大快活
FAIRWOOD

大快活集團有限公司
FAIRWOOD HOLDINGS LIMITED

(於百慕達註冊成立之有限公司)
(Incorporated in Bermuda with Limited Liability)
股份代號 Stock Code : 52







2025-2026
環境、社會及管治報告
Environmental, Social and Governance Report

目錄
Table of Contents

3 可持續發展委員會主席給持份者的一封信
A Letter from the Chairman of the Sustainability Committee

5 可持續發展亮點擇要
Executive Summary

9 關於本報告
About this Report

10 關於大快活集團
Fairwood at a Glance

11 可持續發展里程
Our Sustainability Journey

12 綜合可持續發展管治及策略
Integrated Sustainability Governance and Strategy

14 大快活6C可持續發展框架
The Fairwood 6C Sustainability Framework

15 持份者參與及重要性評估
Stakeholder Engagement and Materiality Assessment

24 焦點故事
Featured Story

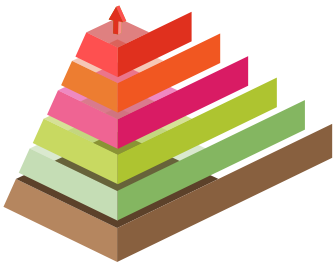
聯絡我們，分享閣下的意見
Contact Us and Share Your Thoughts

我們高度重視閣下對本集團可持續發展工作及匯報的意見，並期待在可持續增長及創造共享價值的旅程中聽取您的寶貴建議。歡迎通過以下渠道分享閣下的意見：

We highly value feedback regarding our sustainability initiatives and reporting and look forward to hearing from you as we continue our journey towards sustainable growth and shared value creation. Please feel free to share your thoughts through the following channels:

電郵 Email esg@fairwood.com.hk
電話 Telephone (852) 2856-7217
地址 Address 香港北角丹拿道18號愛群商業中心2樓
2/F, TRP Commercial Centre, 18 Tanner Road, North Point, Hong Kong

目錄
Table of Contents



大快活6C可持續發展框架
The Fairwood 6C Sustainability Framework

32 以客為尊 Caring for Our Customers
- 顧客體驗及參與 Customer Experience and Engagement
- 服務質素 Service Quality
- 可持續營運管理 Sustainable Operation
- 負責任市場推廣及產品標示 Responsible Marketing and Labelling

69 以食為樂 Cooking Quality Meals
- 食品安全及質素 Food Safety and Quality
- 營養與健康 Nutrition and Health
- 共融餐單設計 Inclusive Menu Design
- 負責任採購及動物權益 Responsible Sourcing and Animal Welfare

93 以人為先 Cherishing Our Team
- 員工待遇與福祉 Talent Practice, Welfare, and Well-being
- 員工培訓與發展 Talent Development and Empowerment
- 多元、平等和共融 Diversity, Equity, and Inclusion
- 職業安全與健康 Occupational Safety and Health

131 以社區為本 Contributing to Our Community
- 與非政府機構建立策略性伙伴關係 Strategic Partnership with NGOs
- 社區支援及參與 Community Support and Engagement

141 以地球為家 Conserving Our Planet
- 氣候變化 Climate Change
- 可持續包裝及打印 Sustainable Packaging and Printing
- 廚餘及廢物管理 Waste Management

174 **以高效管治為基 Cementing Effective Corporate Governance**
- 道德與誠信 Ethics and Integrity
- 企業管治及風險管理 Corporate Governance and Risk Management
- 反賄賂及反貪污 Anti-Bribery and Anti-Corruption
- 資料管理及網絡安全 Data Governance and Cybersecurity

188 表現概覽 Performance Summary

193 香港交易所《環境、社會及管治守則》索引 HKEX ESG Code Content Index

可持續發展委員會主席給持份者的一封信
A Letter from the Chairman of the Sustainability Committee

Dear Valued Stakeholders

At Fairwood, sustainability is not a separate agenda but part of how we run our business every day. We continue to integrate environmental and social considerations into our operations through product development, digital tools, store design, and staff training, with the aim of creating value that is both long-term and meaningful for our customers, employees, and the community.

Making Nutrition More Inclusive and Accessible

This year, the findings of the 18-month "Care Food · Every Bite with Joy" research project that Fairwood participated were officially released. The study was led by The University of Hong Kong Swallowing Research Laboratory, in collaboration with the Hong Kong Council of Social Service and supported by the HKEX Foundation. As Hong Kong's first cross-sector care food initiative involving academia, social services, and a restaurant group, the research provides important evidence on how care food can support individuals with swallowing difficulties in real-life settings.

Meanwhile, we expanded our "Ah Wood Soft Meal" series to eight options and introduced a voucher package to make these meals more affordable and accessible. We also extended our "Fuel Up with Protein" offerings across all dayparts and introduced a meal voucher package to encourage more customers to enjoy balanced nutrition in their daily lives.

Staying Connected with Customers Digitally

We continued to strengthen our digital presence to stay closer to our customers, especially younger audiences. Through social media and timely campaigns, we shared updates in a more engaging and interactive way. Several of our marketing campaigns were also recognised by industry awards, reflecting how we are building stronger connections through creativity and relevance.

Improving the Dining Experience in Our Stores, Using Technology to Use Resources Better

We continued upgrading our stores through the 4.5-generation design, which combines modern aesthetics, digital features, self-service options, and more inclusive layouts. These improvements are designed to make dining more convenient, comfortable, and enjoyable.

Our Smart Kitchen initiative helps us better understand and manage energy and water use across our operations. The first phase introduced real-time monitoring in selected stores, while the second phase added centralised control of key equipment. These tools help us operate more efficiently and reduce unnecessary resource use.

Supporting Our People to Grow

We introduced a "3-Hour Learning KPI" and a mobile training app to make learning more accessible for our staff. These initiatives encourage continuous development and help our teams grow with confidence in a changing operating environment.

Supporting the Community When It Matters

Beyond our daily operations, we continued to support the community. We provided nutritional vouchers sponsorship for Hong Kong's men's and women's handball teams. When the Wang Fuk Court fire incident occurred in Tai Po, we responded quickly with meal support and later donated meal vouchers to help affected residents during recovery.

We will continue to build sustainability into the way we serve our customers, operate our stores, and support our people and communities. Our goal remains simple: to serve with care, and to grow in a way that is more inclusive, more responsible, and more connected to everyday life.

Warm regards,



Francis Lo
Chairman, Sustainability Committee

可持續發展委員會主席給持份者的一封信
A Letter from the Chairman of the Sustainability Committee

致持份者閣下：

在大快活，可持續發展並非一項獨立議題，而是我們日常營運的一部分。我們持續將環境及社會考量融入業務運作之中，涵蓋產品開發、數碼工具、店舖設計及員工培訓，務求為顧客、員工及社區創造具長遠意義價值。

讓營養餐膳更共融、更觸手可及

本年度，我們所參與的「照護食・啖啖快活食」為期18個月的研究項目正式公布研究成果。該研究由香港大學吞嚥研究實驗室主導，並與香港社會服務聯會合作，在香港交易所慈善基金支持下進行。作為香港首個結合學術界、社會服務界及餐飲集團的跨界別照護飲食項目，研究為軟餐如何於實際生活情境中支援吞嚥困難人士提供了重要實證基礎。

同時，我們將「快活回味軟餐」系列擴展至八款選擇，並推出餐券套票，以降低日常用餐成本，讓有需要的顧客更容易選擇合適餐點。我們亦進一步擴展「食得夠GYM」系列，餐點覆蓋至全日不同時段，並推出餐券計劃，鼓勵更多顧客於日常飲食中享用均衡營養。

讓數碼連繫更貼近顧客日常

我們加強數碼平台發展，以更貼近顧客，尤其是年輕客群。透過社交媒體及適時推廣活動，我們以更互動及貼近日常生活的方式分享最新資訊。多項市場推廣活動亦獲業界獎項肯定，反映我們透過創意及貼近市場的策略，持續與顧客建立更緊密的連繫。

讓用餐體驗更舒適，讓資源運用更有效

我們持續透過第4.5代店舖設計升級門店，結合現代美學、數碼功能、自助服務選項及更具包容性的空間設計，令用餐體驗更便利、舒適及愉快。

同時，智慧廚房計劃協助我們更全面掌握及管理能源及用水情況。第一階段於部分門店引入實時監測系統，第二階段則加入中央設備控制功能，有助提升營運效率及減少不必要的資源消耗。

讓員工成長更持續

我們推出「3小時學習KPI」及手機培訓應用程式，提升員工學習的便利程度，鼓勵持續發展，並協助團隊在不斷變化的營運環境中建立信心與能力。

讓社區支援更及時、更到位

除日常營運外，我們亦持續支持社區發展。我們為香港男子及女子手球隊提供營養餐券贊助，支援運動員訓練及比賽期間的營養需要。當大埔宏福苑火災事故發生時，我們迅速提供食物支援，並於其後捐出餐券，協助受影響居民渡過難關。

我們將繼續把可持續發展融入服務顧客、營運分店及支援員工與社區的每一個環節。而目標始終如一：以關懷為本，並以更包容、更負責任及更貼近日常生活的方式持續成長。

羅輝承
可持續發展委員會主席

可持續發展亮點擇要
Achievements at a Glance

顧客體驗及參與
Customer Experience and Engagement

市場推廣活動榮獲多項業界殊榮，
包括 Marketing Excellence Awards,
Markies Awards，
The Loyalty & Engagement Awards
及 IAB HK Digital Awards 等

15項獎項





Received widespread industry recognition during the reporting period, earning 15 awards across prestigious industry platforms, including the Marketing Excellence Awards, Markies Awards, the Loyalty & Engagement Awards, and the IAB HK Digital Awards.

社區支援及參與
Community Support and Engagement

為香港手球隊43名運動員及教練提供為期三個月的「食得夠GYM」系列早餐贊助，

支持運動員的日常營養補給，並推動本地體育發展

Sponsored the “Fuel Up With Protein” breakfast meal series for 43 athletes and coaches from the Hong Kong Handball Team over a three-month period, supporting the development of local sports.

獲香港社會服務聯會頒發「15+商界展關懷」
標誌及「領先表現」嘉許

Awarded the "15+ Caring Company Logo" and the "Leading Performance" by the Hong Kong Council of Social Service.

15 years+ 商界展關懷 caringcompany
Awarded by The Hong Kong Council of Social Service 香港社會服務聯會頒發

HKCSS CARING COMPANY 2025

連續支持香港特別行政區政府舉辦之

愛心食肆 賞你惠食

計劃全部四輪活動，累計發放

230,000套 餐飲優惠券



Continued to support all four phases of the HKSAR Government’s Caring Food Coupon Programme initiative, distributing a cumulative total of 230,000 dining vouchers to encourage community engagement and stimulate local consumption.



共融餐單設計
Inclusive Menu Design

作為香港首間快餐連鎖店提供符合照護食標準指引和
國際吞嚥障礙飲食標準（「IDDSI」）要求的連鎖快餐集團，

推出四款全新口味「快活回味軟餐」

As Hong Kong's first quick-service restaurant chain to offer texture-modified meals that comply with the Guideline of Care Food Standard and the International Dysphagia Diet Standardisation Initiative ("IDDSI") framework, four new soft meal flavors introduced.

顧客體驗及參與
Customer Experience and Engagement



銷售網絡擴展至

18區超過150間 大快活分店，
新增 **堂食服務**，
並推出 **套票組合**

Expanded to 18 districts, over 150 Fairwood stores, adding dine-in as a new service option and introducing Voucher Package.

社區支援及參與
Community Support and Engagement

照護食 • 啖啖快活食
CARE FOR YOU
– CARE FOOD PROJECT –

參與香港首個由學術界、社會福利界及
連鎖快餐集團共同合作開展的照護食研究項目，
並聯同研究團隊參與制定《預先包裝照護食生產者需知》

Participated in Hong Kong's first care food research project jointly led by academia, the social welfare sector, and a fast-food chain group, and collaborated with the research team in formulating the "Guidelines for Producers of Pre-packaged Care Food".

社區支援及參與
Community Support and Engagement

流動吞嚥評估站 舉辦 **23場評估活動**，
聯同 **31間非政府組織** 合作，服務逾 **640名公眾人士**

A total of 23 assessment sessions were conducted by the Mobile Swallowing Assessment Station in collaboration with 31 NGOs, serving more than 640 members of the public.

可持續發展亮點擇要
Achievements at a Glance

顧客體驗及參與
Customer Experience and Engagement

開設官方 Instagram, Facebook 及 LinkedIn 平台

進一步拓展數碼溝通渠道

Official Instagram, Facebook, and LinkedIn accounts were launched to further expand the Group's digital communication channels and strengthen engagement with customers and stakeholders.

大快活App手機應用程式登記會員突破

1,270,000人

Registration for the Fairwood App has surpassed 1.27 million members.

「快活關愛長者卡」會員人數突破

644,000名長者

"Care for Seniors Card" membership surpassed 644,000 senior citizens.



40%

大快活分店已分別升級為第4代及第4.5代設計

40% of the Fairwood fast food stores have been upgraded with 4th and 4.5th generation interior designs

可持續營運管理
Sustainable Operation

6間 大快活分店廚房升級為智能廚房

6 Fairwood fast food store kitchens have been upgraded to smart kitchens.

服務質素
Service Quality

連續22年

獲香港Q嘜優質服務計劃認證

Certified by the Hong Kong Q-Mark Service Scheme for 22 consecutive years.

以高效管治為基
Cementing Effective Corporate Governance

100% 由董事會代表及各部門代表組成可持續發展委員會季度會議出席率

Board representatives and representatives from all departments participated in the Sustainability Committee, achieving a 100% attendance rate at quarterly meetings.

可持續發展亮點擇要
Achievements at a Glance

營養與健康
Nutrition and Health

食得夠 GYM 系列覆蓋



早午晚下午茶時段，套票組合

並推出套票組合，打造全天候營養餐飲方案。

The “Fuel Up With Protein” Series is available across breakfast, lunch, afternoon tea, and dinner service periods. Voucher Package have also been introduced to provide customers with a convenient all-day nutritional dining solution, supporting balanced dietary needs throughout the day.

員工待遇與福祉
Talent Practice, Welfare, and Well-being

表揚279名長期服務員工，

其中2名員工服務年資達30或以上、12名員工獲頒25年長期服務獎、27名員工獲頒20年長期服務獎、44名員工獲頒15年長期服務獎、106名員工獲頒10年長期服務獎。

Recognized 279 long-serving employees, mmong the recipients, 2 employees had 30 or more years of service, while 12, 27, 44, and 106 employees received the 25-, 20-, 15-, and 10-Year Long Service Awards, respectively.

透過電子招聘申請系統、Fairwood Team 應用程式及培訓助理應用程式，推動

人力資源流程數碼化，

促進無紙化營運，並優化員工體驗。

Digitized HR processes through the e-Recruitment Online Application System, Fairwood Team App, and Training Assistant App, promoting paperless operations and streamlining the employee journey.

氣候變化
Climate Change

戶外燈光約章 Charter on External Lighting

連續10年

獲頒《戶外燈光約章》 鉑金獎，

本年度共78間分店獲獎。

Received the Platinum Award of the "Charter on External Lighting" for the ninth consecutive year, with a total of 78 stores awarded this year.



在115間大快活快餐店設立了「活得夠GREEN」專區，免費提供咖啡渣及檸檬皮供重複使用，

減少約232噸的廚餘。

115 of our Fairwood fast food stores established "Live a GREEN Life" counters, offering free coffee grounds and lemon peels for reuse, reducing approximately 232 tons of food waste.

關於本報告
About this Report

本報告為大快活集團有限公司發佈的第十二份《環境、社會及管治報告》，全面概述本集團於2025年4月1日至2026年3月31日(「匯報期」)的可持續發展願景、策略、成果及表現。本報告的內容，包括重大議題的識別，均已由董事會及可持續發展委員會審批。本報告以英文編製。如有任何歧異或不一致之處，概以英文版為準。

This Report marks the 12th Environmental, Social, and Governance Report (the "Report") published by Fairwood Holdings Limited. It provides a comprehensive overview of the Group's sustainability vision, strategy, achievements, and performance for the reporting period from 1 April 2025 to 31 March 2026 ("reporting period"). The content of this Report, including the identification of material issues, has been reviewed and approved by the Board of Directors and the Sustainability Committee. This Report is prepared in English. In the event of any discrepancies or inconsistencies, the English version prevails.

匯報範圍

本報告的匯報範圍乃根據財務重要性原則訂定，並考慮相關的潛在及實際重要性。因此，除非另有說明，本報告的範疇涵蓋本集團在香港的業務運作，包括集團總部、中央食品加工中心以及所有位於香港的分店。於匯報期內，報告範疇、業務運作及組織架構均沒有重大變動。

Reporting Scope and Boundary

The reporting boundary is defined based on financial materiality, taking into account both potential and actual significance. As such, the scope of this Report is confined to the Group's operations in Hong Kong, unless explicitly stated otherwise. This includes the Group's head office, the Central Food Processing Plant ("CFPP") and all stores operating within Hong Kong. During the reporting period, there are no material changes to the reporting scope, business operations, or organisational structure.

匯報標準及原則

本報告遵循《香港聯合交易所有限公司證券上市規則》附錄C2所載的《環境、社會及管治報告守則》(「守則」)中的強制性披露要求及「不遵守就解釋」條文編製。報告採用的匯報原則為守則中概述的「重要性」、「量化」、「一致性」及「平衡性」準則。

Reporting Standards and Principles

This Report complies with the mandatory disclosure requirements and "comply or explain" provisions of the ESG Reporting Code (the "ESG Code") as stipulated in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. The Report is prepared in accordance with the reporting principles of materiality, quantitative, consistency, and balance outlined in the ESG Code.

獲取本報告的渠道

本報告提供繁體中文和英文版本。報告的電子版於2026年7月發佈，公眾可於香港聯合交易所網頁及大快活集團官方網頁投資者關係部份閱覽及下載。

Accessibility

The Report is published in both Traditional Chinese and English. The digital edition will be available in July 2026 and can be accessed via the Hong Kong Stock Exchange's website or the Investor Relations section of the Group's corporate website.

關於大快活集團
Fairwood at a Glance

大快活集團有限公司 (股票編號52)(「大快活」、「集團」或「我們」)由羅芳祥先生及羅開福先生於1972年創立，扎根香港逾半世紀，總部設於香港，一直致力為廣大市民提供卓越品質且價格相宜的美饌。秉持「食得開心，活得精彩」的品牌使命，分店裝潢務實舒適，凡事應客所需，服務從心而發。

於 2025/26 年度，本集團共營運 184 間分店店舖，包括香港的 156 間店舖及中國內地的 28 間店舖。分店涵蓋經典的大快活快餐店，以及一系列特色餐廳：ASAP、Ombra、一碗肉燥及一葉小廚，為顧客提供中西匯萃的多元化美食選擇。

Fairwood Holdings Limited (Stock Code: 52) (hereinafter referred to as "Fairwood", "the Group", or "we") has been a trusted name in Hong Kong for over half a century. Founded in 1972 by Mr Lo Fong Cheung and Mr Lo Hoi Fook, the company was established with a clear vision: to provide the public with high-quality, affordable gourmet cuisine. Headquartered in Hong Kong, we are committed to creating practical, welcoming, and comfortable dining environments tailored to the needs of our valued customers. At the heart of everything we do lies our brand mission: "Enjoy Great Food. Live a Great Life." This mission inspires us to consistently deliver exceptional dining experiences, underpinned by unwavering dedication and exemplary service standards.

As of the 2025/26, the Group operates a network of 184 stores, comprising 156 stores in Hong Kong and 28 in Chinese Mainland. These include not only our iconic Fairwood fast food stores but also a diverse portfolio of specialty dining brands: ASAP, Ombra, Taiwan Bowl, and The Leaf Kitchen, providing customers with a diverse range of distinctive Chinese and Western cuisine.

食得開心 大快活 Fair Wood

ASAP As Simple As Possible

TAIWAN BOWL 一碗肉燥

一葉小廚

Ombra TRATTORIA

願景 Vision
成為顧客最愛的餐飲集團
To be the most loved F&B Group

目標 Purpose
為顧客、團隊、企業及社區創造價值
To create value for our customers, our team, our company and the community we serve

使命Mission
食得開心
活得精彩
Enjoy great food
Live a great life

快活文化
Caring and Appreciation Culture
以核心價值為基石，共創快活工作環境
building a happy place rooted in our core values

快活文化 Caring and Appreciation Culture

關愛文化 A Culture of Caring
我們關懷每一位員工，支持他們的身心健康與福祉，讓每個人都感受到被重視、被尊重及獲得支持。
We care for our people and support their wellbeing, so everyone feels valued and supported.

欣賞文化 A Culture of Appreciation
我們肯定並讚賞每一份貢獻與每一項成就，激勵大家持續追求卓越。
We recognize and celebrate every contribution and achievement, inspiring continuous pursuit of excellence.

多元共融文化 A Culture of Diversity and Inclusion
我們擁抱多元與共融，營造公平共融的工作環境，讓每位員工都能充分發揮潛能，貢獻所長。
We embrace diversity and inclusion, creating a fair environment where everyone can thrive and contribute.

Driving Value Creation Together
攜手創造價值

集團核心價值觀 Company Values

團隊合作 Teamwork
我們建立互信，與團隊及夥伴坦誠溝通、互相尊重、衷誠合作。
We foster trust, open communication between both our team and our partners, mutual respect for each other, and sincere cooperation.

追求卓越 Pursuit of Excellence
與團隊及夥伴不斷挑戰卓越，勇於創新，提升效率。
We challenge ourselves and our partners to excel in all we do, to have the courage to innovate, and to enhance efficiencies.

不斷學習 Continuous Learning
我們推動知識承傳，重視員工發展，達致共同進步和成長。
We encourage learning through knowledge transfer, continuous development of each team member, and are committed to improving and growing together.

關愛社區 Care for our Community
我們積極聯繫顧客、夥伴及社群，投入社區，實現可持續發展，回饋社會。
We engage with our neighbourhoods, actively connect with our customers, partners and communities, work to meet our sustainable development commitments, and give back to society..

可持續發展里程
Our Sustainability Journey

- 以客為尊 Caring for Our Customers
- 以食為樂 Cooking Quality Meals
- 以人為先 Cherishing Our Team
- 以社區為本 Contributing to Our Community
- 以地球為家 Conserving Our Planet
- 以高效管治為基 Cementing Effective Corporate Governance

2026

香港大學吞嚥研究所(「港大吞嚥研究所」)、香港社會服務聯會(「社聯」)及本集團聯合發表「照護食・啖啖快活食」研究計劃結果。該研究計劃被認為是香港首個由學術界、社會福利界及連鎖快餐集團共同合作開展的照護食研究項目
The Swallowing Research Laboratory of The University of Hong Kong ("HKUSRL"), the Hong Kong Council of Social Service ("HKCSS") and the Group jointly released the findings of the "Care for you, Care food project" research program. Such program is recognised as Hong Kong's first care food research initiative jointly undertakenBy academia, the social welfare sector, and a fast-food restaurant chain.

2025

智慧廚房計劃第一階段正式在分店層面推行
Successfully rolled out Phase 1 of the Smart Kitchen Programme at the restaurant outlet level.

2024

全港首家連鎖快餐集團率先推出符合照護食標準指引及國際吞嚥障礙飲食標準(IDDSI)的「快活回味軟餐」
Introduced as the first fast food chain in Hong Kong to offer the "Ah Wood Soft Meal" a soft meal product produced in compliance with the Care Food Standard Guidelines and the IDDSI.

2023

確立「大快活6C可持續發展框架」並訂立相關目標，定下可持續發展管治方向
Established the "Fairwood 6C Sustainability Framework' and set goals, defining the governance direction for sustainability.

正式成立可持續發展委員會
Formed the Group Sustainability Committee to drive sustainable practices.

2022

發起「走塑·齊齊捐」活動，同時將環保與慈善捐贈連結起來
Launched the "Meal Donation" campaign, linking charitable initiatives to environmental awareness.

2021

2020

推出「買定嚟走」網上點餐服務
Introduced the "Click and Collect" online ordering service for enhanced convenience.

推出「大快活 Feel Good」運動，推廣健康飲食風尚
Implemented the full-scale "Fairwood Feel Good" Movement, promoting healthy living and eating.

2018

推行「飲筒全走」行動，全線停止主動派發飲筒
Rolled out the "No Straw" campaign, ceasing the provision of straws to customers.

2017

「關愛長者」計劃起動，派發「快活關愛長者卡」，惠澤社群
Launched the "Care for Seniors" campaign, introducing the "Senior Card" with special discounts for elderly customers.

2016

全港首家連鎖快餐集團率先推出「晚市送餐」服務
Became the first fast food chain in Hong Kong to offer a "Deliver-to-Your-Table" service.

2014

員工子女專屬大快活教育基金正式成立
Established the Fairwood Employees' Children Education Fund to support employees' families.

2012

全港首家連鎖快餐集團率先推行「無障礙服務」，關注長者及傷健人士需要
Pioneered as the first Hong Kong fast food chain to provide customers with a barrier-free environment, addressing the needs of the elderly and people with disabilities.

2011

全港首家連鎖快餐集團率先於禁煙修訂法例(2006年通過)前主動在所有分店實行全面禁煙
Led the industry as the first fast food chain in Hong Kong to ban smoking ahead of the Smoking Ban in 2006.

2009

大埔中央食品加工中心正式投入服務
Opened a new Central Food Processing Plant in Tai Po to enhance operational efficiency.

2003

開始提供職位予少數族裔人士，率先開創多元共融工作間
Promoted diversity and inclusion by offering positions to individuals from ethnic minority backgrounds.

1991

於香港聯合交易所上市，為業務發展及擴展提供平台
Listed on the Stock Exchange of Hong Kong, creating a platform for further expansion.

1991

1981

設立第一間中央食品加工中心
Established the first Central Food Processing Plant to standardize food quality and safety.

於荃灣眾安街開設首間大快活餐廳
Opened the first Fairwood store on Chung On Street, Tsuen Wan, marking the beginning of our journey.

1972

綜合可持續發展管治架構及策略
Integrated Sustainability Governance Structure and Strategy

可持續發展是大快活持續為持份者創造長遠價值的核心理念。在穩健的企業管治框架引領下，我們將可持續發展原則全面融入決策流程及日常營運，以提升整體價值創造。我們亦不斷優化可持續發展的管治策略及政策，進一步完善價值創造的體系與成效。

Sustainable development lies at the heart of Fairwood's unwavering commitment to creating long-term value for our stakeholders. Guided by a robust governance framework, we integrate sustainability principles into our decision-making processes and daily operations to enhance value creation. We continually refine our sustainability governance strategies and policies to further optimize and strengthen the value creation process.

董事會
Board of Directors (the "Board")

董事會對集團的可持續發展策略及匯報全面負責，並同時監督並確保企業管治系統的有效性。
The Board holds overall responsibility for the Group's ESG strategy and reporting.
It also oversees and ensures the effectiveness of its corporate governance system.

審核委員會轄下可持續發展及風險管理工作組
Sustainability and Risk Management Working Group of the Audit Committee

可持續發展及風險管理工作組會就與集團相關的ESG風險策略向董事會提供建議。

The Sustainability and Risk Management Working Group advises the Board on strategies to address ESG risks pertinent to the Group.

可持續發展委員會
Sustainability Committee

可持續發展委員會負責制定集團可持續發展策略及實現氣候目標的路線圖，識別及緩解氣候風險，並主導持份者參與活動。
The Sustainability Committee oversees the formulation of the Group's sustainability strategies, develops the roadmap for achieving climate goals, identifies and mitigates climate risks, and leads key stakeholder engagement initiatives.

可持續發展專責小組
Sustainability Taskforces

可持續發展相關的專責小組負責在業務單位層面上實施可持續發展策略並監控績效。
Taskforces related to sustainability are responsible for implementing sustainability strategies at the business unit level and monitoring performance.

- 減廢小組 Waste Reduction Taskforce
- 碳排放小組 Carbon Emission Taskforce
- 員工福利及福祉小組 Staff Welfare and Well-being Taskforce
- 平等共融小組 Promote Equality Taskforce

董事會
The Board

董事會作為集團的最高管治機構，肩負起監督集團整體成功運作的最終責任，並確保其企業管治框架的有效性。為協助董事會履行其職責，本集團設立了三個專責委員會：審核委員會、薪酬委員會及提名委員會。每個委員會均在確保集團於關鍵領域實現穩健管治及策略性監督方面發揮了重要作用。

The Board serves as the Group's highest governing body, entrusted with the ultimate responsibility of overseeing the Group's overall success and upholding the effectiveness of its corporate governance framework. To support the Board in fulfilling its duties, three specialized committees have been established: the Audit Committee, the Remuneration Committee, and the Nomination Committee. Each committee plays a critical role in ensuring robust governance and strategic oversight across key areas of the organization.

審核委員會轄下可持續發展及風險管理工作組
Sustainability and Risk Management Working Group of the Audit Committee

審核委員會轄下的可持續發展及風險管理工作組，在推動大快活的企業責任及可持續發展方面發揮關鍵作用。該小組為董事會提供建議及指引，協助應對本集團的重要ESG風險及相關議題，確保董事會能獲取專業見解以作出明智決策。此舉有助董事會有效監督可持續發展措施，並將其融入集團的運作中。

The Sustainability and Risk Management Working Group, operating under the Audit Committee, plays a pivotal role in advancing corporate responsibility and sustainable development at Fairwood. It advises and guides the Board on strategies to address ESG risks and issues critical to the Group, ensuring the Board receives expert insights to make informed decisions. This enables effective oversight of sustainability initiatives and their integration across the organization.

可持續發展委員會
Sustainability Committee

董事會執行董事主持集團可持續發展委員會，高級管理層及部門主管積極參與制定可持續發展策略、氣候目標及持份者參與計劃。委員會每季度召開一次會議，檢討可持續發展表現，並探討實現可持續發展及氣候目標的方案。為提升會議效率，自2023年起，外部可持續發展顧問參與會議提供即時建議。匯報期內，委員會共舉行了四次會議。

Executive Director of the Board chairs the Group Sustainability Committee, with senior managements and department heads actively contributing to sustainability strategies, climate goals, and stakeholder engagement. The Committee meets quarterly to review sustainability performance and explore approaches to achieve sustainability and climate objectives. To enhance efficiency, an external sustainability consultant has participated in meetings since 2023, providing immediate advice. Four meetings were held during the reporting period.

可持續發展專責小組
Sustainability Taskforces

可持續發展專責小組負責在業務單位層面執行可持續發展策略並監察其績效。匯報期內，本集團成立了四個專責小組，分別為減廢小組、碳排放小組、員工福利及福祉小組、以及平等共融小組，以聚焦處理相關重點領域。

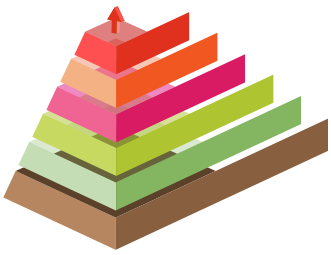
Sustainability Taskforces are responsible for executing sustainability strategies and monitoring performance at the business unit level. During the reporting period, four dedicated taskforces were established to address key focus areas: the Waste Reduction Taskforce, Carbon Emission Taskforce, Staff Welfare and Well-being Taskforce, and Promote Equality Taskforce.

大快活 6C 可持續發展框架
The Fairwood 6C Sustainability Framework

大快活 6C可持續發展框架於 2023 年正式建立，由六大核心支柱組成，聚焦對本集團業務具有重大影響的可持續發展議題，並與聯合國可持續發展目標緊密連繫。該框架充分體現本集團將可持續發展融入業務策略、營運管理及決策流程的承諾，並作為推動可持續發展的重要策略藍圖。在穩健企業管治及負責任營運的基礎上，框架引導本集團實踐提供優質美食企業使命，持續為顧客、員工、環境及社區創造長遠價值，實現可持續增長。

Established in 2023, the Fairwood 6C Sustainability Framework comprises six core pillars, each designed to address the sustainability issues most material to our business while contributing to the achievement of the United Nations Sustainable Development Goals ("UNSDGs"). The Framework reflects our commitment to integrating sustainability into every aspect of our operations and decision-making processes. Serving as a strategic roadmap for sustainable growth, it guides the Group in fulfilling its corporate mission of delivering quality cuisine and generating long-term value for our customers, employees, the environment, and the wider community, underpinned by strong corporate governance and responsible business practices.

六大核心支柱
The Six Core Pillars



聯合國可持續發展目標
SUSTAINABLE DEVELOPMENT GOALS

以客為尊 Caring for Our Customers



- 顧客體驗及參與 Customer Experience and Engagement
- 服務質素 Service Quality
- 可持續營運管理 Sustainable Operation
- 負責任市場推廣及產品標示 Responsible Marketing and Labelling

以食為樂 Cooking Quality Meals



- 食品安全及質素 Food Safety and Quality
- 營養與健康 Nutrition and Health
- 共融餐單設計 Inclusive Menu Design
- 負責任採購及動物權益 Responsible Sourcing and Animal Welfare

以人為先 Cherishing Our Team



- 員工待遇與福祉 Talent Practice, Welfare, and Well-being
- 員工培訓與發展 Talent Development and Empowerment
- 多元、平等和共融 Diversity, Equity, and Inclusion
- 職業安全與健康 Occupational Safety and Health

以社區為本 Contributing to Our Community



- 與非政府機構建立策略性伙伴關係 Strategic Partnership with NGOs
- 社區支援及參與 Community Support and Engagement

以地球為家 Conserving Our Planet



- 氣候變化 Climate Change
- 可持續包裝及打印 Sustainable Packaging and Printing
- 廚餘及廢物管理 Waste Management

以高效管治為基 Cementing Effective Corporate Governance



- 道德與誠信 Ethics and Integrity
- 企業管治及風險管理 Corporate Governance and Risk Management
- 反賄賂及反貪污 Anti-Bribery and Anti-Corruption
- 資料管理及網絡安全 Data Governance and Cybersecurity

持份者參與
Stakeholder Engagement

我們致力透過積極的持份者溝通及定期的重要性評估去不斷完善集團可持續發展策略及披露。透過多元化的溝通渠道與持份者互動，積極了解他們的期望及主要關注事項。以下詳述我們與主要持份者群體互動的渠道。

We continuously enhance our sustainability strategies and disclosures through proactive stakeholder engagement and regular materiality assessments. By leveraging diverse communication channels, we actively interact with stakeholders to gain a deeper understanding of their expectations and key areas of concern. Below is an overview of our key stakeholder groups and the methods we employ to maintain ongoing and meaningful engagement with each of them.

價值鏈主要持份者群體及主要溝通渠道
Key Stakeholder Groups Along the Value Chain and Major Communication Channels

顧客 Customers	▪ 大快活App手機應用程式 ▪ 品牌網站 ▪ 大眾傳媒 ▪ 顧客體驗調查及聚焦小組 ▪ 直接溝通 ▪ 持份者參與活動 ▪ 官方 YouTube 頻道 ▪ 官方社交媒體平台 ▪ 顧客服務熱線	▪ Fairwood mobile application (“App”) ▪ Official website of brands ▪ Mass media ▪ Customer surveys and focus groups ▪ Direct communication ▪ Stakeholder engagement events ▪ Official YouTube channel ▪ Social media channels ▪ Customer service hotline
員工 Employees	▪ 「Fairwood Team」手機應用程式 ▪ 內聯網 ▪ 新聞短片與通訊 ▪ 告示欄 ▪ 持份者參與活動 ▪ 人力與文化發展會議 ▪ 「Big Bang」大會 ▪ 快活開心新聞	▪ "Fairwood Team" App ▪ Intranet ▪ News clips and newsletters ▪ Notice board ▪ Stakeholder engagement events ▪ People and culture development meeting ▪ “Big Bang” townhall meetings ▪ Happy news
供應商及承辦商 Suppliers and Contractors	▪ 評核 ▪ 行業展覽 ▪ 實地考察 ▪ 供應商審核 ▪ 投標程序 ▪ 持份者參與活動 ▪ 恆常會議	▪ Evaluations ▪ Industry exhibitions ▪ Site visits ▪ Supplier audits ▪ Tendering and procurement process ▪ Stakeholder engagement events ▪ Regular meetings

其他主要持份者群體及主要溝通渠道
Other Key Stakeholder Groups and Major Communication Channels

投資者及股東 Investors and Shareholders	▪ 股東周年大會 ▪ 投資者簡報 ▪ 集團網站 ▪ 年報、財務報表和公告	▪ Annual general meeting ▪ Investor briefing ▪ Corporate website ▪ Annual report, financial statements, and announcements
社區 Community	▪ 直接溝通 ▪ 論壇、研討會和工作坊 ▪ 官方 YouTube 頻道 ▪ 官方社交媒體平台 ▪ 聚焦小組 ▪ 年報、財務報表和公告	▪ Direct communication ▪ Forums, seminars, and workshops ▪ Official YouTube channel ▪ Social media channels ▪ Focus groups ▪ Annual report, financial statements, and announcements
業主 Landlord	▪ 持份者參與活動 ▪ 定期會議 ▪ 論壇、研討會和工作坊 ▪ 綠色租約及裝修指南 ▪ 合辦計劃	▪ Stakeholder engagement events ▪ Regular meetings ▪ Forum, seminars, and workshops ▪ Green fitting-out guidelines or green tenancy ▪ Joint projects
行業協會 Industry Associations	▪ 持份者參與活動 ▪ 論壇、研討會和工作坊 ▪ 督導委員會	▪ Stakeholder engagement events ▪ Forum, seminars, and workshops ▪ Steering committees
政府 Government	▪ 持份者參與活動 ▪ 定期會議 ▪ 論壇、研討會和工作坊 ▪ 合規巡查	▪ Stakeholder engagement events ▪ Regular meetings ▪ Forum, seminars, and workshops ▪ Compliance inspection
院校 Academia	▪ 研究及開發計劃 ▪ 校園招聘及就業講座	▪ Research and development projects ▪ Campus recruitment and career talk
非政府機構 Non-Government Organizations ("NGOs")	▪ 合辦計劃 ▪ 義工機會 ▪ 慈善活動 ▪ 持份者參與活動 ▪ 定期會議	▪ Joint projects ▪ Volunteer opportunities ▪ Charitable events ▪ Stakeholder engagement events ▪ Regular meetings
傳媒 Media	▪ 持份者參與活動 ▪ 新聞發布 ▪ 傳媒簡介會及午間聚會 ▪ 官方 YouTube 頻道 ▪ 官方社交媒體平台	▪ Stakeholder engagement events ▪ Press releases ▪ Media briefing and luncheons ▪ Official YouTube channel ▪ Social media channels

與業界及專業機構連結
Interactions With The Industry and Professional Organizations

本集團積極與行業協會、專業團體、學術機構、政府部門及非政府組織保持聯繫與合作，促進知識交流、支持行業發展，並推動可持續商業實踐。透過參與專業團體會員、業界論壇、工作小組及督導委員會，本集團持續掌握與餐飲業相關的新興趨勢、監管發展及持份者期望的變化。本集團亦透過分享營運經驗及參與協作項目，為行業交流作出貢獻，支持業界標準、最佳實踐及創新方案的發展。此外，本集團積極參與政府、商會及專業機構舉辦的計劃、基準評估、獎項、約章及嘉許活動，以檢視自身表現、識別持續改善機會，並加強持份者對本集團的信任。上述參與及交流活動為本集團提供寶貴意見及洞見，有助持續提升營運效率、顧客體驗及可持續發展表現，並支持本集團創造長遠價值，同時實踐良好企業公民責任及發揮行業領導作用。

The Group actively engages with industry associations, professional bodies, academic institutions, government agencies, and non-governmental organizations to foster knowledge exchange, support industry development, and promote sustainable business practices. Through participation in professional memberships, industry forums, working groups, and steering committees, the Group remains informed of emerging trends, regulatory developments, and evolving stakeholder expectations relevant to the food service sector. The Group also contributes to industry dialogue and collaborative initiatives by sharing operational experience and supporting the development of industry standards, best practices, and innovative solutions. Participation in government-led programmes, industry benchmarking exercises, awards, charters, and recognition schemes further enables the Group to assess its performance, identify improvement opportunities, and strengthen stakeholder trust. These engagements provide valuable insights that support the Group's continuous enhancement of its operations, customer experience, sustainability performance, and long-term value creation, while reinforcing its commitment to responsible corporate citizenship and industry leadership.

會籍資格 **Memberships**	
香港優質顧客服務協會 Hong Kong Association for Customer Service Excellence	公司會員 Corporate Member
香港管理專業協會 The Hong Kong Management Association	特級會員 Charter Member
香港人力資源管理學會 Hong Kong Institute of Human Resource Management	公司會員 Corporate Member
Interactive Advertising Bureau Hong Kong (IABHK)	公司會員 Corporate Member
專業機構 / 學會 **Professional Body / Society**	
建築環保評估協會 BEAM Society	綠建環評餐飲評估工具督導委員會委員 Steering Committee Member of BEAM Plus F&B Assessment Standard
支持機構 / 策略夥伴 **Supporting Organization / Strategic Partner**	
香港吸煙與健康委員會 Hong Kong Council on Smoking and Health	「無煙大贏家」無煙社區計劃支持機構 (2022-2025) Supporting organization of the "Quit to Win" Smoke-free Community Campaign (2022-2025)
環境及生態局及環境運動委員會 Environment and Ecology Bureau and the Environmental Campaigns Committee	「全民減碳大行動」策略夥伴 Strategic partner of “Carbon Reduction Action”

獎項, 認證及約章
Accolades, Recognitions, and Charters

Marketing-Interactive

Marketing Excellence Awards 2025

Thick-Cut US Pork Cutlet : The Crispy Taste of Youth
- Excellence in Launch / Rebranding : Bronze

Markies Awards 2026

Fairwood Soft Meal Re-Launching
- Best Idea – Corporate Social Responsibility : Gold
- Best Idea – Public Awareness : Gold

Thick-Cut US Pork Cutlet : The Crispy Taste of Youth
- Best Idea – Social Media : Gold

Fairwood Orange
- Best Use of Budget : Silver

The Loyalty & Engagement Awards 2026

Fairwood Orange
- Cost-Effective Strategy : Gold
- Best Flash Loyalty Campaign : Silver
- Best Loyalty Strategy – Food & Beverage : Bronze

Ah Wood Soft Meal
- Best Loyalty Strategy – Food & Beverage : Gold
- Best Loyalty Strategy – Sustainability : Gold
- Best Customer Relationship Management Strategy : Gold
- Best Customer Experience Strategy : Silver
- Best Use of Corporate Social Responsibility : Silver

Thick-Cut US Pork Cutlet : The Crispy Taste of Youth
- Best Use of Influencers : Bronze

IABHK

IAB HK Digital Awards 2025

Fairwood Orange : 72 Hours from MEME to Millions
- Best Small Budget Campaign : Silver

獎項, 認證及約章
Accolades, Recognitions, and Charters

香港工業總會轄下香港優質標誌局 Hong Kong Q-Mark Council (A Federation of Hong Kong Industries Council)	香港Q嚟優質服務計劃認證機構 (2004-2026) Licensee of the Hong Kong Q-Mark Service Scheme (2004-2025)
香港品質保證局 Hong Kong Quality Assurance Agency	服務管理認證計劃 - 服務管理證書 Service Quality Management (SQM) Certification Scheme - SQM certificate
香港提升快樂指數基金及 香港中華廠商聯合會 Promoting Happiness Index Foundation and Chinese Manufacturers' Association of Hong Kong	開心企業 (2014-2026) Happy Company (2014-2026)
勞工及福利局 Labour and Welfare Bureau	「愛心僱主」獎章 2025 第二級：殘疾共融僱主 "Caring Employer" Medal Level 2 Disability Inclusive Employer
循道衛理中心 Methodist Centre	卓越企業嘉許禮 2025 - 感謝狀 Corporate Excellence Awards 2025 – Certificate of Appreciation
教育局 Education Bureau	QF 資歷架構星級之友 QF Star Supporter 「推動資歷架構」約章簽署機構 Signatory of "Support QF" Charter
勞工處 Labour Department	《好僱主約章》2024 簽署機構 Signatory of "The Good Employer Charter 2024"
僱員再培訓局 Employees Retraining Board	ERB人才企業嘉許計劃「Super MD」 "Super MD" of ERB Manpower Developer Award Scheme ERB 傑出僱主獎 ERB Outstanding Award for Employers
平等機會委員會 Equal Opportunities Commission	《種族多元共融僱主約章》首輪簽署機構 "The Racial Diversity and Inclusion Charter for Employers" - Founding Signatory
衞生署、勞工處及職業安全健康局 Department of Health, Labour Department and Occupational Safety and Health Council	《好心情@健康工作間約章》簽署機構 Signatory of Joyful @ Healthy Workplace Charter 《精神健康職場約章》簽署機構 Signatory of Mental Health Workplace Charter
香港社會服務聯會 The Hong Kong Council of Social Service	商界展關懷 Caring Company 「領先表現」嘉許 "Leading Performance" Award
環境及生態局 Environment and Ecology Bureau	《戶外燈光約章》鉑金獎 "The Charter on External Lighting" – Platinum Award (2016-2025)
香港中華廠商聯合會 Chinese Manufacturers' Association of Hong Kong	ESG+ 約章 2024-2025 Pledge Scheme ESG 倡導企業 ESG Advocator (2024-2025)

持份者參與及重要性評估
Stakeholder Engagement and Materiality Assessment

重要性評估

於匯報期內，我們聘請外部顧問進行重要性評估，並以2023/24年度全面評估所得的結果為基礎。該評估包括問卷調查、個別訪談及焦點小組研討會，以分析可持續發展相關議題在經濟、環境及社會層面對大快活整個價值鏈的正面與負面影響。本年度的持份者參與過程為精簡版，包括一場焦點小組研討會及一場訪談，重點審視並確認2023/24年度所得結果，確保其持續相關性並符合當前持份者的優先事項。

Materiality Assessment

During the reporting period, we engaged an external consultant to conduct a materiality assessment, building on the results derived from the comprehensive assessment conducted in 2023/24, which included an online survey, individual interviews, and focus group discussions to analyze the positive and negative impacts of our sustainability-related issues across economic, environmental, and social dimensions throughout our value chain. This year, the engagement process was streamlined to include one session of focus group discussion and one session of individual interview, focusing on reviewing and validating the results obtained in 2023/24 to ensure their continued relevance and alignment with current stakeholder priorities.

1 確認關鍵趨勢並了解持份者所想
Identification of megatrends and stakeholders' concerns

我們辨析出與全球可持續發展大趨勢、行業最佳實踐以及香港交易所和其他國際機構制定的報告標準高度相關的新興議題，目標是確保評估工作及相應的可持續發展措施能與最新趨勢及行業需求銜接。通過密切關注發展，我們能更有效應對持份者不斷變化的需求，同時積極推動正面和持續的調整。

We have identified emerging issues closely tied to global sustainability megatrends, industry best practices, and reporting standards set forth by the Hong Kong Stock Exchange and other leading international organizations. Our objective is to ensure that our evaluations and corresponding sustainability initiatives remain aligned with the latest trends and evolving industry requirements. By staying attuned to these developments, we are better positioned to address the shifting needs of our stakeholders while driving meaningful contributions to positive and lasting change.

2 透過持份者參與活動識別出與大快活業務相關的可持續發展議題
Identify sustainability topics related to the business of Fairwood through stakeholder engagement activities

我們進行了一場個別訪談及一場焦點小組研討會，分別邀得集團行政總裁以及高級管理層參與，以收集真知灼見。為確保全面且深入的理解，我們採用了影響重要性評估方法，讓與會者能分享他們對已識別可持續發展議題的看法及其對大快活業務營運的潛在影響。

One individual interview and one focus group discussion were conducted, engaging Chief Executive Officer, as well as senior management of the Group, to gather valuable insights. To ensure a thorough and well-rounded understanding, we adopted an impact materiality approach, enabling stakeholders to share their perspectives on identified sustainability issues and their potential impact on Fairwood's business operations.

3 為重要議題排序
Material topics prioritization

根據焦點小組研討會及個別訪談中收集的意見，我們對重大性序列中的各項可持續發展議題進行了優次排序及深入分析。此過程將持份者的反饋與我們的業務營運、行業趨勢以及相關的可持續發展標準和指引相結合。通過這全面且策略性的分析，我們成功識別出最需集中關注和行動的關鍵可持續發展議題。

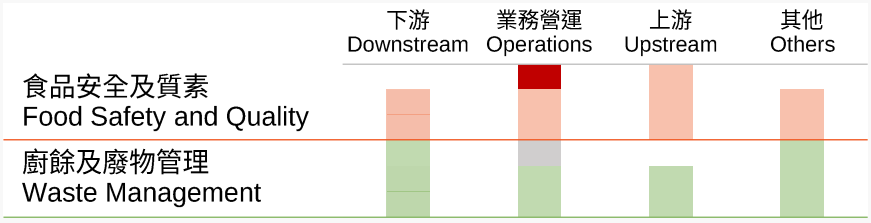
Drawing from the opinions collected from focus group discussions and individual interview, we prioritized each sustainability issue within the materiality chart and conducted a thorough analysis, integrating stakeholder feedback with our business operations, industry trends, and relevant sustainability standards and guidelines. This comprehensive and strategic approach enabled us to pinpoint the most critical sustainability issues requiring focused attention and action.

4 覆檢及核實重要性評估結果
Assessment result review and validation

可持續發展委員會負責核實重要可持續發展議題，以確保其準確性、相關性及與組織優先事項的一致性。**高級管理層**及**董事會**則負責審閱並批准由可持續發展委員會提交的重要可持續發展議題，確保其符合組織的策略目標及持份者的期望。

The **Sustainability Committee** is tasked with verifying material sustainability issues to ensure their accuracy, relevance, and alignment with organizational priorities. **Senior management**, along with the **Board**, is responsible for reviewing and approving the material sustainability issues presented by the Sustainability Committee to ensure they reflect the organization's strategic objectives and stakeholder expectations.

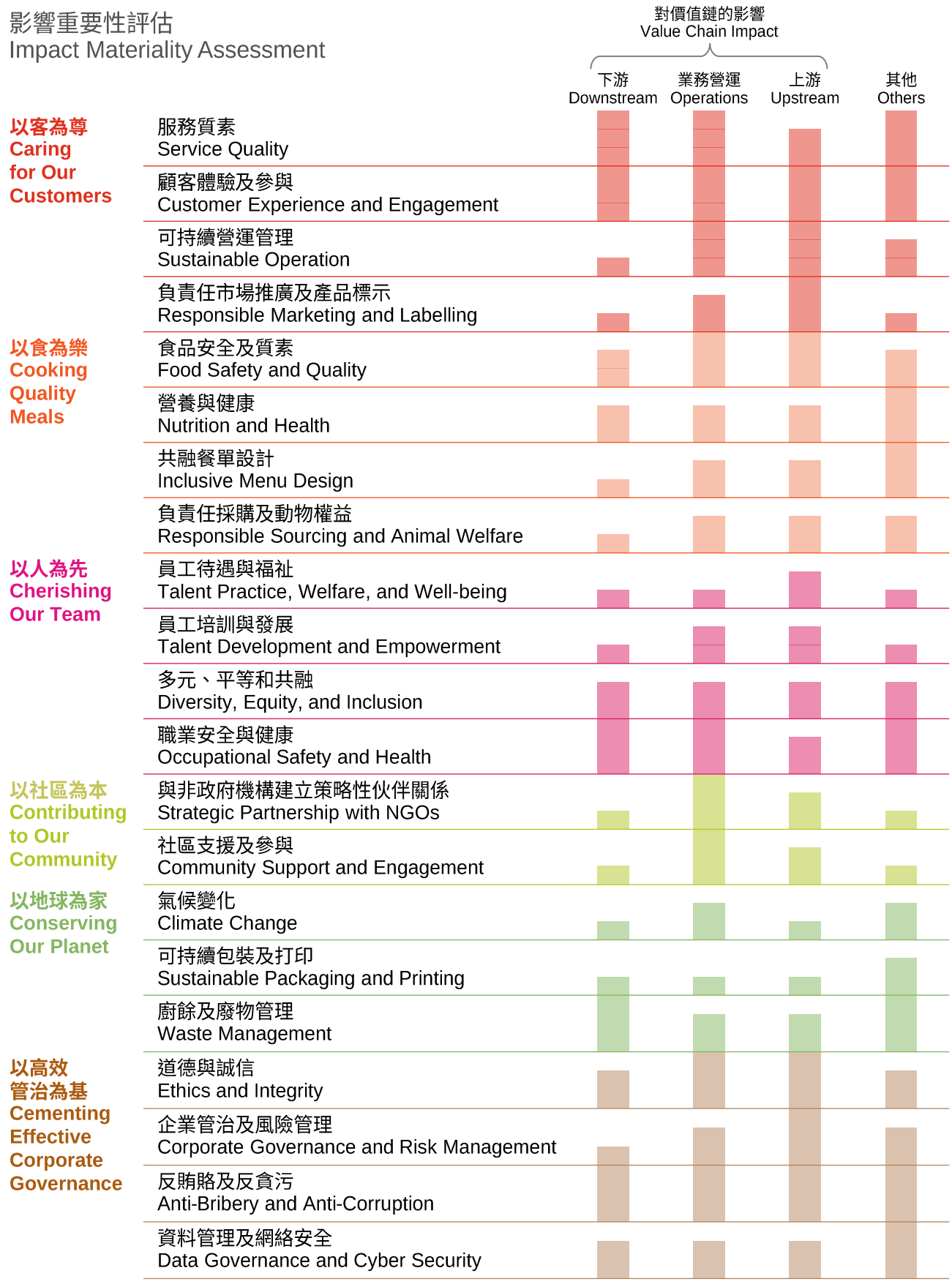
影響重要性評估 - 主要更新
Impact Materiality Assessment - Critical Updates



了解過個別訪談及焦點小組討論中收集的見解後，可持續發展委員會建議對若干重要議題的影響程度進行 調整。其中「食品安全及質素」對本集團業務營運及價值鏈上游被重新分類為「影響程度高」，而 「廚餘及廢物管理」對業務營運被重新分類為「影響程度中」。

After reviewing the insights gathered from the individual interview and focus group discussions, the Sustainability Committee proposed adjustments to the impact levels of certain material topics. The impact level of “Food Safety and Quality" on the Group’s operations and the upstream value chain was reclassified as "Large," while the impact level of “Waste Management" on operations was reclassified as "Medium."

影響重要性評估
Impact Materiality Assessment



影響重要性評估 - 重點關注議題
Impact Materiality Assessment - Most Concerned Material Topics

已識別 最重要議題 Identified Most Material Topics	可持續發展框架核心支柱 / 本報告對應章節 Sustainability Pillar / Chapter of this Report	對應聯合國 可持續發展議題 Aligned UNSDGs	首三位受影響 持份者群體 Top Three Stakeholders Groups Impacted
服務質素 Service Quality	**以客為尊** **Caring for** **Our Customers**		▪ 顧客 Customers ▪ 員工 Employees ▪ 社區 Community
顧客體驗及參與 Customer Experience and Engagement	**以客為尊** **Caring for** **Our Customers**		▪ 顧客 Customers ▪ 員工 Employees ▪ 社區 Community
可持續營運管理 Sustainable Operation	**以客為尊** **Caring for** **Our Customers**		▪ 員工 Employees ▪ 供應商及承辦商 Suppliers and Contractors ▪ 業主 Landlord
食品安全及質素 Food Safety and Quality	**以食為樂** **Cooking** **Quality Meals**		▪ 員工 Employees ▪ 供應商 Suppliers ▪ 政府 Government
職業安全與健康 Occupational Safety and Health	**以人為先** **Cherishing** **Our Team**		▪ 員工 Employees ▪ 顧客 Customers ▪ 投資者及股東 Investors and Shareholders
道德與誠信 Ethics and Integrity	**以高效管治為基** **Cementing Effective** **Corporate Governance**		▪ 員工 Employees ▪ 供應商及承辦商 Suppliers and Contractors ▪ 投資者及股東 Investors and Shareholders
反賄賂及貪污 Anti-Bribery and Anti-Corruption	**以高效管治為基** **Cementing Effective** **Corporate Governance**		▪ 員工 Employees ▪ 供應商及承辦商 Suppliers and Contractors ▪ 投資者及股東 Investors and Shareholders

焦點故事 Featured Story

從共融理念到實證成果：以研究推動優質照護

From Inclusion to Evidence: Advancing Quality Care Through Research

隨著香港人口持續老化，吞嚥困難已成為不少長者面對的重要健康及營養挑戰。於2024年，本集團率先成為全港首家推出軟餐的快餐連鎖集團，將照護膳食由醫療及院舍環境延伸至日常餐飲場景，提升安全及營養餐膳的可及性，同時推動更共融的飲食文化。

在此基礎上，本集團聯同跨界別夥伴開展研究，評估照護膳食對用餐體驗、營養攝取及照顧效率的成效。透過結合食品創新、社區參與及研究成果，本集團致力推動照護膳食的普及化，促進健康老齡化發展，並為建設更共融的社會作出貢獻。

As Hong Kong's population continues to age, swallowing difficulties have become an increasing health and nutritional concern among older adults. In 2024, the Group became the first fast-food chain in Hong Kong to introduce soft meals, extending care food beyond healthcare and residential care settings into mainstream dining. This initiative enhances accessibility to safe and nutritious meal options while fostering a more inclusive dining experience.

Building on this commitment, the Group collaborated with cross-sector partners to evaluate the benefits of care food on dining experiences, nutritional intake, and caregiving efficiency. Through the integration of food innovation, community engagement, and research, the Group seeks to promote the wider adoption of care food, supporting healthy aging and a more inclusive society.



從共融理念到實證成果：以研究推動優質照護
From Inclusion to Evidence: Advancing Quality Care Through Research

跨界協作研究 驗證照護食的社會價值

為進一步了解照護食對吞嚥困難人士及照顧者的實際效益，本集團參與由香港大學吞嚥研究所（「港大吞嚥研究所」）主導、香港社會服務聯會（「社聯」）協作，並獲香港交易所慈善基金資助，歷時18個月的「照護食・啖啖快活食」研究計劃，涵蓋產品開發、焦點小組訪談及院舍實證研究等多個階段。

被認為是香港首個由學術界、社會福利界及連鎖快餐集團共同合作開展的照護食研究項目，結合學術研究、社區服務網絡及餐飲業大規模生產經驗，共同探討預先包裝照護食產品的應用成效及發展模式，為軟餐未來研發和進步提供具實證基礎的參考。

Cross-sector Research to Validate the Social Impact of Care Food

To further understand the practical benefits of care food for individuals with swallowing difficulties and their caregivers, the Group participated in the 18-month "Care Food · Every Bite with Joy" research project. The study was led by the Swallowing Research Laboratory of The University of Hong Kong ("HKUSRL"), conducted in collaboration with with the Hong Kong Council of Social Service ("HKCSS"), and funded by the HKEX Foundation. The project encompassed multiple phases, including product development, focus group interviews, and evidence-based studies conducted in residential care homes.

Recognized as Hong Kong's first care food research initiative jointly undertaken by academia, the social welfare sector, and a fast-food chain group, the project brought together academic expertise, community service networks, and large-scale food production capabilities. Through this cross-sector collaboration, the study examined the effectiveness and development model of pre-packaged care food products, generating evidence-based insights to support the future development and advancement of soft meals.



從共融理念到實證成果：以研究推動優質照護
From Inclusion to Evidence: Advancing Quality Care Through Research

「快活回味軟餐」：從研發到社區普及
"Ah Wood Soft Meals": From Development to Community Adoption

照護食 • 啖啖快活食
CARE FOR YOU
– CARE FOOD PROJECT –

2026

社聯、港大吞嚥研究所及本集團聯合發表「照護食・啖啖快活食」研究計劃結果。
HKUSRL, HKCSS and the Group jointly released the findings of the "Care for you, Care food project" research program.

2025

銷售網絡擴展至18區超過150 間大快活分店，新增堂食服務選項。
Expanded to 18 districts, over 150 Fairwood outlets, adding dine-in as a new service option.

推出四款全新口味「快活回味軟餐」。
Launch four new flavors of "Ah Wood Soft Meal".

本集團聯同研究團隊參與編撰香港首份《預先包裝照護食生產者需知》，為食品製造商及餐飲業界提供具操作性及可追溯性的參考框架，以支持護理產品生產和推廣。
The Group collaborated with the research team in compiling Hong Kong's first **Guide for Pre-packaged Care Food Producers**, providing food manufacturers and the catering industry with a practical and traceable reference framework to support the production and adoption of care food products.

與領展合作，流動吞嚥評估站擴展至多個設有大快活分店的領展商場，並通過「Link Up」流動應用程式發放50,000 張價值港幣5元的電子優惠券。
Partnered with LINK REIT to expand mobile swallowing assessment stations to multiple Link-managed shopping malls with Fairwood outlets and distribute 50,000 e-coupons, each valued at HK$5, through the Link Up mobile application.

與安老院舍前線員工小組進行訪談。
Focus group interviews were conducted with frontline staff from residential care homes for the elderly.

正式推出四款「快活回味軟餐」，成為全港首家向社區提供軟餐的連鎖快餐店。
Launched four "Ah Wood Soft Meal" flavors, becoming Hong Kong's first fast-food chain to offer soft meals to the community.

2024

安排四間安老院舍共49位長者參與為期一個月的研究，他們每天其中一餐進食「快活回味軟餐」，並進行定期追蹤評估。
A total of 49 elderlies from four residential care homes participated in a one-month study, during which they consumed the "Ah Wood Soft Meal" as one of their daily meals. Regular follow-up assessments were conducted throughout the study period.

於九間分店設立流動吞嚥評估站，由駐場言語治療師提供專業吞嚥評估。
Established mobile swallowing assessment stations at nine stores, providing professional assessments by on-site speech therapists.

港大吞嚥研究所進行焦點小組訪談，收集長者及照顧者對「快活回味軟餐」的見解及回饋。
HKUSRL conducted focus group interviews with elderlies and caregivers to collect insights and feedback on the "Ah Wood Soft Meal".

參與多項大型展覽及座談會，如樂齡科技博覽暨高峰會及S+高峰會，推廣軟餐及共融飲食理念。
Participated in major exhibitions and forums, including the Gerontech and Innovation Expo cum Summit and S+ Summit, to promote soft meals and inclusive dining.

2023

社聯於本集團開發八款符合國際吞嚥障礙飲食標準第四級的照護食產品過程中提供協助。
HKCSS supported the Group in the development of eight care food products that comply with Level 4 of the IDDSI Framework.

於顧客飲食習性中洞悉軟餐需求，開始進行調研及產品開發。
Identified demand for soft meals through customer dietary insights and commenced research and product development.

2022

港大吞嚥研究所及社聯提供吞嚥困難認知及質地改良食品培訓工作坊予本集團研發團隊。
HKUSRL and HKCSS provided dysphagia awareness and texture-modified food training workshops for the research and development team of our Group.

研究結果
Research findings

長者用餐平均時間
Average Dining Time For The Elderly

四周前 Before (4 weeks)	四周後 After (4 weeks)
16.5 分鐘 Minutes	12 分鐘 Minutes

用餐時間由16.5分鐘減至12分鐘，
反映預先包裝照護食在質地處理方面有助提升長者的進食效率，同時亦強化了用餐安全及院舍照顧安排。

Average dining time decreased from 16.5 to 12 minutes, indicating improved eating efficiency through optimized texture, enhancing dining safety and care home workflows.

完成整份餐膳人數
Number Who Finished The Whole Meal

四周前 Before (4 weeks)	四周後 After (4 weeks)
30 人 Persons	40 人 Persons

完成整份餐膳人數由30人增至40人，
顯示預先包裝照護食在餐膳設計與呈現方式上，有助提升長者對餐膳的接受度及促進長者食慾。

The number of participants who finished the whole meal increased from 30 to 40, reflecting higher meal acceptance and improved appetite supported by the meal design and presentation.

參與者平均體重
Average Body Weight of Participants

四周前 Before (4 weeks)	四周後 After (4 weeks)
保持穩定 Stable	保持穩定 Stable

參與者平均體重在四周前後保持穩定，顯示預先包裝照護食有助維持長者的身體狀況與健康水平，並展現其作為可持續照護飲食模式的潛在價值。

Average body weight remained stable over the four weeks, indicating that pre-packaged care foods help maintain physical condition and health, and demonstrate potential as a sustainable care nutrition solution.

