Café de Coral Holdings Limited

大家樂集團有限公司*

(Incorporated in Bermuda with limited liability)

(於百慕達註冊成立之有限公司)

Stock Code 股份代號：341



2025/26

Sustainability Report 可持續發展報告

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Message from the Chairperson of the Group Sustainability Committee
集團可持續發展委員會主席的話

As I reflect on the past year, I am deeply aware of the dynamic and challenging landscape our food and beverage industry has navigated. Shifting consumer behaviours, cautious spending and heightened competition have certainly tested our resilience. Yet, it is precisely in these moments that our agility, disciplined execution and unwavering commitment to continuous transformation shine brightest.

回顧過去一年，我深切體會到餐飲業所面對的瞬息萬變與嚴峻挑戰。顧客行為的轉變、審慎的消費模式以及日益激烈的競爭，無疑考驗著我們的韌性。然而，正是在這些時刻，我們的敏捷應變、嚴謹執行和對持續轉型的堅定承諾，才得以綻放最耀眼的光芒。

At Café de Coral Group, our heart beats with the rhythm of Hong Kong. As the cherished "Hongkonger's Canteen", our fundamental mission to provide accessible, quality meals remains a steadfast beacon. Even amidst challenges, we have passionately focused on harmonising value with quality, enhancing our operational efficiency and thoughtfully refining our business models. Guided by our profound belief that food is an expression of love and care, we continue to nurture our relationships with customers, colleagues and the communities we proudly serve, all while building a business that is not only resilient but truly sustainable for generations to come.

大家樂集團的心，與香港的脈搏同頻共振。作為備受愛戴的「香港人的大食堂」，我們的根本使命始終是提供大眾化優質餐飲。即使面對重重挑戰，我們依然熱情投入，致力平衡價值與品質，提升營運效率，並悉心優化我們的業務模式。秉持著「食為愛」的深厚信念，我們持續關懷顧客、同事以及我們引以為傲的社區，同時建立一個不僅具備韌性，更能為世世代代持續發展的企業。

Nurturing Inclusive Dining Experiences
滋養共融的餐飲體驗

With Hong Kong's evolving demographics, particularly our ageing population, we embrace the responsibility and the profound opportunity to ensure that delightful dining experiences are accessible to everyone. It is a commitment we fulfill with genuine heart. Throughout the past year, we lovingly expanded Taste Joy, our soft gourmet brand, bringing its comforting and enriched menus of daily favourites and festive delights to even more corners of our network. We were especially proud as Shanghai Lao Lao partnered with the Hong Kong Council of Social Service Care Food Incubation Scheme to launch "Shanghainese Soft Gourmet" – a pioneering Shanghai-style care food menu in Hong Kong. For us, accessible dining transcends mere sustenance; it is about fostering warm connections, encouraging vibrant social participation and empowering every individual to fully engage with the rich tapestry of our community.

隨著香港人口結構的變化，特別是人口老齡化，我們深明確保所有人都能享受到愉悅的餐飲體驗，既是我們的責任，也是我們用心服務社區的重大機遇。在報告年度內，我們擴展了輕嚐料理品牌「食德樂」，將其豐富多元的日常美食和節慶佳餚產品，帶到更多分店。我們尤其自豪的是，上海姥姥與香港社會服務聯會的「照護食種子餐廳計劃」合作，推出了香港首個上海風味軟餐菜單「軟滬餐」。對我們而言，共融餐飲不僅僅是提供食物，它關乎於建立溫暖的連結，鼓勵積極的社會參與，並賦予每個人充分融入豐富社區生活的能力。

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Extending Our Care Through Heartfelt Community Programmes
透過暖心社區計劃延伸關懷

For four years, our Bon Appétit Café food assistance programme has been a heartfelt testament to our commitment to those in need. In the past year, our efforts were particularly focused on two crucial areas: offering solace and support to residents affected by the Wang Fuk Court fire, and providing soft, dignified meals to our beloved elderly who face chewing or swallowing difficulties.

Following the devastating fire, our dedicated teams worked hand-in-hand with government and community partners, swiftly delivering nourishing meals and essential support to affected residents. Our deep roots and strong local presence in Tai Po allowed us to respond with immediate care – not just as a service provider, but as an integral part of the community, offering comfort and reassurance during a truly difficult time.

Beyond emergency relief, we continued to ease the daily burdens faced by the elderly and their devoted caregivers through the thoughtful distribution of soft gourmet coupons. This initiative lovingly ensures access to nutritious, enjoyable meals, while significantly reducing the preparation efforts for caregivers, and fostering greater acceptance of inclusive dining. We extend our deepest gratitude to our partners for their invaluable collaboration, and we remain wholeheartedly committed to providing meaningful, compassionate support to those who need it most.

過去四年以來，「大家開飯」食物援助計劃一直是我們支援社區的核心體現。在報告年度內，我們的工作重點放在兩個關鍵領域：為受宏福苑火災影響的居民提供安慰與支援，以及為有咀嚼或吞嚥困難的長者提供軟餐，讓他們能有尊嚴地享用美食。

宏福苑火災發生後，我們的團隊與政府及社區夥伴緊密合作，迅速為受影響居民送上營養餐點和基本支援。我們在大埔深厚的根基和強大的地區網絡，使我們能夠迅速作出回應－不僅作為服務提供者，更是作為社區的一份子，在艱難時刻送上溫暖與慰藉。

除了緊急救援，我們透過派發軟餐券，持續減輕長者及其照顧者的日常負擔。這項計劃確保長者能享用營養豐富、美味可口的餐點，同時顯著減輕照顧者的備餐工作，並提升社會對共融餐飲的接受程度。衷心感謝合作夥伴的寶貴支持，我們將繼續全心全意地為有需要的人士提供有意義、充滿關懷的支援。

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Weaving Sustainability into Our Supply Chain
將可持續發展融入供應鏈

Our commitment to a sustainable future extends far beyond our own operations, embracing our entire supply chain as a shared journey. Over the past year, we proudly hosted our inaugural Supplier ESG Workshop, launched an engaging ESG e-newsletter, and diligently continued to monitor compliance through our annual supplier survey. On the sourcing front, we passionately strengthened local procurement, including a heartwarming collaboration with a family-operated aquaculture producer in Yuen Long to supply grey mullet. This initiative not only supports our local producers and reduces our logistics footprint but also lovingly preserves Hong Kong's rich culinary heritage. These efforts beautifully complement our ongoing use of certified sustainable seafood and the thoughtful expansion of vegetarian options across our beloved brands. Together, they reflect our unwavering belief in cultivating partnerships that create lasting value for our precious environment, our vibrant communities, and the wonderful people we are privileged to serve.

我們對可持續未來的承諾，不僅限於自身的營運，更延伸至整個供應鏈。過去一年，我們舉辦了首屆供應商ESG工作坊，推出了傳遞最新消息的ESG電子通訊，並透過年度供應商調查，持續監察合規情況。在採購方面，我們積極加強本地採購，包括與元朗一家家族經營的水產養殖戶合作，推出烏頭魚菜式。這項合作不僅支持本地生產商，減少物流足跡，更保育了香港豐富的飲食文化。這些努力與我們持續使用經認證的可持續海鮮，以及在各品牌中擴展素食選擇的舉措相得益彰。它們共同反映了我們堅定不移的信念：建立能為環境、社區以及我們服務的廣大市民創造持久價值的夥伴關係。

Championing Resource Efficiency Across Our Operations
推動營運資源效益

Our environmental stewardship is passionately centered on maximising resource efficiency and thoughtfully transforming waste into valuable resources. In Chinese Mainland, we proudly upgraded our production plants with innovative solar power systems and a state-of-the-art steam-condensate heat recovery system, significantly reducing our carbon emissions and repurposing treated water for cleaning and irrigation. Here in Hong Kong, our poon choi container recycling programme encourages customers to return used containers for a cash voucher, directly reducing single-use waste. Following an overwhelmingly enthusiastic response, we have joyfully expanded the programme across multiple festive occasions, successfully diverting even more packaging waste from landfills.

我們的環境管理工作，聚焦於最大化資源效益，並悉心將廢物轉化為寶貴資源。在中國內地，我們為生產廠房升級了創新的太陽能系統和先進的蒸汽冷凝熱回收系統，顯著減少了碳排放，並將處理過的水重新用於清潔和灌溉。在香港，我們的盆菜盆回收計劃大受歡迎，鼓勵顧客退還使用過的盆菜盆以換取現金券，直接減少一次性廢物。在獲得熱烈響應後，我們將計劃擴展到多個節慶場合，成功將更多包裝廢物從堆填區轉移。

In heartwarming recognition of our Group-wide food waste recycling efforts, we were deeply honored to receive several accolades: the 4-Stars Low Carbon Restaurant Award at the Federation of Hong Kong Industries Q-Mark Low Carbon Restaurant Award of the Year, Diamond and Gold Class Food Wise Eateries recognition, and a Silver Award at the Hong Kong Awards for Environmental Excellence. These awards are a testament to our collective dedication.

為表彰集團在廚餘回收方面的努力，我們深感榮幸地獲得多項殊榮，包括香港工業總會Q嘜低碳餐廳大獎的「四星低碳餐廳」獎項、環境保護署的咪嘟嘢食店「鑽石級」及「金級」認證，以及香港環境卓越大獎的銀獎，肯定我們的貢獻。

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Looking Ahead with Hope and Purpose
懷抱希望 展望未來

We humbly acknowledge that the ongoing market shifts and cost pressures will continue to shape our dynamic industry. Yet, we face the future with unwavering optimism and a clear purpose. We will remain passionately focused on enhancing our agility, thoughtfully optimising our operations, and strategically leveraging our diverse portfolio to adapt to evolving needs. For us, sustainability is more than just environmental responsibility; it is about lovingly building a resilient business that can truly thrive and contribute positively over the long term.

Being an integral part of Hong Kong for over 50 years is not just a privilege, but a profound responsibility that we cherish deeply. We are immensely grateful for the continued trust and support of our cherished stakeholders. We remain wholeheartedly committed to moving forward with discipline, purpose and a spirit of shared progress – strengthening our foundations, uplifting our communities and contributing to a more resilient, sustainable and harmonious future for all.

For and on behalf of the Group Sustainability Committee
Leung Ho-ting, Piony
Chief Executive Officer

我們明白持續演變的營商環境，以及成本上升的壓力，將繼續影響餐飲行業的發展。然而，我們將以堅定不移的樂觀態度和清晰的目標迎接未來，繼續專注於提升敏捷性，悉心優化營運，並策略性地利用我們的多元化業務板塊組合，來適應不斷變化的需求。對我們而言，可持續發展不僅僅是環境責任，更關乎建立一個具備韌性、能夠長期蓬勃發展並積極貢獻的企業。

能夠與香港同行逾50載，不僅是我們的榮幸，更是一份我們深切珍視的重大責任。衷心感謝各位業務相關人士一直以來的信任與支持，我們將繼續全心全意，以嚴謹的紀律、明確的宗旨和共同進步的精神，穩步前行，鞏固根基，改善社區，並為所有人共創一個更具韌性、更可持續、更和諧的未來。

梁可婷
集團可持續發展委員會主席
首席執行官

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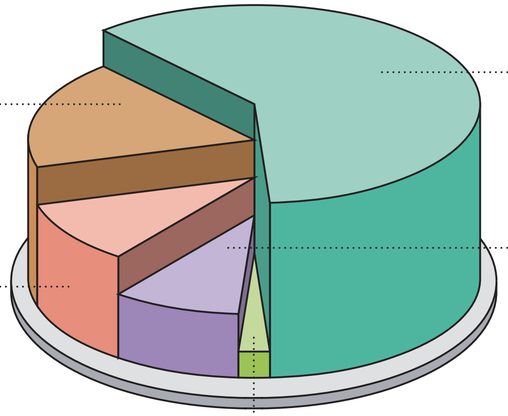
Incorporated in 1968, Café de Coral Group is one of Asia's largest publicly listed restaurant and catering groups, with businesses spanning quick-service restaurants, casual dining chains and institutional catering. The Group operates over 570 outlets, including 375 in Hong Kong and 195 across 10 cities in Chinese Mainland, supported by a workforce of 17,444 employees. Its brand portfolio includes Café de Coral fast food, Super Super Congee & Noodles, The Spaghetti House, Shanghai Lao Lao, Mixian Sense, Oliver's Super Sandwiches, Asia Pacific Catering, Luncheon Star and more. Additionally, the Group is a major player in food processing, operating 4 ISO-accredited factories in Hong Kong and Chinese Mainland.

We pioneered the concept of Chinese fast food, blending Eastern and Western culinary cultures and earning the reputation of being "Hongkonger's Canteen". We are committed to carrying forward this spirit across different regions, embracing our role as a community dining hall. Our mission is to provide delicious, nutritious and hygienic food at reasonable prices, while fulfilling our goal of bringing happiness to our customers, employees and shareholders.

大家樂集團於1968年成立，是亞洲規模最大的上市餐飲集團之一，業務涵蓋速食餐飲、休閒餐飲及機構飲食。集團於香港及中國內地10個城市合共營運超過570間分店，包括香港375間及中國內地195間，共聘用員工人數17,444名。旗下品牌包括大家樂快餐、一粥麵、The Spaghetti House（意粉屋）、上海姥姥、米線陣、Oliver's Super Sandwiches（利華超級三文治）、泛亞飲食、活力午餐等。此外，集團亦積極發展食品加工業務，於香港及中國內地營運4間ISO認證的食品加工廠。

我們率先開創中式快餐概念，融合中西飲食文化，享有「香港人的大食堂」美譽。我們致力將這份精神傳承至不同地區，秉承「社區飯堂」的角色，為各地顧客提供美味、營養及衛生的飲食，以合理價格，實踐「顧客快樂、員工快樂、股東快樂」的理念。

Business Performance Overview
業務表現概覽



17.9%
Chinese Mainland (195 units)
中國內地（195間）

9.4%
Hong Kong Casual Dining (55 units)
香港休閒餐飲（55間）

58.9%
Hong Kong Quick Service Restaurants (217 units)
香港速食餐飲（217間）

12.3%
Hong Kong Institutional Catering (103 units)
香港機構飲食（103間）

1.5%
Others
其他

Revenue Distribution
收入分佈
For the 12 months ended 31 March 2026
截至2026年3月31日年度

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1968
Incorporated
註冊成立

1969
Opened the first store on Sugar Street, Causeway Bay
於銅鑼灣糖街開設首店





1986
Listed on Hong Kong Stock Exchange, became the first publicly listed catering company in Hong Kong
於香港聯合交易所上市，成為香港首間上市餐飲集團

1992
Opened the first Café de Coral outlet in Shenzhen, entering the Chinese Mainland market
開拓中國內地市場，於深圳開設首間大家樂分店



1999
Lo Tang Seong Educational Foundation established to provide university tuition assistance to the children of our staff
成立羅騰祥教育基金，為員工子女提供大學學費資助



2001
Luncheon Star became the first student catering service provider to obtain ISO 9001 and HACCP certifications
活力午餐成為香港首間取得ISO 9001 及HACCP 國際認證的學校飯盒供應商

2007
Published the Group's first Corporate Social Responsibility Report
推出首份企業社會責任報告



2013
Sustainability Steering Committee established
成立可持續發展督導委員會

2013/14
Tai Po Central Food Processing Centre established and obtained ISO 22000 and HACCP certifications
大埔中央產製中心獲得ISO 22000及HACCP國際認證



2015
- Launched "Café de Coral Twinkle Action", the Group's first CSR programme
  推出集團首個企業社會責任項目「大家樂閃亮行動」
- Selected as a constituent of the Hang Seng Corporate Sustainability Benchmark Index
  獲選為恆生可持續發展企業基準指數成份股

Hang Seng Corporate Sustainability Index Series Member 2015-2016





2016
The Group's Certificate in Restaurant Management Programme certified as Qualification Framework Level 3
集團的餐廳管理證書課程獲得資歷架構第三級認證



2017
Organised the first "Community Spring Feast" across 14 districts in Hong Kong
於全港14區舉辦首次「區區開年飯」



2019
Implemented "Say No to Straws" policy at all outlets
全線分店推行「日日無飲管」



2021
- Group Sustainability Committee and China Sustainability Committee established
  成立集團可持續發展委員會及中國可持續發展委員會
- Implemented food waste separation at all outlets
  全線分店實施廚餘分類
- Launched vegetarian version of our signature baked pork chop rice
  推出素食招牌菜式「招牌焗素豬扒飯」



2022
"Bon Appétit Café" food assistance programme launched
推出「大家開飯」食物援助計劃





2023/24
Achieved mid-term environmental reduction targets one year ahead of schedule
提早一年達成中期減排減廢目標

2024
- Launched "Love the Earth" plastic reduction campaign across 6 of the Group's restaurant brands
  集團旗下六大餐飲品牌推出「大家愛地球減塑行動」
- Launched soft gourmet brand Taste Joy to cater to the needs of individuals with chewing and swallowing difficulties
  成立輕嘢料理品牌食德樂，照顧咀嚼及吞嚥困難人士的需要





2025
- Club 100 membership base reached 2 million
  Club 100會員人數突破200萬
- Shanghai Lao Lao joined the "Care Food Incubation Scheme" under the Hong Kong Council of Social Service, making it the first dining brand in Hong Kong to offer Shanghai-style care food
  上海姥姥加盟香港社會服務聯會「照護食種子餐廳計劃」，成為香港首個提供滬菜照護食的餐飲品牌



Café de Coral Holdings Limited
大家樂集團有限公司
2025/26
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Corporate 業務

HK$8,183 million 百萬港元
Total revenue
總收入

17,444
Number of employees
員工人數

570 stores 門店於 **11** cities 城市
Store network
門店網絡

13 brands in 品牌 **5** sectors 板塊
Multi-business portfolio
多元化業務板塊



Catering to Customers 以客為先

2.2 million 百萬
Number of Club 100 registered members (Hong Kong)
Club 100 會員人數（香港）

7.43 million 百萬
Number of registered members for WeChat CRM mini programme (Chinese Mainland)
微信小程式會員人數（中國內地）

815
Number of digital kiosks (Hong Kong & Chinese Mainland)
自助點餐機數量（香港及中國內地）

More than 超過 **3** million 百萬
Worth of donations (Hong Kong & Chinese Mainland)
捐款總值（香港及中國內地）

Empowering our Employees 員工為本

1.49 million 百萬小時
Number of hours of training undertaken by employees (Hong Kong & Chinese Mainland)
員工總培訓時數（香港及中國內地）

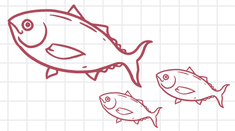
629
Number of ethnic minorities and individuals with physical and learning challenges employed (Hong Kong)
少數族裔及身體或學習障礙員工數目（香港）

0
Number of work-related fatalities (Hong Kong & Chinese Mainland)
工作相關死亡事故（香港及中國內地）



Focusing on Food 專注食物

78%
Sustainable seafood procurement rate (Hong Kong)
可持續海鮮採購率（香港）



Preserving the Planet 保護環境

4 key reduction targets 關鍵減排目標
Steady progress towards key reduction targets for 2030 (GHG emissions, energy and water consumption, food waste)
穩步推進2030年關鍵減排目標（溫室氣體排放、能源和水消耗、廚餘）

46%
Percentage of food waste recycled (Hong Kong)
廚餘回收百份比（香港）

100%
of stores implemented food waste separation (Hong Kong)
分店推行廚餘分類（香港）

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1 Q-Mark Low Carbon Restaurant Award of the Year
Q嘹低碳餐廳年度大獎
Federation of Hong Kong Industries
香港工業總會
- *4-Stars Low Carbon Restaurant*
  四星低碳餐廳

2 Q-Mark Low Carbon Restaurant Award
Q嘹低碳餐廳大獎
Federation of Hong Kong Industries
香港工業總會

3 Outstanding ESG Enterprises Recognition Scheme 2025
ESG認證計劃暨嘉許禮2025
2nd consecutive year 連續2年獲獎
Sing Tao News Corporation,
The Hong Kong Polytechnic University
星島新聞集團、香港理工大學
- *Prestigious ESG Accomplishment of the Year*
  ESG年度榮譽成就大獎
- *Outstanding ESG Environmental Performance Award*
  ESG卓越環境表現專業獎
- *Outstanding ESG Social Performance Award*
  ESG卓越社會表現專業獎
- *Outstanding ESG Corporate Governance Performance Award*
  ESG卓越企業管治專業獎
- *ESG Commendation Certification*
  ESG嘉許認證

4 ESG Award 2025
環境、社會及企業管治大獎2025
Ming Pao
明報
- *Excellence in ESG Awards - Listed Companies (Food and Beverage)*
  卓越ESG企業大獎 - 上市公司（餐飲類別）

5 HKIRA 11th Investor Relations Awards 2025
HKIRA 第十一屆投資者關係大獎
Hong Kong Investor Relations Association
香港投資者關係協會
- *Best ESG (E)*
  最佳 ESG（環境）

6 MI x HSU ESG Awards 2025
灼見名家X恒生大學ESG大獎2025
Master Insight, Hang Seng University of Hong Kong
灼見名家、恒生大學
- *ESG Social Pillar High Achiever Award*
  ESG社會責任傑出成就獎

7 GBA ESG Achievement Awards 2025
灣區企業可持續發展大獎2025
Metro Finance
新城財經台
- *Excellence in GBA Corporation Social Sustainable Development Award*
  傑出灣區企業社會可持續發展獎

8 57 Years Golden Jubilee Hong Kong PowerBrand 2024/25
Hong Kong Institute of Marketing
香港市務學會



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9 2025 Hong Kong Top Service Brand
2025香港服務名牌
Hong Kong Brand Development Council, The Chinese Manufacturers' Association of Hong Kong
香港品牌發展局、香港中華廠商聯合會

10 Kam Fan Awards
金帆廣告大獎
HK4As
香港廣告商會
- *Hong Kong Roots - The Legendary Roots - Baked Pork Chop Rice Campaign (Bronze)*

11 Loyalty & Engagement Awards 2025
MARKETING-INTERACTIVE
- *Best Loyalty Strategy – Food & Beverage (Silver)*

12 The MARKies Awards 2025
MARKETING-INTERACTIVE
- *Best Use of Mobile & Apps*

13 DigiZ Awards 2025
MARKETING-INTERACTIVE
- *Best CRM Campaign*
- *Best Mobile Campaign*

14 Market Leadership Award 2024/2025
市場領袖大獎2024/25
Hong Kong Institute of Marketing
香港市務學會
- *Marketing Campaign of the Year 2024/2025*
  年度市務營銷大獎 2024/2025

15 Hong Kong Digital Brand Awards 2025
香港傑出數碼品牌大獎2025
Metro Info, The Chamber of Hong Kong Computer Industry
新城知訊台、香港電腦商會
- *Outstanding Catering Mobile Application (Café de Coral Club 100)*
  傑出一站式餐飲手機應用程式（大家樂Club 100）

16 2025 Smart Retailing Award
2025智能零售大獎
Hong Kong Retail Management Association
香港零售管理協會
- *Smart Transformation and Innovation Award (Bronze)*
  智能轉型及創新獎（銅獎）
- *Smart Green Retail Brand Award*
  綠色智能零售品牌獎

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17 Hong Kong Shopping Festival 2025
Hong Kong Courteous Stores
香港開心購物節2025有禮店舖

Hong Kong Retail Management Association
香港零售管理協會

- *Fun & Food*
  愛玩樂．愛飲食組別

18 U Favourite Food Awards 2025
我最喜愛食肆2025

2nd consecutive year 連續2年獲獎

U Food

- *Favourite Fast Food Outlet*
  我最喜愛快餐店

19 Happy Academy Awards 2025
親子最愛品牌大獎2025

Now TV Happy Academy
Now TV童學會

- *Favourite Fast Food Chain*
  親子最愛連鎖快餐店

20 Experiential Marketing Brilliance Award 2025
體驗營銷大獎2025

Metro Finance
新城財經台

- *Top Ten Retails*
  十大零售

21 Yahoo Hong Kong Best Brand Awards 2025
Yahoo香港最佳品牌大獎2025

Yahoo

- *Best Hong Kong-Style Fast Food Brand Award*
  最佳港式快餐品牌大獎

22 East Week Hong Kong Service Awards 2025
東周刊香港服務大獎2025

East Week Hong Kong
東周刊

23 East Week Hong Kong Service Awards 2026
東周刊香港服務大獎2026

3rd consecutive year 連續3年獲獎

East Week Hong Kong
東周刊

24 Marketing Events Awards 2025

MARKETING-INTERACTIVE

- *Best ESG Event*

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25 **A Quality Merchant recognised by the Hong Kong Tourism Board**
香港旅遊發展局認可優質商戶
Hong Kong Tourism Board
香港旅遊發展局

26 **2025 Quality Service Retailer of the Year**
2025最佳優質服務零售商
Hong Kong Retail Management Association
香港零售管理協會
- *Fastfood/Restaurants Category*
  快餐店/餐廳及酒樓組別

27 **Asia International Excellence Award for Light Meal Chain Restaurant Brands**
亞洲國際卓越輕食連鎖餐廳品牌大獎
International Brand Festival Asia
亞洲國際品牌節

28 **Jockey Club Age-friendly City Partnership Scheme 2024/2025**
賽馬會齡活城市「全城．長者友善」計劃2024/2025
The Hong Kong Polytechnic University's Research Centre for Gerontology and Family Studies
香港理工大學樂齡與家庭研究中心
- *Age-friendly Business Innovation Award*
  齡活創新大獎

29 **20th Asian King of Catering Award Ceremony**
第20屆亞洲飲食天王頒獎典禮暨美食指南100強點讚榜（香港區）
Asian King of Catering
亞洲飲食天王頒獎機構組委會

30 **Caring Food Coupon Programme Certificate of Commendation**
愛心食肆賞你惠食嘉許狀
HKSAR Government
香港特別行政區政府

31 **CLP Retail and Catering Coupons Programme 2025 Certificate of Appreciation**
中電消費券計劃2025感謝狀
CLP Power
中華電力



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32 Top 100 Guangdong Catering Companies 2025
2025年度廣東餐飲百強企業

5th consecutive year 連續5年獲獎

Guangdong Catering Service Association
廣東省餐飲服務行業協會

33 Top 50 Catering Chain Brands 2024
2024年廣東餐飲品牌連鎖50強

Guangdong Catering Service Association
廣東省餐飲服務行業協會

34 25th IAI Awards 2025
第25屆IAI傳鑒國際廣告獎2025

International Advertising Institute
IAI國際廣告研究所

- *Integrated Marketing (Merit)*
  整合行銷（優秀獎）- 大咖齊打call，食咖喱就系要大家樂
- *Social Marketing (Merit)*
  社會化行銷（優秀獎）- 大家樂#食牛扒．就系要大家樂#傳播

35 Top 100 Catering Companies in China 2024
2024年度中國餐飲企業Top 100

4th consecutive year 連續4年獲獎

China Cuisine Association
中國烹飪協會

36 Top 100 Brands of Guangdong Chain Operation 2024
2024年度廣東連鎖Top 100

2nd consecutive year 連續52獲獎

Guangdong Chain Operation Association
廣東省連鎖經營協會

37 Asian King of Catering Award Ceremony (Macau)
2025亞洲飲食天王頒獎典禮美食指南點讚榜（澳門站）

Asian King of Catering
亞洲飲食天王頒獎機構組委會

38 Red Eagle Awards of China's Catering
中國餐飲紅鷹獎

Hong Can Research Institute
紅餐產業研究院

- *2025 Greater Bay Area Catering Brand*
  2025年度大灣區餐飲標杆品牌

39 2024 Top 30 Dongguan Catering Companies
2024年度東莞餐飲30強

Dongguan Chain Catering Development Promotion Association, Meituan
東莞市連鎖餐飲發展促進會、美團平臺

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40 Caring Company 2024/25
商界展關懷2024/25
The Hong Kong Council of Social Service
香港社會服務聯會
- *Above-average performance*
  高於平均水準

14th consecutive year 連續14年獲獎

41 Best HR Awards 2025
CTgoodjobs
- *Best Employee Health and Safety Programme Award (Grand)*
  最佳員工健康及安全計劃大獎（傑出大獎）
- *Best Diversity, Equity and Inclusion Strategy Award (Gold)*
  最佳員工多元、公平及共融策略大獎（金獎）

5th consecutive year 連續5年獲獎

42 Employer of Choice Award 2025
卓越僱主大獎2025
JobMarket
求職廣場
- *Employer of Choice*
  卓越僱主大獎

2018, 2022-2025
- *Impactful Team-Building Award*
  卓越團隊凝聚大獎
- *Retention Strategy Award*
  卓越人才保留策略大獎

43 Happy Company
開心工作間
Promoting Happiness Index Foundation
香港提升快樂指數基金

7th consecutive year 連續7年獲獎

44 Co-Create for Good Corporate and Strategic Partners Programme
共創行善企業及策略夥伴計劃
Christian Family Service Centre
基督教家庭服務中心
- *Corporate and Organisation Alliance Partner Award*
  企業及團體聯盟夥伴獎

45 Super MD
Employees Retraining Board
僱員再培訓局

2020-2025 & 2025-2030

46 2025 The 5th National Human Resources Innovation Competition
2025第五屆全國人力資源創新大賽
China Chamber of International Commerce Commercial Chamber of Commerce, HRLead
中國國際商會商業行業商會人力資源管理委員會、HRLead
- *Social Responsibility and ESG Innovation Leading Brand*
  社會責任與ESG實踐創新領軍品牌
- *Human Resources Employer Leading Brand*
  人力資源僱主領軍品牌

4th consecutive year 連續4年獲獎

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Focusing on Food
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47 Quality Food Scheme Plus 2025
2025優質食品計劃+

8th consecutive year 連續8年獲獎

GS1 Hong Kong
香港貨品編碼協會
- *Diamond Enterprise*
  鑽石企業獎

48 Quality Food Scheme ESG 2025
2025優質食品計劃ESG

GS1 Hong Kong
香港貨品編碼協會
- *Innovation Award*
  創新獎

49 Hong Kong Quality Veggie Awards
香港優質「素」食品及產品大獎

Vegetarian Food Asia
亞洲素食展
- *Vegetarian and Sustainability Advocacy Award*
  素食及可持續發展推動大獎

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Preserving the Planet
保護環境

50 2024 Hong Kong Awards for Environmental Excellence
2024香港環境卓越大獎

Environment and Ecology Bureau, Environmental Campaign Committee
環境及生態局、環境運動委員會
- *Restaurants - Silver Awards (Café de Coral fast food)*
  餐飲業 - 銀獎（大家樂快餐）
- *Restaurants - Certificate of Merit (Asia Pacific Catering, Oliver's Super Sandwiches, The Spaghetti House)*
  餐飲業 - 優異獎（泛亞飲食、Oliver's Super Sandwiches、意粉屋）

51 Green Kitchen Initiative
綠色廚房計劃

Swire Properties
太古地產
- *Three Leaf Rating - Café de Coral fast food (Cityplaza), The Spaghetti House (Cityplaza), Oliver's Super Sandwiches (Cityplaza), Jolly Congee and Noodle*
  三葉獎 - 大家樂快餐（太古城中心）、意粉屋（太古城中心）、Oliver's Super Sandwiches（太古城中心）、粥麵好盞
- *Two Leaf Rating - Oliver's Super Sandwiches (Tung Chung Crescent)*
  二葉獎 - Oliver's Super Sandwiches（東堤灣畔）

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52 Smart Energy Award 2025
創新節能企業大獎2025
CLP Power
中華電力
- *Best Practice in Electrification Awards*
  最佳電氣化大獎

53 Corporates Computer & Communication Products Recycling Programme Certificate of Appreciation
「企業電腦及通訊產品回收計劃」感謝狀
Hong Kong WEEE Recycling Association
香港電器及電子設備回收協會

54 Certificate of Environmental Achievement
環境成就證書
Environmental Protection Department, Hong Kong WEEE Recycling Association
環境保護署、香港電器及電子設備回收協會

55 Friends of EcoPark 2025
2025環保園之友
EcoPark
環保園

56 Quality Water Supply Scheme for Buildings
大廈優質供水認可計劃
Water Supplies Department
水務署
- *Flushing Water (Gold)*
  沖廁水（金）

52



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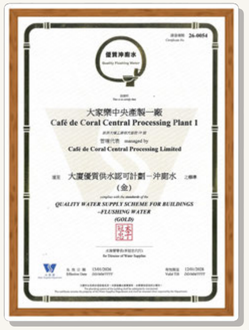


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Digitalisation
數碼化

57 DALA Awards 2025
Data & AI Literacy Association
- *Best AI Adoption Award (Merit)*
- *Best Data & AI Talent Cultivation Award (Merit)*
- *Best Data Culture Award (Gold)*

58 Tech Fest Hong Kong Awards 2026
Kornerstone, Revive Tech Asia, Teh Group
- *Smart Food & Beverage (F&B) Company of the Year*

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Pledges
約章

1 **50+樂齡友善僱主**
50+ Age-Friendly Employer
樂活新中年慈善動力
Happy-Retired Charity Action

2 **碳中和（減廢）約章**
Carbon Neutrality (Waste Reduction) Charter
30 • 50綠色餐飲伙伴計劃
30 • 50 FoodSmart Partnership Programme

3 **戶外燈光約章**
Charter on External Lighting
環境及生態局
Environmental and Ecology Bureau

4 **星級有營食肆**
EatSmart Restaurant
衛生署
Department of Health

5 **ESG關注機構**
ESG Care Organization
環境社會及企業管治基準學會
Institute of ESG & Benchmark

6 **「ESG約章」行動**
ESG Pledge
香港中華廠商聯合會
The Chinese Manufacturers' Association of Hong Kong

7 **惜食約章**
Food Wise Charter
環境保護署
Environmental Protect Department

8 **咪嘟嘢食店**
Food Wise Eateries
環境保護署
Environmental Protect Department

9 **好僱主約章**
Good Employer Charter
勞工處
Labour Department

10 **香港Q-Carbon認證**
Hong Kong Q-Carbon Certification
香港工業總會
Federation of Hong Kong Industries

11 **少鹽少糖食店**
Less-Salt-and-Sugar Restaurants
環境及生態局
Environment and Ecology Bureau

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Memberships
團體會員

1 Association of Restaurant Managers
現代管理（飲食）專業協會

2 Federation of Hong Kong Industries
香港工業總會

3 Hong Kong Association for Customer Service Excellence
香港優質顧客服務協會

4 Hong Kong Brand Development Council
香港品牌發展局

5 Hong Kong Catering Industry Association
香港飲食業聯合總會

6 Hong Kong Federation of Restaurants & Related Trades
香港餐飲聯業協會

7 Hong Kong General Chamber of Commerce
香港總商會

8 Hong Kong Institute of Human Resources Management
香港人力資源管理學會

9 Hong Kong Institute of Marketing
香港市務學會

10 Hong Kong Investor Relations Association
香港投資者關係協會

11 Hong Kong Management Association
香港管理專業協會

12 Hong Kong Retail Management Association
香港零售管理協會

13 Occupational Health and Safety Council – Green Cross Group
職業安全健康局 – 綠十字會

14 Quality Tourism Services Scheme
「優質旅遊服務」計劃

15 Quality Tourism Services Association
優質旅遊服務協會

16 The Hong Kong Council of Social Service Caring Company Patron's Club
香港社會服務聯會「商界展關懷」贊助人會

17 WWF-Hong Kong Sustainable Seafood Business Membership Programme (Founding Member)
世界自然基金會香港分會環保海鮮企業會員計劃（始創會員）

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Sustainability and Climate Governance
可持續發展及氣候管治

Café de Coral Group recognises that effective governance is fundamental to managing sustainability and climate-related risks and opportunities. The Group has established a structured governance framework led by the Board of Directors and supported by management committees and cross-functional teams to ensure that sustainability considerations are embedded in strategic planning, risk management and day-to-day operations.

大家樂集團明白有效的管治是管理可持續發展及氣候相關風險與機遇的基礎。集團已建立一個由董事局領導，並獲管理委員會及跨職能團隊支援的系統化管治框架，以確保可持續發展考量融入策略規劃、風險管理及日常營運之中。

Sustainability Governance Structure
可持續發展管治架構



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Board Oversight
董事局監督

The Board of Directors (the Board) has ultimate responsibility for overseeing the Group's sustainability strategy and climate-related risks and opportunities. In discharging this responsibility, the Board provides strategic direction on sustainability priorities, supervises the development and implementation of climate-related initiatives, and monitors the Group's performance against its sustainability objectives and targets.

董事局負責監督集團的可持續發展策略及氣候相關風險與機遇，就可持續發展優先事項提供策略方向，監督氣候相關措施的制定與實施，並監察集團對照其可持續發展目標及指標的表現。

Sustainability and climate-related matters are integrated into the Board's oversight of corporate strategy and enterprise risk management. The Board also reviews and approves key sustainability policies, including but not limited to identifying, mitigating and managing of sustainability and climate-related risks and opportunities that may affect the Group's businesses. Acting under delegation from the Board, the Audit Committee oversees the effectiveness of the Group's risk management and internal control systems, including the annual review of sustainability and climate-related target performance and disclosures.

可持續發展及氣候相關事宜已納入董事局對企業策略及企業風險管理的監督範疇。董事會亦負責審閱及批准主要可持續發展政策，包括但不限於識別、緩解及管理可能對集團業務構成影響的可持續發展及氣候相關風險與機遇。獲董事會轉授權力，審核委員會負責監督集團風險管理及內部監控系統的有效性，當中包括對可持續發展及氣候相關目標表現及披露的年度審閱。

Management Approach and Process
管理方針與流程

The Board oversees the Group's sustainability and climate management approach and strategy, which is underpinned by a structured process for evaluating, prioritising and managing material sustainability and climate-related issues, including those that may pose risks to, or create opportunities for, the Group's businesses.

董事局監督集團的可持續發展及氣候管理方針與策略，相關工作建立於一套結構化流程的基礎上，用以評估、排序及管理重大的可持續發展及氣候相關議題，包括那些可能對集團業務構成風險或創造機會的議題。

Material sustainability and climate topics are identified through the Group's stakeholder engagement and materiality assessment processes. These processes consider the perspectives of key stakeholders, the potential financial and operational impacts on the Group's businesses, and relevant regulatory and industry developments. Further details of the stakeholder engagement and materiality assessment methodology are set out in the "Stakeholder Engagement and Materiality Assessment" section of this Report.

重大的可持續發展及氣候議題，是透過與業務相關人士參與及重要性評估流程來識別。這些流程考慮了主要業務相關人士的觀點、對集團業務的潛在財務及營運影響，以及相關的監管與行業發展。有關與業務相關人士溝通及重要性評估方法的進一步詳情，載於本報告「與業務相關人士溝通及重要性評估」一節。

Management conducts stakeholder engagement and materiality assessments and presents the results to the Board. The Board reviews and approves the identified material topics, oversees their prioritisation based on impact and likelihood, and ensures that they are appropriately integrated into business planning, resources allocation, risk management and operational decision-making. The Board oversees the development of corresponding management actions and mitigation plans, including the allocation of responsibilities and resources to address these issues.

管理層負責執行與業務相關人士溝通及重要性評估，並將結果呈交董事局。董事局審閱及批准已識別的重大議題，監督其按影響程度及發生可能性的排序，並確保相關議題已適當融入業務規劃、資源分配、風險管理及營運決策中。董事局亦監督相應的管理行動及緩解措施的制定，包括分配處理這些議題的職責及資源。

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Goals, Targets and Link to Business
目標、指標與業務的關聯

The Board oversees the establishment of sustainability and climate-related goals and targets, with a primary focus on greenhouse gas emission reduction and resource management (including energy, water and waste). In setting and reviewing these targets, the Board considers how they support the Group's long-term business strategy and operational resilience, for example by improving resource efficiency and cost management, strengthening compliance with evolving environmental regulations, meeting customer and investor expectations, and safeguarding the Group's reputation and license to operate.

董事局監督可持續發展及氣候相關目標與指標的制定，重點聚焦於溫室氣體減排及資源管理（包括能源、水及廢棄物）。在制定及檢討這些目標時，董事局會考慮目標如何支持集團的長遠業務策略及營運韌性，例如提升資源效率與成本管理、加強對不斷演變的環境法規的合規性、滿足客戶及投資者的期望，以及維護集團的聲譽與營運許可。

Progress against sustainability and climate-related goals and targets is reviewed periodically by the Board. Performance is reported with key ESG indicators tracked across the Group's businesses. Where performance deviates from expectations, the Board engages with the Group Sustainability committee to understand underlying causes, assess business implications and agree on corrective actions or adjustments to strategy. Acting under delegation from the Board, the Audit Committee also reviews the Group's sustainability and climate-related target performance and disclosures as part of its annual assessment of risk management and internal controls.

董事局定期檢討可持續發展及氣候相關目標與指標的進展，並透過追蹤集團各業務單位的關鍵指標來匯報表現。當表現偏離預期時，董事局可透過與集團可持續發展委員會溝通，以了解根本原因、評估對業務的影響，並商定糾正措施或策略調整。獲董事局轉授權力，審核委員會亦會審閱集團的可持續發展及氣候相關目標表現與披露，作為其風險管理及內部監控年度評估的一部分。

Skills and Competencies
技能與能力

The Board recognises the importance of maintaining appropriate expertise to oversee climate-related matters. Directors enhance their understanding of sustainability and climate-related issues through ongoing professional development, including training programmes, industry briefings and updates on regulatory developments. Where appropriate, the Board also seeks advice from external specialists to support informed decision-making on climate-related risks and opportunities.

董事局深明維持適當專業知識以監督氣候相關事宜的重要性，透過持續專業發展，包括培訓計劃、行業簡介及監管發展的最新資訊，增進董事對可持續發展及氣候相關議題的理解。在適當情況下，董事局亦會尋求外部專家的意見，以就氣候相關風險與機遇作出知情決策。

Reporting and Information Flow
匯報與資訊傳遞

The Board receives regular updates on the establishment and performance of sustainability and climate-related targets, as well as on relevant risks and opportunities. These updates cover regulatory developments, emerging sustainability trends, progress against sustainability targets and the implementation of sustainability and climate initiatives. Information is provided through periodic reports and presentations from the Management Board and relevant sustainability committees.

董事局定期接收有關可持續發展及氣候相關目標的設定與表現，以及相關風險與機遇的最新資訊。這些資訊透過管理局及相關可持續發展委員會的定期報告及簡報提供，內容涵蓋監管發展、新興可持續發展趨勢、對照可持續發展目標的進展，以及氣候措施的實施情況。

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Management Board
管理局

The Management Board, led by the Chief Executive Officer, is responsible for reviewing and managing key sustainability and climate-related matters under the authority delegated by the Board. The Management Board meets regularly to assess sustainability priorities, review material sustainability and climate issues, evaluate progress on climate-related initiatives and consider emerging risks and opportunities.

The Management Board also reviews the outcomes of the Group's materiality assessments, approves relevant sustainability policies and initiatives, and reports progress and recommendations to the Board of Directors.

管理局由首席執行官領導，根據董事局的授權負責審視及管理關鍵的可持續發展及氣候相關事宜。管理局定期召開會議，以評估可持續發展優先事項、審視重大可持續發展及氣候議題、評估氣候相關措施的進展，以及考慮新出現的風險與機遇。

管理局亦會審閱集團重要性評估的結果、審批相關的可持續發展政策及措施，並向董事局匯報進展及提出建議。

Sustainability Committees
可持續發展委員會

To support the implementation of sustainability initiatives across the organisation, the Group established the Group Sustainability Committee and the China Sustainability Committee in 2021. These committees comprise department heads and business unit leaders from diverse professional backgrounds whose functions are directly or indirectly related to sustainability and climate-related matters.

The committees are responsible for coordinating sustainability and climate-related actions across the Group, including the development of metrics and targets, the formulation of climate action plans and the monitoring of implementation progress. During the reporting year, the Group Sustainability Committee and the China Sustainability Committee convened 3 and 2 meetings, respectively.

為推動可持續發展措施的落實執行，集團於2021年成立了集團可持續發展委員會及中國可持續發展委員會，由來自不同專業背景的部門主管及業務單位領袖組成，他們的職能與可持續發展及氣候相關事宜有直接或間接的關聯。

這些委員會負責協調整個集團的可持續發展及氣候相關行動，包括制定指標及目標、制訂氣候行動計劃，以及監察實施進度。於報告年度內，集團可持續發展委員會及中國可持續發展委員會分別召開了三次及兩次會議。

Operational Implementation
營運執行

At the operational level, dedicated Pillar Leads are assigned to oversee each sustainability pillar, supported by cross-functional Execution Groups comprising representatives from relevant business units and functional departments. These teams are responsible for implementing sustainability initiatives, monitoring performance indicators and supporting business units in executing climate-related policies and action plans.

The roles and responsibilities of the Board, management committees and operational teams are reviewed periodically to ensure that the governance framework remains effective and responsive to evolving climate-related challenges and regulatory expectations. Through this governance structure, the Group ensures robust oversight, effective implementation and continuous improvement in managing climate-related risks and opportunities, thereby supporting the Group's long-term sustainable development.

在營運層面上，集團為各個可持續發展範疇委任專責的範疇領袖，並由來自相關業務單位及職能部門代表組成的跨職能執行小組提供支援。這些小組負責實施可持續發展措施、監察表現指標，並支援業務單位執行氣候相關政策及行動計劃。

董事局、管理委員會及營運團隊的角色與職責均會被定期檢討，以確保管治框架保持有效，並能應對不斷演變的氣候相關挑戰及監管期望。透過此管治架構，集團嚴謹監督氣候相關風險與機遇的管理，確保其有效執行及持續改進，從而支持集團的長遠可持續發展。

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Risk Management and Internal Controls
風險管理與內部監控

The Board and the Management Board are responsible for overseeing sustainability-related risks and ensuring that such risks are effectively identified, assessed and prioritised. The Group's Enterprise Risk Management (ERM) framework plays a key role in integrating and monitoring material sustainability-related risks, including areas such as food safety and quality, supply chain management, customer satisfaction and talent retention. Climate-related risks and opportunities are also incorporated into this framework to support the Group's long-term resilience.

董事局及管理局負責監督可持續發展相關風險，並確保有效識別、評估及排列這些風險的優先次序。集團的企業風險管理（ERM）框架在整合及監察重大可持續發展相關風險方面發揮關鍵作用，涵蓋範疇包括食物安全及品質、供應鏈管理、顧客滿意度及人才保留等。氣候相關風險與機遇亦已納入此框架，以支持集團的長遠韌性。

The Group's risk governance framework is structured in accordance with the "three lines of defence" model. Under this approach, operational management serves as the first line of defence through the implementation of day-to-day risk management and internal control activities. Risk management and compliance functions form the second line of defence by providing oversight and guidance, while independent assurance is delivered by the third line of defence through the Internal Audit function. The ERM policy clearly defines the roles and responsibilities of key stakeholders, including the Board, the Audit Committee, the Management Board, operational management and the Internal Audit function.

集團的風險管治框架依據「三道防線」模式構建。在此方針下，營運管理層透過執行日常風險管理及內部監控活動，擔當第一道防線；風險管理及合規職能部門提供監督與指導，構成第二道防線；第三道防線為內部審計部門，提供獨立保證。企業風險管理政策清晰界定主要業務相關人士的角色與職責，包括董事局、審核委員會、管理局、營運管理層及內部審計部門。

The ERM framework is embedded in the Group's strategic planning processes, business operations and daily management activities. Risks are systematically identified, evaluated, prioritised and monitored through the use of risk indicators, early warning signals and mitigation plans. During the reporting year, the Group planned to further strengthen its efforts to integrate climate-related risks into the ERM framework. A range of climate-related risks associated with the Group's business activities, including both transition and physical risks related to climate change, were identified.

ERM框架已融入集團的策略規劃流程、業務營運及日常管理活動之中。我們透過運用風險指標、預警信號及緩解計劃，系統性地識別、評估、排列優先次序及監察風險。於報告年度內，集團計劃加強將氣候相關風險融入ERM框架的工作。我們已識別了一系列與集團業務活動相關的氣候風險，包括與氣候變化相關的轉型風險及實體風險。

Climate-related considerations are also taken into account by the Board when overseeing the Group's strategy and major business decisions, with reference to potential financial and operational implications. These risks are monitored through established internal controls, reporting mechanisms and management procedures to ensure consistent oversight across the Group's operations. Based on the assessment conducted during the reporting year, climate-related risks were considered not material to the Group's current business operations.

董事局在監督集團策略及重大業務決策時，亦會考慮氣候相關因素，並參考其潛在的財務及營運影響。集團透過既定的內部監控、匯報機制及管理程序監察這些風險，以確保在各項營運中維持一致的監督。根據報告年度內進行的評估，氣候相關風險並不是集團業務營運的重大議題。

Further details on the Group's risk management and internal control systems are set out in the Corporate Governance Report of the Group's 2025/26 Annual Report.

有關集團風險管理及內部監控系統的進一步詳情，載於集團2025/26年度年報的「企業管治報告」中。

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Sustainability Policies and Guidelines
可持續發展政策及指引

The Group has established a set of sustainability and climate-related policies and guidelines to support the effective implementation of its sustainability strategy and to ensure consistent management of related matters across all business units. These policies and guidelines are developed and maintained by the Group Sustainability Committee and the China Sustainability Committee and are applicable throughout the Group.

集團已制定多項可持續發展及氣候相關政策與指引，以有效實施其可持續發展策略，並確保所有業務單位貫徹執行。這些政策及指引由集團可持續發展委員會及中國可持續發展委員會制定及審視，適用於整個集團。

The Management Board is responsible for reviewing and approving sustainability-related policies and guidelines. The implementation of strategic initiatives and operational measures arising from these policies is coordinated by the Executive Groups under the supervision of designated Pillar Leads, who are responsible for overseeing the execution of sustainability initiatives within their respective focus areas.

管理局負責審閱及審批可持續發展相關的政策及指引，執行小組在指定的範疇領袖監督下協調實施這些政策所衍生的策略性措施及營運方案，範疇領袖則負責監督各自專注領域內的可持續發展措施的執行情況。

The adoption of sustainability and climate-related policies and guidelines enables the Group to formalise its approach to managing environmental, social and governance matters and to standardise practices across its operations, thereby supporting the Group's long-term sustainable development. To ensure continued relevance and effectiveness, the Group's sustainability committees conduct periodic reviews of these policies and guidelines, taking into account stakeholder expectations, evolving industry standards, global sustainability trends, international conventions and regulatory developments.

透過採納可持續發展及氣候相關政策與指引，集團正式落實管理環境、社會及管治事宜的方針，並統一各營運環節實踐的措施，從而支持集團的長遠可持續發展。集團的可持續發展委員會定期檢討這些政策及指引，以確保其持續相關性及有效性，同時考慮業務相關人士期望、不斷演變的行業標準、全球可持續發展趨勢、國際公約及監管發展。

Regular training is provided for employees to enhance their awareness and understanding of the Group's sustainability policies and practices, facilitating effective implementation. While the Group's current remuneration framework does not yet incorporate climate- or sustainability-related performance metrics, the Group recognises the increasing importance of ESG considerations and will continue to review its approach as part of its ongoing commitment to sustainable development.

集團定期為員工提供培訓，提升他們對集團可持續發展政策及常規的認識和理解，以促進有效實施。雖然集團現行的薪酬架構尚未納入氣候或可持續發展相關的績效指標，但集團認識到ESG考量的重要性日益增加，將會繼續檢討此方針，作為對可持續發展持續承諾的一部分。

Sustainability Governance 可持續發展管治

- Anti-Corruption Policy# 反貪污政策#
- Whistleblowing Policy# 舉報政策#
- Conflict of Interest Policy (for Directors)# 利益衝突政策（集團董事）#
- Conflict of Interest Policy (for Employees)# 利益衝突政策（集團員工）#
- Best Practice and Guideline on Occupational Code of Ethics 良好職業操守行為及相關程序

Catering to Customers 以客為先

- Privacy Policy# 私隱政策#
- Responsible Marketing Policy^# 負責任市場推廣政策^#

Empowering our Employees 員工為本

- Occupational Safety Policy# 職業安全政策#
- Workforce Diversity Policy^# 員工多元化政策^#
- Human Rights and Equal Employment Opportunity Policy# 人權及平等就業機會政策#

Focusing on Food 專注食物

- Sustainable Procurement Policy^# 綠色採購政策^#
- Corporate Food Safety Policy 集團食物安全政策
- Purchasing Manual 採購手冊
- Supplier Code of Conduct 供應商行為守則

Preserving the Planet 保護環境

- Sustainability Policy# 可持續發展政策#
- Sustainable Packaging Strategy^# 可持續包裝策略^#
- Climate Change Policy# 氣候變化政策#

Publicly accessible ^ New policy
可供公眾查閱 ^ 新政策

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Business Ethics and Anti-Corruption
商業道德與反貪污

The Group maintains a zero-tolerance approach to bribery, corruption and unethical conduct, and is committed to upholding the highest standards of business ethics and corporate governance across all operations. All directors and employees are required to adhere to the ethical standards set out in the Group's Best Practice and Guideline on Occupational Code of Ethics, which outlines expected standards of professional conduct and compliance obligations. These standards include, but are not limited to, compliance with the Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong) and the Anti-Money Laundering and Counter-Terrorist Financing Ordinance (Cap. 615 of the Laws of Hong Kong).

As part of its corporate governance framework, the Group has established a publicly disclosed Anti-Corruption Policy that applies to directors, employees and relevant external parties. The policy clearly sets out the Group's anti-bribery and anti-corruption standards, prohibiting the solicitation or acceptance of bribes or improper advantages in connection with the Group's business activities. It also strictly prohibits the offering of bribes or improper advantages to business partners, agents or public officials. The scope of the Anti-Corruption Policy extends to suppliers, contractors, consultants and other business partners, who are expected to comply with the Group's business ethics standards when conducting business with the Group. These expectations are communicated through supplier guidelines, procurement procedures and contractual arrangements, ensuring that anti-bribery and anti-corruption requirements apply across the Group's supply chain and business relationships.

The Policy also provides guidance on conflicts of interest, gifts and hospitality declarations, and reporting procedures, including mechanisms for reporting suspected misconduct through the Group's whistleblowing system. Employees and directors are required to declare any actual or potential conflicts of interest that may arise during business activities in accordance with the Group's internal governance procedures.

The Board of Directors, through the Audit Committee, oversees the effectiveness of the Group's ethics, compliance and anti-corruption framework, including the review of corruption risk exposure and the implementation of mitigation measures. The Group also conducts periodic reviews of its Anti-Corruption Policy and related compliance procedures to ensure alignment with evolving regulatory requirements. In addition, anti-corruption risk management is integrated into the Group's enterprise risk management and internal control systems so that potential misconduct risks are monitored and addressed through established governance mechanisms.

集團對賄賂、貪污及不道德行為採取零容忍態度，並致力在所有營運中秉持最高標準的商業道德及企業管治。所有董事及員工均須遵守集團「良好職業操守行為及相關程序」所載的道德標準，該文件概述了預期的專業行為標準及合規責任。這些標準包括但不限於遵守《防止賄賂條例》（香港法例第201章）及《打擊洗錢及恐怖分子資金籌集條例》（香港法例第615章）。

作為企業管治框架的一部分，集團已制定公開發佈的「反貪污政策」，適用於董事、員工及相關外部人士。該政策清晰闡述集團的反賄賂及反貪污標準，禁止在集團業務活動中索取或接受賄賂或不當利益。該政策亦嚴禁向商業夥伴、代理人或公職人員提供賄賂或不當利益。「反貪污政策」的適用範圍延伸至供應商、承辦商、顧問及其他商業夥伴，他們在與集團進行業務往來時，均須遵守集團的商業道德標準。這些期望透過供應商指引、採購程序及合約安排傳達，確保反賄賂及反貪污要求適用於整個集團的供應鏈及業務關係。

該政策亦就利益衝突、禮物及款待申報，以及舉報程序（包括透過集團舉報程序舉報懷疑不當行為的機制）提供指引。員工及董事須根據集團的內部管治程序，申報在業務活動中可能出現的任何實際或潛在利益衝突。

董事局透過審核委員會監督集團的道德、合規及反貪污框架的成效，包括審視貪污風險及緩解措施的實施情況。集團亦定期檢討其「反貪污政策」及相關合規程序，以確保與不斷演變的監管要求保持一致。此外，反貪污風險管理已融入集團的企業風險管理及內部監控系統，以透過既定的管治機制監察及處理潛在的不當行為風險。

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Whistleblowing Mechanism
舉報機制

The Group has established a publicly accessible Whistleblowing Policy to support the maintenance of high standards of business ethics and corporate governance. The policy provides a formal mechanism through which directors, employees, suppliers, customers and other external stakeholders may raise concerns regarding suspected misconduct, malpractice, corruption or other irregularities relating to the Group's operations.

The Whistleblowing Policy explicitly provides protection for whistleblowers from retaliation, ensuring that individuals who report concerns in good faith are safeguarded from unfair treatment, disciplinary action or dismissal. The Group also recognises that whistleblowers may prefer to remain anonymous and therefore allows concerns to be reported anonymously where permitted by law, with strict procedures in place to safeguard the confidentiality of whistleblowers and the information provided.

Reports may be submitted in writing to the Head of Internal Audit, while matters involving the Chief Executive Officer, Chief Financial Officer or members of the Management Board may be reported directly to the Chairman of the Audit Committee. Upon receipt of a report, the Audit Committee oversees a fair, independent and confidential investigation. All whistleblowing reports are assessed and investigated in accordance with established internal procedures, and corrective actions are implemented where necessary to address identified issues. The Whistleblowing Policy is communicated to stakeholders through various channels, including the corporate website, internal circulars, training sessions, tender documentation and contractual arrangements, and is reviewed periodically to ensure its continued effectiveness.

