

# 农夫山泉

農夫山泉股份有限公司

NONGFU SPRING CO., LTD.

(於中華人民共和國註冊成立的股份有限公司)

(A joint stock company incorporated in the People's Republic of China with limited liability)

股份代號 Stock Code : 9633

2023

可持續發展報告

SUSTAINABILITY REPORT



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# 關於本報告

## ABOUT THIS REPORT

### 概覽

本報告是農夫山泉股份有限公司(以下簡稱「農夫山泉」、「本公司」、「我們」)發佈的2023年可持續發展報告(以下簡稱「本報告」)，如實披露本公司對於股東、客戶、夥伴、員工、環境、社區等重要權益人的履責實踐，以及在環境、社會及管治(以下簡稱「ESG」)方面的表現。本報告涵蓋2023年1月1日至2023年12月31日財務年度(「報告期」)的工作，部分信息追溯以往年度。

### 編製依據

本報告編製遵循香港聯合交易所有限公司(以下簡稱「香港聯交所」)上市規則附錄C2《環境、社會及管治報告指引》進行編製，並已遵守「不遵守就解釋」條文，主要考慮了與主要議題績效披露相關的各具體指標的重要性、量化性、平衡性以及一致性。我們將會在今後的報告中對披露指標進行持續調整與優化。

本報告亦參考全球報告倡議組織(以下簡稱「GRI」)2021年發佈的《GRI標準2021版》，並且回應了摩根士丹利資本國際公司ESG評級(以下簡稱「MSCI ESG評級」、標普道瓊斯可持續發展指數(以下簡稱「S&P DJSI」)等資本市場ESG指數評級機構所關注議題。

本報告內容是按照一套程序而釐定的。有關程序包括：識別和排列重要的權益人、識別和排列ESG重要議題、決定本報告的界限、收集相關材料和數據、根據資料編製本報告以及對本報告中的資料進行檢視等。

### OVERVIEW

This is the 2023 sustainability report (hereinafter referred to as “this report”) published by Nongfu Spring Co., Ltd. (hereinafter referred to as “Nongfu Spring”, the “Company”, “we” or the “Group”). The report discloses the Group’s responsible practices and environmental, social and governance (“ESG”) performance in relation to our shareholders, customers, partners, employees, the environment, communities, and other key stakeholders. This report covers the financial year from 1 January 2023 to 31 December 2023 (the “reporting period”), with some information backdated to previous years.

### PREPARATION BASIS

This report was prepared in accordance with the *Environmental, Social and Governance Reporting Guide*, as set out in Appendix C2 of the *Listing Rules of the Stock Exchange of Hong Kong Limited* (“HKEX”) and also the provisions of “Comply or Explain”, while taking into account the significance, quantification, balance and consistency of the specific indicators relating to the performance disclosure of the main topics. We will continue to adjust and optimize the disclosure indicators in future reports.

In addition, this report is prepared with reference to *GRI Standards 2021* published by the Global Reporting Initiative (hereinafter referred to as “GRI”) in 2021, and responds to the concerns of capital market ESG index rating agencies, such as Morgan Stanley Capital International ESG Ratings (i.e. MSCI ESG Ratings) and the Dow Jones Sustainability Index (S&P DJSI).

The content of the report was determined in accordance with a set of procedures. The process includes identifying and ranking significant stakeholders and important ESG-related issues, determining the boundaries of this report, collecting relevant materials and data, preparing the report based on the information, and reviewing the information in this report.

### 報告範圍及邊界

本報告中提供之政策及數據涵蓋本公司總部及附屬公司，報告範圍口徑與2023年年報一致。除特殊說明外，報告中涉及的貨幣均為人民幣，涉及強度數據均以本公司2023年合格產品產量數據為分母。

### 資料來源及可靠性保證

本報告的數據和案例主要來源於本公司統計報告和相關文件。公司董事會承諾本報告不存在任何虛假記載、誤導性陳述，並對其內容真實性、準確性和完整性負責。

### 確認及批准

本報告經管理層確認後，於2024年3月26日獲董事會通過。

### REPORT SCOPE AND BOUNDARIES

The policies and data provided in the report cover the Company's head office and subsidiaries, and the scope of the report is consistent with that of the Annual Report for the year of 2023. Unless otherwise stated, the currency used in the report is RMB. The intensity data involved are all based on the Company's qualified product output data in 2023 as the denominator.

### SOURCES OF INFORMATION AND ASSURANCE OF RELIABILITY

The data and examples in this report were derived mainly from the Company's statistical reports and relevant documents. The Board of Directors of the Company undertakes that this report does not contain any false records or misleading statements and that it is responsible for the truthfulness, accuracy, and completeness of its contents.

### CONFIRMATION AND APPROVAL

This report was confirmed by management and approved by the Board of Directors on 26 March 2024.

## 董事長致辭

### MESSAGE FROM THE CHAIRMAN

時光呼嘯，再添新歲，農夫山泉的可持續發展工作又走過了充實的一年。在此，我們十分榮幸地以此報告為您呈現2023年農夫山泉在可持續發展方面的主要工作及亮點成果，期待與您交流我們在ESG等各方面的切實實踐與績效表現。

**勇擔責任，以自身力量促進鄉村振興。**農夫山泉充分利用自身產業鏈優勢，主動響應國家「鄉村振興」戰略，圍繞鄉村地區「產業振興、科技振興、人才振興、生態振興」多維度為水源地和種植基地注入發展活力。我們亦不忘「創利、育人、兼濟天下」的公益初心，不斷拓展企業人文關懷與社會責任的傳遞邊界，在救助災區、減緩貧困、改善教育、支持公共體育等公益領域不斷行動，反哺社會，傳遞關懷，建設美好。

**堅韌篤行，以勤勉治理夯實穩健發展基石。**農夫山泉堅持勤勉高效的治理實踐，搭建切實有效的風險管理體系，遵循自身運營適用的法律規範，踐行清正廉潔的商業道德標準。同時依託農夫山泉自上而下的ESG三級式治理架構，我們將自身長效穩健的治理模式與綠色低碳的商業模式互為結合，持續提升企業經營韌性與品牌經濟價值。

**深耕產品，以匠心品質增益消費者健康福祉。**農夫山泉秉持天然、健康的品牌理念，恪守安全、卓越的品質信條。我們立足前沿的研發創新，貼合需求的產品矩陣，舒心完備的服務體驗，獨到新穎的責任營銷，不僅為消費者帶來兼具口感與健康的多元化產品，更以此為載體，引導消費者養成營養均衡的膳食習慣，與消費者共築綠色低碳的可持續生活方式。

As time swiftly passes, ringing in another year on our journey, Nongfu Spring has traversed another fruitful year in our sustainable development efforts. It is with immense honor that we present this report, showcasing the primary work and notable achievements of Nongfu Spring in sustainable development for the year 2023, and we eagerly hope to share with you our firsthand practices and performance across various dimensions such as ESG.

**Courageously assume responsibility, we promote common prosperity with our own strength.** Nongfu Spring makes full use of our industrial chain advantages, actively responds to the national “Rural Revitalization” strategy, and injects vitality into the development of water sources and planting bases by focusing on the “Industrial Revitalization, Technological Revitalization, Talent Revitalization, and Ecological Revitalization” of the rural area in multiple dimensions. As a responsible corporate citizen, we remain true to our public welfare ethos of “creating profit, nurturing people, and contributing to the world”, continually expanding the boundaries of corporate humanitarian care and social responsibility. Under the strategic themes of disaster relief, poverty alleviation, education improvement, and public sports, we consistently act to give back to society, convey care, and contribute to building a better world.

**With steadfast dedication and resilience, we fortify our foundation for robust development through diligent governance.** Nongfu Spring persists in our commitment to diligent and efficient governance practices, puts into place a feasible and effective risk management system, adheres to the legal standards applicable to our operations, and upholds the highest standards of business ethics of integrity and honesty. Supported by Nongfu Spring’s top-down ESG three-tier governance structure, we synergize our enduring, robust governance model with a green, low-carbon business approach, continuously enhancing the Company’s operational resilience and brand economic value.

**Prioritizing product development, we aim to boost consumer health and well-being with high quality.** Nongfu Spring is committed to a natural and healthy brand philosophy, steadfastly adhering to safety and excellence. Grounded in cutting-edge R&D innovation, a demand-driven product matrix, comfortable and comprehensive service experience, and unique and innovative responsibility marketing, we not only offer consumers a diverse range of products that blend taste with health but also guide consumers on this basis towards developing balanced dietary habits, co-creating a sustainable lifestyle of green and low carbon with them.

多維並舉，以企業心力守護家園常青。面對氣候變化帶來的挑戰與機遇，農夫山泉持續檢視自身運營發展與產業鏈條結構對生態的潛在影響，不斷優化提升企業環境管理體系與標準。我們一方面從生產經營實踐中的能耗優化、物料循環、包材減負等具體維度著手，另一方面則基於產品碳足跡與環境負外部性因素考慮，期望通過自身的可持續發展能力建設，強化農夫山泉在產品製造、業務運營等層面的環境友好性，在以企業力量積極響應國家碳达峰、碳中和目標的同時，兌現我們保護地球環境的綠色承諾。

育才培優，以企業溫度關愛員工成長。農夫山泉珍視每位員工對我們事業的堅守，我們不僅扎根於每位員工基本權益的保障、成長需求的滿足與心願心聲的聽取，更期望助力員工獲取長遠的職業發展機遇。農夫山泉打造了公平、廣闊、多元的深度發展平台，竭力幫助員工在包容平等、溫暖和諧、健康安全的職場環境中釋放潛能，追求成功。同時，我們還通過公平完善的人才激勵、細緻入微的員工關懷、貼心周到的職工福利，在自身「人才為先」的價值觀指引下，搭建起員工與公司互為助益的可持續發展共同體，以企業溫度關愛員工成長，以人才活力助益企業發展。

凝聚合力，以務實行動傳遞責任價值。農夫山泉亦將目光投向產業鏈上下游的共同進步以及正向社會價值的良性傳導。作為行業矚目的標杆企業，我們與產業同仁精誠合作，期望將自身ESG理念融入產業鏈可持續發展協同能力的培育，合力鑄就綠色低碳的供應鏈體系。

**Taking a multidimensional approach, we dedicate our corporate efforts to safeguarding our evergreen homeland.**

In response to challenges and opportunities presented by climate change, Nongfu Spring continually assesses the potential impacts of our operational development and industrial chain structure on the ecosystem, and make constant efforts to optimize and improve our corporate environmental management system and standards. From optimizing energy consumption, recycling materials, and reducing packaging burdens in our production and operational practices, to considering product carbon footprints and environmental negative externalities, we strive to enhance Nongfu Spring's environmental friendliness in product manufacturing and business operations. Through our sustainable development capabilities, we actively contribute to the national Carbon Peaking and Carbon Neutrality goals, fulfilling our green commitment to protecting the environment.

**Cultivating talents, we care for employee growth with corporate warmth.**

Nongfu Spring values each employee's commitment to our cause. We are deeply committed not only to protecting every employee's basic rights, addressing their growth needs, and listening to their aspirations but also to facilitating long-term career development opportunities for them. Nongfu Spring has established a fair, expansive, and diverse development platform, making our best to help employees to unleash their potential in an inclusive, warm, harmonious, and safe workplace, in pursuit of success. Simultaneously, guided by our "talent-first" philosophy, through fair and comprehensive talent incentives, meticulous employee care, and thoughtful welfare benefits, we build a sustainable development community beneficial to both employees and the Company, nurturing employee growth with corporate warmth and empowering corporate development with the vitality of talent.

**Uniting efforts, we convey the value of responsibility through concrete actions.**

Nongfu Spring also focuses on the collective progress of the industrial chain and the positive transmission of social values. As a benchmark in the industry, we work earnestly with our industry peers, aiming to integrate our ESG philosophy into the cultivation of sustainable development and collaborative capacity within the industry chain, jointly forging a green, low-carbon supply chain system.

董事長致辭 MESSAGE FROM THE CHAIRMAN

金龍昂首喚春歸，萬象更新耀東方。展望未來，農夫山泉可持續發展實踐的前進方向正越發清晰，前行步伐正越發堅定。我們將繼續攜手各利益相關方與價值鏈夥伴積極響應聯合國可持續發展目標，為行業低碳建設分享自身實踐落地經驗，為國家「雙碳」目標推進注入企業綠色動能。

As the year of dragon rings in, we will herald a renewal that shines brightly in the orient. The path forward for Nongfu Spring's sustainable development practices is increasingly clear, and our steps become more determined. We will continue to collaborate with all stakeholders and value chain partners, actively respond to the Sustainable Development Goals (SDGs) of the United Nations, share our practical experience in low-carbon construction, and fuel green momentum to the national Dual Carbon goals.

鍾睒睒  
董事長

**Zhong Shanshan**  
*Chairman*

# 走進農夫山泉

## ABOUT NONGFU SPRING

農夫山泉成立於1996年，為中國包裝飲用水及飲料行業龍頭企業。公司的主營業務為包裝飲用水和飲料的生產和銷售，同時，包裝飲用水、果汁飲料、功能飲料、茶飲料等產品線正在齊頭並進、蓬勃發展。我們不斷創新，致力於為消費者持續提供健康、天然的飲品。2020年，農夫山泉股份有限公司正式在香港聯合交易所上市（股票代碼：9633.HK），是對我們商業模式和產品質量的肯定。報告期內，本集團收益為人民幣42,667百萬元，年內稅費總計6,839百萬元，其中所得稅開支3,609百萬元。

自成立之日起，農夫山泉始終秉承「水源地建廠、水源地灌裝」的生產理念，體現了對產品品質的嚴格把控和對環境保護的深度承諾，同時亦帶動水源地周邊員工就業近萬人，為水源地的經濟發展做出了巨大貢獻。截至報告期末，我們的水源地已經擴展至12處，包括浙江千島湖、吉林長白山、湖北丹江口、廣東萬綠湖、新疆天山瑪納斯、四川峨眉山、陝西太白山、貴州武陵山、黑龍江大興安嶺、河北霧靈山、福建武夷山、廣西大明山，每一處水源地都經過了我們嚴格的篩選和考察，每一滴農夫山泉都有它的源頭。農夫山泉的每一步成長和進步，都離不開這些珍貴的水源，它們是我們品質的保證。

Established in 1996, Nongfu Spring stands as a leading entity in China's packaged drinking water and beverage industry. The principal operations of the Company encompass the production and sales of packaged drinking water and beverages, while lines such as packaged drinking water, fruit beverages, functional beverages, and tea beverages are simultaneously advancing and flourishing. We are committed to continuous innovation, and dedicated to consistently providing consumers with healthy and natural drinks. In 2020, Nongfu Spring Co., Ltd. was listed on the Hong Kong Stock Exchange (stock code: 9633.HK), which is a testament to the affirmation of our business model and the quality of our products. During the reporting period, the Group's revenue amounted to RMB42,667 million, and the Group's tax expense for the year amounted to RMB6,839 million, of which RMB3,609 million was income tax expense.

From the day of its establishment, Nongfu Spring has always embraced the manufacturing philosophy of "building its factories at the source of its water supply", showcasing its rigorous quality control over products and a profound commitment to environmental conservation. Meanwhile, Nongfu Spring has also driven the employment of nearly 10,000 employees around the water source, making a great contribution to the economic development of the water source. Up to the end of the reporting period, our water sources have been expanded to 12 sites, encompassing locations such as Thousand-island Lake in Zhejiang, Changbai Mountains in Jilin, Danjiangkou in Hubei, Wanlv Lake in Guangdong, Manas of Mount Tianshan in Xinjiang, Mount Emei in Sichuan, Mount Taibai in Shaanxi, Wuling Mountain in Guizhou, Greater Khingan in Heilongjiang, Mount Wuling in Hebei, Mount Wuyi in Fujian, and Daming Mountain in Guangxi. Each source has been meticulously selected and inspected, ensuring that every drop of Nongfu Spring is traceable back to its pristine origin. The evolution and strides of Nongfu Spring are inextricably linked to these invaluable water sources, the bedrock of our quality assurance.



我們是一家始終致力於產品創新與可持續發展的公司，自成立之初，就始終保持著這樣的初心。在過去的二十多年裏，我們憑藉創新精神和對可持續發展的追求，成功推出了多款深受全國消費者喜愛的產品，創造了多個爆款產品。公司現擁有的產品線豐富多樣，包括「農夫山泉」、「茶π」、「東方樹葉」、「維他命水」、「尖叫」等十餘款產品，這些產品全面覆蓋了各類人群的不同消費需求，並得到了廣大消費者的廣泛肯定和好評。農夫山泉並不僅僅滿足於商業上的成功，更十分重視自身的企業社會責任與可持續發展。在過去的一年中，公司憑藉在企業社會責任和可持續發展方面的卓越表現，獲得了多項榮譽和認可，這也進一步證明了農夫山泉的品牌力量 and 社會影響力。

We position ourselves as a company perpetually dedicated to product innovation and sustainable development, a vision that has been unwavering since our inception. Over the past two decades, through our innovative spirit and commitment to sustainable development, we have launched numerous products cherished across the nation, creating several blockbuster offerings. Our product portfolio is rich and varied, featuring over ten brands including “Nongfu Spring”, “Tea π”, “Oriental Leaf”, “Vitamin Water”, and “Scream” and others. These products comprehensively cater to the diverse needs of different consumer groups, earning widespread acclaim and positive feedback from the consumer base. Extending beyond merely pursuing business success, Nongfu Spring deeply values our corporate social responsibility and commitment to sustainable development. Over the past year, the Company’s exceptional performance in corporate social responsibility and sustainable development has garnered multiple accolades and recognitions, further solidifying Nongfu Spring’s brand authority and societal impact.

**2023年可持續發展相關主要獎項榮譽**

**Awards and Honors in 2023**

1. 國家級綠色工廠(四家旗下工廠)
2. 入選首期標普全球《可持續發展年鑒(中國版)》，獲評飲料行業ESG「行業最佳進步企業」
3. 可持續發展實踐入選《中國企業環境、社會與治理報告(2023)》典型案例
4. 中國ESG上市公司先鋒100
5. 中國飲料工業協會公益研究貢獻獎
6. 萬得2023年度中國上市公司ESG最佳實踐獎
7. 虎嗅2023可持續品牌典範獎

1. Four of our factories were recognized as National Green Factories.
2. Selected for the first edition of the S&P Global *Sustainability Yearbook (China Edition)*, receiving the title of “Industry’s Best Progress Enterprise” in the beverage industry ESG category.
3. Featured in the *China Corporate Environmental, Social, and Governance Report (2023)* as a typical case study.
4. Ranking among the Top 100 Pioneering ESG Listed Companies in China.
5. Winner of the Public Welfare Research Contribution Award by the China Beverage Industry Association.
6. Winner of the Wind 2023 Best Practice Award for ESG among Chinese Listed Companies.
7. Winner of the Huxiu 2023 Sustainable Brand Model Award.

# 可持續發展承諾

## SUSTAINABLE DEVELOPMENT COMMITMENT

農夫山泉堅持推陳出新，恪守卓越品質標準，致力於實踐產品天然健康理念，同時高度重視生態環境保護及員工權益保障。我們積極響應聯合國可持續發展目標，結合行業特點及自身業務明確了六大重點關注領域，並於各重點領域做出以下可持續發展承諾：

Nongfu Spring adheres to innovation and high-quality standards. While practicing the concept of natural health of products, it also attaches full importance to the protection of ecological environment and employees' rights and interests. In response to SDGs, we have identified six key areas based on our own development characteristics and made corresponding sustainable development commitments as follows:

### 關注的領域

#### OUR MATERIAL FOCUS AREAS



應對氣候變化

Tackling Climate Change

### 對農夫山泉的重要性

#### Why It Matters

隨著國家「雙碳」目標的推進，低碳轉型已成為農夫山泉實現高質量發展的內在要求和必經之路。作為以天然資源作為主要生產原材料的飲料公司，農夫山泉高度重視可能對生產價值鏈產生顯著影響的氣候變化實體與轉型風險。

With the promotion of “dual-carbon” goals, the low-carbon transformation has become the intrinsic requirement and the only way to achieve high-quality development for Nongfu Spring. As a beverage company with natural resources as its main raw materials, Nongfu Spring attaches great importance to physical and transitional risks from climate change which may impact on the production value chain significantly.

### 與可持續發展目標的關聯

#### Contributing to the Sustainable Development Goals



我們積極響應聯合國可持續發展目標7、目標13、目標15，承諾將持續推動能源清潔能源轉型、應用節能降耗技術措施應對氣候變化風險，推動企業低碳轉型。

In response to SDGs 7, 13 and 15, we pledge to continue to promote the transformation of clean energy, combat climate change risks by energy conservation and consumption reduction technologies, and promote low-carbon transformation.



2030年目標

Target in 2030

20%

- 相對於2019年，碳排放強度下降20%，綜合能耗強度下降20%。
- Compared with 2019, the Company's carbon emission intensity will fall by 20%, and integrated energy consumption intensity will fall by 20%.



2023年進度

Progress in 2023

11%

- 相對於2019年，2023年碳排放強度下降11%，水和飲料產線綜合能耗均下降。
- Compared with 2019, our carbon emission intensity in 2023 decreased by 11%, and the comprehensive energy consumption of water and beverage production lines also saw a reduction.

關注的領域

OUR MATERIAL FOCUS AREAS



水資源管理  
Water Resources Management

對農夫山泉的重要性

Why It Matters

水資源保護是農夫山泉實現長久經營與可持續發展的重要議題。積極應對水壓力問題、緩解水管理風險，並持續強化水資源綜合管理，對於提升公司用水效率、踐行可持續發展有著關鍵作用。

Water resource management is an important issue for Nongfu Spring to achieve long-term management and sustainable development. To improve the Company's water efficiency and implement sustainable development, what we need to do is to actively deal with water resource pressure, mitigate water management risks, and continue to strengthen the integrated water resource management.

與可持續發展目標的關聯：

Contributing to the Sustainable Development Goals:



我們積極響應聯合國可持續發展目標6，承諾將持續踐行水源地保護，不斷強化水資源管理、提升水資源使用效率，做可持續用水的領導者。

In response to SDGs 6, we pledge to continue to protect water source, strengthen water resource management, improve water use efficiency, and become the leader in sustainable water use.



2030目標  
Target in 2030  
**20%**

- 相對於2020年，到2030年用水強度下降20%。
- Compared with 2020, the water use intensity in 2030 will fall by 20%.



2023年進度  
Progress in 2023  
**14%**

- 相對於2020年，2023年用水強度下降14%。
- Compared with 2020, water use intensity in 2023 fell by 14%.

關注的領域

OUR MATERIAL FOCUS AREAS



包裝材料管理  
Packaging Materials Management

對農夫山泉的重要性

Why It Matters

可持續包裝材料實踐能幫助減少企業生產對於自然資源的過度依賴，降低對環境的負面影響，並推進企業運用潛在創新機遇實現綠色轉型。

The application of sustainable packaging materials can reduce the excessive dependence on natural resources and the negative impact on the environment, and creates potential innovation opportunities to help the Company achieve the green transformation.

與可持續發展目標的關聯：

Contributing to the Sustainable Development Goals:



我們積極響應聯合國可持續發展目標9、12，承諾將持續踐行包材輕量化、回收循環利用、包材創新設計等可持續包材管理舉措。

In response to SDGs 9 and 12, we pledge to continue to implement sustainable packaging material management measures such as packaging material reduction, recycling and innovative packaging material design.



2025年目標  
Target in 2025

100%

- 到2025年底，實現水和飲料塑料包裝100%可回收／可重複使用／可用作堆肥。
- By the end of 2025, 100% of our plastic packaging for water and beverages products will be recyclable, reusable or compostable.



2023年進度  
Progress in 2023

99%

- 2023年水和飲料可回收塑料包裝材料佔比99%。
- 2023年已完全取消含炭黑物質包材使用。
- In 2023, 99% of our plastic packaging materials for water and beverage products were recyclable.
- By 2023, we have completely phased out the use of packaging materials containing carbon black substances.

關注的領域

OUR MATERIAL FOCUS AREAS



營養健康機遇

Nutrition and Health Opportunities

對農夫山泉的重要性

Why It Matters

對健康與營養的關注不僅有益於提高消費者福祉，同時也能為食品生產企業提供創新發展機遇，利於企業在踐行可持續發展的道路進一步提升企業競爭力、彰顯企業責任感。

Concern about health and nutrition is not only beneficial to improve the well-being of consumers, but also can provide innovative development opportunities for food production enterprises, which can further enhance the competitiveness and demonstrate the responsibilities of the Company on the sustainable development.

與可持續發展目標的關聯：

Contributing to the Sustainable Development Goals:



我們積極響應聯合國可持續發展目標3、12，承諾將通過天然原料保障與工藝優化不斷加強產品的健康屬性，充分運用營養健康機遇，引領健康的消費理念。

In response to SDGs 3 and 12, we pledge to continuously strengthen the healthy characteristics of products through natural raw material guarantee and process optimization, make full use of nutrition and health opportunities, and lead the healthy consumption concept.



長期目標

Long-term Target

低鈉、低糖、低脂

Low-sodium/low-sugar/low-fat

在每一個產品中體現「天然、健康」的理念，將健康科學飲食理念和當今社會健康問題結合到產品研發的考量當中，重視產品低鈉、低糖、低脂、減量化。

The “natural and healthy” concept is represented in every product. We incorporate scientific concepts of a healthy diet into the consideration of product R&D, and attach importance to low-sodium, low-sugar, low-fat, and small sized products.



2023年進度

Progress in 2023

85%以上

Over 85%

- 無糖／低糖、無鈉／低鈉、無脂肪／低脂產品銷售重量佔比：85%以上。
- 增加營養成分的產品銷售重量佔比：10%以上。
- Sugar-free/low sugar, sodium-free/low-sodium, fat-free/low fat products sales weight percentage: over 85%.
- Products with enhanced nutrition content sales weight percentage: over 10%.

關注的領域

OUR MATERIAL FOCUS AREAS



健康與安全  
Health and Safety

對農夫山泉的重要性

Why It Matters

體面的工作和良好的工作環境是基本社會契約，也是實現經濟穩步增長的保障。構建強健的健康與安全保障體系將在保障員工權益的同時促進企業穩定運營，實現良性發展。

Providing safe, decent work conditions is as basic part of our social contract to achieve a steady increase in the economy. A strong health and safety guarantee system will protect the rights and interests of employees, promote the stable business operation and foster the sound development.

與可持續發展目標的關聯：

Contributing to the Sustainable Development Goals:



我們積極響應聯合國可持續發展目標3、8，承諾將持續完善安全生產管理體系與職業健康安全管理体系舉措，全面保障員工擁有健康且安全的工作環境。

In response to SDGs 3 and 8, we pledge to continue to improve the safety production management system and occupational health and safety management measures to provide employees with a healthy and safe workplace.



2025年目標  
Target in 2025  
全覆蓋  
Full Coverage

持續優化安全管理體系，2025年底前實現職業健康安全管理体系認證全覆蓋。

Continue to optimize the safety management system and achieve full coverage of occupational health and safety system certification before the end of 2025.



2023年進度  
Progress in 2023  
超過50%  
Over 50%

截至2023年底共有超過50%的工廠通過ISO 45001職業健康安全管理体系認證。

As at the end of 2023, over 50% of our factories has obtained ISO 45001 Occupational Health and Safety System Certification.

關注的領域

OUR MATERIAL FOCUS AREAS:



食品安全與質量  
Food Safety and Quality

對農夫山泉的重要性

Why It Matters

食品安全與質量保障是不僅對消費者的責任體現，亦是農夫山泉實現長遠企業發展的重要基礎。為消費者提供安全且高品質的產品將促進農夫山泉樹立誠信負責的企業形象，獲得消費者信任。

Food safety and quality assurance are the reflection of the Company's responsibility to consumers and lay important foundation for the long-term development of Nongfu Spring. Providing safe and high-quality products to customers will promote Nongfu Spring to establish an honest and responsible corporate image and gain trust from consumers.

與可持續發展目標的關聯：

Contributing to the Sustainable Development Goals:



我們積極響應聯合國可持續發展目標6、12，承諾將參照食品安全與質量各級標準，完善涵蓋原料、研發、製造、銷售通路的閉環產品質量保障體系，並持續提升質量改進舉措，向消費者提供安全健康的產品。

In response to SDGs 6 and 12, we pledge to improve the closed-loop product quality assurance system covering raw materials, R&D, manufacturing and sales channels with reference to food safety and quality standards at all levels, and continuously perfect quality improvement measures to provide consumers with safe and healthy products.



目標  
Target

100%

- 國家抽檢合格率100%
- 第三方體系審核獲證率100%
- 食品安全品質事件發生導致的召回事件為零
- 持續推動ISO 9001與ISO 22000認證
- 100% national sample testing pass rate
- 100% certification rate of third-party system audits
- Zero recall due to food safety or quality incidents
- Continues to promote ISO 9001 and ISO 22000 certification



2023年進度  
Progress in 2023

100%

- 全年國家抽檢合格率达100%
- 第三方體系審核認證達100%
- 零起因產品安全與質量問題發生的召回事件
- 獲得ISO 9001質量管理體系、ISO 22000食品安全管理體系(或HACCP)認證佔比達100%
- 100% annual national sample testing pass rate
- 100% identification rate of third-party system audits
- Zero recall due to product safety or quality issues
- 100% of companies obtained ISO 9001 quality management system and ISO 22000 food safety management system (or HACCP) certification

## 可持續發展概覽

# SUSTAINABLE DEVELOPMENT OVERVIEW

農夫山泉致力於與各利益相關方攜手探索企業可持續發展道路。我們以科技創新為驅動、以消費倡導為助力，將可持續發展理念融入戰略制定和企業日常經營管理中，樹立負責任的品牌形象，帶動全產業鏈高質量發展。

在企業治理方面，我們規範自身經營行為，持續探索高水平的公司治理制度建設和實踐，健全風險管理機制，夯實合規運營基礎，營造清正廉潔之風。

在產品保障方面，我們秉持「天然、健康」的理念，不忘初心，堅守匠心，通過完善創新研發制度，健全質量管理體系，為產品品質提供堅實的保障。

在生態保護方面，我們緊緊圍繞綠色環保可持續發展理念，將環保理念融入日常運營中，降低價值鏈對環境的影響，為公司的高質量發展注入綠色動能。

在員工關懷方面，我們堅持以人為本，落實員工權益保障，完善人才激勵體系，以優質平台落實對人才隊伍的深度精準培養，幫助員工實現自我價值。

在社區貢獻方面，我們以開放積極的態度參與行業合作，推動全行業高質量可持續發展；同時，我們擔負企業公民責任，凝聚向善力量，熱心參與公益事業，推動社會進步和可持續發展。

Nongfu Spring is committed to collaborating with all stakeholders in exploring the pathways for sustainable corporate development. By leveraging technological innovation and consumer advocacy, we have seamlessly integrated the principles of sustainable development into our strategic planning and everyday business operations, thus establishing a responsible brand image that propels high-quality growth throughout the entire industry chain.

In the realm of corporate governance, we regulate our operational behaviors, and continuously seek to establish and practice high-level corporate governance systems. By strengthening our risk management mechanisms and solidifying a foundation for compliant operations, we foster an atmosphere of integrity and honesty.

On the part of product assurance, adhering to our “natural and healthy” philosophy, we remain true to our original mission and dedication to craftsmanship. Through the refinement of our innovative research and development system and a sound quality management system, we provide robust guarantees for the quality of our products.

Regarding ecological protection, we firmly embrace the concept of green, environmentally friendly, and sustainable development, and incorporate these ideals into our daily operations. These approaches minimize the environmental impact of our value chain, and infuse our high-quality development with green energy.

In terms of employee care, we maintain a people-centric approach and do well in safeguarding our employees' rights and interests. By enhancing our talent incentive system and utilizing a high-quality platform for the precise and in-depth training of our talent pool, we assist employees in realizing their self-worth.

In the area of community contribution, we engage in industry cooperation with an open and active mindset, and advocate high-quality and sustainable development across the industry. Simultaneously, as a responsible corporate citizen, we rally the forces for the good, and take a proactive part in public welfare projects to foster social progress and sustainable development.

- 本章節對應SDGs
- **SDGs we support in this chapter**



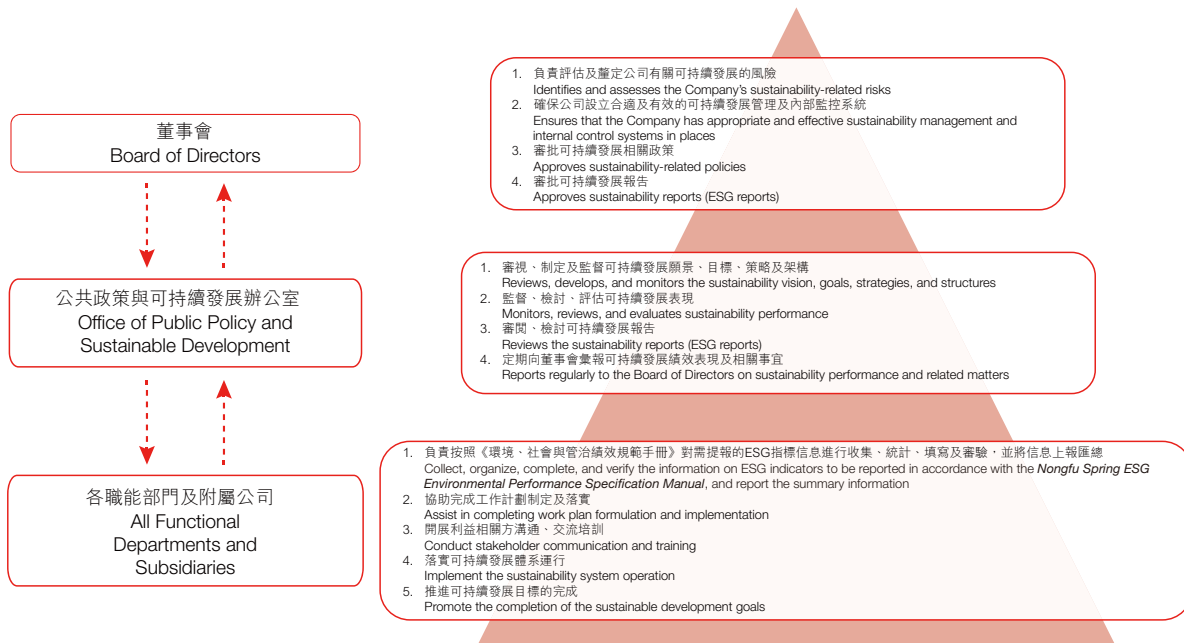


ESG治理架構

農夫山泉高度重視可持續發展管理，建立了自上而下的三級ESG管理架構，通過董事會監督、管理層協助、職能部門落實三個層面推動ESG治理與績效提升。董事會作為ESG治理最高領導機構，負責審議公司ESG戰略、目標及風險管理情況，推動ESG理念與公司運營的融合。公共政策與可持續發展辦公室協助董事會進行ESG治理，主要負責ESG風險的識別與監控以及ESG戰略的制定，並定期向董事會彙報公司可持續發展績效及相關事宜。各職能部門及附屬公司作為執行層，負責參與和落實業務運營過程中環境、社會和管治各層面的工作計劃。

ESG GOVERNANCE STRUCTURE

Nongfu Spring highly values sustainable development management and has instituted a top-down, three-tier ESG management architecture, facilitating ESG management and performance enhancement at three levels: oversight by the Board of Directors, support from management, and execution by functional departments. The Board of Directors, as the top authority for ESG governance, oversees the Company's ESG strategies, goals, and risk management, ensuring the fusion of ESG principles with corporate operations. The Office of Public Policy and Sustainable Development aids the Board of Directors in ESG governance, chiefly tasked with identifying and monitoring ESG risks, drafting ESG strategies, and periodically reporting on the Company's sustainable development performance and related issues to the Board of Directors. All functional departments and subsidiaries at the execution level are responsible for participating and implementing the work plans related to environmental, social and governance during business operations.



農夫山泉ESG管理架構  
Nongfu Spring ESG Governance Structure

- **董事會聲明**  
**董事會責任**

作為農夫山泉ESG事宜管理及公開披露的最高責任機構，董事會對ESG事項承擔最終責任。董事會通過舉行定期會議，識別運營過程中的ESG風險並評估其重要性、審批並批准可持續發展目標並定期檢討目標完成進度、監督ESG相關政策、管理及表現，對ESG信息披露進行審議與批准。

**日常實施**

在日常實施層面，公共政策與可持續發展辦公室負責牽頭，指導和監督各職能部門及附屬公司基於可持續發展目標落實管理方針，從而將可持續發展理念融入到日常運營中。同時，公共政策與可持續發展辦公室定期向董事會彙報可持續發展工作進展。

**風險管理**

農夫山泉定期開展可持續發展風險識別及評估工作，針對識別出的風險及機遇，公共政策與可持續發展辦公室負責統籌開展管理工作，包括制定應對計劃、實施緩解措施、設置目標並定期跟蹤目標進展等。農夫山泉董事會對可持續發展風險與機遇工作開展情況及成果進行監管，確保所有重大可持續風險得到有效管控。

**利益相關方溝通**

農夫山泉通過建立及時、透明的溝通與回應渠道，積極關注利益相關方的訴求，促進公司在可持續發展方面與內外部利益相關方保持緊密溝通。在識別和評估重大可持續發展風險的過程中，農夫山泉充分考慮利益相關方關注和擔憂，推動公司制定有效的管理策略，針對系統化梳理後的重大可持續風險及議題進行管理，回應利益相關方期待。

- **Board of Directors' Statement**  
**Responsibility of the Board of Directors**

As the top governing body responsible for the management and public disclosure of ESG, the Board of Directors bears ultimate responsibility for ESG-related issues. Through regular meetings, the Board of Directors identifies ESG risks during operational processes and assesses their significance, approves sustainable development goals, and regularly reviews the progress toward these goals. Furthermore, it oversees ESG-related policies, management, and performance, and reviews and approves the disclosure of ESG information.

**Daily Implementation**

Regarding daily implementation, the Office of Public Policy and Sustainable Development leads, guides, and oversees the functional departments and subsidiaries in embedding sustainable development goals into management policies, thus integrating sustainable development principles into everyday operations. Additionally, this office routinely presents updates on sustainable development efforts to the Board of Directors.

**Risk Management**

Nongfu Spring conducts regular assessments and identifications of sustainable development risks. Addressing the identified risks and opportunities, the Office of Public Policy and Sustainable Development coordinates the management tasks, including formulating response strategies, executing mitigation actions, establishing objectives, and tracking the progress of these objectives. The Board of Directors supervises the implementation and results of sustainability risks and opportunities to effectively control all major sustainability risks.

**Communication with Stakeholders**

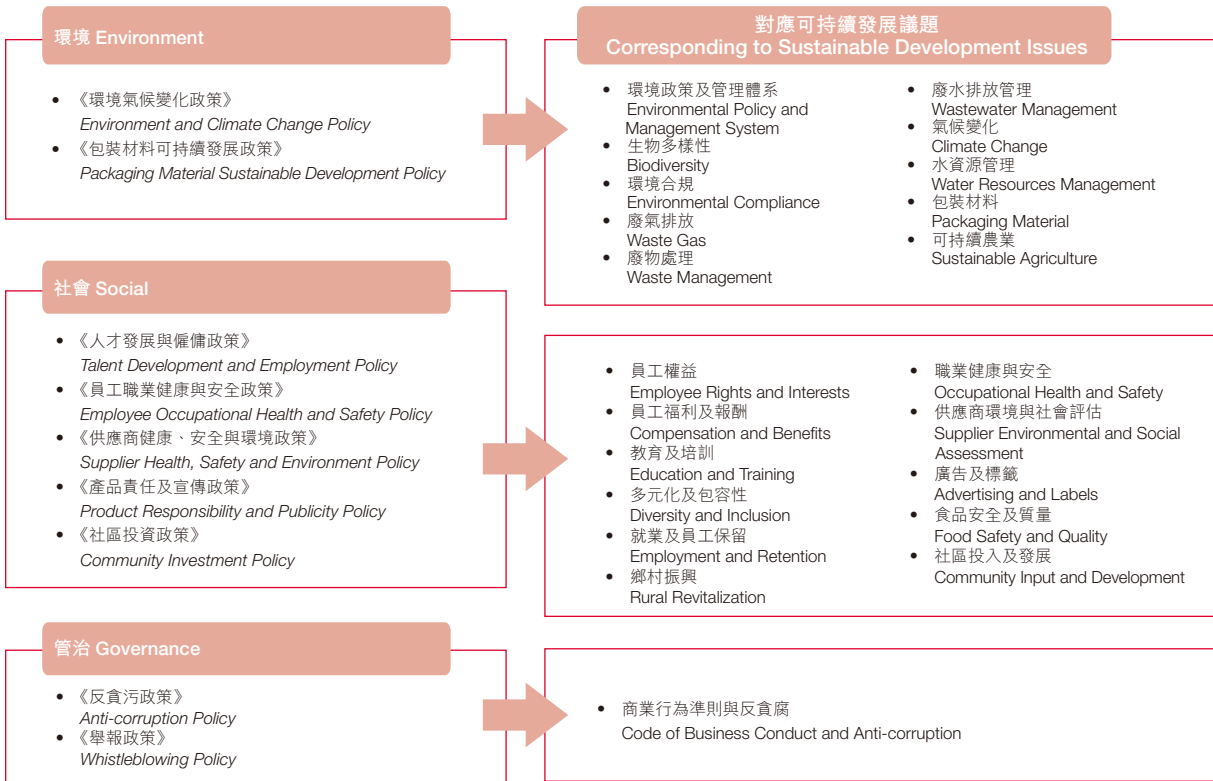
Nongfu Spring maintains a proactive stance towards stakeholder demands through the creation of prompt and transparent communication and response channels, fostering tight-knit communication with both internal and external stakeholders on sustainability matters. In identifying and evaluating major sustainable development risks, Nongfu Spring thoroughly considers stakeholder concerns and interests, takes measures to formulate effective management strategies and addresses significant sustainability risks and topics identified after systematic analysis, meeting the expectations of stakeholders.

ESG管理體系

農夫山泉以《可持續發展公共政策》為引領，針對不同的可持續發展議題制定了相應政策，從政策層面明確了公司原則，為引導和推動公司的可持續發展工作提供了政策保障，也向價值鏈內的合作夥伴傳遞了農夫山泉的可持續發展管理理念。報告期內，我們對《可持續發展公共政策》進行了修訂，修訂部分包括《反貪污政策》及《舉報政策》，詳細修訂內容請參閱「穩健的治理」章節。

ESG MANAGEMENT SYSTEM

Guided by the *Sustainable Development Public Policy*, Nongfu Spring has developed specific policies addressing various sustainable development topics, thereby clarifying the Company's principles at the policy level. This not only ensures policy support for guiding and advancing the Company's sustainable development initiatives but also communicates Nongfu Spring's sustainable development management philosophy to our value chain partners. Within the reporting period, we have updated the *Sustainable Development Public Policy* to include revisions to the *Anti-corruption Policy* and the *Whistleblowing Policy*. For detailed revisions, please see the "Robust Governance" section.



可持續發展政策體系  
Sustainable Development Policy System

### 利益相關方溝通

農夫山泉相信，各利益相關方的意見及建議對公司有效識別ESG風險，提升ESG管理尤為重要。我們與各利益相關方建立了公開、透明的溝通渠道，通過常態化的溝通機制，積極關注並及時回應各利益相關方的訴求，並將合理的建議與訴求融入日常運營與決策過程中，實現更高效的管理決策，持續推進ESG策略與實踐落地。

### COMMUNICATION WITH STAKEHOLDERS

Nongfu Spring recognizes the critical importance of stakeholder opinions and suggestions for effectively identifying ESG risks and enhancing ESG management. In this regard, we have established open and transparent channels for communication with stakeholders, and through regular communication mechanisms, we actively listen to and promptly respond to their concerns. By incorporating their reasonable recommendations and concerns into our daily operations and decision-making, we achieve more efficient management decisions and continuously advance the implementation of our ESG strategies and practices.

利益相關方 Stakeholders	關注議題 Issues	溝通與回應渠道 Channels of Communication and Response
<b>供應商及商業合作夥伴</b> <b>Suppliers and Business Partners</b>	供應商管理 Supplier Management 供應商環境與社會評估 Supplier Environmental and Social Assessment 合作夥伴賦能 Partner Empowerment 商業行為準則與反貪腐 Code of Business Conduct and Anti-corruption 可持續原材料採購 Sustainable Raw Material Procurement	供應商評價 Supplier Evaluation 飛行審查 Unannounced Inspection 供應商培訓及幫扶 Supplier Training and Assistance
<b>經銷商</b> <b>Distributors</b>	合作夥伴賦能 Partner Empowerment 商業行為準則與反貪腐 Code of Business Conduct and Anti-corruption 食品安全及質量 Food Safety and Quality 不當競爭行為 Unfair Competition 政策影響力 Policy Influence	經銷商培訓 Distributor Training 經銷商大會 Distributor Conference 經銷商尋源活動 Distributor Sourcing Activity

利益相關方 Stakeholders	關注議題 Issues	溝通與回應渠道 Channels of Communication and Response
顧客／消費者 Customers/Consumers	廣告及標籤 Advertising and Labels 食品安全及質量 Food Safety and Quality 客戶滿意度 Customer Satisfaction 客戶隱私 Customer Privacy 信息安全與網絡安全 Information Security and Internet Security	信息披露傳播 Information Disclosure and Distribution 客戶滿意度調查 Customer Satisfaction Survey 消費者服務熱線 Consumer Service Hotline 消費者互動活動 Consumer Interaction Activity 消費者尋源活動 Consumer Sourcing Activity
投資者 Investors	企業管治 Corporate Governance 稅務策略 Taxation Strategy 環境合規 Environmental Compliance 水資源管理 Water Resources Management 氣候變化 Climate Change 食品健康營養機遇 Nutrition and Health Opportunities 風險及危機管理 Risk and Crisis Management 生物多樣性 Biodiversity 原材料管理 Raw Material Management 可持續農業 Sustainable Agriculture 技術與創新 Technology and Innovation	企業年報和公告 Corporate Annual Reports and Announcements 公司官網－投資者關係 Nongfu Spring's homepage – Investor Relations 投資者、分析師會議 Investor and Analyst Meeting 路演 Roadshow 專項會議 Special Meeting
媒體 Media	環境合規 Environmental Compliance 水資源管理 Water Resources Management 氣候變化 Climate Change 食品安全及質量 Food Safety and Quality 技術與創新 Technology and Innovation	產品發佈會 Product Launch Conference 溝通會議 Communication Meeting 志願服務 Volunteer Service 媒體溝通採訪 Media Communication Interview

利益相關方 Stakeholders	關注議題 Issues	溝通與回應渠道 Channels of Communication and Response
員工 Employees	員工福利及報酬 Compensation and Benefits 教育及培訓 Education and Training 就業及員工保留 Employment and Retention 職業健康及安全 Occupational Health and Safety 多元化及包容性 Diversity and Inclusion 員工權益 Employee Rights 信息安全與網絡安全 Information Security and Internet Security	員工座談會 Staff Symposium 員工培訓 Employee Training 員工活動 Employee Activity 員工溝通郵箱 Employee Communication Email
政府及監管部門 Government and Regulatory Authorities	廢氣排放 Exhaust Gas 廢物處理 Waste Management 環境政策及管理體系 Environmental Policy and Management System 環境合規 Environmental Compliance 水資源管理 Water Resources Management 氣候變化 Climate Change 包裝材料 Packaging Materials 生物多樣性 Biodiversity 食品安全及質量 Food Safety and Quality	監管考核 Supervision and Evaluation 調研考察 Research and Investigation 會議交流 Meeting Communication 信息披露 Information Disclosure
社區 Communities	社區發展與福祉 Community Development and Welfare 鄉村振興 Rural Revitalization 地方經濟發展 Local Economic Development	提供就業 Job opportunities 產業發展扶持 Industry Development Support 公益慈善 Charity

### 大學生尋源體驗官

### University Students as Source Explorers



農夫山泉萬綠湖工廠是華南地區最重要的研學旅遊基地之一。2023年10月，農夫山泉聯合天貓校園邀請來自全國的20名大學生，深入體驗了萬綠湖工廠五種代表性工種：護水員、生產線負責人、品控負責人、講解員和物流調度員。大學生尋源官們深入水源地和工廠，從水源巡檢監控到生產線資源配置，深度體驗農夫山泉產品從水源地到消費者的每一個環節，充分了解農夫山泉對於產品品質嚴格的把控。

Wanlv Lake Factory of Nongfu Spring is one of South China's most significant educational tourism bases. In October 2023, in collaboration with Tmall Campus, Nongfu Spring invited 20 university students from across the country to deeply explore five representative roles at Wanlv Lake Factory, including water guardians, production line managers, quality control managers, commentators, and logistics coordinators. These students ventured deep into the water source areas and the factory, from monitoring water sources to allocating resources on the production line, experiencing every step of Nongfu Spring's product journey from the source to consumers and gaining comprehensive knowledge of our strict quality control measures.

通過此次尋源體驗活動，大學生尋源體驗官們了解了工廠工作流程，分享了參觀和體驗過程中的感悟和啟發，並深入理解了農夫山泉的企業形象和文化理念。

This source-exploring activity helped these students to understand the factory's operational processes, share insights and inspirations from their visit and experiences, and deepen their understanding of Nongfu Spring's corporate image and cultural philosophy.

農夫山泉邀請合作夥伴和消費者探訪水源地

**Nongfu Spring Invites Partners and Consumers to Explore Water Sources**



2023年，農夫山泉借助12大優質水源地的獨特資源，基於「每一滴農夫山泉都有一個美麗的水源」的品牌自信，集中優勢資源大力開展「尋源」活動。我們邀請了不同環節的合作夥伴以及不同用戶群體前往水源地探訪交流，持續加強與利益相關方的溝通，獲取認可傾聽和反饋。

In 2023, drawing on the unique resources of our 12 premium water sources and fueled by the brand confidence that “every drop of Nongfu Spring comes from a beautiful source”, we vigorously conducted “source-seeking” activities. We invited partners from various sectors and diverse user groups to visit our water sources, continuously enhancing our communication with stakeholders and soliciting their feedback and suggestions.

同時，配合媒體報道，我們策劃執行了飲用天然水(適合嬰幼兒)、飲用天然山泉水(泡茶用)團體標準發佈會、專家媒體尋源、大明山工廠啟動式尋源、車友會水源地自駕遊、旅行新趨勢專項尋源、家渠冠軍尋源團等多場次尋源活動，以點促面，增強尋源整合傳播效果。

Alongside media coverage, we organized a series of source-seeking events, including the launch of group standards for drinking natural water (suitable for infants) and natural spring water (for tea brewing), expert media sourcing activities, source-seeking at Daming Mountain Factory, car enthusiast water source road trips, special source explorations with new travel trends, and champion channel source exploration teams. These efforts aimed to amplify the impact of our source exploration through targeted activities, enhancing the overall communication in this regard.



2023年7月，農夫山泉在廣西上林大明山新工廠舉行首次開放日活動，向社會公眾展示了農夫山泉從水源地勘探、水質檢測、到建造工廠，佈局水源地開展的行動，展示了農夫山泉持續踐行「天然、健康」理念，繼續長期投入水源地建設，以優質水源地的長久佈局，為全國消費者提供好產品。大明山水源地的尋找和確定過程是農夫山泉每一處水源地的縮影，也延續了農夫山泉一貫的水源地建廠理念。

In July 2023, Nongfu Spring hosted its inaugural open day at the new Daming Mountain Factory in Guangxi, showcasing to the public our comprehensive approach from water source exploration and water quality testing to factory construction and development at water sources. This event highlighted Nongfu Spring’s unwavering commitment to the “natural and healthy” philosophy, our continuous investment in water source development, and our strategic planning for high-quality water sources to provide excellent products to consumers nationwide. The process of selecting and securing the Daming Mountain water source epitomizes each Nongfu Spring water source and exemplifies our enduring philosophy of establishing factories close to water sources.

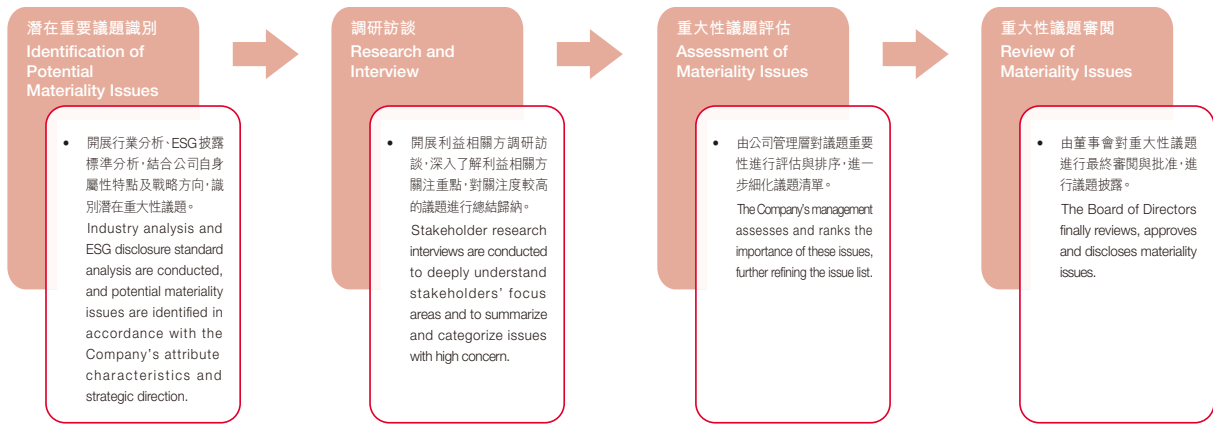


重大性議題

2023年，農夫山泉通過訪談溝通、行業對標、調研走訪、管理層評估等多種方式識別了對自身可持續發展具有重大影響且受利益相關方廣泛關注的可持續發展重大性議題，評估了各項可持續發展議題對公司及各利益相關方的重要性，並由董事會對重大性議題進行最終審閱與批准。

MATERIALITY ISSUES

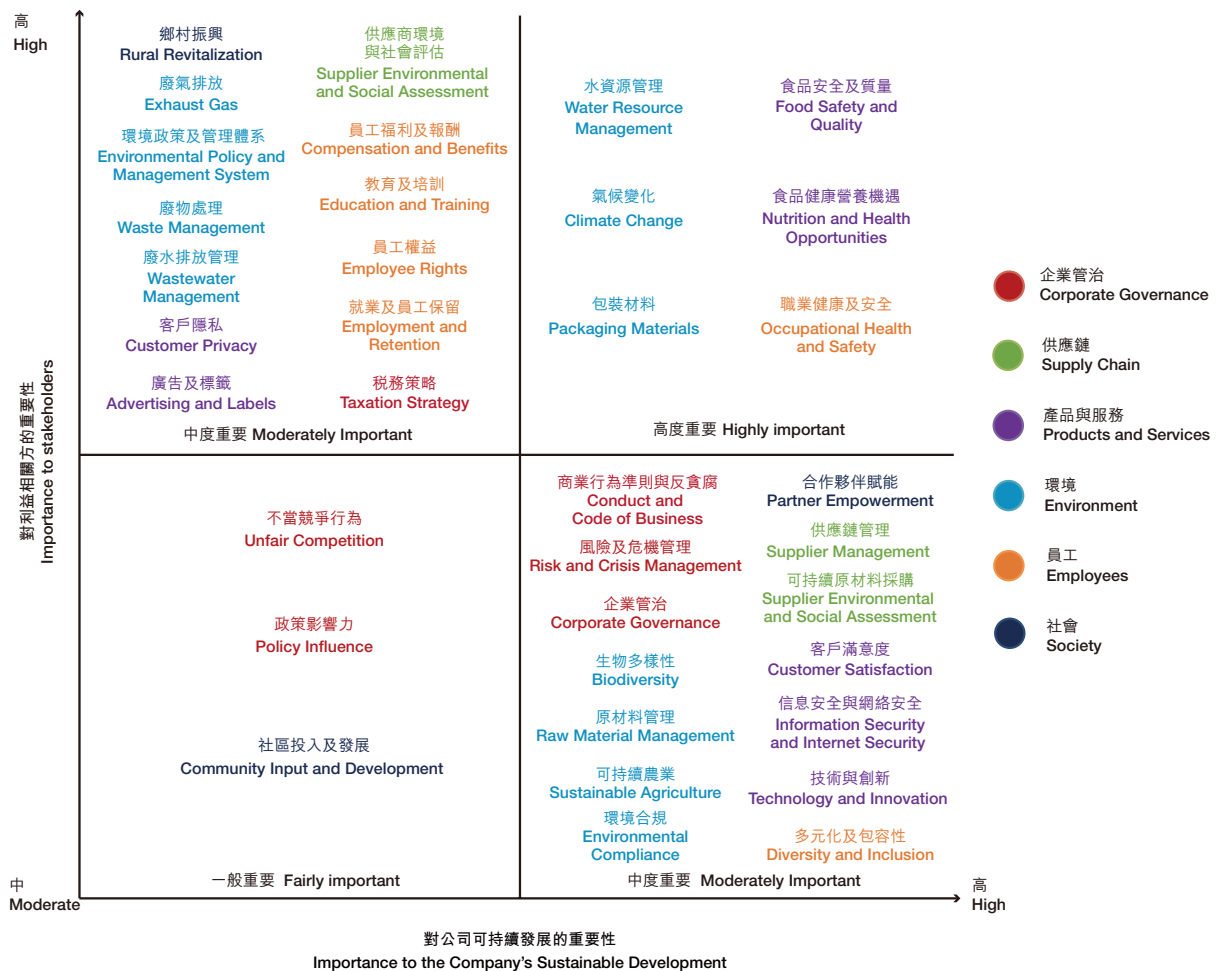
In 2023, Nongfu Spring, through a variety of methods such as interviews, industry benchmarking, surveys, and management evaluations, identified significant sustainable development issues that have a major impact on our sustainability and are widely concerned by stakeholders. The importance of these materiality issues was evaluated to both the Company and its stakeholders, and the Board of Directors conducted the final review and approval of these significant issues.



重大性議題確定流程  
Materiality issues determining process

2023年，公共政策與可持續發展辦公室牽頭與公司經銷商、投資者、消費者、員工、高級管理層、董事會等利益相關方進行溝通，並結合公司的戰略發展方向和現狀，對農夫山泉可持續發展重大性議題矩陣進行了年度更新。

In 2023, led by the Office of Public Policy and Sustainable Development, we communicated with stakeholders including the distributors, investors, consumers, employees, senior management, and the Board of Directors. By integrating the Company's strategic development direction and current situation, an annual update of the materiality issues matrix for Nongfu Spring's sustainable development was carried out.



# 價值的傳遞

## PASSING ON VALUES

響應國家「鄉村振興，共同富裕」戰略，農夫山泉根植全國各水源地與原料產地，充分發揮自身業務串聯一、二、三產業的長鏈條產業優勢，打造自身特色的鄉村振興模式，從產業、科技、人才、生態等方面助力鄉村發展。同時，我們長期關注公眾需求與期待，因地制宜開展公益項目，以救助災區、減緩貧困、改善教育、支持公共體育等方式回饋社會，樹立負責任企業公民新標桿。

In response to the national “Rural Revitalization and Common Prosperity” strategy, Nongfu Spring is deeply rooted in water source areas and raw material production sites across the country. We leverage our comprehensive industrial chain integration capabilities across the primary, secondary, and tertiary industries, and create our own distinctive rural revitalization model, providing support for rural development in terms of industry, science and technology, talent, and ecology. Furthermore, we have consistently paid close attention to public needs and expectations, and have carried out public welfare programs tailored to local conditions, giving back to society through means such as engaging in epidemic prevention and disaster relief, supporting the elderly and the young, caring for employees, and promoting poverty alleviation through education. We are setting a new benchmark for responsible corporate citizenship.

- 本章節對應SDGs
- SDGs we support in this chapter



### 產業振興

#### Industry revitalization



打造贛南臍橙「種植—採收—品牌化」樣板，合作果園面積達17餘萬畝，報告期內收購臍橙1.8億公斤，同比增長50%以上，創歷史新高。

自農夫山泉入駐贛南以來，以農業標準化樹立贛南臍橙金字招牌，助力臍橙收購價格增長兩倍以上，直接或間接帶動當地超過100,000名農村勞動力就業。

We have created a model for “Planting-Harvesting and Purchasing-Branding” of Gannan navel oranges (“Gannan” refers to southern Jiangxi), with a cooperating orchard area of over 170,000 mu (1 mu = 0.165 acres). Within the reporting period, we procured 180 million kilograms of navel oranges, a 50% year-on-year increase, reaching a new historical high.

Since Nongfu Spring’s entry into southern Jiangxi, we have set up the Gannan Navel Orange Golden Brand with agricultural standardization, and helped increase the procurement price of navel oranges by more than double, directly or indirectly driven the employment of over 100,000 local rural laborers.



