卫龙美味全球控股有限公司

WEILONG Delicious Global Holdings Ltd

股票代码 Stock Code：9985.HK

2026 Interim Results Presentation

August 2026

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1H2026 Overview

CULTURE UPGRADE

Strategic Guidance
Consensus Building

MISSION

Serve delicious wholesome food, share joyful moments.

VISION

To become a world-class food enterprise trusted and beloved by the public, bringing happiness to people for 123 years.

CORE VALUES

Putting products first and staying obsessed with consumer demands; valuing those who strive; regarding innovation as our only way to survive; and embracing criticism and self-criticism.

UPGRADE

01 Culture

- Comprehensive renewal of Mission/ Vision/ Core Values
- Strategic engine transformation

02 Product System

- End-to-end integrated product development and management system
- Multi-category product strategy

03 Brand

- Brand rejuvenation
- "Teens in Times" endorsement + integrated marketing optimisation

04 Channel

- Online and offline omni-channel presence
- Proactive embrace of emerging channels

INNOVA-TION

01 Product

- Delicious and healthy
- New categories · New flavours · New consumption scenarios

02 Marketing

- Integrated online and offline marketing
- In-depth interactions with consumers and organic word-of-mouth dissemination

03 Supply Chain

- Standardised operation and implementation across safety, quality, delivery, inventory and productivity
- Automation· intelligentization · Leanification

04 Management

- Establish Weilong's business management system
- Launch management trainee development programme

Financial Review

1. Key Indicators in Consolidated Statements of Profit or Loss
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Key Indicators in Consolidated Statements of Profit or Loss

(Unit: RMB million, except per share data and ratios)

	1H2026	1H2025	YoY change
Revenue	**3,714.9**	3,482.9	+6.7%
Gross Profit	**1,775.7**	1,642.4	+8.1%
Operating Profit	**917.6**	948.5	-3.3%
Net Profit	**765.5**	736.2	+4.0%
Earnings per Share	**0.32**	0.31	+3.2%

	1H2026	1H2025	YoY Change
COGS	**1,939.2**	1,840.5	+5.4%
Gross Profit Margin	**47.8%**	47.2%	+0.6p.p
Operating Profit Margin	**24.7%**	27.2%	-2.5p.p
Net Profit Margin	**20.6%**	21.1%	-0.5p.p
Interim Dividend per Share	**0.28** *	0.18	+55.6%

* Interim dividend of RMB 0.19 per ordinary share, special dividend of RMB 0.09 per ordinary share, with an aggregate payout ratio of approximately 90%; while the payout ratio for 1H2025 was 60%.

Revenue

The Group continuously **strengthened product innovation and brand building** in 1H 2026. Meanwhile, we also proactively optimised our channel strategies in response to the rapid development of new channel formats and the innovation of consumption scenarios.

Gross Profit & Gross Profit Margin

Benefiting from the Group's **improved supply chain efficiency, despite** the increase in costs of certain raw materials and packaging materials, gross profit and gross profit margin remained stable, with **gross profit margin rising by 0.6 percentage points.**

Operating Profit & Operating Profit Margin

Based on the Group's medium-to-long-term development, in order to **further deploy channel network, get closer to points of sales, and deepen consumer engagement**, operating profit and operating profit margin slightly declined due to the increase of investment.

Net profit & Net Profit Margin

Benefiting from the **increase in financing income and the optimisation of the Group's tax structure**, net profit increased by 4%, with net profit margin maintaining a stable level of 20.6%.

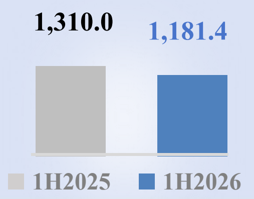
Revenue Breakdown by Product Categories

Revenue by Product Categories

Seasoned Flour Products

Revenue (RMB: million)

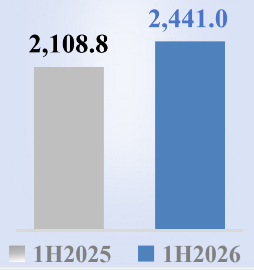
YoY Change **-9.8%**



Vegetable Products

Revenue (RMB: million)

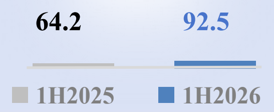
YoY Change **+15.8%**



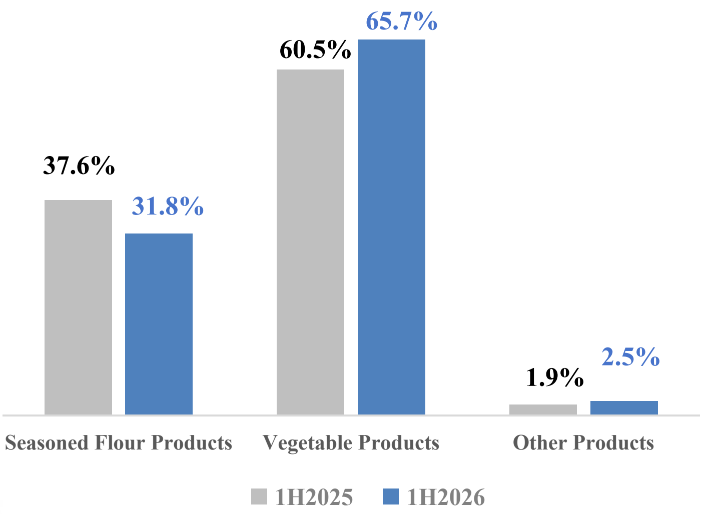
Other Products

Revenue (RMB: million)

YoY Change **+44.1%**



Revenue by product Categories as % of Total Revenue



Analysis of Revenue by Product Categories (1H2026 VS 1H2025):

Seasoned Flour Products

- The Group's proactive resource reallocation;
- Adverse impact stemming from reduced traffic in traditional offline channels.