提升進食體驗與營養健康
Enhancing the Dining Experience and Nutritional Well-being

研究結果顯示，照護食有助改善吞嚥困難長者的進食體驗及營養攝取。產品的良好賣相及細滑質地有助減少吐食情況，提升用餐滿意度，讓長者在安全進食的同時，重拾享用熟悉菜式的樂趣與尊嚴。

Research findings show that texture-modified care food improves both meal satisfaction and nutritional intake among older adults with swallowing difficulties. Its appealing presentation and smooth texture help reduce food rejection, enabling safe consumption while restoring the enjoyment and dignity of eating familiar dishes.

支援照顧者 提升照護效率
Supporting Caregivers and Enhancing Care Efficiency

研究亦顯示，預先包裝照護食為照顧者及院舍營運提供實際支援。透過簡化備餐及餵食流程，照護食有助縮短照護時間，讓前線員工能更專注於院友的其他照護需要，同時提升整體照護效率。

The study also found that pre-packaged care food provides practical support for caregivers and residential care homes. By streamlining meal preparation and feeding processes, it reduces care time and allows staff to focus on residents' broader needs, while improving overall care efficiency.

推動行業標準化及發展照護食生態圈
Advancing Industry Standardization and Fostering the Care Food Ecosystem



作為研究建議之一，本集團聯同研究團隊參與制定《預先包裝照護食生產者需知》，為食品製造商及餐飲業界提供具操作性及可追溯性的參考框架。有關指引涵蓋研發、採購、製造、品質管理、運輸、銷售及員工培訓等關鍵流程，旨在提供一套可行且一致的生產框架讓業界參考，確保產品在安全性、穩定性及品質一致性方面符合用家需要，並促進照護食的長遠發展與實際應用。

As part of the research outcomes, the Group partnered with the research team to develop the "*Guidelines for Producers of Pre-packaged Care Food*", establishing a practical and traceable framework for food manufacturers and food service providers. The guidelines encompass critical operational processes, including product development, sourcing, manufacturing, quality assurance, logistics, sales, and workforce training. By providing a standardized and actionable reference for industry practitioners, the guidelines aim to enhance product safety, consistency, and reliability, while fostering the sustainable development and wider application of care food products to meet the evolving needs of an aging population and individuals with swallowing difficulties.

三項建議重點促進優質照護食發展
Three Key Recommendations Advancing High-quality Care Food Development

保留熟悉風味
Preserve Familiar Flavors

延續熟悉菜式與口味，提升長者進食意願及用餐體驗。
Maintain familiar dishes and tastes to enhance dining enjoyment and encourage food intake among older adults.

確保均衡營養
Ensure Balanced Nutrition

參照健康飲食原則，兼顧蛋白質、能量及微量營養素攝取。
Align meal design with healthy eating principles while supporting adequate protein, energy and micronutrient intake.

清晰加熱指引
Provide Clear Reheating Instructions

清楚標示加熱方式、時間及溫度要求，確保食品安全及最佳質地。
Clearly specify reheating methods, time and temperature requirements to ensure food safety and optimal texture.

軟餐創新融入可持續發展策略
Integrating Soft Meal Innovation into the Group's Sustainability Strategy

「快活回味軟餐」充分展現跨界別協作如何在推動可持續發展目標的同時，創造具意義的社會價值。此項目亦有助推進本集團多項 ESG 重要議題。下表列示軟餐計劃與本集團重要 ESG 議題的關聯，以及本報告相關章節的參考索引，供讀者進一步閱覽相關披露內容。

"Ah Wood Soft Meal" exemplifies how cross-sector collaboration can create meaningful social impact while advancing our sustainability objectives. This initiative contributes to multiple material ESG topics identified by the Group. The table below outlines the linkage between our soft meal initiatives, relevant ESG priorities, and the corresponding sections of this Report for further reference.

以客為尊 **Caring for Our Customers**	重要議題 Material Topics	相關持份者群體 Relevant Stakeholders Groups
「快活回味軟餐」銷售網絡擴展至18 區超過150 間大快活分店，新增堂食服務選項。支援 WhatsApp 訂購，訂購滿港幣500元或以上可享免費送貨。同時，ASAP及一葉小廚為社聯照護食種子餐廳計劃的參與餐廳，提供照護食標準指引等級6食物（牙齦碎軟質食物）。 The "Ah Wood Soft Meal" network expanded to over 150 Fairwood stores across all 18 districts in Hong Kong, with the addition of dine-in service options. Customers may also place orders via WhatsApp and enjoy free delivery on orders of HK$500 or above. In addition, ASAP and The Leaf Kitchen participated in the HKCSS Care Food Incubation Scheme as seed restaurants, offering Level 6 (Soft food squashable with gum) care food in accordance with the Guideline of Care Food Standard.	顧客體驗及參與 Customer Experience and Engagement	▪ 顧客 Customers
軟餐包裝盒上印有顧客調查 QR 碼，為顧客提供便捷渠道反映意見，從而支援以客為主的產品優化及服務提升。 A customer feedback QR code is displayed on the packaging of the soft meals, enabling customers to conveniently provide feedback on their experience. This direct communication channel facilitates customer-centric product refinement and service enhancement.	服務質素 Service Quality	▪ 顧客 Customers
軟餐包裝上提供中、英及印尼語三語營養資料及膳食資訊。同時，包裝亦清晰標示 IDDSI 分類標籤，方便識別軟餐標準。 Packaging includes nutritional and meal information in Chinese, English and Bahasa Indonesia, with clear IDDSI classification labels for easy identification.	負責任市場推廣及產品標示 Responsible Marketing and Labelling	▪ 顧客 Customers

從共融理念到實證成果：以研究推動優質照護
From Inclusion to Evidence: Advancing Quality Care Through Research

以食為樂 Cooking Quality Meals	重要議題 Material Topics	相關持份者群體 Relevant Stakeholders Groups
「快活回味軟餐」均符合社聯聯同香港中文大學食品研究中心及香港大學吞嚥研究所編纂的《照護食標準指引》，以及國際吞嚥障礙飲食標準（IDDSI）第四級標準，滿足顧客需求的同時，帶來美味且安心的用餐體驗。 Each dish adheres to the localized "Guideline of Care Food Standard" jointly developed by the HKCSS, The Chinese University of Hong Kong Food Research Center, and The University of Hong Kong Swallowing Research Laboratory, as well as Level 4 of the IDDSI, ensuring that we meet customer needs while delivering a safe and delightful dining experience.	共融餐單設計 Inclusive Menu Design	▪ 顧客 Customers
中央食品加工中心運作嚴格遵循危害分析重要管制點（HACCP）標準。所有參與生產過程的員工均接受專業培訓及軟餐產品經由專業第三方機構審查，以保證安全性、品質和一致性。 CFPP operates in accordance with HACCP standards. Production staff receive specialized training, and products undergo independent third-party review to ensure safety, quality and consistency.	食品安全及質素 Food Safety and Quality	▪ 顧客 Customers
軟餐以健康為本精心製作，不添加味精，並根據食物金字塔的原則精心設計，提供均衡的蛋白質、碳水化合物及蔬菜組合，確保菜式不僅美味可口，且營養均衡。 Soft meals are thoughtfully prepared with a health-focused approach and contain no added monosodium glutamate (MSG). Designed in accordance with food pyramid principles, each meal provides a balanced combination of proteins, carbohydrates, and vegetables, ensuring that the dishes are not only appetizing but also nutritionally balanced.	共融餐單設計 Inclusive Menu Design	▪ 顧客 Customers

以人為先 Cherishing Our Team	重要議題 Material Topics	相關持份者群體 Relevant Stakeholders Groups
定期舉辦培訓及知識分享會，傳承軟餐製作竅門並維持品質標準。 Regular training sessions and knowledge-sharing workshops are conducted to transfer expertise in soft meal preparation and uphold consistent quality standards.	員工培訓與發展 Talent Development and Empowerment	▪ 員工 Employees

以地球為家 Conserving Our Planet	重要議題 Material Topics	相關持份者群體 Relevant Stakeholders Groups
軟餐的生產均在位於大埔的中央食品加工中心的軟餐專屬設施內進行，本地生產減少運輸過程中產生的碳排放。 All soft meals are produced at dedicated facilities within the CFPP in Tai Po, reducing logistics-related carbon emissions through local production.	氣候變化 Climate Change	▪ 社區 Community

從共融理念到實證成果：以研究推動優質照護
From Inclusion to Evidence: Advancing Quality Care Through Research

以社區為本 Contributing to Our Community	重要議題 Material Topics	相關持份者群體 Relevant Stakeholders Groups
設立流動吞嚥評估站，由言語治療師駐守，為有需要的人士提供專業的吞嚥評估。 Established mobile swallowing assessment stations staffed by speech therapists to provide professional swallowing assessments for individuals in need.	社區支援及參與 Community Support and Engagement	▪ 社區 Community ▪ 業主 Landlord ▪ 非政府機構 NGOs
積極與外部機構聯動，確保為香港共融膳食的發展作出貢獻，同時促進自身成長與創新。 Collaborates with external organizations to advance inclusive dining development in Hong Kong and support continuous innovation.	社區支援及參與 Community Support and Engagement	▪ 社區 Community ▪ 業主 Landlord ▪ 非政府機構 NGOs ▪ 院校 Academia
參與展覽及座談會，推廣軟餐及共融飲食理念。 Participated in exhibitions and forums to promote soft meals and inclusive dining.	社區支援及參與 Community Support and Engagement	▪ 社區 Community ▪ 業主 Landlord ▪ 非政府機構 NGOs

本集團相信，推動軟餐普及化發展不僅有助回應高齡化社會帶來的挑戰，更有助促進食品創新、提升社會對吞嚥困難人士需要的關注，以及推動照護食產業朝向更專業化及規範化方向發展。未來，本集團將繼續透過跨界合作、產品創新及持份者參與，推動健康共融飲食發展，為社會創造長遠共享價值。

The Group believes that promoting the wider adoption of soft meals not only helps address the challenges associated with an aging population, but also encourages food innovation, raises public awareness of the needs of individuals with swallowing difficulties, and supports the development of a more professionalized and standardized care food industry. Looking ahead, the Group will continue to advance healthy aging and inclusive dining through cross-sector collaboration, product innovation, and stakeholder engagement, creating long-term shared value for the community.



以客為尊
Caring for Our Customers

大快活秉持「以客為尊」的理念，致力提供安全、共融及愉快的餐飲體驗，並維持高水平的食品品質、服務質素及負責任的營運管理。為回應顧客不斷轉變的需求，本集團持續透過服務創新、數碼互動、無障礙餐飲方案及負責任的品牌傳訊，提升顧客體驗。透過上述措施，我們致力增強顧客信任、建立長遠關係，並為社區創造可持續價值。

At Fairwood, "Caring for Our Customers" is central to our sustainability approach. We are committed to providing a safe, inclusive, and enjoyable dining experience while maintaining high standards of food quality, service excellence, and responsible business practices. To meet evolving customer needs, the Group continues to enhance customer experience through service innovation, digital engagement, accessible dining solutions, and responsible brand communication. Through these efforts, we aim to strengthen customer trust, foster lasting relationships, and create sustainable value for the communities we serve.

重點議題 **Key Focus Areas**

- 顧客體驗及參與 Customer Experience and Engagement
- 服務質素 Service Quality
- 可持續營運管理 Sustainable Operation
- 負責任市場推廣及產品標示 Responsible Marketing and Labelling



顧客參與及品牌溝通

大快活致力透過共融餐飲體驗、創新營銷策略及負責任的品牌溝通，加強與顧客的聯繫。於匯報期內，本集團透過提供切合不同顧客需要的產品、拓展數碼推廣渠道及推出緊貼市場趨勢的宣傳活動，進一步提升顧客參與度，並加強與顧客及社區的互動交流。

匯報期內，集團透過開設官方 Instagram、Facebook 及 LinkedIn平台，進一步拓展數碼溝通渠道。透過善用具時效性及話題性的營銷活動，大快活成功提升顧客互動及品牌知名度，尤其加強與年輕消費群體的聯繫。截至匯報期末，本集團社交媒體平台已累積超過19,000名追蹤者，並錄得超過 210,000次顧客互動。

Customer Engagement and Brand Communication

Fairwood is committed to strengthening customer relationships through inclusive dining experiences, innovative marketing initiatives, and responsible brand communication. During the reporting period, the Group enhanced customer engagement through accessible product offerings, digital outreach, and culturally relevant campaigns that fostered stronger connections with customers and the wider community.

During the reporting period, the Group expanded its digital presence through the launch of its official Instagram, Facebook, and LinkedIn platforms. Leveraging timely and relevant campaigns, Fairwood increased customer interaction and brand visibility, particularly among younger consumers. As of the end of the reporting period, the Group's social media platforms attracted over 19,000 followers and generated more than 210,000 customer interactions.



把握市場熱話提升品牌參與度
Capitalising on Trending Topics to Enhance Brand Engagement

本集團致力透過創新、貼近市場及具吸引力的品牌傳訊，與顧客保持緊密聯繫。透過善用新興趨勢、流行文化及數碼互動機遇，本集團持續提升品牌相關性，深化與顧客的聯繫，並加強顧客忠誠度。憑藉創新的市場推廣手法、靈活敏捷的營銷策略及審慎運用資源，本集團持續推出具影響力且符合成本效益的推廣活動，與顧客產生共鳴。於匯報期內，本集團多項標誌性市場推廣活動榮獲多個具聲譽的業界獎項，充分肯定其數碼互動策略的成效，以及在提升品牌知名度、促進顧客參與及創造市場推廣價值方面的卓越表現。

The Group is committed to maintaining strong connections with customers through innovative, relevant and engaging brand communications. By leveraging emerging trends, popular culture and digital engagement opportunities, the Group seeks to enhance brand relevance, deepen customer relationships and strengthen customer loyalty. Through creative execution, agile marketing strategies and prudent resource utilisation, the Group continues to deliver impactful and cost-effective campaigns that resonate with customers. During the reporting period, the Group's signature marketing campaigns received a number of prestigious industry accolades, recognising the effectiveness of its digital engagement strategy and its success in generating strong brand awareness, customer participation and marketing value.

快活橙
Fairwood Orange



於匯報期內，本集團推出一項備受矚目的市場推廣活動，善用新推出智能手機所帶動的「宇宙橙」熱潮。透過巧妙地將有關話題與品牌標誌性的「快活橙」形象結合，該活動成功引起廣泛網上關注及顧客參與，展現本集團能夠迅速回應市場熱話，並以貼近顧客及具時代感的方式提升品牌共鳴。

該推廣榮獲多項業界殊榮，包括：
- 2026 Markies Awards「Best Use of Budget」銀獎
- 2026 The Loyalty & Engagement Awards「Cost-Effective Strategy」金獎、「Best Flash Loyalty Campaign」銀獎及「Best Loyalty Strategy – Food & Beverage」銅獎
- 2025 IAB HK Digital Awards「Best Small Budget Campaign」銀獎

During the reporting period, the Group launched a notable marketing campaign that capitalised on the popularity of the “Cosmic Orange” trend associated with a newly released smartphone. By creatively linking the trend with its signature “Fairwood Orange” brand identity, the campaign generated widespread online attention and strong customer engagement, demonstrating the Group’s ability to leverage trending topics in a timely and relevant manner to enhance brand resonance.

The campaign received multiple industry accolades, including
- The Silver Award for Best Use of Budget at the Markies Awards 2026
- The Gold Award for Cost-Effective Strategy, the Silver Award for Best Flash Loyalty Campaign, and the Bronze Award for Best Loyalty Strategy – Food & Beverage at The Loyalty & Engagement Awards 2026
- The Silver Award for Best Small Budget Campaign at the IAB HK Digital Awards 2025

「快活回味軟餐」系列推廣
"Ah Wood Soft Meal" Series Campaign

為配合「快活回味軟餐」推出四款全新口味，本集團開展顧客參與及公眾教育推廣活動，旨在推動共融飲食文化，並提升社會大眾對長者及吞嚥困難人士飲食需要的認識。

作為推廣活動的一部分，大快活設立由言語治療師駐場的流動吞嚥評估站，為有需要人士提供專業吞嚥評估服務；同時與外部機構合作，推動香港共融飲食發展，並參與包括樂齡科技博覽暨高峰會及 S+ 高峰會等大型展覽及論壇，以提高公眾對軟餐及吞嚥健康的關注和認識。

憑藉其在顧客參與、可持續發展及社會影響方面的卓越表現，該推廣榮獲多項業界殊榮，包括 The Loyalty & Engagement Awards 2026 中榮獲三項金獎及兩項銀獎；而「快活回味軟餐重塑回歸」推廣活動亦於 Markies Awards 2026 榮獲兩項金獎。

To support the relaunch of "Ah Wood Soft Meal" with four new flavours, the Group implemented a customer engagement and public awareness campaign to promote inclusive dining and enhance understanding of the needs of seniors and individuals with swallowing difficulties.

As part of the initiative, Fairwood established mobile swallowing assessment stations staffed by speech therapists, collaborated with external organisations to advance inclusive dining in Hong Kong, and participated in major exhibitions and forums, including the Gerontech and Innovation Expo cum Summit and the S+ Summit, to raise awareness of soft meals and swallowing health.

The campaign received multiple industry accolades in recognition of its customer engagement, sustainability and social impact. At The Loyalty & Engagement Awards 2026, the campaign received three Gold Awards and two Silver Awards, while the "Fairwood Soft Meal Re-Launching" campaign also received two Gold Awards at the Markies Awards 2026.



和風大盛脆爆豚皇：脆出青春味
Thick-Cut US Pork Cutlet: The Crispy Taste of Youth



作為提升顧客體驗及緊貼消費者喜好變化承諾的一部分，本集團持續推出創新市場推廣活動，以提升品牌相關性，並與不同年齡層顧客建立更深厚而有意義的聯繫。

於匯報期內，大快活推出 「和風大盛脆爆豚皇：脆出青春味」推廣活動，配合廣受顧客歡迎的日式豬扒產品回歸市場。基於市場洞察及消費趨勢分析，本集團把握機會透過貼近年輕消費群體的文化元素及數碼化傳播方式，加強與年輕顧客的互動。活動邀請新晉結他手 Dale 擔任宣傳主角。 Dale 憑藉於本地大型演唱會中的亮眼表現而迅速受到關注，其鮮明形象及個人魅力與目標顧客群產生強烈共鳴，進一步塑造具吸引力及親和力的品牌體驗。

該推廣活動透過社交媒體平台、意見領袖合作及整合營銷傳播策略，加強與顧客的互動交流，並提升市場對產品回歸的認知度。透過具創意的內容策劃及數碼互動方式，活動成功將產品創新與顧客興趣結合，展現本集團在保持品牌特色的同時，積極回應消費者期望轉變的能力。

「和風大盛脆爆豚皇：脆出青春味」推廣活動的成效於報告期內及其後獲多項業界獎項肯定，當中包括：

- Marketing Excellence Awards 2025「Excellence in Launch / Rebranding」銅獎
- Markies Awards 2026「Best Idea – Social Media」金獎
- The Loyalty & Engagement Awards 2026「Best Use of Influencers」銅獎

As part of its commitment to enhancing customer experience and maintaining close engagement with evolving consumer preferences, the Group continues to develop innovative marketing initiatives that strengthen brand relevance and foster meaningful connections with customers across different age groups.

During the reporting period, Fairwood launched the “Thick-Cut US Pork Cutlet: The Crispy Taste of Youth” campaign to support the return of its popular Japanese-style pork cutlet offering. Building on market insights and consumer trends, the Group identified opportunities to engage younger customer segments through culturally relevant and digitally driven communication. The campaign featured emerging guitarist Dale, whose growing popularity following her breakthrough appearance on a major local concert, resonated strongly with the target audience and helped create a distinctive and relatable brand experience.

The campaign leveraged social media platforms, influencer engagement and integrated marketing communications to enhance customer interaction and strengthen awareness of the product launch. Through creative storytelling and digital engagement, the initiative successfully connected product innovation with customer interests, demonstrating the Group’s ability to respond to changing consumer expectations while maintaining brand authenticity.

The effectiveness of the “Thick-Cut US Pork Cutlet: The Crispy Taste of Youth” campaign was recognised by several industry awards during the reporting period and thereafter. The campaign received

- The Bronze Award for the Excellence in Launch / Rebrandin at the Marketing Excellence Awards 2025
- The Gold Award for the Best Idea – Social Media at the Markies Awards 2026
- The Bronze Award for the Best Use of Influencers at The Loyalty & Engagement Awards 2026

透過會員及社區關愛計劃加強顧客互動

本集團致力透過具包容性及價值導向的會員計劃，加強與顧客的互動與聯繫，提升顧客忠誠度、服務可及性及長期關係建設。我們持續了解顧客不斷轉變的需求，並透過會員生態系統提供個人化禮遇及增值服務，配合線上及線下互動渠道，為顧客帶來更優質的消費體驗。

大快活手機應用程式「大快活會員」獎賞計劃

透過大快活手機應用程式登記成為會員的顧客，是本集團會員及顧客互動策略的重要組成部分。自應用程式於 2022 年 10 月推出以來，已發展成為本集團重要的數碼互動平台。截至匯報期末，已登記會員人數超過1.27百萬人。

會員計劃透過一系列具系統性及持續性的會員禮遇，提升顧客的用餐體驗，並鼓勵與品牌建立長遠聯繫。會員於登記後可獲迎新電子優惠券，適用於網上及門市消費；同時亦可享有每週專屬會員優惠，持續獲得多元化推廣禮遇。此外，會員於生日月份可獲贈精心設計的生日優惠套餐，以進一步提升個人化服務體驗，體現本集團以顧客為尊的服務理念。

Strengthening Customer Engagement Through Membership and Community Value Programs

The Group is committed to strengthening customer engagement through inclusive, value-driven membership initiatives that enhance customer loyalty, accessibility, and long-term relationship building. We focus on understanding evolving customer needs and delivering personalized benefits through our membership ecosystem, supported by both digital and in-store engagement channels.

Fairwood Mobile Application “Fairwood members” loyalty program

Fairwood members, who register through the Fairwood Mobile Application (“the App”), form the core of the Group’s loyalty and engagement strategy. Since the introduction of the App in October 2022, it has evolved into a key digital engagement channel for the Group, with registered membership exceeding 1.27 million as of the reporting period.

The membership program provides customers with structured and recurring value offerings designed to enhance their dining experience and encourage long-term engagement with the brand. Members are entitled to welcome e-coupons upon registration, applicable for both online and in-store purchases, as well as weekly exclusive offers that provide ongoing promotional value. In addition, members receive birthday rewards in the form of specially curated value meal sets, reinforcing a personalized and customer-centric engagement approach.



「快活關愛長者卡」關愛計劃

"Care for Seniors Card" loyalty program



大快活透過「快活關愛長者卡」計劃積極推動社區關愛及共融服務，致力為長者顧客提供更實惠及便利的餐飲體驗。該計劃自 2014 年推出以來 ， 一直為合資格會員提供每次消費港幣 3 元或 6 元不等的折扣優惠，每月最高可節省港幣 300 元。為進一步擴大受惠範圍，本集團於2021年將計劃適用對象擴展至持有樂悠咭人士，讓更多長者享有相關優惠。

截至 2025 年 12 月 31 日 ， 會員人數已超過 644,000人 (2024年12月31日: 550,000人) ， 反映計劃持續獲得社區廣泛支持及認可。

除恆常折扣優惠外，本集團亦於年內推出多項專為長者會員而設的推廣活動，以提升其用餐體驗及回饋社區。於匯報期內，本集團共推出八項特別推廣活動，包括節日額外折扣優惠及指定甜品推廣等，旨在以關懷和共融的方式提供額外價值並提升整體用餐體驗。

Fairwood continues to demonstrate its commitment to inclusive community engagement through its "Care for Seniors Card" program, which supports elderly customers and promotes accessible dining. Established in 2014, the program offers members a HK$3 or HK$6 discount per transaction with potential monthly savings of up to HK$300. In 2021, eligibility was expanded to include JoyYou Card holders to further broaden access to senior customer benefits.

As on 31 December 2025, total membership exceeded 644,000 senior citizens (31 December 2024: 550,000), reflecting continued growth and strong community uptake.

Beyond its ongoing discount programs, the Group introduced a series of dedicated promotions for senior members during the reporting period, reflecting its commitment to community care and age-inclusive services. A total of eight special promotional campaigns were launched, including festive discount offers and selected dessert promotions. Through these initiatives, the Group sought to deliver additional value, foster a welcoming dining environment, and enhance the overall dining experience of its elderlies.



推動可持續及共融的餐廳設計

大快活致力持續優化分店環境，以滿足顧客不斷轉變的需求與喜好，同時保留品牌獨有的特色與形象。本集團深信，周全的分店設計不僅有助提升顧客體驗，更能促進共融及無障礙環境、提升營運效率，以及推進集團的長遠可持續發展目標。

作為推動可持續發展的一部分，本集團在可行情況下將環境及社會因素納入分店翻新及升級項目之中。主要考慮範疇包括能源效益、資源節約、採用較環保的物料、減少廢棄物、提升無障礙設施，以及營造舒適及友善的用餐環境，以滿足不同年齡及能力人士的需要。於匯報期內，大快活參與由香港綠色建築議會旗下建築環保評估協會推出的「BEAM Plus 餐飲業主題認證先導計劃」，進一步將可持續發展理念融入分店網絡的設計及建造，以及營運及管理流程之中。

本集團繼續推行第四代分店設計概念。第四代分店設計融合先進科技、優化無障礙設施及以人為本的設計理念，為顧客提供更舒適、高效及共融的用餐體驗。

Advancing Sustainable and Inclusive Store Design

Fairwood is committed to continuously enhancing its restaurant environment to meet the evolving preferences and needs of customers while preserving the distinctive identity of the brand. The Group believes that thoughtful store design plays an important role in enhancing customer experience, promoting inclusivity and accessibility, supporting operational efficiency, and advancing its long-term sustainability objectives.

As part of its commitment to sustainable development, the Group integrates environmental and social considerations into store renovation and upgrade projects wherever practicable. Key considerations include energy efficiency, resource conservation, the use of environmentally preferable materials, waste reduction, accessibility enhancement, and the creation of comfortable and welcoming dining environments for customers of all ages and abilities. During the reporting period, Fairwood participated in the BEAM Plus Food & Beverage Theme Certification Pilot Scheme launched by the BEAM Society, further strengthening the integration of sustainability principles throughout the design and construction, as well as operation and management, of its restaurant network.

The Group continued to roll out its fourth-generation store design concept. The fourth-generation design integrates advanced technology, enhanced accessibility features, and human-centric design principles to provide customers with a more comfortable, efficient, and inclusive dining experience.







於匯報期內，大快活進一步推進分店創新策略，推出4.5代分店設計概念。建基於第四代分店設計的基礎上，4.5代分店融合現代美學 、 數碼創新及以顧客為本的服務元素，打造更具吸引力及互動性的用餐體驗。升級設計引入全新系列牆身壁畫，進一步展現品牌的現代形象 ，同時提升分店環境的視覺吸引力。此外 ， 分店增設自助添水站及燒味自助站等貼心自助服務設施，為顧客提供更大便利及靈活性 ，同時提升分店營運效率。

4.5代分店設計亦進一步融入共融及以人為本的設計元素，以照顧不同顧客群體的需要。透過營造更易於使用 、更舒適及更直觀的用餐環境 ，本集團致力提升顧客滿意度 ，並為不同客群締造更優質的整體用餐體驗。

於匯報期內，40% 大快活分店升級至第四代或4.5代分店模式 。考慮到分店狀況 、租約安排 、營運需要 、顧客偏好及社區需求等因素 ，本集團將繼續循序漸進地推動分店網絡現代化。透過持續投資於可持續及共融分店設計 ，大快活致力提升顧客福祉及用餐體驗，同時支持業務的長遠韌性、競爭力及可持續增長。

During the reporting period, Fairwood further advanced its restaurant innovation strategy through the introduction of its 4.5-generation store concept. Building upon the foundation of the fourth-generation design, the 4.5-generation format combines contemporary aesthetics, digital innovation, and customer-centric service features to create a more engaging dining experience. The upgraded design incorporates a new series of wall murals that reinforce the brand’ s modern identity while enhancing the visual appeal of restaurant environments. Thoughtfully designed self-service facilities, including Self-service Water Stations and Barbecue Stations, provide greater convenience and flexibility for customers while supporting efficient restaurant operations.

The 4.5-generation store concept further incorporates inclusive and human-centric design elements to cater to the diverse needs of customers. By creating a more accessible, comfortable, and intuitive dining environment, the Group aims to enhance customer satisfaction and strengthen the overall dining experience across different customer segments.

During the reporting period, 40% of the stores were upgraded to the fourth-generation or 4.5-generation operation format. Taking into account factors such as restaurant conditions, tenancy arrangements, operational requirements, customer preferences, and community needs, the Group will continue to progressively modernise its restaurant network. Through ongoing investment in sustainable and inclusive store design, Fairwood seeks to enhance customer wellbeing and dining experiences while supporting the long-term resilience, competitiveness, and sustainable growth of its business.

無障礙及共融設計

大快活一直將無障礙及共融理念融入分店設計之中。自1991年起，本集團積極推動平等及共融的用餐體驗，以履行服務社區內不同客戶群的承諾。

為提升設施無障礙，本集團於分店內清晰展示營業時間及相關無障礙設施資訊，包括歡迎導盲犬進入分店及優先座位安排等措施，為長者、殘疾人士、攜帶嬰兒車家庭及有特殊需要的顧客提供更便利及舒適的用餐環境。

在分店翻新及新店設計過程中，本集團參考平等機會委員會於2023年發布的《餐飲服務通用設計實務指南》建議，並積極參與相關指引的制定工作，透過工程及維修部門提供專業意見，支持業界推動共融餐飲環境的發展。

Accessible and Inclusive Design

The Group has long integrated accessibility and inclusivity principles into its restaurant design. Since 1991, the Group has actively promoted an equitable and inclusive dining experience as part of its commitment to serving the diverse needs of customers within the community.

To support accessibility, operating hours and information relating to accessible facilities, including guide dog-friendly policies and priority seating arrangements, are clearly displayed within stores. These measures help create a welcoming and comfortable dining environment for elderly customers, individuals with disabilities, families with strollers, and customers with special needs.

During store renovations and new store development projects, the Group references the recommendations outlined in the "Practical Guide on Universal Design for Catering Services" published by the Equal Opportunities Commission in 2023. The Fairwood Engineering and Maintenance Department also contributed insights during the drafting of the guidelines, reflecting the Group's active participation in promoting inclusive dining environments within the industry.

顧客嘉許：關愛共融服務
Customer Compliments: Caring and Inclusive Service

有使用輪椅的顧客分享，每次到**鑽石山荷里活廣場分店**用餐時，員工都會主動提供協助，包括為其開門及於購餐後協助送餐到座位，讓顧客感到十分方便及貼心。顧客表示，當日用餐完畢準備離開分店時，原本正打算到收銀處請同事協助開門，**副經理秦慧鈴**及**分店經理賴國輝**已主動上前幫忙。當時外面正下着微雨，慧鈴更細心詢問顧客有否攜帶雨傘。得知顧客因行動不便未能自行取出雨傘後，她更主動協助顧客戴上帽子避雨，窩心舉動令顧客深受感動。

顧客對分店團隊主動關懷及細心周到的服務態度表示高度讚賞，並感謝團隊一直以來為有需要人士提供貼心支援，充分展現大快活以顧客為尊的服務精神。

A wheelchair user shared that every time they visit the **Hollywood Plaza store in Diamond Hill**, the staff always take the initiative to offer assistance, including opening the door and helping deliver meals to the table after ordering, making the dining experience both convenient and thoughtful. The customer recalled that after finishing the meal and preparing to leave the restaurant, they were about to approach the cashier counter to ask for help opening the door when **Assistant Manager Candy Chun** and **Restaurant Manager Lai Kwok Fai** had already stepped forward to assist. As it was lightly raining outside, Candy thoughtfully asked whether the customer had brought an umbrella. After learning that the customer had difficulty taking out the umbrella due to limited mobility, she kindly helped put on the customer's hat to keep them from getting wet. The warm gesture deeply touched the customer.

The customer highly praised the restaurant team for their caring and attentive service attitude, and expressed appreciation for the team's ongoing support for customers in need, fully reflecting Fairwood's customer-centric service spirit.

第四代分店的核心設計特色包括無高低差地面設計、加闊通道及可靈活調整的活動座椅配置，以提升輪椅使用者及需要額外空間人士的便利性。在可行情況下，本集團亦會增設其他無障礙設施，以進一步提升顧客於分店內的舒適度及流動便利性。

為進一步支援不同顧客群體的需要，本集團亦提供送餐到座服務，協助有需要的顧客享受更便捷的用餐體驗。同時，前線員工培訓亦涵蓋共融服務及無障礙意識相關內容，以提升員工對不同顧客需要的認識及服務能力。

舒適及可持續的用餐環境

本集團致力打造兼顧顧客舒適度及環境可持續性的分店環境。各分店均採用標準化溫濕度控制系統，配合均勻分佈的通風設施及空氣淨化技術，提升室內環境質素。

在可行情況下，本集團善用自然採光，並配合高能源效益照明系統，營造明亮舒適的用餐空間，同時支持節能減碳工作。於分店翻新及升級項目中，本集團亦積極採用節能設備及環保物料，以促進資源節約及支持可持續營運。

本集團透過統一及整潔的品牌形象設計，營造一致且具辨識度的餐飲環境，致力提升顧客品牌認同感及整體用餐體驗。

Core design features of the fourth-generation stores include level flooring, wider passageways, and movable seating arrangements to enhance flexibility and convenience for wheelchair users and customers requiring additional space. Where feasible, additional accessibility features are incorporated to further improve customer comfort and ease of movement throughout the dining environment.

To further support inclusive customer experiences, the Group provides delivery-to-table services for customers requiring additional assistance. Frontline staff training programs also include components relating to inclusive customer service and accessibility awareness to support respectful and attentive customer interactions.

Comfort and Ambiance Dining Environment

The Group seeks to create dining environments that balance customer comfort with sustainability considerations. Stores maintain standardized temperature and humidity controls supported by evenly distributed ventilation systems and air purification technologies to enhance indoor environmental quality.

Natural daylighting, where feasible, is incorporated alongside energy-efficient lighting systems to create bright and welcoming dining spaces while supporting energy conservation efforts. Where practicable, the Group also incorporates energy-efficient equipment and environmentally preferable materials into renovation and upgrade projects to support sustainable operations and resource conservation.

The Group maintains a clean and visually consistent brand identity across its restaurant network to strengthen customer familiarity and dining satisfaction.

提升便利性及營運效率

為提升顧客便利性及優化用餐流程，大快活持續推動分店數碼化及智能化發展。實時電子餐牌及自助點餐機有助提升點餐效率及縮短繁忙時段的輪候時間；取餐顯示系統則有助於及時取餐。此外，分店設有專屬外賣提取櫃位及餐盤回收區，以優化顧客流動及提升店內營運效率。

為提供更靈活便捷的付款體驗，本集團於門市服務櫃檯、大快活手機應用程式、自助點餐機及「買定嚟走」網上訂餐平台支援多元化電子支付方式，包括支付寶香港、支付寶、 Apple Pay、 BoC Pay、信用卡 、扣賬卡、 Google Pay 、八達通、微信支付及 PayMe 等 。 多元化電子支付方案有助提升顧客體驗，同時推動無現金交易及數碼化服務的發展。

本集團亦高度重視顧客資料私隱及資訊安全，持續維持穩健的數碼支付及訂餐系統管理機制，以保障顧客資料安全及提升顧客信任和負責任的數碼營運。

Improved Convenience and Operational Efficiency

To enhance customer convenience and streamline the dining experience, the Group continues to advance the digitalization and smart operation of its restaurants. Real-time digital menu boards and self-ordering kiosks help improve ordering efficiency and reduce waiting times during peak periods, while order display systems facilitate timely meal collection. In addition, dedicated takeaway pickup counters and tray return stations are provided to optimize customer flow and enhance in-store operational efficiency.

To provide customers with greater payment flexibility and convenience, in-store service counters, the Fairwood Mobile Application, self-service ordering kiosks, and the “Click-and-Collect” online ordering platform support multiple digital payment methods, including AlipayHK, Alipay, Apple Pay, BoC Pay, credit cards, debit cards, Google Pay, Octopus, WeChat Pay and PayMe. The integration of diversified electronic payment solutions supports a seamless and efficient customer experience while promoting the adoption of digital and cashless transactions.

The Group also places importance on safeguarding customer information and maintaining secure digital payment and ordering systems to support customer trust and responsible digital operations.



顧客體驗及參與
Customer Experience and Engagement

持續優化顧客服務體驗

大快活持續透過以顧客為本的服務創新，提升整體用餐體驗。送餐到座服務為顧客提供更便利的用餐安排，而無線手機充電設施及桌邊掛鈎等貼心設計，則進一步提升用餐舒適度及便利性。

靈活的座位配置，包括可移動餐桌及吧檯式座位設計，可配合不同人數及用餐模式的需要。分店亦設有自助飲水站，提供常溫及熱水選擇，以及配備消毒用品的洗手設施，進一步提升顧客便利性及分店衛生水平。

展望未來，本集團將繼續以可持續發展、共融設計及顧客為本為核心，持續優化分店網絡。透過將無障礙設施、營運效率、環境考量及創新科技融入分店設計及發展之中，大快活致力打造更舒適、便捷及具包容性的用餐環境，促進顧客福祉、加強社區聯繫並支持業務的長遠可持續發展。

透過科技提升顧客體驗

大快活致力透過持續推動數碼創新及科技應用，提升顧客體驗。 自 2017 年作為本集團展開長遠數碼轉型策略的一部分，大快活持續投資於顧客為本的科技方案，以提升營運效率、簡化點餐流程、縮短輪候時間，並加強不同用餐渠道的顧客互動。相關措施亦有助推進本集團的可持續發展目標，促進便利性、提升服務可及性及優化資源運用效率。

「買定嚟走」網上訂餐平台

自 2020 年推出 「買定嚟走」網上訂餐平台以來，大快活持續為顧客提供更靈活及便捷的用餐選擇。透過該平台，顧客可預先訂購外賣或到店自取餐膳，有效縮短輪候時間及提升整體用餐效率。

平台亦有助本集團回應消費模式轉變及市場對數碼餐飲服務日益增加的需求，進一步拓展顧客接觸點及服務覆蓋範圍

Continuously Service Experience Enhancement

Fairwood continues to enhance customer experience through practical and customer-oriented service innovations. Delivery-to-table services provide added convenience for customers, while wireless mobile charging facilities and tableside hooks offer additional comfort and functionality within the dining environment.

Flexible seating arrangements, including movable tables and bar-style seating designs, accommodate diverse dining preferences and group sizes. Self-service beverage stations offering both room temperature and hot water, together with handwashing sinks equipped with sanitizer, further support customer convenience and hygiene standards across stores.

The Group will continue to enhance its store network through sustainable, inclusive, and customer-centric design principles. Through integrating accessibility, operational efficiency, environmental considerations, and technology-driven solutions into store development initiatives, Fairwood aims to create welcoming dining environments that support customer well-being, strengthen community engagement, and contribute to long-term sustainable business growth.

Enhancing Customer Experience Through Technology

Fairwood is committed to enhancing customer experience through continuous digital innovation and technology adoption. As part of the Group's long-term digital transformation journey initiated in 2017, Fairwood has continued to invest in customer-centric technologies designed to improve operational efficiency, streamline ordering processes, reduce waiting times, and strengthen customer engagement across multiple dining channels. These initiatives also support the Group's broader sustainability objectives by promoting convenience, accessibility, and more efficient resource utilization.

"Click-and-Collect" Online Ordering Platform

Since the launch of the "Click-and-Collect" online ordering platform in 2020, Fairwood has continued to provide customers with more flexible and convenient dining options. Through the platform, customers can pre-order meals for takeaway or in-store pickup, helping reduce waiting times and improve overall dining efficiency.

The platform also enables the Group to better respond to changing consumer behaviors and growing demand for digital dining solutions, while expanding customer access to Fairwood products and services.

大快活手機應用程式
Fairwood Mobile Application



自 2022 年10月推出以來，屢獲殊榮的大快活手機應用程式已成為本集團重要的數碼顧客互動平台。截至匯報期末，應用程式已吸引超過 127 萬名註冊會員。應用程式整合流動點餐、推廣優惠、會員服務、環保倡議及社區關愛活動等多項功能，讓顧客可透過便捷易用的數碼平台預先訂餐及安全完成交易。

應用程式支援多元化用餐及訂餐模式，包括堂食點餐、「買定嚟走」外賣自取服務、節日食品預訂及派對食品訂購等。透過單一平台提供多元化訂餐功能，本集團致力提升顧客便利性及點餐效率，並滿足不同用餐場合及消費需求。

應用程式的創新功能及顧客體驗表現獲得業界廣泛認可。應用程式早於2023年獲香港零售管理協會頒發「優質網店認證」。本集團亦於香港零售管理協會「智慧零售大獎」中榮獲「綠色智慧零售品牌大獎」及「智慧轉型與創新大獎 (銅獎) 」，以表彰本集團在數碼創新及可持續發展融合方面的卓越表現。

Since its launch in October 2022, the award-winning Fairwood App has become an important digital engagement platform for the Group, attracting over 1.27 million registered members as of the reporting period. The App integrates multiple functions, including mobile ordering, promotional offers, membership services, environmental initiatives, and community outreach activities, enabling customers to conveniently place advance orders and securely complete transactions through a user-friendly digital platform.

The App supports a wide range of dining and ordering options, including dine-in ordering, takeaway ordering through the “Click-and-Collect” service, festive food ordering, and party food ordering. By providing diversified ordering functions through a single platform, the Group seeks to enhance customer convenience, improve ordering efficiency, and better accommodate different dining preferences and occasions.

The App has received external industry recognition for its innovation and customer experience capabilities. Early in 2023, the application received the “Quality E-Shop” certification under the Hong Kong Retail Management Association’s Quality E-Shop Recognition Scheme. The Group also received the “Green Smart Retail Brand Award” and the “Smart Transformation and Innovation Award (Bronze)” at the Hong Kong Retail Management Association Smart Retail Awards in recognition of its digital innovation and sustainability integration efforts.

自助點餐機

為進一步提升營運效率及顧客便利性，本集團於本報告年度內，已於74%快餐店鋪設自助點餐機。該等自助點餐機有助簡化點餐流程，並縮短繁忙時段的輪候時間，讓顧客享有更高效及順暢的用餐體驗。自助服務技術的應用亦有助優化營運流程，提升工作效率，使前線員工能更專注於顧客服務及店內支援工作。

Self-service Ordering Kiosks

To further enhance operational efficiency and customer convenience, the Group installed self-service food ordering kiosks across 74% of its fast-food stores during the reporting year. The kiosks streamlined the ordering process and reduced waiting times during peak dining hours, enabling customers to enjoy a more efficient and seamless dining experience. The adoption of self-service technology also supported operational optimisation by improving workflow efficiency and allowing frontline staff to focus more effectively on customer service and in-store support.

支援長者便捷數碼點餐
Supporting Convenient Digital Ordering for Elderly



於匯報期內，本集團將「快活關愛長者卡」功能擴展至自助點餐機平台，讓持卡顧客可透過掃描會員二維碼於自助點餐機直接享用相關優惠，以獲得便利的點餐渠道。此項優化措施有助縮短輪候時間，提升長者顧客的服務便利性，並進一步改善整體顧客體驗。

During the reporting period, the Group expanded the functionality of the “Care for Seniors Card” to its self-ordering kiosk platform, enabling cardholders to access eligible discounts directly by scanning their membership QR code at the kiosk. This enhancement provides a more convenient ordering channel, reduces waiting times, and improves service accessibility for senior customers, while further enhancing the overall customer experience.

顧客嘉許：貼心數碼支援
Customer Compliments: Thoughtful Digital Support

有顧客於分店用餐期間，特別讚揚**粉嶺名都中心分店副經理田珍**服務細心周到、態度親切。當時她一邊忙於處理排隊購餐人龍，同時亦把握空檔時間，耐心協助顧客使用手機App完成盆菜訂購，並教導客人如何享用最高折扣優惠。期間，她亦主動協助一位希望索取咖啡渣作盆栽用途的婆婆，積極向同事查詢能否提供協助。顧客表示，田珍在工作期間面帶笑容，令顧客感到賓至如歸，其細心、熱心及樂於助人的服務態度，充分展現大快活「Feel Good」的服務精神。

A customer visiting the restaurant praised **Tina Tin, the Assistant Manager of Fanling Town Center store** for her attentive service and warm attitude. Despite being busy handling a long queue of customers ordering food, she still took the time between tasks to patiently help the customer place a Poon Choi order through the mobile app and explained how to enjoy the best available discount offers. During the same visit, she also kindly assisted an elderly customer who hoped to collect used coffee grounds for gardening purposes, proactively checking with colleagues to see if this could be arranged. The customer shared that Tina always greeted customers with a smile, making them feel truly welcomed. Her caring, helpful, and cheerful attitude fully reflected Fairwood’s “Feel Good” service spirit.

顧客體驗及參與
Customer Experience and Engagement

QR 碼點餐服務

本集團持續於旗下特色餐飲品牌，包括一葉小廚及ASAP，推廣無接觸點餐方案，並提供QR碼點餐服務，讓顧客可透過流動裝置瀏覽餐牌及下單。有關服務提升了用餐靈活性及便利性，同時回應顧客對數碼化及自主式用餐體驗日益增長的需求。

數碼顧客互動渠道

大快活持續透過多元化數碼溝通渠道加強與顧客的互動聯繫。針對「快活回味軟餐」系列產品，本集團提供WhatsApp訂購服務，以提升長者、照顧者及有特定飲食需要人士的便利性及服務可及性。

本集團將繼續善用數碼科技及創新顧客互動方案，提升顧客體驗、優化營運效率及加強顧客聯繫。我們深信，以顧客為中心的數碼轉型對提升業務韌性、顧客滿意度及支持可持續增長發揮重要作用。

QR Code Ordering

The Group continued to expand contactless dining solutions across its specialty restaurant brands, including The Leaf Kitchen and ASAP. QR code ordering services were made available, enabling customers to browse menus and place orders conveniently through their mobile devices. This contactless ordering approach enhanced dining flexibility and convenience while supporting evolving customer preferences for digital and self-directed dining experiences.

Digital Customer Engagement Channels

Fairwood continued to strengthen customer interaction through diversified digital communication channels. For the “Ah Wood Soft Meal” series, customers were able to place orders through WhatsApp messaging applications to improve accessibility and convenience for seniors, caregivers, and customers with specific dietary needs.

The Group continues to leverage digital technologies and innovative customer engagement solutions to enhance dining experiences, improve operational efficiency, and strengthen customer connectivity. We believe that customer-centric digital transformation plays an important role in supporting long-term business resilience, customer satisfaction, and sustainable growth.



顧客導向餐單設計與互動

於大快活，顧客洞察為餐單創新及服務提升的核心驅動因素。本集團致力透過持續優化餐單供應，以回應不斷變化的口味偏好、飲食習慣及消費行為，從而加強顧客互動。透過將新鮮、可持續採購及優質食材進行創意轉化，本集團旨在提供愉悅、切合需要且具可及性的餐飲體驗，以滿足廣泛顧客群體的需求。

Customer-Driven Menu Design and Engagement

At Fairwood, customer insight is the primary driver of menu innovation and service enhancement. The Group is committed to strengthening customer engagement by continuously evolving its menu offerings in response to changing tastes, preferences, and dining behaviours. Through the creative transformation of fresh, responsibly sourced, and high-quality ingredients, we aim to deliver enjoyable, relevant, and accessible dining experiences that resonate with a broad customer base.



以顧客主導的產品開發與持續創新

本集團採用結構化及以顧客為核心的產品開發模式，確保餐單創新直接基於顧客偏好及消費洞察。於匯報期間，大快活共開發474款新菜式，並透過16場結構化試食評估會議，由跨部門團隊共同參與。

該等評估以顧客為本的多元準則作為基礎，包括口味偏好、賣相呈現、價值感知、營養均衡、價格可負擔性、營運可行性，以及對不同客群之適切性。此嚴謹的評估機制確保產品開發緊貼真實顧客期望，並使餐單在不同客群中同時具備相關性及商業可行性。透過此持續迭代及以洞察為導向的開發流程，本集團不斷提升餐單多樣性，以回應不斷演變的顧客需求，並進一步加強不同客群之互動與連結。

Customer-Led Product Development and Iterative Innovation

The Group adopts a structured, customer-driven development model to ensure that menu innovation is directly informed by customer preferences and consumption insights. During the reporting period, Fairwood developed 474 new dishes, supported by 16 structured taste-testing sessions involving cross-functional teams.

These evaluations integrate customer-centric criteria, including taste preference, presentation, perceived value, nutritional balance, price accessibility, operational feasibility, and suitability for different customer segments. This disciplined approach ensures that product development is grounded in real customer expectations and delivers menu offerings that are both relevant and commercially viable across diverse customer segments. Through this iterative, insight-led process, the Group continuously enhances its ability to deliver menu variety that reflects evolving customer demand and strengthens engagement across different customer groups.

透過多元期間限定餐飲推動顧客互動
Driving Customer Engagement Through Diverse Limited-Time Offerings

本集團積極運用期間限定餐飲活動作為重要渠道，以回應不斷變化的顧客喜好並拓展餐單多樣性，從而提升顧客參與度。於匯報期間，本集團推出一系列主題式期間限定餐飲企劃，進一步豐富餐飲多元性，並加強不同客群之互動與參與。

該等期間限定餐飲涵蓋多元化菜式及風味組合，包括阿活珍寶炒滑蛋、即炸原條脆魚柳、迷你菠蘿包、街頭小食、原隻淮鹽生炸雞髀、迷你葡撻、燉湯、焦香煲仔飯、港式地道沙嗲系列、阿活港經典、阿活煎蛋焗豬扒飯、白咖喱以及阿活咖喱等。透過持續輪換及拓展餐單主題，本集團確保顧客能同時體驗熟悉經典與創新口味，藉由多樣性與探索性提升整體顧客互動。

同時，本集團持續提供多元化及高性價比餐飲選擇與推廣餐單，確保餐單供應兼具可負擔性及共融性，滿足不同消費能力之顧客需求，並在維持穩定品質及營運標準的同時，提升整體餐飲可及性。

The Group actively leverages Limited-Time Offer ("LTO") campaigns as a key mechanism to engage customers and expand menu variety based on emerging preferences. During the reporting period, a series of themed LTO initiatives were introduced to enrich culinary diversity and stimulate customer engagement across different segments.

These offerings featured a wide spectrum of cuisines and flavour profiles, including Ah Wood Jumbo Scrambled Eggs, Crispy Whole Fish Fillet, Mini Pineapple Bun, Local Street Food, Deep-Fried Spice Salt Chicken Leg, Portuguese Egg Tart (Mini), Double-boiled Soup, Claypot Rice, Hong Kong Style Satay Collection, Ah Wood Local Classic, Ah Wood Baked Pork Chop and Pan-fried Egg with Rice, White Curry, and Ah Wood Curry, among others. By continuously rotating and expanding menu themes, the Group ensures that customers are exposed to both familiar favourites and new taste experiences, strengthening engagement through variety and discovery.

In parallel, we maintained a broad range of value-oriented dishes and promotional menus to ensure that menu offerings remain accessible and inclusive, catering to different spending preferences while upholding consistent quality and operational standards.



個性化餐飲與推動負責任消費
Personalized Dining and Promotion of Responsible Consumption



自2011年以來，大快活積極推動「惜食」文化，率先引入個性化服務，突破傳統快餐固定餐單及標準化份量的營運模式。此舉讓顧客可根據個人喜好及需要，自行調整餐點份量及烹調方式，包括選擇不同餐量及烹調要求（如雞蛋熟度等），提供更靈活及貼合個人需要的用餐體驗，以照顧不同食量、飲食需要及生活方式。

此以顧客為主導的個人化模式，重新定義快餐體驗，並展示透過細微而實際的調整亦可帶來顯著影響。該模式不但提升顧客參與度及滿意度，亦有助推動負責任消費，透過更精準地配對實際需求與餐點份量，從源頭減少食物浪費，並提升整體資源使用效率。

Since 2011, Fairwood has advanced a “food-wise” culture by pioneering personalized dining options that challenge the traditional fast-food model of fixed menus and standardized portions. This initiative enables customers to tailor meal portions and preparation styles according to individual preferences and needs. Options such as adjustable portion sizes and cooking preferences, including egg doneness, provide a more flexible and responsive dining experience that accommodates varying appetites, dietary requirements, and lifestyle choices.

This customer-led personalization model has redefined the fast-food experience by demonstrating that small, practical adjustments can create meaningful impact. It not only enhances customer engagement and satisfaction but also supports responsible consumption by better aligning portion sizes with actual demand, thereby reducing at source and improving overall resource efficiency.

以客群為導向的定價與互動策略
Customer Segment-Oriented Pricing and Engagement Strategy





本集團配合其共融餐單及顧客互動策略，推出針對不同客群需要的多元化措施，包括學生、在職人士及注重健康飲食的顧客等。於考試期間，本集團推出專為學生而設的優惠推廣，提供更具性價比的餐飲選擇，以支援學生於學業繁忙時期的飲食需要，並進一步提升年輕客群的可及性。同時，本集團持續拓展更健康及營養均衡的餐單選項，以滿足年輕一代及注重健康飲食顧客對便捷且均衡飲食方案的需求。

此多維度的共融定價及顧客互動策略，確保價值餐飲供應及餐單發展能夠整合為一致性的框架，全面回應不同年齡層、生活方式及社會經濟背景客群的多元需求。

The Group complements its inclusive menu and customer engagement strategy with targeted initiatives designed to address the needs of diverse customer segments, including students, working adults, and health-conscious consumers. During examination periods, dedicated student promotions were introduced to provide more affordable dining options, supporting students during academically intensive seasons and reinforcing accessibility for younger customer groups. In parallel, the Group continues to expand healthier and nutritionally balanced menu options, to cater to the dietary needs of the younger generation and health-conscious customers seeking convenient yet balanced dining solutions.

This multi-dimensional approach to inclusive pricing and engagement ensures that value offerings and menu development are integrated into a coherent framework that addresses the diverse needs of customers across different age groups, lifestyles, and socioeconomic backgrounds.

促進餐飲可及性與共融體驗

本集團致力透過具可及性及共融性的餐飲方案，服務具不同飲食需要的顧客群體。為提升吞嚥困難人士及其照顧者的用餐體驗，本集團持續擴展照護食產品供應，並透過產品創新及社區合作夥伴關係，進一步提升餐飲服務的可及性。

透過「快活回味軟餐」擴大餐飲可及性

「快活回味軟餐」的推出體現本集團致力回應吞嚥困難人士的飲食需要，讓他們能夠繼續享用熟悉的本地快餐風味。經過近兩年的研發，本集團成為全港首家大規模推出軟餐產品的快餐連鎖品牌。

快活回味軟餐於香港設計及製作，專為吞嚥困難人士提供安全、方便及愉悅的餐飲選擇而研發。於匯報期間，本集團進一步推出四款全新口味，持續豐富產品選擇。相關產品現已於全港超過 150 間分店提供堂食服務，大幅提升產品的可及性，讓顧客能與家人及照顧者一同享受分店用餐體驗。

為確保產品品質及適切性，快活回味軟餐按照認可照護食標準開發，並定期接受相關專業機構檢視。

Accelerate Dining Inclusivity and Accessibility

The Group is committed to serving customers with diverse dietary needs through accessible and inclusive dining solutions. To enhance the dining experience for individuals with swallowing difficulties and their carers, the Group continues to expand its care food offerings and promote greater accessibility through product innovation and community partnerships.

Expanding Access Through “Ah Wood Soft Meals”

The development of “Ah Wood Soft Meals” reflects the Group’s commitment to addressing the needs of individuals with swallowing difficulties while enabling them to continue enjoying familiar local fast-food flavours. Following nearly two years of research and development, the Group became the first fast-food restaurant chain in Hong Kong to introduce soft meals on a large scale.

Designed and produced in Hong Kong, Ah Wood Soft Meals are specifically developed to provide safe, convenient, and enjoyable dining options for individuals with swallowing difficulties. During the reporting period, the Group further expanded the product range through the introduction of four new flavours. The offerings are now available with dine-in service in more than 150 restaurants across Hong Kong, significantly improving accessibility and enabling customers to enjoy restaurant dining experiences together with their families and carers.

To ensure product quality and suitability, the soft meal range is developed in accordance with recognised care food standards and undergoes regular review by relevant professional institutions.



透過社區合作推動共融餐飲

Advancing Inclusive Dining Through Community Partnerships

除快活回味軟餐外，本集團亦透過參與由香港社會服務聯會推動的「照護食種子餐廳計劃」，持續促進共融餐飲發展。該計劃促進餐飲業界與社區持份者之間的協作，共同提升吞嚥困難人士及其照顧者獲得吞嚥友善餐飲服務的機會。

Complementing the development of Ah Wood Soft Meals, the Group continues to promote inclusive dining through its participation in the "Care Food Incubation Scheme" led by the Hong Kong Council of Social Service. The Scheme facilitates collaboration between the food and beverage sector and community stakeholders to expand access to swallowing-friendly dining options for individuals with swallowing difficulties and their carers.

大快活快餐，以及本集團旗下兩個特色餐飲品牌 ASAP 及一葉小廚已獲認可為照護食種子餐廳。相關餐廳提供多元化吞嚥友善餐膳選擇，包括堂食、外賣及節慶主題餐單，讓吞嚥困難人士及其照顧者能更充分地與家人及朋友共享用餐時光。

Fairwood fast food, as well as two of the Group's specialty brands, ASAP and The Leaf Kitchen, have been designated as Incubation Scheme Restaurants. These restaurants offer swallowing-friendly menu options, including dine-in, takeaway, and festive menu selections, enabling individuals with swallowing difficulties and their carers to participate more fully in shared dining experiences with family and friends.

為確保餐膳質素、安全性及一致性，廚務團隊均接受專業照護食製作培訓，並與香港社會服務聯會合作進行定期質素評估。

To ensure the highest standards of quality, safety, and consistency, culinary teams receive specialised training in care food preparation, while regular quality assessments are conducted in collaboration with the Hong Kong Council of Social Service.

推動共融顧客體驗

Promoting Inclusive Customer Experiences

透過快活回味軟餐及參與「照護食種子餐廳計劃」，本集團持續提升服務不同飲食需要顧客的能力。相關措施體現本集團對以顧客為本的創新及共融餐單設計的承諾，致力為吞嚥困難人士、其照顧者及日益老齡化社會提供更具可及性、愉悅及切合需要的餐飲體驗。

Through Ah Wood Soft Meals and participation in the Care Food Incubation Scheme, the Group continues to enhance its ability to serve customers with diverse dietary needs. These initiatives demonstrate its commitment to customer-driven innovation and inclusive menu design by creating dining experiences that are accessible, enjoyable, and responsive to the needs of individuals with swallowing difficulties, their carers, and an aging population.

透過回應過往未被充分照顧的飲食需求，本集團不僅促進更共融的餐飲環境，亦進一步加強顧客互動及支持社區福祉。有關本集團共融餐單設計及以顧客為導向的產品創新策略的進一步資料，請參閱本報告「共融餐單設計」章節。

By addressing previously underserved dietary needs, the Group contributes to a more inclusive dining environment while strengthening customer engagement and supporting community well-being. Further information on the Group's inclusive menu design initiatives and customer-driven product development approach is provided in the "Inclusive Menu Design" section of this report.

服務質素
Quality of Service

大快活持續透過完善的品質管理制度及持續監察機制，維持高水平的服務質素。本集團為香港唯一榮獲香港工業總會頒發「Q 嚟優質服務計劃金獎」的快餐連鎖集團。於匯報期內，本集團連續第22年獲得此項殊榮，充分反映本集團長期致力追求卓越服務及持續改進的承諾。

「Q嚟」認證標誌著本集團的服務質素管理系統及營運標準已根據適用的本地及國際標準，通過嚴格的第三方評審。本集團透過持續的外部驗證及內部品質提升措施，致力於旗下業務維持一致及優質的服務水平。

本集團持續監察顧客滿意度趨勢及服務質素表現指標，以支持持續改進工作。於匯報期內，前線員工亦定期接受顧客服務及投訴處理培訓，以加強服務一致性及提升回應效率。

神秘顧客計劃

為進一步加強服務質素保證，本集團持續於旗下分店網絡推行每月匿名神秘顧客評核。神秘顧客計劃涵蓋多個用餐體驗範疇，包括食品賣相、味道、店舖環境、清潔程度、營運效率及顧客服務表現，尤其重視前線員工與顧客互動的服務體驗。

於匯報期內，大快活神秘顧客平均評分為100分中的95分 ，反映本集團穩健的服務水平及營運一致性。

Fairwood continued to uphold high service standards through structured quality management and continuous monitoring mechanisms. The Group is the only fast-food chain in Hong Kong to receive the prestigious Q-Mark Service Scheme Gold Award granted by the Federation of Hong Kong Industries. During the reporting period, Fairwood achieved this recognition for the 22nd consecutive year, reflecting the Group's longstanding commitment to service excellence and continuous improvement.

The Q-Mark certification signifies that the Group's service quality management system and operational standards have undergone rigorous third-party assessments in accordance with applicable local and international standards. Through ongoing external verification and internal quality enhancement initiatives, the Group seeks to maintain consistent service standards across its operations.

The Group continued to monitor customer satisfaction trends and service quality performance indicators to support continuous improvement initiatives. During the reporting year, frontline employees also received regular customer service and complaint handling training to strengthen service consistency and responsiveness.

Mystery Shopper Program

To further strengthen service quality assurance, the Group continued to conduct monthly anonymous mystery shopper assessments across its restaurant network. The mystery shopper program evaluates multiple aspects of the dining experience, including food presentation, taste, store ambiance, cleanliness, operational efficiency, and customer service performance, with particular emphasis on frontline staff interactions with customers.

During the reporting period, Fairwood achieved an average mystery shopper score of 95 out of 100, reflecting the Group's strong service standards and operational consistency.

神秘顧客計劃
Mystery Shopper Program

神秘顧客計劃透過系統化的檢討及回饋流程，支持持續改進。表現優秀的分店將獲得嘉許及獎勵，以強化集團內部的問責文化、員工激勵及持續追求卓越服務的企業文化。
The mystery shopper program supports continuous improvement through a structured review and feedback process. Stores achieving outstanding assessment results are recognized and rewarded, reinforcing a culture of accountability, motivation, and continuous service excellence across the organization.

評核 Reviewing	神秘顧客以匿名方式就多個服務範疇進行用餐體驗評估及評分。Mystery shoppers anonymously evaluate and score dining experiences across various service dimensions.
回饋及匯報 Feedback and Reporting	就食品質素、服務表現及分店環境等方面向管理層提供詳細觀察及改善建議。Detailed observations and recommendations relating to food quality, service performance, and restaurant environment are provided to management.
評估及改善 Evaluation and Improvement	管理層審視評核結果以識別改善機會，並於適當情況下推行針對性的營運優化及員工培訓措施。Management reviews assessment results to identify improvement opportunities and implement targeted operational enhancements and training initiatives where appropriate.

顧客滿意度及意見管理

大快活視顧客意見為推動持續改進及提升服務的重要動力。本集團透過多元化溝通渠道主動收集顧客意見及建議，包括顧客調查、焦點小組、服務熱線、即時通訊應用程式、電子郵件、應用程式內「聯絡我們」功能、線上及線下查詢，以及店內意見箱等。

為提升回應效率及服務質素，本集團已建立顧客意見處理程序，以支持：

- 系統化收集及分類顧客意見；
- 及時及專業地回應顧客關注事項；及
- 透過個案分析及員工學習持續提升服務水平。

投訴個案及顧客意見亦會定期整理及於內部分享作案例分析，以加強員工的應變能力、顧客溝通技巧及問題解決能力。

Customer Satisfaction and Feedback Management

Fairwood values customer feedback as an important driver of continuous improvement and service enhancement. The Group actively collects customer opinions and suggestions through multiple communication channels, including customer surveys, focus groups, hotlines, instant messaging applications, emails, in-app “Contact Us” functions, online and in-person inquiries, and on-site opinion boxes.