幫助茶農提升茶葉品質，報告期內收購茶葉超過18,000噸，其中70%產區位於人均收入較低縣區，惠及農戶超過50,000人。

堅持「優質優價」策略，茉莉鮮花使用價格長期高於當地均價20%以上，報告期內鮮花使用量是2020年10倍以上，引導當地花農種植高品質茉莉花，實現提質增收。

Within the reporting period, we helped tea farmers to improve the quality of tea, and procured over 18,000 tons of tea, 70% of our tea procurement areas were in counties with relatively low per capita disposable income, benefiting more than 50,000 farmers.

Adhering to a “High Quality and High Price” strategy, the price of jasmine flowers used has long been higher than the average local price by more than 20%, and the amount of flowers used during the reporting period was more than 10 times that of 2020, guiding local flower farmers to plant high-quality jasmine flowers to achieve quality and income.

## 科技振興

## Technological revitalization



攻克臍橙榨汁世界難題，開創贛南臍橙果汁深加工產業鏈；近三年超過50%採購鮮果用於榨汁，建立贛南臍橙全產業鏈發展新模式。

We have successfully navigated the global challenges of navel orange juicing and established a deep-processing industry chain for Gannan navel orange juice. Over the past three years, more than 50% of our fruit procurement has been used for juicing. We have created a new development model for the full industry chain of Gannan navel oranges.



大力攻堅柑橘黃龍病，實踐科技助農。助力贛南臍橙產量從2007年公司剛入駐時的80萬噸，克服黃龍病影響增長至2023年的180萬噸，臍橙種植面積位居全球第一。

We have made great efforts in combating citrus yellow shoot disease (Huanglongbing), using technology to work for the benefit of farmers. With our assistance in overcoming the impact of citrus yellow shoot disease, Gannan navel orange production has grown from 800,000 tons when the company first entered southern Jiangxi in 2007 to 1.8 million tons in 2023, making the region the world's largest navel orange planting area.

## 人才振興

## Talent revitalization



設立現代學徒制人才培養模式，培育近500名高技術人才返回水源地建設家鄉，解決鄉村建設人才缺失的問題。

We established a modern apprenticeship talent cultivation model, nurturing nearly 500 high-skilled talents to return to the water source and build up their hometowns, solving the problem of talent shortage in rural construction.

## 生態振興

## Ecological revitalization



我們長期踐行保護性開發理念，將位於經濟欠發達地區的「綠水青山」發展為「金山銀山」，在開發過程中守護水源生態根脈，實現可持續用水，促進當地經濟發展。

We have long practiced the concept of protective development, turning the “lucid waters and lush mountains” in economically underdeveloped regions into “invaluable assets”. In the process of development, we have guarded the ecological lifeline of water sources, realizing sustainable water use and boosting local economic development.



全國各大水源地累計吸引400萬人次參觀，串聯當地旅遊線路入選「生態助力鄉村振興之旅」精品線路。

Across all major water source areas, we have cumulatively attracted 4 million visits, integrating local tourism routes into the “ecological assistance for rural revitalization journey”.

災害救助

**Disaster relief**



開創建立了社會災害救助應急機制：授予各個省級大區首批10,000箱飲用水捐贈決定權，凡有災情，自動啟動捐贈救助程序，無需上報總部。報告期內為河北、北京洪水受災地區災民免費提供飲用水。We pioneered the establishment of an emergency social disaster relief system. We granted branch offices in provincial-level regions the authority to decide on first donations of 10,000 boxes of drinking water, which means that the relief system automatically activates in the event of a disaster without the need to report to headquarters. Nongfu Spring provided free drinking water to flood-affected residents in Hebei and Beijing within the reporting period.



在北京、天津、廣州、武漢、成都等高溫乾旱地區的10個城市開展公益送水活動。We carried out public welfare water delivery activities in 10 cities with high temperatures and droughts, including Beijing, Tianjin, Guangzhou, Wuhan, and Chengdu.

公共體育

**Public sports**



為30餘場馬拉松賽事、超過40萬人次參賽選手提供天然、健康的飲用水支持。Nongfu Spring supported over 30 marathon events, providing natural and healthy drinking water to more than 400,000 participating athletes.

志願服務

**Volunteer service**



全年員工參與志願活動時數總計112,430小時。There was a total of 112,430 hours of employee participation in volunteer activities throughout the year.

## 鄉村振興

農夫山泉一直以「推動鄉村振興」為責任和使命，始終致力於將自身發展與鄉村振興相結合，從產業振興、科技振興、人才振興與生態振興四個維度貢獻自己的力量，沿著自身運營價值鏈各個環節，切實幫助農民收入水平提升、助力鄉村發展。

### 一、產業振興

產業振興是鄉村振興的核心環節之一，也是鄉村增收致富、走向共同富裕的動力源泉。農夫山泉扎根鄉村，充分利用當地資源稟賦發展特色產業，從自身產業鏈堅定支持鄉村產業振興。

#### 助力贛南臍橙發展，精準推動產業振興

發展特色產業是實現鄉村振興的重要途徑之一，農夫山泉大力發揚贛南臍橙地理優勢，賦能農戶科學種植，打造贛南臍橙金字招牌，助力贛南鄉村產業振興。

- 種植－推動贛南臍橙「農業標準化」

長期以來，標準化、集約化一直是贛南臍橙產業發展之路上的「痛點」之一，當地種植的農戶多以「低、小、散」為主，品質受氣候和地域影響很大，影響了贛南臍橙在全國的推廣。自2007年入駐贛南以來，農夫山泉長期派駐專業農產品團隊，一面鑽研臍橙苗木生長特性，一面深入田間了解當地風土，在實踐中為當地臍橙種植採收積累了4大標準體系、34道作業流程、79類管控內容和148項監控細項，涉及從苗木種植到鮮果採收的臍橙全生命周期。直至2014年17.5°臍橙上市，農夫山泉在臍橙種植這一長期非標領域實現了「標準化」經營，有效減少臍橙品質差異，為消費者提供風味適宜、口感穩定的優質臍橙，樹立了當地贛南臍橙種植的「品質標桿」。

## RURAL REVITALIZATION

Nongfu Spring has always taken “promoting rural revitalization” as our responsibility and mission. We have been dedicated to integrating our own development with rural revitalization, contributing our efforts from the four dimensions of industry revitalization, technological revitalization, talent revitalization, and ecological revitalization. Along our own operational value chain, we have effectively helped increase farmers’ income and assisted in the development of rural areas.

### I. Industry Revitalization

Industry revitalization is one of the core links in rural revitalization, and also the wellspring of power for income increase and common prosperity in rural areas. Nongfu Spring is deeply rooted in rural areas, fully utilizing local resource endowments to develop distinctive industries and providing firm support for rural industry revitalization from Nongfu Spring’s own industry chain.

#### *Assisting the development of Gannan navel oranges and precisely promoting industry revitalization*

Developing distinctive industries is one of the important ways to achieve rural revitalization. Nongfu Spring has vigorously carried forward the geographical advantages of Gannan navel oranges, empowering farmers to engage in scientific planting, creating a gold-lettered signboard for Gannan navel orange, and supporting the industry revitalization of the rural areas in southern Jiangxi.

- **Planting – Promoting the “agricultural standardization” of Gannan navel oranges**

For a long time, standardization and intensification have been one of the “pain points” in the development of the Gannan navel orange industry. Local farmers are mainly “small, scattered, and of low level”, and the quality of navel oranges is greatly affected by climate and geography, which has affected the promotion of Gannan navel oranges nationwide. Since entering southern Jiangxi in 2007, Nongfu Spring has long stationed a professional agricultural product team, on one hand researching the growth characteristics of navel orange seedlings, and on the other hand delving into local conditions, accumulating in practice a system of 4 major standards, 34 operational processes, 79 control items, and 148 monitoring details covering the entire life cycle of navel oranges from seedling planting to fresh fruit harvesting and purchasing. By 2014, when 17.5° navel oranges were launched, Nongfu Spring had achieved “standardized” operations in the long-term non-standard field of navel orange planting, effectively ensuring consistency in quality of in navel oranges, providing consumers with high-quality navel oranges with suitable flavor and stable taste, and establishing a “quality benchmark” for local Gannan navel orange planting.

傳統臍橙種植施肥大多依靠經驗，缺乏標準性和針對性，導致每年臍橙品質不穩定，影響了農戶的收入。農夫山泉落戶贛南後，總結標準化贛南臍橙生產技術規程，每年從臍橙的種植環節就會派專門的農業技術人員來到果園，應時應季進行施肥指導，給每一個果園制定針對性的施肥標準，提高臍橙品質。在此基礎上，我們積極聯合當地高校、媒體、農戶進一步廣範圍推廣臍橙種植的標準化經驗，取得了良好的推廣及實踐效果。

在此基礎上，我們還將GPS定位引入了果園管理，精準定位和追溯，對每一個果園的數據進行標準化統計和反饋，將標準化種植過程實時記錄。此外，每個包裝鮮橙都配有獨立二維碼，可記錄臍橙的產地、種植、培育人員等信息，實現全流程可追溯，實現了鮮果的標準化管理，消費者也可通過追溯碼體驗果園管理、臍橙生長的全流程，共同打造贛南臍橙的優良品質。

Traditional navel orange planting and fertilization have largely relied on unproven experience, lacking standardization and specificity, leading to unstable orange quality and impacting farmers' income each year. After settling in southern Jiangxi, Nongfu Spring has summarized standardized technology procedures of Gannan navel orange production, and every year designates specialized agricultural technology personnel to the orchards to provide guidance on timely and seasonal fertilization, formulating targeted fertilization standards for each orchard to improve orange quality. On this basis, we actively cooperate with local universities, media, and farmers to further promote the standardization experience of navel orange planting in a wide range, and have achieved good promotion and practical results.

Moreover, we have introduced GPS positioning into orchard management to track and trace data, and standardize statistical analysis on data for each orchard, and record the standardized planting process in real-time. Additionally, each fresh orange is packaged with a unique QR code that can record information such as the place of origin, planting, and planters of navel oranges, achieving full-process traceability and standardized fresh fruit management. Consumers can also experience the full process of orchard management and navel orange growth through the traceability code, jointly creating the high quality of Gannan navel oranges.



臍橙採收「一果兩剪」農事指導  
Orange harvesting "pruning twice for one orange" agricultural work guidance



農夫山泉17.5°橙溯源二維碼  
Nongfu Spring's 17.5° orange traceability QR code

- 採收－促進鄉村果農「共同富裕」

臍橙種植是傳統的「看天吃飯」行業，農民收入與當年氣候關係密切，且往往面臨「增產不增收」的局面。農夫山泉則創立了全新的農商合作模式，每年與果農簽訂合約，果農只管種植，由農夫山泉提供技術指導和質量檢測，臍橙只要符合要求就以高於市場價的價格簽約收購，保證農民「歉年穩收」和「豐年增收」，切實提高了果農收入，直接提高了果農的生活水平。

自2015年17.5°臍橙上市初期至2023年底，在贛南與農夫山泉簽約合作農戶數量已增長8倍，達到近4,000戶，合作果園面積高達17餘萬畝；報告期內，農夫山泉贛南臍橙相關產業鏈直接或間接解決了當地超100,000名農村勞動力就業，帶動了當地的經濟發展。



- Harvesting and purchasing – Promoting the “common prosperity” of fruit growers in rural areas**

Navel orange planting has traditionally been an industry that is “at the mercy of the weather”, with farmers’ income closely tied to the climate, often facing the dilemma of “increased production without increased income”. Nongfu Spring has established a brand-new agricultural-commercial cooperation model and sign contracts with fruit growers every year. Fruit growers only need to focus on planting, while Nongfu Spring provides technical guidance and quality inspection. As long as navel oranges meet the requirements, they are procured at a price higher than the market rate, ensuring that farmers have “stable income in poor years and increased income in abundant years”, substantially improving the income of fruit growers and directly raising their living standards.

From the initial launch of 17.5° navel oranges in 2015 to the end of 2023, the number of farmers contracted with Nongfu Spring in southern Jiangxi has grown 8-fold to nearly 4,000 households, with a cooperative orchard area exceeding 170,000 mu. Within the reporting period, Nongfu Spring’s navel orange-related industry chain in southern Jiangxi has directly and indirectly provided employment for over 100,000 rural workers, driving the local economic development.



- 穩定價格，做贛南臍橙收購「壓艙石」

### Stable prices serving as the “ballast stone” for Gannan navel orange procurement

2023年是贛南臍橙豐收年，但由於年末恰逢霜凍，市場行情一路走低，當地果農面臨「豐年減收」的困局。在此情況下，農夫山泉以高於行情價加大了採購量，收購量近1.8億公斤，比去年增長50%以上，創歷史新高。這一舉措有效遏制了市場惡意殺價行為，穩定了贛南臍橙價格，幫助解決355家果農臍橙滯銷問題，確保了合作果農的利益。

2023 was a bumper harvest year for Gannan navel oranges, but with the arrival of frost at the end of the year, the market sentiment plummeted, leaving local fruit growers facing the dilemma of “reduced income in an abundant year”. In this context, Nongfu Spring increased its procurement volume significantly at a price higher than the market rate, procuring nearly 180 million kilograms, an increase of over 50% compared to the previous year, setting a new historical high. This measure effectively curbed the malicious price-cutting behavior in the market, stabilizing the price of Gannan navel oranges and helping solve the problem of unsold navel oranges for 355 fruit growers, ensuring the interests of farmers contracted with us.



• 品牌－打造贛南臍橙「金字招牌」

贛南臍橙品質優良，但早年鮮有品牌能夠打響產地知名度，影響了當地臍橙產業深度發展。農夫山泉來到贛南發展臍橙產業，打造了真正意義上的農產品知名品牌－「17.5°」，使贛南臍橙和橙汁聞名全國。農夫山泉在江西信豐建設了亞洲最大的鮮橙和橙汁單體加工廠，引進世界先進鮮果分選線。近三年，每年都有超過十萬噸的橙子在這裏進行篩選、包裝，作為17.5°臍橙鮮果或NFC橙汁由贛南發往全國各地。得益於優秀的品質，「17.5°」品牌成為G20峰會、一帶一路高峰論壇、金磚國家首腦會晤等國際重大會議上的指定產品，也在全國打響了贛南臍橙的「金字招牌」，大大提升了贛南臍橙的知名度。

好產品還需渠道推廣，農夫山泉以江西信豐臍橙工廠、中華贛南臍橙產業園為基礎，打造了全國唯一以臍橙為主題的國家4A級旅遊景區，累計向近15萬名遊客展示贛南臍橙種植採收流程。每年臍橙採收季，歷任農夫山泉信豐工廠總經理均走進直播間，向超過10萬消費者介紹贛南臍橙。我們還與各大電商平台打通銷售渠道，以「產地直發」模式讓原產地直連消費者，打通生鮮物流渠道，惠及更多區域品牌。

• Branding – Creating the “gold-lettered signboard” of Gannan navel oranges

Gannan navel oranges are of excellent quality, but in the early years, there was no well-known brand that could raise the awareness of the place of origin, restricting the in-depth development of the local navel orange industry. When Nongfu Spring arrived in southern Jiangxi to develop the navel orange industry, we created a truly renowned agricultural products brand – 17.5°, making Gannan navel oranges and navel orange juice famous nationwide. Nongfu Spring built Asia's largest single-unit fresh orange and orange juice processing plant in Xinfeng County, Jiangxi Province, introducing the world's leading fresh fruit sorting line. Over the last three years, we've annually screened and packaged over 100,000 tons of oranges, transforming them into fresh 17.5° fresh oranges and NFC orange juice, and distributing them from southern Jiangxi to all parts of the country. Due to the outstanding quality, 17.5° has become the designated brand for international events such as the G20 Summit, the Belt and Road Forum, and the BRICS Leaders' Meeting, greatly enhancing the reputation of Gannan navel oranges and establishing them as the “gold-lettered signboard”.

Good products also require channel promotion. Based on the navel orange factory in Xinfeng County, Jiangxi Province and China Gannan Navel Orange Industrial Park, Nongfu Spring has created the only one national 4A-level tourist attraction in China themed around navel oranges, cumulatively showcasing the planting, harvesting and purchasing process of Gannan navel oranges to nearly 150,000 visitors. During the navel orange harvest and purchase season each year, General Manager of Nongfu Spring's factory in Xinfeng County also goes live to introduce Gannan navel orange to over 100,000 consumers. We have also connected with major e-commerce platforms, using a “Direct Delivery from Place of Origin” model to link the place of origin directly with consumers, opening up fresh logistics channels to benefit more regional brands.



農夫山泉臍橙鮮果包裝線

Nongfu Spring Navel Orange Fresh Fruit Packing Line



農夫山泉江西信豐工廠

Nongfu Spring's factory in Xinfeng County, Jiangxi Province

截至報告期末，農夫山泉助力贛南臍橙打造品牌價值已經取得明顯成效，贛南臍橙以品牌價值691.27億元位列全國區域品牌(地理標誌產品)水果類第一，且連續9年居全國水果類榜首，平均收購價格增長兩倍以上。農夫山泉以自身品牌帶動當地農民增產增收，同時推動贛南臍橙產業蓬勃發展。

By the end of the reporting period, Nongfu Spring's efforts to build the Gannan navel orange brand have achieved remarkable results. Gannan navel oranges rank first among national regional brands (China Geographical Indications) in the fruit category, with a brand value of RMB69.127 billion, and have held the top position in the national fruit category rankings for nine consecutive years. Besides, the average procurement price of Gannan navel oranges has more than doubled, boosting both production and income for local farmers, and in turn, has spurring the thriving development of the Gannan navel orange industry.

#### 複製產業助農模式，助推各地農業高質量發展

在臍橙產業基礎上，我們將目光投向我國其他特色農產品：來自新疆的蘋果、來自全國各地的特色茶葉……我們在全國各區域因地制宜，開創當地特色農產品採收模式，將優質產品帶給全國消費者的同時，助力農業產業升級和農村經濟發展。

#### Replicating the industry-assisting-farmers model to promote high-quality agricultural development across regions

Building on the navel orange industry, we have shifted our focus to other distinctive agricultural products across China: apples from Xinjiang, special tea from various regions, and so on. We have created tailored harvest and purchase models for distinctive agricultural products in different regions nationwide. While bringing high-quality products to consumers nationwide, we also help upgrade the agricultural industry and drive rural economic development.

#### • 蘋果—打造「公司+合作社+農民」合作增收模式

我國新疆伊犁地區是世界蘋果起源地之一，素有「蘋果之鄉」稱號。然而近十年前，當地鮮果由於運輸困難及種植水平原因，鮮果商品價值較低，傳統蘋果濃縮汁加工廠僅出價0.5-0.8元/公斤進行收購，造成了很多農戶挖樹砍樹的情況。2015年，農夫山泉蘋果團隊進駐新疆，以1.8元/公斤保底價進行收購，極大程度上提振了果農信心。同時，農夫山泉將「公司+合作社+農民」這一新型合作模式帶入伊犁：農夫山泉與合作社簽訂穩定的採購合同；合作社承包土地，依託規模優勢進行蘋果種植，良種推廣，實踐專業種植技術；農民則可獲得合作社工資、土地租金及銷售利潤分成三份收入。這一模式改變了以往蘋果種植「低、小、散」的局面，保護了蘋果產業和產地品牌，實現了農業的可持續發展和農民的增收致富。

#### • Apple – Building a “Company + Cooperative + Farmer” cooperative income increase model

The Ili Kazakh Autonomous Prefecture in Xinjiang, China, is renowned as one of the places of origin of apples globally and has the title of the “Hometown of Apples”. However, about ten years ago, the local fresh fruit had a low commercial value due to transportation difficulties and planting capacity. As the traditional apple concentrate juice factories offered only RMB0.5-0.8 per kilogram for their procurement, numerous farmers resorted to uprooting and felling their trees. In 2015, Nongfu Spring apple team entered Xinjiang and purchased apples at a minimum price of RMB1.8 per kilogram, which greatly boosted the confidence of the fruit growers. Nongfu Spring also brought a new cooperative model of “Company + Cooperative + Farmer” to Ili Kazakh Autonomous Prefecture: Nongfu Spring signed stable procurement contracts with cooperatives; the cooperatives contracted large-scale land and used special planting techniques to cultivate high-quality apples; farmers could receive three sources of income from cooperative salaries, land rent, and sales profit sharing. This model transformed the formerly “small, scattered, and low-level” nature of apple cultivation, protected the apple industry and the place of origin brand, and realized the sustainable development of agriculture and the increase of farmers’ income and wealth.

截至報告期末，我們在新疆已發展2.8萬餘畝林果，年收購量達58,000噸，直接帶動2,000餘戶果農創業增收。而在蘋果收穫加工季節，可直接帶動當地村民就業20,000餘人次，人均月收入4,500元以上，以蘋果產業帶動當地村民總體增收致富。

As of the end of the reporting period, we have developed more than 28,000 mu of orchards in Xinjiang, with an annual procurement volume of 58,000 tons, directly driving more than 2,000 fruit growers to start businesses and increase their incomes. During the apple harvest and processing season, we can directly create employment for more than 20,000 local villagers, with an average monthly income of more than RMB4,500, driving the overall increase in income and wealth of local villagers through the apple industry.

技術幫扶，完善蘋果產業鏈支撐

**Technical assistance for the improvement of the apple industry chain**

我們持續通過員工長期駐扎、專家定期指導等方式，將先進現代農業技術引進新疆。多年來，農夫山泉十幾名來自疆外的基地管理員陸續扎根新疆，以果園為家推廣新的種植技術。我們還定期聘請國家林果專家為農戶進行免費理論培訓和現場指導，深入果園實地教學超過100小時，提高農戶種植管理水平。基地技術團隊還承擔《伊犁地區蘋果冬季抗寒及倒春寒防治技術研究與推廣應用》等可複製推廣的種植技術研究，讓產業問題解決在前端。截至報告期末，農夫山泉從建設「無毒採穗圃」到肥料農機全方位支持已投入2,000餘萬元，向果農無償提供「無毒蘋果接穗」100餘萬個芽，低成本苗木80餘萬棵，先進農業機械78台(套)。

We have continued to introduce advanced modern agricultural technologies to Xinjiang through long-term stationed employees and regular guidance by experts. Throughout the years, over a dozen base managers from Nongfu Spring went to Xinjiang to introduce new orchard planting techniques. We also regularly hire experts on fruit and tree to provide free theoretical training and on-site guidance for farmers, with over 100 hours of on-site teaching in orchards, improving the planting management level of farmers. The base technical team has also undertaken replicable and promotable planting technology research such as *Research and Application of Winter Cold Resistance and Spring Frost Prevention Technology for Apples in Ili Kazakh Autonomous Prefecture*, addressing frontline challenges in the industry. As of the end of the reporting period, Nongfu Spring has invested more than RMB20 million from the construction of “virus-free nursery bases” to the full support of fertilizers and agricultural machinery, and has provided more than 1 million “virus-free apple grafting buds” and more than 800,000 low-cost seedlings, as well as 78 sets of advanced agricultural machinery, for the fruit growers free of charge.



• 茶葉－以茶助農實現企農互促的可持續發展

茶是我國千年來傳統飲品，各地名優茶葉種類繁多，但也制約了茶產業總體精深加工及標準化的水平。傳統包裝茶飲料一般通過茶粉沖泡來解決原料標準化的問題，而這自然影響了產品的口味，農夫山泉始終堅持茶飲料全綫使用優質原葉茶，保證茶湯風味及口感。為取得優質茶葉原料，農夫山泉開創性地將茶葉供應鏈管理由精製茶廠延伸至初制茶廠(毛茶廠)及茶種植園，我們制定了《茶葉原料質量管理流程》、《茶葉原料加工儲運管理規範》等制度來標準化茶葉生產採收流程，並成立專門的茶葉管理部門，聘請專家深入田間地頭對初制茶廠及茶園進行技術、研發、品質等方面的管理提升，幫助農民種出更高價值的茶葉。報告期內，我們收購茶葉超過18,000噸，收購價是常規出口茶葉的一倍以上。這一舉措為農民帶來了更高的收入，也使農夫山泉能夠獲得更優質的茶原料，實現產業兩端的雙贏，達成企業和農業相互促進的可持續發展。

農夫山泉不局限於精製茶廠，而是管理到田間地頭的模式也使「茶產業精準助農」成為可能。我們的茶葉大多來自於四川、雲南、福建、廣西等省份的「山區縣」、「丘陵縣」，常規農作物種植規模較小，茶葉種植是當地農民支柱收入來源。我們深入山區等茶葉主產地進行茶種的收集與開發，發掘各縣區優質茶葉原料，在滿足茶葉品質要求的前提下，我們通常會更多採用來自欠發達縣區的優質茶葉原料，為當地茶農增加一份收入。報告期內，我們茶葉收購產區中70%位於人均可支配收入較低的縣區<sup>1</sup>，惠及農戶超過50,000人，為產業助農、共同富裕貢獻我們的力量。

<sup>1</sup> 人均可支配收入較低縣區指當地農村居民人均可支配收入屬於全國「低收入組」及「中等偏下收入組」。

• Tea – Achieving sustainable development by synergizing business and agricultural efforts through tea cultivation to enhance farmers' livelihoods

Tea is a traditional beverage in China for thousands of years, with a wide variety of renowned tea leaves in different regions, but this has also constrained the overall level of in-depth processing and standardization of the tea industry. Traditionally, the bottled tea beverage industry solves the problem of raw material standardization by opting for tea powder in brewing processes, which, however, compromises the flavor of the tea beverages. Nongfu Spring has always insisted on using high-quality tea leaves in its tea beverages to guarantee the authentic flavor and richness of the brew. Nongfu Spring has innovated the tea supply chain management by extending it from the refined processing plants to the initial processing plants and the tea plantations, ensuring access to superior quality tea leaves. We have formulated systems such as the *Tea Leaf Quality Management Process and the Tea Leaf Processing, Storage, and Transportation Management Specifications* to standardize the tea planting, harvesting and purchasing process. We have also established a dedicated tea management department, and hired experts to go deep into the fields to provide technical, R&D, and quality management improvements for the initial processing plants and tea plantations, helping farmers grow higher-value tea leaves and purchasing them at higher prices. Within the reporting period, we procured more than 18,000 tons of tea leaves, with an average procurement price of over RMB70 per kilogram, more than double the price of conventional export tea leaves. This measure has brought higher incomes to farmers, and also allows Nongfu Spring to obtain higher-quality tea leaves, achieving a win-win situation at both ends of the industry and realizing the sustainable development of the enterprise and agriculture.

Nongfu Spring's management mode extends beyond the refined processing plants to the fields, enabling "targeted assistance to farmers in the tea industry". Our tea leaves mainly come from the "mountainous counties" and "hilly counties" in Sichuan, Yunnan, Fujian, Guangxi and other provinces, where the scale of conventional crop planting is relatively small, and tea planting is the mainstay income source for local farmers. We have gone deep into mountainous areas, the main tea-producing areas, to collect and develop tea varieties, and uncover high-quality tea leaves in each county. On the premise of meeting tea quality requirements, we usually procure more high-quality tea leaves from the less developed counties, adding an extra income source for the local tea growers. Within the reporting period, 70% of our tea procurement areas were in counties with relatively low per capita disposable income<sup>1</sup>, benefiting more than 50,000 farmers, contributing to industry-driven poverty alleviation and common prosperity.

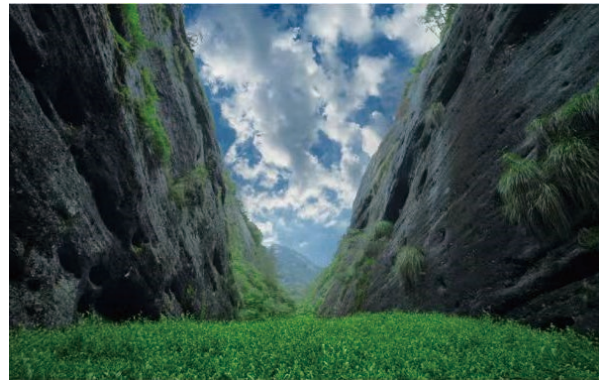
<sup>1</sup> Counties with lower per capita disposable income refer to the counties with local rural residents whose per capita disposable incomes fall within the national "low-income category" and "lower-middle income category".

優質優價，推動茉莉花產業提質增收

**High quality and high price, promoting quality improvement and income increase in the jasmine flower industry**

好的產品離不開好的原料，茉莉鮮花是審制茉莉花茶的基礎原料，而廣西南寧橫州市茉莉花產量佔全世界的60%，是中國茉莉之鄉、世界茉莉花都。作為茶供應鏈管理的延伸，農夫山泉於2020年便直接關注茉莉鮮花品質，堅持「優質優價」的原料策略，要求供應夥伴使用品質優異，供應穩定的鮮花審制茉莉花茶。因此，我們2020年使用茉莉鮮花的均價就顯著高於當地平均成交價格，有效提升了花農供應精品鮮花的積極性。報告期內，公司使用當地茉莉鮮花量已達到2020年的十倍以上，使用價格仍高於當地均價近20%。近三年的有效價格－品質引導，顯著提高了當地高品質茉莉鮮花種植及供應量，也給花農帶來了長期穩定的收入提高，推動當地茉莉花產業提質增收。

Quality raw materials are indispensable. Fresh jasmine flowers are the basic raw materials for producing jasmine tea. The amount of jasmine produced in Hengzhou City in Nanning City, Guangxi Zhuang Autonomous Region accounts for 60% of the global jasmine flower production, and Hengzhou City is the Jasmine Hometown of China and the World Jasmine Flower Capital. As an extension of tea supply chain management, Nongfu Spring has focused on the quality of fresh jasmine flowers since 2020, insisting on a “High Quality and High Price” raw material strategy, requiring suppliers to use high-quality and stable supply of fresh flowers for producing jasmine tea. Therefore, our average price for the use of jasmine flowers in 2020 was significantly higher than the average local transaction price, effectively enhancing the enthusiasm of flower growers to supply premium fresh flowers. Within the reporting period, our use of local fresh jasmine flowers has exceeded 10 times that of 2020, with price still nearly 20% higher than the local average price. The effective price-quality guidance over the past three years has significantly increased the planting and supply of high-quality fresh jasmine flowers locally, and also brought long-term and stable income increases to flower growers, promoting quality improvement and income increase in the local jasmine flower industry.



## 二、科技振興

農業科技創新是推動鄉村振興的核心引擎。農夫山泉致力於通過探索科技創新和應用信息技術，提升農業生產效率與農產品品質，持續助推農業農村高質量發展。我們深耕技術升級領域，打造科技創新驅動產業升級的新模式，在原材料篩選、生產工藝等環節積極探索技術革新在保障產品品質、推動全產業鏈高質量發展。

- **大力攻堅臍橙黃龍病，守護贛南臍橙產業鏈**

2005年，美國的柑橘黃龍病在佛羅里達州被發現，從此該州的橙子產量下降了90%，從612萬噸下降到2023年的約65萬噸。黃龍病是由木虱攜帶的一種韌皮部桿菌引起的果樹疾病，感染的果樹會在幾年內慢慢衰敗，病菌還會伴隨著木虱傳播給臨近的果樹，造成大面積感染，被稱為「柑橘癌症」。2013年前後，黃龍病席捲幾乎整個贛州，果農為避免感染健康苗木只得砍掉受感染果樹以阻斷黃龍病傳播。為幫助農民減少損失，農夫山泉以50元每棵被砍苗木的標準額外補貼果農，金額是當時其他地方補助政策標準的十倍之多。

## II. Technological Revitalization

Agricultural science and technology innovation is the core engine driving rural revitalization. Nongfu Spring is committed to enhancing agricultural production efficiency and agricultural products' quality through exploring technological innovation and applying information technology, continuously promoting high-quality development of agriculture and rural areas. We have put great efforts into technology upgrades, creating a new model of driving industrial upgrading through technological innovation. We actively explore technological innovations in raw material screening, production processes and other links to ensure product quality and promote high-quality development of the entire industry chain.

- **Vigorously combating the citrus yellow shoot disease (Huanglongbing) to safeguard the Gannan navel orange industry chain**

In 2005, the citrus yellow shoot disease (Huanglongbing) in USA was discovered in Florida, after which the orange output of that state decreased by 90%, from 6.12 million tons to around 650,000 tons in 2023. Citrus yellow shoot disease is a phloem-limited bacteria disease transmitted by psyllids. Infected trees will gradually decline within a few years, and the pathogen will also spread to neighboring trees through psyllids, causing large-scale infections, known as the "citrus cancer". Around 2013, the citrus yellow shoot disease swept across almost the entire Ganzhou City. To prevent healthy seedlings from being infected, fruit growers had to cut down infected trees to stop the spread of citrus yellow shoot disease. To help farmers reduce losses, Nongfu Spring subsidized fruit growers with a standard of RMB50 per cut-down seedling, which was ten times more than the standard of other local subsidy policies at that time.

從2013年開始，農夫山泉便聯合科研院所開展防治黃龍病的科研攻堅，帶頭探索非化學、非轉基因的綠色防治方法。截至報告期末，我們聯合廈門大學、浙江農林大學，南京林業大學等科研院校在柑橘黃龍病防治方面取得了一定進展。此外，我們還聯合贛南師範大學開展了「柑橘主要病蟲害綜合防控技術研究和示範」項目，為當地柑橘病蟲害綜合防治提供更好的防治方法。根據研究結果，安裝防蟲網是一種行之有效的防治方法，但較高的成本阻礙了方式技術的普及，農夫山泉便自費為許多合作果園安上了防蟲網，助力實現將病株率控制在3%以下的防治目標。同時，我們長期開展針對果農的田間管理知識培訓、提供種植施肥方案等方式，幫助農戶更好地應對黃龍病等病蟲害的挑戰，提升了當地農戶的種植技術和管理水平，助力臍橙產業的健康發展。

得益於農夫山泉與當地各相關方對柑橘黃龍病科學防治的研究推廣以及大力惠農補助措施，柑橘黃龍病在贛南地區得到有效控制，贛南臍橙產業得到良性發展，整個贛南產區臍橙產量從2007年農夫山泉剛剛入駐時的80萬噸，逐年增長至2023年的180萬噸，臍橙種植面積位居全球第一。



農夫山泉對果農開展技術培訓  
Technical training provided by  
Nongfu Spring to fruit growers

Since 2013, Nongfu Spring has joined hands with scientific research institutes to carry out scientific research on the prevention and control of the citrus yellow shoot disease, taking the lead in exploring green prevention and control methods without chemicals or genetically modified organisms. By the end of the reporting period, we have made progress in citrus yellow shoot disease prevention and control, in collaboration with research institutes such as Xiamen University, Zhejiang A&F University, and Nanjing Forestry University. In addition, we have partnered with Gannan Normal University to carry out the “Research and Demonstration of Comprehensive Prevention and Control Technologies for Major Citrus Pests and Diseases” project, providing better comprehensive methods to prevent and control citrus pests and diseases in the local area. According to the research results, installing insect-proof nets is an effective prevention method, but the high cost has hindered the widespread adoption of this method. Nongfu Spring has self-funded the installation of insect-proof nets for many of our partner orchards, helping them to achieve the goal of controlling the disease rate below 3%. Furthermore, we have been conducting long-term field management training for fruit growers, providing fertilization plans, and helping farmers better cope with challenges like the citrus yellow shoot disease and other pests and diseases. We have improved their planting techniques and management capabilities, supporting the healthy development of the navel orange industry.

Due to the cooperation between Nongfu Spring and the local stakeholders' scientific research and promotion of citrus yellow shoot disease prevention and control, as well as extensive farmer assistance measures, the citrus yellow shoot disease has been effectively controlled in southern Jiangxi. The Gannan navel orange industry has achieved positive development, with the total navel orange output in southern Jiangxi growing from 800,000 tons when Nongfu Spring first entered in 2007 to 1.8 million tons in 2023. The navel orange planting area now ranks first globally.

- **潛心培育無毒苗木，以科技良種培育優良果實**

在農業生產中，一些農作物經過幾代的種植，果實品質都會出現不同程度的退化，這往往是植物病毒感染所致，這一特性在臍橙、蘋果等果樹上表現的尤為突出。而採用無毒苗木技術，可排除植株內部逐代積累的病毒濃度，減少對產量和品質的長期不利影響。早在2006年農夫山泉受到贛州政府的邀請考察柑橘產業開始，我們便意識到要生產出優質的果實，必須從改良土壤和育苗選種開始。此後，我們將實驗室建在田間，聯合科研院所開始系統性研究柑橘、蘋果的無毒苗木，以改善當地的果樹品質，提升果實質量。

截至報告期末，我們的無毒苗木研究與推廣工作已初見成效：在新疆伊犁，我們建設了一座佔地約180畝的百果園，種植超過百種不同的蘋果，不斷進行苗木培育、適應性研究和機械採收實驗。經過培育的脫毒蘋果苗，其生長速度與果實品質都顯著優於傳統方法培育苗木，在當地已有約1萬畝推廣種植；在江西贛州，我們自2016年啟動臍橙脫毒苗木項目，聯合院校進行柑橘作物脫毒復壯研究，歷時7年的培育，無毒苗木已試種成功並同步向簽約農戶開放使用。這一舉措在防治黃龍病方面也起到了關鍵作用，我們於報告期推出3萬棵無毒苗木發給受黃龍病影響的果園（無論其是否與我們有合作關係），並派駐專業技術團隊協助果樹更替，助力提高苗木品質，極大地減少了果農的損失。

- **Cultivating virus-free seedlings to grow high-quality fruits with scientific breeding**

In agricultural production, some crops can experience different levels of quality degradation in their fruits after several generations of planting, which is often due to plant virus infections. This characteristic is particularly prominent in fruit trees like navel oranges and apples. The virus-free seedling technology can eliminate the accumulation of viruses within the plants over generations, reducing the long-term adverse impact on yield and quality. As early as 2006 when Nongfu Spring was invited by the Ganzhou government to investigate the citrus industry, we realized that to produce high-quality fruits, we must start by improving the soil and seedling selection. Since then, we have set up laboratories in fields, collaborating with scientific research institutes to systematically study virus-free seedlings for citrus and apples, in order to improve the local fruit tree quality and enhance fruit quality.

By the end of the reporting period, our virus-free seedling research and promotion have begun to show results. In Ili Kazakh Autonomous Prefecture, Xinjiang, we have built a 180-mu orchard with over 100 different apple varieties, continuously conducting seedling cultivation, adaptability research, and mechanical harvesting and purchasing experiments. The virus-free apple seedlings we have cultivated have significantly better growth rates and fruit quality compared to traditional seedling cultivation methods, with around 10,000 mu of them already promoted and planted locally. In Ganzhou City, Jiangxi Province, we initiated the virus-free navel orange seedling project in 2016, cooperating with academic institutions to conduct research on the revitalization of virus-free citrus. After 7 years of cultivation, virus-free seedlings have been successfully trial-planted and made available for use by our contracted farmers. This measure has also played a critical role in the prevention and control of the citrus yellow shoot disease. Within the reporting period, we donated and distributed 30,000 virus-free seedlings to the orchards affected by the citrus yellow shoot disease (regardless of whether they have a cooperative relationship with us), and dispatched professional technical teams to assist in the replacement of fruit trees, which has helped to improve the quality of seedlings and significantly reduced the losses of fruit growers.



農夫山泉臍橙產業園無毒苗木培育基地  
Nongfu spring navel orange industrial park virus-free seedling cultivation base



農夫山泉培育臍橙無毒苗木  
Virus-free navel orange seedlings cultivated by Nongfu Spring



- 科技開拓臍橙深加工路徑，助推產業高質量發展

我國贛南臍橙是世界範圍內優質的鮮食橙品種，但因為臍橙裏含有大量的檸檬苦素前體物質，加工時會轉化成檸檬苦素，其苦味大多數消費者無法接受，導致臍橙榨汁常年以來難以實現。農夫山泉經過多年反復研究，在2014年攻克了臍橙榨汁的世界難題，開發了以「榨汁裝備與壓榨技術」在內的七大核心工藝，可去除絕大多數臍橙中的檸檬苦素。在此基礎上我們推出首款17.5°NFC(非濃縮還原)橙汁，充分保留臍橙鮮食的良好風味，引領了橙汁的「新鮮革命」，為贛南臍橙開創性地探索出新的出路。

進一步，我們在100%NFC果汁加工儲運領域不斷創新突破，主導建立DB 36/T 1221-2019《100%非濃縮還原(NFC)橙汁生產技術規範》等一系列臍橙榨汁相關地方標準、行業標準，以標準化、規範化為行業樹立樣本，推動國內臍橙產業實現從簡單初級農產品向高附加值果汁深加工領域發展的轉變。伴隨17.5°NFC果汁走進千家萬戶，農夫山泉改變了贛南臍橙以往只能鮮食、過季臍橙只能丟棄或爛在果園裏的局面，近三年用於榨汁的收購臍橙佔比超過50%以上，顯著提高臍橙收購量，助推臍橙全產業鏈深度發展，也讓更多消費者品嚐到贛南臍橙的特色風味。

- **Technological exploration of the deep processing path for navel oranges, promoting high-quality development of the industry**

Gannan navel oranges of China represents one of the high-quality fresh-eating orange varieties in the world. However, the precursor substances of limonin in navel oranges, which are high in content, will be converted into limonin in production processing, the bitterness of limonin is unacceptable to most consumers, posing a challenge in juicing navel oranges. Based on persistent research over the years, Nongfu Spring overcame the world challenge of navel orange juicing in 2014, and has developed seven core processes, including the "Juicing Equipment and Squeezing Technique", which can remove the majority of limonin in the processing of navel oranges. On this basis, we have initiatively launched the product of 17.5° NFC (Not From Concentrate) orange juice, which fully retains the good flavor of fresh navel oranges and leads the "Freshness Revolution" of orange juice, pioneering the exploration of new channels for Gannan navel oranges.

Furthermore, we continue to innovate and break through in 100% NFC juice processing, storage and transportation, take the lead in the formulation of a series of local and industry standards in relation to navel orange juicing, such as the Technical Specification for 100% Not From Concentrate Orange Juice Production (DB 36/T 1221-2019). Through standardization and normalization, we aim to establish an industry model and promote the transformation of the domestic navel orange industry from simple production of primary agricultural products to deep processing of high value-added juice products. With the availability of 17.5° NFC juice to the broad consumer market, Nongfu Spring has changed the landscape where Gannan navel oranges could only be eaten fresh and any surplus could only be discarded or rotted in orchards. In the recent three years, the proportion of procured navel oranges used for juicing has exceeded 50%, significantly increasing the purchase proportion of navel oranges, boosting the depth of the entire navel orange industry chain development, and allowing more consumers to taste the unique flavor of Gannan navel oranges.



農夫山泉17.5°橙及果汁產品  
Nongfu Spring's 17.5° orange and juice products



農夫山泉100%NFC生產技術解決榨汁苦味難題  
The 100% NFC production technology of Nongfu Spring overcomes the challenge of bitter taste for juicing

### 三、人才振興

人才振興是鄉村振興的關鍵所在，更是鄉村振興的內生動能。農夫山泉積極開闢鄉村人才引進的「綠色通道」，堅持擴容鄉村人才隊伍的「蓄水池」，不斷引鳳築巢推動人才返鄉，並完善配套保障條件促進人才扎根就業。我們大力推行現代學徒制人才培養模式，深耕水源地育人事業，為農村發展厚植人才根基。我們整合自身產業和技術資源，精心構建鄉村「產學研」基地，將當地工廠塑造為鄉村人才振興的「孵化器」。

- **推動人才返鄉扎根就業**

農夫山泉長期扎根全國各大水源地與種植基地，留住本地學子建設家鄉，吸引在外就學人才返鄉就業。我們借力「尋源」活動宣傳家鄉熱潮，幫助人才全面了解家門口的就業崗位和發展潛力，開闢返鄉就業專屬通道，促進人才主動返鄉就業，扎根地方產業發展。同時，我們為返鄉就業人才提供了良好的職業發展平台，推出「創星計劃」基地訓練營及基層工廠人才培養方案等特色人才發展項目、訂制化租房補貼及班車等福利項目，全方位賦能其在本地企業沉澱技能、大展身手，真正讓返鄉人才感受到「就業不用去遠方，家鄉就是好地方」。

### III. Talent Revitalization

Talent revitalization is the key to rural revitalization, and it is also the endogenous driving force for rural revitalization. Nongfu Spring actively develops “green channels” for the introduction of rural talents, insists on forming “reservoirs” for expanding the rural talents, continuously attracts talents to return to their hometowns, and improves supporting assurance conditions to promote talent settlement and employment. We vigorously promote the modern apprenticeship talent cultivation model, deeply cultivate the cause of education in water sources, and lay a solid foundation of talents for rural development. We also integrate our own industrial and technological resources to elaborately build rural “industry-university-research” bases, and shape our local factories into “incubators” for rural talent revitalization.

- **Promoting talents to return to their hometowns and settle down for employment**

Nongfu Spring is committed to supporting major water sources and planting bases across the country in long term, to retain local graduates to build their hometowns and attract talents to return to their hometowns for employment. We take advantage of the “source-seeking” campaigns to promote the upsurge of hometowns, help talents fully understand the employment opportunities and development potential at their doorstep, develop exclusive channels for hometown employment, and promote talents to actively return for employment and settle down for local industrial development. We also provide a favorable career development platform for talent returning to their hometowns for employment, by launching characteristic talent development programs such as the “Star Creation Plan” base training camp and the base plant talent training programs, and customized rental subsidies, shuttle buses, and other welfare projects, with a view to fully empowering the returning talents to refine skills and demonstrate their potentials in local enterprises, and truly making them feel that “there is no need to go far for employment, hometown is a good place”.

**基地管理賦能訓練營**

**Base management empowerment training camp**

- 培養形式：開設線上選修課、專業必修課、線下集訓營和年度覆盤大會
- Training forms: online elective courses, professional compulsory courses, offline training camps, and annual review conference
- 激勵形式：由工廠報銷培訓費用，以學習積分形式進行排名並給予實質性獎勵
- Incentives: training expenses reimbursed by factories, ranking based on learning scores, and substantial rewards provided



**基地工廠人才培養方案**

**Talent training program for base factories**

- 人才分類：按照管理梯隊、專精梯隊、多能工、校招生四類人才開展針對性培養
- Talent classification: targeted training for four categories of talents: management echelon, specialized echelon, multi-skilled workers, and campus recruits
- 培養形式：個人提升、技能訓練、理論教育、導師輔導、師傅帶教、訓戰結合、學習考核
- Training forms: personal improvement, skill training, theoretical education, mentor tutoring, mentor guidance, combined training and practicing, learning assessment
- 人才激勵：設置優秀帶教師傅、成長標桿、優秀多能工並予以相應現金獎勵
- Talent incentives: recognition for excellent mentors, growth benchmarks, and outstanding multi-skilled workers as well as corresponding cash rewards

當地人才特色培養方案  
Local talent characteristic training program

**吸引畢業生扎根本土企業**

**Attracting graduates to root in local enterprises**



在校園招聘期間，農夫山泉廣東河源工廠吸引了來自當地河源職業技術學院的張同學，工廠為其提供飲料生產車間的實習崗位，他充分展現了對生產線工作的興趣和突出的技能表現，並在畢業後選擇直接入職農夫山泉當地車間生產技術崗位，在公司特色人才培養方案中不斷實現職業價值。2023年，在農夫山泉工作了4年的張同學，逐漸成長為最年輕的「技術擔當」之一，扎根本地企業為家鄉發展貢獻青春力量。

During the campus recruitment, Guangdong Heyuan Factory engaged Zhang, a student from the local Heyuan Polytechnic. The factory offered him an internship opportunity in the beverage production workshop. During the internship, he fully demonstrated his interest and outstanding skills at the production line and chose to directly join the factory and become a production technician after graduation. Afterwards, he achieved breakthroughs in realizing his professional value through the Company's characteristic talent training program. In 2023, Zhang, who has been working at Nongfu Spring for 4 years, has grown up to one of the youngest "Technical Cadre", contributing to the development of his hometown with his root in the local enterprise.

- 推廣現代學徒制人才培養模式

培育人才、留住人才，吸引人才本地化是地方發展的重要原動力，農夫山泉除了在自身工廠培育一批產業技術專家之外，也和當地院校協作，打造「聯合培養人才、學成後返鄉就業」的育人新模式，致力於促進鄉村地區形成「人才聚人才，人才育人才」的可持續人才振興模式，吸引人才回鄉帶動當地發展。

農夫山泉以「水源地招生招工一體化」形式設立現代學徒制育人模式，從工廠水源地招生，畢業後直接分配至家鄉農夫山泉工廠入職，打造水源地招生、水源地就業的校企聯合培養典範。我們自2014年起開設「農夫山泉班」，已連續多年與湖北輕工職業技術學院等院校深度開設多元課堂，深耕以技能培養為主的「學院－企業雙主體」、「教室－工廠雙課堂」、「教室－師傅雙渠道」聯合傳授優勢，以人才本地化、定向化培養為目標，為當地產業振興輸送更適配的優質人才，體現「畢業即就業，就業在家鄉」的人才培養特色。

- Promoting modern apprenticeship talent cultivation model

Cultivating, retaining and achieving talents for localization are important driving forces for local development. In addition to cultivating a group of industrial and technical experts in proprietary factories, Nongfu Spring also collaborates with local colleges and universities to build a new model of education, namely “jointly cultivate talents who return to hometowns for employment after graduation”, and devotes to promoting the sustainable talent revitalization model of “talents gathering talents, and talents nurturing talents” in rural areas, attracting talents to return to their hometowns and contribute to local development.

Nongfu Spring has established a modern apprenticeship education model in the form of “integrated recruitment and employment in water sources”, where students are recruited from the water source of the factory and directly assigned to the Nongfu Spring factory in their hometown after graduation, thereby creating a university-enterprise joint cultivation model of water source recruitment and employment. We have established the “Nongfu Spring Class” since 2014, and collaborated with Hubei Light Industry Technology Institute and other universities for multiple years to offer diverse courses, and to deeply tap into the advantages of joint teaching and education with the focus on skill training, such as the “college-enterprise dual subjects”, “classroom-factory dual classes”, and “classroom-mentor dual channels”. With the goal of targeted and localized talent cultivation, we aim to deliver more compatible and high-quality talents for local industry revitalization, and demonstrate the talent cultivation characteristics of “employment upon graduation and employment at hometown”.

自2014年起，我們已連續多年開展「農夫山泉班」，培養出**7屆**畢業生，其中近**500名**同學已奔赴北起長白山、南至廣東萬綠湖的各大水源地就業，成為推動當地經濟發展前進的源動力。

Since 2014, we have organized the "Nongfu Spring Class" for many consecutive years, which has cultivated **7** sessions of graduates, and among them, nearly **500** graduates have started their careers in our major water sources from the Changbai Mountains in the north to the Wanlv Lake in Guangdong Province for employment, becoming the driving force for local economic development.

<p>課程開設標準 Course setting standards</p>	<p>開設食品及飲料生產相關基礎專業課程，針對企業崗位設置技能實戰課程，與崗位需求無縫對接，實現「零」滯後頂崗。 Fundamental professional courses in relation to food and beverage production are set up, and design skill practical courses tailored to industry positions, seamlessly aligning with job requirements to achieve zero gap in on-the-job training.</p>
<p>實踐技能培養 Practical skills cultivation</p>	<p>學生分別在第三和第六個學期進入工廠實習，加深實踐操作與理論銜接，嚴格匹配崗位技能要求。 A student will go to the factory for apprenticeship in the third and sixth semesters, so that theoretical learning can be enhanced by practical operation, and the technical requirements of the corresponding post can be met.</p>
<p>學徒畢業標準 Apprentice graduation requirements</p>	<p>學生完成專業理論知識考核及崗位操作技能考核，兩項考核均合格後獲得畢業資格。 Apprentices will be qualified for graduation after passing the professional theoretical knowledge assessment and post operational skills assessment.</p>
<p>師傅帶教制度 Mentor guidance</p>	<p>在生產車間學習期間為每位學員分配師傅，為學員訂制清晰的職業發展規劃。 A mentor is assigned to each apprentice during the apprenticeship in the production workshop, who will customize a concrete career development plan for the apprentice.</p>
<p>入職報銷學費 Reimbursement of tuition fee</p>	<p>畢業之後入職公司，工作滿三年後一次性全額報銷先前繳納的學費。 All tuition fees previously paid by graduates will be fully reimbursed in a lump sum upon three years of employment in the Company after graduation.</p>
<p>額外津貼福利 Allowances and benefits</p>	<p>提供租房補貼和高於行業平均水平的薪資。 Providing housing subsidies and salaries above the industry average level.</p>

學徒制人才培養模式

Apprenticeship talent cultivation mode

• 提供本地化教學實踐平台

農夫山泉注重打造「水源地產學研示範基地」，積極構建為當地教師、學生服務的人才實踐教育陣地，致力於以「小課堂」推動「大教育」。我們認真規劃並不斷打磨生產車間現場教學路線，引領師生感受和體驗水處理、飲料工藝流程。我們充分挖掘作為教學基地的資源優勢，促進一線的生產流程、先進的生產技術與課堂理論相互融合，縮短課堂與崗位之間的距離，賦能教師優化教學方法，讓教育更「接地氣」。

• Providing a localized teaching and practice platform

Nongfu Spring attaches high importance to building an “industry-university-research demonstration base in water source”, actively constructs a talent practice and education platform that serves local teachers and students, and devotes to promoting “comprehensive education” through “small classrooms”. We earnestly plan and continuously refine the on-site teaching route in the production workshop, and arrange teachers and students to experience the process flows of water treatment and beverage production. We fully tap into the resource advantages of the factory as a teaching base, promote the integration of frontline production processes, advanced production technologies, and classroom theories, to shorten the gap between classrooms and posts, empower the teachers to optimize teaching methods, and make education more “grounded”.

## 為高職教師打造教研平台

**Building a teaching and research platform for vocational teachers**

2023年，來自湖北輕工職業技術學院的老師們前往農夫山泉湖北丹江口工廠參與企業實踐。農夫山泉帶領教師團隊親臨生產線，加深教師們對水處理、飲料生產相關工藝的理解，指導他們體驗注塑及包裝等生產流程。企業實踐經歷幫助老師更直觀、更深入地學習如何正確使用和維護設備，此後他們將能夠以更生動的教研體驗豐富紙上教案，提升日常課堂中的教學質量。

In 2023, teachers from Hubei Light Industry Technology Institute went to the Danjiangkou Factory of Nongfu Spring in Hubei Province to participate in enterprise practice. Nongfu Spring led the group of teachers to visit the production line to deepen their understanding of water treatment and beverage production processes, and guided them to experience production processes such as injection molding and packaging. The practical experience in the enterprise has helped teachers to learn how to use and maintain equipment correctly in a more intuitive and in-depth manner. Thereby, they will be able to enrich practical teaching plans based on a more vivid teaching and research experience, and improve the quality of daily teaching in the class.

## 聯合中國職協開展「培養技能人才、服務鄉村振興」課題研究

**Collaborating with China Association of Staff and Workers Education and Vocational Training to conduct research on “Cultivating Skilled Talents and Serving Rural Revitalization”**

2022-2023年，農夫山泉聯合中國職工教育和職業培訓協會設立了「技工教育助力鄉村振興產教融合專項課題」，支持各職業院校以構建基於產教融合的鄉村振興技能人才培养模式為主要目標，開展鄉村振興相關專業建設，指導教師實踐教學和學生就業創業。

From 2022 to 2023, Nongfu Spring, in cooperation with China Association of Staff and Workers Education and Vocational Training, established the “Industry-education Integration Special Project for Technical Education for Assistance in Rural Revitalization”, to support vocational colleges in carrying out professional construction related to rural revitalization with the main objective of developing a skilled talent training model for rural revitalization based on industry-education integration, and guide teachers in practical teaching and students in employment and entrepreneurship.

阜陽技師學院《「農夫山泉科技新零售體驗中心」建設研究》、重慶工貿技師學院《技工院校鄉村振興研究與實踐》等六個課題入選首批立項名單。這些課題試點建設科技新零售體驗中心，構建新零售模擬仿真體驗式創新創業課程體系，校企合作共同探索新零售人才培养方案。在實踐階段，將試點建設若干個特色鄉村驛站，推廣特色農產品，以培養高技能人才返鄉創業等方式助力鄉村振興。

Six projects have been selected and included in the initial list of project approvals, including the *Construction Research on “Nongfu Spring Technology New Retail Experience Center by Fuyang Technician Institute and the Research and Practice of Rural Revitalization in Technical and Engineering Colleges by Chongqing Industry and Trade Technician College*. These projects aimed to pilot the construction of the Technology New Retail Experience Center, with a view to developing a new retail simulation experiential innovation and entrepreneurship curriculum system, and jointly exploring new retail talent training programs through school-enterprise cooperation. In the practice stage, we will pilot the construction of several rural courier stations to promote characteristic agricultural products, and help with rural revitalization by attracting high-skilled talents to return to their hometowns for startup.

#### 四、生態振興

我們的生產基地大多數建立在經濟欠發達地區，甚至在深山老林當中，保護生態環境就是保護生產力，改善生態環境就是發展生產力。農夫山泉秉持生態優先、綠色發展的理念，在水源地開發過程中將對當地生態環境的影響降到最低。我們實踐保護性開發理念，使用管道引水，守護水源生態根脈，實現可持續用水，並主動開展可持續農業、助推鄉村旅遊在內的多種生態保護活動，以綠色發展推動產業升級。

- 實踐保護性開發，守護水源生態根脈

作為「大自然的搬運工」，水源地是我們的產品的綠色源泉，也是當地生態發展的根脈。農夫山泉長期以來持續與當地利益相關方共同開發保護水源，確保水源地的長期穩定與可持續發展。早在1999年，農夫山泉走出浙江考察全國水源地時，便前瞻性確立了未來各大水源地「保護性開發」的理念，並在此後長期踐行，實現開發與水源地保護並舉。

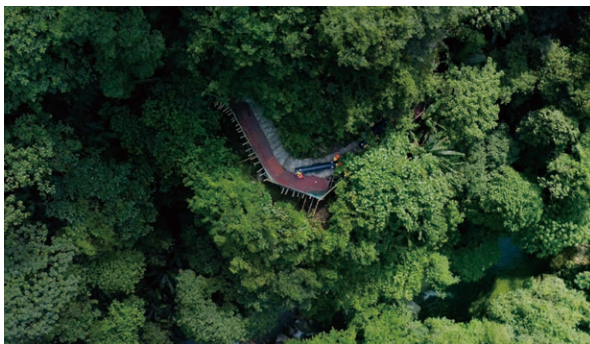
#### IV. Ecological Revitalization

Most of our production bases are established in economically underdeveloped areas, and even in deep mountains and forests, therefore, protecting the ecological environment is protecting productivity, and improving the ecological environment is developing productivity. Adhering to the concept of ecological priority and green development, Nongfu Spring minimizes the impact on local ecological environment in the development process of water source areas. We practice the concept of protective development, use pipelines for water diversion, safeguard the ecological roots of water sources, achieve sustainable water use, and actively carry out various ecological protection activities, including sustainable agriculture and promotion of rural tourism, to promote industrial upgrading through green development.

- Practice protective development to safeguard the ecological roots of water sources

As the “porter of nature”, water source areas are the green sources of our products and the root of local ecological development. Nongfu Spring has been continuously collaborating with local stakeholders to develop and protect water sources, ensuring the long-term stability and sustainability of water source areas. As early as in 1999, Nongfu Spring had established the concept of “protective development” for major water source areas in a forward-looking manner when we went out of Zhejiang to investigate water source areas nationwide, and has been practicing the concept in the long run since then, achieving both development and protection of the water source areas.

- 2001年，農夫山泉落戶吉林省靖宇縣。同年，農夫山泉便動議當地政府在長白山水源地周圍建立了10平方公里的「長白山天然礦泉水靖宇水源保護區」，成為全國第一家保護礦泉水資源及其生成環境的保護區，並於2012年升級為國家級保護區(吉林靖宇國家級自然保護區)。保護區的建立為天然礦泉水資源開發與利用樹立了生態樣板，帶動了當地包裝飲用水產業良性發展，而此後來到長白山的其他飲用水企業也都受益於此。
- In 2001, Nongfu Spring settled in Jingyu County, Jilin Province. In the same year, Nongfu Spring proposed to the local government to establish the “Changbai Mountain Natural Mineral Water Jingyu Water Conservation Area” with an area of 10 square kilometers surrounding the Changbai Mountain water source area, which becomes the first national conservation area to protect the mineral water resource and the corresponding originating environment and was upgraded to a national level conservation area (Jilin Jingyu National Nature Reserve) in 2012. The establishment of the conservation area has set an ecological model for the development and utilization of natural mineral water resources, and driven the sound development of the local industry of packaged drinking water. Since then, other drinking water enterprises that later settled in Changbai Mountain have also benefited from the conservation area.
- 廣西大明山水源地為農夫山泉報告期內新落成開發的水源地，地處廣西中南部，森林覆蓋率約98.9%，平均海拔約1,200米，源水取自廣西大明山山泉水，泉水自峽谷懸崖流出，天然清純、味道甘冽，優越的自然生態環境為優質水源和充沛水量提供了保障。在水源開發過程中，農夫山泉嚴格進行生態環境評估與水土保持方案實施，確保自身運營和活動不對保護區境內珍稀動植物及生態環境造成影響，守護水源地完整健康的森林水生態。
- The Daming Mountain Water Source Area in Guangxi Province is a newly developed water source area for Nongfu Spring within the reporting period. It is located in the south central region of Guangxi Province, with a forest coverage of about 98.9% and an average altitude of about 1,200m. The source mineral water taken from the Daming Mountain in Guangxi Province, flowing out from the cliff of the canyon, is natural, pure, and has a sweet taste. The superior natural ecological environment provides an assurance for the high-quality water source and abundant water. In the water source development process, Nongfu Spring strictly carried out the implementation of the ecological environment assessment and water & soil conservation plans, ensuring that the corporate operations and activities would not affect the rear animals and plants and the ecological environment in the conservation areas, and safeguarding the intact and healthy forest water ecology of the water source area.



