

**DaChan Food (Asia) Limited**

**大成食品(亞洲)有限公司**

(incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock Code 股份代號: 3999

Environmental, Social and Governance Report

二零二一年環境、社會及管治報告

**2021**



享受安心美食

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# 公司介紹

## Corporate Profile

大成食品(亞洲)有限公司(「本公司」或「大成」)是於中華人民共和國(「中國」)、越南及馬來西亞經營業務的跨國企業集團。本公司股份自2007年起在香港聯合交易所有限公司(「聯交所」)上市。本公司(與其附屬公司及合營公司統稱為「本集團」)乃領先的全面整合動物蛋白產品提供商，產品涵蓋飼料、禽畜、水產動物營養先進配方及加工食品。

本集團在中國、越南及馬來西亞共擁有超過30間工廠，其動物飼料大部分以「綠騎士」、「補克博士」及「SOS」品牌出售，雞肉及加工食品則多數以「姐妹廚房」品牌出售。

本集團透過國內及國際知名連鎖店、農貿市場、網店、分銷商、以及超級市場銷售產品。藉著已建立的完善銷售渠道，本集團已充分具備快速增長的條件。本集團將食品質量視為重中之重，因其高標準的質量控制而贏得諸多行業獎項及認證。

於2009年，本集團為「姐妹廚房」品牌產品引入業內領先的產品可溯源體系，使消費者能夠追蹤諸如農戶姓名、養雞場地址、所餵養飼料以及加工工廠名稱等產品信息。

本集團努力不懈地運用新食品科技以開發全新的高附加價值產品。通過及時響應市場不斷轉變的需求，本集團大大提升了對客戶的服務質量。

DaChan Food (Asia) Limited (the “Company” or “DaChan”) is a conglomerate with operations in the People’s Republic of China (PRC), Vietnam and Malaysia. The Company’s shares have been listed on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) since 2007. The Company (together with its subsidiaries and jointly-controlled entities, the “Group”) is a leading fully integrated animal protein product provider whose products range from feeds, poultry and advanced nutritional formulae for aquatic animals, to processed foods.

The Group has more than 30 factories across the PRC, Vietnam and Malaysia. Its animal feeds are mainly sold under the “Green Knight” (綠騎士), “Dr Nupak” (補克博士) and “SOS” brands, while chicken meat and processed foods are mainly sold under the “Sisters’ Kitchen” (姐妹廚房) brand.

The Group distributes its products through well-known domestic and international chain stores, wet markets, online stores, distributors and supermarkets. Through its established and comprehensive sales channels, the Group is well positioned for rapid growth. The Group attaches the highest importance to the quality of its food products. Its high standard of quality control has earned numerous industry awards and recognitions.

In 2009, the Group introduced a pioneering product safety traceability system for its “Sisters’ Kitchen” products. This enables consumers to trace such product information as the locations and identities of the farms of origin, the animal feeds consumed, and the factories where the foods were processed.

The Group endeavours to develop new high value-added products utilising the latest advances in food science and technology. By promptly addressing changes in market demand, the Group has greatly enhanced the quality of its customer service.

## 願景

身為食物全產業鏈的整合者，由上游的農業源頭、中游的食品研發製造者、到下游廣大的消費者，大成用心聯結每一個環節，以提升整個食物產業鏈的效率與附加價值，並提供消費者安心、營養、健康的產品與服務。我們希望包括我們的員工、投資股東、供應商及源頭的農戶在內的產業鏈的上中下游每個參與者都以我們公司為驕傲。此外，本集團也會注重生態環保，積極履行社會責任。同時，大成將成為同行業中投入多於生物科技及信息技術有關的創新與應用的公司，並致力於成為大中華區更支持員工發展且更令人尊敬的公司之一。

## VISION

DaChan's food production chain is wholly integrated, from upstream agricultural sources to midstream food researchers and manufacturers, to the mass consumers downstream. The Company has taken care with every link to ensure high efficiency, high value, and safe, nutritious and healthy products and services. We hope each party involved in the chain, including our staff, shareholders, suppliers, and the farmers at the source of production, will be proud of their work and our Group. The Group places a high priority on protecting the environment and fulfilling its social responsibilities. DaChan also aspires to lead the industry in investment for innovation and applications of biotechnology and information technology. It is committed to becoming a highly respected company in China, widely known for its support of staff development.



### 競爭優勢

- 市場領導者且具高品牌知名度
- 業務高度整合，一條龍作業極具高效率營運模式
- 嚴格高標準質量監控，以及可溯源系統
- 與全國及國際知名客戶有穩定及長期關係
- 生產設施及技術具擴充及延展性，可遍及中國、越南及馬來西亞的主要據點
- 擁有經驗豐富及敬業的管理人員

### COMPETITIVE ADVANTAGES

- Market leader with high brand profile
- Vertically integrated with highly efficient mode of operation
- High quality standards with traceability system
- Stable longstanding relationships with national and international customers
- Extendable and scalable production facilities and technologies in major strategic locations across the PRC, Vietnam and Malaysia
- Experienced and dedicated management team



# 主席致辭 Chairman's Statement

韋俊賢 主席  
James Chun-Hsien Wei Chairman



**做強食品品牌，帶動產銷一條龍**

**Strengthening the Food Brand, Driving  
Integration of Production and Sales**

## 主席致辭 Chairman's Statement

各位敬愛的股東

影響全球的新型冠狀病毒疫情在2020年爆發後，於2021年疫情並未受到疫苗的完全控制且病毒仍然持續變種演化。世界各地政府面對著經濟的突然下行及不確定性，均採用大量貨幣寬鬆政策因應，加上疫情導致的全球供應鏈中斷也導致全球經濟出現資產泡沫化及持續的高通貨膨脹。中國經濟在2021年GDP增長表現是優於世界其他主要經濟體，但其GDP增長的主要動力大部分來自出口增長，國內政策對房地產公司的去槓桿及疫情的嚴格管控對投資和消費增加產生壓抑的效果，對於主要以內需消費為主要市場的大成食品而言，2021年面臨需求面增長減緩的考驗。

2021年大成食品面對消費需求增長放緩，疫情反復和成本上漲的多重外在負面挑戰，本集團在團隊努力下，儘管毛利同比出現下滑，但中國地區的營業額同比仍實現約6.2%的增長（不含東南亞地區）。受到全球物價通貨膨脹的壓力，以飼料原料為主的玉米及豆粕成本屢創新高，而銷售端肉品售價受到豬肉價格低迷，供過於求及需求不振的雙重影響，造成肉品部門虧損加大；食品外銷部門受到外銷日本市場業績下滑及美元匯率升值不利因素影響，獲利表現同比大幅衰退；集團整體營業利潤同比減少約30%，但仍然維持有正利潤表現。

Dear Shareholders,

After the global outbreak of COVID-19 in 2020, the pandemic has not been under full control by vaccination and viral mutations has continued in 2021. Governments around the world have responded to the sudden downturn and uncertainty in the economy by adopting massive quantitative easing programs, and the disruption of the global supply chain caused by the COVID-19, have led to asset bubbles and sustained high inflation in the global economy. The Chinese economy outperformed other major economies in terms of GDP growth in 2021, which was driven largely by export growth, while the de-leveraging of real estate enterprises and strict control of the pandemic had a dampening effect on investment and consumption growth. For DaChan Food which relies primarily on domestic consumption, it had to face the challenge of a slowdown in demand growth in 2021.

In 2021, in the face of multiple negative external challenges of slower consumer demand growth, resurgence of COVID-19 and rising costs suffered by DaChan Food, the Group still achieved a year-on-year growth of approximately 6.2% in turnover in the PRC (excluding Southeast Asia), despite a year-on-year decline in gross profit, thanks to the efforts of the team. Under the pressure of global price inflation, the cost of corn and soybean, which are the main raw materials of feeds, reached record highs, while the selling price of meat was affected by low pork prices, oversupply and sluggish demand, resulting in increased losses in the meat segment. The food export segment suffered a significant year-on-year decline in profitability due to the decline in export sales to Japan and the unfavourable impact of a strengthened US dollar. The Group's overall operating profit decreased by approximately 30% year-on-year, but still maintained a positive profit performance.



本人在2021年3月1日加入大成食品的行列，深入瞭解集團過去在農畜產業發展中所面臨的挑戰，主要是白羽雞電宰產業的過度競爭，肉品售價偏低所帶來的虧損。在大環境無法即刻改變下，減少部分肉品契養數量並強化相對競爭力，加大公司對產業利潤分配的影響力，減少肉品事業虧損是當務之急。另外，本集團對於目前獲利的飼料及食品部門產能加大投資，將有限的資源投入在未來利潤增長較快、投資回報較佳的領域。本集團對中國整體內需消費市場的長期看好，未來將聚焦資源發展國內市場。基於穩健的財務規劃，大成食品在2021年出售東南亞業務給其母公司，以為在蚌埠的重點投資建廠項目籌備充裕資金，以立足長三角，定下長遠發展的根基。在經歷2021年的物價波動等因素導致建造成本高漲，雖然建廠進度有些許落後，但在同仁的努力下仍朝向2023年第二季完工的目標前進。在產能擴張的同時，本集團亦致力於加大人才投資力度，開始啟動數位化供應鏈系統建設，持續提升在產業中的相對競爭力。

I joined DaChan Food on 1 March 2021 and have gained an in-depth understanding of the challenges faced by the Group in the development of the agricultural and livestock industry in the past, which were mainly the over-competition in the electric slaughter of white feather chickens and losses arising from the low selling price of meat products. Given that the macro environment cannot be changed overnight, it is imperative to reduce the number of meat chickens and strengthen our comparative advantages, so as to increase our influence on the distribution of profits in the industry and reduce losses in the meat segment. In addition, the Group will invest more in the currently profitable feed and food segment such that our limited resources are put in areas with higher profit growth and better investment returns in the future. The Group is optimistic about the overall domestic consumption market in China in the long run and will focus its resources on developing the domestic market in the future. With our sound financial planning, DaChan Food sold its Southeast Asian business to its parent company in 2021 in order to have sufficient capital for the Group's key investment in Bengbu to set a strong foothold in the Yangtze River Delta for long-term development. Despite lagging behind in the construction in 2021 caused by a surge in construction costs as affected by price fluctuation and other factors, with the concerted efforts of our colleagues, we still aim at project completion by the second quarter of 2023. Along with the expansion of production capacity, the Group has also made further investment in human resources and has started building a digital supply chain system to continue to enhance its relative competitive position in the industry.



## 主席致辭 Chairman's Statement

經濟發展的週期循環必定會經歷過高峰與低谷，中國經濟在內需消費經歷2021年的低谷後，央行在2022年年初已發出降息及降准的寬鬆信號，對於宏觀經濟發展是利好的消息。大成食品在出售東南亞飼料業務後，取得的資金一部分償還部分的銀行借款，降低集團負債比率，健全財務體質，其餘會做為支持蚌埠建廠的準備，大成食品有信心也有決心能完成這一重要的投資案並繼續深耕中國的食品市場，持續秉持誠信經營、提供健康安心食品理念，積極落實企業環境社會管治責任，期許在後疫情時代能再創佳績。

謝謝股東的支持。

主席  
韋俊賢

香港  
二零二二年二月

The economic cycle is bound to go through peaks and troughs. After the downturn in domestic consumption in 2021, the central bank issued an easing signal in early 2022 to cut interest rates and reserve requirement ratio, which is good news for the macroeconomic development. The proceeds from the sale of the Southeast Asian feed business will be used to repay part of the Group's bank loans, reduce the Group's debt ratio and strengthen its financial position, with the balance used to support the construction of the Bengbu plant. DaChan Food is confident and determined to complete this important investment project and continue to cultivate the food market in China, upholding the principle of operating with integrity, to provide healthy and safe food, and actively implement its corporate environmental, social and governance responsibilities, hoping to achieve further success in the post-pandemic era.

Thank you for all your support.

Chairman  
**James Chun-Hsien Wei**

Hong Kong  
February 2022

# 董事會ESG聲明

## ESG Statements of the Board

身為食物全產業鏈的整合者，我們深明本集團在環境、社會及管治(以下簡稱「ESG」)信息披露方面的責任，亦深知ESG對集團的未來至關重要。

本集團將可持續發展戰略融入企業文化和運營計劃之內，實現公司的可持續經營發展，提升本集團價值。本集團制定下列戰略目標：

- 建立和增強消費者對食品安全的信心
- 研發及應用生物技術以實現資源循環使用並降低排放，治理環境污染狀況
- 建立及優化優質人才吸收、培養及管理體系
- 創建公平公開公正的經營、工作環境
- 投入社會公益活動，打造受人尊敬的品牌形象

本集團董事會是ESG事宜的最高負責及決策機構，對本集團的ESG策略及匯報承擔全部責任，通過定期溝通會議聽取ESG工作執行層匯報，監察可能影響公司業務或運作、股東與其他利益相關方的ESG相關事宜，以確保ESG理念與公司策略的融合。董事會負責審批確定利益相關方溝通結果及重大性議題判定結果，並對最終公司ESG報告進行審閱批覆。

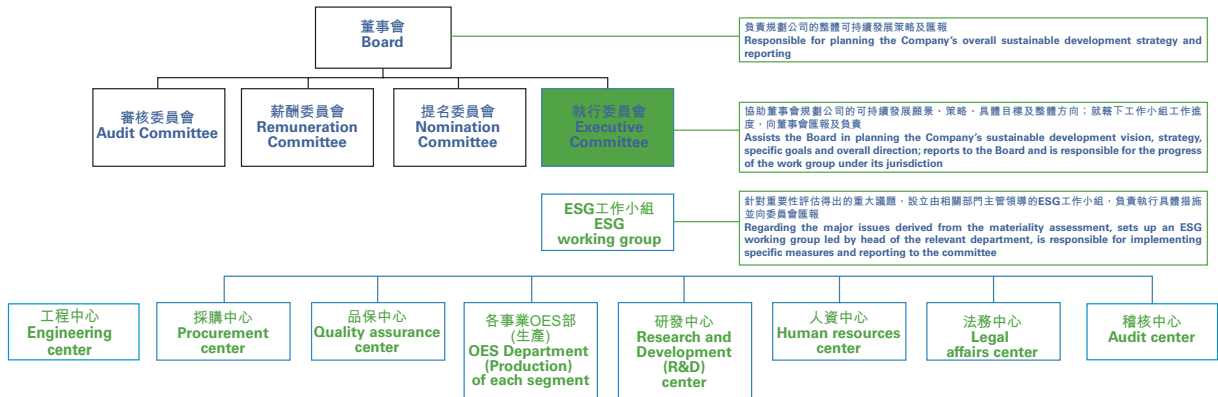
As the Company's business encompasses the entire food production chain, we are keenly aware of our responsibilities in terms of environmental, social and governance (ESG) information disclosure. We also recognise that environmental, social and governance factors are vital to the Group's future.

The Company's sustainable development strategy is integral to its corporate culture, its operating plans for sustainable development, and enhancing the Group's value. To this end, the Company has developed the following strategic objectives:

- Establish and enhance consumer confidence in food safety
- Research, develop and apply biotechnology to recycle resources, reduce emissions and curb environmental pollution
- Establish and optimise a high-quality system for talent attraction, training and management
- Create a fair, open and just management and work environment
- Invest in social welfare activities to create a respected Brand

The Board of Directors is the Group's highest body for responsibility and decision-making on ESG matters. It assumes full responsibility for the Group's ESG strategy and reporting. Through regular communication meetings, it receives reports from executives in charge of ESG issues. It monitors ESG-related issues that may affect the Company's business or operations, shareholders and other stakeholders, and ensures that ESG concepts are integral to Company strategy. The Board of Directors is responsible for reviewing and determining the results of stakeholder communications, the determination of material issues, and reviewing and approving the Company's final ESG report.

## 大成食品ESG管治架構 ESG GOVERNANCE STRUCTURE OF DACHAN FOOD



本集團執行委員會負責檢討環境、社會及企業治理事宜並就以下事宜向董事會定期匯報並提供意見：

- > 審視和評估本集團層面與可持續發展事宜有關的架構是否足夠和有效；
- > 監察環境、社會及管治願景、策略及政策的制定和實施；
- > 監督企業治理的制定和實施。

基於外部社會經濟宏觀環境和公司發展戰略，本集團定期進行ESG議題的重要性評估，討論並確定公司在ESG方面的風險與機遇，將重點議題的管理與提升作為ESG年度戰略工作。董事會審閱並確認重要性評估結果，將重點議題作為公司整體戰略制定的一部分加以考慮，並監督這些議題的管理與績效。

The Executive Committee is responsible for reviewing environmental, social and corporate governance issues and regularly reporting and providing opinions to the Board on the following:

- > The adequacy and effectiveness of structures related to sustainability at group level;
- > The formulation and implementation of environmental, social and governance visions, strategies and policies;
- > The formulation and implementation of corporate governance.

On the basis of the external socioeconomic macro environment and the Company's development strategy, the Group regularly evaluates the importance of ESG topics, discusses and determines ESG risks and opportunities, and regards the management and improvement of key topics as annual strategic aims related to ESG. The Board reviews and confirms the results of the materiality assessment, considers key issues as part of the Company's overall strategy formulation, and supervises the management and performance of these issues.



## 關於本報告 About This Report

本報告為大成食品(亞洲)有限公司(下稱「本公司」或「大成食品」及其附屬及合營公司統稱為「本集團」或「我們」)發佈的第六份《環境、社會及管治報告》，本報告主要介紹公司在環境、社會及管治方面做出的努力與貢獻和對未來的展望，我們希望通過發佈此報告作為與利益相關方溝通的重要媒介，希望藉由內、外部利益相關方的指導與建議，令本集團得以不斷改善ESG工作，從而提升本集團整體生產運營質量。

本集團董事會及全體董事保證本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，並對其內容的真實性、準確性和完整性承擔個別及連帶責任。

### 報告期及主體範圍

本報告披露本集團從2021年1月1日起至2021年12月31日止(下稱「2021年度」或「報告期內」)，於環境、社會和管治方面的管理方法、舉措及績效表現。其中部分內容延伸至2021年之前及2021年，使報告更具參考價值。本報告所披露文字內容的涵蓋範圍與本集團2021年年報相同，環境和社會範疇數據涵蓋本集團位於中國大陸地區附屬的23家工廠和分公司，詳見本報告附錄二。

This Report is the sixth “Environmental, Social and Governance Report” issued by DaChan Food (Asia) Limited (the “Company” or “DaChan Food”, together with its subsidiaries and its jointly-controlled entities, the “Group”, “we” or “us”). It provides an introduction to the Company’s environmental, social and governance efforts and contributions, and its future outlook. We regard the Report as an important communications link between the Company and its stakeholders. It is hoped that the Group can continue to improve its ESG work under the guidance of internal and external stakeholders, and thereby enhance its overall production and operational quality.

The Board of Directors and all Directors of the Group guarantee that this Report contains no false records, misleading statements or major omissions, and bear individual and collective responsibility for the truthfulness, accuracy and completeness of its contents.

### REPORTING PERIOD AND SCOPE

This Report discloses the Group’s approaches, initiatives and performance in relation to ESG management from 1 January 2021 to 31 December 2021 (the “Year” or “Reporting Period”). Some of the Report’s contents date from before 2021 and into 2021, thereby increasing reference value of the Report. The scope of the content disclosed in the Report is the same as that of the Group’s 2021 Annual Report, with the environmental data covering 23 factories and branches in China. For details please see Appendix II.

