



欢乐饮食 美好生活™
Life + Delicacy

環境、社會及管治報告

Environmental, Social and Governance Report

一、報告說明

本報告旨在向廣大讀者系統闡述康師傅控股有限公司(以下簡稱「康師傅」、「公司」或「我們」)2023年環境、社會及管治(「Environmental, Social and Governance, ESG」)方面之表現，有關管治部分的内容建議與本年報所載《企業管治報告》一併閱讀。

報告編製標準

本報告依據香港聯合交易所《環境、社會及管治報告指引》編製。

報告範圍

報告的組織範圍：除特殊說明外，本報告的組織範圍為康師傅控股有限公司在中國的主要辦公區域和常規運營工廠，包括康師傅控股總部、方便麵事業、康師傅飲品事業、百事飲品事業及糕餅事業部，涵蓋了公司主要ESG管理政策與績效表現，與上一年度無重大變化。

報告的時間範圍：除另有說明外，本報告的時間範圍為2023年1月1日至2023年12月31日。

報告原則

本報告圍繞公司的ESG理念及承諾，匯報了我們在ESG領域的具體實踐及主要成效，本報告遵守以下報告原則：

重要性：本報告已在編製過程中，依據香港聯合交易所《環境、社會及管治報告指引》及相關文件，識別主要利益相關方及其關注的ESG議題，並根據其關注議題的相對重要性水平，在報告「利益相關方溝通和關鍵議題重要性評估」小節中有針對性地披露。

I. DESCRIPTION OF THE REPORT

This report aims to present the performance of Tingyi (Cayman Islands) Holding Corp. (“Master Kong,” “the Company” or “We”) in environmental, social and governance (the “ESG”) in 2023 for readers. For information regarding the governance section, please refer to the *Corporate Governance Report* as included in this annual report.

Report Preparation Standards

This report has been prepared in accordance with the *Environmental, Social and Governance Reporting Guidelines* of the Stock Exchange of Hong Kong.

Report Scope

Organizational scope of the report: Unless otherwise stated, the organizational scope of this report covers the main office areas and regular operating plants of Tingyi (Cayman Islands) Holding Corp. in China, including the headquarters of Master Kong, the Instant Noodles Business, the Master Kong Beverages Business, the Pepsi Beverages Business and the Bakery Business, covering the Company’s major ESG management policies and performance, with no significant changes from the previous year.

Time frame of the report: Unless otherwise stated, the time frame of the report is 1 January 2023 to 31 December 2023.

Reporting Principles

This report focuses on the Company’s ESG philosophy and commitment, and reports on our specific practices and key achievements in the ESG area. This report adheres to the following reporting principles:

Materiality: This report has been prepared by identifying key stakeholders and their ESG issues of concern in accordance with the *Environmental, Social and Governance Reporting Guidelines* of the Stock Exchange of Hong Kong and relevant documents, and making targeted disclosures in the section headed “Stakeholder Communication and Key Issues Materiality Assessment” of this report based on the relative level of importance of their issues of concern.

量化：本報告採用量化資料的方式展現環境與社會層面的關鍵績效指標，有關本報告中關鍵績效指標的計量標準、方法、假設及/或計算工具、以及使用的轉換係數來源，均已於相應位置做出說明。

平衡：本報告客觀披露正面及負面信息，確保內容不偏不倚地呈報本報告期內公司的ESG表現。

一致性：本報告所披露數據採取與往年一致的統計方法，個別變動之處已作出解釋說明，以確保一致性原則。

二、董事會聲明

公司董事會對ESG管治及信息披露總體負責。公司成立可持續發展委員會，以協助董事會指導及監察本集團發展及落實環境、社會及管治工作。可持續發展委員會由公司董事長、行政總裁擔任主任委員，由經營委員會成員擔任委員。

公司通過多種渠道與各利益相關方進行廣泛深入的溝通，制定ESG管理方針及策略並將其融入公司風險管理和日常經營體系之中，不斷探索並精進自身在ESG領域的績效表現。2023年，公司嚴格遵守企業運營中涉及到的ESG相關法律法規，並已將ESG管理融入公司戰略發展與日常經營。公司重新審視了ESG關鍵議題實質性評估結果，董事會及可持續發展委員會對各項ESG關鍵議題的相關風險、機遇及工作情況開展積極評估和管理，並在本報告內對於ESG關鍵議題的管理慣例和工作績效進行重點闡述。

Quantitative: This report uses quantitative information to present environmental and social Key Performance Indicators (KPIs). The measures, methodologies, assumptions and/or calculation tools, and sources of conversion factors used for the KPIs in this report are described where applicable.

Balance: This report provides objective disclosure of both positive and negative information to ensure that the content presents an unbiased view of the Company's ESG performance during the reporting period.

Consistency: The information disclosed in this report follows the same statistical methodology as previous years and individual changes have been explained to ensure consistency.

II. STATEMENT BY THE BOARD OF DIRECTORS

The Company's Board of Directors has overall responsibility for ESG governance and disclosure. The Company has established the Sustainable Development Committee to assist the Board in guiding and monitoring the development and implementation of the Group's environmental, social and governance tasks. The Sustainable Development Committee is chaired by the Chairman and CEO of the Company, with members of the Operating Committee as members.

The Company has been exploring and refining its performance in the ESG area by the implementation and integration of ESG management principles and strategies in the Company's risk management and daily operation system as well as extensive and in-depth communication with various stakeholders through various channels. In 2023, the Company complied with ESG-related laws and regulations in its operations and integrated ESG management into its strategic development and daily operations. The Company has reviewed the results of its materiality assessment of ESG key issues, and the Board and Sustainability Development Committee are actively accessing and managing the related risks, opportunities and situation of each ESG key issues. The management practices and performance on key ESG issues are highlighted in this report.

公司已訂立與業務關聯的環境發展目標以更好地審視和管理公司的環境影響，公司董事會及可持續發展委員會負責對目標的完成情況進行定期審視並開展檢討。

The Company has set environmental development targets relating to its business to better review and manage the Company's environmental impact, and the Company's Board and Sustainability Development Committee responsible for regularly reviewing and conducting evaluations on the achievement of targets.

三、提升可持續發展進程，暢享「歡樂飲食，美好生活」

III. ENHANCING THE SUSTAINABLE DEVELOPMENT PROCESS AND ENJOYING "LIFE + DELICACY"

1. 康師傅可持續發展理念

1. Master Kong Sustainable Development Concept

康師傅以「弘揚中華飲食文化」為使命，以「成為受尊崇的企業」為願景，秉持「家園常青，健康是福(Keep Our Nature Green)」的可持續發展理念，始終堅守產品品質，推進低碳轉型，打造人才隊伍，助力社區發展，將「健康經營」的思想與企業可持續發展戰略相融合，制定「消費者、社會、夥伴、員工、股東」五大滿意方針，積極履行社會責任。我們不斷探索並精進自身在ESG領域的績效表現，密切關注利益相關方的訴求並與其密切溝通，將企業價值與其分享，提升社會福祉，與利益相關方共同暢享「歡樂飲食，美好生活」。

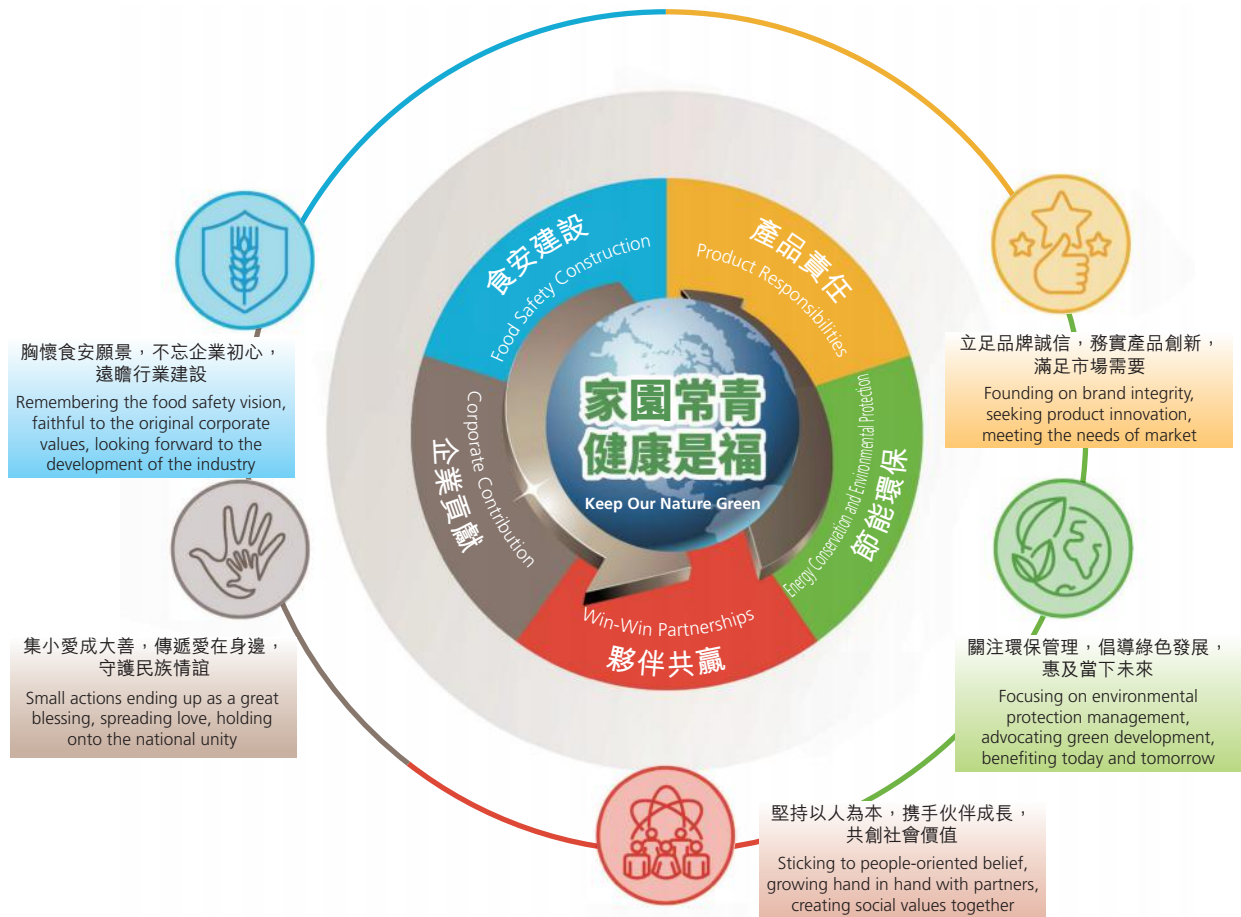
With the mission of "Promoting Chinese Food & Beverage Culture" and the vision of "Being a Highly Esteemed Food & Beverage Company", Master Kong upholds the sustainable development concept of "Keep Our Nature Green", consistently adhering to product quality. It promotes low-carbon transformation, builds a talented workforce, and supports community development. It integrates the idea of "Healthy Management" with its corporate sustainable development strategy, formulating five satisfaction strategies: "consumers, society, partners, employees, and shareholders", and actively fulfils its social responsibility. We continue to explore and refine our performance in the areas of ESG, and closely communicates with our stakeholders, sharing our corporate values with them to enhance social well-being and enjoy "LIFE + DELICACY" together with our stakeholders.

康師傅深信「可持續發展才是好發展」。2023年是貫徹「二十大」精神的開局之年，也是實施「十四五」規劃承上啟下的關鍵一年。作為民族品牌企業，康師傅將企業行動融入國家發展大局，讓公司發展與消費者利益「同頻共振」，緊跟「雙碳」戰略背景下行業發展趨勢，將國家戰略勢能轉化為自身發展效能，加強內外部資源合作協同，持續推動行業綠色低碳發展。

Master Kong believes that "sustainable development is good development". The year 2023 is the first year for fully implementing the guiding principles from the Party's 20th National Congress, and a critical year for carrying forward the 14th Five-Year Plan. As a national brand enterprise, Master Kong integrates its corporate actions into the overall national development strategy. It ensures that the Company's development resonates with the interests of consumers, closely follows the development trend of the industry under the background of the "Carbon Peaking and Carbon Neutrality" strategy, transforms the national strategic potential into its own development efficiency. Master Kong strengthens cooperation and synergy among internal and external resources, continuously driving the industry towards green and low-carbon development.

我們不斷探索社會的實際需要，將利益相關方的根本訴求與自身產業特徵深度結合，將食安建設、產品責任、節能環保、夥伴共贏與企業貢獻作為ESG五大核心任務，積極發揮產業優勢，不斷加大投入，在企業可持續發展領域持續做出創新貢獻。

We are constantly exploring the actual needs of society, combining the fundamental demands of stakeholders with the characteristics of our own industry, making food safety construction, product responsibilities, energy conservation and environmental protection, win-win partnerships and corporate contribution as the five core tasks of ESG, actively leveraging our industrial strengths and increasing our investment in order to continue to make innovative contributions in the field of corporate sustainable development.



康師傅 ESG 五大核心任務
Master Kong's Five Core Tasks of ESG

2. ESG 管治架構與行動

康師傅可持續發展委員會由公司董事長、行政總裁擔任主任委員，由經營發展委員會成員擔任委員，下設飲品資源、方便麵資源、產品研發、溝通傳播四大工作組。委員會在明確企業 ESG 戰略及發展方向的基礎之上，指導工作實施和績效評估，定期對工作目標、報告披露以及相關重大事項進行審議與決策，並向董事會匯報工作進展。各工作組均按照年度工作計劃持續推進相關專案的實施並定期向可持續發展委員會及公司高層匯報工作進展。

- **飲品資源工作組：**專注於節水、節能減排、減塑與包裝物管理，積極推進飲品 PET 瓶減重、輕量瓶蓋等專案。
- **方便麵資源工作組：**專注於節水、節能及減排管理，重點推動油鍋廢氣回收、鍋爐減排及水資源循環利用等專案，提升公司能源管理水平。
- **產品研發工作組：**注重健康營養產品的研發與拓展，積極推進減鹽、減糖、減脂及營養強化等研究專案，滿足消費者對於營養健康的需求。

2. ESG Governance Structure and Actions

The Sustainable Development Committee of Master Kong is chaired by the Chairman and CEO of the Company, with members of the Operating Committee as members, and comprises four working groups: Beverage Resources, Instant Noodle Resources, Product Research and Development, and Communication. The Committee guides work implementation and performance evaluation on the basis of a clear corporate ESG strategy and development direction, regularly deliberates and makes decisions on work objectives, report disclosure and related material matters, and reports on work progress to the Board of Directors. Each working group continues to promote the implementation of relevant projects in accordance with its annual work plan and reports regularly to the Sustainable Development Committee and the Company's senior management on the progress of its work.

- **Beverage Resources Working Group:** Focusing on water conservation, energy saving and emission reduction, plastic reduction and packaging management, the Working Group actively promotes special projects for beverage PET bottle weight reduction and light weight bottle caps.
- **Instant Noodle Resources Working Group:** Focusing on water conservation, energy saving and emission reduction management, the Working Group focuses on promoting special projects such as oil boiler waste gas recovery, boiler emission reduction and water recycling to improve the Company's energy management.
- **Product Research and Development Working Group:** Focusing on the development and expansion of healthy and nutritious products, the Working Group actively promotes special research projects on salt reduction, sugar reduction, fat reduction and nutritional fortification to meet consumers' needs for nutrition and health.

- **溝通傳播工作組：**聚焦於提升公司可持續發展影響力，協同各工作組引入外部資源，從重視食品安全、健康中國及可持續發展三個方面出發，組織健康飲食宣傳及健康科研合作等活動，持續推動全面碳排查專案，積極推動國際國內跨行業交流合作。

康師傅制定了《年獎辦法》和《獎懲管理辦法》，將高級管理層的年度薪酬績效考核與ESG績效指標掛鉤，主要包括依法合規經營、反貪腐管理、安全生產(包括但不限於安全事故、安全處罰事件等)、節能環保(包括但不限於污染物排放、能耗管理、環保處罰事件等)等，ESG績效指標的完成情況與高管年獎金額直接相關，並對出現貪腐情況或合規經營問題的管理人員採取懲罰措施，將根據情形輕重於當前年度扣除一定金額的績效薪酬。

- **Communication Working Group:** Focusing on enhancing the Company's sustainable development impact, the Working Group works with various working groups to introduce external resources and to organize activities such as healthy diet promotion and healthy research cooperation from the perspective of food safety, healthy China and sustainable development, and continues to promote the Comprehensive Carbon Inventory Project, actively promoting domestic and international cross-industry communication and cooperation.

Master Kong has formulated the *Annual Bonus Measures* and *Reward and Punishment Management Measures*. The annual performance-based compensation for senior management is linked to the ESG performance indicators, including but not limited to legal and compliant operations, anti-corruption management, production safety (including but not limited to safety accidents, safety violation penalties, etc.), energy conservation and environmental protection (including but not limited to pollutant emissions, energy consumption management, environmental protection violation penalties, etc.). The achievement of ESG performance indicators is directly related to the annual bonus amount for senior management. Punitive measures would be taken against management personnel involved in corruption or non-compliant operations, with a certain amount of performance-based compensation deducted from their current year's remuneration based on the severity of the situation.

3. 可持續發展行動與績效

本報告期內，我們主要開展了以下行動並取得了相應成果：

亮相聯合國高端會議：

- 6月，聯合國全球契約組織(United Nations Global Compact，簡稱 UNGC)於上海舉辦了以「氣候行動與金融創新助力可持續發展目標」為主題的閉門高級別對話，康師傅作為唯一一家食品飲料行業代表受邀參加。



「氣候行動與金融創新助力可持續發展目標」主題閉門高級別對話

Closed-Door High-Level Dialogue "Climate Action and Financial Innovation for Sustainable Development Goals."

- 9月，康師傅應邀出席聯合國高級別會議，現場宣佈公司成為中國唯一一家榮獲「Forward Faster Early Mover，先行者」稱號的食品飲料企業，並作為中國企業代表與聯合國助理秘書長、聯合國全球契約組織(United Nations Global Compact，簡稱 UNGC)總幹事桑達·奧佳博女士(Ms. Sanda Ojiambo)分享企業可持續發展實踐經驗。

3. Sustainable Development Actions and Performance

During the reporting period, we carried out the following main actions and achieved the corresponding results:

Attendance at a UN high-end conference:

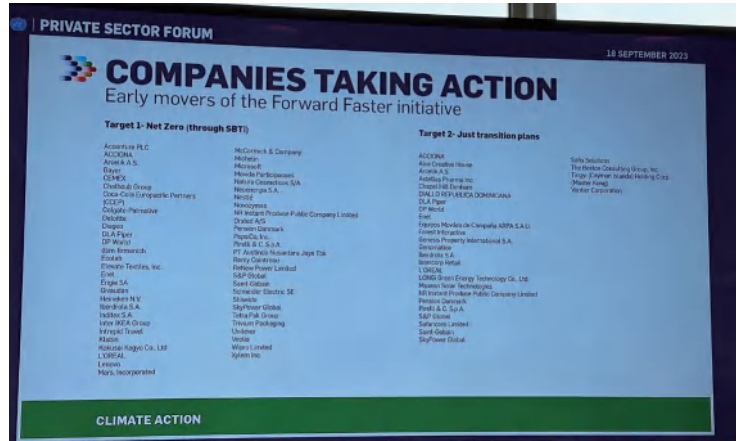
- In June, the United Nations Global Compact (UNGC) held a closed-door high-level dialogue in Shanghai with the theme "Climate Action and Financial Innovation for Sustainable Development Goals." Master Kong was the only food and beverage enterprise representative invited to participate.



- In September, Master Kong was invited to attend a high-level United Nations conference, where it was announced on-site that the Company became the only Chinese food and beverage enterprise to receive the title of "Forward Faster Early Mover - Pioneer," and acted as the Chinese enterprise representative to share the practical experience of enterprise sustainable development with Ms. Sanda Ojiambo, Assistant Secretary-General of the United Nations and Executive Director of the United Nations Global Compact (UNGC).



聯合國秘書長古特雷斯發言
United Nations Secretary-General, António Guterres,
Delivering the Speech



「Forward Faster Early Mover，先行者」稱號名單
List of “Forward Faster Early Mover – Pioneer”

- 10月，參加桑達·奧佳博女士訪華期間出席的高級別閉門圓桌會議，被正式授予全球「Forward Faster Early Mover，先行者」稱號，也是全場唯一一家被授予該稱號的企業。

- In October, Master Kong attended the high-level closed-door roundtable meeting during Ms. Sanda Ojiambo's visit in China, and was officially awarded the title of “Forward Faster Early Mover – Pioneer” and also the only enterprise to receive the title at the meeting.



桑達·奧佳博女士出席高級別閉門圓桌會議
Ms. Sanda Ojiambo's Attendance to the High-Level Closed-Door Roundtable Meeting



獲得社會認可：

- 康師傅出席中國節能協會與中國質量認證中心聯合主辦的第三屆碳中和博覽大會，榮獲「碳中和領域創新企業」獎項。

Gaining social recognition:

- Master Kong attended the Third Carbon Neutrality Industry Conference in Boao, which jointly hosted by the China Energy Conservation Association and the China Quality Certification Center. Master Kong was honored with the “Innovative Enterprise in Carbon Neutrality (碳中和領域創新企業)” award.



康師傅榮獲「碳中和領域創新企業」獎項

Master Kong was Honored with the “Innovative Enterprise in Carbon Neutrality (碳中和領域創新企業)” Award

- 康師傅從百餘家參評企業中脫穎而出，榮獲「大灣區第一屆優秀社會責任(ESG)企業評選」活動「傑出環保踐行企業大獎白金獎」。

- Master Kong stood out from over a hundred participating enterprises and was awarded the “Outstanding Environmental Practice Enterprise Platinum Award (傑出環保踐行企業大獎白金獎)” at the “First Greater Bay Area Outstanding Corporate Social Responsibility (ESG) Enterprise Selection (大灣區第一屆優秀社會責任(ESG)企業評選)” event.



行政總裁陳應讓出席博鰲論壇並發言
Chief Executive Officer Richard Chen Yinjiang attended the Boao Forum and delivered a speech

- 康師傅出席第四屆中國城市信用建設高峰論壇——碳路中國ESG實踐與發展主題論壇，並以「應對氣候變化，共謀綠色發展——康師傅低碳發展新路徑」案例，榮獲「新華信用金蘭杯」碳達峰碳中和領軍案例。



「大灣區第一屆優秀社會責任(ESG)企業評選」活動
“First Greater Bay Area Outstanding Corporate Social Responsibility (ESG) Enterprise Selection” Event

- Master Kong attended the 4th Forum for Credit System Construction of Chinese Cities Carbon Road China ESG Practice and Development Forum, and was awarded the “Xinhua Credit Golden Orchid Cup (新華信用金蘭杯)”-Leading Case of Carbon Peaking and Carbon Neutrality for its study titled “Addressing Climate Change, Pursuing Green Development - Master Kong’s New Path to Low-Carbon Development (應對氣候變化,共謀綠色發展——康師傅低碳發展新路徑).”



康師傅獲評「新華信用金蘭杯」碳達峰碳中和領軍案例

"Xinhua Credit Golden Orchid Cup (新華信用金蘭杯)" - Leading Case of Carbon Peaking and Carbon Neutrality

- 康師傅可持續新模式成功入選「2023 福布斯中國 ESG 創新企業評選」。
- Master Kong's new sustainable model was successfully selected for the "2023 Forbes China ESG Innovation Enterprise Selection."



康師傅入選「2023 福布斯中國 ESG 創新企業評選」

Master Kong was Selected for "2023 Forbes China ESG Innovation Enterprise Selection"

- 康師傅洞察消費者需求，以「創新」和「低碳」作為產品優化重點，連續11年位列「中國消費者十大首選品牌榜單」前三。
- Recognizing consumers' demands, Master Kong prioritized "innovation" and "low-carbon" in product optimization, ranking top three in the "Most Chosen Brands in China" for 11 consecutive years.



康師傅連續11年位列「中國消費者首選品牌」前三

Master Kong Ranked Top Three in the "Most Chosen Brands In China" for 11 Consecutive Years

- 康師傅受邀出席2023人民日報中國品牌論壇，現場分享康師傅升級戰略及如何為消費者提供新價值的思路，榮獲《2023中國品牌創新案例》。

- Master Kong was invited to attend the 2023 People's Daily China Brand Forum, where it shared its improvement strategy and insights on providing new value to consumers, and was awarded the *2023 China Brand Innovation Cases (2023 中國品牌創新案例)*.



2023年中國品牌論壇現場
At the 2023 China Brand Forum

- 康師傅出席由人民日報社經濟社會部主辦，以「踐行社會責任，推動品牌高質量發展」為主題的中國企業社會責任高峰論壇，榮獲人民日報頒發的2023環境、社會及治理(ESG)年度案例。

- Master Kong attended the China Corporate Social Responsibility Forum hosted by the Economic and Social Department of People's Daily, with the theme of "Practicing Social Responsibility, Promoting High-Quality Brand Development (踐行社會責任, 推動品牌高質量發展)". Master Kong was awarded the 2023 Environmental, Social and Governance (ESG) Annual Case by People's Daily.



中國企業社會責任高峰論壇現場
At the China Corporate Social Responsibility Forum



康師傅執行長室副總裁王世琦在論壇上發言
Executive Vice President of CEO Office of Master Kong, Frank WANG, Delivering the Speech at the Forum

- 康師傅憑藉將環保減碳和線上商業場景相結合的ESG創新實踐，榮獲《哈佛商業評論》企業ESG「拉姆·查蘭管理實踐獎」



康師傅榮獲2023環境、社會及治理(ESG)年度案例

Master Kong was Awarded the 2023 Environmental, Social and Governance (ESG) Annual Case

- Master Kong won *Harvard Business Review's* "Ram Charan Management Practice Award" for corporate ESG for its innovative ESG practices that combine environmental protection, carbon reduction, and online business scenarios.

- 康師傅以GDI for SDG（全球發展倡議助力可持續發展目標）——「緩解海洋塑料污染，助力低碳經濟轉型」項目為契機，發起「去瓶空想象島與萬物共生」活動，並落地GDI for SDG的首個商業化rPET項目——以「飲料瓶變拉杆箱」的創新模式，榮獲第十九屆中國公共關係行業最佳案例大賽企業社會責任類金獎、「2023金旗獎環境保護類全場大獎」「2023金投賞商業創意品牌組銀獎」。



康師傅獲得《哈佛商業評論》企業ESG「拉姆·查蘭管理實踐獎」

Master Kong won *Harvard Business Review's* Ram Charan Management Practice Award" for Corporate ESG

- Master Kong initiated the "Reimagine with Bottles and Live with all Life Forms (去瓶空想象島與萬物共生)" campaign, leveraging the Global Development Initiative for Sustainable Development Goals (GDI for SDG) project – "Alleviate Marine Plastic Pollution and Help Low-Carbon Economic Transformation." It also implemented the first commercialized rPET project under GDI for SDG - the innovative "Turning Beverage Bottles into Luggage" model - won the 19th China Global Awards for Excellence in Public Relations Social Responsibility Gold Award, the "2023 Golden Flag Award Environmental Protection Grand Award (2023金旗獎環境保護類全場大獎)", and the "2023 ROI Business Creative Marketing Silver Awards (2023金投賞商業創意品牌組銀獎)".



