the Group and its stakeholders. Want Want’s legal team would closely follow the revision of laws and regulations, and regularly monitor changes and trends of laws and regulations so as to continuously reduce risks of operation.

Business Ethics

Want Want Group is as committed as ever to creating a clean and transparent business environment and ethical culture. We uphold the principle of “self-discipline and dedication”, have developed a business ethics governance framework and regard corruption-related misconduct as a “red line” of management. During the Reporting Period, Want Want Group did not involve in any legal action against the Group or our employees relating to corruptions.

Integrity Management

In strictly accordance with the Criminal Law of the People’s Republic of China, the Anti-Money Laundering Law of the People’s Republic of China, the Prevention of Bribery Ordinance and other laws and regulations, we have formulated documents such as the Code of Business Ethics of Business Organization, the Regulations on Reaffirming the Maintenance of Group

和利益衝突排解協議》等制度文件，積極建設廉潔誠信文化，確保在與各利益相關方的互動中，以最高的商業標準開展商業行動。

Integrity, and the Employees' Code of Ethics, Confidentiality Obligations and Conflicts of Interest Resolution Agreement to actively build a culture of integrity and honesty, and ensure that business actions are carried out with the highest business standard in our interactions with various stakeholders.

最高層級 Highest Level

董事會明確集團商業道德以「經營得法」為核心理念，建立集團層級道德管理。

The Board clarifies that the Group's business ethics takes "operating lawfully" as the core concept to establish ethical management at each level of the organization.

責任文化 Culture of Responsibility

集團明確要求員工、合作夥伴及供應商遵守職業操守及商業道德，堅持同心同責，對違規侵權等行為秉持零容忍態度。

The Group clearly requires employees, business partners and suppliers to abide by professional conduct and business ethics, share the same responsibility and have zero tolerance for violations and infringements.

制度搭建 System Building

集團具有完善的商業道德制度體系，全面保障公平交易、誠信廉潔、風險管控等政策及制度的合理性與有效性。

The Group has a comprehensive business ethics system in place to safeguard the rationality and effectiveness of policies and systems in respect of fair trade, honesty and integrity, risk management and control and other aspects.

提升管理 Enhancing Management

董事會授權成立反腐倡廉小組，統籌並推動反腐倡廉工作，定期面向全體員工及集團董事開展反腐倡廉培訓。

The Board authorized the establishment of an anti-corruption task force to coordinate and promote anti-corruption work, and regularly conduct anti-corruption training for all employees and directors of the Group.

旺旺集團商業道德管治架構 Business Ethics Governance Framework of Want Want Group

旺旺每年開展的各類內部審計工作，覆蓋集團全部附屬公司及分公司，依照旺旺《舉報管理制度》，對於查處屬實的問題均依法依規處理，並定期維護改善制度流程。

Want Want conducts various types of internal audit work each year covering all subsidiaries and branch offices of the Group. Based on Want Want's Whistle-blowing Management System, confirmed issues, after investigation, will be dealt with according to laws and regulations, and related system process is maintained and improved regularly.

針對新入職員工，集團要求其簽署《員工道德規範、保密義務和利益衝突排解協議》及《員工手冊》，進一步明確包含員工對內業務行為、對外業務行為、個人行為及利益衝突等方面的行為準則，以此強化集團對商業道德及反貪腐行為的管

For newcomers, the Group requires them to sign the Employees' Code of Ethics, Confidentiality Obligations, Conflicts of Interest Resolution Agreement and Employee Handbook to further clarify the code of conduct for employees in terms of internal business conduct, external business conduct, personal conduct and the conflicts of interest, so as to strengthen the Group's management of business ethics and anti-corruption practices, to maximize

理，最大程度保障集團內部廉潔。報告期內，我們將原有的《採購人員廉潔自律承諾書》擴展為《誠信廉潔自律承諾書》，並已覆蓋集團全體員工。

面對供應商，集團要求供應商簽署《禁止商業賄賂保證書》及《廉潔聲明書》，報告期內，集團面向供應商持續下發《供應商商業行為準則》，以規範供應商商業道德行為。報告期內，我們的廉潔承諾協議覆蓋100%合作供應商³。

舉報機制

檢舉舉報是反貪腐工作的重要一環，旺旺集團不斷完善舉報流程及途徑，制定並下發《舉報管理制度》，鼓勵員工及外部人員積極對廉政違紀行為進行檢舉揭發，並承諾為舉報人採取必要的保密措施。

舉報流程

1 投訴舉報接收
Receive complaints and reports

2 審核團隊獨立查核
Independent review by the audit team

3 參照《獎懲管理辦法》條款處罰直至追究法律責任
Refer to the provisions of the Regulations on Rewards and Punishments to penalize until legal responsibility is pursued

4 對實名舉報者給予嘉獎
Reward real-name whistleblowers

5 集團監察、審計團隊開展檢討，追蹤整改情況，加強商業道德宣導
The monitoring and audit teams of the Group conduct reviews and follow-up rectification, and strengthen business ethics promotion

³ 合作供應商：僅統計2023財年與旺旺有實際交易的集團層面的供應商，不包括廠建資訊供應商

the internal integrity of the Group. During the Reporting Period, we expanded the original Integrity and Self-discipline Pledge for Procurement Staff to the Commitment to Honesty, Integrity and Self-discipline, which has covered all of our employees.

For suppliers, the Group requires suppliers to sign the Undertaking of Anti-Commercial Bribery and Statement of Integrity. During the Reporting Period, the Group continued to issue the Supplier Business Code of Conduct to suppliers to regulate the ethical business behavior of suppliers. During the Reporting Period, our integrity commitment agreement covered 100% of partnering suppliers³.

Whistle-blowing Mechanism

As an important part of anti-corruption, Want Want Group has continuously improved the whistle-blowing process and channels, and formulated and issued the Whistle-blowing Management System to encourage employees and outsiders to actively report integrity violations, and ensure necessary confidentiality measures for whistleblowers.

Whistle-blowing Process

³ Partnering suppliers: Only those group-level suppliers who have actual transaction with Want Want in 2023FY are counted, excluding construction and information suppliers



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舉報途徑 Reporting Channels

廉潔文化建設

本集團積極宣導誠信文化，致力於營造陽光廉潔的工作氛圍，持續提升集團內部廉潔意識。我們定期面向董事會、高級管理層、員工開展商業道德及反貪腐等相關培訓，並定期進行廉潔測試，以增強集團各層級反貪腐知識，確保風險及反舞弊管理工作的落實，將反貪腐意識融入至集團運營各層面。

為倡導公正廉潔的經營環境，集團於供應商管理平台公示與各供應商、經銷商建立公平交易及反貪腐要求的保證協議書範本，如《廉潔聲明書》《禁止商業賄賂保證書》《供應商品質保證書》《反腐倡廉宣導函》等。

商業道德培訓

旺旺力求將商業道德文化建設落實到公司的各個層級，以期讓所有員工都積極參與其中。我們的內部審核團隊每季度向董事會層面報告內控重大事項及風險管控流程改善情況，通報違規、舞弊調查及處理情況，及時匯報反腐倡廉建設等工作進展。報告期內，我們為全體董事會提供反貪及防貪相關信息。

Building a Culture of Integrity

The Group actively promotes a culture of integrity, strives to create a transparent and integrity working atmosphere and keeps enhancing awareness of integrity. We regularly provide business ethics and anti-corruption trainings for the Board, senior management and employees, and conduct integrity tests to enhance anti-corruption knowledge at all levels of the Group, and ensure the implementation of risk and anti-fraud management. By doing this, we integrate anti-corruption awareness into all levels of operation.

In order to advocate a fair and honest business environment, the Group publishes on the supplier management platform the templates of the guarantee agreement to be entered with suppliers and distributors for establishing fair trade and fulfilling anti-corruption requirements, including the Statement of Integrity, the Undertaking of Anti-Commercial Bribery, the Supplier Quality Assurance, the Anti-Corruption and Integrity Promotion Letter, etc.

Business Ethics Training

Want Want strives to implement business ethics culture at all levels of the organization, so that all employees can actively participate in it. Every quarter, our internal audit team reports to the Board on major internal control matters and improvements in risk management and control procedures, status of investigation and handling of violations and fraud, and reports on the progress of anti-corruption construction and other work in time. During the Reporting Period, all directors of the Board were provided with materials on anti-corruption and corruption prevention.

此外，針對高級管理層，我們通過高管會議定期提醒廉潔文化建設的責任人意識，落實對員工廉潔從業的培訓和宣導，引導廉潔風氣，持續開展反貪污、反舞弊之宣傳教育。我們通過製作視頻、文稿，在內部刊物及傳媒宣導，並開設廉潔旺旺微信企業號、微信公眾號，在官網、經銷商、供應商網站公示等方式，向員工、客戶、供應商宣導，同時還製作案例宣導。

根據業務所在國家或地區《反洗錢法》等相關法律法規及國際公約，集團內部要求所有財務人員及關聯崗位人員遵守所在國家或地區法律法規和道德行為規則，接受不定期的反商業賄賂、反勒索、反欺詐和反洗錢的培訓及宣導；對於在業務中存在的上述可疑行為風險提前預警，並採取針對性措施予以防範，確保集團各項業務穩健運行。

保護知識產權

旺旺集團始終將知識產權視為企業的重要財產，重視對知識產權成果的管理，並嚴格遵守《中華人民共和國專利法》《中華人民共和國商標法》《中華人民共和國著作權法》等運營機構所在地法律法規要求，不斷完善集團知識產權管理架構及專利管理佈局。我們制定了《旺旺集團知識產權管理辦法》《法規審核作業辦法》有效規範知識產權管理，提升集團員工產權保護意識，規範本集團商標、字號的申請、使用、費用收取、監督以及保護工作。

報告期內，旺旺集團新增專利申請56件。截止至2024年3月31日，旺旺集團共擁有有效商標數量4,400件、有效版權數量179件、有效專利數量463件。

In addition, for the senior management, we regularly remind the responsible person awareness of the construction of a clean culture through senior management meetings, organize relevant trainings and advocacy activities to promote employees' integrity in business operation, guide the integrity atmosphere, continue to carry out anti-corruption publicity and education. We produce videos, documents, and promote relevant materials in internal publications and other media, set up integrity Want Want Wechat enterprise account and Wechat official account, and make public announcements on official website and websites for distributors and suppliers to communicate with employees, customers and suppliers, and prepare case studies for advocacy activities.

In accordance with the Anti-Money Laundering Law and other relevant laws and regulations and international conventions in the countries or regions where the Group operates, the Group internally requires all financial personnel and personnel in related positions to comply with the laws and regulations and rules of ethical conduct in the countries or regions where they operate, and to receive anti-bribery, anti-extortion, anti-fraud and anti-money laundering training and publicity materials from time to time. We have in place early warning risk indicators to identify early sign of the above suspicious behavior in our business so that corresponding actions are taken to prevent them from happening and to ensure the healthy operation of the Group's businesses.

Intellectual Property Protection

As Want Want Group always regards intellectual property as an important asset of the enterprise, it attaches importance to the management of intellectual property achievements. Want Want Group constantly improves its intellectual property management structure and patent management system in strict accordance with the Patent Law of the People's Republic of China, the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China and other laws and regulations of the place where the operation is located. We have formulated the Intellectual Property Management Regulations of the Want Want Group and the Operational Measures for Regulatory Review to effectively standardize the management of intellectual property rights, enhance the awareness of property rights protection of our employees, and standardize the application, use, fee collection, supervision and protection of the Group's trademarks and trade names.

During the Reporting Period, Want Want Group filed 56 new patent applications. As of 31 March 2024, Want Want Group has obtained a total of 4,400 valid trademarks, 179 valid copyrights and 463 valid patents.

報告期內，旺旺集團審核產品版面設計、廣告、網頁文描等文件2,517件。

此外，集團新增制訂《維權管理辦法》，在法務處下轄創建維權支持部，嚴厲打擊任何侵權行為。

During the Reporting Period, Want Want Group reviewed 2,517 documents such as product layout designs, advertisements and web page descriptions.

In addition, the Group has newly formulated the Management Measures for the Rights Protection, and has established a rights defense support division under the legal department to crack down on any infringement.

報告期內，旺旺集團共發起仿冒、假貨等被侵權訴訟案件236件，共結案件249件，累計獲賠137.5萬元人民幣。

During the Reporting Period, Want Want Group initiated a total of 236 infringement lawsuits, including against imitation and counterfeit goods, concluded a total of 249 cases, and received a total of RMB1.375 million in compensation.

為強化集團內部員工對知識產權的保護意識，對廣告、宣稱、標籤等的法律遵守意識，我們有針對性的開展相關培訓課程。

In order to strengthen the awareness of our employees on the protection of intellectual property rights, we conduct targeted training courses on legal compliance awareness in advertising, claims, labels, etc.

案例：專項培訓

Case: Specialized Training

2023年11月，集團面向產品經理、電商運營人員、企劃人員、業務人員及法規、客服專員等50餘人，開展知識產權專項培訓及維權打假作業宣導。本次培訓圍繞智慧財產權基礎概念、結合集團智慧財產權類型及佈局等實際情況帶領參訓者深入淺出理解相關法律知識，同時增加了維權打假作業要求、流程、規範、獎勵等的宣導，加強作業規範性並提升維權積極性。

In November 2023, the Group conducted a specialized training session on intellectual property rights and anti-counterfeiting operations advocacy for over 50 individuals, including product managers, e-commerce operation personnel, planning personnel, business personnel, regulatory and customer service specialists. This training session covered the fundamental concepts of intellectual property rights, guiding participants through an in-depth understanding of relevant legal knowledge by integrating the Group's actual types and layouts of intellectual property rights. Additionally, the training promoted the requirements, processes, regulations and rewards related to anti-counterfeiting operations, thereby enhancing operational standards and boosting enthusiasm for intellectual property protection.

2024年2月，集團面向產品經理、電商運營人員、企劃人員、營銷人員及客服專員等70餘人，開展《商業推廣活動中的合法性審查》《食品標籤標識法規法務》的培訓，本次培訓圍繞制度進行深入解讀，從審查角度入手，帶領參訓者了解重點風險點，並通過解讀案例，進一步宣導風險識別及規避的方式。

In February 2024, the Group conducted training on Legality Review in Commercial Promotion Activities and the Regulation Practice on Food Labelling for more than 70

people, including product managers, e-commerce operation personnel, planning personnel, marketing personnel and customer service specialists. This training focused on the in-depth interpretation of systems, with the perspective of review as a starting point, to lead participants to understand key risk areas, and further publicize the way to identify and avoid risks through the interpretation of cases.





2

旺旺品質，有口皆碑

Want Want Quality Earning Respected Popularity

旺旺秉承「食品企業是良心事業，我們追求產品由里到外絕對完美」的宗旨，在六十餘年間不斷成長。我們將食品安全文化融入公司治理，打造數字化、智能化供應鏈，通過賦能產品、探索創新，積極開展行業交流與溝通，打造旺旺家喻戶曉的「金字招牌」。

2.1 食品安全，面面俱到

食品安全承諾與目標

旺旺積極落實國家食品安全策略，履行旺旺食品安全承諾。我們與行業上下游夥伴通力合作，將食品安全理念貫穿旺旺的全價值鏈，保障食品安全。報告期內，我們的食品安全目標有效達成。

Want Want upholds the principle that “food enterprise is a business of conscience, and Want Want products strive to be perfect from the inside out”. Want Want has been growing steadily over the past 60 years. We integrate food safety culture into our corporate governance, develop a digital and intelligent supply chain, and actively carry out industry exchanges and communication through empowering products and exploring innovation, so as to build a well-known “golden reputation” of Want Want.

2.1 Food Safety in All Aspects

Food Safety Commitments and Targets

Want Want actively implements the national food safety strategies and fulfills Want Want's commitment to food safety. We work with upstream and downstream partners in the industry to integrate the concept of food safety throughout the entire value chain of Want Want as a way to ensure food safety. During the Reporting Period, our food safety targets were effectively achieved.

食品安全關鍵績效 Key Performance of Food Safety

外檢合格率100%
成品質檢合格率100%
投訴解決率100%
消費者滿意度98%

Pass rate of external inspections 100%
Pass rate of quality inspection of finished products 100%
Complaint resolution rate 100%
Consumers' satisfaction 98%

食品安全管理體系

旺旺嚴格遵守《中華人民共和國食品安全法》《中華人民共和國產品質量法》《中華人民共和國食品安全法實施條例》《中華人民共和國消費者權益保護法》等法律法規，建立了完善的質量管理體系，報告期內，共修訂WSQM（旺旺標準質量管理體系）文件64份，涉及管理、工藝、操作規範等方面。

我們搭建了完善的食品安全管理體系，結合國內外先進的食品安全管理理念和標準，建立了符合集團特點的WSQM體系，全方位監督和保障食品安全管理制度及標準的建立和有效執行，將質量把控貫穿到每項工作環節。WSQM體系整合了GFSI（Global Food Safety Initiative，全球食品安全倡議）組織認可的FSSC 22000、BRCGS等食品安全管理體系，以HACCP（Hazard Analysis and Critical Control Point）原理為制度基礎，融合風險預防等主要管理理念，實現從原料產地到客戶手中的全流程食品質量保障與食品安全管理。

集團下屬71家常規運營工廠獲得質量&食品安全類體系，如FSSC 22000、BRCGS、CHINA HACCP、ISO 22000、ISO 9001等標準認證證書共124張，體系認證覆蓋率100%，GFSI認可標準認證覆蓋率88.7%，其中，廣州永旺、廣州大旺、廣州祥旺獲得了BRCGS認證AA級，泉州立旺包材工廠獲得BRCGS包材認證A級。此外，我們還取得了企業誠信管理體系、有機食品、無麩質食品、清真食品等認證，完善的質量管控受到行業的高度認可。

Food Safety Management System

Want Want abides strictly by the Food Safety Law of the People's Republic of China, the Product Quality Law of the People's Republic of China, the Regulations on the Implementation of the Food Safety Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Consumers Rights and Interests, and other laws and regulations. Want Want has established a complete quality management system, and revised a total of 64 WSQM (Want-Want Standard Quality Management) documents in terms of management, process, operation specifications and other aspects during the Reporting Period.

We have established a comprehensive food safety management system, incorporating advanced concepts and standards of food safety management from both domestic and international sources. We have developed the WSQM system, tailored to the characteristics of our Group, to supervise and ensure the establishment and effective implementation of food safety management systems and standards to carry out quality control throughout all aspects of our operations. The WSQM system integrates globally recognized food safety management systems such as FSSC 22000 and BRCGS, accredited by the Global Food Safety Initiative (GFSI). It is based on the principles of Hazard Analysis and Critical Control Point (HACCP) and incorporates key management concepts such as risk prevention. Through this system, we ensure full-process food quality assurance and food safety management of our products from the origin of raw materials to the hands of the consumers.

The 71 regularly operating plants of the Group have obtained a total of 124 standard certificates for quality and food safety systems, including FSSC 22000, BRCGS, CHINA HACCP, ISO 22000 and ISO 9001, with a 100% coverage rate of system certification and 88.7% coverage rate of GFSI recognized standard certification. Among them, Guangzhou Yong-Want, Guangzhou Big-Want, Guangzhou Xiang-Want have obtained Grade AA BRCGS certification, and Quanzhou Lee-Want packaging material factory has obtained Grade A BRCGS packaging material certification. In addition, we have also obtained corporate integrity management system, organic food, gluten-free food, halal food and other certifications. The well-developed quality control has been highly recognized by the industry.

卓越旺旺品質管理團隊建設

旺旺實施適合本公司發展戰略的卓越品質管理團隊建設五年規劃，搭建專業穩定的管理與技術雙軌品保團隊，持續完善食品安全品質策略，不斷提升自身質量管理水平。

Construction of the Want Want Excellent Quality Management Team

Want Want carries out a five-year plan for the construction of excellent quality management team that is suitable for the Company's development strategy, and builds a professional and stable management and technical quality assurance team as a means to continuously improve the food safety and quality strategies and enhance its own quality management.

■ 旺旺卓越品保團隊建設發展戰略

Construction and Development Strategies of Want Want Excellent Quality Assurance Team

管理梯隊化 Management ladder

目標：團隊梯隊儲備率、資質符合度和崗位勝任度達到100%

Objective: Achieve 100% management ladder reserve rate, qualification match rate, and job competence

技術專業化 Technology specialization

目標：技術人員的培養與達人認證實現全品項覆蓋

Objective: The technical personnel training and the master certification achieve full product coverage

管理柔性化 Management flexibility

目標：從理論培訓和多崗位輪崗等多方面提升全員品保水平，實現品質團隊人員「一人三崗」和「一崗三人」的發展優勢

Objective: From theoretical training to multi-position rotation, the quality assurance level of all staff was enhanced, and the development advantages of "one person taking three positions" and "one position taken by three persons" for members of the quality assurance team was achieved

食品安全培訓

根據《中華人民共和國食品安全法》和《食品安全國家標準食品生產經營企業從業人員培訓管理指南》的規定，食品安全管理人員每年應當接受不少於40小時的食品安全培訓。旺旺開展全員食品安全培訓，從管理團隊和技術團隊等不同層級積極開展食品安全培訓，對食品安全總監進行能力驗證，將「食品是良心事業，我們追求產品由裡到外絕對完美」的理念深入到每位員工的日常工作中。報告期內，集團共計開展食品安全培訓2,122場，參與93,738人次，培訓時長5,723小時，人均培訓時長94小時，培訓覆蓋100%員工。

2023財年，旺旺卓越品質管理團隊建設規劃達成情況如下：

Food Safety Training

According to the Food Safety Law of the People's Republic of China and the Guidelines for the Training and Management of Employees of Food Production and Operation Enterprises of the National Standard for Food Safety, food safety management personnel shall receive no less than 40 hours of food safety training per year. Want Want actively carries out food safety training for all employees at different levels such as management team and technical team. It conducts proficiency verification on food safety directors, and incorporates the concept that "food enterprise is a business of conscience, and Want Want products strive to be perfect from the inside out" into the daily work of each employee. During the Reporting Period, the Group conducted a total of 2,122 food safety training sessions for 93,738 participants, amounting to a total of 5,723 training hours and 94 hours per capita and representing a 100% training coverage rate.

In 2023FY, our achievements of the objectives to construct the Want Want Excellent Quality Management Team are as follows:

品質達人培養 Quality Master Training

旺旺針對全國品管團隊甄選優秀人員開展品質達人特訓營、組建達人品質攻堅小組，以培養、提升其專業知識、系統性思維、專案設計與推行等方向能力，提升一線質量管理綜合水平，打造高素質的旺旺質量管理團隊。

Want Want selected outstanding members among the quality management teams across China to carry out special training camps for quality masters and set up a team of masters for tackling quality difficulties, cultivating and improving their professional knowledge, systematic thinking, project design and implementation capabilities, etc., so as to improve the front-line quality management level in a comprehensive manner and build an excellent quality management team for Want Want.

2023財年，集團共遴選出各類品質達人149名，為集團品質管理儲備專業人員，並成立由品質達人組成的品質改善小組，成功完成各類品質難題改善案384項，集團推廣改善案125項。

In 2023FY, the Group selected a total of 149 quality masters as professional staff reserves for quality management in the Group, and established a quality improvement team composed of quality masters, which completed 384 improvement plans to address various quality difficulties. The Group promoted 125 improvement plans.

體系法規達人培養 System Regulation Master Training

報告期內，為降低生產實踐中遇到的合規風險，旺旺部署開展了國內各地食品生產准入審核、國內保健品原料法規研究項目。旨在通過法規查詢、研究、影響度評估、培訓宣貫等項目形式，提高品質管理人員的系統法規研究水平。2023財年共培養法規體系專業達人24位，持續開展法規、管理體系研究專案，產出可集團推廣的技術成果13項。

During the Reporting Period, Want Want carried out research project on entry assessment with respect to domestic food production and domestic regulations on nutritional ingredients in order to reduce compliance risks encountered in production practices. We improved the competence of our quality control personnel in conducting systemic research on laws and regulations through regulatory inquiries, studies, influence assessment, training and publicity, etc. In 2023FY, we trained a total of 24 system regulation masters to continue to carry out research projects on regulations and management systems, and produced 13 technical achievements that can be promoted by the Group.

品檢達人培養 Quality Control Master Training

旺旺各生產工廠配置有實驗室，設置專業品檢人員。我們每年持續從品檢團隊中篩選各檢測類別的優秀種子，通過品檢專業理論、檢測操作、品檢數據分析、檢測專項研究等多元化的培養方式，經過闖關式的層層考核，培養出一批又一批的品檢精英。自培訓項目設立至2023財年，已培養專業檢測人才142位，成功完成各類檢測優化改善案365項，可集團推廣改善案196項為品質管控提供保障，更為旺旺產品品質保駕護航。

The factories of Want Want are equipped with laboratories and professional quality inspection personnel. We continuously select members who demonstrate outstanding performance in various inspection categories from the quality inspection team every year. Through diversified training methods such as professional theory of quality inspection, testing operation, analysis of quality inspection data and special research on testing, etc., multiple batches of quality inspection elites, who passed various levels of examination, were trained. Since the establishment of the training programs and up to 2023FY, a total of 142 professional inspection talents have been trained, 365 improvement plans of various inspection optimization have been successfully completed, and there were 196 improvement plans that can be promoted by the Group to provide assurance for quality control, and to safeguard the quality of Want Want's products.

訪廠達人培養 Factory Visitor Master Training

集團根據產品大類，針對全國品保、生產、採購團隊，甄選優秀人員開展訪廠達人特訓，以培養、提升其專業知識、系統性思維、訪廠要點等技術及能力，提升供應商質量管理綜合水準，打造高素質的旺旺質量管理團隊。2023財年，已甄選出訪廠達人48位。成功完成訪廠技術類改善案48項，可集團推廣40項。

Outstanding members were selected by the Group based on the major product categories to join the national quality assurance, production and procurement teams to carry out special master training for factory visitors in order to cultivate and improve their professional knowledge, systematic thinking, key points of factory visit and other skills and capabilities as a way to enhance the supplier quality management in a comprehensive manner, and build an excellent quality management team for Want Want. In 2023FY, 48 factory visitor masters have been selected. 48 improvement plans for factory visit skills have been successfully completed and 40 improvement plans can be promoted by the Group.

外銷達人培養 Export Sales Master Training

隨著集團出口業務發展，外銷業務需求逐年上漲，客戶的需求類型也愈加複雜，需要外銷品質管理的專業人才，才能保證集團外銷工作在各外銷工廠能夠更好地執行。因此，集團設立了外銷專員崗位，並圍繞工廠外銷情況、法規、語言、流程、體系認證等內容對外銷專員進行培養，以提升其專業能力及系統性思維。外銷專員現已承接例行法規審核、法規預警、認證審核、出口資質維護、其他外銷相關工作及專案。2023財年共評選出4名外銷初級達人，為集團外銷品質工作儲備專業人員。

With the development of the Group's export business, the demand for export operations has been rising annually. The increasing complexity of customer requirements necessitates professionals in export quality management to ensure that the Group's export activities are effectively executed across various factories. To address this need, the Group has established the position of export specialist. Training for these specialists encompasses factory export conditions, regulations, language skills, processes and system certifications, etc., which aimed at enhancing their professional capabilities and systematic thinking. Export specialists are now responsible for routine regulatory audits, regulatory alerts, certification audits, maintenance of export qualifications, and other export-related tasks and projects. In 2023FY, a total of four junior masters of export sales were selected as professional staff reserves for export quality operations of the Group.

食品安全文化

旺旺積極建設食品安全文化，培養旺旺人共同的食物安全價值觀，捍衛食物安全。集團建立了《食物安全文化建設程序》和《生產體系品質安全獎金發放辦法》機制，營造「食物安全等於員工行為」的食物安全文化。旺旺通過多形式的質量激勵和培訓活動增進集團的食物安全文化建設，將「食物企業是良心事業，我們追求產品由里到外絕對完美」的理念深入到每位員工的日常工作中，從意識和物質層面雙向健全旺旺食物安全文化。

旺旺開展食物安全與質量培訓、通過推送安全文章、食物安全文化專題活動和樹立品質標杆等活動，提升質量管理與控制水準。報告期內，旺旺《食物安全承諾書》員工簽署率為100%，新員工入職培訓後將立即簽署《食物安全承諾書》。

Food Safety Culture

Want Want builds food safety culture actively, cultivates shared values of food safety among Want Want employees and upholds food safety. The Group has established a mechanism of the Food Safety Culture Construction Program and the Measures for Payment of Bonus for the Quality and Safety of Production Organization, and creates a food safety culture of "food safety equals to employee behavior". Want Want has enhanced the food safety culture building of the Group through various forms of motivational and training activities, and has deeply embedded the concept that "food enterprise is a business of conscience, and Want Want products strive to be perfect from the inside out" into the daily work of every employee, so as to enhance the food safety culture of Want Want on both the awareness and substance levels.

Want Want improves quality management and control through offering food safety and quality training, publishing safety articles, holding food safety culture special activities and establishing quality benchmarks. During the Reporting Period, the staff signing rate of Want Want's Food Safety Pledge was 100% and new employees shall sign the Food Safety Pledge immediately after the induction training.

食品安全主題活動 Food Safety Themed Activities

- 旺旺持續開展「一日稽核員、食品安全文章徵集、食品安全文化」專題活動，推行「人人品管」，在集團範圍內保持良好的食品安全文化氛圍，有效將品質和食品安全異常扼殺於萌芽中。
Want Want continued to carry out the “auditor of the day, food safety article collection, and food safety culture” special activities to promote the message of “everyone is taking part in quality control”, maintain a good food safety culture atmosphere within the Group, and effectively nip quality and food safety abnormalities in the bud.
- 2023財年全國工廠開展食品安全文化培訓2,122場，品質楷模共評選出1,275人，微信文章撰寫406篇，開展「一日稽核員」活動1,121次，100%解決主動發現的風險並攔截相關異常情況。
In 2023FY, 2,122 food safety culture training sessions were carried out in factories nationwide; a total of 1,275 quality models were selected; 406 WeChat articles were written; 1,121 “Auditor of the Day” activities were conducted; and 100% of the risks discovered were solved and related anomalies were intercepted.

食品安全文化評估 Food Safety Culture Assessment

- 2023財年，集團旗下5家工廠成為使用BRCGS食品安全文化深度評估模型，從「人員、流程、目的、主動性」4個方面20個維度，對食品安全文化建設情況進行測評，測評中的5家工廠共5,736名員工及主管參與，5家工廠均獲得A+評價，名列國際同行業前茅，獲得BRCGS國際專家的高度認可。
In 2023FY, the Group's five factories applied the BRCGS food safety culture in-depth assessment module. This module evaluates food safety culture building based on four aspects “people, processes, purpose and proactivity” across 20 dimensions. A total of 5,736 employees and supervisors from these five factories participated in the assessment, and all the five factories were evaluated as grade A+, ranking among the best in the industry worldwide, which was highly recognized by BRCGS international experts.

品質第一，人人品管

旺旺始終堅持「安全第一，品質完美」的管理理念，通過優化調整獎金設置和分解崗位職責，針對不同崗位與品質職責進行分類，更多關懷關愛一線現場直接作業人員對產品品質的關鍵貢獻，讓一線現場所有員工意識到每個人都是產品的監管員，只有大家齊心協力，才能維護好旺旺的金字招牌。

食品安全激勵

與此同時，為了讓員工能切身感受到集團對食品安全的重視與決心，讓員工有激情、有信心地投身於食品安全防衛隊伍中去，旺旺特意在員工工資與績效獎金之外設立了品質安全獎金機制，以生產廠為單位，每季度發放給產線所有工作人員，用於鼓勵和肯定該工廠全體人員對於品質安全做出的貢獻和努力。2023財年，品質安全獎金各生產基地產線覆蓋率100%。

Quality First and Everyone is Taking Part in Quality Control

Want Want consistently upholds the management philosophy of “safety first, perfect quality”. By optimizing and adjusting the bonus structure and clarifying job responsibilities, classification is made according to the quality responsibilities associated with different positions, with particular emphasis on the critical contributions of front-line workers directly involved in production. This approach ensures that all front-line employees understand that everyone is taking part in quality control. It is only through doing exercise together that Want Want's prestigious reputation can be maintained.

Food Safety Incentives

Meanwhile, in order to let the employees feel the commitment and determination of the Group to food safety, so that they have the passion and confidence to participate in the food safety protection team, in addition to employee wages and performance bonuses, Want Want has set up a quality and safety bonus mechanism, under which quality and safety bonus is distributed quarterly to all production line staff on a production factory basis to encourage and recognize the contribution and efforts of all staff in the factory for quality and safety. In 2023FY, the coverage rate of quality and safety bonus reached 100% in the production line of each production base.

食品安全管治與提升

旺旺在全國工廠內部，圍繞質量、效益、能源、成本、創新、環境、安全等多方面推行品管圈（QCC，Quality Control Circle）、WCM（World Class Manufacturing）質量改善小組，將質量工作推向新高度。報告期內，集團舉辦了QCC講師大賽、最棒圈長評選、QCC全國發表會等活動，傳承QCC精神與經驗，表彰優秀的人員與圈組。

集團持續開展QCC提案改善活動。2023財年，集團共有QCC改善小組196個，成員1,881人，共產出改善提案60,492件，投入超380萬元人民幣用於激勵員工在質量改善方面做出的貢獻。

與此同時，為了降低產品質量風險、保障食品安全、提升消費者對產品的滿意度，2023財年集團持續從廠房硬件、設備自動化升級、新型檢測儀器導入、推行質量管理專案、生產工藝改進等方面全面提升產品質量。旺旺建立產線風險評估模型及農產品風險評估模型，分別對集團內生產的成品和採購的大米、馬鈴薯澱粉等主要農產品原料進行風險評估，並根據評估的風險等級進行針對性質量管理。2023財年，集團共開展質量相關改善活動428項，投入金額逾1.06億元人民幣。

Food Safety Governance and Improvement

Want Want promotes the Quality Control Circle (QCC) and World Class Manufacturing (WCM) quality improvement team in various aspects such as quality, efficiency, energy, cost, innovation, environment and safety in factories across China to elevate quality work to a new height. During the Reporting Period, the Group held the QCC lecturer competition, the best circle leader selection, the QCC national presentation, and other activities to inherit the spirit and experience of QCC and commend outstanding personnel and circles.

The Group continues to carry out QCC proposal improvement activities. In 2023FY, the Group had a total of 196 QCC improvement groups with 1,881 members, produced a total of 60,492 improvement proposals, and invested more than RMB3.8 million to reward employees for their contributions to quality improvement.

In the meantime, in order to reduce product quality risks, ensure food safety and enhance consumers' satisfaction with products, the Group has made sustained efforts to comprehensively improve the product quality in 2023FY from the aspects of plant hardware, equipment automation upgrades, introduction of new testing instruments, implementation of quality management projects, improvement of production processes and other aspects. Want Want has established a risk assessment model for production lines and agricultural products, respectively, in order to assess risks on the finished products produced in the Group and the main agricultural raw materials purchased, such as rice and potato starch, and carry out targeted quality management based on the risk level as assessed. In 2023FY, the Group carried out 428 quality-related improvement activities with an investment of more than RMB106 million.

品質專案推行 Implementation of Quality Projects

- 開展市場走訪計劃，深入市場了解經銷商、終端門店等對於產品品質理解和需求，從客戶的角度出發解決客戶問題，提升客戶滿意度，降低產品客訴，截止2023財年末已完成100餘家經銷商及其下屬市場的走訪服務。
We have initiated a market visit plan to gain a deeper understanding of distributors and end-store perspectives on product quality understanding and needs. By addressing issues from the customers' standpoint, we aim to enhance consumers' satisfaction and reduce product complaints. As at the end of 2023FY, we have completed visits to over 100 distributors and their respective markets.
- 對集團產品品評機制進行改革，加大市場隨機抽樣佔比，切實了解市場產品質量情況，2023財年市場抽樣佔比>56%，產品覆蓋率100%。
Additionally, we have reformed the Group's product evaluation mechanism by increasing the proportion of random sampling in the market to effectively understand the product quality situation in the market. In 2023FY, the market sampling proportion exceeded 56%, with a product coverage rate of 100%.

自動化檢測設備應用 Application of Automated Inspection Devices

- 為了提升產品製程監控能力，旺旺持續增加先進檢測設備投入，2023財年共計投入檢測設備約1,419萬元人民幣。
In order to improve our product production process monitoring capabilities, Want Want has continued to increase the investment in advanced testing equipment and invested a total of approximately RMB14.19 million in testing equipment in 2023FY.
- 集團持續引入噴碼在線視覺系統、在線稱重系統、在線色選系統等在线檢測儀器，實現實時對各生產關鍵環節進行監控。
The Group has continued to introduce online inspection instruments such as coding online vision system, online weighing system, and online color sorting system to realize real-time monitoring of each key stage of production.
- 集團引入火焰原子吸收儀、熱分布熱穿透測試儀、電感耦合等離子體質譜儀等實驗室檢測設備，導入先進檢測技術，提升品質管理水平。
The Group has introduced laboratory testing equipment such as flame atomic absorber, heat distribution and thermal penetration tester, and inductively coupled plasma mass spectrometer and introduced advanced testing technology to improve the level of quality management.
- 集團引進FOSS FT3乳製品成分儀、細菌與體細胞分析一體機等快速檢測設備，對生乳及其製品進行質量監控，加嚴管控的同時增加檢測效率。
The Group has introduced rapid testing equipment such as FOSS FT3 dairy product composition analyzers and bacterial and somatic cell analysis machine to monitor the quality of raw milk and its products, and increase the inspection efficiency while tightening management and control.

廠房硬件更新 Plant Hardware Update

- 為了建設良好的生產環境，集團關注廠房的硬件改造，建造巴斯夫地坪、不銹鋼牆體、自動式風淋室等。
In order to build a good production environment, the Group paid attention to the hardware transformation of the plant, and built BASF floors, stainless steel walls, automatic air showers, etc.

品質認可

旺旺人堅信質量鑄就品牌，始終追求產品由里到外絕對完美，產品質量受到社會各界廣泛認可。報告期內，旺旺集團榮獲多項質量管理獎項。

Quality Recognition

Want Want employees firmly believe that quality makes the brand, and always pursue the absolute perfection of products from the inside out. For this reason, the product quality is widely recognized by all walks of life. During the Reporting Period, Want Want Group won a number of quality management awards.

展現卓越品牌力 「旺旺」入選消費者首選品牌前十

Showcasing outstanding brand excellence: "Want Want" was selected as one of the top ten preferred brands for consumers

旺旺擁有近60年生產管理經驗，以世界級製造及卓越生產為目標，整合完善出一套具有旺旺特色的WSM標準管理體系。堅持以嚴格的品質管理體系確保產品安全的同時，旺旺不斷進行產品創新以滿足消費者對健康食品的需求。近幾年來，旺旺集團更是將健康中國的理念融入到企業發展和產品開發中，推出Fix XBody等子品牌，為消費者開發低糖、低脂的產品。希望通過企業的力量，為提升國民健康水平做出積極貢獻。並且，旺旺積極踐行企業社會責任，緊跟國家發展戰略，結合國家「雙碳」目標規劃制定集團的減排目標。以上這些因素共同構建了一個強大且適應性強的「旺旺」品牌，旺旺集團也在不斷變化的市場環境中保持穩健發展。

With nearly 60 years of production management experience and the goal of achieving world-class manufacturing and operational excellence, Want Want has established the WSM standard management system distinctive to Want Want. By maintaining a stringent quality management system to ensure product safety, Want Want continuously innovates to meet consumers' demands for healthy food products. In recent years, Want Want Group has integrated the "Healthy China" concept into its corporate development and product innovation. This has led to the launch of sub-brands like Fix XBody, which offer low-sugar and low-fat products to health-conscious consumers. The goal is to leverage the Company's influence to contribute positively to the national health standards. In addition, Want Want actively fulfills its corporate social responsibilities, aligning with national development strategies and formulating its emission reduction targets in line with the country's "dual carbon" target. These combined efforts have forged a strong and adaptive "Want Want" brand, enabling Want Want Group to maintain steady growth in an ever-changing market environment.



旺旺榮獲多項質量管理小組活動獎

Want Want won a number of awards in various quality management activities and competitions

在第十五屆廣東省科技創新與質量管理小組成果發表交流活動、廣州開發區2023年質量管理小組活動食品行業成果發佈賽、2023年廣州市黃埔區質量管理小組活動發佈賽中，本集團廣州大旺食品有限公司、廣州祥旺食品有限公司、廣州永旺食品有限公司、廣州必旺食品有限公司、廣州明旺乳業有限公司、廣州旺旺食品集團有限公司、廣州立旺食品集團有限公司、共取得「QCC課題一等獎3個、二等獎4個、三等獎1個、優秀獎2個，五小課題二等獎1個、三等獎3個、優秀獎2個、優秀推進者獎1個、優秀推進企業獎1個，總計18個獎項」。

At the 15th Guangdong Provincial Scientific and Technological Innovation and Quality Management Group Results Publication and Exchange, the Guangzhou Development Zone 2023 Quality Management Group Food Industry Results Release Competition, and the 2023 Guangzhou Huangpu District Quality Management Group Activity Results Release Competition, several subsidiaries of the Group, including Guangzhou Big-Want Foods Ltd., Guangzhou Xiang-Want Foods Ltd., Guangzhou Yong-Want Foods Ltd., Guangzhou Be-Want Foods Ltd., Guangzhou Ming-Want Dairy Ltd., Guangzhou Want Want Foods Group Co., Ltd. and Guangzhou Lee-Want Foods Group Co., Ltd., won a total of 18 awards. These include 3 first prizes, 4 second prizes, 1 third prize and 2 awards for excellence for the “QCC Topic”; and 1 second prize, 3 third prizes, 2 awards for excellence, 1 excellent promoter award and 1 excellent promoter enterprise award for “five small topics”.



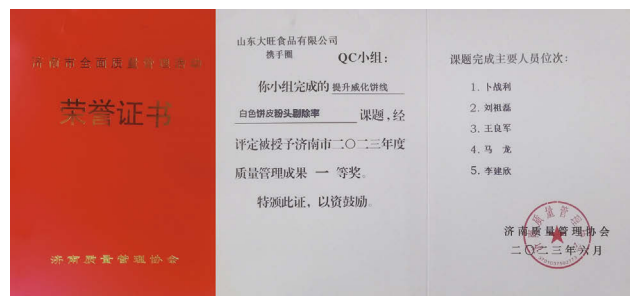
在瀋陽市第四十二次品質管理小組代表會議中，瀋陽旺旺食品有限公司飛躍圈被評為「2023年度瀋陽市優秀質量管理小組一等獎」、奮進圈被評為「2023年度瀋陽市優秀質量管理小組二等獎」。

At the 42nd Quality Management Group Representatives Meeting in Shenyang, “Feiyuequan” and “Fenjinquan” of Shenyang Want Want Foods Ltd. were awarded the “First Prize of 2023 Shenyang Excellent Quality Management Group” and the “Second Prize of 2023 Shenyang Excellent Quality Management Group”, respectively.



在濟南市2023年度群眾性品質管理活動經驗交流會中，山東大旺食品有限公司攜手圈被評為「濟南市2023年度品質管理成果一等獎」。

At the 2023 Mass Quality Management Activities Experience Exchange Meeting in Ji'nan, “Xieshouquan” of Shandong Big-Want Foods Ltd. was honored with the “First Prize of 2023 Ji'nan Quality Management Achievement”.



2.2 責任供應，貫徹始終

旺旺始終致力於與我們的合作供應商夥伴們一起攜手同行，與時俱進，共同打造可持續、可追溯的綠色供應鏈，構建可持續綠色價值鏈始終作為旺旺的重要關注與願景。我們始終秉承公平、公正、公開、透明的原則，致力於將可持續綠色價值鏈融入到公司的供應商管理體系中，與上下游供應商夥伴們一起協同合作，共同承擔環境與社會責任，打造可持續、綠色健康的環境生態。

供應商管理體系

旺旺已經建立涵蓋從新供應商開發、註冊、資質、訪廠、檢驗、試車、考核、評級全流程的供應商管理體系，並依託供應商協同平台(SRM)實現全流程的系統化協同作業，實現了公開化、透明化、一體化管控，供應商管理的系統化協同作業，有效的管控了供應商從註冊申請、資質單管理、訪廠單管理、檢驗單管理、試車單管理的全階段，不僅提升了管理效率，也有效管控了供應鏈的風險。2023財年，旺旺將供應商管理的一體化全流程管控納入集團SOP管理體系，將戰略供應商的定義及衡量標準，供應商的分級管理予以制度化。與此同時，我們邀請優秀的合作夥伴一同參與集團舉辦的大型活動，充分理解集團的願景與理念，與旺旺的戰略供應商建立高度信任、合作共贏的長期協同發展關係，促進旺旺與戰略供應商的可持續健康發展與合作共贏，提高集團行業競爭力、夯實行業領先地位。

2.2 Responsible Supply in Whole Process

Want Want is always committed to working with our cooperative supplier and partners and keeping up with the times to jointly build a sustainable and traceable green supply chain. Constructing a sustainable green value chain has always been a key focus and vision of Want Want. Adhering to the principles of fairness, justice, openness and transparency, we are always committed to integrating the sustainable green value chain into our supplier management system, so as to coordinate and cooperate with upstream and downstream suppliers and partners to jointly assume environmental and social responsibilities, and develop a sustainable, green and healthy environmental ecosystem.