To strengthen responsiveness and service quality, the Group has established customer feedback handling procedures that support:

- systematic collection and categorization of customer feedback,
- timely and professional responses to customer concerns, and
- ongoing enhancement of service standards through case analysis and staff learning.

Complaint cases and customer feedback are regularly summarized and shared internally as case studies to strengthen employee responsiveness, customer communication skills, and problem-solving capabilities.

透過焦點小組加強顧客互動
Strengthening Customer Engagement Through Focus Group Discussions



大快活視顧客意見為推動持續改善及提升顧客滿意度的重要基礎。本集團定期與不同顧客群進行焦點小組訪談，以深入了解不斷轉變的餐飲喜好、顧客期望及市場趨勢，從而持續優化餐單設計、推廣策略及整體餐飲體驗。

於匯報期內，本集團舉辦兩場學生焦點小組討論，以及問卷調查，收集 12至 23歲全日制學生中學生及大專學生對學生餐產品、推廣優惠及餐飲體驗的意見及建議。同時，針對健身人士群體，本集團亦於匯報期內舉辦兩場焦點小組討論，以及問卷調查，邀請私人教練對高蛋白產品及推廣提供意見。

焦點小組及問卷調查收集所得的意見及建議均由相關營運及市場推廣團隊作出檢視及分析，以支持本集團持續完善顧客互動策略及提升餐飲體驗。本集團相信，積極與持份者保持溝通及主動收集顧客意見，有助提升顧客滿意度、增強品牌忠誠度，並支持業務的可持續發展。

Fairwood values customer feedback as an important driver of continuous improvement and customer satisfaction. The Group regularly conducts focus group discussions with different customer groups to better understand evolving dining preferences, customer expectations, and market trends, enabling the Group to enhance menu offerings, promotional strategies, and overall dining experiences.

During the reporting period, the Group conducted two student focus groups and questionnaire surveys to gather feedback from full-time secondary and tertiary students aged 12 to 23 on student meal offerings, promotional campaigns and dining experiences. In addition, the Group organised two focus groups and questionnaire surveys targeting the fitness community, inviting personal trainers to provide insights on high-protein meal products and related promotional initiatives.

Feedback and recommendations collected through these engagement activities were reviewed and analyzed by the relevant operations and marketing teams to support the continuous enhancement of customer engagement strategies and dining experiences. The Group believes that maintaining active stakeholder dialogue and proactively seeking customer feedback are essential to improving customer satisfaction, strengthening brand loyalty and supporting sustainable business growth.

投訴處理及服務提升

大快活設有正式的投訴處理指引框架，訂明標準化程序、匯報要求及文件紀錄規範，以支持一致及有效的投訴管理。本集團亦定期為員工提供培訓，以提升其處理投訴及顧客溝通的能力。

客戶服務部負責整合顧客意見及投訴數據，並定期向高級管理層匯報相關結果。相關機制有助確保顧客意見納入持續營運改善及服務提升措施之中。

於匯報期內，本集團共接獲14宗與產品及服務相關的投訴，其中九宗涉及服務質素，其餘分別涉及食品份量、食品安全、食品質素、銷售平台及銷售手法，各一宗。所有投訴均由政府部門或消費者委員會直接轉介。

本集團已就每宗個案迅速作出記錄、展開全面調查及積極跟進，並向相關部門及顧客提供詳細回覆及解釋，同時按實際情況採取適當的改善及跟進措施，確保所有個案均獲及時及妥善處理。

本集團相信，透明及負責任的投訴處理程序對維持顧客信任、企業問責性及服務質素至關重要。於匯報期內，本集團並無發現任何與產品及服務質素相關的重大違規事件。

表彰卓越服務員工

大快活透過年度「大快活傑出員工及分店獎勵計劃」，積極推廣「Feel Good」服務文化，以表揚表現卓越的分店及員工。有關獎項根據顧客服務熱線回饋、顧客嘉許及神秘顧客評核結果而評定。

自 1999 年起，品質服務清潔指數一直作為本集團的重要內部基準，用以監察及持續提升食品質素、顧客服務及分店清潔標準。各分店每月均根據標準化評核準則接受評估，以確保整個分店網絡維持一致性及問責性。

Complaint Handling and Service Improvement

Fairwood maintains a formal Complaint Handling Guidance framework that outlines standardized procedures, reporting requirements, and documentation practices to support consistent and effective complaint management. Regular staff training is conducted to strengthen employees' complaint handling and customer communication capabilities.

The Customer Service Department consolidates customer feedback and complaint data and regularly reports findings to senior management. These mechanisms help ensure that customer insights are incorporated into ongoing operational improvements and service enhancement initiatives.

During the reporting period, the Group received a total of 14 complaints related to products and services. Of these, nine were associated with service quality, while one complaint each related to food portion size, food safety, food quality, sales platforms, and sales practices. All complaints were referred directly by government departments or the Consumer Council.

The Group promptly recorded, thoroughly investigated, and actively followed up on each case. Detailed responses and explanations were provided to the relevant authorities and customers, and appropriate corrective and follow-up actions were implemented where necessary. These measures ensured that all cases were addressed in a timely and appropriate manner.

The Group believes that transparent and responsible complaint handling processes are essential to maintaining customer trust, accountability, and service quality. During the reporting period, the Group did not identify any material non-compliance relating to products and service quality.

Recognition of Employee Service Excellence

Fairwood actively promotes its "Feel Good" service culture through the annual Fairwood Outstanding Staff and Restaurant Awards Program, which recognizes restaurants and employees demonstrating exceptional performance. The awards are determined based on customer service hotline feedback, customer commendations, and mystery shopper assessment results.

Since 1999, the Quality Service Cleanliness Index ("QSCI") has served as an important internal benchmark for monitoring and continuously improving food quality, customer service, and restaurant cleanliness standards across the Group's operations. Stores are evaluated monthly using standardized assessment criteria to help ensure consistency and accountability across the restaurant network.



表現卓越的分店將於 Big Bang 會議上獲得表揚，並刊載於年度《快活尖星名冊》刊物。除表揚獲得QSCI 獎項的分店外，刊物亦會嘉許獲得顧客正面評價及感謝的員工。本集團透過分享相關故事，致力提升員工士氣、深化服務文化，並鼓勵持續提升顧客體驗。

展望未來，大快活將繼續加強其服務質素管理系統、顧客參與機制及員工培訓措施，以進一步提升顧客滿意度及用餐體驗。本集團相信，維持高水平的服務質素、迅速回應能力及顧客關懷，對鞏固品牌聲譽、提升顧客忠誠度及推動長遠可持續業務發展至關重要。

Top-performing stores are recognized during Big Bang townhall meetings and featured in the annual Fairwood Awards publication. In addition to recognizing QSCI award-winning stores, the publication also highlights employees who receive positive customer commendations and appreciation. By sharing these stories across the organization, the Group seeks to foster employee motivation, strengthen service culture, and encourage continuous improvement in customer experience delivery.

Fairwood will continue to strengthen its service quality management systems, customer engagement mechanisms, and employee training initiatives to further enhance customer satisfaction and dining experiences. The Group believes that maintaining high standards of service quality, responsiveness, and customer care is essential to strengthening brand reputation, customer loyalty, and long-term sustainable business development.

顧客嘉許精選：細心周到服務
Selected Customer Compliments: Attentive Customer Care

一位顧客分享，其攜同年幼子女到**天水圍置富嘉湖分店**享用早餐時，獲**大堂組長曾小荷**主動提供協助。曾小荷不僅細心安排座位及嬰兒座椅，更主動協助取餐，讓顧客在繁忙時段仍能享受到輕鬆舒適的用餐體驗。顧客尤其欣賞曾小荷積極主動、熱心有禮的服務態度，並留意到她對每位顧客均抱持同樣的耐心與關懷。她以實際行動回應顧客需要，充分展現大快活以客為本的服務精神。這份超越顧客期望的服務提升了顧客滿意度，更體現集團致力營造關愛、友善及具包容性的餐飲體驗。

A customer shared that while visiting the **Fortune Kingswood store in Tin Shui Wai** for breakfast with a young child, she received proactive assistance from **Ms. Tsang Siu Ho, Lobby Team Leader**. Ms. Tsang thoughtfully helped arrange seating and provided a baby chair, while also assisting with meal collection, enabling the customer and her family to enjoy a comfortable and hassle-free dining experience despite the busy breakfast period. The customer particularly appreciated Ms. Tsang's proactive, courteous, and caring service attitude, noting that she demonstrated the same patience and attentiveness toward every customer. By responding thoughtfully to customers' needs, she exemplified Fairwood's customer-centric service culture in action. This level of service, which exceeded customer expectations, not only enhanced customer satisfaction but also reflected the Group's commitment to fostering a caring, welcoming, and inclusive dining experience for all.

顧客嘉許精選：細心周到服務
Selected Customer Compliments: Attentive Customer Care

有顧客分享，獨自使用手機堂食點餐時，才發現手機落單未能選擇「送餐服務」，正感到徬徨之際，**西九龍中心分店大堂服務員楊雪珍**主動上前了解情況，並耐心協助。她除了主動記下顧客的訂單編號及餐點內容，更表示會留意取餐顯示屏，協助顧客送餐到座位，其後更貼心送上一杯暖水，讓顧客安心等候。顧客亦留意到，即使分店部分座位較為隱蔽，雪珍仍會主動巡視及清理餐桌，並關心客人需要。顧客對整體用餐體驗深感滿意，更形容為「平民價錢，酒店級服務」。

One customer shared that while dining alone and ordering a sizzling plate meal through the mobile app, they suddenly realized that mobile ordering did not include table delivery service. Feeling a little lost, they asked **Suet Chun the Lobby Attendant of the Dragon Centre store** for help. She politely explained the situation, then kindly noted down the customer's order number and meal details, assuring them that she would keep an eye on the pickup screen and personally deliver the meal to the table. She later even brought over a cup of warm water so the customer could wait comfortably. The customer also noticed that although some seating areas in the restaurant were less visible, Suet Chun still took the initiative to check and clean those tables regularly while paying attention to customers' needs. The customer was deeply impressed by the overall dining experience and described it as "hotel-level service at everyday prices".

一位來港出差的顧客分享，其於大快活用餐期間獲**葵涌石蔭商場店員曉清**悉心協助。由於不熟悉粵語，顧客在點餐時遇到困難，曉清主動提供協助，耐心介紹餐點及完成點餐安排，讓顧客感受到貼心而專業的服務。

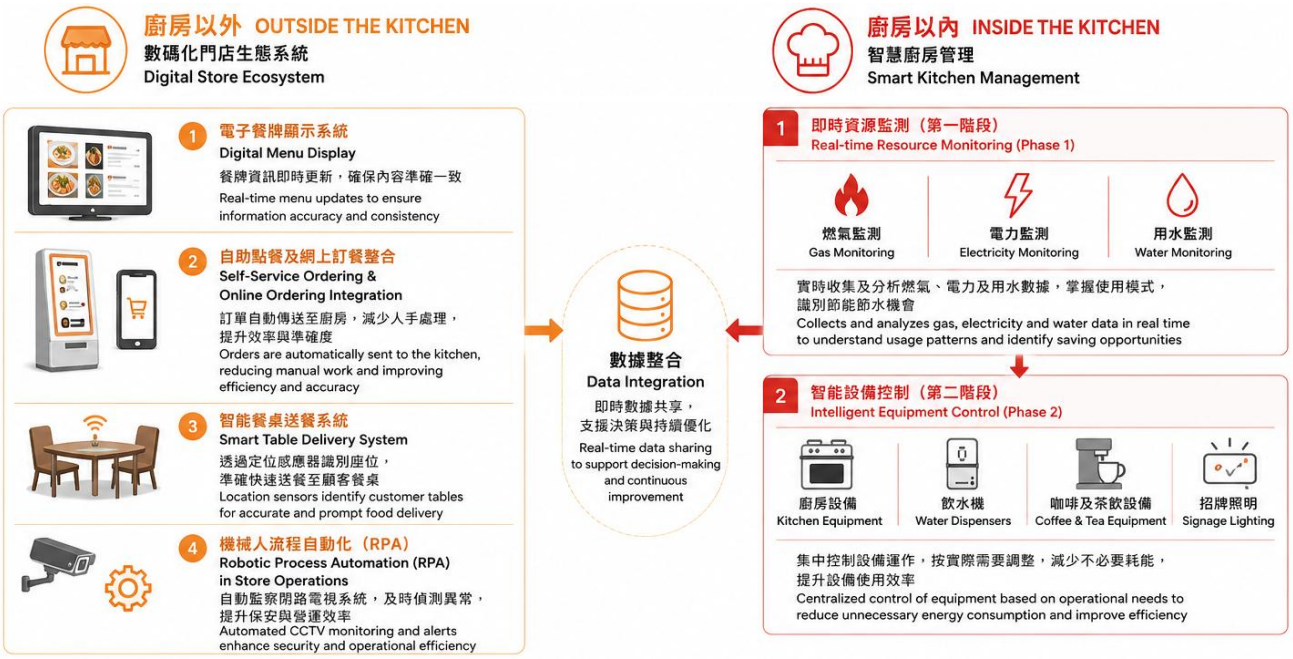
顧客亦留意到，曉清對每位顧客均一視同仁，以真誠、耐心及關懷的態度提供服務，特別是在協助長者及有需要人士時，更充分展現出同理心和服務熱誠。這份以顧客為本的服務精神，不僅提升了顧客的用餐體驗，更體現了大快活致力為顧客創造溫暖、關愛及優質服務體驗的承諾。

A customer visiting Hong Kong on a business trip shared her positive experience at **Shek Yam Shopping Centre store**, where she was warmly assisted by a staff member, **Hiu Ching**. Unfamiliar with Cantonese, she initially found the ordering process challenging. Hiu Ching proactively stepped in to help, patiently explaining the menu and guiding her through the ordering process, ensuring a seamless and welcoming experience.

The customer further noted that Hiu Ching extended the same level of care and attention to every customer, particularly elderly patrons and those requiring additional assistance. Through her empathy, patience, and genuine commitment to service, she exemplified Fairwood's customer-first culture. Her actions not only enhanced the customer's dining experience but also demonstrated the Group's dedication to fostering an inclusive, caring, and accessible environment for all members of the community.

智慧營運為本集團推動營運效率提升、資源管理優化、服務質素改善及可持續發展表現提升的跨部門共同工作。透過於店舖管理、廚房營運及資源監測等範疇整合數碼技術、自動化方案、數據分析及智能監測系統，本集團持續提升營運透明度及數據驅動決策能力，優化資源運用及顧客體驗，並支持長遠可持續發展目標的實現。

Smart Operations represents a collective effort across the Group to enhance operational efficiency, resource management, service quality, and sustainability performance throughout its restaurant network. Through the integration of digital technologies, automation solutions, data analytics, and intelligent monitoring systems across store management, kitchen operations, and resource monitoring, the Group strengthens operational visibility, supports data-driven decision-making, improves resource utilization and customer experience, and advances its long-term sustainability objectives.



廚房外：數碼化分店生態系統

作為數碼轉型策略的重要組成部分，本集團持續建立綜合數碼化分店生態系統，透過多項互聯互通的數碼方案，連接顧客服務、廚房管理、食品配送及分店營運管理等環節。由廚房外的顧客點餐及餐牌管理，到廚房內的食品製作、營運監察及流程協調，各項系統均能實現即時資訊共享及流程自動化，提升分店整體營運效能。有關數碼化分店生態系統有助提升前線與後勤部門之間的協作效率、加強營運透明度，並為顧客提供流暢及一致的用餐體驗。

Outside the Kitchen : Digital Store Ecosystem

As part of its digital transformation journey, the Group has progressively established an integrated digital store ecosystem that connects customer-facing operations, kitchen management, food delivery processes, and store administration through a range of interconnected digital solutions. From customer ordering and menu management outside the kitchen to food preparation, operational monitoring, and workflow coordination inside the kitchen, these technologies facilitate real-time information sharing and process automation across restaurant operations. The digital ecosystem enhances operational efficiency, improves communication between front-of-house and back-of-house functions, strengthens operational visibility, and supports a seamless customer experience throughout the service journey.

廚房管理系統

廚房管理系統作為數碼化門店生態系統的核心營運平台，連接銷售點系統、自助點餐機、「買定嚟走」平台、電子餐牌顯示系統及其他營運系統，促進分店各營運環節之間的資訊流通。

顧客透過收銀櫃檯、自助點餐機及網上訂餐平台提交的訂單，可即時自動傳送至廚房電子顯示屏，讓廚房團隊無需人手處理訂單即可進行製作。此外，銷售點系統亦支援動態餐牌管理功能，透過與電子餐牌系統同步產品供應資訊，提升各顧客接觸渠道資訊的一致性。

透過將顧客點餐、廚房營運、餐牌管理及營運流程整合至統一數碼平台，廚房管理系統有效提升前線與後勤部門之間的溝通效率、提高訂單準確度、優化工作流程，並加強整體營運管理效能。

Kitchen Management System

The Group has implemented a Kitchen Management System ("KMS") that serves as the central operational platform within its digital store ecosystem. The system connects point-of-sale ("POS") systems, self-service ordering kiosks, the "Click-and-Collect" online ordering platform, digital menu displays, and other operational systems, enabling seamless information flow across restaurant operations.

Customer orders received through cashier counters, self-service ordering kiosks, and online ordering channels are automatically transmitted to digital kitchen display screens in real time, allowing kitchen staff to receive and process orders without manual order handling. The POS also supports dynamic menu management by synchronizing product availability information with digital menu displays, helping ensure consistency across customer-facing channels.

By connecting customer ordering, kitchen operations, menu management, and operational workflows within a unified digital platform, the KMS streamlines communication between front-of-house and back-of-house functions, improves order accuracy, enhances workflow efficiency, and supports more effective operational management.



電子餐牌顯示系統

本集團已引入與銷售點系統系統連接的電子餐牌顯示系統。該系統可即時更新餐牌內容及產品供應資訊，讓顧客獲得準確及最新的產品資訊，同時提升餐牌管理效率。透過將顧客端餐牌資訊與營運系統直接連接，本集團得以加強不同點餐渠道之間的資訊一致性，並提升顧客服務與廚房營運之間的協調能力。

Digital Menu Display

The Group has introduced digital menu display systems that are integrated with the POS system. The system enables menu information and product availability to be updated dynamically, allowing customers to access accurate and timely menu selections while supporting more efficient menu management. By linking customer-facing menu displays directly with operational systems, the Group enhances information consistency across ordering channels and strengthens coordination between customer service and kitchen operations.



智能餐桌送餐系統

為進一步提升營運效率及顧客體驗，本集團於部分分店引入智能餐桌送餐系統。顧客透過自助點餐機下單後，將獲發無線定位感應器，並於入座後放置於餐桌上。當餐點製作完成後，顧客服務大使可透過系統準確識別顧客座位位置，並將餐點直接送達相應餐桌。該方案有效減少人手尋找顧客及核對訂單的程序，加強前線與廚房團隊之間的協作，並優化分店內部送餐流程。

Smart Table Delivery System

To further enhance operational efficiency and customer experience, the Group has introduced a smart table delivery system in selected restaurants. Customers placing orders through self-service ordering kiosks are provided with a wireless location sensor, which is placed on their dining table after seating. Upon order completion, customer service ambassadors can accurately identify customers' seating locations through the system and deliver food directly to the appropriate table. The solution reduces manual order identification processes, improves coordination between front-of-house and kitchen operations, and supports more efficient food delivery workflows within the restaurant.

自助點餐及網上訂餐系統整合
Self-Service Ordering and Online Ordering Integration



本集團持續透過自助點餐機及「買定嚟走」平台提升顧客便利性，並將相關系統與銷售點系統系統整合，以實現無縫訂單處理流程。透過系統直接連接，顧客經自助點餐機及網上訂餐渠道提交的訂單可自動傳送至廚房進行製作，減少人手處理程序並提升訂單管理效率。系統整合亦有助加強顧客點餐渠道與後勤營運之間的協調，提升整體營運效率及服務一致性。

The Group continues to enhance customer convenience through self-service ordering kiosks and the “Click-and-Collect” online ordering platform, both of which are integrated with the POS system to facilitate seamless order processing. Through direct system connectivity, customer orders placed through self-service ordering kiosks and online ordering channels are automatically transmitted to kitchen operations for preparation, reducing manual processing requirements and improving order management efficiency. The integration also strengthens coordination between customer-facing ordering channels and back-of-house operations, supporting greater operational efficiency and service consistency.

門店營運機械人流程自動化

管理遍布各門店閉路電視攝影機的監察及維護工作具一定營運挑戰。為提升營運監察及保安管理效率，數碼及資訊科技部引入機械人流程自動化技術，以自動化方式監察閉路電視系統運作情況。

系統可持續掃描監控畫面，並於發現異常情況時自動向管理人員發出警示，以便及時跟進及處理。透過自動化日常監察工作，相關方案提升門店保安管理水平，亦讓員工能夠專注於更具價值的營運工作。

藉著簡化巡查流程及加快問題識別與處理，機械人流程自動化技術有助提升整體營運效率，並支持本集團建立更安全及穩定的營運環境。

Robotic Process Automation in Store Operations

Managing an extensive network of CCTV cameras across the Group’s stores presents significant operational challenges in monitoring and maintenance. To enhance operational oversight and security management, the Digital and Information Technology Department has introduced Robotic Process Automation (“RPA”) technology to automate the monitoring of CCTV operations.

The system continuously scans video feeds and automatically alerts administrators when abnormalities are detected, enabling timely investigation and corrective actions. By automating routine monitoring activities, the solution enhances store security management while allowing employees to focus on higher-value operational tasks.

Through streamlining inspection processes and accelerating issue identification and resolution, RPA contributes to improved operational efficiency and supports a safer and more secure operating environment across the Group;s restaurant network.

廚房內：
智慧廚房管理

智慧廚房計劃為本集團於資源管理及營運優化方面的旗艦數碼化項目。透過應用數碼監測技術、數據分析及智能控制系統，本集團得以加強對資源消耗的監察、提升營運透明度，並識別提升效率及環境表現的機會。

研發及系統開發

於 2024 年， 本集團推出智慧廚房計劃 ，率先將能源數據監測應用於餐飲營運。作為項目的一部分，本集團與公用事業服務供應商合作，開發切合營運需要的燃氣監測儀錶。

其後，本集團進一步引入電力及用水監測儀錶，建立智慧廚房第一階段的基礎設施。相關監測設備可即時收集及分析燃氣、電力及用水數據，提升資源管理能力及營運透明度。

有關燃氣監測技術於成功開發後，其應用模式其後亦逐步於本地餐飲業推廣採用。

第一階段 -
建立即時監測系統

於2025年，本集團於四間新開設分店及一間翻新分店試行智慧廚房計劃第一階段，並安裝燃氣、電力及用水監測儀錶，以即時收集及分析資源消耗數據。

該系統有助本集團更全面掌握分店營運中的能源及資源使用模式，加強日常營運監察，並透過數據分析識別節能節水機會、優化設備表現及提升資源使用效率。

Inside the Kitchen :
Smart Kitchen Management

The smart kitchen initiative represents the Group's flagship digitalization project for resource management and operational optimization. Through the application of digital monitoring technologies, data analytics, and intelligent control systems, the initiative enables the Group to strengthen oversight of resource consumption, improve operational visibility, and identify opportunities to enhance efficiency and environmental performance.

Research and System Development

In 2024, the Group launched a smart kitchen initiative and pioneered the application of energy data monitoring in restaurant operations. As part of the project, the Group collaborated with a utility service provider to develop a gas monitoring meter tailored to operational needs.

The Group subsequently introduced electricity and water monitoring meters, establishing the foundational infrastructure for the first phase of the smart kitchen program. Together, these monitoring devices enable the real-time collection and analysis of gas, electricity, and water consumption data, supporting enhanced resource management and operational visibility.

Following its successful development, the gas monitoring technology was subsequently adopted more broadly within the local restaurant industry.

Initial Phase -
Establishment of a Real-Time Monitoring System

In 2025, the Group piloted the first phase of its smart kitchen program at four newly opened restaurants and one renovated restaurant. These restaurants were equipped with gas, electricity, and water monitoring meters to facilitate the real-time collection and analysis of resource consumption data.

The system enables the Group to gain a more comprehensive understanding of energy and resource consumption patterns across restaurant operations, strengthening day-to-day operational oversight and providing data-driven insights to identify energy-saving and water-saving opportunities, optimize equipment performance, and improve resource efficiency.



第二階段 - 提升智能設備控制能力

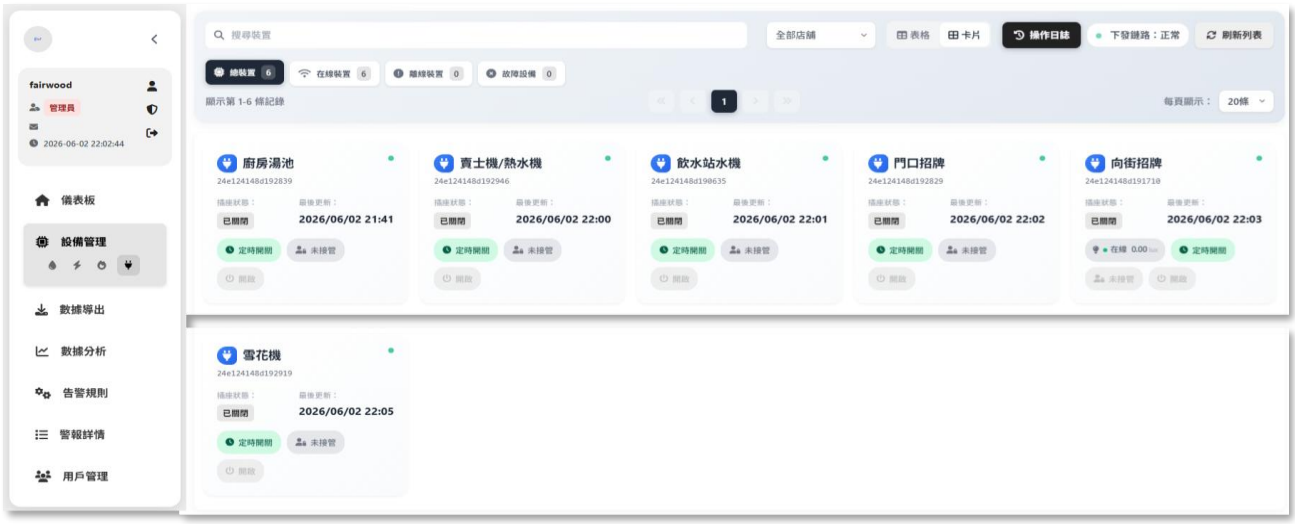
2026年，本集團於一間試點分店推行智慧廚房計劃第二階段。在第一階段監測系統的基礎上，分店增設中央控制面板，以集中管理及控制指定廚房設備、飲水機、咖啡及茶飲製作設備，以及分店招牌照明系統。

透過整合即時監測及設備控制功能，系統可根據實際營運需要管理設備運作，減少不必要的能源消耗、提升設備使用效率，並進一步加強能源及資源管理成效。

Second Phase - Enhancing Intelligent Equipment Control Capabilities

In 2026, the Group further implemented the second phase of the smart kitchen program at one pilot store. Building on the existing phase one monitoring system, a centralized control panel was installed to enable the integrated management and control of designated kitchen equipment, water dispensers, coffee and tea preparation equipment, and restauzrant signage lighting.

By integrating real-time monitoring and equipment control functions, the system allows equipment operations to be managed according to actual operational requirements, reducing unnecessary energy consumption, improving equipment utilization efficiency, and further strengthening energy and resource management performance.



未來發展

本集團將持續擴展於分店網絡中應用數碼技術、自動化方案及智慧營運系統，並於完成營運評估及配合分店翻新週期後，逐步將合適的數碼化方案推廣至現有分店。

本集團亦將進一步加強顧客端及營運端系統的整合，提升點餐、廚房管理、送餐服務、資源監測及門店管理等功能之間的協同效應，以支持營運效率提升及數據驅動決策。此外，本集團將持續評估智慧廚房技術的擴展機會，並研究將智能監測及控制功能應用於更多設備及設施，以進一步提升資源管理、營運效率、顧客體驗及整體可持續發展表現。

參與綠建環評餐飲先導評估

為推動可持續分店營運，本集團參與綠建環評餐飲先導評估。該框架為專為香港餐飲業制定的可持續發展評估工具。

兩間於 2025 年已安裝智慧廚房管理系統的分店獲選參與先導評估，讓本集團能夠就框架發展提供實際營運經驗及意見，同時加深對新興行業可持續發展標準及最佳實務的了解。

評估涵蓋餐飲業六大可持續發展範疇，包括廚餘管理、能源消耗、用水管理、排放及空氣質素、包裝及廢棄物管理，以及員工福祉。本集團的智慧營運措施，尤其是智慧廚房監測系統及智能設備控制系統，透過加強資源監察、支持數據驅動的能源及用水管理、提升營運效率及強化環境管理表現，為相關評估範疇作出重要貢獻。

參與先導評估為本集團持續提升可持續發展表現提供了寶貴參考。本集團將繼續探索於分店設計、營運及資源管理中融入更多可持續發展元素，推動分店網絡的持續優化。

Future Development

The Group will continue to expand digital technologies, automation solutions, and smart operational systems across its restaurant network, with suitable initiatives progressively deployed to existing restaurants following operational assessments and during renovation cycles.

The Group will further strengthen the integration of customer-facing and operational technologies, enhancing connectivity between ordering, kitchen management, food delivery, resource monitoring, and store management functions to support operational efficiency and data-driven decision-making. In addition, the Group will continue to evaluate opportunities to expand the implementation of smart kitchen technologies and extend smart monitoring and intelligent control capabilities to additional equipment and facilities. These efforts will support improved resource management, operational efficiency, customer experience, and overall sustainability performance.

Participation in BEAM Plus Food & Beverage Pilot Assessment

As part of its commitment to advancing sustainable restaurant operations, the Group participated in the pilot assessment of BEAM Plus Food & Beverage, an inaugural sustainability assessment framework developed specifically for Hong Kong's food and beverage sector.

Two restaurants equipped with the Smart Kitchen Management System in 2025 were selected to participate in the pilot assessment, enabling the Group to contribute practical operational insights to the development of the framework while gaining a deeper understanding of emerging industry sustainability standards and best practices.

The assessment covered six key sustainability dimensions relevant to restaurant operations, namely , energy consumption, water usage, emissions and air quality, packaging and waste management, and staff wellness. The Group's Smart Operations initiatives, particularly its smart kitchen monitoring and intelligent equipment control systems, contributed significantly to performance in relevant assessment areas by enhancing resource monitoring, supporting data-driven energy and water management, improving operational efficiency, and strengthening environmental performance management.

Participation in the pilot assessment provided valuable insights to support the continuous enhancement of the Group's sustainability performance. The Group will continue to explore opportunities to further integrate sustainability considerations into restaurant design, operations, and resource management practices across its network.

負責任市場推廣及產品標示
Responsible Marketing and Labelling

本集團致力於所有市場推廣及顧客溝通活動中秉持誠信、透明及問責的原則。我們深信負責任的營銷實踐有助維護顧客信任，並協助消費者作出知情及審慎的消費決定。

合規及道德營銷實踐

本集團致力確保所有產品說明、推廣資料、廣告宣傳及數碼通訊內容均準確、可靠及透明，不包含有關產品及服務之誤導性陳述、誇大其辭，或缺乏充分依據的社會、環境或營養效益宣稱。

為加強負責任營銷實踐，本集團維持市場推廣及廣告材料的內部審核及批准程序。市場推廣部與法務及公司秘書部緊密合作，持續監察有關廣告監管、消費者保障及負責任溝通實踐的法規發展，並特別關注避免誤導性陳述、誇大產品功效或未經證實的環境及社會效益聲稱，以降低「漂綠」及聲譽風險。

The Group is committed to upholding high standards of integrity, transparency, and accountability in all marketing and customer communication activities. The Group recognizes the importance of responsible marketing practices in maintaining customer trust and enabling consumers to make informed purchasing decisions.

Compliance and Ethical Marketing Practices

The Group strives to ensure that all product descriptions, promotional materials, advertisements, and digital communications are accurate, reliable, and transparent, and do not contain misleading statements, exaggerated claims, or unsubstantiated assertions regarding the social, environmental, or nutritional benefits of its products and services.

To strengthen responsible marketing practices, the Group maintained internal review and approval procedures for promotional and advertising materials. The Marketing Department worked closely with the Legal and Company Secretarial Department to monitor evolving regulatory developments relating to advertising, consumer protection, and responsible communication practices. Particular attention was placed on avoiding misleading statements, exaggerated product claims, or unsubstantiated environmental or social assertions that could contribute to “greenwashing” or reputational risk.



負責任市場推廣及產品標示
Responsible Marketing and Labelling

本集團亦透過持續溝通及合規資訊更新，加強員工對負責任市場推廣及產品標示要求的認識。市場推廣團隊定期獲取有關法規更新、消費者保障要求及負責任溝通實踐的資訊，以支持各顧客互動渠道的合法及合乎道德的市場推廣活動。

The Group also continued to enhance employee awareness of responsible marketing and labeling requirements through ongoing communication and compliance updates. Marketing personnel received regular updates on relevant regulatory developments, consumer protection requirements, and responsible communication practices to support lawful and ethical marketing conduct across all customer engagement channels.

透過上述措施，大快活致力於傳統及數碼平台推動負責任的顧客互動，同時維護顧客信任及保障消費者權益。於匯報期內，本集團並無錄得任何有關廣告、標籤及產品資訊的已確認違規個案，亦未接獲任何經證實與市場推廣及宣傳活動相關投訴。

Through these measures, Fairwood seeks to promote responsible customer engagement across both traditional and digital platforms while maintaining customer trust and protecting consumer rights. During the reporting period, the Group did not record any confirmed cases of non-compliance relating to advertising, labeling, and product information, nor did it receive any substantiated complaints concerning marketing and promotional practices.

產品標示及顧客資訊

Product Labeling and Customer Information

大快活致力向顧客提供清晰、透明及準確的產品資訊，以支持顧客安全及知情選擇。於匯報期內，所有食品均清晰標示生產日期及預計保存期限，以支援有效存貨管理及提升產品於營運過程中的可追溯性。

Fairwood is committed to providing clear, transparent and accurate product information to support customer safety and informed decision-making. During the reporting period, all food products were clearly labeled with production dates and estimated shelf lives to support effective inventory management and enhance product traceability across operations.

本集團亦透過多元化顧客接觸點，包括電子餐牌顯示系統、手機應用程式、自助點餐機及「買定嚟走」網上訂餐平台，提供全面的菜式資訊及餐單選項，提升顧客便利性及可及性，這些渠道使顧客能夠獲取產品詳情，並透過便捷易用的訂餐體驗，作出更適合自身需求的用餐選擇。

The Group also leveraged multiple customer touchpoints, including digital menu display systems, mobile applications, self-ordering kiosks, and the “Cllick & Collect” online ordering platform, to provide comprehensive menu information and dining options. These channels enhance customer convenience and accessibility by enabling customers to easily access product details and make more informed dining choices that best suit their individual preferences and needs through a seamless and user-friendly ordering experience.

此外，本集團透過「快活回味軟餐」計劃進一步提升產品資訊的可及性及共融性。為協助照顧者、家庭傭工及顧客更全面了解軟餐產品，產品包裝上提供中、英及印尼語三語營養資料及膳食資訊。同時，包裝亦清晰標示國際吞嚥障礙飲食標準化倡議 IDDSI 分類標籤，方便識別軟餐標準，並為有吞嚥困難人士提供更安全的用餐體驗。

In addition, the Group strengthened accessibility and inclusivity in product communication through the “Ah Wood Soft Meal” program. To help caregivers, domestic helpers, and customers better understand the soft meal offerings, trilingual nutrition facts and meal information in Chinese, English, and Bahasa Indonesia were provided on product packaging. The packaging also clearly referenced the IDDSI labels to facilitate easy identification of soft meal standards and support safer dining experiences for individuals with swallowing difficulties.

負責任的數碼溝通
Responsible Digital Communication



大快活明白於數碼時代中，負責任溝通的重要性日益提升，尤其是在社交媒體及網上推廣活動方面。於匯報期內，本集團進一步拓展數碼互動渠道 ，推出 Facebook，Instagram 及 LinkedIn 官方社交媒體平台，加強與顧客及社區的即時互動及雙向溝通。

隨著本集團擴展數碼業務版圖，市場推廣部繼續於各項網上溝通渠道中貫徹負責任營銷原則。集團維持對社交媒體內容、數碼推廣活動、宣傳材料及面向顧客的溝通內容實施內部審核及批准程序，以確保所有發佈資訊均準確、客觀、透明，並符合適用法規及內部標準。

展望未來，本集團將持續透過加強合規監察、員工培訓及透明溝通，進一步完善負責任營銷及產品標示實踐。本集團相信，合乎道德的市場推廣實踐及準確透明的產品資訊，對保障消費者權益、鞏固顧客信任及支持業務長遠可持續發展至關重要。

Fairwood recognizes the growing importance of responsible communication in the digital era, particularly in relation to social media and online marketing activities. During the reporting period, the Group further strengthened its digital engagement through the launch of its Facebook, Instagram, and LinkedIn platforms, enabling more timely and interactive communication with customers and the wider community.

As the Group expanded its digital presence, the Marketing Department continued to uphold responsible marketing principles across all online communication channels. Internal review and approval procedures were maintained for social media content, digital campaigns, promotional materials, and customer-facing communications to help ensure that all published information remained accurate, balanced, transparent, and compliant with applicable regulatory requirements and internal standards.

The Group will continue to strengthen its responsible marketing and labeling practices through enhanced compliance monitoring, employee training, and transparent customer communication. The Group believes that ethical marketing practices and accurate product information are essential to protecting consumer rights, strengthening customer trust, and supporting long-term sustainable business development.

以食為樂
Cooking Quality Meals

大快活致力為顧客及社區提供安全、優質及營養均衡的餐膳，支持大眾健康福祉。秉持以客為本的理念，本集團堅守嚴格的食品安全及品質標準，推行負責任採購及持續菜單創新，以滿足顧客不斷轉變的需求。透過持續培訓員工、落實品質保證措施及優化營運流程，本集團致力為顧客創造價值，同時促進公眾健康、環境保護及業務的可持續發展。

At Fairwood, we are committed to providing safe, high-quality, and nutritious meals that support the well-being of our customers and communities. Guided by a customer-centric approach, the Group upholds stringent food safety and quality standards, responsible sourcing practices, and menu innovation to meet evolving consumer needs. Through continuous staff training, quality assurance measures, and process enhancements, the Group strives to deliver value to customers while supporting public health, environmental stewardship, and sustainable business growth.

重點議題 **Key Focus Areas**

- 食品安全及質素 Food Safety and Quality
- 共融餐單設計 Inclusive Menu Design
- 營養與健康 Nutrition and Health
- 負責任採購及動物權益 Responsible Sourcing and Animal Welfare



食品安全及質素
Food Safety and Quality

本集團致力於在營運過程中維持最高水平的食品安全及品質標準，並透過完善的食品安全管理體系，確保向顧客提供安全、可靠及符合相關法律法規要求的食品。

本集團對所有採購及使用的食材實施嚴格的供應商管理及品質監控措施，並與符合本集團食品安全及品質要求的認可供應商保持緊密合作。主要食材供應商須持有國際認可的食品安全管理認證，而供應予本集團的食材亦須接受香港相關監管機構的監察及規管。對於進口食品，供應商除須符合原產地有關食品生產及出口的法定要求外，亦須遵守香港有關進口食品的法律及監管規定。

為確保食品品質及安全的一致性，所有食材及食品均按照本集團制定的操作手冊及標準程序進行加工及製備。相關指引涵蓋食品安全、產品品質、外觀、口感及質感等要求。參與食品處理及製備工作的員工均須接受定期培訓，以提升其對食品衛生、食品加工程序及食品安全要求的認識和執行能力。

The Group is committed to maintaining the highest standards of food safety and quality across its operations. Through a comprehensive food safety management framework, we seek to ensure that all food products served to customers are safe, reliable, and compliant with applicable laws, regulations, and industry standards in Hong Kong.

We maintain stringent procurement standards for all ingredients used throughout our operations and work closely with approved suppliers that meet our food safety and quality requirements. Key ingredient suppliers are required to possess internationally recognized food safety certifications, while ingredients supplied to the Group are subject to regulatory oversight and monitoring by the relevant authorities in Hong Kong. For imported food products, suppliers are required to comply with both the legal and regulatory requirements of their countries of origin and Hong Kong's food import regulations.

To ensure consistency in food quality and safety, all ingredients and food products are prepared in accordance with the Group's comprehensive operational manuals, which establish detailed requirements covering food safety, product quality, presentation, taste, and texture. Employees involved in food preparation and handling receive regular training to strengthen their knowledge of food hygiene practices, food processing procedures, and food safety requirements.

顧客嘉許精選：卓越食品品質
Selected Customer Compliments: Exceptional Food Quality

顧客讚揚 **Megabox 分店** 團隊在食品品質上的用心與穩定表現。顧客表示，當日享用的煎蛋魚柳餐中，煎蛋火候控制恰到好處，口感嫩滑，整體品質令人十分滿意。更值得一提的是，顧客留意到其他食客所享用的同款煎蛋，同樣保持嫩滑水準，反映分店在食品製作方面能夠維持一致及穩定的品質。

顧客認為，在現今經濟環境不穩、快餐食品質素參差，以及市民對餐飲要求日漸提高的情況下，分店團隊仍然堅持用心製作食品、保持專業水準，實屬難得，值得嘉許。顧客亦期望團隊繼續保持優質服務及食品水準，為顧客帶來更愉快的用餐體驗。

A customer praised the restaurant team of **Megabox store** for their dedication to maintaining consistent food quality. The customer shared that the fried egg served with the fish fillet meal that day was cooked perfectly, with a soft and smooth texture that made the meal especially enjoyable. What impressed the customer even more was noticing that the same fried eggs served to other customers were also consistently well-cooked and tender, reflecting the restaurant's ability to maintain stable food quality and preparation standards.

The customer commented that, amid today's uncertain economic environment, inconsistent fast food quality in the market, and rising customer expectations, it is truly commendable that the restaurant team continues to uphold such professional standards and commitment to quality. The customer also expressed appreciation for the team's efforts and hoped they would continue delivering quality food and a pleasant dining experience to customers.

食品安全及質素
Food Safety and Quality

本集團採取多層次的品質保證機制監察食品安全表現。於匯報期內，本集團委託獨立第三方檢測機構對食品樣本進行檢測，以驗證其符合適用的食品安全法律、法規及標準。此外，本集團定期進行營運審核及巡查，評估各營運單位遵守食品安全程序的情況，並持續識別及推動改善機會。

The Group adopts a multi-layered quality assurance approach to monitor food safety performance throughout its operations. During the reporting period, food samples were tested by independent third-party laboratories to verify compliance with applicable food safety laws, regulations, and standards. In addition, regular operational audits and inspections were conducted to assess compliance with internal food safety procedures and identify opportunities for continuous improvement.

為加強食品安全管治及監督，本集團每兩個月召開食品安全會議，檢討食品安全表現、法規發展趨勢及營運實務。同時，本集團已建立完善的事故通報、危機管理及產品回收機制，以確保食品安全事件能夠及時識別、上報、調查及妥善處理，從而減低對顧客及業務營運可能造成的影響。

To strengthen governance and oversight, the Group convenes food safety meetings on a bi-monthly basis to review food safety performance, regulatory developments, and operational practices. We have also established incident reporting, crisis management, and product recall mechanisms to facilitate the timely identification, escalation, investigation, and resolution of food safety incidents, thereby minimizing potential impacts on customers and operations.

本集團的食品安全管理措施參照食物環境衞生署及食物安全中心發佈的《食物衞生守則》及相關食品安全指引制定，並持續檢視食品安全事故個案及行業發展趨勢，藉此優化內部管控措施及提升預防能力。

Our food safety management practices are developed with reference to the Food Hygiene Code and Food Safety Guidelines issued by the Food and Environmental Hygiene Department and the Centre for Food Safety. The Group continuously reviews food safety incidents and industry developments to enhance internal controls and strengthen preventive measures.

食品安全及品質管理理念貫穿本集團整個價值鏈，由中央食品加工及生產設施至各餐飲分店均嚴格執行相關管理要求。本集團透過系統化管理流程、科技應用及持續員工參與，不斷提升食品安全及產品品質管理水平，並積極回應不斷演變的監管要求及持份者期望。

Food safety and quality considerations are integrated throughout the value chain, from central food processing and production to restaurant operations. By leveraging systematic management processes, technology-enabled monitoring, and continuous staff engagement, the Group strives to maintain high standards of food safety and product quality while responding proactively to evolving regulatory requirements and stakeholder expectations.

顧客嘉許精選：卓越食品品質
Selected Customer Compliments: Exceptional Food Quality

一位顧客分享其於**富昌邨分店**的愉快用餐體驗，並讚揚分店團隊展現出高度的專業精神及服務誠。顧客表示，店舖管理團隊對食品品質要求嚴謹，重視每道菜式的製作標準，致力維持穩定而優質的出品質素。其中，早餐系列的品質及口感一直保持高水準，深受顧客讚賞。

A customer shared a positive dining experience at the **Fu Cheong Estate store**, praising the professionalism and dedication of the restaurant team. The customer noted that the management team maintained high standards of food quality and consistency, particularly commending the quality of the restaurant's breakfast series.

中央食品加工中心的食品安全及品質管理體系
CFPP's Food Safety And Quality Management System

作為本集團食品安全及品質管理體系的重要組成部分，中央食品加工中心按照全面而系統化的管理框架運作，將品質保證、食品安全管控、流程標準化及持續改進機制貫穿整個生產流程。此管理模式有助本集團提升營運韌性、降低食品安全風險、確保產品品質及一致性，並維持符合顧客及監管機構期望的高標準食品安全及品質水平。中央食品加工中心食品加工及監控系統的主要特點包括：

CFPP serves as a critical component of the Group's food safety and quality management system. Operating under a comprehensive and systematic framework, the CFPP integrates quality assurance, food safety controls, process standardization, and continuous improvement mechanisms throughout the production cycle. This approach enables the Group to strengthen operational resilience, mitigate food safety risks, maintain product consistency, and uphold the high standards expected by customers and regulators. Key features of the CFPP's food processing and monitoring system include:

合規管理 Regulatory Compliance	產品開發及品質管理團隊識別及管理關鍵控制點，確保符合食品安全法規及內部標準。Critical Control Points ("CCPs") are identified and managed by the Product Development and Quality Assurance teams to ensure compliance with food safety regulations and internal standards.
監察機制 Monitoring	於生產流程中的指定關鍵控制點持續進行監察，確保符合食品安全要求。Continuous monitoring is conducted at designated CCPs throughout the production process to verify compliance with food safety requirements.
標準化管理 Standardization	為食品製備及加工各階段制定標準化作業程序、品質規格及溫度控制要求。Standardized operating procedures, quality specifications, and temperature controls are established for each stage of food preparation and processing.
持續改進 Continuous Improvement	定期進行跨部門檢討及會議，持續提升食品安全管理水平及營運效益。Cross-functional reviews and meetings are conducted regularly to enhance food safety performance and operational effectiveness.
審核與保證 Audit and Assurance	定期進行內部審核及檢查，評估品質控制及衛生標準的執行情況。Regular internal audits and inspections are performed to assess compliance with quality control and hygiene standards.
防止交叉污染 Cross-Contamination Prevention	嚴格區分生、熟及半製成食品的處理及存放程序，防止交叉污染並保障食品安全。Strict segregation of raw, semi-processed, and ready-to-eat foods is maintained to prevent cross-contamination and safeguard food safety.

分店食品安全及品質管理體系
Store's Food Safety And Quality Management System

食品安全及品質管理是保障顧客健康及維持營運質素的重要基礎。為確保旗下分店貫徹執行食品安全及品質管理要求，本集團於各分店實施多項管控措施，包括：

Food safety and quality management at the store level is essential to protecting customer health and maintaining operational excellence. Key control measures implemented across our restaurant network include:

品質檢測 Quality Assessment	對所有到貨食材進行檢驗，並定期開展現場巡查，以核實符合品質及食品安全要求。Incoming food materials are inspected upon receipt, with regular site inspections conducted to verify compliance with quality and food safety requirements.
清潔與衞生 Sanitation	嚴格執行清潔及消毒程序，維持衞生營運環境，降低污染風險。Rigorous cleaning and sanitization procedures are implemented to maintain hygienic operating environments and minimize contamination risks.
5S管理 5S Management	推行5S (結構化、系統化、消毒、標準化和自我紀律) 管理制度，規範食品、器具及清潔用品的存放、處理及工作場所管理。The 5S methodology (Structurize, Systemize, Sanitize, Standardize, and Selfdiscipline) is applied to promote proper storage, handling, and workplace organization for food, utensils, and cleaning materials.
食水品質管理 Water Quality Control	於新開設分店安裝濾水系統，確保用於食品及飲品製備的食水品質。Water filtration systems are installed at new stores to ensure the quality of potable water used in food and beverage preparation.
標籤與追溯管理 Labeling and Traceability	為食品標示生產日期及保質期資料，以加強庫存管理及產品追溯能力。Food products are labeled with production dates and shelf-life information to support inventory control and product traceability.
防止交叉污染 Cross-Contamination Prevention	嚴格區分生熟食品的處理及存放程序，防止交叉污染並保障食品安全。Strict segregation of raw and cooked foods is maintained to prevent cross-contamination and safeguard food safety.

質量控制實驗室

為確保食品安全及產品品質維持於最高標準，本集團於中央食品加工廠設立專責質量控制實驗室。質量控制實驗室由具備檢測、驗證及化驗專業資格的人員負責運作，並配備先進分析儀器及檢測技術，以提供準確、可靠和及時的檢測結果。相關能力有助於推動以數據為本的決策流程，並進一步提升整體營運效率及食品安全管治水平。

於2024年，本集團進一步提升質量控制實驗室的檢測能力，引入實時聚合酶鏈式反應系統，以加強水產及海鮮產品的檢測工作。儘管海鮮產品於本集團餐單中的佔比較低，相關升級有助強化預防性的食品安全管理措施，並進一步提升相關產品類別的品質保證水平。

Quality Control Laboratory

To uphold the highest standards of food safety and product quality, we operate a dedicated Quality Control Laboratory ("QC Lab") within CFPP. The QC Lab is staffed by qualified professionals specializing in inspection, verification, and laboratory testing, and is equipped with advanced analytical technologies to ensure accurate, reliable, and timely test results. These capabilities support data-driven decision-making and strengthen overall operational efficiency and food safety governance.

In 2024, we further enhanced the capabilities of the QC Lab through the introduction of a Real-Time Polymerase Chain Reaction system to strengthen testing capabilities for aquaculture and seafood products. Although seafood represents a limited proportion of our menu offerings, this enhancement reinforces our preventive food safety controls and further strengthens product assurance standards across relevant categories.



質量控制實驗室之重點範疇
Key Focus Areas of the QC Lab

環境狀況 Environmental Conditions	設備及用具 Equipment And Utensil	進貨原材料 Incoming Raw Materials	成品食品 Finished Products
監測及驗證關鍵環境參數之合規性，包括水質、冰塊品質及室內空氣質素，以確保符合食品安全及衛生標準。 Monitoring and verifying compliance of critical environmental parameters, including water quality, ice quality, and indoor air quality, to ensure adherence to food safety and hygiene standards.	檢查及驗證食品生產設備及用具之清潔狀況、衛生水平及運作完整性，以確保食品製備流程符合衛生及安全要求。 Inspecting and validating the cleanliness, hygiene status, and operational integrity of food production equipment and utensils used in food preparation processes.	對進貨原材料（包括肉類、蔬菜及其他食品原料）進行系統性抽樣、檢測及驗證，確保符合適用之食品安全標準。 Conducting systematic sampling, testing, and verification of incoming raw materials, including meat, vegetables, and other food ingredients upon receipt to ensure compliance with applicable food safety standards.	在食品出廠前，對已製備食品及熟食產品進行品質及安全評估，以確保符合內部品質標準及相關食品安全規定。 Performing quality and safety assessments on prepared food products and cooked meals prior to release to ensure compliance with internal standards and applicable food safety requirements.

檢測框架及風險為本抽樣機制

為確保質量保證工作的穩健性及一致性，本集團按照結構化的風險為本抽樣機制進行原材料檢測。抽樣頻率及樣本數量乃根據多項因素釐定，包括產品受歡迎程度、產品特性、季節性因素、風險水平、過往食品安全表現，以及新引入食材等。

本集團按需要進行全面的檢測項目，包括重金屬、防腐劑、微生物污染及其他潛在污染物測試。此外，質量控制實驗室亦會對相關產品進行抗生素殘留檢測，以確保全面符合適用的食品安全法規及本集團內部標準。無論現有食材或新引入食材，均須接受系統化檢測程序，以保障產品品質及消費者安全。

Testing Framework and Risk-Based Sampling

To ensure robust and consistent quality assurance, ingredient testing is conducted under a structured, risk-based sampling framework. Sampling frequency and sample size are determined based on a range of factors, including product popularity, inherent product characteristics, seasonality, risk profile, historical food safety performance, and the introduction of new ingredients.

A comprehensive suite of tests is performed where appropriate, including assessments for heavy metals, preservatives, microbial contamination, and other potential contaminants. In addition, antibiotic residues in relevant products are tested to ensure full compliance with applicable food safety regulations and internal standards. Both existing and newly introduced ingredients are subject to systematic testing to safeguard product integrity and consumer safety.

實驗室管治及品質保證流程

質量控制實驗室按照涵蓋監察、檢測及問題處理三個階段的管理框架運作。此端到端流程有助及早識別潛在風險、深入分析相關問題，並透過適當的糾正措施迅速作出跟進及改善。

透過持續提升實驗室檢測能力、嚴謹執行檢測程序，以及採用風險為本的質量保證方針，質量控制實驗室在強化大快活食品安全管理體系方面發揮關鍵作用，確保所有產品持續符合嚴格的質量及食品安全標準。

Laboratory Governance and Quality Assurance Process

The QC Lab operates under a structured three-stage framework encompassing monitoring, testing, and issue resolution. This end-to-end process ensures that potential risks are identified early, investigated thoroughly, and addressed promptly through appropriate corrective actions.

Through continuous enhancement of laboratory capabilities, disciplined testing protocols, and a risk-based quality assurance approach, the QC Lab plays a critical role in strengthening Fairwood's food safety management system and ensuring that all products consistently meet stringent quality and safety standards.

品質控制實驗室三步評估框架
QC Lab Three-Step Assessment Framework

1 監察 Monitoring

監督整個食品品質評估流程，涵蓋採購及原材料來源、生產加工以至配送等各個環節，確保符合既定的食品安全及品質標準。

Overseeing the entire food quality assessment process, from sourcing and procurement through production and delivery, to ensure compliance with established food safety and quality standards.

2 檢測 Testing

按照既定程序及週期，對原材料、食材及產品於不同階段進行定期檢測及評估，以驗證其品質、安全性及法規合規情況。

Conducting regular testing and evaluation of ingredients, raw materials, and products at designated stages and predetermined intervals to verify quality, safety, and regulatory compliance.

3 改善 Remediating

對未達標準的原材料或產品進行調查及覆檢，並採取及時有效的糾正措施，以解決已識別問題及防止類似情況再次發生。

Investigating and re-testing materials or products that do not meet established standards, while implementing timely and effective corrective actions to address identified issues and prevent recurrence.

衛生管控措施
Hygiene Control Measures

大快活建立並持續推行全面的衛生管理框架，以維持食品安全、個人衛生及營運環境清潔的高標準，涵蓋中央食品加工中心及分店的各項業務運作。該框架涵蓋員工健康監測、個人衛生管理、環境清潔消毒、設備清潔維護及場所管理等多項預防及管控措施，並透過既定作業程序及定期巡查確保有效執行。為保障食品品質及降低食品安全風險，本集團嚴格執行員工衛生管理要求，包括健康申報、個人防護措施及食品處理和製備區域的強制衛生規範。同時，本集團於生產設施、廚房、用餐區及相關配套場所定期進行清潔、消毒及衛生維護工作，以維持整潔衛生的營運環境。

本集團持續檢視及優化衛生管理措施，確保符合適用的食品安全法規要求及行業最佳實務。透過貫徹落實各項衛生管控措施，本集團致力保障顧客健康與福祉，維護消費者信心，並持續提供安全、優質的食品及服務。

Fairwood maintains a comprehensive hygiene management framework designed to uphold high standards of food safety, personal hygiene, and operational cleanliness across its food processing and restaurant operations. The framework comprises a series of preventive and control measures covering employee health monitoring, personal hygiene practices, environmental sanitation, equipment cleaning, and facility management, with implementation supported by established operating procedures and regular inspections. To safeguard food quality and minimise food safety risks, the Group enforces stringent hygiene requirements for employees, including health declarations, personal protective measures, and mandatory hygiene practices in food preparation and processing areas. Regular cleaning, disinfection, and sanitisation programmes are conducted across production facilities, kitchens, dining areas, and supporting premises to maintain a clean and hygienic operating environment.

The Group reviews and enhances its hygiene protocols on an ongoing basis to ensure alignment with applicable food safety requirements and industry best practices. Through the consistent implementation of these measures, Fairwood strives to protect customer health and well-being, maintain consumer confidence, and deliver safe, high-quality food products and services.

員工 **Employees**	中央食品加工中心 CFPP	分店 Stores
體溫達37.5°C或以上員工必須求醫。 Employees with temperatures of 37.5°C or higher must seek medical advice.	✓	✓
必須進行定期消毒。 Regular disinfection routines are mandatory.	✓	
員工如有任何傳染病病徵，須立即通知僱主。 Employees who show any symptoms of infection disease should report to their employer.	✓	✓
進入加工場範圍前，或與顧客互動前，必須配戴口罩。 Face masks are compulsory before entering processing areas or interacting with customers.	✓	✓
進入加工場範圍前須進行手部消毒。 Hand sanitization are compulsory before entering processing areas.	✓	
進入廚房區域前戴上口罩、髮網和靴子; 在處理任何生食或熟食時必須戴上手套。 Adorning face masks, hairnets, and boots prior to entering the kitchen area; wearing gloves when handling any raw or prepared foods.	✓	✓
食品處理相關員工入職時需作出健康申報。 Health declaration for employees involved in food processing before onboarding.	✓	

環境及設備 Environment and Equipment	中央食品加工中心 CFPP	分店 Stores
在主要位置設置消毒潔手裝置。 Hand sanitizer dispensers are installed at critical points.	✓	
走廊增設通風設備，並按照法例要求安裝空氣淨化器。 Ventilation is enhanced with corridor ventilators and, if required, air purifiers compliant with regulations.	✓	
根據指定的規定，徹底消毒所有工具和機器。 Thoroughly sanitizing all tools and machinery according to prescribed protocols.	✓	✓
定期清理隔油池，冷藏設備和冷凍櫃。 Regularly clearing out grease traps, refrigeration units and freezers.	✓	✓
在營業時間結束後，關閉所有門窗以確保安全。 Securing all windows and doors post operation hours.		✓



「快活回味軟餐」系列 – 以創新照護飲食促進健康共融

隨著香港人口持續高齡化，以及吞嚥困難人士對安全及營養膳食的需求日益增加，本集團於2024年推出「快活回味軟餐」系列，成為全港首家向社區提供軟餐的連鎖快餐集團。透過創新照護食方案，本集團致力回應高齡社會日益增長的照護飲食需求，讓吞嚥困難人士能夠享用安全、美味及營養均衡的膳食，提升其用餐體驗及生活質素，同時協助減輕照顧者於日常膳食安排及備餐方面的壓力。

為讓有需要人士在享用安全膳食的同時，保留熟悉的飲食文化和用餐樂趣，本集團將多款廣受顧客歡迎的經典港式菜式重新設計及優化質地，在符合軟餐要求的前提下，盡可能保留原有風味、色澤及營養價值，讓顧客重拾熟悉而愉悅的用餐體驗。所有軟餐產品均符合香港社會服務聯會聯同香港中文大學食品研究中心及香港大學吞嚥研究所制定的本地化照護食標準指引，以及國際吞嚥障礙飲食標準第四級標準，為有吞嚥困難人士提供安全、可靠及具營養價值的膳食選擇。

"Ah Wood Soft Meal" Series – Promoting Health and Social Inclusion Through Innovative Care Food Solutions

As Hong Kong's population continues to age and demand grows for safe and nutritious meal solutions for individuals with swallowing difficulties, the Group launched the "Ah Wood Soft Meal" series in 2024, becoming Hong Kong's first fast-food chain to offer soft meals to the community. Through innovative care food solutions, the initiative seeks to address the evolving dietary needs of an aging population, enhance the dining experience and quality of life of individuals with swallowing difficulties, and support caregivers by reducing the burden associated with daily meal preparation.

To enable individuals with special dietary needs to enjoy safe meals without sacrificing familiar tastes and dining enjoyment, the Group reimagined several of its popular signature Hong Kong-style dishes. While meeting care food requirements, the recipes were carefully reformulated to preserve their original flavors, appearance, and nutritional value as much as possible, allowing customers to reconnect with familiar and enjoyable dining experiences. All soft meal products comply with the localized Care Food Standard Guidelines jointly developed by The Hong Kong Council of Social Service, the Food Research Centre of The Chinese University of Hong Kong, and the Swallowing Research Institute of The University of Hong Kong, as well as Level 4 of the IDDSI These standards ensure that the meals provide safe, reliable, and nutritious dining options for individuals with swallowing difficulties.



共融餐單設計
Inclusive Menu Design

於匯報期內，本集團進一步豐富產品組合，新增四款軟餐口味，令「快活回味軟餐」系列增至八款菜式，為顧客提供更多元化的選擇。

During the reporting period, the Group further expanded the product portfolio by introducing four new soft meal varieties, bringing the total number of menu options under the "Ah Wood Soft Meal" series to eight and offering customers a broader range of choices.

經典口味
Classic Flavors



阿活忌廉粟米肉粒飯
Ah Wood Creamed Corn and Diced Pork with Rice



阿活咖喱雞飯
Ah Wood Curry Chicken with Rice



菠蘿咕嚕肉飯
Sweet and Sour Pork with Rice



鮮茄豬扒飯
Pork Chop in Tomato Sauce with Rice

匯報期內新增口味
New Flavors Introduced During the reporting period



鹹魚肉餅飯
Salted Fish And Minced Pork Patty With Rice



南乳蓮藕豬肉飯
Braised Pork With Lotus Root In Fermented Red Bean Curd Sauce With Rice



蜜汁叉燒飯
Honey BBQ Pork with Rice



紅燒汁魚塊飯
Braised Fish Fillet in Soy Sauce with Rice

嚴謹品質管理以保障產品安全

所有軟餐產品均按照均衡飲食原則設計，不添加味精，並參考食物金字塔的建議比例配置蛋白質、碳水化合物及蔬菜，務求為目標使用者提供營養均衡的膳食選擇。

產品於食品加工中心內的專屬軟餐生產設施製作，並嚴格遵循危害分析重要管制點食品安全管理標準（HACCP）。所有參與生產流程的員工均接受專業培訓，以確保產品品質及生產一致性。此外，產品亦由合資格的獨立第三方專業機構進行評估及驗證，確保符合相關食品安全、品質管理及照護食標準要求，為顧客提供安全、可靠及高品質的膳食選擇。

Ensuring Product Safety Through Rigorous Quality Management

All soft meal products are developed in accordance with the principles of a balanced diet. No monosodium glutamate is added, and meal compositions are designed with reference to Food Pyramid guidelines, providing appropriate proportions of protein, carbohydrates and vegetables to offer nutritionally balanced meal options for target users.

Production takes place at a dedicated soft meal facility within CFPP and is conducted in strict compliance with Hazard Analysis and Critical Control Point (HACCP) food safety standards. All employees involved in the production process receive specialized training to ensure product quality and consistency. In addition, the products are independently assessed and verified by qualified third-party professional organizations to ensure compliance with relevant food safety, quality management and care food standards, providing customers with safe, reliable and high-quality meal solutions.