「減碳友好行動」海報
“Low-Carbon Friendly Action” Poster



「2023金投賞商業創意品牌組銀獎」
“2023 ROI Business Creative Marketing
Silver Awards (2023金投賞商業創意品牌組
銀獎)”



最佳案例大賽企業社會責任類金獎
China Global Awards for Excellence in
Public Relations Social Responsibility Gold
Award



「2023金旗獎環境保護類全場大獎」
“2023 Golden Flag Award Environmental Protection Grand
Award (2023金旗獎環境保護類全場大獎)”

- 康師傅通過開放融合的合作態度以及穩健雄厚的經營實力榮獲「價值合作夥伴」獎項。

- Master Kong acquired the “Value Cooperation Partner (價值合作夥伴)” award through its open and inclusive cooperative attitude as well as its robust and strong operational capabilities.



「價值合作夥伴」獎項與獲獎單位主管康師傅財務長劉國維
“Value Cooperation Partner (價值合作夥伴)” Award and Kuowei LIU,
the Chief Financial Officer of Master Kong, Head of the Awarded Department

4. 利益相關方溝通和關鍵議題重要性評估

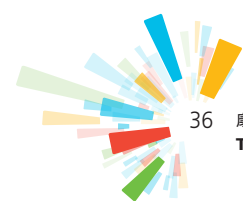
康師傅依據有關制度和流程，通過多種渠道與各利益相關方持續溝通，積極瞭解利益相關方對我們的期望和要求，力求在企業經營業務發展的同時，切實滿足利益相關方需求。2023年，我們重新審視了各項ESG關鍵議題對於公司經營發展及利益相關方的重要性。

4. Stakeholder Communication and Key Issues Materiality Assessment

Through continuous communication with various stakeholders through different channels according to relevant systems and processes, Master Kong actively understands the expectations and requirements of our stakeholders and strives to meet their needs in a practical manner while developing our business. In 2023, we reviewed the importance of each key ESG issue to our business development and to our stakeholders.

	利益相關方說明 Descriptions of Stakeholders	溝通與響應 Communication Channels and Responses
股東及投資者 Shareholders and Investors	對康師傅進行合法股權、債券投資的國內外投資人 Domestic and overseas legitimate equity and debt investors to Master Kong	股東大會、企業年報、業績公告、路演等 General meetings of shareholders, annual reports, interim reports, results announcements, roadshows, etc.
員工 Employees	與康師傅簽訂正式勞動合同及常年服務於康師傅業務的人員 Personnel who sign a formal employment agreement with the Company and who serve the Company on a regular basis	員工活動、職代會、員工培訓、員工手冊、企業內部刊物等 Staff activities, staff representative congress, staff training, staff manuals, corporate publications, etc.
經銷商(含客戶) Distributors (including customers)	合法經營康師傅旗下各品牌產品的企業、商舖或個體商戶 Companies, stores or individual businesses that legally distribute various branded products of Master Kong	產品展覽、行業調研、客服熱線及滿意度調查等 Product exhibitions, industry surveys, customer service hotlines and satisfaction surveys, etc.
供應商 Suppliers	向康師傅合法供應生產物料、輔料及辦公必須品等的企業、商舖或個體商戶 Companies, stores or individual businesses that legally supply production materials, accessories and office supplies to Master Kong	公開招投標會議、戰略合作談判、交流互訪等。 Open bidding meetings, strategic cooperation negotiations, exchanges and visits, etc.
政府及監管機構 Government and Agencies	地方政府部門及食品、稅務、環保、安全、證監會等監管機構 Food, taxation, environmental protection, safety and other authorities; local governments; the SFC and other regulatory agencies	考察接待、文件報送、政策執行、信息披露等 Field visits, official correspondences, policy implementation, information disclosure, etc.
媒體 Media	與康師傅建立合法合作關係的報社、電視台、網絡公司及其他相關媒介機構 Newspapers, TV stations, Internet companies and other media agencies that have established legal partnerships with Master Kong	企業經營訪談、文化宣傳、特色專題活動等 Business interviews, cultural promotion, featured activities, etc.
社區及公眾 Communities and the Public	運營所在地社區，社會公眾、與非營利組織等 Local communities, the public, non profit organizations, etc.	社區活動、員工志願者活動、公益活動、社會事業支持等 Community activities, employee volunteer activities, public welfare activities, social cause support, etc.
高校及科研機構 Universities and Research Institutions	與康師傅建立合作關係的大學、學院、研究所等機構 Universities, colleges and research institutes partnering with Master Kong	企業招聘宣講、員工進修、研討會、學術交流及科研合作項目等 Recruitment presentations, training programs, seminars, academic exchanges and cooperative research projects

利益相關方的期待與回應
Stakeholder Expectations and Responses





四、從安心走向營養與健康，樂享「歡樂飲食，美好生活」

1. 食品安全管控與建設

公司深刻認同「食品安全為企業生存之本」，「確保食品安全」是消費者對品牌的信任基礎。我們遵守《中華人民共和國食品安全法》等法律法規，以消費者為中心，秉承對食品安全風險「零容忍」的態度，致力於從員工道德觀念、專業能力、產品制程管理等多方面提升企業風險管控水平，努力推動「健康中國」建設。為此，我們在下述幾方面不斷發力，持續優化康師傅食安管理工作水平：

- 1) **加大食安領域投入。**康師傅先後投入5億元人民幣設立「創新研發與食品安全研究中心」，該中心已獲得國家認可

IV. FROM PEACE OF MIND TO NUTRITION AND HEALTH, ENJOY "LIFE + DELICACY"

1. Food Safety Control and Construction

The Company deeply recognizes that "food safety is the foundation of corporate sustainability" and "food safety" is the foundation to build customers' brand trust. In compliance with the *Food Safety Law of the People's Republic of China* and other laws and regulations, we place consumers at the center of our operations, adhere to a "zero tolerance" approach towards food safety risks, and are committed to enhancing our risk management by improving the ethics and professionalism of our staff and strengthening our product process management, striving to promote the construction of a "healthy China". In this connection, we have been making continuous efforts in the following areas to continuously improve Master Kong's food safety management.

- 1) **Increase investment in the area of food safety.** Master Kong has invested RMB500 million in the establishment of the Innovation R&D Centre, which has been accredited by China National Accreditation Service for Conformity Assessment (CNAS), with over

委員會(China National Accreditation Service for Conformity Assessment, CNAS)資格認可，每年食安風險監控指標超過1,500項，質檢超過350萬次。公司食品安全與品質管控專業團隊近2,000人，通過對原物料供應商外檢、食安評估檢驗、原物料進貨檢驗、制程檢驗、成品出廠檢驗、產品市場抽檢等全流程的檢測檢驗，對產業鏈嚴格監控。2023年，公司重點加強工廠品質穩定，以及原物料風險研究(油脂)、微生物管控、摻假及快檢技術研究、數智化系統等方面的建設工作，同時利用國內外優質學術資源，推動食品安全技術的高端研發和研發成果轉化，逐步提升行業的食安水平。

- 2) **優化內部食安管理體系。**公司積極引入外部顧問資源，強化食品安全研管中心實驗室數據權威性，加強一線監測人員基本功建設，提高對產品品質指標的監測頻率，推動康師傅自有標準「K-GMP」(Good Manufacturing Practices)審核，強化食品安全與質量管理體系建設。公司設立並逐步優化食安管理架構，檢驗應用研究組、預防管理組、准入管理組、食品/飲品稽核組和系統整合組密切配合，實現了食安體系全鏈條治理和全過程監管。

1,500 food safety risk monitoring indicators and over 3.5 million quality tests per year. The Company's food safety and quality control team has nearly 2,000 staff, who strictly monitor the process of the industry chain through the whole-process inspection including external inspection of raw material suppliers, food safety assessment inspection, inspection of incoming raw materials, production process inspection, inspection of finished products, and market sampling of products. In 2023, the Company focused on increasing product quality stability in the factory and strengthening the construction of raw material risk research (grease), microbial control, adulteration and rapid inspection technology research, digital intelligence system, etc., while using high-quality academic resources at home and abroad to promote high-end research and development of food safety technology and the transformation of research and development results, in order to gradually improve the food safety level of the industry.

- 2) **Improve the internal food safety management system.** The Company actively introduces external consultant resources to improve the authority of laboratory data of Food Safety Research and Management Center, strengthens the basic skills trainings of front-line monitoring personnel and increases the monitoring frequency of product quality indicators, and promotes the review of Master Kong's own standard "K-GMP" (Good Manufacturing Practices) to strengthen the construction of food safety and quality management system. The Company establishes and gradually optimizes the food safety management structure, and closely cooperates with the inspection and application research group, the prevention management group, the access management group, the food/beverage audit group and the system integration group to realize the whole-chain management and whole-process supervision of the food safety system.

3) **產品追溯與召回管理。**康師傅各事業制定《追溯撤回管理辦法》，對生產過程中的各類因素進行追溯，及時回收有品質問題的產品並開展原因分析，制定改善對策以提升產品品質。對於撤回的產品，各事業則按照公司規定作為報廢品處理，並向所在地市場監督管理部門報告。公司亦與供應商和客戶合作，在專業機構指導下，加強產品追溯撤回管理體系建設。康師傅各工廠每年進行至少一次追溯召回演練，對演練結果實施評估。方便麵事業14家工廠已上線MRP追溯系統，實現追溯系統電子信息化。康師傅飲品事業和百事飲品事業開展「從原料到成品」和「從成品到原料」演練，並分別開展1次模擬追溯演練，實現產品追溯和召回全生產鏈覆蓋。糕餅事業部根據自身產品特點制定了《產品召回控制程序》《產品追溯作業辦法》，實現食品安全信息順向可追蹤、逆向可溯源、過程可控制、責任可追究。2023年，我們已售或已運送產品中未出現因安全與健康理由而回收的情況。

3) **Product traceability and recall management.** Master Kong formulates the *Management Measures for Retrospective Withdrawal of Products* for each business, tracing various factors in the production process, promptly recovering products with quality defects and analyzing the causes, and working out improvement countermeasures to improve product quality. Each business treats the withdrawn products as scrapped products according to the Company's regulations and reports to the local market supervision and management department. The Company also cooperates with suppliers and customers to strengthen the construction of product retrospective withdrawal management system under the guidance of professional organizations. Each factory of Master Kong carries out at least one retrospective recall drill every year and evaluates the results of the drill. For the Instant Noodles Business, 14 factories launch the MRP traceability system to achieve information digitalization of the traceability system. Master Kong Beverages Business and Pepsi Beverages Business carry out "from raw materials to finished products" and "from finished products to raw materials" drills, and one simulated traceability drill respectively to achieve the full coverage of product traceability and recall across the entire production chain. The Bakery Business develops the *Product Recall Control Procedures* and *Product Traceability Operation Methods* based on its own product features to achieve the traceability of food safety information in forward and reverse directions, the controllable processes and the accountability. In 2023, there were no product recalls for safety and health reasons in products sold or shipped.

4) **推進食安數字化系統建設。**康師傅將數字化技術滲透到工廠運營，建立信息化管理體系，先後規劃並上線實驗室信息管理系統(Laboratory Information Management System, LIMS)、產品生命週期管理(Product Lifecycle Management, PLM)和商業智能(Business Intelligence, BI)等數字化信息系統，對廠區及生產過程全程監控，確保食品安全防護有效落實。此外，康師傅與外部專業機構共同開發「利用近紅外分析技術檢測油槽油」，進一步推進數字化建設，保證生產過程中油的質量控制。

5) **開展外部合作，提升社會食安治理水平。**康師傅與外部專業機構及高校持續開展食品安全、產品應用開發、工藝優化及食安風險研究等合作，助力社會食安治理水平的提升。公司獲批籌建「上海方便食品工程技術研究中心」，承擔食品安全檢測、研發、科普培訓及為社會提供權威、公正的第三方服務等職責。依託這一平台，康師傅利用國內外優質學術資源，推動食品安全技術的高端研發和成果

4) **Promote the construction of the digitalization system of food safety.** Master Kong penetrates digital technology into the factory operation and establishes the information management system. In order to secure the effective implementation of protection for food safety, Master Kong has successively planned and launched digital information systems such as Laboratory Information Management System (LIMS), Product Lifecycle Management (PLM) and Business Intelligence (BI), and monitored the entire factory area and production process. In addition, Master Kong collaborates with external professional organizations to jointly develop the "Detecting Oil in Oil Tanks by Using Near-Infrared Analysis Technology", further promotes digital construction, in order to ensure the oil quality control in the production process.

5) **External cooperation to improve social food safety governance.** Master Kong cooperates with external professional institutions and universities on food safety, product application development, process optimization and food safety risk research, helping to improve the level of social food safety governance. The Company was approved to set up Shanghai Instant Food Engineering Technology Research Center to undertake food safety testing, research and development, scientific trainings and provide authoritative and impartial third-party services to the society. Relying on this platform, Master Kong makes use of quality academic resources at home and abroad to promote the high-end R&D and the results transformation of food safety technology, and actively provides useful references for the formulation

轉化，並積極為國家食品安全標準的制訂與更新提供有益參考。我們持續與外部專業感官品評公司及實驗室開展合作，建立了康師傅茶飲料、水關鍵異味圖譜，並對百事飲品事業碳酸產品及非碳酸產品生產工廠進行感官評價和理化熟練測試服務。我們與外部專業機構開展微生物項目合作，開展變敗品微生物菌種鑒定、天然礦泉水廠環境微生物鑒定、微生物能力比對測試、微生物分析人員專業技能培訓，不斷提升團隊微生物檢定和分析能力。

- 6) **重視食安人才培養。**康師傅從全國重點高校選拔食品科學與安全專業優秀畢業生，重點增加複合型人才比例。公司從全國各地工廠徵選質量品控管理人員，為優秀畢業生提供食安標準與法規、分析檢測、風險監測與評估稽核等領域的專項能力培訓，並引導各事業供應鏈部門與質量部門的人員在工作中落實「食安第一」的理念，以實現全員食安管理的目標。

and amendment of national food safety standards. We continue to collaborate with external professional sensory evaluation companies and laboratories to establish Master Kong's key odor profiles for tea beverages and water, and to provide sensory evaluations and physicochemical proficiency testing services for carbonated and non-carbonated products at Pepsi Beverages Business' factories. We also cooperate with external professional organizations on microbiology projects, including microbial strain identification for spoilage products, microbial identification in natural mineral water plants, microbial proficiency testing, and professional skills trainings for microbial analysis personnel, to continuously improve our team's microbiological testing and analytical capabilities.

- 6) **Emphasis on food safety talents training.** Master Kong selects outstanding graduates from key universities across the country with a major in Food Science and Safety and focuses on increasing the proportion for complex industry talents. The Company engages quality control managers from factories across the country and provides those outstanding graduates with special trainings in areas such as food safety standards and regulations, analysis and testing, risk monitoring and assessment auditing, and guides staff in the supply chain departments and quality control departments of each business to implement the "food safety first" concept in their work, so as to achieve the goal of overall food safety management.

7) 提升全員食品安全意識。

康師傅注重多角度帶動上下游夥伴及消費者提升食品安全意識。我們已連續10年開展食品安全宣傳月主題活動，本年度主題為「築牢食安防線，堅守責任擔當」，活動包括產品追溯演練及食安品質活動。我們聯動供應商開展全鏈路食安管理，持續強化食安風險排查，亦進入社區、學校，向消費者帶來食安科普，並繼續打造「透明」工廠，讓食安品質看得見。本年度，方便麵事業帶動43家供應商開展追溯演練及50場食安品質活動，百事飲品事業8家工廠舉辦超130場內外部食安主題活動。

- 8) 食安體系認證。2023年，方便麵事業全部正常運營工廠¹通過FSSC 22000(食品安全認證體系)ISO 22000(食品安全管理體系)認證，食品安全管理體系在各廠均良好運行。方便麵事業繼續健全基於美國烘焙技術研究所(American Institute of Baking, AIB)審核標準的「AIB+」內部審核條款，對11家工廠進行AIB標準審核，降低了方便麵生產環節的食安風險。此外，方便麵事業江門工廠通過危害分析與關鍵控制點體系(Hazard Analysis Critical Control Point, HACCP)食品安全

7) Enhance the food safety awareness of all staff.

Master Kong focuses on driving upstream and downstream partners and consumers to enhance food safety awareness in a lateral way. We have held the food safety publicity month theme campaign for 10 consecutive years. During the year, based on the theme of “securing the bottom line of food safety and maintaining accountability”, we held various activities including product traceability drills and food safety quality activities. We work with suppliers to carry out the full food safety management, continue to strengthen food safety risk investigation, and go out into communities and schools to provide food safety science popularization for consumers, and continue to build “transparent” factories to achieve visible food safety quality. During the year, the Instant Noodles Business led 43 suppliers to carry out traceability drills and 50 food safety quality activities, and eight factories of the Pepsi Beverages Business held more than 130 internal and external food safety theme activities.

- 8) Food safety system certification. In 2023, all normal operation factories¹ of the Instant Noodles Business were certified under the FSSC 22000 (Food Safety Certification System) and ISO 22000 (Food Safety Management System), and maintained good operation of the food safety management system. The Instant Noodles Business continued to improve its “AIB+” internal audit terms according to the American Institute of Baking (AIB) audit standard, based on which 11 factories were audited, which further reduced the food safety risks in the production of instant noodles. In addition, Jiangmen plant of the Instant Noodles Business was certified under the food safety system of the Hazard Analysis Critical Control Point (HACCP). All factories of Master Kong Beverages Business and Pepsi Beverages Business in normal operation were certified under ISO 22000, FSSC 22000 and HACCP, among which 59 plants of Master Kong Beverages Business and 32 Aquafina plants were annually certified by the National Sanitation

¹ 正常運營工廠為本年度運營達6個月以上且不處於停產/停工狀態的工廠

¹ Normal operation factories are factories that operated for over 6 months without production halted or shuttered businesses

體系認證。康師傅飲品事業和百事飲品事業全部正常運營工廠均通過ISO 22000、FSSC 22000和HACCP三體系認證。其中，59家康師傅飲品事業生產工廠以及32家純水樂工廠通過美國國家衛生基金會(National Sanitation Foundation, NSF)年度認證，以及國際瓶裝水協會(The International Bottled Water Association, IBWA)審核，全部康師傅飲品事業和百事飲品事業工廠參與了AIB食品安全年度審核並成功通過。2023年5月，重慶百事獲得由百事國際頒發的2022年度全球飲料質量和食品安全卓越獎(銅獎)。糕餅事業部工廠取得ISO 9001(質量管理體系)和ISO 22000認證，2023年體系運行正常並通過2023年度體系監督審核。

Foundation (NSF) and reviewed by The International Bottled Water Association (IBWA). All plants of the Master Kong Beverages Business and Pepsi Beverages Business participated in and successfully passed the AIB annual food safety audit. In May 2023, Chongqing Pepsi was awarded the 2022 Global Beverage Quality and Food Safety Excellence Award (Bronze Award) (2022 年度全球飲料質量和食品安全卓越獎(銅獎)) by PepsiCo International. The plants of the Bakery Business obtained ISO 9001 (Quality Management System) and ISO 22000 certifications, and maintained a normal operation of the system in 2023 and passed the 2023 annual system supervision and audit.



重慶百事獲頒全球飲料質量和食品安全卓越獎(銅獎)

The Global Beverage Quality and Food Safety Excellence Award (Bronze Award)
(全球飲料質量和食品安全卓越獎(銅獎)) Granted to Chongqing Pepsi

2. 食品安全與質量保證培訓宣貫

為提高全員食品安全意識，加強質量與食品安全文化建設，我們為全體品質保證員工至少每年開展一次食品安全與質量保證培訓，內容涉及食品安全相關法律法規、質量管理技能、食品檢驗崗位技能、供應商質量審核、產品工藝及品質控制、新品流程管理、食品追溯召回與突發應急管理等方面，並開展食安知識競賽、崗位技能比武、品質改善提案等活動。

康師傅每年開展覆蓋全體供應商的產品安全及質量保證培訓，培訓形式包括供應商大會、食安宣傳月活動、在線視頻培訓、郵件宣導等。本年度各事業針對細分供應商均開展了品質專項培訓，如：

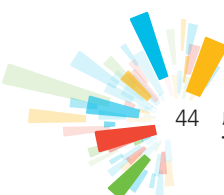
- **方便麵事業：**針對脫水菜供應商及其上游共計16家供應商開展品質管理專項培訓，培訓內容涵蓋農副產品基地種植、原料採收、運輸防護、加工過程異物管控關鍵控制點、駐廠人員管理意識提升等

2. Publicity and Implementation through Food Safety and Quality Assurance Trainings

In order to improve the food safety awareness of all staff and strengthen fostering quality and food safety culture, we carry out the food safety and quality assurance trainings for all quality assurance staff at least once a year, covering food safety laws and regulations, quality management skills, food inspection skills, supplier quality audit, product process and quality control, new product process management, food retroactive recall and emergency management, etc., and conduct food safety knowledge competitions, job skills competitions, quality improvement proposals and other activities.

Master Kong carries out product safety and quality assurance trainings for all suppliers every year, including supplier conferences, food safety publicity month activities, online video trainings, email advocacy, etc. During the year, each business carried out special quality trainings for subdivision suppliers, including:

- **For the Instant Noodles Business,** special quality management trainings were carried out for dehydrated vegetable suppliers and a total of 16 upstream suppliers, covering the planting in the agricultural product base, raw material harvesting, transportation protection, key control points for strange matter control during processing, and the improvement of management awareness of plant



內容。開展食品安全月活動推廣，覆蓋44家脫水肉、脫水菜、風味包、生鮮菜供應商，活動內容包括食品追溯演練、技能比武、食安知識競賽、食安隱患排查等，累計開展126場次，參與人員約4,600人次。制定下發《康師傅供應商食安品質管理要求》，召開30場供應商大會，召集全國供應商赴公司參加食安品質管理要求宣導、食品防護意識培訓、AIB檢查經驗交流等活動。對管理較弱的供應商開展專項對口幫扶，通過歷年審核及飛行檢查結果篩選14家食安品質管理水平相對比較弱的供應商，邀請中國質量認證中心(CQC)審核老師進行現場輔導培訓，從食安管理、GMP、蟲鼠害管控、生產及CCP點管控、檢驗管理、倉儲管理等方面進行診斷，針對薄弱項進行輔導改善，提升供應商的食安品質管理水平。

- **康師傅飲品事業及百事飲品事業：**針對飲品原料供應商開展食安培訓，向供應商傳達產品質量、食品安全、良好生產規範管理審核等核心要求；針對農產品供應商開展AIB檢查培訓；針對白砂糖供應商開展原糖存儲管理培訓，幫助其改善原糖存儲環境，規範人員操作。

staff, etc. A total of 126 food Safety Month activities were conducted for 44 suppliers of dehydrated meat, dehydrated vegetables, flavor packs and fresh vegetables, with approximately 4,600 participants, covering food traceability drills, skill competitions, food safety knowledge competitions, food safety hidden dangers investigation, etc. The *Quality Management Requirements for Food Safety of Master Kong's Suppliers* was formulated and issued, and 30 supplier meetings were held to gather national suppliers to participate in the advocacy of food safety quality management requirements, food protection awareness trainings and AIB inspection experience exchange, etc. Special assistances were provided for selecting 14 suppliers with relatively weak food safety quality management through historical audits and unannounced inspection results, and audit personnel from China Quality Certification Center (CQC) were invited to conduct on-site guidance trainings, checking food safety management, GMP, pest control, production and CCP point control, inspection management, and warehouse management, etc., and providing guidance and improvement for weak aspects, in order to improve the food safety quality management of suppliers.

- **For the Master Kong Beverages Business and Pepsi Beverages Business,** beverage ingredient suppliers were provided with training on food safety to publicize the Company's supplier core requirements such as quality of the products, food safety, good manufacturing practices and management audit. We provided trainings on AIB inspections for agricultural product suppliers. Raw sugar storage management trainings were held for white granulated sugar suppliers to help them improve the raw sugar storage environment and standardize personnel operations.

- **糕餅事業部：**每年對供應商的現場管理、原物料管理等方面進行現場溯源輔導；每季度針對重點供應商進行飛行檢查，確定供應商日常管理情況，對日常管理薄弱環節進行溝通培訓；每年度識別食安風險較高原物料，每季度對相關原物料進行食品安全指標送檢，並與原物料風險較高的供應商進行輔導溝通，提高其品質意識。

3. 健康營養產品研發與拓展

國家高度重視人民群眾的健康，把健康置於優先發展的戰略地位，明確提出到2035年建成「健康中國」的遠景目標。作為中國食品飲料行業領軍企業，康師傅致力於滿足中國消費者健康飲食需求，通過自身研發技術的突破和創新，不斷提高產品健康附加值，實現自身產品從方便到美味再到健康的跨越與升級。

康師傅中央研究所專注於食品安全與質量、健康營養、工藝優化等方面的研發和創新，不斷提升在健康營養產品方面的研發投入。康師傅設立「方便麵研發中心」、「飲品研發中心」和「基礎研究部」，並與浙江大學、南開大學、江南大學等高校建立合作關係，深入無糖、低脂、營養健康產品的研發。例如，我們與南開大學合作，開展低糖烏龍健康功能研究、慢消化低GI健康麵製品開發等項目。同時我們重視健康營養研發人才的培養，並積極進行人才儲備。報告期內，康師傅健康營養相關研發人員共計15人，未來研發團隊規模也將不斷擴大。

- **For the Bakery Business,** the Company provides the on-site traceability counseling for suppliers in terms of the on-site management and raw material management every year. It conducts unannounced inspections for key suppliers every quarter to identify their daily management and communicate with and provide trainings for suppliers on weak aspects in daily management. The Company identifies raw materials with high food safety risk every year, sends related raw materials for food safety indicators inspection every quarter, and provides counseling for and communication with suppliers with high raw material risk to improve their quality awareness.

3. Health and Nutrition Product Development and Expansion

China highly values the health of the people and prioritizes it in its development strategy and sets the visionary goal of building “Healthy China” by 2035. As a leading company in China’s food and beverage industry, Master Kong is committed to meeting the needs of Chinese consumers for healthy diet. Through its own R&D technology breakthroughs and innovations, Master Kong constantly increases the added value of health products, achieving the leapfrog and upgrade of its own products from convenience to delicacy followed by health.

Master Kong Central Research Institute focuses on the research and development and innovation of food safety and quality, health and nutrition and process optimization, etc., and constantly increases the R&D investment in health and nutrition products. Master Kong has set up the “Instant Noodles R&D Center”, “Beverage R&D Center” and “Basic Research Department”, cooperated with Zhejiang University, Nankai University and Jiangnan University, etc., and conducted in-depth research and development of sugar-free, low-fat, nutritional and health products. For example, we have cooperated with Nankai University on projects such as studying how healthy the low-sugar oolong is as well as developing healthy noodles with slow digesting and low GI. In addition, we attach importance to the training of health and nutrition R&D talents, and actively reserve talents. During the reporting period, 15 R&D personnels in total worked on health and nutrients, and the R&D team of Master Kong will be expanded in the future.