Management System of Suppliers

Want Want has established a comprehensive supplier management system that encompasses the entire process from the development of new suppliers, registration, qualification, factory visits, inspection, trial runs, evaluation to rating. Leveraging the Supplier Relationship Management (SRM) platform, Want Want has achieved systematic collaborative operations throughout the entire process. This has resulted in open, transparent and integrated management and control. The systematic collaborative operations of supplier management effectively control all stages from registration applications, qualification list management, factory visit list management, inspection list management to test run list management, which has not only enhanced management efficiency but also effectively controlled supply chain risks. In 2023FY, Want Want incorporated the integrated full-process control of supplier management into the Group's SOP management system. This includes institutionalizing the definition and measurement standards for strategic suppliers as well as the hierarchical management of suppliers. At the same time, we invited outstanding partners to participate in large-scale events hosted by the Group to gain a thorough understanding of the Group's vision and philosophy. Meanwhile, we have established long-term collaborative development relationships with strategic suppliers of Want Want featured trust and win-win cooperation, so as to promote the sustainable and healthy development and win-win cooperation between Want Want and strategic suppliers, and improve the competitiveness of the Group and consolidate its leading position in the industry.

供應商管理體系 Management System of Suppliers

新供應商開發 New Supplier Development

- 新供應商註冊：通過系統化作業，模塊化信息管理，確認其基本經營信息、可承攬範圍、生產規模等情況
New supplier registration: Through systematic operations and modular information management, we confirm the basic operational information, scope of services, and production scale of suppliers, etc.
- 新供應商准入：系統化協同作業確認新供應商具備的生產能力、公司規模、質量和安全體系、產品標準、生產過程質量控制、生產環境、設備適應性、產品追溯、資質合規性等情況
New supplier entry: Systematic collaborative operations are employed to confirm new suppliers' production capabilities, company scale, quality and safety systems, product standards, production process quality control, production environment, equipment adaptability, product traceability and verification of qualifications
- 供應商資質審查：依托SRM系統、第三方平台，以「多渠道引進、跨單位協同判定」為處理原則，根據原物料物理特性、化學特性等建立相應原物料的供應商開發准入流程以及嚴格、規範的內部標準及要求
Supplier qualification examination: Relying on the SRM system and third-party platforms, the principle of “multi-channel introduction and cross-unit collaborative determination” is applied. Based on the physical and chemical properties of raw materials, corresponding supplier development and entry processes are established, along with strict and standardized internal standards and requirements

供應商評價 Supplier Evaluation

- 供應商評價標準：以品類維度，依照入廠檢、製程檢、異物、CAR單、按時到貨率、到貨準確率、成本、服務八個明細維度開展量化評估
Supplier evaluation criteria: Quantitative evaluations by category are conducted across eight detailed dimensions: incoming inspection, process inspection, foreign matter, CAR (Corrective Action Request) forms, on-time delivery rate, delivery accuracy rate, cost and service
- 供應商評價運作流程：原物料供應商評價已經實現全系統化運作，根據品質中心、供應鏈中心、採購中心的評核實施細則，資訊系統以品類與供應商的維度自動匯總各維度評核情況
Supplier evaluation operational process: The evaluation of raw material suppliers has been fully systematized. According to the implementation rules of the quality center, supply chain center and procurement center, the information system automatically consolidates evaluation details by category and supplier
- 供貨商反饋：結合系統化評估的結果，不斷的培養及發展集團長期战略合作夥伴，同時在日常工作中根據實際業務需求，我們重點圍繞品質、交期、成本、服務四個維度開展供應商宣導及品質改善培訓活動。
Supplier feedback: Based on systematic evaluation results, the Group continually cultivates and develops long-term strategic partnerships. Additionally, in daily operations, we focus on quality, delivery time, cost and service dimensions to conduct supplier advocacy and conduct quality improvement training activities according to actual business needs.

供應商分級 Supplier Grading

- 分級標準：依據年度供應商評價、合作年限、可供量、價格KPI四個維度進行量化分級
Grading criteria: Quantitative grading is conducted based on four dimensions: annual supplier evaluation, length of cooperation, available quantity, and price key performance indicators (KPIs)
- 分級管理制度：激勵負責任A級供貨商，培養及發展集團長期战略合作夥伴，尋找、輔導並支持具備潛力的B級供貨商，汰換不合格供貨商
Grading management system: Offer incentives to responsible A-grade suppliers, cultivate and develop the Group's long-term strategic partners, look for and provide guidelines and support to potential B-grade suppliers, and eliminate and replace unqualified suppliers
- 分級目的：優化供貨商結構，發展集團長期战略合作夥伴，並與其建立長期战略合作關係，最終達到降低集團供應鏈管理風險的目的
Grading purpose: Optimize the supplier structure, develop the Group's long-term strategic partners, establish long-term strategic and cooperative relationships with them, and ultimately achieve the objective of mitigating the supply chain management risk of the Group

供應商大會 Supplier Conference

- 定期舉辦供應商大會，讓戰略供應商了解旺旺未來的發展方向及策略，與戰略供應商建立長期、友好、互信的合作關係；同時針對品類的行業標準，將旺旺的要求和方向與供應商達成共識。
We regularly hold supplier conferences to keep our strategic suppliers informed about Want Want's future development directions and strategies. Our goal is to establish long-term, friendly and mutually trusting relationships with these strategic suppliers. Additionally, we align our requirements and directions with industry standards of each product category, ensuring consensus with our suppliers.
- 2023財年，我們邀請優秀的供應商參與集團在山東濟南舉辦的「祥龍聚旺」新春盛典活動，並對在質量安全、價值創造、技術創新方面做出卓越貢獻的供應商予以表彰，分別頒發旺旺集團的質量金旺獎、策略合作獎、技術創新獎獎項。我們希望與合作夥伴一起攜手與時俱進，眾旺齊心，共啟新程，與旺旺集團一起向旺出發。
In 2023FY, we invited outstanding suppliers to participate in the "Xianglong Ju-Want" New Year's event held in Ji'nan, Shandong. During this event, we recognized suppliers who made exceptional contributions in quality safety, value creation and technological innovation, and presented them with awards such as the Want Want Quality Gold Award, Strategic Cooperation Award and Technological Innovation Award. We look forward to progressing together with our partners, moving forward with a united effort, and embarking on a new journey with Want Want Group towards a prosperous future.

供應商風險評估

旺旺持續對供應商的整體綜合實力表現、風險管控狀況和可持續發展情況進行深度評估，結合原物料重要程度及風險程度，通過對其體系認證情況審查和實地考察等補充手段評估確認供應商的合格資質，並完善了旺旺集團供應商合作行為準則，可持續相關的要求納入旺旺集團供應商合作行為準則。

Risk Assessment of Suppliers

Want Want continuously conducts in-depth assessment of suppliers' overall comprehensive strength, risk management and control position and status of sustainable development. Taking into account the significance of raw materials to the Group and associated level of risk, Want Want assesses and verifies supplier qualifications through supplementary means such as reviewing its system certification and onsite visit, and improves the code of conduct for Want Want Group's supplier cooperation to incorporate requirements related to sustainability into the code of conduct for Want Want Group's supplier cooperation.

供應風險評估流程 Assessment Process of Supply Risks

資質審核

Examination and verification of qualification

- 我們依託於供應商管理系統平台，每年對旺旺的合作供貨商進行資質信息審核，並有效管控供應鏈風險，維護供應鏈良性運行。
Utilizing the Supplier Management System platform, we conduct an annual review of the qualification information of Want Want's cooperating suppliers and effectively manage supply chain risks to ensure the healthy operation of the supply chain.
- 評估供應商潛在的產品風險、財務風險、法律風險等，對於經評估確認存在重大風險的供應商，集團將根據相應的供應商管理準則進行處理。評估供貨商潛在的財務和法律風險，對於經考察存在重大風險的供應商，集團將考慮終止合作。
We evaluate potential product risks, financial risks, legal risks and other risks of suppliers. If a supplier is confirmed to have significant risks, the Group will handle it according to the corresponding supplier management guidelines. For suppliers identified with significant financial and legal risks after assessment, the Group will consider terminating cooperation.
- 調查與旺旺合作的供應商對於ESG的實踐情況，根據不同維度，評估供應商ESG相關指標的表現情況，並根據其ESG具體的表現進行相應加分。
We investigate the ESG practices of suppliers cooperating with Want Want. Based on various dimensions, we evaluate the suppliers' performance in ESG-related indicators and provide corresponding scores based on their specific ESG performance.

樣品檢測 Sample testing

- 為確保原料指標的符合性，以SKU維度由研發單位主導，對供應商的原料樣品進行質量檢測，以確保原料規格與需求相匹配。
To ensure the compliance of raw material specifications, the R&D unit takes the lead in conducting quality testing of suppliers' raw material samples by SKU to ensure that the raw material specifications match our requirements.
- 同時要求供應商提交原料規格書及填寫原材料調查表，對原材料調查表內提供的相關原料種類、添加比例、原料來源、技術風險指標等開展審核。
Suppliers are also required to submit raw material specification sheets and complete raw material survey forms. These forms are reviewed for relevant raw material types, additive ratios, sources of raw materials and technical risk indicators and other aspects.

開展供應商品質保障培訓 Conducting supplier quality assurance training

旺旺以多維度（如國內外法規標準、長期監測結果統計分析、行業交流預警信息等）的合規風險評估的結果為導向，對原物料實行風險分級管理，高風險/品質波動大的原物料擬定年度現場審核確認，常規原物料按比例抽查驗證，以確保供應商供貨品質穩定性和符合性。

Want Want employs a multi-dimensional approach for compliance risk assessment, using results from various sources (such as domestic and international regulatory standards, long-term monitoring data analysis and industry communicated warnings). Based on these assessments, we implement risk-based management for raw materials. High-risk or high-variability raw materials undergo annual on-site audit confirmations, while routine raw materials are subject to proportionate random checks to ensure consistent and compliant supply quality by suppliers.

「2023財年」旺旺有效落實供應商外部交流，明確傳達給供應商對原物料使用需求，新法規和法規草案預警和分享，促進集團內部自我完善，並對供應商產生正向影響：

In 2023FY, Want Want effectively implemented external communication with suppliers, clearly conveying requirements for raw material usage, sharing with and alerting suppliers to new regulations and regulatory drafts, promoting internal improvement within the Group, and positively influencing suppliers:

1、表單制式化：引入《驗收標準確認》作為日常與供應商溝通確認的重要憑證：

1. Standardized forms: Introduced the Acceptance Standard Confirmation form as a crucial document for daily communication and confirmation with suppliers;

2、針對高風險/品質波動大的原物料通過現場確認、雙方線上會議討論等方式進行“面對面”溝通：257份；

2. High-risk/high-variability raw materials: Conducted "face-to-face" communication through on-site confirmations and online meetings, with 257 instances recorded;

3、常規原物料通過微信、郵件等快速方式達成共識：492份；

3. Routine raw materials: Reached consensus quickly through WeChat and email, with 492 instances recorded;

4、針對最新食品資訊（如新法規和法規草案等），提前共用並預警至供應商：58份。

4. Shared and alerted suppliers in advance about the latest food information (such as new regulations and regulatory drafts), with 58 instances recorded.



實地訪廠 Onsite visit

為有效的掌控原物料品質安全，由品質單位主導，每年實地考察供貨商生產工廠環境、生產過程管理、倉儲、原料追溯、人員管理等情況，評估原物料品質安全、生產環境等風險因素。

To effectively manage the quality and safety of raw materials, the quality unit conducts annual on-site inspections of suppliers' production facilities. This includes evaluating the production environment, process management, storage conditions, raw material traceability and personnel management. The goal is to assess risk factors related to raw material quality and production environments, etc.

針對在現場實地審核發現需改善的供應商，通過交流、指導、培訓等方式為其提出解決方案，幫助供應商引進同行業更為完善的原物料質量管理體系、生產管理體系等，提升其質量管控能力，確保上游原料的品質。

For suppliers identified during on-site audits as needing improvement, we provide solutions through communication, guidance and training. This helps suppliers adopt more advanced raw material quality management systems and production management systems within the industry, enhancing their quality control capabilities and ensuring the quality of upstream raw materials.

旺旺一直以來非常重視供應商的產品品質、交期及服務的表現情況，在其交貨品質提升方面重點關注異常的等級情況、異常點發生頻次是否有減少、異常類型是否有減少、是否有行之有效的改善措施、改善措施是否執行到位、考核評級是否有提升等。我們持續關注供應商交貨品質的提升情況，每年定期安排邀請供應商開展相關品項的品質提升培訓會，目的在於提高供應商的產品質量水平及質量管理能力，提升供應商企業管理的精細化程度、產能穩定性以及應對各類突發事件的處理能力等品質保證能力。2023財年旺旺對373家原物料供應商進行實地訪廠評核；並在實地訪廠期間同時與供應商開展原物料產品品質交流溝通、原材料驗收標準宣貫373場。

依據上述管理體系，報告期內，集團共計擁有合作供應商⁴854家，按照地區的劃分情況如下：

Want Want has always placed great emphasis on the performance of suppliers in terms of product quality, delivery schedules and service. Regarding the improvement of delivery quality, particular attention is given to unusual ratings, whether there has been a reduction in the frequency of exception occurrences, a decrease in the types of exceptions, the effectiveness of implemented improvement measures, the execution of these measures, and any enhancement in assessment ratings. We continuously monitor the enhancement of supplier delivery item quality, and regularly scheduling training sessions for suppliers to improve the quality of specific items every year. The objective is to elevate the product quality and quality management capabilities of suppliers. This initiative aims to refine supplier enterprise management, stabilize production capacity, and enhance the quality assurance capabilities to address various unforeseen events. In 2023FY, Want Want conducted on-site factory evaluations for 373 raw material suppliers. During these visits, communication and exchanges regarding raw material product quality were carried out with suppliers, along with the dissemination of information on raw material acceptance standards in 373 sessions.

According to the above management system, during the Reporting Period, the Group had a total of 854 partnering suppliers⁴, and their categorization by region is as follows:

⁴ 供應商數量：統計口徑為2023財年與旺旺有實際交易金額的集團層面的供應商

⁴ Number of suppliers: Only those group-level suppliers who have actual transaction with Want Want in 2023FY are counted

| 地區 Region | 數量(家) Number |
|--|--------------|
| 東北區域 Northeast Region of Chinese Mainland | 23 |
| 華北區域 North China | 89 |
| 西北區域 Northwest Region of Chinese Mainland | 17 |
| 西南區域 Southwest Region of Chinese Mainland | 19 |
| 華東區域 East China | 542 |
| 華中區域 Central China | 54 |
| 華南區域 South China | 87 |
| 中國大陸以外的地區 Regions outside Chinese Mainland | 23 |

供應商ESG管理

旺旺通過嚴格的供應商審核和實地訪廠等方式對供應鏈風險進行全面監控。在綜合衡量產品及服務質量、交付狀況、價格水準之外，我們優先考慮環保資質、食品安全資質、職業健康安全、商業道德、綠色低碳等ESG表現較好的供應商，推動供應商提升可持續發展表現。

2022財年，為激勵合作供應商提升對ESG的關注程度、積極主動導入可持續理念，我們從ESG相關披露報告、第三方評級、官網宣傳、可持續相關證書及榮譽貢獻四個維度制定了相關的供應商考核指標，作為供應商的加分項開展評估，以打造更負責任、更可持續性的供應鏈體系。

2023財年，有關ESG加分項的評核指標已經納入集團SOP管理體系，相關評核維度已經予以制度化、程序化。未來，旺旺計劃將ESG模塊納入供應商管理平台SRM系統，系統化整理並統一維護與旺旺合作供應商的ESG信息。

Supplier ESG Management

Want Want comprehensively monitors supply chain risks through strict supplier audits and onsite factory visits. In addition to comprehensively considering the quality, delivery status and price of products and services, we give priority to suppliers with good ESG performance, including environmental protection qualifications, food safety qualifications, occupational health and safety, business ethics, and green and low-carbon, so as to propel suppliers to improve their sustainable development performance.

In 2022FY, in order to motivate partnering suppliers to pay more attention to ESG and actively introduce sustainable concepts, we formulated relevant supplier assessment indicators from four dimensions: ESG-related disclosure reports, third-party ratings, official website promotion, and sustainability-related certificates and honorary contributions, and evaluated such indicators as additional points for suppliers to create a more responsible and sustainable supply chain system.

In 2023FY, the evaluation criteria related to ESG additional points have been integrated into the Group's SOP management system. The relevant assessment dimensions have been institutionalized and proceduralized. In the future, Want Want plans to incorporate the ESG module into the SRM system, which is our supplier management platform, to systematically organize and uniformly maintain the ESG information of suppliers that cooperate with Want Want.

供應鏈廉潔建設舉措 Initiatives of Building a Clean Supply Chain

簽訂廉潔協議 Signing the Statement of Integrity

- 簽訂《採購人員廉潔自律承諾》《反腐倡廉宣導函》等文件資料。
Signing the Integrity and Self-discipline Pledge for Procurement Staff, the Anti-Corruption and Integrity Promotion Letter, and other documents.
- 簽訂員工《道德規範保密義務利益衝突排除協議》。
Signing the Agreement on Code of Ethics, Duty of Confidentiality and Resolving Conflict of Interests for employees.

完善舉報途徑 Improving Reporting Channels

- 公郵、熱線電話，微信公眾號、官網等。
Official mail, hotline, WeChat official account, and official website, etc.
- 旺旺供應商管理系統首頁也公示了旺旺廉潔舉報途徑。
The homepage of Want Want Supplier Management System also publicizes Want Want integrity reporting channels.

廉潔風險核查 Verifying Integrity Risks

- 通過愛旺旺資訊比對、天眼查等多個平台進行風險核查。
Risks are verified through reconciling information from various sources such as i want-want and TianYanCha.com.

廉潔供應鏈

旺旺積極倡導供應鏈廉潔文化，堅決維護廉潔、公平、公正、公開的營商環境，在反商業賄賂及廉潔守信方面採取「零容忍」政策，構建制度化供應商廉潔管理體系。我們杜絕貪污腐敗、壟斷等不正當競爭行為。我們在《廉潔聲明書》《禁止商業賄賂保證書》的基礎上，新增《反腐倡廉宣導函》，告知所有供應商有關反腐倡廉的準則。保障旺旺集團與合作夥伴的持續健康發展與良性循環，建立與業務相適應的合規標準和道德要求。

原材料追溯體系

優質原料是保證優質產品的基礎。旺旺優先選擇環境友好型和可持續發展貢獻度高的供應商，將可持續發展納入供應商風險管理考量，對供應商的可持續發展風險進行識別和管控。

我們建立全流程追溯管理機制，從原輔料接收至銷售終端等各環節中可保障產品原材料可追溯。我們對產品中涉及的棕櫚油、木材等原料實施嚴格的原料追溯，嚴格依據各類原材料驗收標準對每批次入廠原料執行入庫前檢測，並對檢驗的情況進行收集和分析，共同打造綠色供應鏈。

Clean Supply Chain

Want Want actively advocates a culture of integrity in the supply chain, resolutely preserves a clean, fair, just and open business environment, and adopts a "zero tolerance" policy in fighting against commercial bribery and maintaining integrity and trustworthiness, as a way to build a systematic supplier integrity management system. We eliminate corruption, monopoly and other improper competition practices. On the basis of the Statement of Integrity and the Undertaking of Anti-Commercial Bribery, we have added a new Anti-Corruption and Integrity Promotion Letter to inform all suppliers of the guidelines for fighting against corruption and promoting integrity. We ensure the sustainable and healthy development of Want Want Group and its partners and a virtuous circle, and establish compliance standards and ethical requirements that are compatible with our business.

Raw Material Traceability System

High-quality raw materials are the basis for guaranteeing high-quality products. Want Want gives priority to suppliers who are environmentally friendly and have a high degree of contribution to sustainable development, incorporates sustainable development into supplier risk management, and identifies and controls sustainable development risks of suppliers.

We have established a whole-process traceability management mechanism to ensure that the raw materials of our products can be traced in all links from the receipt to the sales end. We implement strict raw material traceability for palm oil, wood and other raw materials that are involved in our products, conduct pre-storage testing for each batch of incoming raw materials in accordance with relevant material acceptance standards, and collect and analyze the testing results to jointly build a green supply chain.

制度保障 System assurance

- 從源頭降低質量風險，集中建立可食原料《原材料調查表》，管理上游原料供貨商的製作工藝、原料成分及添加比例等，開展不定期訪廠檢測。Reduce quality risks from the source by establishing the Materials Survey Form for edible raw materials to manage the production process of upstream raw material suppliers, raw material composition and additive proportions, paying visits to and conducting random inspections at suppliers' factories.

體系認證 System certification

- 要求所有棕櫚油供應商獲得可持續棕櫚油圓桌認證（RSPO）證書，且100%追溯到原產地。Require all palm oil suppliers to obtain the Roundtable on Sustainable Palm Oil (RSPO) certification and the country of origin needs to be 100% traceable.
- 要求乳製品100%追溯至工廠。Require 100% traceability of dairy products to the factory.
- 重視森林保護和可持續性土地利用，持續選用經過森林管理委員會(FSC)認證的可再生包材。Place strong emphasis on forest conservation and sustainable land use and continue to use Forest Stewardship Council (FSC) certified renewable packaging materials.

審核監督 Audit supervision

- 其餘原料（如馬鈴薯澱粉、蠶豆瓣、花生、黃桃條、葡萄、蠶豆、豌豆粉等）每年例行進行供應鏈源頭的實地駐場考察及審核監督。For the remaining raw materials (such as potato starch, broad bean pieces, peanuts, yellow peach strips, grapes, broad beans, pea starch, etc.), routine on-site inspections and audits of the supply chain sources are conducted annually.

原材料追溯體系 Raw Material Traceability System

綠色採購

集團踐行原材料綠色採購理念，助力公司各生產基地實現可持續發展。我們在原材料採購階段優先與有相關資質認證的供應商合作，優先與具備環保、綠色產品及可持續發展相關資質的廠商合作。此外，旺旺優先選擇綠色環保原輔料，開展環保原輔料替換，助力加大循環再造原料合作數量，推動行業的綠色發展。

Green Procurement

The Group practices the concept of green procurement of raw materials and helps the production bases of the Company achieve sustainable development. We give priority to cooperation with suppliers with relevant qualifications and certifications in the raw material procurement stage, and manufacturers with qualifications related to environmental protection, green products and sustainable development. In addition, Want Want prioritizes the selection of green and environmental-friendly raw and auxiliary materials, and carries out the replacement with environmental-friendly raw and auxiliary materials to help increase the amount of cooperation in recycled raw materials, and promote the green development of the industry.

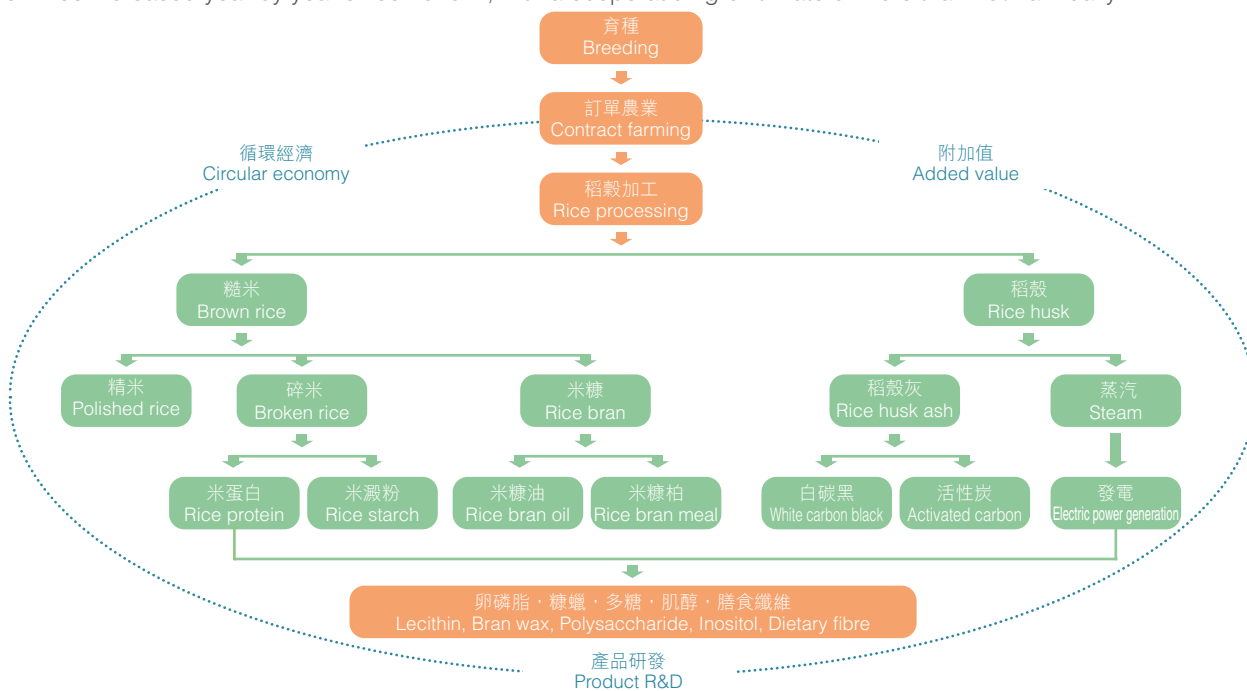
| 產品類別 Product category | 綠色產品合作情況 Cooperation on green products |
|-----------------------------------|---|
| 精潔米（大米） Refined rice (rice) | 旺旺的精潔米供應商持有綠色食品認證 Refined rice supplier of Want Want holds the green food certification |
| 特選珍珠米 Selected pearl rice | 旺旺的特選珍珠米供應商獲得綠色食品認證和有機產品認證 Selected pearl rice supplier of Want Want has obtained the green food certification and the organic product certification |
| 棕櫚油 Palm oil | 旺旺繼續與取得可持續棕櫚油圓桌認證（RSPO）證書的供應商進行合作 Want Want continues to work with suppliers which have obtained the Roundtable on Sustainable Palm Oil (RSPO) certification |
| 綠色包材 Green packaging materials | 旺旺採購經森林管理委員會（FSC）認證的包材 Want Want procures packaging materials certified by the Forest Stewardship Council (FSC) |

同時，我們注重綠色產品需求，在產業鏈的各個環節最大限度保護森林資源，我們持續規範供應鏈棕櫚油及木材等森林風險商品採購流程，鼓勵供應商開展溯源管理，積極助力森林保護並降低毀林風險，夯實綠色食品發展基礎。

Meanwhile, we pay attention to the demand for green products, and maximize the protection of forest resources across the entire industrial chain. We will continue to standardize the procurement process of forest risk commodities such as palm oil and wood in the supply chain, encourage suppliers to conduct traceability management, actively help forest protection, and reduce the risk of deforestation so as to consolidate the foundation of green food development.

大米循環經濟 Rice Circular Economy

旺旺按照建設資源節約型社會要求，堅持循環經濟模式，減少廢棄物產生，提高資源綜合利用率。我們與主要大米供應商益海嘉里合作，開展大米循環經濟，大米循環再造原料購買數量自2018財年起逐年提升，合作每年同比增長大於10%。
In light of the requirements of building a resource-saving society, Want Want adheres to a circular economy model to reduce generation of wastes and improve the comprehensive utilization rate of resources. We have collaborated with Yihai Kerry, our main rice supplier, to develop a rice circular economy. The purchase quantity of raw materials recycled from rice increased year by year since 2018FY, with a cooperation growth rate of more than 10% annually.



旺旺持續增加使用包材供應商利樂FSC認證包材 Increasing Use of FSC-certified Packaging Materials from Tetra Pak, Want Want's Packaging Material Supplier

旺旺包材供應商利樂紙基包裝100%經由FSC認證，符合FSC環境適宜、社會有益、經濟可行的三大原則。同時，作為利樂產銷監管鏈認證體系中的一員，我們可通過供應商對木材原產地進行管理，確保其整個供應鏈木材原料的可追溯性。Paper-based packaging of Tetra Pak, the packaging material supplier of Want Want, is 100% FSC certified, which is in line with the three principles of FSC, being environmentally suitable, socially beneficial and economically feasible. Meanwhile, as part of the Chain of Custody certification system of Tetra Pak, we can manage the origin of wood through our suppliers to ensure traceability of wood raw materials throughout their supply chain.

旺旺水性油墨試點項目 Want Want Water-based Ink Pilot Project

出於環境保護、加強綠色採購考量，旺旺於2022財年開展水性油墨試點項目，用水性油墨來替代原溶劑型油墨，減少揮發性有機物逸散、降低原材料成本，提升噴塗穩定性，推進原材料的可持續管理。In order to protect the environment and strengthen green procurement, Want Want carried out a pilot project of water-based inks in 2022FY to replace original solvent-based inks with water-based inks, so as to reduce the escape of volatile organic compounds, lower the cost of raw materials, improve spraying stability, and promote the sustainable management of raw materials.

2.3 創新驅動，健康營養

健康中國，營養旺旺。我們始終以提升自身產品營養價值、保障消費者健康為準繩，堅持不懈地完善自身創新研發體系、推進營養健康戰略、落實「旺旺大健康」全民計劃，為消費者健康飲食保駕護航。

創新研發體系

為了給消費者提供新體驗、新口味、新工藝、新營養，旺旺不斷打磨自身創新研發能力。我們專注在新品研發、包材研究、品質改善、方法開發等領域，通過持續培養創新人才，著力壯大創新團隊、推動產學研合作。報告期內，我們完善了人才自主創新相關激勵機制，強化了《專利激勵制度》，鼓勵員工申請發明專利，激發創新潛力。

2.3 Innovation-driven, Health and Nutrition

Healthy China, Nutritious Want Want. We always take improving the nutritional value of our products and protecting the health of consumers as the criterion to unremittingly improve our own innovative R&D system, promote the nutrition and health strategy, and implement the national plan of "Want Want Great Health" so as to ensure the healthy diet of consumers.

Innovative R&D System

In order to provide consumers with new experiences, tastes, processes and nutrition, Want Want continues to polish its own innovative research and development (R&D) capabilities. We focus on R&D of new product, research on packaging materials, quality improvement, method development and other fields, and make continuous efforts to cultivate innovative talents as a way to build up our innovation team and promote industry-university-research cooperation. During the Reporting Period, we improved the incentive mechanism related to employee self-initiated innovation, and enhanced the Patent Incentive System as a means to encourage employees to apply for invention patents and unleash their innovation potential.

創新研發績效 Innovative R&D Performance

| | | | |
|--|--|---|--|
| <p>創新能力增項 10%/年</p> | <p>重大技術突破4項 專利申請4項 國家級獎項2項</p> | <p>品質改進、效益提升 500萬元人民幣</p> | <p>重點產品開發完成率100% 專案完成時效100%</p> |
| <p>Innovation capacity increasing 10%/year</p> | <p>4 major technological breakthroughs 4 patent applications 2 national awards</p> | <p>Quality improvement and efficiency enhancement of RMB5 million</p> | <p>Completion rate of key product development reaching 100% and timeliness of completion of special projects reaching 100%</p> |

創新研發績效 Innovative R&D Performance

- 有機薄餅芝麻味榮獲2023年Monde Selection國際食品品質金獎
Organic Rice Crisps Sesame won the Gold Quality Award at the World Selection of Food Products 2023 of Monde Selection
- 貝比瑪瑪米餅連續4年獲得澳洲嬰幼兒食品金獎
Baby Mum-Mum rice crackers have won the Australian Gold Award for Infant Food for 4 consecutive years



- 煉乳風味反應技術及其應用榮獲中國乳製品工業協會技術進步獎二等獎
Technology and Application of condensed milk flavor reaction won the Second Prize of Technology Advancement Award of China Dairy Industry Association



- 蕎麥麵系列榮獲中國方便食品行業創新產品獎
Buckwheat Noodle Series won the Innovation Product Award of China Convenience Food Industry



- 旺旺榮獲中國乳製品工業協會中國乳業科技創新典範企業獎
Want Want won the Model Enterprise Award of Technological Innovation in China Dairy Industry issued by China Dairy Industry Association

- 鱈魚香絲榮獲上海特色旅遊產品
Cod Fragrant Shredded Fish was awarded the honourable title of Shanghai Distinguishable Travel Products



- 低GI餅乾（奇亞籽多穀物餅乾、南瓜籽藜麥餅乾）列入“食品工業營養健康行動標誌性食品”名錄
Low GI biscuits (Chia seed multigrain crackers and Pumpkin Seed Quinoa Biscuit) are included in the list of the "Food Industry Nutrition and Health Action Iconic Food"



- 旺旺斬獲中國輕工業聯合會和中國焙烤食品糖製品工業協會聯合認定“2023年度中國焙烤食品糖製品行業（果凍）十強企業”殊榮
Want Want was jointly recognized as one of the "Top 10 Enterprises of China Bakery and Confectionery Industry (Jelly Industry) in 2023" by China National Light Industry Council and China Bakery & Confectionery Industry Association

- 多種產品榮獲FFC2023中國功能性食品大會產品創新獎
Various products won the Product Innovation Award at the FFC2023 China Functional Food Conference



研發目標與戰略

以《國民營養計劃（2017年-2030年）》《中國防治慢性病中長期規劃（2017年-2025年）》、《健康中國行動（2019-2030年）》和《中國居民膳食指南（2022）》等營養與健康計劃及指南為參照，旺旺以市場需求為導向，以健康營養為核心，制定了旺旺健康營養研發戰略和健康營養目標。

R&D Goals and Strategies

Taking the National Nutrition Plan (2017-2030), the Medium and Long-term Plan for the Prevention and Control of Chronic Diseases in China (2017-2025), the Healthy China Action (2019-2030), the 2022 Dietary Guidelines for Chinese Residents and other nutrition and health plans and guidelines as references, guided by market demand and centered on health and nutrition, Want Want has formulated the Want Want health and nutrition R&D strategies, and health and nutrition targets.

持續推進「三減三健」在產品中的應用 Continuously promoting the application of “three reductions and three health benefits” in products

「三減三健」即減油、減鹽、減糖，健康體重、健康骨骼、健康口腔，旺旺在各品類產品中應用「三減三健」的全民健康生活理念，倡導健康膳食行動。

“Three reductions and three health benefits” means less oil, less salt, less sugar, healthier body weight, healthier bones, healthier oral cavity, and Want Want applied this Healthy Lifestyle concept to all Want Want products to advocate healthy diet action.

持續推進有機天然（減少人工成分）原料的應用 Continuously promoting the use of organic and natural ingredients (with less artificial components)

積極響應國家商務部等11部門推進有機食品產業發展的指導意見，旺旺大力推動有機食品國家標準的貫徹執行，減少食品中的人工成分，推廣天然原料應用。

Actively responding to the guiding opinions of 11 departments (including the Ministry of Commerce) in relation to promoting the development of the organic food industry, Want Want vigorously promotes the implementation of national standards for organic food, reduces artificial components in food and popularizes the use of natural raw materials.

持續推進營養強化與植物基產品佔比 Continuously increasing the proportion of nutritionally fortified and plant-based products

順應全球低碳綠色轉型浪潮，植物基產品成為食品行業新的增長點，營養強化產品成為消費者新追求，旺旺抓住機遇，持續提高營養強化與植物基產品佔比。

In line with the wave of global low-carbon and green transformation, plant-based products have become a new growth driver for the food industry, and nutritionally fortified products have become a new pursuit of consumers. Want Want seizes the opportunity to keep increasing the proportion of nutritionally fortified and plant-based products.

持續推進產品升級，提高清潔標籤產品比例 Continuously promoting product upgrades and increasing the proportion of products with clean labels

為滿足當前消費者對於清潔標籤產品，即天然無人工添加、成分清潔的食品產品的需求，旺旺持續減少食品中的人工成分，提升清潔標籤產品比例。

In order to meet the current consumer demand for clean label products, that is, natural food products without artificial additives but clean ingredients, Want Want continues to reduce artificial ingredients in food and increase the proportion of clean label products.

持續推進包裝材料可持續發展

Continuously promoting the sustainable development of packaging materials

包裝材料碳足跡降低、輕量化、可循環化、可降解化是當前包裝材料發展的必由之路，旺旺持續減少金屬材料使用及碳排放等綠色可持續包裝解決方案，推動包裝材料可持續發展。

Being low in carbon footprint, lightweight, recyclable and degradable is the only way to develop packaging materials, and Want Want continues to reduce the use of metal materials and carbon emissions and use other green sustainable packaging solutions to promote the sustainable development of packaging materials.

旺旺健康營養研發戰略

Health and Nutrition R&D Strategies of Want Want

為貫徹落實營養健康戰略目標，旺旺大力推進營養健康戰略行動。我們以旺旺冰品為代表產品，致力於將糖添加量下降7%，白砂糖年用量預計減少1,700噸。以此為起點，旺旺將不斷拓寬營養健康目標，圍繞目標持續努力。

In order to realize the nutrition and health strategic targets, Want Want vigorously promotes the nutrition and health strategic actions. Represented by Want Want Popsicles, we are devoted to reduce the amount of sugar added in Want Want Popsicles by 7%, and the annual consumption of white sugar was expected to decrease by 1,700 tonnes. Taking this as a starting point, Want Want will continue to broaden its nutrition and health targets and make continued efforts in this regard.

營養健康成果及案例

報告期內，我們在健康營養創新驅動下，繼續深化研發低糖、低脂、低鈉、有機、減少人工成分、植物基和強化營養成分各類產品，滿足不同消費群體不同營養需求，不斷推陳出新，充實旺旺健康概念系列產品，致力於為消費者提供美味與營養兼得的食物。

Nutrition and Health Outcomes and Cases

During the Reporting Period, driven by health and nutrition innovation, we continued to deepen the research and development of various products with low sugar, low fat, low sodium, organic substances, reduced artificial ingredients, plant-based and fortified nutrients to meet the various nutritional needs of different consumer groups, and continuously innovated to enrich the series of products of Want Want Healthy Concept, and was committed to providing consumers with delicious and nutritious food.



有機果汁嬰幼兒米餅 Organic Baby Rice Crackers with Fruit Juice

- 有機天然——含95%以上有機原料，搭配天然果粉，素食
Organic and natural – contain more than 95% organic raw materials, with natural fruit powder, vegetarian food
- 無糖無鹽——採用果汁代替白砂糖，不添加鹽
Free of sugar and salt – use fruit juice instead of white sugar, no salt added
- 營養強化——鷹嘴豆粉增強蛋白質
Fortified nutrition – chickpea flour boosts protein
- 包裝輕便——內含獨立小包裝，方便攜帶，避免食物浪費
Light packaging – contain individual small packaging, which is easy to carry and avoid food waste

幼兒米餅 Rice Crackers for Toddlers

- 有機米粉，添加天然果粉、有機香精、維生素B1、鷹嘴豆粉、果汁代糖、不添加鹽、不噴糖，保留原味
Organic rice flour, add natural fruit powder, organic flavor, vitamin B1, chickpea flour, use fruit juice instead of sugar, no salt added, no icing sugar on the top, retain the original flavor
- 有機天然：主原料使用有機大米、有機糙米
Organic and natural: organic rice and organic brown rice are used as the main ingredients
- 營養強化：黃豆、藜麥、芝麻、小米、亞麻籽、蕎麥等多種穀物，增加膳食纖維
Fortified nutrition: soybeans, quinoa, sesame, millet, flaxseed, buckwheat and other grains, which increases dietary fiber
- 無糖低脂：不添加白砂糖；採用焙烤工藝非油炸，使用不飽和脂肪酸含量較高的高油酸葵花籽油替代氫化玉米油及棕櫚油
Sugar-free and low-fat: no white sugar added; it adopts baking process, not deep-frying; and high-oleic sunflower oil with high unsaturated fatty acid content is used instead of hydrogenated corn oil and palm oil



爆炒米果系列 Crispy Rice Crackers Series

- 健康原料：添加營養豐富的南瓜或紫薯，不添加人工香精、色素，無麩質，素食
Healthy ingredients: add nutritious pumpkin or purple potato, no artificial essence or pigment, gluten-free, vegetarian food
- 少油策略：熱封焙烤工藝非油炸
Low oil strategy: oven-baked, not deep-frying

青豌豆系列 Green Pea Series

- 0色素高纖：有效利用豌豆富含膳食纖維，不添加任何色素，降低油脂含量
0 pigment and high fiber: effectively utilizing peas rich in dietary fiber without adding any pigments, reducing oil content



無抗小饅頭 Antibiotic-free Ball Cakes



- 無抗雞蛋：貝比媽媽小小饅頭，使用的無抗鮮雞蛋來源於自建養雞場、經過無抗認證，不含農殘、獸殘、抗生素。甄選進口馬鈴薯澱粉、進口脫脂乳粉，採用冰糖替代白砂糖，口感酥脆
Antibiotic-free eggs: Baby Mum-Mum Ball Cakes are made with fresh eggs from our own chicken farms, certified antibiotic-free, and free of pesticide residues, veterinary residues, and antibiotics. Baby Mum-Mum Ball Cakes are made with selected imported potato starch, imported skimmed milk powder, and rock sugar instead of white sugar, and with a crispy texture
- 不額外添加：不添加防腐劑、膨松劑、香精，配料更清潔
No extra additives: no preservatives, bulking agents and flavors, and cleaner ingredients



蕎麥Q米麵系列 Buckwheat Q Rice Noodle Series

- 營養強化：產品真材實料，提高食品營養成分，蕎麥含量≥50%，增加膳食纖維
Fortified nutrition: the product is made of real materials to improve the food nutritional content, with buckwheat content ≥ 50%, increasing dietary fiber
- 低脂非油炸：採用蕎麥等脂肪含量較低的原料搭配榮獲日內瓦國際發明展銀獎的熱風乾燥技術，非油炸，低脂肪
Low-fat, non-fried: use buckwheat and other low-fat raw materials coupled with hot air-drying technology that won the silver award of the International Exhibition of Inventions of Geneva, non-fried and low-fat

壓片糖果系列 Tableted Candy Series

- 低糖減糖：使用山梨糖醇/甜菊糖苷代替白砂糖做基底，低糖更健康
Low sugar and reduced sugar: use sorbitol/steviol glycoside instead of white sugar as the base; low sugar is healthier
- 營養強化：YA-MI潤喉糖添加金銀花粉、枇杷粉，清涼潤喉
Fortified nutrition: YA-MI throat lozenge add honeysuckle powder and loquat powder to cool and moisturize the throat
- 旺仔牛奶片：使用山梨糖醇代替部分白砂糖，添加紐西蘭黃金帶乳源，4倍牛奶蛋白助力成長，3倍牛奶鈣營養好吸收
Hot-Kid Milk Tablet: use sorbitol to substitute some white sugar, added New Zealand Golden Belt milk source, 4 times milk protein to help growth, and 3 times milk calcium for easy absorption



非凡星軟糖 Fei Fan Xing Gummies

- 營養強化：添加膠原蛋白肽、乳礦物鹽、葉黃素酯、DHA藻油，提供多維度的功能營養補充
Fortified nutrition: add collagen peptides, milk mineral salts, lutein esters, DHA algae oil to provide multi-dimensional functional nutritional supplementation
- 造型新穎：多彩糖體小熊造型，Q彈口感，特調豐富誘人風味，旺仔卡通插畫版面
Novel design: colorful sugar body with bear shape, jiggly and bouncy taste, rich and tempting flavor with special notes, Hot-Kid cartoon cover design
- 50%果汁軟糖：50%高果汁含量，果汁馥鬱
50% fruit juice gummies: with 50% fruit juice added, strong fragrance
- 生肖型QQ糖：十二生肖可愛卡通造型，滿滿國潮感；四種口味隨機包裝，更添加真實果汁及維生素C
Chinese Zodiac QQ Gummies: cute cartoon shape of the twelve Chinese zodiac, full of China-Chic; four flavors are randomly packaged with real fruit juice and vitamin C added



邦德咖啡系列 Mr. Bond Coffee Series

- 0糖0脂+營養強化：邦德水咖啡風味飲料、淳咖啡飲料不僅零糖零脂含有膳食纖維，清爽無負擔
0 sugar 0 fat + fortified nutrition: Mr. Bond water coffee flavored beverages and mellow coffee beverages contain dietary fiber while having zero sugar and zero fat, which is refreshing and burden-free
- 無咖啡因：水咖啡日常飲用，無咖啡因
Decaffeinated: water coffee for daily consumption, decaffeinated
- 低脂：邦德薄荷咖啡，添加真實薄荷成分、紐西蘭進口乳源，低脂輕負擔，冷藏更好喝
Low fat: Mr. Bond mint coffee, with added real mint ingredients and dairy source imported from New Zealand, low fat and light burden, refrigerated for better taste
- 低糖低脂：邦德輕椰拿鐵咖啡，使用東南亞進口椰漿、椰子水，添加膳食纖維
Low sugar and low fat: Mr. Bond light coconut latte coffee, using Southeast Asian imported coconut milk and coconut water, with dietary fiber added

堅果牛奶 Nut milk

- 天然原料：6種堅果，核桃仁、扁桃仁、腰果仁、碧根果仁、夏威夷果仁、開心果仁
Natural raw materials: 6 types of nuts, including walnut, almond, cashew, pecan nut, macadamia nut, pistachio nut
- 營養強化：添加益生元、乳礦物鹽，高鈣、VA、VD、VE
Fortified nutrition: add prebiotics, milk mineral salts, high calcium, VA, VD, VE



高鈣純牛奶 High calcium pure milk

- 營養強化：精選乳蛋白，每包含4.8g蛋白質，鈣含量豐富，每包含165mg原生高鈣，有助於牙齒、骨骼堅固，專為兒童打造
Fortified nutrition: selected milk protein, each contains 4.8g of protein, rich in calcium, each contains 165mg of native high calcium, which helps strengthen teeth and bones, specially designed for children

蒟蒻吸吸果凍 Konjac Sip and Slurp Jelly

- 0卡0酯：0卡路里、0脂，解饑飽腹無負擔
0 calorie and 0 ester: 0 calorie, 0 fat, no burden to relieve hunger and enhance satiety
- 低糖：不添加蔗糖、不添加防腐劑
Low sugar: no sucrose, no preservatives added
- 營養強化：特別添加蒟蒻和真實果汁，白桃味、青提味、血橙味、藍莓樹莓味
Fortified nutrition: specially add Konjac and real fruit juice, with choices of peach, green grape, blood orange, blueberry and raspberry flavors
- 椰Q凍：含有15%真實果汁
Coconut Q Jelly: contains 15% real fruit juice
- 開心吸布丁：添加蛋白質和真實果粒，葡萄蘆薈、活力蜜桃、陽光香橙，口感層次豐富
Happy Pudding: add protein and real fruit, grape aloe vera, vibrant peach, sunny orange, rich taste





浪味鱈魚香絲 Langwei Cod Fragrant Shredded Fish

- 營養強化：精選海魚,添加量≥68%
Fortified nutrition: selected sea fish, with an added amount of ≥ 68%
- 健康工藝：採用烤工藝,口感細膩又有嚼勁
Healthy craftsmanship: use baking techniques, the taste is delicate and chewy

在全面推進產品營養與健康優化的同時，旺旺著力打造新銳零食品牌，更加精準錨定新生代消費群體對營養健康新生活的追求，從全球甄選優質原材料，自主研發生產，通過均衡營養搭配，希望實現新一代年輕人「零食自由」的夢想，打造全新的健康營養美食品牌印象。

縮小包裝，放大享受

懂得節制，方得長遠。為了避免單個包裝食品量大造成的浪費，旺旺持續推進小包裝產品，讓消費者安心享受而不會一次性過量攝入食品和熱量，或產生不得不浪費食品的心理負擔。目前，小包裝食品已在多個品類的產品普及開來，例如旺仔小饅頭14g裝、貝比瑪瑪盒內獨立小包裝、邦德超咖啡等。

2.4 貼心服務，真誠為您

旺旺秉持「有心、用心、道德心」的經營理念，重視消費者體驗環節的管理，把堅持以客戶為中心作為服務的長期主義指導思想，為客戶提供多樣化的增值服務，持續打造有溫度、負責任的品牌形象。

客戶服務

在嚴格遵守《中華人民共和國消費者權益保護法》《中華人民共和國食品安全法》的前提下，我們重視每一位顧客的意見與感受，持續完善旺旺集團《質量客訴作業辦法》《消費者服務熱線標準話術》等制度與檔案，並且在全國各公司佈局客戶服務網絡，對每一位消費者的訴求做到高效服務、切實落地、有問必答。2023財

While optimizing product nutrition and health in an all-round way, Want Want focuses on building a cutting-edge snack brand, more precisely targeting the new generation of consumer groups in their pursuit of a nutritious and healthy lifestyle. We select high-quality raw materials from all over the world, and independently develop and produce the products. We hope to realize the dream of “snack freedom” for the new generation of young people through balanced nutrition and create a new brand impression of healthy and nutritious food.