廣西大明山新水源地實踐保護性開發

Daming Mountain in Guangxi new water source practicing Protective Development



• 串聯鄉村資源，助力生態產業化發展

「綠水青山就是金山銀山」，農夫山泉心懷建設美麗鄉村的使命，在二十餘載對水源和森林的探索中，始終保持著對大自然的敬畏。每一座農夫山泉工廠在設計時都充分考慮與周邊環境的和諧，並將自然環境有機融入設計之中。正因如此，農夫山泉全國多個生產基地被評為工業旅遊示範基地、國家4A級、3A級旅遊風景區，每年吸引大量遊客前來參觀，成為當地旅遊發展的重要景點。

截至報告期末，農夫山泉各大水源地已吸引來自全國各地近400萬遊客遊覽參觀，帶動當地服務業、旅遊業快速發展。各水源地工廠串聯當地旅遊資源，形成產業合力，打造精品旅行線路超過50條，引領遊客深度體驗當地美麗鄉村，助力鄉村生態產業化發展。

• Connecting rural resources to promote ecological industrialization development

“Lucid Waters and Lush Mountains are Invaluable Assets”. With the mission of building a beautiful countryside, Nongfu Spring has always maintained the reverence for nature in more than 20 years of exploration of water sources and forests. Every factory of Nongfu Spring is designed with full consideration for harmony with the surrounding environment, integrating the natural environment organically into the design. As a result, many production bases of Nongfu Spring across China have been rated as industrial tourism demonstration bases as well as national 4A and 3A level tourism scenic spots, attracting a large number of tourists every year and become important tourist attractions for local tourism development.

As of the end of the reporting period, the major water source areas of Nongfu Spring have attracted nearly 4 million tourists from all over the country, driving the rapid development of the local service and tourism industries. Each factory in water source areas interfaces with local tourism resources to form industrial synergy and create over 50 boutique travel routes, which allow tourists to experience the beautiful countryside in depth, and support the development of rural ecological industrialization.

中國贛南臍橙產業園入選「生態助力鄉村振興之旅」精品線路

**China Gannan Navel Orange Industrial Park has been selected as a boutique route for the “ecological assistance for rural revitalization journey”**



中國贛南臍橙產業園是農夫山泉於2017年與信豐縣政府合作落地的產業園，被評為首批國家現代農業產業園和國家4A級旅遊風景區，形成了臍橙種植、加工、銷售、旅遊的全產業鏈的產業集群。2022年，中國贛南臍橙產業園及信豐縣安西贛南臍橙特色小鎮入選國家文化和旅遊部「生態助力鄉村振興之旅」精品旅遊線路，將生態旅遊與鄉村振興結合，展現生態文明建設成果和生態旅遊向鄉村振興轉化成果。

China Gannan Navel Orange Industrial Park is established by Nongfu Spring in cooperation with the Xinfeng County Government in 2017, which has been rated as one of the first national modern agricultural industrial parks and a national 4A level tourism scenic area, constituting an industrial cluster with a full industry chain of navel orange cultivation, processing, sales, and tourism. In 2022, China Gannan Navel Orange Industrial Park and Anxi Gannan Navel Orange Signature Town in Xinfeng County were selected as the boutique tourism route of the “ecological assistance for rural revitalization journey” by the Ministry of Culture and Tourism, which combines eco-tourism with rural revitalization, and showcases the achievements of ecological civilization construction and the transformation of ecotourism into rural revitalization.

- 弘揚生態文化，踐行生態保護

農夫山泉積極參與生物多樣性與生態環境保護項目，與運營所在地政府、社區或其他利益相關方合作，減緩周邊生物多樣性風險，同時將生態環境保護理念融入工廠建設與運營中。農夫山泉吉林靖宇工廠被當地政府設置為「生態環境保護實訓教學點」，對節水護水傳播、生態保護宣傳的推廣起到重要作用，充分體現農夫山泉工廠在應對生態多樣性風險、保障生態文明發展方面的卓越表現。

- **Promoting ecological culture, and practicing ecological protection**

Nongfu Spring proactively participates in biodiversity and ecological environment protection projects, cooperates with local governments, communities, or other stakeholders in operating areas to mitigate biodiversity risks in the vicinity, and integrates the ecological environment protection concept into the plant construction and operation. The Jilin Jingyu Factory of Nongfu Spring has been designated by the local government as a “Training and Teaching Point of Ecological Environment Protection”, which plays a significant role in promoting water conservation and protection, and ecological protection publicity, fully demonstrating the outstanding performance of the Nongfu Spring factory in responding to ecological diversity risks and safeguarding the development of ecological civilization.

#### 萬綠湖增殖放流與生態多樣性保護

#### Fish Propagation & Release and the ecological diversity protection of Wanlv Lake



報告期內，農夫山泉廣東河源工廠積極參與當地政府舉行的萬綠湖增殖放流活動以及全民行動保護萬綠湖公益活動，爭做生態環境保護的倡導者、參與者與行動者，致力於維護水源地種群和諧、生態穩定，以「人水和諧」為精神底色，建設生態文明。

Within the reporting period, the Heyuan Factory of Nongfu Spring in Guangdong Province actively participated in the Wanlv Lake fish Propagation & Release Event and the public welfare activity of the collective action to protect the Wanlv Lake organized by the local government, striving to be an advocate, participant, and actor in ecological environment protection with the commitment to maintaining population harmony and ecological stability in the water source area, and building ecological civilization with the spirit of “Harmony between Human and Water”.

• 培育可持續的生態農業

優質農產品的培育與採購，是農夫山泉高質量與多樣化產品的重要源泉，也是農夫山泉推動鄉村振興的重要著力點。為此，我們發佈了我們的可持續農業承諾，全方位踐行生態文明建設，並持續通過農戶幫扶、推廣可持續農業的方式，提升農戶種植科學性、環保性與經濟性，實現自身與鄉村可持續發展的互利共贏。

• **Cultivating sustainable ecological agriculture**

The cultivation and procurement of high-quality agricultural products is an important source of high-quality and diversified products for Nongfu Spring, and also an important focus of promoting rural revitalization. To this end, we released our commitment to sustainable agriculture, with a view to comprehensively practicing ecological civilization construction, continuously improving the scientific, environmental, and economic efficiency of farm planting through assistance to farmers and promotion of sustainable agriculture, and achieving mutual benefit and win-win between ourselves and rural sustainable development.

**農戶幫扶：提升種植效率，減少用肥與人工負擔**

**Assistance and support to farmers: improving plantation efficiency, and reducing fertilizer usage and labor burdens**

- 報告期內，我們指導農戶採用側深施肥技術以提高水稻種植效率，側深施肥與傳統方式相比，可在降低肥料使用量20%以上的前提下增產3-5%，降低人工負擔超過20%。
- Within the reporting period, we guided farmers to adopt the lateral deep fertilization technology to improve rice planting efficiency. Compared with traditional methods, the lateral deep fertilization technology can increase the yield by 3-5% while reducing fertilizer usage by more than 20% and labor burden by more than 20%.
- 由農夫山泉於贛南地區投資設立的水肥一體化施肥示範基地經過2年運營與試驗，除優先解決旱季缺水問題外，還可實現施肥量減少10%以上、人工減少30%以上的使用效果。
- The demonstration base for integrated fertilization of water and fertilizer, established by Nongfu Spring in the southern region of Jiangxi, achieved a reduction of more than 10% in fertilizer application and more than 30% in labor burden, in addition to preferentially addressing the water shortage problem in dry season, through operation and trials over two years.

## 企業公民

農夫山泉堅守「創利、育人、兼濟天下」的公益初心，以《社區投資政策》、《關於民生類公共危機事件的應急響應和處理原則通知》為綱領指引，將自身資源優勢與企業社會責任有機融合，圍繞救助災區、減緩貧困、改善教育、支持公共體育四大公益戰略，以實際行動踐行責任擔當、增進民生福祉、傳遞善意力量，推動社會共同和諧發展。

### 災害救助

農夫山泉制定《民生類公共危機事件的應急響應和處理原則》制度，於十年前就開創建立了社會災害救助應急機制：授予各個省級大區首批10,000箱飲用水捐贈決定權，凡有災情，自動啟動捐贈救助程序，無需上報總部。充分借用經銷商就地、就近、就快的優勢，第一時間將救災物資送到災民手中，帶頭發揮企業社會價值，為受高溫、洪水、地震等極端氣候影響的災區支援飲用水，與災區群眾守望相助、共克時艱。

## CORPORATE CITIZENSHIP

Nongfu Spring steadfastly upholds its philanthropic ethos of “creating profit, nurturing people, and contributing to the world”, guided by the Community Investment Policy and the Emergency Response and Handling Policy for Public Crisis Events Related to People’s Livelihood. We effectively integrate our resource strengths with corporate social responsibility, focusing on four strategic philanthropic areas: disaster relief, poverty alleviation, education improvement, and public sports. Through these initiatives, we actively fulfill our responsibilities, enhance public welfare, and contribute positive energy to promote harmonious social development.

### Disaster relief

Nongfu Spring formulated the Emergency Response and Handling Policy for Public Crisis Events Related to People’s Livelihood, and established an emergency social disaster relief system ten years ago. We granted branch offices in provincial-level regions the authority to decide on first donations of up to 10,000 boxes of drinking water, which means that the relief system automatically activates in the event of a disaster without the need to report to headquarters. By fully leveraging the advantages of proximity, localization, and fast response of our distributors, we enable to deliver disaster relief supplies to disaster victims in the first time, give full play to the enterprise’s social value, provide drinking water to disaster areas affected by extreme weather conditions such as high temperature, flood, and earthquake, and stick together with disaster victims to overcome difficulties.

支援洪水、地震受難災區

Support for Flood and Earthquake-Affected Areas



2023年8月，北京及河北涿州突發汛情，農夫山泉協調北京大區和河北大區第一時間趕赴現場，為受災的災民送去瓶裝飲用水，保障當地居民正常飲水供應。同時，農夫山泉也為參與救援的一線工作者免費補給飲用水。

In August 2023, when sudden floods hit Beijing and Zhuozhou in Hebei, Nongfu Spring quickly mobilized teams from the Beijing and Hebei regions to deliver bottled drinking water to the affected residents, ensuring their water supply. We also provided free drinking water to frontline rescuers.

2023年12月，甘肅臨夏州積石山縣發生6.2級地震。面對突如其來的災情，農夫山泉的一線員工緊急組織支援行動，迅速調撥飲用水馳援災區。在餘震不斷的情況下，農夫山泉員工趕赴一線，繼續為災區群眾派發物資。

In December 2023, after a 6.2 magnitude earthquake struck Jishishan County in Linxia Hui Autonomous Prefecture, Gansu, Nongfu Spring's frontline staff organized a swift support operation, dispatching drinking water to aid the earthquake-affected area. Despite ongoing aftershocks, our team rushed to the frontline and continued to distribute supplies to the communities in need.

高溫天氣送清涼活動

Cooling Relief during High Temperatures



2023年夏季高溫天氣下，農夫山泉在北京、天津、廣州、武漢、成都等溫度超過40度的10個城市開展公益送水活動，在無人值守的冷櫃中提供免費天然水，在炎熱天氣下為清潔工人、交警、快遞員等戶外工作者送去清涼，引發了全國超過20家以上主流媒體的關注與報道。為保證冰櫃連續供應，部分地區還發起了「送水值日生」招募，值日生小朋友在為冰櫃補給愛心水、送水給高溫作業的一線工作者的同時，體驗到了傳遞愛心的快樂。

In the hot summer of 2023, Nongfu Spring launched a water donation campaign in over 10 cities, including Beijing, Tianjin, Guangzhou, Wuhan, and Chengdu, where temperatures soared above 40 degrees Celsius. We set up unmanned coolers offering free natural water to outdoor workers, like cleaners, traffic police, and couriers, bringing relief during the heatwave. This initiative garnered attention and coverage from more than 20 mainstream media outlets across the country. Additionally, to ensure continuous water supply, we initiated a "water delivery volunteer" program in some regions, allowing children to experience the joy of giving as they replenished coolers and provided water to frontline workers.

**減緩貧困**

響應國家扶貧號召，農夫山泉以扶貧濟弱為價值取向，根據社區情況因地制宜開展弱勢群體關懷。我們長期通過春風行動、聯鄉結村幫扶等系列助老扶幼工作，引導內部員工投身志願服務，為減緩貧困和造福社區貢獻堅實力量。

**Poverty Alleviation**

Aligned with the national poverty alleviation initiative, Nongfu Spring is committed to aiding the underprivileged, tailoring our efforts to specific community needs. We conduct long-term programs like the Spring Breeze Action and village partnership initiatives, focusing on supporting the elderly and the young. Our employees are encouraged to participate in volunteer services, contributing significantly to poverty alleviation and community welfare.

**鄉村扶貧濟困活動****Rural Poverty Alleviation Activities**

報告期內，貴州梵淨山工廠員工參與當地冰雹災害搶險工作，並與專業人員一道修繕村民受損房屋，幫助村民恢復正常居住條件。During the reporting period, staff from Fanjing Mountain Factory in Guizhou Province participated in post-hailstorm rescue efforts, helping repair damaged houses and restore normal living conditions for villagers.

報告期內，浙江梅坪工廠組織員工對工廠附近梅坪村、黃巖村老人進行定期關懷慰問和愛心服務，讓孤寡老人們感受到社會關愛和人情心意。2023年，浙江梅坪工廠被浙江建德市總工會授予「建德市構建新時代和諧勞動關係先進單位」。

During the reporting period, Meiping Factory in Zhejiang Province organized regular care and service activities for elderly residents in nearby villages, bringing social warmth and care to solitary seniors. In 2023, the factory was recognized as an “Advanced Unit in Building Harmonious Labor Relations in the New Era” by the Jiande City Federation of Trade Unions.

**關愛留守兒童活動****Support for Left-Behind Children**

2023年9月，湖北均州工廠攜手市婦聯及社區開展「獻愛心共成長，關愛留守兒童」公益活動。員工志願者與留守兒童深入互動交流，了解孩子們的生活和學習情況，並且通過現場宣傳守水護水及綠色環保知識，幫助留守兒童拓寬眼界、感受豐富多彩的世界。

In September 2023, Junzhou Factory in Hubei Province collaborated with the Women’s Federation of the city and local communities to launch the “Growing with Love, Caring for Left-Behind Children” initiative. Our employee volunteers engaged deeply with the children, understanding their lives and educational needs. They also promoted awareness about water conservation and environmental protection, helping these children broaden their horizons and experience a more colorful world.

### 改善教育

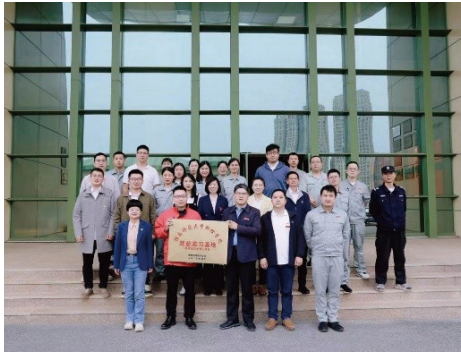
農夫山泉以改善教育為宗旨，不斷探索校企合作育人、資源互通的教學模式，與院校共享理論與實踐教育資源，合力為產業持續發展輸送高質量人才。農夫山泉以水情教育和節水知識普及為載體，推動公眾樹立樹牢節水意識，逐漸構建起人人參與、共建共享的節水護水良好氛圍。

### Improving Education

Nongfu Spring is dedicated to enhancing education by exploring collaborative teaching models between schools and enterprises, sharing educational resources in theory and practice with institutions to contribute high-quality talents to the industry's sustainable development. Based on water education and water-saving knowledge dissemination, we aim to instill strong water conservation consciousness among the public, creating a shared and participatory water conservation atmosphere.

### 聯合院校共建「臍橙現代產業學院」

### Jointly Establishing the “Modern Navel Orange Industry College”



2023年4月，農夫山泉與贛南師範大學共建「臍橙現代產業學院」在江西信豐揭牌。農夫山泉多位產業專家擔任臍橙現代產業學院企業教師，圍繞臍橙產業鏈條積極培養多專業、複合型人才。同時，江西信豐工廠掛牌贛南師範大學臍橙學院「教育部就業育人項目就業實習基地」，為贛南師範大學生物科學、園藝專業學生提供足夠的實習就業崗位，促進臍橙相關產業學生校外實習及就業，實現校企互利共贏、共同發展。

In April 2023, Nongfu Spring and Gannan Normal University jointly established the “Modern Navel Orange Industry College” in Xinfeng, Jiangxi Province. Several industry experts from Nongfu Spring served as corporate instructors at the college, focusing on training multi-disciplinary and composite talents along the navel orange industry chain. Additionally, Xinfeng Nongfu Spring Co., Ltd was designated as the “Ministry of Education Employment and Internship Base” by the Navel Orange College of Gannan Normal University, providing ample internship and employment opportunities for students majoring in Biological Sciences and Horticulture from Gannan Normal University, achieving mutual benefit and joint development.

**贊助節水知識大賽****Sponsoring Water Conservation Knowledge Contest**

2023年，農夫山泉再次攜手國家水利部宣傳教育中心，開展第三屆全國節約用水知識大賽，普及和宣傳《國家節水行動方案》和《公民節約用水行為規範》。本次大賽參與答題約600萬人次，取得青少年群體廣泛參與，促進了節水知識進機關、進校園、進企業、進社區、進農村，向公眾推廣和普及了節約用水意識與舉措。

In 2023, Nongfu Spring partnered with the Propaganda and Education Center of the Ministry of Water Resources to organize the third National Water Conservation Knowledge Contest and promote the *National Water Conservation Action Plan and the Citizens' Water Conservation Behavior Guidelines*. The contest engaged approximately 6 million participants, achieving widespread participation among young people and promoting water conservation knowledge in government offices, schools, enterprises, communities, and rural areas, spreading awareness and measures for water conservation.

**支持公共體育**

農夫山泉關注全民健身並長期深耕公共體育領域，結合自身資源和賽事需求，為廣大體育健兒提供天然、健康的飲用水服務，積極展現負責任的品牌形象和企業價值，為體育事業蓬勃發展注入源動力。

**Supporting Public Sports**

Nongfu Spring focuses on public fitness and has long been deeply involved in the public sports field. By leveraging our resources and the needs of sports events, we provide natural and healthy drinking water services for athletes, actively displaying a responsible brand image and corporate value, and injecting continuous vitality into the booming development of sports.

**為世界泳聯錦標賽提供天然健康飲水服務****Providing Natural and Healthy Drinking Water Services for the World Aquatics Championships**

2023年7月，第20屆世界泳聯錦標賽（World Aquatics Championships）在日本福岡開賽。作為世界泳聯官方贊助商，農夫山泉將約40萬瓶源自浙江千島湖的天然水運往賽場，為來自全球191個國家和地區的2,361名選手提供天然、健康的飲用水，助推國際體育賽事順利開展。

In July 2023, the 20th World Aquatics Championships kicked off in Fukuoka, Japan. As an official sponsor of the World Aquatics, Nongfu Spring supplied approximately 400,000 bottles of natural water from Thousand-island Lake in Zhejiang Province to the competition venue, supporting 2,361 athletes from 191 countries and regions with natural and healthy drinking water, facilitating the smooth progress of this international sports event.



為馬拉松賽事提供飲用水、功能飲料支持

Supporting Marathons with Drinking Water and Functional Beverages



隨著各地大眾體育賽事的全面復甦，賽程所需的飲用水供應愈發重要。農夫山泉在2023年為40餘場馬拉松賽事提供天然、健康的飲用水與功能飲料的支持，包括遼寧營口鮫魚圈馬拉松、深圳寶安馬拉松、東營(黃河口)馬拉松、北京半程馬拉松、長春馬拉松等國際田聯高級別賽事，直接覆蓋參賽選手40萬+人次，全面保障賽事順利舉辦。

With the full recovery of public sports events across regions, the supply of drinking water for race schedules has become increasingly crucial. In 2023, Nongfu Spring supported more than 40 marathon events with natural and healthy drinking water and functional beverages, including the 2023 Yingkou Bayuquan Marathon in Liaoning Province, the Shenzhen Bao'an Marathon 2023, the Yellow River Estuary (Dongying) International Marathon 2023, the Beijing Half Marathon 2023, the Changchun Marathon 2023, and other high-level IAAF events, covering over 400,000 participants and ensuring the smooth operation of these events.

飲用水服務保障開辦中國草根足球賽事「村超」

Drinking Water Service Guarantee for China's Grassroots Football Match "Village Super League"



2023年5月至8月，貴州省榕江縣的一場以村為單位自發組建球隊的業餘足球聯賽(簡稱「村超」)因純粹的體育精神、真摯的足球熱愛、接地氣的辦賽形式而廣受歡迎。農夫山泉為14支球隊免費提供比賽和訓練所需的飲用水、功能飲料，並積極安排業務團隊直接把飲用水送到各村基層組織。此外，農夫山泉的當地經銷商也主動在榕江縣高鐵站為前來觀賽的外地球迷免費送水。

From May to August 2023, an amateur football league in Rongjiang County, Guizhou Province, organized by villages, known as the "Village Super League", gained popularity for its pure sports spirit, sincere love for football, and grounded approach to event organization. Nongfu Spring provided free drinking water and functional beverages for training and matches for the 14 teams and arranged our business teams to deliver the water directly to organizations in each village. Additionally, local distributors of Nongfu Spring in Rongjiang County took the initiative to offer free water to visiting fans at the county's high-speed railway station.

# 穩健的治理

## ROBUST GOVERNANCE

穩健與有效的公司治理是農夫山泉保障利益相關方權益的基礎，也是農夫山泉平穩前行的重要基石。為此，我們始終堅持提升公司治理能力，通過系統持續的風險識別、風險防範及風險應對實踐，打造堅實的風險抵禦能力，通過嚴格堅定的反貪腐、反洗黑錢、反不正當競爭工作落實，建設清正廉潔的企業文化與商業環境。

Robust and effective governance is foundational for safeguarding stakeholders' interests and serves as an essential cornerstone for Nongfu Spring's steady progress. To this end, we consistently aim to enhance our governance capabilities through systematic and ongoing risk identification, prevention, and response practices, building strong resilience to risks. Through the steadfast implementation of anti-corruption, anti-money laundering, and anti-unfair competition measures, we foster an ethos of integrity and honesty in our corporate culture and business environment.

- 本章節對應SDGs
- **SDGs we support in this chapter**



### 風險管理

#### Risk Management

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針對識別出的高風險開展一系列專項審計，固化了環保審計，持續優化了風險管理體系。

A series of special audits were conducted for identified high risks, solidifying environmental auditing and continually optimizing our risk management system.

優化審計整改管理流程，進一步細化溝通、審核及應用流程；更新《反貪污政策》及《舉報政策》，完善公司風險管理工作。

The audit and rectification management process was optimized, further detailing communication, review, and application processes; the *Anti-Corruption Policy* and the *Whistleblowing Policy* were updated, improving the Company's risk management efforts.

### 清正廉潔

#### Integrity and Honesty

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農夫山泉員工100%簽署《農夫山泉員工商業行為準則》。

All employees signed the *Code of Business Conduct for Employees of Nongfu Spring*.



反貪腐培訓覆蓋董事會全體成員及農夫山泉所有員工，培訓時長共計40,620小時。

All members of the Board of Directors and all employees of Nongfu Spring were trained on anti-corruption, with a total training time of 40,620 hours.

## 風險管理

基於完善的風險管理體系與管理架構，農夫山泉持續優化風險管理制度，豐富專項審計工作類別和覆蓋範圍，開展風險管理培訓，強化管理層與員工的風險防範意識，將風險管理文化滲透到公司日常運營的方方面面，以提升農夫山泉對內外部各類風險進行及時有效識別、評估、防範和管控的能力。

### 風險管理體系

農夫山泉制定了《農夫山泉風險管理制度》、《內部審計稽查制度》、《審計項目管理辦法》等多項風險管理相關內部制度，以追求風險管理體系與流程的日趨嚴密。報告期內，農夫山泉對審計整改管理流程進行優化，包括結果判定、方案達成等，並開展集團內的季度通報工作，有效提高整改效率；我們對《反貪污政策》及《舉報政策》進行了修訂，進一步明確受理流程和舉報人保護等機制，培育風險管理全員參與、全程參與的生態土壤。

在制度基礎上，農夫山泉進一步將ESG風險管理嵌入公司風險管理架構中，將環保審計固化為農夫山泉常態化年度審計項目之一，持續開展了針對營銷投放媒介的負責任營銷專項審計，並計劃於下一年度基於《供應商行為守則》要求開展供應商全方位審計，其中包括了基建、生產及行銷多領域供應商ESG相關表現的針對性審計，以防範農夫山泉供應鏈中相關ESG的風險。

## RISK MANAGEMENT

Supported by a robust risk management system and framework, Nongfu Spring continues to refine its risk management policies, broaden the scope and variety of special audit activities, conduct risk management training, and enhance the risk prevention consciousness among management and staff. The risk management culture is embedded in every aspect of the Company's daily operations, bolstering Nongfu Spring's capacity for timely and effectively identifying, assessing, preventing, and managing a variety of internal and external risks.

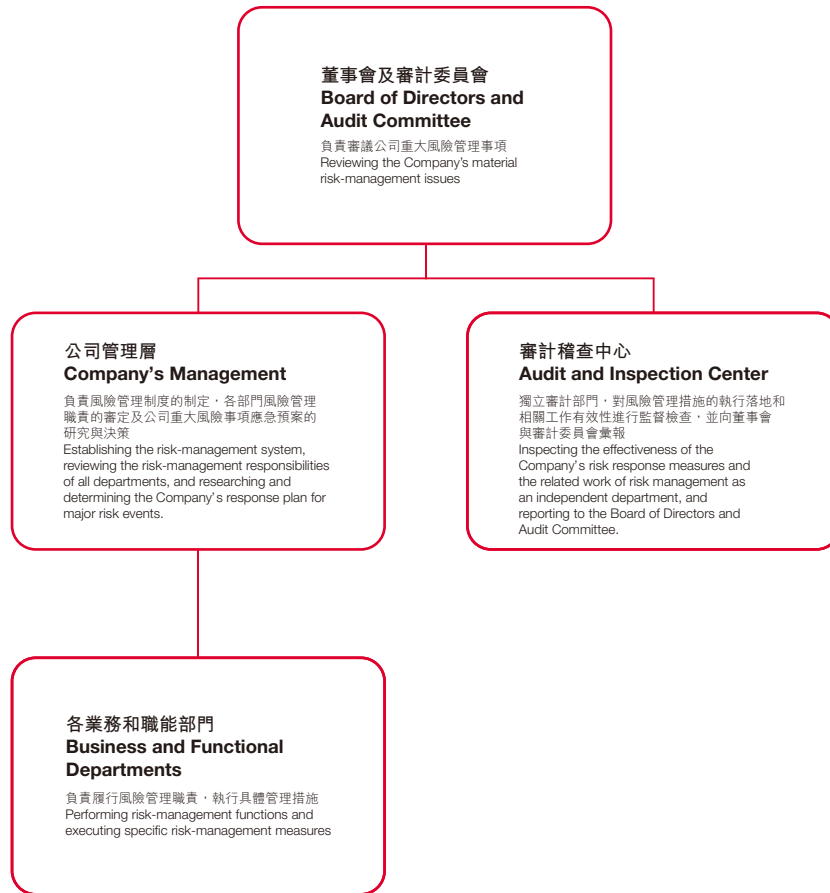
### Risk Management System

Nongfu Spring has developed a comprehensive set of internal risk management policies, including the *Nongfu Spring Risk Management Measures*, the *Internal Audit Policy*, and the *Audit Project Management Measures*, aimed at tightening the risk management system and procedures. Within the reporting period, Nongfu Spring optimized the audit rectification management processes, encompassing aspects such as result determination and plan achievement, and initiated quarterly reports within the Group to enhance the efficiency of rectifications. Furthermore, we updated our *Anti-corruption Policy* and *Whistleblowing Policy*, clarifying procedures for handling reports and protecting whistleblowers, thereby fostering an ecosystem where risk management is embraced by all employees at all stages.

Building on these institutional foundations, Nongfu Spring has further embedded ESG risk management within its corporate risk management framework. Environmental audits have been established as a regular annual audit project, and we have continuously conducted special audits on responsible marketing practices. Plans are in place for the next fiscal year to conduct comprehensive audits on suppliers according to the *Supplier Code of Conduct*. These audits will specifically target ESG performance across various supplier domains, including infrastructure, production, and marketing, to mitigate ESG risks within Nongfu Spring's supply chain.

在遵守中華人民共和國法律法規與香港聯交所上市規則的前提下，農夫山泉依據COSO企業風險管理框架指引搭建了公司風險管理架構：

In adherence to the laws and regulations of the People’s Republic of China and the HKEX listing rules, Nongfu Spring has constructed its corporate risk management framework guided by the COSO Corporate Risk Management Framework principles:



農夫山泉風險管理架構  
Nongfu Spring Risk Management Structure

依託該管理框架，農夫山泉自上而下對內外外部存在的戰略、市場、運營、財務、法律、氣候變化等多方面風險加以識別、評價與分析，整合完善風險清單與風險數據庫，按照風險發生的可能性、影響後果進行分類排序，並評估自身對相應風險的承受能力，動態調整風險管控與應對策略，及時採取應對措施。

Under this management framework, Nongfu Spring methodically identifies, evaluates, and analyzes a wide array of risks including strategic ones, market ones, operational ones, financial ones, legal ones, and climate change ones. We meticulously compile and refine our risk list and database, classify and prioritize risks based on their likelihood and potential impact, and assess our resilience to these risks. In this way, we dynamically adapt our risk control and response strategies, ensuring that timely and effective measures are in place.

風險識別與應對

農夫山泉深知風險管理全員化、前置化、日常化的重要性，因此不斷完善三道防線的風險管理生態，形成濃厚的風險管理文化。

Risk Identification and Response

Understanding the critical need for a comprehensive, proactive, and routine approach to risk management, Nongfu Spring continuously enhances its risk management ecosystem with three lines of defense, cultivating a robust risk management culture.



農夫山泉風險防線  
Nongfu Spring Line of Risk Defense

農夫山泉始終高度關注國際局勢、市場與行業變化，以識別並及時管控新興風險。報告期內，國際地緣政治衝突與世界經濟貿易摩擦可能導致我們的原材料及設備採購及運輸成本上升。針對以上新興風險，我們積極應對，一方面繼續加強原有的原料採購行情追蹤與基本面研究，優化動態採購策略，實現庫存量、採購量與平均採購價格的平穩、合理變動；另一方面，我們進一步開發並推廣國內供應商產品，降低整體採購成本，提高供應穩定性。

Nongfu Spring remains vigilant to changes in international affairs, markets, and industry trends, aiming to swiftly identify and mitigate emerging risks. Within the reporting period, geopolitical conflicts and global economic trade tensions have threatened to increase the costs associated with the procurement and transportation of raw materials and equipment. In response, Nongfu Spring has taken proactive steps. On the one hand, we have enhanced our monitoring of raw material market trends and fundamentals to optimize purchasing strategies, ensuring smooth adjustments in inventory levels, purchasing volumes, and average purchase prices. On the other hand, we have increased our engagement with domestic suppliers to reduce procurement costs and bolster supply stability.

在此基礎上，我們密切關注國際運輸形勢和航運動態，開發運輸方案和貨運代理，前置化運輸方案的多元儲備，依據原料需求時間合理規劃運輸方式及發運計劃；同時，我們通過與供應商定期會議的方式跟蹤生產線設備的製造進度，提升發貨效率，預先規劃海運訂艙和發運，減少國際禁運政策影響，確保供應鏈穩定。

Additionally, Nongfu Spring keeps a close watch on international transportation conditions and shipping updates, develops and diversifies transportation plans and freight forwarding solutions, and pre-emptively reserves transportation options tailored to raw material needs. This strategic planning enables our rational transportation and shipping scheduling, while regular supplier meetings help us track the progress of production line equipment, improving delivery efficiency, pre-planning for sea freight bookings, mitigating the impact of international trade restrictions, and securing the stability of our supply chain.

### 專項風險審計

報告期內，農夫山泉持續開展風險複評工作，覆蓋採購、基建、銷售、環保、人力資源、品牌營銷、媒介投放、生產、行銷等多個領域，根據風險重要性等級及風險監控分析結果開展專項審計工作。

### Special Risk Audit

Within the reporting period, Nongfu Spring diligently pursued risk re-evaluation, encompassing aspects such as procurement, infrastructure development, sales, environmental protection, human resources, brand marketing, media placement, production, and marketing. Special audits were initiated based on the level of risk significance and outcomes from risk monitoring analyses.

#### 環保審計 Environmental Audit

- 報告期內，我們對超過1/3的在生產性工廠進行了環保審計，並計劃每三年開展覆蓋全部運營地的環保審計。環保審計包含污染類、建設類、生態類三大維度，報告期內審計結果顯示無重大環保風險。

Within the reporting period, over one-third of our production facilities underwent environmental audits, with a plan to extend these audits to all operational sites every three years. These audits focused on pollution, construction, and ecological aspects. Results within the reporting period indicated no significant environmental.

#### 人力資源專項審計 Special Audits on Human Resources

- 報告期內，我們對公司人力資源組織發展、薪酬管理、人才梯隊培養、員工關懷、企業文化、人力數字化六大模塊19個重點項目開展專項審計，通過問卷梳理和人員訪談，並結合以往審計情況，發現公司現階段人力資源在組織發展、人才梯隊建設、人力數字化、獎金激勵方面的管理仍存在優化空間，已督促相關部門進行整改並優化相關制度。

Special audits were conducted during the reporting period on 19 critical projects across six human resources modules: organizational development, compensation management, talent pipeline development, employee care, corporate culture, and HR digitalization. Through questionnaires and interviews, combined with previous audit insights, it was found that there is still room for improvement in aspects like organizational development, talent development, HR digitalization, and bonus incentives, followed by immediate corrective actions and system optimizations by the concerned departments.

#### 負責任營銷專項審計 Responsible Marketing Special Audits

- 報告期內，我們對飲用天然水（適合嬰幼兒）、等滲尖叫、打奶茶、東方樹葉等主要產品品牌共25個的媒介投放內容樣本進行審計，同時將審計範圍擴大到馬拉松賽事等活動宣傳，以審查營銷及宣傳內容中是否存在誇大、誤導或爭議性內容。報告期內，審計發現部分產品存在個別輕微營銷缺陷。已於報告期內進行整改，並對制度流程進行完善。

We audited media placement content for 25 key product brands, including Drinking Natural Water (Suitable for Infants and Young Children), Isotonic Scream, Mix Milk Tea, and Oriental Leaf, expanding our audit scope to promotional activities for events like marathons to verify whether there is any exaggerated, misleading, or controversial content. Individual minor marketing issues identified were rectified within the reporting period, with improvements made to procedural systems.

農夫山泉致力於不斷提升全員風險防範能力、加強風險管理意識，為此，一方面我們開展了覆蓋全體董事會成員（包括非執行董事）、管理層及全體員工的風險管理培訓：報告期內，我們上線了《2023年廉潔合規安全宣講》和《風險管理方法論培訓》培訓課程，通過線上與線下結合的方式覆蓋全員學習，通過對風險管理重要性、風險管理原則及策略、風險管理方法講解，幫助董事、管理層與每一位員工充分理解風險管理的重要性；另一方面，我們鼓勵每一位員工參與到風險管理工作中，員工可通過公司流程管理平台或各自業務領域的多維風險上報渠道舉報實際發生的風險或違規事件，同時我們亦鼓勵員工通過自身經驗判斷並報告潛在風險點。

### 清正廉潔

遵守商業道德、保持清正廉潔，是農夫山泉行穩致遠的重要保障。我們持續、積極開展反貪腐、反賄賂工作，構建清正廉潔的企業文化並貫徹於日常管理運營及外界合作等一切商業行為中，致力於為構建良性、可持續的商業社會生態做出貢獻。

### 廉潔管理

農夫山泉嚴格遵守運營地商業道德相關法律法規，制定了《農夫山泉員工商業行為準則》、《反貪污政策》等商業道德管理制度，將農夫山泉對全體員工、供應商、經銷商及各類合作夥伴的商業道德要求落在實處，明確禁止貪腐、欺詐、賄賂、洗黑錢、壟斷、不正當競爭等違反商業道德行為。報告期內，我們對《反貪污政策》進行了更新優化，進一步明確了集團反貪污及其他商業道德事宜管理職責，細化了政策覆蓋相關方範圍及相關教育培訓要求，為集團廉潔管理工作提供更完善的政策指引。

Nongfu Spring remains dedicated to elevating the entire staff's capability in risk prevention and enhancing their awareness of risk management. To this end, risk management training was provided to all board members (including non-executive directors), management, and staff. This reporting period saw the launch of *2023 Integrity, Compliance, and Safety Presentation* and the *Risk Management Methodology Training* courses, blending online and offline methods to ensure comprehensive employee learning. Through detailed explanations of the significance, principles, strategies, and methods of risk management, we aimed to deepen every director, manager, and employee's understanding of risk management's importance. Additionally, we encouraged every employee to participate in risk management work through the process management platform or within their operational procedures, encouraging the use of the Company's process management platform or specific business domains for reporting actual risks or violations. Employees were also encouraged to identify and report potential risks based on their experience.

### INTEGRITY AND HONESTY

Adhering to business ethics and maintaining integrity and honesty are crucial for Nongfu Spring's stable and long-term success. We continuously and proactively engage in anti-corruption and anti-bribery efforts, and foster a culture of integrity and honesty that permeates every aspect of our daily management, operations, and external collaborations. We are committed to contributing to the creation of a healthy and sustainable business ecosystem.

### Integrity Management

Nongfu Spring rigorously complies with the legal and regulatory standards pertaining to business ethics in its operational locales, having developed the *Code of Business Conduct for Employees of Nongfu Spring* and the *Anti-corruption Policy* among other governance frameworks to translate Nongfu Spring's ethical expectations for all employees, suppliers, distributors, and partners into action, categorically prohibiting corruption, fraud, bribery, money laundering, monopoly practices, and unfair competition. Within the reporting period, we have updated and enhanced our Anti-corruption Policy, further clarified the management responsibilities related to anti-corruption and other business ethics matters within the Group, and specified the scope of policy coverage and related educational and training requisites, thereby offering much more comprehensive policy guidance for the Group's integrity management initiatives.

在完善的制度體系指引下，我們不斷完善廉潔管理架構，在治理與管理層面，由審計委員會統一監督，審計稽查中心總體負責廉潔管理並每年開展審計工作，將商業道德與反貪腐、反舞弊會嵌入到每次的審計及日常工作中，形成廉潔管理閉環，確保《農夫山泉員工商業行為準則》、《反貪污政策》等制度得到切實履行。在執行層面，由各業務部門執行日常廉潔管理，工廠積極推進信用體系認證。報告期內，我們的商業道德審計工作覆蓋了農夫的銷售、生產、物流、人事、基建、採購等多個領域，覆蓋22個大區和15個工廠，合計約800家供應商。

為保證廉潔管理的全面覆蓋，農夫山泉每一位員工在入職時必須理解並簽署《廉潔自律承諾書》及《員工告知函》。同時，我們積極推動信用體系與反貪腐管理體系全覆蓋，貫穿招聘入職、教育培訓、績效晉升、舞弊調查、員工信用檔案、合作夥伴評價、反舞弊聯盟誠信檔案管理等各個環節，對董事會、管理層、全體員工(包括兼職員工)進行反貪腐培訓，並要求全體人員通過反舞弊培訓考試。

Underpinned by a robust systemic foundation, we have continuously refined our integrity management structure. Governance and oversight are consolidated under the Audit Committee, with the Audit and Inspection Center assuming overall responsibility for integrity management and conducting annual audits. Business ethics along with anti-corruption and anti-fraud principles are woven into every audit and day-to-day operation, and a comprehensive integrity management cycle is put into place to ensure thorough execution of the *Code of Business Conduct for Employees of Nongfu Spring*, the *Anti-corruption Policy* and other policies. On the operational front, integrity management is executed daily across various business departments, with factories actively pursuing credit system certification. Our business ethics audits within the reporting period span sales, production, logistics, HR, infrastructure, and procurement among others, covering 22 regions and 15 factories, and involving approximately 800 suppliers.

To ensure widespread adherence to integrity management, every employee at Nongfu Spring is mandated to comprehend and sign the *Commitment to Integrity and Self-discipline* and the *Letter of Information to Employees* upon induction. Furthermore, we are committed to achieving full integration of the credit and anti-corruption management systems, enveloping recruitment, training, advancement, fraud investigation, employee credit documentation, partner evaluations, and anti-fraud alliance integrity file management. Anti-corruption training is dispensed to the Board of Directors, management, and all staff members (inclusive of part-time employees), with all required to pass the anti-fraud training examination.



針對外部合作夥伴，如供應商、經銷商等，在合同簽署環節，我們與合作夥伴雙方簽署《反商業賄賂與欺詐互相監督守則》，對於合格供應商，均需簽署《供應商反腐及廉潔自律承諾函》。此外，報告期內我們完成了披露經銷商數量，明確傳達雙方杜絕不正當商業行為的義務和責任。在此基礎上，我們每季度向所有業務合作夥伴推送《業務合作夥伴廉潔告知函》，對廉潔合作要求進行宣貫，並每年度開展商業道德及反貪腐培訓，對全價值鏈的廉潔表現進行總體管控。

報告期內，農夫山泉發生2起貪污訴訟案件，均已審結。我們針對以上案件開展了及時全面的原因及漏洞分析，推動相關部門完善管控措施，從源頭上控制舞弊風險。同時，我們與供應商、經銷商等合作夥伴建立更加緊密的合作關係，共同打擊貪污行為。此外，我們通過定期的員工大會、內部培訓等方式，提高員工對反腐敗的認識和重視程度，並鼓勵員工積極舉報違規行為。

董事會及各職級員工商業道德與反貪腐培訓績效表現如下：

層級 Level	受訓人次 Participants Trained	受訓比例 Proportion Trained	受訓時長(小時) Hours Trained
董事會 Board of Directors	17	100%	16
管理層 Management	4,338	100%	3,029
員工 Employees	55,441	100%	37,575

For external partners like suppliers and distributors, at the contract execution phase, we mutually agree upon the *Anti-Bribery and Fraud Mutual Supervision Code*. Qualified suppliers are required to sign the *Letter of Commitment on Anti-corruption and Integrity and Self-discipline of Suppliers*. Additionally, this reporting period saw us concluding advocacy efforts for the *Anti-Bribery and Fraud Mutual Supervision Code* with over 4,000 distributors, unequivocally communicating the mutual responsibilities to forego improper business conduct. Building on this, we dispatch the *Letter of Information Regarding Integrity to Business Partners* quarterly to all partners to promulgate integrity cooperation standards and conduct annual training on business ethics and anti-corruption, thereby ensuring integrity across the value chain.

During the reporting period, there were two corruption lawsuits at Nongfu Spring, both of which have been concluded. Focusing on the above lawsuits, we have conducted timely and comprehensive analysis of the causes and loopholes. We promoted relevant departments to improve control measures, controlling the risk of fraud from the beginning. Meanwhile, we established closer cooperative relationships with suppliers, distributors, and other partners to jointly combat corruption. In addition, we increased employees' awareness and importance of anti-corruption through regular employee meetings, internal training, and encourage them to actively report violations.

The performance outcomes of the Board of Directors and employees at all levels regarding business ethics and anti-corruption training are detailed as follows:

**舉報及調查**

農夫山泉於報告期內對《舉報政策》進行了更新優化，對受理流程、舉報人保護等內容進行完善和細化，進一步推動舉報質量的提高。我們為員工、合作夥伴等各利益相關方提供舉報途徑及指引，同時在《反商業賄賂與欺詐互相監督守則》及《業務合作夥伴廉潔告知函》中向供應商、經銷商等合作夥伴公示舉報途徑，鼓勵各利益相關方舉報公司內外可能存在的貪腐、賄賂、欺詐等重大舞弊行為。此外，我們在反舞弊聯盟對監督舉報方式也進行了公示，歡迎社會各界對我們進行監督。

**Whistle-blowing and Investigations**

During the reporting period, Nongfu Spring updated and optimized its *Whistleblowing Policy*, refining the acceptance process and protection for whistleblowers to further enhance the quality of reports. We provided reporting channels and guidelines for employees, partners, and other stakeholders, and also publicized reporting channels to suppliers, distributors, and other partners in the *Anti-Bribery and Fraud Mutual Supervision Code* and the *Letter of Information Regarding Integrity to Business Partners*, and encouraged all stakeholders to report any potential corruption, bribery, fraud, or significant fraudulent activities within and outside the Company. We also announced the method of supervision and reporting in the China Enterprise Anti-Fraud Alliance, and sincerely invited all sectors of society to supervise us.

**公開舉報渠道：**

**Public reporting channels:**

電話、郵箱、信件郵寄等  
在反舞弊聯盟內公示了監督舉報方式  
Hotline, email, parcel, etc.  
Announced the method of supervision and reporting in the China Enterprise Anti-Fraud Alliance

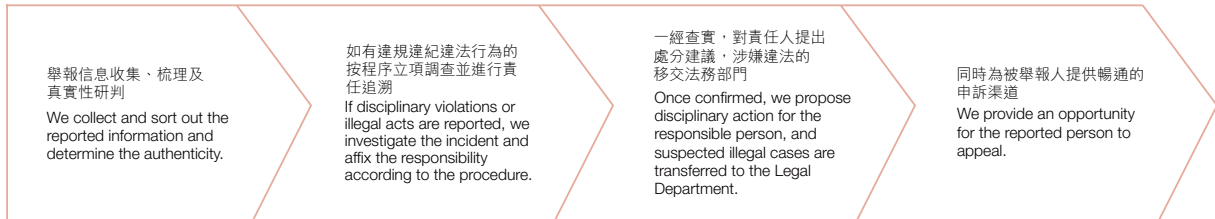
**內部員工專設渠道：**

**Special channel for internal employees:**

公司內部辦公平台專設的員工內部舉報渠道  
企業微信中「審計直通車」板塊設置舉報渠道  
A dedicated internal reporting channel for employees on the Company's internal office platform  
Reporting channel in the "Audit Direct" section in the WeCom

**農夫山泉舉報渠道**

**Nongfu Spring Reporting Channels**



**農夫山泉舉報處理流程**

**Nongfu Spring Reporting Process**

農夫山泉在《舉報政策》中明確了舉報人保護機制，確保舉報調查過程中充分保護舉報人身份隱私，對舉報材料、調查內容相關信息嚴格保密。對於確因涉及法律程序不得不透露舉報人信息的特殊情況，我們也承諾保障舉報人合法權益不受侵害。同時，我們在《員工獎懲管理辦法》中規定，一旦發現並查實對舉報人進行打擊報復者，公司將給予嚴肅處理。報告期內，我們對舉報受理與舉報人保護相關工作細則等方面進行了進一步優化更新。

Nongfu Spring has clearly defined a mechanism for protecting whistleblowers within its *Whistleblowing Policy*, ensuring that the privacy of whistleblowers is fully protected during the investigation process and maintaining strict confidentiality of reporting materials and investigation-related information. We are also committed to protecting the legitimate rights and interests of the whistleblower under special circumstances, such as the need to disclose the identity of the whistleblower due to legal procedures for investigation. Additionally, in our *Staff Rewards and Punishments Management Measures*, it is stipulated that anyone found retaliating against whistleblowers, upon verification, will be dealt with severely. During the reporting period, we further optimized and updated the detailed rules related to report acceptance and whistleblower protection.

# 健康的保障 HEALTH PROTECTION

「天然、健康」是农夫山泉向消費者做出的鄭重承諾，我們佈局並完善前瞻性產品矩陣，以匠心精神打造每一款產品。我們重視產品的天然屬性，深耕產品研發與創新，持續強化產品質量與安全保障，致力於為消費者提供放心的產品，穩固長期穩定的競爭優勢。同時，农夫山泉注重消費者服務，開展負責任營銷，保障消費者的合法權益，致力於提供更加優質的服務，樹立負責任品牌形象。

“Natural and healthy” is Nongfu Spring’s solemn promise to consumers. We lay out and perfect a forward-looking product matrix, creating each product with dedication to craftsmanship. We value the natural attributes of our products, delve into product R&D and innovation, continuously strengthen product quality and safety assurances, and are committed to providing consumers with trustworthy products, securing a long-term competitive advantage. Simultaneously, Nongfu Spring focuses on consumer services, conducts responsible marketing, protects consumers’ legal rights, and strives to offer superior services and establish a responsible brand image.

- 本章節對應SDGs
- **SDGs we support in this chapter**



## 天然與健康 Natural and Healthy



產品均秉持「天然，健康」理念開發，本公司可聲稱無糖／低糖、無鈉／低鈉、無脂肪／低脂的產品銷售重量佔比達85%以上。

Products of Nongfu Spring are developed with the “natural and healthy” concept. Products that are sugar-free or low-sugar, sodium-free or low-sodium, or fat-free or low-fat reached over 85% of total sales by weight during the reporting period.

## 研發與創新 R&D and Innovation



推出東方樹葉黑烏龍茶飲料、17.5°鮮榨臍橙汁等新品。

回應消費者期待，推出农夫山泉4L裝把手瓶，便於日常提拿及使用。

We launched new products such as Oriental Leaf Black Oolong Tea Beverage and 17.5° Fresh Navel Orange Juice.

We rolled out the Nongfu Spring 4L handle bottle in response to consumer expectations, making it convenient for daily handling and use.



報告期內持有國內有效專利數量達413件。

Number of valid national patents held during the reporting period reached 413.

安全與質量  
Safety and Quality



全年送外檢合格率、國家抽檢合格率100%。  
The passing rate of external test and national sampling test reached 100% for the whole year.



0起因產品安全與質量問題發生的召回事件。  
0 recall due to product safety or quality issues.

責任與服務  
Responsibility and Services



全年開展尋源活動超過1,000場，共邀約尋源人次超6.2萬人次，尋源活動傳播覆蓋終端店主、學生研學、家庭客戶、經銷商、員工及家屬等群體。  
We conducted over 1,000 sourcing activities throughout the year, inviting more than 62,000 participants. These activities reached a number of populations including end-shop owners, students for educational tours, family customers, distributors, employees, and their families.



累計對經銷商進行合規營銷培訓達22,150人次，線上學習共推出3,368個專題17,249門課程，線下共在全國大區開展302場培訓。  
22,150 compliant marketing training sessions were organized for the distributors. 17,249 courses on 3,368 topics were launched for online learning and a total of 302 training sessions were conducted offline nationwide.



全年投訴處理率達100%。  
The annual complaint handling rate reached 100%.



### 天然與健康

農夫山泉秉持「天然、健康」的產品理念，在產品開發過程中堅持以天然資源作為主要原料，並不斷對產品及工藝進行優化。我們致力於提升產品的天然健康屬性，竭誠為消費者持續提供優質產品，強化農夫山泉負責任的品牌形象，夯實農夫山泉提供優質服務的基礎和能力，形成長期穩定的競爭優勢。

• **產品理念**

農夫山泉相信「越源頭，越天然」。我們堅持源頭取材的理念，前瞻性佈局十二大稀缺的優質天然水源，保障優質天然產品的持續供應。在產品開發過程中，我們不斷優化生產工藝，在健康性、功能性等方向上持續研發新產品，探索低糖、低鈉、低脂等健康產品屬性。同時，在產品開發過程中，我們嚴格遵守承諾：在產品開發之初承諾不使用轉基因作物。

農夫山泉長期支持並參與國家「三減三健」膳食行動，積極響應《健康中國行動(2019-2030年)》與《中國居民膳食指南(2022)》等政策、文件號召，制定了《產品開發項目管理辦法》、《產品研發中心績效考核及激勵管理辦法》等內部制度，在產品研發、生產、上市全流程中充分考慮「天然、健康」的產品屬性。

### NATURAL AND HEALTHY

Nongfu Spring embraces a “natural and healthy” product philosophy, prioritizing natural resources as the main ingredients in its product development and continuously refining its products and processes. Our commitment is to enhance the natural and healthy attributes of our products, earnestly offering consumers high-quality options, strengthening Nongfu Spring’s responsible brand image, and laying a solid foundation for providing superior services. This commitment helps us form a long-term and stable competitive advantage.

• **Product Concept**

Nongfu Spring believes “the closer to the source, the more natural”. Adhering to the principle of sourcing from origins, we strategically secure twelve rare and premium natural water sources to ensure a steady supply of high-quality natural products. Throughout the product development process, we constantly enhance production techniques and produce new products focusing on health and functionality, exploring healthy attributes such as low sugar, low sodium, and low fat. Moreover, we strictly abide by our pledge not to use genetically modified crops from the beginning of product development.

Nongfu Spring has consistently supported and participated in the national “Three Reduction, Three Health” dietary action and proactively responded to initiatives like the *Healthy China Initiative (2019-2030)* and *The Chinese Dietary Guidelines (2022)*. We have developed internal guidelines, including the *Product Development Project Management Measures* and the *Product R&D Center Performance Assessment and Incentive Management Measures*, taking “natural and healthy” product attributes into full account across the entire product development, production, and market launch lifecycle.

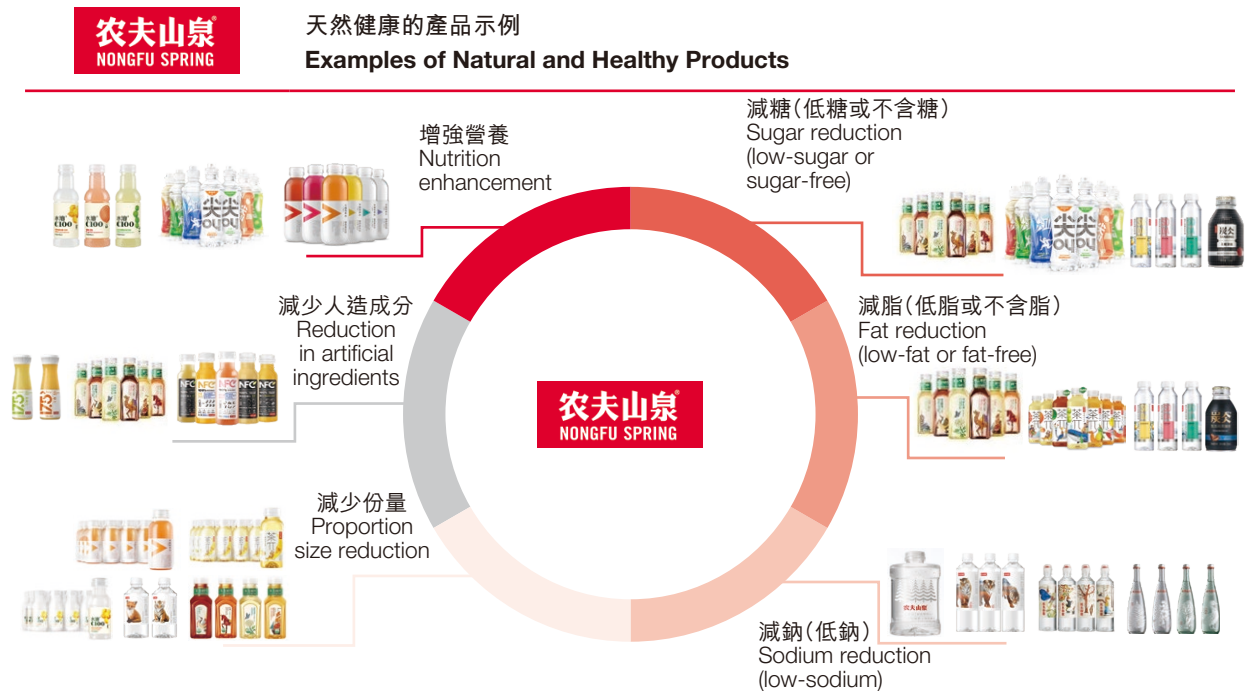


• 天然健康的產品

農夫山泉圍繞「天然、健康」的品牌理念，不斷創新探索多樣化產品，形成了品種豐富、多元健康的產品矩陣。我們以「營養健康機遇」為可持續發展戰略的重要支柱，在已有產品線的基礎之上，不斷推陳出新。在促進產品低糖、低鈉、低脂、減少人造成分的同時，我們通過進一步研究產品營養成分、研發小包裝產品、降低農產品化學添加等方式保障全線產品的營養健康屬性。截至目前，農夫山泉全線產品均滿足營養健康的聲稱。

• Natural and Healthy Products

Centered on the “natural and healthy” brand concept, Nongfu Spring constantly seeks innovation in its diverse product range, creating a rich and varied health product matrix. Viewing “nutritional health opportunities” as a crucial support for our sustainable development strategy, we keep innovating on top of our existing product lines. In promoting products that are low in sugar, sodium, and fat, and reducing artificial components, we safeguard the nutritional and health attributes across our product range by exploring nutritional components, developing smaller packaging, and minimizing chemical additives in agricultural products. As of now, all Nongfu Spring products comply with nutritional and health claims.



■ 飲用水產品

農夫山泉飲用天然水堅持選取天然的優質水源，對原水做最小限度且必要的處理，水中含有鉀、鈉、鈣、鎂、偏硅酸等人體所需礦物元素，適宜長期飲用。

我們相信「好水煮好飯，好水煮好湯」，圍繞「還有什麼比天然的水做飯更香」的理念，在時令季節推出了使用農夫山泉在家庭、餐飲、茶館等場所製作清涼順滑冰粉、潤肺清喉小吊梨湯、清熱解暑綠豆湯、鮮香滋補羊肉湯的場景宣傳。

■ Water Products

Nongfu Spring's drinking natural water products are sourced from natural, high-quality origins, subjecting the raw water to minimal yet necessary treatment. Therefore, our drinking natural water products are enriched with minerals required by the human body, such as potassium, sodium, calcium, magnesium, and metasilicic acid, making them suitable for long-term consumption.

Embracing the belief that “good water makes good rice, and good water makes good soup”, Nongfu Spring revolves around the concept that “nothing is better for cooking than natural water”. Specifically, we launched promotional campaigns for using Nongfu Spring water in homes, restaurants, and tea houses to prepare smooth and refreshing ice jelly, moisturizing pear soup for the throat, cooling mung bean soup for heat relief, and nourishing lamb soup during the seasonal periods.



好水，煲好汤。

农夫山泉



农夫山泉天然水



好水，煲好汤。

农夫山泉



农夫山泉天然水

報告期內，我們進一步推廣包裝水產品的健康理念，推出了口感清冽柔和的兔年典藏版生肖瓶天然礦泉水，產品用水取自長白山原始森林莫涯泉的低鈉淡礦泉，在保持健康理念的同時讓消費者品嚐到長白山鬆軟雪花在味蕾綻放的滋味。

In the reporting period, we advanced the health concept of our bottled water products, introducing the soft and refreshing taste of the Rabbit Year Collectors Edition Zodiac Bottle of natural mineral water. This product, sourced from the Moyar Spring in the primeval forests of Changbai Mountain, is low in sodium and lightly mineralized, offering consumers the taste of Changbai Mountain's soft snowflakes unfolding on their taste buds while upholding our commitment to health.



玻璃瓶天然礦泉水-兔年典藏版  
Glass Bottle Natural Mineral  
Water – Rabbit Year  
Collector's Edition



飲用天然水  
(適合嬰幼兒)  
Drinking Natural Water  
(Suitable for  
Infants and Young Children)

天然礦泉水與充氣天然礦泉水源自長白山原始森林珍稀的低鈉淡礦泉，清淡中帶有鬆軟冰雪的味道。瓶身設計模仿下落中的水滴。農夫山泉每年推出限量生肖瓶，以當年生肖作為瓶身圖案，具有收藏價值。

The natural mineral water, including its carbonated version, is derived from the rare low-sodium, light mineral springs of Changbai Mountain's primeval forests, offering a taste that brings to mind the softness of ice and snow. The design of the bottle is inspired by a falling water droplet. Nongfu Spring annually releases a limited edition zodiac bottle with that year's zodiac sign as the bottle's design, adding to its collection value.

