



品质, 源于热爱

Inner Mongolia Yili Industrial Group 2022 Annual and First Quarter 2023 Results

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About Yili



- **Yili ranks among the Global Dairy Top 5 and has sustained an undisputable position of No. 1 in Asia for nine consecutive years.** Yili is China's largest dairy producer, offering the largest number of products. Yili has now put into place a network comprising a global resource system, a global innovation system and a global market system in regions where the dairy industry is well developed. These regions include Asia, Europe, the Americas, and Oceania. Yili has over 2,000 partners distributed in 39 countries across six continents. The company owns 15 R&D and innovation centers and 75 production bases. Its liquid milk, milk powder, yogurt, cheese and ice cream are on the market in more than 60 countries and regions.
- With its exceptional product quality, leading service capabilities and comprehensive capacity for sustainable development, Yili is well-respected and received among global event organizers, national and local governments and the public. Yili was selected to serve as the exclusive supplier of dairy products and services at major international events, including the Beijing 2008 Olympic Games, the Expo 2010 Shanghai China, the G20 2016 China, the 2019 7th CISM Military World Games, and the Beijing 2022 Winter Olympic Games. Yili has also become a partner of the World Economic Forum, the Boao Forum for Asia, and the World Internet Conference.



Introduction of our Leader



PAN, Gang (The Chairman and CEO of Yili Group)

By 2002, he was the youngest CEO among the 520 key industrial enterprises.

Mr. Pan has been holding the position of Chairman and CEO of Yili Group since June 2005.

Management Thinking

- The "global networking" and the "along-the-supply-chain innovation" strategy
- The "quality management" and the "precise management" management ideas
- Solid results matter more than time taken; Industrial prosperity outranks personal glory; Social value takes precedence over business fortune; That's the value that we hold in every step of our growth.





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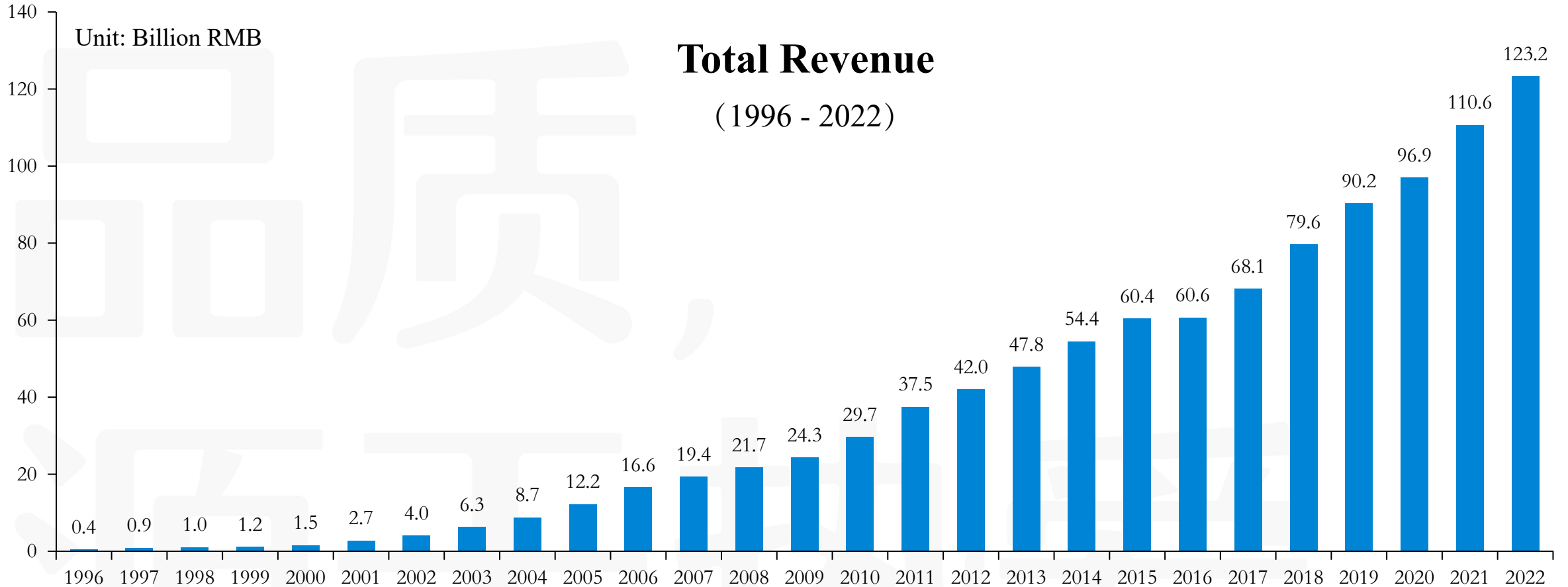
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Financial Review



Total revenue in 2022 was RMB **123.17** billion, and net profit attributable to shareholders of the company was RMB **9.43** billion. Both revenue and net profit maintained growth as compared with last year and continued to rank NO.1 in the dairy industry in Asia.



Financial Highlights



RMB (million)	2021	2022	Growth rate	2022 Q1	2023 Q1	Growth rate
Revenue	110,595	123,171	11.37%	31,047	33,441	7.71%
Revenue from core business	108,462	121,149	11.70%	30,589	33,115	8.26%
Gross profit ¹	33,342	39,275	17.79%	10,587	11,219	5.97%
Gross profit margin	30.74%	32.42%	1.68ppts	34.61%	33.88%	-0.73ppts
Selling expense ratio	17.46%	18.60%	1.13ppts	18.14%	17.07%	-1.07ppts
G&A expense ratio	3.82%	4.34%	0.52ppts	3.32%	4.19%	0.87ppts
Operating profit	10,230	10,860	6.15%	4,210	4,198	-0.27%
Net profit attributable to shareholders of the company	8,705	9,431	8.34%	3,519	3,615	2.73%
Net profit margin	7.87%	7.66%	-0.21ppts	11.33%	10.81%	-0.52ppts
EPS (RMB)	1.43	1.48	3.50%	0.56	0.57	1.79%
ROE	25.59%	19.23%	-6.36ppts	7.12%	6.99%	-0.13ppts