Vegetable Products

- Actively explored consumer needs, continuously innovated, and constantly enriched the product matrix of this category;
- Continued to strengthen omni-channel development and brand building.

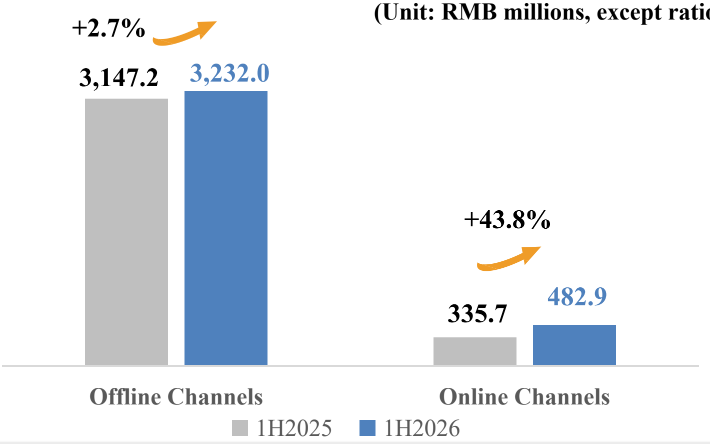
Other Products

- Newly launched innovative product matrix of stinky tofu.

Revenue Breakdown by Sales Channels / Geographical Locations

Revenue by Channels:

(Unit: RMB millions, except ratios)



Analysis of Revenue by Sales Channels (1H2026):

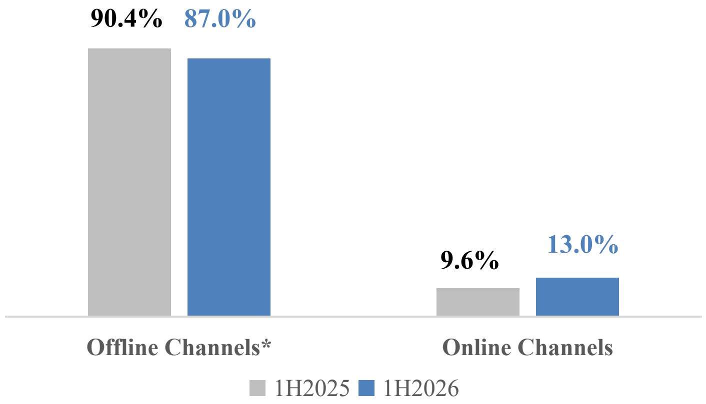
Offline Channels

- The impact brought by the Group's proactive adjustments in response to the decline of traffic in offline channels;
- Continuous brand building.

Online Channels

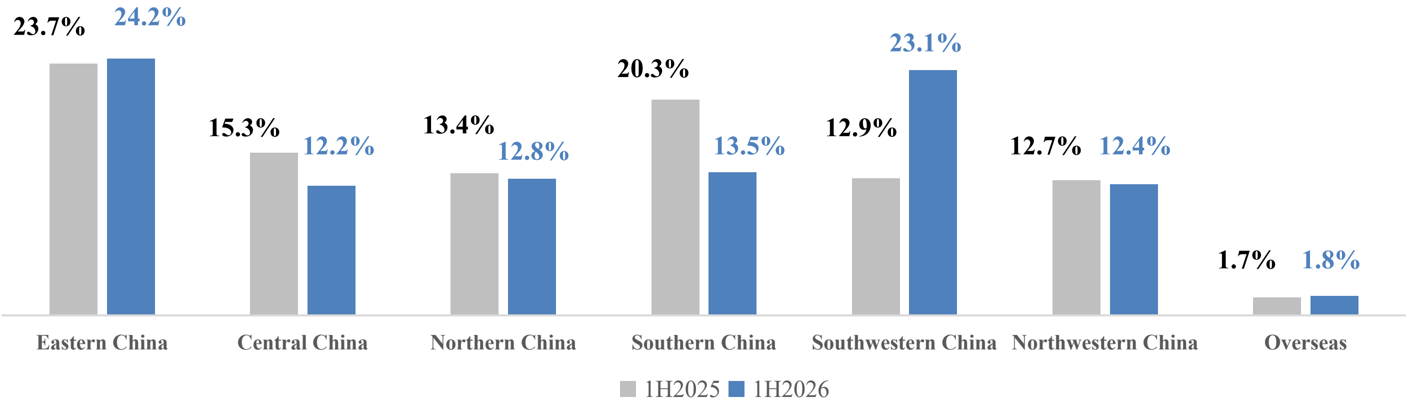
- Traffic diverging among various online channels;
- Intensively cultivating traditional shelf-based e-commerce, expanding content e-commerce and social e-commerce channels, to cover diverse consumption scenarios.

