



統一企業中國控股有限公司

UNI-PRESIDENT CHINA HOLDINGS LTD.

(a company incorporated in the Cayman Islands with limited liability)

(一家於開曼群島註冊成立的有限公司)

(Stock Code 股份編號: 220)

2021

Corporate Social Responsibility Report

CREATE A HEALTHY AND HAPPY TOMORROW

CONTENTS

Chairman's Statement	1
About the Report	3
About Uni-President	5
Group Overview	5
Corporate Culture	5
2021 Corporate Honours	5
2021 Focus	6

1	Consolidate Governance	
	Corporate Governance	09
	Social Responsibility Governance	12

2	"Intelligently Make" Food in Pursuit of Health and Taste	
	Prioritise Food Safety	19
	Build Smart Factories	25
	Product Innovation	29

3	Practice Green Development	
	Environmental Management Mechanism	36
	Climate Change	36
	Water Resource Management	49
	Green Packaging Materials Management	51
	Emissions Management	51

4 Ensure Well-being of Employees

Guard Health and Safety	57
Introduce and Cultivate Talents	62

5 Pursue Win-win Cooperation in Industry

Properly Manage Suppliers	71
Optimise Customer Experience	74
Protect Customers' Interests and Rights	77

6 Fulfill Social Responsibility

Support Pandemic Containment and Disaster Relief	81
Protect Children's Rights and Interests	83
Care for Vulnerable Groups	86
Build a Caring Community	87

7

ESG Reporting Guide Index	90
GRI Standards Index	94
Assurance Report	100
Basis for Key Data	103

Chairman's Statement



Mr. Lo Chih-Hsien

Chairman of Uni-president China Holdings LTD.

Build new growth, improve resilience, and create a healthy and happy tomorrow

In the past 2021, the world economy was still under the spectre of COVID-19, and the world was faced with severe challenges arising from climate change and deteriorated ecological environment. For Uni-President, it is both a crisis and a test, which makes us conduct business operations in a more sustainable way so as to provide better services to the society and improve the quality of life. As a leader in food business, we not only focus on providing consumers with nutritious, healthy and delicious products, but also take creation of social value as our mission and implement sustainable development in business operations, with an aim to evolve into an enterprise boasting "Integrity", "Brand" and "Taste".

Looking back at 2021, we firmly implemented social responsibility management and continuously improved our operational resilience.

Since 2020, we have systematically incorporated social responsibility risks and opportunities into our business strategy. We have been committed to sustainable development and implemented it into our daily business operations by establishing a three-tier social responsibility management mechanism including Board of Directors, management and executives.

We have comprehensively propelled all economic, social and environmental actions, and made solid progress on ESG key issues in the areas such as product nutrition and health, product safety and quality, climate change, water resource management, green production, occupational health and safety, as well as public welfare and charity, so as to enhance resilience in business operations and continue to create long-term value for all stakeholders.

During the Reporting Period, in response to General Secretary Xi Jinping's national commitment to achieve "carbon peaking and carbon neutrality" made at the 75th session of the United Nations General Assembly, we emphatically strengthened the management of climate change issues. From the perspective of overall operation, we undertook the identification and assessment of climate risks and opportunities, and formulated coping strategies in advance. We also supported the national goal of "carbon peaking and carbon neutrality" and the 1.5°C temperature control goal of the "Paris Climate Agreement" by developing effective emission reduction strategies and targets to use renewable energy more frequently and effectively reduce greenhouse gas emissions.

We stayed committed to shaping our brand, investing in our brand, strengthening food safety management and strictly controlling product quality to provide consumers with a better product experience. We continued to broaden the depth and scope of digital transformation with new technology application, so as to mark a new chapter for the technology development of food industry. We established a mutually beneficial trust network with all partners adhering to the principle of honest operation. We actively enhanced our staff's sense of happiness and engaged in creating a healthy, secure and relaxing work environment. Further, we made contributions to the society and did everything in our power to care for the public, upholding the concept of common prosperity and common good with the society.

Looking forward to 2022, we will accelerate our digital transformation and make full use of digital means to improve the level of sustainable development.

We will always adhere to a clear business strategy, make good use of digital tools, strive to improve economic, social and environmental performance, and take our own path steadily. We have never stopped investing in the future and moving toward sustainability. In the future, we will ensure our own sustainable operation with more robust social responsibility management, and continue to bring together all the forces to create a healthy and happy tomorrow.

About the Report

Uni-President China Holdings Ltd. (the "Company", stock code: 220) hereby issues the 2021 Corporate Social Responsibility Report (the "Report", the "CSR Report") to elaborate our policies, measures, actions and achievements regarding corporate social responsibility to stakeholders.

Reporting Scope

Unless otherwise specified, the Report covers the major businesses of the Company and its subsidiaries (collectively referred to as the "Group", "we" or "Uni-President") in the manufacture of food and beverages in the mainland of China during the period from 1 January 2021 to 31 December 2021 (the "Reporting Period").

Report Reference

The Report strives to comply with relevant industry-wide sustainability reporting standards. It highlights corporate characteristics based on the industry background. The Report is prepared in accordance with the Environmental Social and Governance Reporting Guide (the "ESG Guide") set out in Appendix 27 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Hong Kong Exchange") and "GRI Standards" of the Global Sustainability Standards Board.

Notes to the Report's data

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

Reporting Principles

The Report is prepared in accordance with the following reporting principles required in the "ESG Guide":

"Materiality": Significant stakeholders were identified and key ESG issues were determined through stakeholder engagement and materiality assessment. Description of stakeholders, process of stakeholder engagement, process and results of materiality assessment has been disclosed in the Report.

"Quantitative": Information on the standards, methodologies and source of conversion factors used for the reporting of emissions/energy consumption has been disclosed in the Report.

"Consistency": the scope of the Report is consistent with the Company's "2020 Corporate Social Responsibility Report" published on 07 May 2021.

"Balance": This report follows the principle of balance and objectively presents the ESG performance of the Group.

Report availability

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

Feedback

If you have any comments or recommendations for the Report or our social responsibility work, please contact us through:

Email: ir@pec.com.cn

Postal address: No. 131, Linhong Road, Hongqiao Linkong Economic Park, Changning District, Shanghai

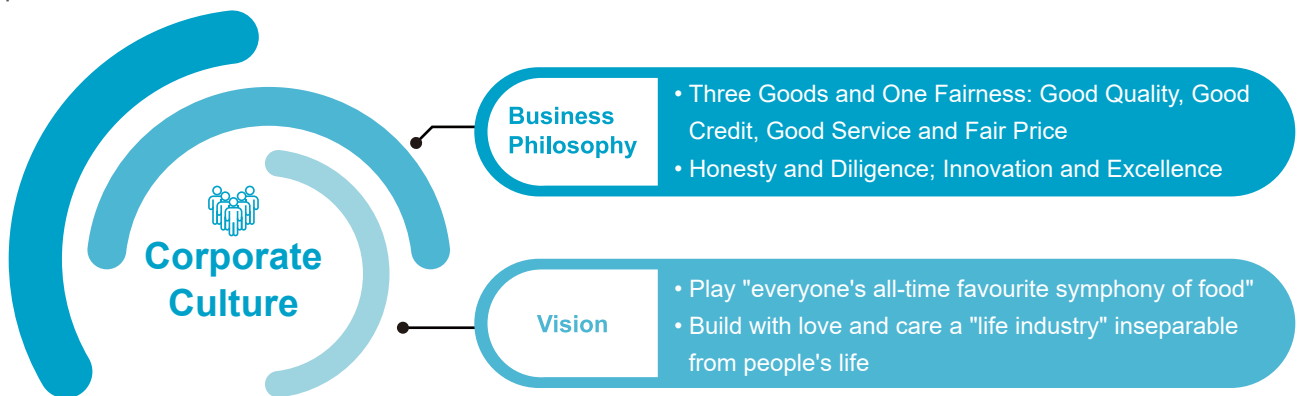


About Uni-President

Group Overview

The Group, one of the market-leading manufacturers of beverages and instant noodles, started to operate in 1992 and listed on the Main Board of the Hong Kong Exchange on 17 December 2007. As of the end of the Reporting Period, the Group reported revenue of 25,231 million and total assets of 22,065 million.

The Group adheres to the business philosophy of "Honesty and Diligence; Innovation and Excellence" and upholds the long-term principle of "Value Marketing". With a focus on business operation, we are dedicated to creating brand value, with an aim to evolve into an enterprise boasting "Integrity", "Brand" and "Taste". Since the entrance into the mainland China market 29 years ago, we have formed a multicategory product matrix covering instant noodles, tea drinks, juice, bottled water, soy milk, bottle can products, etc., featuring in "Soup Daren (「湯達人」)", "Kai Xiao Zao (「開小灶」)", "Uni Ice Tea (「統一冰紅茶」)", "Chai Li Won (「茶裏王」)", "Uni Orangeate (「統一鮮橙多」)", "Uni Assam Milk Tea (「統一阿薩姆奶茶」)" and other popular products.



2021 Corporate Honours

Social recognition 2021 Hurun China Food Industry **Top 100**



Product awards

"KNIFE-CHI Daoxiao Noodles (飛刀削麵)" won the "2020 to 2021 Excellent Innovative Products of China Instant Food Industry" award and the "Most Popular Instant Food" award from Chinese Institute of Food Science and Technology.

"Kai Xiao Zao - Instant Brewed Wonton (開小灶小餛飩)" won the "2020 to 2021 Excellent Innovative Products of China Instant Food Industry" award and the "Most Popular Instant Food" award from Chinese Institute of Food Science and Technology.

"That Street That Lane - Lanzhou Beef Noodles (那街那巷蘭州牛肉麵)" won the "2020 to 2021 Excellent Innovative Products of China Instant Food Industry" award from Chinese Institute of Food Science and Technology.

2021 Focus



22,065million

• Total assets

25,231million

• Revenue

1,501million

• Total profit

2,145million

• Total tax

87million

• R&D investment

• Direct (Scope 1) greenhouse gas ("GHG") emissions:

109,811 tCO₂e

• Energy indirect (Scope 2) GHG emissions

482,159 tCO₂e

• Natural gas consumption

549,216 MWh

• Purchased electricity

395,850 MWh

• Purchased steam

602,860 MWh

• Total energy consumption

1,547,926 MWh

• Water consumption

10,006,047 tonnes

• Hazardous waste

246 tonnes

• Non-hazardous waste

64,564 tonnes

• Packaging materials consumption

390,955 tonnes



• The Food Safety Testing Centre can provide testing for over **700** items and has a total of **174** CNAS test items



32,765 persons

Total number of employees



42.4%

Proportion of female employees

33.3%

Proportion of female employees in the management

• Valid intellectual property rights held: **3,018**

• Devoted approximately RMB **10,526,275** and **2,438** hours for social and public welfare activities and natural disaster donations in total



01

Consolidate Governance

The Group adheres to the objective and strategy of "Sustainability" and undertakes the corporate social responsibilities at all times while pursuing business growth. We make active efforts to perform the corporate social responsibilities in all areas such as energy conservation and environmental protection, product quality and safety, employee health and safety, employee recruitment and employee training and development, supply chain management, disaster relief and community charity, etc.

The UN Sustainable Development Goals we have attended to



Corporate Governance

Diversified Governance

The Group is committed to ensure a high standard of corporate governance practices and procedures and appreciates that good corporate governance is crucial to enhance investors' confidence in the Company. As of the end of the Reporting Period, the Board consisted of **8** members, including **2** executive directors, **2** non-executive directors and **4** independent non-executive directors. During the Reporting Period, we held **4** meetings of the Board, **3** meetings of the Audit Committee, **3** meetings of the Nomination Committee, **3** meetings of the Remuneration Committee and **2** meetings of the Investment, Strategy and Development Committee. The attendance rate of board members in respect of Board meetings and the relevant Board committee meetings was **100%**.

The Board is responsible for the leadership and control of the Company. The Board oversees the Group's businesses, investment and strategic decisions, maintains the effectiveness of the Group's risk management and internal control systems, and monitors the performance of the Group. There are currently four committees established under the Board, namely the Audit Committee, the Nomination Committee, the Remuneration Committee and the Investment, Strategy and Development Committee. Each committee has its terms of reference and reports to the Board regularly. The specific written terms of reference of committees are available for inspection upon request at the Company's principal place of business in Hong Kong and on the websites of the Company and of the Stock Exchange.

Audit Committee



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

Nomination Committee



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

Remuneration Committee



The primary duties of the Remuneration Committee are to make recommendations to the Board on the Company's policy and structure of the remuneration of the directors and senior management, to determine in behalf of the Board the remuneration packages of individual executive directors and senior managements and to make recommendations to the Board on the remuneration of non-executive directors. Details of the remuneration of each of the directors for the Year are set out in the Annual Report.

Investment, Strategy and Development Committee



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

Board capacity building and diversity

The Board adopted a Board Diversity Policy, aiming at improving the efficiency of the Board, maintaining the highest level of corporate governance, and recognising and embracing the benefits of having a diverse Board. Under the Board Diversity Policy, in order to achieve a diversity of perspectives, skills and experience within the Board, a number of factors will be considered when deciding on appointments to the Board and the continuation of those appointments, including but not limited to gender, age, cultural and educational background, length of service, skills, regional and industry experience. In forming its perspectives on Board diversity, the Company will also take into account its own business model and specific needs from time to time. For other details of the Company's corporate governance, please refer to "Corporate Governance Report" as set out the Company's annual report of the Reporting Period.

Risk Management

The Group identifies, analyses and assesses potential environmental, social and governance risks. We take climate change, water resource management, product nutrition and health, product safety and quality, occupational health and safety, packaging materials and waste management and other ESG key issues into the consideration of corporate risks, and address them through transparent and appropriate management approaches, and hereby putting all risks under effective control. In 2021, we embarked on a *climate risk assessment* to identify and assess the impact of relevant risks on the Company's strategies, business models and targets, and formulate mitigation and response measures.

Social responsibility risks	How we address the risk	Relevant section
Food safety risk	<ul style="list-style-type: none"> ●Set up Food Safety Committee, improve management and further enhance food safety risk assessment, alert and monitoring; ●Establish "Three Lines of Food Safety Defence" of food safety (namely qualification review, field inspection, food safety testing), and through multi-perspective risk control, to effectively control food safety risks arising from suppliers; ●Adopt "Three Checks of Quality Control" (namely acceptance control on raw material, production control, quality control on finished goods) and actively analyse for improvement and track products to cautiously prevent abnormalities in quality; ●Carry out digital empowerment in design, procurement, production, sales and other links, comply with relevant requirements of "Three Lines of Food Safety Defence" and "Three Checks of Quality Control", and strengthen food safety management at the source of supply chain and food safety monitoring of finished products. 	"Intelligently Manufacture" Food in Pursuit of Health and Taste
Business integrity risk	<ul style="list-style-type: none"> ●Operate in good faith, follow the principles of fairness, honesty, integrity and transparency in business activities, and establish a corporate culture of honest operation and a sound risk control mechanism. 	Consolidate Governance
Occupational health and safety risk	<ul style="list-style-type: none"> ●Adhere to "people-oriented, safe and healthy" approach, striving to become a safe, healthy and environmental- friendly factory; ●Establish a production safety management system, develop and continuously improve various standards and policies for production safety and occupational health management; ●Regularly deliver trainings on staff production safety and occupational health, provide all-round protection for staff. 	Ensure well-being of employees
Environmental policy risk	<ul style="list-style-type: none"> ●Strictly abide by national environmental protection laws and regulations and integrate the energy conservation and emission reduction work into the whole process of production and operation activities. 	Practice Green Development
Climate change risk	<ul style="list-style-type: none"> ●Conduct climate risk assessment, identify and assess the impact of relevant risks on the Company, and formulate corresponding mitigation and response measures; ●Continue to pursue improvement in standardisation and systematisation. Reduction of energy use and pollutant emissions is ultimately achieved through management of target as well as the daily checking, performance inspection and analysis and rectification system. 	Practice Green Development

Business Ethics

The Group is committed to building a corporate culture of "honesty and diligence" and a robust risk management mechanism. The Group strictly complies with relevant laws and regulations, including but not limited to the "Company Law of the People's Republic of China", the "Anti-Unfair Competition Law of the People's Republic of China" and the "Anti-Money Laundering Law of People's Republic of China", and follows the principles of fairness, honesty, integrity and transparency when conducting business activities.

Standardise Professional ethics

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

We carry out internal audits and checks at different frequencies according to the importance and risk level of our business to monitor compliance at each operating point, especially compliance with business ethics. We categorise our subsidiaries according to their size and business status, and review each subsidiary once a year, twice a year or once every three years based on their size and business status to achieve full coverage of all business operating points every three years.

Complaint management

Internal Audit Department of the Group (the "Internal Audit Department") is responsible for monitoring internal anti-corruption. It takes charge of integrity culture construction, prevention of the risk of corruption in all aspects of operation and management, and corruption reports handling.

Through the "Operational Standards on Whistle-blowing System", the Group stipulates the scope, means and channels, verification rules, post-procedures upon receiving reports as well as reward and penalty policy. We also keep several whistleblowing channels open, such as mailbox, phone and email. A whistle-blower is encouraged to report to the Internal Audit Department of the Group in person or by entrustment through a variety of means including official document, face-to-face meeting, letter, email, phone (fax) or any other way(s) the whistle-blower deems appropriate. Upon receiving the report, the leader of Internal Audit Department conducts a preliminary review, then assigns a staff for a follow-up inspection and issues a written report to the chairman of the Internal Audit Department for approval.

Whistle-blowing channels:

Tel.: (021) 22158888-5000

E-mail: tousu@pec.com.cn

Address for letter or reception: No.131, Linhong Road, Hongqiao Linkong Economic Park, Changning District, Shanghai (Internal Audit Department)



In addition, the Group also developed protection and incentive measures for whistle-blowers to keep their information and materials provided confidential through the whole-process protection of "acceptance, registration, storage, and investigation", resolutely prevented the occurrence of retaliation against whistle-blowers and imposed severe penalties on those who had violated the regulations.

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

Establish a clean culture

In order to further consolidate the integrity culture of all businesses, the Group provides business integrity trainings for all staff and management, continuously updates our corporate knowledge platform with new anti-corruption cases for education purpose, and focuses on strengthening the integrity education of employees and management in key positions. The Group provides business integrity trainings for all staff and management, and continuously updates our corporate knowledge platform with new anti-corruption cases for education and warning purpose. During the Reporting Period, we carried out online anti-corruption trainings through "Uni-President Class", with 1,896 participants. Furthermore, we also provided anti-corruption trainings for all directors by sending them relevant training materials.

Social Responsibility Governance

Governance Mechanism

We understand the importance of environmental and social commitments to sustainable operation and have incorporated related social responsibility risks and opportunities into our business strategy to guide our daily operations.

We have established a social responsibility management structure including "decision level, organization level and implementation level".



**Decision Level-
Board of Directors**

The Board is the highest responsible body for the social responsibility strategy and management of the company. The duties of the Board are as follows:

- Responsible for identifying, prioritising and managing major social responsibility issues with reference to stakeholder communications and materiality assessment;
- Assessing social responsibility risks;
- Formulating social responsibility strategies, setting social responsibility performance targets and regularly reviewing the progress.



**Organization Level-
Senior management**

The duties of the senior management are as follows:

- Assessing and defining the Company's social responsibility risks and ensuring that appropriate and effective systems of social responsibility risk management and internal control are in place;
- Reporting to the Board on risks and opportunities relating to social responsibility and to provide confirmation of the effectiveness of social responsibility systems;
- Assisting the Board in guiding and monitoring the development and implementation of the Group's social responsibility efforts and to monitor and follow up on the progress of achievement of social responsibility performance targets.



**Implementation Level-
Social responsibility working group**

The social responsibility working group consists of professionals from functional units, their duties are as follows:

- Being responsible for carrying out social responsibility related work and supervising the development of corporate internal control standards for functional units within the Group around environmental and social related laws and regulations;
- Continuously promote energy conservation, emission reduction, environmental protection and corporate social responsibility, and implement effective monitoring and management in the course of operation.

Stakeholders Communication

We communicate with stakeholders in various channels to proactively understand their expectations and claims regarding the Group's social responsibility work. We pay great attention to opinions of stakeholders, incorporate their concerns and claims into our sustainable development topics and make active responses by practical actions in pursuit of mutual development with stakeholders.

Stakeholders	Expectations and concerns	Engagement channels
 Shareholders or investors	<ul style="list-style-type: none"> • Protection of shareholders' rights • Compliance operation and management • Information disclosure • Return on investment 	<ul style="list-style-type: none"> • General meetings • Announcements (interim reports, annual reports, corporate social responsibility reports, circulars and announcements) • Websites of the Company/the Hong Kong Exchange • Investors' conferences and roadshows
 Government or regulatory authorities	<ul style="list-style-type: none"> • Law and compliance supervision • Fulfilment of tax obligations • Social contribution • Business and economic development • Safe operation 	<ul style="list-style-type: none"> • Conferences • Compliance reports • Field inspection • Participation in government meetings or seminars • Submission of documents • Response to queries or investigation
 Suppliers	<ul style="list-style-type: none"> • Fair competition • Long-term business relationship • Product quality monitoring 	<ul style="list-style-type: none"> • Evaluation of suppliers • Field inspection • Daily communication
 Employees	<ul style="list-style-type: none"> • Protection of employees' interests and rights • Communication between management and staff • Occupational safety and health • Staff benefits improvement • Equal employment opportunities and diversified development 	<ul style="list-style-type: none"> • General Manager direct communication mailbox • Daily communication • Staff seminars • Staff representatives' meetings • Staff training
 Customers	<ul style="list-style-type: none"> • Long-term business relationship • Performance and product safety • Product quality • Inventory management 	<ul style="list-style-type: none"> • Daily communication • Product management
 Environment	<ul style="list-style-type: none"> • Compliant emission • Resource conservation • Reducing packaging materials • Climate change 	<ul style="list-style-type: none"> • Environmental management improvement • Promoting energy saving • Strictly managing and controlling emissions • Response to climate change
 Community	<ul style="list-style-type: none"> • Community involvement • Charitable projects 	<ul style="list-style-type: none"> • Volunteer activities • Charitable activities

Materiality Assessment

In order to fully understand the sustainable development issues that matter to Uni-President, we selected some key stakeholders in 2020, and carried out a formal materiality assessment from two dimensions including "Materiality to the Company's business" and "Materiality to stakeholders" so as to identify and prioritise key issues, which was reported in the matrix below. During the Reporting Period, we reviewed the issues in accordance with their importance and continued to respond to key issues.