共融餐單設計
Inclusive Menu Design

提升產品可及性並支援照顧者需要
Enhancing Accessibility and Supporting Caregivers

有見照顧者在日常膳食安排上經常面對時間及資源方面的壓力，本集團持續提升照護食產品的價格優勢、服務覆蓋範圍及用餐支援，務求讓吞嚥困難人士及其照顧者更容易獲得安全、營養及切合需要的膳食選擇。

Recognizing the time and resource constraints often faced by caregivers in managing daily meal arrangements, the Group remains committed to improving the affordability, accessibility and convenience of its care food offerings, thereby supporting both individuals with swallowing difficulties and their caregivers.



提供價格相宜的照護食選擇

於匯報期內，本集團推出「快活回味軟餐」套票，以優惠價格提供十份裝軟餐組合。相較單次購買，套票有助降低每份餐點的平均價格，減輕長期使用照護食人士及其家庭的膳食開支負擔，讓更多有需要人士能夠享用專業製作的軟餐產品。

透過便利安排及共融溝通支援照顧者

「快活回味軟餐」套票有助照顧者預先規劃膳食安排，減少頻繁採購及備餐所需的時間和精力。透過簡化日常膳食管理流程，相關措施有助紓緩照顧壓力，讓照顧者能投放更多時間陪伴家人及提供照護服務。

此外，為確保不同使用者群體均能清晰理解產品資訊，包括照顧者、家庭成員及外籍家庭傭工，本集團於產品包裝上提供中文、英文及印尼文三語說明，並清晰標示營養資料及國際吞嚥障礙飲食標準化倡議級別標籤，方便識別產品資訊，協助使用者作出適切選擇，並促進安全進食。

Improving Affordability of Care Food Solutions

During the reporting period, the Group introduced the new “Ah Wood Soft Meal Voucher Package”, offering a set of ten soft meals at a preferential price. The package lowers the average cost per meal compared with individual purchases, enhancing affordability for customers with ongoing care food needs and making professionally prepared care food solutions more accessible to a broader segment of the community.

Supporting Caregivers Through Convenience and Inclusive Communication

The “Ah Wood Soft Meal Voucher Package” also supports caregivers by facilitating advance meal planning and reducing the need for frequent purchasing and meal preparation. By simplifying daily meal management, the initiative helps alleviate caregiving burdens and enhances convenience for families and care providers.

To ensure that product information is readily accessible to a diverse user base, including caregivers, family members and foreign domestic helpers, product packaging features trilingual information in Chinese, English and Bahasa Indonesia. Nutritional information and IDDSI classification labels are clearly displayed to facilitate product identification, support informed decision-making and promote safe consumption.

共融餐單設計
Inclusive Menu Design

拓展多元分銷渠道 提升產品產品可及性
Expanding Accessibility Through Multiple Distribution Channels



為進一步提升照護食產品的可及性及服務覆蓋範圍，本集團持續擴展銷售網絡。自產品推出初期於九間指定分店提供外賣服務起，銷售網絡於 2024/25 年度末擴展至 39 間分店 ，並於匯報期內進一步增至超過 150 間大快活分店，覆蓋全港18區。

此外，本集團於匯報期內增設堂食服務，為顧客提供額外的用餐選擇，進一步提升產品的便利性及可及性。除滿足營養需求外，該服務亦讓吞嚥困難人士能更全面地參與日常餐飲活動，在熟悉的分店環境中與家人及親友共享用餐時光，從而提升生活質素及用餐體驗。

除可於大快活分店，「買定嚟走」網上訂餐平台及透過大快活手機應用程式購買產品外，顧客亦可透過 WhatsApp 便捷下單，並於消費達指定金額後享有免費送貨服務。透過多元化的銷售及服務渠道，本集團進一步提升照護食產品的可及性及便利性，協助吞嚥困難人士及其照顧者更輕鬆地獲取合適的膳食選擇。

To further improve accessibility and service coverage, the Group continued to expand the availability of its care food products. Following the initial launch at nine designated restaurants offering takeaway services, distribution was expanded to 39 outlets by the end of 2024/25 and further extended to over 150 Fairwood outlets during the reporting period, covering all 18 districts in Hong Kong.

The introduction of dine-in service during the reporting period further enhanced accessibility by providing customers with an additional channel through which to enjoy care food products. Beyond meeting nutritional needs, the service enables individuals with swallowing difficulties to participate more fully in everyday dining occasions and share meals with family and friends in a familiar restaurant environment, thereby fostering social inclusion and enhancing quality of life.

In addition to purchasing products at Fairwood stores, “Click-and-Collect” online ordering platform, or through the Fairwood App, customers may place orders conveniently via WhatsApp and enjoy complimentary delivery services for purchases above a designated spending threshold. Through these diversified service channels, the Group has strengthened the accessibility and convenience of care food solutions, helping individuals with swallowing difficulties and their caregivers access suitable meal options more easily.

展望未來

展望未來，本集團將繼續推動照護食的發展，支持健康老齡化及社會共融。本集團將持續豐富「快活回味軟餐」產品組合，推出更多富有本地特色及熟悉風味的新口味和菜式選擇，為吞嚥困難人士提供更豐富、均衡及愉悅的用餐體驗。本集團亦將積極與社區夥伴合作，接觸更多有需要人士，並支援照顧者應對不斷轉變的飲食及照護需求。

Looking Ahead

Looking ahead, the Group remains committed to advancing the development of care food solutions that support healthy aging and social inclusion. The Group will continue to enrich the “Ah Wood Soft Meal” portfolio by introducing new flavors and menu options inspired by familiar local favorites, providing individuals with swallowing difficulties with a wider range of nutritious, balanced and enjoyable meal choices. The Group will also actively collaborate with community partners to reach more individuals in need and support caregivers in addressing evolving dietary and care requirements.

營養與健康
Nutrition and Health

大快活致力為顧客提供安全、高品質及具特色的餐飲選擇。於匯報期內，本集團推出多款期間限定餐飲產品，進一步豐富其產品組合，滿足顧客多元化的飲食需求。

本集團持續推進其可持續發展及健康飲食議程，透過持續開發創新餐單選項，以回應不斷演變的環境及營養需求。在既有「美味素」及「點都唔落味精」產品系列的基礎上，本集團進一步推出「食得夠GYM」系列，擴展均衡及營養豐富餐膳的產品組合，以滿足不同飲食需要及偏好。

為回應消費者對食品品質及原材料完整性日益提升的關注，本集團在可行的情況下，已將無抗生素及無荷爾蒙等原材料採購原則納入其產品開發框架。此等措施體現大快活致力將產品創新與顧客對更安全、更透明及更健康飲食選擇的期望相結合，同時支持更廣泛的公共健康目標。

鑑於飲食選擇對環境的影響，尤其是肉類生產所產生的溫室氣體排放，本集團積極推動餐單多元化，此舉有助推動低碳飲食模式的逐步轉型。

為進一步支持健康生活方式，大快活提供低糖飲品選擇(包括無糖綠茶)，並持續優化餐單開發方向，推出更多有助減少環境影響的食品。整體而言，此等措施展現本集團將營養、健康及可持續發展元素融入產品策略之承諾，為顧客提供以負責任採購、低影響及健康為導向的餐飲選擇。

Fairwood is committed to providing customers with safe, high-quality, and distinctive dining options. During the reporting period, the Group launched a range of limited-time menu offerings, further enriching its product portfolio and catering to the diverse dietary needs of its customers.

The Group continues to advance its sustainability and health agenda through the ongoing development of innovative menu offerings that respond to evolving environmental and nutritional expectations. Building on its established “Tasty and Green” and “No MSG Added” product lines, the Group has introduced the “Fuel Up with Protein” series, further expanding its portfolio of balanced, nutrient-rich meal options designed to meet diverse dietary needs and preferences.

In response to rising consumer awareness regarding food quality and ingredient integrity, the Group has incorporated considerations such as antibiotic- and hormone-free sourcing principles into its product development framework where practicable. These efforts reflect Fairwood’s commitment to aligning product innovation with customer expectations for safer, more transparent, and health-conscious food choices, while supporting broader public health objectives.

Recognising the environmental implications of dietary choices, particularly the significant greenhouse gas emissions associated with meat production, the Group actively promotes menu diversification. This approach supports the gradual transition toward lower-carbon diets.

To further support healthier lifestyles, Fairwood offers reduced-sugar beverage options, including sugar-free green tea, and continues to enhance its menu development pipeline with items designed to reduce environmental impact. Collectively, these initiatives demonstrate the Group’s commitment to integrating nutrition, health, and sustainability considerations into its product strategy, delivering responsibly sourced, lower-impact, and health-oriented dining options for its customers.

2007
「點都唔落味精」系列
"No MSG Added" series

2011
「個人化服務」推出
Customization service launched

2014
「美味素」 系列
"Tasty and Green" series

2017
健怡套餐系列、紅米飯
Wholesome Delights series, red rice

2018
低鹽系列
Low Sodium series

2023
「食得夠 GYM」 系列
"Fuel Up with Protein" series

2026
「食得夠 GYM」套票及 15g 雞胸腸推出
"Fuel Up with Protein" voucher and 15g Chicken Breast sausage launched

「食得夠GYM」系列 -滿足健身及健康管理需求 推動健康飲食文化
"Fuel Up With Protein" Series – Supporting Fitness and Wellness Goals While Promoting a Healthy Eating Culture



本集團致力透過共融菜單設計，照顧不同顧客群體的生活模式、健康目標及營養需求，讓更多顧客能夠享用切合個人飲食偏好及健康需要的餐飲選擇。隨著健康管理及運動風氣日益普及，本集團持續拓展功能性餐飲選項，協助顧客於日常生活中實踐均衡飲食及健康生活方式。

為健身及健康管理人士提供專屬選擇

本集團於 2023 年首次推出「食得夠GYM」系列，為健身愛好者、運動人士及關注蛋白質攝取的顧客提供高蛋白、均衡營養及方便快捷的餐飲選擇。系列產品以優質蛋白質及均衡營養搭配為設計核心，讓顧客能於繁忙生活中更方便地補充身體所需營養。

系列招牌餐款包括南瓜淮山汁香煎三文魚拼雞胸紅米飯，每份提供約60克蛋白質。雞胸肉採用先煎後焗的雙重烹調技術，以保留肉質嫩度及營養價值，並配搭紅米飯、枝豆及南瓜淮山汁等營養食材，提供兼具營養、飽足感及美味的餐飲體驗，支持顧客達成健康管理及運動目標。

The Group is committed to serving the diverse lifestyles, health goals, and nutritional needs of different customer segments through its inclusive menu design approach. By offering menu choices that cater to varying dietary preferences and wellness objectives, the Group seeks to make healthier dining options more accessible to a broader customer base. As public awareness of health management and active lifestyles continues to grow, the Group remains focused on expanding its portfolio of functional meal offerings to support customers in adopting balanced diets and healthier lifestyles.

Tailored Choices for Fitness Enthusiasts and Health-Conscious Customers

First launched in 2023, the "Fuel Up With Protein" series was developed to provide fitness enthusiasts, active individuals, and customers seeking higher protein intake with convenient, nutritionally balanced meal options. The series is built around the principles of high-quality protein and balanced nutrition, enabling customers to conveniently replenish essential nutrients amid their busy daily routines.

The series' signature offering, Pan-seared Salmon and Chicken Breast with Brown Rice in Pumpkin and Chinese Yam Sauce, delivers approximately 60 grams of protein per serving. The chicken breast is prepared using a two-step cooking process of pan-searing followed by oven roasting to preserve tenderness and nutritional value. Paired with nutrient-rich ingredients such as brown rice, edamame, pumpkin, and Chinese yam sauce, the meal provides a satisfying and flavorful dining experience that supports customers' fitness and wellness objectives.

創新研發高蛋白產品 擴展全天候高蛋白餐飲選擇
Innovating High-Protein Product Development and Expanding All-Day High-Protein Dining Options



作為產品創新的重要里程碑，本集團於匯報期內推出自家研發的雞胸肉腸產品，每條提供15克蛋白質，為顧客提供方便快捷且營養豐富的蛋白質補充選擇。

為回應顧客對健康飲食及均衡營養日益增長的需求，本集團持續優化「食得夠GYM」系列，將相關餐飲選擇由原有餐款進一步拓展至早餐、午餐、下午茶及晚餐時段，打造全天候營養餐飲方案，提升健康餐飲的可及性及便利性。

匯報期內推出的餐款包括雞胸柳阿活脆邊煎雙蛋早餐、香煎雞胸紅米飯配枝豆及香煎三文魚拼雞胸柳紅米飯等；而下午茶時段則推出「15G雞胸腸迷你熱狗」系列，配搭溏心蛋、雞胸柳等優質蛋白質食材，進一步豐富不同用餐時段的健康選擇。透過擴展產品組合及消費場景，本集團讓顧客能夠更輕鬆地根據個人營養需要及生活模式選擇合適餐點。

透過持續產品創新及多元化餐飲組合，本集團致力打破健康餐及健身餐僅屬特定消費群體的傳統印象，將均衡營養融入日常餐飲體驗，以更貼近生活及更具吸引力的方式推廣健康飲食文化，鼓勵顧客建立可持續的健康飲食習慣。

As a key product innovation milestone, the Group introduced its proprietary chicken breast sausage during the reporting period. Providing 15 grams of protein per serving, the product offers customers a convenient and nutritious option for increasing their daily protein intake.

In response to growing consumer demand for healthier dining choices and balanced nutrition, the Group continued to enhance its “Fuel Up with Protein” series by expanding high-protein offerings beyond existing meal selections to cover breakfast, lunch, afternoon tea, and dinner. This all-day nutrition-focused dining portfolio improves the accessibility and convenience of healthier meal options across different consumption occasions.

New menu offerings introduced during the reporting period included the Crispy-Edge Fried Double Eggs with Chicken Fillet Breakfast, Pan-Seared Chicken Breast with Red Rice and Edamame, and Pan-Seared Salmon with Chicken Fillet and Red Rice. During the afternoon tea period, the Group also launched the “15g Protein Chicken Sausage Mini Hot Dog” series, featuring quality protein ingredients such as soft-boiled eggs and chicken fillet. By broadening its product portfolio and extending healthier choices across multiple dayparts, the Group enables customers to more easily select meals that align with their nutritional needs and lifestyle preferences.

Through continuous product innovation and menu diversification, the Group seeks to challenge the traditional perception that healthy and fitness-oriented meals are intended only for specific consumer groups. By integrating balanced nutrition into everyday dining experiences, the Group promotes healthier eating habits in a more accessible, convenient, and appealing manner, encouraging customers to adopt sustainable and health-conscious lifestyles.

推動健康行為培養
Encouraging Healthy Eating Behaviors



為提升健康餐飲的可及性及鼓勵更多顧客體驗高蛋白餐飲選擇，本集團於匯報期內透過會員平台推出「食得夠GYM」高蛋白套票組合，以優惠價格提供多款高蛋白餐膳，讓顧客能以更相宜的成本持續補充優質蛋白質。

透過預先規劃的餐券組合，顧客可根據個人健身目標、訓練時間及營養需要靈活安排膳食選擇，從而更有效配合運動計劃及健康管理目標。此舉不僅提升健康餐飲產品的可負擔性及可及性，亦有助鼓勵顧客建立持續及規律的健康飲食行為，將均衡營養融入日常生活之中，進一步推動健康生活文化的普及。

To improve access to healthier meal options and encourage more customers to experience high-protein dining, the Group launched the “Fuel Up With Protein” High-Protein Meal Voucher Package through its membership platform during the reporting period. Offered at preferential prices, the package provided customers with a more affordable way to enjoy selected high-protein meals on a regular basis and maintain consistent protein intake.

The pre-planned meal voucher package also enabled customers to align their meal selections with individual fitness goals, training schedules, and nutritional requirements. By supporting more structured meal planning and nutrition management, the initiative helped customers develop sustainable and consistent healthy eating habits while integrating balanced nutrition into their everyday lives. This initiative not only enhanced the affordability and accessibility of healthier menu options but also encouraged long-term behavioral changes that support healthier lifestyles.

結合數碼平台與互動體驗 推廣健康生活方式
Leveraging Digital Platforms and Interactive Experiences to Promote Healthy Living





本集團推出「食得夠 GYM 四重賞」推廣活動，結合數碼會員平台、社交媒體互動、產品體驗及健康餐飲獎賞，鼓勵顧客參與健康生活相關活動，進一步提升公眾對高蛋白飲食及均衡營養的認識。活動透過會員招募、產品換領、互動獎賞及餐飲體驗等多元參與方式，加強顧客與品牌之間的互動，並提升健康餐飲產品的接觸機會。

作為活動的一部分，本集團亦舉辦「10kg重磅阿活肌力挑戰」，將運動元素融入餐飲體驗之中。透過簡單而具趣味性的肌力挑戰活動，本集團鼓勵顧客關注體能健康及培養積極生活習慣，將健康飲食與運動概念結合，推動更全面的健康生活模式。

The Group also launched the “Fuel Up With Protein Quadruple Award” campaign which combined its digital membership platform, social media engagement, product trial opportunities, and healthy dining rewards to encourage participation in health and wellness-related activities. Through membership recruitment, product redemption offers, interactive rewards, and dining experiences, the campaign enhanced customer engagement while increasing awareness of high-protein diets and balanced nutrition.

As part of the campaign, the Group organized the “10kg Fairwood Strength Challenge”, integrating fitness elements into the dining experience. Through a simple and engaging strength-based activity, customers were encouraged to pay greater attention to physical fitness and adopt more active lifestyles. By combining healthy eating concepts with physical activity, the initiative promoted a more holistic approach to health and wellness.

推動更健康及更共融的飲食文化
Promoting a Healthier and More Inclusive Food Culture

本集團相信，健康飲食不應局限於特定消費群體，而應成為所有顧客均可輕鬆接觸及享用的日常選擇。透過持續優化「食得夠GYM」系列產品組合、擴展全天候高蛋白餐單、推出創新高蛋白產品，以及結合數碼平台及互動活動推廣健康生活方式，本集團致力回應不同顧客群體的營養需求及生活模式，推動更健康、更具包容性及可持續性的飲食文化，為顧客創造長遠健康價值及更佳的餐飲體驗。

The Group believes that healthy eating should not be limited to specific consumer groups but should instead be an accessible and practical choice for all customers. Through the continuous enhancement of the “Fuel Up With Protein” series, the expansion of all-day high-protein menu options, the introduction of innovative high-protein products, and the promotion of healthy lifestyles through digital engagement and interactive activities, the Group remains committed to addressing the evolving nutritional needs and lifestyles of diverse customer segments. The Group will continue to develop innovative and inclusive dining solutions that support healthier choices, promote balanced nutrition, and contribute to a more sustainable and health-conscious food culture, creating long-term value and enhanced dining experiences for its customers.

負責任採購及動物權益
Responsible Sourcing and Animal Welfare

負責任採購

大快活深信，負責任採購是維持產品品質、保障食品安全及支持業務長遠可持續發展的重要基礎。本集團致力建立具韌性、透明及負責任的供應鏈，為顧客提供優質餐膳，同時有效管理營運、環境、社會及商業道德相關風險。

本集團的採購及供應鏈管理工作遵循大快活供應鏈管理框架，將品質管理、供應商合作、風險管理及可持續發展元素融入採購流程。從產品研發、原材料採購、生產以至物流配送，本集團與供應商保持緊密合作，確保產品及服務符合品質、安全及可持續發展要求。

供應鏈管治

供應鏈管理部負責供應商管理、採購工作及供應鏈表現監督，而品質保證部則負責監察產品品質及食品安全合規情況。透過跨部門協作，本集團持續維持優質原材料的穩定供應，並提升供應鏈韌性及營運效率。

為推動負責任採購及加強供應鏈風險管理，本集團要求主要供應商遵守供應商行為守則，當中訂明本集團於以下範疇的基本要求及期望：

- 商業誠信及反貪污；
- 公平競爭及法規遵循；
- 勞工權益及公平僱傭；
- 反歧視及平等機會；
- 職業健康與安全；及
- 環境保護及合法合規經營。

本集團透過定期檢討、評估及審核，監察供應商遵守供應商行為守則的情況。對於未能符合相關要求的供應商，本集團將要求其制定及落實適當改善措施；如出現嚴重或持續違規情況，本集團可暫停或終止相關合作關係。

Responsible Sourcing

At Fairwood, responsible sourcing is fundamental to maintaining product quality, safeguarding food safety, and supporting the long-term sustainability of our business. We are committed to building a resilient, transparent, and responsible supply chain that enables us to deliver high-quality meals while effectively managing operational, environmental, social, and ethical risks.

Our procurement and supply chain management practices are guided by the Fairwood Supply Chain framework, which integrates quality assurance, supplier engagement, risk management, and sustainability considerations throughout the sourcing process. From product development and ingredient procurement to production and delivery, we work closely with suppliers to ensure that products and services meet our quality, safety, and sustainability requirements.

Supply Chain Governance

The Supply Chain Management Department oversees supplier engagement, procurement activities, and supply chain performance, while the Quality Assurance Department monitors product quality and food safety compliance. Through cross-functional collaboration, we maintain a stable supply of quality raw materials and continuously strengthen supply chain resilience and operational efficiency.

To promote responsible sourcing and strengthen supply chain risk management, the Group requires its key suppliers to comply with the Supplier Code of Conduct, which sets out the Group's minimum requirements and expectations in areas including:

- Business integrity and anti-corruption;
- Fair competition and regulatory compliance;
- Labor rights and fair employment practices;
- Non-discrimination and equal opportunity;
- Occupational health and safety; and
- Environmental protection and legal compliance.

The Group monitors suppliers' compliance with the Code through periodic reviews, assessments, and audits. Suppliers that fail to meet the required standards are expected to implement appropriate corrective actions. In cases of serious or persistent non-compliance, the Group may suspend or terminate the business relationship.

供應商評估與交流
Supplier Assessment and Engagement

本集團採用風險為本的方法管理供應商的甄選、評估及監督工作。除評估產品品質、食品安全表現及營運能力外，亦會在適用情況下考慮供應商的 ESG 表現。本集團的供應商評估範圍亦涵蓋非食品供應商，鼓勵其於環境及社會責任方面採取良好管理措施。主要供應鏈管理措施包括：

We adopt a risk-based approach to supplier selection, assessment, and management. In addition to evaluating product quality, food safety performance, and operational capabilities, we assess suppliers' ESG performance where relevant. Our supplier assessment process also extends to non-food suppliers to encourage responsible environmental and social practices throughout our broader value chain. Key supply chain management practices include:

- 與供應商保持定期及透明溝通，促進協作及持續改善。
  Maintaining regular and transparent communication with suppliers to facilitate collaboration and continuous improvement.
- 按需要進行供應商評估及實地考察，了解其營運、環境及社會表現。
  Conducting supplier assessments and site visits, where appropriate, to evaluate operational, environmental, and social performance.
- 優先選用已取得 ISO 22000 食品安全管理體系及危害分析與關鍵控制點等認證的供應商。
  Prioritizing suppliers certified to recognized food safety management standards, including ISO 22000 and HACCP systems.
- 監察供應商遵守適用法律法規及本集團採購要求的情況。
  Monitoring supplier compliance with applicable laws, regulations, and Fairwood's procurement requirements.
- 推動供應鏈可持續採購實踐。
  Promoting sustainable procurement practices across the supply chain.



支持本地及全球供應網絡

本集團重視支持本地經濟發展，在可行情況下優先向本地供應商採購。同時，本集團維持多元化的環球採購網絡，以確保優質食材及物料供應穩定。於匯報期內，本集團向 9 家本地供應商及163 家海外供應商採購食材及包裝相關產品，供應鏈覆蓋六大洲。多元化的供應網絡有助提升採購靈活性及供應穩定性，並促進本地及國際商業夥伴的協作發展。

Supporting Local and Global Supply Networks

Fairwood recognizes the importance of supporting local economic development and seeks to source from local suppliers whenever practicable. At the same time, we maintain a diversified global sourcing network to secure a stable supply of high-quality ingredients and materials. During the reporting period, we sourced food ingredients and packaging products from 9 local suppliers and 163 overseas suppliers. Our supply chain spanned across six continents, providing sourcing flexibility, supply continuity, and access to quality products while supporting both local and international business partnerships.

環球採購網絡
Global Supply Networks

亞洲 Asia	中國、柬埔寨、印度、印度尼西亞、日本、馬來西亞、南韓、泰國、越南 China, Cambodia, India ,Indonesia, Japan, Malaysia, Soth Korea, Thailand, Vietnam
歐洲 Europe	比利時、丹麥、德國、意大利、荷蘭、波蘭、西班牙 Belgium, Denmark, Germany, Italy, Netherlands, Poland, Spain
北美洲 North America	加拿大、墨西哥、美國 Canada, Mexico, USA
南美洲 South America	阿根廷、巴西 Argentina, Brazil
大洋洲 Oceania	澳洲、紐西蘭 Australia, New Zealand
非洲 Africa	南非 South Africa

動物福利

本集團認同動物福利是負責任採購的重要議題之一，並將相關考慮納入採購管理工作，鼓勵供應商遵循公認的動物福利標準。本集團參考國際認可的「動物五大自由」原則，包括免受飢渴、免受不適、免受痛楚及疾病、免受恐懼與壓力，以及表達正常行為的自由，作為動物福利管理的重要參考框架。本集團將持續與供應商就動物福利議題保持溝通，並在適當情況下探索更多可持續採購選擇。

Animal Welfare

Fairwood recognizes that animal welfare is an important component of responsible sourcing. We incorporate animal welfare considerations into our procurement practices and encourage suppliers to uphold recognized standards for the humane treatment of animals. Our approach is informed by the internationally recognized “Five Freedoms” framework, which promotes freedom from hunger and thirst, discomfort, pain and disease, fear and distress, as well as the freedom to express normal behaviour. The Group continue to engage suppliers on animal welfare matters and explore opportunities to expand sustainable sourcing options.



案例分享 –
推動本地採購 支持漁業及文化傳承

大快活致力透過本地採購支持香港特色產業發展，並將可持續發展理念融入產品創新之中。於匯報期內，本集團推出多款特色煲仔飯產品，包括「臘味片魷魚筒鱆魚肉餅煲仔飯」、「臘腸蝦醬豬頸肉煲仔飯」及「臘味片鹹魚醬肉餅煲仔飯」，並選用由大澳老字號「益昌」供應的生曬魷魚筒、蝦醬及鹹魚醬等本地特色食材作為主要配料。透過將本地優質海產及傳統漁業產品融入餐單，本集團不僅為顧客呈現富有香港特色的地道風味，亦藉此推廣本地漁業產品及傳統食品製作工藝，展現香港漁村飲食文化的獨特魅力。

透過與本地供應商合作，本集團積極支持香港漁業及食品加工業發展，協助保存傳統製作技藝及推廣本地特色食材。加強本地採購不僅有助促進本地經濟循環及創造商機，亦有助縮短物流運輸距離、減少運輸相關碳排放，並提升供應鏈的穩定性及可持續發展能力。

Case Study –
Promoting Local Procurement and Supporting Fisheries and Cultural Heritage

Fairwood is committed to supporting the development of Hong Kong's distinctive local industries through local procurement while integrating sustainability considerations into product innovation. During the reporting period, the Group introduced a series of specialty claypot rice dishes, including the "Preserved Sausage, Sun-dried Squid and Pork Patty Claypot Rice", "Preserved Sausage, Shrimp Paste and Pork Neck Meat Claypot Rice", and "Preserved Sausage, Salted Fish Sauce and Pork Patty Claypot Rice". These menu offerings featured locally sourced ingredients supplied by Yick Cheong, a long-established seafood producer in Tai O, including traditional sun-dried squid, shrimp paste, and salted fish sauce. By incorporating local seafood products and traditional ingredients into its menu, the Group not only delivered authentic Hong Kong flavours to customers but also helped showcase the unique culinary heritage and traditional food craftsmanship of Hong Kong's fishing communities.

Through collaboration with local suppliers, the Group actively supports the development of Hong Kong's fisheries and food processing industries while helping to preserve traditional production techniques and promote local specialty ingredients. Strengthening local procurement not only contributes to local economic activity and business opportunities, but also helps shorten transportation distances, reduce transportation-related carbon emissions, and enhance supply chain stability and sustainability.

案例分享 – 採購優質食材 提升顧客餐飲體驗
Case Study – Sourcing Premium Ingredients to Enhance the Customer Dining Experience



本集團致力為顧客提供安全、優質及具特色的餐飲選擇。於匯報期內，本集團推出多款以優質食材入饌的期間限定產品，包括採用美國穀飼豬肉製作的「脆爆厚切豚皇」，以厚切豚扒配搭金黃酥脆的日本生麵包糠外層，為顧客帶來更豐富多元的餐飲體驗。

為確保產品品質及供應穩定性，本集團與信譽良好的供應商合作，並選用由美國肉類出口協會推廣的美國豬肉作為主要食材之一。美國豬肉供應鏈具備完善的食品安全、品質管理及溯源機制，並致力推動負責任養殖及提升資源使用效益，為優質食材的穩定供應提供支持。

本集團持續透過定期評估供應商表現、檢視食材品質及監察食品安全要求的執行情況，完善採購管理工作。未來，本集團將繼續引入優質食材及創新餐飲選擇，以滿足顧客不斷轉變的需求，提升顧客滿意度及品牌價值。

The Group is committed to providing customers with safe, high-quality, and distinctive dining options. During the reporting period, the Group introduced a range of limited-time offerings featuring premium ingredients, including the Crispy Thick-Cut Pork Cutlet, made with U.S. grain-fed pork. The product combines a thick-cut pork cutlet with a crispy coating of Japanese fresh breadcrumbs, offering customers a diverse and enhanced dining experience.

To ensure product quality and supply stability, the Group partners with reputable suppliers and sources U.S. pork promoted by the U.S. Meat Export Federation (USMEF) as one of its key ingredients. The U.S. pork supply chain is supported by comprehensive food safety, quality assurance, and traceability systems, while also promoting responsible farming practices and improved resource efficiency, helping to ensure a stable supply of premium-quality ingredients.

The Group continues to strengthen its procurement management through regular supplier performance evaluations, ingredient quality assessments, and monitoring of compliance with food safety requirements. Looking ahead, the Group will continue to introduce premium ingredients and innovative menu offerings to meet evolving customer preferences, enhance customer satisfaction, and strengthen brand value.

以人為先
Cherishing Our Team



本集團致力營造安全、共融及關愛的工作環境，讓員工盡展所長。秉持以人為本的理念及大快活文化，本集團透過完善的人才管理、培訓與發展、具競爭力的員工福利，以及促進多元共融和職業健康與安全的措施，持續投資於員工的發展、福祉及投入度。相關措施有助建立具韌性及高凝聚力的團隊，並支持業務的長遠可持續發展。

The Group is committed to fostering a safe, inclusive, and supportive workplace where employees can thrive. Guided by its people-first philosophy and Fairwood Culture, the Group invests in employee development, well-being, and engagement through comprehensive talent management, learning and development, competitive benefits, and initiatives that promote diversity, inclusion, and occupational health and safety. These efforts support a resilient and engaged workforce while contributing to the long-term sustainable growth of the business.

重點議題 **Key Focus Areas**

- 員工待遇與福祉 Talent Practice, Welfare, and Well-being
- 多元平等共融 Diversity, Equity, and Inclusion
- 員工培訓與發展 Talent Development and Empowerment
- 職業安全與健康 Occupational Safety and Health



員工常規、待遇與福祉
Talent Practices, Welfare, and Well-being

我們高度重視員工，並將員工福祉、身心健康及專業發展視為集團可持續發展與長遠成功的重要基石。集團致力營造以工作表現、卓越、公平及共融為核心的關愛文化，透過完善的人才管理、培訓發展及員工參與措施，賦能員工實現職涯發展目標，同時推動企業持續成長。集團亦採取以績效為基礎的激勵及表彰制度，肯定及嘉許員工於不同崗位上的卓越表現，以提升員工投入感、歸屬感及團隊凝聚力。

The Group highly values its employees and regards employee wellbeing, health, and professional development as fundamental to its sustainable development and long-term success. The Group is committed to fostering a caring culture built on performance, excellence, fairness, and inclusion. Through comprehensive talent management, training and development initiatives, and employee engagement programs, the Group empowers employees to pursue their career aspirations while supporting sustainable business growth. The Group also adopts a performance-based incentive and recognition system to acknowledge outstanding contributions across different functions, thereby enhancing employee engagement, sense of belonging, and team cohesion.

本集團多年來持續推動正向及關愛職場文化，並獲得外部廣泛認可。於匯報期內，集團已連續超過10年獲選為「開心企業」，並成為《好僱主約章》2024簽署機構，肯定集團於員工關懷、人才發展、工作生活平衡及良好僱傭實務方面的持續努力與成果。

The Group has long promoted a positive and caring workplace culture and has received broad external recognition for its efforts. During the reporting period, the Group was recognized as a “Happy Company” for more than 10 consecutive years and became a signatory of the “Good Employer Charter 2024”, recognizing its continuous efforts and achievements in employee care, talent development, work-life balance, and good employment practices.

人才招聘
Talent Acquisition

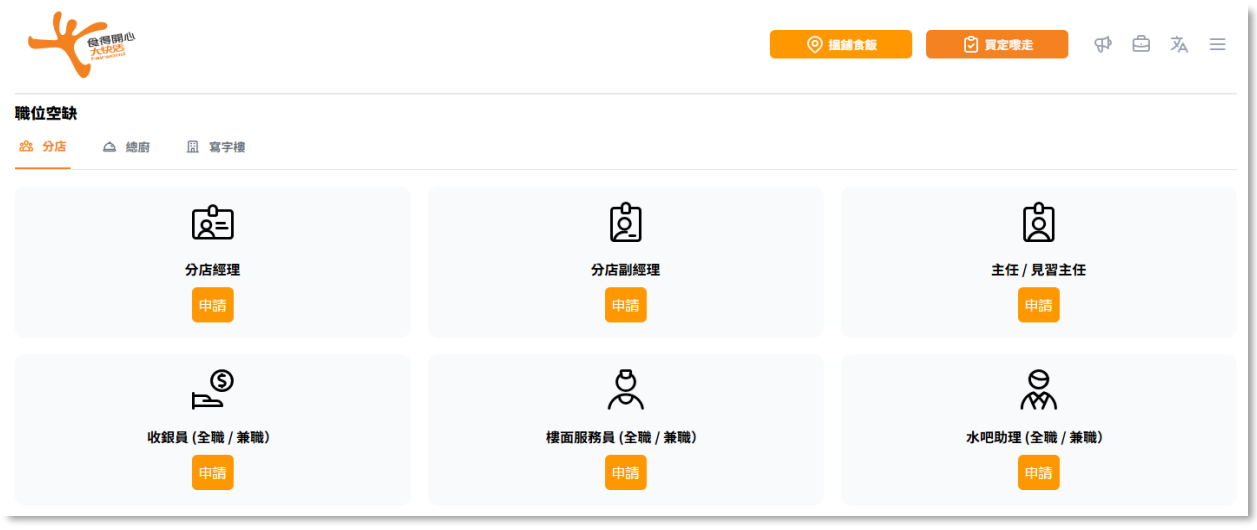


大快活致力透過定期績效評估及領導力發展計劃培育內部人才，為員工提供清晰的職涯發展及晉升機會。同時，本集團亦深明吸納外部人才的重要性，以建立高效團隊，應對不斷轉變的顧客需求，並支持業務可持續發展。於匯報期內，本集團舉辦40場招聘展覽及招聘活動，以吸引具多元背景及專業技能的人才加入。

Fairwood is committed to nurturing internal talent through regular performance reviews and leadership development programs, ensuring employees have clear opportunities for career advancement within the organization. At the same time, the Group recognizes the importance of attracting external talent to build a high-performing workforce capable of meeting evolving customer needs and supporting sustainable business growth. During the reporting period, the Group conducted 40 recruitment roadshows and job fairs to attract diverse and skilled professionals.

為進一步提升招聘效率及優化求職者體驗，本集團於匯報期內擴展招聘渠道，推出前線員工招聘系統。該系統提供清晰的職位描述、晉升階梯、員工福利資訊及員工溝通渠道，讓求職者能夠便捷地獲取相關資訊，並透過一鍵申請功能完成職位申請。此舉有助提升招聘流程的便利性及透明度，同時協助求職者作出更充分及知情的職涯選擇。

To further enhance recruitment effectiveness and improve candidate experience, the Group expanded its recruitment channels through the introduction of an e-recruitment system for frontline staff. Providing clear job descriptions, career progression, employee benefits information and staff communication channels provided, enabling potential candidates to access relevant information and complete job applications through a convenient one-click application process. The initiative enhances recruitment accessibility and transparency, while supporting informed career decision-making among prospective candidates.



前線員工招聘系統 e-recruitment system for frontline staff (https://www.fairwood.com.hk/join_us)

員工常規、待遇與福祉
Talent Practices, Welfare, and Well-being

招聘標準嚴格禁止任何形式的童工及強迫勞動。為避免聘用童工及強制勞工，集團加強招聘過程中身份證篩查程序，並向前線管理人員傳達關鍵要點，確保篩選措施落實。在發現違規情況時，人力資源部會立即依照既定內部程序採取相應步驟處理，包括將涉事人等停職及向相關政府部門通報，以及後續檢討招聘體制漏洞。

於匯報期內，本集團並未發現任何已確認違反有關防止童工及強迫勞動的相關法律及法規，且對本集團造成重大影響的事件。

The Group maintains a rigorous equal employment opportunity policy, which is regularly reviewed to ensure compliance with legal requirements and alignment with corporate objectives. Recruitment standards strictly prohibit any form of child labor or forced labor. To mitigate such risks, the Group has strengthened identity verification procedures during the hiring process and communicated key guidelines to frontline managers to ensure proper implementation. In the event of any violation, the Human Resources Department promptly follows established internal protocols, including suspending the individuals involved, notifying the relevant government authorities, and conducting a review of recruitment procedures to address any system gaps.

During the reporting period, there were no confirmed incidents of non-compliance with relevant laws and regulations that have a significant impact on the Group relating to preventing child and forced labor.



留才策略

為配合本集團長遠業務發展策略，本集團於 2023 年進行五年人力資源預測， 以識別未來人才需求。在此基礎上，本集團於本報告年度建立滾動式三年人力資源規劃框架，每年檢視未來三年的人才需求預測及人力資源配置需要。該框架有助加強人才培育、接班安排及人力資源準備，並提升本集團應對業務發展及營運需要變化的能力。本集團將持續關注勞動市場趨勢及人口結構變化，並據此優化人才策略。

本集團深信，有效的人才挽留建基於具競爭力的薪酬及福利、清晰的職業發展機會、良好的員工參與，以及關愛共融的企業文化。作為本集團關愛員工及重視績效文化的重要組成部分，本集團致力透過完善的員工福利、人才發展計劃、績效及職涯管理、員工溝通機制，以及身心健康支援措施，營造以人為本的工作環境，藉此提升員工的歸屬感、投入度及工作滿意度。

同時，本集團重視員工的長遠福祉，透過緊急援助、表彰計劃及多元化員工活動，加強員工及團隊凝聚力。集團亦積極推動開放透明的溝通文化，鼓勵員工表達意見及參與企業發展，致力建立互信、尊重及共同成長的工作環境，以支持業務長遠可持續發展。

Staff Retention

To align workforce planning with the Group's long-term business objectives, the Group conducted a five-year manpower forecast in 2023 to identify future talent requirements. Building on the insights derived from this exercise, the Group established a rolling three-year workforce planning framework during the reporting year. Through annual reviews of projected talent requirements and workforce deployment needs over the forthcoming three-year period, the framework supports talent development, succession planning, and workforce preparedness, while enhancing the Group's ability to respond to changing business needs. The Group continues to monitor labour market trends and demographic developments and refines its talent strategies accordingly.

The Group believes that effective talent retention is built upon competitive remuneration and benefits, clear career development opportunities, strong employee engagement, and a caring and inclusive corporate culture. As an integral part of the Group's care and performance driven culture, the Group is committed to fostering a people-oriented workplace through comprehensive employee benefits, talent development initiatives, performance and career management, employee communication, and wellbeing support programs, with the aim of enhancing employees' sense of belonging, engagement, and job satisfaction.

At the same time, the Group places strong emphasis on the long-term wellbeing of employees through emergency assistance, recognition programs, and diversified employee engagement activities that strengthen employee bonding and team cohesion. The Group also actively promotes an open and transparent communication culture, encouraging employees to share feedback and participate in the Group's development. Through cultivating a workplace environment founded on mutual trust, respect, and shared growth, the Group strives to support long-term business sustainability and organizational resilience.

員工常規、待遇與福祉
Talent Practices, Welfare, and Well-being

薪酬與員工福利

除年假、有薪病假、產假、侍產假及強制性公積金計劃等法定福利外，本集團亦提供多項額外員工福利，以促進員工福祉。相關福利包括為前線員工及中央食品加工中心員工提供免費當值膳食、自願性健康檢查，以及家屬餐飲優惠卡。為答謝員工的貢獻，本集團亦於不同節慶向員工送贈節日禮品，致力營造關懷、互助及具凝聚力的工作環境。

Remuneration and Fringe Benefits

Beyond statutory entitlements, including annual leave, sick leave, maternity and paternity leave, and retirement protection under the Mandatory Provident Fund scheme, we provide supplementary benefits designed to enhance employee well-being. These include complimentary duty meals for frontline and CFPP staff, voluntary health checkups, and family meal discount cards. To show appreciation, seasonal gifts are provided to celebrate festive occasions, reinforcing our commitment to a supportive and engaging work environment.

員工福利一覽
Staff Benefit at a Glance

員工及親友餐飲優惠 Dining Benefits for Employees and Their Families	本集團透過「快活尖卡」及「快活家友卡」，為員工及其親友提供餐飲優惠，共享美食體驗。 Through the Dream Card and Family & Friends Card programmes, the Group offers dining privileges to employees and their family members and friends, enabling them to share the Fairwood dining experience.
節慶慶典及員工關懷活動 Festive Celebrations and Employee Engagement Activities	本集團透過週年慶典、節慶活動及應節禮品派發，加強員工歸屬感及團隊凝聚力。 The Group strengthens employee engagement and team cohesion through anniversary celebrations, festive activities, and the distribution of seasonal gifts.
員工福利及生活支援 Employee Well-being and Lifestyle Support	本集團透過員工禮遇計劃及健康相關優惠活動，關顧員工及其家人的健康與福祉，鼓勵建立健康生活方式，並促進家庭幸福。 The Group supports the well-being of employees and their families through employee gift programmes and preferential offers on health-related initiatives.
產品體驗共享 Product Experience and Sharing	本集團定期向員工派發新產品試食券，讓員工及親友率先體驗新產品。 Employees regularly receive food coupons and share with family and friends.
年長員工健康關顧 Senior employees' Health Care Support	本集團為70歲及以上的員工提供免費健康檢查，支持其退休前的健康管理。 Complimentary medical check-ups are provided to employees aged 70 or above to support their health management.

快活關懷基金

快活關懷基金體現本集團於員工及社區有需要時提供支援的承諾。基金透過與非政府機構合作，推行「與耆同樂」街坊長者共聚計劃及「窩心膳行」飯盒及福袋派發計劃等社區關愛活動，以支援社區弱勢群體。

同時，基金亦為因突發事件而面臨財務困難的員工及其直系家屬提供緊急援助及人道關懷。於匯報期內，基金資源分配中，約40%用於支持非政府機構及慈善活動，另約60%用於員工緊急援助。

基金主要透過 Big Bang 員工大會進行籌款，所有捐款均由員工自願參與，而本集團亦提供等額配對捐款，以進一步擴大基金規模。基金開放予全職員工申請，每宗緊急援助申請上限為港幣10,000元。

The Fairwood Caring Fund

The Fairwood Caring Fund reflects the Group's commitment to providing support to employees and the community in times of need. Through collaboration with non-governmental organizations, the Fund supports community care initiatives such as the "Joyous Meal with Seniors" neighborhood elderly engagement program and the "Heart-Warming Food Donation" lunchbox and care package distribution program, benefiting underprivileged groups within the community.

In addition, the Fund provides emergency financial assistance and humanitarian support to employees and their immediate family members facing financial hardship arising from unforeseen circumstances. During the reporting period, approximately 40% of the Fund's resources were allocated to supporting NGOs and charitable initiatives, while the remaining 60% was used for employee emergency assistance.

Fundraising activities were primarily conducted during the Big Bang townhall meetings through voluntary employee donations, which were fully matched by the Group to maximize the overall contribution. The Fund is available to all full-time employees, with each emergency assistance application capped at HK$10,000.



員工表彰與長期服務獎
Employee Recognition and Long-Service Awards



作為持續表揚及肯定員工貢獻的一部分，本集團每年均會配合集團周年誌慶舉辦「長期服務獎頒獎典禮」，向長期服務員工多年來的堅定支持及寶貴貢獻致以衷心謝意。

於匯報期內，本集團舉行53周年誌慶暨長期服務獎頒獎典禮，表揚 279 名員工多年來的忠誠服務及卓越貢獻。其中，1名員工獲頒 35 年長期服務獎、 1 名員工獲頒 30 年長期服務獎、12 名員工獲頒 25 年長期服務獎、27名員工獲頒 20 年長期服務獎、44 名員工獲頒 15 年長期服務獎、106 名員工獲頒 10 年長期服務獎，以及 88 名員工獲頒 5 年長期服務獎。

該等里程碑充分體現員工對本集團的忠誠、承擔及與企業共同成長的精神，亦彰顯本集團以人為本的企業文化及長遠發展理念。本集團衷心感謝所有獲獎員工多年來的努力與奉獻，其持續支持對推動本集團穩健發展及長遠成功尤其重要。

As part of its ongoing commitment to recognizing and appreciating employee dedication, the Group organizes an annual celebration in conjunction with its anniversary and the “Long Service Award Presentation Ceremony” to honor long-serving employees for their unwavering support and valuable contributions.

During the reporting period, the Group celebrated its 53rd Anniversary in conjunction with the Long Service Awards Ceremony, honoring 279 employees for their longstanding dedication and contributions. Among the award recipients, one employee was recognized for 35 years of service, one for 30 years, 12 for 25 years, 27 for 20 years, 44 for 15 years, 106 for 10 years, and 88 for 5 years of service.

These milestones reflect the loyalty, commitment, and shared success that underpin the Group’s people-oriented culture and long-term development. The Group extends its sincere gratitude to all award recipients for their continued dedication and contributions, which have been instrumental in supporting the Group’s sustainable growth and long-term success.



績效評估與職涯發展

本集團相信，系統化的人才發展對提升員工隊伍韌性、營運效率及推動業務長遠可持續發展至關重要。透過透明、公平及具系統性的績效評估制度，本集團為高績效員工提供晉升及發展機會，同時建立清晰的未來績效及專業發展標準。績效評估結果亦作為薪酬調整及晉升的重要依據，確保對員工貢獻作出全面及客觀的評核。

為支持長遠人才發展，本集團已為前線員工建立清晰的職涯發展階梯，並透過工作輪調安排，讓員工掌握餐廳不同崗位的工作技能及營運知識。集團亦提供師友指導支援，以促進經驗傳承、提升實務能力，並支持員工職涯成長及專業發展。對於辦公室員工，本集團積極識別具潛力人才及未來領導者，並透過針對性的領導力培訓、師友計劃及接班人規劃，加強管理能力建設，確保各部門具備可持續的領導人才儲備。相關學習及領導力發展措施亦透過快活學院進一步推行。

辦公室員工的績效評估每年進行一次，而前線員工則按季度進行績效評估，以便定期檢視表現、提供及時反饋，並配合營運及職涯發展需要提供持續發展支援。於匯報期內，辦公室員工及前線員工已完成定期績效評估。

職業晉升及發展機會均根據員工的才能、工作表現、專業能力及領導潛質而定，不受性別、年齡或種族等因素影響。

Performance Evaluation and Career Development

The Group believes that systematic talent development is essential to strengthening workforce resilience, operational excellence, and long-term sustainable growth. Through a transparent, fair, and structured performance evaluation system, the Group provides promotion and development opportunities for high-performing employees while establishing clear standards for future performance and professional growth. Performance evaluation results serve as a basis for compensation adjustments and promotions, ensuring a comprehensive and objective assessment of employee contributions.

To support long-term talent development, the Group has established clear career progression pathways for frontline employees, complemented by job rotation opportunities that enable staff to develop competencies across different operational roles within the restaurant environment. Mentorship support is also provided to facilitate knowledge transfer, strengthen practical capabilities, and support employees' career growth and professional development. For office employees, the Group actively identifies high-potential talent and future leaders, and provides targeted leadership development, mentorship, and succession planning initiatives to strengthen management capabilities and ensure sustainable leadership continuity across departments. Relevant learning and leadership development initiatives are further supported through the Fairwood Academy platform.

Performance evaluations are conducted annually for office employees and quarterly for frontline employees, enabling regular performance review, timely feedback, and continuous development support aligned with operational and career development needs. During the reporting period, office employees completed regular performance evaluations.

Career advancement and development opportunities are provided based on merit, performance, competencies, and leadership potential, regardless of gender, age, or ethnicity.

此外，本集團亦為部門主管設立額外個人關鍵績效指標，以加強問責性，確保部門目標與集團策略方向保持一致，並培養責任與領導文化。所有紀律處分及解僱個案均嚴格遵守集團內部政策以及香港相關法律法規處理，以防止任何不公平或非法解僱情況發生。

In addition, the Group introduced supplementary individual key performance indicators for department heads to strengthen accountability, align departmental objectives with the Group's strategic goals, and foster a culture of responsibility and leadership. All disciplinary actions and dismissal cases are handled in strict compliance with internal policies and the laws and regulations of Hong Kong to prevent unfair or unlawful dismissal practices

員工參與及溝通

本集團深明有效的員工參與及開放透明的溝通，對建立正向工作文化及支持業務長遠可持續發展至關重要。透過多元化的正式及非正式溝通渠道，本集團積極鼓勵員工參與、聆聽員工意見，並加強管理層與前線員工之間的聯繫與交流。

Staff Engagement and Communication

The Group recognizes that effective employee engagement and open communication are essential to fostering a positive workplace culture and supporting long-term business sustainability. Through a range of formal and informal communication channels, the Group actively encourages employee participation, listens to staff feedback, and strengthens connections between management and frontline employees.

「快活指數」員工滿意度調查
Employee Happiness Index Survey



本集團於 2012年6月首次推出「快活指數」內部評估系統，以衡量員工滿意度及識別持續改善空間。該問卷調查每年進行兩次，2024 年修訂版內容與集團「快活文化」接軌 ， 涵蓋薪酬與福利、學習與發展機會、工作環境、員工福祉、團隊凝聚力、企業文化、團隊合作、持續學習、追求卓越，以及關愛社區、員工及鄰里等多個範疇，以提升調查在識別改善機會及推動員工參與、福祉及組織發展相關措施方面的成效。

調查收集全職員工的意見及反饋，作為重要的員工溝通及參與工具，有助本集團更深入了解員工期望及工作體驗。調查結果及員工意見會定期由高級管理層審閱，並在適當情況下將具建設性的建議納入營運及人力資源優化措施之中。匯報期內「快活指數」錄得3.9分 (滿分為5分)，反映本集團整體員工滿意度維持穩健水平。

The Group first launched the "Employee Happiness Index", an internal assessment system, in June 2012 to measure employee satisfaction and identify opportunities for continuous improvement. The survey is conducted twice annually. In 2024, the questionnaire was revised to align with the Group's "Caring & Appreciation Culture", covering a broad range of topics, including compensation and benefits, learning and development opportunities, work environment, employee well-being, team cohesion, corporate culture, teamwork, continuous learning, pursuit of excellence, and care for the community, employees, and neighborhoods. The enhanced survey is designed to improve its effectiveness in identifying areas for improvement and supporting initiatives related to employee engagement, well-being, and organizational development.

The survey collects opinions and feedback from full-time employees and serves as an important communication and engagement channel, enabling the Group to gain deeper insights into employee expectations and workplace experiences. Survey results and employee feedback are reviewed regularly by senior management, and constructive suggestions are incorporated into operational and human resources enhancement initiatives where appropriate. During the reporting period, the Fairwood Index recorded a score of 3.9 out of 5.0, reflecting a consistently solid level of overall employee satisfaction across the Group.

以科技拉近員工距離：「Fairwood Team」手機應用程式

「Fairwood Team」手機應用程式已成為集團促進員工參與、賦能及聯繫的重要工具。該平台不僅優化人力資源流程，更加強內部溝通、支持專業發展，並推動落實集團核心的快活文化。

「Fairwood Team」在2024完成的第一階段實施，員工可透過應用程式直接上傳稅務申報表及薪資單。透過流程數位化，員工能隨時隨地便捷地存取重要個人資訊，同時集團實現無紙化操作，符合可持續發展目標。此外，應用程式的 QR 碼功能取代實體折扣卡，不僅提升便利性，還降低遺失或被非授權人員使用的風險，並加強企業治理。

第二階段實施進一步擴展應用程式功能，以更有效促進員工參與與支持。餐券及農曆新年年糕券均透過應用程式數位發放，既安全可靠，又減少行政成本。同時，應用程式整合了學習與發展功能，員工可隨時存取電子培訓資料、追蹤學習進度，並針對個人發展需求規劃成長機會。

透過將科技應用於員工發展與日常互動，「Fairwood Team」手機應用程式營造更包容、支持及互動的工作環境，使員工能主動掌握自身成長，並積極參與組織運作。此舉展現了創新科技如何提升員工體驗與組織文化，體現集團以科技賦能、以人為本的承諾。

員工通訊及內部刊物

本集團透過多元化的員工溝通渠道，與員工保持緊密聯繫，包括內部刊物「快活之聲」、「我們的快活事」及影片資訊節目「開心新聞」。此外，本集團亦定期發佈一系列「快活管理錦囊」，以推廣正向工作文化及加強管理層與員工之間的溝通。

Bridging Employee Connections Through Technology : The “Fairwood Team” Mobile App

The “Fairwood Team” mobile app has become a cornerstone in Fairwood’s efforts to engage, empower, and connect employees through technology. Beyond streamlining HR processes, the platform strengthens communication, supports professional development, and fosters the Caring & Appreciation Culture at the heart of Fairwood’s values.

In the first stage of implementation, completed in 2024, the app enabled employees to upload tax returns and payroll statements directly to the platform. By digitizing these processes, employees gained convenient, anytime access to essential personal information, while the Group embraced a paperless approach aligned with sustainability goals. A QR code feature replaced physical discount cards, enhancing convenience, minimizing the risk of loss or misuse, and reinforcing good governance.

The second stage expanded the app’s capabilities to further engage and support employees. Dining vouchers and Chinese New Year pudding coupons were distributed digitally, ensuring secure access while reducing administrative overhead. Importantly, the app integrated learning and development tools, allowing employees to access electronic training materials, track progress, and pursue personalized growth opportunities.

By placing technology at the service of people, the “Fairwood Team” app fosters a more inclusive, supportive, and interactive workplace, empowering employees to take ownership of their development and engage meaningfully with the organization. This approach demonstrates how innovation can enhance both employee experience and organizational culture, reinforcing the Group’s commitment to a technology-enabled, people-first workplace.

Staff Newsletters and Publications

The Group maintains regular communication with employees through multiple engagement channels, including internal publications such as “Happy Voice”, “Our Fairwood Moments”, and “Happy News”, a video communication program. In addition, a series of “Happy Management Tips” is distributed to promote positive workplace culture and strengthen management communication.

員工常規、待遇與福祉
Talent Practices, Welfare, and Well-being



Big Bang員工大會

自 2002 年啟動以來，Big Bang 員工大會已成為集團員工參與的重要平台。由人力資源及文化發展工作小組策劃，會議回顧集團業績、設定未來目標及傳達策略方向，同時強化員工對道德規範及誠信的認知。匯報期內舉辦一場Big Bang，以「同舟破浪，領導前行」 為主題，約 500 名員工參與，包括董事會代表、各分店及加工中心員工代表，以及總部全體員工。

分店探訪

本集團亦重視管理層與前線員工的直接交流。行政總裁定期到訪不同分店，並與前線員工直接溝通，以深入了解其工作環境、營運挑戰及員工福祉相關需要。此類互動有助推動透明溝通、加強員工關係，並進一步體現本集團以人為本的管理理念。

Big Bang Townhall Meetings

The Big Bang townhall meeting, launched in 2002, remain a cornerstone of employee engagement. Organized by the Human Resources and Cultural Development Taskforce, these meetings review the Group's performance, set future goals, and communicate strategic priorities, while reinforcing ethical standards and integrity expectations. During the reporting period, the Group held one Big Bang townhall meeting under the theme "Navigating Challenges Together, Leading the Way Forward", with approximately 500 participants, including representatives of the Board, restaurant outlets, the CFPP, and head office employees.

Store Visits

The Group also emphasizes direct management engagement with frontline employees. The Chief Executive Officer conducted regular store visits and communicated directly with frontline staff to better understand their working conditions, operational challenges, and wellbeing concerns. These interactions support transparent communication, strengthen employee relations, and reinforce the Group's people-oriented management approach.

「快活茶座」分店員工交流平台

本集團重視與員工保持開放及雙向溝通，並透過多元化溝通渠道了解員工意見及需要，促進管理層與前線員工之間的交流。於匯報期內，本集團共舉辦三場「快活茶座」員工交流活動，共36名員工參與。參與者涵蓋全職及兼職前線員工，包括見習主任、大堂組長、大堂服務員、前線組長、前線服務員、收銀員、見習廚師及助廚等不同崗位。

透過輕鬆開放的交流形式，管理層得以直接聆聽前線員工對工作環境、營運安排及員工體驗的意見和建議，進一步加強彼此溝通與理解，並為持續優化員工體驗及營運管理提供參考。未來，本集團將繼續擴展相關溝通平台，並計劃於為中央食品加工中心舉辦專場交流活動，以促進更廣泛的員工參與及意見交流。

"Fairwood Hive" Employee Communication Platform

The Group values open and two-way communication with employees and seeks to understand their views and needs through a variety of engagement channels, fostering dialogue between management and frontline team members. During the reporting period, the Group organised three sessions of the "Fairwood Hive" employee communication platform, with a total of 36 participants. Attendees included both full-time and part-time frontline employees across various roles, including Trainee Supervisors, Dining Area Team Leaders, Dining Area Crew Members, Frontline Team Leaders, Frontline Crew Members, Cashiers, Trainee Chefs and Kitchen Assistants.

Through this open exchange platform, management was able to directly gather feedback and suggestions from frontline employees regarding the working environment, operational arrangements and employee experience. The initiative strengthened mutual communication and understanding while providing valuable insights for the continuous enhancement of employee experience and operational management. Looking ahead, the Group will continue to expand such communication platforms and plans to organise a dedicated engagement session for employees of the CFPP to encourage broader employee participation and feedback.



透過連結社區與康樂活動提升員工參與度

本集團重視員工福祉及工作與生活平衡，致力透過多元化員工關懷、表彰及康樂活動，營造關愛共融、積極正向的工作環境，提升員工歸屬感、團隊凝聚力及工作滿意度。於匯報期內，本集團舉辦多項員工參與活動，包括「新春行大運」賀歲活動、「53周年暨長期服務獎頒獎典禮」、「中央食品加工中心迎新禧暨長期服務獎頒發活動」、「快活睇好戲」員工電影日及員工生日會等，並透過不同形式表揚員工貢獻、促進跨部門交流及加強員工與企業之間的聯繫。相關活動為員工及其家屬提供互動交流及共享歡樂時光的機會，亦有助弘揚感謝文化及團隊精神，進一步凝聚員工力量，支持企業的可持續發展。

Enhancing Employee Engagement Through Community and Recreation

The Group places great importance on employee well-being, work-life balance and fostering a strong sense of belonging. During the reporting period, the Group organised a wide range of employee engagement, appreciation and recreational activities to strengthen team cohesion, recognise employee contributions and promote a positive workplace culture. These activities included the “CNY Splendor”, the 53rd Anniversary Celebration and Long Service Award Presentation Ceremony, employee birthday celebrations, the ”Fairwood Movie Day” family engagement programme, and the CFPP Chinese New Year Gathering and Long Service Award Presentation Ceremony. Through these initiatives, the Group provided opportunities for employees and their families to connect, celebrate important milestones and share memorable experiences, while reinforcing mutual appreciation, team spirit and a culture of care across the organisation.



員工常規、待遇與福祉
Talent Practices, Welfare, and Well-being

延續本集團「新春行大運」傳統活動，由管理層聯同各部門主管於農曆新年期間向後勤支援部門、總廚團隊及各區分店同事拜年，向員工送上節日祝福，並為新一年注入士氣與動力。

Continued the Group's annual ""CNY Splendor" tradition, during which members of management and departmental leaders visited support office teams, Executive Chef teams and restaurant outlets to extend festive greetings and encouragement to employees.



活動期間，管理層亦向多間表現優秀的分店頒發獎項，表揚其於營運效率、服務質素、食品品質、盈利能力、會員招募及業務增長等方面的卓越表現，以肯定員工的努力與貢獻，鼓勵團隊持續追求卓越，進一步強化績效文化及提升員工投入度。

As part of the event, management presented awards to high-performing outlets in recognition of outstanding achievements in operational efficiency, service quality, food quality, profitability, membership acquisition and business growth. These initiatives acknowledged employees' contributions, reinforced a performance-driven culture and inspired teams to pursue continuous improvement and excellence.





為迎接新春佳節及表揚員工多年來的貢獻，本集團於匯報期內舉行「中央食品加工中心迎新禧暨長期服務獎頒發活動」。管理層代表向長期服務的中央食品加工中心同事頒發長期服務獎，以感謝其多年來對本集團的支持與付出，並特別安排豐富午膳及飲品招待參與同事，藉此表達謝意及加強員工對企業的歸屬感。

To celebrate the Lunar New Year and recognise the long-standing contributions of its culinary team members, the Group organised the “CFPP Chinese New Year Celebration and Long Service Award Presentation Ceremony” during the reporting period. Management representatives presented Long Service Awards to CFPP team members in appreciation of their years of dedication and support. A special luncheon and refreshments were also arranged for participants as a gesture of gratitude and recognition.



於匯報期內，本集團舉辦「快活睇好戲」員工電影日活動，安排三場電影欣賞活動，邀請員工及家屬共同參與，共吸引 180 人參加。活動不僅為員工提供輕鬆愉快的休閒體驗，亦促進員工與家人之間的交流互動，進一步營造關愛共融的企業文化。

During the reporting period, the Group organised the "Fairwood Movie Day" employee event, featuring three movie screenings for employees and their family members, with a total attendance of 180 participants. The event provided employees with an enjoyable leisure experience while encouraging interaction among employees and their families, further fostering a caring and inclusive corporate culture.



團隊概覽
Employment Profile

我們致力營造正面、支持及共融的工作環境，增強員工的歸屬感，並確保他們在快活文化中茁壯成長。截至2026年3月31日，集團香港業務由4,648名員工支持，平均每月員工流失率約為 4.3%。

The Group strives to strengthen employee engagement and ensure alignment with our Caring & Appreciation Culture, we remain committed to maintaining a positive, supportive, and inclusive work environment. As of March 31, 2026, Fairwood's Hong Kong operations were supported by a workforce of 4,648 employees, the average monthly staff turnover was approximately 4.3%.

		就業數據 Employment data		平均每月僱員流失比率 [19] Average monthly staff turnover rate [19]	
僱傭 (香港) Employment (Hong Kong)		2025 / 26	2024 / 25	2025 / 26	2024 / 25
總僱員人數 Total number of employees		4,648	4,826	4.3%	5.5%
按性別 By gender	男 Male	1,273	1,308	5.1%	7.0%
	女 Female	3,375	3,518	3.9%	5.0%
按類別 By type	全職 Full-time	2,641	2,715	-	-
	兼職 Part-time	2,007	2,111	-	-
按年齡組別 By age group	< 30	526	599	8.2%	11.1%
	30–50	1,972	2,067	3.1%	4.1%
	> 50	2,150	2,160	4.3%	5.3%
按僱員職位 By employee grading	高級管理層 Senior management	16	19	-	-
	中級管理層 Middle management	1,667	1,796	-	-
	前線和一般員工 Frontline and general staff	2,965	3,011	-	-
按地區 By geographical region	香港 Hong Kong SAR	4,648	4,826	4.3%	5.5%

19 平均每月僱員流失比率指某一特定類別的員工在一個月內離職的人數，除以該特定類別當月的平均員工人數，以百分比表示，然後對每月百分比進行匯總和平均。
Average monthly staff turnover = number of employees in a specific category who leave their jobs in a month, divided by the average umber of employees in the specific category in that month, expressed as a percentage. The monthly percentages are then totaled and averaged.