Revenue by Sales Channels as % of Total Revenue:



** Including domestic offline revenue and overseas revenue*

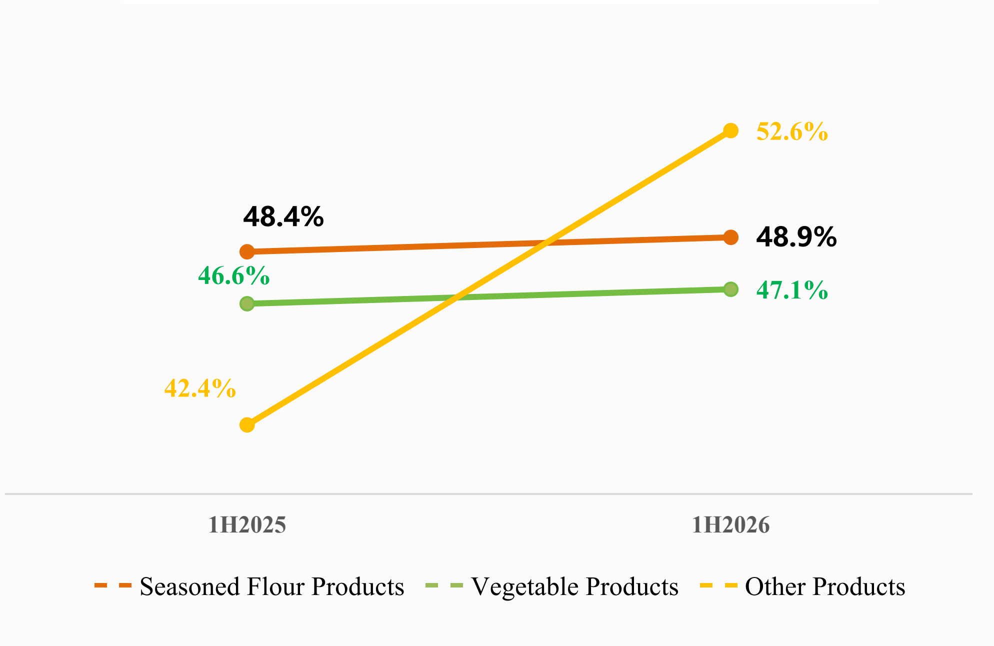
Revenue by Geographical Locations (including Overseas) as % of Offline Revenue: *



** During 1H2026, certain direct sales channel customers transitioned their contracts signing from regional-level to headquater-level, which led to certain fluctuations in the proportion of total revenue attributable to Central China, South China and Southwest China*

COGS & Gross Profit Margin Analysis

Gross Profit Margin Track Record



COGS Items as % of Total Revenue

	1H2026	1H2025	YoY Change
Raw materials	**29.4%**	28.2%	1.2p.p
Packaging materials	**12.2%**	10.9%	1.3p.p
Employee benefit expenses	**5.5%**	5.9%	-0.4p.p
Manufacturing Overheads	**4.1%**	4.6%	-0.5p.p
OEM	**0.2%**	2.5%	-2.3p.p
Tax surcharges and others	**0.8%**	0.7%	0.1pp
Total cost of sales of goods	**52.2%**	52.8%	-0.6p.p
Gross profit margin	**47.8%**	47.2%	0.6p.p

Explanation

- **Seasoned flour products & vegetable products:** Leveraging **large-scale procurement and in-house production capabilities,** we achieved positive results in cost control and efficiency improvement, thereby effectively **offsetting the price increases of packaging materials and soybean oil raw materials**.
- **Other products:** With a focus on core categories, we launched **differentiated combination packs and limited-edition gift boxes**, enhancing the added value per unit of product.

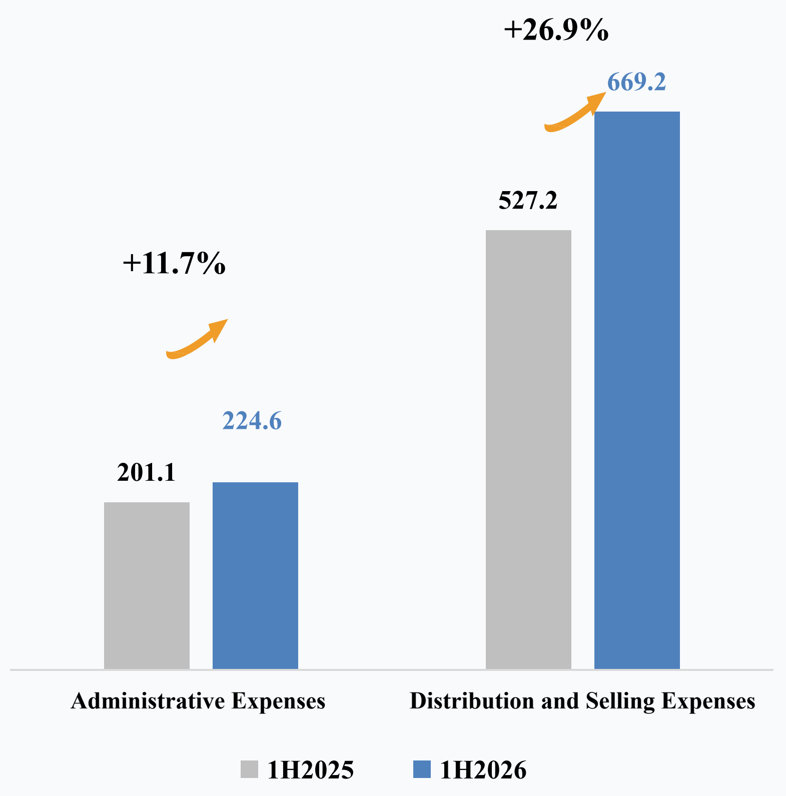
Explanation

- **Raw materials and packaging materials:** Costs rose by **2.5 percentage points,** primarily due to the upward price movement of soybean oil and packaging materials.
- **Employee benefits and production expenses:** Benefiting from the enhanced automation and intelligence of our production plants, employee benefit expenses and manufacturing overheads **reduced by 0.9 percentage points**.
- **OEM:** Adhering to the end-to-end full-chain quality control, the Group further **reduced the proportion of OEM by 2.3 percentage points.**