## 關於本報告 About This Report

### 報告主要參照標準

本報告是參照香港聯合交易所有限公司(以下簡稱「香港聯交所」)頒佈的《環境、社會及管治報告指引》(以下簡稱「ESG報告指引」)而編製的。

### 發佈形式

本報告分別以中、英文版本通過網絡發佈。各利益相關方可登陸香港聯交所網站(www.hkexnews.hk)查閱本報告，如中文版與英文譯本存在歧義，概以中文版本為準。

### 聯繫方式

我們十分重視各利益相關方和公眾對本報告的看法，若閣下有任何查詢或建議，歡迎通過以下方式與本集團聯絡。

地址：北京市朝陽區朝陽門外大街甲6號  
萬通中心C座4A層

電話：010-59047697

郵箱：hr@dachan.com.cn

### MAIN REPORTING GUIDELINES

This Report was prepared with reference to the Environmental, Social and Governance Report Guidelines (“ESG Report Guidelines”) published by The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”).

### PUBLICATION

This Report is available online in both Chinese and English versions. All stakeholders can access the Report on the HKEX website at www.hkexnews.hk. In case of any discrepancy between the two versions, the Chinese version shall be considered definitive.

### CONTACT INFORMATION

We highly value the opinions of our stakeholders and the public about this Report. Should you have any enquiries or suggestions, please contact the Group through the following means.

Address: 4A Floor, Office Tower C, Vanton Center,  
No.6 Chaowai Street, Chaoyang District,  
Beijing 100020, China

Tel: 010-59047697

E-mail: hr@dachan.com.cn

## 議題實質性分析 Substantive Analysis of Issues

本集團重視與利益相關方溝通，建立高效的利益相關方溝通及反饋機制，借助不同渠道聽取政府部門、股東、客戶、員工、供應商等利益相關方的意見和建議，識別各利益相關方對公司的反饋與期望，有針對性地提升公司ESG表現，有效回應各方需求。

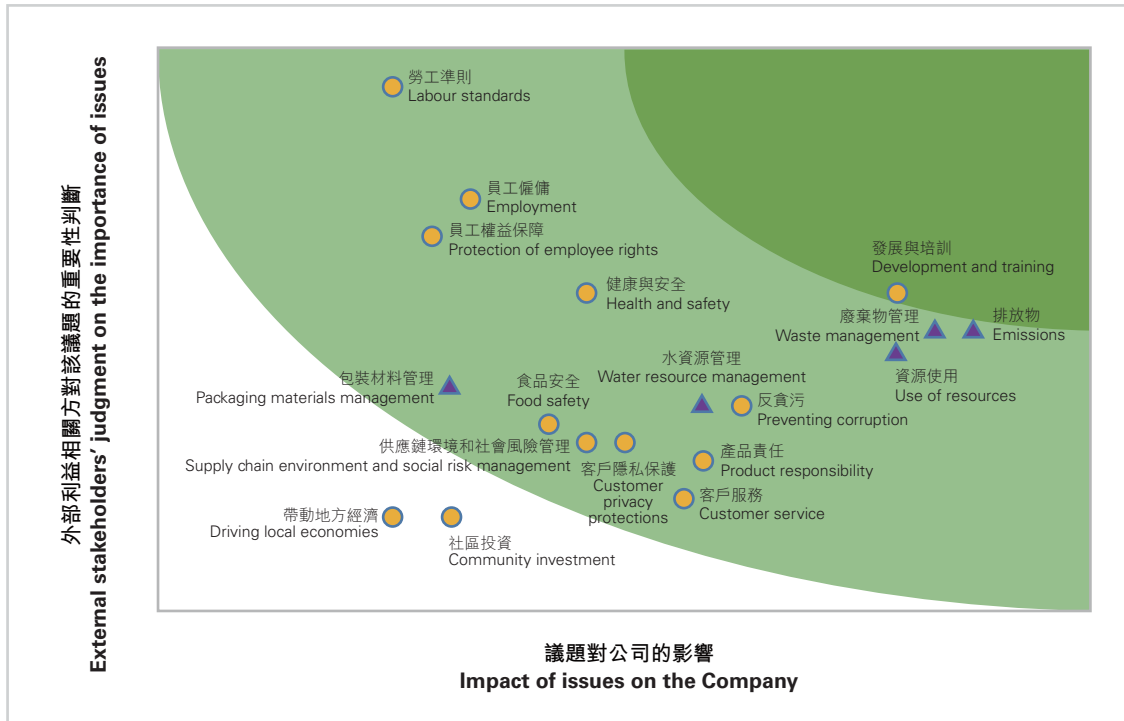
本集團按照香港聯交所《ESG報告指引》等相關原則要求及行業普遍關注的ESG議題，通過與各類利益相關方開展不同形式交流和溝通，識別並篩選與本集團相關的ESG議題。本集團參考全球報告倡議組織（「GRI」）有關實質性分析的流程，通過調查問卷、訪談等形式，收集並記錄本集團主要利益相關方關注的議題及對各議題重要性評估結果，對篩選出的議題進行優先級排序，瞭解內外部利益相關方對ESG議題的重視程度，確定本集團在環境、社會及管治方面的實質性（重要）議題，並在報告中進行披露。（見下圖）

The Group's efficient communication and feedback mechanism enables it to listen to the opinions and suggestions of stakeholders such as government authorities, shareholders, customers, employees and suppliers, identify their expectations of the Company, and respond with targeted improvements to its ESG performance.

In accordance with the Hong Kong Stock Exchange's "ESG Reporting Guidelines" and in consideration of ESG issues of general concern in the industry, the Group engages in various forms of exchange and communication with stakeholders to identify and screen ESG issues relevant to the Group. With reference to the process of substantive analysis issued by the Global Reporting Initiative (GRI), the Group collects and records major issues of stakeholders' concern and the results of evaluating the importance of each issue through questionnaires, interviews and other means. It then conducts analysis and sequencing of the issues of importance in order to understand internal and external stakeholders' degrees of emphasis on ESG issues and confirm the substantive (importance) issue in environmental, social and governance of the Group. These are disclosed in the Report as shown below.



## 議題實質性分析 Substantive Analysis of Issues



- ▲ 環境類議題 Environmental issues
- 社會類議題 Social issues

其它報告原則回應：

Responses to other reporting principles

量化原則：自2017年本集團建立了覆蓋本集團主要工廠的ESG指標收集體系，對包括ESG報告指引中所有「環境」範疇的量化指標進行定期統計；2021年，本集團開始對「社會」範疇的量化指標進行定期統計，「環境」範疇和「社會」範疇指標請見本報告「附錄一：環境關鍵績效指標表」、「重視人才管理」和「食品溯源 消費放心」。部分數據將註明標準和計算方法。

Quantitative principles: In 2017, the Group established an ESG indicator collection system covering the Group's major factories, and has regularly collected statistics on all quantitative indicators for the "environmental" portion of ESG reporting guidelines. In 2021, the Group began to collect statistics regularly on quantitative indicators on "social" aspects. For indicators under "environment" and "social", refer to "Appendix I: Table of Environmental Key Performance Indicators", "Talent Management" and "Food Traceability" in this Report. Some data will indicate the standard and calculation method.

一致性原則：本報告相對往年ESG報告披露範圍並無重大調整，且使用與以前年度一致的統計、計算方法。

Consistency principle: This Report makes no major adjustments to the disclosure scope of previous years' ESG Reports, and uses the same statistics and calculation methods as previous years.

# 保護地球生態 Protecting ecological systems

## 合理減少生產排放

本集團嚴格執行《中華人民共和國環境保護法》、《中華人民共和國鍋爐大氣污染物排放標準》、《中華人民共和國水污染防治法》等法律法規、標準及地方性規範。2021年度，本集團環保設施運行穩定，未發生重大環境污染事件以及對本集團有重大影響的環保違規情況。本集團積極踐行環境保護和節能減排，制定了相關環境保護管理制度，涉及能源、資源、包裝物材料的使用及污染物的排放等內容，並由工程中心統籌管理。

本集團在生產運營及北方工廠冬季取暖等過程中，因燃燒煤炭、天然氣和生物質，會排放氮氧化物、硫氧化物、顆粒物，由於燃燒煤炭、天然氣和生物質產生的直接溫室氣體，以及由於消耗電能所導致的間接溫室氣體。本集團鍋爐廢氣經過濕法脫硫、布袋除塵處理後，達到《GB13271-2014鍋爐大氣污染物排放標準》排放。此外，本集團生產工廠產生的污水處理站臭氣以及食堂產生的油煙廢氣，污水處理站臭氣經收集進入水噴淋塔吸收後或經活性炭吸附後通過15米排氣筒高空排放，廚房油煙經靜電油煙處理器通過管道排放。

## REDUCING EMISSIONS

The Group operates in full compliance with the Environmental Protection Law of the PRC (《中華人民共和國環境保護法》), Emission Standard of Air Pollutions for Boiler of PRC (《中華人民共和國鍋爐大氣污染物排放標準》), Water Pollution Prevention and Control Law of the PRC (《中華人民共和國水污染防治法》) and all other applicable laws, regulations and standards. In 2021, the Group's facilities maintained stable operations and there were no incidents of significant environmental pollution or violations of environmental law that impacted the Group. The Group has implemented a management system for environmental protection under its engineering department, which pertains to the Group's use of energy, resources, packaging materials, and emissions of pollutants.

In terms of emissions of pollutants, the Group's boiler exhaust gas is treated by wet desulphurisation and bag dust removal, then discharged in accordance with the "GB13271-2014 Boiler Air Pollutant Emission Standard". In addition, the odours from the sewage treatment plant of the Group's production plants and the cooking fume waste gas from the canteen also undergo treatment before emission. The odours from the sewage treatment plant are routed into a water spray tower, assimilated or absorbed by activated carbon, and then discharged through a 15-metre high exhaust tube. The cooking fume waste gas goes through an electrostatic fume processor and is discharged through the pipe.



## 保護地球生態 Protecting ecological systems

本集團污水主要由生產廢水和生活廢水兩部分組成，均經廠內污水處理站集中處理達到國家及運營所在地規定的排放標準後，排入政府統一管網。為保證廢水達標排放，本集團在排水口處安裝污水在線檢測儀，每小時自行採樣檢測1次，每月外檢水樣一次，並不定期接受地方政府飛行檢查。降低廢水排放量，減少新鮮水的使用，廢水的回收再利用，也是非常有效的方法。

Wastewater generated by the Group is mainly composed of production and household types. After wastewater is treated in factory treatment plants to meet local and national discharge standards, it is discharged into the government's unified pipeline network. To ensure that its wastewater meets discharge standards, the Group installs online sewage detectors at drainage outlets and conducts hourly self-sampling and testing and monthly sampling of external water. The water we use is also inspected by the local government from time to time. Decreasing wastewater discharge, reducing the use of fresh water, and recycling wastewater are also very effective methods.



在排放物管理方面，本集團下屬公司鐵嶺肉品廠每日產生的屠宰廢水經廠內污水處理站全量處理達標以後，排入市政管網；鐵嶺肉品廠自2016年10月已投用天然氣蒸汽鍋爐，使用清潔能源(管道天然氣)作為燃料，鍋爐煙氣達標排放；危廢(廢冷凍機油、在線監測設備廢液)均委託環保局備案的資質合格的第三方公司負責轉運及處置；對一般固廢，與具備資質的第三方公司簽訂年度合同，依規轉運及安全排放；在2021年針對生產車間、氨機房及污水處理，新建臭氣治理系統，並投入運行，達到GB14554-93《惡臭污染物排放標準》中排放標準二級標準。2021年，本集團嚴格履行一般固廢、危廢轉運合同，全年所有廢物排放均符合國家環保相關法律法規，安全排放。本集團下屬公司蚌埠新建電宰廠採用了高效的空調設備，減少能耗；採用高品質、節能型、高顯色LED燈具，走廊、樓梯間、門廳等場所的照明系統採取分區、定時、感應等節能控制措施；採用的配電變壓器、水泵、風機等設備滿足相關國家標準的節能評價要求；生產及生活垃圾分類收集，有效回收利用、妥當廢棄處理。下屬公司蚌埠食品廠的廢水採用Anoxic/Oxic處理工藝，使COD、氨氮、總氮、總磷、PH值污水達標排放，油炸機排煙採用油煙淨化器淨化後達標排放，鍋爐更換低氮燃燒器排煙達標排放。

In terms of emission management, the slaughtering wastewater generated daily by Tieling meat factory, a subsidiary of the Group, is discharged into the municipal pipeline network after being fully treated by the sewage treatment station in the factory in accordance with the relevant standards. Tieling meat factory has been using natural gas steam boiler since October 2016, which uses clean energy (natural gas supplied through pipeline) as fuel, and the flue gas emitted from the boiler meets the relevant standard. Hazardous wastes (waste refrigerating oil and waste liquid from online monitoring equipment) are transported and disposed by a qualified third-party company registered with the environmental protection authority. As for general solid wastes, it has entered into an annual contract with a qualified third-party company for the transportation and safe discharge. In 2021, a new odor treatment system was built and put into operation for the production workshops, ammonia machinery rooms and sewage treatments, which meets the secondary emission standard of GB14554-93 Emission Standards for Odor Pollutants (《惡臭污染物排放標準》). In 2021, the Group strictly performed the general solid waste and hazardous waste transportation contract, and all waste was safely discharged in compliance with the relevant national environmental protection laws and regulations throughout the year. The new Bengbu electrical slaughterhouse, a subsidiary of the Group, harnesses efficient air conditioning equipment to reduce energy consumption. It also uses energy-saving high-CRI LED lightings of high quality, and adopts zoning, fixed-time, sensors and other energy-saving control measures for the lighting system in places like corridors, staircases and hallways. Equipment it uses, such as distribution transformers, water pumps and fans, meet the energy-saving requirements under the relevant national standards. For the production and domestic waste, they are collected and classified for recycle and properly disposal. The wastewater generated by Bengbu food factory, a subsidiary, is treated by Anoxic/Oxic process, so that the levels of COD, ammonia nitrogen, total nitrogen, total phosphorus and pH value of the wastewater discharged all meet the relevant standards. The cooking fume of fryers is purified by fume purifiers before discharge. Boilers have changed to low nitrogen burners so that the exhaust gas is discharged in compliance with the relevant standards.

## 按需降低資源消耗

本集團嚴格執行《中華人民共和國節約能源法》、《中華人民共和國可再生能源法》、《中華人民共和國水法》和《中華人民共和國清潔生產促進法》等法律法規、標準及地方規範，及禁止與限制使用淘汰落後技術、工藝及產品的有關規定，積極推廣應用新技術、新材料、新工藝和新產品，以降低能源、水資源和其他原材料的消耗，提高資源使用的效率，加強資源的循環利用。

在能源使用方面，本集團在運營過程中主要消耗電、天然氣、煤炭和生物質能。本集團各生產工廠结合自身生產運營過程中消耗能源特點，制定相關重點能源使用管理制度。經過多年管理實踐摸索，本集團認為合理制定能源績效考核指標是管理能源使用非常有效的手段，而且在各生產工廠制定績效指標的過程中，可以充分考慮業務特性及生產效益，使得能源績效考核指標能夠落地。同時，部分生產工廠制定了能源管理制度，組建能源管理小組，對電、天然氣和水資源的使用做出了管理規定。

## CUTTING RESOURCE CONSUMPTION

The Group complies fully with all applicable laws, regulations and standards on energy conservation, including the Energy Conservation Law of the PRC (《中華人民共和國節約能源法》), the Renewable Energy Law of the PRC (《中華人民共和國可再生能源法》), the Water Law of the PRC (《中華人民共和國水法》) and Law of the PRC on the Promotion of Clean Production (《中華人民共和國清潔生產促進法》), as well as applicable provisions for the prohibition, restricted use or elimination of outdated technologies, processes and products. The Group regularly introduces new technologies, materials, processes and products to reduce its consumption of energy, water and other resources, reduce waste, and increase its recycling of resources, thereby enhancing its resource utilisation efficiency.

In its use of energy, the Group mainly consumes electricity, natural gas, coal and biomass during its operation. Its production plants designate relevant key energy use management systems based on their own energy consumption characteristics during production and operation. The Group believes that a reasonable formulation of energy performance evaluation indicators is a very effective means of managing energy use, and in the process of setting performance indicators for each production plant, business characteristics and production benefits can be considered to affect these energy performance evaluation indicators. At the same time, some production plants have formulated energy management systems, organised energy management teams, and enacted management regulations on the use of electricity, natural gas and water resources.

本集團下屬鐵嶺肉品廠制定並試運行了《大成農牧(鐵嶺)有限公司能源管理制度(試行)》，同時以2021年初制定的水電燃氣耗用量預算為目標；蚌埠新建電宰廠宿舍樓採用屋面太陽能熱水系統，充分利用可再生能源滿足室內生活熱水需求；蚌埠食品廠2021年度嚴格遵守能源及相關資源的法律法規及管理制度，包括《安徽省節約能源條例》《公司能源資源管理制度》《用氣安全管理制度》《用火用電消防安全管理制度》等；蚌埠食品廠2020年實際用電539.5度/噸產品，2021年電預算目標525度/噸產品，2021年實際用電507度/噸產品，2021年單噸用電量比2020年節省了32.5度，2021年燃氣預算目標85.4元/噸產品，2021年實際燃氣93.9元/噸產品，2021年單噸用氣比2020年多用了8.5元。

本集團在未來計劃安裝光伏發電裝置，節約用電成本，鍋爐排煙增加熱回收裝置，提高鍋爐水溫，節省燃氣。

在水資源使用方面，本集團求取水源主要來自於市政供水，在求取適用水源上未出現任何問題。本集團重視對水資源使用的管理，嚴格執行地方性規範，同時重視對員工進行節約用水的教育，鼓勵二次用水，杜絕浪費，以盡量減少水資源的消耗及污水的產生。未來，本集團還將通過更新水網佈局、速凍庫除霜用水二次利用、回收蒸汽冷凝水等措施繼續開展節水工作。

Tieling meat factory, a subsidiary of the Group, has formulated and piloted the Energy Management System of Great Wall Agri (Tieling) Co., Ltd. (Pilot), and set a target usage of water, power and gas in early 2021. The dormitory of the new Bengbu electrical slaughterhouse adopted a roof solar water heating system, which makes full use of renewable energy to meet the demand of indoor domestic hot water. Bengbu food factory strictly abided by the laws, regulations and management systems regarding energy and related resources in 2021, including Energy Conservation Regulations in Anhui Province (《安徽省節約能源條例》), Company Energy and Resources Management System (《公司能源資源管理制度》), Gas Safety Management System (《用氣安全管理制度》), and Safety Management System of Fire and Electricity (《用火用電消防安全管理制度》). Bengbu food factory's actual electricity consumption in 2020 was 539.5 unit/ton of products, and the target and actual consumption in 2021 was 525 unit/ton of products and 507 unit/ton of products respectively. The electricity consumption per ton of products reduced by 32.5 units from 2020 to 2021. The target and actual consumption of gas in 2021 was RMB85.4/ton of products and RMB93.9/ton of products respectively. The gas consumption per ton of products increased by RMB8.5 from 2020 to 2021.

