



## Zhou Hei Ya International Holdings Company Limited

(Incorporated in the Cayman Islands with limited liability)  
Stock Code: 1458



# 2022

## Environmental, Social and Governance Report

Producing Food with Conscience,  
and Building a Century-Aged Enterprise

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# Message from the Chairman



2022 was a year full of challenges. The competition in China's casual braised food market was extremely fierce and a great number of brands have entered the market, which raised higher requirements for the operation of enterprises. Meanwhile, the continuation and uncertainty of COVID-19 put the Group under certain pressure and challenges. Despite all the difficulties and challenges, as an enterprise committed to sustainable development, Zhou Hei Ya has always insisted on ESG as its guide, focusing on promoting the synergistic development of economy, society and the environment, and continuously taking social responsibility while enhancing its core competitiveness. By the end of the Reporting Period, the Group had a total of 3,429 stores covering 319 cities in 28 provinces, autonomous regions and municipalities in China.

## Responsible Governance

Zhou Hei Ya always attaches great importance to corporate governance. The Company has established a corporate governance structure led by the Board with clear lines of authority and responsibility, and is committed to promoting corporate value enhancement and transparent management, and continues to promote board diversity. Meanwhile, we abide by laws, regulations and ethical standards, provide anti-corruption training for employees, and enhance their awareness of compliance and sense of responsibility. Furthermore, we value the communication with stakeholders and are open to feedback and suggestions to improve transparency and credibility.

## Brand Cultivation

Zhou Hei Ya always puts quality first and abides by food safety laws, regulations, and national standards, and has formulated a comprehensive quality management process in order to ensure food quality and safety. Our customers always come first. We strive to optimize our service platforms, promote marketing with full spirit, and meet customers' needs with the best service. We also focus on health and innovation by providing consumers with new experience from our innovative and healthy products. Knowing the importance of a responsible supply chain, we established a high-quality food supply chain by improving supplier management and strengthening communication with suppliers.

## Green Operation

Zhou Hei Ya always practices environmental protection. In 2022, we enhanced environmental management, built energy management models, and strengthened energy management. Meanwhile, we completed the identification of climate change risks according to the TCFD guideline, our location, and the nature of our business. During the Reporting Period, we reduced the use of water resources, innovated and optimized packaging materials, and improved energy use efficiency empowered by our advanced energy strategy. Furthermore, we improved emission control and waste management, contributing to the society and the environment with concrete actions.

## People Oriented

Talents are very crucial to corporate development and the sustainability of enterprises. Zhou Hei Ya attaches great importance to talent management by prioritizing employee safety, training and development, and employee care. We spare no efforts to improve safety management, provide employees with decent workplace and conditions, and promote continuous learning and improvement of employees. Also, we provide employees with enhanced opportunities and benefits, and try to achieve common growth between employees and the Group.

## Social Responsibility

Zhou Hei Ya takes the initiative to fulfill corporate social responsibility, and cares about community development and charity undertakings. We focus on community investment by providing support for local community development. We also undertake charitable activities to bring positivity to the society. Facing the COVID-19 epidemic, we took an initiative to respond to the national regulations and took measures to prevent and control the epidemic. We also donated funds to the severely affected areas and contributed to the prevention and control of the epidemic.

For sustainable development, Zhou Hei Ya will promote green development and transformation, encourage business innovation and upgrading, improve our competitiveness, and strive to be an industry leader. We will continue to focus on talent management, community engagement, environmental protection, etc., strive for better economic, social, and environmental benefits, and create more value for society.

*Chairman*

*Zhou Fuyu*



# About this Report

## Overview

This report is the seventh Environmental, Social and Governance (“ESG”) Report of Zhou Hei Ya International Holdings Company Limited (hereinafter referred to as “the Company” or “Zhou Hei Ya”). It focuses on disclosure economic, social and environmental performance and relevant information of the Company and its subsidiaries (collectively, the “Group”) for the reporting period from January 1 to December 31 of 2022 (hereinafter referred to as “the Reporting Period”). Some information is sourced before 2022 or in 2023.

## Reporting Reference

This report was prepared with reference to Appendix 27 *Environmental, Social and Governance Reporting Guide* (the “ESG Reporting Guide”) of the *Rules Governing the Listing of Securities* on The Stock Exchange of Hong Kong Limited (the “Listing Rules”) issued by The Stock Exchange of Hong Kong Limited (hereinafter referred to as HKEX).

The content of this report was prepared in accordance with a set of systematic procedures, including identifying and prioritizing key stakeholders, conducting materiality analysis of key issues relevant to ESG, deciding the scope of the ESG report, collecting relevant materials and data, writing the report based on the data, and reviewing the report, etc.

**Materiality:** To further clarify the key areas and information of corporate disclosure on environmental, social and governance practices and to enhance the relevance and responsiveness of the report, this year we once again carried out material issue identification procedures. Based on environmental, social and governance matters which have a material impact on investors and other stakeholders as determined by the Board, we judged the materiality of each issue and finally determined the level of disclosure and boundary of the issues in accordance with the principle of materiality, which ensured a more accurate and complete disclosure of the Group’s operational management related information.

**Quantitative:** In accordance with the “key performance indicators” listed in the *Appendix 27 ESG Reporting Guide of the Listing Rules of the Hong Kong Stock Exchange*, we formulated objectives of reducing minor impacts, introduced quantitative indicators with some notes, and disclosed data for some indicators of three consecutive years since 2020 in order to ensure that the effectiveness of environmental, social and governance policies and management systems are assessable and verifiable. Moreover, we offered carefully considered reasons to the unexplained provisions.

**Balance:** This report strives to achieve objective, fair and truthful reflection of the Group’s ESG effectiveness and practice in 2022. The contents of the report are from the Group’s internal management documents, statistics, public disclosure, as well as media coverage, with no improper modification.

**Consistency:** The report follows a consistent range of statistics. The scope of coverage is the Group with no major adjustments compared to previous years.

## Scope and Boundary of the Report

The policies, statements, materials and data in this report cover the Group which is consistent with the Group's annual consolidated statements. Unless otherwise stated, all currencies involved in this report are denominated in RMB. The reporting period is the whole year of 2022 (from January 1 to December 31, 2022), in line with the fiscal year, and some information is sourced before 2022 or in 2023.

## Source of Material and Assurance

All material and cases contained in this report were collected from the statistics reports and relevant documents of the Company. The Company promises that this report does not contain any false and misleading statement, and is responsible for the authenticity, accuracy and completeness of its contents.

## Confirmation and Approval

This report was approved by the Board on 31 March 2023 after confirmed by the management.

## Access to the Report and Feedback

This report is prepared in Traditional Chinese and English. The electronic copy is available both in Zhou Hei Ya's "Financial Statements/ESG Information" at the website of HKEX and the website of the Company.

We highly value stakeholders' opinions. Readers are welcome to contact us in the following ways. Your comments and suggestions will help us continuously improve this report and the environmental, social and governance performance of Zhou Hei Ya.

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# Rooting Culture: Down-to-Earth and Trustworthy

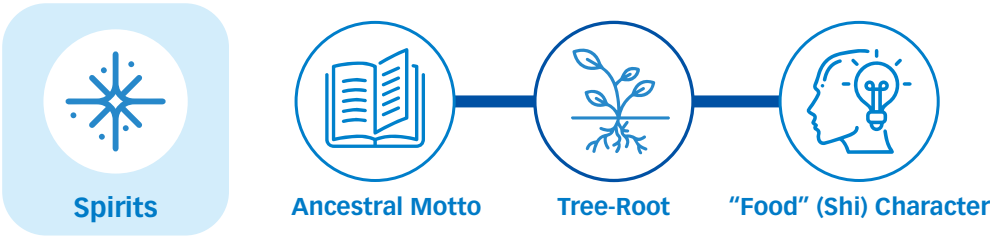
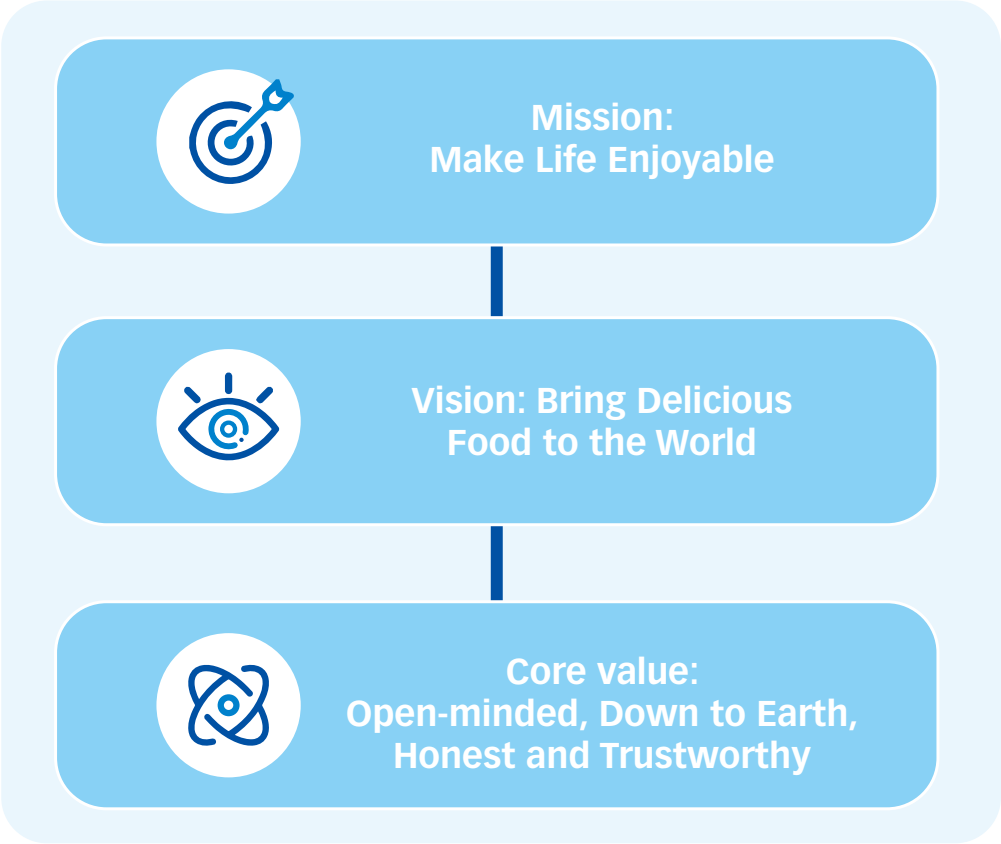
- 1.1 About Us
- 1.2 Economic Performance
- 1.3 Corporate Governance
- 1.4 ESG Governance



Bearing in mind the ancestral motto that “with regard to management, a man who is a model will receive supports from his peers, while a man who indulges himself will lose esteem from others”, Zhou Hei Ya makes continuous improvements on corporate governance, and insists on the concept of sustainability and the core value: “Open-minded, Down-to-earth, Honest and Trustworthy”. We practice the “food” theory and the “Tree-Root” culture, and strive to bring the century old brand to the world.

### 1.1 About Us

Zhou Hei Ya International Holdings Company Limited specializes in the production, marketing and retail of casual cooked and braised products. Our main business includes braised duck, duck by-products, red meat, vegetables, poultry and aquatic products, etc. Our log is “No appetite? Let’s eat Zhou Hei Ya!” and we strive to be a youthful, energetic brand with a taste of life and culture. Continuously making progress toward the vision of “Bringing Delicious Food to the World”, we believe that delicious, healthy and convenient products can bring more fun and better experience to consumers.



Zhou Hei Ya Corporate Culture



For that purpose, we develop new products and new flavors through continuous innovation and research. In 2022, we made a great breakthrough in crayfish. We explored a diversified product system and developed a light flavor series of products to cover more customers.



We continued to consolidate the emerging segments both online and offline. We are able to access and understand customers' demand and deepen multi-scene interaction with consumers through marketing towards young people in order to make Zhou Hei Ya a younger brand closer to consumers' demand.



The award of National Key Leader of Agricultural Industrialization has been granted to Zhou Hei Ya for four consecutive years. Safe and good quality products have been highly appreciated by the domestic and foreign consumers. The brand targeting youth and casualness has won the favor of young students and white-collar workers.

## 1.2 Economic Performance

In 2022, we accelerated the business transformation despite the pressure from the epidemic. We increased the number of stores in order to accelerate access to lower-tier markets through the transformation of the “light-asset” business model and promote the 10,000-Store Plan. We extended the franchising and helped franchisees by providing six items of support, e.g. royalty reduction, which resulted in rapid growth of franchising. Meanwhile, we increased investment in community stores, which successfully strengthened them against risks and helped implement construction of 10,000 stores.

As of 31 December 2022, the total number of our stores reached 3,429, including 1,446 self-operated stores and 1,983 franchised stores, covering 319 cities in 28 provinces, autonomous regions and municipalities in China.

In terms of production capacity, the Group has five major production centers in China. At present, there are four highly automated production centers of cleanliness class 100,000 in North China, Central China, South China and East China. The East China factory was put into operation. With the help of dynamic logistics network management, the distribution radius in East China will be shortened by 500-600 kilometers, so the efficiency of delivery to stores will be improved. At the same time, the Group is steadily promoting the operation of the West China factory. The capacity of all production centers will be allocated flexibly and coordinated efficiently. During the Reporting Period, we optimized the supply chain, enhanced cost control by accurately capturing purchasing points, continuously reducing costs and increasing efficiency at the production end, improving warehousing and transportation efficiency and promoting production, supply, and marketing synergy in order to achieve sustainability.

## 1.3 Corporate Governance

Zhou Hei Ya has actively established a transparent, traceable, and clearly defined corporate governance system to create a diversified governance structure, through which we continuously strengthen the Company’s organizational management in line with compliance and integrity and promoting sustainability with the goal to further improve our corporate image and brand awareness.

### Governance Structure

Zhou Hei Ya strictly abides by the *Company Law of the People’s Republic of China*, the Corporate Governance Code of Appendix 14 of the HKEX Listing Rules and other laws and regulations, as well as the requirements of relevant regulatory authorities. A scientific and clearly defined governance structure with a clear division of rights and responsibilities has been established. We are committed to continuously promoting corporate value creation and transparent management to create a sound, transparent and healthy corporate governance environment.

The Company has four main board committees, namely the Audit Committee, Nomination Committee, Remuneration Committee and Strategic Development Committee. The Board is composed of three executive directors, three independent non-executive directors, and one non-executive director. The Audit Committee comprises three independent non-executive directors. Each board committee operates in accordance with its terms of reference. The specific terms of reference of the board committees are available on the websites of the Company and the Stock Exchange of Hong Kong.

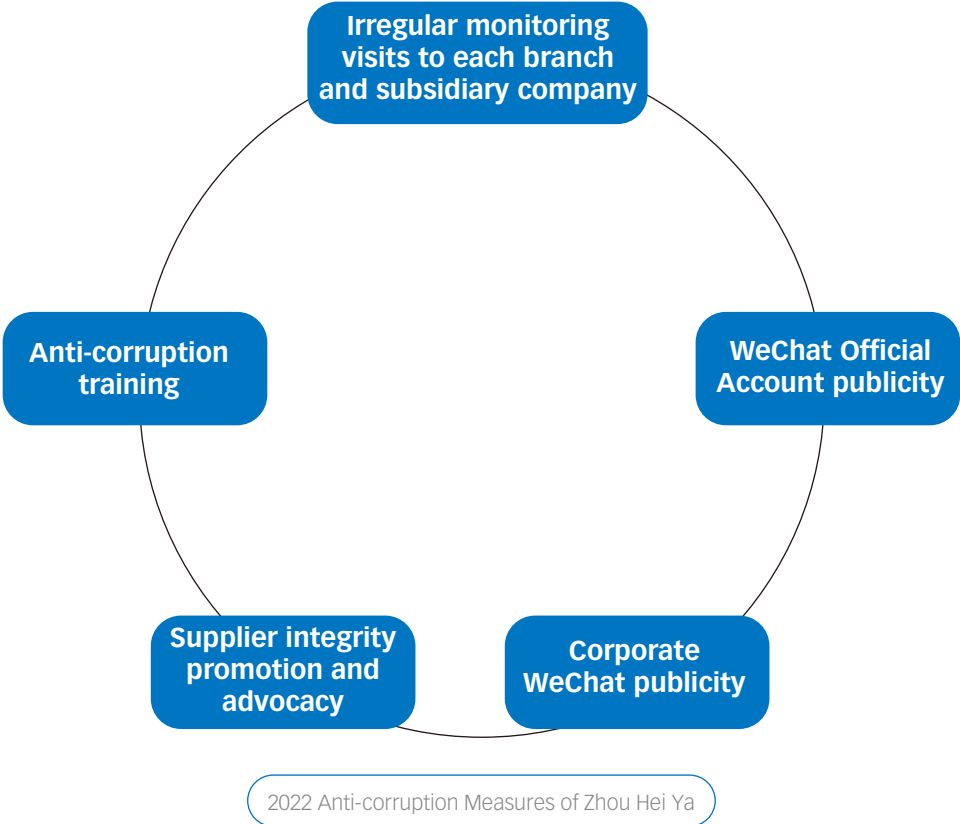
### Board Diversity

Recognizing that diversity at the Board level is essential to maintaining competitiveness and sustainable development, Zhou Hei Ya continues to build a diversified board, seek to improve operational efficiency and strive to create value for stakeholders. In the process of selecting, nominating and establishing the Board of Directors, the Company has given due consideration to the issue of Board diversity, including but not limited to various factors such as gender, age, cultural and educational background, industry experience, technical and professional skills and/or qualifications, knowledge, length of service and time to be devoted as a director, in order to fully guarantee the rationality and effectiveness of the Board’s decisions. Zhou Hei Ya, when selecting the right candidates for the appointment of directors and making recommendations, would take into consideration our own business model and special needs from time to time, and make the final decision based on the strengths of the designated candidates, their contributions to the Board, as well as the needs of the Board. The Board will take opportunities to increase the proportion of female members when selecting and making recommendation on suitable candidates for appointments of directors. The Board of Directors hopes to appoint at least one female director no later than December 31, 2024, with the ultimate goal of achieving gender parity. We will ensure that there is gender diversity when recruiting staff at mid to senior level and are committed to providing career development opportunities for female staff so that we will have a pipeline of potential successors to our Board both within such timeline and in the future.