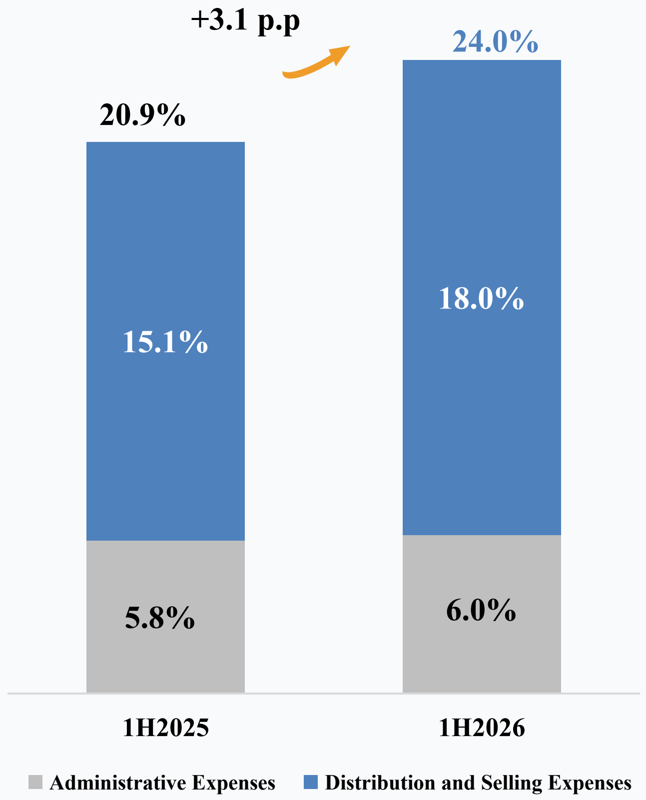
Expenses Analysis

Major Expenses Items

(Unit: RMB millions, except ratios)



Proportion



Explanation

1. Increase in Distribution and Selling Expenses

- **Continued efforts in deepening the brand rejuvenation strategy,** ramping up integrated online and offline marketing activities across all touchpoints, and strengthening consumer engagement and multi-scenario interactions;
- **Increased investment in content e-commerce platforms, continuously reinforcing consumer mindshare**, and deepening public recognition of and emotional connection to the brand's value.

2. Increase in Administrative Expenses

- **Talent development:** Strengthening the training and talent pipeline building for mid-to-senior management, core talents and management trainees;
- **Digital empowerment:** Continuing to advance the development of the digitalisation system, reinforcing the underlying digital infrastructure, and building the capability of full-chain data empowerment for business.

Key Indicators in Consolidated Balance Sheet

	As at 2026/06/30	As at 2025/12/31	YoY change
Current assets	**6,538.5**	7,117.3	**-8.1%**
Non-current assets	**4,128.0**	4,235.4	**-2.5%**
Total assets	**10,666.5**	11,352.7	**-6.0%**
Current liabilities	**2,905.5**	3,735.6	**-22.2%**
Non-current liabilities	**259.9**	306.6	**-15.2%**
Total liabilities	**3,165.4**	4,042.2	**-21.7%**
Net assets	**7,501.1**	7,310.5	**2.6%**
Working capital	**3,633.0**	3,381.7	**7.4%**

Assets

The Company maintained robust cash flow. In 1H2025, **cash and cash equivalents and time deposit balances declined** primarily due to cash outflows from investing and financing activities **including repayment of certain borrowings, payment of dividends and purchase of fixed assets**, resulting in decreases in current assets, non-current assets and total assets as compared with the end of 2025.

Liabilities

Total current liabilities, non-current liabilities and total liabilities decreased as compared with the end of 2025, primarily due **to the repayment of certain borrowings, as well as decreases in contract liabilities resulting from seasonal factors during the Spring Festival and decreases in trade payables.**

Financial Management Strategy

The Company adheres to a prudent financial management strategy and will further optimise its asset and liability structure based on operating cash flow, business investment needs and shareholder return planning.

Key Financial Metrics

	1H2026	1H2025	YoY Change	Explanation
Gross profit margin	**47.8%**	47.2%	0.6p.p	**ROA & ROE:** Both declined YoY, primarily due to the Company's maintenance of ample cash reserves. Excluding cash in excess of operating needs, **the return on operating assets remained stable, with the core business' earnings quality continuing to demonstrate solid performance**. The Group **will continue to optimise capital allocation efficiency, and through sustained dividend distributions, share repurchases and strategic investments, steadily enhance shareholder returns while safeguarding financial security**.
Operating profit margin	**24.7%**	27.2%	-2.5p.p	
Net profit margin	**20.6%**	21.1%	-0.5p.p	
ROA [1]	**13.9%**	16.6%	-2.7p.p	
ROE [2]	**20.7%**	22.5%	-1.8p.p	
Inventory turnover days	**86.9 days**	85.0 days	1.9 days	Impact of the increase in strategic raw material reserves.
Trade receivables turnover days	**3.9 days**	3.3 days	0.6 days	Remained stable, affected by the progress of receivables collection from direct sales channels at the beginning of 2026.
Trade payables turnover days	**24.3 days**	20.5 days	3.8 days	Remained stable, primarily due to the expansion of procurement scale driven by business growth during 1H2026, which led to a corresponding increase in the scale of trade payables.
Gearing ratio [3]	**23.5%**	16.6%	6.9%	The Company continues to optimise its capital structure, and on the premise of supporting business development and safeguarding financial security, enhances the efficiency of capital utilisation and shareholder returns through an appropriate level of leverage.
Liability-to-Asset Ratio	**29.7%**	26.1%	3.6%	

1. Equals to the annualized net profit divided by the average balance of total assets at the beginning and end of the Period, and multiplied by 100%;
2. Equals to the annualized net profit divided by the average balance of total equity at the beginning and end of the Period, and multiplied by 100%;
3. Equals to total interest-bearing borrowings divided by total equity, and multiplied by 100%.

