



新希望六和
NEW HOPE LIUHE

| 可信赖的力量



2025 Sustainability Report

New Hope Liuhe Co., Ltd.
Stock Code: 0008776.SZ



Quality inspection of chicks at New Hope Indonesia's poultry breeding base before delivery to farmers. — This project was selected for the 70th Anniversary Exhibition of the Bandung Conference and the China-Indonesia Economic and Trade Cooperation Achievements Exhibition in 2025.

CONTENTS

Opening

Message from the Chair	01	About New Hope Liuhe Sustainable Development Strategies and Progress	02
		Special Feature: Embracing AI to Unlock New Quality Productive Forces in Agriculture	03
			05
		New Technologies: Building a Full-Chain AI-Enabled Intelligent Ecosystem	05
		New Models: Reshaping the Agricultural Value Chain	06

Main body

1 Efficient Governance Strengthening the Foundation for Development		2 Premium Products for Accessible Nutrition and Health	
Party Building Efforts	09	R&D in Nutrition and Health	29
Corporate Governance	10	Advancing Smart Farming	32
Sustainable Development Governance	14	Rigorous Quality and Safety Control	34
Risk and Compliance Management	18	Service Quality Enhancement	38
Business Ethics	20	Supply Chain Management	40
Tax Transparency	23		
Information Security and Privacy Protection	24		
3 Green Industry for a Thriving Natural Ecosystem		4 Value Co-creation for Common Prosperity	
Sustainable Agriculture	45	Enabling Employee Growth	61
Sustainable Operations	48	Empowering Farmers	73
Addressing Climate Change	51	Caring for Society	74
Ecosystem and Biodiversity Conservation	56		

Closing

About This Report	80
Key Performance Table	81
Indicator Index Table	85
Feedback Form	87

Message from the Chair

Strengthening Development Resilience Through Innovation and Fulfilling Corporate Mission Through Responsibility



Dear colleagues, shareholders, partners, and friends from all sectors of society,
Greetings to you all!
Looking back on 2025, international trade was marked by uncertainty, China’s economy embarked on a new journey of development, and the energy revolution accelerated the transition toward a greener future. Meanwhile, the rapid rise of AI reshaped industries across the board. The agriculture and animal husbandry industry in which we operate also accelerated the integration of new technologies, the launch of new products, the exploration of new channels, and expansion into new markets, embracing a future filled with both opportunities and challenges. As a fully integrated enterprise connecting fields to dining tables, New Hope Liuhe has remained committed to its mission of “profiting farmers and benefiting food consumers” while responding to the changes and challenges of the times. Guided by our “wartime culture,” we pursued progress while maintaining operational stability: our Feed Sector maintained its global leadership position, the Pig Sector steadily reduced costs and improved efficiency, and our Overseas Sector achieved rapid growth. At the same time, the direction of our “Tree of Hope” ESG strategy became even clearer, and this report presents our sustainability practices and achievements over the past year.

Advancing Through Innovation to Strengthen Development Resilience
We fully embraced the “AI + Agriculture” landscape and leveraged digital and intelligent transformation to drive business innovation. Through the self-developed “Pig Chip” and the establishment of industry partnerships, we continued to strengthen our capabilities in breeding technologies. The “Zhu Xiaoxin” intelligent operation platform not only supports our own lean management, but also helps partner farmers improve efficiency and reduce costs. Driven by scientific and technological innovation, we continued to strengthen the resilience of corporate development. During the year, the Company received nine provincial-, ministerial-, and municipal-level science and technology awards, while 11 national and industry standards led by the Company officially came into effect. The number of users on our feed e-commerce platform exceeded 100,000. Through full-chain quality control covering breeding, feeding, slaughtering, and processing, we achieved a 100% pass rate in market inspections throughout the year, providing consumers with safer,

healthier, and more customized product choices.

Moving Toward a Greener Future Through Low-Carbon Development
We continued to optimize our energy structure and accelerate the transition toward clean energy. During the year, newly grid-connected photovoltaic installed capacity reached 4.42 MW, while installed energy storage capacity reached 0.26 MWh. Total operational photovoltaic installed capacity reached 19.64 MW, with an additional 27.57 MW under construction. We also actively promoted the circular agriculture model integrating crop farming and livestock breeding. During the year, 16.32 million tonnes of treated water were recycled for farmland use, and around 98,800 tonnes of fermented organic fertilizer were produced. The Company cumulatively secured certified carbon emission reduction credits totaling 925,100 tonnes. Across our various business segments, we conserved a total of 748,400 tonnes of grain through feed formula optimization, breeding improvements, and scientific feeding practices. Through concrete actions, we continued to bring the philosophy that “lucid waters and lush mountains are invaluable assets” into practice and deliver tangible results.

Growing Together for a Better and More Harmonious Future
We strive to balance economic and social value creation, ensuring that the Company’s development benefits a broader range of stakeholders. Through industry-driven development, we cooperated with 2,900 farming households during the year, with total contract farming settlement payments exceeding RMB 2.03 billion and average earnings per household surpassing RMB 960,000. In talent cultivation, the fifth “Village Head Course” was successfully held, where I shared with more than 100 participants insights on enduring through industry downturns with long-term commitment and resilience. We also remained dedicated to public welfare initiatives. In the 10th season of the Hope and Wish Plan, we established reading rooms for children in mountainous areas, while the Warm Winter Campaign entered its 12th year by delivering down jackets to kindergartens in high-altitude regions. Continuing the legacy of the Guangcai Program, our women’s training initiative in Bangladesh achieved its target of training 9,000 participants, while the first cohort of 100 female trainees in Egypt successfully completed their programs. From the earthquake in Myanmar to flooding in Indonesia and typhoons in Vietnam, New Hope Liuhe employees actively provided disaster relief and assistance to communities in need, allowing the spirit of the Guangcai Program to take root overseas and contributing a Chinese example of “common prosperity” both at home and abroad.

Deep roots nurture flourishing branches, and strong foundations support lasting growth. Looking back over the past three years, the industry has yet to fully emerge from difficult times, and we continue to persevere through challenges while building strength for the future. Yet like a winding snake steadily moving forward, we remain firmly committed to progress. Standing at the new starting point of the 15th Five-Year Plan period, New Hope Liuhe will continue to uphold its corporate responsibilities, strengthen resilience through technological innovation, reinforce its foundation through sound governance, and earn trust through superior products. We will remain committed to green development and shared value creation as we work together with all stakeholders to build a brighter future for the sustainable development of the agriculture and animal husbandry industry and contribute to people’s aspirations for a better life.

About New Hope Liuhe

New Hope Liuhe (SZ.000876) is the largest operating industrial segment of New Hope Group. The Company was listed on the Shenzhen Stock Exchange in 1998. Rooted in the agriculture and animal husbandry industry, the Company’s core businesses include feed production, pig farming, and meat processing. As one of the leading enterprises in agriculture industrialization, we leverage our influential role to drive broader impacts, committed to building a safe and healthy broader food industry value chain by integrating resources globally. Our operations span across China and extend to 15 countries, including Vietnam, the Philippines, Indonesia, Singapore, and Egypt, all aimed at supporting people’s aspirations for a better life.

Corporate Culture

Mission

Profiting farmers and benefiting food consumers

We aim to become a globally trusted supplier and integrated service provider of high-quality protein and food by offering safe, reliable, and demand-oriented products and services.

Vision

Becoming a leader in farming and food industries

We leverage our role as a leading enterprise in agricultural industrialization to integrate global resources and build a safe and healthy food industry chain. At the same time, we support farmers in increasing their income, meet consumer demand for safe meat products, and contribute to social progress and development.

Industry Position

New Hope Group Co., Ltd.

2025 Fortune Global 500 Ranked 426th	2025 China Top 500 Enterprises Ranked 103rd	2025 Hurun China 500 Ranked 354th	Selected for the fourth consecutive year as one of the 2025 Fortune Most Admired Chinese Companies.
---	--	--	---

New Hope Liuhe Co., Ltd.

2025 China’s Top 500 Private Enterprises Ranked 97th	2025 China’s Top 500 Private Manufacturing Enterprises Ranked 66th	2025 Sichuan Top 100 Private Enterprises Ranked 3rd	Recognized as a Technology Innovation Model Enterprise by the Sichuan Feed Industry Association
---	---	--	---

Operating Performance

Total assets: RMB

114.2

billion

Operating revenue: RMB

106.9

billion

Feed sales volume:

29.74

million tonnes

Pig output:

17.55

million heads

Sustainability Strategy and Progress

Guided by its “Tree of Hope” ESG strategy, New Hope Liuhe is systematically integrating the framework into business decision-making and day-to-day operations. Anchored in the principles of consolidating its foundation, driving sustainable growth, and empowering its broader ecosystem, the Company is committed to serving as a trusted corporate citizen that co-creates shared value and builds a common future alongside all stakeholders.

The Tree of Hope ESG Strategy

Strategic Dimension	UN SDGs	Material Topic	Key Performance Indicators
Deep Roots: Consolidating the Foundation		Human Capital Development	New employment created: 7,954 Female representation in management roles: 16.07% Average training hours per employee: 26.6
		Corporate Governance and Business Ethics	Resolution rate of valid reports: 100% Employee anti-corruption training hours: 60,300 Supplier <i>Sunshine Cooperation Agreement signing rate</i> : 100%
Flourishing Branches: Driving Growth		Product Responsibility	Quality training participation: 5,468 person-times Market inspection pass rate: 100% Product recalls and negative product incidents: 0 Average customer satisfaction score: 98.5 Market spot check pass rate: 100%
		Digitalization and Technological Innovation	R&D investment: RMB 191.35 million Science and technology innovation platforms at various levels: 54 Cumulative valid patents: 1,361
		Sustainable Supply Chain	Total qualified suppliers: 4,261 Suppliers qualified through desk/on-site evaluations: 3,169 Supply chain digital platform launch rate: 100%
		Ecological Farming	Total investment in environmental protection: RMB 150.60 million Fermented manure produced: 98,800 tonnes Reclaimed water returned to farmland: 16.32 million tonnes
		Climate Change Response	Biological carbon sequestration: 157,500 ,CO ₂ e Operational PV power generation: 15.60 million kWh Total certified carbon emission reduction credits: 925,100 tonnes GHG emission intensity: 12.10 ,CO ₂ e/RMB million revenue
Abundant Leaves: Empowering the Ecosystem		Promoting Nutritional Accessibility	Completed comprehensive carcass grading of mainstream black pig breeds, improving the premium-grade slaughter rate by over 10% Led or contributed to the development of 3 national standards, 6 industry standards, and 2 group standards for feed and meat products, all of which came into effect in 2025
		Community Engagement and Rural Development	Grain saved through formula substitution and science-based feeding: 748,400 tonnes Total fostering fees settled over RMB 2.03 billion; average profit per household over RMB 960,000

Awards and Recognitions

Award/Recognition	Issuing Authority
Selected for the Best Practice Cases for Sustainable Development of Listed Companies in China for three consecutive years	China Association for Public Companies
Outstanding Case of Fulfilling Corporate Social Responsibility in the Livestock Industry (2020-2024)	China Animal Agriculture Association
Outstanding Unit in Feed Grain Reduction	Sichuan Association of Feed Industry
Star Unit for Serving Rural Revitalization	Sichuan Association of Feed Industry
2025 ESG Practice Innovation Case for Chinese Enterprises with Global Operations	People’s Daily Overseas Edition, All-China Environment Federation, and China Quality Certification Center
2025 Outstanding Case of Fulfilling Corporate Social Responsibility	China Food News, China Non-staple Food Circulation Association
Outstanding Case of Food Safety Management (2024-2025)	China Food Safety Conference



ESG Ratings

S&P Global Corporate Sustainability Assessment (CSA)	CNI Index ESG Rating	Wind ESG Rating
41	AAA	AA
A year-over-year increase of 13 points		

Special Feature:

Embracing AI to Unlock New Quality Productive Forces in Agriculture

New Technologies: Building a Full-Chain AI-Enabled Intelligent Ecosystem

Breeding Improvement



The Xinxiwang 60K High-Density Solid-Phase SNP Chip

Feed Formulation

Pig Farming Operations

Health Management

On February 23, 2025, China unveiled its “No. 1 central document” for 2025, outlining the priorities for further deepening rural reforms and taking solid steps in advancing all-around rural revitalization. The document marked a significant policy milestone by incorporating “new quality productive forces in agriculture” into the national strategic agenda for the first time, signaling a firm commitment to technology-driven agricultural modernization. As a leading enterprise in China’s agricultural industrialization sector, New Hope Liuhe has positioned itself at the forefront of this national agenda by deepening its engagement in the “AI + modern agriculture” space. The Company has embedded AI across the full value chain of pig farming operations, harnessing digital and intelligent transformation to modernize traditional livestock production, and translating corporate strategy into tangible action in support of China’s broader agricultural modernization goals.

New Hope Liuhe has systematically explored the application of large language models (LLMs) across its operations, integrating data from key production stages (e.g., breeding, feeding, slaughtering, processing) to drive intelligent capabilities across critical value chain functions, including genetic improvement, animal husbandry, health monitoring, and commercial sales. This has given rise to an intelligent operational ecosystem structured around three core dimensions: operations, health, and measurement, delivering scalable, practically deployable AI solutions in support of the pig farming industry’s high-quality development.

In 2025, New Hope Liuhe partnered with China Agricultural University and Huazhong Agricultural University to jointly develop the Xinxiwang 60K High-Density Solid-Phase SNP Chip. By integrating key functional genomic loci with the distinctive genetic resources of indigenous Chinese pig breeds, the chip overcomes longstanding limitations of conventional breeding methodologies and enables precise identification of pig breeds and kinship relationships. It provides foundational technological support for the conservation of indigenous pig genetic resources, breed purification and restoration programs, and the commercialization of superior genetic traits. Deployed at scale across the Company’s core breeding farms, the chip improves selection accuracy for key economic traits (e.g., growth performance, reproductive capacity, meat quality) by 20% to 30% and accelerates genetic improvement outcomes. By connecting three core technological pillars, namely genomic breeding technology, intelligent breeding algorithms, and AI-enabled phenotypic measurement, the chip underpins a fully integrated, closed-loop system that follows the workflow of genomic profiling, AI-driven phenotype capture, algorithmic breeding value estimation, and end-to-end selection and mating decisions. This represents a fundamental shift in the Company’s breeding paradigm, from traditionally experience-based approaches to a data intelligence-driven model.

The Company has developed a multi-dimensional nutritional parameter optimization model that measurably improves feed conversion rates and supports animal health outcomes. Complementing this, an intelligent ingredient substitution algorithm drawing on real-time raw material market pricing and nutritional composition matrices enables dynamic cost structure optimization. A formulation efficacy prediction model further allows the Company to assess with precision how different nutritional combinations affect animal growth performance and health status, resulting in improved feed utilization efficiency and enhanced economic returns across farming operations.

The Company’s AI models continuously analyze operational data to dynamically adjust key production parameters, including stocking density and daily feed allocation, enabling precise nutritional delivery while driving measurable gains in production efficiency. Networked feed tower weighing equipment supports refined daily feed management, facilitating the timely identification of anomalies in feed intake and animal health status, and contributing to improvements in the feed-to-meat ratio. Network-connected feed tower coverage has reached close to 100% for contract farming operations and approximately 50% for self-operated fattening units. Building on a digital twin platform and operational robotics capabilities, the Company is progressively advancing toward unmanned or minimally staffed farm management. An AI-powered piglet crushing prevention system has been developed, utilizing computer vision technology and postural sensors to monitor high-risk sow behaviors, such as rising and lying down, in real time. The system enables immediate alerts and automatic farrowing crate adjustment upon detecting risk events. Since pilot deployment, nursing piglet mortality attributable to crushing has been reduced by approximately 10%.

The Company has deployed cough monitoring devices across its farms to enable early detection of, and timely intervention in, respiratory diseases in pigs. The system maintains a 100% alert response rate for medium-risk alerts within seven days and for high-risk alerts within three days. Intelligent ultrasound devices operating at an accuracy rate exceeding 95% support precise reproductive assessment and non-invasive health screening, with stored data providing a reliable audit trail for operational decision-making and traceability purposes. In parallel, the Company has developed an industry-specific AI Veterinary Model trained on open-source LLM frameworks, establishing a

Inventory Management, Weight Estimation, and Live Pig Measurement



Intelligent weight estimation equipment at the China Animal Husbandry Expo — drawing interest from domestic and international attendees

New Models: Reshaping the Agricultural Value Chain

Intelligent Operations

Intelligent Sales

comprehensive AI-assisted clinical workflow spanning preliminary disease diagnosis, diagnostic report interpretation, and treatment recommendation. This capability is embodied in the AI veterinary assistant “Zhu Xiaoxin,” which integrates three core functions: professional knowledge Q&A, AI-assisted diagnosis and treatment support, and live consultation with qualified veterinary specialists. The platform additionally supports epidemiological data analysis and statistical reporting, strengthening the Company’s disease surveillance and prevention capabilities.

The Company has independently developed the AIoT-based NH Channel Inventory and Estimation System, a solution that addresses a range of operational scenarios including sales inventory estimation for fattening pigs, piglet transfer and outbound head counts, and in-unit weight estimation for fattening pigs. The system operates through a cloud, edge, and endpoint collaborative architecture, resolving key challenges inherent in large-scale farm management. To support meat quality enhancement, the Company has developed a Live Pig Intramuscular Fat Content Detection System, underpinned by a suite of independently developed measurement software applications. This initiative has enabled intelligent, automated phenotypic measurement of breeding stock while achieving domestic substitution of previously imported software tools. The system simultaneously advances animal welfare standards and delivers measurable improvements in the accuracy, throughput, and scale of phenotypic data collection. By the end of 2025, live pig intramuscular fat measurement had achieved full coverage, reaching 100%, across all core breeding farms.

At the 4th Digital Intelligence Conference of Animal Husbandry (2025), the AIoT-based NH Channel Inventory and Estimation System was recognized as an Outstanding Case, while the Live Pig Intramuscular Fat Content Detection System received recognition as an Exemplary Case.

New Hope Liuhe harnesses AI as a core strategic driver, integrating digital and intelligent technologies across three interconnected dimensions: enterprise-wide operational management, core business performance enhancement, and industrial ecosystem value sharing. Through this approach, the Company is fundamentally reshaping the agricultural value chain and accelerating the evolution of its digital intelligence capabilities, transitioning from isolated, single-point applications toward comprehensive, enterprise-wide enablement.

The Company has deployed LLMs to drive a comprehensive transformation of its operational management framework. Through an AI-powered business analytics platform, management teams can query core performance indicators and industry trends in real time, reducing data retrieval and knowledge lookup times from hours to seconds and materially strengthening decision-making agility across the organization. AI-driven review mechanisms and quality inspection capabilities have been embedded across key functional areas, including procurement, sales, shared financial services, and taxation, establishing end-to-end, closed-loop risk governance. This integration has delivered efficiency gains of over 100% in business processing across these functions. In the area of pig farming, the Company has consolidated internal platform data, IoT sensor data, and production and sales records within a dedicated Pig Planning and Operations Platform. The platform enables real-time monitoring and visualization of pig inventory, daily feed intake, growth performance, and cost metrics. Drawing on AI-powered analytics, farm managers are equipped to make timely, data-informed adjustments to feeding strategies and resource allocation, contributing to measurable reductions in farming costs and supporting broader quality and efficiency improvements across the agricultural value chain.

The Company has integrated AI capabilities across both online auction and offline trading channels for pig transactions. AI systems analyze historical transaction records, unsold lot data, and live market conditions to identify the key factors behind unsold auction lots and dynamically refine pricing strategies. Optical character recognition (OCR) technology is applied to weigh-bridge photographs, enabling weight data extraction at millisecond speeds with an accuracy rate of 96.3%, effectively eliminating manual errors and reducing the risk of fraudulent activity at the point of data capture. Visual recognition technology further supports pig counting and live weight estimation, achieving an accuracy rate of 99%, and collectively enhancing transaction efficiency, data integrity, and operational accountability. These capabilities are brought together through the Company’s proprietary Jubaozhu platform, which provides a fully integrated, end-to-end trading model spanning online auctions and offline transaction fulfillment. By the end of the reporting period, Jubaozhu had extended its reach to pig sales operations across 25 provinces, earning recognition from customers nationwide for its improved transactional transparency, accessibility, and integrity.

1

Efficient Governance Strengthening the Foundation for Development

Chapter Content

• Party Building Efforts	09
• Corporate Governance	10
• Sustainable Development Governance	14
• Risk and Compliance Management	18
• Business Ethics	20
• Tax Transparency	23
• Information Security and Privacy Protection	24

Contribute to the UN 2030
Sustainable Development Goals (SDGs)



In 2025, New Hope Liuhe released the *Guidelines for Overseas Local Talent Development* and launched the Global Mid-level Training Program, promoting the coordinated advancement of talent development and corporate governance.

Party Building Efforts

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, New Hope Liuhe continued to advance its Party building mechanism centered on “strict coverage, standardized governance, and integrated collaboration,” promoting closer integration and mutual reinforcement between Party building efforts and the Company’s core businesses.

Enhancing Organizational Development

To ensure the continuity and standardization of Party Committee operations, the Company further optimized the leadership structure of both the Company’s Party Committee and the Party Committee of the Group, by-elected one Party Committee Secretary, and actively advanced the by-election of vacant committee positions in directly affiliated Party branches. These efforts ensured well-structured grassroots Party organizations with clearly defined responsibilities, providing stable organizational leadership for the Company’s sustainable development. At the same time, the Company continued to strengthen the localized development of Party organizations across its subsidiaries and branches. It conducted comprehensive reviews of independently established and jointly established Party organizations, achieving dynamic updates and centralized management of Party member information. As of the end of 2025, the Company had established one Party Committee and 74 Party branches, managing a total of 2,798 Party members, including 812 Party members who are military veterans. The breadth of Party organization coverage and the depth of Party management continued to expand, providing a solid organizational foundation for the Company’s corporate governance system. In addition, to standardize fund management and strengthen governance effectiveness, the Company formulated and piloted the *Measures for the Administration of Party Building Activity Funds for Directly Affiliated Party Branches of the Party Committee of New Hope Liuhe Co., Ltd. (2025)* in 2025. The measures clarified fund utilization procedures and approval mechanisms, further enhancing transparency and standardization in resource management.

Strengthening Ideological Foundations

The Company continued to deepen theoretical learning and ideological education, strictly implementing the “First Agenda” mechanism and consistently strengthening the “Four Consciousnesses,” reinforcing the “Four Confidences,” and upholding the “Two Upholds.” In 2025, the Company carried out regular educational activities centered on the spirit of the Eight-point Decision. It organized patriotic education activities such as collective viewings of the September 3 military parade, which comprehensively enhanced Party members’ political awareness and overall perspective. These initiatives guided Party members to put sustainable development concepts into practice in their daily work.

Deepening Integration with Business Operations

The Company’s Party Committee promoted innovation in joint Party building mechanisms by organizing collaborative Party building activities with organizations including the Sichuan Provincial Department of Science and Technology, Yonghao Foundation, and the Chengdu Branch of China Merchants Bank. These initiatives facilitated cross-departmental and cross-sector resource sharing and experience exchange, supporting coordinated progress on key ESG topics such as technological innovation, public welfare and charity, and green finance. The Company also actively participated in community Party building and anti-corruption initiatives and strengthened collaboration and interaction with local Party organizations. These efforts helped foster a clean and integrity-driven corporate culture and strengthened the Company’s trust and cooperation with local communities. The Company has promoted cultural development through Party building and strengthened brand development through corporate culture. Its self-produced Party education film *Guardians Above the Clouds* received second prizes at both the Sichuan provincial and Chengdu municipal levels and was featured on official media platforms, which further enhanced the recognition and influence of the Company’s Party building brand.



Election of the Party Committee Secretary

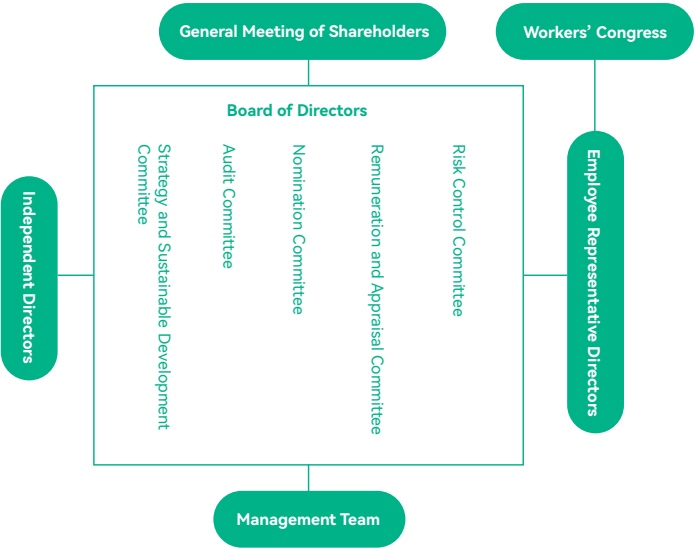


Joint Party building activities

Corporate Governance

2025
Number of general meetings of shareholders held throughout the year: 4
Number of Board meetings held throughout the year: 10
Resolutions Passed
Resolutions passed at shareholders’ meetings: 21
Resolutions passed at Board meetings: 48

New Hope Liuhe strictly complies with relevant laws and regulations, including the *Company Law of the People’s Republic of China*, the *Securities Law of the People’s Republic of China*, the *Code of Corporate Governance for Listed Companies*, the *Rules Governing the Listing of Stocks on the Shenzhen Stock Exchange*, and the *Shenzhen Stock Exchange Self-Regulatory Guidelines No. 1—Standardized Operations for Companies Listed on the Main Board*. The Company has established a sound and well-structured corporate governance system, laying a solid foundation for its long-term development. The Company has established a corporate governance structure centered on the General Meeting of Shareholders, the Board of Directors, and the management team, with clearly defined hierarchical responsibilities and governance functions. In 2025, in accordance with the requirements of the *Company Law of the People’s Republic of China*, the *Securities Law of the People’s Republic of China*, and the *Guidelines for the Articles of Association of Listed Companies* issued by the China Securities Regulatory Commission, New Hope Liuhe completed revisions to its *Articles of Association*. The Company abolished the Board of Supervisors, with its original supervisory responsibilities assumed by the Audit Committee under the Board of Directors, and added employee representative directors to further improve the corporate governance structure.

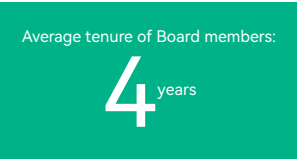


Board of Directors

Board Effectiveness

The Board of Directors serves as the Company’s core decision-making body and operates through five specialized committees: the Strategy and Sustainable Development Committee, the Audit Committee, the Nomination Committee, the Remuneration and Appraisal Committee, and the Risk Control Committee. Leveraging their respective professional expertise, these committees support the Board in overseeing the Company’s operations and management activities. During the reporting period, the Board consisted of nine directors, providing broader perspectives and more comprehensive analysis for Board discussions and decision-making. The Board maintained standardized and efficient operations throughout the year and convened Board and specialized committee meetings in accordance with applicable laws and regulations. Attendance at Board meetings remained at 100%, which ensured the integrity and timeliness of decision-making procedures. Board members strictly fulfilled their duties of loyalty and diligence. None of the directors concurrently served as directors of more than three listed companies, effectively avoiding excessive external appointments and potential conflicts in fulfilling their responsibilities. This enabled directors to maintain dedicated focus on Company affairs and support high-quality decision-making. Detailed information regarding Board composition, fulfillment of directors’ duties, the composition and operation of specialized committees, shareholder and actual controller information, and related-party transactions can be found in the *New Hope Liuhe Co., Ltd. 2025 Annual Report*. In accordance with the requirements of the *Articles of Association*, the Company has established a clear accountability mechanism governing directors’ performance of duties, and no limitations or exemptions from directors’ liabilities are in place. The Articles of Association also specify the Company’s and shareholders’ rights to hold directors accountable and seek compensation. Any gains

derived from short-swing trading by directors belong to the Company, and the relevant responsible parties bear joint liability accordingly. The Company has not established any provisions exempting directors from liabilities arising from intentional misconduct or gross negligence, nor has it set any cap on liability compensation. In addition, directors’ and officers’ liability insurance does not cover intentional violations of laws or fraudulent conduct, and related liabilities remain the responsibility of the individuals concerned, thereby ensuring alignment between responsibilities and accountability. The Company has also established a Board performance evaluation system. The Remuneration and Appraisal Committee conducts duty performance reviews and annual performance evaluations for non-independent directors and senior management. Evaluation results comprehensively consider multiple factors, including performance of duties, professional capabilities, and the Company’s operating results. The Company also strengthened its internal restraint and accountability mechanisms. The Risk Control Committee is responsible for pursuing economic or administrative accountability in cases involving dereliction of duty by directors or senior executives. During the reporting period, performance evaluations were conducted for Board members, covering 100% of Board members.



Board Independence

Specialized committees of the Board of Directors	Proportion of Independent	Number of Meetings Held	Board Member Attendance Rate
Strategy and Sustainable Development Committee	25%	0	— —
Risk Control Committee	40%	1	100%
Audit Committee*	67%	4	100%
Remuneration and Appraisal Committee*	60%	1	100%
Nomination Committee*	60%	4	100%

Note: * indicates that an independent director serves as the committee chair.

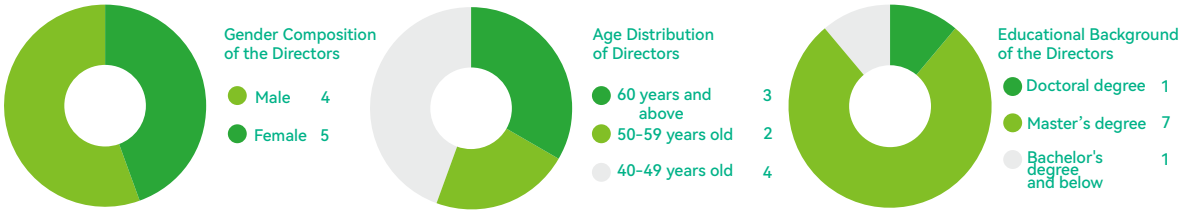
New Hope Liuhe fully recognizes the independent director system as an important safeguard for promoting standardized operations of listed companies, protecting the overall interests of listed companies, and safeguarding the lawful rights and interests of minority investors. In accordance with the requirements of the *Measures for the Administration of Independent Directors of Listed Companies*, the Company has formulated and effectively implemented the *Working System for Independent Directors* and the *Annual Report Working System for Independent Directors*. Independent directors are selected and appointed in strict compliance with the qualification requirements and appointment procedures stipulated in the *Working System for Independent Directors*, ensuring that qualified experts and authoritative professionals are able to fully perform their roles in corporate governance. The Company currently has three independent directors, accounting for 33.33% of the Board, none of whom hold shares in the Company in any form. In addition, no independent director has served for more than six years. Independent directors do not directly participate in the Company’s day-to-day management, which helps reduce the risk of conflicts of interest and strengthens the Board’s checks and balances mechanism. Independent directors constitute the majority of the Audit Committee, Nomination Committee, and Remuneration and Appraisal Committee under the Board of Directors, and also serve as chairpersons of these committees, ensuring the objectivity and fairness of Board decision-making. The Company provides independent directors with sufficient working conditions and personnel support to facilitate the performance of their duties. It regularly updates independent directors on operational developments and provides relevant materials to safeguard their right to information, ensuring they have access to adequate resources and necessary professional advice in carrying out their responsibilities.

To further safeguard Board independence and reduce risks associated with related-party transactions, the Company has clearly defined the review standards, approval procedures, and voting requirements for related-party matters in the *Articles of Association*. In December 2025, the Company also revised its *Internal Control System for Related-Party Transactions*, which provides detailed provisions on related-party identification, pricing mechanisms for related-party transactions, approval authorities, and other relevant matters, ensuring that related-party transactions are conducted in accordance with the principles of fairness, transparency, and impartiality.