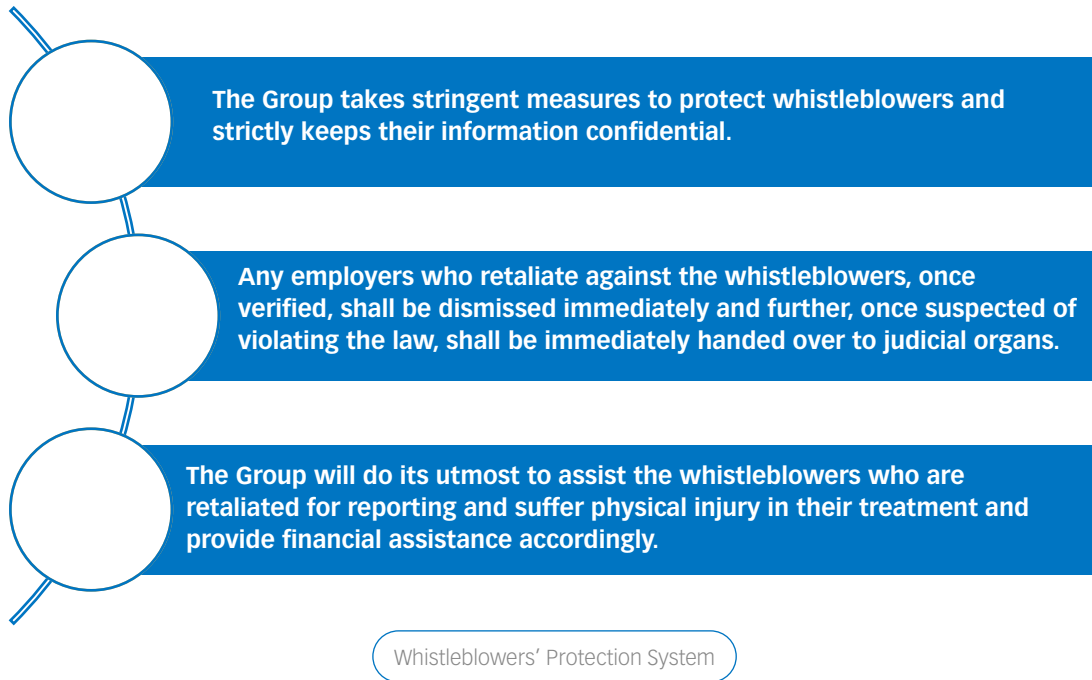
### Compliance and Integrity

Zhou Hei Ya strictly abides by the *Criminal Law of the People’s Republic of China*, the *Civil Code of the People’s Republic of China*, the *Anti-Monopoly Law of the People’s Republic of China*, the *Law of the People’s Republic of China against Unfair Competition* and other laws and regulations, and continuously revise and improve the Anti-Corruption Working System and the *Articles of Discipline Inspection Committee of Zhou Hei Ya*, so as to constantly strengthen Zhou Hei Ya’s compliance and integrity management. During the Reporting Period, we issued two normative documents – the *Regulations on Discipline Inspection and Supervision* and the *Measures for Discipline Inspection, Supervision and Reporting* to inform all employees of the Company’s determination and attitude toward integrity. At the same time, we have actively regulated suppliers in terms of compliance and integrity by signing the attached letter of commitment on anti-corruption with them, through which both parties jointly promise to prohibit any form of bribery and actively safeguard the legitimate rights and interests of both parties. During the Reporting Period, there has been no corruption-related lawsuit for the Group.

During the Reporting Period, the Company actively formulated anti-corruption measures to implement anti-corruption systems and concepts so as to prevent corruption.



The Group has taken measures to protect any whistleblowers in accordance with the *Measures for Discipline Inspection, Supervision, and Reporting*, and has kept special reporting information confidential. With these measures, the Group encourages its employees and partners to report any corruption practices. During the Reporting Period, we have provided rewards for cooperating whistleblowers whose reporting is confirmed in accordance with our corresponding incentive measures.



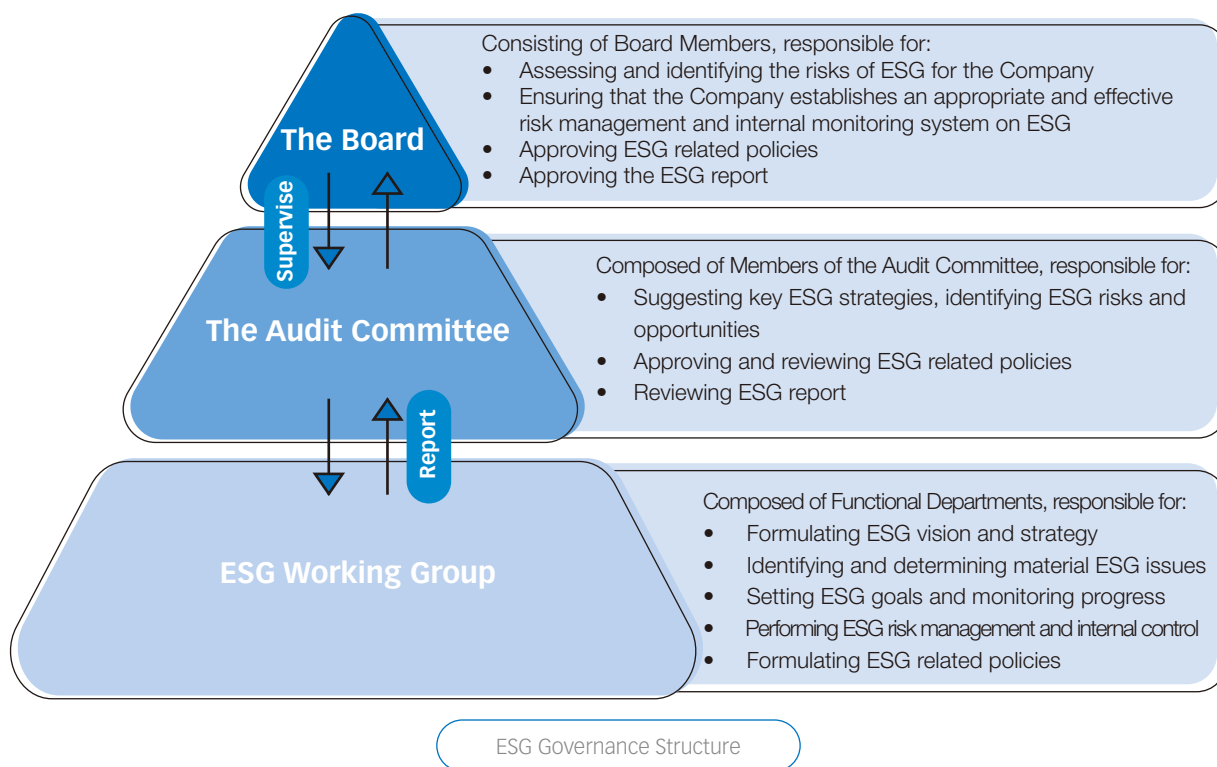
Zhou Hei Ya has actively carried out anti-corruption training with a commitment to improving the employees' awareness of anti-corruption at all levels. During the Reporting Period, the Group continued to put anti-corruption measures into effect through multiple channels both online and offline with an emphasis on the "Top Ten High Voltage Lines of Zhou Hei Ya" and related cases. We have also comprehensively interpreted the two normative documents issued in 2022 – the *Regulations on Discipline Inspection and Supervision* and the *Measures for Discipline Inspection, Supervision and Reporting* – and our disciplinary supervision mechanism. During the Reporting Period, the Group conducted three anti-corruption training with 95% of senior executives and employees participating.

## 1.4 ESG Governance

Zhou Hei Ya actively practices and pursues sustainable development in our various actions by integrating our ESG strategy and guidelines into the corporate strategy and communicating with our stakeholders. We will continue to take socially responsible actions surrounding the ESG concept to promote the sustainable development of our industry.

### ESG Governance Structure

In order to promote the implementation of sustainability, Zhou Hei Ya has established a comprehensive three-tier ESG governance structure, covering the Board of Directors, the Audit Committee and the ESG Working Group, to implement ESG in the daily operation of the enterprise. Among them, the ESG team is responsible for formulating ESG related policies, identifying ESG risks and implementing ESG objectives. The Audit Committee reviews and monitors the ESG policies, major issues and objectives and submits the results to the Board of Directors for review. The Board of Directors is involved in approving the ESG management structure, objectives, policies and reports, assessing and identifying ESG related risks, and ensuring that appropriate internal policies and measures are in place to address them and that an effective ESG risk management and internal control system is in place.



## ESG Statement from Board

### Board Responsibility

The Board takes the ultimate responsibility for the ESG management policy and strategy, relevant goal-setting, progress, review and performance of Zhou Hei Ya. Its other responsibilities include assessing and identifying the Company's risks related to sustainable development and ensuring that the Company has a sound and effective ESG management and internal control system in place. The Audit Committee and ESG Working Group under the Board oversee and implement the Company's ESG initiatives.

### Day-to-day Implementation

The Audit Committee, whose members are appointed by the Board from among the Non-Executive Directors, is responsible for proposing the Company's ESG strategy, identifying material risks and opportunities, approving and examining relevant policies, and reviewing ESG reports, while the ESG Working Group develops ESG vision and strategy, identifies and determine major ESG issues, sets ESG goals and monitors their progress, implements ESG risk management and internal monitoring, formulates ESG related policies, and ensures the implementation of ESG work. The Audit Committee regularly reports and makes recommendations to the Board of Directors.

### Identifying ESG Risks & Opportunities

The nature of the Company's business and its operating environment exposes the Company to various potential risks that may have an impact on the sustainable development of the Group. The Board oversees major ESG issues, including related risks and opportunities. The Audit Committee and ESG Working Group assess environmental and social risks. During the Reporting Period, they made a systematic review of climate change-related risks and opportunities, and advised the Board of Directors on risks of strategic importance and developed future risk response and mitigation plans. The relevant significant risks are also added to the Company's risk management framework to be monitored together with other business risks. They have been mitigated through our proactive measures.

### Materiality Analysis

The Company regularly organizes internal and external events to communicate closely with our stakeholders to identify, evaluate and prioritize ESG issues. The ranking of major issues has been determined through the third-party's materiality analysis, and the results have been discussed and approved by the Audit Committee of the Company.

## Stakeholder Engagement

Zhou Hei Ya has actively and profoundly communicated with six types of major stakeholders from all walks of life (including shareholders/investors, government departments, suppliers, employees, media, and consumers) on ESG-related issues through field investigations, interviews, questionnaires, and other methods regularly and irregularly. The main purposes are to understand stakeholders' main concerns on the ESG issues and respond to the requirements and demands of different stakeholders in a timely manner, so as to incorporate relevant feedback in the process of the Company's strategic management and operation and meet their expectations on the Company. Meanwhile, this report also plays a role in responding to the concerns of stakeholders.

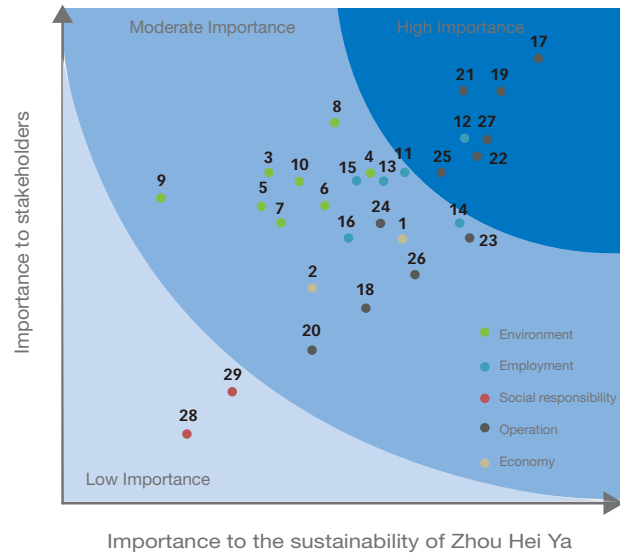
Stakeholders	Major Concerned Issues	Communication Channels/ Feedback Approaches	Frequencies/Times
Shareholders/Investors	Operating performance Corporate governance Employee Benefits	<ul style="list-style-type: none"> <li>– General meeting of Shareholders</li> <li>– Annual report, interim report, and ESG report</li> <li>– Investors meeting</li> <li>– Performance conference</li> <li>– Press release/ announcement</li> <li>– On site investigation</li> </ul>	<ul style="list-style-type: none"> <li>– Annual general meeting of Shareholders</li> <li>– Scheduled release of Annual report, interim report and ESG report each year</li> <li>– Annual and interim performance press conferences</li> <li>– Others non-scheduled</li> </ul>
Government Authorities	Food safety Consumer communication Environmental management Compliance operation	<ul style="list-style-type: none"> <li>– On site investigation</li> <li>– Special conference</li> <li>– Performance reporting</li> <li>– Spot check</li> <li>– Business processing</li> </ul>	<ul style="list-style-type: none"> <li>– Non-scheduled</li> </ul>
Suppliers	Supply chain management Food safety Anti-corruption	<ul style="list-style-type: none"> <li>– On site investigation</li> <li>– Supplier assessment</li> <li>– Quality communication meeting</li> <li>– Supplier meeting</li> <li>– Suppliers anti-corruption education</li> <li>– Telephone/written correspondence</li> </ul>	<ul style="list-style-type: none"> <li>– Quarterly quality communication meeting with suppliers of raw, auxiliary and packaging materials</li> <li>– Others non-scheduled</li> </ul>
Employees	Compensation and benefits Employee stability Training and development	<ul style="list-style-type: none"> <li>– Training report</li> <li>– Satisfaction questionnaire</li> <li>– Class interview</li> <li>– Telephone interview</li> <li>– Communication of training activities</li> <li>– Video meeting</li> </ul>	<ul style="list-style-type: none"> <li>– Monthly training report (during the development of training projects)</li> <li>– Others non-scheduled</li> </ul>
Media	Food safety Community investment Green production	<ul style="list-style-type: none"> <li>– Press releases/ announcement</li> <li>– Interview</li> <li>– Conference</li> </ul>	<ul style="list-style-type: none"> <li>– Non-scheduled</li> </ul>
Consumers	Food safety Food nutrition and health Green production Communication and service	<ul style="list-style-type: none"> <li>– Online promotion and announcement</li> <li>– Offline exhibitions</li> <li>– Offline promotion activities</li> <li>– Customer service call</li> <li>– WeChat/Weibo</li> </ul>	<ul style="list-style-type: none"> <li>– Non-scheduled</li> </ul>



## ESG Materiality Analysis

In 2022, Zhou Hei Ya developed an ESG materiality matrix through an in-depth analysis of the collected opinions and appeals from all parties. We conducted extensive exchanges with major stakeholders on the 2022 major ESG issues through face-to-face interviews, telephone interviews, questionnaires, field visits, and other methods. During the Reporting Period, the Company has identified and summarized 29 ESG issues, of which seven are the major ESG issues that this report focuses on, constituting a key disclosure section. Therefore, we will elaborate on relevant information in this report.

2022 Zhou Hei Ya ESG Materiality Matrix



No.	ESG Issues
1	Business performance and economic results
2	Formulation of environmental and social governance concepts and management approaches
3	Consumption of electricity, gas, oil and other energy sources
4	Wastewater treatment and discharge
5	Greenhouse gas emissions
6	Exhaust fume treatment
7	Treatment and disposal of solid waste (production and municipal solid waste)
8	Food waste disposal
9	Response to climate change
10	Consumption of packaging materials and Sustainable packaging
11	Compliance employment, prevent child labor and forced labor
12	<b>Employee remuneration and benefits</b>
13	Employee diversity and equal opportunities
14	Occupational health and safety

No.	ESG Issues
15	Career development and employee training
16	Employees care and communication
17	<b>Product quality and safety management</b>
18	Food nutrition
19	<b>Suppliers' food safety management</b>
20	Environmental and social impact of suppliers
21	<b>Supply chain and Food traceability management</b>
22	<b>Consumer service and communication</b>
23	Consumer information and privacy
24	Intellectual property rights of own, partners and other relevant parties
25	<b>Business ethics and Anti-corruption</b>
26	Responsible marketing
27	<b>R&amp;D and innovation</b>
28	Investment in philanthropy (money, time, etc.)
29	Community contribution (whether to boost local employment, to use local suppliers, etc.)