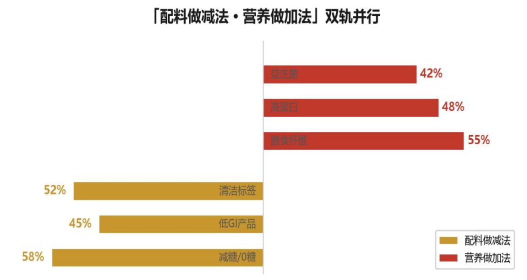
Business Review

1. Industry: Anchored in Deliciousness and Health, Proactively Embracing the New Normal of Evolving Consumer Demands and Channel Landscape
2. Products: Put Product Excellence at the Core of our Business and Adhering to a Multi-category Strategy
3. Brand: Staying Obsessed with Consumer Demands, Building a Brand Image that is Trusted and Beloved by Consumers
4. Channels: Gain Insights into Consumer Needs and Build a Mutually-beneficial Ecosystem for our Customers, Channels and Points of Sale (PoS)
5. Supply Chain: Full-Chain Quality Control as the Cornerstone, Empowering High-Quality Supply Chain Operations through R&D Innovation
6. Digitalisation & Talent Development: Digital Empowerment Drives Cost Reduction and Efficiency Improvement, while Organisational Evolution Drives Growth
7. ESG: Focusing on the Long-term Sustainable Development

Industry: Anchored in Deliciousness and Health, Proactively Embracing the New Normal of Evolving Consumer Demands and Channel Landscape

Consumer Demand Landscape – Rising Demand for Health

- Domestic consumers demonstrate higher health awareness than the global average, with over 60% of interviewees willing to pay a premium for healthy snacks, (1) and the demand for light wellness snacks featuring **low-fat, low-calorie and high dietary fibre** continues to climb; (2)
- The industry follows a dual-track development characteristic of "reducing ingredients while enhancing nutrition", creating opportunities for **high-protein products**, as consumer demand shifts from "eating to be full" to "eating to be well" (3)



Industry Channel Landscape – Emerging Characteristics

- **Emerging channels:** Snack specialty retailers and instant retail are experiencing rapid growth, with the number of snack specialty retail stores continuing to rise and instant retail expanding steadily;
- **Traditional channels:** Traditional supermarkets and e-commerce platforms are actively exploring transformation amidst the broader trend of traffic fragmentation;
- **Marketing touchpoints:** The influence of social media content seeding continues to grow, becoming an important gateway for consumer purchasing decisions. (3)

(4)

Data Sources: (1) PwC's "2026 China Consumer Market Outlook Report"; (2) McKinsey's "2026 State of the Global Consumer Report"; (3) Ipsos' "2026 China Food & Beverage Trend Observation Report"; (4) Public data from the instant retail industry

Premium Ingredients, Authentic Flavours – Safeguarding Every Bite of Delicious and Healthy Food from the Source, Building a Foundation of Health and Great Taste with Premium Raw Materials.

Products: Put Product Excellence at the Core of our Business and Adhering to a Multi-category Strategy

Vegetable Product Portfolio (Konjac & Kelp)

Classic Products

Spicy flavoured

Sour and Spicy flavoured

Mala flavoured

Classic Spicy flavoured Fengchi Kelp

Developing Products

Sesame paste-flavoured

High-fiber-porcini-flavoured

Spicy-Dai (Yunnan)-style-pounded-chicken-feet-flavoured

Refreshing Hot & Sour-flavoured Fengchi Kelp

New Products

NEW


Chongqing Hotpot flavoured

NEW


Wuhan Crayfish flavoured

NEW


Guizhou Sour Soup flavoured

NEW


Five-Black flavoured

NEW


Sesame paste-flavoured Fengchi Kelp

Seasoned Flour Product Portfolio

Big Latiao

Mini Latiao · Classic Spicy flavoured

NEW


Mini Latiao · Hot Chicken Noodle flavoured

Mala Mala

Kiss Burn · Classic Spicy flavoured

Kiss Burn · McSpicy Chicken flavoured

Kiss Burn · Numbing and spicy Sichuan flavoured

NEW


Kiss Burn · Green Sichuan Peppercorn Hot Pot

Other Products

NEW


Stinky Tofu • Classic Original flavoured

NEW


Stinky Tofu • Fermented Bean Curd Spicy Hot flavoured

NEW


Stinky Tofu • Luosifen flavoured

NEW


Stinky Tofu • Chilli Oil Pork Intestine flavoured

Products: Put Product Excellence at the Core of our Business and Adhering to a Multi-category Strategy

High Dietary Fibre

Regional Flavours

High-Protein

Brand: Staying Obsessed with Consumer Demands, Building a Brand Image that is Trusted and Beloved by Consumers

400 million+
30-Day Social Media Buzz Following Ambassador Announcement
Teens in Times as Global Brand Ambassadors

8 billion+
CNY Omni-Channel Communication Exposure
"Bring the Joy Home"

200 million+
First-Month Exposure of New Product Launch
Hot Chicken Noodles / Peppercorn Kiss Burn

Brand Value Enhancement

Product Innovation

Launch of New Product Matrix Including Regional Series: Konjac Shuang, Hot Chicken Noodles Flavour Mini Lataio, Peppercorn Flavour Kiss Burn, and Multi-Flavour Stinky Tofu, among others

Brand Rejuvenation Marketing

Officially named Teens in Times as Global Brand Ambassadors, launched integrated marketing campaigns at CNY key moments, and continued to reach and influence target young consumers through TV series and variety show placements

Brand Rejuvenation Enhancement

01


Global Brand Ambassador · Teens in Times | Category Recommendation Officer · Zhang Chi

The official announcement of this new-generation top-tier boy band went viral immediately, generating **400 million+** social media buzz within 30 days,

Collaborated with Tmall Super Brand Day IP for the first time, and invited Zhang Chi, a top influencer in short dramas, to our live streaming room, successfully launching multiple new products.