Note 1: Gross profit is calculated from core business revenue

Core Business Revenue Segment Breakdown



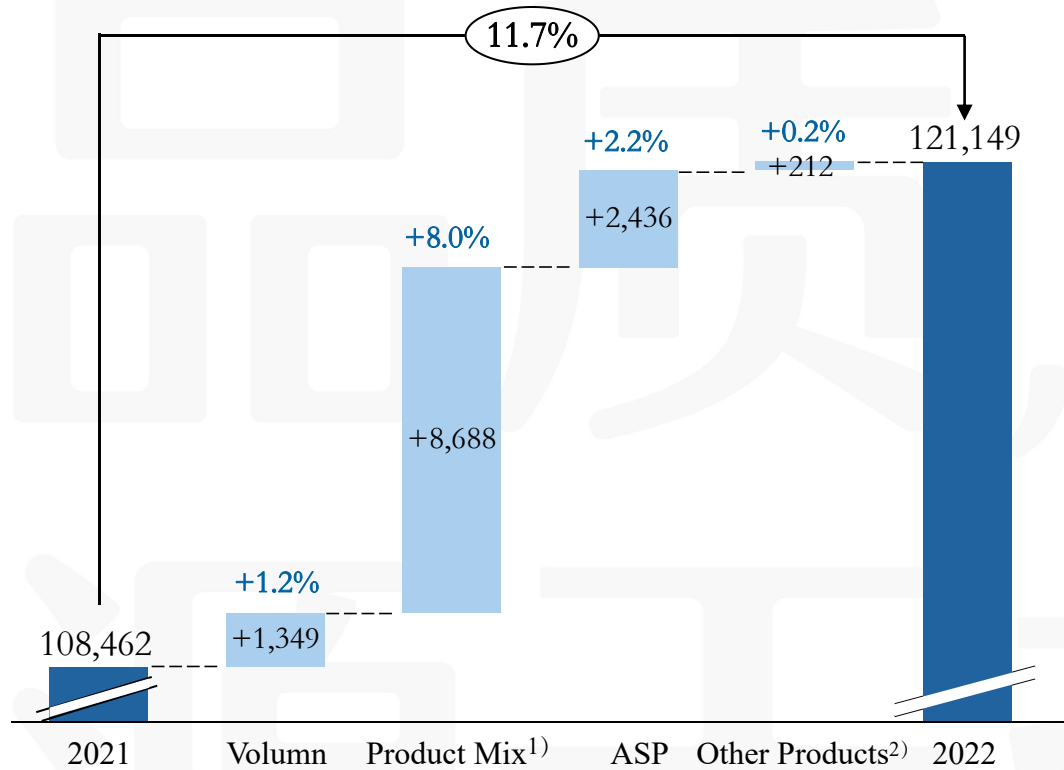
RMB (million)	2021		2022			2022Q1		2023Q1		
	Revenue	%	Revenue	%	Growth rate	Revenue	%	Revenue	%	Growth rate
Liquid milk	84,911	78.3%	84,926	70.1%	0.0%	22,318	73.0%	21,741	65.7%	-2.6%
Milk powder and milk products	16,209	14.9%	26,260	21.7%	62.0%	5,395	17.6%	7,443	22.5%	37.9%
Ice cream	7,161	6.6%	9,567	7.9%	33.6%	2,795	9.1%	3,794	11.5%	35.7%
Other products	182	0.2%	395	0.3%	116.5%	81	0.3%	138	0.4%	70.9%
Total	108,462	100.0%	121,149	100.0%	11.7%	30,589	100.0%	33,115	100.0%	8.3%