# Cultivating the Food Culture: Food Safety First

- 2.1 Quality First
- 2.2 Innovation for Health
- 2.3 Responsible Supply
- 2.4 Thoughtful Service



The Group adheres to the chain operation mode by following the philosophy of “Quality First, Reputation First, Feature Holding, Sustainable Development”. We believe that with healthy, safe and quality products and services, we can bring greater joy and better experience to consumers.

## 2.1 Quality First

By basing brands on quality, we regard “Quality First” as the goal of our development. By standardizing the food safety system and implementing the food safety measures, we ensure food quality and safety starting with the full industrial chain and provide high-quality products to consumers.

### Food Safety System

In order to establish a sound food safety management system, we control food safety and quality, reduce potential risks, and protect consumer rights and interests by optimizing the food safety management system, improving food safety and quality management certification, and establishing quality management objectives and indicators.

To further strengthen the food safety management system, during the Reporting Period, BRCGS global food safety standard certification was introduced to the Hubei Industrial Park while FSSC 22000, HACCP, ISO 9001 and ISO 14001 were maintained continuously by the other industrial parks of the Group. Meanwhile, we passed the certification of Wuhan Famous Products for Modified Atmosphere Packaging for Cooked and Braised Meat Products. Therefore, we have received recognition and certification of food safety and quality from both consumers and the industry.



Hubei Industrial Park's System Certifications



Hebei Industrial Park's System Certifications



Guangdong Industrial Park's System Certifications



Jiangsu Industrial Park's System Certifications



Certification of Wuhan Famous Products for Zhou Hei Ya Modified Atmosphere Packaging for Cooked and Braised Meat Products

The Group complies faithfully with food safety laws, regulations, and national standards, e.g.: Order No. 60 of the State Administration of Market Supervision – *Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety by Enterprises*, *GB2762-2022 National Food Safety Standard-Limit of Pollutants in Food*, and *GB 5749-2022 Sanitary Standard for Drinking Water*, etc. We ensure product safety and operational compliance by preparing and revising management documents, optimizing management systems, and providing training, etc.

The Group has formulated a comprehensive quality management process, covering raw material procurement, product production, product testing, storage management, cold chain logistics, store sales and retrospective recall. During the Reporting Period, the Group conducted food safety risk identification, assessment and grade prediction before the launch of new products, and formulated corresponding feasible preventive measures.

In order to ensure the performance of the quality and food safety system by industrial parks of the Group, we rated the industrial parks in Hebei, Hubei, Guangdong and Jiangsu through quality audits, and provided suggestions on how to solve the problems found during the audits in 2022.

We developed food safety management and control procedures for various stores, established daily control, weekly checkup and monthly scheduling mechanisms for food safety, and had potential food safety risks found out regularly among stores in order to solve potential problems and reduce risks. We newly introduced the *8D Analysis Report on Quality Issues* in order to analyze quality issues, and established task teams to understand problems and develop solutions quickly. Meanwhile, we established a management system of self-inspection indicators for food safety and introduced key self-inspection indicators to performance evaluation in order to enhance food safety management and ensure food safety in stores.

We further improved the quality defense system and product recall procedure, and practiced the product recall procedure. During the Reporting Period in October, the Group organized product traceability exercise, and 4 product recall exercises were conducted among the factories. The effectiveness of simulated recall reached 100%, which ensured the integrity of the product recall process and the efficiency of product recall. During the Reporting Period, nothing happened to this Group that triggered any product recall for the sake of safety and health.

## Food Safety Action

We conduct quality management by taking a series of quality management measures covering supplier management, logistics and transportation management, control of stores, and control of products near their expiration date, to implement the quality management philosophy and objectives in depth. Meanwhile, we optimize the quality reward mechanism by creating a food safety training system and launching food safety campaigns in order to further enhance employees' awareness of food safety, and ensure product quality through comprehensive quality control.

### Supplier Management

- Conducting on-site review for the development and introduction of new suppliers, and evaluating their product quality, product standards and qualification conditions.
- Communicating with suppliers on their new equipment and processes, and controlling their product quality.

### Logistics and Transportation Management

- We have strict requirements on the packaging temperature and transportation duration of modified atmosphere packaging (MAP) products, and on the quantity and specification of outer packaging and fresh ice bags.
- We monitor and spot-check the cold chain for quality control. For temperature monitoring, we shift from post tracking to regular warning, allowing 100% tracking of abnormal temperature.
- 48h delivery is required in contracts entered into with logistics companies to ensure timeliness of product transportation.

### Quality Management of Stores

- In 2022, Zhou Hei Ya improved the self-inspection management system of food safety and quality, launched the super shopping guide system and patrol management module, and developed a unified patrol inspection form. Monthly self-inspection covering all stores.
- Developing a monthly inspection plan and carrying out supervision and flight inspection over stores remotely and offline.

### Control of near-expiration-Date Products

- For products that are near the expiration date, we clear the inventory through internal low-cost procurement to avoid food waste.
- External circulation of vacuum-packed products within one month from the expiration date is prohibited to ensure food safety for consumers.

Quality Management Optimization in 2022

We make efforts to raise employees' awareness of food safety management at all levels and provide different kinds of food safety and quality training. During the Reporting Period, we organized over 100 training sessions regarding food safety and quality within the headquarters and our industrial parks, covering stores, e-commerce, supply chain (warehousing and logistics), production, R&D, quality assurance, and external carriers.



Training of Food Safety and Quality

During the Reporting Period, while optimizing the training system, we held a series of events related to food safety and quality to enhance employees' awareness of food safety and quality in various ways. In order to improve the overall work quality of all employees, the Group launched a factory quality awards selection activity in 2022, and conducted evaluation and review through gatekeeper incentive mechanisms, quality audits, unannounced inspections, and other methods. This encourages employees at all levels to participate in the group's quality control and pay attention to product quality in details.



Activities related to food safety and quality related

### 3.15 Quality Awareness Event

In March 15, 2022, Zhou Hei Ya's Jiangsu site launched the annual "3.15 Quality Awareness Event". In order to serve our customers better, the activities of employee oath, quality red line publicity and quality related games were organized. Jiangsu Industrial Park ensured product quality and food safety by following the corporate "Food" philosophy and the Tree-Root Culture. Employees are encouraged to bear in mind our philosophy, maintain the quality red line, comply with the *Food Safety Law of the People's Republic of China* and have a good conscience.



## 2.2 Innovation for Health

We make innovative and healthy products, enhance research, development innovation through institutional upgrading, process optimization, and product technology upgrading, and provide consumers with new products and experience.

### R&D Innovation

The Group attaches great importance to R&D innovation. We strictly follow the industry standards such as the *General Rules for Prepackaged Food Labeling*, *General Rules for Prepackaged Food Nutrition Labeling*, and *Standards for the Use of Food Additives*, and optimizes and upgrades the innovative research systems such as the *New Product Verification Management Regulations*, the *New Product Development Management System*. Meanwhile, we optimize the new product development process, promote the online development process of new products, and attach importance to the risk control of food additives and new products before they are launched in order to ensure product quality throughout the new product development process, reduce food safety risks, and launch new products with high quality and efficiency.



Optimization of New Product Development Process in 2022

In 2022, we continued to deepen product innovation and development under the guidance of product diversification out of the six major strategies. We try to bring new experience to consumers and provide them with more choices through new product development iteration, product line extension, and new flavor product innovation.

**New Product Development Iteration**

- For the spicy shrimp balls developed in 2021, we continue to optimize the product iteration, in the product color, taste, texture and maintain the stability of product quality.

**Extension of Product Lines**

- Extending the spiced product line, developing spiced duck tongue, storing spiced chicken tip products for reserve and market preparation.

**Innovation of New-taste products**

- Innovating new-taste products, completing development of green mustard squid and Fuqi Feipian (Sliced Beef and Ox Tongue in Chili Sauce).

Direction of Product R&D Innovation in 2022

During the Reporting Period, we enriched our product lines, starting with development and optimization of new categories and innovation of taste segmentation, to meet diverse demand of consumers and improve consumer experience.



Highlights of New Product Development in 2022

We attach importance to joint research and development of new technology, and deepen the research and development technology of braised products. During the Reporting Period, we carried out research and development projects with a number of colleges and universities to promote the innovative development of braised products.

**Project entitled "Spice Extraction" in cooperation with Wuhan Polytechnic University**

- "Spice Extraction", a project in cooperation with Wuhan Polytechnic University, completed the extraction of pepper, Chinese prickly ash, cinnamon and star anise, determined the extraction parameters, and completed preliminary exploration of liquid nitrogen pulverized pepper and chili oleoresin emulsification. It will further study the emulsifying properties to provide stability of chili oleoresin and its application in brine.

R&D Projects in Cooperation with Universities in 2022

## Intellectual Property Rights

We attach importance to intellectual property protection and make efforts to protect our product patents. During the Reporting Period, we revised the *Intellectual Property Management Measures* to ensure product diversification and innovative research and development by registering new product trademarks, filing trademark licensing contracts, and applying for patent protection.



### Intellectual Property Protections

In order to combat malicious copying of trademarks, during the Reporting Period, the Legal Department handled 170 trademark review cases, including 70 outsourced cases, and 100 other applications which include 2 trademark objections handled by this company and 88 cases of invalidation. In 2022, a total of 829 cases of intellectual property protection were handled, including 213 cases filed and 262 cases closed, with compensations totaling 3.16 million RMB.

## 2.3 Responsible Supply

We continue to strengthen the supply chain construction and improve supplier management in terms of access assessment, risk control, and supplier communication and assistance. We try to maintain long-term partnerships with upstream and downstream suppliers for the purpose of responsible supply. At the same time, the Group gives priority to local suppliers, continuously support strategic suppliers, and work with upstream and downstream partners to build a high-quality food supply chain based on responsible supply.

During the Reporting Period, the Group established cooperation with 243 suppliers of raw materials, auxiliary materials and packaging material. Among them, there are 163 non-local suppliers and 80 local suppliers representing 32.9%.

### Supplier Access Evaluation

To ensure the comprehensive capabilities of suppliers, the Group continued to optimize the *Supplier Management Regulations* and the *Supplier Performance Assessment Standard 2021*. Before accepting suppliers, we require suppliers and partners to execute the *Commitment on Quality, Environmental Protection and Safety* and the *Environmental Protection Agreement* while regulating the supplier access process, and put forward our requirements for environmental and product quality. During the Reporting Period, 100% of suppliers executed the *Environmental Protection Agreement*.

During the Reporting Period, the Group improved the supplier performance appraisal system, and conducted performance appraisal on qualified suppliers of raw materials, auxiliary materials, and packaging materials in terms of quality, service, and delivery. In addition to routine quarterly evaluations of quality, delivery and service, we evaluate suppliers regularly through flight inspections and reviews. Meanwhile, we conduct hierarchical management of suppliers based on their performance evaluation, and give an observation period to ineligible suppliers, suspend the supplies until successfully improved, or remove them from the list of qualified suppliers.

### Supplier Risk Control

To ensure the stability of the supply chain and suppliers' capacity to combat risks, and reduce potential risks in the supply chain. During the Reporting Period, we upgraded the *Emergency Procurement Handling Regulations*, etc., in order to classify and control risks for different procurement scenarios. In order to cope with supply failure and extreme weather conditions, we purchase and store raw materials in advance, maintain more than two suppliers of most raw and auxiliary materials and packaging, and ensure supply of major raw materials from a number of regions and suppliers.

## Supplier Risk Control

In September 2022, we launched our own project of hand-shredded chicken necks. During the period of preparations, e.g., completing product testing in the early stage, only the raw materials from Northeast China met the requirements due to the standard for chicken necks. Considering the risk of heavy snowstorm blocking roads and the uncertainty of the epidemic in Northeast China as winter approached, we carried out supplier risk management and control urgently. By reporting through the project team and conducting advance procurement and reserve for chicken neck raw materials, we ensured the smooth progress of the in-house chicken neck production project.

## Communication with Suppliers

To ensure the high quality of products, we communicate with and provide guidance to suppliers, understand their new equipment and processes, ensures high-quality production of raw materials, and help them solve production related problems. During the Reporting Period, we provided 185 training sessions to suppliers to support their high-quality development.

## On-site Communication with Suppliers

During the Reporting Period, the Procurement Department of the Integrated Supply Chain Center invited QA, R&D and the management to suppliers to investigate their new equipment and processes in order to promote localization and achieving cost optimization.



On-site Communication with Suppliers

## 2.4 Thoughtful Service

With “customers first” – our brand value and business principle and abiding the customer-oriented company culture, we strive to improve consumer satisfaction by providing better customer service, innovative marketing, and digital tools. We strengthen communication with consumers, protect consumer privacy, and provide quality, thoughtful service to them.

### Service Assurance

We serve consumers in the belief that service can create value, and we ensure the quality of customer service. We strive to improve customer satisfaction by optimizing franchise and improving customer service. In 2022, 95.5% of our customers participated in the satisfaction survey, rated 86.8.

### Franchising Optimization

In order to ensure service quality and safety during franchising, we adopt a three-level patrol inspection mode for franchisees in order to follow up and manage the safety and quality sectors through on-site and flight spot checks.

#### Group Headquarters

- The Headquarters conducts on-site or flight spot checks over all stores of the Group. No less than 10% of the stores receive such checks.

#### Regional Functional Departments

- Regional Functional Departments conduct on-site or flight spot checks over all stores of the region. No less than 30% of the stores receive such checks.

#### Regional Operation Management Team

- The regional operation management team conducts on-site inspections of all stores in the region.

Three-level Patrol Mode

## Customer Service Improvement

In order to enhance consumer loyalty, we use digital platforms and tools to improve marketing accuracy and meet the different needs of consumers. For e-commerce platforms, we track the change of scores through operators every day, analyze the reason, and adjust the scheme timely.

### “Description” scoring optimization measures

- Optimizing the detail of products, conveying the product information accurately, ensuring that the product detail is consistent with the physical products to avoid false publicity.
- Improving the effectiveness of marketing and event promotions, ensuring the events are authentic and effective, and enhancing customers trust in our brands.
- Develop membership-targeting events for customer labels to enhance customers’ loyalty to our brands.

### “Service” scoring optimization measures

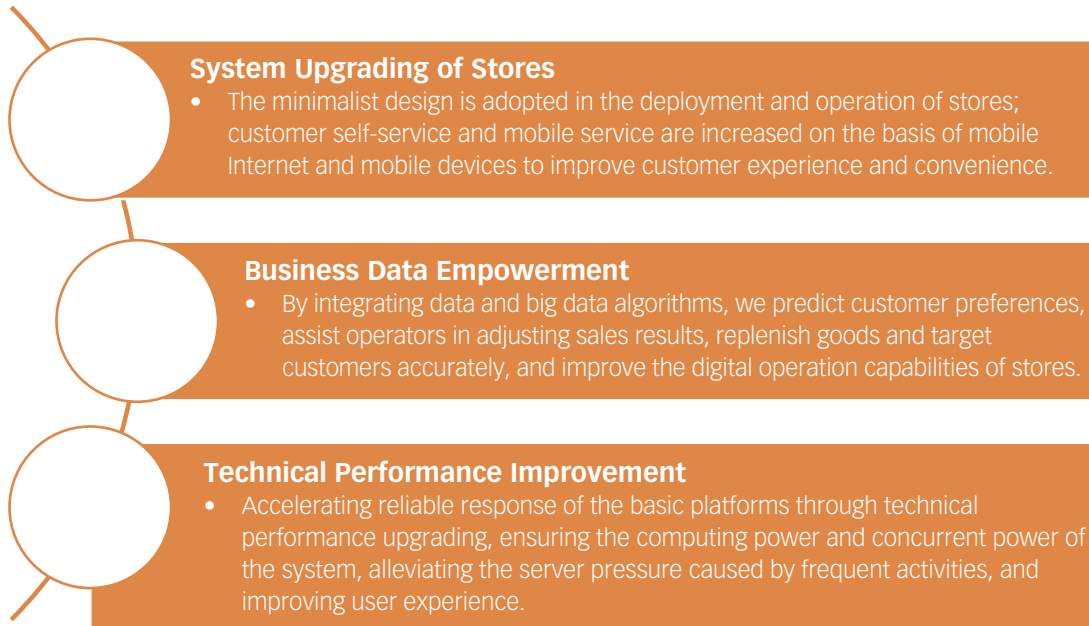
- The customer service employees receive training regularly; a model system is adopted to improve their professionalism.
- Analyzing customers’ evaluation, making improvements from their perspective, optimizing the service system, and enhancing their experience.
- Simulating to visit high-score stores as customers, learning and optimizing ourselves by recording peer ratings daily.

### “Logistics” scoring optimization measures

- Cooperating with a number of express delivery companies to improve pickup efficiency and logistics timeliness. Meet customers’ express delivery needs as much as possible.
- Making shelves sorted and placed well to improve packaging efficiency and accuracy in the warehouse.
- If any delivery exceeds the deadline soon, communicating with the customers to explain the reason and comfort them.



In order to address the difficulties and pain points encountered in the operation of stores, we worked with Hualala to promote the digital store project in 2022. By addressing a series of issues encountered during the operation of the existing businesses, an integrated platform with strong autonomous adaptation capabilities is established to meet consumer needs.