New Product Launch

02






Multiple new flavours for seasoned flour and vegetable products | New Stinky Tofu launch

The Hot Chicken Noodles-flavoured Lataio and Peppercorn Hotpot-flavoured Kiss Burn generated over **200 million** exposures in their first month of launch. Stinky Tofu ranked TOP1 on Tmall in best-selling, highest-rated, and most repurchased lists within the first month of launch. Vegetable products also introduced several new flavours, which were deeply favoured by consumers.

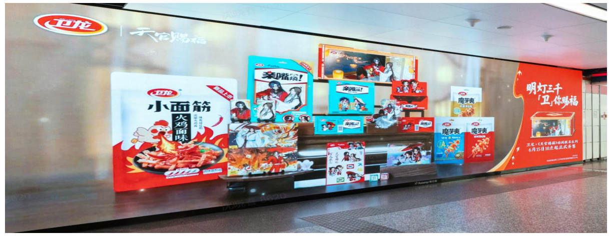
HONORS 2026

Awards Received


- Annual Case of Chinese Enterprises' Global Impact — Emerging Enterprise
- Nandu Bay Consumer Awards · Trusted Consumer Innovation Brand
- iSEE Top 100 Innovative Brands — Stinky Tofu

Media Communication Matrix

03




Build an omni-channel communication matrix integrating online and offline channels

Outdoor advertising + long-form video (TV series and variety shows) + digital display advertising achieve annual exposure exceeding **10 billion times**, consolidating consumer mindshare. Precisely selected dramas effectively dominate screen presence and accompany consumers, with deep integration cooperation with Teens in Times' group variety show, and strong penetration in outdoor lifestyle circles.

Integrated Marketing

04



Multiple events drove massive online buzz

The CNY campaign "Bring the Joy Home" achieved over **8 billion** full-domain exposures; the Chicken Feet Konjac Shuang sparked a blue marketing sensation; and the "You've Cried in Panic" event generated over **20 million** online exposures.

Brand: Staying Obsessed with Consumer Demands, Building a Brand Image that is Trusted and Beloved by Consumers

Intensify brand communication for rejuvenation, collaborate with youth IPs to engage the new-generation consumer group.

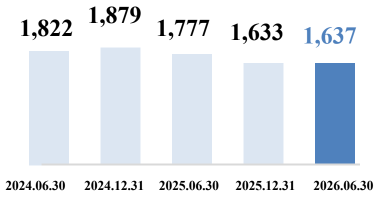
Product excellence received authoritative recognition, continuously strengthening brand influence.

Channels: Gain Insights into Consumer Needs and Build a Mutually-beneficial Ecosystem for our Customers, Channels and Points of Sale (POS)

Deepen penetration of the offline distribution network

Serve Quality Distributors Well and Continuously Consolidate Omni-Channel Development

- As of June 30, 2026, we cooperated with 1,637 offline distributors.
- **Putting customers first, we continue to serve and empower distributors,** while consistently pushing forward omni-channel development.

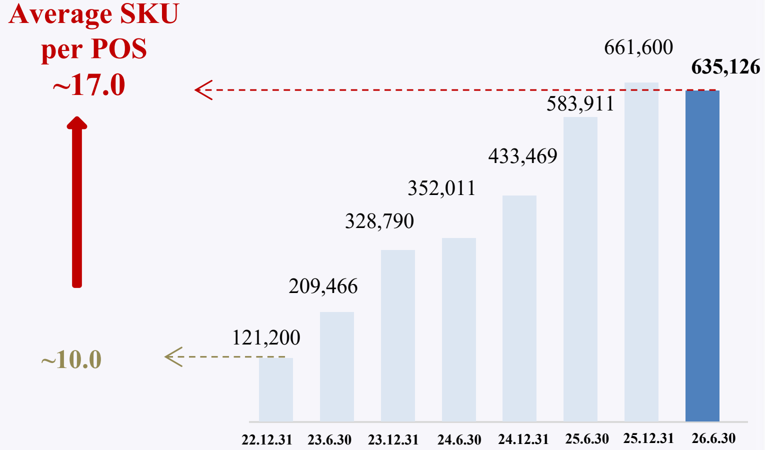


Serve Channels Well

- Closely tracking channel evolution trends, deepen the omni-channel strategic layout, **consolidate traditional channels, and accelerate penetration into emerging channels such as snack specialty retailers, membership supermarkets and O2O channels.**
- Proactively capture **structural opportunities in channels**, launch **differentiated SKUs for certain direct-sales channels**, and actively tap into the growth opportunities brought by consumption upgrading.