Analysis of Revenue and Profit Growth



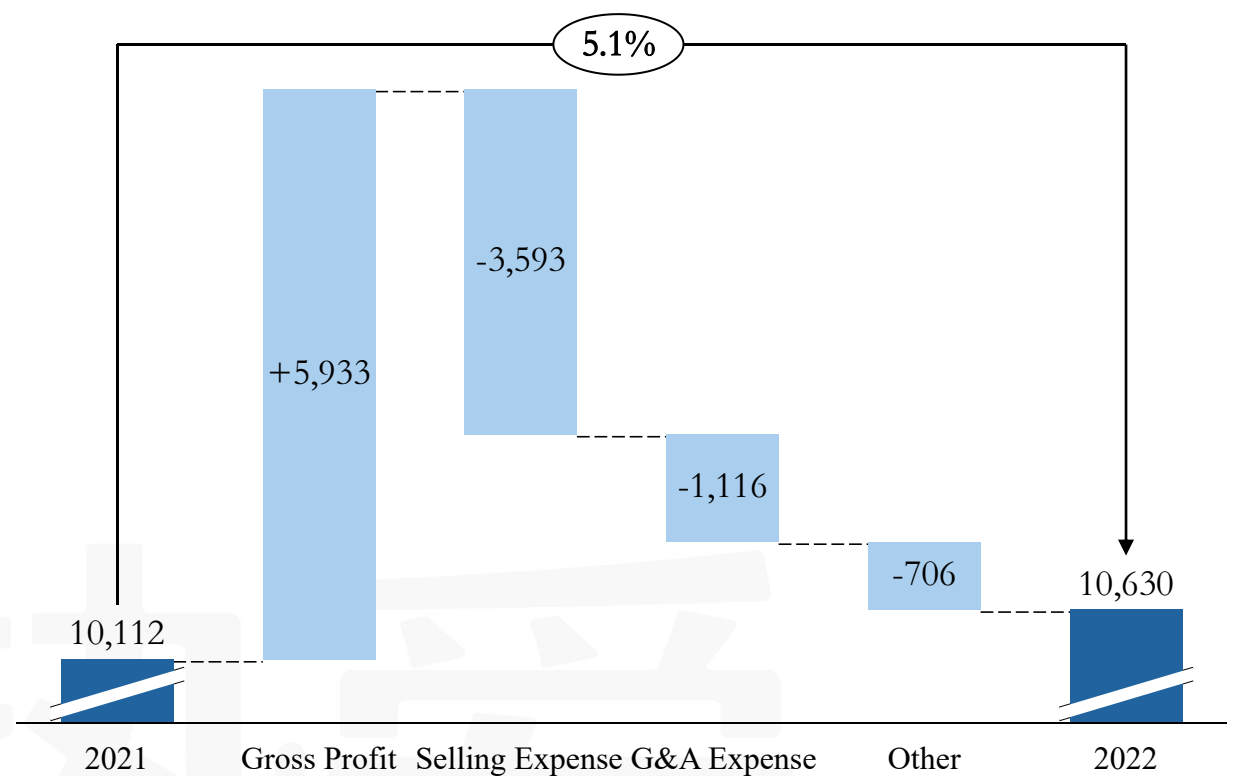
2022 Revenue growth attribution

Unit: million RMB



2022 Profit Before Tax Growth Attribution

Unit: million RMB

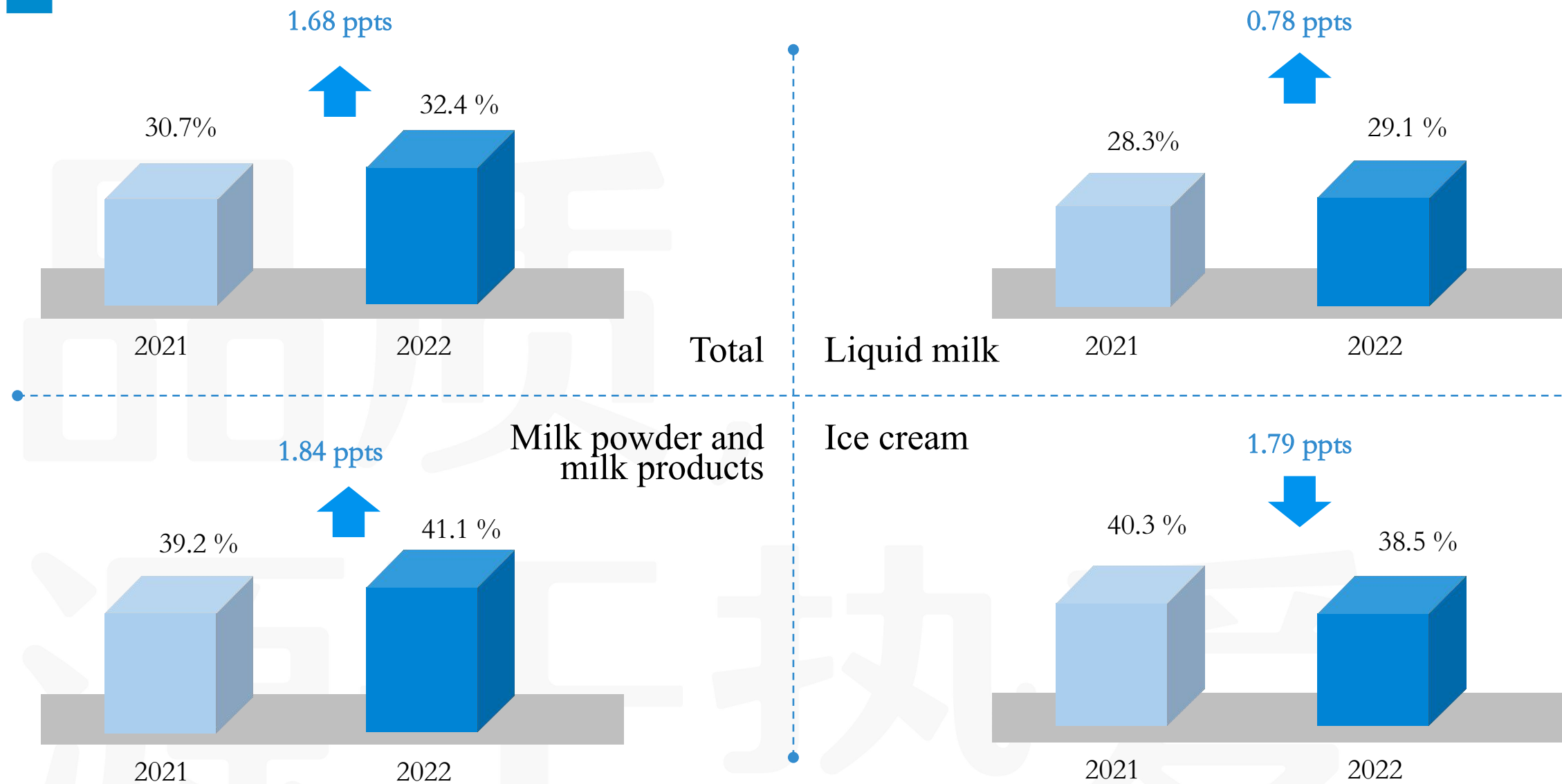


Note 1: Revenue contribution from Ausnutria's consolidation is included in product mix

Note 2: 'Other products' in core business lists as a separate column in the analysis above without breakdown of volume and ASP

Data source: Company data

Gross Margin by Segment



Operating Efficiency ¹⁾



Notes Receivable and Accounts Receivable Turnover (Days)



Inventory Turnover (Days)



Notes Payable and Accounts Payable Turnover (Days)



Cash Turnover (Days)



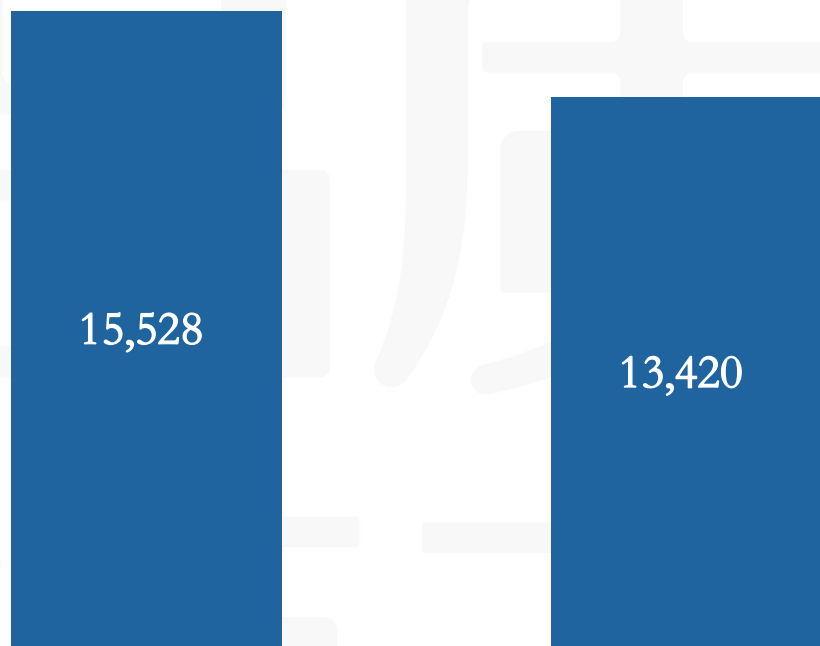
Note 1: Ausnutria is included in the operating efficiency of 2022