In the future, the Group intends to install photovoltaic power generation equipment to save the power costs. We will also install heat recovery devices to the boiler smoke exhaust so as to raise the boilers' water temperature and save gas.

The Group's water resources mainly come from municipal water supply and groundwater. There has been no problems in obtaining applicable water sources. The Group is highly attentive to its use of water resources, which is managed through full compliance with the local standards. The Group educates its employees on water-and resource-saving practices, including on the reuse of water to eliminate waste, so as to minimize usage of water and generation of pollution. In the future, the Group will continue to improve its water savings through measures such as updating the water network layout, reusing defrosting water for quick-freezing storage, and recovering steam condensate.

## 保護地球生態 Protecting ecological systems

本集團下屬公司鐵嶺肉品廠使用水資源的管理制度《大成農牧(鐵嶺)有限公司能源管理制度(試行)》，以每年年初制定的水電燃氣預算指標作為每一年度的管理目標。在預冷環節，自從採用了紅水餘熱回收系統以後，紅水始終保持在4℃以下，水中菌群指標控制在標準限值以內，可增加預冷水的使用週期，預冷水使用量減少了50%以上。蚌埠新建電宰廠衛生器具均採用節水型衛生器具，避免水資源的浪費。蚌埠食品廠在水資源方面遵守的法律法規及管理制度為：《生活飲用水衛生標準》《公司用水管理制度》。水資源管理的目標：提高水資源的有效利用率，保護水資源的持續開發利用，充分發揮水資源工程的經濟效益，在滿足生產對水量和水質要求的前提下，使水資源發揮最大的環境、經濟效益。2020年每噸產品用水7.2噸，2021年每噸產品用水量5噸(車間所有高壓水管安裝水槍頭，生產中使用高壓水要現場主管同意方可使用)。同時對車間用水量進行管控，購買高壓清洗機，控制速凍機沖霜時間。

Tieling meat factory, a subsidiary of the Group, adopts the Energy Management System of Great Wall Agri (Tieling) Co., Ltd. (Pilot) to manage the use of water resources. It adopts the water, power and gas budget indicators formulated at the beginning of each year as the management objectives for the year. For the pre-cooling process, since the adoption of the red water waste heat recovery system, the temperature of red water has always been kept under 4℃, and the index of bacteria in the water has been controlled within the standard limit, which can prolong the life cycle of pre-cooling water and reduce its use by over 50%. The new Bengbu electrical slaughterhouse adopted water-saving sanitary ware to avoid the waste of water resources. It complies with Hygienic Standards for Drinking Water (《生活飲用水衛生標準》) and Company Water Management System (《公司用水管理制度》) in respect of the water resources. The objectives of water resources management include improving the effective utilization rate of water resources, protecting the sustainable development and utilization of water resources, giving full play to the economic benefits of water resources works, and maximizing the environmental and economic benefits of water resources while meeting the requirements of production in water quantity and quality. The water consumption per ton of products was 7.2 tons and 5 tons for 2020 and 2021 respectively, with all high-pressure water pipes in the workshops were equipped with water gun heads, and the high-pressure water for production can only be used with the consent of the on-site supervisor. In addition, the water consumption in the workshops are controlled. It also purchased high-pressure cleaning machine and control the frost thawing time of the quick freezers.

在包裝材料、用紙等其他原材料消耗方面，本集團多舉措並行，如在商品包裝設計和製作過程中，盡可能考慮包裝材料的回收和再利用，並將包裝的體積和重量限制在較低限度內；採用辦公自動化應用系統、減少辦公用品消耗及鼓勵無紙化辦公、二次用紙等。本集團為減少包裝材料的消耗，大力提倡養殖戶推動散裝飼料，由公司投資建設散裝成品料倉，用散裝罐車將飼料運輸到客戶端的料塔，實現飼料不落地，不僅減少了包裝材料的使用量，而且能夠降低養殖戶成本。

## 積極應對氣候變化

氣候變化的影響已經在不斷變化的天氣模式、極端天氣事件和減少的資源供應中突顯出來，氣候變化問題也成為了全球共同面臨的挑戰。作為企業公民，本集團有義務在力所能及的範圍內影響我們的供應鏈持續改善。未來我們將會持續完善應對氣候變化的相關政策和制度。極端天氣造成暴風、雪災等災害性天氣增加，對於畜禽的健康生長影響很大，疾病多有發生；對於工廠的建築設施造成損壞。為減少氣候變化對於生產生活造成的影響，公司從各方面著手降低能耗，保護環境。本集團採購節能設備，採用節能工藝，加強節能意識，最大限度的減少能源消耗，以減少對氣候的影響。未來，本集團也將與供應鏈重要組成部分聯手，以積極的心態、主人翁的心態，共同應對全球氣候變化。

In respect to the consumption of other materials such as packaging and paper, the Group has taken a variety of measures to increase recycling and reuse and reduce consumption, such as by limiting packaging volume and weight. The Group has also increased office automation, reduced consumption of office supplies, encouraged the reuse of paper, and advocated the creation of a paperless office. In order to reduce the consumption of packaging materials, the Group's feed mill strongly encouraged farmers to adopt bulk feed. The Company invested in the construction of bulk finished product storage facilities, and used bulk tankers to transport feeds to the clients' feed towers to ensure the feed is delivered directly to end-users. This not only reduced the use of packaging materials, but also reduced the cost to farmers.

## RESPONDING TO CLIMATE CHANGE

Climate change is a global issue that has been manifested in altered weather patterns, extreme weather events and reduced supplies of various resources. As a corporate citizen, the Group recognises the importance of balancing economic, environmental and social needs, and the direct relationship between sustainable development and competitiveness. In the future, we will continue to improve the relevant policies and systems regarding the climate change. Extreme weather is causing the increase of disastrous weather events such as storms and winter storms, which has a great impact on the healthy growth of livestock and poultry and causes increasing diseases. Building facilities of the plants are also damaged. In order to reduce the impact of climate change on our production and living, the Company has started to reduce energy consumption and protect the environment from all aspects. The Group has adopted energy-saving equipment and technology, strengthened the energy-saving awareness, and minimized the energy consumption to reduce the impact on the climate. In the future, the Group will also join hands with the important components of the supply chain to respond to global climate change with a positive attitude and a sense of ownership.



## 保護地球生態 Protecting ecological systems

本集團也深明可持續發展與提高企業綜合競爭力的密切關係，業務活動中產生的能源消耗、污水及固體廢棄物排放可能對水源、空氣、土壤以及生態系統產生影響，也認同平衡經濟、環境和社會需求的重要性。本集團積極踐行環境保護與可持續發展理念，致力遵守政府制定的所有環保標準及政策，以對環境負責的態度經營業務，力求在生產和環境影響方面取得平衡。

本集團旗下各企業遵行從源頭控制、末端治理、技術革新的政策，積極從各方面進行技術改造，力求達到減少使用，增加循環再利用，及復原天然資源的目標，減少排放物及廢棄物的產生，以持續改善天然資源利用效率，將運營對環境及天然資源的影響減低。

The Group understands the direct relationship between sustainable development and competitiveness. The energy consumed and waste generated by business activity does make an impact on water, air and soil resources, and therefore on the ecosystem. The Group also recognises the importance of balancing economic, environmental and social needs. Therefore, the Group implements a range of measures for environmental protection and sustainable development, complies with all government environmental protection standards and policies, and strives to operate in a responsible manner which balances the need for production with minimising its environment impact.

Therefore, the Group has implemented a range of measures to protect the environment and sustain its development. It complies with all government mandated environmental protection standards and policies, and strives to operate in a manner which minimises the environmental impact of production. All Group subsidiaries continue to introduce technical refinements and innovations to fulfil targets for reducing, reusing, recycling and renewing natural resources, reducing emissions and waste, improving the utilisation efficiency of natural resources, and minimising their operations' effect on the environment and natural resources.

# 重視人才管理 Personnel management

## 依法依規僱傭員工

本集團嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動合同法》等相關法律法規。為了規範員工管理，本集團編製了《員工手冊》，並要求所屬公司嚴格實施其要求，其中載有人力資源政策，涵蓋聘用、解聘、出勤、薪資福利、培訓與發展、績效考核、員工職業道德守則、管理人員職業道德守則、反貪污「陽光計劃」、獎懲管理制度、安全與保密以及溝通與交流等內容。

招聘方面，本集團致力於構建平等、多元化、公平競爭的職場氛圍，並依據崗位的工作規劃及關鍵績效指標，招募、選拔適合本集團企業文化、崗位要求和滿足應聘者的個人意願的人才，絕不會將性別、民族等因素納入招聘考核範圍。在人員選拔及聘用流程中，本集團堅持招聘崗位公開化，且內部員工與外部應聘人員享有同等競聘資格，每位聘用人選須經過人力資源中心、需求部門雙重面試方可錄用。專業度較高的崗位我們會設計專業筆試題，以保證競爭機會平等選拔，過程透明。我們通過國內外招聘網站、社交平台誠邀不同國籍、戶籍、民族、信仰、教育背景的有識之士加盟本集團，致力於打造在行業精英中良好的僱主品牌形象。

## HIRING IN ACCORDANCE WITH LAW

The Group fully complies with laws and regulations such as the Labour Law of the PRC and the Labour Contract Law of the PRC. In order to standardise employee management, the Group requires its members to fulfill all the requirements described in its Employee Handbook. The Handbook contains human resources policies in relation to matters such as employment, termination of employment, attendance, salary and benefits, training and development, performance appraisals, codes of ethics, the anti-corruption "Sunshine Project" (陽光計劃), management systems for reward and punishment, security and confidentiality, and communication and interaction.

The Group is committed to nurturing a workplace culture of equality, diversity and fair competition. When recruiting, the Group takes reference to job planning and the key performance indicators of available job positions to select personnel that are suitable to its corporate culture and the requirements of the position. Candidates' gender and ethnicity are not included as factors in the assessment of recruits. The Group also insists on making the recruitment process an open one. Existing employees and new applicants compete on a level playing field for a given position. Each candidate is interviewed by human resources and the demand department prior to employment. For some positions, candidates must take a professional test to ensure equal competitive opportunities and a transparent process. The Group uses overseas recruitment websites and social platforms to invite candidates from different nationalities and cultures to apply for positions in the Group.

## 重視人才管理 Personnel management

本集團遵照《中華人民共和國勞動法》、《禁止使用童工規定》等法規，所有崗位禁止僱傭童工和強制勞動；定期對員工及應聘材料的真實性進行核查，並會不定期整體檢查僱傭實務，以防止童工、強制勞動或其他潛在違反相關法律法規事宜的發生。本集團根據不同的崗位實行標準工時制、不定時工作制及綜合計算工時制度，各分子公司根據自身營運的特性制定考勤管理細則。本集團嚴格管控員工的工作量，基本能夠在工作時間完成。出現需加班情況時，要求員工日常延時工作不得超過每日3小時，每月不得超過36小時。出現加班事件後，本集團根據加班時段按相應工資倍率支付加班費或安排員工調休。加班時間按照《加班申請單》和《請假單》進行記錄和統計。本集團為員工提供多途徑的申訴管道，當任何員工認為個人利益受到侵犯或對企業經營有不同意見或發現違規違紀情況時，均可通過電郵、電話、平信等方式進行舉報投訴或提交建議。2021年度，本集團並無任何違反勞工準則相關法律法規的情況發生。

解聘方面，本集團對違反國家及地區相關法律法規、嚴重違反《員工手冊》的員工，給予解除僱傭關係處理。對於主動提出離職的員工，本集團人資中心以尊重員工個人選擇為原則，協助辦理離職手續，並與離職員工開展離職訪談，瞭解離職原因，並以開放的心態接受離職員工對工作條件、管理情況等的建議。

The Group operates in full compliance with the Labour Law of the PRC (《中華人民共和國勞動法》) and the Regulations on the Prohibition of Child Labour (《禁止使用童工規定》). It accordingly prohibits the employment of child and forced labour in all positions, and regularly checks the employees' identities and the authenticity of application materials and reviews employment practices to ensure that no violations have or may occur. According to their position, employees of the Group may work to a standard labour time system, a flexible working hour system or a comprehensive working hour system. Each subsidiary develops attendance management rules based on the characteristics of its own operations. The Group strictly controls the workload of its employees, limiting it to what can reasonably be completed within working hours. Employees are not required to work overtime for more than three hours per day or 36 hours per month. When overtime work is needed, overtime pay will be offered at the corresponding wage rate according to the overtime hours, or alternative days off will be given. Overtime hours are recorded and counted in accordance with the Overtime Work Request Form and Leave Request Form. Employees who wish to lodge complaints about the Company's operation, their treatment, or who wish to report on breaches of the law and/or Company regulations, may do so via designated e-mail and telephone channels, or by ordinary post. During 2021, the Group did not violate any of the abovementioned laws and regulations.

The Group terminates its labour relations with employees who are found to have violated national or regional laws and regulations, or who have committed a serious breach of the Employee Handbook. For employees who voluntarily propose to resign, the Group's Human Resources Centre will assist with resignation procedures, including interviews to understand the reasons for resignation and receive any suggestions regarding work conditions and management with an open mind.

薪酬方面，我們致力於打造完善的薪酬福利體系，提供具有激勵及市場競爭力的薪酬福利。公司定薪原則：

- 1、公平性原則：薪酬內部公平性即收入橫向可比性，同崗同工作績效與收益基本一致；外部公平性則是指與外部同行業同崗位類型比較的公平性；
- 2、激勵性原則：依照公司不同職級及崗位類別、工作績效等，體現的差異化薪資結構及獎金標準，從而體現按勞分配、按價值分配的原則，實現員工收入與企業利潤的共贏目標。

每年，集團人力資源中心都會基於同行業薪資調研結果和目前薪酬水平及薪酬結構，重新調整薪酬策略，並通過調薪、調整薪資固浮比等方式逐步實現了薪酬策略的落地，為員工提供在同行業中有競爭力的薪資報酬。

員工福利及關懷方面，本集團建立合乎法律規範的員工福利保障系統，本集團各營業單位為員工提供食堂就餐，為外地員工提供宿舍，並制定了食堂及宿舍的管理規定，設置保潔員、服務員等崗位，為員工提供全方位服務，確保員工的食宿環境乾淨整潔。每逢春節、端午節、中秋節等重大節日，我們會依照集團福利標準為員工發放福利品；每個月各營業單位會為當月生日的員工合辦一次職工生日會；員工結婚會不分級別贈送禮金以示祝賀；員工直系親屬去世，本集團致送奠儀金以示慰問。另外，本集團各營業單位會不定期舉行聯歡會、運動會、觀光旅遊等各類文娛活動，以鼓舞員工士氣、提高團隊凝聚力。

The Group maintains a complete remuneration and welfare system which provides incentives and market competitiveness. The system is founded on the following principles:

1. Fairness: Internal fairness of remuneration means horizontal comparability of income, with the performance and income of the same job basically matching. External fairness refers to the fairness of comparison with the same job type in the same industry.
2. Incentive: Salary structure and bonus standards are formulated commensurate to rank, job category and performance.

The Group's Human Resources Centre annually readjusts its remuneration strategy based on the results of salary surveys of the same industry, current salary levels and the salary structure. The remuneration strategy is implemented gradually through salary adjustments and adjustments to the fixed incremental ratio of salary, so as to provide employees with industry-competitive salary compensation.

In terms of employee welfare, the Group has established a legally-compliant protective system. Each business unit provides employee canteens, dormitories for foreign employees, and develops management requirements for such. Cleaners and waiters ensure the cleanliness and convenience of these amenities. The Company also distributes welfare products to employees at major holidays such as the Spring Festival, Dragon Boat Festival and Mid-Autumn Festival. Business units also help to organise monthly staff birthday parties. Wedding gift in cash will be given to staff as blessing irrespective of work position. For the immediate family members of deceased employees, the Group sends burial money to express condolences. Various Group business units host irregular cultural events, such as galas, sports meetings, sightseeing tours, etc, to encourage staff morale and improve team cohesion.

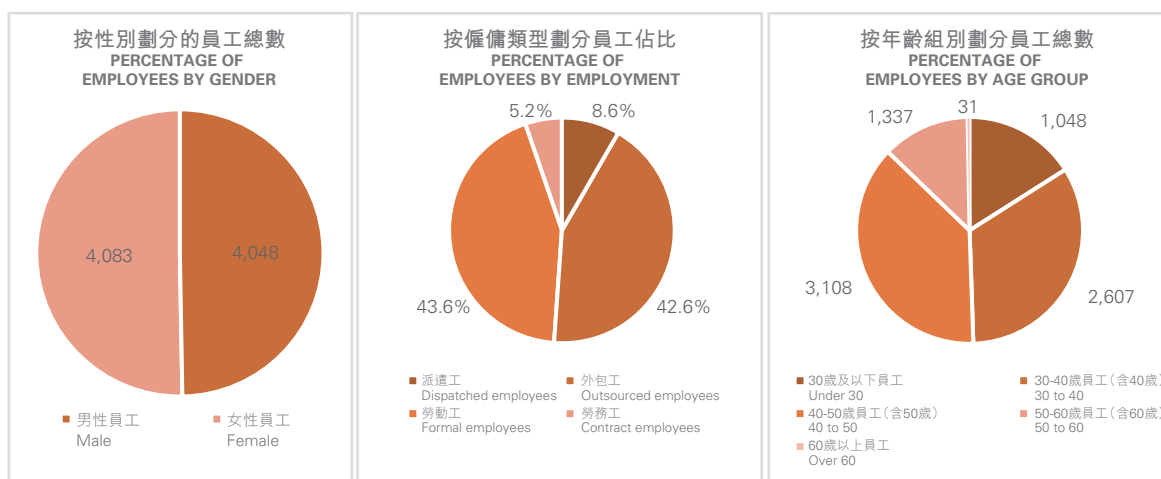
## 重視人才管理 Personnel management

假期方面，本集團依照國家規定執行休假制度，在國家法定節假日基礎上提供婚假、產假、陪产假、哺乳假、年假、病假等額外帶薪假期。

截至2021年末，本集團在中國大陸地區的在職總人數為8,131人。在報告期內，本集團在人員招募、聘用、解僱、薪酬、工作時間、假期、平等機會、多元化、反歧視等員工僱傭方面無重大違反相關法律法規情況發生。

The Group maintains a schedule of holidays in accordance with national regulations and statutory holidays. It also provides additional paid leave as appropriate, such as marriage leave, maternity leave, paternity leave, breastfeeding leave, annual leave, and sick leave.