Digital Operation Projects for Stores

During the Reporting Period, we provided consumers with a consumption scenario to their satisfaction, and created a good business environment for the Group through internal customer service training and retail service quality training.

### Retail Service Quality Training

We provided a series of training sessions to improve the quality of retail service, including *Service Standard* and *Service with a Smile* conducted three to four times a month, covering staff, store managers and supervisors in stores and franchisees around China. In 2022, the number of participants reached 11,442, with 1.83 training sessions per capita.



Retail Service Quality Training

### Response to Customer Complaints

In order to ensure customer satisfaction and improve shopping experience, we have formulated the *Specifications of Public Opinion Prevention and Control for Customer Complaint Handling* in order to standardize complaint handling. We conduct hierarchical management of customer complaints based on different situations by developing the online and offline complaint prevention and control procedures. We design complaint channels, complaint content, and judgment standard for different complaint types to ensure rapid resolution of customer complaints.

In order to improve the efficiency and accuracy of customer complaint resolution, during the Reporting Period, we classified customer complaints, analyzed the causes based on different complaints, and developed solutions that traced back to individual factories and regions.

During the Reporting Period, we optimized and upgraded the customer complaint channels. Our complaint channels include complaint hotline, Wechat official account, Weibo, Black Cat, market supervision administrations, stores, corporate mailboxes, online shopping platform, etc. in order to meet the needs of consumers in different channels. Meanwhile, we strengthen the management of customer support staff and provide training to resolve consumer-related issues timely and improve consumer satisfaction.

### Upgrading Complaint Channels

- In 2022, mobile office upgrading was carried out for the calling system. Employees were unable to access the office for a certain period of time, so we transferred the 400 customer service phone number to mobile phone numbers, allowing employees to answer customer service phone calls at home and ensuring the normal operation of the 400 customer service hotline.

### Customer Support Staff Management Optimization

- In 2022, we designated employees to spot-check staff recordings in order to improve satisfaction with customer service. Spot-checking all complaint recordings monthly, including service attitude and complaint handling skills, etc.
- Providing complaint related training for customer service staff, including the *Active Service Awareness Improvement* and the *Complaint Handling Practical Operations*. The training covered all customer servicemen.

#### Customer Complaint Management Upgrading

During the Reporting Period, the Group's 400 customer service hotlines received a total of 422 complaints on products and services, 100% of which were handled timely.

## Vital Interaction

### Consumer Research

We interact actively with consumers by communicating with consumers throughout the product process and make continuous iterations to meet consumer needs and satisfy them.

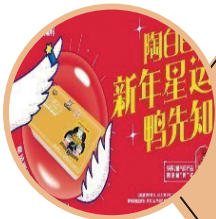
We conclude different circles of people for brand consumer portrait analysis with data middle platform and customer relationship management (CRM) through structured analysis of brand consumers and application exploration in order to improve targeting consumer marketing.

**Vital Marketing**

In order to build brand influence and enhance the popularity with consumers, during the Reporting Period, we created a “more novel, more personalized and warmer” consumption scenario through cross-border marketing and content marketing. Through omni-channel promotion and marketing, we communicate deeply with consumers in terms of our products and brand concept in order to enhance communication with young people and improve brand value.



Zhou Hei Ya sponsored the iQiyi Sports S variety show “Milutinovic Reception Hall” to convey the concept of eating Zhou Hei Ya’s food while watching games, and our stores also organized consumer activities. The talent promotion video on TikTok was expected to reach 40 million views, and “Milutinovic Reception Hall” over 100 million.



Zhou Hei Ya, together with “Tao Baibai” and “White Peach Constellation”, carried out the marketing theme event “Duck Knows New Year Luck”, integrated the voice of omni-channel products, and launched omni-channel sales together with other products, which reached 46 million persons offline; the online Weibo topics continued to dominate the list, reaching 380 million views.



The joint hamburgers of KFC and Zhou Hei Ya returned, which were marketed at KFC stores around China in a limited quantity. Consumers rushed into the stores for them once launched. Promoting the brand exposure and popularity of Zhou Hei Ya with help of celebrities recommending products.

Marketing Innovation in 2022

We conduct innovative marketing through multiple channels on the Internet, communicate deeply with consumers through very popular events and videos in order to enhance users’ love of and improve their loyalty to our brand.

During the Reporting Period, Zhou Hei Ya's crayfish ball received a number of marketing awards, including Golden Bit Award, Golden Flag Award, Advertiser Ceremony of the 29th China International Advertising Festival and TMA Mobile Marketing Award.



Golden Bit Award  
Case Award of Quality and Efficiency Integration Benchmark  
2022



Golden Flag Award  
Gold Award for Integrated Marketing Cases



Advertiser Ceremony of the 29th China International  
Advertising Festival  
Gold Award for Integrated Marketing 2022



TMA Mobile Marketing Award  
Silver Award for Case Category – Effect Type Brand  
Communication  
Industry Category – Silver Award for Food and Beverage

Brand Marketing Awards

## Responsible Marketing

During the Reporting Period, we updated and formulated the relevant regulations and processes of responsible marketing, covering the *Regulations on Publicity Materials Control*, the *Approval Process of External Publicity Materials* and the *Regulations on Zhou Hei Ya Advertising Launch* in order to guarantee responsible marketing in publicity.

For brand marketing and promotion, we invited the legal compliance team to provide training for all employees in advance from the perspective of professional regulations, targeting the Winter Olympics and the World Cup to build employees' awareness of marketing compliance. In addition, after the publicity training, we also check if the implementation is in place through the content promotion review and regular inspections, and establish a mechanism to find out and solve problems immediately.

## Privacy Protection

We attach great importance to the protection of consumers' privacy and safety. Inside, we protect customer information, contract security and business data security through our self-developed merchant platform, digital contract execution and enterprise data analysis platform.

### Customer Information Protection

- Our technical team develops a merchant platform, creates a complete middle platform architecture, and ensures customer information security from submitting applications for data to auditing.

### Contract Security

- We cooperate with top Chinese technology companies to ensure the security, reliability, and traceability of contract execution through digital identity, electronic signature, data storage and anti-counterfeiting printing.

### Operational Data Security

- Our technical team creates a complete enterprise data analysis platform, strengthens the stability of the internal local area network, adopts hierarchical authority management, protects operational data security, and avoids leakage risks.

Internal Protection Measures for Privacy Security in 2022

Meanwhile, we ensure that the cooperation platform protects consumer privacy and data security at all stages. The software and backend involving consumer data are regulated and encrypted. To view and download them, verification is required. Meanwhile, we ensure that all platforms take active actions to protect the security of consumers', merchants' and stores' data, and prevent losses caused to consumers and merchants due to any leakage of consumer privacy data.

We enter into data security protection agreements and confidentiality provisions with our partners covering data security, trade secrets, and irresistible human reasons in order to protect consumer data in all aspects.

During the Reporting Period, we did not receive any complaint from customers regarding privacy protection.

# Environmental Protection for Green Development

- 3.1 Environmental Management
- 3.2 Response to Climate Change
- 3.3 Use of Resources
- 3.4 Emission Control



We are committed to reducing the negative environmental impact in the production and operation links in order to bring the environment a bright future. As China has put forward the targets of peak carbon emissions and carbon neutrality while improving the systems of ecological conservation, the Group, as a responsible enterprise, actively participates in the action towards peak carbon emissions and carbon neutrality, fully implements the new concept of green development, and proactively deploys measures to tackle climate change in order to prevent and reduce the possible environmental impact in the production process.

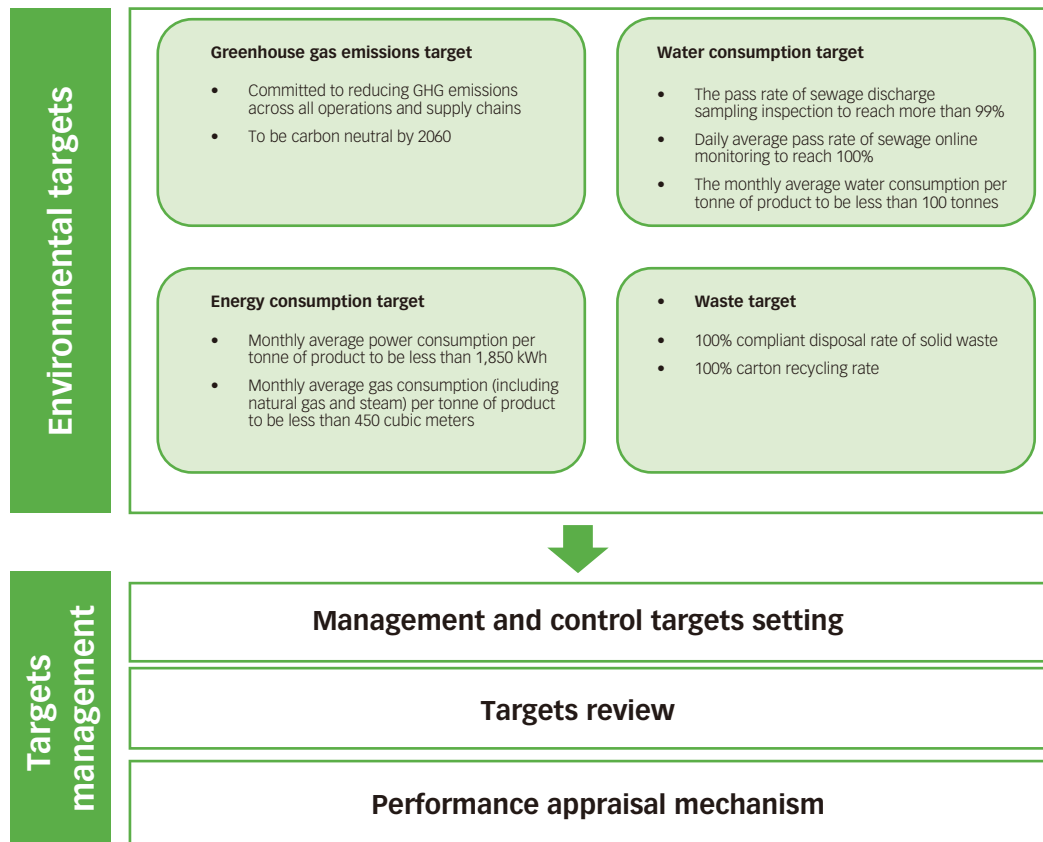
### 3.1 Environmental Management

We strictly abide by the laws and regulations in places where it operates. We proactively track and identify the changes of laws and regulations in environmental protection, energy conservation, clean production, air pollution, water pollution and other aspects, actively carry out compliance evaluation, and optimize and update our environmental management systems according to external changes. Internally, the Group constantly revises and optimizes its environmental management systems such as the *Management System for Company Landscaping and Environmental Management*, *Regulations of Hazardous Waste Management*, and *Emergency Plan for Environmental Crisis* to establish solid policy guarantee for efficient environmental management. During the reporting period, the Group did not have material impact on the environment and natural resources.

While improving the internal environmental management systems, the Group increases the capital investment in environmental protection. The Group advances its work on environmental protection by investing funds to upgrade environmental protection equipment and improve the efficiency of production equipment, among other measures. We continuously press ahead with environmental management system certification. During the Reporting Period, the Group's four industrial parks in Hubei, Hebei, Guangdong and Jiangsu were all awarded ISO 14001 environmental management system certification. During the Reporting Period, the Group's total investment in environmental protection was about 4.545 million RMB, an increase of 52.5% compared with 2021. No environmental emergencies occurred and no administrative penalties related to environmental protection were imposed on the Group.



In order to practice the concept of sustainability and further promote environmental management, we established a target-oriented management mechanism. The Group set up four environmental targets, covering greenhouse gas (GHG) emission management, energy consumption management, resource management and waste management. On this basis, the Group broke down the targets to detail the sub-targets for factories and operations. In order to effectively track and supervise the work towards the targets, the Group used target-review and performance appraisal models to measure target achievement.



Environmental Targets Management Mechanism of the Group

### 3.2 Response to Climate Change

While promoting green development, we actively respond to the national targets of peak carbon emissions and carbon neutrality by making climate change risk identification an important part of its corporate management. According to the TCFD’s (Task Force on Climate-related Financial Disclosures) Guide, we assessed and identified climate change risks and opportunities, and developed targeted countermeasures. While reducing future risks, we actively explore the direction of low-carbon transition, and continuously improve our ability to cope with climate change. During the Reporting Period, the Group identified the following climate change risks:

Risk category	Risk sub-category	Risk	Risk description	Response
Physical risk	Acute risk	Floods (including storms, increased rainfall, and river overflows)	<ol style="list-style-type: none"> <li>1. Heavy rains and floods damage the operation site, factory and storefront infrastructure and related facilities, cut off the power to equipment and facilities, and make it necessary for personnel to be evacuated, resulting in operational interruption, asset loss and reduction in sales revenue;</li> <li>2. Heavy rains and floods disrupt logistics and supply chains, and make it impossible to deliver products to stores, resulting in damaged product quality, increased inventory, increased operating costs and reduced sales revenue;</li> <li>3. Heavy rains and floods destroy raw materials and supply chains, resulting in short supply of raw materials, which will restrict the expansion of the Company's sales scale, increase the procurement cost, and reduce the profitability.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop contingency plans for different physical risks;</li> <li>2. The headquarters is responsible for mid-term early warning and emergency supervision. According to the actual situation of extreme weather, each operation site adopts the following methods: adjusting logistics and distribution time, adjusting store opening and closing time and employee commute time, advance safety warning notice, seasonal special training, etc., so as to reduce accident rate and guarantee the production and operation order;</li> <li>3. Maintain more than two suppliers for each type of raw, auxiliary and packaging materials, and ensure multi-regional and multi-supplier supply for main raw materials;</li> <li>4. Committed to mitigating global climate change and setting GHG emission reduction targets;</li> <li>5. Take energy saving and emission reduction measures.</li> <li>6. For extremely hot weather, establish packaging requirements for MAP products and strict regulations on the quantity and specification of external packaging and fresh-keeping ice packs;</li> <li>7. In Northeast China, there is a risk of road closure due to snow as winter approaches. The Group will purchase and reserve raw materials locally in advance to ensure the smooth progress of production projects.</li> </ol>
	Acute risk	Drought	Droughts may cause water shortages, resulting in higher water bills, or even insufficient water supplies, increasing operating costs.	
	Acute risk	Strong wind/ cyclone/typhoon	<ol style="list-style-type: none"> <li>1. It is difficult to forecast strong winds, which can damage the operation site, factory and storefront infrastructure and related facilities, resulting in continuous interruption of operations and loss of assets;</li> <li>2. Employees cannot work outdoors in extreme weather, and commuting of employees may be hindered, resulting in personnel safety and health risks and operational efficiency being affected, increasing operational costs.</li> </ol>	
	Acute risk	Extreme heat	Impact on raw material farming: Extremely hot weather may cause heatstroke in ducks, reduce reproduction, affect product quality, and reduce corporate profitability. Impact on operation: Extremely hot weather leads to increased risk of product deterioration during transportation, resulting in increased transportation costs, increased risk of food waste, and increased costs for the Group.	
	Acute risk	Extreme cold	Impact on raw material farming: Extremely cold weather may lead to a reduction in duck farming, resulting in insufficient supply of raw materials and rising costs. Impact on supply chains: Extremely cold weather may lead to frequent road closures due to snow, resulting in delays in the transportation of raw materials, and hence supply disruptions.	
	Chronic risk	Extreme fluctuations in weather patterns and changes in rainfall patterns	Uncertainty in weather patterns may affect the variety and quantity of raw materials and products, for example, it may reduce the farming output, cause significant fluctuations in selling price, and affect the corporate profitability.	
	Chronic risk	Sea level rise	The Group's stores are currently located in the coastal areas of southeastern China, as well as Guangdong and Jiangsu provinces, which will be threatened by sea level rise, operation and store inundation by the end of the 21st century (2081-2100).	
	Chronic risk	Temperature rise	Within the operating area of the Group by the end of the 21st century (2081-2100), the average temperature rise will be 4-6°C, which will affect equipment, labor, and products, etc. Rising average temperatures increase cooling demand for offices and campuses.	