報告期內，我們設計並推出了兔年典藏版生肖瓶，為消費者帶來經地下岩層天然過濾與礦化形成的優質低鈉淡礦泉，傳遞長白山森林中初雪的味道。

In the reporting period, we designed and launched the Rabbit Year Collectors Edition Zodiac Bottle, providing consumers with high-quality, low-sodium, light mineral water that has been naturally filtered and mineralized through underground rock layers, delivering the essence of the first snow in the forests of Changbai Mountain.

農夫山泉飲用天然水(適合嬰幼兒)取自長白山天然礦泉水撫松水資源保護區莫涯泉2號泉，屬於低鈉淡礦泉，鈉含量小於等於20mg/L。Nongfu Spring's Drinking Natural Water for Infants and Young Children is sourced from Moyar Spring No. 2, located in the Fusong Water Resource Conservation Area of Changbai Mountain. It is a kind of low-sodium, light mineral water with a sodium content not higher than 20mg/L.

農夫山泉飲用天然水(適合嬰幼兒)使用無菌生產線，符合國外法規和專業機構對嬰幼兒飲用水的特別要求，保障嬰幼兒的飲水安全。同時，我們使用了人性化的瓶身設計，方便爸爸媽媽使用。

This product is produced on a sterile production line that meets the special requirements for infant drinking water as per international regulations and professional organizations, ensuring the safety of drinking water for infants and young children. Furthermore, the bottle is designed with user-friendliness in mind to facilitate ease of use by parents.

報告期內，我們於母親節推出了聯名限定款「公主系列」，以產品致敬每一位公主一樣的媽媽。

During the reporting period, we launched a co-branded limited edition "Princess Collection" on Mother's Day, with products that pay tribute to every princess-like mom.



■ 飲料產品

農夫山泉推陳出新，打造了豐富多元的飲料產品矩陣，佈局了即飲茶、功能飲料、果汁、咖啡等飲料品類。我們重視飲料產品的健康屬性，持續優化生產工藝與產品配方，強化低糖、低脂、營養健康等屬性。報告期內，我們推出了包括大檸檬、東方樹葉黑烏龍、新口味維他命水、17.5°鮮榨橙汁等在內的一系列飲料新品，為消費者提供健康的飲品選擇。



東方樹葉—黑烏龍  
Oriental Leaf – Black Oolong

■ Beverage Products

Nongfu Spring, constantly innovating, has developed a rich and diverse beverage product matrix that includes ready-to-drink teas, functional drinks, fruit juices, and coffee among its beverage offerings. We prioritize the health attributes of our beverages, continuously improving production techniques and product formulas to feature low sugar, low fat, and nutritious and healthy options. This reporting period saw the launch of various new beverages, including Great Lemon, Oriental Leaf Black Oolong, new flavors of Vitamin Water, and 17.5° Fresh Navel Orange Juice, providing consumers with healthy drink choices.

東方樹葉黑烏龍優選特級閩北烏龍茶為主要原料，在保持無糖茶飲產品線「5個0」(0糖0脂0卡0香精0防腐劑)的基礎上，風味特徵與之前的烏龍茶截然不同。

Oriental Leaf Black Oolong uses Premium Minbei Oolong Tea as its main ingredient. While maintaining the sugar-free tea product line's "5 zeros" (0 sugar, 0 fat, 0 calories, 0 artificial flavors, 0 preservatives) foundation, its flavor profile is distinctly different from previous oolong teas.

至此，東方樹葉在烏龍茶品類中，已經完成了閩南閩北兩大中國最具代表性的烏龍茶口味佈局。東方樹葉秉持用產品致敬中國茶的牌理念，用兩款烏龍茶產品讓消費者感受到中國烏龍之美，並通過領先的生產工藝持續強化無糖茶飲的健康理念。

Oriental Leaf has effectively covered the spectrum of the most iconic oolong tea flavors from both Southern and Northern Fujian, China. Embracing the brand's ethos of honoring Chinese tea through its offerings, Oriental Leaf enables consumers to explore the elegance of Chinese oolong with two distinct tea products, while also enhancing the healthy philosophy of sugar-free tea beverages through cutting-edge production techniques.



大檸檬鮮榨檸檬汁系列飲品  
Great Lemon Series

報告期內，我們推出了新品—「大檸檬」，大檸檬系列產品包含鮮榨檸檬汁汽水、低溫複合果汁飲料兩款產品。產品創新使用鮮榨檸檬汁，並特別保留了整果壓榨產生的檸檬皮油，使其具有接近真實檸檬的口味和香氣，清爽宜人，適合夏天冰鎮飲用。

Within the reporting period, the introduction of "Great Lemon" marked a new addition, encompassing freshly squeezed lemon soda and chilled compound juice beverages. The innovation lies in the use of freshly squeezed lemon juice, specifically retaining the essential oils from the whole fruit press, to simulate the authentic taste and aroma of real lemons. This refreshing and enjoyable flavor profile is an excellent choice for cooling consumption during summer.



維他命水新口味系列  
Vitamin Water's New Flavor Series

農夫山泉深耕維生素飲料賽道，持續拓展主打「隨時隨地攝取維他命」的維他命水營養素飲料產品矩陣。報告期內，農夫山泉選擇了在年輕消費者中廣受歡迎的酸甜西梅和清爽柚子作為果味基底，並選擇了膳食纖維、煙酸、維生素C等營養成分作為營養素搭配，推出了西梅桃子風味和柚子複合風味兩個全新口味維他命水。

Nongfu Spring has intensively developed its line of vitamin beverages, continuously expanding its range of nutrient-rich vitamin water designed for “on-the-go vitamin intake”. Within the reporting period, Nongfu Spring opted for the youthful favorites of sour-sweet prune and crisp grapefruit as the foundational fruit flavors, coupled with a nutritional mix of dietary fiber, niacin, and vitamin C, introducing two novel flavors: prune peach and grapefruit blend Vitamin Water.

維他命水以精準的需求把控，強化維生素及其他複合成分功能在消費者中的認知和身體機能的獲得感。

Vitamin Water meticulously caters to consumer needs, reinforcing the functional benefits and awareness of vitamins and other composite nutrients among its consumers.



炭欠無糖美式&醇香拿鐵  
Tanbing Americano & Caffè Latte

炭欠即飲咖啡系列產品精選世界知名咖啡原產地優質生豆，在農夫山泉咖啡工廠中經過專業烘焙，科學養豆，激發馥郁咖香。我們使用進口設備精細研磨，獨特工藝意式萃取，帶來濃郁風味。

Tanbing's ready-to-drink coffee series is produced with premium beans from globally recognized coffee origins, meticulously roasted and conditioned in Nongfu Spring's coffee facilities to evoke a sort of full-bodied coffee aroma. Utilizing imported machinery for precise grinding and a unique Italian extraction process, Tanbing achieves a deep flavor profile.

報告期內，炭欠咖啡推出了無糖美式、醇香拿鐵、茉莉茶咖三款PET裝新品，均精選阿拉比卡咖啡豆，打造口感醇厚的經典咖啡。我們堅持使用優質奶源，低脂配方，0咖啡速溶粉，並推出了小巧易握的「充電寶」瓶型，便攜隨行。

This reporting period saw the launch of three new PET bottle offerings from Tanbing series: Americano, Caffè Latte and Jasmine Tea Coffee, each crafted from select Arabica beans to produce a classic coffee taste. Committed to using high-quality milk, a low-fat recipe, and zero instant coffee powder, the brand introduced a portable “power bank” bottle design, ensuring convenience for consumers on the move.

■ 農產品

农夫山泉將做包裝飲用水的精神注入農產品，深入田間地頭，從農業基礎做起，構建全產業鏈模式。我們的臍橙、大米、蘋果等農產品均源自國內優質的天然產地，並配備了專業的農業技術團隊，向消費者傳遞「天然、健康」的品牌理念。

在農產品種植過程中，我們遵循嚴格標準，不催熟、不打蠟，用匠心保證產品高品質和標準化生產；在產品採收過程中，我們制定了嚴苛的標準，對每件產品進行層層篩選。報告期內，我們不斷進行技術優化與革新，在保障產品口感及營養等方面持續深耕，以精益求精的態度為消費者呈現放心的農產品。



17.5°橙  
17.5° Orange

■ Agricultural Products

Nongfu Spring channels the dedication it applies to packaged drinking water into its agricultural products, extending its reach into the very fields and farms. The Company's navel oranges, rice, apples, and other agricultural products hail from the finest natural sources within the country, backed by a skilled agricultural technology team. This approach embodies Nongfu Spring's commitment to delivering products that are both "natural and healthy".

In cultivating these agricultural products, Nongfu Spring adheres to stringent standards, eschewing the use of artificial ripeners and waxes, thereby ensuring high quality and standardized production with a craftsman's touch. During the harvesting phase, the Company sets and follows rigorous criteria to meticulously select each piece of produce. Within the reporting period, through ongoing technological advancements and innovation, Nongfu Spring deepens its dedication to enhancing flavor and nutritional value, striving for excellence to provide consumers with trustworthy agricultural products.

我們通過高科技篩選分級10道關，對橙子的口味、個頭、外觀等指標進行嚴格篩選，保證產品品質及風味。公司也將針對臍橙有機認證條件開展調研與評估，未來酌情佈局有機產品。

Nongfu Spring utilizes advanced technologies for a ten-step selection and grading process, rigorously assessing each orange for taste, size, and appearance to guarantee superior quality and flavor. The Company is also exploring organic certification for navel oranges, aiming to potentially offer organic choices in the future.

報告期內，為進一步提升臍橙品質穩定性，我們利用稻殼製備的生物碳基肥料對贛南土壤進行改良。經過3年的研究，此方法可有效改善種植臍橙土壤酸鹼度，維持較穩定的土壤體系，保證臍橙穩定生長。

Within the reporting period, to further improve the quality and stability of its navel oranges, the Company has innovated by using biochar fertilizer derived from rice husks to improve the soil in southern Jiangxi. This method, refined over three years of research, effectively adjusts soil pH levels, ensuring stable soil conditions for the consistent growth of oranges.



東北香米  
Northeast Fragrant Rice

農夫山泉組建了專業的大米技術研究團隊，在品種上優中選優，制定嚴格規範的田間種植標準，在生產時嚴格執行生產倉儲管理標準，定期抽查管理，保證大米的高品質與新鮮度。

With a dedicated professional rice technology team, Nongfu Spring selects the finest varieties and practices strict cultivation standards in the fields. We strictly adheres to production and storage management standards, and conducting regular check to ensure excellent rice quality and freshness.

我們配備專業的大米食味檢測儀器，對稻穀蛋白質含量等關鍵指標進行檢測以保障產品的營養成分。同時，我們為農戶提供全年肥料，並按農時進行定期和不定期的監控及定點幫扶，共同保障大米品質。

Professional rice quality detectors are used to detect such key indicators as protein content to ensure the nutritional compositions of products. Additionally, Nongfu Spring provides year-round fertilizer support to farmers and conducts regular and irregular monitoring and targeted assistance to ensure excellent rice quality.



17.5°蘋果  
17.5° Apple

農夫山泉對17.5°蘋果的種植與採摘過程堅持執行嚴格標準。在種植過程中，我們保證對蘋果不打蠟、不催熟；在採摘過程中，我們、充分保證大小、糖度、著色度等指標符合要求，保證為消費者帶來美味、放心的產品。

Nongfu Spring adopts strict standards in planting and picking 17.5° Apples. We can guarantee that apples are not waxed or artificially ripened during the planting process. During harvest, we ensure that size, sugar content, and coloring meet high standards, delivering delicious and safe products to consumers.

報告期內，我們推廣無毒苗技術，排除蘋果植株內部逐代積累的病毒濃度，減少對產量和品質的長期不利影響。

Within the reporting period, we have promoted the use of non-toxic seedling technology to reduce the concentration of viruses that accumulate in apple plants over generations, mitigating long-term negative impacts on yield and quality.

「天然、健康」是農夫山泉向消費者做出的承諾。我們將新鮮視作大自然的稟賦，從原料選擇到工藝優化，從堅持不懈的匠心求索到精益管理的產品品控，我們持續探索新鮮自然的產品，夯實為消費者提供長期天然健康服務的基礎和能力。報告期內，農夫山泉可聲稱無糖／低糖、無鈉／低鈉、無脂肪／低脂的產品銷售重量佔比達85%、不含人工添加劑的產品銷售重量佔比約80%，增加營養增強成分的產品銷售量達10%，小包裝產品收入佔比逐年增加。

Nongfu Spring's "natural and healthy" promise to consumers is underpinned by viewing freshness as a gift from nature. From selecting raw materials to optimizing processes, from relentless craftsmanship to lean product quality management, Nongfu Spring continues to explore fresh and natural products. This solidifies its commitment to providing consumers with long-term natural and healthy options. During the reporting period, over 85% of our products' weight of sales claimed health characteristics such as sugar-free or low sugar, sodium-free or low sodium, fat-free or low fat, and around 80% for zero artificial additives. Products with nutrition enhancement ingredients account for more than 10% of the weight of sales, and the revenue share of small-package products has increased each year.

## 研發與創新

農夫山泉將創新視作企業發展的核心動能。我們在產品研發過程中不斷追求創新與突破，依託規範的研發管理體系與強大的研發實力，在產品、工藝、設計等方面拓展研發成果。我們積極部署知識產權專利管理工作，注重深化與科研院所的研發合作，致力於打造創新驅動品牌發展的商業生態。

### • 研發管理

農夫山泉相信規範的研發與創新成果保護體系是推動技術革新與工藝迭代的堅實保障。我們建立了包含《產品開發項目管理辦法》、《產品研發中心績效考核及激勵管理辦法》在內的完善的研發管理制度，切實保障項目推進與創新動能激發。報告期內，我們更新了《產品研發中心項目管理辦法》，優化了產品開發項目管理流程，在項目招標、評審等環節加強對於整體方向的把控。

同時，我們高度重視研發人才體系建設，搭建了聚焦天然與健康、食品安全與質量、科學營養、前沿技術與工藝的研發團隊。報告期內，我們對產品研發部門進行了細化分類，分為原料部、工藝部、創新部等部門，以明確的分工和多部門協調的配合打造優質創新產品。截至報告期末，農夫山泉全職研究人員共計134人，研發支出達349百萬元人民幣。

為進一步提升研發數據管理水平，我們搭建了數字化管理系統，對公司生產數據進行梳理，形成了可跨系統、跨組織的共享數據。報告期內，技術文件管理系統已穩定上線使用，實現了涵蓋原料合規性管控、研發配方與工藝文件管理的加密管理體系。

## R&D AND INNOVATION

Nongfu Spring views innovation as the core engine driving its growth. Continuously striving for breakthroughs in product development, the Company leverages a well-established R&D management system and strong R&D capabilities to expand its achievements in products, processes, and designs. We actively manage intellectual property patents, emphasize deepening R&D collaborations with scientific research institutions, and are dedicated to fostering a business ecosystem propelled by innovation.

### • R&D Management

Believing that a regulated R&D and innovation result protection system is essential for pushing technological advancements and process iterations, Nongfu Spring has established a comprehensive set of R&D management protocols, including the *Product Development Project Management Measures* and the *Product R&D Center Performance Assessment and Incentive Management Measures*, to ensure project progression and innovation motivation. Within the reporting period, we updated the *Product R&D Center Project Management Measures*, refining product development project management processes, and reinforced overall direction control in bidding and review phases.

Moreover, the Company places high importance on developing a R&D talent system, assembling teams focused on nature and health, food safety and quality, nutritional science, and cutting-edge technology and processes. Within the reporting period, we further divided the product R&D Department into divisions such as raw material, process, and innovation departments, ensuring quality innovation through clear division of labor and cross-departmental collaboration. By the end of the reporting period, Nongfu Spring had 134 full-time researchers, and R&D expenditure reached RMB349 million.

To elevate our R&D data management, we have set up a digital management system, organizing production data to facilitate cross-system, cross-organizational data sharing. Within the reporting period, our technical document management system, now stable, manages encrypted raw material compliance, R&D formulas, and process documents.

- **創新成果**

農夫山泉持續鑽研創新重點及難點，深入健康營養研究領域，通過工藝優化、技術革新等手段，持續研發更符合消費者需求的產品。報告期內，我們通過對消費者需求進行深度洞察，以及對消費場景進行細分，取得了諸多創新成果。

- **Innovative Results**

Persistently focusing on the key and challenging areas of innovation, Nongfu Spring delves into health and nutrition research, and continuously develops products that align with consumer needs through process optimization and technological innovation. This reporting period saw our significant insights into consumer needs and consumption scenarios, leading to various innovative achievements.

- **創新成果展示**

### 工藝創新一工藝穩定性突破

#### Process Innovation – Stability Breakthrough



在東方樹葉原有產程的基礎上，農夫山泉生產營運中心聯合研發、品質保障等部門對前處理關鍵工序進行研究和優化，提升了東方樹葉在長周期生產時的工藝穩定性，在提升效率的同時降低了品質風險。經過優化後，單次連續生產較以往可以節省清洗時間10小時，產線實際線均產量同比增長14%。

On the existing production process foundation, Nongfu Spring's production operation center, alongside R&D and quality assurance departments, conducted research and optimizations on key pre-treatment steps, enhancing Oriental Leaf's process stability over long production cycles and improving efficiency while reducing quality risks. Post optimization, continuous production now saves 10 cleaning hours per cycle, with a 14% increase in average production line output.

### 產品創新—17.5°鮮榨臍橙汁

#### Product Innovation – 17.5° Fresh Navel Orange Juice



農夫山泉用十餘年時間，在贛南地區研究臍橙種植與榨汁技術。報告期內，「17.5°」果汁品牌推出產季限定鮮榨橙汁，進一步在新鮮度上取得突破。本著「無限接近自然」的品牌理念，「17.5°」鮮榨臍橙汁原料全部使用2023年新鮮臍橙，當季鮮榨，產地灌裝，在36小時內完成採摘、榨汁、灌裝一體化流程，全程冷鏈運輸，給消費者極致新鮮的產品體驗。

Nongfu Spring has spent more than 10 years researching navel orange cultivation and juicing technology in southern Jiangxi. During the reporting period, the “17.5°” juice brand launched seasonal freshly squeezed orange juice, making a further breakthrough in freshness. Based on the brand concept of “infinitely close to nature”, “17.5°” Fresh Navel Orange Juice is made from fresh navel oranges in 2023, freshly squeezed in the season and filled at the place of origin, with the integrated process of picking, squeezing and filling completed within 36 hours, and the whole process of cold-chain transportation, providing consumers with the ultimate fresh product experience.

設計創新—重塑「4L把手瓶」

**Design Innovation – Reinventing the “4L Handle Bottle”**



為回應消費者期待，農夫山泉推出「4L把手瓶」，升級了瓶身設計，採用瓶身強度更高的材質；同時，瓶身和把手的人體工學設計更加自然，提、握、倒都更加輕鬆省力，瓶口加寬，瓶蓋採用螺紋設計，更易用。

In response to consumer expectations, Nongfu Spring launched the “4L Handle Bottle”, enhancing the bottle design with stronger material and an ergonomic design for the bottle and handle, making lifting, gripping, and pouring more effortless. The bottle mouth is widened, and the cap is now a screw design, improving usability.

包材創新—炭久推出PET包裝咖啡

**Packaging Innovation – Tanbing Introduces PET Packaged Coffee**



報告期內，我們結合消費者需求與可持續發展考量，在產品包裝方面不斷進行創新。針對炭久咖啡，我們推出了250mL的PET包裝，不僅小巧便捷適應多場景，同時相比原包裝在殺菌時能耗更低，在優化消費者體驗的同時實現環境友好。

During this reporting period, we have focused on aligning packaging innovation with consumer demands and sustainability considerations. For Tanbing coffee, a 250mL PET package was introduced, offering convenience across various scenarios and lower sterilization energy consumption compared with traditional packaging, optimizing consumer experience while being environmentally friendly.

我們秉持基礎研究與應用並重的理念，致力於打造產學研用相結合的技術研發和創新體系，持續與高等院校、研究所、專業機構等外部組織開展合作，構建開放合作的創新生態，持續推動行業進步。

Nongfu Spring, valuing both foundational research and practical application, strives to develop an integrated technology R&D and innovation system, partnering with universities, research institutes, and professional organizations to create an open, collaborative innovation ecosystem, continuously propelling the industry forward.

#### ■ 開放式創新合作

#### ■ Open Innovation Collaboration

與中國農業科學院茶葉研究所合作開展原味茶飲料適口性研究

**In partnership with the Tea Research Institute, Chinese Academy of Agricultural Sciences, research on the palatability of original flavor tea beverages was conducted**



報告期內，農夫山泉聯合中國農業科學院茶葉研究所共同進行原味茶飲料適口性研究，通過還原包裝原味茶飲料生產工藝特徵，對我國各知名茶種進行沖泡研究與適口性感官評測，篩選出適口性較好的茶湯濃度。在此基礎上，進一步對茶多酚等茶湯特徵指標含量進行檢測，以探索使用特徵指標表徵包裝原味茶飲料適口性的評測標準，以指導產品開發與品質提升。

Within the reporting period, Nongfu Spring, in conjunction with the Tea Research Institute, undertook palatability research for original flavor tea beverages. By reproducing the production process characteristics of packaged original flavor tea beverages, studies on brewing and palatability sensory evaluations for various renowned tea varieties in China were carried out, identifying tea soup concentrations with preferable palatability. Building on this, further testing on the content of characteristic indicators such as tea polyphenols in the tea soup was performed, aiming to explore evaluation standards for the palatability of packaged original flavor tea beverages based on these characteristic indicators, thereby guiding product development and quality enhancement.

與華中農業大學開展臍橙風味及風味輪構建研究

**Collaboration on Navel Orange Flavor and Flavor Wheel Construction Research with Huazhong Agricultural University**



報告期內，農夫山泉與華中農業大學合作，開展臍橙風味物質變化及部分代謝產物的項目研究。項目基於消費者調研與感官評測，著力於定位臍橙關鍵風味物質，構建臍橙風味輪；同時開展臍橙風味物質變化及部分代謝產物的研究，以臍橙滋味提升為導向指導實際種植過程。

Within the reporting period, Nongfu Spring and Huazhong Agricultural University embarked on a project researching the changes in flavor substances of navel oranges and some metabolic products. Anchored in consumer research and sensory evaluation, the project aimed to identify key flavor substances of navel oranges and construct a navel orange flavor wheel. Concurrently, research on the changes in flavor substances and some metabolic products of navel oranges was conducted, with the goal of guiding the actual planting process towards enhancing the taste of navel oranges.



• 成果保護

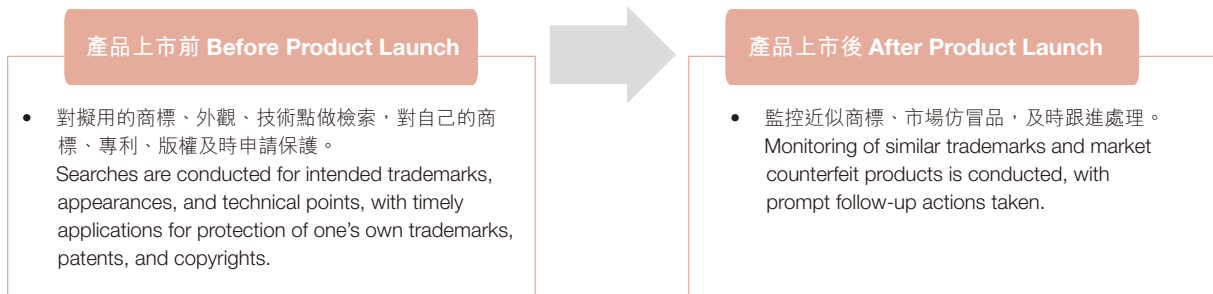
農夫山泉深知知識產權與專利保護對創新發展的重要性。我們遵循《中華人民共和國專利法》、《中華人民共和國商標法》、《中華人民共和國著作權法》等法律法規，相繼出台了《知識產權管理制度》、《專利獎勵實施方案》、《辦公軟硬件合規準則》、《自媒體賬號運營管理辦法》等制度文件，對各部門的職責範圍和獎懲辦法做出明確規定，為知識產權保護工作奠定堅實的基礎。我們於2016年通過GB/T 29490-2013《企業知識產權管理規範》國家標準認證，至今每年通過審核認證。

公司制定了知識產權保護策略，在積極開展自身知識產權保護工作的同時尊重他人知識產權。我們將知識產權保護工作嵌入產品創新的全流程中，在上市前後的關鍵階段開展知識產權檢索與侵權風險分析，加強侵權監控，保護創新成果。

• Achievements Protection

Nongfu Spring is keenly aware of the importance of intellectual property and patent protection for innovation development. Complying with the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*, among other legal regulations, several system documents have been introduced, including the *Intellectual Property Management System*, *Patent Reward System*, the *Compliance Guidelines for Office Software and Hardware*, the *Management Measures for We-Media Account Operation*. These documents clearly define the responsibilities and disciplinary measures for various departments, laying a solid foundation for the work of intellectual property protection. In 2016, we passed the GB/T 29490-2013 national standard for *Enterprise Intellectual Property Management* and have passed the audit and certification every year.

An intellectual property protection strategy has been developed by the Company, which, while actively engaging in its own intellectual property protection efforts, also respects the intellectual property rights of others. Intellectual property protection work is embedded throughout the full process of product innovation, with intellectual property searches and infringement risk analyses conducted at crucial stages before and after product launch, enhancing infringement monitoring to protect innovative results.



依據《專利獎勵實施方案》，我們每年面向員工發放專利獎勵，針對發明、實用新型、外觀等專利設置了不同的獎勵，激勵全體員工不斷創新、尋求突破。

Based on the *Patent Reward System*, patent awards are distributed annually to employees, with different rewards established for inventions, utility models, and designs patents, encouraging all employees to continuously innovate and seek breakthroughs.

我們亦每年開展常態化知識產權培訓，將培訓內容與員工日常工作相結合，增強全體員工的知識產權保護意識。同時我們要求員工參與相關考試以確保相關人員具備充分的知識產權保護能力。

Annual normalized intellectual property training is also conducted, integrating training content with employees' daily work to bolster their intellectual property protection awareness. Employees are also required to participate in relevant exams to ensure that they have adequate intellectual property protection capabilities.

針對全體員工的知識產權培訓

Training on Intellectual Property Rights for All Employees

- 面向品牌、設計、研發、電商、市場等部門員工，培訓內容包括商標（品牌與商標、侵權案例等）、版權（字體、圖片合規使用等）、專利（專利的價值、取得與實施）等。  
Targeted at employees in branding, design, R&D, e-commerce, marketing, and other departments, the training content includes trademarks (brand and trademark, infringement cases, etc.), copyright (compliant use of fonts, images, etc.), and patents (the value, acquisition, and implementation of patents).

針對研發專場的培訓 Mobile Training Specifically for R&D

- 開展包材設備研發專場培訓（外觀、結構的專利保護；材料分子的專利分析等），強化研發端的知識產權保護意識。  
Training on packaging material and equipment R&D is conducted (patent protection of appearance and structure; patent analysis of packaging materials), to reinforce the intellectual property protection awareness at the R&D end.

針對工廠端的技术秘密培訓 Technical Secrets Training for Factories

- 針對工廠來訪供應商、賬號、資料等信息安全進行培訓，提升工廠端員工的知識產權及技術保密意識。  
Training on information security for factory visitors, accounts, and materials is conducted to enhance the intellectual property and technical confidentiality awareness of factory employees.

截至報告期末，公司共擁有有效專利413件。2023年，新申請專利75件，新增授權專利45件。我們亦於報告期內取得一系列產品創新榮譽，茶π西柚茉莉花瓶貼獲得第二十四屆中國外觀設計優秀獎。此外，農夫山泉於本報告期內通過國家知識產權示範企業覆核。

By the end of the reporting period, the Company held a total of 413 valid patents. In 2023, 75 new patents were applied for, and 45 new patents authorized. Additionally, a series of product innovation honors was received during the reporting period, with Tea π Grapefruit Jasmine Tea label being awarded the 24th China Excellent Industrial Design Award. Moreover, Nongfu Spring passed the re-examination for the National Intellectual Property Demonstration Enterprise within this reporting period.



茶π西柚茉莉花瓶貼獲得第二十四屆中國外觀設計優秀獎  
Tea π Grapefruit Jasmine Tea label being awarded the 24th China Excellent Industrial Design Award

## 安全與質量

產品質量與安全是農夫山泉的生命線。我們踐行安全、放心的品牌承諾，依託先進的質量文化和標準化的質量管理流程，為消費者提供安全放心的產品。在食品安全與質量符合各級標準的基礎上，我們建立了涵蓋原料、研發、製造、銷售通路的閉環產品質量保障體系，並持續開展質量改進，鞏固安全可靠的品牌形象。

農夫山泉嚴格遵守《中華人民共和國食品安全法》、《中華人民共和國食品安全法實施條例》、《企業落實食品安全主體責任監督管理規定》等法律法規的規定，制定了《產品責任及宣傳政策》、《質量食品安全環境綜合管理手冊》、《銷售質量管理辦法》等內部管理制度，搭建了「公司管理層—總部品質保障部—各生產基地品保部」的三級質量管理架構，積極保障質量合規管理。報告期內，我們在總部及工廠各層級設立了食品安全負責人、食品安全總監及食品安全員，進一步明確的食品安全責任架構，切實落實質量管理責任。

我們持續加強產品全生命周期的規範化管理，全方位保障產品質量。此外，我們亦通過數字化質量管理系統實現信息共享、加快反應速度，在提高產能的同時，提高產品質量管理的信息化水平。

## SAFETY AND QUALITY

Product quality and safety serve as the lifelines for Nongfu Spring. Committing to a brand promise of safety and reliability, we leverage advanced quality culture and standardized quality management processes to deliver safe and trustworthy products to consumers. On the foundation of adhering to food safety and quality standards at every level, we have developed a comprehensive product quality assurance system encompassing raw materials, R&D, manufacturing, and sales channels, continuously engaging in quality enhancements to reinforce a safe and reliable brand image.

Nongfu Spring strictly abides by the *Food Safety Law of the People's Republic of China*, *Regulations on the Implementation of the Food Safety Law of the People's Republic of China*, *Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety by Enterprises* and other related laws and regulations, and formulated management systems such as the *Product Responsibility and Publicity Policy*, the *Quality Food Safety Environment Comprehensive Management Manual*, and *Sales Quality Management Measures*, in combination with the requirements of the laws and regulations, to establish a three-level quality-management structure: (1) Company management, (2) Headquarters Quality Assurance Department, and (3) Quality Assurance Departments of all production bases, to effectively implement quality management responsibilities with a clear responsibility structure. Within the reporting period, food safety roles such as food safety officers, food safety directors, and food safety personnel were established at various levels across our headquarters and factories. This move further clarified our food safety responsibility framework, ensuring the effective execution of quality management responsibilities.

We persist in enhancing the standardized management across the entire lifecycle of our products, thoroughly safeguarding product quality. In addition, by adopting a digital quality management system, we facilitate information sharing and quicken response times, thereby elevating the informatization level of product quality management alongside increasing production capabilities.

我們已設立並完成了年度產品質量與安全目標，並基於此目標從質量管理體系建設、質量管理數字化建設、質量監察與審計、質量文化建設、構建內外部質量標準等方面進行了努力。報告期內，農夫山泉通過逐步強化全鏈條質量管理，推進質量管理過程監督與考核，強化全體員工的質量保障意識，全面落实質量保障相關工作，以科學嚴格的質量管理標準，致力於為消費者提供卓越品質的放心產品。

We have formulated and achieved annual goals for product quality and safety, and based on these objectives, we have exerted efforts in building the quality management system, digitalizing quality management, conducting quality monitoring and audit, developing a quality culture, and establishing both internal and external quality standards. Within the reporting period, Nongfu Spring progressively strengthened quality management across the entire chain, advanced the monitoring and assessment of the quality management process, boosted the quality assurance awareness among all employees, and fully implemented quality assurance tasks. In this way, we provided consumers with assured products of superior quality through stringent and scientific quality management standards.



• **質量管理體系建設**

農夫山泉不斷完善質量管理體系建設，積極開展第三方質量體系認證工作以確保內部質量保障體系的規範性。截至報告期末，農夫山泉及下屬工廠ISO 9001質量管理體系、ISO 22000食品安全管理體系認證或HACCP危害分析及關鍵控制點管理體系認證覆蓋率達到100%。

• **Quality Management System Establishment**

Nongfu Spring continually enhances the establishment of the quality management system, and proactively engages in third-party quality system certification work to assure the standardization of the internal quality assurance system. By the end of the reporting period, the ISO 9001 Quality Management System and ISO 22000 Food Safety Management System Certification or HACCP Hazard Analysis and Critical Control Point system certification coverage rate of Nongfu Spring and all its subordinate factories reached 100%.

為進一步驗證工廠管理體系的有效性，我們每年選拔表現優秀的工廠，邀請勞盛(LR)質量認證有限公司進行覆核認證。報告期內共3家工廠通過勞盛(LR)質量認證有限公司的質量和食品安全管理體系認證，截至報告期末，公司共9家工廠通過勞盛(LR)質量認證有限公司的質量和食品安全管理體系認證。

To further validate the effectiveness of the factory management system, we annually select exemplary factories and invite Lloyd's Register Quality Assurance (LRQA) for re-certification. During the reporting period, three factories passed the quality and food safety management system certification of LRQA and by the end of the reporting period, nine factories have obtained LRQA Food Safety Management System Certification.

同時，我們加強對於原料、生產、銷售、售後等環節的質量保障，打造貫穿產品全生命周期的質量管理體系，夯實內部質量管理基礎，穩步實現產品質量保障與提升。

Additionally, we amplify the quality assurance for raw materials, production, sales, and after-sales phases, putting into place a quality management system that spans the entire product lifecycle. This approach solidifies the internal quality management foundation, steadily fulfilling product quality assurance and enhancement.

• 原料端質量保障

在原料端，我們制定了嚴格的原物料管理規範，提升供應商准入門檻，細化審核流程，加強日常監控。同時，我們對原料採購的全流程採取嚴格的質量監控，對從供應商到工廠的原料全鏈條安全風險進行識別與評估，嚴格規範原物料到貨、收料、檢驗的管理流程。針對水和鮮果兩類主要原料，進一步制定了嚴格的質量考核標準，確保原料質量。

• Quality Assurance of Raw Materials

At the raw material stage, we have formulated stringent raw materials management regulations, raised the threshold of access to suppliers, refined the audit process, and strengthened daily monitoring. At the same time, strict quality control process have been adopt over the entire process of raw material procurement, identified and assessed the safety risks along the entire raw material chain from suppliers to factories, and strictly regulated the management process of raw material arrival, receipt and inspection. Stringent quality assessment standards have been further developed for the two main types of raw materials, namely water and fresh fruits, to ensure the quality of raw materials.

<p>水 Water</p>	<p>對最主要的產品原料開展質量監控 <i>Carrying out quality supervision on the most important raw material</i></p>
<ul style="list-style-type: none"> <li>• 規範管理：依據《水源管理辦法》，嚴格按照水源水質監控要求開展工作。 Standard management: we carried out the work in strict accordance with the water quality monitoring requirements of the water source, referring to the <i>Water Source Management Measures</i>.</li> <li>• 常規監測：定期通過總部檢測中心以及第三方檢驗機構檢驗原料用水關鍵指標。 Routine monitoring: we regularly tested key indicators of raw material water by the headquarters inspection center and third-party inspection agencies.</li> <li>• 實時監測：通過在線監測設備，實時監測水中礦物元素含量。 Real-time monitoring: we monitored the level of minerals in real time through online monitoring equipment.</li> <li>• 風險監控：定期開展水源應急演練，模擬水源異常處理程序，當發生可能影響水質的情況時，加強水質監控，降低水質變化帶來的風險。 Risk monitoring: we conducted regular emergency drills on water sources to simulate abnormal water source handling procedures; increased the water quality monitoring frequency to reduce the risk of water quality changes when situations.</li> </ul>	
<p>鮮果 Fresh Fruit</p>	<p>保障高品質鮮果原材料供應 <i>Guaranteeing the supply of high-quality fresh fruit</i></p>
<ul style="list-style-type: none"> <li>• 指導農事動作：通過行業專家指導「施肥」、「補充微量元素」、「一果兩剪」等環節，確保果樹產出符合採收標準的鮮果。 Guide on farming measures: fruit farmers were guided by industry experts to use natural fertilizers, add trace elements to the soil, implement “one fruit, two pruning”, and other professional farming measures taken to ensure the healthy growth of fruit trees and produce fresh fruit that meets the required harvesting standards.</li> <li>• 改善種植土壤：利用稻殼製備的生物碳基肥料對贛南土壤進行改良，為臍橙提供穩定的土壤體系。 Improving planting soil: biochar-based fertilizers made from rice husks were applied to enhance the soil in Southern Jiangxi, providing a stable soil system for navel oranges.</li> <li>• 臍橙口感改良研究：與華中農業大學合作研究臍橙風味物質變化及部分代謝產物，改善臍橙品質，保證鮮果口感。 Navel orange taste improvement research: we collaborated with Huazhong Agricultural University to study the changes in flavor substances and some metabolic products of navel oranges, improving the quality of navel oranges and ensuring the taste of fresh fruit.</li> <li>• 規範農藥使用：嚴格檢查各農戶肥料農藥使用情況，通過定期巡檢與不定期抽檢，確保用藥安全。 Standardizing pesticide use: we strictly inspected the use of fertilizers and pesticides by farmers, ensuring medication safety through regular inspections and random checks.</li> </ul>	

外購原料  
Purchased Raw  
Materials

拓展供應商管理深度，由一級供應商管理延伸至二級供應商，推動產業鏈的質量提升  
*Expanding the depth of supplier management from first-tier suppliers to second-tier suppliers, promoting quality improvement along the industry chain*

- 制度保障：制定《供應商生命周期管理辦法》、《供應商績效考核規範》等內部管理制度，對供應商進行合理規範的評估與質量檢驗。  
Institutional guarantee: we conducted reasonable and standardized evaluation and quality inspection towards suppliers in accordance with the established *Supplier Life Cycle Management Specification, Supplier Performance Assessment Specification*.
- 把控供應商審核：執行公司既定的供應鏈質量風險管理流程，嚴格執行新供應商准入審核，並通過現場幫扶及指導，提升供應商自身的質量管理水平，確保供應原物料的質量穩定。  
Supplier audit control: we implemented the Company's established supply chain quality risk management process, strictly executed new supplier admission audits, and enhanced suppliers' own quality management levels through onsite assistance and guidance, thus ensuring the stable quality of supplied raw materials.
- 原產地調研：針對重點原料茶葉，成立獨立的部門深入茶葉主產區，通過現場調研，持續進行茶葉品種及規格的開發，茶葉產區產業信息的收集，以探尋高品質、低風險的茶葉原料。  
Origin research: for key raw material – tea, an independent department was established to delve into the main tea-producing areas. Through on-site research, we continue to carry out the development of tea varieties and specifications, and the collection of industrial information on tea-producing areas, in order to explore high-quality, low-risk tea raw materials.

• 生產端質量保障：

在生產端，我們嚴格遵守國家法規與標準要求，實施嚴格的品控管理，對產品的各項指標進行檢測並建立「質量檔案」，確保產品質量相關指標完善留檔管理。同時，我們重視日常生產環節的檢查，通過定期進行內部飛檢保障精細化生產。報告期內，我們以5S基礎管理和過程不良率指標為抓手，夯實基礎管理，多個部門聯合推動各工廠強化5S管理改善和過程不良率改善，進一步規範工廠現場管理。

• **Quality Assurance at the Production End:**

In the process of production, we strictly adhere to national regulations and standard requirements, practice stringent quality control management, test various product indicators, and establish “quality archives” to ensure comprehensive record management of product quality indicators. Additionally, we focus on daily production inspections, ensuring refined production through regular internal spot checks. Within the reporting period, with the basics of 5S (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) management and process defect rate indicators as the focus, foundational management was solidified. Multiple departments jointly promoted the enhancement of 5S management and process defect rate improvements across factories, further standardizing factory site management.

制度建設  
Mechanism  
Establishment

為落實產品生產全過程質量監控，我們制定了《主過程責任人崗位職責說明書》，明確規定主過程責任人的職責與權限，推動質量管理工作的落地。報告期內，我們更新了《調配過程管理規範》、《瓶坯生產工藝及品質控制手冊》等29個規範文件，新增了《工廠包材IC樣審核規範》等4個規範文件，以規範化的操作規程完善各環節的操作規範與執行標準，不斷優化內部質量管理。

To implement full-process quality monitoring of product production, we formulated the *Job Description of Responsible Persons for Main Processes*, clearly defining the responsibilities and authorities of main process responsible persons, facilitating the implementation of quality management work. Within the reporting period, we updated 29 normative documents, including the *Blending Process Management Norm* and the *Preform Production Process and Quality Control Manual*, and added 4 new normative documents, such as the *Factory Packaging Material IC Sample Review Norm*, standardizing operational procedures and execution standards across various links, continuously optimizing internal quality management.

信息聯通  
Information  
Interconnection

農夫山泉持續推進質量管理數字化建設工作，通過質量管理系統(QMS)與倉儲管理系統(WMS)、製造管理系統(MES)、供應商管理系統(SRM)實現信息無縫對接與互通，確保了倉儲、生產、檢驗數據相互關聯及可追溯，進一步提高了工作效率和數據的準確性。報告期內，我們積極推動質量管理信息化建設，全面提升食品質量安全管控能力。

Nongfu Spring continuously advances the digital construction of quality management work. Through the Quality Management System (QMS) integration with the Warehouse Management System (WMS), Manufacturing Execution System (MES), and Supplier Relationship Management (SRM), information is seamlessly interconnected, ensuring the association and traceability of storage, production, and inspection data, further enhancing work efficiency and data accuracy. Within the reporting period, we actively promoted the informatization construction of quality management, comprehensively enhancing food quality and safety control capabilities.

人員培訓  
Personnel  
Training

為提升員工的食品安全風險意識，農夫山泉總部每年對工廠總經理和相關負責人員進行食品安全知識考試。各工廠通過開展食品安全和品質活動月，規範工廠現場管理，提高生產端員工質量意識。

To enhance employees' awareness of food safety risks, Nongfu Spring headquarters conducts annual food safety knowledge exams for factory general managers and relevant responsible personnel. Through the organization of food safety and quality activity months, factories standardize site management and elevate quality awareness among production staff.

亮點QCC項目－改善瓶蓋密封性，提升消費者滿意度  
Highlight Quality Control Circle (QCC) Project – Improving Bottle Cap Sealing, Enhancing Consumer Satisfaction

針對產品密封性問題引起家渠類客訴率高這一現象，我們成立了聯合改善小組，由包材研發部牽頭，品保部及工廠共同參與，通過對12L-PET瓶蓋結構以及密封性方面進行排查，最終對瓶蓋結構進行改良，從而提升密封性能。經過瓶蓋結構優化，我們針對性優化了這項客戶回饋，提升了消費者滿意度。

Addressing the issue of high complaint rates due to product sealability defects, a joint improvement team was formed, led by the R&D Department of Packaging Materials, with the Quality Assurance Department and factories participating. By investigating the structure and sealability of 12L-PET bottle caps, the bottle cap structure was ultimately improved with better sealability. Through the optimization of the bottle cap structure, we specifically optimized this customer feedback, enhancing consumer satisfaction.

### • 銷售端質量保障

在銷售端，我們制定了完善的銷售質量保障制度，並根據不同渠道的產品特點，採取適宜的品質管理策略。

為落實不同銷售渠道的產品質量保障，我們設置了覆蓋全國銷售市場的通路品保員，對產品運輸過程、經銷商倉儲過程及超市售賣過程進行品質檢查、輔導和考核。由檢測中心每月對市場在售產品進行抽檢，確保在售產品符合國家食品安全標準和企業標準。同時，我們設置了專人接聽消費者投訴的服務熱線，安排辦事處人員現場處置，並將處置結果及時反饋工廠，由工廠對投訴進行統計分析和質量改進。

### • Quality Assurance at the Sales End

At the sales end, a comprehensive system for sales quality assurance has been put in place, supported by appropriate quality management strategies according to the specific characteristics of products across different channels.

For securing product quality assurance through various sales channels, channel quality assurance personnel have been appointed nationwide to oversee product transportation, distributor storage, and supermarket selling processes, conducting quality checks, instruction, and assessments. Monthly random inspections of market-sold products are carried out by our testing center to ensure compliance with national food safety standards and corporate standards. Furthermore, a dedicated service hotline has been established to accept consumer complaints, with office staff arranged for on-site resolution and timely feedback of outcomes to factories for statistical analysis and quality improvement.

## 經銷商 Distributors

- 制度保障：我們制定了《經銷商進銷存管理制度》以及大區終端老貨齡管理方案，對產品需求訂單管理、分銷退貨管理、終端配貨延時處罰等方面進行明確規定；在經銷商合同中對倉庫配置、倉儲及分銷的質量管理進行明確規定。

Institutional guarantee: the *Purchase, Sale and Storage Management System for Distributors* and a plan for managing aged inventory at the regional level have been developed, clearly defining management of product demand orders, distribution returns, and penalties for delayed terminal distribution; the distributor contract specifies warehouse configuration, storage, and quality management for distribution.
- 監督管理：嚴格依據制度落實人員考核，對經銷商倉儲情況進行定期檢查；對經銷商可能出現的風險及時進行預警，跟進大區貨齡整改；根據經銷商體量對於倉儲條件及團隊配置提出明確要求。

Supervision and management: personnel assessments are rigorously implemented following the system, with regular inspections of distributor storage; potential distributor risks are promptly warned against, with followups on regional stock age adjustments; clear requirements are set for distributor storage conditions and team configurations based on their scale.
- 綜合賦能：通過獎罰機制，案例分享、季節性郵件提醒、不定期培訓等方式提高經銷商質量保障能力。

Comprehensive Empowerment: distributors' quality assurance capabilities are enhanced through mechanisms of rewards and penalties, case sharing, seasonal email reminders, and occasional training.

## 自販機 Vending Machine

- 規範管理：制定了《自販機設備管理辦法》、《量販機故障處理指導手冊》進行規範化管理，降低自販機機器故障率。

Standard management: we have developed the *Measures for the Management of Vending Machines* and a *Guide Manual for Handling Failure of Vending Machines* for standardized management, aiming to reduce vending machine malfunctions.
- 定期抽查：每月開展自販機稽查抽查，重點檢查低零績效、離線機器，同時檢查全部機器中產品的貨齡，確保貨齡新鮮。

Routine spot inspection: we conduct monthly inspections of vending machines with a focus on low performance and offline machines, including checks on product age in all machines to guarantee freshness.
- 滯留預警：對於存放超過 180 天的產品進行預警，提醒經銷商及時更換產品，確保不出現過期產品。

Retention pre-warning: alerts are issued for products stored beyond 180 days, reminding distributors to timely replace them to avoid the presence of any expired products.
- 智能規劃：根據系統提示智能規劃路線，提升補貨效率。

Intelligent routing: replenishment efficiency is improved with smart planning of routes based on system suggestions.



• 售後端質量保障

在售後端，我們從保障產品可溯源性以及定向改善質量兩個方面強化售後端質量保障。一方面，我們通過產品追溯系統、追溯碼等方式確保所有售出的產品均可溯源；另一方面，我們針對客戶和消費者投訴，組織相關部門進行原因及趨勢分析，及時制定預防及改善方案，使得售後端出現的質量問題得到及時的處理。

同時，農夫山泉各工廠每年組織開展產品召回演練，嚴格按照《應急準備和響應控制程序》，從原材料採購、庫存、投料、產品產出、產品庫存及發貨銷售等環節進行信息追溯以及模擬召回。通過演練，驗證了產品召回程序的完整性，確保人員具備相應的能力。報告期內，農夫山泉並未發生已售或已運送產品(含農產品)因安全與健康理由而須回收的事件。

• After-sales Quality Assurance

At the after-sales stage, we focus on enhancing quality assurance by ensuring product traceability and targeted quality improvements. On the one hand, all sold products are made traceable through the product tracking system and tracking codes; on the other hand, the relevant departments are mobilized to analyze causes and trends of complaints from consumers, quickly developing preventive and improvement plans to address quality issues promptly at the after-sales stage.

Moreover, annual product recall drills are organized by Nongfu Spring factories, strictly adhering to the *Emergency Preparedness and Response Control Procedures* to trace information and simulating recalls from raw material procurement to inventory, feeding, product output, inventory, and sales dispatch. These drills validate the completeness of product recall procedures and ensure that personnel are adequately trained. During the reporting period, there were no incidents in which products (including agricultural products) sold or delivered in Nongfu Spring had to be recalled for safety and health reasons.

產品召回演練

**Product Recall Drills**

2023年4月，貴州梵淨山工廠組織了產品標籤召回模擬演練，針對產品標籤使用錯誤的模擬事項進行產品召回，進一步明確召回流程、響應時間及後續的分析與改進程序。演練中，我們對涉及到的相關記錄準確性進行了檢查，並形成書面分析，通過後續覆盤與總結強化召回風險防控能力。

In April 2023, a product label recall simulation drill was organized by Fanjing Mountain Factory in Guizhou Province, addressing a simulated scenario of wrong product label usage, further clarifying recall processes, response times, and subsequent analysis and improvement procedures. The drill involved checking the accuracy of related records and forming a written analysis, enhancing recall risk prevention and control capabilities through follow-up reviews and summaries.

- **質量監察與審計**

在保障產品生產銷售全流程質量管控的同時，農夫山泉亦設立了從新品研發介入到出廠成品檢驗的質量監察流程，通過質量監督的方式在新品研發、成品出廠、通路質量管理等環節設置質量監察關鍵節點，保障質量管理體系的有效性。

在新品研發階段，品質保障部通過建立品質驗證流程開展相關研究與驗證，同時配合研發部門對新產品配方、工藝、設備進行跟蹤評估，提前識別風險；在成品出廠階段，我們配備了專業的檢驗人員與獨立的實驗室，嚴格按照標準進行檢測，確保產品符合國家食品安全標準和企業標準。

我們持續推進主過程制過程監督與考核，通過定期考核與績效激勵推動質量管理工作的落實，全面保障產品安全與質量。我們通過月度排名對主過程負責人進行定期幫扶與獎懲，並於每年年末開展質量體系審核，對負責人進行針對性輔導。同時，我們根據《工廠管理體系審核管理規範》將月度排名與年度考核結果納入績效考核指標，促進主過程責任制的有效落地。

公司審計部門每年對全部產品類別開展質量審計工作，內容涵蓋對原料、檢驗、生產、銷售各環節的全鏈條風險評估，以及對於供應商的質量審計等。我們致力於通過全面質量審計促進生產全過程的質量管控，打造原料及成品的質量控制閉環。

- **Quality Inspection and Audit**

In the process of ensuring quality control across the entire product production and sales cycle, Nongfu Spring has also set up a quality monitoring process that spans from the involvement in new product development to the inspection of finished products leaving factories. This process includes establishing key quality monitoring points in areas such as new product development, finished product dispatch, and channel quality management, to ensure an effective quality management system.

At the new product development phase, the Quality Assurance Department carries out relevant studies and verifications through a quality verification process, while also collaborating with the R&D Department to monitor and evaluate new product formulas, processes, and equipment, and thus identify risks early on. At the stage of final factory inspection, we employ professional inspectors and independent laboratories to rigorously test according to standards, ensuring products meet national food safety standards and our corporate standards.

We persist in advancing the supervision and evaluation of the main process, promoting the realization of quality management tasks through regular assessments and performance incentives, fully safeguarding product safety and quality. We employ monthly rankings to offer regular support and rewards or penalties to those responsible for the main processes and conduct a quality system audit at the end of each year for targeted guidance. Additionally, in line with the *Management Standard of Factory Management System Audit*, we integrate monthly rankings and annual assessment outcomes into performance evaluation metrics, fostering the effective implementation of the main process accountability system.

The Audit Department of the Company conducts an annual quality audit across all product categories, encompassing a full-chain risk assessment from raw materials, inspection, production, to sales, and including quality audits of suppliers. Our aim is to enhance comprehensive quality control throughout the production process and to establish a closed-loop control system for the quality of raw materials and finished products through extensive quality audits.

• 質量文化建設

農夫山泉的高品質產品離不開每一位員工嚴格的質量管控意識。我們高度重視質量文化建設，制定了《品保部培訓管理辦法》等內部制度，統籌規劃對員工的質量培訓工作，通過品質訓練營等活動定期面向全國員工開展質量保障和食品安全相關培訓。同時，我們嚴格按照ISO 17025《檢測和校準實驗室能力的通用要求》的要求，整合、修訂、完善質量檢驗相關的標準化培訓教材。

報告期內，農夫山泉開展了第五屆品管圈(QCC)活動，重點解決各工廠制程不良率、品質隱患點、市場投訴等共性问题，共計開展342個QCC項目，其中集團級項目21項。我們對各區域的QCC項目進行評比選拔，選擇出具有亮點的項目進行分享，旨在形成持續改進的質量價值觀，打造全員參與質量改進的文化氛圍。

• Quality Culture Construction

Our high-quality products cannot be separated from every employee's stringent quality control awareness. We emphasize the importance of building a quality culture, have developed internal systems like the *Training Management Measures of the Quality Assurance Department*, and organize quality training for staff. Through activities such as quality training camps, we conduct regular quality assurance and food safety training for employees across the country. Complying with ISO 17025 *General requirements for the competence of testing and calibration laboratories*, we integrate, revise, and enhance standardized training materials related to quality inspections.

Within the reporting period, Nongfu Spring conducted the 5th Quality Control Circle (QCC) event, focusing on solving common problems like process defect rates, quality hidden dangers, and market complaints across factories. In total, 342 QCC projects were implemented, including 21 Group-level ones. We evaluated and selected QCC projects from various regions, sharing standout projects to cultivate a quality mindset of continuous improvement and to create a culture of full participation in quality enhancements.

農夫山泉第五屆QCC成果發佈會

The 5th QCC Results Conference of Nongfu Spring



2023年11月，農夫山泉第五屆QCC成果發佈會成功舉辦，經過全國各區域層層選拔，總部各技術人員評選，共13個項目入圍集團年度QCC成果發佈會。會上，農夫山泉對10個工廠QCC項目給予優秀項目獎勵，對3個集團級優秀QCC項目進行表彰，進一步分享推廣優秀項目改善成果，促進營造全員參與質量改進的良好氛圍。

In November 2023, the 5th QCC Results Conference of Nongfu Spring was successfully held. After the selections by personnel from different regions and headquarters, 13 projects from factories across the country were selected for the annual conference of the Group. At the conference, Nongfu Spring awarded excellence to 10 factory QCC projects and recognized 3 Group-level outstanding QCC projects, further sharing and promoting the improvement results of exceptional projects to foster an environment of comprehensive participation in quality improvement.

## 開展企業食品安全主體責任培訓

**Conducting Corporate Food Safety Responsibility Training**

為落實國家市場監督管理總局《企業落實食品安全主體責任監督管理規定》等要求，報告期內農夫山泉與中國標準化研究院等機構合作，開展「農夫山泉食品安全總監、食品安全員主體責任專修培訓班」，邀請資深食品安全專家進行主體責任法律法規講解以及生產監督檢查要點及應用等知識的培訓。農夫山泉全國各工廠總經理、食品安全總監、食品安全員及品質保障體系超過200餘人參加培訓，並通過考核保障培訓效果，構建了「全員參與」的食品安全保障體系。

To comply with the *Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety* issued by the State Administration for Market Regulation and other requirements, Nongfu Spring, in collaboration with the China National Academy of Standardization and other institutions, conducted the “Nongfu Spring Specialized Principal Responsibility Training Session for Food Safety Directors and Food Safety Officers” during the reporting period. We invited seasoned food safety experts to deliver lectures on the legal regulations concerning principal responsibility and the key points and applications of production supervision and inspection. Over 200 personnel from Nongfu Spring’s factories nationwide, including general managers, food safety directors, food safety officers, and quality assurance system members, participated in the training. Through examination assessments, the effectiveness of the training was ensured, establishing a “full participation” food safety assurance system.

- 參與行業標準修訂

在不斷強化自身產品質量標準化管理的同時，農夫山泉積極參與食品、飲料及包裝飲用水領域的標準制定及修訂工作。據統計，自公司成立以來，農夫山泉共計署名國家標準11項、行業標準10項、地方標準3項、團體標準18項。

報告期內，農夫山泉與浙江大學、江蘇省農業科學院團隊合作制定《鮮米和冷鮮米》團體標準，基於對高品質大米產業鏈的基礎研究，對生產鮮米和冷鮮米產品的原料進行嚴格規定，並引入「新鮮度」和「食味值」等指標衡量大米食用品質。同時，我們針對影響冷鮮米品質的貯運的儲運過程開展進一步行業標準研究，結合市場需求確定鮮米(冷鮮米)的儲藏溫度要求、最佳賞味期限的確定原則等，助力提升食品行業管理水平。

- Participation in Industry Standard Revision

Simultaneously enhancing our product quality standardization management, we actively engaged in the development and revision of standards in the food, beverage, and packaged drinking water sectors. Since its establishment, Nongfu Spring has signed 11 national standards, 10 industrial standards, 3 local standards, and 18 group standards.

During the reporting period, Nongfu Spring worked with teams from Zhejiang University and the Jiangsu Academy of Agricultural Sciences to develop the *Fresh Rice and Cold Fresh Rice* group Standard. This initiative, based on fundamental research of the high-quality rice industry chain, strictly specifies the raw materials for producing fresh and cold fresh rice products and introduces measures such as “freshness” and “taste value” to assess the edible quality of rice. Concurrently, we undertook further industry standard research into the storage and transport processes affecting the quality of cold fresh rice, establishing storage temperature requirements and principles for determining the optimal shelf life for fresh rice (cold fresh rice) in response to market demands, contributing to the enhancement of food industry management levels.

■ 報告期內參與制定的外部標準：

■ *External standards that we were involved in establishing during the reporting period were as follows:*

<p>行業標準 Industrial Standards</p>	<p>QB/T 5888-2023低嘌呤食品 QB/T 5888-2023 Low-Purine Food QB/T 5799-2023輕工業企業社會責任指南 QB/T 5799-2023 Corporate Social Responsibility Guide for the Light Industry Enterprise QB/T 5800-2023輕工業企業知識產權管理指南 QB/T 5800-2023 Guidance on Intellectual Property Management for Light Industry Enterprise</p>
<p>團體標準 Group Standards</p>	<p>T/ZNZ 171-2023鮮米和冷鮮米 T/ZNZ 171-2023 Fresh Rice and Cold Fresh Rice T/JTAIT 17-2023包裝飲用天然水 T/JTAIT 17-2023 Packaged Drinking Natural Water</p>

《飲用天然礦泉水(適合嬰幼兒)》團體標準宣貫  
**Promotion of the *Drinking Natural Mineral Water (Suitable for Infants and Young Children)* Group Standard**



2023年2月，嬰幼兒飲用水行業專家交流會在吉林長白山撫松工廠召開。會上中國營養學會理事、北京市營養源研究所研究員何梅博士發表演講，指出《飲用天然礦泉水(適合嬰幼兒)》團體標準是對包裝飲用水國家標準的有效補充，也是該細分品類走向規範化和專業化的重要一步。

In February 2023, an expert exchange meeting on drinking water for infants and young children was hosted at Fusong Factory in Changbai Mountain, Jilin Province. Dr. He Mei, a board member of the Chinese Nutrition Society and researcher at the Beijing Institute of Nutritional Resources, emphasized that the *Drinking Natural Mineral Water (Suitable for Infants and Young Children)* group standard not only complements the national standard for packaged drinking water but also marks a significant step towards the standardization and professionalism of this niche category.

《包裝飲用天然泡茶水》團體標準宣貫  
**Promotion of the *Packaged Drinking Natural Tea Brewing Water* Group Standard**



2023年4月，泡茶水行業專家交流會在福建武夷山工廠召開。會上中國農業科學院茶葉研究所專家、國家茶產業工程技術研究中心首席科學家尹軍峰指出，《包裝飲用天然泡茶水》團標不僅能夠幫助消費者甄別出適合泡茶的好水，也能增強消費者對中國茶文化認知，對行業而言，團標將引領泡茶水這一細分市場規範有序發展。

In April 2023, a tea brewing water industry expert exchange meeting took place at Wuyi Mountain Factory in Fujian. Yin Junfeng, an expert from the Tea Research Institute, Chinese Academy of Agricultural Sciences and chief scientist at the National Tea Industry Engineering Technology Research Center, highlighted that the *Packaged Drinking Natural Tea Brewing Water* group standard aids consumers in identifying suitable water for tea brewing while enhancing the understanding of Chinese tea culture. For the industry, this standard will guide the tea brewing water segment towards regulated and orderly.

