

Jiumaojiu International Holdings Limited  
九毛九国际控股有限公司

(Incorporated in the Cayman Islands with limited liability)  
(於開曼群島註冊成立的有限公司)

Stock Code 股份代號 : 9922



# 2019

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告



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# ABOUT THIS REPORT

## 關於本報告

### 1.1 Overview

This Report is the first ESG Report issued by Jiumaojiu International Holdings Limited (9922.HK). We have fully disclosed the concepts, practice and results of the Group on environmental, social, governance and other aspects to enhance the communication with stakeholders and facilitate the fulfilment of social responsibilities and sustainable development of the enterprise.

### 1.2 Basis of Preparation

This Report is prepared mainly with reference to *the Environmental, Social and Governance Reporting Guide (the ESG Guide)* under Appendix 27 to the Listing Rules of the Stock Exchange of Hong Kong.

The content of this Report is determined according to a set of systematic procedures, which include identifying and prioritizing major stakeholders and ESG-related issues, defining the coverage of the ESG Report, collecting relevant materials and data, conducting data collation and aggregation, examining the figures in this report, preparing this report and reviewing by the management.

### 1.3 Scope and Coverage of the Report

**Reporting scope:** January 1, 2019 to December 31, 2019. For the purpose of enhancing the comparability and completeness of this Report, the scope of some contents related to the outbreak of COVID-19 has been appropriately extended to March 31, 2020.

**Reporting coverage:** The Report mainly covers the significant information and key performance in respect of the fulfilment of the environmental, social and governance responsibilities of Jiumaojiu International Holdings Limited and its subsidiaries in 2019<sup>1</sup>.

### 1.4 Salutation Description

For the convenience of presentation and reading, the “Jiumaojiu Group”, “Group” and “we”/“us”/“our” all refer to “Jiumaojiu International Holdings Limited (9922.HK)” in this Report.

<sup>1</sup> Unless otherwise specified, franchised stores are not involved in the key performance of this Report.

### 1.1 概覽

本報告是九毛九國際控股有限公司(9922.HK)發佈的第一份ESG報告，我們已全面披露本集團的環境、社會及管治等方面的理念、實踐與成果，以增進與利益相關方的溝通，促進企業的社會責任履行與可持續發展。

### 1.2 編製依據

本報告主要參照香港聯合交易所上市規則附錄二十七《環境、社會及管治報告指引》(ESG指引)進行編製。

本報告內容是按照一套有系統的程序而釐定的。有關程序包括：識別和排列重要的利益相關方、識別和排列ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、對數據進行整理和匯總、對報告中的數據進行檢視、編製報告、管理層審定等。

### 1.3 報告範圍及邊界

**報告時間範圍：**2019年1月1日至2019年12月31日。為增強報告可比性和完整性，部分與新型冠狀病毒肺炎疫情相關的內容適當延伸至2020年3月31日。

**報告邊界：**本報告重點披露2019年九毛九國際控股有限公司及其附屬公司在履行環境、社會及管治責任方面的信息和關鍵績效<sup>1</sup>。

### 1.4 稱謂說明

為了方便表述和閱讀，本報告中的「九毛九集團」「本集團」「集團」「我們」均指代「九毛九國際控股有限公司(9922.HK)」。

<sup>1</sup> 如無特別說明，本報告關鍵指標不涉及加盟店。



## ABOUT THIS REPORT

### 關於本報告

Meanwhile, the short names of brands under the Group in the Report are defined as follows:

Jiu Mao Jiu 九毛九	指	our Jiu Mao Jiu (九毛九) brand 我們的九毛九品牌
Tai Er 太二	指	our Tai Er (太二) Chinese Sauerkraut Fish brand 我們的太二酸菜魚品牌
Double Eggs 2顆雞蛋	指	our Double Eggs (2顆雞蛋) brand 我們的2顆雞蛋品牌
Cooking Spicy Kebab 愆	指	our Cooking Spicy Kebab (愆) brand 我們的愆品牌
Uncle Chef 那未大叔	指	our Uncle Chef (那未大叔) brand 我們的那未大叔品牌

Unless otherwise stated, all the monetary amounts in this Report are denominated in RMB.