集團已制定可供公眾查閱的「舉報政策」，以維持高標準的商業道德及企業管治。該政策提供了一個正式機制，讓董事、員工、供應商、顧客及其他外部業務相關人士可就有關集團營運的懷疑不當行為、舞弊、貪污或其他違規行為提出疑慮。

「舉報政策」明確為舉報者提供免受報復的保護，確保真誠提出關注的人士免受不公平對待、紀律處分或解僱。集團亦理解舉報者可能傾向匿名，因此在法律允許的情況下容許匿名舉報，並設有嚴格程序保障舉報者身份及所提供資訊的保密性。

舉報可以書面形式向內部審計部主管提交，而涉及首席執行官、首席財務官或管理局成員的事宜，則可直接向審核委員會主席舉報。收到舉報後，審核委員會會進行公平、獨立及保密的調查。所有舉報均根據既定的內部程序進行評估及調查，並在必要時採取糾正措施以處理已識別的問題。「舉報政策」透過多種渠道（包括集團網站、內部通訊、培訓課程、招標文件及合約安排）向業務相關人士發放，並會定期檢討以確保持續有效。

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Ethics Awareness and Anti-Corruption Training
道德意識及反貪污培訓

The Group places strong emphasis on employee training on anti-corruption and business ethics standards to ensure that employees at all levels understand and comply with the Group's ethical requirements. Members of the Board receive regular anti-corruption training and updates to reinforce their oversight role in maintaining high standards of integrity and governance. Anti-corruption and business ethics training also forms part of the employee onboarding programme, ensuring that new employees are equipped with a clear understanding of the Group's compliance expectations from the outset. The Group also provides regular training on anti-corruption, business ethics and compliance standards to employees across relevant functions, strengthening awareness of ethical conduct and regulatory obligations.

During the reporting year, a compliance training seminar was held for the head office staff, area management teams and managerial staff of our food manufacturing division, focusing on anti-corruption and anti-discrimination to reinforce our dedication to ethical operations.

In addition, all full-time and part-time employees in Hong Kong are required to complete the training programme tailored for the catering industry. These initiatives support the continuous strengthening of the Group's anti-corruption culture and employee awareness of business ethics standards.

集團高度重視員工在反貪污及商業道德標準方面的培訓，以確保各級員工理解並遵守集團的道德要求。董事局成員定期接受反貪污培訓及最新資訊，以強化他們在維持高標準誠信及管治方面的監督角色。反貪污及商業道德培訓亦被納入員工入職培訓，確保新員工從一開始便清晰理解集團的合規期望。此外，集團定期向相關職能的員工提供有關反貪污、商業道德及合規標準的培訓，加強對道德操守及監管責任的認識。

於報告年度內，集團為總寫字樓員工、分區管理團隊及食品產製部門的管理層舉辦合規培訓講座，重點關注反貪污及反歧視，以強化我們對道德營運的承諾。

此外，所有香港業務全職及兼職員工均須完成專為餐飲業而設的「防止貪污」培訓課程。這些措施有助持續鞏固集團的反貪污文化及員工對商業道德標準的認識。



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Integrity Performance and Compliance
誠信表現與合規

The Group monitors compliance with its anti-bribery, anti-corruption, anti-money laundering and business ethics policies through internal audits, management reviews and reporting mechanisms as part of its broader internal control and compliance framework. The Group was also not involved in any anticompetitive or business ethics controversies, and no legal cases regarding corrupt practices were concluded.

作為更廣泛內部監控及合規框架的一部分，集團透過內部審核、管理層檢討及匯報機制，監察其反賄賂、反貪污、打擊洗錢及商業道德政策的合規情況。集團亦無涉及任何反競爭或商業道德爭議，且無有關貪污行為的法律案件審結。

The Group also maintains a clear policy not to make contributions in any form to political campaigns, political organisations, lobbyists or lobbying organisations. While the Group operates primarily in Hong Kong and Chinese Mainland with established regulatory frameworks, it continues to monitor exposure to corruption risks across different business activities and operating geographies and implements appropriate governance measures to mitigate such risks. Through these efforts, the Group remains committed to conducting business in an ethical, transparent and responsible manner, reinforcing stakeholder trust and supporting long-term sustainable value creation.

集團亦維持明確政策，不會以任何形式資助政治運動、政治組織、政治遊說人士或遊說組織。儘管集團主要在具有既定監管框架的香港及中國內地營運，但集團仍持續監察不同業務活動及營運地區的貪污風險，並實施適當的管治措施以緩解該些風險。透過這些努力，集團始終致力於以合乎道德、透明及負責任的方式經營業務，鞏固業務相關人士的信任，創造長遠可持續價值。

Information Security and Data Privacy
資訊安全及數據私隱

The Group recognises that safeguarding information assets and personal data is critical to maintaining the trust of customers, employees and business partners. The Board and senior management oversee information security and data privacy as part of the Group's broader corporate governance and risk management framework, ensuring that appropriate policies, systems and controls are in place to manage cybersecurity risks and protect sensitive information.

集團深明保障資訊資產及個人資料對維持顧客、員工及商業夥伴的信任至關重要。董事局及高級管理層監督資訊安全及數據私隱，將其視為集團更廣泛企業管治及風險管理框架的一部分，確保設有適當的政策、系統及監控措施，以管理網絡安全風險及保護敏感資訊。

To strengthen information security governance, the Group has implemented an Information Security Management System (ISMS) for its Hong Kong operations, which is certified under ISO/IEC 27001. The system incorporates comprehensive policies and procedures covering data access control, system monitoring, internal audits and independent third-party assessments. These measures support the effective protection of confidential information and enhance the Group's resilience against evolving cyber threats.

為加強資訊安全管治，集團香港業務已實施資訊安全管理系統，並已獲ISO/IEC 27001認證，包含全面的政策及程序，涵蓋數據存取監控、系統監察、內部審核及獨立第三方評估。這些措施有助有效保護機密資訊，並增強集團應對不斷演變的網絡威脅的韌性。

The Group also deploys advanced technologies and regularly updates its cybersecurity infrastructure to improve threat detection and response capabilities. This includes the use of Infosys Cortex XDR, which aggregates data across multiple security layers and applies artificial intelligence and machine learning to analyse security data in real time. Through this approach, potential anomalies and threats can be identified promptly, enabling the Group to respond to cybersecurity risks in a timely and effective manner.

集團亦部署先進技術並定期更新其網絡安全基礎設施，以提升威脅偵測與應對能力，包括使用Infosys Cortex XDR。該系統整合多個安全層級的數據，並應用人工智能和機器學習技術對安全數據進行實時分析，讓集團能及時識別潛在的異常及威脅，適時且有效地應對網絡安全風險。

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Employee Awareness and Responsible Use of Technology
培育員工意識及負責任使用科技

Employee awareness plays a vital role in maintaining a strong information security culture. The Group provides regular training programmes to enhance employees' understanding of cybersecurity risks and data privacy obligations. Training topics include cybersecurity awareness, phishing prevention and best practices for secure remote working.

員工意識對於維持穩健的資訊安全文化至關重要。集團提供定期的培訓計劃，以增進員工對網絡安全風險及數據私隱責任的理解。培訓主題包括網絡安全意識、防範釣魚攻擊及安全遙距工作的最佳實踐。





With the increasing adoption of artificial intelligence (AI) tools in the workplace, the Group's Information Technology Department organised a training session during the reporting year for our head office, area management and food manufacturing division managerial staff to provide guidance on the responsible use of generative AI technologies and highlight potential risks associated with the inadvertent disclosure of confidential corporate information or personal data.

隨著工作場所內對人工智能(AI)工具的應用日益增加，集團資訊科技部於報告年度內為總寫字樓、分區管理及食品產製部門的管理人員舉辦了培訓講座，提供負責任使用生成式人工智能技術的指引，並強調與意外洩露公司機密資訊或個人資料的潛在風險。



The Group's commitment to building a data-driven and AI-enabled organisation was recognised by the Data & AI Literacy Association (DALA). During the reporting year, Café de Coral Group and Café de Coral fast food received three accolades at the DALA Awards 2025 for their efforts in advancing digital innovation and strengthening data and AI capabilities.

集團致力應用數據及人工智能，成就獲得數據及人工智能素養協會(DALA)的認可。於報告年度內，大家樂集團及大家樂快餐在DALA Awards 2025中榮獲三項嘉許，以表彰其在推動數碼創新及加強數據與人工智能能力方面的努力。

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Privacy Policy and Personal Data Protection
私隱政策及個人資料保護

The Group has established a Privacy Policy governing the collection, use, storage, transfer and protection of personal data across its operations. The policy is developed in accordance with the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong). Personal data collected through the Group's websites, mobile applications, membership programmes and other business activities is used only for legitimate purposes such as service provision, membership administration, customer relationship management, service improvement and legal compliance. Access to personal data is restricted to authorised personnel on a need-to-know basis. Personal data is retained only for as long as necessary to fulfil its intended purpose or legal obligations, after which it is securely deleted or anonymised. Individuals may request access to or correction of their personal data, and direct marketing activities are conducted only with the individual's consent.

The Privacy Policy is accessible through hyperlinks on relevant digital platforms to ensure transparency. In addition, the Group maintains data retention procedures to periodically remove outdated or unnecessary personal data, thereby reducing the risk of unauthorised access or data breaches.

The policy is developed with reference to applicable data protection laws and regulations, including the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong) and, where applicable, the Personal Information Protection Law of the People's Republic of China.

集團已制定「私隱政策」，規管營運中個人資料的收集、使用、儲存、轉移及保護。該政策乃根據《個人資料（私隱）條例》（香港法例第486章）制定。透過集團網站、手機應用程式、會員計劃及其他業務活動收集的個人資料，僅用於合法目的，例如提供服務、會員管理、顧客關係管理、服務改進及遵守法律規定。查閱個人資料的權限僅限於必須及獲授權的人員；個人資料的保留時間不會超過實現其預期目的或履行法律義務所需的時間，之後會被安全刪除或匿名化；個人可要求查閱或更正其個人資料；而直銷活動僅在獲得個人同意後方會進行。

為確保透明度，相關數碼平台上提供超連結，供查閱「私隱政策」。此外，集團設有數據保存程序，定期刪除過時或不必要的個人資料，從而減低未經授權存取或數據洩露的風險。

該政策乃參考適用的數據保護法律及規例制定，包括《個人資料（私隱）條例》（香港法例第486章），以及《中華人民共和國個人信息保護法》（如適用）。

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Customer Data Protection on Digital Platforms
保護數碼平台顧客資料

The Group's customer-facing digital platforms, including the Club 100 mobile application, eatCDC.com and QR code ordering services, are designed with privacy protection in mind. Customers may place orders as guests without providing personal information, and where personal data is required to facilitate services, only the minimum necessary data is collected. When personal data is intended for direct marketing purposes, customers are clearly informed and their explicit consent is obtained.

During the reporting year, the Group did not identify any incidents of non-compliance relating to cybersecurity or information security that resulted in the leakage of customer personal data or financial loss.

集團面向顧客的數碼平台，包括Club 100手機應用程式、eatCDC.com及二維碼點餐服務，在設計過程中均以保障私隱為重要考量。顧客可以訪客身份下單，無需提供個人資料；若為便利服務而需要收集個人資料，則僅收集最低限度的必要資料。當個人資料被用於直銷目的時，必須清晰告知顧客並取得其明確同意。

於報告年度內，集團並無發現任何因網絡安全或資訊安全違規而導致客戶個人資料外洩或財務損失的事件。

Case Study 焦點案例

Knowledge Sharing and Talent Development for a Smart Future
知識分享與人才發展共創智能未來

During the reporting year, the Group participated in a public lecture at Hong Kong Baptist University titled "Smarter Retail, Happier Customers: AI-Driven Efficiency and Retail Transformation", organised in collaboration with the Hong Kong Retail Management Association under the Strategic Retail Management and Innovation programme. The session engaged more than 50 students and explored how artificial intelligence, data analytics and disciplined retail and food service operations can enhance customer value and operational efficiency.



Raymond Lam, General Manager of Digital Transformation, and Angel Tam, Marketing Director of Café de Coral fast food, shared insights into our digital transformation journey, including the application of AI tools to improve operational efficiency and decision-making, as well as the role of the Club 100 loyalty programme in leveraging first-party data, personalisation and online-to-offline (O2O) integration to better understand customer needs and enhance the customer experience. The event also provided an opportunity to exchange perspectives with students and support the development of future talent in the retail and food service sectors.

於報告年度內，集團與香港零售管理協會在「策略零售管理與創新」計劃下合辦題為「人工智能驅動效率與零售轉型」的公開講座。講座在香港浸會大學舉行，吸引超過50名學生參與，探討了人工智能、數據分析及嚴謹的零售與餐飲服務營運，如何能提升顧客價值及營運效率。

集團總經理（數碼轉型）林志偉及大家樂快餐市務總監譚靜文分享了我們的數碼轉型歷程，包括應用人工智能工具以提升營運效率及決策能力，以及Club 100會員計劃在運用第一方數據、個人化服務及線上到線下（O2O）整合方面所扮演的角色，從而更深入了解顧客需求並提升顧客體驗。是次活動亦提供了與學生交流觀點的機會，支持零售及餐飲服務業未來人才的發展。

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Intellectual Property
知識產權

The protection of intellectual property forms an important part of the Group's responsible business practices. The Group is committed to safeguarding its intellectual property assets while respecting the intellectual property rights of others.

保護知識產權是集團負責任商業實踐的重要一環。集團致力於保護自身的知識產權資產，同時尊重他人的知識產權。

Employees are required to comply with the relevant provisions set out in the Employee Handbook, which provides guidance on the appropriate use of intellectual property and explicitly prohibits activities that may infringe intellectual property rights. The Group also ensures that its advertising and promotional materials comply with applicable copyright and intellectual property laws.

員工須遵守「員工手冊」所載的相關規定，該手冊就知識產權的適當使用提供指引，並明確禁止可能侵犯知識產權的活動。集團亦確保其廣告及宣傳物料符合適用的版權及知識產權法律。

During the reporting year, no incidents of intellectual property infringement or related regulatory violations were reported.

於報告年度內，集團並無接獲有關侵犯知識產權或違反相關法規的事件報告。

Responsible Marketing
負責任營銷

During the reporting year, the Group formalised its commitment to ethical communication with the publication of its Responsible Marketing Policy. This policy establishes a comprehensive framework applicable to all brands and media channels, to ensure compliance with applicable laws and regulations, and requires all marketing content – particularly product, health and nutrition claims – to be factual and appropriately substantiated. It also promotes fair competition by prohibiting misleading or disparaging practices, while requiring communications to be inclusive, respectful and aligned with community standards. Implementation is supported through structured communication with internal teams and external partners, alongside regular monitoring and review.

於報告年度內，集團發佈「負責任市場推廣政策」，落實對道德溝通的承諾。該政策建立了一個適用於所有品牌及媒體渠道的全面框架，確保所有營銷內容，尤其是關於產品、健康及營養的聲稱均合法、誠實且基於科學證據。政策同時禁止誤導或貶損對手的行為，促進公平競爭，並要求所有傳訊內容具包容性、尊重他人且符合社會規範。政策透過與內部團隊及外部合作夥伴的結構化溝通，以及恆常監察與檢討，得以有效落實。

To embed this policy into our daily practices, we conducted our first annual responsible marketing training for all marketing and communications staff members. The training culminated in an online quiz designed to reinforce understanding of key ordinances that govern our operations, including the Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong), the Food and Drugs (Composition and Labelling) Regulations (Cap. 132W of the Laws of Hong Kong), the Unconscionable Contracts Ordinance (Cap 458 of the Laws of Hong Kong), the Copyright Ordinance (Cap. 528 of the Laws of Hong Kong), the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong), and the Competition Ordinance (Cap. 619 of the Laws of Hong Kong). Completion of the quiz is now a mandatory requirement for relevant staff members, marking an important step in strengthening our culture of integrity and transparency in all consumer-facing communications.

為將此政策融入日常實踐，我們為所有市務及傳訊員工舉辦了首次年度負責任市場推廣培訓。培訓最後設有網上測驗，旨在加深對規管我們營運的關鍵條例的理解，包括《商品說明條例》（香港法例第362章）、《食物及藥物（成分組合及標籤）規例》（香港法例第132W章）、《不合情理合約條例》（香港法例第458章）、《版權條例》（香港法例第528章）、《個人資料（私隱）條例》（香港法例第486章）及《競爭條例》（香港法例第619章）。所有相關員工必須完成此測驗，標誌我們在加強所有面向顧客溝通中的誠信與透明文化方面邁出重要一步。

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Stakeholder Engagement and Materiality Assessment
與業務相關人士溝通及重要性評估

The Group is committed to enhancing the transparency of its sustainability disclosures and aligning its sustainability strategy with the expectations of stakeholders. Through regular engagement with a diverse range of stakeholder groups – including restaurant customers, institutional customers, employees, shareholders and investors, landlords, suppliers and vendors, non-governmental organisations (NGOs) and charitable organisations, academia, government bodies, the media, local communities, as well as chambers and industry associations – the Group gathers valuable insights that inform its response to evolving market dynamics and sustainability trends. Feedback from these stakeholders plays an important role in shaping the Group's sustainability approach and supporting responsible and responsive decision-making.

集團致力提升可持續發展披露的透明度，及確保可持續發展策略與業務相關人士的期望保持一致。透過定期與多元化的業務相關人士群體溝通，包括餐廳顧客、機構顧客、員工、股東及投資者、業主、供應商及承辦商、非政府組織及慈善團體、學術界、政府機構、媒體、本地社區，以及商會與行業協會，集團得以收集寶貴意見，為應對不斷變化的市場動態及可持續發展趨勢提供資訊。來自這些業務相關人士的反饋，塑造了集團的可持續發展方針，及支持負責任和及時的決策。

Stakeholder Engagement
與業務相關人士溝通

Engagement with stakeholders is an integral component of the Group's sustainability strategy. The Group places strong emphasis on transparent communication by regularly sharing information on its sustainability strategies, progress and performance. Through ongoing dialogue across multiple engagement channels and platforms, the Group seeks to foster open and constructive communication with stakeholders and incorporate their feedback into the development and implementation of its sustainability initiatives.

與業務相關人士的溝通是集團可持續發展策略不可或缺的部分。集團高度重視透明溝通，定期分享有關其可持續發展策略、進展及表現的資訊。透過於多個溝通渠道及平台的持續對話，集團致力促進與業務相關人士的開放及具建設性溝通，並將其反饋納入可持續發展措施的制定與實施之中。

Recognising that different stakeholders may have varying priorities and expectations, the Group has identified its key stakeholder groups and adopted tailored engagement approaches to address their specific interests and concerns. These engagement activities allow the Group to better understand stakeholder perspectives and ensure that its sustainability initiatives remain relevant and responsive. Feedback and insights gathered through these interactions are carefully considered and integrated into the ongoing refinement of our sustainability strategy and initiatives.

集團認識到不同的業務相關人士可能有不同的優先事項及期望，因此已識別主要業務相關人士群體，並採取度身訂造的溝通方針，以應對其特定的興趣與關注。這些溝通活動使集團能夠更深入地理解業務相關人士的觀點，確保我們的可持續發展措施保持相關性，及能夠回應其關注。我們審慎考量這些互動所收集的反饋與見解，將其融入持續完善可持續發展策略及措施的過程之中。

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Customers
顧客

- Official website and social media
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- Mobile apps and WeChat mini programmes
  手機應用程式及微信小程序
- Menu
  餐單
- Customer surveys
  顧客調查
- Interviews and focus groups
  訪問及聚焦小組
- Customer loyalty programmes
  顧客會員計劃
- Regular meetings with Catering Committee
  與餐飲委員會定期舉行會議
- Marketing campaign and advertisement
  行銷活動和廣告
- Customer service hotline
  客戶服務熱線
- Whistleblowing channel
  匿名舉報渠道

Customers (Institutional)
顧客（機構）

- Official website
  官方網站
- Mobile apps (Luncheon Star)
  手機應用程式（活力午餐）
- Menu
  餐單
- Tender document and vendor interview
  招標文件及供應商訪問
- Regular meetings with Catering Committee
  與餐飲委員會定期舉行會議
- Customer surveys
  顧客調查
- Interviews and focus groups
  訪問及聚焦小組
- Customer service hotline
  客戶服務熱線
- Whistleblowing channel
  匿名舉報渠道

Employees
員工

- Training and workshops
  培訓及工作坊
- Business Strategy and Review Meeting
  業務檢討及策略會議
- Meetings and communications
  會議及溝通
- Internal newsletter and publications
  內部通訊及其他刊物
- Employee engagement activities and events
  員工參與活動
- Whistleblowing channel
  匿名舉報渠道

Suppliers and Vendors
供應商及承辦商

- Factory visits and performance reviews
  廠房視察及表現評估
- Forums
  論壇
- Tender document and vendor interview
  招標文件及供應商訪問
- Regular meetings
  定期會議
- Whistleblowing channel
  匿名舉報渠道

Shareholders and Investors
股東及投資者

- Shareholder meetings
  股東大會
- Financial reports
  財務報告
- Regular announcements and circulars
  定期公告及通函
- Corporate website
  集團網頁
- Investor relations enquiry channel
  投資者關係查詢渠道

Landlords
業主

- Regular meetings
  定期會議
- Forums
  論壇
- Landlord-tenant communication events
  業主租戶交流活動
- Shopping mall festival events
  商場節日活動
- Opening ceremonies for new shops
  新店開幕儀式

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NGOs and Charitable Organisations
非政府組織及慈善組織

- Community investment programmes
  社區投資項目
- Regular meetings
  定期會議
- Community engagement events
  社區參與活動
- Official website and social media
  官方網站及社交媒體
- Organisational memberships
  成為團體會員
- Partnering of volunteering events
  參與義工活動

Government
政府

- Community engagement events
  社區參與活動
- Project collaborations
  項目合作
- Regular and special meetings
  定期及特別會議
- Signatories of government campaigns
  簽署支持政府活動
- Restaurant license application
  牌照申請
- Recruitment roadshow
  招聘活動

Community
社區

- Community investment programmes
  社區投資項目
- Community engagement events
  社區參與活動
- Official website and social media
  官方網站及社交媒體
- Marketing campaign and advertisement
  行銷活動和廣告

Academia
學術界

- Recruitment talks and recruitment fairs
  招聘講座與展覽
- Community engagement events
  社區參與活動
- Forums
  論壇

Media
媒體

- Official website and social media
  官方網站及社交媒體
- Press releases
  新聞稿
- Press conferences and briefings
  新聞發佈會及簡報

Chambers and Associations
商會及協會

- Sharing sessions
  分享會
- Regular and special meetings
  定期及特別會議
- Project collaborations
  項目合作
- Organisational memberships
  成為團體會員

Business Partners
商業合作夥伴

- Collaborative brand campaigns
  品牌合作推廣活動
- Regular meetings
  定期會議

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Case Study 焦點案例

Driving Sustainability Value Through Thought Leadership
以專業洞察引領行業 驅動可持續價值

Maintaining an open and constructive dialogue with stakeholders enables us to better understand their expectations and incorporate their perspectives into the development and implementation of our sustainability initiatives. During the reporting year, the Group participated in external stakeholder engagement events, providing opportunities to exchange insights and share experiences with industry peers, partners and other stakeholders. Concurrently, the Group organised internal initiatives to foster a culture of sustainability, enhance employee engagement and strengthen commitment to long-term value creation across the organisation. Further details of our internal stakeholder engagement initiatives are provided in the "Empowering our Employees" section of this Report.

Through participating in such public dialogue, the Group contributes to constructive discussions on how businesses can play a meaningful role in fostering sustainable and inclusive development in Hong Kong.

與業務相關人士保持開放及具建設性的對話，使我們能夠更深入了解他們的期望，並將他們的觀點納入可持續發展措施的制定與實施之中。於報告年度內，集團參與了外部業務相關人士交流活動，藉此機會與業界同儕、夥伴及其他業務相關人士交流見解並分享經驗。與此同時，集團亦舉辦了內部活動，以培養可持續發展文化、提升員工參與度，並強化整個機構對創造長遠價值的承諾。有關內部業務相關人士參與活動的更多詳情，請參閱本報告「員工為本」章節。

透過參與公開交流，集團就企業如何在促進香港可持續及共融發展方面發揮積極作用，進行具建設性的討論。

RTHK "Profit with Purpose"
香港電台《好好生意》



In an interview on this radio programme produced by the Wofoo Social Enterprise, Piony Leung, CEO of the Group, showcased how the Group integrates business strategy with positive social impact, particularly through its support for the elderly. She also emphasised that employee care and engagement are fundamental to building a responsible and sustainable organisation.

節目由和富社會企業製作，集團首席執行官梁可婷在訪問中分享了集團如何結合業務策略與正面社會影響，特別是為長者提供支援。她亦強調，關愛員工與推動員工參與，是建立負責任及可持續機構的基礎。

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Case Study 焦點案例

Driving Sustainability Value Through Thought Leadership (continued)
以專業洞察引領行業 驅動可持續價值（續）

Ocean Park Sustainability Roundtable
海洋公園可持續發展圓桌會議



This annual event brings together sustainability leaders from different sectors to drive collective action and discuss emerging sustainability trends and innovative practices. Joyce Chiu, the Group's Corporate Communications and Sustainability Corporate Director, was invited to share the Group's sustainability strategy, key initiatives and achievements.

這個年度活動匯聚來自不同界別的可持續發展領袖，一同討論及分享新興的可持續發展趨勢及創新實踐。集團企業傳訊及可持續發展集團總監趙樂思在活動中分享了集團的可持續發展策略、關鍵措施及成果。

TVB "Finance Magazine", Now News "News Magazine"
無綫電視《財經透視》、Now新聞台《時事全方位》





Raymond Lam, General Manager of Taste Joy and Joyce Chiu, Corporate Communications and Sustainability Corporate Director, were featured in various television programmes to share the Group's efforts in addressing the social need for inclusive dining through its Taste Joy soft meal initiative.

食德樂總經理林志偉及集團企業傳訊及可持續發展集團總監趙樂思接受不同電子傳媒採訪，分享集團透過食德樂軟餐項目，致力應對社會對共融餐飲的需求。

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Industry Representations and Public Engagements
業界參與及公共交流

We are committed to advancing the sustainable development of the catering industry by leveraging our extensive know-how and experience. Through accepting appointments in prominent public committees, we play a pivotal role in shaping industry standards, fostering professional training and supporting skill development. During the reporting year, Piony Leung, our CEO, along with senior management team members and chef professionals, has made significant contributions by serving on key public committees, as detailed below.

我們致力運用豐富的專業知識及經驗，推動餐飲業的可持續發展。透過參與具代表性的公共委員會，我們在塑造行業標準、促進專業培訓及支持技能發展方面發揮了關鍵作用。於報告年度內，集團首席執行官梁可婷，聯同高級管理團隊成員及廚務專業人士，於以下關鍵公共委員會中任職，為行業發展作出重大貢獻。

Representative of Café de Coral Group 大家樂集團代表	Committee 委員會	Organisation 機構	Appointment 任命
Piony Leung **梁可婷** *Chief Executive Officer* *首席執行官*	30-50 FoodSmart Partnership Programme Steering Committee 30-50綠色餐飲夥伴計劃督導委員會	Association for Hong Kong Catering Services Management Ltd, Association of Restaurant Managers, Chamber of Food & Beverage Industry of Hong Kong, Hong Kong Federation of Restaurants & Related Trades and Institute of Dining Professionals 香港餐務管理協會、現代管理（飲食）專業協會、香港食品及飲品行業總會、香港餐飲聯業協會、稻苗飲食專業學會	Steering Committee member 督導委員會委員
	Food Wise Hong Kong Steering Committee – Subcommittee on Promotion of Food Wise Initiatives 惜食香港督導委員會 – 咪嘥嘢推廣小組委員會	Environmental Protection Department 環境保護署	Subcommittee member 小組委員會委員
Tammy Wong **黃潔怡** *Corporate Director (Human Resources)* *集團總監（人力資源）*	Catering Industry Training Advisory Committee 餐飲業行業培訓諮詢委員會	Qualifications Framework 資歷架構	Advisory Committee member 諮詢委員會成員
Yeung Man Ping **楊文平** *Executive Chef* *行政總廚* **Cheung Heung Wing** **張向榮** *Operation Training Manager* *業務培訓經理*	“Certificate in Basic Beverage and Snack Production” (QF Level 1) and “Certificate in Fast Food Operation” (QF Level 1) 「基礎飲品及小食製作證書」（資歷架構級別一）及「快餐店營運實務證書」（資歷架構級別一）	Shine Skills Centre under the Vocational Training for People with Disabilities Office of the Vocational Training Council 職業訓練局展亮技能發展中心	External examiner (academic year 2024/25 to 2025/26) 校外考試委員（2024/25至2025/26學年）

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Materiality Assessment
重要性評估

Stakeholder expectations and sustainability priorities continue to evolve in an increasingly dynamic business environment. The first materiality assessment conducted in 2020 has provided a foundation for identifying and addressing key sustainability challenges. In 2024, two materiality assessment workshops were organised with members of the Group Sustainability Committee and the China Sustainability Committee, together with management representatives from various business units, to review and reassess the Group's sustainability priorities.

As sustainability disclosure requirements continue to evolve and become more rigorous, the Group remains committed to maintaining a transparent and proactive approach to sustainability reporting. Regular reviews of material sustainability topics enable the Group to make informed decisions, strengthen accountability and support the delivery of long-term sustainable value.

The materiality matrix summarises the results of the materiality assessment, reflecting the relative significance of the sustainability topics identified by the Group. The vertical axis represents the importance of each topic to stakeholders, while the horizontal axis reflects its significance to the Group's business development, illustrating the relative materiality of the 22 topics assessed.

Among these, 12 key topics have been identified as the Group's most material sustainability priorities, comprising 2 environmental topics, 7 social topics and 3 governance-related topics. To support the effective long-term management of these priorities, the Group has established a range of environmental and social targets, supported by measurable performance indicators. Progress towards these targets is set out in detail in this Sustainability Report.

在日益變化的商業環境中，業務相關人士的期望及可持續發展優先事項亦不斷演變。集團於2020年首次進行重要性評估，為識別及應對關鍵可持續發展挑戰奠定了基礎。於2024年，集團舉辦了兩場重要性評估工作坊，由集團可持續發展委員會及中國可持續發展委員會成員，聯同各業務單位的管理層代表審閱及重新評估集團的可持續發展優先事項。

隨著可持續發展披露要求持續演變並日趨嚴謹，集團仍然致力在可持續發展報告中維持透明及積極進取的方針。集團定期檢討重大可持續發展議題，以作出知情決策、加強問責性，並創造長遠可持續價值。

重要性矩陣總結了重要性評估的結果，反映集團所識別的可持續發展議題的相對重要性。垂直軸代表各議題對業務相關人士的重要性，而水平軸則反映其對集團業務發展的重要性，展示了所評估的22個議題的相對重要性。

其中，12項關鍵議題已被識別為集團最重大的可持續發展優先事項，包括2項環境議題、7項社會議題及3項管治相關議題。為支持對這些優先事項進行有效的長遠管理，集團已訂立一系列環境及社會目標，並輔以可衡量的績效指標。本可持續發展報告已闡述有關實現這些目標的進展詳情。

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	Material Topics (12) 重要議題（12項）	Sustainability Pillar 可持續發展範疇	Category 類別
1	Food quality and safety 食品品質與安全	Focusing on Food 專注食物	Customers 顧客
2	Occupational safety and health 職業安全與健康	Empowering our Employees 員工為本	Employees 員工
3	Customer experience 顧客體驗	Catering to Customers 以客為先	Customers 顧客
4	Risk management and corporate governance 風險管理與企業管治	Sustainability Governance 可持續發展管治	Operations 營運
5	Talent training and development 人才培訓與發展	Empowering our Employees 員工為本	Employees 員工
6	Business integrity and anti-bribery 商業誠信及反貪污	Sustainability Governance 可持續發展管治	Operations 營運
7	Supply chain management and collaboration 供應鏈管理與協作	Focusing on Food 專注食物	Operations 營運
8	Information security and privacy 資訊安全及私隱	Sustainability Governance 可持續發展管治	Customers 顧客
9	Employee well-being, welfare and fair practices 員工福祉、福利及公平守則	Empowering our Employees 員工為本	Employees 員工
10	Customer engagement 顧客參與	Catering to Customers 以客為先	Customers 顧客
11	Waste management 廢物管理	Preserving the Planet 保護環境	Environment 環境
12	Sustainable packaging 可持續包裝	Preserving the Planet 保護環境	Environment 環境
	Moderate Topics (8) 中等議題（8項）		
13	Energy efficiency 能源效益	Preserving the Planet 保護環境	Environment 環境
14	Responsible marketing 負責任行銷	Catering to Customers 以客為先	Operations 營運
15	Water stewardship 水資源管理	Preserving the Planet 保護環境	Environment 環境
16	Diversity, equity and inclusion 多元、公平與共融	Empowering our Employees 員工為本	Employees 員工
17	Responsible sourcing 負責任採購	Focusing on Food 專注食物	Operations 營運
18	Food nutrition and health 食品營養與健康	Focusing on Food 專注食物	Customers 顧客
19	Community building and engagement 社區建設與參與	Catering to Customers 以客為先	Community 社會
20	Carbon emissions and climate change 碳排放及氣候變化	Preserving the Planet 保護環境	Environment 環境
	Monitored Topics (2) 受監察議題（2項）		
21	Smart dining 智能餐飲	Catering to Customers 以客為先	Customers 顧客
22	Food and technology innovation 食品與技術創新	Focusing on Food 專注食物	Operations 營運

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Our Sustainability Strategy
我們的可持續發展策略

Sustainability is an integral part of the Group's business strategy, underpinning our efforts to deliver sustainable growth and create long-term value for our stakeholders. We seek to embed sustainability considerations across all aspects of our operations through a structured framework that guides our approach to sustainability management.

Our sustainability framework is built around four strategic pillars: Catering to Customers, Empowering our Employees, Focusing on Food and Preserving the Planet. These pillars reflect the areas where the Group can generate the greatest positive impact through its operations and value chain. Together, they guide the development of our sustainability initiatives and performance targets, while supporting responsible business practices across the organisation.

可持續發展是集團業務策略不可或缺的一部分，支持我們實現可持續增長及為業務相關人士創造長遠價值。我們透過系統化的可持續發展管理框架，致力將可持續發展考量融入營運的各個層面。

我們的可持續發展框架建基於四大策略範疇：「以客為先」、「員工為本」、「專注食物」及「保護環境」。這些範疇反映了集團透過其營運及價值鏈能夠產生最大正面影響的領域，指導我們制定可持續發展措施及表現指標，同時支撐整個機構的負責任商業實踐。



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The Group's sustainability strategy is aligned with the broader global agenda for sustainable development. We support the United Nations Sustainable Development Goals (UNSDGs), focusing on nine goals that are most relevant to our business activities and sustainability priorities. These goals are integrated into our strategic planning and sustainability initiatives, enabling us to contribute meaningfully to global sustainable development while strengthening the resilience and long-term sustainability of our business.

Through this strategic approach, the Group remains committed to promoting responsible growth, delivering value to stakeholders and contributing to the development of a resilient, inclusive and sustainable society.

集團的可持續發展策略與更廣泛的全球可持續發展議程保持一致。我們支持聯合國可持續發展目標(UNSDGs)，並聚焦於與我們業務活動及可持續發展優先事項最為相關的九項目標。這些目標已融入我們的策略規劃及可持續發展措施之中，使我們能夠為全球可持續發展作出有意義的貢獻，同時加強我們業務的韌性及長遠可持續性。

透過此策略方針，集團繼續致力於推動負責任的增長、為業務相關人士創造價值，並為建設一個具韌性、共融及可持續的社會作出貢獻。

Sustainability Pillar 可持續發展範疇	UNSDGs 聯合國可持續發展目標	Sustainability Topics 可持續發展議題	
Catering to Customers 以客為先		• Community building and engagement 社區建設與參與	• Customer engagement 顧客參與
		• Smart dining 智慧餐飲	• Responsible marketing 負責任市場推廣
		• Customer experience 顧客體驗	
Empowering our Employees 員工為本		• Occupational safety and health 職業安全與健康	• Employee well-being, welfare and fair practices 員工福祉、福利及公平守則
		• Talent training and development 人才培訓與發展	• Diversity, equity and inclusion 多元、公平及共融
Focusing on Food 專注食物		• Food quality and safety 食物品質與安全	• Food nutrition and health 食品營養與健康
		• Supply chain management and collaboration 供應鏈管理與協作	• Responsible sourcing 負責任採購
		• Food and technology innovation 食品與科技創新	
Preserving the Planet 保護環境		• Waste management 廢物管理	• Sustainable packaging 可持續包裝
		• Energy efficiency 能源效益	• Water stewardship 水資源管理
		• Carbon emissions and climate change 碳排放及氣候變化	

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Catering to Customers
以客為先

Quality, accessibility and meaningful engagement across the customer journey remain central to the Group's operations. Through inclusive dining, digital solutions and data-driven engagement, the Group strengthens service excellence and customer connections, delivering accessible, enjoyable and value-driven dining experiences for all.

集團的營運以產品品質、便利性及與顧客的連結為核心。透過推動共融餐飲、數碼方案及以數據驅動的互動模式，集團不斷提升服務質素，加強與顧客聯繫，為所有人提供便捷、愉快且物有所值的用餐體驗。

Relevant Sustainable Development Goals
相關可持續發展目標

Focus Areas
重點範圍

- Customer experience
  顧客體驗
- Customer engagement
  顧客參與
- Community engagement
  社區參與



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Driving Customer Experience and Inclusive Service Excellence
提升顧客體驗 實現卓越共融服務

Serving our customers lies at the heart of everything we do. Across the Group, we have developed initiatives to enhance the customer journey, from digitalised dining experience, mobile applications to customer engagement initiatives and inclusive dining.

Delivering high-quality and consistent customer experience remains a core operational priority. A structured customer experience management framework has been established, integrating frontline training and dedicated customer service resources. Systematic monitoring tools including mystery shopper programmes and regular customer feedback collection are deployed to enable timely identification of service gaps. During the reporting year, Café de Coral fast food achieved an average performance score of 8.69, exceeding the internal target of 8.4, reflecting the effectiveness of these measures.

In Chinese Mainland, customer engagement is guided by the “Be 100 Fun” service philosophy, focusing on customer-centric and experiential dining. During the reporting year, 5 outlets were renovated to enhance the dining environment. Other initiatives include family-oriented offerings such as weekend gifts, special menus and child-friendly utensils, alongside bi-weekly menu updates to ensure variety and transparency.

Through these measures, the Group continues to strengthen customer experience management, enhance service quality, advance inclusive dining and build strong bonds with the communities we serve, thereby supporting sustained customer satisfaction and long-term brand value.

服務顧客是集團工作的核心，我們已制定多項措施以提升顧客體驗，從數碼化用餐、手機應用程式，以至顧客互動活動及共融餐飲，一應俱全。

集團致力提供高質素及穩定的顧客體驗，建立了有系統的顧客體驗管理框架，整合前線培訓及專責的客戶服務資源，並設立包括神秘顧客計劃及定期收集顧客反饋在內的系統性監察工具，以便適時識別服務差距。於報告年度內，大家樂快餐的平均績效評分達到8.69，超越了8.4的內部目標，反映這些措施的成效。

在中國內地，我們的顧客互動以「就要樂滿分」服務理念為宗旨，專注提供以客為本及體驗式的餐飲。於報告年度內，5間分店進行了翻新，以提升用餐環境。其他措施包括提供適合家庭的產品，例如周末禮品、特別餐單及兒童餐具，以及每兩週更新餐單，以確保產品多元化，及提供清晰資訊。

透過這些措施，集團持續加強顧客體驗管理、提升服務質素、推動共融餐飲，並與我們服務的社區建立緊密聯繫，從而維護顧客滿意度及長遠品牌價值。







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Advocating Inclusive Dining with Diverse Choices
多元軟餐選擇　推動共融餐飲

Committed to making dining accessible to all, the Group continues to advocate inclusive dining, bringing dignity and joy to the elderly and individuals with chewing and swallowing difficulties. Since the launch of Taste Joy in 2024, this ready-to-eat soft gourmet brand continues to expand its range of offerings with new flavours and festive offerings, available through both retail and dine-in options. During the reporting year, the Group further extended its soft meal offerings to Shanghai Lao Lao, making it the first local catering brand to offer Shanghainese-style soft meal. Shanghai Lao Lao also joined the Hong Kong Council of Social Service (HKCSS) Care Food Incubation Scheme, showcasing our commitment to promoting an inclusive dining space for all.



Designed to meet the needs of individuals with chewing and swallowing difficulties, our range of products is developed in accordance with the International Dysphagia Diet Standardisation Initiative (IDDSI) framework and the Guideline of Care Food Standard promoted by HKCSS. The meals are carefully designed to be texture-modified, safe and nutritionally balanced, while preserving sensory appeal and dining enjoyment. These initiatives help ease the burden on caretakers by providing convenient soft meal options, while supporting family togetherness by enabling shared dining experiences at home or in our restaurants.

Collectively, these initiatives contribute to the United Nations Sustainable Development Goals, including Zero Hunger (SDG 2), Good Health and Well-being (SDG 3), Reduced Inequalities (SDG 10) and Sustainable Cities and Communities (SDG 11), through improving access to safe, nutritious and inclusive dining. The Group also advances Responsible Consumption and Production (SDG 12) and Partnerships for the Goals (SDG 17) by promoting mindful dietary choices and fostering cross-sector collaboration.

集團持續倡導共融餐飲，讓長者及有咀嚼和吞嚥困難的人士能夠有尊嚴地享受飲食的樂趣。「食德樂」輕嚥料理於2024年推出，品牌持續擴展其產品系列，推出新口味及節慶產品，並透過零售及堂食方式供應。於報告年度內，集團的軟餐產品進一步擴展至上海姥姥，使其成為首個提供上海菜照護食的本地餐飲品牌。上海姥姥亦加入了香港社會服務聯會的「照護食種子餐廳計劃」，彰顯我們對推廣共融餐飲空間的承諾。

我們的軟餐產品系列根據「國際吞嚥障礙飲食標準」（IDDSI）及香港社會服務聯會推廣的「照護食標準指引」製作，旨在滿足有咀嚼及吞嚥困難人士的需求。產品經過精心設計以改良質感，確保安全及營養均衡，同時保留賣相吸引力，讓客人可以食得快樂。軟餐產品有助減輕照顧者的負擔，為有需要人士提供方便的飲食選擇，並可與家人在家中或我們的餐廳享受同桌共膳的樂趣。

透過提供安全、有營養及共融的餐飲選擇，我們為聯合國可持續發展目標作出貢獻，包括零飢餓（SDG 2）、良好健康與福祉（SDG 3）、減少不平等（SDG 10）及可持續城市及社區（SDG 11）。另外，集團亦透過推廣安全飲食選擇及促進跨界別合作，推動負責任消費與生產（SDG 12）及促進目標實現的夥伴關係（SDG 17）。







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Embodying the philosophy of “Savour the Memories, Taste the Happiness”, Taste Joy continues to expand its offerings, bringing even more choices to customers with chewing and swallowing difficulties. New daily dining options developed to meet IDDSI Levels 4 and 6 dietary requirements have been introduced, including Curry Beef Ribs, Roasted Pork Belly with Chicken Wings, and low-sugar Pineapple Buns, all presented with enhanced visual appeal to elevate every dining experience. Seasonal offerings, such as texture-modified rice dumplings for the Dragon Boat Festival, mooncakes for the Mid-Autumn Festival and poon choi for Chinese New Year and Winter Solstice, alongside longevity peach buns for celebratory occasions, bring the warmth of festive traditions to every table, for every customer. The selection also caters to broader dietary needs, including individuals managing blood glucose levels, through the use of monk fruit sweetener as a naturally derived, low-glycaemic alternative.

During the reporting year, Shanghai Lao Lao also launched the “Shanghainese Soft Gourmet” menu, Hong Kong’s first Shanghai cuisine-based Care Food offering under the HKCSS Care Food Incubation Scheme. Developed in collaboration with HKCSS and aligned with IDDSI and the Guideline of Care Food Standard (Levels 3 to 7EC), the menu preserves authentic, classic flavours while meeting clinical dietary requirements. These initiatives support the concept of “shared dining at the same table”, enabling individuals with diverse dietary needs to participate meaningfully in traditional culinary and social experiences.



秉承「重現熟悉滋味，只想您食得快樂」的理念，食德樂持續擴展其產品系列，為有咀嚼及吞嚥困難的顧客帶來更多選擇。品牌推出了符合IDDSI等級4及等級6膳食要求的新日常餐飲選擇，包括咖喱牛肋條、燒肉併白切雞翼，以及低糖菠蘿包，產品賣相更佳，持續提升用餐體驗。品牌亦推出更多節慶食品，例如端午糭、中秋月餅、農曆新年及冬至盆菜，以及適合喜慶場合的壽桃包，為每位顧客帶來節日傳統的溫暖。品牌的產品採用零升糖指數的羅漢果糖，配合關注血糖水平的人士的需要，進一步照顧更廣泛的膳食需求。



於報告年度內，上海姥姥亦推出了「軟滬餐」菜單，成為全港首個在香港社會服務聯會「照護食種子餐廳計劃」下提供的上海菜照護食。團隊與社聯合作開發菜單，符合IDDSI及「照護食標準指引」（等級3至7EC），在保留經典風味的同時，滿足臨床膳食需求。這些措施旨在推廣同桌共膳的理念，讓有不同膳食需要的人士都能夠享受傳統美食及社交體驗。

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Strengthening Stakeholder Engagement and Awareness
加強與業務相關人士參與及社會意識

During the reporting year, the Group continued to deepen stakeholder engagement through targeted initiatives that promote awareness, knowledge exchange and collaboration in inclusive dining.

於報告年度內，集團繼續透過針對性的措施深化與業務相關人士的參與，以推廣共融餐飲的意識、知識交流及協作。



Care Food Around You 2025
區區有啖好食2025

The Group participated in the HKCSS "Care Food Around You 2025" initiative, supporting public education on swallowing difficulties. Raymond Lam, General Manager of Taste Joy, showcased our soft gourmet meals designed to meet recognised care food standards, demonstrating how clinical needs can be translated into enjoyable dining. The event enabled valuable engagement with healthcare professionals, community organisations and service users, fostering the innovation of of inclusive food.

集團參與了香港社會服務聯會的「區區有啖好食2025」計劃，支持有關吞嚥困難的公眾教育。食德樂總經理林志偉在活動中介紹了我們符合認可照護食標準的輕嚥料理產品，以及如何將臨床需要轉化為愉快的餐飲體驗。是次活動促進了與醫護專業人員、社區組織及服務使用者的寶貴交流，推動了共融食品的創新。



Gerontech and Innovation Expo cum Summit 2025 (GIES 2025)
樂齡科技博覽暨高峰會2025

Taste Joy and Shanghai Lao Lao participated in the Gerontech and Innovation Expo cum Summit 2025, Hong Kong's largest gerontechnology event. Through an on-site showcase and food tasting, the brands presented their latest soft gourmet offerings and engaged with visitors, care partners and industry stakeholders. The event facilitated meaningful dialogue and knowledge exchange, enhancing public awareness of inclusive dining while strengthening cross-sector collaboration to address the needs of an ageing population.

食德樂及上海姥姥參與了全港最大型的樂齡科技盛事「樂齡科技博覽暨高峰會2025」，透過現場介紹及試食，兩個品牌均展示了最新的輕嚥料理產品，並與參觀者、照顧者及業務相關人士進行交流。活動成功促進具建設性的對話及知識交流，提升了公眾對共融餐飲的認識，同時加強跨界別合作，以應對人口老化的需要。



Jockey Club Age-friendly City Partnership Scheme 2024/25
賽馬會齡活城市「全城·長者友善」計劃2024/2025

Taste Joy participated in the Jockey Club Age-friendly City Partnership Scheme 2024/25, organised by The Hong Kong Jockey Club Charities Trust and implemented by the Research Centre for Gerontology and Family Studies at the Hong Kong Polytechnic University. Through this collaboration, the Group contributed to promoting age-friendly practices and inclusive dining environments and supporting accessible dining solutions

食德樂參與了由香港賽馬會慈善信託基金主辦、香港理工大學樂齡與家庭研究中心推行的「賽馬會齡活城市『全城·長者友善』計劃2024/25」。透過此合作，集團為推廣樂齡生活及共融餐飲環境作出貢獻，推動無障礙的餐飲解決方案。

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Promoting Accessible In-house Dining Experience
推廣無障礙堂食用餐體驗

Inclusivity is embedded in the design and operation of all customer-facing environments. In compliance with the Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong), both physical infrastructure and service delivery practices are designed to ensure barrier-free access for customers with diverse needs. All outlets welcome guide dogs and provide customer-friendly amenities, including priority seating at selected brands such as Café de Coral fast food and Super Super Congee & Noodles. Accessibility considerations are incorporated into outlet planning and refurbishment processes, with in-house project teams applying recognised international universal design principles to ensure our facilities accommodate a broad range of user needs.

Frontline employees receive specialised training to support customers with different requirements, ensuring services are delivered in a respectful, inclusive and professional manner. This is further supported by broader learning and development programmes as outlined in the “Learning and Development” section.

我們已將共融理念融入所有面向顧客的環境設計和營運之中。我們遵守《殘疾歧視條例》（香港法例第487章），在基礎設施及服務方面，均以確保不同需要的顧客能無障礙地出入為設計原則。所有分店均歡迎導盲犬進入，並提供便利顧客的設施，包括在大家樂快餐及一粥麵等提供關愛座。無障礙考量已納入分店規劃及翻新流程，由內部工程團隊應用公認的國際通用設計原則，確保我們的設施能滿足廣泛的用戶需求。

前線員工接受專門培訓，以支援有不同需要的顧客，確保以尊重、共融及專業的方式提供服務。相關員工培訓由更廣泛的學習及發展計劃支持，詳情請參閱「學習與發展」章節。

Transforming Dining Through Digital Innovation
以數碼創新革新餐飲體驗

The Group continues to advance its digital transformation agenda as a core enabler of customer-centric growth, operational excellence and sustainable value creation. In alignment with evolving consumer preferences and increasing demand for convenience, personalisation and efficiency, we have strategically integrated advanced technologies across our operations. These include digital menus, contactless ordering and payment solutions, self-service kiosks and robotics, all of which contribute to enhancing the overall dining experience while improving service consistency and operational productivity.

The Group remains committed to upholding robust standards of information security and data protection across all digital platforms. Further details on our approach to safeguarding customer privacy and ensuring secure electronic transactions are set out in the section headed “Information Security and Data Privacy”.

集團持續推進數碼轉型進程，推動以顧客為本的業務增長、卓越營運及創造可持續價值。為配合不斷變化的消費者偏好，以及對便利性、個人化和效率日益增長的需求，我們策略性地將先進科技融入營運之中，包括電子餐牌、非接觸式點餐及支付方案、自助點餐機及機械人技術，均有助提升整體用餐體驗，同時改善服務一致性和營運生產力。

此外，集團持續致力在所有數碼平台上提供穩健的資訊安全及數據保護標準。有關我們保障顧客私隱及確保電子交易安全方針的進一步詳情，請參閱「資訊安全及數據私隱」章節。

QR Code Ordering and Mobile Payment Solutions
二維碼點餐及手機支付方案

Mobile ordering and digital payment capabilities have been widely adopted across our network, with 486 outlets in Hong Kong and Chinese Mainland offering such services. Across brands including The Spaghetti House, Oliver’s Super Sandwiches, Shanghai Lao Lao, Mixian Sense and Meet Met Met, dine-in customers may conveniently place orders by scanning QR codes at their tables, enabling seamless menu browsing, order customisation and direct-to-table service. For takeaway customers, the platform provides real-time estimated collection times, thereby enhancing convenience and reducing waiting times.

我們的分店網絡中廣泛採用手機點餐及數碼支付功能，香港及中國內地共有486間分店提供此類服務。堂食顧客光顧The Spaghetti House（意粉屋）、Oliver's Super Sandwiches（利華超級三文治）、上海姥姥、米線陣及Meet Met Met等品牌時，均可掃描桌上的二維碼便捷下單，實現無縫瀏覽餐單、自訂餐點及直接送餐到桌服務。系統亦為外賣顧客提供實時的預計取餐時間，更為方便並可減少輪候時間。

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Online Ordering
網上點餐

The Group has strengthened its online ordering capabilities, enabling customers to place takeaway orders in advance through dedicated webpage to enhance convenience and better serve increasingly time-conscious consumers. This streamlined approach allows customers to avoid queuing and reduce waiting times, providing a more efficient and flexible dining experience that aligns with busy work schedules and on-the-go lifestyles.

集團已強化網上點餐功能，讓顧客透過專屬網頁提前下達外賣訂單，方便愈來愈重視效率的消費者。簡便的下單方式讓顧客不須排隊，縮短輪候時間，切合繁忙的生活及工作模式，提供更高效和靈活的用餐體驗。

Self-service Ordering Kiosks
自助點餐機

To further optimise customer flow and service efficiency, the Group has deployed 815 self-service ordering kiosks across its outlets in Hong Kong and Chinese Mainland. Designed with intuitive, user-friendly interfaces, these kiosks replicate traditional counter services while alleviating pressure during peak periods. Their adoption has contributed to shorter queues, improved order accuracy and a more streamlined customer journey.

為進一步提升客流量及服務效率，集團已於香港及中國內地的分店設置815部自助點餐機。這些點餐機的介面設計簡單易用，能複製傳統櫃檯服務，紓緩繁忙時段的壓力，有助縮短人龍、提升點餐準確度，並帶來更流暢的顧客體驗。



Digital Menu Boards
電子餐牌

Digital menu boards enhance the customer experience through clear, visually engaging content and enable real-time updates to reflect seasonal offerings, promotional items and product availability. In addition, the transition from printed materials to digital formats supports the Group's environmental objectives by reducing paper consumption and associated waste, while also lowering operational costs.

電子餐牌透過清晰、吸引視覺的內容來提升顧客體驗，並能即時進行更新，以反映季節性產品、推廣項目及產品供應情況。此外，餐牌由印刷材料過渡至數碼格式，能減少紙張用量和相關廢物，支持集團達成環境目標，同時降低營運成本。

Robotics and Smart Operations
機械人與智能營運

The deployment of delivery and collection robots represents a further step in modernising the dining environment. Currently, 277 robots are in operation across 145 outlets in Hong Kong and Chinese Mainland, supporting brands such as Super Super Congee & Noodles, Oliver's Super Sandwiches and Asia Pacific Catering. Equipped with wireless positioning technology, these robots deliver meals directly to customers' tables and assist with tray collection, enhancing service efficiency, food hygiene and customer convenience. At Café de Coral fast food outlets, "Little Robots" further support frontline operations, alleviating staff workload while introducing an engaging and innovative element to the dining experience. The Group continues to assess opportunities to expand the application of such technologies.

送餐及收餐機械人的應用，標誌餐飲環境現代化的重要一步。目前，香港及中國內地共有145間分店設置了277部機械人，應用品牌包括一粥麵、Oliver's Super Sandwiches（利華超級三文治）及泛亞飲食。這些機械人配備無線定位技術，能夠直接將食物送達顧客餐桌，並協助收回托盤，提升服務效率及食物衛生，更加方便顧客。在大家樂快餐分店，「收餐Robot仔」進一步支援前線營運，減輕員工工作負擔，同時為用餐體驗增添互動及創新元素。集團將繼續評估擴展此類科技應用的機會。

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Mobile Applications and Digital Ecosystem
手機應用程式及數碼生態系統

In parallel, the Group has strengthened its digital ecosystem through the development of mobile applications and online ordering platforms. Café de Coral fast food's mobile application and the e-commerce platform eatCDC.com enable customers to place orders remotely, access promotional offers and participate in loyalty programmes. Enhancements introduced to the Café de Coral fast food application during the reporting year include:

與此同時，集團透過發展手機應用程式及網上點餐平台，加強了數碼生態系統。大家樂快餐手機應用程式及電子商貿平台eatCDC.com讓顧客能夠遙距下單、獲取推廣優惠及參與會員計劃。於報告年度內，大家樂快餐應用程式引入的升級功能包括：

Personalised store settings 個人化頁面設定

Members can bookmark their preferred outlets for easy access to the latest menus, availability and exclusive offers, delivering more surprises and rewards.
會員可以將心水分店加入書籤，以輕鬆閱覽最新餐單、供應情況及專屬優惠，送上更多驚喜和獎賞。

Instant voucher usage 即時使用優惠券

Members can purchase e-meal vouchers on the eatCDC platform and use them immediately within the mobile app for a seamless one-stop ordering and payment experience.
會員可在eatCDC平台購買電子餐券，並立即在手機應用程式內使用，享受流暢的一站式點餐及支付體驗。

Easy sharing 輕鬆分享

Vouchers can be shared with family and friends, bringing greater convenience and care to everyone.
可與親友分享優惠券，帶來更多便利與關懷。

Simplified interface 簡化介面

Easy-to-use design accommodates members across all age groups and digital abilities, enabling everyone to enjoy a more caring experience.
簡便易用的設計，適合不同年齡層及數碼能力的會員，讓每個人都能享受更貼心的體驗。

WeChat integration 微信整合

Facilitates access for travellers and cross-border customers.
方便旅客及跨境顧客使用。

The Group was honoured with the Smart Food & Beverage (F&B) Company of the Year at the Tech Fest Hong Kong Awards 2026, marking a significant milestone in its digital transformation journey and reflecting broad industry recognition of its achievements.

集團於Tech Fest Hong Kong Awards 2026榮獲Smart Food & Beverage (F&B) Company of the Year，標誌我們在推動數碼化方面取得卓越成就，獲得廣泛認可。





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The WeChat mini programme in our Chinese Mainland operations also underwent an upgrade to enhance digital customer experience and operational efficiency. Key enhancements include integrated payment for paid membership and stored-value meal orders, streamlining the checkout process and driving sales growth; self-service coupon redemption for Douyin offers within the mini programme, improving store operational efficiency and reducing frontline staff workload; and the enhancement of membership tier and members' day privileges, offering more personalised rewards to increase members' visit frequency and strengthen customer loyalty.

Within the institutional catering segment, Luncheon Star's mobile application enables parents to review menus, place orders and complete payments online. An allergen filter (covering eggs, dairy, broad beans, peanuts and more) has been added this reporting year to provide users with allergies a thoughtful, customised ordering experience based on their needs. A survey function has also been introduced to collect customer feedback more efficiently, enabling data-driven insights for immediate improvements and follow-up actions. Similarly, the mobile application supports multiple electronic payment methods, streamlining lunchbox ordering processes for primary school students.

Through these initiatives, the Group continues to leverage digital innovation to enhance customer engagement, improve operational efficiency and support its broader sustainability objectives.