多元、平等和共融
Diversity, Equity, and Inclusion

愛心僱主 Caring Employer

「愛心僱主」獎章 2025
殘疾共融支持機構

我支持 種族多元共融工作間
Racial Diversity & Inclusion in the Workplace

自 1991 年起， 大快活一直致力推動職場種族多元，為少數族裔及不同背景人士提供平等就業機會，並支持其職業發展。多年來，集團持續推動多元、平等與共融文化，致力建立尊重、包容及互相支持的工作環境。

集團相信，多元、平等及共融的工作環境有助促進創新、賦能員工，並推動企業的可持續發展。因此，集團透過內部政策、工作實務及管治架構，將多元、平等與共融理念融入招聘、培訓、員工參與及日常管理等營運範疇，確保相關原則在分店營運及企業管理層面均得到有效落實。

憑藉在推動共融就業方面的長期努力，大快活於2018年成為平等機會委員會《種族多元共融僱主約章》的創始簽署機構之一，並為當中唯一的快餐連鎖企業。此外，配合香港特別行政區政府於 《 2024 年施政報告》中提出設立「愛心僱主」獎章，以鼓勵積極聘請殘疾人士的僱主，大快活於於匯報期內榮獲 「愛心僱主」獎章 - 「殘疾共融僱主（第二級）」嘉許，肯定集團在推動傷健共融、提供平等就業機會及建立共融工作環境方面的持續努力與成果。

Since 1991, Fairwood has been committed to promoting racial diversity in the workplace by providing equal employment opportunities and supporting the career development of ethnic minorities and individuals from diverse backgrounds. Over the years, the Group has continuously fostered a culture of Diversity, Equity and Inclusion (“DEI”), striving to cultivate a respectful, inclusive, and supportive working environment.

The Group believes that a diverse, equitable, and inclusive workplace promotes innovation, empowers employees, and supports sustainable business development. Accordingly, the Group integrates DEI principles into its internal policies, operational practices, and governance framework across areas including recruitment, training, employee engagement, and daily management, ensuring that such principles are effectively implemented throughout store operations and corporate management.

In recognition of its long-standing efforts in promoting inclusive employment, Fairwood became one of the founding signatories of the Equal Opportunities Commission’s Racial Diversity & Inclusion Charter for Employers in 2018, and was the only fast-food chain among the founding signatories. In addition, following the Hong Kong SAR Government’s announcement in the 2024 Policy Address to establish the “Caring Employer” Award Scheme in recognition of employers actively supporting the employment of persons with disabilities, Fairwood was honored with the “Caring Employer” Badge – Disability Inclusive Employer (Level 2) during the reporting period. The recognition affirms the Group’s ongoing commitment to promoting disability inclusion, equal employment opportunities, and an inclusive workplace culture.

共融招聘與多元人才-社區招聘計劃

社區招聘計劃體現了集團推動平等就業機會及共融招聘的承諾。該計劃主要面向就業機會較少的群體，包括家庭主婦及少數族裔人士，並為他們提供彈性工作安排、在職培訓及導師支援。

為協助不同文化背景的員工順利融入工作環境，集團亦提供文化大使支援及多語言營運指引，建立更順暢和包容的入職體驗。透過這些措施，大快活致力發掘多元人才的潛力，同時促進更廣泛的社會共融。

於匯報期內，集團與匡智松嶺綜合職業訓練中心合作，為輕度至中度智障人士提供就業支援。該計劃透過職前培訓、在職督導及支援服務，協助學員提升工作技能及適應能力，並支援其投身公開就業市場。

本集團相信，多元共融的工作環境有助促進互相尊重、提升員工參與感及建立更具凝聚力的團隊文化。透過與社區夥伴合作推動共融就業，本集團致力履行企業社會責任，並持續為不同背景人士創造更具包容性的發展機會。

家庭友善及跨世代共融措施

為回應不同人生階段員工的需要，集團推行多項具彈性的共融就業措施。

其中「媽媽更」計劃透過配合學校上課時間安排工作時段，讓在職母親能夠更好地平衡工作與家庭責任。該計劃有助提升女性勞動參與，促進工作與生活的平衡。

此外，集團亦鼓勵年齡多元化，聘請具經驗的「少老」員工，並以彈性時薪合約安排工作，讓他們在保持時間彈性的同時，繼續發揮其經驗及專業能力。

Inclusive Recruitment and Workforce Diversity – Community Recruitment Program

The Community Recruitment Program reflects the Group's commitment to equal-opportunity employment and inclusive hiring practices. The initiative focuses on reaching underrepresented groups, including homemakers and ethnic minorities, and provides flexible working arrangements, structured on-the-job training, and mentorship support.

To facilitate smooth workplace integration, the Group also provides cultural ambassadors and translated operational materials to support employees from diverse linguistic and cultural backgrounds. Through these measures, Fairwood aims to unlock the potential of diverse talent while promoting greater social inclusion.

During the reporting period, the Group collaborated with the Hong Chi Pinehill Integrated Vocational Training Centre to support the employment of individuals with mild to moderate intellectual disabilities. Through the program, participants were provided with pre-employment training, on-the-job supervision, and supportive services to enhance their work skills, adaptability, and readiness for open employment opportunities.

The Group believes that an inclusive and diverse workplace fosters mutual respect, strengthens employee engagement, and cultivates a more cohesive team culture. Through collaboration with community partners to promote inclusive employment, the Group remains committed to fulfilling its corporate social responsibility and creating more inclusive development opportunities for individuals from diverse backgrounds.

Family- and Age-Inclusive Employment Practices

Recognizing the diverse needs of employees at different life stages, the Group has introduced flexible and inclusive employment initiatives.

The "Momma's Shift" program aligns work schedules with school hours, enabling working mothers to balance professional responsibilities with family commitments. This initiative supports greater workforce participation among women while promoting work-life balance.

In addition, the Group embraces age diversity by employing experienced "young old" workers on flexible hourly arrangements. This approach allows them to contribute their valuable experience and skills while maintaining flexibility in their work schedules.

支援有特殊需要的員工

集團致力建立一個具備無障礙及支持性的工作環境，讓有特殊需要的員工亦能充分發揮所長。集團會因應個別需要提供適當的設備及工具，例如為視障員工調整電腦顯示設定，以協助其更有效地完成工作。

這些支援措施有助確保所有員工均能在公平及尊重的環境中工作，並感受到自身價值。

尊重及慶祝文化多元

大快活的員工來自亞洲、非洲及歐洲等不同地區，多元文化背景為集團帶來豐富的視野與活力。集團會慶祝多個重要文化節日，例如排燈節、齋戒月及潑水節，以表達對不同文化傳統的尊重，並加強員工的歸屬感。

為促進不同語言背景員工之間的溝通，集團亦持續推動共融溝通措施。總部及分店發出的通告逐步採用雙語形式，而培訓課程亦盡量以雙語方式進行。對於重要通告及培訓，集團更採用多語系溝通，包括印地語及旁遮普語，以確保不同文化背景的員工均能清晰理解相關資訊。

透過清晰及共融的溝通方式，集團致力讓每位員工都能獲得充分資訊及支持，從而提升員工參與度並促進團隊合作。

集團對多元、平等與共融的承諾，不僅是一項企業措施，更體現了集團的核心價值及推動快活文化的願景。透過尊重每位員工的獨特背景與才能，並營造互相尊重與支持的工作環境，集團致力建立一個充滿合作精神及正能量的工作文化。

Accessibility and Support for Employees with Special Needs

The Group is committed to creating an accessible and supportive workplace for employees with special needs. Where appropriate, customized tools and equipment are provided to enable employees to perform their roles effectively. For example, adjustments to computer displays and workplace equipment are made to support visually impaired employees.

These accommodations help ensure that all employees can work productively and feel respected and valued within the organization.

Celebrating Cultural Diversity

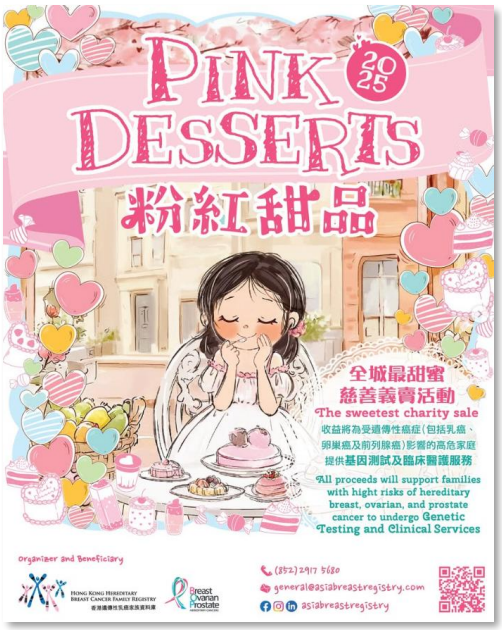
With employees from Asia, Africa, and Europe, Fairwood benefits from a diverse and multicultural workforce. The Group celebrates major cultural occasions such as Diwali, Ramadan, and Songkran, recognizing the traditions and heritage of employees from different backgrounds and fostering a sense of belonging across the organization.

To support effective communication within a diverse workforce, the Group also promotes inclusive communication practices. Circulars issued at both the head office and restaurant levels are progressively provided in bilingual formats, while training programs are delivered in bilingual sessions where appropriate. For important announcements and trainings, multilingual communication including Hindi and Punjabi is adopted to ensure accessibility for employees from different linguistic backgrounds.

Through clear and inclusive communication, the Group aims to ensure that all employees feel informed, supported, and able to contribute effectively to the organization.

Fairwood's commitment to diversity, equity, and inclusion reflects the Group's core values and its vision of cultivating a positive and supportive Caring & Appreciation Culture. By embracing the diverse strengths of our employees and fostering a workplace where individuals feel respected and empowered, the Group seeks to create an environment that promotes collaboration, engagement, and mutual support.

案例分享 – 將多元、平等與共融理念延伸至社區
Case Study – Promoting Diversity, Equity and Inclusion Beyond the Workplace







本集團深信，多元、平等與共融不僅體現於工作場所，亦應延伸至其服務的社區。秉持此理念，本集團連續第二年支持香港遺傳性乳癌家族資料庫舉辦的「粉紅甜品」活動。透過指定草莓粉紅特飲的銷售，本集團每售出一杯即捐出港幣 1 元，以支持資料庫推廣遺傳性乳癌公眾教育，以及為高風險人士及其家屬提供專業支援服務。活動期間共售出超過 9,000 杯草莓果蓉鮮奶，合共捐出約港幣 9,000 元。

除捐款所帶來的直接支持外，本集團相信活動更深遠的意義在於提升顧客及員工對遺傳性乳癌的認識和關注。透過遍布全港的分店網絡及廣泛的顧客接觸點，活動有效推廣遺傳性癌症風險、及早檢測的重要性，以及相關專業支援服務的資訊，同時提升大眾對女性健康及福祉議題的關注。

此項目充分體現本集團致力建立共融及關愛文化的承諾，並將有關理念延伸至社區層面。未來，本集團將繼續透過具意義的社區合作夥伴關係創造正面的社會影響力，進一步實踐其在工作場所及社區層面的多元、平等與共融承諾。

The Group believes that diversity, equity and inclusion extend beyond the workplace and into the communities in which it operates. Guided by these values, the Group continued to support the “Pink Dessert” campaign organised by the Hong Kong Hereditary Breast Cancer Family Registry for the second consecutive year. Through the sale of designated Strawberry Coulis Milk, the Group donated HK$1 per drink sold to support the Registry’s work in raising awareness of hereditary breast cancer and providing professional support services to high-risk individuals and families. During the campaign period, more than 9,000 cups of Strawberry Coulis Milk were sold, generating donations of approximately HK$9,000.

While the fundraising contribution provided tangible support to the Registry’s programmes, the Group believes the initiative’s greatest impact lies in raising awareness of hereditary breast cancer among its customers and employees. By leveraging its extensive restaurant network and customer reach, the campaign helped promote public understanding of hereditary cancer risks, the importance of early detection, and the availability of professional support services. It also encouraged greater awareness of women’s health and wellbeing within the workplace and the wider community.

The initiative reflects the Group’s commitment to fostering an inclusive and caring culture that values the wellbeing of individuals from all backgrounds. Through meaningful community partnerships, the Group seeks to create positive social impact while reinforcing its commitment to diversity, equity and inclusion both within the workplace and beyond.

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員工培訓與發展
Talent Development and Empowerment

本集團深信，持續學習與人才賦能是推動企業長遠可持續發展及提升服務競爭力的重要基石。透過「快活學院」建立具系統性及多元化的學習與發展框架，本集團致力為不同職級及職能的員工提供持續進修、技能提升及職涯發展機會，培養具備專業知識、創新思維及營運能力的人才團隊。集團亦透過數碼化學習平台、工作輪調、能力評估及持續學習文化推動知識傳承與人才發展，進一步提升員工參與度、營運效率及組織韌性。

The Group firmly believes that continuous learning and talent empowerment are fundamental to enhancing service competitiveness and driving long-term sustainable business development. Through the establishment of the Fairwood Academy, the Group has developed a structured and diversified learning and development framework that provides employees across different functions and levels with continuous learning, skills enhancement, and career development opportunities, cultivating a talent pool equipped with professional expertise, innovative thinking, and operational capabilities. The Group also promotes knowledge transfer and talent development through digital learning platforms, job rotation initiatives, competency assessments, and a continuous learning culture, further enhancing employee engagement, operational efficiency, and organizational resilience.

於匯報期內，本集團進一步優化學院的學習與發展體系，推出「3小時學習時數KPI」，鼓勵員工持續參與培訓及自我增值，推動主動學習及持續進步的企業文化。同時，集團亦推出作為快活學院延伸流動學習平台的「培訓助手」應用程式，進一步提升前線員工培訓的靈活性及便利性。員工可透過應用程式查閱職位相關必修課程、學習資料、測驗及學習進度，而主管亦可更有效管理培訓完成情況及跟進員工發展，進一步提升培訓管理效率及營運一致性。

During the reporting period, the Group further enhanced the Academy's learning and development framework through the introduction of the "3-Hour Learning KPI", encouraging employees to participate in continuous training and self-development activities while fostering a proactive learning and continuous improvement culture. At the same time, the Group launched the "Training Assistant" mobile application as an extended mobile learning platform of the Academy to further improve the flexibility and accessibility of frontline staff training. Through the application, employees can access job-related compulsory courses, learning materials, assessments, and training progress records, while supervisors are able to manage training completion status and monitor employee development more effectively, thereby enhancing training management efficiency and operational consistency.

本集團在人才培育及職業發展方面的努力亦獲得外部認可。於匯報期內，集團獲頒「QF 資歷架構星級之友」及成為「推動資歷架構」約章簽署機構，表彰集團積極推動資歷架構及持續學習文化。本集團同時亦榮獲 ERB人才企業嘉許計劃「Super MD」及「ERB 傑出僱主獎」，肯定集團於人才培訓、員工發展及企業人才管理方面的持續投入與卓越表現。

The Group's efforts in talent development and career advancement have also received external recognition. During the reporting period, the Group was recognized as a "QF Star Employer" and became a signatory of the "Qualifications Framework Recognition Scheme", acknowledging its active promotion of the Qualifications Framework and continuous learning culture. In addition, the Group received the ERB Manpower Developer Award Scheme "Super MD" and the "ERB Outstanding Employer Award" in recognition of its continuous investment and outstanding performance in talent training, employee development, and human capital management.

「培訓助手」手機應用程式

為進一步提升前線員工培訓效率及推動數字化學習，本集團於匯報期內推出「培訓助手」手機應用程式，作為快活學院的延伸流動學習平台，進一步完善前線員工的學習與發展體系。該應用程式旨在優化前線培訓管理流程、提升學習靈活性及加強職涯發展支援，推動持續學習文化及提升營運一致性。

透過「培訓助手」手機應用程式，前線員工可隨時查閱目前職位及過往晉升紀錄，並按職位要求完成指定必修課程。平台整合電子學習資料、線上測驗、成績查閱及電子證書功能，方便員工靈活安排學習進度，提升學習便利性及參與度，同時加強員工對工作流程及服務標準的掌握。

於匯報期內，本集團於應用程式中推出多項培訓課程，涵蓋管理實務、營運管理、合規及職業安全等範疇，包括管理層實務管理技巧課程、其他成本控制（水、電、煤及維修費）課程、迎新培訓、ESG基礎知識、反歧視條例、私隱條例、工作安全及食物安全等內容，以持續提升前線員工及管理層的專業知識、營運能力及合規意識。

"Training Assistant" Mobile Application

To further enhance frontline staff training efficiency and promote digital learning, the Group launched the "Training Assistant" App during the reporting period as an extended mobile learning platform of the Fairwood Academy, further strengthening the learning and development ecosystem for frontline employees. The application aims to streamline frontline training management processes, enhance learning flexibility, and support career development, while fostering a culture of continuous learning and operational consistency.

Through the "Training Assistant" App, frontline employees can conveniently access their current positions and historical promotion records, as well as complete mandatory training courses according to job requirements. The platform integrates digital learning materials, online assessments, examination results, and electronic certification functions, enabling employees to manage their learning progress flexibly and conveniently while strengthening their understanding of operational procedures and service standards.

During the reporting period, the Group introduced a range of training courses through the application, covering management practices, operational management, compliance, and occupational safety topics. These included practical management skills training for supervisors, operational cost control training relating to water, electricity, gas, and maintenance expenses, onboarding training, ESG fundamentals, anti-discrimination regulations, privacy regulations, workplace safety, and food safety training. These initiatives aim to continuously strengthen the professional knowledge, operational capabilities, and compliance awareness of frontline employees and management staff.







員工培訓與發展
Talent Development and Empowerment

本集團將持續豐富平台課程內容，配合業務發展及營運需要，進一步完善數字化學習生態系統。

The Group will continue to expand and enrich the platform's course offerings in line with business development and operational needs, further enhancing its digital learning ecosystem.

此外，應用程式亦支援主管層進行培訓進度管理。主管可即時查閱各項必修課程及培訓任務的完成情況，並監察個別前線員工的學習進度，以便提供適時支援及跟進。透過數字化培訓管理，本集團能更有效提升培訓透明度、一致性及追蹤能力，進一步加強前線人才發展及營運管理效率。

The application also supports supervisors in monitoring training progress and workforce development. Supervisors can review the completion status of mandatory courses and training tasks, as well as track the learning progress of individual frontline employees to facilitate timely support and follow-up actions. Through digitalized training management, the Group is able to enhance training transparency, consistency, and traceability, further strengthening frontline talent development and operational management effectiveness.

本集團相信，「培訓助手」手機應用程式有助建立更靈活、高效及具系統性的前線學習環境，支持員工持續提升專業知識及工作技能，並配合集團長遠人才發展及優質服務營運需要。

The Group believes that the the "Training Assistant" App helps establish a more flexible, efficient, and systematic frontline learning environment, supporting employees in continuously enhancing their professional knowledge and operational skills while meeting the Group's long-term talent development and service excellence objectives.



持續學習文化與「3小時學習時數KPI」

為進一步推動持續學習文化及強化員工能力建設，本集團於匯報期內透過快活學院正式推行「3小時學習時數KPI」，鼓勵員工每年持續參與培訓及自我提升，將學習融入日常工作與職涯發展之中。該措施旨在提升員工專業知識、管理能力及營運效率，同時支持集團長遠人才發展策略及建立學習型組織文化。

作為快活學院學習框架的一部分，集團制定年度培訓日曆，涵蓋適用於不同職級及工作崗位的必修及選修課程，包括新入職員工迎新課程、私隱及平等機會講座、廉政公署網上講座、績效管理、溝通技巧、記憶提升、設計思維及創意解難等主題，藉此提升員工的專業技能、數字能力、管理知識及創新思維。其中，部分課程屬全體員工或指定員工必修課程，以加強合規管理、企業管治及工作標準；另設適用於所有員工及管理層的選修課程，以支持個人發展及領導能力提升。

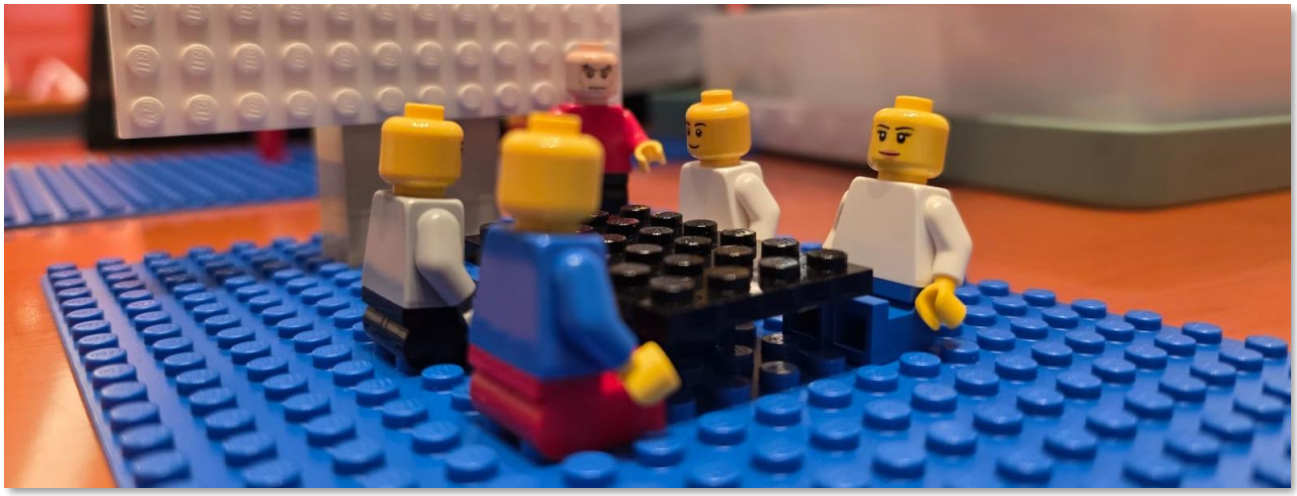
本集團相信，「3小時學習時數KPI」有助建立主動學習及持續進步的企業文化，推動員工自我增值及知識共享，同時進一步提升集團的人才競爭力、服務質素及長遠可持續發展能力。

Continuous Learning Culture and the "3-Hour Learning KPI"

To further promote a culture of continuous learning and strengthen workforce capability development, the Group formally introduced the "3-Hour Learning KPI" under the Fairwood Academy during the reporting period. The initiative encourages employees to participate in ongoing training and self-development activities each year, integrating learning into daily operations and career development. The program aims to enhance employees' professional knowledge, management capabilities, and operational efficiency, while supporting the Group's long-term talent development strategy and fostering a learning-oriented organizational culture.

As part of the Fairwood Academy learning framework, the Group established an annual training calendar covering compulsory and elective courses tailored to different job functions and organizational levels. Training topics included new staff orientation, data privacy and equal opportunity webinars, Independent Commission Against Corruption webinars, performance management, communication skills, memory enhancement, design thinking, and creative problem-solving, with the objective of strengthening employees' professional skills, digital capabilities, management knowledge, and innovative thinking. Certain courses are designated as compulsory training for all employees or targeted staff groups to reinforce compliance management, corporate governance, and operational standards, while elective courses are offered to support personal growth and leadership development.

The Group believes that the "3-Hour Learning KPI" supports the development of a proactive learning and continuous improvement culture, encourages employee self-enhancement and knowledge sharing, and further strengthens the Group's talent competitiveness, service quality, and long-term sustainable development capabilities.



多功能走位訓練、工作輪調與知識傳承

為進一步提升前線團隊的營運靈活性、人才發展及知識傳承效率，本集團於匯報期內透過快活學院推行多功能走位訓練、工作輪調及能力評估機制，鼓勵前線員工透過跨崗位學習及工作輪調安排，掌握不同工作技能，建立更全面的營運知識及職涯發展能力。

該培訓機制根據不同工作崗位制定相應技能目標及能力要求，涵蓋收銀、前線服務、大堂管理、洗水操作及廚房不同工序等範疇。前線員工可透過工作輪調及實務培訓，逐步掌握多項崗位操作技能，而樓面管理層及廚房管理人員亦需接受更全面的跨職能培訓，以提升營運協調、團隊管理及現場應變能力，並建立更靈活的人手調配能力。

此外，集團亦透過能力評估、在職培訓及標準化操作指引，加強經驗傳承及技能分享，讓資深員工協助指導及培訓新員工，促進團隊協作及知識承接。

為進一步提升知識轉移成效及營運管理一致性，集團亦準備編製多項營運管理「秘笈」及實務操作手冊，包括於匯報期發佈的《水電煤控制秘笈》，以及籌備中的《人力成本控制秘笈》及《食物成本控制秘笈》等，協助員工掌握營運成本管理技巧、最佳作業模式及現場管理知識，進一步提升營運效率及資源管理能力。

相關措施不僅有助提升前線營運效率及服務一致性，亦為員工提供更清晰的職涯發展路徑及晉升機會。本集團相信，多功能走位訓練及工作輪調安排有助建立更具韌性及適應力的人才團隊，進一步支持集團營運穩定性、優質服務管理及長遠可持續發展。

Multi-skilled Job Rotation Training and Knowledge Transfer

To further enhance operational flexibility, talent development, and knowledge transfer efficiency among frontline teams, the Group introduced a multi-skilled job rotation training and competency assessment framework through the Fairwood Academy during the reporting period. The initiative encourages frontline employees to develop diversified operational skills through cross-functional learning and job rotation opportunities, enabling them to build broader operational knowledge and strengthen career development capabilities.

The training framework establishes specific competency requirements and skill targets for different operational roles, covering cashier operations, frontline customer service, dining area management, washing operations, and various kitchen functions. Through job rotation arrangements and practical on-the-job training, frontline employees are able to progressively acquire operational capabilities across multiple positions. Floor management and kitchen supervisory staff are also provided with more comprehensive cross-functional training to strengthen operational coordination, team management, and on-site problem-solving capabilities, while enhancing workforce deployment flexibility.

In addition, the Group strengthens experience sharing and knowledge transfer through competency assessments, on-the-job training, and standardized operational guidelines, enabling experienced employees to mentor and train new staff members.

To further enhance operational consistency and knowledge transfer effectiveness, the Group Group is compiling a series of operational playbooks and practical management guides. During the reporting period, the “Utilities Cost Control Playbook” was launched, while the “Labor Cost Control Playbook” and “Food Cost Control Playbook” are being developed. These resources support employees in mastering operational cost management techniques, best operational practices, and frontline management knowledge, thereby enhancing operational efficiency and resource management capabilities.

These initiatives not only strengthen frontline operational efficiency and service consistency, but also provide employees with clearer career development pathways and promotion opportunities. The Group believes that its multi-skilled training and job rotation initiatives help build a more resilient and adaptable workforce, supporting operational stability, service excellence, and the Group’s long-term sustainable development.

員工培訓與發展
Talent Development and Empowerment

快活學院

秉持集團核心價值觀及「快活文化」理念，本集團於2024年正式成立快活學院（「學院」），進一步完善及強化集團的人才培訓與發展框架。學院整合過往各項培訓資源及發展計劃，建立更具系統性及策略性的學習平台，為員工提供涵蓋營運卓越、管理與領導能力、可持續發展及專業技能等多元化培訓，支持員工持續成長及職涯發展。

The Fairwood Academy

Guided by the Group's core values and the principles of the "Caring & Appreciation Culture", the Group formally established the Fairwood Academy (the "Academy") in 2024 to further strengthen and enhance its talent training and development framework. The Academy consolidates existing training resources and development initiatives into a more structured and strategic learning platform, providing employees with diversified training covering operational excellence, management and leadership capabilities, sustainability, and professional skills to support continuous growth and career development.

快活學院培訓範疇
The Fairwood Academy – Learning and Development Areas

產品及營運實務 Product and Operations (51%)	為前線及中央食物處理中心員工提供產品，廚房操作及職業安全培訓，確保在品質管理中每個環節都力臻卓越。 Product, kitchen operation and occupational safety training for frontline and CFPP employees to ensure excellence across every stage of its quality management processes.
技能及合規提升 Skills and Compliance Development (14%)	全面提升員工的重要軟技能，以及合規培訓。 Developing essential soft skills, together with compliance training, across all employees.
快活文化能力建設 Company Culture Capacity Building (21%)	透過員工福祉與參與活動，推廣快活文化及企業價值。 Promoting Caring & Appreciation Culture and corporate values through employee well-being and engagement activities.
可持續發展 Sustainable Development (2%)	將ESG相關培訓融入員工課程，提升全員對可持續發展的認知。 Integrating ESG training to foster awareness of sustainability practices across the organization.
管理與領導力發展 Management and Leadership Skills (12%)	通過針對性培訓計劃培養人才，支持接班人規劃及餐飲業的領導力發展。 Preparing talents through targeted programs, supporting succession planning and leadership in the fast food industry.

() = 匯報期內培訓總時數的百分比% of total training hours during the reporting period

員工培訓與發展
Talent Development and Empowerment

對於新入職的前線員工，學院提供結構化的入職培訓，包括安全與營運培訓、迎新課程，以及師友制度，協助員工順利融入工作環境並建立歸屬感。對於現職員工，學院亦提供定期的複修培訓，涵蓋產品知識、優質服務、衞生與安全標準等範疇，同時設有多項課程加強員工於數字營運能力、管理技巧及人際溝通方面的能力。

For new frontline employees, the Academy provides structured onboarding programs that include safety and operational training, orientation sessions, and a buddy system designed to facilitate integration and foster a sense of belonging. For existing employees, the Academy offers regular refresher training in product knowledge, service excellence, and hygiene and safety standards. Additional programs focus on strengthening digital operations capabilities, management competencies, and interpersonal skills.

此外，學院亦透過領導力培訓及師友計劃等人才發展項目支持接班規劃，識別及培育具潛力的員工，從而建立穩健的人才梯隊，為集團未來的領導層發展奠定基礎。透過上述培訓計劃，集團持續培育具適應力、積極投入及具備專業能力的團隊，以支持業務的長遠發展。

The Academy also supports succession planning through leadership development and mentorship initiatives that identify and nurture high-potential employees, strengthening the Group's future leadership pipeline. Through these programs, the Group continues to cultivate a workforce that is adaptable, engaged, and well equipped to support long-term business growth.

這些措施亦體現快活文化的核心精神，透過推動持續學習、促進協作以及鼓勵個人成長，讓員工能夠充分發揮潛能，並為集團的長遠發展作出貢獻。

These initiatives reinforce the principles of Caring & Appreciation Culture by promoting continuous learning, collaboration, and personal growth, while empowering employees to contribute meaningfully to the Group's long-term development.



員工培訓與發展
Talent Development and Empowerment

產品專項培訓及知識轉移

為確保產品品質、安全及服務標準的一致性，集團持續推行產品專項培訓及知識轉移計劃，涵蓋產品研發、生產技術、品質管理、餐點製作及顧客服務等範疇。透過系統化培訓、實務指導及跨部門知識分享，集團致力提升員工的專業能力及產品認知，確保各項產品的特色、品質要求及服務標準能夠有效傳承，並於整個營運流程中得到貫徹執行。軟餐產品培訓為其中一項重點專項培訓項目，旨在提升員工服務有吞嚥困難人士的專業知識及能力，推動共融飲食文化的發展。

Product-specific Training and Knowledge Transfer

To maintain consistent standards in product quality, food safety, and customer service, the Group continues to implement product-specific training and knowledge transfer initiatives covering product development, production techniques, quality management, meal preparation, and customer service. Through structured training programs, practical coaching, and cross-functional knowledge sharing, the Group enhances employees' professional competencies and product knowledge, ensuring that product features, quality requirements, and service standards are effectively communicated and consistently applied throughout the value chain. Soft meal training represents one of the Group's key product-specific training initiatives, designed to strengthen employees' capabilities in serving individuals with swallowing difficulties and to support the development of a more inclusive dining culture.

軟餐研發知識轉移

集團透過中央食品加工中心推動軟餐產品研發及技術知識傳承，促進研發團隊、生產團隊及營運部門之間的協作與交流。透過產品開發經驗分享、技術培訓及標準化生產流程，團隊持續優化軟餐產品的質地、營養價值及感官品質，並將研發成果及專業知識有效轉移至相關部門，確保產品品質穩定及持續創新。

Soft Meal Product Development Knowledge Transfer

The Group promotes knowledge transfer in soft meal product development through its CFPP, facilitating collaboration among research and development, production, and operations teams. Through experience-sharing sessions, technical training, and standardized production procedures, the Group continuously enhances the texture, nutritional value, and sensory quality of its soft meal products. The transfer of technical expertise and product development knowledge across functions helps ensure product consistency while supporting continuous innovation.

軟餐服務及製作培訓

為確保軟餐產品質素及顧客體驗的一致性，集團於 2025年6月為提供軟餐產品的分店舉辦軟餐服務及製作培訓暨試食活動。培訓內容涵蓋產品特色、營養價值、顧客需求、服務要點，以及軟餐製作流程及品質控制要求，提升前線員工及廚務團隊服務有吞嚥困難或需要質地調整膳食顧客的能力。

Soft Meal Service and Preparation Training

To ensure consistent product quality and customer experience, the Group conducted Soft Meal Service and Preparation Training and Tasting Sessions for restaurants offering soft meal products in June 2025. The training covered product features, nutritional benefits, customer needs, service considerations, soft meal preparation procedures, and quality control requirements, equipping frontline and kitchen employees with the knowledge and skills required to serve customers with swallowing difficulties or those requiring texture-modified diets.

於匯報期內，所有39間提供軟餐產品的分店均已完成相關培訓及試食活動。透過強化員工的產品知識、服務技巧及製作能力，集團持續提升顧客體驗，推廣軟餐理念，並支持社區共融飲食文化的發展。

During the reporting period, all 39 restaurants offering soft meal products completed the training and tasting program. By strengthening employees' product knowledge, service skills, and preparation capabilities, the Group continues to enhance customer experience, promote awareness of soft meal solutions, and support the wider adoption of inclusive dining practices within the community.

管理及領導能力發展

高效營運經理實戰篇課程

為進一步提升分店管理層的營運管理能力及策略執行水平，快活學院於匯報期內推出「高效營運經理實戰篇課程」，針對前線團隊提供系統化的實務管理培訓。課程內容涵蓋問題根源分析、目標導向解難方法、高效執行及跟進行動等，並結合「小老闆精神」及經營策略理念，強化管理人員的營運思維、決策能力及領導技巧。

課程透過案例分享、實務交流及互動學習，協助管理層提升跨部門協作、問題解決及持續改善能力，進一步推動營運效率及管理效能提升。於匯報期內，共有15名分店管理層參與培訓，反映本集團持續投資人才發展、培育管理人才梯隊及加強組織韌性的承諾。

Management and Leadership Development

High-Performance Operations Manager Practical Training Program

To further strengthen store management capabilities and strategic execution, Fairwood Academy launched the “High-Performance Operations Manager Practical Training Program” during the reporting period, providing structured and practical management training for frontline personnel. The program covered topics including root cause analysis, goal-oriented problem-solving approaches, effective execution and follow-up actions, while incorporating the “entrepreneurial mindset” and operational strategy concepts to enhance participants’ operational thinking, decision-making capabilities, and leadership skills.

Through case sharing, practical discussions, and interactive learning, the program supported management staff in strengthening cross-functional collaboration, problem-solving, and continuous improvement capabilities, thereby enhancing operational efficiency and management effectiveness. During the reporting period, a total of 15 frontline managements participated in the training, reflecting the Group’s ongoing commitment to investing in talent development, cultivating a sustainable leadership pipeline, and strengthening organizational resilience.



客戶服務教練導師培訓計劃

客戶服務教練導師培訓計劃為期三個月，旨在培養員工內部培訓及輔導力。

於匯報期內，共有 15 名員工接受專業培訓，成為內部顧客服務導師。該計劃提升他們指導前線員工的能力，推動卓越服務文化，並確保集團以顧客為本的服務理念在各營運層面得到一致實踐。

DISC 領導力工作坊

為進一步提升領導效能及加強團隊合作，集團為 30 名員工舉辦了半天的 DISC 領導力工作坊。

工作坊透過 DISC 性格分析框架，協助參與者了解自身及團隊成員的行為風格，並提升溝通、衝突管理及團隊協作能力。透過學習因應不同性格特質調整管理方式，參與者能更有效地建立良好的工作關係，並提升整體團隊表現。

可持續發展

隨著可持續發展在餐飲業的重要性日益提升，集團已將ESG理念納入員工培訓框架。自2022年起，培訓部已為分店員工設計並推行ESG認證課程。

所有分店員工均須完成該課程並取得至少75分的合格成績。為配合集團多元化的員工背景，該影片課程提供廣東話、英語及印地語三種語言版本。自課程推出以來，共有 4,100 名員工成功取得認證，佔集團快餐分店員工總數的99%。該培訓有助加強員工對ESG原則的理解，同時體現集團將可持續發展理念融入日常營運的承諾。

Customer Service Coach – Train-the-Trainer Program

The Customer Service Coach – Train-the-Trainer Program is a three-month initiative designed to develop internal coaching capabilities.

During the reporting period, 15 participants received specialized training to serve as in-house customer service coaches. The program strengthened their ability to mentor frontline employees, promote service excellence, and ensure consistent delivery of the Group's customer-focused service standards.

DISC Leadership Workshop

To further enhance leadership effectiveness and strengthen team collaboration, the Group organized a half-day DISC Leadership Workshop for 30 participants.

The workshop introduced the DISC personality assessment framework, enabling participants to better understand different behavioral styles and improve communication, conflict management, and collaboration. By adapting leadership approaches to diverse personality types, participants were better equipped to build stronger teams and enhance overall performance.

Sustainable Development

As sustainability becomes increasingly important in the food and beverage industry, the Group has integrated ESG principles into its training framework. Since 2022, the Training Department has implemented a dedicated ESG certification course for store employees.

All store employees are required to complete the course and achieve a minimum passing score of 75. To ensure accessibility for the Group's diverse workforce, the video-based course is available in Cantonese, English, and Hindi. Since its launch, 4,100 employees—representing 99% of the Group's fast food restaurant staff—have successfully obtained certification. This training reinforces the Group's commitment to integrating sustainable practices into daily operations while strengthening employees' understanding of ESG principles.

發展及培訓 (香港) - 表現
Development and Training (Hong Kong) – Performance

		受訓僱員百分比 [20] Percentage of employees trained [20]		平均培訓時數 [21, 22] Average hours of training [21, 22]	
發展及培訓 Development and Training		2025 / 26	2024 / 25	2025 / 26	2024 / 25
總培訓時數 Total number of hours trained		-	-	55,383	52,601
受訓僱員百分比 [20] Percentage of employees trained [20]		98%	95.4%	-	-
平均培訓時數 [21,22] Average hours of training [21,22]		-	-	11.9	10.9
按性別 By gender	男 Male	27%	27%	10.5	10.5
	女 Female	73%	73%	12.5	11.1
按僱員職位 By Grading	高級管理層 Senior management	1%	1%	8.4	5.4
	中級管理層 Middle management	36%	38%	16.8	15.6
	前線和一般員工 Frontline and general staff	63%	61%	9.2	8.1

20 此指標遵循香港交易所《如何編備環境、社會及管治報告：環境、社會及管治匯報指南》中所列的方法進行計算。受訓僱員百分比的計算公式為：(T / E) × 100%，其中 T 為總受訓僱員人數，而E為總僱員人數。此外，某一特定類別的受訓僱員百分比計算公式為：(T(x) / T) × 100%，其中 T(x) 表示該特定類別 (x) 受訓僱員人數，而T為總受訓僱員人數。
The calculation of this metric follows the method outlined in the HKEX How to Prepare an ESG Report: A Step-by-Step Guide to ESG Reporting. The percentage of employees trained is calculated using the formula: (T / E) × 100%, where T represents the total number of employees trained and E refers to the total number of employees in the organization. In addition, the percentage of employees trained in a specific category is calculated using the formula: (T(x) / T) × 100%, where T(x) represents the number of employees in a specific category, x, who participated in training, and T is the total number of employees trained.

21 此指標遵循香港交易所《如何編備環境、社會及管治報告: 環境、社會及管治匯報指南》中所列的方法進行計算。此指標的計算方法為將總培訓時數除以於匯報期內結束時的總僱員人數，及特定類別僱員的總受訓時數除以於匯報期內結束時特定類別的僱員人數。
The calculation of this metric follows the method outlined in the HKEX How to Prepare an ESG Report: A Step-by-Step Guide to ESG Reporting. It is calculated by dividing the total number of training hours by the total number of employees as of the end of the reporting period, and the total training hours of a specific category of employees divided by the number of employees in that specific category at the end of the reporting period.

22 我們進一步優化了培訓數據的管理，因此一些特定類別所呈報的平均培訓時數有大幅增加。
We have further enhanced our data management of training records, and as a result, there are significant increases in the average training hours reported for certain specific categories.

職業安全與健康（「職安健」）
Occupational Health and Safety ("OHS")

本集團深明安全、健康及正面的工作環境對提升員工滿意度、投入度、福祉及生產力至關重要。因此，本集團於各營運層面全面推行嚴格的職安健標準，致力營造安全、健康及可靠的工作環境，並持續推動關愛員工及積極正向的企業文化。

於匯報期內，本集團連續第五年錄得零宗因工亡故個案。年內共錄得 106 宗工傷事故，較 2024/25 年度減少 3 宗。因工傷損失工作日數合共為 5,758日 ，較上一匯報期的 5,933日減少 175日，降幅約 3%，反映本集團持續加強工作場所安全管理及工傷預防措施的成效。

除持續完善職安健管理及員工健康措施外，本集團亦積極推動職場精神健康及員工福祉。於匯報期內，集團成為《好心情@健康工作間約章》及《精神健康職場約章》簽署機構，以支持建立關愛、共融及重視精神健康的工作環境，進一步體現集團以人為本及支持員工可持續發展的承諾。

全面職安健政策

為保障員工免受職業危害威脅，集團制定完善的職安健政策及詳細培訓手冊，明確列出嚴格的安全程序及最佳作業規範。政策重點包括將健康與安全置於每次政策更新的優先位置、追求超越法規要求的卓越安全表現，以及投入充足資源以落實各項安全措施。政策亦透過每年兩次的安全培訓加以強化，旨在提升員工的安全意識與應對能力。集團確保所有員工均能理解並遵守安全規範，將健康與安全責任延伸至管理層及各部門，建立全員共同維護的安全文化。

The Group recognises that a safe, healthy and positive working environment is essential to employee satisfaction, engagement, well-being and productivity. Accordingly, the Group implements stringent OHS standards across all levels of its operations and is committed to fostering a safe, healthy and reliable workplace while continuously promoting a caring and positive workplace culture.

During the reporting period, the Group maintained zero work-related fatalities for the fifth consecutive year. A total of 106 work-related injuries were recorded, representing a decrease of three cases compared with 2024/25. Total lost days due to work-related injuries amounted to 5,758 days, a reduction of 175 days, or approximately 3%, from 5,933 days in the previous reporting period, reflecting the Group's ongoing efforts to strengthen workplace safety management and injury prevention measures.

In addition to continuously strengthening its OHS management and employee health initiatives, the Group actively promotes workplace mental health and employee wellbeing. During the reporting period, the Group became a signatory of the "Joyful@Healthy Workplace Charter" and the "Mental Health Workplace Charter", demonstrating its commitment to fostering a caring, inclusive, and mentally healthy workplace environment, while further reinforcing its people-centric approach and commitment to sustainable workforce development.

Comprehensive OHS Policies

To protect employees from occupational hazards, the Group has established comprehensive OHS policies and detailed training manuals that clearly set out stringent safety procedures and best operational practices. The policies emphasize prioritizing health and safety in every policy update, pursuing safety performance beyond regulatory compliance requirements, and allocating adequate resources to implement safety measures effectively. These policies are reinforced through biannual safety training programs designed to strengthen employees' safety awareness and emergency response capabilities. The Group ensures that all employees understand and comply with safety requirements, while extending health and safety accountability to management and individual departments to foster a workplace culture of shared safety responsibility.

職業安全與健康（「職安健」）
Occupational Health and Safety ("OHS")

管治與監督

為確保各項安全措施得以有效落實，大快活已成立跨部門職業安全委員會，負責監督工作場所安全、監察安全表現，並透過周詳規劃、執行及持續檢討處理健康與安全相關事宜。

來自行政、培訓及其他部門的代表均參與委員會會議，共同討論事故報告、評估安全措施成效及跟進改善方案。於匯報期內，集團共舉行 12次職業安全委員會會議，並審閱所有分店的工傷數據。此外，中央食品加工中心已成立安全委員會，以促進安全措施於中央食品加工中心的有效執行，並持續提升相關營運的安全管理水平。

事件通報與營運風險管理

集團建立完善的事故通報及危機管理政策，系統化處理工作意外，包括詳細調查、即時糾正及預防措施，如針對性培訓、控制層級檢討及提供個人防護設備。透過「計劃－執行－檢查－行動」循環，集團持續改進安全實務，識別與優先管理風險，定期進行檢查與演練，並檢討健康與安全政策，確保其時效性與有效性。

培訓、能力建設與意識提升

為提升員工能力與安全意識，大快活定期於各營運單位進行安全演習及培訓。在中央食品加工中心，員工定期參與應急模擬演習，以加強對潛在危機的應變能力，同時引入視頻培訓，加深員工對健康與安全的認識。

分店廚房及中央食品加工中心員工均接受涵蓋工作場所健康、衛生及食品生產加工安全的專業培訓。同時，集團亦針對常見職業傷害開設專題課程，並安排員工參與由勞工處及職業安全健康局舉辦的外部培訓，進一步提升員工的安全意識及操作規範。

Governance and Oversight

To ensure the effective implementation of safety measures, Fairwood has established a cross-departmental Occupational Safety Committee responsible for overseeing workplace safety, monitoring safety performance, and addressing health and safety matters through comprehensive planning, execution, and continuous review.

Representatives from administration, training, and other departments participate in committee meetings to review incident reports, assess the effectiveness of safety measures, and follow up on improvement initiatives. During the reporting period, the Group conducted 12 Occupational Safety Committee meetings and reviewed workplace injury data across all stores. In addition, a dedicated Safety Committee was established for the CFPP to facilitate the effective implementation of safety measures and continuously enhance safety management standards within CFPP operations.

Incident Reporting and Operation Risk Management

The Group has established comprehensive incident reporting and crisis management policies to systematically address workplace accidents through detailed investigations, immediate corrective actions, and preventive measures, including targeted training, hierarchy-of-control reviews, and the provision of personal protective equipment. By adopting the "Plan-Do-Check-Act" cycle, the Group continuously improves its safety practices, identifies and prioritizes risks, conducts regular inspections and drills, and reviews its health and safety policies to ensure their relevance and effectiveness.

Training, Capacity Building, and Safety Awareness

To strengthen employee capabilities and safety awareness, Fairwood regularly conducts safety drills and training programs across its operational units. Employees at the CFPP participate in regular emergency response simulation drills to enhance preparedness for potential incidents, while video-based training is also introduced to strengthen employees' understanding of health and safety practices.

Employees working in store kitchens and the CFPP receive professional training covering workplace health, hygiene, and food production and processing safety. In addition, the Group provides specialized courses addressing common occupational injuries and arranges employees to participate in external training programs organized by the Labour Department and the Occupational Safety and Health Council to further strengthen safety awareness and operational compliance.

職業安全與健康（「職安健」）
Occupational Health and Safety ("OHS")

為加強工作場所急救支援能力及提升管理層的應急處理知識，集團亦安排新入職管理層參與由勞工處舉辦的職業健康講座——急救課程。該兩小時的培訓課程涵蓋急救基本原則、常見意外事故的應變程序，以及特殊情況下的急救應用，結合理論與實務訓練，提升參加者的緊急應變能力。

To strengthen workplace first-aid support capabilities and enhance management personnel' s emergency response knowledge, newly recruited management staff are arranged to participate in the Labour Department's Occupational Health Seminar – First Aid Course. The 2-hour training program covers first-aid principles, common accident response procedures, and first-aid applications under special circumstances, combining theoretical and practical training to strengthen participants' emergency response capabilities.

集團亦按照相關職安健法規要求，於工作場所配置急救箱或急救櫃，並安排指定及受訓員工負責管理及定期檢查急救用品，以確保相關設備及物資保持良好狀態及可隨時使用。

In accordance with relevant OHS regulatory requirements, the Group also equips workplaces with first-aid boxes or cabinets and designates trained personnel to manage and regularly inspect first-aid supplies to ensure that equipment and materials remain in good condition and readily available for use.

安全強化與預防措施

Safety Enhancement and Preventive Measures

集團於中央食品加工中心張貼安全指引及操作提示，分享事故案例以促進經驗學習，並對高風險職位應聘者進行全面評估。每月召開內部安全委員會會議，配置自動化設備、滅火器及急救箱，並確保現場有受訓急救人員待命。

The Group displays safety guidelines and operational reminders at the CFPP, shares incident cases to facilitate experience sharing and learning, and conducts comprehensive assessments for applicants applying for high-risk positions. Internal safety committee meetings are held monthly, while automated equipment, fire extinguishers, and first-aid boxes are installed on-site, with trained first-aid personnel available when required.



分店廚房內設置安全指引，採用靜電除塵器、通風設備及空氣清潔裝置，以確保空氣流通與品質；對零工傷的分店，集團設有獎勵計劃予以表彰。

集團總部則配備空氣清淨設備，每月清潔空調濾網，每年檢測飲用水質，並提供季度害蟲防治服務。員工可使用消毒噴霧，並確保現場有受訓急救人員，以持續提升工作場所健康與安全水平。

Store kitchens are equipped with safety guidelines, electrostatic precipitators, ventilation systems, and air purification devices to maintain air circulation and quality. The Group also operates a reward program to recognize stores achieving zero workplace injuries.

At the Group headquarters, air purification equipment is installed, air-conditioning filters are cleaned monthly, drinking water quality is tested annually, and quarterly pest control services are provided. Employees are also provided with disinfectant sprays, while trained first-aid personnel are available on-site to continuously enhance workplace health and safety standards.

推動健康生活：員工戒煙支援計劃
Empowering Healthy Lifestyles: Smoking Cessation Support



集團高度重視員工的健康與福祉，積極推動健康生活方式，並支持減少吸煙的各項舉措。自2022年起推出員工戒煙計劃，旨在協助員工戒除吸煙習慣，養成長期健康的生活方式。

作為計劃的一部分，員工獲鼓勵參加由香港吸煙與健康委員會聯同香港大學主辦的「無煙大贏家」比賽。比賽提供專業評估、輔導及實用指導，幫助參加者順利戒煙。

為擴大計劃影響力，集團已連續四年成為「無煙大贏家」無煙社區計劃的支持機構。透過此合作，我們積極宣揚無煙訊息，鼓勵員工及社區共同實踐健康、無煙的生活方式。集團對員工健康與公共衛生的承諾，彰顯了我們致力打造安全、健康、支持性工作環境的核心價值，同時對社區作出正面貢獻。

We place the health and well-being of our employees at the forefront, actively promoting healthier lifestyles and supporting initiatives to reduce smoking. Since 2022, Fairwood has launched the Employee Smoking Cessation Program, designed to assist employees in quitting smoking and adopting long-term wellness habits.

As part of this initiative, employees are encouraged to participate in the "Quit to Win" competition, organized by the Hong Kong Council on Smoking and Health in collaboration with the University of Hong Kong. This program offers professional assessments, counseling, and practical guidance to help participants successfully quit smoking.

To expand the program's impact, Fairwood has served as a supporting organization for the 15th "Quit to Win" Smoke-Free Community Campaign for three consecutive years. Through this partnership, we actively promote smoke-free messages, encouraging both employees and the broader community to embrace healthier, smoke-free lifestyles. This commitment to employee wellness and public health underscores Fairwood's dedication to fostering a safer, healthier, and more supportive workplace, while contributing positively to the wider community.

推動健康生活：季節性流感疫苗接種計劃
Empowering Healthy Lifestyles: Seasonal Influenza Vaccination Programme



本集團高度重視員工健康與福祉，並持續推行預防性健康管理措施。於匯報期內，本集團舉辦年度季節性流感疫苗接種計劃，協助員工提升對季節性流感的防護能力，營造更健康的工作環境。

本年度接種活動於2025年10月分別在集團總部及中央食物處理中心舉行，共有54名來自寫字樓、分店及總廚的員工參與。為鼓勵員工參與，本集團為50歲或以上合資格員工提供免費接種，並為49歲或以下員工提供優惠接種安排。

該計劃體現本集團對員工關懷、職業健康管理及員工福祉的持續承諾，亦是本集團可持續發展策略的重要一環。

The Group places strong emphasis on employee health and wellbeing through the implementation of preventive healthcare initiatives. During the reporting period, the Group organised its annual Seasonal Influenza Vaccination Programme to help employees strengthen immunity against seasonal influenza and promote a healthier workplace.

Vaccination sessions were arranged at the head office and CFPP in October 2025, with a total of 54 employees participating across office, branch, and CFPP operations. To encourage participation, the Group provided free vaccination for eligible employees aged 50 or above and subsidised vaccination rates for employees aged 49 or below.

The programme reflects the Group's ongoing commitment to employee care, workplace health management, and workforce wellbeing as part of its broader sustainability strategy.

以社區為本
Contributing to Our Community

大快活致力推動可持續發展，並為其營運所在社區創造長遠價值。秉持「Feel Good」理念，本集團積極促進社會福祉、支持社區發展，並與各界持份者攜手合作，為香港建設更具包容性、韌性及可持續發展的未來作出貢獻。

Fairwood is committed to advancing sustainable development and creating long-term value for the communities it serves. Guided by its "Feel Good" philosophy, the Group promotes social wellbeing, supports community development, and works alongside the people of Hong Kong to contribute to a more sustainable and prosperous future.

重點議題 **Key Focus Areas**

- 與非政府機構建立策略性伙伴關係 Strategic partnership with NGOs
- 社區支援及參與 Community engagement and investment



與非政府機構建立策略性伙伴關係
Strategic partnership with NGOs

大快活致力透過策略性的社區投資及持份者參與，為社會創造長遠價值。秉持良好企業公民的理念，本集團積極與非政府組織、慈善機構、學術界及社區夥伴合作，回應社會需要，並為業務所在社區的福祉及可持續發展作出貢獻。

Fairwood is committed to creating long-term social value through strategic community investment and stakeholder engagement. Guided by our commitment to responsible corporate citizenship, the Group actively collaborates with NGOs, charitable organisations, academia, and community partners to address societal needs and contribute to the well-being and sustainable development of the communities in which we operate.

為提升社區投資項目的成效及社會影響力，管理層定期檢視社區需求、評估項目成果，並根據本集團的社區投資重點配置資源。本集團的社區投資聚焦於以下四大範疇：

To maximise the effectiveness and social impact of its community investment initiatives, management regularly reviews community needs, evaluates programme outcomes, and allocates resources in accordance with the Group's community investment priorities. Our community investment strategy focuses on four key areas:

長者福祉與社會共融 Elderly Well-being and Social Inclusion	青年發展與未來人才培育 Youth Development and Future Talent Cultivation	支持體育發展及香港盛事經濟 Supporting Sports Development and Hong Kong's Mega Events Economy	緊急援助及社區韌性 Emergency Relief and Community Resilience

透過具策略性及針對性的社區投資方針，本集團致力確保所投入的資源能夠產生具意義及持續性的社會效益。

Through a strategic and targeted approach, the Group seeks to ensure that its resources generate meaningful and lasting benefits for society.

於匯報期內，本集團透過慈善捐款及各項社區支援計劃合共投入約 港幣 2,108,000 元，以支持不同社區服務及公益項目，惠及有需要人士及社群。

During the reporting period, the Group contributed approximately HK$2,108,000 through charitable donations and various community support programmes, supporting a wide range of social services and public welfare initiatives that benefited individuals and communities in need.

憑藉多年來積極履行企業社會責任及持續服務社區的努力，大快活於匯報期內獲香港社會服務聯會頒發 「15+商界展關懷」標誌及「領先表現」嘉許。此項殊榮充分肯定本集團在支援弱勢社群、促進社會共融及推動社區可持續發展方面所作出的持續貢獻，亦彰顯本集團將社會責任融入業務營運及持份者價值創造的長期承諾。

In recognition of its longstanding commitment to corporate social responsibility and community service, Fairwood was awarded the "15+ Caring Company Logo" and the "Leading Performance" by the Hong Kong Council of Social Service during the reporting period. These accolades affirm the Group's continuous contributions to supporting vulnerable groups, promoting social inclusion, and advancing sustainable community development, while demonstrating its long-term commitment to integrating social responsibility into business operations and stakeholder value creation.

長者福祉與社會共融
Elderly Well-being and Social Inclusion

隨著香港人口持續老化，本集團深明支持長者福祉及促進社會共融的重要性。憑藉遍佈全港的分店網絡及扎根社區的優勢，大快活推行多項關愛長者措施，以回應長者在生活及社交方面的需要。透過與非政府機構合作、推動員工義工服務及鼓勵顧客參與，本集團致力促進長者積極融入社區、加強社區聯繫，並為有需要的長者提供適切支援。透過與超過20家非政府組織及慈善機構合作，本集團為長者提供膳食支援、節慶聚會及社區關懷活動，促進營養健康、社會共融及情感聯繫。

As Hong Kong's population continues to age, the Group recognizes the importance of supporting the well-being and social inclusion of senior citizens. Leveraging its extensive restaurant network and community presence, Fairwood implements a range of initiatives designed to address the practical and social needs of the elderly. Through partnerships with NGOs, employee volunteering, and customer participation, the Group seeks to promote active aging, strengthen community connections, and deliver meaningful support to vulnerable seniors. Partnering with over 20 NGOs and charitable organisations, the Group provide meal support, festive gatherings, and community engagement activities for elderly individuals, promoting nutrition, social inclusion, and emotional well-being.

「窩心膳行」飯盒及福袋派發計劃
"Heart-Warming Food Donation" Initiative

自2021年推出以來，「窩心膳行」飯盒及福袋派發計劃透過與社區夥伴合作，為獨居長者提供實際支援。計劃由非政府機構夥伴向合資格長者派發飯餐券，長者可於指定分店換領免費營養飯餐及愛心福袋。透過此項計劃，本集團致力紓緩弱勢長者在日常生活上的需要，同時傳遞關愛精神，促進社區互助與共融。

Since its launch in 2021, the "Heart-Warming Food Donation" Initiative has provided practical support to elderly individuals living alone through collaboration with community partners. Under the program, participating NGOs distribute meal vouchers to eligible seniors, who may redeem complimentary nutritious meal sets and grocery care packages at designated Fairwood restaurants. Through this initiative, the Group seeks to alleviate daily living challenges faced by vulnerable seniors while promoting care, inclusion, and community support.

「與耆同樂」 街坊長者共聚活動
"Joyous Meal with Seniors" Initiative

自2021年起，本集團與多間非政府機構合作，於旗下分店舉辦「與耆同樂」街坊長者共聚活動，為社區內特別是獨居長者提供聚會交流機會，讓他們在享用營養膳食的同時，參與節慶活動及社交互動。活動由員工義工及供應商共同支持，透過安排節慶活動及派發由供應商贊助的生活用品及食品福袋，向長者送上關懷與祝福。透過有關活動，本集團望減少長者的社交孤立感，加強社區凝聚力，並提升長者對社區的歸屬感。

Since 2021, the Group has partnered with NGOs to organize "Joyous Meal with Seniors" events across its restaurant network. These gatherings provide opportunities for elderly individuals, particularly those living alone, to enjoy nutritious meals, participate in festive activities, and engage in meaningful social interaction. The events are supported by employee volunteers, and suppliers who contribute grocery and household care packages. Through these activities, the Group aims to alleviate social isolation, strengthen community bonds, and foster a greater sense of belonging among senior citizens.

透過吞嚥健康支援提升社區福祉

作為「快活回味軟餐」的重要組成部分，集團設立流動吞嚥評估站，由專業言語治療師為公眾提供免費吞嚥評估、飲食建議及吞嚥困難教育服務。於 2024/25 年度，集團於九間大快活分店舉辦 12 場評估活動，並與五間非政府組織合作，為 232名公眾人士提供專業吞嚥評估服務。

為進一步擴大社區影響力，集團與領展房地產投資信託基金(「領展」)合作， 於設有大快活分店的指定領展轄下管理的商場設立流動吞嚥評估站。自 2025年 3月起，計劃於23個連續星期提供免費吞嚥評估服務。

於匯報期內 ，計劃共舉辦 23 場評活動，聯同31間非政府組織合作，服務超過 640 名公眾人士，體現集團透過跨界別協作推動健康老齡化、社會共融及社區福祉的承諾。

Enhancing Community Well-being through Swallowing Health Support

As part of the “Ah Wood Soft Meal” initiative, the Group established Mobile Swallowing Assessment Stations to provide free swallowing assessments, dietary advice, and dysphagia education by qualified speech therapists. During 2024/25, the Group conducted 12 assessment sessions at nine Fairwood stores, in collaboration with five NGOs, serving 232 members of the public.

To further expand its community impact, the Group partnered with Link Real Estate Investment Trust (“Link REIT”) to establish Mobile Swallowing Assessment Stations at selected shopping malls managed by Link REIT that house Fairwood restaurants. Since March 2025, the programme has provided free swallowing assessment services over 23 consecutive weeks.

During the reporting period, a total of 23 assessment sessions were conducted in collaboration with 31 non-governmental organizations, serving more than 640 members of the public. The initiative demonstrates the Group’s commitment to promoting healthy aging, social inclusion, and community well-being through cross-sector collaboration.





支持「愛心食肆 賞你惠食」計劃

本集團很榮幸成為「愛心食肆 賞你惠食」計劃的參與餐飲集團之一，與政府、商界及非政府機構攜手合作，向有需要長者傳遞關愛。計劃透過全港超過 200間長者中心向獨居長者、雙老住戶及隱蔽長者等群體派發餐飲優惠券，讓受惠者可於指定餐廳以優惠價享用餐膳。

截至匯報期末，本集團已連續支持計劃全部四輪活動，累計支持約 230,000套餐飲優惠券的發放。於匯報期間，本集團參與第三輪及第四輪計劃，分別支援約60,000套及70,000套餐飲優惠安排，進一步擴大計劃的覆蓋範圍及社會影響力。

Supporting the “Caring Food Coupon Programme”

The Group is proud to be one of the participating restaurant groups in the “Caring Food Coupon Programme”, working alongside the Government, the business sector, and non-governmental organizations to extend care and support to elderly members of the community. Through more than 200 elderly centres the Programme distributes dining vouchers to seniors in need, including elderly individuals living alone, elderly couples, and socially isolated seniors. Beneficiaries are able to enjoy designated meals at participating restaurants at discounted prices.

As of the end of the reporting period, the Group had supported all four rounds of the Programme, contributing to the distribution of approximately 230,000 dining vouchers cumulatively. During the reporting period, the Group participated in the third and fourth rounds, supporting approximately 60,000 and 70,000 dining voucher redemptions, respectively, further expanding the Programme’s reach and social impact.



支持八達通「828樂悠節」推廣
Supporting the Octopus “828 JoyYou Festival” campaign



本集團於匯報期內亦參與由八達通推出的「828 樂悠節」推廣活動，為樂悠卡持有人提供指定餐膳優惠及消費折扣，讓長者以更優惠的價格享用餐飲服務。透過支持「愛心食肆賞你惠食」計劃及參與「828樂悠節」等長者友善活動，本集團持續回應人口老齡化所帶來的社會需要，並透過與政府部門、社福機構及社區夥伴合作，促進長者福祉、社區參與及社會共融，為建設更關愛及包容的社會作出貢獻。

The Group participated in the Octopus “828 JoyYou Festival” promotional campaign during the reporting period. Through designated meal offers and dining discounts for JoyYou Card holders, the initiative enabled seniors to enjoy more affordable dining options while encouraging greater participation in community life. Through its support for the “Caring Food Coupon Programme” and participation in age-friendly initiatives such as the “828 JoyYou Festival”, the Group continues to respond to the evolving needs of an aging population. Working in partnership with government departments, social service organizations, and community stakeholders, the Group strives to promote elderly well-being, strengthen community participation, and contribute to a more caring and inclusive society.