Cash Flow and Capital Expenditure



Net cash flow from operating activities

Unit: million RMB



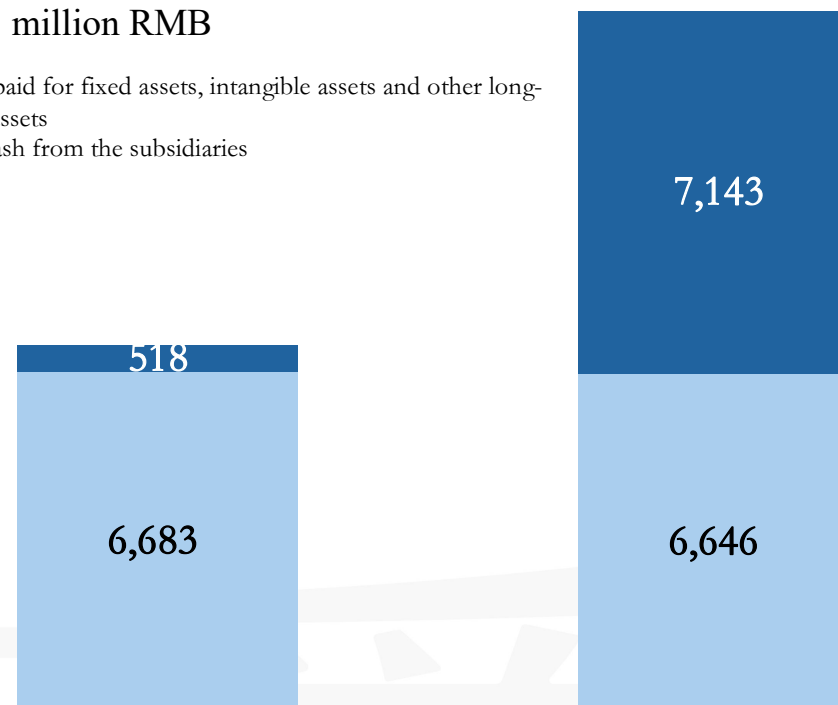
2021

2022

Capital expenditure

Unit: million RMB

- Cash paid for fixed assets, intangible assets and other long-term assets
- Net cash from the subsidiaries



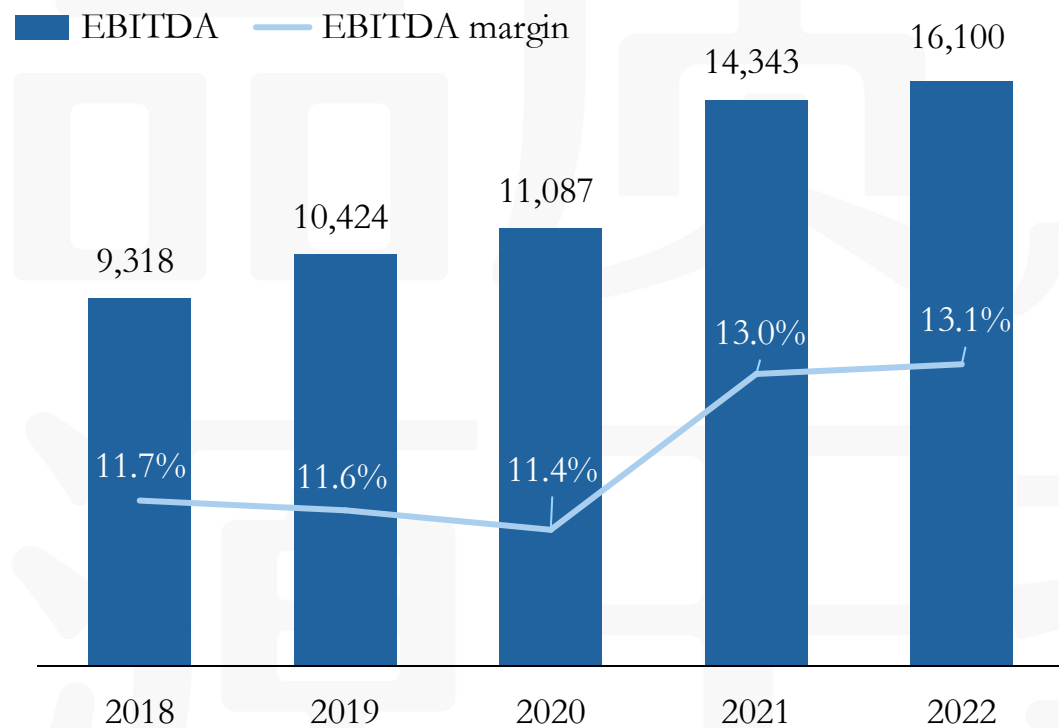
2021

2022

EBITDA, ROIC and Dividend Rate

EBITDA & EBITDA Margin

Unit: million RMB



ROIC



2022

14.7%

Dividend Rate



2022

73.5%



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Industry Status



“Dietary Guidelines for Chinese Residents” has been updated by National Health Commission:

Increased the recommended consumption of milk and dairy products from 300g per day to 300-500g per day

Advocate for citizens to obtain high-quality protein, calcium and other important nutrients through dairy products; improve dietary structure and physical health



Health awareness is continuously increasing:

As an important component of improving physical health and creating a healthy lifestyle, dairy consumption will continue to grow, and there is huge potential for the dairy industry and related milk based food industries

In 2022, the number of households consuming liquid dairy products increased by 3.5% yoy, and the consumer group of liquid dairy products continued to grow