2020 Materiality assessment review

2021 Actions

Identify Issues

Taking into account the Group's operational characteristics and strategic direction, and following Sustainable Development Goals (SDGs), "GRI Standards" of Global Sustainability Standards Board and "ESG Guide" of the Hong Kong Exchange, we identified 17 social responsibility issues concerning the Group after internal assessment.

Reviewing the 17 ESG issues to confirm that the Group's ESG practices for the Reporting Period were comprehensively covered.

Conduct Survey

Identifying significant internal and external stakeholders and invited stakeholder representatives to complete questionnaire surveys, in order to learn their views on materiality of each issue and collect their opinions and suggestions.

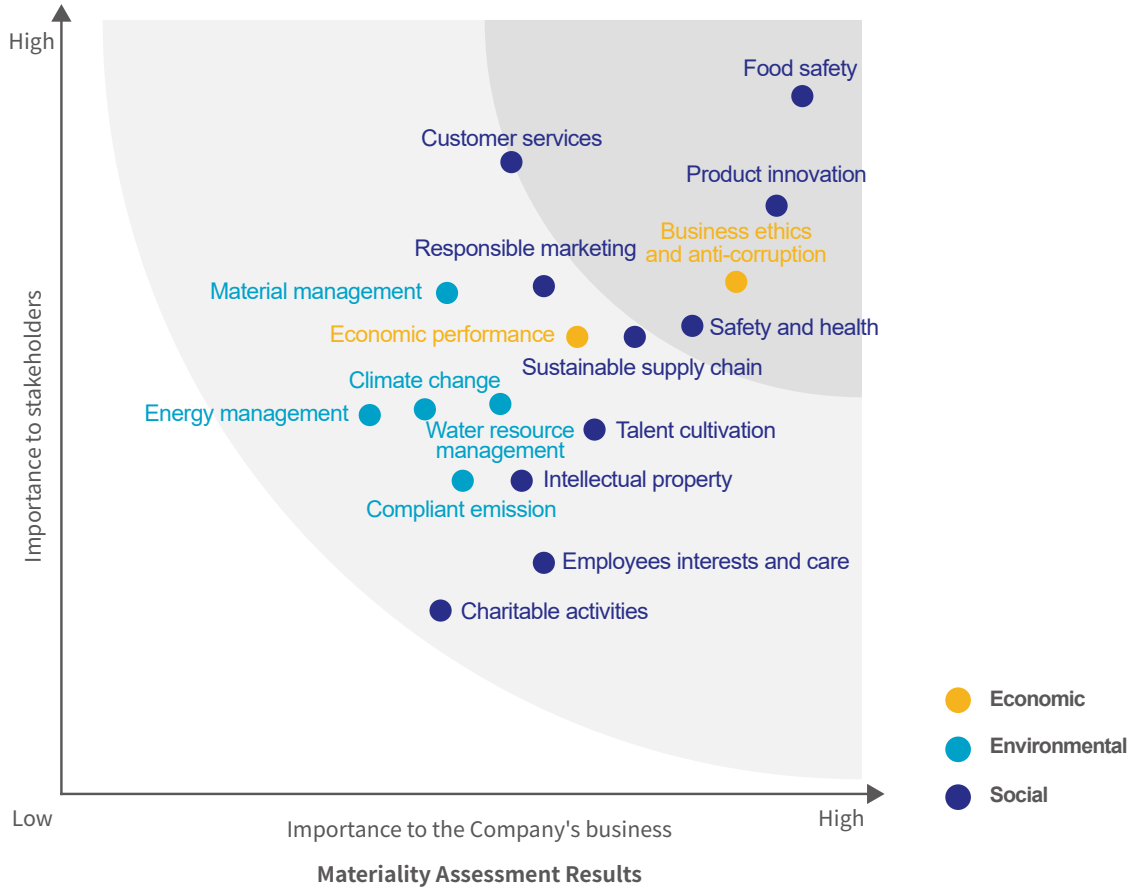
Conducting interviews and meetings with key internal and external stakeholders to understand their level of concern about the ESG issues we identified as important.

Confirm Results

A total of 1,947 valid questionnaires were collected. After the analysis of survey results of internal and external stakeholders, we identified the priority of economic, environmental, and social issues, and generated a materiality assessment matrix which was then reviewed and verified by the Social Responsibility Working Group.

Based on the communication and confirmation with various internal and external stakeholders, confirming there were no significant changes in their assessment of the importance of the Group's 17 ESG issues. The materiality assessment matrix was reviewed and confirmed by the Group's Social Responsibility Working Group that there were no significant changes.

The materiality matrix below illustrates the Group's key issues. We will carefully consider and focus on addressing these issues throughout our business operations. In addition, we will pay constant attention to and allocate resources to manage all issues affecting the Group and stakeholders.



Response to SDGs

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

Title of Sections	Social Responsibility Issues	Responses to UN SDGs
About Uni-President	Economic performance	
Consolidate Governance	Business ethics and anti-corruption	 
"Intelligently Make" Food in Pursuit of Health and Taste	Food safety Product innovation	 
Practice Green Development	Material management Water resource management Climate change Energy management Compliant emission	  
Ensure Well-being of Employees	Safety and health Talent cultivation Employees interests and care	   
Pursue Win-win Cooperation in Industry	Customer services Sustainable supply chain Responsible marketing Intellectual property	
Fulfil Social Responsibility	Charitable activities	   



02

"Intelligently Make" Food in Pursuit of Health and Taste

We uphold the philosophy of "Three Goods and One Fairness: Good Quality, Good Credit, Good Service and Fair Price", and takes the mission of "be comfortable and happy to eat" to offer safe, healthy and delicious food to consumers.

The UN Sustainable Development Goals we have attended to



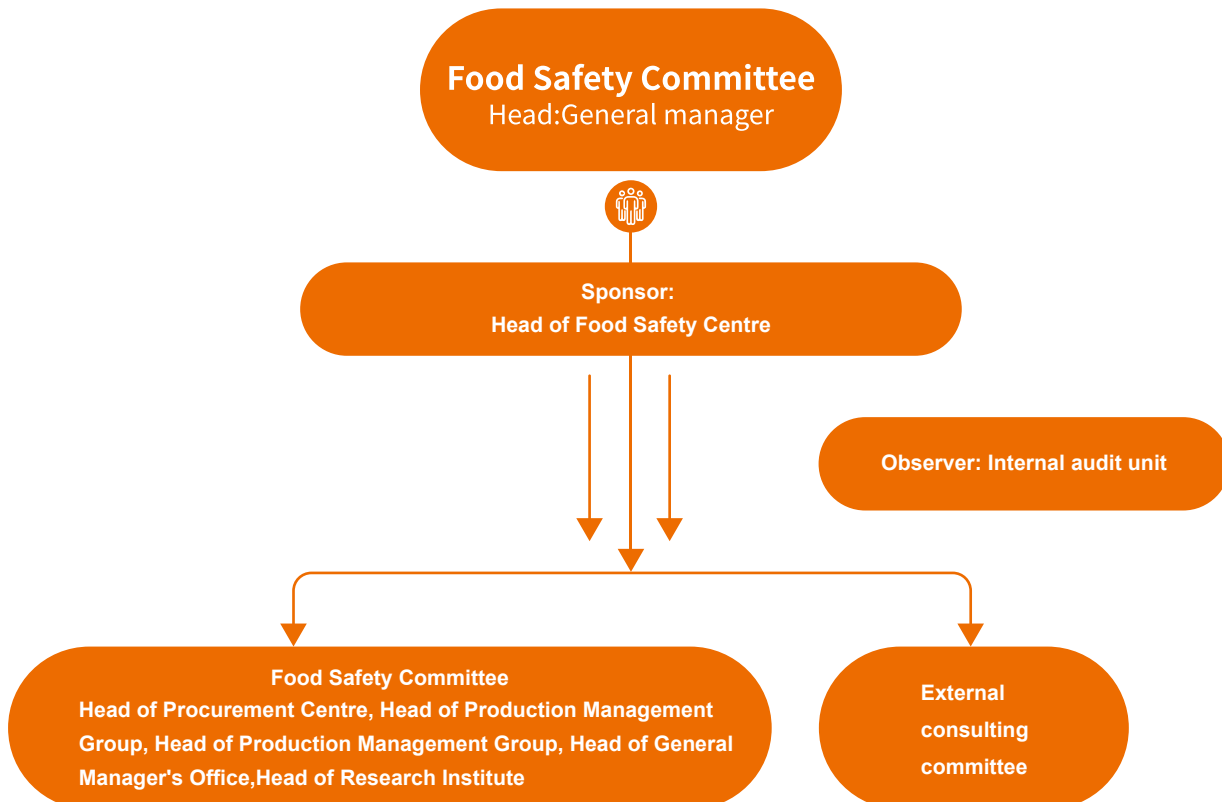
Prioritise Food Safety

Improve Food Safety Management System

We always regard the food safety management as the top priority during business operation. We established the Food Safety Committee and the Food Safety Centre, committing to ensuring food safety by promoting food safety culture, formulating food safety policies, setting up food safety assurance system, and deepening food safety risk assessment, early warning and monitoring. The Committee is responsible for managing the Group's food quality system as well as formulating and implementing quality policies, so as to ensure that our products can continuously meet the needs of consumers.

Food safety organisational structure

The Food Safety Committee, the highest authority in the design and optimisation of food safety and quality system, is headed by general manager and includes supervisors from Research Institute, Procurement Centre, Production Management Group, Food Safety Centre and other relevant departments of the Group. Also, experts from well-known domestic universities and national risk assessment centre are invited to serve as the Group's food safety management consultants. Meetings are regularly held by Food Safety Committee. The Committee keeps abreast of relevant national laws and regulations, discusses food safety issues and risks, and deploys effective food safety management and prevention system, so as to continuously improve consumer satisfaction.



▲ Organization structure of Food Safety Committee

Food safety management system construction

We strictly implement food safety management and established a sound food safety management system. With reference to the requirements of ISO22000 Food Safety Management System and FSSC22000 Food Safety Management System as well as Hazard Analysis Critical Control Point (HACCP) system, we continuously improve our food safety management system and strengthen relevant system by expanding certification coverage among factories. Currently, 25 subsidiaries of the Group were accredited with the **ISO22000** International Standard Food Safety Management System Certification, 1 with the FSSC 22000 certification, and 4 with the HACCP certification.



▲ Food safety system certification

Build a Solid Defence Line for Food Safety

Our products are strictly in compliance with relevant laws and regulations, such as the "Food Safety Law of the People's Republic of China", etc. Additionally, in order to meet the needs of consumers for product safety and delicacy, we set strict internal control standards and product development and design standards to control product quality.

Whole-process control system for food safety

The Group has established a comprehensive quality management system that covers all staff and chains to ensure food safety. In the food safety process control, we have established "Three Lines of Food Safety Defence" (namely qualification review, field inspection, and food safety testing), insisted on "Three Checks of Quality Control" (namely acceptance control on raw material, production control, quality control on finished goods), and standardised product traceability procedures to realise monitoring, analysis, control and prevention of each key point of food safety and quality control from source to end customers, ensuring product quality and safety in all aspects. During the Reporting Period, the Group carried out a total of **28** simulation exercises on recall nationwide, with a product traceability rate of **100%**. The Group did not recall any products for safety and health reasons.



During the Reporting Period, Fuzhou Uni-president passed the strict assessment from district-level, municipal-level, provincial-level to national-level government departments, and finally achieved the excellent result of "zero problem" of food safety, passing the evaluation of Fuzhou to create a national food safety demonstration city in 2021.

Full process control of food safety



Focus: Raw Material Supplier Management

We actively promote supplier management from the source and fully introduce the Food Safety Protection Plan, covering product design, production process, and sales channels, to ensure consumers' satisfaction.

We strictly control our raw material suppliers by adhering to the management concept of "selecting the best to match the strong, eliminating the weak and retaining the strong, helping each other and grow together". The introduction of new suppliers needs to go through audit processes, after passing which can then become our suppliers.

Select the best to match the strong: "Three Lines of Food Safety Defense" are the thresholds for the Group's new suppliers. Inferior suppliers will not be selected.

Eliminate the weak and retain the strong: we formulated the risk grading and management system of suppliers, in which suppliers are dynamically scored according to raw material risk, supplier risk and supply performance (i.e. acceptance quality control/ food safety testing / inspection results, etc.) and then classified into different risk levels (risk levels from high to low are D, C, B and A respectively) every year. Each year, suppliers are audited with different frequency and in different aspects according to different risk levels, reducing the proportion of high-risk suppliers year by year.

Help each other and grow together: we gradually infiltrated our food safety management culture into external suppliers/manufacturers/distributors through continuous food safety management training and monthly publication; Carry out in-depth cooperation with external certification bodies, regularly invite them to train the relevant parties in the supply chain and arrange these professional bodies to audit our upstream suppliers; Make use of big data and social resources for food safety risk monitoring and early warning.



Focus: The Food Safety Testing Centre

The Group's Food Safety Centre has a Food Safety Testing Centre, which provides a strong guarantee for food safety risk control. Since 2005, the Group's food safety testing centre has passed the expert review of China National Accreditation Service("CNAS") for Conformity Assessment every year. In 2021, we added two new solvent tests for packaging materials and have passed 174 tests so far. It also has a number of practical new national patent authorisations and independently tests more than 700 items all year round, including more than 400 pesticide residues, 28 veterinary residues, 15 heavy metals and 16 plasticisers; the testing capacity of food safety items covers beverage, food, water, additives, food and oil and packaging materials.

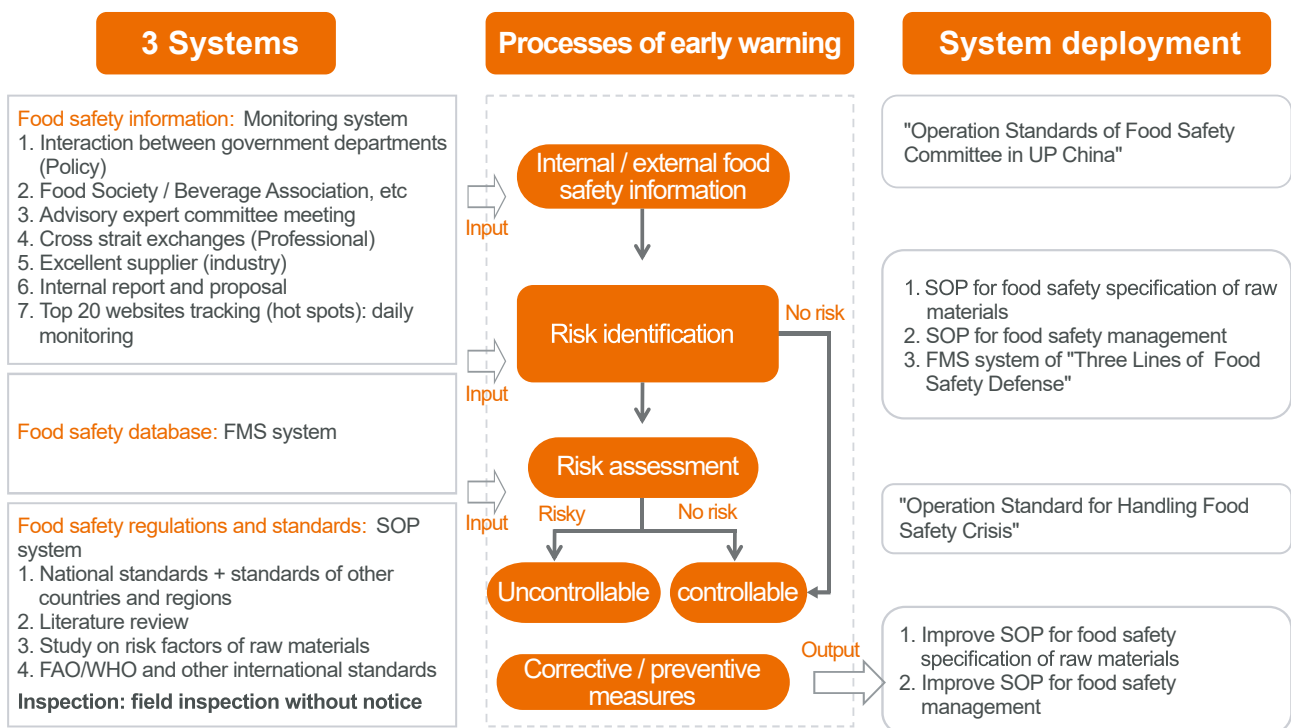
In 2021, the Centre will introduce a multi-channel sample filtration system, which will be used for high viscosity samples and pre-treatment of samples with different status to improve work efficiency and safety. At the same time, the testing centre has developed in-depth cooperation with external parties, and has had testing cooperation and technical exchanges with well-known third-party testing companies as well as government agencies and university testing institutions at home and abroad. The centre has also won the fifth round of innovation team awards from the Shanghai Changning District Government for its innovation in functional factors and freshness preservation technology. The company has also established an internship base with the Shanghai University of Applied Sciences to enhance the safety control and sensory evaluation of raw materials and finished products.



Food safety risk warning

We pay close attention to various external food safety accidents and conduct timely risk assessment. Identical or similar raw materials finished products involved in such accidents will be screened and phased out in our food safety management system to ensure food safety. We also actively participate in the formulation and revision of relevant national standards, collect and release food regulations and domestic and foreign food safety information to enhance food safety awareness and the compliance of food safety regulations and standards within the Group.

Risk early warning management system



Cultivate food safety culture

We uphold the philosophy of "Three Goods and One Fairness: Good Quality, Good Credit, Good Service and Fair Price", and take the mission of "be comfortable and happy to eat" to offer safe, healthy and delicious food to consumers. We promote the development of food safety culture where all employees could participate in prevention and improvement work in respect of food safety and product quality.

We actively participate in various activities held by national industry associations and hereby improve our quality management system and food safety culture construction through training, discussion and exchange. As a council member of Shanghai Food Safety Federation, we actively participate in the formulation of standards for self-heating food industry (focusing on the safety in use, product labelling, product testing, implementation of standards and other issues of instant food), and facilitate the construction of regional food safety culture.



We pay close attention to various external food safety accidents and timely carry out risk assessment. We release external food safety accident reports on a regular basis (710 issues in total as of the end of the Reporting Period) to promulgate food safety information across the whole Group and therefrom enhance their food safety awareness. We also share that information with upstream suppliers.

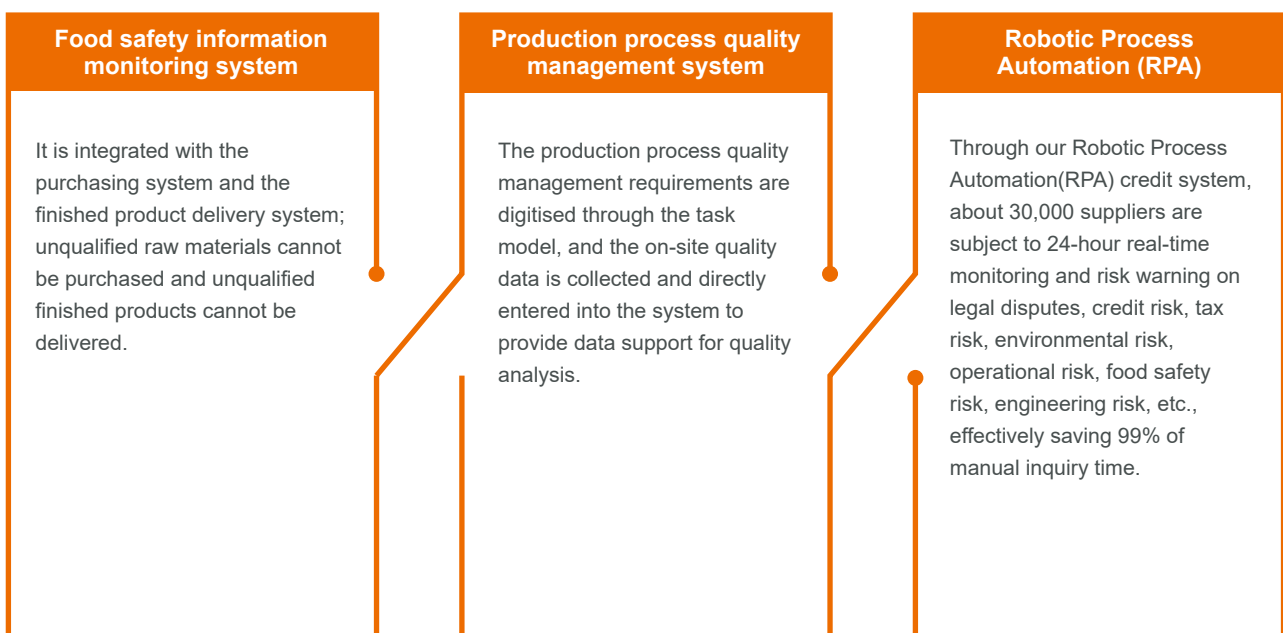
We continue to promote total quality management, strengthen the quality awareness of front-line staff, and establish food safety training materials. New employees of product manufacturing must receive food safety trainings before they can carry out their job duties. Each position of product manufacturing and supply shall establish operation list and quality management objectives according to their job responsibilities and complete the propaganda of post quality management objectives before taking up their posts. Existing employees shall participate in food safety knowledge training at least once a year. We actively respond to the call of the national quality month and regularly organize quality/food safety enhancement activities within the Group. We also participate in the monthly quality theme activities organized by the General Administration of Quality Supervision.