Serve Points of Sale and Consumers Well

- **Deepen cooperation with distributors, with a phased focus shifting towards high-performance quality stores, consolidate the execution capabilities of sales teams at points of sale,** enhance per-store display sales effectiveness and market coverage output through standardized store operations, and strengthen coverage of high-performance stores.
- **Actively strengthen store/POS development, placing equal emphasis on both "quantity" and "quality"**: On the one hand, enhance consumer experience through innovative marketing approaches such as shelf display and IP co-branding campaigns; at the same time, actively expand presence across various offline channels and consumption scenarios, enabling consumers to conveniently purchase our products anytime, anywhere.



*Note: *As of June 30, 2026, this represents the number of points of sale with visit records by sales personnel in the Company's sales management system, excluding those sold through wholesale distribution channels that are not trackable by the Company.*

Channels: Gain Insights into Consumer Needs, Build a Mutually-beneficial Ecosystem with Customers and Platforms, and Achieve Initial Breakthrough in Overseas Markets

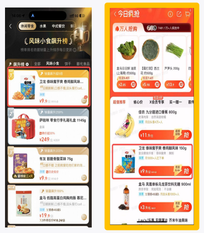
Online Traffic Attraction - Omni-Channel Reach - POS Conversion - Repeat Purchase

Mainstream Traditional E-Commerce · Consolidate the Foundation

- Implement a **refined operations system**, focus on diversified online consumption scenarios, precisely reach target consumer groups, continuously optimise the user shopping experience and after-sales service system, and solidify the brand's online foundation.

Emerging Content E-Commerce · Traffic Attraction · New Product Promotion

- Expand presence in content-driven channels including **short-video, live streaming and KOL product seeding**, innovate brand interaction, and precisely reach young consumer groups;
- Leverage content e-commerce to **incubate new products and cultivate consumer awareness**, drive online traffic through seeding and convert at offline stores, thereby enhancing the in-depth synergy between channels and products.



Instant Retail · Seizing the Near-Field Segment

- Rolled out layout in the **instant retail** segment, integrated warehouse-store systems with platform data, precisely monitored SKU sell-through, and deepened cooperation with platforms.

Overseas Expansion

- Focus on selected key countries and regions to **advance localised deployment**;
- Products have entered the United States, Thailand, Malaysia, Indonesia, Japan and other countries.

Supply Chain: Full-Chain Quality Control as the Cornerstone, Empowering High-Quality Supply Chain Operations through R&D Innovation

Putting product excellence as our top priority : A Full-Chain Quality Control System

Centered on product quality and guided by the PDCA closed-loop management philosophy, we have established a multi-dimensional quality organizational framework that delivers full coverage quality management across five core links: R&D, procurement, manufacturing, warehousing & logistics, and end-market sales.

R&D	Procurement	Manufacturing	Warehousing & Logistics	End-market sales
Upfront Risk Assessment Preventing Hazards at the Source	Supplier Access Management On-Site Supervision · Dynamic Screening	HACCP Across All Production Lines Identifiable · Monitorable · Controllable	Warehouse Inspection Standards · Quality Assurance during Storage and Transit	Full-Spectrum Inspection and Release · Eliminating Substandard Products

R&D Innovation Driving Long-Term Development

Closely aligned with the upgrading trends in health, nutrition and flavour, we adhere to an industrial-oriented R&D philosophy and steadily push forward R&D work along four key directions: system optimisation, technological breakthroughs, industry-university-research collaboration and product innovation.

01 Food Texture Optimisation
Optimising product mouthfeel and structural stability

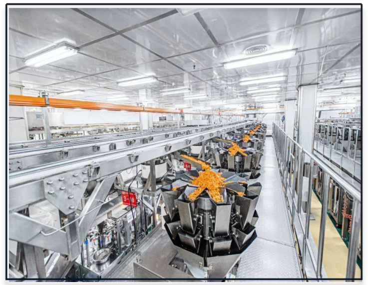
02 Flavour Modulation Technology
Precisely regulating flavour release and layering effect

03 Green Preservation and Sterilisation
Upgrading eco-friendly preservation and sterilisation processes

04 Production Process Upgrading
Continuous iteration of intelligent production processes

Strengthen the Risk Prevention Mechanism and Implement System Certifications and Full-Lifecycle Supplier Management

Proactive Prevention	In-process Control	Post-event Traceability	Rapid Response
Information Collection and Early Warning System	Monitoring and Risk Assessment Procedures	Self-inspection Management System	Risk Response Strategies



- **System Compliance Certifications**: All plants have achieved 100% implementation of FSSC22000 and HACCP food safety systems, with certain plants obtaining multiple internationally recognised certifications including BRC, Halal and Low GI. We have established a complete full-chain risk prevention mechanism and set up a dedicated Comprehensive Quality Management Center to reinforce food safety.

- **Supplier Management at the Source:** We have established a full-lifecycle management mechanism covering supplier access, on-site audits, annual plant inspections, performance ratings and risk alerts. We export quality standards to upstream partners and jointly build a supply chain quality symbiotic ecosystem.

Digitalisation & Talent Development: Digital Empowerment Drives Cost Reduction and Efficiency Improvement, while Organisational Evolution Drives Growth

Digitalisation: Data-driven Improvement in End-to-End Business Efficiency

AI-enabled Business Applications

Deeply integrate AI technologies into key business scenarios, covering **data analysis**, **business review, intelligent recognition, office collaboration** and other core areas. Through AI-assisted decision-making, management is shifting from **"experience-based judgement"** to **"data-driven insights"**, significantly improving **operational efficiency and decision-making quality**.