展望未來

隨著人口老齡化趨勢持續，本集團積極推動長者關愛及社區支援工作。秉持「民以食為天」的理念，本集團透過社區投資、跨界別持份者協作、義工參與及多元化支援服務，發揮餐膳服務的核心優勢，回應長者在營養、健康及社會參與方面的需要。未來，本集團將繼續與社區夥伴攜手合作，支持長者福祉、促進健康老齡化及社會共融，為社區創造可持續的正面影響。

Looking Ahead

As the aging population continues to grow, the Group remains committed to advancing elderly care and community support initiatives. Guided by the belief that “food is fundamental to well-being”, the Group leverages its core strengths in meal services through community investment, cross-sector stakeholder collaboration, volunteer participation and diversified support programs to address the nutritional, health and social engagement needs of older adults. Looking ahead, the Group will continue to work closely with community partners to support the well-being of older adults, promote healthy aging and social inclusion, and create sustainable positive impacts for the community.

青年發展與未來人才培育
Youth Development and Future Talent Cultivation

透過實習計劃、暑期就業、企業參觀、職業講座及體驗式學習活動，協助青年累積實務經驗、拓展行業視野及規劃職業發展。

Providing internships, summer employment, workplace visits, career talks, and experiential learning opportunities to equip young people with practical skills, industry exposure, and career development opportunities.

透過「Y-WE我才有用青少年工作體驗計劃」賦能未來人才

於匯報期內，本集團連續第二年支持青少年發展企業聯盟推行的「Y-WE 我才有用青少年工作體驗計劃」，持續為基層青年提供職涯探索及職場體驗機會。隨著計劃規模進一步擴大，年內計劃共舉辦兩次，吸引八名由學校及非政府機構推薦的學生參與。透過總部及分店實習、參觀中央食品加工中心、跨部門分享、導師交流及專題學習等多元活動，參加者得以深入了解快餐業的營運模式、企業職能及職業發展路徑，並透過反思及成果分享環節培養溝通協作、解難及職場適應能力。

本集團期望透過這項體驗計劃，協助青年建立職涯視野及就業信心，為未來發展做好準備。

Empowering Future Talent Through Youth Work Explorer Program

During the reporting period, the Group continued its support for the "Y-WE Youth Work Experience Programme" organised by the Corporate Development Initiative Alliance for a second consecutive year, providing underprivileged youth with opportunities for career exploration and workplace exposure. Building on the programme's growing reach, two cohorts were conducted during the year, engaging a total of eight students nominated by schools and NGOs. Through a diverse range of activities — including placements at the Group's head office and stores, visits to CFPP, cross-functional sharing sessions, mentorship exchanges, and project-based learning — participants gained first-hand insights into the operations of the fast food industry, corporate functions, and potential career pathways. Reflection and presentation sessions further helped strengthen their communication, collaboration, problem-solving, and workplace adaptability skills.

Through this initiative, the Group aims to broaden young people's career horizons, enhance their confidence in future employment, and better prepare them for their professional development journeys.



支持體育發展及香港盛事經濟
Supporting Sports Development and Hong Kong's Mega Events Economy

透過贊助、合作計劃及社區體育活動支持本地運動員及體育發展，推廣健康生活模式、體育參與及香港體育生態圈的可持續發展。

Supporting local athletes and sports initiatives through sponsorships, partnerships, and community programmes, while promoting healthy lifestyles, sports participation, and the sustainable development of Hong Kong's sports ecosystem.

支持追夢旅程 成就歷史佳績
Supporting Athletes' Dreams, Celebrating a Historic Achievement



本集團積極支持本地體育發展，透過發揮自身餐飲專長及資源，為運動員提供營養支援，協助推動健康生活及體育文化。於匯報期內，本集團為香港男子手球隊及香港女子手球隊，共43名運動員及教練，提供為期三個月的早餐贊助，支援運動員於訓練及比賽期間的日常營養補給。

考慮到運動員對均衡飲食及蛋白質攝取的需要，本集團透過旗下「食得夠GYM」系列及其他高蛋白早餐選擇，為運動員提供方便且具營養價值的膳食方案。憑藉遍布全港的餐飲網絡，運動員能夠於日常訓練及備戰期間更便捷地獲取早餐及營養補給，支持其維持良好的身體狀態及運動表現。

本集團十分榮幸能夠見證港隊在賽場上的卓越表現及重要里程碑，並有機會透過自身餐飲專長及資源，為運動員備戰期間提供支援。香港男子手球隊所取得的歷史性成績，充分展現本地運動員堅毅不屈的精神及對卓越表現的不懈追求。

The Group actively supports the development of local sports by leveraging its culinary expertise and resources to provide nutritional support for athletes, thereby promoting healthy lifestyles and fostering a vibrant sporting culture within the community. During the reporting period, the Group sponsored breakfast meals for a three-month period for 43 athletes and coaches from the Hong Kong Men's Handball Team and Hong Kong Women's Handball Team, supporting their daily nutritional needs throughout training and competition.

Recognizing the importance of balanced nutrition and adequate protein intake for athletic performance, the Group offered athletes convenient and nutritious meal options through its "Fuel Up With Protein" series and other high-protein breakfast selections. Supported by the Group's extensive restaurant network across Hong Kong, athletes were able to access breakfast and nutritional support more conveniently during their training and preparation periods, helping them maintain their physical condition and optimize performance.

The Group is honored to have witnessed the Hong Kong teams' outstanding achievements and important milestones on the sporting stage, and to have had the opportunity to contribute to their preparation through its food service expertise and resources. The Hong Kong Men's Handball Team's historic accomplishment reflects the resilience, determination, and relentless pursuit of excellence demonstrated by local athletes, inspiring greater community appreciation and support for sports development in Hong Kong.

支持「全港戲院日」
Supporting Hong Kong Cinema Day



作為支持香港盛事經濟及推動本地消費的一份子，大快活於匯報期內參與支持由香港戲院商會主辦的「全港戲院日」活動。該活動獲文化體育及旅遊局轄下文創產業發展處及電影發展基金資助， 並為 「香港流行文化節 2026」 的響應節目之一，旨在鼓勵市民走進戲院，支持本地電影及文化娛樂產業發展。

活動當日，全港52間商業戲院所有場次均以劃一優惠票價向公眾開放，讓市民以實惠價格享受多元化的觀影體驗。大快活亦透過餐飲優惠支持活動推廣，鼓勵顧客參與本地文化及娛樂盛事，進一步帶動餐飲、零售、文化及娛樂等相關行業的消費動力。

本集團相信，盛事活動不僅能豐富市民文化生活，更有助促進不同產業之間的協同效應，帶動跨行業消費及商業合作，為本地經濟注入活力。透過支持此類大型文化及娛樂活動，本集團致力推動本地消費、支持文化創意產業發展，並為香港盛事經濟及社區可持續發展作出貢獻。

As part of its commitment to supporting Hong Kong's Mega Events Economy and stimulating local consumption, Fairwood participated in and supported “Hong Kong Cinema Day” during the reporting period. Organised by The Hong Kong Theatres Association and funded by the Cultural and Creative Industries Development Agency and the Film Development Fund under the Culture, Sports and Tourism Bureau, the event was also one of the featured programmes of the “Hong Kong Pop Culture Festival 2026”. The initiative aimed to encourage public participation in cinema-going activities and support the development of Hong Kong's film and cultural industries.

On the event day, all screenings across Hong Kong's 52 commercial cinemas were offered at a unified discounted ticket price, providing the public with affordable access to a diverse range of cinematic experiences. Fairwood supported the promotion of the event through dining offers, encouraging customers to participate in local cultural and entertainment activities while helping to stimulate spending across related sectors, including food and beverage, retail, culture, and entertainment.

The Group believes that mega events not only enrich the cultural life of the community but also create synergies across different sectors, fostering cross-industry consumption and business collaboration while generating broader economic benefits. Through supporting large-scale cultural and entertainment initiatives such as “Hong Kong Cinema Day”, Fairwood seeks to contribute to local consumption, support the development of the creative and cultural industries, and promote the sustainable growth of Hong Kong's Mega Events Economy.

緊急援助及社區韌性
Emergency Relief and Community Resilience

於突發事故及緊急情況發生時提供及時支援，協助受影響人士及社區提升復原能力及社區凝聚力。

Providing timely assistance and support to individuals and communities affected by emergencies and unforeseen incidents, helping strengthen community resilience and social solidarity.

與社區同行 支援受災居民
Supporting Affected Residents Through Community Relief Efforts



於匯報期內，大埔宏福苑發生嚴重火警事故，對居民及其家庭帶來重大影響。事故發生後，本集團迅速善用自身餐飲網絡、營運資源及供應能力 ， 向臨時安置中心即時提供約 380 份膳食支援，為受影響居民及前線支援人員提供熱食及餐飲服務，以應對事故期間的緊急需要。

隨著災後支援工作展開，本集團進一步捐出共40,000份餐飲現金券，總值港幣200萬元，由社聯協助派發予受影響人士，支援其災後生活及基本膳食需要。透過結合即時餐飲支援及後續援助措施，本集團為受災家庭提供實際協助，協助紓緩事故對日常生活造成的影響。

During the reporting period, a serious fire incident at Wang Fuk Court in Tai Po had a significant impact on local residents and their families. In response, the Group promptly leveraged its restaurant network, operational resources, and supply capabilities to provide immediate 380 set of hot meal support at temporary shelters, serving hot meals and catering services to affected residents and frontline emergency personnel to help address urgent needs arising from the incident.

As recovery efforts progressed, the Group further donated HK$2 million worth of meal vouchers, comprising 40,000 vouchers. The vouchers were distributed to affected individuals with the assistance of The HKCSS helping to support their post-disaster living and basic meal needs. Through a combination of immediate food assistance and follow-up relief measures, the Group provided practical support to affected families and helped alleviate disruptions to their daily lives.

以地球為家
Conserving Our Planet



大快活深明企業在應對環境挑戰中的重要角色，並致力透過加強氣候韌性、推動可持續包裝及完善廢棄物管理等措施，持續減少營運對環境造成的影響。透過將可持續發展理念融入業務營運，本集團持續支持全球可持續發展目標，並為環境的長遠保護及資源的可持續利用作出貢獻。

Fairwood recognize the important role of businesses in addressing environmental challenges and are committed to reducing our environmental footprint through initiatives focused on climate resilience, sustainable packaging, and waste management. By integrating sustainable practices across our operations, the Group continue to support global sustainability goals and contribute to long-term environmental stewardship.

重點議題 **Key Focus Areas**

- 氣候變化 Climate Change
- 可持續包裝及打印 Sustainable Packaging and Printing
- 廚餘及廢物管理 Food Waste and Waste Management



氣候變化
Climate Change

本集團持續關注氣候變化及環境議題對業務營運的潛在影響，並致力透過提升資源管理及營運效率，推動環境保護及可持續發展。本章節概述本集團於氣候變化、溫室氣體排放及能源效益、水資源管理、廢棄物管理，以及可持續包裝等範疇的管理方針、措施及績效表現。

The Group continuously monitors the potential impacts of climate change and environmental issues on its business operations and is committed to advancing environmental protection and sustainable development through enhanced resource management and operational efficiency. This section outlines the Group's management approach, initiatives, and performance in relation to climate change, greenhouse gas emissions and energy efficiency, water management, waste management, and sustainable packaging.

氣候變化為全球企業帶來日益顯著的影響，涉及營運、供應鏈管理、資源運用及長遠發展等多個層面。儘管氣候變化於本集團持份者參與及重要性評估中未被識別為最重要議題之一，本集團仍高度重視氣候相關風險與機遇，並持續加強氣候韌性及適應能力，以支持業務的長遠可持續發展。為配合《ESG守則》D部分有關氣候相關披露的要求，本章節按照「管治」、「策略」、「風險管理」及「指標及目標」四大核心支柱作出披露。有關相關披露要求的對應資料，請參閱本報告「聯交所《ESG守則》索引」章節。

Climate change is increasingly affecting businesses globally, with implications spanning operations, supply chain management, resource utilization, and long-term development. Although climate change was not identified as a top material issue in the Group's stakeholder engagement and materiality assessment, the Group continues to place strong emphasis on climate-related risks and opportunities, and is actively strengthening its climate resilience and adaptive capacity to support long-term sustainable business growth. In alignment with Part D of the "ESG Code" regarding climate-related disclosures, this section is structured under the four core pillars of "Governance", "Strategy", "Risk Management", and "Metrics and Targets". For details on the corresponding disclosure requirements, please refer to the "HKEX ESG Code Content Index" section of this Report.

管治
Governance

大快活深信氣候變化為影響企業長遠發展的重要議題之一。本集團致力將氣候相關考量融入企業管治、風險管理及業務營運，以提升業務韌性、支持可持續發展，並為持份者創造長遠價值。

Fairwood recognizes climate change as a significant issue that may affect the long-term sustainability of its business. The Group is committed to integrating climate-related considerations into its corporate governance, risk management, and business operations to enhance organizational resilience, support sustainable development, and create long-term value for stakeholders.

董事局對本集團的氣候相關事宜承擔最終監督責任，並透過既有的可持續發展管治架構監督氣候相關風險與機遇的識別、評估及管理，以及相關策略、目標及表現的執行情況。

The Board has overall responsibility for overseeing the Group's climate-related matters. Through the established sustainability governance framework, the Board oversees the identification, assessment, and management of climate-related risks and opportunities, as well as the implementation of related strategies, targets, and performance monitoring.

有關本集團可持續發展管治架構、董事局及管理層職責，以及可持續發展委員會的角色與運作詳情，請參閱本報告「綜合可持續發展管治架構及策略」章節。

Further details of the Group's sustainability governance structure, the respective responsibilities of the Board and management, and the role and operation of the Sustainability Committee are set out in the section headed "Integrated Sustainability Governance Framework and Strategy" of this Report.

大快活6C可持續發展框架

本集團秉持「食得開心，活得精彩」的企業使命，深信每一份餐膳不僅為顧客提供營養，更承載著企業對環境及社會的責任。為進一步將可持續發展理念融入企業策略及日常營運，本集團於2024年制定大快活 6C 可持續發展框架，作為推動可持續發展及管理氣候相關議題的核心管理框架。該框架圍繞六大核心支柱，全面涵蓋本集團於環境、社會及管治範疇的重要議題，為相關策略制定、目標設定及管理措施提供方向。

當中，「以地球為家」支柱聚焦於環境保護、資源效率及氣候相關議題管理，推動本集團提升能源效益、減少溫室氣體排放、加強資源管理及降低營運對環境的影響；而「以高效管治為基」則強調建立健全的企業管治、風險管理及內部控制機制，以加強對包括氣候相關風險與機遇在內的可持續發展議題的監督及管理。

本集團亦按照 SMART 原則（具體、可衡量、可達成、相關及具時限）制定相關目標及行動計劃，並透過定期監察及檢討機制，推動各項可持續發展及氣候相關工作的有效落實，支持本集團的長遠可持續發展及氣候韌性建設。

氣候相關政策及管理制度

為支持氣候及環境管理工作，本集團已制定可持續發展政策及環境政策，並將相關原則融入業務營運、風險管理及決策流程之中。

可持續發展政策以大快活 6C 可持續發展框架為基礎，闡述本集團管理環境、社會及管治議題的整體方針。政策涵蓋負責任營運、食品安全與品質、員工福祉、社區參與、環境管理及企業管治等範疇，並強調將可持續發展理念融入分店營運及供應鏈管理之中。政策亦要求透過適當的管治架構、內部控制及持續監察機制管理可持續發展相關風險及機遇，並定期檢討及更新相關措施，以回應業務發展及持份者期望的變化。

Fairwood 6C Sustainability Framework

Guided by its corporate mission of “Enjoy Great Food, Live a Great Life”, the Group believes that every meal served not only provides nourishment to customers but also reflects its responsibility toward the environment and society. To further embed sustainability into its corporate strategy and daily operations, the Group established the Fairwood 6C Sustainability Framework in 2024 as the cornerstone of its sustainability and climate-related management approach. The Framework is built around six strategic pillars, encompassing the Group’s key environmental, social, and governance priorities and provide direction for strategy development, target setting, and management actions.

Among these pillars, “Conserving Our Planet” focuses on environmental protection, resource efficiency, and climate-related management, driving initiatives to improve energy efficiency, reduce greenhouse gas emissions, strengthen resource management, and minimize the environmental impacts of operations. “Cementing Effective Corporate Governance” emphasizes robust corporate governance, risk management, and internal control systems to strengthen oversight and management of sustainability-related matters, including climate-related risks and opportunities.

To support effective implementation, the Group has established sustainability objectives and action plans in accordance with the SMART principles - Specific, Measurable, Achievable, Relevant, and Time-bound - and monitors progress through regular review and performance assessment mechanisms. These efforts support the Group’s long-term sustainability ambitions and climate resilience.

Climate-related Policies and Management Systems

To support climate and environmental management, the Group has established a Sustainability Policy and an Environmental Policy, integrating relevant principles into its operations, risk management processes, and decision-making procedures.

The Sustainability Policy, developed with reference to the Fairwood 6C Sustainability Framework, sets out the Group’s overarching approach to managing environmental, social, and governance matters. The policy covers responsible business conduct, food safety and quality, employee well-being, community engagement, environmental stewardship, and corporate governance. It also emphasizes the integration of sustainability considerations into restaurant operations and supply chain management. The policy requires sustainability-related risks and opportunities to be managed through appropriate governance structures, internal controls, and ongoing monitoring processes, with periodic reviews to ensure continued alignment with business developments and stakeholder expectations.

環境政策則為本集團提供環境管理及氣候相關工作的具體指引，涵蓋能源管理、溫室氣體排放管理、水資源及污水管理、廢棄物及資源管理、污染防治、可持續採購及供應鏈管理，以及可持續設計與裝修等範疇。政策鼓勵提升能源及資源使用效率、減少環境足跡、推動負責任採購，以及在設施建設及翻新過程中採用更高效及環保的設備與材料，以支持本集團的減碳及環境管理目標。

The Environmental Policy provides specific guidance on environmental and climate-related management. It covers energy management, greenhouse gas emissions management, water and wastewater management, waste and resource management, pollution prevention, sustainable procurement and supply chain management, as well as sustainable design and renovation practices. The policy promotes greater energy and resource efficiency, reduction of environmental impacts, responsible sourcing practices, and the adoption of more efficient and environmentally preferable equipment and materials in construction and refurbishment projects, supporting the Group's decarbonization and environmental objectives.

上述政策均適用於本集團所有受其控制的營運，並由指定管理人員負責監督執行情況。可持續發展委員會定期檢討政策內容及執行情況，確保相關政策持續符合集團業務發展需要、監管要求及持份者期望。

These policies apply to all operations under the Group's control and are overseen by designated management personnel. The Sustainability Committee regularly reviews the policies and their implementation to ensure continued alignment with the Group's business needs, regulatory requirements, and stakeholder expectations.

氣候相關目標及績效監察

Climate-related Targets and Performance Monitoring

為支持本集團的可持續發展策略及環境管理工作，本集團於 2024 年根據大快活6C可持續發展框架制定一系列氣候及環境相關目標，並以 2021/22 年度為基準年。目標詳情請參閱本報告「指標及目標」章節。本集團透過定期收集及分析環境數據，監察相關目標的達成進度及環境管理措施的成效。相關環境績效數據及目標進展均於年度ESG報告中披露，以提升透明度及問責性。

To support the Group's sustainability strategy and environmental management efforts, a series of climate- and environment-related targets were established in 2024 under the Fairwood 6C Sustainability Framework, with FY2021/22 designated as the baseline year. Details of these targets are presented in the "Metrics and Targets" section of this Report. The Group monitors progress toward these targets and evaluates the effectiveness of its environmental management initiatives through the regular collection and analysis of environmental performance data. Relevant environmental performance metrics and progress against targets are disclosed annually in the ESG Report to enhance transparency and accountability.

展望未來，本集團將持續檢視其氣候相關目標、政策及管理措施，並因應氣候風險評估結果、監管要求、市場趨勢及持份者期望的變化，進一步完善氣候管治及管理機制，以提升氣候韌性，支持本集團的長遠可持續發展。

Looking ahead, the Group will continue to review its climate-related targets, policies, and management practices, taking into consideration the results of climate risk assessments, evolving regulatory requirements, market trends, and stakeholder expectations. The Group will further strengthen its climate governance and management framework to enhance resilience to climate-related impacts and support its long-term sustainable development.

策略 - 氣候情景分析

於匯報期內，本集團檢視了2023/24年度在外部顧問協助下進行的氣候情景分析，以評估在不同氣候情景及時間範圍下，氣候相關實體風險及轉型風險對其香港業務營運可能帶來的潛在影響。根據氣候相關財務披露工作小組的建議，該評估涵蓋多種氣候情景，包括高排放及低排放發展路徑。分析參考了綠色金融體系網絡及政府間氣候變化專門委員會所制定的氣候情景及預測，包括「2050淨零排放」、「現行政策」、「SSP1-2.6」及「SSP5-8.5」情景路徑。上述情景為本集團評估短期、中期及長期氣候相關風險與機遇的潛在影響提供了參考基礎。

氣候情景分析有助本集團了解不同氣候發展路徑可能對其業務營運、資產、供應鏈及整體經營環境帶來的影響。相關評估所得的洞察已納入本集團的氣候相關風險管理程序，並作為制定相關風險緩解及適應措施，以及建立環境績效指標及目標的重要依據。透過持續識別、評估及管理氣候相關風險與機遇，本集團致力提升其應對氣候變化潛在影響的韌性，支持知情決策及策略規劃，並在不斷變化的氣候環境下維持業務營運及財務表現的長期持續性。

本氣候情景分析所採用的情景並不構成本集團未來表現或發展前景的預測，而是作為評估本集團在不同氣候發展路徑下應對氣候相關風險及把握相關機遇能力的分析工具。相關分析乃基於評估當時可獲取的資料、既定方法及一系列假設進行，而該等因素均存在一定程度的不確定性，並可能隨著氣候科學研究、監管政策、技術發展、市場狀況及持份者期望的變化而有所調整。因此，未來實際情況及結果可能與本次分析所描述的情景存在重大差異。

Strategy – Climate Scenario Analysis

During the reporting period, the Group reviewed the climate scenario analysis conducted with the support of an external consultant in 2023/24 to assess the potential implications of climate-related physical and transition risks on its operations in Hong Kong under different climate futures and time horizons. Consistent with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), the assessment considered a range of climate scenarios, including both higher-emissions and lower-emissions pathways. The analysis was informed by climate scenarios and projections developed by the Network of Central Banks and Supervisors for Greening the Financial System ("NGFS") and the Intergovernmental Panel on Climate Change ("IPCC"), including the "Net Zero 2050", "Current Policies", "SSP1-2.6", and "SSP5-8.5" pathways. These scenarios provided a basis for evaluating the potential impacts of climate-related risks and opportunities across the short, medium, and long term.

The climate scenario analysis supports the Group's understanding of how different climate pathways may affect its business operations, assets, supply chain, and broader operating environment over time. The insights generated from this assessment have been incorporated into the Group's climate-related risk management processes and have informed the identification of relevant mitigation and adaptation measures, as well as the development of environmental metrics and targets. Through the ongoing assessment and management of climate-related risks and opportunities, the Group seeks to enhance its resilience to the potential impacts of climate change, support informed decision-making and strategic planning, and maintain the long-term sustainability of its operations and business performance in an evolving climate landscape.

The climate scenarios considered in this assessment are not intended to represent forecasts or predictions of future outcomes for the Group. Rather, they are designed to support the evaluation of the potential resilience of the Group's business under a range of plausible climate-related conditions. The analysis is based on a series of assumptions, methodologies, and information available at the time of assessment, all of which are subject to uncertainty and may evolve as climate science, policy, technology, market conditions, and stakeholder expectations continue to develop. Actual future outcomes may differ materially from those contemplated in the scenarios due to factors that are beyond the scope of the assumptions applied in this assessment.

	高排放（一切如常情景） High Emission (Business-as-usual scenario)	低排放（淨零情景） Low Emission (Net Zero scenario)
情境描述 Description		
	高排放 (一切如常) 情景反映全球減碳行動及氣候政策推行進展相對有限的發展路徑。在此情景下，溫室氣體排放持續處於較高水平，氣候變化所帶來的影響更為顯著，並可能導致本集團於中長期面臨更高程度的氣候相關實體風險。 The High-Emissions (Business-as-Usual) scenario assumes limited progress in global decarbonization efforts and climate policy intervention, leading to elevated greenhouse gas emissions, more severe climate impacts, and a heightened likelihood of physical climate-related risks over the medium to long term.	低排放 (淨零) 情景代表一條與《巴黎協定》目標一致的轉型路徑，假設全球透過迅速推行並持續落實具雄心的減排措施，逐步實現溫室氣體淨零排放，並將全球暖化幅度限制在較工業化前水平高1.5°C以內。 The Low-Emissions (Net Zero) scenario reflects a transition pathway consistent with the goals of the “Paris Agreement”, under which rapid and sustained emissions reduction measures are implemented to achieve net-zero greenhouse gas emissions and limit global warming to 1.5°C above pre-industrial levels.
一般假設 General assumptions		
	▪ 此情景假設排放將持續增長至 2080年，導致 2100年氣溫上升3°C或以上 This scenario assumes emissions will continue to grow until 2080, leading to 3°C or more of warming by 2100 ▪ 假設僅保留目前實施的政策 Assume that only currently implemented policies are retained ▪ 假設新技術發展繼續按目前的步伐發展 Assume new technology development continues at the current pace	▪ 此情景假設透過嚴格的氣候政策和創新措施，將全球升溫幅度於2100年前限制於1.5°C內 This scenario assumes strong climate policies and innovation to limit global warming to below 1.5°C by 2100 ▪ 此假設即時推行進取的氣候政策 Assume ambitious climate policies are introduced immediately ▪ 強調電力供應的減碳、提高能源效益和開發新技術 Emphasis on decarbonizing electricity supply, improving energy efficiency and developing new technologies
情景參考 Scenario references		
	▪ IPCC SSP5-8.5 ▪ NGFS 「當前政策」(Current Policies)	▪ IPCC SSP1-2.6 ▪ NGFS 「2050年淨零排放」(Net Zero 2050)

該等框架為本集團評估氣候相關風險及機遇提供穩健基礎，涵蓋短期（5年以下）、中期 (5至10年) 及長期 (10年以上) 時間範圍，作為評估未來影響，並以2024年為基準年及發展變化的參考基準。

These frameworks established a robust foundation for the assessment of climate-related risks and opportunities across short-term (less than 5 years), medium-term (5–10 years), and long-term (Over 10 years) horizons, with 2024 designated as the baseline year against which future impacts and developments are evaluated.

基於上述分析結果，本集團已識別及評估與其業務相關的主要氣候相關風險與機遇，並就其潛在影響制定相應的風險緩解、適應及韌性提升措施，以加強本集團應對氣候變化挑戰的能力。

Based on the findings of the climate scenario analysis, the Group has identified and prioritized a number of climate-related risks and opportunities that may be relevant to its business operations. The potential impacts of these risks and opportunities, together with the Group's corresponding mitigation, adaptation, and resilience measures, are outlined below.

顧客嘉許精選：天氣轉變下的迅速應對措施
Selected Customer Compliments: Rapid Response Measures for Changing Weather Conditions

一位顧客分享，其陪同長者到大快活用餐期間，分店因突發水浸情況導致地面濕滑。面對潛在安全風險，分店員工迅速清理積水並加強現場管理，有效降低意外發生的可能性，保障顧客安全。

顧客尤其讚揚**堅尼地城士美菲路分店經理鄧敏**主動提供協助，不但攙扶長者安全離開店舖，更細心準備毛巾協助擦乾鞋底水跡。這份超越顧客期望的服務，不僅展現了員工對顧客安全與福祉的重視，更體現大快活將關懷文化融入日常營運的服務理念，贏得顧客高度肯定及信任。

A customer shared that while accompanying an elderly family member to dine at Fairwood, the restaurant experienced an unexpected flooding incident that resulted in wet and slippery floors. In response to the potential safety risk, the restaurant team acted promptly to clear the accumulated water and strengthen on-site safety measures, effectively minimizing the risk of accidents and safeguarding customers' well-being.

The customer particularly commended **Ms. Tang Man, Store Manager of the Smithfield Road branch in Kennedy Town**, for her proactive assistance. In addition to personally supporting the elderly customer as they safely exited the restaurant, she thoughtfully provided towels to help dry the soles of their shoes. This level of service, which exceeded customer expectations, not only demonstrated the team's commitment to customer safety and well-being but also reflected Fairwood's service culture of embedding care and compassion into its daily operations, earning the customer's trust and appreciation.

潛在物理風險

物理風險指氣候變化對企業造成的直接影響，包括由洪水、颱風及其他極端天氣事件所引致的急性物理風險，以及因氣候模式長期變化（如持續高溫、海平面上升及降雨模式改變）所產生的慢性物理風險。

Potential Physical Risks

Physical risks refer to the direct impacts of climate change on the Group and comprise both acute physical risks, which arise from extreme weather events such as floods and typhoons, and chronic physical risks, which result from longer-term changes in climate conditions, including prolonged periods of high temperatures, sea level rise, and changes in precipitation patterns.

急性風險 Acute Risk :
極端天氣和氣候事件 Extreme weather and climate events — 短期 Short-term

慢性風險 Chronic Risk :
平均氣溫上升 Rising mean temperatures — 長期 Long-term

潛在影響
Potential Impacts

隨著氣候變化加劇，極端天氣事件的發生頻率及嚴重程度可能持續上升，為本集團帶來物理風險，並對員工安全、業務持續營運及整體營運表現構成潛在影響。極端天氣事件可能導致分店設施、設備及其他實體資產受損，增加維修、保養及資產更換成本，並可能造成業務中斷。

同時，保險費用上升以及保險承保範圍或條款的變化，亦可能進一步增加本集團的經營成本及風險敞口。此外，極端天氣或會干擾物流運輸及供應鏈運作，並影響農產品及其他主要原材料的供應穩定性、品質及價格，從而增加採購成本及營運挑戰。上述因素均可能對本集團的財務表現、營運韌性及服務能力造成不利影響。

Climate change may increase the frequency, severity, and duration of extreme weather events, exposing the Group to physical risks that could adversely affect employee safety, business continuity, and operational performance. Extreme weather conditions may result in damage to store facilities, equipment, and other physical assets, leading to increased repair, maintenance, and replacement costs, as well as potential disruptions to business operations.

In addition, rising insurance costs and changes in insurance availability or coverage terms may further increase the Group's operating expenses and risk exposure. Climate-related events may also disrupt transportation networks and supply chains, adversely affecting the availability, quality, and pricing of agricultural and other key raw materials. Such disruptions could lead to supply shortages, procurement cost increases, and operational challenges, which may ultimately affect the Group's profitability, operational resilience, and ability to serve customers effectively.

風險緩減對策
Mitigation Measures

- 於物業選址、租賃決策及資產管理過程中納入氣候韌性考量，以降低水浸、颱風及其他極端天氣事件對營運造成的潛在影響。
- 完善極端天氣期間的存貨管理及應變安排，提升供應鏈及營運韌性，支持業務持續運作。
- 持續投資節能及具氣候適應能力的設施、設備及智能廚房技術，以提升資源效益及增強營運應對氣候變化的能力。
- 依循相關法規要求及職業健康與安全指引，推行預防熱壓力及高溫工作安全措施，保障員工健康、安全及福祉。

- Integrate climate resilience considerations into property selection and asset management processes to reduce exposure to flooding and other weather-related physical risks.
- Enhance inventory management and contingency planning arrangements during periods of heightened extreme weather risk to support operational resilience and business continuity.
- Continue investing in energy-efficient and climate-resilient facilities, equipment, and smart kitchen technologies to improve operational performance and strengthen adaptation to rising temperatures.
- Strengthen employee protection measures by implementing heat stress prevention and workplace safety practices in accordance with applicable regulations and recognized occupational health guidance.

潛在轉型風險
Potential Transition Risks

轉型風險是指在全球邁向低碳經濟的過程中所衍生的風險，主要源於為實現氣候變化減緩及適應目標而出現的政策及法規要求、技術革新、市場環境變化以及持份者期望轉變等因素，並可能對企業的營運模式、成本結構、資產價值及市場競爭力帶來影響。

Transition risks arise from the shift toward a lower-carbon economy, which involves potential changes in policy, legal frameworks, technological advancements, and market dynamics required to meet climate mitigation and adaptation goals.

市場風險：原材料價格波動
Market Risk : Fluctuations in pricing of raw materials

短期
Short-term

潛在影響
Potential Impacts

氣候變化可能加劇主要原材料供應及價格的波動性，尤其當極端天氣事件對農業生產及供應鏈造成干擾時，相關風險將更為顯著。此外，隨著消費者偏好及持份者對可持續發展的期望不斷提升，本集團或需增加採購環境影響較低的產品及食材，包括低碳及植物性替代食品，從而可能導致採購成本上升。上述因素或會對本集團的營運成本及利潤率構成壓力。儘管本集團可透過策略性採購、供應商多元化、提升營運效率及在適當情況下調整產品價格等措施減輕有關影響，惟若產品價格持續上升，仍可能對顧客需求、滿意度、品牌忠誠度及整體市場競爭力造成影響。

Climate change may contribute to increased volatility in the availability and pricing of key raw materials, particularly where extreme weather events disrupt agricultural production and supply chains. In addition, evolving consumer preferences and stakeholder expectations regarding sustainability may require the Group to increase its sourcing of environmentally preferable products and ingredients, including lower-carbon and plant-based alternatives, which may result in higher procurement costs. These factors could place upward pressure on the Group's operating costs and profit margins. While the Group may seek to mitigate such impacts through strategic sourcing, supplier diversification, operational efficiency measures, and, where appropriate, pricing adjustments, any sustained increase in product prices may affect customer demand, satisfaction, brand loyalty, and overall market competitiveness.

風險緩減對策
Mitigation Measures

- 透過拓展及多元化原材料採購來源，降低極端天氣事件、供應短缺及價格波動所帶來的供應鏈風險。
- Diversify and expand raw material sourcing channels to reduce supply chain risks arising from extreme weather events, supply shortages, and price volatility.
- 持續深化與主要供應商的合作及溝通，提升供應鏈透明度及採購韌性，並加強應對供應中斷風險的能力。
- Maintain close engagement and collaboration with key suppliers to enhance supply chain transparency and resilience, while strengthening the Group's ability to respond to potential supply disruptions.

政策及法規風險：加強氣候相關披露要求及更嚴格的法規規定
Policy and Legal Risk : Enhanced climate-related disclosure requirements and more stringent regulations

短期
Short-term

潛在影響
Potential Impacts

隨著氣候相關監管要求日趨嚴格、披露標準持續提升，以及持份者對企業氣候表現的關注不斷增加，本集團可能面臨低碳經濟轉型所衍生的轉型風險。各地政府陸續推出減碳政策及加強氣候相關披露要求，或促使本集團投放更多資源於溫室氣體排放量量化、數據管理、監察及披露工作，以確保持續符合監管規定。

同時，為配合長遠減碳方向及提升營運可持續性，本集團或需增加對可再生能源、節能設備、電動車及其他環保資產與基礎設施的投資。雖然有關措施有助提升本集團的環境管理水平、監管應對能力及長遠業務韌性，但亦可能導致資本開支及營運成本增加，並對本集團的財務表現及資源配置帶來一定影響。

Increasingly stringent climate-related regulations, evolving disclosure requirements, and rising stakeholder expectations may expose the Group to transition risks associated with the shift toward a lower-carbon economy. As governments continue to implement policies aimed at reducing greenhouse gas emissions and enhancing climate-related transparency, the Group may be required to allocate additional resources to emissions measurement, data management, monitoring, and reporting processes to ensure ongoing regulatory compliance.

In addition, efforts to enhance operational sustainability and support long-term decarbonization objectives may necessitate investments in renewable energy, energy-efficient technologies, electric vehicles, and other environmentally preferable assets and infrastructure. While such initiatives may strengthen the Group's environmental performance, regulatory preparedness, and long-term business resilience, they may also result in increased capital and operating expenditures, which could affect the Group's financial performance and resource allocation priorities.

風險緩減對策
Mitigation Measures

- 將氣候相關考量融入業務策略、資本規劃及營運決策流程，支持本集團逐步邁向低碳及可持續的業務發展模式。
- 持續優化氣候相關管治架構、監察機制及披露程序，以提升透明度及加強對監管發展和持份者期望變化的應對能力。
- 定期評估新興氣候相關法規及披露要求對本集團的潛在財務影響，並預留適當資源以支持相關合規及實施工作。
- 加強與供應商及其他價值鏈夥伴的合作與溝通，鼓勵採納氣候相關管理措施，並促進本集團氣候轉型工作的有效推行。

- Integrate climate-related considerations into business planning and operational decision-making to support the Group's long-term transition toward a lower-carbon and more sustainable business model.
- Continuously enhance climate-related governance, monitoring, and reporting mechanisms to strengthen transparency and responsiveness to evolving regulatory and stakeholder expectations.
- Proactively assess the potential financial implications of emerging climate-related regulations and allocate appropriate resources to support compliance and implementation efforts.
- Strengthen supplier engagement and value chain collaboration to encourage the adoption of climate-related practices and support the effective execution of the Group's transition initiatives.

市場風險：顧客傾向更健康食品選擇的需求
Market Risk : Customer Demand for Healthier Food Options

中期
Medium-term

潛在影響
Potential Impacts

隨著消費者對健康生活方式及可持續消費模式的重視日益提升，市場對健康餐飲選擇、負責任採購食材及環保分店環境的需求或會增加。倘若本集團未能及時及有效回應有關消費偏好及市場期望的轉變，或未能與競爭對手同步提供符合新興健康及可持續發展趨勢的產品、服務及顧客體驗，則可能對顧客滿意度、品牌形象、市場競爭力，以及本集團的業務表現、財務狀況及經營業績造成不利影響。

As consumer awareness of health, wellness, and sustainability continues to increase, demand for healthier food options, sustainable products, and environmentally friendly store environments may continue to grow. If the Group is unable to adapt its product offerings, procurement practices, and customer experience initiatives in response to these evolving preferences, or if competitors are more successful in addressing such expectations, the Group may experience adverse impacts on customer loyalty, brand value, market share, as well as financial and sales performance.

風險緩減對策
Mitigation Measures

- 優化餐單開發及食品製作流程，推廣健康飲食選擇，同時提升資源效益及減少營運過程中的環境影響。
- 透過顧客意見、市場研究、持份者參與及數據分析，持續監察消費模式及可持續發展期望的變化。
- 定期檢討及優化產品組合，以配合健康生活及可持續消費趨勢所帶來的市場需求變化。
- 增加健康及較低碳餐飲選擇（包括植物性食品）的供應，以回應市場需求並把握相關發展機遇。
- 加強與具備可持續發展理念及良好環境管理表現的供應商合作，推動負責任採購及提升供應鏈韌性。

- Enhance menu development and food preparation practices to promote healthier dining choices while improving resource efficiency and reducing the environmental footprint of operations.
- Utilize customer insights, market research, stakeholder engagement activities, and data-driven analysis to identify emerging consumption trends and evolving sustainability expectations.
- Regularly assess and optimize product offerings to align with changing consumer preferences for health, wellness, and sustainable consumption.
- Broaden the availability of nutritious and lower-carbon menu options, including plant-based offerings, to capture emerging market opportunities and support customer choice.
- Promote responsible procurement by increasing engagement with suppliers that adopt sustainable sourcing and environmentally responsible operating practices.

透過持續識別、評估及管理氣候相關風險與機遇，本集團致力提升其應對氣候變化潛在影響的韌性，支持知情決策及策略規劃，並在不斷變化的氣候環境下維持業務營運及財務表現的長期可持續性。

Through the ongoing assessment and management of climate-related risks and opportunities, the Group seeks to enhance its resilience to the potential impacts of climate change, support informed decision-making, and maintain its long-term operational and financial sustainability in an evolving climate landscape.

風險管理

董事局對本集團的風險管理及內部控制系統承擔最終責任，包括氣候相關風險與機遇的識別、評估、監察及管理。為協助履行有關職責，董事局已授權審核委員會監督本集團風險管理及內部控制框架的有效性，並協助評估本集團在實現其策略目標過程中願意承擔的ESG及氣候相關風險的性質及程度。

審核委員會定期檢討本集團風險管理及內部控制系統的充足性及有效性，並向董事局匯報其檢討結果及建議。透過此管治架構，本集團致力確保氣候相關因素能適當納入策略規劃、營運決策及風險監督程序之中，同時保障本集團資產及提升其長遠業務韌性。

自 2023 年起 ，本集團已將氣候相關風險納入其風險概況之中，以系統化方式識別、評估及管理氣候變化對本集團營運及價值鏈可能帶來的影響。氣候相關風險透過本集團既定的風險評估程序與其他業務風險一併進行評估，並在適用情況下考慮實體風險及轉型風險等因素。

於匯報期內，本集團檢視了 2024/25 年度風險評估結果，並再次確認氣候變化對本集團現有業務營運及商業模式的重要性相對較低。根據有關評估結果，氣候相關風險於本集團整體風險概況中繼續被評定為相對較低風險。然而，本集團明白監管環境、持份者期望及氣候相關影響將隨時間不斷演變，因此將持續監察相關發展趨勢及新興議題，以識別可能對業務構成影響的潛在風險與機遇。

本集團透過持續進行持份者溝通及定期開展風險評估，識別不斷演變的ESG及氣候相關優先議題，並重新評估相關風險及機遇的重要程度。有關評估結果將納入本集團的風險管理及可持續發展管治機制，以支持知情決策及有效落實其可持續發展策略。此舉有助本集團提升應對新興氣候相關挑戰的能力，並積極回應外部營運環境的變化。

Risk Management

The Board retains overall responsibility for overseeing the Group's risk management and internal control systems, including the identification, assessment, monitoring, and management of climate-related risks and opportunities. To support the discharge of these responsibilities, the Board has delegated authority to the Audit Committee to oversee the effectiveness of the Group's risk management and internal control framework and to assist in evaluating the nature and extent of ESG and climate-related risks that the Group is willing to accept in pursuit of its strategic objectives.

The Audit Committee regularly reviews the adequacy and effectiveness of the Group's risk management and internal control systems and reports its findings and recommendations to the Board. Through this governance structure, the Group seeks to ensure that climate-related considerations are appropriately integrated into strategic planning, operational decision-making, and risk oversight processes, while safeguarding the Group's assets and long-term business resilience.

Since 2023, climate-related risks have been incorporated into the Group's risk profile, enabling a systematic approach to identifying, assessing, and managing the potential impacts of climate change on the Group's operations and value chain. Climate-related risks are evaluated alongside other business risks through the Group's established risk assessment process, taking into account both physical and transition risk considerations where relevant.

During the Reporting Year, the Group reviewed the results of its 2024/25 risk assessment and reaffirmed that climate change remains an issue of relatively low materiality to the Group's current operations and business model. Consistent with this assessment, climate-related risks continue to be classified as relatively low within the Group's overall risk profile. Nevertheless, the Group recognizes that the regulatory landscape, stakeholder expectations, and climate-related impacts may evolve over time and therefore continues to monitor emerging developments that could affect its business.

The Group conducts ongoing stakeholder engagement and periodic risk assessments to identify evolving ESG and climate-related priorities and to reassess the significance of related risks and opportunities. The outcomes of these processes are incorporated into the Group's risk management and sustainability governance mechanisms to support informed decision-making and the effective implementation of its sustainability strategy. This approach enables the Group to enhance its preparedness for emerging climate-related challenges and to respond proactively to changes in the external operating environment.

指標及目標

本集團致力就其能源消耗、溫室氣體排放及環境表現維持透明及穩健的披露。鑑於其營運活動對環境所帶來的影響，本集團持續監察及披露關鍵環境績效指標，尤其聚焦於能源消耗、溫室氣體排放及廢棄物產生情況，以支持知情決策及推動環境管理的持續改進。

本集團透過ESG報告每年披露其環境表現，包括其氣候相關指標、環境績效數據、及相關環境與減排目標的進展情況等資料。相關排放數據按照國際認可的報告準則進行分類，涵蓋範圍一 (直接排放)、範圍二 (能源間接排放) 及 範圍三 (其他間接排放) 排放。

本集團 2025/26年度溫室氣體排放清單乃根據《溫室氣體盤查議定書：企業會計與報告標準》及《溫室氣體盤查議定書：企業價值鏈 (範圍三) 會計與報告標準》(統稱「溫室氣體核算體系」) 編製。 在編製排放清單時，本集團採納溫室氣體核算體系所訂明的營運控制法界定組織邊界，並核算其營運活動所產生的相關排放。

排放因子及全球暖化潛勢 (「GWP」) 因子主要參考公開政府刊物、電力供應商提供的資料以及其他獲廣泛認可且具公信力的參考來源。本集團採用 IPCC《 第六次評估報告》所載的 GWP 因子計算溫室氣體排放量。範圍一及範圍二排放量主要採用活動數據法進行計算，即根據相關活動數據乘以適用的排放因子計算得出。有關活動數據主要來自燃料消耗記錄、公用事業賬單及本集團保存的其他營運數據。

於2024/25 年度，本集團進一步完善範圍三溫室氣體排放的量化及披露方法，提升其評估及匯報價值鏈氣候相關影響的能力。有關優化措施有助本集團更全面了解其間接排放概況，並進一步提升氣候相關披露的透明度。未來，本集團將持續完善數據收集、計量及報告程序，以逐步提升溫室氣體排放清單的完整性、準確性、一致性及可靠性。

Metrics and Targets

The Group is committed to maintaining transparent and robust disclosures regarding its energy consumption, GHG emissions, and environmental performance. Recognizing the environmental impacts associated with its operations, the Group monitors and reports key environmental metrics, with particular focus on energy consumption, GHG emissions, and waste generation, to support informed decision-making and continuous improvement in environmental management.

The Group reports its environmental performance annually through its ESG Report, providing information on climate-related metrics, environmental performance indicators, and progress toward relevant environmental and greenhouse gas emissions reduction targets. Greenhouse gas emissions are disclosed in accordance with internationally recognized reporting standards and are classified into Scope 1 (direct emissions), Scope 2 (energy indirect emissions), and Scope 3 (other indirect emissions).

The Group's 2025/26 GHG emissions inventory has been prepared in accordance with the "Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)" and "the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)" (collectively, the "GHG Protocol"). In preparing its emissions inventory, the Group adopts the operational control approach prescribed by the GHG Protocol to define organizational boundaries and account for emissions arising from its operations.

Emission factors and global warming potential ("GWP") factors are primarily sourced from publicly available government publications, information provided by electricity suppliers, and other recognized and credible references. The Group applies the GWP factors published in the IPCC Sixth Assessment Report ("AR6") to quantify GHG emissions. Scope 1 and Scope 2 emissions are primarily calculated using an activity-based methodology, whereby emissions are determined by applying appropriate emission factors to relevant activity data. Such activity data is principally derived from fuel consumption records, utility invoices, and other operational data maintained by the Group.

In 2024/25, the Group further enhanced its methodology for the quantification and disclosure of Scope 3 GHG emissions, strengthening its ability to assess and report climate-related impacts across its value chain. These enhancements support a more comprehensive understanding of the Group's indirect emissions profile and contribute to improved transparency in climate-related reporting. The Group will continue to refine its data collection, measurement, and reporting processes to enhance the completeness, accuracy, consistency, and reliability of its emissions inventory over time.

根據本集團的重要性評估結果，氣候變化目前被評定為非重要議題。因此，本集團現階段的環境管理工作主要聚焦於提升能源效益、管理溫室氣體排放及加強水資源管理，並尚未制定獨立的氣候轉型計劃。儘管如此，本集團明白持份者對氣候轉型規劃的關注日益增加，亦認識到氣候相關風險與機遇可能隨著市場環境、技術發展及監管要求的變化而持續演變。未來，本集團將參考氣候情景分析結果、新興監管要求及持份者期望，定期檢視現有能源及減排目標的適切性及進取程度，並在適當情況下考慮逐步制定集團層面的氣候轉型計劃，為長遠減碳工作及氣候相關行動提供更具系統性及策略性的實施路線圖。

Climate change is currently assessed as an immaterial topic in the Group's materiality assessment. Accordingly, the Group's current environmental management efforts are primarily focused on improving energy efficiency, managing GHG emissions, and enhancing water resource management, and the Group has not established a standalone climate transition plan at this stage. Nevertheless, the Group recognizes the increasing stakeholder focus on climate transition planning and acknowledges that climate-related risks and opportunities may continue to evolve in response to changing market conditions, technological developments, and regulatory requirements. Looking ahead, the Group will regularly review the appropriateness and level of ambition of its existing energy and emissions reduction targets, taking into consideration the results of climate scenario analysis, emerging regulatory developments, and stakeholder expectations. Where appropriate, the Group will consider progressively developing a Group-wide climate transition plan to provide a more structured and strategic roadmap for its long-term decarbonization efforts and climate-related initiatives.

在制定年度環境關鍵績效指標及相關減排目標時，本集團主要以過往績效表現作為基準，並結合其營運狀況、業務重點及策略發展方向進行檢視及調整，以確保有關目標具備適切性、可行性及持續推動改進的作用。本集團已就能源消耗、溫室氣體排放、及用水密度訂立相關目標，並定期監察目標達成進度，同時檢視各項環境改善及減排措施的成效。

In establishing its annual environmental key performance indicators and related reduction targets, the Group primarily uses historical performance as a baseline and considers its operational circumstances, business priorities, and strategic development objectives. This approach helps ensure that the targets remain relevant, achievable, and effective in driving continuous improvement. The Group has established targets covering energy use, GHG emissions, and water consumption intensity, and regularly monitors progress against these targets while reviewing the effectiveness of relevant environmental improvement and emissions reduction measures.

環境目標
Environmental Targets

溫室氣體排放密度 GHG Emission Intensity	能源使用密度 Energy Use Intensity	用水密度 Water Consumption Intensity
於2029/30年度，實現較 2021/22 年度水平減少 5% 的溫室氣體 (範圍 1 及範圍 2) 排放密度。 To achieve a 5% reduction in GHG emission (Scope 1 and Scope 2) intensity by the fiscal year 2029/30, compared to the 2021/22 level.	於 2029/30年度，實現較2021/22 年度水平減少 8% 的能源使用密度。 To achieve an 8% reduction in energy use intensity by the fiscal year 2029/30, compared to the 2021/22 level.	於 2029/30年度，實現較2021/22 財政年度水平減少 10% 的用水密度。 To achieve a 10% reduction in water consumption intensity by the fiscal year 2029/30, compared to the 2021/22 level.

鑑於本集團業務性質，其營運所產生的空氣污染物排放（包括氮氧化物、硫氧化物及顆粒物）並不重大，對環境造成的影響亦相對有限。因此，本集團於匯報期內未有就空氣污染物排放設定相關減排目標。本集團將持續監察其空氣污染物排放表現，並因應業務發展需要及重要性評估結果，適時檢討相關披露安排及管理措施，以確保其環境管理工作持續符合監管要求及持份者期望。

The Group's business operations generate immaterial emissions of air pollutants, including nitrogen oxides (NOx), sulfur oxides (SOx), and particulate matter (PM), and are therefore considered to have a limited environmental impact. Accordingly, during the reporting period, the Group did not establish specific emission reduction targets for air pollutants. The Group will continue to monitor its air emissions performance and will periodically review its disclosure approach and management practices in light of operational developments and materiality assessments, with the aim of ensuring ongoing alignment with applicable regulatory requirements and stakeholder expectations.

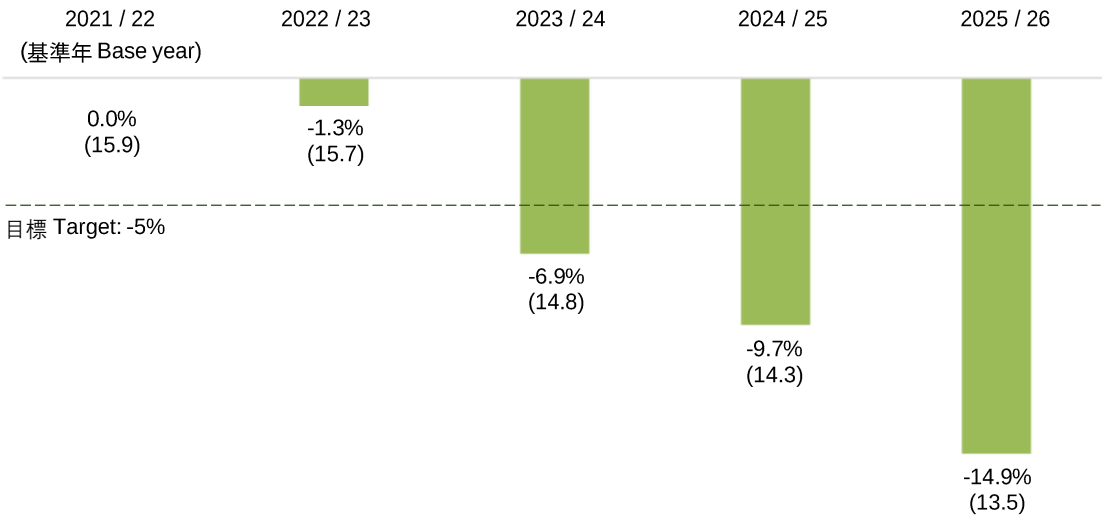
範圍一及範圍二溫室氣體排放

作為本集團對可持續發展承諾的一部分，我們致力減緩氣候變化影響，並積極推動業務減碳。大快活主要溫室氣體排放來源包括範圍一及範圍二所涉及之電力、液化石油氣及煤氣使用。於 2021/22 至 2025/26 年度期間，本集團成功達成溫室氣體（範圍一及範圍二）排放強度（按每百萬港元收益計算）減少15%的目標。此項成果主要受惠於電力及燃氣供應之減碳進程，以及多項環保措施的推行。

Scope 1 and Scope 2 GHG Emissions

As part of the Group's commitment to sustainable development, we are dedicated to mitigating the impacts of climate change and actively advancing the decarbonization of our operations. Fairwood's primary sources of greenhouse gas emissions include Scope 1 and Scope 2 emissions arising from the use of electricity, liquefied petroleum gas ("LPG"), and towngas. During the period from 2021/22 to 2025/26, the Group successfully achieved a 15% reduction in greenhouse gas emission intensity (Scope 1 and Scope 2), measured per HKD million of revenue. This achievement was primarily driven by the ongoing decarbonization of electricity and gas supply, as well as the implementation of various environmental initiatives.

2021/22至2025/26年溫室氣體（範圍 1 及範圍 2）排放密度的百分比變化
GHG emission (Scope 1 and Scope 2) intensity % change from 2021/22 to 2025/26



附註：括號內數字的單位為每百萬港元收入的立方米。
Note : The units of the numbers in parentheses are cubic meter per HKD million in revenue.

隨著環境因素對能源價格的影響日益顯著，中長期能源成本上升已成為趨勢。為應對相關挑戰，本集團積極規劃及推行各項節能減耗措施，既有助減輕未來成本壓力，亦可進一步降低溫室氣體排放。有關能源減耗相關措施之詳情，請參閱本報告「能源管理」章節。

With environmental factors increasingly influencing energy pricing, upward pressure on medium- to long-term energy costs has become an emerging trend. In response, the Group is proactively planning and implementing a range of energy conservation and efficiency measures, which not only help mitigate future cost pressures but also contribute to further reductions in greenhouse gas emissions. For details of related energy reduction initiatives, please refer to the "Energy Management" section of this Report.

範圍三溫室氣體排放

根據《溫室氣體核算體系》，範圍 3 排放涵蓋了不屬於大快活擁有或控制範圍內，但發生於我們價值鏈中的間接溫室氣體排放。通過參考同業基準及CDP針對各行業範圍三排放的報告分析，類別1 (外購商品及服務) 及類別 4 (上游運輸和配送) 被確認為我們業務營運中具重大影響性的排放來源。自 2024/25 年度起，我們開始收集範圍 3 數據，並採用了支出法，利用採購支出及第三方提供的排放系數，以準確估算排放量。

Scope 3 GHG Emissions

Scope 3 emissions, as defined by the GHG Protocol, encompass indirect GHG emissions from activities outside Fairwood's ownership or control but occurring within our value chain. Through peer benchmarking and insights from the CDP report on Scope 3 emissions by sector, Category 1 (Purchased Goods and Services) and Category 4 (Upstream Transportation and Distribution) have been identified as materially significant to our operations. Collecting and disclosing Scope 3 data since 2024/25, we adopted a spend-based calculation method, utilizing procurement spend and third-party emission factors to estimate emissions accurately.

類別 1 : 外購商品及服務 **Category 1 : Purchased Goods and Services**	2025 / 26 排放量 Emissions	2024 / 25 排放量 Emissions
於匯報期內購買或取得的主要商品之提取、生產及運輸。排放量是使用支出法計算，通過採購商品的支出來確定碳排放，並應用第三方提供的排放系數進行計算。 Extraction, production, and transportation of major goods purchased or acquired by Fairwood during the reporting period. Emissions are calculated using a spend-based method that determines carbon emissions from procurement spend on goods and applying third-party provided emission factors.	56,660 公噸二氧化碳當量 tCO2e	39,318 公噸二氧化碳當量 tCO2e

類別 4 : 上游運輸和配送 **Category 4 : Upstream Transportation and Distribution**	2025 / 26 排放量 Emissions	2024 / 25 排放量 Emissions
於匯報期內購買產品的運輸與配送，包括倉庫儲存及進出物流。此範疇的排放量是使用基於支出法進行估算，通過我們在各項運輸與配送服務上的支出來確定碳排放，並應用第三方提供的排放系數進行計算。 Transportation and distribution of products purchased by Fairwood during the reporting period, including the warehouse storage, inbound and outbound logistics. Emissions in this category are calculated using a spend-based method that determines carbon emissions from Fairwood's spending on each transportation and distribution services and applying third-party provided emission factors.	3,336 公噸二氧化碳當量 tCO2e	2,553 公噸二氧化碳當量 tCO2e

能源管理

能源消耗是大快活日常營運的重要組成部分，支援其分店網絡及中央食品加工中心的營運、食品製備、食品加工、冷藏、照明及其他業務活動。本集團的主要能源來源包括外購電力、石油氣及煤氣。鑑於能源效益對減緩氣候相關影響及提升營運效率的重要性，本集團致力推動負責任的能源使用，並持續減少營運過程中的能源消耗。

管治及管理方針

本集團的能源管理工作由環境及設備專責小組統籌監督。該專責小組由測量師、工程師及營運管理專業人員組成，並直接向高級管理層匯報。專責小組負責監察能源消耗趨勢、識別節能機會、評估採用節能技術的可行性，以及推動各項節能措施於集團營運中的落實執行。

Energy Management

Energy consumption is integral to Fairwood's operations, supporting store operations, food preparation, food processing, refrigeration, lighting and other business activities across its restaurant network and CFPP. The Group's primary energy sources comprise purchased electricity, LPG and Towngas. Recognising the importance of energy efficiency in mitigating climate-related impacts and enhancing operational performance, the Group is committed to promoting responsible energy use and reducing energy consumption across its operations.

Governance and Management Approach

Oversight of energy management is led by the Environmental and Equipment Taskforce, which comprises chartered surveyors, engineers and store operations professionals and reports directly to senior management. The Taskforce is responsible for monitoring energy consumption trends, identifying energy-saving opportunities, evaluating the adoption of energy-efficient technologies, and supporting the implementation of energy conservation measures throughout the Group's operations.

節約能源政策
Energy Conservation Policy

本集團制定節約能源政策，為能源使用管理及能源績效提升提供指引。重點工作包括：
The Group's Energy Conservation Policy provides the framework for managing energy use and improving energy performance. Key focus areas include:

- 監察能源消耗情況，以識別提升營運效率及能源效益的機會。
  Monitoring energy consumption to identify opportunities for operational improvement and efficiency enhancement.
- 遵守適用的能源相關法律法規、標準及指引。
  Complying with applicable energy-related laws, regulations and industry guidelines.
- 優先採用節能設備、技術及營運措施。
  Prioritising energy-efficient equipment, technologies and operational practices.
- 減少不必要的電力及燃料消耗。
  Minimising unnecessary consumption of electricity and fuel resources.
- 透過定期溝通及培訓活動提升員工的節能意識；
  Promoting employee awareness of energy conservation through regular communications and training initiatives.
- 推動分店營運中的節能最佳實踐及卓越營運表現。
  Encouraging operational excellence and energy-efficient practices across restaurant operations.
- 定期檢討能源管理措施，以支持持續改進。
  Periodically reviewing energy management measures to support continuous improvement.

本集團深明能源成本上升、監管要求日趨嚴格，以及向低碳經濟轉型等因素，均可能對未來營運成本及業務表現帶來影響。因此，大快活持續評估提升能源效益、增強營運韌性及採用更清潔和可持續能源方案的機會，以支持業務長遠發展。

The Group recognises that rising energy costs, evolving regulatory requirements and the transition towards a lower-carbon economy may influence future operating costs and business performance. Accordingly, Fairwood continues to assess opportunities to improve energy efficiency, strengthen operational resilience and enhance the adoption of cleaner and more sustainable energy solutions where appropriate.

能源效益目標

為持續提升能源管理績效，本集團已制定目標，以 2021/22 年度為基準，於 2029/30 年度或之前將能源使用密度降低 8%。環境及設備專責小組透過定期檢視能源消耗數據、營運表現及節能措施成效，持續監察目標進展。該目標反映本集團致力提升能源效益、減少環境影響及支持可持續業務發展的承諾。

Energy Efficiency Target

To drive continuous improvement in energy management performance, the Group has established a target to achieve an 8% reduction in energy use intensity by 2029/30 compared with the 2021/22 baseline. Progress towards this target is monitored regularly by the Environmental and Equipment Taskforce through ongoing reviews of energy consumption data, operational performance and the effectiveness of energy-saving initiatives. The target reflects the Group's commitment to improving energy efficiency, reducing environmental impacts and supporting sustainable business growth.

能源效益提升措施

為實現於 2029/30年度前將能源使用密度較 2021/22基準年度降低 8% 的目標，本集團持續推行多元化能源管理及節能措施，涵蓋能源需求管理、可再生能源應用、營運優化及員工參與等範疇。透過結合技術升級、數據監察及行為改變，本集團致力提升能源使用效率、減少能源消耗及支持低碳營運。

Energy Efficiency Enhancement Measures

To achieve the target of reducing energy intensity by 8% by 2029/30 compared with the 2021/22 baseline, the Group continues to implement a diversified range of energy management and energy-saving initiatives covering energy demand management, renewable energy adoption, operational optimisation, and employee engagement. Through the integration of technology upgrades, data monitoring, and behavioural change, the Group is committed to improving energy efficiency, reducing energy consumption, and supporting low-carbon operations.

智慧廚房計劃

本集團持續探索創新技術，以提升營運能源效益。於匯報期內，本集團進一步推行智慧廚房計劃，透過優化廚房運作流程、提升設備使用效率及加強能源管理，推動分店營運效益提升。藉助數碼科技及數據分析，本計劃有助減少不必要的能源消耗，同時維持營運效率及服務質素。

Smart Kitchen Initiative

The Group continues to explore innovative technologies to enhance operational energy efficiency. During the reporting period, the Smart Kitchen Initiative was further advanced through the optimisation of kitchen workflows, improved equipment utilisation efficiency, and strengthened energy management practices, thereby enhancing restaurant operational performance. Leveraging digital technologies and data analytics, the initiative helps reduce unnecessary energy consumption while maintaining operational efficiency and service quality.

有關智慧廚房計劃的詳情，以及其為營運效率及可持續發展帶來的效益，請參閱本報告「可持續營運管理」章節。

Further details of the Smart Kitchen Initiative and its benefits to operational efficiency and sustainable development are provided in the section titled "Sustainable Operations" in this report.