標準宣貫交流活動  
**Standard Dissemination and Communication Activities**

## 責任與服務

農夫山泉深刻意識到自身在品牌宣傳過程中應承擔的責任，致力於確保營銷環節的合規性，切實踐行負責任營銷。同時，我們積極保障消費者合法權益，暢通消費者溝通渠道，強化消費者信息安全與隱私保護，努力為消費者帶來更好的服務體驗。

### • 負責任營銷

農夫山泉在廣告及營銷方面嚴格遵循《中華人民共和國廣告法》、《中華人民共和國食品安全法》等法律法規，產品標籤標識遵循《中華人民共和國食品安全法》、《中華人民共和國食品安全法實施條例》、《食品安全國家標準預包裝食品標籤通則》(GB-7718)等相關法律、法規、標準。我們制定了《產品責任及宣傳政策》、《自媒體賬號運營管理辦法》、《廣告審核發佈流程 & 新媒體第三方發佈素材審核流程》等管理制度，對宣傳信息的審核以及廣告的投放進行規範。

我們制定了嚴格的廣告投放審核機制，規定廣告投放前由法務、知識產權、科學法規、客戶關係等部門聯合審核，投放後通過審計部門抽查，形成廣告投放審核閉環。

## RESPONSIBILITY AND SERVICES

Nongfu Spring profoundly acknowledges the responsibilities it bears during brand promotion, dedicating itself to ensuring compliance in marketing activities and practicing responsible marketing. Concurrently, we actively safeguard consumers' legitimate rights and interests, open up consumer communication channels, enhance consumer information security and privacy protection, and strive to deliver a superior service experience to consumers.

### • Responsible Marketing

In the advertising and marketing efforts, Nongfu Spring strictly adheres to the *Advertising Law of the People's Republic of China*, the *Food Safety Law of the People's Republic of China*, among other legal statutes, ensuring that product labeling complies with the *Food Safety Law of the People's Republic of China*, the *Regulations on the Implementation of the Food Safety Law of the People's Republic of China*, and the *National Standard for Food Safety Prepackaged Food Labelling Guidelines (GB-7718)* along with applicable laws, regulations, and standards. Management systems such as the *Product Responsibility and Publicity Policy*, the *Management Measures for We-Media Account Operation* and the *Advertising Review and Release Process & New Media Third-Party Release Material Review Process* have been developed to standardize the review of promotional information and advertisement placements.

A stringent advertising placement review mechanism has been practiced, requiring pre-placement joint review by legal, intellectual property, scientific regulation, and customer relations departments, followed by post-placement audits to establish a closed-loop advertising placement review process.

■ 負責任營銷培訓

我們持續加強負責任營銷培訓與宣貫，定期對員工及經銷商開展合規營銷培訓，並組織考試提升培訓效果。我們亦通過開展合規營銷宣貫活動，對品牌責任進行宣貫，增強員工的合規營銷意識。

報告期內，農夫山泉不定期舉行內部培訓和分享，主題內容涵蓋電商用語運營、媒介策略投放、媒體傳播、媒介數據運用、體育傳播、新品開發過程等多個領域，覆蓋人群包括但不限於品牌、媒介、電商和研發等相關部門，旨在促進多個協同部門之間相互了解，有效防範合規營銷相關風險。

■ 負責任營銷審計

我們持續推進負責任營銷審計，對可能存在的風險進行排查，充分保障各媒介投放項目的合規性。報告期內，我們針對線上線下渠道開展專項審計，對媒介投放渠道執行情況進行全面梳理，及時發現可能存在的問題並進行整改。

■ Responsible Marketing Training

We persist in enhancing responsible marketing training and dissemination, systematically offering compliance marketing training to employees and distributors and organizing exams to improve the effectiveness of the training. Additionally, through compliance marketing dissemination activities, we promote brand responsibility and boost employees' compliance marketing awareness.

During the reporting period, Nongfu Spring conducted intermittent internal training and sharing sessions on various domains including e-commerce operations, media strategy placement, media communications, media data utilization, sports communications, and the new product development process. Targeting but not limited to departments such as brand, media, e-commerce, and R&D, the aim is to encourage understanding among various collaborative departments and effectively mitigate risks associated with compliance marketing.

■ Responsible Marketing Audits

We continue to drive forward with responsible marketing audits, and examine potential risks to fully ensure the compliance of all media placement projects. Within the reporting period, special audits were carried out for both online and offline channels, thoroughly reviewing the execution across media placement channels, quickly identifying potential issues, and implementing corrections.

負責任營銷審計 — 線上渠道  
Responsible Marketing Audit – Online Channels

- 報告期內，我們對飲用天然水（適合嬰幼兒）、等滲尖叫、打奶茶、東方樹葉等品牌共 25 個樣本的投放內容進行檢查，覆蓋了公司目前的主要產品。通過審計，我們識別出了投放文案權限不完善等輕微缺陷，並進行了制度流程及模型的完善優化。  
During the reporting period, we reviewed the placement content of 25 brand samples, including Drinking Natural Water (Suitable for Infants and Young Children), Isotonic Scream, Mix Milk Tea, and Oriental Leaf, encompassing the Company's main product lineup. The audit highlighted potential minor issues such as copywriting authority setting, leading to system process and model refinements and optimizations.

負責任營銷審計 — 線下渠道  
Responsible Marketing Audit – Offline Channels

- 報告期內，我們實地查驗了 3 場馬拉松賽事產品宣傳單頁和展示情況，針對賽事可回用物料管理等問題，現場組織整改並進一步明確可回用物料的管理規範。  
During the reporting period, we physically inspected the promotional flyers and displays at three marathon events. Addressing issues like the management of event reusable materials, on-site rectifications were organized, and the management standards for reusable materials were further clarified.

### ■ 負責任品牌宣傳

農夫山泉在落實負責任營銷的同時，始終堅持通過品牌力量，向社會大眾進行科普宣傳教育，傳播公司的可持續發展理念。報告期內，我們在健康知識普及、傳統知識文化傳播、生物多樣性保護理念傳播、合理膳食理念宣導等方面開展了一系列宣導活動。

### ■ Responsible Branding

In executing responsible marketing, Nongfu Spring steadfastly upholds using its brand power for public educational outreach, disseminating our sustainable development ethos. During the reporting period, a myriad of advocacy initiatives were undertaken, encompassing the proliferation of health knowledge, traditional knowledge and culture heritage, spreading the ethos of biodiversity preservation, and advocating balanced dietary practices.

#### 健康知識普及

#### Health Knowledge Popularization



2023年，農夫山泉借助12大優質水源地的獨特資源，基於「每一滴農夫山泉都有一個美麗的水源」的品牌自信，集中優勢資源大力開展「尋源」活動。報告期內，各大區共邀約尋源人次超6.2萬人次，大區尋源分享傳播覆蓋達850萬人次。

In 2023, drawing on the unique resources of our 12 premium water sources and fueled by the brand confidence that “every drop of Nongfu Spring comes from a beautiful source”, we vigorously conducted “source-seeking” activities. Within the reporting period, this initiative drew in more than 62,000 participants across various regions, achieving an outreach and sharing impact that reached 8.5 million people.

農夫山泉將持續深入開展「尋源」戰略，築牢優質水源地的競爭壁壘，通過更多樣化多維度的「尋源」營銷活動，持續強化天然、健康的品牌形象。

Nongfu Spring is committed to deepening the “Source-seeking” strategy, securing the competitive edge of superior water sources. Through a variety of “Source Finding” marketing endeavors, we aim to persistently fortify the brand’s image as natural and healthy.

#### 傳統知識文化傳播

#### Traditional Knowledge Dissemination



2023年，東方樹葉首次嘗試拍攝以二十四節氣為主題的系列品牌短片，使中國農耕文明所流傳下來的節氣文化與飲茶傳統相結合，希望表達在四季更替下，一杯中國茶帶來的閑適的生活狀態和平和的心境，不斷弘揚中國茶文化。

In 2023, for the first time, Oriental Leaf endeavored to film a series of brand shorts themed around the Twenty-Four Solar Terms, marrying the solar term culture inherited from China’s agrarian traditions with tea-drinking customs, aspiring to depict the serene lifestyle and tranquil mindset afforded by a cup of Chinese tea amidst the seasonal transitions, thereby perpetuating the legacy of Chinese tea culture.



生物多样性理念传播

Biodiversity Ideals Communication



2023年6月世界环境日，农夫山泉与精品文创品牌联合推出长白山水源地主题环保套装笔，1只19L再生水桶可转变为约156支环保中性笔。在持续践行可持续理念下，再生的水桶有了更多样化的生命延续。联名款产品以水源地及长白山珍稀动物为主题，从饮用到书写，从再生到使用，续写我们对绿色地球的新希望。

In June 2023, marking the World Environment Day, Nongfu Spring teamed up with a boutique cultural and creative brand to unveil an environmentally friendly pen set themed on the Changbai Mountain water source area, where one 19L recycled water bucket can be transformed into approximately 156 eco-friendly pens. In the spirit of sustainable practices, this initiative gave recycled buckets a more diverse continuance of life. The collaborative edition, themed around the water source and endangered species in the Changbai Mountain, from drinking to writing, from recycling to usage, forges new hopes for our green planet.

合理膳食理念宣导

Rational Diet Concept Advocation



报告期内，农夫山泉与科信食品与健康信息交流中心，开展中国公共糖消费认知情况调查，并举办专家圆桌沙龙、减糖科普宣传等活动，以传播「合理膳食、智选三减」科学理念，赋能消费者「科学三减」技能，营造良好营商环境，展示行业「控糖」、「减糖」成果。

Within the reporting period, Nongfu Spring, in collaboration with the China Food Information Center, conducted research on the public's perception of sugar consumption in China and held expert roundtable discussions and sugar reduction educational campaigns. These efforts aimed to disseminate the "rational diet, wisely choosing 'Three Reductions'" scientific principle, empowering consumers with the skills for a "scientific 'Three Reductions'", fostering a favorable business milieu, and showcasing the industry's strides in sugar control and reduction.

### ● 消費者服務

農夫山泉高度重視消費者服務，積極保障消費者合法權益，在產品研發、銷售、售後的全流程中採取完善的消費者體驗提升舉措。同時，我們充分考量消費者訴求，暢通消費者溝通渠道，確保每一位消費者的聲音都得到用心傾聽。我們亦重視消費者隱私保護，通過健全的管理制度，規範的數據及信息使用體系，全力保護消費者個人隱私。

### ● Consumer Service

Nongfu Spring greatly values consumer services, takes proactive efforts to protect consumer rights and interests, and integrates comprehensive measures to enhance the consumer experience throughout the product development, sales, and after-sales processes. We also consider consumer demands attentively, maintain open communication channels with consumers to ensure every consumer's voice is heard, and prioritize consumer privacy protection through a robust management system and regulated data and information usage system to safeguard consumer personal privacy.

### ■ 消費體驗

我們通過全流程、專業化與標準化的服務體系，充分考慮消費者需求，在提供品質產品的同時優化消費者的服務體驗。我們在產品開發、產品銷售、售後全流程中融入對消費者需求的洞察，及時獲取消費者對產品的建議及需求，不斷提高消費者滿意度。

### ■ Consumer Experience

By employing a whole-process, professional, and standardized service system that takes into account consumer needs, we aim to optimize the service experience while delivering quality products. We incorporate insights into consumer needs throughout the product development, sales, and after-sales processes, promptly gathering consumer feedback on products to continuously improve consumer satisfaction.

#### 產品開發 Product Development

- 消費者需求洞察：通過專業市場調研團隊，結合各零售平台數據，進行消費者洞察分析、口味調研等，開發更滿足消費者需求的產品。  
Consumer insights: through professional market research teams and analysis of various retail platform data, we engage in consumer insight analysis and taste research to develop products that better satisfy consumer demands.
- 感官品評提升品質：招募感官分析團隊，成立不同的評價小組，設計並開展系統化的感官培訓，為產品風味提升以及產品感官品質控制提供持續的評價支持。  
Sensory quality enhancement: we recruit sensory analysis teams and establish different evaluation groups to conduct systematic sensory training to provide continuous support for product flavor enhancement and sensory quality control.

#### 產品銷售 Product Sales

- 提升售賣便捷性：打造「一刻鐘便民生活圈」，在社區佈局 24 小時不打烊的量販機，解決居家用戶家庭整箱用水、大包裝用水需求。  
Enhancing sales convenience: we create a "15 minutes convenience life circle" and deploy 24-hour vending machines in communities to meet the needs of home users for wholesale water and large-package water.
- 規範保障銷售服務：依據《經銷商合作制度》、《經銷商進銷存管理制度》對經銷商進行嚴格管理，保證銷售服務質量。  
Standardized sales service assurance: we manage distributors strictly according to the *Distributor Cooperation System* and the *Purchase, Sale and Storage Management System for Distributors* to ensure the quality of sales services.

#### 產品售後 Product After-sales

- 建立考核體系：圍繞業務成效、執行力兩大模塊建立客服考核體系，推進客服職業賦能。  
Assessment system: we establish a customer service assessment system focused on business effectiveness and execution to push forward customer service professional empowerment.
- 智能提升客服效率：2023 年引入智能機器人應用於「商家進貨」場景，大幅提高接通率和服務效率，提升了用戶體驗感。  
Enhanced customer service efficiency with AI: In 2023, we introduced AI robots in the "Merchant Stocking" scenario to significantly improve connection rates and service efficiency, thus enhancing the user experience.

經銷商培訓  
Distributor Training

2023年，為保障產品銷售等各個環節的消費者體驗，我們針對經銷商開展了多場培訓。培訓主題涵蓋客戶服務、情緒管理、智能系統使用、案例分享等，通過參觀、交流等形式，進一步提升了全體經銷商的客戶服務意識，保障消費者在產品購買和售後階段擁有良好的產品與服務體驗。

In 2023, to ensure the consumer experience at every point of product sales, we conducted several training sessions for distributors. These sessions covered topics like customer service, emotional management, smart system use, and case sharing. Through activities such as visits and exchanges, we further elevated the customer service consciousness of all distributors, delivering a positive product and service experience during the purchase and after-sales phases.

新產品消費者反饋  
Consumer Feedback on New Products

老朋友们，农夫山泉把手瓶升级新包装  
请你们试用、提建议。



農夫山泉重視改善消費者每一個體驗的細節，在產品上市後注重傾聽消費者的建議與反饋。

Nongfu Spring pays close attention to the details of improving consumer experience, listening carefully to consumer suggestions and feedback following product launches.

針對近幾年在熱線電話和官方賬號等渠道收到的關於重新推出帶有原生把手產品的建議，農夫山泉積極回應廣大消費者的呼聲，推出了打磨升級長達兩年的「把手瓶」，並針對老客戶推出公開試用計劃，收集客戶的建議與使用體驗。

Responding to feedback received over recent years through hotline calls and official accounts for reintroducing products with original handles, Nongfu Spring actively heeded the call from consumers. The “Handle Bottle” was launched after two years of refinement and upgrades, along with a public trial program for existing customers to gather their suggestions and usage experiences.

### ■ 客戶投訴

農夫山泉用心傾聽消費者的聲音，認真對待和處理消費者訴求。我們建立了實現全面輿情監控的管理機制，主動了解輿論信息並收集客戶反饋。同時，我們通過完善的客戶投訴及處理程序，針對收到的客戶投訴做出及時的響應與處理。

### ■ Customer Complaints

Nongfu Spring prioritizes listening to consumers, seriously addressing their concerns and demands. A comprehensive management mechanism for all-encompassing public sentiment monitoring has been established, allowing for proactive engagement with public opinion and the collection of customer feedback. Furthermore, through refined customer complaint and handling procedures, we ensure timely responses and resolutions to any customer complaints.

#### 輿情管理 Public Opinion Management

- 智慧輿情管理系統：利用人工智能、大數據分析、機器學習等手段實現對輿情的監測與分析，及時掌握輿情信息，大幅度擴大監控覆蓋面並提升輿情監控及時性。  
Intelligent public opinion management system: we employ AI, big data analytics, and machine learning for the monitoring and analysis of public opinion. This allows for immediate access to public opinion, significantly widening our monitoring scope and enhancing the timeliness of our sentiment surveillance.
- 完善的制度與架構：制定了《輿情監控手冊》和《輿情監控管理細則》，建立多部門聯動機制，明確人員職責、輿情信息處理流程等內容，確保信息及時被抓取，降低輿情擴散風險。  
Comprehensive system and structure: we have formulated the *Public Opinion Monitoring Manual* and the *Public Opinion Monitoring and Management Rules*, which establish a coordinated mechanism across multiple departments. This clarifies the roles of personnel, the process for handling public sentiment information, ensuring swift capture of information, and minimizing the risk of sentiment escalation.
- 人員培訓：設置輿情監控班組長，每月進行輿情回覆案例質檢，匯總優秀案例並定期進行輿情回覆培訓，從回覆及時性、準確性、判斷性、親切性全方位提升輿情處理能力。  
Personnel training: we select public opinion monitoring team leaders, conduct monthly quality checks of responses to public opinion, compile exemplary cases, and organize periodic training on responding to public opinion. This approach aims to improve the handling of public sentiment in aspects of timeliness, accuracy, discernment, and approachability.

#### 投訴處理 Complaint Handling

- 加強客服考核：建立客服考核體系，從業務、技能、規範、綜合能力等方面綜合考核客服工作，並促進客服人員設立業務目標；依據考核結果對客服人員的薄弱項進行專項輔導，持續提升客服水平。  
Strengthened customer service assessment: we have established a customer service assessment system, which can comprehensively assess customer services from the aspects of business, skills, specifications and comprehensive capabilities, and motivate customer service personnel to set business objectives. By giving tailored tutoring towards the weakness of customer service personnel according to the assessment results, we have continuously improved our customer service level.
- 引入智能化流程：引入智能客服平台，大幅提升工單信息查詢效率，並實現客訴問題的線上調取與監控。  
Introduction of intelligent process: we have improved the efficiency of work order information query and realized the online retrieval and monitoring of customer complaints by introducing an intelligent customer service platform.

增加二維碼投訴渠道

Introduction of a QR Code Complaint Channel

報告期內，我們在量販機上增加了二維碼投訴渠道，消費者可以通過掃碼實現投訴場景選擇與投訴訂單提交，後端運營人員接單後會立即分析情況並進行處理。二維碼投訴渠道具有操作便捷、時效性強、響應迅速、精準定位的優點。同時，消費者可以通過公眾號「農夫山泉芝麻店」公眾號實時查看工單進展，進一步提升使用體驗。

During the reporting period, we introduced a QR code complaint channel on our vending machines. This innovation allows consumers to select their complaint scenario and submit their complaint orders by scanning the QR code. Orders received by backend operators are immediately analyzed and addressed. This channel offers advantages such as ease of use, prompt response, rapid reaction, and precise issue identification. Additionally, consumers can monitor the progress of their service requests in real-time through the “Nongfu Spring Sesame Store” official WeChat account, further improving the user experience.

報告期內，本公司收到的針對產品和服務的投訴共計7,314件。我們積極處理客戶提出的改進意見，投訴處理率達100%，消費者滿意度為99%。

During the reporting period, the Company received 7,314 complaints focusing on products and services. We actively processed the suggestions for improvement provided by customers, achieving a 100% complaint handling rate and a 99% customer satisfaction rate.

• 隱私保護

農夫山泉重視信息安全，致力於保障消費者隱私及數據，開展信息安全的體系化建設，搭建了由董事會管轄，首席信息官負責的信息安全管理架構。

• Privacy Protection

Nongfu Spring prioritizes information security management, and is committed to protecting consumer privacy and data through the systematic development of information security infrastructure, with a well-established information security management framework overseen by the Board of Directors and managed by the Chief Information Officer.

我們嚴格遵守《中華人民共和國網絡安全法》、《中華人民共和國個人信息保護法》等法律法規，制定了《賬號和口令管理規範》、《終端客戶資料管理辦法(試行)》、《員工信息安全行為管理辦法》等內部制度。報告期內，我們新增加了《數據管理制度》，規定了數據管理的目標、數據管理活動中的角色、數據質量、數據分級分類標準和數據安全要求等。目前，數據管理制度已經覆蓋農夫山泉總部及各分子公司，在各個部門明確了數據分級分類、數據質量、數據加密和脫敏等要求。

We strictly abide by the relevant laws and regulations, such as the *Cybersecurity Law of the People's Republic of China* and the *Personal Information Protection Law of the People's Republic of China*. The *Account and Password Management Specifications*, *Terminal Customer Data Management Measures (Trial)* and *Measures for the Management of Employee Information Security Behaviors* were formulated. Within the reporting period, we introduced the *Data Management Regulation*, detailing objectives for data management, roles in data management activities, data quality, standards for data classification, and data security requirements. Currently, the data management system extends across Nongfu Spring headquarters and all subsidiary companies, delineating specific requirements for data classification, data quality, data encryption, and de-identification across departments.

我們通過評估不同類型與場景的信息特徵，聚焦數據合規重點管理要求，建立個人信息保護評估的事先審查機制，針對性開展數據保護措施，加強數據全生命周期管理規範化。

By evaluating the characteristics of information across different types and scenarios, we focus on critical data compliance management requirements, establish a pre-emptive review mechanism for personal information protection assessment, and take targeted data protection actions to strengthen standardized data lifecycle management.

### 信息系統防護 Information System Protection

- 制度保障：信息安全部制定了信息安全管理體系，覆蓋了信息系統的訪問控制規則、安全事件的應急響應管理要求、安全開發等。

Institutional guarantee: the Information Security Department has developed an information security management system, encompassing rules for information system access control, emergency response management requirements for security incidents, and secure development guidelines.
- 災備演練：公司擁有完善的災備系統，組建了災備應急響應小組，每年定期舉行災備演練，覆蓋 ERP、財務等重要系統。

Disaster recovery drills: we have maintained a comprehensive disaster recovery system and have formed a disaster recovery emergency response team to conduct regular disaster recovery drills each year covering critical systems such as ERP and finance.
- 漏洞掃描：公司會進行定期和不定期的漏洞掃描，包括上線前掃描、系統變更掃描、新增系統掃描、例行掃描等，通過升級、打補丁等方式修復發現的漏洞。

Vulnerability scanning: regular and ad-hoc vulnerability scans are conducted, including scans before going live, system change scans, new system scans, and routine scans, with discovered vulnerabilities being remedied through upgrades and patches.
- 模擬攻防演練：報告期內開展了針對 C 端應用的專項滲透測試，對發現的應用漏洞進行了修復。

Simulated attack and defense drills: specialized penetration testing for C-end applications was carried out within the reporting period, with identified application vulnerabilities being corrected.
- 外延信息管理：升級營銷系統，拉通品牌方與渠道商的營銷一體化。

External information management: we upgraded the marketing system to integrate marketing efforts between the brand and distributors.

### 消費者隱私保護 Consumer Privacy Protection

- 完善信息管理方法：本年度更新了用戶信息的處置方法，新增了脫敏與加密方法。

Improved information management practices: this year, we updated the disposal methods for user information, incorporating de-identification and encryption methods.
- 加強信息脫敏管理：公司參照主流電商平台的隱私保護技術方案對現有技術進行了優化，增加了應用內訂單收貨人敏感數據脫敏的範圍（包括姓名、電話、地址等），增加技術覆蓋應用的範圍。

Strengthened de-identification management: we optimized our existing technology based on mainstream e-commerce platforms' privacy protection solutions, expanding the scope of de-identification for sensitive data in application orders (including names, phone numbers, addresses, etc.), and broadening the range of applications covered by technology.
- 保障消費者對於信息使用的知情權：用戶註冊時簽訂《隱私政策》、《用戶服務協議》等協議，向消費者告知「我們如何收集和使用您的個人信息」、「我們收集、使用的個人信息」、「我們如何委託處理、共享、轉讓、公開披露您的個人信息」、「我們如何保護和保存您的個人信息」等事項，並取得消費者知情同意。

Secured consumers' right to know: when consumers register, we ask them to sign such agreements as *Privacy Policy* and *User Service Agreement* and inform them about "how we collect and use your personal information", "we collect and use your personal information", "how we entrust to handle, share, transfer and publicly disclose your personal information", "how we protect and preserve your personal information" and other matters, and obtain their informed consent.
- 優化信息安全問題發現途徑：對隱私數據問題上報途徑進行優化，並將用戶自主上報與 IT 內部發現結合，拓寬信息收集渠道。

Optimized information security issue detection channels: we have optimized the reporting channels for privacy data issues, combining user self-reports with IT internal discoveries to widen information collection channels.

### 員工與商業信息保護 Employee and Business Information Protection

- 強密碼策略：針對重點崗位推行強密碼策略，降低用戶賬號被盜用概率，減少釣魚郵件數量。

Strong password policy: we have implemented a strong password policy for key positions to reduce the likelihood of account misuse and decrease phishing email occurrences.
- 網絡隔離：員工與訪客的 Wi-Fi 已隔離，均需要認證才可上網。辦公網絡與生產網絡通過防火牆等網絡設備進行隔離，各業務域網絡通過網絡設備進行隔離。

Network isolation: the Wi-Fi for employees and visitors is independent of each other, and both require authentication to access the Internet. Office networks and production networks are isolated by firewalls and other network devices, with business domain networks separated through network equipment.
- 制定上報流程：制定了信息安全事件上報流程，員工發現信息安全事件可上報至信息部運維和安全部門，由相關部門協調外部資源和權限進行處置。

Reporting process establishment: an information security incident reporting process has been developed, allowing employees to report incidents to the IT operations and security departments for coordinated resolution with external resources and authority.

#### 信息安全舉措

#### Information Security Initiatives

上線數據庫審計工具

**Launch of Database Audit Tool**

2023年5月，我們上線了數據庫審計工具，工具具有數據庫異常行為和高危操作監控、敏感數據字段識別、警告發送等功能。目前已經在C端應用進行部署，保證消費者隱私數據不被盜用。數據庫審計工具可隨時查詢數據調用情況，確保數據使用合理合規。

In May 2023, we launched a database audit tool, featuring capabilities for monitoring database abnormal behaviors and high-risk operations, identifying sensitive data fields, and dispatching alerts. It has been deployed in C-end applications to prevent misuse of consumer privacy data, allowing real-time queries of data usage to ensure reasonable and compliant data use.

芝麻店管理系統數據加密

**Encryption of Sesame Store Management System Data**

報告期內，我們使用了對稱密鑰將芝麻店的消費者數據、經銷商數據和業務員數據經過加密後存儲於數據庫中，並將密鑰單獨保存，既能防止外部攻擊導致的脫庫，也能防止內部威脅可能產生的數據洩露問題。

Within the reporting period, symmetric keys were used to encrypt consumer data, distributor data, and salesperson data in the Sesame Store, stored in the database, with the keys stored separately. This method protects against external attacks leading to data breaches and internal threats causing data leaks.

為保障信息安全管理工作的有效性，農夫山泉於每年開展針對信息安全的審計工作。報告期內，我們開展了年度IT審計，審計覆蓋的業務種類包括IT應用系統控制、採購流程、銷售流程、財務關賬流程等重大業務流程，覆蓋SAP、CRM、SRM、WMS、QMS、IHR等系統。同時，針對2022年外部IT審計機構提出的相關建議，我們已在2023年期間逐步改善和提升。

To ensure the effectiveness of our information security management efforts, Nongfu Spring conducts annual audits focused on information security. This reporting period saw the implementation of an annual IT audit, covering critical business processes like IT application system controls, procurement, sales, financial closing processes, spanning systems such as SAP, CRM, SRM, WMS, QMS, and IHR. Additionally, we have gradually improved and enhanced in 2023 based on suggestions from an external IT audit institution in 2022.

農夫山泉重視內部信息安全文化的建設和安全意識的培養。我們積極開展信息安全相關的培訓，進一步提升員工對於信息安全相關知識的掌握程度。報告期內，我們開展了面向全體新入職員工的信息安全培訓，並推出了線上課程，培訓主題涵蓋強密碼策略、釣魚郵件、反詐騙等，營造信息安全文化。

Nongfu Spring values the cultivation of an internal information security culture and awareness. We actively conduct information security-related training to further enhance employees' understanding of information security knowledge. During the reporting period, we conducted information security training for all new employees and launched online courses covering topics like strong password policies, phishing emails, and anti-fraud, fostering an information security culture.

# 可持續的生態

## SUSTAINABLE ECOLOGY

作為「大自然的搬運工」，農夫山泉在生產、運營和發展的過程中始終以可持續發展理念為指導，堅持節能低碳生產、生態環境保護，始終恪守對消費者「天然、健康」的承諾，也堅守著農夫山泉的願景與初心。

As a “porter of nature”, Nongfu Spring is steadfast in guiding its production, operation, and development with sustainability principles. It commits to energy conservation, low-carbon production, and ecological conservation, upholding its pledge to provide consumers with “natural and healthy” products, and remains true to the vision and original mission.

- 本章節對應SDGs
- **SDGs we support in this chapter**



### 體系建設

#### System Building



ISO 14001環境管理體系已100%覆蓋農夫山泉及其下屬飲用水與飲料生產性工廠。  
ISO 14001 environmental management system covers Nongfu Spring and all its subordinate drinking water and beverage production line factories.

### 環境管理

#### Environmental Management



農夫山泉報告期用水強度較2020年基準已降低14%，用水強度2030年目標已完成70%；全年回收再利用468萬噸水，同比增加4%。  
During the reporting period, compared with 2020, the water use intensity of Nongfu Spring has decreased by 14%, achieving 70% of the target of water use intensity in 2030. During this year, 4.68 million tons of water were recycled, a year-on-year increase of 4%.



農夫山泉報告期溫室氣體排放強度0.0436噸二氧化碳當量／噸合格產品產量，較2019年基準已下降11%，碳排放強度2030年目標已完成54.2%。  
During the reporting period, the greenhouse gas emission intensity of Nongfu Spring was 0.0436 tons of carbon dioxide equivalent per ton of qualified product output, which decreased by 11% compared with that in 2019, achieving 54.2% of the target of carbon emission intensity in 2030.



農夫山泉報告期內產生茶渣、果渣、果皮加工副產物100%資源化利用，有效減少食品浪費112,874噸。  
100% of the by-products from tea residue, fruit residue, and fruit peel processing were utilized, effectively reducing food waste by 112,874 tons.



應對氣候變化

Tackling Climate Change



根據氣候變化相關財務信息披露工作組(TCFD)框架並參考國際可持續發展準則理事會(ISSB)可持續披露準則開展氣候變化風險識別，更新重大性氣候變化風險及其應對措施、策略與目標清單。We conducted climate change risk identification based on the TCFD framework and with reference to the ISSB sustainability disclosure standards, and updated the list of significant climate change risks and their response measures, strategies, and objectives.

循環再生

Recycling



持續推進水和飲料塑料包裝材料實現100%可回收的目標，2023年已實現包裝材料99%可回收。We continued to promote the objective of 100% recyclable of plastic packaging materials for water and beverages, and the recyclable rate of packaging materials achieved 99% of at present.

2023年已完全取消含炭黑物質包材使用。

By 2023, we have completely phased out the use of packaging materials containing carbon black substances.

可持續農業

Sustainable Agriculture



推動可持續農業建設，對農戶進行指導幫扶，推行減少水資源使用、保護土壤與生態環境的可持續種植模式，以科學方法緩解農業生產對自然環境帶來的影響。

We promoted the construction of sustainable agriculture, guided and assisted farmers in adopting sustainable planting methods of saving water resources and protecting the soil and ecological environment, reducing the influence of agricultural production on the natural environment with scientific methods.



## 環境管理

全面、深入的環境管理，是農夫山泉避免「三廢」排放與資源消耗給環境帶來負面影響的重要保障。為此，我們建立了全面的制度體系與管理架構，並結合業務發展實際設立了用水強度、綜合能耗強度、碳排放強度和包材可持續共4個維度的可持續發展長期戰略目標，實行以目標為導向的環境管理提升，踐行以保護環境為己任的企業責任。

農夫山泉嚴格遵守環境保護相關法律法規，設立並完善內部管理政策。依據農夫山泉《可持續發展政策》、《環境氣候變化政策》、《農夫山泉建設項目環境保護管理辦法》等政策明確環境保護與氣候變化的戰略意義，細化合規建設、定期監測與持續節能減排的工作要求與細則，並攜手供應商、經銷商等利益相關方共同開展環境管理建設。

## ENVIRONMENTAL MANAGEMENT

Comprehensive and thorough environmental management is vital for Nongfu Spring to mitigate the negative environmental impacts of emissions and resource consumption. To this end, we have established an extensive system and management framework, and set long-term strategic goals for sustainable development across four dimensions: water usage intensity, comprehensive energy consumption intensity, carbon emission intensity, and sustainability of packaging materials. We employ target-driven environmental management improvements, committing to the responsibility of protecting the environment.

Nongfu Spring rigorously complies with environmental protection laws and regulations, and has established and refined internal management policies. Based on Nongfu Spring's *Sustainable Development Public Policy*, *Environment and Climate Change Policy* and *Environmental Protection Measures for Nongfu Spring Construction Projects*, we clarify the strategic importance of environmental protection and climate change. We detail the requirements and guidelines for compliance, regular monitoring, and ongoing energy-saving and emission reduction efforts, partnering with suppliers, distributors, and other stakeholders to undertake environmental management initiatives.

我們建立了全面的環境管理體系，滿足ISO 14001環境管理體系要求，並以《農夫山泉工廠HSE管理體系手冊》指導下屬各工廠制定適宜的環保管理制度、標準文件和應急預案。在此體系框架內，我們對環境管理工作建立了全面的反映與監督機制：

A comprehensive environmental management system meeting ISO 14001 Environmental Management System requirements has been established, with the *HSE Management System Manual of Nongfu Spring Factories* guiding subsidiary factories in developing appropriate environmental management regulations, standard documents, and emergency response plans. Under this framework, a comprehensive mechanism for environmental management reflection and supervision has been set up:

依據《農夫山泉建設項目環境保護管理制度》，通過「一廠一檔」的環保信息檔案工具對各生產工廠的能源、水資源使用與「三廢」排放相關工作進行系統化、標準化管理。  
Based on the *Environmental Protection Measures for Nongfu Spring Construction Projects*, through the “One Factory, One File” environmental information archival tool, we systematically and standardize the management of energy, water resource utilization, and “three wastes” emissions related work for each production factory.



由公司總部對排放管理、水資源使用以及可持續農業等環境事項進行指導和督查，各工廠及種植基地成立管理小組，開展排放自查管控和執行資源可持續利用改善措施，持續優化資源利用效率與環境表現。  
The Company headquarters guides and supervises environmental matters, including emission management, water resource use, and sustainable agriculture, etc. Each factory and planting base establishes a management team to carry out self-inspection and control of emissions and implement sustainable resource utilization improvement measures, continuously optimizing our resource utilization efficiency and environmental performance.



於報告期內建設完善了環境信息統計系統，對用水強度、綜合能耗、廢棄物等進行追蹤和實時統計。同時部分工廠配備物聯網程控平台，通過移動設備可遠程監視和操作污水處理設備，設備發生故障可及時發現並處理，實現環境管理的全面反映與監督。  
During the reporting period, an environmental information statistical system was developed and perfected, tracking and statistically analyzing water usage intensity, comprehensive energy consumption, waste, etc., in real time. Meanwhile, some factories are equipped with IoT program control platforms, allowing for remote monitoring and operation of sewage treatment equipment via mobile devices. Equipment malfunctions can be detected and addressed promptly, achieving comprehensive reflection and supervision of environmental management.

為完善環境管理閉環，加強各層級監管，農夫山泉建立了以高級管理層總體把控、各職能部門分項監督、員工嚴格執行的健康、安全及環境(HSE)三級管理架構，並依據《工廠ESG環境績效規範》對工廠內能耗、水耗及EHS相關管理程序及績效表現進行定期提報、審核，並與工廠整體績效考核掛鉤。同時，農夫山泉將環保審計設置為常規必審項目，並確保每年審計覆蓋在產工廠的30%以上，每三年覆蓋全部運營地。報告期內，環保審計已覆蓋30%以上的工廠，審計結果顯示環保整體合規，無重大風險，農夫山泉在過去三年未發生因超標排放等原因造成的環保處罰事件。

針對日常管理與專項審計中發現的問題，農夫山泉總部定期組織環境保護相關培訓，對有關問題進行總結、分析，並制定整改方案，提升環境管理人員的環保意識與環境管理能力。報告期內，農夫山泉總部及各工廠開展環境保護相關培訓6次，覆蓋人員約300人次。

目前，農夫山泉及下屬所有水和飲料生產性工廠均已獲得ISO14001環境管理體系審核認證。報告期內，農夫山泉在環境保護與管理方面獲得了包括「綠色工廠」、「綠色供應鏈管理企業」等一系列外部認可與榮譽。

To complete the environmental management loop and strengthen supervision at all levels, Nongfu Spring has established a three-tier management structure for health, safety, and environment (HSE) overseen by senior management, with each functional department supervising specific aspects and employees strictly implementing protocols. Based on the *ESG Environmental Performance Regulatory Handbook for Factories*, factories regularly report, review, and link their energy consumption, water usage, and EHS-related management procedures and performance to the overall factory performance assessment. Environmental audits are set as routine mandatory items, it is also ensured that audits cover more than 30% of the factories in production each year and all operating locations every three years. During the reporting period, environmental audits covered more than 30% of the factories, with audit results showing overall compliance with no significant risks. Nongfu Spring has not incurred any environmental penalties due to exceedance of emissions or similar reasons in the past three years.

In response to issues identified in regular operation and special audits, Nongfu Spring headquarters organizes regular environmental protection training to summarize, analyze relevant issues, and formulate corrective plans, enhance the environmental awareness and management capabilities of environmental management personnel. Within the reporting period, Nongfu Spring headquarters and factories conducted environmental protection training 6 times, covering approximately 300 participants.

Currently, Nongfu Spring and all its subsidiary water and beverage production factories obtained ISO 14001 Environmental Management System audit certification. Within the reporting period, Nongfu Spring received a series of external recognitions and honors in environmental protection and management, including “Green Factory” and “Green Supply Chain Management Enterprise”.

### 2023年工廠所獲可持續發展相關榮譽

#### Sustainability-related Honors for Factories in 2023

浙江千島湖南山工廠、湖北均州工廠、陝西太白山工廠、吉林撫松工廠獲得國家級綠色工廠認證；貴州武陵山工廠獲得省級綠色供應鏈管理企業認證。

Thousand-island Lake Nanshan Factory in Zhejiang Province, Junzhou Factory in Hubei Province, Taibai Mountain Factory in Shaanxi Province, and Fusong Factory in Jilin Province were certified as national-level Green Factories, and Wuling Mountain Factory in Guizhou Province was recognized as a provincial-level Green Supply Chain Management Enterprise.

### 廢水管理

農夫山泉生產運營中的廢水排放主要包括設備清洗、管道清洗以及廠區內生活污水，其主要污染物為化學需氧量(COD)及氨氮等。我們在遵照國家法律法規要求的基礎上，自主制定更為嚴格的污染物排放標準，不斷優化自身污水處理能力，嚴格管控廢水處理效果與污染物排放濃度。

農夫山泉所有廠區均配備污水處理站，並逐步推廣廢水PLC物聯網平台系統對廢水排放情況進行實時監控，確保滿足當地監管與內部管理排放標準。報告期內，農夫山泉系統化提升了當前污水處理能力，對4個工廠污水處理站進行擴建，對另外6個工廠污水站進行全面升級，新增淺層離子氣浮機、新增UASB厭氧塔、新增超磁分離水體淨化設備等。擴建升級後，一方面在處理運行成本無顯著增加的情況下，有效降低污水排放中的COD濃度和污水色度；另一方面大大提升了污水處理效率：以浙江新安江工廠為例，茶飲料生產污水的日處理量增長約50%，茶湯廢水COD濃度去除率達到90%。

### 廢氣

農夫山泉的生產廢氣主要來自注塑環節的有機廢氣以及鍋爐燃燒廢氣，其中主要污染物包括二氧化硫、氮氧化物以及非甲烷總烴。我們通過定期內部廢氣監測、遵照排污許可管理要求委託第三方機構每季度進行廢氣監測，確保所有廢氣均經過充分處置後合規排放，排放濃度符合國家標準。與此同時，我們不斷推進鍋爐汰換與低氮改造，以及注塑環節的廢棄處置能力提升，持續降低有害廢氣的產生與排放。

### Wastewater Management

Wastewater in the production and operation of Nongfu Spring comes mainly from equipment cleaning water, pipeline cleaning water, and domestic wastewater in the factory area. The main pollutants are COD (Chemical Oxygen Demand), ammonia nitrogen, etc. Building upon compliance with national laws and regulations, we have voluntarily established stricter pollutant emission standards, continuously enhancing our wastewater treatment capabilities, and rigorously controlling the outcomes of wastewater treatment and pollutant emission concentrations.

All Nongfu Spring plants are equipped with wastewater treatment plants. We are progressively implementing the wastewater PLC IoT platform system to monitor wastewater discharges in real time, ensuring compliance with both local regulatory and our internal discharge standards. Within the reporting period, Nongfu Spring systematically improved its wastewater treatment capabilities, expanding wastewater treatment plants at 4 factories and comprehensively upgrading 6 others. These upgrades include adding new shallow ion flotation machine, new UASB anaerobic tower, new ultra-magnetic separation water purification equipment, etc. After expansion and upgrading, we managed to effectively reduce the COD concentration and color in wastewater discharges without significantly increasing operational costs. Moreover, these upgrades significantly enhanced our wastewater treatment efficiency. For example, Xin'an River Factory in Zhejiang Province saw a 50% increase in the daily treatment volume of tea beverage production wastewater, with the tea soup wastewater COD concentration removal rate reaching 90%.

### Exhaust Gas Management

The exhaust gas emissions at Nongfu Spring primarily originate from organic waste gas produced during the injection molding process and boiler combustion emissions, with the main pollutants being sulfur dioxide, nitrogen oxides, and non-methane total hydrocarbons. Through regular internal exhaust gas monitoring and quarterly exhaust gas monitoring by third-party institutions as required by discharge permit management, we ensure that all exhaust gas are adequately treated and discharged in compliance with national standards. Concurrently, we are advancing boiler replacements and low-nitrogen modifications, as well as enhancing waste disposal capabilities in the injection molding process to continually reduce the generation and emission of harmful exhaust gas.

- 報告期內，農夫山泉共9個工廠實施了注塑廢氣處理項目，顯著提升了注塑廢氣處理能力，例如其中新增注塑瓶胚機的廢氣處理裝置，可使得注塑車間非甲烷總烴排放濃度去除率達到82%。
- 截至報告期末，距吉林靖宇工廠2022年底完成天然氣鍋爐汰換，暨農夫山泉全面告別煤化工燃料已過去一年，靖宇工廠報告期內相比同期實現二氧化硫減排555.8噸，氮氧化物減排28.27噸，環保效益顯著。
- 報告期內，吉林臨江工廠以天然氣熱水鍋爐取代市政燃煤供暖、武夷山工廠以天然氣蒸汽鍋爐汰換柴油鍋爐，均實現二氧化硫與氮氧化物排放量的有效降低，減少了大氣污染。
- During the reporting period, injection molding waste gas treatment projects were implemented in nine factories, notably improving our capacity to treat injection molding exhaust gas. For instance, the new waste gas treatment devices for injection molding preform machines have enabled the non-methane total hydrocarbon emission concentration in the injection molding workshop to achieve an 82% removal rate.
- As of the end of the reporting period, it has been a year since Jingyu Factory in Jilin Province completed the switch from coal-fired to natural gas boilers at the end of 2022, marking Nongfu Spring's full transition away from fossil fuel use. Within the reporting period, compared with 2022, Jingyu Factory achieved significant environmental benefits, reducing sulfur dioxide emissions by 555.8 tons and nitrogen oxide emissions by 28.27 tons.
- During the reporting period, Linjiang Factory in Jilin replaced municipal coal heating with natural gas hot water boilers, and Wuyi Mountain Factory replaced diesel boilers with natural gas steam boilers, effectively reducing sulfur dioxide and nitrogen oxide emissions and lessening atmospheric pollution.

### 廢棄物

農夫山泉的固體廢棄物主要來自於生產運營過程中產生的廢棄金屬、紙類、塑料類廢棄包材以及茶渣、橙皮等食物殘渣等一般固體廢棄物，以及廢礦物油、廢油漆桶、廢酸鹼桶、廢化學試劑瓶、廢油漆渣等有害廢棄物。

我們編製了《工廠固廢(含危廢)分類參考及處置推薦》，按照紅、綠、藍、黃四色標識對固廢進行分類管理，致力於對廢棄物進行全生命周期管控，做到可追蹤、可溯源，明確其處置方向與最終去向：針對有害廢棄物，我們按照相關法律法規要求集中存放於危廢專用庫房並定期移交具備資質的第三方進行處置；針對一般固體廢棄物，我們持續推進回收再利用工作，與第三方合作開展廢棄物回收再利用項目。

### Solid Waste Management

Nongfu Spring's solid waste mainly originates from waste metals, paper, plastic packaging materials, food residues like tea dregs and orange peels, alongside hazardous wastes such as waste mineral oil, waste paint cans, waste acid and alkali cans, waste chemical reagent bottles, and waste paint sludge produced during manufacturing and operational processes.

We have developed the *Factory Solid Waste (Including Hazardous Waste) Classification Reference and Disposal Recommendations* and practiced a color-coded system (red, green, blue, yellow) for waste classification management. This approach aims for full lifecycle control of waste to ensure traceability and specify the direction and final destination of disposal. Specifically, for hazardous wastes, we store them in dedicated hazardous waste storage facilities and regularly hand them over to qualified third parties for disposal; for general solid waste, we continue to advance recycling and reuse efforts, partnering with third parties on waste recycling and reuse projects.

在固體廢棄物回收方面，農夫山泉持續建設綠色循環回收體系，包括將PC水桶回收後由第三方合作夥伴製成日用消費品的循環再利用鏈路；將自有HDPE廢棄物及報廢托盤回收後重新造粒製成托盤成品的閉環回收再生使用途徑；聯合第三方合作夥伴對橙渣、茶渣等食品廢棄物回收利用製成肥料、飼料或枕芯等產品的循環利用；以及建立果汁桶、紙箱等流轉包材重複使用的包裝循環體系等。

報告期內，農夫山泉實現廢舊托盤、廢塑料、污泥等固體廢棄物回收再利用近35,000噸，同時，我們對第三方固廢處理去向建立管理台賬，結合現場走訪進行追蹤統計，確保移交或出售到第三方的固體廢棄物得到妥善回收利用。

#### 茶渣、污泥循環利用

#### Tea Residues and Sludge Recycling



In recycling solid waste, Nongfu Spring continually constructs a green recycling system. This includes recycling PC water barrels through third-party partners into consumer goods, reprocessing our HDPE waste and scrapped pallets back into granules for manufacturing new pallets, collaborating with third parties to recycle food waste like orange dregs and tea dregs into products like fertilizers, feed, or pillow fillers, and establishing a recycling system for packaging materials such as juice barrels and cardboard boxes for reuse.

Within the reporting period, Nongfu Spring achieved the recycling and reuse of nearly 35,000 tons of solid waste including old pallets, waste plastic materials, and sludge, etc. Moreover, we maintained management ledgers for third-party waste disposal and conduct tracking through site visits, ensuring that solid waste transferred or sold to third parties is properly recycled and reused.

報告期內，吉林靖宇工廠所在地生態環境管理局邀請中國科學院東北地理與農業生態研究所環保專家召開了專家諮詢會議，就工廠茶渣、污泥等廢棄物資源化利用提供了諮詢意見。參照該科學建議，農夫山泉將相關廢棄物作為廠區、園林綠化肥料使用，將茶渣與第三方企業合作，發酵製作有機農業肥供當地村民使用，反響良好。

Within the reporting period, the environmental management bureau in the place where Jingyu Factory in Jilin is located convened an expert consultation meeting with environmental experts from the Northeast Institute of Geography and Agroecology, Chinese Academy of Sciences to advise on the resource utilization of factory tea residues and sludge. Following their advice, Nongfu Spring utilized related waste as fertilizer for factory landscaping and collaborated with third parties to ferment tea residues into organic agricultural fertilizer for local villagers, which was well-received.

**廢棄物回收商審核追蹤**  
**Waste Recycler Audit and Tracking**



報告期內，農夫山泉針對廢品回收商、茶渣回收商、危廢處理商等第三方合作夥伴進行了現場審核走訪，就其庫存廢品存放、標籤張貼規範、證照是否齊全以及廢棄物回收用途進行了檢查確認，對其中存在的違規現象進行了監督指正，並於報告期內確認整改完畢。Within the reporting period, Nongfu Spring conducted on-site audits of waste, tea residues and hazardous waste recyclers, inspecting their waste storage practices, labeling standards, completeness of licenses, and the uses of recycled waste. We supervised and corrected any non-compliance found, and confirmed that all corrective actions were completed within the reporting period.

與此同時，我們致力於從源頭上減少廢棄物的產生。

At the same time, we strive to reduce waste generation at the source.

**廢棄物產生前：**

通過優化工藝、改良物耗標準與考核方案，在不影響產品質量的前提下減少物料使用損耗、物料使用克重，降低生產不良品率和報廢品率。

Before Waste Generation:

We aim to reduce material usage and waste by optimizing processes and revising material consumption standards and assessment plans, all without compromising product quality, thereby lowering the rates of defective and scrapped products.

**廢棄物產生後：**

定期進行廢料統計分析，針對分析結果對工廠現場設備進行優化改善，以降低廢棄物的產生與排放。探索對環境友好的廢棄物再生循環路徑。

After Waste Generation:

Regular waste statistical analyses lead to factory equipment optimizations based on the findings, aimed at reducing waste generation and emissions and exploring environmentally friendly pathways for the recycling and regeneration of waste.

**減少食品浪費**

農夫山泉作為食品飲料行業的一員，始終堅守負責任企業的擔當，承諾持續開展減少食物浪費的行動或項目，針對食物浪費設定量化指標與目標。報告期內，農夫山泉設定了「茶渣、果渣、果皮加工副產物100%資源化利用」的量化目標，實際資源化利用率已達到100%。

**Reducing Food Waste**

As part of the food and beverage sector, Nongfu Spring firmly embraces the role of a responsible corporation, committing to ongoing initiatives aimed at minimizing food waste. We have established quantifiable targets and objectives specifically for food waste reduction. During the reporting period, Nongfu Spring set a quantifiable goal to achieve “100% resource utilization of tea residues, fruit residues, and fruit peel by-products”, and the actual resource utilization rate has reached 100%.



報告期內，農夫山泉持續推進食品原材料精益加工，減少不良品率與報廢品率，並加強食物殘次品與殘渣的高效利用，通過合理設置物流倉儲、次品降級使用等手段減少廢棄食品量。基於農夫山泉與高校合作研發的高值化利用方式，我們將生產過程中產生的橙皮、橙渣、茶渣等回收，製成香料、有機肥料、養殖飼料進行再次利用。報告期內，農夫山泉共減少食品浪費約112,874噸。

### 應對氣候變化

隨著《聯合國氣候變化框架公約》第28次締約方大會(COP28)召開以及我國能源轉型、「碳達峰、碳中和」行動不斷深化，農夫山泉始終密切關注國家政策與市場需求對於氣候變化的最新指引，優化氣候變化風險識別機制，不斷提高對各類氣候變化風險的防範能力，積極踐行低碳發展理念，致力於為全球應對氣候變化的行動以及國家「碳達峰、碳中和」目標的達成貢獻自己的力量。

### 治理

農夫山泉董事會負責對氣候變化風險的識別、應對與管理工作進行領導和監督，公共政策與可持續發展辦公室負責承接董事會關於氣候變化相關總體戰略與決策，識別、評估生產運營中的氣候變化風險，向董事會彙報並提出建議，以及推動氣候變化目標的落實、指導各職能部門與子公司採取應對措施並進行監督和評價。基於該治理結構，我們將氣候變化風險納入公司整體風險管控策略中。

### 策略

#### 總體策略

農夫山泉在董事會領導下制定了氣候變化風險管理總體策略：基於多種高對比性氣候場景，定期識別氣候風險，從可能性與影響力兩方面對風險進行重大性排序。對於重大性風險，公共政策與可持續發展辦公室統一牽頭各部門共同制定應對計劃，並設立可衡量的目標，由董事會對應對計劃和目標進行審批和定期檢討。

During the reporting period, Nongfu Spring continuously advanced lean processing of food raw materials, reducing the rate of defects and scrap, and enhanced the efficient use of substandard food products and residues. By adopting measures such as rational logistics storage and the downgraded use of substandard products, we effectively reduced the volume of waste food. Based on the high-value utilization developed in the cooperation with universities, we recycled orange peels, orange residues and tea residues produced in the production and made them into spices, organic fertilizers and breeding feeds for reuse. During the reporting period, Nongfu Spring reduced the food waste by about 112,874 tons.

### TACKLING CLIMATE CHANGE

In response to climate change, following the convening of the 28th Conference of the Parties (COP28) of the *United Nations Framework Convention on Climate Change* and the deepening actions towards China's energy transition and "carbon peaking and carbon neutrality", Nongfu Spring keeps a close eye on the latest national policies and market demands regarding climate change. We have refined our climate change risk identification mechanism, enhancing our preparedness against diverse climate change risks, actively embracing low-carbon development principles, and dedicating our efforts to contribute to the global fight against climate change and the achievement of national "carbon peaking and carbon neutrality" goals.

### Governance

Governance over climate change-related initiatives is led by Nongfu Spring's Board of Directors, responsible for overseeing the identification, response, and management of climate change risks. The Office of Public Policy and Sustainable Development handles the overarching strategy and decision-making related to climate change, identifies and assesses climate change risks within our operations, reports to the Board of Directors with recommendations, and ensures the implementation of climate change objectives. This governance structure integrates climate change risks into our overall risk management strategy.

### Strategy

#### Overall Strategy

Nongfu Spring's overall risk management strategy, under the Board of Directors' guidance, involves regularly identifying climate risks against a backdrop of various high-contrast climate scenarios. We prioritize risks based on their likelihood and impact. For significant risks, the Office of Public Policy and Sustainable Development leads in formulating response plans with measurable goals, subject to the Board of Directors' approval and periodic review.

**情景設定**

農夫山泉參考國際能源署模擬情景，結合《聯合國氣候變化框架公約》(UNFCCC)第26次締約方會議(COP26)提出的「本世紀中葉確保全球淨零排放，並將溫度升高幅度控制在1.5°C」這一目標，選用宣佈承諾場景(APS)長期氣候情景作為農夫山泉低排放氣候情景，選用政府間氣候變化專門委員會(IPCC)制定的代表性濃度路徑中「RCP 8.5」作為高排放氣候情景。通過氣候變化風險分析，結合農夫山泉當前業務發展戰略與現狀，識別結果顯示實體風險發生概率在高排放氣候情景下更高，轉型風險發生概率在低排放氣候情景下更高。

- **宣佈承諾場景(APS)**：假設世界各國政府做出的所有氣候承諾，包括國家自主貢獻(NDC)和長期淨零目標，全部按時實現。
- **代表性濃度路徑RCP 8.5**：假設不實行任何氣候變化干預政策的情況下，溫室氣體排放和濃度不斷增加的基線情景，2100年時溫度升高5°C。

**風險識別**

完成情景設定後，由農夫山泉各職能部門管理層組成的「氣候變化工作坊」，參考氣候變化相關財務信息披露工作組(TCFD)指南及國際可持續準則理事會(ISSB)發佈的《國際財務報告可持續披露準則第2號—氣候相關披露》，綜合考量轉型風險中的政策與法律、技術、市場、聲譽風險以及實體風險中急性和慢性風險，形成氣候變化風險清單，包含23項風險，從風險的影響與可能性兩個維度對清單中的氣候變化風險進行了排序，確定了其中6項對我們業務運營可能帶來較為顯著影響的氣候變化風險，並擬定了風險應對舉措。

**Scenario Setting**

Nongfu Spring, drawing on scenarios simulated by the International Energy Agency and aligning with the goal that “a global net zero emission should be ensured by the middle of this century and the temperature rise should be controlled to 1.5°C” proposed at the 26th Conference of the Parties (COP26) to the *United Nations Framework Convention on Climate Change* (UNFCCC), has chosen the Announced Pledge Scenario (APS) for its low-emission climate scenario and the “RCP 8.5” pathway from the Intergovernmental Panel on Climate Change (IPCC) as its high-emission climate scenario. Climate change risk analysis, combined with Nongfu Spring’s current business development strategy and status, indicates that the likelihood of physical risks is greater under the high-emission climate scenario, while the likelihood of transition risks is higher in the low-emission climate scenario.

- **Announced Pledges Scenario (APS)**: it is assumed that all climate commitments made by governments around the world, including Nationally Determined Contributions (NDC) and long-term net zero goal, will be realized on time.
- **Representative Concentration Pathways RCP 8.5**: it is assumed that greenhouse gas emissions and concentration continue to rise without climate intervention, the temperature is expected to increase by 5°C by 2100.

**Risk Identification**

After establishing the analysis scenario, Nongfu Spring’s “Climate Change Workshop”, comprised of management from various functional departments, utilized guidelines from the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 *Climate-related Disclosures* issued by the International Sustainability Standards Board (ISSB) to comprehensively evaluate transition risks including policy and legal, technology, market, and reputation risks, as well as physical risks including acute and chronic risks. Thanks to these efforts, a climate change risk inventory has been created with 23 identified risks. We ranked the identified risks in the climate change risk list depending on risk impact and possibility, pinpointing 6 climate change risks that could have a significant effect on our business operations, which led to our countermeasures afterwards.

風險類型 Risk Type	重大氣候風險 Major Climate Risk	潛在影響 Potential Impacts
轉型風險 Transitional risk	溫室氣體總量管制與定價 Greenhouse gas cap control and pricing	溫室氣體排放及運營成本提升，包括燃料和能源成本以及原材料生產成本。 This will result in increased greenhouse gas emissions and operating costs, including fuel and energy costs as well as raw material production costs.
轉型風險 Transitional risk	現有產品要求與監督 Mandates on and regulation of existing products and services	水資源使用、廢棄物排放受到更強的約束和監管，增加相應的合規成本和運營成本。 More constrained water use, waste emissions and regulations will increase the corresponding compliance and operating costs.
轉型風險 Transitional risk	低排放技術轉型前端費用增加 Increased front-end costs for transition to low-emission technology	減碳設備與技術改造投入成本增加。 It will increase the input costs of carbon reduction equipment and technological transformation.
轉型風險 Transitional risk	客戶行為變化 Changing customer behavior	全球應對氣候變化趨勢下客戶對綠色產品需求逐步擴大，當無法滿足此類需求時，產品市場份額和收入將受到負面影響。 With increasing customer demand for green products due to climate change, if this demand cannot be met, product market share and revenue will be negatively affected.
轉型風險 Transitional risk	原材料成本上升 Increased cost of raw materials	擾亂原材料供應，影響原材料質量。 This will disrupt supply and affect the quality of raw materials.
實體風險 Physical risk	降水量增加與極端天氣變化 Changes in precipitation patterns and extreme variability in weather patterns	工廠日常生產製造計劃與設施受到影響，導致資產損失、成本上升與收入下降。 This will affect factory's daily production plans and facilities, leading to asset loss, cost increases, and revenue decreases.

**貴州梵淨山工廠應對氣候變化實體風險****Fanjing Mountain Factory in Guizhou Province Responding to Physical Climate Change Risks**

貴州梵淨山工廠地處多山地區，氣候變化影響下多雷暴、降雨等強對流天氣，可能造成工廠設備電壓波動，導致產線設備停機與損壞、灌裝無菌環境被破壞，造成生產效率與穩定性受到干擾，並新增費用成本。

Fanjing Mountain Factory, located in a mountainous region in Guizhou Province, is prone to thunderstorms, heavy rains, and other intense convective weather conditions due to climate change, which could cause voltage fluctuations in factory equipment. This may lead to production line stoppages and damage, contamination of sterile filling environments, thereby disrupting production efficiency and stability, and adding extra costs.

為此，梵淨山工廠通過輸電線路變更優化、制定標準化故障修復與產線恢復優先級流程、啟用專線專供輸電線路、識別重點敏感設備增設電壓保護裝置等措施，有效加以應對。改善後可實現當電壓波動發生時設備不損壞、無菌環境不中斷，故障修復時間較改善前縮短7.6%，保障了生產穩定性不因強對流天氣而中斷。

To counter these challenges, the factory implemented measures such as optimizing power transmission routes, establishing standardized fault repair and production line recovery prioritization processes, employing dedicated power transmission lines, and adding voltage protection devices to key sensitive equipment. These actions effectively mitigated the risks. With these improvements, equipment remains undamaged, and sterile environments are uninterrupted during voltage fluctuations, fault repair time has been reduced by 7.6% compared with before the improvements, ensuring production stability is not compromised by severe convective weather.