Smaller Packages Bringing More Enjoyment

Knowing how to be temperate leads to long-term success. In order to avoid the waste caused by the large amount of food in a single package, Want Want continues to promote small package products, so that consumers can enjoy it with peace of mind without excessive intake of food and calories at one time, or the psychological burden of having to waste food. At present, small packaged food has been adopted in many categories of products, such as Hot-Kid Ball Cakes 14g pack, Baby Mum-Mum individual small packaging inside the box, Mr. Bond Coffee Rush, etc.

2.4 Attentive, Sincere Service for You

Upholding the management philosophy of “Be Caring, Be Attentive and Be Considerate”, Want Want attaches importance to the management of consumer experience. We adhere to a long-term and customer-centric guiding ideology of service, and provides customers with diversified value-added services as a way to keep creating a warm and responsible brand image.

Customer Service

Under the premise of strictly abiding by the Law of the People's Republic of China on the Protection of Consumers Rights and Interests and the Food Safety Law of the People's Republic of China, we attach importance to the opinions and feelings of every consumer. To this end, we continue to improve the Action Procedures for Customers' Quality Complaints, the Standard Communication Techniques for Consumer Service Hotline and other systems and documents of Want Want Group, and lay out customer service networks in various companies across China to offer efficient services and answer to

年，旺旺共收到客戶產品和服務的投訴數量8,474件，均得到妥善解決。

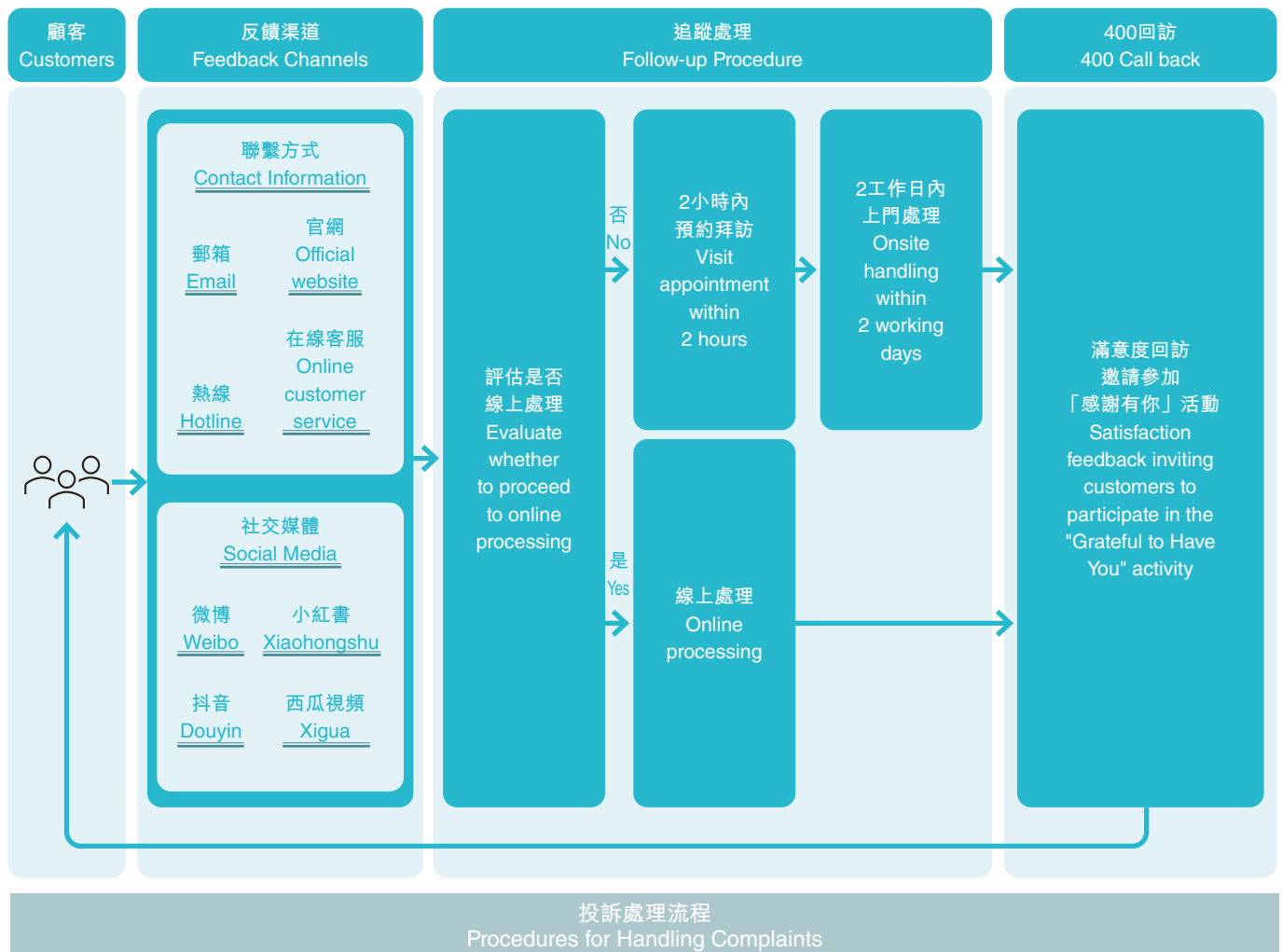
旺旺建立了多元化的消費者信息反饋渠道，持續增加客戶服務投入，升級了全新呼叫中心CRM系統，集成了語音、在線、郵箱等多種信息受理視窗，在線客服更是提供了7*16小時的貼心服務。

除此之外，旺旺還積極開拓新媒體平台信息收集渠道，建立了完善的反饋及處理流程，通過監測系統動態捕捉消費者在微、博、抖、音、小、紅、書、西、瓜、視、頻等網絡平台上的反饋信息後，旺旺客服會迅速主動聯繫消費者，以消費者為核心，解決消費者的實際需求。

the demand of each consumer. In 2023FY, Want Want received a total of 8,474 complaints from consumers about its products and services, all of which were properly resolved.

Want Want has established diversified consumer information feedback channels, continuously increased investment in customer service, upgraded CRM system in a new call center, containing voice, online, email and other information acceptance windows, with online customer service providing 7*16 hours of caring service.

In addition, Want Want has also actively explored new media platform information collection channels, and established a sound feedback and processing process. Through the monitoring system to dynamically capture consumers' feedback information on Weibo, Douyin, Xiaohongshu, Xigua and other online platforms, Want Want's customer service personnel will quickly take the initiative to contact consumers, with consumers as the core, and solve the actual needs of consumers.



旺旺不斷完善消費者問題解決方案的閉環管理，自主研發了追蹤管理系統，並進行升級反覆運算。旺旺高度重視服務過程中的細節管理，採用線上溝通、實地拜訪相結合的處理模式，妥善快速地解決消費者反饋的問題。再由400熱線回訪解決方案的落實情況，調研消費者滿意度。為更好地回饋消費者，集團每季度舉辦「感恩有你」回饋活動。對於消費者反饋的產品問題，由專業人員研判分析，持續提升品質。各處理環節緊密銜接，從而實現消費者服務全流程管理，用實際行動保障每一位消費者的利益。

消費者滿意

消費者滿意度既是我們工作與付出的直接反饋，也是指引我們努力前進的方向。不斷優化自身產品和服務、提升客戶滿意度，是我們貫穿始終的堅持。

旺旺推行客戶服務質量與效率雙重管理，嚴格遵守國家法規，通過標準化流程，形成具有旺旺特色的服務，全方位提升消費者服務體驗。

旺旺並不止步於年度目標的達成，而是始終追求消費者100%的滿意度，針對消費者不滿意的原始數據進行逐條分析，2023財年消費者滿意度為98%。



旺旺會根據滿意度調查結果展開分析、改善和消費者建議的再收集，建立了滿意度提升矩陣，全方位進行針對性改善提高。

Want Want has constantly improved the closed-loop management of solutions to consumers' problems, independently developed a tracking and management system, and upgraded it. Want Want attaches great importance to the detail management in the service process, and adopts the combined processing mode of online communication and on-site visits to properly and quickly solve the problems reported by consumers. The relevant personnel will verify the implementation of the solution through 400 hotline and investigate consumer satisfaction. To better give back to consumers, the Group holds a "Grateful to Have You" feedback activity every quarter. For the product issues reported by consumers, the professionals will conduct research and analysis, and continue to improve the quality. Each handling process is closely connected, so as to achieve full-process management of consumer service, and protect the interests of each consumer with actions.

Consumer Satisfaction

Consumers' satisfaction is not only the direct feedback on our work and efforts, but also a direction for us to strive forward. We are always committed to continuously optimizing our products and services and improving consumers' satisfaction.

Want Want promotes dual management of customer service quality and efficiency, strictly abides by national regulations, and forms a service with Want Want's characteristics through standardized processes, so as to improve the service experience of consumers in an all-round way.

Want Want does not stop at achieving annual targets, but always pursues 100% consumers' satisfaction by analyzing the raw data of consumer dissatisfaction item by item. The consumers' satisfaction in 2023FY was 98%.



Want Want will conduct analysis and improvement and regather consumer suggestions according to the results of satisfaction survey. Want Want has established a satisfaction improvement matrix to carry out targeted improvement in an all-round way.

| <p>夯實基礎 持續精進 Lay a solid foundation to make continuous progress</p> | <p>賦能員工 專業服務 Empower employees with professional services</p> | <p>信息共用 追求卓越 Information sharing and pursuit of excellence</p> | <p>感恩有你 暖心回饋 Grateful to have you and give back to the society</p> |
|--|--|--|--|
| <p>從管理層面，簡化、優化流程，完善團隊結構，嚴格控制流程執行，協調部門合作，解決管理痛點</p> <p>From the management perspective, simplify and optimize the process, improve the team structure, strictly control the process execution, coordinate the cooperation among departments, and solve management pain points</p> | <p>從個案層面追蹤客訴處理人，對相關人員進行1對1輔導，提升服務水準</p> <p>Track customer complaint handlers of each case, provide 1-on-1 coaching to relevant personnel so as to improve service levels</p> | <p>將消費者建議整理輸出至集團各對口單位，對其中重點意見進行追蹤跟進</p> <p>Organize the circulation of consumer suggestions to each corresponding unit of the Group, and follow up on the key opinions</p> | <p>邀請消費者參加集團「感恩有你」消費者回饋活動、開展活動滿意度調研，進一步持續獲得消費者喜愛與支持。報告期內，「感恩有你」滿意度調研活動中累計參加人數1,178人，滿意度99.71%</p> <p>Invite consumers to participate in the "Grateful to Have You" consumer feedback activity of the Group, and carry out activity satisfaction surveys to continue to win the love and support from consumers. During the Reporting Period, a total of 1,178 people participated in the "Grateful to Have You" satisfaction survey activity, with a satisfaction rate of 99.71%</p> |

滿意度提升矩陣
Satisfaction Improvement Matrix

與此同時，旺旺為客戶提供多種多樣貼心、全面的附加增值服務，將改善提升舉措延申至自身運營範圍之外，建設自身品牌形象和提高消費者滿意度的同時，帶動下游經銷商共同進步。

Meanwhile, Want Want provides its customers with a variety of attentive, comprehensive value-added services to extend the improvement measures beyond its own operating scope, which drives downstream distributors to make common progress while building its own brand image and improving consumers' satisfaction.

旺旺幫助經銷商客戶規範倉庫管理，向優質客戶額外提供免費倉儲優化服務，並不定期安排就近員工實地指導，幫助客戶整理倉庫，優化倉庫佈局

Want Want helps distributors manage their warehouses in a standardized manner. Want Want provides additional free warehousing optimization service to quality distributors and arranges for local employees to provide onsite guidance from time to time to help distributors organize their warehouses and optimize their storage layout

對於非旺旺責任的市場流通過程中產生的產品客訴問題，旺旺針對該類問題集中區域進行專案改善，提高產品防護，確保產品品質完好的送達消費者手中

For customer complaints about products which arise during the circulation of products in the market that are not the responsibility of Want Want, Want Want carries out special improvement project at the regions where such problems frequently occur to improve product protection, and ensure that products reach consumers in good condition

旺旺主動、及時向經銷商客戶傳遞國家食安相關規定，通過微信公眾號持續向客戶推送食安相關科普以及倉儲管理、政策解讀的培訓圖文或視頻

Want Want takes the initiative to timely deliver the relevant national food safety regulations to distributors, and continuously provides training handout or videos on food safety-related science education, warehouse management and policy interpretation to distributors through WeChat official account

客戶增值服務 Customer Value-added Services

召回管理

為切實保障消費者健康與安全，旺旺嚴格遵守《食品召回管理辦法》等法律法規，建立產品模擬追溯機制和召回流程，我們推行主動反饋從我做起，主動規避食品安全風險。2023財年，旺旺並無已售或已運送產品中因安全與健康理由而須回收的情況，無食品安全突發事件出現。

旺旺依託數字化管理手段，通過SAP系統進行追溯管理，實現從採購、生產、配送到銷售的全流程追溯。旺旺下屬食品工廠每年開展一次原物料到成品、成品到原物料的雙向模擬追溯，核算物料平衡。報告期內，共完成239次雙向模擬追溯，平均耗時3.3小時，追溯成功率100%。

客戶權益

隱私與信息安全管理

旺旺高度重視保護客戶與消費者的信息與隱私安全，在遵守《中華人民共和國消費者權益保護法》《信息安全技術個人信息安全規範》（GB/T 35273-2017）等法律法規要求的基礎上，依據內部《質量客訴作業辦法》，旺旺明確了客戶信息的加密與保護機制，具備技術上保護消費者個人信息和規範化管理的能力，切實保障消費者的隱私安全與合法權益。同時，當相關單位產生信息調取需求時，須向總部稽核單位提交書面申請並通過審核，以明確信息獲取、保存和使用過程中的保密性。

Recall Management

In order to protect the health and safety of consumers effectively, Want Want strictly abides by the Food Recall Management Measures and other laws and regulations. Want Want has established a product simulation traceability mechanism and recall process. We advocate active feedback to avoid food safety risks on our own initiative. In 2023FY, Want Want did not recall any of the products sold or shipped for safety and health reasons, and had no food safety emergencies.

Relying on digital management means, Want Want conducts traceability management through SAP system from procurement, production, distribution and sales to ensure the whole process is traceable. Once a year, the food factories of Want Want carries out two-way simulation tracking from raw materials to finished products and from finished products to raw materials to calculate the material balance. During the Reporting Period, a total of 239 two-way simulated tracking exercises were completed, with an average time of 3.3 hours and a success rate of 100%.

Customer Rights

Privacy and Information Security Management

Want Want attaches great importance to protecting the information and privacy of customers and consumers. On the basis of complying with the Law of the People's Republic of China on the Protection of Consumers Rights and Interests, the Information Security Technology Personal Information Security Specification (GB/T 35273-2017) and other laws and regulations, and in accordance with the internal Action Procedures for Customers' Quality Complaints, Want Want has clarified the encryption and protection mechanism of customer information, and is capable to protect consumers' personal information technically and manage such information in a standardized manner so as to effectively protect consumers' privacy security, and legitimate rights and interests. In the meantime, when relevant units have a need for information retrieval, they must submit a written application to the audit unit at headquarters for approval to ensure the confidentiality in the process of information acquisition, preservation and usage.

系統管理 System management

- CRM客戶信息管理系統
CRM customer information management system
- 業務追蹤專用平台
Dedicated platform for business tracking
- 投訴追蹤專用平台
Dedicated platform for complaint tracking

權限保障 Permission guarantee

- 系統賦能權限
Permissions empowered by system
- 關鍵信息加密
Encryption of critical information
- 輸出介面遮罩
Output interface shielding
- 移動媒介禁用
Prohibiting the use of mobile media
- 信息調取權限
Information retrieval permission
- 稽核部門監督
Audit department's supervision

調取流程 Retrieval process

- 提出申請
Request submission
- 明確用途
Clarify purpose
- 審核通過
Passing verification
- 專人提取
Personal extraction
- 監督刪除
Supervised deletion

客戶信息管理 Customer Information Management

對於集團整體資訊安全，旺旺將資訊安全納入整體風險管理框架，由審核及風險管理委員會審議相關議題，同時旺旺制定了《集團資訊安全總體方針》《網絡安全管理制度》《集團資訊安全管理辦法》等制度，督促員工學習與落實，提供資訊安全意識培訓，為集團資訊安全提供制度保障。

在制度保障下，我們不斷完善信息安全管理体系，明確相關責任部門和責任人，建立健全防止網絡攻擊與系統中斷的相關預警與處置程序，設計信息安全響應計劃，並開展年度網絡安全敏感性及壓力性測試，依據《信息系統災備演練管理辦法》展開網絡信息安全專項應急場景演練。旺旺官方網站、愛旺旺系統、SFA系統、旺仔旺鋪、旺仔俱樂部五大系統及其關聯設施均通過國家信息安全等級保護二、三級認證，並由專業第三方機構定期開展滲透性測試，確保旺旺具備保護網絡信息安全的能力。

For the overall information security of the Group, Want Want incorporates information security into the overall risk management framework. The Audit and Risk Management Committee deliberates relevant issues. At the same time, Want Want has formulated the General Policy on Information Security of the Group, the Network Security Management System, the Group Information Security Management Measures and other systems to urge employees to learn and put them into practice, and offers training on information security awareness to provide regulation assurance for the information security of the Group.

On the basis of regulation assurance, we continuously improve the information security management system, clarify the relevant responsible departments and personnel, establish and improve the relevant early warning and handling procedures to prevent network attacks and system interruptions, design information security response plans, and conduct annual test on network security sensitivity and pressure. We also conduct drills of special emergency scenarios of network information security in accordance with the Management Measures for Disaster Drills of Information Systems. The five systems – Want Want's official website, i want-want, SFA system, Hot-kid Want Shop and Hot-Kid Club – together with their associated infrastructures have all passed the national information security protection level II and III certifications, and penetration tests have been conducted by professional third-party institutions on a regular basis to ensure that Want Want has the ability to keep the network information secure.

報告期內，旺旺未發生侵犯客戶隱私或洩露客戶資料的投訴，未發生網絡安全或信息洩露事件。

負責任營銷

旺旺承諾，始終遵循負責任營銷的原則開展標籤審核、宣傳營銷工作，嚴格遵守《中華人民共和國食品安全法實施條例》《預包裝食品標籤通則》《預包裝食品營養標籤通則》《食品標識管理規定》等國家法律法規，遵循內部《法規審核作業辦法》《外銷法規審核作業辦法》等內部管理規範，多部門協作共同對產品進行標籤合規性、營銷合規性的控制與審查，維護消費者知情權與選擇權。

集團設置法規專崗每日登錄國家監管單位、各協會官網收集最新法規資訊、確保集團產品持續合規。報告期內，共收集國家已發佈法規117份、100%解讀宣貫；意見徵集150份，反饋意見648條，官方採納率36.8%。同時，全國31家生產基地設有品保員，每日收集地方法規信息，報告期內，共收集地方法規293份。

報告期內，旺旺進一步關注產品原料信息對標籤帶來的影響，將信息審核程序前置，與原料調查表的審核進行相關聯，截至報告期末，共審核版面超4,610份，審核覆蓋率100%，未發生標籤合規性問題。

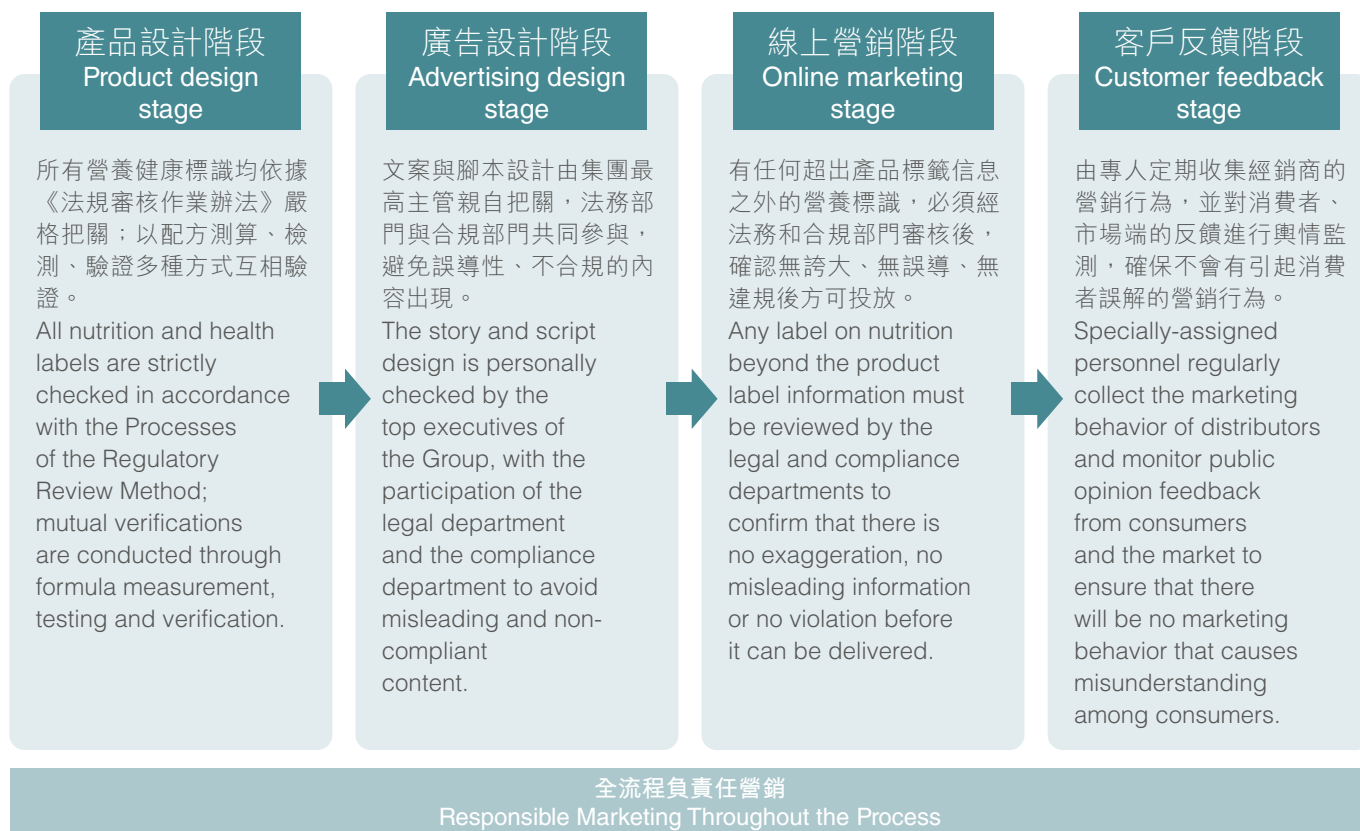
During the Reporting Period, Want Want did not have any complaints of invasion of customer privacy or leakage of customer information, and no network security or information leakage incidents occurred.

Responsible Marketing

Want Want promises to always follow the principles of responsible marketing to carry out label review, publicity and marketing, strictly abides by the Regulations on the Implementation of the Food Safety Law of the People's Republic of China, General Standards for the Labeling of Prepackaged Foods, General Standards on Nutrition Labels for Prepackaged Foods, the Administrative Provisions on Food Labeling and other national laws and regulations, and follows the Processes of the Regulatory Review Method, the Regulations Audit Practice for Export Sales and other internal management practices. Multi-department cooperation is carried out to jointly control and review product labeling and marketing compliance as a way to safeguard consumers' right to know and choose.

The Group has established a dedicated regulatory post, logging into websites of national regulatory units and various associations daily to gather the latest regulatory information, ensuring continuous compliance of the Group's products. During the Reporting Period, a total of 117 national regulations were collected, with a 100% interpretation and dissemination rate. Additionally, 150 opinions were solicited, yielding 648 feedback responses, with an official adoption rate of 36.8%. Furthermore, each of the 31 production bases nationwide has quality assurance personnel who collect local regulatory information daily. Throughout the Reporting Period, a total of 293 local regulations were collected.

During the Reporting Period, Want Want paid more attention to the impact of product raw material information on labels, and therefore brought the information review procedure forward and linked it with the review of the raw material survey forms. As at the end of the Reporting Period, a total of more than 4,610 layouts were reviewed, with a review coverage rate of 100%, and no labeling compliance issues occurred.



合規建設是增強企業核心競爭力的重要手段，旺旺一直以來非常重視合規管理，從總部法規部到各基地法規專員每年會對生產、品保、研發、行銷、採購、儲運、人資等相關部門開展內容豐富的各類法規培訓，報告期內共舉辦法規培訓1,187場次，培訓時長3,392小時，覆蓋8萬餘人。增強了員工的合規意識，廣泛而深入地將合規理念滲透到各項工作當中，確保各環節合規生產經營。其中為進一步深化加強負責任行銷意識，提升負責任行銷能力，專門針對網路行銷的規範及全媒介的宣傳開展了法規專項培訓，報告期內共舉辦食品標籤合規應用及廣告合規實務等專項培訓61場次，培訓總時長128小時，覆蓋4,516人次。內容涵蓋所有產品合規信息要求，培訓覆蓋產品經理人、商品運營及活動推廣等相關人員，極大提升了行銷人員的合規能力，為全流程負責任行銷提供堅實的合規保障。

Compliance development is a crucial means to enhance a company's core competitiveness. Want Want has always placed great emphasis on compliance management. The Headquarters Regulatory Department and regulatory specialists at each base conduct comprehensive regulatory training sessions annually for employees from various departments, such as production, quality assurance, research and development, marketing, purchasing, storage and transportation and human resources departments. During the Reporting Period, a total of 1,187 training sessions were held, with a total of 3,392 training hours and covering over 80,000 participants. These efforts have significantly heightened employees' compliance awareness and thoroughly integrated the compliance mindset into all aspects of work, ensuring compliance in every operational phase. To further deepen and strengthen responsible marketing awareness and enhance responsible marketing capabilities, special regulatory training focused on online marketing standards and all-media promotions was conducted. During the Reporting Period, a total of 61 special training sessions were held on compliant application of food labeling and advertising compliance practice and other aspects, with a total of 128 training hours and covering 4,516 participants. The content included all product compliance information requirements, and the training sessions were aimed at product managers, merchandise operations personnel, and promotional activities personnel. This greatly enhanced the compliance capabilities of marketing staff, providing robust compliance assurance for responsible marketing throughout the entire process.



同時，為進一步深化落實企業食品及品質安全主體責任，總部法規部統籌各基地構建食品及品質安全責任體系網，累計任命食品及品質安全管理人員560人，確保責任層層落實，人人擔責，全面品質管制。為強化企業風險管控意識，各基地建立食品及品質安全風險清單42份，結合風險清單有序有力推進日管控、周排查、月調度相關工作。各基地在報告期內累計接受外部落實主體責任檢查共36次，均100%通過。很多基地工廠被當地政府列為落實主體責任標杆企業，得到政府的高度肯定與讚譽。

Meanwhile, to further solidify the Company's primary responsibility for food quality and safety the Headquarters Regulatory Department coordinates with each base to establish a comprehensive food quality and safety responsibility network. A total of 560 food quality and safety management personnel have been appointed, ensuring that responsibility is clearly defined and accountability is shared by all, leading to comprehensive quality control. To strengthen corporate risk management awareness, each base has created 42 food quality and safety lists. These lists are used to systematically advance daily control, weekly inspections and monthly reviews based on the risk lists. During the Reporting Period, all bases underwent 36 external inspections to ensure the implementation of primary responsibilities, achieving a 100% pass rate. Many of these factories have been recognized by local governments as benchmark enterprises for implementing primary responsibilities, earning high praise and recognition from the government.

2.5 攜手共建，行業共榮

旺旺深知，推動行業可持續發展需要與各方夥伴攜起手來共建共榮。旺旺致力於貢獻與分享自身優勢，與外部積極交流、精誠合作、共同進步，推動價值鏈上下游與行業內同行共同進步，共同發展。

2.5 Working Together for Industry Common Prosperity

Want Want knows that promoting the sustainable development of the industry requires it to work together with partners to seek common development and prosperity. Being committed to contributing and sharing its own advantages, Want Want actively communicates with external parties, sincerely cooperates for common progress, and promotes common development and progress of the upstream and downstream of the value chain as well as peers in the industry.

攜手供應商

帶動供應商共同發展進步對於旺旺建立可持續發展供應鏈，維護穩定良性的合作關係具有重要意義。因此，旺旺熱衷於同合作供應商深入交流、互利共贏，並不斷開拓分享共建渠道。

Joining Hands with Suppliers

Driving suppliers to seek common development and progress is of great significance for Want Want to establish a sustainable supply chain and maintain a stable and benign cooperative relationship. Therefore, Want Want is keen to have in-depth exchanges with partnering suppliers to pursue mutual benefit and win-win results, and constantly opens up channels for sharing and co-construction.

旺旺的供應商渠道主要包括供應商大會、品質交流會議、駐廠交流、技術交流等，交流內容涵蓋產品品質、技術革新、服務改善、可持續發展等，各類交流按照實際需要以每天、每週、每月或每年不等的頻率開展。

本地供應商扶持

為促進供應穩定、降低供應鏈上的成本損耗和能源、碳排放負擔，旺旺始終著力扶持本地供應商，推進進口原料國產化，帶動本土供應商創新與可持續發展並與之建立長期穩定的合作關係。

The supplier channels of Want Want mainly include supplier conferences, quality exchange meetings, in-plant exchanges, and technical exchange, with the content covering product quality, technological innovation, service improvement, sustainable development, etc. All kinds of exchanges are conducted on a daily, weekly, monthly or annual basis according to actual needs.

Support Local Suppliers

In order to maintain stable supply and reduce cost and losses, energy and carbon burden in the supply chain, Want Want always strives to support local suppliers, promotes the localization of imported raw materials as a way to drive local suppliers to seek innovation and sustainable development and establishes long-term and stable cooperative relations with them.

原料國產化替代專案 Project for Substituting Imported Raw Materials with Domestic Alternatives

國際市場受綜合因素影響，原材料供應情況波動較大。為提升供應鏈穩定性，控制供應風險，旺旺採用國產明膠代替進口明膠，基於品質保障的前提下，選用國產化優良原料。

The international market is affected by various factors so that the supply of raw materials fluctuates greatly. In order to improve the stability of the supply chain and control supply risks, Want Want applies domestic gelatin instead of imported gelatin, and selects domestic excellent raw materials on the premise of quality assurance.

行業合作

行業的分享與交流是雙贏共進的重要動力，不僅是旺旺自身成長的必由之路，也是旺旺貢獻社會價值的重要途徑。為此，旺旺積極與外部機構、同行展開合作，聘請專家顧問分享行業洞見，同時加入了各類權威協會，參與行業標準制定，致力於推動行業協同發展。

Industry Cooperation

The sharing and exchange of the industry is an important driving force for win-win progress, which is not only the route Want Want must take to grow itself, but also an important way for Want Want to contribute to social value. To this end, Want Want actively cooperates with external institutions and peers, engages expert consultants to share industry insights, and joins various authoritative associations to participate in the formulation of industry standards as a way to promote the coordinated development of the industry.

工藝提升與技術合作

旺旺集團擁有強大的技術顧問團隊，聘請了原日本森永乳業研究所所長富田守社長、台灣國際生命科學會副會長營養專家蔡敬民教授等，為旺旺提供來自不同行業前沿的理念、技術與知識。與此同時，旺旺不定期邀請各個領域專家進行交流、分享與學習，更新旺旺的知識邊界與行業認知。

Process Improvement and Technical Cooperation

Want Want Group has a strong technical consultant team, and has employed Mr. Tomita Mamoru, former director of Morinaga Milk Industry Research Institute in Japan, nutrition expert Prof. Tsai Jing-Min, vice president of the International Life Sciences Institute Taiwan, and others to provide Want Want with cutting-edge ideas, technologies and knowledge from different industries. Meanwhile, Want Want, from time to time, invites experts in various fields to communicate, share and learn from them to update Want Want's knowledge boundary and industry cognition.

報告期內，我們邀請了來自中國農業大學、上海交通大學等高等學府的6位農業專家及供應商，就大米轉基因檢測及預防進行交流分享，並與上海交通大學建立合作檢測機制，為旺旺產品的出口合規性提供進一步保障。

行業聯盟交流

旺旺當前是消費品論壇（CGF）成員，同時是全球食品安全倡議（GFSI）中國工作組成員，旺旺生產研發群總處長曹永梅女士是中國工作組運營委員會聯席副主席，同時是BRCGS國際顧問委員會（International Advisory Board）亞太區成員之一。此外，旺旺目前是包括中國食品工業協會、中國食品科學技術學會、中國營養學會、中國乳製品工業協會等在內的32家行業協會的會員、理事，我們於報告期內新加入上海市食品接觸材料協會、中國包裝聯合會、食品接觸金屬製品碳中和工作組、中國乳製品工業協會營養與健康功能乳製品專業委員會，致力於在食品行業全價值鏈中推進食品供應鏈的穩定、提高供應鏈中的品質標準，與行業夥伴達成食品安全、營養健康的共識。旺旺積極與這些協會組織保持密切的合作，將合作項目範圍覆蓋至原料到成品流程中的各個方面。報告期內參與協會組織會議60次，涉及標準法規制修訂研討、標準法規培訓解讀、行業年會等，了解最新法規動向及行業發展趨勢，確保集團始終處於行業領先。

During the Reporting Period, we invited six agricultural experts from China Agricultural University, Shanghai Jiao Tong University and other higher education institutions, and suppliers to exchange and share on detection and prevention of transgenic rice, and established a cooperative testing mechanism with Shanghai Jiao Tong University to provide further assurance for the export compliance of Want Want products.

Industry Alliance Exchange

Want Want is currently a member of the Consumer Goods Forum (CGF) and a member of the Global Food Safety Initiative (GFSI) China Working Group. Ms. Cao Yongmei, managing director of the manufacturing and R&D group of Want Want, is a co-vice chairwoman of the operation committee of the China Working Group, and also a member of the International Advisory Board of BRCGS in the Asia-Pacific region. In addition, Want Want is currently a member/director of 32 industrial associations, including China National Food Industry Association, the Chinese Institute of Food Science and Technology, and the Chinese Nutrition Society, and China Dairy Industry Association. We joined the Shanghai Association of Food Contact Materials, the China Packaging Federation, the Carbon Neutral Working Group of Food Contact Metal Products, and the Nutritional and Healthy Functional Milk Products Committee of China Dairy Industry Association during the Reporting Period to promote the stability of the food supply chain in the entire value chain of the food industry, improve quality standards in the supply chain, and reach consensus with industry partners on food safety, nutrition and health. Want Want actively maintains close cooperation with these associations and organizations, and extends cooperation projects to all aspects of the process from raw materials to finished products. During the Reporting Period, Want Want Group participated in 60 meetings organized by various industry associations. These meetings included discussions on the development and revision of standards and regulations, interpretative training sessions on standards and regulations, and industry annual conferences. By engaging in these activities, the Group stays informed about the latest regulatory trends and industry developments, ensuring that it remains at the forefront of the industry.



旺旺外部合作簡覽
Want Want External Cooperation Brief

行業標準制定

行業發展離不開行業標準的規範與完善，旺旺作為領先的食品企業，深知自身肩負的職責與使命，積極參與食品相關標準制定。報告期內，旺旺參與了各類食品產品，包括飲料品質通則、過度包裝、糕點、麵包、調制乳、發酵乳、老年營養食品通則等國家/行業/團體標準的制定，共7份，旺旺還參與了例如生產許可審查細則、食品添加劑科普宣傳、營養素度量法指南等法規意見徵集52份。

Industry Standard Setting

The development of the industry is inseparable from standardized and well-established industry standards. As a leading food company, Want Want is well aware of its responsibilities and missions, and actively participates in the formulation of food-related standards. During the Reporting Period, Want Want participated in the formulation of 7 national/industry/group standards in relation to various food products, including beverage quality guidelines, over-packaging, pastries, bread, modulated milk, fermented milk, and nutritional food guidelines for the elderly. Want Want also took part in the collection of 52 opinions on laws and regulations such as rules of production license review, science education of food additives, and Nutrient Profiling guidelines, etc.



3

綠色旺旺，領先實踐

Green Want Want Leading in Practice

3.1 綠色管理，全面覆蓋

環境管理

旺旺嚴格遵守國家相關法律法規，不斷優化提升環境管理體系。遵循「前期高達成、後期穩固」的管理原則，我們依託完善的旺旺標準生產管理體系（WSPM），不斷更新修訂《危險廢物管理辦法》《工廠固廢管理程序》《工廠突發環境事件管理辦法》《工廠污染防治管理程序》等環境保護管理制度，以保證旺旺的可持續發展管理方針穩固達成，環境管理表現不斷提升。我們始終致力於推進旺旺可持續發展管理方針，以綠色工廠申報、綠色能源發展、能源效率大幅提升、可持續水管理、包材100%可回收、廢棄物零填埋及綠色採購作為旺旺的可持續發展方針。在完善的管理體系保障下，旺旺過去三年未發生任何環境違規罰款情況。

3.1 Green Management with Full Coverage

Environmental Management

Want Want strictly abides by relevant national laws and regulations, and constantly optimizes and improves the environmental management system. Following the management principle of “high achievement in the early stage and stability in the later stage”, we rely on the well-established Want Want Standard Production Management System (WSPM) to continuously update and revise environmental protection management systems such as the Hazardous Waste Management Regulations, the Factory Solid Waste Management Procedures, the Factory Emergency Environmental Incident Management Measures and the Factory Pollution Prevention Management Procedures to ensure that the sustainable development management policies of Want Want are steadily achieved and its environmental management performance is continuously improved. We have always been committed to advancing the sustainable development management policies of Want Want, which include green factory declaration, green energy development, significant improvement in energy efficiency, sustainable water management, 100% recyclable packaging materials, zero waste to landfill and green procurement. Safeguarded by the sound management system, Want Want has not incurred any fines for environmental violations in the past three years.



旺旺可持續發展管理方針
Want Want Sustainable Development Management Policies

在管理層面，我們將管理人員薪酬與環境績效表現掛鉤，推行環境目標考核管理，形成內驅力推動環境表現提升；執行層面，我們將長期環境管理目標逐年分解、逐級落實，通過細化目標將責任細分到每個生產基地，確保工作有效落實。截至報告期末，集團下屬共21家工廠取得ISO 14001、ISO 45001國際認證。

在開展環境績效提升工作的同時，我們自主研發創新，實施了諸多節能管理實踐措施。為了不斷加強環境管理能力，我們持續開展節能環保研究並申請相關專利。報告期內，旺旺在節能環保領域申請相關專利63件，共獲得節能節水環保類專利授權51件。通過技術創新，我們不斷優化了各個生產節點的環保管理與能源管控，提高可持續發展水平。

At the management level, we link the remuneration of managers with environmental performance by implementing environmental target assessment management so as to develop an internal driving force to improve environmental performance. At the operation level, we will break down and implement long-term environmental management targets year by year, and subdivide responsibilities to each production base through refined targets to ensure effective implementation. As of the end of the Reporting Period, a total of 21 factories of the Group have obtained ISO 14001 and ISO 45001 international certifications.

While improving environmental performance, we independently develop and innovate to implement numbers of energy-saving management practices. In order to continuously strengthen our environmental management capabilities, we continue to carry out research on energy conservation and environmental protection and apply for related patents. During the Reporting Period, Want Want applied for 63 relevant patents in the field of energy conservation and environmental protection, and obtained a total of 51 patents for energy conservation, water conservation and environmental protection. Through technological innovation, we have continuously optimized the environmental management and energy control of each production node to enhance sustainable development.