用電需求管理

本集團積極參與中華電力高峰用電需求管理計劃，涵蓋所有符合資格的分店及中央食品加工中心。該計劃鼓勵參與機構將部分用電需求由高峰時段轉移至非高峰時段，從而有助提升電網穩定性、提高能源使用效率及降低整體能源成本。

Electricity Demand Management

The Group actively participates in the Demand Response Programme organized by CLP Power Hong Kong, covering all eligible restaurants and the CFPP. The programme encourages participants to shift a portion of electricity consumption from peak-demand periods to off-peak periods, supporting grid stability, enhancing energy efficiency, and reducing overall energy costs.



推動可再生能源應用

本集團持續擴大可再生能源的應用，於中央食品加工中心天台安裝 126塊太陽能光伏板。於匯報期內，該太陽能系統共產生超過70,209千瓦時的可再生電力，有助減少對電網電力的依賴，並支持本集團的減碳工作。自系統於 2023/24 年度投入運作以來，累計發電量已超過 175,061 千瓦時，持續為本集團增加可再生能源供應及減少碳排放作出貢獻。

為進一步提升系統效能及營運監察能力，本集團採用實時監控平台，追蹤發電量、系統運行情況及相關環境效益數據。該平台有助及時識別系統運作問題及優化機會，從而提升太陽能系統的能源效益及整體表現。

Promotion of Renewable Energy Adoption

The Group continues to expand the use of renewable energy across its operations. During the reporting period, 126 solar photovoltaic panels installed on the rooftop of the CFPP generated over 70,209 kWh of renewable electricity, reducing reliance on grid-supplied power and supporting the Group's decarbonization efforts. Since its commissioning in 2023/24, the solar photovoltaic system has generated a cumulative 175,061 kWh of electricity, contributing to increased renewable energy use and avoided carbon emissions.

To further enhance operational performance, the Group has implemented a real-time monitoring platform for the solar photovoltaic system. The platform enables continuous tracking of electricity generation, system performance, and associated environmental benefits, facilitating the timely identification of operational issues and optimization opportunities. This supports improved system reliability, energy efficiency, and overall renewable energy performance.

提升營運能源效益

本集團持續透過設備升級、營運流程優化及能源管理措施，識別提升能源效益的機會。於匯報期內，本集團進一步加強分店設備能源管理，透過制定設備開關時間指引及安裝時間控制裝置，根據營運時段、客流需求及產品供應安排，優化廚房及樓面設備的運作時間，以減少設備於非繁忙時段的閒置運行及不必要能源消耗。

相關措施涵蓋蒸飯櫃、保溫設備、蒸櫃、焗爐、熱水機、飲品設備及其他主要耗能設備。本集團亦定期監察用電及燃氣使用情況，檢視能源消耗數據及識別異常能源使用情況，以便及時採取改善措施，持續提升設備運作效率及能源管理成效。

此外，本集團持續優化燃氣設備管理，包括按實際營運需要調整蒸飯櫃、蒸爐及爐具等高耗能設備的使用安排，減少設備空轉時間；推行「按需啟動」的設備操作原則，避免不必要的燃氣消耗；以及定期進行燃氣設備檢查及爐頭清潔保養以維持設備於最佳運作狀態及提升燃料使用效率。

本集團亦持續檢視設備配置及烹調流程，研究採用更具能源效益的設備及技術方案，包括評估以電能設備逐步取代部分傳統燃氣設備，以及因應營運需要選用較高能源效益的小型設備，從而降低能源消耗及提升整體營運效益。

節能提示及操作指引亦透過數碼培訓平台及內部溝通渠道定期向前線員工發放，以推廣日常營運中的負責任能源使用及提升節能意識。

Enhancement of Operational Energy Efficiency

The Group continues to identify energy efficiency improvement opportunities through equipment upgrades, operational process optimisation, and strengthened energy management measures. During the reporting period, energy management for restaurant equipment was further enhanced through the establishment of equipment switching guidelines and the installation of timer control devices. These measures optimise the operating hours of kitchen and front-of-house equipment based on operating schedules, customer demand, and product availability, thereby reducing idle running and unnecessary energy consumption during off-peak periods.

These initiatives cover key energy-consuming equipment including rice steamers, warming cabinets, steamers, ovens, water heaters, beverage machines, and other major appliances. The Group also conducts regular monitoring of electricity and gas consumption to review energy usage data and identify abnormal consumption patterns, enabling timely corrective actions and continuous improvement in equipment efficiency and energy management effectiveness.

In addition, the Group continues to optimise gas equipment management by adjusting the usage of high-energy-consuming equipment such as rice steamers, steam cabinets, and cooking stoves in line with actual operational needs to minimise idle time; implementing a “use-on-demand” operating principle to avoid unnecessary gas consumption; and conducting regular inspections and burner cleaning to maintain optimal equipment performance and improve fuel efficiency.

The Group also continuously reviews equipment configuration and cooking processes, and explores more energy-efficient equipment and technological solutions, including evaluating the gradual replacement of certain gas-powered equipment with electric alternatives, as well as selecting higher-efficiency small-scale equipment where appropriate. These measures aim to reduce energy consumption and enhance overall operational efficiency.

Energy-saving reminders and operational guidelines are regularly disseminated to frontline staff through digital training platforms and internal communication channels to promote responsible energy use and strengthen energy conservation awareness in daily operations.

於匯報期內，本集團共有 78 間分店參與《戶外燈光約章》，於晚上11時至翌日早上 7 時期間關閉非必要戶外照明設備，以減少能源消耗及降低光污染對社區的影響。憑藉在負責任照明管理方面的持續努力，本集團於匯報期內連續第十年榮獲《戶外燈光約章》白金獎，肯定其於推動節能及減少光滋擾方面的成效。

During the reporting period, 78 outlets participated in the "Outdoor Lighting Charter", switching off non-essential outdoor lighting between 11:00 p.m. and 7:00 a.m. to reduce energy consumption and mitigate light pollution impacts on the community. In recognition of its continuous efforts in responsible lighting management, the Group was awarded the Platinum Award under the "Outdoor Lighting Charter" for the tenth consecutive year during the reporting period, underscoring its effectiveness in energy conservation and light pollution reduction.

提升節能意識及推動員工參與

Enhancement of Energy Awareness and Employee Engagement

本集團深信員工參與對提升能源效益及實現環境目標至關重要。除透過日常培訓、設備操作指引及內部溝通推廣節能實踐外，本集團亦鼓勵員工於日常營運中落實節能措施，包括遵循設備開關時間安排、減少設備空轉，以及提高能源使用意識，將節能理念融入日常工作及營運決策之中。

The Group firmly believes that employee engagement is essential to improving energy efficiency and achieving environmental targets. In addition to daily training, equipment operation guidelines, and internal communications promoting energy-saving practices, employees are encouraged to implement energy conservation measures in daily operations, including adherence to equipment switching schedules, reduction of idle running, and heightened awareness of energy usage, thereby integrating energy-saving principles into routine work and operational decision-making.

於匯報期內，總辦事處連續第二年參與世界自然基金會舉辦的「地球一小時」活動，關閉非必要照明設備，以支持全球節能減碳行動及提高員工對氣候變化議題的關注。透過參與相關倡議，本集團持續培養節能文化，推動員工共同實踐低碳生活及負責任能源使用。

During the reporting period, the head office participated in Earth Hour organised by the World Wide Fund for Nature for the second consecutive year, switching off non-essential lighting to support global climate action and raise employee awareness of climate change. Through participation in such initiatives, the Group continues to foster a culture of energy conservation and encourages employees to embrace low-carbon living and responsible energy use.



承諾支持世界自然基金會地球一小時
IS COMMITTED TO WWF'S EARTH HOUR

透過持續監察、技術提升及員工參與，本集團致力維持營運效率及服務質素的同時，推行切實可行的節能措施，以進一步降低能源消耗及支持能源效益目標的實現。

Through continuous monitoring, technological enhancement, and employee engagement, the Group remains committed to implementing practical and effective energy-saving measures while maintaining operational efficiency and service quality, thereby further reducing energy consumption and supporting the achievement of its energy efficiency targets.

能源績效

本集團持續提升能源效益方面取得進展。自 2021/22年度以來，以每百萬港元收益計算的能源消耗密度持續下降，反映本集團能源管理措施及節能技術投資的成效。

於 2021/22至 2025/26年度期間，本集團成功將能源使用密度降低 9% ，提前達成並超越原定於2029/30年度前實現8%降幅的目標。此成果充分反映本集團各項節能措施的成效，包括節能設備升級、營運優化、可再生能源應用及員工參與計劃等。

此成果亦同時體現各營運團隊在推動負責任能源使用方面所作出的共同努力，涵蓋本集團分店網絡及中央食品加工中心的日常運作。

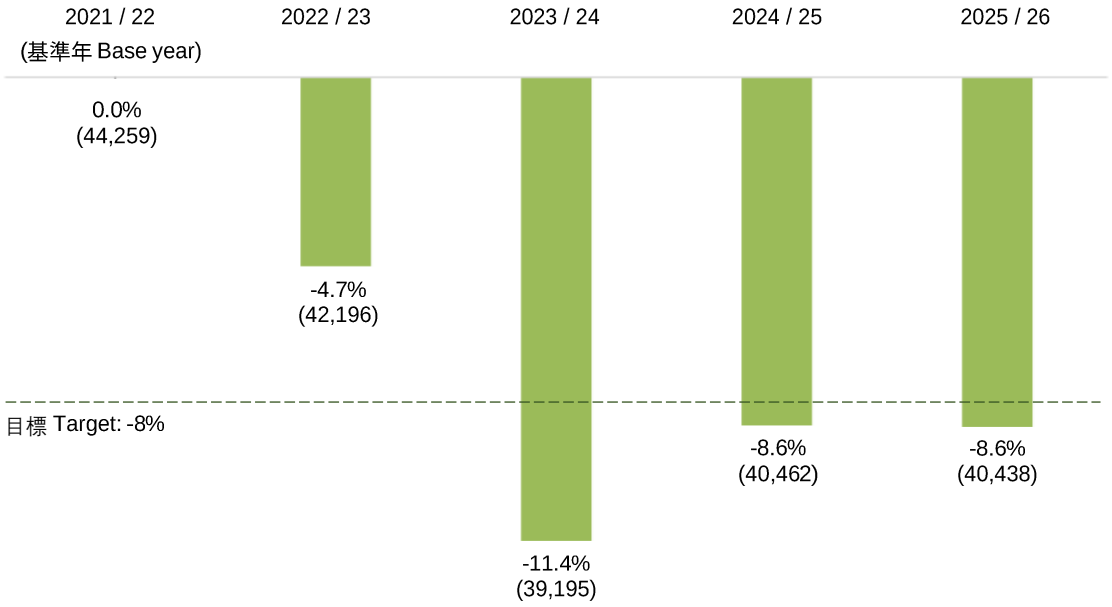
Energy Performance

The Group has continued to make progress in improving energy efficiency across its operations. Since 2021/22, energy consumption intensity, measured per HKD million of revenue, has demonstrated a consistent downward trend, reflecting the effectiveness of the Group's energy management initiatives and investments in energy-efficient technologies.

Between 2021/22 and 2025/26, the Group achieved a 9% reduction in energy use intensity, surpassing its 2029/30 target of an 8% reduction ahead of schedule. This achievement reflects the effectiveness of the Group's energy conservation initiatives, including energy-efficient equipment upgrades, operational improvements, renewable energy adoption and employee engagement programs.

It also demonstrates the collective efforts of operational teams in promoting responsible energy use across the Group's restaurant network and food processing facilities.

2021/22至2025/26年能源密度的百分比變化
Energy intensity % change from 2021/22 to 2025/26



附註：括號內數字的單位為每百萬港元收入的立方米。
Note : The units of the numbers in parentheses are cubic meter per HKD million in revenue.

本集團將繼續致力提升能源效益、強化各項能源管理措施，並持續監察能源消耗情況、評估營運改善機會，以及研究採用有助提升能源效益及環境表現的合適技術，以推動可持續業務增長，為各持份者創造長遠價值。

The Group will continue to enhance energy efficiency and strengthen its energy management practices through ongoing monitoring of energy consumption, evaluation of operational improvement opportunities, and exploration of appropriate technologies that support improved energy performance and environmental outcomes. Through these efforts, the Group aims to drive sustainable business growth while creating long-term value for its stakeholders.

水資源管理
Water Management

水資源是大快活日常營運不可或缺的重要資源，廣泛應用於食品製作、清潔、衛生管理及分店網絡內的各項營運活動。儘管本集團於獲取適用水源方面並無遇到任何重大問題，惟本集團充分認識到全球水資源短缺問題日益受到關注，並致力提升營運中的用水效益。為支持此承諾，本集團已制定用水強度目標，以 2021/22 年度為基準，於 2029/30 年度前將用水強度降低 10%。該目標反映本集團透過採用節水技術及措施，持續推動負責任資源使用及提升營運效率的決心。

Water is an essential resource for Fairwood's daily operations, supporting food preparation, cleaning, sanitation and other activities across its restaurant network. While the Group has not experienced any significant issues in sourcing water that is fit for purpose, it recognises the increasing global challenges associated with water scarcity and is committed to improving water efficiency across its operations. To support this commitment, the Group has established a target to reduce water consumption intensity by 10% by 2029/30, using 2021/22 as the baseline. This target reflects the Group's ongoing efforts to promote responsible resource use and enhance operational efficiency through the adoption of water-saving technologies and practices.

節水措施
Water Efficiency Initiatives

環保及設備工作小組持續於集團營運中識別及推行切實可行的節水措施。以下技術於匯報期內逐步應用於本集團分店網絡，反映本集團致力透過創新技術及營運優化提升資源效益，支持可持續業務發展。

The Environmental and Equipment Taskforce continues to identify and implement practical water conservation initiatives throughout the Group's operations. The following technologies were progressively deployed across the Group's restaurant network during the reporting period, reflecting the Group's commitment to enhancing resource efficiency through innovation and operational improvements in support of sustainable business development.

食品處理流程優化 Food Preparation Process Optimisation	就採用先進解凍水槽進行可行性評估，以減少食品處理過程中的用水量。 Conducting feasibility assessments for the adoption of advanced defrosting sinks designed to reduce water consumption during food preparation processes..
廚房設備效能提升 Kitchen Equipment Efficiency Enhancement	逐步於分店廚房安裝新一代電熱保溫水槽以優化用水管理及提升營運效率。 Progressively installing a new generation of electric bain-marie (water bath) units in store kitchens to optimise water use and improve operational efficiency.
洗碗設備升級 Dishwashing System Upgrades	逐步以更具節水效益的洗碗設備取代現有型號，在降低耗水量的同時維持優良清潔效能。 Progressively replacing existing dishwashers with more water-efficient models that deliver improved cleaning performance while reducing water consumption.
用水監察及營運管理 Water Monitoring and Operational Management	定期監察各營運單位的用水情況，並透過日常巡查及節水宣導提升用水效益。 Regularly monitoring water consumption across operating units and enhancing water efficiency through routine inspections and water conservation awareness initiatives.
清潔作業用水優化 Cleaning Operations Water Optimisation	按實際營運需求優化設備清潔安排，在維持食品安全及衛生水平的同時減少不必要的用水消耗。 Optimising equipment cleaning schedules based on operational needs to minimise unnecessary water consumption while maintaining food safety and hygiene standards.

食品處理流程優化

本集團持續評估於食品處理流程中應用節水技術的可行性，包括研究採用先進解凍水槽，以減少食品解凍過程中的用水量。同時，本集團透過優化食材準備及存貨管理流程，鼓勵優先採用冷藏解凍方式，從源頭減少流水解凍所需用水，在兼顧食品安全及營運需要的前提下提升用水效益。

Food Preparation Process Optimisation

The Group continues to evaluate the feasibility of adopting water-saving technologies within its food preparation processes, including the assessment of advanced defrosting sinks designed to reduce water consumption during food thawing operations. In addition, the Group optimises ingredient preparation and inventory management processes by encouraging the use of refrigerated thawing methods where practicable. These measures help reduce the need for running water during thawing while enhancing water efficiency without compromising food safety or operational requirements.

廚房設備效能提升

為提升廚房設備的資源使用效率，本集團於分店廚房逐步安裝新一代電熱保溫水槽，以優化用水管理及提升營運效率。此外，本集團持續檢視各項用水設備的運作表現，透過調節設備參數及優化操作模式，進一步提升整體用水效率。

Kitchen Equipment Efficiency Enhancement

To improve resource efficiency in kitchen operations, the Group has progressively installed a new generation of electric bain-marie (water bath) units in store kitchens to optimise water management and enhance operational efficiency. The Group also regularly reviews the performance of water-consuming equipment and seeks to further improve overall water efficiency through equipment parameter adjustments and operational optimisation.

洗碗設備升級

本集團持續推進洗碗設備升級計劃，逐步以更具節水效益的洗碗設備取代現有型號，在降低耗水量的同時維持優良清潔效能及食品安全標準。相關設備有助提升水資源使用效率，並減少日常營運所需用水。

Dishwashing System Upgrades

The Group continues to advance its dishwashing equipment upgrade programme by progressively replacing existing units with more water-efficient models. These upgraded systems help reduce water consumption while maintaining high cleaning performance and food safety standards. The initiative contributes to more efficient water resource utilisation and lowers the amount of water required for daily operations.

加強用水監察及日常管理

本集團定期監察各營運單位的用水情況，檢視用水數據及識別異常耗水情況，以便及時採取改善措施。作為智慧廚房監測系統關鍵績效指標的一部分，本集團透過數碼化監察及數據分析，加強對廚房營運表現及資源使用效率的管理，持續提升用水效益。

Water Monitoring and Operational Management

The Group regularly monitors water consumption across its operating units, reviews water usage data and identifies abnormal consumption patterns to facilitate timely corrective actions. As part of the key performance indicators monitored under the Smart Kitchen system, the Group leverages digital monitoring and data analytics to strengthen the management of kitchen operations and resource efficiency, thereby continuously improving water performance across its operations.

有關智慧廚房計劃的詳情，以及其為營運效率及可持續發展帶來的效益，請參閱本報告「可持續營運管理」章節。

Further details of the Smart Kitchen Initiative and its benefits to operational efficiency and sustainable development are provided in the section titled “Sustainable Operations” in this report.

各分店亦透過日常巡查檢查洗滌設施、廚房設備及供水系統，減少因設備故障、漏水或不當使用而造成的不必要耗水。此外，本集團於主要用水位置張貼節約用水提示及操作指引，並採用多語言標示，提升不同背景員工對節約用水措施的認識及執行成效，鼓勵員工於日常營運中養成良好的節水習慣。

Store teams also conduct routine inspections of washing facilities, kitchen equipment and water supply systems to minimise unnecessary water consumption arising from equipment malfunctions, leakage or improper use. In addition, water conservation reminders and operating guidelines are displayed at key water-use locations, supported by multilingual signage to enhance employees' awareness and implementation of water-saving practices. These efforts encourage the adoption of responsible water-use behaviours in daily operations.



優化清潔作業用水管理

本集團持續優化運水煙罩及相關設備的清潔安排，根據季節性營運需求及實際使用情況制定適切的清潔頻率。於夏季較繁忙期間加強清潔工作，而於其他時段則按實際需要安排清潔，以在維持設備效能、食品安全及衞生水平的同時，減少不必要的用水消耗。

透過持續檢討及完善各項節水措施，本集團致力提升整體用水效益，並將繼續探索創新技術及營運優化方案，以支持水資源的可持續管理及長遠業務發展。

Cleaning Operations Water Optimisation

The Group continues to optimise the cleaning arrangements for water-wash exhaust hoods and related equipment by establishing appropriate cleaning frequencies based on seasonal operational requirements and actual usage conditions. Cleaning activities are intensified during peak summer periods, while maintenance schedules during other periods are adjusted according to operational needs. This approach helps minimise unnecessary water consumption while maintaining equipment performance, food safety and hygiene standards.

Through the continuous review and enhancement of its water conservation initiatives, the Group remains committed to improving overall water efficiency. Looking ahead, the Group will continue to explore innovative technologies and operational improvement opportunities to support the sustainable management of water resources and the long-term development of its business.

水資源管理
Water Management

績效及進展

本集團推行的節水措施已取得顯著成效。於 2021/22 至2025/26年度期間，大快活的用水強度累計下降17%，提前達成並超越原定於 2029/30 年度前實現 10% 降幅的目標。此成果充分反映本集團節水措施的成效，包括設備升級、技術改善及營運流程優化等。

在此基礎上，本集團將繼續透過設備升級、流程優化及適時採用實用節水技術，發掘進一步提升用水效益的機會。環保及設備工作小組將持續監察相關措施的成效，並推動其於集團營運中的落實執行。

數據管理及披露

為提升環境數據披露的準確性及可靠性，2021/22、2022/23、2023/24 及 2024/25 年度的用水數據已根據水務署發出的實際水費單進行更新，而 2025/26 年度的用水數據則根據匯報期內已收到的水費單作出估算。本集團將繼續完善數據管理工作，以支持透明、一致及可靠的績效披露。

Performance and Progress

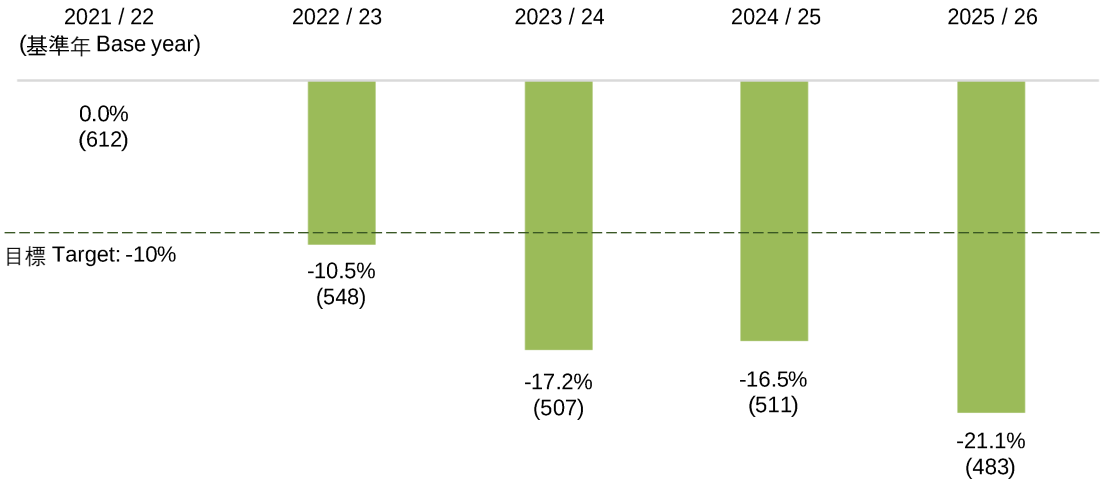
The Group's water conservation efforts have delivered measurable results. Between 2021/22 and 2025/26, Fairwood achieved a 17% reduction in water consumption intensity, surpassing its 2029/30 reduction target ahead of schedule. This achievement demonstrates the effectiveness of the Group's water-saving initiatives, including equipment upgrades, technological improvements and operational optimisation measures.

Building on this progress, the Group will continue to explore opportunities to improve water efficiency through equipment enhancements, process optimisation and the adoption of practical water-saving technologies. The Environmental and Equipment Taskforce will continue to monitor the effectiveness of these initiatives and support their implementation across the Group's operations.

Data Management and Reporting

To enhance the accuracy and reliability of environmental data disclosure, water consumption figures for 2021/22, 2022/23, 2023/24 and 2024/5 have been updated based on actual water bills issued by the Water Supplies Department. Water consumption data for 2025/26 has been estimated based on water bills received during the reporting period. The Group will continue to strengthen its data management practices to support transparent, consistent and reliable disclosure.

2021/22至2025/26年水消耗密度的百分比變化
Water consumption intensity % change from 2021/22 to 2025/26



附註：括號內數字的單位為每百萬港元收入的立方米。
Note : The units of the numbers in parentheses are cubic meter per HKD million in revenue.

可持續包裝及打印
Sustainable Packaging and Printing

本集團致力透過全面的可持續包裝策略，減少包裝材料及印刷品對環境造成的影響。該策略以「4R」原則—減少使用、重複使用、回收及替代為指導方針，並將可持續發展理念融入包裝全生命周期管理之中，涵蓋物料選擇、產品設計、採購管理以至最終使用階段，藉此減少資源消耗、促進循環經濟發展，並支持業務營運邁向更可持續的模式。

The Group is committed to minimising the environmental impact of its packaging and printed materials through a comprehensive sustainable packaging strategy guided by the "4R" principles – Reduce, Reuse, Recycle and Replace. Sustainability considerations are integrated throughout the packaging lifecycle, from material selection and product design to procurement and end-use management, with the objective of reducing resource consumption, promoting circularity and supporting the transition towards more sustainable operations.

供應鏈管理部與相關業務部門緊密合作，持續識別包裝優化及創新的機會。透過定期評估包裝物料及新興技術的應用，本集團致力減少包裝材料用量、提升包裝的可回收性，並於營運中增加採用更具環保效益的替代方案。

The Supply Chain Management Department works closely with relevant business units to identify opportunities for packaging optimisation and innovation. Through ongoing evaluation of packaging materials and emerging technologies, the Group seeks to reduce packaging intensity, enhance recyclability and increase the adoption of environmentally preferable alternatives across its operations.

透過瓦煲回收 推動減廢意識
Promoting Waste Reduction Awareness Through Claypot Recycling



本集團推出外賣煲仔飯「快活煲回收計劃」，鼓勵顧客參與減廢行動，支持更可持續的餐飲模式。根據該計劃，顧客只需將清潔妥當的外賣煲及煲蓋交回大快活分店，即可獲贈現金券作為獎勵，以鼓勵可重用餐具的使用及減少即棄廢物。

有關措施反映本集團致力推動環保意識、鼓勵顧客參與可持續發展工作，以及支持香港整體減廢及循環經濟發展目標。

The Group launched the reusable claypot return campaign for takeaway claypot rice products to encourage customers to participate in waste reduction initiatives and support more sustainable dining practices. Under the campaign, customers who returned cleaned takeaway claypots and lids to Fairwood stores received cash vouchers as an incentive to support reusable packaging practices and reduce disposable waste.

The initiative reflects the Group's commitment to promoting environmental awareness, encouraging customer participation in sustainability efforts, and supporting Hong Kong's broader waste reduction and circular economy objectives.

可持續包裝及打印
Sustainable Packaging and Printing

推廣可重用餐具及可持續包裝替代方案
Promoting Reusable Cutlery and Sustainable Packaging Alternatives

本集團推行多項措施，以減少一次性塑膠使用並推動更可持續的消費模式。 早於 2018 年，大快活已於全線分店推行「飲筒全走」措施，全面停止提供塑膠飲管，並鼓勵顧客採取更環保的用餐習慣。

The Group has implemented measures to reduce single-use plastics and promote more sustainable consumption practices. Early in 2018, Fairwood has rolled out a territory-wide "No Straw" initiative across all restaurants, eliminating plastic drinking straws and encouraging more sustainable dining habits.



為回應香港即棄塑膠餐具相關法規要求，大快活已停止於外賣訂單提供一次性塑膠餐具，並向顧客提供替代餐具選項，包括竹製、甘蔗渣及不銹鋼餐具套裝，並以相宜價格供應。該等替代產品以可再生、可重用或較低環境影響物料製成，為傳統即棄塑膠餐具提供實用替代方案。顧客反應正面，反映環保意識持續提升及對替代物料的接受程度增加。本集團將繼續關注監管發展及評估替代包裝方案，包括可生物降解食品容器及杯蓋，以支持持續減少包裝廢物，同時維持產品質素、食品安全及顧客滿意度。

In response to Hong Kong's regulation on disposable plastic tableware, Fairwood ceased providing single-use plastic cutlery for takeaway orders. Customers are offered alternative cutlery options, including bamboo, bagasse and stainless-steel sets at affordable prices. These alternatives are made from renewable, reusable or lower-impact materials and provide a practical substitute for conventional disposable plastic utensils. Customer feedback has been positive, reflecting increasing environmental awareness and acceptance of alternative materials. The Group will continue to monitor regulatory developments and assess alternative packaging options, including biodegradable food containers and cup lids, to support ongoing packaging reduction efforts while maintaining product quality, food safety and customer satisfaction.



可持續包裝及打印
Sustainable Packaging and Printing

可持續印刷及電子報告實踐

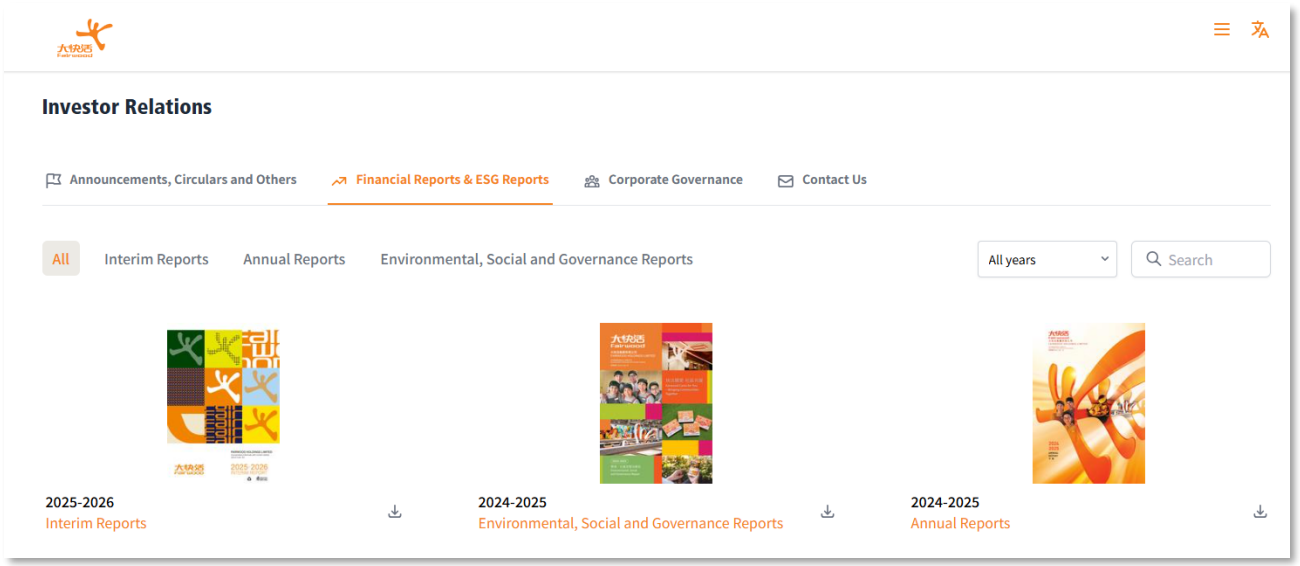
為減少企業匯報及行政活動所產生的環境足跡，本集團推行可持續印刷措施。所有中期及年度報告均採用大豆油墨印刷，並使用再生紙或獲森林管理委員會認證的紙張。與傳統石油基油墨相比，大豆油墨一般可減少揮發性有機化合物排放，同時提升印刷品質。使用再生紙有助減少對原生資源的依賴，而採用森林管理委員會認證紙張則有助確保木漿原料來自以環境、社會及經濟責任為基礎妥善管理的森林資源。2025年，本集團進一步將森林管理委員會認證紙張的應用範圍擴展至部分企業文具，包括名片、信箋及信封，進一步體現本集團對負責任採購及可持續資源利用的承諾。

作為推動數碼化轉型及資源節約的重要措施之一，本集團已全面將 ESG 報告轉為電子化發佈。ESG報告僅透過數碼渠道刊發，以減少紙張消耗，同時提升持份者獲取資訊的便利性。

Sustainable Printing and Digital Reporting Practices

To reduce the environmental footprint associated with corporate reporting and administrative activities, the Group adopts sustainable printing practices. All interim and annual reports are printed using soy-based inks on recycled or Forest Stewardship Council ("FSC")-certified paper. Compared with conventional petroleum-based inks, soy-based inks generally generate lower volatile organic compound ("VOC") emissions and support improved print quality. The use of recycled paper reduces reliance on virgin raw materials, while FSC-certified paper helps ensure that forest-derived materials are sourced from responsibly managed forests. Since 2025, the use of FSC-certified paper was further extended to selected corporate stationery, including business cards, letterheads and envelopes, reinforcing the Group's commitment to responsible sourcing and sustainable resource utilisation.

As part of its broader digitalisation strategy and commitment to resource conservation, the Group has fully transitioned its ESG reporting to an electronic format. ESG reports are published exclusively through digital channels, reducing paper consumption and facilitating wider stakeholder accessibility.



本集團將繼續密切監察印刷品的製作數量，並採取審慎的存貨管理措施，以盡量減少不必要的印刷需求及物料浪費。

The Group will continue closely monitors the production volume of printed materials and adopts prudent inventory management practices to minimise unnecessary printing and material wastage.

廚餘及廢物管理
Food Waste and Waste Management

食品系統涵蓋採購、加工、生產、消費以至棄置等各個環節，與大快活的營運及環境足跡息息相關。本集團致力透過負責任的資源管理、減廢、回收及再利用措施，將循環經濟理念融入價值鏈之中。我們的廢棄物管理方針遵循廢物管理層級原則，以避免產生廢物為優先，其次為減少使用、重用、回收及資源回收，並以最終處置作為最後選項。

The food system, from sourcing and preparation to consumption and disposal, is integral to Fairwood's operations and environmental footprint. We are committed to embedding circular economy principles across our value chain through responsible resource management, waste reduction, recycling, and reuse initiatives. Our waste management approach follows the waste hierarchy, prioritizing waste avoidance, reduction, reuse, recycling, and recovery before disposal as a last resort.

廢物管理程序
Waste Management Approach

預防 Prevention	減少一次性材料使用，以達致源頭減廢。 Minimizing the use of single-use materials to reduce waste at the source.
↓	
分隔 Segregation	以系統化的方式將不同類型的廢物分隔，以提升資源回收及復元效率。 Systematically separating waste types to improve recycling and recovery efficiency.
↓	
回收 Recycling	在可行的情況下進行廢物回收。 Recycle waste materials whenever feasible.
↓	
復元 Recovery	積極探索從廢物中回收資源或能量的可能性。 Exploring opportunities to recover resources or energy from waste materials.

為支持香港特別行政區政府《香港資源循環藍圖2035》，大快活持續加強營運中的減廢及回收措施。於匯報期內，本集團已於部分分店及營運設施推行廚餘分類及回收計劃，並計劃逐步擴展至更多營運地點。此外，本集團亦制定內部減廢目標，包括以二零二四年三月為基準，透過加強員工減廢培訓、優化廢物處理流程及配備垃圾壓縮工具，實現塑膠垃圾袋使用量減少50%的目標，從而提升儲存效率及減少廢物棄置量。

In support of the Government's "Waste Blueprint for Hong Kong 2035", Fairwood continues to strengthen its waste reduction and recycling practices across its operations. Food waste sorting and recycling initiatives were implemented at selected stores and operational facilities, with plans for progressive expansion. We also established internal waste reduction objectives, including a target to reduce plastic bag consumption by 50% from the March 2024 baseline through enhanced employee training, improved waste handling practices, and the provision of waste compaction tools to optimize storage efficiency and reduce disposal volumes.

為進一步從源頭減少廢物產生，大快活持續推廣可重用包裝方案、減少依賴即棄物料，並鼓勵顧客及員工實踐負責任消費。相關措施有助提升資源使用效率、減低環境影響，並增強業務的長遠營運韌性。

To further reduce waste at source, Fairwood continues to promote reusable packaging, reduce reliance on single-use materials, and encourage responsible consumption among customers and employees. These initiatives support our efforts to enhance resource efficiency, reduce environmental impacts, and strengthen the long-term resilience of our operations.

廚餘管理
Food Waste Management



有效的廚餘管理是大快活環境管理策略的重要組成部分。在中央食品加工中心，營運過程及員工飯堂產生的廚餘均會進行分類及收集，以作資源回收用途。相關廚餘其後運送至指定處理設施，轉化為堆肥及可再生能源等有用資源。

為從源頭減少廚餘產生，廚師及生產團隊透過嚴謹管理採購、庫存水平、生產規劃及份量控制，提升食材使用效率，務求充分利用每項食材。自二零一五年設立自家香腸生產線以來，中央食品加工中心進一步提升食材利用效率，同時支持本地採購及創造就業機會。

自二零一九年十月起，大快活一直參與由環境保護署及渠務署共同推行的「廚餘／污泥厭氧共消化試驗計劃」。透過該計劃，中央食品加工中心產生的廚餘被轉化為沼氣，用於發電。過去三年，本集團平均每月向該計劃提供超過15噸廚餘，支持香港推動資源回收及可再生能源發展。

自二零二一年起，部分位於參與商場內的分店已逐步加入環境保護署的「廚餘收集先導計劃」。在該計劃下，廚餘於源頭進行分類，並透過指定收集渠道運送至政府有機資源回收設施作進一步處理。

Effective food waste management is a key component of Fairwood's environmental strategy. At CFPP, food waste generated from operations and staff dining facilities is segregated and collected for recovery. Food waste is transported to designated treatment facilities, where it is converted into useful resources such as compost and renewable energy.

To minimize food waste at source, chefs and production teams carefully manage procurement, inventory levels, production planning, and portion control to maximize ingredient utilization. Since establishing its sausage production line in 2015, the CFPP has further enhanced ingredient utilization efficiency while supporting local sourcing and employment opportunities.

Since October 2019, Fairwood has participated in the "Food Waste / Sewage Sludge Anaerobic Co-Digestion Trial" jointly organized by the Environmental Protection Department and Drainage Services Department. Through this initiative, food waste generated at the CFPP is converted into biogas for renewable electricity generation. Over the past three years, the CFPP has contributed an average of more than 15 tonnes of food waste per month to the program, supporting Hong Kong's resource recovery and renewable energy objectives.

Since 2021, selected stores located within participating shopping malls have joined the Environmental Protection Department's "Pilot Scheme on Food Waste Collection". Under the scheme, food waste is separated at source and transferred through designated collection channels for treatment at government organic resources recovery facilities.

廚餘及廢物管理
Food Waste and Waste Management

推動廚餘減量及資源升級再造
Promoting Food Waste Reduction and Resource Upcycling



在分店層面，大快活鼓勵顧客按實際需要選擇合適餐飲份量，以減少可避免的食物浪費。我們亦支持顧客將未食用完的食物外帶，藉此減少廚餘產生，推廣可持續飲食文化。

作為香港首批推動咖啡渣及檸檬皮公眾循環再用的連鎖快餐集團之一，本集團於 115 間分店設立「活得夠 GREEN」專櫃，於匯報期內成功減少約 232 噸廚餘棄置量。

該計劃源自前線員工的建議，體現本集團鼓勵員工參與可持續發展創新及環境保護工作的承諾。在計劃下，咖啡渣及檸檬皮以先到先得形式免費供市民領取，並鼓勵顧客自備容器，以支持減廢及資源循環再用。為進一步將循環經濟理念延伸至社區層面，本集團積極透過社交媒體平台分享資源升級再造貼士及相關教育資訊，介紹咖啡渣及檸檬皮如何轉化為天然肥料、除臭劑及清潔用品等實用家居材料。透過持續的公眾參與及宣傳活動，本集團致力推廣「轉廢為材」理念，提升社區對循環經濟及資源循環利用的認識。

此外，本集團亦於全線大快活快餐分店推出糖包回收計劃，鼓勵重用顧客未有使用且保持完整的糖包，以進一步減少廢物產生。未來，本集團將繼續探索更多減少廚餘及促進資源循環利用的措施，支持香港減廢及循環經濟發展目標。

At the store level, Fairwood promotes responsible consumption by encouraging customers to order appropriate portion sizes and reduce avoidable food waste. We also support customers who wish to take away unfinished food, helping to minimize food disposal while promoting sustainable dining practices.

As one of the first fast food chains in Hong Kong to promote the public reuse of coffee grounds and lemon rinds, the Group established dedicated “Live a GREEN Life” counters in 115 stores, diverting approximately 232 tonnes of food waste from disposal during the reporting period.

The initiative originated from a frontline employee suggestion, reflecting the Group’s commitment to encouraging employee participation in sustainability innovation and environmental engagement. Under the initiative, used coffee grounds and lemon peels were offered free of charge to the public on a first-come, first-served basis, with customers encouraged to bring their own containers to support waste reduction and resource reuse. To further promote circularity beyond its operations, the Group actively leveraged its social media platforms to share practical upcycling tips and educational content, demonstrating how coffee grounds and lemon peels can be repurposed as natural fertilizers, deodorizers, and cleaning materials. Through ongoing public engagement and awareness campaigns, the Group sought to encourage the adoption of “waste-to-resource” practices and foster greater understanding of circular economy principles within the community.

The Group also launched a sugar packet recycling initiative in all Fairwood fast food stores to promote the reuse of unopened sugar packets not required by customers. The Group will continue to explore practical opportunities to reduce food waste, encourage resource reuse, and support Hong Kong’s broader waste reduction and circular economy objectives.

廚餘及廢物管理
Food Waste and Waste Management

廢食油管理

廢置食用油是一種具回收價值的資源，可轉化為生物柴油、肥皂等工業產品。大快活已建立嚴格的廢置食用油收集、儲存、處理及回收程序，以防環境污染，並杜絕廢置食用油重新流入食品供應鏈的風險。

隔油池收集所得的油脂廢物均按照相關法規要求及環境保護署指引，交由持牌廢食油回收商處理。回收後的廢置食用油會進一步轉化為具環境效益的產品，支持資源循環利用及循環經濟發展。

辦公室廢棄物管理

本集團致力透過負責任的廢棄物管理及員工參與，建立資源效益更高的工作環境。總部設有回收設施，以收集紙張、金屬、塑膠、打印機碳粉盒、照明設備及其他可回收物料。我們亦透過員工宣傳活動、培訓課程及內部溝通，提升員工對減廢及回收的認識，鼓勵實踐負責任消費及資源循環利用。

除自身營運外，本集團亦支持社區資源回收項目，包括參與電子設備翻新及重用計劃，協助延長產品使用壽命及減少電子廢物產生。

透過上述措施，大快活持續推動減廢、資源循環利用及環境管理，支持香港邁向低廢棄及循環經濟社會的發展目標。

Waste Cooking Oil Management

Waste cooking oil ("WCO") is a valuable recyclable resource that can be converted into industrial products such as biodiesel and soap. Fairwood has established stringent procedures governing the collection, storage, handling, and recycling of WCO to prevent environmental contamination and eliminate the risk of re-entering the food supply chain.

Grease waste is collected through grease traps and transferred to licensed waste cooking oil collectors in accordance with applicable regulatory requirements and the Environmental Protection Department's guidelines. The recovered oil is subsequently processed into environmentally beneficial products, supporting resource recovery and circular economy development.

Office Waste Management

The Group is committed to fostering a resource-efficient workplace through responsible waste management and employee engagement. Recycling facilities are provided at our headquarters to facilitate the collection of paper, metals, plastics, printer toner cartridges, lighting equipment, and other recyclable materials. We also promote waste reduction through employee awareness campaigns, training programs, and internal communications that encourage responsible consumption and recycling practices.

Beyond our own operations, we support community-based resource recovery initiatives, including participation in electronic equipment refurbishment and reuse programs that help extend product life cycles and reduce electronic waste.

Through these initiatives, Fairwood continues to advance waste reduction, resource circularity, and environmental stewardship while supporting Hong Kong's transition toward a low-waste and circular economy.

以高效管治為基
Cementing Effective Corporate Governance

本集團堅守誠信、商業道德及良好企業管治，並將其融入業務營運及決策過程之中。透過秉持透明、問責及負責任的管治原則，本集團致力維持持份者信任、有效管理風險，並支持長遠可持續發展及價值創造。我們亦期望僱員及價值鏈夥伴遵循相同的專業及道德標準，共同建立負責任及可持續的營商文化。

The Group is committed to upholding the highest standards of integrity, business ethics, and corporate governance, embedding these principles throughout its operations and decision-making processes. Guided by transparency, accountability, and responsible business conduct, the Group strives to maintain stakeholder trust, manage risks effectively, and support long-term sustainable growth and value creation. We also expect our employees and value chain partners to uphold the same professional and ethical standards, fostering a responsible and sustainable business culture.

重點議題 **Key Focus Areas**

- 道德與誠信 Ethics and Integrity
- 反賄賂及反貪污 Anti-Bribery and Anti-Corruption
- 企業管治及風險管理 Corporate Governance and Risk Management
- 資料管理及網絡安全 Data Governance and Cyber Security



本集團致力於業務營運各層面秉持最高水平的商業道德、誠信及企業管治標準。透過將透明度、問責性及合乎道德的行為準則融入企業文化及日常營運之中，本集團致力加強持份者信任、支持法規合規，並保障集團的長遠可持續發展。

The Group is committed to maintaining the highest standards of business ethics, integrity, and corporate governance across all aspects of its operations. By embedding the principles of transparency, accountability, and ethical conduct into its corporate culture and day-to-day business practices, the Group aims to strengthen stakeholder trust, support regulatory compliance, and safeguard its long-term sustainable growth.

於匯報期內，本集團並無透過舉報渠道接獲任何有關不當行為、失當行為、不道德行為或違規事件的投訴成立之舉報個案，反映本集團管治及內部控制框架行之有效，以及集團內部已建立穩健的誠信文化。

During the reporting period, no reported cases related to misconduct, malpractice, unethical behavior, or irregularities were received through the Group's whistleblowing reporting channels. This reflects the effectiveness of the Group's governance and internal control systems, as well as the strong ethical culture maintained throughout the organization.

舉報政策

Whistleblowing Policy

本集團已制定舉報政策，鼓勵員工及外部持份者以保密及負責任的方式，就涉嫌不當行為、不道德行為、失當行為、欺詐、違規或不合規情況提出關注。政策清晰列明舉報程序，並設立安全及保密的舉報渠道，包括由獨立第三方管理的舉報渠道，以協助相關人士作出舉報。

The Group has established a Whistleblowing Policy to encourage employees and external stakeholders to report concerns related to suspected misconduct, unethical behavior, malpractice, fraud, irregularities, or non-compliance in a confidential and responsible manner. The policy provides clear guidance on reporting procedures and establishes secure and confidential reporting channels, including channels administered by an independent third party, to facilitate the reporting of concerns.

該政策訂明標準化的個案處理及調查程序，並在適當情況下允許匿名舉報，同時強調舉報人需提供真實、準確及充分的資料，以支持有效的調查及後續跟進工作。本集團承諾保障真誠舉報人士免受任何形式的報復、不公平解僱或不合理紀律處分，即使有關舉報最終未被證實亦然。

The policy outlines standardized procedures for case handling and investigation, permits anonymous reporting where appropriate, and emphasizes the importance of providing truthful, accurate, and sufficient information to support effective investigations and follow-up actions. The Group is committed to protecting whistleblowers from retaliation, wrongful termination, or unfair disciplinary action when concerns are raised in good faith, regardless of whether the reported matter is ultimately substantiated.

為提升透明度及可及性，舉報政策已刊載於本集團企業網站，並定期檢討及更新，以確保符合適用法律、法規及企業管治要求。透過推動問責、透明度及誠信文化，該政策有助及早識別、防範及減低可能對本集團造成不利影響的不當行為或違規風險。

To ensure transparency and accessibility, the Whistleblower Policy is published on the Group' s corporate website and is reviewed periodically to maintain alignment with applicable laws, regulations, and corporate governance requirements. By promoting accountability, transparency, and ethical conduct, the policy supports the early identification, prevention, and mitigation of potential misconduct or irregularities that could adversely affect the Group.

調查程序與董事會監督

本集團鼓勵員工及持份者透過舉報政策所訂明的指定舉報渠道，向稽核部主管舉報任何實際或懷疑的不當行為、不道德操守或違規情況。倘若有關舉報涉及稽核部人員，舉報人可根據舉報政策所載資料，直接向審核委員會主席提交舉報，以確保個案處理過程的獨立、公正及客觀。

於接獲舉報後，稽核部將根據所提供的資料及證據，進行獨立、公平及保密的調查。本集團亦致力於整個調查過程中保障舉報人的身份及資料保密，除非根據法律規定或因監管及法律程序需要而必須披露。

稽核部主管負責監督個案管理及後續跟進工作，並向審核委員會匯報調查結果及重大發現，以供審閱及監察。董事會及審核委員會亦會定期檢討舉報機制及相關內部控制措施的有效性，確保本集團企業管治框架持續有效運作。

Investigation Procedures and Board Oversight

Employees and stakeholders are encouraged to report any actual or suspected misconduct, unethical behavior, or irregularities to the Head of Internal Audit through the designated reporting channels set forth in the Whistleblower Policy. Where concerns involve personnel within the Internal Audit Department, reports may be submitted directly to the Chairman of the Audit Committee through the address set forth in the Whistleblowing Policy, to ensure independence and impartiality in the handling process.

Upon receipt of a report, the Internal Audit Department conducts an independent, fair, and confidential investigation based on the information and supporting evidence provided. The Group is committed to protecting the confidentiality and identity of whistleblowers throughout the investigation process, unless disclosure is required by law or necessary for regulatory or legal proceedings.

The Head of Internal Audit oversees case management and follow-up actions and reports investigation outcomes and significant findings to the Audit Committee for review and oversight. The Board and Audit Committee regularly review the effectiveness of the whistleblowing mechanism and related internal controls to ensure the continued effectiveness of the Group's governance framework.



反賄賂及反貪污
Anti-Bribery and Anti-Corruption

本集團對賄賂、貪污及任何形式的不當行為採取嚴格零容忍方針，並致力以誠信、透明及問責的方式經營業務。集團已建立完善的政策、守則及內部控制機制，以預防賄賂、欺詐、勒索、洗黑錢及其他不當行為。相關標準適用於所有員工、供應商及業務夥伴，藉此於全集團內建立重視誠信及負責任商業操守的企業文化。

董事局及審核委員會負責監督集團反賄賂、反貪污及舉報機制的實施及成效，並定期檢討相關政策、內部控制及合規風險，以確保符合適用法律及監管要求。

反賄賂及反貪污政策

所有員工，包括全職、兼職、臨時及合約員工，均須遵守集團反貪污政策及員工手冊所載之操守準則。相關政策清晰列明對道德操守的要求，並進一步鞏固集團於各業務活動中維持高水平誠信標準的承諾。

公開發布的反貪污政策嚴格禁止任何形式的賄賂及貪污行為，並就利益提供及收受訂立明確規定，以防止不當影響或利益衝突損害業務誠信。反貪污政策亦闡述本集團對利益衝突、反賄賂實務及相關處理程序的要求。除非事先取得主席書面批准，否則員工嚴禁向競爭對手、客戶、供應商或任何與集團有業務往來的人士或機構索取或接受禮品、款待、利益或其他好處。此外，所有新入職員工均須簽署承諾書或員工保證書，並於入職時申報任何實際或潛在利益衝突。

本集團亦透過推行供應商行為守則，向供應商及業務夥伴訂立清晰的誠信及合規要求，以推動供應鏈中的道德營商實務。所有相關政策、程序及管治文件均會定期檢討及更新，以確保持續符合最新法律、監管及企業管治要求。

The Group adopts a strict zero-tolerance approach toward bribery, corruption, and all forms of unethical conduct. The Group is committed to conducting its business operations with integrity, transparency, and accountability, and has established comprehensive policies, codes, and internal controls to prevent bribery, fraud, extortion, money laundering, and other improper practices. These standards apply to all employees, suppliers, and business partners, reinforcing a strong culture of ethical and responsible business conduct throughout the organization.

The Board and Audit Committee oversee the implementation and effectiveness of the Group's anti-bribery, anti-corruption, and whistleblowing framework, and regularly review related policies, internal controls, and compliance risks to ensure alignment with applicable legal and regulatory requirements.

Anti-Bribery and Anti-Corruption Policies

All employees, including full-time, part-time, temporary, and contract staff, are required to comply with the Group's Anti-Corruption Policy and the standards of conduct set out in the Staff Handbook. These policies establish clear expectations regarding ethical conduct and reinforce the Group's commitment to maintaining high standards of integrity across all business activities.

The publicly available Anti-Corruption Policy strictly prohibits all forms of bribery and corruption and sets out requirements governing the offering or acceptance of advantages in order to prevent improper influence or conflicts of interest that may compromise business integrity. The Anti-Corruption Policy further outlines the Group's expectations relating to conflicts of interest, anti-bribery practices, and relevant handling procedures. Employees are strictly prohibited from soliciting or accepting gifts, entertainment, favors, or other benefits from competitors, customers, suppliers, or any parties having business dealings with the Group, unless prior written approval has been obtained from senior management. In addition, all new hires are required to sign a Letter of Undertaking or Employee Assurance Letter and declare any actual or potential conflicts of interest upon commencement of employment.

The Group also promotes ethical business practices throughout its supply chain through the implementation of a Supplier Code of Conduct, which sets out clear integrity and compliance expectations for suppliers and business partners. All relevant policies, procedures, and governance documents are reviewed and updated periodically to ensure continued alignment with prevailing legal, regulatory, and corporate governance requirements.

反賄賂及反貪污
Anti-Bribery and Anti-Corruption

為進一步加強管治及風險管理，本集團定期進行內部控制檢討及合規評估，以識別及減低營運中的貪污相關風險。

能力建設與廉潔意識培訓

為加強董事會成員及員工對反賄賂及反貪污要求的認識，本集團定期透過內部溝通渠道發放相關法規更新、案例分享及合規資訊，提升員工的廉潔意識及合規文化。

此外，本集團與廉政公署合作，定期為員工舉辦反貪污講座及培訓課程，進一步強化員工的道德操守、法規遵循意識及專業誠信，推動誠信文化於整個集團內部貫徹落實。

於匯報期內，全體董事會成員均已閱覽反賄賂及反貪污相關資料，以掌握最新法規發展及合規要求。此外，本集團共舉辦兩場反貪污網上研討會，並有 262名員工完成年度反賄賂及反貪污培訓。

To further strengthen governance and risk management, the Group conducts regular internal control reviews and compliance assessments to identify and mitigate corruption-related risks across its operations.

Capacity Building and Awareness Training

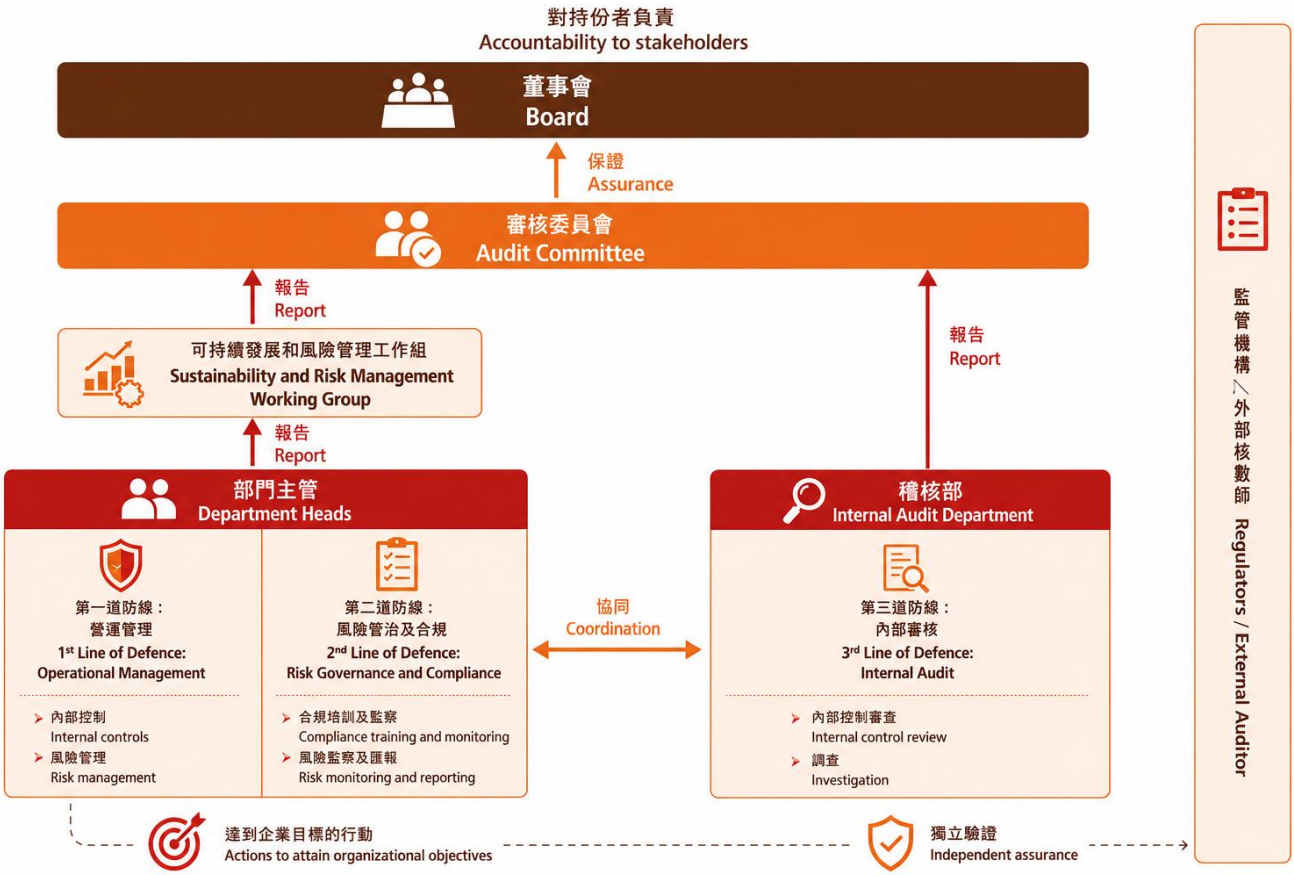
To strengthen awareness of anti-bribery and anti-corruption requirements, the Group regularly disseminates relevant updates, case studies, and compliance information to Board members and employees through internal communication channels.

In addition, the Group collaborates with the Independent Commission Against Corruption to organize regular anti-corruption seminars and training sessions for employees, reinforcing ethical conduct, regulatory compliance, and professional integrity across the organization.

During the reporting period, all Board members reviewed anti-bribery and anti-corruption materials to stay informed of relevant regulatory developments and compliance requirements. In addition, two anti-corruption webinars were conducted, and a total of 262 employees completed annual anti-bribery and anti-corruption training.



風險管治體系
Risk Governance Structure



本集團已建立全面的企業風險管理框架，以支援有效識別、評估、管理及減輕與業務營運、策略發展及可持續發展目標相關的風險。本集團採用「三道防線」風險管治架構，以加強問責性、提升風險監督能力，並維持風險管理及內部控制系統的有效性。

The Group has established a comprehensive Enterprise Risk Management framework to support the effective identification, assessment, management and mitigation of risks associated with its business operations, strategic development and sustainability objectives. The Group adopts a "Three Lines of Defense" risk governance structure to strengthen accountability, enhance risk oversight and maintain the effectiveness of its risk management and internal control systems.

董事會對監督本集團的風險管治框架及確保風險管理與內部控制系統的有效性承擔最終責任。董事會向持份者負責，致力維持健全的企業管治及可持續業務營運。在審核委員會的支持下，董事會定期檢視主要風險、內部控制及管治常規，以確保已制定適當措施應對不斷變化的業務、監管及ESG相關風險。

The Board has ultimate responsibility for overseeing the Group's risk governance framework and ensuring the effectiveness of the Group's risk management and internal control systems. The Board is accountable to stakeholders for maintaining sound corporate governance and sustainable business operations. Supported by the Audit Committee, the Board regularly reviews key risks, internal controls and governance practices to ensure that appropriate measures are in place to address evolving business, regulatory and ESG-related risks.

根據本集團的「三道防線」模式，業務及營運管理職能作為第一道防線，負責執行內部控制、管理營運風險，以及於各自職責範圍內維持有效的日常風險管理措施。部門主管負責監督營運風險管理及內部控制執行情況，以支持實現企業目標。

Under the Group's "Three Lines of Defense" model, business and operational management functions serve as the first line of defense and are responsible for implementing internal controls, managing operational risks and maintaining effective day-to-day risk management practices within their respective areas of responsibility. Department Heads oversee operational risk management and internal control execution to support the achievement of organizational objectives.

可持續發展及風險管理工作組連同相關管理職能作為第二道防線，負責協調本集團的風險管治框架，包括風險識別、評估、監察及匯報程序。工作組亦負責監督合規培訓及監察活動、促進跨部門風險溝通，以及協助管理層持續提升本集團整體風險管理能力。

The Sustainability and Risk Management Working Group, together with relevant management functions, serves as the second line of defense and is responsible for coordinating the Group's risk governance framework, including risk identification, assessment, monitoring and reporting processes. The Working Group also oversees compliance-related training and monitoring activities, facilitates risk communication across departments and supports management in strengthening the Group's overall risk management capabilities.

稽核部作為第三道防線，負責就本集團風險管理及內部控制系統的充分性及有效性提供獨立保證。稽核部進行內部控制檢討、調查及獨立評估，並定期向審核委員會匯報重大發現及改善建議。本集團外聘核數師亦會在適當情況下，就相關財務匯報及內部控制事宜提供獨立專業監督。

The Internal Audit Department functions as the third line of defense by providing independent assurance on the adequacy and effectiveness of the Group's risk management and internal control systems. Internal Audit conducts internal control reviews, investigations and independent assessments, and reports significant findings and recommendations to the Audit Committee on a regular basis. The Group's External Auditor also provides independent professional oversight on relevant financial reporting and internal control matters where appropriate.

本集團亦適時外聘獨立顧問檢討風險管理程序及內部控制措施，包括更新本集團的風險登記冊。風險評估程序根據風險發生的可能性及潛在影響程度，系統性評估外部及市場風險、策略風險、營運風險、財務風險、管治風險及ESG相關風險。評估結果有助管理層釐定風險緩解措施的優先次序、提升業務韌性及加強長遠價值創造能力。

The Group timely engage external independent consultant to review its risk management procedures and internal control measures, including the update of the Group's risk register. The risk assessment process systematically evaluates external and market risks, strategic risks, operational risks, financial risks, governance risks and ESG-related risks based on their likelihood of occurrence and potential severity of impact. The results of the assessment support management in prioritizing mitigation measures, strengthening business resilience and enhancing long-term value creation.

本集團將持續因應營運環境、持份者期望及新興可持續發展相關風險與機遇的變化，檢視及完善企業風險管理框架。透過將風險管理融入業務營運及決策程序，本集團致力提升營運韌性、企業管治成效及可持續發展表現。

The Group will continue to review and refine its ERM framework in response to changes in the operating environment, stakeholder expectations and emerging sustainability-related risks and opportunities. Through integrating risk management into business operations and decision-making processes, the Group seeks to enhance operational resilience, corporate governance effectiveness and sustainable development.

有關本集團風險管治架構及相關企業管治常規的進一步詳情，請參閱 2025/26年度年報之企業管治報告。

Further details of the Group's risk governance structure and related corporate governance practices are set out in the Corporate Governance Report of the Annual Report 2025/26.

知識產權

鑑於本集團的業務性質，知識產權管理並非重大可持續發展議題。然而，本集團深明保護知識產權及遵守相關法律法規的重要性，並致力確保有關知識產權保障的合規管理。

本集團重視商標、版權、品牌資產及其他專有權利的妥善管理，以保障品牌聲譽及品牌價值。為配合業務運作需要，本集團已建立適當的知識產權管理措施及程序，以保護相關知識產權資產。於有需要時，本集團會及時辦理商標及其他適用知識產權的註冊，並就未經授權使用或侵權行為採取適當行動，以保障本集團合法權益。

本集團亦致力尊重第三方的知識產權，並於營運過程中推廣合法合規及誠信經營文化。員工須遵守相關知識產權規定及業務守則，以防止侵犯或未經授權使用第三方知識產權。例如，本集團於旗下店舖及營運場所僅使用已獲適當授權的背景音樂及相關音訊內容，並按照相關合約及法律規定支付所有適用的授權費用及版權費。

於匯報期內，本集團並無發現任何重大違反與知識產權相關法律及法規而對本集團造成重大影響的事件。

Intellectual Property

While intellectual property management is not considered a material sustainability issue given the nature of the Group's business operations, the Group recognizes the importance of protecting intellectual property rights and maintaining compliance with applicable laws and regulations relating to intellectual property protection.