Innovation has become the driving force for sustainable development in the industry:

Dairy products and other milk based nutrition products with organic, low GI, A2 β -Casein or other functional attributes are favored by consumers



Domestic brands of infant milk formula have gained more recognition from the consumers:

With the continuous innovation and upgrade of domestic dairy products, the competitiveness of domestic infant milk formula has been further strengthened



The aging trend drives the development of adult milk based nutrition products:

Due to the population aging and increasing awareness in health, adult milk based nutrition products have already become the new potential in the industry



Domestic milk supply is relatively sufficient:

Under the implementation of multiple national policies to ensure the development of the dairy industry, the domestic dairy industry has entered a new era of rapid development, with relatively sufficient milk supply

Industry Landscape and Trend



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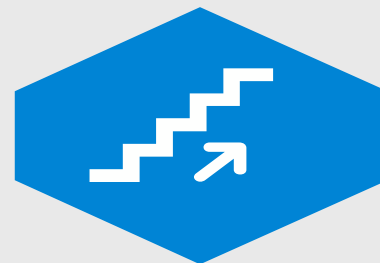
Health consciousness

- Consumers pay more attention to healthy lifestyles, and dairy consumption in lower tier cities is expected to be further released
- The prospects of the healthy food industry represented by dairy products are promising



Rise of new channel

- Emerging channels, such as online shopping, live streaming, community purchase and O2O home delivery, will drive the continuous expansion of dairy consumption and market scale of dairy industry



Consumption upgrade

- The trend of consumption upgrade is becoming increasingly evident
- High-value categories, such as cheese and functional dairy products, are growing rapidly



Digital intelligence

- "Digital intelligence" brings more possibilities for the upgrading of industrial chain

Adhere to brand building, continuously expand brand matrix, and comprehensively occupy consumers' minds



Yili brand continues to lead the way

Yili adheres to the corporate belief that “Yili means the best quality” and follows the brand concept of “nourishing life”.

Yili Group was recognized as one of the five most valuable food and beverage brands of 2022 by Kantar BrandZ, **continuously ranked the top among global dairy brands.**

In Chinese Mainland “Brand Footprint Report 2022” by Kantar Worldpanel, with a 92.4% brand penetration rate and a consumer reach of nearly 1.3 billion, **Yili was once again ranked first among the most chosen FMCG brands in the Chinese market for 7 consecutive years.**

Improve innovation capabilities, and promote sustainable and healthy development



Continuously improve innovation capabilities:

- Yili continues to promote the “3 reductions & 3 health” project, which include reducing salt, oil, sugar, and improving oral health, weight health, bone health.
- Aligning closely with the **15 R&D and innovation centers** across the globe, Yili integrates Chinese and overseas R&D resources, establishes global innovation network, and actively carries out innovative collaboration throughout the industrial chain.
- Yili has built a **three-level R&D platforms** of "open innovation platform", “group innovation center” and “BU-level application innovation platform”, and has applied digital platforms to accurately discover and identify consumer needs

Fruitful achievement of innovation :

Yili received 76 innovation awards domestically and internationally

The awards cover multiple fields such as food and beverage innovation, product quality and flavor, including the "Innovation Award for New Product Development" from the International Dairy Federation (IDF). Yili's Satine Pro UF Milk won the “Global Food Industry Award” for its product innovation and creative design.

Yili won the most awards globally at Global Dairy Congress

In the 15th World Dairy Innovation Awards, Yili was honored with 6 awards, including Best Dairy Products for Children, Best Lactose Intolerant-friendly Dairy Product, Best Ice Cream, Best Cheese, Best Dairy Snack, Best Packaging Design.

Yili received most “Chinese Award for Excellent Patent” among dairy companies

By the end of December 2022, Yili had received a total of 694 invention patents granted at home and abroad, of which 8 were granted the “Chinese Award for Excellent Patent”.

Focus on the goal of "leading the industry in creating consumer value", and upgrade digital capabilities



Improve efficiency of product innovation

- Accelerate innovative incubation and agile iteration of products and technologies
- Directly collaborate with consumers to improve efficiency of end-to-end product innovation

Improve consumer satisfaction

- Promote the transformation and upgrade of digital consumer operation model
- Optimize consumer operation model and comprehensively improve consumer satisfaction with product and service

Establish AI service platform

- Build an artificial intelligence service platform with the help of big data analysis tools such as intelligent decision-making tool and computer vision

Efficient collaboration of the "global supply chain networks" and steady growth of business overseas



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Efficient collaboration of the “global supply chain networks”

- The butter production line in New Zealand has officially been put into operation, and the company's annual production capacity of high-quality forage butter can be doubled
- Acquisition of Canary Foods, a New Zealand dairy company. Through this acquisition, the company has increased its production capacity for world-class dairy products such as butterfat and cheese
- Continue to optimize the mechanism between domestic and foreign markets and production facilities; comprehensively enhance the overall planning, operating, coordinating, and anti-risk capabilities of global supply and production chain

Steady growth of business overseas

Overseas revenue increased by 52.2% yoy, including:

- Westland Dairy Company Limited achieved more than 25% increase in revenue
- The company's market share ranks among the top three in Thailand's ice-cream industry; and entering the top five in Indonesia's ice-cream industry



Liquid milk: market share of the ambient milk is in the leading position, while sales of organic milk is growing rapidly



Basic white milk

Over double-digit growth of 3-year CAGR for Basic white milk

Yili continued strengthening the brand's position in health, nutrition and quality. With strong brand influence, Yili has achieved faster growth than the industry

The overall product matrix establishes a solid market foundation, and customized products expand the market space; together comprehensively accelerates the market penetration of basic white milk



Premium white milk

Top sales of organic milk globally, sales of organic milk doubled in 3 years

Sustainable growth of organic products through Satine brand

Satine organic series and high-end organic series have maintained fast growth of double digits; sales of Satine organic products rank first in the organic category

Innovative launch of Jersey Organic, A2 Organic and other functional products to meet more diversified consumer needs

Liquid milk: leading market share of ambient yogurt, and innovation continues to stimulate market vitality



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Superior brand recognition

- In December 2022, the market share of Ambrosial had reached over 65%
- For the 5th consecutive year, Ambrosial has ranked No.1 in the brand recognition of liquid milk and yogurt category, firmly positioning itself in high quality, delicacy and fashion

Innovation promotes the brand development

- Following the consumer trend of health, innovatively launched the new product "Ambrosial bubble flavor" and the new series of diverse fruits flavor; New products launched in 2022 contributed more than 2.5 billion RMB in revenue
- Fast introduction of new products to young consumers through the creation of different IPs such as Yogurt Festival, Music Festival, Fruit Festival, Snow Festival, etc.