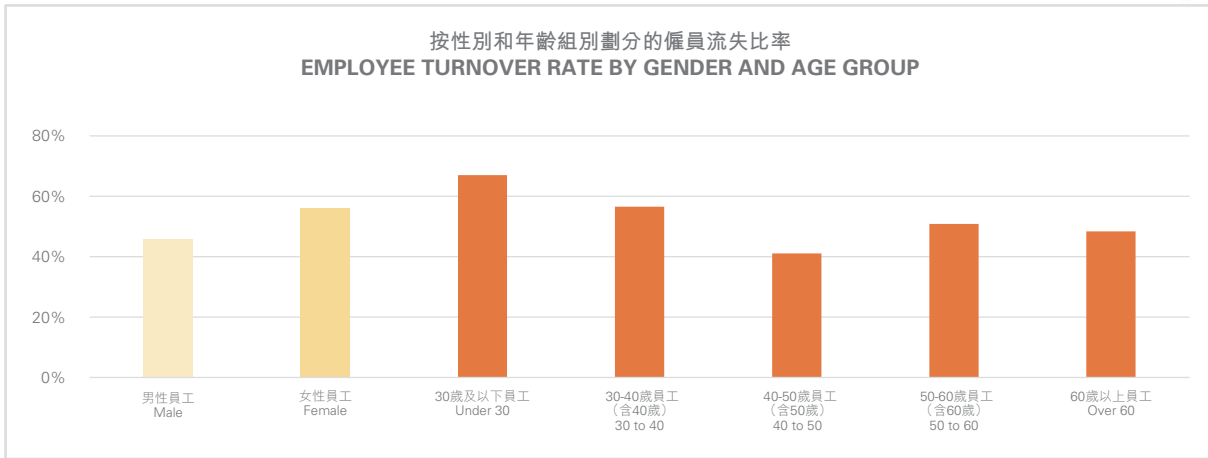
As of the end of 2021, the Group's total number of employees in mainland China was 8,131. During the Reporting Period, the Group did not significantly violate any relevant laws and regulations in terms of personnel recruitment, employment, dismissal, remuneration, working hours, holidays, equal opportunities, diversity, discrimination and other employee employment.



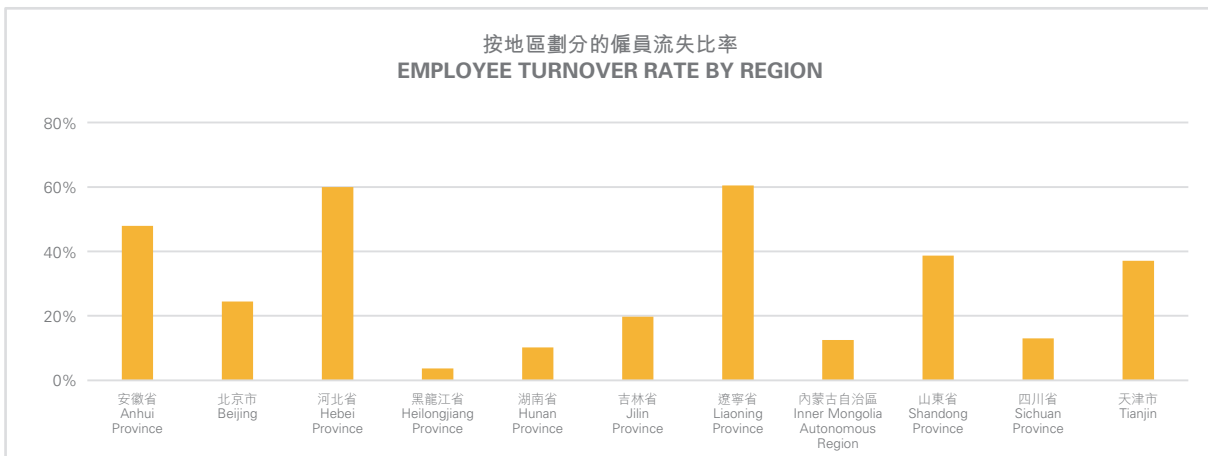
地區 Region	員工人數 Number of employees	
北京市	Beijing	49
天津市	Tianjin	704
遼寧省	Liaoning Province	4,014
黑龍江省	Heilongjiang Province	108
吉林省	Jilin Province	86
內蒙古自治區	Inner Mongolia Autonomous Region	8
河北省	Hebei Province	792
山東省	Shandong Province	271
安徽省	Anhui Province	1,991
湖南省	Hunan Province	39
四川省	Sichuan Province	69



按性別和年齡組別劃分的僱員流失比率  
EMPLOYEE TURNOVER RATE BY GENDER AND AGE GROUP



按地區劃分的僱員流失比率  
EMPLOYEE TURNOVER RATE BY REGION



## 保障員工安全健康

本集團關注員工的健康和人身安全，嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》等法律法規、標準及地方性規定。本集團的生產工作堅持「安全第一，預防為主」的原則，為員工提供健康安全的工作環境，實現安全生產和文明生產。2021年度，未發生對本集團有重大影響的違反安全健康相關法律法規的情況，因工傷損失工作日數為3,014天，工傷事件的比率為0.60%。在過去三年（即2021、2020年度、2019年度），本集團因工亡故的人數分別為3人、0人、5人，比率<sup>1</sup>分別為0.04%、0%和0.059%。本集團保障員工健康的措施包括：

- 1 每年定期對職業病危害因素現場取樣檢測，對作業場所生產過程中員工的職業危害暴露情況和接觸水平，作業場所的職業病危害防護措施，職業健康監護及管理等情况進行分析檢測。
- 2 每年組織員工健康體檢，並對接觸職業危害因素崗位的員工進行在崗期間的職業健康檢查。

<sup>1</sup> 因工亡故的人員  
比率計算方式： $\frac{\text{當年因工亡故人數}}{\text{當年年末總人數}} \times 100\%$

## EMPLOYEE HEALTH AND SAFETY

The Group pays close attention to the health and safety of its employees and operates in compliance with the Work Safety Law of the PRC (《中華人民共和國安全生產法》), the Law of the PRC on the Prevention and Control of Occupational Diseases (《中華人民共和國職業病防治法》), and other applicable laws, regulations and standards. The Group adheres to the principle of “safety first, prevention is key” in its production process, with the aim of maintaining a safe and healthy work environment. In 2021, the Company was not in violation of any laws and regulations concerning health and safety. The number of working days lost due to work-related injuries was 3,014, and the rate of work-related accidents was 0.60%. In the past three years (i.e. 2021, 2020 and 2019), the number of work-related deaths in the Group was three, zero and five, respectively, and the corresponding rates<sup>1</sup> were 0.04%, 0% and 0.059%. Measures taken to protect the health of employees include:

- 1 On-site sampling and testing of occupational hazard factors are carried out annually. Results are analysed to determine employees’ exposure to occupational hazards, protective measures required, and the effectiveness of occupational health monitoring and management.
- 2 Annual employee medical check-ups, and occupational health check-ups for employees in positions exposed to occupational hazards.

<sup>1</sup> Calculation of number  
of work-related deaths:  $\frac{\text{Number of work-related deaths in the year}}{\text{Total number of persons at the end of the year}} \times 100\%$

- 3 根據《個體防護裝備選用規範》的要求，為員工配備防塵(防毒)口罩及防噪耳塞，並指導正確佩戴，在工作場所醒目位置張貼標識等。
- 4 對於接觸職業危害因素崗位的員工每年簽訂《職業病危害告知書》，明確員工的權利及義務，自覺遵守公司制定的崗位職業衛生操作規程及制度，正確使用職業病防護設備和個人職業病防護用品等。
- 5 生產單位及時清理和更換除塵設備的除塵布袋。

- 3 In keeping with requirements from the Personal Protective Equipment Selection Specification, employees are equipped with dustproof (anti-virus) masks, noise-proof earplugs, and receive guidance on their proper use. Safety notices one posted at prominent places in the workplace.
- 4 For employees in positions exposed to occupational hazards, the Group annually renews the "Occupational Disease Hazard Notice" to clarify their rights and obligations, post-occupational hygiene operating procedures and systems, and the correct use of occupational disease protection equipment and personal occupational disease protection products.
- 5 Timely cleaning and replacement of collection bags in dust removal equipment.



## 重視人才管理 Personnel management

本集團各工廠制定《安全操作流程守則》並設有專職安全員，各工廠定期進行防火演習、安全生產檢查、生產安全評比活動，及每月進行各類型安全培訓工作。

### 案例：瀋陽飼料廠安全應急演習

為提升安全生產水平和員工安全生產意識，本集團下屬瀋陽飼料廠每季度舉行一次突發事故應急演練，如：消防滅火演練，確保一旦發生事故能及時、正確、迅速、有效控制事態，減少危害。消防演練中，現場模擬突發火災，救援領導小組緊急啟動應急救援預案，各相關職能部門迅速行動，按照公司《安全突發事件應急救援預案》程序，第一時間趕到現場進行疏散、處置和救援，達到了快速救援的目的，同時讓員工熟練使用消防滅火器材。



In the Group's plants, a Code of Safe Operating Practices (《安全操作流程守則》) calls for specialised safety personnel, regular fire drills, production safety inspections and appraisal activities, and monthly safety training.

### CASE: SAFETY DRILL AT SHENYANG FEED MILL

The Group's Shenyang feed mill conducts emergency drills every quarter, for such scenarios as fires, to ensure that its response to accidents is rapid, correct and effective. In the factory's fire drill, the rescue leadership team quickly activated an emergency rescue plan, enabling the relevant functional departments to respond in accordance with the Company's "Safety Emergency Rescue Plan" and practice their skills in evacuation, disposal and rescue.



## 企業員工共同成長

### 員工晉陞機製成

績效考核方面，本集團人力資源中心根據公司的目標和任務，每年度對員工進行年中及年終兩次定期考核，考核結果將與薪酬福利調整和職位晉陞等相結合，從而為集團保留優秀人才。依據考核結果，我們執行適當的崗位調整和工作輪調，使人才在適宜的崗位上發揮更大的功效，並實現員工的自身價值。本集團還通過對不同崗位類別的員工執行相應績效獎金激勵方案，及每年度甄選出重點保留的菁英人才給予合適的獎勵等方式，鼓勵和促進員工不斷成長和進步。

員工晉陞方面，我們秉承「誠信、謙和、前瞻」的企業文化，鼓勵員工以出色的業績、高尚的職業操守贏得良好的職業聲譽，以豐富的經歷和傑出的專業水平獲取更多的發展空間。我們每年年中集中設置一次集團性質的晉陞計劃，各事業部根據經營狀況、員工個人能力及績效表現，決定員工晉陞降職或崗位調動或工作地點調動。同時，各營運單位如因組織結構調整等客觀原因，需對轄下員工進行晉陞或調動的，隨時由部門按照公司人事核決權限之規定報人力資源部及核決主管核定後方可任命或調整。

## MUTUAL GROWTH OF THE COMPANY AND EMPLOYEES

### EMPLOYEE PROMOTION MECHANISM

Twice a year, the Group's Human Resources Centre appraises the performance of employees in relation to their goals and tasks. The results of the assessment may lead to appropriate job adjustments or rotation. This ensures that the Group's talent is deployed where it is most effective, and where the employee can best realise their own value. The Group also encourages employee growth via performance bonus incentive schemes for different job categories, and by selecting appropriate talents for key retention every year.

Responsibility for employee promotion is devolved to the Group's business departments, which decide whether to promote, demote, transfer the position or work location of individuals based on their operating conditions, abilities and performance. This process is implemented in accordance with a Group-level promotion plan devised in the middle of each year. However, should an operating unit find it necessary to promote or transfer an employee or employees for objective reasons such as adjustment to organisational structure, the department reports to human resources and the approval supervisor for approval before any action is taken.



## 重視人才管理 Personnel management

另外，集團會通過系統的人才盤點工作，對該年度員工工作和發展進行綜合評價，結合員工的工作經歷和能力，提供符合員工個人工作願望的發展機會，實現「專業通道」和「管理通道」的雙通道晉陞路線。未來，我們會給予員工更多工作輪調、崗位輪崗等機會，知人善任、人盡其才，組織實現人才效能。

我們鼓勵員工追求晉陞，並滿足員工合理的尊重需求，這包括設計足夠層次的職級和頭銜，以便提供員工充足的晉陞機會，可以盡可能滿足員工成就感。另外，也會在員工晉陞時給予書面的恭賀函或者公告，以對其工作表現予以認同。

### 員工培訓

本集團以向全體員工提供理想之終身職業為己任，重視員工個人技能提升和職業發展，秉承「誠信、謙和、前瞻」的企業文化理念，構建完善的學習發展體系。本集團涉足多領域專業，並基於各事業群為單位進行項目制培訓。本集團還根據各事業群發展需求、員工崗位和職級，以及員工個人培訓意願，設計有針對性的培訓課程並開展對應的培訓計劃，持續提升員工的管理及專業技巧和晉陞機會。2021年度，本集團通過在線線下、內訓外訓、老帶新等多種形式，開展培訓活動。本集團在逐步完善在線培訓平台的同時，搭建了企業專業領域數據庫及信息化培訓鏈，打通線上線下、團體及個人信息共享路徑，提高各職能模塊前沿數據時效性，保證部門全體員工得到實時專業數據及管理工具。

The work and development of each employee of the Group is subject to annual comprehensive review and evaluation. Combined with the employee's experience and capabilities, the results of the evaluation are used to determine development opportunities that meet their working goals. This process creates a dual promotion route of "professional access" and "management access". In the future, we will provide additional opportunities for employee job rotations and work shifts, which will aid it in discovering especially talented people and placing them in suitable positions.

We encourage employees to pursue promotion and reasonable job satisfaction. To this end, we maintain a system of ranks and titles to provide both sufficient promotion opportunities and recognition of employees' accomplishments. We give employees written congratulations or announcements upon their promotion to recognise their performance.

### EMPLOYEE TRAINING

The Group is committed to providing long-term careers, and emphasises upgrading and developing employees' professional skills via a sound internal system of education and training. Project-based training is conducted for each business group. The Group also offers targeted training courses and programmes tailored to the development needs of each business segment and the personal aims of employees. In 2021, training activities were conducted online and offline, and included both internal and external training and learning from veterans. To improve the online training platform, the Group established a database of corporate professional fields and an informatisation training chain. This has opened up online, offline, corporate and personal information sharing paths, improved the timeliness of front-end data for each functional module, and ensured that all employees receive the real-time professional management information.

2021年度日常培訓項目：

Regular training programmes in 2021:

<p>飼料事業職業提升訓練營</p> <p><b>Feeds segment professional enhancement training camp</b></p>	<ul style="list-style-type: none"> <li>• 培訓對像：飼料事業中層管理人員、業務核心、銷售主管</li> <li>• Participants: Middle-level management, core business personnel and heads of sales departments of the feeds segment</li> <li>• 項目概述：提升學員的職業技能，銷售技能及執行力，從而提升團隊績效和企業品牌競爭力</li> <li>• Purpose: Enhance participants' professional skills, sales skills and execution, so as to improve the performance of the team and competitiveness of the enterprise brand</li> </ul>
<p>肉品事業人才發展訓練營</p> <p><b>Meat product segment talent development training camp</b></p>	<ul style="list-style-type: none"> <li>• 培訓對像：肉品事業中層管理人員、業務骨幹及幕僚</li> <li>• Participants: Middle-level management, key business personnel and chairman office staff of the meat product segment</li> <li>• 項目概述：幫助學員提升職業技能，增強公司產品及專業知識，提高公司團隊凝聚力和企業品牌向心力</li> <li>• Purpose: Enhance participants' professional skills, their understanding of the Company's products and professional knowledge, enhance team cohesion and enterprise brand loyalty</li> </ul>
<p>食品事業管理銷售生產培訓</p> <p><b>Food segment management, sales and production training</b></p>	<ul style="list-style-type: none"> <li>• 培訓對像：區所處主管、企劃、烘焙主管、生產班組長及科級以上主管、重點關聯性職能人員</li> <li>• Participants: Heads of regional offices, enterprise and bakery departments, production team leaders and section chiefs and above, key personnel in related functions</li> <li>• 項目概述：基於勝任力崗位的MSP培訓體系，幫助目標學員提升綜合管理能力，提高專業技能，滿足崗位能力需求</li> <li>• Purpose: Improve participants' comprehensive management ability and professional skills based on MSP training system of the relevant posts, so as to meet the posts' requirements</li> </ul>

總部職能高潛人才訓練營

**Headquarter high-calibre talent training camp**

- 培訓對象：總部各職能部門骨幹核心
- Participants: key personnel of different functions of headquarter
- 項目概述：幫助總部各職能部門瞭解各事業，增強團隊凝聚力，加強各部門之間的溝通協作
- Purpose: Let the different functional departments to understand the segments, enhance team cohesion and improve communication among the departments

TTT線上直播培訓

**TTT online training**

- 培訓對象：2021年度各事業培訓所涉及講師、以及儲備講師
- Participants: Lecturers and reserve lecturers of each professional trainings in 2021
- 項目概述：幫助學員提升授課技巧及講授技能
- Purpose: Improve the participants' teaching skills

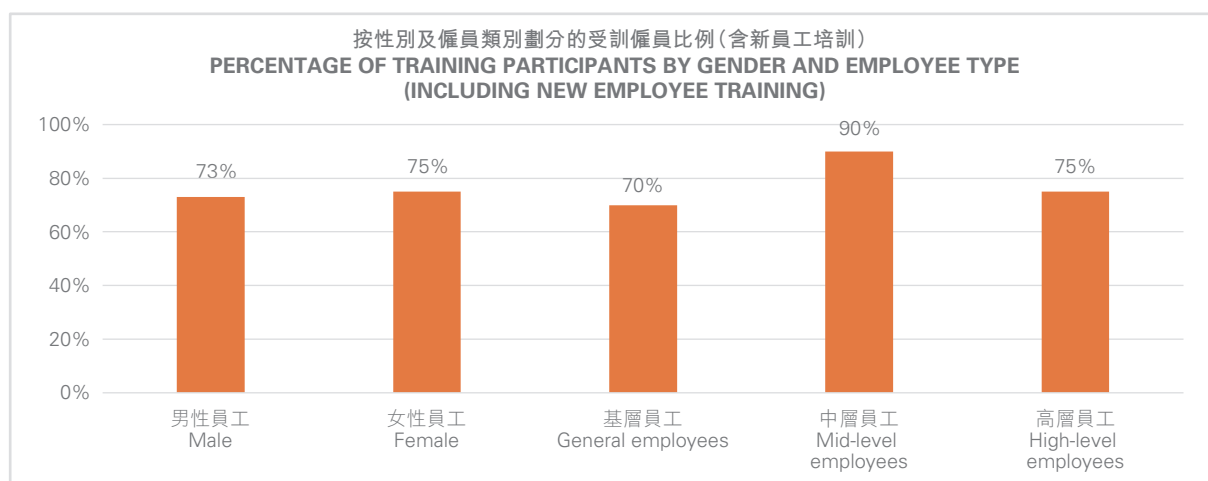
新員工培訓

**New employee training**

- 培訓對象：新入職員工
- Participants: New employees
- 項目概述：可以更好地讓員工瞭解公司情況，增加對工作內容的瞭解，快速進入工作狀態
- Purpose: Facilitate new employees' understanding of the Company and their work so they may quickly begin working effectively

2021年度集團共開展各類日常線下培訓22場，線上及線下總培訓時長為173,836小時。

In 2021, the Group carried out 22 regular offline trainings, with the total online and offline training time of 173,836 hours.