中國內地的顧客點餐小程式於報告年亦完成升級優化，進一步提升數碼化顧客體驗及營運效率。升級重點包括：整合付費會員及儲值點餐的合併支付功能，簡化結算流程，帶動銷售增長；新增抖音點評優惠券的小程序自助核銷功能，提升門店營運效率，減少前線員工的處理時間；同時，強化了會員等級及會員日專屬禮遇，以更個人化的方式回饋顧客，提升會員消費頻次及忠誠度。

在機構餐飲業務方面，活力午餐的手機應用程式讓家長可以在網上查閱餐單、下單及完成付款。於本報告年度，我們新增了致敏原篩選功能（涵蓋雞蛋、奶類、蠶豆、花生等），為有過敏情況的用戶提供按個人需要而設的貼心點餐體驗。我們亦引入了問卷調查功能，以更有效地收集顧客意見，從而推動數據分析，以便即時改進和跟進。手機應用程式亦支援多種電子支付方式，簡化了小學生的飯盒訂購流程。

透過這些舉措，集團持續運用數碼創新來提升顧客互動、改善營運效率，並支持更廣泛的可持續發展目標。







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Driving Customer Loyalty Through Membership and Rewards Ecosystems
會員及獎賞計劃提高顧客忠誠度

The Group continuously strengthen its customer engagement and retention through the enhancement of membership programmes and digital experiences across its brands. Oliver's Super Sandwiches' SUPERclub membership programme, alongside the mobile application, offer members a suite of value-added benefits, including exclusive discounts, bonus point rewards, birthday privileges and stamp-based incentives, as well as the convenience of remote food ordering.

In parallel, Café de Coral fast food continued to advance its digital ecosystem through the upgrade of its mobile application, enhancing functionality and user experience to support more seamless and personalised engagement. Key engagement features include personalised settings, digital voucher purchasing and sharing, and a comprehensive rewards system comprising bonus points, e-cash and e-stamps.

These loyalty programmes recorded sustained growth, with SUPERclub membership reaching approximately 100,000, and Café de Coral fast food Club 100 membership increasing by 12% to approximately 2.2 million during the reporting year.

Through the integration of targeted promotions, digital convenience and rewards-based incentives, the Group continues to strengthen customer loyalty, encourage repeat patronage and deliver a more personalised and efficient dining experience aligned with evolving consumer expectations.

集團透過完善旗下品牌的會員計劃及數碼化體驗，不斷加強顧客參與度及忠誠度。Oliver's Super Sandwiches（利華超級三文治）的SUPERclub會員計劃，連同其手機應用程式，為會員提供一系列增值禮遇，包括獨家折扣、積分獎賞、生日優惠、印花獎勵，以及遙距點餐的便利功能。

與此同時，大家樂快餐透過升級手機應用程式，持續推進數碼生態系統，提升了功能性和用戶體驗，以支持更流暢和個人化的使用。主要的互動功能包括個人化設定、電子優惠券購買和分享，以及一個包含積分、電子現金及電子印花在內的全面獎賞系統。

這些會員計劃錄得持續增長，於報告年度內，SUPERclub會員人數達到約10萬，而大家樂快餐Club 100會員人數增加了12%，達到約220萬。

透過整合針對性推廣、數碼便利及獎賞式措施，集團持續加強顧客忠誠度、鼓勵重複光顧，並提供更個人化及高效的用餐體驗，以配合不斷變化的消費者期望。

Enhancing Service Quality Through Structured Training
系統性培訓提升服務質素

To reinforce service quality and operational consistency, an internal "100-Day Programme" was implemented across selected brands. The programme equips frontline employees with practical skills in product quality, service delivery and hygiene standards, while recognising and rewarding high-performing outlets to encourage a culture of excellence.

In Chinese Mainland, service excellence is further supported through targeted training initiatives aligned with the "Café de Coral Customer Service Blueprint". Structured training programmes were developed based on the "Daily Service Practice" scenario-based training manual. These programmes comprise formal training sessions, complemented by ongoing reviews and spot checks to ensure consistent application.

為加強服務質素及營運一致性，我們在個別品牌實施了內部的「100天工程」以裝備前線員工在保持產品質素、服務及衛生標準方面的實務技能，同時表揚和獎勵表現出色的分店，鼓勵追求卓越的文化。

在中國內地，集團透過一系列以《大家樂顧客服務藍圖》為基礎的針對性培訓措施，進一步提升服務水平。我們根據《服務天天練》情景訓練手冊，制定了系統性的培訓計劃，包括正規培訓課程，並輔以持續的檢討和巡查，以確保貫徹執行。

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Driving Collective Progress Through Retail Innovation and Knowledge Exchange
透過零售創新及知識交流 推動業界共同進步

During the reporting year, the Group contributed to industry dialogue and knowledge sharing at the Hong Kong Retail Management Association's 2025 Hong Kong Retail Summit, themed "Transformative Breakthroughs for Retail". The summit convened experts in artificial intelligence, big data and emerging economic sectors, alongside leaders of local and international retail brands, to examine key challenges and opportunities facing the industry.

Piony Leung, Group CEO, participated as a panel speaker in a session on "Unlocking Retail Opportunities: Empowering Growth Through Policy". Presenting on "Smart Technology and the Silver Economy", she shared the Group's experience in advancing digitalisation, including food delivery robotics, online ordering and e-commerce platforms, as well as targeted engagement of elderly customers through its membership programme. She also highlighted Hong Kong's transition into an ageing society and the Group's role as "Hongkonger's Canteen" in addressing diverse dietary needs, including offering soft meal for individuals with swallowing difficulties. The Group remains committed to sharing its insights with industry peers, fostering collective progress and contributing to the sustainable development of Hong Kong's retail and catering sectors.

報告年度內，集團在香港零售管理協會舉辦的「2025香港零售高峰會」上，參與了行業交流及知識分享。高峰會以「零售轉型：破局求變」為主題，匯聚人工智能、大數據及新興經濟領域的專家，以及本地和國際零售品牌的領袖，共同探討行業面臨的主要挑戰與機遇。

集團首席執行官梁可婷以嘉賓身份，參與了「解鎖零售新機遇：把握政策驅動增長」為主題的座談會。她以「智慧科技、銀髮商機」為題，分享了集團在推動數碼化方面的經驗，包括送餐機械人、網上點餐、電子商貿平台，以及透過會員計劃積極聯繫長者顧客等實踐。她亦提及香港正過渡至老齡化社會，以及集團作為「香港人的大食堂」在滿足多元化飲食需求（包括為有吞嚥困難人士提供軟餐）方面所扮演的角色。透過與業界同儕分享，集團致力推動同業一同進步，為香港零售及餐飲業的可持續發展作出貢獻。



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Building on the recognition as a Guangdong Time-honoured Brand, the Group placed greater emphasis during the year on knowledge sharing and industry engagement, contributing its experience in sustaining brand heritage while driving continuous innovation. Since opening its first Chinese Mainland outlet in Shenzhen's Dongmen district in 1992, the Group has expanded to more than 180 outlets, establishing itself as a trusted "community canteen" through a consistent focus on quality, customer trust and market responsiveness.

To facilitate exchange with stakeholders, a sharing session bringing together representatives from leading industry and trade organisations, including the Hong Kong Trade Development Council, the China Cuisine Association and the Guangdong Catering Service Industry Association, alongside customers and partners was organised. During the session, James Yang, Managing Director (Chinese Mainland), outlined the Group's approach to building a time-honoured brand, including continuous adaptation to local market dynamics, preservation of signature offerings and disciplined innovation to meet evolving consumer preferences. The Group also shared its kitchen management systems and food preparation processes, with selected operations open for viewing to enhance transparency and consumer confidence.

Through these initiatives, the Group seeks not only to refine its own practices, but also to contribute constructively to industry development by sharing practical insights on sustaining brand longevity, reinforcing quality standards and supporting the long-term, sustainable growth of the catering sector in Chinese Mainland.

大家樂快餐於中國內地獲認可為「廣東老字號」後，集團年內更加重視知識分享及行業參與，在推動持續創新的同時延續品牌傳承。自1992年於深圳東門區開設首間分店以來，集團於中國內地已擴展至超過180間分店，一如既往專注於品質、顧客信任及市場反應，確立了品牌作為值得信賴的「社區飯堂」的地位。

為促進與業務相關人士的交流，我們舉辦了一場分享會，匯聚了來自香港貿易發展局、中國烹飪協會及廣東省餐飲服務行業協會等主要行業及商貿組織的代表，以及顧客和合作夥伴。會上，集團行政總裁（中國）楊斌闡述了集團建立老字號品牌的方針，包括持續適應本地市場動態、保留招牌產品，以及進行有紀律的創新以滿足不斷變化的消費者需求。集團亦分享了廚房管理制度及食品製作流程，並開放選定營運區域供參觀，以提升透明度和消費者信心。

透過這些舉措，集團旨在完善自身的實踐，亦希望通過分享關於維持品牌傳承、加強品質標準的實用見解，為行業發展作出建設性貢獻，並支持中國內地餐飲業的長遠可持續增長。



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Strengthening Customer Engagement and Experience Excellence
加強顧客互動與卓越體驗

Building Customer Loyalty and Brand Connection
建立顧客忠誠度與品牌聯繫

We continuously refined our marketing strategies to build a diverse customer base, while applying a data-driven engagement framework to sustain and deepen customer relationships. Complementing these efforts, the Group continues to leverage its brand heritage and signature offerings to foster emotional connection with customers. Anchored by the enduring brand expression "Timeless Taste of Hong Kong" and guided by the message "No Matter How the World Changes, I Want to Stay by Your Side", the Group has grown alongside the Hong Kong community for over five decades, creating meaningful dining experiences that reinforce customer trust, encourage repeat patronage and strengthen long-term brand loyalty.

我們不斷完善市場推廣策略以建立多元化的客戶基礎，同時運用數據驅動的互動框架來維持和深化客戶關係。配合這些努力，集團繼續運用其品牌傳承及招牌產品，與顧客建立情感聯繫。憑藉「滋味如一」這個歷久不衰的品牌宗旨，並以「無論世界點變，都想一直喺你身邊」的信息為指引，集團與香港社區同行超過五十載，打造有意義的餐飲體驗，從而鞏固顧客信任、鼓勵重複光顧，並加強了長遠的品牌忠誠度。

Case Study 焦點案例

Nomination of Baked Pork Chop Rice as Intangible Cultural Heritage
焗豬扒飯申請列入非物質文化遺產

The Group further strengthened its commitment to cultural preservation and community engagement by nominating Baked Pork Chop Rice, a signature item on our menu, for inclusion in Hong Kong's Intangible Cultural Heritage (ICH). Since 1968, this iconic dish has remained a well-recognised and enduring menu item, symbolising our commitment to quality, consistency and customer satisfaction, while embodying the shared memories and cultural identity of generations of Hong Kong people. The dish was thoughtfully refreshed during the reporting year to enhance both taste and presentation, reflecting the Group's continuous pursuit of culinary excellence while preserving its familiar and comforting appeal. By aligning this initiative with broader public education on intangible cultural heritage, encompassing traditional craftsmanship and culinary practices, the Group sought to raise awareness of the importance of preserving community heritage.

集團提名招牌菜式焗豬扒飯列入香港非物質文化遺產，為文化保育及社區參與作出貢獻。自1968年以來，這道菜式深受顧客喜愛，象徵著我們對品質、一致性及顧客滿意度的承諾，同時體現了數代香港人的共同回憶和文化認同。我們於報告年度內精心改良這道菜式，反映集團在保留熟悉而溫暖人心的味道與體驗。集團將這項活動連繫涵蓋傳統工藝及烹飪技藝的非遺公眾教育，提升大眾對保育社區文化的認識。



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Case Study 焦點案例

Commemorating 43 Years of Community Engagement: Farewell to Café de Coral Fast Food Metropole Department Stores Branch

與社區同行43載：告別大家樂快餐新都城百貨分店

Café de Coral fast food marked the closure of its Metropole Department Stores outlet after 43 years of operation, reflecting on its long-standing role within the local community. Since opening in April 1982, the store served multiple generations of customers and became part of Hong Kong's collective memory, providing familiar meals through different stages of the city's development.

A farewell gathering was held to celebrate the contributions of frontline employees and acknowledge the longstanding support of customers and neighbouring stakeholders. The event brought together colleagues, partners and loyal customers to share memories, with interactive elements such as a message-sharing wall highlighting the emotional connection established over time.







大家樂快餐位於新都城百貨的分店在營運43年後結業，為與社區同行的故事畫上句號。自1982年4月開業以來，這間分店服務了不同世代的顧客，成為香港集體回憶的一部分，在城市發展的不斷變遷下，提供始終如一的滋味。

分店舉辦了一場告別聚會，以表揚前線員工的貢獻，並感謝顧客及街坊長期以來的支持。一眾員工、合作夥伴及忠實顧客，在聚會上一同分享回憶，並紀念牆上貼上心意咭，為多年來建立的深厚情感聯繫留下見證。

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Case Study 焦點案例

Engaging the Next Generation While Serving All Ages
連繫年輕一代 服務跨世代客群

The Group is committed to delivering an inclusive dining experience that meets the diverse needs of customers across all age groups. While continuing to provide familiar, comforting offerings valued by families and elderly customers, the Group actively evolves its brand, products and engagement channels to connect with younger generations. This balanced approach ensures that innovation enhances, rather than replaces, the brand's long-standing role in everyday life. These initiatives reinforce Café de Coral's position as a trusted, inclusive brand that remains relevant across generations, resonating meaningfully with customers of all ages and lifestyles.

集團致力提供能滿足不同年齡層顧客多元需求的共融用餐體驗，在為家庭及長者顧客提供熟悉、窩心美食的同時，積極革新品牌、產品和互動渠道，與年輕一代建立聯繫，加強品牌在不同客群日常生活中的穩定地位。這些措施鞏固了集團值得信賴、具包容性的品牌形象，建立跨越世代的連繫，與不同年齡層和生活方式的顧客產生共鳴。



Culturally Relevant Engagement with Gen Z
連結Z世代文化

During the reporting year, Café de Coral fast food refreshed its breakfast proposition under the brand platform "Hong Kong flavour is a must", incorporating contemporary cultural insights to strengthen resonance with Gen Z consumers. Drawing on popular Cantonese expressions, the theme of the breakfast promotional campaign "A great start is a must"repositions breakfast as a simple yet meaningful daily ritual that supports well-being and emotional readiness for the day ahead.

Featuring pop artist Egg Wong, the campaign adopts a light-hearted and relatable approach that aligns with younger consumers' preference for authenticity, humour and cultural relevance, while maintaining broad appeal through its emphasis on quality ingredients and familiar flavours.

於報告年度內，大家樂快餐以「港味要有」為口號革新了品牌定位，融入當代文化元素，加強與Z世代消費者的共鳴。其中早餐推廣主題「靚早要有」借鑑流行的粵語表達，將早餐重新定位為一種簡單而有意義的日常儀式，既有益身心健康，亦能為迎接新一天做好準備。

推廣計劃邀請了流行歌手阿蛋（黃詠霖）參與，採用輕鬆且具親和力的手法，迎合年輕消費者對真實性、幽默感和文化關聯性的喜好，同時強調優質食材和熟悉味道，保持了廣泛的吸引力。

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Participating in Pop Culture and Experiential Platforms
參與流行文化及體驗平台

To deepen engagement with younger audiences, Café de Coral fast food participated in CON-CON HONG KONG 2026, a homegrown intellectual property and pop culture festival that brings together Asian pop culture, anime, music and digital art, alongside major overseas franchises and local creative talent.

Through immersive on-site activations, including themed mascots and interactive experiences, the brand connected with younger consumers in a manner aligned with their interests in fandom, creativity and social engagement. Pre-event digital campaigns and social media interactions further strengthened outreach, demonstrating an integrated online-to-offline engagement approach.

為深化與年輕社群的互動，大家樂快餐參與了匯聚亞洲流行文化、動漫、音樂及數碼藝術的本土原創知識產權與流行文化盛會「CON-CON HONG KONG 2026」，與眾多海外知名品牌及本地創意人才交流。

透過主題吉祥物和互動體驗等沉浸式現場活動，品牌配合年輕消費者對粉絲文化、創意及社交參與的興趣，與他們建立聯繫。活動舉行前的數碼宣傳及社交媒體互動進一步拓展了觸及範圍，展示了線上到線下的全面互動策略。







Launching Experiential and Social Dining Initiatives
推出體驗式社交餐飲活動

Through themed events such as social dining gatherings at Mixian Sense, the Group's brands created enjoyable settings for interaction and shared experiences, particularly appealing to younger customers, singles and couples. These events incorporated group dining, interactive games and curated menus, encouraging natural interaction and community building among participants.



集團品牌舉行不同主題活動，例如米線陣的交友聚餐，營造適合互動交流的用餐環境，吸引年輕顧客、單身人士及情侶。這些活動結合了團體聚餐、互動遊戲及精心設計的菜單，鼓勵參與者之間自然交流，促進社群凝聚力。



The Spaghetti House introduced the “Magic Doggie Cloud” dessert to engage younger customers through a fun, shareable social dining experience. Featuring a doggie-shaped cotton candy cloud, this dessert sampler is designed for group dining and encourages social interaction, positioning the brand as a destination for celebration and shared enjoyment.

The Spaghetti House（意粉屋）則推出了「魔法狗狗雲」甜品，以有趣且適合「打咭」分享的社交用餐體驗，吸引年輕顧客。這款甜點拼盤以狗狗造型的棉花糖為特色，專為團體聚餐而設計，將品牌定位為慶祝與共享歡樂的好去處。

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Case Study 焦點案例

Strategic IP Collaborations to Engage Multi-Generational Customers and Drive Shared Value
策略性IP合作 吸引跨代顧客創造共享價值

During the reporting year, the Group strengthened customer engagement and brand rejuvenation in the Chinese Mainland market through strategic collaborations with well-established IPs, creating shared value for customers, partners and the business.

Café de Coral fast food in Chinese Mainland partnered with "Jurassic World: Rebirth" to launch themed promotions and limited-edition merchandise, including foldable eco-friendly bags and family-oriented children's meals bundled with educational toys. Separately, a collaboration with Crayon Shinchan during the Mid-Autumn Festival and National Day period introduced festive product bundles, mooncake gift sets and co-branded collectibles under the theme "Come and Enjoy, Let's Start Something New". Both campaigns successfully attracted families and younger consumers, drove footfall, generated strong social media engagement and, in the case of the Crayon Shin-chan collaboration, achieved sell-outs of certain limited-edition gift sets ahead of schedule.

Riding on the success of these campaigns, the brand further collaborated with the iconic IP Doraemon to launch the "Fun Together" campaign during Chinese New Year, with a strong focus on promoting its flagship seasonal offerings. During the campaign, customers who purchased selected hot plate meals or the sizzling spring chicken combo received a complimentary premium, while children's meal purchases included a complimentary toy. This cross-brand collaboration not only drove a significant increase in sales, but also effectively strengthened the brand's appeal and affinity among consumers across generations.

於報告年度內，集團與知名IP建立策略性合作關係，強化了在中國內地市場的顧客互動，活化品牌形象，為顧客、合作夥伴及企業創造共享價值。

大家樂快餐在中國內地與《侏羅紀世界：重生》合作，推出了主題推廣活動及限量版周邊商品，包括摺疊環保袋，以及隨兒童餐附送的教育玩具。此外，於中秋節及國慶期間，品牌與《蠟筆小新》合作，推出以「來樂來樂，一起開新」為主題的節慶產品組合、月餅禮盒及聯名收藏品。兩項聯乘企劃均成功吸引家庭客群與年輕消費者，帶動分店人流，並在社交媒體上引發熱烈迴響，其中部分《蠟筆小新》限量版禮盒更提前售罄。

憑藉這些企劃的成功，品牌進一步與經典IP「多啦A夢」合作，於農曆新年期間推出「與你同樂」主題活動，重點推廣季節性招牌產品。活動期間，顧客購買指定鐵板餐或燒春雞套餐即可獲贈精選禮品，而購買兒童餐則附送玩具。這次跨品牌合作不僅大幅帶動銷售增長，更有效增強了品牌在跨代消費者中的吸引力與親和力。



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Case Study 焦點案例

Elevating Customer Experience Through Innovative Dining Concepts
創新餐飲概念 提升顧客體驗

The Group has expanded its brand portfolio with the opening of two newly renovated outlets at Telford Plaza, Shanghai Lao Lao Feast and Oliver's Super Sandwiches, further enhancing its diverse and customer-centric dining offerings.

Shanghai Lao Lao Feast, a premium concept store is designed to embody a sense of abundance and unity, reflecting the vibrancy of modern Shanghai while evoking the warmth of a family dining experience. The outlet offers freshly prepared Shanghainese cuisine with an emphasis on quality and authenticity.

集團擴充了品牌陣容，在德福廣場開設了兩間全新裝修的分店－「筵．上海姥姥」及Oliver's Super Sandwiches（利華超級三文治），進一步提升多元且以顧客為中心的餐飲服務。

全新精品概念店「筵．上海姥姥」體現盛宴與團圓的氛圍，既展現上海的繁華，又喚起家庭聚餐的溫馨回憶。分店提供新鮮製作的上海菜，專注講求品質與地道風味。





Oliver's Super Sandwiches has introduced a refreshed store concept, featuring an enhanced dining environment and a focus on fresh, nutritious meal options. The outlet offers its exclusive "This This This Sandwiches & Salad" range, enabling customers to customise meals with a variety of ingredients to suit individual preferences, supporting more personalised and balanced dining choices.

These developments reflect the Group's ongoing commitment to innovation in customer experience, portfolio diversification and the delivery of high-quality, accessible dining options across its network.

全面翻新的Oliver's Super Sandwiches（利華超級三文治）分店設有升級的用餐環境，提供更多新鮮、營養豐富的餐膳選擇。分店推出獨家「This This This Sandwich & Salad」系列，讓顧客能根據個人喜好，自選三文治及沙律食材，打造更個人化及均衡的飲食選擇。

兩間分店的發展體現了集團對顧客體驗創新、業務組合多元化，以及在旗下品牌網絡提供優質、便利餐飲選擇的持續承諾。





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Valuing Customer Insights for Continuous Improvement
重視顧客意見推動持續改進

Customer feedback plays a vital role in enhancing service quality and guiding product development. A dedicated customer service function is in place to ensure that every guest feels valued and leaves with a consistently positive experience. Through active engagement with customers and the wider community across multiple communication channels, the Group gains valuable insights into customer preferences, enabling continuous refinement of operations. This approach supports the creation of a smart, comfortable and inclusive dining environment, with the objective of meeting and exceeding customer expectations.

顧客回饋在提升服務質素及引導產品開發方面，發揮至關重要的作用。集團設有專責的客戶服務部門，致力確保每位顧客都感受到被重視，享用一貫的正面餐飲體驗。透過多種溝通渠道與顧客及更廣泛的社群積極互動，集團得以深入了解客戶偏好，從而持續改善營運策略，打造智能、舒適及共融的用餐環境，以滿足並超越顧客期望。

Customer feedback is systematically collected through a range of channels, including online surveys, customer service hotlines, email, corporate websites, social media platforms and in-store comment cards. For institutional catering services, regular engagement is conducted with schools, parent-teacher associations, hospitals and commercial clients to better understand expectations and strengthen stakeholder relationships.

我們透過多種渠道系統性地收集顧客意見，包括網上問卷調查、客戶服務熱線、電郵、集團網站、社交媒體平台及店內意見卡。機構餐飲服務方面，我們定期與學校、家長教師會、醫院及商業客戶進行交流，以更深入了解其期望，並加強與業務相關人士的關係。

All feedback from customers and stakeholders is consolidated to support timely review and follow-up actions on product and service quality. Internal key performance indicators are established to uphold service standards, with monthly performance reports submitted for management review.

我們整合所有來自顧客及業務相關人士的反饋，以及時檢討產品與服務質素，並採取跟進行動。我們已制定內部關鍵績效指標以維持服務標準，並每月提交表現報告供管理層審閱。

In Chinese Mainland, customer engagement is further enhanced through digital platforms, including Alipay, WeChat and in-store ordering kiosks, which facilitate convenient and accessible feedback submission. These channels contribute to higher response rates and improved data quality, supported by ongoing system enhancements to ensure accuracy and reliability. Customer insights are analysed to identify emerging trends in product preferences, service expectations and brand positioning. Weekly management meetings are held to review feedback and develop corresponding action plans. During the reporting period, our Chinese Mainland operations achieved a customer satisfaction rate of 94%, exceeding the internal target of 92%, while delivery and takeaway services received a rating of 4.7 out of 5.

在中國內地，我們透過支付寶、微信及店內點餐機等數碼平台進一步提升顧客互動，讓顧客能便捷地提交意見。這些渠道有助提高回應率及改善數據質素，同時配合持續的系統升級，以確保數據的準確性和可靠性。我們透過分析顧客意見，掌握產品偏好、服務期望及品牌定位等新興趨勢。管理層每週舉行會議，審視顧客反饋並制定相應的行動計劃。在報告期內，我們的中國內地業務錄得94%的顧客滿意度，超越內部目標92%；而外賣及速遞送餐服務則獲得5分滿分中4.7分的評分。

During the reporting year, 60 and 33 product or service-related complaints were received via relevant government departments in Hong Kong and Chinese Mainland respectively. All cases were promptly recorded, investigated and resolved, with appropriate explanations provided to customers.

在報告年度內，我們經由香港及中國內地政府相關部門分別接獲60宗及33宗產品或服務相關投訴。所有個案均已即時記錄、調查及解決，並向顧客提供了適當的解釋。

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Responsible Communication and Product Transparency
負責任溝通與產品透明度

Integrity, transparency and regulatory compliance underpin all marketing and customer communications. The Group adopts a zero-tolerance approach towards misleading or exaggerated claims, supported by robust internal review mechanisms to ensure all communications are accurate, properly substantiated and not misleading. Ongoing training and guidance help employees stay informed of responsible marketing practices and evolving regulatory requirements.

Transparency in product information remains a key priority. All product labels are reviewed and approved by the Corporate Quality Assurance function under the Purchasing Manual. Comprehensive food labelling, including nutritional information and common allergens (such as crustaceans, peanuts, nuts and beef), is provided across operations. Where applicable, the use of sustainable seafood is also clearly indicated. Selected "grab-and-go" items at Oliver's Super Sandwiches display key ingredients and nutritional information to support balanced dietary choices.

To further enhance informed decision-making, digital menu systems displaying calorie information have been implemented in 18 institutional catering outlets, including hospitals, schools and corporate locations. Detailed ingredient disclosures are provided in school menus to help parents manage dietary requirements and allergies, while healthcare outlets clearly identify specialised options such as halal and vegan meals.

The Group maintains full compliance with applicable laws and regulations, including the Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong). Through these measures, responsible marketing and product transparency are embedded as core elements of ESG governance, supporting consumer protection, ethical conduct and long-term brand integrity.

誠信、透明度及合規性是所有市場推廣及顧客溝通的基石。集團對誤導性或誇大的宣稱採取零容忍態度，並透過健全的內部審查機制，確保所有溝通內容均準確無誤、有充分依據且不具誤導性。透過持續的培訓與指導，員工掌握負責任的營銷常規及不斷演變的規管要求。

產品資訊的透明度一直是我們的關鍵優先事項。所有產品標籤均依照《採購手冊》規定，由集團品質保證部審閱與核准。各營運據點均提供詳盡的食品標籤，包含營養資訊及常見致敏原（如甲殼類、花生、堅果及牛肉）。在適用情況下，亦會清晰標示使用可持續海鮮。Oliver's Super Sandwiches（利華超級三文治）指定「Grab & Go」商品會標示主要成分及營養資訊，以協助顧客做出均衡的飲食選擇。

為進一步協助消費者作出明智選擇，我們已在18家機構餐飲分店（包括醫院、學校及企業地點）實施顯示卡路里資訊的電子餐牌系統。學校餐單中亦會詳細列出食材成分，協助家長膳食要求及過敏情況；而醫院分店則會明確標示清真及純素等專門餐膳選項。

集團嚴格遵守所有適用的法律及規例，包括《商品說明條例》（香港法例第362章）。透過這些措施，負責任營銷及產品透明度已融入為ESG管治的核心元素，支持消費者保障、道德操守及長遠品牌誠信。

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Fostering Community Connection and Social Value
促進社區聯繫與社會價值

With over 50 years of history in Hong Kong, Café de Coral Group has grown alongside the community it serves. Guided by the ethos “A Taste of Togetherness”, the Group actively deploys its resources to support community development and generate positive social impact. Through a range of initiatives focused on the elderly, youth and caregivers, and in close collaboration with community partners, the Group seeks to strengthen social cohesion, assist those in need, and drive lasting positive change in society.

大家樂集團在香港擁有超過50年的歷史，一直與社區共同成長。秉承「有大家，就有大家樂」的理念，集團積極運用資源支持社區發展，創造正面的社會影響力。透過一系列針對長者、青少年及照顧者的措施，並與社區夥伴緊密合作，集團致力加強社會凝聚力、協助有需要人士，並推動社會持久正面的轉變。

The Group and its brands have been awarded the Caring Company status under the Hong Kong Council of Social Service’s Caring Company Scheme, recognising the Group’s long-standing commitment to community support, a caring workplace culture and a more inclusive and compassionate society. The Group remains committed to embedding care and responsibility across its operations and will continue to work collaboratively with stakeholders to create shared value for the community.

集團及旗下品牌已獲香港社會服務聯會「商界展關懷」計劃頒授「商界展關懷」標誌，肯定了集團長期以來支援社區、關懷職場文化以及建設共融社會的成果。集團一直致力將關懷與責任融入營運之中，並將繼續與業務相關人士攜手合作，為社區創造共同價值。

Case Study 焦點案例

Spreading Festive Warmth Through Community Partnership
與社區夥伴合作 傳遞節日溫暖



In celebration of the Dragon Boat Festival, Super Super Congee & Noodles partnered with the NAAC and Good For Good Charity to distribute rice dumplings to over 400 beneficiaries, including underprivileged families, youth and elderly individuals. These initiative created meaningful opportunities for direct community interaction, promoting a sense of care, connection and shared celebration. Beyond the provision of food, such activities reflect a broader commitment to enhancing community well-being and reinforcing social bonds through culturally relevant engagement.

為慶祝端午節，一粥麵與鄰舍輔導會及與善同行基金會合作，向超過400名受惠者派發糭子，受惠對象包括基層家庭、青少年及長者。在活動中，我們與社區成員直接交流，促進了關懷、聯繫和共享節慶的氛圍。除了分享食物之外，活動更體現了我們透過融合傳統文化的互動，致力提升社區福祉並鞏固社會聯繫。

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Rapid Emergency Response and Community Support During the Tai Po Fire
迅速回應大埔火災 緊急支援社區

Following the five-alarm fire at Wang Fuk Court in Tai Po, thousands of affected residents required immediate assistance. Leveraging its extensive outlet network in Tai Po, the Group mobilised resources swiftly to provide on-the-ground support and address the residents' urgent needs. In close coordination with relevant government departments and NGOs, the Group supplied over 6,000 meals to affected residents within the first two weeks following the incident, specifically:

大埔宏福苑五級大火發生後，數以千計居民受影響，急切需要支援。集團即時運用在大埔區廣泛的分店網絡，迅速調動資源，希望解決居民燃眉之急。集團與相關政府部門及非政府機構的緊密協調，於事故發生後首兩週內，向受影響居民供應了超過6,000份膳食，具體包括：

- Luncheon Star delivered 300 meal boxes to community halls for distribution to residents;
  活力午餐向社區會堂送出了300份飯盒，以供分發予居民；
- Café de Coral fast food outlets in the Tai Po district provided more than 6,000 meal portions and portable charging devices to residents in the days following the incident via the Social Welfare Department of the HKSAR Government;
  事故發生後數日內，大家樂快餐位於大埔區的分店透過香港特別行政區社會福利署向居民提供了超過6,000份餐膳及便攜式充電器；
- The canteen at Alice Ho Miu Ling Nethersole Hospital, operated by Asia Pacific Catering, provided light meals and beverages to families awaiting updates on their loved ones.
  由泛亞飲食營運的雅麗氏何妙齡那打素醫院飯堂，為等候親友消息的家屬提供了輕食及飲品。

Subsequently, in collaboration with the Neighbourhood Advice-Action Council (NAAC) and the Social Welfare Department, the Group activated Phase One of the "Bon Appétit Café" food assistance programme. Through the Department's "one social worker per household" arrangement, the initiative delivered HK$2 million in value by distributing 2,000 "Bon Appétit Cards", each valued at $1,000, to affected residents. The cards be used to redeem meals at any Café de Coral fast food outlet. The programme aimed to provide timely support, extend care and stand in solidarity with the community during this challenging period.

其後，集團與鄰舍輔導會及社會福利署合作，啟動「大家開飯」食物援助計劃第一階段，向居民提供了總值200萬港元的援助。透過署方的「一戶一社工」計劃，集團向受影響居民派發了2,000張每張面值1,000港元的「開飯咭」，讓居民憑咭到大家樂快餐兌換餐膳，希望於艱難時期為他們提供及時支援、傳遞關懷，與社區同心同行。

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Case Study 焦點案例

Bon Appétit Café: Nourishing Communities with Care and Compassion
大家開飯：以愛心與關懷滋養社區

The Group's "Bon Appétit Café" food assistance programme entered its fourth consecutive year. Since its inception in 2022, the programme has leveraged the Group's culinary capabilities and extensive retail network to deliver accessible and continuous food support to vulnerable communities, evolving into a structured community platform that connects food provision with social care.

During the reporting year, the Group activated Phase One of the 2025/26 programme to deliver immediate relief to residents affected by the Wang Fuk Court fire. Following this, Phase Two shifts the focus to expanding inclusive dining access through the distribution of soft meal vouchers to elderly individuals and those with specific dietary requirements, in collaboration with three NGO partners, namely the NAAC, Hong Kong Society for the Aged (SAGE) and Christian Family Service Centre (CFSC). A total of 18,000 soft meal coupons were distributed to promote inclusive dining and support dietary accessibility for vulnerable groups. Overall, the full-year programme provided food support valued at approximately HK$3.2 million, reinforcing the Group's role in addressing social needs.



集團連續第四年推行「大家開飯」食物援助計劃。計劃於2022年啟動以來，透過集團的餐飲專長及廣泛的門店網絡，為弱勢社群提供便捷且持續的食物支援，並逐步發展為一個結合食物與社會關懷的社區平台。

於報告年度內，集團啟動了2025/26年度計劃的第一階段，為受宏福苑火災影響的居民提供即時援助。隨後推出的第二階段則聚焦於共融餐飲，透過與三個非政府機構夥伴合作，包括鄰舍輔導會、香港耆康老人福利會及基督教家庭服務中心，向長者及有特定膳食需要的人士派發軟餐券。計劃共派發了18,000張軟餐券，以推廣共融餐飲，為弱勢群體提供便利膳食選擇。本年度計劃提供了總值約320萬港元的食物支援，進一步鞏固集團在應對社會需要方面的角色。







A kick-off event for this year's programme was held, during which approximately 2,000 soft festive items, including Longevity Peach Buns and Pineapple Buns from Taste Joy, and Xiaolongbao from Shanghai Lao Lao, were distributed to beneficiaries through three partner organisations, bringing festive care during the Lantern Festival. The ceremony was officiated by representatives of the Group and partner organisations, followed by volunteer visits to three elderly homes, where festive greetings and companionship were shared with residents.

我們為本年度計劃舉辦了啟動活動，透過三個合作機構向受惠者派發了約2,000份節日軟餐餐點，包括食德樂的壽桃包及菠蘿包，以及上海姥姥的小籠包，在元宵佳節傳遞節日關懷。啟動儀式由集團及合作機構代表主持，隨後集團義工隊分別探訪三間安老院舍，向長者送上節日問候，陪伴他們共度佳節。

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Case Study 焦點案例

Collaborating Across Sectors to Honour Our Elders at the Table
跨界協作 向長者致敬





Building on our community engagement efforts, the Group continues to support ageing communities through inclusive dining initiatives and collaboration with stakeholders. By integrating accessibility into its offerings, we promote dignified, convenient and inclusive dining experiences for elderly customers and show our appreciation for their contributions to the society they built. During the reporting year, the Group participated in the Government-led Caring Food Coupon Programme to provide accessible and affordable meal options to elderly beneficiaries, offering 60,000 and 70,000 meal coupons in Phase 3 and Phase 4 of the programme respectively.

透過共融餐飲措施及與業務相關人士的合作，集團持續支援老齡化社區。我們在服務中融入無障礙設計，為長者顧客提供有尊嚴、便利及共融的用餐體驗，並藉此感謝他們對社會所作的貢獻。在報告年度內，集團參與了由政府主導的「愛心食肆賞你惠食」計劃，為長者受惠者提供便捷且實惠的餐膳選擇，在計劃的第三及第四階段分別提供了60,000及70,000張食券。

In addition, the Group collaborated with Octopus Holdings Limited for the second consecutive year to support the city-wide 828 JoyYou Fest. These initiatives strengthen social connections, reinforcing our commitment to inclusive, community-oriented dining.

此外，集團連續第二年與八達通控股有限公司合作，共同支持全城的「828樂悠節」，加強社會聯繫，鞏固了我們對共融、以社區為本的餐飲體驗的承諾。

We once again partnered with the Hong Kong Society for the Aged to host a poon choi banquet at Café de Coral fast food on the seventh day of the Lunar New Year (“Renri”). We treated elderly guests to our signature poon choi and Taste Joy’s soft gourmet poon choi, celebrating the festive occasion together.



我們亦再度聯同耆康會，於農曆初七「人日」在大家樂快餐分店舉行盆菜宴，招待長者享用我們的招牌盆菜及食德樂「六福臨門」輕嚐盆菜，一同歡度佳節。

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Case Study 焦點案例

Inspiring and Empowering the Next Generation of Innovators
啟發下一代 推動創新

During the reporting year, the Group once again took part in the Retail Reimagined Challenge 2026 organised by the Hong Kong Retail Management Association. Our CEO, Piony Leung, served on the judging panel, while Alex Lau, Strategy and Business Intelligence Manager, acted as a mentor, offering guidance and insights to participating teams. The initiative not only supported the development of young talent but also brought fresh perspectives to our organisation.

The Group also continued its long-standing partnership with Project WeCan. We were pleased to see our partner school, St. Francis of Assisi's College, received recognition at the Project WeCan Young Innovators Bazaar 2026, reflecting the positive impact of sustained school-corporate collaboration. Through continued participation in these initiatives, the Group seeks to nurture young talent, promote social mobility and contribute to a more innovative, inclusive and sustainable society.

於報告年度內，集團再度參與香港零售管理協會舉辦的「Retail Reimagined Challenge 2026」，集團首席執行官梁可婷擔任評審，策略及商業情報部門經理劉國偉則以導師身份為參賽者提供意見，不僅促進了年輕人才發展，也為我們的團隊帶來嶄新視角。

集團亦繼續維持與「學校起動」計劃的長期合作，我們欣見合作夥伴學校聖方濟各書院在「趁墟做老闆2026」活動中獲得嘉許，反映了持續的校企合作所帶來的正面影響。透過持續參與這些計劃，集團致力培育年輕人才，促進社會流動，並為建立一個更具創新力、包容性及可持續發展的社會作出貢獻。







Case Study 焦點案例

Joyful Meal for Kids in Chinese Mainland
中國內地「大家開飯『童』歡樂」

Since 2023, the Group's "Joyful Meal for Kids" initiative in Chinese Mainland has been providing meal support to underprivileged children. During the reporting year, we partnered with the Guangdong CK Foundation "Blooming Moss Flower" Art and Culture Development Programme to offer nutritious meals to rural children and teachers at the Art and Culture Development Camp. These meals ensured children could explore their artistic potentials, fostering a sense of care, belonging and holistic well-being, nourishing both body and mind for a brighter future.

自2023年起，集團於中國內地的「大家開飯『童』歡樂」公益活動一直為基層兒童提供膳食支援。報告年度內，我們與廣東長江公益基金會「苔花開」鄉村兒童美育計劃合作，為參與「苔花開」美育成長營的鄉村兒童及教師提供營養餐膳，讓孩子們能夠探索藝術潛能，培養關懷、歸屬感及全人健康，滋養身心，邁向更光明的未來。



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Empowering our Employees
員工為本

Our people are fundamental to the Group's long-term success and our ability to consistently deliver high-quality food and services. We are committed to fostering a safe, healthy and inclusive workplace, and to building a professional, engaged and capable workforce that supports both individual development and evolving business needs.

員工是集團長遠成功以及持續提供優質食品及服務的基石。我們致力營造安全、健康及共融的工作環境，建立專業、投入且具備能力的團隊，以支持員工個人發展及不斷變化的業務需求。





Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Talent development
  人才發展
- Employee well-being
  員工福祉
- Equal opportunities
  平等機會

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Talent Acquisition and Attraction
吸納與招聘人才

The Group is committed to attracting, selecting and retaining talent through fair, transparent and merit-based processes across the entire employee lifecycle. From recruitment and onboarding to development, performance management, reward and employee engagement, all people-related decisions are guided by clear standards that prioritise competence, contribution and potential, while ensuring equal opportunity and respect for all employees.

集團致力在整個員工週期中，透過公平、透明及以績效為本的機制，吸引、甄選及挽留人才。從招聘、入職，到發展、績效管理、獎勵及員工參與，所有與員工相關的決策均以清晰的標準為指引，優先考慮能力、貢獻及潛力，同時確保所有員工享有平等機會，並受到尊重。



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This commitment is underpinned by full compliance with applicable legislation in the Group's key markets. In Hong Kong, this includes the Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong), Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong), Family Status Discrimination Ordinance (Cap. 527 of the Laws of Hong Kong) and Race Discrimination Ordinance (Cap. 602 of the Laws of Hong Kong). In Chinese Mainland, the Group operates in accordance with the Labour Law of the People's Republic of China and other relevant regulations. These legal frameworks are complemented by internal policies and standards, which often exceed regulatory requirements and provide clear guidance for responsible people management practices.

集團在主要市場中全面遵守適用法例，包括香港的《性別歧視條例》（香港法例第480章）、《殘疾歧視條例》（香港法例第487章）、《家庭崗位歧視條例》（香港法例第527章）及《種族歧視條例》（香港法例第602章）。在中國內地，集團則根據《中華人民共和國勞動法》及其他相關法規營運。這些法律框架，聯同經常超越監管規定的內部政策及標準，為負責任的員工管理實踐提供清晰指引。

The Group's commitment to people development and workplace excellence continues to be recognised externally. During the reporting year, the Group was awarded the "Happy Company" label for the seventh consecutive year, received the CTgoodjobs Best HR Awards for the fifth consecutive year, and was named a JobMarket Employer of Choice for the fifth time. The Group also remained a signatory of the Good Employer Charter 2024 organised by the Labour Department of the HKSAR Government for the third consecutive term, and was recognised as a "Supportive Family-friendly Good Employer".

集團在人才發展及建立卓越工作環境方面的努力，持續獲得外界認可。於報告年度內，集團連續第七年獲頒「開心企業」標誌、連續第五年榮獲CTgoodjobs「Best HR Awards」殊榮，以及第五度獲求職廣場評為「卓越僱主大獎」。集團亦連續第三度成為香港特區政府勞工處主辦的「好僱主約章2024」簽署機構，並獲嘉許為「為你『家』『友』好僱主」。

The Group's Employee Recruitment Guidelines establish a consistent, transparent and well-controlled framework governing all stages of the hiring process. All offers of employment are issued using approved templates and are subject to appropriate levels of authorisation to ensure alignment with internal controls and contractual standards. The Human Resources Department is responsible for overseeing talent acquisition and ensuring adherence to recruitment policies and procedures across the organisation. Regular reviews are conducted in response to evolving business needs, regulatory requirements and market conditions.

集團的「員工招聘指引」提供一致、透明且受嚴謹監控的框架，以規管招聘流程的各個階段。所有聘用通知均使用經審批的模板發出，並須經適當級別的授權，以確保符合內部監控及合約標準。人力資源部負責監督人才招聘，並確保整個機構遵守招聘政策及程序。我們定期進行檢討，以應對不斷變化的業務需求、監管要求及市場狀況。

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Inclusive and Accessible Recruitment
共融及便利的招聘渠道

To attract a broad and diverse talent pool, the Group adopts a multi-channel and inclusive recruitment approach. In Hong Kong, recruitment activities are conducted through both online and offline platforms, including participation in job fairs and roadshows organised by the Labour Department, job advertisements, corporate websites, social media, recruitment hotlines, email and instant messaging channels. Recruitment activities are also carried out at selected restaurant outlets to enhance accessibility for frontline candidates. Employee referrals are actively encouraged through the Crew Referral Bonus Scheme, supporting efficient and targeted talent acquisition.

In Chinese Mainland, the Group leverages digital platforms and targeted recruitment strategies to strengthen talent attraction and employer branding. Corporate communication channels, including WeChat public accounts, are utilised to showcase the Group's culture, values and employee experiences. Recruitment approaches are tailored to different roles, with office staff sourced through professional platforms and networks, outlet employees recruited through localised channels, and production plant workers engaged through labour agencies and on-site recruitment initiatives. Digital tools are also utilised to streamline application processes and improve recruitment efficiency.

為吸引廣泛而多元化的人才，集團採取多渠道及共融的招聘方針。在香港，招聘活動透過線上及線下平台進行，包括參與勞工處舉辦的招聘會及巡迴招聘活動、招聘廣告、企業網站、社交媒體、招聘熱線、電郵及即時通訊渠道。招聘活動亦於指定餐廳分店進行，以便利前線崗位的求職者。此外，集團透過「員工引薦獎勵計劃」積極鼓勵員工推薦，以支持高效且具針對性的人才招聘。

在中國內地，集團利用數碼平台及具針對性的招聘策略，加強對人才的吸引力，及建立良好僱主形象建設。我們運用包括微信公眾號在內的企業通訊渠道，展示集團的文化、價值觀及員工體驗。我們因應不同職位去制定招聘方針，通過專業平台及網絡招聘辦公室員工；本地化渠道招聘分店員工；而產製中心員工則通過勞務中介及現場招聘活動吸納。我們亦利用數碼工具簡化申請流程，提升招聘效率。

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Talent Pipeline Development and Academia Collaboration
發展人才儲備　與學界合作

To support long-term workforce sustainability, the Group actively develops its talent pipeline through industry-academia collaboration. In Hong Kong, as a long-term supporter of Project WeCan, during the reporting year, the Group welcomed approximately 30 students from St. Francis of Assisi's College to visit the Luncheon Star production facility. Through guided tours of the kitchen and operations floor, students gained first-hand insight into large-scale food production, including the preparation of school meal boxes and the use of advanced equipment such as automated packaging systems and industrial cooking lines. The visit also included a tasting session and interactive exchange with the operations team, allowing students to deepen their understanding of the food services industry.

The Human Resources team hosted a "Career Planning and Creative Marketing" workshop, which provided practical guidance on career planning and self-discovery, encouraging students to reflect on their interests and future aspirations. Colleagues from the marketing function further shared real-world campaign experiences, inspiring students to develop creative thinking and explore potential career opportunities within the industry.

為支持長遠的人力資源可持續發展，集團透過校企合作積極拓展人才儲備。在香港，集團長期支持「學校起動」計劃，於報告年度內接待了約30名來自聖芳濟各書院的學生參觀活力午餐的生產設施。透過參觀廚房及營運樓層，學生們親身了解到大規模食品生產的過程，包括學童飯盒的製作以及自動化包裝系統和工業烹飪線等先進設備。活動並設有試食環節及與營運團隊的互動交流，加深了學生對餐飲服務行業的認識。

集團亦舉辦了「生涯規劃及創意營銷」工作坊，由人力資源團隊提供有關生涯規劃及自我認識的實用指導，鼓勵學生反思自己的興趣及未來志向。市務部同事更分享了真實的市場推廣經驗，啟發學生發展創意思維，並探索行業內的潛在職業機會。



Through these initiatives, the Group aims to broaden students' horizons, bridge the gap between education and employment, and foster early engagement with the next generation. By empowering young people to make informed career choices, we are laying the foundation for a sustainable and resilient talent pipeline for the future.

In Chinese Mainland, partnerships with vocational and technical institutions are established to align skills development with operational needs. For example, a collaborative programme with the Guangdong Province Technician College of Light Industry integrates corporate culture education with specialised technical training delivered by the Group's operational and culinary management teams. This approach shortens training lead time and strengthens the quality of new hires.

透過這些活動，集團旨在擴闊學生的視野，縮窄學習與就業之間的差距，並促進與下一代的交流。透過賦能年輕人作出明智的就業選擇，我們為未來可持續且具韌性的人才儲備奠定基礎。

在中國內地，我們與職業技術院校建立合作關係，將技能發展與營運需求對接。例如，一項與廣東省輕工業技師學院合作的計劃，將企業文化教育與由集團營運及餐飲管理團隊提供的專業技術培訓相結合，有助縮短培訓週期，並提高了新員工的質素。



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Zero Tolerance for Child and Forced Labour
對童工及強迫勞工採取零容忍政策

The Group is committed to attracting and retaining a diverse and capable workforce through fair, transparent and responsible recruitment practices. It strictly prohibits all forms of illegal employment, discrimination, child labour and forced labour, and ensures full compliance with applicable labour laws and regulations across its operations. All employees are required to meet statutory minimum age requirements and legal employment conditions.

集團致力透過公平、透明及負責任的招聘措施，吸引和保留多元化且具能力的員工團隊。集團嚴禁任何形式的非法僱傭、歧視、童工及強迫勞動，並確保所有營運全面遵守適用的勞工法例及規例。所有員工均須符合法定最低年齡要求及合法的僱傭條件。

The Group's operations comply fully with all applicable laws and regulations designed to prevent such practices, including, but not limited to, the Employment Ordinance (Cap. 57 of the Laws of Hong Kong). Our publicly accessible Human Rights and Equal Employment Opportunity Policy sets out its commitment to respecting and promoting human rights across all operations, in line with relevant statutory requirements and with reference to international standards such as the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights and the United Nations Sustainable Development Goals. The Policy prohibits all forms of illegal and forced labour, including child labour, illegal immigrants, indentured labour and human trafficking. It also establishes mechanisms for reporting and investigating complaints of discrimination, harassment and vilification.

集團的營運全面遵守所有旨在防止此等行為的適用法律及規例，包括但不限於《僱傭條例》（香港法例第57章）。我們可供公眾查閱的「人權及平等就業機會政策」闡述了集團在所有營運中尊重和促進人權的承諾，符合相關法定要求，並參考了國際標準，例如《世界人權宣言》、國際勞工組織《工作中的基本原則和權利宣言》、《聯合國全球契約》、《聯合國工商企業與人權指導原則》，以及聯合國可持續發展目標。該政策禁止一切形式的非法及強迫勞動，包括童工、非法入境者、契約勞工及人口販運。該政策亦設立了舉報和調查歧視、騷擾及中傷投訴的機制。

As part of the preventive measures, we conduct rigorous verification of the identity and employment eligibility of all candidates, including checks of official identity documents, to prevent the engagement of underage or unauthorised personnel. We also monitor staff working hours and overtime arrangements on a regular basis to ensure adherence to labour regulations and to minimise any risk of coercive or exploitative conditions.

作為預防措施的一部分，我們對所有求職者的身份及工作資格進行嚴格核實，包括檢查官方身份證明文件，以防止聘用未成年或未經授權的人員。我們亦定期監察員工的工作時數及加班安排，以確保符合勞工法規，並盡量減少任何強制或剝削情況的風險。

In the event that any instance of child or forced labour is identified, the Group takes immediate remedial action. This may include the termination of the relevant employment, a review and strengthening of recruitment procedures, and targeted training for staff involved in the hiring process to reinforce compliance with ethical labour standards.

倘若發現任何童工或強迫勞動的情況，集團會立即採取補救措施，當中可能包括終止相關僱傭關係、檢討及加強招聘程序，以及為參與招聘過程的員工提供針對性培訓，以加強遵守合符道德的勞工標準。

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Diversity, Equity and Inclusion
多元、公平及共融

We strive to maintain a workplace in which colleagues can bring their whole selves to work and where differences in background, experience and identity are recognised as a source of strength. We actively seek to remove barriers to participation and progression, particularly for those from under-represented and vulnerable groups, and to extend meaningful employment opportunities that support social mobility.

Our Human Rights and Equal Employment Opportunity Policy and Workforce Diversity Policy set out our commitment to equal opportunity. They promote diversity and inclusion by maintaining workplaces free from discrimination and harassment on any ground protected by applicable laws, and by ensuring that recruitment, development, compensation and advancement are based on qualifications, performance, skills and experience. The Policies further commit the Group to fair and competitive compensation and well-being in compliance with the Employment Ordinance (Cap. 57 of the Laws of Hong Kong).

我們致力營造一個讓員工能夠全心投入工作，欣賞背景、經驗及身份差異的工作環境。我們亦積極消除員工參與和晉升的障礙，特別針對弱勢社群，並提供有意義的就業機會，以支持社會流動。

我們的「人權及平等就業機會政策」及「員工多元化政策」闡述了我們對尊重和促進平等機會的承諾。透過維持一個歧視或騷擾的工作環境，並確保招聘、發展、薪酬及晉升均基於資歷、表現、技能及經驗。這些政策成功推動了多元共融，同時承諾集團遵守《僱傭條例》（香港法例第57章）的規定，提供公平及具競爭力的薪酬與福祉。

Gender Profile by Employment Category
按職類劃分的性別比例概況

	Hong Kong 香港		Chinese Mainland 中國內地	
	Male 男性	Female 女性	Male 男性	Female 女性
Senior Management 高級管理層	33	17	8	8
Middle Management 中級管理層	632	369	275	185
General Staff and Frontline Staff 一般及前線員工	2,355	8,465	1,570	3,524



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As an equal opportunity employer, the Group is committed to providing fair access to employment and offering appropriate support to individuals with diverse needs, enabling them to pursue career development within the organisation. We provide opportunities for:

作為平等機會僱主，集團致力於提供公平的就業機會，並為有不同需要的人士提供適當的支援，使他們能夠在機構內尋求職業發展。我們為以下人士提供機會：

All Genders, Ages and Family Statuses
所有性別、年齡及家庭崗位

We welcome applications from different talents including middle-aged individuals, full-time carers and retirees, and we design roles to support those with significant family commitments. In line with this commitment, we offer flexible work arrangements and rostering options to support individuals with family or other responsibilities who are unable to commit to full time roles. For example, the on site meal box dispatch team at Luncheon Star is predominantly made up of colleagues who must prioritise caring responsibilities and therefore cannot commit to conventional full time employment. We also work with NGOs, to create employment pathways for underprivileged residents, including those from the Hong Kong Sheng Kung Hui Welfare Council Transitional Housing and Yan Chai Hospital Light Public Housing Project. This initiative, further extends opportunities to those who may face additional barriers to entry.

Our commitment on building an age friendly workplace was recognised through the award of the “50+ Age Friendly Employer” certification by Happy Retired Charity Action funded by the Hong Kong Jockey Club Charities Trust, reflecting the Group’s efforts to provide meaningful opportunities for more mature employees and to leverage the experience, expertise and energy they bring to our business. We were also recognised by the Labour Department of the HKSAR Government as a Supportive Family-friendly Good Employer. These accolades affirm the strength of our approach to embedding diversity, equity and inclusion across the organisation.

我們歡迎來自不同背景的人才申請，包括中年人士、全職照顧者及退休人士，並提供靈活的工作及編更安排，以支持因家庭或其他責任而無法擔任全職工作的人士。例如，活力午餐的到校餐膳派送團隊主要由需要優先照顧家庭、因而無法從事傳統全職工作的員工組成。我們亦與香港聖公會福利協會及仁濟醫院等非政府機構合作，為簡約公屋及過渡性房屋居民創造就業階梯，進一步為可能面臨額外就業障礙的人士提供機會。

我們積極建立年齡友善工作環境，獲得由香港賽馬會慈善信託基金資助的「樂活新中年慈善動力」頒發「50+樂齡友善僱主」認證，反映集團為年長員工提供有意義機會，並善用他們為業務帶來的經驗、專業知識及幹勁。我們亦獲香港特區政府勞工處嘉許為「為你『家』『友』好僱主」。這些嘉許肯定了我們在整個機構內貫徹多元、公平及共融的方針。

50+ 樂齡友善僱主
AGE-FRIENDLY EMPLOYER
Awarded by Happy-Retired Charity Action

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Ethnic Diversity
族裔多元

We are committed to providing roles that support the integration and contribution of people from a range of ethnic backgrounds. As at March 2026, the Group employed 398 non Chinese colleagues from diverse communities, including Indonesian, Indian, Pakistani, Nepalese, Thai and Filipino employees. Their perspectives and experiences enrich our culture and help us to better serve a broad customer base.

我們致力為不同族裔人士提供職位，支持他們融入社會並作出貢獻。截至2026年3月，集團聘用了398名來自不同社群的少數族裔同事，包括印尼、印度、巴基斯坦、尼泊爾、泰國及菲律賓裔員工。他們的觀點和經驗豐富了我們的文化，有助我們更好地服務廣泛的客戶群。

Individuals with Special Needs
特殊需要人士

We maintain long term partnerships with more than 50 NGOs, educational institutions and public bodies to support the employability and career development of individuals with special needs. As at March 2026, the Group employed 231 individuals with physical or learning challenges. Over the year, we conducted around 30 targeted recruitment activities in collaboration with organisations such as Caritas, the Hong Kong Down Syndrome Association and Hong Chi Association. We are also a supporter of the Work Orientation and Placement Scheme initiated by the Labour Department of the HKSAR Government, which promotes workplace participation for persons with disabilities.

我們與超過50間非政府機構、教育機構及公營機構維持長期合作關係，支持特殊需要人士的就業能力及職業發展。截至2026年3月，集團聘用了231名有身體障礙或學習障礙的員工。年內，我們與明愛、香港唐氏綜合症協會及匡智會等機構合作，舉辦了約30場針對性的招聘活動。我們支持香港特區政府勞工處「就業展才能計劃」，該計劃旨在促進殘疾人士的職場參與。

Through these measures, we aim to build a workforce that reflects the communities we serve and to ensure that all colleagues can contribute, develop and succeed on a fair and equal basis. Our sustained efforts have been recognised externally, as we received the Best Diversity, Equity and Inclusion Strategy Gold Award at the Best HR Awards 2025 organised by CTgoodjobs.