Food safety is not only our commitment to customers and brands, but also the cornerstone of the Company's sustainable business development. The Group continues to promote food safety culture, create a working environment for active participation in food safety management and product quality assurance, and encourage all employees to participate in food safety prevention and improvement work, so as to ensure products are in compliance with the relevant laws and regulations and be recognised by consumers.

Build Smart Factories

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

We carry out digital empowerment in design, procurement, production, sales and other links, focus on business data management, realise process connection and data sharing, and build smart factories. We independently develop the intelligent procurement system, food safety information monitoring system, food safety management system, production process quality management system and finished product delivery system to strengthen food safety management at the source of supply chain and food safety monitoring of finished products under the requirements of "Three Lines of Food Safety Defence" and "Three Checks of Quality Control". We keep trying to apply various emerging intelligent technologies, such as Robotic Process Automation (RPA) and Artificial Intelligence (AI), to strictly control various risks in business operations and delve into consumer needs.



Focus on intelligent production

The Group continues to promote digital transformation to realise production digitalisation. Our digital factories are, based on the production process quality management system, integrated with the corporate operation monitoring system, energy data collection system, etc., to achieve production optimisation, process automation, information digitisation, transparent management, and increase enterprise agility and responsiveness.

In 2021, we deepened the application of digital factories for intelligent production. In view of the key control points and procedures in the production process, we plan to develop intelligent systems such as material distribution and management prevention system, semi-finished product code scanning and tracing system, production, operation management platform and vehicle reservation entry and exit factory management. Currently, some digital factories have achieved online management of production process, traceability of manufacturing elements, real-time collection of process energy consumption data and instant feedback of operational data, realising efficient and transparent management of workshops and factories, and improving the overall operational efficiency of the enterprise, and continuously improving product quality and safety.



The production and operation management platform, from the dimension of Quality, Safety, Cost, Delivery and Personnel, enables to obtain online and dynamic production and operation data, controls the production process and result data, and improves the level of production site management, realising lean production and intelligent decision-making.



Vehicle reservation entry and exit factory management system, to achieve order issuance, assigned vehicles, driver reservations, vehicle entry and exit, product delivery, customer signing and receipt of the whole process of online operations, cloud monitoring, the use of real-time data empowerment, improve management level, improve efficiency and delivery.

We have also cooperated with external equipment manufacturers to make innovations through "independent design and transformation, external collaboration and cross-border application" and other modes, successfully developed and adopted multi-specification fork throwing robot, automatic packing robot, automatic membrane packaging technology for TP line¹, star wheel mechanism for square bottle automatic steering and other technical equipment, steadily facilitating the automatic upgrading of production lines.



¹TP line refers to the line named after Tetra Pak (TP).

Focus on intelligent production



Multi-specification fork throwing robot

Replace the traditional vibration plate with high-speed centrifugal discharge system to reduce the vibration noise of the fork casting machine; apply automatic fork throwing robot to cater for the needs of multi-specification products; and in the later stage of production, combine the automatic fork filling system with the existing fork throwing machine, to save labour and improve the operation efficiency of the equipment.



Five-in-one automatic packing robot

Use robotic spider hands and robot arms to achieve automatic grasping of five-in-one products, which can replace manual operation, improve production efficiency, and obtain the utility model patent certificate.



High-speed membrane packaging production equipment for TP production line

Introduce high-speed membrane packaging equipment into TP production line and realise automatic connection membrane packaging production of TP products, which can replace manual operation and improve production efficiency. Currently, two factories in Guangzhou and Kunshan have successfully completed the introduction of the equipment.

Product Innovation

Continuous Product Innovation

Under the research and development ("R&D") concept of "be comfortable to eat safe, delicious and healthy food". We continue to strengthen our product competitiveness, develop new products based on consumer needs, and attract new generations of consumer groups. We are always committed to providing consumers with safe, delicious and healthy products.

The Group establish the R&D centre to promote comprehensively research in consumer insight, process technology innovation and packaging optimisation etc. Meanwhile, through internal innovation incentive mechanism and external technology exchange, we further strengthen the establishment of core technology and formulate "Product Innovation Award Standard" to commend and encourage relevant innovative talents. We carry out monthly technical exchanges with Uni-President Group, our parent company, to strengthen our R&D capacity, and carry out good interaction and cooperation with research institutes and universities in food industry to continuously promote the integration of production, teaching and research and accelerate the transformation of technological innovation into productivity.

During the Reporting Period, we continued to exert greater effort in over ten core technology projects to create technological barriers and build up core competitive advantages. As of the end of the Reporting Period, the Group's R&D centre had 124 authorised patents.

Consumer insight

The Group's R&D Centre is constantly reforming and optimising its R&D innovation system from the consumer side, strengthening consumer insights, actively extending forward and continuing to develop product innovations that are focused on consumer needs:

Actively conducting market research to strengthen communication with consumers and mine product concepts from the perspective of consumers;

Analysing new product trends and information at home and abroad, forming street and traditional food exploring and tasting teams and communicate with R&D personnel and business unit personnel to form new product inspirations;

Developing new products from the consumer-end after passed relevant internal review processes, arranging consumer focus group forum, taste testing and other activities to hear the opinions and suggestions from consumers.

Product enhancement and innovation

Adhering to the concept of focusing on products, we uphold the concept of value creation and category innovation, and strive to develop and provide more nutritious and healthier products.

Incubator base

The Company has established a product incubation mechanism to select products that do not overlap with the existing business and are specifically designed to meet the needs of Generation Z and white-collar workers in Tier 1 cities, releasing the Company's core strengths. This mechanism is combined with high-quality supply chains, using digital tools such as the Tmall TMIC simulation lab, to incubate new products that meet the needs of emerging consumers in key scenarios. The products are primarily sold online as the main sales channel to be promoted as new brands and emerging products, while also preparing for offline business amongst key cities in the next step.

Product Innovation Achievements



"Kai Xiao Zao (開小灶)" - Instant Brewed Wonton

As the pioneer for the non-fried instant brewed wonton category, we adopt the combination of FD freeze-drying and low-temperature drying process to preserve its nutrition and taste as far as possible, so as to provide consumers with healthy products with less salt and oil. Kai Xiao Zao - Chicken Soup Wonton and Red Oil Chaoshou won the "Most Innovative Food" award and the "Most Popular Instant Food" award at the 21st China Instant Food Conference in 2021.



"The King of Tomato (茄皇)"

In 2021, we successfully launched Uni-President The King of Tomato - Beef Noodles. We select Xinjiang tomatoes that have experienced a maximum of 15 hours of sunlight and a maximum temperature difference between day and night of 18°C to create the seasoning standard of "one Xinjiang tomato" for each product, which makes consumers enjoy great natural taste and rich sour and sweet flavour. Relying on the word-of-mouth effect, Uni-President The King of Tomato - Beef Noodles and Uni-President The King of Tomato - Egg Noodles have formed a strong combination with sales doubled, and become a new brand of Uni-President instant noodles.



"KNIFE-CHI Daoxiao Noodles (飛刀削麵)"

"KNIFE-CHI Daoxiao Noodles" enter into the home cooking market with differentiated wide noodles. The noodles are shaped like hand-cutting, with chewy taste and strong flavour. It won the "Excellent Innovative Products" award at the 21st China Instant Food Conference in 2021.



"Soup Daren (湯達人)" - Gourmet's Selection Cooked Noodles

Based on the core soup technology of Soup Daren, in 2021, we launched Tomato Pork Cartilage Cooked Noodles and Golden Soup Beef Cooked Noodles, which perfectly retained the flavour of noodle restaurants, including fresh noodles, wet vegetable package and primal soup ingredient package, and thus enriched Soup Daren consumption scenes, and offered consumers a more convenient and exquisite life.



"Pure & Noble Milk Tea (布諾乳茶)"

It is made with high quality imported milk, freshly extracted Ceylon black tea, no added phyllo and over 50% cow's milk, with a rich and smooth taste. This product is a new concept of "thick milk" to deepen the milk tea category, with the mellow and soft taste of "thick milk", to create a more pure original and genuine taste. It is a great daily drink to replenish protein and is suitable for both hot and cold drinks, comparable to milk teas in street shops.

Lead Nutrition and Health

In the face of the enhancement of consumers' health awareness and the increasing demand for healthy products, we continue to adjust the product formula and develop new types of products to provide consumers with healthier product choices.



"Kai Xiao Zao (開小灶)"

The self-heating meal "Kai Xiao Zao" is a product created by exploring traditional Chinese cuisines. It adapts to daily healthy diet habit of consumers and meets their needs for nutrients, health and different occasions. We have developed Sichuan cuisine, Cantonese cuisine, Huaiyang cuisine and other flavours for "Kai Xiao Zao" self-heating rice series to meet expectations of different consumers. In 2021, we continued to strengthen product diversity and taste, which were widely popular with consumers.



"That Street That Lane (那街那巷)"

We have launched a healthy non-fried series of products, "Uni-President That Street That Lane", which aims to bring authentic street food to consumers, with two categories of fresh rice noodles and semi-dry noodles. Guilin rice noodles are made using traditional techniques and developed under the guidance of Ms Zhou Yiqiong, the fourth generation disciple of Guilin Tanzi rice noodles, which can taste like a street corner rice noodle shop in 1 minute; Lanzhou Beef Noodles is in collaboration with the Chinese long-established Ma Zilu, and is developed under the guidance of its third generation disciple, Mr. Ma Ting, to restore the taste of Lanzhou Ma Zilu's brick and mortar restaurants in 4 minutes. Rice noodles are made using indica rice naturally fermented to produce holes, bringing natural rice fragrance and rich taste, and using a fusion of ancient techniques and industrial technology to restore the taste of secret marinade and pot roasted minced pork to the maximum extent, making the product closer to the local street flavours of Guilin and Lanzhou. The product won the "Excellent Innovative Products" award at the 21st China Instant Food Conference in 2021.



"Chai Li Won (茶裏王)"

The market has witnessed continuous growth in demand for zero-sugar products due to growing consumer health awareness, so we continue to upgrade our zero-sugar products. "Chai Li Won" represents one of our premium tea products under the concept of "no additives and a sweet taste came after". We select high-quality tea raw materials and adopt multiple core technologies (i.e., extraction process under high and low temperature; extracting fragrance using far infrared technology) to maximise the preservation of tea essence and satisfy consumers' needs for health and deliciousness on a zero-sugar basis.



"Uni Orangeate (統一鮮橙多)" with more fibre

We select orange juice imported from Brazil, which is sweet and refreshing, and add dietary fibre and vitamin C into it. It contains dietary fibre equivalent to 3.5 oranges per litre, which not only satisfies consumers' pursuit of taste, but also meets their increasing demand for health.



"Vitality Awakening (元氣覺醒)"

Enjoyable beverage products that are healthy, natural and savoury are increasingly favoured by consumers. In March 2021, we launched 100% grape juice on the basis of 100% orange juice "Vitality Awakening". We select ripe grapes of different varieties for blending to achieve the best flavour with aroma and sweet and sour taste. It satisfies consumers' pursuit of delicious drink while ensuring health, and fully retains the aroma and flavour of fresh grapes through the application of patent technology.



"Haizhiyan (海之言)"

The products of Haizhiyan series are made of sea salt thanks to natural sunlight of the Mediterranean Sea, containing natural minerals and trace elements such as fluorine, potassium, iodine and magnesium, with a perfect ratio of sea salt and fruit juice. With no artificial additives throughout the production process, and the use of unique patented technology, the Sea of Words drinks are close to the osmotic pressure of the human body, which helps to replenish the body's lost water and salt, bringing consumers a healthier and more refreshing drinking experience, and creating a first in the market for leisure and refreshing drinks.



"Huan Shen Energy Drink (煥神)"

It is a cost-effective energy drink with vitamin B3 and niacinamide, ultra-high temperature instant sterilisation to retain good nutrition and no preservative sodium benzoate. With the slogan "Reject preservatives, add vitality with peace of mind" and the advanced aseptic cold filling process, Huan Shen is clearly differentiated from the leading brands of energy drinks nowadays, allowing you to add vitality with peace of mind.



03

Practice Green Development

The Group actively responds to the national strategy of "promoting green development and harmonious coexistence between human and nature", pays attention to the latest development trend of various environmental issues, and undertakes the social responsibility of environmental protection. The sustainable operation of enterprises is closely related to the change of natural environment, and a wide range of environmental issues involved in the process of business production and operation. We take all kinds of environmental laws and regulations as the management cornerstone, and always adhere to the concept that enterprise benefits and environmental protection are equally important. We carry out energy conservation and emission reduction work throughout the whole process of production and operation activities, actively take all kinds of environmental-friendly actions, and devote ourselves to environmental protection and sustainable development.

The UN Sustainable Development Goals we have attended to



Medium and long-term environmental objectives		2021 achievements
Wastewater	Gradually decrease the intensity of wastewater discharge and realize a 3.0% decrease by 2025 as compared to 2020.	Wastewater discharge intensity in 2021 is 281.86 tonnes per million RMB, a drop of 1.7% compare to 2020 (286.68 tonnes per million RMB).
Energy	Gradually decrease the intensity of energy and realize a 3.0% decrease by 2025 as compared to 2020.	Energy intensity in 2021 is 68.14 MWh per million RMB, a decrease of 0.7% compared to 2020 (68.61 MWh per million RMB).
Water	Gradually decrease the intensity of water and realize a 3.0% decrease by 2025 as compared to 2020.	Water intensity in 2021 is 440.49 tonnes per million RMB, a decrease of 0.7% compared to 2020 (443.72 tonnes per million RMB).
GHG	Gradually decrease the intensity of GHG emission and realize a 3.0% decrease by 2025 as compared to 2020.	Greenhouse gas emissions intensity in 2021 is 26.06 tonnes per million RMB, an increase of 1.4% compared to 2020 (25.71 tonnes per million RMB). Note: The increase in GHG intensity in this year is due to the change in product structure in 2021, and the Group will continue to focus on and control GHG emissions in subsequent years.
Hazardous waste	Gradually decrease the intensity of hazardous waste discharge and realize a 5.0% decrease by 2025 as compared to 2020.	Hazardous waste intensity in 2021 was 0.0108 tonnes per million RMB, a decrease of 11.1% compared to 2020 (0.0122 tonnes per million RMB).
Non-hazardous waste	Gradually decrease the intensity of non-hazardous waste discharge and realize a 5.0% decrease by 2025 as compared to 2020.	Non-hazardous waste intensity in 2021 was 2.84 tonnes per million RMB, a decrease of 2.8% compared to 2020 (2.92 tonnes per million RMB).

Environmental management mechanism

The Group strictly abides by the environmental protection laws and regulations of the PRC, including but not limited to "Environmental Protection Law of the People's Republic of China". We adopt overall environmental management to strictly control environmental resources and emissions by implementing such management systems as ISO14001 Environmental Management System and Cleaner Production Management System, as well as by formulating such environment-related standards as "Environmental Safety Operating Standard" and "Environmental Factor Identification and Evaluation Management Procedure". The headquarters and factories of the Group all set up environmental management functional departments to implement environmental performance management and hierarchical management mode. The headquarters of the Group is responsible for planning and promoting environmental management, while each factory is responsible for implementing various factory-specific environmental management measures. Starting from the two aspects of technology and management, the Group continues to introduce new technologies, new equipment and new processes, and gradually advances to standardization, systematization and intelligence. We also actively implement a series of energy conservation and emission reduction projects to pursue our environmental management objectives and thereby reduce the impact of business operation on the environment.

Some factories of the Group have obtained the certificate of ISO 14001 Environmental Management System, ISO50001 Energy Management System and Cleaner Production Management System.

In 2020 and 2021, Jinan Factory won the "Municipal Energy-saving Enterprise Award" issued by Jinan Municipal Development and Reform Commission, the honorary title of "Municipal Water-saving Enterprise" jointly issued by Jinan Municipal Bureau of Industry and Information Technology, Jinan Municipal Urban and Rural Taxation Bureau and Jinan Municipal Development and Reform Commission, and the "Power Supply Enterprise Demand Award" issued by State Grid Corporation of China-Shandong branch; Zhengzhou Factory also won the honorary title of "Zhengzhou Municipal Water-saving Enterprise" in December 2021.



Climate change

Climate change is a major challenge for all mankind, which affects the well-being of people around the world and the long-term development of all countries. In active response to the major national goal that "China will strive to peak carbon dioxide emissions before 2030 and achieve carbon neutrality before 2060", the Group endeavours to reduce greenhouse gas emissions to support the 1.5°C temperature control target of the "Paris Agreement" by formulating effective emission reduction strategies and continuously increasing the proportion of renewable energy.

Risk identification

During the Reporting Period, in order to strengthen our control over climate risks, we referred to the "Recommendations of the Task Force on Climate-related Financial Disclosures" issued by the Task Force on Climate-related Financial Disclosures (TCFD) in June 2017, and comprehensively assessed and reviewed the impact of climate change-related risks and opportunities on our businesses according to the proposed framework of climate change-related information disclosure, and then formulated short-, medium- and long-term coping strategies for climate change issues so as to deal with the impact of climate change risks.

Climate change risks and opportunities

With reference to the TCFD recommendations and the climate change risks and opportunities concerned by the food manufacturing industry at home and abroad, we identified the most relevant climate change risks and opportunities for the Group from the perspective of transformation risk, entity risk and climate-related opportunities, and discussed with various functional departments to formulate relevant management strategies and goals.

Risk type	Risk description	Potential impact	Period of impact	Financial impact assessment	Response measures	Management goals
Physical risks	The frequency and severity of extreme weather and natural disaster events such as typhoons, floods and droughts have increased	The increased probability of extreme weather events may disrupt the supply chain of raw materials, or increase the number of days for storing raw materials and products, or cause damage to our plants and equipment, losses of raw materials or products and difficulties in delivering raw materials or products due to road interruption, or even the power suspension or water cut-off, affecting the production of products	Short term (less than 3 years)	<ul style="list-style-type: none"> •Increase the number of days for storing raw materials and products, which results in higher costs due to renting additional warehouses •Higher warehousing and transportation costs because the transportation of raw materials or products is blocked •Impairment of assets arising from damage to equipment •Higher operating costs and lower revenue due to losses of raw materials and products 	<ul style="list-style-type: none"> •Change the production sequence or implement interplant transfer production or production reduction measures based on material and water shortage •Prioritise the production of products using raw materials with shorter storage life •Set up an energy emergency response team, formulate the Guidelines for Energy Emergency Response Plan and emergency operation procedures, and accordingly deal with energy supply emergency issues (including water, electricity, natural gas, air compressor, steam and other energy in production and operation activities) •Lease electricity generators to deal with power suspension •Secure plants with disaster damage insurance to reduce financial impact •Formulate emergency response mechanism and conduct regular risk assessment •Keep a running stock of raw materials for 1-2 months 	<ul style="list-style-type: none"> •Monitor resource utilisation and continuously optimise the management mechanism for contingency measures •Continue to optimise the energy and resource utilisation efficiency of each plant, and actively introduce energy-saving and water-saving projects •Introduce raw material suppliers from various regions •Improve the management of source safety and reduce the risk of raw material sourcing •Monitor and improve alternatives of imported raw materials
Physical risks	Sea level rise	Sea level rise will lead to more severe impact of natural disasters such as floods and typhoons on coastal areas, aggravate social and economic risks there, and cause disruption of our raw material supply chain and road cut-off, which hinders the transportation of raw materials or products	Long term (five years and more)	<ul style="list-style-type: none"> •Impairment of assets arising from damage to equipment •Higher operating costs and lower revenue due to losses of raw materials and products 	<ul style="list-style-type: none"> •Secure plants with disaster damage insurance to reduce financial impact •Conduct regular risk assessment on operation sites 	<ul style="list-style-type: none"> •Avoid selecting locations prone to flooding as plant sites •Introduce raw material suppliers from various regions •Improve the management of source safety and reduce the risk of raw material sourcing

Risk type	Risk description	Potential impact	Period of impact	Financial impact assessment	Response measures	Management goals
Transformation risks	Enhanced requirements for products and services and for supervision	With the increasing attention to supervision and environment-friendly products, relevant regulations may be promulgated for product labelling, or for reducing use of plastic packaging and conducting carbon footprint investigation. Failing to comply with the regulations on product labelling may constitute as violations and lead to penalties. The plastic reduction plan for packaging materials of products and the introduction of carbon management tools will increase our R&D cost and product carbon management expenses.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Violations of statutory requirements will lead to penalties, resulting in higher operating expenses •The costs for products' carbon footprint certification will lead to increased operating expenses •R&D of alternative materials and packaging will increase operating costs, but the new lightweight products will reduce waste disposal costs 	<ul style="list-style-type: none"> •The Research Centre, Food Safety Centre and Production Management Group keep abreast of new policies on packaging and labelling in real time, and proactively respond to the new labelling requirements •A "Packaging and Labelling Review Process" is established to force the review of packaging and labelling by various business groups, research centres, marketing planning offices, production plants and product management units to avoid inappropriate labelling and marketing •Research Centre conducts R&D on lightweight and substantive product packaging materials 	<ul style="list-style-type: none"> •To ensure product labeling complies with the relevant regulatory standards •Introduction of the most suitable, environmental-friendly and functional packaging materials
Transformation risks	Climate-related policies	China's "carbon peak and carbon neutrality" commitments and related policies and regulations will give impetus to the carbon reduction objectives to be set by and actions to be carried out of enterprises. In this context, the structural adjustment on the production side and dual control of energy consumption are the main themes of future energy policies. In addition, China may levy carbon emission fees in the future, and other countries will also levy carbon taxes. All these may lead to an increase in our energy costs, impacting production and product competitiveness.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Paying carbon emission fees results in increased operating expenses •Paying penalties for violations results in increased operating expenses •Increased provision for equipment depreciation and amortisation (installation of renewable energy equipment), operating costs (purchase of renewable energy electricity certificates) or operating expenses as a result of the structural adjustment on the production side. 	<ul style="list-style-type: none"> •Downtimes are planned considering the local quota to maximise production with the quota provided. At the same time, based on prediction for the power restriction situation, the production, sales and logistics units of the headquarters and central and regional factories should adjust the production plans flexibly and conduct drills on cross-plant and cross-regional goods transfer •Annual status quo reviews and performance assessment of energy use and GHG emissions will be conducted •Introduction of energy conservation and carbon reduction initiatives •Introduction of photovoltaic green energy 	<ul style="list-style-type: none"> •Continuously expand the scope of photovoltaic power generation introduction in the plant area: select areas not prone to typhoon, to install concrete roofs as the first choice, select three factories in 2022 to install photovoltaic power stations, and reassess the scale of installation in 2023 based on the implementation conditions •Establish medium and long-term carbon reduction targets. The density of GHG emissions by 2025 will be reduced by 3.0% compared to 2020