每名僱員平均受訓小時數	Average training hours per employee	21.39
男性員工人均受訓小時數	Average training hours per male employee	21.30
女性員工人均受訓小時數	Average training hours per female employee	21.48
基層員工人均受訓小時數	Average training hours per general employee	10.7
中級管理層人均受訓小時數	Average training hours per mid-level management	9.0



大成集團FAN事業VPT培訓第3季

DaChan Group's 3rd quarter FAN business department  
VPT training



大成集團PFS事業2021動員年會

DaChan Group PFS Business Mobilisation 2021



大成集團FAN事業VPT培訓第2季

DaChan Group's 2nd quarter FAN business department  
VPT training



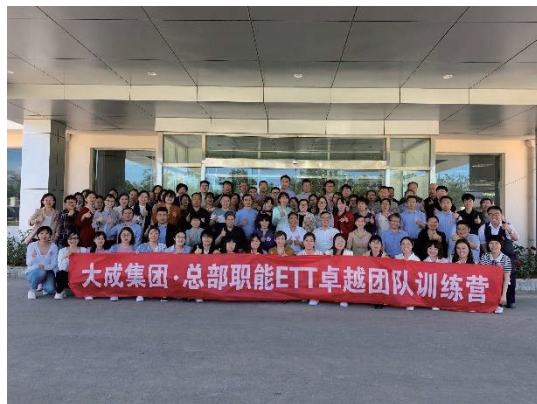
新員工入職培訓

New employee induction training



大成集團PVM事業TDT培訓

DaChan Group's PVM business department TDT training



大成集團總部職能ETT培訓

DaChan Group's Headquarter ETT training



# 食品溯源 消費放心

## Food traceability

### 安心溯源體系

從農場到餐桌，全程實名溯源

#### 1. 全程實名溯源

本集團秉承「大成為您健康生命努力」的宗旨，建立並完善食品安全溯源體系，用心打造優質安全食品。本集團意識到「食品責任不能追溯到源頭，是導致食品安全事故頻發的最主要原因」，因此，本集團於2009年正式啟動「來源透明」食品工程，推出「姐妹廚房」雞肉食品品牌(<http://www.jmcf7623.com>)，2014年9月24日本集團研發並在國內率先推出的「食品安全實名溯源系統」，來自農業部、中國畜牧協會、白羽肉雞聯盟、國際第三方檢驗認證機構 Intertek 天祥的專家代表，以及數十位產業鏈合作夥伴、友商列席發佈會，見證中國大陸食品行業第一家食品企業實名溯源體系的建立。大成推出實名溯源系統並非一時之舉，事實上，早在2008年前，時任大成集團董事會主席韓家寰先生就意識到「食品責任不能追溯到源頭，是導致食品安全事故頻發的最主要原因。」適逢2008年奧運會，大成被認定為奧運雞肉備選供應商，因此公司增加了基層駐點獸醫和質檢人員，增設中央控制點，實現了全程無縫隙點對點控制。奧運會結束之後，大成將這套質量追溯體系信息網絡化和常規化運行，並搭建面向消費者的追溯信息網絡查詢系統，把內部質量追溯控制系統對大眾開放，安心透明，接受消費者的監督。

### RELIABLE TRACEABILITY SYSTEM

FULL-PROCESS REAL-NAME TRACEABILITY FROM THE FARM TO THE DINING TABLE

#### I. FULL-PROCESS REAL-NAME TRACEABILITY

True to its “dedication to health and life”, the Group maintains an extensive food traceability system. Development of the system began after former Chairman of the Board of Directors Mr Harn Jia-Chen realised that “being unable to trace the source of food liability is the main reason for the frequent occurrence of food safety incidents”. The Group officially began its “transparent source” project in 2009 by launching the “Sisters’ Kitchen” chicken food brand ([www.jmcf7623.com](http://www.jmcf7623.com)). On 24 September 2014, the “Food Safety Real-Name Traceability System” developed by the Group was launched. Experts from the Ministry of Agriculture, China Society of Animal Science, White-feather Broiler Alliance (白羽肉雞聯盟) and Intertek, an international third-party assurance and certification agency, and dozens of representatives from industrial chain partners and fellow enterprises attended the launching ceremony to witness the establishment of the first real-name traceability system of a food enterprise in the food industry in Mainland China. The launch of DaChan Real-name Traceability System has been long prepared. Back to 2008, Mr. Han Jia-Hwan, the then Chairman of the Board of Directors of DaChan Group, realized that “being unable to trace the source of food liability is the main reason for the frequent occurrence of food safety incidents”. Coincided with the 2008 Olympic Games, DaChan was designated as an alternative chicken supplier for the Games. As such, the Company recruited additional general on-spot veterinarians and quality inspectors, and added central control points to realize seamless point-to-point control throughout the whole process. After the Olympic Games, DaChan put the quality traceability system into network and routine operation as a consumer-oriented traceability information network enquiry system. The system is both open to the public and under consumer supervision.



大成食品安全實名溯源系統的啟動是2008年，對外發佈是2014年9月，比國家法規關於建立溯源體系的規定提早六年。大成食品安全實名溯源系統與目前國內農畜、食品企業搭建的追溯體系核心差異在於，大成姐妹廚房的溯源是實名溯源，也就是比國家要求的全程溯源更嚴格、更精準的溯源。實名溯源通俗地講就是：每一份食物都有一個「身份證號」，消費者憑借此號碼可以追溯到與此產品相關的訊息，如：飼料廠、養殖場、生產車間、檢驗室，還能查看到在這些環節工作的具體負責人，例如：飼料廠廠長、飼養者、生產廠長、品管負責人等。實現了所有批次產品從原料到成品、從成品到原料100%的雙向追溯功能。此系統另一特色在於數據的安全性，每個人工輸入的環節均被軟件實時備份。真正實現從農田到餐桌各個環節的可追溯，一旦出現問題，通過溯源系統，能快速、精準找到問題環節，遏制事態擴大，降低食品安全風險。

DaChan's Food Safety Real-Name Traceability System was launched in 2008 and released in September 2014, six years earlier than the national regulations on the establishment of a traceability system. The main difference between DaChan's Food Safety Real-Name Traceability System and the current traceability systems established by the domestic agricultural, livestock and food enterprises is that DaChan "Sisters' Kitchen" requires real-name traceability, which means it is more strict and precise than the whole process traceability as required by the state. Generally speaking, "Real-name traceability" means that each food item has an ID number, by which consumers can trace the information related to that product, such as feed mill, breeding farm, production workshop and inspection laboratory. They can also identify the specific responsible persons in each step, such as feed mill director, breeder, production factory director and quality control officer. It realizes the 100% two-way traceability function of all batches of products from raw materials to finished products and vice versa. Another feature of the system is data security. Every manual entry is backed up by the software in real time. Should a problem occur, the system can quickly find the problematic link, isolate the situation and reduce food safety risk.

## 2. 實名溯源系統的大數據支持

大成食品採用高度垂直整合業務模式，將飼料生產、雞隻孵化及屠宰雞肉加工及加工食品生產整合為統一的經營平台。公司執行五統一管理模式「統一供雞，統一供料、統一免疫、統一用藥、統一回收」。統一供雞，公司有自己的種雞場、孵化場，在孵化場對雞隻進行統一免疫後，根據農戶飼養合同及飼養量，將雞隻運送到農戶養殖場；統一用料，公司有自己的飼料廠，飼料廠根據研發部飼料配方，進行原料採買，生產營養安全的飼料，供農戶使用；統一用藥，公司有專業的獸醫師，依據標準要求制定了藥品清單，所有農戶須遵照藥品清單，由專業的獸醫師開具處方後，方可對雞隻用藥。統一回收，根據雞隻的飼養週期，按計劃對雞隻進行回收。這種業務模式讓公司可有效地追查來源及保證產品的質量。從農場到餐桌，全程**100**多道品管監控，層層把關，每一個環節的精細化管理和大數據的積累，保證了實名溯源系統的有效平穩運行。

## 2. BIG DATA SUPPORT TO THE REAL-NAME TRACEABILITY SYSTEM

The Group follows a vertically integrated business model which integrates feed production, chicken incubation and slaughtering, chicken processing and food processing into a unified operation. The Company's five unified management models are as follows: Unified supply of chicks: The Company operates its own breeder farms and hatcheries. After chickens are immunised in the hatchery, they are transported to farms in accordance with farmers' breeding contracts and the amount of breeding. Unified feed: The Company operates its own feed mill, which purchases raw materials according to feed formulae devised by the R&D department to produce safe nutrition for use on farms. Uniform medication: The Company's veterinarians formulate a drug list based on standard requirements. All farmers engaged in Company work must follow the drug list, and obtain prescriptions from qualified veterinarians to administer drugs to chickens. Unified collection: Chickens are collected according to their breeding cycle. This model enables the Company to accurately trace product sources and ensure product quality. **From the farm to the dining table, there are over 100 quality control checkpoints to monitor the whole process. The refined management of each link and the accumulation of big data ensure the effective and stable operation of the Real-Name Traceability System.**

2008年大成食品安全可溯源平台建立，最初數據採集手段為手工錄入，經過不懈努力，已整合至SAP系統集成與基於物聯網的智能設備數據採集。通過二維碼、智能設備、移動互聯網(4G)、雲平台與大數據技術，構建養殖管理端到端的物聯網體系，提高養殖全過程，從入雛、用藥、耗水耗料、體重測量、環境監控到最終出欄運輸電宰等各業務環節的數據採集與智能管理的信息化水平，提高養殖生產效率，避免人工數據填報帶來的潛在差異與管理風險，確保食品安全制度在農村養殖一線得以貫徹執行。大成可溯源，業界首個真正的實名制可溯源。

### 3. 大成實名溯源數據動態、真實、可監控

大成實名溯源系統以養殖場唯一合同編號和批次號作為起點和主線，串聯起後續的養殖、生產加工各個環節，實現了「4W」(即人員Who、時間When、地點Where、內容What)的實時、動態監測管控。溯源內容涵蓋從農資、農場、到食品初加工深加工的全部過程；時間數據涵蓋用料、出欄、加工、檢驗等各個時間點；人可追溯到具體的養殖人、生產廠長、品管負責人、獸醫等，做到了責任到人，保證從農場到餐桌的全程實名溯源數據動態、真實、可監控。

In the early stage of DaChan Real-name Traceability System, which was launched in 2008, all data was entered manually. With our unremitting efforts, the traceability system has been integrated with the SAP system to establish a data collection system for smart devices based on the Internet of Things. Through QR code, smart devices, mobile internet (4G), cloud platform and big data technology, build an end-to-end Internet of Things system for breeding management to improve the whole process of breeding, from entering the chicks, medication, water and material consumption, weight measurement, environmental monitoring to delivery transportation to electric slaughter. The informatisation level of data collection and intelligent management of these business links will improve the efficiency of breeding production, avoid potential differences and management risks caused by manual data reporting, and ensure that the food safety system is implemented in the forefront of rural breeding. **DaChan Real-name Traceability System is the first true real-name traceability system in the industry.**

### 3. DYNAMIC, TRUE AND MONITORABLE DATA OF DACHAN REAL-NAME TRACEABILITY SYSTEM

DaChan Real-name Traceability System uses the unique contract number and the batch number of the farm as starting points to connect subsequent traceable links, such as for breeding, production and processing. The result is real-time, dynamic monitoring and control of "the four Ws" (who, when, where, what). Traceable content spans the entire process, from agricultural materials and farms to preliminary and deep food processing. Time data covers points such as material use, slaughter, processing and inspection. Personnel can be traced back to specific breeders, production plant managers, quality controllers and veterinarians to clarify personal responsibility. All-process real-name traceable data from the farm to the dining table are ensured to be dynamic, true and monitorable.

#### 4. 實名溯源來源透明，食用安心

實名制可溯源通過數字化管理手段連接業務流程的品控點。將飼料生產、農場養殖管理、肉品生產、食品生產予以關聯，通過網站和二維碼掃描方式向消費者公開生產和檢驗環節，建立各業務環節之間的勾稽關係，實名制可溯源確保基礎資料連續、準確、有效。大成集團在食品全程溯源體系建立及信息平台維護方面，與時俱進，特別是在當今互聯網的時代，消費者非常容易的查詢採購食品的相關信息，真正實現了來源透明，食用安心的訴求。全程溯源、特別是能做到全程實名溯源是企業保證食品安全的根本。大成人將繼續秉承「大成為您健康生命努力」的宗旨，遵照國家食品安全相關法律法規，在市場監管部門的指導下，將食品全程溯源做的更好，將食品安全隱患風險降到最低。讓消費者買的安心，吃的放心！2021年度食品安全中心對集團安心溯源管理體系運行情況進行審核，整個體系審核結果運行真實、有效。讓百姓買的放心，食用安心。

#### 4. TRANSPARENT SOURCES ENSURE FOOD SAFETY

The Real-name Traceability System connects the quality control points in the business process through digital management. From feed production, farm breeding management to meat production and food production, each links are connected, and the production and inspection links are disclosed to consumers through websites and QR codes. It also establishes the cross-check relationship among various operational links. The Real-name Traceability System ensures the continuity, accuracy and effectiveness of all data. DaChan Group keeps up with the times in the establishment of the whole process food traceability system and the maintenance of the information platform. In particular, in today's internet era, consumers can easily query the relevant information of the food they purchased, which truly realizes the demands of transparent sources and safe consumption. Whole process traceability, especially whole process real-name traceability, is the fundamental for enterprises to ensure food safety. DaChan will continue to adhere to the principle of "DaChan, we work for your health" and follow the relevant national food safety laws and regulations. Under the guidance of the market supervision department, we strive to improve the whole process food traceability and minimize the potential risk of food safety, so as to ensure consumers' health and safety. In 2021, the Food Safety Centre has reviewed the operation of the Group's traceability management system. The review results were true and effective, so that customers' health and safety are ensured.

### 雄厚的檢測技能和裝備

為保證食品安全，集團加大檢驗人才和設備投入，平均每年投入品質管理與檢測費用2000多萬元；大成集團除每個工廠具備自己的化驗室之外，分別在大連、蚌埠和天津擁有3個通過國家CNAS(為中國合格評定國家認可委員會)認可的檢測中心，擁有國際一流的液相色譜質譜聯用儀(LCMS-MS)、氣相色譜質譜聯用儀(GC-MS-MS)、原子螢光、原子吸收等先進的檢測設備，具備檢測獸藥殘留270項、農藥殘留210項、過敏原4項、食品添加劑5項等多個項目的檢測能力，從人員、技術、設備和管理體繫上，100%保證操作規範、行為公正結果準確，100%保證出廠產品的食品安全！

### 供應商的前置管理

大成食品實施供應商前置管理機制，從源頭管控品質，所有供應商必須通過食品安全中心供應商管理專員審核並納入合格供應商管理名錄後，方可實施物料採購。本集團制定《供應商管理程序》、《FAN原料採購管理程序》和《獸藥疫苗採購作業制度》，規範食品原料、輔料、包裝材料、飼料原料、添加劑、藥品類、燃料類供應商准入及日常管理。本集團重視挑選供貨商的過程和持續管理，選擇重視環保及企業社會責任之供貨商，並通過網絡核查法律訴訟信息(「國家企業信用信息公示系統」)、「天

### SOUND INSPECTION TECHNOLOGY AND EQUIPMENT

To ensure food safety, the Group has increased its investment in inspection personnel and equipment, with an average annual investment of more than RMB20 million in quality management and inspection costs. In addition to laboratories in each factory, DaChan Group maintains testing centres in Dalian, Bengbu and Tianjin that have been approved by the China National Accreditation Service for Conformity Assessment (CNAS). Those testing centres have equipped with world-class liquid chromatography-mass spectrometer (LC-MS-MS), gas chromatography-mass spectrometer (GC-MS-MS), atomic fluorescence, atomic absorption and other advanced testing equipment, with a testing capacity of 270 veterinary drug residue items, 210 pesticide residue items, four allergen items, five food additives, and many others. In terms of personnel, technology, equipment and management system, 100% guarantee of standardised operation, fair behaviour, and accurate results, and 100% guarantee of the food safety of the products out of the factory are achieved.

### SUPPLIER SELECTION MANAGEMENT

The purpose of DaChan Food's supplier selection management mechanism is to control quality at the source. Before purchasing materials, all suppliers must be reviewed by a Supplier Management Specialist from the Food Safety Centre and included in the qualified supplier management list. The Group's "Supplier Management Procedures", "FAN Raw Material Purchasing Management Procedures" and "Veterinary Drug Vaccine Purchasing Operation System" regulate access to raw food materials, excipients, packaging materials, raw feed materials, additives, drugs and fuel suppliers as part of its day-to-day management. The Group attaches great importance



## 食品溯源 消費放心 Food traceability

眼查]]、實地考察、資質審查、合格率考核和績效評價等措施，審查包括硬件設施、體系建立、食品安全風險、供應能力等，確保供貨商符合本集團的採購政策。在對藥品供應商的審核中，本集團重點關注供應商藥渣、化學殘留物、廢棄包裝的處理，必要時要求供應商出具「藥渣、化學殘留和包裝材料的處理報告」、[危廢處理相關制度、合同、處理台帳]等信息。

本集團重視與供應商共同發展，在提升自身食品安全的同時，建立了與供應商信息共享及幫扶機制，定期向供應商推送食品安全相關法律法規標準更新狀況，提示供應商及時更新法律法規標準，依規管理，提升了供應商供應產品的合法性和安全性；對於有改善意願和改善潛力的供應商，通過委派供應商管理專員到供應商現場指導優化食品安全管理體系，幫助供貨中發生重大異常供應商現場提供整改思路及方法，組織供應商到集團內工廠參觀學習等，實現了食品安全與品質社會共治。

to selecting suppliers that value environmental protection and corporate social responsibility. Selected suppliers are continuously managed via such means as internet verification of legal litigation information (“National Corporate Credit Information Disclosure System”, “Tianyan Check”), on-site inspections, qualification reviews, qualification rate assessments and performance evaluations, that latter including hardware facilities, systems, food safety risks, supply capabilities. The aim is to ensure that all suppliers comply with the Group’s procurement policies. In its reviews of drug suppliers, the Group requires them to issue “reports on the treatment of drug residues, chemical residues and packaging materials” and “hazardous waste” when necessary as it is particularly concerned about how supplier handle drug and chemical residues and whether these wastes are fully wrapped up before disposal.

The Group strives to foster mutual development with its suppliers. A mechanism has been established for sharing food safety-related information with suppliers, including updates on food safety-related laws and regulations. These prompt suppliers in a timely manner to update the statutory standards and to manage in accordance with the laws and regulations, by which the compliance and safety of the products supplied by the suppliers are enhanced. For suppliers with the willingness and potential for improvement, the Group will appoint a supplier management commissioner to help optimise their food safety management, overcome major supply abnormalities, provide on-site rectification ideas and methods, and organise visits to Group factories.