同時，對報告中出現的集團旗下品牌名稱做了簡稱的定義，見下表：

除特別說明外，本報告中所有涉及資金貨幣種類均指人民幣。

### 1.5 Data Sources and Reliability Statement

Information and cases in this Report are primarily extracted from the statistical reports and internal documents of the Group. The Group undertakes that the report contains no false representations or misleading statements, and assumes responsibility for the truthfulness, accuracy and completeness of its contents.

### 1.5 數據來源及可靠性聲明

本報告的數據和案例主要來源於集團統計報告、內部文件等。集團承諾本報告不存在任何虛假記載、誤導性陳述，並對其內容真實性、準確性和完整性負責。

### 1.6 Acknowledgement and Approval

Upon confirmation by the management, this Report was passed by the Board on June 3, 2020.

### 1.6 確認及批准

本報告經管理層確認後，於2020年6月3日獲董事會通過。

### 1.7 Access to the Report

The electronic version of this Report will be available at the websites of the Group (<http://www.jiumaojiu.com>) and The Stock Exchange of Hong Kong Limited (<http://www.hkexnews.hk>).

### 1.7 報告獲取

本報告電子版可在本集團網站 (<http://www.jiumaojiu.com>) 及香港聯合交易所有限公司網站 (<http://www.hkexnews.hk>) 查閱。

## CHAIRMAN'S MESSAGE 主席致辭

The Group has adhered to perceiving product as the foundation for development and service as the key to survival for over 20 years since 1995. The Group is committed to becoming a leading Chinese cuisine restaurant brand manager and operator in China, focusing on serving speedy cuisines and quick services, and creating a casual and upscale ambience with modern decoration of our restaurants which are primarily located in shopping malls, gaining high recognition and support from consumers. As of December 31, 2019, we operated 292 restaurants and 44 franchised restaurants, covering 40 cities in 16 provinces and 4 municipalities in China. Benefited from the rapid expansion of our restaurant network, our revenue increased by 42% as compared with 2018 to RMB2,687.3 million and our profit increased by 151.6% as compared with 2018 to RMB185.8 million in 2019. In addition, the successful listing of our shares on the Main Board of the Stock Exchange of Hong Kong on January 15, 2020 marked a significant milestone in the development of the Group and laid a solid foundation for our future development.

While maintaining rapid development, we actively practice the corporate values of "Integrity, Love, Bravery, Excellence and Frugality" and always stay true to our initial aspirations. We actively fulfill social responsibilities and pay close attention to food safety, green operation, staff development and charity in order to consistently improve the corporate governance and promote the sustainable and healthy development of the Group.

**Maintaining quality and safeguarding food safety.** We have always been sticking to the principle of "putting food safety first and focusing on prevention via comprehensive governance" for over 20 years. We set out and effectively implement standards on food safety and quality control covering the whole process from supply chain management, food ingredients examination, processing control and storage management to the operation of restaurants. We strive to provide customers with safe, high-quality and reliable products through meticulous selection of materials, elaborate processing and careful supervision.

自1995年起，二十多年來，本集團堅持以產品為基礎，以服務為生存，致力於中國領先中餐廳品牌管理及營運，專注於快速提供美食服務，並通過現代的裝飾為我們主要位於購物商城內的餐飲營造休閒而高檔的氛圍，獲得了廣大消費者的高度讚譽和支持。截至2019年12月31日，我們已經在中國16個省份的40個城市及4個直轄市經營292家餐廳以及44家加盟餐廳。得益於我們的餐廳網絡迅速擴張，2019年，我們的收入為人民幣2,687.3百萬元，較2018年增長42%，年度溢利為人民幣185.8百萬元，較2018年增長151.6%，並在2020年1月15日成功在香港聯交所主板上市，迎來集團發展的重大里程碑，為我們未來發展打下堅實的基礎。

在快速發展的同時，我們積極踐行「誠、愛、勇、優、儉」的企業價值觀，始終堅持初衷，積極履行社會責任，時刻關注食品安全、綠色運營、員工成長及公益慈善等方面的工作落實，持續提升企業管治水平，助推集團可持續健康發展。

**堅持品質，守護食品安全。**二十多年來，我們始終堅持「食品安全第一，預防為主，綜合治理」的方針，制定並切實執行覆蓋供應鏈管理、食材檢驗、加工管控、倉儲管理到餐廳營運的全流程食品安全和品質控制標準，通過精心選材、用心製作、細心監督，努力為客戶提供安全、優質、放心的產品。

## CHAIRMAN'S MESSAGE

### 主席致辭

**Practicing green operation with low-carbon and environmentally-friendly facilities.** We advocate the concept of green development and continue to promote the low-carbon and eco-friendly operation of the Group. We vigorously carry out energy consumption management and apply energy-saving equipment in the construction of stores and the operation of restaurants to save resources. Meanwhile, we actively respond to green advocacy of the state, promoting harmless treatment and waste recycling and reduction in emissions. We step up efforts in calling for consumers to practice green and healthy lifestyles to protect the clear water and blue sky.