The Group places emphasize on the responsible management of its trademarks, copyrights, brand assets, and other proprietary rights to safeguard its reputation and brand value. Measures and procedures appropriate to the nature of the Group's operations have been established to protect intellectual property assets. Where necessary, trademarks and other applicable intellectual property rights are registered in a timely manner, and appropriate actions are taken against unauthorized use or infringement to protect the Group's legitimate interests.

The Group is also committed to respecting the intellectual property rights of others and promoting a culture of legal compliance and ethical business conduct throughout its operations. Employees are expected to comply with applicable intellectual property requirements and business practices designed to prevent infringement or unauthorized use of third-party intellectual property. For example, only properly licensed background music and related audio content are used in the Group's stores and business premises, and all applicable licensing fees and royalties are paid in accordance with relevant contractual and legal requirements.

During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations relating to intellectual property that had a significant impact on the Group.

資料管理及網絡安全
Data Governance and Cybersecurity

本集團深明，在日益數字化的營運環境下，健全的資料保障及網絡安全措施對維持業務韌性、保障敏感資料及維護持份者信任至關重要。本集團致力加強網絡安全管治框架、提升資料保障措施，並於整體營運中推動負責任的數碼化實踐，以符合適用法律、法規及行業標準之要求。

The Group recognizes that robust data protection and cybersecurity practices are essential to maintaining operational resilience, safeguarding sensitive information and preserving stakeholder trust in an increasingly digitalized business environment. The Group is committed to strengthening its cybersecurity governance framework, enhancing data protection measures and promoting responsible digital practices across its operations in compliance with applicable laws, regulations and industry standards.

於匯報期內，本集團透過採用先進技術、強化內部控制及完善管治措施，持續提升網絡安全及數據管治能力。為應對不斷演變的網絡安全風險，並加強保障敏感資料及數碼資產，本集團引入多項技術方案，以支援主動式網絡安全監察及威脅偵測。相關系統持續分析來自手提電腦、桌面電腦及伺服器等多個來源的數據，以識別可疑活動，包括異常資料傳輸、勒索軟件攻擊及未經授權使用管理員權限等情況。當偵測到潛在威脅時，系統會及時啟動相應應對措施，並通知指定網絡管理員作出跟進，以進一步提升本集團資訊系統及數據資產在保密性、完整性及可用性方面的保障水平。

During the reporting period, the Group continued to enhance its cybersecurity and data governance capabilities through the adoption of advanced technologies, strengthened internal controls and improved governance practices. To mitigate evolving cyber risks and strengthen the protection of sensitive information and digital assets, the Group deployed multiple technologies to support proactive cybersecurity monitoring and threat detection. The system continuously analyzes data from multiple sources, including laptops, desktops and servers, to identify suspicious activities such as abnormal data transfers, ransomware attacks and unauthorized use of administrative credentials. Upon detection of potential threats, the system is designed to initiate timely intervention measures and notify designated network administrators for follow-up actions, thereby enhancing the confidentiality, integrity and availability of the Group's information systems and data assets.

資訊科技政策與數據治理

Information Technology Policy and Data Governance

為進一步加強數字管治及資訊安全管理，本集團於二零二五年制定全面的資訊科技政策，就資訊安全、數據治理、用戶存取管理、密碼管理、系統使用及事故應變程序等範疇訂立標準化操作規程及管理指引。該政策亦就敏感資料之分類、處理及保障訂立要求，並促進遵守相關網絡安全法規及行業最佳實務。

To further strengthen digital governance and information security management, the Group enhanced its comprehensive Information Technology Policy in 2025. The policy sets out standardized protocols and operational guidelines relating to information security, data governance, user access management, password management, system usage and incident response procedures. It also establishes requirements for the classification, handling and protection of sensitive information, while promoting compliance with relevant cybersecurity regulations and industry best practices.

在個人資料管理方面，本集團於開發、實施及維護涉及收集、使用、儲存及處理個人資料之系統、應用程式及營運流程時，亦參考及考慮香港個人資料私隱專員公署倡導之六項保障資料原則。本集團致力確保個人資料之收集具合法及必要目的，並以公平及透明方式處理，同時採取適當保安措施，防止個人資料遭未經授權或意外查閱、處理、刪除、遺失或使用。此外，本集團僅於達成相關業務或法律目的所需期間內保留個人資料，並按照適用私隱規定，促進資料當事人查閱及更正個人資料之權利。

In managing personal data, the Group also references and considers the Six Data Protection Principles advocated by the Office of the Privacy Commissioner for Personal Data when developing, implementing and maintaining systems, applications and operational processes involving the collection, use, storage and handling of personal data. The Group seeks to ensure that personal data is collected for lawful and necessary purposes, handled in a fair and transparent manner, adequately protected against unauthorized or accidental access, processing, erasure, loss or use, and retained only for as long as necessary to fulfill the relevant business or legal purposes. The Group also promotes appropriate access and correction rights for data subjects in accordance with applicable privacy requirements.

資料管理及網絡安全
Data Governance and Cybersecurity

保障顧客私隱及資訊安全

本集團深明保障顧客私隱及維護個人資料安全的重要性，並致力於各項數碼平台及顧客互動渠道中妥善管理和保護顧客資料。隨著數碼化顧客互動日益普及，大快活將持續透過合規監察、負責任的資料管理及私隱保障措施，不斷提升資料私隱及資訊安全管理水平。

顧客私隱保障

本集團嚴格遵守個人資料 (私隱) 條例 (香港法例第486章)，並遵循個人資料私隱專員公署所訂立的六項保障資料原則。大快活致力以負責任方式處理個人資料，並於資料收集、儲存、使用及保留的整個生命週期內採取適當措施保障顧客資料安全。

本集團旗下數碼平台，包括大快活手機應用程式 、「買定嚟走」 網上訂餐平台及QR 碼點餐服務，均於設計階段充分考慮私隱保障原則。在可行情況下，顧客可選擇以訪客身份進行訂餐而毋須提供個人資料；如需收集資料，則僅限於提供相關服務及完成交易所需的最低限度個人資料。

負責任的資料收集及直接促銷

當本集團因直接促銷目的收集個人資料時，均秉持透明度及顧客自主選擇原則。顧客將獲清晰告知其個人資料的擬定用途，而在使用個人資料作推廣通訊前，亦會事先取得顧客明確同意。所有直接促銷相關的同意選項均不設預設勾選安排，讓顧客能夠基於自願及充分知情的情況下作出選擇，以管理其市場推廣偏好。

為進一步提升透明度，本集團亦於相關數碼平台及應用程式中提供私隱政策連結，方便顧客隨時查閱有關資料。

Safeguarding Customer Data Privacy and Information Security

The Group recognizes the importance of protecting customer privacy and maintaining the security of personal information across its digital platforms and customer engagement channels. As digital customer engagement continues to expand, Fairwood will continue to strengthen its data privacy and information security practices through ongoing compliance monitoring, responsible data management, and customer privacy protection measures.

Customer Privacy Protection

The Group complies with the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong) and adheres to the six data protection principles established by the Office of the Privacy Commissioner for Personal Data. Fairwood is committed to handling personal information responsibly and implementing appropriate measures to protect customer data throughout the collection, storage, use, and retention processes.

The Group's digital platforms, including the Fairwood Mobile Application, "Click-and-Collect" online ordering platform, and QR code ordering services, are designed with privacy considerations in mind. Customers are able to place orders as guest users without providing personal information where feasible, while only the minimum necessary personal data is collected to support relevant transaction and service requirements.

Responsible Data Collection and Direct Marketing

When personal information is collected for direct marketing purposes, the Group seeks to ensure transparency and customer choice. Customers are clearly informed about the intended use of their personal data, and explicit consent is obtained prior to the use of personal information for promotional communications. Opt-in selections for direct marketing activities are not pre-selected by default, allowing customers to make voluntary and informed choices regarding marketing preferences.

To further enhance transparency, the Group provides customers with convenient access to its privacy policy through hyperlinks available across relevant digital platforms and applications.

資料管理及網絡安全
Data Governance and Cybersecurity

資料安全及保留管理

大快活已建立資料保留及資訊管理程序，以降低資料私隱風險及加強資訊安全管控。集團制定資料保留機制，定期刪除過時、非必要或不再活躍的個人資料，以減低未經授權存取、誤用或資料外洩的風險。

本集團亦高度重視流動應用程式、網上訂餐平台及電子支付系統的資訊安全管理，致力維持安全可靠的數碼支付及訂餐環境，以提升顧客信心及支持負責任的數碼營運。

網絡安全意識與員工參與

本集團明白建立穩健的網絡安全文化對提升整體資訊安全水平至關重要。為加強員工對網絡安全風險及負責任數碼實踐之認識，本集團透過「Fairwood Team」員工內部手機應用程式推行教育提示及網絡安全資訊宣傳。相關資訊涵蓋防範網絡釣魚、保護登入憑證及遵守資訊科技安全要求等實用指引，鼓勵員工積極參與維護本集團之數碼環境安全。

持續改進與合規管理

本集團定期檢討及完善其網絡安全措施及數據治理實務，以應對新興數碼風險及不斷變化之營運需要。透過結合科技應用、管治措施及員工意識提升工作，本集團致力增強數碼基礎設施之韌性與安全性，支持可持續業務營運及負責任的數據管理。

於匯報期內，本集團並無知悉任何有關資料私隱、數據保障或網絡安全之重大違規事件，而對本集團構成重大影響。

Data Security and Retention Management

Fairwood maintains data retention and information management procedures designed to reduce data privacy risks and strengthen information security controls. The Group has established retention practices requiring the regular deletion of outdated, unnecessary, or inactive personal data to minimize the risk of unauthorized access, misuse, or data breaches.

The Group also places importance on maintaining secure digital payment and ordering systems across its mobile application, online ordering channels, and electronic payment platforms to support customer confidence and responsible digital operations.

Cybersecurity Awareness and Employee Engagement

The Group recognizes the importance of cultivating a strong culture of cybersecurity awareness among employees. To enhance employee understanding of cybersecurity risks and responsible digital practices, the Group implemented educational reminders and awareness messages through the "Fairwood Team" internal staff App. These communications provide practical guidance on cybersecurity matters, including phishing prevention, protection of login credentials and compliance with IT security requirements, thereby encouraging employees to actively participate in safeguarding the Group's digital environment.

Continuous Improvement and Compliance

The Group regularly reviews and enhances its cybersecurity measures and data governance practices to address emerging digital risks and evolving operational needs. Through integrating technology, governance and employee awareness initiatives, the Group seeks to strengthen the resilience and security of its digital infrastructure while supporting sustainable business operations and responsible data management.

During the reporting period, the Group was not aware of any material incidents of non-compliance with relevant laws and regulations relating to data privacy, data protection or cybersecurity that had a material impact on the Group.

以客為尊
Caring for Our Customers

於匯報期內，本集團並無發生任何經確認、且就廣告、標籤及私隱等方面對本集團構成重大影響之相關法律及規例的違規事件。本集團持續遵守所有適用的法律、法規及附屬法例，詳情如下。

During the reporting period, the Group was not aware of any confirmed non-compliance with relevant laws and regulations that had a material impact on the Group relating to advertising, labelling and privacy matters. The Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

商品說明條例 香港法例第362章	**Trade Descriptions Ordinance** Cap.362 of the Laws of Hong Kong
個人資料（私隱）條例 香港法例第486章	**Personal Data (Privacy) Ordinance** Cap.486 of the Laws of Hong Kong
商標條例 香港法例第559章	**Trade Marks Ordinance** Cap.559 of the Laws of Hong Kong

以食為樂
Cooking Quality Meals

於匯報期內，本集團並無發生任何經確認對本集團構成重大影響之相關法律及規例的違規事件。本集團持續遵守所有適用的法律、法規及附屬法例，詳情如下。

During the reporting period, the Group was not aware of any confirmed non-compliance with relevant laws and regulations that had a material impact on the Group. The Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

進出口條例 香港法例第60章	**Import and Export Ordinance** Cap.60 of the Laws of Hong Kong
公眾衞生及市政條例 香港法例第132章	**Public Health and Municipal Services Ordinance** Cap.132 of the Laws of Hong Kong
商品說明條例 香港法例第362章	**Trade Descriptions Ordinance** Cap.362 of the Laws of Hong Kong
消費品安全條例 香港法例第456章	**Consumer Goods Safety Ordinance** Cap.456 of the Laws of Hong Kong
食物安全條例 香港法例第612章	**Food Safety Ordinance** Cap.612 of the Laws of Hong Kong

以人為先
Cherishing Our Team

於匯報期內，本集團並無發生任何經確認、且就薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利、提供安全工作環境、保障僱員避免職業性危害、防止童工及強制勞工等方面對本集團構成重大影響之相關法律及規例的違規事件。本集團持續遵守所有適用的法律、法規及附屬法例，詳情如下。

During the reporting period, the Group was not aware of any confirmed non-compliance with relevant laws and regulations that had a material impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other employee benefits and welfare, as well as the provision of a safe working environment, protection of employees from occupational hazards, and the prevention of child and forced labor. The Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

僱傭條例 香港法例第57章	**Employment Ordinance** Cap. 57 of the Laws of Hong Kong
工廠及工業經營條例 香港法例第59章	**Factories and Industrial Undertakings Ordinance** Cap. 59 of the Laws of Hong Kong
僱員補償條例 香港法例第282章	**Employees' Compensation Ordinance** Cap. 282 of the Laws of Hong Kong
佔用人法律責任條例 香港法例第314章	**Occupiers Liability Ordinance** Cap. 314 of the Laws of Hong Kong
性別歧視條例 香港法例第480章	**Sex Discrimination Ordinance** Cap. 480 of the Laws of Hong Kong
強制性公積金計劃條例 香港法例第485章	**Mandatory Provident Fund Schemes Ordinance** Cap. 485 of the Laws of Hong Kong
個人資料（私隱）條例 香港法例第486章	**Personal Data (Privacy) Ordinance** Cap. 486 of the Laws of Hong Kong
殘疾歧視條例 香港法例第487章	**Disability Discrimination Ordinance** Cap. 487 of the Laws of Hong Kong
職業安全及健康條例 香港法例第509章	**Occupational Safety and Health Ordinance** Cap. 509 of the Laws of Hong Kong
家庭崗位歧視條例 香港法例第527章	**Family Status Discrimination Ordinance** Cap. 527 of the Laws of Hong Kong
種族歧視條例 香港法例第602章	**Race Discrimination Ordinance** Cap. 602 of the Laws of Hong Kong
最低工資條例 香港法例第608章	**Minimum Wage Ordinance** Cap. 608 of the Laws of Hong Kong

以地球為家
Conserving Our Planet

於匯報期內，本集團並無發生任何經確認、且就廢氣排放、向水及土地的排污、有害及無害廢棄物的產生等方面對本集團構成重大影響之相關法律及規例的違規事件。本集團持續遵守所有適用的法律、法規及附屬法例，詳情如下。

During the reporting period, the Group was not aware of any confirmed non-compliance with relevant laws and regulations that had a material impact on the Group relating to air emissions, discharges into water and land, and the generation of hazardous and non-hazardous waste. The Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

空氣污染管制條例 香港法例第311章	**Air Pollution Control Ordinance** Cap.311 of the Laws of Hong Kong
廢物處置條例 香港法例第354章	**Waste Disposal Ordinance** Cap.354 of the Laws of Hong Kong
水污染管制條例 香港法例第358章	**Water Pollution Control Ordinance** Cap.358 of the Laws of Hong Kong
產品環保責任 (修訂) 條例 香港法例第603章	**Product Eco-responsibility (Amendment) Ordinance** Cap.603 of the Laws of Hong Kong

以高效管治為基
Cementing Effective Corporate Governance

於匯報期內，本集團並無發生任何經確認、且就私隱、反競爭及反貪污行為事宜等方面對本集團構成重大影響之相關法律及規例的違規事件。本集團或其僱員亦無涉及任何與違反反貪污相關之法律訴訟或罰款，亦無任何反競爭行為之指控。本集團持續遵守所有適用的法律、法規及附屬法例，詳情如下。

During the reporting period, the Group was not aware of any confirmed incidents of non-compliance with relevant laws and regulations that had a material impact on the Group relating to privacy, anti-competitive conduct, and anti-corruption practices. Neither the Group nor any of its employees was involved in any legal proceedings or penalties related to violations of anti-corruption laws and regulations, nor were there any allegations of anti-competitive conduct. The Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

防止賄賂條例 香港法例第201章	**Prevention of Bribery Ordinance** Cap.201 of the Laws of Hong Kong
個人資料（私隱）條例 香港法例第486章	**Personal Data (Privacy) Ordinance** Cap. 486 of the Laws of Hong Kong
打擊洗錢及恐怖分子資金籌集條例 香港法例第615章	**Anti-Money Laundering and Counter-Terrorist Financing Ordinance** Cap.615 of the Laws of Hong Kong
競爭條例 香港法例第619章	**Competition Ordinance** Cap.619 of the Laws of Hong Kong

環境
Environmental

	單位 Unit	2025 / 26 [1]	2024 / 25 [2]
耗電量 Electricity consumption			
總用電量 Total electricity consumption	千瓦時 kWh	73,469,855	73,923,720
總部 Headquarters	千瓦時 kWh	346,309	390,034
中央食品加工中心 CFPP	千瓦時 kWh	5,463,222 [3]	6,101,127
分店 Stores	千瓦時 kWh	67,660,325	67,432,559
燃料消耗量 Fuel consumption			
總燃料使用量 Total fuel consumption	千瓦時 kWh	44,982,510	44,705,881
總部 Headquarters	千瓦時 kWh	42,309 [4]	36,576
中央食品加工中心 CFPP	千瓦時 kWh	2,769,502	2,899,657
分店 Stores	千瓦時 kWh	42,170,698	41,769,648
能源消耗量 [5] Energy consumption [5]			
總能源消耗量 Total energy consumption	千瓦時 kWh	118,452,365	118,629,601
總部 Headquarters	千瓦時 kWh	388,618	426,610
中央食品加工中心 CFPP	千瓦時 kWh	8,232,724	9,000,784
分店 Stores	千瓦時 kWh	109,831,023	109,202,207
能源密度 [6] Energy intensity [6]			
總能源密度 Total energy intensity	千瓦時 / 百萬港元收入 kWh / HKD million revenue	40,438	40,462
總部 Headquarters	千瓦時 / 百萬港元收入 kWh / HKD million revenue	133	146
中央食品加工中心 CFPP	千瓦時 / 百萬港元收入 kWh / HKD million revenue	2,811	3,070
分店 Stores	千瓦時 / 百萬港元收入 kWh / HKD million revenue	37,495	37,246
溫室氣體排放 [7] GHG emissions [7]			
總溫室氣體排放密度（範圍1及範圍2 - 基於市場的方法）[6] Total GHG emissions intensity (Scope 1 and Scope 2 Market-based approach) [6]	千瓦時 / 百萬港元收入 kWh / HKD million revenue	13.5	14.3
總溫室氣體排放量（範圍1及範圍2 - 基於市場的方法） Total GHG emissions (Scope 1 and Scope 2 – Market-based approach)	公噸二氧化碳當量 tCO_2e	39,654	42,058
總溫室氣體排放量（範圍3）[8] Total GHG emissions (Scope 3) [8]	公噸二氧化碳當量 tCO_2e	59,995 [9]	41,871
範圍 1 直接排放量 [10] Scope 1 Direct emissions [10]	公噸二氧化碳當量 tCO_2e	8,616	8,563
範圍 2 間接排放量（基於位置的方法）[11] Scope 2 Indirect emissions (Location-based approach) [11]	公噸二氧化碳當量 tCO_2e	31,038	33,495

環境
Environmental

	單位 Unit	2025 / 26 [1]	2024 / 25 [2]
溫室氣體排放 [7] **GHG emissions [7]**			
範圍 2 間接排放量（基於市場的方法）[11] Scope 2 Indirect emissions (Market-based approach) [11]	公噸二氧化碳當量 tCO_2e	31,038	33,495
範圍 3 類別 1 - 外購的商品及服務 [12] Scope 3 Category 1 – Purchased Goods and Services [12]	公噸二氧化碳當量 tCO2e	56,660 [9]	39,318
範圍 3 類別 4 - 上游運輸及配送 [12] Scope 3 Category 4 – Upstream Transportation and Distribution [12]	公噸二氧化碳當量 tCO2e	3,336 [9]	2,553
廢氣排放 [5, 13] **Air emissions [5, 13]**			
氮氧化物 Nitrogen oxides (NOx)	公噸 Tonnes	0.700 [14]	0.615
硫氧化物 Sulphur oxides (SOx)	公噸 Tonnes	0.005 [14]	0.003
顆粒物 Particulate matter (PM)	公噸 Tonnes	0.0003	0.0003
耗水量 [15] **Water usage [15]**			
總用水量 Total water usage	立方米 m^3	1,414,907	1,498,108
總部 Headquarters	立方米 m^3	387	267
中央食品加工中心 CFPP	立方米 m^3	89,071	86,339
分店 Stores	立方米 m^3	1,325,450	1,411,502
總用水密度 [6] **Water consumption intensity [6]**			
總用水量 Total water consumption usage	立方米/ 百萬港元收入 m^3 / HKD million revenue	483	511
總部 Headquarters	立方米/ 百萬港元收入 m^3 / HKD million revenue	0.1	0.1
中央食品加工中心 CFPP	立方米/ 百萬港元收入 m^3 / HKD million revenue	30.4	29.4
分店 Stores	立方米/ 百萬港元收入 m^3 / HKD million revenue	452	481
廢棄物管理 [16] **Waste management [16]**			
已回收的「廢置食用油」 Recycled waste cooking oil	立方米 m^3	254	216
已回收的廚餘 Recycled food waste	公噸 Tonnes	74	118
已回收的紙皮 Recycled cardboard	公噸 Tonnes	179	119
包裝物料 [17] **Packaging material [17]**			
已採購的食品及飲料包裝材 Procured food and beverage packaging materials	公噸 Tonnes	1,076	1,549
比較環保的材料 Environmentally preferable materials	公噸 Tonnes	1,110	922

社會 – 僱傭及勞工常規
Social – Employment and labour practices

僱傭 (香港) Employment (Hong Kong)		2025 / 26	2024 / 25
就業數據 Employment data			
總僱員人數 Total number of employees		4,648	4,826
按性別 By gender	男 Male	1,273	1,308
	女 Female	3,375	3,518
按類別 By type	全職 Full-time	2,641	2,715
	兼職 Part-time	2,007	2,111
按年齡組別 By age group	< 30	526	599
	30–50	1,972	2,067
	> 50	2,150	2,160
按僱員職位 By employee grading	高級管理層 Senior management	16	19
	中級管理層 Middle management	1,667	1,796
	前線和一般員工 Frontline and general staff	2,965	3,011
按地區 By geographical region	香港 Hong Kong SAR	4,648	4,826
平均每月僱員流失比率 [18] Average monthly staff turnover rate [18]			
整體平均每月僱員流失比率 Overall average monthly staff turnover rate		4.3%	5.5%
按性別 By gender	男 Male	5.1%	7.0%
	女 Female	3.9%	5.0%
按年齡組別 By age group	< 30	8.2%	11.1%
	30–50	3.1%	4.1%
	> 50	4.3%	5.3%
按地區 By geographical region	香港 Hong Kong SAR	4.3%	5.5%

發展及培訓 Development and Training	2025 / 26	2024 / 25
總培訓時數 Total number of hours trained	55,383	52,601
受訓僱員百分比 [19] Percentage of employees trained [19]	98.0%	95.4%
平均培訓時數 [20, 21] Average hours of training [20, 21]	11.9	10.9

		受訓僱員百分比 [19] Percentage of employees trained [19]		平均培訓時數 [20, 21] Average hours of training [20, 21]	
發展及培訓 Development and Training		2025 / 26	2024 / 25	2025 / 26	2024 / 25
按性別 By gender	男 Male	27%	27%	10.5	10.5
	女 Female	73%	73%	12.5	11.1
按僱員職位 By employee grading	高級管理層 Senior management	1%	1%	8.4	5.4
	中級管理層 Middle management	36%	38%	16.8	15.6
	前線和一般員工 Frontline and general staff	63%	61%	9.2	8.1

健康與安全 Health and Safety	2025 / 26	2024 / 25	2023 / 24
與工作有關的死亡宗數 Work-related fatalities	0	0	0

健康與安全 Health and Safety	2025 / 26	2024 / 25
與工作有關的工傷宗數 Work-related injuries	106	109
因工傷損失的工作日數 Lost days due to work injuries	5,758	5,933

附註
Note

1 2025/26 年包括 167 間分店資料。
2025/26 data is inclusive of 167 stores.

2 2024/25 年包括 162 間分店資料。
2024/25 data is inclusive of 162 stores.

3 電力消耗量的減少主要歸因於營運效率的提升及持續推行可持續發展措施。我們將繼續致力於實現更可持續的營運。
The decrease in electricity consumption is mainly due to increased efficiency of our operations and continuous implementation of sustainability initiatives. We remain committed to achieving more sustainable operations.

4 總部的燃油消耗量因車輛使用增加而略有上升，惟其佔整體排放比例甚低，並非主要排放來源。我們致力於推動交通運輸減碳，以實現更可持續的營運。
Fuel consumption at headquarters increased slightly due to higher vehicle usage; however, it accounts for a minimal proportion of overall emissions and is not a significant source. We are committed to decarbonising our transportation to achieve more sustainable operations.

5 大快活的運輸車隊為外判服務，因此相關的燃料和排放數據均並不受大快活的營運控制。目前亦未有完善的量化方法，而且未能容易地從外判商收集相關數據供大快活披露準確的數據以反映其在外判服務中的環境足跡。為確保本報告及所披露數據的準確度，相關的數據未有披露。
Fairwood's transportation fleet is outsourced to a third party, so fuel consumption and emissions are not under its operational control. There are no comprehensive, accessible and accurate data from this party on the environmental impact of the services provided to Fairwood. Transportation has therefore been omitted from the list of sources of energy consumption rather than risk including inaccurate information.

6 密度值的計算方法是將能源 / 溫室氣體 / 水消耗量除以香港業務的總收入。2025/26年及2024/25年香港業務的總收入分別為港幣29.3億元及港幣 29.3 億元。
Intensity values are calculated by dividing the absolute energy / GHG / water consumption by the total revenue from Hong Kong operations. The total revenue from Hong Kong operations for 2025/26 and 2024/25 was HK$2.93 billion and HK$2.93 billion respectively.

7 範圍 1、範圍 2、範圍 3 及總溫室氣體排放計算方法參考環保署編寫的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的審計和報告指引》（2010年版）、《溫室氣體盤查議定書：企業會計與報告標準》、《溫室氣體核算體系範圍二指南》及《溫室氣體核算體系：企業價值鏈（範圍三）核算與報告標準》。由於我們可穩定地存取營運數據，我們採用營運控制方法來量度溫室氣體排放。在計算溫室氣體排放量時，我們使用了範圍1及範圍2排放的活動數據，以及範圍3排放的支出數據。排放系數來源自具公信力的一手及二手數據庫，並在適用情況下，採用 IPCC 第六次評估報告所公佈的 100 年全球暖化潛勢（GWP 100）數值。在編製相關計算時，我們假設所使用的內部營運數據及排放系數均為準確及可靠。在平衡結果質量與成本考量的前提下，我們相信所採用的計算方法能最準確地反映我們的實際排放。於匯報期內，我們的溫室氣體排放計算所採用的計量方法、輸入資料及假設均未有作出任何變更。
Scope 1, Scope 2, Scope 3 and total GHG emissions are calculated with reference to EPD's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 edition), the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, the GHG Protocol Scope 2 Guidance and the GHG Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We adopted the operational control approach for measuring GHG emissions, leveraging our ready access to operational data. To quantify GHG emissions, we utilised activity data for Scope 1 and 2 emissions and spending data for Scope 3 emissions. Emission factors are sourced from reputable primary and secondary databases, and, where applicable, the 100-year GWP values published in the IPCC Sixth Assessment Report are adopted. In preparing these calculations, it is assumed that both the internal operational data and the emission factors used are accurate and reliable. Balancing both result quality and cost considerations, we believe that the calculation methodologies applied most accurately reflect our emissions. There have been no major changes to the measurement approach, inputs, or assumptions for our GHG emissions calculations during the reporting period.

8 我們的範圍 3 排放涵蓋類別1（外購的商品及服務）及類別4（上游運輸及配送）。
The Scope 3 emissions reported include Category 1 (Purchased Goods and Services) and Category 4 (Upstream Transportation and Distribution).

9 範圍 3 排放量的增加主要歸因於採購成本上升及排放系數增加。我們將繼續與價值鏈合作夥伴攜手合作，以促進更可持續的價值鏈。
The increase in Scope 3 emissions is mainly attributed to higher procurement costs and increased emission factors. We will continue to work with our value chain partners to facilitate a more sustainable value chain.

10 範圍 1 為直接溫室氣體排放，其披露主要包括固定燃料消耗之溫室氣體排放。
Scope 1 refers to direct emissions from sources, and for Fairwood the main source is stationary fuel combustion.

11 範圍 2 為間接溫室氣體排放，其披露主要包括消耗所購電力及煤氣。《溫室氣體核算體系範圍二指南》所定義的間接碳排放量 — 基於市場的方法指一種量化報告者範圍 2 溫室氣體排放的方法，基於報告機構透過合約方式從發電機組購買與合約工具捆綁的電力或單獨購買合約工具所產生的溫室氣體排放量，而基於位置的方法指一種基於特定地理區域（包括地方、區域或全國）的平均能源生產排放系數以量化範圍 2 溫室氣體排放的方法。計算範圍 2 排放所使用的排放系數取自本地電力公司及香港中華煤氣有限公司最新公佈的可持續發展報告。
Scope 2 refers to energy indirect emissions, which are mainly from purchased electricity and Towngas. The GHG Protocol Scope 2 Guidance defines market-based method as a method to quantify the Scope 2 GHG emissions of a reporter based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own, and location-based method as a method to quantify Scope 2 GHG emissions based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries. The emission factors used for calculating Scope 2 emissions are sourced from the latest sustainability reports published by the local power companies and The Hong Kong and China Gas Company Limited.

12 有關此類範圍 3 排放的計算方法，請參閱「以地球為家」章節。
Please refer to the “Conserving Our Planet” section for the calculation methodology of this category of Scope 3 emissions,

13 大快活的中央食品加工中心已獲《空氣污染管制（火爐、烘爐及煙囪）（安裝及更改）規例》的批准證明書，以確保燃燒燃料設備的設計符合有關廢氣排放的環境標準。大快活所計算的廢氣排放是參考香港交易所的《如何編備環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》。匯報的廢氣排放包括氣體燃料消耗（即煤氣和液化石油氣）及大快活私人車輛造成的排放。
Fairwood's CFPP has obtained a Certificate of Approval under the Air Pollution Control (Furnaces, Ovens and Chimneys) (Installation and Alteration) Regulations to ensure that the design of fuel-burning equipment meets environmental standards in terms of the discharge of air emissions. Fairwood's air emissions are calculated with reference to Appendix 2: Reporting Guidance on Environmental KPIs under HKEX’s "How to Prepare an ESG Report". The reported air emissions include gaseous fuel consumption (i.e. Towngas and LPG) and private cars owned by Fairwood.

14 氮氧化物及硫氧化物排放量的增加是由相關排放因子上升所致。我們將繼續探索減少空氣排放的機會。
The increase in nitrogen oxides and sulphur oxides emissions is caused by an increase in relevant emission factors. We will continue to explore opportunities to reduce our air emissions.

15 用水量數據是根據實際數字按比例計算。
The water consumption figures are calculated on pro rata basis based on actual figures.

16 於2025/26年度起，大快活正逐步改善廢棄物收集系統，以加強未來報告的披露。作為改進措施的一部分，由2025/26年度起，已回收的「廢置食用油」的數據涵蓋範圍將擴展至我們的分店及中央食品加工中心。為確保可比性，2024/25年度的數據亦已作出修訂，以保持與擴大後的範圍一致。已回收的廚餘及已回收的紙皮數據涵蓋範圍覆蓋中央食品加工中心的運營。
Starting from 2025/26, Fairwood is progressively improving its waste data management systems and hopes to be able to include reliable figures in future reports. As part of the enhancement, from 2025/26 recycled waste cooking oil will now cover our stores and CFPP. To ensure comparability, the 2024/25 figures have also been revised to maintain consistency with this expanded scope. The data scope of recycled food waste and recycled cardboard covers the operations of CFPP.

17 大快活的餐飲包裝材料包括塑膠袋和餐具。今年，大快活在環保材料方面繼續進行了大量投資，這不僅源於對可持續發展的承諾，同時也為遵守法規要求，大幅減少了非環保材料對環境的影響。
Fairwood's food and beverage packaging materials include plastic bags and utensils. This year, Fairwood has continued to make substantial investments in environmentally friendly materials, driven both by a commitment to sustainability and regulatory requirements, significantly reducing the environmental impact of non-eco-friendly materials.

18 平均每月僱員流失比率指某一特定類別的員工在一個月內離職的人數，除以該特定類別當月的平均員工人數，以百分比表示，然後對每月百分比進行匯總和平均。
Average monthly staff turnover = number of employees in a specific category who leave their jobs in a month, divided by the average umber of employees in the specific category in that month, expressed as a percentage. The monthly percentages are then totaled and averaged.

19 此指標遵循香港交易所《如何編備環境、社會及管治報告：環境、社會及管治匯報指南》中所列的方法進行計算。受訓僱員百分比的計算公式為：(T / E) × 100%，其中 T 為總受訓僱員人數，而E為總僱員人數。此外，某一特定類別的受訓僱員百分比計算公式為：(T(x) / T) × 100%，其中 T(x) 表示該特定類別 (x) 受訓僱員人數，而T為總受訓僱員人數。
The calculation of this metric follows the method outlined in the HKEX How to Prepare an ESG Report: A Step-by-Step Guide to ESG Reporting. The percentage of employees trained is calculated using the formula: (T / E) × 100%, where T represents the total number of employees trained and E refers to the total number of employees in the organization. In addition, the percentage of employees trained in a specific category is calculated using the formula: (T(x) / T) × 100%, where T(x) represents the number of employees in a specific category, x, who participated in training, and T is the total number of employees trained.

20 此指標遵循香港交易所《如何編備環境、社會及管治報告: 環境、社會及管治匯報指南》中所列的方法進行計算。此指標的計算方法為將總培訓時數除以於匯報期內結束時的總僱員人數，及特定類別僱員的總受訓時數除以於匯報期內結束時特定類別的僱員人數。
The calculation of this metric follows the method outlined in the HKEX How to Prepare an ESG Report: A Step-by-Step Guide to ESG Reporting. It is calculated by dividing the total number of training hours by the total number of employees as of the end of the reporting period, and the total training hours of a specific category of employees divided by the number of employees in that specific category at the end of the reporting period.

21 我們進一步優化了培訓數據的管理，因此一些特定類別所呈報的平均培訓時數有大幅增加。
We have further enhanced our data management of training records, and as a result, there are significant increases in the average training hours reported for certain specific categories.

香港交易所《環境、社會及管治報告守則》索引
HKEX ESG Code Content Index

B部分 Part B
強制披露規定 Mandatory Disclosure Requirements

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
管治架構 Governance Structure 13	由董事會發出的聲明，當中載有下列內容： (i) 披露董事會對環境、社會及管治事宜的監管； (ii) 董事會的環境、社會及管治管理方針及策略，包括評估、優次排列及管理重要的環境、社會及管治相關事宜（包括對發行人業務的風險）的過程；及 (iii) 董事會如何按環境、社會及管治相關目標檢討進度，並解釋它們如何與發行人業務有關連。 A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy
匯報原則 Reporting Principles 14	描述或解釋在編備環境、社會及管治報告時如何應用下列匯報原則： **重要性：**環境、社會及管治報告應披露：(i)識別重要環境、社會及管治因素的過程及選擇這 些因素的準則；(ii)如發行人已進行持份者參與，已識別的重要持份者的描述及發行人持份者 參與的過程及結果。 **量化：**有關匯報排放量／能源耗用（如適用）所用的標準、方法、假設及／或計算工具的資料，以及所使用的轉換因素的來源應予披露。 **一致性：**發行人應在環境、社會及管治報告中披露統計方法或關鍵績效指標的變更（如有）或 任何其他影響有意義比較的相關因素。 A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: **Materiality**: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. **Quantitative:** Information on the standards, methodologies, assumptions and/ or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. **Consistency:** The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	關於本報告 About This Report
匯報範圍 Reporting Boundary 15	解釋環境、社會及管治報告的匯報範圍，及描述挑選哪些實體或業務納入環境、社會及 管治報告的過程。若匯報範圍有所改變，發行人應解釋不同之處及變動原因。 A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	關於本報告 About This Report

C部分 Part C
「不遵守就解釋」條文 "Comply or explain" Provisions

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A1: 排放物 Emissions		
一般披露 General Disclosure	一般披露 有關廢氣排放、向水及土地的排污、有害及無害廢棄物的產生等的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例 的資料。 註： 廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。 有害廢棄物指國家規例所界定者。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. Hazardous wastes are those defined by national regulations.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	表現概覽 Performance Summary
A1.3	所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每 項設施計算）。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	表現概覽 Performance Summary
A1.4	所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每 項設施計算）。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	表現概覽 Performance Summary
A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emission target(s) set and steps taken to achieve them	以地球為家 Conserving Our Planet
A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到 這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	以地球為家 Conserving Our Planet

C部分 Part C
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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A2: 資源使用 Use of Resources		
一般披露 General Disclosure	有效使用資源（包括能源、水及其他原材料）的政策。 Policies on the efficient use of resources, including energy, water and other raw materials	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A2.1	按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時 計算）及密度（如以每產量單位、每項設施計算）。 Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity.	表現概覽 Performance Summary
A2.2	總耗水量及密度（如以每產量單位、每項設施計算）。 Water consumption in total and intensity	表現概覽 Performance Summary
A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	以地球為家 Conserving Our Planet
A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達 到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	以地球為家 Conserving Our Planet
A2.5	製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	表現概覽 Performance summary
層面 Aspect A3: 環境及天然資源 The Environment and Natural Resources		
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	以地球為家 Conserving Our Planet

C部分 Part C
「不遵守就解釋」條文 "Comply or explain" Provisions

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
僱傭及勞工常規 Employment and Labour Practices		
層面 Aspect B1: 僱傭 Employment		
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare.	以人為先 Cherishing Our Team 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations 於匯報期內，本集團並無發現任何嚴重違反對本集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.
B1.1	按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	表現概覽 Performance Summary
B1.2	按性別、年齡組別及地區劃分的僱員流失比率。Employee turnover rate by gender, age group and geographical region	表現概覽 Performance Summary
層面 Aspect B2: 健康與安全 Health and Safety		
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	以人為先 Cherishing Our Team 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations 於匯報期內，本集團並無發現任何嚴重違反對本集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.
B2.1	過去三年（包括匯報年度）每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting period.	以人為先 Cherishing Our Team 表現概覽 Performance Summary
B2.2	因工傷損失工作日數。 Lost days due to work injury.	以人為先 Cherishing Our Team 表現概覽 Performance Summary

C部分 Part C
「不遵守就解釋」條文 "Comply or explain" Provisions

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
僱傭及勞工常規 Employment and Labour Practices		
層面 Aspect B2: 健康與安全 Health and Safety		
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	以人為先 Cherishing Our Team
層面 Aspect B3: 發展及培訓 Development and Training		
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	以人為先 Cherishing Our Team
B3.1	按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category.	表現概覽 Performance Summary
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	表現概覽 Performance Summary
層面 Aspect B4: 勞工準則 Labour Standards		
一般披露 General Disclosure	有關防止童工或強制勞工的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	以人為先 Cherishing Our Team 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations 於匯報期內，本集團並無發現任何嚴重違反對本集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	以人為先 Cherishing Our Team
B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	以人為先 Cherishing Our Team

C部分 Part C
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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
營運慣例 Operating Practice		
層面 Aspect B5: 供應鏈管理 Supply Chain Management		
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以食為樂 Cooking Quality Meals 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	表現概覽 Performance Summary
B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals
B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals 以地球為家 Conserving Our Planet
B5.4	描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals 以地球為家 Conserving Our Planet

C部分 Part C
「不遵守就解釋」條文 "Comply or explain" Provisions

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
營運慣例 Operating Practice		
層面 Aspect B6: 產品責任 Product Liability		
一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以客為尊 Caring for Our Customers 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	於匯報期內，並無產品因安全與健康理由而須回收。 During the reporting period, there were no product recalls for safety and health Reasons.
B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service-related complaints received and how they are dealt with.	以客為尊 Caring for Our Customers 於匯報期內，本集團並無發現任何有關產品及服務的重大投訴。 The Group was not aware of any significant product-or service-related complaints during the reporting period.
B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	以高效管治為基 Cementing Effective Corporate Governance
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	以客為尊 Caring for Our Customers
B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	以高效管治為基 Cementing Effective Corporate Governance

C部分 Part C
「不遵守就解釋」條文 "Comply or explain" Provisions

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
營運慣例 Operating Practice		
層面 Aspect B7: 反貪污 Anti-Corruption		
一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例 的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以高效管治為基 Cementing Effective Corporate Governance 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	以高效管治為基 Cementing Effective Corporate Governance
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	以高效管治為基 Cementing Effective Corporate Governance
B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	以高效管治為基 Cementing Effective Corporate Governance
社區 Community		
層面 Aspect B8: 社區投資 Community Investment		
一般披露 General Disclosure	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以社區為本 Contributing to Our Community
B8.1	專注貢獻範疇。 Focus areas of contribution.	以社區為本 Contributing to Our Community
B8.2	在專注範疇所動用資源。 Resources contributed to the focus area.	以社區為本 Contributing to Our Community

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(I) 管治 Governance		
19	發行人須披露有關以下方面的資料： (a) 負責監督氣候相關風險和機遇的治理機構（可包括董事會、委員會或其 他同等治理機構）或個人的資訊。具體而言，發行人須指出有關機構或 個人及披露以下資訊： (i) 該機構或個人如何釐定當前或將來是否有適當的技能和勝任能力來監督應對氣候相關風險和機遇的策略； (ii) 該機構或個人獲悉氣候相關風險和機遇的方式和頻率； (iii) 該機構或個人在監督發行人的策略、重大交易決策和風險管理 程序 及相關政策的過程中，如何考慮氣候相關風險和機遇，包 括該機構或個人是否有考慮與該等氣候相關風險和機遇相關的 權衡評估； (iv) 該機構或個人如何監督有關氣候相關風險和機遇的目標制定並 監察 達標進度（見第 37 段至第 40 段），包括是否將相關績效 指標納入薪酬政策以及如何納入（見第 35 段）；及 (b) 管理層在用以監察、管理及監督氣候相關風險和機遇的管治流程、監控措施及程序中的角色，包括以下資訊： (i) 該角色是否被委託給特定的管理層人員或管理層委員會以及如何對該人員 或委員會進行監督；及 (ii) 管理層可有使用監控措施及程序協助監督氣候相關風險和機遇；如有，這 些監控措施及程序如何與其他內部職能部門進行整合。 An issuer shall disclose information about: (a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climaterelated risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: (i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; (ii) how and how often the body(s) or individual(s) is informed about climaterelated risks and opportunities; (iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer’ s strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; (iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and (b) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: (i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and (ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(II) 策略 Strategy		
氣候相關風險和機遇 Climate-related risks and opportunities		
20	發行人須披露其資訊，以讓人理解其合理預期可能在短期、中期或長期影響其現金流量、融資渠道或資本成本的氣候相關風險和機遇。具體而言，發行人須： (a) 描述合理預期可能在短期、中期或長期影響發行人的現金流量、融資渠道或資本 成本的氣候相關風險和機遇； (b) 就發行人已識別的每項氣候相關風險，解釋發行人是否認為該風險是與氣候相關 物理風險或與氣候相關轉型風險； (c) 就發行人已識別的每項氣候相關風險和機遇，具體說明其合理預期可能影響發行人的時間範圍（短期、中期或長期）；及 (d) 解釋發行人如何定義短期、中期及長期，以及這些定義如何與其策略決定規劃範圍掛鈎。 An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall: (a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term; (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the issuer defines 'short term','medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	以地球為家 Conserving Our Planet
業務模式和價值鏈 Business model and value chain		
21	發行人須披露讓人了解氣候相關風險和機遇對其業務模式和價值鏈的當前和預期影響的 資訊。具體而言，發行人須作如下披露： (a) 描述氣候相關風險和機遇對發行人的業務模式和價值鏈的當前和預期影響；及 (b) 描述在發行人的業務模式和價值鏈中，氣候相關風險和機遇集中的地方（例如， 地理區域、設施及資產類型）。 An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose: (a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and (b) (b) a description of where in the issuer's business model and value chain climaterelated risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(II) 策略 Strategy		
策略和決策 Strategy and decision-making		
22	發行人須披露讓人了解氣候相關風險和機遇對其策略和決策的影響的資訊。具體而言，發行人須披露： (a) 有關發行人已經及將來計劃在其策略和決策中如何應對氣候相關風險和機遇的資訊，包括發行人計劃如何實現任何其所設定的氣候相關目標，以及任何法律或法規要求達到的目標。具體而言，發行人須披露以下資訊： (i) 因應氣候相關風險和機遇而在當前及預期將來對發行人業務模式（包括資源配置）作出的變動； (ii) 已經或預期將進行的任何適應或減緩工作（直接或間接）； (iii) 發行人任何與氣候相關轉型計劃（包括制定轉型計劃時使用的主要假設的 資訊，以及該計劃所依賴的因素），或若發行人並未有這樣的計劃，則作 適當的否定聲明； (iv) 發行人計劃如何實現第37至40段所述的任何氣候相關目標（包括任何溫室氣體排放目標（如有））；及 (b) 有關發行人當前及將來計劃如何為根據第22(a)段披露的行動提供資源。 An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose: (a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about: (i) current and anticipated changes to the issuer’ s business model, including its resource allocation, to address climate-related risks and opportunities; (ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer’ s transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and (iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; anddescribe climate-related risks and opportunities that could reasonably be expected to affect the issuer’s cash flows, its access to finance or cost of capital over the short, medium or long term; (b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	以地球為家 Conserving Our Planet
23	發行人須披露先前各匯報期內按照第22(a)段所披露計劃的進度。 An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(II) 策略 Strategy		
財務狀況、財務表現及現金流量 Financial position, financial performance and cash flows		
24	**當前財務影響 Current financial effect** 發行人須披露以下定性和量化資料： (a) 氣候相關風險和機遇如何影響發行人在匯報期的財務狀況、財務表現及現金流量；及 (b) 當存在將導致下一匯報年度相關財務報表中的資產和負債帳面價值發生重要調整 的重大風險時，關於第24(a)段中識別的氣候相關風險和機遇的資訊。 An issuer shall disclose qualitative and quantitative information about: (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and (b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	以地球為家 Conserving Our Planet
25	**預期財務影響 Anticipated financial effect** 發行人須披露以下定性和量化資料： (a) 發行人經考慮其管理氣候相關風險和機遇的策略後，並考慮到以下各項，預期其財務狀況在短期、中期及長期內將如何變化： (i) 其投資及處置計劃；及 (ii) 其為實施策略所需的資金的計劃資金來源；及 (b) 基於發行人管理氣候相關風險和機遇的策略，其預計其財務業績及現金流量在短期、中期及長期的變化。 The issuer shall provide qualitative and quantitative disclosures about: (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(II) 策略 Strategy		
氣候韌性 Climate resilience		
26	在考慮發行人已識別的氣候相關風險和機遇後，發行人須披露資訊，使他人了解發行人 的策略及業務模式對氣候相關變化、發展或不確定性的韌性。發行人須按與其情況相稱 的做法，使用與氣候相關的情景分析來評估其氣候韌性。提供量化資訊時，發行人可披 露單一數額或區間範圍。具體而言，發行人須披露： (a) 發行人截至匯報日對其氣候韌性的評估，其有助於了解： (i) 發行人的分析結果對其策略和業務模式的影響（如有），包括發行人需要如 何應對氣候相關情景分析中確定的影響； (ii) 發行人對氣候韌性的評估中考慮的重大不確定因素的範疇；及 (iii) 發行人根據氣候發展調整其短期、中期和長期策略和業務模式的能力； (b) 如何及何時進行氣候相關情景分析，包括： (i) 使用的輸入數據，包括： (1) 發行人在分析中使用的氣候相關情景及其來源； (2) 分析是否涵蓋多種不同的氣候相關情景； (3) 分析所使用的氣候相關情景是否與氣候相關轉型風險或氣候相關物理風險有關； (4) 發行人在其情景中是否使用了與最新氣候變化國際協議相一致的情景； (5) 發行人為何認為所選擇的氣候相關情景與評估其氣候相關變化、發展或不確定性的韌性相關； (6) 發行人在分析中所使用的時間範圍；及 (7) 發行人分析所涵蓋的營運範圍（例如分析所涵蓋的營運地點及業務單位）； (ii) 發行人在分析中所作的關鍵假設；及 (iii) 進行氣候相關情景分析的匯報期。 An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose: (a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of: (i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (ii) the significant areas of uncertainty considered in the issuer' s assessment of its climate resilience; and (iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term; (b) how and when the climate-related scenario analysis was carried out, including: (i) information about the inputs used, including: (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); (ii) the key assumptions the issuer made in the analysis; and (iii) the reporting period in which the climate-related scenario analysis was carried out.	以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(III) 風險管理 Risk Management		
27	發行人須披露以下資訊： (a) 發行人用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策，包括有關以下方面的資訊； (i) 發行人使用的輸入資料及參數（例如資料來源及程序所涵蓋的業務範圍）； (ii) 發行人可有及如何使用氣候相關情景分析來識別氣候相關風險； (iii) 發行人如何評估有關風險的影響的性質、可能性及程度（例如發行人可有考慮定性因素、量化門檻或其他所用標準）； (iv) 發行人可有及如何就氣候相關風險相對於其他類型風險的優次排列； (v) 發行人如何監察其氣候相關風險；及 (vi) 與上一個匯報期相比，發行人可有及如何改變其使用的流程； (b) 發行人用於識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的流程（包括發行人可有及如何使用氣候相關情景分析來確定氣候相關機遇的資訊）；及 (c) 氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何。 An issuer shall disclose information about: (a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: (i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; (v) how the issuer monitors climate-related risks; and (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period; (b) the processes the issuer uses to identify, assess, prioritise and monitor climate related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and (c) the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(IV) 指標及目標 Metrics and Targets		
溫室氣體排放 Greenhouse gas emissions		
28	發行人須披露匯報期內的溫室氣體絕對總排放量（以公噸二氧化碳當量表示），並分為： (a) 範圍1溫室氣體排放； (b) 範圍2溫室氣體排放；及 (c) 範圍3溫室氣體排放。 An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO2 equivalent, classified as: (a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emissions	以地球為家 Conserving Our Planet 表現概覽 Performance summary
29	發行人須： (a) 除非管轄機關或發行人上市之另一交易所另有要求，否則發行人須根據《溫室氣體核算體系：企業核算與報告標準（2004年）》計量其溫室氣體排放； (b) 披露其用於計量溫室氣體排放的方法，包括 (i) 發行人用於計量其溫室氣體排放的計量方法、輸入資料及假設；(ii) 發行人為何選擇該計量方法、輸入資料及假設計量溫室氣體排放；及 (iii) 發行人在匯報期對計量方法、輸入資料及假設進行的任何變更以及變更原因； (c) 就根據第28(b)段披露的範圍2溫室氣體排放，披露其以地域為基準的範圍2溫室氣體排放，並提供有助於了解該排放的任何所需合約文書的資訊；及 (d) 就根據第28(c)段披露的範圍3溫室氣體排放，根據《溫室氣體核算體系：企業價值鏈（範圍3）核算與報告標準（2011年）》所述的範圍3類別披露發行人計量範圍3溫室氣體排放中包含的類別。 An issuer shall: (a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions; (b) disclose the approach it uses to measure its greenhouse gas emissions including: (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; (c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer’ s Scope 2 greenhouse gas emissions; and (d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer’ s measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	以地球為家 Conserving Our Planet

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(IV) 指標及目標 Metrics and Targets		
氣候相關轉型風險 Climate-related transition risks		
30	發行人須披露容易受氣候相關轉型風險影響的資產或業務活動的金額及百分比。 An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	氣候變化對本集團的業務性質所構成的影響相對有限，因此被界定為非重要議題。 Climate change has a relatively limited impact on the nature of the Group's business and has therefore been identified as a non-material issue.
氣候相關物理風險 Climate-related physical risks		
31	發行人須披露容易受氣候相關物理風險影響的資產或業務活動的金額及百分比。 An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	氣候變化對本集團的業務性質所構成的影響相對有限，因此被界定為非重要議題。 Climate change has a relatively limited impact on the nature of the Group's business and has therefore been identified as a non-material issue.
氣候相關機遇 Climate-related opportunities		
32	發行人須披露涉及氣候相關機遇的資產或業務活動的金額及百分比。 An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	氣候變化對本集團的業務性質所構成的影響相對有限，因此被界定為非重要議題，與氣候相關機遇相符之資產或業務活動的金額及比例亦不大。 Climate change has a relatively limited impact on the nature of the Group's business and has therefore been identified as a non-material issue. Accordingly, the amount and proportion of assets or business activities aligned with climate-related opportunities are also not significant.
資本運用 Capital deployment		
33	發行人須披露用於氣候相關風險和機遇的資本開支、融資或投資的金額。 An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	氣候變化對本集團的業務性質所構成的影響相對有限，因此被界定為非重要議題。 Climate change has a relatively limited impact on the nature of the Group's business and has therefore been identified as a non-material issue.

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(IV) 指標及目標 Metrics and Targets		
內部碳定價 Internal carbon prices		
34	發行人須披露如下： (a) 闡釋發行人可有及如何在決策中應用碳定價（例如投資決策、轉移定價及情景分析）；及 (b) 發行人用於評估其溫室氣體排放成本的每公噸溫室氣體排放量定價； 或適當的否定聲明，確認發行人沒有在決策中應用碳定價。 An issuer shall disclose: (a) an explanation of whether and how the issuer is applying a carbon price in decisionmaking (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.	於匯報期內，本集團於決策過程中並無採用碳價作為考量因素。本集團將於未來探討採用碳價作為考量因素之可行性。 During the reporting period, the Group did not incorporate carbon pricing into its decision-making processes. The Group will explore the feasibility of incorporating carbon pricing considerations in the future.
薪酬 Remuneration		
35	發行人須披露氣候相關考慮因素可有及如何納入薪酬政策，或提供適當的否定聲明。這可能構成根據第19(a)(iv)段作出的披露的一部分。 An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).	於匯報期內，本集團目前並無將氣候相關因素納入薪酬政策之考量。本集團將於未來探討把該等因素納入其薪酬政策之可行性。 During the reporting period, the Group did not incorporate climate-related factors into its remuneration policies. The Group will explore the feasibility of incorporating such factors into its remuneration policies in the future.
行業指標 Industry-based metrics		
36	本交易所鼓勵發行人披露與一項或多項特定的業務模式和活動有關的行業指標，或與參與有關行業常見特徵有關的行業指標。在決定披露哪些行業指標時，本交易所鼓勵發行人參考《〈國際財務報告可持續披露準則S2號〉行業披露指南》和其他國際環境、社會及 管治報告框架規定的行業披露要求所述的與披露主題相關的行業指標，並考慮其是否適用。 An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industrybased metrics associated with disclosure topics described in the IFRS S2 Industrybased Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	於匯報期內，本集團並無於披露中採用行業指標。本集團將持續評估於未來匯報期間採用行業指標之必要性。 During the reporting period, the Group did not adopt industry-specific metrics in its disclosures. The Group will continue to assess the need to adopt industry-specific metrics in future reporting periods.

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(IV) 指標及目標 Metrics and Targets		
氣候相關目標 Climate-related targets		
37	發行人須披露(a)其為監察實現其策略目標的進展而設定的與氣候相關的定性及量化目標；及(b)法律或法規要求發行人達到的任何目標，包括任何溫室氣體排放目標。發行人須就每個目標逐一披露： (a) 用以設定目標的指標； (b) 目標的目的（例如減緩、適應或以科學為基礎的舉措）； (c) 目標的適用範圍（例如目標是適用於發行人整個集團還是部分（如僅適用於某個業 務單位或地理區域））； (d) 目標的適用期間； (e) 衡量進度的基準期間； (f) 階段性目標或中期目標（如有）； (g) 如屬量化目標，其屬絕對目標還是強度目標；及 (h) 最新氣候變化國際協議（包括該協議產生的司法承諾）如何幫助發行人設定目標。 An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose: (a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (d) (the period over which the target applies; (e) the base period from which progress is measured; (f) milestones or interim targets (if any); (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	以地球為家 Conserving Our Planet
38	發行人須披露其設定及審核每項目標的方法，以及其如何監察達標進度，包括： (a) 目標本身及設定目標的方法是否經第三方驗證； (b) 發行人審核目標的程序； (c) 用於監察達標進度的指標；及 (d) 任何修訂目標的內容及原因。 An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the issuer's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions.	於匯報期內，本集團並無就其目標及訂立目標之方法論尋求第三方驗證。本集團將評估於未來匯報期間就相關目標及方法論引入第三方驗證之可行性。 During the reporting period, the Group did not obtain third-party assurance for its targets or the methodologies used to establish them. The Group will evaluate the feasibility of obtaining third-party assurance for the relevant targets and methodologies in future reporting periods.

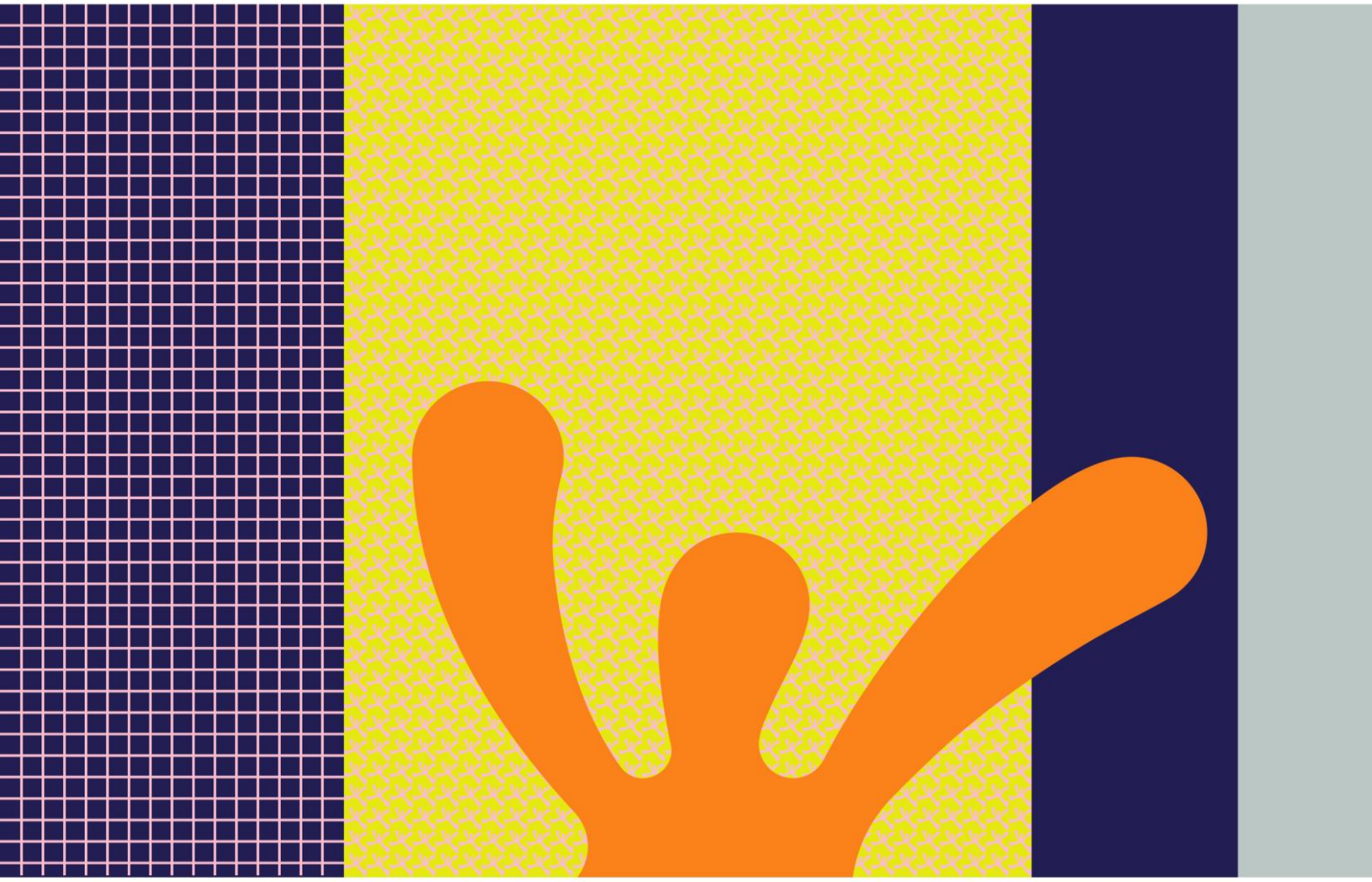
D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(IV) 指標及目標 Metrics and Targets		
氣候相關目標 Climate-related targets		
39	發行人須披露有關每項氣候相關目標的績效的資訊以及對發行人績效的趨勢或變化分析。 An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	以地球為家 Conserving Our Planet
40	就按第37至39段披露的每一項溫室氣體排放目標，發行人須披露： (a) 目標涵蓋哪些溫室氣體； (b) 目標是否涵蓋範圍1、範圍2 或範圍3溫室氣體排放； (c) 此目標是溫室氣體排放總量目標還是溫室氣體排放淨額目標。如為溫室氣體排放淨額目標，發行人須另外披露相關的溫室氣體排放總量目標； (d) 目標是否是採用行業脫碳方法得出的；及 (e) 發行人計劃使用碳信用抵銷溫室氣體排放以實現任何溫室氣體排放淨額目標。關於使用碳信用的計劃，發行人須披露： (i) 依賴使用碳信用以實現任何溫室氣體排放淨額目標的程度及方式； (ii) 該碳信用將由哪些第三方計劃驗證或認證； (iii) 碳信用的類型，包括相關抵消是否是基於自然還是基於科技的碳消除，以及相關抵消是通過減碳還是碳消除實現；及 (iv) 為讓人了解發行人計劃使用的碳信用的可信度和完整性所必需的任何其他重要因素（例如，對碳抵消效果的假設）。 For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the (iv) underlying offset is achieved through carbon reduction or removal; and any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	本集團將其目標界定為溫室氣體總排放量，此目標並非採用行業減碳方法制訂。於匯報期內，並無使用碳信用額以抵銷溫室氣體排放，本集團致力於優化其業務營運之能源效益及氣候韌性，並將持續評估未來購買碳信用額之必要性。 The Group has defined its target based on total greenhouse gas emissions, and such target was not established using an industry-based decarbonization approach. During the reporting period, no carbon credits were used to offset greenhouse gas emissions. The Group remains committed to enhancing the energy efficiency and climate resilience of its business operations and will continue to assess the need for purchasing carbon credits in the future.

D部分 Part D
氣候相關披露 Climate-related Disclosures

段落 Paragraph	描述 Disclosure	聲明 / 部分 Statement / Section
(IV) 指標及目標 Metrics and Targets		
跨行業指標及行業指標的適用性 Applicability of cross-industry metrics and industry-based metrics		
41	在編制披露內容以符合第 21 至 26 及 37 至 38 段的規定時，發行人須參考 (i) 跨行業指標（見第 28 至 35 段）及 (ii) 行業指標（見第 36 段）並考慮其是否適用。 In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	於匯報期內，披露中並無採用跨行業指標及行業基準指標。本集團將持續評估於未來匯報期間採用跨行業指標及行業基準指標之必要性。During the reporting period, cross-industry metrics and industry benchmark metrics were not adopted in the disclosures. The Group will continue to assess the need to adopt cross-industry metrics and industry benchmark metrics in future reporting periods.

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