地區 Region		供應商數目 Number of suppliers
北京市	Beijing City	33
天津市	Tianjin City	76
遼寧省	Liaoning Province	174
吉林省	Jilin Province	26
黑龍江省	Heilongjiang Province	40
河北省	Hebei Province	53
山東省	Shandong Province	103
安徽省	Anhui Province	95
四川省	Sichuan Province	72
湖南省	Hunan Province	26

## 食品安全管理

### 1. 食品安全體系的有效運行

大成集團嚴格遵守《中華人民共和國食品安全法》、《中華人民共和國產品質量法》、《中華人民共和國計量法》、《中華人民共和國動物防疫法》、《中華人民共和國安全生產法》、《中華人民共和國廣告法》、《中華人民共和國消費者權益保護法》、《中華人民共和國反不正當競爭法》等有關法律法規、規範標準及管理規定。大成集團依據國家食品安全相關法律法規為指導原則，依據ISO9001、ISO2000、FSSC22000、BRC、HACCP等標準體系要求，建立了完善的食品安全管理體系，嚴格落實原料進貨查驗、製程管控和產品出廠檢驗制度確保為消費者提供安心健康的食品。2021年，本集團沒有因安全與健康理由而須將已售或已發送產品回收的事件發生，未發生違反產品和服務的健康與安全、廣告、標籤及隱私事宜的相關法律及規例的事件。

## FOOD SAFETY MANAGEMENT

### I. EFFECTIVE OPERATION OF FOOD SAFETY SYSTEM

DaChan Group operates in compliance with the Food Safety Law of the PRC (《中華人民共和國食品安全法》), the Product Quality Law of the PRC (《中華人民共和國產品質量法》), the Metrology Law of the PRC (《中華人民共和國計量法》), the Law of Animal Epidemic Prevention of the PRC (《中華人民共和國動物防疫法》), Work Safety Law of the PRC (《中華人民共和國安全生產法》), the Advertising Law of the PRC (《中華人民共和國廣告法》), the Law of the PRC on the Protection of Rights and Interests of Consumers (《中華人民共和國消費者權益保護法》), the Law of the PRC against Unfair Competition (《中華人民共和國反不正當競爭法》) and other relevant laws, regulations, standards and requirements. Guided by these laws and regulations, DaChan Group maintains a food safety management system based on standardized systems such as ISO9001, ISO2000, FSSC22000, BRC and HACCP. It stringently implements raw material procurement inspections, production process control and product factory inspections. In 2021, the Group experienced no incidents of recalling products sold or sent due to safety and health reasons, and did not violate laws and regulations on the health and safety of products and services, or those pertaining to advertising, labelling and privacy.

為了全面提升集團體系管理水平，提升產品品質，本集團食品安全中心先後於3月和8月請第三方認證機構挪威船級社，對集團食品和肉品品質管理人員和生產骨幹進行了BRC體系標準和FSSC22000體系標準的培訓；蚌埠大成食品和台畜大成(蚌埠)食品兩個生產車間2021年4月份完成了體系轉換認證，體系由原來的S022000升級為被GFSI全球食品安全倡議組織認可的、國際零售商認可度最高的BRC標準；2022年1月大連宮產廠進行了ISO22000升級FSSC22000的體系認證，天津食品廠因為疫情，推遲到2022年4月份之前完成升級FSSC22000認證；集團體系運行持續改善中。

## 2. 產品質量管理目標

2021年大成食品線客訴率指標由2020年的 $\leq 0.2$ 件/百噸調整為 $\leq 0.17$ 件/百噸；實際達成0.18件/百噸，較去年提升10%；台畜線 $\leq 0.8$ 件/百噸，實際達成0.37件/百噸，較去年降低55%；出口生產線 $\leq 0.5$ 件/百噸實際達成0.48件/百噸；肉品線客訴指標由2020年的 $\leq 0.055$ 件/百噸調整為 $\leq 0.03$ 件/百噸，實際達成0.02件/百噸，以上指標除大成生產線超出標準5.8%以外其他全部圓滿達成。

In order to comprehensively improve the Group's system management and product quality, the Group's Food Safety Centre appointed Det Norske Veritas, a third-party certification organization, to provide training on the BRC System Standard and FSSC22000 System Standard to the Group's food and meat quality management staff and key production staff. Two production workshops of Bengbu DaChan Food and Taixu & DaChan Foods (Bengbu) renewed their system certifications in April 2021, which were upgraded from S022000 to the BRC standard, a standard recognized by Global Food Safety Initiative (GFSI) and most recognized by international retailers. In January 2022, the Dalian Gong plant upgraded the system certification from ISO22000 to FSSC22000. Tianjin food factory postponed the upgrade of the FSSC22000 certification to no later than April 2022 due to the epidemic. The operation system of the Group is continuously improved.

## 2. PRODUCT QUALITY CONTROL OBJECTIVES

In 2021, the customer complaint rate target of DaChan Food line was adjusted from  $\leq 0.2/100$  tons in 2020 to  $\leq 0.17/100$  tons. The actual complaint rate was 0.18/100 tons, representing an increase of 10% over last year. Taixu line's target and actual complaint rates were  $\leq 0.8/100$  tons and 0.37/100 tons respectively, representing a decrease of 55% over last year. Export production line's target and actual complaint rates were respectively  $\leq 0.5/100$  tons and 0.48/100 tons. The customer complaint rate target of meat product line was adjusted from  $\leq 0.055/100$  tons in 2020 to  $\leq 0.03/100$  tons, and the actual complaint rate was 0.02/100 tons. Except for DaChan production line, whose complaint rate exceeded the standard by 5.8%, all other targets have been met in the year.

## 嚴格藥物殘留管控制度

本集團動物保護中心依據《中華人民共和國農業農村部公告第250號》食品動物中禁止使用的藥品及其他化合物清單、相關法律法規並綜合評估市場風險等因素，編製《商品肉雞允許使用獸藥清單》，每年進行獸藥供應商評價，對所有抗生素類、抗菌素類、抗病毒類藥物及其他獸藥的品質進行檢驗驗證。獸藥統一採購、統一發放、統一免疫和統一用藥，由具有職業資格證的獸醫進行全程監督指導用藥，對養殖農戶用藥實行統一管理。

本集團食品安全中心依據《中華人民共和國農業農村部公告第250號》、GB1650-2019(2020年4月正式實施)、並依據每年度國抽計劃要求及國家相關法律法規實時更新《藥殘檢測程序及內控標準》文件。文件明確了藥殘限量標準及檢測頻率，對於國家允許使用藥物以最高殘留限量控制，對於禁止使用和不得檢出的藥物明確了不得檢出。日常監測的項目為夫喃唑酮代謝物、夫喃它酮代謝物、夫喃西林代謝物、夫喃妥因代謝物、氯黴素、氟苯尼考、甲硝唑、金剛烷胺、金剛乙胺、利巴韋林、替米考星、尼卡巴秦、五氯酚酸鈉、氟奎諾酮類總量，四環素類總量、磺胺類總量等共16項，不同藥物監測頻率不同，有每批監測、每季度監測、每半年監測和每年監測四種方式，確保全覆蓋，保證產品品質。為了符合全面溯源性要求，本集團食品安全中心制定了《藥殘檢測採樣操作流程》流程，規範了毛雞宰前和屠後採樣程序，明確了採樣時間、採樣數量、採樣點位要求及體重均勻度的

## MANAGEMENT AND CONTROL OF DRUG RESIDUES

In accordance with the "Announcement No. 250 of the Ministry of Agriculture and Rural Affairs of the People's Republic of China", and taking into consideration the list of drugs and other compounds prohibited in food and animals, relevant laws and regulations, and market risk and other factors, the Group's Animal Protection Centre compiles a "List of Permitted Veterinary Drugs for Commercial Broilers". Veterinary drug suppliers are evaluated annually, and the quality of all antibiotics, antivirals and other veterinary drugs is inspected and verified. Veterinary drugs are purchased, distributed, with inoculation done and used uniformly. Veterinarians with professional qualifications supervise the use of drugs throughout the entire process, and the use of drugs to the poultry is uniformly managed.

The Group's Food Safety Centre updated the "Residual Testing Procedures and Internal Control Standards" for compliance with the "Announcement No. 250 of the Ministry of Agriculture and Rural Affairs of the People's Republic of China", GB 31650-2019 (officially implemented in April 2020), the requirements of the national annual sampling programme and relevant national laws and regulations. The updated Standards clarify drug residue limit standards and testing frequency and the maximum residue limit for drugs allowed by the country, and clearly stated that those drugs which are prohibited and should not be detected should not be detected. Regular drug residue monitoring items include 16 items, namely Furazolidone metabolites, Furacillin metabolites, Nitrofurantoin metabolites, Furantoin metabolites, Chloramphenicol, Metronidazole, Florfenicol, Amantadine, Rimantadine, Tilmicosin, Ribavirin, Nicarbazine, Pentachlorophenol-sodium, total tetracyclines, total fluoroquinolones, total sulfonamides. The monitoring frequency varies for different drugs. There are four monitoring methods used to ensure full coverage and product quality: by batch, on quarterly, by semi-annual and annual basis, ensuring the quality of products. To meet requirements for comprehensive

## 食品溯源 消費放心 Food traceability

要求，在採樣記錄上體現放養數量、交雞數量，為防止摻雞還要嚴格記錄宰後數量，由品保人員負責審核，並且提供近期用藥明細。嚴格執行宰前和屠後兩道環節獸藥殘留檢測，宰前檢測超標的毛雞拒收，保證屠後產品獸藥殘完全符合標準要求。對於食品廠嚴控原料藥殘檢測，無論使用本集團內部原料還是外採原料，明確要求供應商提供每批次原料的出廠檢驗報告，檢測項目包含氟奎諾酮類總量、四環素類總量、甲硝唑、替米考星、金剛烷胺、金剛乙胺、夫喃四項等，依據客戶要求檢測項目會有不同，原則是嚴格遵守或更嚴於國家標準控制，確保產品品質安全。

traceability, the Group's Food Safety Centre has issued a "Drug Residue Testing and Sampling Operation Process" which standardises pre- and post-slaughter sampling procedures for chickens, and clarifies sampling times, sampling numbers, sampling points and weight requirements. The requirements for uniformity include the number of chicken breeds and the number of chickens delivered in the sampling records. In order to prevent the mixing of chickens, the number after slaughter must be strictly recorded. The quality assurance personnel is responsible for reviewing and providing details of recent medication on the chickens. The process of veterinary drug residue detection is strictly implemented in the two stages of pre-slaughter and post-slaughter. The chickens with drug residue level exceeding the pre-slaughter test will be rejected to ensure that the veterinary drug residue of the product after slaughter fully meets standard requirements. Suppliers are required to provide a factory inspection report for each batch of raw materials, whether these consist of internally or externally sourced materials, so that the Group's food factories may control the detection of drug residues. Total tetracyclines, total fluoroquinolones, Florfenicol and Ribavirin are covered by the inspection project. The inspection projects vary in accordance with the customers' requirements, with the principle stays the same, namely strictly comply with, if not stricter than, national standards to ensure product quality and safety.



### 3. 日常GMP管理

日常GMP管理制度：本集團食品安全中心在各級領導的支持下，帶領團隊，高舉GMP大旗，緊緊圍繞100-1=0的管理理念，積極推進並落實日常GMP改善計劃追蹤工作，稽核內容逐年細化精進，稽核水平逐年提升。食品、肉品同步管理，硬件和軟件同步精進，消除短板，加長長板，共同達成1+1≥2的目的；稽核內容有基本硬件設施要求和維護、收發貨和倉儲管理、設備維護保養校準人員衛生要求和培訓、清潔消毒和蟲鼠管理、追溯體系、異物和過敏源管理HACCP計劃、SOP落地執行9個模塊。2021年分別於6月和11月完成改善稽核驗證；本集團共12個被稽核單位，100%達成85分以上的成績，其中9個工廠(佔比75%)達到90分以上好成績。團隊整體表現優秀，持續改善一直在進行中；為質量管理目標的圓滿達成奠定了良好的基礎。

### 4. 職能團隊建設

職能團隊建設：為保證產品品質，品保團隊設立4個職能團隊，體系建設和維護團隊、原輔料包材驗收團隊、加工過程品質控制團隊和產品出廠檢驗團隊。2021年初，食品安全中心設立體系專案管理人員，專職負責本集團體系的診斷和推進工作，所有團隊的工作在體系專員的指導下運作，嚴格按照體系制度從原料至成品出廠，全程品質管控，確保產品品質安全。

### 3. REGULAR GMP MANAGEMENT

Regular GMP management system: with the support of leaders at all levels, the Group's Food Safety Centre leads the team to actively follow-up the regular GMP improvement with the management concept of 100-1 = 0 bearing in mind. The audit areas are reviewed every year, leading the audit standard improved every year. Food and meat products are managed simultaneously, and hardware and software are improved simultaneously. Eliminating the weaknesses while reinforcing the strengthens, so as to jointly achieve the goal of 1 + 1 ≥ 2. Audits cover nine modules, namely basic hardware facility requirements and maintenance, receipt and delivery and storage management, equipment maintenance and calibration, personnel hygiene requirements and training, cleaning and disinfection and pest management, traceability system, foreign objects and allergen management, HACCP plan, and standard operating procedures. Improvement of audit verification were completed in June and November 2021 respectively. A total of 12 units of the Group were audited, among them, all have achieved a score of over 85 points, and 9 factories (accounting for 75%) attained over 90 points. The team performed remarkably in general, and the improvement is still ongoing to lay a sound foundation for the achievement of quality control objectives.

### 4. ESTABLISHING FUNCTIONAL TEAMS

Maintaining functional teams: In order to ensure product quality, the quality assurance team maintains four functional teams for system construction and maintenance, raw and auxiliary materials and packaging materials acceptance, processing quality control, and product delivery inspection. In early 2021, the Food Safety Centre maintained system project management personnel for assessing and promoting the Group's systems. All work under the guidance of the systems' personnel, strictly comply with the system, from raw materials to finished products leaving the factory, quality control throughout the entire process to ensure product quality and safety.

## 5. 食品召回制度

我們依據體系制度建立《食品召回程序》文件，並按照召回程序，每年至少進行2次召回演練，召回要求在2小時內完成，因本集團實名溯源體系從建設至今已經有10餘年的歷史，每次均能夠按照時間要求準確完成召回演練。

## 6. 疫情防控制度

疫情防控制度：自2020年初以來，針對持續至今的新冠疫情，本集團高層主管持續關注。為了保證員工安全、保證食品安全，本集團下屬各公司依據《大成集團預防新型冠狀病毒肺炎手冊》要求，建立以營運主管為組長的疫情防控小組，在當地政府的指導和監督下，認真貫徹執行各級聯防聯控政策。進口原料，全部按照國家監管部門的要求進行備案、使用和管理；出廠產品全部按照客戶要求，提供產品核酸檢測報告；工廠員工和外來人員全部依據公司的管理規定和當地政府的管理規定執行。

## 客戶服務

本集團制定客戶投訴管理機制制度文件《產品客訴處理流程》，文件明確說明產品客訴的類別、客訴反饋的渠道、客訴反饋的方式、客訴分析責任人員、客訴快速答覆時間、客訴分析、查找原因、針對問題原因制定改善措施、驗證改善措施的有效性、持續改進。

## 5. FOOD RECALLING SYSTEM

We established the “Food Recall Procedures” in accordance with the system, and conduct recall drills at least twice a year. Recalls are required to be completed within two hours. For over a decade since the real-name traceability system has been established, every recall drill was successfully completed in accordance with the time requirements.

## 6. PANDEMIC PREVENTION AND CONTROL SYSTEM

Since early 2020, the senior management of the Group has been constantly monitoring the COVID-19 pandemic. In the interest of employee and food safety, all companies within the Group have set up a pandemic control unit in accordance with the requirements of the “Prevention of New Coronavirus Pneumonia Handbook of DaChan Group”. Under the guidance and supervision of the local governments, the units have earnestly implemented the joint prevention and control policies. All imported raw materials are filed, used and managed pursuant to the requirements of national regulatory authorities. All products are accompanied with nucleic acid testing reports as required by the customers. All employees and visitors are managed in accordance with the management requirements of the Company and local governments.

## CUSTOMER SERVICE

The Group’s “Product Customer Complaint Handling Process” document clearly outlines product customer complaint categories, feedback channels and methods, responsible personnel for complaint analysis, complaint response times, problem-solving procedures, procedures for verifying the effectiveness of solutions, and guidelines for continuous improvement.

本集團客戶包括網店客戶及線下終端客戶，由客戶服務部門負責相關售後、投訴等工作，主要針對400電話收集的客訴信息，第一時間發送到對應區域的業務人員工作群內，請在地業務人員先行瞭解情況後及時反饋到微信群及同步發出郵件。

目前較常用且快捷的反饋方式是微信平台，為了快速響應，本集團以銷售區域為團隊，建立《質量投訴應對群—xx區》10個，平台上成員組成有銷售總經理、業務主管及生產和品保團隊主管。區域業務代表收到客訴信息(品項名稱、批次號、問題照片、對接人等)後第一時間聯繫客戶經銷商或端點客戶，瞭解問題的具體情況(在當地的會拜訪客戶瞭解具體情況)；然後，第一時間在客訴群裡進行反饋，同步發送郵件給相關人員及主管進行反饋。

客訴答覆的責任部門是食品安全中心，責任人是品保部門經理，答覆時間要求緊急客訴2小時內處理完畢，普通客訴24小時內給出回覆；品保中心負責客訴分析、查找原因、針對問題原因制定改善措施、驗證改善措施的有效性，並持續改進，確保不再發生。

The Group's customers include both online shop and offline terminal customers. The customer service department is responsible for related after-sales and complaints. Customer complaints received via tel no. 400 are sent to a business staff work group in the corresponding area as soon as possible. After evaluating the situation, these local personnel report to the staff WeChat group and send out emails simultaneously.

At present, the most commonly used and quick feedback method is the WeChat platform. To ensure a rapid response, the Group has established 10 "Quality Complaint Response Groups-xx Areas" each led by a team responsible for customer service. The members of the team consist of the sales general manager, business supervisor and head of production and quality assurance team. After receiving the customer complaint information (item name, batch number, photograph(s) of the problem, contract person, etc), the regional business representative will contact the customer's distributor or endpoint customer as soon as possible to understand the specifics of the problem; then, feedback in the customer complaint group will be given as soon as possible, and emails sent to relevant personnel and supervisors for feedback at the same time.

The responsible department for customer complaints is the Food Safety Centre, and the person in charge is the manager of the Quality Assurance Department. Urgent customer complaints are required to be processed within two hours, and ordinary customer complaints are responded to within 24 hours. The Quality Assurance Centre is further responsible for analysing customer complaints and searching for the cause of complaint, developing solutions to causes of problems, verifying the solutions' effectiveness, and ensuring that the problems do not reoccur.