**People-oriented and achieving win-win results.** While paying attention to operation and management, we put more efforts in promoting the development of employees and the society to achieve win-win results. Based on protecting the interests and rights of employees, we establish and improve career development channels and talent training systems to facilitate the self-growth of employees and create a harmonious and progressive working atmosphere. Meanwhile, we stay true to our initial aspirations and give back to the society with actions. We have been concerned about charity, poverty alleviation, education aid, community care and other activities and fulfilled our social responsibilities to promote social development.

In the future, we will persevere with our integrity and innovation and provide consumers with the best-quality and most reliable products. We will consistently enhance our competitiveness and continue to create value for all stakeholders.

*Chairman*  
**GUAN Yihong**

**低碳環保，踐行綠色營運。**我們倡導綠色發展理念，堅持推動集團低碳環保營運。我們在門店建設、餐廳營運的過程中積極實行能耗管理和應用節能設備，節約資源使用；同時，我們積極響應國家綠色號召，推行廢棄物無害化、資源化管理，減少排放物。我們更致力倡導消費者踐行綠色健康的生活方式，共護碧水藍天。

**以人為本，實現多方共贏。**我們關注經營發展的同時，更積極推動員工及社會的發展，促進多方共贏。我們在保障員工權益的基礎上，構建及完善職業發展通道和人才培訓體系，助力員工自我成長，營造和諧向上的工作氛圍。同時，我們不忘初心，堅持以實際行動回饋社會，多年來關注公益扶貧、教育助學、社區關愛等活動，竭力履行企業的社會責任，推動社會發展。

未來，我們將繼續堅守誠信與創新，為消費者提供最優質、最放心的產品，並不斷強化我們的競爭優勢，為各利益相關方持續創造價值。

*主席*  
**管毅宏**

# SUSTAINABILITY MANAGEMENT

## 可持續發展管理

Sustainable development is the key to the long-term success of an enterprise. The Group actively integrates the concept of sustainability into the daily operation, establishes and gradually improves the sustainability management mechanism and focuses on key issues the Group and stakeholders are concerned about. We also maintain close communication with stakeholders and continuously enhances the environmental, social and governance capabilities of the Group to jointly advance the long-term and sound development.

### 3.1 Sustainability Concept

Our Group pay attention to its environmental, social and governance performance constantly. While actively undertaking economic responsibilities, we constantly identify key concerns of all stakeholders, maintain the sensitivity and insight on peers and market trends and consistently review and manage risks on sustainable development during operation. We integrate self-development with environmental and social responsibilities to achieve the harmonious integration of corporate benefits and extensive social responsibilities.

### 3.2 Sustainability Management System

To effectively practice the sustainability concept of the Group, we actively advance the establishment of the Sustainable Development Working Group of the Group. The Working Group will be consisted of the headquarters departments and subsidiaries. It will gradually perform the management and execution of the sustainable development work tasks and information disclosure as well as prepare the ESG Report of the Group in accordance with the *Environmental, Social and Governance Reporting Guide (the "ESG Guide")* under Appendix 27 to the Listing Rules of the Stock Exchange of Hong Kong to provide sound supports to the implementation of sustainable development by the Group.

### 3.3 Communication with Stakeholders

Our Group always considers consumers, employees, shareholders/investors, government/regulatory authorities, suppliers/partners, community and other stakeholders as companions on the development path. We attach great importance to the appeals of all stakeholders and regularly communicate with stakeholders through various channels, promptly understand about and respond to the comments and expectations of all stakeholders and set out phased key work in the sustainable development of the Group to fully enhance the level of sustainable development.