Board Skills and Diversity

To further strengthen Board diversity practices, New Hope Liuhe has clearly defined the selection and appointment procedures for directors and senior management in the *Articles of Association*, the *Rules of Procedure for the Board of Directors*, and the *Detailed Rules for Specialized Board Committees*. Diversity is incorporated into the selection process through comprehensive consideration of candidates’ educational background, industry experience, professional expertise, and career experience, helping maintain an appropriate balance of capabilities, skills, experience, gender, age, and cultural and educational backgrounds within the Board. The current Board consists of nine directors whose ages span from those born in the 1950s to the 1980s. Board members possess diverse professional backgrounds and extensive theoretical knowledge and practical experience in fields including economics, business administration, accounting, animal husbandry, and sustainable development. Their expertise enables them to provide professional

guidance and forward-looking recommendations on financial decision-making, compliance operations, risk prevention and control, and strategic development planning. Two directors on the Audit Committee are accounting professionals, and the committee is chaired by independent director Ms. Xie Jiayang, who holds qualifications as a Certified Public Accountant of China, Certified Tax Agent of China, and Senior Accountant, with 38 years of experience in financial auditing. Independent director Ms. Wang Jiafen previously served as Chairwoman of Bright Dairy and Vice Chairwoman of Ping An Trust, bringing extensive experience in corporate operational risk and investment management. Director Ms. Yang Fang, as the Group’s Chief Financial Officer, possesses comprehensive expertise in financial risk control and capital management. Employee representative director Pang Yundong has extensive experience in financial management and risk control within the feed business. His professional background and practical experience provide strong support for the Board’s risk-related decision-making. Through well-established governance arrangements and the professional performance of directors’ duties, the Company continues to improve the scientific rigor and standardization of Board decision-making, strengthening its ability to identify, prevent, mitigate, and respond to risks effectively.



Professional Backgrounds of Board Members

Position	Name	Gender	Strategic Planning	Industry Experience	Risk Management	Financial Accounting	Law	Technology R&D	Sustainable Development
Chairperson	Liu Chang	Female	✓	✓					✓
Director	Zhang Minggui	Male	✓	✓		✓			
Director	Li Jianxiong	Male	✓				✓		
Director	Yang Fang	Female			✓	✓			
Director and President	Tao Yuling	Male	✓	✓				✓	
Employee Representative Director	Pang Yundong	Male		✓	✓	✓	✓	✓	
Independent Director	Wang Jiafen	Female	✓		✓				✓
Independent Director	Xie Jiayang	Female		✓		✓	✓		
Independent Director	Li Tiantian	Female	✓						✓

Remuneration and Performance Evaluation

New Hope Liuhe has established a standardized remuneration management mechanism for directors. In accordance with the revised *Code of Corporate Governance for Listed Companies*, the Company has further strengthened remuneration management requirements to ensure that remuneration-related decision-making procedures are compliant, transparent, and accountable. Remuneration plans for directors are formulated by the Remuneration and Appraisal Committee of the Board of Directors, with comprehensive consideration given to factors including fulfillment of duties, work performance, and the Company’s operating results. The plans are subject to review and approval by the Board of Directors before being submitted to the General Meeting of Shareholders for approval and disclosed in accordance with relevant regulations, ensuring transparent and standardized management procedures. To better align individual interests with the Company’s long-term development, the remuneration structure for the President and senior management consists of fixed compensation, short-term performance incentives, and long-term equity incentives. A balanced mix of cash compensation and equity-based incentives is maintained to support alignment between short-term operating targets and long-term value creation. Variable performance incentives are closely linked to quantitative KPIs. Company-level performance indicators account for 60% of the weighting and include core financial metrics such as revenue, net profit, and asset-liability ratio. Operational excellence indicators account for the remaining 40%, covering areas including workplace safety, environmental compliance, food safety management, and digitalization and information system development. Individual performance KPIs and compliance and risk management performance are also incorporated into the evaluation process to ensure a strong performance-oriented remuneration framework. At the beginning of each year, annual performance targets are established with reference to leading industry benchmarks, while year-end assessments measure the achievement rate of these targets. Actual remuneration payouts

are closely linked to operating performance and sustainability responsibilities, reinforcing a strong pay-for-performance approach. The Company has also established remuneration deferral and risk adjustment mechanisms. Part of the performance-based compensation for the President and senior management is deferred until completion of the following year’s performance audit. In years subject to significant market volatility, bonus reserve pools and deferred payment mechanisms are adopted to balance incentive intensity across different reporting periods. Bonuses already allocated are retained on a rolling basis and released in stages following comprehensive assessments in the subsequent year. This mechanism helps avoid excessive short-term behavior and promotes a dynamic balance between short-term incentives, long-term risk management, and sustainable value creation.

At the long-term incentive level, the Company has established dedicated equity and stock option incentive plans for senior management and key core talent. The vesting of restricted shares is linked to both Company-level performance targets and individual performance evaluation results, with tiered unlocking coefficients designed to encourage senior management to fulfill their responsibilities effectively. According to the *2022 Restricted Stock Incentive Plan* and the *Performance Evaluation Management Measures*, if Company-level performance targets or individual performance evaluations fail to meet required standards, the corresponding vesting coefficient will be reduced or reduced to zero. Restricted shares that have been granted but fail to meet vesting conditions are repurchased and cancelled by the Company at the grant price. During the reporting period, the Company repurchased and cancelled restricted shares that failed to meet vesting conditions due to underperformance against assessment targets or the resignation of incentive recipients. This mechanism effectively links executive remuneration with Company performance and individual performance outcomes, creating a substantive clawback effect for performance-based compensation.

The Company has formulated the *Rules Governing Shares Held and Changes in Shareholdings by Directors and Senior Management* in accordance with relevant laws, regulations, and the Articles of Association. The rules standardize the declaration, lock-up, reduction, and disclosure of Company shares held by directors and senior management, further strengthening the alignment between management performance and the Company’s long-term development.

Name	Shareholding at Year-end (Shares)	Total Pre-tax Remuneration in 2025 (RMB '10,000)	Multiple of Annual Compensation¹
Liu Chang	2,155,452	162	12.27
Zhang Minggui	400,000	54	6.80
Tao Yuling	582,500	142.65	3.76
Pang Yundong	10,800	105.27	0.09
Wang Pusong	360,000	73.50	4.52
Li Shuang	135,000	119.92	1.04
Yan Qiubo	38,000	73.50	0.47

Note: The shareholding multiple of annual remuneration for directors and senior management is calculated as follows: year-end share price × number of shares held by directors and senior management ÷ annual remuneration of directors and senior management. The market value of shareholdings in this table is calculated based on the closing price of RMB 9.22 per share as of December 31, 2025.

Investor Rights Protection

Cash dividend per share: RMB 0.024
Periodic reports disclosed: 5
Ad hoc announcements disclosed: 126
Investor communication events held: 10
Attendance at investor communication events: 327
Investor hotline calls answered: over 600
Responses to investors on the EasyIR platform: 187

New Hope Liuhe attaches great importance to investor relations management. As the Company’s decision-making body, the Board of Directors is responsible for providing direction and oversight for investor relations management, while the Board Secretary oversees the planning, coordination, and organization of related work. The Office of the Board of Directors is responsible for daily investor communication and information disclosure. The Company strictly complies with relevant laws and regulations, including the *Guidelines for Investor Relations Management of Listed Companies*, and has formulated the *Investor Relations Management System*. It has established a comprehensive investor relations management mechanism to effectively safeguard shareholders’ rights and interests. In 2025, the Company updated and revised the *Investor Relations Management System* to further strengthen the protection of investor rights and interests.

Information Disclosure

The Company has established and strictly implemented the *Information Disclosure System*, which sets out the fundamental principles and standards for information disclosure, procedures for the preparation and disclosure of periodic and ad hoc reports, responsibilities for information disclosure management, confidentiality management for inside information, mechanisms for internal reporting of major information, circumstances for deferred or exempted disclosure, and accountability mechanisms. Together, these measures form a comprehensive information disclosure governance system covering the entire disclosure process. During the reporting period, the Company’s information disclosure did not involve any false records, misleading statements, material omissions, or other improper disclosure practices.

Safeguarding Minority Investors’ Rights and Interests

To fully protect the rights and interests of minority investors, the Company stipulates in its *Articles of Association* that when the General Meeting of Shareholders reviews significant matters affecting minority investors’ interests, votes cast by minority investors must be counted separately and the

voting results disclosed in a timely manner. The Company also places particular emphasis on creating opportunities for minority investors to participate in corporate activities. A combination of on-site voting and online voting is adopted at shareholders’ meetings, making full use of modern information technology to facilitate shareholder participation. Dedicated Q&A sessions for minority investors are also included in meeting agendas to actively solicit opinions and suggestions from minority shareholders.

Diversified Communication Channels

To enhance investors’ understanding and recognition of the Company, the Company has established diversified communication channels, including telephone hotlines, email, the Shenzhen Stock Exchange Interactive EasyIR platform, on-site investor research activities, performance briefings, securities firms’ strategy conferences, reverse roadshows, and large-scale exhibitions such as industrial expos. Through these channels, the Company maintains active, effective, and constructive communication with investors and other stakeholders, which helps foster positive interactions between the Company and the investment community.

Sustainable Development Governance

Sustainable Development Governance Framework

New Hope Liuhe has established and consistently improved a three-tier sustainable development governance structure comprising the “Oversight–Management–Execution” levels under the leadership of the Board of Directors, promoting the effective implementation of the Company’s ESG and sustainable development initiatives. During the reporting period, the Company organized dedicated sustainable development training sessions for middle and senior management, covering topics including the Shenzhen Stock Exchange sustainability disclosure guidelines, ESG rating benchmarking analysis, and ESG management capability enhancement. These programs helped management deepen their understanding of the Company’s ESG strategies and practices and further promoted the effective implementation of ESG initiatives. In addition, the Board of Directors convened dedicated meetings to review and confirm key ESG matters, materiality assessment results, and the achievement of ESG targets.

Organizational Structure		Responsibilities
Oversight Level	Board of Directors	Reviews and approves the Company’s medium- and long-term development plans, corporate strategies, ESG vision and objectives, ESG plans and initiatives, and major ESG matters, and assumes responsibility for their effectiveness.
	Strategy and Sustainable Development Committee	- Provides guidance on and reviews the Company’s overall ESG philosophy, ESG management performance targets, implementation plans, major projects, and the identification and prioritization of ESG topics. The committee oversees and reviews progress toward ESG targets, provides recommendations on actions required to achieve these targets, and reports relevant matters to the Board of Directors. - It also reviews and approves the Company’s annual sustainability report to ensure alignment with the expectations and requirements of investors, regulators, and other stakeholders.
Management Level	ESG Management and Supervisory Group	- The group is led by the Board Secretary and consists of senior management personnel from functional departments related to ESG matters. - It is responsible for formulating ESG strategies, identifying and managing ESG opportunities and risks, assessing the materiality of ESG matters and incorporating them into business considerations, establishing ESG targets and plans, and periodically reviewing ESG performance.
Execution Level	ESG Working Group	Supports the ESG Management and Supervisory Group in carrying out ESG-related work, including formulating ESG objectives, strategic plans, and annual work plans; coordinating ESG risk and opportunity assessments and ESG topic identification; working with functional departments and subsidiaries to develop and monitor action plans; and coordinating ESG-related information disclosure.
	Functional Departments and Subsidiary Companies	- Composed of personnel from functional departments and subsidiaries involved in ESG-related work. - Responsible for implementing specific ESG-related tasks, formulating ESG action plans, managing ESG-related indicators, and collecting and reporting ESG information.

ESG Materiality Assessment

Stakeholder Communication

New Hope Liuhe attaches great importance to stakeholder engagement and has established diversified communication channels tailored to different stakeholder groups. These channels help the Company better understand stakeholder expectations and feedback and continuously improve its sustainable development management. During the reporting period, the Company actively promoted constructive communication with stakeholders, responded proactively to their key concerns, and continuously optimized its management practices related to relevant ESG matters.

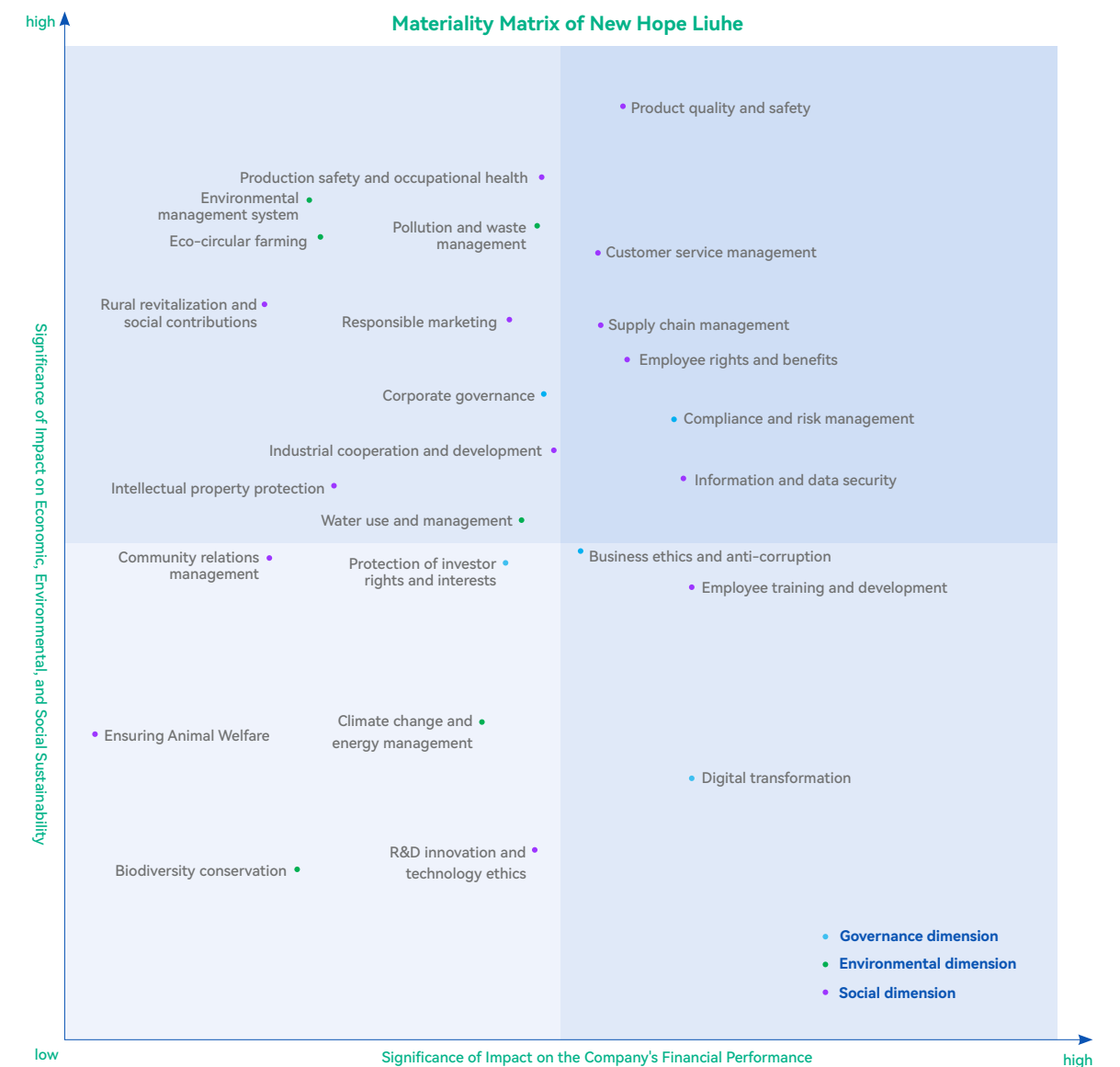
Stakeholders	Issues of Concern	Communication Channels
Government and Regulatory Bodies	● Compliance and risk management ● Pollution and waste management ● Water use and management ● Climate change and energy management ● Biodiversity protection ● Rural revitalization and social contribution ● Production safety and occupational health ● Product quality and safety ● Community relations management	● Government meetings ● Special reports ● On-site visits ● Information delivery
Shareholders and Investors	● Corporate governance ● Investor rights protection ● Business ethics and anti-corruption ● R&D innovation and technology ethics ● Customer service management	● Information disclosure ● General Meeting of Shareholders ● Results briefings ● Investor communication platform ● Investor meetings and research visits
Customers	● Product quality and safety ● Intellectual property protection ● Responsible marketing ● Customer service management ● Environmental management system ● Compliance and risk management ● Information and data security	● Daily operational communication ● Official communication channels ● After-sales service and feedback ● Customer satisfaction surveys
Suppliers & Partners	● Supply chain management ● Digital transformation ● Business ethics and anti-corruption ● Compliance and risk management ● Industry cooperation and development ● Information and data security	● Strategic cooperation ● Thematic training sessions ● Market research ● Special meetings ● Industry exchanges
Employees	● Employee training and development ● Employee rights and benefits ● Production safety and occupational health ● Compliance and risk management ● Business ethics and anti-corruption	● Official WeChat of the Company ● Workers' congress ● Employee activities
Community and the Public	● Product quality and safety ● Animal welfare protection ● Pollution and waste management ● Eco-circular farming ● Biodiversity protection ● Rural revitalization and social contribution ● Community relations management	● Community communication ● Media interaction ● Industry forums ● Information disclosure ● Public welfare volunteer activities

Double Materiality Analysis

Identification of Material Issues

New Hope Liuhe continued to apply the material issue identification results and management approach established in 2024. Detailed information regarding the material issue identification and assessment process can be found in the *New Hope Liuhe Co., Ltd. 2024 Sustainability Report*. The Company will continue to monitor changes in its internal operations and external environment. Where significant adjustments or periodic updates become necessary, material issues will be reviewed and optimized in a timely manner to ensure continued alignment with the Company's sustainable development practices and stakeholder expectations.

Double Materiality Assessment Process	Step 1	Identification of ESG Issues	With reference to macroeconomic policies, industry standards, and internal and external development trends, the Company identified 25 general and industry-specific sustainability topics.
	Step 2	Stakeholder Communication and Materiality Analysis	Following the principle of double materiality, the Company conducted surveys among key stakeholder groups to assess both impact materiality and financial materiality, developed a materiality matrix, and determined annual priority topics.
	Step 3	Issue Validation and Reporting	A materiality matrix was established based on the dual dimensions of impact materiality and financial materiality. The matrix was reviewed and confirmed by the Strategy and Sustainable Development Committee of the Board of Directors together with external experts, based on which issue priorities and key disclosure topics were determined.



Risk and Opportunity Analysis of Material Issues

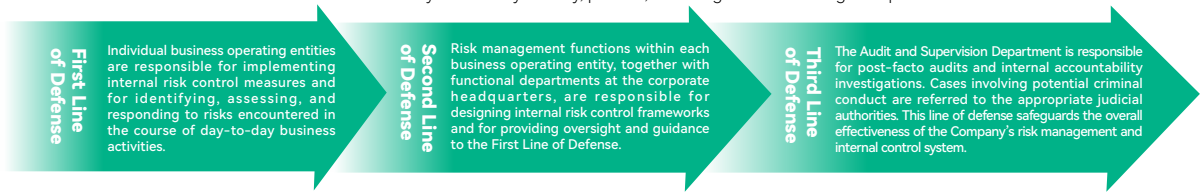
The Company conducted a comprehensive review of the scope, duration, risks, and opportunities associated with key sustainability topics and formulated corresponding response strategies to strengthen risk management and proactively capture development opportunities, thereby supporting the Company’s sustainable development.

Double Materiality Issues	Scope of Impact				Impact Duration	Risks and Opportunities	Response Strategy
	Upstream of the Value Chain	Company Operations	Downstream of the Value Chain	Communities			
Product Quality and Safety	✓	✓	✓	✓	Long-term	- Establishing a sound quality management system for feed production and pig farming processes helps ensure the delivery of high-quality products to customers and contributes to expanding market share. - Quality issues may lead to significant economic losses, including potential product recalls.	- Develop a comprehensive food safety management system to cover the entire value chain, including raw material sourcing, production control, quality inspection, product and sales management, and personnel training. - Develop a full-process digital quality management platform to strengthen product traceability management. For more information, please refer to the "Rigorous Quality and Safety Control" section.
Customer Service Management		✓	✓		Long-term	- Deterioration in customer relationships may lead to customer attrition, thereby affecting the Company's market performance. - Strong customer relationships support business growth and create new business opportunities.	- Continue to enhance service quality by enriching pre-sale, in-sale, and after-sale service offerings, implement tiered and categorized customer management, and ensure smooth communication channels. - Conduct regular customer satisfaction surveys, establish a complaint handling process, and respond promptly to customer feedback. For more information, please refer to the "Improving Service Quality" section.
Supply Chain Management	✓	✓			Medium- to long-term	- ESG-related risks in the supply chain may lead to supply chain instability and disrupt the Company's production and operations. - Inadequate sustainability due diligence in the supply chain may lead to issues such as human rights violations and negative environmental impacts, potentially damaging the Company's social image and reputation.	- Improve supply chain management by incorporating ESG factors into supplier evaluation and selection. - Refine supply chain risk analysis models and assessment mechanisms to continuously identify and monitor procurement-related risks. - Promote sustainable development practices among suppliers. For more information, please refer to the "Supply Chain Management" section.
Employee Rights and Benefits		✓	✓		Short-term	- Violations of employees' legitimate rights and human rights may reduce morale and productivity, ultimately affecting the Company's market competitiveness and economic performance. - Non-compliance with labor laws and regulations may expose the Company to fines and legal proceedings, damaging its social image.	- Continue improving internal management systems covering ethical conduct, prevention of violence and conflict, prohibition of forced labor, fair employment and diversity, anti-discrimination, working hours, and leave management to safeguard employees' lawful rights and interests. - Provide diversified employee benefits, employee engagement activities, and timely assistance programs in addition to statutory benefits to enhance employee well-being. For more information, please refer to the "Employee Rights and Well-being" section.
Compliance and Risk Management	✓	✓	✓	✓	Short- to medium-term	Non-compliance and inadequate risk management may result in financial losses, legal disputes, and reputational risks for the Company.	- Establish a "three lines of defense" risk management system under the coordination of the Risk Control Committee of the Board of Directors, strengthen specialized audits, and improve the standardization and effectiveness of risk management and control. - Strengthen the tax management system and continuously enhance tax compliance capabilities. For more information, please refer to the "Risk and Compliance Management" section.
Information and Data Security	✓	✓	✓		Short- to medium-term	- Information and data breaches may violate relevant laws and regulations, resulting in compliance risks, financial losses such as fines, and infringement of customer rights, thereby undermining customer trust in the Company. - Ensuring information and data security helps strengthen relationships between the Company and its customers.	- Improve the information security management system, and strengthen data control and cybersecurity protection. - Standardize information confidentiality practices and enhance employee awareness of information security. For more information, please refer to the "Information Security and Privacy Protection" section.

Note: Impact duration is categorized as short-term (1–3 years), medium-term (3–5 years), and long-term (more than 5 years).

Risk and Compliance Management

Governance



Strategy and Management Approach

Risk Management

New Hope Liuhe strictly adheres to all applicable laws and regulations, including the *Company Law of the People’s Republic of China*, the *Securities Law of the People’s Republic of China*, the *Basic Internal Control Norms for Enterprises*, and the *Application Guidelines for Enterprise Internal Control*. In accordance with these requirements, the Company has established and continuously refined a comprehensive suite of internal governance policies, including the *Management System for Internal Controls* and the *Management Measures for Accountability (Trial)*. These policies collectively foster a sound internal environment that supports effective risk control and efficient operations, providing a reliable foundation for sustainable, long-term development.

The Company has implemented a multi-tiered risk and compliance governance structure. Under the Board of Directors, a Risk Control Committee has been established to assume oversight and decision-making authority on material matters related to enterprise-wide risk management. A dedicated Risk Control Taskforce operates under the Committee to coordinate and advance day-to-day risk management activities. At the operational level, the Company has institutionalized a Three Lines of Defense model to systematically identify, prevent, and mitigate a broad range of operational risks.

The Company has established a systematic internal risk control framework anchored by two complementary pillars: institutional policies and technological tools. At the policy level, the Company has developed a series of internal regulations, including the *Food Safety Red Line Management Rules*, the *Interim Management Measures for Feed Quality and Safety Audits*, and the *Management Measures for Livestock and Poultry Breeding Quality and Safety Audits*. These policies clearly define management responsibilities, authorization and approval procedures, and operational protocols for key control points, establishing a robust foundation for risk prevention and control. At the technology level, the Company has developed a risk indicator dashboard built on advanced risk modeling capabilities, currently covering 29 risk indicators across core business modules including sales, procurement, production, and finance. This dashboard strengthens end-to-end monitoring and control across all operational processes, materially enhancing overall risk management effectiveness.

Risk Identification and Control

Risk Category	Risk Description and Potential Impact	Impact Profile		Mitigation Strategy
		Likelihood	Severity	
Significant Risks				
International Supply Chain and Raw Material Price Volatility	Feed raw material costs typically account for more than 90% of total feed production costs. In 2025, significant shifts in the international political, trade, and economic environment have contributed to upward price pressure on key agricultural commodities, including corn and soybean meal. Such volatility may result in feed supply shortages and cost escalation, posing material risks to livestock farming profitability.	High	High	The Company manages this risk through centralized raw material procurement, bonded processing arrangements, and strategic sourcing of alternative inputs. To strengthen supply chain resilience, the Company has established a global supply network in partnership with strategic suppliers both domestically and internationally, while actively developing high-quality local sourcing channels. Supply chain financing mechanisms are also utilized to further mitigate exposure to international supply chain disruptions and commodity price fluctuations.
Livestock and Poultry Price Volatility	Livestock and poultry prices are subject to significant fluctuations driven by production capacity adjustments, disease outbreaks, and shifts in consumer confidence. The industry currently remains in a cyclical downturn phase, compounded by growing substitution from plant-based protein alternatives. These dynamics have placed pressure on farming profitability and may give rise to asset impairment and cash flow risks.	High	High	The Company addresses this risk by strengthening internal management practices and implementing cost reduction and efficiency improvement initiatives to enhance the competitiveness of its farming operations. The Company also continues to deepen its integrated value chain presence across feed production, livestock farming, and slaughtering and processing, enabling operational hedging across business segments and reinforcing its overall market position.
Environmental, Health, and Safety Risks	The revised <i>Regulations on Pollution Prevention and Control in Livestock and Poultry Farming</i> , effective in 2025, have raised environmental compliance requirements across the industry. Failure to maintain compliant environmental facilities or the occurrence of pollution incidents could expose the Company to regulatory penalties, operational suspensions, and adverse impacts on its creditworthiness, financing capacity, export activities, and ESG ratings.	High	High	The Company is optimizing its existing business portfolio by transitioning toward feed marketing models and deepening partnerships focused on environmentally compliant farming practices, while actively promoting ecological and high-efficiency farming approaches. In parallel, the Company is expanding its farming resource base through diversified development models for new farming facilities, ensuring a stable and sustainable supply of livestock resources.

Risk Identification and Control

Risk Category	Risk Description and Potential Impact	Impact Profile		Mitigation Strategy
		Likelihood	Severity	
Emerging Risks				
Artificial Intelligence (AI) Risks	The Company's expanding deployment of AI across applications including intelligent operations management, farming digitalization, and supply chain management introduces a range of emerging risks, including data security vulnerabilities and potential data breaches, algorithmic decision-making bias, over-reliance on technology systems, and compliance and ethical governance challenges.	Low	Medium	The Company is strengthening security controls across the full data lifecycle, establishing iterative optimization mechanisms for AI models, enhancing system operations and emergency response capabilities, and maintaining strict adherence to compliance and ethical standards, with the objective of ensuring that all AI applications operate in a safe, compliant, and reliable manner.
Gene Editing and Breeding Ethics Risks	The application of gene editing technologies in animal breeding introduces risks related to ecological safety, ethical controversy, divergent public perception, and increasingly stringent regulatory requirements. These factors may attract heightened public and media scrutiny, introducing uncertainty into the Company's technology deployment and commercialization efforts.	Low	Medium	The Company strictly complies with applicable domestic and international ethical standards and regulatory requirements. A comprehensive ethical review process and biosafety management framework have been established to govern all relevant activities. The Company is also committed to proactive information disclosure and public science communication, and will advance the R&D and application of gene editing technologies in a measured and fully compliant manner.

Internal Controls and Compliance

The Company is committed to building a comprehensive, high-impact, and fully integrated internal compliance and supervisory control framework. Through a dual-driven approach combining institutional development and audit oversight, the Company systematically advances its internal compliance practices to support operational excellence across all business activities.

Deepening Institutional Development	The Company has continued to strengthen its policy framework across key governance domains, including internal audit, related-party transactions, treasury management, and information disclosure. The <i>Internal Audit Management System</i> and the <i>Internal Control System for Related-Party Transactions</i> have each been revised to further clarify audit responsibilities and authorities and to standardize the governance of related-party transactions. In response to evolving capital market compliance requirements, the Company has also enhanced a series of dedicated policies, including the <i>Management Measures for the Use of Raised Funds</i> and the <i>Accountability System for Material Errors in Annual Report Disclosure</i> . These updates establish clear and actionable provisions governing critical areas such as fund utilization and information disclosure, ensuring that all business activities are conducted in accordance with established standards and operate in a compliant and orderly manner.
Strengthening Audit and Supervisory Oversight	The Company has conducted comprehensive operational performance audits across all sectors, carried out targeted special audits to address significant operational risks, and completed process audits and settlement reviews for major capital projects. Closed-loop management of audit rectification has been further solidified, with the audit rectification completion rate approaching 100%. The Company has also reinforced accountability mechanisms for violations and intensified legal enforcement actions to eliminate illicit benefit-sharing arrangements within its operations. ● A total of 15 performance audits, 4 internal control audits, 17 other special audits, and 30 supervisory and inspection audits were completed during the reporting period. In addition, 26 unannounced inspections of engineering projects and 6 settlement review audits were conducted. ● Internal accountability proceedings were initiated in 11 cases involving 96 individuals, resulting in the prevention and recovery of losses totaling RMB 87.74 million.

Impact,Risk and Opportunity Management

The Company manages risk in a structured and fully integrated manner through a four-stage process encompassing risk identification, risk assessment, risk response, and risk monitoring. Risks are periodically reassessed and response strategies are reviewed and updated to support the Company's long-term sustainable development objectives. The Audit and Supervision Department works in close collaboration with risk control functions across all sectors to prepare and submit monthly audit and supervision reports to senior management, which strengthens day-to-day risk oversight across key dimensions including market conditions, operations, sales performance, safety, and environmental compliance.

Risk Identification

BUs across all sectors, together with their respective risk control and internal control teams, the Audit and Supervision Department, and other relevant functional teams, collect risk information from both internal and external sources on a regular and as-needed basis to conduct preliminary risk identification. Risk identification exercises are initiated as circumstances warrant, with the objective of capturing potential risk sources as comprehensively as possible.

Risk Assessment

BUs across all sectors, together with their respective risk control and internal control teams, the Audit and Supervision Department, and other relevant functional teams, assess and prioritize identified risks according to their likelihood of occurrence and potential magnitude of impact, using qualitative and quantitative analysis methods as appropriate. This process determines the relative severity of each risk, establishes clear prioritization levels for risk treatment, and supports the focused allocation of resources toward high-priority risks to enable effective risk management and control.

Indicators and Targets

Risk Response

For material risks identified through the assessment process, BUs and functional teams across all sectors develop targeted response plans by reference to established risk management procedures and contingency protocols, and implement the corresponding measures in a timely manner.

Risk Monitoring

BUs and functional teams across all sectors continuously track identified risks, monitor the effectiveness of implemented risk response measures, and identify newly emerging risks. Risk management plans are adjusted on a dynamic basis in response to changing circumstances, ensuring that risk management operates as an integrated, iterative, and continuously improving process. This approach enables the organization to maintain resilience and pursue sustainable development in an environment of ongoing change.

In accordance with its annual audit work plan, the Company conducts audits encompassing its headquarters, wholly owned subsidiaries, and controlling subsidiaries. Audit coverage extends to the Company's core business activities, material operational matters, and high-risk areas. Rectification progress is incorporated into performance evaluations to ensure that all findings identified through the audit process are addressed effectively and in a timely manner.