Risk type	Risk description	Potential impact	Period of impact	Financial impact assessment	Response measures	Management goals
Transformation risks	Concerns of Stakeholders	External Non-Profit Organizations (NPO) and Non-Governmental Organizations (NGO) actively advocate and promote carbon reduction, non-plastic products and related actions, so as to promote consumers' awareness of sustainability and change their consumption behaviour. Failing to respond promptly and launch related products will affect the sales of products. Facing the pressure of many sustainability ratings, a poor performance in sustainability ratings may affect investors' willingness to invest and consumers' perception of our brand.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Poor brand image in sustainability or lack of sustainable products will affect consumers' willingness to purchase, resulting in a decrease of revenue •Poor performance in sustainability rating reduces investors' willingness to invest, which in turn leads to higher borrowing costs 	<ul style="list-style-type: none"> •In terms of products, continuously invest in R&D of novel high-nutrition health-care products and relevant production processes and technologies •Actively conduct research, develop and promote lightweight packaging materials •Questionnaires are conducted regularly to understand the issues that stakeholders are concerned about •Proactively manage sustainability rating 	<ul style="list-style-type: none"> •Continuously improve and refine quality products •Introduce the mostly suitable, environmental-friendly and functional packaging materials •Continuously manage the Company's performance in sustainability
Transformation risks	Management of stable raw material supply	Climate change may affect the stability of raw materials supply, causing the cost of raw materials to increase or the supply chain to be interrupted. Therefore, we need to improve the diversity of raw materials sources and increase the stability of supply chain sources to cope with different risk situations.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Unstable supply price of raw materials results in higher operating costs •The selection and R&D of alternative raw materials results in higher operating costs 	<ul style="list-style-type: none"> •Management of raw material source reliability •R&D of substitutes to raw materials •Maintain stability of supply chain (e.g. preparation and development of alternative materials, regular communication with suppliers to keep abreast of source status) •Formulate alternative plans for imported materials to address the risks in overseas logistics 	<ul style="list-style-type: none"> •Establishment of multi-area raw materials supply •Improve the management of source safety and reduce the risk of raw material sourcing •Monitor and improve alternative plans of imported raw materials

Risk type	Risk description	Potential impact	Period of impact	Financial impact assessment	Response measures	Management goals
Opportunities	Efficiency of resource utilisation	Promote the efficiency of production processes, machinery and equipment, and logistics, and improve the process to elevate product yield, so as to reduce food waste, hold down medium and long-term operating costs, contribute to circular economy and enhance brand power.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Improve energy efficiency and reduce operating costs •Brand power is enhanced and revenue is increased 	<ul style="list-style-type: none"> •Improve production process to reduce raw material consumption •Introduction of energy conservation and carbon reduction initiatives •Expand the possibility of recycling non-hazardous waste in the future 	<ul style="list-style-type: none"> •Continuously improve production process •Increase the recovery rate of waste resources
Opportunities	Application of renewable energy	With the rapid decline in cost of distributed clean energy and the increase in energy reserve capacity, we can expand the application of renewable energy at lower cost, thereby reducing annual energy costs and medium to long term operating costs, and increasing consumers' perception of the brand's sustainability.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Improve energy efficiency and reduce operating costs •Brand power is enhanced and revenue is increased 	<ul style="list-style-type: none"> •Introduction of photovoltaic green energy 	<ul style="list-style-type: none"> •Continuously expand the introduction scope of photovoltaic power generation in the factory area •Explore the possibility of other renewable energy applications
Opportunities	R&D of new sustainable products	Actively responding to the initiatives of external Non-Profit Organizations (NPO) and Non-Governmental Organizations (NGO) and the demand of consumers for sustainable consumption and introducing new sustainable products will enable us to quickly penetrate into new markets, increase product sales capacity and expand our market share.	Medium term (3 to 5 years)	<ul style="list-style-type: none"> •Increase in revenue •Enhance brand power 	<ul style="list-style-type: none"> •In terms of products, continuously invest in R&D of novel high-nutrition health-care products and relevant production processes and technologies •Actively explore environmental-friendly packaging materials 	<ul style="list-style-type: none"> •Continuously improve and refine quality products

Energy conservation and carbon reduction actions

The Group attaches importance to the management of greenhouse gas emissions and has set a clear emission reduction target of "gradually reducing the intensity of greenhouse gas emissions by **3.0%** by 2025 as compared to 2020", and is actively introducing green energy by implementing proactive energy saving and consumption reduction measures, exploring the application of new technologies and equipment, and reducing GHG and air pollutant emissions. The Group strives for green development, actively promotes energy saving and carbon reduction initiatives, continues to promote dual system certification for energy management and environmental management, and gradually improves the level of corporate energy consumption management; at the same time, we increase the introduction of new technologies and equipment to improve the energy efficiency ratio of equipment. We plan and implement various energy saving projects every year, which include equipment replacement and renovation, equipment parameter optimization, production process regulation and other measures to promote continuous improvement of energy consumption efficiency. On the production side, we formulate energy consumption reduction plans for each stage of manufacturing, gradually reduce energy consumption and carbon emissions per unit during production operations, cut pollutant generation, reduce greenhouse gas emissions and mitigate the scale and impact of climate change. On the process design side, we actively carry out energy-saving process design and technology upgrading, continuously carry out waste heat recovery of condensate, boiler flue gas and food fumes, etc., to reduce steam consumption. In terms of clean energy use, we actively promote the construction of photovoltaic power generation and embrace green energy, and we have used natural gas clean energy to replace fuel oil or coal in all of our boiler fuels for our own steam production.

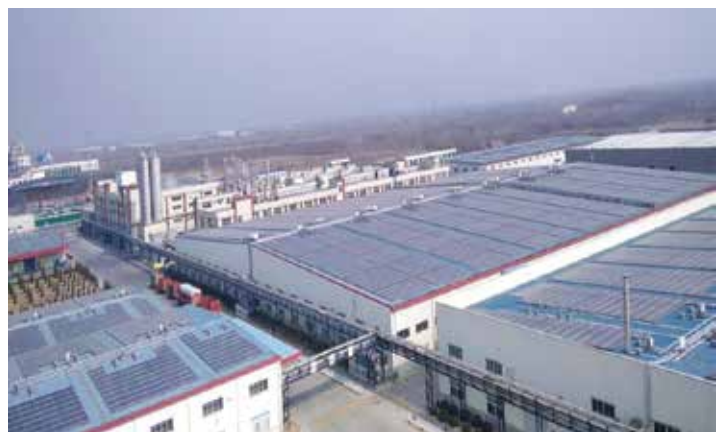
When choosing product packaging materials, we actively choose environmental-friendly packaging materials and promote the use of such materials to reduce the impact on the environment. In terms of the use of product packaging materials, under the premise of ensuring food safety and quality, we actively explore the reduction of packaging materials, as well as strict control over the loss rate of packaging materials, and reduce the use of packaging materials such as product cartons, paper bowls, plastic and wrapping film. We actively cooperate with upstream suppliers to recycle and reuse used raw material cartons and reduce the use of cartons while reducing the burden on the environment, provided that the quality protection and usage requirements are met at the same time.

In response to the overall deployment of the national pilot project on carbon emissions trading, we have actively carried out carbon emissions verification, and our Beijing and Wuhan plants have participated in the national carbon emissions market trading and achieved a positive contribution to carbon surplus. In 2021, the energy saving and consumption reduction projects at the Group's plants have reduced carbon dioxide emissions by a total of approximately **12,882** tonnes.



Introduction of green energy- photovoltaic power project

The Group actively introduces green energy. Taking into account the relevant national policy trends, the Group's investment plans and the actual roofing and lighting conditions of each plant, we have formulated medium and long-term plans for the introduction of photovoltaic power generation to gradually expand the use of clean energy in order to reduce carbon dioxide emissions. As of the end of the Reporting Period, photovoltaic power generation projects at three plants in Changsha, Jinan and Xuzhou were put in operation, with **7,536** MWh of generation capacity in 2021.



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

Indicators	2021	2020	2019
Direct (Scope 1) GHG emissions (tCO ₂ e)	109,811	106,603	151,082
Energy indirect (Scope 2) GHG emissions (tCO ₂ e)	482,159	421,616	307,555
Total GHG emissions (tCO ₂ e)	591,970	528,219	458,637
GHG emission intensity (tCO ₂ e /RMB million)	26.06	25.71	23.42

Note:

- Intensity is presented in "RMB million" based on "product value".
- In the Reporting Period, GHG emissions are calculated according to the "Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)" and the "Average Carbon Dioxide Emission Factors of China's Regional Power Grids in 2011 and 2012" issued by the NDRC. The GHG emission of the Group should not be compared with the data of previous years due to the change of conversion standards. The statistical method and conversion factors used in subsequent years will be consistent with this year.
- The increase in GHG emission intensity in 2021 compared to 2020 is due to the impact of the change in product structure in 2021. We will continue focus on and control of our GHG emissions in the subsequent years.



The Group strictly abides by the "Energy Conservation Law of the People's Republic of China", "Cleaner Production Promotion Law of the People's Republic of China" and other relevant national laws and regulations during the business operation. We implement systematic energy management and promote the certification of ISO50001 Energy Management System in all factories. The Group established energy teams at the headquarters and each factory to implement energy performance target management and to control energy consumption. The Group responds positively to national policies and manages according to the medium and long-term energy management targets that have been set (a gradual reduction in energy intensity to **3.0%** by 2025 compared to 2020).

The Group's headquarters develops technical energy conservation plans in an integrated manner, and the plants actively implement energy conservation and consumption reduction measures to strictly control energy use. In 2021, we invested approximately RMB **14,266,000** in energy conservation and carbon reduction, mainly for energy conservation projects such as magnetic-levitated ice water machine, air-levitated blower, solar energy streetlights, and the utilisation of condensate heat energy (Note: The statistics cover investments in energy saving, technical improvements with energy-saving benefits and investments in quality improvement, excluding investments in new bases and new production lines). In addition, in response to China's increasingly tightened dual control policy on energy consumption, the Group has formulated the "Guidelines on Emergency Response to Energy Supply Exceptions" to provide guidance on emergency response to exceptional supply of water, electricity, natural gas, air pressure and steam in the production and operation activities of plants, and established an emergency response team for energy supply exceptions headed by the plant manager, with relevant department heads as the team members, which clearly define the rights and responsibilities of all units, formulate emergency operation procedures for energy supply exceptions, and conducted all-staff drills to ensure that the plants are able to respond in a timely and orderly manner in case of energy supply exceptions, so as to ensure reliable supply and reduce losses to the greatest extent.

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

Indicators	2021	2020	2019
Natural gas (MWh)	549,216	525,236	522,031
Diesel oil (MWh)	0	6,075	9,970
Total direct energy consumption (MWh)	549,216	531,311	532,001
Purchased electricity (MWh)	395,850	342,637	344,719
Purchased steam (MWh)	602,860	535,385	486,574
Total indirect energy consumption (MWh)	998,710	878,022	831,294
Total energy consumption (MWh)	1,547,926	1,409,333	1,363,295
Energy consumption intensity (MWh/RMB million)	68.14	68.61	69.61

Note:

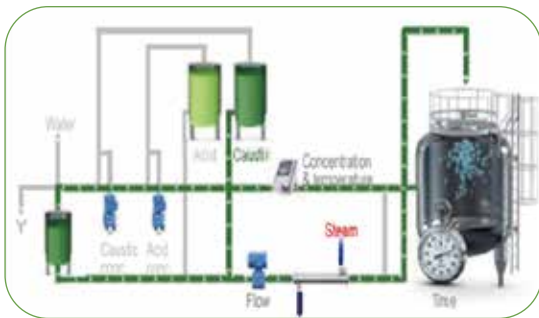
1. Energy consumption intensity is presented in "RMB million" based on "product value".
2. Energy consumption is presented in MWh (KWh in '000s). Calculation method and conversion factors come from the "Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)" and "Accounting Method and Reporting Guideline of GHG Emissions for Other Industrial Enterprises (Trial)" released by the National Development and Reform Commission (NDRC).
3. The increase in the consumption of purchased electricity, natural gas and purchased steam in 2021 as compared to that of 2020 is due to increased production and changes in the energy structure.
4. The consumption of diesel oil only includes the consumption of boiler in the Changbaishan Factory of the Group. In 2021, the boiler fuel for the Changbai Mountain plant has been introduced to natural gas.



The following are examples of energy consumption reduction projects by the Group through upgrading or optimising production equipment control systems and equipment technology:



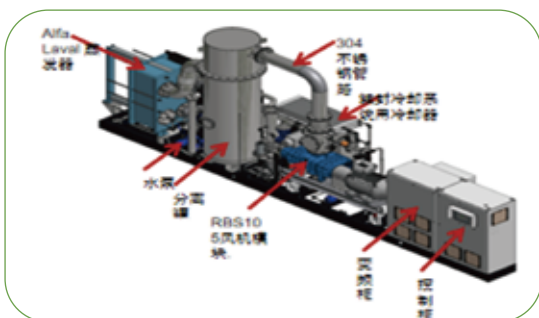
Case 1: The CIP system is optimised in cleaning water temperature to save steam consumption



Through self-optimisation and food safety related verification, the cleaning water temperature of the CIP (Clean In Place, an in-line cleaning of the inside of automatic equipment or pipes) system is optimised to save steam consumption on the premise of ensuring effective production line cleaning. In January-March 2021, relevant testing and verification were completed in **3** factories in Shaanxi, Hangzhou and Nanning, and the system was officially introduced in April, saving about **1,161** tonnes of steam consumption, and **344** tonnes of CO₂ emissions.



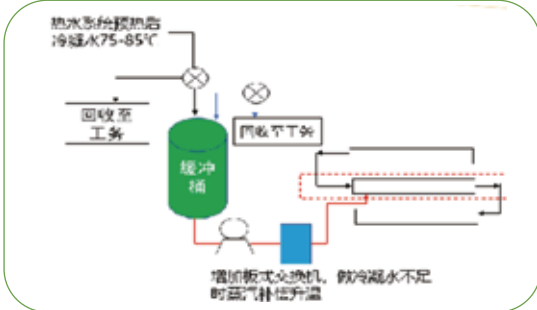
Case 2: Steam waste heat from food steaming cabinet is recovered to save steam consumption



The secondary steam from steaming cabinet is recovered and resupplied to the steaming cabinet with the steam purification and boost technology, i.e., thermal energy conversion and steam compression, thus saving steam consumption. In 2021, the technology was introduced in Wuhan plant, saving about **1,362** tonnes of steam consumption, and **404** tonnes of CO₂ emissions.



Case 3: Recycled steam condensate to save steam



The technology is designed and implemented in-house to collect condensate from the plant to heat up the hot water system and pre-heat the steriliser, saving steam. The technology will be completed at the Guangzhou plant in November 2021 and is planned to be implemented at the Zhengzhou and Changsha plants in 2022, saving an estimated **2,800** tonnes of steam per year and reducing CO₂ emissions by **830** tonnes per year.



Case 4: Food spiral tube heat exchanger introduction, saving steam consumption



Combining cross-industry winding heat exchange technology with the introduction of spiral tube heat exchangers for food products to improve heat exchange efficiency and save steam usage. The technology will be introduced in the Chengdu and Shenyang plants in 2021, saving a total of **550** tonnes of steam and reducing CO₂ emissions by **163** tonnes.



Case 5: Chilling water system is improved to save electricity consumption



Based on the age and energy efficiency, chilling water system replacement/refinement plans are formulated accordingly. In 2021, **17** magnetic-levitated chilling water machines were replaced, and other **275** tested for energy efficiency and improved, saving about **2,171** MWh of electricity consumption, and **1,335** tonnes of CO₂ emissions.

At the same time, the introduction of the new Maglev ice and water unit has resulted in a reduction in refrigerant emissions, equivalent to a reduction in CO₂ emissions of **3,590** tonnes.



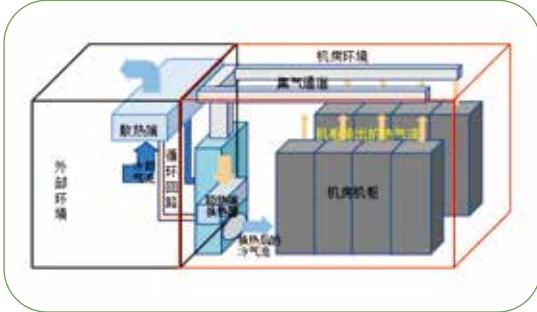
Case 6: Deployment of hot-line bottle blow moulding machines was optimised to save power consumption



The deployment of hot-line bottle blow moulding machines was optimised by taking into consideration the factors such as their capacity and energy consumption, including transferring an idle bottle blow moulding machine at Shenyang factory to Zhengzhou factory for use there, thus saving about **1,006** MWh of electricity consumption and **529** tonnes of CO₂ emissions.



Case 7: Special improvements to the air pressure system to save electricity



The main improvement measures include: (i) checking the air supply pressure loss; (ii) reducing the terminal consumption; (iii) optimising the temperature of the compressor room in summer; and (iv) testing for leaks. In 2021, a total of 83 air compressors in 21 factories have been tested and improved, saving a total of **1,231** MWh of electricity and reducing CO₂ emissions by **757** tonnes.



Case 8: Carbon emissions reduction by adopting aluminium foil-based packaging materials



As the market for TP packaging products for beverages grows, we are reducing our impact on the environment by adopting aluminium foil-based packaging materials that facilitate degradation and recycling, with a total weight of **1,641** tonnes of paper-based packaging materials used in 2021; equivalent to a reduction of **1,446** tonnes of CO₂ emissions.



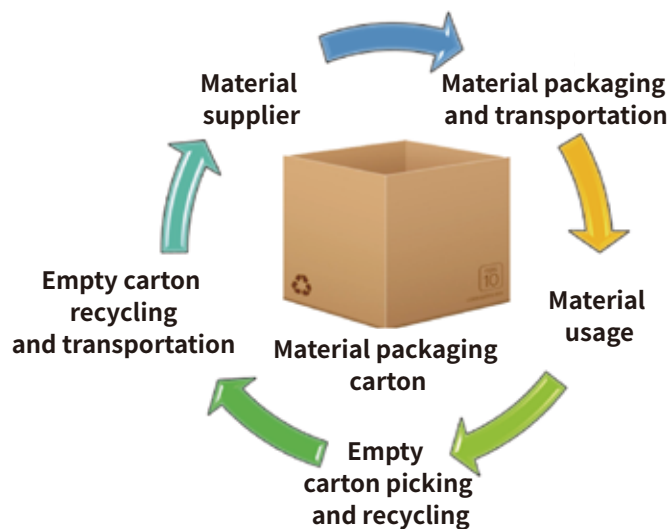
Case 9: Carbon emissions reduction by controlling the amount of packaging materials used for products



Through feasibility testing, the implementation of projects such as weight reduction of food and beverage cartons, thinning of sauce packaging film, and plastic reduction of packaging bowls and product bottles, the use of packaging materials will be reduced by approximately **2,651** tonnes; equivalent to a reduction of **3,280** tonnes of carbon dioxide emissions.



Case 10: Reuse of raw material packaging cartons to reduce carbon emissions



Actively collaborated with upstream raw material suppliers to recycle and reuse raw material packaging cartons and reduce the use of new packaging cartons on the premise of meeting quality and usage requirements. A total of **1,136** tonnes of used packaging cartons were reused in 11 factories in Chengdu, Xinjiang and Guangzhou; equivalent to a reduction in carbon dioxide emissions of **1,001** tonnes.

Water Resource Management

The Group's production and operation activities are closely related to water resources. In terms of the water use, we focus on two aspects: increasing sources while reducing utilization, and water recycling. The energy team of the Group continuously monitors and manages water performance and evaluates and assesses the unit water consumption per product on a regular basis. The Group has set a medium and long-term goal for water resources: to gradually reduce the intensity of water consumption and realise a **3.0%** decrease by 2025 as compared to that of 2020. Based on this goal, we set a target value for each factory's unit water consumption and continue to improve water efficiency through management improvements and technological optimization. In 2021, the Group invested

approximately RMB **2,896,000** in water resource management (Note: The statistics cover investments in water saving, technical improvements with water-saving benefits and investments in quality improvement). As of the end of the Reporting Period, the Group had a total of **15** factories that had won the honorary title of "Water Saving Enterprise".