Risk category	Risk sub-category	Risk	Risk description	Response
Transition risk	Policies, laws and regulations	Requirements and regulations concerning existing products and services	The Notice on Hubei Province's 13th Five-Year Plan for Greenhouse Gas Emission Control Implementation Plan proposes the building of a green manufacturing system focused on green products, green factories and green parks. Relevant national and regional policies will have stricter requirements and regulations on products and factories, and the policies will be further tightened in the future, which may lead to higher operating costs.	<ol style="list-style-type: none"> <li>1. Comply with relevant national and regional requirements and regulations;</li> <li>2. Set GHG emissions targets to achieve carbon neutrality by 2060;</li> <li>3. Continuous disclosure of GHG emissions;</li> <li>4. Actively develop green and low-carbon products;</li> <li>5. Take energy-saving and emission reduction initiatives to reduce GHG emissions across all operations and supply chains.</li> </ol>
	Policies, laws and regulations	Increased GHG emissions pricing	GHG management policies and regulations are being refined as governments strive to meet their commitments under the Paris Agreement and countries become more aware of carbon emissions trading. China has officially launched a national carbon emission trading market. As more and more industries and companies are included in the carbon trading system, the cost of excess carbon emissions is expected to continue to rise.	
	Policies, laws and regulations	Strengthened emission reporting obligations	With the implementation and improvement of management measures concerning carbon emission, carbon trading and so on, countries and regions have put forward higher requirements for the Group's emission reporting.	
	Technology risk	Front-end cost of transition towards low-carbon emission technology	In order to meet the government's requirements for reduction in GHG emissions and consumer demand for low-emission products, the Group needs to actively control the carbon emissions of products, and may need to increase effective process development and new technology use. The Group needs to update its production equipment to meet the production needs of low-emission products. This process could mean increased operating costs in the short term.	
	Technology risk	Failed investments in new technologies	The 14th Five-Year Plan calls for accelerating the green transformation of development patterns. In order to achieve this goal, the government implements overall control of carbon emissions, which will prompt the Group to adopt low-emission technologies, invest in energy-saving and emission-reduction technologies, and reduce GHG emissions as much as possible. However, the timing of technology development and deployment and the uncertainty of the results will affect the Group's return on technology investment.	
	Market risk	Changes in customer behavior	<ol style="list-style-type: none"> <li>1. Climate change makes consumers pay more and more attention to and buy green food, especially for the GHG emissions of livestock and general industries, the manure produced by animal husbandry, land use, occupied arable land and forest degradation etc. These negative effects may affect customers' choices of merchants and food, and even induce more consumers to choose plant protein, thereby damaging the Group's income;</li> <li>2. Increased indirect (operating) costs: Increased customer demand for low carbon services and green products will accelerate the development of strategies to transition to carbon neutrality, increasing R&amp;D costs.</li> </ol>	

Risk category	Risk sub-category	Risk	Risk description	Response
	Market risk	Uncertain market signals	<ol style="list-style-type: none"> <li>1. Climate change may affect the quality and quantity of raw materials, resulting in inability to ensure product quality and supply capacity, thereby affecting revenue.</li> <li>2. With the emergence of alternative products under the influence of climate change risks and the uncertainty of the dependence on upstream and downstream partners and consumers, the Group's business development may be affected.</li> </ol>	
	Market risk	Rising raw material costs	<ol style="list-style-type: none"> <li>1. An increase in the general temperature an animal is exposed to may have severe impacts on the animal. If the average temperature reaches above the highest critical level for the animal, it will suffer heat stress and will require more energy and moisture, thereby affecting its weight gain and reproductive capacity, and thus affecting the cost of raw materials;</li> <li>2. Extreme climate change disrupts supply chains and logistics, resulting in tighter supplies of raw materials and higher costs, affecting revenue.</li> </ol>	
	Reputation risk	Change of customer preference	<ol style="list-style-type: none"> <li>1. Consumers may spread their negative views on the Group, which will damage the Group's reputation;</li> <li>2. If we fail to meet customer requirements in terms of sustainable development performance such as energy saving and consumption reduction, and become a low-carbon leader in the industry, the original customers may turn to cooperate with other competitors, resulting in customer churn, which may in turn reduce our revenue.</li> </ol>	
	Reputation risk	Stakeholders' increasing concern about negative feedback	<ol style="list-style-type: none"> <li>1. If our environmental performance and disclosure are insufficient, investors and customers may choose our competitors, resulting in reduction in our revenue;</li> <li>2. Investors put forward requirements on the use of new energy/renewable energy by the Company;</li> <li>3. Customers and investors are increasingly interested in environmental performance. If regulations are not followed, our contracts and investments may be lost.</li> </ol>	

Climate Change Risk Identification and Response

### 3.3 Use of Resources

We persistently live up to our commitment to efficient use of resources. As a responsible company, we understand the importance of protecting the environment and conserving resources. Therefore, we continuously reduce the use of water resources, conduct innovation and optimization of packaging materials for environmental protection, and utilize advanced energy technologies to achieve more efficient energy use, making unremitting efforts to build a greener future.

#### Use of Water Resources

In order to reduce water consumption and improve the efficiency of water use, we implement the concept of reuse and reduction of use, and rationally plan and utilize water resources. We reduce the waste of water resources from the source, promote the reuse of water resources, and avoid the waste of water resources through timely maintenance and overhaul, so as to continuously improve the utilization efficiency of water resources. With municipal water as the Group's water source, there was no issue finding water that is fit for purpose, nor were there any incidents or fine of polluting water source during the Reporting Period.

Water recovery	Management reinforcement	Technology upgrade	Awareness enhancement
<ul style="list-style-type: none"> <li>The cooling water from the cooling air cabinet was collected and supplied to the cooling tower, reducing the water consumption of the cooling tower and saving 40 tonnes of water per day.</li> <li>The boilers were retrofitted to recover condensed water.</li> </ul>	<ul style="list-style-type: none"> <li>Water pipes were repaired and maintained in a timely manner.</li> <li>Scale lines or float ball valves were added to all containers to standardize management and reduce water consumption.</li> </ul>	<ul style="list-style-type: none"> <li>The blanching process in a production line was modified from manual to automatic, and the water usage was reduced by combining and sharing operation lines.</li> </ul>	<ul style="list-style-type: none"> <li>Signs that read "Save Water" were put up at water stations to enhance staff's awareness of water conservation.</li> </ul>

Measures to reduce Water Use

During the Reporting Period, the Group consumed a total of 528,336 tons of running water, representing a decrease of 27% compared with 2021, and the consumption of running water for every RMB10,000 of revenue was 2.25 tonnes.

#### Packaging Material Optimization

The sustainable management of packaging materials is essential to improve the efficiency of resource use. Our packaging material consumption mainly come from the product packaging and packaging for logistics. In order to improve the utilization efficiency of packaging materials, We constantly promotes simplified, lightweight and alternative packaging. In addition, we explore the application of low-carbon and recyclable green packaging through technological innovation, recycling and other measures to minimize the impact on the environment.

Packaging reduction	Technical improvement	Logistics optimization	Packaging material recovery
<ul style="list-style-type: none"> <li>Part of the MAP boxes was replaced with packaging bags based on the product specifications and characteristics, which reduces packaging material consumption.</li> </ul>	<ul style="list-style-type: none"> <li>The packaging process loss of some vacuum packaged products was reduced by improving the toughness and water resistance of packaging materials, thereby reducing unnecessary packaging waste.</li> <li>Packaging material film was replaced by thin film for packaging reduction.</li> </ul>	<ul style="list-style-type: none"> <li>Logistics cartons were recycled.</li> <li>Specific turnover boxes were used to reduce carton use.</li> <li>The use of sealing belt was optimized.</li> </ul>	<ul style="list-style-type: none"> <li>Leftover packaging materials after processing at workshops were collected in a unified manner and recycled by units selected through bidding.</li> </ul>

Measures to optimize Packaging Materials

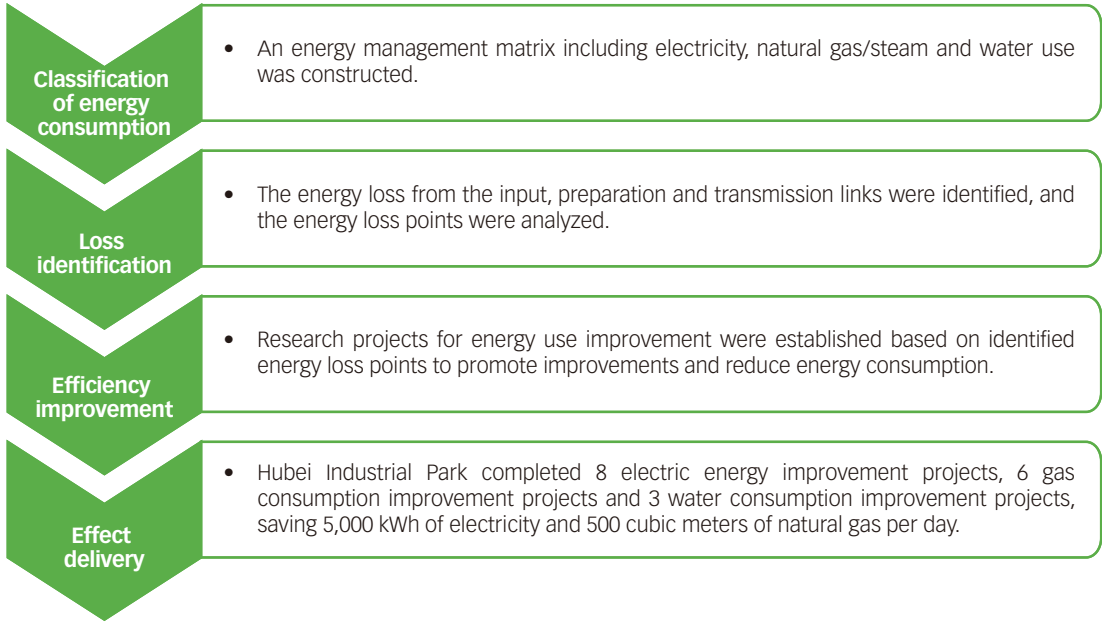
During the Reporting Period, the use of packaging materials is as follows:

Use of Resource		Unit	2020	2021	2022
<b>Main products' packaging Materials<sup>1</sup></b>	Packaging film	tonne	2,771	3,264	2,635
	Vacuum packaging bag	tonne	691	581	507
	Total packaging material used	tonne	3,462	3,845	3,142
	Packaging materials per ton of products sale	tonne	0.13	0.11	0.11

### Energy and Carbon Emissions

We strictly abide by the *Law of the People's Republic of China on Energy Conservation*, among other laws and regulations, and continuously optimizes its management mechanisms such as the *Energy Resource Management Procedures* and *Energy Assessment Mechanism*. We clarify the responsibilities of all departments and energy management personnel and standardize energy management tasks, so as to optimize and improve our energy management mechanisms.

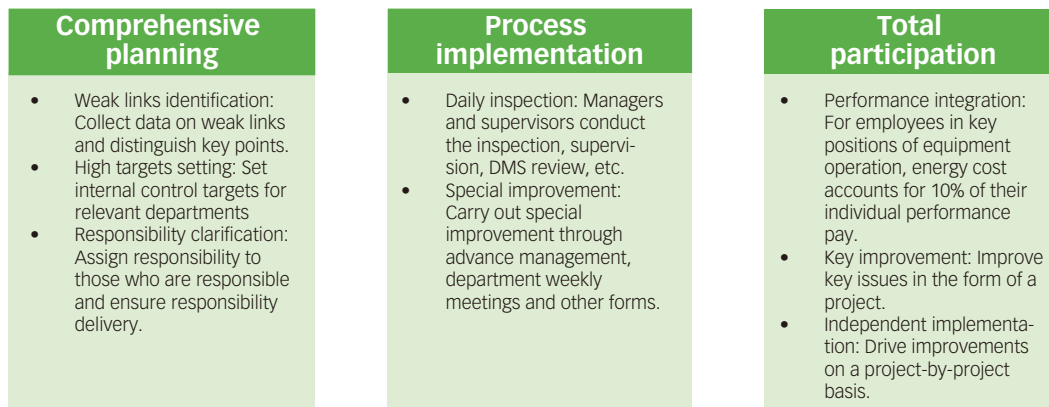
We actively explore new modes of energy management, and has established an energy management matrix model to focus on energy consumption data from both power and heat dimensions. We implement the energy management matrix methodology to fully identify opportunities for improvement and improve energy management performance in operation and production.



Energy Management Matrix and Energy Efficiency Improvement Highlights

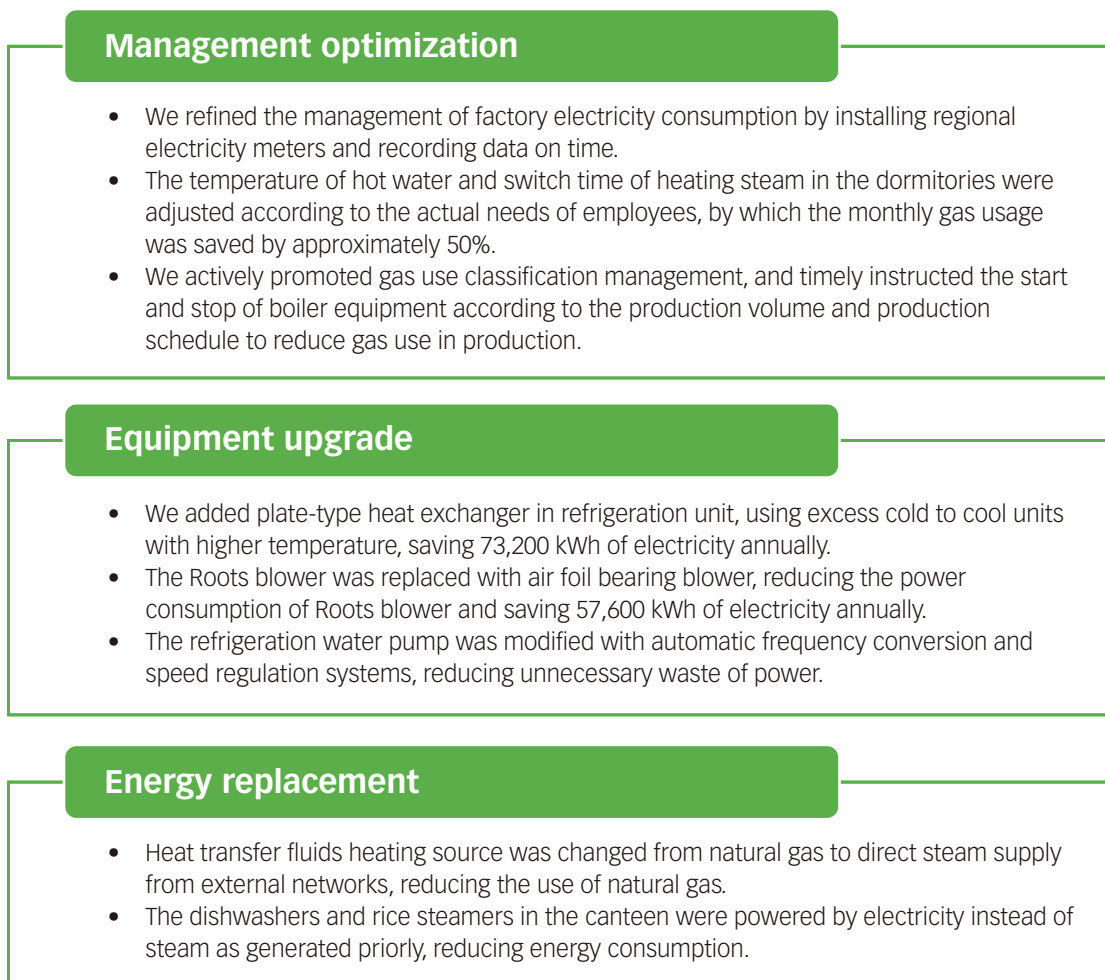
<sup>1</sup> Product packaging materials mainly refer to packaging materials that come into direct contact with ingredients during the production process, excluding post-consumer carrier bags and boxes.

Based on the comprehensive energy management matrix model, we continuously push ahead the construction of an energy consumption operation system. The energy consumption operation system will be built through comprehensive planning, process implementation and company-wide participation, which will improve our control ability of power consumption and gas consumption per tonne of product and shore up weak links and problematic nodes, so that the system delivers the lowest energy consumption per tonne of product.



Energy Consumption Operation System of the Group

During the Reporting Period, we developed different energy-saving and emission reduction strategies for different manufacturing links. The Group continued to improve energy efficiency, reduce energy consumption and reduce GHG emissions through operation management optimization, energy-saving equipment upgrading and energy replacement.



Energy Saving Measures

### Frequency converter was added to the air-flotation circulating pump of sewage station to reduce energy consumption

The air-flotation circulating pump of the sewage station used to be run 24 hours a day and seven days a week, so it ran below capacity when no water entered the air-flotation system or the water quality was good, resulting in large electric energy consumption. In order to reduce the power consumption of the pump, the Group added frequency converter to the pump to accurately control the flow rate, reducing the frequency under the condition of good quality of outlet water from the air-flotation system and thereby reducing energy consumption. The improved equipment saved 43,000 kWh of electricity in 2022.



To further optimize the energy structure, we actively explore the use of renewable energy, expand the proportion of green energy use, and accelerate the progress of low-carbon green transition. During the Reporting Period, a number of our factories launched photovoltaic power generation projects, accelerating the pace of our green transformation.

During the Reporting Period, the Group's energy use is as follows:

Energy <sup>2</sup>	Unit	2020	2021	2022
Outsourced electricity	kWh	49,547,083	57,704,019	47,612,661
Natural gas	m <sup>3</sup>	5,460,809	5,267,266	3,628,349
Gasoline	liter	75,332	78,049	56,725
Diesel	liter	633,726	661,625	578,677
Direct energy consumption	tonne of standard coal	8,099	7,898	5,594
Indirect energy consumption	tonne of standard coal	6,089	7,092	5,852
<b>Total energy consumption</b>	tonne of standard coal	14,188	14,990	11,446
<b>Energy consumption per RMB10,000 revenue</b>	tonne of standard coal/RMB10,000	0.05	0.05	0.05

<sup>2</sup> Note: The gasoline and diesel data in 2020 and 2021 have been updated after the Company unified the statistical caliber, which is consistent with the disclosure caliber in 2022 and the future. The Group has also correspondingly updated the related energy consumption and GHG emission indicators.