安慕希®



Liquid milk: multiple brands operate in ambient category, occupying the leading positions in different sub-categories



- Best-selling in China for 25 years, No. 1 brand in lactobacillus beverage with sales revenue of nearly 10 billion RMB
- Continuous innovation in taste, like sugar-coated haws flavor, apricot flavor and lychee flavor, to attract the new generation
- Expanded consumption scenarios; launched customized new products through catering channels



- No.1 brand in children's milk
- Dug deeper into consumer needs, taking the lead in introducing the concept of "native nutrition" and redefining children's milk that is more suitable for their growth
- DHA milk and A2 milk that meet the growth needs for children, successfully drove the development of QQ Star brand and domestic children's milk industry



- No.1 brand in lactose free milk with market share of nearly 60%
- Deep collaboration with aerospace and academician experts; successfully created the top professional functional milk brand



- No.1 brand in cereal milk, top brand recognition in cereal milk for years



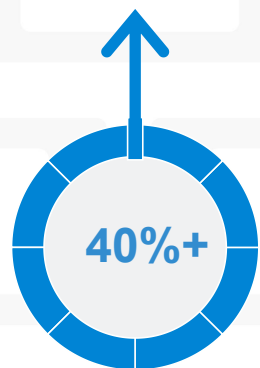
- No.1 brand in concentrated milk
- New product, Zhen Nong High-calcium Milk, further expanded functional milk segments

Liquid milk: Satine pasteurized milk and set yogurt grew rapidly, new product launch in 2023 with diverse categories

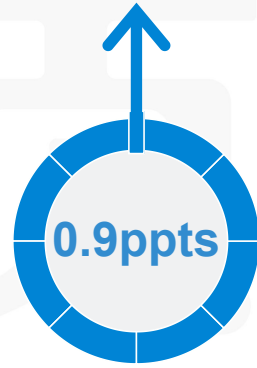


Satine pasteurized milk and set yogurt grew rapidly

Satine pasteurized milk:
growth rate



Satine pasteurized milk:
increase in market share



- Sales revenue of Gonglao increased by 30% yoy
- Market share of Gonglao reached 30%, first place in the set yogurt subcategory

Focus on core brands, strengthen functional attributes, and continue innovation in 2023



- Changqing ranks No.1 in brand power of chilled yogurt
- Newly launched Changqing Zero Sucrose products with more functional attributes



- First organic plus A2β-casein product in the market, providing consumers with double care



- Seized the beverage opportunity and launched new product of lime flavor, becoming popular on the Internet with diverse selling channels

Milk powder: IMF maintained high growth, and upgrade of the entire product line brought new momentum



- The annual market share of company's IMF business increased by 5 ppts (including Ausnutria), achieving the second position in the market
- With the help of the maternity ecological platform established by the company - LingYingHui, the growth rate of sales through company's maternity store channel is close to 30% in 2022
- Continued research on breast milk in China for 21 years, setting a product mix of Jinlingguan with accumulated experience
- Completed the layout in children's milk powder, children's milk formula(QQ star) doubled in revenue in 2022
- Digitalization in member operations is further enhanced, leading the share of standard milk formula (0-6 months) increased even faster
- In 2022, the company's entire series of products had passed the approval of the new national standard, leading the high-quality development of the industry



Milk powder: Adult milk powder focuses on professional formula and continues to lead the industry



Adult milk powder has ranked No.1 in the category for 8 consecutive years



- In 2022, the company's adult milk powder achieved more than 15% growth, and the annual market share increased by 1.1 ppts compared to 2021; both online and offline channels maintained the top position in the market
- XinHuo ranks No.1 in brand power, brand recognition and brand purchase, and successfully established leading brand in high-end middle-aged and elderly milk powder
- In 2022, the operation system of adult milk powder became independent of IMF, and it will then better implement channel penetration and terminal services
- Focusing on functional products that help to improve bone health, maintain cardiovascular health, manage blood sugar, etc.; the brand makes up for the gap in domestic market of functional milk powder

Cheese: cheese business has leaped to the second place in the industry, highlighting the diverse innovative products



Performance in 2022

- 2C business increased by 3.5% in its annual market share compared to 2021
- Yili focuses on the innovation of specialized dairy products, providing high-quality and comprehensive dairy products and solutions for professional customers, and further promoting the rapid development of cheese and butterfat businesses

Product innovation in 2023

- Proposed the brand proposition of “good milk creates good cheese”, and continued to launch innovative products around two core needs: 1) delicious and fun, and 2) nutritional and healthy; meanwhile launched new products for diverse consumption scenarios



Ice cream: business growth rate exceeded 30%, leading the industry for 28 consecutive years



- Revenue of ice cream in 2022 grew more than **30%**
- Market share of ice cream maintains **No.1** in the market, leading the industry for **28** consecutive years

Digital supply chain construction

- Explore both online channels and physical store business models to better enhance our channel advantages; Sales through e-commerce channel and new retail channel nearly doubled in 2022
- Empower supply chain with digital technology to further reduce logistics costs, enhance agile delivery capabilities and improve customer satisfaction



Breakthrough in high-end brands

- The growth rate of high-end brands such as Gemice, Qixuan, and NOC is faster, and the product mix is further optimized
- Continuously upgrade products, such as reducing sugar level and adding high protein concentrated milk, to meet more high-end needs of consumers