2021年度，因為疫情，消費者對食品安全更加關注，為了減少投訴，減少客戶抱怨，提高客戶的滿意度，持續堅持自2020年4月份以來，由食品安全中心組織牽頭的雙零(零異物和零客訴)改善追蹤會議。雙零會議是由企劃、銷售、生產、品保研發及採購等多個部門共同參加的會議，會議召開頻率是每月1次，會議目標口號是「零異物是義務，零投訴光榮戶」，獎勵門檻隨著管理水平的提升，也做出相應的升級調整。為了達到雙零目標，團隊群策群力，雙零會議獻計獻策，取長補短，相互借鑒。整個團隊從供應商管理、原輔料包材驗收、加工製程管控、產品出廠檢驗及日常GMP管理方面，全面實施管控，取得了可喜的成績。本集團食品系統2021年較2020年客訴件數降低13%，百噸客訴率較2020年降低22%；肉品系統2021年較2020年客訴件數降低10%，百噸客訴率較2020年降低32%，由此可見本集團食品、肉品品質全面提升，圓滿甚至超額達成了2021年品質設定目標。

## 客戶信息安全及隱私

此外，客戶信息對企業而言至關重要，如不小心被盜取或者員工有意洩露，對企業都會帶來很大的名譽和經濟損害，因此，對於企業而言，如何有效保護客戶信息顯得越來越重要，其中很重要的一點是要提升企業員工本身的信息安全意識，對此我們開展了培訓。同時，本集團重視保護客戶及業務夥伴的隱私，經營過程中要求員工遵守保密守則，並有信息技術團隊實行並維護數據保護系統，從而確保數據的安全性、有效性及完整性。

In 2021, consumers became more vigilant in food safety due to the epidemic. In order to reduce customer complaints and improve customer satisfaction, the monthly double-zero (zero foreign matter, zero complaints) meetings led by the Food Safety Centre have been continued since April 2020, with the participation of the planning, sales, production, quality assurance, R&D and procurement departments. The principle of the meeting is "zero foreign object is our obligation, zero complaint is our honour". With the management being improved, the incentive threshold has raised and adjusted accordingly. In order to achieve the double zero goal, the team made concerted efforts to offer suggestions and learn from each other. The team has fully implemented management and control on supplier management, acceptance of raw and auxiliary materials and packaging materials, processing procedure control, product inspection and regular GMP management, and achieved outstanding results. The number of customer complaints about the Group's food system in 2021 has been reduced by 13% as compared to 2020, and the customer complaint rate per 100 tons has decreased by 22%. For the meat system, number of customer complaints and customer complaint rate per 100 tons has dropped by 10% and 32% respectively. This reflected that the quality of the Group's food and meat products has been comprehensively improved, perfectly attained the quality target for 2021.

## CUSTOMER INFORMATION SECURITY AND PRIVACY

In addition, customer data is of vital importance to enterprises. If such data is accidentally lost or deliberately leaked, it can cause great damage to an enterprise's reputation and business. Therefore, protection of customer data is a matter of serious import. One of the most important points is to raise the awareness of information security of the employees themselves, to which we have started training in this regard. Meanwhile, the Group attaches great importance to protecting the privacy of customers and business partners. During the business process, employees are required to abide by the confidentiality code. Besides, we have an information technology team to implement and maintain the data protection system, so as to ensure the security, effectiveness and completeness of data.

## 產品研發

本集團以提升整個食物產業鏈的效率與附加價值，並提供消費者安心、營養、健康的產品與服務為產品研發的管理理念和管理目標。本集團針對產品研發的管理流程為：新產品開發概念審批-雛形樣品製作-品評及改良-NPC會議確認-上市通告-中試生產-批量生產-產品交付。為確保研發水平處於行業優勢地位，本集團積極參與行業專業性的線上、線下的研討會議、參加各種專項技術的培訓班、參觀食品、包裝、設備等相關專業的展覽會議，獲取新的行業技術和發展趨勢信息並應用到產品開發中。

2021年本集團在研發方面的投入約480萬；本年研發亮點及對未來的展望：開發上市新品約150個SKU，其中集團下屬蚌埠大成食品有限公司為薯片炸雞產品的順利生產於2021年7月並投入了60萬元設備資金，使其成為行業內原創型產品，在上市第三個月達到百噸銷量的成績，未來會在休閒渠道加大產品的推廣，使成為同行業差異化的大單品，也將打造成公司的拳頭產品。

## PRODUCT R&D

The Group's management principle and objective in relation to product R&D is to ensure high efficiency, high value, and safe, nutritious and healthy products and services for the whole food industry chain. The Group's management process for product R&D is as follows: review and approval of new product development concept - prototype sample production - evaluation and improvement - NPC meeting confirmation - launching announcement - pilot production - mass production - product delivery. In order to ensure that the R&D is in an advantageous position in the industry, the Group actively participates in professional online and offline seminars and conferences in the industry, training courses on various special technologies, visits exhibitions and conferences of food, packaging, equipment and other related disciplines, acquires new industry technology and development trend information and applies the same to product development.

In 2021, the Group invested approximately RMB4.8 million in R&D. The R&D highlights of the year and prospects for the future: about 150 SKUs of new products have been developed and launched, in which Bengbu DaChan Food Co., Ltd., a subsidiary of the Group, invested RMB600,000 in equipment in July 2021 for the smooth production of "Fried Chip Chicken" (薯片炸雞), an original product in the industry which has achieved a sales volume of 100 tons in three months after launching to the market. In the future, it will increase the promotion in leisure channels to differentiate it from other products in the industry, and make it a hit product of the Company.



## 食品溯源 消費放心 Food traceability

為確保公司持續引領和促進行業發展，主要做了以下幾方面工作：

- 1) 產品創新：本集團每年持續對研發的設備和人力的投入，不斷開發適合市場需求的產品，對於2021年持續升溫的植物基產品也列入產品開發項目並成功上市；
- 2) 設備創新：自動化、智能化，生產線由原來的半自動操作逐步實現自動化，使過程管控更精細，杜絕人為接觸產品，保證產品品質，生產效率大幅提升。
- 3) 包裝創新：多選用可回收利用的PE材料製品，並對包裝規格進行嚴格的把控，避免過度包裝；外包裝採用「冬三層夏五層」的原則，根據季節優化瓦楞紙箱的使用，避免過剩，有效地減少原紙的使用。

本集團未來將在預制菜品及常溫產品方向做進一步的研究和發展。

In order to ensure that the Company continues to lead and take forward the development of the industry, efforts have been made in the follow areas:

- 1) Product innovation: the Group continues to invest in R&D equipment and manpower every year, and constantly develops products addressing the market demand. Plant-based products that have become increasingly popular in 2021 were included in our product development projects and successfully launched;
- 2) Equipment innovation: realize automatic and intelligent production lines. The production lines are gradually upgraded from semi-automatic to automatic operation, which has refined the process control and eliminated human contact with products to ensure product quality and greatly improved the production efficiency.
- 3) Packaging innovation: more recyclable PE materials and products are used, and the packaging specifications are strictly controlled to avoid excessive packaging. The usage of outer packaging adopts the principle of three layers in winter and five in summer, and the usage of carton boxes is adjusted according to the weather to avoid excessive use and effectively reduce the use of paper.

The Group will further conduct research and development on pre-cooked dishes and room temperature products in the future.

## 知識產權保護

大成食品的知識產權範圍包含：著作權、專利權、商標權、商業秘密及其他知識產權；本集團嚴格遵守《中華人民共和國著作權法》、《中華人民共和國專利法》、《中華人民共和國商標法》等法律法規的規定。在國家規範及引導下，本集團著重突破，多從產品配方、技術工藝等創新，除了飼料事業群取得多項國家專利外，蚌埠大成食品有限公司亦於2021年申請1項專利，經過中華人民共和國知識產權局的審核，都是針對企業技術創新及知識產權重視的實踐。

本集團將繼續發揮企業的品牌優勢，加強知識產權的保護，積極採取措施防止及減少商標、專利等知識產權侵權行為的發生。就管理規範而言，要求員工遵守本集團保密制度，每位員工都有責任保護本集團知識產權和商業秘密不被竊取和非法使用，並且全力維護公司利益。

本集團將繼續在產品創新、新技術應用方面進行探索，對取得的成果進行專利申請，使企業的知識產權得到法律上的保護。

## PROTECTING INTELLECTUAL PROPERTY

DaChan Food's intellectual property includes copyrights, patents, trademarks, trade secrets and other intellectual property. The Group strictly abides by the Copyright Law of the PRC (《中華人民共和國著作權法》), the Patent Law of the PRC (《中華人民共和國專利法》), the Trademark Law of the PRC (《中華人民共和國商標法》) and other laws and regulations. Standardised and guided by the nation, the Group focuses on breakthroughs and innovations in product formula, technology and technical process. In addition to a number of national patents obtained by the feed business unit, Bengbu DaChan Food Co., Ltd. has applied for one patent in 2021. After being reviewed by the China National Intellectual Property Administration, it is a practice focused on enterprise technological innovation and intellectual property.

The Group will continue to give full play to its brand advantages, strengthen the protection of intellectual property, and actively take measures to prevent and reduce the infringement of intellectual property such as trademarks and patents. In terms of management practices, employees are required to abide by the Group's confidentiality system. Each employee is responsible for protecting the Group's intellectual property and trade secrets from theft and illegal use, and make an effort to safeguard the interests of the Company.

The Group will continue to explore product innovation and new technology application, and apply for patents for the achievements, so that our intellectual property can be legally protected.

## 榮譽獲取

2021年1月，本集團轄下大成食品(河北)有限公司獲得河北省省級示範聯合體核心龍頭企業；

2021年9月，本集團轄下遼寧大成農牧實業有限公司獲得遼寧省農業產業化省級重點龍頭企業；

2021年12月，本集團轄下台畜大成食品(蚌埠)有限公司通過「食安安徽」品牌認證，並獲得「固鎮縣政府質量獎」；

2022年1月，本集團轄下蚌埠大成食品有限公司獲得蚌埠市農業產業化市級重點龍頭企業。

## RECOGNITIONS

In January 2021, DaChan Food (Hebei) Co., Ltd. of the Group was accredited the title of “Provincial Model Union Core Leading Enterprise in Hebei Province” (河北省省級示範聯合體核心龍頭企業);

In September 2021, Liaoning Great Wall Agri-Industrial Co., Ltd. of the Group was accredited the title of “Provincial Key Leading Enterprise in the Agricultural Industry in Liaoning Province” (遼寧省農業產業化省級重點龍頭企業);

In December 2021, Taixu & DaChan Foods (Bengbu) Co., Limited of the Group was awarded the “Anhui Food Safety” (食安安徽) certification and the Quality Award (品質獎) in Guzhen County;

In January 2022, Bengbu DaChan Food Co., Ltd. of the Group was accredited the title of “Municipal Key Leading Enterprise in the Agricultural Industry in Bengbu” (蚌埠市農業產業化市級重點龍頭企業).

## 廉潔從業 守衛底線

# Operating with integrity and guarding the bottom line

本集團根據《中華人民共和國反不正當競爭法》、《中華人民共和國反壟斷法》等法律法規和有關反貪污賄賂的法律規定，制定並實施《員工職業道德守則》、《管理人員職業道德守則》、《陽光計劃及實施細則》《陽光採購作業制度》、以及本年修訂的《反舞弊與舉報機制制度》，並監督各子公司認真貫徹執行。

本集團廉潔事務由稽核中心統籌管理，稽核中心每季度提報「稽核室季度工作報告」，向董事會提報半年度及年度「內部稽核工作報告」。同時，本集團還採取內部交叉查核監督機制，即人資中心、採購中心和生產實施內部交叉檢查，稽核室實施專案查核和舉報查核（實名舉報成立專案核查，非實名如事實清楚也會成立專案核查）。

2021年，本集團將「大成陽光計劃」作為基本制度之一再次重申，OA系統專門設置「大成陽光申報系統」，要求所有員工如實申報與其他員工、客戶和供貨商之間的親屬／同鄉關係、接受饋贈等內容，以防止賄賂、欺詐、洗黑錢及勒索，構建透明、公平的工作環境。在員工申報接受的饋贈品時，將饋贈品交予員工所在地人資部門，人資部門必須開具收據及登記保管。每月月底，各工廠及公司將收到的饋贈品悉數匯總上報集團人資中心處理。同時，人資中心設置「員工獎懲管理辦法」獎優罰劣，對員工工作行為進行監管。

In accordance with the Anti-Unfair Competition Law of the PRC (《中華人民共和國反不正當競爭法》), the Anti-Monopoly Law of the PRC (《中華人民共和國反壟斷法》) and other laws and regulations relating to corruption and bribery, the Group has implemented a Code of Ethics for Employees (《員工職業道德守則》), a Code of Ethics for Senior Officers (《管理人員職業道德守則》), the Sunshine Project and its Implementing Measures (《陽光計劃及實施細則》), the Sunshine Procurement Operation System (《陽光採購作業制度》) and the Anti-fraud and Whistleblowing Mechanism System (《反舞弊與舉報機制制度》) and supervised their adoption at its subsidiaries.

Matters of integrity for the Group are coordinated and managed by the Audit Centre. The Audit Centre submits a “Quarterly Work Report of the Audit Office” and semi-annual and annual internal audit work report to the Board. The Group has also emplaced a mechanism for internal cross-checking and supervision implemented by the Human Resources Centre, Purchasing Centre and production department. The Audit Office meanwhile implements project and report checks. Case will be established and investigated for both non-anonymous reports and anonymous reports, once verified.

In 2021, the Group reiterated the imposition of the Sunshine Plan as one of its basic staff conduct systems, and the “DaChan Sunshine Reporting System” was established within the Company’s OA system. This requires all employees to disclose on the record the nature of their relationships with fellow employees, customers and suppliers, including any gifts that may have been exchanged within these relationships, as a deterrent to bribery, fraud, money laundering and extortion, and create a transparent and fair working environment. When an employee declares the gifts they have accepted, said gifts are handed over to the employee’s relevant Human Resources Department, which issues a receipt and register for safekeeping. At the end of each month, all factories and companies will collect all gifts received and report them to the Group’s Human Resources Centre for processing. At the same time, the Human Resources Centre devised the “Employee Reward and Punishment Management Measures” to give rewards and punishments accordingly and supervise the employees’ works.

## 廉潔從業 守衛底線

### Operating with integrity and guarding the bottom line

本集團舉報政策讓員工、客戶以及供應商，能夠通過800舉報郵箱、稽核電話以及書面等方式，就不當行為、舞弊及違規等懷疑個案，向審計委員會稽核中心做出舉報。對於實名舉報，稽核中心迅速成立專案開始核查，對於非實名舉報，如舉報內容事實陳述清楚，稽核中心也會立刻成立專案開始核查。本集團禁止一切形式向被舉報人透露舉報人個人信息，在舉報事件辦理核實過程中，會隱去明顯含有舉報人信息的內容。嚴格保密申訴內容，如非必要不會向非參與調查人士披露舉報人相關信息；稽核室採取接案人員即為終案執行人的工作原則，且重要檔案均設有密碼。對稽核查實的違規事實涉及人員按本集團制度給予辭退（勸退）、懲處（包括記大過、小過、申戒、通報等不同程度的處罰）。2021年度本集團共勸退4人，懲處9人，嚴肅整治了企業廉潔風氣。

為了規範員工及董事廉潔從業行為，2021年度稽核中心針對員工開展了以下措施：

1. 稽核主管在2021年8月召開的半年度審計委員會上向各位董事會及高層主管做了2021年上半年稽核工作報告，並匯報了稽核室反舞弊工作開展情況。
2. 稽核核查過程中的查實的貪污舞弊事件公司均第一時間通過郵件將獎懲通報下發給每一名員工。

The Company enables employees, customers and suppliers to report suspected cases of misconduct, fraud, and violations to the Audit Office of the Group's Audit Committee through its no. 800 reporting email, via telephone, or in writing. For non-anonymous whistleblowing, the Audit Centre quickly set up a project to start verification. For anonymous whistleblowing, if the facts of the report are clearly stated, the Audit Centre will immediately set up a project to start verification. The Group prohibits informants' identities from being revealed to the reported person(s). During the process of verifying a reported incident, any content that includes information pertaining to the informant will be concealed. Contents of the complaints are strictly concealed. Unless necessary, any information regarding the informant will not be disclosed to anyone who is not participating in the investigation. The audit officer who receives the report will be responsible for investigating the same, and all important files are encrypted with passwords. The personnel involved in the verified facts of violations shall be dismissed (dissuaded) and punished according to the Group system, including varying degrees of penalty such as recording major or minor demerits, reprimands, and notifications. In 2021, the Group dissuaded four persons and punished nine persons, upholding the integrity of the Group in a serious manner.

In order to ensure the integrity of employees and Directors, in 2021, the Audit Centre conducted the following measures:

1. At the semi-annual Audit Committee meeting held in August 2021, the head of audit reported the audit conducted for the first half of 2021 and the anti-fraud work of the audit office to the Board of Directors and senior management.
2. For the corruption and fraud incidents verified in the process of audit and verification, all employees were notified by the Company of the relevant reward and punishment by email immediately.



3. 稽核室在對地方核查過程中隨時宣導公司制度以及稽核核查過程中的反貪污案例。
4. 為提高稽核人員的業務水平，公司還安排稽核人員2021年7月22-23日進行了為期兩天的「有效的風險管理與舞弊調查」外部專業機構組織的培訓。

本集團對於未來反貪污計劃(如針對反貪污的培訓，對董事的反貪污培訓的計劃，避免員工上下級之間的賄賂)具有以下安排：

1. 繼續安排稽核人員不定期的在公司內部對稽核核查案例的宣導和通報，禁止員工向其直接主管或向對其崗位有監督或管理職責的其他人員進行任何形式的饋贈。
2. 管理層建立並採取有關確認、防止和減少虛假財務報告或者濫用公司資產的措施：各個層次和各個部門建立反舞弊控制措施，如批准、授權、核查、核對、權責分工、工作業績覆核以及本集團資產安全的保護等。
3. 反舞弊政策和程序及有關措施在集團內部以員工手冊、規章制度發佈、宣傳或者局域網等方式進行有效溝通或培訓，確保員工接受有關法律法規、職業道德規範的培訓，使其明白行為準則涉及的概念；幫助員工識別合法與違法、誠信道德與非誠信道德的行為。

3. The Audit Office publicized the Company's system and anti-corruption cases at any time during the process of audit on regional offices.
4. In order to improve the professional level of the auditing staff, the Company arranged a two-day training organized by an external professional institution on "effective risk management and fraud investigation" on 22-23 July 2021.

The Group has the following arrangements for future anti-corruption plans (such as anti-corruption training, plans for anti-corruption training for Directors, and avoiding bribery between employees at different levels):

1. Continue to arrange the auditing staff to publicize and report audit cases to internal staff from time to time, and prohibit employees from giving gifts in any form to their direct supervisors or other supervision or management personnel.
2. The management establishes and implements measures to identify, prevent and reduce false financial reports or misuse of the Company's assets. All levels and departments establish anti-fraud control measures, such as approval, authorization, verification, review, division of rights and responsibilities, work performance review and the protection of the Group's asset.
3. Anti-fraud policies and procedures and relevant measures are effectively communicated or trained within the Group by means of Employee Handbook, rules and regulations, publicity or local area network, so as to ensure the employees are trained on relevant laws and regulations and professional ethics to understand the concepts behind the code of conduct and distinguish legal from illegal, and honest from dishonest behaviours.

## 廉潔從業 守衛底線

### Operating with integrity and guarding the bottom line

2021年，本集團無重大違反與防止賄賂、勒索、欺詐及洗黑錢相關之法律法規的情況發生，2021年度也未發生由公司或員工提出的貪污訴訟案件。

本集團誠摯營造透明、公平、公正、公開的工作環境，並在此公開反貪污舉報方式，以接受廣大利益相關方的監督：

舉報郵箱：800@dachan.com.cn

舉報電話：022-27922393

In 2021, there were no major violations of laws and regulations by the Group in respect to bribery, extortion, fraud and money laundering, nor were any corruption lawsuits filed by the Company or its employees during the year.

**The Group is sincerely committed to creating a transparent, fair, just, and open working environment. It hereby discloses its corruption reporting channels in order to accept the supervision of stakeholders:**

**Report E-mail: 800@dachan.com.cn**

**Report telephone: 022-27922393**

## 反哺社會 社區貢獻 Giving back to society and contributing to communities

2021年11月9日，本集團下屬大成食品(河北)有限公司主要領導前往高寨鎮李留捨村困難戶，代表河北大成對困難戶給予慰問並捐款人民幣9,600元，為當地幫扶工作帶去企業關懷。

On 9 November 2021, the main leaders of DaChan Food (Hebei) Co., Ltd. of the Group visited the poor families in Lilushe Village, Gaozhai Town, and donated RMB9,600 on behalf of Hebei Dachan to give support to local poverty alleviation.