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

Indicators	2021	2020	2019
Water (tonnes)	10,006,047	9,115,212	8,850,686
Water consumption intensity (tonnes/RMB million)	440.49	443.72	451.93

Note:

1. Intensity is presented in "RMB million" based on "product value".
2. During the Reporting Period, the Group's total municipal water supply was **9,444,149** tonnes and groundwater abstraction was **561,898** tonnes.
3. The increase in water consumption in 2021 as compared to 2020 is due to the increase in production; a **0.7%** decrease in water intensity is achieved as compared to 2020.



The Group obtains water resources mainly from the municipal water supply and the underground water, the use of which is supervised by relevant local government authorities. The Group did not have any issue in sourcing water during the Reporting Period.



Case 1: Enhance the reuse of water recycled in wastewater treatment plant to save water



The Group continues to promote the recycling of water from wastewater stations, which has been put into use in **10** plants in Kunshan and Xinjiang to recycle treated effluent discharged to the standard for use in plant cleaning and greenery watering, etc. The total volume of water recycling in 2021 will be approximately **194,000** tonnes.



Case 2: Continue optimisation of CIP system in water cleaning water



The Group is actively promoting CIP (Clean In Place, which refers to in-line cleaning of automatic equipment or pipelines) cleaning water optimization, which has been successfully tested and implemented in Hangzhou and Jinan plants in 2021 to reduce water usage, with an estimated total annual water saving of approximately **43,000** tonnes.

Green Packaging Materials Management

The Group actively responds to the international trend of plastic reduction and domestic environmental protection policies by selecting environmental-friendly (i.e. harmless, pollution-free and renewable) packaging materials for the outer packaging of products. The Group seeks practical material reduction programs to reduce the usage of packaging materials on the premise of ensuring product safety and quality, promoting sustainable packaging usage. A packaging research department is committed to reduce the usage of packaging materials while apply more environmental-friendly materials. The department regularly reviews the feasibility of existing packaging materials' optimization, and studies and verifies possible paper and plastic reduction schemes, so as to gradually reduce the use of resources.

We use FSC (Forest Stewardship Council) certified aluminium foil paper packaging materials. In 2021, the Group consumed environmental paper packaging materials weighing approximately **1,641** tonnes. We also reduced the consumption of various packaging materials by **2,651** tonnes through the implementation of valid research projects, including the light-weighting of food cartons and beverage refrigerated cartons, the light-weighting and plastic reduction of refrigerated cups, the shrink film thinning of TP outer boxes, etc.

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

Indicators	2021	2020	2019
Total packaging materials consumption for finished products (tonnes)	390,955	337,447	338,398
Packaging materials consumption per unit of production (tonnes/tonne)	0.1013	0.1055	0.1054

Emissions Management

The Group strictly abides by the "Environmental Protection Law of the People's Republic of China", the "Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution", the "Water Pollution Prevention and Control Law of the People's Republic of China", the "Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste" and other relevant laws and regulations. The wastewater, waste gas and solid waste generated during production and operational activities by each factory all have been reasonably and effectively treated internally to meet the discharge standards of the national and local environmental authorities.

Wastewater and Gas Emissions Management

The "Management Program of Sewage, Waste Gas and Factory Noise" has been established by the Group to specify the requirements on production, management and emission control of wastewater, waste gas and factory noise. With regard to equipment management, the "Operational Standards for Boilers", "Operational Standards on Sewage Treatment" and other relevant standards have been formulated, specifying the operating procedures, daily inspection, operational record, and repair and maintenance policy for each equipment in order to ensure the treatment facilities are properly used.

The Group has set a medium and long-term emission management target: to gradually decrease the intensity of wastewater discharge and to realise a **3.0%** decrease in the intensity of wastewater discharge by 2025 as compared to 2020. Every factory of the Group is equipped with a sewage treatment factory. Wastewater is treated up to the standard by using "pretreatment + biological treatment + aerobic treatment" technology and then discharged into the municipal sewage network. We monitor chemical oxygen demand (COD), PH and other wastewater indicators through online monitoring system, manual testing and third-party testing to ensure up-to-standard discharge.

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

Indicators	2021	2020	2019
Wastewater (tonnes)	6,402,699	5,888,941	5,664,352
Chemical oxygen demand (tonnes)	426	389	364
Nitrogen oxides (tonnes)	46	56	88

Note:

The increase in wastewater and chemical oxygen demand in 2021 compared to 2020 is due to increased production.



Case1: Condensate and RO concentrate water were recycled to reduce wastewater emission



The Group continuously promotes the recycling of condensate and RO concentrate water to reduce wastewater discharge. In 2021, **5** more factories including the ones in Nanning and Guangzhou newly introduced condensate recycling, and **6** more factories including the ones in Nanchang and Jinan newly introduced RO concentrate water recycling. In 2021, the wastewater discharge was reduced by a total of about **117,000** tonnes.



Case2: Boiler low nitrogen transformation



In active response to the requirements under national environmental protection policies, we proactively push forward a series of measures such as equipment modification with the low-nitrogen technology and upgrade of the oil fume purification system in order to effectively reduce the emissions of pollutants. As of the end of the Reporting Period, **38** factories in Shaanxi, Beijing, Jinan, etc. have completed the modification of boilers with the low-nitrogen technology.

Waste Management

The Group adheres to the environmental protection concept of reduction, recycling and innocuity to dispose of solid waste: in terms of reduction, we introduce the concept of circular economy to continuously reduce the production of solid waste; in terms of resource utilization, we actively develops cross industry cooperation to maximize the resource reuse of solid waste; and in terms of innocuity, all factories set up hazardous waste collection and recycling special warehouse for storage, centralized management of hazardous waste in the plant, and disposal by qualified waste service providers to ensure the harmless disposal of hazardous waste.

We established the "Solid Waste Management Standards" to regulate the generation, segregation, collection and disposal methods for all types of solid waste. The Group realises the systematic management and monitoring of recyclable waste through the internally developed waste product management system. Through the above internal control standards and systematic management mechanism, we make sure that the solid waste generated by each factory is disposed legally and in compliance. The Group has set a medium and long-term goals on solid waste management: to realise a **5.0%** decrease in intensity of solid waste by 2025 as compared to 2020.

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

Indicators	2021	2020	2019
Total hazardous waste (tonnes)	246	250	264
Hazardous waste intensity (tonnes/RMB million)	0.0108	0.0122	0.0135
Total non-hazardous waste (tonnes)	64,564	60,055	50,403
Non-hazardous waste intensity (tonnes/RMB million)	2.84	2.92	2.57

Note:

- Intensity is presented in "RMB million" based on "product value".
- The increase in total non-hazardous waste in 2021 compared to 2020 is mainly due to increased production; a **2.7%** decrease in non-hazardous waste density is achieved compared to 2020.



We innovatively and actively seek opportunities for cooperation within and across the industry chain in waste recycling. The following are the initiatives of solid waste reduction and recycling of the Group:

Improved measures for solid waste disposal	Description
Promoting recycling of lead-acid batteries	<p>We use the unique high electrical conductivity and high surface area of graphene to improve the desulphurisation of batteries during charging and discharging, thereby extending the life of lead battery cells. 55 sets of waste lead batteries were repaired and utilised in 3 factories in Guangzhou, Wuhan and Changsha in 2021, reducing harmful waste generation by a total of approximately 39.8 tonnes.</p> <p>In active response to the national call, we cooperated with professional recycling companies to recycle and dispose of lead-acid batteries. In 2021, 16 factories in Hefei, Jinan, Changsha, etc. recycled and disposed about 129.3 tonnes of lead-acid batteries.</p>

Improved measures for solid waste disposal Description

Improving the storage and transportation mode of acid and alkali cleaning fluid

By cooperating with acid and alkali suppliers, we improved the storage and transportation mode of acid and alkali cleaning fluid, such as using tank storage and transportation instead of bucket storage and transportation to reduce the production of hazardous containers. In 2021, **3** factories in Hangzhou, Guangzhou, Wuhan ... applied such improvement and about **31.7** tonnes of hazardous packaging containers were reduced.



before



after

Recycling tea residue

We are actively developing cross-industry cooperation to resourcefully dispose of tea residue according to its characteristics, further recycling tea residue through biomass burning pellet production, seedling cultivation, organic fertilizer production and organic vegetable cultivation. The total volume of tea residue recycled in **18** factories in Hangzhou, Hefei and Jiangsu will be approximately **35,846** tonnes in 2021.



Through active expansion, we have entered into cooperation with feed material companies to recycle and utilize waste chilli residue and waste garlic residue. In 2021, **3** factories in Jinshan, Henan and Jinan, Shanghai, recycled approximately **458** tonnes of waste chilli dregs and garlic dregs.

Reusing packaging cartons

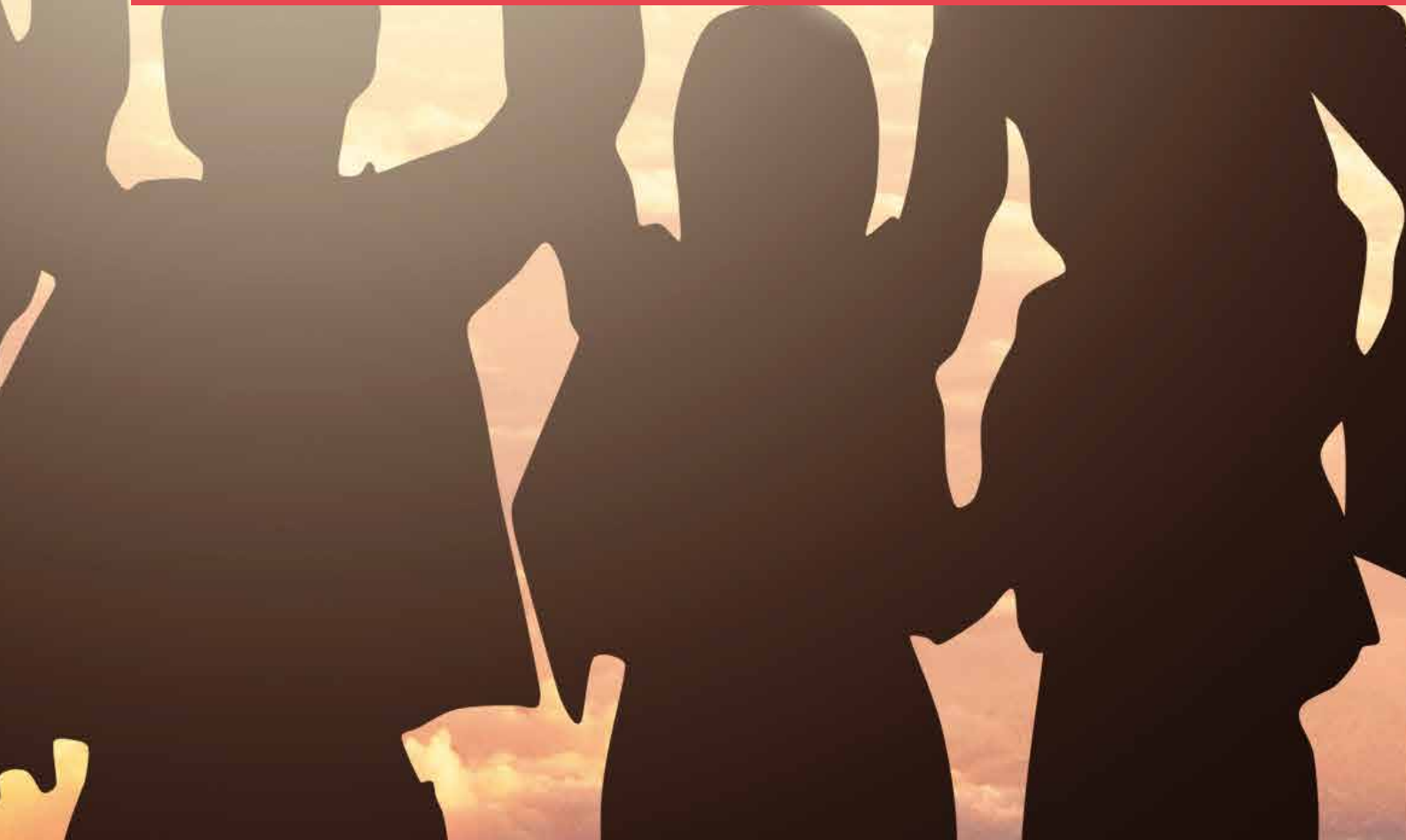
We cooperated with upstream suppliers to jointly reuse packaging cartons if they fulfil the usage requirements. In 2021, **9** factories in Chengdu, Xinjiang and Guangzhou reused about **1,136** tonnes of packaging cartons.



04

Ensure Well-being of Employees

We believe that attracting, developing and retaining talents are essential to the sustainable development of enterprises. Based on the "people-oriented" philosophy, we provide employees with a healthy and safe workplace environment to guard their health and safety, support their personal development, protect their rights and interests, and share the Group's development achievements with them.



The UN Sustainable Development Goals we have attended to



Guard Health and Safety

The Group is committed to building safe, healthy and environment-friendly factories by establishing a production safety management system, formulating and continuously improving various production safety and occupational health management standards and systems, and regularly carrying out trainings on production safety and occupational health for employees, so as to provide employees with multi-faceted protection.

Goal: To create safe, healthy and environment-friendly factories

Production safety

Occupational health

Mid and long-term goal:
10% decrease in the injury rate per thousand people by 2025 as compared to 2020

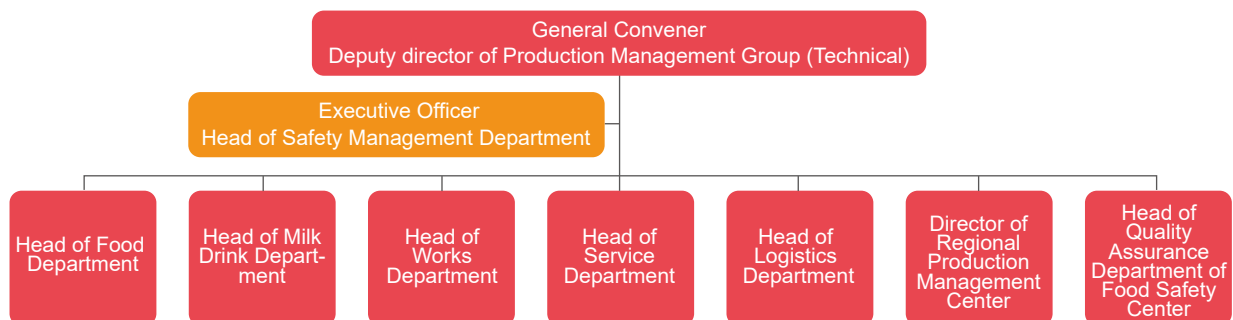
There were no work-related fatalities in the past three years (including the Reporting Period). During the Reporting Period, the Group had 615 lost days due to work injury, and the injury rate per thousand people was 1.2‰; this rate is 20% lower compared to that in 2020 (1.5‰).

Note: the statistical scope of the lost days due to work injury and the injury rate per thousand people only includes the production factories overseen by the Group's Production Management Group.

Occupational Safety Management System

The Group strictly abides by relevant national laws and regulations such as "Work Safety Law of the People's Republic of China", the "Law of the People's Republic of China on the Prevention and Control of Occupational Diseases", the "Fire Protection Law of the People's Republic of China", the "Special Equipment Safety Law of the People's Republic of China" and "Regulations on the Safety Management of Hazardous Chemicals". According to the requirements of ISO45001 Occupational Health and Safety Management System and Safety Production Standardisation, internal operating standards such as "General Guideline of Work Safety", "Procedures for Occupational Health Management", "Operating Standards of Reporting Work Safety Incidents and Investigation Handling" and "Operating Standard of Special Equipment Management" are formulated by the Group to comprehensively promote production safety management across all factories.

The Group established Production Safety Management Committee at the headquarters and each factory, consisting of general convener, executive officer, committee members, team leaders and other relevant members. The headquarters is responsible for planning and promoting management of occupational health and safety production while each factory is responsible for implementing factory-level measures. In 2021, the Group revised and refined the organisational structure of the headquarter's Production Safety Management Committee by adding the director of the Regional Production Management Centre and relevant staff from the Food Safety Centre as members of the Committee, and optimised the responsibilities of the members of the Safety Production Management Committee at the headquarters and the factories. In addition, in order to urge the relevant management to be diligent and responsible, the Group has formulated health and safety management indicators and incorporated them into the assessment and incentive plan of board members and senior executives, linked them to the remuneration system and aligned with the commitment to sustainable development.



Organizational structure of the Production Safety Committee

We continuously construct professional safety management team. Greater effort has been made for establishing more systematic and standardised safety management, developing safety production standards in all factories and obtaining the certificate of ISO45001 Occupational Health and Safety Management System. As of the end of the Reporting Period, all factories of the Group obtained the certificate of Work Safety Standardization and a number of factories obtained the certificate of ISO45001 Occupational Health and Safety Management System.



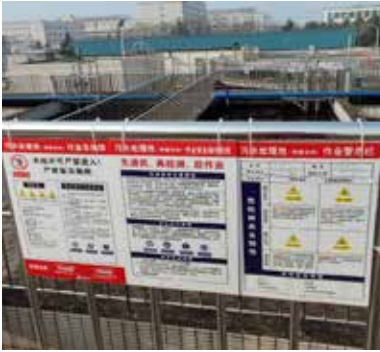
Work Safety / Occupational health and safety management certificate

The Group's factories continue to implement the safety production responsibility system. In addition, we attach great importance to the occupational health of employees and actively promote the occupational health management of factories, which has been recognized and affirmed by local government units. In 2021, Nanchang Factory won the title of "Nanchang occupational health demonstration enterprise" jointly issued by Nanchang Occupational Disease Prevention Leading Group and Nanchang Construction Committee.



Implementation of Safe Production

The Group's factories continue to implement the safety production responsibility system. In accordance with the principle of "who is in charge and who is responsible", the plant manager is the first responsible person for safety in each plant and is fully responsible for the safety work of the plant, while supervisors at all levels are responsible for the safety within their responsibilities. In the event of safety and occupational health accidents, the management at all levels will be assessed and penalized and held accountable according to the severity of the accidents; external experts will be engaged to conduct a number of training sessions on safety to enhance the professional skills of safety managers; an intra departmental professional and technical team will be formed to improve the working environment of the workshops through technical means; special safety inspections, risk control and hidden danger investigation and management will be carried out to eliminate hidden dangers in the factories; the 4Rs (The 4Round, or "4R" for short, is a 4-rounds practice for hazard anticipation) of Zero Disaster, safety observation and other activities will be conducted to eliminate unsafe behaviours and unsafe conditions of personnel. In 2021, the Group focused on strengthening the management of limited space operations, toxic/combustible gas alarm management, the construction of protection for the adjacent work platforms and the construction of micro fire stations to implement safety production.



Confined space management of wastewater treatment plants

Implement standardised management for the confined spaces in wastewater treatment plants by adopting measures like setting up visual boards and emergency response cabinets, and providing armbands for guardians, to ensure operation safety.



Edge operation platform protection

Perform a comprehensive inspection of the edge operation protection at each factory, and optimise the edge operation platform protection to ensure operation safety for employees.



Interactive management on toxic/flammable gas alarms

Equip the toxic/flammable gas alarms with a new functional module to enable interconnection with fire control system and realise zero delay in alarm signal feedback.



Establishment of micro fire stations

With the targets of putting out fire early, extinguishing small fire, and ensuring "arrival in 3 minutes" to extinguish early fire, each production plant has established a micro fire station, equipped with fire-fighting helmets, protective uniforms, filtering gas masks, fire extinguishers, and other fire-fighting equipment. As of the end of the Reporting Period, each production factory had established micro fire stations.

Guard Occupational Health

The Group pays attention to the occupational health of employees, and strictly follows the "Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases", the "Regulations on the Supervision and Administration of Occupational Health in the Workplace" and other relevant laws and regulations to promote the establishment of the ISO45001 Occupational Health and Safety Management Systems. We provide full-process (pre-job, on-the-job and post-job) occupational health monitoring and management for employees, adopt various preventive and treatment measures, and conduct corporate safety culture promotions to enhance employees' awareness of occupational safety and create a healthy and safe workplace for all employees.

Full-Process Occupational Health Management

Occupational hazards inspection and prevention

Occupational health examination and monitoring

Establishment and improvement of accident reporting system

Each year, we engage qualified testing organisations to inspect occupational hazards in the workplace; we organise regular medical examinations for employees; we equip our employees with protective equipment and educate them on how to properly wear such equipment for occupational hazards; we post occupational hazards warning signs on work sites to comprehensively control and eliminate the risks that employees may be exposed to, so as to safeguard workplace safety. We take technical measures to improve the working environment and to ensure the safety and health of special work operators, including ventilation and cooling measures for employees working under high temperature, dust removal devices installed in dusty workplace, fuming cupboard for employees handling toxic and harmful substances in a laboratory, etc. In 2021, we launched a noise reduction initiative to reduce workplace noise, and took measures like the installation of sound-damping devices and sound-proofing cabinets, promotion of equipment automation upgrading and reduction of sound source to reduce the noise in workplace. Many excellent improvement cases had been successfully applied in most of the Group's factories.

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

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

Enhance Safety Awareness

The Group has carried out special activities such as the "Safety Production Month" and the "Fire Safety Education Month" for all employees to participate in, so as to further enhance their awareness of safety responsibilities. The Group also has carried out safety concept collection and selection activities, forming the unique safety concept that is deeply rooted in the hearts of the people. The internal "EHS Monthly Newsletter" is regularly issued to provide information on newly issued laws and regulations, safety accident warning and safety knowledge. Various items of safety work are implemented in an all-round manner to promote the building of corporate culture regarding occupational health and safety. In 2021, the Group held a total of **4,950** hours of production safety training, with the attendance totalling **155,970** person-times.