可持續發展是企業長遠致勝之道。本集團積極將可持續發展理念融入日常營運，建立並逐步完善可持續管理機制，聚焦集團及利益相關方關注的重要問題，並與各利益相關方保持密切的溝通，持續提升集團在環境、社會及管治方面的能力，攜手推進長遠穩健發展。

### 3.1 可持續發展理念

本集團時刻關注企業在環境、社會及管治方面的表現。在積極承擔經濟責任的同時，我們持續識別各利益相關方的關注要點，保持與同行及市場趨勢的敏感度和洞察力，不斷審視和管理營運過程中的可持續發展風險，將自身發展與環境責任、社會責任相結合，實現企業利益與更廣泛社會責任的和諧統一。

### 3.2 可持續發展管理體系

為有效踐行集團的可持續發展理念，我們積極推進集團可持續發展工作小組的構建。工作小組將由總部部門及附屬公司組成，逐步落實集團可持續發展工作管理、執行及信息披露，並根據聯交所上市規則附錄二十七《環境、社會及管治相關指引》（「ESG」指引）編製集團的ESG報告，為本集團實行可持續發展提供堅實的保障。

### 3.3 利益相關方溝通

本集團始終視消費者、員工、股東／投資者、政府／監管機構、供應商／合作夥伴、社區等利益相關方作為發展道路的同行者。我們重視各利益相關方的訴求，定期透過多種渠道與利益相關方溝通，及時了解並回應各利益相關方的意見與期望，指明集團可持續發展的階段性重點工作，全面提升可持續發展水平。



# SUSTAINABILITY MANAGEMENT

## 可持續發展管理

Stakeholders 利益相關方	Issues of Concern 關注議題	Communication Channels 溝通渠道	Response to Appeals 訴求回應
Shareholders/Investors  股東／投資者	<ul style="list-style-type: none"> <li>Operational strategies of the Group</li> <li>Compliance and honest operation</li> <li>Safeguarding investors' interests</li> <li>Stable investment returns</li> <li>Accurate and transparent information disclosure</li> <li>集團經營戰略</li> <li>合規廉潔營運</li> <li>保障投資者權益</li> <li>穩定的投資回報</li> <li>信息披露準確透明</li> </ul>	<ul style="list-style-type: none"> <li>Information disclosure</li> <li>General meetings</li> <li>Investor meetings and roadshows</li> <li>Investors hotline/mailbox</li> <li>Official website</li> <li>信息披露</li> <li>股東大會</li> <li>投資者會議和路演</li> <li>投資者熱線／郵箱</li> <li>官方網站</li> </ul>	<ul style="list-style-type: none"> <li>Transparent and open information disclosure</li> <li>Enhancing corporate risk management</li> <li>Boosting value creation capabilities</li> <li>Improving brand value</li> <li>透明公開的信息披露</li> <li>加強企業風險管理</li> <li>加強價值創造能力</li> <li>提升品牌價值</li> </ul>
Government/ Regulatory authorities  政府／監管機構	<ul style="list-style-type: none"> <li>Legal and compliance operation</li> <li>Safe operation</li> <li>Complete internal control and risk management</li> <li>Energy saving and emission reduction</li> <li>Promoting economic development</li> <li>合法合規經營</li> <li>安全營運</li> <li>完善的內部控制和風險管理</li> <li>節能減排</li> <li>促進經濟發展</li> </ul>	<ul style="list-style-type: none"> <li>Regular visits</li> <li>Routine inspections</li> <li>Communication on policies</li> <li>Compliance reports</li> <li>Attendance at symposiums</li> <li>定期走訪</li> <li>常規巡查</li> <li>政策溝通</li> <li>合規報告</li> <li>參與座談會</li> </ul>	<ul style="list-style-type: none"> <li>Tax payment in accordance with law</li> <li>Strengthening compliance operation</li> <li>Enhancing safety management</li> <li>依法納稅</li> <li>加強合規營運</li> <li>加強安全管理</li> </ul>