我們積極響應包括《國民營養計劃(2017-2030年)》在內的各項國家營養健康政策，將營養健康納入產品設計、產品革新、技術合作等各項研發活動中。在方便麵研發方面，康師傅響應落實國家「三減三健」號召，除始終堅持不添加防腐劑外，本年度通過技術創新推動產品減油、減鹽，開發出「速達麵館」系列營養健康新產品，創新使用低脂零油炸技術，使面餅每100克脂肪含量小於1克，達到國家標準規定的低脂面餅要求。此外，產品著重提高了蛋白質含量，並保留了更多蔬菜營養和膳食纖維。每桶「速達麵館」提供的膳食纖維總量占中國居民每天膳食纖維參考攝入量的40%左右。

在飲品研發方面，公司關注無糖、低脂等產品的開發，本年度推出了「純萃零糖—高山烏龍」、「茉莉綠茶」、「大紅袍紅茶」等無糖/低糖產品，以及「小酪多多巨峰葡萄」等低脂、零脂飲品，相較於傳統飲品，我們減少了糖分和脂肪，為消費者帶來更健康的產品。同時，我們針對補充人體營養素的產品也加大研發投入，成功上市富含維生素C的飲料——「柑橘C風暴」。本年度，無糖茶系列產品「純萃零糖」榮獲上海市營養創新獎，「茉莉花茶」榮獲國際美味獎章最高獎三星獎。

We actively respond to various national nutrition and health policies, including the *National Nutrition Plan (2017-2030)*, and incorporate nutrition and health into various R&D activities such as product design, product innovation and technical cooperation. In terms of the R&D of instant noodles, Master Kong supports the “Three Reductions and Three Kinds of Health (三減三健)” campaign. During the year, in addition to no preservatives, it promoted oil and salt reduction of products through technological innovation and developed the “Express Chef’s Noodle (速達麵館)” series of new nutrition and health products, which use innovative low-fat fried-free technique to make the fat content per 100g of dry instant noodles lower than 1g, meeting the requirements of the national standard for low-fat dry instant noodles. In addition, the product largely increases content of protein with more green vegetables and dietary fiber retained. The total amount of dietary fiber contained in a bucket of “Express Chef’s Noodle”, accounts for approximately 40% of the daily reference intake of dietary fiber of Chinese residents.

In terms of beverage R&D, the Company focuses on the development of sugar-free, low-fat products. During the year, the Company launched sugar-free/low-sugar products such as “Pure Sugar-free - Alpine Oolong Tea”, “Jasmine Green Tea”, “Da Hong Pao Black Tea”, and other low-fat and zero-fat drinks such as “Xiao Lao Duo Duo Probiotics Drink (Kyoho Grape flavor)(小酪多多巨峰葡萄)”. Compared with traditional drinks, we reduce the use of sugar and fat to provide consumers with healthier products. At the same time, we also increase investment in the research and development of products that supplement essential nutrients, and successfully launch a kind of beverage rich in vitamin C — “Citrus C Storm (柑橘C風暴)”. During the year, the sugar-free tea series “Pure Sugar-free Tea Beverage” was awarded the Shanghai Nutrition Innovation Award (上海市營養創新獎), and “Jasmine Tea” was granted the highest award of Superior Taste Award (Three Stars Award) (國際美味獎章最高獎三星獎).



國際美味獎章最高獎三星獎

The Highest Award of Superior Taste Award (Three Stars Award)

康師傅致力於開發「小而美」的產品，以滿足消費者追求「健康飲食，精緻生活」的需求。我們的小包裝產品包括容量是常規容量60%的「Mini桶」方便麵、迷你瓶「康師傅純萃零糖一雲霧綠茶」(350mL)和迷你瓶「康師傅純萃零糖一茉莉花茶」(350mL)等。本年度，我們推出湯大師系列杯麵，在實現方便快捷和營養美味的同時，滿足消費者對小規格產品的需求。

Master Kong is committed to developing “small but beautiful” products to meet the needs of consumers in pursuing a “healthy diet and exquisite life”. Our products of smaller packs include the “Mini Bucket” instant noodles with a capacity of 60% of the conventional capacity, as well as mini bottles of “Master Kong Pure Sugar-free - Yunwu Green Tea” (350ml) and mini bottles of “Master Kong Pure Sugar-free - Jasmine Tea” (350ml). During the year, we launched the “Soup Chef” series of cup noodles to meet consumers’ demand for small sizes of products while ensuring convenience and nutrition.



滿足消費者需求的小包裝產品

Products of Smaller Packs to Meet the Needs of Consumers

康師傅在產品研發與創新方面已獲得廣泛認可。2023年3月，康師傅憑藉制面領域的專業技術，獲得iSEE全球食品創新獎。9月，在由中國食品科學技術學會主辦的「第二十三屆中國方便食品大會」上，康師傅方便麵「速達麵館系列」獲得2022-2023年度中國方便食品行業優秀創新產品稱號，「乾麵薈系列」獲得2022-2023年度中國方便食品行業創新產品稱號，「乾麵薈黑椒牛柳炒麵」獲得大會試吃評選環節的最受歡迎方便食品獎。

Master Kong has been widely recognized in product R&D and innovation. In March 2023, Master Kong was granted the iSEE Global Food Innovation Award for its expertise in noodle making. In September, at the “23rd China Instant Food Conference” hosted by Chinese Institute of Food Science and Technology, Master Kong Instant noodles “Express Chef’s Noodles” series and “Dried Noodles Collection” won the Outstanding Instant Food Innovation Grand Award and the Instant Food Innovation Award respectively in the year of 2022-2023 within the instant food industry in China, and “Dried Noodles Collection - Fried Noodles with Black Pepper and Beef Fillet” won the most popular Instant Food Award in the tasting and selection process at the conference.



康師傅獲得iSEE全球食品創新獎與獲獎單位主管康師傅Food Service事業部錢雅蓉總經理
The iSEE Global Food Innovation Award Granted to Master Kong and Ms. Qian Yarong,
the General Manager of Food Service Business of Master Kong



「速達麵館系列」和「乾麵薈系列」獲得2022-2023年度中國方便食品行業（優秀）創新產品稱號
“Express Chef’s Noodles” Series and “Dried Noodles Collection” won the (Outstanding) Instant Food
Innovation Award in the Year of 2022-2023 within the Instant Food Industry in China



「乾麵薈黑椒牛柳炒麵」獲得最受歡迎的方便食品獎

“Dried Noodles Collection - Fried Noodles with Black Pepper and Beef Fillet”
won the Most Popular Instant Food Award

4. 健康理念傳播

康師傅致力於弘揚中華飲食文化，為消費者提供高品質、多樣化的食品飲料產品，樂享健康方式，引領美好生活。我們全力支持並積極響應國家營養健康政策，持續聯合多家機構開展相關研究，滿足不同人群對營養與健康的需求，積極倡導合理膳食和吃動平衡的飲食理念，引導消費者做出適合自己的食物選擇，與政府、業界夥伴一起推動實現廣大消費人群健康的生活方式。

康師傅重視青少年兒童食品安全科普工作，攜手合作夥伴，開展「食品科普進校園」，啟動2023年「康師傅關愛下一代食安守護行動」。從農田到工廠，從超市到廚房與戶外，康師傅通過場景化創新與交互的形式，激發孩子們的學習興趣，讓孩子們沉浸式學習「食品安全」的概念。此次活動還提供線上線下相結合的系列科普課程，鼓勵孩子們將理論知識用於實踐，提升孩子們的食品安全意識。

4. Spread Health Concept

Master Kong is committed to promoting Chinese Food & Beverage Culture and providing consumers with high-quality and diversified food and beverage products to enjoy a healthy lifestyle and lead a better life. We fully support and actively respond to the national nutrition and health policy, and continue to conduct relevant research together with various institutions to meet the needs of different groups of people for nutrition and health, actively advocate the diet concept of reasonable diet and balanced eating and moving, guide consumers to make suitable food choices, and promote a healthy lifestyle for the general consumer population together with the government and industry partners.

Master Kong attaches great importance to the science popularization work on food safety for young children, and works with partners to launch the “Food Safety Science Popularization into Campus” campaign and the “2023 Master Kong Care for the Next Generation Food Safety Guarding Action (2023年康師傅關愛下一代食安守護行動)”. Master Kong stimulates children’s interest in immersive learning of “food safety” through the scenario-based innovation and interaction from farmlands to factories, and from supermarkets to kitchens and the outdoors. This campaign also provides children with a series of online and offline popular science courses to encourage them to put the theoretical knowledge into practice, further enhancing their awareness of food safety.

2023年10月26日，康師傅支持由上海市閔行區食品藥品安全委員會辦公室、閔行區精神文明建設委員會辦公室主辦的2023年閔行區食品安全宣傳周主題日活動。同日，康師傅總部「上海市食品藥品科普站」正式授牌。

On 26 October 2023, Master Kong sponsored the Theme Day of the 2023 Food Safety Publicity Week in Minhang District held by the Food and Drug Safety Committee Office, Minhang District, Shanghai (上海市閔行區食品藥品安全委員會辦公室) and the Shanghai Spiritual Civilization Establishment Committee Office (上海市精神文明建設委員會辦公室). On the same day, the “Shanghai Food and Drug Science Popularization Station (上海市食品藥品科普站)” was officially awarded at Master Kong headquarters.



康師傅總部「上海市食品藥品科普站」正式授牌

“Shanghai Food and Drug Science Popularization Station” Awarded Officially at Master Kong Headquarters

本年度，康師傅繼續以「中國航天事業合作夥伴」的身份，以「航天品質·共創未來」為主題，讓航天精神賦能產品質量，以航天品質驅動產品創新。

During the year, as “a partner of China’s aerospace industry”, Master Kong continued to focus on the theme of “Aerospace Quality · Creating the Future (航天品質·共創未來)”, to improve the product quality empowered by the space spirit and promote the product innovation driven by aerospace quality.

五、打造誠信健康合作關係，共建「歡樂飲食，美好生活」

1. 服務消費者

康師傅嚴格遵守《中華人民共和國消費者權益保護法》《中華人民共和國個人信息保護法》等法律法規的要求，高度重視客戶和消費者的需求，建立並保持暢通的多元化溝通渠道，以瞭解其對我們的期望和訴求。公司設立了客服團隊以收集和反饋消費者和客戶的建議、問詢和訴求。客服團隊建立了《顧客服務管理程序》等標準化操作流程，與相應責任部門開展協作，共同解決客戶問題，在規定時效內對客戶進行回復並持續追蹤跟進直至結案，隨後須回訪客戶瞭解其滿意度，確保客戶提出的問題得以妥善解決。2023年，我們增設了電商客訴通道，通過400熱線、企業門戶網站、新浪微博等平台收集客戶反饋。同時，我們聘請專業機構對客服團隊服務能力、有效溝通、合作流暢度、跨部門協作等方面進行客戶調研，匯總整理客戶意見與建議，協助後續工作部署，提升客戶滿意度。本年度，康師傅接獲客戶投訴13,859件，客訴滿意解決率達95%。

V. BUILDING AN HONEST AND HEALTHY COOPERATION RELATIONSHIP TO CREATE "LIFE + DELICACY" TOGETHER

1. Service to Consumers

Master Kong strictly complies with the requirements of the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, the *Personal Information Protection Law of the People's Republic of China* and other laws and regulations, and attaches great importance to the needs of our customers and consumers while establishing and maintaining smooth and diversified communication channels to understand their expectations and aspirations. The Company has set up a customer service team to facilitate the collection and feedback of suggestions, enquiries and demands from consumers. The customer service team has established standardized operating processes such as the *Customer Service Management Procedure*, cooperated with the responsible departments to resolve customer problems, responded to customer within the stipulated timeframe, to continuously track and follow up until the case is closed, and then visit customers to understand their satisfaction and ensure that the issues they raised are properly resolved. In 2023, we added e-commerce customer complaint channels to the existing channels such as 400 hotline, corporate website and Sina Weibo, to collect customer feedback. At the same time, we hired a professional organization to conduct customer research on the customer service team's service capability, effective communication, cooperation fluency, inter-departmental cooperation, etc., summarize and collate customers' comments and suggestions, and assist in the deployment of follow-up work, to enhancing customer satisfaction. During the year, Master Kong received 13,859 customer complaints, with a satisfactory resolution rate of 95%.

我們在與客戶和消費者溝通的過程中亦關注信息保護，全方位保障客戶的隱私安全。我們執行信息系統化、流程化管理，設置客戶信息訪問權限，嚴格遵守客戶信息保密原則。我們會與涉及用戶信息的工作人員及第三方公司簽署保密協議，並監督協議執行情況，確保公司及用戶信息安全。在客戶信息獲取和記錄方面，各事業制定《客訴信息管理作業辦法》，只記錄客戶的基礎信息，並定期對重要敏感信息進行清理。在信息訪問方面，我們努力保障內部系統的數據安全，實施賬號登錄權限管理，約束內部人員對消費者和客戶信息的接觸場景及使用條件，最大限度保障消費者和客戶的信息安全。

2. 負責任營銷

康師傅積極踐行負責任營銷，嚴格遵守《中華人民共和國廣告法》《中華人民共和國商標法》等法律法規及《GB 7718-2011 預包裝食品標籤通則》等國家標準，建立了《產品推廣營銷手冊》，嚴控廣告及標籤審核，規範產品宣傳營銷工作。同時，我們與消費者建立透明的溝通渠道，致力於打造負責任營銷的企業形象，提升品牌價值。

We are also concerned about the protection of information in the process of communicating with our customers and consumers, and protect the privacy of our customers in all aspects. We implement systematical and processed management of the information, set an access limit to client's information and strictly adhere to the principle of confidentiality of customer information. We will sign confidentiality agreements with staff and third-party companies involved in user information and oversee the implantation of such agreements, to ensure the information security of the Company and users. In terms of capturing and recording customer information, each business formulates the *Customer Complaint Information Management Operational Approach*, records only the basic information about the customer and cleans up the important and sensitive information on a regular basis. In terms of information access, we endeavour to ensure data security in our internal systems and implement account login permission management to restrict the access scenarios and conditions of use of consumer information by our internal staff to ensure information security of our customers and consumers.

2. Responsible Marketing

Master Kong actively practices responsible marketing and strictly abides by laws and regulations such as the *Advertising Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China* and other national standards such as the *GB 7718-2011 General standard for the labeling of prepackaged foods*, establishes a *Product Promotion and Marketing Manual* to strictly control the auditing of advertisements and labels, and to standardize the promotional and marketing work of its products. At the same time, we establish transparent communication channels with consumers and are committed to building a corporate image of responsible marketing and enhancing brand value.

公司注重對宣傳工作的管理。我們要求合作夥伴及其他廣告發佈者、經營者誠信履約，公平參與競爭，避免出現誇大、虛假或誤導性宣傳。為確保宣傳內容的真實性與合規性，我們要求任何對外宣傳資料及標籤設計均需經過法務、研發、品保等多個部門審核，審核無誤後方可發佈。康師傅的營銷政策規定不得在中小學校、幼兒園內開展廣告活動，不得利用中小學生和幼兒的教材及教輔工具、校服、校車等渠道發佈或者變相發佈廣告。在品牌推廣、產品營銷、內容宣傳環節，康師傅規定禁止在宣傳內容中涉及競爭對手品牌，不得貶低其他生產經營者的商品或者服務，不得對商品作片面的宣傳或者對比。

我們面向所有市場營銷人員組織開展負責任營銷相關培訓，定期組織營銷策略落地專項培訓等活動，提升員工合規意識。本年度，康師傅法務部、品牌部、市場部等多部門聯合為各事業全體市場營銷員工開展《外觀設計侵權及不正當競爭》《互聯網KOL廣告法規合規解讀》等廣告營銷相關課程的線上和線下培訓，培訓內容主要涵蓋外觀專利要點，KOL (Key Opinion Leader 關鍵意見領袖) 主體的選擇和審核，以及KOL創作內容的合法合規性，提高了員工對負責任營銷的認知與實踐。

The Company focuses on the management of publicity. We require our partners and other advertising publishers and operators to perform in good faith and compete fairly to avoid exaggerated, false or misleading publicity. To ensure that the promotional content is true and compliant, the Company requires all external promotional materials and label designs shall be reviewed and approved by various departments such as legal affairs, research and development and quality assurance before release. Master Kong's marketing policy stipulates that it shall not carry out advertising activities in primary and secondary schools and kindergartens, and shall not use the teaching materials and teaching aids for primary and secondary school students and young children, school uniforms, school buses and other channels to publish or disguise advertisements. In the area of brand promotion, product marketing and content publicity, Master Kong stipulates that it is prohibited to involve competitors' brands in promotional content, to disparage the goods or services of other producers and operators, or to make one-sided publicity or comparisons of goods.

We organize responsible marketing related training for all marketing employees, and regularly organize special training on marketing strategies and other activities to enhance employees' awareness of compliance. During this year, the legal department, brand department, marketing department and other departments of Master Kong jointly carried out online and offline training for all marketing employees of each business on the *Appearance Design Infringement and Unfair Competition*, the *Internet KOL Advertisement Regulations Compliance Interpretation* and other advertising and marketing related courses. The training content mainly covers the key points of appearance patents, the selection and review of KOL (Key Opinion Leader) subjects, and the legal compliance of KOL-created content, which improves employees' knowledge and practice of responsible marketing.

在負責任營銷審計方面，我們每年定期對營銷工作開展審計自檢，排查風險點，持續完善風險管控與監督機制。負責任營銷審計內容包括但不限於營銷制度管理、創意媒體代理商管理、監測代理商管理、代言人管理、IP合作項目管理、社交媒體管理、廣告內容是否涉及負面宣傳和不正当宣傳，投放產品包裝是否經過審核和審查等。此外，百事飲品事業每年開展一次第三方營銷審計，審核範圍覆蓋上年度投放的全部媒體項目，審查內容包括互聯網KOL、廣告、IP合作等項目投放、互動數據的真實性和質量等情況。

3. 知識產權管理

康師傅深刻理解保護知識產權的重要性，我們遵守《中華人民共和國專利法》《中華人民共和國商標法》《中華人民共和國著作權法》，積極落實知識產權管理措施，全面開展維權行動，促進公平競爭。2023年，我們持續關注行業內知識產權動態，重視知識產權的積累與運用，以更好地發展公司知識產權策略。我們與多家專業機構合作，持續對專利、商標等知識產權進行全方位保護，並於全球多個國家和地區申請註冊保護公司核心商標。我們及時向相關機構註冊備案，在各類新產品上市前檢索知識產權信息、開展相關分析等方式保證新產品上市前進行包裝外觀專利申請，完善知識產權監控防線，在保護企業自身知識產權的同時，尊重保護他人的知識產權，嚴厲打擊侵權行為。我們亦定期對員工進行知識產權宣傳與培訓，增強員工的專業度與知識產權保護意識，維護公司品牌聲譽。

In terms of responsible marketing audit, we regularly conduct audit self-inspection on marketing work every year, and identify risk points to continuously improve the risk control and supervision mechanism. Responsible marketing audits content include, but are not limited to, marketing system management, creative media agency management, monitoring agency management, spokesperson management, IP cooperation program management, social media management, whether the advertisement content involves negative publicity and improper publicity, and whether the packaging of the placed products has been audited and reviewed. In addition, Pepsi Beverages Business carries out a third-party marketing audit once a year, which covers all the media projects placed in the previous year, and the review content includes the authenticity and quality of the implementation and interaction data of Internet KOLs, advertisements, IP cooperation and other projects.

3. Intellectual Property Management

Master Kong deeply understands the importance of protecting intellectual property rights. We comply with the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China* and the *Copyright Law of the People's Republic of China*, actively implement its intellectual property management measures and comprehensively carry out rights defense actions to promote fair competition. In 2023, we continuously paid attention to the trends of intellectual property rights in the industry and attached importance to the accumulation and application of intellectual property rights, so as to better develop the Company's intellectual property strategy. We collaborated with a number of professional bodies to continuously protect all aspects of intellectual property, including patents and trademarks, and applied for registration and protection of our core trademarks in many countries and regions around the world. We register with the relevant authorities in a timely manner and retrieve intellectual property information before all kinds of new products go on the market and conduct relevant analysis, to ensure the packaging appearance patent applications are made before the new products go on the market and improve the intellectual property monitoring line. We respect and protect the intellectual property rights of others while protecting our own intellectual property rights by severely cracking down on infringement. We also regularly publicize and train employees on intellectual property rights and enhance their professionalism and awareness of intellectual property protection to safeguard the Company's brand reputation.

4. 供應商 ESG 管理

康師傅重視供應商的可持續發展，深刻理解自身行為對供應商的引領和帶動作用。我們已建立並不斷優化供應商管理體系，對供應商的准入資質、生產經營、社會責任等多個方面實施監管，不斷精進供應商管理能力，致力於攜手價值鏈上下游企業共同為廣大消費者提供高品質的產品。

在供應商聘用方面，康師傅根據供應商的類型制定覆蓋全體供應商的開發管理辦法，明確並細化供應商引入流程和要求。我們建立供應商基本信息檔案，並依照《供應商評鑒－資料評鑒表》對其進行資質評估。同時我們會對供應商開展現場審核，對其廠區環境、廠房及設施、生產及品質管理、廢棄物排放、環境及職業健康安全水平進行考察和評價。為評估供應商食安管理水平，我們在實地考察階段進行抽樣檢查，同步使用第三方檢測機構外檢和康師傅自檢的方式進行嚴格篩查。上述各評估環節均合格者方可成為康師傅合格供應商。

在供應商日常管理方面，康師傅持續完善《供應商考核作業辦法》，加強對供應商監管，對各供應商的供貨品質、交期、服務、配合度等方面進行考察。2023年，我們基於供應商用工政策評估等審核項目，更新了考核評分細則，並制定《供應商考核等級獎懲辦法》，根據月度、年度考評結果對供應商進行考核定級，並擬定輔導對策，實施獎懲措施。

4. Supplier ESG Management

Master Kong values the sustainability development of suppliers and deeply understands the leading and driving role of our own behavior on our suppliers. We have established and continuously optimized our supplier management system that monitors various aspects of the suppliers including their access qualification, production and operation and social responsibility, which is continuously refining our supplier management capabilities, and we are committed to working together with corporates from upstream and downstream of the value chain to bring high quality products to our consumers.

In terms of supplier recruitment, Master Kong has formulated supplier development and management methods that cover all of the suppliers according to the types of suppliers, and clarified and refined the supplier introduction process and requirements. We have established supplier basic information files and evaluated their qualifications in accordance with the *Supplier Evaluation - Information Evaluation Form*. At the same time, we will conduct on-site audits of suppliers to examine and evaluate their factory environment, plant and facilities, production and quality management, waste discharge, and environmental and occupational health and safety management levels. To assess the level of food safety management of suppliers, we conduct sampling inspections during the on-site inspection phase, using both external inspections by third-party testing organizations and Master Kong's own inspections to conduct rigorous screening. Only those who pass all the above assessments will be qualified as Master Kong's suppliers.

In terms of day-to-day supplier management, Master Kong has been improving the *Supplier Appraisal Operations Approaches*, which strengthens supplier supervision and conducts assessment to each supplier's supply quality, delivery, service and cooperation. In 2023, we updated assessment scoring criteria based on review items such as supplier labor policy evaluations, and formulated the *Supplier Assessment Grade Rewards and Punishments*, to conduct grading assessments of our suppliers and develop coaching strategies, as well as implement reward and punishment measures based on monthly and annual appraisal results.

在供應商環境與社會風險管理政策與實踐方面，我們制定《康師傅供應商環境與社會合規基礎協議書》(以下簡稱《協議書》)及《康師傅供應商環境與社會分級管理建議》，持續推進供應商夥伴對環境及社會影響的認識和理解，並將供應商接受並簽署《協議書》作為與康師傅建立供應合作關係的前提條件，要求供應商滿足運營地環境、社會相關法律法規要求。同時《協議書》中對符合環境及社會範疇的「九項必須項要求」進行承諾，承諾範圍包括最低就業年齡、強迫性與束縛性用工、商業道德、嚴重的環境污染、嚴重的健康或安全隱患、工作時間、工資、員工工傷保險以及食品安全。為增強供應商的商業道德水平，打造透明、廉潔的合作關係，我們通過與全體供應商簽訂《反商業賄賂承諾書》的形式，將公司在商業道德方面的要求有效傳遞給供應商。本報告期內，100%的供應商簽訂《康師傅供應商環境與社會合規基礎協議書》，對供應商的環境、社會類風險進行管理，持續監督供應商對於《協議書》的履行情況。

In terms of supplier environmental and social risk management policies and practices, we formulate the *Master Kong's Basic Agreement with Supplier on Environmental and Social Compliance* (hereinafter referred to as the *Agreement*) and the *Master Kong's Classified Management Recommendations for Supplier on Environmental and Social*, and continue to promote our supplier partners' awareness and understanding of the impacts on environment and society. The acceptance and signing of the *Agreement* by suppliers are prerequisites for establishing a supply partnership with Master Kong. We require our suppliers to meet relevant environmental and social laws and regulations where they operate. At the same time, the *Agreement* commits to the "nine mandatory requirements" for environmental and social compliance, which includes minimum age of employment, forced and bonded labour, business ethics, serious environmental pollution, serious health or safety hazards, working hours, wages, employee injury insurance and food safety. In order to enhance the level of business ethics of our suppliers and to create a transparent and clean partnership, we have effectively conveyed the Company's requirements on business ethics to our suppliers by signing the *Anti-Commercial Bribery Pledge* with our suppliers. During the reporting period, we had signed the *Master Kong's Basic Agreement with Supplier on Environmental and Social Compliance* with all of the suppliers to manage their environmental and social risks as well as conduct continuous supervision on their performance of the *Agreement*.

康師傅以數字化驅動提升企業綜合實力。我們運用數字化手段建立智能化供應商管理體系，貫穿上下游採購、運輸、生產等各個環節。我們通過供應商管理(Supplier Relationship Management, SRM)系統整合，實現由供應商數據共享中心統一管理供應商資料，簡化數據管理。該系統還可以實現包括發佈招標、供應商引入、底價簽批、採購招投標、決標審批等覆蓋整個招標作業流程的數字化管理，達成無紙化作業，降低供應商管理成本，加強供應商全流程協同和整合，提升價值鏈的透明度和敏捷性。我們對供應商和康師傅相關人員開展SRM系統的培訓，強化受訓人員操作系統的能力，並持續提升該系統的利用效率。此外，我們繼續推動實施物料需求計劃(Material Requirement Planning, MRP)，自動計算原物料需求，減少人工計算原物料需求計劃的人力成本並提升準確性。我們按照計劃進行採購，合理安排生產線作業，實現平穩生產，避免產線超負荷或閒置，增加排產的靈活性，提高生產效率，提升服務質量。

按地區劃分的供應商數量

供應商所在地區

中國大陸地區
中國港澳台地區
國外地區

Master Kong applied digitalization to improve corporate comprehensive competence. We applied digital methods to establish an intelligent supplier management system, which covered parts including upstream and downstream procurement, transportation and production. Through the integration of the Supplier Relationship Management (SRM) system, we realize the unified management of the supplier data by supplier data sharing center to simplify data management. The system can also realize digital management covering the entire bidding process, including issuing biddings, introducing suppliers, signing and approving the reserve price, purchasing bidding, and approving the winning bid, so as to achieve paperless operation, reduce supplier management cost, strengthen the entire process of suppliers' coordination and integration, and enhance the transparency and agility of the value chain. We carry out SRM system training for suppliers and related personnel of Master Kong to enhance capability of trainees to operate the system and continuously improve the utilization efficiency of the system. In addition, we continue to promote the implementation of Material Requirement Planning (MRP), which automatically calculates the raw material requirements, reduces the labor cost of manually calculating the raw material requirement planning and improves the accuracy. We purchase according to the plan and arrange the production line operation reasonably, so as to realize stable production, avoid the production line overload or idleness, increase the flexibility of production scheduling, improve production efficiency and service quality.