透過這些措施，我們旨在建立一支能夠反映我們所服務社區的員工團隊，並確保所有同事都能在公平和平等的基礎上作出貢獻、發展和取得成功。我們持續的努力獲得外界認可，在CTgoodjobs舉辦的「Best HR Awards 2025」中榮獲「最佳員工多元、公平及共融策略大獎」金獎。

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Talent Retention and Engagement
人才保留與員工參與

Through a structured approach to human capital management, the Group promotes employee well-being, continuous learning and career development, enabling our people to realise their potential while contributing to sustainable business growth.

透過系統化的人才管理方式，集團推動員工福祉、持續學習及職業發展，支持員工發揮潛能，同時為業務的可持續增長作出貢獻。

The Group is committed to attracting and retaining talent by fostering a supportive and rewarding work environment. This is underpinned by a transparent and performance-based appraisal system, a comprehensive remuneration and benefits framework, structured career development pathways, long service recognition and employee engagement initiatives designed to recognise employee contributions and support long-term engagement. We received the Retention Strategy Award under the Employer of Choice Award 2025 by JobMarket.

集團致力透過營造具支持性及激勵性的工作環境，吸引和挽留人才。這項策略建基於透明且以績效為本的評核制度、全面的薪酬及福利框架、清晰的職業發展階梯、長期服務獎及員工參與計劃，肯定員工貢獻並支持長期投入。我們於2025年榮獲求職廣場「卓越僱主大獎」中的「卓越人才保留策略大獎」。

Remuneration and Fringe Benefits
薪酬及福利

The Group is committed to maintaining fair and equitable remuneration practices. Compensation is determined based on employees' roles, responsibilities, performance and relevant market benchmarks, and is subject to regular review to ensure competitiveness and alignment with industry standards. Remuneration decisions are made on an objective basis and personal attributes, including gender, are not considered in determining remuneration packages.

集團致力維持公平公正的薪酬制度，根據員工的角色、職責、表現及相關市場基準釐定薪酬，並會定期檢討，以確保其競爭力及與行業標準保持一致。我們基於客觀基礎作出薪酬決策，在釐定薪酬待遇時不會考慮性別等個人特徵。

Our remuneration design is in full compliance with all applicable labour laws and regulations, including but not limited to the Employment Ordinance (Cap. 57 of the Laws of Hong Kong), Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong), the Mandatory Provident Fund Schemes Ordinance (Cap. 485), the Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong), as well as ensuring fair and equitable employment practices across the operations.

我們的薪酬設計全面遵守所有適用的勞工法例及規例，包括但不限於《僱傭條例》（香港法例第57章）、《僱員補償條例》（香港法例第282章）、《強制性公積金計劃條例》（香港法例第485章）、《最低工資條例》（香港法例第608章），同時確保在整個營運中貫徹公平公正的僱傭常規。

In Hong Kong, all staff are provided with a comprehensive range of benefits, including competitive remuneration packages, in-house training opportunities, paid annual leave, marriage leave, bereavement leave and parental leave. All full-time and part-time employees who meet statutory eligibility requirements are entitled to paid parental leave in accordance with applicable laws, including 14 weeks of paid maternity leave and five days of paid paternity leave.

在香港，所有員工均享有一系列全面的福利，包括具競爭力的薪酬待遇、內部培訓機會、有薪年假、婚假、恩恤假及侍產假。所有符合法定資格要求的全職及兼職員工，均有權根據適用法例享有有薪育兒假，包括14週有薪產假及5天有薪侍產假。

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Retirement protection schemes, including the Occupational Retirement Schemes Ordinance (ORSO) and the Mandatory Provident Fund (MPF) Scheme, are also provided. Additional benefits include mortgage subsidies, job-related training subsidies, staff discounts and comprehensive medical coverage.

For frontline employees, the Group offers tailored benefits in addition to the above, including complimentary duty meals, transportation allowances (including cross-district support for Hong Kong Island staff), overtime allowances and performance-based incentive payments, taking into account the nature of their operational roles.

In Chinese Mainland, all eligible employees are enrolled in the national social insurance system (comprising pension, medical, work-related injury, unemployment and maternity insurance) and the housing provident fund in accordance with applicable laws and regulations. Contributions to these schemes are made in full and on time. Employees are also entitled to statutory benefits such as paid annual leave, marriage leave and parental leave. The Group further supplements these statutory provisions with performance-based incentives and employee welfare initiatives to enhance overall well-being and engagement.

The Group maintains a performance-based remuneration framework under which all eligible employees, regardless of rank, across both Hong Kong and Chinese Mainland operations, are entitled to variable performance-based remuneration, such as discretionary bonuses and incentive payments. Salary adjustments are determined based on performance review outcomes, ensuring a clear and transparent linkage between individual performance and remuneration. Eligibility and reward levels are determined with reference to individual performance, business performance and role-specific criteria, as set out in the performance appraisal system.

我們亦提供退休保障計劃，包括職業退休計劃及強制性公積金計劃。其他福利則包括按揭津貼、在職進修資助、員工購物優惠及全面的醫療保障。

對於前線員工，考慮到其業務崗位的性質，除了上述福利外，集團還提供度身訂造的額外福利，包括免費當值膳食、交通津貼（包括港島區員工的跨區支援津貼）、超時工作津貼及按表現發放的獎勵金。

在中國內地，所有合資格員工均根據適用法例及規例，參與國家社會保險體系（包括養老、醫療、工傷、失業及生育保險）及住房公積金，集團按時足額繳納這些計劃的供款。員工亦有權享有法定福利，如有薪年假、婚假及育兒假。除法定要求外，集團亦提供績效獎勵及員工福利，以提升整體福祉及員工投入感。

集團維持一套以績效為本的薪酬框架，香港及中國內地業務的所有合資格員工，不論職級，均有權獲按表現調整的薪酬，例如酌情花紅及獎勵金。薪酬調整根據績效評核結果釐定，確保個人表現與薪酬之間存在清晰透明的聯繫。資格及獎勵水平則參考個人表現、業務表現及按績效評核制度所載的特定崗位標準而釐定。

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Performance Management and Employee Development
績效管理與員工發展

Guided by the Group's Performance Management System Policy, a structured and transparent annual performance appraisal system has been implemented to support employee development, engagement and retention. The system applies to eligible employees, and is designed to ensure fair and consistent evaluation across the workforce. Performance outcomes form the basis for key human resources decisions, including promotion, remuneration adjustments and, where appropriate, role reassignments. The system recognises and rewards employees based on their individual contributions, competencies and achievements, fostering a fair and performance-driven working environment. Through the establishment of clear performance objectives and the provision of regular feedback, employees are supported in identifying their strengths, addressing development areas and planning their career progression within the Group.

In Chinese Mainland, the performance management system is tailored to align business objectives with the Group's core values, promoting a culture of fairness, accountability and continuous improvement. Employees work collaboratively with their supervisors to set individual performance goals, supported by mid-year performance reviews and year-end evaluations, with outcomes linked to compensation and incentive structures. Digital tools were introduced to enhance the efficiency and transparency of performance tracking across office, frontline and production staff, and incentive mechanisms were also refined and aligned with key business priorities, ensuring that rewards are distributed equitably based on performance and contribution.

These localised performance management approaches enable employees to feel valued and supported in their professional development, while contributing to the development of a highly engaged, capable and sustainable workforce.

在集團「績效管理制度政策」的指引下，我們實施了一套具系統性且透明的年度績效評核制度，以支持員工發展、提升投入度及挽留人才。該制度適用於符合資格的員工，旨在確保對全體員工進行公平一致的評估。績效結果構成關鍵人力資源決策（包括晉升、薪酬調整，以及在適當情況下進行崗位調動）的基礎。該制度根據員工的個人貢獻、能力及成就予以認可和獎勵，營造公平且以表現為導向的工作環境。透過訂立清晰的績效目標及提供定期反饋，員工可獲得支援，以識別自身優勢、處理有待發展的領域，並規劃其在集團內的職業發展路徑。

而在中國內地，績效管理制度將業務目標與集團核心價值結合，推廣公平、問責及持續改進的文化。員工與其主管共同制定個人績效目標，並輔以年中績效回顧及年終評估，結果與薪酬及獎勵結構掛鈎。我們引入了數碼工具，以提升對辦公室、前線及生產員工進行績效追蹤的效率及透明度；獎勵機制亦經完善並與關鍵業務優先事項保持一致，確保獎勵根據表現和貢獻公平分配。

這些因地制宜的績效管理方針，使員工在職業發展中感受到被重視和支持，同時有助建立一支高度投入、能力卓越且可持續發展的員工團隊。

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Café de Coral Group Team Profile (as of 31 March 2026)
大家樂集團團隊概況（截至2026年3月31日）

	Hong Kong (Total: 11,874) 香港（總人數：11,874）				Chinese Mainland (Total: 5,570) 中國內地（總人數：5,570）			
	Size of Workforce (Per Employment Contract) 員工人數（按僱傭合約）		Average Monthly Turnover 平均每月流失率		Size of Workforce (Per Employment Contract) 員工人數（按僱傭合約）		Average Monthly Turnover 平均每月流失率	
	Full-time 全職	Part-time 兼職	2024/25	2025/26	Full-time 全職	Part-time 兼職	2024/25	2025/26
Total 總計	**5,957**	**5,917**	5.16%	**4.42%**	**3,321**	**2,249**	6.35%	**6.55%**
By Gender 按性別								
Female 女性	**3,872**	**4,980**	6.09%	**5.22%**	**1,949**	**1,768**	7.78%	**5.55%**
Male 男性	**2,085**	**997**	4.86%	**4.16%**	**1,372**	**481**	5.54%	**8.37%**
By Age 按年齡								
30 or Below 30歲或以下	**303**	**722**	10.99%	**9.36%**	**1,005**	**585**	10.66%	**12.17%**
31 to 50 31至50歲	**2,464**	**2,120**	4.72%	**4.05%**	**1,844**	**1,073**	4.14%	**4.04%**
51 or above 51歲或以上	**3,190**	**3,075**	4.46%	**3.85%**	**472**	**591**	4.58%	**4.26%**

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Celebrating Loyalty and Commitment: “Give Me Five” Long Service Award
表揚忠誠與承諾：「Give Me Five」長期服務獎

The dedication and loyalty of our employees are fundamental to the Group’s sustained growth and operational excellence. To acknowledge the contributions of long-serving staff and foster a culture of appreciation and retention, the Group presents the “Give Me Five” Long Service Award to employees who have completed five years or more of service.

During the reporting year, a total of 918 employees in Hong Kong and 343 employees in Chinese Mainland were recognised under this programme. Among our staff, 640 employees in Hong Kong and 155 employees in Chinese Mainland have achieved 20 years or more of continuous service, reflecting a strong culture of loyalty and long-term commitment across the Group’s operations.

忠誠及投入的員工團隊，是集團持續增長及實踐卓越營運的基石。為表彰長期服務員工的貢獻，鼓勵同事之間互相欣賞及緊守崗位，集團向服務年資達五年或以上的員工頒發「Give Me Five」長期服務獎。

於報告年度內，共有918名香港員工及343名中國內地員工在此計劃下獲得嘉許。在我們的員工當中，有640名香港員工及155名中國內地員工已連續服務達20年或以上，反映團隊上下的深厚凝聚力及對工作的長期投入。



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Case Study 焦點案例

40 Years of Dedication, Growing Together in Excellence
40載奉獻同行 共創卓越輝煌

Over its 58-year journey, the Group's achievements today are built on the unwavering dedication and hard work of every colleague. This year, three colleagues mark 40 years of service, having witnessed and grown alongside the Group through changing times. Their passion, perseverance, and commitment are among the Group's most valuable assets.

集團走過58載，能夠有今日的成就，全因為每一位同事的付出和努力。今年有三位同事服務滿40年，與集團一同經歷時代變遷，他們對工作的熱忱與堅持，正是集團最寶貴的資產。

Cheong Wai Chu, Elsa
張慧珠
Area Manager, Café de Coral fast food
大家樂快餐業務經理





Before joining Café de Coral, Elsa worked in the banking industry, where she found the work repetitive. Encouraged by a friend already working at Café de Coral, she decided to pursue a new direction. She soon discovered that the dynamic environment suited her far better – everyday in the outlet was full of freshness and challenges. Before she knew it, she had spent 40 years with the Group.

At the time, the fast food industry was largely male-dominated, and earning trust and recognition as a woman was not easy. Through dedication and persistence, Elsa focused on excelling in every role she took on, paying close attention to every detail and continuously learning across different positions. Step by step, she earned the respect and recognition of her colleagues through her capabilities.

Reflecting on her 40-year journey, Elsa describes the pandemic as the greatest challenge. Despite this, she remained steadfast in her role, working shoulder to shoulder with her teammates to navigate the difficult period. These shared experiences have created some of her most memorable moments. She is grateful for the many supportive supervisors and colleagues she has worked with over the years, who together created countless meaningful memories. As a member of the Café de Coral family, she shares proudly: "I am truly happy to be part of this big family."

加入大家樂之前，張慧珠（Sa姐）姐曾任職銀行，但感到工作千篇一律，剛巧當時有朋友在大家樂工作，她便決定轉工，找尋新的方向，很快便發現大家樂的工作更適合她。在分店裡，每日面對及處理的事情都不一樣，充滿新鮮感和挑戰性，使她不知不覺就在這裡度過了40個寒暑。

在那個年代，快餐職場以男性主導，女性要受到信任和重視，並不容易。Sa姐默默做好工作，堅持在不同崗位學習，細心留意每個工序細節，一步一步憑實力獲得同僚認可。

40年間，Sa姐指最大的挑戰是疫情，但她決意緊守崗位，與同事們攜手慢慢走過逆境。這份與團隊並肩作戰的情誼，最教人深刻難忘。Sa姐感恩多年來遇到許多好上司、好同事，互相支援扶持，創造了多少快樂的回憶。作為大家樂一分子，她引以為榮，「在這個大家庭裡面，我很開心。」

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Case Study 焦點案例

40 Years of Dedication, Growing Together in Excellence (continued)
40載奉獻同行 共創卓越輝煌（續）

Wong Chun Choi
黃振財
Second Chef, Café de Coral fast food
大家樂快餐二廚



Joining the Group in 1985, Choi has worked across multiple outlets over the years. When asked about his most memorable experience, he immediately recalls: “Completing nearly 700 baked pork chop rice dishes in a single day with my teammates!” At the time, the kitchen team, consisted of only three colleagues, had to manage a wide variety of menu items. Despite the demanding workload, working side by side created a strong sense of camaraderie.

He also recalls the early days before school lunch delivery services were introduced, when outlets were responsible for preparing student lunch boxes. Handling hundreds of orders daily required each team member to perform their role with precision, putting teamwork and coordination to the test.

Choi is especially grateful for colleagues who generously shared their knowledge. Now a senior team member himself, he carries forward this spirit by mentoring younger colleagues, offering guidance wholeheartedly whenever they encounter challenges.

阿財於1985年入職，先後於不同的分店工作，問到於工作中最難忘的事，他馬上回答：「一定是與戰友一天內完成近700個焗豬扒飯！」他憶述，當時廚房只有3名同事，要處理的餐單繁多，雖然吃力，但並肩作戰的感覺十分良好。

他亦憶起早年尚未有午膳送校服務，學童飯盒同樣由分店負責製作，當時要分身處理每日動輒數百個的學童飯盒訂單，每位同事各司其職，極度考驗團隊合作與默契。

阿財很感激同事們毫不吝嗇地教導，今日已成為前輩的他，也將這份無私的精神傳承下去，每當看見年輕一輩遇到困難，他總樂於傾囊相授，毫不保留。

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Case Study 焦點案例

40 Years of Dedication, Growing Together in Excellence (continued)
40載奉獻同行 共創卓越輝煌（續）

Ng Koon Ngai
吳冠毅
Chef, Café de Coral fast food
大家樂快餐廚師



Café de Coral was Ngai's first job – one that unexpectedly became a 40-year journey. He fondly recalls the strong bonds among colleagues during his early years, when teams of young staff often go to the cinema together after work, sharing joyful moments.

Beyond friendships, Ngai greatly benefited from the willingness of senior colleagues to mentor juniors, as well as the training programmes provided by the company. He describes himself as an "observer" – whenever he was assigned to a new outlet, he would carefully study its operations, learn from differences and gradually adapt. He would then practise newly acquired techniques in his own time, integrating them into his daily work.

He vividly remembers advice from a senior mentor in his youth: "Speak less, do more." This simple yet profound guidance has stayed with him ever since. Even today, he remains focused and dedicated, paying close attention to every detail in his work.

大家樂是阿毅的第一份工作，沒想到一做便是40載。他說：「回想從前，同事們之間感情十分要好，一班年輕人下班後常常相約去戲院看電影，開心得不亦樂乎。」

除了收穫珍貴友誼，阿毅亦指前輩們樂於教導後輩，公司提供的培訓課程亦令他受益匪淺。他形容自己是一名「觀察者」，每當轉換分店時，都會細心留意各店的不同之處，從中學習，慢慢適應。他將所學到的技巧於工餘時間勤加練習，再融會貫通，應用在日常工作之中。

他猶記得年輕時師傅曾教導他：「少說話，多做事。」這句金玉良言讓他銘記於心。時至今日，他依然時刻緊記這番教誨，專心致志，用心做好每一個細節。

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Case Study 焦點案例

30 Years of Unity and Collaboration: Pioneering New Milestones in Chinese Mainland Operations
30載同心協力 開拓中國內地業務新里程

Yueh Hsin Lan
葉欣然
Operations Director
營運總監



Yueh began as a trainee supervisor in 1989. Since then, he has undertaken various frontline roles. His journey reflects both personal resilience and the Group's long-standing commitment to developing talent.

A defining period in his career came in 2002, when he took on the challenge of rebuilding the South China business amid a difficult market environment. Through strong teamwork and operational focus, he contributed to the successful expansion of the network, reinforcing the importance of collaboration and adaptability. Yueh attributes his success to the guidance of senior leaders and the trust of his team, embracing a strong sense of ownership and a commitment to service excellence.

葉欣然於1989年以見習領班身份入職，此後擔任過多個前線崗位。他的經歷既體現了個人的堅韌，也反映了集團長期以來對培育人才的承諾。

2020年是他職業生涯中的關鍵一年。那年，他接受了在逆境中重整華南業務的挑戰。憑藉團隊的齊心協力與對營運的專注，他推動了門店網絡的擴展，進一步體現了協作與應變能力的重要性。葉欣然將他的成功歸功於高層領導的指導及團隊的信任，並秉持強烈的責任感及對卓越服務的承諾。

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30 Years of Unity and Collaboration: Pioneering New Milestones in Chinese Mainland Operations (continued)
30載同心協力 開拓中國內地業務新里程（續）

Liu Ru Qiong
劉如琼
Operations Director
營運總監



Joining in 1994 as a part-time front-of-house assistant, Liu transitioned to a full-time role within a year and progressed steadily through various positions. Her journey coincided with the Group's early expansion into Chinese Mainland, and she played an active role in supporting new store openings during a period of limited resources and rapid growth. These experiences shaped her operational expertise and reinforced the importance of both execution and people leadership.

Liu is grateful for the opportunities provided by the Group, the guidance of her mentors and the unwavering support of her team. From a young entrant to a senior leader, her journey reflects the values of dedication, resilience and continuous improvement.

劉如琼於1994年以兼職樓面服務員的身份加入集團，並於一年內轉為全職，隨後在多個崗位中穩步晉升。她的職業歷程恰逢集團在中國內地的早期擴張，在資源有限且業務快速增長的時期，她積極參與支援新店開業。這些經歷磨練了她的營運專業能力，亦讓她深切體會到執行力與人才管理的重要性。

劉如琼感謝集團給予的機會、導師的指導以及團隊的堅定支持。從一名年輕的新人成長為高級管理層，她的經歷體現了盡責、堅韌和持續進步的精神。

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30載同心協力 開拓中國內地業務新里程（續）

Xie Shao Jie
謝紹杰
Production Manager
產製經理



Xie began his journey at our production facility in a frontline role and progressed steadily through the ranks – from production worker to team leader and supervisor – ultimately assuming his current managerial position.

Often describing the company as his “second home”, Xie has a deep sense of belonging for the Group. He credits much of his professional development to the guidance of seniors, who shaped his approach to both operations and people management. In 2023, when he faced a personal health challenge, the care and encouragement from colleagues reinforced his view of the workplace as a supportive community, which is also one of the guiding principles of our development of an inclusive, people-centred workplace.

謝紹杰在我們的產製設施開展了他的職業生涯，從生產工、組長、主管，穩步晉升至目前的管理層職位。

他常以「第二個家」來形容公司，對集團懷有深厚的歸屬感。他將自身的專業成長歸功於前輩的指導，這些指導塑造了他對營運及人才管理的看法。2023年，當他面對個人健康挑戰時，同事們的關懷和鼓勵，鞏固了他將職場視為一個互助社群的看法。這也是集團致力建設一個共融、以人為本的工作文化的重要理念之一。

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Employment Lifecycle Management and Support
員工週期管理與支援

The Group adopts a structured framework across the employee lifecycle, from onboarding to departure, to ensure fair, informed, consistent and compliant employment practices in alignment with applicable laws and regulations. This framework is closely integrated with the Group's performance management and training systems, which support employees' development, engagement and career progression throughout their employment.

集團在員工從入職到離職的整個週期中，採用具系統性的框架，以確保僱傭措施公平、透明、一致且合規，並符合適用的法律及規例。此框架與集團的績效管理及培訓系統緊密結合，支持員工在整個僱傭期間的發展、投入和職業晉升。

The Group takes a responsible and people-centric approach in managing organisational changes that may impact its workforce. In such circumstances, the Group is committed to ensuring fair and transparent processes, with due consideration given to employees' rights and well-being. Affected employees are provided with appropriate support, which may include severance arrangements in accordance with statutory or internal policies, as well as assistance such as career transition support and redeployment opportunities, where feasible. These measures are intended to facilitate a smooth and respectful transition process while reinforcing the Group's commitment to responsible employment practices.

集團在管理可能影響員工的組織變革時，採取負責任且以人為本的方針，致力確保流程公平透明，並充分考慮員工的權利與福祉。受影響員工會獲得適當的支援，包括按法定或內部政策作出的離職安排，以及在可行的情況下提供轉職支援及調職機會等協助。這些措施旨在促進平穩且受尊重的過渡過程，同時強化集團對負責任僱傭實踐的承諾。

Employee Well-being and Engagement
員工福祉與參與

The Group recognises that employee well-being is fundamental to building a resilient, engaged and productive workforce. It is committed to fostering a positive and inclusive workplace environment that supports the physical, mental and social well-being of employees, while promoting a strong sense of belonging and organisational cohesion. We received the Impactful Team-Building Award under the Employer of Choice Award 2025 by JobMarket.

集團深明員工福祉是建立一支具韌性、投入且高效團隊的基礎。我們致力營造一個正面共融的工作環境，以支持員工的身心及社交健康，同時促進強烈的歸屬感及凝聚力。我們於求職廣場「卓越僱主大獎2025」中獲得「卓越團隊凝聚大獎」。

Multifaceted Open Communication Channels
多元化的開放溝通渠道

The Group is committed to fostering an open, transparent and inclusive workplace culture. Recognising employee feedback as a key driver of organisational development and continuous improvement, a structured communication framework is in place to ensure effective two-way dialogue between management.

集團致力營造開放、透明及共融的工作文化，並視員工意見為推動機構發展及持續改進的關鍵動力。我們設有具系統性的溝通框架，以確保管理層與員工之間有效的雙向對話。

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Each year, the Group establishes its strategic priorities through the Goals and Objectives Meeting, attended by senior management, and cascades these priorities to middle management through the Business Strategy and Review Meeting to ensure alignment across the organisation. To embed these objectives within business units and collect feedback from staff to identify areas for improvement and respond proactively, the Group leverages a range of communication channels, including digital newsletters, mobile applications, town hall meetings, senior management engagement sessions, branch visits and the "Have Your Say" feedback platform. Company updates and employee stories are also shared through internal platforms to foster a sense of community, while digital publications such as the Communications 100 newsletter enhance accessibility and reach.

集團每年透過高級管理層參與的「目標及策略會議」制定策略重點，並在「業務檢討及策略會議」中將這些重點傳達給中級管理層，以確保整個機構步伐一致。為了將這些目標融入各業務單位及收集前線員工意見以識別改進領域並積極回應，集團利用多元化的溝通渠道，包括數碼通訊、手機應用程式、員工大會、高級管理層交流活動、分店探訪及「好橋你有SAY」意見平台。公司的最新動態及員工故事亦會在內部平台中分享，以培養社群意識，而《傳訊100分》等數碼刊物則令資訊可以更廣泛地傳播。

Case Study 焦點案例

Business Strategy and Review Meeting
業務檢討及策略會議

The Group successfully convened its Hong Kong and Chinese Mainland Business Review and Strategy Conference, bringing together hundreds of colleagues across business units to review performance and align on strategic priorities for the year ahead. Senior management reinforced a culture of resilience, agility and unity in navigating a dynamic operating environment, while reaffirming the Group's core mission of serving the community. Strategic plans were presented across business units, strengthening alignment and accountability in delivering sustainable growth. The event was highly recognised and the colleagues felt inspired and motivated.

集團成功召開了香港及中國內地的業務檢討及策略會議，匯聚了數百名來自各業務單位的同事，共同檢視表現並協調來年的策略重點。高級管理層強調了在充滿變化的營運環境中，培養堅韌、靈活及團結文化的重要性，同時重申了集團服務社區的核心使命。各業務單位在會上介紹了策略計劃，加強了在實現可持續增長方面的協調性和問責性。活動反應熱烈，同事們深受啟發與鼓舞。





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Case Study 焦點案例

Employee Alignment on Operational Discipline and Execution Excellence
鞏固團隊紀律 一致執行業務策略

During the reporting year, Café de Coral fast food strengthened operational resilience and governance through a strategic conference under the theme of "Embrace Challenges, Win Together", bringing together over 250 colleagues across frontline operations and management in our Hong Kong operations. The initiative aligned strategic priorities, reinforced execution discipline and promoted a performance-driven culture amid a highly competitive market.

Featuring management insights, frontline success stories and team-building exercises, the conference reinforced the brand's core mission of serving quality food and maximising value for customers. It also highlighted the importance of communication, dedication and efficiency, qualities that underpin daily operations, while strengthening team resilience and a shared sense of purpose across the organisation.

Our Chinese Mainland team also organised a team-building event with the same theme to enhance team communication and trust, fostering a more united and supportive working environment. The full-day programme included activities such as frisbee, picnicking and hiking, aiming to build team spirit and encourage employees to work together to overcome challenges.

於報告年度內，大家樂快餐舉辦了「迎難．共贏」策略會議，匯聚了超過250名香港業務前線及管理層同事，以加強營運韌性及管治。會議旨在於競爭激烈的市場環境中，為團隊統一策略重點，加強執行紀律，並推廣以表現為本的文化。

會議內容涵蓋管理層洞察、前線成功案例分享及團建活動，強化了品牌的核心使命－提供優質食物，並為顧客創造最大價值。會議亦強調了溝通、投入和效率的重要性，這些特質是日常營運的基石，同時亦強化了團隊韌性及共同的使命感。

中國內地業務亦舉行了相同主題的團建活動，促進團隊溝通與信任，營造更團結、更有支持感的工作環境。全日的活動包括擲飛盤、野餐及山野徒步等，旨在建立團隊合作精神，鼓勵員工攜手跨越挑戰。





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Employee Well-being Initiatives
員工福祉措施

In Hong Kong, a range of employee engagement initiatives are organised throughout the year to enhance workplace morale and recognise employee contributions. The Group's Staff Fun Club, comprising representatives from various departments, regularly organises interest classes and social activities outside of working hours, including recreational gatherings, workshops and employee discount programmes. These initiatives are designed to strengthen team cohesion, encourage cross-functional interaction and foster a collaborative workplace culture, while supporting employees' mental and social well-being.

In Chinese Mainland, the Group continues to enhance employee well-being through both facility improvements and engagement activities. Fitness facilities are regularly upgraded and nursing rooms have been introduced to support employees' health and family needs. In addition, a variety of engagement events, including talent competitions and seasonal gatherings, are organised to promote team spirit and recognise employee participation and achievements. These initiatives complement the Group's broader health and safety and mental well-being efforts by fostering a supportive and inclusive working environment.

在香港，我們全年舉辦一系列員工參與活動，以提升職場士氣並表彰員工貢獻。由跨部門代表組成的「樂滿FUN」員工活動委員會定期在工餘時間舉辦興趣班及聯誼活動，包括休閒聚會、工作坊及員工折扣計劃。這些措施旨在加強團隊凝聚力，鼓勵跨職能交流，培養協作的工作文化，同時支持員工的心理及社交健康。

而在中國內地，集團則透過改善設施和舉辦參與活動，持續提升員工福祉。例如定期升級健身設施，並設置了母嬰室，以支援員工的健康和家庭需要。此外，我們亦舉辦多元化的參與活動，包括才藝比賽和季節性聚會，以促進團隊精神，並表揚員工的參與和工作成果。這些舉措營造具支持性和共融的工作環境，與集團更廣泛的健康與安全及心理健康工作相輔相成。





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Case Study 焦點案例

27 Years of Empowering Futures: Lo Tang Seong Educational Foundation
作育英才27載：羅騰祥教育基金

Since its establishment in 1999, the Lo Tang Seong Educational Foundation has been a cornerstone of the Group's commitment to employee well-being and long-term community impact. As the first scholarship programme of its kind established by a local catering group to support employees' children, the Foundation reflects the Group's people-centric philosophy and dedication to supporting employees and their families.

For 27 years, the Foundation has awarded over HK$40 million in scholarships, benefiting nearly 1,000 employees and their families. During the reporting year, approximately HK$3.7 million was allocated to support around 200 employees' children in pursuing university education. These efforts underscore the Group's commitment to promoting educational opportunities and fostering upward mobility, contributing to meaningful and lasting intergenerational impact.

Through these initiatives, the Group's investment in its people extends beyond the workplace, supporting employees' families and contributing to the development of future generations. By fostering educational advancement and family well-being, the Group continues to create sustainable social value and strengthen the communities in which it operates.

羅騰祥教育基金成立於1999年，象徵集團對員工福祉及長遠社區影響的承諾，更是本地飲食集團首個為支持員工子女而設立的獎學金計劃，體現了集團以人為本的理念，以及對員工及其家庭的支持。

在27年的時間裡，基金已頒發超過港幣4,000萬元獎學金，惠及近1,000名員工及其家庭。於報告年度內，基金撥款約港幣370萬元，資助約200名員工的子女修讀大學課程，突顯了集團致力推動教育機會、促進向上流動，為創造有意義且持久的跨代影響作出的貢獻。



集團對員工的投資延伸至職場之外，希望支援員工家庭，並為下一代發展作出貢獻。透過促進教育進步和家庭福祉，集團持續創造可持續的社會價值，並鞏固其營運所在社區。

Case Study 焦點案例

Creating Meaningful Connections Through Food and Family Activities
透過美食與家庭活動 建立有意義的聯繫

During the reporting year, The Spaghetti House organised a "Little Chef Pizza Workshop" as part of its employee engagement and family inclusion initiatives. The workshop brought together colleagues and their families for a hands-on pizza-making activity, encouraging interaction, teamwork and shared experiences beyond the workplace. They engaged in dough preparation and ingredient selection, creating personalised pizzas in a relaxed and collaborative setting that fostered connection and work-life integration, reflecting the Group's broader commitment to strengthening employee well-being and promoting family engagement.

於報告年度內，The Spaghetti House（意粉屋）為集團員工舉辦了「小廚師薄餅工作坊」，作為員工參與及家庭共融措施的一部分。在工作坊中，同事們和家人一同參與親手製作薄餅的活動，鼓勵在職場以外的互動、團隊合作及共享體驗。他們一同準備麵糰及挑選食材，在輕鬆協作的環境中製作個人化的薄餅，促進了聯繫和融合工作與生活，亦體現了集團對加強員工福祉及推動家庭參與的更廣泛承諾。



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Case Study 焦點案例

Supporting Employees and Their Families in Times of Crisis

與員工及其家庭共渡時艱



In response to the serious five-alarm fire at Wang Fuk Court in Tai Po, the Group provided immediate financial assistance, alongside additional care measures, to address urgent needs of impacted colleagues and their families. The Group also fostered a culture of solidarity by organising internal fundraising initiatives and message card writing activities, enabling employees to offer financial and emotional support to their affected peers.

為應對大埔宏福苑發生的五級大火，集團迅速為受影響員工安排緊急財政援助以應對迫切需求，同時實施額外的關懷措施，幫助他們及家人渡過難關。集團亦透過組織內部籌款和撰寫心意咭活動，培養團結互助的文化，讓員工能夠向受影響的同儕提供財政及情感上的支持。



Case Study 焦點案例

Promoting Employee Well-being Through Healthy Lifestyle Initiatives

推廣健康生活方式 促進員工福祉

Building on the popularity of Oliver Super Sandwiches' "Eat to Fit" menu, an internal 30-day wellness initiative was introduced to promote healthy lifestyles and strengthen employee engagement. Over the course of 30 days, participating employees incorporated into their diets specially curated menu options developed in collaboration with renowned chef and nutritionist Hilda Leung, featuring balanced, lower-carbohydrate meals and healthier ingredients. The programme was complemented by personalised wellness consultations, supporting employees in adopting sustainable lifestyle habits and improving overall health awareness, and concluded with a recognition event celebrating their participation and achievements, reinforcing a culture of mutual support and engagement.

配合深受歡迎的Oliver's Super Sandwiches（利華超級三文治）「Eat to Fit」餐單，我們推出了一項為期30天的員工健康計劃，以推廣健康生活方式，並加強員工參與。在30天內，參與的員工在日常飲食中，融入與知名廚師及營養師梁雅琳合作開發的特選餐點，這些餐點營養均衡及含較低碳水化合物，並採用更健康的食材；員工亦接受了個人健康諮詢，以養成可持續的生活習慣，提升整體健康意識。活動最後舉行了頒獎禮，表揚員工的參與和成果，從而強化互相支持和參與的文化。



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Nurturing and Developing Talent
培育與發展人才

The Group recognises that its long-term sustainability is underpinned by a skilled, adaptable and engaged workforce. In support of this, we continue to invest in learning and development so that employees are equipped with the capabilities required to deliver on our strategic objectives, respond to evolving stakeholder expectations and progress their own careers.

Learning and development activities are governed by the Group Training and Development Committee, established in 2016 and chaired by the Head of Group Training and Development. The Committee brings together trainers and training representatives from all business units and plays a central role in aligning the learning agenda with the Group's strategy, risk profile and sustainability priorities. It oversees the design of curricula that reflect both Group-wide standards and local business needs, promotes the sharing of good practice, and monitors the effectiveness of training interventions. This governance structure helps ensure that our investment in learning supports business performance, regulatory compliance and the development of critical capabilities, including climate risk management, responsible sourcing and occupational safety.

集團深知要維持長遠可持續性，有賴一支技術熟練、適應力強且積極投入的員工團隊。為此，我們持續投資於員工學習與發展，確保員工具備所需能力，以達成我們的策略目標、回應不斷變化的業務相關人士期望，並在自身職業生涯中有所進步。

為管理學習與發展活動，集團於2016年成立培訓及發展委員會，由集團培訓及發展部主管擔任主席。委員會匯聚了來自所有業務單位的培訓人員及培訓代表，在確保學習議程與集團策略、風險狀況及可持續發展優先事項保持一致。委員會負責監督課程設計，這些課程既要反映集團層面的標準，也要滿足本地業務需求，同時推動分享良好實踐，並監察培訓措施的成效。此管治架構有助確保我們在學習上的投資能支持業務表現、合規性以及關鍵能力的發展，包括氣候風險管理、負責任採購和職業安全。



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Learning and Development Performance Data
學習與發展表現數據

	Hong Kong 香港				Chinese Mainland 中國內地			
	Employees Trained (%) 受訓員工(%)		Average Training Hours of Employees Trained 員工平均受訓時數		Employees Trained (%) 受訓員工(%)		Average Training Hours of Employees Trained 員工平均受訓時數	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26
By Employee Category 按員工類別								
Senior Management 高級管理層	**100%**	**100%**	29.3	**21.6**	**100%**	**100%**	27	**20.3**
Middle Management 中級管理層	**100%**	**99.60%**	68.9	**65.9**	**100%**	**99.6%**	72.6	**75.7**
General Staff and Frontline Staff 一般及前線員工	**100%**	**99.93%**	83.8	**83.6**	**99%**	**98.4%**	92.4	**97.4**
By Gender 按性別								
Female 女性	**100%**	**99.89%**	82.8	**83.15**	**99.1%**	**98.7%**	87.9	**93.2**
Male 男性	**100%**	**99.93%**	81	**77.7**	**99.5%**	**98.3%**	96.2	**99.7**

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Training Need Analysis
培訓需求分析

In Hong Kong, training needs are identified through multiple channels, including the Group Training and Development Committee, on-going performance feedback and management observation and other qualitative feedback. The insights collected are analysed to highlight common development themes at individual, team and functional levels. These findings are then used by the Group Training and Development department to refine annual training plans, design targeted programmes and prioritise interventions that address identified skill gaps, thereby ensuring that our learning and development activities remain closely aligned with business requirements and employee growth.

In Chinese Mainland, training needs are identified and addressed through a structured, data driven approach that supports sustainable business growth and operational excellence. Since 2023, a comprehensive training and development framework has underpinned this process, focusing on four core dimensions: general skills, professional skills, business acumen and leadership. As part of this framework, the Group conducted comprehensive skills and potential assessments for management team members. Feedback was gathered from supervisors, department heads, colleagues, the Human Resources function and the individuals themselves, providing a robust multi perspective view of strengths and development areas.

香港方面的培訓需求，是透過集團培訓及發展委員會、持續績效反饋、管理層觀察及其他定性反饋等渠道識別，並經分析以歸納個人、團隊及職能層面的共同發展主題。集團培訓及發展部門隨後會利用這些發現，來完善年度培訓計劃、設計針對性的課程，並優先處理能應對已識別技能差距的干預措施，從而確保我們的學習與發展活動與業務需求和員工成長保持緊密一致。

而在中國內地，培訓需求透過具系統性、數據驅動的方法來識別和處理，以支持可持續的業務增長和卓越營運。自2023年起，一個全面的培訓及發展框架為此流程奠定了基礎，該框架聚焦四個核心維度：通用技能、專業技能、商業敏銳度及領導力。作為此框架的一部分，集團對管理團隊成員進行了全面的技能和潛能評估。我們從主管、部門主管、同事、人力資源職能部門及員工本人收集反饋，從而對優勢和發展領域建立全面且多角度的了解。

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Training Programmes and Curricula
培訓計劃及課程

The Group adopts a comprehensive approach to skills and knowledge development, integrating employment lifecycle and leadership development programmes, structured skills and knowledge development training and accredited external learning to support employees at all levels. This progressive and accessible framework enables broad participation across the workforce, equipping colleagues to deepen technical expertise, enhance managerial effectiveness and build leadership capabilities aligned with both current roles and future career progression. Through fostering a culture of continuous learning, the Group strengthens its internal talent pipeline while ensuring employees are equipped with the competencies required to support a low-carbon, resource-efficient and socially responsible business model.

集團採取全面的技能和知識發展方針，整合員工週期及領導力發展計劃、結構化技能和知識發展培訓，以及獲認證的外部學習，以支持各級別的員工。這個循序漸進且可及的框架，使全體員工都能廣泛參與，幫助其深化技術專長、提升管理效能，並培養與當前角色和未來職業發展相匹配的領導能力。透過培養持續學習的文化，集團加強了內部人才儲備，同時確保員工具備所需能力，以支持低碳、具資源效益及對社會負責任的商業模式。

Employment Lifecycle and Leadership Development Programmes
員工週期及領導力發展計劃

Employment lifecycle, targeted leadership development and succession planning are key elements of the Group's learning architecture. Mechanisms are in place for critical roles to ensure a robust and diverse pipeline of current and future leaders. These interventions are designed around clearly defined leadership profiles and are informed by systematic assessment of potential and performance.

員工週期、針對性的領導力發展及繼任規劃是集團學習架構的關鍵要素，並已在關鍵崗位中實施，以確保建立穩健且多元化、涵蓋現任及未來領袖的人才梯隊。這些措施圍繞清晰界定的領導力特質而設計，並參考了對潛能和表現的系統性評估。

Induction and Refresher Programme
入職及重溫培訓計劃

The Group provides a structured induction programme tailored to the needs of different employee groups to ensure a smooth integration into our outlet operations. For frontline staff, induction focuses on brand values, customer service standards, food safety and hygiene, and basic operating procedures, including order taking, cash handling and product preparation. New joiners receive on-the-job coaching from experienced trainers and supervisors, supported by standardised training materials and checklists, to help them quickly build confidence in a busy restaurant environment.

集團提供針對不同員工群體需求而設計的系統性入職培訓計劃，以確保他們順利融入分店營運。針對前線員工，入職培訓重點涵蓋品牌價值、顧客服務標準、食物安全與衛生，以及基本營運程序，包括點餐、現金處理及產品製作。新入職員工則會接受經驗豐富的培訓人員及主管的崗位指導，並輔以標準化的培訓教材和檢查清單，幫助他們在繁忙的餐廳環境中快速建立信心。

For operational and support staff, induction covers a broader overview of the Group's business model, governance framework, operational systems, people management practices, business ethics and performance expectations, enabling them to effectively lead teams, uphold brand standards and drive operational excellence across their respective areas.

對於營運及支援人員，入職培訓涵蓋更廣泛的內容，包括集團商業模式概覽、管治框架、營運系統、人員管理慣例、商業道德及績效期望，使他們能夠有效領導團隊、維護品牌標準，並在各自範疇推動卓越營運。

Structured internal programmes, planned around specific roles and scheduled throughout the year, serve as refresher courses to reinforce key knowledge and skills and ensure employees remain up to date with current standards and practices.

系統性的內部培訓計劃圍繞特定崗位設計，並於全年定期進行，作為重溫課程，以鞏固關鍵知識和技能，確保員工緊貼現行標準和常規。

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Area Management Training Programme
區域管理培訓計劃

For operational leaders, flagship initiatives such as the Area Management Training Programme, a one-year initiative designed to prepare senior branch managers for broader area leadership responsibilities across four of our brands in Hong Kong: Café de Coral fast food, Super Super Congee & Noodles, Mixian Sense and Lane Noodles. The programme comprises nine modules, with focuses on operational and people management, as well as financial literacy and strategic thinking. Learning is delivered through a mix of classroom-based sessions and experiential activities, including site visits, menu evaluations, store assessments and job-shadowing. A central feature is a six-month Improvement Project, under which participants diagnose operational issues in their assigned branches and develop detailed implementation plans to address them, thereby applying their newly acquired knowledge to real-world challenges.

針對營運管理層，我們則推出了旗艦項目，例如「區域管理培訓課程」。此為期一年的計劃旨在為資深分店經理做好準備，以承擔集團旗下四個香港品牌（大家樂快餐、一粥麵、米線陣及巷仔見）更廣泛的區域管理職責。該計劃包含九個單元，重點涵蓋營運及人員管理，以及財務素養和策略思維。學習透過課堂教學與體驗式活動相結合的方式進行，包括實地考察、餐單評估、店舖評估及影子實習。該計劃的核心是為期六個月的「改善項目」，學員需在其所屬分店診斷營運問題，並制定詳細的實施計劃來解決這些問題，從而將新獲得的知識應用於現實挑戰。

Operations Management Training Programmes
營運管理培訓計劃

In our Chinese Mainland operations, the operations management training programmes serve as a framework to support the professional growth of operational leaders. The General Management Curriculum has been restructured into a shared course, enabling both front-of-house and kitchen management teams to learn collaboratively and foster greater alignment in restaurant operations. In parallel, the Professional Skills Curriculum has been redesigned into specialised tracks, allowing management teams from different units to deepen their expertise in their respective functional areas. The Training Department worked closely with the Culinary Team to recruit and develop professional culinary instructors to deliver these specialised courses. During the reporting year, over 600 branch management personnel completed these programmes, equipping them with enhanced management capabilities and specialised skills. These efforts have laid a solid foundation for future business growth and further strengthened the Group's commitment to operational excellence and talent development in Chinese Mainland.

在我們的中國內地業務中，營運管理培訓計劃是支持營運管理層專業發展的框架。管理通識類課程已重構為共享課程，使前線樓面及廚房管理團隊能夠共同學習，並促進餐廳營運更趨一致。與此同時，專業技能課程則已重新設計為專門的學習路徑，讓來自不同單位的管理團隊能夠深化其在各自職能領域的專長。培訓部與餐飲團隊緊密合作，招募和培養專業的餐飲導師來教授這些專門課程。於報告年度內，600多名值班管理人員完成了這些課程，從而提升了管理能力和專業技能。這些努力為未來的業務增長奠定了穩固基礎，並進一步加強了集團對中國內地卓越營運和人才發展的承諾。

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Case Study 焦點案例

Strategy Workshop for Business Breakthrough
業務突圍戰略工作坊

To empower our frontline area and branch managers in today's challenging business environment, we partnered with an expert external consultant to move beyond traditional training by hosting a series of "Business Breakthrough Strategy Workshops" across all business units in our Hong Kong operations. With close guidance, participants put learning into practice by immediately applying acquired analytical tools to dissect complex challenges on live business projects and collaborating to create insightful, data-driven solutions.

The workshop also strengthened essential leadership capabilities – from self-awareness and entrepreneurial thinking to resource organisation, problem-solving, and supervision – emphasising participants' role in cultivating and leading collaborative teams to achieve strategic breakthroughs. Feedback was overwhelmingly positive, with participants consistently highlighting the workshop's practical applicability to their daily challenges.

為裝備前線區域及分店經理應對充滿挑戰的營商環境，我們與資深外部顧問合作，突破傳統培訓模式，在香港各業務單位推行一系列「業務突圍戰略工作坊」。在專業指導下，參與者將所學即時付諸實踐，運用分析工具剖析真實業務項目中的複雜挑戰，並透過協作制定具洞察力且以數據為基礎的解決方案。

工作坊同時強化了關鍵領導能力，包括自我認知、創業思維、資源配置、問題解決及團隊管理，並強調參與者在培育及帶領協作型團隊、實現策略性突破中的重要角色。工作坊回饋非常正面，參與者普遍認為內容高度貼合實際工作需要，且具備良好的即學即用性。





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Case Study 焦點案例

Building Future Competitiveness: Driving Transformation Through Talent Development
建構未來競爭力：以人才發展驅動集團發展

In response to rapid market changes, Chinese Mainland's training strategy has shifted from skills enhancement to systematic workforce empowerment – transforming human capital into a core competitive advantage. We focused on three strategic dimensions:

Strengthening Leadership and Strategic Mindset: We introduced management communication and collaboration courses for regional leaders to deepen contextual influence and conflict resolution, ensuring high-quality decision-making amidst rapid change.

Accelerating Digital Transformation and Business Insight: Through customer insight workshops, we ensured top-down strategies are aligned and clearly communicated. We also promoted AI tools and Power BI analytics, helping teams translate complex data into actionable insights to drive business model innovation.

Building a Resilient and Collaborative Culture: We introduced cross-functional mechanisms such as design thinking and RACI to break down silos, embedding new ways of working to build an agile, efficient and coordinated team.

These initiatives mark the Group's transition from traditional "training execution" to strategic talent development, laying a solid foundation for long-term sustainable growth.

面對市場的快速變化與競爭格局的升級，中國內地業務本年度的培訓策略從單純的技能提升，轉向系統性的人才賦能，旨在將人力資源轉化為集團應對未來挑戰的核心競爭力。我們從三個策略維度著手，全面推動組織蛻變：

強化領導與策略思維：我們為區域管理層引入專屬的管理溝通與協作課程，旨在深化管理者的情境影響力與衝突化解能力，除了提升個人效能，更確保組織在快速變革中，仍能維持高效的決策品質與執行力。

加速數碼轉型與商業洞察力：透過顧客洞察工作坊，我們確保由上而下的策略能夠精準傳達，並保持目標一致。與此同時，我們積極推動AI工具與Power BI數據分析平台在內部的深度應用，幫助團隊將複雜的數據轉化為可執行的業務洞察，從而驅動業務模式創新，應對多變的市場需求。

構建韌性與協作的組織文化：為打破部門壁壘，我們引入了設計思維、RACI等跨部門協作機制，推行新的工作方式。這些舉措旨在建立一支敏捷、高效且協調的團隊，從根本上強化集團的組織韌性。

這些佈局標誌著集團正從傳統的「培訓執行」，邁向「策略性人才建設」，為長遠的可持續發展奠定堅實基礎。





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Case Study 焦點案例

Strengthening Operational Excellence through a Duty Management Culture
透過值班管理文化加強卓越營運

To enhance store-level operational standards and drive sustainable business growth, the Chinese Mainland operations team launched the "A Day in the Life of a Duty Manager" programme during the reporting year. The initiative aims to embed a structured management framework, integrating systematic tools and standardised practices to reinforce Quality, Service and Cleanliness (QSC) across daily operations, every shift and all levels of execution.

The programme has been rolled out across all store management teams, with progressive improvements observed in operational consistency and service delivery. In November, it was further reinforced through the launch of "Executive Duty Day", during which senior management actively participated in frontline duty shifts to demonstrate best-in-class service standards and motivate teams to achieve stretch targets, including enhanced sales performance and zero customer complaints during designated periods.

為提升門店營運標準及推動可持續業務增長，中國內地團隊於報告年度內推出了「值班經理的一天」計劃，以建立一個結構性的管理框架，整合系統化工具及標準化實踐，在日常營運、各班次及各執行層面全面強化品質、服務及清潔。

此計劃在所有門店管理團隊推行後，營運一致性和服務水平均見逐步提升。於11月，我們更透過啟動「高管值班日」進一步強化此計劃。期間高級管理層積極參與前線值班，以展示最佳服務標準，並激勵團隊挑戰更高目標，包括在指定期間內達至更佳的銷售表現及零顧客投訴。



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Skills and Knowledge Development Training
技能與知識發展培訓

Structured skills and knowledge development training programmes form the foundation of the Group's capability-building approach, supporting operational excellence, long-term talent development and career progression. Designed and delivered by the Group Training and Development department in close collaboration with business units, these programmes are aligned with operational requirements, brand standards and strategic priorities. The training framework is tiered and progressive, enabling employees across all levels and functions to advance from foundational knowledge to specialised and leadership competencies.

結構化的技能與知識發展培訓計劃是集團能力建設方針的基礎，支持著卓越營運、長遠人才發展及職業晉升。這些計劃由集團培訓及發展部與各業務單位緊密合作設計和推行，與營運需求、品牌標準及策略重點保持一致。培訓框架分層且循序漸進地進行，使各級別和職能的員工能夠從基礎知識提升至專業及領導能力。

Programme Nature 培訓性質	Description 描述	Target trainee 目標學員
Skills Development **技能發展**	To strengthen employees' duty management, managerial capabilities, and restaurant operational competencies. These programmes support employees in progressing into supervisory and managerial roles through clearly defined development pathways. 旨在加強員工的值班管理、管理能力及餐廳營運能力。這些計劃透過清晰界定的發展路徑，助力員工晉升至主任及管理層職位。 • In Hong Kong, the Group delivers structured development programmes covering duty management, restaurant operations and coaching skills. 在香港，集團提供涵蓋值班管理、餐廳營運及教授技巧的結構性發展計劃。 • In Chinese Mainland, programmes such as talent pipeline and coaching skills, duty management (primary and intermediate level) and restaurant management are designed to enhance both technical expertise and leadership effectiveness. 在中國內地，人才庫存與教授技巧、值班管理（初級及中級）及餐廳管理等課程，旨在提升技術專長及領導效能。	Employees at all levels 各級員工
Customer Service and Product Quality **顧客服務與產品質素**	Focused on food safety, service excellence and responsible product standards, as well as brand values and customer engagement. 專注於食物安全、卓越服務及負責任的產品標準，以及品牌價值和顧客參與。 • In Hong Kong, structured in-store training ensures employees are equipped to uphold high standards of food safety, hygiene and service quality. 在香港，具系統性的店內培訓確保員工具備能力，以維護高標準的食物安全、衛生及服務質素。 • In Chinese Mainland, scenario-based initiatives such as the "Daily Service Practice" programme reinforce consistent service behaviours and enhance customer experience. 在中國內地，以情景為本的計劃，如「服務天天練」，有助鞏固一致的服務行為，並提升顧客體驗。	Frontline employees at all levels 各級前線員工
Occupational Safety and Health **職業安全與健康**	Emphasising risk identification, accident prevention, emergency response and safe operations. For further details about OSH training, please refer to the "Prioritising a Safe and Healthy Working Environment" section. 強調風險識別、事故預防、緊急應變及安全操作。有關職安健培訓的更多詳情，請參閱「以安全健康工作環境為優先」章節。	Employees at all levels 各級員工

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Programme Nature 培訓性質	Description 描述	Target trainee 目標學員
Compliance, Ethics and Policy **合規、道德與政策**	Training encompasses compliance, ethics and policy requirements, covering anti-corruption, data privacy, human rights, equal opportunities and environment-related requirements, ensuring consistent understanding of regulatory obligations and internal standards. 培訓涵蓋合規、道德及政策要求，包括反貪污、數據私隱、人權、平等機會及與環境相關的要求，確保對監管責任及內部標準有一致理解。	Employees at all levels 各級員工
Leadership Development **領導力發展**	Equipping employees with the essential knowledge and skills to lead effectively, strengthen decision making capabilities, and drive performance. 使員工具備有效領導、加強決策能力及推動績效所需的基本知識和技能。 • In Hong Kong, initiatives included team-building activities, Culture Day, 100-Day Project, cross-functional projects and senior management roundtables on project management and collaboration were conducted. 在香港，措施包括團建活動、文化日、「100天工程」、跨職能項目，以及就項目管理與協作舉行的高級管理層圓桌會議。 • In Chinese Mainland, targeted workshops on collaboration and digital strategy further enhanced leadership effectiveness and organisational agility. 在中國內地，針對協作及數碼策略的工作坊進一步提升了領導效能及組織敏捷性。	Employees at management levels 管理層級員工

Through these structured and inclusive training programmes, the Group ensures that employees at all levels have access to continuous skills and knowledge development. This approach supports effective leadership development, strengthens internal succession pipelines and enhances overall organisational capability.

透過這些具系統性及共融的培訓計劃，集團確保各級員工均有機會獲得持續的技能和知識發展。此方針支持有效的領導力發展，強化內部繼任梯隊，並提升整體組織能力。

Accredited External Learning
獲認可的外部學習

Accredited external learning complements our internal offering by providing employees with access to formally recognised qualifications and up to date specialist knowledge. This blend of accredited courses, external study support and professional affiliation ensures that employees benefit from rigorous, standard-based training while remaining connected to broader industry developments.

獲認可的外部學習與我們的內部培訓相得益彰，讓員工有機會獲取正式認可的資格及最新的專業知識。這種結合了認證課程、外部進修支援及專業會籍的模式，確保員工能從嚴謹、標準化的培訓中受益，同時與更廣泛的行業發展保持聯繫。

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Hong Kong Qualifications Framework (HKQF) Accredited Courses
香港資歷架構認可課程

The Group has a long standing commitment to the HKQF, under which several of our internal courses are accredited. We were the first catering company to obtain HKQF Level 4-accredited training programme, which is comparable to Associate Degree or Higher Diploma level. Two internal programmes – "Certificate in Restaurant Operations" and "Certificate in Restaurant Management" – successfully completed HKQF Level 3 re-accreditation by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications. Employees who complete these courses gain credentials that are portable within the wider labour market, reinforcing the credibility of our training and supporting their professional mobility.

集團長期以來致力支持香港資歷架構，並有多項內部課程獲其認證。我們是首間有培訓課程取得資歷級別第4級（相當於副學士或高級文憑程度）認證的餐飲企業。兩個內部課程 —「餐廳營運證書」及「餐廳管理證書」— 已成功通過香港學術及職業資歷評審局的資歷級別第3級重新評審。完成這些課程的員工可獲得在更廣泛勞動市場中通用的資歷，從而提升我們培訓的公信力，並支持他們的職業流動性。

During the reporting year, a total of 61 employees completed HKQF-accredited courses, amounting to more than 2,752 hours of face-to-face training. In addition, 1 employee was recognised under the Award Scheme for Learning Experiences.

於報告年度內，共有61名員工完成了香港資歷架構認可課程，合共超過2,752小時的面授培訓時數。此外，一名員工在「學習體驗獎勵計劃」中獲得嘉許。

External Study Support – Job-related Training subsidies and Professional Membership Sponsorship
外部進修支援 — 在職進修資助及專業會籍贊助

The Group provides formal support for employees pursuing external programmes, including degree programmes and professional certifications, through defined schemes covering tuition reimbursement and professional membership sponsorship. These external study support initiatives are available to eligible employees across functions and levels, enabling broad workforce participation in continuous education and skills development.

集團透過涵蓋學費發還及專業會籍贊助的明確計劃，為修讀外部課程（包括學位課程及專業認證）的員工提供正式支援。這些外部進修支援措施適用於各職能及級別的合資格員工，讓廣泛的員工團隊能夠參與持續教育和技能發展。

In Hong Kong, employees may apply for job-related training subsidies to undertake recognised academic qualifications and professional certifications, while selected professional memberships are sponsored to enhance access to industry knowledge and professional networks. In Chinese Mainland, a structured subsidy scheme launched in 2024 extends similar support, enabling employees to obtain external certifications and strengthen competencies in areas such as project execution and digital skills.