環境法規科普知識培訓 Training on Environmental Regulation

為了提升員工環境保護意識，2023財年各工廠除了開展環境保護常態化培訓外，《水環境污染防治科普》《大氣環境污染防治科普》《土壤環境污染防治科普》《固廢科普視頻》多部環保科普視頻上傳至旺旺學習空間供員工隨時觀看。

In order to enhance employees' awareness of environmental protection, in 2023FY, in addition to conducting regular environmental protection training at each factory, several educational videos on environmental protection, such as the General Science on Water Environment Pollution Prevention and Control, the General Science on Air Environment Pollution Prevention and Control, the General Science on Soil Environment Pollution Prevention and Control and the General Science on Solid Waste, have been uploaded to the Want Want Learning Space for employees to watch at any time.

綠色工廠申報

報告期內，旺旺共計新增7家工廠成功通過綠色工廠認證，其中國家級5家，省級2家。截至報告期末，集團共計18家工廠通過綠色工廠認證：

Green Factory Declaration

During the Reporting Period, additional 7 factories of Want Want successfully passed the green factory certification, including 5 on national-level, and 2 on provincial-level. As of the end of the Reporting Period, a total of 18 factories of the Group had passed the green factory certification:

| 公司名稱 Company name | 綠色工廠認證等級 Green factory certification level | 認證時間 Time of certification |
|---|---|-------------------------------|
| 侯馬旺旺食品有限公司 Houma Want Want Foods Ltd. | 國家級綠色工廠認證 National Green Factory Certification | 2023 |
| 江西必旺食品有限公司 Jiangxi Be-Want Foods Ltd. | 國家級綠色工廠認證 National Green Factory Certification | 2023 |
| 廣州大旺食品有限公司 Guangzhou Big-Want Foods Ltd. | 國家級綠色工廠認證 National Green Factory Certification | 2023 |
| 哈爾濱雙城瑞麥食品有限公司 Harbin Shuangcheng Rimalt Foods Ltd. | 黑龍江省級綠色工廠認證 Provincial Green Factory Certification in Heilongjiang Province | 2023 |
| 哈爾濱旺旺食品有限公司 Harbin Want Want Foods Ltd. | 黑龍江省級綠色工廠認證 Provincial Green Factory Certification in Heilongjiang Province | 2023 |
| 淮安旺旺食品有限公司 Huaian Want Want Foods Ltd. | 國家級綠色工廠認證 National Green Factory Certification | 2023 |
| | 江蘇省省級綠色工廠認證 Provincial Green Factory Certification in Jiangsu Province | 2022 |
| | 江蘇省淮安市市級綠色工廠認證 Municipal Green Factory Certification in Huaian City, Jiangsu Province | 2022 |
| 瀋陽旺旺食品有限公司 Shenyang Want Want Foods Ltd. | 國家級綠色工廠認證 National Green Factory Certification | 2023 |
| | 遼寧省省級綠色工廠認證 Provincial Green Factory Certification in Liaoning Province | 2022 |
| 湖南大旺食品有限公司 Hunan Big-Want Foods Ltd. | 國家級綠色工廠認證 National Green Factory Certification | 2022 |
| | 湖南省省級綠色工廠認證 Provincial Green Factory Certification in Hunan Province | 2019 |
| 南京大旺食品有限公司 Nanjing Big-Want Foods Ltd. | 江蘇省省級綠色工廠認證 Provincial Green Factory Certification in Jiangsu Province | 2022 |
| 江西旺旺食品有限公司 Jiangxi Want Want Foods Ltd. | 江西省省級綠色工廠認證 Provincial Green Factory Certification in Jiangxi Province | 2022 |
| 山東大旺食品有限公司 Shandong Big-Want Foods Ltd. | 山東省濟南市市級綠色工廠認證 Municipal Green Factory Certification in Jinan City, Shandong Province | 2022 |
| 杭州旺旺食品有限公司 Hangzhou Want Want Foods Ltd. | 浙江省杭州市市級綠色工廠認證 Municipal Green Factory Certification in Hangzhou City, Zhejiang Province | 2022 |

| 公司名稱 Company name | 綠色工廠認證等級 Green factory certification level | 認證時間 Time of certification |
|--|---|-------------------------------|
| 齊河旺旺食品有限公司 Qihe Want Want Foods Ltd. | 山東省德州市市級綠色工廠認證 Municipal Green Factory Certification in Dezhou City, Shandong Province | 2022 |
| 浙江明旺乳業有限公司 Zhejiang Ming-Want Dairy Ltd. | 國家級綠色工廠認證 National Green Factory Certification 浙江省省級綠色工廠認證 Provincial Green Factory Certification in Zhejiang Province | 2021 2020 |
| 湖南旺旺食品有限公司 Hunan Want Want Foods Ltd. | 湖南省省級綠色工廠認證 Provincial Green Factory Certification in Hunan Province | 2021 |
| 山東旺旺食品有限公司 Shandong Want Want Foods Ltd. | 山東省濟南市市級綠色工廠認證 Municipal Green Factory Certification in Jinan City, Shandong Province | 2021 |
| 山東真旺包裝材料有限公司 Shandong Jet-Want Packaging Ltd. | 山東省濟南市市級綠色工廠認證 Municipal Green Factory Certification in Jinan City, Shandong Province | 2021 |
| 安慶旺旺食品有限公司 Anqing Want Want Foods Ltd. | 安徽省省級綠色工廠認證 Provincial Green Factory Certification in Anhui Province | 2020 |

3.2 低碳轉型，應對變化

近年來，全球氣候與工業化時代相比已發生巨大變化，《聯合國氣候變化框架公約》第27次締約國大會（COP27）上重申了《巴黎協定》1.5℃目標的重要性，呼籲社會各界重視氣候變化影響。旺旺高度重視氣候變化風險與機遇的識別、應對和管理，將氣候變化風險納入企業整體風險管理體系之中。報告期內，我們參照金融穩定理事會（FSB）氣候相關財務信息披露工作組（TCFD）2017年發佈的《氣候相關財務信息披露工作組建議報告》，並結合科學碳目標倡議組織（SBTi）管理框架，實施集團層面碳盤查，並結合減排路徑，制定更長遠的氣候目標。

治理

旺旺建立了完善的氣候變化相關公司管治體系，董事會下設環境、社會及管治（ESG）委員會，負責對氣候變化應對相關的願景、目標及策略實施進行管理與監督審核，每年至少展開一次氣候變化議題審議，討論ESG管理方針匯報以及ESG相關目標進度，並向董事會彙報。

3.2 Low-Carbon Transformation to Cope with Change

In recent years, the global climate has changed dramatically compared to the industrial era, and countries around the world have reiterated the importance of the 1.5℃ target of the Paris Agreement at the 27th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27) and appealed to all sectors of society to pay attention to the impact of climate change. Want Want attaches great importance to the identification, response and management of climate change risks and opportunities, and incorporates climate change risks into the overall risk management system of the enterprise. During the Reporting Period, we implemented a group-level carbon inventory and set longer-term climate targets in conjunction with our emission reduction paths, with reference to the Recommendations of the Task Force on Climate-related Financial Disclosures issued by the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB) in 2017, and in line with the Science Based Targets initiative (SBTi) management framework.

Governance

Want Want has established a sound corporate governance system related to climate change. The Board has set up an Environmental, Social and Governance (ESG) Committee, which is responsible for managing and supervising the implementation of the vision, objectives and strategies related to climate change response, and reviewing climate change issues at least once a year to discuss ESG management policies and the progress of the ESG-related targets, and reporting to the Board.

ESG委員會主任委員由蔡旺家先生擔任，蔡旺家先生具有多年深厚的食品與飲料行業工作經驗。我們的ESG委員會委員來自會計金融、食品科學、企業管理學等多元學術背景，共同為旺旺可持續發展保駕護航。與此同時，為了提升ESG委員會監督和應對氣候相關問題的能力，我們不定期針對委員會委員開展氣候變化工作坊和ESG培訓。

同時，我們為旺旺管理層設立ESG工作小組，貫徹落實董事會及ESG委員會制定的氣候變化應對相關制度、目標與策略，協調各部門開展具體工作。在具體工作中，我們將氣候變化相關目標的達成情況作為管理層績效考核的要素之一，與管理層薪酬掛鉤。

策略

旺旺始終秉持其可持續發展方針，定期對整個生產價值鏈中潛在的氣候變化風險進行評估，從強化能源與資源規劃、積極踐行節能增效舉措、探索綠色能源使用等方面落實集團氣候管理策略，積極響應國家十四五規劃綠色要求，力求減緩氣候變化對生產運營造成的風險。

我們運用情景分析的方式來識別各項氣候變化風險對業務、戰略及財務績效的影響程度，從而更貼合實際地制定應對策略。我們使用包括聯合國政府間氣候變化專門委員會(IPCC)所制定的代表性濃度路徑RCP4.5與RCP8.5和國際能源署(IEA)所模擬的宣佈承諾場景(APS)與2050年零碳排放情景(NZE)數據，具體情景定義如下：

Mr. Tsai Wang-Chia, the chairman of the ESG Committee, has many years of extensive working experience in the food and beverage industry. Our members of the ESG Committee come from diversified academic backgrounds such as accounting and finance, food science, and business management, and work together to promote the sustainable development of Want Want. Meanwhile, in order to enhance the ability of ESG Committee to monitor and respond to climate-related issues, we conduct climate change workshops and ESG training for committee members from time to time.

In the meantime, an ESG Working Group has been set up for Want Want management to implement the systems, objectives and strategies relevant to climate change response formulated by the Board and the ESG Committee, and coordinate the specific work of various departments. In the specific work, we take the achievement of climate change-related targets as one of the elements in management's performance appraisal, and link it with their remuneration.

Strategies

Want Want always adheres to its sustainable development policies, regularly assesses potential climate change risks in the entire production value chain, and implements the climate management strategies of the Group from strengthening energy and resource planning, actively practicing measures to conserve energy and enhance efficiency, and exploring green energy use. Want Want actively responds to the green requirements specified in the national 14th Five-Year Plan, and strives to mitigate the risks caused by climate change to production and operation.

We use scenario analysis to identify the extent to which climate change risks impact business, strategies and financial performance to better develop response strategies. We use data from representative concentration pathways RCP4.5 and RCP8.5 developed by the United Nations Intergovernmental Panel on Climate Change (IPCC), the Announced Pledges Scenario (APS) modelled by the International Energy Agency (IEA), and the Net Zero Emissions (NZE) by 2050 Scenario, as defined as follows:

實體風險情景 Physical Risk Scenarios

RCP4.5情景：

假設全球溫室氣體排放在本世紀中葉達到峰值，之後逐漸減少，該情景下全球平均氣溫相對於工業化前水平上升2°C至3°C之間。

The RCP4.5 Scenario:

Assuming that global greenhouse gas emissions peak by the middle of this century and gradually decrease thereafter, the global average temperature in this scenario will rise by 2°C to 3°C compared to pre-industrial levels.

RCP8.5情景：

假設全球溫室氣體排放在本世紀末仍然持續增加，該情景下全球平均氣溫相對於工業化前水平上升4°C以上。

The RCP8.5 Scenario:

Assuming that global greenhouse gas emissions continue to increase by the end of this century, the global average temperature in this scenario will increase by more than 4°C compared to pre-industrial levels.

轉型風險情景 Transition Risk Scenarios

宣佈承諾場景（APS）：

假設世界各國政府做出的所有氣候承諾，包括國家自主貢獻（NDC）和長期淨零目標，都將全部按時實現。

The Announced Pledges Scenario (APS):

It is assumed that all climate commitments made by governments around the world, including Nationally Determined Contributions (NDC) and long-term net-zero targets, will be met on time.

2050年零碳排放情景（NZE）：

到2050年實現二氧化碳當量（CO₂e）淨零排放，不依賴能源領域以外的減排來實現其目標。

The Net Zero Emissions (NZE) by 2050 Scenario:

Achieve net-zero carbon dioxide equivalent (CO₂e) emissions by 2050, and not rely on emissions reductions outside the energy sector to meet its targets.

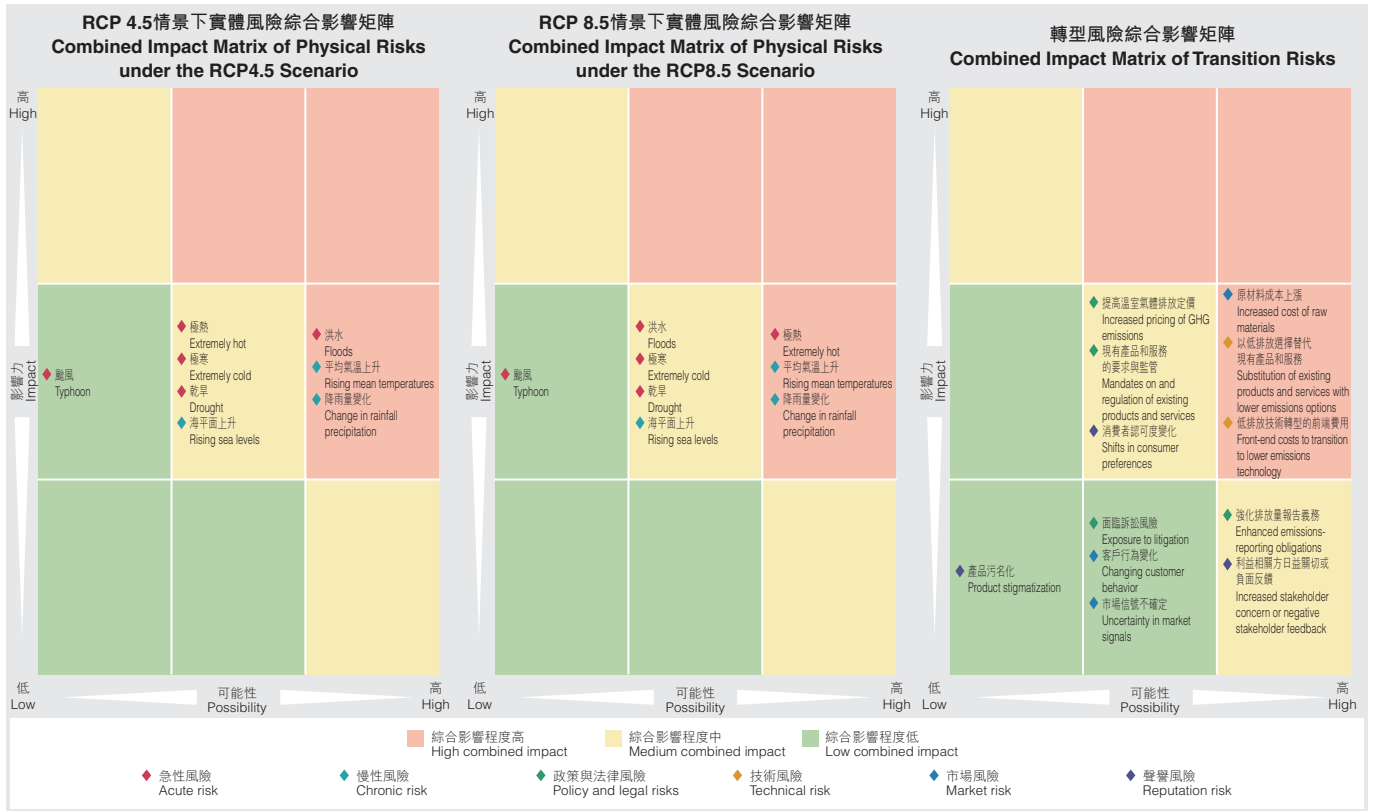
氣候變化情景選擇
Selection of Climate Change Scenarios

報告期內，在不同情景下，我們從短期（0-1年）、中期（1-3年）和長期（3-10年）三個時間維度，從風險可能性與財務影響力兩個維度對氣候變化風險與機遇進行識別與排序，並最終擬定低、中、高三個等級的氣候變化風險與機遇對旺旺的影響程度。

我們對旺旺主要運營地開展的氣候變化風險與機遇識別結果如下：

During the Reporting Period, under different scenarios, we identified and prioritized climate change risks and opportunities from three time-dimensions of short-term (0-1 year), medium-term (1-3 years) and long-term (3-10 years), and from two dimensions of risk possibility and financial impact. Finally, we determined the impact degree of climate change risks and opportunities on Want Want as low, medium and high levels.

Our identification of climate change risks and opportunities at Want Want's principal places of operation is as follows:



氣候變化風險影響程度
 Impact Degree of Climate Change Risks

| 氣候變化風險 Climate change risks | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|--------------------------------|-------------------------------|----------------------------|-------------------------|--|
| 轉型風險 Transition risks | 急性風險 Acute risk | 短期/中期 Short/medium term | 高 High | <p>極熱天氣通常指至少持續兩到三天的高溫度和高濕度，一般為溫度超過35攝氏度（90華氏度）的天氣情況。根據此定義，我們選定旺旺各工廠基地氣溫處於極熱情況的天數為指標，以此衡量各基地發生極熱天氣的風險。</p> <p>Extremely hot weather usually refers to high temperatures and high humidity that last at least two to three days, generally when the temperature exceeds 35 degrees Celsius (90 degrees Fahrenheit). Based on this definition, we measure the risk of extremely hot weather at each site by selecting the number of days the temperature is in extreme heat at each factory and site of Want Want.</p> <p>在RCP4.5情景下，旺旺工廠所在的江蘇省、安徽省、廣東省極熱天氣發生的可能性等級為高。</p> <p>In the RCP4.5 scenario, the risk of extremely hot weather affecting Jiangsu, Anhui, and Guangdong provinces where Want Want factories are located is high.</p> <p>在RCP8.5情景下，旺旺工廠所在北京市、河南省、山東省極熱天氣發生的可能性等級由中等轉為高，江蘇省、安徽省極熱天氣發生的可能性顯著增強。</p> <p>In the RCP8.5 scenario, the possibility of extremely hot weather affecting Beijing, Henan Province, and Shandong Province where Want Want factories are located has shifted from medium to high, and the risk of extremely hot weather affecting Jiangsu and Anhui provinces has also significantly increased.</p> <p>極端天氣可能會影響工廠的正常運營，並對基礎設施設備造成損壞，從而增加工廠的運營成本。</p> <p>Extreme weather may affect the normal operation of factories and cause damage to infrastructure and equipment, thus increasing the operating costs of factories.</p> |
| | 極熱天氣 Extremely hot weather | | | |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|-------------------------|---|------------------------------|-------------------------|--|
| 轉型 風險 Transition risks | 急性風險 Acute risk | 洪水 Floods | 短/中期 Short/medium term | 中 Medium | <p>河流和海岸系統的洪水是與氣候相關的最常見和最具破壞性的災害。</p> <p>Flooding of river and coastal systems is the most common and devastating climate-related disaster.</p> <p>在RCP4.5情景下，旺旺工廠所在的浙江省、廣東省、湖南省洪水發生的可能性等級較高，北京市、河北省的發生的可能性較低。</p> <p>In the RCP4.5 scenario, Zhejiang Province, Guangdong Province, and Hunan Province where the Want Want factories are located have a higher possibility of being affected by floods, while Beijing and Hebei Province have a lower risk level.</p> <p>在RCP8.5情景下，浙江省、湖南省發生洪水的可能性等級由高轉為中等。</p> <p>In the RCP8.5 scenario, the possibility of being affected by floods of Zhejiang and Hunan provinces has shifted from high to medium.</p> <p>洪水自然災害可能會直接損壞廠房、阻礙交通，還會影響產品原材料的穩定供應，造成供應鏈斷裂，從而對廠區的正常生產、產品的運輸和銷售產生影響。</p> <p>Flood, a type of natural disasters, may directly damage factories, hinder traffic, and affect the stable supply of raw materials, causing supply chain disruptions, thereby affecting the normal production of factories, and the transportation and sales of products.</p> |
| | 慢性風險 Chronic risk | 平均氣溫 上升 Rising mean temperatures | 長期 Long term | 中-高 Medium-high | <p>平均氣溫通常是指在給定時間段（通常為一年）內由正確暴露的溫度計指示的空氣平均溫度。我們選定旺旺各工廠基地氣溫在未來年度平均氣溫上升變化（℃）為指標以衡量平均氣溫上升影響的風險等級。</p> <p>Average air temperature generally refers to the average temperature of air indicated by a properly exposed thermometer over a given period of time, usually a year. We select the change in rising mean temperatures in the coming year at each Want Want factory as an indicator to measure the risk level of the impact of the average temperature rise.</p> <p>在RCP4.5情景下，旺旺工廠所在的北京市、東北三省、河南省、新疆省、青海省平均氣溫上升幅度較高。</p> <p>In the RCP4.5 scenario, the rising mean temperatures was higher in Beijing, the three northeastern provinces, Henan Province, Xinjiang Province and Qinghai Province, where Want Want factories are located.</p> <p>在RCP8.5情景下，吉林省、黑龍江省、江蘇省、山東的平均氣溫進一步升高。</p> <p>In the RCP8.5 scenario, the average temperature in Jilin Province, Heilongjiang Province, Jiangsu Province and Shandong Province further increases.</p> <p>全球氣溫上升會影響工廠的正常生產與供應，甚至導致業務中斷；氣溫升高也會對生產設備正常使用產生影響，增加工廠的運維成本。位於北京市、吉林省、新疆省等地的生產工廠的平均氣溫上升趨勢更大，從而可能面臨高的運營成本。</p> <p>Rising global temperatures will affect the normal production and supply of factories, and even cause business interruption; rising temperatures will also have an impact on the normal use of production equipment and increase the operation and maintenance costs of the factory. Production factories in Beijing, Jilin Province, and Xinjiang Province have a greater trend of average temperature rise, and thus may face high operating costs.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|-------------------------|---|-------------------------|-------------------------|--|
| 轉型 風險 Transition risks | 慢性風險 Chronic risk | 降雨量變化 Change in rainfall precipitation | 長期 Long term | 中-高 Medium-high | <p>降雨量指一定時間內以雨的形式降下的水分或水量，降落到水平面上（無滲漏、蒸發、流失等）的雨水深度。我們選定旺旺各工廠基地降雨量在未來年度平均降雨量變化(mm)為指標，以此衡量各基地年度平均降雨量上升造成影響的可能性。</p> <p>Rainfall precipitation refers to the amount of water that falls in the form of rain in a certain period, and the depth of rain that falls to the horizontal surface (without infiltration, evaporation, loss, etc.). We selected the change in annual average rainfall precipitation (mm) of the rainfall of each factory base of Want Want in the future as an indicator to measure the possibility of the impact caused by the increase in annual average rainfall precipitation of each base.</p> <p>在RCP4.5情景下，旺旺工廠所在的河南省、山東省、安徽省降雨量變化發生的可能性較大。</p> <p>In the RCP4.5 scenario, the change in rainfall precipitation was higher in Henan Province, Shandong Province and Anhui Province, where Want Want factories are located.</p> <p>在RCP8.5情景下，浙江省、湖南省進一步升高，且在長期情況下降雨量變化風險對旺旺生產的綜合影響進一步增大。</p> <p>In the RCP8.5 scenario, the level of risk in Zhejiang Province and Hunan Province further increases. And in the long run, the combined impact of rainfall change risk on Want Want production further increases.</p> <p>平均降雨量的上升或下降可能導致地區極端天氣事件或乾旱天數的增加，並影響旺旺原材料的供應，從而導致未來運營過程中採購成本的增加。</p> <p>An increase or decrease in average rainfall precipitation may lead to an increase in regional extreme weather events or days of drought and affect the availability of Want Want's raw materials, resulting in an increase in procurement costs during future operations.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|---|---|-----------------------------|-------------------------|---|
| 轉型 風險 Transition risks | 政策與法律 風險 Policy and legal risks | 提高溫室氣體 排放定價 Increased pricing of GHG emissions | 中-長期 Medium-long term | 中 Medium | <p>宣佈承諾場景（APS）： The Announced Pledges Scenario (APS):</p> <p>根據國際能源署(IEA)數據庫預計，包括中國在內的已提出碳中和行動方案的各發展中國家在該情境下，以2021年實際貨幣價值計算，2030年碳定價將達到40美元每噸，2050年碳定價將達到160美元每噸。溫室氣體排放定價的提高可能會使得旺旺支付更高的能源成本和碳稅，從而對其財務表現產生負面影響，增加了生產成本，若旺旺不採取措施減少溫室氣體的排放量，這種影響可能會更加顯著。</p> <p>According to the International Energy Agency (IEA) database, for developing countries, including China, that have proposed carbon neutrality action plans, carbon pricing will reach US\$40 per tonne in 2030 and US\$160 per tonne in 2050 in this scenario based on the real value of currencies in 2021. Increased pricing of GHG emissions may cause Want Want to pay higher energy costs and carbon taxes, which will negatively affect its financial performance and increase production costs. The impact may be even more significant if Want Want does not take steps to reduce GHG emissions.</p> <p>2050年零碳排放情景（NZE）： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>根據國際能源署(IEA)數據庫預計，包括中國在內的已提出碳中和行動方案的各發展中國家在該情境下，以2021年實際貨幣價值計算，2030年碳定價將達到90美元每噸，2050年碳定價將達到200美元每噸。更大幅度溫室氣體排放定價的提高可能會使得旺旺支付更高能源成本和碳稅的壓力陡增，從而對其財務表現產生負面影響，甚至影響到生產策略，倒逼旺旺採取措施減少溫室氣體的排放量，進一步產生資本支出。另一方面，碳定價也將作為一種刺激，促使旺旺實施更多的環保措施，例如改善能源效率或轉向使用更環保的供應鏈，這有助於降低長期經營成本並提高品牌形象。</p> <p>According to the International Energy Agency (IEA) database, for developing countries, including China, that have proposed carbon neutrality action plans, carbon pricing will reach US\$90 per tonne in 2030 and US\$200 per tonne in 2050 in this scenario based on the real value of currencies in 2021. A larger increased pricing of GHG emissions may drive the pressure on Want Want to pay higher energy costs and carbon taxes, which will negatively affect its financial performance and even affect its production strategies, forcing Want Want to take measures to reduce GHG emissions and further generate capital expenditure. On the other hand, carbon pricing will also act as an incentive for Want Want to implement more environmental measures, such as improving energy efficiency or switching to a greener supply chain, which will help reduce long-term operating costs and improve brand image.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|---|---|------------------------------|-------------------------|---|
| 轉型 風險 Transition risks | 政策與法律 風險 Policy and legal risks | 強化排放量報 告義務 Enhanced emissions- reporting obligations | 短-中期 Short-medium term | 中 Medium | <p>中國對企業溫室氣體排放披露的監管要求正在逐年加強。此外，香港交易所於2024年4月修訂《上市規則》ESG框架下氣候信息披露要求，規定上市公司以符合國際財務報告準則基金會的國際可持續發展準則理事會（ISSB）刊發的國際財務報告準則（IFRS）S1號—可持續相關財務信息披露一般要求（IFRS S1）及國際財務報告準則S2號—氣候相關披露（IFRS S2）之方式編備ESG報告。經修訂的《上市規則》將於2025年1月1日生效。新氣候信息披露要求將採用分階段方法實施。</p> <p>China has imposed increasingly stringent regulatory requirements on corporate greenhouse gas emissions disclosure year by year. Furthermore, HKEx published an amendment to climate-related information disclosure requirements under the ESG framework of the Listing Rules in April 2024 to require all issuers to prepare their ESG reports in compliance with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1) and IFRS S2 Climate-related Disclosures (IFRS S2) published by the International Sustainability Standards Board (ISSB) of the IFRS Foundation. The amended Listing Rules will come into effect on 1 January 2025. A phased approach is adopted for the implementation of the new climate-related information disclosure requirements.</p> <p>宣佈承諾場景（APS）： The Announced Pledges Scenario (APS):</p> <p>在《中華人民共和國國民經濟和社會發展第十四個五年規劃和2035年遠景目標綱要》中，中國也將溫室氣體排放控制作為主要目標之一，瞄準2060年前實現碳中和的目標，提出要以碳強度控制為主、碳排放總量控制為輔的要求，推動能源清潔低碳安全高效利用，實現重點行業與領域的低碳轉型。同時，由於中國政府致力於將碳達峰和碳中和納入國家發展戰略，未來可能會進一步加強企業溫室氣體排放的披露監管政策，以確保企業的數據真實可靠，促進企業加強碳排放管理和減排行動，共同推動應對氣候變化的工作。</p> <p>In the Outline of the 14th Five-Year Plan (2021-2025) for National Economic and Social Development of the People's Republic of China and the Long-Range Objectives Through the Year 2035, China also regards the control of greenhouse gas emissions as one of its main objectives. Aiming at the target of achieving carbon neutrality by 2060, it proposes a system based on carbon intensity control and supplemented by total carbon emission control, promoting clean, low-carbon, safe and efficient use of energy, and realizing low-carbon transformation in key industries and fields. At the same time, as the Chinese government is committed to incorporating carbon peaking and carbon neutrality into its national development strategies, it may further strengthen the regulatory policies on the disclosure of corporate GHG emissions in the future, so as to ensure the authenticity and reliability of the data of enterprises, promote the strengthening of carbon emission management and emission reduction actions of enterprises, and jointly promote the work of tackling climate change.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|---|---|------------------------------|-------------------------|---|
| 轉型 風險 Transition risks | 政策與法律 風險 Policy and legal risks | 強化排放量報 告義務 Enhanced emissions- reporting obligations | 短-中期 Short-medium term | 中 Medium | <p>2050年零碳排放情景（NZE）： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>強化排放量報告義務可能會要求企業投入更多時間、人力和資金進行溫室氣體排放核算和報告以滿足相關法規和標準的要求。在此過程中企業可能發現的潛在問題也需要採取一系列措施進行治理，從而可能導致額外的管理成本和投資（例如使用更高效節能的設備等）增加。另一方面，實施排放量報告義務也可能為旺旺帶來長期投資價值，促使其提高環保意識和採取減排措施，從而改善企業形象並符合消費者環保意識的需求，提高企業可持續性。</p> <p>Strengthening emissions reporting obligations may require more time, manpower and money to be invested in the accounting and reporting of GHG emissions to meet the requirements of relevant regulations and standards. Potential problems that may be identified during this process also require a series of measures to be taken to address them, which may lead to additional management costs and investments (e.g., the use of higher energy-efficient equipment). On the other hand, the implementation of emission reporting obligations may also bring long-term investment value to Want Want, prompting it to raise environmental awareness and adopt emission reduction measures, thereby improving its corporate image and meeting the needs of consumers for environmental awareness, and improving corporate sustainability.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|---|--|------------------------------|-------------------------|--|
| 轉型 風險 Transition risks | 政策與法律 風險 Policy and legal risks | 現有產品和服務的要求與監管 | 短-中期 Short-medium term | 中 Medium | <p>宣佈承諾場景（APS）： The Announced Pledges Scenario (APS):</p> <p>在《中華人民共和國國民經濟和社會發展第十四個五年規劃和2035年遠景目標綱要》，國家已明確提出要實現生產生活方式綠色轉型成效顯著，能源資源配置更加合理、利用效率大幅提高的主要目標。受此驅動，國家正在持續倡導資源節約和循環利用，積極鼓勵企業採取各種措施提高能源和物料利用效率，在此背景下，政府可能會要求食品企業在整個生產過程中最大限度地實現資源的可持續利用。</p> <p>In the Outline of the 14th Five-Year Plan (2021-2025) for National Economic and Social Development of the People's Republic of China and the Long-Range Objectives Through the Year 2035, China has clearly put forward the main objectives of achieving remarkable results in the green transformation of production and lifestyle, more reasonable allocation of energy resources, and great improvement in utilization efficiency. Driven by this, China has been continuing to advocate resource conservation and recycling, actively encourages companies to take various measures to improve energy and material efficiency, and in this context, the government may require food enterprises to maximize the sustainable use of resources throughout the production process.</p> <p>2050年零碳排放情景（NZE）： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>政府機構對食品行業產品和服務對氣候變化影響的監管和要求將會進一步加強，推動企業採取更多的環保措施，以實現可持續發展。對旺旺而言，國家對低碳節能產品和技術要求在一定程度上能夠幫助旺旺降低企業運營成本，減少企業能源消耗和碳排放。雖然初期投入成本可能比傳統設備高，但從長期來看，可為企業帶來持續的節能效益和降低碳稅、碳交易費用等的減免收益。其次，選擇綠色包裝可以提高企業環保形象和品牌競爭優勢，進一步拓展市場，創造更多價值和回報。除此之外，採用這些符合國家要求的技術和工藝可以增加政府和公眾對企業的認可。這將有助於企業獲得政府和社會的支持和信任，並促進其可持續發展。</p> <p>Government agencies will further strengthen regulations and requirements on the impact of food industry products and services on climate change, and push companies to adopt more environmental measures to achieve sustainable development. For Want Want, the national requirements for low-carbon energy-saving products and technologies can help Want Want reduce its operating costs and lower energy consumption and carbon emissions. Although the initial investment may be higher than that for the traditional equipment, in the long term, it can bring continuous energy saving benefits, lower carbon tax, the reduction of carbon trading costs and other benefits. Secondly, choosing green packaging can improve the enterprise's environmental image and brand competitive advantage, further expand the market, and create more value and returns. In addition, the adoption of these technologies and processes in line with national requirements can increase the recognition of enterprises by the government and the public. This will help enterprises gain the support and trust from the government and society, and promote their sustainable development.</p> |
| | | Mandates on and regulation of existing products and services | | | |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|-------------------------------|--|------------------------------|-------------------------|---|
| 轉型 風險 Transition risks | 技術 風險 Technical risk | 以低排放選擇 替代現有產品 和服務 Substitution of existing products and services with lower emissions options | 短-中期 Short-medium term | 高 High | <p>宣佈承諾場景(APS)： The Announced Pledges Scenario (APS):</p> <p>在國家政策與食品市場需求的驅動下，旺旺應投入大量資金積極發展低碳產品以適應綠色食品消費需求，通過投資低碳食品研發技術、支持內部創新研發人才發展，實現低碳產品轉型，這可能會導致運營成本的增加。</p> <p>Driven by national policies and the demands in the food market, Want Want should invest a lot of money to actively develop low-carbon products to meet the demand for green food consumption, and realize the transformation of low-carbon products by investing in low-carbon food research and development technology and supporting the development of internal innovative research and development talents, which may lead to an increase in operating costs.</p> <p>2050年零碳排放情景(NZE)： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>隨著國家對於食品行業的低碳轉型愈發重視，綠色食品、有機食品、食品行業科技發展與創新加工對於旺旺來言可能會成為更主流的發展趨勢，同時，低碳飲食方式轉變、消費者對低碳食品的意識也會促使旺旺構建低碳食品體系。</p> <p>As China attaches more and more importance to the low-carbon transformation of the food industry, green food, organic food, scientific and technological development and innovative processing of the food industry may become the mainstream development trend for Want Want. At the same time, the transformation of low-carbon diet and consumers' awareness of low-carbon food will also promote Want Want to build a low-carbon food system.</p> |

| 氣候變化風險 Climate change risks | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description | |
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| 轉型 風險 Transition risks | 技術 風險 Technical risk | 低排放技術轉 型的前端費用 Front-end costs to transition to lower emissions technology | 短-中期 Short-medium term | 高 High | <p>能源在食品加工中佔據重要地位，針對企業所有可能產生溫室氣體的來源，需要全面評估企業碳足跡，進行排放源清查與數據搜集量化，制定相應措施，強化企業減少碳排放的意識。同時，需在食品企業推廣使用光伏、風能清潔能源，降低對火電等高碳能源的需求。然而不合理的能源結構或項目的開展或將給旺旺帶來較大成本負擔。</p> <p>Energy plays an important role in food processing. For all possible sources of greenhouse gases, it is necessary to comprehensively assess the carbon footprint of enterprises, conduct emission source investigation as well as data collection and quantification, formulate appropriate measures, and strengthen the awareness of enterprises to reduce carbon emissions. At the same time, it is necessary to promote the use of photovoltaic, wind energy and other clean energy in food enterprises to reduce the demand for high-carbon energy such as thermal power, but unreasonable energy structure or project development may bring a greater cost burden to Want Want.</p> <p>宣佈承諾場景（APS）： The Announced Pledges Scenario (APS):</p> <p>為實現食品生產的低碳轉型，旺旺需要在低碳技術方面投入額外前端費用。在食品加工生產方面，旺旺需要進行技術與工藝革新，對原有設備進行升級改造，以加強能源優化管理、水資源管理。在食品包裝方面，國家目前已出台多項標準與規定以激勵食品包裝的再利用與食品包裝材料技術的創新研究，如包裝材料的輕量化、包裝材料創新研發等。因此，旺旺需要在食品包裝方面加大創新研究與應用，以實現綠色化包裝，提升產品競爭力。</p> <p>To achieve a low-carbon transition in food production, Want Want needs to invest additional front-end costs in low-carbon technologies. In terms of food processing and production, Want Want needs to innovate technology and process, and upgrade the original equipment so as to strengthen the optimal management of energy and water resources. In terms of food packaging, China has introduced a number of standards and regulations to encourage the reuse of food packaging and innovative research on food packaging material technology, such as lightweight packaging materials, innovative R&D of packaging materials, etc. Therefore, Want Want needs to increase innovative research and application in food packaging to achieve green packaging and enhance product competitiveness.</p> <p>2050年零碳排放情景（NZE）： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>要實現食品行業的碳中和，旺旺還需協同生產價值鏈上的供應商等合作夥伴共同探索低碳轉型技術的創新與應用，以應對目前市場對於綠色食品消費的倡導。旺旺需要投入更多的前端費用用於研發。</p> <p>To achieve carbon neutrality in the food industry, Want Want also needs to work with suppliers and other partners in the production value chain to explore the innovation and application of low-carbon transition technologies, in response to the current market advocacy for green food consumption, and also needs to invest more front-end expenses in R&D.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
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| 轉型 風險 Transition risks | 市場 風險 Market risk | 原材料成本上 漲 Increased cost of raw materials | 中-長期 Medium-long term | 高 High | <p>宣佈承諾場景(APS)： The Announced Pledges Scenario (APS):</p> <p>氣候變化所帶來的生長季節變化以及不穩定的降雨模式和減少的降雨量，會擾亂旺旺的原材料供應、質量和成本。例如，氣候變化導致的極端天氣對旺旺上游農產品供應的產量及價格都有較大影響，從而影響旺旺產品原材料的成本和可獲得性，增加旺旺的生產成本，降低旺旺的供貨能力。此外，由於多類原材料需要從海外進口，因此旺旺的供應鏈也受全球氣候變化風險的影響。在包裝材料方面，由於塑膠包裝原料的價格與原油價格存在較高關聯，世界監管機構對化石能源及原料方面的監管可能對塑膠包裝成本帶來較大影響。</p> <p>Change in season of growth as a result of climate change, and erratic and reduced rainfall patterns will disrupt Want Want's raw material supply, quality and cost. For example, the extreme weather caused by climate change has a greater impact on the output and price of Want Want's upstream agricultural products supply, thus affecting the cost and availability of raw materials for Want Want's products, and resulting in the increase in the production cost of Want Want and reducing the supply capacity of Want Want. In addition, as various types of raw materials need to be imported from overseas, Want Want's supply chain is also affected by global climate change risks. In terms of packaging materials, due to the high correlation between the price of plastic packaging raw materials and the price of crude oil, the supervision of fossil energy and raw materials by world regulators may have a greater impact on the cost of plastic packaging.</p> <p>2050年零碳排放情景(NZE)： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>在零碳排放情境下，對高排放原料的生產和使用會更加嚴格，旺旺上游的乳牛養殖等行業均會受到衝擊，成本上升將進一步給下游企業帶來實質性影響。如果旺旺不能有效應對氣候變化帶來的風險，對原材料採購進行可持續的管理，管理其波動性，則會對旺旺的成本產生不利影響。</p> <p>In the zero-carbon emission scenario, the production and use of high-emission raw materials will be more stringent. Want Want's upstream dairy cattle farming and other industries will be impacted, and the rising cost will further have a substantial impact on downstream enterprises. If Want Want is unable to effectively address the risks posed by climate change, sustainably manage raw material purchases and manage their volatility, it will adversely affect Want Want's cost.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
|---------------------------------|--------------------------------|--|------------------------------|-------------------------|--|
| 轉型 風險 Transition risks | 聲譽 風險 Reputation risk | 消費者 認可度 變化 Shifts in consumer preferences | 短-中期 Short-medium term | 中 Medium | <p>宣佈承諾場景（APS）： The Announced Pledges Scenario (APS):</p> <p>隨著綠色消費與綠色飲食習慣的普及，消費者對食品飲料企業的環境和社會方面也越來越感興趣。同時，國家對於生產製造過程的溫室氣體排放管控也使得「無害環境製造」逐漸成為消費者關注的重點，產品的生產過程、成分來源甚至是種植過程的公開透明度不足將導致旺旺品牌形象受損，進一步影響聲譽。</p> <p>With the popularity of green consumption and eating habits, consumers are increasingly interested in the environmental and social aspects of food and beverage companies. At the same time, China's control of greenhouse gas emissions in the production and manufacturing process has also made "environment-friendly manufacturing" gradually become the focus of consumers' attention, and therefore the lack of transparency in the production process, ingredient source and even planting process of the product will cause damage to the brand image of Want Want and further affect its reputation.</p> <p>2050年零碳排放情景（NZE）： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>在零碳情景下，消費者需求變化會更加明顯，如果旺旺無法 (i) 快速地預測消費者在口味、飲食習慣和環境影響方面的期望變化；(ii) 識別此類消費者趨勢；(iii) 將此類趨勢轉化為適當的產品供應；(iv) 跟上消費者的喜好，將導致消費者對旺旺產品的認可度下降，業績和聲譽也會受到負面影響。</p> <p>In a zero-carbon scenario, changes in consumer demand will be more pronounced. If Want Want is unable (i) to predict changes in consumer expectations in terms of taste, eating habits and environmental impact quickly; (ii) to identify such consumer trends; (iii) to convert such trends into appropriate product offerings; (iv) to keep up with consumers' preferences, it will lead to a decline in consumer recognition of Want Want products, and the performance and reputation of Want Want will also be negatively affected.</p> |

| 氣候變化風險 Climate change risks | | | 時間維度 Time dimensions | 綜合影響 Combined impact | 相關性描述 Relevance description |
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| 轉型 風險 Transition risks | 聲譽 風險 Reputation risk | 利益相關方日益關切或負面反饋 Increased stakeholder concern or negative stakeholder feedback | 短期 Short term | 中 Medium | <p>宣佈承諾場景(APS)： The Announced Pledges Scenario (APS):</p> <p>資本市場、投資者、監管機構等利益相關方越來越關注企業的ESG表現，例如MSCI、DJSI等評級已經將企業應對氣候變化風險的披露以及碳目標的披露納入到企業的ESG評級指標中。企業在氣候變化相關的信息披露可能使企業面臨越來越多的監管審查和緩解氣候變化行動的壓力，增強旺旺ESG表現有助於吸引投資者關注，降低旺旺的融資成本。</p> <p>The capital market, investors, regulators and other stakeholders are paying more and more attention to the ESG performance of enterprises. For example, MSCI, DJSI and other ratings have incorporated the disclosure of enterprises' response to climate change risks and disclosure of carbon targets into the ESG rating indicators of enterprises. Corporate disclosures related to climate change may expose enterprises to increasing regulatory scrutiny and pressure for climate change mitigation actions. Enhancing the ESG performance of Want Want will help reduce Want Want's financing costs by attracting investor attention.</p> <p>2050年零碳排放情景(NZE)： The Net-Zero Emissions (NZE) by 2050 Scenario:</p> <p>零碳目標對與公司所採取的應對氣候變化措施有更為嚴格的要求，需要密切跟蹤與氣候變化相關的政策及監管要求、財政激勵措施、股東的直接行動和來自公眾的反饋等情況，不斷調整碳中和實現路徑。</p> <p>The zero-carbon target has more stringent requirements for companies to take climate change measures, and needs to closely follow climate change-related policy and regulatory requirements, financial incentives, shareholders' direct action and feedback from the public, etc., so as to constantly adjust the path to carbon neutrality.</p> |

旺旺氣候變化風險識別
Climate Change Risks Identification of Want Want

| 氣候變化相關機遇 Climate change-related opportunities | 相關描述 Related description | 綜合影響 Combined impact |
|--|--|-------------------------|
| 資源效率機遇 Resource efficiency opportunities | 在國家逐漸強化溫室氣體排放管理的監管環境下，旺旺將有更多驅動力進行低碳技術創新、強化能源與資源使用管理，同時也會刺激旺旺聯合價值鏈夥伴一同提高資源效率，這有助於降低旺旺的長期經營成本並提高品牌形象。 In the regulatory environment where China is gradually strengthening the management of GHG emissions, Want Want will have more driving forces to innovate low-carbon technologies, strengthen energy and resource use management, and also motivate Want Want to work with value chain partners to improve resource efficiency, which will help reduce Want Want's long-term operating costs and enhance brand image. | 高 High |
| 產品和服務機遇 Product and service opportunities | 旺旺作為食品生產企業中的佼佼者，可以通過加大研發和創新，探索新型低碳排放產品，擴大綠色產品種類，在適應氣候變化的同時提高自身競爭力，引領行業發展。 As a leader among food production enterprises, Want Want can lead the development of the industry by increasing R&D and innovation, exploring new low-carbon emission products, expanding the range of green products, and improving its competitiveness while adapting to climate change. | 中 Medium |
| 適應力機遇 Resilience opportunities | 提高旺旺自身應對氣候變化風險的能力，旺旺可以通過優化生產工藝、加快綠色技術研究、激勵供應鏈合作提高可持續發展風險管理水平等措施提高企業適應氣候的韌性。 In order to improve the ability to cope with climate change risks, Want Want can improve the resilience of the enterprise to adapt to climate by optimizing production processes, accelerating green technology research, and encouraging supply chain cooperation to improve the risk management of sustainable development. | 中 Medium |

旺旺氣候變化機遇識別
Climate Change-related Opportunities Identification of Want Want

氣候風險管理

旺旺將氣候變化風險納入公司整體風險管理體系，建立全面的氣候變化風險管理三道防線職能體系，針對上述已識別出的風險，由旺旺集團ESG委員會全程參與，審核及風險管理委員會最終把控。在日常運營中，我們組建了三級氣候變化風險管理架構，由各生產運營基地業務一線人員基於各地區的政策制度及規劃、氣候條件與極端天氣記錄等外部因素，識別各地區生產運營基地面臨的風險。對於各生產運營基地可能面臨的氣候影響，由ESG工作小組及集團核心管理層結合集團內部情況進行綜合分析，識別旺旺氣候變化風險及機遇清單。由集團ESG委員會及審核及風險管理委員會組成第三道防線，致力於提升旺旺對氣候變化風險的應對能力。

Climate Risk Management

Want Want has incorporated climate change risk into the overall risk management system of the Company by establishing three-line of defense functional system for the management of climate change risks in a comprehensive way. For the above identified risks, the ESG Committee of Want Want Group will participate in the whole process, and the Audit and Risk Management Committee will exercise ultimate control. In our daily operations, we have established a three-level climate change risk management framework, in which front-line personnel of each production and operation base identify the risks faced by each region's production and operation bases based on external factors such as policies, systems and plans, climatic conditions and extreme weather records. For the possible climate impacts faced by each production and operation base, the ESG Working Group and the core management of the Group will conduct a comprehensive analysis based on the internal situation of the Group to identify the list of climate change risks and opportunities of Want Want. The third line of defense, comprising the ESG Committee and the Audit and Risk Management Committee of the Group, is committed to enhancing the ability of Want Want to respond to climate change risks.