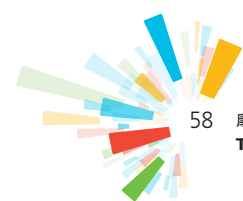
Number of suppliers by region

供應商數量

Number of suppliers

Supplier location

Mainland China	867
Hong Kong, Macau and Taiwan	3
Foreign regions	1



5. 反貪污和職業道德管理

康師傅深知誠信經營與合規守法方使企業長治久安，努力打造廉潔、誠信、透明的職場環境。公司嚴格遵守《中華人民共和國反不正當競爭法》《中華人民共和國反洗錢法》等法律法規，制定了《員工廉潔自律行為管理辦法》《合約檢審管理辦法》等反貪污相關管理制度，持續優化反貪污管理體系，避免出現任何直接或間接的貪污腐敗、賄賂、勒索、欺詐及洗黑錢等商業違法行為。

康師傅禁止董事及所有員工從事任何違法或不道德的經濟行為並從中牟取利益，宣導全體員工遵守職業道德和人格底線。我們要求員工、供應商簽署《反商業賄賂承諾書》，明確聲明不行賄、不受賄，共同維護良好的工作環境。公司不斷強化員工面對相關問題時的處理應對能力，提高員工反貪污、反腐敗意識，持續建設和倡導企業廉潔文化。我們通過企業微信平台、線上學習平台發佈文章、分享反舞弊案例，向全體同仁宣導康師傅集團廉潔文化及相關規範，開通舞弊舉報渠道，向高階管理層及董事發送《稽核舞弊調查報告》，不斷強化董事及員工的廉潔合規意識。2023年，我們將《員工廉潔自律行為管理辦法》納入公司新員工季度內控制度培訓中，以現場授課的形式宣貫廉潔自律文化和行為規範，並與內部文建秘書處、稽核室等部門合作在企業微信向全體員工發佈廉潔培訓視頻。我們亦通過線上形式，為本集團董事提供包括反貪污及商業道德議題的ESG相關培訓。

5. Anti-corruption and Ethics Management

Master Kong understands that integrity and legal compliance are the key to long-term business success, and endeavors to create a workplace environment with integrity, honesty and transparency. The Company strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China* and the *Anti-Money Laundering Law of the People's Republic of China* and other laws and regulations, and has formulated anti-corruption-related management systems such as the *Management Measures on Employees' Integrity and Self-discipline Behavior*, and the *Management Measures on Contract Inspection and Review*, and continuously improves the anti-corruption management system, avoiding any direct or indirect illegal commercial acts including corruption, bribery, extortion, fraud and money laundering, etc.

Master Kong prohibits directors and all employees from engaging in or profiting from any illegal or unethical economic behaviors and advocates all of our employees to abide by professional ethics and moral principles. We demand our employees and suppliers to sign the *Anti-Commercial Bribery Pledge*, which clearly states that they will not offer or accept bribes and maintain a good working environment. The Company constantly enhance its employees' ability to deal with the relevant issues, improve our employees' awareness of anti-corruption, and continue to build and promote a culture of corporate integrity. We published articles and shared anti-fraud cases on the enterprise WeChat platform and online learning platform, educated all employees about the integrity culture and related norms of the Master Kong Group, opened a fraud reporting channel, and sent the *Audit Fraud Investigation Report* to the senior management and directors, constantly strengthening the directors' and employees' awareness of integrity and compliance. In 2023, we incorporated the *Measures for the Management Measures on Employees' Integrity and Self-discipline Behavior* into the quarterly internal control system training for new employees of the Company, propagated the culture of integrity and self-discipline and the code of conduct in the form of on-site lectures, and cooperated with the internal culture-building secretariat and the audit office in releasing integrity training videos on corporate WeChat to all employees. We also provide ESG related training on anti-corruption and business ethics issues to our directors online.

針對商業賄賂、舞弊等違法違規行為，康師傅建立了專門的舉報渠道，鼓勵內外部人員互相監督，共同參與到公司商業道德及合規文化建設當中，抵制不良行為。我們在公司官網公佈了《檢舉受理原則及獎勵規定》、檢舉專線電話與郵箱，鼓勵員工、供應商及各方參與實名檢舉。針對外部敲詐、欺詐等事件，公司已制定專門的應急預案及處理機制，提升相關問題的處理應對能力。

稽核部門每年針對全公司範圍內的重大風險管理及內控制度的有效性進行審核，並提出改進建議，避免發生員工利用制度漏洞進行舞弊等違規違法行為。稽核部門人員每年簽署《稽核室人員職業道德規範暨紀律準則》承諾書，承諾履行職責時嚴格遵循保密性原則。

公司稽核部門下設企業安全組，專職負責檢舉案件的分析和調查與處理工作，並制定《檢舉作業程序》，規範舉報處理流程、獎勵原則及保護舉報人的相關要求，對舉報人信息嚴格保密，嚴格禁止對舉報人任何形式的打擊報復，如有洩露舉報人信息的情形，經查證後依照《員工獎懲管理辦法》進行處置。2023年度未發生舉報人信息曝露情況。

In response to commercial bribery, fraud and other illegal acts, Master Kong has established a special reporting channel to encourage internal and external personnel to monitor each other, and participate in the construction of the Company's business ethics and compliance culture to resist malpractices. We have published the *Acceptance Principles of Whistleblowing and Reward Regulations* and the whistleblower hotline and e-mail address on the Company's official website to encourage employees, suppliers and other parties to participate in real-name whistleblowing. In response to external extortion, fraud and other incidents, the Company has formulated a special emergency plan and handling mechanism to improve its ability to deal with related problems.

The Audit Department conducts company-wide audits of major risk management and the effectiveness of the internal control system every year and makes recommendations for improvement to avoid the occurrence of irregularities and illegal acts such as employees taking advantage of loopholes in the system to commit fraud. The personnel of the Audit Department signed a commitment letter of *Code of Professional Ethics and Disciplinary Guidelines for Audit Office Personnel* every year, promising to strictly follow the principle of confidentiality in the performance of their duties.

The Company set up a Corporate Security Team under the Audit Department, which is fully responsible for the analysis, investigation and handling of whistleblowing cases. We have formulated the *Whistleblowing Operation Procedures* to regulate the process of handling reports, the principles of reward and the relevant requirements for the protection of whistleblowers, strictly keep whistleblowers' information confidential, and strictly prohibit any form of retaliation against whistleblowers. If there is any leakage of the whistleblowers' information, it will be dealt with in accordance with the *Management Measures of Staff Rewards and Punishments* after verification. In 2023, there is no leaking the information of whistle-blowers.

2023年，企業安全組共完成35個舞弊舉報案件的專案調查，並針對全集團內部控制及風險管理、合法合規管理、資金、保險與投融資管理、稅務及會計核算管理、印信合約與檔案管理、採購管理等板塊開展專項稽核作業，審核相關項目所涉及商業道德和職業操守等控管系統的有效性，全面強化公司反貪污、反舞弊管理。2023年，未出現針對公司及員工提出並已審結的貪污訴訟案件。

6. 品牌力突破

國民單品重組，打造口碑產品

康師傅的明星產品紅燒牛肉麵以經典濃郁的味道和包裝上火熱的中國紅，貫徹中華民族品牌形象。2023年，康師傅推出「冰紅茶味的紅燒牛肉麵」，引發大量年輕用戶參與#這個麵，就是內個味兒#話題討論，將康師傅勇於創新，敢於想像的年輕態度展現給當代年輕族群。

In 2023, the Corporate Security Team completed the special investigation of 35 fraud reporting cases, and also conducted special audit operations across the Group in the segments of internal control and risk management, legal compliance management, capital, insurance and investment and financing management, tax and accounting management, seal contract and archive management, procurement management, etc., reviewing the effectiveness of the control systems for business ethics and professional ethics involved in the relevant projects, and comprehensively strengthen the Company's anti-corruption and anti-fraud management. In 2023, no concluded cases regarding corrupt litigation brought against the Company or its employees were noted.

6. Brand Breakthrough

Reorganizing the national single product to create word-of-mouth products

Master Kong's star product, Braised Beef Noodles, adheres to the brand image of the Chinese nation with its classic rich flavor and fiery Chinese red on the packaging. In 2023, Master Kong launched "Iced Tea Flavored Braised Beef Noodles", which triggered a large number of young users to participate in the topic #This Noodle, It's Just That Taste#, showing the young attitude of Master Kong's innovative and imaginative youthful attitude to the contemporary young people.



「冰紅茶味的紅燒牛肉麵」
"Iced Tea Flavored Braised Beef Noodles"

洞察粉絲興趣，貼近熱點話題，激發自主傳播

康師傅深度洞察粉絲興趣行為，舉辦了「番茄雞蛋牛肉麵x「國民女星」楊紫」，「好湯麵x「國民歌手」周深」，「御品盛宴x「新晉爆劇小生」張晚意」，「酸香金湯肥牛x「小黃人」」等一系列品牌營銷活動，激發圈層社交傳播，累積吸引大量粉絲參與，實現康師傅品牌好感度與偏好度提升。

Understanding fans' interests thoroughly, staying close to hot topics and stimulating spontaneous communication

With a deep insight into fans' interests and behaviors, Master Kong held a series of brand marketing activities such as "Tomato Egg Beef Noodles" x "National Actress" Andy Yang (楊紫), "Good Soup Noodles" x "National Singer" Zhou Shen (周深), "Royal Feast" x "New Popular TV Series Star" Zhang Wanyi (張晚意) and "Golden Stock Beef" x "Minions", which stimulates social interaction in the circle and attracts a large number of fans to participate, promoting brand goodwill and preference of Master Kong.



番茄雞蛋牛肉麵x「國民女星」楊紫
"Tomato Egg Beef Noodles" x "National Actress" Andy Yang (楊紫)



好湯麵x「國民歌手」周深
"Good Soup Noodles" x "National Singer" Zhou Shen (周深)

康師傅常年關注體育事業發展。2023年，康師傅飲品事業聚焦青少年足球領域，開展「安心力量 挺你到底」品牌公益計劃。聯動央視網冠名贊助青少年足球夢想紀錄片《閃亮的你》，助力青少年足球發展。公益項目上線後，獲得多家媒體及眾多足球名人支持。

Master Kong pays attention to the development of the sports industry all year round. In 2023, Master Kong Beverages Business focused on the field of youth football and conducted the “Let Water Raise You Into the Light (安心力量 挺你到底)” brand public welfare program. We associated with CCTV website to sponsor and title the youth football dream documentary *Shining You* to help the development of youth football. The public welfare program has been supported by various medias and many football celebrities since its launch.

六、綠色健康守護常青，淨享「歡樂飲食，美好生活」

作為中國食品飲料行業的領軍企業，康師傅積極承擔保護環境的責任，識別並遵守國家環境保護相關法律法規的要求，從環境目標設定、節能節水、減排減碳、減塑與包裝物管理、數字化生產、應對氣候變化和可持續原物料採購多個方面建立管理政策、制度和體系，實施各項專案實踐，降低自身對環境的負面影響，向實現「家園常青，健康是福」不斷努力並做出貢獻。

1. 設定環境管理目標²

在公司可持續發展理念的指導下，我們基於自身生產運營的實際情況，結合對過往環境數據的分析和對未來企業發展的規劃，訂立了公司環境發展目標，具體包括：

能耗和水耗：

- 以2017年為基準年，2025年每百萬元收益綜合能源消耗(兆瓦時/百萬元人民幣)下降12%。

² 康師傅於2017年起正式披露包括溫室氣體排放在內的環境關鍵績效指標，故選取2017年為基準年制定環境管理目標。

VI. GREEN AND HEALTHY GUARDIANSHIP FOR SUSTAINABILITY, A CLEAN WAY TO ENJOY “LIFE + DELICACY”

As a leading company in China’s food and beverage industry, Master Kong actively takes responsibility for environmental protection, identifies and complies with the requirements of national environmental-protection-related laws and regulations, establishes management policies and systems in the areas of environmental target setting, energy and water conservation, emission and carbon reduction, plastic reduction and packaging management, digital production, climate change response and sustainable raw material procurement, implements various project practices to reduce its negative impact on the environment, and continuously contributes to the realization of “Keep Our Nature Green”.

1. Setting Environmental Management Targets²

Guided by the Company’s sustainable development philosophy, we have set our environmental development targets based on the actual situation of our production and operation, combined with analysis of past environmental data and planning for future corporate development, including:

Energy and water consumption:

- Using 2017 as the base year, the combined energy consumption per million of revenue (MWh/RMB’million) will decrease by 12% in 2025.

² The environmental key performance indicators, including greenhouse gas emissions, were formally disclosed by Master Kong in 2017, so 2017 was chosen as the base year for setting environmental management targets.

2023年目標進展：每百萬元收益綜合能源消耗(兆瓦時/百萬元人民幣)相較2017年下降16.4%。鑒於該目標已經提前完成，故我們對目標進行了更新，到2025年，每百萬元人民幣收益綜合能源消耗保持在63.18兆瓦時/百萬元收益，並在未來適時設定進一步的目標。

- 以2017年為基準年，2025年每百萬元收益取水量(噸/百萬元人民幣)下降20%。

2023年目標進展：每百萬元收益取水量(噸/百萬元人民幣)相較2017年下降17.1%。

廢棄物：

- 主要生產型原料廢棄物回收率(實際售賣量/理論產生量)不低於97%。

2023年目標進展：目標已達成。2024年，公司將繼續以此為目標，開展廢棄物管理工作。

Target progress in 2023: The combined energy consumption per million of revenue (MWh/RMB'million) decreased by 16.4% compared with 2017. Since the target has already been met, we updated our target and aimed to maintain the combined energy consumption per million of revenue at below 63.18 MWh/RMB'million until 2025. We will set a more aggressive target in the future when appropriate.

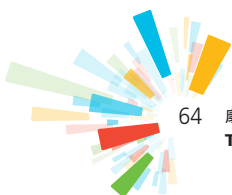
- Using 2017 as the base year, water abstraction per million of revenue (tons/RMB'million) will decrease by 20% in 2025.

Target progress in 2023: Water abstraction per million of revenue (tons/RMB'million) decreased by 17.1% compared to 2017.

Waste:

- The recycling rate (actual sales volume/theoretical production) of the main production-based raw material waste is not less than 97%.

Target progress in 2023: The target has been achieved. In 2024, the Company will still set this as the target and conduct waste management accordingly.



排放物：

- 以2017年為基準年，2025年每百萬元收益溫室氣體(範圍一、範圍二)排放(噸/百萬元人民幣)下降18%。

2023年目標進展：每百萬元收益溫室氣體(範圍一、範圍二)排放(噸/百萬元人民幣)相較2017年下降21.1%。鑒於該目標已經提前完成，故我們對目標進行了更新，到2025年，每百萬元人民幣收益溫室氣體(範圍一、範圍二)排放保持在27.36噸/百萬元收益，並在未來適時設定進一步的目標。

- 所有工廠主要大氣污染物(氮氧化物、硫氧化物、煙塵)排放濃度達到或優於國家標準。

2023年目標進展：目標已達成。2024年，公司將繼續以此為目標，開展大氣污染物管理工作。

- 廢水(COD)排放濃度達到或優於國家標準。

2023年目標進展：目標已達成。2024年，公司將繼續以此為目標，開展廢水管理工作。

康師傅將對上述環境目標的達成進度保持持續監督，定期檢討並匯報環境目標的完成情況。

Emission:

- Using 2017 as the base year, greenhouse gas (Scope 1 and Scope 2) emissions per million of revenue (tons/RMB'million) will decrease by 18% in 2025.

Target progress in 2023: Greenhouse gas (Scope 1 and Scope 2) emissions per million of revenue (tons/RMB'million) decreased by 21.1% compared with 2017. Since the target has already been met, we updated our target and aimed to maintain greenhouse gas (Scope 1 and Scope 2) emissions per million of revenue at below 27.36 tons/RMB'million until 2025. We will set a more aggressive target in the future when appropriate.

- Emission concentrations of major air pollutants (nitrogen oxides, sulphur oxides, soot and dust) from all plants meet or exceed national standards.

Target progress in 2023: The target has been achieved. In 2024, the Company will still set this as the target and conduct air pollutant management accordingly.

- Wastewater (COD) discharge concentrations meet or exceed national standards.

Target progress in 2023: The target has been achieved. In 2024, the Company will still set this as the target and conduct wastewater management accordingly.

Master Kong will maintain continuous monitoring of the progress of achieving the above-mentioned environmental targets, and regularly review and report on the achievement of the environmental targets.

2. 節能節水管理

康師傅可持續發展委員會由公司董事長、行政總裁擔任主任委員，對公司能源和水資源策略和績效表現進行監督。可持續發展委員會下設的飲品資源、方便麵資源工作組分別由各事業高級管理人員負責，專注於節能節水管理、事業用能用水策略與績效等內容，重點推動能源、水資源循環利用等專案，提升公司能效水耗管理水平。各事業供應鏈中心根據可持續發展委員會及各工作組於年初制定的規劃安排，在其生產基地實施節能節水專案並設置專職管理人員。

康師傅制定了《能源管理規範》《能源單耗考核評比方法》《能源管理小組制度》及《能源管理績效處罰制度》等管理辦法作為節能工作的政策指導，明確各相關單位的職責範圍。同時各事業不斷優化生產工藝，推進重點節能專案，以減少能源消耗。各事業工廠均已設置能耗管理的績效指標以更好地評估能源節約落實情況，並將節能降耗效果納入相關崗位績效考核指標，與激勵措施相結合，進一步提升相關崗位員工對節能工作的重視程度。工廠成立專案小組，開展能源管理健康檢查，每天追蹤生產能耗情況，就指標異常情況查找原因，並進行改善；每月將生產能耗指標對照同期及預算指標進行檢查分析，及時優化調整。我們組織相關培訓，通過開展節能經驗交流分享，實現公司節能管理水平的不斷提高。

2. Energy and Water Conservation Management

The Sustainable Development Committee of Master Kong is chaired by the Chairman and CEO of the Company, and supervises the Company's energy and water resources strategy and performance. The beverage resources and instant noodle resource working group under the Sustainable Development Committee are headed by senior managers of various businesses, respectively, and focus not only on energy-saving and water-saving management, energy-using strategies and performance of businesses, but also on promoting projects such as recycling of energy and water resources, so as to improve the management of the Company's energy efficiency and water consumption. According to the planning arrangements made by the Sustainable Development Committee and its working groups at the beginning of the year, the Supply Chain Centre of each business implemented energy and water conservation projects and set up full-time management personnel at their production bases.

Master Kong has formulated the *Energy Management Code*, the *Energy Unit Consumption Assessment and Evaluation Method*, the *Energy Management Team System* and the *Energy Management Performance Penalty System* as the guidance for energy saving work, clarifying the responsibilities of relevant units. Meanwhile, each business continuously optimizes its production processes, promotes key energy-saving projects, and reduces energy consumption. Performance management indicators for energy consumption management have been set up in each business factories to better assess the implementation of energy conservation, and the effect of energy saving and consumption reduction has been incorporated into the performance appraisal indicators of relevant posts and combined with incentives to enhance the importance of energy saving work by staff in relevant posts. A special team has been set up in each factory to conduct energy management health check, track daily production energy consumption and investigate the causes of any abnormalities in the indicators, and make improvements accordingly. We review and analyze the production energy consumption indicators against the corresponding period and budget indicators every month, so as to optimize and adjust them in time. We organize relevant training and share energy saving experiences to achieve continuous improvement of the Company's energy saving management level.

2023年，康師傅飲品事業18家工廠和百事飲品事業14家工廠憑藉各自優異的節能管理成果榮獲中國飲料工業協會評選的「節能優秀企業」榮譽稱號。

在節水管理方面，公司制定《節水管理制度》以指導節水工作的開展，並要求生產人員嚴格按照制度規範作業。我們將節水降耗列入各工廠廠長的重點主管績效考核指標，以落實有效用水節水工作。康師傅工廠定期開展「水平衡測試」，瞭解供水管網及各單元用水現狀，依據測定的水量數據，判斷合理用水程度並採取相應措施。針對水耗用較高的生產工藝和設備，我們加強細節管控，積極推進污水處理後的中水回用、高耗水設備汰換等重點節水專案，並在全國範

In 2023, 18 plants of Master Kong's Beverage Business and 14 plants of Pepsi's Beverage Business were honoured as "Excellent Energy-saving Enterprise" by the China Beverage Industry Association for their respective outstanding energy saving management achievements.

In terms of water conservation management, the Company has formulated a *Water Conservation Management System* to guide the development of water conservation work and requires production staff to operate in strict compliance with the system. We put water saving and consumption reduction into the performance evaluation index of key supervisors of factory directors in order to implement effective water saving. Master Kong's factories regularly carried out a "water balance tests" to understand the current situation of water consumption in the water supply network and each unit, and based on the measured water quantity data, we judge the reasonable level of water consumption and take corresponding measures. For production processes and equipment with high water consumption, we have strengthened detailed management and control, and actively promoted key water-saving projects such as the



智慧能源平台
Smart energy platform

9,000 吨 tons

方便麵事業杭州工廠試點建設了智慧能源平台，精準記錄並展示產品的產量、能耗及碳排放量，通過數據反饋對能源使用進行精细化管理。後續規劃在全國工廠推廣，預計每年可減少溫室氣體排放9,000噸。

The Instant Noodle Business Hangzhou Factory has built a smart energy platform to accurately record and display output, energy consumption and carbon emissions, and finely manage energy use through data feedback. The follow-up scheme, which will be promoted in factories across the country, is expected to reduce greenhouse gas emissions by 9,000 tons per year.

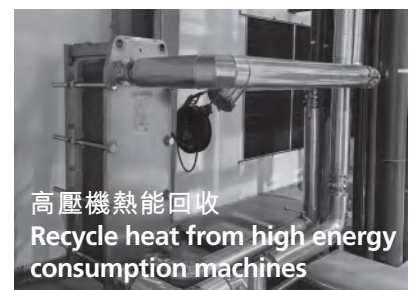


低溫自來水換熱
Heat exchange from tap water with low temperature

109.1 萬度 kwh

康師傅飲品事業瀋陽工廠利用低溫自來水給冰水回水降溫3-4度，目前已投產的一期年節約用電54.2萬度。二期預計年節約用電54.9萬度，合計可節約用電109.1萬度/年，折合減少CO₂排放約990噸/年。

The Master Kong Beverages Business Shenyang Factory uses low-temperature tap water to cool the return water of ice water by 3-4 degrees. Currently, 542,000 kWh of electricity is saved annually from the first phase. The second phase is expected to save 549,000 kWh per year, for a total of 1.091 million kWh, equivalent to a reduction of approximately 990 tons of CO₂ per year.



高壓機熱能回收
Recycle heat from high energy consumption machines

7.2 萬立方 m³

百事飲品事業鄭州工廠對高壓機熱能進行回收利用，通過加裝板式換熱器提升設備換熱效率，年節約天然氣約7.2萬立方。

The Pepsi Beverages Business Zhengzhou Factory recycles heat energy from the high energy consumption machines and improves the heat exchange efficiency of equipment by installing plate heat exchanger and saving approximately 72,000 m³ of natural gas annually.

圍內的工廠推廣。我們在工廠設置專人進行內部供水設施巡視檢查，及時發現並解決用水問題，保證用水正常。同時，我們積極開展節約水資源的意識養成和方式方法宣貫，持續開展全國工廠間交流和經驗分享，努力將「珍惜水、節約水、保護水」的理念融入日常生產工作的各個方面，促進內部管理水平全面提升。2023年，康師傅共回收再利用各種替代性水資源1,220,781.29噸，其中中水回用量為419,600.49噸，中水回用率為2.65%。

2023年，康師傅飲品事業19家工廠和百事飲品事業14家工廠憑藉優秀的管理實踐再度榮獲中國飲料工業協會「節水優秀企業」榮譽稱號。

utilization of reclaimed water after sewage treatment, elimination and replacement of high water-consuming equipment, and promoted them in plants nationwide. We set up special personnel at the plant to conduct inspections of internal water supply facilities to detect and resolve water problems in a timely manner to ensure normal water use. At the same time, we actively promote awareness and ways to conserve water resources, continue to carry out exchanges and experience sharing among factories across the country, and strive to integrate the concept of “Cherishing, Conserving and Protecting Water” into all aspects of our daily production work, so as to promote a comprehensive improvement of internal management level. In 2023, Master Kong has recycled different kinds of alternative water of 1,220,781.29 tons, of which recycled water is 419,600.49 tons with reusing rate of 2.65%.

In 2023, the 19 plants of the Master Kong Beverages Business and 14 plants of the Pepsi Beverages Business were once again awarded the title of “Excellent Water-saving Enterprise” by the China Beverage Industry Association for their excellent management practices.



中水回用專案
Reclaimed water reuse project

200,000 噸 tons

方便麵事業工廠收集車間污水送至污水站進行生化處理，再將深度淨化後的中水用於廠區綠化灌溉、廢氣處理降溫、脫泥機濾網沖洗等，每年可減少約20萬噸的自來水取用量。

The plants of the Instant Noodles Business collects the workshop sewage and sends it to the sewage station for biochemical treatment, and then uses the deeply purified reclaimed water for landscaping irrigation, waste gas treatment and cooling, filter screen washing of desliming machine, etc., reducing tap water consumption by approximately 200,000 tons annually.



濃水回收利用
Concentrate water recycling

24,250 噸 tons

康師傅飲品事業廊坊工廠將其純水站現有的3套RO一級排放濃水進行回收處理，處理後的產品水送至超濾水罐供後續工序使用，每年可節約自來水耗用約24,250噸。

The Master Kong Beverages Business Langfang Factory recycles the concentrated water discharged from the three sets of RO units in its purified water station and the treated product water is sent to the ultrafiltration water tank for subsequent processes, saving approximately 24,250 tons of tap water consumption annually.



沖洗水回用
Flushing water recycling

12,900 噸 tons

鄭州百事將空瓶、空罐沖洗水進行回收處理，用於冷卻塔補水、鏈道潤滑水、車間清潔等，既降低了自來水的用量，又減少了污水排放，年節省用水量約1.29萬噸。

The Pepsi Beverages Business Zhengzhou Factory recycles the washing water of empty bottles and tanks, which is used for cooling tower replenishment, chain lubrication water and workshop cleaning, reducing not only tap water consumption, but also sewage discharge, saving approximately 12,900 tons of water annually.

3. 減排減碳管理

在廢氣、溫室氣體、廢水和廢棄物排放管理方面，我們遵守國家及運營所在地相關法律法規，包括《中華人民共和國環境保護法》《中華人民共和國大氣污染防治法》《中華人民共和國水污染防治法》《中華人民共和國固體廢物污染環境防治法》等。我們制定了廢氣、溫室氣體、廢水和廢棄物排放的內部管理制度，並將其作為管控依據。我們明確相關崗位的管理職責，持續運用先進的管理工具，優化生產工藝，引進先進環保設施和技術，開展各項環保專案，減輕生產運營對環境的影響。我們委托有資質的第三方單位定期進行環境監測，確保各類污染物達標排放。針對產生的有害廢棄物，我們均委托有資質的專業單位對其進行合規處置；針對無害廢棄物，我們努力從源頭上減少廢棄物產生，並促進資源化回收利用。同時，我們提升相關人員技能，落實處理裝置維保工作，實現廢水廢氣處理系統穩定運行。

3. Emission and Carbon Reduction Management

For the management of exhaust gas, greenhouse gas, wastewater and waste emissions, we comply with the relevant laws and regulations of the country and the place of operation, including the *Law of the People's Republic of China on Environmental Protection*, the *Law of the People's Republic of China on the Prevention and Control of Air Pollution*, the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, etc. We have formulated the internal management system for exhaust gas, greenhouse gas, wastewater and waste emissions of Master Kong as the basis for management and control. We clearly defined the management responsibilities of relevant positions, continuously used advanced management tools, optimized production processes, introduced advanced environmental protection facilities and technologies, and carried out various specialized environmental protection projects to mitigate the impact of production and operation on the environment. We commission qualified third-party units to conduct regular environmental monitoring to ensure that all pollutants are discharged in accordance with standards. For hazardous waste generated, we have commissioned qualified professional units to conduct disposal in compliance. For non-hazardous waste, we strived to reduce waste generation at the source and promote the recycling and utilization of resources. At the same time, we upgrade the skills of relevant personnel and implement maintenance work for treatment equipment to achieve stable operation of the wastewater and waste gas treatment systems.