Digital Empowerment of Business

- Continuously improve the **one-item-one-code management system**, connecting full-chain product data across **production, warehousing, circulation** and **terminal sales,** thereby enabling **full-lifecycle product traceability and controllability**.
- Leverage digital capabilities to **restructure supply chain efficiency** and drive the **intelligent upgrading of supply chain production.**

Strengthening Digital Security

Continuously improve the **information security management system** and **digitalisation capabilities**, comprehensively safeguard the stable operation and security of systems and data assets, and provide a **solid and reliable operational foundation** for the Group's digital transformation.

Organisational Development: Building a Talent Pipeline through Continuous Evolution

Building a Learning and Growth-oriented Organisation

Build an **open, shared and continuously evolving learning organisation ecosystem**, and provide empowerment training, business workshops and internal knowledge sharing at different levels, guiding all employees to maintain **self-driven learning and continuous innovation**. Employees achieve self-development through growth, while the enterprise creates its future through **talent development**.

Improving the Talent Selection and Development System

Advance the **"mentorship + multi-position experience + hands-on project experience" three-in-one model** to accelerate the growth of young talent. Systematically build a **talent pipeline**, ensuring that key positions have successors and critical capabilities have sufficient reserves, thereby continuously injecting **talent capabilities** into the Group's sustainable development.

Upgrading the Long-term Incentive Mechanisms

Optimise **performance incentives and promotion channels**, foster team cohesion through corporate culture, and incentivise high performers to fully unleash the potential of **those who strive for excellence**, thereby continuously stimulating the organisation's **internal vitality and sustained momentum**.

ESG: Focusing on the Long-term Sustainable Development

E

ENVIRONMENTAL

Upholding the philosophy of sustainable development, promoting clean energy, resource recycling and low-carbon transformation, and reducing environmental impacts.

Key Initiatives

- Deepen the development of **photovoltaic, biogas and other clean energy projects** to increase the proportion of renewable energy in the energy mix
- Enhance water-use efficiency through measures including **production process innovation and recycling**
- Conduct a **full value-chain greenhouse gas emissions inventory** to proactively address the challenges of climate change

S

SOCIAL

Committed to compliant employment, employee growth and well-being, ensuring food safety and actively fulfilling social responsibilities.

Key Initiatives

- Strengthen **employee training and career development**, and fully implement occupational health and safety management
- Continuously innovate the **product matrix**, providing consumers with more delicious, healthier and more nutritious diversified leisure snack options
- Participate in **rural revitalisation and public welfare donations** to support communities and convey corporate warmth and social value

G

GOVERNANCE

Improve the ESG governance structure, strengthen risk and compliance management, and promote the coordinated development of a culture of integrity and the industry.

Key Initiatives

- Establish and improve the **ESG three-tier governance system**, with the Board leading strategic oversight
- Deepen **anti-corruption and information security management** to foster a clean and compliant operating environment
- Strengthen **full-lifecycle supplier management**, promoting responsibility sharing and value co-creation

Outlook

Mission: Serve delicious wholesome food, share joyful moments

Vision: To become a world-class food enterprise trusted and beloved by the public, bringing happiness to people for 123 years

Core Values: Putting products first and staying obsessed with consumer demands; valuing those who strive; regarding innovation as our only way to survive; and embracing criticism and self-criticism

Key Priorities Going Forward

Business Upgrade

Products

Put Product Excellence at the Core of our Business, Keeping Pace with Healthy and Delicious Consumption Trends and Adhering to a Multi-category Strategy

- Continuously **gain insights into consumer and market demands** and establish a market- and consumer-driven end-to-end integrated product development system;
- Strengthen **product innovation,** expand the product matrix and meet diverse consumption scenarios.

Brand

Obsessed with Consumer demands, Building a Brand Image Trusted and Loved by the General Public

- Drive brand decisions through **consumer insights** and build an insight system covering the entire consumer lifecycle;
- Deepen the **development of a youthful brand** and further build emotional connections between the brand and young consumers, **encouraging young people to become brand advocates for WEILONG organically.**

Channels

Customer First, Transforming Towards Consumer and PoS Operations and Building a Symbiotic and Mutually-beneficial Ecosystem

- **Empower and serve customers effectively**, helping distributors and key partners improve operational efficiency and profitability;
- Continue to **roll out a tiered omni-channel strategy spanning online and offline** touchpoints, and increase point of sales coverage and per-store output;
- Steadily expand **localised deployment in key overseas markets.**

Management Upgrade

Supply Chain

End-to-end Quality Control, Building an Efficient and Stable Supply Chain System

- **Deepen cooperation with strategic suppliers** and build stable, resilient and sustainable supply capabilities;
- Strengthen standardisation across the full supply chain process to **provide consumers with high-quality products;**
- Improve supply chain responsiveness to **provide customers and consumers with high-quality services and experiences.**

Digitalisation

Using Data to Drive Business Analysis and Decision-making, Empowering the Business to Reduce Costs and Improve Efficiency

- **Connect the full business data chain across R&D, production, supply and sales** to provide data support for the business;
- **Empower business scenarios with data**, enabling all business segments to reduce costs and improve efficiency;
- Promote **data-driven intelligent decision-making, driving** the Company from "experience-based decision-making" towards "data-driven decision-making".

Organisation and Talent

Strengthening Internal Talent Development Capabilities and Building an Efficient Growth-oriented Organisation

- **Establish a management trainee development system** and build a tiered talent development mechanism covering junior, middle and senior management levels;
- **Build an agile and efficient organisation,** aligning organisational capabilities with the pace of business strategy;
- **Build a culture of strivers,** tilt incentives towards high performers and unleash the organisation's internal vitality.

Focus on Long-term Value Creation, Actively Fulfil Social Responsibility, and Promote the Sustainable Development of the Enterprise

谢谢观看
THANK YOU

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