2023 Business Outlook

Total revenue to be
RMB 135.5 billion



Profit before tax to be
RMB 12.5 billion

2023 Business Strategies

- 1 Adhere to the corporate belief of "Yili means the best quality" and "consumer-centered mindset", deeply promote "value innovation", and continue to lead the healthy and sustainable development of our business with finest quality products and top-notch services
- 2 Adhere to innovation driven approach; while improving innovation capabilities and accelerating the development of new businesses in the field of healthy food, actively explore new methods, scenarios, and media to achieve efficient brand communication, and comprehensively enhance the value of our brand assets
- 3 Accelerate digital transformation, expand channels simultaneously with refined operations, and comprehensively improve the capability to operate in omni-channel
- 4 Continue to explore overseas markets, and steadily promote international business
- 5 Accelerate the development of raw milk resources, and improve service capabilities of supply chain
- 6 Continue to build the "Global Health Ecosystem", and achieve coordinated development and win-win collaboration with our partners.
- 7 Adhere to the requirements of "striving for excellence, pursuing excellence, and constantly surpassing oneself", elevate operating efficiency, and consolidate the cultural foundation of the company
- 8 Enhance the ability to manage sustainable development strategies, actively leverage the social influence of the corporate brand, and drive consumers to establish a sustainable and healthy lifestyle



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Honors and awards granted to Yili on sustainable development



	Awards	Issuing Authority
Environmental	<p>31 factories under Yili have obtained national "green factory" certificate, top in the industry</p> <p>Yili, as the only dairy enterprise, was selected for the "New Deal for People and Nature: Case Book on Business Actions in Biodiversity in China"</p> <p>Yili became the first enterprise in the industry to comply with the "Carbon management systems - Requirements with guidance for use"</p> <p>Yili was awarded the "CDP 2022 Nature Guardian Award"</p> <p>Yili obtained the first "water footprint verification" in compliance with ISO14046</p>	<p>Ministry of Industry and Information Technology</p> <p>WWF, Foreign Environmental Cooperation Center</p> <p>Ministry of Ecology and Environment (FECO)</p> <p>Société Générale de Surveillance (SGS)</p> <p>CDP</p> <p>British Standards Institution (BSI)</p>
Social	<p>Yili was entitled "National Demonstration Enterprise for Supply Chain Innovation and Implementation"</p> <p>Yili was awarded "National Demonstration Enterprise for Creating Harmonious Labor Relations"</p>	<p>The Ministry of Commerce of the People's Republic of China</p> <p>Ministry of Human Resources and Social Security of the People's Republic of China</p>
Governance	<p>Mr. Gang Pan was awarded the 20th "Outstanding Quality Person of China", which is the highest honor of the individual award for National Quality Award (2022-2023)</p> <p>Mr. Gang Pan was awarded "National Excellent Entrepreneur for 2021-2022"</p>	<p>China Association for Quality</p> <p>China Enterprise Confederation, China Enterprise Directors Association</p>

Specialized research and technology to enhance precise nutrition



- Yili aims to provide dairy products that better meet the diverse needs of different consumer groups and improve their health level
- Yili continues to conduct research on nutrition and health, reduce the use of artificial additives, promote nationwide nutrition improvement initiatives, and provide the best quality products and top-notch services

As of 2022, **98%** of the products have reached the company's sugar reduction target, **100%** of products have reached the company's fat and sodium reduction target

Lower sugar products
Proportion of revenue **59%**

Products with sugar level lower than the sugar reduction target of Yili and low sugar and sugar free products that meet the requirements of GB 28050 standard

Organic products
Proportion of revenue **5%**

Products produced according to China's organic product standards and obtained organic certificates

Nutrient fortified products
Proportion of revenue **20%**

Products with added nutrients following the GB 14880-2012 standard

Low sodium products
Proportion of revenue **84%**

Products that comply with the relevant requirements of GB 28050-2011

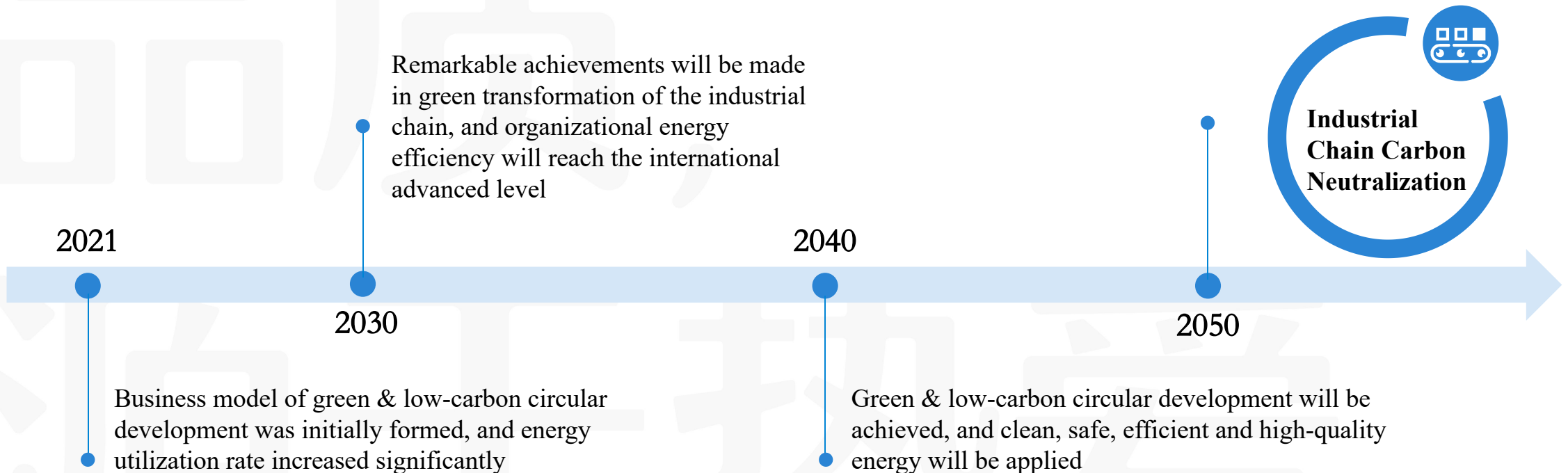
Low fat products
Proportion in revenue **13%**

Low or no artificial additive products
Proportion in revenue **94%**

Products without artificial flavor, synthetic pigment and synthetic preservative

Yili was the first in the Chinese food industry to announce carbon peaking and carbon neutrality goals and Net Zero Roadmap