旺旺氣候變化風險三道防線
Three Lines of Defense for Climate Change Risk of Want Want

旺旺的氣候變化風險管理流程如下：

The climate change risk management process of Want Want is as follows:



策略制定 Strategy development

針對已識別的風險和機遇，將氣候風險納入日常運營管理工作中，結合公司運營特點制定相應應對措施，落實到責任部門

In view of the identified risks and opportunities, incorporate climate risks into daily operation and management, formulate corresponding response measures based on the operating characteristics of the Company, and implement them to the responsible departments



監測評估 Monitoring and evaluation

ESG工作小組定期監測氣候變化應對舉措的實行情況，由ESG委員會根據監測結果審核指導集團氣候變化應對舉措的改善提升

The ESG Working Group regularly monitors the implementation of climate change response measures, and the ESG Committee reviews and guides the improvement of the Group's climate change response measures based on the monitoring results

旺旺氣候變化風險識別和評估流程 Climate Change Risk Identification and Assessment Process of Want Want

目標與指標

為確保氣候變化行動戰略及風險管理有效推進，旺旺建立了以目標為導向，以指標為抓手的氣候變化管理體系，從三方面推動氣候變化目標的層層分解和有效落地：

Targets and Indicators

In order to ensure the effective promotion of climate change action strategies and risk management, Want Want has established a target-oriented climate change management system with indicators as a leverage to promote the layer-by-layer decomposition and effective implementation of climate change targets from three aspects:

基於風險管理清單制定內部評價指標 Develop internal evaluation indicators based on the risk management list

旺旺根據自身面臨的氣候變化風險制定了一系列內部評價指標，包括溫室氣體排放總量、百萬產值能源密度、單位耗電量、IPE（公共環境研究中心）企業違規記錄等
Want Want has developed a series of internal evaluation indicators based on its own climate change risks, including total GHG emissions, energy intensity of million output value, unit electricity consumption, corporate violation records of the Institute of Public and Environmental Affairs (IPE), etc.

基於全球權威數據庫獲取運營地氣候變化風險評分 Obtain the score of climate change risks in the place of operation based on the global authoritative database

為更好地應對氣候變化物理風險，旺旺使用多項國際的權威數據來源和氣候變化風險管理工具，如世界自然基金會水風險評估工具(WWF Risk Filter)、國際能源署及氣候影響實驗室（Climate Impact Lab），《中國產品全生命週期溫室氣體排放係數庫》獲取各個運營地面臨的實體風險評分和轉型風險評估參數，綜合評定氣候變化風險，針對性制定風險應對措施
In order to better address the physical risks of climate change, Want Want uses a number of international authoritative data sources and climate change risk management tools such as the WWF Risk Filter, the International Energy Agency and the Climate Impact Lab, and the GHG Emission Coefficient Database of Chinese Products in the Whole Life Cycle to obtain physical risk score and transition risk assessment parameters faced by each place of operation, so as to comprehensively assess climate change risk and formulate targeted risk response measures

追蹤月度氣候變化指標並與管理層績效掛鉤

Track monthly climate change indicators and link them to management performance

集團運營層面通過環境執行小組對氣候變化相關指標進行每月監控，並將監控、分析結果納入管理層績效指標，提升集團應對氣候變化內驅力

At the operational level, the Group monitors climate change-related indicators on a monthly basis through the environmental execution group, and incorporates the monitoring and analysis results into the management performance indicators to strengthen the Group's internal driving force to address climate change

在該指標體系保障下，旺旺減排目標與規劃穩步推進，報告期內取得進一步進展：

Under this indicator system, the emission reduction targets and plans of Want Want have been steadily advanced. Further progress was made during the Reporting Period:

減碳目標 Carbon reduction targets

- 以2020財年為基準，到2025財年實現溫室氣體排放強度下降13%，2030財年目標實現溫室氣體排放強度下降36%
Achieving a 13% reduction in greenhouse gas emission intensity by 2025FY, and a 36% reduction in greenhouse gas emission intensity by 2030FY, based on the level of 2020FY
- 到2025財年，旺旺使用光伏發電的電力比例達到16%
The proportion of Want Want's photovoltaic power generation reaching 16% by 2025FY

2023財年節能減排進度 Progress of emission reduction in 2023FY

- 2023財年相對2020財年溫室氣體排放密度下降19.9%，已提前達成2025財年目標
The greenhouse gas emission intensity of 2023FY has reduced by 19.9% as compared with that of 2020FY, and the 2025FY target has been achieved ahead of schedule
- 2023財年，旺旺使用光伏發電比例已達到14%
In 2023FY, the proportion of Want Want's photovoltaic power generation reached 14%

減排規劃 Emission reduction planning

- 逐年制定節能減排目標
Formulate energy conservation and emission reduction targets year by year
- 完善碳排放核查，本報告期完成集團範疇一、二、三碳排放核查，範疇一、二碳排放數據100%全覆蓋，範疇三排放數據涵蓋80%以上採購金額供應商
Improve carbon emission verification, and completed the Scope 1, 2 and 3 carbon emission verification of the Group during the Reporting Period, with 100% coverage of Scope 1 and 2 carbon emission data, and Scope 3 carbon emission data covering suppliers accounted for more than 80% of the purchase amount
- 制定減排路徑，並按計劃實施
Develop emission reduction paths and implement them according to the plan

1. 植樹植林：

1. Tree planting:

為了促進生態平衡和減少碳排放，旺旺積極推動生態林業發展，以增加綠色植被，提高空氣質量，同時也有助於減緩全球變暖的速度。報告期內，農林種植面積6,996畝

In order to promote ecological balance and reduce carbon emissions, Want Want actively advances the development of ecological forestry to increase green vegetation, improve air quality, and also help to slow down the rate of global warming. During the Reporting Period, the planting area of agriculture and forestry was 6,996 mu

2. 光伏存量開發：

2. Development of existing photovoltaic stocks:

為了減少對化石燃料的依賴，我們加大力度開發存量光伏。通過安裝太陽能路燈，屋面光伏應裝盡裝，提升旺旺光伏發電比例；報告期內，光伏發電佔比已達到14%

In order to reduce our dependence on fossil fuels, we have stepped up efforts to develop existing photovoltaic stocks. The solar street lights and photovoltaic roofs have been installed as much as possible to increase the proportion of Want Want photovoltaic power generation. During the Reporting Period, the proportion of photovoltaic power generation has reached 14%

3. 綠色能源採購：

3. Green energy procurement:

在能源採購過程中，我們優先選擇綠色能源供應商。通過購買綠電或綠色蒸汽，我們進一步減少溫室氣體排放，同時也推動了綠色能源市場的發展

In the energy procurement process, we give preference to green energy suppliers. By purchasing green electricity or steam, we further reduce greenhouse gas emissions while also promoting the development of the green energy market

4. 用能類型轉換：

4. Energy type conversion:

在生產製造環節，根據能源排放系數、評估能源效率，推動能源類型轉換，實現減碳，如報告期內推動低壓蒸汽改電熱、燃氣爐改電磁爐、天然氣熱水器改空氣能熱水器、電能路燈改太陽能路燈等

In the production and manufacturing process, based on the energy emission coefficient and the evaluation of energy efficiency, we promote the conversion of energy types to reduce carbon emission, such as the conversion of low-pressure steam to electric heat, the gas stoves to induction cookers, the natural gas water heaters to air energy water heaters, and the electric street lights to solar street lights during the Reporting Period

5. 同類型高/低能耗工廠差異化優化：

5. Differentiated optimization of high/low energy consumption factories for similar type:

報告期內，分析同類生產線中不同能耗水平的工廠，對高能耗工廠進行能效分析和改造，降低其能耗水平；對低能耗工廠的經驗和做法，將其推廣至其他工廠，實現整體能效的提升

During the Reporting Period, we analyzed factories with similar production lines but different energy consumption levels, and conducted energy efficiency analysis and transformation of high-energy consumption factories to reduce their energy consumption levels. The experience and practices of low-energy consumption factories were introduced to other factories as a way to improve the overall energy efficiency

6. 低能效電機汰換：

6. Replacement of inefficient motors:

報告期內，我們逐步淘汰低能效電機，並更換為高效節能的電機。這不僅可以降低運行成本，還可以提高設備的運行效率和使用壽命

During the Reporting Period, we phased out low-efficiency motors and replaced them with energy-efficient ones, which not only reduced operating costs, but also improved the operational efficiency and service life of the equipment

7. 食堂、宿舍節能管理：

7. Energy-saving management in canteens and dormitories:

報告期內，在食堂和宿舍等生活區域，我們加強節能管理。通過安裝節能燈具、使用節水器具、推廣節能飲食等措施，降低生活區域的能耗和水耗，營造綠色、低碳的生活環境

During the Reporting Period, we strengthened energy-saving management in canteens, dormitories and other living areas. Through the installation of energy-saving lamps, the use of water-saving appliances, the promotion of energy-saving diet and other measures, we reduced the energy and water consumption in the living area, and created a green and low-carbon living environment

8. 照明節能改造：**8. Lighting energy-saving transformation:**

我們對照明系統進行節能改造，將傳統的白熾燈、螢光燈等替換為LED等高效節能燈具。這不僅降低了照明能耗，還提高了照明質量和使用壽命

We carried out energy-saving transformation for our lighting systems by replacing traditional incandescent lamps and fluorescent lamps with energy-efficient lamps such as LEDs, which not only reduced lighting energy consumption, but also improved lighting quality and service life

9. 高耗能低能效設備汰換或改造：**9. Replacement or transformation of high-energy-consuming and low-energy-efficient equipment:**

針對高耗能、低能效的生產設備，我們進行汰換或改造。通過引入先進的生產技術和設備，降低生產過程中的能耗和排放，提高生產效率和產品質量。如冰水機智能化控制，空壓機集中控制等

We replaced or transformed high-energy-consuming, low-energy-efficient production equipment. Advanced production technologies and equipment were introduced to reduce energy consumption and emissions in the production process, and improve production efficiency and product quality, such as, intelligent control of water chillers and centralized control of air compressors

10. 數字化、能效管理、技術創新：**10. Digitization, energy efficiency management, technological innovation:**

我們注重數字化和能效管理在節能減排中的應用，並結合數字化管理推動技術創新。通過引入先進的能效管理系統和數字化技術，對工廠的生產過程進行實時監控和管理，實現能源的高效利用和浪費的及時發現。截止報告期內，累計7家工廠引入能源數字化管理，一鍵式洗米裝備獲得發明專利。食品加工綠色製造關鍵技術研究與應用獲得中國食品工業協會科學技術獎一等獎

We pay attention to the application of digital means and energy efficiency management in energy conservation and emission reduction, and promote technological innovation in combination with digital management. Through the introduction of advanced energy efficiency management system and digital technologies, the production process of factories is monitored and managed in real time to achieve efficient use of energy and timely detection of waste. As of the Reporting Period, a total of 7 factories have introduced digital energy management, and the one-button rice washing equipment has obtained inventive patents. The research and application of key technologies for green manufacturing in food processing won the first prize of Science and Technology Award of China National Food Industry Association

能源管理目標 Energy management target

- 2025財年相對2020財年能源效率提升10%
10% improvement in energy efficiency by 2025FY compared to 2020FY

能源管理進度 Energy management progress

- 2023財年同比2020財年能源消耗密度下降11.6%，已提前達成2025財年目標
11.6% reduction in energy consumption intensity in 2023FY compared to 2020FY, and the 2025FY target has been achieved ahead of schedule

低碳行動

為全面掌握旺旺碳足跡分佈情況，旺旺積極開展溫室氣體排放核查，並結合碳中和長期目標制定階段減排目標。在報告期內，旺旺結合《企業溫室氣體排放報告核查指南（試行）》《溫室氣體排放計算體系-企業排放計算與報告標準（修訂版）》《Technical

Low-carbon Action

In order to fully grasp the distribution of Want Want's carbon footprint, Want Want actively carries out greenhouse gas emission verification and formulates phase-by-phase emission reduction targets in conjunction with the carbon neutrality long-term goal. During the Reporting Period, Want Want implemented a company-wide carbon investigation by incorporating the Guidelines for the Verification of Greenhouse Gas Emission Reports

Guidance for Calculating Scope 3 Emissions (version 1.0) (範圍三排放計算技術指南) 等相關碳排放計算標準實施全公司範圍內碳排查，為旺旺更進一步制定氣候目標奠定基礎。

報告期內，我們持續推動生產工藝優化、設備升級汰換與技術開發和改造，開展實施節能減碳措施累計663項，旨在降低因產品生產製造及工廠運營中產生的碳排放。所有優化措施預計節約天然氣1百萬立方米，節約蒸汽180,136噸，節約電11,921兆瓦時，減少溫室氣體排放共計64,842噸。與此同時，我們在乳飲、休閒食品、米果等各生產線推廣節能專利申請與應用，更新生產裝置，持續降低生產過程中的能源消耗與溫室氣體排放。

of Enterprises (Trial), the Greenhouse Gas Emission Calculation System-Enterprise Emission Calculation and Reporting Standards (Revised), the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) and other relevant carbon emission calculation standards, laying the foundation for Want Want to further set its climate targets.

During the Reporting Period, we continued to optimize production process, upgrade equipment, and develop and transform technologies. We implemented a total of 663 energy-saving and carbon-reduction measures to reduce carbon emissions from product manufacturing and plant operations. These optimization measures are expected to save 1 million cubic meters of natural gas, 180,136 tonnes of steam and 11,921 MWh of electricity, reducing greenhouse gas emissions by 64,842 tonnes in total. Meanwhile, we promoted the application and use of energy-saving patents in various production lines such as dairy products and beverages, snack foods, and rice crackers, and updated production equipment to continuously reduce energy consumption and greenhouse gas emissions in the production process.

生產工藝優化與減排專利應用

Patent Application for Production Process Optimization and Emission Reduction

2023財年，集團積極採取工藝優化措施以達到節能減排的效果，共計措施177項，預計減少能耗5,714兆瓦時相當於減少碳排放2,042噸

In 2023FY, the Group actively adopted process optimization measures to achieve energy conservation and emission reduction, with a total of 177 measures being put into place, which are expected to reduce energy consumption by 5,714 MWh, equivalent to a reduction of 2,042 tonnes of carbon emissions

典型案例如下：

Typical cases are as follows:

- 1、充填機CIP清洗時提前關閉蒸汽，利用管道內余熱對清洗管道進行乾燥，可節約天然氣3,089立方米/年
1. During CIP cleaning of the filling machine, the steam is turned off in advance, and the waste heat in the pipeline is used to dry the cleaned pipeline, which can save 3,089 cubic meters of natural gas per year
- 2、管狀線利用二次水提前與料液進行熱量交換後，再與高溫塔及工藝冰水降溫，達到提高二次水升溫目的，預計節省蒸汽612噸/年
2. The tubular line uses secondary water to exchange heat with the feed liquid in advance, and then cools down with the high-temperature tower and process ice water to achieve the purpose of increasing the heat of the secondary water, which is expected to save 612 tonnes of steam per year
- 3、在殺菌機供料生產結束前30分鐘關閉工藝冰水制冷，以起到節約用電的效果，年節約14,040千瓦時
3. The process ice water cooling is turned off 30 minutes before the end of the sterilizer feeding production to save electricity for 14,040 kWh per year
- 4、A3線調整降低吸管展平器溫度，降低設備用電量約2,640千瓦時/年
4. The A3 line is adjusted to reduce the temperature of the straw flattener, which lowers the power consumption of the equipment by approximately 2,640 kWh per year

案例：“食品加工綠色製造關鍵技術研究與應用推廣”專案獲中國食品工業協會科學獎
Case: The “Research and Application Promotion of Key Technologies of Green Manufacturing in Food Processing” project won the Science Award of China National Food Industry Association

旺旺以技術創新引領企業向綠色化、智慧化轉型，憑藉「食品加工綠色製造關鍵技術研究與應用推廣」專案獲中國食品工業協會科學技術獎，項目從多維度開展低碳節能及食品製造相關課題60餘件，並在自動化包裝、監控及控制等方面減少用工811人。

Want Want led the green and intelligent transformation of the enterprise with technological innovation. By virtue of the “Research and Application Promotion of Key Technologies of Green Manufacturing in Food Processing” project, it won the Science and Technology Award of China National Food Industry Association. The project carried out more than 60 tasks related to low-carbon energy conservation and food manufacturing from multiple dimensions, and reduced the number of workers by 811 in automatic packaging, monitoring and controlling.

能源數字化管理及設備改造升級汰換減排

Digital management of energy and transformation, upgrading, replacement of equipment to reduce emission

本報告期內，集團積極推動能源數字化管理，並與全球能源管理與自動化領域的數字化轉型專家施耐德電氣達成戰略合作，共同推動智能製造能源模塊項目，實現能源計量數據的自動化採集、診斷、分析以及能源的高效管理；同時基於重點耗能設備，實施設備升級汰換及智能控制改造，設備升級汰換與技術開發和改造措施共計201項，預計減少能耗137,462兆瓦時相當於減少碳排放48,999噸；

During the Reporting Period, the Group actively promoted the digital management of energy, and reached a strategic cooperation with Schneider Electric, a global digital transformation expert in the field of energy management and automation, to jointly promote the energy module projects in intelligent manufacturing to realize the automatic collection, diagnosis and analysis of energy metering data as well as efficient management of energy. At the same time, based on the upgrading and replacement as well as intelligent control transformation of key energy-consuming equipment, a total of 201 equipment upgrades, replacements and technology development and transformation were conducted, which is expected to reduce energy consumption by 137,462 MWh, equivalent to a reduction of 48,999 tonnes of carbon emissions;

典型案例：

Typical cases:

- 1、湖南能源數字化管理
1. Digital energy management in Hunan
- 2、優化蒸汽管道佈局，縮小管徑，減少管道長度，降低蒸汽管損，節約蒸汽13.9萬噸/年
2. Optimize the layout of steam pipelines, reduce pipe diameters and shorten pipeline lengths to lower steam pipe losses, saving 139,000 tonnes of steam per year
- 3、燃氣蒸汽發生器替代蒸汽管路輸送，年節約天然氣21.6萬立方米/年
3. Gas steam generators replace steam pipeline transportation, saving 216,000 cubic meters of natural gas per year
- 4、新增磁懸浮式變頻冰水機汰換現有冰水機，預計可節電46,000千瓦時/年
4. The new magnetic suspension variable frequency water chillers replace the existing water chillers, which is expected to save 46,000 kWh of electricity per year
- 5、在殺菌機供料生產結束前30分鐘關閉工藝冰水制冷，以起到節約用電的效果，年節約14,040千瓦時
5. The process ice water cooling is turned off 30 minutes before the end of the sterilizer feeding production to save electricity for 14,040 kWh per year



同時我們深知，能源結構轉型與清潔能源使用規模的擴大，才能從源頭和根本上提升企業應對低碳轉型和節能減排要求的能力。因此，旺旺自2016年以來始終堅持建設綠電光伏設施，擴大綠色能源佔比。

Meanwhile, we know that the transformation of energy structure and the expansion of clean energy use can fundamentally improve the ability of the enterprise to cope with low-carbon transformation and requirements on energy conservation and emission reduction from the source. Therefore, Want Want has always insisted on building photovoltaic facilities for green power since 2016, to expand the proportion of green energy.

旺旺光伏發電規模不斷擴大

Photovoltaic power generation scale of Want Want continues to expand

報告期內，旺旺集團共計新增4個光伏項目，新增光伏裝機量25MW，較上年度增長163%

During the Reporting Period, Want Want Group added a total of 4 new photovoltaic projects, with additional installed capacity of 25 MW, representing an increase of 163% over the previous year

截至報告期末，旺旺集團綠色電力佔總電力使用比例為14%，光伏累計裝機量為64MW，年發電量約49,328兆瓦時，2016年至2023財年旺旺光伏累計發電量120,698兆瓦時，減少碳排放量6.9萬噸，相當於種植樹木93.8萬棵

As of the end of the Reporting Period, the green power of Want Want Group accounted for 14% of total electricity use, the cumulative installed capacity of photovoltaics was 64 MW, and the annual power generation was about 49,328 MWh. The cumulative photovoltaic power generation of Want Want from 2016 to 2023FY was 120,698 MWh, reducing carbon emissions by 69,000 tonnes, equivalent to planting 938,000 trees

在此基礎上，旺旺不僅滿足於生產運營階段能源結構的優化提升，同樣積極推動供應與運輸鏈條上的能源汰換與結構升級。報告期內，我們持續推動新能源電動貨車運輸專案，並投入運營，同時優先從內部供應商及重點供應商入手，推動供應商碳排放管理。

低碳節能，共享出行

為回應國家節能減排方針與「雙碳」目標，踐行共用綠色發展理念，旺旺集團生產體系啟動實施行政公務車車輛共用策略，深入踐行「範圍3」指標，後續工廠專用車正常報廢後，優先選購新能源車，其他行政公務車正常報廢後運能由網約車平台打車補充替代，後續將持續循序推進專案落實執行。

供應商減排推動

為激勵供應商減排，集團優選具環保、綠色產品及可持續發展相關資質的廠商合作，同時賦能重點供應商，推動供應商減排；本報告期內，旺旺結合碳盤查結果，優先從原物料內部供應商及戰略供應商推動碳減排，如對內部供應商實施能源管理及優化培訓，協作推動減排項目，其中空壓機、冰水機中央集控改造減碳600噸每年；

On this basis, Want Want is not only satisfied with the optimization and improvement of energy structure in the production and operation stage, but also actively promotes energy replacement and structural upgrading in the supply and transportation chain. During the Reporting Period, we continued to promote the new energy electric truck transportation project and put it into operation, while giving priority to our internal suppliers and key suppliers to promote suppliers' carbon emission management.

Low-carbon and Shared Travel to Save Energy

In response to the national energy conservation and emission reduction policy and the “dual carbon” target, and to practice the concept of shared green development, the production system of Want Want Group has implemented the vehicle sharing strategy for administrative official vehicles, and deeply implemented the “Scope 3” indicators. After the subsequent normal scrapping of factory vehicles, priority will be given to the purchase of new energy vehicles. After the normal scrapping of other administrative official vehicles, the transport capacity will be supplemented and replaced by calling cars on the online car-hailing platforms, and the project will be implemented in an orderly manner in the future.

Promotion of Suppliers' Emission Reduction

In order to motivate suppliers to reduce emissions, the Group prefers to cooperate with manufacturers with qualifications related to environmental protection, green products and sustainable development, and also empowers key suppliers to promote supplier emission reduction. During the Reporting Period, based on the results of the carbon inventory, Want Want gave priority to promoting carbon emission reduction from internal suppliers of raw materials and strategic suppliers. For instance, it offered energy management and optimization training for internal suppliers, and collaborated with them to promote emission reduction projects, including 600 tonnes of carbon reduction per year for the centralized control transformation of air compressors and water chillers;

報告期內，旺旺的溫室氣體排放指標展示如下：

During the Reporting Period, the greenhouse gas emission indicators of Want Want are shown as follows:

| 指標類別及名稱 Categories and names of indicators | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY | 2021財年 2021FY |
|--|---|------------------|------------------|------------------|
| 溫室氣體排放指標 Greenhouse gas emission indicators | | | | |
| 範疇一排放量 Scope 1 emission | 噸 Tonne | 187,786 | 191,465.44 | 206,755.50 |
| 範疇一排放量密度 Scope 1 emission intensity | 噸/百萬元人民幣產值 tonne per million RMB of output value | 8.43 | 8.79 | 8.99 |
| 範疇二排放量 Scope 2 emission | 噸 Tonne | 279,557 | 302,314.53 | 346,750.00 |
| 範疇二排放量密度 Scope 2 emission intensity | 噸/百萬元人民幣產值 tonne per million RMB of output value | 12.56 | 13.88 | 15.07 |
| 總溫室氣體排放量 Total greenhouse gas emission | 噸 Tonne | 467,343 | 493,779.97 | 553,505.50 |
| 總溫室氣體排放密度 Total greenhouse gas emission intensity | 噸/百萬元人民幣產值 tonne per million RMB of output value | 20.99 | 22.67 | 24.06 |

能源管理體系

旺旺集團制定了一套詳盡的《能源作業管理辦法》，並不斷對其進行優化升級。該辦法針對不同類型的能源進行了明確的責任劃分，詳細規定了能源的合理使用、能源損耗排查等關鍵管理環節的具體實施步驟。我們始終將環境能源管理控制程序作為旺旺標準生產管理體系（WSPM）的核心組成部分，對能源管線的佈局、能源使用記錄、最優能源利用點以及能源平衡狀態進行細緻監控和深入分析。

Energy Management System

Want Want Group has formulated a detailed set of the Energy Operation Management Regulations and has been continuously optimizing and upgrading them. The Measures have clearly divided responsibilities for different types of energy, and stipulated in detail the specific implementation steps of the key management processes such as rational use of energy and energy loss investigation. We continue to treat the environment and energy management and control procedures as a core component of the WSPM, and closely monitor and deeply analyze the distribution of energy pipelines, energy consumption records, optimal energy consumption points and energy balance.

2023財年範疇一溫室氣體包含天然氣產生的溫室氣體排放，範疇二溫室氣體包含外購電力及蒸汽等產生的溫室氣體排放。天然氣與蒸汽排放因數來自《食品、煙草及酒、飲料和精製茶企業溫室氣體排放核算方法與報告指南（試行）》。電力排放因數來自於《2011年和2012年中國區域電網平均二氧化碳排放因數》。

密度數據分母所採納的產值為保證數據準確性，與本報告的統計範圍保持一致。

根據生態環境部發佈的《關於做好2023-2025年發電行業企業溫室氣體排放報告管理有關工作的通知》中對《企業溫室氣體排放核算方法與報告指南發電設施（2022年修訂版）》的更新，全國電網平均排放因子由0.6101t CO₂/MWh調整為0.5703t CO₂/MWh。

Scope 1 greenhouse gas for 2023FY includes greenhouse gas emission from natural gas, and Scope 2 greenhouse gas includes greenhouse gas emission from purchased electricity and steam, etc. The natural gas and steam emission factors are derived from the Guidelines for Accounting and Reporting Greenhouse Gas Emissions from Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial). The electricity emission factors are derived from 2011 and 2012 Regional Power Grid Average CO₂ Emission Factors in China.

To ensure data accuracy, the output value adopted in the denominator of the intensity data shall be consistent with the statistical scope of this report.

According to the Notice issued by the Ministry of Ecology and Environment on the Management of Greenhouse Gas Emissions Reports for Enterprises in the Power Generation Industry from 2023 to 2025, the update to the Accounting Methods and Reporting Guidelines for Enterprise Greenhouse Gas Emissions – Power Generation Facilities (2022 Revised Edition) has been made. The average emission factor of the national power grid has been adjusted from 0.6101t CO₂/MWh to 0.5703t CO₂/MWh.

為確保能源管理的高效執行，我們建立了一套完善的能源管理控制程序。該程序將能源管理目標層層分解，從各生產基地到各生產線，再到長期目標細化至每年，並進一步分解至每月的具體目標。一線工作人員按照該程序要求，每日記錄能源消耗數據，分析不同產品的能源效率，並追蹤目標完成情況。

對於未能達到既定目標的領域，我們啟動專門的分析程序，識別問題所在，並制定重點提升計劃。同時，為激勵全員參與能源管理，我們設立了環境目標激勵機制，將能源管理月度目標的達成情況與員工及管理人員的獎金掛鉤，納入績效考核體系，以此確保能源管理目標的有效實施和持續提升。

報告期內，我們開啟了WSM體系落地工作，能源管理作為其中8大模塊之一，在各層級、各基地主管層面進行了學習打卡，同時形成宣傳教育手冊，推動全員學習，輔助能源管理體系進一步完善提升。

能源管理行動

報告期內，我們推動設備升級改造，購置使用電磁爐替代燃氣爐及使用電磁爐替代蒸汽煮醬鍋、汰換空氣懸浮風機等，節能效果顯著。

In order to ensure the efficient execution of energy management, we have established a complete set of energy management and control program. The program breaks down energy management targets in layers from production sites to production lines, and details long-term targets to annual targets, and further to specific targets on a monthly basis. Front-line workers follow the requirements of the program to record energy consumption data on a daily basis, analyze the energy efficiency of different products, and track the progress of achieving the targets.

For areas where the targets are not met, we initiate a dedicated analysis procedures to identify the problems and develop plans for focused improvement. Meanwhile, in order to motivate all employees to participate in energy management, we have established an incentive mechanism for environmental targets, which links the progress of achieving monthly energy management targets with employee and management bonuses and incorporates them into the performance appraisal system, so as to ensure the effective execution and continuous improvement of energy management targets.

During the Reporting Period, we implemented the WSM system. Being one of the eight major modules, energy management was studied and checked in at all levels and among base supervisors. Meanwhile, a publicity and education manual was formulated to promote the learning by all staff and assist in the further improvement of the energy management system.

Energy Management Actions

During the Reporting Period, we advanced the upgrading and transformation of equipment, purchased and used induction cookers instead of gas stoves, used induction cookers instead of steam cooking saucepan, and replaced air suspension fan to achieve remarkable energy-saving effect.

空氣懸浮風機升級改造，預計年節省電量111萬千瓦時

Upgrading of air suspension fans, which is expected to save 1.11 million kWh of electricity per year

空氣懸浮風機升級改造，2023財年節省電量111萬千瓦時

Upgrading of air suspension fans, saved 1.11 million kWh of electricity in 2023FY

旺旺集團各工廠當前使用羅茨風機為主，其執行時間長、設備老化且高耗能、故障多。因此在報告期內，對13家工廠改造升級，汰換完成25台空氣懸浮風機，年節省電量111萬千瓦時

At present, Want Want Group's factories mainly use Roots blowers, which are aging due to long operating time, and have high energy consumption and many failures. Therefore, during the Reporting Period, we have upgraded 13 factories, and 25 air suspension blowers were replaced, saving 1.11 million kWh of electricity per year

報告期內，旺旺的能源績效指標展示如下：

During the Reporting Period, the energy performance indicators of Want Want are shown as follows:

| 指標類別及名稱 ⁵ Categories and names of indicators ⁵ | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY | 2021財年 2021FY |
|---|--------------------------------|------------------|------------------|------------------|
| 能源消耗指標 Energy consumption indicators | | | | |
| 外購電力使用量 Purchased electricity usage | 兆瓦時 MWh | 358,172 | 348,833 | 365,996 |
| 天然氣使用量 Natural gas usage | 兆瓦時 MWh | 939,209 | 957,613 | 1,034,086 |
| 外購蒸汽使用量 Purchased steam usage | 兆瓦時 MWh | 334,141 | 330,115 | 334,982 |
| 直接能源消耗總量 Total direct energy consumption | 兆瓦時 MWh | 939,209 | 957,613 | 1,034,086 |
| 間接能源消耗總量 Total indirect energy consumption | 兆瓦時 MWh | 692,313 | 678,948 | 700,978 |
| 綜合能耗總量 Total comprehensive energy consumption | 兆瓦時 MWh | 1,631,522 | 1,636,561 | 1,735,064 |
| 綜合能耗密度 Comprehensive energy consumption intensity | 兆瓦時/百萬元 MWh per million RMB | 73.27 | 75.12 | 75.41 |

3.3 節約用水，合規排放

水資源管理承諾與目標

水資源不僅是旺旺集團的生命之源，也是人類社會賴以生存的可持續發展之源。因此，旺旺承諾高度重視可持續用水與可持續排放，不斷深化落實集團水管理戰略，節約用水、合理排放，並對自身運營地面臨的水資源風險進行評估和積極應對。

3.3 Water Conservation and Compliant Discharge

Water Resources Management Commitments and Targets

Water resources are not only the source of life for the Want Want Group, but also the source of sustainable development on which human society relies. Therefore, Want Want promises to attach great importance to sustainable water use and discharge, continuously deepens the implementation of the Group's water management strategies to save water and discharge rationally, and assesses and actively responds to water risks faced by the places of operation.

用水管理目標

Water management targets

2025財年相對2020財年水效提升10%
10% improvement in water efficiency in 2025FY compared to 2020FY

用水管理進度

Progress of water management

2023財年用水密度為343.6噸/百萬元人民幣產值，較2020財年（目標基準年）下降12.5%
In 2023FY, the water consumption intensity was 343.6 tonnes per million RMB of output value, down 12.5% from 2020FY (baseline year)

污水管理目標

Wastewater management targets

污水處理率達到100%
100% wastewater treatment rate

污水管理進度

Progress of wastewater management

污水處理率100%
100% wastewater treatment rate

⁵ 直接能源消耗包括天然氣消耗，間接能源消耗指外購電力和蒸汽消耗。計算參考GB/T 2589-2020《綜合能耗計算通則》世界資源研究所(WRI)和世界可持續發展工商理事會(WBCSD)發佈的《溫室氣體核算體系》(GHG Protocol)。其中，蒸汽使用量包含集團使用生物質燃料鍋爐生產的綠色蒸汽的能源使用量。

⁵ Direct energy consumption includes natural gas consumption and indirect energy consumption refers to purchased electricity and steam consumption. The calculation refers to GB/T 2589-2020 General Rules for Calculating Comprehensive Energy Consumption and the GHG Protocol jointly released by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Among them, the steam usage includes the energy usage of green steam produced by the Group using biomass fuel boilers.

水資源管理

旺旺嚴格遵循合規取水及可持續用水的原則進行水資源管理。在旺旺標準管理體系（WSM）支撐下，我們建立了完善的水資源控制程序、水資源使用效益目標和水資源使用監管體系，要求各生產基地記錄每日用水量、排水量及循環水量，由ESG工作組監督核查集團資源控制程序的落實情況，並對用水工藝、設備及流程進行改造升級，提升用水效率及可持續用水表現。對於地下水取用，各工廠取水前均已進行取水論證並向政府部門申請《取水許可證》，並在取水過程中嚴格核定取水量。

自2020年加入AWS可持續水聯盟成為會員以來，旺旺持續推動AWS認證，以AWS國際可持續水資源管理體系為框架開展一系列可持續水資源管理行動，成效顯著。報告期內，AWS國際可持續水管理標準試點項目在多個工廠順利展開，包含水資源風險管理、多元化水源開拓和水風險防治技術開發三大主要內容，旗下多家工廠獲得AWS(國際可持續水管理)最高等級認證-白金級認證，集團旗下廣州大旺《可持續水管理規程》榮獲企業標準「領跑者」證書。與此同時，旺旺世界領先的水資源管理能力獲得CDP全球環境信息研究中心認可，並向旺旺頒發CDP水安全領導力獎項。

Water Resource Management

Want Want strictly adheres to the principles of compliant water intake and sustainable water use for water management. Supported by the WSM, we have established a sound water resource control procedure, water resource use efficiency target, and water resource use monitoring system. Each production base is required to record daily water consumption, discharge and recycled water volume. The ESG Working Group supervises and verifies the implementation of the Group's resource control procedures, and upgrades water use processes, equipment and procedures to improve water efficiency and sustainable water performance. For groundwater withdrawal, each factory has conducted a water intake demonstration and applied for a Water Intake Permit (《取水許可證》) from government departments before taking water, and strictly checked and validated the amount of water withdrawal during the water intake process.

Since joining the Alliance for Water Stewards (AWS) as a member in 2020, Want Want has continued to promote AWS certification and carried out a series of sustainable water management actions based on the AWS International Water Stewardship Standard, achieving remarkable results. During the Reporting Period, the AWS International Water Stewardship Standard pilot project was successfully carried out in a number of factories, including three main contents: water resources risk management, diversified water source development, and development of water risk prevention and control technologies. A number of its factories obtained the highest platinum-level certification from the Alliance for Water Stewardship (AWS). The Sustainable Water Management Regulations (《可持續水管理規程》) of Guangzhou Big-Want of the Group won the "Leader" certificate of enterprise standards. Meanwhile, the world-leading water resource management capabilities of Want Want were recognized by CDP Global Environmental Information Research Center which presented Want Want with the CDP Water Leadership Award.



水風險評估

對於水資源風險管理，旺旺基於世界自然基金會水風險評估工具對自身運營所在地面臨的水風險進行評估。評估結果顯示，9家基地的流域風險（Basin Risk）屬於世界自然基金會所定義的高風險水平，且年產值均超過總產值的1%，因此集團持續對其水耗減（Water depletion），水質（Quality），水壓力（Baseline Water Stress）等指標進行追蹤監控，分析其潛在風險並制定應對措施，如水質下降支持流域修復，強降水制定洪水應急計劃，高耗水基地制定乾旱應急計劃等應急預案。

同時，我們對供應鏈中存在的水資源風險進行評估，尤其是關鍵原物料供應商面臨的水資源風險，並將評估結果作為供應商准入與考核評價的要素之一。經評估，當前共有6家關鍵供應商存在較大流域水風險，我們積極對其進行幫扶培訓，推動其改善自身表現，降低旺旺供應鏈中存在的水風險。對於上一年度識別出來的重點風險供應商，我們對其改善情況進行了復評考察，並持續關注。

水資源管理實踐

報告期內，旺旺共開展三類節水專項行動，分別為工藝流程優化節水、設備改進升級節水和回收循環利用節水，共333個項目，節水量達到66.38萬噸。水循環利用率累計提升至21.4%。

Water Risk Evaluation

For water risk management, Want Want assesses the water risks faced by its operating sites based on the WWF Risk Filter. The assessment results show that the basin risk of the 9 sites is at the high level as defined by WWF, and their annual output value exceeds 1% of the total output value. Therefore, the Group continues to track and monitor their water depletion, quality, baseline water stress and other indicators, analyzes their potential risks and formulate countermeasures, such as watershed restoration for water quality decline, flood contingency plans for heavy precipitation, and drought contingency plans for high water consumption sites.

At the same time, we assess the water risks in the supply chain, especially the water risks faced by suppliers of key raw materials, and take the assessment results as one of the elements of supplier admission and assessment. Upon assessment, a total of 6 key suppliers currently has large river basin water risks, and we actively help and train them to improve their performance as a way to reduce water risks in Want Want supply chain. For the key risky suppliers identified in the previous year, we have re-evaluated their improvement and followed up.

Water Resources Management Practices

During the Reporting Period, Want Want carried out three types of special water-saving project actions, namely process optimization, equipment improvement and upgrading, and recycling to save water. A total of 333 project items were carried out, saving 663,800 tonnes of water. Water recycling rate cumulatively increased to 21.4%.

對車間泡管沖洗方式進行優化改善，預計節水11,616噸/年

The flushing method of the bubble tube in the workshop is optimized and improved, which is expected to save 11,616 tonnes of water per year

QQ糖線對真空水進行回收，降溫儲存循環使用，預計節水3,650噸/年

The QQ Gummies line recovers the vacuum water, cools it down, and stores it for recycling, which is expected to save 3,650 tonnes of water per year

廣州無菌均質機柱塞冷卻水回收，預計節水11,350噸/年

The plunger cooling water for sterile homogenizer in Guangzhou is recovered, which is expected to save 11,350 tonnes of water per year

石家莊利樂125線前處理蒸汽冷凝水，進行集中回收至調配清洗站水桶，用於調配設備清洗用水。回收預計節水24,368噸/年

The steam condensate from the pre-treatment of Shijiazhuang Tetra Pak 125 line is centrally recycled to the bucket of the cleaning station for the preparation of equipment cleaning water. The recycling is expected to save 24,368 tonnes of water per year

南京大旺一廠殺菌釜殺菌冷卻排放優化。預計節水3,000噸/年

The sterilization and cooling emissions from the sterilization kettle of the No. 1 plant of Nanjing Big-Want is optimized, which is expected to save 3,000 tonnes of water per year

案例：持續推進濃水回收、清洗改軟化及RO配比優化，提升水資源利用率

Case: Continuously promoting concentrated water recovery, cleaning and softening, and optimizing RO ratio to improve water resource utilization efficiency

報告期內新增2個基地增設濃水回收設備，12個基地推行RO配比優化，4個基地生產清洗水改軟化水，共計年節水約10萬噸

During the Reporting Period, 2 new bases were added with concentrated water recovery equipment, 12 bases implemented RO ratio optimization, and 4 bases changed their cleaning water to softened water, saving approximately 100,000 tonnes of water in total annually



報告期內，旺旺的水資源使用指標展示如下：

During the Reporting Period, the water resource usage indicators of Want Want are shown as follows:

| 水資源耗用 Water resource usage | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY | 2021財年 2021FY |
|---|---|------------------|------------------|------------------|
| 生產及辦公總取水量 Total water intake for production and office | 噸 Tonne | 7,650,055 | 8,035,530.00 | 9,033,597.00 |
| 市政用水量 Municipal water consumption | 噸 Tonne | 6,622,224 | 7,220,733.00 | 8,309,355.00 |
| 自然水體取水量 ⁶ Natural water withdrawal ⁶ | 噸 Tonne | 1,027,831 | 814,797.00 | 724,242.00 |
| 水回用量 Volume of reused water | 噸 Tonne | 1,112,971 | 876,606.00 | 593,790.00 |
| 生產及辦公用水密度 Water consumption intensity of production and office | 噸/百萬元人民幣產值 Tonne per million RMB of output value | 343.6 | 368.86 | 392.61 |
| 糖果產品用水強度 Water consumption intensity of candy products | 噸水/噸產品 Tonne of water/ tonne of products | 2.49 | 2.92 | 3.06 |
| 米果產品用水強度 Water consumption intensity of rice crackers | 噸水/噸產品 Tonne of water/ tonne of products | 3.28 | 3.43 | 3.60 |
| 乳飲產品用水強度 Water consumption intensity of dairy products and beverages | 噸水/噸產品 Tonne of water/ tonne of products | 2.92 | 2.95 | 2.74 |
| 合計產品用水強度 Total water consumption intensity of products | 噸水/噸產品 Tonne of water/ tonne of products | 2.94 | 3.03 | 2.90 |

廢水排放管理

旺旺承諾在遵循《中華人民共和國水污染防治法》《污水綜合排放標準》等國家相關排放標準和法律法規的基礎上，嚴格落實排放管理標準，堅持廢棄物管理減量化、再利用、再循環的3R原則，踐行可持續發展。

當前旺旺全部生產基地均裝備有污水處理系統，每日檢測污水排放量及污染物排放濃度，確保污水處理率達到100%並達標排放。同時，旺旺不斷推動廢水站技術改造與革新，在生產端減少污染濃度，降低廢水污染物含量。

⁶ 集團自然水體取水來源為地下水水源，集團已嚴格遵守相關法律法規要求進行取水。

Wastewater Discharge Management

Want Want promises to strictly implement discharge management standards on the basis of complying with relevant national discharge standards and laws and regulations such as the Water Pollution Prevention and Control Law of the People's Republic of China and the Integrated Wastewater Discharge Standard. Want Want adheres to the 3R principles of reducing, reusing and recycling as a way to practice sustainable development.