In order to improve employees' safety awareness, help them acquire safe operating procedures and skills and eliminate unsafe behaviours, the Group has established a safety somatosensory training centre to provide experiential safety education to employees. The somatosensory training items include mechanical injury, human body electric shock, burning injury, cardiopulmonary resuscitation, experiencing bumping impacts with safety protection equipment, etc. As of the end of the Reporting Period, **6** factories in Wuhan, Guangzhou, Zhengzhou, Shenyang, Xinjiang and Tianjin had established safety somatosensory training centres, with **2,711** employees and **325** workers participating in the somatosensory training.



Employee Safety Somatosensory Training

Pandemic Prevention and Protection At Workplace

As a food manufacturer, we are well aware of the importance of adhering to pandemic prevention and control. Under the overall guidance of the Group's emergency response team for the pandemic prevention and control, we adhere to the principle of "being people-oriented and staying vigilant against imported cases and domestic resurgences". We set up five lines of defence (prevention and protection, entry inspection, disinfection, health check, and abnormality control), promote vaccination, and take other necessary actions to ensure the safety and health of employees, as well as the orderly conduct of production and operation, thus building up a solid protective barrier against the pandemic.

In addition, in order to enhance the Group's ability to deal with social and public emergencies, the Group has formulated the "Standards for Emergency Response to Social and Public Emergencies", and set up emergency response teams to develop guiding contingency plans for emergencies that have or may have a significant impact on the regular production and operation, including natural disasters, accident disasters, public health incidents (e.g.: COVID-19 (Novel Coronavirus)), social safety incidents, etc., and specify the rights and responsibilities of all organisations or units concerned and the procedures and mechanisms to respond to social and public emergencies, so as to safeguard the health and safety of employees and ensure the orderly conduct of production and operation.



Introduce and Cultivate Talents

Protect Employees' Interests and Rights

The Group strictly complies with the relevant national laws and regulations, including but not limited to the "Labour Law of the People's Republic of China" and "Labour Contract Law of the People's Republic of China". To enhance employees' work satisfaction, the Group formulated a set of policies, including "Staff Manual" and "General Principles and Standards of Human Resources Management" to effectively protect employees' rights and interests.

Recruitment and dismissal

The Group strictly regulate the recruitment, dismissal and other relevant procedures. We enter into employment contract with every employee, which clearly defines the rights, responsibilities and obligations of the employee and the employer, including compensation, working hours, employee benefits, leave days etc. Every employee has the right to terminate employment with the relevant Group member in accordance with the terms of the relevant employment contract. The conclusion, amendment, cancellation and termination of employment contract are strictly subject to the relevant laws and policies. The Group has established clear dismissal standards and exit procedures, which require that we shall not dismiss any employee at will to effectively protect employees' rights and interests.

Compensation and benefits

The Group sets up a competitive and fair compensation and benefits system based on employees' positions and abilities. We conduct regular compensation surveys and adjust the "broad bands" of compensation range in line with the survey results and competitiveness to motivate and retain talented employees. The Group implements a fair, open and equitable assessment and reward mechanism, and formulated such standards as "Operational Standards on Job-Based Remuneration Management", "Operational Standards on KPI Assessment Management", "Operational Standards on Job Competence Evaluation", "Operational Standards on Incentive Management," etc., aiming to provide employees with a sound compensation system and promotion opportunities.

The Group's employee compensation mainly comprises basic salary, performance bonus, allowance, overtime pay, incentives, etc. In addition, employees are entitled to additional benefits and subsidies, such as supplementary medical care, marriage allowance, travel allowance, funeral allowance, birthday gifts or money gifts.

Working hours and leave

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

Equality, diversity and anti-discrimination

We advocate equality and oppose discrimination. Regardless of gender, race, ethnicity, nationality, colour, religious belief, disability, marital status, sexuality, political orientation, etc., all staff members receive equal treatment at work in terms of job opportunity, remuneration, promotion, disciplinary treatment, dismissal and retirement, etc. According to the "Code of Ethics" of the Group, we strictly prohibit all forms of harassment or discrimination by employees against others and ensure that each employee is treated with respect and dignity. As of the end of the Reporting Period, the proportion of women in the Group's management is 33.3%.

Forbid child labour and forced labour

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



Distribution of talents

As of the end of the Reporting Period, the Group had a total of **32,765** employees, all of whom were employed on a full-time basis. The number of employees and employee turnover rates by gender, grade, age and region are as follows:

Type		2021	2020
Employee profile	Total employees	32,765	30,430
By gender	Male	18,874	17,735
	Female	13,891	12,695
By age	Under 30 years old	8,357	8,617
	30-50 years old	23,788	21,327
	Over 50 years old	620	486
By employment type	Full-time	100%	100%
	Part-time	0	0
By geographical region	Northeast China	1,623	1,626
	North China	2,649	2,784
	East China	8,239	7,401
	South China	5,839	5,443
	Central China	4,530	4,027
	Northwest China	2,339	2,216
	Southwest China	3,956	3,489
	Central Plains	3,582	3,436
	Hongkong, Macau and Taiwan	8	8

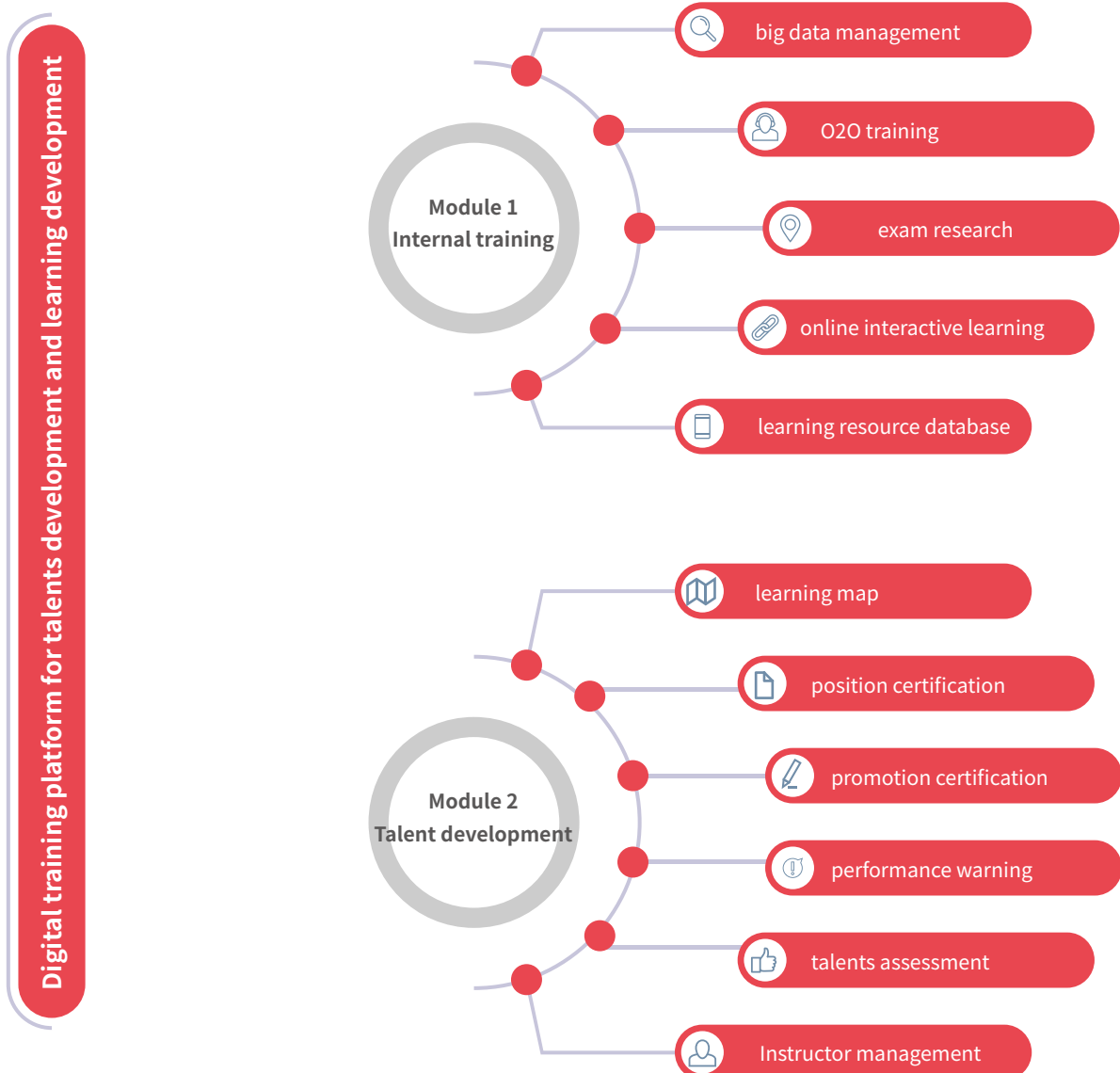
Employee Turnover rate ²		2021	2020
By gender	Male	30%	20%
	Female	23%	15%
By age	Under 30 years old	50%	29%
	30-50 years old	19%	13%
	Over 50 years old	22%	26%
By geographical region	Northeast China	25%	13%
	North China	57%	28%
	East China	31%	23%
	South China	23%	17%
	Central China	20%	14%
	Northwest China	29%	14%
	Southwest China	21%	15%
	Central Plains	19%	12%
	Hongkong, Macau and Taiwan	0%	0%

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

Support Employee Development

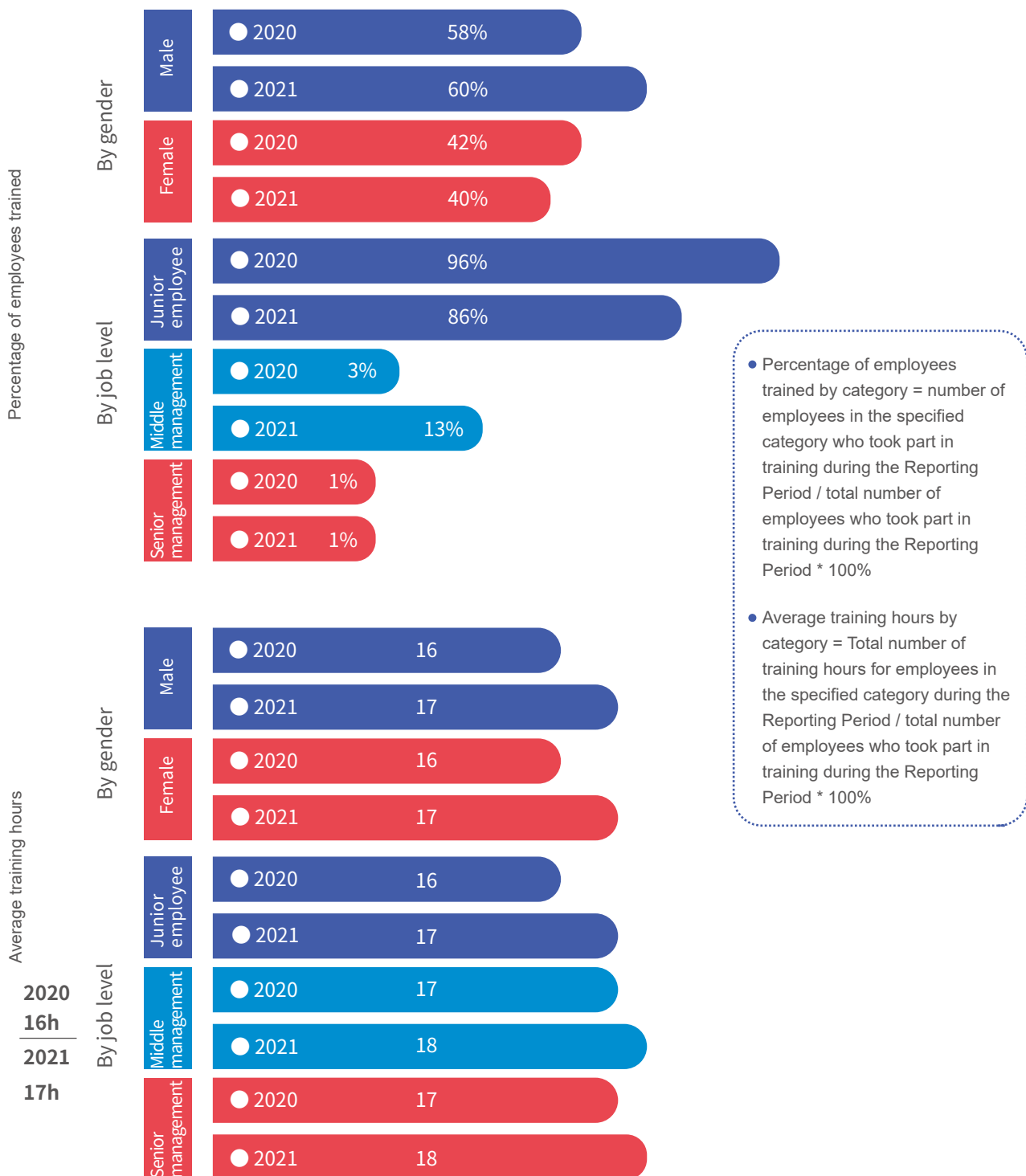
We attach importance to talent development and cultivation and adhere to the selection and employment standard of "value both ability and virtues, employ those with good virtues". We recruit talents who meet the Group's strategic needs through open recruitment, campus recruitment, school-enterprise cooperation and head-hunters on an equal and fair basis. At the same time, we respect the unique characteristics of each employee and provide them with multiple career paths, striving to build a career platform that is conducive to the development of their talents. The Group has also established a performance bonus and incentive scheme to recognise and encourage employees at all levels who have made outstanding contributions to the Group's business.

We incorporate "providing training and development opportunities for all employees" into our corporate missions. We have built a digital training platform for talents development and learning development to create a two-wheel-driven training system driven by "Performance + Talent" and a platform that provides multi-scenario application for talents development. In accordance with the "Training Management Standards", and based on job nature, we offer specialised training of different types and levels to new recruits, junior supervisors, key personnel and management trainees, so as to enhance their business skills and management level in areas of corporate culture, safety education, professional skills, general skills and leadership. Through internal advanced training, planned position rotation, external exchanges, etc., the overall competence of employees are enhanced to guarantee that the core position requirements of the Group are met. At the same time, the vitality and competitiveness of the existing management team are ensured through a variety of mechanisms, i.e., internal promotion as the major mechanism, supplemented by external recruitment and performance assessment.



In 2021, the Group launched a series of distinguishing training courses in light of changes in market environment and company operation strategies, such as the training courses on digital transformation of the marketing department, including "How to jointly shape hot sales", "Analysis of digital tools" and "Data-driven Insights on Users", and training courses of the Production Management Group, including "Excellent Team Leader" and "Lean Management". At the same time, we strengthened the work-and-pull-together strategy to enhance efficiency, and launched the "Enterprise Mentor" project to inspire employees' thinking, break through departmental barriers and provide support for organisational strategy and talents development.

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



2020
16h
2021
17h

Care for Employees

We establish diversified communication channels, including staff seminar, workers' congress, mediation committee of the trade union, employee satisfaction survey, to understand employees' needs in a timely manner and listen to their opinions. In 2021, we established a new feedback channel - General Manager Through Train to better listen to employees and solve employees' problems.

We care about the work and life of employees, and continue to enhance our caring for disabled employees, female employees and other employees in need. We further optimise employee benefits, and organise diversified culture & sports activities and team building events for employees to foster empathy and cohesion and form a corporate culture of mutual love and kindness for all. As of the end of the Reporting Period, the Group had **174** employees with disabilities, accounting for approximately **1%** of the whole workforce.

Care for life

In order to create a relaxing and happy working atmosphere and environment, we have organized a variety of clubs such as UP Happy Running Club, Uni-President Lion Football Club and Yoga Club. Among them, UP Happy Running Club currently has 21 members and has organized and participated in more than 20 large-scale activities. Yoga Club has accumulated nearly 100 members, and through nearly 4 years of study and exercise, students have improved their body and temperament. In addition, at the end of 2021, the Uni-President Lions Football Club held the first New Year Cup Football Tournament.



We also provide welfare facilities such as life halls, cafes, restaurants, billiard tables, table tennis rooms, basketball courts and other welfare facilities for employees in daily life, and at the same time, we also provide employees with a variety of holiday benefits and hold various activities at special stages such as birthdays, weddings, and important festivals.



▲Club activities



▲Holiday benefits

Care for health

We provide medical insurance for employees, their parents, spouses and children, purchase employer liability insurance and critical illness insurance for employees, and will continue to expand insurance coverage.

We arrange annual and special medical examinations for all employees, and pay attention to employees health, and invite experts to the company to interpret medical examination reports for employees one-on-one. We also invite Chinese medicine practitioners to the company to provide medical services targeting employees' health problems.



Care for growth

We also organise regular brand-sharing salons to break down the barriers between departments and brands and promote learning in sharing. We empower employees to grow by creating a relaxing and pleasant environment and adopting joyful ways of sharing.



In 2021, we launched an Employee Assistance Program (EAP) - "Sunshine Sharing" at various factories to provide 24-hour professional psychological counselling service to employees, helping them solve problems.



▲The psychological consultation



▲"Employee psychological crisis intervention and prevention" theme training



05

Pursue Win-win Cooperation in Industry

Upholding the philosophy of "Three Goods and One Fairness: Good Quality, Good Credit, Good Service and Fair Price", the Group provides safe, healthy and delicious food to consumers and pursues a mutual beneficial cooperation with all partners.



The UN Sustainable Development Goals we have attended to ▶▶



Properly Manage Suppliers

Supplier Management

The Group continuously improves the supervision mechanism throughout the raw material supply chain, with emphasis on the food safety management at the source. We formulated a series of guidelines and standards, including "Measures for Introduction of Raw Material Suppliers", the "Operational Standards on Field Inspection of Raw Material Manufacturers", the "Operational Standards on Disposal of Suppliers Crossing Three Lines of Food Safety Defense", the "Measures for Daily Management of Raw Material Suppliers", the "Measures for Quality Rating of Raw Material Suppliers", the "Quality Rating Standards on Deliveries of Raw Material Suppliers", etc. We conducted supplier qualification assessment and field inspection and established a food safety monitoring mechanism of raw materials to ensure that food quality and safety monitoring is conducted from the source of supply chain. Please refer to the Focus: Raw Material Supplier Management section of this Report for specific raw materials supplier management initiatives.

As of the end of the Reporting Period, the Group had **847** raw materials suppliers. The number of raw materials suppliers by geographical region is showed as below:

		2021	2020
Number of Suppliers		847	883
Province	Jiangsu	120	133
	Shanghai	120	127
	Guangdong	60	76
	Zhejiang	48	57
	Sichuan	53	54
	Hubei	47	49
	Shandong	43	48
	Henan	33	34
	Anhui	25	30
	Fujian	32	30
	Hebei	29	29
	Others	237	216

Supplier Evaluation

We classify and manage our suppliers according to their performance rating. Periodic supplier evaluation and assessment is conducted to urge suppliers on continuous quality improvement. We help suppliers establish scientific and effective food safety and quality management systems. We effectively control those food safety risks introduced by suppliers through multi-dimensional risk assessment measures, including timely conducting conformity and validity check of suppliers' qualification, annually re-ranking suppliers' food safety risk levels, performing unannounced inspection and pre-notice review at different frequencies according to the risk level, commissioning external auditors to perform field inspection, etc. We also render services on field inspection and special quality enhancement coaching to our suppliers for continuous improvement on quality management.

In 2021, we conducted field inspection on **257** suppliers, with a coverage rate of **100%**.

Supplier management process

Admission

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

Classification

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

Process management

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

Elimination

We have established standards for dealing with unqualified suppliers, and implemented different elimination levels based on the category and rating of the supplier.

Social Responsibility Management

During the Reporting Period, in order to strengthen our control over the social responsibility of our suppliers, we formulated the "Supplier Code of Conduct", which sets out requirements for all categories of direct and indirect suppliers we work with in the areas of labour, ethics, health, safety, environment and quality.

We place emphasis on control over environmental and social risks of upstream and downstream suppliers. In this regard, legal disputes, credit risk, tax risk, environmental risk, operational risk, food safety risk, engineering risk, etc. are monitored in a 24-hour and real-time manner by our Robotic Process Automation (RPA) credit system. When conducting field inspection on suppliers, we proactively focus on the performance of suppliers in labour and safety, environmental protection, etc., and urge suppliers to respect employees, treat workplace safety seriously, use environmental-friendly products, value environmental protection, stay on the same page with us and adopt a sound approach for sustainable development. We encourage packaging suppliers to use environment-friendly recyclable materials, while meat suppliers are encouraged to focus on animal welfare and treat animals humanely.

We have entered into the "Letter of Commitment" with all suppliers and related engineering factories, publicise anti-corruption channels (including email addresses and contact numbers) to reject commercial bribery and build a clean supply chain together.

Supplier Assistance

As the pandemic continues to loom large, we constantly assist our upstream and downstream partners by formulating targeted and effective supporting programs and providing material, financial and other support, in a hope of "tide over difficulties and seek mutual development".

Resources

Provide continually anti-covid resources for suppliers in need.