- On April 8, 2022, Yili was the first enterprise in Chinese food industry to release “Yili Group Plan For A Net Zero Carbon Future” and “Yili Group Roadmap to Realize the Plan for A Net Zero Carbon Future”
- Yili will strive to achieve carbon neutrality in the entire industrial chain by 2050, and has formulated specific targets for the three stages of 2030, 2040 and 2050
- Yili will strive to reduce carbon emission intensity (Scope 1+2) by $>50\%$ compared to 2012 by 2030, and the total carbon emissions will decrease year by year



Yili has made positive progress in addressing climate change



31 factories under Yili have been awarded national "green factory" certificate



100% coverage of carbon footprint assessment for the five major product series



1049 energy-saving and emission reduction projects



Both total carbon emission and carbon emission intensity decreased in 2022



Built **five** "carbon neutral" factories and developed **five** "carbon neutral" products



Launched the "Net Zero Carbon Alliance" to promote **industrial chain carbon reduction**



Yili adheres to the full life cycle management of water footprint, and has set management goals for 2023



As of 2022, Yili's water management has achieved:

23 factories have been awarded the title of water saving enterprise

Compared to 2021, the total water consumption decreased by

1.5%

Proportion of factories with water-saving projects

100%

Recycling rate of reclaimed water

12.58%

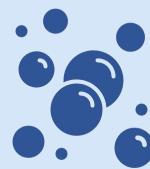
Annual total water savings

1700k tons

utilization rate of alternative water sources

4.07%

Yili 2023 water management goals:



The water consumption per ton of product will decrease by **1%** compared to 2022, and the recycling rate of reclaimed water will increase by **2%**



Carry out water footprint assessment for **4** factories and **4** products; further improve water-saving plan; drive the industrial chain to jointly protect water resources; and improve the recirculation of water resources



Yili will propose a "Sustainable Development Initiative" to all suppliers, focusing on developing water-saving targets and plans for 33 suppliers with higher water consumption

Yili has always been actively developing environmentally friendly packaging and using biodegradable packages



Based on 2019, Yili Packaging Materials in 2022

Paper savings

14,037 tons

packing boxes come from the recycling of waste paper pulp

100%

Plastic savings

4,217 tons

Packaging materials from FSC certified suppliers

100%

Case: Yili's milk package recycling initiative

Successfully completed the milk package recycling system at 6 CaiNiao courier stations in Hangzhou

Converted milk packages into booklets, tables and chairs, textbooks, footballs, etc; Created a "full chain carbon reduction digital system" where consumers place empty milk boxes into the recycling bins of CaiNiao courier station, scan the code, and associate it with CaiNiao account to receive corresponding green energy points

Yili's Sustainable Packaging Goals for 2025:

- Eliminate the use of PVC and EPS
- Over 99% of the packaging materials will be redesigned to be recyclable
- Based on 2019, the cumulative reduction in the use of petroleum based plastic will reach 20,000 tons
- Develop new solutions to lower the additives in order to solve the current issue of high additives in PET packages and low recycling value
- Develop degradable or convenient recycling solutions to address environmental issues caused by straws or spoons being difficult to collect or recycle
- Continuously carry out light-weighted research, reduce the use of plastic in packaging materials, and reduce the proportion of packaging materials used per unit of product

Yili has conducted many explorations in biodiversity through the "Yili Homeland Initiative"



"Yili Homeland Initiative" is a new public welfare project for biodiversity conservation in support of achieving its aim to "safeguard the future of life". Joining hands with the WWF, the China Green Foundation and other official organizations, Yili has carried out activities covering smart grasslands and wetland protection in Northeast China as well as habitat protection for Asian elephants. In 2022, the official release of the "Yili Homeland Initiative" LOGO makes Yili's action to protect biodiversity and the Earth more vivid.

Yili, as sole dairy enterprise, its case was included in the "New Deal for People and Nature: Case Book on Business Actions in Biodiversity in China"

As a special partner of COP15, Yili was the sole dairy enterprise invited to the Convention on Biological Diversity



中国企业的生物多样性保护实践 —— 伊利家园行动

内蒙古伊利实业集团股份有限公司

内蒙古伊利实业集团股份有限公司是乳业行业的领军企业，是首家签署联合国生物多样性公约《企业生物多样性承诺书》的中国企业。伊利将生物多样性保护融入公司战略，通过“共享健康可持续发展（CSO）体系”，即“World Integrally Sharing Health”，简称“WISH”体系，以及《伊利集团可持续发展战略（十年）》，推动全公司形成共识。经过多年的探索和实践，伊利推出“伊利家园行动”，系统构建具有伊利特色的生物多样性保护模式，在乳制品行业所涉及的一二三产业全面开展行



伊利联合WWF开展草原保护项目 参与生物多样性保护项目





Catalogue

- 1 About Yili
- 2 Financial Review
- 3 Business Review & Outlook
- 4 ESG & Sustainable Development

5 Long-term Vision

Culture & Brand Essence

Belief

“Yili” means the best quality

Core Values

Excellence Accountability Innovation

Win-win Respect

Vision

Be the most trusted global healthy food provider

The Spirit of Yili

Ownership mindset

Strong sense of responsibility

Powerful execution capability



Brand Essence

Nourish for life the provider of healthy food and the advocator of healthy lifestyle

Long-term Strategic Goals



“Value Leading” Strategic Goal

**Consumer value
leading**

**Social value
leading**

**Employee value
leading**

**Corporate value
leading**

- 1 Continue to focus on the field of healthy food and lead the development of the industry based on the needs of consumers and by relying on the global technology innovation and R&D platform
- 2 Steadily advance in globalization strategy, and improve operation capability as an international brand
- 3 Actively expand the emerging channels, and leverage Internet technology to create new business models
- 4 Elaborate collaborative advantages of global supply chain, and improve overall operation efficiency of the company
- 5 Adhere to the requirements of "striving for excellence, pursuing excellence, and constantly surpassing oneself", and consolidate the cultural foundation of the company
- 6 Continuously promote the implementation of the company's strategies on sustainable development of full value chain , and assist in achieving the "value leading" strategic goal

Long-term Strategies



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Thank you!