2025 Target	2025 Achievement Status
Achieve full coverage of operational performance audits across all sectors	Target achieved
Conduct three special audits addressing significant operational risks	Target achieved
Conduct process audits and settlement reviews for major capital projects	Target achieved

Business Ethics

New Hope Liuhe conducts all business activities with integrity and in full adherence to the ethical principles of fairness, trust, and transparency. The Company participates in market competition in strict compliance with applicable laws and regulations, and maintains a firm stance against all forms of commercial bribery, money laundering, monopolistic conduct, and unfair competition. Through these commitments, the Company works in partnership with its stakeholders to foster a sustainable and integrity-driven business environment.

Governance

The Board of Directors has established an Audit Committee and a Risk Control Committee as the governing bodies responsible for business ethics and anti-corruption oversight. Under the *Management Measures for Accountability (Trial)*, the Risk Control Committee serves as the highest authority for accountability matters within the Company. The Committee is responsible for setting the overarching direction and guiding principles of the Company's accountability framework, and for making determinations on key matters including the designated decision-making bodies, scope of accountability, applicable forms of accountability, impact periods, and levels of disciplinary action. These provisions apply to all employees of the Company.

The Audit Committee holds primary responsibility for business ethics and anti-corruption oversight. To support this mandate, the Company has implemented an internal governance structure organized around one lead department and four specialized centers, with the Audit and Supervision Department serving as the coordinating function. The four centers, namely the Supervision Center, the Operational Audit Center, the Engineering Audit Center, and the Risk and Data Center, operate in close coordination to build a robust anti-corruption compliance system grounded in zero tolerance for corrupt conduct. In 2025, the Company completed the foundational buildout of a digital audit platform, strengthening its internal data analytics capabilities and providing data-driven support for integrity risk prevention and audit oversight.

The Company actively implements a suite of governing policies, including the *Six Red Lines Prohibition Rules*, the *Gifts and Hospitality Management Measures*, the *Employee Conflict of Interest Disclosure Management Measures*, and the *Management Measures for Accountability (Trial)*. These policies establish clear standards and expectations across the areas of anti-fraud, anti-money laundering, anti-corruption, fair competition and antitrust compliance, and conflict of interest management, and apply to all directors, employees, and supply chain partners.

The Company is firmly committed to conducting business with integrity and in full compliance with applicable laws and regulations. Guided by the principle of cultivating shared commitment and building a transparent future together, it has developed a comprehensive integrity and compliance management system anchored by sound institutional frameworks, well-established governance mechanisms, and a deeply embedded organizational culture. These efforts reinforce the Company's ethical commitments and support the shared goal of building a transparent and sustainable value chain ecosystem.

Strategy and Management Approach

Anti-Corruption and Anti-Commercial Bribery

Standardizing Workplace Integrity and Strengthening Disclosure Management: The *Six Red Lines Prohibition Rules* establish the foundational standard for employee conduct and explicitly prohibit the acceptance of commercial bribery in any form. The complementary *Gifts and Hospitality Management Measures* requires that any gifts which cannot be declined be registered through the Company’s internal online disclosure platform, reinforcing conflict of interest controls. In 2025, approximately 39,500 individuals were identified as having potential conflict of interest relationships, with a disclosure completion rate of 78%. The Company also requires all incoming employees to sign an integrity pledge upon joining, and mandates organization-wide disclosure of interest relationships and related-party transactions, embedding compliance standards from the point of onboarding.

Strengthening Supervisory Mechanisms and Enhancing Anti-Fraud Effectiveness: The Company has established and continuously refined a suite of anti-corruption mechanisms, including an audit and supervision coordination mechanism, a supervision business partner program, an operational audit communication mechanism, a government-enterprise integrity co-building mechanism, and a case tracking mechanism. Key performance indicators related to the handling of corruption, fraud, and embezzlement cases and the recovery of financial losses are subject to ongoing monitoring and control, ensuring that anti-corruption efforts are guided by clear procedures and operate within a fully integrated management framework. In 2025, the Company deployed a digital audit risk model to track fraud risk indicators and sharpen the effectiveness of its combined anti-bribery and anti-fraud program. During the reporting period, three special supply chain audits were completed in support of the Company’s commitment to building a transparent and integrity-based supply chain ecosystem.

Cultivating a Culture of Integrity and Building Organization-Wide Commitment: The Company has implemented a multi-layered integrity culture program targeting all employees. Key initiatives during the reporting period included the “Sunshine in Every Heart” integrity culture training series, the publication of integrity-focused communications, the hosting of the Fifth Sunshine Culture Festival, and the collection of exemplary integrity stories from across the organization. These programs serve to continuously reinforce a shared culture of transparency and ethical conduct. During the reporting period, more than 3,000 employee participations were recorded across integrity culture training sessions, more than 10 integrity-themed publications reached a combined readership exceeding 15,000, and more than 500 exemplary integrity stories were submitted.



Integrity Culture Training Program Across Sectors

Anti-Unfair Competition

New Hope Liuhe strictly complies with the *Anti-Monopoly Law of the People’s Republic of China*, the *Anti-Unfair Competition Law of the People’s Republic of China*, the *Several Provisions on Prohibiting Infringements upon Trade Secrets*, and all applicable antitrust and fair competition laws and regulations in the jurisdictions where it conducts business. The Company is committed to conducting all business activities in accordance with the principles of fair and free competition. No reports or complaints related to unfair competition were received during 2025.

Fair Competition	The Company is firmly committed to upholding fair competition principles across all aspects of its operations. This commitment encompasses refraining from publishing false or misleading information about competitors, abstaining from conduct intended to disparage other market participants, declining to obtain competitors’ trade secrets or confidential information through unlawful means, and refusing to engage in collusive pricing, market manipulation, or any other activity that violates applicable laws and regulations. The Company actively collaborates with industry peers to uphold a fair, well-regulated, and orderly competitive market environment.
------------------	---

Intellectual Property Protection	The Company strictly complies with the <i>Patent Law of the People’s Republic of China</i> , the <i>Trademark Law of the People’s Republic of China</i> , the <i>Copyright Law of the People’s Republic of China</i> , and all other relevant laws and regulations. It has established a comprehensive internal intellectual property management system that defines standardized procedures covering the full process of intellectual property rights, including application, maintenance, use, and protection, and clearly delineates the roles and responsibilities of each department involved in intellectual property management. Aligned with its strategic development priorities, the Company takes a proactive approach to securing intellectual property coverage in key areas, with particular emphasis on patent applications and protection in the fields of animal nutrition, biological breeding, intelligent farming, and disease prevention and control. These efforts are designed to protect the Company’s research and technological achievements. The Company also maintains a firm commitment to respecting third-party intellectual property rights and ensuring full compliance with applicable intellectual property obligations.
----------------------------------	---

Trade Secret Protection	The <i>Six Red Lines Prohibition Rules</i> expressly prohibit the unauthorized disclosure of the Company’s trade secrets. Protected information includes compensation data, internally classified materials, the content of internal meetings and training sessions, and information relating to criminal and civil proceedings or administrative accountability actions. The policy further prohibits the use of internal company information to obtain improper personal benefits or advantages for oneself or any third party.
-------------------------	---

Anti-Money Laundering	The Company strictly complies with the <i>Anti-Money Laundering Law of the People’s Republic of China</i> and continuously strengthens its internal anti-money laundering compliance framework to support sound business operations and safeguard financial security. It actively collaborates with law enforcement agencies, regulatory authorities, and financial industry participants to jointly prevent and combat money laundering. Regular anti-money laundering training programs are conducted to build employee awareness of compliance obligations and strengthen professional competence, ensuring that anti-money laundering requirements are implemented consistently and effectively throughout the organization.
-----------------------	--

Reporting and Whistleblower Protection

Reporting Channels
1. Reporting Hotline: +86 28 8595 3661
2. Reporting Mobile: +86 139 8175 3661
3. Reporting Email: tousu@newhope.cn
4. Reporting WeChat: Sunshine New Hope Liuhe

Impact, Risk and Opportunity Management

The Company maintains effective implementation of its *Reporting Investigation Management Measures*, which defines categories of reportable misconduct, outlines procedures for processing reports, and establishes the mechanisms and protections afforded to whistleblowers. This policy provides a structured governance framework for managing reporting activities, ensuring that all reports of potential misconduct or corrupt conduct are handled in a manner that is fair, thorough, and timely. To ensure accessibility for all stakeholders, the Company has established multiple reporting channels, including postal mail and a range of digital and online options such as a dedicated reporting hotline, an email address, a Feishu questionnaire, a WeChat reporting function, and a WeChat official account messaging feature. All employees, customers, suppliers, and other third parties are encouraged to submit reports, on either a named or anonymous basis, regarding any conduct that may constitute a violation of the Company’s business ethics standards, applicable laws and regulations, or other relevant policies.

A designated reporting intake officer is responsible for managing and maintaining all reporting channels and registering incoming reports. Upon receipt of a report or supporting materials, dedicated investigators within the Audit and Supervision Department conduct a thorough review and investigation, prepare a formal investigation report, formulate recommended courses of action, and submit their findings to the Audit Committee, ensuring the independence and objectivity of all investigative outcomes. The Company is committed to maintaining strict confidentiality with respect to all whistleblower information. Reporting materials are classified as restricted documents, access is limited on a strict need-to-know basis, and retaliation against whistleblowers or associated individuals in any form is expressly prohibited. During the reporting period, more than 350 reports were received and processed, with a resolution rate of 100% for all substantiated reports.

The Company has established a systematic framework for identifying and managing business ethics risks across three dimensions: risk identification, risk assessment and control, and opportunity management. In the area of risk identification, the Audit and Supervision Department takes a risk management-oriented approach, deploying digital monitoring tools to dynamically track high-frequency areas of fraud exposure. The department also operates a multi-channel reporting system encompassing written correspondence, in-person visits, telephone hotlines, and online platforms to facilitate the timely detection of potential violations. In the area of risk assessment and control, the Company continuously refines its integrated audit-supervision linkage mechanism and case tracking system, ensuring that business ethics incidents are subject to routine closed-loop management. Regular audits are conducted covering business ethics and anti-corruption matters arising from production and operational activities, with a review cycle designed to ensure that all business units are assessed at least once every three years, supporting early detection and prompt intervention. In the area of opportunity management, the Company recognizes integrity and compliance as strategic enablers of supply chain efficiency and long-term commercial reputation. Through the execution of integrity agreements with suppliers and the joint development of a transparent, compliant supply chain ecosystem, the Company translates compliance requirements into a foundation of mutual trust and collaborative partnership. These efforts support the ongoing cultivation of a fair and competitive market environment and contribute to the Company’s high-quality, sustainable development.

Indicators and Targets

2025 Target	2025 Achievement Status
Maintain oversight of key indicators related to the handling of corruption, fraud, and embezzlement cases, including case outcomes and economic loss recovery	Target achieved. Four criminal cases involving anti-fraud matters were formally filed; criminal compulsory measures were applied to three individuals; five individuals received judicial verdicts; and direct economic losses recovered totaled RMB 1.45 million.

<i>Employee Sunshine Commitment Letter</i> signing rate:	Employee anti-corruption training attendances:	Employee anti-corruption training hours:	Employee anti-corruption training coverage:
100 %	over 20,000	60,000	80 %

Tax Transparency

New Hope Liuhe strictly complies with the *Enterprise Income Tax Law of the People’s Republic of China*, the *Individual Income Tax Law of the People’s Republic of China*, and all other applicable laws, regulations, and regulatory requirements. The Company continuously strengthens and refines its tax management system, with particular emphasis on tax risk management and the faithful fulfillment of its statutory tax obligations. The Company’s tax function provides dedicated support for key business activities, including market expansion, product R&D, and M&As. During the reporting period, the Company incurred no material tax compliance violations and was not involved in any significant tax-related litigation or arbitration proceedings.

Indicator	2025	2024
Profit before tax (RMB million)	-1,155.73	483.47
Reported tax amount (RMB million)	80.284	469.84
Effective tax rate	-69.47%	97.18%
Cash tax paid (RMB million)	829.11	650.18
Cash tax rate	-71.74%	134.48%

Note: Effective tax rate = Reported tax amount (income tax expense) / Profit before tax * 100%. Cash tax rate = Cash tax paid (actual income tax remitted) / Profit before tax * 100%. Both metrics are calculated in accordance with the S&P Global Corporate Sustainability Assessment (CSA) methodology to measure the relationship between taxes paid and accounting profit and to evaluate the level of tax transparency.

Tax Management System and Framework

A dedicated Tax Management Center has been established within the Company’s Finance Department, staffed by five full-time professionals. The Center is responsible for formulating and executing the Company’s tax strategy, which is guided by three core objectives: compliance management, tax burden optimization, and operational support. Operating in close alignment with the Company’s overall business strategy and day-to-day operational activities, the Tax Management Center exercises centralized oversight of all tax-related matters across the organization and provides comprehensive tax support for market expansion, product R&D, M&As, and other strategic business activities, ensuring that tax management serves as an enabler of business growth and sustainable development. The Head of the Tax Management Center is responsible for the formulation and implementation of the Company’s overall tax strategy and for managing relationships with external tax authorities and internal stakeholders. Finance personnel at branches and subsidiaries fulfill tax responsibilities on a concurrent basis, handling entity-level tax filings and related matters for their respective organizations. The Tax Management Center and the finance departments of branches and subsidiaries maintain close, ongoing communication and provide mutual coordination and support to ensure the effective conduct of tax activities across the Group. The Company maintains open and constructive communication with tax authorities and stays informed of developments in tax policy and changes in regulatory requirements on an ongoing basis. The Company continuously refines its suite of internal tax management policies, including the *Enterprise Lifecycle Tax Registration Management System*, the *Tax Declaration Management System*, the *Invoice Management System*, and the *Tax Accounting System*. Together, these policies articulate clear principles, requirements, and procedures for tax compliance and govern tax conduct at every level and across every operational process. All policies are updated promptly in response to changes in domestic and international tax legislation to ensure that the Company meets its tax obligations accurately and on time. During the reporting period, the Company revised its *Tax Data Quality Assessment Measures* and optimized system templates for the enterprise income tax annual reconciliation and provisional payment processes, increasing the degree of reporting automation and materially improving the efficiency and accuracy of tax filings.

Tax Strategy and Commitments

The Company is committed to the following principles in the conduct of its tax affairs:				
Complying with both the letter and the spirit of applicable tax laws and regulations in every jurisdiction where the Company operates;	Refraining from shifting value generated by the Company’s operations to low-tax jurisdictions;	Refraining from utilizing tax structures that lack genuine commercial substance;	Conducting all transfer pricing in accordance with the arm’s length principle;	Refraining from exploiting confidential jurisdictions or so-called tax havens for the purpose of tax avoidance.

Tax Governance and Risk Management

The Company manages its tax risk profile through a policy-driven approach supported by its tax management system, which enables continuous monitoring of tax risk conditions across the organization. Regular risk assessments are conducted covering value-added tax (VAT), enterprise income tax (EIT), individual income tax (IIT), and other relevant tax categories. Following a structured process of risk identification, assessment, and response, the Company has implemented an internal tax self-review program and a cross-sector business inspection mechanism. Through systematic analysis of tax-related business processes and financial data, as well as the application of relevant tax policies, potential tax risk areas are identified and assigned risk ratings based on their likelihood

of occurrence and potential impact. This ensures that risks shared across sectors are addressed in a coordinated and timely manner. High-risk matters are subject to immediate remediation, while medium- and low-risk matters are subject to ongoing monitoring and addressed as circumstances require. Regarding external audits, the Tax Management Center operates a first-contact accountability system, under which staff members who become aware of a risk are responsible for guiding the relevant finance personnel through a self-review process, providing policy guidance, and following up on communications with tax authorities. In the event of a significant risk, on-site intervention is carried out promptly to mitigate the Company’s tax exposure effectively. The Company has also conducted targeted training programs covering enterprise income tax annual reconciliation, the compliance and administrative framework under the Golden Tax Phase IV system, invoice management requirements, and internal management assessment criteria. These programs are delivered on a company-wide basis to ensure the timely dissemination of new policies and emerging regulatory developments, which strengthens the tax competency of finance personnel. In 2025, four specialized tax training sessions were organized, reaching a total of 2,910 participants.

Risk Category	Risk Description	Response Strategy
Value-Added Tax Risk	VAT risks are primarily concentrated in invoice management and tax filing. Key risks include the receipt of fraudulently issued invoices and the issuance of noncompliant invoices. These risks are addressed through the <i>Invoice Management Measures</i> , supported by information technology tools to further reduce exposure.	● To reduce risks associated with invoice issuance, the Company has promoted the adoption of electronic invoices and established partnerships with qualified service providers to deploy automated invoicing systems. Invoicing requests are initiated directly from the financial accounting system to ensure that all business invoices are authentic and complete. ● To mitigate the risk of receiving noncompliant invoices, including those that have been fraudulently issued, the Company has strengthened policy communication, clearly defined the direct accountability of business personnel, and reinforced the supervisory responsibilities of BU managers and company finance managers. ● The shared services center utilizes automated invoice verification services provided by external vendors to enhance the efficiency and accuracy of invoice authenticity checks. This approach intercepts noncompliant invoices at the point of receipt and reduces the risk of accepting invalid documentation.
Enterprise Income Tax Risk	EIT risks are primarily concentrated in the authenticity and reasonableness of costs and expenses.	● With respect to authenticity, the Company has strengthened collaboration with the accounting center and shared services center to standardize the supporting documentation required for cost and expense recognition, transmitting compliance requirements from the finance function through to the business level to ensure that pre-tax deduction vouchers meet regulatory standards. ● With respect to reasonableness, regular training sessions provide ongoing guidance on filing logic and common areas of confusion in provisional payment and annual reconciliation filings, thereby standardizing reporting practices. The Company also leverages its tax management system, which incorporates built-in policy formulas to strengthen filing compliance, including the application of statutory deduction limits for items such as business entertainment expenses and advertising expenditures.
Individual Income Tax Risk	Noncompliant withholding of IIT exposes the Company to the risk of regulatory penalties and reputational damage.	● The Company works in close collaboration with the Human Resources Department to conduct advance tax planning for significant IIT-related matters, such as employee stock ownership plans and executive equity incentive arrangements, and ensures that all required registrations and filings are completed in a timely manner.

Information Security and Privacy Protection

Governance

To strengthen its information security governance, New Hope Liuhe has established a comprehensive information security management system anchored in four guiding principles: strategic leadership, cross-functional collaboration, controllable risk, and regulatory adaptability. The Company has implemented a top-down, three-tier governance structure designed to enable comprehensive and consistent risk management across all operational dimensions.

Decision-Making and Oversight Layer	The Board’s Strategy and Sustainability Committee holds explicit supervisory and managerial responsibility for the Company’s information security program. The Committee regularly reviews significant information security risks to ensure that the Company’s security posture remains aligned with and responsive to its broader business development objectives.
-------------------------------------	---

Strategic Coordination Layer	A dedicated Information Security Committee has been established at the corporate level. The Chief Financial Officer serves as Chair and bears primary accountability for information security, with overall responsibility for strategic direction and resource allocation. The Head of the Digital Technology Department (Chief Information Officer) and the Head of Information Security serve as Vice Chairs, leading technology implementation and risk oversight, respectively. Committee membership encompasses the heads of legal and compliance, human resources, finance, public affairs, and major business segments, as well as independent external experts and stakeholder representatives. This composition supports a multi-dimensional coordination mechanism spanning decision-making, technology, management, and oversight functions. The Committee is responsible for formulating the Company's medium- and long-term information security strategy, annual work plans, and core management policies; organizing company-wide information security risk assessments; identifying internal and external security threats and deploying preventive and control measures; managing significant information security incidents; fostering a strong information security culture; and overseeing the information security controls of key suppliers and business partners.
Operational Execution Layer	The Operations Center of the Digital Technology Department, relevant coordinating functional departments, and designated information security liaisons within each department are collectively responsible for the day-to-day implementation of information security measures, ensuring the effective deployment of all applicable security policies and controls. To further strengthen data security classified management, two subordinate bodies have been established: the Confidentiality Management Committee, which is responsible for the protection of state secrets and commercially sensitive information, and the Personal Information Protection Committee, which oversees personal data security. Together, these bodies provide comprehensive assurance that the Company's information and data assets are managed in a secure, compliant, and well-governed manner.

The Company references internationally recognized standards, including ISO 27001, as guiding frameworks in developing a comprehensive information security policy framework that spans security system construction, data protection, threat response, personnel accountability, and third-party management. This framework ensures that information security requirements are fully and consistently implemented across the organization. During the reporting period, the Company achieved Level 3 Classified Protection of Cybersecurity certification for its core business systems.

Continuous Improvement. The Company has established foundational governance documents, including the *Data Security Management System* and the *Application Security Management System*, and has adopted the *Information Security Reward and Penalty System* as part of a broader security performance framework to continuously optimize management processes and drive iterative improvements to its information security systems.

Data Protection. The *Data Security Management System* safeguards the confidentiality, integrity, and availability of data through a classified and tiered protection approach and full lifecycle management.

Threat Response. The Company has developed the *Information Security Incident Response and Coordination Standards* and the *Information Security Emergency Response Plan*, establishing integrated mechanisms for monitoring and early warning, emergency response, and post-incident review and improvement to enable rapid and effective responses to security threats.

Organizational Accountability. The *Employee Information Security Handbook* has been issued to all employees, interns, and external personnel. The Handbook defines role-specific security responsibilities and operational standards and incorporates information security performance as a component of employee evaluations.

Third-Party Management. The *On-Site Management Measures for Outsourced Personnel in the Digital Technology Department* establishes a framework for pre-engagement screening, on-site supervision, and periodic security assessments of outsourced personnel and suppliers, ensuring that all third-party services conform to the Company's information security standards.

Strategy and Management Approach

The Company has continuously strengthened its information security management system by adopting advanced protection technologies, reinforcing network security safeguards and data governance practices, and cultivating a culture of information security awareness among its workforce. These efforts have provided comprehensive protection for the Company's information and data assets, supporting operational integrity and improved business continuity. During the reporting period, the Company recorded no significant cybersecurity incidents or data breaches, and no material violations related to data compliance or personal information protection.

Enhancing Information Security and Business Continuity

The Company has established a business continuity management framework for information security that spans the full continuum of prevention, response, and recovery, ensuring that core business operations remain stable and uninterrupted in the event of an information security incident. In accordance with the *Information Security Emergency Response Plan*, the Company has defined clear protection objectives for core business functions in the event of a data or information breach, and has developed degraded-operation protocols for critical systems to ensure that essential operations can be maintained under extreme conditions.

Upgrading Information and Data Security Technologies

The Company continues to advance its information and data security capabilities, with a proactive and resilient protection framework in place. Application access controls and data security hardening measures have been deployed across all business systems, with core platforms such as the smart pig farming system designated for enhanced protection. For public cloud environments, protection policies have been customized to reflect specific business traffic profiles, enabling the early detection of potential vulnerabilities and supporting a shift from reactive defense to proactive threat prevention.

Efficient Security Vulnerability Analysis and Remediation

In 2025, in response to cybersecurity vulnerability notifications issued by public security authorities, the Company established a structured, end-to-end remediation mechanism consisting of four

Routine information security drills: 6
Offensive and defensive simulation exercises: 1
Zero information security and privacy disputes / customer privacy breach incidents

Impact, Risk and Opportunity Management

Indicators and Targets

sequential stages: rapid response, precise verification, thorough rectification, and retrospective review. Two dedicated vulnerability remediation initiatives were completed during the year. Throughout each remediation process, a closed-loop management cycle encompassing detection, rectification, and prevention was applied, effectively eliminating identified risks and reducing the likelihood of recurrence.

Managing Sensitive Information Leakage Risk

In adherence to the principle of least privilege, the Company strictly limits the access rights granted to internal personnel and third-party suppliers with respect to employee and customer personal information, and conducts regular supervisory reviews to ensure full-lifecycle data governance. The *Information Security Reward and Penalty System* establishes explicit requirements for the handling of sensitive and confidential data. In 2025, the Company released an updated edition of the Employee Information Security Handbook, integrating information security obligations and restrictions into confidentiality agreements. Critical nodes within key business processes have been identified, and targeted protective measures have been implemented for employee and customer data to reduce exposure to information leakage risk.

Emergency Response to Information and Data Security Incidents

To strengthen the Company's capacity to manage unexpected information security events, a standardized incident response procedure has been established in accordance with the *Information Security Emergency Response Plan*, and a dedicated Information Security Emergency Response Team has been formed. Through practical simulation exercises, the Company has validated the effectiveness and operational readiness of its emergency response plans, reinforced cross-functional collaborative response capabilities, and built a solid foundation for managing unforeseen security incidents.

Employee Awareness and Capability Building

The Company is committed to strengthening organization-wide information security awareness and risk management competency, with the goal of embedding information security as both a practiced behavior and a core operational skill across its workforce. Through new employee onboarding training and ongoing information security programs, employees are actively encouraged to report potential security incidents, which continuously reinforces the organization's human-centered capacity for risk prevention.

The Company has established a comprehensive information security risk management framework that encompasses risk identification, assessment, remediation, and continuous improvement, ensuring that information security risks are consistently detected, effectively controlled, and resolved through a closed-loop process.

Risk Identification. Through regular system scanning, vulnerability assessments, and threat intelligence analysis, the Company systematically identifies internal and external security threats and applies a layered defense strategy across core assets and multiple attack categories.

Risk Assessment. Drawing on the *Information Security Technology—Guidelines for Category and Classification of Cybersecurity Incidents*, the Company classifies incidents into four severity levels: Exceptionally Significant (Level I), Significant (Level II), Moderately Significant (Level III), and General (Level IV). Differentiated response strategies have been developed to address nine incident categories, including malicious software, network attacks, and data security threats.

Risk Remediation. Accountable departments and remediation timelines are clearly defined for risks at each severity level. In 2025, the Company completed 198 risk rectification items, recorded 219 risk occurrences, and achieved closed-loop resolution of all identified risk exposures.

Continuous Improvement. The Company completed 7 security infrastructure initiatives and published 1 new governance policy, extending coverage across a hybrid architecture comprising private cloud (86.11%) and public cloud (13.89%) environments, while continuing to refine security strategies and optimize resource allocation.

2025 Target	2025 Achievement Status
Strengthening of web application security	Full HTTP access control WAF coverage successfully deployed across all core SLA business systems
Security hardening of middleware components	7 items identified through scanning and risk assessment; 5 items completed through rectification and iterative optimization
Compliance with external assessments and simulation exercises	Multi-level Protection Scheme (MLPS) certification successfully obtained; security indicator baseline requirements met in regional enterprise offensive and defensive exercises

2

Premium Products
for Accessible
Nutrition
and Health

Chapter Content

• R&D in Nutrition and Health	29
• Advancing Smart Farming	32
• Rigorous Quality and Safety Control	34
• Service Quality Enhancement	38
• Supply Chain Management	40

Contribute to the UN 2030
Sustainable Development Goals (SDGs)



By integrating key functional genomic loci with the distinctive genetic resources of indigenous Chinese pig breeds, the Xinxiwang 60K high-density solid-phase SNP chip provides foundational technological support for the conservation of indigenous pig genetic resources, breed purification and restoration programs, and the commercialization of superior genetic traits.

R&D in Nutrition and Health

Guided by an innovation-driven development strategy, New Hope Liuhe concentrates its R&D efforts on core fields including biological breeding, animal nutrition, and healthy farming practices. The Company drives technological advancement across the industry through key scientific and technological initiatives, accelerates the translation of research breakthroughs into commercial applications, and is building a leading innovation ecosystem spanning the agriculture, animal husbandry, and food sectors, with the goal of delivering products that are safer, more nutritious, and of higher quality.

R&D System and Collaborative Partnerships

New Hope Liuhe has established a globally competitive R&D network underpinned by a standardized technological innovation management system. The Company fully operates and leverages multiple high-level innovation platforms, including the Ministry of Agriculture and Rural Affairs Key Laboratory for Feed and Livestock & Poultry Product Quality Safety Control, the Ministry of Agriculture and Rural Affairs Key Laboratory for Digital and Intelligent Swine & Poultry Breeding Technology Innovation, and the National-Local Joint Engineering Research Center for Feed Safety and Efficient Utilization Technology. Sustained investment in technological innovation and talent development continues to strengthen the Company's independent innovation capabilities and drive a steady pipeline of research outcomes.

Refined Scientific Research Management

The Company has established a robust technological innovation governance structure, with the Science and Technology Management Committee serving as the highest decision-making body and the Academic Advisory Committee providing specialist technical guidance. This structure encompasses both forward-looking fundamental research and the transformation, promotion, and application of applied research findings. Through its network of research institutes, the Company conducts targeted research across key domains including biological breeding, animal nutrition, farming technology, epidemic prevention and control, and food safety.

To standardize end-to-end scientific research management, the Company has developed a suite of institutional documents, including the *Scientific and Technological Project Management Measures of New Hope Liuhe Co., Ltd.* and the *Sci-Tech Management Risk Control Measures. Rigorous pre-project feasibility research and approval assessment processes are conducted to* identify and mitigate potential uncertainties and risks in R&D initiatives before they arise.

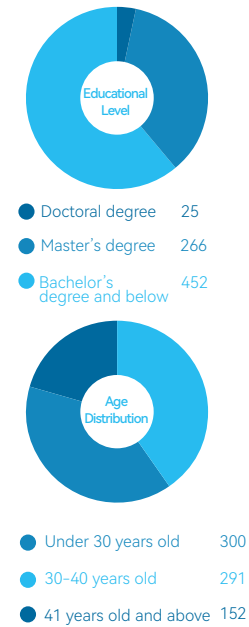
Diversified Research Collaboration

The Company has established a dedicated Breeding Technology Center and taken the lead in founding the Sichuan Native Pig Breeding Consortium, with a focus on cutting-edge technologies such as genomic breeding, intelligent phenomics, and precision animal breeding. To build a leading domestic platform for the commercialization of biological breeding technologies, the Company has developed deep industry-academia-research partnerships with a range of distinguished institutions, including Yazhou Bay National Laboratory, China Agricultural University, Huazhong Agricultural University, Jiangxi Agricultural University, Sichuan Agricultural University, and Nanjing Agricultural University.

In collaboration with Sichuan Agricultural University, the Company co-founded the Sichuan Provincial Key Laboratory of Animal Nutrition and Efficient Feed Utilization, leveraging the platform's strengths to advance high-quality innovation and research outcomes.

The Company also continues to invest in its postdoctoral research stations. In 2025, it operates two such stations, each hosting one postdoctoral researcher conducting work in the fields of pig breeding and animal epidemic prevention and control, respectively.

R&D Personnel Profile



Signing Ceremony of New Hope Liuhe Breeding Technology Platform



Appointment Ceremony of Sichuan Provincial Key Laboratory of Animal Nutrition and Efficient Feed Utilization

R&D Operational Performance

Indicator	2025	2024	2023	2022	2021
R&D investment (RMB million)	191.35	270.28	209.58	302.13	291.89
R&D investment as a percentage of revenue	0.18%	0.26%	0.15%	0.21%	0.23%
Number of R&D personnel	743	717	808	1,094	1,191
R&D personnel as a percentage of total workforce	1.7%	1.73%	1.66%	1.41%	1.49%

Animal Health and Nutrition

In 2025, the Feed Sector conducted a comprehensive review of raw material databases to improve the accuracy of nutritional formulation, while continuously refining health-oriented nutritional formulas across all feed categories.

Poultry Feed: The Company conducted systematic research into optimal nutritional thresholds, including lysine, methionine, and cystine levels for meat duck feed. Through targeted nutritional adjustments during the late laying phase of hens, it effectively improved eggshell quality and reduced flock mortality rates.

Aquafeed: A dedicated Aquafeed Management Department was established. By optimizing the balance of micronutrient content, energy-to-protein ratios, and carbohydrate-to-lipid ratios, the Company achieved a comprehensive quality upgrade across its aquatic feed product range.

Ruminant Feed: Building on proprietary R&D outcomes, the Company improved daily weight gain performance in meat sheep and launched a full product line of feed tailored specifically for dairy goats.

Swine Feed: The Company actively participated in the development of industry standards, including group standards for sow feed. In response to the evolving swine farming landscape, it conducted in-depth research into net energy, crude protein, and digestible amino acid indicators applicable to swine feed across all growth stages, resulting in refined product standards that minimize meat production costs while fully meeting market requirements.