**風險管理**

農夫山泉認識到，從根本上形成應對氣候變化風險長效機制的關鍵在於建立節能低碳的綠色生產運營模式，具體落實在能源與碳排放管理工作的持續優化，主要包括三個方向：持續完善能源管理體系、持續降低生產運營碳排放、持續延伸價值鏈低碳管理。

**Risk Management**

Nongfu Spring recognizes that the key of forming a long-term mechanism to address climate change risks is establishing an energy-saving, low-carbon green production and operation model. We implemented it through continuous optimization of energy and carbon emission management work, mainly including continuously improving the energy management system, reducing carbon emissions from the production and operation, and extending the low-carbon management in the value chain.

**持續完善能源管理體系**

我們嚴格遵守相關法律法規，依據《能源動力管理規範》等內部管理制度，對能源及碳排放實施系統化管理，並不斷推動ISO 50001能源管理體系認證工作。報告期內，新增3家工廠獲得ISO 50001能源管理體系認證，累計獲得認證工廠11家。

**Continuously Improving the Energy Management System**

We strictly adhere to relevant laws and regulations, implement systematic management of energy and carbon emissions based on internal management systems like the *Energy Power Management Standards*, and continually push for certification under the ISO 50001 Energy Management System Certification. Within the reporting period, an additional three factories obtained ISO 50001 Energy Management System certification, bringing the total to 11 certified factories.

遵循完善的內部管理制度以及ISO 50001的要求，農夫山泉總部生產營運中心統一領導各工廠能源管理小組對能源供應、設備管理、能源統計與稽查考核四個方面統籌管理，對生產、物流、銷售三大環節進行系統化管理。農夫山泉總部生產營運中心將綜合能耗與排放關鍵績效指標進行分解，按照從總部到工廠的縱向維度，以及工廠間的橫向維度進行落實。報告期內，我們將能耗指標細化為月度分解指標，要求工廠對標月度標準並按月度錄入能耗相關財務預算。同時我們在部分工廠試點推廣天然氣雲端平台，進一步實現能耗波動的直觀監控，細化能耗指標追蹤與管理，提升工廠能耗表現。

以此為基礎，一方面，我們將能源強度納入工廠管理人員考核指標，設置工廠碳排放強度及年度下降率排名表，配合案例宣貫與獎懲制度，激活組織低碳轉型內驅力與主觀能动性；另一方面，我們在傳統能源檢查（防止「跑、冒、滴、漏」）的基礎上，將能源管理納入全員生產維護(TPM)成本類精益改善專項工作，從成本、財務數據的角度對能源管理進行進一步量化評估，按月度總結優秀案例並推廣，進一步提升能源管理能力。同時，我們積極參與、推動價值鏈上下游能源管理，優化物流體系，鼓勵與指導供應商、經銷商節能減排。

Following comprehensive internal management systems and ISO 50001 requirements, Nongfu Spring Production and Operations Center leads each factory's energy management team in managing energy supply, equipment management, energy statistics, and audit assessment, applying systematic management across production, logistics, and sales segments. The center decomposed key performance indicators of comprehensive energy consumption and emission, and implemented them from the headquarters to factories in a vertical dimension, and among factories in a horizontal dimension. Within the reporting period, we detailed energy consumption indicators into monthly targets, and required factories to benchmark against monthly standards and enter energy consumption-related financial budgets monthly. We also piloted natural gas cloud platforms in some factories to further achieve intuitive monitoring of energy consumption fluctuations, and refined energy consumption indicator tracking and management, thus enhancing factory energy performance.

On this basis, we integrated energy intensity into the assessment indicators for factory management personnel, and set up factory carbon emission intensity and annual reduction rate ranking tables. Coupled with case dissemination and incentive systems, we activated our internal drive and initiative for low-carbon transformation. Furthermore, on top of traditional energy inspections (preventing leaks, drips, and other losses), we incorporated energy management into the Total Productive Maintenance (TPM) cost category of lean improvement projects. From the perspectives of cost and financial data, we further quantified energy management, and summarized and disseminated exemplary cases monthly, thereby improving energy management capabilities. Additionally, we actively participated in and promoted energy management throughout the value chain, optimized the logistics system, and encouraged and guided suppliers and distributors to save energy and reduce emissions.

**持續降低生產運營碳排放**

圍繞農夫山泉碳排放與能源消耗目標，即「到2030年，相比2019年，碳排放強度和綜合能耗強度均下降20%」，我們不斷完善目標達成路徑：

- **替代 • 能源結構優化：**以清潔能源替代傳統能源，推進能源結構轉型
- **減少 • 能源效率提升：**推進節能改造、開發低碳產品，提升能源使用效率
- **避免 • 低碳物流規劃：**優化運輸線路里程，避免不必要的碳排放

**替代 • 能源結構優化**

農夫山泉堅持因地制宜，探索使用各類清潔可再生能源的可能性，不斷提升可再生能源使用比例，優化能源結構。

- 在四川等水電資源豐富的地區，我們積極採購水電，盡可能使用工廠所在地並網水電站所發水電，並積極探索其他地區使用水電的可行性；
- 在吉林等林業資源豐富的地區，我們積極促進生物質鍋爐和綠色蒸汽使用，減少溫室氣體排放；
- 在光照穩定地區，我們對現有廠房進行屋頂光伏安裝改造；
- 在暫時無法直接獲取綠色電力的地區，我們通過購買綠色電力證書，多途徑做出低碳貢獻；
- 此外，我們大力推行能源升級汰換，例如部分廠區使用蒸汽鍋爐替換市政燃煤供暖、汰換廠區內柴油鍋爐，預計該部分廠區年減碳量可達到上千噸。

**Continuously Reducing Carbon Emissions in the Production and Operation**

To achieve Nongfu Spring's carbon emission and energy consumption targets, namely "By 2030, both carbon emission intensity and integrated energy consumption intensity will be 20% lower than that in 2019", we continuously refined the path to achieve these targets:

- **Replacement • Optimize Energy Structure:** replace traditional energy with clean energy, advancing energy structure transformation.
- **Reduction • Enhance Energy Efficiency:** promote energy-saving renovations, developing low-carbon products, and improving energy use efficiency.
- **Avoidance • Plan Low-Carbon Logistics:** optimize transportation routes and mileage to avoid unnecessary carbon emissions.

**Replacement • Optimize Energy Structure**

Nongfu Spring has adhered to a strategy tailored to local conditions, explored the possibility of using various clean and renewable energy sources, continuously increased the proportion of renewable energy use, and optimized the energy structure.

- In regions like Sichuan with abundant hydropower resources, we actively purchased hydropower, utilized hydropower generated by local grid-connected stations as feasible, and explored the feasibility of using hydropower in other regions.
- In forestry-rich areas like Jilin, we promoted the use of biomass boilers and green steam to reduce greenhouse gas emissions.
- In the areas where the light is relatively stable, we installed and transformed the rooftop photovoltaic power generation system of the existing factory building.
- In areas where direct access to green electricity is limited, we contributed to low-carbon efforts through multiple approaches, such as purchasing green power certificates.
- Moreover, we vigorously pursued energy upgrades and replacements, such as using steam boilers to replace municipal coal heating in some factory areas and replacing diesel boilers within the factory premises, with the expected annual carbon reduction for these areas reaching thousands of tons.

湖北均州工廠光伏發電建設

Photovoltaic Power Generation Construction of Junzhou Factory in Hubei Province



均州工廠三期光伏屋頂俯瞰圖  
Aerial View of Phase III Rooftop  
Photovoltaic Power Generation System  
of Junzhou Factory

湖北均州工廠於2023年2月啟動15.5兆瓦的廠房屋頂光伏發電項目，投入使用後月均發電量達到1,800兆瓦時，月減碳排放量近一千噸。在此基礎上，均州工廠新增五期光伏建設項目，已於報告期內投入使用，預計年均發電量可達4,950兆瓦時。

Junzhou Factory in Hubei Province initiated a 15.5-megawatt rooftop photovoltaic power generation project in February 2023. After putting into operation, the average monthly electricity generation reached 1,800 MWh, reducing carbon emissions by nearly one thousand tons each month. Building on this, the factory added a Phase V to its photovoltaic construction project, which has been operational within the reporting period, expecting an annual average electricity generation of 4,950 MWh.

在我們的不斷努力下，農夫山泉光伏發電佔間接綜合能耗比例相比上一年度已增加480%。

Through our continuous efforts, Nongfu Spring's photovoltaic power generation now accounts for an increased proportion of 480% in our indirect comprehensive energy consumption compared to the previous year.

減少 • 能源效率提升

通過工廠節能改造、設備優化汰換，我們持續推進能源提升項目，有效實現節能減排：

Reduction • Enhance Energy Efficiency

By retrofitting factories and optimizing equipment replacement, we continuously advanced energy enhancement projects, effectively achieving energy savings and emission reduction:

節能改造項目

Energy-saving Transformation Projects

- 冷水機節能改造優化：

**Chiller energy-saving retrofit optimization:**

- 我們對注塑機採用集中供冷替代分散式供冷，根據實測數據顯示，可實現每台注塑機的冷水機每月節電10兆瓦時。報告期內，該改造項目可實現每年碳減排1,521噸。

We replaced decentralized cooling with centralized cooling for injection molding machines, which, according to measured data, saves 10 MWh per injection molding machine per month. Within the reporting period, this retrofit project resulted in an annual carbon emission reduction of 1,521 tons.

- 我們對部分工廠的定頻螺旋機進行汰換，採用離心永磁變頻機組，節能率達25%，預計每月每台可節電26兆瓦時。報告期內，推行該改造項目的工廠可實現每年減碳624噸。

We replaced some factories' fixed-frequency screw chillers with centrifugal permanent magnet variable frequency units, achieving a 25% energy-saving rate, estimated to save 26 MWh per unit per month. Within the reporting period, this project led to an annual carbon reduction of 624 tons across the factories implementing these changes.

## 節能改造項目

## Energy-saving Transformation Projects

- 空壓機節能改造優化：

**Air compressor energy-saving retrofit optimization:**

- 我們通過以變頻低壓空壓機、變頻中壓空壓機，對傳統工頻機組進行汰換，以低能耗重要空壓機對部分高能耗空壓機進行升級汰換，有效提升能耗效率，降低碳排放量。報告期內，共汰換或升級空壓機40餘台，實現碳減排超過4,000噸。

By replacing traditional fixed-frequency units with variable-frequency low and medium pressure air compressors, we upgraded some high-energy-consuming air compressors to low-energy-consuming ones, effectively improving energy efficiency and reducing carbon emissions. Within the reporting period, over 40 air compressors were replaced or upgraded, resulting in more than 4,000 tons of carbon emission reduction.

- 其他節能改造優化示例：

**Other Examples of Energy-Saving Retrofit Optimization:**

- 江西信豐工廠開展利用冷水機和高壓機預熱解凍改造項目，每年可節約天然氣23.2萬立方米。  
Xinfeng Factory in Jiangxi Province undertook a project to use chillers and high-pressure machines for preheating and thawing, saving 232,000 m<sup>3</sup> of natural gas annually.
- 陝西紅河谷工廠冰水機根據不同品項生產需求設定溫度，能耗節約量可達15%。  
Honghe Valley Factory in Shaanxi Province adjusted ice water machine temperatures according to different production needs, achieving a 15% energy saving.
- 吉林靖宇工廠進行無菌吹瓶空調水箱節能改造，將吹瓶冷水機和空調冷水機的水箱打通，節電230兆瓦時。  
Jingyu Factory in Jilin Province carried out energy-saving retrofits on aseptic blowing machine air conditioning water tanks, connecting the blowing machine chiller and air conditioning chiller water tanks, saving 230 MWh.
- 新疆瑪納斯工廠新增節能板式換熱器，利用天然冷源製冷，代替製冷機與冷水機使用，年節電夏季可達1,890兆瓦時，減碳近兩千噸。  
Xinjiang Manas Factory added energy-saving plate heat exchangers, using natural cooling sources instead of refrigerators and chillers, achieving summer electricity savings of 1,890 MWh and nearly two thousand tons of carbon reduction.
- 浙江新安江工廠蒸汽冷凝水回收使用項目改造，報告期內節約天然氣使用8.25萬立方米。  
Xin'an River Factory in Zhejiang Province implemented a steam condensate water recycling project, saving 82,500 m<sup>3</sup> of natural gas during the reporting period.



### 避免·低碳物流

農夫山泉生產與銷售網絡遍佈全國，倉儲運輸產生的碳排在範圍三溫室氣體排放中所佔的份額不容忽視。我們始終堅持對自身物流體系進行優化整合，避免不必要的運輸周轉，減少溫室氣體排放。報告期內，我們對以下低碳物流項目進行了深入推進：

- 深化鐵路運輸建設：報告期內，農夫山泉與鐵路簽署總對總合作，全國鐵路配送站點新增12個，倉庫面積利用率提升約1/3，有效增加了鐵路運輸容量，減少公路及航空運輸使用量，降低運輸碳排放。
- 優化物流路徑：通過對運輸配送線路進行優化提升，報告期內源頭工廠直發比例達到87%，對比上年同期提升2.5%。鐵路發運產品平均運輸里程下降19公里。
- 大宗物料集中供貨：針對大宗物料PET粒子供貨方式，我們與該品類核心供應商持續共同推進以槽罐、海包等集中供貨的方式取代噸袋包裝供貨方式，減少噸袋包裝使用，提升運輸效率，減少碳排放。
- 物流效率優化：針對廠內物流，一方面我們通過倉儲管理系統(WMS)和用車信息化系統(TDS)提升物流效率，縮短廠內物流距離與廠外車輛等待時間；另一方面，我們持續對倉儲運輸設備進行升級替換，以鋰電池叉車替換老式鉛酸電池叉車，並在生產下線環節創新使用AGV鋰電池叉車。對於廠外物流，我們於報告期內全面上线了運輸管理系統(TMS)，並通過與經銷商共享系統，持續推廣帶托盤運輸，報告期內，帶托運輸比例提升至74%，相比上一年度提升16%。

### Avoidance · Low-Carbon Logistics

Nongfu Spring's production and sales network spans the entire country, making the carbon emissions from warehousing and transportation a significant part of Scope 3 greenhouse gas emissions. We consistently optimize and integrate our logistics system to avoid unnecessary transport turnover, reducing greenhouse gas emissions. Within the reporting period, we made in-depth advancements in the following low-carbon logistics projects:

- Deepening railway transport construction: Nongfu Spring signed a comprehensive cooperation agreement with the railway bureau, adding 12 national railway distribution sites during this reporting period, increasing warehouse space utilization by about one-third, effectively increasing railway transport capacity, reducing the use of road and air transport, and lowering transport carbon emissions.
- Optimizing logistics path: by optimizing transport and distribution routes, the direct dispatch ratio from source factories reached 87%, a 2.5% increase compared with the same period last year. The average transport distance for rail-shipped products decreased by 19 kilometers.
- Bulk material centralized supply: for bulk materials like PET particles, we continued to advance centralized supply methods with core suppliers. Specifically, we replaced ton-bag packaging with tankers and sea bulk, and reduced the use of ton-bags, thus enhancing transport efficiency and reducing carbon emissions.
- Logistics efficiency optimization: for internal logistics, we enhanced logistics efficiency through the Warehouse Management System (WMS) and the Transportation Dispatch System (TDS), shortening internal logistics distances and external vehicle waiting times. Additionally, we continuously upgraded warehousing and transportation equipment by replacing old lead-acid battery forklifts with lithium battery forklifts and innovatively using AGV lithium battery forklifts in the production off-line phase. For external logistics, we fully implemented the Transportation Management System (TMS) within the reporting period and, by sharing the system with dealers, continued to promote palletized transport, with the palletized transport ratio increasing to 74% during the reporting period, a 16% increase compared with the previous year.

**持續延伸價值鏈低碳管理**

我們將低碳管理延伸至價值鏈，除綠色物流建設外，我們專注於低碳綠色供應鏈打造以及產品全生命周期碳足跡摸排工作。供應商准入階段，我們優先選擇可持續發展貢獻較高的供應商，並在《供應商健康、安全與環境政策》、《供應商行為準則》等制度中明確提倡供應商使用清潔能源，推行節能降碳工作，識別、控制和減輕重大氣候變化風險。

同時，我們對當前農夫山泉銷售重量佔比較高的飲用天然水產品進行碳足跡分析，分析採用生命周期評估(Life Cycle Assessment)方法、ISO 14067標準中規定的碳足跡計算方法，以及英國標準協會(BSI)編製的PAS 2050標準中的會計方法，覆蓋產品範疇一、二及價值鏈上下游主要領域的範疇三碳足跡，持續推動塑料粒子等上游大宗原料供應商開展碳足跡自我評估與數據收集，計算得出碳足跡總量過程貢獻數據。

與此同時，我們計劃對產品碳足跡以外的農夫山泉範疇三溫室氣體排放情況統計工作進行完善和細化，為下一步價值鏈減碳工作提供數據支撐，助力全球應對氣候變化工作以及國家碳達峰、碳中和目標達成。

**可持續用水**

我們深知水資源是農夫山泉賴以生存和發展的基礎，可持續用水的重要性不言而喻。為此，我們以水源地保護和節約水資源為兩大支點進行水資源管理，將水資源可持續的理念貫穿於全價值鏈。

**水源地保護**

農夫山泉產品用水的主要來源包括深層湖水、深層庫水、山泉水、自然涌出泉水、深層地下水、礦泉水等。作為「大自然的搬運工」，我們在嚴格保護現有水源地的同時，積極探索開發新水源地，對潛在水源地水質進行長期調研、監測和水量考察，為保障長期穩定的優質水資源供應而致力於在全國範圍內佈設更多水量充沛、水質卓越的水源地。

**Extending Low-carbon Management across Value Chain**

We extended low-carbon management across our value chain. In addition to constructing a green logistics framework, we concentrated on developing a low-carbon green supply chain and mapping out the full lifecycle carbon footprint of our products. At the supplier admission stage, we gave preference to suppliers with a significant contribution to sustainability. In our policies, such as the *Supplier Health, Safety and Environment Policy* and the *Supplier Code of Conduct*, we explicitly encouraged suppliers to use clean energy and undertake energy-saving and carbon-reduction initiatives, identifying, controlling, and mitigating significant climate change risks.

Moreover, we conducted carbon footprint analyses on our natural drinking water products, which represent a substantial share of Nongfu Spring's sales weight. These analyses employed the Life Cycle Assessment (LCA) method, the carbon footprint calculation method outlined in ISO 14067, and the accounting method described in the British Standards Institution (BSI) PAS 2050 standard. They cover Scopes 1 and 2, and significant areas of Scope 3 carbon footprints across the value chain. We continued to encourage our suppliers of bulk materials, such as plastic granules, to conduct self-assessments of their carbon footprint and collect data, calculating the total carbon footprint contribution.

Simultaneously, we planned to refine and detail the statistical work on Nongfu Spring's Scope 3 greenhouse gas emissions beyond product carbon footprints, providing data support for subsequent value chain decarbonization efforts. This supports the global fight against climate change and the achievement of national carbon peaking and carbon neutrality goals.

**SUSTAINABLE WATER USE**

We have been keenly aware of the critical importance of water resources for Nongfu Spring's survival and development. Therefore, we have managed water resources with two main pillars: protecting water sources and conserving water resources, integrating the concept of sustainable water use throughout the entire value chain.

**Water Source Protection**

The primary water sources for Nongfu Spring products include deep lake water, deep reservoir water, spring water, naturally emerged spring water, deep groundwater, and mineral water. As a "porter of nature", while we rigorously protect existing water sources, we also actively explore and develop new water sources. We have conducted long-term research, monitoring, and water quantity surveys on potential water sources to ensure a long-term stable supply of high-quality water resources nationwide.

探索和選取水源地時，除水質與水量考察外，農夫山泉也高度重視取水活動對水源地生態環境產生的影響，並進行慎重評估，同時積極保護當地生態環境。我們在《環境氣候變化政策》、《水源管理辦法》、《農夫山泉建設項目環境保護管理制度》等內部制度中明確了完整的水源地管理流程，包含考察設計、生產運營、管理保護三大環節：

In the exploration and selection of water sources, besides assessing water quality and quantity, Nongfu Spring also carefully evaluates the impact of water extraction activities on the ecological environment of the water sources and actively protects the local ecology. Our internal policies, such as the *Environment and Climate Change Policy*, *Water Sources Management Measures* and *Environmental Protection Measures for Nongfu Spring Construction Projects*, clearly define a comprehensive water source management process, covering the stages of inspection and design, production operation, and management protection:

事前 • 考察設計 Pre-operation • Inspection and Design

- 水資源儲量分析：**對探索中的水源地，我們嚴格進行取水可行性分析和水資源論證，確保當地水資源儲量與可開發水量符合農夫山泉可持續用水標準，依法取得取水資質後方可進行取水作業。

**Analysis of water resource reserves:** for potential water sources, we rigorously conduct water extraction feasibility analyses and water resource assessments to ensure that the local water storage and developable water volume meet Nongfu Spring's sustainable water use standards. Only after legally obtaining water extraction qualifications can water extraction operations commence.
- 生態環境評估：**為確保生態環境不受破壞，我們針對水源地周邊生態狀況進行專題調查，制定水土保持方案，並邀請第三方進行鑒定。

**Ecological environment assessment:** to ensure that the ecological environment remains undisturbed, we conduct specialized surveys on the ecological conditions surrounding the water sources, develop soil and water conservation plans, and invite third-party evaluations.

事中 • 生產運營 During Operation • Production and Operation

- 水質／水量追蹤監控：**通過人員定時巡查、全面實時視頻監控與水質水量數字化監控三位一體追蹤機制，結合遠程監控系統，並不斷優化監控設備分佈點位、設備性能，實現所有水源地水質／水量的全覆蓋追蹤監控。

**Water quality/quantity tracking and monitoring:** through a comprehensive tracking mechanism combining regular inspections, real-time video monitoring, and digital monitoring of water quality and quantity, along with remote monitoring systems, we continuously optimize monitoring equipment distribution points and performance. This achieves comprehensive tracking and monitoring of water quality/quantity at all water sources.
- 水源可及性預測：**工廠每年年初結合上一年度水源追蹤與檢測情況，對水源地水量、水質和氣候變化風險、缺水風險、用水可及性進行預測，根據生產計劃及時調整優化取水作業與水源地規劃。

**Prediction of the water accessibility:** at the beginning of each year, factories forecast water source quantity, quality, climate change risks, water scarcity risks, and water accessibility, adjust and optimize water extraction operations and water source planning according to the production plan based on these forecasts.

事後 • 管理保護 Post-operation • Management and Protection

- 水源地保護持續完善：**我們根據水質檢測、環境監測和巡檢結果定期完善水源地保護措施，採用先進污水處理系統，確保生產過程中產生的污水經充分處理達標後排入城市污水管網，不對周邊環境造成影響。

**Protection and continuous improvement of water sources:** according to the water quality and environmental monitoring, as well as inspection results, we regularly improve water source protection measures and adopt advanced wastewater treatment systems to discharge the wastewater in the production process to the city pipe network after meeting the standards, without affecting the surrounding environment.
- 用水／取水及水價相關政策追蹤：**我們密切關注水源地當地現行及未來可能推行的用水、取水及水價相關政策，根據政策變化及時調整水源地管理與水資源取用流程，確保合法合規取水。

**Tracking policies related to the water use, intake and price:** we pay close attention to the local policies related to water use, intake and price that are currently prevailing and will be potentially put into force in water sources, and timely adjust the water source management and water resource access procedures according to the policy changes, thereby ensuring legal and compliant water intake.

貴州武陵山工廠水源地保護

Water Source Protection of the Wuling Mountain Factory in Guizhou Province



針對貴州武陵山水量季節性變化特點，貴州武陵山工廠水源地管理員每日進行河道現場巡查及環境衛生管理，生產管理人員通過肩抗人背、就地取材等方式，對管線河道兩側設施及周邊水土進行防護。In view of seasonable variations in the water yield of the Wuling Mountain, the conservators of Wuling Mountain Factory in Guizhou Province carried out on-site patrol inspection and environmental sanitation management on a daily basis, and the production management personnel provided protection for the facilities on both banks of the pipeline river course through measures such as personal carriage and local material utilization.

在保護過程中，工廠員工就地利用河道碎石、鵝卵石等材料加固沿線水土，充分保障管道安全，使管道與自然環境融為一體，規避了管道受雨季山洪衝擊及周邊河道水土流失風險。

During the protection process, factory employees utilize materials such as river gravel and pebbles, as well as cement reinforcement, to ensure the safety of the pipeline and integrate it more seamlessly with the natural environment, avoiding the risk of pipeline erosion and water and soil loss in the surrounding river channels during the rainy season.

廣東萬綠湖水源地保護

Water Source Protection of the Wanlv Lake in Guangdong Province



農夫山泉積極同水源地當地政府、環保機構志願者攜手參與水源地保護行動。報告期內，農夫山泉積極參與了「環保有你·萬綠湖高水平保護助力高質量發展公益行動計劃」，分享與推廣農夫山泉水質鑒別方法與水源保護經驗，深入推進了萬綠湖水源地保護工作，保護好水源地的綠水青山。

Nongfu Spring worked actively with the local government of the water source and many more volunteers from environmental protection organizations to take part in the protection of the water source. Within the reporting period, Nongfu Spring positively participated in the “Environmental Protection with You – Public Welfare Action Plan for Promoting High-quality Development through High-level Protection of the Wanlv Lake”, shared and publicized the water quality identification methods and water source protection experience of Nongfu Spring, and profoundly facilitated the water source protection of the Wanlv Lake, protecting the lucid waters and lush mountains of the water source.

### 高效用水

在日常的生產運營中，農夫山泉同樣高度重視對水資源的合理利用，由公司高級管理層和公共政策與可持續發展辦公室對水資源管理績效進行統籌管理和監督，於各工廠設置水資源管理小組，依據內部制度《水耗用管理規範》進行指導監督，推動各工廠落實強化用水管理和用水結構調整工作，圍繞2030年用水強度下降目標不斷推進集團層面的節水計劃與工作多方位落地，並覆蓋全部運營地。

報告期內，農夫山泉從節水設計、節水改造和節水管理三個方面開展可持續用水相關舉措：

節水設計與節水改造方面，我們持續對工廠內用水強度較高的生產線進行盤查與優化設計。報告期內，12個工廠開展了提升用水效率相關新建／改造項目；截至報告期末，節水相關新建／改造項目已覆蓋100%水和飲料生產性工廠，為農夫山泉整體水得率提升做出積極貢獻。

### 節水改造：消毒方式優化

#### Water Conservation Renovation: Optimized Disinfection

報告期內，農夫山泉水處理項目組開發了以大罐自動噴淋消毒的方式替代原有人工水炮消毒的方式；以及用儲水罐蒸汽消毒替代熱水消毒的方式。以上改造在減少人員工作量的同時，可使清洗噴淋效果更均勻，減少消毒液和熱水使用，兩項改造可實現單次大罐清洗節水8-15噸。

Within the reporting period, the water treatment project group of Nongfu Spring developed the tank-based automatic spraying disinfection method to replace the original method of manual water cannon disinfection, and also developed the tank-based steam disinfection to replace the hot water disinfection method. In addition to the reduction in workload, the above renovations provided better-distributed cleaning and spraying performance and the reduction in the use of disinfectant and hot water, and 8-15 tons of water could be saved in cleaning cycle of large tanks.

### Efficient Water Use

In the daily production operation, Nongfu Spring also attaches importance to the reasonable utilization of water resources. The senior management of the Company and the Office of Public Policy and Sustainable Development conduct overall management and supervision of the water resource management performance as a whole, set up water resource management groups in all plants, provide instructions and supervisions to the groups in accordance with the internal policy of *Water Consumption and Use Management Specification System*, facilitate all the factories to implement and enhance water use management and water use structure adjustment, constantly push forward the multi-dimensional implementation of the water conservation plan and mission on the group company level with the water use intensity reduction objective by 2030 as the core, and bind the same on all operating sites.

Within the reporting period, Nongfu Spring carried out sustainable water utilization measures from the three aspects of water conservation design, water conservation renovation, and water conservation management:

In terms of the water-saving design and transformation, we continue to supervise and optimize the production lines with high water use intensity. During the reporting period, 12 factories carried out new construction/renovation projects related to upgrading water efficiency; as of the end of the reporting period, water conservation-related new construction/renovation projects had covered 100% of water and beverage production factories, positively contributing to the improvement in the water yield rate of Nongfu Spring.

節水設計：冷凝水回收

**Water-saving Design: Condensate Water Recovery**

報告期內，浙江新安江工廠超高溫瞬時殺菌蒸汽冷凝水回收設計方案落地投入使用，落地後蒸汽使用量顯著下降，熱水回收量顯著上升，回收率增長10.4%，全年可增加蒸汽冷凝水回收1.1萬噸，節水效益顯著。

Within the reporting period, the design scheme for ultra-high temperature instantaneous sterilization steam condensate water recovery in Xin'an River Factory in Zhejiang Province was put into operation. Upon operation, the steam usage significantly decreased, while the hot water recovery significantly increased, with the growth in the recovery rate by 10.4%. The annual increase in steam condensate water recovery could reach 11,000 tons, and the water conservation benefits were significant.

節水管理方面，通過「水平衡圖」系統化、常態化的管理，結合產品結構變化，我們明確各用水點水質要求，動態更新各工藝點得水率基準、水供應能力匹配等，每月進行水耗績效統計和分析，同時將其納入工廠管理層績效考核指標之一，推動工廠在生產環節積極開展節水工作。截至報告期末，農夫山泉實現用水強度較2020年降低14%。

We used a unified “Water Balance Chart” tool to conduct systematic and normalized management and clearly stipulated water quality requirements at each water using process in combination with changes in product structures, and dynamically updated the water yield benchmark at each process point, and water supply capacity, etc. Then we compiled monthly water consumption performance statistics and analysis as well as included them as one of the factory management performance assessment indicators to promote active water conservation work in the production process. As of the end of the reporting period, the use utilization intensity of Nongfu Spring declined by 14% in contrast with that in 2020.

**目標  
Target**

**2023年進度  
Progress in 2023**

用水強度  
相比2020到2030下降20%  
Water Use Intensity  
To fall by 20% in 2030, compared with that in 2020.

目前已完成70%  
70% of the target has been completed so far.

**包裝材料及廢棄循環**

作為食品飲料行業的負責任企業，推動包裝材料及廢棄物循環利用，打造循環經濟，是我們踐行可持續發展的重要路徑。在確保產品質量與消費者體驗的前提下，我們持續推進水和飲料塑料包裝材料100%可回收這一可持續目標。一方面，我們積極探索包裝材料輕量化、減量化設計方案，從源頭上減少包裝材料帶來的產品碳足跡；另一方面，我們通過回收試點、與第三方合作、建立廢棄物追蹤台賬等方式保障農夫山泉的可回收包材與廢棄物盡可能得到切實回收。

**PACKAGING MATERIALS AND WASTE RECYCLING**

As a responsible enterprise in the food and beverage industry, promoting the recycling of packaging materials and wastes, and building a circular economy are important roadmaps for us to practice sustainable development. On the premise of ensuring product quality and consumer experience, we continuously aim for the sustainable goal of 100% recyclable of plastic packaging for water and beverages products. On the one hand, we actively explore lightweight and minimization design solutions for packaging materials, with a view to reducing the product carbon footprint brought by packaging materials from the source. On the other hand, we ensure that the recyclable packaging materials and wastes generated by Nongfu Spring can be effectively recycled to the maximum extent through the measures such as recycling pilot projects, cooperation with third parties, and establishment of a waste tracking ledger.

**目標  
Target**

**2023年進度  
Progress in 2023**

水和飲料產品塑料包裝，到2025年前實現100%可回收／可重複使用／可用作堆肥  
消除有問題或難以回收的包裝材料  
By the end of 2025, 100% of our plastic packaging for water and beverages products will be recyclable, reusable or compostable.  
Elimination of packaging materials that are problematic or difficult to recycle.

水和飲料塑料包裝已實現99%可回收  
2023年已完全取消含炭黑物質包材使用  
99% of the target has been completed for plastic packaging materials for water and beverage products.  
By 2023, we have completely phased out the use of packaging materials containing carbon black substances.

農夫山泉包材可持續工作作為可持續發展工作內容之一，由董事會進行領導，公共政策與可持續發展辦公室監督，包材研發部門聯合品牌中心及品質保障部進行統籌管理，由各工廠負責落地執行。制定有《包裝材料可持續發展政策》、《包材試機規範》、《包材標準》等內部制度加以規範。報告期內，農夫山泉從設計端增強包材可回收性、生產端減少包材產生、使用端推動包材得到切實回收三個方面開展工作：

As one aspect of the sustainable development undertaking, the sustainability work for packaging materials of Nongfu Spring is led by the Board of Directors, supervised by the Office of Public Policy and Sustainable Development, and managed by the R&D Department of Packaging Materials in conjunction with the Brand Center and the Quality Assurance Department as a whole, for which each factory is responsible for implementation. We have established the internal policies for regulation, such as the *Packaging Material Sustainable Development Policy*, the *Packaging Material Machine Trial Specifications* and the *Packaging Material Standard*. Within the reporting period, Nongfu Spring carried out the work in three aspects, namely, enhancing the recyclability of packaging materials on the design end, reducing packaging material generation on the production end, and promoting effective recycling of packaging materials on the consumption end:

設計端增強包材可回收性

Enhancing the Recyclability of Packaging Materials on the Design End



- 截至報告期末，「農夫果園」產品已全線完成由PVC材質標籤向可回收PET標籤的切換；「尖叫」產品已在浙江茶園工廠及貴州武陵山工廠已完成PVC標籤向PET標籤的切換，其他工廠逐步推廣中。

As of the end of the reporting period, the transition from PVC labels to recyclable PET labels was completed for the entire production line of “Nongfu Orchard” products. The transition from PVC labels to PET labels for the “Scream” product line was completed in the Tea Garden Factory in Zhejiang Province and Wuling Mountain Factory in Guizhou Province, with other factories in the progress of implementation.

- 由於使用炭黑顏料會造成飲料瓶回收後難以自動分揀的難題，截至報告期末，農夫山泉全線包裝產品已取消含炭黑物質的包材使用，升級為對消費後回收更為友好的包裝材質，提升產品的可回收性。

In order to resolve the difficulty in automatic sorting of recycled beverage bottles caused by the use of carbon black pigment, as of the end of the reporting period, we removed all the packaging materials containing carbon black from the entire packaging product line of Nongfu Spring, and packaging materials that are more friendly for post consumption recycling were employed, improving the recyclability of the products.

生產端減少包材產生

Reducing Packaging Material Generation on the Production End

- 瓶蓋輕量化：報告期內，長白雪系列產品瓶蓋實現減重7%，已在吉林撫松工廠全面投產，預計一年可減少原生塑料使用量約40噸。

Lightweight bottle caps: within the reporting period, the bottle caps for Changbai Snow series products achieved a weight reduction of 7% and were fully put into operation in Fusong Factory in Jilin Province, which is expected to reduce the use of raw plastics by about 40 tons per year.

- 纏繞膜減量化：通過供應商材料配方調整，纏繞膜已實現全國工廠繞膜機適配，每年可減少原生塑料使用約277噸，結合薄膜拉伸比工藝優化，繞膜圈數下降30%，無菌線產品預計可減少原生塑料使用量約18%。

Wrapping film minimization: by the material formula adjustment on the supplier end, the wrapping film adaptation was completed across all the wrapping machines in our factories nationwide, reducing the use of raw plastics by about 277 tons per year, and the number of wrapping coils by 30% on account of the process optimization of film drawing ratio. It is expected that the use of raw plastics can be reduced by about 18% for sterile line products.

- 紙箱覆膜去除：報告期內，紙箱覆膜去除已投產應用於蘇打水等部分產品，在不影響運輸包裝質量的前提下去除紙箱覆膜，預計每年可減少原生塑料使用約171噸。

Carton covering film removal: within the reporting period, the removal of carton covering film was applied to certain products such as soda water, and it is expected to reduce the use of raw plastics by about 171 tons per year for this sake without affecting the quality of transport packaging.



使用端推動包材得到切實回收

Promoting Effective Recycling of Packaging Materials on the Consumption End



- 工廠內包材回收：確保工廠內部產生的廢棄包材，包括塑料膜袋、報廢水瓶、周轉紙箱等，得到切實回收。其中塑料類膜包材可通過重新制膜等方式再利用，每年節約新料使用22噸，或出售給第三方廠商，製成玩具、化纖纖維等再次利用。

Recycling of internal packaging materials in factories: we took concrete measures to ensure that waste packaging materials generated within factories, including plastic film sacks, discarded water bottles, turnover cartons, etc., could be effectively recycled. Plastic film packaging materials can be recycled to save the use of new materials by 22 tons on a yearly basis, or sold to third-party manufacturers for production of toys, synthetic fibers, and other materials.
- 工廠外包材回收：對於流入市場和經銷渠道的廢棄包材，農夫山泉同樣予以重視，盡可能追蹤管理並予以回收。其中使用HDPE材料的19L水桶桶蓋經過改性造粒後，用於現有HDPE材料托盤生產，每年可節約新料使用390噸；對於19L水桶桶身，每年累計成功回收超過120萬個，並通過與第三方商家合作，加工為文具水筆、旅行箱包、汽車配件等產品。

Recycling of external packaging materials in factories: Nongfu Spring also attaches great importance to waste packaging materials that flow into the market and distribution channels, and takes measures to carry out tracking, management, and recycling to the maximum extent. Especially, the 19L bucket lids made of HDPE can be used for the production of existing HDPE pallets after being modified and granulated, saving the use of new materials by 390 tons on a yearly basis. More than 1.2 million pieces of 19L bucket bodies can be successfully recycled on a yearly basis to make various products such as stationeries, luggage and suitcase, and automotive accessories through cooperation with third-party vendors.

為進一步推動包材在使用端得到切實回收，報告期內，農夫山泉開展了包材回收體系搭建的試點工作，我們積極探索消費者的回收路徑，首先在農夫山泉內部開展了「桂花烏龍」飲料瓶回收活動，將回收得到的瓶身加工為再生材質的挎包，作為獎品回饋員工，為推動消費端包材回收做出有益嘗試。



## 生物保護與可持續農業

### 生物多樣性保護

農夫山泉嚴格遵守《中華人民共和國環境保護法》及其他運營所在地相關法律法規，將生物多樣性保護寫入《可持續發展公共政策》，對自身建設與運營過程中涉及的地區和流域開展生物多樣性風險評估，確保自身運營活動遠離生態多樣性脆弱地區以及生態保護紅線，避免在接近世界遺產地和IUCN I-IV類保護區的區域開展業務活動，避免破壞水土和砍伐森林，並避免對野生動物棲息地造成侵擾。

在此基礎上，農夫山泉積極參與生物多樣性與生態環境保護項目，與運營所在地政府、社區或其他利益相關方合作，減緩周邊生物多樣性風險，同時將生態環境保護理念融入工廠建設與運營中。農夫山泉多個工廠獲評國家4A、3A級風景區認證，或由當地政府設置為「生態環境保護實訓教學點」，體現農夫山泉工廠在生態多樣性風險應對方面的卓越表現。

In order to further promote the practical recycling of packaging materials at the consumer end, Nongfu Spring carried out a pilot project to build a packaging material recycling system within the reporting period. Through the pilot project, we actively explored the recycling roadmap at the consumer end and launched the “Osmanthus Oolong” beverage bottle recycling activity inside Nongfu Spring, processing the recycled bottle bodies into knapsacks made of recycled materials as a reward to give back to employees, which is a beneficial attempt to promote the recycling of packaging materials at the consumer end.

## BIOLOGICAL CONSERVATION AND SUSTAINABLE AGRICULTURE

### Biodiversity Protection

Nongfu Spring strictly complies with the *Environmental Protection Law of the People's Republic of China* and other relevant laws and regulations in its operating areas, incorporates biodiversity protection into the *Sustainable Development Public Policy*, conducts biodiversity risk assessments for the areas and watersheds involved in the Company's development and operation, and ensures that the operational activities are isolated from ecologically vulnerable areas and ecological protection red lines, avoids conducting business activities in areas in the vicinity of world heritage sites and IUCN I-IV protected areas, refrains from soil erosion and deforestation, and prohibits from disturbing wildlife habitats.

On this basis, Nongfu Spring proactively participates in biodiversity and ecological environment protection projects, cooperates with local governments, communities, or other stakeholders in the operating areas to mitigate biodiversity risks in the vicinity, and integrates the ecological environment protection concept into the plant construction and operation. A number of factories of Nongfu Spring have been accredited as national 4A and 3A level scenic areas, or have been designated as “Practical Training and Education Points of Ecological Environment Protection” by local governments, highlighting the outstanding performance of Nongfu Spring's factories in addressing ecological diversity risks.

古爾班通古特沙漠防風治沙生態保護

**Ecological Protection for Wind Prevention and Sand Control of the Gurbantunggut Desert**



農夫山泉新疆瑪納斯工廠距離古爾班通古特沙漠的南緣約100公里，南緣區域風沙危害嚴重，沙塵暴、乾熱風、冰雹等自然災害對當地生態環境持續造成影響。報告期內，農夫山泉識別到這一生態風險並積極加以應對，組織專業志願者團隊前往沙漠地區進行防風治沙作物的種植，種植面積數百畝，種植梭梭苗作物超7,000株。Xinjiang Manas Factory is about 100km away from the southern edge of the Gurbantunggut Desert. The southern edge area is severely affected by wind-borne sands, and natural disasters such as sandstorms, dry-hot winds, hails persistently create an adverse impact on the local ecological environment. Within the reporting period, Nongfu Spring recognized the ecological risk and proactively responded by organizing a professional volunteer team to plant wind and sand control crops in the desert areas for hundreds of acres, with more than 7,000 Haloxylon ammodendron seedlings planted.

生態環境保護融入工廠建設

**Integration of Ecological Environment Protection into Factory Construction**



四川峨眉山工廠作為國家4A級景區，遵循生態環保理念，在噪音管控、自然景觀、地面水環境維護等多個方面嚴格達標，山水相依、植被豐茂，與原生態環境融為一體。

As a National 4A level scenic spot, Mount Emei Factory in Sichuan adheres to the concept of ecological and environmental protection, and strictly complies with the standards in noise control, natural landscape, and surface water environment maintenance. In the factory area, the mountains and waters are interdependent, and the vegetation is abundant, well integrating with the original ecological environment.

報告期內，工廠種植楨楠樹、欒樹、桃樹、李子樹、柑子樹、櫻桃等1,000棵，預計可吸收10,000kg CO<sub>2</sub>。

Within the reporting period, 1,000 Phoebe zhennan, goldenrain trees, peach trees, plum trees, citrus trees, and cherry trees were planted in the factory area, which are expected to absorb 10,000 kg of CO<sub>2</sub>.

由於在產品多元化的過程中與農業的關聯愈發緊密，農夫山泉已做出可持續農業承諾，並積極採取一系列可持續發展農業實踐以減緩和應對生產活動中對環境帶來的影響，同時由總部農產品事業部總體領導與督查，由工廠及種植基地管理小組落實執行。

Due to the increasingly closer connection with agriculture in the process of product diversification, Nongfu Spring has made a commitment to sustainable agriculture and actively adopted a series of sustainable agricultural development practices to mitigate and respond to the environmental impact created by production activities, which are generally led and supervised by the Agricultural Product Division of the headquarters as a whole, and implemented by factories and plantation base management teams.

## 可持續農業承諾

### Commitment to Sustainable Agriculture

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#### 減少水資源使用

##### **Reducing the Use of Water Resources**

我們承諾在農業發展中減少水資源使用，提高水資源利用效率。

We promise to reduce the use of water resources and improve its utilization in the agricultural development.

在農業生產中，我們將通過以下方式減少水資源使用：

In the agricultural production, we will reduce the use of water resources in the following ways:

- 根據氣候條件合理制定農事活動計劃，減少額外用水；  
Making a reasonable plan for farming activities according to climatic conditions to reduce extra water use;
- 在果園修建蓄水池，收集自然降水，循環利用水資源，滿足果園日常農事活動所需；  
Building reservoirs in orchards to collect natural precipitation and recycle water resources to meet the needs of daily farming activities;
- 改變灌溉方式，將大水漫灌轉變為噴灌、滴灌，少量多次，提高效率；  
Changing irrigation methods from broad irrigation to sprinkler and drip irrigation with low intensity and high frequency and efficiency;
- 通過使用環境友好型地膜覆蓋等農藝措施，減少土壤水分蒸發，降低灌溉頻次，減少水資源浪費。  
Reducing the soil water evaporation, irrigation frequency and waste of water resources through agronomic measures such as environment-friendly plastic film mulching.

#### 減少環境污染承諾

##### **Reducing Environmental Pollution**

我們承諾在農業發展中減少環境污染，積極響應國家「肥藥雙減」政策號召，保護生態環境。

We promise to reduce the environmental pollution in the agricultural development, actively respond to the national policy of “double reduction of fertilizer and pesticides”, so as to protect the ecological environment.

在農業生產中，我們將通過以下方式減少環境污染：

In the agricultural production, we will reduce the environmental pollution in the following ways:

- 加強農藥使用的日常管理，降低有毒有害物質在環境中過度暴露，減少污染風險；  
Strengthening the daily management of pesticide application and reducing the excessive exposure of toxic and harmful substances in the environment to reduce pollution risks;
- 積極倡導水肥一體化設施建設，建立元素檢測平台，通過精準施肥，改變偏施、重施化肥的傳統觀念，提高肥料利用率，降低因化肥流失造成的農業面源污染風險。  
Actively advocating the construction of integration of water and fertilizer, establishing an element detection platform, and changing the traditional concept of partial and heavy fertilization through precise fertilization to improve the utilization rate and reduce agricultural non-point source pollution caused by fertilizer loss.

可持續農業承諾

**Commitment to Sustainable Agriculture**

保護土壤健康承諾

**Protecting the Soil Quality**

我們承諾在農業發展中注重合理利用土壤資源，不過度開發，不造成破壞，強化耕地質量保護與提升。

We promise to focus on the rational use of soil resources, without over-exploitation and damage, and strengthen the protection and improvement of cultivated land.

在農業生產中，我們將通過以下方式保護土壤健康：

In the agricultural production, we will protect the soil quality in the following ways:

- 及時關注農事活動對土壤健康的影響，不過度開發和種植，適時適量補充農業生產帶走的養分，始終維持土壤正常地力水平；  
Paying attention to the impact of agricultural activities on soil quality in time without over-exploitation and cultivation, supplying nutrients taken away by agricultural production with an appropriate manner, and maintaining the normal soil fertility;
- 主動發現由於農業活動對土壤造成的酸化、板結等問題，通過施用石灰、增施有機肥、生態種植模式等技術手段與措施，恢復土壤良好狀態。  
Actively discovering such problems as soil acidification and hardening caused by agricultural activities, and recovering the soil to a good state by applying lime and organic fertilizer and ecological planting.

阻止生態系統破壞承諾

**Preventing the Ecosystem Destruction**

我們承諾在農業發展中不破壞生態系統，積極維護生態平衡，人與自然和諧共處。

We promise not to destroy the ecosystem in the agricultural development and actively maintain the ecological balance to achieve the harmonious coexistence between human and nature.

在農業生產中，我們將通過以下方式保護生態系統：

In the agricultural production, we will protect the ecosystem in the following ways:

- 因地制宜，根據當地的氣候條件與生態環境，選擇合適的開發品種，適宜開發當地生態資源，不只發展單一作物品種，實現良性發展；  
Choosing suitable varieties and developing resources suitable for the local ecology according to local conditions, climates and ecological environment to achieve benign development rather than single crop varieties;
- 積極控制農藥的用量和使用頻次，結合物理手段對病蟲害進行控制，避免破壞當地生態系統中有益生物生存環境，維護生物多樣性。  
Controlling the usage amount and frequency of pesticides and fighting against diseases and insect pests through physical methods to avoid damaging the living environment of beneficial organisms in local ecosystems and protect the biodiversity.

**可持續農業承諾****Commitment to Sustainable Agriculture****減少溫室氣體排放承諾****Reducing the Emission of Greenhouse Gas**

我們承諾在農業生產中減少溫室氣體排放，積極開展低碳生態農業，為節能減排貢獻力量。

We promise to reduce the greenhouse gas emission in the agricultural production and actively develop low-carbon ecological agriculture to make contributions to the energy conservation and emission reduction.

在農業生產中，我們將通過以下方式降低溫室氣體排放：

In the agricultural production, we will reduce the greenhouse gas emission in the following ways:

- 積極降低氮肥施用量，減少含氮溫室氣體揮發量；  
Actively reducing the nitrogen fertilizer application to achieve the reduction of nitrogen greenhouse gas volatilization.
- 推動農業廢棄物資源化再利用，針對秸稈、橙皮渣、畜禽糞便等農業廢棄物開發再利用途徑，製成有機肥還田，發展循環生態農業；  
Promoting the resource re-utilization and recycling of agricultural wastes, developing recycling approaches for agricultural wastes such as straws, flavedo residues, and livestock manures and producing them into organic fertilizers for returning to the field, and developing the circular ecological agriculture;
- 我們在農產品加工中開展優化生產工藝、節能技術改造，致力於將工廠的能源效率最大化，減少碳排放。我們在採購中鼓勵使用低碳、高效、節能的設備。  
Carrying out production process optimization and energy-conserving technological renovation in processing agricultural products in pursuit of optimal energy efficiency and carbon emission reduction; encouraging the use of low-carbon, efficient, and energy-saving equipment in procurement.

報告期內，我們對農戶的用肥用藥以及土壤質量監控與改良進行積極指導與幫扶，堅決禁止並督促整改違規用藥等情況。

Within the reporting period, we proactively guided and assisted farmers in their use of fertilizers and medication, as well as in monitoring and improving soil quality, and we also firmly prohibited and urged the rectification of illegal medication and other violations.

**藥肥管理：把控用肥總氮量，實時更新用藥清單****Fertilizer and Medication Management: Control the Total Nitrogen Content of Fertilizers, and Update the Medication List in Real Time**

農夫山泉對於水稻青粒訂單實施藥肥統購統發機制，總體把控青粒訂單每公頃種植面積施肥總氮量。報告期內，我們更新了農藥黑白名錄，參照歐盟標準更新農藥禁用名單，以規避對施藥者、採收工人以及環境中非靶標節肢動物產生的風險；同時，可用藥名單持續更新藥種，經過連續3年每年多次的大田試驗驗證，可在提升使用成效的同時滿足國家安全標準。

Nongfu Spring implements a unified purchase and distribution mechanism of medications and fertilizers for raw rice grain orders, and controls the total nitrogen content of fertilizers applied per hectare of plantation for raw grain orders on the whole. Within the reporting period, we updated the black and white lists of pesticides, and updated the list of banned pesticides in accordance with EU standards to avoid risks against applicators, harvesters, and non-target arthropods in the environment. Meanwhile, we also continuously updated the list of acceptable pesticides, which can meet the national safety standards while improving the effectiveness of application, through multiple field trials in three consecutive years.

## 土壤改良：生物碳劑肥料研究與應用

**Soil Improvement: Research and Application of Biocarbon Fertilizers**

- 我們利用稻殼製備的生物碳基肥料對贛南地區土壤進行改良，經過3年研究，結果證明該方法可有效改善種植臍橙土壤pH，以維持穩定土壤體系。  
We used biocarbon-based fertilizers prepared from rice husks to improve the soil in southern region of Jiangxi, and after 3 years of research, the results showed that this technology could effectively improve the pH of the soil for planting navel oranges, and maintain a stable soil system.

在持續推動可持續農業實踐的過程中，農夫山泉同時爭取外部國際性認可，以對自身農業發展模式進行規範。報告期內，農夫山泉在安西基地中國贛南臍橙產業園試點推行良好農業規範(GAP)認證，已通過第三方認證機構審核。該認證為國際性的農業生產標準，主要關注農業生產過程中環境、安全、衛生等方面，為農產品生產者提供了一套完整的操作規範和評估標準，通過對農業生產過程進行規範和指導，提高農產品質量，保障消費者健康。

In the process of continuously promoting sustainable agricultural practices, Nongfu Spring is also seeking international recognition externally to regulate its own agricultural development model. Within the reporting period, Nongfu Spring piloted the Good Agricultural Practice (GAP) certification project in the China Gannan Navel Orange Industrial Park in the Anxi Base, which has passed the review of third-party certification institutions. The certification is an international agricultural production standard, mainly focusing on environmental, safety, hygiene and other aspects in the agricultural production process, and it provides a complete set of operational norms and evaluation standards for agricultural product producers, and contributes to improving the quality of agricultural products and safeguarding consumer health by regulating and guiding the agricultural production process.

# 成長的助力

## EMPLOYEE ENGAGEMENT

農夫山泉始終秉持「人才為先」的價值觀，將高質量人才視為推動公司可持續發展的活力源泉。我們立足健全的薪酬福利保障體系和人才學習發展體系，持續培育人才多元化成長的沃土，助力員工實現自我價值。農夫山泉竭盡創造和維護平等、健康、和諧的工作環境，著力提升員工的獲得感、幸福感與歸屬感，讓每一位員工都能感受到農夫山泉的人文關懷。

Nongfu Spring always adheres to the values of “Talent First” and regards high-quality talents as the source of vitality to promote the sustainable development of the Company. Relying on a well-developed salary and welfare security system and a talent learning and development system, we continuously cultivate a fertile ground for diversified talent growth, and help employees realize their self-worth. Nongfu Spring strives to create and maintain an equal, healthy, and harmonious working environment, focusing on enhancing the sense of achievement, happiness, and belonging of all employees, so that each employee can enjoy the humanistic care of Nongfu Spring.

### 本章節對應SDGs SDGs we support in this chapter:



### 培訓與發展 Training and Development



員工參訓百分比達100%，人均受訓時數為27.6小時。

The percentage of employees participated in training reached 100%, and the average training hours was 27.6h.



推出「行銷大比武」、「新經理培養項目」、「生產五年人才培養項目」、「內部講師大賽」等全新人才發展項目。

We launched new talent development projects such as the “Marketing Contest”, “New Manager Training Program”, “Five-Year Production Talent Training Program”, and “Internal Instructor Contest”.

崗位空缺內部補位及晉升比例達63%。

The proportion of internal coverage and promotion for job vacancies reached 63%.



報告期內開展的員工敬業度調查分數達86%。

The employee engagement survey conducted during the reporting period yielded a score of 86%.

### 薪酬與福利 Salary and Welfare



員工收入連續多年保持增長，現金性收入行業排行前茅。報告期內，員工福利開支總額(含董事酬金)4,931百萬元，同比增長51%。

Employee income has been growing for years, with cash-based income ranking at the top of the industry. During the reporting period, total employee benefit expenses (including directors' emoluments) amounted to RMB4,931 million, representing a year-on-year increase of 51%.

### 職業健康與安全 Occupational Health and Safety



截至報告期末，農夫山泉已有超過50%的工廠獲得ISO 45001職業健康安全管理体系認證。

By the end of the reporting period, more than 50% factories of Nongfu Spring obtained the ISO 45001 occupational health and safety system certification.





### 權益保障

農夫山泉堅持「以人為本」的理念，致力於為員工打造平等、包容、多元的職場氛圍。我們持續深化人力資源體系建設，促進人事管理標準化、規範化、便利化，以全面保障員工合法權益。我們立足合規僱傭，廣泛吸納優質人才，攜手員工共創健康和諧、富有活力的企業環境。

#### 深化體系建設，穩步推進人力變革

農夫山泉人力資源按照「三支柱」模式，繼續深化體系建設，提高業務支持。2023年，我們按照人力資源三年規劃，穩步推進組織體系變革、人力資源數字化建設，持續深化流程改進、系統完善、組織構建等工作，不斷提高人力資源職能的運營效率，全面滿足人事服務需求。

### RIGHTS AND BENEFITS PROTECTION

Nongfu Spring adheres to the concept of being “people-oriented” and is committed to building an equal, inclusive, and diverse workplace atmosphere for employees. We continuously deepen the construction of the human resources system, and promote the standardization, normalization, and convenience of personnel management with a view to comprehensively protecting the legitimate rights and interests of employees. Relying on compliant employment, we widely attract high-quality talents, and work together with employees to create a healthy, harmonious, and dynamic corporate environment.

#### Deepen System Construction and Steadily Promote Human Resource Transformation

According to the “Three Pillars” model for human resources, Nongfu Spring continues to deepen system construction and improve business support. In 2023, in accordance with the three-year plan for human resources, we steadily promoted the organizational system reform and the digital construction of human resources and continuously deepened process improvement, system enhancement, and organizational construction, etc., in order to improve the operational efficiency of human resource functions and fully meet the needs of human resource services.

繼續夯實人力專業能力

Continue to Strengthen the Professional Capabilities of Human Resources

- 引入人才測評工具，著手搭建勝任力模型，規劃重點崗位專業知識體系，打造崗位能力地圖。  
We introduced talent assessment tools, started building competency models, planned professional knowledge systems for key positions, and created job competency maps.
- 繼續打磨新職級體系及任職資格，發揮牽引作用，在重點業務開展績效變革、獎金變革試點，激發員工活力。  
We continued to refine the new job level system and qualifications, played a leading role, carried out performance and bonus reform pilot projects in key businesses, and stimulated employee vitality.

持續優化人事管理流程

Continuously Optimize Personnel Management Processes

- 人事共享從 1.0 階段迭代 2.0，圍繞流程敏捷優化、員工體驗進行升級。  
Our personnel sharing system was iterated from stage 1.0 to 2.0, with upgrades focusing on process agility optimization and employee experience.
- 不斷擴展人事共享服務範疇，全面整合社保、公積金、工傷受理等業務，打造一站式人事服務平台。優化員工入、轉、調、離等流程，有效降低人事管理風險。上線智慧問答功能，快速回應員工問詢，便捷人事服務。  
We continuously expanded the scope of personnel sharing services, comprehensively integrated social security, provident fund, work-related injury handling and other services, and created a one-stop personnel service platform. We optimized the processes of employee admission, transfer, and demission, and thus effectively reduced personnel management risks. We rolled out the intelligent Q&A function, quickly responded to employee inquiries, and provided convenient personnel services.

不斷提升人力數字化建設

Continuously Improve the Digital Construction of Human Resources

- 打造全新招聘系統，實現招聘全流程線上動態管理，統一對外僱主品牌形象，著手搭建公司內部人才庫。  
We built a new recruitment system, achieved dynamic online management of the whole recruitment process, unified the external brand image as an employer, and made initial efforts to build the Company's internal talent pool.
- 全面升級一站式員工福利平台 2.0，提升效率與體驗。  
We comprehensively upgraded one-stop Employee Welfare Platform 2.0 to enhance efficiency and experience.

人力資源體系建設進展

Construction Progress of the Human Resources System

持續優化招聘體驗，不斷引入優質人才

農夫山泉秉持「先內後外、任人唯賢、德才兼備」的招聘原則，嚴格遵循《中華人民共和國勞動法》、《中華人民共和國勞動合同法》等法律法規，制定了《人才發展與僱傭政策》、《招聘錄用管理辦法》等內部制度，鞏固合規僱傭制度基石。

農夫山泉始終堅持「人才領先」的策略，洞悉能夠引領業務發展的前沿人才需求，主動吸納智能製造、AI大模型、茶原葉技術等方面的人才，夯實公司人才基礎，讓人才增長密度始終超過業務增長速度。

Continuously Optimize Recruitment Experience and Introduce High-quality Talents

Nongfu Spring adheres to the recruitment principle of "internal first and then external", and the principle of meritocracy with both ability and integrity, strictly follows the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and other relevant laws and regulations, and has formulated internal policies such as the *Talent Development and Employment Policy* and the *Recruitment and Hiring Management Measures* to consolidate the foundation of a compliant employment system.

Nongfu Spring adheres to the strategy of "Talent Leading" at all times, boasts the ability of thoroughly understanding the needs for cutting-edge talents that can lead business development, actively attracts talents in intelligent manufacturing, AI big models, raw tea leaf technologies, etc., solidifies the Company's talent foundation, and ensures that the talent growth density always outruns the speed of business growth.

農夫山泉在人才吸引過程中始終堅持「以人為本」，優化人才交互體驗，提升公司在人才市場的好感度。我們不斷升級人才招聘系統，實現外部候選人、內部員工、面試官、HR均可在線便捷操作，實現人才信息的全鏈路、多入口、多渠道的線上流轉。

Nongfu Spring adheres to the principle of being “people-oriented” in the process of talent attraction, optimizes talent interaction experience, and enhances the Company’s favorability in the talent market. We continuously upgrade the talent recruitment system to enable convenient online operations for external candidates, internal employees, interviewers, and HR personnel, and to achieve full-chain, multi-entry, and multi-channel online circulation of talent information.

拓展人才互動渠道

Expand Talent Interaction Channels



我們通過多種渠道與人才進行溝通互動：

We communicated and interacted with talents through a variety of channels:

打造「大學生尋源體驗官」體驗營，觸達校園非應屆大學生，在優質校園人才中前置建立農夫山泉僱主品牌形象。

We organized the experience camp of “University Students as Source Explorers” to reach out to and impress outstanding undergraduates and thus establish a corporate and brand impression of Nongfu Spring among them.