廢氣處理性能提升
Improved exhaust gas treatment performance

方便麵事業對廢氣處理系統進行升級，增加水膜式惡臭氣體捕捉淨化器，達到排放無異味的要求，使廠界臭氣和油煙濃度優於國家標準。

The Instant Noodles Business upgraded the waste gas treatment system and added a film type odor gas capture purifier to meet the requirement of no odor emission, making odor and smog concentration at the plant boundary better than the national standard.



沼氣回收利用
Biogas recycling

康師傅飲品事業濟南工廠將污水處理工藝的厭氧罐產生的大量沼氣進行回收處理後用作燃料，處理過程中產生的蒸汽則並入蒸汽管網，每年可減少約40萬立方米的沼氣排放。

The Master Kong Beverages Business' Jinan plant recycles a large amount of biogas generated by anaerobic tanks during sewage treatment process and uses it as fuel. The steam generated during the treatment process is incorporated into the steam pipe network, reducing biogas emissions by approximately 400,000 m³ annually.



有機廢氣處理系統
Organic waste gas treatment system

鄭州百事工廠在瓶胚和吹瓶生產工序分別安裝了高效有機廢氣處理系統，每年減少排放非甲烷總烴約2.42噸。

Pepsi's plant in Zhengzhou has installed high-efficiency organic waste gas treatment systems for the blowing and preform processing processes, respectively, reducing total non-methane hydrocarbons emissions by approximately 2.42 tons annually.

康師傅鼓勵上游供應商使用綠色能源，並提高冰箱和現調機等冷飲機器設備的能耗效率，減少下游產品零售環節中產生的碳排放。本年度，我們在價值鏈上下游開展溫室氣體減排行動：

- 對於產品原物料供應商，百事飲品事業鋁罐供應商完成安裝光伏發電項目，年度累計發電量52,454kWh，減少碳排放約29.91噸。
- 對於生產設備供應商，百事飲品事業將傳統現調機逐步替換為環保冷媒現調機，並推動設備廠商立項開發升級更加節能減碳的機型，節能水平較之前提升30-50%，計劃2025年上市。
- 對於下游分銷渠道，康師傅飲品事業AIOT智能冰箱佔比提升至80%，智能冰箱比傳統冰箱，在使用過程中可以減少能耗和能源相關碳排放40%以上。同時持續升級智能冰箱能耗水平，本年度新系列AIOT智能冰箱全部升級為一級能耗，耗電量在現有智能冰箱的基礎上再降低38%。

Master Kong encourages upstream suppliers to use green energy, and improves the energy consumption efficiency of cold drink machinery and equipment such as refrigerators and fountains, thereby reducing the carbon emissions generated in the downstream product retail chain. During the year, we carried out greenhouse gas emission reduction actions in the upstream and downstream of the value chain:

- For raw material suppliers, the aluminum can supplier for Pepsi Beverage Business completed the installation of photovoltaic power generation project that generated 52,454kWh of annual cumulative electricity, reducing carbon emissions by approximately 29.91 tons.
- For production equipment suppliers, Pepsi Beverage Business will gradually replace traditional fountains with environmentally friendly refrigerated fountains, and promote equipment manufacturers to initiate programs to develop and upgrade to more energy-saving and carbon-reducing models that are 30-50% more energy efficient than previous models, with plans to have them on the market in 2025.
- For downstream distribution channels, the proportion of AIOT smart refrigerators in Master Kong's Beverage Business has increased to 80%. Smart refrigerators can reduce energy consumption and energy-related carbon emissions by more than 40% during use compared to traditional refrigerators. Meanwhile, the energy consumption level of smart refrigerators has been continuously upgraded. All of the new series AIOT smart refrigerators have been upgraded to Level 1 energy consumption during the year, which reduces power consumption by 38% compared to existing smart refrigerators.

4. 減塑與包裝物管理

康師傅積極響應國家減塑政策及要求，支持有關環保政策，在產品生產週期的各個階段精進包裝物管理工作，在保證產品安全與質量要求的前提下減少塑料和包材的使用，推動實現包材輕量化、可循環、可降解、可再生，降低對環境造成的負面影響，貫徹可持續發展理念。

在產品生產階段，我們制定了《原物料超耗標準》等內部管理制度，從產品包裝物的各組成部分積極開展相關研究和探索，持續推行一系列精進方案，開展減塑減重工作，使用更環保的包材材質，從源頭減少包材使用和廢棄物產生。

在產品運輸階段，我們分析產品貨物轉運流程，將部分產品由袋裝改成罐車輸送，減少運輸流程中不必要的包裝物使用。

在廢棄物回收處置方面，我們制定了《工廠廢品管理辦法》等制度作為管理依據，按照不同材質和種類對廢棄物包裝物進行分類、整理和存放，將廢棄包材交給有資質的廢物處置單位進行回收、二次加工和利用，以及無害化處理。

4. Plastic Reduction and Packaging Management

Master Kong actively responds to the national plastic reduction policy and requirement, supports corresponding environmental protection policies, and refines packaging management at all stages of the product production cycle, reducing the use of plastics and packaging materials while securing the satisfaction for product safety and quality requirements, promoting the realisation of lightweight, recyclable, degradable and renewable packaging material, in order to reduce negative impact on the environment and implement the concept of sustainable development.

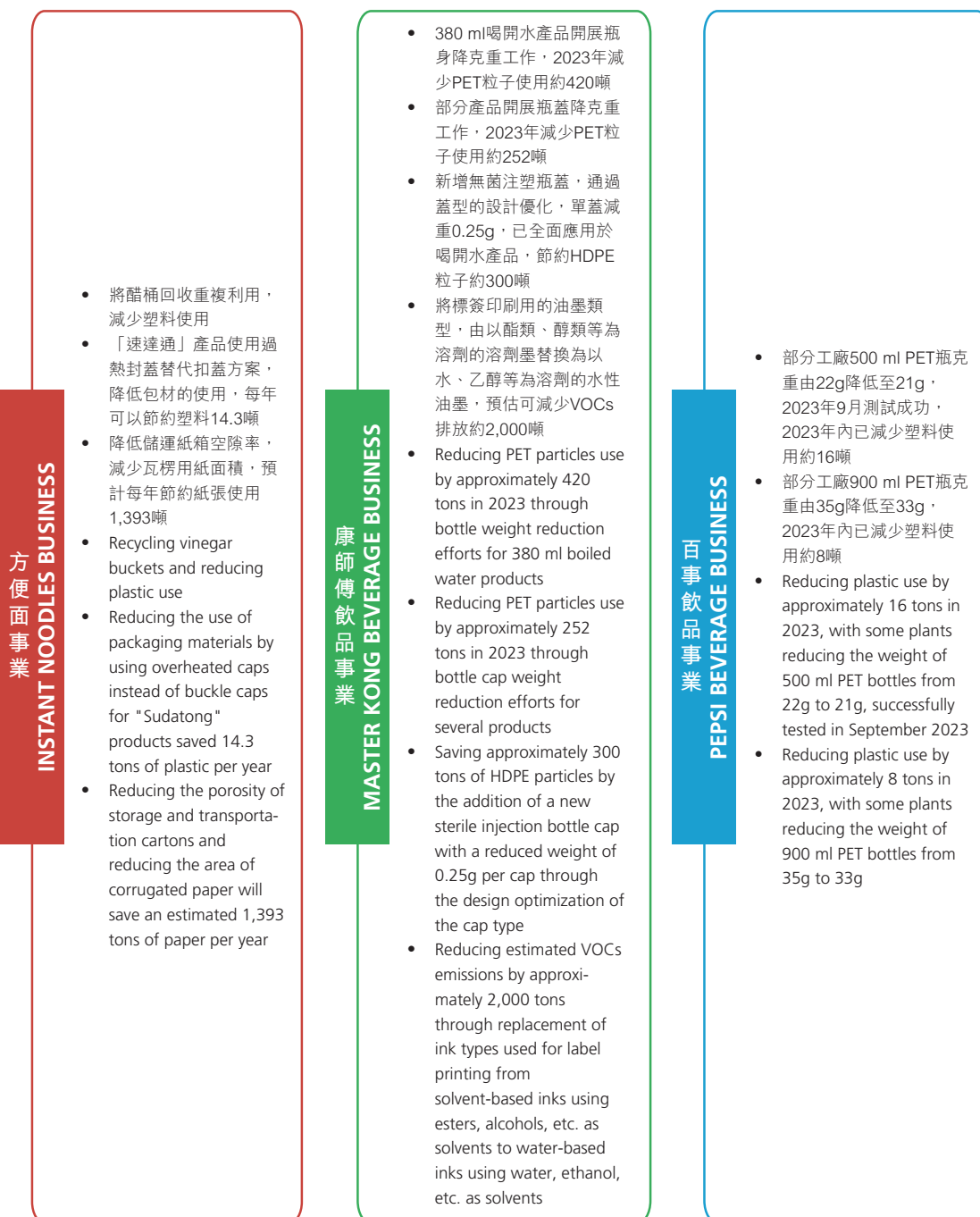
At the product production stage, we have developed internal management systems such as the *Raw Material Overconsumption Standard*, actively conducted relevant research and exploration from various components of product packaging, continuously implementing a series of improvement programs to reduce plastic usage and weight, utilizing more environmentally friendly packaging materials, and reducing the use of packaging materials and generation of waste from the source.

In the product transportation stage, we analysed the product cargo transfer process and changed some products from bagging to tanker transport to reduce the unnecessary use of packaging in the transportation process.

In terms of waste recycling and disposal, we have developed systems such as the *Factory Waste Management Measures* as a basis for management, sorting, organizing and storing waste packaging on different materials and types, and handing over waste packaging to qualified waste disposal units for recycling, secondary processing and harmless treatment.

除常規原材料包裝袋改為罐車運輸，紙箱回收、將原材料包裝改為噸袋等常規行動外，本年度我們開展的減塑與包裝物管理重點工作包括：

In addition to regular actions such as switching conventional raw material packaging bags to tank trucks for transportation, carton recycling, and switching raw material packaging to tonnage bags, foci of our work on plastic reduction and packaging management during the year includes:



我們提倡包裝物回收利用，與合作夥伴共同開展PET循環利用研究工作。2023年，康師傅飲品事業對約1,200噸PET廢料進行加工處理，製成非食品級PET瓶、纖維以及rPET員工工服，並計劃在2024年完成約1,500噸PET廢料的回收加工和循環再利用。9月，通過與專業的減碳解決方案機構合作，康師傅創新嘗試將1,750個500毫升的冰紅茶飲料空瓶用於建造塑膠籃球場，為rPET廢棄物循環利用探索出又一條有效途徑。百事飲品事業將廢PET瓶交由具有塑料再生資質的單位進行回收，由其製成再生聚酯切片、工服等環保再生製品，共計減少了56噸廢棄塑料的產生，製造了3,566件工服供員工使用。

We are working with partners on packaging material recycling and PET recycling research. In 2023, the Master Kong Beverages Business processed about 1,200 tons of PET waste, which was turned into non-food grade PET bottles, fibers, and rPET employee uniforms, and planned to complete the recovery, processing and recycling of approximately 1,500 tons of PET waste in 2024. In September, Master Kong explored another effective way to recycle rPET waste through an innovative attempt to construct a plastic basketball court using 1,750 500ml empty iced tea beverage bottles through a collaboration with a professional carbon reduction solution organization. Pepsi Beverage Business handed over waste PET bottles to units with plastic recycling qualifications for recycling into recycled polyester chips, workwear and other environmentally friendly recycled goods, resulting in a total reduction of 56 tons of waste plastic and the production of 3,566 workwear for employees.



康師傅冰紅茶 rPET 環保球場
Master Kong Iced Black Tea rPET Environmentally Friendly Basketball Court



康師傅為員工製作rPET材料工服
Workwear made of rPET material by Master Kong

本年度，我們針對減塑與包裝物管理制定了計劃和目標：

餐叉減塑方面：

本年度，我們在部分產品的折疊叉上採用結構優化的技術革新，在業內率先實現折疊叉減塑7%，年度減塑量達100噸，並達成單個折疊叉塑料用量業內最低值。未來，我們計劃改造所有餐叉模具，預計每年的減塑量達1,000噸，並逐步過渡到「可回收、可降解」材料。

瓶蓋輕量化方面：

2024年實現瓶蓋由2.0g減重至1.85g的計劃，覆蓋「喝天然」品牌的產品。

包裝紙箱減重方面：

2024年通過切角紙箱設計實現單箱減少紙材消耗約10g的計劃，覆蓋「果繽紛」及「佳得樂」品牌的產品。

rPP及rPETG標籤切換方面：

預計2024年完成rPP及rPETG用於標籤的驗證及量產。

We have formulated plans and goals for plastic reduction and packaging management during the year:

Fork plastic reduction:

During the year, we have adopted structural optimization technological innovations in the folding forks of certain products, taking the lead in the industry to achieve a 7% plastic reduction in folding forks, resulting in an annual plastic reduction of 100 tons, and achieving the industry's lowest plastic consumption for a single folding fork. In the future, we plan to transform all fork molds, with an estimated annual plastic reduction of 1,000 tons, and gradually transition to "recyclable and biodegradable" materials.

Light weight bottle caps:

In 2024, we plan to reduce the weight of bottle caps from 2.0g to 1.85g, covering products under the "Drink Natural" brand.

Packaging cartons weight reduction:

In 2024, we plan to reduce paper consumption by approximately 10g per box through the design of corner-cut cartons, covering products under the "Tropicana" and "Gatorade" brands.

rPP and rPETG label switching:

We expect to complete the verification and mass production of rPP and rPETG for labeling in 2024.

5. 數字化生產管理

我們致力於將數字化融入企業運作中，持續優化數智化供應鏈系統，應用科學的工具及管理方式，逐步推進數字化生產管理轉型，從而提升企業績效，促進上下游的高效協作，實現和諧共贏。

康師傅已完成工廠設備改造及日常業務信息化改造，實現了設備狀態實時監控、管理和維修，以及能源數據的實時採集及自動分析。2023年，我們加大了生產環節中智能化設備的使用，減少人力投入，同時實現了調配環節的產品追溯，提高了調配作業的準確性和現場的可視化程度。在原料採買環節，我們通過SRM系統(Supplier Relationship Management System)整合供應商資料並統一管理供應商數據，降低各事業在供應商資料管理方面的成本。在產品品質管理環節，我們完成了檢驗表單的電子化，後續將更新檢驗設備，以實現檢驗數據自動採集。如今，數字化工廠的建立賦能康師傅全面收集與品質相關的各項數據，實時監控從投料到出貨的全生產流程，建成企業的品質數據庫，實現品質的全生命週期追溯。本年度康師傅飲品事業舉辦以「綠色照進現實，見證減碳生態」為主題的「綠色運營成果分享&媒體工廠探訪」活動，將公司綠色數智工廠及綠色運營成果呈現給公眾。

5. Digital Production Management

We are committed to integrating digitalization into corporate operations, continuously optimizing our digital and intelligent supply chain system, applying scientific tools and management approaches, and progressively advancing the digital transformation of production management. This allows us to enhance corporate performance, promote efficient collaboration from upstream to downstream, and achieve harmonious win-win outcomes.

Master Kong has completed equipment renovation and digitalisation of daily business processes in its factories, realising real-time monitoring, management, and maintenance of equipment status, as well as real-time data collection and automatic analysis of energy usage. In 2023, we put more intelligent equipment into operation during production process, which reduced manpower and realised the product traceability in the deployment process, improving the accuracy and visualisation of the production process. In the raw material procurement process, we integrated supplier information and unified supplier data management through the SRM (Supplier Relationship Management) system, reducing the costs associated with supplier data management across our business units. In the product quality management process, we implemented electronic inspection forms for some products and planned to update inspection equipment to achieve automatic data collection. Currently, the establishment of digital factory empowers Master Kong to collect all quality-related data, conduct real-time monitoring on the entire production process from material input to shipment, build a quality database, and realise the full life-cycle traceability of product quality. This year, Master Kong's Beverage Business organised the "Sharing Green Operation Results & Media Interview in Factory" event themed "Green Entering Reality, Witnessing Carbon Reduction Ecology", showcasing the Company's green intelligent factory and green operational achievements to the public.



康師傅飲品事業「綠色運營成果分享 & 媒體工廠探訪」活動與
負責單位主管康師傅飲品事業供應鏈中心林郁文副總裁

“Sharing Green Operation Results & Media Interview in Factory” event hosted by Master Kong’s Beverage Business and LIN Yuwen, the Vice President of the Organisier, Master Kong Beverage Business Supply Chain Center

康師傅升級了智能物流運輸管理系統(Transportation Management System, TMS)，將其與北斗、師傅通等系統完成對接，並與第三方物流機構合作引入智能調度系統和新能源貨車，建立了可實現多種功能的信息化、自動化、智能化物流管控體系，實現城區配送智能排線和物流配送綠色可持續，有效提升在物流運輸運費、效率、成本及服務方面的管理水平，促進綠色運輸的發展。

Master Kong upgraded its intelligent Transportation Management System (TMS) by integrating it with systems like BeiDou and Shifutong and collaborated with third-party logistics providers to introduce intelligent scheduling systems and new energy trucks. This established an information-based, automated, and intelligent logistics control system with multiple functions, enabling intelligent route planning for urban distribution and green, sustainable logistics delivery. It effectively improved management levels in terms of logistics transportation costs, efficiency, expenses, and service, promoting the development of green transportation.

本年度，各事業在低碳物流運輸方面的優化措施和工作成效如下：

方便麵事業：

- 通過TMS系統開展大數據分析及智能調度系統升級，優化配送路徑474萬公里，提升車輛滿載率，減少車輛柴油耗用；
- 推行電子回單專案，取消紙張使用，預計年度減少紙張耗用910萬張，減碳44噸；
- 購入共享折疊筐，用於三個工廠的醬包調撥，減少運輸過程中包裝廢棄物的產生；
- 將用於城市配送的柴油車逐步替換為新能源電車，減少物流運輸的能源消耗和碳排放，本年度累計汰換柴油車46輛。

康師傅飲品事業：

- 與外部專業機構合作推動TMS專案，建立數智物流管理平台，實現工廠、承運商、運輸司機體系的統一調度管理，降低30%以上的裝卸人力及資源浪費，減少50%以上的車輛排隊擁堵，80%以上的運輸異常可以在事前事中預防和管理，提升70%的物流運輸效率，節省運輸車輛及燃油消耗，折合年度減少碳排放約19,000-20,000噸。

The optimisation measures and work results in low-carbon logistics transportation from various business units during the year are as follows:

Instant Noodle Business:

- Through the TMS system, Big-Data analysis and intelligent scheduling system upgrades were conducted, optimising delivery routes totaling 4.74 million kilometers, which led to increased full-load rate rates and reduced diesel consumption for vehicles;
- Implemented the electronic receipts project, eliminating the use of paper. It is expected to reduce paper consumption annually by 9.1 million pieces, resulting in a reduction of 44 tons of carbon emissions;
- Purchased sharing foldable crates for sauce package transfers between three factories, reducing the generation of waste packages during transportation;
- Gradually replaced diesel vehicles used for urban distribution with new energy electric vehicles, reducing energy consumption and carbon emissions from logistics transportation. This year, a total of 46 diesel vehicles were replaced.

Master Kong Beverages Business:

- Collaborated with external professional organisations to promote the TMS project and establish a digital and intelligent logistics management platform, which enables unified scheduling and management of factories, carriers, and transportation drivers, reducing over 30% of manpower and resource waste in loading and unloading and over 50% of vehicles queuing congestion, and over 80% of transportation anomalies can be prevented and managed in advance or in real-time. This initiative improves logistics transportation efficiency by over 70%, saving on transportation vehicles and fuel consumption, resulting in an estimated annual reduction of carbon emissions of approximately 19,000 to 20,000 tons.

百事飲品事業：

- 優化配送路徑，增加工廠直配客戶路線，減少二次配送；
- 將市內配送及員工通勤使用的傳統燃油汽車逐步替換為新能源汽車。

糕餅事業部：

- 優化配送路徑，增加工廠直配經銷商路線，預計每年節省配送距離約6,600公里，節省柴油約1,650升。

我們應用圖片識別入庫系統，借助攝像頭識別產品外箱EAN碼(European Article Number)及噴碼信息，匹配生產訂單號實現自動入庫，有效提高入庫準確率。通過連接TMS和圖片識別入庫系統合理安排裝卸工作，可使經銷商實時查詢訂單物流節點，在保障了服務質量的同時，極大地提升了用戶體驗。2023年，我們引入以原料外包裝條碼為載體的QRTS配料防錯追溯系統(QR code Traceability System)，成功利用工業物聯網技術實現設備互聯，實時監控生產過程，並判斷作業的準確性，達到過程防錯、作業記錄和原料追溯目的，進一步提高了生產作業效率。

Pepsi Beverages Business:

- Optimised delivery routes by increasing direct delivery routes from factories to customers, reducing secondary distribution;
- Gradually replaced traditional fuel vehicles used for transportation within the city and employee commuting buses with new energy vehicles.

Bakery Business:

- Optimised delivery routes by increasing direct delivery routes from factories to distributors, which is estimated to save approximately 6,600 kilometers of delivery distance and approximately 1,650 liters of diesel fuel annually.

We apply image recognition technology in our warehouse system, using cameras to recognize the EAN (European Article Number) codes and spray codes of product boxes, and matching them with production order numbers to achieve automatic warehousing, which effectively improves the accuracy of warehousing. Connection between TMS with the image recognition system arranges loading and unloading work reasonably, which allows distributors to query the logistics nodes of their orders in real-time, while ensuring service quality and greatly enhancing the user experience. In 2023, we introduced the QR code Traceability System (QRTS), which is based on the barcode on the outer package of raw materials. This system successfully utilises the technology of industrial Internet of Things to interconnect equipment, monitor the production process in real-time, and assess the accuracy of operations, achieving the purpose of preventing errors in processes, recording of operations, and tracing of raw materials, thereby further improving production efficiency.

6. 應對氣候變化

氣候變化是全球正在面臨的共同挑戰，採取應對行動刻不容緩。康師傅從自身做起，踐行「綠水青山就是金山銀山」的理念，堅持節約資源和保護環境的基本國策，結合行業特點及自身實際情況，制定有關政策，識別與評估氣候變化帶來的風險及機遇，建立風險應對機制，同時抓住機遇，促成企業可持續發展。我們努力實現資源循環利用，挖掘每個環節潛在的節能減碳機會，帶動價值鏈上下游夥伴一起積極應對氣候變化。

康師傅識別並分析了氣候變化帶來的實體風險，包括洪澇、乾旱、颱風、暴雨、雪凍等極端天氣對物料採購、生產、倉儲及運輸、人員安全造成的影響，並制定風險應對措施。

6. Responding to Climate Change

Climate change is a common challenge facing the world, and it is imperative to take action to address it. Master Kong, starting from itself, puts into practice the concept of “lucid waters and lush mountains are invaluable assets”, adheres to the basic national policy of conserving resources and protecting the environment, identifies and evaluates the risks and opportunities brought by climate change, formulates related policies, establishes risk response mechanisms, and seizes opportunities to promote sustainable corporate development. We endeavour to achieve resource recycling, explore potential energy-saving and carbon-reducing opportunities in each link, and drive upstream and downstream partners in the value chain to actively respond to climate change.

Master Kong identified and analysed the physical risks brought by climate changes, including the impact of extreme weather such as floods, droughts, typhoons, heavy rains and snowstorms on material procurement, production, storage and transportation, and personnel safety, and establish risk response measures.

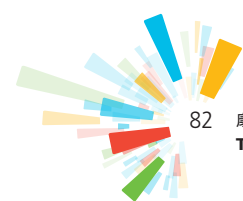
表 1. 實體風險識別與應對措施

Table 1. Identification and response measures for physical risks

風險影響維度 Impact area	風險描述 Risks description	風險應對 Measures to risks
物料採購 Material procurement	<ul style="list-style-type: none"> 惡劣天氣造成原物料的供應滯後或中斷，影響生產進度； 農產品產量下降，原材料價格上漲，造成成本上漲。 <ul style="list-style-type: none"> The adverse weather conditions may lead to delayed or interrupted supply of raw materials, affecting production schedules; The reduction in agricultural production may result in higher prices of raw materials, which in turn results in rising production costs. 	<ul style="list-style-type: none"> 針對同一原料，我們同時與多家合格供應商保持長期合作關係，確保供應商原物料供應佈局的廣泛性，緩解原材料供應中斷風險； 開展原物料價格行情分析，識別受天氣影響較大的原材料類型，對可能對其價格產生影響的天氣因素保持關注； 在與供應商簽訂合同時提前鎖定價格，控制生產成本。 We maintain long-term partnerships with a number of qualified suppliers for the same raw materials at the same time to ensure a wide range of suppliers' raw material supply, thereby mitigating the risk of interruptions in raw material supply; We conduct price analysis of raw materials to identify the types of raw materials that are significantly affected by weather and keep an eye on weather factors that may have an impact on their prices; We lock in prices in advance when entering into contracts with suppliers to control production costs.

風險影響維度	風險描述	風險應對
Impact area	Risks description	Measures to risks
生產	<ul style="list-style-type: none"> • 低溫天氣給工廠帶來產品和原物料凍傷風險，增加運行成本； • 乾旱氣候導致地下水變少，影響天然水廠地下水的供給。暴雨和洪澇災害造成地下水受污染、渾濁現象，最終影響生產用水； • 沿海地區的工廠受到颱風的襲擾頻繁，例如廠房屋頂破壞，車間、成品及原物料庫漏水、廠區積水，造成工廠資產和物料等直接損失和停產等間接損失； • 極端天氣造成的能源中斷，影響工廠生產計劃和交付時效。 	<ul style="list-style-type: none"> • 應對特殊情況下的突發能源中斷，日常與供應商做好溝通，制定周、月能耗計劃，合理安排生產，並按計劃做好日常保養； • 根據天氣情況要求工廠提前做好原物料備貨，以滿足生產需求； • 結合氣象部門發出的預警信息，提前對工廠做全面檢查，落實隱患整改。
Production	<ul style="list-style-type: none"> • Cold weather causes frost damage to products and raw materials in factories, increasing operation costs; • Drought climate reduces groundwater, affecting the supply of groundwater to natural water factories. Heavy rains and flooding cause groundwater pollution and turbidity, ultimately affecting production water supply; • Typhoons frequently attack factories in coastal areas, such as roof damage in factories, water leakage in workshops and warehouses of finished products and raw material and factory area flooding, resulting in direct losses of factory assets and materials, as well as indirect losses such as production stoppages; • Extreme weather causes energy interruptions, affecting factory production schedules and delivery timelines. 	<ul style="list-style-type: none"> • In response to unexpected energy interruptions in special situations, we maintain regular communication with our suppliers, develop monthly and weekly energy consumption plans, and arrange production reasonably, while carrying out daily maintenance according to plan; • Based on weather conditions, we require factories to make early preparations for raw material stocking to meet production demands; • In conjunction with early warning information issued by meteorological authorities, we conduct comprehensive inspections of the factory in advance and rectify any potential hazards.