At present, all production bases of Want Want are equipped with sewage treatment systems, which monitor sewage discharge and the concentration of pollutant discharge every day to ensure that the sewage treatment rate reaches 100% and the wastewater meets the discharge standards. At the same time, Want Want continuously promotes the technological transformation and innovation of wastewater stations to reduce pollution concentration at the production end, and lower pollutant content in wastewater.

⁶ The Group's natural water sources are groundwater sources and the Group has strictly complied with the relevant laws and regulations for water extraction.

優選低污染清洗劑，
規範清晰流程

Give preference to low-contamination cleaning agents, standardize clear process

通過與供應商協作優選對水體污染較少的清洗劑，如無磷配方清洗劑，同時規範清洗流程，減少管路料液殘留，從源頭減少污染濃度

Through collaboration with suppliers, we prioritize the use of cleaning agents that are less polluting to water, such as phosphorus-free formula cleaners, and standardize the cleaning process to reduce pipeline liquid residue and cut down pollution concentration from the source

制定高於國家標準的
嚴格污水排放標準

Formulate strict sewage discharge standards, which is stricter than national standards

通過污水排放中COD（化學需氧量）、BOD（生化需氧量）等指標監控污水污染濃度，當前旺旺排放標準嚴於國家標準1.3倍

The pollution concentration of sewage is monitored by virtue of indicators such as chemical oxygen demand (COD) and Biochemical Oxygen Demand (BOD) in sewage discharge. The current Want Want emission standards are 1.3 times stricter than the national standards

降低乳飲不良率，
減少廢水排放

Reduce the defect rate of dairy products and beverages and cut down wastewater discharge

通過不斷優化改進乳飲制程，減少牛奶損耗，實現乳飲不良率下降，約減少廢水排放100噸

As the production process of dairy products and beverages is continuously optimized and improved, milk loss is reduced, the defect rate of dairy products and beverages is decreased, and the wastewater discharge is cut down by about 100 tonnes

案例：新增壓濾設備以減少污水站污泥量

Case: Adding pressure filtration equipment to reduce sludge volume in sewage treatment plants

報告期內，為減少污水與污泥產生量，共5家工廠參與設備改造升級，完成6台板框壓濾機設備汰換，污泥量較上一財年減少1,088噸
During the Reporting Period, in order to reduce the amount of sewage and sludge, a total of 5 factories participated in the equipment transformation and upgrading, and completed the replacement of 6 plate-and-frame filter press equipment, and reduced sludge by 1,088 tonnes as compared with the previous fiscal year



報告期內，旺旺的廢水排放績效指標展示如下：

During the Reporting Period, the wastewater discharge performance indicators of Want Want are shown as follows:

| 廢水排放指標 Wastewater discharge indicators | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY |
|---|------------|------------------|------------------|
| 廢水排放總量 Total wastewater discharge | 噸 Tonne | 6,569,086 | 6,824,366 |
| 化學需氧量COD排放量 COD emissions | 噸 Tonne | 240 | 252 |

3.4 綜合利用，循環經濟

3.4 Comprehensive Utilization and Circular Economy

目標與承諾

Targets and Commitments

| | | | |
|---|--|---|---|
| 包材管理目標 Packaging material management target 集團使用包材100%可回收 100% recyclable packaging materials used by the Group | 2023財年包材管理進度 Progress of packaging material management in 2023FY 包材可回收率達90% ⁷ 90% ⁷ recyclability of packaging materials | 廢棄物管理目標 Waste management target 固體廢棄物零填埋 Solid zero-waste to landfill | 2023財年廢棄物管理進度 Progress of waste management in 2023FY 固廢零填埋體系全品項覆蓋 The system of solid zero-waste to landfill achieved full product coverage |
|---|--|---|---|

包材可持續利用

根據聯合國數據，全世界每年產生300億噸塑料垃圾，只有五分之一被回收或焚燒；其餘的最終進入垃圾填埋場和環境。八百萬噸流入地球海洋，慢慢分解並進入食物鏈和供水系統。

因此生產者和消費者都需要採取多種方法來減少、重復使用及回收我們使用的包裝，打造循環經濟，實現包材可持續利用是旺旺做出的鄭重承諾，也是攜手供應商夥伴與消費者共同可持續發展的重要途徑。為此，我們制定了包材100%可回收目標與固體廢棄物零填埋目標並不斷努力。

Sustainable Packaging Materials

According to the United Nations, only one-fifth of the 30 billion tonnes of plastic waste generated worldwide each year is recycled or incinerated; and the rest ends up in landfills and the environment. 8 million tonnes of the waste flow into the Earth's oceans, where they slowly decompose and enter the food chain and water supply system.

Therefore, both producers and consumers need to adopt a variety of methods to reduce, reuse and recycle the packaging we use. Creating a circular economy and realizing the sustainable use of packaging materials is a solemn commitment made by Want Want. It is also an important way to work with suppliers and consumers to achieve sustainable development. To this end, we have set a target of 100% recyclability of packaging materials and a target of solid zero-waste to landfill, and continuously strive for it.

⁷ 由於產品結構改變而導致數據變化，旺旺持續追求達成包裝材料長期目標

⁷ The change of product structure resulted in the change of data, and Want Want continues to pursue the long-term target for packaging materials

我們制定了以包裝材料可循環化、包裝材料輕量化、包裝材料減量化為3大核心管理支柱的包裝材料管理策略。集團生產運營中心、研發中心通力合作，著力在產品的全生命週期中通過以下手段減少包裝材料使用，提升包材可回收率，落實旺旺的包裝材料管理策略：

- 減少周轉包裝材料的使用（包裝循環使用、禮盒自動化改裝及磁性收卸罐改裝，年減少包材使用7,000噸）
- 銷售包裝材料的減少使用（使用更輕質的材料或減少材料層數、空罐減薄，年減少包材3,900噸）
- 產品包裝形式的優化（縮小包裝尺寸）
- 開發新型包裝材料/減少塑料包裝使用、（紙質包裝替代塑料包裝）
- 逐步採用黃金設計原則，提升循環利用率（去除塑料包裝的問題元素）
- 與供應商合作減少包裝浪費（包裝規格改變、包裝循環使用）

報告期內，旺旺包裝材料管理策略通過以下舉措取得積極進展。

We have developed a packaging materials management strategy with three core management pillars: recyclable packaging materials, lightweight packaging materials and reduction of packaging materials. The production and operation center and the research and development center of the Group work together to reduce the use of packaging materials, improve the recycling rate of packaging materials, and implement the packaging material management strategy of Want Want through the following means in the whole life cycle of products:

- Reduce the use of turnover packaging materials (packaging recycling, automatic modification of gift boxes and modification of magnetic collection and unloading tanks, reducing the use of packaging materials by 7,000 tonnes per year)
- Reduce the use of sales packaging materials (the use of lighter materials or reduction of the number of material layers, empty can thinning, reducing the use of packaging materials by 3,900 tonnes per year)
- Optimize the form of product packaging (reduction of packaging size)
- Develop new packaging materials/reduce the use of plastic packaging (paper packaging instead of plastic packaging)
- Gradually adopt golden design principles to increase recycling rate (removal of problematic elements of plastic packaging)
- Cooperate with suppliers to reduce packaging waste (change of packaging specification, packaging recycling)

During the Reporting Period, Want Want's packaging materials management strategy made positive progress through the following initiatives.

包材減量化重點提升 Focusing on reducing packaging materials

周轉包材一直是生產至銷售過程中一大包材耗費來源，報告期內，旺旺針對周轉包材減量使用與回收利用展開多個改善行動，頗具成效：

Turnover packaging materials have always been a major source of packaging material consumption in the process from production to sales. During the Reporting Period, Want Want carried out a number of improvement actions to reduce the use of turnover packaging materials and recycle them, which were quite effective:

- 回收廢棄紙箱：旺旺持續擴大回收廢棄紙箱作為周轉包材的形式，對旺旺大禮包生產過程中的周轉紙箱進行替代，報告期內節約紙箱8,000隻，共計4.3噸
Recycling of waste cartons: Want Want continues to expand the recycled waste cartons as turnover packaging materials to replace the turnover cartons in the production process of Want Want gift bags, saving 8,000 cartons during the Reporting Period, totaling 4.3 tonnes
- 鐵罐磁性收卸罐：持續增加並投入鐵罐磁性收卸罐使用，可有效減少周轉箱使用，年節約紙箱可達4,800噸
Magnetic cans for magnetic collection and unloading tanks: By continuously increasing cans for magnetic collection and unloading tanks and putting them into use, the use of turnover boxes can be effectively reduced, saving cartons of 4,800 tonnes annually
- 自動裝箱工序：持續擴大利樂禮盒自動改裝應用，減少周轉箱使用，每年可節約紙箱使用1,500噸
Automatic packing process: By continuously expanding the application of automated conversion of Tetra Pak gift box, the use of turnover boxes can be reduced, saving 1,500 tonnes of cartons per year

包材輕量化持續推進 Advancing lightweight packaging materials

在保證包材品質的前提下推進包材輕量化，不僅可以減少包材耗用與廢棄，還能減少運輸壓力。旺旺對自身使用的金屬罐體、紙箱等進行持續改進，成果顯著：

Promoting the lightweight packaging materials under the premise of ensuring the quality of packaging materials does not only reduce the consumption and waste of packaging materials, but also reduce the pressure of transportation. Want Want has continuously improved its own metal cans, cartons, etc., and achieved remarkable results:

- 罐裝飲料鋁蓋減薄項目：在上一年度工作開展的基礎上，旺旺持續推進，通過對鋁制頂蓋以及不同容量大小飲料金屬罐體的材質輕量化替換，報告期內減少鐵皮使用4,300噸，工作成果顯著
Canned beverage aluminum lid thinning project: On the basis of the work carried out in the previous year, Want Want reduced the use of iron sheets by 4,300 tonnes during the Reporting Period through the lightweight replacement of aluminum top covers and metal cans for beverages of different volumes and sizes. The results were remarkable
- 紙箱輕量化項目：
Carton lightweight project:

旺旺持續推進紙箱輕量化工作，將原用紙箱由五層箱優化為三層箱，年節省原紙1,000噸

Want Want continued to promote lightweight cartons, optimizing the original carton from five-layer boxes to three-layer boxes, saving 1,000 tonnes of raw papers per year

報告期內，旺旺逐步採用黃金設計原則，通過去除塑料包裝問題元素、減少塑料外包裝、提高PET的回收再生價值，並縮小其空間容積，實現尺寸優化、結構優化，進而減少包裝材料的使用量。例如，通過紙箱刀版設計去除塑膠提手底片，在不增加用紙的情況下，減少塑膠包材的使用量；fixbody外包裝使用紙包裝等

During the Reporting Period, Want Want gradually adopted golden design principles, which optimized the size and structure by removing problematic elements of plastic packaging, reducing plastic outer packaging, increasing the recycling value of PET, and reducing its space volume, thereby cutting down the use of packaging materials. For example, the removal of gasket of plastic lifting handle by the carton cutter design reduces the amount of plastic packaging material used without increasing the amount of paper used; the outer packaging of fixbody uses paper packaging, etc.



包裝環保化創新升級 Innovative and upgraded packaging for environmental protection

持續推廣無溶劑膠水和水性膠水使用：

Continue to promote the use of solvent-free glues and water-based glues:

由於包材中原本使用的溶劑型油墨易產生揮發性有機物逸散，造成大氣污染且不易防控，報告期內旺旺開展水性油墨替代溶劑型油墨的研發工作並進入測試階段

Since the solvent-based inks originally used in the packaging materials easily produce volatile organic compounds escape, resulting in air pollution, and are hard to prevent and control, during the Reporting Period, Want Want launched the R&D of water-based inks to replace solvent-based inks and entered into the testing stage

此外，旺旺持續選用無溶劑膠水/水膠替換現有溶劑膠水，2017年推廣使用以來，使用比例逐年增加，當前全集團範圍內無溶劑膠水和水性膠水的佔比已達95.23%

In addition, Want Want continues to use solvent-free glue/water-based glue to replace existing solvent glue. Since the promotion in 2017, the proportion of solvent-free glue/water-based glue has increased year by year, reaching 95.23% in the whole Group

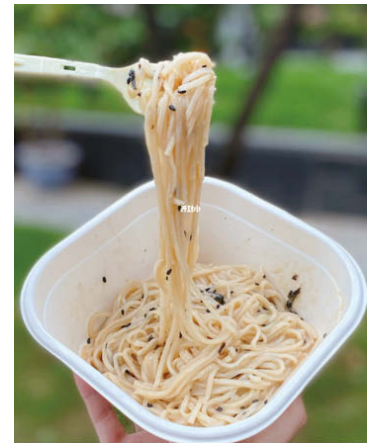
選用可降解環保紙漿包材

Use degradable and environmentally friendly pulp packaging materials

旺旺優先選用可降解的紙漿模塑替代塑膠碗具，紙漿模塑廣義上指以紙漿、秸稈纖維等原料通過碎漿、注漿、成型、定型、切邊、挑選、消毒、包裝等一些列工序通過模壓做成的各類工業包裝、餐具、農業包裝、面具、裝飾牆板等立體產品，屬於立體造紙的一種，具有以下優勢

Want Want preferentially uses degradable pulp molding instead of plastic bowls. Pulp molding broadly refers to various industrial packaging, tableware, agricultural packaging, masks, decorative wall panels, and other three-dimensional products made from raw materials such as pulp and straw fibers through various processes such as crushing, grouting, molding, shaping, trimming, selection, disinfection, and packaging through molding. It belongs to a type of three-dimensional paper-making and has the following advantages

- 原料為可再生的小麥、蘆葦、稻草、竹子、甘蔗、棕櫚等秸稈纖維，來源廣泛，價格低廉
The raw materials are renewable straw fibers such as wheat, reed, rice straw, bamboo, sugarcane, palm, etc., with a wide range of sources and low prices
- 生產過程無廢水產生，無外排
There is no wastewater generated or discharged during the production process
- 可以在自然狀態下45-90天內完全降解，不會產生任何垃圾殘留和污染
It can be completely degraded within 45-90 days naturally without any waste residue and pollution
- 具有緩衝、抗壓、防震特點
It has the characteristics of cushioning, pressure resistance and shock resistance



報告期內，旺旺的包裝材料耗用績效指標展示如下：

During the Reporting Period, the packaging material consumption performance indicators of Want Want are shown below:

| 包裝材料耗用指標 Packaging material consumption indicators | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY | 2021財年 2021FY |
|--|---|------------------|------------------|------------------|
| 包材消耗總量 Total consumption of packaging materials | 萬噸 10 thousand tonnes | 27.26 | 21.57 | 33.33 |
| 木/紙制包裝材料用量 Wooden/paper packaging material consumption | 萬噸 10 thousand tonnes | 17.03 | 13.48 | 17.57 |
| 金屬制包裝材料用量 Metal packaging material consumption | 萬噸 10 thousand tonnes | 5.99 | 4.92 | 7.15 |
| 塑膠包裝材料用量 Plastic packaging material consumption | 萬噸 10 thousand tonnes | 4.23 | 3.16 | 8.61 |
| 使用FSC及SFI森林體系認證的紙盒數量 Number of FSC and SFI certified cartons | 億個 100 million | 42.4 | 37.40 | 45.40 |
| 包裝材料每生產單位佔量 Proportion of packaging materials per production unit | % | 15.3 | 12.60 | 17.60 |
| 包材消耗密度 Packaging material consumption intensity | 萬噸/百萬元人民幣產值 10 thousand tonnes per million RMB of output value | 0.0012 | 0.0010 | 0.0015 |
| 塑膠包裝材料中可回收材料用量佔比 Percentage of recyclable materials used in plastic packaging materials | % | 36 | 45 | 27 |
| 塑膠包裝材料中可回收成分佔比 Proportion of recyclable components in plastic packaging materials | % | 70 | 70 | 70 |
| 塑膠包裝材料產品覆蓋率 Product coverage rate of plastic packaging materials | % | 16 | 26 | 15 |

廢棄物管理制度

遵循減量化、再利用、再循環3R原則，我們對廢棄物產生、收集、內部轉運與儲存、運輸、回收利用與最終處置各環節均設置規範的作業流程。同時，我們制定了《危險廢物管理辦法》《工廠固廢管理程序》，明確了固體廢棄物分類收集、源頭減量、回收利用、貯存管理、處置方式、流向管理的相關要求，並結合國家最新固體廢棄物相關法規優化了固體廢棄物分類及管理台賬，在固廢績效管理方面設定固廢考核目標，確保固體廢物的合規管理。報告期內，集團未發生因固廢管理問題產生的突發環境異常事件。與此同時，山東生產基地建立的廢棄物零填埋管理體系於報告期內通過第三方權威認證機構的「廢棄物零填埋」最高級別認證。

Waste Management System

Following the 3R principles of reducing, reusing and recycling, we set up standardized operating procedures for waste generation, collection, internal transfer and storage, transportation, recycling and final disposal. At the same time, we have formulated the Hazardous Waste Management Regulations and the Factory Solid Waste Management Procedures, which clarifies the relevant requirements for classified collection, source reduction, recycling, storage management, disposal and flow management of solid waste. We have optimized the solid waste classification and management ledger, incorporating the latest national laws and regulations on solid waste, and set solid waste assessment targets in solid waste performance management as a way to ensure the compliance management of solid waste. During the Reporting Period, the Group had no environmental emergencies arising from solid waste management issues. Meanwhile, the zero waste to landfill management system established by the Shandong production base passed the highest level of “Zero Waste to Landfill” certification by a third-party authoritative certification agency during the Reporting Period.

廢棄物管理舉措

為進一步減少固廢，推進廢棄物零填埋目標實現，旺旺於報告期內在所有工廠加大了固廢處置供應商的審核力度，要求所有固廢處置商簽訂《環境安全協議》，明確固廢處置方式、避免或減少固廢填埋。在減量方面，我們通過開展包裝優化、工藝優化、產能提升、設備自動化改造、紙箱回收重複利用等系列專案。報告期內，工廠固廢總量減少8,276噸，固廢密度同比下降14%。

ESG-固體廢棄物減量旺旺在行動

為深入響應政府廢棄物減量政策，公司積極踐行ESG職責，推動各項ESG管控策略方案執行。同時為更一步持續加強ESG廢棄物的管理工作，2024年1月已重點規劃啓動ESG廢棄物減量專案，從廢棄物生命週期全流程風險介入，通過源頭減量、重複利用、資源回收、垃圾分類四種減量方式，達到減量目的，從而減少廢棄物管理費用，降低企業運營成本，最終實現從廢棄物管理向資源管理轉變。

光盤行動助推餐廚垃圾減量

為進一步減少廚余垃圾，促進員工文明就餐習慣持續養成，樹立節約糧食理念，2023年8月旺旺集團在全國生產體系各工廠實施光盤行動專案。全國工廠在確保員工就餐滿意度持續提升的前提下，以全流程閉環管控，在加強注重菜品口味提升，報餐與就餐差異檢討，採購量精準預估、員工文明就餐習慣養成等方面持續落實推動，2023年各工廠廚余減量工作取得良好成績突破。2023財年全國工廠廚余1,033噸，較同期下降640噸，下降38.28%。

Waste Management Measures

In order to further reduce solid waste and achieve the target of zero waste to landfill, Want Want enhanced its efforts in the audit of solid waste disposal suppliers at all factories during the Reporting Period, requiring all solid waste disposal suppliers to sign the Environmental Safety Agreement to specify the solid waste disposal methods and avoid or reduce solid waste to landfill. In terms of reduction, we carry out a series of projects such as packaging and process optimization, capacity improvement, equipment automation transformation, carton recycling and reuse. During the Reporting Period, the total amount of solid waste in factories decreased by 8,276 tonnes, and the solid waste intensity decreased by 14% year-on-year.

ESG - Want Want is in Action to Reduce Solid Waste

In order to deeply respond to the waste reduction policy of the government, the Company has actively practiced ESG responsibilities and promoted the implementation of various ESG management and control strategies. Meanwhile, in order to further strengthen the management of ESG waste, in January 2024, we focused on planning and launching ESG waste reduction projects, which targeted the risks of the whole process of waste life cycle, and achieved the purpose of reduction through four methods: source reduction, reuse, resource recovery, and garbage classification, so as to reduce waste management costs and lower enterprise operating costs. Eventually, there was a shift from waste management to resource management.

The Clean Plate Campaign Promotes the Reduction of Food Waste

In order to further reduce kitchen waste, facilitate the continuous development of civilized dining habits among employees, and establish the concept of food conservation, Want Want Group implemented the clean plate campaign in all factories of the production system across the country in August 2023. On the premise of ensuring the continuous improvement of employees' dining satisfaction, factories across the country made continued efforts to improve food taste with closed-loop control of the whole process, review the difference between meal reporting and dining, accurately estimate procurement volume, and develop civilized dining habits among employees. In 2023, each factory achieved good results and made breakthroughs in reducing kitchen waste. In 2023FY, the kitchen waste of factories across the country was 1,033 tonnes, representing a decrease of 640 tonnes or 38.28% year-on-year.

固廢管理電子信息化平台建設

Construction of electronic information platform for solid waste management

為提升旺旺自身信息化管理固體廢棄物能力，我們於報告期內開啟規劃和開發固廢電子信息化平台專案，該平台可以實現固廢產生、入庫、出庫、流向、處置方式等環節相關信息的電子化記錄，並對固廢處置商進行系統管理。該平台於2023年11月份在工廠正式上線使用

In order to enhance Want Want's ability to manage solid waste through information technology, we initiated the planning and development of a solid waste electronic information platform project during the Reporting Period. This platform can achieve electronic recording of information related to solid waste generation, warehousing, outbound, flow direction, disposal methods, and other aspects, and systematically manage solid waste disposal companies. This platform was officially put into use in the factories in November 2023

報告期內，旺旺的廢棄物處置績效指標展示如下：

During the Reporting Period, the waste disposal performance indicators of Want Want are shown as follows:

| 無害廢棄物 ⁸ Non-hazardous waste ⁸ | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY | 2021財年 2021FY |
|--|---|------------------|------------------|------------------|
| 產生的無害廢棄物總量 Total amount of non-hazardous waste generated | 噸 Tonne | 56,439.76 | 62,674.16 | 74,132.85 |
| 無害廢棄物清運量 Amount of non-hazardous waste removed | 噸 Tonne | 19,196.78 | 24,075.01 | 33,987.52 |
| 廢棄物填埋量 ⁹ Amount of waste landfilled ⁹ | 噸 Tonne | 4,021.57 | 5,136.17 | 6,497.14 |
| 用於能量回收的廢棄物焚燒量 ¹⁰ Amount of waste incinerated for energy recovery ¹⁰ | 噸 Tonne | 9,376.26 | 4,829.32 | 5,358.25 |
| 通過其他方法處理的廢棄物總量 ¹¹ Total amount of waste treated by other methods ¹¹ | 噸 Tonne | 5,798.95 | 14,109.52 | 22,132.13 |
| 無害廢棄物回收量 Amount of non-hazardous waste recycled | 噸 Tonne | 37,242.98 | 38,599.16 | 40,145.34 |
| 無害廢棄物產生密度 Non-hazardous waste generation intensity | 噸/百萬元 人民幣產值 Tonne per million RMB of output value | 2.57 | 2.99 | 3.22 |

⁸ 集團自2021財年起，依《一般固體廢物分類與代碼GB/T 39198-2020》，增加了無害廢棄物數據的統計口徑（包括污泥、廢棄資源、食品加工廢物、生活垃圾等），廢棄物強度分母口徑為生產直接相關產值，與歷史統計口徑一致。

⁹ 廢棄物由工廠當地政府指定的專業處置單位進行填埋。

¹⁰ 廢棄物由工廠當地政府指定的專業處置單位焚燒發電處理。

¹¹ 廢棄物由專業處置單位使用其他方式進行處理，如污泥做有機肥料及厭氧發電等。

⁸ From 2021FY, the Group has increased the statistical scope of non-hazardous waste data (including sludge, waste resources, food processing waste, domestic waste, etc.) in accordance with the General Solid Waste Classification and Code GB/T 39198-2020. The denominator of waste intensity is the output value directly related to production, which is consistent with the historical statistical caliber.

⁹ Waste was landfilled by the authorized disposal unit appointed by the local government.

¹⁰ Waste was disposed of by the professional disposal unit designated by the local government for power generation.

¹¹ Waste was disposed of by professional disposal units through other methods, such as sludge for organic fertilizer and anaerobic power generation, etc.

| 廢棄物 Waste | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY | 2021財年 2021FY |
|--|---|------------------|------------------|------------------|
| 有害廢棄物清運量 Amount of hazardous waste removed | 噸 Tonne | 368.61 | 366.67 | 498.00 |
| 無害廢棄物清運量 Amount of non-hazardous waste removed | 噸 Tonne | 19,196.78 | 24,075.01 | 33,987.52 |
| 有害廢棄物清運量密度 Intensity of hazardous waste removed | 噸/百萬元 人民幣產值 Tonne per million RMB of output value | 0.0168 | 0.017 | 0.022 |
| 無害廢棄物清運量密度 Intensity of non-hazardous waste removed | 噸/百萬元 人民幣產值 Tonne per million RMB of output value | 0.88 | 1.15 | 1.48 |

反食品浪費

作為食品生產企業，旺旺始終致力於減少食品浪費。我們承諾，積極回應國家號召，遵守《中華人民共和國反食品浪費法》，弘揚勤儉節約的中華傳統美德，積極建設反食品浪費管控體系，實行精益生產。

降低食品產品不良率，是減少食品原材料廢棄和成品廢棄，減少食品浪費的有效途徑。因此，旺旺根據不同產品特性和實際情況制定了食品不良率下降目標作為反食品浪費目標。報告期內，通過WCM標準管理體系的落實以及對損失情況的分解分析和針對性改善，食品浪費率得到有效降低。

Anti-food Waste

As a food production enterprise, Want Want has always been committed to reducing food waste. We promise to actively respond to the call of the state, abide by the Anti-food Waste Law of the People's Republic of China, promote the traditional Chinese virtue of thrift, actively build an anti-food waste control system, and implement lean manufacturing.

Reducing the rate of defective food products is an effective way to reduce the abandonment of food raw materials and finished products as well as food waste. Therefore, Want Want has set a decrease target in respect of food defect rate as an anti-food waste target based on different product characteristics and actual situations. During the Reporting Period, through the implementation of the WCM standard management system and the breakdown analysis and targeted improvement of losses, the food waste rate was effectively reduced.

| 米果 Rice crackers | 乳飲 Dairy products and beverages | 糖果餅乾 Confectionery and biscuit |
|---|---|---|
| 不良率較同期下降：3.1% Decrease in the defect rate over the same period: 3.1% | 不良率較同期下降：7.7% Decrease in the defect rate over the same period: 7.7% | 不良率較同期下降：0.7% Decrease in the defect rate over the same period: 0.7% |

反食品浪費（食品不良率下降）表現
Anti-food Waste (Decrease in respect of Food Defect Rate) Performance

反食物浪費管控體系 Anti-food waste control system



基於旺旺反食物浪費模型，我們對從採購到銷售再到技術創新的全鏈路閉環中執行旺旺食品浪費控制體系，分別為識別、控制、檢核與優化四個步驟。首先鎖定生產經營全流程中食品浪費產生的環節，針對識別出的浪費節點實施措施加以控制並明確有挑戰性的控制目標，再對目標完成進度進行檢核，最終回顧體系整體執行效果，優化與改進。

Based on the anti-food waste model of Want Want, we implement a food waste control system of Want Want in the entire closed-loop link from procurement to sales and then to technological innovation, which consists of four steps: identification, control, inspection and optimization. Firstly, we identify the links where food waste occurs throughout the entire production and operation process, implement measures to control the identified waste nodes, and identify challenging control targets. Then, we check the progress of target completion, and finally review the overall implementation effect of the system, optimize the system, and make improvement.

3.5 保護生態，友愛自然

生態友好制度

旺旺嚴格踐行生態友好的可持續發展理念，在遵守《中華人民共和國環境影響評價法》的前提下，保護生態環境，遠離生態紅線，不在生物多樣性脆弱地區及周邊建廠運營。同時，我們積極為生態環境保護貢獻旺旺力量，截至報告期末，旺旺累計投入環保改造資金3.77億元人民幣，報告期內投入5,547萬元人民幣。

與此同時，我們基於世界自然基金會生物多樣性風險評估工具（WWF Biodiversity Risk Filter）對自身運營所在地面臨的生物多樣性風險進行評估，我們期待與供應商夥伴和當地利益相關方攜手共建，推動生態保護合作。

3.5 Protecting Ecology and Caring the Nature

Ecological Friendly System

Want Want strictly adheres to the concept of ecological friendly sustainable development. While complying with the Law of the People's Republic of China on Environmental Impact Assessment, Want Want protects the ecological environment, stays away from the ecological red line, and does not build or operates factories in and around areas with fragile biodiversity. Meanwhile, we actively contribute to the protection of the ecological environment. By the end of the Reporting Period, Want Want has invested a total of RMB377 million in environmental protection and renovation, of which RMB55.47 million was invested during the Reporting Period.

At the same time, we assess biodiversity risks in our own operating sites based on the biodiversity risk filter of WWF, and we look forward to working with our suppliers and local stakeholders to promote the cooperation on ecological conservation.

生態友好承諾

Eco-friendly Commitments

生產活動不超出所在地環境容量 Production activities not exceeding the local environmental capacity

旺旺承諾保護生態環境，減少危險化學品使用及排放，確保自身生產活動不超出所在地環境容量，不損害生物多樣性，不影響流域水質

Want Want is committed to protecting the ecological environment and reducing the use and discharge of hazardous chemicals to ensure that its own production activities do not exceed the local environmental capacity, do not damage biodiversity, and do not affect the water quality of the watershed

建廠與生產運營不毀壞森林 The construction of factories and production operations not destroying forests

旺旺承諾不毀壞森林，保護所在地植被健康安全，不砍伐樹木，不破壞當地水土環境

Want Want promises not to destroy forests, protect the health and safety of local vegetation, not cut down trees, and not damage the local water and soil environment

踐行可持續農業 Practice sustainable agriculture

旺旺承諾，自身做到並敦促上游原料供應商中涉及農業生產的合作夥伴踐行可持續農業原則，合理用藥用肥、優化水資源使用、減少環境污染、保護土壤健康、阻止生態破壞

Want Want undertakes to and urge partners involved in agricultural production in upstream raw material suppliers to practice the principles of sustainable agriculture, rationally use agricultural chemicals and fertilizers, optimize water use, reduce environmental pollution, protect soil health, and prevent ecological damage

生態友好公益活動

Eco-friendly Public Welfare Activities

案例：益企護河－護河志願活動

Case: Public welfare enterprises river protection – River protection volunteer activity

為了提升公眾對河流保護的關注度，並為生態保護貢獻旺旺的一份力量，我們積極參與並全力支持保護母親河的公益活動，致力於守護生態環境的健康與活力。報告期內，旺旺集團廣州總廠與當地環保局、社區等共同參與了淨灘志願活動。

In order to increase public attention to river protection and contribute to ecological conservation, we actively participated in and fully support public welfare activities to protect the mother river, and committed to safeguarding the health and vitality of the ecological environment. During the Reporting Period, the Guangzhou general factory of Want Want Group, together with the local environmental protection bureau and community, participated in the Clean Beach Volunteer Activity.



廢氣排放管理

為了降低自身運營帶給周邊生態環境的負擔和負面影響，我們在遵守《中華人民共和國大氣污染防治法》《大氣污染物綜合排放標準》等法律法規的基礎上，制定了嚴格程度在國家法律之上的內部污染排放標準，對自身油煙淨化標準、揮發性有機物排放等指標嚴格管控，並對排放物定期委託第三方專業機構進行監測，確保達標排放。

Exhaust Emission Management

In order to reduce the burden and negative impact of our own operations on the surrounding ecological environment, we have formulated internal pollution emission standards that are stricter than national laws, on the basis of complying with laws and regulations such as the Atmospheric Pollution Prevention and Control Law of the People's Republic of China and the Comprehensive Emission Standards for Air Pollutants. We strictly control our own oil fume purification standards, volatile organic compound emissions and other indicators, and regularly entrust third-party professional institutions to monitor emissions to ensure that the emissions meet the standards.

廢氣管理目標 Exhaust management targets

嚴格管理廢氣排放降低污染物濃度
Strictly manage exhaust emissions and reduce pollutant concentrations

廢氣管理進度 Progress of exhaust gas management

2023財年新增12台鍋爐完成低氮改造
In 2023FY, the low-nitrogen transformation for an addition of 12 boilers was completed

鍋爐低氮改造 Boiler low-nitrogen transformation

報告期內旺旺新增12台鍋爐完成低氮改造，截至報告期末，旺旺集團共計54台鍋爐完成低氮改造
During the Reporting Period, the low-nitrogen transformation for an addition of 12 boilers of Want Want was completed. By the end of the Reporting Period, the low-nitrogen transformation for a total of 54 boilers of Want Want Group had been completed



報告期內，旺旺的廢氣排放績效指標展示如下：

During the Reporting Period, the exhaust emission performance indicators of Want Want are shown as follows:

| 廢氣排放指標 ¹² Exhaust emission indicators ¹² | 單位 Unit | 2023財年 2023FY | 2022財年 2022FY |
|---|------------|------------------|------------------|
| 氮氧化物 Nitrogen oxides emissions | 噸 Tonne | 128.99 | 132.12 |
| 硫氧化物排放量 Sulphur oxides emissions | 噸 Tonne | 34.74 | 35.42 |

¹² 2021財年，依集團各基地環保稅申報方式進行統計，2022財年，集團更新統計方式統一依天然氣用量進行核算，參考《排污許可證申請與核發技術規範 鍋爐》(HJ953-2018)。

¹² In 2021FY, the Group's environmental tax declaration method was used for statistics. In 2022FY, the Group updated the statistical method by unifying the calculation based on the amount of natural gas consumed and with reference to the Technical Specification for Application and Issuance of Pollutant Permit Boilers (HJ953-2018).



4

以人為本，結緣旺才

Caring for People and Forging Talents

旺旺以「緣、自信、大團結」作為集團經營理念，落實多元企業文化，保障員工權益，持續提升員工的幸福感和歸屬感。我們持續建設一流的職業生涯發展平台以及安全、健康和舒適的職場環境，努力營造「一家人」的工作氛圍，讓每一位旺旺人與集團共同成長。

4.1 平等僱傭，多元舞台

合規僱傭

集團始終堅信人才是公司的寶貴財富，秉持「腳踏實地」的用人原則，致力於為員工打造平等包容的職場氛圍。我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等相關法律法規，制定了明確的招聘流程和《任用管理辦法》《獎懲管理辦法》等制度。我們在招聘制度中明確禁止招聘童工及使用強制勞工，避免職場歧視與騷擾、不合理加班等情況發生。我們的《員工手冊》《任用管理辦法》等制度中有明確規定「未滿16周歲者」不予錄用，並於報告期內細化補充了涉及任用原則中不予錄用情形，進一步規範及明確特殊利益關係及回避情況。

Taking "People-Oriented, Self-Confidence and Unity" as its management philosophy, Want Want implements a diversified corporate culture, protects the rights and interests of employees, and continuously enhances employees' sense of happiness and belonging. We continue to build a first-class career development platform and a safe, healthy and comfortable workplace environment, and strive to create a "Family" working atmosphere, so that each Want Want employee can grow together with the Group.

4.1 Equal Employment and Diversified Stage

Compliant Employment

The Group always believes that talents are the precious wealth of the Company. Adhering to the principle of "down-to-earth" employment, the Group is committed to creating an equal and inclusive workplace atmosphere for employees. We strictly abide by the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and other relevant laws and regulations, and have formulated a clear recruitment process and systems, including the Appointment Administrative Measures and the Regulations on Rewards and Punishments. We explicitly prohibit the recruitment of child labor and the use of forced labor as well as avoid workplace discrimination, harassment, unreasonable overtime and other situations in our recruitment system. Our Employee Handbook, the Appointment Administrative Measures and other systems clearly stipulate that "those under the age of 16" will not be employed. During the Reporting Period, we have detailed and supplemented the circumstances of non-

報告期內，集團與員工依法建立勞動關係，正式職工勞動合同簽訂率為100%，未發生僱傭童工或強制勞工事件。

employment in the principles of appointment, and further regulated and clarified the special interest relationship and situations that need to be avoided. During the Reporting Period, the Group established labor relations with employees in accordance with the law, with the signing rate of formal employee labor contracts reaching 100%. No child labor or forced labor incidents occurred during the Reporting Period.

提倡合理工作時間 Advocate reasonable working hours

- 旺旺嚴格按照國家法律法規，制定並執行集團內部考勤管理制度，明確所有員工休息、休假權利及須遵循事項，全體員工均享有法定節假日、雙休日、帶薪年休假、婚假、產假、探親假、喪假等假期。此外，我們根據不同員工職級，額外增加二至五天的年假天數，宣導勞逸結合、提高工作效率、合理分配工作時間，保護員工個人身體健康和 safety。
In strict accordance with national laws and regulations, Want Want has formulated and implemented an internal attendance management system, clearly specifying all employees' rights to rest and leave as well as the matters to be followed. All employees are entitled to statutory holidays, weekends, paid annual leave, marriage leave, maternity leave, home leave, funeral leave and other holidays. In addition, we add an additional two to five days of annual leave based on different employee ranks, advocate for a balance between work and rest to improve work efficiency and allocate work time reasonably, so as to protect employees' personal health and safety.

尊重員工隱私，保護個人信息安全 Respect employees' privacy and protect personal information security

- 旺旺嚴格遵守國家《中華人民共和國個人信息保護法》，人力資源部門根據國家最新出台的法律法規及時修訂《任用管理辦法》背景調查作業規範，明確規定在進行背景調查前須取得經新進人員簽字確認的《個人信息收集或使用授權書》，切實尊重和保護全體員工基本權益，打造安全的職場環境。
Want Want strictly abides by the Personal Information Protection Law of the People's Republic of China. The human resources department timely amends the background investigation operation specifications in the Appointment Administrative Measures in accordance with the latest laws and regulations promulgated by the state, clearly stipulating that before conducting background investigations, it must obtain the Personal Information Collection or Use Authorization Letter (《個人信息收集或使用授權書》) signed and confirmed by the new recruit, so as to effectively respect and protect the basic rights and interests of all employees, and create a safe workplace.

人才吸引

集團致力於打通人才招募死角，積極創建良好僱傭體驗。報告期內，集團重點打造並搭建以「人才發展規劃為核心」的人資數字化平台，通過搭建「選、育、用、評、留」全流程管理平台，提高招聘效率，降低優秀人才流失率，鞏固核心競爭力，實現「人力資源全面數字化，賦能人才發展」的目的。

Talent Attraction

The Group is committed to breaking through the talent recruitment blind spots and actively creating a good employment experience. During the Reporting Period, the Group focused on building a digital human resources platform with "talent development planning as the core". By building a whole-process management platform of "selection, cultivation, employment, evaluation and retention", the Group improved recruitment efficiency, reduced the loss rate of outstanding talents, consolidated core competitiveness, and achieved the purpose of "comprehensive digitalization of human resources and empowering talent development".

旺旺人資數字化平台搭建情況
Construction of Digital Human Resources Platform of Want Want

規範人力資源流程與數據 Standardize human resources processes and data

對全流程人力資源業務進行端到端業務流程梳理、設計、優化；規範統一未來人力資源業務流程和數據。支援全維度資訊展示，提高整體管理水平。為管理動作、領導決策提供充分準確的依據
Sort out, design and optimize the end-to-end business process of the whole process of human resources business; standardize and unify future human resources business process and data. Support full-dimensional information display to improve the overall management level. Provide sufficient and accurate basis for management actions and leadership decisions

統一平台並驅動業務轉型 Unify the platform and drive business transformation

建設全集團人力資源管理一體化平台，協同對接SAP、BPM、企業微信、CBS、電簽平台、招聘系統、學習系統。提升整體運營效率，驅動業務轉型和管理提升
Build an integrated platform for human resource management of the whole Group, and coordinate the connection to SAP, BPM, WeCom, CBS, e-signature platform, recruitment system and learning system. Improve overall operational efficiency and drive business transformation and management improvement

提升用戶和員工體驗 Enhance user and employee experience

HR/員工/經理等角色的移動端、PC端用戶賦能和體驗得到強化優化。包括線上查看數據和處理待辦等自助服務、員工關懷、移動化等功能。激發員工動力與活力
Strengthen and optimize the empowerment and experience of mobile and PC users in HR/employee/manager roles. It includes self-service, employee care, mobility and other functions such as online data viewing and processing backlog as a way to unleash the motivation and vitality of employees

招聘、測評系統一體化 Integration of recruitment and assessment system

強化僱品與招聘效力

對標多家同行業實踐，支撐招聘多角色、多業態高效招聘

Strengthen the effectiveness of employment and recruitment

Benchmark the practices of many peers in the same industry to support the efficient recruitment with multiple roles and formats

打通人才管理斷點

與E-HR深度耦合，統一人員入口，把關員工編制數

Unimpeded talent management

Deeply couple with E-HR to unify the personnel entrance and monitoring the headcount size

盤活數據與人才庫價值

智慧化技術與實際業務融合，各層級管理有抓手

我們也積極拓展線上、線下招聘渠道，開設彈性面談時間，通過廣結人才實現下層市場效益提升

Revitalize the value of data and talent pools

Intelligent technologies are integrated with actual business, and management at all levels has a starting point

We have also actively expanded online and offline recruitment channels, set up flexible interview times, and improved the efficiency of the lower market by gathering talents

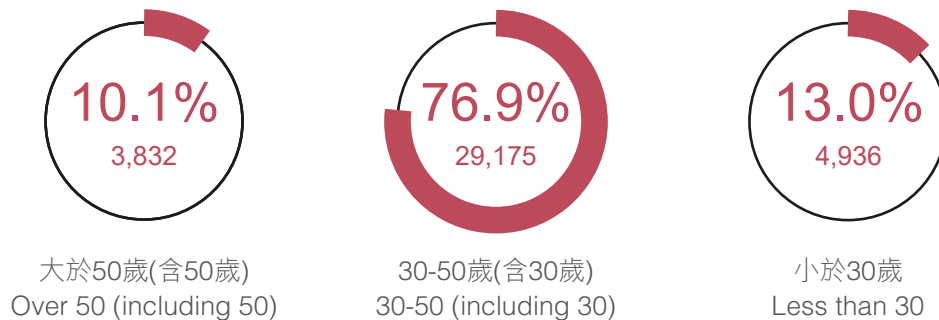
旺旺員工招聘渠道 Employee Recruitment Channels of Want Want

| | | | |
|----------------------------|----------------------------------|--------------------------------------|-------------------------------------|
| 獵聘 Liepin | 智聯招聘 Zhaopin | 前程無憂 51Job.com | 拉勾網 lagou.com |
| 直播間 Live broadcast room | 內部推薦 Internal recommendations | 政府/縣城網站 Government/county website | 校企推廣 School-enterprise promotion |

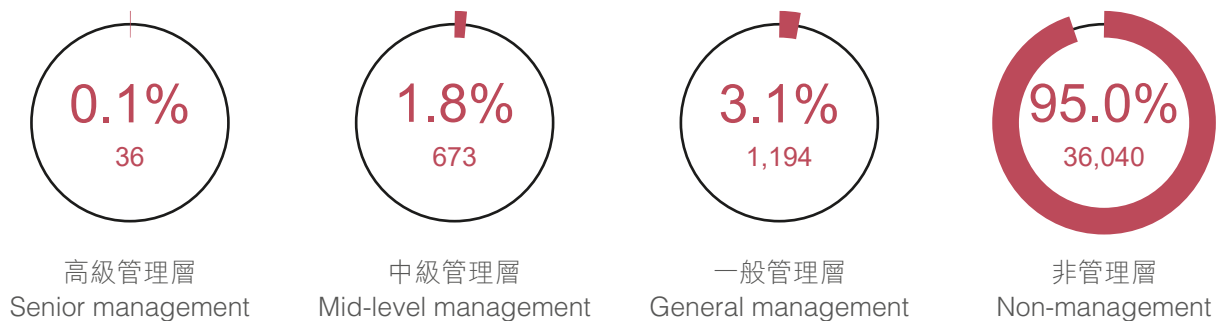
報告期內，旺旺全體在職員工37,943人¹³，女性員工20,594人，佔總員工數約54%；男性員工佔比46%，少數民族員工1,160人，國外族裔員工35人；新招聘員工4,336名，其中男性員工佔比50%，女性員工佔比50%；全體員工中，集體談判協議簽署率達33%。本公司員工按地區、職級和年齡劃分情況如下：

During the Reporting Period, Want Want had 37,943 full-time employees¹³, of which 20,594 were female employees, accounting for about 54% of the total number of employees and male employees accounting for 46%, 1,160 were ethnic minority employees, and 35 were foreign ethnic employees. Want Want recruited 4,336 new employees, of which 50% were male and 50% were female. Among all employees, the signing rate of collective bargaining agreements was 33%. The breakdown of the Company's employees by region, ranking and age is as follows:

按年齡劃分（單位：人；%） By age (unit: person; %)



按職級劃分（單位：人；%） By ranking (unit: person; %)



¹³ 數據為中國大陸地區截至2024年3月31日的在職人數。

¹³ The data referred to the number of employees in the Chinese Mainland as of 31 March 2024.