Advancing Industrial Synergy

The Company is accelerating the integrated deployment of nutritional research and technological application systems across its Pig and Feed sectors. Within this framework, the Feed Sector leads the development of raw material value evaluation systems, raw material databases, and formula design frameworks — resources that are directly adopted and applied by the Pig Sector in its operations. On the R&D front, the Pig Sector focuses on studying the nutritional requirements of pig herds and developing cost-effective feeding solutions, while the Feed Sector tailors feed cost optimization plans for diverse client groups. The two segments engage in ongoing experience sharing and continuous technical iteration. In formula optimization, cross-functional collaboration between technical and procurement teams is fully embedded to enable the rational allocation of high-value raw materials and effective cost management. These joint efforts have steadily improved herd breeding performance and reduced overall production costs.

Innovation Achievements

Liquid Fermented Feeding Technology	Swine Gut Microbiome Functions and Targeted Nutritional Regulation Technologies and Their Applications
Through the application of liquid fermented swine feed across multiple breeding farms, the Company has achieved significant improvements in feed intake and daily weight gain, optimized feed conversion ratios, and reduced soybean meal consumption. This approach also raises intramuscular fat content and markedly enhances pork quality, delivering a cumulative saving of 611,000 tonnes of soybean-equivalent protein. Environmental Benefits: The adoption of non-grain raw materials (e.g., distillers' grains, miscellaneous meal) reduces dependence on grain crops and lowers breeding-related emissions. Social Benefits: Breeding efficiency is elevated, additional employment opportunities are created, and industrial technological upgrading is accelerated. Economic Benefits: Farmers benefit from lower production costs and higher-quality pork output, while the Company advances the commercialization of its technologies and expands operational capacity.	The Company made a significant contribution to the research project "Swine Gut Microbiome Functions and Targeted Nutritional Regulation Technologies and Their Applications," which was awarded the First Prize of the Sichuan Provincial Science and Technology Progress Award in 2024, a landmark recognition of the Company's progress in the R&D and industrial application of biological feed technologies. Centered on the structural characteristics and functional mechanisms of swine intestinal flora, the project systematically investigates the correlations between microbiome composition, swine health, and growth performance. By applying innovative microbial regulation technologies, the project has markedly improved feed utilization efficiency and breeding economic returns. It has further driven upgrades to feed pre-treatment equipment and production workflows, established a replicable industry-academia-research collaborative innovation model, and delivered scalable, sector-wide solutions for saving grain and improving efficiency.



- Four key research achievements were awarded the **First Prize of the Shennong China Agricultural Science and Technology Award**: “Core Technologies for Quality Improvement and Industrialized Production of Poultry Products,” “Core Technological Innovation and Product Industrialization of Biological Feeds,” “Efficient Breeding Technology Innovation, New Variety Cultivation, and Industrial Promotion for Meat Ducks,” and “Innovation and Application of Novel Functional Feed Enzymes for Livestock & Poultry Intestinal Health Optimization.” A fifth project, “Innovation and Application of Key Nutritional Regulation Technologies for Efficient and High-Quality Production of Yellow-Feathered Broilers,” received the **Second Prize of the same award**.
- At the provincial level, the “Swine Gut Microbiome Functions and Targeted Nutritional Regulation Technologies and Their Applications” project claimed the **First Prize of the Sichuan Provincial Science and Technology Progress Award**, while the “Development and Industrialization of a Nationally Certified New Feed-Grade Copper Citrate Product” was awarded the **Second Prize of the same award**.
- Two additional projects, “Innovation and Application of Key Technologies for High-Value Utilization of Feed Resources” and “Key Technologies for the Creation and Industrialization of Novel Green Agricultural Biological Products Derived from Enteromorpha Polysaccharides”, received the **Second Prize of the Qingdao Municipal Science and Technology Progress Award**.
- Seven technical professionals from the Company, including Dr. Jing Lu, Director of the Breeding Division under the Pig Sector, and Yang Qing, Director of the Qingdao Quality Inspection Center of the Feed Product Department, were recognized among the **first cohort of professionals to be awarded associate senior professional titles through independent appraisal by private enterprises in Sichuan Province**.

Intellectual Property Portfolio			2025
Patents filed			42
Patents granted			48
Valid patents newly added			48
Cumulative valid patents	of which: invention patents	426	1,361
	of which: utility model patents	862	
	of which: design patents	73	
Cumulative software copyrights			58
Cumulative registered trademarks			851

In 2025, a total of 3 national standards, 6 industry standards, and 2 group standards led or co-developed by New Hope Liuhe were officially promulgated and came into effect.

Category	Standard Name	Standard No.
National Standard	Determination of pepsin digestibility for animal-derived feeds	GB/T 13881-2025
	Determination of bovine, ovine and goat-derived materials in feeds	GB/T 20190-2025
	Determination of horse and donkey-derived materials in feeds	GB/T 21107-2025
Industry Standard	Feed material — Stone powder	NY/T 4677-2025
	Feed material — Soy protein concentrate	NY/T 4676-2025
	Feed material — Rice protein powder	NY/T 4751-2025
	Feed material — Peanut meal	NY/T 133-2025
	Feed material —Wheat gluten	NY/T 4752-2025
	Control techniques for vectors in intensive pig farms	NY/T 4740-2025
Group Standard	Formula feeds for gilts, gestating and lactating sows	T/CFIAS 1005-2025
	Chinese pork of black-hair pigs	T/CMATB 1001-2025

Upholding Breeding Ethics

The Company maintains **54** science and technology innovation platforms across all levels, including 8 at the national and ministerial level and 18 at the provincial level, and holds the designation of a high-tech enterprise.

New Hope Liuhe strictly adheres to all applicable laws and regulations governing breeding ethics, including the *Biosafety Law of the People’s Republic of China*, the *Animal Husbandry Law of the People’s Republic of China*, and the *Measures for Scientific and Technological Ethics Review (for Trial Implementation)*. The Company conducts animal breeding activities with rigor, integrity, and transparency, and categorically refuses to engage in the research or application of any technologies that violate ethical norms or compromise animal welfare, ensuring that all corporate technologies and products serve the goals of sustainable development and broader social wellbeing. To uphold these principles in practice, the Company has established a Science and Technology Ethics Committee to ensure that all technological innovations comply with ethical standards and do not pose risks to the ecological environment, public health, or society. The committee brings together internal and external professionals with strong academic expertise and ethical grounding, including scientific researchers, legal consultants, industry specialists from the breeding and feed sectors, and client representatives. It conducts regular oversight of ethical implementation across all business segments to ensure that divisional practices remain aligned with the Company’s strategic objectives. The Company has also strengthened its internal management systems for research ethics and implemented targeted training programs to build ethical awareness across the workforce. All frontier biotechnology R&D projects, including those involving animal trials, gene-editing breeding, and novel feed additives, must undergo a comprehensive ethical assessment before receiving approval, ensuring that potential ethical risks are identified and addressed at the outset.



Aquafeed R&D Base of the Feed Sector

Advancing Smart Farming

New Hope Liuhe is steadily advancing the development of a fully integrated digital and intelligent breeding ecosystem across its value chain. With a focus on core pig breeding and rearing operations, the Company has built a cross-industry digital and intelligent collaborative platform for swine production. By integrating IoT, AI, big data analytics, and smart equipment, it drives precision breeding, intelligent production, and digital management, establishing a closed-loop operational framework that spans data collection, intelligent analysis, precise decision-making, and efficient execution. Smart breeding has become standard practice across the Company’s operations, with digital empowerment serving as a key engine of high-quality industrial development.

Governance

New Hope Liuhe regards digital transformation as a strategic priority for cultivating new growth momentum and reinforcing core competitive strengths. In pig farm operations, the Company has achieved full-cycle intelligent management covering breeding stock selection, fattening, health monitoring, and market sales. In feed production, end-to-end digital management has been implemented across raw material procurement, formula optimization, manufacturing, and logistics distribution.

Strategy and Management Approach

To govern the full lifecycle of digital projects with greater clarity and consistency, the Company has developed and regularly updated dedicated management regulations covering responsibilities, operational procedures, and unified standards. These policies function as internal institutional guidelines and are dynamically refined in response to organizational adjustments and evolving business needs, with the aim of improving project delivery quality, mitigating operational risks, and optimizing resource allocation.

Centered on the digital transformation strategic vision of “three fulls and four transformations”, which integrates business operations, data, and management, New Hope Liuhe continues to drive the intelligentization of key equipment, the digitalization of full-scenario operations, the functionalization of all online data, and the proactive management of whole-process operations. Digital and intelligent technologies are applied across the entire industrial chain, encompassing pig farm management, feed production, and corporate governance, delivering measurable improvements in breeding efficiency, operational performance, and management standards.

Digital and Intelligent Production Management

Full-Industry-Chain Digital Intelligent Breeding System	The Company has built a digital intelligent breeding architecture that integrates “gene flow” and “data flow,” enabling RFID-based intelligent tracking from core herds through to commercial herds, AI-driven measurement of key traits, and full-chain digital management. Supported by high-throughput measurement systems, precision environmental controls, and biosecurity protocols, this architecture enables efficient and coordinated breeding operations.
Intelligent Equipment Deployment Across Key Production Stages	Intelligent equipment, including smart breeding care trolleys, AI-powered in-vivo measurement systems, and intelligent feeding test stations, has been widely deployed across farrowing house care, individual animal measurement, and meat quality evaluation. These tools enable automated data collection and precise operations, significantly reducing labor costs and the risk of human error.
Core Breeding Algorithms and Precision Decision-Making Services	Leveraging advanced breeding computation models such as GBLUP, the Company develops and delivers algorithm-based services including mating scheme design and pre-selection planning. By applying genomic estimated breeding values, it achieves precision mating, optimizes population genetic structure, and accelerates genetic progress. These technologies have been deployed across six core breeding farms managing a total of 22,000 breeding pigs, delivering an approximately 5% increase in population genetic progress, which effectively mitigates inbreeding depression while reducing piglet mortality and improving labor efficiency by over 40% across key production processes.
Big Data and Cloud Computing	Production and Operations Platforms: Consolidate data from pig farms, feed mills, and slaughterhouses into real-time dashboards covering pig inventory, feed intake, growth performance, and sales costs, enabling dynamic adjustments to stocking density and feed formulas. Market Forecasting Tools: Analyze historical sales data and market trends to support staggered marketing decisions and improve profit margins. Supply Chain Optimization: Apply demand forecasting models to streamline raw material procurement and production scheduling, which reduces inventory backlogs.
Robotics and Automation	Immunization Injection Robots: Utilize digital twin technology to achieve full-process automation of vaccine administration with minimal manual intervention. Intelligent Feeding Systems: Automatically adjust feed volumes based on each pig’s growth stage to minimize feed waste.

For details on the application of full-chain AI technologies, see the “Special Feature: Embracing AI to Unlock New Quality Productive Forces in Agriculture.”

Hi, 我是猪小新



Case

Full-process Intelligent Phenotypic Measurement System

The Company has established a comprehensive, automated phenotypic data collection network spanning from live animals through to post-slaughter assessment. At the live animal stage, AI-powered weight and body condition measurement tools, combined with intelligent feeding test stations, enhance breeding efficiency. At the post-slaughter stage, the Company has built intelligent carcass and meat quality measurement laboratories integrating automated equipment with digital management platforms, which enables standardized, high-throughput testing of more than 20 complex indicators, including lean meat percentage and drip loss. This system facilitates large-scale, precise, and automated phenotypic data collection, generating the robust datasets needed to improve the accuracy and efficiency of breeding value estimation and selection.

Participation in the National Science and Technology Major Project on New-generation AI

In response to the recurring challenge of Porcine Epidemic Diarrhea (PED) outbreaks affecting the pig industry, the Company actively participated in the research project “Data- and Knowledge-Driven Approach for Intelligent Diagnosis of Typical Livestock and Poultry Epidemics.” Through systematic investigation into PED prevalence and underlying causes, and by applying breeding system big data alongside machine learning techniques, the Company identified key risk factors associated with PED outbreaks, enabling early warning and rapid response. The resulting monitoring and early warning system facilitates timely alerts and intervention measures, equipping farmers with better tools to manage PED outbreaks and contributing to herd health and broader industry stability.

Digital Training

Through its online New Hope Academy platform, the Company has developed and launched a library of short videos and micro-courses for frontline workers, covering pig breeding practices, biosecurity protocols, and veterinary standard operating procedures (SOPs). Post-certification programs have also been introduced to further strengthen workers’ technical competencies, improve job alignment, and support workforce retention.

Impact, Risk and Opportunity Management

As New Hope Liuhe advances its digital transformation and smart breeding initiatives, the Company faces a range of potential risks that require active management. On the technical and talent front, these include the risk of suboptimal technology selection, system integration challenges, extended return-on-investment cycles driven by rapid equipment upgrades, and a shortage of qualified digital professionals. Financial risks, particularly high upfront capital requirements and return volatility linked to pig price fluctuations, also warrant careful mitigation. The Company addresses these challenges through a comprehensive, end-to-end risk control system embedded across all phases of its digital operations.

Supportive policy frameworks, including the *National Smart Agriculture Action Plan (2024—2028)* and initiatives promoting the green and low-carbon development of the animal husbandry sector, are creating meaningful opportunities. The Company is capitalizing on these tailwinds by shifting from experience-driven management to precision-based, data-driven decision-making, implementing dynamic individual animal health monitoring, and establishing full-process product traceability. To drive high-quality development, the Company harnesses digital and intelligent technologies to strengthen industrial synergy, integrate upstream and downstream operations through coordinated feed, breeding, and slaughtering support, and empower small and medium-sized farmers—collectively building a more resilient and inclusive industrial ecosystem.

To realize the “three fulls and four transformations” framework, encompassing the intelligentization of key equipment, the digitalization of full-scenario operations, the functionalization of all online data, and the proactive management of whole-process operations, under the integrated business, data, and management model, New Hope Liuhe fosters close alignment between business operations and digital technology. Progress and effectiveness of the Company’s digital transformation are evaluated holistically, with reference to improvements in operational efficiency and core competitiveness.

Indicator	2025 Target	2025 Actual
Number of key operational matters supported and controlled	17	46
Number of internal control risk points warned and controlled	84	90

Rigorous Quality and Safety Control

Guided by the principle that “food is the paramount necessity of the people, and food safety is the top priority,” New Hope Liuhe places food safety at the heart of its corporate responsibilities, embedding this commitment throughout the entire product lifecycle from raw materials through to the consumer’s table. The Company rigorously enforces a three-tier quality inspection mechanism to assign food safety responsibilities at every level of the organization, with the overarching goal of delivering food products that are safe, healthy, and nutritious.

Governance

New Hope Liuhe strictly complies with all applicable laws and regulations, including the *Food Safety Law of the People’s Republic of China*, the *Product Quality Law of the People’s Republic of China*, the *Regulations on Live Pig Slaughter Management*, the *Regulation on the Administration of Feeds and Feed Additives*, as well as local regulatory requirements at all project sites. These external obligations are complemented by a suite of internal management systems, including the *Food Safety Evaluation Management Measures of New Hope Liuhe Co., Ltd.*, the *Black Pig Product Food Safety and Quality Management System*, and the *Food Crisis Management Measures of New Hope Liuhe Co., Ltd.*, which the Company continuously refines to strengthen quality and safety control across key links in both the Pig and Feed sectors.

Pig Sector	In the Pig Sector, the Company has introduced 11 new internal control systems, including the <i>Quality and Food Safety Management Manual for Forward Warehouse Products of the Pig BG Fresh Meat Division of New Hope Liuhe Co., Ltd.</i> and the <i>Implementation Rules for Testing of the Pig BG Fresh Meat Division of New Hope Liuhe Co., Ltd.</i> These systems address a comprehensive range of areas: return management, food safety contingency planning, national reserve meat management, forward warehouse operations, drug residue controls, broken needle protocols, quality accountability, testing procedures, and product acceptance standards.
Feed Sector	In the Feed Sector, the Company has established a full set of internal rules and regulations, encompassing quality and safety management manuals, post operating procedures, and equipment guidelines, that span the entire value chain from raw material procurement and management through to production control, product safety oversight, storage, transportation, sales, complaint handling, recall procedures, training, and document management, with clearly defined quality standards at each stage.

At the corporate level, the Company has established a Food Safety and Quality Management Department at its headquarters to provide centralized oversight of food safety matters. All branches and subsidiaries have set up corresponding safety and quality management teams, forming a clearly structured, top-down safety governance framework. The Company actively promotes quality and food safety standardization certification across all sectors and subsidiaries, and conducts regular internal audits and management reviews of its quality management system to verify compliance, effectiveness, and ongoing improvement. For entities certified under the ISO 9001 Quality Management System and ISO 22000 Food Safety Management System, the Feed Sector strengthens full-process risk control through supplementary system planning, hazard analysis, and hazard control measures. At minimum, one full-clause internal audit is conducted at each certified subsidiary annually, with audit reports issued and corrective actions monitored to closure, which ensures consistent system implementation, product quality, and regulatory compliance.

- Pig Sector: All companies under the Fresh Meat Division hold ISO 9001 Quality Management System certification and satisfy the requirements of HACCP System certification (V1.0). Shandong Qianxihe Food Co., Ltd. and Hebei Qianxihe Meat Industry Co., Ltd. have additionally obtained FSSC 22000 Food Safety System certification.
- Feed Sector: 31 entities hold ISO 9001 Quality Management System certification, and 13 entities hold ISO 22000 Food Safety Management System certification.
- Overseas Sector: 10 entities hold ISO 9001 Quality Management System certification; 2 hold ISO 22000 Food Safety Management System certification; 4 hold HACCP System certification; 10 hold CPPB/CPPIB Good Feed Production Practice certification; 1 holds FAMI-QS European Feed Additives and Premixes Quality System certification; and 1 holds a BSTI Product Type Approval Certificate.

Strategy and Management Approach

New Hope Liuhe operates under the guiding principle that “every detail matters in quality control, and safety responsibility is of utmost importance.” This philosophy is operationalized through two internal frameworks: the “three concessions” principle governing concessions for internal disposition, supplier materials, and customer authorization, and the “three no-exceptions” principle requiring that no deviation goes without root cause identification, corrective action, or organization-wide lessons learned. Guided by these standards, the Company continuously refines its full-value-chain food safety management system, encompassing raw material procurement, production control, quality inspection, product management, sales management, and personnel training, to ensure end-to-end quality oversight.

New Hope Liuhe integrates quality and safety management into every stage of its production and operational processes, which establishes a closed-loop biosecurity prevention and control system. The Company leverages digital tools to strengthen product traceability and works in close collaboration with farmers and suppliers to collectively raise quality control standards, aiming at safeguarding product quality and safety from farm to fork.

Biosecurity Prevention and Control

Efficient Early Warning and Pre-emptive Risk Avoidance: The Company has established an epidemic risk early warning mechanism based on infection thresholds, enabling proactive, pre-emptive measures when regional epidemic risks escalate. During high-risk seasons and periods of extreme weather, targeted dust suppression and toxin reduction interventions are promptly deployed to mitigate infection risks.

Closed-Loop Biosecurity Management: The Company continuously optimizes vehicle disinfection procedures and facility layouts, sources approximately 80% of canteen vegetables from in-house cultivation during autumn and winter, and promotes the use of designated slaughterhouses through an integrated breeding-slaughtering linkage model, which collectively reduces transmission risks associated with vehicles, food inputs, and transportation activities. Grid-based prevention and control measures have been implemented to optimize the deployment and scheduling of culling and transportation vehicles on-site, achieving zero cross-farm transmission from 2024 to 2025.

Differentiated Response Strategies: The Company develops tailored response protocols for different virus strains. For chimeric strains, the focus is on regional isolation and refined toxin reduction; for vaccine strains, a barn-by-barn isolation approach combined with multiple rounds of blood sampling is applied. This strain-specific methodology enhances both the scientific rigor and operational efficiency of the Company’s prevention and control efforts.



- Recognized as an Outstanding Case of Fulfilling Corporate Social Responsibility at the 9th Food Enterprise Social Responsibility Annual Conference (2025)
- Recognized as an Outstanding Case of Food Safety Management (2024-2025) at the 2025 China Food Safety Conference



Case

Positive Pressure Ventilation Upgrades to Strengthen Biosecurity

To address biosecurity vulnerabilities in pig farms, the Company undertook a comprehensive overhaul of its positive pressure ventilation systems. Following three years of sustained technological upgrades, positive pressure ventilation has been extended to most northern farming regions, enabling effective air filtration within pig houses. Complemented by hardware improvements and process optimization across supporting epidemic prevention measures, including link monitoring, biosecurity protocols, and emergency response procedures, these upgrades have markedly enhanced the overall biosecurity capabilities of the Company’s pig farms.



Two Additional National-Level Epidemic-Free Zone Certifications

Following rigorous review by the Ministry of Agriculture and Rural Affairs, two additional subsidiaries of the Company have been officially certified as national-level Epidemic-Free Zones, bringing the Company’s total to 12. These certifications directly facilitate the cross-regional transportation of live pigs and contribute to greater stability in production operations.



During the reporting period, the pass rate of random market inspections was

100%

Drug Residue Control

Strengthening Drug Residue Testing: Drawing on the *Detailed Rules for Food Safety Supervision and Sampling in 2025*, industry-wide drug residue sampling data, and internal testing results, the Company has developed the *Implementation Rules for Testing of the Pig BG Fresh Meat Division of New Hope Liuhe Co., Ltd.* Testing frequencies are calibrated according to the severity of drug residue risks, with comprehensive testing conducted at pig entry, slaughtering, and pre-delivery inspection stages to ensure targeted and effective residue control.

Enhancing Testing Capabilities: Quarterly blind sample comparison and verification exercises are conducted to assess and improve the technical proficiency of laboratory personnel, ensuring the reliability and accuracy of test results. Laboratory directors are invited to participate in the Capacity Building and Improvement of Inspection and Testing Institutions in the Food Industry training program, a collaborative initiative between the State Administration for Market Regulation and the United Nations Industrial Development Organization, to further strengthen testing capabilities.

Testing Frequency		Testing Content
Daily		Quinolones, sulfonamides (total), florfenicol, tetracyclines, trimethoprim, lincomycin, etc.
Weekly		Dexamethasone, chloramphenicol, tilmicosin, etc.
External Pig Supplies		Additional testing for chlorpromazine, sodium pentachlorophenate, etc.

Quality Culture Development

Quality training reached 5,468 participant-times, totaling 4,297.97 training hours.

Delivering Healthy Food

Product Recall Management

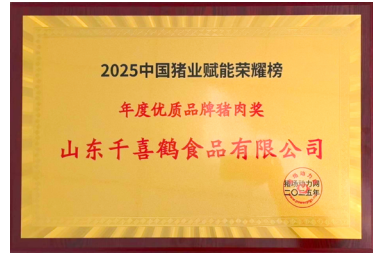
The Company has established a *Product Recall Management System* that sets out clear recall procedures and defines departmental responsibilities. To verify the system’s effectiveness, an annual simulation drill is conducted to ensure timely response capabilities and full operational readiness. The Safety and Quality Department is responsible for collecting and consolidating market feedback and ensuring its proper integration into production practices. In alignment with HACCP recall requirements, the Department maintains clearly defined information transmission processes and accountability assignments, assesses product risks in a structured manner, and ensures the prompt recall of any high-risk products identified.

New Hope Liuhe places strong emphasis on building employees’ quality awareness and professional competence. The Feed Sector has developed the *Quality and Safety Management Manual*, with all entities required to maintain strict compliance with quality management system documentation. The headquarters conducts regular full-clause internal audits to verify consistent system implementation. The Fresh Meat Division of the Pig Sector delivers year-round quality training programs to strengthen the operational skills and cross-functional collaboration of frontline employees, which supports compliant pig slaughtering practices and robust quality safety assurance.

New Hope Liuhe operates under the guiding belief that “quality pork begins with sound pig farming.” Through nutritionally optimized feed formulas and science-based breeding practices, the Company enhances animal health and the nutritional profile of its pork, while continuously improving live pig quality. By evolving from raising healthy pigs to producing high-quality, flavorful pork, the Company is committed to meeting consumers’ growing appetite for diversity and product personalization.

Enhancing Pork Quality

Anchored by five major slaughtering bases in Beijing, Liaoning, Hebei, Shandong, and Shaanxi, the Company fully capitalizes on its integrated industrial chain capabilities spanning breeding, farming, slaughtering, and intensive processing. Through a strategically coordinated breeding-slaughtering linkage model connecting its owned farming bases nationwide, the Company ensures consistent performance across key indicators, including live pig weight and intramuscular fat content, to deliver reliably high-quality pork. The Company has established a dedicated Meat Quality Laboratory that accumulates comprehensive data across breeding, farming, nutrition, and meat quality dimensions. This work has given rise to a specialized database for black pigs, one that precisely maps the relationships between pig strains, breeding conditions, feeding programs, and meat quality metrics. Test data is translated into actionable improvement indicators fed directly back to the farming sector, enabling data-driven production optimization. The laboratory has completed full carcass testing of mainstream black pig breeds, and this approach has driven a premium slaughter rate improvement of over 10%.



- Pork produced by Yang Ling Besun Agricultural Industry Group Corporation Limited was named among the Top 30 Special Premium Products in Northwest China at the Future Agricultural Industry Development Conference.
- Shandong Qianxihe Food Co., Ltd. received the Excellent Brand Pork of the Year Award.
- Qianxihe’s “Farmhouse Pork Blood Sausage” and “Zhichu” Black Pig Lard both earned the Gold Award at the Culinary Showcase with Quality Ingredients event during the 2025 China International Meat Industry Week.

Impact, Risk and Opportunity Management

Indicators and Targets

Service Quality Enhancement

Governance

Strategy and Management Approach

Optimizing Customer Service

Animal epidemics represent a significant and systemic risk to the animal husbandry industry. When outbreaks occur, they can cause direct losses through breeding animal mortality, reducing output, driving up costs, and depressing prices. Beyond immediate production impacts, epidemics may also trigger source contamination, cross-contamination during processing and distribution, and erosion of consumer confidence and brand reputation. To mitigate epidemic risk, the Company employs a multi-layered approach: standardized farm construction, professionally trained breeding technicians, rigorous preventive protocols, and strengthened quality and safety management across the supply chain and among cooperative farmers — working in concert to contain and control potential outbreaks.

New Hope Liuhe has implemented comprehensive quality management measures with the clear objective of eliminating product recalls and preventing negative product incidents. In 2025, no major product safety or quality liability accidents were recorded. In 2025, no product recalls or negative product incidents occurred.

Guided by a customer-centric philosophy and a commitment to responsible marketing, New Hope Liuhe consistently refines its service systems and standards to enhance the overall customer experience.

The Company has progressively strengthened its customer service framework, with sector BUS operating under a two-tier linked governance structure spanning business divisions and subsidiaries. At the business division level, the Sales General Manager serves as the overall responsible party for customer service; at the subsidiary level, this responsibility rests with the General Manager, supported by a dedicated Customer Service Department staffed by managers from the Sales, Support, Production and Operations, and Safety and Quality functions to deliver localized service. This clearly defined, collaborative two-tier structure enables rapid response and professional support for customer needs. The Company has also established internal management systems, including the *Management Measures for Marketing Personnel Evaluation* and the *Regulations for Customer Management in Pig Sales*, that set out clear service standards and operational protocols.

Informed by the distinct characteristics of its industry, the Feed Sector has built a comprehensive customer service management system covering the full cycle of pre-sales, in-sales, and after-sales support. By delivering differentiated, personalized services alongside professional technical assistance, the Company has cultivated strong customer trust and long-term loyalty.

Customer Service Management

Pre-sales Services	The Company provides breeding consulting, feed product recommendations, and customized breeding plan development services to help customers prepare effectively for their breeding operations.
In-sales Services	The Company ensures timely order processing and accurate delivery, offers real-time logistics tracking, and coordinates prompt solutions to any delivery-related issues as they arise.
After-sales Services	A 24-hour customer service hotline (400 line) is available to address customer inquiries on feed usage. Regular follow-up visits are conducted to assess product performance in the field and gather customer feedback.

Customer Information Management

Through multiple channels, including market research, sales visits, and customer consultations, the Company has established a structured customer information management system and strictly enforces customer information confidentiality policies.

Professional Technical Guidance

Depending on product category and sales volume, companies of the Feed Sector deploy qualified breeding service personnel to deliver technical training and support disease diagnosis and prevention. When requested, these specialists provide on-site technical assistance, helping customers resolve after-sales challenges effectively and efficiently.

Expanding Online Service Capabilities

In line with evolving digital marketing trends, the Company has developed tailored online sales strategies for both its Pig and Feed sectors to broaden customer reach and improve service efficiency. For details on the Pig Sector’s online strategy, see the “Special Feature: Embracing AI to Unlock New



Quality Productive Forces in Agriculture.” Focusing on platform diversification and content ecosystem development, the Feed Sector has built a wider, more targeted, and increasingly interactive online sales and service network. During the reporting period, its online platforms accumulated over 100,000 registered customers and facilitated the sale of more than 12,000 tonnes of premixed and concentrated feed.

Platform Expansion	The Company maintains a strong presence on mainstream e-commerce platforms such as Taobao and JD.com, while actively expanding into emerging social and content platforms including Douyin and Kuaishou. By analyzing user demographics and traffic behavior specific to each platform, it applies differentiated strategies to engage distinct customer segments with precision.
Influencer and Expert Collaboration	Through partnerships with key opinion leaders (KOLs), technical experts, and benchmark farmers within the breeding industry, the Company has developed an integrated ecosystem that combines customer education with product promotion, leveraging live-streaming sessions, technical presentations, and real-world case study sharing.
Service Quality and Efficiency	Supported by an efficient online customer service system, professional technical support, and real-time logistics updates, the Company achieved an online customer satisfaction rate of 98.5% during the reporting period.

Customer Complaint Management

Customer Communication

Each business division maintains a dedicated 400 customer complaint hotline, publicized through product packaging and other customer-facing channels. Frontline sales personnel conduct regular communications with distributors, collecting and compiling market feedback on a daily basis and forwarding it to the Safety and Quality Department, which oversees production departments in implementing targeted improvements.

Complaint Handling

All business divisions have established robust complaint handling mechanisms and standardized process workflows to ensure all issues are resolved thoroughly and effectively.

Pig Sector	The Production Department conducts thorough root cause investigations, develops specific resolution plans, and ensures all complaints are handled to completion. For product quality issues, appropriate measures are taken, including returns, formal apologies, and compensation, alongside improvements to service processes and, where warranted, training or disciplinary action for relevant personnel. In 2025, a total of 647 work orders were received via the 400 hotline, comprising 634 consulting inquiries and 13 product quality complaints, with a 100% complaint resolution satisfaction rate.
Feed Sector	Upon receiving a complaint, the Company records all relevant details and routes the case to the appropriate responsible department for handling in accordance with the Customer Complaint/Return Handling System. For quality-related complaints, the Quality Management Department conducts a thorough investigation and product verification before responding to the customer. In 2025, the 400 hotline handled 494 feed-related complaints and inquiries, including 14 product quality complaints, achieving a 92.4% issue resolution satisfaction rate.
Overseas Sector	Dedicated complaint acceptance channels have been established in each overseas market to ensure timely recording and end-to-end tracking of all complaints. All cases are addressed within defined timeframes, with outcomes promptly communicated to customers and confirmed through follow-up contact until full resolution is achieved.

Satisfaction Management

To gain meaningful insight into customer experiences with its products and services, the Company conducts regular customer satisfaction surveys. Core evaluation dimensions include product quality, complaint handling speed and effectiveness, and delivery accuracy. Sector-specific and customer-type-specific questions are incorporated to improve feedback relevance and depth. Survey findings are systematically analyzed to identify gaps and drive improvements, with customer satisfaction evaluations serving as a key lever for strengthening customer relationships and continuously optimizing the service experience.

Responsible Marketing

New Hope Liuhe continuously strengthens its compliance framework for marketing and promotional activities, establishing clear requirements and standardized processes to govern how marketing is conducted. During the reporting period, the Company formulated and revised the *Marketing Management System* and the *Code of Conduct for Marketing Personnel*, ensuring all marketing activities are carried out within well-defined compliance boundaries. Dedicated compliance training was also organized for marketing personnel to reinforce their awareness of regulatory requirements and elevate professional standards.