Funding

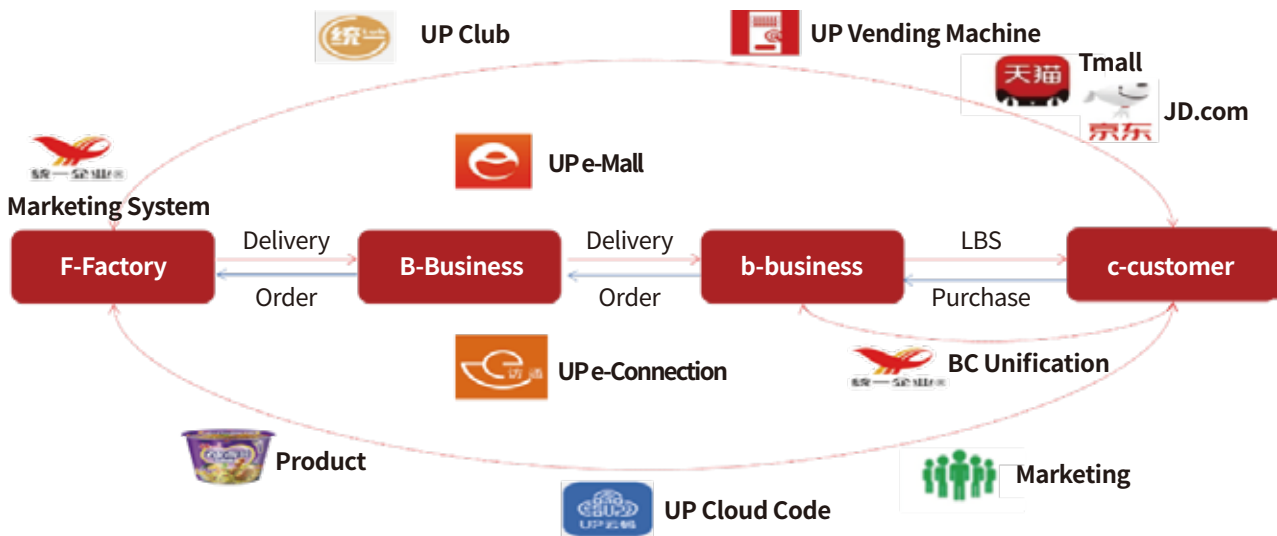
Provide financial support to suppliers who are experiencing cash flow difficulties.

Optimise Customer Experience

The Group continuously broadens the consumer access channels, improves the customer service system and unblocks communication channels to continuously optimise consumer experience. The Group actively responds to consumers' expectations for quality products through return visits and satisfaction survey.

Consumer Access Channels

The Group actively drives all-channel digital transformation and explores new forms of business based on digital empowerment, and establishes an online + offline seamless O+O (online +offline) mode through digital marketing to serve customers from online and offline channels and cater to new ways of consumption, thus enhancing consumer loyalty. In 2021, we launched a total of **31,000** "online and offline" integrated promotion activities, covering **357** cities across the country through the online platform, and reached about **299** million consumers online in the three sectors of milk drinks, food and e-commerce.



F2B2b2C (Factory to Business to business to Customer) Marketing Ecosystem



Full access through online and offline channels

We continue to build and optimise the F2B2b2C new marketing ecosystem to realise the digital intellectualisation of marketing and the diversification of consumer access channels. By actively creating offline publicising scenarios, and combining various online and offline marketing activities such as sales promotions, custom products offering, new product sample offering for trying out, social media publicising, marketing at advertising spots, event marketing, food tour, Key Opinion Consumer("KOC") livestreaming, KOC propagation, etc., we enhance the product and brand recognition and expand the demands of consumers.



Uni-President offline model street



Food tour



Thematic marketing activities of Uni-President - The King of Tomato around the country



Flash retailing of Classmate Xiaoming X ELEME



Custom products offering



KOC live broadcast



Deliveryman marketing



New product sample offering for trying out

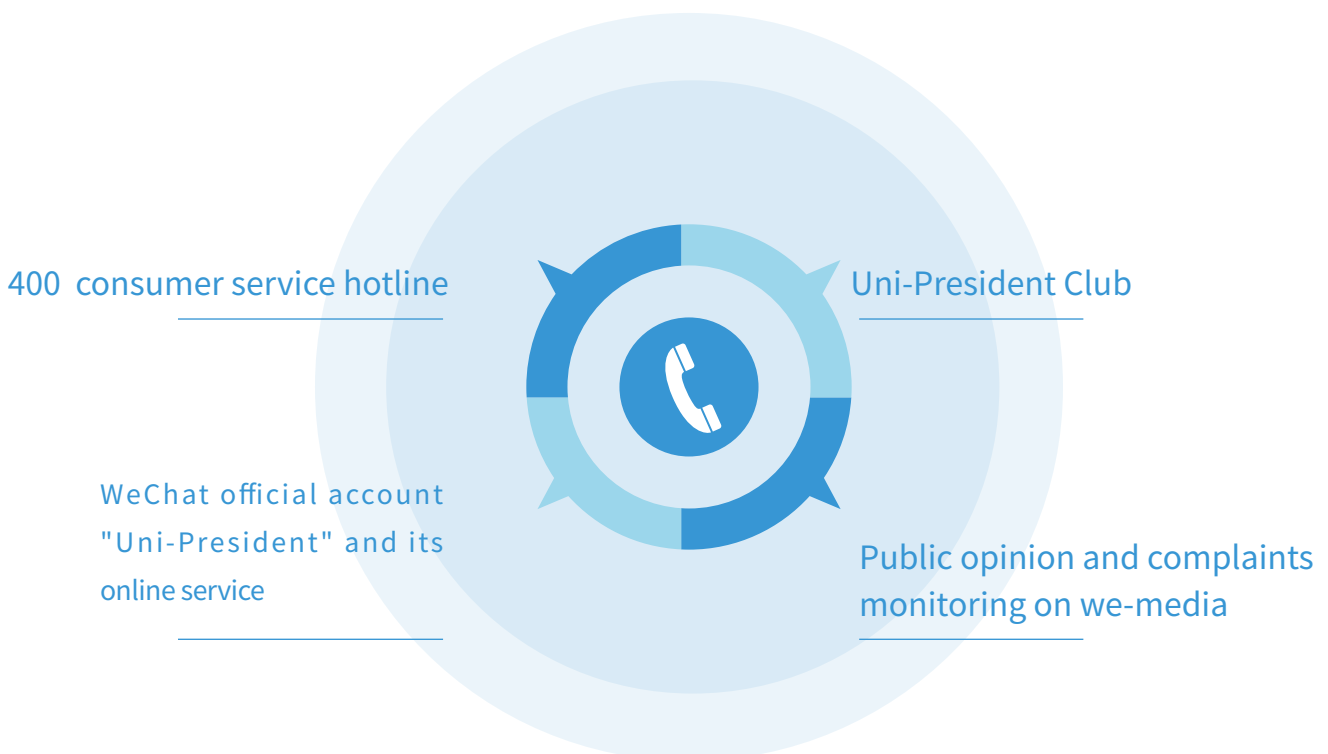


We actively apply big data analysis and digital means to optimise online supply, and endeavour to serve people's needs by expanding community businesses and guaranteeing food and beverage supply, to meet their demand for convenient and quick shopping.



Customer Communication

The Group has a Customer Service Centre, which is responsible for consumer-related communication. We have formulated the "Operational Standards on Complaints Handling" to create a mechanism to deal with consumer complaints and set up several customer service platforms including 400 consumer service hotline, WeChat official account "Uni-President" and its online services, and Uni-President Club customer service. The Group also monitors public opinion and complaints on we-media by artificial intelligence (AI), listens carefully to consumer opinions and feedbacks, and gains insight into their demand. During the Reporting Period, the Group received 6,967 feedbacks from consumers for products and services. All consumers' feedbacks were recorded and tracked internally for improvement.



Procedures for customer complaints handling

Recording	Notification	Tackle	Follow-up	Analysis & Improvement
The customer service centre records information on customer complaints relating to products, services and UP machine (self-trafficking machine)	Prioritise communication with consumers by telephone, and if agreement cannot be reached, notify the processing unit of the relevant department	After receiving notification from the Customer Service Centre, the processing unit will take the initiative to contact the consumer and arrange for handling	Track the progress of customer complaints every working day and send an email to the relevant unit	The responsible unit analyses the causes of each customer complaint and improvement methods, submitting quarterly improvement reports to the corresponding functional group supervisor for recurring customers

The Group maintains a close business relationship with our dealer customers and attaches great importance to the feedback from our dealers. We set up a special functional department to maintain close communication and contact with our dealers, summarise their requirements and make return visits to them on a monthly basis, and deal with their feedback and suggestions in a timely manner; we also conduct regular offline customer visits to understand and solve customer problems in a timely manner, grasp their operational status and build a transparent and harmonious customer relationship. All dealers can provide feedback through channels such as e-Mall client, customer correspondence platform, WeChat public account, reporting email, verification bill and exit audit survey.

Protect Customers' Interests and Rights

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

Product Labelling and Marketing Ideas

We strictly abide by relevant national laws and regulations, including but not limited to the "Food Labeling Supervision Administration Measures", national food safety standard GB7718 "General Standard for the Labeling of Prepackaged Foods", etc. In addition, we develop an internal standard of procedure for product label audit to clarify the rights and responsibilities of each department (i.e. business division, research, legal, food safety, etc.), and to provide a guiding reference for matters that are prone to errors or disputes. We conduct responsible product marketing and formulate the "Rules for Use of Uni-President Labels in Packaging", the "Operational Standards on Product Labelling and Publicity Materials Review Process", the "Operational Standards on Packaging Design Inspection", the "Rules for Packaging Colour Taboos" to regulate product packaging labelling and advertising language. With respect to product labelling and promotion, complying with national laws and regulations is a minimum. We give full information on product ingredients and use legitimate advertising language in a manner that is transparent and not exaggerated. The "Product Labelling Review Process" and "Product Promotion Review Process" are in place for multi-sectoral review and sign-off of trademarks, brand names, nutrition labels, recycling labels, manufacturing source, certification, warning marks, and advertising language, avoiding consumers' misunderstanding on our product packaging and advertising language. We also conduct trainings on advertising compliance and product labelling for relevant staff regularly to ensure their compliance.

Promoting Good Market Order

The Group sticks to originality and boycotts counterfeits, actively promoting a good market order. We strictly complied with the "Copyright Law of the People's Republic of China", the "Patent Law of the People's Republic of China", the "Trademark Law of the People's Republic of China", the "Anti-Unfair Competition Law of the People's Republic of China" and other relevant laws and regulations. We applied certificates for all patents, trademarks, and copyright from intellectual property authorities and signed patent and copyright transfer contracts where third-party patents or works are involved. As of the end of the Reporting Period, the Group holds a total of **3,018** valid intellectual property rights (including patent rights, trademark rights and copyright), ranging from food safety, product R&D, process optimisation to manual process optimisation.

We actively advanced management and protection of intellectual property, formulated the "Operational Standards on Anti-infringement Mechanism and Counterfeits Handling Process Regarding Intellectual Property" and "Operation Standards for Intellectual Property Protection", and regularly inspected the use of patents, works and registered trademarks, ensuring the stability of our rights to patents, copyright and trademarks. Meanwhile, we constructed a line of defence against infringing products and conducted market investigation and monitoring to crack down on infringing products and maintain our brand image.

Information Security and Privacy Protection

The Group set up an effective information security management mechanism and established an information security management system in line with ISO/IEC 27701. We formed responsible teams and formulated a series of information security policies, such as the "Regulations on Information Security Management", the "Guidelines for User Information Security", to standardize management mechanisms such as the confidential level of company information, the level of information security incidents, the reporting flow of information security incidents, the penalty mechanism of information security incidents as well as the investigation mechanism of information security incidents. Thus the integrity, availability and security of the Group's information assets are guaranteed, and compliance obligations are performed when collecting and using private information. When user privacy collection is required, we sign the "Registration Agreement for Uni-President Users" and "Privacy Policy Agreement" with users, clarifying the way we collect, store, protect and manage personal information.

We adopted a variety of technical measures to strengthen the security of the information system and ensure the integrity and security of data, including but not limited to: establish effective redundancy mechanism to ensure the continuous operation of the application system; establish effective backup mechanism to ensure the continuity and integrity of backup data; establish effective network security protection mechanism to ensure the safe and stable operation of the application system; and establish effective system access control policy to ensure the security of information. At present, our online system "Uni-President e-Mall" has passed the national information system security (Level 3) certification.

The Group established an effective information security audit mechanism, including self-inspection by each department, security audit of user information and third-party audit. In 2021, a total of **34,679** online behaviour audits were conducted, and **536** user information security audits were conducted. In addition, we send the "Information Security Monthly" to all employees periodically and conduct information security and privacy protection trainings on a regular basis to enhance employees' information security awareness and ensure zero risk in information security. In 2021, we published **12** volumes of "Information Security Monthly" and carried out **437** trainings.





06 Fulfill Social Responsibility

The Group is committed to the philosophy of "giving back to the community" with a focus on integrating economic and social benefits. We leveraged our strengths and dedicated resources to public welfare activities in the fields of cultural and sports education, environmental protection, public relief and community volunteering to give back to the society.

The UN Sustainable Development Goals we have attended to



The Group formulated the "Operational Standards on External Public Welfare Activities", "the Procedures of Donation for Public Security Events" and other relevant standards to regulate the Group's public welfare activities. In 2021, the Group actively made charitable donations for COVID-19 epidemic prevention and control, flood prevention and disaster relief, community building and caring for vulnerable group, etc. During the Reporting Period, the Group devoted approximately RMB **10,526,275** and **2,438** hours for social and public welfare activities and natural disaster donations in total.

Support Pandemic Containment and Disaster Relief

In 2021, there were a spate of Black Swan events, including the invasion of the Delta variant into China and natural disaster in Zhengzhou, Henan Province, China. The Group responded quickly, and made every effort to organise charitable donations, and provided assistance to pandemic-affected regions and flood-stricken areas in Henan to ensure the smooth progress of pandemic containment and disaster relief.

Supporting pandemic prevention and control

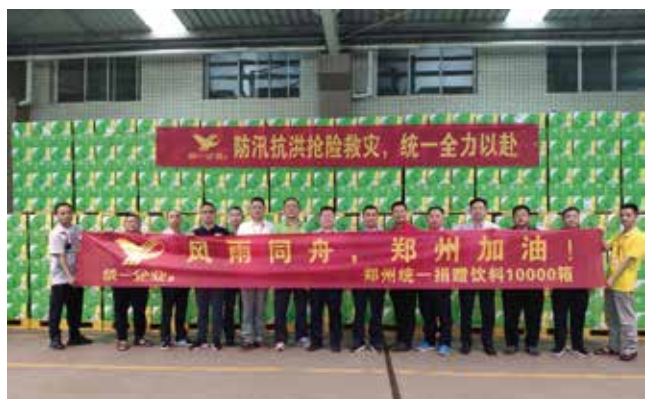
Since the global outbreak of COVID-19 in 2020, the Group never stops its actions to support pandemic prevention and control. We stay committed to our social responsibility and continue to provide assistance within our capacity to the pandemic-affected regions. Our subsidiaries, including Wuhan Uni-President and Guangzhou Uni-President, have actively donated emergency supplies to the first-line anti-pandemic staff and local charitable foundations, providing aids for pandemic containment on the front. In September 2021, "Imperial Big Meal" sent **11,250** boxes of beef noodles and **90,000** beef seasoning packets, worth about RMB **2.7** million, to pandemic-affected regions, including Yiyang, Zhangjiajie and Shaodong in Hunan Province, and Zhumadian in Henan Province, helping them weather the storm of COVID-19.



"Ruthless Earth, Loving Uni-President"

In July 2021, the extreme rainstorm in Zhengzhou, Henan Province brought unprecedented destruction to Zhengzhou. To "understand the requirements of people and solve the difficulties that people concern", the Group provided relief support to flood-fighting staff and people in the flood-stricken areas as soon as possible and assist in flood fighting and disaster relief. During the period of flood fighting and disaster relief, the Group carried out a donation activity of "Let's stand together with Zhengzhou through the storm", donating supplies to the flood-stricken areas and charitable organisations in Zhengzhou. The total value of donated materials was approximately RMB 3.7 million, including approximately 31,800 boxes of Uni-President beverages and 23,400 boxes of Uni-President instant noodles and food.

In addition, in order to ensure the supply of emergency rescue materials in natural disasters and public health events, Kunshan Uni-President and the Administrative Committee of Kunshan Economic and Technological Development Zone signed an agreement on emergency supply of emergency (rescue) materials and equipment on 13 October 2021 to ensure timely allocation of reserved materials for emergency (rescue) and improve the disaster relief response capability. It is an obligatory social responsibility for enterprises to participate in emergency response. Kunshan Uni-President gave full play to its advantages in the storage and transportation of emergency supplies to ensure that emergency supplies were well stored, allocated and available, effectively guaranteeing the the various needs of emergency rescue work.



Protect Children's Rights and Interests



Business operations are directly or indirectly connected to or make an impact on children's life. Children are key stakeholders of business - as consumers, family members of employees, young workers, future employees and business leaders, and as key members of the communities and environments in which a business operates. We actively respond to and support the initiatives of United Nations Global Compact and United Nations International Children's Emergency Fund (UNICEF), adhering to the public welfare concept of "guarding children's growth together". With reference to the ten principles of the international "Children's Rights and Business Principles", we respect and support the integration of the concepts of children's rights into enterprise management and operation, and continuously promote the existing sustainable work.

Children's Rights and Business Principles		Our actions
Principle 1	Meet their responsibility to respect children's rights and commit to supporting the human rights of children	We are publicly committed to our support for the core principles of the "Convention on the Rights of the Child" and actively meet the responsibility to respect children's rights. We have put in place appropriate internal policies and processes, and designated specific persons to monitor and track the implementation and effectiveness of our measures to protect children's rights, so as to promote the protection of children's well-being.
Principle 2	Contribute to the elimination of child labour, including all business activities and business relationships	We strictly abide by laws and regulations, including the "Labour Law of the People's Republic of China" and "Provisions on the Prohibition of Using Child Labour", and never employ or use children in any type of child labour. We have established robust age-verification mechanisms, requiring employees to provide relevant identification documents before getting on board, and asking our suppliers to apply relevant review mechanisms and conduct regular reviews to ensure that they do not involve any practice of employing child labour. We have also set up standard corrective procedures and remedial measures. All employees of the Group meet the minimum working age requirements stipulated by national laws and regulations.
Principle 3	Provide decent work for young workers, parents and caregivers	<p>We provide relevant vocational training for young and middle-aged employees, offer opportunities of job rotation and external exchange and learning, and support their career development.</p> <p>We care for workers in their roles as parents or caregivers in our company, and regularly visit employees' families with children to understand their family backgrounds and provide suitable assistance. We provide parental leave for pregnant and breastfeeding women, purchase medical insurance for our employees and their children, and facilitate access to good education for dependants.</p>

Children's Rights and Business Principles		Our actions
Principle 4	Ensure the protection and safety of children in all business activities and facilities	The Group is not involved in any practice of employing child labour, so there is no risk to the safety and rights of children in facilities. In addition, through the whole process of occupational health monitoring (refer to "Guard occupational health" in this report), including provision of labour protection articles for employees in positions harming workers' health and occupational safety education and training, so as to ensure the health and safety of young workers reaching the minimum working age in the workplace.
Principle 5	Ensure that products and services are safe, and seek to support children's rights through them.	<p>We are committed to food safety, and have conducted rigorous and thorough tests on all products and services in strict compliance with relevant national and international standards, so as to ensure that they do not cause mental, moral or physical harm to children. At the same time, we also establish a comprehensive quality management system that covers all staff and chains, and set up a Food Safety Committee and Food Safety Centre to safeguard the safety of our products.</p> <p>We are active in developing healthy products through continuous innovation. For example, we introduce the salt-reduction technology in core products and upgrade sugar-free products constantly, in an effort to make sure our products and services are conducive to children's healthy development.</p>
Principle 6	Use marketing and advertising that respect and support children's rights	We have strict marketing policies to ensure that communications and marketing do not have an adverse impact on children's rights. Besides, we actively improve our marketing approaches to raise public awareness and promote children's rights and healthy lifestyles.
Principle 10	Reinforce community and government efforts to protect and fulfil children's rights	<p>We care about the growth of children and adolescents in the community all the time, and visit them regularly to show loving care; meanwhile, we are actively engaged in strategic social investment programmes in cooperation with governments, civil society and children, striving to provide life security for children all over the world and protect their physical and mental health.</p>



Kunshan President Enterprises Food Co., Ltd. visiting Kunshan Loving Care School

Children's Rights and Business Principles		Our actions
<p>Principle 10</p>	<p>Reinforce community and government efforts to protect and fulfil children's rights</p>	<p>In 2021, the "King of Tomato" held a heart-warming activity named "One Bowl of Tomatoes with Two Regards". Besides, it launched a free lunch programme and opened pop-up stores to call on everyone to pay attention to Xinjiang Tomatoes and take care of teenagers' growth. During the activity, for each product of the King of Tomato sold, RMB 0.02 was donated to the "Free Lunch for Children Foundation" under the China Social Welfare Foundation, aiming to fund lunch for children in mountain villages. As of 31 December 2021, the project donated a total of RMB 1,288,549.72, and was honoured with the "Best Corporate Social Responsibility Award for 2021" from the China Social Welfare Foundation.</p> <div style="text-align: right; margin-top: 20px;">  <p>Certificate of Free Lunch Donation of Uni-President The King of Tomato</p> </div> <div style="text-align: right; margin-top: 20px;">  <p>Uni-President The King of Tomato won the title of "Free Lunch Charity Partner"</p> </div> <div style="text-align: right; margin-top: 20px;">  <p>Certificate of the "Best Corporate Social Responsibility Award for 2021"</p> </div>

Note: Our scope of business does not involve any land acquisition and use, nor any oil or mineral exploitation, so "Principle 7: Respect and support children's rights in relation to the environment and to land acquisition and use" and "Principle 8: Respect and support children's rights in security arrangements" of the "Children's Rights and Business Principles" are not applicable.