在香港，員工可申請在職進修資助，以修讀認可的學歷及專業資格，而選定的專業會籍則獲贊助，以加強獲取行業知識及專業網絡的機會。在中國內地，於2024年推出的一項系統性補貼計劃提供了類似的支援，讓員工能夠獲取外部認證，並加強在項目執行及數碼技能等領域的能力。

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Celebrating Learning Achievements and Career Progression
嘉許學習成果與職業晉升

During the reporting year, we continued to invest in structured learning and development to equip our people with the skills and capabilities needed to deliver operational excellence and support their long-term career growth. A key milestone was the successful completion of recognised development pathways by approximately 100 frontline colleagues, including programmes aligned with the Hong Kong Qualifications Framework, Recognition of Prior Learning assessments and our internal staff development curriculum. These initiatives combine formal training with on-the-job learning, enabling employees to consolidate existing experience while building new competencies relevant to their roles and future progression.

Recognising and celebrating development success through a graduation ceremony is a long-standing Group tradition, reflecting not only their individual commitment to continuous learning but also the support provided by trainers, supervisors and peers.

報告年度內，我們持續投資於系統性學習與發展，幫助員工裝備所需技能和能力，以實現卓越營運，並支持其長遠職業發展。其中一個重要的里程碑是，約100名前線同事成功完成了獲認可的發展路徑，包括與香港資歷架構銜接的課程、「過往資歷認可」評估及我們的內部員工發展課程。這些舉措結合了正規培訓與在職學習，使員工能夠鞏固現有經驗，同時建立與其角色和未來發展相關的新能力。

透過畢業典禮來表彰和慶祝發展成果是集團的悠久傳統，這不僅體現了畢業學員對持續學習的個人承諾，也反映了培訓導師、主管及同儕所提供的支持。



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Prioritising a Safe and Healthy Working Environment
以安全健康的工作環境為優先

The Group places the highest priority on safeguarding the health, safety and well-being of its employees across all operating locations. Our commitment to workplace safety has been recognised externally, as evidenced by our receipt of the Best Employee Health and Safety Programme Grand Award at the Best HR Awards 2025 organised by CTgoodjobs, marking the fifth consecutive year of this achievement. To reinforce a strong safety culture, the Group recognises outlets that maintain zero work-related injuries. Notably, the Group has recorded no work-related fatalities over the past seven years, reflecting the effectiveness of its safety management systems.

集團將保障所有營運地點員工的健康、安全及福祉置於首位。我們對職場安全的承諾已獲外界認可，連續第五年在CTgoodjobs舉辦的「Best HR Awards 2025」中榮獲「最佳員工健康及安全計劃大獎」。為強化穩健的安全文化，集團對保持零工傷的分店予以嘉許。值得注意的是，集團在過去七年內並無錄得任何因工死亡事故，反映其安全管理系統的成效。

Governance, Incident Management and Safety Oversight
管治、事故管理與安全監督

Policy Enhancement and Framework
政策完善與框架

Occupational Safety and Health (OSH) is a fundamental pillar of the Group's operations. The Group is committed to providing a safe and healthy working environment for all employees through strict adherence to applicable laws and regulations in the jurisdictions in which it operates. In Hong Kong, these include, but are not limited to, the Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong), the Factories and Industrial Undertakings (Safety Management) Regulation (Cap. 59AF of the Laws of Hong Kong), the Occupiers' Liability Ordinance (Cap. 314 of the Laws of Hong Kong), and the Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong). In Chinese Mainland, the Group complies with the Work Safety Law of the People's Republic of China and all relevant local OSH requirements.

職業安全與健康（職安健）是集團營運的根基。集團致力透過嚴格遵守其營運所在司法管轄區的適用法例及規例，為所有員工提供安全健康的工作環境。在香港，該等法例包括但不限於《工廠及工業經營條例》（香港法例第59章）、《工廠及工業經營（安全管理）規例》（香港法例第59AF章）、《佔用人法律責任條例》（香港法例第314章）及《職業安全及健康條例》（香港法例第509章）。在中國內地，集團則遵守《中華人民共和國安全生產法》及所有相關的本地職安健要求。

During the reporting year, the Group strengthened its OSH framework by reviewing and updating its OSH Policy and Safety Management Manual. A comprehensive incident handling guideline was established to set out clear reporting mechanisms and protocols for the review and investigation of workplace incidents.

於報告年度內，集團透過檢討及更新其「職業安全政策」及《安全管理手冊》，加強了職安健框架。我們制定了全面的事故處理指引，為檢視及調查工作場所事故訂立了清晰的通報機制及規程。

The publicly accessible OSH Policy provides a structured framework for managing workplace health and safety risks across the Group's operations. It outlines the Group's commitment to complying with applicable occupational safety and health laws and regulations, maintaining a safe and healthy working environment, and integrating safety considerations into daily operations. The policy defines clear roles and responsibilities at all organisational levels, supported by training, communication and monitoring mechanisms to ensure effective implementation.

可供公眾查閱的「職業安全政策」提供了一個系統性框架，用於管理集團營運中的工作場所健康與安全風險。該政策概述了集團遵守適用的職業安全與健康法律及規例、維持安全健康的工作環境，以及將安全考量融入日常營運的承諾。該政策清晰界定了所有組織層級的角色與職責，並輔以培訓、溝通及監察機制，以確保有效實施。

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Governance Structure and Responsibilities
管治架構及職責

The Group's dedicated OSH team is responsible for implementing safety policies, managing risks and safeguarding employee well-being. Oversight is provided by the OSH Committee, which comprises representatives from various business units and convenes every two months to review safety performance and develop the Group's overall safety strategy. Each business unit has designated OSH representatives and sub-committees to ensure the effective implementation of safety policies at the operational level.

集團專責的職業安全與健康團隊負責實施安全政策、管理風險及保障員工福祉。監督工作由職業安全與健康委員會提供，該委員會由各業務單位的代表組成，每兩個月召開一次會議，以審視安全表現及制定集團的整體安全策略。各業務單位均設有指定的職業安全與健康代表及小組委員會，以確保安全政策在營運層面有效實施。

Incident Reporting and Escalation Policy
事故通報及呈報政策

A comprehensive reporting procedure for OSH incidents has been established to ensure prompt and effective handling of workplace safety issues. All incidents occurring within operational units, regardless of severity, must be reported immediately. Detailed records are maintained, including the nature of the incident, individuals involved and contributing factors.

我們已建立全面的職業安全與健康事故通報程序，以確保適時有效地處理工作場所安全問題。所有在營運單位內發生的事故，不論嚴重程度，均須即時申報。我們會保存詳細紀錄，包括事故性質、涉事人員及促成因素。

Serious incidents are escalated through a web-based reporting portal to the Group's crisis management team, comprising representatives from multiple departments, to assess the situation and implement corrective measures. Machinery or equipment involved in an incident is sealed off to prevent further use until a thorough investigation by qualified experts has been completed. Findings and recommended corrective actions are reviewed during bi-monthly OSH Committee meetings to prevent recurrence.

重大事故透過網上通報平台會上報至集團的危機應變小組，該小組由多個部門的代表組成，負責評估情況及實施糾正措施。涉及事故的機器或設備會被封存，以防止繼續使用，直至合資格專家完成徹底調查。為防事故再次發生，調查結果及建議的糾正措施會於每兩個月舉行的職業安全與健康委員會會議上進行審議。

Risk Assessment, Audits and Preventive Measures
風險評估、審核及預防措施

The Group conducts regular internal reviews and independent third-party safety audits to proactively identify and mitigate potential risks, ensuring compliance with safety regulations and maintaining a secure, hazard-free working environment.

集團定期進行內部審視及獨立第三方安全審核，以主動識別及緩解潛在風險，確保符合安全法規，並維持安全、無危害的工作環境。

In addition, comprehensive workplace hazard assessments, audits and inspections are carried out regularly and systematically across all operations, including testing of safety features such as anti-pinch devices and anti-slip surfaces.

此外，我們定期及有系統地在所有營運場所進行全面的工作場所危害評估、審核及檢查，包括測試防夾裝置及防滑地面等安全裝置。

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Training, Awareness and Employee Engagement
培訓、意識與員工參與

Training and Equipment for Operational Staff
營運人員的培訓與裝備

In both our Hong Kong and Chinese Mainland operations, regular OSH training programmes and assessments are implemented across all operations to enhance employees' safety awareness and competency. Specialised training sessions are conducted to address emerging safety risks, and first aid training is arranged where appropriate. Apart from in-house training provided by our internal trainers, our employees have also participated in the following targeted external training sessions and seminars:

在我們香港及中國內地的業務中，所有營運場所均實施定期的職業安全與健康培訓計劃及評估，以提升員工的安全意識和能力。我們會舉辦專門的培訓課程，以應對新出現的安全風險，並在適當情況下安排急救培訓。除了由內部培訓導師提供的內部培訓外，我們還安排員工參加了以下針對性的外部培訓課程及研討會：

Course 課程	Organiser 主辦機構
Combined Certificate for Safety and Health Supervisors (Catering) SS(CA) 安全健康督導員（飲食業）綜合證書課程	Occupational Safety and Health Council 職業安全健康局
Personal Protective Equipment Training Programme 「個人防護裝備」培訓計劃	
Online Seminar on Machinery Operation Safety in Catering Industry 「飲食業機械操作安全」網上講座	
Online Open Seminar on Preventing Common Accidents in Catering Industry and Related Safety Regulations 「預防飲食業常見意外及相關安全法例」網上公開講座	
Online Open Seminar on Psychological Safety in the Workplace Enhancing Organisational Safety Culture and Job Performance 「建立職場心理安全感提升機構安全文化與工作表現」網上公開講座	
Online Open Seminar on "Guidance Notes on Prevention of Carbon Monoxide Poisoning in Workplaces" 「預防工作地點一氧化碳中毒指引」網上公開講座	
Chemical Safety Conference 2026 – Safe Use of Hazardous Chemicals and Catering Industry's Flammable Substances 化學品安全研討會2026 —「危險化學品及飲食業易燃物質的安全使用」	
First Aid Refresher Course 急救重溫課程	Hong Kong St. John Ambulance 香港聖約翰救護機構

In Chinese Mainland, comprehensive OSH training, expert-led seminars and fire drills were conducted to enhance employees' preparedness and emergency response capabilities.

在中國內地，我們進行了全面的職業安全與健康培訓、專家主持的研討會及消防演習，以提升員工的應變準備及緊急應變能力。

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Training for OSH Representatives
職業安全與健康代表的培訓

Additional training was provided to OSH representatives from various business units to ensure their knowledge remains up to date and aligned with regulatory requirements. For instance, all OSH representatives completed the "Risk Assessment (RIS)" training course organised by the Occupational Safety and Health Council, in line with the implementation of the Factories and Industrial Undertakings (Safety Management) Regulation (Cap. 59AF of the Laws of Hong Kong).

我們為各業務單位的職業安全與健康代表提供了額外培訓，以確保他們的知識持續更新並符合監管要求。例如，為配合《工廠及工業經營（安全管理）規例》（香港法例第59AF章）的實施，所有職業安全與健康代表均完成了由職業安全健康局舉辦的「(RIS)風險評估」培訓課程。

Awareness and Capacity Building
意識及能力建設

In the Hong Kong operations, OSH information is regularly disseminated to all employees through features in the staff magazine "*Communications 100*" and monthly e-newsletters, promoting and reinforcing safety awareness across the workforce. An annual "Zero Work Injury Outlet Award" has been introduced to recognise outlets that have achieved zero work-related injuries and to foster a strong culture of OSH awareness and workplace safety.

In Chinese Mainland, OSH-related information is also disseminated through digital platforms, such as WeChat, to enhance accessibility and employee engagement.

Safety signage is prominently displayed across facilities in both Hong Kong and Chinese Mainland operations to further strengthen on-site safety awareness.

在香港業務中，職安健資訊定期透過員工刊物《傳訊100分》的專題報導及每月電子通訊，向全體員工發放，以推廣及加強員工的安全意識。我們設立了年度「零工傷分店獎」，以表彰達致零工傷的分店，並培養穩健的職安健意識及工作場所安全文化。

在中國內地，職安健相關資訊亦透過微信等數碼平台發放，以提升資訊的可及性和員工參與度。

香港及中國內地業務的設施均在當眼位置展示安全標誌，以進一步加強現場安全意識。

Case Study 焦點案例

Group Anti-Slip Month: Strengthening Safety Awareness
集團防滑月：加強安全意識

The Group successfully organised a "Anti-Slip Month" in September 2025, reinforcing its commitment to OSH and the prevention of workplace injuries. As slip-related incidents are more prevalent in operational environments, particularly in kitchens and frontline settings, the initiative placed a strong focus on enhancing awareness and safe practices among frontline employees.

Led by the OSH Committee, a series of targeted activities were implemented, including anti-slip safety training, knowledge-sharing sessions, practical tips dissemination through internal channels and interactive quizzes. Balance training resources were also shared to strengthen employees' physical awareness. In addition, management from "zero work injury" outlets were invited to share practical insights and best practices, fostering peer learning and reinforcing accountability at the operational level.

集團於2025年9月成功舉辦了「集團防滑月」，加強了對職業安全與健康以及預防工傷的承諾。由於滑倒相關事故在營運環境中（尤其是在廚房及前線環境）較為普遍，此計劃高度集中於提升前線員工的意識及安全實踐。

在職業安全與健康委員會的帶領下，我們實施了一系列針對性的活動，包括防滑安全培訓、知識分享會、透過內部渠道發放實用小貼士及互動問答。我們亦分享了平衡訓練資源，以加強員工的身體意識。此外，我們邀請了「零工傷」分店的管理層分享實用意見和最佳實踐，促進朋輩學習，並加強營運層面的問責性。



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Workplace Safety Enhancements
工作場所安全提升

Building on the established OSH governance framework, the Group adopts a proactive and systematic approach to enhancing workplace safety and protecting employee health. Regular workplace hazard assessments are conducted across operations to identify potential risks, with timely implementation of appropriate preventive and corrective measures to mitigate identified hazards. These efforts are supported by ongoing oversight from the OSH Committee and structured monitoring mechanisms to ensure continuous improvement.

建基於既定的職安健管治框架，集團採取積極主動且系統性的方針，以提升工作場所安全及保障員工健康。我們在營運中定期進行工作場所危害評估，以識別潛在風險，並適時實施適當的預防及糾正措施，以緩解已識別的危害。這些努力受職業安全與健康委員會的持續監督及結構化監察機制支撐，以確保持續改進。

To further safeguard employee well-being, annual occupational health check-ups are provided to employees in high-risk roles, enabling early identification and management of potential health issues. Relevant frontline employees are provided with appropriate personal protective equipment (PPE) in accordance with operational needs. In addition, fire drills and emergency preparedness exercises are conducted regularly across operations to strengthen employees' emergency response capabilities.

為進一步保障員工福祉，我們每年為高風險崗位的員工提供職業健康體檢，以便及早發現和管理潛在的健康問題。相關前線員工亦根據營運需要，獲提供適當的個人防護裝備。此外，我們定期在營運中進行消防演習及應急準備演練，以加強員工的緊急應變能力。

Through these comprehensive and integrated measures, the Group remains steadfast in its commitment to fostering a proactive safety culture, ensuring regulatory compliance and continuously enhancing its occupational safety and health performance across all operations.

透過這些全面且整合的措施，集團堅定不移地致力培養積極主動的安全文化，確保規管合規，並持續提升所有營運中的職安健表現。

Employee Mental Support and Employee Assistance Programme
員工心理支援及員工支援計劃

The Group is committed to supporting employees' mental well-being through the provision of a comprehensive Employee Assistance Programme (EAP). The EAP offers confidential psychological counselling services to employees experiencing personal, work-related or life challenges. A dedicated 24-hour "Care Express" hotline is available to provide immediate access to professional counselling and, where appropriate, referrals for clinical psychological support.

集團致力透過提供全面的員工支援計劃來支援員工的心理健康。員工支援計劃為面對個人、工作或生活挑戰的員工提供保密的心理輔導服務。我們亦設有專線「傾心快線」，全天候提供即時的專業輔導，並在適當情況下轉介臨床心理支援。

In addition to the EAP, the Group regularly promotes mental health awareness through internal communications and online seminars, providing employees with accessible resources and practical guidance to support their mental well-being. These initiatives aim to foster a supportive and resilient workplace, ensuring employees have access to timely assistance and relevant information.

除員工支援計劃外，集團亦定期透過內部通訊及網上講座，推廣心理健康意識，為員工提供便捷的資源和實用指導，以支援他們的心理健康。這些措施旨在營造一個具支持性及韌性的工作環境，確保員工能獲得適時的援助及相關資訊。

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Focusing on Food
專注食物

We place strong emphasis on responsible sourcing and delivery of food, with sustainability embedded across our supply chain. By adhering to stringent quality and food safety standards, we ensure that every meal reflects our commitment to excellence, integrity and customer well-being.

我們高度重視負責任的採購及食品供應，並將可持續發展理念融入整個供應鏈。透過遵循嚴謹的品質及食物安全標準，我們確保每一份餐膳都能體現我們對卓越、誠信及顧客福祉的承諾。



Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Responsible sourcing
  負責任採購
- Food quality and safety
  食品品質與安全
- Food nutrition and health
  食品營養與健康

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Responsible Sourcing
負責任採購

Governance, Policy Framework and Risk Management
管治、政策框架及風險管理

We place the utmost importance on the sustainability, safety and quality of our supply chain, ensuring strict compliance with all applicable laws and regulations, including but not limited to the Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong), the Food and Drugs (Composition and Labelling) Regulation (Cap 132W of the Laws of Hong Kong), the Public Health and Municipal Services Ordinance (Cap. 132 of the Laws of Hong Kong), the Food Safety Law of the People's Republic of China, and other relevant legislation.

Our procurement and food processing procedures are governed by a comprehensive framework of internal policies, including the Purchasing Manual, the Corporate Food Safety Policy and the Supplier Code of Conduct. The Purchasing Manual clearly defines procurement policies, procedures and responsibilities, while the Corporate Food Safety Policy establishes standards for food handling and traceability. The Supplier Code of Conduct outlines our expectations in respect of environmental and social responsibility, encompassing labour practices, human rights, occupational safety and health, and business ethics. For our Chinese Mainland operations, we have established specific sourcing standards for key food ingredients. A dedicated inventory management team oversees food storage and transportation, ensuring compliance with internal requirements.

Together, these frameworks establish formal requirements for supplier certification, quality management systems and audit oversight across the supply chain, covering environmental, social and food safety standards.

The sustainability and growth of our business depend on sourcing high-quality products from reliable suppliers worldwide. Our procurement processes incorporate careful assessment of risk, product variety, cost competitiveness and quality.

我們非常重視供應鏈的可持續性、安全性及品質，確保嚴格遵守所有適用的法律及規例，包括但不限於《食物安全條例》（香港法例第612章）、《食物及藥物（成分組合及標籤）規例》（香港法例第132W章）、《公眾衞生及市政條例》（香港法例第132章）、《中華人民共和國食品安全法》及其他相關法例。

我們的採購及食品加工流程受全面的內部政策框架規管，包括「採購手冊」、「集團食物安全政策」及「供應商行為守則」。「採購手冊」清晰界定採購政策、程序及職責，而「集團食物安全政策」則訂立食品處理及追蹤的標準。「供應商行為守則」闡述了我們在環境及社會責任方面的期望，涵蓋勞工措施、人權、職業安全與健康及商業道德。在中國內地業務方面，我們已為主要食品原材料制定具體的採購標準，並由專責的庫存管理團隊負責監督食品儲存及運輸，確保符合內部要求。

這些框架共同為整個供應鏈的供應商認證、品質管理系統及審核監督確立了正式要求，涵蓋環境、社會及食物安全標準。

集團透過從世界各地可靠的供應商採購優質產品，確保業務的可持續性及增長。我們的採購流程包含對風險、產品種類、成本競爭力及品質的審慎評估。

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We have implemented digitalised procurement and monitoring systems to strengthen transparency, traceability and supplier risk management across both regions.

我們已實施數碼化的採購及監控系統，以加強兩個地區的透明度、可追溯性及供應商風險管理。

Branch Management System
分店管理系統

Integrates orders from outlets and central production centres, streamlining procurement and enhancing supplier communication.
整合分店與中央產製中心的訂單，簡化採購流程，並加強與供應商的溝通。

Electronic Data Interchange System
電子數據互換系統

Standardises transactions and improves operational efficiency.
標準化交易，提升營運效率。

Product Compliance Audit System
產品合規審核系統

Enhances transparency, strengthens supplier monitoring (including upstream suppliers) and facilitates information sharing.
提升透明度，加強對供應商（包括上游供應商）的監控，並促進資訊共享。

Enterprise Resource Planning System
企業資源規劃系統

Consolidates data across business units to support material planning and production management.
整合各業務單位的數據，以支援物料規劃及生產管理。

We also maintain contingency arrangements with suppliers to mitigate supply chain disruptions arising from emergencies or extreme events. In such circumstances, we respond proactively by adjusting menus and operations to minimise impacts on business continuity and customer satisfaction.

我們亦與供應商設有應急安排，以減輕因緊急情況或極端事件導致的供應鏈中斷。如發生這些情況，我們會積極應對，透過調整餐單及營運安排，盡量減少對業務持續性及顧客滿意度的影響。

Supply Chain Management
供應鏈管理

The sustainability and resilience of our operations depend on sourcing high-quality products from reliable suppliers globally. We adopt a risk-based procurement approach, assessing suppliers against criteria including product criticality, food safety risk, sourcing geography and supply continuity.

集團於從全球可靠的供應商採購優質產品，以確保業務的可持續性及韌性，有賴。我們採用風險基礎方法，根據產品關鍵性、食物安全風險、採購地理區域及供應連續性等標準，對供應商進行評估。

Through fostering direct relationships with strategic suppliers and cultivating long-term partnerships, we aim to build a resilient and dependable supply chain. We classify strategic suppliers based on:

透過與策略性供應商建立直接關係及培育長期合作夥伴關係，我們旨在構建一個具韌性且可靠的供應鏈。我們根據以下標準對策略性供應商進行分類：

- Provision of critical or customised products
- High procurement volume
- Capability for product innovation and co-development

- 提供關鍵或訂製產品
- 高採購量
- 具備產品創新及共同開發能力

During the reporting year, we engaged 332 food suppliers in Hong Kong and 158 in Chinese Mainland. Direct procurement partners accounted for 35% and 65.4% respectively, enabling enhanced oversight and traceability.

於報告年度內，我們在香港與322家食品供應商合作，在中國內地則與158家合作。直接採購夥伴分別佔35%及65.4%，有助加強監督及可追溯性。

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Food Origin by Geographical Region
按地理區域劃分的食物原產地

	Hong Kong 香港	Chinese Mainland 中國內地	Fruits 水果	Seafood 海鮮	Vegetables 蔬菜	Basic Groceries 糧油雜貨	Meat 肉類	Dairy Products 奶製品	Canned Products 罐頭產品
Chinese Mainland 中國內地	50.52%	74.8%		● ●	● ●	● ●	● ●		
North and South America 北美洲和南美洲	16.9%	14.1%	● ●				● ●		
Other Asian Countries 其他亞洲國家	13.48%	3.6%		● ●	● ●	● ●	● ●		
Hong Kong 香港	10.51%	0.6%		● ●	● ●	● ●	● ●		
Europe 歐洲	4.98%	2.7%					● ●	● ●	● ●
Australia and New Zealand 澳洲和紐西蘭	2.79%	4.0%		● ●			● ●	● ●	
South Africa 南非	0.82%	0.2%	● ●	● ●					

Distribution of Suppliers by Geographical Region
按地理區域劃分的供應商總數量

Hong Kong 香港

332 Food suppliers 食物供應商

- 310 Hong Kong 香港
- 9 Chinese Mainland 中國內地
- 5 North and South America 北美洲和南美洲
- 5 Other Asian Countries 其他亞洲國家
- 2 Europe 歐洲
- 1 Australia and New Zealand 澳洲及紐西蘭

134 Non-Food Suppliers 非食品供應商

- 134 Hong Kong 香港



Chinese Mainland 中國內地

158 Food suppliers 食物供應商

- 158 Chinese Mainland 中國內地

97 Non-Food Suppliers 非食品供應商

- 97 Chinese Mainland 中國內地

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Supplier Selection and Performance Management
供應商選擇和績效管理

We adopt a robust and systematic approach to supplier selection and performance management to ensure the highest standards of food quality and safety. All suppliers are subject to comprehensive evaluation against our Supplier Code of Conduct, including compliance with applicable laws and regulations, international standards, raw material quality, audit results and service performance.

New suppliers must pass stringent food safety inspections and assessments, with preference given to those demonstrating strong environmental and social performance.

Our supplier monitoring system is aligned with ISO 9001 and ISO 22000 standards. In Chinese Mainland, we apply stringent sourcing criteria for key ingredients and collaborate with reputable, audited suppliers, including state-owned enterprises and leading industry partners.

Our Corporate Quality Assurance Department regularly reviews and enhances audit workflows. Audit coverage has been extended to high-risk upstream and cold-chain suppliers to strengthen oversight. A supplier rating system has also been implemented in Chinese Mainland to enhance performance evaluation. Where necessary, corrective actions are required, and suppliers failing to meet our standards may be subject to contract termination.

In Chinese Mainland, all food supplies undergo stringent testing to ensure safety and quality. Suppliers are required to provide regular testing reports in compliance with national standards, including certification of products as free of additional antibiotics and hormones. Upon delivery, we conduct further inspections, including testing for veterinary drug residues and verification of pesticide reports for vegetables.

During the reporting year, we conducted audits on 116 suppliers in Hong Kong and 190 in Chinese Mainland, including on-site factory audits for 10 and 67 suppliers respectively. Four supplier contracts were terminated due to non-compliance.

我們採用嚴格而系統化的方針進行供應商篩選及績效管理，以確保最高的食物品質及安全標準。根據我們的「供應商行為守則」，所有供應商均須接受全面評估，包括遵守適用的法律及規例、國際標準、原材料質素、審核結果及服務表現。

新供應商必須通過嚴格的食品安全審查和評估，我們會優先考慮那些展現出穩健環境及社會表現的供應商。

我們的供應商監控系統符合ISO9001及ISO22000標準。在中國內地，我們對主要原材料實施嚴格的採購標準，並與信譽良好、經審核的供應商合作，包括國營企業及具領導地位的行業夥伴。

集團品質保證部定期審視及完善審核工作流程。審核範圍已延伸至高風險的上游及冷鏈供應商以加強監督。我們亦已在中國內地實施供應商評級系統，以加強績效評估。在必要時，我們會要求供應商採取糾正措施，而未能達到標準的供應商可能被終止合約。

在中國內地，所有食品供應均須通過嚴格檢測，以確保安全與品質。供應商須定期提交符合國家標準的檢測報告，包括證明產品不含額外抗生素及激素。收貨時，我們會進行進一步檢查，包括檢測獸藥殘留，以及核實蔬菜的農藥檢測報告。

於報告年度內，我們對香港116間供應商及中國內地190間供應商進行了審核，當中分別包括對10間及67間供應商進行實地工廠審核。當中4間供應商因不合規而被終止合約。

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Supplier Relationship Management
供應商關係管理

We cultivate long-term partnerships with key suppliers whose scale, procurement value and product uniqueness are critical to our operations. Regular meetings are held to review pricing trends, assess supply stability and strengthen collaboration.

We actively explore new opportunities through initiatives such as product demonstrations with chefs and participation in industry exhibitions. These engagements enable suppliers to showcase their offerings and foster innovation. Factory visits are also conducted to assess operational standards, identify improvement opportunities and strengthen relationships.

For new suppliers, we provide tailored guidance and technical support to address supply chain challenges and enhance operational efficiency, fostering mutual growth and resilience.

我們與在規模、採購價值及獨特性上對營運至關重要的主要供應商，建立長期合作關係。我們定期舉行會議，以審視價格趨勢、評估供應穩定性，並加強合作。

我們透過廚師產品演示及參與行業展覽等活動，積極探索新機遇。這些活動讓供應商得以展示其產品，並促進創新。我們亦進行工廠探訪，以評估營運標準、識別改進機會，並鞏固合作關係。

對於新供應商，我們提供度身訂造的指導及技術支援，以應對供應鏈挑戰，並提升營運效率，促進共同成長與韌性。

Supplier Training and Capacity Building
供應商培訓和能力建設

The Group implements supply chain initiatives to address the environmental and social impacts of sourcing activities, including but not limited to seafood and agricultural production. Our approach focuses on promoting responsible sourcing practices through supplier engagement, encouraging the adoption of recognised sustainability certifications and maintaining appropriate oversight of upstream operations.

To support alignment with our standards, we provide regular and structured training programmes covering quality management, food safety requirements, regulatory compliance and sustainability practices, with the objective of progressively extending coverage across key suppliers. Training content encompasses food safety and quality assurance, risk management and incident prevention, occupational safety and health, as well as ESG-related expectations and updates on applicable laws and regulations. Induction and refresher training on the Supplier Code of Conduct are also conducted to reinforce compliance and consistency. Where appropriate, selected suppliers are provided with targeted guidance to support operational improvements and enhance overall supply chain performance.

集團推行供應鏈措施，以應對採購活動對環境及社會的影響，包括但不限於海鮮及農業生產。我們的方針聚焦於透過供應商參與來推廣負責任的採購常規，鼓勵採納獲認可的可持續發展認證，並對上游營運維持適當的監督。

為了讓供應商與我們的標準保持一致，我們提供定期且具系統性的培訓計劃，涵蓋品質管理、食物安全要求、合規及可持續發展實踐，目標是逐步涵蓋更多主要供應商。培訓內容包括食物安全及品質保證、風險管理及事故預防、職業安全與健康，以及ESG相關期望和適用法例及規例的最新資訊。我們亦會就「供應商行為守則」提供迎新及重溫培訓，以加強合規及一致性。在適當情況下，選定供應商會獲得針對性指導，以支持營運改進及提升整體供應鏈表現。

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Case Study 焦點案例

Enhancing Supplier Engagement for Sustainability
加強供應商參與 促進可持續發展

During the reporting year, the Group strengthened collaboration with its suppliers to advance a more sustainable value chain. In partnership with GS1 Hong Kong, we organised our first Supplier ESG Workshop, bringing together more than 50 strategic suppliers to exchange insights on global and local sustainability trends, align on shared environmental goals and reinforce the Group's sustainability vision. The workshop marked an important step in deepening engagement with suppliers and promoting responsible practices across the supply chain.

In addition, the Supplier ESG Survey, first launched in the previous financial year, has been established as an annual exercise. The survey continues to ensure that our key suppliers comply with relevant regulations and uphold high standards of business ethics, while remaining aligned with the Group's sustainability values and objectives.

To facilitate more regular communication, a Sustainability Newsletter for suppliers was launched during the reporting period. Two issues were published, highlighting the Group's latest sustainability achievements and initiatives. This ongoing communication has helped keep our suppliers informed while laying a solid foundation for deeper collaboration in the future.

於報告年度內，集團加強與供應商的合作，以推動更可持續的價值鏈。我們與香港貨品編碼協會（GS1 Hong Kong）合作，舉辦了首個供應商ESG工作坊，匯聚超過50個策略性供應商，就全球及本地可持續發展趨勢交流見解，共同制定環境目標，並強化集團的可持續發展願景。透過是次工作坊，我們在深化與供應商的溝通及推廣整個供應鏈的負責任實踐方面，邁出了重要一步。



此外，於上一個財政年度首次推出的「供應商ESG調查」已成為年度常規工作，持續確保我們的主要供應商遵守相關法規，秉持高標準的商業道德，同時與集團的可持續發展價值觀及目標保持一致。

為促進更頻繁的溝通，我們於報告期內為供應商推出了《可持續發展通訊》，共發佈了兩期，重點介紹集團最新的可持續發展成果及措施。透過持續溝通，讓我們的供應商掌握最新資訊，同時為未來更深入的合作奠定穩固基礎。

Traceability of Raw Materials
原材料可追溯性

We have established a comprehensive traceability system to ensure the safety, quality and integrity of raw materials. In Hong Kong, the GS1 Automation and Traceability System enables end-to-end information tracking, capturing key data such as supplier details, quantities, production dates and expiry dates.

Integration with the Electronic Data Interchange System further enhances procurement efficiency and data accuracy. This robust framework enables timely and effective product recalls where necessary, safeguarding consumer health and mitigating legal and reputational risks. All recall incidents are reported to the Management Board, ensuring transparency, accountability and continuous improvement.

我們已建立全面的可追溯系統，以確保原材料的安全性、品質及完整性。在香港，GS1自動化及追溯系統實現了端到端的資訊追蹤，可擷取供應商詳情、數量、生產日期及有效期等關鍵數據。

與電子數據互換系統的整合，進一步提升了採購效率及數據準確性。此穩健的框架能在必要時進行適時有效的產品回收，從而保障消費者健康，並降低法律及聲譽風險。所有回收事件均會向管理局匯報，以確保透明度、問責性及持續改進。

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During the reporting year, we were honoured to receive the Diamond Enterprise Award under GS1 Hong Kong's "Quality Food Scheme Plus" for the eighth consecutive year, recognising our sustained excellence in food safety, quality assurance and traceability. In addition, we were awarded the Innovation Award under the "Quality Food Scheme ESG" initiative, reflecting our ongoing efforts to enhance responsible and resilient supply chain management.

於報告年度內，我們連續第八年榮獲香港貨品編碼協會「優質食品計劃+」的「鑽石企業獎」，肯定我們在食品安全、品質保證及可追溯性方面的持續卓越表現。此外，我們亦在「優質食品計劃ESG」中榮獲「創新獎」，反映我們為加強負責任及具韌性的供應鏈管理所付出的不懈努力。



Sustainable and Responsible Sourcing
可持續及負責任採購

In response to increasing consumer awareness of nutrition and sustainability, we continue to integrate environmental and social considerations into our procurement processes. We aim to increase the proportion of responsibly sourced ingredients and collaborate with suppliers aligned with our sustainability objectives. Through these responsibly sourced offerings, we deliver quality products while generating positive social and environmental impact.

隨著消費者對營養及可持續發展的關注日益提升，我們繼續將環境及社會考量納入採購流程，旨在提高負責任採購食材的比例，並與符合我們可持續發展目標的供應商合作。透過這些負責任採購的產品，我們在提供優質產品的同時，亦創造了積極的社會及環境影響。

Sustainable Coffee Sourcing
可持續咖啡採購

We support responsible sourcing through the use of certified products across our brands. The Spaghetti House serves Rainforest Alliance Certified coffee, reflecting environmentally responsible agricultural practices and contributing to improved livelihoods for farmers, while selected Oliver's Super Sandwiches outlets offer Fairtrade-certified coffee, supporting equitable wages and sustainable community development.



我們透過於旗下品牌使用經認證的產品，支持負責任採購。The Spaghetti House（意粉屋）提供獲雨林聯盟認證的咖啡，推動對環境負責的農業實踐，並有助改善農民的生活；而部分Oliver's Super Sandwiches（利華超級三文治）分店則提供獲公平貿易認證的咖啡，支持公平薪酬及可持續社區發展。

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Sustainable Seafood Sourcing
可持續海鮮採購

We have established a structured framework for responsible seafood sourcing, supported by clear internal procurement policies that prioritise environmental sustainability and responsible fishing and aquaculture practices. Our sourcing approach includes the avoidance of endangered species and the selection of suppliers that comply with recognised international standards. We actively prioritise seafood that is third-party certified to environmental sustainability standards, including certifications from the Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC) and other equivalent schemes, reflecting alignment with globally recognised best practices.

We have established annual targets for sustainable seafood sourcing as part of our responsible procurement approach and have maintained a consistently high level of performance. During the reporting period, approximately 78% of seafood procured for our Hong Kong operations was third-party certified to recognised environmental sustainability standards, including meeting the most stringent certification criteria, such as MSC and ASC, exceeding our annual target of 75%. While the proportion of sustainable seafood may vary due to seasonal menu changes, we remain committed to achieving our long-term targets by progressively increasing the share of certified seafood across our operations as part of our responsible sourcing strategy.

We maintain robust traceability systems to enhance supply chain transparency and accountability. These systems enable the tracking of seafood products across the supply chain, with an increasing proportion traceable to the fishing location or aquaculture farm level. This level of traceability supports effective risk management, strengthens food safety controls and enables timely response to any quality or sustainability concerns.

我們已為負責任的海鮮採購建立了一套結構化框架，並輔以清晰的內部採購政策，優先考慮環境可持續性及負責任的捕撈和水產養殖作業。我們的採購方針包括避免採用瀕危物種，以及選擇符合公認國際標準的供應商。我們積極優先採購獲第三方環境可持續性標準認證的海鮮，包括來自海洋管理委員會（MSC）、水產養殖管理委員會（ASC）及其他同等計劃的認證，以符合全球公認最佳實踐的標準。我們也是世界自然基金會（WWF）所發起的「可持續海鮮企業會員計劃」的創始成員之一。

作為負責任採購方針的一部分，我們已就可持續海鮮採購訂立年度目標，並一直維持高水平表現。於報告期內，香港業務採購的海鮮中，約78%獲得第三方認可的環境可持續性標準認證，包括達到最嚴謹的認證標準（如MSC及ASC），超越了75%的年度目標。雖然可持續海鮮的採購比例可能因季節性餐單調整而有所變動，但我們仍致力將實現此長遠目標視為負責任採購策略的一部分，逐步提高營運中獲認證海鮮的比例。

我們維持穩健的可追溯系統，以提升供應鏈的透明度及問責性。這些系統能夠追蹤整個供應鏈中的海鮮產品，當中可追溯到捕撈地點或水產養殖場層面的比例日漸上升，有助進行有效的風險管理、加強食物安全監控，並能適時應對任何品質或可持續性方面的問題。

SUSTAINABLE 環保海鮮 SEAFOOD
世界自然基金會香港分會
WWF-Hong Kong



78%
Sustainable seafood procurement rate (Hong Kong)
可持續海鮮採購率（香港）

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As part of our ongoing commitment to promote sustainable sourcing, Café de Coral fast food introduced the “Garlic Cheese Seafood Baked Rice” to its signature baked rice series, featuring MSC-certified Alaska pollock fillet, alongside prawns and crab sticks, during this reporting year. Sustainable seafood offers were also available on the brand’s breakfast menus, with premium MSC-certified fish fillet sourced from New Zealand. Sustainable seafood options have been incorporated across the menus of our diverse portfolio, including The Spaghetti House’s Deep Water Ling Fillet Orzo and Luncheon Star. our school catering division, with offerings such as Creamy Mushroom Fish Fillet with Red Rice (Pumpkin).

To further raise consumer awareness of sustainable sourcing, the Group prominently displayed the MSC logo on its communication materials alongside relevant menu items. This serves not only to inform customers about the certified origins of their food, but also to encourage more conscious consumption choices, reinforcing the Group’s role in promoting marine stewardship beyond its own operations.

By incorporating certified sustainable seafood into our menu offerings, we continue to enhance customers’ choices while advancing our responsible sourcing strategy. Looking ahead, we will continue to enhance our responsible sourcing practices by timely reviewing the proportion of certified seafood and strengthening traceability mechanisms, in line with our broader sustainability objectives and evolving industry standards.

為持續推動可持續採購，大家樂快餐於報告年度內，在其招牌焗飯系列中加入了「香蒜芝士汁海鮮焗飯」，以獲MSC認證的阿拉斯加鱈魚柳，搭配蝦仁及蟹柳。品牌的早餐餐單亦提供可持續海鮮選擇，採用來自紐西蘭的優質MSC認證鱈魚柳。可持續海鮮選擇已融入我們多元化業務組合的餐單中，包括The Spaghetti House（意粉屋）的「深海青衣柳米型粉」等，以及活力午餐提供「香濃蘑菇魚柳配紅米飯（南瓜）」等選擇。

為進一步提升消費者對可持續採購的認識，集團在其宣傳資料及相關菜式旁的顯眼位置，展示了MSC標誌。這不僅能讓顧客了解食物的認證來源，亦能鼓勵更有意識的消費選擇，從而加強集團在自身營運以外推廣海洋管理的角色。

透過將獲認證的可持續海鮮納入菜單，我們在推進負責任採購策略的同時，持續豐富顧客的選擇。展望未來，我們將繼續透過適時檢討獲認證海鮮的比例及加強可追溯機制，強化負責任採購措施，以配合我們更廣泛的可持續發展目標及不斷演變的行業標準。



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Responsible Sourcing of Beef and Dairy Products
牛肉及乳製品的負責任採購

Beef and dairy products form part of the Group's raw material sourcing portfolio, and we recognise the associated environmental and social considerations, including greenhouse gas emissions, land use, animal welfare and supply chain transparency. As such, we remain attentive to evolving expectations and best practices in responsible sourcing within these categories.

Our procurement practices are guided by established food safety and quality assurance requirements, supported by the GS1 Automation and Traceability System that facilitate supply chain management, product tracking and information visibility across our operations. These systems incorporate elements of traceability and enable the monitoring of supplier information and product flows, forming a foundation for supply chain oversight.

At the current stage, the Group's approach to beef and dairy sourcing is primarily embedded within its broader procurement and quality management framework, and we do not maintain separate policies, certification targets or dedicated supplier programmes specific to these categories. We remain attentive to developments in relevant international standards, certification frameworks and industry initiatives relating to responsible beef and dairy production, including those addressing environmental impacts and sustainable farming practices.

Looking ahead, we will assess the feasibility of strengthening our approach to beef and dairy sourcing, taking into account operational considerations, supply chain structure and cost implications. This includes evaluating opportunities to enhance the use of recognised certification standards, improve traceability practices and further integrate responsible sourcing considerations into our procurement processes where appropriate and practicable.

牛肉及乳製品是集團原材料採購組合的一部分，我們認識到相關的環境及社會考量，包括溫室氣體排放、土地利用、動物福利及供應鏈透明度。因此，我們持續關注這些類別中對負責任採購不斷演變的期望和最佳實踐。

我們的採購慣例以既定的食物安全及品質保證要求為指引，並輔以GS1自動化及追溯系統，有助改善我們營運中的供應鏈管理、產品追蹤及資訊透明度。這些系統融入了可追溯性元素，並能監控供應商資訊及產品流向，為供應鏈監督奠定了基礎。

在現階段，集團對牛肉及乳製品採購的方針，主要納入其更廣泛的採購及品質管理框架內，並未就這些類別制定獨立的政策、認證目標或專屬的供應商計劃。我們持續關注有關負責任牛肉及乳製品生產的相關國際標準、認證框架及行業倡議的發展，包括那些針對環境影響及可持續農業實踐的倡議。

展望未來，我們將評估加強牛肉及乳製品採購方針的可行性，並把營運因素、供應鏈結構及成本影響納入考量。這包括評估在適當及可行的情況下，增加使用認可認證標準、改善可追溯常規，以及進一步將負責任採購考量納入採購流程的機會。

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Responsible Palm Oil Sourcing
負責任棕櫚油採購

Palm oil is a commonly used ingredient in the food and beverage industry. We recognise the environmental and social risks associated with palm oil production, including deforestation, biodiversity loss and labour-related concerns, and acknowledge the importance of responsible sourcing practices in this area.

棕櫚油是餐飲業中常用的食材。我們認識到與棕櫚油生產相關的環境及社會風險，包括森林砍伐、生物多樣性喪失及勞工相關問題，並認同在此領域採取負責任採購慣例的重要性。

Our procurement approach focuses on ensuring that all sourced materials comply with applicable regulatory requirements and food safety standards, while maintaining awareness of internationally recognised sustainability frameworks. We monitor developments in certification schemes such as the Roundtable on Sustainable Palm Oil (RSPO), which incorporate requirements relating to environmental protection, responsible production practices and elements of supply chain traceability to plantation level.

我們的採購方針集中於確保所有採購物料符合適用的監管規定及食物安全標準，同時保持對國際認可可持續發展框架的關注。我們留意可持續棕櫚油圓桌會議（RSPO）等認證計劃的發展，這些計劃涵蓋與環境保護、負責任生產實踐以及供應鏈可追溯性（直至種植園層級）相關的要求。

At the current stage, we have not established a formal palm oil sourcing policy, certification targets or traceability commitments. However, we continue to assess the applicability of recognised standards, including third-party certification and enhanced traceability mechanisms, taking into consideration operational requirements, supply chain structure and cost implications.

在現階段，我們尚未制定正式的棕櫚油採購政策、認證目標或可追溯性承諾。然而，我們將繼續評估各認可標準的適用性，包括第三方認證及加強可追溯機制，並考慮營運需求、供應鏈結構及成本影響。

Going forward, we will monitor evolving industry practices and stakeholder expectations in relation to responsible palm oil sourcing, and evaluate opportunities to strengthen our approach where appropriate and practicable, including the potential adoption of certification standards and improved supply chain transparency over time.

未來，我們將監察與負責任棕櫚油採購相關的行業實踐及業務相關人士期望的演變，並在適當及可行的情況下，評估加強我們的方針的機會，包括長遠可能採納認證標準及改善供應鏈透明度。

Sourcing for Good
公益採購

In alignment with national policies on rural revitalisation and poverty alleviation, we support agricultural development in underdeveloped regions through responsible sourcing. During the reporting year, we directly sourced agricultural products from designated regions, including eggs, cabbage and rice, amounting to 317 tonnes, 146 tonnes and 1,936 tonnes respectively. Through these initiatives, we contribute to local economic development while strengthening the sustainability and resilience of our supply chain.

為配合國家鄉村振興及扶貧政策，我們通過負責任採購支持欠發達地區的農業發展。於報告年度內，我們從指定地區直接採購了農產品，包括317噸雞蛋、146噸白菜及1,936噸大米。透過這些措施，我們為當地經濟發展作出貢獻，同時加強供應鏈的可持續性與韌性。

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Case Study 焦點案例

Strengthening Local Procurement for Sustainable Impact
加強本地採購 實現可持續影響

As part of our sustainable sourcing strategy and community engagement efforts, we have strengthened our focus on local procurement to reduce environmental impact while supporting Hong Kong's food ecosystem. During the reporting year, Shanghai Lao Lao partnered with a local aquaculture producer in Yuen Long, Yeungs Marine Products, to source Grey Mullet for a special menu offering. By prioritising locally sourced ingredients, we are able to minimise transportation-related carbon emissions, enhance supply chain freshness and resilience, and create tangible economic value for local producers. This dish also supports the preservation of Hong Kong's culinary heritage by incorporating distinctive local ingredients into our offerings.

為實踐可持續採購及社區參與，我們加強推動本地採購，以減少環境影響，同時支持香港的食物生態系統。於報告年度內，上海姥姥從元朗的本地水產養殖生產商楊氏水產採購烏頭魚，配以陳年太雕酒和普寧豆醬等傳統醬料烹製成特別的菜式。通過優先選用本地食材，我們得以減少與運輸相關的碳排放，提升供應鏈的韌性與產品新鮮度，並為本地生產商創造切實的經濟價值。這道菜亦藉由融入香港在地特色食材，支持香港飲食文化的保存與傳承。



Commitment to Animal Welfare
維護動物福利

We are committed to promoting animal welfare across our supply chain. During the reporting year, 23.5% of meat and poultry procured for our Hong Kong operations were sourced from suppliers adhering to recognised animal welfare standards, exceeding our annual target of 18%. These suppliers comply with the internationally recognised "Five Freedoms" of animal welfare, reflecting our commitment to ethical sourcing and responsible business practices.

我們致力於在供應鏈中推廣動物福利。於報告年度內，我們為香港業務採購的肉類及家禽產品中，23.5%來自遵守認可動物福利標準的供應商，超越了18%的年度目標。這些供應商遵守國際認可的動物福利「五大自由」，反映我們對道德採購及負責任商業常規的承諾。

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Quality Control and Assurance
品質控制和保證

Comprehensive Food Safety and Quality Management
全面的食物安全及品質管理

Safeguarding the highest standards of food safety and quality is fundamental to our operations. Across our entire value chain, encompassing suppliers, food processing facilities, logistics and restaurant outlets, we have established a comprehensive quality management framework, supported by internal policies and aligned with international standards, to ensure that food safety risks are effectively identified, monitored and controlled. Each stage of the food preparation and delivery process is subject to stringent controls, assessments, in-house and third-party testing and audits, ensuring that products consistently meet regulatory requirements and internal standards before reaching our customers. These measures are regularly reviewed and continuously enhanced to maintain their effectiveness and alignment with evolving industry best practices.

維護最高標準的食物安全及品質是集團營運的基石。我們的整個價值鏈涵蓋供應商、食品加工設施、物流配送及餐廳分店，當中已建立一套全面的品質管理框架，輔以內部政策並符合國際標準，以確保有效識別、監控及控制食物安全風險。食品製作及運送過程的每個階段均接受嚴格的監控、評估、內部及第三方測試與審核，確保產品在送達顧客前始終符合監管要求及內部標準。我們定期檢討並持續改善這些措施，以保持其有效性，並與不斷進化的行業最佳實踐保持一致。

Certification to Product Safety or Quality Standards
符合產品安全或品質標準認證

We maintain a strong commitment to product safety and quality through certification to both internationally recognised and internally developed standards. Our operations are aligned with widely accepted quality and food safety management systems, including standards such as ISO 9001 and ISO 22000, as well as Hazard Analysis and Critical Control Points ("HACCP"), where applicable. These certifications provide a robust framework for ensuring consistent product quality, effective risk management and regulatory compliance across our operations.

我們透過獲取國際認可及內部制定的標準認證，致力提升產品安全和品質。我們的營運符合廣泛被接受的品質及食物安全管理系統，包括ISO 9001及ISO 22000等標準，以及在適用情況下符合食物安全重點控制（HACCP）標準。這些認證提供了穩健的框架，以確保我們維持一致的產品質素、有效的風險管理及合乎法規要求。

In addition, we have established comprehensive internal product safety and quality standards tailored to our operational requirements, which complement external certifications and enable more stringent control over our processes. Through regular in-house and third-party testing and audits, monitoring and continuous improvement initiatives, we ensure that both external and internal standards are consistently upheld, reinforcing our commitment to delivering safe, high-quality products to our customers.

此外，我們建立了針對自身營運需求而設的全面內部產品安全及品質標準，以補足外部認證，並對工作流程實施更嚴格的控制。透過定期的內部及第三方測試與審核、監控及持續改進措施，我們確保始終貫徹外部及內部標準，從而強化我們為顧客提供安全優質產品的承諾。

Training on Product Quality
產品品質培訓

We place strong emphasis on employee training in product safety and quality to ensure consistent standards across our operations and throughout the value chain. Structured training programmes are provided to employees at all relevant levels, covering food safety protocols, quality control procedures, regulatory requirements and internal standards. Training is also extended to suppliers to ensure that our expectations are clearly communicated and consistently upheld across the supply chain.

我們高度重視員工在產品安全及品質方面的培訓，以確保整個營運及價值鏈中的一致標準。我們為所有相關級別的員工提供具系統性的培訓計劃，涵蓋食物安全守則、品質監控程序、監管要求及內部標準。培訓亦延伸至供應商，以確保我們的期望被清晰傳達至整個供應鏈中，並獲一致遵守。

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Food Safety and Quality Assurance Across the Value Chain
保障價值鏈中的食品安全及質素

	Assessment and Testing 評估與測試	Technology 科技	Policy and Standards 政策與標準	Training 培訓
Procurement 採購	• Supplier audit 供應商審核 • Regular compliance audit by Corporate Quality Assurance Department 集團品質保證部定期合規審核 • Food safety inspection and assessment 食品安全檢查及評估	• Food quality and microbiological testing 食品品質及微生物測試 • Product assessment by accredited testing facilities (Luncheon Star) 獲認可檢測機構進行產品評估（活力午餐）	• ISO 9001 and ISO 22000 aligned supplier monitoring system 符合ISO 9001及ISO 22000標準的供應商監察系統 • Supplier Code of Conduct 供應商行為守則 • Purchasing Manual 採購手冊	• Supplier training 供應商培訓
Manufacturing 產製	• Food quality and microbiological testing 食品品質及微生物測試 • Product assessment by accredited testing facilities (Luncheon Star) 獲認可檢測機構進行產品評估（活力午餐）	• Automated production line 自動化生產線 • Automated smart warehouse 自動化智能倉庫 • Enhanced glycol cooling system 強化乙二醇冷卻系統 • Electronic data interchange system 電子數據互換系統	• Certified with ISO 22000 and HACCP 獲ISO 22000及HACCP認證 • Monthly Good Manufacturing Practice (GMP) audit 每月良好生產規範（GMP）審核 • Corporate Food Safety Policy 集團食物安全政策	• Employee training 員工培訓
Logistics 物流	• Incoming checks 來貨檢查 • Cold-chain management 冷鏈管理 • Food safety and quality assessment 食品安全及質素評估 • Pest control 蟲害控制	• GPS-enabled delivery monitoring 全球定位系統配送追蹤		• Employee training 員工培訓
Operation and Management 營運與管理	• Food safety and quality assessment 食品安全及質素評估		• Standard operating procedures 標準作業程序 • Sanitation protocols in outlet kitchens 分店廚房清潔消毒程序	• Employee training 員工培訓

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Leveraging Advanced Technology for Food Safety
運用先進科技提升食物安全

We actively leverage advanced technology and specialised equipment to enhance food safety, quality assurance and operational efficiency. Through the integration of automation and digital solutions into our production processes, we are able to improve consistency, reduce operational risk and strengthen quality control across our operations.

我們積極運用先進科技及專門設備，以提升食物安全、品質保證及營運效率。透過將自動化及數碼解決方案融入生產流程，我們能夠提高一致性、降低營運風險，並加強整個營運中的品質監控。

Our ongoing investment in innovative technologies, including automated production systems and digital platforms, enables us to streamline workflows, optimise resource utilisation and maintain high standards of product quality. Building on these capabilities, we are progressively deploying smart operational systems and upgrading cooling infrastructure to ensure optimal storage conditions, further reinforcing our commitment to continuous improvement and operational excellence.

我們持續投資於創新科技，包括自動化生產系統及數碼平台，以簡化工作流程、優化資源使用，並維持高標準的產品品質。以這些能力為基礎，我們正部署採用更多智能營運系統並升級冷卻基礎設施，以確保最佳儲存條件，進一步加強我們對持續改進及卓越營運的承諾。

Advanced Technology Across the Value Chain
價值鏈中的先進科技

Value Chain 價值鏈環節	Technology 科技	Achievements 成果
Procurement **採購**	• **GS1 Automation and Tracking** **GS1自動化及追蹤** Implementation of the GS1 automation and traceability system for control and standardisation in production. 引入GS1自動化及追溯系統，以控制並標準化生產流程。	• **Improved Supplier Visibility** **提升供應商資訊透明度** Increased transparency for suppliers by providing greater visibility into the status of invoice handling. 讓供應商更清晰了解發票處理狀態，提升透明度。
	• **Automated Supplier Portfolio Management** **自動化供應商資料管理** Process automation has enabled the establishment and maintenance of a comprehensive supplier portfolio. 流程自動化有助建立及管理全面的供應商資料庫。	• **Improved Traceability** **提升追溯效率** Enhanced traceability and accuracy to ensure seamless value chain management. 提升可追溯性與準確度，以確保無縫的價值鏈管理。

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Manufacturing **產製**	• **Efficient Cooking Solutions** **高效煮食方式** Modern appliances such as pressure cookers and combination ovens are employed. 應用現代化設備，例如高壓鍋及組合蒸焗爐。 • **Specialised Automation** **專項自動化** Developed a dedicated automation line for specific processes, such as the packing of tea leaves. 為特定工序（如包裝茶葉）設計專屬自動化生產線。 • **Automated Rice Cooking** **自動化煮飯系統** Introduction of a fully automated, end-to-end rice cooking system at Luncheon Star. 於活力午餐引入全自動明火煮飯線，實現一站式自動化操作。	• **Reduction in Food Loss** **減少食物損耗** Reduced food loss by implementing standardised food production processes. 通過將食物製作流程標準化，減低食物浪費。 • **Enhanced Food Quality and Consistency** **提升食物質素及穩定性** Achieved improved food quality and consistent product output, meeting the highest standards. 提升食物質素及出品穩定性，以符合最高標準。 • **Increased Production Yield** **提升產能** Boosted production yield while maintaining stability in production volumes to meet growing demands. 在保持產量穩定的同時提升產能，以應對不斷增長的需求。 • **Improved Procurement Decisions** **改善採購決策** Provided valuable reference data to the procurement team, empowering them to enhance the quality of raw materials. 向採購團隊提供有用參考數據，協助提升原材料質素。 • **Optimised Production Efficiency and Reduced Food Waste** **改善生產效率及減少廚餘** Streamlined operations to achieve enhanced overall production efficiency. 簡化操作流程，以提升整體生產效率。
Logistics **物流**	• **GPS-Enabled Delivery Monitoring** **全球定位追蹤配送** Real-time location tracking of our delivery vehicles using GPS technology. 應用全球定位技術實時追蹤配送車輛的位置。	• **Timely Delivery** **準時配送** Guaranteed timely delivery through streamlined distribution systems and optimised route planning. 透過優化配送流程及路線規劃，確保準時送達。

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Storage **儲存**	• **Enhanced Cooling Systems** **升級冷卻系統** Adopted an advanced glycol system to rapidly chill heated meal. 採用先進乙二醇冷卻系統，快速冷卻加熱食品。 • **Fully Automated Smart Warehouse** **全自動智能倉庫** Implementation of a fully automated smart warehouse in Tai Po, spanning 21,775 square feet, equipped with an intelligent logistics system and 20 robotic units. 於大埔設立面積達21,775平方呎的全自動智能倉庫，配備智能物流系統及20部機械設備。	• **Round-the-Clock Monitoring** **全天候監測** Introduced 24/7 real-time environmental monitoring systems, ensuring stringent food safety standards are consistently met. 引入全天候實時環境監測系統，確保持續達到嚴格的食品安全標準。 • **Advanced Temperature Regulation** **先進控溫技術** Improved temperature control and cooling efficiency to ensure secure and reliable storage of products, while preserving their quality and freshness. 提升溫度控制及冷卻效率，確保產品安全可靠儲存，同時維持品質與新鮮度。 • **Improved Traceability** **提升追溯效率** Enhanced traceability and accuracy in product storage, ensuring seamless inventory management. 提升產品儲存過程的可追溯性與準確度，實現高效庫存管理。 • **Enhanced Efficiency and Occupational Safety** **提升效率及職業安全** The smart warehouse succeeded in reducing manpower by 50% and eliminating safety risks for warehouse staff. 智能倉庫成功減省約50%人手，並消除倉庫員工的安全風險。

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Operation and Management 營運與管理	• **Digital Documentation Management** **數碼化文件管理** Deployed a robust digital platform, including a documentation management system. 採用穩健的數碼平台，包括文件管理系統。	• **Centralised Documentation** **文件集中管理** Consolidated key documents, including standard operating procedures and recipes, into a centralised system for better accessibility and control. 將標準作業程序及食譜等關鍵文件，整合至中央系統，以便查閱及監控。 • **Reduced Paper Consumption** **減少紙張消耗** Decreased paper usage through digitalisation, contributing to improved operational efficiency and environmental sustainability. 通過數碼化減少紙張用量，有助提升營運效率及環境可持續性。 • **Productivity Gains** **提升生產力** Increased productivity through the adoption of enhanced documentation practices, streamlining workflows and improving operational efficiency. 透過改善文件管理流程來提高生產力，簡化工作流程並提升營運效率。 • **Improvement in Efficiency** **提升效率** Enhanced manpower efficiency in the validation of data between goods receipts and invoices, while ensuring greater accuracy and reliability. 提升在核對收貨與發票數據時的人力效率，同時確保更高的準確性與可靠性。 • **Agile Discrepancy Handling** **靈活處理差異** Enabled more agile responses to address problematic invoices or discrepancies, minimising delays and ensuring swift resolution. 更靈活地應對問題發票或資料差異，減少延誤並迅速解決問題。

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Advancing Quality Standards in Chinese Mainland
提升中國內地品質標準

Training and Capacity Building
培訓與能力建設

In Chinese Mainland, we have implemented additional measures to further strengthen food safety and quality assurance. During the reporting year, we conducted regular GMP assessments to promote a culture of continuous improvement and enhance employee awareness of quality and safety standards. This initiative encouraged operational teams to elevate their practices and reinforce a mindset of excellence.