Impact, Risk and Opportunity Management

New Hope Liuhe has established a customer risk management and opportunity identification mechanism spanning the full business process, with the aim of strengthening business resilience in a complex and rapidly evolving market environment. Through regular customer visits, satisfaction surveys, industry exhibitions, and ongoing monitoring of laws and regulations, the Company dynamically tracks market trends and shifting customer needs, while proactively identifying potential

business risks arising from technological changes, quality fluctuations, or delivery disruptions. Additionally, the Company leverages daily customer communications, satisfaction surveys, and complaint reviews to systematically identify gaps in product quality, user experience, and customer service, converting these insights into concrete opportunities for improvement. Through continuous professional capability building and process optimization, the Company consistently strengthens customer trust and recognition, ensuring the sustained and healthy growth of its core businesses.

New Hope Liuhe places customer satisfaction at the center of its service commitments and performs regular monitoring of key indicators, including customer complaint handling rates and resolution rates, to ensure its customer service objectives are duly met.

Indicators and Targets

2025 Target		2025 Actual	
Customer Satisfaction (points)	Pig Sector	> 95	98
	Feed Sector	> 96	99

Customer complaint resolution rate (Fresh Meat Sector): 100%
Customer complaint resolution rate (Feed Sector): 92.5%
Responsible marketing training sessions: 37
Responsible marketing training attendances: 9,822
Responsible marketing training hours: 58
Responsible marketing training coverage (marketing & sales personnel): 100%

Supply Chain Management

New Hope Liuhe places significant importance on the social and environmental value generated and impacts created by activities across its industrial chain. By establishing a closed-loop management mechanism that covers the full supplier lifecycle, and by embedding sustainable development and green procurement principles throughout its operations, the Company systematically manages supply chain risks, enhances supply chain resilience, and works collaboratively with partners to drive the steady growth and green transformation of the broader industrial ecosystem.

New Hope Liuhe operates in compliance with applicable national laws and regulations, including the *Law of the People’s Republic of China on Invitation and Submission of Bids* and its implementation regulation. The Company has established a structured three-tier supplier management framework comprising the decision-making, management, and execution bodies. Underpinned by internal management systems such as the *Internal Supplier Management System* and the *Sourcing and Price Comparison Management System*, the Company is committed to building a responsible and sustainable supply chain.

Decision-Making Body	Supplier Management Committee	The Committee provides overarching governance of supplier management, encompassing system planning, goal setting, implementation oversight, and review and decision-making on significant supplier-related matters.
Management Body	Supplier Management Department	The Company’s employee director serves as General Manager of the Supplier Management Department, with responsibility for directing, coordinating, and supervising day-to-day operations, as well as overseeing the onboarding of new suppliers and the certification of existing ones.
Execution Bodies	Business & Functional Centers	The Supplier Management Department comprises 10 business centers responsible for day-to-day procurement activities, and 5 functional centers overseeing supply chain-related finance, planning, market research, supplier management, and quality management.
	Supplier Certification/Review Team	The Team carries out specific assessment processes for new supplier onboarding and the ongoing certification of existing suppliers.

Strategy and Management Approach

New Hope Liuhe continues to strengthen and refine a comprehensive full-lifecycle supplier management mechanism covering supplier onboarding, tiered classification, performance evaluation, and exit/replacement. Quality, environmental, safety, and health (QESH) standards are integrated across all dimensions of supply chain management to boost the efficiency and reliability of the supplier network. Through regular supplier communications, training initiatives, and other engagement activities, the Company ensures that the latest policy requirements and internal expectations are conveyed to suppliers in a timely and accurate manner, enhancing their capacity to meet their responsibilities.

Supplier Full Lifecycle Management

The Company has established a full-lifecycle management framework spanning supplier onboarding, evaluation, tiered classification, and exit, ensuring that all suppliers meet the Company’s standards. In compliance with the *Regulations on Ensuring Payments to Small and Medium-sized Enterprises*, the Company guarantees timely payments to SMEs through supply chain finance, electronic commercial

paper financing, automatic payment arrangements, and dedicated green payment channels. In 2025, no instances of malicious payment delays, litigation, arbitration, or administrative sanctions were recorded.

Supplier Onboarding	Based on the business characteristics of different supplier types, the Company has refined eight categories of onboarding application templates, forming the Access Certification Template Set V4.0. A biweekly supplier review meeting system is in place, supplemented by a green channel for expedited onboarding to accommodate suppliers with time-sensitive business requirements.
Supplier Evaluation	Suppliers are managed through a tiered classification system, organized into four categories: strategic, high-quality, general, and supplementary, each further differentiated into four performance levels (A, B, C, and D).
Supplier Tiering	Performance evaluations are conducted for suppliers within the same category based on their grade and product type. Through ongoing cycles of promotion, demotion, and elimination, the Company steadily optimizes the overall composition and quality of its supplier pool.
Supplier Exit	A formal supplier exit mechanism is in place, complemented by supplier status change notifications that enable suppliers to track their standing in real time, facilitating transparent, two-way communication between the Company and its suppliers.

Indicator	2025
Total number of suppliers qualified through desk or on-site evaluations	3,169
Percentage of key suppliers qualified through desk or on-site evaluations	100%
Total number of suppliers with significant actual or potential negative impacts	0
Total number of terminated collaborations	0
Total number of suppliers participating in capacity-building projects	8
Percentage of key suppliers participating in capacity-building projects	80%

Elevating Supplier Capabilities
The Company fosters mutual growth and development with its suppliers through a range of collaborative approaches, including technical guidance and support, feed formula optimization, quality control system strengthening, joint testing capability development, supplier personnel training, benchmarking assistance, co-innovation, and quality incentive programs.

Case

Supporting Phosphate-Calcium Suppliers in Quality Improvement

In 2025, the Company conducted sampling tests on dicalcium phosphate sourced from phosphate manufacturers. In addition to standard national indicators, the testing focused on key internal control metrics, including pH value, free water content, and sulfate levels. Based on the results, the Company worked closely with its BUs, testing center, quality control team, and suppliers' internal teams to identify the core gap: manufacturers and their competitors had insufficient understanding of sulfate indicators and their significance. In response, the Company organized joint training sessions and technical discussions with the phosphate manufacturers, reaching a shared consensus that manufacturers would accelerate internal re-inspection of sulfate levels, develop a stronger grasp of the relevant technical parameters, and identify existing process deficiencies. Going forward, the Company's testing center will collaborate directly with manufacturers to enhance the commercial application and practical value of this indicator in actual production processes.

Increasing Supply Chain Resilience
Supply chain resilience can be affected by a wide range of factors, including geopolitical tensions, industry volatility, and fluctuations in bulk commodity markets. To proactively address these risks, the Company applies a systematic, multi-dimensional risk assessment framework when selecting key suppliers, spanning country/region, industry, and commodity levels. At the country/region level, the Company screens suppliers' operating locations against international sanctions lists and global risk indices, with particular attention to political stability, trade policy developments, and exposure to natural disasters. At the industry level, assessments are tailored to the agriculture, animal husbandry, and food sectors, encompassing food safety management systems, labor rights protections, environmental compliance, and industry concentration risks. At the commodity level, the Company has established a price fluctuation early warning mechanism for key bulk inputs such as corn and soybean meal, alongside onboarding and traceability protocols for critical materials including animal health products and breeding pigs, all working together to build a more resilient and secure supply chain. During the reporting period, the Company successfully navigated multiple extreme weather events and international market disruptions, maintaining a 100% supply stability rate with zero supply interruptions, zero major quality incidents, and zero ESG-related public opinion risks, setting an industry benchmark for supply chain resilience.

Supply Chain Resilience Enhancement Strategies

Diversified Sourcing	Core raw materials are supported by more than three alternative suppliers each, with a dual-circulation model combining domestic supply and imports to reduce single-source dependency.
Regional Supply Assurance	Five major raw material bases have been established across Northeast, North, East, South, and Southwest China to strengthen localized supply capabilities.
Digital Early Warning	A multi-dimensional monitoring system tracks price movements, inventory levels, logistics conditions, policy changes, weather events, and disease outbreaks, enabling data-driven, intelligent decision-making.
Strategic Partnerships	Long-term sustainable procurement alliances have been formed with leading industry players including COFCO Corporation Limited, China Co-Op Group Co., Ltd., Yihai Kerry Arawana Holdings Co., Ltd., and Cargill Inc.
Circularity and Substitution	Low-protein feed formulas, enzyme additives, fermented proteins, and by-product utilization are adopted to reduce reliance on soybean meal and improve resource efficiency.

Supply Chain ESG Management
As New Hope Liuhe continues to expand its global operations, the Company is developing and implementing comprehensive labor and human rights management policies applicable to both suppliers and contractors. Suppliers are required to make formal commitments to uphold standards across a broad range of areas, including child labor prevention, forced labor prohibition, occupational health and safety, wages and benefits, working hours, anti-discrimination, fair treatment, freedom of association, ethical business conduct, environmental management, anti-corruption and conflict of interest, and fair competition practices. Clear provisions for breach of commitment and corresponding remedial measures are established and incorporated as a key dimension of supplier performance evaluation. This approach drives suppliers to strengthen their respect for and protection of fundamental human rights in the workplace, ensuring the consistent global implementation of the Company's human rights policies. In line with its sustainable procurement principles, the Company designates product quality as a veto criterion within its supplier performance assessment framework, while treating environmental protection and social responsibility as critical evaluation items. The Company further reinforces supply chain integrity through a rigorous oversight mechanism. Suppliers are required to sign quality commitment letters and transparent cooperation agreements, with anti-corruption clauses embedded in all contracts to regulate business conduct. Throughout the procurement process, the Company upholds full transparency and end-to-end electronic traceability, and conducts regular unannounced inspections and targeted special audits to standardize supplier behavior. Any supplier found to be in violation of relevant requirements is placed on a permanent blacklist and barred from future engagement, fostering a supply chain culture built on integrity, trust, and mutual benefit.

New Hope Liuhe regards sustainable supply chain management as a core pillar of business continuity and long-term value creation. The Company has established a comprehensive, full-process risk governance system encompassing: risk identification; assessment and tiered classification (high / medium / low); development and implementation of control measures; dynamic monitoring and early warning; incident response; and periodic review and optimization. Through a structured arrangement of annual risk assessments, quarterly reviews, monthly monitoring, and targeted inspections during major public holidays or extreme weather events, the Company systematically identifies and manages key risks and opportunities across the supply chain to strengthen overall resilience.

Impact, Risk and Opportunity Management

Risk Category		Response Measures
Operational Risks	Price fluctuations, natural disasters, logistics disruptions, import/export policy changes, epidemic/disease outbreaks, and insufficient production capacity.	Long-term contract price locking, multi-source procurement, strategic reserves, regional warehousing networks, futures hedging, pre-qualified alternative suppliers, and emergency logistics protocols.
ESG Risks	Labor and human rights violations, environmental penalties, carbon emissions, deforestation, commercial bribery, product safety failures, and biosecurity breaches.	ESG-aligned onboarding standards, third-party audits, veto mechanisms, supplier blacklisting, extended oversight periods, sustainability certification requirements, and contractual ESG obligations.

Indicators and Targets

Total number of suppliers: 4,261
Key suppliers: 96
Supplier environmental evaluation coverage: 100%
Supplier quality and safety evaluation coverage: 100%
Supplier *Quality Commitment Letter* signing rate: 100%
Suppliers with quality management system certifications: 1,980

2025 Target	2025 Actual
Achieve a 90% launch rate for the supply chain digital platform	Full end-to-end online coverage achieved across procurement, bidding, contracting, inspection, warehousing, logistics, and payment, resulting in a 100% platform launch rate.
Achieve a 96% raw material quality qualification rate	Annual raw material quality qualification rate reached 98.3%, exceeding the target.



The Pig Sector's environmental protection team cultivated wheat on designated absorption fields located near the pig farms, achieving an exceptionally strong harvest.

3

Green Industry
for a Thriving
Natural
Ecosystem

Chapter Content

• Sustainable Agriculture	45
• Sustainable Operations	48
• Addressing Climate Change	51
• Ecosystem and Biodiversity Conservation	56

Contribute to the UN 2030
Sustainable Development Goals (SDGs)

11

SUSTAINABLE CITIES
AND COMMUNITIES

12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION

13

CLIMATE
ACTION

15

LIFE
ON LAND

Sustainable Agriculture

Ecological Circular Breeding

New Hope Liuhe is committed to an ecology-first approach to green development, advancing a crop-livestock integration model rooted in circular agriculture principles. The Company applies advanced technologies to ensure the safe treatment and resource recovery of livestock manure and wastewater, and upholds stringent animal welfare standards to support healthy animal growth, which delivers benefits for both economic performance and environmental sustainability.

Guided by the principles of ecological circularity and waste-to-resource conversion, New Hope Liuhe continues to deepen its crop-livestock circular agriculture model. This model achieves zero pollutant discharge from livestock operations, effectively raises soil organic matter content, and enhances farmland carbon sequestration capacity, supporting the broader development of ecological circular agriculture. The “Pig-Biogas-Fertilizer-Fruit/Vegetable/Grain” Ecological Circular Model: Adapted to local conditions, each pig farm employs one of three treatment technologies, i.e., UASB anaerobic digestion combined with two-stage A/O processing, CSTR anaerobic digestion, or black membrane biogas systems, to convert production wastewater into reclaimed water or biogas slurry for use in field irrigation upon meeting discharge standards. Solid waste such as pig manure undergoes safe and stabilizing treatment through a fully enclosed, intelligent aerobic composting system, with the resulting organic fertilizer either returned to nearby farmland or sold commercially. This model achieves zero pollutant discharge, comprehensive resource utilization of livestock waste, and tangible improvements in soil health.



Case

Innovating the High-Bed Planting Model to Resolve Planting-Absorption Conflicts

To address the challenges that biogas slurry and reclaimed water application can pose to crop growth in terms of timing and volume, New Hope Liuhe conducted a systematic assessment of the limitations of conventional flat-bed planting. Recognizing that existing methods were poorly suited to the demands of irrigation and nutrient absorption, the Company moved away from conventional approaches and pioneered a high-bed planting model. By raising planting ridges and utilizing inter-ridge furrows for irrigation and drainage, the system retains moisture through furrow irrigation during dry periods while effectively channeling excess water during heavy rainfall. This innovation resolves the inherent tension between crop cultivation and nutrient absorption, advancing a higher-quality integration of crop and livestock farming. In 2025, the Company’s North China Squad used demonstration plots to shift surrounding farmers from initial skepticism to genuine recognition of the yield-enhancing benefits of its water and fertilizer solutions. The Company provided 20,000 cubic meters of biogas slurry free of charge for field application, helping to cultivate a healthy regional ecosystem for crop-livestock integration.



Farmers’ wheat fields: Weak growth with visible yellowing



The Company’s wheat fields: Deep green and vigorous

Control Group: High-bed planting on the right (deep green, robust) versus flat-bed planting on the left (noticeably shorter plants)Crops along ridge edges: Healthy growth, attributed to limited biogas slurry application under the Company’s absorption program

Pizhou Project: 400 mu of wheat planted using the high-bed model, yielding 865 jin per mu, significantly above surrounding farmers’ yields
Zhuwei Project: 300 mu of wheat planted using the high-bed model, yielding 987 jin per mu
Qianhuayuan Project: Combined high-bed and flat-bed planting, with high-bed plots achieving a record yield of 1,245.4 jin per mu

Animal Welfare Protection

New Hope Liuhe operates in full compliance with the ethical and legal standards governing animal welfare, breeding, and reproduction. The Company has developed and rigorously enforces its *Animal Welfare Management Specifications*, ensuring that pigs are provided with a suitable rearing environment, high-quality feed, and clean water throughout their entire production cycle. The Company consistently strengthens employee awareness of animal welfare, safeguarding pigs from disease, pain, and mistreatment while ensuring they receive appropriate care at every stage of their lives.

Ensuring Animal Welfare

The Company strictly adheres to the five core principles of animal welfare, regulates the use of veterinary medicines in livestock operations, and maintains high standards across all aspects of animal husbandry, including rearing environments, feed nutrition, and health management.

Basic Welfare	Pigs are provided with adequate space for movement and comfortable resting conditions. Air filtration systems and spray disinfection pipelines are installed to maintain indoor air quality. Feed is ensured to be clean, fresh, and free from mold, with formulations tailored to different growth stages for balanced nutrition. Sufficient water supply and adequate summer ventilation are maintained to ensure a stable rearing environment. Regular deworming and fly control are conducted to protect herd health and overall environmental hygiene. Intelligent environmental control systems regulate day-night temperature differentials to prevent disease outbreaks caused by extreme fluctuations. Enrichment toys are provided, three-point positioning training is implemented, and moldy feed is removed on a routine basis to keep pens clean and dry.
Breeding Sow Welfare	Boar houses are maintained at an optimal temperature of 15-25° C. Noise from equipment and human activity is minimized to prevent stress. Back pressure, sitting pressure, and breast massage techniques are applied during the breeding process. Non-irritating disinfection using clean water is used for sow genitalia to prevent uterine infections and related conditions. Post-breeding rest and optimal feeding are ensured, and large-scale group transfers are avoided during early pregnancy.
Piglet Welfare	Piglets are grouped in advance prior to fostering to harmonize odor profiles and prevent aggression from sows. Microorganisms, inorganic salts, iron, and other essential nutrients are supplemented according to growth stage. A minimum space of 1 square meter per finishing pig is guaranteed, with controlled environmental conditions of 15-25° C and 60-70% relative humidity.
Health Welfare	Veterinary training is organized regularly to strengthen overall disease management capabilities. Combined vaccination protocols are implemented to reduce injection frequency. Needle-free injection technology is adopted to minimize immune stress. Research into animal nutritional requirements is prioritized to ensure balanced and comprehensive dietary provision.
Psychological Welfare	High-intensity assisted delivery is prohibited. Plastic paddles replace iron rods or electric prods for herding and transfer, allowing pigs to move freely and at their own pace. Group transfers are conducted calmly and quietly, with herd sizes controlled to prevent overcrowding in corridors. Injections are administered simultaneously in corresponding pens across two rows within the same house to reduce stress from chaotic conditions. Protective measures are applied during injection procedures to minimize stress and psychological trauma. Pigs are fed immediately after injections to reinforce positive behavioral associations. Dietary fiber is added to gestating sow rations to reduce hunger-related anxiety caused by restricted feeding — increasing satiety, expanding intestinal capacity, and alleviating constipation.

Regulating Veterinary Drug Use

Reducing Preventive Antibiotic Use: The Company is committed to minimizing antibiotic use and residues across its livestock operations through improved rearing environments, advanced technologies, and strengthened management practices. Comprehensive antibiotic use management systems and protocols have been established and are strictly enforced, with all drug administration subject to rigorous oversight. The Company takes a prevention-first approach to animal health, reducing the incidence of disease and the associated need for antibiotics through enhanced housing conditions, refined feeding management, and measures to strengthen animal immunity. Where drug use is necessary, precision medication protocols and disciplined disease control practices ensure that antibiotics are used rationally and appropriately, which improves product safety and quality while mitigating the impact of antibiotic residues on both the environment and human health.

Regulating Veterinary Medicine Use: In full compliance with announcements and requirements issued by the Ministry of Agriculture and Rural Affairs, the Company categorically forbids the use of prohibited veterinary drugs in feed and commits to not administering growth-promoting substances (e.g., hormones) to any animals. Permitted traditional Chinese medicine feed additives are used only within specified dosages. The Company also actively invests in the development of safer, more environmentally friendly bio-based feed products to further enhance animal feed safety.

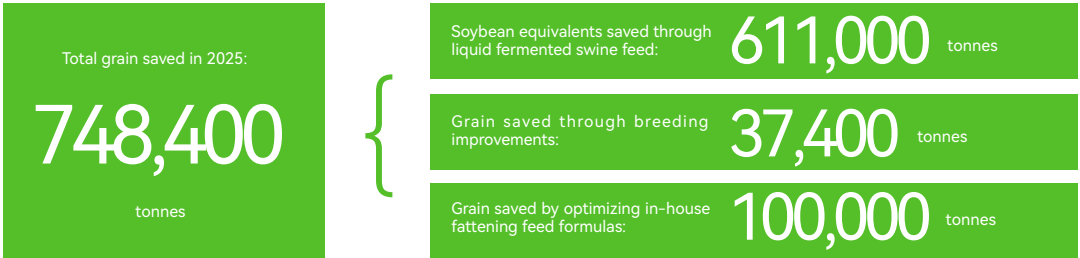


Reducing Food Loss and Waste

In alignment with national food security strategies, New Hope Liuhe draws on its position as a world-leading feed enterprise to collaborate with a broad range of research partners in driving technological innovation. To address persistent industry challenges, including low feed resource utilization rates and the need to substitute protein and energy raw materials, the Company has developed a comprehensive suite of grain-saving and efficiency-enhancing solutions. Through industrial-scale application, these solutions have effectively reduced grain consumption and breeding costs, making a meaningful contribution to national food security and the advancement of sustainable agriculture.

During the reporting period, the Company’s Feed Sector rolled out liquid fermented swine feed across pig farms nationwide, delivering significant improvements in feed intake, daily weight gain, and feed conversion efficiency, with cumulative soybean equivalent savings of 611,000 tonnes. The Pig Sector shortened fattening cycles through selective breeding improvements, achieving grain savings of 37,400 tonnes. By optimizing in-house feed formulas for fattening pigs, soybean meal inclusion was reduced to 5.3%, generating an additional 100,000 tonnes in feed grain savings. Across all business segments, total grain savings for the year reached 748,400 tonnes through formula optimization and science-based feeding practices.

Low-Protein, Amino Acid-Balanced Diet Technology	Building on its proprietary Hongtong formula system, the Company conducts combined in vivo digestion and in vitro bionic digestion tests to develop an in-house database of feed raw material nutritional values. Feed formulations are scientifically calibrated to reflect the optimal protein content, net energy levels, and digestible amino acid concentrations required by livestock and poultry at different physiological stages, reducing dependence on protein-rich raw materials such as soybean meal.
Diversified Diet Technology Using Coarse Grains and Oilseed Meals	Imported coarse grains (e.g., sorghum, barley) and their blends, along with grain processing by-products (e.g., peanut cake/meal, buckwheat germ, mixed oilseed meals, feed wheat flour, wheat middlings), are used as substitutes for corn and soybean meal. Key nutritional parameters of alternative raw materials are rigorously measured, including chemical composition, available energy, and amino acid digestibility. Based on the nutritional profiles and anti-nutritional factors of these alternatives, targeted additives (e.g., xylanase, phytase, compound enzymes) are selectively incorporated to neutralize anti-nutritional effects and improve overall feed quality.
Precision Feed Formulation and Efficient Processing Technologies	Near-infrared rapid scanning analyzers are deployed to quickly assess the nutritional indices of both raw materials and finished products, enabling real-time adjustment of nutritional parameters and precise control over coarse grain and oilseed meal inclusion rates. A full-process precision management system has been established, covering raw material testing, formula optimization, production control, and quality monitoring, ensuring end-to-end accuracy and consistency.



- New Hope’s Hongtong NH Diversified Diet Optimization Formula System and its Key Technologies and Demonstration of Grain-Saving, High-Efficiency Compound Feed for Livestock and Poultry were selected for inclusion in the Technical Product Handbook of the National Key R&D Program, “Development and Product Creation of New Energy Feed Resources to Replace Corn”, under the Grain-Feed Co-production and Income Increase Initiative.
- The Company was honored as an Outstanding Unit in Feed Grain Reduction by the Sichuan Association of Feed Industry.



Sustainable Operations

New Hope Liuhe actively embraces the national call for circular economy development, embedding the philosophy that “lucid waters and lush mountains are invaluable assets” across every aspect of its business operations. The Company continues to strengthen its environmental management systems, accelerate the transition to greener production practices, and improve resource utilization efficiency, all with the aim of reducing its operational resource footprint and environmental impact, and fostering a relationship of harmonious coexistence between human activity and the natural world.

Total investment in environmental protection: RMB 150.60 million

Environmental Compliance Management

New Hope Liuhe firmly complies with national environmental laws and regulations, including the *Environmental Protection Law of the People’s Republic of China* and the *Environmental Impact Assessment Law of the People’s Republic of China*. Grounded in the ISO 14001 environmental management system, the Company has established a three-tier environmental management structure comprising the Safety and Environmental Protection Center at the corporate level, the Safety Operations and Planting Environmental Protection Department of the Pig Sector, and the Planting Environmental Protection Departments of all squads. Through continuous refinement of its environmental management systems and frameworks, the Company has built a robust, long-term mechanism for environmental protection.

Strengthening Management Foundations: With a focus on standardized operations, risk mitigation, and clear accountability, the Company has continuously improved its environmental management systems to govern daily operations and define liability. It has worked to enhance environmental awareness among general managers, implemented a top-leader accountability system, and taken comprehensive steps to strengthen overall environmental governance capabilities. During the reporting period, the Company released the *Pig BG Environmental Operation Management System*, which outlines 10 core operational requirements and 10 prohibited practices for environmental management, complemented by corresponding incentive measures. To drive performance improvement, the Company recognized the top 5% of outstanding environmental stations and the top 1% of most-improved ones. These initiatives aim to strengthen environmental operation management, enhance frontline risk prevention, and improve the efficiency of hazard identification and investigation.

In parallel, the Company introduced the *Pig Sector BG Environmental Administrative Penalty Accountability Management System*, which establishes clear procedures for accountability, incident classification, and penalty enforcement. By strictly holding relevant parties accountable for environmental non-compliance and resulting administrative penalties, the Company has effectively raised environmental awareness across the organization, improved the efficiency of collaborative risk response, and clarified the assignment of responsibilities.

Where environmental issues (e.g., excessive nutrient absorption, sewage overflow, excessive gas emissions) were identified at certain branches in 2025, the Company responded swiftly with targeted corrective actions. Through reinforced daily risk controls and enhanced employee awareness of environmental compliance, these measures help prevent the recurrence of similar incidents and support the ongoing elevation of environmental management standards.

Details of administrative penalties imposed by environmental protection authorities and other relevant regulators in connection with environmental incidents, along with corresponding rectification measures, are disclosed in the “Environment and Social Responsibility” chapter of New Hope’s 2025 Annual Report.

Establishing an Environmental Management System: Drawing on internal standards, including the *Environmental Risk Event Classification and Grading Standards of New Hope Group*, the *Environmental Risk Early Warning and Response Mechanism*, and the *Comprehensive Environmental Inspection System*, the Company has established clear protocols for risk classification, early warning, emergency response, and inspection requirements. This has strengthened the Company’s overall capacity for environmental risk identification, early warning, and mitigation. The Company actively encourages its branches and subsidiaries to pursue environmental management system certifications and independent audits, with the aim of consolidating environmental management capabilities from an internationally recognized, professionally rigorous perspective.

During the reporting period, Hebei Qianxihe Meat Industry Co., Ltd. successfully obtained ISO 14001 Environmental Management System certification.

New Hope Liuhe strictly adheres to all applicable national and local regulations governing waste emissions, including the *Law of the People’s Republic of China on Water Pollution Prevention and Control*, the *Law of the People’s Republic of China on the Prevention and Control of Atmospheric Pollution*, and the *Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. Building on this regulatory foundation, the Company has established the *Solid Waste Management System* and the *Hazardous Waste Management System*, and has put in place a comprehensive emission monitoring and governance framework. Through continuous optimization and innovation in production processes, rigorous classified waste management, and strict control over the discharge of the three wastes (wastewater, exhaust gas, solid waste), the Company is committed to maximizing resource efficiency and minimizing its environmental footprint.

Emission Management

Waste Category		Waste Source	Disposal Method
Exhaust Gas	Odorous Gas	Arising from livestock and poultry manure, sewage, feed residues, and gases emitted from animal digestive tracts	Intelligent, program-controlled manure removal systems are deployed in pig houses, with optimized cleaning schedules, regulated indoor temperatures, and enhanced ventilation to minimize odorous gas generation at the source. Dedicated deodorization rooms equipped with spray systems capture odorous gases and convert them into liquid form; odorous molecules attached to particulates are eliminated through wet absorption and oxidation, while remaining odorous gases react with emulsifiers in solution for effective removal.
	Biogas	Generated through the anaerobic fermentation of livestock and poultry manure	Fully utilized on-site as a renewable energy source for power generation and heating.
Wastewater	Breeding Wastewater	Comprising animal urine, partial manure, and barn flushing water	Three proven treatment technologies, i.e., UASB anaerobic digestion combined with two-stage A/O processing, CSTR anaerobic digestion, and black membrane biogas systems, are applied to convert wastewater into reclaimed water or biogas slurry, which is subsequently used for agricultural field irrigation.
	Domestic Wastewater	Discharged from the Company's offices and staff canteens	Regular self-inspections and periodic third-party testing of treated effluent are conducted to ensure full compliance with applicable discharge standards before release into the municipal pipe network.
Solid Waste	Hazardous Waste	Including medical waste, pesticide and herbicide residues from production, and waste reagents, waste acids, and waste alkalis from laboratory operations	The <i>Hazardous Waste Management System</i> standardizes all stages of hazardous waste handling, from collection and storage through to final disposal. Dedicated on-site hazardous waste storage rooms provide temporary containment with comprehensive recordkeeping; waste is periodically transferred to qualified third-party facilities for certified harmless treatment.
	Deceased Livestock and Poultry	Generated in the course of breeding operations	Carcasses are temporarily stored and disposed of in strict accordance with the Standards for the <i>Disposal of Deceased Livestock and Poultry</i> , with complete and traceable records maintained. Unauthorized storage, burial, and other illegal practices are strictly prohibited.
	Solid Manure	Separated from manure ditches by scrapers or solid-liquid separators	Processed through high-temperature aerobic fermentation in accordance with the <i>Specifications for Solid Manure Disposal</i> to produce organic fertilizer, which is subsequently applied to agricultural fields.
	Construction and Domestic Waste	Generated from construction activities and daily operations	In accordance with the <i>Solid Waste Management System</i> , fixed and clearly labeled classified waste collection points are maintained across all sites. Random scattering, unauthorized discarding, burial, and open incineration are strictly prohibited.

Indicator		Unit	2025
Wastewater	Total wastewater treated	million tonnes	20.72
	Chemical Oxygen Demand (COD) emissions	tonnes	10,208.86
	Total ammonia nitrogen emissions	tonnes	538.07
	Pig breeding wastewater recycling rate	%	84.90
Solid Waste	Total hazardous waste generated	tonnes	8.01
	Total non-hazardous waste generated	tonnes	140,386.23

Water Resource Management

New Hope Liuhe prioritizes the efficient use of water resources and operates in strict compliance with the *Water Law of the People's Republic of China* and all other relevant regulations. The Company continuously refines its water resource management practices and implements water-saving initiatives across every dimension of its operations, from production processes to day-to-day facility management. By actively promoting water recycling and progressively reducing overall consumption, the Company strives to manage water as a shared and finite resource. Water used across the Company's operations is sourced primarily from municipal water supply, surface water, and groundwater, with no significant environmental impact attributable to the Company's water source selection.

Water Resource Usage Plan

Indicator	Unit	2025 Target	2025 Actual	2026 Target
Water intensity for feed processing	liters/tonne	65	65	65
Water intensity for pig breeding	m³/head	2.45	2.43	2.35
Water intensity for slaughtering and meat processing	m³/head	0.35	0.35	0.40

Mitigating Water Usage Risks: Key production sites conduct comprehensive water quality assessments on a quarterly basis. Where water quality is found to be substandard, root cause analyses are performed and targeted remediation measures (e.g., turbidity treatment, sterilization, disinfection) are promptly implemented to ensure that on-site water supply consistently meets operational requirements.

Strengthening Water Management: The Company is actively advancing the intelligent upgrading of water meters across all sites, while optimizing supply metering for wells and reservoirs. Consumption in sow farms, fattening farms, and environmental protection zones is tracked through dedicated metering systems. Each site conducts monthly classified data analysis, with an intelligent management platform enabling real-time monitoring of water usage patterns to drive continuous improvement. Routine inspections are reinforced to promptly address running, overflowing, dripping, and leaking fixtures, thereby minimizing unnecessary water waste across all facilities.

Saving Production Water: Pressure relief valves in each barn are uniformly calibrated for optimal pressure and height; control floats are installed in flushing buckets to prevent overflow; and curtain operation and water flow volumes are strictly regulated. Dedicated faucets and flushing tools are provided in corridors and gestation barns across all sites, which improves water use efficiency without compromising operational effectiveness.