大成食品(河北)有限公司參與孟村回族自治縣產業幫扶項目，接收孟村回族自治縣整合幫扶資金人民幣2,016.45萬元代為經營，2021年度向孟村回族自治縣困難戶分紅人民幣151.23萬元。

DaChan Food (Hebei) Co., Ltd. participated in the industrial assistance project in Mengcun Hui Autonomous County. It was entrusted with the integrated assistance fund of RMB20.1645 million from Mengcun Hui Autonomous County to operate on its behalf. In 2021, it distributed a dividend of RMB1.5123 million to the poor families in Mengcun Hui Autonomous County.

## 反哺社會 社區貢獻

### Giving back to society and contributing to communities

正值寒冬，大成食品(河北)有限公司心繫日夜堅守在疫情防控一線的執勤人員。2021年1月22日，本集團來到孟村回族自治縣各縣級卡口，看望慰問疫情防控一線的執勤人員，向他們道一聲辛苦，說一句感謝。大成食品(河北)有限公司在205國道、辛大路口卡口、何呂店紅綠燈卡口、力軍力卡口等全縣八處縣級卡口，為執勤人員送去了方便面、牛肉腸、礦泉水等慰問品和消毒凝膠、口罩等防控物品。本集團感謝一線執勤人員捨小家顧大家，不顧個人安危、不分晝夜堅守在疫情防控一線，守護全縣人民的平安和健康。1月26日，本集團來到高寨鎮23個村的村級防控檢查站一線的執勤人員進行慰問，對一線防疫卡點值班人員為保障全縣居民生命健康，冒著嚴寒晝夜堅守在疫情防控的第一線表示感謝，向他們的辛苦付出致敬！希望他們在疫情防疫的關鍵時刻，做好自身安全防護工作，補充體能，共戰疫情！

During the frigid winter, DaChan Food (Hebei) Co., Ltd. has never forgotten the personnel on the epidemic prevention and control frontline. On 22 January 2021, the Group paid a visit to the Mengcun Hui Autonomous County to offer their support and gratitude to the personnel on duty at different crossings. DaChan Food (Hebei) Co., Ltd. delivered instant noodles, beef sausages, mineral water, disinfectant gel, masks and other items for personnel on duty at eight county crossings, including National Highway 205, Xinda Road Crossing, Heludian traffic light intersection and Lijunli crossing. The Group is grateful to the frontline duty personnel for persevere in their posts to take care of the public, regardless of their personal safety. On 26 January, the Group visited the prevention and control checkpoints in 23 villages in Gaozhai town to express their gratitude to the frontline epidemic prevention personnel, who braved the severe cold to protect the life and health of residents in the county. Hopefully they can protect themselves at such a critical moment to fight the pandemic together.



# 附錄一：環境關鍵績效指標表

## Appendix I: Table of Environmental Key Performance Indicators

環境關鍵績效指標表

Table of Environmental Key Performance Indicators

環境關鍵績效指標		飼料廠 <sup>2</sup>	食品廠 <sup>3</sup>
Environmental Key Performance Indicator		Feed mill <sup>1</sup>	Food factory <sup>2</sup>
能源及資源消耗量			
<b>Consumption of energy and resources</b>			
總耗水量(單位：立方米)	Total water consumption (unit: cubic metre)	143,753.17	3,028,601.94
耗水密度(單位：立方米／萬元營收)	Water consumption density (unit: cubic metres/ RMB10,000 revenue)	0.34	7.10
總耗電量(單位：千瓦時)	Total power consumption (unit: kWh)	31,663,585.20	106,362,421.88
耗電密度(單位：千瓦時／萬元營收)	Power consumption density (unit: kWh/RMB10,000 revenue)	75.99	249.33
天然氣消耗量(單位：標準立方米)	Natural gas consumption (unit: standard cubic metres)	2,969,979.00	4,043,682.00
煤炭消耗量(單位：噸標煤)	Coal consumption (unit: ton of standard coal)	3,622.61	12,945.75
生物質消耗量(單位：噸標煤)	Biomass consumption (unit: ton of standard coal)	675.10	不涉及 Not involved
綜合能源消耗量(單位：千個千瓦時)	Comprehensive energy consumption (unit: thousand kWh)	58,355.42	165,662.88
綜合能源消耗密度(單位：千個千瓦時／萬元營收)	Comprehensive energy consumption density (unit: thousand kWh/RMB10,000 revenue)	0.14	0.39
包裝材料總使用量(單位：噸)	Total usage amount of packaging materials (unit: ton)	2,357.32	4,009.07
紙箱(單位：噸)	Carton (unit: ton)	不涉及 Not involved	3,175.97
塑料(單位：噸)	Plastic (unit: ton)	2,357.32	619.01
其他包裝材料(單位：噸)	Other packaging materials (unit: ton)	不涉及 Not involved	214.09
包裝材料每生產單位佔量(單位：千克／萬元營收)	Packaging materials per unit proportion (unit: kg/RMB10,000 revenue)	5.66	9.40



## 附錄一：環境關鍵績效指標表 Appendix I: Table of Environmental Key Performance Indicators

環境關鍵績效指標表

Table of Environmental Key Performance Indicators

環境關鍵績效指標 Environmental Key Performance Indicator		飼料廠 <sup>2</sup> Feed mill <sup>1</sup>	食品廠 <sup>3</sup> Food factory <sup>2</sup>
	污染物排放量 Pollutant emission		
污水產生量 <sup>4</sup> (單位：立方米)	Sewage production <sup>4</sup> (unit: cubic metre)	-	2,429,745.00
生活污水產生量(單位：立方米)	Domestic sewage production (unit: cubic metre)	-	132,266.00
工業廢水產生量(單位：立方米)	Industrial wastewater production (unit: cubic metre)	不涉及 Not involved	2,297,479.00
污水處理量(立方米)	Sewage treatment capacity (unit: cubic metre)	-	2,429,745.00
生活污水處理量(單位：立方米)	Domestic sewage production (unit: cubic metre)	-	132,266.00
工業廢水處理量(單位：立方米)	Industrial wastewater production (unit: cubic metre)	不涉及 Not involved	2,297,479.00
硫氧化物排放量(單位：噸)	Sulfur oxide emissions (unit: ton)	23.43	25.54
氮氧化物排放量(單位：噸)	Nitrogen oxide emissions (unit: ton)	22.77	24.30
顆粒物排放量(單位：噸)	Particulates emissions (unit: ton)	27.92	23.39
溫室氣體排放 <sup>5</sup> 總量(單位：噸二氧化碳當量)	Total greenhouse gas emissions <sup>5</sup> (unit: ton of carbon dioxide equivalent)	42,894.19	105,926.45
直接溫室氣體排放量(單位：噸二氧化碳當量)	Direct greenhouse gas emissions (unit: ton of carbon dioxide equivalent)	23,576.24	41,034.73
間接溫室氣體排放量(單位：噸二氧化碳當量)	Indirect greenhouse gas emissions (unit: ton of carbon dioxide equivalent)	19,317.95	64,891.71
溫室氣體排放強度(單位：噸二氧化碳當量/ 萬元營收)	Greenhouse gas emission intensity (unit: ton of carbon dioxide equivalent/RMB10,000 revenue)	0.10	0.25
有害廢棄物總重量(單位：千克)	Total weight of Hazardous waste (unit: kg)	1,098.14	5,901.25
廢機油 <sup>6</sup> (單位：千克)	Waste oil <sup>6</sup> (unit: kg)	1,098.14	5,400.00
廢燈管(單位：千克)	Waste lamp (unit: kg)	不涉及 Not involved	360.75
廢抹布(單位：千克)	Waste cloth (unit: kg)	不涉及 Not involved	56.50
廢舊電子產品(單位：千克)	Waste and obsolete electronic products (unit: kg)	不涉及 Not involved	84.00
有害廢棄物產生強度(單位：克/萬元營收)	Hazardous waste generation intensity (unit: g/RMB10,000 revenue)	2.64	13.83
無害廢棄物總重量(單位：噸)	Total weight of non-hazardous waste (unit: ton)	313.44	6,287.52
爐渣(單位：噸)	Slag (unit: ton)	313.44	2,397.44
污泥(單位：噸)	Sludge (unit: ton)	不涉及 Not involved	3,049.52
病死&死畜禽(噸)	Sick and dead livestock (ton)	不涉及 Not involved	547.80
畜禽糞便(噸)	Livestock manure (ton)	不涉及 Not involved	148.10
工業廢水污染物化學需氧量(單位：噸)	Industrial wastewater pollutants chemical oxygen demand (unit: ton)	不涉及 Not involved	120.06
工業廢水污染物氨氮(單位：噸)	Industrial wastewater pollutants ammonia nitrogen (unit: ton)	不涉及 Not involved	24.60
無害廢棄物產生強度(單位：千克/萬元營收)	Non-hazardous waste generation intensity (unit: kg/RMB10,000 revenue)	0.75	14.74

## 附錄一：環境關鍵績效指標表 Appendix I: Table of Environmental Key Performance Indicators

1	本報告飼料廠數據涵蓋範圍包括哈爾濱、長春、昌圖、瀋陽、葫蘆島、營口、大連、天津、滄州、禹城、蚌埠、湖南及四川 13 個地區飼料廠。	1	The feed mill data in this report include feed mills in 13 regions, including Harbin, Changchun, Changtu, Shenyang, Huludao, Yingkou, Dalian, Tianjin, Cangzhou, Yucheng, Bengbu, Hunan and Sichuan.
2	本報告食品廠數據涵蓋範圍包括天津、大連、鐵嶺、遼陽、堯州、滄州及蚌埠 7 個地區食品廠，相比2020年增加了大連美食食品廠(熟食業務)，因此耗電量、煤炭、直接溫室氣體排放量、無害廢棄物總重量等指標較2020年有所增長。	2	The food factory data in this report include food factories in 7 regions, including Tianjin, Dalian, Tieling, Liaoyang, Luzhou, Cangzhou and Bengbu, consistent to that of the previous year. The addition of the Dalian food factory (cooked food business) in 2020 has resulted in an increase in indicators such as power consumption, coal, direct greenhouse gas emissions and total weight of non-hazardous waste as compared to 2020.
3	本集團飼料廠在生產過程中不產生工業廢水，生活污水產生量非常少，且均經污水處理裝置處理後達標排放。	3	The Group's feed mills do not produce industrial wastewater during the production process, and the amount of domestic sewage generated is very small, and they are discharged in accordance with relevant standards after being treated by waste water treatment facilities.
4	溫室氣體排放計算參考《中華人民共和國國家標準綜合能耗計算通則》(GB 2589-90)、《中國能源統計年鑒》、《2006 年 IPCC 國家溫室氣體列表指南》、香港聯合交易所有限公司頒佈的《如何準備環境、社會及管治報告》、《附錄二：環境關鍵績效指標匯報指引》及《國家發展改革委辦公廳關於做好 2016、2017 年度碳排放報告與核查及排放監測計劃制定工作的通知》。	4	References of greenhouse gas emissions: General Principle for Calculation of the Comprehensive Energy Consumption of the PRC (GB 2589-90) (《中華人民共和國國家標準綜合能耗計算通則》), the China Energy Statistical Yearbook (《中國能源統計年鑒》), 2006 IPCC Guidelines for National Greenhouse Gas Inventories (《2006年 IPCC 國家溫室氣體列表指南》), Appendix 2 Reporting Guidance on Environmental KPIs (《附錄二：環境關鍵績效指標匯報指引》) of "How to Prepare an ESG Report" (《如何準備環境、社會及管治報告》) issued by the Stock Exchange and Notice Regarding Carbon Emissions Reporting and Verification and Emissions Monitoring Program for the years 2016 and 2017 issued by the General Office of the State Development and Reform Commission (《國家發展改革委辦公廳關於做好2016、2017年度碳排放報告與核查及排放監測計劃制定工作的通知》).
5	由於本年度公司使用了粘度較好的冷凍機油，減少了換油次數，因此廢機油排放量較以往年度有所降低。	5	The use of refrigerating oil with higher viscosity this year reduced the frequency of changing oil, resulting in a reduction in waste oil emission a compared to the previous year.
6	2020年度ESG報告環境關鍵績效指標未涵蓋大連美食食品廠(熟食業務)。	6.	The Dalian food factory (cooked food business) is not covered by the Environmental Key Performance Indicators in the 2020 ESG report.

## 附錄二：近兩年匯報範圍列示

### Appendix II: Reporting Scope for the Last Two Years

本集團下屬公司及工廠全稱 Full names of Group subsidiaries and factories	簡稱 Abbreviation	2021年度 2021	2020年度 2020
北京東北亞諮詢有限公司 Dongbei (Beijing) Consultant Co., Ltd.	–	√	√
大成萬達(天津)有限公司 DaChan Wanda (Tianjin) Co., Ltd.	天津食品廠 Tianjin food factory	√	√
蚌埠大成食品有限公司 Bengbu DaChan Food Co., Ltd.	蚌埠食品廠 Bengbu food factory	√	√
台畜大成食品(蚌埠)有限公司 Taixu & DaChan Foods (Bengbu) Co., Limited	蚌埠台畜食品廠 Bengbu Taixu food factory	√	√
大成食品(大連)有限公司 Great Wall Food (Dalian) Co., Limited	大連美食食品廠 Dalian food factory	√	√
大成宮產食品(大連)有限公司 Miyasun-Great Wall Foods (Dalian) Co., Ltd.	大連宮產食品廠 Dalian Great Wall food factory	√	√
遼寧大成農牧實業有限公司遼陽分公司 Liaoning Great Wall Agri-Industrial Co., Ltd., Liaoyang Branch	遼陽食品廠 Liaoyang food factory	√	√
兗州安鮮農場食品有限公司 Yanzhou S&F Farm Co., Ltd.	兗州食品廠 Yanzhou food factory	√	√
大成食品(河北)有限公司滄州肉品廠 DaChan Food (Hebei) Co., Ltd. Cangzhou meat factory	滄州肉品廠 Cangzhou meat factory	√	√
大成農牧(鐵嶺)有限公司 Great Wall Agri (Tieling) Co., Ltd.	鐵嶺肉品廠 Tieling meat factory	√	√
蚌埠大成食品有限公司蚌埠肉品廠 Bengbu Meat Factory of Bengbu DaChan Food Co., Ltd.	蚌埠肉品廠 Bengbu meat factory	√	√
大成食品(大連)有限公司大連肉品廠 Dalian Meat Factory of Great Wall Food (Dalian) Co., Limited	大連肉品廠 Dalian meat factory	√	√
大成萬達(天津)有限公司天津飼料廠 Tianjin Feed Mill of Great Wall Food (Tianjin) Co., Ltd.	天津飼料廠 Tianjin feed mill	√	√
大成食品(大連)有限公司大連飼料廠 Dalian Feed Mill of Great Wall Food (Dalian) Co., Limited	大連飼料廠 Dalian feed mill	√	√
大成農牧(黑龍江)有限公司 Great Wall Agri (Heilongjiang) Co., Ltd.	黑龍江飼料廠 Heilongjiang feed mill	√	√

## 附錄二：近兩年匯報範圍列示 Appendix II: Reporting Scope for the Last Two Years

本集團下屬公司及工廠全稱 Full names of Group subsidiaries and factories	簡稱 Abbreviation	2021年度 2021	2020年度 2020
東北農牧(長春)有限公司 Dongbei Agri (Changchun) Co., Ltd.	長春飼料廠 Changchun feed mill	√	√
大成農牧(鐵嶺)有限公司昌圖飼料廠 Changtu Feed Mill of Great Wall Agri (Tieling) Co., Ltd.	昌圖飼料廠 Changtu feed mill	√	√
遼寧大成農牧實業有限公司 Liaoning Great Wall Agri-Industrial Co., Ltd.	瀋陽飼料廠 Shenyang feed mill	√	√
大成農技(葫蘆島)有限公司 Great Wall Agritech (Huludao) Co., Ltd.	葫蘆島飼料廠 Huludao feed mill	√	√
大成農牧(營口)有限公司 Great Wall Agri (Yingkou) Co., Ltd.	營口飼料廠 Yingkou feed mill	√	√
山東大成生物科技有限公司 Shandong DaChan Biotechnology Co., Limited	禹城飼料廠 Yucheng feed mill	√	√
湖南大成科技飼料有限公司 Hunan Greatwall Technologies & Feeds Co., Ltd.	長沙飼料廠 Changsha feed mill	√	√
四川大成農牧科技有限公司 DaChan Agricultural Technologies (Sichuan) Co., Ltd.	四川飼料廠 Sichuan feed mill	√	√
大成食品(河北)有限公司滄州飼料廠 Cangzhou Feed Mill of DaChan Food (Hebei) Co., Ltd.	滄州飼料廠 Cangzhou feed mill	√	√
蚌埠大成食品有限公司蚌埠飼料廠 Bengbu Feed Mill of Bengbu DaChan Food Co., Ltd.	蚌埠飼料廠 Bengbu feed mill	√	√

# 讀者反饋

## Reader Feedback

尊敬的讀者：

您好！感謝您閱讀本報告。為了不斷提高和改進本集團可持續發展管理，我們真誠地希望聽取您的寶貴意見和建議。請您協助完成本頁內容並選擇以下方式反饋給我們。

地址：北京市朝陽區朝陽門外大街甲6號萬通中心C座4A層

郵箱：hr@dachan.com.cn

1. 您對本報告的總體評價是：

好      較好      一般

2. 您認為本報告在信息和數據披露的清晰度、準確性和完整性上表現如何？

好      較好      一般

3. 您認為本報告在反映本集團對經濟、社會和環境的重大影響方面表現如何？

好      較好      一般

4. 您認為本集團在維護相關方利益方面做得如何？

好      較好      一般

Dear Readers,

Thank you for reading this Report. We sincerely looking forward to receiving your opinions or suggestions on its contents. To offer yours, please complete the form below and return it to us by email or post.

Mailing address: 4A Floor, Office Tower C, Vanton Center, No. 6 Chaowai Street, Chaoyang District, Beijing

E-mail: hr@dachan.com.cn

1. What is your opinion of the Report?

Good      Not bad      Normal

2. Do you think the information and data disclosed in the Report are clear, accurate and complete?

Good      Not bad      Normal

3. Do you think the Report reflects the Group's influence on the economy, society and the environment?

Good      Not bad      Normal

4. How do you rate the Group's performance in safeguarding the interests of stakeholders?

Good      Not bad      Normal



5. 您對本集團可持續發展管理的意見和建議：

如果方便，請留下您的聯繫方式：

姓名：

職業：

工作單位：

郵編：

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聯繫電話：

聯繫地址：

我們將充分考慮您的意見和建議，並承諾妥善保管您的信息。

5. Please provide your opinions or suggestions on the sustainable development management of the Group:

Please leave your contact information if convenient:

Name:

Occupation:

Company:

Post code:

E-mail:

Telephone:

Contact address:

We will thoroughly consider your opinions and suggestions and ensure that your personal information is handled properly.