風險影響維度 Impact area	風險描述 Risks description	風險應對 Measures to risks
倉儲及運輸	<ul style="list-style-type: none"> • 低溫天氣給運輸環節帶來產品和原物料凍傷風險，增加了品質保證的投入； • 暴雨及洪澇災害、大霧、大雪等天氣嚴重影響產品及原物料運輸，造成爆倉、停產。 	<ul style="list-style-type: none"> • 提前關注天氣動態、儲備貨物，關注各高壓電房能源供應、排水及水電的供應突發情況並製定應對措施，如發現異常，及時反饋上級政府單位處理； • 嚴格按照公司《產品質量手冊》做好產品的防護工作，以確保產品品質。
Storage and transportation	<ul style="list-style-type: none"> • Cold weather causes frost damage to products and raw materials during the transportation process, increasing the investment in quality assurance; • Severe weather such as heavy rains and flooding, heavy fog, heavy snow, etc., seriously affects the transportation of products and raw materials, causing stockouts and interruption. 	<ul style="list-style-type: none"> • We keep an eye on the weather and stock up in advance, pay attention to the emergency situation of energy supply, drainage and hydropower from high-voltage power houses, and develop response measures. If any abnormality is found, timely report it to the higher-level government units for handling; • Strictly follow the Company's <i>Product Quality Manual</i> to improve product protection, thus ensuring product quality.



風險影響維度 Impact area	風險描述 Risks description	風險應對 Measures to risks
人員安全	<ul style="list-style-type: none"> 極端天氣及氣候災害對人員安全造成威脅。 	<ul style="list-style-type: none"> 根據所處的地理環境特徵，對各類自然災害發生的可能性進行綜合分析，制定《自然災害事故專項應急預案》確定威脅正常生產經營的自然災害的種類和危險程度； 按照應急預案內容和要求，對職工進行培訓和定期演練，以便在重大自然災害發生後，能及時按照預定方案進行救援，在短時間內使災害得到有效控制，保障職工人身安全及公司財產安全。
Personnel safety	<ul style="list-style-type: none"> Extreme weather and climate disasters pose a threat to personnel safety. 	<ul style="list-style-type: none"> Perform comprehensive analysis of the likelihood of various natural disasters based on the geographical and environmental characteristics, and formulate the <i>Special Emergency Plan for Natural Disasters</i> to identify the types and degree of danger posed by natural disasters that threaten the normal production and operation of the business; Conduct training and regular drills for employees in accordance with the requirements of the emergency plan, so that in the event of a major natural disaster, we can promptly carry out rescue operations according to the predetermined plan, effectively control the disaster in a short time, and ensure the safety of employees and company property.

我們對氣候變化帶來的轉型風險和機遇進行評估。轉型風險方面，自2020年國家提出碳達峰、碳中和目標始，康師傅一直遵守並積極響應國家降低碳排放相關政策要求，並開展未來政策趨勢研判，對自身的低碳發展路徑進行長遠規劃，以更好地順應低碳趨勢。轉型機遇方面，我們積極優化現有產品佈局，推出「碳中和」產品和「無標籤」產品，並落地多個rPET項目，將可持續發展理念融入產品全生命週期，從而順應在低碳經濟發展潮流下消費者對於綠色環保屬性產品的選擇傾向。未來，我們將持續建立和完善氣候變化相關政策，探索綠色環保屬性產品機遇，為行業的低碳發展作出貢獻。

2023年度，公司繼續開展涵蓋價值鏈上下游的碳盤查工作，計算了範圍一、範圍二碳排放數據，並對價值鏈上、下游的主要範圍三碳排放進行測算。在本次盤查中，我們回顧往期的減碳成效，推動各事業進一步瞭解自身的排放情況以開展有針對性的減碳工作，在內部促成ESG良性競爭。同時，公司在碳盤查過程中向各相關單位進行碳排放和碳減排概念的宣貫，提升其減碳意識。基於過去三年價值鏈碳排放數據，公司正在研討和策劃覆蓋短、中、長期的碳中和路徑，將於適時對外披露。

We assess the transition risks and opportunities brought about by climate change. In terms of transition risks, since China proposed the Carbon Peaking and Carbon Neutrality target in 2020, Master Kong has been complying with and actively responding to the national policies and requirements for reducing carbon emissions, as well as carrying out research and judgement on the future policy trends, and making long-term planning for its own low-carbon development path, so as to better adapt to the low-carbon trend. In terms of transition opportunities, we have actively optimised the design of our existing products, launched “carbon neutrality” and “label-free” products, and implemented several rPET projects, incorporating sustainable development into the entire life cycle of our products, in response to the growing trend of consumers choosing green and environmentally-friendly products in the low-carbon economic development era. In the future, we will continue to establish and improve climate change-related policies, explore opportunities for green and environmental attribute products, and contribute to the low-carbon development of the industry.

In 2023, the Company continued to carry out carbon inventory work, covering the upstream and downstream of value chain, calculating Scope 1 and Scope 2 carbon emissions data, and estimating the main Scope 3 carbon footprint in upstream and downstream of the value chain. In this inventory, we reviewed the carbon reduction results in the past years, prompting all businesses of the Company to further understand their own emissions to carry out targeted carbon reduction work and promote healthy competition in ESG internally. At the same time, during the carbon inventory process, the Company promoted the concept of carbon emissions and carbon reduction to all relevant units to enhance their awareness of carbon reduction. Based on the carbon emission data from the past three years, the Company is discussing and planning a carbon-neutral path for the short, medium, and long term, which will be disclosed to the public in due course.

2023年，康師傅作為低碳領域具有前瞻性的企業，出席由中國節能協會與中國質量認證中心聯合主辦的第三屆碳中和博覽大會，並成功入選2023中國工業碳達峰「領跑者」企業。未來，康師傅願繼續與各界夥伴共同研討並分享企業減碳與綠色發展新思路，共享綠色經營經驗和成果，助力低碳發展的政策制定與行業發展。

In 2023, as a forward-thinking enterprise in the field of low-carbon development, Master Kong attended the Third Carbon Neutrality Industry Conference in Boao jointly organized by the China Energy Conservation Association and the China Quality Certification Center. Additionally, Master Kong was successfully selected as a “2023 China Industrial Carbon Peak Pioneer Enterprise (2023中國工業碳達峰「領跑者」企業)”. In the future, Master Kong is committed to continuing to collaborate with partners from all sectors to discuss and share new ideas for carbon reduction and green development, sharing experiences and achievements in green management, and contributing to the formulation of policies and industry development for low-carbon development.



榮列2023中國工業碳達峰「領跑者」企業並獲得中國工業碳達峰「領跑者」企業證書
Listed as a “2023 China Industrial Carbon Peak Pioneer Enterprise
(2023中國工業碳達峰「領跑者」企業)” and Received its Certificate

7. 可持續原物料採購

我們在選擇供應商時，關注其產品及服務的環境效益，在同等條件下，優先選取環境友好型產品，鼓勵供應商加強對原材料的溯源及認證，希望通過可持續、負責任的採購減少原材料對自然資源、環境及社會的負面影響。康師傅持續追蹤供應商的原材料溯源和認證情況，紙箱、紙盒等紙類供應商均持有森林管理委員會(Forest Stewardship Council, FSC)認證證書。方便麵事業100%的棕櫚油供應商已獲得可持續棕櫚油圓桌倡議組織(Roundtable on Sustainable Palm Oil, RSPO)認證。康師傅飲品事業和百事飲品事業的白糖供應商中，佔總供貨比30%的供應商獲得了可持續白糖 Bonsucro 認證。

8. 環境關鍵績效指標

2023年，康師傅環境類關鍵績效指標列示如下。除另行說明，環境類數據⁽¹⁾統計範圍涵蓋上海康師傅大樓及各事業直接管理⁽²⁾的境內全部工廠，境外辦事處因規模較小暫不包括在統計範圍，未來將根據實際情況適時統計披露。

7. Sustainable Sourcing of Raw Materials

When selecting suppliers, we pay attention to the environmental benefits of their products and services. With the same condition, we will give priority to environmental-friendly products, and encourage suppliers to strengthen traceability and certification of raw materials. We hope to reduce the negative impact on natural resources, the environment, and society brought by raw materials. Master Kong will follow the material source of suppliers and relevant certifications, so all of Master Kong's paper suppliers for paper boxed and cartons hold Forest Stewardship Council (FSC) certification, and 100% of palm oil suppliers in the Instant Noodles Business have obtained Roundtable on Sustainable Palm Oil (RSPO) certification. For the white sugar suppliers of Master Kong's Beverage Business and Pepsi Beverage Business, 30% of the total supply comes from suppliers that have obtained the Bonsucro certification.

8. Environmental Key Performance Indicators

In 2023, Master Kong's environmental Key Performance Indicators are listed below. Unless otherwise stated, the statistics scope of environmental data ⁽¹⁾ covers the Master Kong building in Shanghai and all domestic factories directly managed ⁽²⁾ by each business, while overseas offices are not included in the scope of statistics for the time being due to their small scale, and will be disclosed in due course according to the actual situation.

溫室氣體排放總量 ⁽³⁾ (範圍1及範圍2) ⁽⁴⁾ (萬噸)	
TOTAL GREENHOUSE GAS EMISSIONS ⁽³⁾ (SCOPE 1 & SCOPE 2) ⁽⁴⁾ (10,000 TONNES)	220.0
範圍一溫室氣體排放量 (萬噸)	
SCOPE 1 GREENHOUSE GAS EMISSIONS (10,000 TONNES)	14.80
範圍二溫室氣體排放量 ⁽⁴⁾ (萬噸)	
SCOPE 2 GREENHOUSE GAS EMISSIONS ⁽⁴⁾ (10,000 TONNES)	205.20
百萬元人民幣收益溫室氣體排放量 (噸/百萬元人民幣收益)	
GREENHOUSE GAS EMISSIONS PER RMB'MILLION OF SALES (TONNES/RMB'MILLION OF SALES)	27.36
綜合能源消耗總量 ⁽⁵⁾ (兆瓦時)	
TOTAL COMPREHENSIVE ENERGY CONSUMPTION ⁽⁵⁾ (MWH)	5,080,937.08
百萬元人民幣收益綜合能源消耗量 (兆瓦時/百萬元人民幣收益)	
COMPREHENSIVE ENERGY CONSUMPTION PER RMB'MILLION OF SALES (MWH/RMB'MILLION OF SALES)	63.18
電力 ⁽⁶⁾ (兆瓦時)	
ELECTRICITY ⁽⁶⁾ (MWH)	1,725,518.73
百萬元人民幣收益電力消耗量 (兆瓦時/百萬元人民幣收益)	
ELECTRICITY CONSUMPTION PER RMB'MILLION OF SALES (MWH/RMB'MILLION OF SALES)	21.46
汽油和柴油 (兆瓦時)	
PETROL AND DIESEL (MWH)	9,712.02
天然氣和煤炭 (兆瓦時)	
NATURAL GAS AND COAL (MWH)	742,404.78
液化石油氣 (兆瓦時)	
LIQUEFIED PETROLEUM GAS (MWH)	653.19
外購蒸汽 (兆瓦時)	
PURCHASED STEAM (MWH)	2,602,648.36
用水總量 ⁽⁷⁾ (立方米)	
TOTAL WATER USE ⁽⁷⁾ (M ³)	54,050,692.07

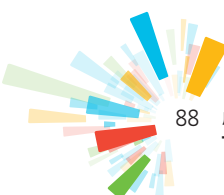
百萬元人民幣收益用水量(立方米/百萬元人民幣收益)	
WATER CONSUMPTION PER RMB'MILLION OF SALES (M ³ /RMB'MILLION OF SALES)	672.12
產品包裝材料使用總量 ⁽⁸⁾ (噸)	
TOTAL PRODUCT PACKAGING MATERIALS USED ⁽⁸⁾ (TONNES)	1,277,652.86
百萬元人民幣收益產品包裝材料使用量 ⁽⁸⁾ (噸/百萬元人民幣收益)	
PRODUCT PACKAGING MATERIAL USED PER RMB'MILLION OF SALES ⁽⁸⁾ (TONNES/RMB' MILLION OF SALES)	15.89
化學需氧量(Cheical Oxygen Demand · COD)排放總量 ⁽⁹⁾ (噸)	
TOTAL CHEMICAL OXYGEN DEMAND (COD) EMISSIONS ⁽⁹⁾ (TONNES)	144.30
有害廢棄物總量(噸)	
TOTAL HAZARDOUS WASTE (TONNES)	697.01
百萬元人民幣收益有害廢棄物排放量(噸/百萬元人民幣收益)	
HAZARDOUS WASTE EMISSIONS PER RMB'MILLION OF SALES (TONNES/RMB'MILLION OF SALES)	0.01
無害廢棄物總量(噸)	
TOTAL NON-HAZARDOUS WASTE (TONNES)	185,985.40
百萬元人民幣收益無害廢棄物排放量(噸/百萬元人民幣收益)	
NON-HAZARDOUS WASTE EMISSIONS PER RMB'MILLION OF SALES (TONNES/RMB'MILLION OF SALES)	2.31

(1) 基於康師傅的業務性質，2023年主要氣體排放為溫室氣體，主要源自使用由化石燃料轉化的電力及燃料。相較2022年度，康師傅進一步減少天然氣及煤炭等化石燃料的使用，同時伴隨二氧化硫(SO₂)與氮氧化物(NO_x)排放量的繼續降低，影響微小，因此本年度不作為主要氣體排放物予以披露。

(2) 康師傅各事業直接管理的境內工廠，涵蓋方便麵事業、康師傅飲品事業、糕餅事業部位於境內的全部工廠，以及百事飲品事業除上海、武漢、南京、杭州、瀋陽、天津、濟南、桂林、福州、湛江、長沙、西安、昆明、深圳工廠外的全部境內工廠。其中，百事飲品事業的上海、武漢、南京及杭州4家工廠由百事國際直接管理，瀋陽、天津、濟南、桂林、福州、湛江、長沙、西安、昆明、深圳工廠已停止運營，故不納入統計範圍。

(1) Based on the nature of Master Kong's business, the main gas emissions in 2023 are greenhouse gases, mainly from the use of electricity and fuels converted from fossil fuels. Compared with 2022, Master Kong has further reduced the use of fossil fuels such as natural gas and coal, along with continued reductions in Sulphur dioxide (SO₂) and oxynitride (NO_x) emissions, the impact of which is minimal and therefore not disclosed as a major gas emission in the current year.

(2) The domestic plants under the direct management of each of Master Kong's businesses include all plants of the Instant Noodles Business, Master Kong Beverage Business and Bakery Business located inside the country, as well as all domestic plants of the Pepsi Business except for the plants in Shanghai, Wuhan, Nanjing, Hangzhou, Shenyang, Tianjin, Jinan, Guilin, Fuzhou, Zhanjiang, Changsha, Xi'an, Kunming and Shenzhen. Among which, Pepsi's business is managed directly by Pepsi International except for 4 factories in Shanghai, Wuhan, Nanjing and Hangzhou. Pepsi's plants in Shenyang, Tianjin, Jinan, Guilin, Fuzhou, Zhanjiang, Changsha, Xi'an, Kunming and Shenzhen are not included in the scope of statistics as they are no longer in operation.



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|---|--|
| <p>(3) 康師傅溫室氣體核算範圍主要涵蓋二氧化碳、甲烷及氧化亞氮。溫室氣體排放數據乃按二氧化碳當量呈列，並根據《聯合國政府間氣候變化專門委員會 (Intergovernmental Panel on Climate Change, IPCC) 2006 年國家溫室氣體清單指南 2019 修訂版》規定計算。</p> | <p>(3) The scope of greenhouse gas accounting for Master Kong mainly covers carbon dioxide, methane and nitrous oxide. The greenhouse gas emission data is presented in terms of carbon dioxide equivalent and calculated in accordance with the <i>Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines for National Greenhouse Gas List (Revised in 2019)</i>.</p> |
| <p>(4) 範圍一：涵蓋由公司運營直接產生的溫室氣體排放。2023 年度相較往年公司更少的使用柴油備用發電機，導致溫室氣體範圍一排放較往年降低；範圍二：來自公司內部消耗(購買獲得或取得的)電力及外購蒸汽所引致的「間接能源」溫室氣體排放。</p> | <p>(4) Scope 1: covers greenhouse gas emissions directly generated by the Company's operations. In 2023, the Company's usage of diesel-powered backup generators was lower compared with previous years, which led to a lower Scope 1 greenhouse gas emissions. Scope 2: greenhouse gas emissions from "indirect energy" resulting from the Company's internal consumption (purchased or acquired) of electricity and purchased steam.</p> |
| <p>(5) 綜合能源消耗量是通過直接與間接能源消耗量，根據中華人民共和國國家標準《綜合能耗計算通則》(GB/T 2589-2020)換算因子計算得出。</p> | <p>(5) The comprehensive energy consumption is calculated through direct and indirect energy consumption, based on the conversion factors of the <i>National Standard of the People's Republic of China General Rules for Calculating Comprehensive Energy Consumption (GB/T 2589-2020)</i>.</p> |
| <p>(6) 電力包括外購電力採購量和自發自用的可再生能源發電量。</p> | <p>(6) Electricity is including purchased electricity and self-generated renewable energy generation.</p> |
| <p>(7) 用水量為統計範圍內的生產用水及僱員辦公生活用水。我們在求取適用水源上不存在問題。</p> | <p>(7) Water consumption is for production and employee office use within the scope of the statistics. We have no problem in finding the applicable water sources.</p> |
| <p>(8) 產品包裝材料用量為康師傅各事業全部品項產品的主要包裝材料用量總和。</p> | <p>(8) The amount of product packaging materials used is the total amount of major packaging materials used for all items of products in each of Master Kong's businesses.</p> |
| <p>(9) COD 排放總量為統計範圍內全部工廠所產生的 COD，經市政污水處理廠處理後最終的排放量總和。</p> | <p>(9) The total COD emissions are the sum of the COD produced by all the plants within the statistical scope and the final emissions after treatment by municipal sewage treatment plants.</p> |

七、鑄就卓越職場，共享「歡樂飲食、美好生活」

1. 深耕人力資本，打造卓越職場

康師傅嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國婦女權益保護法》《中華人民共和國未成年人保護法》《中華人民共和國殘疾人保障法》《殘疾人就業條例》《禁止使用童工規定》及相關法律法規，並據此制定《人員招募辦法》《勞動合同管理辦法》《人員任用程序》《員工晉升管理辦法》《員工離職管理辦法》《同仁試用期考核辦法》《員工獎懲管理辦法》等制度。各事業也依據自身情況制定並持續優化適用的制度辦法，規範勞動合同的簽訂與解除，以確保各項僱傭工作有章可循、有據可依，切實保障員工的合法權益。

VII. CREATE AN EXCELLENT WORKPLACE AND SHARE “LIFE + DELICACY”

1. Deeply Develop Human Resources and Create an Excellent Workplace

Master Kong strictly abides by the *Labour Law of the People's Republic of China*, the *Labour Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of the Rights and Interests of Women*, the *Law of the People's Republic of China on the Protection of Minors*, the *Law of the People's Republic of China on the Protection of Persons with Disabilities*, the *Regulations on the Employment of Persons with Disabilities*, the *Regulations on the Prohibition of Child Labour* and relevant laws and regulations, and has accordingly formulated the *Measures for Recruitment of Staff*, the *Management Measures for Labour Contract*, the *Procedures for Appointment of Staff*, the *Management Measures of Staff Promotion*, the *Management Measures of Staff Resignation*, *Probationary Appraisal Measures for Colleagues*, the *Management Measures of Staff Rewards and Punishments*, as well as other systems and measures. Each business has also formulated and constantly optimized applicable systems and measures according to its situation to regulate the signing and termination of labour contracts, so as to ensure that all employment work is regulated and based on rules and regulations, and to effectively protect the legitimate rights and interests of employees.

康師傅積極推進人力資源數字化轉型項目，目前該項目正以專案形式在事業內部推行。我們持續優化人事與薪資工作流程，實現線上一站式作業，簡化作業流程。我們不斷梳理人力數字化管理存在的問題及未來的優化方向，定期研討精進，持續為未來人力資源數字化轉型做準備。

平等僱傭

公司堅持平等僱傭的原則，杜絕一切形式的用工歧視，建立民族、種族、性別、宗教信仰無差別的招聘、發展及晉升體系，積極承擔社會責任。公司持續招聘一定比例的殘疾員工，提供公平的就業機會及薪資福利保障，本年度共僱傭殘疾員工304人。我們反對一切形式的強制勞工及僱傭童工，在人力資源有關制度中明確禁止此類情形，招聘時嚴格審核身份證原件和複印件，若發現強制勞工或僱傭童工的情況，我們將嚴格遵守當地勞動局的要求處理，並立即停止其工作。各事業亦定期通過內部系統核實員工工作時長，公司內控及稽核等部門不定期對招聘及用工進行檢核，以避免強制勞工的情況發生。

Master Kong vigorously makes contributions to the digital transformation project of Human Resources which is currently being implemented within all Businesses. We keep optimizing and simplifying the processes toward Human Resources and remuneration to achieve a one-stop online operation. We continuously identify the problems that exist in the digital management of Human Resources, decide the future optimum modification plan, discuss the promotion regularly and prepare for the digital transformation of Human Resources in the future.

Equal Employment

The Company insists on the principle of equal employment, eliminating all forms of employment discrimination, and establishing a recruitment, development and promotion system that is non-discriminatory in terms of ethnicity, race, gender and religion, and actively takes on social responsibility. We continuously recruit a certain percentage of disabled employees, providing fair employment opportunities and salary and benefits guarantees. 304 disabled employees were employed this year. We oppose all forms of forced labour and child labour and explicitly prohibit such situations in relevant human resources policies. We strictly examine originals and photocopies of identity cards when recruiting. If forced labour or child labour is found, we will strictly follow the requirements of the local labour bureau to handle it while immediately stopping their work. Each business also regularly verifies the working hours of employees through internal system. The Company's internal control and auditing departments conduct reviews on recruitment and employment from time to time to avoid forced labour.

休假權益

康師傅遵循《中華人民共和國勞動法》《中華人民共和國勞動合同法》的要求，在勞動合同中對員工的工作時間及假期進行約定，員工可享受帶薪年休假、事假、病假、婚假、喪假、產假、陪產假、哺乳假、育兒假、探親假等。公司積極落實政府相關政策要求，倡導員工依需安排休假計劃，同時根據各地新出台的規定修訂內部規章制度，切實保障員工休息權益。

薪酬及福利

康師傅擁有完整的薪資福利配套制度，包括《薪酬管理辦法》《績效獎懲辦法》等員工工資、績效、年終獎等薪資管理辦法，並按照《中華人民共和國社會保險法》《住房公積金管理條例》等國家法律法規要求為員工足額繳納「五險一金」。我們為員工提供具有市場競爭力的薪酬，同時每年依政策規定及時調整保險、公積金繳費比例、工資標準，不斷提升薪資待遇。各事業依據自身情況，制定具體的員工工資、績效獎金、年終獎等薪資管理辦法及員工福利管理辦法，實施靈活多元的員工激勵方案，採用月、季、年獎等不同層次獎勵，激發員工工作熱情。同時，我們為廣大員工提供高溫/高寒、採暖、租房等額外補貼，亦提供旅遊、企業文化活動、生日禮金、健康體檢等軟性福利。

Vacation

Master Kong explicitly indicates the working hours and holidays of its employees in the labour contract in accordance with the requirements of the *Labour Law of the People's Republic of China* and the *Labour Contract Law of the People's Republic of China*. Employees are entitled to annual leave with pay, personal leave, sick leave, marriage leave, bereavement leave, maternity leave, paternity leave, breastfeeding leave, parental leave and home leave. The Company actively implements relevant government policies and encourages employees to arrange their vacation plans based on their needs, while amending its internal rules and regulations in accordance with new local regulations to effectively protect the rights and interests of employees to rest.

Remuneration and Benefits

Master Kong has established well-rounded salaries and benefits management measures, including the *Administrative Measures on Remuneration* (《薪酬管理辦法》) and the *Measures on Performance-Based Bonuses and Penalties* (《績效獎懲辦法》) for employees, such as salary, performance and year-end bonus, and pays “five insurances and one fund” in full for employees in accordance with the requirements of the *Social Insurance Law of the People's Republic of China* and the *Regulations on the Administration of Housing Provident Fund* and other national laws and regulations. Employees will be remunerated competitively, while adjusting the insurance and provident fund contribution ratios, wage standards in a timely manner every year in accordance with policy requirements, with an aim to improve the salary package. Depending on their situation, each business has developed salary management methods which specified performance bonuses, year-end bonuses, and employee welfare management methods while adopting different levels of incentives such as monthly, quarterly and annual awards so as to stimulate employee enthusiasm. At the same time, we provide additional subsidies for staff such as high temperature/high cold, heating, and rental subsidy. We also provide soft benefits such as travel, corporate cultural activities, birthday gifts, and health check-ups for our employees.

2. 促進員工健康成長與發展，打造智慧職場

康師傅一貫重視人才發展與培養，制定了《教育訓練標準作業辦法》《內部講師管理辦法》《各功能培訓體系管理辦法》等制度，多維度建設人才培訓管理機制。公司積極搭建人才發展體系，分階段逐步實現人才盤點、人才梯隊、人才發展等數字化平台體系的建設與管理。為了更好地塑造「勤、廉、能」的全方位優秀人才，提升團隊凝聚力，公司成立集團幹部賦能中心(Leadership Empowerment Center，簡稱LEC)，針對不同層級的員工開展定制化、功能多樣的課程，各事業也結合自身情況制定相應培訓管理制度。

公司每季度開展戰略人才盤點(STR)會議推動關鍵崗位人才發展，完善各層級人才發展平台，落實儲備中基層、中高層主管的個人與團隊發展培育方案。我們依據員工的職務層級、職業發展階段、功能崗位等為其提供企業文化通識類別訓練、專業知識技能提升類訓練和管理技能提升類訓練等多個類別的培訓機會。公司與外部專業培訓機構的長期協作，共同打造針對康師傅實際需求的提升培訓項目，帶給員工具有前瞻性、科學性的知識和技能，課後針對培訓效果進行追蹤，形成培訓閉環管理。我們採用案例教學的培訓方式，設置多種培訓課程與專案。本年度累計培訓總時長達754.4萬小時，人均受訓時長達122.7小時。

2. Promote Staff Healthy Growth and Development, Create a Smart Workplace

Master Kong attaches great importance to talent development and training, and established measures such as the *Measures on Standard Operation Teaching and Training* (《教育訓練標準作業辦法》), the *Administrative Measures on Internal Trainers* (《內部講師管理辦法》) and the *Administrative Measures on Functional Training System* (《各功能培訓體系管理辦法》) to perfect training management system of talent cultivation in every respect. The Company actively builds a talent development system to gradually construct and manage digital platform systems such as talent identification, talent pool and talent development. To better shape an excellent talent characterized by assiduous, honesty and competency and help the team cohere, the Leadership Empowerment Center (LEC) established by the Company will customize multi-functional courses for employees from different levels. Each business also formulates administrative provisions of corresponding training depending on their actual situation.