Indicator		Unit	2025
Total water withdrawal		million tonnes	28.77
Water withdrawal by source	Tap/municipal water	million tonnes	5.08
	Surface water	million tonnes	0.03
	Groundwater	million tonnes	23.65
Total water discharge		million tonnes	21.65
Water discharge by channel	Municipal pipe network	million tonnes	2.80
	Surface water	million tonnes	2.52
	Reclaimed water returned to farmland	million tonnes	16.32

Packaging Management

Upholding the 5R principle (i.e., reduction, reusability, recyclability, renewability, and degradability), New Hope Liuhe drives the transition to sustainable packaging across the full product lifecycle, from design and manufacturing through to use and end-of-life disposal, to continuously minimize the environmental footprint of packaging waste.

Packaging Material Reduction

The Fresh Meat Division of the Pig Sector primarily adopts bulk packaging for B-end customers, which reduces overall packaging consumption at the source.

In the Feed Sector, the Company emphasizes bulk procurement of raw materials; bulk purchases accounted for more than 58% of total procurement during the reporting period, significantly curtailing packaging bag usage. At the finished product stage, 51% of feed products were delivered via bulk trucks, an increase of approximately 6% year-on-year. Based on conventional packaging specifications, the Company reduced packaging bag usage by 231,000 units in 2025, representing a year-on-year decrease of 67,000 units.

Packaging Material Recyclability

The Feed Sector has established a comprehensive procurement and quality management system for woven bags, stipulating that recycled materials may be incorporated in production provided packaging integrity and quality are maintained. In 2025, a total of 20,500 tonnes of recycled plastic materials were utilized across the sector.

At overseas operations, the Company has implemented a packaging reverse-recycling system in select regions: intact packaging undergoes quality inspection before re-entering the secondary packaging circulation market, while lower-grade packaging is directed to renewable resource channels, supporting closed-loop supply chain management. The Company has also established a community recycling co-governance mechanism in collaboration with surrounding villages, which defines clear benefit-sharing arrangements whereby recycling proceeds flow back to farmers and local residents.

Packaging Reusability

At overseas operations, the Company prioritizes reusable plastic turnover baskets for chick transportation to reduce reliance on single-use cardboard packaging. A deposit system incentivizes customers to return baskets after use, enabling a traceable and accountable recycling loop.

Case

Feed Woven Bags Reimagined as Eco-Friendly Bags for Children

In September 2025, New Hope’s Philippines Region further advanced its localized sustainable community engagement efforts by launching the heartwarming “Knitting Hope · Childlike Environmental Bags” initiative for children in surrounding communities. Volunteers from the Central Luzon Branch visited local schools and neighborhoods, handing out candies, eco-friendly lunch bags, and shopping bags made from upcycled feed woven bags to children and residents — bringing environmental protection concepts to life through hands-on, meaningful action.



Addressing Climate Change

In response to the *Paris Agreement* and the *National Climate Change Adaptation Strategy 2035*, New Hope Liuhe places climate-related risk identification and management at the forefront of its operations while advancing energy conservation and emissions reduction initiatives to support China’s carbon peaking and carbon neutrality objectives.

Climate Governance

New Hope Liuhe has progressively established a climate change governance framework led by the Board of Directors and the Strategy and Sustainability Committee, with the management team at its center and operational execution carried out by the Safety and Environmental Protection Center at the corporate level, together with the Planting Environmental Protection Departments, Administration Departments, and other relevant departments across all sector BUs. Through this top-down governance structure, the Company ensures that climate initiatives are advanced in a systematic and well-coordinated manner.

Board of Directors Strategy and Sustainability Committee	Define the Company’s overarching climate change strategies; oversee climate-related risks and opportunities; review climate-related goals; and provide guidance and recommendations based on management reports on climate initiatives.
Management Team	Develop and coordinate major policies and strategies; identify climate-related risks and opportunities for integration into business operations; manage climate goals; and drive the orderly implementation of climate response and low-carbon development efforts.
Safety and Environmental Protection Center at the corporate level Planting Environmental Protection Departments, Administration Departments, and other relevant departments across all sector BUs	Formulate action strategies, goals, annual plans, and performance indicators aligned with the Company’s operational context. Implement Group-level strategies and targets; drive project delivery and program execution; coordinate energy conservation and carbon emission reduction measures across all sites and squads; consolidate relevant data; and ensure closed-loop management of energy conservation and carbon emission reduction efforts.

Climate Strategic Planning

Drawing on climate-related risk and opportunity assessments, New Hope Liuhe proactively integrates climate change response and dual-carbon commitments into its strategic planning, enterprise risk management system, and day-to-day operations. The Company has developed a Three-Year Dual Carbon Strategic Plan (2023–2026), anchored in five core focus areas: green electricity adoption, biogas utilization, circular water use, biological carbon sequestration, and carbon trading. The Company also monitors emerging trends and evolving demands within the low-carbon transition, with a particular focus on sustainable agriculture, to strengthen development resilience and foster long-term, sustainable growth.

New Hope Liuhe’s Three-Year Dual Carbon Strategic Plan (2023–2026)

Strategic Goal		2025 Progress
Green Electricity Adoption	By 2026, substantially increase the share of green electricity across all sectors and achieve full PV coverage for all eligible Feed and Pig sector projects.	The scale of newly connected PV projects rose 11% year-on-year. Installed capacity of connected PV projects increased 29% year-on-year. Green electricity supply grew 33% year-on-year.
Circular Water Use	Promote water recycling models (e.g., circular water use, reclaimed water irrigation, manure application to fields) to directly reduce freshwater consumption and indirectly cut energy use associated with chemical fertilizer production.	Reclaimed water irrigation was vigorously promoted, with 16.32 million tonnes of reclaimed water applied to farmland, significantly reducing overall water consumption.
Carbon Trading	Advance the application and certification of carbon sink projects (e.g., GS, VCS standards) in the Pig Sector to generate verified carbon emission reductions for offsetting the Company’s own emissions.	Delivered two phases of carbon indicators to Volkswagen Group, including 100,000 tonnes in 2025. As of December 31, 2025, 10 carbon emission reduction projects had been signed, with 925,100 tonnes of indicators issued and 590,500 tonnes sold.
Biologica Carbon Sequestration	Promote the cultivation of crops (wheat, corn, etc.) and fruit trees (peach, wogan orange, apple, etc.) and the protection of forests on Pig Sector absorption land (farmland and forestland) to offset carbon emissions through biological carbon sequestration.	Continued to advance the “Pig-Biogas-Fertilizer-Fruit/Vegetable/Grain” ecological circular model to enhance farmland carbon sequestration and soil carbon sink capacity. In 2025, absorption land covered 120,000 mu (including 50,000 mu of farmland), yielding 98,800 tonnes of fermented manure and 1.20 million kg of fresh fruits and vegetables, achieving 157,500 tCO ₂ e in biological carbon sequestration.

Enhancing Climate Resilience

New Hope Liuhe regards climate change as both a pressing challenge and a strategic opportunity. The Company systematically researches climate-related risks, rigorously evaluates its capacity to adapt to and mitigate such risks, and actively positions itself to capitalize on emerging opportunities in a transitioning climate landscape, working to transform risks into resilience and challenges into long-term growth drivers.

Risks/Opportunities	Description	Potential Financial Impact	Response Measures
Physical Risks			
Extreme Weather	Increasing frequency and intensity of floods, typhoons, extreme rainfall, and other severe weather events disrupt the growth, processing, and transportation of upstream raw materials. Such events also endanger employee safety, interrupt factory operations and business continuity, and may damage tangible assets and construction equipment, resulting in elevated maintenance and repair costs.	Operating cost increase, Revenue decline, Asset impairment	- Closely monitor extreme weather developments, comprehensively assess their impact on suppliers and supplier response capabilities, and reduce dependence on single-source procurement. - Develop and maintain emergency response plans for extreme weather scenarios, pre-position emergency resources, and conduct regular drills to strengthen preparedness and response effectiveness. - Integrate regional climate risk assessments into the site selection and planning process for new projects.

Risks/Opportunities	Description	Potential Financial Impact	Response Measures
Rising Temperatures	- Elevated temperatures may compromise employee health and livestock welfare, degrade equipment performance, and drive up operating costs. - Increasingly frequent or prolonged power outages associated with rising temperatures pose risks of production stoppages.	Operating cost increase, Revenue decline, Asset impairment	- Implement comprehensive cooling measures and enforce working-hour controls for employees in high-temperature environments, and ensure the provision of necessary protective supplies. - Closely monitor livestock breeding environments, apply targeted cooling controls, and maintain optimal conditions for animal growth. - Enhance production energy efficiency through energy-saving technology upgrades and the optimization of energy supply structures.
Transition Risks			
Policies and Regulations	- Increasingly stringent national environmental policies and accelerating energy structure transformation are expected to raise the Company's energy costs and heighten regulatory compliance risks. - The Shenzhen Stock Exchange (SZSE) is progressively strengthening climate-related disclosure requirements under its sustainable development framework, placing new demands on the Company's climate governance and reporting practices.	Operating cost increase	Proactively engage with local regulatory authorities; continuously research, track, and communicate changes in environmental and carbon-related laws and policies; adapt proactively to evolving regulatory requirements; and strengthen internal management systems and compliance disclosures.
Market and Technology	Customers are imposing increasingly stringent carbon emission reduction requirements on products. The adoption of green and low-carbon technologies will significantly influence the Company's competitive positioning, while the costs associated with low-carbon transition continue to rise.	Operating cost increase, Revenue decline	- Expand the application of low-carbon technologies and accelerate the green transformation of agricultural operations to reduce product carbon footprints. - Conduct carbon verification exercises, advance carbon emission reduction pathway planning, and rigorously evaluate investment returns and feasibility prior to implementing low-carbon transition initiatives.
Reputation	- Heightened environmental performance disclosure requirements have increased compliance costs associated with maintaining and enhancing corporate reputation. - Failure to honor external carbon emission reduction commitments may invite greenwashing accusations from investors and the public, causing material damage to brand reputation and corporate image.	Operating cost increase, Revenue decline	- Provide timely and transparent disclosure of the Company's climate change response, encompassing strategic planning, reduction targets, concrete actions, and performance outcomes. - Rigorously review all disclosed information to eliminate inaccuracies, ensure full alignment with actual operations, and build a prudent and accountable corporate image through demonstrable actions.
Transition Opportunities			
Resource Efficiency	The adoption of energy-saving technologies and equipment reduces production energy consumption, lowers operating costs, and improves production efficiency and overall supply capacity.	Revenue growth, Operating cost reduction	- Broadly apply energy-saving technologies and equipment, establish a comprehensive energy management process, and systematically reduce energy costs. - Develop a robust ecological circular breeding system to minimize waste generation and maximize resource recycling and reuse.
Energy Structure	The deployment of renewable energy sources (e.g., distributed PV systems, biomass fuels) drives the transformation of the energy mix, reduces carbon emission intensity, and lowers overall energy costs.	Operating cost reduction	- Actively advance the development of distributed PV and wind power projects to increase the proportion of green electricity in the energy mix. - Progressively scale up the use of clean energy sources, including biomass fuel, across operations.
Market	The crop-livestock circular agriculture model enhances agricultural carbon sequestration capacity, while the development of agricultural carbon sink projects creates both environmental and economic value.	Revenue growth	Deepen the circular agriculture model, expand carbon sink potential across farmland soils and crops, promote biological carbon sequestration and carbon asset development, and actively participate in the carbon trading market.

Clean Energy Transition

New Hope Liuhe is steadily expanding its renewable energy portfolio by accelerating the deployment of distributed PV power generation facilities, promoting the reuse of biogas, and increasing the share of clean energy in its overall energy mix. In 2025, the Company commissioned 4.42 MW of newly connected PV installed capacity and 0.26 MWh of energy storage capacity, with an additional 27.57 MW of PV capacity and 4.20 MWh of energy storage capacity either under construction or in the planning stage. As of the end of 2025, the total installed capacity of the Company's operational PV projects reached 19.64 MW. Over the course of the year, these projects generated 15.60 million kWh of clean electricity, reducing GHG emissions by 8,278.85 tCO₂e.



The PV project at Sheyang Liuhe Feed Co., Ltd. was successfully connected to the grid on June 15, 2025.

Improving Energy Efficiency

The Company has issued and implemented the *Energy Conservation and Consumption Reduction Guidelines*, driving refined energy management across all operations. Through energy-saving technology upgrades to facilities and equipment, targeted conservation training, and a range of complementary initiatives, it continues to improve energy efficiency and deliver meaningful energy savings.

Sector		Indicator	2025 Target	2025 Actual	2026 Target
Feed Business (including that of the Feed BU, Overseas Sector, and Pig Sector)		Natural gas (million m³)	72.50	78.79	88.50
		Electricity (million kWh)	940.00	970.90	1,090.00
Pig Breeding and Slaughtering	Breeding	Natural gas (million m³)	37.10	24.02	30.00
		Electricity (million kWh)	598.00	662.47	603.00
	Fresh Meat	Natural gas (million m³)	3.10	1.16	2.70
		Electricity (million kWh)	54.00	50.46	53.00

Strengthening Energy Management: The Company has established and brought into stable operation a first-level metering, monitoring, and management platform for water and electricity consumption, enabling real-time oversight of energy usage across all operating sites. Ongoing comparative analysis through this digital platform drives continuous optimization of energy efficiency performance.

Energy-Saving Transformations: The Company has systematically replaced conventional lighting systems with energy-efficient LED fixtures, upgrading approximately 22,000 units to 12-watt lamps and achieving a 33.3% reduction in lighting energy consumption. In addition, the replacement of high-energy-consuming gas water heaters with ultra-low-temperature air-source heat pump units delivered a further 40% energy saving.

Enhancing Energy Conservation Awareness: The Company organized three dedicated energy management training sessions, covering intelligent platform operation and daily water and electricity conservation practices, with a total of approximately 1,000 manager attendances.

Carbon Asset Development

Integrating technological and institutional innovation, New Hope Liuhe leverages the absorption land associated with its Pig Sector to conduct carbon accounting and emission reduction projects in the breeding sector in accordance with the Verified Carbon Standard (VCS). The Company actively promotes biological carbon sequestration and the development of carbon assets, delivering triple wins across ecological, environmental, and economic dimensions.

Since signing a Memorandum of Understanding on a GHG emission reduction project with a Volkswagen Group affiliate in September 2023, the Company has supplied a cumulative total of 282,500 tonnes of carbon indicators to Volkswagen Group across two phases, including 100,000 tonnes delivered in 2025.



Impact, Risk and Opportunity Management

Climate Risk and Opportunity Management Process



Indicators and Targets

Note: GHG emissions reported herein refer solely to carbon dioxide and exclude other greenhouse gases (e.g., methane, nitrous oxide) from other emission sources. Scope 1 GHG emissions cover emissions from fossil fuel combustion (diesel, gasoline, natural gas, etc.) and industrial processes. Emission factors are calculated in accordance with the national standard GB/T 32151.25-2024 *Requirements of the Greenhouse Gas Emission Accounting and Reporting—Part 25: Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprise*. Scope 2 GHG emissions cover emissions attributable to purchased electricity and heat. The 2024 electricity emission factor references the national average power grid emission factor specified in the *Announcement on the Release of Carbon Dioxide Emission Factors for Electricity in 2023* (Announcement No. 47 of 2025) jointly issued by the Ministry of Ecology and Environment and the National Bureau of Statistics.

Guided by its Three-Year Dual Carbon Strategic Plan (2023-2026), New Hope Liuhe has developed a science-based carbon emission reduction roadmap and continuously tracks progress toward its targets.

Indicator	Unit	2025
Gasoline consumption	liters	324,967.26
Diesel consumption	liters	7,771,617.40
Natural gas consumption	million kWh	103.97
Purchased electricity	million kWh	1,683.83
Operational PV power generation	million kWh	15.60
PV power consumption	million kWh	12.95
Purchased steam	tonnes	593,697.91
Total energy consumption	tce	433,021.97
Energy consumption intensity	tce/RMB million revenue	4.05
Direct GHG emissions (Scope 1)	tCO ₂ e	245,682.20
Indirect GHG emissions (Scope 2)	tCO ₂ e	1,047,041.65
Total GHG emissions	tCO ₂ e	1,292,723.85
GHG emission intensity	tCO ₂ e/RMB million revenue	12.10

Ecosystem and Biodiversity Conservation

New Hope Liuhe places biodiversity conservation at the heart of its environmental stewardship agenda, actively advancing the model of agricultural-livestock recycling and crop-livestock integration. The Company implements targeted measures to prevent and mitigate the ecological impacts of its operations, which contributes to the sustainable development of agricultural ecosystems in the regions where it operates.

Biodiversity Conservation

Throughout the planning, design, construction, and day-to-day operation of pig farms, the Company adheres strictly to all applicable laws, regulations, and policies, including the *Environmental Protection Law of the People's Republic of China*, the *Environmental Impact Assessment Law of the People's Republic of China*, the *Law of the People's Republic of China on Prevention and Control of Soil Contamination*, and the *Opinions on Further Strengthening Biodiversity Protection*. The Company prioritizes the protection of native vegetation and habitats within developed areas, and implements a comprehensive suite of measures to mitigate the impact of farm construction and operations on local habitats and ecosystems, striving to achieve harmonious coexistence between its business activities and the natural environment. During the reporting period, the Company did not establish new operations in government-designated key ecological functional areas or other areas of high biodiversity value, nor did any new projects result in significant impacts on protected or restored habitats.

Biodiversity Conservation Commitments	
Production and Operations	Adhere to national requirements governing the spatial layout of livestock and poultry breeding facilities, the cultivated land red line, and the "three lines and one list" (i.e., ecological protection red line, environmental quality baseline, resource utilization upper limit, and ecological environment access list) eco-environmental zoning management framework; refrain from conducting operations in World Heritage Sites or no-development zones within ecological red lines, prohibit deforestation, avoid restricted breeding areas (e.g., nature reserves, key ecological functional areas, scenic spots) and arid or water-scarce regions, and ensure that local water sources and ecosystems are not damaged. Apply scientific methodologies to assess the impact of pig farm site selection and operational activities on biodiversity, implementing appropriate measures to reduce negative impacts and enhance positive ecological outcomes. Conduct rigorous assessments of potential project impacts on surrounding ecosystems. In response to increasingly frequent extreme weather events, formulate post-emergency protection and restoration plans to safeguard and rehabilitate native vegetation on company-operated land, maintain soil health, prevent soil erosion, and enhance carbon sink capacity.
Upstream and Downstream Management	Procure and utilize natural resources and raw materials in a sustainable manner, minimizing adverse impacts on biodiversity and ecosystems throughout the supply chain. Strengthen communication and collaboration with external stakeholders to jointly advance biodiversity conservation and ecological restoration initiatives.

Land Use Improvement

New Hope Liuhe strictly adheres to all applicable land use laws and regulations across its operating regions, ensuring full compliance in land development, utilization, and reclamation. The Company has established clear land use objectives centered on soil and water conservation, vegetation restoration, and soil quality improvement, underpinned by a robust environmental monitoring mechanism. Regular monitoring and evaluation ensure the consistent achievement of these objectives and the sustained effectiveness of land use improvement efforts over time.

Soil Improvement	The Company consistently advances research into manure treatment technologies and soil improvement models. Production sewage is treated through established processes including UASB anaerobic digestion combined with two-stage A/O processing, CSTR anaerobic digestion, and black membrane biogas systems, while fermented manure is produced via high-temperature aerobic fermentation. Drawing on comprehensive assessments of terrain, soil properties, crop types, and fertilizer demand cycles, the Company has developed standardized field application models to enable the efficient utilization and conversion of liquid fertilizer. These practices enhance soil organic matter content, fertility, and physical structure; reduce reliance on chemical fertilizers; and deliver measurable improvements to the local ecological environment. For further details on soil improvement initiatives, please refer to the "Sustainable Agriculture" section of this report.
Soil Reclamation	The Company undertakes targeted ecological restoration and soil reclamation at selected sites. Representative examples include the slope protection project at the Datang Town facility in Nanning, Guangxi, where retaining walls are supplemented by 39,115 square meters of vegetation coverage, and the Haikou Fattening Farm, where over 14,000 square meters of grassland have been established, which collectively strengthens ecosystem stability and resilience across these sites.

Germplasm Resource Protection

The livestock and poultry seed industry serves as the strategic “core” of animal husbandry and represents a foundational sector critical to safeguarding national food security, food safety, and ecological security. New Hope Liuhe actively invests in scientific breeding programs, making meaningful contributions to the protection and development of high-quality germplasm resources. For further details on breeding research and innovation, please refer to the “Nutrition and Health R&D” section of this report.

Case

Leading the Establishment of the Sichuan Native Pig Breeding Consortium to Advance Local Pig Germplasm Protection and Precision Breeding

In October 2025, New Hope Liuhe joined forces with leading Sichuan-based breeding enterprises, including Sichuan Dekang Agriculture and Animal Husbandry Food Group Co., Ltd., Sichuan Modern Seed Industry Group, and Techlex Group, to establish the Sichuan Native Pig Breeding Consortium, taking the lead in mobilizing coordinated breeding efforts across the industry. Sichuan Province is home to 8 local pig genetic resources and 4 newly cultivated pig breeds (including matching lines), providing a solid foundation for regional seed industry development. All consortium members possess extensive experience in pig performance testing, genetic selection, and commercial-scale production. Guided by market demand, the Consortium will integrate high-quality local pig germplasm resources across Sichuan, build a full-chain R&D system spanning resource conservation through breed cultivation, and address the long-standing industry pain point of “high quality but low commercial value” through comprehensive industrial chain deployment, driving the local pig industry toward greater scale and standardization. In December 2025, New Hope Liuhe’s Breeding Division successfully developed a 60K high-density solid-phase SNP genotyping chip, which integrates key functional loci for early-stage pig selection with distinctive genetic resources of indigenous Chinese pig breeds. As China’s first chip capable of supporting the identification of commercial local pig breeds, it provides robust technical support for advancing the breeding system and strengthening the protection and utilization of local germplasm resources.



In October 2025, the Sichuan Native Pig Breeding Consortium was showcased at the Animal Breeding Forum.

Case

New Hope Breaks Through Indonesia’s Great-Grandparent Poultry Seed Bottleneck

New Hope’s great-grandparent chicken farm project in Indonesia was completed in July 2025, with the first batch of great-grandparent chickens introduced in August. With a total breeding capacity of 21,000 sets of great-grandparent broiler breeders, the facility is equipped with fully enclosed standardized housing, professional incubation infrastructure, and comprehensive production, living, and environmental protection support systems. Since commissioning, all key production indicators have exceeded the local industry average. When fully operational, the project is expected to produce 770,000 sets of parent generation breeders and 127 million commercial chicks annually, fully meeting the Company’s current business requirements in

Case

Indonesia. Previously, Indonesia relied entirely on imported broiler great-grandparent seeds, subject to strict quota controls. Through in-depth cooperation with local Indonesian partners, New Hope has resolved the longstanding industry challenge of breeder introduction and achieved independent control over its seed supply. This project completes the critical breeding link within the Company’s full poultry industry chain in Indonesia, establishing strong strategic synergy with its existing feed, parent generation breeding, and commercial generation breeding operations, which paves the way for the Company’s long-term sustainable development in the Indonesian market.





August 28, 2025: Villagers raising chicks in Monofiya Governorate, Egypt.
Photographer: Ahmed Gomaa

4

Value Co-creation for Common Prosperity

Chapter Content

• Enabling Employee Growth	61
• Empowering Farmers	73
• Caring for Society	74

Contribute to the UN 2030 Sustainable Development Goals (SDGs)

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES

Enabling Employee Growth

Employee Rights and Well-being

Governance

Strategy and Management Approach

Upholding its founding philosophy of “stand firm in belief, endure with passion,” New Hope Liuhe regards talent as the core engine of sustainable development. The Company effectively safeguards employees’ legitimate rights and interests, establishes a comprehensive platform for professional growth, and aligns its talent needs with employees’ personal development aspirations. Through these efforts, it seeks to attract, develop, retain, and engage a high-caliber workforce — all while sharing the benefits of the Company’s development with its people. The Company also actively fosters an inclusive, harmonious, and supportive workplace culture, enabling employees’ personal fulfillment and the Company’s long-term growth to advance in tandem.

Guided by a people-centric philosophy, New Hope Liuhe places the protection of employee rights and interests and the cultivation of harmonious labor relations at the forefront of its human resources agenda. The Company continuously refines its management practices to be more systematic, precise, and responsive to evolving needs, striving to create a workplace environment that is fair, equitable, and respectful for every employee.

As the company-wide responsible body for employee rights protection, the Human Resources Department consistently strengthens the human resources management system and refines key governing policies, including the *Human Resource Management Regulations*, the *Rest, Leave and Attendance Management Regulations*, the *Employee Resignation, Retirement, Re-employment and Rehiring Management Measures*, and the *Welfare and Allowance Management Measures*. The *Human Resource Management Regulations* serve as the Company’s core labor management policy, applicable to all employees. By clearly defining employee codes of conduct, attendance and leave, talent development, compensation and benefits, employee relations, and reward and disciplinary mechanisms, it comprehensively safeguards the legitimate rights and interests of both the Company and its workforce. During the reporting period, the Company revised its *New Employee Probation Management Measures*, further standardizing and refining employee management practices through systematic institutional iteration.

Labor and Human Rights Management

The Company strictly complies with all applicable national laws and regulations, including the *Labor Law of the People’s Republic of China* and the *Labor Contract Law of the People’s Republic of China*, as well as international human rights norms such as the UN *Universal Declaration of Human Rights* and the ILO *Declaration on Fundamental Principles and Rights at Work*, together with the local laws and regulations of all regions in which it operates. The Company has formulated a *Human Rights Policy Statement* that embeds fundamental human rights protections into every aspect of its work environment and labor management practices, which is applicable to both its own operations and its supply chain. During the reporting period, the Company recorded no human rights or labor compliance incidents of any kind, including child labor, forced labor, employee discrimination, or workplace harassment.

Human Rights Commitments

Compliant Employment	The Company has established a robust and compliant labor management system, strictly implementing the labor contract regime and maintaining an absolute prohibition on child labor, forced labor, and human trafficking. The Company respects every employee’s right to free career choice, providing objective and accurate job information during the recruitment process to fully protect candidates’ autonomy in decision-making. In the workplace, employees are never coerced into undertaking work contrary to their intentions, and their pursuit of individual career goals and professional development is actively supported. These commitments form a solid institutional foundation for the cultivation of harmonious labor relations.
Anti-discrimination and Anti-harassment	The Company upholds a strict zero-tolerance policy toward all forms of workplace harassment, explicitly prohibiting physical, psychological, sexual, and verbal harassment, as well as abuse of any kind. These prohibited behaviors are clearly defined in the <i>Human Resource Management Regulations</i> and the <i>Management Measures for Accountability (Trial)</i> . Employees found to have engaged in sexual harassment, made demands through improper channels, disseminated false or damaging information via workplace communication tools or in person, or insulted, harassed, defamed, or threatened colleagues are deemed to have committed serious violations and are subject to dismissal in accordance with applicable regulations.
Working Hour Management	Guided by established institutional frameworks, the Company standardizes the management of working hours and overtime, implementing a scientifically designed working hour system and labor intensity standards to fully protect employees’ legitimate rights to rest and leave. Recognizing the distinct business characteristics of each sector and the requirements of local regulations, the Company formulates differentiated shift arrangements, working hour policies, and attendance rules for different regions and positions, enabling precise and effective labor management. The Company advocates a culture of efficiency, actively controls the duration and frequency of overtime, and discourages overtime work except in special or emergency circumstances. Management accountability for operational efficiency is reinforced through institutional mechanisms that promote a healthy work-life balance for all employees.
Freedom of Association and Collective Bargaining	The Company respects and protects employees’ freedom of association, ensuring that all employees have the right to form and join trade unions in accordance with the law and to safeguard their legitimate rights and interests through collective bargaining. The Company has formulated the <i>Implementation Rules for the Workers’ Congress of New Hope Liuhe Co., Ltd.</i> , and all subsidiaries have established workers’ congresses and/or trade unions, with workers’ congresses serving as the primary representative body. Important matters, including revisions and implementations of internal rules and regulations, are publicized through democratic procedures, and employees are afforded full opportunity to provide feedback and exercise their rights to participation and oversight.



Recipient of the Approved Employer designation awarded by the Association of Chartered Certified Accountants (ACCA)

Human Rights Due Diligence

New Hope Liuhe has established a comprehensive human rights due diligence mechanism covering its entire operations and supply chain, enabling the systematic identification, prevention, and mitigation of potential human rights impacts. The due diligence process follows a structured closed-loop management cycle: assessing actual and potential impacts, integrating findings into concrete actionable measures, monitoring implementation effectiveness, and communicating approaches and outcomes to relevant stakeholders. Due diligence is initiated at an early stage whenever the Company expands into new business areas or establishes new partnerships. In conducting impact analysis, the Company consistently deepens its understanding of the historical, legal, social, and cultural contexts of its operating regions. It rigorously examines how its business activities may create or contribute to human rights impacts, whether actual or potential, and incorporates these findings into the Company’s and its operating assets’ major risk frameworks for dynamic monitoring and continuous optimization of preventive measures. In terms of stakeholder engagement, the Company proactively engages with potentially affected groups to understand their perspectives, reduce power imbalances, and build relationships grounded in mutual respect, trust, and transparency, which ensures that human rights protection is embedded throughout all aspects of corporate governance and business operations.

Grievance Mechanism and Remediation

To ensure that all stakeholders can raise concerns effectively, the Company has established a confidential, 24/7 helpline accessible to employees, contractors, suppliers, and members of the public affected by its operations. The Company is committed to acknowledging, reviewing, and documenting all issues raised through this channel. Once a complaint is verified, it will provide or facilitate appropriate remedial measures, maintain ongoing communication with affected stakeholders regarding outcomes, and reintegrate lessons learned into the due diligence process for continuous improvement. In accordance with the Company’s code of conduct, New Hope Liuhe prohibits any form of punishment, disciplinary action, or retaliation against individuals who raise concerns or cooperate with investigations, effectively upholding the right to redress and ensuring that the Company’s human rights commitments are translated into consistent practice across all dimensions of governance and operations.

Welfare and Care

Welfare Protection

The Company has built a diversified and multi-tiered employee welfare system. Beyond full compliance with all statutory benefit requirements, the Company continually enriches its supplementary welfare offerings to strengthen employees’ sense of well-being and organizational belonging, enabling them to enjoy meaningful work and a high quality of life.

Statutory Benefits	Social insurance package, housing provident fund contributions, and all other statutory benefits are provided in full compliance with applicable laws and regulations.
Supplementary Benefits	Provisions include free accommodation and meals, annual employee health examinations, meal subsidies, communication allowances, transportation subsidies, housing subsidies, holiday gifts and bonuses, hardship condolence payments, welfare leave, and Wonderland of New Hope Liuhe surprise box activities.
Statutory Leave	Employees are entitled to the full range of statutory leave types in accordance with the law, including public holidays, annual paid leave, statutory festival leave, personal leave, sick leave, marriage leave, maternity and parental leave, and bereavement leave. Leave entitlements for overseas employees are determined in compliance with the laws and policies of their respective localities.



Good Mutual Assistance Funds being presented to employees in need

Hardship Assistance

The Good Mutual Assistance Association is a long-standing care initiative that embodies the Company’s corporate culture of sharing joys and sorrows. Through a company-wide mutual aid model, it serves as a vital safety net for employees and their immediate family members facing major illness or accidental risk. In 2025, 29,459 employees voluntarily enrolled in the Association, collectively raising RMB 3.89 million in mutual aid funds. During the reporting period, the Association disbursed a total of RMB 4.21 million in assistance payments to 453 members and their families.

Employee Care

The Company has launched the Wonderland of New Hope Liuhe online platform, extending its reach to both domestic and overseas employees and serving a community of over 20,000 staff members. The platform is designed to cultivate a supportive workplace built on respect, anticipation, and happiness. Surprise boxes are offered with a 100% winning rate twice monthly, delivering practical gifts and interactive experiences that bring a sense of delight to daily working life. The platform also pioneered a quarterly paid welfare leave entitlement of two hours per employee, structured around four dimensions of care: grievance support, care for single employees, family bonding, and personal growth. Complemented by the Mood Station, a dedicated channel for listening to employees’ voices, the platform provides holistic support for employees’ physical and mental well-being. Through vibrant online communities connecting tens of thousands of employees, the platform brings together colleagues across the globe, nurturing cross-regional bonds and a shared sense of belonging. Established in office areas, the Employee Energy

Stations provide refreshments and supplies for employees working overtime, ensuring that workplace care permeates every aspect of work and life.