During the Reporting Period, greenhouse gas emissions show as follow:

Greenhouse Gas Emissions <sup>3</sup>	Unit	2020	2021	2022
Scope I <sup>4</sup> greenhouse gas emissions	tonne of CO <sub>2</sub> equivalent	13,584	13,275	9,470
Scope II <sup>5</sup> greenhouse gas emissions	tonne of CO <sub>2</sub> equivalent	29,644	35,134	27,154
<b>Total greenhouse gas emissions</b>	tonne of CO <sub>2</sub> equivalent	43,228	48,409	36,624
<b>Greenhouse gas emissions per RMB10,000 revenue (Scope I and II)</b>	tonne of CO <sub>2</sub> equivalent/RMB 10,000	0.20	0.17	0.16

### 3.4 Emission Control

The Group attaches great importance to the management of pollutant emissions. Based on the consistent compliance with national laws and regulations, the Group doubles down on the implementation of the responsibility system, taking “deepening the battle of pollution prevention and control” as the focus of its work, while constantly exploring innovative management approaches to improve its green production capacity, striving reduce the impact of its production and operation on the environment.

#### Exhaust Gas Emission

The Group has always strictly complied with laws and regulations such as the *Law of the People’s Republic of China on Air Pollution Prevention and Control*, *GB 13271-2014 Emission Standard of Air Pollutants for Boiler*, *GB 18483-2001 Catering Industry Oil Fume Emission Standard (Trial)* and other exhaust gas emission standards, and continuously updated and optimized internal management procedures such as the *Procedures for Controlling Wastewater, Exhaust Gas and Noise* to continuously reduce pollutant emissions on the basis of ensuring compliance with emissions.

#### Hubei factory switched to low-nitrogen burner

During the Reporting Period, the Hubei factory replaced the 4 tonnes/h steam boiler burner with a low-nitrogen burner, which effectively reduced nitrogen oxide emissions. The concentration of nitrogen oxides produced by the equipment was 106mg/m<sup>3</sup> before the modification and 38mg/m<sup>3</sup> after the modification, a decrease of 64%, indicating a remarkable effect.



Low-nitrogen Burner

During the Reporting Period, the Group’s total exhaust emissions were 21,818,682 m<sup>3</sup>, representing a decrease of 29% compared with 2021, and all the exhaust emissions met the standards.

<sup>3</sup> The calculation of greenhouse gas emissions is based on the *Guidelines for Accounting Methods and Reporting Greenhouse Gas Emissions of Public Building Operation Enterprises (Trial)* issued by the National Development and Reform Commission of the People’s Republic of China.

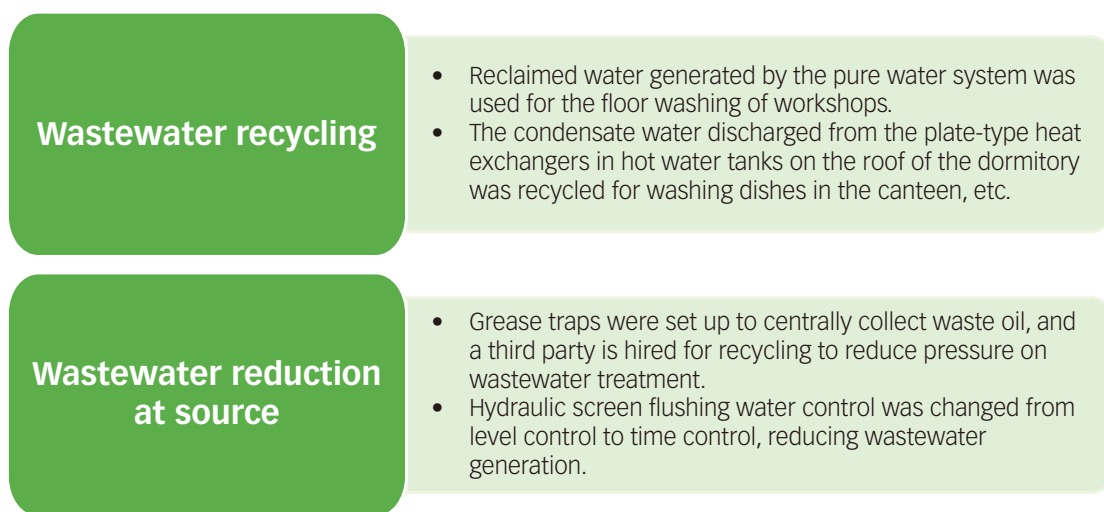
<sup>4</sup> Scope I: Covering the greenhouse gas emissions from the combustion of natural gas, unleaded petrol and diesel oil of the Group.

<sup>5</sup> Scope II: Covering the greenhouse gas emissions indirectly generated by the Group’s use of outsourced electricity. The electricity emission factors are accounted and prepared based on and in accordance with the *Guidelines of Corporate Greenhouse Gas Emissions Accounting and Reporting: for Power Generation Facilities (Revised in 2022)* (Environmental Affairs Office Climate [2021] No. 111) issued by the National Development and Reform Commission.

## Wastewater Discharge

In the production and operation process, the Group strictly implements the requirements of the *Law of the People's Republic of China on Water Pollution Prevention and Control*, the *Discharge Standard of Water Pollutants for Meat Processing Industry* and other laws, regulations and standards. Based on the types and concentrations of wastewater pollutants produced by each factory, the Group adopts targeted wastewater treatment technology and real-time monitoring to ensure that the total amount and concentration of emissions are lower than the limits specified in the Pollutant Discharge Permit and relevant wastewater discharge standards.

Through continuous optimization of sewage management and installation of industry-leading wastewater treatment and recovery systems, the Group collects and treats wastewater at different stages of the manufacturing process to efficiently advance the treatment of wastewater pollutants and reduce the discharge of wastewater.



Measures to reduce Wastewater

On the other hand, the Group actively explored and built new sewage treatment models. First of all, we selected agents suitable for the sewage treatment of the Group through various tests to identify the usage of agents. Secondly, the Group developed a rigorous sodium hydroxide acceptance process, which links the dosage of agents in real time according to the pH value of collected water, so as to reach the optimal ratio of agents to treat sewage. The Group's wastewater discharge data during the Reporting Period are as follows:

Discharge Amount of Wastewater and Pollutant	Unit	2020	2021	2022
Wastewater emissions	tonne	411,668	479,280	427,848
COD emissions	tonne	76.74	96.02	44.49
Ammonia nitrogen emissions	tonne	1.25	1.30	1.64

## Waste Management

The Group strictly abides by *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on Solid Waste Pollution Prevention and Control*, the *Wuhan Municipal Management Measures for Restaurant and Kitchen Waste* and other laws and regulations. We have made more detailed modifications to our rules governing disposal of waste generated by our own production and operation according to business and compliance requirements on a regular basis, so as to deliver and improve the efficiency of waste management. During the Reporting Period, the Group updated its *Measures for Solid Waste Management* and *Procedures for Waste Management* to optimize waste management and reduce waste generation and discharge.

As for hazardous waste, the Group classifies and stores it in strict accordance with regulations and the procedures for hazardous waste management. At the same time, we install safety warning marks, explosion-proof cameras and anti-theft windows. As for non-hazardous waste, the Group avoids waste generation as much as possible by means of reduction and recycling. For example, the Group reuses fried peppers in the sauce workshop. For products nearing expiry date but still in shelf period, the Company organizes the internal purchase at low price to consume the inventory, avoid food waste, and thus reduce the generation of harmless waste. In addition, the Group makes active efforts in sludge reduction at sewage stations, such as reducing sludge production and the amount of sludge shipped out.

### Hubei factory's efforts in sludge reduction

In 2022, the Hubei factory of the Group carried out a number of improvements to reduce sludge generation and the amount of sludge shipped out. First, it collected wastewater and cleaned up oil sludge twice a week. Secondly, it manually cleaned the filtrate tank to prevent the sludge from reaching the aerobic back end. Finally, it regularly adjusted the multi-disc screw sludge dehydrator's pressure plate and cleaned its pressure ring every week to reduce the moisture content of sludge. After the improvement, the amount of sludge shipped out per tonne of product decreased from 0.142 tonne to 0.109 tonne, so that the amount of sludge shipped out annually was expected to decrease by 462 tonnes.



Non-hazardous Waste Reduction Highlights

The specific amount of solid waste was as follows:

Solid Waste	Unit	2020	2021	2022
Non-recyclable industrial solid waste	tonne	2,296	1,024	880
Recyclable industrial solid waste	tonne	2,790	2,691	1,901
Municipal solid waste	tonne	2,842	1,707	7,534 <sup>6</sup>
<b>Total amount of non-hazardous waste</b>	tonne	7,929	8,234	12,699
<b>The amount of non-hazardous waste per RMB10,000 revenue</b>	tonne/RMB10,000	0.04	0.03	0.05
<b>Total hazardous waste generated</b>	kg	1,461	3,298 <sup>7</sup>	3,171
<b>The amount of hazardous waste per RMB10,000 revenue</b>	g/RMB10,000	6.70	11.49	13.53

<sup>6</sup> In 2022, the use of disposable tableware increased due to COVID-19.

<sup>7</sup> The increase in the total amount of hazardous wastes in 2021 was due to the registration and storage of part of hazardous wastes generated in 2020.

# Caring for Talents

- 4.1 Employee Profile
- 4.2 Health and Safety
- 4.3 Employee Development
- 4.4 Care for Employees



The Group, with our dedication to the people-oriented approach, infuses us with a high-quality talent team for sustainable development. With a safe, comfortable, and equal working environment, the Group is helping our employees grow and prosper together.

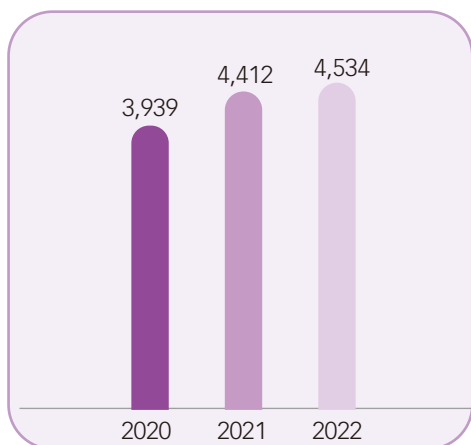
## 4.1 Employee Profile

In strict compliance with the *Labour Law of the People’s Republic of China* and the *Labor Contract Law of the People’s Republic of China*, 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 Rights and Interests of Women* among other laws and regulations, Zhou Hei Ya continuously optimizes the human resources management system by formulating the *Regulations for the Administration of Recruitment*, the *Regulations for the Administration of Campus Recruitment* and the *Measures for the Administration of Recruitment Channel*, which specify the legal and compliant recruitment process and principles, i.e. “Open Recruitment, Fair Employment, Merit-based Admission, Internal Recruitment First and External Recruitment Second”.

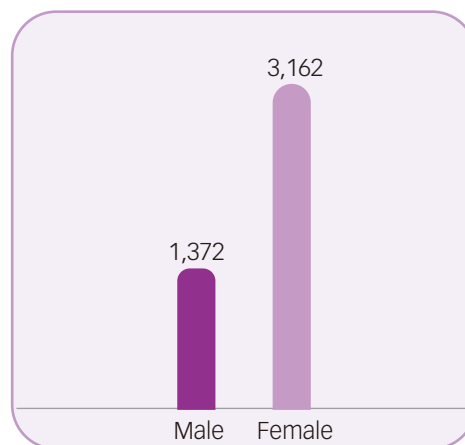
The Group conducts identity verification for employees recruited independently and dispatched by dispatch companies in accordance with relevant laws and prohibits the recruitment of employees who do not meet employment standards. The Group will immediately terminate the cooperation and report to the superior competent department if it is found that the dispatch companies have sent illegal workers. In 2022, the Group did not engage in any child labor or forced labor incidents.

The Group adheres to building a diverse workforce. As of December 31, 2022, the Group had 4,534 employees, of which women account for about 70%. Throughout the year, we welcomed 2,751 new employees. The total number of employees is divided as follows:

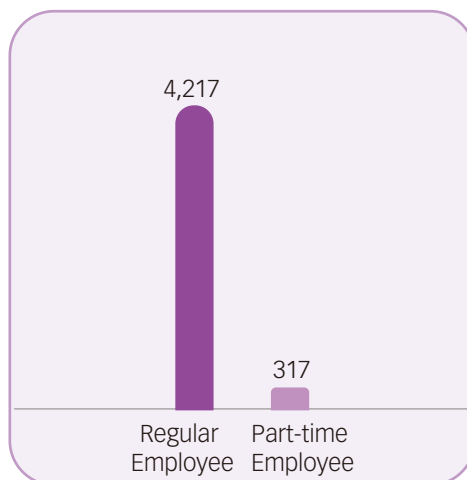
**Changes in Total Number of Employees of the Group**



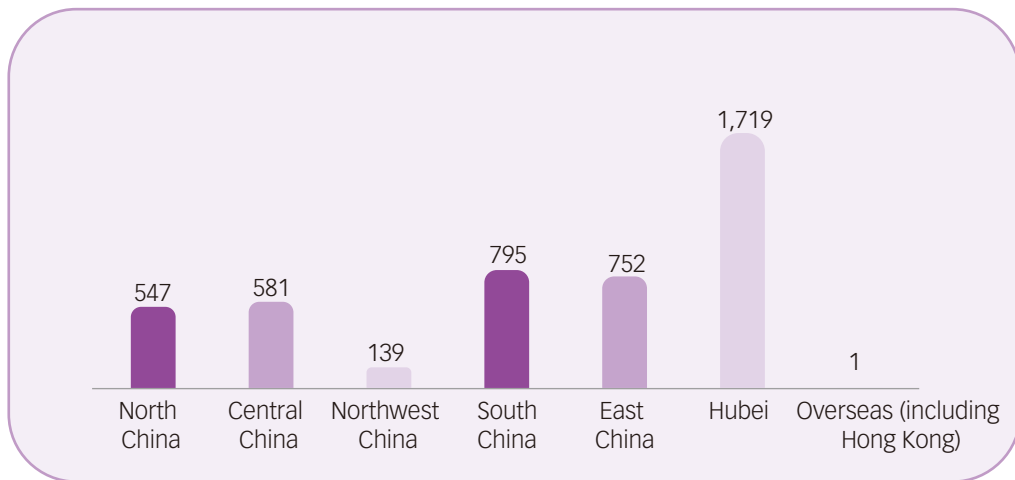
**Number of Male and Female Employees of the Group in 2022**



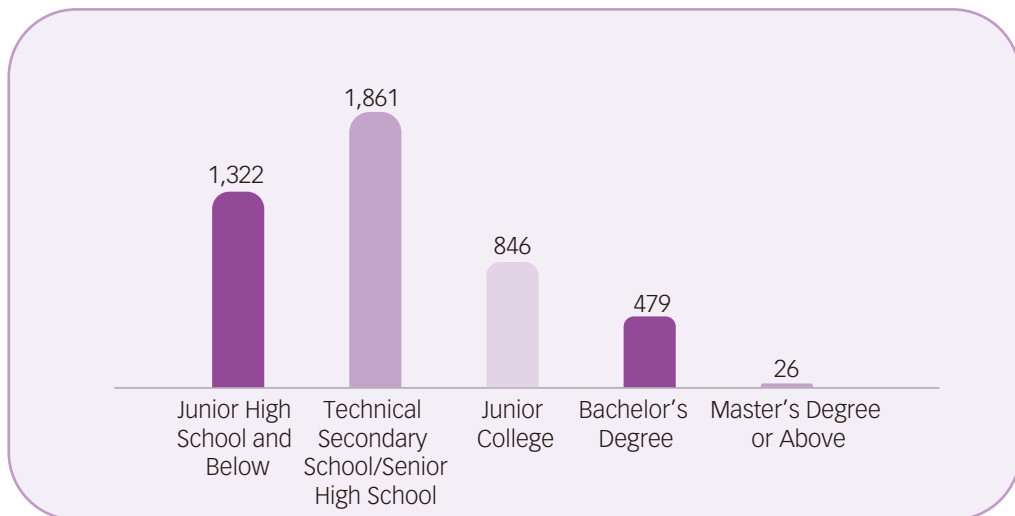
**Total Number of Employees of the Group by Employment Type in 2022**



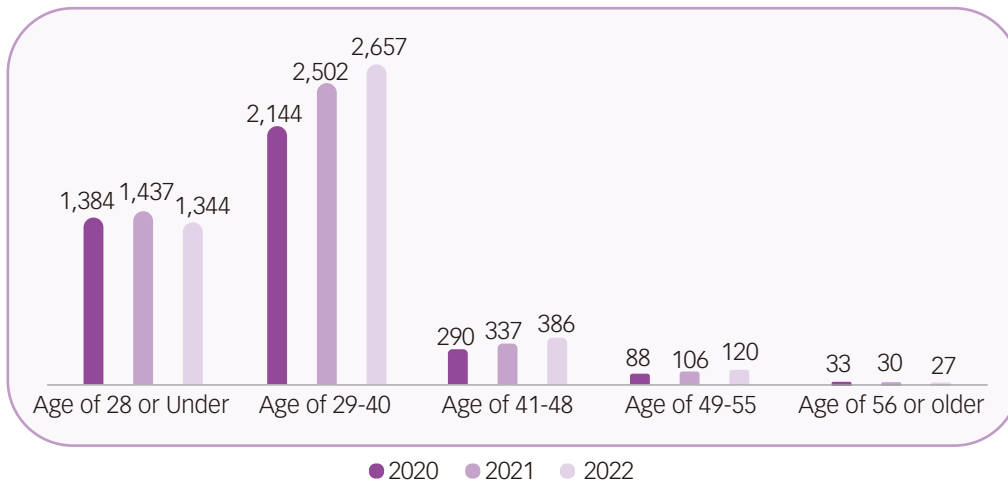
### Number of Employees of the Group by Geographical Location in 2022