The Company conducts quarterly Strategic Talent Review (STR) meetings to promote the development of key talent in critical positions, improve talent development platforms at all levels, and implement development and cultivation plans for individuals and teams in the reserve pool for entry-level, middle and high-level management. We provide training opportunities for employees in various categories, such as general corporate culture training, professional knowledge and skills enhancement training and management skills enhancement training, depending on their job level, career development stage and functional position. The Company maintains a long-term collaboration with external professional training institutions. We work together to create enhancement training programmes that are tailored to the actual needs of Master Kong, bringing forward-looking and scientific knowledge and skills to our employees. We conduct post-training tracking to evaluate the effectiveness of our training programs and form a closed-loop management system for training. We adopt case-based teaching for training and offer a variety of training courses and programs. During this year, the total training time reached 7.544 million hours and the per capita training time was 122.7 hours.

公司積極拓展線上培訓形式，引入課程直播的方式開展線上教學，持續更新移動端學習資源。員工可通過企業微信課堂、公司官網學習平台，全方位強化自身能力。公司開展M系列管理能力培訓課程，提升幹部管理及通識能力。此外，公司還與卡內基、光合諮詢等機構合作，針對各事業面臨的問題開展針對性的培訓，課程內容包括提高公司內部跨部門合作效率、員工日常工作溝通與表達等多方面內容，為員工提供多元化的學習機會。康師傅以E-learning線上學習促進員工與企業共同成長作為案例，榮登福布斯年度ESG「啟發案例」榜單。



2023年度福布斯ESG啟發案例名錄

2023 Forbes' Annual List of "Inspiring Cases" relating to ESG

The Company actively expands online training forms, introduces live broadcasting of courses and continuously updates mobile learning resources. Employees can reinforce their capacities in all areas through the corporate WeChat classroom and the official website learning platform of the Company. The Company also provides M-series management training courses to enhance the management abilities and general skills of cadres. In addition, we cooperate with Carnegie (卡耐基) and Photosynthesis Consultation (光合諮詢) to convene trainings targeted on problems which may meet or have met by each Business, to improve the efficiency of inter-departmental cooperation, daily communication and expression skills of employees, providing employees with diversified learning opportunities. Thanks to E-learning, promoting the growth of employees and the Company together, Master Kong was selected into Forbes' annual list of "Inspiring Cases" relating to ESG.

康師傅不斷深化人才培養與合作的實踐，獲得了權威機構的認可：

- 康師傅致力於人才梯隊建設及人員能力素質提升工作，受邀出席未來管理人才大會，榮獲「未來管理人才培育卓越獎」「最佳數字化學習項目獎」

Master Kong continues cultivating and cooperating with talents and gains the recognition of authority:

- Leveraging committed to the construction of talent reserve and the improvement of personnel ability and quality for years, Master Kong has been invited to the Future Management Talent Conference (未來管理人才大會) and won the "Award of Excellence in Future Management Talent Cultivation (未來管理人才培育卓越獎)" and the "Award of digitalization Learning Project (最佳數字化學習項目獎)"



未來管理人才獎

The Award of Future Management Talent



數字化學習項目

The Award of Digitalization Learning Project

- 受邀出席由HR Flag舉辦的2023「極幟獎」頒獎大會並獲得「極幟獎」2023最佳人力資源管理項目

- be invited to the 2023 ONEFLAG AWARDS ceremony held by HRFlag and won the "Best HR Program of 2023 ONEFLAG AWARDS"



HR Flag「極幟獎」2023最佳人力資源管理項目與獲獎單位主管康師傅人資長吳之偉

"Best HR Program of 2023 ONEFLAG AWARDS" of HRflag and Walt WU, the Chief Human Resources Officer of Master Kong, Head of the Awarded Department

3. 保障員工健康與安全，打造安心職場

康師傅嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》《中華人民共和國消防法》等國家法律法規，出台了適用於公司所有員工、所有兼職人員及所有承包商的內部管理辦法及應急預案，如《工廠環境健康安全程序》《工廠環境健康安全政策及原則》《危害識別及風險評估依據及方法標準》《工傷事故處理辦法》等，建立了安全生產和職業病防治工作的制度性保障。

健全管理體系

公司始終將生產安全放在首位，可持續發展委員會是公司EHS (Environment, Health and Safety, EHS)管理工作的最高執行和負責機構，定期聽取各事業EHS工作匯報。各事業建立健康與安全管理系統，在各工廠設有EHS工作小組，由安全主管與安全員組成，負責安全策略的承接與執行、工廠EHS合規運營、日常安全培訓與隱患排查治理等工作，嚴格落實生產安全責任，同時設置EHS專職管理人員負責制定EHS年度計劃、目標、改進方案，並指導、監督各項安全專案的執行情況。

3. Safeguard Employee Health and Safety to Create a Secure Workplace

Master Kong strictly complies with national laws and regulations such as the *Law of the People's Republic of China on Work Safety*, the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, and the *Fire Services Law of the People's Republic of China*, thus issues a series of internal administration measures and emergency plans which are applied to all employees, part-time employees and contractors of the Company, such as the *Plant Environment Health and Safety Management Procedures*, the *Plant Environment Health and Safety Policy and Principles*, the *Hazard Identification and Risk Assessment Criteria* and the *Method Standards and Work-Related Injuries Handling Procedures*, to form an institutional guarantee for the implementation of safety production and prevention of occupational diseases.

Sound management system

Safety production is always the top priority of the Company. The Sustainable Development Committee is the highest execution and responsibility authority concerning EHS (Environment, Health and Safety, EHS) management, and regularly listens to the work reports of each Business relating to EHS. All Businesses have set up health and safety management systems and the EHS team has also laid in each factory. The team consisting of the safety manager and safety personnel takes charge of security policy implementation, EHS compliance operation in the factory, daily safety training, potential risks identification and treatment and others, and strictly assigns responsibilities of safety production. At the same time, we have appointed EHS dedicated staff to formulate the EHS annual plan, target, and improvement plan, and guide and oversee the implementation of all security projects.

2023年，公司共38家工廠已獲得ISO 45001職業健康安全管理体系認證。各事業嚴格執行職業健康管理體系要求，明確生產安全中長期管理目標和核心舉措，進一步降低生產安全風險。

設定健康與安全目標

康師傅制定了覆蓋全體員工及全體承包商的健康與安全目標，每年度對目標完成情況進行檢討並更新設定下一年度目標。2023年，各事業均制定並實現職業病發生率為零、因工亡事故為零的總體目標。方便麵事業制定了年度損失工時事故率(LTIR)較2022年下降5%的目標，本年度實際損失工時事故率下降了8%，共有12家工廠實現零工傷目標；康師傅飲品事業、百事飲品事業均制定了LTIR較2021年下降10%的目標，本年度實際損失工時事故率分別下降了20%、15%；糕餅事業部建立全員《安全生產責任制》，要求全員簽訂《安全生產責任書》，在接受「三級安全培訓教育」後方可上崗，為保障承包商安全生產，糕餅事業部與全體承包商簽訂《安全協議》，本年度糕餅事業部未發生重大傷亡事故，並達成職業病發病率為零的目標。2024年，各事業將繼續致力於實現職業病發生率為零、因公亡事故為零的總體目標。同時，方便面事業、康師傅飲品事業和百事飲品事業分別設定了LTIR較2023年下降5%、10%和5%的年度目標。

In 2023, a total of 38 factories of the Company obtained ISO 45001 occupational health and safety management system certification. All Businesses have strictly complied with the requirement of the occupational health and safety management system and classify the mid- and long-term target and the core initiative of safety production to further reduce related risks.

Health and safety goals

Master Kong has set health and safety goals covering all employees and all contractors. The company reviews the achievement of the goals every year and updates the goals for the next year. In 2023, each Business sets and achieves the overall goal of no occupational disease cases and no work-related fatalities. The instant noodles business targeted making the lost time injury rate (LTIR) decrease by 5% as compared to 2022 while the actual lost time injury rate has decreased by 8% during this year, and 12 factories have reached zero accidents. Both the Master Kong beverage business and the pepsi beverage business aimed at bringing down their LTIR by 10% as compared to 2021, while the actual lost time injury rate decreased by 20% and 15% during the year, respectively. The Bakery Business brought out a *Responsibility System for Safe Production* (《安全生產責任制》), which required all members to sign the *Safe Production Letter of Commitment* (《安全生產責任書》) and they can start working only after receiving three-level training education. To ensure the safety production of contractors, the Bakery Business has entered into the *Safety Agreement* (《安全協議》) with all contractors with no serious accidents and no occupational disease cases during the year. In 2024, businesses will continue to work towards the overall goal of zero occupational disease incidence and zero work-related deaths. Meanwhile, the Instant Noodles Business, Master Kong's Beverage business and Pepsi Beverage business have respectively set annual targets of 5%, 10% and 5% LTIR declines compared to 2023.

保障員工安全

康師傅重視員工的健康與安全並持續加大投入。公司針對有職業病風險或安全風險較高的一線作業崗位員工提供齊備的防護用具，例如眼罩、化學防護手套、耳塞、安全工服等，有效降低因工作場合和環境給員工帶來的健康影響，對於特殊工種員工要求持證上崗，以保證企業安全生產運營。另外，我們每年為員工組織健康體檢，積極組織消防安全實操演練，以提高員工消防安全意識及自我防護能力。全部新入職員工需先接受安全培訓後，方可投入生產作業工作。同時，康師傅嚴格落實安全責任制，建立完整的作業規範和緊急處理機制，以確保妥善處理突發的安全事件。

公司重視對員工進行健康與安全方面的宣導及培訓，增強員工的安全防範意識。公司定期進行安全宣導，保證安全的作業環境與作業條件，加強職業病危害因素監測，有效預防職業病。公司積極開展三級安全教育培訓（廠級、車間級、班組級），提高員工安全意識與自我防護能力。各生產基地認真貫徹公司對EHS的相關要求和部署，持續深入開展EHS管理活動，嚴格落實EHS年審工作，設立EHS專員持續開展安全教育，定期組織EHS技能培訓及競技，不斷提升員工安全生產意識。

Safeguard Employee Safety

Master Kong highly values the health and safety of employees and continues to increase investment in it. The Company provides employees in front-line jobs with occupational disease risks or high safety risks with a full range of protective gear, such as eye protection, chemical protective gloves, ear plugs and safety uniforms, to effectively reduce the health impact on employees due to workplaces and environments. To ensure safe production and operation, the employees of special jobs require relevant licenses. In addition, we organize annual health checks for our staff and actively organize fire safety drills to enhance their awareness of fire safety and their ability to protect themselves. All new employees are required to receive safety training before they are allowed to work in production operations. Meanwhile, Master Kong strictly implements the safety responsibility system and establishes complete operating specifications and emergency handling mechanisms to ensure the proper handling of sudden safety incidents.

The Company attaches great importance to promoting and training employees in health and safety, enhancing their awareness of safety precautions. The Company regularly conducts safety promotion to ensure a safe working environment and conditions, strengthen monitoring of occupational hazard factors and effectively prevent occupational diseases. The three-level training education (factory level, workshop level, team level) has been carried out to improve employees' safety awareness and self-protection ability. All production bases conscientiously implement the relevant requirements and deployment of the EHS of the Company. We continuously and thoroughly carry out EHS management activities and strictly conduct annual EHS audits. We set up EHS specialists to continuously carry out safety education, and regularly organize EHS skills training and competitions to continuously raise the awareness of our staff on production safety.

4. 建設企業文化，打造美好職場

良好的文化是企業健康發展的力量與基礎。在「穩中求進、以進促穩、先立後破」的宏觀經濟背景下，公司持續關注企業文化及企業價值觀的與時俱進。公司建立上下聯動的文化建設推動團隊。公司文化建設委員會由魏宏名、魏宏丞兩位董事長擔任主任委員、九位核心高層管理者擔任委員。2023年，康師傅發佈新版「康師傅之道」(KSF WAY)，系統性的歸納和解讀康師傅的使命、願景、經營理念、康師傅人與核心價值，發揮文化的導向、凝聚功能，促進企業管理提升和轉型升級。

企業文化是僱主品牌的基礎和核心，有吸引力的僱主品牌會進一步強化和傳播企業文化，使企業文化得到更廣泛的認同和支持。2023年，康師傅在多元、公平、包容方面獲專業認可，從506家海內外企業中脫穎而出，榮獲全球僱主品牌研究領域的權威機構——僱主品牌研究所頒發兩大獎項「2023 DEI僱主50強(中國地區)」及「最佳僱主品牌實踐獎」；並通過智聯招聘聯合北京大學社會調查研究中心、北京大學國家發展研究院、HR公會等多家專業機構綜合評選，榮獲「最具發展潛力僱主獎」。

4. Build a Corporate Culture and Create a Better Workplace

A good corporate culture is the strength and foundation for the healthy development of an enterprise. Under the background of macroeconomics with “seeking progress while maintaining stability, promoting stability through making progress as well as establishing the new before abolishing the old”, the Company will keep a close watch on corporate culture and values to match the times. The Company has established a culture-building committee that promotes team collaboration and is headed by Chairman Wei Hong-Ming and Chairman Wei Hong-Cheng, and has nine core senior managers as members. In 2023, Master Kong issued a new vision of “KSF WAY” which systemically induces and elaborates Master Kong’s mission, vision, business philosophy, people and core values, places the orientation and cohesion function of culture and accelerates the corporate management and transformation upgrading.

Corporate culture is the foundation and core of the employer and an attractive employer will in turn further strengthen and promote it, so that corporate culture can gain wider agreement and support. In 2023, Master Kong obtained recognition in respect of diversity, fairness and inclusion, among 506 domestic and overseas enterprises, and won the “2023 DEI Top 50 Employers (China) (2023DEI僱主50強(中國地區))” and the “Best Employer Branding Practice Award (最佳僱主品牌實踐獎)” granted by Employer Branding Institute, a trusted authority in global employer branding research. Master Kong won the “Most Promising Employer Award (最具發展潛力僱主獎)” through the comprehensive assessment by Zhaopin.com, Institute of Social Science Survey, Peking University, National School of Development of Peking University, HR Association and other professional institutions.

公司基於KSF WAY與員工需求，優化了覆蓋全員的企業文化學習體系。2023年，我們全新開發5門文建課程，以「共生」模式與幹部賦能部協作，將企業文化植入M系列管理培訓，為組科級主管提供企業價值觀培訓，發揮康師傅企業文化領導力。為打牢人才思想文化根基，舉辦93場基層員工文建培訓，打牢人才思想文化根基；重視塑造「後備軍」的康師傅企業文化基因，幫助新進員工快速認知康師傅歷史與文化。大力發展文化學習的同時，我們亦關注培訓能力的內化，本年度通過TTT(Train the Trainer)培訓認證各層級文建講師196人，培育壯大內部高素質講師隊伍，建立內部的分享和知識創造沉澱能力，助力公司可持續發展。

According to KSF WAY and employee needs, the Company has optimized the learning system of corporate culture for all employees. In 2023, five courses relating to culture construction were newly added and incorporated with the Leadership Empowerment Department in the “Symbiotic” model, ingraining corporate culture into M-series management training courses to provide values training for managers and show our leading ability of corporate culture. 93 culture construction trainings for junior employees were held to set a firm foundation for their culture. Master Kong places considerable value on its cultural cultivation of newcomers, helping them learn about the history and culture of the Company. While playing an instrumental role in culture studying, the training ability improvement also attracts our attention. During the year, the Group recognized 196 cultural construction lecturers at all levels through Train the Trainer (TTT) training, in order to foster and expand the number of internal high-qualified lecturers and build internal capacity for sharing and knowledge creation and accumulation to boost the sustainable development of the Company.



康師傅M1-M2組級文建課程TTT(講師培訓)合影

Photo of Master Kong's Cultural Construction Course (TTT) of Grade M1-M2 (Lecturer Training)

2023 年公司聚焦「當責/創新」，增強企業文化傳播動力，舉辦了一系列受眾面廣、接受度高的文化活動。5 月，貫徹落實 KSF WAY 精神，舉辦全國 9 場「康師傅之道啟動大會」；6 月，吸引 34,592 名員工參加「我的康師傅之道」線上知識 PK；7-8 月，從全國 117 個單位前往上海總部進行總決賽，為優秀員工搭建展示平台的同時，提升了企業文化認同度；10-12 月，舉辦「第七屆康師傅踐行文化典範行為評選」，全員參與熱情高漲，提報 2,502 件文化典範行為事跡，創歷史新高。同時，公司針對員工年輕化需求，首發「康小文」卡通 IP，創新文化營銷新觸點；原創「KSF WAY 文化系列動畫」，寓教於樂地傳播企業文化價值觀；搭建文建微信小程序，為文化持續傳播提供更多可能。

In 2023, the Company focused on “Accountability/Innovation” and strengthened corporate culture influence, thus holding a series of cultural activities with broad audience and high acceptance. Of which, 9 worldwide “KSF WAY Startup Meeting (康師傅之道啟動大會)” were convened in May to apply KSF WAY principles; 34,592 employees were attracted to participate in “My KSF WAY (我的康師傅之道)” online knowledge PK in June; the designated persons from 117 offices throughout the country participated in the finals in Shanghai headquarter in July and August. It improved the recognition of corporate culture, also building a platform for excellent employees; the “7th Master Kong Practice Cultural Exemplary Behavior Awards (第七屆康師傅踐行文化典範行為評選)” was held from October to December with great enthusiasm from all employees and recorded a historical high of 2,502 culture model cases. In the meantime, the Company first launched a cartoon IP *Kang Xiao Wen* (康小文) appealing to young employees, so as to innovate new growth drivers of cultural marketing; the original animation *KSF WAY Cultural Series Animation* (KSF WAY 文化系列動畫) was published to widely spread its values; a Wechat mini program was built to create more possibilities for the continuous culture dissemination.



2023 年度康師傅踐行文化典範行為徵集海報

Poster Called for 2023 Master Kong Practice Cultural Exemplary Behavior

2023年，公司各事業開展了各具特色的活動：方便麵事業《決勝大會》，精英團隊達成共識、樹立信心明確策略、勇往直前；康師傅飲品事業《非凡之路》，向員工展現「績效」榜樣的力量；百事飲品事業連續四年出版內刊《旺銷先鋒集》，結合旺季旺銷，推動百事飲品事業標杆文化。公司上下共同努力將康師傅樂享平台打造為多場景、有溫度、高互動的企業文化社區，今後還將開發更多活動，從而激發員工活力。

文化鑄魂，行穩致遠。未來，公司會繼續秉持「文建服務前線，助力生意」的理念，大力推動企業文化與實務工作深度融合。我們期待每一位康師傅人都能真正理解和感受「康師傅之道」的內涵並積極踐行，時刻提醒我們不忘初心，擘畫永續經營新畫卷，續寫輝煌發展新篇章，使康師傅攀登另一座高峰，奠定百年長青基業。

In 2023, the Company carried out different characteristic activities: the *Victory Assembly* (《決勝大會》) of the instant noodles business, during which the elite team has reached consensus, built up confidence, specified strategy and forged ahead; the *Be Ordinary* (《非凡之路》) of the Master Kong beverage business has shown the model behaviour of “Performance”; the *Best Sales Pioneer* (《旺銷先鋒集》), based on the best sales in peak season, internally published by the pepsi beverage business for four consecutive years, impelling benchmark culture development of such business. The Company will join hands together to build *Master Kong's Joyful Platform* (康師傅樂享平台) into a multi-scenario, warm and highly interactive corporate culture community, and will develop more activities in the future to stimulate the employees.

Culture nurtures the soul, stability paths the way. In the future, the Company will uphold the faith that “Culture cultivation serves the front and powers the business”, vigorously driving the deep integration of culture and practice. In the hope that each Master Kong people will firmly comprehend the cultural connotation of the Company and walk the walk. Corporate culture always reminds us to stay true, paints a brighter future for business and writes a brilliant new chapter of development, helping Master Kong to another peak and enduring longer than others.

5. 人力關鍵績效指標

5. HUMAN KEY PERFORMANCE INDICATORS

僱傭類指標

Employment Category Indicators

	指標 Indicators	數據 Data
員工總人數 ⁽¹⁾ Total number of employees ⁽¹⁾		66,807
按性別劃分員工人數 Number of employees by gender	男 Male	44,100
	女 Female	22,707
按年齡劃分的員工人數 Number of employees by age	年齡30歲(不含)以下 Under the age of 30 (not inclusive)	20,424
	年齡30歲至50歲(含) Aged 30 to 50 (both inclusive)	45,366
	年齡50歲(不含)以上 Above the age of 50 (not inclusive)	1,017
按僱傭類型劃分的員工人數 Number of employees by type of employment	全職員工 Full-time employee	66,807
	兼職員工 Part-time employee	0
按地區劃分的員工人數 Number of employees by region	華北地區員工 Employee in North China	14,196
	東北地區員工 Employee in Northeast China	6,731
	西北地區員工 Employee in Northwest China	7,164
	華東地區員工 Employee in East China	14,420
	華中地區員工 Employee in Central China	5,978
	華南地區員工 Employee in South China	11,000
	西南地區員工 Employee in Southwest China	7,273
	國外地區員工 Employee in foreign regions	45

	指標 Indicators	數據 Data
員工總流失率 ⁽²⁾ Total employees turnover rate ⁽²⁾		21.1%
按性別劃分的員工流失比率 Employee turnover rate by gender	男 Male	23.5%
	女 Female	16.3%
按年齡劃分的員工流失比率 Employee turnover rate by age	年齡30歲(不含)以下 Under the age of 30 (not inclusive)	35.2%
	年齡30歲至50歲(含) Aged 30 to 50 (both inclusive)	14.1%
	年齡50歲(不含)以上 Above the age of 50 (not inclusive)	44.6%
按地區劃分的員工流失比率 Employee turnover rate by region	華北地區 North China	23.2%
	東北地區 Northeast China	18.0%
	西北地區 Northwest China	26.4%
	華東地區 East China	17.7%
	華中地區 Central China	23.1%
	華南地區 South China	21.0%
	西南地區 Southwest China	19.3%
	國外地區 Foreign regions	11.1%

(1) 員工總人數的統計範圍為康師傅控股及其附屬公司的全體員工人數。

(1) The total number of employees is the total number of employees of Master Kong and its subsidiaries.

(2) 員工流失率 = 匯報年度離開工作崗位(含主動離職、退休、辭退、亡故)的員工人數 / 匯報年度員工總人數 × 100%。

(2) Employee turnover rate = number of employees who left their jobs (including voluntary departure, retirement, dismissal and death) in the reporting year / total number of employees in the reporting year x 100%.



健康與安全類指標

Health and Safety Indicators

指標	Indicators	2023 年 2023	2022 年 2022	2021 年 2021
因工亡故人數 ⁽³⁾	Number of work-related deaths ⁽³⁾	0	0	0
因工亡故比率 ⁽⁴⁾	Work-related death rate ⁽⁴⁾	0.000%	0.000%	0.000%
(3) 工亡數據統計為過去三年因安全生產事故造成的員工亡故情況。		(3) Work-related death statistics are for the past three years for employees who died as a result of safety incidents.		
(4) 因工亡故比率 = 因工亡故人數 / 當年年末員工總人數 × 100%。		(4) Work-related death rate = number of work-related deaths / total number of employees at the end of the year x 100%.		
本年度因工傷造成損失的工作日數為8,603天。		This year, the number of working days lost due to work-related injuries is 8,603 days.		

培訓類指標

Training Indicators

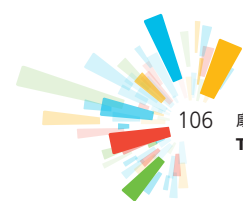
	指標 ⁽⁵⁾⁽⁶⁾ Indicators ^{(5) and (6)}	數據 Data
按員工性別劃分的受訓百分比 Percentage of employees trained by gender	男 Male	99.9%
	女 Female	99.6%
按員工層級劃分的受訓百分比 Percentage of employees trained by employee level	高級管理層受訓百分比 Percentage of senior management trained	100.0%
	中級管理層受訓百分比 Percentage of middle management trained	100.0%
	其他員工受訓百分比 Percentage of other employees trained	99.8%
按性別劃分的人均受訓時數(小時) Number of hours of training per capita by gender (hours)	男 Male	119.1
	女 Female	129.7
按員工類別劃分的人均受訓時數(小時) Hours of training per person by employee category (hours)	高級管理層受訓小時數 Number of hours of training for senior management	121.6
	中級管理層受訓小時數 Number of hours of training for middle management	138.5
	其他員工受訓小時數 Number of hours of training for other employees	122.3

(5) 按員工類別劃分的受訓百分比 = 某類別受訓員工人數 / 某類別員工總人數 × 100%。

(6) 按員工類別劃分的人均受訓時數 = 某類別員工受訓總時數 / 某類別員工總人數。

(5) Percentage trained by employee category = number of employees trained in a category / total number of employees in a category x 100%.

(6) Hours of training per person by employee category = Total hours of training for a category of employees / Total number of employees in a category.



八、服務社會，創造價值，同享「歡樂飲食，美好生活」

關鍵績效指標

2023 年社區投資金額：

Community investment in 2023:



約 11,095 萬元

Approx RMB 110.95 million

康師傅以強烈的社會責任感時刻關注社區所需，不斷回饋社會，致力於將社區投資、公益實踐與自身業務有效融合，履行企業公民義務。2023 年，康師傅持續發揮行業優勢，積極參與社區投資及各項公益活動，開展食安科普及水教育公益活動，支持體育事業發展，聚焦社會關懷，助力「三農」，深化校企合作，通過切實服務社會，創造可持續價值，與社會各界的夥伴同享「歡樂飲食，美好生活」。

1. 食安科普

提高公眾科學素養，普及食品安全知識是抵禦食安類謠言的有效方式。多年來康師傅積極響應國家食品安全戰略，聚合各方力量，不斷探索食安科普教育方式，致力於通過食安科普，向社會傳遞食安知識和理念，推動食安社會共治。

VIII. SERVE THE SOCIETY, CREATE VALUE AND ENJOY "LIFE + DELICACY" TOGETHER

Key Performance Indicators

2023 年員工志願者活動時長：

Hours contributed by employee volunteers in 2023:



約 10,498 小時

Approx 10,498 hours

Master Kong bears a stronger sense of social responsibility to be constantly aware of the community needs, give back to society and integrate community investment and public welfare practices with its own business in order to fulfil its corporate citizenship obligations. In 2023, Master Kong continued to leverage its industry advantages, actively participate in community investment and various public welfare activities, conduct food safety and water education public welfare activities, support the development of sports, focus on social care, assist in rural revitalization, deepen school-enterprise cooperation, and create sustainable value by serving the society in a tangible way, all while sharing "LIFE + DELICACY" with partners from all walks of life.

1. Food Safety Science Popularization

Raising public scientific literacy and popularizing food safety knowledge are effective ways to counteract food safety rumours. Over the years, Master Kong has been actively responding to the national food safety strategy, pooling the efforts of all parties, and continuously exploring ways to educate the public about food safety, and is committed to passing on food safety knowledge and concepts to the society through food safety science popularization to promote social governance of food safety.