按地區劃分 (單位：人；%)
By region (unit: person; %)



平等僱傭

旺旺堅持以人為本，以《聯合國世界人權宣言 (Universal Declaration of Human Rights, UDHR)》等國際人權公約和勞工標準為指引，堅持男女同工同酬，嚴格杜絕在招聘、薪酬、福利、晉升等過程中發生任何因性別、年齡、民族、宗教、傷殘等因素導致的歧視行為。

集團提倡多元與包容，貫徹機會均等的標準與方針，確保每位員工得到公平公正的對待與尊重，為員工打造安心、尊重、多元的工作環境。同時，我們尊重和保障員工知情權、參與權、表達權和監督權，建立了舉報處理機制，通過電話專線及郵箱、微信企業號、微信公眾號、官網等方式暢通申訴渠道，受理包含職場歧視、騷擾、強迫勞動、工作不作為等多類問題，切實保障員工合法權益。報告期內，旺旺未發生任何歧視或騷擾相關的投訴事件。

Equal Employment

Want Want upholds the people-oriented approach, guided by international human rights conventions and labor standards such as the Universal Declaration of Human Rights (UDHR). It adheres to equal pay for men and women for equal work, and strictly prevents any discrimination based on gender, age, ethnicity, religion, disability and other factors in the process of recruitment, salary, benefits, promotion, etc.

The Group promotes diversity and inclusion, and implements standards and policies on equal opportunities as a way to ensure that every employee is treated fairly and with respect, and create a safe, respectful and diverse working environment for employees. Meanwhile, we respect and protect employees' rights to know, participate, express and supervise, establish a whistleblower handling mechanism, and smooth complaint channels through telephone lines and mailboxes, WeChat enterprise accounts, WeChat official accounts, official websites, etc., and handle various types of issues including workplace discrimination, harassment, forced labor, and inaction at work, so as to effectively protect the legitimate rights and interests of employees. During the Reporting Period, Want Want did not have any complaints related to discrimination or harassment.

助力員工全面發展，營造良好工作氛圍 Help employees develop in an all-round way and create a good working atmosphere

旺旺規劃實施P.A.C.E.專案，關注一線員工全面發展，重視員工心理健康、生活態度、生活技能等方面的培養提升，讓每一位旺旺人都能享受幸福生活；同時依據員工培訓需求，不斷優化調整課程設置，2024年1月，P.A.C.E.項目正式更名為V-SPARK。截至2024年3月，旺旺集團已涉及6,326名員工受惠，後續將持續擴大受惠範圍。另外旺旺也非常注重正能量的傳播，安排旺旺V-SPARK項目積極走向集團外部，造福更多合作夥伴。

Want Want has planned and implemented the P.A.C.E. project. It pays attention to the all-round development of front-line employees, and attaches importance to the cultivation and improvement of employees' mental health, life attitude, life skills, etc., so that each Want Want employee can enjoy a happy life. In the meantime, according to the training needs of employees, the curriculum is continuously optimized and adjusted. In January 2024, the P.A.C.E. project was officially renamed V-SPARK. As of March 2024, it has benefited 6,326 employees of Want Want Group, and will continue to expand the scope of benefits in the future. In addition, Want Want also emphasizes the promotion of a positive atmosphere, and arranges the V-SPARK project of Want Want to actively go outside the Group to benefit more partners.

2023財年旺旺職能與職級性別平等績效指標

Performance indicators for gender equality in function and ranking of Want Want in 2023FY

| | | |
|---|--|-----|
| 女性在管理層中佔比 Proportion of women in management | 女性員工在所有管理層（包括初級、中級和高級）的佔比 Proportion of female employees in all management levels, including junior, middle and senior levels | 36% |
| | 女性員工在初級管理層的佔比 Proportion of female employees in junior management | 35% |
| | 女性員工在高級管理層的佔比 Proportion of female employees in senior management | 20% |
| 創收職能部門中的女性管理人員佔比 Proportion of female management members in revenue-generating functions | | 55% |
| 女性員工在STEM相關職位中的佔比 Proportion of female employees in STEM-related positions | | 56% |

4.2 優待員工，關愛包容

員工幸福

旺旺堅信員工是企業發展的重要基石。集團全力打造幸福工程，提升員工幸福感。旺旺建立了集滿意度和幸福度於一體的員工幸福指數評價體系，作為評估旺旺開展各項關懷員工措施的實際成效診斷工具。員工幸福指數評價體系每年進行指標優化調整，綜合衡量薪酬福利、工作內容、工作環境、職業發展等維度，幫助管

4.2 Treating Employees Well with Care and Inclusiveness

Employee Happiness

Want Want firmly believes that employees are an important cornerstone of enterprise development. The Group makes every effort to develop happiness programs as a way to enhance the happiness of employees. Want Want has established an employee happiness index evaluation system that integrates satisfaction and happiness as a diagnostic tool to evaluate the actual effectiveness of Want Want's various measures to care for employees. The indicators of employee happiness index evaluation system are optimized and adjusted every year to comprehensively measure salary and welfare, work

理者發現問題、找到員工的共同訴求和期望，激發員工的工作熱情和積極性，促進集團長青發展。

content, working environment, career development and other dimensions, which help managers discover problems, identify the common demands and expectations of employees, unleash employees' passion and enthusiasm for work, and promote the evergreen development of the Group.

員工幸福指數持續上升 Employee happiness index continues to rise

為切實深入落實員工關懷，旺旺自2016年在全國各工廠開展員工幸福指數評估機制以來，持續關注關心員工心聲、並積極對員工反饋持續予以改善精進，2023財年員工幸福指數89.8分，創歷史最好水準，後續公司將持續深化關心員工福利措施，持續關心員工的健康與提供公平公正的發展機會，持續致力於促進員工健康生活、正向人生。

In order to effectively and deeply put employee care into place, Want Want has paid attention to the voice of employees and actively improved based on employee feedback since it launched the employee happiness index evaluation mechanism in all factories across the country in 2016. The employee happiness index in 2023FY was 89.8 points, the best level in history. In the future, the Company will continue to deepen its welfare measures for employee, care for employee health, provide fair and equitable development opportunities, and commit itself to promote the healthy and positive life of employees.

發掘一線基層員工閃光點——“最美旺旺人”評選活動 Explore the shining points of front-line employees – the "Most Beautiful Want Want Employee" selection activity

旺旺集團始終關注全體員工成長與發展的同時，對一線員工予以特別的關注與培養，積極發掘一線基層員工閃光點，自2013年以來，生產體系最美旺旺人評選活動已走過10個年頭。我們從忙碌在一線的基層員工中評選出的“旺旺好人”和“最美旺旺人”，他們可能沒有高學歷，或許不善表達，甚至長期堅守基層，但是他們任勞任怨的工作態度，踏實肯幹的謙遜表現，不計得失的個人品德，使命必達的工作決心，是我們集團前進中不可或缺的一部分。

Want Want Group has always focused on the growth and development of all employees. Meanwhile, it has also paid special attention to and cultivated front-line employees, and actively explored the shining points of front-line employees. Since 2013, the activity of selecting the most beautiful Want Want employee in the production system has gone through 10 years. We have selected the "Want Want Good Employee" and the "Most Beautiful Want Want Employee" from the employees who are busy in the front-line. They may not have a high education level, may not be good at expression, and may even stick to the grassroots level for a long time, but their hard-working attitude, down-to-earth and humble performance, morality of never giving a thought to personal gain or loss, and determination to accomplish the work are an indispensable part of the progress of the Group.

我們堅信——平凡的事情堅持做、平凡的事情認真做，就是最美。
We firmly believe that the most beautiful thing is to insist on doing ordinary things seriously.

暢通溝通渠道，傾聽員工心聲

Smooth communication channels and listen to employees

旺旺重視傾聽生產一線員工心聲，積極搭建企業與員工之間的溝通橋樑，暢通各種溝通反饋渠道，除總部內控信息反饋渠道、同時開通微信建言平台、各工廠也積極開通座談會、員工信箱等多種信息反饋渠道。對於現場員工在廠內無法解決的困擾及相關管理建議意見，皆可通過各種渠道進行反饋。對於員工反饋公司第一時間協調處理，並持續致力於打造溫暖旺旺、幸福旺旺良好氛圍。

Want Want attaches great importance to listening to the voices of front-line employees, actively builds a communication channel between the enterprise and employees, and unblocks various communication and feedback channels. In addition to the internal control information feedback channel of the headquarters, the WeChat suggestion platform is also opened, and various information feedback channels such as symposiums and employee mailboxes are also actively opened in each factory. Problems unable to be solved by on-site employees in the factory, together with relevant management suggestions, can be fed back through various channels. For employee feedback, the Company coordinates and deals with it as soon as possible, and remains committed to creating a warm and happy Want Want atmosphere.

全面守護員工舌尖上的幸福

Ensure to offer a pleasant and satisfying dining experience to employees

2023財年集團重視員工舌尖上的幸福，規劃策動報餐就餐打卡制、光盤行動、KA商超採買、明廚亮灶、食堂4D管理、廚神大賽等等系列專案活動，全面提升員工就餐滿意度和幸福感，各項經營數據表現創歷史性突破，取得了食堂經營管理和員工就餐滿意的最大化平衡，全面守護了員工舌尖上的幸福。

In 2023FY, the Group focused on providing employees with a pleasant and satisfying dining experience, and planned a series of special activities such as the meal reporting and dining check-in system, clean plate campaign, KA supermarket purchasing, bright kitchen, canteen 4D management, and cooking god competition as a way to comprehensively improve employees' dining satisfaction and happiness. The performance of various operating data made a historical breakthrough, and the maximum balance was achieved between canteen management and employee satisfaction so as to offer a pleasant and satisfying dining experience to employees.

關愛員工

旺旺堅持「以人為本」的發展策略，為員工創造幸福有愛的工作環境，培養忠於旺旺事業、志同道合的員工隊伍。我們建立了完善的員工福利體系，包括年節福利、常規福利和其他福利等，從健康、經濟、家庭與個人、工作生活平衡等多方面提供保障，激勵員工實現長足發展。

Care for Employees

Adhering to the “people-oriented” development strategy, Want Want strives to create a happy and loving working environment for employees, and to cultivate a team of like-minded employees who are loyal to Want Want's cause. We have established a sound employee welfare system, including annual festival benefits, regular benefits and other benefits, etc., to provide guarantee from health, economy, family and personal, work-life balance and other aspects, and motivate employees to achieve long-term development.

旺旺的發展離不開所有旺旺人的共同努力，特別是廣大的女性同仁。針對女性員工，旺旺開展女性健康講座、節日專屬福利等形式多樣的關愛活動，讓全體女員工在節日期間充分感受集團的關愛和祝福。

The development of Want Want is inseparable from the joint efforts of all Want Want employees, especially the female colleagues at large. For female employees, Want Want carries out various forms of care activities such as women's health lectures and festival-exclusive benefits, so that all female employees can fully feel the Group's care and blessings during the festivals.

年節福利 Annual Festival Benefits

- 婦女節
Women's Day
- 勞動節
Labor Day
- 國慶節
National Day
- 春節
Spring Festival

常規福利 Regular Benefits

- 結婚禮金、喜糖福利
Wedding gift money and wedding candy benefits
- 高溫補貼
High temperature allowance
- 喪葬慰問金
Funeral condolence money
- 開工紅包
Kick-off red packet
- 金牌金鏈福利/彌月禮盒
Gold bar and gold chain benefits/gift box for baby shower
- “功在旺旺” 榮退紀念
“Merit in Want Want” honorable retirement commemoration

其他福利 Other Benefits

- 員工宿舍
Staff dormitory
- 工作餐
Meals at work
- 班車
Shuttle bus
- 豐富的社團活動
Abundant club activities
- 生日福利
Birthday benefits
- 入職紀念日
Inauguration day
- 年度體檢計劃
Annual medical checkup program
- 健康講座
Health seminar
- 特殊員工關懷
Special employee care
- 哺乳室
Breastfeeding room



中國旺基金會
Want Foundation

旺旺努力營造「一家人」氛圍，發揚人道主義精神，向困難及弱勢群體員工伸出援助之手。集團特設員工「急難救助金」，在員工及其家屬的身體健康或生命出現重大問題時給予一定經濟上的幫助。此外，我們長期致力於關愛殘疾人的公益事業，不僅捐贈物資愛心助殘、傳播正能量，更為殘疾人提供幫扶上崗政策，讓他們重新插上夢想的翅膀。

Want Want strives to create a “Family” atmosphere, carries forward the humanitarian spirit, and reaches out to employees in need and vulnerable groups. The Group has set up an “Emergency Relief Fund” for employees to provide financial assistance in cases of significant health or life-threatening issues affecting the employee or their family members. In addition, we are committed to long-term philanthropic efforts in caring for individuals with disabilities. We not only donate resources to support them with love and compassion to promote positivity, but also provide assistance and support through job placement policies, enabling individuals with disabilities to regain their dreams and aspirations.

強化溝通

旺旺致力於建立完善的薪酬管理體系，不斷探索更加多元的薪酬激勵機制，為員工提供有競爭力的薪酬水準。我們還細化薪酬激勵方案，圍繞年終獎、團隊特殊貢獻激勵、年度調薪、財年末獎金等方面內容進行優化，開展崗位價值評估校準及薪酬數據澄清分析，通過拆解、重構激勵方案鼓勵員工不斷提升自我、創新突破，與集團共同成長。

旺旺充分重視員工意見，通過工會、集體協商等方式與員工建立暢通的溝通渠道，解決爭議事端，不斷優化職場。此外，員工還可以通過年度滿意度調查、「我對曹總說」建言平台、座談會、信箱等反饋建議。我們在接收員工信息反饋後，積極受理並針對員工提出的問題或建議給予及時反饋，如屬於共性问题，將通過生產體系全國視訊會議進行宣導。

Enhance Communication

Want Want is committed to establishing a sound remuneration management system, constantly exploring more diversified remuneration incentive mechanisms, and providing employees with competitive remuneration. We also refine and design the remuneration incentive plan, and optimize the content in respect of the year-end bonus, team special contribution incentive, annual remuneration adjustment, financial year-end bonus, etc. Efforts are made to evaluate and calibrate position value, and clarify and analyze remuneration data. Through dismantling and restructuring the incentive plan, we motivate employees to continuously improve themselves, innovate and make breakthroughs, and grow together with the Group.

Want Want pays full attention to the opinions of employees, and establishes smooth communication channels with employees through trade unions and collective negotiation, resolve disputes, and continuously optimizes the workplace. In addition, employees can also provide feedback suggestions through annual satisfaction surveys, “Speak to Ms. Cao (我對曹總說)” suggestion platform, symposiums, mailboxes and other channels. Upon receiving employee feedback, we actively accept and give timely response to the questions or suggestions raised by employees. Common problems will be addressed through the national video-conference of the production system.

旺旺始終關注員工訴求，定期對員工流失率情況進行統計，編制月報對離職率及離職原因進行分析，每季度統計崗位滿足及招聘情況。我們建立紅黃綠燈警示機制，對於離職率超出標準的單位進行紅燈、黃燈警示，分析結果納入定期管理工作報告，督促超標準的單位開展員工工作獲得感、幸福感、滿意感提升和潛在的壓力值自查，保持員工的熱忱和提升員工滿意度。

報告期內，旺旺員工主動離職率17.8%，具體情況如下：

Want Want always pays attention to the demands of employees and regularly makes statistics on employee turnover rate, compiling monthly reports to analyze the turnover rate and reasons for leaving, and reviews the status of job satisfaction and recruitment on a quarterly basis. We establish a red, yellow, and green light warning mechanism, give red light and yellow light warnings for units with turnover rate exceeding the standard, and incorporate the analysis results into regular management work reports. We urge units that exceed the standard to carry out self-examination of employees' sense of achievement, happiness, satisfaction and potential pressure, so as to maintain employees' enthusiasm and improve their satisfaction.

During the Reporting Period, the voluntary turnover rate of Want Want employees was 17.8%, as follows:

| 員工主動流失率分佈 ¹⁴ Employee voluntary turnover rate distribution ¹⁴ | | |
|--|------------------------|--------|
| 按性別劃分 By gender | 男性 Male | 19.51% |
| | 女性 Female | 16.27% |
| 按年齡劃分 By age | 30歲以下 Less than 30 | 31.93% |
| | 30-50歲 30-50 | 14.33% |
| | 50歲以上 Over 50 | 11.49% |
| 按地區劃分 By region | 東北區 Northeast China | 20.2% |
| | 華北區 North China | 17.57% |
| | 西北區 Northwest China | 29.32% |
| | 西南區 Southwest China | 20.57% |
| | 華東區 East China | 17.45% |
| | 華中區 Central China | 14.59% |
| | 華南區 South China | 15.34% |

¹⁴ 主動僱員流失率的統計範圍包括自願離職而解除僱傭關係的僱員，未包括試用期內離職的僱員，計算方式為：報告期內，對應類別僱員的自動離職數除以該類別的僱員數。

¹⁴ The statistical scope of the voluntary turnover rate includes employees who voluntarily quit their employment but excludes employees who quit during the probation period. It is calculated by dividing the number of employees voluntarily quit their employment in each category by the number of employees in the corresponding category during the Reporting Period.

4.3 職業發展，尊才重賢

員工培訓

人才培養是企業長遠發展的核心競爭力。我們重視激發員工潛力，不斷強化人才培訓體系，助力全體員工在旺旺這個大舞台上盡情展現自己的才華。員工培訓體系覆蓋從高管到基層員工、從生產到銷售、從總部到工廠各層級，打造清晰靈活的職業晉升通道，幫助員工快速發展。我們精心為每一位旺旺人設計全年度培訓計劃，致力為全體旺旺人打造豐富的學習與發展平台，著力打造和培養員工成為與集團一起成長的人才。報告期內，集團為不同成長階段的員工打造個性化的培訓內容，順利達成所設置年度目標。

2023財年企業文化活動

2023財年期間，集團開展《共創旺旺人行為準則-有心、用心、道德心》企業文化教育活動，活動以“共創”為核心，進行了集團核心價值觀與集團公司訓的落地實踐共創，幫助同仁更好地理解 and 踐行企業文化，提升集團凝聚力，該文化活動累計31個部門參與，參與人數106人，共創出52條行為準則。

同年7-8月也開展了《旺旺文化知多少》知識競賽活動，累計參與人數2,076人，覆蓋131個部門，通過線上遊戲化運營形式，提升員工參與度，增強學習氛圍，深化員工對集團知識及企業文化的理解，調動員工學習興趣，提升員工歸屬感。



4.3 Career Development and Respect for Talents

Employee Training

Talent training is the core competitiveness of long-term development of the enterprise. We attach great importance to unleash the potential of employees, constantly strengthen the talent training system, and help all employees to show their potential on the big stage of Want Want. The employee training system covers all levels from executives to employees, production to sales, and headquarters to factories, which creates a clear and flexible career promotion channel and helps employees develop rapidly. We carefully design an annual training plan for each Want Want employee, strive to build a rich learning and development platform for all Want Want employees, and exert ourselves to develop and cultivate employees to become talents who grow together with the Group. During the Reporting Period, the Group developed personalized training content for employees at different stages of growth, and successfully achieved the annual targets set.

Corporate Culture Activities in 2023FY

During 2023FY, the Group launched the corporate culture education activity themed Co-creation of Want Want Employees's Code of Conduct – Be Caring, Be Attentive and Be Considerate, which took “Co-creation” as the core, and carried out the implementation of the Group's core values and corporate motto to help colleagues to better understand and put corporate culture into practice, and to enhance the Group's cohesive force. A total of 31 departments participated in the cultural activity, with 106 participants and 52 codes of conduct created.

In July-August 2023, we also launched the knowledge quiz activity themed How much do I know about Want Want Culture, which attracted a total of 2,076 participants covering 131 departments. Through online gamified operations, we aim to increase employee engagement, enhance the learning atmosphere, deepen employees' understanding of the knowledge and corporate culture of the Group, arouse their interest in learning, and strengthen their sense of belonging.

新人培訓 Newcomer training

目標：新人培訓覆蓋率≥98%
Target: Newcomer training coverage rate ≥ 98%

企業文化培訓活動 Corporate culture training activities

企業文化活動≥2場/年，覆蓋全集團各體系員工，落實企業文化核心價值觀及行為準則踐行，幫助同仁更好地理解及踐行企業文化，提升集團凝聚力

Corporate culture activities ≥ 2 events/year, covering employees from all systems throughout the Group, to implement the core values of corporate culture and code of conduct, to help colleagues better understand and practise the corporate culture, and to enhance the cohesion of the Group

儲備人才培訓 Reserve talent training

目標1：總部/營銷/生產三體系舉辦場次≥1期/年
Target 1: The three systems, headquarters/marketing/production, will hold at least one event per year

目標2：營銷舉辦2023年度中階及高階儲備培訓，線下舉辦2場，學員46人
Target 2: Conduct intermediate and advanced reserve training for marketing in 2023, with 2 offline sessions and 46 trainees

目標3：內訓師團隊搭建，2023財年共滿足35個單位TTT培訓需求，舉辦40場培訓，新增認證內訓師共計368人
Target 3: Build an internal trainer team to meet the TTT training needs of 35 units in 2023FY, hold 40 training sessions, and add a total of 368 certified internal trainers

旺旺員工培訓年度目標 Want Want Employee Annual Training Targets

集團新人培訓 Group Training for Newcomers

- 亮點：新增六大類線上課程，完善新人學習體驗，幫助新入職員工認同理解企業文化
- 培訓場次：1,423場
- 覆蓋人數：24,615人
- 培訓時長：6,730小時
- Highlight: Six new types of online courses having been added to improve the learning experience for newcomers, and help them identify and understand corporate culture
- Training sessions: 1,423
- Number of people covered: 24,615
- Training duration: 6,730 hours

旺旺員工亮點培訓項目績效 Performance of Employee Highlight Training Project of Want Want

總部管理層培訓 Management Training at Headquarters

- 亮點：集合項目輔導工作坊，還原真實職場案例，學以致用
- 培訓場次：初階儲備管理者培訓營 JMT (Junior Management Training)、中階儲備管理者訓練營 MMT (Medium Management Training) 各4場
- JMT畢業100人，MMT畢業40人
- 培訓時長：JMT培訓時長80小時，MMT培訓時長48小時
- Highlights: Integrating project coaching workshops and re-enacting real workplace cases to apply what has been learned
- Training sessions: Junior Management Training (JMT) for beginner reserve managers, and Medium Management Training (MMT) for intermediate reserve managers, 4 sessions each
- 100 graduates from JMT and 40 graduates from MMT
- Training duration: JMT training duration 80 hours, MMT training duration 48 hours

營銷儲備培訓 Marketing Reserve Training

中階

- 亮點：課程設計從管理者角色、領導力模型、結構化思考等多個維度設計了本次課程，將全方位提升學員的工作效率
- 培訓場次：3場
- 覆蓋28家分公司：共44人
- 培訓時長：24小時

高階

- 亮點：新增了廉潔旺旺、企業文化、溫州市場實地考察調研等課程內容，並在培訓最後增加了沙盤模擬（共創成果彙報）、高管點評環節，確保培訓成果的即時落地
- 培訓場次：5場
- 覆蓋18家分公司，共19人
- 培訓時長：40小時

Intermediate

- Highlight: The course is designed from multiple dimensions such as manager role, leadership model, structured thinking, etc., which will improve the work efficiency of trainees in an all-round way
- Training sessions: 3
- Covering 28 branches: a total of 44 people
- Training duration: 24 hours

Advanced

- Highlight: The course content of integrity Want Want, corporate culture, and field investigation of Wenzhou market has been added, and at the end of the training, sand table simulation (co-creation achievement report) and senior management comments have been added to ensure immediate implementation of the training outcomes
- Training sessions: 5
- Covering 18 branches with a total of 19 people
- Training duration: 40 hours

生產企劃專案員培養專案 Production Planning Specialist Training Project

- 亮點：為生產基地輸送專家型人才
- 培訓場次：3場
- 覆蓋人數：56人
- 培訓時長：72小時

- Highlight: Delivering expert talents to production bases
- Training sessions: 3
- Number of people covered: 56
- Training duration: 72 hours

OKR系統培訓 OKR System Training

- 亮點：可共用OKR資料更新，進行資料統計，專案的設定及追蹤，對人員進行績效管理等，新增總結功能，員工可及時彙報工作進度
- 培訓場次：16場
- 覆蓋人數：2,309人
- 培訓時長：22小時

- Highlight: Sharing OKR data update, data statistics collection, project setting and tracking, performance management of personnel, etc. New summary function allows staff to report work progress in a timely manner
- Training sessions: 16
- Number of people covered: 2,309
- Training duration: 22 hours

企業員工健康講座 Lectures on Enterprise Employee Health

- 亮點：與復旦大學及閔行區一同舉辦
- 培訓場次：2場
- 覆蓋人數：109人
- 培訓時長：3.5小時

- Highlight: Co-hosted with Fudan University and Minhang District
- Training sessions: 2
- Number of people covered: 109
- Training duration: 3.5 hours

集團定期開展高階主管培訓，搭建以 JMT、MMT及MBA為內容的集團人才梯隊培訓體系。

2023財年，JMT & MMT以優化總部人才池及人才管理為主要培訓內容，實現真正集團高品質人才儲備，精細化小班教學，精煉課程品質，從學員需求出發，針對性開展培訓課程。

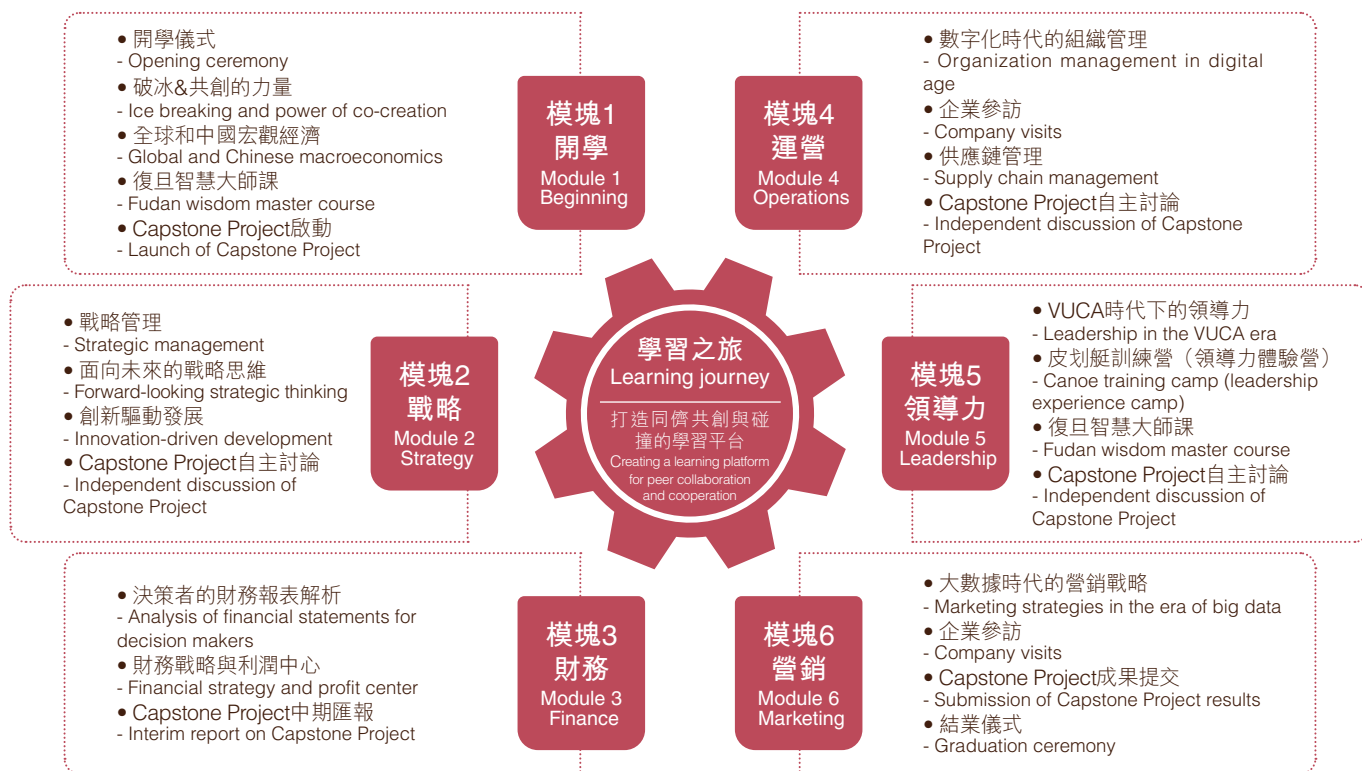
此外，我們鼓勵員工獲得學歷晉升並獲取商業知識技能。本集團聯合國內名校資源，開辦MBA專案，該專案以模組化、體系化為原則設計課程框架，強邏輯貫穿培訓全程，著重打造沉浸式學習體驗；專案將思維升級與實踐管理高度結合，在學習中帶入公司問題，強化學員的問題解決與履職能力。

The Group regularly conducts advanced training for supervisors and establishes a talent training system with JMT, MMT, and MBA as the main content.

In 2023FY, JMT&MMT focused on optimizing the talent pool and talent management of the headquarters. The training realized the refined small-class teaching for the high-quality talent pool of the Group, refined course quality, and carried out targeted training courses based on the needs of trainees.

In addition, we encourage employees to obtain academic advancement and acquire business knowledge and skills. The Group collaborates with renowned domestic school resources to launch an MBA program. The course framework is designed based on modular and systematic principles, with strong logic throughout the entire training process, and a focus on creating an immersive learning experience. The project highly combines thinking upgrading with practical management, incorporating company issues into learning, and strengthening problem-solving and job performance abilities of trainees.

旺旺高階主管培訓方案 Advanced Supervisor Training Program of Want Want



貫穿領導者的思想升維Capstone Project
Thinking Upgrade Running through Leaders-Capstone Project

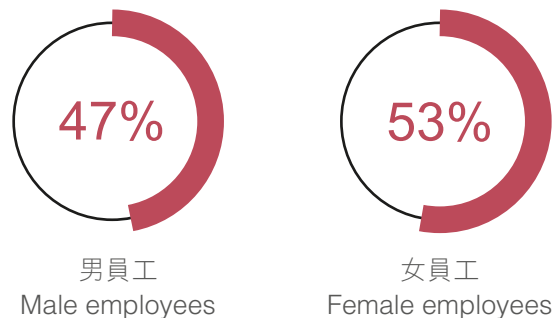
旺旺總部管理層培訓畢業率 Graduation Rate of Want Want Management Training at Headquarters



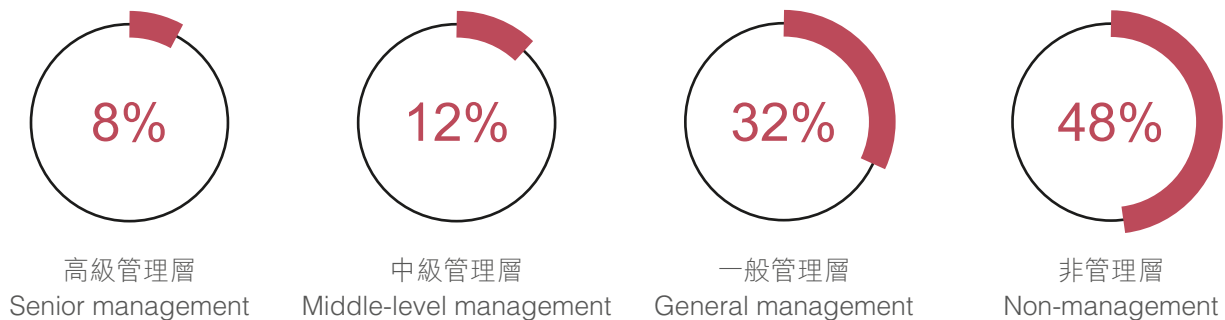
我們同樣激勵員工不斷提升自我，通過報銷培訓費用等方式，鼓勵員工考取經驗及業務運作所必須的相關職業資格證書，提高崗位工作技能。報告期內，旺旺集團培訓總人次達245,535，配備內訓師894人，平均為每名全職員工培訓與發展投入金額1,100元，人均培訓時數32小時。員工受訓百分比66%。

We also motivate our employees to continuously improve themselves, and encourage them to obtain relevant vocational qualifications necessary for management and business operations by reimbursing training expenses and other means to improve their job skills. During the Reporting Period, Want Want Group trained a total of 245,535 people, and provided 894 internal trainers, with an average investment of RMB1,100 for training and development of each full-time employee. The training hours per capita were 32. The percentage of employees trained reached 66%.

按性別劃分受訓百分比 Percentage of employees trained by gender



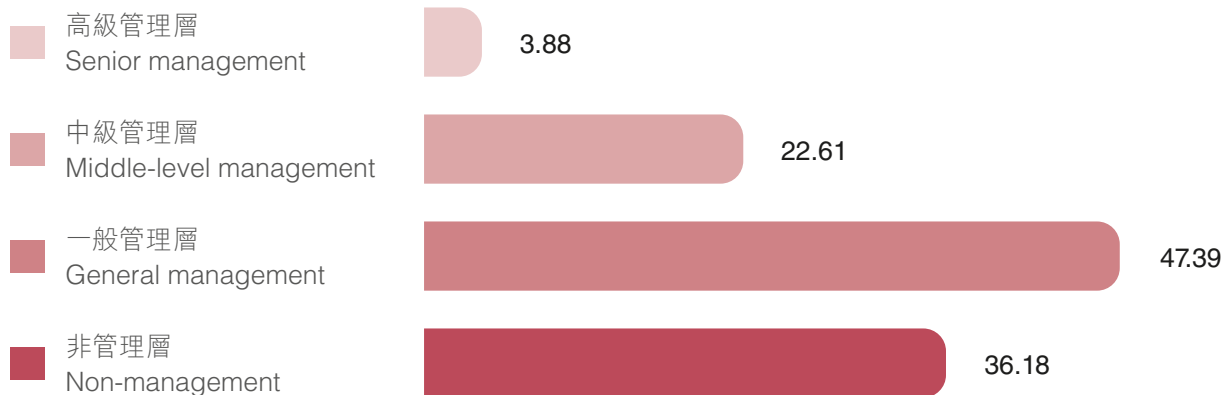
按職級劃分受訓百分比 Percentage of employees trained by position



按性別劃分僱員完成受訓的平均時數（單位：小時）
Average training hours completed per employee by gender (unit: hour)



按職級劃分僱員完成受訓的平均時數（單位：小時）
Average training hours completed per employee by position (unit: hour)



選賢舉能

我們致力於發揮每一位旺旺人的價值。集團專注於為員工提供具有高吸引力、以「團隊指標」為核心的員工考核體系，結合公司資源規劃、考核評價、培養激勵及業務匹配情況，採用「KPI」與「360」相結合的考核方式，多維度、多視角評定員工績效，將部門目標分解到具體崗位形成指標，以激勵員工為達成個人目標不斷提升績效，提升人才配置效率。

Selecting and Recommending Talented Persons

We are committed to unleashing the value of every Want Want person. The Group focuses on providing employees with a highly attractive employee assessment system with “team indicators” as the core. Combining the Company’s resource planning, assessment and evaluation, training incentives and business matching, we adopt the assessment method combining “KPI” and “360”, as a way to evaluate employee performance from multiple dimensions and perspectives. In this method, we decompose departmental targets into specific positions to form indicators, so as to motivate employees to continuously improve performance to achieve personal targets and enhance talent allocation efficiency.

事業部考核
Business department appraisal

生產單位考核
Production unit appraisal

職能單位考核
Functional unit appraisal

旺旺團隊考核指標拆解
Decomposition of Team Appraisal Indicators of Want Want

在績效考核方面，旺旺每年開展2次員工績效考核，按照「上對下」、「下對上」、「平級考核」等維度考核以確保考核結果的客觀、公正及有效，考核結果應用於培訓發展、調薪及晉升等方面，最終保障集團目標的實現。此外，集團在每年春節來臨之際，綜合考慮集團業績、外部市場環境、物價指數等因素，制定年度年終獎方案，為員工發放年終獎，激勵員工工作一年的辛苦付出。

旺旺一直致力於為每位旺旺員工提供長遠的、完備的職業發展通道。因此，旺旺打造了自己的內部應聘平台，將崗位空缺需求第一時間發佈給集團內部，優先內部員工競聘申請。不僅如此，旺旺鼓勵和幫助員工內部競聘和轉崗，讓更多旺旺員工有機會向更高階崗位發展。在工廠層面，我們響應國家產教融合戰略，使學生快速融入企業中，2023年湖北輕工職業學院旺旺班共開展一期，幫助19位學生進入旺旺實習。同年總部群辦儲備提升部及湖北總廠一行6人至學校做宣講交流會。

In terms of performance appraisal, Want Want conducts employee performance appraisal twice a year, which used the dimensions of “top to bottom”, “bottom to top” and “peer assessment” to ensure the objectivity, fairness and effectiveness of the appraisal results. The appraisal results are used in training and development, remuneration adjustment and promotion, etc., so as to ultimately ensure the realization of the Group’s targets. In addition, as the Spring Festival approaches each year, the Group formulates an annual year-end bonus plan based on factors such as the performance of the Group, external market environment, and price index to distribute year-end bonuses to employees, appreciating their hard work and dedication throughout the year.

Want Want has always been committed to providing every Want Want employee with a long-term and comprehensive career development path. To achieve this, we have created our own internal job application platform, where job vacancies are promptly posted within the Group, giving priority to internal employees for applications. Furthermore, Want Want encourages and supports employees to compete for internal positions and transfer to different roles, providing more opportunities for career advancement within the organization. At the factory level, we respond to the national strategy of integrating industry and education, enabling students to quickly integrate into the enterprise. In 2023, Hubei Light Industry Technology Institute conducted one session of Want Want classes, helping a total of 19 students to start internship in Want Want. In the same year, 6 members from the reserve and promotion department of the headquarters group office and the Hubei general factory went to the school to conduct a presentation and exchange meeting.

4.4 築牢安全，健康旺旺

安全生產承諾與目標

旺旺堅持「生命至上、安全第一」的原則，梳理安全發展理念，始終把員工的生命安全和身體健康放在第一位。2023財年，我們以「安全第一、預防為主、綜合治理」的安全生產方針為指導，持續完善安全生產制度與體系，嚴格開展安全生產教育培訓和危險化學品管理，推進供應鏈安全管理，全方位、多角度保障生產生活安全，安全生產目標及達成情況具體如下：

安全生產目標 Safe Production Targets

- 死亡、重傷、職業病0事故
- 員工安全教育培訓覆蓋率100%
- 特種作業人員持證率100%
- 0 death, serious injury or occupational disease
- 100% coverage rate of staff safety education
- 100% certification rate of special operators

2023財年目標達成情況 Progress of Target Achievement in 2023FY

- 重傷及職業病事故為0
- 員工因工傷損失日數1,932，每百萬工時工傷事故數（LTIFR）為0.9125次/百萬工時
- 員工安全教育培訓覆蓋率100%達成
- 特種作業人員持證率100%達成
- 0 serious injury or occupational disease
- The number of days lost due to work-related injuries was 1,932, representing lost time injury frequency rate (LTIFR) of 0.9125/million working hours
- Achieved 100% coverage rate of staff safety education
- Achieved 100% certification rate of special operators

安全生產行動

旺旺嚴格遵守《中華人民共和國安全生產法》《中華人民共和國消防法》《生產安全事故應急預案管理辦法》等法律法規，結合地方實際新增的《安全生產投入管理辦法》《文件檔案管理辦法》《變更管理辦法》《安全警示標誌管理制度》《相關方管理辦法》5份內部安全管理制，結合入職健康證明、員工團體保險、僱主責任險、海外旅遊險等方面，保證員工的工作安全和身體健康。集團積極建立標準化的、全面的旺旺標準安全管理WSSM三階安全管理體系，確保制度的適用性及有效落地，保障當地工廠生產運營的安全穩定。2023財年，集團為落實

4.4 Building a Safe and Healthy Want Want

Safe Production Commitments and Targets

Want Want adheres to the principle of “life first, safety foremost”, sorts out safety development concepts and places utmost importance on the safety and well-being of our employees. In 2023FY, guided by the safe production policy of “safety first, prevention-driven, comprehensive governance”, we continued to improve the safe production policies and systems, strictly carried out safe production education training and hazardous chemical management, and promoted supply chain safety management so as to ensure the safety of production and life from all aspects. The specific targets and achievements of safe production are as follows:

Safe Production Action

Want Want strictly abides by the Work Safety Law of the People's Republic of China, the Fire Protection Law of the People's Republic of China, the Production Safety Accident Emergency Plan Management Measures and other laws and regulations. Based on local conditions, Want Want has added five internal safety management systems, including Measures for the Management of Work Safety Investment (《安全生產投入管理辦法》), the Measures for the Management of Documents and Archives (《文件檔案管理辦法》), the Measures for the Management of Changes (《變更管理辦法》), the Management System for Safety Warning Signs (《安全警示標誌管理制度》) and the Measures for the Management of Related Parties (《相關方管理辦法》), and combined with employment health certificates, employee group insurance, employer liability insurance, overseas travel insurance, etc. to ensure work safety and health of employees. The Group actively establishes a three-stage standardized and comprehensive Want Want

全員安全生產責任制，及時修訂了安全責任書內容，工廠安全生產責任書簽訂率達100%，層層落實安全生產責任。

Standard Safety Management (WSSM) system to ensure the applicability and effective implementation of the system and guarantee the safety and stability of production and operation of local factories. In 2023FY, in order to implement the safe production responsibility system for all employees, the Group revised the content of the safety responsibility letter in a timely manner, and the signing rate of factory safe production responsibility letter reached 100%, so as to fulfill the production safety responsibility at all levels.

旺旺WSSM三階安全管理體系 WSSM Three-Stage Safety Management System of Want Want

一階安全管理手冊 Stage one – safety management manual

- 對安全管理事宜進行明確規定並給出詳細指引
- Provide clear regulations and detailed guidelines on safety management matters

二階安全管理程序 Stage two – safety management procedures

- 涵蓋8大支柱管理控制程序
- Cover the management control procedures of the 8 pillars
- 包括目標責任制、制度管理控制、環安異常控制、應急預案控制、現場運行控制、風險控制及隱患排查治理、安全教育培訓控制、績效評估及持續改進控制
- Include target responsibility control, system management control, environmental safety irregularity control, emergency plan control, onsite operational control, risk control and risk identification and management, safety education and training control, performance assessment and continuous improvement control

三階安全管理辦法 Stage three – safety administrative measures

- 涉及9個方面安全管理事宜
- Cover 9 aspects of safety management matters
- 包括工廠體系環境安全管理人員、個人勞動防護用品標準配置、特種設備安全、特殊作業安全、設備維修與掛牌上鎖、消防設施安全、危險化學品安全、外來人員作業安全、危險廢棄物
- Include factory system environmental safety management personnel, standard configuration of personal labor protective equipment, specialty equipment safety, safety of special operations, notice posting and locking for equipment maintenance, fire facility safety, hazardous chemicals safety, operation safety of external personnel and hazardous waste



中國旺旺員工簽署工廠安全生產責任書儀式
Ceremony of Signing Factory Safe Production Responsibility Letter by Want Want Employees in China

為加強員工安全防護技能，我們堅持企業發展與安全生產同等重要原則，從安全制度、現場管理、教育培訓、員工安全文化建設等多角度切入，切實保障員工生命安全。

安全教育

旺旺定期開展主題安全教育培訓及不定期案例宣導活動，包括教育訓練、案例宣導、實操演練等，敲響安全生產的警鐘。2023財年，旺旺通過安全生產文化活動宣導及學習，提高員工自主安全意識，推行安全生產文化建設活動，開展「安全標兵」主題活動、設立安全榜樣，通過早會、月會等形式進行對員工宣導，旺季期間推行線上旺季安全教育培訓，提供《旺旺集團交通/冬季安全宣導》。

In order to strengthen the safety protection skills of employees, we adhere to the principle that enterprise development and safe production are equally important, and effectively protect the life safety of employees from the aspects of safety system, on-site management, education and training, and safety culture cultivation among employees.