Diversified Activities

The Company thoughtfully integrates humanistic care into the celebration of traditional festivals, which substantially enriches employees’ cultural and spiritual lives. A diverse range of cultural and sporting activities (e.g., tug-of-war competitions, badminton tournaments) are regularly organized to foster a positive and vibrant team atmosphere, strengthening collaboration and deepening emotional connections among colleagues.



Annual Basketball Game held by New Hope Philippines Region



International Women’s Day Activity



“Mid-Autumn Family Reunion & National Day Celebration” — A Festival of Unity and Patriotism



Tug-of-War Competition

Diversity and Inclusion

Championing a diverse and inclusive corporate culture, New Hope Liuhe upholds the principles of openness, fairness, and impartiality to build a collaborative, high-performing, and multidimensional workforce. Throughout all stages of employee development, including recruitment, appointment, training, and promotion, the Company does not discriminate on the basis of ethnicity, race, gender, age, marital status, childbirth status, religious belief, or any other personal characteristic. It strives to place the right people in the right roles at the right time, enabling every employee to realize their full potential. The Company also proactively recruits people with disabilities and assigns suitable positions based on their physical capabilities, which demonstrates its commitment to equal employment opportunities and development prospects for all job seekers and employees.

The Company places particular importance on protecting the rights and interests of female employees and empowering their professional development. It firmly eliminates all forms of gender discrimination, strictly enforces the principle of equal pay for equal work, and actively cultivates a fair and inclusive workplace environment. The Company fully complies with all national policies governing maternity leave and breastfeeding leave, provides dedicated nursing rooms in office areas, and regularly organizes care activities to mark International Women’s Day and enrich the female employees’ cultural lives. Equal access to training resources and promotion pathways is ensured for all female employees, with active encouragement and support for women to take on leadership and management roles, enabling talented female employees to participate meaningfully in corporate management and to have their value and contributions fully recognized.

Equal Communication

Democratic Management

The Company implements a comprehensive suite of measures to promote democratic management, including the formulation and enforcement of the *Implementation Rules for the Workers’ Congress*. All subsidiaries have established workers’ congresses and/or trade unions to safeguard employees’ legitimate rights, including the right to information, suggestion, equal negotiation, and the election and recall of representatives. All revisions and implementations of internal systems and policies undergo thorough discussion by employee representatives to ensure broad and meaningful input is incorporated. Company

Workers’ congress sessions: 2

Impact, Risk and Opportunity Management

rules, regulations, and announcements are made available to all employees through workers’ congresses and the OA platform, protecting employees’ rights to participation and oversight while deepening their engagement in corporate management. The Company further refines mechanisms for transparent corporate governance and timely employee feedback, maintaining the HRSEC hotline and Feishu service desk on its employee service platform, alongside multiple communication channels including email, public phone lines, and the Mood Station on the Wonderland of New Hope Liuhe platform. These channels enable the efficient collection of and response to employee opinions, forming a closed-loop, long-term feedback and communication mechanism that strengthens employees’ sense of ownership and belonging. In the event of labor disputes, the Company is committed to sincere dialogue and equal negotiation in seeking consensus and resolving conflicts amicably, with dedicated complaint and reporting channels in place to effectively protect employees’ legitimate rights and interests.

Employee Satisfaction Survey

To drive continuous organizational development and improve both team effectiveness and the overall employee experience, the Company conducts annual organizational climate surveys. These surveys are designed to assess the prevailing organizational climate, capture employees’ authentic work experiences, and provide scientifically grounded measurements of organizational health, team vitality, and employee engagement. Results from 2025 indicate that overall employee satisfaction and engagement levels remained high throughout the reporting period.

The Company regards the protection of employee rights and interests and the cultivation of harmonious labor relations as core corporate responsibilities. Through continuous institutional refinement, proactive risk prevention and control, and ongoing practice optimization, it systematically mitigates human rights risks, advances the systematization and precision of employee rights management, and fosters a fair, healthy, and respectful workplace environment. These efforts enable mutual growth between the Company and its employees while reinforcing its standing as a responsible employer.

Institutional Framework Continuous Improvement: The Company regularly updates its internal systems to clearly define behavioral red lines, including absolute prohibitions on child labor, forced labor, workplace discrimination, and harassment, while refining provisions governing rights protection across working hours, overtime approval, salary payment, and paid annual leave. This establishes a robust institutional safeguard against potential risks. A regular risk identification mechanism is maintained to surface potential risks in business operations (e.g., labor compliance, pay equity, occupational health) and the specific challenges inherent in overseas employment contexts, including cross-cultural conflicts and compliance with local regulatory requirements, which are addressed through dedicated training programs and cultural integration initiatives.

Democratic Management and Rights Implementation: Leveraging the workers’ congress system, the Company ensures that all revisions to systems and policies are subject to thorough discussion by employee representatives, fully protecting their rights to information and meaningful participation. Compensation and benefits are disbursed in strict accordance with institutional provisions, with overtime remuneration accurately calculated and paid in full. All statutory and supplementary benefits are effectively delivered. Diverse communication channels are maintained to ensure employee feedback on the work environment and working conditions is heard and acted upon in a timely and responsive manner.

Indicators and Targets

Indicator		2025
Workplace Compliance	Labor contract signing rate	100%
	Social insurance coverage rate	100%
	Parental leave return rate	100%
	Total employee discrimination or harassment incidents	0
	Employee suggestions adopted	107
Diversity and Inclusion	Proportion of ethnic minority employees	7.44%
	Proportion of employees with disabilities	0.61%
	Proportion of female employees in junior, middle, and senior management (combined)	16.07%
	—of which: Junior management	16.93%
	—of which: Middle management	14.67%
	—of which: Senior management	22.22%
	Proportion of females in management roles in revenue-generating departments (e.g., sales)	3.53%

Talent Attraction and Retention

Governance

Strategy and Management Approach

New Hope Liuhe closely aligns employees’ personal career development with the Company’s overarching business objectives, building a robust and dynamic growth platform to continuously stimulate organizational vitality. The Company strives to cultivate core talent competitiveness in support of long-term sustainable development, aiming to achieve mutual empowerment and shared success between its employees and the organization.

The Company consistently refines its human resources management system to ensure deep integration with and strategic alignment with its overall corporate direction. The Human Resources Department oversees the planning and implementation of all employee training and development initiatives. A holistic institutional framework has been established spanning career advancement, employee training, performance management, and compensation incentives, encompassing key governing documents such as the *Post and Rank Management Measures*, the *Learning Platform Management System*, the *Internal Trainer Management Measures*, and the *Performance Management Measures*. During the reporting period, the Company revised its *Employee Promotion and Demotion Management System* and the *Executive Points Management Measures*, further optimizing its talent structure and strengthening core organizational competitiveness.

Talent Attraction

To consistently strengthen its foundational talent management system, the Company has established a standardized talent audit mechanism to ensure the effective execution of its talent development strategies. Drawing on talent inventory results, the Company evaluates team capability alignment and core role competence against the requirements of its current strategic phase, scientifically forecasts short- and long-term talent gaps, and formulates targeted talent allocation plans to maintain a steady talent pipeline. The Company has built a diversified set of recruitment channels, encompassing campus recruitment, social recruitment, internal competition, internal referrals, university-enterprise cooperation, and internship programs, to address talent needs across all types and levels. Through this approach, it effectively broads the talent pipeline and enhances the efficiency of person-job matching. Recruitment is conducted in strict adherence to the principles of fairness and professionalism: all interviewers undergo rigorous screening, dedicated training, and competency assessment prior to appointment, with regular comprehensive evaluations conducted thereafter to uphold the integrity and quality of the interview process. The Company also actively solicits candidate feedback on their interview experiences, using these insights to continuously refine its recruitment services and strengthen its appeal to top-tier talent.

Campus Recruitment	Guided by the principles of major relevance and competence alignment, the Company recruits across hundreds of target universities nationwide. During the reporting period, it organized 35 campus presentations and participated in over 100 job fairs, successfully hiring 935 fresh graduates.
Talent Reserve	The Company jointly established the Sichuan Provincial Key Laboratory of Animal Nutrition and Efficient Feed Utilization with the Animal Nutrition Institute at Sichuan Agricultural University, and maintains active industry-academia-research collaboration with institutions including the Institute of Feed Research of the Chinese Academy of Agricultural Sciences and the Ocean University of China. By further deepening its partnership with the College of Veterinary Medicine at Southwest University, the Company becomes a designated joint training base for its veterinary professional degree postgraduates, systematically reserving talent for core positions through structured university-enterprise collaboration.
Targeted Recruitment	The Company recruited 650 fresh graduates majoring in animal medicine, animal science, feed production, and related disciplines from technical and vocational colleges. For frontline positions filled through social recruitment, priority is given to candidates with relevant industry experience to ensure immediate operational effectiveness.



“New Youth, New Hope” campus recruitment presentation held at Jilin Agricultural University

Employee Development

New Hope Liuhe takes a long-term, strategic approach to talent development, with a focus on providing customized, targeted empowerment for every employee. The Company consistently refines its employee training system and invests in building an efficient, interactive learning and exchange platform. By integrating internal expertise with external industry resources, it develops training content that combines sector-specific knowledge with distinct corporate attributes, establishing a systematic, hierarchical, and professionally structured talent development framework. A tiered talent development mechanism is in place, alongside a four-tier management reserve training system and a professional track development

pathway that spans the full career lifecycle—from new hires through to core senior executives. The Company also collaborates with external professional institutions to facilitate mutual growth between employees and the enterprise as a whole.

High-Quality Talent Reserve

To build a structured echelon of operational and management personnel, the Company enhances the leadership capabilities and operational proficiency of both current and potential successors. Through a suite of talent development programs, including the EMBA Program, Mid-level Training Program, Global Mid-level Training Program, Haina Program, Hope Program, and New Talent Training Camp, the Company cultivates and reserves outstanding talent across all management levels.

New Employees	New Talent Training Camp	A full-cycle training strategy was implemented, combining intensive learning, structured follow-up coaching, and on-the-job practical experience. A total of 625 new employees received offline or online training, which helped them develop a comprehensive understanding of the business, integrate into the corporate culture, establish sound workplace values, and shorten their path to full role competency.
	New Talent Power Camp	38 high-potential campus recruits were selected for an intensive two-year accelerated development program. Focused on deepening business acumen, refining professional capabilities, and cultivating leadership potential, the program adopts a multi-modal approach that combines online coursework, offline intensive training, dual-mentor guidance, and customized rotation assignments to facilitate rapid integration and compress participants’ overall growth cycle.
Management	EMBA Program	Targeting high-performing, high-potential internal talents, the program is designed to enhance academic qualifications and professional capabilities while integrating participants into the Company’s broader leadership development system. During the reporting period, 85 middle and senior managers completed the program, achieving a participant satisfaction rate exceeding 92%.
	Mid-level Training Program	The program strengthens the general manager reserve echelon while continuously identifying, cultivating, and supplying core operational talent to meet business needs. During the reporting period, 43 high-potential individuals were selected, of whom 41 successfully completed the program.
Haina Program		Designed to establish a career development and cross-regional exchange platform for both domestic and overseas talent, the program received 133 applications during the reporting period, with 10 participants selected to attend intensive training in Chengdu and undertake study visits in Vietnam.



Haina Program Intensive Training in Chengdu



EMBA Learning Activity



Haina Program Study Visit in Vietnam



Feed Business Mid-level Training Program (Phase II)

Professional Capability Enhancement

The Company continues to advance the development of capability frameworks across key professional tracks. For roles spanning product technology, quality control, procurement, aquatic marketing, and veterinary medicine, it designs and delivers targeted training programs, drawing on expert knowledge to develop bespoke professional curricula and build enduring competitive advantage.

Quality Control Elite Program	Designed to cultivate reserve quality control managers for the feed business, this program strengthens participants’ technical expertise in quality control while deepening their understanding of professional standards and team management. A total of 41 employees participated during the reporting period, achieving a pass rate of 90%.
Aquatic Elite Training Program	Built around a “general manager + sales + technology” integrated training model, this program facilitates domestic and international exchanges within the aquatic industry and promotes the sharing of best practices, driving the ongoing professionalization of aquatic feed. A total of 34 employees attended the program during the reporting period.

Online Training Optimization

The Company has established a robust digital learning platform underpinned by well-developed management systems. The platform offers over 2,000 online courses spanning general competency areas (e.g., leadership, management literacy, professional conduct) and business-specific technical courses, with access also available to overseas employees. In 2025, employees collectively completed 47,307.93 hours of online learning, averaging 21.5 hours per employee.

Internal Trainer Development

The Company places sustained emphasis on building a capable and dedicated internal trainer team. During the reporting period, it continued its structured process for identifying and developing internal trainers, who deliver courses closely aligned with the Company’s strategic priorities, business needs, and workplace realities. Trainer performance is incorporated into the Company’s broader employee promotion, assessment, and recognition framework.

Talent Support

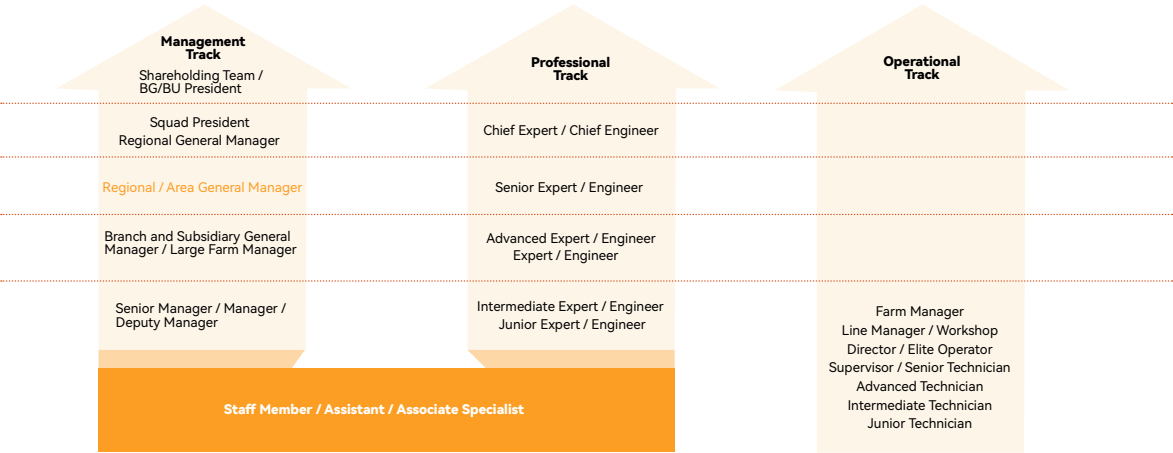
The Company implements mentorship programs and skills certification initiatives to help new employees integrate quickly and align effectively with their roles. For high-performing employees with high potential, EMBA programs are offered to support academic advancement and capability development. During the reporting period, leveraging the Group’s platform, the Company organized the application, defense, and evaluation processes for senior professional and technical titles in animal husbandry and veterinary medicine, resulting in 7 employees obtaining associate senior professional titles.

Promotion and Incentives

New Hope Liuhe is committed to providing all employees with fair, transparent promotion opportunities and unobstructed career development pathways. Guided by market-oriented principles, the Company operates a differentiated compensation system with a dynamic adjustment mechanism, accounting for employees’ role attributes, performance contributions, and overall capabilities. By continuously refining its compensation structure, the Company maintains industry-competitive remuneration levels that attract, retain, and motivate top talent.

Unobstructed Career Development Pathways

In 2025, the Company refined its *Employee Promotion and Demotion Management System*, establishing a career development platform defined by fairness, transparency, and predictability. This system effectively enables merit-based advancement and adjustment, ensuring optimal alignment between individuals and their roles. Reflecting the talent structure of its industry and business segments, the Company has established three distinct career tracks, i.e., M (Management), P (Professional), and O (Operational), encompassing 18 sequences and 71 sub-sequences across a diverse range of job types. This architecture empowers employees to chart a career path that best suits their strengths and aspirations.



Total employee compensation: RMB 6.01 billion

Refined Compensation and Incentive Mechanism

The Company designs tailored compensation packages suited to different roles and functions. All employees’ remuneration includes a variable pay component, encompassing performance pay, bonuses, and various allowances, linked to quarterly performance reviews in accordance with the principle of merit-based reward. The Company consistently optimizes its differentiated incentive approach, utilizing equity incentive plans as an important supplement to the compensation of outstanding employees. This mechanism aligns the interests of employees with those of shareholders, strengthening employees’ sense of belonging and fostering greater team cohesion.

Living Wage		Benchmarked against the local average social wage and calibrated for local economic conditions, consumer price indices, and housing costs, the Company ensures that its living wage meets or exceeds the applicable local minimum standard. For employees with full attendance, wages are paid in full and on time, with actual average salaries substantially exceeding the living wage.
Differentiated Compensation Structure and Incentives		▶ Performance sharing system for operational management and functional employees ▶ Piece-rate wage system for frontline production employees ▶ Sales-based remuneration system for marketing personnel ▶ Position grade and performance-based wage system for hourly-rated employees
Equity-Based Medium and Long-Term Incentives	Employee Equity Incentives	In 2024, the Company launched its <i>2024 Employee Stock Ownership Plan</i> targeting core management and key personnel, with vesting scheduled for June 2026. This initiative ties the interests of core talent directly to the Company’s long-term growth trajectory.
	Bonus Pool Mechanism	Performance assessment focuses on three core metrics: key financial results, operational excellence, and red-line compliance. In years materially affected by market volatility, a bonus pool is established for headquarters senior management and sector BUs assessed on profit accrual, enabling more balanced incentive distribution across years.

Performance Management and Grievance Resolution

The Company’s performance evaluation framework centers on work outcomes, supplemented by assessments of work attitude and adherence to daily codes of conduct. In 2025, the Company introduced monthly assessments tied to fully budgeted operating goals, which translates annual performance targets into monthly milestones to enable dynamic tracking and ongoing process evaluation. For core management, structured 360-degree evaluations and feedback sessions are conducted, with a one-vote veto policy applied to red-line violations involving food safety, production safety, and environmental protection. Integrating performance communication throughout the evaluation process, the Company also continues to refine its grievance channels and resolution mechanisms.

Impact, Risk and Opportunity Management

New Hope Liuhe places high priority on human resources risk management, recognizing talent attraction and retention as the core pillars of its sustainable development. By integrating employee career development into its overarching strategic framework, the Company systematically identifies key risks that may affect the stability and growth of its talent pool, including shortfalls in critical position pipelines, core talent attrition, underdeveloped career progression systems, and non-competitive compensation and incentive structures.

To mitigate these risks, the Company formulates forward-looking talent development plans aligned with its strategic objectives, establishes robust early warning and response mechanisms for talent-related risks, and continuously strengthens organizational appeal and employee belonging, which facilitates employees’ long-term career advancement.

In addition, the Company deepens the professional capabilities and risk awareness of its human resources team, standardizes end-to-end processes spanning labor relations, payroll disbursement, and talent management, and effectively reduces exposure to labor compliance and talent development risks. Together, these efforts sustain a stable, high-caliber talent foundation that underpins the Company’s pursuit of high-quality development.

Indicators and Targets

Indicator			2025
Employee Composition	Total number of employees		43,753
	Number of employees by gender	Male employees	34,090
		Female employees	9,663
	Number of employees by age	Employees aged 30 and under	13,129
		Employees aged 31-50	24,682
		Employees aged 51 and above	5,942
	Number of employees by educational level	Employees with high school diploma or under	15,678
		Employees with associate degree	12,122
		Employees with bachelor's degree	13,615
		Employees with master's degree/ MBA or above	2,338
	Number of employees by region	Employees from China (including Hong Kong, Macao, and Taiwan)	35,106
		Overseas employees	8,647
	Number of Chinese employees by hierarchical level	Senior management	9
		Middle management	1,459
		Junior management	2,316
		Frontline employees	39,969
Employee Recruitment	Employees recruited during the reporting period		7,954
	Fresh graduates newly recruited		935
	Employee growth rate(%)		5.87
Employee Turnover	Total turnover rate(%)		23.94
	Voluntary resignation rate(%)		20.94
	Turnover rate by gender(%)	Male employees	24.88
		Female employees	20.71
Employee Training	Total employee training investment (million RMB)		5.78
	Total employee training attendances		31,077
	Total employee training hours		1,163,829.8
	Employee training coverage rate(%)		71
	Average training hours per employee		26.6

Occupational Health and Safety

New Hope Liuhe strictly adheres to applicable laws and regulations, including the *Work Safety Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*. The Company consistently refines its occupational health and safety management system, raises work safety standards, and effectively safeguards the lives of its employees, corporate assets, and the stable operation of production facilities. During the reporting period, one subsidiary obtained occupational health management system certification, and 49 branches and subsidiaries achieved Level 3 Work Safety Standardization certification, covering all business operations, contractors, and suppliers.

Work Safety Management

The Company has established a well-defined, top-down work safety management structure. At the headquarters level, the Safety and Environmental Protection Center under the Engineering Operations Department provides overarching work safety leadership. Across all sector headquarters, regions, branches,

and subsidiaries, dedicated full-time and part-time safety managers are in place, while the Board of Directors and senior management participate in work safety decision-making through regular governance meetings. The Company has formulated and continuously refined systems including the *Work Safety Accountability Management Measures* and the *Confined Space Safety Management Measures*. During the reporting period, it revised the *Work Safety Management System* to incorporate provisions on gas safety, electrical safety, and equipment protection, which further consolidates its management foundation. Work safety is embedded in company-wide performance assessments and internal audits, with safety outcomes directly linked to senior management compensation. Annual rigorous reviews of system implementation are conducted to reinforce the primary responsibility of frontline production and operational units. During the reporting period, the Company advanced work safety informatization by digitizing management data and piloting online approval workflows for hazardous operations. It also launched a pilot assessment of performance indicators for key responsible persons and safety officers, with the aim of strengthening grassroots risk control capabilities.

Occupational Health and Safety Management Targets		2025 Achievement Status
Revise and implement work safety management systems at all levels		Target achieved
Conduct special investigation and rectification of special equipment		Target achieved
Standardize management of hazardous operations		Target achieved
Strengthen safety management for gas storage and use		Target achieved
Supervise and guide the implementation of work safety performance indicators		Target achieved
Implement the list-based system for work safety management		Target achieved
Expand training and certification for safety management personnel		Target achieved
Enhance training and competency development for special operation personnel		Target achieved
Promote the application of the work safety informatization platform		Target achieved
Implement process risk monitoring and early warning mechanisms		Target achieved
Organize safety culture activities		Target achieved
Conduct safety supervision and inspections		Target achieved
Refine and improve standard operating procedures		Target achieved
Enhance feed safety management in Pig BG		Target achieved



Total work safety investment: RMB 109.51 million

Total safety accidents: 6

Work-related fatalities: 6

Work-related fatality rate: 0.01%

Total work-related injury rate: 0.40%

Number of work-related injuries: 191

Lost workdays due to work-related injuries: 2,345

Lost time injury frequency rate (LTIFR): 260.31

Work-related injury insurance investment: RMB 24.96 million

Work safety liability insurance investment: RMB 2.60 million

Work safety liability insurance coverage: 36.52%

Occupational Health Protection

New Hope Liuhe is committed to safeguarding employees' occupational health rights and interests. In compliance with applicable regulations, including the *Management Rules for Labor Protection Supplies of Employers*, the Company standardizes the provision of personal protective equipment for frontline employees, governs work process management, and delivers relevant training. Given the distinctive characteristics of its production operations, the Company arranges regular occupational health examinations for employees exposed to toxic or harmful substances or engaged in high-intensity work, performs risk hazard inspections at key positions, and promptly eliminates potential occupational health risks. The Company has also established emergency response mechanisms, delivers ongoing occupational

health publicity and training sessions, and has formulated the *Employee Injury Incident Handling Procedures* to enhance frontline employees’ self-rescue and mutual rescue capabilities. The Fresh Meat Division has developed the *Occupational Hazard Emergency Rescue Plan*, equipped relevant emergency rescue facilities, and conducts regular emergency drills. It periodically engages qualified third-party institutions to conduct occupational disease hazard assessments and issue formal evaluation reports. Hazardous factors generated during production (e.g., noise, dust, toxic gases) are regularly tested across production environments and labor processes to ensure all indicators remain within prescribed limits. Overseas subsidiaries have also strengthened their occupational health-related systems, ensuring compliance with local laws and regulations to protect employee health. These subsidiaries conduct labor environment monitoring, organize regular employee physical examinations, and hold first-aid training and other relevant activities.



Dual Prevention Mechanism

In accordance with the *Safety Risk Classification Guidance*, the Company has established a dual prevention mechanism that embeds hazard identification and assessment, risk classification and control, and hidden danger investigation directly into day-to-day operations. Senior management conducts regular on-site safety inspections, while all branches and subsidiaries perform comprehensive risk identification, assessment, and control tailored to their specific operational profiles, with hidden danger management carried out on an ongoing basis. The Company also encourages affiliated units to establish internal safety reporting systems, which broadens employee participation in safety oversight. During the reporting period, the Company launched a targeted investigation and rectification campaign focused on special equipment, including boilers, pressure vessels, pressure pipelines, elevators, and forklifts. Risk assessments were conducted and remediation measures benchmarked across equipment categories, with rectification prioritized and rolled out in phases. Where immediate rectification was not feasible, interim control measures were put in place to contain associated risks.

Safety Risk Classification and Control	
Safety Risk Identification	Drawing on the operational type and characteristics of each unit, the Company develops science-based risk identification procedures and methodologies, conducts comprehensive risk identification exercises, and maintains a regularly updated safety risk database. The scope of identification encompasses all critical production stages and process links.
Safety Risk Assessment	Identified risks are systematically evaluated and classified, with due consideration given to root causes, potential hazards, and modes of harm, forming the basis for accurate risk categorization.
Safety Risk Control	Control measures are formulated in response to specific risk profiles, spanning engineering controls, management systems, education and training, personal protective equipment, and emergency preparedness. The Company maintains a risk notification system and continuously reinforces safety education and skills training across its workforce.
Work Safety Hidden Danger Investigation	
Investigation Accountability System	The Company operates a structured hidden danger investigation accountability system that spans all levels of the organization, from senior responsible persons to frontline staff. Adequate funding and technical resources are allocated to support investigation activities, with safety managers, engineers, and other relevant personnel regularly mobilized to conduct systematic inspections.
Investigation Methods	The Company employs a comprehensive suite of inspection methods, including routine daily checks, periodic comprehensive reviews, specialist inspections, seasonal assessments, peak-period and pre-holiday checks, accident-analogy reviews, pre-resumption inspections, and diagnostic assessments by external experts.
Information Disclosure	All identified hidden dangers are recorded in a dedicated safety hazard information register and communicated to employees through notice boards or other appropriate channels, ensuring workforce awareness and transparency.
Time-Bound Rectification	Upon identification, hidden dangers are promptly assigned to the relevant departments for rectification within defined timeframes, with clear accountability, remediation measures, and deadlines established. Root cause analysis is conducted to ensure thorough and lasting resolution. Where immediate rectification is not practicable, interim preventive controls are implemented to safeguard against accidents.
Reporting and Reward Mechanism	The Company maintains a well-developed hidden danger reporting and reward mechanism, combining material incentives with recognition to encourage employees to proactively flag safety concerns and contribute constructive remediation suggestions, fostering a culture of shared responsibility and safety ownership.

Emergency Management



Contractor Management



Safety Culture and Training

New Hope Liuhe operates in strict compliance with the *Emergency Response Law of the Peoples Republic of China* and the *Measures for the Administration of Contingency Plans for Work Safety Incidents*, among other applicable regulations. The Company has established an *Emergency Management Plan* and a clear accountability framework for work safety incidents, alongside either a work safety incident emergency team or an emergency rescue command center. A comprehensive emergency response system has been developed, covering a wide range of potential accident scenarios. To support operational readiness, the Company has formed both full-time and part-time emergency rescue teams, equipped them with necessary protective gear and supplies, and entered into mutual assistance agreements with neighboring enterprises to strengthen collective emergency response capacity. Regular emergency drills and practical training are conducted to sharpen employees’ self-rescue and mutual rescue capabilities and enhance the overall readiness of rescue teams. The comprehensive emergency plan and all specialized plans are required to be rehearsed at least once per year, while on-site disposal plans are drilled no fewer than twice annually, driving continuous improvement in the Company’s emergency response capabilities.

The Company’s *Work Safety Management System* provides a unified framework for coordinating and managing work safety across all contracted and leased operations. Prior to commencing any production or operational activity, contractors are subject to rigorous qualification and performance verification. Dedicated work safety management agreements are signed to clearly define the safety responsibilities and obligations of both parties, and safety technical briefings are provided to all contractor personnel before work begins. Throughout the course of operations, the Company carries out regular on-site inspections and supervision to monitor contractors’ compliance with safe working practices. Contractors who violate safety regulations and fail to rectify non-conformities are subject to immediate suspension of operations. In cases where a contractor’s negligence results in a Level 1 or Level 2 work safety accident, the contractor’s information will be disclosed internally as a deterrent and accountability measure.

The Company places strong emphasis on building a safety-conscious workforce through structured training in work safety legislation, safety knowledge, and operational skills, with the goal of elevating employees’ safety awareness, sense of responsibility, and professional competence. During the reporting period, particular focus was placed on upskilling special operation personnel, with dedicated training courses developed across 10 specialist areas, including electrical work and welding and thermal cutting operations. Thematic safety training was also delivered on high-priority topics including dust explosion prevention, confined space operations, fire safety, mechanical injury prevention, and electrical hazard protection. In 2025, the Company organized 10,323 training sessions, recording 645,048 attendances and achieving full coverage across the entire workforce.



Confined space operation and rescue drills conducted by the Pig and Feed sectors



Fire drills and training conducted by the Overseas Sector



Empowering Farmers

Breeding Service Management

Guided by its founding mission of “profiting farmers and benefiting food consumers,” New Hope Liuhe draws on its integrated management system and extensive industrial chain resources to develop a mutually beneficial cooperative farming model with smallholder farmers. By pioneering inclusive financial service channels, the Company helps address farmers’ financing challenges and supports the broader standardization and modernization of China’s agriculture and animal husbandry industries.

The Pig Sector’s Breeding Division operates under the “Six Unifications, Three Non-Burdens” model, a full-chain service framework designed to improve farmers’ production efficiency through end-to-end standardized management. Under the Six Unifications, the Company takes responsibility for pig farm design, feed procurement, immunization protocols, feeding practices, technical services, and pig offtake, ensuring consistent quality and operational standards across all participating farms. The Three Non-Burdens principle means that farmers are shielded from market risk through a guaranteed floor price, and from capital risk through upfront investment covered by the Company or government funding — leaving farmers free to focus on what they do best. In 2025, the Company partnered with 2,900 farming households across 21 provinces, building a collaborative community grounded in shared interests and complementary strengths. This model integrates smallholder farmers into the modern agricultural system, unlocks the productive potential of rural communities, and fosters a self-reinforcing cycle of growth. The breeding service team drives continuous improvement through goal-driven management, proactive operational refinement, and targeted intervention on identified weaknesses. By delivering professional technical support and hands-on training, the team lowers the barrier to entry for advanced farming techniques, reduces production risks, improves farming profitability, and meaningfully increases household income. The deep alignment of interests between the Company and its farming partners not only generates diverse employment opportunities and stabilizes rural incomes, but also strengthens the long-term self-sufficiency of farmers and village collectives alike.



Financial Support for Agriculture

New Hope Liuhe integrates resources from banking, insurance, and other financial institutions to develop an innovative guarantee-centered supply chain finance model, leveraging its comprehensive coverage of the agricultural and animal husbandry value chain. Through dedicated professional teams operating across 29 provinces and municipalities, the Company provides financing guarantee services for upstream and downstream customers along the industrial chain, directly addressing the financing difficulties and high costs that have long constrained agricultural businesses. By the end of 2025, the Company had served a cumulative total of 222,600 customer engagements, with total financing disbursed reaching RMB 82.9 billion, giving tangible effect to its commitment to supporting and benefiting agriculture.