2023年康師傅攜手中國食品科學技術學會共同發起進校園「食安守護行動」活動，以線下科普展、食安網課、專家講座等形式，培養青少年飲食健康、食品安全意識，為深圳、福州、武漢、石家莊、廣東、福建、湖北、河北的492所小學，58萬余名小學生帶去精彩的食品安全知識課。憑藉該活動，康師傅作為唯一的食品飲料企業入選「2023年北大創新評論案例庫」。



食安科普現場

At the Food Safety Science Popularization

In 2023, Master Kong joined efforts for initiating “Food Safety Guarding Action” in school with the Chinese Institute of Food Science and Technology, in order to help the youth establish healthy diet habits and food safety awareness through offline popularization science exhibition, food safety online class and lecture. We have provided excellent food safety courses for 492 primary schools in Shenzhen, Fuzhou, Wuhan, Shijiazhuang, Guangdong, Fujian, Hubei and Hebei with over 580,000 students. By virtue of this, it was the only food and beverage enterprise chosen in the “2023 Peking University Inno Comment Case Database (2023年北大創新評論案例庫)”.



「食安守護行動」走進校園

Food Safety Guarding Action in School

2023年11月，康師傅在石家莊市橋西外國語小學開展了食品安全公開課，內容涵蓋食品安全的常識和誤區，讓學生全面瞭解生活中的食品安全知識。課堂外，康師傅還搭建了農田、工廠、超市、廚房、戶外五大場景，通過趣味遊戲、VR視頻、互動問答等多種形式，讓科普與實踐結合，幫助提高青少年的食品安全意識。

In November 2023, Master Kong held a demonstration lesson in Shijiazhuang Qiaoxi Foreign Language Primary School (石家莊市橋西外國語小學), to interpret the common things and misunderstanding of food safety to students for their comprehensive realizing of food safety knowledge in daily life. Beyond the classroom, Master Kong combines science popularization with practice through various activities such as funny games, VR video and interactive Q&A in five scenes of farmland, factory, supermarket, kitchen and outdoors, helping raise awareness of food safety among the young.

自2017年成為中國航天事業合作夥伴後，康師傅在全國範圍內持續開展航天科普進校園活動，逐漸構建「航天」與「食安」相融合的知識體系、教育體系和應用體系，提高全民特別是青少年的航天知識和食品安全素養。2023年4月，央視頻聯合康師傅開啟「去現場，看火箭發射」活動，邀請廣大網友一起去中國文昌航天發射場，觀看火箭發射。

Since being a partner of China's space industry in 2017, Master Kong successively holds aerospace science popularization activities all around the nation in schools and builds a knowledge system, education system and application system integrated by "Aerospace" and "Food Safety". This can accumulate the space knowledge and improve food safety cultivation of the whole people, especially young people. In April 2023, China Media Group Mobile united Master Kong to launch the "Rocket Launch Activity", inviting lots of e-friends to watch the rocket launch at China's Wenchang Space Launch site.



「去現場，看火箭發射」活動
The "Rocket Launch Activity"

2. 水教育

「水教育」項目是由中國飲料工業協會攜包裝飲用水企業發起的一項行業公益活動，旨在培養小學生形成良好的飲水和用水習慣，做「知水、愛水、節水」的積極實踐者和傳播者。2023年是康師傅積極響應和參與「水教育」公益項目的第九個年頭，已成功將「水教育」活動推廣至全國30餘所學校，近萬名學生參與其中，成為水教育公益科普項目的直接受益群體。

2. Education on Water

The "Education on Water" project is an industrial public welfare activity initiated by the China Beverage Industry Association and the packed water enterprises, aiming to cultivate good drinking and water-using habits among primary school students and making them be the active practitioners and disseminators of "knowing, loving and saving water". 2023 is the ninth year that Master Kong has been giving an active repose to and working on "Education on Water" project. The related activities has successfully promoted to more than 30 schools across the country, and nearly 10,000 students who directly benefited from water education public welfare science popularization projects have participated.

2023年，「水教育」項目拓展了更多線上自媒體及社交平台，用豐富的形式持續向青少年普及水資源和水環境的常識，為青少年打造更充實的「校內科普課堂+課後充電陣地」。康師傅通過全方位的媒介渠道使更多的社會群體關注「水教育」公益項目，增強社會大眾的節水環保意識。

In 2023, the “Education on Water” project has expanded more online we-medias and social platforms to popularize knowledge of water resources and water environment to young people in flourishing forms with “popularization in school and after-class rejuvenation”. More attention has been bringing to the “Education on Water” project by using all-rounded media channels, to improve public awareness of water conservation and environmental protection.



「水教育」進校園活動
“Education on Water” activity in School

3. 體育公益

國家高度重視體育活動在發展人民健康幸福生活中的重要作用。2021年，國家體育總局正式印發了《「十四五」體育發展規劃》，對乘勢而上築牢體育強國根基、奮力實現體育現代化的開局時期做出了明確部署。作為民族品牌企業，康師傅致力於助力國家建設「體育強國」和「健康中國」，為國家體育事業發展做好後勤保障和支持工作。

3. Sports Charity Events

China attaches great importance to the crucial role of sports activities in improving the health and happy life of the Chinese people. In 2021, the *14th Five Year Plan of Work Plan on Sports Development* (《「十四五」體育發展規劃》) was officially issued by the General Administration of Sport of China, which specified deployment for the starting period that moves along with laying a solid foundation of a country strong on sports and placing efforts on sports modernization. As a national brand enterprise, Master Kong is committed to helping build China into a country strong on sports and a healthy China, providing logistical support for the development of national sports.

康師傅已經連續6年成為「馬拉松運動營養膳食合作夥伴」。從頂級賽事到群眾體育，我們倡導科學膳食理念，為百萬跑者提供了包含康師傅喝開水、佳得樂、方便麵等產品在內的賽前賽後能量補給服務，並利用「有麵更有Fun」的品牌主張支持了在江蘇、湖南、河南、新疆、寧夏等地的馬拉松賽事，向跑者創造和傳遞了「吃動平衡」的膳食文化，激發全民跑步熱情並傳遞健康馬拉松理念。



Master Kong has been the “Marathon Nutrition and Diet Partner” for six consecutive years. From top-level championships to mass sport events, we always advocate the diet concepts with science and provide more than 1,000,000 runners pre-race and post-race energy supply services, including Master Kong Boiled Water (康師傅喝開水), Gatorade, Instant Noodles and other products. With the brand idea of “More Fun with Instant Noodles (有麵更有Fun)”, we supported marathon events in Jiangsu, Hunan, Henan, Xinjiang, Ningxia and other places. It creates and delivers a diet culture “Dynamic Balance of Food and Sport” to the runners, arouses the enthusiasm of all people for running and transmits the concept of a healthy marathon.



江蘇常熟馬拉松賽現場
At the Marathon in Changshu, Jiangsu

2023年，我們還支持了多地的公益騎行賽事、羽毛球賽事、網球賽事、籃球賽事等，利用此類體育活動賽事推廣全民運動，助力體育事業均衡發展。未來，康師傅將持續為中國體育賽事的發展保駕護航，助力運動員圓夢賽場，持續、健康、有序地推動全民運動。

In 2023, we also supported public welfare cycling events, badminton events, tennis events, basketball events and others in many places. These events can promote sports for all and boost the balanced development of sports. In the future, Master Kong will continue to support the development of sports events in China, helps athletes realize their dreams on the field, and continues to promote national sports in a sustainable, healthy and orderly manner.



上海虹橋鎮羽毛球賽事
Badminton events in Hongqiao town, Shanghai



「多彩貴州」自行車聯賽福泉站賽事
Bicycle League Naming "Colorful Guizhou"
in Fuquan Railway Station

4. 聚焦社會關懷

康師傅廣泛利用自身資源和影響力，積極參與社會與社區建設，增進民生福祉。2023年，康師傅持續聚焦社會需求與難題，向困難地區施以援手，繼續深入全國各地的養老院、幼兒園、學校、醫院、派出所、部隊和偏遠地區，開展慰問活動。我們在救援賑災、公益助學等方面投入資源，為環衛工人、快遞外賣人員、交警等戶外工作者送去關愛，為自閉症兒童、殘障兒童提供關懷，讓城市更具溫度、社會更加正能量。

4. Focus on Social Care

Master Kong widely utilizes its own resources and influence to actively participate in social and community construction to improve people's well-being. In 2023, Master Kong continued to focus on social needs and concerns, provided assistance to underprivileged areas, and continued to conduct outreach activities to nursing homes, kindergartens, schools, hospitals, police stations, troops and remote areas across the country. We invested resources in disaster relief and public welfare education, provided care for outdoor workers such as sanitation workers, delivery workers and traffic police, as well as autistic children and children with disabilities, so as to build a warmer city and a more positive society.



康師傅「警民共建，安全出行」捐贈

Master Kong's Donation of "Mutual Construction by Police and People to Ensure a Safe Travel"

康師傅作為優秀民族企業，經過多年的實踐積累，已建立起一套日趨完善的應急救災保障預案。2023年，甘肅、青海、重慶、黑龍江及沿海一帶多地遭受洪澇、高溫、地震、颱風等災害影響。我們在政府部門引導下利用自身銷售網絡，迅速統籌一切可用力量，發出多批緊急物資，為受災人員和持續奮戰的救援團隊提供能量支持和後勤保障。在甘肅臨夏的震區，我們將泡麵、飲用水等緊急支援物資及時送至受災居民家中及參與救援的相關單位和社會福利院。在受颱風影響、暴雨頻發的京津冀地區，康師傅快速啟動抗洪支援方案，將逾11萬件方便麵、飲用水和糕餅等受災地區急需物資送至救援點。在洪水肆虐的重慶萬州，我們為受災群眾和救援人員送去飲用水等急需物資，獻上最溫情的關懷。

As an outstanding national enterprise, Master Kong has established an increasingly improved emergency and disaster relief plan after years of practice. In 2023, Gansu, Qinghai, Chongqing, Heilongjiang and many coastal areas were affected by floods, high temperatures, earthquakes, typhoons and other disasters. Under the guidance of government departments, we made use of our own sales network to quickly coordinate all available strengths and send out batches of emergency supplies to provide energy boost and logistical support for the affected people and the struggling rescue teams. In the earthquake zone of Linxia, Gansu Province, we delivered emergency supplies such as instant noodles and drinking water to the homes of the affected residents, as well as to the relevant units and social welfare institutions involved in the rescue. In the typhoon-affected and rainstorm-prone Beijing-Tianjin-Hebei region, Master Kong quickly launched a flood support program, sending more than 110,000 items of instant noodles, drinking water, cakes and other much-needed supplies to disaster areas. In the flood-ravaged Wanzhou, Chongqing, we sent water and other urgently needed supplies to the affected people and rescue workers, offering the warmest care.



康師傅支援北京市門頭溝區
Master Kong Supporting Mentougou District, Beijing

在往年的救災行動中，康師傅總結了因災害造成停水停電的經驗，自行研發改裝「水電氣」全自備的「急難救助車」，以克服環境帶來用水用電的限制。2023年，我們在「急難救助車」上增加了公益宣講功能。在元旦新春的重要消防時間節點，我們與消防專業機構合作，利用「急難救助車」作為消防知識的載體，走進大學校園，開展消防演習公益活動，使大學生們瞭解火災自救技能。

In previous disaster relief efforts, Master Kong summarized its experience of water and electricity supply interruptions caused by disasters and independently developed and modified a self-provided “emergency rescue vehicle” with “water and electricity” to overcome the restrictions on water and electricity consumption caused by the environment. In 2023, we added a function of public welfare causes publicity to the “emergency rescue vehicle”. During the critical firefighting period of the New Year’s Day and the Spring Festival, we cooperate with the professional firefighting institutions, use the “emergency rescue vehicle” as the carrier to publicize fire knowledge, reach out to the university campus, carry out fire drill public welfare activities, to help college students learn the self-rescue skills in case of fire accidents.



康師傅「急難救助車進校園」消防宣講公益活動
Master Kong “Emergency Rescue Vehicle into the Campus” Public Welfare Activity for Fire Publicity

康師傅持續關注中、高考等升學期間的社會需求，為廣大學子提供力所能及的幫助。6月，我們開展「開考就要喝開水」護航高考公益活動，在學校門口佈置助考驛站，為考生準備防暑降溫工具及考試文具，守護學子圓夢人生。康師傅積極同公益事業的各方攜手同行。2023年兒童節時，康師傅與壹基金聯合發起「安心力量 挺你到底」公益項目，計劃支持全國6個省份12所鄉村校園的運動場建設，用安心力量點亮夢想之光，為孩子們插上運動夢想的翅膀，跨越鄉村校園，抵達更廣闊的世界。

Master Kong continues to pay attention to the social needs during the middle school entrance examination and college entrance examination, and provide help to the students to the best of its ability. In June, we carried out the “Drinking Boiled Water to Kick-Start the Exam (開考就要喝開水)” public welfare activity to escort the college entrance examination, set up assistance stations at the school gates, prepared cooling tools and examination stationery for the candidates, to support the students in achieving their dreams of taking the college entrance examination. Master Kong actively works hand in hand with all parties involved in public welfare causes. During the 2023 Children’s Day, Master Kong and the One Foundation jointly launched the “Supporting You All the Way (安心力量 挺你到底)” public welfare program, planning to support stadium construction in 12 rural schools in 6 provinces across the country, keeping children’s dream lights on and giving them wings to their sports dreams, walking out of the rural schools and reaching out to the wider world.



「開考就要喝開水」護航中高考公益活動

“Drinking Boiled Water to Kick-Start the Exam” Public Welfare Activity to Escort the Middle School Entrance Examination and the College Entrance Examination

5. 鄉村振興

康師傅作為食品行業深加工龍頭企業，積極響應國家加快建設農業強國、全面推進鄉村振興的號召，走進鄉村，因地制宜協同發展農村優勢產業，培育發展農村新產業、新業態，從自身做起，踐行「永續經營，回饋社會」的宗旨，賦能農村農民，助力農村現代化發展。

在我國最大的芥菜生產基地湖南省華容縣，康師傅攜手中國鄉村發展基金會，共同發起「鄉村賦能，你我同行」產業助農項目。我們深入鄉村農戶，形成「村集體+合作社+農戶」的模式，助力鄉村產業發展和鄉村綜合治理，有效提升了芥菜等農產品原料的附加值，使湖南省超13萬的菜農因此受益。在2023年《財經》新媒體新獎評選中，該項目榮獲「年度ESG實踐先鋒獎」，入選人民網「2023鄉村振興創新案例」並獲「中國鄉村發展基金會善品公社年度合作夥伴」稱號。未來，康師傅也將持續發揮自身的資源勢能，在推動實現中國農業現代化的進程中擔責奮進。

5. Rural Revitalisation

As a leading enterprise in the deep processing of the food industry, Master Kong actively responds to the national call to accelerate the construction of an agricultural power and comprehensively promote rural revitalization, and walks into the countryside to jointly develop rural advantageous industries according to local conditions and fosters and develops new industries and new forms of business in rural areas. Master Kong, starting from its own, practices the objective of “Sustainable Operation, Contribution to Society” to empower rural farmers to promote rural modernization.

In the China's largest mustard production base located in Huarong County, Hunan Province, Master Kong and China Foundation for Rural Development jointly launched the “Joint Efforts in Empowering Rural Areas (鄉村賦能，你我同行)” industry-assisted agriculture program. We went deep into rural households, and established a “village collective + cooperative + farmer” model to promote rural industry development and rural comprehensive management, which effectively increased the added value of agricultural materials such as mustard, and benefited more than 130,000 vegetable growers in Hunan Province. The program was awarded the “ESG Practice Pioneer Award of the Year” in the 2023 CAIJING NEW-MEDIA New Awards selection and was selected into “2023 Rural Revitalization Innovation Cases” by People.cn, and obtained the “Partner of Shanpin Commune of China Foundation for Rural Development for the Year (中國鄉村發展基金會善品公社年度合作夥伴)”. In the future, Master Kong will continue to exert its own resource advantages and forge ahead with responsibilities in promoting China's agriculture modernization.



康師傅「鄉村賦能，你我同行」產業助農項目

Master Kong's "Joint Efforts in Empowering Rural Areas" Industry-assisted Agriculture Program

6. 校企合作

康師傅持續開展校企合作，堅持以「深耕中國，面向世界」的理念開展人才培養，在全國範圍與70所高校、40所職校建立並深化校企合作關係。我們踐行「健康中國、教育強國」的目標，發展人才培養事業，為社會輸送兼具專業能力及實踐能力的複合型人才。

面對充滿挑戰的經濟環境與就業形勢，康師傅響應國家政策號召，全年為數千名應屆生提供就業崗位。我們與國內高校合作開展食品安全、生產制程與技術、應用開發等研究，支持高校創新成果和核心技術產業化。在職業教育方面，認真貫徹落實校企合作精神，持續完善育人制度，推廣「康師傅訂單班」培養模式，探索校企雙方對學生培養及就業的新思路和新方法，開創校企深度合作的教育新局面。在招聘方面，康師傅開展了開放日、直播等線上和線下招聘活動，通過多種渠道使廣大學子有機會走進企業，實現育人與用人雙向共贏。

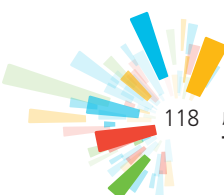
6. School-Enterprise Cooperation

Master Kong develops school-enterprise cooperation, insists on the concept of “deep ploughing in China, facing the world” to develop talents, establishes and deepens school enterprise cooperation with 70 universities and 40 vocational schools nationwide. We are committed to the goal of “Healthy China, Strengthening Education” and developing talent training, providing the society with composite talents with both professional and practical abilities.

In the face of a challenging economic environment and job market, Master Kong responded to the national call for policies and provided thousands of job opportunities for graduates throughout the year. We collaborated with domestic universities to conduct research on food safety, production processes and technology, application development, and supported the commercialization of core technologies and innovative achievements. In terms of vocational education, we earnestly implemented the spirit of school-enterprise cooperation, continued to improve the education system, promoted the “Ordered Class of Master Kong” training model, explored new ideas and methods for student training and employment from both the perspective of the school and the enterprise, and created a new educational model of in-depth cooperation between schools and enterprises. In terms of recruitment, Master Kong carried out online and offline recruitment activities such as Open Day and live broadcast to provide opportunities for students to have access to enterprises through various channels and foster win-win situation of “cultivation and employment”.

2023年，康師傅持續開拓與海內外頂尖學府的合作方式，在實踐實習、人才交流、企業案例研究、助學獎金等多方面設立合作項目，促進交流與學習，擴大公司影響力，前瞻佈局高端人才引進。我們與清華大學經濟管理學院聯合開展第二期「整合實踐項目」(Integrated Practical Projects, IPP)，秉持「教學相長，協作共創」的理念，共同探索企業經營課題；持續開展「中國快消品DTC趨勢」活動，共創行業研判與經營建議，讓學生們在企業運營的真實環境中靈活運用經濟管理知識，從而提高學生在企業中的綜合能力。我們攜手北京大學元培學院思想政治實踐課教育基地開展進一步深化合作，為推動「通識教育」融入社會共同發力。今後我們將繼續搭建中外溝通的橋樑，構築產學研交流合作平台，為行業發展及人才培養提供了強有力的支持。

In 2023, Master Kong continued to explore ways of cooperation with top domestic and international universities, establishing collaborative projects in various areas such as internships, talent exchange, enterprise case studies and scholarship programs to promote communication and learning and expand the Company's influence, and making forward planning to attract high-end talents. We launched the second phase of "Integrated Practical Projects (IPP)" in collaboration with the School of Economics and Management at Tsinghua University, adhered to the concept of "teaching and learning, cooperation and co-creation (教學相長, 協作共創)", and jointly studied the topic of enterprise management, continued to carry out the "DTC Trend on China's Fast Consumable Product" activity to jointly create industry analysis and business recommendations, allowing students to flexibly apply economic management knowledge into the real enterprise operation and further improving their enterprise comprehensive ability. We joined hands with the education base for ideological and political practice courses at Yuanpei Collage of Peking University to further deepen cooperation and made joint efforts to promote the integration of "general education" into society. In the future, we will continue to build a bridge of communication between China and foreign countries, establish a platform for industry-university-research exchanges and cooperation, providing strong support for industry development and talent cultivation.



九、附錄1：2023年度社會認可及獲獎情況

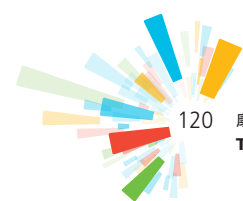
IX. APPENDIX 1: SOCIAL RECOGNITION AND AWARDS IN 2023

序號 獎項名稱

Serial No. Awards

- 1 榮獲聯合國 Forward Faster Early Mover，先行者稱號
"Forward Faster Early Mover - Pioneer" awarded by the United Nations
- 2 入選第三屆碳中和博鰲大會「2023中國工業碳達峰「領跑者」企業」
Listed as a "2023 China Industrial Carbon Peak Pioneer Enterprise" at the 3rd Boao Carbon Neutrality Conference
- 3 榮獲「哈佛商業評論 2023 拉姆·查蘭管理實踐獎」
"Harvard Business Review - 2023 Ram Charan Management Practice Award"
- 4 入選「2023 福布斯中國 ESG 創新企業評選」
Selected into the "2023 Forbes China ESG Innovation Enterprise Selection"
- 5 榮獲第三屆碳中和博鰲大會「碳中和領域創新企業」獎
"Innovative Enterprise in Carbon Neutrality" Award at the 3rd Boao Carbon Neutrality Conference
- 6 榮獲 HRflag「極幟獎」2023 最佳人力資源管理項目稱號
"Best HR Program of 2023 ONEFLAG AWARDS" of HRFlag
- 7 榮獲中歐商業未來管理人才大會「未來管理人才培育卓越獎」和「最佳數字化學習項目獎」「最佳數字化學習項目獎」
"Award of Excellence in Future Management Talent Cultivation (未來管理人才培育卓越獎)" and the "Award of digitalization Learning Project (最佳數字化學習項目獎)" granted by China-eu Business Future Talent Management Conference (中歐商業未來管理人才大會)
- 8 榮獲螞蟻集團網商銀行 2023 年度數字供應鏈金融品牌峰會「卓越星創獎」
"Excellent Innovation Award (卓越星創獎)" awarded by MYbank of Ant Group at the 2023 Digital Supply Chain Financial Brand Summit
- 9 榮獲招商銀行「價值合作夥伴」獎
"Value Cooperation Partner" Award granted by China Merchants Bank
- 10 入選人民日報 2023 中國企業社會責任高峰論壇的環境、社會及治理(ESG)年度案例
Selected as the 2023 Environmental, Social and Governance (ESG) Annual Case by People's Daily at the China Corporate Social Responsibility Forum
- 11 入選「福布斯 2023 年度 ESG「啟發案例」」
Selected as 2023 Forbes' Annual List of "Inspiring Cases" relating to ESG
- 12 榮獲每日食品「iSEE 全球食品創新獎」
The "iSEE Global Food Innovation Award" awarded by Foodaily

- 13 榮獲「2022年中國消費者十大首選品牌榜單」前三
Ranking among the top three in the “2022 Most Chosen Brands in CRP”
- 14 榮獲大灣區第一屆優秀社會責任(ESG)企業評選「傑出環保踐行企業白金獎」
“Outstanding Environmental Practice Enterprise Platinum Award” awarded at the First Greater Bay Area Outstanding Corporate Social Responsibility (ESG) Enterprise Selection
- 15 入選「新華信用金蘭杯」碳達峰碳中和領軍案例
Selected as “Xinhua Credit Golden Orchid Cup”-Leading Case of Carbon Peaking and Carbon Neutrality
- 16 榮獲2023金旗獎「環境保護類全場大獎」
“2023 Golden Flag Award Environmental Protection Grand Award”
- 17 榮獲「第十九屆中國公共關係行業最佳案例大賽企業社會責任類金獎」
The “19th China Global Awards for Excellence in Public Relations Social Responsibility Gold Award
- 18 「康師傅乾麵薈黑椒牛柳炒麵」榮獲第二十三屆中國方便食品大會「最受歡迎的方便食品獎」
“Dried Noodles Collection - Fried Noodles with Black Pepper and Beef Fillet” awarded the “Most Popular Instant Food Award” at the 23rd China Instant Food Conference
- 19 重慶百事榮獲「2022年度全球飲料質量和食品安全卓越獎(銅獎)」
Chongqing Pepsi awarded the “2022 Global Beverage Quality and Food Safety Excellence Award (Bronze Award)”
- 20 「乾麵薈系列」榮獲「2022-2023年度中國方便麵食品行業優秀創新產品」獎
“Dried Noodles Collection” awarded the “Instant Food Innovation Award in the Year of 2022-2023” in China
- 21 「速達麵館系列」榮獲「2022-2023年度中國方便麵食品行業優秀創新產品」獎
“Express Chef’s Noodles Series” awarded the “Outstanding Instant Food Innovation Grand Award in the Year of 2022-2023” in China
- 22 榮獲《財經》「年度ESG實踐先鋒獎」
“ESG Practice Pioneer Award of the Year” awarded by the *CAIJING NEW-MEDIA*
- 23 「去瓶空想象島 與萬物共生」世界地球日減碳公益營銷項目榮獲2023金投賞商業創意品牌組銀獎
“Living in Harmony with All Things on a Bottle-Free World (去瓶空想象島 與萬物共生)” World Earth Day carbon reduction cause marketing program awarded the “2023 ROI Business Creative Marketing Silver Award”
- 24 「航天品質·中國麵」項目榮獲第一財經：中國企業社會責任榜「社會創新貢獻獎」
“Aerospace Quality, Chinese Noodles” program awarded the “Social Innovation Contribution Award” in Yicai: The Corporate Social Responsibility Ranking in China
- 25 「航天品質·中國麵」項目榮獲中國新聞週刊「2023年度責任企業」
“Aerospace Quality, Chinese Noodles” program awarded the “2023 Responsible Enterprise” by China Newsweek
- 26 「食安科普進校園」項目榮獲商業週刊「企業ESG先鋒」
“Food Safety Science Popularization into Campus” campaign awarded the “Enterprise ESG Pioneer” by Bloomberg Businessweek



- 27 「航天&食安科普進校園」項目榮獲北大創新評論「2023年度產業研究案例」
“Aerospace & Food Safety Science Popularization” in schools (航天&食安科普進校園) have been chosen as
“2023 Industrial Research Case (2023 年度產業研究案例)” in the Peking University Inno Comment Case
Database
- 28 榮獲2023金旗獎「內容營銷金獎」
“2023 Golden Flag Award Content Marketing Gold Award”
- 29 榮獲中國國際廣告節「媒企合作案例」
“Media-Enterprise Cooperation Case” selected at the China International Advertising Festival
- 30 「康師傅鄉村振興計劃」項目榮獲「中國鄉村發展基金會善品公社年度合作夥伴」
“Master Kong Rural Revitalization Program” awarded the “Partner of Shanpin Commune of China Foundation
for Rural Development for the Year”
- 31 「康師傅鄉村振興計劃」項目榮獲人民網·人民優選「2023鄉村振興創新案例」
“Master Kong Rural Revitalization Program” selected into “2023 Rural Revitalization Innovation Cases” by
People Best Selection (人民優選) of People.cn
- 32 「康師傅鄉村振興計劃」項目榮獲財經「年度ESG實踐先鋒獎」
“Master Kong Rural Revitalization Program” awarded the “ESG Practice Pioneer Award of the Year” by the
CAIJING NEW-MEDIA
- 33 「康師傅老壇酸菜牛肉麵」榮獲「中國鄉村發展基金會善品公社年度合作夥伴」稱號
“Master Kong Old Altar Pickled Beef Noodles” awarded the “Partner of Shanpin Commune of China
Foundation for Rural Development for the Year”