## SUSTAINABILITY MANAGEMENT 可持續發展管理

Stakeholders 利益相關方	Issues of Concern 關注議題	Communication Channels 溝通渠道	Response to Appeals 訴求回應
Consumers 消費者	<ul style="list-style-type: none"> <li>Food safety</li> <li>Food quality</li> <li>Customer privacy protection</li> <li>Customer service experience</li> <li>食品安全</li> <li>餐品品質</li> <li>顧客隱私保護</li> <li>顧客服務體驗</li> </ul>	<ul style="list-style-type: none"> <li>Communication on services at stores</li> <li>Complaints mailbox/hotline</li> <li>Official WeChat</li> <li>Satisfaction survey</li> <li>門店服務溝通</li> <li>投訴信箱／熱線</li> <li>官方微信</li> <li>滿意度調查</li> </ul>	<ul style="list-style-type: none"> <li>Optimizing product quality</li> <li>Improving customer experience</li> <li>Safeguarding consumers' interests</li> <li>優化產品質量</li> <li>提升客戶體驗</li> <li>保障消費者權益</li> </ul>
Employees 員工	<ul style="list-style-type: none"> <li>Safeguarding legitimate interests of employees</li> <li>Occupational health and safety</li> <li>Equal employment opportunities</li> <li>Employees' remuneration and welfare</li> <li>Diversified development</li> <li>保障員工合法權益</li> <li>職業健康及安全</li> <li>平等就業機會</li> <li>員工薪酬福利</li> <li>多元化發展</li> </ul>	<ul style="list-style-type: none"> <li>Labor contracts</li> <li>Performance management mechanism</li> <li>Trainings and communication</li> <li>Chairman's mailbox</li> <li>Employee representatives' meetings</li> <li>Internal WeChat platform</li> <li>勞動合同</li> <li>績效管理機制</li> <li>培訓交流</li> <li>董事長信箱</li> <li>職工代表大會</li> <li>內部微信平台</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding employees' interests</li> <li>Conducting employee trainings</li> <li>Diversified occupational development</li> <li>Abundant employee activities</li> <li>保障員工權益</li> <li>開展員工培訓</li> <li>多元職業發展</li> <li>豐富員工活動</li> </ul>

## SUSTAINABILITY MANAGEMENT

### 可持續發展管理

Stakeholders 利益相關方	Issues of Concern 關注議題	Communication Channels 溝通渠道	Response to Appeals 訴求回應
Suppliers/Partners 供貨商／合作夥伴	<ul style="list-style-type: none"> <li>Fair procurement bidding</li> <li>Faithful performance of contracts</li> <li>Product quality guarantee</li> <li>Establishment of sustainable partnership</li> <li>公平招採</li> <li>誠信履約</li> <li>產品質量保證</li> <li>建立可持續合作關係</li> </ul>	<ul style="list-style-type: none"> <li>Supplier assessment</li> <li>Cooperation agreements</li> <li>On-site inspections</li> <li>Supplier meetings</li> <li>供貨商評估</li> <li>合作協議</li> <li>實地考察</li> <li>供應商會議</li> </ul>	<ul style="list-style-type: none"> <li>Equal and fair procurement</li> <li>Enhancing supply chain management</li> <li>Promoting sustainable partnership</li> <li>公平公正採購</li> <li>加強供應鏈管理</li> <li>促進可持續合作關係</li> </ul>
Community 社區	<ul style="list-style-type: none"> <li>Conducting social welfare activities</li> <li>Promoting community relations</li> <li>Green operation</li> <li>開展社會公益</li> <li>促進社區關係</li> <li>綠色營運</li> </ul>	<ul style="list-style-type: none"> <li>Community activities</li> <li>Community services</li> <li>社區活動</li> <li>社區服務</li> </ul>	<ul style="list-style-type: none"> <li>Conducting charitable and voluntary activities</li> <li>Enhancing safety management of restaurants</li> <li>開展公益和志願活動</li> <li>加強餐廳安全管理</li> </ul>