優化人才供應商結構，讓更優質的人才顧問幫助我們觸達更高質量的人才，以提升我們在中高端人才市場的競爭力。

We optimized the structure of talent suppliers to enable more capable consultants to help us reach out to higher quality talents with a view to enhancing our competitiveness in the market of mid-to high-end talents.

我們亦鼓勵生產銷售一線與總部之間的人才流動，員工可根據《招聘錄用管理辦法》中關於內部應聘條件相關內容，自由申請相關崗位輪崗。

We also encouraged the talent exchange between the front lines of production and the headquarters, and employees could apply for relevant positions in the light of internal application conditions in the *Recruitment and Hiring Management Measures*.

## 優化招聘體驗

### Optimize Recruitment Experience



我們依託上線招聘系統，為應聘者開放自主預約面試時間，便於應聘者自由安排個人行程。

Relying on the online recruitment system, we allowed candidates to independently schedule interview appointments to arrange their personal schedules at their own discretion.

我們積極嘗試僱主和產品的品牌聯動，在校招宣講會時，為參會同學發放公司產品、宣傳公司品牌理念。2023年校招階段，我們向進入面試環節的優秀應聘者額外送出新品17.5°鮮榨橙汁，邀請學生提前感受農夫山泉當季最新產品，在社媒平台收穫了大量學生用戶自主發出的好評。

We actively worked for the employer-product brand linkage, and distributed our products and promoted our brand concepts to the participating students during the campus recruitment talks. In the campus recruitment stage in 2023, we additionally distributed the 17.5° fresh orange juice products to outstanding candidates who had entered the interview stage and invited students to try the latest products of Nongfu Spring in advance. And it received a great deal of positive comments from student consumers on social media platforms.

## 重視新人成長

### Value the Growth of New Talents



我們重視新員工成長體驗，始終把員工的成長作為企業成長的第一動力。

We value the growth experience of new employees and regard their growth as the primary driving force for business growth.

打造《迴響》系列新員工成長記錄片，選取真實員工成長案例，講述員工個人成長故事，提升僱主品牌對內外部人才的吸引力。

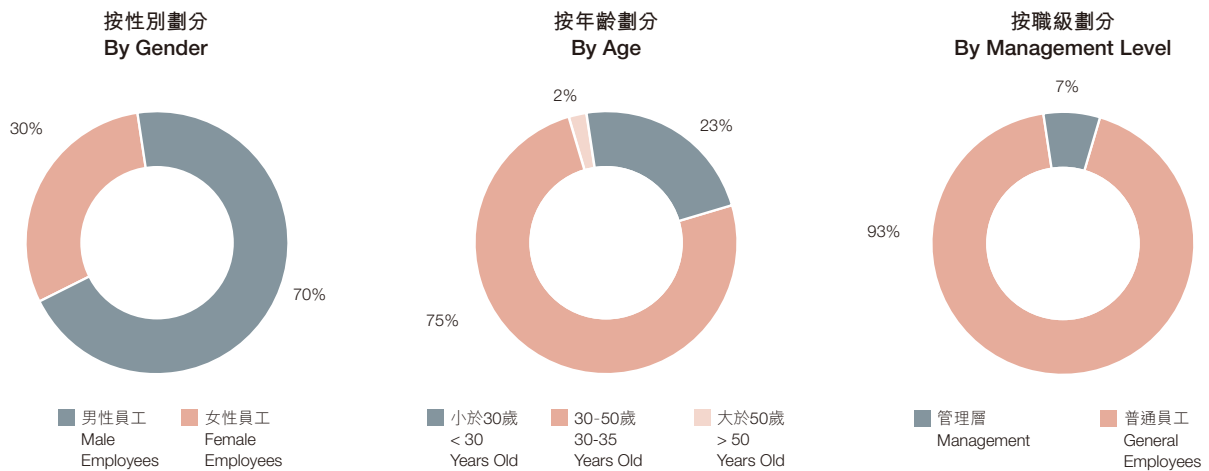
We produced the “Echo” series documentaries for the growth of new employees, which told the personal growth stories of employees through the real growth cases of selected employees, and enhanced the attractiveness of the employer brand to internal and external talents.

農夫山泉恪守合規僱傭原則，按照《禁止使用童工規定》法律法規要求，嚴格把控招聘環節，避免出現僱用童工現象。我們制定了員工身份多重認證流程，在招聘中、到崗前、入職後全流程進行人證核驗，可及時發現和處理童工、未簽訂勞動合同員工等異常僱傭關係。我們亦建立了完善的監督檢查制度，由總部人事負責人及各區域互查小組定期核查人事工作的合規性，以杜絕童工、強制勞動現象發生。若發現任何聘用童工或強制勞動的情況，我們將迅速採取必要的糾正措施，包括終止或中止其僱傭關係，徹底調查事件，通報相關部門。截至報告期末，農夫山泉連續四年未出現使用童工、強制勞工等違規僱傭事件。

Nongfu Spring adheres to the principle of compliant employment, and strictly controls the recruitment process in accordance with the requirements set out in relevant laws and regulations such as the *Regulations on the Prohibition of Child Labor* to avoid the occurrence of child labor employment. Specifically, we established a multiple authentication process for employee identity to carry out the whole-course ID verification during the recruitment, pre-employment, and post-employment activities, which enables timely detection and handling of prohibited employment relationships such as child labor employment and employment without conclusion of labor contracts. We also established a sound supervision and inspection system, with the headquarters' HR director and various regional mutual-inspection teams regularly verifying the compliance of personnel work to prevent the occurrence of child labor and forced labor. If any child labor employment or forced labor is found, we will promptly take necessary corrective measures, including but not limited to terminating or suspending their employment relationships, conducting investigations into relevant incidents, and reporting to relevant government departments. As of the end of the reporting period, Nongfu Spring had no illegal employment incidents such as child labor or forced labor for four consecutive years.

截至報告期末，農夫山泉及其各附屬公司共有全職員工24,409人，詳情如下：

By the end of the reporting period, Nongfu Spring and its subsidiaries had 24,409 full-time employees, which are detailed as follows:



2023年農夫山泉各類別員工比例  
Proportion of Employees in Nongfu Spring in 2023

**用心建設健康職場，促進多元和諧氛圍**

農夫山泉致力於建設平等公正、文明和諧的職場氛圍，摒除各種職場偏見和不良風氣，以保障員工的合法利益。我們根據《人才發展與僱傭政策》、《員工商業行為準則》、《獎懲管理辦法》、《關於規範公司內部論壇管理的通知》等內部規章制度，有效落實員工薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視、待遇及福利等工作。

農夫山泉深知人才多元化是激發企業活力的關鍵要素，積極鼓勵具有不同背景的員工加入團隊，並努力創造多元、包容、舒適的職場環境。我們注重女性員工權益保障，為女性員工提供生育保險、相關假期及各類專屬福利，並在辦公場所設置母嬰室，為歸來職場的新媽媽們提供力所能及的支持。農夫山泉持續招聘少數民族員工，並且積極為殘障員工設置輔助崗位，維護少數群體權益。

**Build a Healthy Workplace Attentively to Promote a Diverse and Harmonious Atmosphere**

Nongfu Spring is committed to building an equal, just, civilized, and harmonious workplace atmosphere, and refraining from all kinds of workplace biases and bad practices with a view to protecting the legitimate interests of employees. We effectively carry out the work in relation to employee compensation, dismissal, recruitment and promotion, working hours, vacation, equal opportunities, diversity, anti-discrimination, treatments and benefits in accordance with the internal rules and regulations such as the *Talent Development and Employment Policy*, the *Code of Business Conduct for Employees*, the *Rewards and Punishments Management Measures*, and the *Notice on Regulating the Internal Forum Management*.

Nongfu Spring deeply acknowledges that talent diversity is a key element in stimulating enterprise vitality, and thus actively encourages employees with different backgrounds to join the work team, and strives to create a diverse, inclusive, and comfortable workplace environment. We attach great importance to protecting the rights and interests of female employees, and providing maternity insurance, related leaves, and various exclusive benefits for female employees. We have also set up nursing rooms in the workplace to provide support to the best of our ability for new mothers returning to the workplace. It is a long-term practice for Nongfu Spring to recruit employees from ethnic minorities and actively set up auxiliary positions for disabled employees to safeguard the rights and interests of minority groups.

**女性關愛系列活動****Female Care Series Activities**

報告期內，我們在女性相關的「女神節」、「母親節」等節日期間，舉辦了女性關愛主題活動，幫助女性員工放鬆身心、緩解家庭和工作壓力，為女性員工提供溫暖的支持。

During the reporting period, we held female care themed activities during female-related festivals such as the Goddesses' Day and the Mother's Day, helping female employees relax and relieve family and work stress, and providing warm support for them.

四川峨眉山工廠舉辦了「關愛女性健康，積極防治兩癌」主題宣講活動，講解女性防治「宮頸癌」、「乳腺癌」相關科學知識及注意事項，取得良好反響。

Emei Mountain Factory in Sichuan Province held a propaganda activity themed “Care for Women’s Health, Actively Prevent and Cure Two Cancers” to communicate the scientific knowledge and precautions related to the prevention and treatment of cervical cancer and breast cancer, which received high responses.

農夫山泉始終尊重人才差異，積極倡導包容、平等氛圍。新員工在入職時需統一學習和簽署《員工商業行為準則》，其中明確禁止針對員工國籍、性別、年齡、種族、性取向、殘障、學歷等因素產生的歧視及騷擾行為。我們在公司培訓平台開設《禁止與防治職場性騷擾須知》等有關反歧視、反騷擾培訓課程，通過向全體員工宣貫職場歧視及騷擾表現形式、員工投訴渠道、反饋處理程序等內容，確保員工樹立對歧視和騷擾零容忍的觀念。

當遇到歧視或騷擾事件時，員工可通過公司論壇、HR電話／郵箱、審計稽查舉報郵箱等渠道進行反饋，員工可根據自身情況在論壇等途徑舉報時選擇匿名。接到舉報或反饋的第一時間，公司受理人開始進行真實性核查與調查，如確認屬實，將依據公司獎懲管理辦法對相關人員進行處理，處理方式包含不限於降職、調崗、解除勞動合同等方式。

農夫山泉充分尊重員工自由結社和言論自由，通過工會為員工搭建平等協商、集體談判的溝通平台。

為廣泛聽取員工心聲、進一步提升員工體驗，我們定期邀請第三方機構開展全員敬業度調查，並針對結果進行多維度分析和推動落實。2023年，我們開展的敬業度調查內容涉及5大板塊、17個維度、63個具體問題，覆蓋員工2萬餘人，收到1.8萬餘人有效回應，最終敬業度分數達86%顯著高於行業平均水平。與此同時，我們分析總結了員工敬業度的重大驅動因素，針對痛點問題開展進一步深入調研，並將解決方案納入人力資源年度重點工作。

Nongfu Spring always respects talent differences and actively advocates an inclusive and equal atmosphere. New employees are required to go through and sign the *Code of Business Conduct for Employees* upon admission, which clearly prohibits any act of discrimination and harassment against employees based on factors such as nationality, gender, age, race, sexual orientation, disability, and education background. We offer anti-discrimination and anti-harassment training courses through the Company's training platforms, such as the *Instructions for Prohibiting and Preventing Sexual Harassment in the Workplace*, and ensure that employees establish a zero tolerance concept for discrimination and harassment by communicating workplace discrimination and harassment manifestations, employee complaint channels, feedback handling procedures, and other aspects to all employees.

When encountering any discrimination or harassment incidents, any employee can send feedback through the corporate forum, HR contact number/email address, audit and inspection reporting email address, and other channels, so that they can keep anonymity when reporting through these channels according to their own actual situations. In the first time of receiving a report or feedback, the Company's receiver will carry out verification and investigation on the authenticity, and if it is confirmed to be authentic, relevant personnel will be dealt with in accordance with the Company's measures on the management of rewards and punishments, including but not limited to demotion, job transfer, and termination of labor contract.

Nongfu Spring fully respects the freedom of association and speech of all employees, and has built a communication platform for equal consultation and collective negotiation for employees through the trade union.

In order to widely listen to the voices of all employees and further improve their work experience, we regularly invite third-party organizations to conduct surveys on employee engagement, and conduct multi-dimensional analysis and promote the implementation based on the results of surveys. In 2023, our engagement surveys involved 5 major sections, 17 dimensions, and 63 specific issues, covered over 20,000 employees, and received effective responses from more than 18,000 employees. The final score of employee engagement reached 86%, significantly higher than the industry average. Meanwhile, we analyzed and summarized the major driving factors of employee engagement, conducted further in-depth researches and surveys on bottlenecks, and incorporated the solutions into the annual focus of the human resource undertaking.

## 培訓與發展

農夫山泉堅信人才是公司持續發展的源動力，不斷拓展和鞏固人才培訓及學習發展體系，竭力為員工打造全面優質的學習資源，幫助員工激發潛能和自我提升。我們提供清晰多元的職業發展路徑，維護透明公平的職場競爭環境，全力支持員工追求並實現職業價值。

### 聚焦員工不同發展階段，打造全面人才培養體系

農夫山泉積極引領人才成長與團隊進步，按照內部《人才發展與僱傭政策》，結合公司業務發展及員工自我發展需求，不斷完善學習發展體系。報告期內，我們針對不同層級員工的能力要求及員工的自我發展需求，提供多元化、多層次、個性化的培訓項目，提高員工的專業能力和綜合素質，有序推進內部學習資源沉澱、智慧結晶凝結。

## TRAINING AND DEVELOPMENT

With the firm belief that talent is a primary driving force for the sustainable development of the Company, Nongfu Spring continuously expands and consolidates the talent training and learning & development system, strives to deliver comprehensive and high-quality learning resources to employees, and helps them arouse their potential and self-improvement. By offering clear and diversified career development paths and maintaining a transparent and fair competitive environment in the workplace, we fully encourage all employees to pursue and realize their professional values.

### Establish a Comprehensive Talent Training System for Employees at Different Development Stages

Nongfu Spring takes an active role in leading the growth of talents and the progress of the team. In accordance with our *Talent Development and Employment Policy*, Nongfu Spring continuously improves the learning development system in combination with our business development and staff's needs for self-development. During the reporting period, we provided various, multi-level and personalized training courses to meet the competency requirements of employees at different layers and their demands for self-development. In this way, we helped them enhance their professional capacity and comprehensive quality, and orderly promoted the accumulation of internal learning resources and collective wisdom.



中高層管理人員深造 **Advanced Studies for Middle and Senior Managers**

- 通過外部的學習交流，拓展視野，如中高管北大研修班、「重新理解現代世界」中高管通識能力等項目，提升戰略制定、決策能力。  
Through external learning and exchanges, expanding horizons, such as the Peking University Seminar and the “Re-Understanding the Modern World” program for middle and senior managers, to enhance their strategy-making and decision-making capabilities.

基層／新晉管理人員轉型 **Transformation of Junior/Newly Promoted Managers**

- 針對在職及新晉管理人員，定期組織新經理培養項目，打造標杆人才培養案例。幫助新任經理更加快速地轉身適應，同時更高效地提升其管理所需要具備的基本技能和能力。  
For in-service and newly promoted managers, we regularly organize training programs for managers to create benchmark talent development cases. We help new managers to adapt more quickly, and at the same time enhance their basic skills and abilities required for management more efficiently.

高潛／管培生培養 **High Potential/Trainee Development**

- 以千帆和管培生項目為載體，基於公司的快速業務發展，聚焦公司優秀的個人貢獻者和新興力量，通過持續運營，為公司培養一支能適應未來挑戰的人才梯隊。其中針對 22 屆、23 屆管培生制定了為期 18 個月的快速培養計劃，制定專屬成長路徑，通過輪崗學習、針對性培訓、導師輔導等方式，幫助快速成長。當期培養 22 屆校招生 366 人，23 屆校招生 345 人。  
Taking Thousand Sails Plan and the trainee program as a carrier, based on the company's rapid business development, focusing on the company's outstanding individual contributors and emerging forces, we cultivate a talent echelon capable of adapting to future challenges for the company through continuous operation. Among them, an 18-month rapid training program was formulated for the 22nd and 23rd school trainees to develop an exclusive growth path and help them grow rapidly through rotational learning, targeted training and mentor coaching. During the period, 366 students from the 22nd school enrollment and 345 students from the 23rd school enrollment were trained.

普通員工專業能力提升 **General Staff Professional Competence Enhancement**

- 通過新員工標準化培養、專業大講堂、行銷經驗萃取、專業課程搭建等項目，沉澱組織的知識，傳播優秀的經驗，推進公司各類員工的專業能力提升，提供員工觸及多元化知識的渠道。  
Through the standardized training of new employees, professional lecture hall, marketing experience extraction, professional course construction and other projects, we precipitate the knowledge of the organization, disseminate the excellent experience, promote the professional ability of all kinds of employees in the company, and provide the channel for employees to touch the diversified knowledge.

培訓及學習發展體系  
**Training and Studying Development System**

### 夯實培訓運營基礎，持續向員工和合作夥伴提供優質學習資源

農夫山泉不斷打造特色經典的人力發展項目，結合業務特色和崗位能力需求定制化多種培訓課程，有效促進內部學習資源沉澱和形成交流分享的學習氛圍。報告期內，農夫山泉員工受訓比例為100%，人均受訓時數為27.6小時。

### Continuously Provide Employees and Business Partners with High-quality Learning Resources through an Improved Operational Foundation of Training

In order to effectively boost the accumulation of internal learning resources and the formation of an interactive learning atmosphere, Nongfu Spring constantly creates talents development programs that are distinctive and classic, and customizes a wide range of training courses in conjunction with business characteristics and requirements for job capability. During the reporting period, 100% of Nongfu Spring's employees underwent training, and the average training hours per person was 27.6 hours.

#### 完善數字化學習平台，賦能員工成長

#### Facilitate Staff's Progress with an Improved E-learning Platform

- 農夫山泉現有學習平台課程涵蓋領導力、創新思維、高效溝通、項目管理、財務思維等多方面，為員工成長提供了寶貴的學習智庫。2023年，農夫山泉繼續豐富在線學習平台資源，推動定制化課程開發，引入外部線上課程資源157門，不斷滿足日益更迭的學習需求。報告期內，公司員工在線參與學習707,538人次，總計學時達188,485小時，合作夥伴在線參與學習77,223人次，總計學時達16,752小時。

As the existing online learning platform courses of Nongfu Spring cover the areas of leadership, innovative thinking, efficient communication, project management, financial mindset, etc., we have made a valuable learning think-tank for the growth of our employees. In 2023, Nongfu Spring updated resources on its e-learning platform, offered tailored courses, and introduced 157 external online courses that would satisfy the ever-changing learning demands. During the reporting period, our employees participated in online learning up to 707,538 times, totaling 188,485 hours, while our business partners attended online learning 77,223 times, totaling 16,752 hours.

#### 持續打造公司內訓師隊伍，匹配不同的篩選、培養、認證機制

#### Maintain an Internal Trainer Team with Supporting Mechanisms of Screening, Cultivation, and Certification

- 通過建立和運營通用內訓師、業務內訓師、管理內訓師隊伍，沉澱組織優秀經驗，支撐學習發展項目落地和支持業務需求。2023年，我們面向公司各業務所有內訓師，評選出金牌講師、薪火相傳師、優秀講師和優秀導師，合計表彰856人。我們重點推出「一課成名」講師大賽，搭建展示專業才能和交流經驗的平台，通過海選、綜合評審和決賽，最終評選出6名「明星講師」。

Through founding and operating teams of general internal instructors, internal business instructors, and internal management instructors, we take their best of the best to support the implementation of learning development programs and meet business needs. In 2023, we selected Gold Medal Instructors, Generation to Generation Instructors, Excellent Instructors and Excellent Mentors among all internal instructors, honoring 856 of them in total. We launched the "One Lesson to Fame" Instructor Competition for employees to showcase their professional talents and exchange experience. Six "Star Instructors" were selected through an audition, a comprehensive evaluation and a final round.

#### 梳理各職能業務流程，開發專業課程促進沉澱業務經驗

#### Develop Professional Courses Based on the Business Process of Each Position to Accumulate Much More Business Experience

- 在業務專家和學習發展團隊的共同努力下，我們結合各崗位任職所需的通用及專業能力，通過課程開發工作坊和《課程設計與開發》的學習與實操，已開發128門專業課程，並以錄屏講解、PPT等形式沉澱至學習平台，為員工的工作開展、專業能力提升和職業發展提供參考。

With the joint efforts of our business experts and the learning and development team, we have developed 128 professional courses by combining the general and professional competencies required for each position, the workshops on curriculum development and the learning and practice of the *Curriculum Design and Development*. These courses are uploaded to our online platform by means of screen recording, PPT, and so on, and can instruct our employees' work, professional qualification improvement and career development.

行銷大比武  
Marketing Contest



針對行銷及精英辦事處經理團隊，借競賽場景增強學員體感和投入度，通過比賽各個環節的設計，為學員導入多維度能力項。此項目分為綜合測試賽、業務場景PK、個人展示賽、斯巴達挑戰賽、商戰風雲、總決賽六個環節。整個項目覆蓋了180名行銷辦事處經理，多維度鍛煉和培養了學員的綜合知識儲備、邏輯表達與思考、演講與口才、體能與抗壓、經營意識和統籌規劃等方面的能力；項目中所輸出的學員各維度得分，各環節觀察員的觀察記錄將為後續的人才選拔提供參考；項目中所產生的優秀案例也為組織內業務經驗的萃取和沉澱提供了方向。

For the marketing and elite office manager teams, we utilized a competitive scenario to enhance participants' engagement and physical involvement. The design of each competition stage aimed to introduce multidimensional capability elements to the participants. This project was divided into six parts: a comprehensive test, business scenario PK, an individual presentation contest, Spartan Challenge, a business warfare simulation, and the grand finale. Covering 180 marketing office managers, this project extensively trained and developed their skills in comprehensive knowledge, logical expression and thinking, public speaking, physical endurance, stress resistance, business acumen, and overall planning. The scores obtained by these participants in various dimensions and observations from each stage served as references for future talent selection. The exceptional cases generated during this project also provided a direction for the accumulation of business experience within the organization.

## 新經理培養項目

### New Manager Training Program



2023年重點推出新經理培養項目，針對不同模塊的新晉管理人員，以傳承紅色鐵軍文化為基底，以「訓戰結合」為特色，以「夯實管理」為側重，基於經典的「721」理論模型，以體系化的管理方法輸入與輸出為特色，結合時效性的社群化追蹤運營，同時引入大量高管團體積極參與關注，助力新晉管理者快速轉變身份與適應新角色。

In 2023, we focused on launching a New Manager Training Program, targeting newly promoted managers in different modules. Grounded in the legacy of the “Red Iron Army” culture and characterized by “combining training with combat”, the program emphasized “solidifying management”. Based on the classic “721” theory model and characterized by systematic management methods input and output, and combined with timely community-based tracking operations, the program also involved senior management’s active participation, aiding new managers in quickly adapting to their new roles.

## 「一課成名」講師大賽

### “One Lesson to Fame” Instructor Competition



為選拔和表彰富有經驗且專業才能突出的優秀講師，我們基於內訓師體系，於2023年教師節組織了「一課成名」講師大賽。我們通過比賽的形式搭建了一個展示專業才能和交流經驗的平台，結合視頻課件評審、現場講課比武等環節，授予了6位脫穎而出的內訓師「明星講師」稱號。我們通過這次比賽發掘到更多優秀業務內訓師，打造了多個精品專業課程，助力優秀組織經驗沉澱。

To recognize and award experienced and talented instructors, we organized the “One Lesson to Fame” Instructor Competition on the Teachers’ Day 2023, based on our internal instructor system. This competition provided a platform for showcasing professional talents and sharing experience, involving video courseware evaluations and live teaching contests. Six internal instructors emerged as “Star Instructors”. This competition helped us identify more outstanding internal business instructors, create several high-quality professional courses, and facilitate the consolidation of excellent organizational experience.

**專業大講堂**  
**Professional Lectures**

為促進更多員工觸及多元化知識和優秀工作經驗，我們在2023年面向全體員工開放「專業大講堂」學習交流平台，以分享和沉澱優秀專業知識及個人從業經驗。我們邀請了多位深耕業務領域的專家和骨幹登上大講堂，結合線上直播和現場參與方式分享組織和個人優秀經驗。為改進分享形式與選題，我們對每場大講堂進行了課後滿意度調研，及時聽取參與人員反饋，分享平均滿意度超過98%。

To promote a wider reach of diverse knowledge and excellent work experience among employees, we opened the "Professional Lectures" as a learning and exchange platform for all employees in 2023. The objective was to share and consolidate excellent professional knowledge and personal work experience. We invited multiple business experts and key personnel to deliver lectures, combining online live broadcasts and on-site participation to share both organizational and personal experience. To refine the sharing format and topics, we conducted post-lecture satisfaction surveys, promptly gathering participant feedback, achieving an average satisfaction rate of over 98%.

**搭建全面薪酬保障體系，優化績效管理流程**

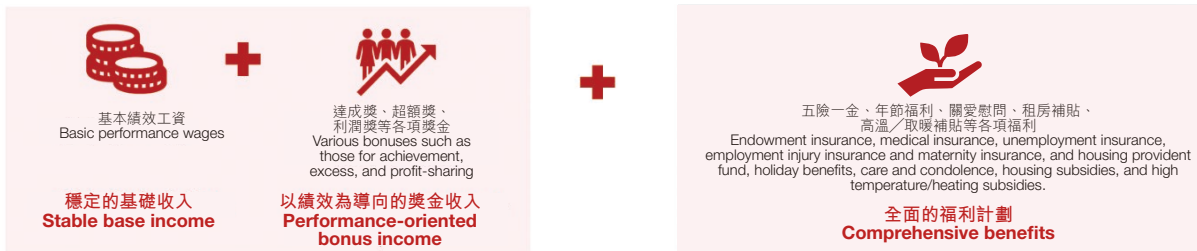
農夫山泉制定了《員工績效管理辦法》、《總部薪酬管理辦法》、《工廠薪酬管理辦法》、《大區薪酬管理辦法》、《考勤管理辦法》、《農夫山泉長期激勵管理制度》等內部制度，貫徹落實同工同酬的薪酬管理制度，確保薪酬績效管理規範性，持續打造具有行業競爭力的薪酬體系，為吸引和保留優質人才提供必要保障。

公司薪酬策略堅持以激勵為導向，報告期內員工薪酬獎金伴隨業績增長，提升幅度高於行業水平，員工現金性收入在行業排行前茅，具備較高競爭力。報告期內，員工福利開支總額(含董事酬金)4,931百萬元，同比增長51%。

**Establish a Comprehensive Compensation and Benefits System with Optimized Performance Management Processes**

Nongfu Spring have devised various internal systems such as the *Employee Performance Management Measures*, the *Headquarters Compensation Management Measures*, the *Factory Compensation Management Measures*, the *Sales Region Compensation Management Measures*, the *Attendance Management Measures* and *Nongfu Spring Long-term Incentive Management System*. These systems implement a compensation management policy of equal pay for equal work, ensuring standardized compensation and performance management, and continuously building a competitive compensation system in the industry to attract and retain top talent.

Our compensation strategy is incentive-oriented, with employee salaries and bonuses increasing alongside company performance, at a rate above industry standards, positioning employee cash income at the forefront of the industry in terms of competitiveness. During the reporting period, total employee benefit expenses (including directors' emoluments) amounted to RMB4,931 million, representing a year-on-year increase of 51%.



薪酬福利體系  
**Compensation and Benefits System**

此外，我們持續實施員工股權激勵計劃，以激勵在公司發展過程中發揮重要作用和做出巨大貢獻的管理人員與核心技術專家，以此最大化激發員工對公司的認同感、歸屬感。（詳情請參閱年報）

為了促進績效管理的高效運行，我們採用KPI與OKR相結合的方式，明晰定量目標、同時牽引員工為更長遠的創新目標奮鬥。在評估時，我們明確績效評定標準及要求，並通過宣講、課程等形式向各級主管及員工宣貫，以幫助員工充分理解公司的績效管理政策和績效標準。在績效評估管理上，我們綜合運用員工自評、上級主管建議、公開述職、集體評議、評委會評審等多種形式，全面評定員工的工作付出和績效產出，確保績效評估結果的公平性與客觀性。

為幫助員工不斷成長持續進步，我們會在每個考核周期內定期開展季度／半年度／年度績效回顧，通過不斷加強對各級主管的賦能和輔導，達到主管與員工的充分互動和持續反饋。在此過程中，主管與員工可多次對工作績效進行對焦和分析，主管提出改進及指導建議，員工能夠及時獲得優劣勢反饋等，雙方通過共同制定績效改善計劃，幫助員工提高工作能力，實現更高績效目標。

為了促進優秀績效的傳播和複製，我們亦積極從績優員工中挖掘具有價值的案例，在團隊內進行分享，促進團隊內部互相學習，激勵員工更好地自我驅動。

Furthermore, we continued implementing the employee equity incentive plan, motivating managers and core technical experts who significantly contribute to the Company's development, thereby enhancing employees' sense of identity and belonging to the Company. (Please refer to the Annual Report for details)

To promote effective performance management, we used a combination of KPI and OKR methodologies, setting clear quantitative goals and motivating employees towards long-term innovative objectives. In evaluations, we specified performance evaluation standards and requirements, disseminating them through lectures, courses, etc., to ensure employees fully understand the Company's performance management policies and standards. In performance assessment management, we utilized a comprehensive approach involving employee self-evaluation, superior recommendations, public presentations, collective reviews, and committee evaluations, ensuring fair and objective evaluation of employees' work and performance contributions.

To support continuous employee growth and improvement, we regularly conducted quarterly, half-yearly, and annual performance reviews within each assessment cycle. By strengthening the empowerment and coaching of supervisors at all levels, we achieved effective interaction and ongoing feedback between supervisors and employees. During this process, supervisors and employees engaged in frequent discussions and analyses of work performance, with the former providing improvement suggestions and the latter receiving timely feedback on strengths and weaknesses. Together, they developed performance improvement plans, aiding employees in enhancing their skills and achieving higher performance goals.

To foster the spread and replication of excellent performance, we actively extracted valuable cases from high-performing employees for team sharing, encouraging internal learning and self-driven employee improvement.

### 優化雙通道發展路徑，鼓勵員工縱向橫向拓展

農夫山泉為員工提供了充分的成長空間，為人才提供了廣闊的發展舞台，助力員工價值創造與自我實現。發展路徑上，我們開拓了「管理」和「專業」雙通道模式，依託於《崗位職級管理辦法》等內部制度，結合崗位任職資格標準，確保路徑清晰、標準明確，為晉升選拔工作提供機制保障；晉升導向上，我們根據企業實際業務需求與組織內人才結構現狀，靈活調整晉升頻率與節奏，在組織層面公開晉升方案與比例，確保晉升流動合理化、透明化、業務價值最大化；組織程序上，我們以績效產出為基礎，專業能力為標尺，結合部門內推薦、跨組織評議、評審委員會覆核等環節保證晉升結果公平公正。

除縱向晉升外，農夫山泉鼓勵員工橫向拓展、打破邊界。為此，公司開放內部人才活水體系，通過內部招聘公示、員工發展定向規劃、階段性歷練項目等方式，鼓勵員工跨部門、跨職能、跨地域輪崗。公司為員工輪崗期間配備了帶教與培養方案，便於新人快速適應新崗位，以實戰積累經驗，以經驗促進發展。

### 關愛與健康

農夫山泉珍視每一位員工的貢獻，致力於提供全面的福利和健康保障。我們持續拓展並滿足多樣化的員工需求，通過企業文化關懷傳遞溫暖，為員工創造倍感關心的工作環境。我們始終關注員工的健康與安全，倡導平衡的工作與生活方式，不懈努力構建一個健康、舒適、安全的工作場所。

#### 打造多元化福利項目，全方位體現人文關懷

農夫山泉在《福利管理辦法》、《假期管理辦法》的制度指引基礎上，連續發佈了《福利平台規劃方案》、《員工體檢項目》、《員工健康福利項目》系列員工福利改進方案，致力於提升員工福利體驗。

### Optimize Dual Development Pathways to Encourage Employees to Develop Vertically and Horizontally

Nongfu Spring provides ample growth opportunities for talent development, assisting employees in creating value and achieving self-fulfillment. In terms of development pathways, we have established “management” and “professional” dual channels, based on internal systems like the *Position Grade Management Measures* and job qualification standards, ensuring clarity and standards in pathways and providing a structured approach for promotion and selection. In promotion orientations, we adjusted the frequency and rhythm of promotion based on actual business needs and organizational talent structures, publicizing promotion schemes and ratios organizationally to ensure rational, transparent, and business-value-maximized promotion. In terms of organizational procedures, we based promotion on performance outcomes and professional competencies, ensuring fairness and justice through departmental recommendations, cross-organizational reviews, and review committee reassessments.

Beyond vertical promotions, Nongfu Spring encourages employees to expand horizontally and break boundaries. For this purpose, the Company opened an internal talent mobility system, encouraging cross-departmental, cross-functional, and cross-regional rotations through internal recruitment announcements, targeted employee development plans, and phased experiential projects. The Company provided mentoring and training programs for employees during rotations, helping them to quickly adapt to new roles, accumulate experience, and foster development.

### CARE AND HEALTH

Nongfu Spring values each employee’s contribution and is dedicated to providing comprehensive benefits and health guarantees. We continuously expand to meet diverse employee needs and convey warmth through our corporate culture, creating a caring work environment. We are constantly attentive to our employees’ health and safety, advocating a balanced work and life style, and striving to build a healthy, comfortable, and safe workplace.

#### Diverse Welfare Projects for Holistic Human Care

Under the guidance of the *Welfare Management Measures* and the *Holiday Management Measures*, Nongfu Spring has consistently released schemes like the *Welfare Platform Planning Scheme*, the *Employee Physical Examination Project* and the *Employee Health and Welfare Projects* to enhance the welfare experience for employees.

我們在保障員工享有法定福利基礎上，定制化提供靈活多樣的拓展福利。農夫山泉的員工基礎福利體系包括五險一金、節假日等法定福利待遇，以及午餐補貼、生日賀禮、節日福利、結婚賀禮、喪葬慰問金、高溫費、取暖費等非法定福利內容，實現對員工的全方面關懷。

報告期內，我們全新上線福利平台2.0，實現全集團員工生日與節日福利線上發放，賦予員工高度「彈性」的福利選擇，滿足不同員工個性化需求，並支持個性化金額發放、員工自主線上選擇、快遞到家等多項便捷功能，提升福利發放時效性及多樣性。我們積極探索和滿足員工個性化福利待遇需求，在《假期管理辦法》中明確對於帶薪育兒假與陪產假的規定，保障員工享受假期的權益。

我們持續開展暑期棒棒堂、節日團建等特色員工關懷項目，並且針對特殊時期員工提供人性化幫扶，不斷傳遞農夫山泉的關心與祝福。

On top of mandatory benefits, we provide additional customized and flexible benefits. Our basic welfare system includes Endowment insurance, medical insurance, unemployment insurance, employment injury insurance and maternity insurance, and housing provident fund, public holiday entitlements, lunch subsidies, birthday gifts, holiday benefits, marriage gifts, condolence funds, high-temperature allowances, heating subsidies, and more, ensuring comprehensive care for our employees.

During the reporting period, we launched the new Welfare Platform 2.0, allowing for online distribution of birthday and holiday benefits to all employees, offering flexible benefit choices to meet diverse needs. This platform supports personalized allocation, online selection, and home delivery, enhancing the timeliness and variety of benefit distribution. We proactively cater to individualized welfare needs and have clearly outlined regulations for paid parental and paternity leave in the *Holiday Management Measures*, ensuring employees' rights to these leaves.

We continuously run unique care projects like Summer Camp and festive team-building activities, offering humanized support to employees during special periods, constantly conveying Nongfu Spring's care and wishes.

### 暑期棒棒堂 Summer Camp



我們已連續開展多年暑期棒棒堂項目，為員工家庭提供託兒育兒服務，從而減輕員工照顧子女的家庭壓力。2023年共有78個員工家庭參與暑期棒棒堂項目，輕鬆解決上班帶娃的困擾。

We have been organizing the Summer Camp project for several years, offering childcare services to reduce the family burden of employees with children. In 2023, a total of 78 employee families participated in this project, easing the challenge of juggling work and childcare.



特殊員工幫扶

Special Employee Assistance



我們持續為一線員工發放夏日冷飲等高溫貼心物品，並且對遭遇洪水、地震等特大災情影響的地區員工表示慰問和關心。

We provided thoughtful items like summer drinks to front-line employees and expressed sympathy and concern for employees affected by major disasters like floods and earthquakes.

節日和團建活動

Holiday and Team-building Activities



我們在元宵、端午等傳統節日期間，打造氛圍濃厚的節日互動場景，並定期組織戶外團建活動，通過豐富的趣味體驗傳遞企業人文關懷。

During traditional festivals such as the Lantern and Dragon Boat Festivals, we created festive atmospheres and organized outdoor team-building activities, delivering corporate humanistic care through enjoyable experience.

堅守HSE管理方針，構建全方位職業健康安全  
安全管理體系

農夫山泉執行「以人為本、預防為主、全員參與、持續改進」的健康、安全與環境(HSE)管理工作方針，嚴格遵照《中華人民共和國職業病防治法》，制定《員工職業健康安全政策》、《AGV項目安全工作指引》、《工廠安全教育培訓制度》、《工廠風險評估準則》、《工廠事故管理程序》等內部規章制度，要求全體員工(包括承包商)及供應商貫徹執行健康安全標準。報告期內，我們充分諮詢員工代表意見，新制定《崗位安全責任制度》，並基於風險評估結果對《勞動防護用品管理制度》進行全面修訂。

**Build a Comprehensive Occupational Health and Safety Management System according to the HSE Management Principles**

Nongfu Spring implements a health, safety, and environment (HSE) management policy of being “people-oriented, prevention-focused, full participation, and continuous improvement”, strictly adhering to the *Law of Prevention and Control of Occupational Diseases of the People's Republic of China*. We have formulated internal regulations like the *Employee Occupational Health and Safety Policy*, the *Guidelines for Safety Work in AGV Projects*, the *Factory Safety Education and Training System*, the *Factory Risk Assessment Criteria* and the *Factory Accident Management Procedures*, requiring all employees (including contractors) and suppliers to comply with health and safety standards. During the reporting period, following consultations with employee representatives, we developed a new *Post Safety Responsibility System* and comprehensively revised the *Labor Protection Articles Management System* based on risk assessment results.

我們建立了以生產基地安全委員會為最高責任機構的四級組織架構，包括生產基地安全管理委員會、工廠安全委員會兩級委員會組織，以及部門安全領導小組、科室現場安全管理小組兩級執行組織。我們每年度設定整體及細化的安全生產管理目標，始終圍繞最小事故率目標開展安全管理，並將生產部門及工廠負責人的考核激勵與安全管理指標掛鉤。

農夫山泉按照職業健康安全管理體系標準推進安全生產工作，採用科學的安全生產管理原則與方法，推動完善安全管理流程、健全風險評估機制，持續改進各項安全績效。截至報告期末，農夫山泉已有超過50%的工廠獲得ISO 45001職業健康安全管理體系認證，正逐步邁向2025年底實現ISO 45001認證全覆蓋的目標。

#### 鞏固健康安全措施，全面守護員工安全

我們建立了常態化的安全風險管控機制，通過負責人帶頭巡查、定期召開安全指導工作例會、成立安全輔導核查聯合小組，有序排查生產安全風險點，加強點對點安全隱患整改，進而實現防患於未然。同時，我們激勵員工自主排查和上報風險隱患，並對提供有效信息的舉報人予以獎勵，進而及時採取改進措施，從源頭杜絕生產事故的發生。

此外，我們亦根據風險識別結果，進一步判斷內外風險對生產經營的影響等級，制定專項應急預案和演練計劃。我們重點針對洪水、停電、地震、火災等風險項進行定期應急演練，提高和強化員工應對突發風險的能力與素質，從而控制和減輕突發風險對生命健康和生產安全的負面影響。

We have established a four-level organizational structure for safety management at our production bases, with the highest responsibility lying with the Production Base Safety Committee. This includes two-level committee organizations, i.e. the safety management committee of the production bases and the factory safety committee, and two-level executive organizations, i.e. the leading group of department safety and the safety management group of the department site. We set annual overarching and detailed safety production management goals, focusing on minimizing accident rates in our safety management and linking the assessment and incentives of production departments and factory managers to safety management indicators.

Nongfu Spring progresses safety production work in accordance with occupational health and safety management system standards, applying scientific safety production management principles and methods, promoting safety management process improvement, and enhancing safety performance. As of the end of the reporting period, over 50% of Nongfu Spring's factories obtained ISO 45001 Occupational Health and Safety Management System certification, gradually moving towards the goal of full ISO 45001 certification coverage by the end of 2025.

#### Ensure Employee Safety with Strengthened Health and Safety Measures

We have established a regular safety risk control mechanism. Under this mechanism, we conduct leader-led inspections, hold safety guidance meetings, and form joint safety instruction and inspection teams to systematically identify production safety risks and strengthen targeted safety hazard rectifications, thereby preventing potential incidents. Meanwhile, we encourage employees to independently identify and report safety hazards, reward those who provide effective information, and promptly take corrective measures to prevent production accidents at the source.

Moreover, based on risk identification results, we further assess the impact of internal and external risks on production and operations and develop specialized emergency plans and drill schedules. We regularly conduct emergency drills for risks such as floods, power outages, earthquakes, and fires to enhance employees' ability and quality to respond to sudden risks, thus controlling and mitigating any adverse impacts of sudden risks on life, health, and production safety.

我們定期組織全體體檢，為全員購買意外險項目，並對一線員工開展針對性職業病檢查。我們通過工會提供大病醫療補助，對於罹患重大疾病的員工直接給予現金補助，並及時向家屬給予補貼慰問。同時，我們建立了完善的工傷處理流程，相關事故一旦發生，將由各部門第一時間開展傷員救治並及時上報總部人力資源中心、生產營運中心安環部或行銷中心，並安排專人持續跟進事件調查和員工權益保障。

為加強員工健康保障，我們專門推出一系列員工健康福利項目，針對銷售和生產等崗位採用不定時工時制以輔助員工調節身體作息；針對流感高峯期間制定了居家辦公彈性工作制，為員工恢復身體健康提供緩衝期，對工廠員工進行紅黃標色健康狀態管理及提醒。此外，我們倡導健康的工作方式，為員工提供健身設施、部分工廠配置體育健身器材和健康自測儀器，開設健身課程、舉辦運動會，力所能及地站在員工立場提供健康關懷。

#### 強化安全文化建設，共築生命安全防線

農夫山泉在推進職業健康安全體系構建的同時，高度重視安全文化建設，以確保自身員工以及為我們提供服務或施工的特種工作人員具有相應的資格並經過培訓上崗。我們持續開展各種安全文化培訓和突發事故應急演練，加強一線員工、廠級安全負責人、工廠總經理等各級人員的安全責任意識，督促全員時刻緊繃生產安全弦。我們亦制定年度安全培訓計劃，建立了安全事故情景模擬區，邀請專業機構進行急救培訓，旨在結合理論宣導和實操訓練的方式提高員工應對突發事故的安全操作技能。

We regularly organize physical examinations for all employees, provide accident insurance for all staff, and conduct targeted occupational disease checks for front-line workers. Through the trade union, we offer medical subsidies for major illnesses, direct cash assistance for employees with serious diseases, and timely subsidies and condolences to their families. We established a thorough process of employment injury treatment. In case of any accident, each department would take measures to treat the wounded promptly and report it to the HR Center of the headquarters, the Safety and Environment Department of the Production and Operation Center, or the Marketing Center, with designated personnel continuously following up on the investigation and employee rights protection.

To strengthen employee health protection, we launched a series of employee health and welfare projects, adopting flexible working hours for sales and production positions to assist employees in adjusting their physical routines. During flu peak seasons, we implemented flexible work-from-home arrangements to provide a buffer period for employees to recover their health, managing the health status of factory workers with red-yellow tag health status management and reminders. Additionally, we advocated healthy work practices by providing fitness facilities, equipping some factories with sports and fitness equipment and health self-testing instruments, offering fitness classes, organizing sports events, in order to provide health care from the employee perspective.

#### Strengthen Safety Culture and Build a Life Safety Defense Line

While advancing the construction of an occupational health and safety management system, Nongfu Spring highly values safety culture development to ensure that its employees and specialized workers providing services or construction have the necessary qualifications and undergo training. We continuously conducted various safety culture trainings and emergency drills for accidents, strengthening the safety responsibility awareness of front-line workers, factory-level safety officers, factory managers, and other personnel, urging everyone to always prioritize production safety. We also established an annual safety training plan, created safety accident scenario simulation areas, invited professional organizations for first aid training, aiming to improve employees' safety operation skills in emergency situations through a combination of theoretical advocacy and practical training.

此外，我們持續向承包商及施工方宣導公司健康與安全思想，將職業健康與安全標準納入相關合同、協議及採購要求中。我們通過嚴控承包商各類高風險作業、監督安全作業過程和安全措施落實，不斷推動承包商加強安全生產管理。我們定期組織承包商開展安全培訓及安全會議，對承包商進行安全法律法規宣貫和案例警示教育，提高相關從業人員的安全防護意識和能力。

Furthermore, we continually promoted our health and safety philosophy to contractors and construction parties, and incorporated occupational health and safety standards into related contracts, agreements, and procurement requirements. We supervised contractors' high-risk operations, oversaw safety procedures and measures, and continuously drove contractors to strengthen safety production management. We also regularly organized safety training and meetings for contractors, disseminated safety laws and regulations, and educated them through case studies, enhancing their safety awareness and capabilities.

### 建立工廠安全事故情景模擬區

#### Establishing a Factory Safety Accident Scenario Simulation Area



為提升員工安全意識和熟練掌握安全操作技能，工廠專門建立了安全事故情景模擬區，包括熱源燙傷體驗區、叉車盲區體驗區、心肺復甦體驗區、化學品傷害體驗區、安全帶防護體驗區等。工廠組織涉及風險崗位的員工以及新入職員工參與模擬體驗，沉浸式學習安全操作規範，保證每位員工熟知崗位安全規範和掌握應急處置方法。

To enhance employees' awareness and proficiency in safety operations, each factory specifically established a Safety Accident Scenario Simulation Area. This includes zones for experiencing heat source burns, forklift blind spots, cardiopulmonary resuscitation, chemical injuries, and safety harness protection. Employees working in high-risk positions and new hires participated in these simulation experience to immerse themselves in learning about safety operation standards, ensuring that each employee is well-versed in job safety norms and proficient in emergency response techniques.

### 應急演練和急救培訓

#### Emergency Drills and First Aid Training



報告期內，我們組織員工進行應急逃生疏散演練，同時講解和操練了滅火器及滅火毯的快速正確使用方法，幫助員工提升消防意識和消防技能。我們還邀請專業機構進行《預防中暑及急救措施》現場培訓，向員工普及急救知識，提高員工安全意識和自救急救能力，有助於預防和降低突發傷害。

During the reporting period, we conducted emergency evacuation drills for employees, coupled with explanations and practical exercises on the quick and correct use of fire extinguishers and fire blankets, thereby enhancing their fire awareness and firefighting skills. Additionally, we invited professional organizations to provide on-site training on the *Preventing Heatstroke and First Aid Measures*, spreading first aid knowledge among employees to increase their safety awareness and self-rescue abilities, aiding in the prevention and reduction of sudden injuries.

# 堅實的合作

## SOLID COOPERATION

農夫山泉在追求發展的同時，注重產業鏈上下游協同進步與社會良性循環。我們將可持續理念融入全鏈路管理，攜手合作夥伴共同鑄就質量可靠、安全穩定、綠色可持續的供應鏈，並可持續地為消費者創造和實現價值。

In the pursuit of development, Nongfu Spring focuses on the cooperative advancement of the industry chain and fostering a positive societal cycle. We embed sustainability into our comprehensive chain management, and collaborate with partners to build a supply chain that is reliable, safe, stable, and sustainably green, and sustainably create and realize value for customers.

### 本章節對應SDG

#### SDGs we support in this chapter:



### 供應商管理

#### Supplier Management



供應商質量審核覆蓋比例100%，並延伸覆蓋至二級供應商。  
Our supplier quality audits had a 100% coverage, extending to second-tier suppliers.



制定供應商ESG審計計劃和供應鏈風險應對方案。  
ESG audit plans for suppliers and risk response strategies for the supply chain were developed.

### 負責任的採購

#### Responsible Procurement



商業行為政策覆蓋供應商比率100%，簽訂商業道德條款的供應商比率100%。  
The ratio of suppliers covered by the business conduct policy reached 100%, and the ratio of suppliers who signed business ethics clauses reached 100%.



積極推行「長期合作協議」策略，協同供應商增強抗風險能力。  
Actively pursuing the strategy of “long-term cooperation agreement” to strengthen the risk-resistant capability with suppliers.

## 供應商管理

農夫山泉以「構建可持續的價值鏈」為願景和目標，攜手供應商為建立高效、負責任、綠色的供應鏈而努力。我們將ESG理念融入供應商管理戰略，著力保障供應鏈質量與安全，逐步提升供應鏈韌性與抗衡能力，實現上下游多方共贏的產業格局。

### 供應商管理體系

農夫山泉重視供應商規範化管理，按照《採購管理辦法》、《供應商生命周期管理規範》、《供應商健康、安全與環境政策》等內部制度推進建設供應商全生命周期管理體系。報告期內，我們基於現有制度指引，發佈原物料、大宗物料、設備、基建四類供應商規範文件，明確各品類的供應定位及供應商管理策略，細化執行過程和閉環應用的要點，確保公司與供應商合作的合規性與持續性。

農夫山泉採購中心統籌各職能部門協同管理供應鏈上下游，以確保供應鏈建設與公司發展適配融合。為提高供應鏈管理效率，我們通過供應商管理系統(SRM)對供應商進行全階段管理，覆蓋供應商開發准入、績效評估、風險管理直至合作終止或續約全流程，從而打通各環節信息壁壘，有效提升供應鏈數字化管理水平。報告期內，我們在《供應商生命周期管理規範》基礎上，進一步明確基建類供應商入圍篩選標準，並且根據更新的績效評價規範定期收集供應商績效評價，以加強供應商入庫後動態管理。

## SUPPLIER MANAGEMENT

Nongfu Spring, guided by the vision and goal of “creating a sustainable value chain”, collaborates with suppliers to establish an efficient, responsible, and green supply chain. We integrate ESG concepts into our supplier management strategy, and take measures to enhance the resilience and counterbalancing capabilities of our supply chain, and achieve a mutually beneficial industrial structure for all parties upstream and downstream, with a focus on ensuring supply chain quality and safety.

### Supplier Management System

Nongfu Spring prioritizes standardized management of suppliers. Specifically, we developed the supplier lifecycle management system in line with internal regulations such as the *Procurement Management Measures*, the *Supplier Life Cycle Management Specification*, and the *Supplier Health, Safety and Environment Policy*. During the reporting period, we released standard documents for categories like raw materials, bulk materials, equipment, and infrastructure, based on existing guidelines. These documents clarify supply positioning and management strategies for each category, detailing execution processes and emphasizing compliance and sustainability in our collaborations with suppliers.

Nongfu Spring's Procurement Center coordinates with each department to manage the supply chain, ensuring their alignment with the Company's development. In order to enhance the supply chain management efficiency, we use a Supplier Relationship Management (SRM) system for comprehensive supplier management, covering the entire process from development, performance evaluation, risk management, to contract renewal or termination. This approach breaks down information barriers among stages, improving the digital management performance of our supply chain. During the reporting period, we refined our infrastructure supplier selection criteria based on the *Supplier Life Cycle Management Specification*, and regularly collected performance evaluations to strengthen dynamic post-enrollment supplier management.

#### 開發與准入 Development and Access

- 農夫山泉根據《供應商生命周期管理規範》、《供應商准入流程》全面評估潛在供應商的綜合實力、風險狀況和可持續發展表現，並結合物料認證和現場考察等手段輔助確認其資質。  
Nongfu Spring assesses potential suppliers' overall capabilities, risk status, and sustainability performance based on the *Supplier Life Cycle Management Specification* and the *Supplier Access Process*, and employs material certifications and site inspections to verify their qualifications.
- 所有合格及潛在合作關係的供貨商須簽署《基礎合作協議》，並承諾遵守《供應商行為守則》。  
All qualified and potential suppliers are required to sign the *Basic Cooperation Agreement* and warrant to comply with the *Supplier Code of Conduct*.
- 我們進一步明確基建類供應商入圍篩選標準，從行業排名、財務風險、對標案例等多維度衡量其整體實力。  
We specified selection criteria for infrastructure suppliers, and assessed their overall strength across multiple dimensions such as industry ranking, financial risk, willingness to cooperate, and benchmarking cases.

#### 分級管理與績效評估 Hierarchical Management and Performance Evaluation

- 我們按照《供應商生命周期管理規範》規定的分級管理標準落實供應商分級管理，並按照年度綜合評定結果動態調整供應商等級。  
We implement supplier grading management based on the *Supplier Life Cycle Management Specification*, and dynamically adjust supplier levels based on annual evaluation results.
- 針對項目類供應商，我們根據合同執行進度予以評估打分；針對訂單採購類供應商，我們按交貨及時性、質量和配合度進行月度評估打分。  
For project-based suppliers, evaluations are based on contract execution progress; for order-based suppliers, monthly evaluations are conducted with a focus on delivery timeliness, quality, and cooperation.
- 報告期內，我們加強監管基建類供應商的合同執行進度，安排每周點對點進度通報和每月項目進展覆盤，從而確保及時有效跟進供應商合同執行進展。同時，我們每季度收集供應商績效評價，以定期審計覆核供應商表現。  
During the reporting period, we intensified supervision of infrastructure suppliers' contract execution progress, ensuring timely and effective follow-up. Additionally, quarterly supplier performance evaluations were collected for regular audits and reviews.

#### 獎懲與淘汰 Reward and Elimination

- 對於年度獲評等級較高的供應商，我們會優先派發供貨需求訂單或執行合同分配比例優先的獎勵。  
High-performing suppliers are given prioritized supply orders or contract allocation ratio as rewards.
- 對年度獲評等級較低或不符合公司要求的供應商予以降級處理並責令整改，對整改不達標的供應商執行凍結、暫停供應/合作。  
Lower-performing or non-compliant suppliers will be downgraded and required to rectify. The supply/cooperation will be stopped or suspended if the rectification does not meet the standards.
- 我們對弄虛作假、故意隱瞞、違背公平競爭原則的供應商採取零容忍態度，一旦發現則按永久淘汰和不予合作處理。  
We adopt a zero-tolerance policy towards suppliers engaging in fraudulent, deliberate concealment or unfair competition, permanently eliminating and barring them from future cooperation.

### 供應商管理流程 Supplier Management Process

為確保供應商管理程序的有效性，我們通過不定期審查、飛行檢查等形式對供應商進行全方位審核。我們每4年對所有供應商至少進行一次審計，審核維度包括交貨質量、經營狀況、可持續發展表現等多方面，確保審核範圍覆蓋100%供應商。此外，我們定期通過數據監控對供應商招投標、履約執行、績效考評等環節進行專項審計，以確保公司採購環節合規性，從而落實供應商管理程序。

農夫山泉在反饋供應商審核結果的同時，指導和推動供應商採取運作調整、風險規避等改進方案，促進供應商落實整改要求。報告期內，我們基於績效評估和各類審核工作，對問題供應商執行業務凍結，並對整改後再評估符合要求的供應商予以解凍，對觸碰公司管理「紅線」的供應商予以淘汰。此外，我們首次向多家優秀供應商寄送感謝信及生肖版玻璃瓶天然礦泉水，以感謝他們在上一年度供應保障中付出的堅實貢獻。

#### 供應鏈質量提升

農夫山泉高度重視供應鏈質量管理，嚴格按照公司的供應質量風險管理流程審查新供應商及在供供應商的供貨質量，以確保物料來源安全可靠和供應穩定。報告期內，公司從供貨質量維度審核新供應商80家、在供供應商60家。我們在檢查過程中同供應商一起討論質量提升管理措施，並對供應商進行培訓幫扶與現場指導，鼓勵供應商對標公司現有產品標樣及施工標準、持續推進技術迭代，致力於共同提升供應質量。

報告期內，我們重點針對PET包裝、果葡糖漿、紙箱供應商開展質量飛行檢查，對供應商的設備硬件、生產工藝、生產環境等進行現場評估，並依據評估結果提出針對性改進意見，以提升供應商質量管理水平，有效加強了公司供貨渠道的質量把控。

To ensure the effectiveness of our supplier management processes, we perform comprehensive audits on suppliers through irregular reviews and unannounced inspection. We audit all suppliers at least once every four years, covering their delivery quality, business performance, and sustainable development, to ensure 100% supplier coverage. Additionally, we regularly conduct special audits through data monitoring on supplier tendering, contract fulfillment, and performance evaluation to ensure compliance in procurement and implement supplier management procedures effectively.

While providing feedback on supplier audits, Nongfu Spring also guides and encourages suppliers to adopt operational adjustments and risk mitigation plans, driving them to fulfill rectification requirements. During the reporting period, we froze business with non-compliant suppliers based on performance assessments and various audits, and unfroze those meeting our standards after re-evaluation. Suppliers crossing our “red lines” of management were eliminated. We also sent thank-you letters and Glass Bottle Natural Mineral Water – Zodiac Edition products to multiple outstanding suppliers for their solid contributions to supply security in the previous year.

#### Supply Chain Quality Enhancement

Nongfu Spring rigorously manages supply chain quality. Specifically, we strictly review new and existing suppliers according to our supply quality risk management processes, ensuring safe and stable material sources. During the reporting period, we audited 80 new suppliers and 60 existing ones for supply quality. We discussed quality improvement measures with suppliers during checks and offered them training and on-site guidance, encouraging them to benchmark our existing product standards and pursue technological advancements, all aimed at jointly improving supply quality.

During the reporting period, we specifically conducted unannounced quality inspection for PET packaging, fructose syrup, and cardboard suppliers, evaluating their equipment, production processes, and environments on-site. We also provided targeted improvement suggestions based on these evaluations to enhance their quality management and strengthen our supply channel's quality control.



### PET供應商工廠飛行檢查

#### Unannounced Inspection on PET Supplier Factories

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報告期內，我們對7家PET供應商工廠進行了飛行檢查，對其集中供料發貨地磅計量管理進行檢查和確認。我們亦針對PET供應商集中供料裝料過程以及現場生產環境進行檢查和確認。

During the reporting period, we carried out unannounced inspection on 7 PET supplier factories, inspecting and confirming their centralized weighbridge management for material supply and delivery. We also checked the loading process and on-site production environments of PET suppliers.

### 果葡糖漿供應商工廠飛行檢查

#### Unannounced Inspection on Fructose Syrup Supplier Factories

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報告期內，我們對3家果葡糖漿供應商工廠開展了飛行檢查，重點考察其果葡糖漿生產與產品質量檢驗能力，並對果葡糖漿供應商的生產資質、生產硬件、管理體系等方面進行檢查與確認。

During the reporting period, we conducted unannounced inspection on 3 fructose syrup supplier factories, focusing on their fructose syrup production and product quality inspection capabilities, and verifying their production qualifications, hardware, and management systems.

### 紙箱供應商飛行檢查

#### Unannounced Inspection on Cardboard Suppliers

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報告期內，我們對35家紙箱供應商進行了飛行檢查，檢查內容包括供應商的現場生產工藝、質量檢驗措施、原材料採購及配比標準。我們針對個別供應商未報備原紙變更情況給予績效扣罰，要求其及時改進變更配方標準，並督促其將更新的標準納入日常管理工作內容。

During the reporting period, we performed unannounced inspection on 35 cardboard suppliers, examining their on-site production processes, quality inspection measures, and raw material procurement and blending standards. We penalized those who failed to report changes in raw paper, requiring them to improve and incorporate updated standards into their daily management.

農夫山泉在一級供應商質量審核基礎上，將審核範圍延伸覆蓋至主要二級供應商，參照農夫山泉質量標準定期抽查二級供應商的質量管控水平。報告期內，我們以准入審核、複審、飛行檢查三種形式重點考察了茶葉、茶坯、精製茶等茶葉類二級供應商的質量體系，並以審核結論為依據進行不同等級模式管理。此外，公司審計稽查中心、研發部門基於部門工作計劃專門開展了茶葉類供應商飛行檢查並出具審核報告，採購中心將審核結果反饋至對應供應商，並監督其對不符合項逐項整改落實，從而使供應商質量審核閉環管理更為完善。

In addition to auditing primary suppliers, Nongfu Spring extends audits to major secondary suppliers, periodically checking their quality control levels against our standards. During the reporting period, we focused on secondary suppliers of tea leaves, semi-finished tea, and refined tea, inspecting their quality systems through access audits, re-audits, and unannounced inspection. Based on the audit results, we managed them using different levels of classification. Moreover, our Audit and Inspection Center and R&D Department specifically conducted unannounced inspection on tea suppliers and issued audit reports. The Procurement Center relayed the results to them, supervising them to rectify non-conformities, thus making our supplier quality audit process more comprehensive.