We also provide structured training programmes on the latest developments in food safety management and regulatory standards. These programmes incorporate both practical exercises and guided instruction to enhance employees' technical competencies and operational capabilities.

在中國內地，我們實施了額外措施，進一步加強食物安全及品質保證。於報告年度內，我們定期進行GMP競賽檢查，以推廣持續改進的文化，並提升員工對品質及安全標準的意識。此舉措鼓勵營運團隊提升實踐水平，並強化追求卓越的心態。

我們亦就食物安全管理及監管標準的最新發展，提供具系統性的培訓計劃，結合實務演練與專業指導，以提升員工的技術能力及營運能力。

Regulatory Compliance and Standards Alignment
監管合規與標準接軌

In response to updates in national regulations, we have aligned our product standards with the revised General Guidelines for the Quality of Cooked Ham and the General Guidelines for the Quality of Bacon, effective July 2024, as well as the updated Hygienic Specifications for the Production of Cooked Meat Products, implemented in September 2024. These updates ensure ongoing compliance with regulatory requirements and reinforce product quality standards.

為回應國家法規的更新，我們已將產品標準與經修訂的《燻煮火腿質量通則》及《培根質量通則》（於2024年7月生效）以及更新的《熟肉製品生產衛生規範》（於2024年9月生效）保持一致，確保持續符合監管要求，並加強產品品質標準。

Cold Chain and Logistics Management
冷鏈及物流管理

Our approach to food safety extends beyond production to encompass transportation and logistics. We conduct performance testing on insulated containers and newly acquired refrigerated equipment to ensure their suitability and reliability. In addition, we have established stringent operating standards for refrigerated transport vehicles to maintain consistent temperature control throughout the distribution process.

To safeguard product integrity during transit, our logistics specialists oversee end-to-end transportation processes, ensuring strict adherence to food safety protocols. All logistics vehicles in our Chinese Mainland operations are equipped with advanced temperature control systems, automated refrigeration and real-time temperature monitoring and recording functions, enabling effective management of cold chain conditions and ensuring product quality is maintained at every stage.

我們對食物安全的重視不僅限於生產環節，更延伸至運輸及物流。我們對隔熱容器及新購置的冷藏設備進行性能測試，以確保其適用性及可靠性。此外，我們已為冷藏運輸車輛制定嚴格的作業標準，以在整個配送過程中維持穩定的溫度控制。

為保障運輸過程中維持產品質素，我們的物流專員密切監督運輸流程，確保嚴格遵守食物安全規範。中國內地業務的所有物流車輛均配備先進的溫控系統、自動冷藏裝置及實時溫度監測與記錄功能，從而有效管理冷鏈狀態，維持產品品質。原材料方面，我們與供應商緊密協調以管理潛在干擾。此外，我們的品質保證及風險管理框架，在穩健的可追溯系統及預設應對方案的支持下，能夠及早識別潛在問題。

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Supply Chain Resilience and Product Safety Assurance
供應鏈韌性與產品安全保障

We have established comprehensive contingency plans and mitigation control systems to ensure that our products remain consistently available, reliable and safe under a range of operating conditions. These include maintaining diversified sourcing strategies, safety stock levels for critical ingredients, and close coordination with suppliers to manage potential disruptions. In addition, our quality assurance and risk management frameworks enable the early identification of potential issues, supported by robust traceability systems and predefined response protocols.

In the event of supply chain disruptions or food safety incidents, dedicated teams are mobilised to implement corrective actions, including alternative sourcing, product recalls where necessary, and operational adjustments, thereby safeguarding product integrity and ensuring continuity of supply.

我們已建立全面的應變計劃與緩解控制機制，確保產品在各種營運情況下依然持續供應、穩定可靠且安全無虞。這包括採取多元化採購策略、為關鍵食材設定安全庫存量，以及與供應商緊密合作以應對潛在的營運中斷。同時，我們的品質保證與風險管理框架能夠及早識別潛在問題，並配合完善的可追溯系統及預設應對程序，進一步強化了整體管控能力。

一旦發生供應鏈中斷或食物安全事故，專責團隊會立即動員實施糾正行動，包括替代採購、必要時的產品回收以及營運調整，從而保障產品完整性並確保供應的連續性。

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Promoting Nutritious and Sustainable Food Choices
推廣營養及可持續的飲食選擇

In response to growing consumer demand for healthier and more environmentally responsible dining options, we continue to expand our range of nutritious and sustainable food offerings. Through close collaboration with chefs and suppliers, we develop menu items that incorporate wholesome ingredients, balanced nutrition and responsibly sourced products, supporting both consumer well-being and environmental sustainability.

為回應消費者對更健康及更環保餐飲選擇日益增長的需求，我們持續擴展營養及可持續食品的供應範圍。我們與廚師及供應商的緊密合作，共同研發使用優質食材、均衡營養及負責任來源產品的餐單項目，不僅消費者福祉，也兼顧環境的可持續發展。

Healthier Menu Choices
健康餐單選擇

Our chefs continuously refine recipes to align with evolving dietary preferences and health considerations. These thoughtfully designed meal sets aim to offer practical, nutritious solutions that enable customers to maintain a balanced diet without compromising on convenience or taste.

We continue to advance our food and beverage nutrition enhancement programmes by progressively improving the nutritional profile of our menu offerings in response to evolving customer expectations and public health considerations. Our approach focuses on reformulating selective dishes to reduce the use of artificial ingredients, fat, sugar and sodium, while promoting the use of more natural and wholesome ingredients. Across our brands, we have introduced initiatives such as low-sugar beverages, reduced-sodium recipes and menu items prepared without added monosodium glutamate (MSG), alongside ongoing efforts to refine ingredient selection and cooking methods.

We also promote more mindful consumption by offering flexible portion options, enabling customers to tailor meals to their individual dietary needs and preferences. In parallel, we seek to improve the nutritional value of our offerings through the incorporation of nutrient-rich ingredients, such as high-fibre grains, lean proteins and plant-based alternatives in selected brands.

These initiatives are supported by strong in-house product development capabilities, with dedicated teams working collaboratively across culinary, nutrition, and quality assurance functions to drive continuous innovation. Our strategy is further informed by market research, engagement with external nutrition experts and regular review of customer feedback. Through this structured approach, we aim to expand our range of healthier options, while maintaining product quality, taste and operational feasibility.

我們的廚師不斷改良食譜，以配合不斷變化的顧客飲食喜好及健康考量。這些精心設計的菜式旨在提供實用且營養豐富的選擇，讓顧客能夠享受既方便又美味的均衡飲食。

我們持續推進食品及飲品的營養提升計劃，透過逐步改善餐單產品的營養成分，以回應不斷變化的顧客期望及公共衛生考量。我們聚焦於改良指定菜式，以減少人工成分、脂肪、糖及鈉的用量，同時推廣使用更多天然及有益健康的食材。我們在旗下各品牌中推出了多項舉措，例如低糖飲品、減鈉食譜及無添加味精的菜式，同時持續優化食材選擇及烹調方法。

我們亦提供靈活的份量選擇，讓顧客能根據個人飲食需要及偏好調整餐膳，從而推廣更注重健康的消費模式。與此同時，我們致力在指定品牌中加入營養豐富的食材，如高纖穀物、瘦肉蛋白及植物性替代品，來提升餐膳的營養價值。

這些措施由強大的內部產品開發能力支持，烹飪、營養及品質保證專責團隊通力協作，推動持續創新。我們的策略亦建立在市場研究、與外部營養專家的合作，以及對顧客反饋的定期檢視之上。透過這系統化的方法，我們提供更多健康選擇，同時確保產品在品質、口味及營運可行性方面維持高標準。

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Café de Coral fast food has introduced a range of nourishing set meals featuring premium slow-cooked soups prepared without added MSG, offering customers wholesome and flavourful dining options. These meals are crafted using carefully selected ingredients and traditional cooking techniques to deliver natural taste and balanced nutrition. Signature soup selections incorporate high-quality ingredients such as abalone, mushrooms, pork tripe, figs and seafood, reflecting a focus on both nutritional value and culinary quality.

Another offering features a grilled chicken breast meal paired with a low-fat, high-calcium blueberry yoghurt, providing a convenient and wholesome dining option. The meal combines lean protein from chicken breast and eggs with fibre-rich oatmeal, while the inclusion of low-fat yoghurt further enhances the nutritional profile by providing additional protein and calcium.

Oliver's Super Sandwiches continues to offer a wide range of healthier options tailored to the needs of busy urban consumers. Recognising the fast-paced lifestyle of city customers, the brand provides convenient, ready-to-go products that combine nutrition with practicality. These include no added sugar, high-fibre and high-protein offerings such as chia seed and wholemeal bread, as well as options aligned with ketogenic dietary preferences, including low-carbohydrate snacks and beverages, allowing customers to maintain healthier eating habits without compromising on convenience.





大家樂快餐推出一系列滋補套餐，主打無添加味精的優質老火湯，為顧客提供有益健康且滋味十足的餐飲選擇。這些餐點採用精心挑選的食材及傳統烹調技巧製作，以呈現天然味道及均衡營養。招牌湯品選用鮑魚、菇菌、豬肚、無花果及海鮮等優質食材，提升營養價值及食物品質。

另一款產品則是煎雞胸肉套餐，特別搭配低脂高鈣藍莓乳酪，提供便利且有益的餐飲選擇。這個套餐結合了來自雞胸肉及雞蛋的瘦肉蛋白質，與富含纖維的燕麥片，加上低脂乳酪提供額外的蛋白質和鈣質，進一步提升營養價值。

Oliver's Super Sandwiches（利華超級三文治）繼續提供多種迎合繁忙都市消費者需求的健康選擇。品牌深明節奏急促的城市生活方式，積極為顧客提供既富營養又方便的即食產品。這些產品包括無添加糖、高纖維及高蛋白的選擇，如奇亞籽全麥麵包，以及符合生酮飲食的選項，包括低碳水化合物小食及飲品，讓顧客能夠便利地維持更健康的飲食習慣。

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In Chinese Mainland, we continue to enhance our selection of nutritious items, including Pumpkin Red Rice Vegetable Rice, Multigrain Oats and Avocado Toast, which have been well received by customers. Within our beverage portfolio, we introduced a range of reduced-sugar options, including chilled milk tea, iced lemon tea and traditional drinks formulated with lower sugar content, supporting healthier consumption habits. Building on the strong market response to low-carbohydrate, balanced, small-portioned meal series, we continued to expand our product offerings, including a variety of rice-based and baked dishes, such as minced pork and braised chicken wing rice bowls, Hong Kong-style honey-glazed chicken wing trio rice bowls, chicken steak with porcini sauce baked rice, Portuguese-style beef baked rice, and beef burger and ham baked rice. These offerings are designed to provide customers with more balanced and portion-controlled meal options, catering to diverse tastes and dietary preferences while supporting healthier eating habits.

在中國內地，我們持續推出多款健康養生系列產品，包括南瓜紅米菜飯、五穀燕麥、牛油果多士等，深受顧客歡迎。在飲品組合方面，我們推出一系列減糖選項，包括冰鎮奶茶、凍檸檬茶以及配製成較低糖含量的傳統飲品，以支持更健康的消費習慣。低碳水、均衡小份量餐膳系列獲得的熱烈市場反響，我們持續擴展產品組合，推出了多款米飯及焗飯類菜式，例如小碗肉燥滷水雞中翼飯、小碗港式蜜汁燒雞翼三寶飯、牛肝菌汁雞扒焗飯、葡式牛肉焗飯以及牛肉漢堡扒火腿焗飯。這些產品旨在為顧客提供更均衡及分量控制的餐膳選擇，迎合不同口味和飲食偏好，同時支持更健康的飲食習慣。

We recognise the importance of product responsibility and integrity in ensuring food safety, quality and responsible sourcing across our operations. As a restaurant operator, our primary focus is to provide safe, reliable and good-quality food that meets diverse customer preferences, while progressively expanding healthier menu options in response to evolving market demand. While the Group does not currently maintain a formal policy specifically addressing antibiotic use in meat production and aquaculture, we require suppliers to comply with all applicable regulatory standards and food safety requirements, supported by our established quality assurance and supplier management processes.

堅守產品責任與誠信，對於確保整個營運中的食物安全、品質及負責任採購方面至關重要。作為餐飲營運商，我們的首要任務是提供安全、可靠且優質的食物，以滿足不同顧客的喜好，同時因應不斷變化的市場需求，逐步擴展更健康的餐單選擇。儘管集團目前並無就肉類生產及水產養殖中使用抗生素制定正式政策，但我們要求供應商遵守所有適用的監管標準及食物安全要求，並由我們既定的品質保證及供應商管理流程監察。



We continue to monitor emerging industry practices and stakeholder expectations in relation to antibiotic use and responsible sourcing. Where appropriate and commercially feasible, we will consider the development of relevant policies or targets, taking into account regulatory developments, supply chain readiness and alignment with our business model and broader sustainability priorities.

我們將繼續關注有關抗生素使用及負責任採購方面的新興行業實踐及業務相關人士期望，在適當且商業上可行的情況下，我們將考慮制定相關政策或目標，並顧及監管發展、供應鏈的準備程度，以及與我們的商業模式及更廣泛可持續發展優先事項的一致性。

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Case Study 焦點案例

Promoting Healthier Lifestyles Through Oliver's Super Sandwiches' "Eat to Fit" Menu
Oliver's Super Sandwiches（利華超級三文治）「Eat to Fit」餐單：推廣更健康生活方式

Widely popular among health-conscious diners, the "Eat to Fit" menu, an innovative collaboration between Oliver's Super Sandwiches and renowned chef and nutritionist Hilda Leung, was further enhanced during the reporting year. The menu was expanded and reimagined into seasonal editions, featuring higher protein and fibre content, lower calorie profiles and the incorporation of alternative carbohydrates.

A key enhancement was the introduction of dishes made with low glycaemic index (GI) ingredients, which support slower carbohydrate digestion, helping to deliver sustained energy and prolonged satiety. Signature offerings include Coconut Fried Rice, prepared with low GI rice and coconut oil, complemented by nutrient-rich ingredients such as spinach and a choice of proteins, including Norwegian salmon or roasted chicken.

The menu was further enriched with the addition of High Protein Buckwheat Noodles, containing 2.5 times more protein than regular noodles. Paired with wholesome ingredients, the Soy Milk Miso High Protein Buckwheat Noodles with Soft-Boiled Egg and Pork offer a satisfying option for customers seeking balanced nutrition and wellness.

Anchored in the concept of "Transform Your Body Today", the "Eat to Fit" menu promotes a practical and accessible pathway towards healthier eating habits, demonstrating that nutritious choices can be both convenient and enjoyable within a fast-paced urban lifestyle.

Oliver's Super Sandwiches（利華超級三文治）與知名廚師及營養師梁雅琳聯手創作的「Eat to Fit」餐單系列，深受注重健康的食客歡迎。本報告年度內，餐單進一步升級，提供更多選擇，並推出季節性版本，繼續以更高的蛋白質及纖維含量、更低的熱量，以及採用替代碳水化合物為特色。

餐單特別推出以低升糖指數(GI)食材製作的菜式，有助減慢碳水化合物的消化，從而提供持久的能量和延長飽腹感。招牌產品包括以低GI米和椰子油烹製的椰香炒飯，搭配菠菜等營養豐富的食材，以及挪威三文魚或烤雞等蛋白質選擇。

餐單進一步加入了高蛋白蕎麥麵，其蛋白質含量是普通麵條的2.5倍。「溏心蛋豚肉豆乳味噌高蛋白蕎麥湯麵」搭配有益健康的食材，滿足追求均衡營養與健康的顧客的味蕾。

「Eat to Fit」餐單以「Transform Your Body Today」為理念，推廣健康飲食習慣，證明在節奏明快的都市生活中，可以有方便快捷又令人享受的營養選擇。



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Expanding Vegetarian and Plant-based Options
增加素食及植物性飲食選擇

We continue to broaden our vegetarian and plant-based menu offerings across our brands to meet evolving consumer preferences and support lower-carbon diets. A diverse range of meat-free options has been introduced, including plant-based alternatives, vegetable-forward dishes and innovative ingredients such as cauliflower rice.

我們持續擴展各品牌的素食及植物性餐單選擇，以迎合不斷變化的消費者需求，並支持低碳飲食。我們推出一系列多元化的無肉選擇，包括植物性替代品、以蔬菜為主的菜式，以及椰菜花飯等創新食材。

Café de Coral fast food continued to launch new additions to the vegetarian baked series, including the Baked Rice with Grilled Portobello Mushroom and Mixed Vegetables in Portuguese Sauce. The brand also included cauliflower rice on its menu, offering a nutritious and innovative alternative for health-conscious diners. Furthermore, we continued to offer vegetarian rice dumplings during the Dragon Boat Festival, providing a meatless option to celebrate this traditional occasion.

大家樂快餐「招牌焗素食系列」繼續推出新產品，包括「烤大啡菇葡汁雜菜焗飯」。品牌亦提供椰菜花飯，為注重健康的顧客提供營養豐富且創新的替代選擇。此外，品牌於端午節期間繼續提供素粽，為傳統節慶帶來無肉之選。



Shanghai Lao Lao has expanded its plant-based "Lao Lao Veggie Revolution" menu with a new dish, Braised Vegetarian Chicken with Shiitake Mushrooms and Edamame.

上海姥姥的「姥姥素造」素肉餐單推出更多選擇，新增菜式包括「冬菇毛豆紅燒素雞」。



Mixian Sense has a variety of vegetable soup bases, including a tomato-based broth, available to complement an extensive selection of vegetable toppings and side dishes. Customers are also offered the option to substitute noodles with vegetables, providing a lower carbohydrate and lighter alternative.

米線陣提供多款蔬菜湯底，包括番茄湯底，可搭配多款蔬菜配料及小食。顧客亦可選擇「菜底」，以蔬菜取代米線，作為低碳水化合物及更輕盈的替代選項。

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The Spaghetti House offers vegetarian dishes such as Angel Hair with Assorted Mushroom and Sun-dried Tomatoes.

The Spaghetti House（意粉屋）提供素食選項，例如「雜菌乾茄天使麵」。

Oliver's Super Sandwiches features a Vegetarian Breakfast Selection, offering scrambled eggs with mushrooms, salad with low sugar Japanese sesame dressing, no sugar chia seed high fibre high protein toast and low carb cauliflower in fresh tomato soup.

Oliver's Super Sandwiches（利華超級三文治）推出素食早餐精選，當中包括蘑菇炒蛋、低糖日式麻醬沙律、無糖奇亞籽高纖高蛋白多士，以及低碳水椰菜花配鮮茄濃湯。

Meet Met Met's Green Power dish features Australian avocados, complemented by cucumbers, crunchy sunflower seeds, sweet and tangy raisins, and the ever-popular combination of quinoa, cucumber and cherry tomatoes.

Meet Met Met的Green Power菜式以澳洲牛油果為主角，配搭青瓜、香脆葵花籽、酸甜提子乾，以及甚受歡迎的藜麥、青瓜和車厘茄。

Luncheon Star provides one vegetarian meal every day to schools upon request, with options such as Sweet and Sour Plant-Based Dongpo Pork served with Oat Rice (Cabbage), Italian-style Plant-based Meatballs with Red Rice (Pumpkin) and Rice Noodles with Shredded Tofu and Vegetables served with Steamed Mixed Mushroom Bun.

活力午餐應學校要求每日提供一款素食餐膳，選擇包括「糖醋素東坡肉配燕麥飯（椰菜）」、「意式素肉丸配紅米飯（南瓜）」及「三絲豆乾米粉配蒸雜菌包」。

Asia Pacific Catering features around 100 vegetarian dishes, offering customers a broad and diverse range of choices.

泛亞飲食提供約100款素食菜式，為顧客帶來廣泛而多元化的選擇。

These offerings are designed to provide balanced nutrition and culinary variety for customers adopting plant-based diets, while also contributing to the reduction of greenhouse gas emissions associated with food production. Through these initiatives, we aim to promote healthier lifestyles, enhance customer choice and contribute to the transition towards a more sustainable food system.

這些產品為採納植物性飲食的顧客提供均衡營養及多元選擇，同時有助減少與食品生產相關的溫室氣體排放。透過這些措施，我們旨在推廣更健康的生活方式、增加顧客的選擇，並為邁向更可持續的食物系統作出貢獻。

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Supporting Healthier Diets in Schools
為學校提供更健康的膳食

Luncheon Star has been supporting the “Salt Reduction Scheme for School Lunches” launched by the Department of Health of the HKSAR Government since 2017. We have committed that at least 80% of monthly meal options provided to primary schools meet sodium-reduction criteria. These meals are carefully designed to limit the use of sauces and emphasise fresh ingredients, herbs, spices and low-sodium seasonings.

In addition, Luncheon Star promotes environmentally conscious dietary choices through initiatives such as a monthly “No Beef Day” menu, encouraging students to adopt more sustainable eating habits. All low-sodium, low-sugar and low-fat meal options are developed in collaboration with qualified dietitians, educators and parent-teacher associations to ensure they meet the nutritional needs of students while supporting healthy growth and development. To better serve the school community, we have also expanded daily menu selections with additional options at tiered price points, providing greater variety and accessibility.

活力午餐自2017年起一直支持香港特區政府衛生署推行的「學校午膳減鹽計劃」，承諾每月為小學提供的餐款中，至少80%符合減鈉標準。這些餐膳經過精心設計，減少使用醬汁，並採用新鮮食材、香草、香料及低鈉調味料。

此外，活力午餐透過每月一次的「無牛肉日」餐單等措施，推廣環保飲食選擇，鼓勵學生養成更可持續的飲食習慣。所有低鈉、低糖及低脂的餐款均由合資格營養師、教育工作者及家長教師會合作開發，以確保滿足學生的營養需求，支持健康成長與發展。為更好地服務學校社群，品牌增加了每日的餐單選擇，提供不同定價分級的額外選項，帶來更多元化及便利的選擇。



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Enhancing School Meal Variety and Quality
提升學校膳食選擇與品質

Luncheon Star introduced a new “Star Meal” series to enrich students’ dining experience while maintaining a focus on balanced nutrition. In addition to the four regular daily meal options, two special menu items are offered on designated days each week, providing greater variety and choices. These enhanced offerings incorporate higher-quality ingredients and more refined preparation methods, emphasising on product quality and culinary innovation.

To support consistent delivery, additional smart cooking equipment was installed to enhance production capacity, while a dedicated team regularly reviews operational and sales data to optimise menu design. Through these initiatives, we continue to provide nutritious, diverse and appealing meal options for students, contributing to a more enjoyable and well-rounded school dining experience.

活力午餐推出全新「星級餐款」，以豐富學生的用餐體驗，同時保持對均衡營養的關注。除了每日四款常規餐款外，每週指定日子提供兩款特別餐款，帶來更多元化和豐富的選擇。星級餐款採用更優質的食材及更精細的烹調方法，強調產品質素及烹飪創新。

為確保穩定供應，活力午餐增設了智能煮食設備以提升產能，同時由專責團隊定期審視營運及銷售數據，以優化餐單設計。透過這些措施，我們持續為學生提供營養豐富、多元化且吸引的膳食選擇，為更愉快和全面的校園餐飲體驗作出貢獻。



Case Study 焦點案例

Strengthening Stakeholder Engagement in School Catering: School Meal Experience and Expert Sharing Sessions
加強學校膳食業務相關人士參與：學童膳食體驗活動及專家分享會

During the reporting year, Luncheon Star organised a series of “School Meal Experience” events, engaging participating schools through interactive sessions designed to enhance understanding of our food quality and safety practices. In addition to introducing our operational philosophy, attendees were invited to sample a range of high-quality lunchbox offerings, providing first-hand experience of our products. The events also featured insights from a food safety specialist, who shared knowledge on quality control, food hygiene and the application of advanced technologies, including the “cook-chill” process.



Participants were invited to visit our modern production facilities, where they observed the practical implementation of innovative cooking methods and stringent food safety controls, strengthening confidence in our hygiene and quality management systems. The events drove strong engagement from attendees who showed particular interests in our collaboration with a startup to demonstrate the farm-to-table concept using hydroponics. Building on this positive response, we aim to continue fostering open dialogue with schools and stakeholders, promoting transparency and collaboration while upholding our core principles of food safety, quality assurance and balanced nutrition to support the healthy development of students.

於報告年度內，活力午餐舉辦了一系列「學童膳食體驗活動」，透過互動環節與參與學校交流，加深他們對我們的食物品質及安全措施的了解。除了介紹營運理念外，我們邀請參加者品嚐一系列高品質的午餐飯盒，親身體驗產品。活動亦邀請了食物安全專家講解品質監控、食物衛生以及包括「快速冷凍」技術在內的先進科技應用。

參加者參觀我們的現代化生產設施，認識創新烹調方法及嚴格食物安全監控的實際運作，從而加強對我們的衛生及品質管理系統的信心。活動獲得參加者的積極參與，特別是我們與一間初創企業合作展示的「從農場到餐桌」水耕種植系統，引起廣泛興趣。活動反應良好，我們將繼續促進與學校及業務相關人士的開放對話，加強透明度與合作，同時堅守食物安全、品質保證及均衡營養的核心原則，以支持學生的健康發展。

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Promoting Inclusive and Healthy Dining in Institutions
在機構中推廣共融及健康飲食

We recognise the importance of catering to the diverse dietary needs and preferences of our customers and are committed to providing inclusive menu options across our operations. To accommodate specific dietary and religious requirements, vegetarian and halal food choices are available at selected Asia Pacific Catering outlets, including those located at major institutions such as the Education University of Hong Kong. Our outlet at the Education University of Hong Kong has been awarded the Halal Kitchen Restaurant Certificate by the Incorporated Trustees of the Islamic Community Fund of Hong Kong, reflecting our adherence to recognised halal standards. Across the brand's operations, we offer up to 25 halal menu options.

During the reporting year, 23 Asia Pacific Catering outlets participated in the EatSmart Restaurant Star+ Programme by the Department of Health in collaboration with our institutional partners. All participating outlets achieved the Two-Star rating, recognising their strong performance in promoting healthier dining practices. These outlets are committed to offering EatSmart dishes that emphasise the use of fresh fruits and vegetables while reducing the use of fat, oil, salt and sugar, in order to support healthier eating habits and enhance the overall well-being of our customers.

我們深明照顧顧客多元飲食需要及偏好的重要性，並致力於業務中提供共融的餐單選擇。為配合特定的飲食及宗教要求，部分泛亞飲食分店提供素食及清真食品，包括位於香港教育大學等主要機構的分店。我們位於香港教育大學的分店已獲香港回教信託基金總會頒發清真廚房餐廳認證，符合認可的清真標準。品牌提供多達25款清真餐單選擇。

於報告年度內，23間泛亞飲食分店與機構夥伴合作，參與了衛生署「星級有營食肆」計劃。所有參與分店均獲得「兩星」評級，肯定了它們在推廣健康餐飲實踐方面的卓越表現。這些分店致力提供「有營菜式」，強調採用新鮮蔬果，同時減少使用脂肪、油、鹽及糖，支持更健康的飲食習慣，並提升顧客的整體福祉。

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Preserving the Planet
保護環境

Guided by our commitment to minimising environmental impacts and supporting a greener future, we strive to maximise resource efficiency and implement more sustainable practices.

我們致力提升資源效益，並採用更可持續的營運措施，將對環境的影響降至最低，建設更綠色的未來。



Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Energy efficiency
  能源效益
- Water stewardship
  水資源管理
- Waste management
  廢物管理

Café de Coral Holdings Limited
大家樂集團有限公司

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Combating Climate Change
應對氣候變化

We recognise climate change as a defining challenge for our business and for the communities we serve. In response, we are working to reduce our greenhouse gas emissions across the value chain and to align our operations with the transition to a low-carbon economy. Our approach combines clear governance, structured risk management and targeted actions to address both the risks and opportunities arising from a changing climate.

In line with Part D of the HKEX ESG Reporting Code, our climate-related disclosures are organised under four pillars: Governance, Strategy, Risk Management, and Metrics and Targets. Further details on specific disclosure elements can be found in the HKEX ESG Reporting Code Content Index of this Report.

氣候變化是集團業務及所服務社區面臨的重大挑戰，因此我們致力減少整個價值鏈中的溫室氣體排放，並推動業務營運與低碳經濟轉型接軌。我們結合清晰的管治架構、系統化的風險管理及具針對性的行動，以應對氣候變化所帶來的風險與機遇。

根據香港交易所《環境、社會及管治報告守則》D部分的規定，我們的氣候相關披露圍繞四大範疇：管治、策略、風險管理，以及指標和目標。有關具體披露項目的詳情，請參閱本報告的香港交易所《環境、社會及管治報告守則》索引。



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Governance
管治

Robust climate governance underpins the Group's ability to manage climate related risks, capture opportunities and deliver on its long term sustainability ambitions. Clear roles, responsibilities and lines of accountability are in place to ensure that climate considerations are integrated into decision-making across the organisation.

穩健的氣候管治是集團管理氣候相關風險、把握機遇及實現長遠可持續發展目標的基礎。我們已確立清晰的角色、職責及問責制度，確保將氣候考量納入整個機構的決策過程。

Board Oversight **董事局監督**	The Board retains ultimate accountability for the Group's climate strategy. It sets the overall direction, approves key policies and targets, and oversees progress in managing climate-related risks and opportunities. 董事局承擔監督集團氣候策略的最終責任。董事局負責制定整體方向、審批關鍵政策及目標，並監督管理氣候相關風險與機遇的進展。
Management Board Responsibilities **管理局職責**	The Management Board, led by the Chief Executive Officer and mandated by the Board, is responsible for translating the Group's climate strategy into concrete plans and actions. It plays a central role in steering the Group's climate agenda, ensuring that our climate commitments are reflected in business planning, resources allocation and operational priorities. It reviews material climate-related issues, considers their potential impacts on the Group's strategy and business model, and reports regularly to the Board. 管理局由首席執行官領導，並獲董事局授權，負責將集團的氣候策略轉化為具體的計劃與行動。管理局在引領集團的氣候議程方面擔當核心角色，確保我們的氣候承諾體現在業務規劃、資源配置及營運優先事項之中。管理局亦負責審視重大氣候相關議題，評估其對集團策略及商業模式的潛在影響，並定期向董事局匯報。
Sustainability Committees **可持續發展委員會**	Supported by executive teams, operational units and functional departments, the Group Sustainability Committee, together with the China Sustainability Committee, coordinates climate-related initiatives across the locations where our restaurant outlets operate. 在執行團隊、營運單位及職能部門的支援下，集團可持續發展委員會及中國可持續發展委員會負責協調分店所在營運地點的氣候相關措施。
Operational Governance and Implementation **營運管治與執行**	At the operational level, climate responsibilities are cascaded through a network of Pillar Leads and Execution Groups, ensuring that the climate strategy is effectively translated into actions across business units and functions. 在營運層面，範疇領袖及執行小組網絡層層下達相關訊息及措施，以確保氣候策略在業務單位及職能部門之間有效落實。

Further information on our overarching sustainability governance arrangements is provided in the section "Our Approach to Sustainability" of this Report.

有關我們整體可持續發展管治架構的更多詳情，請參閱本報告「我們的可持續發展方針」章節。

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Policy Framework and Compliance
政策框架與合規

The Group's climate governance structure is supported by a comprehensive sustainability strategy that prioritises emissions reduction at source, enhanced resource efficiency and environmentally responsible practices in the workplace. This strategy is operationalised through a suite of Board approved policies, standards and internal guidelines that define roles, responsibilities and decision making processes for managing climate-related risks and opportunities.

集團的氣候管治架構由全面的可持續發展策略所支持，優先考慮從源頭減排、提升資源效益以及在職場推行對環境負責的措施。此策略透過多項經董事局審批的政策、標準及內部指引具體落實，當中明確界定了管理氣候相關風險與機遇的角色、職責及決策流程。

Sustainability Policy
可持續發展政策

The Sustainability Policy provides an overarching framework for managing environmental, social and governance priorities across all operations and underpins our long-term value creation strategy. In the context of climate-related matters, the "Preserving the Planet" pillar is particularly relevant, setting expectations to reduce our carbon footprint, minimise waste, conserve natural resources and strengthen climate resilience through target-setting, performance monitoring and transparent disclosure. This pillar provides the basis for our climate-related governance, risk management and operational initiatives, and is complemented by more specific climate policies and programmes that support the transition to a lower-carbon, resource-efficient business model.

「可持續發展政策」為管理所有營運中的環境、社會及管治優先事項提供總體框架，並支撐我們的長遠價值創造策略。氣候相關事宜與「保護環境」此一範疇尤其相關，此範疇設定了明確方向，透過訂立目標、監察表現及提升透明度來減少碳足跡、減少廢物、節約天然資源及加強氣候韌性。此範疇為我們的氣候相關管治、風險管理及營運措施奠定了基礎，輔以其他氣候政策及項目，支持我們過渡至低碳及更具資源效益的商業模式。

Climate Change Policy
氣候變化政策

The Climate Change Policy sets out a structured approach to managing both the causes and consequences of climate change, with a longer term ambition to support a transition to a low-carbon future. It establishes clear expectations around greenhouse gas reduction, energy efficiency, the exploration of renewable energy options and collaboration with stakeholders to address value chain emissions. In parallel, the Policy requires systematic assessment of climate related risks and opportunities, integration of climate considerations and resilience measures into supply chain and operational decision-making.

「氣候變化政策」闡述了管理氣候變化成因及後果的系統化方針，其長遠目標為過渡至低碳未來。該政策就溫室氣體減排、能源效益、探索可再生能源方案，以及與業務相關人士合作應對價值鏈排放等方面，訂立了清晰的期望。與此同時，該政策要求有系統地評估氣候相關風險與機遇，並將氣候考量及韌性措施融入供應鏈及營運決策之中。

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These policies, which are available on the Group's corporate website, are supported by internal preventive measures, operational procedures and guidelines to address significant environmental aspects and risks. They are reviewed on a regular basis to ensure their effectiveness and to maintain alignment with our sustainability strategy, evolving regulatory and market expectations, advances in climate science and developments in industry practice, thereby fostering continual improvement.

In addition, external assessments and certifications are used to benchmark performance against recognised standards and regulatory expectations, providing an additional layer of oversight and assurance. Luncheon Star's operations, for example, are fully certified to the ISO 14001 Environmental Management System, with structured environmental controls implemented at reheating centres and factory facilities. The staff canteen at our Hong Kong headquarters is also accredited with ISO 14001, reflecting our commitment to the highest standards of environmental performance while serving our valued workforce. An independent audit is conducted annually to assess performance against the standard and to identify opportunities for further improvement, thereby reinforcing and strengthening the Group's ESG and climate governance.

Together, this policy framework and our use of independent evaluations help to embed climate considerations into strategic planning, resource allocation and day-to-day operations, while supporting ongoing compliance and continuous improvement.

我們透過這些政策（可於集團網站查閱），以及內部預防措施、營運程序及指引，處理重大的環境層面議題及風險。我們定期檢討這些政策，以確保其有效，並與我們的可持續發展策略、不斷演變的監管及市場期望、氣候科學的進步以及行業慣例的發展保持一致，從而促進持續進步。

此外，我們利用外部評估及認證，以對照公認標準及監管期望來衡量績效，提供額外的監督與保證。活力午餐的營運已全面獲得ISO 14001環境管理體系認證，並在其加熱中心及廠房設施實施了結構化的環境監控措施。集團香港總寫字樓的員工飯堂亦獲得ISO 14001認證，反映我們在服務員工的同時，致力達到最高標準的環境表現。我們每年進行獨立審核，以評估對照該標準的表現，並識別進一步改進的機會，從而強化及鞏固集團的ESG及氣候管治。

我們運用此政策框架及獨立評估，將氣候考量融入策略規劃、資源配置及日常營運，同時支持持續的合規與進步。

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External Accolades and Initiatives
外界嘉許與措施

External standards and accolades remain a critical benchmark for our sustainability performance and informing ongoing enhancements to our management systems. Recognition from industry bodies, utilities and investor-facing organisations, and independent certification schemes, enables us to systematically embed climate and resource considerations into restaurant design, fit-outs and day-to-day operations. These frameworks also encourage deeper collaboration with landlords and suppliers to deliver lower-carbon and more sustainable dining solutions. By adhering to these benchmarks, we demonstrate transparency and accountability to stakeholders, while contributing to broader sector-level progress and sustainability priorities across Hong Kong and the wider region.

外部標準與嘉許仍然是衡量我們的可持續發展表現的重要基準，同時指引我們持續完善管理系統。來自行業機構、公用事業及投資者組織的認可，以及獨立的認證計劃，使我們能夠有系統地將氣候及資源考量融入餐廳設計、裝修及日常營運之中。這些框架亦鼓勵我們與業主及供應商進行更深入的合作，以提供低碳及更可持續的餐飲方案。透過遵循這些標準，我們向業務相關人士展示透明度與問責性，同時為推動香港及更廣泛地區的整體行業進步及可持續發展作出貢獻。



Federation of Hong Kong Industries Q-Mark Low Carbon Restaurant Award
香港工業總會Q唛低碳餐廳大獎

During the reporting year, the Group was honoured with the 4-Stars Low Carbon Restaurant certificate, the highest distinction in the scheme, under the Q-Mark Low Carbon Restaurant Award 2025 by the Federation of Hong Kong Industries. Following a comprehensive audit of carbon emissions, this accolade recognised our integrated approach to emissions reduction spanning menu planning, kitchen operations, procurement and customer-facing practices, so forth to reduce our carbon footprint across the value chain and reinforces our responsibility to maintain rigorous climate management, sharpen our emissions reduction measures and contribute to sector wide low carbon development.

於報告年度內，集團榮獲香港工業總會Q唛低碳餐廳大獎2025「4星低碳餐廳」認證，為該計劃的最高級別殊榮。經過全面的碳排放審核，此項嘉許肯定了我們在價值鏈當中（涵蓋餐單規劃、廚房營運、採購及顧客服務等範疇），為減少碳足跡所採取的綜合方針，並強化了我們加強氣候管理、減排措施及為業界低碳發展作出貢獻的信念。

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Hong Kong Awards for Environmental Excellence
香港環境卓越大獎

At the 2024 Hong Kong Awards for Environmental Excellence held by the Environment and Ecology Bureau and the Environmental Campaign Committee, one of the territory's leading platforms for recognising environmental performance, four of the Group's brands received distinction in the Restaurants category. Café de Coral fast food was awarded the Silver Award, while Oliver's Super Sandwiches, The Spaghetti House and Asia Pacific Catering each received a Certificate of Merit.

「2024香港環境卓越大獎」由環境及生態局與環境運動委員會主辦，為表彰環境表現的主要本地平台之一。集團旗下四個品牌於「餐飲業」類別中獲得嘉許，大家樂快餐榮獲銀獎，而Oliver's Super Sandwiches（利華超級三文治）、The Spaghetti House（意粉屋）及泛亞飲食則各獲頒優異獎。



CLP Smart Energy Award
中電創新節能企業大獎

We received the "Best Practice in Electrification" at the CLP Smart Energy Award, acknowledging our progress in improving energy efficiency and managing emissions across our store portfolio and supporting systems.

我們於「中電創新節能企業大獎」中榮獲「最佳電氣化大獎」，表揚我們在提升分店網絡及支援系統的能源效益和管理排放方面取得的成果。



Hong Kong Investor Relations Awards
香港投資者關係大獎

The "Best ESG (E)" distinction at the 11th Investor Relations Awards conferred by the Hong Kong Investor Relations Association reflects the robustness of our environmental governance, target-setting and disclosure practices, as well as our measurable progress in addressing material environmental impacts.

集團於香港投資者關係協會頒發的「第11屆投資者關係大獎」中榮獲「最佳ESG（環境）」殊榮，反映我們在環境管治、目標設定及披露常規方面的穩健性，以及我們在應對重大環境影響方面所取得的可衡量進展。

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Case Study 焦點案例

Partnering for a Greener Kitchen: Advancing Landlord-Tenant Sustainability
共建綠色廚房：促進業主與租戶的可持續合作

Our climate governance reflects the expectations and commitments of our stakeholders. During the reporting year, two of our outlets at Cityplaza – The Spaghetti House and Oliver's Super Sandwiches – attained the highest "Three Leaf" rating under Swire Properties' newly introduced Green Kitchen Initiative 3.0 Sustainable Operations Recognition Scheme, progressing from the "Two Leaf" rating first achieved in 2021. Together with our Café de Coral fast food outlet at Cityplaza and Jolly Congee & Noodle at Island Place Mall, this brings the total number of outlets at the top tier of the scheme to four. By actively supporting the Green Kitchen Initiative, the Group contributes to our landlord's sustainability targets through constructive dialogue and joint implementation of energy, water, air quality and waste reduction measures. Participation in the initiative has also prompted more systematic internal discussions on sustainability at outlet level, spanning store design, refurbishment planning and operational arrangements.

我們的氣候管治反映了業務相關人士的期望與承諾。於報告年度內，位於太古城中心的The Spaghetti House（意粉屋）及Oliver's Super Sandwiches（利華超級三文治）分店在太古地產新推出的「綠色廚房計劃3.0」可持續營運認證計劃中，由2021年首次獲得的「二葉」評級提升至最高的「三葉」評級。連同大家樂快餐太古城中心分店及位於港運城的粥麵好盞，集團旗下獲得該計劃最高評級分店總數增至4間。集團積極支持「綠色廚房計劃」，透過建設性對話及實施節能、節水、空氣質素及減廢措施，為業主的可持續發展目標作出貢獻。參與該計劃亦促使我們在分店層面就可持續發展議題進行更系統化的內部討論，涵蓋店舖設計、翻新規劃及營運安排。





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Strategy
策略

Climate-related risks and opportunities have both immediate and long-term implications for our business model, operational resilience and cost structure. We closely follow developments in low-carbon technologies, energy efficiency solutions and sustainable materials, as well as evolving regulatory and market trends. This enables us to identify where we may be exposed to transition risks, such as carbon related costs and changing customer preferences, and where we can benefit from innovation and operational improvements.

氣候相關風險與機遇對我們的商業模式、營運韌性及成本結構均有即時及長遠的影響。我們密切關注低碳技術、節能方案及可持續物料的發展，以及不斷變化的監管和市場趨勢，以識別可能面臨的轉型風險（如與碳相關的成本及顧客偏好轉變），以及如何從創新和營運改進中獲益。

Climate Risk Assessment
氣候風險評估

During the reporting year, we revisited the outcomes of the climate risk assessments and scenario analyses conducted in 2022/23, which covered assets and activities critical to the Group's operations, including restaurant outlets, central production facilities and key elements of the supply chain, and confirmed that the findings remain valid. Insights from our physical and transition risk assessments continue to inform efforts to strengthen infrastructure resilience, enhance resource efficiency and develop contingency arrangements, thereby helping to safeguard our operations and broader value chain across a range of plausible future climate scenarios.

於報告年度內，我們重新審視了在2022/23年度進行的氣候風險評估及情境分析的結果，該評估涵蓋了對集團營運至關重要的資產及活動，包括餐廳分店、中央產製中心及供應鏈的關鍵環節，並確認相關發現仍然有效。從實體風險及轉型風險評估中得出的分析結果，持續為我們加強基礎設施韌性、提升資源效益及制定應變安排的工作提供指引，有助於在一系列合理的未來氣候情境下保障我們的營運及更廣泛的價值鏈。

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Climate-related scenario analysis is subject to several limitations. It relies on publicly available data sources, which may change over time, and hazard levels are assessed without reflecting any future-asset level mitigation or adaptation measures. The analysis also assumes a constant number and distribution of restaurant outlets and key facilities over the assessment period; accordingly, the results should be regarded as indicative rather than precise forecasts and do not guarantee specific outcomes for the Group.

The scenarios are based on assumptions and information available at the time of compilation, and unforeseen factors may lead to actual future results differing from those illustrated. Nevertheless, the applied frameworks provide a robust basis for evaluating risks and opportunities over short- (0-5 years), medium- (6-10 years) and long-term (over 10 years) horizons.

氣候相關情境分析受到若干限制，依賴公開可用的數據來源，而這些數據可能隨時間而改變；此外，在評估危害程度時並未反映任何未來的資產層面緩解或適應措施。該分析亦假設餐廳分店及主要設施的數量與分佈在評估期內保持不變；因此，相關結果應被視為指示性而非精確預測，且並不保證集團會出現特定結果。

相關情境乃基於編製時可用的假設及資訊，未能預見的因素可能導致實際未來結果與所述情況有所出入。儘管如此，所應用的框架為評估短期（0至5年）、中期（6至10年）及長期（10年以上）的風險與機遇提供了穩健的基礎。

	Below 2 degrees (by 2100) 低於2度（至2100年）	Business as Usual 一切如常
Scenario Reference **情境參考**	**NGFS's Orderly Scenario** **NGFS的有序淨零排放情境** Assumes climate policies are introduced early and become more stringent. 假設很早已經引入氣候政策並逐漸變得更加嚴格。	**NGFS Current Policies** **NGFS的現行政策** A "hot house world" scenario without new climate policies implemented. 一個並未實施新氣候政策的「溫室世界」情境。
	IPCC RCP2.6 Represents a low emissions scenario with strong mitigation actions to reduce emissions and shift towards renewable energy sources, leading to lower global warming. 代表著一個透過有效應對行動來減少排放，並轉向可再生能源來源，從而減慢全球暖化的低排放情境。	**IPCC RCP8.5** Represents a high emissions scenario with continued reliance on fossil fuels, resulting in greater global warming and more severe climate impacts. 代表著一個持續依賴化石燃料，導致更嚴重全球暖化及更嚴峻氣候影響的高排放情境。
Key Assumptions **主要假設**	• Global temperature increase is constrained to below 2°C by 2100 through the implementation of stringent climate policies and accelerated innovation. 透過實施嚴格的氣候政策及加速創新，全球氣溫上升限制在2100年前低於2°C。 • Priority is placed on decarbonising energy systems, enhancing efficiency and deploying new low carbon technologies. 優先考慮能源系統脫碳、提升效率及部署新的低碳技術。 • Transition-related risks become the primary source of impact. 轉型相關風險成為主要影響來源。	• Emissions continue to rise until around 2080, resulting in warming of 3°C or more by 2100. 排放量持續上升至2080年左右，導致2100年前升溫達3°C或以上。 • Existing policies remain largely unchanged and low-carbon technologies develop only at their current trajectory. 現行政策大致維持不變，低碳技術僅按目前軌跡發展。 • Physical climate risks become the predominant source of impact. 實體氣候風險成為主要影響來源。

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Physical Risks
實體風險

The four most relevant physical risks identified for the Group are extreme storms and flooding (acute), and extreme heat and water shortage (chronic).

我們識別出四項最相關的實體風險為：極端風暴及水浸（急性），以及極端高溫及水源短缺（長期）。

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Potential Impacts 潛在影響	**Acute risk 急性風險** **More frequent extreme weather events** could disrupt outlet operations and logistics, causing temporary closures or reduced trading hours, with direct revenue loss and increased operating expenditure (e.g. overtime, emergency response, temporary repairs). **更頻繁的極端天氣事件**可能影響分店營運及物流，導致暫時關閉或縮短營業時間，造成直接收入損失及營運開支增加（如加班費、緊急應變、臨時維修）。	**Acute risk 急性風險** **Adverse weather conditions** may pose risks to employee safety and disrupt commuting, leading to more frequent interruptions to operations at outlets and processing plants; this would drive higher operating costs associated with contingency measures and reduced productivity. **惡劣天氣狀況**可能危及員工安全，並妨礙他們往返工作地點，引致分店及產製中心的運作更頻繁受阻，令與應變措施相關的營運成本增加及生產力下降。	**Acute risk 急性風險** **Severe weather conditions** could disrupt our supply chain, affecting the availability and distribution of raw materials and potentially leading to procurement delays, higher input prices or the need to diversify suppliers, with implications for both operating costs and inventory risk. **惡劣天氣狀況**或會干擾我們的供應鏈，影響原材料的供應及配送，並可能導致採購延誤、投入成本上升或需要分散供應商，從而對營運成本及庫存風險產生影響。	**Chronic risk 長期風險** **Higher ambient temperatures** may increase energy consumption in stores and manufacturing facilities due to greater demand for air conditioning and refrigeration, raising ongoing operating expenditure and, over time, potentially requiring capital expenditure on more efficient equipment and building services to manage cost and emissions impacts. **環境溫度上升**或導致分店及產製中心的空調與冷藏需求增加，從而提高能源消耗，增加持續營運開支，長遠而言或需對更高效設備及屋宇裝備投入資本開支，以管理成本及排放影響。
	Chronic risk 長期風險 **Rising temperatures** may affect customer comfort in dine-in areas, potentially reducing footfall and dwell time and thereby exerting downward pressure on revenue at affected outlets. **氣溫上升**或會影響顧客於分店用餐時的舒適度，可能減少人流及停留時間，從而對受影響分店的收入構成下行壓力。	**Chronic risk 長期風險** **Extreme heat** may adversely impact the health and well-being of employees, particularly those working in kitchens, which could increase staff turnover, recruitment and training costs and, in severe cases, lead to labour shortages that constrain operational capacity and service quality. **極端炎熱天氣**有機會損害員工健康，特別是廚房員工；可能引致員工流失率、招聘及培訓成本上升，嚴重時更會導致人手短缺，限制營運能力及服務質素。	**Chronic risk 長期風險** **Rising temperatures** may compromise the quality and shelf life of food products, particularly dry goods stored at ambient temperatures, increasing wastage and write-offs, and thereby elevating operating costs and, in some cases, necessitating additional capital investment in storage or cooling infrastructure. **氣溫上升**或會影響食物品質及保質期，尤其是存放於常溫環境下的乾貨，增加浪費及撇賬，從而推高營運成本，並在某些情況下需要對儲存或冷卻基礎設施作出額外資本投資。	

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Mitigation Measures 緩解措施	**Climate-resilient project design** **具氣候韌性的項目設計** Integrate climate-resilience considerations into the planning and design of new projects, including site selection, layout and building services. 將氣候韌性考量納入新項目的規劃及設計，包括選址、佈局及屋宇設備。	**Workplace environment and cooling load** **工作環境與冷卻負荷** Conduct research and invest in upgraded ventilation and temperature-control systems, and prioritise kitchen equipment that generates less heat to improve working conditions and reduce cooling demand. 研究及投資於升級通風及溫度控制系統，並優先採用產熱量較低的廚房設備，以改善工作條件及降低冷卻需求。	**Product quality and cold-chain integrity** **產品質素與冷鏈完整性** Install temperature sensors and automated control systems to maintain optimal conditions for food storage, thereby protecting product quality and reducing wastage. 安裝溫度感應器和自動控制系統，確保以最佳條件儲存食物，從而保障產品質素及減少浪費。	**Passive design and energy efficiency** **順應自然的設計與能源效益** Incorporate passive design features, such as daylighting and natural ventilation, into outlets and food processing facilities to improve energy efficiency and support long-term sustainability. 於分店及食品產製中心運用採光及自然通風等順應自然的設計元素，以提升能源效益及支持長遠可持續發展。
	Customer comfort and HVAC efficiency **顧客舒適度與HVAC效益** Enhance the energy efficiency of heating, ventilation and air-conditioning (HVAC) systems to maintain a comfortable dining environment for customers under higher ambient temperatures. 提升冷氣及通風系統（HVAC）的能源效益，以在環境溫度較高時為顧客提供舒適的用餐環境。	**Digitalisation and automation** **數碼化與自動化** Leverage digitalisation and automation to improve manpower efficiency, enhance workplace safety and reduce reliance on manual labour in climate-sensitive tasks. 善用數碼化和自動化提高人力資源效率，提升職業安全，並減少在氣候敏感工作中對體力勞動的依賴。	**Supply chain diversification** **供應鏈多元化** Diversify the supply chain by identifying and integrating alternative sourcing options to mitigate disruption risks arising from extreme weather and other climate impacts. 採取多元化供應鏈策略，發掘及整合替代採購選項，以減輕極端天氣及其他氣候影響所帶來的干擾風險。	
	Protection against extreme weather **防範極端天氣** Install water barriers, booster pumps and other protective measures to improve preparedness for future extreme weather events and localised flooding. 設置水障、加壓泵及其他防護措施，為日後的極端天氣事件及局部水浸做好更佳準備。	**Emergency preparedness and staff safety** **應急準備與員工安全** Provide comprehensive training and implement clear emergency protocols to safeguard employee wellbeing and strengthen preparedness during severe weather events such as typhoons, including the adjustment of business hours where necessary to minimise risk. 提供全面培訓，並制定清晰的應急措施，以保障員工福祉及加強他們面對颱風等惡劣天氣事件的應變能力，包括在必要時調整營業時間以降低風險。		

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Transition Risks
轉型風險

Transition Risk 轉型風險	Potential Impacts 潛在影響	Mitigation Measures 緩解措施
Short term (0-5 years) **短期（0-5年）**		
Policy and Legal **政策與法律**	**Carbon pricing and operating costs** **碳定價與營運成本** Prepare for the potential implementation of carbon pricing mechanisms by enhancing energy efficiency and reducing emissions at retail outlets and food processing facilities. This will help mitigate higher operating expenses arising from increased carbon and energy costs and may, over time, require targeted capital expenditure on more efficient equipment and building systems. 透過提升零售分店及食品產製設施的能源效益及減少排放，為可能實施的碳定價機制作好準備。此舉將有助緩解因碳及能源成本增加而導致的營運開支上升。長遠而言，可能需要在更高效設備及樓宇系統方面投入針對性的資本開支。	**Renewable energy feasibility assessment** **可再生能源可行性評估** Conduct feasibility studies to evaluate the technical, financial and operational viability of adopting renewable energy solutions across suitable sites, with a view to reducing emissions, managing long-term energy costs and enhancing resilience to future carbon constraints. 進行可行性研究，評估在合適地點採用可再生能源方案的技術、財務及營運可行性，以減少排放、管理長遠能源成本及增強對未來碳限制的韌性。 **Energy efficiency in facilities** **設施能源效益** Implement energy-efficient measures across operations, including LED lighting, optimised HVAC systems and Building Management Systems (BMS), to reduce energy consumption and associated emissions. 在營運中實施各項節能措施，包括LED燈具、優化的冷氣及通風系統與樓宇管理系統（BMS），以減少能源消耗及相關排放。
Market **市場**	**Changing customer behaviour and brand resilience** **顧客行為轉變與品牌韌性** Strengthen responsiveness to evolving customer expectations on climate and sustainability – for example through lower-carbon menus, greener store design and transparent ESG communication – to reduce the risk of declining market share and reputational damage. Failure to adapt in a timely manner could adversely affect revenue and, in the longer term, the value and utilisation of brand-related assets. 加強回應顧客在氣候及可持續發展方面不斷演變的期望，例如推出低碳餐單、更環保的店舖設計及透明的ESG溝通，以減低市佔率下降及聲譽受損的風險。未能及時適應或會對收入造成不利影響，長遠更會影響品牌相關資產的價值及使用率。	**Lower-carbon and healthier menus** **低碳及更健康餐單** Expand the range of nutritious and environmentally responsible menu options, including plant-based alternatives, to reduce the carbon intensity of meals while supporting customer health and preferences 提供更多營養豐富及對環境負責的餐單選擇，包括以植物為本的替代品，以降低餐膳的碳強度，同時照顧顧客健康及偏好。 **Sustainable sourcing** **可持續採購** Prioritise food ingredients from suppliers that demonstrate strong environmental performance and use eco-friendly production methods, reinforcing sustainability across the value chain. 優先向展現出穩健環境表現及使用環保生產方法的供應商採購食材，以強化整個價值鏈的可持續性。

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Transition Risk 轉型風險	Potential Impacts 潛在影響	Mitigation Measures 緩解措施
Short term (0-5 years) **短期（0-5年）**		
Technology **科技**	**Low-emission logistics and capital requirements** **低排放物流與資本需求** Plan for the transition to low emission transportation by progressively adopting lower-carbon logistics vehicles and optimising delivery routes. While this shift is expected to increase capital requirements for fleet renewal and may initially raise operating costs, it can enhance the resilience and regulatory readiness of logistics assets and, over time, deliver efficiency gains that help stabilise distribution-related expenditure. 透過逐步採用低碳物流車輛及優化配送路線，為過渡至低排放運輸作出規劃。儘管此轉變預計將增加更新車隊的資本需求，並可能於初期推高營運成本，但能提升物流資產的韌性及監管合規準備度，長遠而言更能提升效益，有助穩定分銷相關開支。	**Fleet modernisation** **車隊現代化** Upgrade logistics fleets to Euro VI-compliant vehicles to lower emissions from transport activities and improve overall air-quality performance. 將物流車隊升級至歐盟六期車輛，以減少運輸活動的排放及改善整體空氣質素表現。 **Transition to low-emission vehicles** **過渡至低排放車輛** Explore the feasibility of adopting electric or hydrogen-powered trucks as part of a longer-term transition to low-emission logistics solution. 探討採用電動或氫能貨車的可行性，作為長遠過渡至低排放物流方案的一部分。
Medium term (6-10 years) **中期（6-10年）**		
Policy and Legal **政策與法律**	**Stricter regulations regarding carbon neutrality** **碳中和目標的監管日漸嚴格** Anticipate tighter regulatory requirements on carbon neutrality that may necessitate changes to day-to-day operations, including upgrades to equipment, processes and reporting systems. Compliance is expected to drive higher operating expenses (e.g. monitoring, verification, process adjustments) and could require additional capital expenditure on lower-carbon technologies and infrastructure. Failure to adapt in a timely and effective manner may also affect the viability and value of certain assets and could have an adverse impact on revenue where regulatory non-compliance constrains business activities or affects customer confidence. 預期碳中和相關的監管要求將更趨嚴格，或會導致日常營運需要作出改變，包括升級設備、流程及匯報系統。推動合規預料將增加營運開支（例如監察、驗證、流程調整），並可能需要就低碳技術及基礎設施投入額外資本開支。未能適時及有效地適應，亦可能影響若干資產的可行性及價值；若監管不合規限制了業務活動或影響顧客信心，則可能對收入造成不利影響。	**Carbon reduction objectives:** **減碳目標** Define and implement clear carbon reduction objectives that guide decision-making and operational planning across the Group. 訂立並實施清晰的減碳目標，以指導整個集團的決策及營運規劃。 **Investment in low-carbon technologies:** **投資低碳技術** Increase investment in low-carbon technologies and solutions that enable sustained emissions reductions and support progress towards our climate-related targets. 增加對低碳技術及方案的投資，以實現持續的減排，並支持我們在實現氣候相關目標方面取得進展。

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Based on these insights, we continue to refine our climate strategy, including energy efficiency initiatives, low-carbon procurement practices, logistics optimisation and the exploration of alternative low-carbon technologies. We also seek to leverage emerging opportunities, for example through process improvements, operational efficiencies and the use of more sustainable materials.