Care For Vulnerable Groups

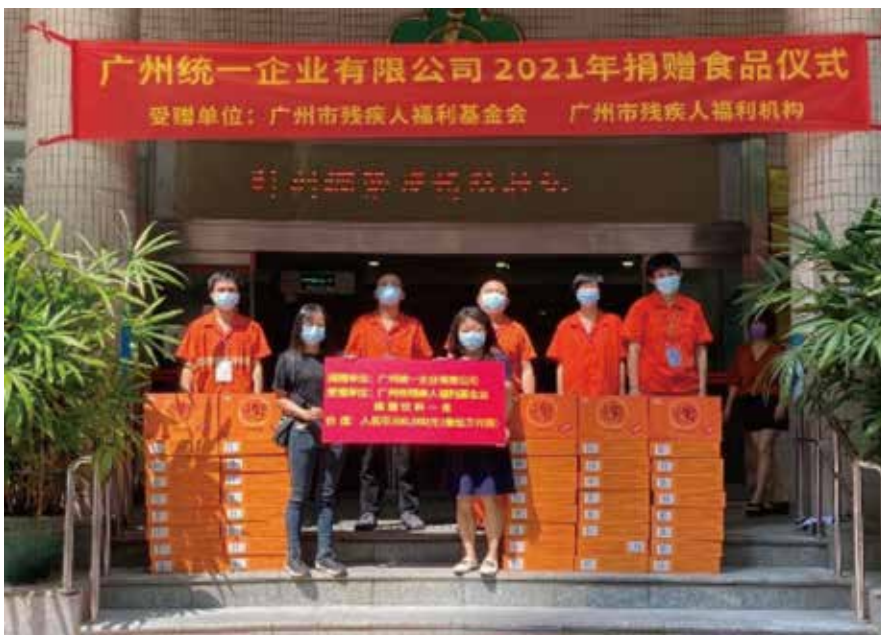
Being committed to caring for the vulnerable groups in society, the Group provides life security for them to protect their physical and mental health. By continuously expanding brand perception and social influence, the Group will call for more people to care for and help the socially disadvantaged.

Caring for The Left-Behind Elderly

The Group focused on the living difficulties of the elderly who were left alone in rural and remote areas. In 2021, the Group, together with the China Social Welfare Foundation, launched the "Elder Care Programme" to care for the elderly left behind in rural areas. In September 2021, staff representatives of the Group's Imperial Big Meal Team went to remote areas to send regards to the lonely old people and donated **154,840** beef seasoning packets worth RMB **1.54** million to the elderly living in Guizhou, Yunnan, Gansu, Jiangxi and other regions, in an effort to help improve their nutrition and health.



Caring for The People With Disabilities



During the Mid-Autumn Festival in 2021, Guangzhou President Enterprises Corp. organised various visiting activities such as "Loving care warming Mid-Autumn Festival in Guangzhou" to send warmth to the people with disabilities to make their life "warm", so that the autumn and winter would be no longer cold for them. It also donated **5,000** boxes of Ono Brown Sugar Ginger Tea to the Guangzhou Foundation for Disabled Persons, valued at approximately RMB **300,000**. These tea products were distributed to persons and workers with disabilities, benefiting nearly **10,000** people.

Build a Caring Community

The Group actively nurtures and promotes the culture of "willing to give and care for others and communities", and gives back to the society with love and care. By engaging in the voluntary activities in the community, the Group practices volunteerism and plays a positive role in developing a harmonious community.

Giving Out Green Tea to Deliverymen

In 2021, "Uni-President Green Tea", together with its brand new youth ambassador, WoWkie Da, launched a public welfare activity "Cheering on New Youth by Giving out Green Tea to Deliverymen". From 15 July, participants in Beijing, Nanchang, Nanning, Zhengzhou and other cities responded to the activity, providing free cold green tea to deliverymen and those working under high temperature. In this activity, the brand drew on the combination of "online interaction + offline distribution", and took advantage of new media and social platform to conduct theme marketing. By setting up offline activity corners, the brand not only made real contributions to those working under high temperature, but also enhanced the public's attention to them.

Brand New Youth Ambassador WoWkie Zhang calling on new youth nationwide to give out green tea to deliverymen

Uni-President Green Tea's public welfare activity having great impact in online media



Uni-President Green Tea's public welfare activity receiving a warm welcome from deliverymen



Uni-President Green Tea giving out green tea to deliverymen in hot summer days

Wildlife Conservation

The Group insists on the principle of "harmonious co-existence between human and nature". We hope to support the publicity work of wildlife conservation through actions and social influence, and call for more people to take part in wildlife conservation.

In 2021, the "Little Raccoon" adopted the raccoon community in the Shanghai Wild Animal Park to practice wildlife conservation with actions. During the one-year adoption period, the "Little Raccoon" donated RMB **600,000** to improve the little raccoon's quality of living, eating, exercising and other aspects; a total of RMB **1.4** million was spent on activities such as monthly updates of little raccoons to fans, including calling on more friends to raise them in a cloud-based way.



Voluntary service

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

Kunshan Uni-President set up a voluntary team in June 2020. As of the end of the Reporting Period, more than 183 volunteers had been recruited. With the intention and mission of “being responsible with loving care,” the volunteers take their leisure time to patrol and protect rivers, hoping to protect the eco-environment and create a civilised city with their modest contribution.

In addition, the Group calls on and organises employees to donate blood voluntarily on an annual basis. Employees involved in the donation were informed of blood donation precautions and provided with pick-up services and nutrition subsidies.



ESG Reporting Guide Index

KPI	Description	Section(s)
A1	<p>Emissions: General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.</p>	<p>Environmental management mechanism Climate change Emissions management</p>
KPIA1.1	The types of emissions and respective emissions data.	Climate change Emissions management
KPIA1.2	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).	Climate change
KPIA1.3	Total hazardous waste produced(in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions management
KPIA1.4	Total non-hazardous waste produced(in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions management
KPIA1.5	Description of emissions target(s) set and steps taken to achieve them	Climate change Emissions management
KPIA1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Emissions management
A2	<p>Use of Resource General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.</p>	<p>Environmental management mechanism Climate change Water resource management Green packaging materials management</p>
KPIA2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Climate change
KPIA2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Water resource management
KPIA2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Climate change
KPIA2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Water resource management
KPIA2.5	Total packaging material used for finished products in tonnes and, if applicable, with reference to per unit produced.	Green packaging materials management
A3	<p>The Environment and Natural Resources General Disclosure Policies on minimising the issuer's significant impact on the environment and natural resources.</p>	Practice Green Development

KPI	Description	Section(s)
KPIA3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Practice Green Development
A4	Climate Change General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Climate change
KPIA4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate change
B1	Employment General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Introduce and cultivate talents
KPIB1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Introduce and cultivate talents
KPIB1.2	Employee turnover rate by gender, age group and geographical region.	Introduce and cultivate talents
B2	Health and Safety General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Guard health and safety
KPIB2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Guard health and safety
KPIB2.2	Lost days due to work injury.	Guard health and safety
KPIB2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Guard health and safety
B3	Development and Training General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	Introduce and cultivate talents
KPIB3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Introduce and cultivate talents
KPIB3.2	The average training hours completed per employee by gender and employee category.	Introduce and cultivate talents

KPI	Description	Section(s)
B4	Labour Standards General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Introduce and cultivate talents
KPIB4.1	Description of measures to review employment practices to avoid child and forced labour.	Introduce and cultivate talents
KPIB4.2	Description of steps taken to eliminate such practices when discovered.	Introduce and cultivate talents
B5	Supply Chain Management General Disclosure Policies on managing environmental and social risks of the supply chain.	Properly manage suppliers
KPIB5.1	Number of suppliers by geographical region.	Properly manage suppliers
KPIB5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Properly manage suppliers
KPIB5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Properly manage suppliers
KPIB5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Properly manage suppliers
B6	Product Responsibility General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Prioritise food safety Optimise customer experience Protect customers' interests and rights
KPIB6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Prioritise food safety
KPIB6.2	Number of products and service related complaints received and how they are dealt with.	Optimise customer experience
KPIB6.3	Description of practices relating to observing and protecting intellectual property rights.	Protect customers' interests and rights
KPIB6.4	Description of quality assurance process and recall procedures.	Prioritise food safety

KPI	Description	Section(s)
KPIB6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Protect customers' interests and rights
B7	Anti-corruption General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Corporate Governance
KPIB7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Corporate Governance
KPIB7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Corporate Governance
KPIB7.3	Description of anti-corruption training provided to directors and staff.	Corporate Governance
B8	Community Investment General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Fulfil Social Responsibility
KPIB8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Fulfil Social Responsibility
KPIB8.2	Resources contributed (e.g. money or time) to the focus area.	Fulfil Social Responsibility

GRI Standards Index

GRI Standards	Disclosure Title	Section(s)
Organizational profile	102-1 Name of the organization	About Uni-president
	102-2 Activities, brands, products, and services	About Uni-president
	102-3 Location of headquarters	About Uni-president
	102-4 Location of operations	About Uni-president
	102-5 Ownership and legal form	Please refer to the Annual Report
	102-6 Markets served	About Uni-president
	102-7 Scale of the organization	About Uni-president
	102-8 Information on employees and other workers	About Uni-president Introduce and cultivate talents
	102-9 Supply chain	Properly manage suppliers
	102-10 Significant changes to the organization and its supply chain	Please refer to the Annual Report
	102-11 Precautionary Principle or approach	Corporate Governance
	102-12 External initiatives	/
	102-13 Membership of associations	/
Strategy	102-14 Statement from senior decision-maker	Chairman's statement
	102-15 Key impacts, risks, and opportunities	Chairman's statement
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	Corporate Governance
	102-17 Mechanisms for advice and concerns about ethics	Corporate Governance
Governance	102-18 Governance structure	Corporate Governance
	102-19 Delegating authority	/
	102-20 Executive-level responsibility for economic, environmental, and social topics	Social responsibility governance
	102-21 Consulting stakeholders on economic, environmental and social topics	Social responsibility governance
	102-22 Composition of the highest governance body and its committees	Corporate Governance
	102-23 Chair of the highest governance body	Corporate Governance
	102-24 Nominating and selecting the highest governance body	Please refer to the Annual Report
102-25 Conflicts of interest	Please refer to the Annual Report	

GRI Standards	Disclosure Title	Section(s)
Governance	102-26 Role of highest governance body in setting purpose, values, and strategy	Corporate Governance
	102-27 Collective knowledge of highest governance body	Corporate Governance
	102-28 Evaluating the highest governance body's performance	Please refer to the Annual Report
	102-29 Identifying and managing economic, environmental, and social impacts	Social responsibility governance
	102-30 Effectiveness of risk management processes	Corporate Governance
	102-31 Review of economic, environmental, and social topics	Social responsibility governance
	102-32 Highest governance body's role in sustainability reporting	Social responsibility governance
	102-33 Communicating critical concerns	Social responsibility governance
	102-34 Nature and total number of critical concerns	Social responsibility governance
	102-35 Remuneration policies	Please refer to the Annual Report
	102-36 Process for determining remuneration	/
	102-37 Stakeholders' involvement in remuneration	/
	102-38 Annual total compensation ratio	/
	102-39 Percentage increase in annual total compensation ratio	/
Stakeholder engagement	102-40 List of stakeholder groups	Social responsibility governance
	102-41 Collective bargaining agreements	Introduce and cultivate talents
	102-42 Identifying and selecting stakeholders	Social responsibility governance
	102-43 Approach to stakeholder engagement	Social responsibility governance
	102-44 Key topics and concerns raised	Social responsibility governance
Reporting practice	102-45 Entities included in the consolidated financial statements	About the Report
	102-46 Defining report content and topic boundaries	About the Report
	102-47 List of material topics	Social responsibility governance
	102-48 Restatements of information	No significant change
	102-49 Changes in reporting	About the Report
	102-50 Reporting Period	About the Report
	102-51 Date of most recent report	/
	102-52 Reporting cycle	About the Report

GRI Standards	Disclosure Title	Section(s)
Reporting practice	102-53 Contact point for questions regarding the report	About the Report
	102-54 Claims of reporting in accordance with the GRI Standards	About the Report
	102-55 GRI content index	GRI Standards Index
	102-56 External assurance	Assurance Report
Management Approach	103-1 Explanation of the material topic and its boundary	Social responsibility governance
	103-2 The management approach and its components	Social responsibility governance
	103-3 Evaluation of the management approach	Social responsibility governance
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	About Uni-president
	201-2 Financial implications and other risks and opportunities due to climate change	Climate change
	201-3 Defined benefit plan obligations and other retirement plans	/
	201-4 Financial assistance received from government	/
GRI 202: Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	/
	202-2 Proportion of senior management hired from the local community	/
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	Fulfil Social Responsibility
	203-2 Significant indirect economic impacts	Fulfil Social Responsibility
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Properly manage suppliers
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	Corporate governance
	205-2 Communication and training about anti-corruption policies and procedures	Corporate governance
	205-3 Confirmed incidents of corruption and actions taken	Corporate governance
GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not involved
GRI 301: Materials	301-1 Materials used by weight or volume	Green packaging materials management
	301-2 Recycled input materials used	Green packaging materials management
	301-3 Reclaimed products and their packaging materials	Green packaging materials management
GRI 302: Energy	302-1 Energy consumption within the organization	Climate change
	302-2 Energy consumption outside of the organization	/
	302-3 Energy intensity	Climate change
	302-4 Reduction of energy consumption	Climate change
	302-5 Reductions in energy requirements of products and services	Climate change

GRI Standards	Disclosure Title	Section(s)
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	Water resource management
	303-2 Management of water discharge-related impacts	Emissions management
	303-3 Water withdrawal	Water resource management
	303-4 Water discharge	Emissions management
	303-5 Water consumption	Water resource management
GRI 304: Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No such site
	304-2 Significant impacts of activities, products, and services on biodiversity	No significant impact
	304-3 Habitats protected or restored	No such site
	304-4 IUCN Red List species and national conservation list Species with habitats in areas affected by operations	No such site
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	Climate change
	305-2 Energy indirect (Scope 2) GHG emissions	Climate change
	305-3 Other indirect (Scope 3) GHG emissions	/
	305-4 GHG emissions intensity	Climate change
	305-5 Reduction of GHG emissions	Climate change
	305-6 Emissions of ozone-depleting substances (ODS)	/
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	/
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	Emissions management
	306-2 Management of significant waste-related impacts	Emissions management
	306-3 Waste generated	Emissions management
	306-4 Waste diverted from disposal	Emissions management
	306-5 Waste directed to disposal	Emissions management
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	Not involved
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Properly manage suppliers
	308-2 Negative environmental impacts in the supply chain and action taken	Properly manage suppliers
GRI 401: Employment	401-1 New employee hires and employee turnover	Introduce and cultivate talents
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Introduce and cultivate talents
	401-3 Parental leave	Introduce and cultivate talents
GRI 402: Labor/Management Relations	402-1 Minimum notice periods regarding operational changes	Strictly abide by relevant laws and regulations of various countries/regions

GRI Standards	Disclosure Title	Section(s)
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Guard health and safety
	403-2 Hazard identification, risk assessment, and incident investigation	Guard health and safety
	403-3 Occupational health services	Guard health and safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Guard health and safety
	403-5 Worker training on occupational health and safety	Guard health and safety
	403-6 Promotion of worker health	Guard health and safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Guard health and safety
	403-8 Workers covered by an occupational health and safety management system	Guard health and safety
	403-9 Work-related injuries	Guard health and safety
	403-10 Work-related ill health	Guard health and safety
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Introduce and cultivate talents
	404-2 Programs for upgrading employee skills and transition assistance programs	Introduce and cultivate talents
	404-3 Percentage of employees receiving regular performance and career development reviews	/
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Introduce and cultivate talents
	405-2 Ratio of basic salary and remuneration of women to men	/
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	Introduce and cultivate talents
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	/
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Introduce and cultivate talents
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Introduce and cultivate talents
GRI 410: Security Practices	410-1 Security personnel trained in human rights policies or procedures	/
GRI 411: Rights of Indigenous Peoples	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
GRI 412: Human Rights Assessment	412-1 Operations that have been subject to human rights reviews or impact assessments	/
	412-2 Employee training on human rights policies or procedures	/
	412-3 Significant investment agreements and contracts that	/

GRI Standards	Disclosure Title	Section(s)
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	Fulfil Social Responsibility
	413-2 Operations with significant actual and potential negative Impacts on local communities	No such sites
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Properly manage suppliers
	414-2 Negative social impacts in the supply chain and actions taken	Properly manage suppliers
GRI 415: Public Policy	415-1 Political contributions	No political contributions
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	Prioritise food safety
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No such incidents
GRI 417: Marketing and Labeling	417-1 Requirements for product and service information and labeling	Protect customers' interests and rights
	417-2 Incidents of non-compliance concerning product and service information and labeling	No such incidents
	417-3 Incidents of non-compliance concerning marketing communications	No such incidents
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protect customers' interests and rights
GRI 419: Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	No such non-compliance



普华永道

English Translation for Reference Only

2022/SH-0217
(Page 1 of 3)

Independent practitioner's assurance report

To the Board of Directors of Uni-President China Holdings Ltd.

We have been engaged to perform a limited assurance engagement on the selected 2021 key data as defined below in the 2021 Corporate Social Responsibility Report ("CSR report") of Uni-President China Holdings Ltd. (the "Company").

Selected key data

The selected key data in the Company's 2021 CSR Report that is covered by this report is as follows:

- Direct (Scope 1) GHG emissions
- Energy indirect (Scope 2) GHG emissions
- Natural gas consumption
- Purchased electricity
- Purchased steam
- Total energy consumption
- Water consumption
- Total number of employees
- Proportion of female employees
- Number of intellectual property rights held

Our assurance was with respect to the year ended 31 December 2021 information only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2021 CSR Report.

Criteria

The criteria used by the Company to prepare the selected key data in the 2021 CSR report is set out in the basis for key data on page 103 of the 2021 CSR report (the "basis of reporting").

Management's Responsibilities

Management of the Company is responsible for the preparation of the selected key data in the 2021 CSR report in accordance with the basis of reporting. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation of the selected key data in the 2021 CSR report that is free from material misstatement, whether due to fraud or error.

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Our Independence and Quality Control

We have complied with the independence and other ethical requirement of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's⁴ Responsibilities

It is our responsibility to express a conclusion on the selected key data in the 2021 CSR report based on our work.

We conducted our work in accordance with the International Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", and, in respect of greenhouse gas emissions, International Standard on Assurance Engagement 3410, "Assurance Engagements on Greenhouse Gas Statements". These standards require that we plan and perform our work to form the conclusion.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Company's 2021 selected key data in the 2021 CSR report has been prepared, in all material respects, in accordance with the basis of reporting. Our work involves assessing the risks of material misstatement of the selected key data in the 2021 CSR report whether due to fraud or error, and responding to the assessed risks. The extent of procedures selected depends on our judgment and assessment of the engagement risk. Within the scope of our work, we have performed the following procedures in the Headquarter of the Company. We have not conducted work on other locations.:

- 1) Interviews with relevant departments of the Company involved in providing information for the selected key data within the CSR Report; and
- 2) Analytical procedure;
- 3) Examination, on a test basis, of documentary evidence relating to the selected key data on which we report;
- 4) Recalculation; and
- 5) Other procedures deemed necessary



普华永道

2022/SH-0217
(Page 3 of 3)

Inherent Limitation

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions of different gases.

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the 2021 selected key data in the 2021 CSR report is not prepared, in all material respects, in accordance with the basis of reporting.

Restriction on Use

Our report has been prepared for and only for the board of directors of the Company and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the content of this report.

PricewaterhouseCoopers Zhong Tian LLP

Shanghai, China

25 April 2022

Basis for Key Data

Key data	Basis for key data
Direct (Scope 1) GHG emissions	Direct (Scope 1) GHG emissions were GHG emissions generated by the use of natural gas in the food and beverage manufacturing plants of the Group. The emission factors of natural gas come from the "Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)" released by the NDRC.
Energy indirect (Scope 2) GHG emissions	Energy indirect (Scope 2) GHG emissions were GHG emissions generated by the use of purchased electricity and steam in the food and beverage manufacturing plants of the Group. The average carbon dioxide emission factors of regional power grid refer to the emission factor of 2012 in the "Average Carbon Dioxide Emission Factors of China's Regional Power Grids in 2011 and 2012" issued by the NDRC. The emission factors of purchased steam come from the "Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)" released by the NDRC.
Natural gas consumption	Natural gas consumption was the natural gas used by the food and beverage manufacturing plants of the Group. Natural gas consumption is presented in MWh and the conversion factors come from the "Accounting Method and Reporting Guideline of GHG Emissions for Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial)" released by the NDRC.
Purchased electricity	Purchased electricity was the electricity purchased by the food and beverage manufacturing plants of the Group.
Purchased steam	Purchased steam was the steam purchased by the food and beverage manufacturing plants of the Group. Purchased steam is presented in MWh and the calculation method and conversion factors come from "Accounting Method and Reporting Guideline of GHG Emissions for Other Industrial Enterprises (Trial)" and the enthalpy of 1MPa in its Appendix II, Table 2.4 Saturated Steam Enthalpy Table released by the NDRC.
Total energy consumption	Total energy consumption was the total energy used by the food and beverage manufacturing plants of the Group, including natural gas consumption, purchased electricity, and purchased steam.
Water consumption	Water consumption was the water used by the food and beverage manufacturing plants of the Group.
Total number of employees	Total number of employees was the number of employees directed employed by the Group as of the end of 2021.
Proportion of female employees	Proportion of female employees was the percentage of the Group's female employees as of the end of 2021.
Number of intellectual property rights held	Number of intellectual property rights held was the number of intellectual property rights (including copyright, patent rights and trademark rights) held by the Group as of the end of 2021.



統一企業中國控股有限公司

UNI-PRESIDENT CHINA HOLDINGS LTD.

(a company incorporated in the Cayman Islands with limited liability)

(一家於開曼群島註冊成立的有限公司)

(Stock Code 股份編號: 220)