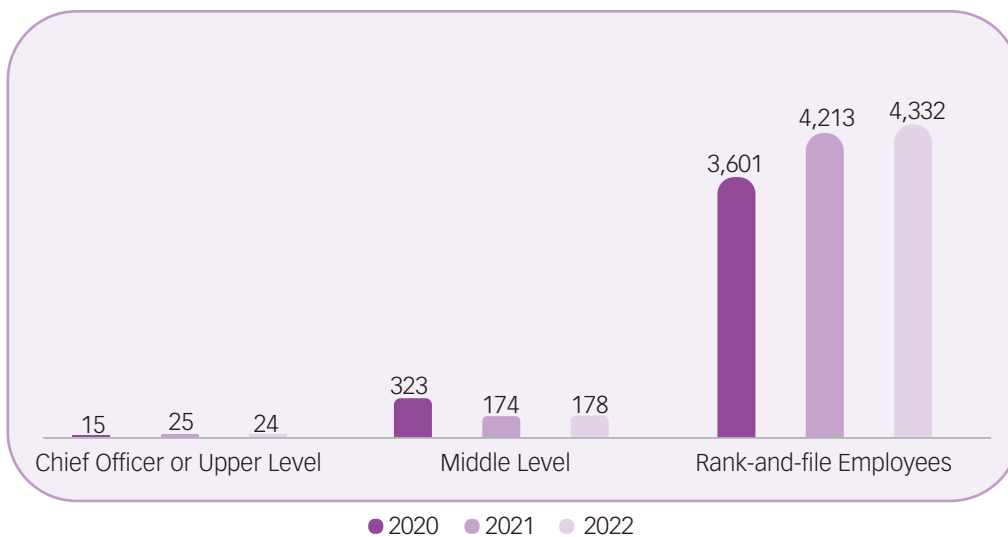
### Number of Employees of the Group by Education Level in 2022



### Changes in Employee Number by Age



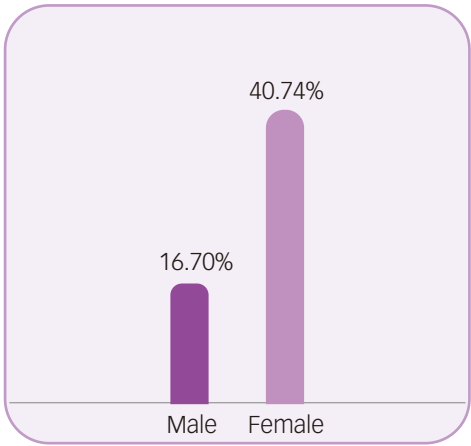
### Changes in Employee Number by Level



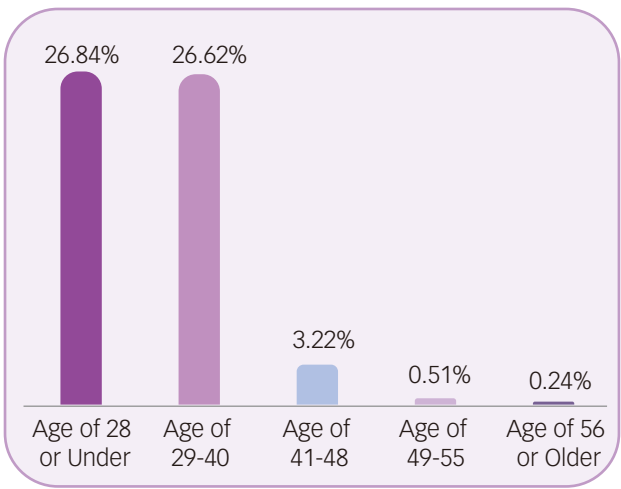
The Group is committed to protecting and respecting the legitimate rights and interests of every employee by firmly opposing and resisting discrimination and unequal treatment based on any factor such as gender, age, race, ethnicity, disease, marital and family status, or religious belief. In 2022, the Group employed a total of 13 disabled employees, providing them with simple and easy-to-operate positions as much as possible, and one-on-one mentoring. The Group also provided opportunities for disabled employees who were unable to perform their assigned tasks after training to change their job positions.

The Group encourages internal competition and development of employees and promotes internal talent flow by adopting an employment system for positions on the recruitment principle of "Internal Recruitment First and External Recruitment Second". The specific employee turnover rate of the Group in 2022 is as follows:

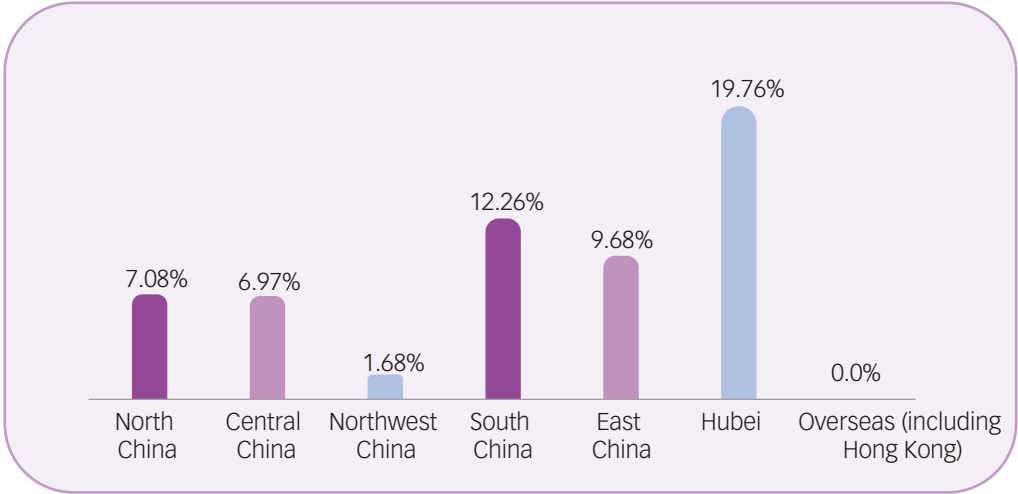
**Employee Turnover Rate of the Group by Gender in 2022**



**Employee Turnover Rate of the Group by Age in 2022**



**Employee Turnover Rate of the Group by Geographical Location in 2022**





In 2022, with outstanding performance in human resource management, employer branding, employee care, and other aspects, the Group was recognized by multiple external institutions:

Awarding Organization	Titles	Pictures
Organizing Committee for the Annual Selection of China Best Employer Award	Best Employer in China in 2022	
CHIRC	"The Warmest Enterprise during the 2022 Epidemic in China"	
BOSS Zhipin	"King's Ark · Best Employer Caring for Talents"	

## 4.2 Health and Safety

We require that employees' occupational health and life safety always come first during the production and operation. We comply faithfully with the *Law of the People's Republic of China on Work Safety*, the *Fire Protection Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, etc. We have established a perfect safety management system. 100% of our safety management officers have received a professional certificate.

We have identified the occupational disease hazards in various processes of production and operation, and formulated measures to protect employees from occupational diseases.

### Work Safety

We comply faithfully with the *Law of the People's Republic of China on Work Safety*, the *Emergency Response Law of the People's Republic of China*, and the *Management Measures of Emergency Response Plan for Production Safety Accidents*, etc. We have formulated the production safety management regulations and the emergency plans, conducted safety inspections on all stores and franchisees. Hebei Industrial Park and Jiangsu Industrial Park of the Group have passed the certification of ISO 45001 Occupational Health and Safety Management System. Both Hubei Industrial Park and South China Industrial Park have passed the certification of safety standardization (Class 2). In 2022, we received health and safety risk assessment for three times.



Jiangsu Industrial Park has passed the certification of ISO 45001 Occupational Health and Safety Management System

We always strengthen safety management. In 2022, we released the goal of "zero occurrence of death and serious injury." The leadership were evaluated according to annual assessment and safety accident investigation and handling report in order to strengthen the management's responsibility for safety. We continue to improve our response to emergencies, develop an early warning mechanism against extreme weather, and issue early warning notices to avoid any unfavorable effects and ensure work safety. In 2022, we invested more than RMB2 million in health and safety operations, and no accidents happened within this Group.

To prevent any accident, the Group issued the *Notice on Zhou Hei Ya Red Line for Safety*. Any violator will be punished heavily. We establish a safety management committee to formulate work safety plans and measures, conduct regular reviews and provide training, covering all factories. We take an initiative to improve the process of handling and reporting industrial accidents, clarify the evaluation standard for industrial accidents, and formulate measures for preventing industrial accidents and risks. Meanwhile, we provide employees with labor protection appliances like safety helmets and accident insurance to protect them at work and from any accident. We have opened an account for Safety Management Service, where all employees can provide suggestions on safety management, occupational health and safety, and report any hidden dangers and accidents as found out. We have not experienced any work-related fatalities for three consecutive years. 3,574 hours, which is an equivalent of 447 working days were lost due to work-related injuries in 2022.

We continue to promote the safety awareness, develop and issue work safety promotional materials, and enable employees to master the knowledge through competitions and training, etc. We continue to optimize 20 safety management policies, including the *Fire Safety Management Regulations* and the *Electrical Safety Management Regulations*, and conducted a number of accident simulation exercises. We have proposed corrective measures for the discovered problems, which help reduce safety hazards and risks, and improve employees' safety awareness and emergency handling ability. In 2022, we conducted 24 safety exercises with 2,275 participants, and 13,024 hours of health and safety training covering all employees.

### "Safety Production Month" Campaign

In 2022, the Group organized the "Safety Production Month" campaign, during which the employees' awareness of safety production was further enhanced by safety production training, safety knowledge contest and other activities for all employees.



Zhou Hei Ya Safety Production Month Campaign

### Occupational Disease Prevention and Control

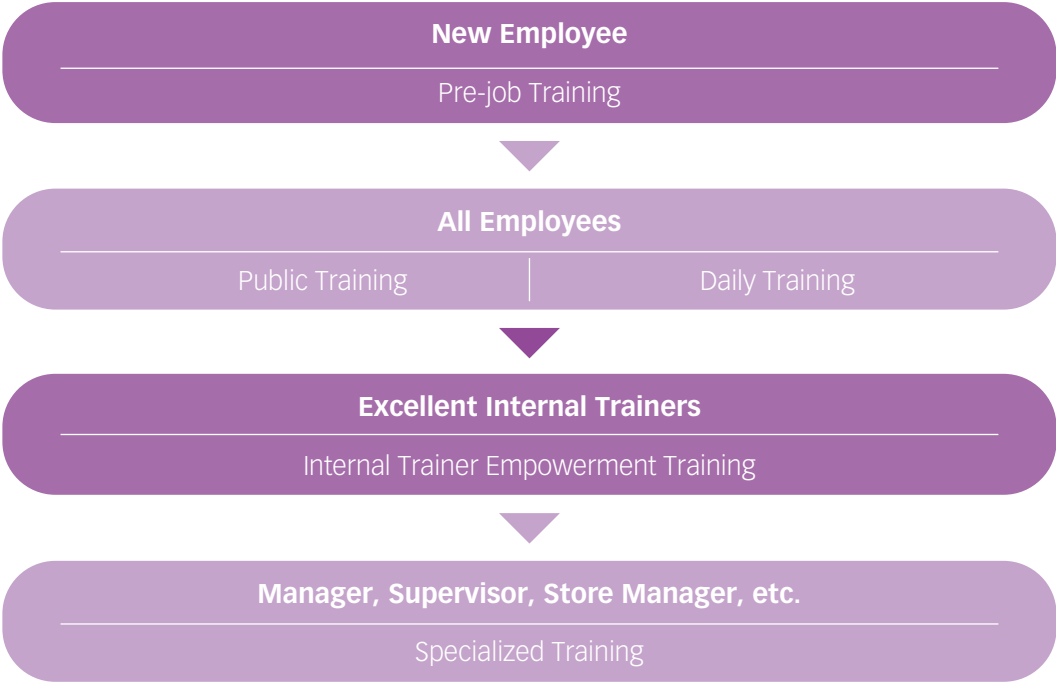
The Group strictly abides by the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* and the relevant requirements of government departments by providing occupational health examination for relevant employees. The main occupational disease hazards identified by the Group are noise, high temperature, and low temperature, among others. In 2022, the Group carried out annual routine inspection of occupational diseases, and launched regular occupational disease management measures such as poisonous substances labeling, so as to continuously provide protection for the occupational health of employees.

### 4.3 Employee Development

The Group, by adhering to the talent concept of “Jobs available to the most capable” has established a comprehensive internal training system, including systematic employee training and incentive measures. We have long attached importance to the cultivation of employees’ professional skills, and given talented employees a fast track to development and promotion with a view to shared growth and progress.

#### Employee Training

During the Reporting Period, to improve the employees’ training system and requirements, we have issued the *Regulations for the Administration of Training Credit* to urge employees to register for training and use credits as the training proof and results. The Group sets special annual credit requirements for different positions. Meanwhile, the reward and punishment rules have been formulated to develop a good learning atmosphere within the Company.



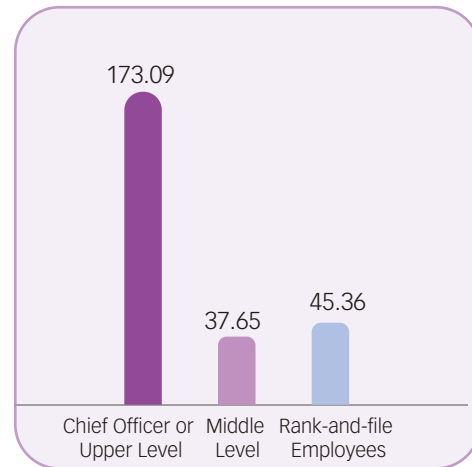
Zhou Hei Ya Training Program

In 2022, the Group still prioritized our training around improving the skills of front-line employees, strengthening the management abilities of lower and middle-level managers, and reserving management personnel for the Group's development. As of December 31, 2022, the total training reached 207,374 hours with 100% of employees trained. In addition to regular and program training, the Group has also held several best practice-sharing sessions.

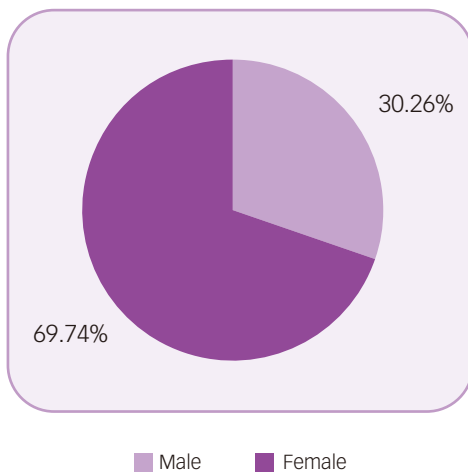
**Average Training Hours for Employees by Gender in 2022**



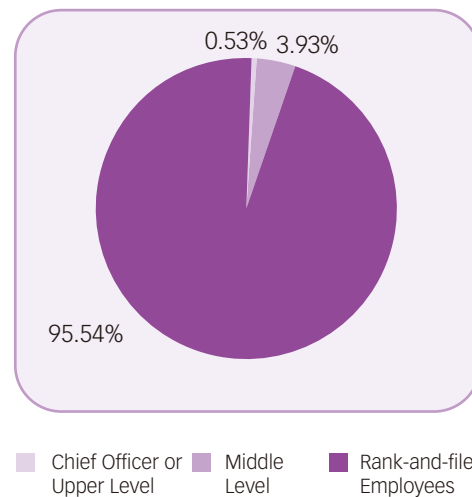
**Average Training Hours for Employees by Level in 2022**



**Proportion of Employees Trained by Gender in 2022**



**Proportion of Employees Trained by Level in 2022**



During the Reporting Period, the Group has earnestly improved the professional abilities of employees at all levels by actively launching special training programs such as the new employees' trainer program, the internal trainer improvement program, the learning of the *Retail Personnel Development Manual*, and other highlight training programs.



### New Employees' Trainer Program

- The Group selects and trains qualified trainers through interviews to provide standardized training for new employees, accelerating their adaptation to their positions and changing their sales awareness and behavior. In 2022, we have selected and trained a total of 547 trainers, including 376 store manager-level trainers and 171 store employee-level trainers.



### Internal Trainer Improvement Program

- The Group has launched a training camp to enhance the abilities of internal trainers with an aim to develop a high-quality internal trainer team to support the implementation of key training programs. During this Reporting Period, the program has helped improve the abilities of 316 internal trainers.



### Learning of the Retail Personnel Development Manual

- The Group issued the "Retail Personnel Development Manual" to all retail terminal employees, providing them with a clear career development path and a vehicle to connect knowledge learning, operational skills, and personal development.

#### Special Training Programs

At the same time, the Group has used internal and external resources to actively empower employees through training camps for regional business directors, business store manager training program, supply chain team leader ability improvement program, and theme training, providing them with clear career paths and helping them become management-oriented talents and develop in an all-round way.