### 3.4 ESG Issues and Materiality

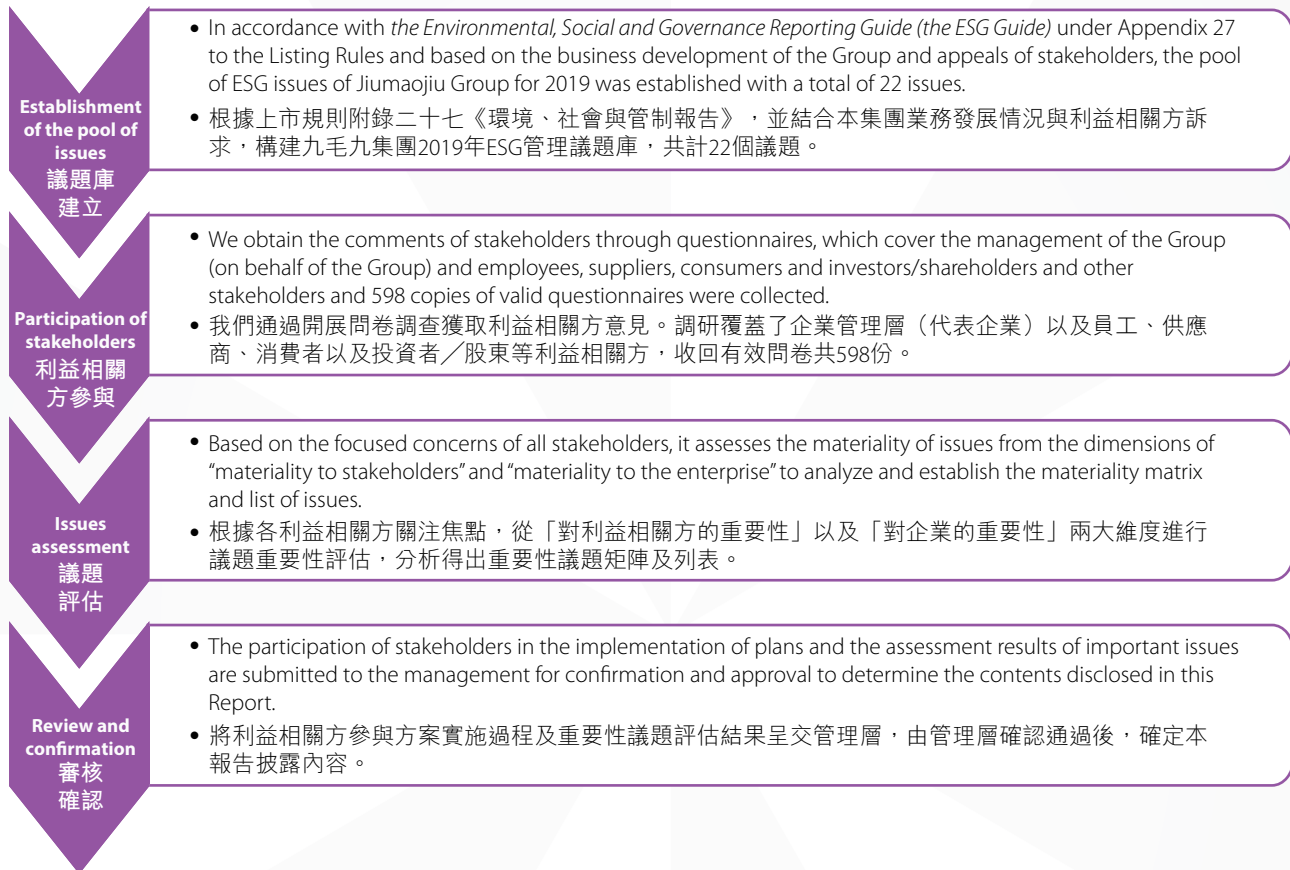
Our Group fully considered the characteristics of the industry and long-term development strategies and prepared the list of relevant environmental, social and governance (ESG) issues based on business and daily operation. It appointed an independent consultancy company to assess and analyze the materiality of issues on sustainable development in 2019 through extensive questionnaires and form a materiality matrix based on the priority as the basis for the preparation of this Report.

### 3.4 ESG 議題及重要性

本集團充分考慮行業特性及長遠發展策略，並基於業務與日常營運編製環境、社會及管治(ESG)相關議題清單，委託獨立顧問公司通過廣泛調查問卷的形式，對2019年可持續發展議題重要性進行評估分析，按優先次序排列形成重要性矩陣，作為本報告的編製基礎。