## 負責任的採購

農夫山泉在進行採購活動時，秉承一貫的責任感，確保供應商遵守清廉和反腐的原則，並實施嚴格的質量控制。我們將可持續發展的觀念整合到供應鏈的運營之中，協同供應商以負責任的方式管理和利用自然資源，並致力於維護生物的多樣性。在採購過程中，我們始終以公共利益和互惠原則為指導，努力提高對環境和社會的正面影響，同時降低供應鏈風險，與供應商共同促進產業鏈的綜合發展。

## 可持續採購

農夫山泉以建設可持續供應鏈為己任，制定了《供應商健康、安全與環境政策》、《供應商行為準則》等政策制度要求，將勞動權益、環境保護、商業道德等可持續採購理念融入供應商管理流程。我們在供應商准入要求、動態評價準則、淘汰規範機制等各種考核標準中明確對供應商可持續發展表現的要求，優先選擇環境友好型和社會責任貢獻度高的供應商進行合作，並推動供應商提升在環境、人權、廉潔方面的表現，攜手打造可持續的行業生態圈。

## RESPONSIBLE PROCUREMENT

Nongfu Spring conducts its procurement activities with a consistent sense of responsibility, ensuring that suppliers adhere to the principles of cleanliness and anti-corruption, and implementing stringent quality control. We integrate the concept of sustainability into our supply chain operations, collaborate with our suppliers to manage and utilize natural resources in a responsible manner, and are committed to preserving biodiversity. In the procurement process, we are always guided by the principles of public interest and reciprocity, and strive to enhance our positive impact on the environment and society, while minimizing supply chain risks and working with our suppliers to promote the integrated development of the industrial chain.

## Sustainable Procurement

Committed to constructing a sustainable supply chain, Nongfu Spring has established policies like the *Supplier Health, Safety and Environment Policy* and the *Supplier Code of Conduct*. These policies integrate principles of labor rights, environmental protection, and business ethics into our supplier management processes. In various assessment standards such as supplier admission requirements, dynamic evaluation criteria, and elimination regulations, we have explicitly set forth requirements for suppliers' sustainable development performance. We give preference to environmentally friendly and socially responsible suppliers for cooperation and drive suppliers to enhance their practices in environment, human rights, and integrity aspects, jointly fostering a sustainable industry ecosystem.

勞動權益方面 Labor Rights and Interests

- 在合法用工基礎上，強調了供應商對其勞工管理的6大標準，包括禁止強迫勞動、禁止使用童工、杜絕歧視與騷擾、保障其員工工作條件和福利待遇、保障員工集體談判與自由結社的權利。  
Beyond legal employment practices, we emphasized six major standards for suppliers' labor management, including prohibiting forced and child labor, eliminating discrimination and harassment, ensuring employees' working conditions and benefits, and upholding their rights to collective bargaining and association.

環境保護方面 Environmental Protection

- 在合法合規的前提下，明確要求供貨商識別、控制和減輕重大環境風險，減少排放、浪費和生態破壞等負面環境影響；明確要求供貨商向農夫山泉提供必要的環境數據，要求供貨商對其產品進行生命周期分析並與農夫山泉共同開展可持續優化舉措，為建設綠色供應鏈貢獻力量。  
Under the premise of compliance and legality, it was explicitly required that suppliers shall identify, control and mitigate major environmental risks, minimize negative environmental impacts such as emissions, waste and ecological damage, provide necessary environmental data to Nongfu Spring, conduct life cycle analysis of their products and carry out sustainable optimization initiatives together with Nongfu Spring to build a green supply chain.

商業道德方面 Business Ethics

- 明確要求供應商遵守農夫山泉商業道德條款，涵蓋反腐敗、反賄賂、公平競爭與反壟斷、商業秘密保護與知識產權保護、數據隱私保護等條款。  
Suppliers were mandated to comply with Nongfu Spring's business ethics clauses, encompassing anti-corruption, anti-bribery, fair competition and anti-monopoly, trade secret and intellectual property protection, and data privacy protection.

供應商行為準則要求

Supplier Code of Conduct Requirements

我們在採購系統中長期公佈農夫山泉對於供應商健康、安全與環境的政策制度與相關文件，以確保所有供應商知悉和遵守農夫山泉的供應鏈管理方針。我們定期對供應商進行環境保護、商業道德相關主題的培訓與宣貫，並以簽訂條款、郵件提醒等形式約束和提示供應商遵守公司的可持續發展準則。截至報告期末，農夫山泉商業行為政策覆蓋供應商比率為100%，簽訂商業道德條款的供應商比率達100%。

We continuously publish Nongfu Spring's health, safety, and environmental policies and related documents in our procurement system, ensuring all suppliers are informed about and adhere to our supply chain management guidelines. Regularly, we conduct training and dissemination sessions on environmental protection and business ethics for suppliers, binding them to our sustainable development guidelines through contract terms and email reminders. As of the end of the reporting period, 100% of Nongfu Spring's suppliers were covered by our business conduct policy, and all signed business ethics clauses.

農夫山泉持續開展供應商、經銷商廉潔教育。報告期內，我們向經銷商宣導《反商業賄賂與欺詐互相監督守則》並要求其現場簽訂。我們向基建、採購類供應商發送《廉潔告知函》，提醒內外部人員保持廉潔合作、防止商業賄賂。

在優化供應鏈可持續管理的過程中，我們亦不斷強化內部採購人員的可持續採購意識。我們以《農夫山泉員工商業行為準則》為基礎，制定了《採購及業務相關人員行為守則》，適用範圍覆蓋與採購相關全員，以進一步明確採購職業操守。通過梳理和總結與供應商日常交流過程中的用語和溝通技巧，我們在內部整合形成了《採購對外溝通話術用語SOP》，從而規範採購人員與供應商往來的工作行為，提升採購綜合能力及服務意識，打造清正廉潔的供應鏈管理機制。

在推動供應鏈綠色低碳發展進程中，農夫山泉基於信息化供應商管理系統(SRM)，持續統計和監控供應商能源使用、資源使用、環境污染物排放、綠色回收等指標和績效，定期開展供應鏈環境表現分析，為優化綠色供應鏈建設提供了信息支撐。

#### 供應鏈可持續風險管理

為保證供應鏈穩定和韌性，農夫山泉將可持續發展理念納入供應商風險管理戰略，明確可持續發展風險5大評估維度，包括環境管理、廢棄物處置、技術創新與迭代、財務與合規風險以及應對突發事件的處置能力。我們對供應商進行周期性的健康度評估，並在供應商審核環節加強對ESG相關風險的識別與排查，以控制和減輕供應鏈中的潛在可持續性風險。

我們根據《供應商行為準則》制定了供應商ESG審計專項方案，計劃在基建、生產及行銷多領域重點審查供應商合規履約、廉潔誠信、反舞弊、反不正當競爭等合作行為，以確保有效規避供應鏈主要ESG風險。

Nongfu Spring actively conducts integrity education for suppliers and distributors. During the reporting period, we guided distributors on the *Anti-Bribery and Fraud Mutual Supervision Code*, requiring on-site signatures. We sent the *Letter of Information Regarding Integrity* to infrastructure and procurement suppliers, reminding everyone to maintain honest cooperation and prevent commercial bribery.

In optimizing sustainable supply chain management, we also enhance our internal procurement staff's awareness of sustainable procurement. Based on the *Code of Business Conduct for Employees of Nongfu Spring*, we formulated the *Code of Conduct for Procurement and Business Related Personnel*, which covers all procurement related personnel in the Company, to further clarify their professional ethics. We standardized procurement staff interactions with suppliers and enhanced their comprehensive capabilities and service awareness through an internally developed the *SOP for Procurement External Communication Language*, fostering a clear and transparent supply chain management mechanism.

In advancing the green, low-carbon development of the supply chain, Nongfu Spring uses an IT-based Supplier Relationship Management (SRM) system to continuously track and monitor suppliers' energy and resource usage, environmental emissions, and green recycling activities. We regularly analyze the environmental performance of the supply chain, providing informational support for optimizing green supply chain development.

#### Sustainable Supply Chain Risk Management

To ensure a stable and resilient supply chain, Nongfu Spring integrates sustainability principle into its supplier risk management strategy. We have defined 5 major assessment dimensions of sustainable development risk: environmental management, waste disposal, technological innovation and iteration, financial and compliance risks, and the ability to respond to emergencies. We conduct periodic health assessments of suppliers and intensify the identification and investigation of ESG-related risks during supplier audits, controlling and mitigating potential sustainability risks in the supply chain.

We have developed a specialized ESG audit plan for suppliers based on the Supplier Code of Conduct. The plan focuses on key areas such as infrastructure, production, and marketing to scrutinize suppliers' compliance, integrity, anti-fraud, and anti-unfair competition practices, ensuring effective avoidance of major ESG risks in the supply chain.

基建類供應商 Infrastructure Suppliers

- 我們通過過程巡查、竣工驗收及結算審計定期監控供應商履約過程的合規性，並且每季度覆核基建及工廠對供應商履約的評分。  
We regularly monitored the compliance of suppliers' contract performance through process inspections, completion acceptance, and settlement audits, and quarterly reviewed the performance ratings given by infrastructure and factory departments.

物流、包材類供應商 Logistics and Packaging Material Suppliers

- 我們重點關注供應商在合作過程中是否出現違反社會公序或違反誠信廉潔等舞弊行為。  
We focused on identifying any violations of social norms or breaches of integrity during cooperation.

行銷類供應商 Marketing Suppliers

- 我們重點檢查供應商是否通過不公平競爭以獲取商業機會，檢查供應商與公司是否存在利益衝突，以及供應商是否採取恰當措施以保證與农夫山泉相關知識產權免受不當披露、竊取或濫用等問題。  
We checked for unfair competition in gaining business opportunities, potential conflicts of interest with the Company, and appropriate measures taken by suppliers to protect intellectual property rights related to Nongfu Spring from improper disclosure, theft, or misuse.

供應商ESG審計方案  
Supplier ESG Audit Plan

為應對市場波動，原材料短缺等可能嚴重影響到企業的正常運作和持續發展的問題，我們積極推行與供應商簽署「長期合作協議」的策略，旨在構築堅固的風險防控屏障，有效應對各種潛在風險。通過長期協議，公司及供應商可以鎖定關鍵物料和服務的價格與供應量，獲得高波動市場中相對穩定的成本預期和貨源保障，保持經營的穩定性。長期協議也有助於建立互信共贏的夥伴關係，鼓勵合作夥伴投入資源進行產能規劃和儲備，提升合作夥伴的抗風險能力，並提升質量控制及服務標準，按時按質按量滿足供應需求，降低因供應鏈中斷或其他問題導致的業務風險。

In order to cope with market fluctuations, raw material shortages and other issues that may seriously affect the normal operation and sustainable development of the enterprise, we have actively implemented the strategy of signing long-term cooperation agreements with our suppliers, with the aim of constructing a solid risk prevention and control barrier to effectively cope with a variety of potential risks. Through long-term agreements, the Company and its suppliers can lock in the prices and supply quantities of key materials and services, obtain relatively stable cost expectations and security of supply in a highly volatile market, and maintain operational stability. Long-term agreements also help to establish a win-win partnership with mutual trust, encourage partners to invest resources in capacity planning and reserves, enhance partners' risk-resistant ability, and improve quality control and service standards to meet supply needs on time, in quality and quantity, and reduce business risks due to supply chain disruptions or other issues.

我們在日常巡檢、考察過程中，對發現的供應風險點及時予以指出，制定針對性改進和保障方案，致力於提升供應鏈穩定性和可持續性。我們針對識別出的原材料採購不穩定、航運中斷風險，採取了一系列動態採購策略，包括積極開發國內本地化供應商和提前制定運輸備案，從而提升公司應對供應鏈不確定風險因素的能力，保障供應鏈長期安全暢通。

During routine inspections and evaluations, we promptly identify and address supply risk points, and develop targeted improvement and protection plans to enhance the stability and sustainability of the supply chain. To address identified risks such as unstable raw material procurement and shipping disruptions, we have implemented dynamic procurement strategies, including developing domestic suppliers and preparing transportation contingency plans, enhancing our ability to manage supply chain uncertainties and ensuring long-term supply chain security.

### 供應鏈風險應對方案 Supply Chain Risk Response Plan

報告期內，我們主要識別出的外部新興風險包括地緣政治衝突與世界經濟貿易摩擦，針對這些風險可能導致的原材料、設備採購及運輸成本上升或禁止進口，公司採購中心加強對原料採購行情的及時追蹤和基本面研究，制定了動態採購策略。

During the reporting period, we identified emerging external risks such as geopolitical conflicts and global economic trade frictions. In response to potential increases in raw material and equipment procurement and transportation costs or import bans, our procurement center intensified tracking of raw material market trends and developed dynamic purchasing strategies.

我們密切關注國際運輸形勢和航運動態，提前儲備各種替代運輸方案，結合到貨時間要求合理安排運輸方式及發運計劃。我們定期跟進供應商生產線設備的製造和交付進度，幫助和協調其提前海運訂艙和發運以實現提前交貨，降低運輸風險，確保供應商按項目進度到貨。

We closely monitor international transportation situations and shipping dynamics, proactively reserve alternative transportation solutions, and arrange shipping schedules based on material arrival time requirements. We regularly follow up on the manufacturing and delivery progress of suppliers' production line equipment, and facilitate and coordinate advance shipping bookings and shipments to achieve early delivery, thus reducing transportation risks, and ensuring timely arrival of supplies.

對於ESG風險較高的供貨商，我們會暫停與其合作，並予以重點溝通和幫扶提升，監督供貨商落實整改並進行自我檢查。供貨商排查ESG風險後由採購中心複審，若仍不達標則按淘汰處理，若審核達標則按降級管理，進行價值跟蹤與管理提升。

For suppliers with high ESG risks, we temporarily suspend cooperation, make communication with and give support to them for improvement, and monitor their implementation of corrective measures and self-inspections. Suppliers are re-evaluated by the Procurement Center after addressing ESG risks. If they still fail to meet standards, they are eliminated; otherwise, they are managed with downgraded status with their value and management improvement tracked.

與此同時，農夫山泉履行推動行業綠色發展的責任，長期與政府、科研院所、上下游企業開展合作交流，結合自身資源與優勢，通過開展宣傳培訓、搭建回收渠道等方式，發揮自身作為中國包裝飲用水及飲料的龍頭企業的引導作用。基於良好的可持續供應鏈管理，農夫山泉在2021年被評選為「國家綠色供應鏈管理企業」。報告期內，貴州武陵山工廠被評「省級綠色供應鏈管理企業」。隨著可持續發展理念的深入貫徹，我們進一步推動供應鏈的綠色化、智能化和可持續化發展，以實現經濟效益、社會效益與環境效益的統一。

Meanwhile, Nongfu Spring, as a leader in China's packaged drinking water and beverage industry, plays a guiding role in promoting green industry development. We collaborate with government agencies, research institutes, and upstream and downstream enterprises, and leverage our resources and strengths to conduct promotional training, establish recycling channels, and guide the industry. With our effective sustainable supply chain management, Nongfu Spring was named a "National Green Supply Chain Management Enterprise" in 2021, and our Guizhou Wuling Mountain Factory was recognized as a "Provincial Green Supply Chain Management Enterprise" during the reporting period. With the in-depth implementation of the concept of sustainable development, we further promote the green, intelligent and sustainable development of the supply chain in order to realize the unity of economic, social and environmental benefits.

## 附錄一 法律規例制度一覽

### APPENDIX I: LIST OF LAWS AND REGULATIONS

#### 法律法規

#### Laws and Regulations

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《中華人民共和國民法典》	Civil Code of the People's Republic of China
《中華人民共和國公司法》	Company Law of the People's Republic of China
《中華人民共和國反壟斷法》	Anti-Monopoly Law of the People's Republic of China
《中華人民共和國反不正當競爭法》	Anti-Unfair Competition Law of the People's Republic of China
《中華人民共和國食品安全法》	Food Safety Law of the People's Republic of China
《中華人民共和國廣告法》	Advertising Law of the People's Republic of China
《中華人民共和國網絡安全法》	Cybersecurity Law of the People's Republic of China
《中華人民共和國個人信息保護法》	Personal Information Protection Law of the People's Republic of China
《中華人民共和國專利法》	Patent Law of the People's Republic of China
《中華人民共和國商標法》	Trademark Law of the People's Republic of China
《中華人民共和國著作權法》	Copyright Law of the People's Republic of China
《中華人民共和國勞動法》	Labor Law of the People's Republic of China
《中華人民共和國勞動合同法》	Labor Contract Law of the People's Republic of China
《中華人民共和國社會保險法》	Social Insurance Law of the People's Republic of China
《中華人民共和國安全生產法》	Work Safety Law of the People's Republic of China
《中華人民共和國職業病防治法》	Law of Prevention and Control of Occupational Diseases of the People's Republic of China
《中華人民共和國環境保護法》	Environmental Protection Law of the People's Republic of China
《中華人民共和國環境影響評價法》	Environmental Impact Assessment Law of the People's Republic of China
《中華人民共和國水法》	Water Law of the People's Republic of China
《中華人民共和國大氣污染防治法》	Air Pollution Prevention and Control Law of the People's Republic of China
《中華人民共和國水污染防治法》	Water Pollution Prevention and Control Law of the People's Republic of China

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法律法規

Laws and Regulations

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《中華人民共和國環境噪聲污染防治法》  
Environmental Noise Pollution Prevention and Control Law of the People's Republic of China

《中華人民共和國固體廢物污染環境防治法》  
Environmental Prevention and Control Law of Solid Waste Pollution of the People's Republic of China

《中華人民共和國礦產資源法》  
Mineral Resources Law of the People's Republic of China

《中華人民共和國資源稅法》  
Resource Tax Law of the People's Republic of China

《中華人民共和國食品安全法實施條例》  
Regulations on the Implementation of the Food Safety Law of the People's Republic of China

《中華人民共和國植物新品種保護條例》  
Regulations on the Protection of New Varieties of Plants of the People's Republic of China

《工傷保險條例》  
Regulations on Work Injury Insurance

《建設項目環境保護管理條例》  
Regulations on the Administration of Environmental Protection of Construction Projects

《取水許可和水資源費徵收管理條例》  
Regulations on Water Abstraction Permits and Water Resources Fee Collection

《食品召回管理辦法》  
Food Recall Management Measures

《生產安全事故應急預案管理辦法》  
Measures for the Management of Production Safety Accident Emergency Plans

《建設項目竣工環境保護驗收管理辦法》  
Measures for the Administration of Environmental Protection Acceptance of Completed Construction Projects

《取水許可管理辦法》  
Measures for the Administration of Water Abstraction Permits

上市規則附錄C2《環境、社會及管治報告指引》  
Appendix C2 "Guidelines on Environmental, Social and Governance Reporting" to the listing rules of the Hong Kong Stock Exchange

《GRI標準2021版》  
GRI Standards 2021

ISO 17025《實驗室質量管理體系》  
ISO 17025 Laboratory Quality Management System

ISO 14001《環境管理體系》  
ISO 14001 Environmental Management System

ISO 50001《能源管理體系》  
ISO 50001 Energy Management System

ISO 45001《職業健康安全管理体系》  
ISO 45001 Occupational Health and Safety Management System

ISO 9001《質量管理體系》  
ISO 9001 Quality Management System

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法律法規

**Laws and Regulations**

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ISO 22000《食品安全管理體系》

ISO 22000 Food Safety Management System

GB-7718《食品安全國家標準預包裝食品標籤通則》

GB-7718 National Standards for Food Safety General Principles for Labelling of Prepackaged Food

GB/T 29490-2013《企業知識產權管理規範》

GB/T 29490-2013 Enterprise Intellectual Property Management

《企業落實食品安全主體責任監督管理規定》

Enterprises implement the regulations on the supervision and management of the main responsibilities of food safety

《禁止使用童工規定》

Regulations on the Prohibition of Child Labor

《中華人民共和國礦產資源法實施細則》

Rules for the Implementation of the Mineral Resources Law of the People's Republic of China

《關於進一步加強塑料污染治理的意見》

Opinions on Further Strengthening Plastic Pollution Control

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## 附錄二 香港聯交所環境、社會及管治報告指引內容索引

### APPENDIX II: HKEX ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs	披露章節 Comply or Explain Provisions
<b>A. 環境</b> <b>A. Environmental</b>	
<b>層面A1</b> <b>Aspect A1</b>	
<b>排放物</b> <b>Emissions</b>	
一般披露	可持續的生態－環境管理
有關廢氣及溫室氣體排放、向水及土地的排污、有害及無 害廢棄物的產生等的： (a) 政策；及 (b) 遵守對我們有重大影響的相關法律及規例的資料。	
註： 廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規 管的污染物。 溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化合物、全 氟化碳及六氟化硫。 有害廢棄物指國家規例所界定者。	
General Disclosure	Sustainable Ecology – Environmental Management
Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	
Note: Air emissions include NO <sub>x</sub> , SO <sub>x</sub> , and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.	
關鍵績效指標A1.1	附錄五－重點可持續發展 指標數據
排放物種類及相關排放數據。	
KPI A1.1	Appendix V: Key Sustainable Development Indicators
The types of emissions and respective emissions data.	
關鍵績效指標A1.2	附錄五－重點可持續發展 指標數據
直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計 算)及(如適用)密度(如以每產量單位、每項設施計算)。	
KPI A1.2	Appendix V: Key Sustainable Development Indicators
Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tons) and where appropriate, intensity (e.g. per unit of production volume, per facility).	
關鍵績效指標A1.3	附錄五－重點可持續發展 指標數據
所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以 每產量單位、每項設施計算)。	
KPI A1.3	Appendix V: Key Sustainable Development Indicators
Total hazardous waste produced (in tons) and where appropriate, intensity (e.g. per unit of production volume, per facility).	
關鍵績效指標A1.4	附錄五－重點可持續發展 指標數據
所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以 每產量單位、每項設施計算)。	
KPI A1.4	Appendix V: Key Sustainable Development Indicators
Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	
關鍵績效指標A1.5	可持續的生態－環境管理 可持續的生態－應對氣候變化
描述所訂立的排放量目標及為達到這些目標所採取的步驟	
KPI A1.5	Sustainable Ecology – Environmental Management Sustainable Ecology – Tackling Climate Change
Description of emissions target(s) set and steps taken to achieve them.	

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
關鍵績效指標A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	可持續的生態－環境管理 可持續的生態－包裝材料及廢棄循環
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Sustainable Ecology – Environmental Management Sustainable Ecology – Packaging Materials and Waste Recycling
<b>層面A2</b> <b>Aspect A2</b> 一般披露	<b>資源使用</b> <b>Use of Resources</b> 有效使用資源(包括能源、水及其他原材料)的政策。	可持續的生態－環境管理
General Disclosure	註：資源可用於生產、儲存、運輸、樓宇、電子設備等。 Policies on the efficient use of resources, including energy, water and other raw materials.	Sustainable Ecology – Environmental Management
	<i>Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.</i>	
關鍵績效指標A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	附錄五－重點可持續發展指標數據
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Appendix V: Key Sustainable Development Indicators
關鍵績效指標A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。	附錄五－重點可持續發展指標數據
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix V: Key Sustainable Development Indicators
關鍵績效指標A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	可持續的生態－環境管理 可持續的生態－應對氣候變化
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Sustainable Ecology – Environmental Management Sustainable Ecology – Tackling Climate Change
關鍵績效指標A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	附錄五－重點可持續發展指標數據 可持續的生態－可持續用水
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Appendix V: Key Sustainable Development Indicators Sustainable Ecology – Sustainable Water Use
關鍵績效指標A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。	附錄五－重點可持續發展指標數據
KPI A2.5	Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	Appendix V: Key Sustainable Development Indicators

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
<b>層面A3</b> <b>Aspect A3</b>	<b>環境及天然資源</b> <b>The Environment and Natural Resources</b>	
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimizing the issuer's significant impacts on the environment and natural resources.	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
關鍵績效指標A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
<b>層面A4</b> <b>Aspect A4</b>	<b>氣候變化</b> <b>Climate Change</b>	
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	可持續的生態－應對氣候變化 Sustainable Ecology – Tackling Climate Change
關鍵績效指標A4.1 KPI A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	可持續的生態－應對氣候變化 Sustainable Ecology – Tackling Climate Change

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
<b>B. 社會</b>		
<b>B. Social</b>		
<b>層面B1</b>		
<b>Aspect B1</b>		
一般披露	<b>僱傭</b> <b>Employment and Labour Practices</b> 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 對我們有重大影響的相關法律及規例的資料。	附錄五－重點可持續發展 指標數據 成長的助力－權益保障
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Appendix V: Key Sustainable Development Indicators Employee Engagement – Rights and Benefits Protection
關鍵績效指標B1.1	按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。	附錄五－重點可持續發展 指標數據
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Appendix V: Key Sustainable Development Indicators
關鍵績效指標B1.2	按性別、年齡組別及地區劃分的僱員流失比率。	附錄五－重點可持續發展 指標數據
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix V: Key Sustainable Development Indicators
<b>層面B2</b>		
<b>Aspect B2</b>		
一般披露	<b>健康與安全</b> <b>Health and Safety</b> 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對我們有重大影響的相關法律及規例的資料。	成長的助力－關愛與健康
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Employee Engagement – Care and Health
關鍵績效指標B2.1	過去三年(包括彙報年度)每年因工亡故的人數及比率。	附錄五－重點可持續發展 指標數據
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Appendix V: Key Sustainable Development Indicators

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
關鍵績效指標B2.2	因工傷損失工作日數。	附錄五－重點可持續發展 指標數據
KPI B2.2	Lost days due to work injury.	Appendix V: Key Sustainable Development Indicators
關鍵績效指標B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。	成長的助力－關愛與健康
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Employee Engagement – Care and Health
<b>層面B3</b> <b>Aspect B3</b>	<b>發展及培訓</b> <b>Development and Training</b>	
一般披露	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	成長的助力－培訓與發展
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Employee Engagement – Training and Development
	<i>註：培訓指職業培訓，可包括由僱主付費的內外部課程。 Note: Training refers to vocational training. It may include internal and external courses paid by the employer.</i>	
關鍵績效指標B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。	附錄五－重點可持續發展 指標數據
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix V: Key Sustainable Development Indicators
關鍵績效指標B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	附錄五－重點可持續發展 指標數據
KPI B3.2	The average training hours completed per employee by gender and employee category.	Appendix V: Key Sustainable Development Indicators

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
<b>層面B4</b> <b>Aspect B4</b>	<b>勞工準則</b> <b>Labour Standards</b>	
一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對我們有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
關鍵績效指標B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labor.	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
關鍵績效指標B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
<b>層面B5</b> <b>Aspect B5</b>	<b>供應鏈管理</b> <b>Supply Chain Management</b>	
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	堅實的合作－供應商管理 Solid Cooperation – Supplier Management
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	附錄五－重點可持續發展 指標數據 Appendix V: Key Sustainable Development Indicators
關鍵績效指標B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	堅實的合作－供應商管理 Solid Cooperation – Supplier Management
關鍵績效指標B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	堅實的合作－負責任的採購 Solid Cooperation – Responsible Procurement
關鍵績效指標B5.4 KPI B5.4	描述在揀選供應商時促進多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	堅實的合作－負責任的採購 Solid Cooperation – Responsible Procurement

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
<b>層面B6</b> <b>Aspect B6</b>	<b>產品責任</b> <b>Product Responsibility</b>	
一般披露	有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的：	健康的保障－安全與質量
General Disclosure	(a) 政策；及 (b) 遵守對我們有重大影響的相關法律及規例的資料。	Health Protection – Safety and Quality
關鍵績效指標B6.1	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	健康的保障－安全與質量
KPI B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。	健康的保障－安全與質量
關鍵績效指標B6.2	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	健康的保障－安全與質量 附錄五－重點可持續發展 指標數據
KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法。	健康的保障－安全與質量 Appendix V: Key Sustainable Development Indicators
關鍵績效指標B6.3	Number of products and service related complaints received and how they are dealt with.	健康的保障－研發與創新
KPI B6.3	描述與維護及保障知識產權有關的慣例。	健康的保障－安全與質量
關鍵績效指標B6.4	Description of practices relating to observing and protecting intellectual property rights.	健康的保障－責任與服務
KPI B6.4	描述質量檢定過程及產品回收程序。	健康的保障－安全與質量
關鍵績效指標B6.5	Description of quality assurance process and recall procedures.	健康的保障－責任與服務
KPI B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法。	健康的保障－責任與服務
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	健康的保障－責任與服務



主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露章節 Comply or Explain Provisions
<b>層面B7</b> <b>Aspect B7</b>	<b>反貪污</b> <b>Anti-corruption</b>	
一般披露	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對我們有重大影響的相關法律及規例的資料。	穩健的治理－清正廉潔
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	Robust Governance – Integrity and Honesty
關鍵績效指標B7.1	於彙報期內對我們或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	穩健的治理－清正廉潔
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Robust Governance – Integrity and Honesty
關鍵績效指標B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。	穩健的治理－清正廉潔
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Robust Governance – Integrity and Honesty
關鍵績效指標B7.3	描述向董事及員工提供的反貪污培訓。	穩健的治理－清正廉潔
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Robust Governance – Integrity and Honesty
<b>層面B8</b> <b>Aspect B8</b>	<b>社區投資</b> <b>Community Investment</b>	
一般披露	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	價值的傳遞－鄉村振興 價值的傳遞－企業公民
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Passing on Values – Rural Revitalization Passing on Values – Corporate Citizenship
關鍵績效指標B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	價值的傳遞－鄉村振興 價值的傳遞－企業公民
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	Passing on Values – Rural Revitalization Passing on Values – Corporate Citizenship
關鍵績效指標B8.2	在專注範疇所動用資源(如金錢或時間)。	附錄五－重點可持續發展 指標數據
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Appendix V: Key Sustainable Development Indicators

## 附錄三 聯合國可持續發展目標(SDGs)索引

# APPENDIX III: SUSTAINABLE DEVELOPMENT GOALS (SDGs) GUIDE

聯合國可持續發展目標(SDGs) Sustainable Development Goals (SDGs)	披露章節 Disclosure chapter
 <p>1 無貧窮 NO POVERTY</p>	價值的傳遞 Passing on Values
 <p>3 良好健康與福祉 GOOD HEALTH AND WELL-BEING</p>	健康的保障 成長的助力 Health Protection Employee Engagement
 <p>4 優質教育 QUALITY EDUCATION</p>	成長的助力 價值的傳遞 Employee Engagement Passing on Values
 <p>5 性別平等 GENDER EQUALITY</p>	成長的助力 Employee Engagement
 <p>6 清潔飲水和衛生設施 CLEAN WATER AND SANITATION</p>	價值的傳遞 健康的保障 可持續的生態 Passing on Values Health Protection Sustainable Ecology
 <p>7 經濟適用的清潔能源 AFFORDABLE AND CLEAN ENERGY</p>	可持續的生態 Sustainable Ecology
 <p>8 體面工作和經濟增長 DECENT WORK AND ECONOMIC GROWTH</p>	價值的傳遞 成長的助力 堅實的合作 Passing on Values Employee Engagement Solid Cooperation
 <p>9 產業、創新和基礎設施 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	價值的傳遞 可持續的生態 Passing on Values Sustainable Ecology

聯合國可持續發展目標(SDGs)

Sustainable Development Goals (SDGs)

披露章節

Disclosure chapter



價值的傳遞  
成長的助力  
Passing on Values  
Employee Engagement



健康的保障  
可持續的生態  
堅實的合作  
Health Protection  
Sustainable Ecology  
Solid Cooperation



可持續的生態  
Sustainable Ecology



可持續的生態  
Sustainable Ecology



可持續發展概覽  
穩健的治理  
Sustainable Development Overview  
Robust Governance



堅實的合作  
Solid Cooperation

# 附錄四 GRI準則索引

## APPENDIX IV: GRI STANDARDS GUIDE

指標 Disclosure Item	披露章節 Disclosure chapter
<b>GRI 1：基礎</b>	
<b>GRI 1: Foundation</b>	
<b>GRI 2：一般披露</b>	
<b>GRI 2: General Disclosures</b>	
2-1 組織詳細情況 Organizational details	關於本報告 About this Report
2-2 納入組織可持續性報告的實體 Entities included in the organization's sustainability reporting	關於本報告 About this Report
2-3 報告期、報告頻率和聯繫人 Reporting period, frequency and contact point	關於本報告 About this Report
2-4 信息重述 Restatements of information	關於本報告 About this Report
2-5 外部鑒證 External assurance	關於本報告 About this Report
2-6 活動、價值鏈和其他業務關係 Activities, value chain and other business relationships	走進農夫山泉 About Nongfu Spring
2-7 員工 Employees	成長的助力 Employee Engagement
2-8 員工之外的工作者 Workers who are not employees	堅實的合作－供應商管理 Solid Cooperation – Supplier Management
2-9 管治構架和組成 Governance structure and composition	可持續發展概覽－ESG治理架構 Sustainable Development Overview – ESG Governance Structure
2-12 在管理影響方面，最高管治機構的監督作用 Role of the highest governance body in overseeing the management of impacts	可持續發展概覽－ESG管理體系 Sustainable Development Overview – ESG Governance Structure
2-13 為管理影響的責任授權 Delegation of responsibility for managing impacts	可持續發展概覽－ESG治理架構 Sustainable Development Overview – ESG Governance Structure
2-14 最高管治機構在可持續性報告中的作用 Role of the highest governance body in sustainability reporting	可持續發展概覽－ESG治理架構 Sustainable Development Overview – ESG Governance Structure
2-16 重要關切問題的溝通 Communication of critical concerns	可持續發展概覽－重大性議題 Sustainable Development Overview – Materiality Issues
2-18 對最高管治架構的績效評價 Evaluation of the performance of the highest governance body	可持續發展概覽－ESG治理架構 Sustainable Development Overview – ESG Governance Structure
2-22 關於可持續發展的戰略聲明 Statement on sustainable development strategy	可持續發展承諾 Sustainable Development Commitment
2-23 政策承諾 Policy commitments	可持續發展承諾 Sustainable Development Commitment
2-25 彌補負面影響的程序 Processes to remediate negative impacts	穩健的治理－風險管理 Robust Governance – Risk Management
2-26 尋求建議和提出關切的機制 Mechanisms for seeking advice and raising concerns	穩健的治理－風險管理 Robust Governance – Risk Management
2-27 遵守法律法規 Compliance with laws and regulations	可持續發展承諾 Sustainable Development Commitment
2-28 協會的成員資格 Membership associations	可持續發展承諾 Sustainable Development Commitment
2-29 利益相關者參與的方法 Approach to stakeholder engagement	可持續發展概覽－重大性議題 Sustainable Development Overview – Materiality Issues

指標 Disclosure Item	披露章節 Disclosure chapter
<b>GRI 3：實質性議題</b>	
<b>GRI 3: Material Topics</b>	
3-1 確定實質性議題的過程 Process to determine material topics	可持續發展概覽－重大性議題 Sustainable Development Overview – Materiality Issues
3-2 實質性議題清單 List of material topics	可持續發展概覽－重大性議題 Sustainable Development Overview – Materiality Issues
<b>GRI 201：經濟績效</b>	
<b>GRI 201: Economic Performance</b>	
管理方法披露 Organizational profile	請參考2023年年報 Please refer to the 2023 Annual Report
201-1 直接產生和分配的經濟價值 Direct economic value generated and distributed	請參考2023年年報 Please refer to the 2023 Annual Report
201-2 氣候變化所帶來的財務影響以及其他風險和機遇 Financial implications and other risks and opportunities due to climate change	可持續的生態－應對氣候變化 Sustainable Ecology – Tackling Climate Change
201-3 固定福利計劃義務和其他退休計劃 Defined benefit plan obligations and other retirement plans	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
<b>GRI 203：間接經濟影響</b>	
<b>GRI 203: Indirect Economic Impact</b>	
管理方法披露 Organizational profile	價值的傳遞 可持續的生態－應對氣候變化 Passing on Values Sustainable Ecology – Tackling Climate Change
203-1 基礎設施投資和支持性服務 Infrastructure investments and services supported	價值的傳遞 可持續的生態－環境管理 Passing on Values Sustainable Ecology – Environmental Management
203-2 重大間接經濟影響 Significant indirect economic impacts	價值的傳遞 可持續的生態－應對氣候變化 Passing on Values Sustainable Ecology – Tackling Climate Change
<b>GRI 204：採購行為實踐</b>	
<b>GRI 204: Procurement Practices</b>	
管理方法披露 Organizational profile	堅實的合作－供應商管理 Solid Cooperation – Supplier Management
204-1 向當地供應商採購的支出比例 Proportion of spending on local suppliers	堅實的合作－供應商管理 Solid Cooperation – Supplier Management
<b>GRI 205：反腐敗</b>	
<b>GRI 205: Anti-corruption</b>	
管理方法披露 Organizational profile	穩健的治理－清正廉潔 Robust Governance – Integrity and Honesty
205-2 反腐敗政策和程序的傳達及培訓 Communication and training about anti-corruption policies and procedures	穩健的治理－清正廉潔 Robust Governance – Integrity and Honesty
205-3 經確認的腐敗事件和採取的行動 Confirmed incidents of corruption and actions taken	穩健的治理－清正廉潔 Robust Governance – Integrity and Honesty

指標 Disclosure Item	披露章節 Disclosure chapter
<b>GRI 302：能源</b> <b>GRI 302: Energy</b>	
管理方法披露 Organizational profile	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
302-1 組織內部的能源消耗 Energy consumption within the organization	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
302-2 組織外部的能源消耗 Energy consumption outside of the organization	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
302-3 能源密度 Energy intensity	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
302-4 減少能源消耗量 Reduction of energy consumption	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
302-5 降低產品和服務的能源需求 Reductions in energy requirements of products and services	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
<b>GRI 303：水資源與污水</b> <b>GRI 303: Water and Effluents</b>	
303-1 組織與水作為共有資源的相互影響 Interactions with water as a shared Resource	可持續的生態－可持續用水 Sustainable Ecology – Sustainable Water Use
303-2 管理與排水相關的影響 Management of water discharge-related impacts	可持續的生態－可持續用水 Sustainable Ecology – Sustainable Water Use
303-3 取水 Water withdrawal	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
303-4 排水 Water discharge	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
303-5 耗水 Water consumption	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
<b>GRI 305：排放</b> <b>GRI 305: Emissions</b>	
管理方法披露 Organizational profile	可持續的生態－環境管理 可持續的生態－應對氣候變化 Sustainable Ecology – Environmental Management
305-1 直接(範疇1)溫室氣體排放 Direct (Scope 1) GHG emissions	Sustainable Ecology – Tackling Climate Change 附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
305-2 能源間接(範疇2)溫室氣體排放 Energy indirect/Scope 2 GHG emissions	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
305-4 溫室氣體排放強度 GHG emissions intensity	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
305-7 氮氧化物(NO <sub>x</sub> )、硫氧化物(SO <sub>x</sub> )和其他重大氣體排放 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators

指標 Disclosure Item	披露章節 Disclosure chapter
<b>GRI 306 : 廢棄物</b> <b>GRI 306: Waste</b> 管理方法披露 Organizational profile	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
306-1 廢棄物的產生及廢棄物相關重大影響 Waste generation and significant waste-related impacts	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
306-2 廢棄物相關重大影響的管理 Management of significant waste-related impacts	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
306-3 產生的廢棄物 Waste generated	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
306-4 從處置中轉移的廢棄物 Waste diverted from disposal	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
306-5 進入處置的廢棄物 Waste directed to disposal	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
<b>GRI 307 : 環境合規</b> <b>GRI 307: Environmental Compliance</b> 管理方法披露 Organizational profile	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
307-1 違反環境法律法規 Non-compliance with environmental laws and regulations	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
<b>GRI 401 : 僱傭</b> <b>GRI 401: Employment</b> 管理方法披露 Organizational profile	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
401-1 新進員工和員工流動率 New employee hires and employee turnover	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
<b>GRI 403 : 職業健康與安全</b> <b>GRI 403: Occupational Health and Safety</b> 管理方法披露 Organizational profile	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-1 職業健康安全管理体系 Occupational health and safety management system	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-2 危害識別、風險評估和事故調查 Hazard identification, risk assessment, and incident investigation	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-3 職業健康服務 Occupational health services	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-4 職業健康安全事務：工作者的參與、意見徵詢和溝通 Worker participation, consultation, and communication on occupational health and safety	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-5 工作者職業健康安全培訓 Worker training on occupational health and safety	成長的助力－關愛與健康 Employee Engagement – Care and Health

指標 Disclosure Item	披露章節 Disclosure chapter
403-6 促進工作者健康 Promotion of worker health	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-7 預防和減緩與業務關係直接相關的職業健康安全影響 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-8 職業健康安全體系適用的工作者 Workers covered by an occupational health and safety management system	成長的助力－關愛與健康 Employee Engagement – Care and Health
403-9 工傷 Work-related injuries	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
<b>GRI 404：培訓與教育</b> <b>GRI 404: Training and Education</b> 管理方法披露 Organizational profile	成長的助力－培訓與發展 Employee Engagement-Training and Development
404-1 每名員工每年接收培訓的平均小時數 Average hours of training per year per employee	附錄五－重點可持續發展指標數據 Appendix V: Key Sustainable Development Indicators
404-2 員工技能提升方案和過渡協助方案 Programs for upgrading employee skills and transition assistance programs	成長的助力－培訓與發展 Employee Engagement – Training and Development
<b>GRI 405：員工多元化與平等機會</b> <b>GRI 405: Diversity and Equal Opportunity</b> 管理方法披露 Organizational profile	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
405-1 管治結構與員工的多元化 Diversity of governance bodies and employees	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
<b>GRI 413：當地社區</b> <b>GRI 413: Local Communities</b> 管理方法披露 Organizational profile	價值的傳遞 Passing on Values
413-2 對當地社區有實際或潛在重大負面影響的運營點 Operations with significant actual and potential negative impacts on local communities	價值的傳遞 Passing on Values
<b>GRI 416：客戶健康與安全</b> <b>GRI 416: Customer Health and Safety</b> 管理方法披露 Organizational profile	健康的保障－責任與服務 Health Protection – Responsibility and Services
416-1 評估產品和服務類別的健康與安全影響 Assessment of the health and safety impacts of product and service categories	健康的保障－責任與服務 Health Protection – Responsibility and Services
416-2 涉及產品和服務的健康與安全影響的違規事件 Incidents of non-compliance concerning the health and safety impacts of products and services	健康的保障－責任與服務 Health Protection – Responsibility and Services



## 附錄五 重點可持續發展指標數據

# APPENDIX V: KEY SUSTAINABLE DEVELOPMENT INDICATORS

環境類績效指標列表

List of environmental performance indicators

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023	
<b>能源消耗</b>					
<b>Energy consumption</b>					
外購電力消耗，其中 Consumption of purchased electricity,	外購電力總量 Total amount of purchased electricity	百萬瓦時 Million watt-hours	1,071,083	1,169,080	1,447,152
其中 among which	水電消耗 Consumption of water and electricity	百萬瓦時 Million watt-hours	100,369	110,618	145,147
太陽能耗用 Solar		百萬瓦時 Million watt-hours	2,005	1,304	9,268
外購蒸汽 Purchased steam		噸 Ton	65,960	85,926	61,720
柴油耗用 Diesel		噸 Ton	407	345	470
汽油耗用 Gasoline		噸 Ton	116	112	90
燃煤耗用 Coal		噸 Ton	16,309	8,036	0
天然氣耗用 Natural gas		標準立方米 Standard cubic meters	42,217,792	54,648,244	79,623,717
生物質耗用 Biomass		噸 Ton	2,726	2,650	2,229
<b>綜合能耗</b>					
<b>Comprehensive energy consumption</b>					
綜合能耗(直接) Comprehensive energy consumption (direct)		噸標準煤 Ton of standard coal	75,068	83,181	108,226
綜合能耗(間接) Comprehensive energy consumption (indirect)		噸標準煤 Ton of standard coal	150,438	165,538	202,653
綜合能耗總量 Total comprehensive energy consumption		噸標準煤 Ton of standard coal	225,506	248,719	310,879
綜合能耗強度 Comprehensive energy consumption intensity		噸標準煤/噸合格產品量 Ton of standard coal/ton of qualified product output	0.0118	0.0117	0.0123 <sup>2</sup>

<sup>2</sup> 2023年農夫山泉綜合能耗強度提升主要因為2023年公司產品結構變化，飲料產品佔比較2022年擴大，而飲料產品生產能耗顯著高於飲用水產品，故造成綜合能耗強度上升。  
The main reason for the increase in comprehensive energy consumption intensity in 2023 is the change in product structure in 2023. The proportion of beverage products has expanded compared to 2022, and the production energy consumption of beverage products is significantly higher than that of drinking water products, resulting in an increase in comprehensive energy consumption intensity.

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>溫室氣體</b>				
<b>Greenhouse Gas</b>				
範疇一溫室氣體排放 Scope I greenhouse gas emissions	二氧化碳當量一噸 Ton of carbon dioxide equivalent	134,006	139,820	173,879
範疇二溫室氣體排放 Scope II greenhouse gas emissions	二氧化碳當量一噸 Ton of carbon dioxide equivalent	709,027	776,847	927,692
溫室氣體排放總量 Total greenhouse gas emissions	二氧化碳當量一噸 Ton of carbon dioxide equivalent	843,033	916,667	1,101,571
單位產量溫室氣體排放 Greenhouse gas emissions per unit of output	噸二氧化碳當量／噸合格產品產量 Ton of carbon dioxide equivalent/ton of qualified product output	0.0442	0.0431	0.0436
<b>水資源</b>				
<b>Water Source</b>				
自來水／市政用水取水量 <sup>3</sup> Tap water/municipal water withdrawal <sup>3</sup>	噸 Ton	540,962	633,406	679,505
自然水體取水量 Natural water withdrawal	噸 Ton	34,676,175	38,991,506	45,535,690
總取水量 Total water withdrawal	噸 Ton	35,217,137	39,624,912	46,215,195
水回用量 Water reused	噸 Ton	2,674,023	4,522,400	4,684,141
用水強度 Water intensity	噸取水量／噸合格產品產量 Ton of water withdrawal/ton of qualified product output	1.84	1.86	1.83

<sup>3</sup> 市政用水主要用於果業工廠及總部園區辦公。  
Municipal water is used mainly for fruit factories and headquarters operations.

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>包裝材料</b>				
<b>Packaging materials</b>				
塑料類 Plastic	噸 Ton	813,187	939,755	937,559
紙類 Paper	噸 Ton	209,138	212,950	242,369
玻璃類 Glass	噸 Ton	569	381	195
金屬類 Metal	噸 Ton	350	311	225
其他類 Others	噸 Ton	2,776	3,061	8,563
包裝材料使用總量 Total use of packaging materials	噸 Ton	1,026,019	1,156,459	1,188,910
單位產量包裝材料使用量 Use of packaging materials per unit output	噸/噸合格產品質量 Ton of packaging materials used/Ton of qualified product output	0.0538	0.0544	0.0470
<b>廢氣</b>				
<b>Exhaust emissions</b>				
廢氣排放總量 Total exhaust emissions	立方米 Cubic meter	724,041,154	878,318,755	1,157,844,758
二氧化硫排放量 Sulfur dioxide emissions	噸 Ton	21	10	12
氮氧化物排放量 Nitrogen oxides emissions	噸 Ton	51	52	65
非甲烷總烴排放量 Total non-methane hydrocarbon emissions	噸 Ton	110	108	146

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>廢水</b>				
<b>Wastewater discharge</b>				
廢水排放總量	噸	4,265,231	5,775,731	8,119,377
Total wastewater emissions	Ton			
COD排放量	噸	323	480	786
COD emissions	Ton			
氨氮排放量	噸	7	10	15
Ammonia nitrogen emissions	Ton			
<b>廢棄物</b>				
<b>Waste disposal</b>				
有害廢棄物轉移量	噸	424	449	599
Hazardous waste transferred	Ton			
單位產量有害廢棄物轉移量	千克/噸合格產品產量	0.0222	0.0211	0.0237
Quantity of hazardous waste transferred per unit of output	Kilogram/ton of qualified product output			
無害廢棄物清運量(不可回收)	噸	3,460	2,567	6,800
Non-hazardous waste removed (non-recyclable)	Ton			
無害廢棄物清運量(可回收) <sup>4</sup>	噸	36,083	37,317	34,494
Non-hazardous waste removed (recyclable) <sup>4</sup>	Ton			
單位產量無害廢棄物清運量	千克/噸合格產品產量	2.072	1.876	1.634
Unit output of non-hazardous waste removed	Kilogram/ton of qualified product output			

<sup>4</sup> 2023年，無害廢棄物清運量(可回收)包含的無害廢棄物種類主要為廢金屬、紙類及塑料等，回收再利用的食物殘渣總量未計入可回收無害廢棄物清運量。

In 2023, the non-hazardous waste removed (recyclable) mainly includes scrap metal, paper, plastics, etc. The total amount of recycled food residues is not included in the amount of non-hazardous waste removed (recyclable).

社會類績效指標列表

List of social performance indicators

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>員工僱傭</b>				
<b>Employee Employment</b>				
員工總人數 Total number of employees	人 Person	22,155	22,490	24,409
新進員工人數 Number of newly hired employees	人 Person	7,399	4,620	5,661
<b>按性別劃分</b>				
<b>By gender</b>				
男性員工 Male	人 Person	15,225	15,427	16,990
女性員工 Female	人 Person	6,930	7,063	7,419
<b>按年齡劃分</b>				
<b>By age</b>				
小於30歲 Below 30	人 Person	4,591	5,213	5,592
30-50歲 30-50	人 Person	17,194	16,940	18,425
大於50歲 Above 50	人 Person	370	337	392
<b>按管理層級劃分</b>				
<b>By ranking</b>				
管理人員 Management	人 Person	1,217	1,261	1,790
普通員工 General Staff	人 Person	20,938	21,229	22,619
<b>按地區劃分</b>				
<b>By region</b>				
中國大陸 Mainland China	人 Person	22,151	22,485	24,405
中國港澳台地區 Hong Kong, Macau and Taiwan of China	人 Person	2	4	3
海外地區 Overseas	人 Person	2	1	1

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>員工多元化</b>				
<b>Diversity of employees</b>				
少數民族員工 Ethnic minority employees	人 Person	1,160	1,364	1,571
<b>工會員工覆蓋率</b>				
<b>Union employee coverage</b>				
加入工會的員工比例 Proportion of employees who join the union	%	89.0	94.0	92.5
<b>員工平均受僱年限</b>				
<b>Average length of employment of employees</b>				
男性員工 Male	年	4.7	5.2	5.3
女性員工 Female	年	5.2	5.6	5.9
<b>員工培訓</b>				
<b>Employee training</b>				
員工受訓百分比 <sup>5</sup> Percentage of employees trained <sup>5</sup>	%	100	100	100
人均受訓時數 Average hours of training	小時 Hour	25.6	24.2	27.6
<b>按性別劃分</b>				
<b>By gender</b>				
男員工受訓百分比 Percentage of male employees trained	%	100	100	100
女員工受訓百分比 Percentage of female employees trained	%	100	100	100
男員工人均受訓時數 Average no. of training hours for male employees	小時 Hours	27.2	26.2	29.9
女員工人均受訓時數 Average no. of training hours for female employees	小時 Hours	21.9	20.0	22.1

<sup>5</sup> 各類僱員受訓百分比數 = 各類僱員受訓人數 / 該類僱員人數 \* 100%，統計培訓包括內部培訓、外部培訓及網絡培訓。會議、研討會等不納入統計範圍。

Percentage of various types of employees trained = number of employees of various types trained / number of employees of this type \* 100%. The training that counted includes internal training, external training, and online training. Conferences, seminars, etc. are not included in the scope of these statistics.

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>按職級劃分</b>				
<b>By rank</b>				
管理人員受訓百分比 Percentage of management trained	%	100	100	100
普通員工受訓百分比 Percentage of general staff trained	%	100	100	100
管理人員人均受訓時數 Average no. of training hours for management	小時 Hours	37.6	19.1	32.2
普通員工人均受訓時數 Average no. of training hours for general staff	小時 Hours	24.9	24.5	27.2
<b>員工流失</b>				
<b>Employee Turnover</b>				
總流失率 Total employee turnover rate	%	20.5	17.7	16.2
<b>按性別劃分</b>				
<b>By gender</b>				
男員工流失率 Turnover rate – male employees	%	22.2	18.7	16.2
女員工流失率 Turnover rate – female employees	%	16.7	13.1	12.0
<b>按年齡劃分</b>				
<b>By age</b>				
30歲以下員工流失率 Turnover rate – under the age of 30	%	33.0	29.3	30.4
30-50歲員工流失率 Turnover rate – 30 to 50	%	17.2	13.7	10.3
50歲以上員工流失率 Turnover rate – over 50	%	18.5	3.4	2.9
<b>按地區劃分</b>				
<b>By region</b>				
中國大陸員工流失率 Turnover rate – Mainland China	%	20.5	17.0	14.9
中國港澳台員工流失率 Turnover rate – Hong Kong, Macau and Taiwan of China	%	0	0	28.6
海外員工流失率 Turnover rate – overseas	%	0	66.7	0

績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>員工健康與安全</b> <b>Employee Health and Safety</b>				
因工損失工作日數 Number of days lost due to work incidents	日 Day	1,364	2,131	2,178
因工作關係而死亡的人數 Work-related deaths	人 Person	2	2	1
因工作關係而死亡的人數所佔員工比例 Proportion of work-related deaths	%	0.01	0.01	0.004
每百萬工時工傷事故數 Lost-time injuries frequency rate	次／百萬工時 Time/million working hours	0.70	0.76	1.34
<b>知識產權</b> <b>Intellectual Property (IP)</b>				
提交國內專利申請數量 Number of domestic patent applications filed	件 Pieces	62	72	75
被授權國內專利數量 Number of granted domestic patents	件 Pieces	60	87	45
持有國內有效商標數量 Number of domestic valid trademarks held	件 Pieces	837	841	847
持有國內有效版權數量 Number of domestic valid copyrights held	件 Pieces	67	72	93
持有國內有效專利數量 Number of domestic valid patents held	件 Pieces	279	363	413
<b>產品和服務</b> <b>Products and Services</b>				
產品和服務的投訴數量 <sup>6</sup> Number of complaints about products and services <sup>6</sup>	件 Pieces	6,174	6,070	7,314
產品和服務投訴處理率 Complaint handling rate of products and services	%	100	100	100

<sup>6</sup> 2021年起投訴數量與投訴率覆蓋範圍為傳統渠道產品及服務投訴與新零售渠道產品投訴，不包含零售機器相關投訴。  
Since 2021, the number of complaints and complaint rate cover traditional channel products and services complaints and new retail channel product complaints, excluding retail machinery-related complaints.



績效表現 Indicators	單位 Unit	2021年 2021	2022年 2022	2023年 2023
<b>食品安全與質量培訓</b>				
<b>Food Safety and Quality Training</b>				
食品安全與質量相關培訓總人次 Total number of employees who attended food-safety and quality-related training	人次 People	34,343	40,516	74,846
食品安全與質量相關培訓總時長 Total hours of food-safety and quality-related training	小時 Hours	55,439	66,419	91,043
<b>供應鏈</b>				
<b>Supply Chain</b>				
供應商總數 Total number of suppliers	家 Supplier	1,036	1,050	1,237
中國大陸供應商數目 Number of suppliers in Mainland China	家 Supplier	1,011	1,025	1,205
中國港澳台供應商數目 Number of suppliers in Hong Kong, Macao and Taiwan of China	家 Supplier	4	4	4
海外供應商數目 Number of overseas suppliers	家 Supplier	21	21	21
關鍵供應商數目 Number of key suppliers	家 Supplier	233	356	223
<b>社區公益</b>				
<b>Community Public Welfare</b>				
慈善捐贈金額 <sup>7</sup> Charitable donation amount <sup>7</sup>	百萬元人民幣 Millions	5.35	3.65	6.30
員工志願者活動時數 Worker volunteer hours	小時 Hour	80,008	87,614	112,430

<sup>7</sup> 慈善捐贈、社區投資及社區商業活動捐贈金額均為金錢捐贈和等值的非金錢捐贈之和。  
Charitable donations, community investment and community business activities donations are the sum of monetary donations and equivalent non-monetary donations.

計算方法說明：

Calculation method description:

1. 空氣污染物換算參考中華人民共和國環境保護部《未納入排污許可管理行業適用的排污係數、物料衡算方法(試行)》

二氧化硫排放量核算公式為：  
 $PSO_2 = Q \times \eta \times 0.85 \times 2 \times 10$

氮氧化物排放量核算公式為：  
 $PNO_x = Q \times \mu$

其中： $PSO_2$  為二氧化硫排放量(千克)； $Q$  為燃料消耗量(噸)； $\eta$  為燃料含硫量(%)；

$PNO_x$  為氮氧化物排放量(千克)； $Q$  為燃料消耗量(噸)； $\mu$  為排污係數。

2. 綜合能耗以《綜合能耗計算通則GB/T 2589-2020》為計算依據，由汽油、柴油、天然氣、外購電力、外購熱力等能源使用量直接換算得出。

3. 農夫山泉溫室氣體盤查工作依據國際廣泛認可的WBCSD/WRI溫室氣體核算體系、《IPCC 2006年國家溫室氣體清單指南2019修訂版》標準及ISO 14064-1標準，通過計算活動數據和相應的排放因子來確定排放量。

範疇一排放定義為工廠燃燒燃料直接產生的溫室氣體排放，如自有鍋爐、車輛等，涉及的直接能源包括天然氣，柴油，汽油，液化石油氣，煤炭，沼氣等。

1. For the conversion of air pollutants, please refer to the Ministry of Ecology and Environment of the People's Republic of China "Sewage Coefficients and Material Accounting Methods Applicable to the Pollution Permit Management Industry (Trial)"

The formula for calculating sulfur dioxide emissions is:  
 $PSO_2 = Q \times \eta \times 0.85 \times 2 \times 10$

The formula for calculating nitrogen oxide emissions is:  
 $PNO_x = Q \times \mu$

Of which:  $PSO_2$  is sulfur dioxide emissions (kg);  $Q$  is fuel consumption (tonnes);  $\eta$  is fuel sulfur content (%);

$PNO_x$  is nitrogen oxide emissions (kg);  $Q$  is fuel consumption (ton);  $\mu$  is the sewage factor.

2. The comprehensive energy consumption is calculated based on the GB/T 2589-2020 General Principles for Calculating Comprehensive Energy Consumption, which is directly converted from the use of gasoline, diesel, natural gas, outsourced power, out-of-purchase heat and other energy.

3. The greenhouse gas emissions of Nongfu Springs is determined by calculating activity data and corresponding emission factors in accordance with the internationally recognized WBCSD/WRI greenhouse gas accounting system, the ICC 2006 National Greenhouse Gas Inventories Guidelines 2019 Revision standard and ISO 14064-1 standard.

Scope I emissions are defined as greenhouse gas emissions directly generated by plant combustion fuels, such as their own boilers, vehicles, etc. The direct energy involved includes natural gas, diesel, gasoline, liquefied petroleum gas, coal, biogas, etc.

範疇二排放定義為購入的電力和蒸汽所產生的溫室氣體排放。計量方式符合中國《食品、煙草及酒、飲料和精製茶企業溫室氣體排放核算方法與報告指南(試行)》(2015)標準。GWP(全球變暖潛能值)和排放因子的選擇參考IPCC第五次評估報告。

Scope II emissions are defined as greenhouse gas emissions from purchased electricity and steam. The measurement method complies with China's Guidelines for Accounting and Reporting Greenhouse Gas Emissions in Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Trial) (2015) standards. The selection of GWP (global warming potential) and emission factors is based on the Fifth Assessment Report of the IPCC.

溫室氣體排放總量為範疇一排放量及範疇二排放量之和。

The total greenhouse gas emissions are the sum of Scope I emissions and Scope II emissions.

4. 各類僱員受訓百分比數=各類僱員受訓人數/該類僱員人數\*100%，統計培訓包括內部培訓、外部培訓及網絡培訓。會議、研討會等不納入統計範圍。
5. 慈善捐贈、社區投資及社區商業活動捐贈金額均為金錢捐贈和等值的非金錢捐贈之和。

4. Percentage of various types of employees trained = number of employees of various types trained/number of employees of this type \* 100%. The training that counted includes internal training, external training, and online training. Conferences, seminars, etc. are not included in the scope of these statistics.
5. Charitable donations, community investment and community business activities donations are the sum of monetary donations and equivalent non-monetary donations.

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