### Training Camp Program for Regional Business Directors

- The Group adheres to empowering the employees internally in the first place, while at the same time introducing professional institutions to work with internal experts to develop the curriculum with an aim to improve the abilities of the executives from all aspects, and ultimately train them to become composite executives with expertise in communication with consumers and customers from supervisory type executives only able to run daily management affairs.

### Business Store Manager Training Program

- The Group has developed a new type of management-oriented store manager through a new learning and development model in which hybrid training, case sharing, superior guidance, and reporting on work and abilities are included and through which the trainees can apply what they learn actual work scenarios, thus preparing for the Company's future business development.

### Supply Chain Team Leader Ability Improvement Program

- The Group has prioritized empowering the sustainable development of junior management in the middle and backstage offices by gradually improving their abilities around the three themes of self-management, personnel management, and on-site management.

### Management-themed Training Program

- The Group, with a focus on our development strategy, conducted a series of management-themed training on "crisis leadership, cost reduction, efficiency enhancement, and management innovation". After the training, a total of 216 employees have effectively combined the learning with their actual work, improving their multi-dimensional and multi-perspective thinking abilities.

Themed Training Programs

## The Launch of the *Retail Personnel Development Manual*

The Group issued the *Retail Personnel Development Manual* to all retail terminal employees, providing them with a clear career development path and a vehicle to connect knowledge learning, operational skills, and personal development.



The Launch of the *Retail Personnel Development Manual*

In 2022, the Group's multiple training programs were praised and recognized by external institutions while empowering internal employees:



"Sailing Initiatives", a training program for regional business directors won the Gold Award in the 7th CSTD Enterprise Learning Design Competition

The "Accelerated Development Program for Managers" was awarded Brand Learning Program by Training Magazine

The "Accelerated Development Program for Managers" won the Excellence Award in the 7th CSTD Enterprise Learning Design Competition

### Employee Promotion

The Group adheres to a talent management mechanism centering on performance management and specifies the promotion system for the positions by establishing a core index system of values, abilities and performance. In 2022, based on the system, we appraised individual employees' performance in combination with their departments' performance so as to improve our performance appraisal work's scientific nature and standardization.

The Group has established our "management + professional dual channel" career development system, providing employees with professional technology, management, marketing, and other development channels. We have continuously improved our job specifications for employee promotion by developing systems such as the *General Qualification Standards for Professional Job Levels* to provide systems and standard references for the career development and promotion of personnel at all levels.

The Group promotes the exploration of career breadth and depth in accordance with the principle of training before promotion. We implement dynamic management for managers at all levels through mechanisms such as performance appraisal and talent reviews. Based on the actual needs of business development, the Group accelerates the ability to the transformation of retail front-line managers to operators to meet the business needs of market expansion and breakthrough through adversity.

During the Reporting Period, the Group put a high priority on comprehensive talent cultivation based on the position competency model through a combination of training, daily business practice sharing, and monthly one-on-one mentoring. Finally, after our comprehensive evaluation of training, human resources, and professional level, the Group has selected qualified and outstanding trainees to expand our talent reserves.



## 4.4 Care for Employees

The Group is committed to providing employees with a perfect workplace experience by profoundly caring for their physical and mental health, and enhancing their sense of satisfaction and well-being through a scientific and competitive compensation and welfare system. The Group listens to employees' voices and carries out various forms of cultural and sports activities to help employees achieve a balance between life and work.

### Care for Employees

According to the *Social Insurance Law of the People's Republic of China* and other laws and regulations and requirements of local government departments, we provide employees with welfare including social insurance and housing provident fund and establish regulations on work hours management. Employees are provided with paid annual leave, sick leave, marriage leave, maternity leave, and allowances for transportation, meals, and overtime work. During the Reporting Period, we continued to improve the employee welfare system, including holiday benefits, maternity benefits, work injury treatment, and team building campaigns, so that they could further feel our care and warmth.

The Group fully understands the reasonable demands of employees through opinion and idea-collection and strengthens the construction of facilities based on actual needs. We have set up massage rooms, cinemas, gyms, and other facilities in our operating areas for employees in order to create a more comfortable workplace. Additionally, the Group has focused on the care and welfare of female employees, organizing women's activities on Women's Day and setting up baby care rooms, and pregnant women's seats on shuttle buses, further enriching the service and security measures for female employees. We have held diverse team-building activities to enhance cohesion within the Group while helping employees alleviate their intense work pressure.



Women's Day Activities for Female Employees



Women's Day Activities for Female Employees



Outdoor Rafting Activity

## Communication with Employees

The Group actively listens to the voice and feedback of employees and opens up employee communication channels so as to enhance cohesion within the Group, and carry out rich employee activities.

The Group has innovated employee communication methods and created a blend of online and offline employee communication channels. Local factories hold 1-2 seminars annually for different groups of employees, such as new employees and cooks. The Group holds internal seminars from time to time to provide targeted answers and assistance to specific issues or needs faced by specific groups.

The Group utilizes the efficient and convenient features of online tools (such as enterprise WeChat, OA (Office Automation) online office system, email, and Tencent conference) to communicate with employees online. During the Reporting Period, we have comprehensively upgraded the re-selection employee care channel on the enterprise WeChat platform, including welfare assurance, and psychological counseling. Any suggestions and needs can be fed back and sought through the employee service channel.

The Group encourages employees to exert their sense of ownership and put forward reasonable suggestions, and attach importance to promoting internal management improvement through employee feedback. We collect and summarize employee feedback, make corresponding organizational improvement plans, and analyze management gaps regarding key areas and issues of concern to employees. Then we propose corrective objectives and action plans and urge relevant departments to implement them within the specified time, thus achieving dual effects of employee rights protection and corporate governance improvement.

### 2022 "Employee Face-to-Face Exchanging Meeting"

In September 2022, the Group organized an "Employee Face-to-Face Exchange Meeting" at which the founders of the Group sat with core production employees, solving their difficulties and answering their questions, and sharing their work experience. Through this activity, the Group further learned about employees' opinions and achieved the goal of helping employees solve their difficulties.



2022 Zhou Hei Ya's "Employee Face-to-Face Exchanging Meeting"

# Responsibility for Community

5.1 Community Commitment

5.2 Charity Commitment



As a responsible corporate citizen, we always assume the social responsibility, pay close attention to and support charity undertakings, and care about community development.

### 5.1 Community Commitment

For a very long time, we have been providing support and assistance to the community in many ways and giving back to society through charity for common prosperity and progress with the community.

#### As a popular science education base

As the “Wuhan Science Popularization Education Base” designated by the Wuhan Association of Science and Technology, we organized industrial tours with a number of primary and secondary schools based on our advantages. This enterprise serves as a vivid science popularization classroom, enabling students to study outside of their campuses.

Meanwhile, we also communicate with educational institutions and government departments. In 2022, we received over 15,000 visitors who attended research and learning activities organized by educational institutions, who were government leaders for research, and who were entrepreneurs.



Zhou Hei Ya receiving Primary and Middle School Students who attended Research Activities

## 5.2 Charity Commitment

We believe that “A man of virtue, while establishing himself and pursuing success, also works to establish others and enable them to succeed as well.” So, we make efforts to contribute to the formation of a harmonious and cooperative society. In 2022, our employees worked as volunteers for 672 hours in total.

We encourage employees to undertake charity by organizing employees to clean their respective industrial park; some employees joined the Xiasha Epidemic Prevention Team in Futian District, Shenzhen as volunteers to provide assistance for epidemic prevention and control.

### Assisting in epidemic prevention and control

For social responsibility, we donated funds for epidemic prevention and control to the Red Cross Society and a solatium to the medical team. A number of employees have participated in voluntary service and epidemic prevention and control in the community. Due to our performance in epidemic prevention and control, we were granted the “Outstanding Contribution Award for Anti-epidemic”.



Employees Volunteering for Epidemic Prevention and Control



Donations to the Red Cross Society and the Aiding Medical Team



In 2022, we made a number of donations totaling RMB310,000, including RMB200,000 for the prevention against the epidemic, RMB50,000 to the Bailong Temple, and RMB40,000 to the medical team supporting Shanghai, etc.

# Appendix

## Appendix I HKEX ESG Disclosures Index

Environmental, Social and Governance Areas, General Disclosures and KPIs			In Chapter
Environmental			
A1: Emissions	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer related to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NO <sub>x</sub> , SO <sub>x</sub> , and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.	3.3 Use of Resources 3.4 Emission Control
	A1.1	The types of emissions and respective emissions data.	3.4 Emission Control
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 Use of Resources
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.4 Emission Control
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.4 Emission Control
	A1.5	Description of emissions target(s) set and steps taken to achieve them.	3.1 Environmental Management
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	3.4 Emission Control

Environmental, Social and Governance Areas, General Disclosures and KPIs			In Chapter
<b>Environmental</b>			
<b>A2: Use of Resources</b>	General Disclosure	Policies on the efficient use of resources, including energy, water, and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	3.3 Use of Resources
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	3.3 Use of Resources
	A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	3.3 Use of Resources
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	3.3 Use of Resources
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	3.3 Use of Resources
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	3.3 Use of Resources
<b>A3: The Environment and Natural Resources</b>	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	3.1 Environmental Management
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	3.1 Environmental Management
<b>A4: Climate Change</b>	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	3.2 Response to Climate Change
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	3.2 Response to Climate Change
<b>Social</b>			
<b>B1: Employment</b>	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment, and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	4.3 Employee Development
	B1.1	Total workforce by gender, employment type, age group and geographical region.	4.1 Employee Profile
	B1.2	Employee turnover rate by gender, age group and geographical region.	4.1 Employee Profile



Environmental, Social and Governance Areas, General Disclosures and KPIs			In Chapter
Social			
<b>B2: Health and Safety</b>	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer related to providing a safe working environment and protecting employees from occupational hazards.	4.2 Health and Safety
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	4.2 Health and Safety
	B2.2	Lost days due to work injury.	4.2 Health and Safety
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	4.2 Health and Safety
<b>B3: Development and Training</b>	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	4.3 Employee Development
	B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	4.3 Employee Development
	B3.2	The average training hours completed per employee by gender and employee category.	4.3 Employee Development
<b>B4: Labour Standards</b>	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer related to preventing child and forced labour.	4.1 Employee Profile
	B4.1	Description of measures to review employment practices to avoid child and forced labour.	4.1 Employee Profile
	B4.2	Description of steps taken to eliminate such practices when discovered.	4.1 Employee Profile
<b>B5: Supply Chain Management</b>	General Disclosure	Policies on managing environmental and social risks of the supply chain.	2.3 Responsible Supply
	B5.1	Number of suppliers by geographical region.	2.3 Responsible Supply
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	2.3 Responsible Supply
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	2.3 Responsible Supply
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	2.3 Responsible Supply

Environmental, Social and Governance Areas, General Disclosures and KPIs			In Chapter
Social			
<b>B6: Product Responsibility</b>	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer related to health and safety, advertising, labeling, and privacy matters relating to products and services provided and methods of redress.	2.1 Quality First
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	2.1 Quality First
	B6.2	Number of products and service related complaints received and how they are dealt with.	2.4 Thoughtful Service
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	2.2 Innovation for Health
	B6.4	Description of quality assurance processes and recall procedures.	2.1 Quality First
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	2.4 Thoughtful Service
<b>B7: Anti-corruption</b>	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer related to bribery, extortion, fraud, and money laundering.	1.3 Corporate Governance
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	1.3 Corporate Governance
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	1.3 Corporate Governance
	B7.3	Description of anti-corruption training provided to directors and staff.	1.3 Corporate Governance
<b>B8: Community Investment</b>	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	5. Responsibility for Community
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	5. Responsibility for Community
	B8.2	Resources contributed (e.g. money or time) to the focus area.	5. Responsibility for Community

## Appendix II List of Laws, Regulations and Standards

### Laws and Regulations

1. *Company Law of the People's Republic of China*
2. *Criminal Law of the People's Republic of China*
3. *Civil Code of the People's Republic of China*
4. *Anti-Monopoly Law of the People's Republic of China*
5. *Law of the People's Republic of China against Unfair Competition*
6. *Environmental Protection Law of the People's Republic of China*
7. *Law of the People's Republic of China on Air Pollution Prevention and Control*
8. *Law of the People's Republic of China on Water Pollution Prevention and Control*
9. *Law of the People's Republic of China on Solid Waste Pollution Prevention and Control*
10. *Regulations on the Implementation of the Food Safety Law of the People's Republic of China*
11. *Regulations on the Administration of Pollution Discharge Permits*
12. *Law of the People's Republic of China on Energy Conservation*
13. *Wuhan Municipal Management Measures for Restaurant and Kitchen Waste*
14. *Labour Law of the People's Republic of China*
15. *Labor Contract Law of the People's Republic of China*
16. *Law of the People's Republic of China on the Protection of Minors*
17. *Law of the People's Republic of China on the Protection of Rights and Interests of Women*
18. *Law of the People's Republic of China on Work Safety*
19. *Fire Protection Law of the People's Republic of China*
20. *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*
21. *Emergency Response Law of the People's Republic of China*
22. *Social Insurance Law of the People's Republic of China*
23. *Management Measures of Emergency Response Plan for Production Safety Accidents*
24. *Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety by Enterprises*
25. *GB2762-2022 National Food Safety Standard-Limit of Pollutants in Food*
26. *GB 5749-2022 Sanitary Standard for Drinking Water*
27. *GB 18483-2001 Catering Industry Oil Fume Emission Standard (Trial)*
28. *GB 13271-2014 Emission Standard of Air Pollutants for Boiler*
29. *Discharge Standard of Water Pollutants for Meat Processing Industry*

## Policies, Rules & Regulations

1. *General Rules for Prepackaged Food Labeling*
2. *General Rules for Prepackaged Food Nutrition Labeling*
3. *Standards for Use of Food Additives*
4. *New Product Development Management System*
5. *Intellectual Property Management Measures*
6. *Detailed Requirements for Suppliers Entry Qualifications*
7. *Preliminary Survey Form for Suppliers*
8. *Partner Safety Agreement*
9. *Partner Commitment to Confidentiality*
10. *Commitment on Quality, Environmental Protection and Safety and the Environmental Protection Agreement*
11. *Environmental Protection Agreement*
12. *Supplier Management Regulations*
13. *Supplier Performance Assessment Standard 2021*
14. *Procedures for Procurement Settlement Process*
15. *Emergency Procurement Handling Regulations*
16. *Response Procedures for Public Opinions on Customer Complaints*
17. *Management System for Company Landscaping and Environmental Management*
18. *Regulations of Hazardous Waste Management*
19. *Emergency Plan for Environmental Crisis*
20. *Energy Resource Management Procedures*
21. *Energy Assessment Mechanism*
22. *GB 18483-2001 Catering Industry Oil Fume Emission Standard (Trial)*
23. *Code of Practice for Operation and Monitoring of Industrial Park Sewage Treatment Station*
24. *Measures for Solid Waste Management*
25. *Procedures for Waste Management*
26. *Regulations for the Administration of Recruitment*
27. *Regulations for the Administration of Campus Recruitment*
28. *Measures for the Administration of Recruitment Channel*
29. *Measures for Company Epidemic Prevention and Control*
30. *Regulations for the Administration of Training Credit*
31. *Regulations for the Administration of Employee Performance*

32. Regulations for Visiting Regular Employees
33. Regulations for the Administration of Team Building Activities
34. Regulations for Correspondent Submission
35. Anti-Corruption Working System
36. Articles of Discipline Inspection Committee of Zhou Hei Ya
37. Regulations on Discipline Inspection and Supervision
38. Measures for Discipline Inspection, Supervision and Reporting
39. 8D Analysis Report on Quality Issues
40. New Product Verification Management Regulations
41. Regulations on Publicity Materials Control
42. Approval Process of External Publicity Materials
43. Regulations on Zhou Hei Ya Advertising Launch

## Product Standards

1. GB/T 20940-2007 GMP for Meat Products Enterprises
2. GB/T 22210-2008 Specification for Sensory Evaluation of Meat and Meat Products
3. GB/T 23586-2009 Seasoned and Braised Meat Products
4. GB 10136-2015 National Food Safety Standards for Aquatic Animal Products
5. GB/T 22106-2008 Non-fermented Soy Products
6. GB 2714-2015 Pickles
7. GB/T 23970-2009 Marinated Eggs
8. GB 2749-2015 Eggs and Egg Products
9. GB 2712-2014 National Food Safety Standards for Soy Products
10. GB 7096-2014 National Food Safety Standards for Edible Fungus and Its Products
11. GB 10133-2014 National Food Safety Standards for Aquatic Seasonings
12. Q/HZHY 0001S-2017 Marinated Vegetarian Products
13. Q/HZHY 0002S-2017 Marinated Squid Products
14. Q/HZHY 0003S-2018 Seasoning Powder
15. Q/HZHY 0004S-2018 Food Flavorings
16. Q/HZHY 0005S-2017 MAP Braised Meat Products
17. Q/HZHY 0006S-2017 Semi-solid Seasonings
18. Q/HZHY 0007S-2016 Marinated Vegetarian Foods
19. Q/HZHY 0008S-2016 Braised Eggs
20. Q/HZHY 0009S-2016 Cooked Crayfish
21. DBS42/008-2021 Requirements for Modified Atmosphere Packaging (MAP) of Cooked and Braised Products
22. Other applicable relevant product standards



**Zhou Hei Ya International Holdings Company Limited**

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1458