基於這些分析，我們持續完善氣候策略，包括能源效益措施、低碳採購、物流優化，以及探索替代的低碳技術。我們亦尋求把握新興機遇，例如透過改進流程、提升營運效益及使用更可持續的物料。

Climate change is currently assessed as a non-material topic for the Group within our enterprise risk management framework and materiality assessment, and as such our approach is presently focused on energy efficiency, emissions management, water consumption and food waste management, rather than on a standalone, formalised climate transition plan. Nevertheless, we recognise the increasing regulatory and stakeholder focus on transition planning and the potential for climate-related risks and opportunities to evolve over time. The Group will periodically reassess the relevance and ambition of its existing energy and emissions targets in light of the findings of scenario analysis, regulatory developments and market expectations and, where appropriate, will consider formalising these elements into a Group-wide climate transition plan to provide a more structured roadmap for future decarbonisation efforts.

根據我們的企業風險管理框架及重要性評估，氣候變化目前被評定為集團的非重大議題。因此，我們現時的策略重點在於能源效益、排放管理、水源消耗及廚餘管理，而非獨立的、正式的氣候轉型計劃。儘管如此，我們意識到監管機構及業務相關人士日益關注轉型規劃，以及氣候相關風險與機遇隨時間演變的可能性。集團將根據情境分析的結果、監管發展及市場期望，定期重新評估現有能源及排放目標的相關性與進取程度，並在適當時候考慮將這些要素正式納入集團層面的氣候轉型計劃，以為未來的減碳工作提供更結構化的路線圖。

Risk Management
風險管理

Climate risk assessment is overseen by the Sustainability Committees and respective operation teams, covering key areas of the Group's core activities, including stores, manufacturing facilities and supply chain. The results of this assessment are used to identify and prioritise critical areas with higher levels of risk and urgency, taking into account our current level of preparedness and our ability to strengthen readiness and implement effective mitigation measures.

氣候風險評估由可持續發展委員會及相關營運團隊監督，涵蓋集團核心活動的主要範疇，包括分店、產製設施及供應鏈。該評估的結果用於識別風險和迫切性較高的關鍵範疇並排列優先次序，同時考慮我們當前的準備程度，以及我們加強準備和實施有效緩解措施的能力。

During the reporting year, we began preparatory work to embed ESG and climate-related factors within the Group's enterprise risk management framework, including discussion on how to structure the assessment of potential impacts and integrate relevant considerations into business planning. It is targeted to be implemented in the next reporting year.

於報告年度內，我們已展開準備工作，將ESG及氣候相關因素納入集團的企業風險管理框架，包括討論如何構建對潛在影響的評估，以及將相關考量融入業務規劃，目標於下一個報告年度實施。

A review of the 2024/25 materiality assessment confirmed that climate change is currently classified as a non material topic for the Group and that ESG and climate-related risks are assessed as relatively low within the overall risk profile. Nevertheless, insights from climate risk assessment are being used to inform the development of climate resilience plans, and the Group will continue to undertake regular stakeholder engagement, periodic materiality reviews and reassessments of risk levels to ensure that emerging ESG and climate-related developments are captured in a timely manner and that the risk management framework remains responsive to changes in the external environment.

2024/25年度重要性評估的檢討確認，氣候變化目前被歸類為集團的非重大議題，而ESG及氣候相關風險在整體風險狀況中被評定為相對較低。儘管如此，氣候風險評估的分析結果協助我們制定氣候應變方案，而集團將繼續定期與業務相關人士交流、進行重要性檢討及風險水平重估，以確保及時掌握新出現的ESG及氣候相關發展，並確保風險管理框架能夠持續應對外部環境的變化。

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Metrics and Targets
指標和目標

The Group monitors and reports its climate-related performance through a suite of quantitative indicators covering energy use and greenhouse gas (GHG) emissions. Supported by a robust GHG accounting framework, our annual disclosures provide detailed information on energy consumption and GHG emissions (Scope 1 and Scope 2), alongside progress against established reduction targets. These targets form a key basis for assessing how effectively we are managing climate-related risks and opportunities and are reviewed regularly in line with our wider climate and energy strategy.

GHG data are compiled in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). Emission and global warming potential (GWP) factors are drawn primarily from publicly available government publications, information disclosed by electricity providers and other reputable sources, with GWP values based on the IPCC Sixth Assessment Report (AR6). The Group applies the operational control approach defined by the GHG Protocol, and Scope 1 and Scope 2 emissions are calculated using an activity-based methodology, under which activity data – sourced mainly from fuel and utility bills and other internal records – are multiplied by the relevant emission or GWP factors. This approach enhances the integrity and comparability of our GHG metrics and supports robust monitoring of performance against our climate-related targets.

集團透過一系列涵蓋能源使用及溫室氣體排放績效的量化指標，監察及匯報其氣候相關表現。在穩健的溫室氣體會計框架支持下，我們的年度披露提供有關能源消耗及溫室氣體排放（範圍一及範圍二）的詳細資訊，以及對照既定減排目標的進展。該等目標構成了評估我們管理氣候相關風險與機遇成效的主要基礎，並會按照我們更廣泛的氣候及能源策略定期進行檢討。

我們根據《溫室氣體盤查議定書 – 企業會計與報告標準》（2004年）及《溫室氣體核算體系：企業價值鏈（範圍三）核算與報告標準》（2011年）編製溫室氣體數據。排放及全球暖化潛能（GWP）系數主要取自政府公開出版物、電力供應商披露的資訊及其他信譽良好的來源，而GWP值則基於IPCC第六次評估報告（AR6）。集團應用《溫室氣體盤查議定書》所界定的營運控制權法，而範圍一及範圍二排放乃採用基於活動的方法計算，即以活動數據（主要源自燃料及公用事業賬單以及其他內部記錄）乘以相關的排放或GWP系數。此方法提升了我們的溫室氣體指標的完整性及可比較性，並有助於對照氣候相關目標，進行穩健的表現監察。

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Energy Consumption and GHG Emission Targets and Performance
能源消耗和溫室氣體排放目標及表現

The Group's energy consumption and GHG emissions intensity targets are set with reference to a 2013/14 baseline, providing a consistent basis for measuring progress and supporting continuous improvement over time. The mid-term targets for 2024/25 have been achieved, and the Group is now focused on sustaining momentum and implementing further efficiency measures and operational enhancements to meet its longer-term objectives through to 2029/30.

集團參考2013/14年度基準年，制定能源消耗及溫室氣體排放強度目標，為衡量進展及支持持續改進提供了一致的基礎。2024/25年度的中期目標已經達成，集團現正積極維持減排趨勢，並實施進一步改進效益及營運的措施，以實現2029/30年度的更長遠目標。

Target目標

Reduction in energy consumption intensity
減少能源消耗強度

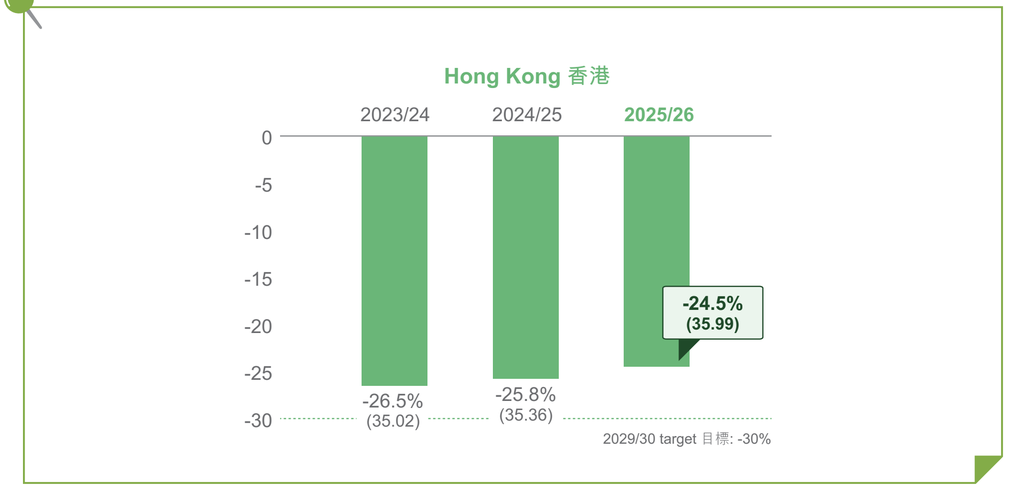
2024/25 (Achieved 已達成)		2029/30	
-25%	Hong Kong 香港	-30%	Hong Kong 香港
-9%	Chinese Mainland 中國內地	-11%	Chinese Mainland 中國內地

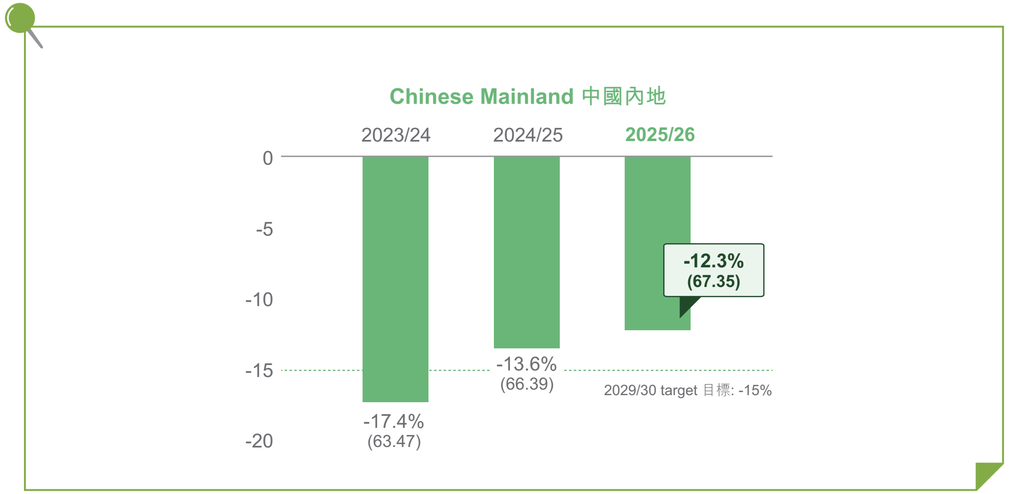
Reduction in Scope 1 and 2 Greenhouse Gas (GHG) Emission intensity
減少範圍一及二溫室氣體排放強度

2024/25 (Achieved 已達成)		2029/30	
-28%	Hong Kong 香港	-30%	Hong Kong 香港
-13%	Chinese Mainland 中國內地	-15%	Chinese Mainland 中國內地

(Compared with base year of 2013/14 與2013/14年度基準年相比)

Energy Consumption Intensity Targets
能源消耗強度目標





Percentage change compared with base year
與基準年相比之變化百分比
(): Energy consumption intensity = kWh ('000)/revenue (HK$'m or RMB$'m)
能源消耗強度= 千瓦時（千）／收入（百萬港元或人民幣）

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Energy Consumption by Type
按類型劃分的能源消耗

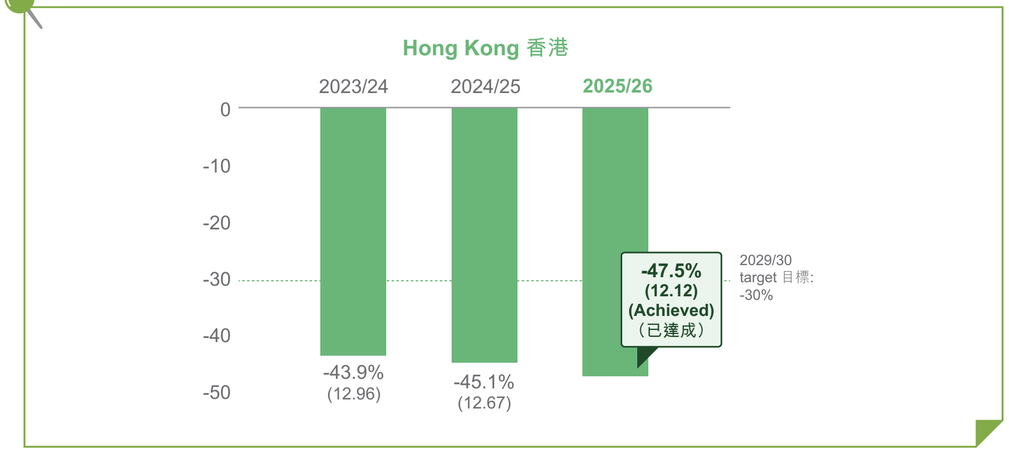
Hong Kong
香港

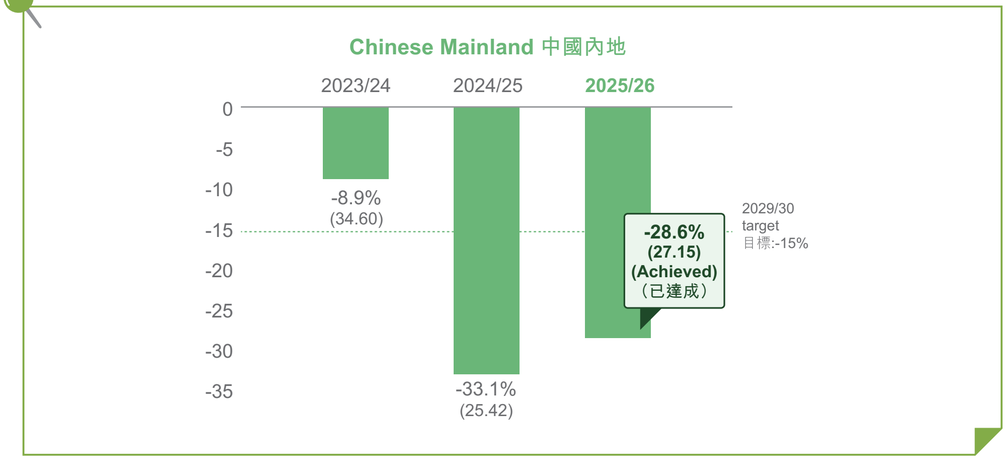
kWh ('000) 千瓦時(千)	Total 年度總數	Electricity 電力	Stationery Fuel 固定燃料	Mobile Fuel 車用燃料
2023/24	251,335	168,242	78,334	4,759
2024/25	250,120	168,161	77,120	4,839
2025/26	241,966	162,893	74,164	4,909

Chinese Mainland
中國內地

kWh ('000) 千瓦時(千)	Total 年度總數	Electricity 電力	Stationery Fuel 固定燃料	Mobile Fuel 車用燃料
2023/24	87,903	81,768	4,769	1,366
2024/25	91,869	86,342	4,507	1,020
2025/26	89,429	85,391	3,294	744

GHG Emission Intensity Targets (Scope 1 and Scope 2)
溫室氣體排放強度目標（範圍一及範圍二）





Percentage change compared with base year
與基準年相比之變化百分比
(): GHG emission intensity = tonnes CO2e/revenue (HK'm or RMB$'m)
溫室氣體排放強度 = 公噸二氧化碳當量／收入（百萬港元或人民幣）

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Scope 3 GHG Emissions
範圍三溫室氣體排放

Scope 3 emissions, as defined by the Greenhouse Gas Protocol, comprise indirect GHG emissions that arise from activities outside the Group's direct operational control but are integral to its value chain. In 2024/25, the Group commenced systematic collection and disclosure of Scope 3 data. Drawing on detailed internal analysis and peer benchmarking, three categories have been prioritised as most material to our operations: Category 1 (Purchased Goods and Services), Category 4 (Upstream Transportation and Distribution) and Category 5 (Waste Generated in Operations). This focus provides a clear starting point for understanding and managing the broader value chain impacts associated with our business.

根據《溫室氣體盤查議定書》的定義，範圍三排放包括在集團直接營運控制範圍以外產生、但對其價值鏈不可或缺的活動所引致的間接溫室氣體排放。於2024/25年度，集團開始系統性地收集及披露範圍三數據。根據詳細的內部分析及同業基準比較，我們優先處理三個對營運最為重要的類別：類別1（購買產品及服務）、類別4（上游運輸與配送）及類別5（營運產生的廢棄物）。這些重點範疇為理解及管理與我們業務相關的更廣泛價值鏈影響，提供了一個清晰的起點。

Scope 3 Categories 範圍三類別	Description 描述	Methodology 計算方法
Category 1 類別1 **Purchased Goods and Services** **購買產品及服務**	Emissions from the process of trading and transportation of goods and services purchased or acquired. 所購買或取得的產品及服務在貿易及運輸過程中產生的排放。	A spend-based approach was applied, estimating emissions associated with the extraction, production and transport of key goods purchased by the Group by applying third party emission factors to procurement expenditure. 採用基於支出的方法，透過將第三方排放因子套用至採購支出數據，估算集團主要採購商品在原料開採、生產及運輸環節的碳排放量。
Category 4 類別4 **Upstream Transportation and Distribution** **上游運輸與配送**	Emissions from the transportation and distribution of goods purchased or acquired by the Group, carried out by third-party logistics providers between suppliers and the Group's operations. 由第三方物流供應商在供應商與集團營運點之間為集團所購買或取得的產品進行運輸及配送時所產生的排放。	A spend-based approach was applied, covering upstream transportation, distribution, warehousing and related logistics services, again using external emission factors applied to relevant spending data. 採用基於支出的方法，套用外部排放因子於相關支出數據，涵蓋上游運輸、配送、倉儲及相關物流服務。
Category 5 類別5 **Waste Generated in Operations** **營運產生的廢棄物**	Emissions from the treatment and disposal of waste generated in the Group's operations, including activities such as recycling, landfill and waste incineration handled by third-party waste management providers. 集團營運中所產生廢棄物的處理及處置所產生的排放，包括由第三方廢物管理供應商處理的回收、堆填及廢物焚化等活動。	A waste-specific method was used, with emissions derived from the quantity and treatment route of different waste streams generated by the Group's operations and calculated using waste-type-appropriate emission factors from third-party sources. 採用廢棄物類型專屬計算法，根據集團營運所產生不同廢棄物類別的數量及處理方式，使用來自第三方來源且適用於該廢棄物類型的排放因子計算排放量。

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Total Group GHG Emissions (tonnes CO2e)
集團總溫室氣體排放（公噸二氧化碳當量）

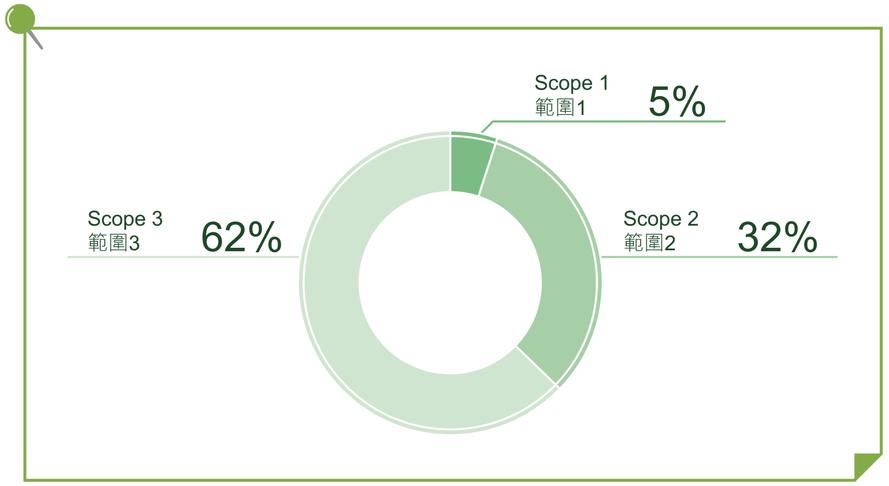
	Hong Kong 香港		Chinese Mainland 中國內地	
	2024/25	2025/26	2024/25	2025/26
Scope 1 範圍一	16,100	15,544	1,053	770
Scope 2 範圍二	73,548	65,939	34,128	35,285
Scope 3 範圍三	159,358	153,718	53,493	40,762
GHG Emission Intensity (Scope 1 & 2) 溫室氣體排放強度（範圍一及二）				
Intensity 強度	12.67	12.12	25.42	27.15

Delivery against these targets is underpinned by a combination of energy-efficiency measures, operational enhancements and renewable energy initiatives, reflecting our commitment to achieving tangible reductions in energy use and emissions and contributing to a more sustainable operating model.

我們透過一系列節能措施、營運及可再生能源措施實現這些目標，體現我們對實質減少能源使用和排放，以及實現更可持續的營運模式作出貢獻的承諾。

Total Group GHG Emissions
集團總溫室氣體排放

312,018 tonnes CO_2e
公噸二氧化碳當量



We calculated Scope 3 emissions across three key categories: Category 1 (Purchased Goods and Services), Category 4 (Upstream Transportation and Distribution), and Category 5 (Waste Generated in Operations). For Category 1, emissions were calculated using a spend-based method, which estimates carbon emissions associated with the extraction, production, and transportation of major goods procured by the Group, applying third-party-provided emission factors to procurement spending data. For Category 4, a similar spend-based method was employed to calculate emissions related to transportation and distribution services, including warehousing and logistics, based on the Group's expenditure and third-party emission factors. For Category 5, emissions were determined using a waste-type-specific method, which estimated carbon emissions based on the weight and treatment methods of waste generated in the Group's operations, with third-party emission factors applied accordingly.

我們針對三大關鍵類別計算了範圍3排放量：類別1（購買產品及服務）、類別4（上游運輸與配送）及類別5（營運產生的廢棄物）。針對類別1，我們採用基於支出的方法，透過將第三方提供的排放因子套用至採購支出數據，估算集團主要採購商品在原料開採、生產及運輸環節的碳排放量。類別4同樣運用基於支出的方法，依據集團在運輸配送服務（含倉儲與物流）的支出及第三方排放因子，計算相關排放量。至於類別5，則採用廢棄物類型專屬計算法，根據集團營運產生之廢棄物的重量與處理方式，並套用相應的第三方排放因子來估算碳排放量。

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Energy-efficient Measures and Operational Enhancements
節能措施與營運改進

Managing energy use and associated GHG emissions remains a key component of the Group's sustainability strategy and an important driver of operational efficiency. Energy consumption is monitored across outlets, production plants and offices, with Group-wide environmental guidelines embedding energy conservation into day-to-day activities.

管理能源使用及相關的溫室氣體排放，仍然是集團可持續發展策略的關鍵重點，驅動我們提升營運效益。我們監察各分店、產製中心及辦公室的能源消耗情況，並透過集團層面的環保指引將節能理念融入日常營運活動之中。

Restaurant Outlets **餐廳分店**	A range of measures has been implemented to improve efficiency and reduce waste. These include the deployment of energy-efficient appliances such as intelligent stir-fry units, electric stoves, high-efficiency dishwashers and upgraded bain-marie heating systems, all of which help to lower kitchen heat loads and, in turn, reduce air conditioning demand. Selected outlets have introduced "air lobby" entrance designs, incorporating sliding doors and dedicated fan coils to limit warm air ingress and improve the performance of HVAC systems. Lighting systems have been progressively upgraded to energy saving bulbs and LED technology, and a specialist team conducts regular inspections and maintenance of HVAC equipment to sustain performance. 我們已實施一系列措施以提升效率及減少浪費，其中包括使用節能設備，如智能炒鍋、電磁爐、高效洗碗碟機及升級的熱湯池加熱系統，這些均有助降低廚房熱負荷，從而減少空調需求。部分分店引入了「空調大堂」入口設計，配備滑門及專用風機盤管，以限制熱空氣流入並改善冷氣及通風系統的表現。照明系統已逐步升級為節能燈泡及LED燈具，並由專業團隊定期檢查及保養冷氣及通風設備以維持效能。 In Chinese Mainland, energy efficiency measures include broad-based LED rollout, high-efficiency cooling systems, smart steam ovens and dishwashers, the use of cogenerated steam from local government facilities to reduce boiler emissions, and heat-recovery initiatives that capture condensate from steam systems and insulate steam valves. 在中國內地，節能措施包括廣泛安裝LED燈具、高效冷卻系統、智能蒸焗爐及洗碗碟機、使用來自地方政府設施的聯合供熱蒸氣以減少鍋爐排放，以及實施熱能回收措施，回收蒸氣系統的冷凝水並為蒸氣閥門加設隔熱層。
Production Plants **產製中心**	Building Management Systems (BMS) and floor level electricity metering provide real-time visibility of consumption patterns and enable rapid identification of inefficiencies. The introduction of pressure cookers and combi ovens has reduced electricity, gas and water usage, while all Hong Kong processing plants now operate with LED lighting. 透過樓宇管理系統及樓層電錶支持，實時監察能源消耗模式並迅速識別低效情況。引入高壓鍋及組合烤箱減少了電力、煤氣及水的用量，而所有香港產製中心現已採用LED照明。
Headquarters **總寫字樓**	Energy conservation initiatives include LED installation, scheduled maintenance of office equipment, staff guidelines on switching off lighting and devices when not in use and the setting of air-conditioning within a 24°C to 26°C range to balance comfort and efficiency. 節能措施包括安裝LED燈具、定期保養辦公室設備、制定員工關閉不使用的照明及設備的指引，以及將空調溫度設定在24°C至26°C範圍內，以平衡舒適度與效益。

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Renewable Energy Initiatives
可再生能源措施

The Group also pursues lower carbon energy options where feasible. Used cooking oil is collected by certified vendors and converted into biodiesel, while a photovoltaic power generation system has been installed at our Chinese Mainland manufacturing plants to convert sunlight into clean electricity for day to day operations in November 2024. This renewable energy installation has generated 1.76 million kWh of electricity during the reporting year, reducing reliance on conventional power sources, lowering energy costs and avoiding a significant volume of carbon emissions.

Taken together, these measures – including technology upgrades, process optimisation and renewable energy deployment – support progress towards the Group's energy consumption and GHG emissions intensity targets and illustrate a systematic approach to managing climate related impacts over time.

在可行的情況下，集團尋求採用低碳能源方案。認證供應商收集營運產生的廢食油，並轉化為生物柴油。此外，我們已於2024年11月在中國內地的產製廠房安裝太陽能光伏發電系統，將陽光轉化為潔淨電力以供日常營運使用。於報告年度內，此可再生能源裝置已產生176.7萬千瓦時電力，減少了對傳統能源的依賴，降低能源成本，並避免了大量的碳排放。

綜上所述，這些措施包括技術升級、流程優化及應用可再生能源，共同支持集團實現能源消耗及溫室氣體排放強度目標，並展示了長遠管理氣候相關影響的系統化方針。

Water Stewardship and Conservation
水資源管理及保育

Water stewardship remains a central focus of the Group's environmental management. While sourcing water has not posed operational challenges to date, we remain firmly committed to closely monitoring water usage across all areas of our business. The Group strictly adheres to all applicable laws and regulations, including but not limited to the Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong) and the Water Pollution Prevention and Control Law of the People's Republic of China.

Across our operations in Hong Kong and Chinese Mainland, we have implemented a robust set of water conservation guidelines designed to enhance efficiency and sustainability. These measures include setting clear, measurable targets for reducing water consumption, closely monitoring usage across facilities and leveraging innovative technologies to optimise processes. By streamlining operations and using data-driven insights, we can promptly identify and address any irregularities, ensuring that water resources are managed in a responsible and sustainable manner.

水資源管理一直是集團環境管理的核心重點。儘管至今為止集團在尋找水源方面並未面對挑戰，但我們仍然致力於密切監察業務各個範疇的用水情況。集團嚴格遵守所有適用的法律及規例，包括但不限於《水污染管制條例》（香港法例第358章）及《中華人民共和國水污染防治法》。

在香港及中國內地的營運中，我們已實施穩健的節約用水指引，旨在提升用水效益及推動可持續發展。措施包括訂立清晰及可量度的減少用水目標、密切監察各設施的用水量，以及運用創新技術優化流程。透過簡化營運及數據分析，我們能夠迅速識別及處理任何異常情況，確保以負責任及可持續的方式管理水資源。

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Water Conservation Strategy
節水策略

Our commitment to water conservation is underpinned by three pillars: technological innovation, operational improvements and employee involvement.

我們對節約用水的承諾建基於三大範疇：科技創新、營運改進及員工參與。



Technological Innovation
科技創新

Technology-enabled initiatives to enhance water efficiency include:
以科技提升用水效益的措施包括：

- **Use of recycled water in cooling towers** in Chinese Mainland, reducing demand for freshwater.
  中國內地的**冷卻水塔使用循環水**，減少對淡水的需求。
- **Advanced, data-driven water meters** installed in all processing plants, capable of monitoring consumption at plant, production line and equipment levels, providing granular visibility and enabling timely interventions.
  於所有產製中心安裝**先進的智能水錶**，能監控整體廠區、生產線及個別設備層面的用水量，提供精準分析，以便及時介入。
- **A steam-condensate heat recovery system** that captures and treats condensate from steam-heated equipment for reuse in cleaning, irrigation and defrosting, thereby converting a waste stream into a usable resource and delivering both environmental and cost benefits. During the reporting year, this system has conserved 225 tonnes of water at our Chinese Mainland manufacturing plants.
  蒸氣冷凝水熱能回收系統可收集及處理來自蒸氣加熱設備的冷凝水，並將其再用於清潔、灌溉及除霜，從而將廢物轉化為可用資源，帶來環境與成本效益。於報告年度內，此系統已在我們的中國內地產製廠房節省了225公噸用水。
- **High-frequency defrosting devices** that use water molecule vibrations to defrost frozen meat, eliminating reliance on tap water.
  高頻率解凍裝置，透過震動水分子產生熱能以解凍急凍肉類，無需依賴自來水。
- **Flow-restrictor taps** installed in kitchens to reduce water consumption.
  於廚房安裝**配有節流器的水龍頭**，以減少耗水量。
- **Modified, advanced ice makers** calibrated to meet outlet-specific needs and avoid unnecessary water use.
  改良及升級製冰機，精確調校以滿足個別分店需求，避免不必要用水。
- **Automated defoaming control systems** in wastewater treatment facilities in Chinese Mainland, saving approximately 5,000 tonnes of water annually.
  在中國內地的污水處理設施實施**自動消泡控制系統**，每年節省約5,000公噸用水。
- **Upgraded uniform-washing equipment** in Chinese Mainland, incorporating advanced technology to enhance water efficiency.
  中國內地的**員工制服清洗設備已升級**，採用先進技術以提升用水效益。

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Operational Improvements
營運改進

We regularly evaluate and refine our operational practices to ensure water efficiency while maintaining alignment with international environmental standards. For example, Luncheon Star's operations are fully compliant with the ISO 14001 Environmental Management System, with environmental measures implemented at reheating centres and factory facilities.
我們定期評估及完善營運措施，以確保用水效益及符合國際環境標準。例如活力午餐的營運全面符合ISO 14001環境管理體系，並在加熱中心及廠房設施實施多項環保措施。

Employee Involvement
員工參與

We actively promote water conservation through employee engagement. Educational initiatives, such as posters, awareness campaigns and featured articles on water conservation in the Communications 100 magazine, are regularly deployed to cultivate a culture of water saving across our operations.
我們向員工積極推廣節約用水，定期推行教育活動，例如張貼海報、舉辦宣傳活動及在內部刊物《傳訊一百分》中刊登有關節約用水的專題文章，以在營運的各個環節培養節水文化。

By combining technological innovation, operational improvements and employee involvement, the Group continues to set high standards for responsible water stewardship and reaffirms its dedication to protecting and conserving water resources while contributing to long-term environmental sustainability.

透過結合科技創新、營運改進及員工參與，集團持續為負責任的水資源管理樹立高標準，並重申我們保護及節約水資源的決心，同時為長遠環境可持續發展作出貢獻。

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Water Consumption Target and Performance
用水量目標及表現

The Group has established long term water efficiency objectives and successfully achieved our mid-term (2024/25) water consumption intensity reduction targets for both Hong Kong and Chinese Mainland operations. By 2029/30, we are targeting a 25% reduction and a 5% reduction for our Hong Kong and Chinese Mainland operations respectively, both relative to 2013/14 levels. These mid-term achievements provide a solid foundation for further progress towards our 2029/30 objectives.

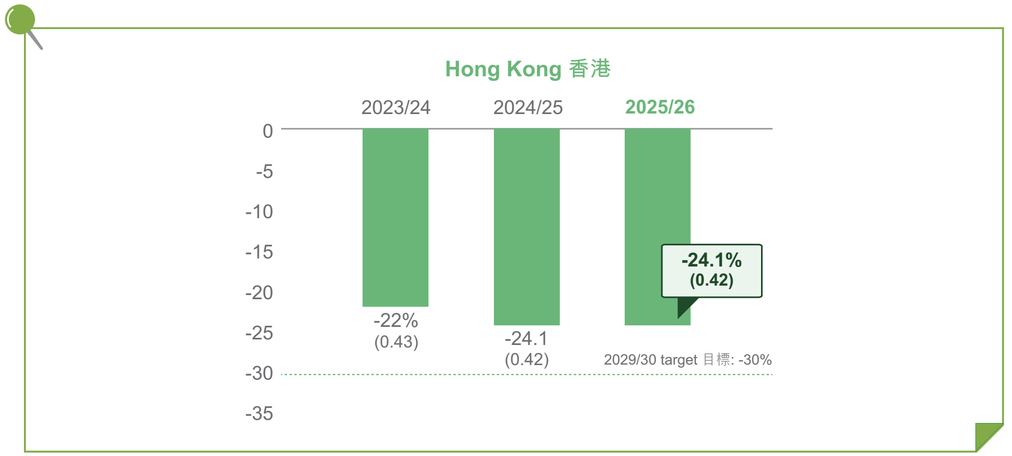
集團已訂立長遠用水效益目標，並成功達成了香港及中國內地業務2024/25年度減少水源消耗強度的中期目標，為我們進一步實現2029/30年度目標奠定了穩固基礎。香港業務的2029/30年度目標為相對於2013/14年度水平減少25%，而中國內地業務的目標則為減少5%。

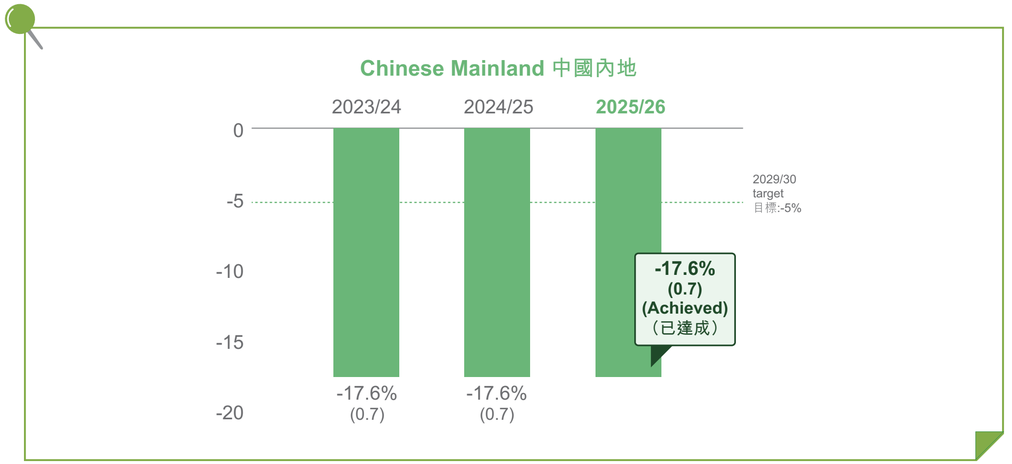
Target目標

Reduction in water consumption intensity
減少水源消耗強度

2024/25 (Achieved 已達成)	2029/30
-20% Hong Kong 香港	-25% Hong Kong 香港
-3% Chinese Mainland 中國內地	-5% Chinese Mainland 中國內地

(Compared with base year of 2013/14 與2013/14年度基準年相比)





Percentage change compared with base year
與基準年相比之變化百分比
(): Water consumption intensity = m^3/revenue (HK$'m or RMB$'m)
水源消耗強度=立方米／收入（百萬港元或人民幣）

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Waste Management
廢物管理

Waste management is a core element of the Group's environmental agenda and is overseen through a structured framework that covers both hazardous and non-hazardous waste across our operations in Hong Kong and Chinese Mainland. We comply with all relevant regulatory requirements, including but not limited to the Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong) and the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China, and adopt tailored management approaches at business unit level, supported by regular data collection and internal benchmarking to track performance and identify areas for improvement.

Hazardous waste streams, including but not limited to paint, fluorescent tubes, batteries and toner cartridges, are identified through periodic assessments and handled by licensed service providers in accordance with statutory standards.

集團非常重視廢物管理，透過一個涵蓋香港及中國內地業務有害及無害廢物的結構化框架進行監督。我們遵守所有相關的監管規定，包括但不限於《廢物處置條例》（香港法例第354章）及《中華人民共和國固體廢物污染環境防治法》，並在業務單位層面採取度身訂造的管理方針，輔以定期的數據收集及內部基準比較，以追蹤表現及識別有待改進之處。

我們透過定期評估識別有害廢物類別，當中包括但不限於油漆、光管、電池及碳粉墨盒，並交由持牌服務供應商按照法定標準處理。

Case Study 焦點案例

Contributing to Hong Kong's E-Waste Strategy Through Responsible Disposal
實踐負責任棄置 推動香港電子廢物策略

The Group recognises the importance of responsible electronic waste management as part of its broader waste reduction strategy. During the reporting year, we participated in the Corporates Computer and Communication Products Recycling Programme organised by the Hong Kong WEEE (Waste Electrical and Electronic Equipment) Recycling Association and supported by the Environmental Protection Department of the HKSAR Government, through which we received the Certificate of Environmental Achievement. Under the programme, obsolete computers, hard drives and related peripherals from our offices were collected by accredited recyclers; usable items are refurbished and donated via charitable organisations to individuals in need, while remaining components and materials are sorted for appropriate recycling, with robust data erasure procedures applied to safeguard information security. This initiative demonstrates responsible technology lifecycle management, mitigates the environmental risks associated with electronic waste and generates additional social value for the community.

集團深明負責任的電子廢物管理是減廢策略的重要一環。於報告年度內，我們參與了由香港電器及電子設備回收協會推行、香港特區政府環境保護署支持的「企業電腦及通訊產品回收計劃」，並獲頒「環保成就證書」。透過此計劃，我們將辦公室的舊電腦、硬碟及相關設備交予認可回收商，可重用的物品經翻新後透過慈善團體捐贈予有需要人士，而其餘的組件及物料則經分類以作適當回收，過程中實施嚴謹的數據銷毀程序以保障資訊安全。這項參與展示了負責任的科技生命週期管理，減輕電子廢物造成的環境風險，同時為社區創造額外的社會價值。



Hazardous Waste Generation (Tonnes)
有害廢物產生量（公噸）

Fiscal Year 財政年度	2023/24	2024/25	2025/26
Hong Kong 香港	0.93	9.81	11.7
Chinese Mainland 中國內地	2.01	0.87	1.2

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For non-hazardous waste, in line with our environmental policies, inventory and production planning are reviewed systematically before procurement decisions are made, helping to prevent over-ordering and minimise surplus stock. This is supported by GS1-enabled automation solutions that enhance production efficiency by monitoring raw material quality, ensuring accurate cut weights and highlighting process inefficiencies that may lead to avoidable waste. To further reduce waste, we make use of recycling schemes offered by landlords for materials such as metals and plastics, and work with certified service providers to collect and recycle used cooking oil from processing plants and outlets. We have also launched customer-facing recycling initiatives to engage the public and drive waste reduction further.

In our Chinese Mainland operations, additional emphasis is placed on staff training and awareness raising, complemented by public education via our digital channels, to embed responsible waste practices and support continuous improvement in resource efficiency.

針對無害廢物，根據集團的環保政策，我們在作出採購決策前會系統性地審視庫存及生產計劃，有助防止過量訂購及減少剩餘庫存。我們採用GS1自動化解決方案，透過監察原材料品質、確保精準切割重量及識別流程瓶頸，有效提升生產效率及減少可避免的浪費。為進一步減少廢物，我們參與業主提供的回收計劃處理金屬及塑膠等物料，並與認證服務供應商合作，收集及回收產製中心及分店的廢食油。我們亦推出了面向顧客的回收措施，以吸引公眾參與並進一步推動減廢。

在中國內地的業務中，我們格外重視員工培訓及意識提升，並透過數碼渠道進行的公眾教育，以推動負責任的廢物管理措施，及持續提升資源效益。

Non-hazardous Waste – Used Cooking Oil Recycling ('000 litres)
無害廢物 – 廢食油回收

Fiscal Year 財政年度	2023/24	2024/25	2025/26
Hong Kong 香港	539.1	562.4	568.3
Chinese Mainland 中國內地	184.4	201.6	183.5

Case Study 焦點案例

Poon Choi Container Recycling: Turning Festive Waste into Reusable Resources
盆菜盆回收：節日減廢 源頭做起

Building on a successful pilot during the Mid Autumn Festival, we expanded the Café de Coral fast food Poon Choi Container Recycling Programme to cover all festive seasons, establishing a collection network across 10 designated outlets in Hong Kong. The initiative encourages customers to return cleaned Poon Choi containers, along with the base rack and original receipt, in exchange for cash vouchers, reinforcing responsible consumption habits. Recycled containers will be reused after thorough cleaning and sanitation, supporting waste reduction at source.



大家樂快餐在中秋節期間首度推行「盆菜盆回收計劃」，獲得顧客支持隨即擴展至涵蓋所有節慶時段，並於香港10間指定分店設立了固定回收網絡。為鼓勵負責任的消費習慣，顧客只要交回已清洗乾淨的盆菜盆、底架及正本收據，即可換取現金券。這些盆菜盆經徹底清潔消毒後，將會循環使用，以支持源頭減廢。

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Food Waste
廚餘

Food waste, as the largest non-hazardous waste category, is a particular area of focus. A food waste segregation programme operates across all outlets in line with our internal Food Waste Management Guidelines, with pre- and post-meal waste measured in kitchens, beverage preparation counters and dishwashing areas. Outlets submit quarterly data to a dedicated task force, which uses the analysis to refine menu engineering, portion sizes and preparation processes.

廚餘作為最重要的無害廢物類別，是我們重點關注的範疇。根據我們內部的《廚餘管理指引》，所有分店均推行廚餘分類，並於廚房、水吧及洗碗區域量度餐前及餐後的廚餘。分店每季向專責小組提交數據，並由小組利用分析結果來優化餐單設計、份量大小及製作流程。

Supporting Food Waste Recycling Initiatives
支持廚餘回收計劃

More than 180 outlets and production facilities in our Hong Kong operations participate in food waste recycling schemes, enabling 46% of the food waste generated by our local operations to be diverted from landfill during the reporting year. A significant portion of this material is sent, via the Environmental Protection Department, to the Government's O·PARK organic resources recovery facilities, where it is processed into renewable energy and compost, easing pressure on limited landfill capacity.

我們的香港業務中，有超過180間分店及產製設施參與廚餘回收計劃，使報告年度內本地營運產生的廚餘中，有46%不需要被送往堆填區。當中大部分廚餘經由環境保護署送往政府的O·PARK有機資源回收中心，轉化為可再生能源及堆肥，減輕堆填區的壓力。

Non-hazardous Waste – Food Waste Recycling (Tonnes)
無害廢物 – 廚餘回收（公噸）

Fiscal Year 財政年度	2023/24	2024/25	2025/26
Hong Kong 香港	2,463 (40%)	2,869 (44%)	3,018 (46%)
Chinese Mainland 中國內地	4,163 (100%)	3,742 (100%)	3,556 (100%)

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Partnering with Public and Academic Institutions
與公共及學術機構合作

In parallel, the Group continued to advance its waste management agenda by scaling up food waste recycling and supporting circular economy initiatives in partnership with public and academic institutions. Collaboration with major landlords, including participation in initiatives such as MTR Malls' Food Waste Reduction Pledge and recognition as a Sustainability Partner by Link REIT, helps promote best practice and raise public awareness.

與此同時，集團繼續透過擴大廚餘回收規模，並與公共及學術機構合作支持循環經濟措施，以推進其廢物管理議程。我們與主要業主合作，包括參與港鐵商場「廚餘減少約章」等計劃，以及獲領展認可為「可持續發展夥伴」，均有助推廣最佳實踐及提升公眾意識。

Food Wise Eateries
咪嘥嘢食店

As a signatory to the Food Wise Charter, we maintained our support for the Food Wise Hong Kong Campaign, promoting food waste reduction and recycling across our Café de Coral fast food network. Reflecting our progress, more than 170 outlets received Diamond Class and Gold Class recognition under the Environmental Protection Department's Food Wise Eateries Scheme.

作為《惜食約章》簽署機構，我們持續支持「惜食香港運動」，於大家樂快餐分店網絡推廣減少廚餘及廚餘回收。品牌超過170間分店已獲環境保護署「咪嘥嘢食店」鑽石級及金級認證，成績卓越。





Turning Trash into Treasure – Participation in Bi-Loop Nature-Based Food Waste Regeneration Pilot Programme
轉廢為寶 – 參與「Bi-Loop自然為本廚餘再生試驗計劃」

During the reporting year, three selected Café de Coral fast food and Super Super Congee & Noodles outlets in Fanling and Tuen Mun joined the Bi-Loop Nature-Based Food Waste Regeneration Pilot Programme led by A Plastic Ocean Foundation and Lingnan University. Pre-meal food waste collected from participating outlets is used to rear black soldier fly larvae, which are subsequently processed into fish feed within an integrated aquaponics system. The resulting fish and vegetables are donated to local charitable organisations for distribution to people in need, combining waste reduction with community support.

於報告年度內，位於粉嶺及屯門的三間大家樂快餐及一粥麵分店參與了由海塑基金會及嶺南大學推行的「Bio-Loop自然為本廚餘再生試驗計劃」，以從分店收集的餐前廚餘餵飼黑水虻幼蟲，其後幼蟲被加工成魚糧供養魚類，並於魚菜共生系統中促進植物生長。所產出的魚類及蔬菜會捐贈予本地慈善團體，分發給有需要人士，結合減廢與社區支援。

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Engagement in Sector-Wide Food Waste and Sustainability Platforms
參與業界廚餘及可持續發展平台

During the reporting year, the Group took part in the 30·50 FoodSmart Conference and Expo 2025, engaging with government, industry and NGO representatives on emerging practices in sustainable food service operations. Joyce Chiu, our Corporate Communications and Sustainability Corporate Director, also participated in sectoral discussions on innovative waste management approaches, sharing insights from the Group's waste strategy with fellow food and beverage peers.

於報告年度內，集團參加了「30·50綠色餐飲會議及展覽2025」，與政府、業界及非政府機構代表就可持續餐飲服務營運的新興實踐進行交流。集團企業傳訊及可持續發展集團總監趙樂思亦參與了有關創新廢物管理方針的討論，與餐飲同業分享了集團對於廢物管理策略的見解。



Charting Our Performance on Food Waste Reduction
廚餘減量目標及表現

The Group has set specific targets to reduce food waste intensity (average food waste per meal served) using 2021/22 as the baseline year, aiming for a 10% reduction by 2029/30 across our Hong Kong and Chinese Mainland operations. During the reporting year, food waste intensity reached approximately 47.25 grams per meal in Hong Kong and 103.83 grams per meal in Chinese Mainland, representing reductions of 28% and 21% respectively against the baseline. These outcomes, alongside recycling initiatives for materials such as metals, plastics and used cooking oil, and ongoing staff training and public education, reflect the Group's commitment to continual improvement in waste management and resource efficiency.

集團已訂立具體目標，以2021/22年度為基準年，旨在於2029/30年度前將香港及中國內地業務的廚餘密度（每餐平均產生的廚餘量）減少10%。於報告年度內，香港的廚餘密度約為每餐47.25克，中國內地則為每餐103.83克，較基準年分別下降了28%及21%。這些成果，連同金屬、塑膠及廢食油等物料的回收措施，以及持續的員工培訓和公眾教育，體現了集團在廢物管理及資源效益方面持續改進的承諾。

Food Waste Intensity Reduction Target* 廚餘密度減量目標*	
2024/25	-4% (Achieved 已達成)
2029/30	-10%

Food Waste Reduction Target – Intensity (grams/meal) and Reduction Rate
廚餘減量目標 – 強度及減幅

Fiscal Year 財政年度	2023/24	2024/25	2025/26
Hong Kong 香港	45.4 (-31%)	44.58 (-32%)	47.25 -28%
Chinese Mainland 中國內地	122 (-7%)	107.5 (-18%)	103.8 (-21%)

*Compare with base year of 2021/22
*與2021/22年度基準年相比

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Packaging Management
包裝管理

The Group is committed to reducing plastic waste, promoting sustainable alternatives and minimising unnecessary packaging through the adoption of environmentally responsible practices. The Group strictly adheres to relevant laws and regulations, including but not limited to the Product Eco-responsibility Ordinance (Cap. 603 of the Laws of Hong Kong). We are not aware of any incidents of non-compliance with applicable-packaging related environmental legislation during the reporting year.

In alignment with the Hong Kong Government's Waste Blueprint for Hong Kong 2035, packaging reduction and circularity principles are being systematically embedded into our operations. Internal packaging guidelines, introduced in 2023/24, prioritise the elimination of redundant packaging, the simplification of material types to facilitate recycling and the piloting of innovative formats with lower environmental impact. During the reporting year, the Group established the Sustainable Packaging Strategy to guide the reduction of packaging related environmental impacts across its operations while maintaining the quality, safety and convenience expected by customers. It provides a framework for working with suppliers and industry partners to improve packaging design and material selection, and for piloting alternative solutions such as reusable, biodegradable or compostable options where appropriate. The Policy also places emphasis on customer engagement, including measures to moderate the use of single-use items through initiatives such as "on request" provision and charging for selected disposable accessories, to encourage more sustainable consumption habits. The Sustainable Packaging Policy, which is publicly available, is reviewed periodically to ensure ongoing alignment with our broader sustainability strategy and to reflect developments in regulation, technology and best practice in responsible packaging.

集團致力透過採納對環境負責的措施，減少塑膠廢物、推廣可持續替代品及減少不必要的包裝。集團嚴格遵守相關法律及規例，包括但不限於《產品環保責任條例》（香港法例第603章）。於報告年度內，我們並未獲悉任何違反適用包裝相關環保法例的不合規事件。

為配合香港特區政府的《香港資源循環藍圖2035》，我們將減少包裝及循環原則系統性地融入營運之中。於2023/24年度推出的內部包裝指引，優先考慮淘汰多餘包裝、簡化物料種類以便利回收，以及試行對環境影響較小的創新包裝形式。於報告年度內，集團制定了「可持續包裝策略」，務求於維持顧客對品質、安全及便利性的期望的同時，減少營運所產生與包裝相關的環境影響。該策略提供了框架，以便與供應商及業界夥伴合作改善包裝設計及物料選擇，並在適當情況下試行替代方案，例如可重複使用、可生物降解或可堆肥的選項。該政策亦強調顧客參與，包括透過「按需要提供」及就選定即棄配件收費等措施，來調節即棄物品的使用，以鼓勵更可持續的消費習慣。「可持續包裝政策」已公開發佈，並會作定期檢討，以確保與我們更廣泛的可持續發展策略保持一致，及反映監管、科技及負責任包裝最佳實踐方面的發展。

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Feasibility assessments are underway to transition primary customer facing packaging from fossil based plastics to solutions that are renewable, readily recyclable or sourced from certified responsible suppliers. A key area of progress has been the move towards certified sustainable paper based materials. Brands including Café de Coral fast food, Super Super Congee & Noodles, Oliver's Super Sandwiches and Asia Pacific Catering already use cups and bowls made from FSC-certified paper, with further expansion planned, while all paper lunchboxes used by Luncheon Star are certified by FSC or the Programme for the Endorsement of Forest Certification (PEFC). To mitigate deforestation risks, existing supplier relationships were reviewed and terminated when necessary. Other measures introduced in recent years include a "no straws" policy, the introduction of a charge for disposable cutlery, the installation of umbrella dryers at store entrances in place of plastic umbrella bags, and the consolidation of bulk raw materials into larger-format procurement to reduce overall packaging use.

In our Chinese Mainland operations, where regulatory controls on single use plastics are tightening, we have collaborated with suppliers to introduce lower impact alternatives, including replacing plastic stirrers and straws with wooden and paper options and transitioning takeaway containers from conventional plastics to plant-based biodegradable materials.

Collectively, these initiatives support the transition to more sustainable packaging systems across the Group's portfolio and reinforce our commitment to resource efficiency and regulatory readiness in our core markets.

我們正在進行可行性評估，以將主要的顧客面向包裝物料由石油基塑膠轉型為可再生、易於回收或來自經認證負責任供應商的方案。其中一個關鍵進展是轉用經認證的可持續紙質物料。集團旗下品牌包括大家樂快餐、一粥麵、Oliver's Super Sandwiches（利華超級三文治）及泛亞飲食均有採用獲森林管理委員會（FSC）認證的紙張製成的杯及碗，並計劃進一步擴展，而活力午餐使用的所有紙製飯盒亦已獲FSC或森林驗證認可計劃（PEFC）認證。為減輕森林砍伐風險，我們檢視了現有的供應商關係，並在必要時終止合作。近年推出的其他措施包括「無飲管」政策、即棄餐具收費、在店舖入口安裝雨傘除水器以取代塑膠雨傘袋，以及將散裝原材料整合為更大包裝規格的採購方式，以減少包裝物料整體使用量。

在中國內地業務方面，隨著對即棄塑膠的監管收緊，我們已與供應商合作引入對環境影響較小的替代品，包括以木製及紙質替代品取代塑膠攪拌棒及飲管，以及將外賣容器由傳統塑膠過渡至植物基可生物降解物料。

總體而言，這些措施有助集團旗下業務組合過渡至更可持續的包裝系統，並強化我們在核心市場對資源效益及監管合規的承諾。

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About this Report
關於本報告

This document constitutes the 20th Sustainability Report (the "Report") of Café de Coral Group (the "Group", "we", "our" or "us"). It sets out our principal environmental, social and governance ("ESG") initiatives, performance and progress for the period from 1 April 2025 to 31 March 2026 (the "reporting year"). The scope and content of the Report, including the identification of material topics, have been reviewed and approved by the Management Board and the Board of Directors. The Report is prepared in English and translated into Traditional Chinese. In case of any discrepancy or inconsistency between versions, the English text shall prevail.

本文件為大家樂集團（「集團」或「我們」）的第20份可持續發展報告（「本報告」）。本報告闡述了我們於2025年4月1日至2026年3月31日期間（「報告年度」）的主要環境、社會及管治（「ESG」）措施、表現及進展。本報告的範圍及內容（包括重大議題的識別）已由管理局及董事局審閱及批准。本報告以英文編製，並翻譯為繁體中文。如版本之間有任何歧義或不一致，概以英文版本為準。

Reporting Scope
報告範圍

The Report focuses on our operations in Hong Kong and Chinese Mainland, where the Group's main business activities are located and where our most significant ESG impacts arise. During the reporting year, there were no material changes to the Group's reporting boundary, business operations or organisational structure.

本報告聚焦於我們在香港及中國內地的營運，此乃集團主要業務活動所在地，亦是我們產生最重大ESG影響之處。於報告年度內，集團的報告邊界、業務營運或組織架構並無重大變動。

Reporting Standards
報告準則

The Report has been prepared in accordance with the Environmental, Social and Governance Reporting Code set out in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("HKEX ESG Reporting Code"). Our disclosures are organised around four strategic pillars that reflect the Group's sustainability priorities and stakeholder expectations – Catering to Customers, Empowering our Employees, Focusing on Food, and Preserving the Planet. These pillars provide the framework through which we manage ESG topics and demonstrate how sustainability considerations are embedded in our long term business strategy.