Inclusive Guarantee

Deeply committed to inclusive finance, the Company actively expands its network of quality banking partnerships and unlocks the potential of bank-enterprise collaboration. It has established strong working relationships with state-owned banks, joint-stock banks, city commercial banks, and foreign-funded banks. Underpinned by robust risk management capabilities, the Company has become a trusted strategic partner for major financial institutions in delivering agricultural financial services through its inclusive guarantee business. By the end of 2025, the Company had partnered with 18 banks, with cumulative credit facilities totaling RMB 10.7 billion.

Industrial-Financial Platform

The Company has developed a next-generation supply chain finance service platform. Built on a four-layer architecture spanning data, products, risk controls, and application scenarios, the platform establishes an inclusive agricultural finance model that broadens service reach and enhances service quality. After the inclusive guarantee business gained access to the People’s Bank of China’s Second-Generation Credit Reference System in November 2024 and successfully processed its first customer credit inquiry, the platform’s online contract signing function was formally launched in 2025. This advancement has significantly improved the convenience of customer onboarding, accelerated business processing efficiency, and strengthened the standardization of contract management.

Customer-Centric Focus: Meeting Industrial Chain Financing Needs	The Company proactively expands funding channels and product offerings to provide tailored financing services for farmers across the industrial chain.
One-Stop Service: Enhancing the Financing Experience	Direct bank-enterprise connectivity is enabled through API and SDK integration. This approach allows financing customers to complete loan applications entirely online via mobile devices, with real-time visibility and management across the full loan lifecycle.
Win-Win Cooperation: Building New Hope Liuhe’s Financial Ecosystem	A three-party transaction structure (linking funders, customers, and core enterprises) integrates capital, demand, industry, and financial services. Industrial chain customers can apply for loans calibrated to their specific transaction scenarios and operational scale. Banks are empowered to accurately disburse inclusive loans with the support of the Company’s industrial finance platform.

Caring for Society

Advancing Rural Revitalization

New Hope Liuhe honors its social responsibilities by turning its values into meaningful action. Through sustained, branded public welfare programs, the Company creates tangible value for communities, spreads goodwill at home and abroad, and nurtures a culture of virtue and mutual support, embodying its corporate character through responsible practice.

Commitment to rural communities and people’s livelihoods has always been central to the Company’s identity. Anchored in the realities of rural development and the practical needs of farming households, New Hope Liuhe continuously increases rural investment, innovates its agricultural support models, and has evolved from project-based assistance to systemic empowerment across industrial and talent development chains. These efforts have made meaningful contributions to promoting integrated urban-rural development and strengthening the connection between poverty alleviation outcomes and long-term rural revitalization.



Liu Chang, Chairman of New Hope Liuhe, sharing insights on new-generation farmers with participants of the 5th Rural Revitalization Village Leaders Program

Talent Revitalization



The Rural Revitalization Village Leaders Program was selected into the inaugural batch of exemplary cases in the national “10,000 Enterprises Vitalizing 10,000 Villages” initiative.

The Company has built a multi-tiered rural talent development system that empowers a wide range of rural stakeholders from new-generation farmers to grassroots community leaders, with the aim of creating a sustainable, replicable talent cultivation model for rural revitalization. Since 2019, the Company has consistently advanced the 100,000 Green Collar New Farmer Training Program. Leveraging its pre-mix business platform, the Company delivers farming lectures and interactive live Q&A sessions through e-commerce channels, which strengthens farmers’ capabilities in operational management, disease prevention, and other critical areas to facilitate rural talent revitalization. The Company also pioneered the Rural Revitalization Village Leaders Program, a flagship initiative designed to cultivate capable leaders of rural collective economies. In 2025, the 5th cohort of the Village Leaders Program advanced its Seed Plan, bringing national media and industry experts to more than ten villages for on-site research and capacity-building visits. Through these efforts, the program has systematically shifted from short-term intensive training to long-term, ecosystem-based empowerment. By the end of 2025, the initiative had received applications from over 4,000 village cadres nationwide, trained more than 500 participants, and extended its reach to over 3,000 villages, infusing vital talent capacity into rural governance.

Industrial Revitalization



Recipient of the Star Unit for Serving Rural Revitalization title at the 2025 Annual Meeting of the Sichuan Association of Feed Industry

Drawing on its industrial strengths, New Hope Liuhe has consistently sought to strengthen the foundations of rural development and unlock the endogenous growth potential of rural economies. Since establishing China’s first Guangcai Program poverty alleviation factory in Xichang City, Liangshan Prefecture in 1994, the Company has invested over RMB 5 billion to build more than 150 such facilities, supporting over 60,000 jobs. During the poverty alleviation phase, it further launched more than 80 targeted cooperation projects nationwide, sustaining both immediate relief and long-term capacity building for underdeveloped regions. In 2017, the Company constructed a poverty alleviation pig farm in Tekoujiagu Village, Zhaojue County, Liangshan Prefecture, Sichuan Province, and developed the “4+N” Zhaojue Model, a framework that unites low-income households with the Company’s breeding bases into a mutual assistance community, generating steady income for village collective economies. The model has been commended and promoted nationwide by the Ministry of Agriculture and Rural Affairs as a benchmark for poverty alleviation led by agricultural industrialization enterprises.

In December 2025, in response to the national rural revitalization strategy, the Company entered into a partnership with Central SOEs Industrial Investment Fund for Rural Area Co., Ltd. and Poor Areas Industry Development Fund Co., Ltd. Under the new framework of “government guidance, financial empowerment, enterprise operation, and farmer engagement,” the Company will actively develop family-suitable industrial projects across 20 designated assistance counties nationwide, supporting new-generation farmers in securing employment, starting businesses, and achieving sustained income growth.

Promoting Development at Operational Locations

In alignment with China’s Belt and Road Initiative, New Hope Liuhe pursues a core overseas strategy built on deep localization and sustainable development. Driven by technological innovation and grounded in corporate responsibility, the Company has steadily expanded its international footprint to create tangible value and improve the well-being of local communities, a meaningful expression of its responsibilities as a multinational enterprise.

Community Engagement

The Company operates in strict compliance with international standards and the laws of host countries, embedding localization principles throughout the full lifecycle of its overseas projects to foster harmonious, integrated relationships between the enterprise and its host communities. Community impact assessments are conducted at the project initiation stage, and collaborative engagement with local communities is deepened throughout construction and ongoing operations. These efforts have contributed to improving residents’ living standards and social well-being, building community identification with and a sense of ownership over projects, and creating a foundation for enterprise–community co-development.

Industrial Contribution

In the Indonesia Region, the Company operates 13 branches and subsidiaries, which collaborate with local growers and feed and poultry breeding companies to support over 100,000 jobs. In the Bangladesh Region, five factories have been built and commissioned, with operations extending across Bangladesh, Sri Lanka, and Nepal, generating over 20,000 jobs through industrial spillover effects. In the Egypt Region, six companies established across Egypt and Nigeria directly employ over 2,000 people, and the Company holds the leading market share in Egypt’s feed industry. The Company’s employee localization rate reaches 90% in certain overseas markets, with local procurement rates rising steadily. It introduces advanced Chinese technologies and management practices to drive feed industry upgrades in host countries, partners with local universities to develop outstanding veterinary talent, and delivers sustained public breeding technology training in rural communities. Through technological leadership, industrial leverage, and talent development, the Company actively supports rural poverty reduction and agricultural modernization across Southeast Asia and Africa.



New Hope, alongside 10 Chinese-funded feed supporting enterprises, participated in Egypt’s largest agricultural exhibition



The New Hope Cup Egypt Veterinary Competition, a professional event spanning multiple provinces across central and upper Egypt

Talent Development

Committed to developing local talent across its overseas markets, New Hope Liuhe offers targeted professional training to build practical skills while prioritizing the development of cross-cultural communication capabilities. The Company refines its employee incentive structures and humanistic welfare programs to align local employees’ professional development with the Company’s long-term growth. In 2025, the Company issued the Overseas Local Talent Development Guidelines and launched the Global Mid-level Training Program, a structured initiative for high-potential overseas local employees. Cohorts of local managers are brought to China for one month of intensive training and on-the-job attachments, facilitating two-way talent mobility and fostering complementary strengths between domestic and international teams.

Employee Nationality	2025			
	Number of Employees	Percentage of Total Employees	Number of Manager	Percentage of Total Managers
Chinese	35,105	80.23%	3,673	97.07%
Foreign	8,648	19.77%	111	2.93%



New Hope Vietnam recruiting fresh graduates from universities in Hanoi



China-Egypt New Hope Breeding Technology Training

Vietnam North Region	The Company is focused on building a pipeline of local management talent. Chinese managers are required to achieve proficiency in the local language and pass relevant examinations. Through structured mentorship and knowledge transfer, outstanding local employees are identified and developed for advancement, fostering genuine integration between Chinese and local teams.
Philippines Region	A localized talent development program has been established, offering Filipino employees a structured career pathway through pre-employment training, skills enhancement courses, and management development workshops.
Indonesia Region	The Company provides systematic technical training spanning key areas including feed application, breeding management, and disease control. Dedicated technical teams conduct one-on-one field guidance to help farmers optimize their breeding practices.
Bangladesh Region	In collaboration with the Asian Development Bank (ADB), the Company launched a public welfare training initiative for female farmers. Across two program phases completed between 2023 and 2025, a total of 9,000 women have been trained, equipping them with the knowledge and skills to participate in farming activities and improve their household incomes.
Egypt Region	With a local employee rate of 90%, the Company places strong emphasis on developing local agricultural talent. Long-term partnerships have been established with five universities, including Cairo University and the University of Sadat City. In collaboration with the Chinese Embassy in Egypt and the Egyptian National Alliance for Civil Development Actions, the Company launched a broiler breeding technology training program for 100 rural women in Monofiya Governorate, delivering systematic poultry farming instruction and hands-on guidance from a professional veterinary team.

Case



On November 18, 2025, the Rural Revitalization Program Forum, which drew broad attention from stakeholders in both China and Egypt, was held in Cairo, Egypt.

Xinhua News Feature | 45 Days: Chinese Experience Takes Root in Egyptian Villages

"I can hardly believe I earned so much in just 45 days," said Egyptian farmer Mahassen Mohamed Said, clutching a dark blue certificate of honor with gold embossed lettering, her eyes radiating a newfound confidence. Reporters recently met this "top breeder" at the Rural Revitalization Program Forum hosted by New Hope Liuhe in Cairo. Her transformation traces back to the China-Egypt New Hope Breeding Technology Training Program launched in August of this year, a joint initiative implemented by the Egyptian National Alliance for Civil Development Actions and New Hope Liuhe, with support from the Chinese Embassy in Egypt and relevant Egyptian authorities.

Said's hometown, Subk Al-Ahad in Monofiya Governorate, was among the first villages selected for the program. When reporters visited in August, the scene was one of quiet hardship — adobe houses, weathered wooden doors, and barefoot children playing in dusty winds. Most able-bodied men had left to do odd jobs in nearby cities, often earning below Egypt's minimum wage even on good days, while women stayed behind to care for the elderly and children.

A mother of three, Said found that the income she earned from raising chicks over just 45 days covered nearly two months of living expenses for her family of five. "Veterinarians checked in with me every week, guiding me step by step from the very beginning," she recalled of that first batch of chicks in August. Within 45 days, she had mastered the fundamentals of poultry farming and raised her initial 50 chicks to market readiness. She had started out with no idea how to gauge a chicken's weight or adjust feed ratios. Today, she assesses flock health with confidence, articulates feeding essentials clearly, and even mentors her neighbors. All 100 farmers in Monofiya Governorate's first training cohort reaped tangible results.

"This is more than a training program; it is the establishment of a complete industrial chain," said Tarik Hassan Mohamed of the Egyptian Orman Charity Foundation (MEK), one of New Hope Liuhe's local partners. The program spans the full value chain: from chick, feed, and medicine supply, to veterinary and technical support, through to product marketing and sales. What struck Mohamed most deeply was the transformation of the women participants. "They went from knowing nothing to being able to teach others," he observed. Wael Jadd Karim, Director of the Central Department of Egypt's Decent Life Initiative, noted that the program has created sustainable livelihoods for rural residents, particularly women, and aligns strongly with Egypt's flagship national development strategy. "China's achievements in eradicating absolute poverty are highly inspiring and deeply worthy of study," he said. Egypt has already sent delegations to China to learn from its experience in poverty alleviation and rural transformation. With next year marking the 70th anniversary of China-Egypt diplomatic relations, Karim shared an ambitious vision: expanding the cooperation to 70 villages, bringing China's rural revitalization experience to Egypt at scale. Another top breeder, Israa Ali Said, spoke with quiet determination about what comes next: "I will keep going, and one day I will build a much larger poultry farm." From 50 chicks to a vision of 70 villages, from one woman's self-reliance to the revitalization of entire rural communities — Chinese experience is steadily taking root in Egypt.

By Xinhua News Agency Reporters Dong Xiuzhu and Yao Bing

Engaging in Public Welfare and Charity

New Hope Liuhe has long been guided by the philosophy of being "rooted in society and dedicated to giving back." Public welfare and charitable engagement are embedded in the Company's corporate DNA, transforming what began as occasional volunteer efforts into sustained, branded initiatives that consistently deliver warmth and care to communities in need. When natural disasters strike, the Company opens its facilities as rescue command centers and emergency shelters, donates essential supplies, and mobilizes volunteer teams to assist affected communities, demonstrating its commitment as a responsible corporate citizen through concrete action. In 2025, the Company's public welfare donations totaled RMB 5.77 million.

Brand Public Welfare

Deepening its commitment to rural and community support, the Company sustained two flagship public welfare programs during the reporting period: the Hope and Wish Plan and the Warm Winter Campaign. Through donations to disadvantaged college entrance examination candidates, scholarships at overseas universities, and the construction of Chinese-language schools, it helped young people realize their dreams of higher education — planting seeds of hope in rural communities at home and abroad.

Hope and Wish Plan

Now in its 10th year, the Hope and Wish Plan has seen the Company's volunteers reach 12 provinces across China, including Sichuan, Xizang, Gansu, Guangxi, Guizhou, Shandong, and Inner Mongolia, delivering daily necessities and study materials to over 23,000 children in total and brightening their childhoods. In May 2025, volunteers from the 10th cohort visited six remote schools across Sichuan, Guizhou, Liaoning, Shandong, and other regions, tailoring support to the individual wishes of 557 children. Among the highlights, volunteers from the Feed Sector established a dedicated reading room for 196 Yi and Miao children at Poqi Primary School in Nayong County, Guizhou, creating a learning space that broadens young horizons and fosters a love of reading.



Reading room established for Poqi Primary School in Nayong County, Guizhou



The 10th Hope and Wish Plan

Warm Winter Campaign

Launched in 2014, the Warm Winter Campaign has now completed its 12th edition. Volunteers have traveled to areas including Ebian County (Leshan), Meigu County (Liangshan), and Jiulong County (Garzê), donating winter clothing, grain, furniture, appliances, and livestock feed to help local residents through the coldest months. In October 2025, the Company partnered with the Sichuan Yong Hao Foundation to visit Sanchahe Town Kindergarten in Zhaojue County, Liangshan Prefecture, delivering custom-made down jackets to 254 teachers and students — a tangible gesture of care as winter approached.



The 12th Warm Winter Campaign



Donation of down jackets to Sanchahe Town Kindergarten in Zhaojue County, Sichuan

Disaster Relief

Acting on its humanitarian responsibility, the Company responded to major natural disasters at multiple domestic and overseas sites during the reporting period. It provided post-disaster assistance, coordinated material distribution, and supported home reconstruction efforts to help affected communities recover and rebuild.

Case

New Hope Liuhe’s Myanmar Region Mobilizes for Earthquake Relief

On March 28, a magnitude 7.7 earthquake struck Mandalay, Myanmar, causing severe destruction across the city and surrounding areas. The Myanmar Region of New Hope Liuhe responded swiftly, designating New Hope Mandalay Company (a supervisory unit of the Sichuan-Chongqing Chamber of Commerce in Myanmar) as the chamber’s temporary disaster relief command center and the on-site coordination hub for the Chinese rescue team. The company allocated office space and ensured the rescue team’s accommodation, meals, and transportation needs were fully met throughout the operation. The company’s general manager led employees in repairing equipment and restoring production to secure supply chains, while simultaneously coordinating the distribution of relief materials across multiple channels. Working alongside the Chinese Embassy and various chambers of commerce, the company mobilized customers and partners to donate, and oversaw the collection and logistics of essential supplies including drinking water, food, and disinfection materials. It further assisted the chambers in distributing supplies and providing on-site meals to those in need, standing in solidarity with earthquake-affected communities and demonstrating the compassion and responsibility of a transnational enterprise. At the end of 2025, New Hope Mandalay Company donated 2 million Myanmar kyats to earthquake-affected Guoqiang School in Lashio, northern Myanmar, to support post-disaster teaching improvements and help overseas Chinese children continue accessing quality education.



New Hope Mandalay Company serving as a temporary disaster relief coordination center



Distribution of food, water, and essential supplies to residents in affected nearby villages

About This Report

The *New Hope Liuhe Co., Ltd. 2025 Sustainability Report* (hereinafter referred to as "this report") is the 18th non-financial report publicly released by New Hope Liuhe Co., Ltd.

- **Definition of Terms**
For ease of expression and reading, New Hope Liuhe Co., Ltd. is referred to as "New Hope Liuhe", "the Company" or "we" in this report. In addition, the terms "country" and "government" in the report refer to the People's Republic of China and its administrative bodies.
- **Reporting Scope**
Reporting Period: From January 1, 2025, to December 31, 2025.
Organizational Scope: The scope of this Report is consistent with that of the Company's annual consolidated financial statements.
Reporting Frequency: This report is published on an annual basis.
- **Basis of Preparation**
This report has been prepared with reference to the GRI Sustainability Reporting Standards issued by the Global Sustainability Standards Board (GSSB); *Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange — Sustainability Report (For Trial Implementation)*; *Self-Regulatory Guidelines No. 3 for Companies Listed on Shenzhen Stock Exchange — Preparation of Sustainability Reports (2026 Revision)*; the national standard *Guidance on Social Responsibility Reporting* (GB/T 36001-2015); and the United Nations Sustainable Development Goals (SDGs).

The Myanmar company carried out tree-planting activities in earthquake-affected areas in response to ASEAN's initiative.

● Reporting Principles

This report adheres to the principles of materiality, balance, quantification, and consistency.

Principle of Materiality: The Company conducts a materiality assessment to identify and evaluate significant ESG issues relevant to the Company's operations and both its internal and external stakeholders, and highlights these issues in this report. For further details on the materiality assessment process and results, please refer to the "Sustainable Development Management" section of this report.

Principle of Balance: This report reflects objective facts, providing an unbiased disclosure of both positive and negative information related to the Company. It presents a balanced account of the Company's efforts across different ESG dimensions. During the reporting period, no material negative incidents were identified that should have been disclosed but were not.

Principle of Quantification: The Company discloses quantitative ESG performance indicators in this report and, where applicable, sets quantitative performance targets. The measurement standards, methodologies, assumptions, and/or calculation tools used for key performance indicators in this report, as well as the sources of conversion factors adopted, are explained in the relevant sections where applicable.

Principle of Consistency: This report maintains consistency in the statistical and disclosure methods used for the same indicators across different reporting periods. Where changes have been made to the statistical or disclosure methods, sufficient explanations are provided in the notes to this report to facilitate meaningful analysis and evaluation by relevant parties.

● Source of Information

All the information and data used in the report are sourced from the Company's official documents, statistical reports, and financial reports, as well as information on sustainable development practices of each unit that have been gathered and reviewed by the relevant departments responsible for sustainability management of the Company. Where discrepancies exist between the financial data in this report and those in the Company's annual report, the annual report shall prevail. Unless otherwise specified, all monetary amounts referred to in this report are denominated in RMB.

● Assurance of Accuracy

The Company hereby confirms that there are no false records, misleading statements, or material omissions in this Report, and assumes responsibility for the authenticity, accuracy, and completeness of its contents.

● Report Access

This report is published in PDF electronic format. It is available for viewing and download on the Shenzhen Stock Exchange's designated information disclosure platform, CNINFO (www.cninfo.com.cn), or on the Company's official website (http://www.newhopeliuhe.com). If you have any questions or suggestions regarding this report, please contact us at 000876@newhope.cn.

Key Performance Table

Economic Indicators

Indicator	Unit	2023	2024	2025
Operating revenue	billion RMB	141.70	103.06	107.11
Total assets	billion RMB	129.61	117.92	114.23
Feed sales volume	million tonnes	28.76	25.96	29.74
Pig output	million heads	17.68	16.52	17.55

Governance Indicators

Indicator		Unit	2024	2025
Corporate Governance	Shareholders' meetings held	times	4	4
	Resolutions approved at shareholders' meetings	items	35	21
	Number of Board meetings held	times	15	10
	Resolutions approved by the Board	items	67	48
	Total number of Board members	persons	9	9
	Proportion of independent directors	%	33.33	33.33
	Proportion of female directors	%	33.33	44.44
	Average term of office for board members	year	7.89	4
	Board meeting attendance rate	%	100	100
	Cash dividend per share	RMB	—	0.024
	Periodic reports disclosed	pieces	4	5
	Disclosure of temporary announcements	pieces	120	126
	Number of investor communication events held	times	15	10
	Number of participants in investor communication activities	attendances	1,156	327
Risk and Compliance Management	Performance audits	times	27	15
	Supervisory audits	times	29	30
	Other special audits	times	43	21
Business Ethics	Signing rate for the <i>Employee Sunshine Commitment Letter</i>	%	100	100
	Total training hours for employee anti-corruption training	hours	9.09	6.03
	Effective report resolution rate	%	100	100
	Number of unfair competition incidents	cases	0	0
Information Security	Cyberattack and defense drills conducted	times	—	1
	Information security and privacy protection disputes/customer privacy breaches	cases	0	0

Environmental Indicators

Indicator		Unit	2024	2025
Environmental Management	Total investment in environmental protection (excluding depreciation)	million RMB	152.66	150.60
Eco-circular Farming	Fermented manure	million tonnes	104,800	98,800
	Reclaimed water returned to farmland	million tonnes	15.75	16.32
	Land designated for nutrient recycling	mu	79,000	12,000
	Fresh fruits and vegetables produced	million kilograms	2.58	1.20
	Incidents of improper use of veterinary drugs	cases	0	0
	Total grain savings	million tonnes	0.67	0.75
Energy Management	Diesel consumption	liters	11,761,478.46	7,771,617.40
	Gasoline consumption	liters	1,275,137.06	324,967.26
	Natural gas consumption	million cubic meters	106.98	103.97
	Outsourced steam	tonnes	458,390.45	593,697.91

Environmental Indicators

Indicator		Unit	2024	2025
Energy Management	Purchased electricity	GWh	1,527.42	1,683.83
	Operational photovoltaic power generation	GWh	11.75	15.60
	Consumption of photovoltaic power generation	GWh	9.86	12.95
	Total energy consumption	tce	404,713.72	433,021.97
	Energy intensity	tce/RMB million revenue	3.93	4.05
Greenhouse Gas Emissions	Direct greenhouse gas emissions (Scope 1)	tCO ₂ e	264,591.66	245,682.20
	Indirect greenhouse gas emissions (Scope 2)	tCO ₂ e	930,406.76	1,047,041.65
	Total greenhouse gas emissions	tCO ₂ e	1,194,998.42	1,292,723.85
	Greenhouse gas emission intensity	tCO ₂ e/RMB million revenue	11.59	12.10
Water Resource Managemen	Total water withdrawal	million tonnes	25.39	28.77
	Water intensity for feed processing	liters/tonnes	65	65
	Water intensity in pig farming	cubic meters/head	2.5	2.43
	Water intensity for slaughtering meat	cubic meters/head	0.35	0.35
	Total water discharge	tonnes	19.06	21.65
Packaging Management	Total amount of packaging materials used	tonnes	24,000	28,300
	Amount of paper used	tonnes	400	2,100
	Plastic packaging usage	tonnes	23,600	26,200
Waste Management	Total wastewater treatment volume	million tonnes	18.14	20.72
	Chemical oxygen demand (COD) emissions	tonnes	9,811.33	10,208.86
	Total ammonia nitrogen emissions	tonnes	496.77	538.07
	Recycling rate of swine farming wastewater	%	93.34	84.9
	Non-hazardous waste	tonnes	316,024.45	140,386.23
	Hazardous waste	tonnes	5.42	8.01

Social Indicators

Indicator		Unit	2024	2025
Production Safety	Total investment in production safety	million RMB	92.93	109.51
	Work safety emergency drills conducted	times	1,656	1,823
	Amount of work injury insurance payment for employees	million RMB	19.1	24.96
	Work injury insurance coverage rate for employees	%	100	100
	Amount invested in workers' occupational safety and health liability insurance	million RMB	—	2.60
	Coverage rate of workers' occupational safety and health liability insurance	%	—	36.52
	Employee occupational disease incidence rate	%	0	0
Quality and Service	Market inspection pass rate	%	100	100
	Major product safety and quality accidents	cases	0	0
	Product recall incidents	cases	0	0

Social Indicators

Indicator		Unit	2024	2025	
Quality and Service	Number of participants in quality training		attendances	4,297	5,468
	Average customer satisfaction		Score	96.46	98.50
R&D Innovation	Total R&D investment		million RMB	270.28	191.35
	Number of R&D staff		persons	717	743
	Number of newly granted patents		cases	116	48
	Total number of valid patents		cases	1,426	1,361
	Total number of software copyrights		items	45	58
	Total number of trademarks		items	878	851
Supply Chain Management	Total number of suppliers		companies	4,696	4,261
	Total number of suppliers that passed the desk review/on-site evaluation		companies	4,696	3,169
	Suppliers certified to quality management systems		companies	201	1,980
	Number of suppliers participating in integrity and compliance training		companies	500	2,005
Labor Management	Labor contract signing rate		%	100	100
	Social insurance coverage rate		%	100	100
	Total number of incidents of employee discrimination or harassment		cases	0	0
	Proportion of ethnic minority employees		%	7.71	7.44
	Proportion of disabled employees		%	0.49	0.61
	Percentage of female employees in junior, middle, and senior management positions		%	14.12	16.07
	Percentage of women holding management positions in revenue-generating functions (such as sales)		%	3.39	3.53
Human Capital Development	Total number of employees		persons	41,327	43,753
	Gender structure	Male employees	persons	31,852	34,090
		Female employees	persons	9,475	9,663
	Age structure	Employees aged 30 and under	persons	12,291	13,129
		Employees aged 31-50	persons	23,749	24,682
		Employees over 50 years old	persons	5,287	5,942
	Academic structure	Employees with high school education or below	persons	13,993	15,678
		Employees with college degree	persons	11,064	12,122
		Employees with bachelor's degree	persons	13,710	13,615
		Employees with graduate/MBA degree or above	persons	2,560	2,338
	Regional structure	Chinese employees (including employees from Hong Kong, Macao and Taiwan)	persons	33,912	35,106
		Overseas employees	persons	7,415	8,647
	Number of people employed during the reporting period		persons	6,325	7,954
	Number of newly recruited fresh graduates		persons	262	935
	Employee turnover rate		%	—	23.94
	Total investment in employee training		million RMB	6.76	5.78
Number of employees participating in training		person-times	37,600	31,077	
Annual training hours per employee		hours	28.65	26.60	

Social Indicators

Indicator		Unit	2024	2025
Empowering Farmers	Contract farming service fees settled	billion RMB	3.0	2.03
	Amount of funding secured	billion RMB	75.0	82.9

Indicator Index Table

Instructions for use: New Hope Liuhe has reported the information referenced in this index table for the period from January 1, 2025 to December 31, 2025 in accordance with the *Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange— Sustainability Report (For Trial Implementation)* and with reference to the GRI Standards.

Reporting Framework	Sustainability Reporting Guidelines	GRI Standards 2021 (reference)
Message from the Chair	— —	2-11, 2-22
About New Hope Liuhe	— —	2-1, 2-6, 201-1
Sustainable Development Strategies and Progress	— —	2-22
Special Feature	— —	— —
Efficient Governance Strengthening the Foundation for Development		
Party Building Efforts	— —	— —
Corporate Governance	Article 52	2-9, 2-10, 2-11, 2-15, 2-16, 2-26, 2-27, 405-1
Sustainable Development Governance	Articles 5, 9, 12, 13, 14, 15, 17, 18, 51, 52, and 53	2-6, 2-9, 2-12, 2-13, 2-14, 2-17, 2-24, 2-26, 2-29, 3-1, 3-2, 3-3
Risk and Compliance Management	Article 52	2-25, 2-27
Business Ethics	Article 55 and 56	2-15, 2-25, 2-27, 205-1, 205-2, 205-3, 206-1
Tax Transparency	— —	207-1, 207-2, 207-3
Information Security and Privacy Protection	Article 48	203-2, 418-1

Premium Products for Accessible Nutrition and Health		
R&D in Nutrition and Health	Article 41, 42, and 43	2-27, 201-1, 203-2, 404-2
Advancing Smart Farming	— —	— —
Rigorous Quality and Safety Control	Article 44 and 47	2-27, 416-1, 416-2
Service Quality Enhancement	Article 44 and 47	2-25, 2-26, 2-27, 417-1, 417-2, 418-1
Supply Chain Management	Article 44, 45, and 46	2-6, 2-27, 203-2, 308-1, 308-2, 414-1, 414-2
Green Industry for a Thriving Natural Ecosystem		
Sustainable Agriculture	Article 31and 37	101-8, 301-2
Sustainable Operations	Article 30, 31, 33, and 36	2-27, 201-1, 301-1, 301-3, 303-1, 303-2, 303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-5
Addressing Climate Change	Article 21, 22, 23, 24, 25, 26, 27, 28, and 35	201-2, 302-1, 302-2, 302-3, 302-4, 302-5, 305-1, 305-2, 305-4, 305-5
Ecosystem and Biodiversity Conservation	Article 32	101-1, 101-2, 101-4, 101-7
Value Co-creation for Common Prosperity		
Enabling Employee Growth	Article 49 and 50	2-7, 2-8, 2-23, 2-25, 2-26, 2-27, 2-30, 201-3, 202-1, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 406-1, 407-1, 408-1, 409-1
Empowering Farmers	Article 38 and 39	201-1, 203-2
Caring for Society	Articles 38, 39, and 40	201-1, 203-1, 203-2, 204-1, 413-1, 413-2
Appendices		
About This Report	— —	2-2, 2-3, 2-4, 2-29
Key Performance Table	— —	2-6, 2-7, 201-1, 302-1, 302-2, 302-3, 303-3, 303-4, 305-1, 305-2, 305-4, 403-9, 404-1, 405-1
Indicator Index Table	Article 57	— —

Feedback Form

Dear Reader,

We sincerely thank you for reading the *New Hope Liuhe Co., Ltd. 2025 Sustainability Report*. We highly value your opinions on this report. To help us further enhance our sustainability management and practices, we kindly invite you to share your feedback and suggestions. Your input will enable us to continuously improve the quality and effectiveness of our reporting. You are welcome to complete the following form and return it to us via email or post.

1. How would you rate this report overall?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

2. How would you evaluate the quality of the sustainability information disclosed in this report?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

3. How would you rate the structure and organization of this report?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

4. How would you rate the layout and visual presentation of this report?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

5. How would you rate the readability of the report?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

6. Does the content disclosed in this report meet your expectations?

- ☐ Yes
- ☐ No
- ☐ Unsure

7.Does this report provide a comprehensive reflection of New Hope Liuhe’s social responsibilities?

- ☐ Comprehensive
- ☐ Partial
- ☐ Inadequate

8、 Do you have any suggestions or comments regarding New Hope Liuhe’s sustainability management practices or this report? We welcome your valuable input.

PROFITING FARMERS & BENEFITING FOOD CONSUMERS



Follow us for
more information

Chengdu Office: No. 376 Jinshi Road, Jinjiang Industrial Park, Chengdu, Sichuan Province, China
Beijing Office: 11th Floor, Tower 3-B, Wangjing SOHO Center, No. 10 Wangjing Street, Chaoyang District, Beijing, China
Tel: (+86) 28-8595 0111 (+86) 10-5329 9899
Fax: (+86) 10-5329 9899
Email: 000876@newhope.cn