Safety Education

Want Want carries out themed safety education and training on a regular basis and case publicity activities from time to time, including education and training, case publicity, and practical trials, to sound the alarm for safe production. In 2023FY, Want Want improved the independent safety awareness of employees through publicity and learning of safe production culture activities. Want Want promoted activities of building a safe production culture, including the themed activities of "Safety Champion" to set up safety role models. Want Want conducted promotional activities for employees through morning meetings and monthly meetings. Want Want carried out online safety education and training, and promoted the Want Want Group Transportation/Winter Safety Promotion during peak season.

旺旺安全生產宣貫舉措 Safe Production Promotion Measures of Want Want



「安全植入心中，安全隨手可做」海報照片
"Safety Implanted in the Heart and Done at Your Fingertips" Poster Photo



特殊作業系列安全宣傳海報
Safety Publicity Poster Series on Special Operation



「保命天條」
"Lifesaving Rules"



生產基地安全生產文化宣導
Promotion of Safe Production Culture at Production Base



此外，為提升全員交通安全意識、有效降低員工交通意外傷害事故，2023財年集團深化交通安全專案管理、製作交通安全宣傳海報，更新交通安全法規考試題庫，組織員工開展電動自行車路考、筆試、季度車況檢查、維修，對通過路考、筆試及車況檢查的員工發放電動車入廠通行證。集團工廠與當地交通管理部門聯合檢查，邀請交警入廠開展交通安全培訓，通過交通事故案例和法規宣導，增加員工交通安全意識和駕駛技能。

In addition, in order to enhance the traffic safety awareness of all employees and effectively reduce traffic accident injuries among employees, the Group deepened its traffic safety project management, produced traffic safety posters, updated the database of test questions on traffic safety laws and regulations, organized employees to do road tests, written tests, quarterly condition inspections and repairs of electric bicycles, and issued electric vehicle entry passes to employees who pass the road tests, written tests and vehicle condition inspections in FY2023. The factories of the Group conducted joint inspections with local traffic management departments, and invited traffic police to the factory to carry out traffic safety training, so as to increase employees' awareness of traffic safety and driving skills through discussing cases of traffic accidents and the dissemination of laws and regulations.

交通安全意識培訓與宣貫活動 Traffic Safety Awareness Training and Publicity Activities



交通安全宣傳海報
Traffic Safety Poster



電動車入廠通行證
Electric Bicycle Entry Pass



電動自行車路考
Electric Bicycle Road Test

危險化學品管理

旺旺及時識別、結合國家最新的危化品和國家危險廢物管理最新法規要求，修訂了《危險化學品安全管理辦法》《危險廢物管理辦法》，完善補充了易制毒、易制爆危化品管理相關法規依據要求，持續監督危險化學品的規範使用情況，確保危險廢物的貯存安全及處置合規。

我們明確下轄工廠危化品使用部門職責，所有危險化學品管理人員需經過專業培訓獲得危險化學品管理人員資格證書後方可上崗操作。

我們搭建危險化學品採購、運輸、驗收、使用、儲存和處置的全流程管理模式，定期更新危險化學品清單，嚴格管控易制毒、易制爆危化品數量。同時，旺旺嚴格依法依規進行備案，落實雙人雙鎖、雙人收發貨管理，設置完善的台賬管理。在危險化學品處置階段，針對危險廢棄物採取最嚴格環保標準委託具備相關資質的第三方單位進行處理。

Hazardous Chemicals Management

Want Want has timely identified and incorporated the latest national hazardous chemicals and hazardous waste management laws and regulations in revising the Dangerous Chemicals Safety Management Measures and the Hazardous Waste Management Regulations, which has improved and supplemented the relevant legal requirements for the management of poison precursors and explosive hazardous chemicals, continuously supervised the standardized use of hazardous chemicals, and ensured the storage safety and disposal compliance of hazardous waste.

We clarify the responsibilities of the departments within our factories using hazardous chemicals. All hazardous chemical keepers need to undergo professional training and obtain the qualification certificate of hazardous chemical management personnel before taking the position.

We have established a whole-process management mode for the procurement, transportation, acceptance, use, storage and disposal of hazardous chemicals, regularly update the list of hazardous chemicals, and strictly control the quantity of dangerous chemicals that can be easily made into drugs and explosives. Meanwhile, we strictly follow the requirements of laws and regulations to record, implement the double-person, double-lock, and double-person dispatch and receipt management, and set up comprehensive ledger management. For hazardous chemical disposal, a third-party unit with relevant qualifications is entrusted to handle in accordance with the strictest environmental protection standards for hazardous waste.

集團深刻認識到危險化學品管理在安全生產中的重要性，定期組織集團下轄工廠開展危化品突發事件的現場應急演練，提升危化品使用人員突發應急處置能力。

The Group is deeply aware of the importance of hazardous chemical management in safe production, and regularly organizes factories of the Group to carry out on-site drills for hazardous chemical emergencies to improve the emergency response capabilities of personnel using hazardous chemicals.



危化品突發事件應急演練
Drills for Hazardous Chemical Emergencies



危化品突發應急處置能力提升
Improvement of Emergency Response Ability for Hazardous
Chemical Emergencies

供應鏈安全管理

旺旺將安全審核流程覆蓋至生產上游，制定了完備的合格供應商名錄，定期對供應商、承包商等外部單位的安全資質進行逐一審核。在篩選供應商或新供應商入庫之前，集團環安部門會根據實際情況隨同需求部門訪廠，確保供應商資質公司的安全符合旺旺集團要求。

2023財年，集團下轄工廠嚴格落實《外來作業安全管理辦法》會根據作業內容要求外來作業單位簽訂《環境安全協議》，明確雙方承擔的安全職責和義務，對承包商、供應商進廠人員進行相應安全教育培訓。針對外來人員廠內的作業行為，依據集團《外來作業安全管理辦法》進行現場的安全監督管理。針對施工作業中涉及特殊作業的情況，我們也會要求工廠安排專人安全監護，確保作業安全。我

Supply Chain Safety Management

Want Want extends the safety audit process to the upstream of production by formulating a complete list of qualified suppliers and conducting regularly audit on the safety qualifications of external units such as suppliers and contractors. Before screening suppliers or new suppliers prior to admission, the environmental safety department of the Group will, based on actual situation, visit the factory with requesting departments to ensure that the safety qualification of the supplier meets the requirements of Want Want Group.

In 2023FY, the factories of the Group strictly implemented the Safety Management Measures for External Operations (《外來作業安全管理辦法》), and required external operators to sign the Environmental Safety Agreement according to the operation content to clarify the safety responsibilities and obligations undertaken by both parties, and conduct corresponding safety education and training for contractors and suppliers entering the factory. For operations of external personnel in the factory, on-site safety supervision and management is carried out in accordance with the Safety Management Measures for External Operations (《外來作業安全管理辦法》). In the case where special operations are involved, we will also require the factory to

們監管供應商在集團範圍內工作期間的作業安全，報告期內，無供應商因工損失工作日。

工作旺旺

在運營過程中，旺旺恪守《中華人民共和國職業病防治法》等相關法律法規，基於ISO 45001職業健康安全管理体系制定了完善的內部安全管理體系，為員工的工作安全提供制度指引，自上至下嚴格貫徹落實安全生產主體責任。

集團針對所有可能帶來職業病危害的設備，開展重點設備節選，有側重性地提出改善要求並制定計劃，守護旺旺大家庭中每一位成員的職業健康安全。2023財年，旺旺要求所有下轄工廠開展職業衛生現狀評價，對職業病危害因素進行整體的排摸、追蹤及更新，安排員工按照國家要求的體檢頻次進行相應的職業健康檢查，發現3起疑似聽力職業病，集團按照法規要求將檢查結果告知員工。

為進一步提升安全作業能力，旺旺建立職業健康應急預案體系，制定中暑現場處置方案，在夏季來臨前對高溫崗位及室外作業員工進行培訓及應急演練，確保員工掌握相應的應急知識。此外，我們還委託外部專業人士展開急救培訓，構建應急救護保障隊伍，確保員工個人健康狀況得到保障。報告期內，旺旺與復旦大學舉辦2場企業員工健康講座，培訓時長共計3.5小時，旨在提升員工的安全工作意識，普及職業健康知識。

2023財年·旺旺集團及下轄35家生產基地發生職業病傷害事故0起，在過去三年發生因工死亡1起。針對已經出現的工傷案件，我們及時針對案件發生過程及存在的潛在風險點進行分析和整改，避免類似的情況再次出現。一起事件（2021財年發生1起）非旺旺安全生產責任事故，報告期內未發生因工死亡事件，因工亡故的比率為0。

arrange special personnel to monitor the safety as a way to ensure the safety of operations. We supervise the operational safety of suppliers during their work within the area of the Group. During the Reporting Period, no suppliers lost working days due to work injuries.

Want Want at Work

In the process of operation, Want Want abides by the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases and other relevant laws and regulations. It has formulated a sound internal safety management system based on ISO 45001 occupational health and safety management system to provide institutional guidance for employees' work safety. By doing this, the main responsibility for safe production is strictly implemented from top to bottom.

For all equipment that may bring occupational disease hazards, the Group selects key equipment, puts forward improvement requirements with focus, and develops plans to safeguard the occupational health and safety of each member of the Want Want family. In 2023FY, Want Want required all of its factories to evaluate the current occupational health situation, conduct an overall investigation, tracking, and update on occupational disease hazards, and arrange employees to undergo corresponding occupational health examinations in accordance with the physical examination frequency required by the state. Three cases of suspected occupational hearing diseases were identified, and the Group informed its employees of the results of the examinations in accordance with regulatory requirements.

In order to further enhance its ability to operate safely, Want Want has established an occupational health emergency response plan system, developed a heatstroke on-site handling plan, and provided training and emergency drills for employees in high-temperature positions and outdoor operations before the arrival of summer to ensure that employees master corresponding emergency knowledge. In addition, we also entrust external professionals to conduct first aid training and build an emergency rescue and support team to safeguard the personal health of employees. During the Reporting Period, Want Want held 2 sessions of lecture on corporate employee health with Fudan University. The lecture lasted for a total of 3.5 hours, aiming to enhance employees' awareness of safety at work and popularize occupational health knowledge.

Want Want Group and its 35 production bases had 0 occupational disease injuries in 2023FY and 1 work-related death occurred in the past three years. For work-related injury cases that have already occurred, we timely analyze the process of the case and the potential risk points that exist and carry out remedial works, so as to avoid similar situations from happening again. One incident (one case happened in 2021FY) was not a Want Want safety production responsibility accident, and no work-related death occurred during the Reporting Period, and the ratio of work-related death was 0.



5

企業責任、回饋社會

Corporate Responsibility and Giving Back to Society

5.1 旺旺情，民族團結

旺旺集團蔡衍明董事長有感於「取之於社會、用之於社會」的理念，「人溺己溺、人饑己饑」的精神，于1997年成立中國旺旺基金會，以高度的社會責任感，強烈的愛心公益理念，不斷持續回饋社會，在全中國範圍內從事多項公益活動，攜手慈善機構、社區公益組織，將旺旺集團的愛心，奉獻給老人、兒童、殘疾人等困難弱勢及特殊群體，輸送到鄉村、受災區域等。

促進鄉村振興

報告期內，集團中國旺旺基金會本著「旺旺中國，中國旺旺」的家國情懷，以行動助力鄉村振興、關注弱勢群體如少年兒童、孤寡老人、低收入人群等，貢獻企業的綿薄之力，促進鄉村振興的真正可持續化發展。

2023財年，本集團通過當地慈善機構，向城鎮鄉村和邊遠地區的弱勢群體伸出援手，捐贈營養健康食品。

5.1 Love of Want Want Uniting the Nation

Inspired by the concept of “giving back to society” and the spirit of “being empathetic for other people’s situations”, Mr. Tsai Eng-Meng, Chairman of Want Want Group, established the Want Foundation in 1997. Having a high sense of social responsibilities, Want Want upholds a strong love and public welfare concept to constantly give back to the society. We have engaged in a number of public welfare activities throughout China. We joined hands with charities and community public welfare organizations to dedicate the love of Want Want Group to the elderly, children, the disabled and other groups in difficult, vulnerable and special situations, and deliver the love of Want Want Group to villages, disaster-stricken area and other areas.

Promoting Rural Revitalization

During the Reporting Period, the Want Foundation of the Group, in line with its homeland sentiment of “reinforcing one another between Want Want and China”, took actions to facilitate rural revitalization, and made humble contributions to the aspects of caring for disadvantaged groups such as children, seniors without family, and low-income earners to promote the sustainable development of rural revitalization.

In 2023FY, the Group extended assistance to vulnerable groups in urban, rural, and remote areas through local charitable organizations, and donated nutritional and health food.

旺旺集團愛心捐贈走進昌江老羊地村 Caring Donation of Want Want Group to Laoyangdi Village, Changjiang

旺旺集團海南分公司積極投身於愛心公益事業，2023年8月通過海南佰納陽鄉村振興基金會向黎族昌江老羊地村的留守兒童、孤寡老人及低收入人群進行愛心捐贈，捐贈旺旺食品共計1,180件，價值14萬餘元。老羊地村委會領導感謝旺旺集團對昌江老羊地村的關愛，為此在村委會門口懸掛宣傳橫幅，感謝旺旺集團的愛心捐贈。

Hainan branch of Want Want Group actively participated in public welfare undertakings. It made caring donations to Laoyangdi Village, Changjiang Li Autonomous County through Hainan Bainayang Rural Revitalization Foundation in August 2023, to care about left-behind children, lonely elderly people and low-income earners. A total of 1,180 pieces of Want Want food were donated, which worth more than RMB140,000. The leaders of the committee of Laoyangdi Village thanked Want Want Group for its care for Laoyangdi Village, Changjiang, and hung a banner at the door of the village committee to thank Want Want Group for its donation.



愛心需要感召和傳遞，傳承與發揚，旺旺集團海南分公司在集團的帶領下，會繼續關注公益事業，採取行動，履行企業社會責任。

Love needs to be inspired and passed on, inherited and carried forward. Under the leadership of the Group, Hainan branch of Want Want Group will continue to pay attention to public welfare undertakings, take action and fulfill corporate social responsibility.

鄉村教育，「旺」辦好事 "Want" to Support Rural Education

2023年4月旺旺集團昆明分公司通過雲南省紅十字會，向國家鄉村振興重點幫扶區/縣之一的雲南省昆明市東川區下轄的中小學捐贈1,419箱旺旺產品，讓近2,400名師生受益。

In April 2023, Kunming branch of Want Want Group donated 1,419 boxes of Want Want products through the Red Cross Society of China Yunnan Branch to primary and secondary schools under the jurisdiction of Dongchuan District, Kunming City, Yunnan Province, which was listed as one of the key rural revitalization areas/counties for paired assistance, benefiting nearly 2,400 teachers and students.



旺旺集團充分體現了在發展自身的同時，不忘回饋社會、傳遞溫暖，弘揚中華美德、傳遞愛心，體現了企業高度的責任感和使命感，為中國的慈善事業，為鄉村振興、鄉村教育貢獻一己之力！

During its development, Want Want Group does not forget to give back to the society, conveys warmth, promotes Chinese virtues, and passes on love, which embodies the high sense of responsibility and mission of the enterprise, as a way to contribute to China's charity, rural revitalization and rural education!

5.2 旺旺情，守護家園

5.2 Love of Want Want Protecting the Homeland

旺旺集團馳援甘肅捐助200萬現金及200余萬物資
Want Want Group donated RMB2 million in cash and materials worth more than RMB2 million to Gansu

2023年12月18日23時59分，甘肅臨夏州積石山縣發生6.2級地震。大地撼動，驚擾了睡夢中的當地人，也牽動著舉國人民的心。面對突如其來的天災，集團董事長蔡衍明、首席營運官蔡旺家立即組織慰問甘肅的受災同胞，並指示向災區捐贈200萬元現金及200萬等值的旺旺產品和水神產品。

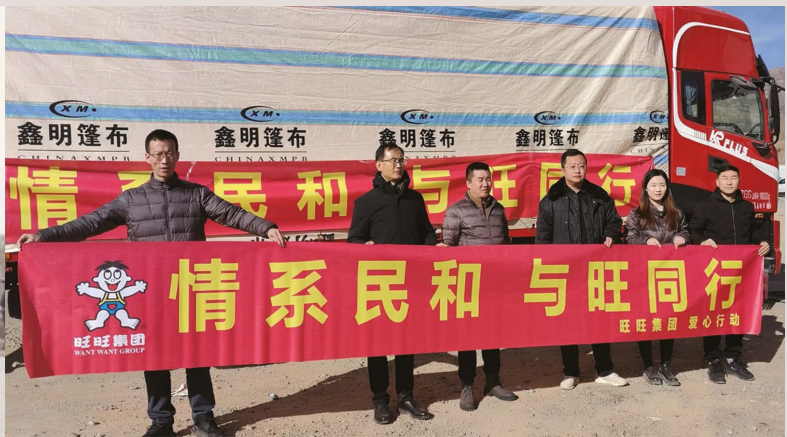
At 23:59 on 18 December 2023, a 6.2-magnitude earthquake occurred in Jishishan County, Linxia Prefecture, Gansu Province. Earth shake disturbed the sleeping locals and touched the hearts of the people across the country. In the face of the sudden natural disaster, Mr. Tsai Eng-Meng, Chairman of the Group, and Mr. Tsai Wang-Chia, Chief Operating Officer of the Group, immediately organized condolences to suffering compatriots in Gansu and instructed the donations of RMB2 million in cash as well as Want Want products and Water God products worth RMB2 million to the disaster area.

此次地震震源淺、震級高，波及範圍廣，受災民眾接受救援和轉移的同時，食品、生活用品嚴重緊缺，旺旺集團迅速調動資源，將1萬2千餘箱旺仔牛奶、旺旺雪餅、旺旺仙貝等食物飲品送抵災區，為當地人民送去溫暖，本次捐贈的產品以米果類和飲品類為主，天氣寒冷飲食除了解決溫飽也能提供身體能量，為受災同胞給予迫切有效的幫助。

The earthquake had a shallow epicenter, high magnitude and wide impact. While the affected people were rescued and transferred, there was a serious shortage of food and daily necessities, so that Want Want Group quickly mobilized resources to send more than 12,000 boxes of Hot-Kid Milk, Want Want sugar-coated crackers, Want Want Sen Bei and other food and drinks to the disaster area to send warmth to the local people. The products donated this time were mainly rice crackers and drinks, and in the cold weather, these products not only solved food problems, but also provided physical energy, which gave urgent and effective help to the affected compatriots.

地震後，水源易受污染，但災區清潔工作仍需保障。旺旺集團向災區捐贈近千箱水神品牌除菌產品，為場地消毒工作和個人清潔需求助力。

In the aftermath of the earthquake, water sources were vulnerable to contamination, but clean-up efforts still needed to be ensured. Want Want Group donated nearly 1,000 boxes of Water-God branded sterilization products to the disaster area to facilitate site disinfection and satisfy personal cleaning needs.



旺旺集團作為一家具有社會責任感的企業，一直以來不遺餘力地支持兩岸一家親，危難時刻，更是堅定著兩岸同胞面對困難同舟共濟的信念。

As an enterprise with a sense of social responsibility, Want Want Group has been sparing no effort to support people on both sides of the Taiwan Strait as one family, and in times of crisis, it has strengthened the belief that compatriots on both sides of the strait will help each other in the face of difficulties.

青海省民和縣受臨夏積石山地震災情影響，災情嚴峻，蘭州分公司同仁亦前往民和縣將旺旺的愛心送到災區。

Minhe County, Qinghai Province was severely affected by the earthquake in Jishishan, Linxia. Colleagues from Lanzhou branch also went to Minhe County to send Want Want's love to the disaster area.

風雨不敵真情——馳援京津冀，旺旺在行動

Storm is no match for sincere care – Want Want was in action to aid Beijing-Tianjin-Hebei

晨光熹微，一輛輛裝有旺旺食品等愛心物資，載著希望與牽掛的貨車逆行開往災區。

In the early morning light, trucks loaded with Want Want's products and other supplies drove to the disaster area, carrying hope and concern.

受颱風“杜蘇芮”影響，京津冀等地出現極端降雨天氣，引發140年一遇的洪澇災害，百姓生活受到不同程度的影響，災情牽動人心。

Affected by Typhoon "Doksuri", extreme rainfall occurred in Beijing, Tianjin and Hebei, causing flood disaster once in 140 years. People's lives were affected to varying degrees, and the disaster made people anxious.



旺旺集團董事長蔡衍明、首席營運官蔡旺家聽聞後，心系受災群眾，緊急指示旺旺北京、天津、石家莊和哈爾濱等分公司開倉馳援受災地區。全體旺旺人聞“汛”而動，有條不紊地調撥物資，開展捐贈行動，確保每一份食品、飲品都能送到災民手中，助他們渡過眼前難關。風雨同舟、肝膽相照。此次捐贈總金額超過千萬元，其中包括500萬元現金、價值近400萬元的水神消毒產品及價值近300萬元的食品飲料。

After hearing this, Chairman Mr. Tsai Eng-Meng and Mr. Tsai Wang-Chia, Chief Operating Officer of Want Want Group, were concerned about the affected people and urgently instructed Beijing, Tianjin, Shijiazhuang and Harbin branches of Want Want to open warehouses

to help the affected areas. All Want Want people were moved by the "flood", and allocated materials in an orderly manner to carry out donations and ensure that food and drinks could be delivered to the victims and help them get over the immediate difficulties. We were in the same boat through thick and thin. The amount of the donation totaled over RMB10 million, including RMB5 million in cash, Water God disinfection products worth nearly RMB4 million, and food and beverages worth nearly RMB3 million.

旺旺北京、天津、石家莊、哈爾濱分公司總監、負責人親自前往一線指揮，確保捐贈行動順利開展。

The directors and persons in charge of Beijing, Tianjin, Shijiazhuang and Harbin branches of Want Want personally went to the front line and ensured the smooth development of the donation.

旺力亞運，保駕護杭

通過杭州市慈善總會（杭州市慈善聯合會）向國家盲人足球訓練基地（臨平區）、淳安界首體育中心（淳安縣）捐贈旺旺食品。



Want Want Supported Asian Games

Through the Hangzhou Charity Federation, food of Want Want was donated to the China Goalball Training Base for the Blind (Linping District) and Chun'an Jieshou Sports Center (Chun'an County).



致敬高溫下的勞動者

“致敬高溫下的勞動者”送清涼公益活動是由長江日報長江公益聯合武漢市青少年發展基金會、武漢市慈善總會發起。

2023年7月21日，旺旺集團武漢分公司送上500份愛心大禮包，參加本次公益活動的首站慰問活動-慰問武漢長江救援志願隊，旺旺集團致敬與感謝冒著酷暑依然堅守在一線工作崗位上的所有勞動者們。

Paying Tribute to Workers in High Temperature

The “Paying Tribute to Workers in High Temperature” public welfare activity was initiated by Changjiang Daily Changjiang Public Welfare, Wuhan Youth Development Foundation and Wuhan Charity Federation.

On 21 July 2023, Wuhan branch of Want Want Group sent 500 love gift packages to participate in the first stop of the public welfare activity – paying a visit to the Wuhan Yangtze River Rescue Volunteer Team. Want Want Group paid tribute to and thanked all the workers who still stuck to their front-line jobs despite the intense heat of summer.

關愛弱勢群體

2023年5月，長沙分公司聯合湖南省殘疾人福利基金會開展“集愛三湘 公益助殘”活動，長沙分公司向沅江市特殊教育學校捐贈食品。獲贈家長們對集團的愛心捐贈表示衷心的感謝，相信孩子們會帶著這份暖暖的愛幸福的成長，能夠帶著這份愛走進社會，將愛心的接力棒傳遞下去，用自己的實際行動回饋社會。



暖旺計劃

旺旺不斷踐行社會責任、資助關愛老人及兒童、奉獻愛心的初衷和願望，積極開展暖旺活動，為尊老愛幼奉獻著自己的力量，同時我們持續定向資助關懷很多可愛的孩子，讓旺旺和童心緊密相連。報告期內，旺旺向各類兒童福利院、學校、敬老院等捐贈愛心物資，開展暖旺公益活動累計有1,166人次，用時3,886小時，共有12,357人受益。我們將繼續為公益事業注入新動力，從而增強旺旺在社會責任領域的影響力。

Caring for the Vulnerable

In May 2023, Changsha branch and Hunan Foundation for Disabled Persons jointly launched the “Public Welfare Assistance to the Disabled in Hunan” activity. Changsha branch donated food to Yuanjiang Special Education School. The recipient parents expressed their heartfelt gratitude to the Group for the donations, and believed that their children would grow up happily and enter the society with this love, pass on the baton of love, and give back to the society with their own practical actions.

Want Want Caring Program

Want Want constantly fulfills its social responsibility, supports and cares for the elderly and children, and expresses its original intention and wish of dedicating love. We actively carry out the Want Want caring activities to dedicate our strength in respecting the elderly and caring for the young. At the same time, we continue to provide targeted support and care for many lovely children, making Want Want closely connected with childlike innocence. During the Reporting Period, Want Want donated charitable materials to various children's welfare homes, schools, nursing homes, etc. A total of 1,166 people were involved in the Want Want caring public welfare activities, taking 3,886 hours and benefiting a total of 12,357 people. We will continue to inject new impetus into public welfare, thereby enhancing Want Want's influence in the field of social responsibility.

| 主要範疇、層面、一般披露及關鍵績效指標 Major Areas, Aspects, General Disclosure and KPIs | | 披露章節 Section of Disclosure |
|--|--|--|
| A. 環境 A. Environmental | | |
| 層面 A1 Aspect A1 | 排放物 Emissions | 3.綠色旺旺，領先實踐 3. Green Want Want Leading in Practice |
| 一般披露 General Disclosure | 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer with relating to air and greenhouse gas emissions, discharges to water and land, and generation of hazardous and non-hazardous wastes | 3.綠色旺旺，領先實踐 3. Green Want Want Leading in Practice |
| 關鍵績效指標 A1.1 KPI A1.1 | 排放物種類及相關排放數據 The types of emissions and respective emissions data | 3.2低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change 3.5保護生態，友愛自然 3.5 Protecting Ecology and Caring the Nature |
| 關鍵績效指標 A1.2 KPI A1.2 | 直接（範圍1）及能源間接（範圍2）溫室氣體總排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Total direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) | 3.2低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |
| 關鍵績效指標 A1.3 KPI A1.3 | 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Total hazardous waste generated (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) | 3.4綜合利用，循環經濟 3.4 Comprehensive Utilization and Circular Economy |
| 關鍵績效指標 A1.4 KPI A1.4 | 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Total non-hazardous waste generated (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) | 3.4綜合利用，循環經濟 3.4 Comprehensive Utilization and Circular Economy |
| 關鍵績效指標 A1.5 KPI A1.5 | 描述所訂立的排放量目標及為達到這些目標所採取的步驟 Description of the emission target(s) set and steps taken to achieve them | 3.2低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change 3.3節約用水，合規排放 3.3 Water Conservation and Compliant Discharge |
| 關鍵績效指標 A1.6 KPI A1.6 | 描述處理有害及無害廢棄物的方法及描述所訂立的減廢目標及為達到這些目標所採取的步驟 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them | 3.4綜合利用，循環經濟 3.4 Comprehensive Utilization and Circular Economy |
| 層面 A2 Aspect A2 | 資源使用 Use of Resources | 3.綠色旺旺，領先實踐 3. Green Want Want Leading in Practice |
| 一般披露 General Disclosure | 有效使用資源（包括能源、水及其他原材料）的政策 Policies on the efficient use of resources including energy, water and other raw materials | 3.3節約用水，合規排放 3.3 Water Conservation and Compliant Discharge 3.4綜合利用，循環經濟 3.4 Comprehensive Utilization and Circular Economy |

| 主要範疇、層面、一般披露及關鍵績效指標 Major Areas, Aspects, General Disclosure and KPIs | | 披露章節 Section of Disclosure |
|--|---|---|
| 關鍵績效指標 A2.1 KPI A2.1 | 按類型劃分的直接及/或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算） Total direct and/or indirect energy consumption (kWh in '000s) by type (e.g., electricity, gas, or oil) and intensity (e.g. per unit of production volume, per facility) | 3.2 低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |
| 關鍵績效指標 A2.2 KPI A2.2 | 總耗水量及密度（如以每產量單位、每項設施計算） Water consumption in total and intensity (e.g. per unit of production volume, per facility) | 3.3 節約用水，合規排放 3.3 Water Conservation and Compliant Discharge |
| 關鍵績效指標 A2.3 KPI A2.3 | 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟 Description of the energy use efficiency target(s) set and steps taken to achieve them | 3.2 低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |
| 關鍵績效指標 A2.4 KPI A2.4 | 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟 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 | 3.3 節約用水，合規排放 3.3 Water Conservation and Compliant Discharge |
| 關鍵績效指標 A2.5 KPI A2.5 | 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量 Total packaging materials used (in tonnes) for finished products and, where appropriate, per unit of production volume | 3.4 綜合利用，循環經濟 3.4 Comprehensive Utilization and Circular Economy |
| 層面 A3 Aspect A3 | 環境及天然資源 Environment and Natural Resources | 3. 綠色旺旺，領先實踐 3. Green Want Want Leading in Practice |
| 一般披露 General Disclosure | 減低發行人對環境及天然資源造成重大影響的政策 Policies on minimising the issuer's significant impacts on the environment and natural resources | 3.2 低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |
| 關鍵績效指標 A3.1 KPI A3.1 | 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動 Description of the significant impacts on the environment and natural resources and the actions taken to manage them | 3. 綠色旺旺，領先實踐 3. Green Want Want Leading in Practice |
| 層面 A4 Aspect A4 | 氣候變化 Climate Change | 3.2 低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |
| 一般披露 General Disclosure | 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer | 3.2 低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |
| 關鍵績效指標 A4.1 KPI A4.1 | 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動 Description of significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them | 3.2 低碳轉型，應對變化 3.2 Low-carbon Transformation to Cope with Change |

| 主要範疇、層面、一般披露及關鍵績效指標 Major Areas, Aspects, General Disclosure and KPIs | | 披露章節 Section of Disclosure |
|--|---|--|
| B. 社會 B. Social | | |
| 僱傭及勞工常規 Employment and Labor Practices | | |
| 層面 B1 Aspect B1 | 僱傭 Employment | 4. 以人為本，結緣旺才 4. Caring for People and Forging Talents |
| 一般披露 General Disclosure | 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：(a) 政策；及 (b) 對發行人有重大影響的相關法律及規例 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare | 4. 以人為本，結緣旺才 4. Caring for People and Forging Talents |
| 關鍵績效指標 B1.1 KPI B1.1 | 按性別、僱傭類型、年齡組別及地區劃分的僱員總數 Total workforce by gender, employment type, age group and geographical region | 4.1 平等僱傭，多元舞台 4.1 Equal Employment and Diversified Stage |
| 關鍵績效指標 B1.2 KPI B1.2 | 按性別、年齡組別及地區劃分的僱員流失比率 Employee turnover rates by gender, age group and geographical region | 4.2 優待員工，關愛包容 4.2 Treating Employees Well with Care and Inclusiveness |
| 層面 B2 Aspect B2 | 健康與安全 Health and Safety | 4.4 築牢安全，健康旺旺 4.4 Building a Safe and Healthy Want Want |
| 一般披露 General Disclosure | 有關提供安全工作環境及保障僱員避免職業性危害的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards | 4.4 築牢安全，健康旺旺 4.4 Building a Safe and Healthy Want Want |
| 關鍵績效指標 B2.1 KPI B2.1 | 過去三年（包括匯報年度）每年因工亡故的人數及比率 Number and rate of work-related fatalities for each of the past three years, including the reporting year | 4.4 築牢安全，健康旺旺 4.4 Building a Safe and Healthy Want Want |
| 關鍵績效指標 B2.2 KPI B2.2 | 因工傷損失工作日數 Number of workdays lost due to work-related injuries | 4.4 築牢安全，健康旺旺 4.4 Building a Safe and Healthy Want Want |
| 關鍵績效指標 B2.3 KPI B2.3 | 描述所採納的職業健康與安全措施，以及相關執行及監察方法 Description of the occupational health and safety measures adopted, and how they are implemented and monitored | 4.4 築牢安全，健康旺旺 4.4 Building a Safe and Healthy Want Want |
| 層面 B3 Aspect B3 | 發展及培訓 Development and Training | 4.3 職業發展，尊才重賢 4.3 Career Development and Respect for Talents |

| 主要範疇、層面、一般披露及關鍵績效指標 Major Areas, Aspects, General Disclosure and KPIs | | 披露章節 Section of Disclosure |
|--|--|--|
| 一般披露 General Disclosure | 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動 Policies on improving employees' knowledge and skills in discharging duties at work. Description of training activities | 4.3職業發展，尊才重賢 4.3 Career Development and Respect for Talents |
| 關鍵績效指標 B3.1 KPI B3.1 | 按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比 The percentage of employees trained by gender and employee category (e.g., senior management, middle management) | 4.3職業發展，尊才重賢 4.3 Career Development and Respect for Talents |
| 關鍵績效指標 B3.2 KPI B3.2 | 按性別及僱員類別劃分，每名僱員完成受訓的平均時數 The average training hours completed per employee by gender and employee category | 4.3職業發展，尊才重賢 4.3 Career Development and Respect for Talents |
| 層面 B4 Aspect B4 | 勞工準則 Labor Standards | 4.1平等僱傭，多元舞台 4.1 Equal Employment and Diversified Stage |
| 一般披露 General Disclosure | 有關防止童工或強制勞工的：(a) 政策；及(b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to the prevention of child and forced labor | 4.1平等僱傭，多元舞台 4.1 Equal Employment and Diversified Stage |
| 關鍵績效指標 B4.1 KPI B4.1 | 描述檢討招聘慣例的措施以避免童工及強制勞工 Description of measures to review employment practices to avoid child and forced labor | 4.1平等僱傭，多元舞台 4.1 Equal Employment and Diversified Stage |
| 關鍵績效指標 B4.2 KPI B4.2 | 描述在發現違規情況時消除有關情況所採取的步驟 Description of the steps taken to eliminate such practices when discovered | 4.1平等僱傭，多元舞台 4.1 Equal Employment and Diversified Stage |
| 營運慣例 Operating Practices | | |
| 層面 B5 Aspect B5 | 供應鏈管理 Supply Chain Management | 2.2責任供應，貫徹始終 2.2 Responsible Supply in Whole Process |
| 一般披露 General Disclosure | 管理供應鏈的環境及社會風險政策 Policies on managing environmental and social risks of the supply chain | 2.2責任供應，貫徹始終 2.2 Responsible Supply in Whole Process |
| 關鍵績效指標 B5.1 KPI B5.1 | 按地區劃分的供應商數目 Number of suppliers by geographical region | 2.2責任供應，貫徹始終 2.2 Responsible Supply in Whole Process |

| 主要範疇、層面、一般披露及關鍵績效指標 Major Areas, Aspects, General Disclosure and KPIs | | 披露章節 Section of Disclosure |
|--|--|---|
| 關鍵績效指標 B5.2 KPI B5.2 | 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法 Description of practices relating to engaging suppliers, the number of suppliers where the practices are being implemented, and how they are implemented and monitored | 2.2責任供應，貫徹始終 2.2 Responsible Supply in Whole Process |
| 關鍵績效指標 B5.3 KPI B5.3 | 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored | 2.2責任供應，貫徹始終 2.2 Responsible Supply in Whole Process |
| 關鍵績效指標 B5.4 KPI B5.4 | 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored | 2.2責任供應，貫徹始終 2.2 Responsible Supply in Whole Process |
| 層面 B6 Aspect B6 | 產品責任 Product Responsibility | 2.旺旺品質，有口皆碑 2. Want Want Quality Earning Respected Popularity |
| 一般披露 General Disclosure | 有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 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, labeling, and privacy matters relating to products and services provided and methods of redress | 2.旺旺品質，有口皆碑 2. Want Want Quality Earning Respected Popularity |
| 關鍵績效指標 B6.1 KPI B6.1 | 已售或已運送產品總數中因安全與健康理由而須回收的百分比 Percentage of total products sold or shipped subject to recall for safety and health reasons | 2.4貼心服務，真誠為您 2.4 Attentive, Sincere Service for You |
| 關鍵績效指標 B6.2 KPI B6.2 | 接獲關於產品及服務的投訴數目以及應對方法 Number of products and service related complaints received and how they are dealt with | 2.4貼心服務，真誠為您 2.4 Attentive, Sincere Service for You |
| 關鍵績效指標 B6.3 KPI B6.3 | 描述與維護及保障知識產權有關的慣例 Description of practices relating to observing and protecting intellectual property rights | 1.4克己奉公，廉潔旺旺 1.4 Self-discipline, Dedication and Integrity |
| 關鍵績效指標 B6.4 KPI B6.4 | 描述質量檢定過程及產品回收程序 Description of quality assurance process and recall procedures | 2.1 食品安全，面面俱到 2.1 Food Safety in All Aspects 2.4貼心服務，真誠為您 2.4 Attentive, Sincere Service for You |
| 關鍵績效指標 B6.5 KPI B6.5 | 描述消費者資料保障及私隱政策，以及相關執行及監察方法 Description of consumer data protection and privacy policies, and how they are implemented and monitored | 2.4貼心服務，真誠為您 2.4 Attentive, Sincere Service for You |

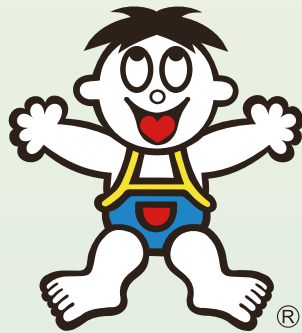
| 主要範疇、層面、一般披露及關鍵績效指標 Major Areas, Aspects, General Disclosure and KPIs | | 披露章節 Section of Disclosure |
|--|--|---|
| 層面 B7 Aspect B7 | 反貪污 Anti-corruption | 1.4克己奉公，廉潔旺旺 1.4 Self-discipline, Dedication and Integrity |
| 一般披露 General Disclosure | 有關防止賄賂、勒索、欺詐及洗黑錢的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering | 1.4克己奉公，廉潔旺旺 1.4 Self-discipline, Dedication and Integrity |
| 關鍵績效指標 B7.1 KPI B7.1 | 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases | 1.4克己奉公，廉潔旺旺 1.4 Self-discipline, Dedication and Integrity |
| 關鍵績效指標 B7.2 KPI B7.2 | 描述防範措施及舉報程序，以及相關執行及監察方法 Description of the preventive measures and whistle-blowing procedures, and how they are implemented and monitored | 1.4克己奉公，廉潔旺旺 1.4 Self-discipline, Dedication and Integrity |
| 關鍵績效指標 B7.3 KPI B7.3 | 描述向董事及員工提供的反貪污培訓 Description of anti-corruption training provided to directors and staff | 1.4克己奉公，廉潔旺旺 1.4 Self-discipline, Dedication and Integrity |
| 社區 Community | | |
| 層面 B8 Aspect B8 | 社區投資 Community Investment | 5.企業責任，回饋社會 5. Corporate Responsibility and Giving Back to Society |
| 一般披露 General Disclosure | 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests | 5.2旺旺情，守護家園 5.2 Love of Want Want Protecting the Homeland |
| 關鍵績效指標 B8.1 KPI B8.1 | 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育） Focus areas of contribution (e.g., education, environmental concerns, labor needs, health, culture, sports) | 5.企業責任，回饋社會 5. Corporate Responsibility and Giving Back to Society |
| 關鍵績效指標 B8.2 KPI B8.2 | 在專注範疇所動用資源（如金錢或時間） Resources contributed (e.g. money or time) to the focus area | 5.企業責任，回饋社會 5. Corporate Responsibility and Giving Back to Society |

附錄2: 法律法規清單

Appendix 2: List of Laws and Regulations

| 法律類別 Category | 法律法規名稱 Name |
|------------------------------|--|
| 企業管治 Corporate Governance | 《中華人民共和國公司法》 Company Law of the People's Republic of China |
| | 《中華人民共和國企業所得稅法》 Enterprise Income Tax Law of the People's Republic of China |
| | 《中華人民共和國市場主體登記管理條例》 Regulation of the People's Republic of China on the Administration of the Registration of Market Entities |
| | 《中華人民共和國刑法》 Criminal Law of the People's Republic of China |
| | 《中華人民共和國反洗錢法》 Anti-Money Laundering Law of the People's Republic of China |
| | 《中華人民共和國專利法》 Patent Law of the People's Republic of China |
| | 《中華人民共和國商標法》 Trademark Law of the People's Republic of China |
| | 《中華人民共和國著作權法》 Copyright Law of the People's Republic of China |
| | 《企業管治守則》 Corporate Governance Code |
| | 《環境、社會及管治報告指引》 Environmental, Social and Governance Reporting Guide |
| | 《中華人民共和國反不正當競爭法》 Anti-Unfair Competition Law of the People's Republic of China |
| | 《防止賄賂條例》 Prevention of Bribery Ordinance |
| 產品品質 Product Quality | 《中華人民共和國食品安全法》 Food Safety Law of the People's Republic of China |
| | 《中華人民共和國產品質量法》 Product Quality Law of the People's Republic of China |
| | 《中華人民共和國食品安全法實施條例》 Regulations on the Implementation of the Food Safety Law of the People's Republic of China |
| | 《中華人民共和國消費者權益保護法》 Law of the People's Republic of China on the Protection of Consumers Rights and Interests |
| | 《中華人民共和國商標法》 Trademark Law of the People's Republic of China |
| | 《預包裝食品標籤通則》 General Standards for the Labeling of Prepackaged Foods |
| | 《預包裝食品營養標籤通則》 General Standards on Nutrition Labels for Prepackaged Foods |

| 法律類別 Category | 法律法規名稱 Name |
|----------------------------------|--|
| 環境保護 Environmental Protection | 《中華人民共和國環境保護法》 Environmental Protection Law of the People's Republic of China |
| | 《中華人民共和國水污染防治法》 Water Pollution Prevention and Control Law of the People's Republic of China |
| | 《中華人民共和國大氣污染防治法》 Atmospheric Pollution Prevention and Control Law of the People's Republic of China |
| | 《大氣污染物綜合排放標準》 Comprehensive Emission Standards for Air Pollutants |
| | 《中華人民共和國固體廢物污染環境防治法》 Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Wastes |
| | 《中華人民共和國噪聲污染防治法》 Law of the People's Republic of China on Noise Pollution Prevention and Control |
| | 《中華人民共和國土壤污染防治法》 Soil Pollution Prevention and Control Law of the People's Republic of China |
| | 《中華人民共和國環境影響評價法》 Law of the People's Republic of China on Environmental Impact Assessment |
| | 《排污許可管理條例》 Regulation on the Administration of Permitting of Pollutant Discharges |
| | 《中華人民共和國反食品浪費法》 Anti-food Waste Law of the People's Republic of China |
| | 《污水綜合排放標準》 Integrated Wastewater Discharge Standard |
| 人才僱傭 Employment | 《中華人民共和國勞動法》 Labor Law of the People's Republic of China |
| | 《中華人民共和國勞動合同法》 Labor Contract Law of the People's Republic of China |
| | 《中華人民共和國就業促進法》 Employment Promotion Law of the People's Republic of China |
| | 《中華人民共和國社會保險法》 Social Insurance Law of the People's Republic of China |
| | 《中華人民共和國勞動爭議調解仲裁法》 Labor Dispute Mediation and Arbitration Law of the People's Republic of China |
| | 《中華人民共和國個人信息保護法》 Personal Information Protection Law of the People's Republic of China |
| | 《中華人民共和國安全生產法》 Work Safety Law of the People's Republic of China |
| | 《中華人民共和國消防法》 Fire Protection Law of the People's Republic of China |
| | 《中華人民共和國職業病防治法》 Law of the People's Republic of China on the Prevention and Control of Occupational Diseases |



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