本報告乃根據《香港聯合交易所有限公司證券上市規則》附錄C2所載之《環境、社會及管治報告守則》（「香港聯交所ESG報告守則」）編製。我們的披露圍繞四個反映集團可持續發展優先事項及業務相關人士期望的策略範疇展開－「以客為先」、「員工為本」、「專注食物」及「保護環境」。這些範疇構成了我們管理ESG議題的框架，並展示了可持續發展考量如何融入我們的長遠業務策略之中。

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Reporting Principles
報告原則

In preparing the Report, we have applied the four reporting principles set out in the HKEX ESG Reporting Code:

在編製本報告時，我們應用了香港聯交所ESG報告守則所載的四項報告原則:

Materiality	We conduct periodic engagement with stakeholders and regular materiality assessments to determine the ESG topics that are most significant to our business and stakeholders. The list of material topics is reviewed and approved by the Management Board and the Board of Directors to ensure it remains relevant and reflects evolving expectations.	**重要性**	我們定期與業務相關人士進行溝通，並進行定期的重要性評估，以釐定對業務及業務相關人士最為重大的ESG議題。重大議題清單經由管理局及董事局審閱及批准，以確保其保持相關性並反映不斷演變的期望。
Quantitative	We provide quantitative indicators to enable stakeholders to monitor our ESG performance over time. Where practicable, year on year data and explanatory notes are included to assist interpretation and support performance evaluation.	**量化**	我們提供量化指標，以便業務相關人士能夠監察我們的ESG表現長期趨勢。在可行情況下，我們會納入按年比較數據及附註說明，以協助理解及支持表現評估。
Balance	We seek to present an objective and balanced account of our ESG performance by reporting on both positive developments and areas that require further improvement. Our intention is to support informed assessment by offering clear and proportionate disclosure.	**平衡**	我們力求通過匯報積極進展及有待進一步改進的領域，對我們的ESG表現作出客觀及平衡的陳述。我們的目的是透過提供清晰及相稱的披露，以作出知情的評估。
Consistency	Since 2015, we have adopted the HKEX ESG Reporting Guide, now known as the HKEX ESG Reporting Code, as the basis for our sustainability disclosures. Maintaining a consistent reporting approach enhances comparability across reporting years and allows stakeholders to track our long term progress.	**一致性**	自2015年起，我們已採納香港聯交所ESG報告守則作為我們可持續發展披露的基礎。維持一致的匯報方針可增強不同報告年度之間的可比較性，並讓業務相關人士能夠追蹤我們的長遠進展。

External Assurance
外部驗證

The Group has engaged SGS Hong Kong to provide independent limited assurance on the contents of this Report in accordance with the HKEX ESG Reporting Code. Further details of the assurance scope, methodology and conclusions are set out in SGS Hong Kong's verification statement included in this Report.

集團已委聘香港通用公證行有限公司根據香港聯交所ESG報告守則，對本報告的內容進行獨立有限保證鑑證。有關保證範圍、方法及結論的進一步詳情，載於本報告內香港通用公證行有限公司的驗證聲明中。

Accessibility
查閱途徑

The Report is available on the websites of The Stock Exchange of Hong Kong Limited (HKEX) and Café de Coral Group.

本報告可於香港聯合交易所有限公司網站及大家樂集團官方網站查閱。

Feedback
意見反饋

We regard stakeholder feedback as an important input to the ongoing refinement of our sustainability strategy and reporting practices. Comments and suggestions on this Report or on our wider sustainability efforts are welcome. Enquiries and feedback can be directed to sustainability@cafedecoral.com or by mail to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.

我們視業務相關人士的反饋為持續完善可持續發展策略及報告慣例的重要依據。歡迎就本報告或我們更廣泛的可持續發展工作提出意見及建議。查詢及反饋可電郵至sustainability@cafedecoral.com，或郵寄至香港新界沙田火炭禾穗街5號大家樂中心。

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Economic Value 經濟價值

Aspect 範疇	Unit 單位	Hong Kong 香港		Chinese Mainland 中國內地	
		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Net revenue 淨收入	HK$'m or RMB'm 百萬港元或百萬人民幣	7,073	**6,722**	1,384	**1,328**

Social Performance Indicators 社會表現數據

Aspect 範疇	Unit 單位	Hong Kong 香港		Chinese Mainland 中國內地	
		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Employment – Full-time Employee Distribution 僱員－全職員工					
Total 總數	No. of People 人數	6,335	**5,957**	3,879	**3,321**
By gender 按性別劃分					
Male 男性	No. of People 人數	2,160	**2,085**	1,594	**1,372**
Female 女性	No. of People 人數	4,175	**3,872**	2,285	**1,949**
By age 按年齡劃分					
30 or below 30歲或以下	No. of People 人數	378	**303**	1,318	**1,005**
31-50 31-50歲	No. of People 人數	2,628	**2,464**	1,975	**1,844**
51 or above 51歲或以上	No. of People 人數	3,329	**3,190**	586	**472**

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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Employment – Part-time Employee Distribution 就業－兼職員工					
Total 總數	No. of People 人數	6,396	**5,917**	2,360	**2,249**
By gender 按性別劃分					
Male 男性	No. of People 人數	1,065	**937**	619	**481**
Female 女性	No. of People 人數	5,331	**4,980**	1,741	**1,768**
By age 按年齡劃分					
30 or below 30歲或以下	No. of People 人數	858	**722**	744	**585**
31-50 31-50歲	No. of People 人數	2,289	**2,120**	1,203	**1,073**
51 or above 51歲或以上	No. of People 人數	3,249	**3,075**	413	**591**
Employment – New Full-time Employee Distribution 僱員－新全職員工					
Total 總數	No. of People 人數	2,291	**1,780**	976	**517**
By gender 按性別劃分					
Male 男性	No. of People 人數	976	**855**	483	**276**
Female 女性	No. of People 人數	1,315	**925**	493	**241**
By age 按年齡劃分					
30 or below 30歲或以下	No. of People 人數	273	**216**	558	**317**
31-50 31-50歲	No. of People 人數	957	**793**	320	**182**
51 or above 51歲或以上	No. of People 人數	1,061	**771**	98	**18**

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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Employment – New Part-time Employee Distribution 就業－新兼職員工					
Total 總數	No. of People 人數	5,264	**3,889**	1,171	**1,094**
By gender 按性別劃分					
Male 男性	No. of People 人數	1,302	**886**	362	**288**
Female 女性	No. of People 人數	3,962	**3,003**	809	**806**
By age 按年齡劃分					
30 or below 30歲或以下	No. of People 人數	1,493	**976**	511	**442**
31-50 31-50歲	No. of People 人數	1,777	**1,437**	482	**427**
51 or above 51歲或以上	No. of People 人數	1,994	**1,476**	178	**225**
Average Monthly Turnover Rate[2] 平均每月流失率[2]					
Total 總數	No. of People 人數	5.24%	**4.42%**	6.35%	**6.55%**
By gender 按性別劃分					
Male 男性	% 百分比	6.09%	**5.22%**	7.78%	**8.37%**
Female 女性	% 百分比	4.97%	**4.16%**	5.54%	**5.55%**
By age 按年齡劃分					
30 or below 30歲或以下	% 百分比	10.99%	**9.36%**	10.66%	**12.17%**
31-50 31-50歲	% 百分比	4.72%	**4.05%**	4.14%	**4.04%**
51 or above 51歲或以上	% 百分比	4.46%	**3.85%**	4.58%	**4.26%**

[2] The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year divided by the monthly average number of employees in the corresponding category in the same period. Employee turnover is defined as full-time and part-time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.
「平均每月流失率」是指報告年度內每月流失率的平均數，即各員工組別每月離職員工數目除以該員工組別月底員工總數。員工流失是指報告年度內自願離職或因解僱、退休或在職死亡的全職和兼職員工。

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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Occupational Safety and Health 職業安全與健康					
Work-related fatality 因工死亡事故	No. of People 人數	0	**0**	0	**0**
Lost days[3] 損失工作日[3]	No. of Days 日數	12,285	**10,934**	515	**401**
Lost days rate[4] 損失工作日比率[4]	% 百分比	0.26%	**0.25%**	0.02%	**0.02%**
Employees trained on health and safety standards[5] 接受了健康與安全標準訓練的員工[5]	No. of People 人數	12,729	**11,857**	6,087	**5,570**
	% 百分比	99.98%	**99.86%**	97.55%	**100%**
Development and Training – Percentage of Employee Trained 發展及培訓－受訓員工百分比					
By employee category 按員工類別劃分					
Senior management 高級管理層	% 百分比	100%	**100%**	100%	**100%**
Middle management 中級管理層	% 百分比	100%	**99.9%**	100%	**99.6%**
General staff and frontline staff 中級管理層	% 百分比	100%	**99.9%**	99%	**99.4%**
By gender按性別劃分					
Male 男性	% 百分比	100%	**99.9%**	99.5%	**98.3%**
Female 女性	% 百分比	100%	**99.9%**	99.1%	**98.7%**
Development and Training – Average Training Hours of Employee Trained 發展及培訓－平均每位員工的受訓時數					
By employee category 按員工類別劃分					
Senior management 高級管理層	hours 小時	29.3	**21.6**	27	**20.3**
Middle management 中級管理層	hours 小時	68.9	**65.9**	72.6	**75.7**
General staff and frontline staff 一般及前線員工	hours 小時	83.8	**83.5**	92.4	**97.4**
By gender 按性別劃分					
Male 男性	hours 小時	81.0	**77.7**	96.2	**99.7**
Female 女性	hours 小時	82.8	**83.2**	87.9	**93.2**

[3] Lost day refers to sick leaves due to all types of work-related injuries within the reporting year.
「損失工作日」指於報告年度內各種工傷導致的病假日數。

[4] "Lost days rate" refers to the ratio of the number of sick days caused by various work-related injuries to the number of scheduled workdays for all employees in the reporting year.
「損失工作日比率」指各種工傷導致的病假日數佔報告年度內所有員工預定工作日數的比率。

[5] We have enhanced our data collection process and begun to collect the data on health and safety training starting from FY23/24.
我們提升了資料收集流程，從2023/24年度開始收集有關健康和安全培訓的數據。

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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Customer Complaints and Recalls 顧客投訴與產品回收					
Number of products and service-related complaints received[6] 接獲關於產品及服務的投訴[6]	No. of Cases 個案數目	66	**60**	10	**33**
Percentage of total products sold or shipped subject to recalls for safety and health reasons 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	% 百分比	0	**0**	0	**0**
Business Integrity 商業誠信					
Anti-corruption 反貪污					
Number of concluded legal cases regarding corrupt practices brought against the Group or its employees 對集團或其員工提出並已審結的貪污訴訟案件	No. of Cases 個案數目	0	**0**	0	**0**
Total hours of anti-corruption training provided to employees[7] 員工接受反貪污培訓總時數[7]	hours 小時	4,140	**1,166**	1,372	**1,923**
Percentage of employees who have received anti-corruption training[7] 接受反貪污培訓的員工百分比[7]	% 百分比	98.49%	**99.3%**	77.9%	**89.3%**

[6] This includes the number of complaints filed with government departments.
包括向政府部門提出的投訴數量。

[7] We have enhanced our data collection process and begun to collect data on anti-corruption and anti-discriminatory practice training starting from FY23/24.
我們已經提升了資料收集流程，從2023/24年度開始收集反貪污及反歧視培訓的數據。

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Supply Chain Management
供應鏈管理

Region 範疇	Unit 單位	Hong Kong 香港		Chinese Mainland 中國內地		Hong Kong 香港		Chinese Mainland 中國內地	
		2024/2025	**2025/2026**	2024/2025	**2025/2026**	2024/2025	**2025/2026**	2024/2025	**2025/2026**
Distribution of Suppliers by Geographical Region 按地理區域劃分的供應商總數量									
		Food Suppliers 食品供應商				**Non-Food Suppliers 非食品供應商**			
Hong Kong 香港	No. of Suppliers 供應商數量	322	**310**	0	**0**	135	**134**	0	**0**
Chinese Mainland 中國內地	No. of Suppliers 供應商數量	12	**9**	157	**158**	3	**0**	108	**97**
Other Asian Countries 其他亞洲國家	No. of Suppliers 供應商數量	6	**6**	0	**0**	1	**0**	0	**0**
North and South America 北美洲和南美洲	No. of Suppliers 供應商數量	5	**5**	0	**0**	1	**0**	0	**0**
Australia and New Zealand 澳洲和紐西蘭	No. of Suppliers 供應商數量	1	**1**	0	**0**	0	**0**	0	**0**
Europe 歐洲	No. of Suppliers 供應商數量	2	**2**	0	**0**	0	**0**	0	**0**

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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Supplier Audit 供應商審核					
Total number of suppliers audited 接受審核的供應商總數	No. of Suppliers 供應商數量	130	**126**	241	**190**
Supplier Audit – Food Suppliers 供應商審核－食品供應商					
Number of suppliers audited 接受審核的供應商數量	No. of Suppliers 供應商數量	79	**80**	195	**155**
Number of on-site factory audited 接受工場審核的供應商數量	No. of Suppliers 供應商數量	13	**10**	54	**64**
Number of marginal-grade suppliers terminated 被終止的邊緣評級供應商數量	No. of Suppliers 供應商數量	0	**0**	0	**4**
Supplier Audit – Non-Food Suppliers 供應商審核－非食品供應商					
Number of suppliers audited 接受審核的供應商數量	No. of Suppliers 供應商數量	38	**36**	46	**35**
Number of on-site factory audited 接受工場審核的供應商數量	No. of Suppliers 供應商數量	–	**0**	11	**3**
Number of marginal-grade suppliers terminated 被終止的邊緣評級供應商數量	No. of Suppliers 供應商數量	0	**0**	0	**0**

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Region 地區	Product 產品	2024/2025	2025/2026
Food Origin by Geographical Region – Hong Kong 按地理區域劃分的食物原產地－香港			
Chinese Mainland 中國內地	Meat, seafood, vegetables and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	49.99%	**50.52%**
North and South America 北美洲和南美洲	Meat and fruit 肉類和水果	18.33%	**16.9%**
Other Asian Countries 其他亞洲國家	Meat, seafood, vegetables and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	13.59%	**13.48%**
Hong Kong 香港	Meat, seafood, vegetables and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	9.84%	**10.51%**
Europe 歐洲	Meat, dairy products and canned products 肉類、奶製品和罐頭製品	4.87%	**4.98%**
Australia and New Zealand 澳洲和紐西蘭	Meat, seafood and dairy products 肉類、海鮮和奶製品	2.67%	**2.79%**
South Africa 南非	Fruit and seafood 水果和海鮮	0.72%	**0.82%**
Africa 非洲	Basic groceries 糧油雜貨	0.01%	**0.00%**
Food Origin by Geographical Region – Chinese Mainland 按地理區域劃分的食物原產地－中國內地			
Chinese Mainland 中國內地	Meat, seafood, vegetables and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	73.9%	**74.8%**
North and South America 北美洲和南美洲	Meat and fruit 肉類和水果	14.2%	**14.1%**
Australia and New Zealand 澳洲和紐西蘭	Meat, seafood, vegetables and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	5.1%	**4.0%**
Other Asian Countries 其他亞洲國家	Meat, seafood, vegetables and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	3.6%	**3.6%**
Europe 歐洲	Meat, dairy products and canned products 肉類、奶製品和罐頭製品	2.5%	**2.7%**
Hong Kong 香港	Meat, seafood and dairy products 肉類、海鮮和奶製品	0.6%	**0.6%**
South Africa 南非	Fruit and seafood 水果和海鮮	0.1%	**0.2%**

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Environmental Performance Indicators
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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Energy Consumption[8] 能源消耗[8]					
Electricity 電力	kWh ('000) 千瓦時(千)	168,161	**162,893**	86,342	**85,391**
Stationary fuel 固定燃料	kWh ('000) 千瓦時(千)	77,120	**74,164**	4,507	**3,294**
Mobile fuel 車用燃料	kWh ('000) 千瓦時(千)	4,839	**4,909**	1,020	**744**
Energy consumption intensity[9] 能源消耗強度[9]	kWh ('000)/revenue (HK$'m or RMB'm) 千瓦時（千）／收入（百萬港元或百萬人民幣）	35.36	**35.99**	66.39	**67.35**
Greenhouse Gas (GHG) Emissions[10] 溫室氣體排放[10]					
Scope 1[11] 範圍一[11]	tonnes CO_2e 公噸二氧化碳當量	16,100	**15,544**	1,053	**770**
Scope 2[12] 範圍二[12]	tonnes CO_2e 公噸二氧化碳當量	73,548	**65,939**	34,128	**35,285**
GHG emissions intensity[9] 溫室氣體排放強度[9]	tonnes CO_2e/revenue (HK$'m or RMB'm) 公噸二氧化碳當量／收入（百萬港元或百萬人民幣）	12.67	**12.12**	25.42	**27.15**
Scope 3 範圍三	tonnes CO_2e 公噸二氧化碳當量	159,358	**153,718**	53,492	**40,762**
Air Emissions Performance[13] 氣體排放表現[13]					
Sulphur oxides (SOx) 硫氧化物	tonnes 公噸	0.013	**0.013**	0.002	**0.001**
Nitrogen oxides (NOx) 氮氧化物	tonnes 公噸	6.711	**6.72**	0.271	**0.236**
Particulate matter (PM) 顆粒物	tonnes 公噸	0.448	**0.453**	0.022	**0.021**

[8] The data covers business activities and operations over which the Group has direct operational control and full authority to introduce and implement its operating policies.
數據包括集團擁有直接營運控制權及可全權推行和執行營運政策的業務活動及營運。

[9] Energy consumption intensity, GHG emissions intensity, water use, hazardous waste, package material intensity are calculated by dividing our absolute energy consumption, GHG emissions, water consumption, total hazardous waste produced, total packaging material used in Hong Kong or Chinese Mainland by the total revenue of our operations in the respective regions within the reporting scope. The total revenue of our Hong Kong operations for 2013/14, 2023/24 and 2024/25, 2025/26 was HK$5,589 million, HK$7,176 million, HK$7,073 million, and HK$6,722 million respectively. That for our Chinese Mainland operations was RMB975 million, RMB1,384 million, RMB1,385 million and RMB1,328 respectively.
能源消耗、溫室氣體排放、用水、有害廢物及包裝物料使用強度是按香港或中國內地的絕對能源消耗、溫室氣體排放、用水量、有害廢物總數及包裝物料總量數據，除以本報告範圍內各地區的營運總收入計算。集團在2013/14、2023/24、2024/25及2025/26年度的香港營運總收入分別為5,589百萬港元、7,176百萬港元、7,073百萬港元及6,722百萬港元；而中國內地的營運總收入分別為975百萬人民幣、1,385百萬人民幣1,384百萬人民幣、及1,328百萬人民幣。

[10] Reported GHG emissions do not include those arising from outsourced operations and fugitive emissions. The Group regularly reviews its GHG emissions with a view to expanding the scope of data disclosure in future reports. Scope 1, Scope 2 and total GHG emissions are calculated with reference to the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition), issued by the Environmental Protection Department and the Electrical and Mechanical Services Department of the HKSAR Government, and How to prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs issued By Hong Kong Exchanges.
集團匯報的溫室氣體排放並不包括與外判營運及雪種相關之排放。集團將定期檢視其溫室氣體排放匯報，以期在將來的報告中擴大溫室氣體排放數據之披露範圍。範圍一、範圍二及溫室氣體總排放量之計算方法參考香港特別行政區政府環境保護署及機電工程署編寫的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的審計和報告指引》（2010版）及港交所發佈《如何編備環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》。

[11] Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include emissions from stationary fuel combustion and mobile combustion.
範圍一為直接溫室氣體排放及減除，主要包括固定燃燒源及車用燃燒源所產生的溫室氣體排放。

[12] Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas. Emission factors are obtained from local utility companies.
範圍二為消耗所購電力及煤氣所產生的間接溫室氣體排放。排放系數由當地電力及燃氣公司提供。

[13] Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles. Biodiesel-associated emissions are calculated using the same factor as diesel. This is the most closely related conversion factor available in the region.
報告的總空氣排放包括由於氣體燃料消耗和車輛排放造成的排放。生物柴油相關排放是使用與柴油相同的轉換因子計算的，這是該地區可得到的最接近的轉換因子。

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Aspect 範疇	Unit 單位	Hong Kong 香港		Chinese Mainland 中國內地	
		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Water Consumption[14] 用水量[14]					
Water consumption 用水量	m^3 ('000) 立方米（千）	2,983	**2,857**	973	**924**
Water consumption intensity[9] 水源消耗強度[9]	m^3 ('000) 立方米（千）／收入（百萬港元或百萬人民幣）	0.42	**0.42**	0.7	**0.7**
Waste Management – Central Food Processing Plants and Offices 廢物處理－中央產製中心及辦公室					
Non-hazardous waste recycled[15] 已回收的無害廢物[15]					
Waste cooking oil 廢食油	litres ('000) 升(千)	48.7	**49.4**	14.3	**15.0**
Food waste 廚餘	Tonnes 公噸	386	**335.5**	326.7	**314.8**
Paper 廢紙	Tonnes 公噸	668	**637.5**	166.2	**174.7**
Plastics 塑膠	Tonnes 公噸	78	**61**	17.2	**12**
Metal 金屬	Tonnes 公噸	135	**112.9**	61.5	**129.4**
Glass 玻璃	Tonnes 公噸	54	**36.9**	7.3	**5.9**
Hazardous waste 產生的有害廢物					
Total amount of hazardous waste produced 有害廢物總數	Tonnes 公噸	9.81	**11.67**	0.87	**1.2**
Total hazardous waste intensity[9] 有害廢物強度[9]	Tonnes/revenue (HK$'m or RMB'm) 公噸／收入（百萬港元或百萬人民幣）	0.00	**0.00**	0.00	**0.00**

[14] Water consumed is freshwater from local municipal sources.
集團的耗水均源自當地市政用水。

[15] The Group is developing a comprehensive process to collect the data on the total amount of non-hazardous data produced and strives to make the data available as soon as possible.
集團正在改善流程收集所產生的無害廢物總量數據，致力盡快提供這些數據。

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		2024/2025	**2025/2026**	2024/2025	**2025/2026**
Waste Management – Outlets 廢物處理－分店					
Non-hazardous waste recycled[16] 已回收的無害廢物[16]					
Waste cooking oil 廢食油	litres ('000) 升(千)	513.8	**518.9**	187.3	**168.5**
Food waste 廚餘	Tonnes 公噸	2482.7	**2,682**	3,415.5	**3,241.3**
Paper 廢紙	Tonnes 公噸	Note[17]	**Note[17]**	484.0	**503.8**
Plastics 塑膠	Tonnes 公噸				
Metal 金屬	Tonnes 公噸				
Glass 玻璃	Tonnes 公噸				
Use of Packaging Materials 包裝物料的使用					
Total food and beverage packaging material used[18] 用於餐飲的包裝物料總量[18]	Tonnes公噸	6,159	**5,534**	1,680	**1,809**
Food and beverage packaging material intensity[9] 餐飲包裝物料使用強度[9]	tonnes/revenue (HK$'m or RMB'm) 公噸／收入（百萬港元或百萬人民幣）	0.87	**0.82**	1.21	**1.36**

[16] Data of non-hazardous waste recycled in Macau outlets has not yet been recorded. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.
澳門分店的已回收的無害廢物暫無記錄，集團將探討收集相關數據的可行性。

[17] Non-hazardous waste including paper, plastics, metal and glass are currently not recorded in Hong Kong outlets. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.
香港分店目前並無紀錄紙張、塑膠、金屬及玻璃等回收物的回收情況，集團將探討收集相關數據的可行性。

[18] Data of packaging materials used in Macau outlets has not yet been recorded. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.
澳門分店的包裝物料數據暫無記錄，集團將探討收集相關數據的可行性。

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ASSURANCE STATEMENT

SGS HONG KONG LIMITED'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE SUSTAINABILITY REPORT 2025/26 OF CAFÉ DE CORAL HOLDINGS LIMITED

NATURE OF THE ASSURANCE/VERIFICATION

SGS Hong Kong Limited (hereinafter referred to as SGS) was commissioned by Café de Coral Holdings Limited (hereinafter referred to as CDCHL) to conduct an independent assurance of the "Sustainability Report 2025/26" (hereinafter referred to as the Report). The reporting period of the Report is 1 April 2025 to 31 March 2026.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all CDCHL's Stakeholders.

RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors, governing body and the management of CDCHL. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all CDCHL's stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised reporting and assurance guidance and standards including the principles of reporting process contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) GRI 1: Foundation 2021 for report quality, GRI 2 General Disclosure 2021 for organisation's reporting practices and other organizational detail, GRI 3 2021 for organisation's process of determining material topics, its list of material topics and how to manage each topic, and the guidance on levels of assurance contained within the AA1000 series of standards and International Standard on Assurance Engagements 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000).

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard		Level of Assurance
A	SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)	N/A
B	ISAE 3000	Limited

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information and evaluation of adherence to the following reporting criteria:

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驗證聲明

香港通用檢測認證有限公司就大家樂集團有限公司《2025/26 可持續發展報告》之可持續發展活動的報告

驗證/核證的性質

香港通用檢測認證有限公司（以下簡稱SGS）獲大家樂集團有限公司（以下簡稱大家樂）委託，對《2025/26 年可持續發展報告》(以下簡稱「報告」)進行獨立驗證。報告的報告期為2025年4月1日 - 2026年3月31日。

本驗證聲明的預期使用者

本驗證聲明旨在告知大家樂的所有持份者。

責任

報告中的資訊及匯報由大家樂的董事、監管機構及其管理層負責。SGS並未參與報告中任何材料的準備工作。

我們的責任是對驗證範圍內的文本、數據、圖表和聲明表達意見，旨在告知大家樂的所有持份者。

驗證標準、類型和等級

用於執行驗證工作的 SGS 環境、社會及管治和可持續發展報告驗證規章是依據國際公認之報告及驗證指引和標準為基礎，包括全球報告倡議組織可持續發展報告標準（GRI 標準）中包含GRI 1：基礎 2021，規定了報告信息的品質、GRI 2：一般披露 2021，用於組織說明報告實踐和其他有關組織的詳情、GRI 3：實質性議題 2021，用於組織說明其確定實質性議題的過程、實質性議題清單以及每個議題的管理方法，以及AA1000系列標準及《國際核證聘用準則3000》（修訂版）「歷史財務資料審計或審閱以外的核證聘用」(ISAE 3000) 中的驗證等級指引。

本報告的驗證根據以下的驗證標準執行:

驗證標準		驗證等級
A	SGS 環境、社會及管治和可持續發展報告驗證規章 (依據 GRI 原則及 AA1000 的指引)	N/A
B	ISAE 3000	有限

驗證範圍和報告準則

驗證範圍包括評估下列特定績效資訊的品質、準確性和可靠性，以及報告內容對下列報告準則的遵循情況:

報告準則	
1	香港聯合交易所有限公司上市規則附錄 C2 所載之《環境、社會及管治報告指引》(依據)
2	聯合國可持續發展目標 (《SDGs》) (參考)

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Reporting Criteria Options	
1	The Environmental, Social and Governance Reporting Code ("ESG Code") set out in Appendix C2 of the Listing Rules of The Stock Exchange of Hong Kong Limited (In Accordance with)
2	the UN Sustainable Development Goals (SDGs) (with references to)

ASSURANCE METHODOLOGY
The assurance comprised a combination of pre-assurance research, interviews with relevant employees, documentation and record review as well as data validation.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LIMITATIONS AND MITIGATION
Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. Note here any other specific limitations for the assurance engagement and actions taken to mitigate those limitations.

Some statements and information that were not identified as material issues were excluded from the scope of the assurance within the timescale allowed.

STATEMENT OF INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirms our independence from CDCHL, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors and sustainability professionals specializing in the Environmental, Social and Governance (ESG), environmental and carbon fields.

ASSURANCE/VERIFICATION OPINION
On the basis of the methodology described and the verification work performed, nothing has come to our attention that causes us to believe that the specified performance information included in the scope of assurance is not fairly stated and has not been prepared, in all material respects, in accordance with the reporting criteria.

We believe that CDCHL has chosen an appropriate level of assurance for this stage in their reporting.

Signed:
For and on behalf of SGS Hong Kong Limited



Miranda Kwan
Director
Business Assurance
26th June 2026

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驗證方法
本驗證包括驗證活動前調研、與相關員工訪談、文件和紀錄審查，以及數據驗證。

有限驗證委託所執行的程序存在性質上及時間的變數，並且比合理驗證委託的覆蓋少。因此，有限驗證委託所獲得的驗證等級會比合理驗證委託執行的驗證低。

使用限制和緩減
從獨立審計的財務賬目中提取的財務數據，並未在此驗證過程中追溯其原始資料。請垂注本文有關驗證委託的任何局限以及緩減有關局限而採取的行動。

在允許的驗證時間內，一些範圍內的聲明和數據由於缺少可獲取的紀錄而未被驗證。

獨立性和能力聲明
SGS集團是全球領先的檢驗、測試和驗證機構，在140多個國家營運和提供服務，服務包括管理體系和服務認證；質量、環境、社會和道德審核及培訓，以及環境、社會和可持續發展報告驗證。 SGS申明我們獨立於大家樂、與該組織、其附屬公司和持份者之間沒有偏見和利益衝突。

驗證團隊之組成基於成員對於此驗證的知識、經驗及資歷，團隊包括審核員及可持續發展專業人員，均專注於環境、社會及管治 (ESG)、環境及碳領域。

查證/驗證意見
基於上述的驗證方法及已執行的驗證工作，並沒有任何事項令我們相信在驗證範圍內和重大議題的特定績效資訊未能依循報告準則的要求作出中肯的陳述及準備。

驗證團隊認為大家樂已為此報告選擇了適當的驗證等級。

簽署：
代表香港通用檢測認證有限公司



關靜儀
總監
管理與保證
2026年6月26日

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ESG報告守則內容索引

Part B: Mandatory Disclosure Requirements
B部分：強制披露規定

Paragraph 段落	Description 描述	Reference and remarks 參考及備註
13 Governance Structure 管治架構	A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritize and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. 董事會作出的聲明中載有下列內容： (i) 披露董事會對ESG事宜的監督； (ii) 董事會的ESG管理方針及策略，包括用以評估、排列優先次序及管理重大ESG相關事宜（包括對發行人業務的風險）的程序；及 (iii) 董事會如何檢討就ESG相關目標及指標所取得的進展，並解釋該等目標及指標如何與發行人的業務相關。	Our Approach to Sustainability 我們的可持續發展方針

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Paragraph 段落	Description 描述	Reference and remarks 參考及備註
14 Reporting Principles 報告原則	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: 描述或解釋在編製ESG報告時對下列報告原則的應用：	About this Report; 關於本報告； Our Approach to Sustainability; 我們的可持續發展方針； Performance Data Summary 表現數據摘要
	Materiality 重要性	The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. ESG報告應披露： (i) 識別重大ESG因素的過程及篩選該等因素的準則； (ii) 如已進行持份者溝通，則描述已識別的重要持份者，以及發行人持份者參與的過程及結果。
	Quantitative 量化	Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. 應披露匯報排放量／能源消耗（如適用）所使用的標準、方法、假設及／或計算工具，以及轉換因素的來源。
	Consistency 一致性	The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison. 發行人應在ESG報告中披露任何有關方法或所用關鍵績效指標的變更，或任何其他影響作有意義比較的相關因素。
15 Reporting Boundary 報告範圍	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change. 解釋ESG報告的報告範圍，並描述識別哪些實體或業務納入ESG報告的過程。若範圍有所改變，發行人應解釋差異及變動原因。	About this Report 關於本報告

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Part C: "Comply or Explain" Provisions
C部分：「不遵守就解釋」條文

General Disclosure and KPIs 一般披露及關鍵績效指標	Description 描述	Reference and remarks 參考及備註
A. Environmental 環境		
Aspect A1: Emissions 層面A1：排放物		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste 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) 遵守對發行人有重大影響的相關法律及規例的資料。	Preserving the Planet Policies: 保護環境政策： Climate Change Policy 氣候變化政策 Sustainability Policy 可持續發展政策
KPI A1.1 關鍵績效指標A1.1	The types of emissions and respective emissions data 排放物種類及相關排放數據。	Preserving the Planet 保護環境 Performance Data Summary 表現數據摘要 Due to the business nature of the Group, air pollutant emissions are not considered to be material topic. 基於集團的業務性質，廢氣排放不被視為重大議題。
KPI A1.3 關鍵績效指標A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity 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）。	Preserving the Planet 保護環境
KPI A1.4 關鍵績效指標A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity 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）。	Preserving the Planet 保護環境

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KPI A1.5 關鍵績效指標A1.5	Description of emission target(s) set and steps taken to achieve them 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。	Preserving the Planet 保護環境
KPI A1.6 關鍵績效指標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 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。	Preserving the Planet 保護環境
Aspect A2: Use of Resources 層面A2：資源使用		
General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials 有效使用資源（包括能源、水及其他原材料）的政策。	Preserving the Planet 保護環境
KPI A2.1 關鍵績效指標A2.1	Direct and/ or indirect energy consumption by type in total (kWh in '000s) and intensity 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）。	Preserving the Planet 保護環境 Performance Data Summary 表現數據摘要
KPI A2.2 關鍵績效指標A2.2	Water consumption in total and intensity 總耗水量及密度（如以每產量單位、每項設施計算）。	Preserving the Planet 保護環境 Performance Data Summary 表現數據摘要
KPI A2.3 關鍵績效指標A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them 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。	Preserving the Planet 保護環境
KPI A2.4 關鍵績效指標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 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。	Preserving the Planet 保護環境
KPI A2.5 關鍵績效指標A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced 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。	Performance Data Summary 表現數據摘要

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Aspect A3: The Environment and Natural Resources 層面A3：環境及天然資源		
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources 減低發行人對環境及天然資源造成重大影響的政策。	Preserving the Planet 保護環境
KPI A3.1 關鍵績效指標A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them 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。	Preserving the Planet 保護環境
B. Social 社會－僱傭及勞工常規		
Aspect B1: Employment 層面B1：僱傭		
General Disclosure 一般披露	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 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) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees Policies: 員工為本 政策： Human Rights and Equal Employment Opportunity Policy 人權及平等就業機會政策
KPI B1.1 關鍵績效指標B1.1	Total workforce by gender, employment type, age group and geographical region 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。	Empowering our Employees 員工為本 Performance Data Summary 表現數據摘要
KPI B1.2 關鍵績效指標B1.2	Employee turnover rate by gender, age group and geographical region 按性別、年齡組別及地區劃分的僱員流失比率。	Empowering our Employees 員工為本 Performance Data Summary 表現數據摘要

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Aspect B2: Health and Safety 層面B2：健康與安全		
General Disclosure 一般披露	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 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) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees Policy: 員工為本 政策： Occupational Safety Policy 職業安全政策
KPI B2.1 關鍵績效指標B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year 過去三年（包括匯報年度）每年因工亡故的人數及比率。	Empowering our Employees 員工為本 Performance Data Summary 表現數據摘要 There were no work-related fatalities occurred in the past seven years. 過去七年並無因工亡故事件。
KPI B2.2 關鍵績效指標B2.2	Lost days due to work injury 因工傷損失工作日數。	Empowering our Employees 員工為本 Performance Data Summary 表現數據摘要
KPI B2.3 關鍵績效指標B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored 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。	Empowering our Employees 員工為本

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General Disclosure and KPIs 一般披露及關鍵績效指標	Description 描述	Reference and remarks 參考及備註
Aspect B3: Development and Training 層面B3：發展及培訓		
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities 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。	Empowering our Employees Policy: 員工為本 政策： Performance Management System Policy 績效管理制度政策
KPI B3.1 關鍵績效指標B3.1	The percentage of employees trained by gender and employee category 按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。	Empowering our Employees 員工為本 Performance Data Summary 表現數據摘要
KPI B3.2 關鍵績效指標B3.2	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Empowering our Employees 員工為本 Performance Data Summary 表現數據摘要
Aspect B4: Labour Standards 層面B4：勞工準則		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees Policy: 員工為本 政策： Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy: 員工招聘指引及防止聘用非法員工政策 Human Rights and Equal Employment Opportunity Policy 人權及平等就業機會政策

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KPI B4.1 關鍵績效指標B4.1	Description of measures to review employment practices to avoid child and forced labour 描述檢討招聘慣例的措施以避免童工及強制勞工。	Empowering our Employees 員工為本
KPI B4.2 關鍵績效指標B4.2	Description of steps taken to eliminate such practices when discovered 描述在發現違規情況時消除有關情況所採取的步驟。	Empowering our Employees 員工為本
Aspect B5: Supply Chain Management 層面B5：供應鏈管理		
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain 管理供應鏈的環境及社會風險政策。	Focusing on Food Policy: 專注食物 政策： Supplier Code of Conduct 供應商行為守則 Sustainable Procurement Policy 綠色採購政策
KPI B5.1 關鍵績效指標B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目。	Focusing on Food 專注食物
KPI B5.2 關鍵績效指標B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored 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，以及相關執行及監察方法。	Focusing on Food 專注食物
KPI B5.3 關鍵績效指標B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored 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。	Focusing on Food 專注食物
KPI B5.4 關鍵績效指標B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Focusing on Food 專注食物

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General Disclosure and KPIs 一般披露及關鍵績效指標	Description 描述	Reference and remarks 參考及備註
Aspect B6: Product Responsibility 層面B6：產品責任		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Catering to Customers 以客為先 Focusing on Food 專注食物 Our Approach to Sustainability Policy: 我們的可持續發展方針 政策： Corporate Food Safety Policy 集團食物安全政策 Privacy Policy 私隱政策
KPI B6.1 關鍵績效指標B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons 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。	Focusing on Food 專注食物
KPI B6.2 關鍵績效指標B6.2	Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法。	Catering to Customers 以客為先 Focusing on Food 專注食物
KPI B6.3 關鍵績效指標B6.3	Description of practices relating to observing and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例。	Catering to Customers 以客為先
KPI B6.4 關鍵績效指標B6.4	Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序。	Catering to Customers 以客為先 Focusing on Food 專注食物
KPI B6.5 關鍵績效指標B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored 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。	Our Approach to Sustainability 我們的可持續發展方針

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General Disclosure and KPIs 一般披露及關鍵績效指標	Description 描述	Reference and remarks 參考及備註
Aspect B7: Anti-corruption 層面B7：反貪污		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Our Approach to Sustainability Policies: 我們的可持續發展方針 政策： Anti-corruption Policy 反貪污政策 Conflict of Interest Policy 利益衝突政策 Whistleblowing Policy 舉報政策
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Year and the outcomes of the cases 於匯報期內對發行人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。	Our Approach to Sustainability 我們的可持續發展方針 There was no legal case regarding corrupt practices concluded during the reporting year. 於報告年度內，並無發生指控本集團或其員工貪污之已審結訴訟案件。
KPI B7.2 關鍵績效指標B7.2	Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored 描述防範措施及舉報程序，以及相關執行及監察方法。	Our Approach to Sustainability 我們的可持續發展方針
KPI B7.3 關鍵績效指標B7.3	Description of anti-corruption training provided to directors and staff 描述向董事及員工提供的反貪污培訓。	Our Approach to Sustainability 我們的可持續發展方針

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Aspect B8: Community Investment 層面B8：社區投資		
General Disclosure 一般披露	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 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。	Catering to Customers 以客為先
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。	Catering to Customers 以客為先
KPI B8.2 關鍵績效指標B8.2	Resources contributed to the focus area 在專注範疇所動用資源（如金錢或時間）。	Catering to Customers 以客為先

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Part D: Climate-related Disclosures
D部分：氣候相關披露

Reference Paragraph 參考段落	Description 描述	Reference and remarks 參考及備註
Governance 管治		
19 *IFRS S2 para. 6* *IFRS S2第6段*	An issuer shall disclose information about: 發行人須披露以下資訊： (a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: (i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; (ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities; (iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; (iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and (a) 負責監督氣候相關風險與機遇的管治機構（可包括董事會、委員會或其他同等治理機構）或個人的資訊。具體而言，發行人應識別有關機構或個人及披露以下資訊： (i) 該機構或個人如何釐定當前或將來是否有適當的技能與和勝任能力來監督應對氣候相關風險與機遇的策略； (ii) 該機構或個人獲悉氣候相關風險與機遇的方式和頻率； (iii) 該機構或個人在監督發行人的策略、重大交易決策、風險管理程序及相關政策的過程中，如何考慮氣候相關風險與機遇，包括該機構或個人是否有考慮與該等風險及機遇相關的權衡評估； (iv) 該機構或個人如何監督與氣候相關風險與機遇的目標制定並監察達標進度（見第37至40段），包括括是否將相關績效指標納入薪酬政策以及如何納入（見第35段）；及	Our Approach to Sustainability; Preserving the Planet 我們的可持續發展方針；保護環境

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Reference Paragraph 參考段落	Description 描述	Reference and remarks 參考及備註
	(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: (i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and (ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. (b) 管理層在用以監察、管理及監督氣候相關風險與機遇的管治流程、監控及程序中的角色，包括以下資訊： (i) 該角色是否被委託給特定的管理層人員或管理層委員會以及如何對該人員或委員會進行監督；及 (ii) 管理層可有使用監控措施及程序協助監督氣候相關風險與機遇，如有，這些監控措施及程序如何與其他內部職能部門進行整合。	Our Approach to Sustainability; Preserving the Planet 我們的可持續發展方針；保護環境
Strategy 策略		
20 *IFRS S2 para. 10* *IFRS S2第10段*	An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall (a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term; (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making. 發行人須披露其資訊，以便理解其合理預期可能在短期、中期或長期影響其現金流量、融資渠道或資本成本的氣候相關風險與機遇。具體而言，發行人應： (a) 描述合理預期可能在短期、中期或長期影響發行人的現金流量、融資渠道或資本成本的氣候相關風險與機遇； (b) 就發行人已識別的每項氣候相關風險，解釋發行人認為該風險是氣候相關物理風險或與氣候相關轉型風險； (c) 就發行人已識別的每項氣候相關風險與機遇，具體說明其合理預期可能影響發行人的時間範圍（短期、中期或長期）；及 (d) 解釋發行人如何定義短期、中期及長期，以及這些定義如何與其策略決定規劃範圍掛鈎。	Preserving the Planet 保護環境

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Reference Paragraph 參考段落	Description 描述	Reference and remarks 參考及備註
21 *IFRS S2 para. 13* *IFRS S2第13段*	An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose: (a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and (b) a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). 發行人須披露讓人了解氣候相關風險與機遇對其商業模式及價值鏈的當前及預期影響的資訊。具體而言，發行人須作如下披露： (a) 描述氣候相關風險與機遇對發行人商業模式及價值鏈的當前及預期影響；及 (b) 描述在發行人的商業模式及價值鏈中，氣候相關風險與機遇集中的地方（例如，地理區域、設施及資產類型）。	Preserving the Planet 保護環境
22 *IFRS S2 para. 14* *IFRS S2第14段*	An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose: (a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about: (i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities; (ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and (iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and (b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a). 發行人須披露資訊讓人了解氣候相關風險與機遇對其策略及決策的影響的資訊。具體而言，發行人須披露： (a) 有關發行人已經及將來計劃在其策略和決策中如何應對氣候相關風險和機遇的資訊，包括發行人計劃如何實現任何其所設定的氣候相關目標，以及任何法律或法規要求達到的目標。具體而言，發行人須披露以下資訊： (i) 因應氣候相關風險和機遇而在當前及預期將來對發行人業務模式（包括資源配置）作出的變動； (ii) 已經或預期將進行的任何適應或減緩工作（直接或間接）； (iii) 發行人任何與氣候相關轉型計劃（包括制定轉型計劃時使用的主要假設的資訊，以及該計劃所依賴的因素），或若發行人並未有這樣的計劃，則作適當的否定聲明； (iv) 發行人計劃如何實現第37至40段所述的任何氣候相關目標（包括任何溫室氣體排放目標（如有））；及 (b) 有關發行人當前及將來計劃如何為根據第22(a)段披露的行動提供資源。	Preserving the Planet 保護環境

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Reference Paragraph 參考段落	Description 描述	Reference and remarks 參考及備註
23 *IFRS S2 para. 14* *IFRS S2第14段*	An issuer shall disclose information about the progress of plans disclosed in previous reporting years in accordance with paragraph 22(a). 發行人須披露先前各匯報期內按照第22(a)段披露的計劃進展。	Preserving the Planet 保護環境
24 *IFRS S2 para. 16* *IFRS S2第16段*	An issuer shall disclose qualitative and quantitative information about: (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting year; and (b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting year to the carrying amounts of assets and liabilities reported in the related financial statements. 發行人須披露有關以下定性及量化資訊： (a) 氣候相關風險與機遇如何影響發行人在匯報期的財務狀況、財務表現及現金流量；及 (b) 當存在將導致下一匯報年度相關財務報表中的資產和負債賬面價值發生重要調整的重大風險時，關於第24(a)段中識別的氣候相關風險和機遇的資訊。	Preserving the Planet 保護環境 There is minimal risk of a substantial adjustment occurring in the upcoming annual reporting year. 在下一個年度報告年度內發生重大調整的風險甚微。
25 *IFRS S2 para. 16* *IFRS S2第16段*	The issuer shall provide qualitative and quantitative disclosures about: (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities. 發行人須提供以下定性及定量披露： (a) 發行人經考慮其管理氣候相關風險和機遇的策略後，並考慮到以下各項，預期其財務狀況於短期、中期及長期內將如何變化，並考慮： (i) 其投資及處置計劃；及 (ii) 其為實施策略所需的資金來源；及 (b) 基於發行人管理氣候相關風險與機遇的策略，其預期財務表現及現金流量於短期、中期及長期的變化。	Preserving the Planet 保護環境 The Group does not currently expect climate related risks and opportunities to have a material impact on its financial position, financial performance or cash flows over the short, medium or long term. Looking ahead, we will consider the practicality and usefulness of undertaking more detailed quantification of the financial effects of climate related factors, with a view to incorporating such analysis into future reporting where appropriate. 集團目前預期氣候相關風險與機遇不會對其短期、中期或長期的財務狀況、財務表現或現金流量產生重大影響。展望未來，我們將考慮對氣候相關因素的財務影響進行更詳細量化的可行性及實用性，以便在適當時將此類分析納入未來報告。

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26 *IFRS S2 para. 22* *IFRS S2第22段*	An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose: (a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of: (i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and (iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term; 在考慮發行人已識別的氣候相關風險和機遇後，發行人須披露資訊，使他人了解發行人的策略及業務模式對氣候相關變化、發展或不確定性的韌性。發行人須按與其情況相稱的做法，使用與氣候相關的情景分析來評估其氣候韌性。提供量化資訊時，發行人可披露單一數額或區間範圍。具體而言，發行人須披露： (a) 發行人截至匯報日對其氣候韌性的評估，其有助於了解： (i) 發行人的分析結果對其策略和業務模式的影響（如有），包括發行人需要如何應對氣候相關情景分析中確定的影響； (ii) 發行人對氣候韌性的評估中考慮的重大不確定因素的範疇；及 (iii) 發行人根據氣候發展調整其短期、中期和長期策略和業務模式的能力；	Preserving the Planet 保護環境

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	(b) how and when the climate-related scenario analysis was carried out, including: (i) information about the inputs used, including: (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); (ii) the key assumptions the issuer made in the analysis; and (iii) the reporting year in which the climate-related scenario analysis was carried out. (b) 如何及何時進行氣候相關情景分析，包括： (i) 使用的輸入數據，包括： (1) 發行人在分析中使用的氣候相關情境及該來源； (2) 分析是否涵蓋多種不同的氣候相關情境； (3) 分析所使用的氣候相關情境是否與氣候相關轉型風險或氣候相關物理風險有關； (4) 發行人在其情境中是否使用了與最新氣候變化國際協議一致的情境； (5) 發行人為何認為所選擇的氣候相關情境與評估其對氣候相關變化、發展或不確定性的韌性相關； (6) 發行人在分析中使用的時間範圍；及 (7) 發行人分析中所涵蓋的營運範圍（例如分析所涵蓋的營運地點及業務單位）； (ii) 發行人在分析中作出的關鍵假設；及 (iii) 進行氣候相關情境分析的匯報期。	Preserving the Planet 保護環境

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Risk Management 風險管理		
27 *IFRS S2 para. 25* *IFRS S2第25段*	An issuer shall disclose information about: 發行人須披露以下資訊：	–
	(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: (i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; (v) how the issuer monitors climate-related risks; and (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting year; (a) 發行人用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策，包括有關以下方面的資訊： (i) 發行人使用的輸入資料及參數（例如資料來源及程序所涵蓋的業務範圍）； (ii) 發行人可有及如何使用氣候相關情境分析來識別相關風險； (iii) 發行人如何評估有關風險的影響的性質、可能性及程度（例如發行人可有考慮定性因素、量化門檻或其他所用標準）； (iv) 發行人可有及如何就氣候相關風險相對於其他類型風險的優次排列； (v) 發行人如何監察其氣候相關風險；及 (vi) 與上一個匯報期相比，發行人可有及如何改變其使用的流程； 保護環境	Preserving the Planet 保護環境
	(b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and (b) 發行人用以識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的的流程（包括發行人可有及如何使用氣候相關情境分析來確定氣候相關機遇的資訊）；及	Preserving the Planet 保護環境
	(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process. (c) 氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何。	Preserving the Planet 保護環境

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Metrics and Targets 指標和目標		
28 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose its absolute gross greenhouse gas emissions generated During the Year, expressed as metric tons of CO2 equivalent, classified as: (a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emissions. 發行人須披露匯報期內產生的溫室氣體絕對排放總量（以公噸二氧化碳當量表示），並分為： (a) 範圍一溫室氣體排放； (b) 範圍二溫室氣體排放；及 (c) 範圍三溫室氣體排放。	Preserving the Planet 保護環境 Performance Data Summary 表現數據摘要
29 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall: (a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions; (b) disclose the approach it uses to measure its greenhouse gas emissions including: (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions During the Year and the reasons for those changes; 發行人須： (a) 除非管轄機關或發行人上市之另一交易所另有要求，否則發行人須根據《溫室氣體核算體系：企業核算與報告標準（2004年）》計量其溫室氣體排放； (b) 披露其用於計量溫室氣體排放的方法，包括： (i) 發行人用於計量其溫室氣體排放的計量方法、輸入資料及假設； (ii) 發行人為何選擇該計量方法、輸入資料及假設計量溫室氣體排放；及 (iii) 發行人於匯報期對計量方法、輸入資料及假設進行的任何變更以及變更原因；	Performance Data Summary 表現數據摘要

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	(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and (c) 就根據第28(b)段披露的範圍二溫室氣體排放，披露其以地域為基準的範圍二溫室氣體排放，並提供有助於了解該排放的任何所需合約文書的資訊；及	Performance Data Summary 表現數據摘要
	(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). (d) 就根據第28(c)段披露的範圍三溫室氣體排放，根據《溫室氣體核算體系：企業價值鏈（範圍3）核算與報告標準》（2011年）所述的範圍三類別，披露發行人計量範圍三溫室氣體排放中包含的類別。	Preserving the Planet 保護環境
30 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks. 發行人須披露容易受氣候相關轉型風險影響的資產或業務活動的金額及百分比。 我們尚未披露易受氣候相關轉型風險影響的資產或業務活動的數據。	We have not disclosed data regarding asset or business activities vulnerable to climate-related transition risk. Given the nature of our food and beverage operations, we determined that climate change is not a material issue and does not impose a significant impact. Nevertheless, we are reviewing our climate risk assessment process and aim to disclose relevant information in the future. 鑑於我們餐飲業務的性質，我們確定氣候變化並非重大議題，且不會造成重大影響。儘管如此，我們正在檢討氣候風險評估流程，並旨在未來披露相關資訊。
31 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks. 發行人須披露容易受氣候相關物理風險影響的資產或業務活動的金額及百分比。	
32 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities. 發行人須披露涉及氣候相關機遇的資產或業務活動的金額及百分比。	
33 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities. 發行人須披露用於氣候相關風險與機遇的資本開支、融資或投資金額。	

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34 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose: (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making. 發行人須披露如下： (a) 闡釋發行人可有及如何在決策中應用碳定價（例如投資決策、轉移定價及情景分析）；及 (b) 發行人用於評估其溫室氣體排放成本的每公噸溫室氣體排放定價； 或適當的否定聲明，確認發行人沒有在決策中應用碳價格。	The Group currently does not apply a carbon price in decision-making. 集團目前未於決策中應用碳價格。
35 *IFRS S2 para. 29* *IFRS S2第29段*	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv). 發行人須披露氣候相關考量因素可有及如何納入薪酬政策，或提供適當的否定聲明。這可能構成根據第19(a)(iv)段作出的披露的一部分。	The Group currently does not factor climate-related considerations into remuneration policy. We will explore the feasibility of incorporating these considerations into our remuneration policy in future. 集團目前未將氣候相關考量因素納入薪酬政策。我們將在未來探討將此等考量因素納入薪酬政策的可行性。
36 *IFRS S2 para. 32* *IFRS S2第32段*	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks. 鼓勵發行人披露與一項或多項特定的業務模式和活動有關的行業常見特徵有關的行業指標。在決定披露哪些行業指標時，本交易所鼓勵發行人參考《〈國際財務報告可持續披露準則S2號〉行業披露指南》和其他國際環境、社會及管治報告框架規定的行業披露要求所述的與披露主題相關的行業指標，並考慮其是否適用。	The Group currently does not apply industry-based metrics in disclosure. We will keep assessing the necessity of industry-based metrics application for future reporting years. 集團目前在披露中未應用作業基礎指標。我們將持續評估在未來報告年度應用作業基礎指標的必要性。

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37 *IFRS S2 para. 33* *IFRS S2第33段*	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose: (a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) milestones or interim targets (if any); (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. 發行人須披露：(a)其為監察實現其策略目標的進展而設定的與氣候相關的定性及量化目標；及(b)法律或法規要求發行人達到的任何目標，包括任何溫室氣體排放目標。發行人須就每個目標逐一披露： (a) 用於設定目標的指標； (b) 目標的目的（例如緩解、適應或科學為基礎的舉措）； (c) 目標的適用範圍（例如目標是適用於發行人整體還是僅適用於發行人的整個集團還是部分（如僅適用於某個業務單位或地理區域））； (d) 目標的適用期間； (e) 衡量進度的基準期間； (f) 階段性目標或中期目標（如有）； (g) 如屬量化目標，其屬絕對目標還是強度目標；及 (h) 最新氣候變化國際協議（包括該協議產生的司法承諾）如何幫助發行人設定目標。	Preserving the Planet 保護環境

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38 *IFRS S2 para. 34* *IFRS S2第34段*	An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: 發行人須披露其設定及審核每項目標的方法，以及其如何監察達標進度，包括：	–
	(a) whether the target and the methodology for setting the target has been validated by a third party; (a) 目標本身及設定目標的方法是否經第三方驗證；	The Group currently does not validate the target and the methodology for setting the target by a third party. We will evaluate the feasibility of third-party validation on targets and methodologies for future reporting years. 集團目前並無由第三方驗證目標及設定目標的方法。我們將評估在未來報告年度就目標及方法進行第三方驗證的可行性。
	(b) the issuer's processes for reviewing the target; (b) 發行人審核目標的程序；	Preserving the Planet 保護環境
	(c) the metrics used to monitor progress towards reaching the target; and (c) 用於監察達標進度的指標；及	Preserving the Planet 保護環境
	(d) any revisions to the target and an explanation for those revisions. (d) 任何修訂目標的內容及原因。	No major revisions have been made to climate-related targets during the reporting year. 於報告年度內，並無對氣候相關目標作出重大修訂。
39 *IFRS S2 para. 35* *IFRS S2第35段*	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance. 發行人須披露有關每項氣候相關目標的績效的資訊及對發行人績效的趨勢或變化分析。	Preserving the Planet 保護環境

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40 *IFRS S2 para. 36* *IFRS S2第36段*	For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: 就按第37至39段披露的每一項溫室氣體排放目標，發行人須披露：	–
	(a) which greenhouse gases are covered by the target; (a) 目標涵蓋哪些溫室氣體；	Preserving the Planet 保護環境
	(b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (b) 目標是否涵蓋範圍一、範圍二或範圍三溫室氣體排放；	Preserving the Planet 保護環境 Scope 3 greenhouse gas emissions are not covered by the target during the reporting year. We will keep assessing the necessity of target setting on scope 3 emissions for future reporting years. 於報告年度內，目標並未涵蓋範圍三溫室氣體排放。我們將持續評估在未來報告年度就範圍三排放設定目標的必要性。
	(c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (c) 此目標是溫室氣體排放總量目標還是溫室氣體淨額排放目標。如為溫室氣體排放淨額目標，發行人須另外披露相關的溫室氣體排放總量目標；	We consider our target as a gross GHG emissions target. 我們視我們的目標為溫室氣體排放總量目標。
	(d) whether the target was derived using a sectoral decarbonisation approach; and (d) 目標是否採用行業脫碳方法得出；及	Our targets are not derived using a sectoral decarbonisation approach. 我們的目標並非使用行業脫碳方法得出。

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	(e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset). (e) 發行人計劃使用碳信用抵銷溫室氣體排放以實現任何溫室氣體淨排放目標。。關於使用碳信用的計劃，發行人須披露： (i) 依賴使用碳信用以實現任何溫室氣體排放淨額目標的程度及方式； (ii) 該碳信用將由哪些第三方計劃驗證或認證； (iii) 碳信用的類型，包括相關抵銷是否是基於自然還是基於技術的碳消除，以及相關抵銷是通過減碳還是碳移除實現的；及 (iv) 為讓人了解發行人計劃使用的碳信用的可信度及完整性所必需的任何其他因素（例如，對碳抵銷效果的假設）。	The Group does not currently use carbon credits to offset greenhouse gas emissions. We are committed to optimising energy efficiency and climate resilience in our business operation and will keep assessing the necessity of purchasing carbon credits in the future. 集團目前並無使用碳信用額度抵銷溫室氣體排放。我們致力於優化業務營運的能源效益及氣候韌性，並將持續評估未來購買碳信用額度的必要性。
41 *IFRS S2 para. 23, 37* *IFRS S2第23, 37段*	In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36). 在編製披露以符合第21至26段及第37至38段的規定時，發行人須參考(i)跨行業指標（見第28至35段）及(ii)行業指標（見第36段）） 並考慮其是否適用。	The Group currently does not apply cross-industry metrics and industry-based metrics in disclosure. We will keep assessing the necessity of cross-industry metrics and industry-based metrics application for future reporting years. 集團目前在披露中並無應用跨行業指標及行業基礎指標。我們將持續評估在未來報告年度應用跨行業指標及行業基礎指標的必要性。

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