### 3.4.1 Procedures for Materiality Assessment of Issues

### 3.4.1 議題重要性評估程序



### 3.4.2 Materiality Matrix and List of Issues

### 3.4.2 議題重要性矩陣及列表

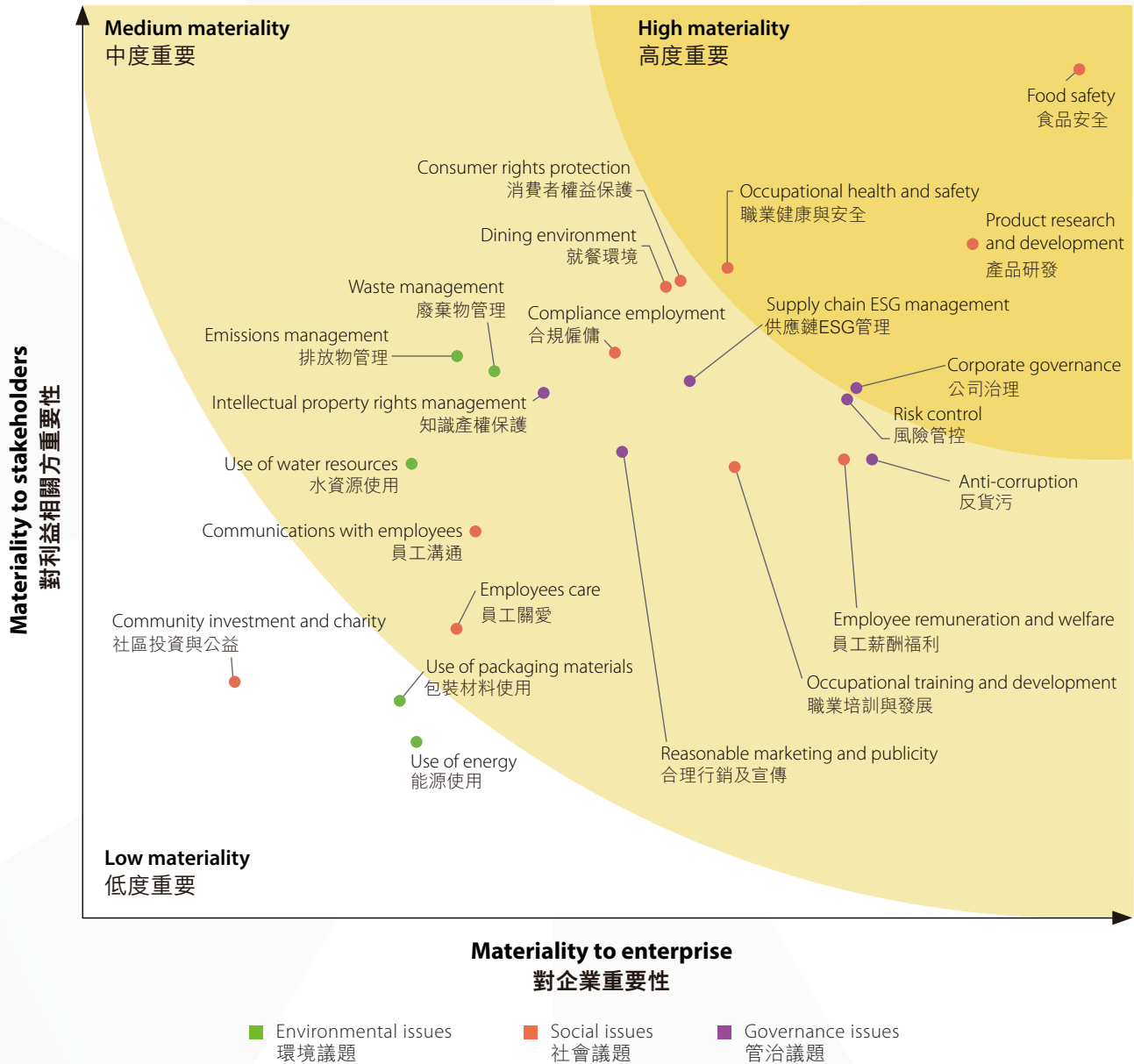
Based on the material issues related to the sustainability of the Group and taking the concerns of stakeholders into account, we have systematically identified the following 22 ESG issues. Issues of high materiality are on the top right corner while issues of low materiality are on the lower left corner. The four issues of the highest materiality are food safety, product R&D, corporate governance and occupational health and safety. We pay more attention to the performance of relevant issues and continuously communicate with stakeholders to consistently improve the governance level of the corresponding issues.

根據集團可持續發展重要事項，結合利益相關方的關注焦點，我們系統梳理出下列22項ESG議題。重要性程度較高的議題位於矩陣的右上角，而重要性程度較低的議題則位於左下角。重要性最高四項議題依次為食品安全、產品研發、公司治理及職業健康與安全。我們重點關注相應議題的表現，持續與利益相關方溝通交流，不斷完善提升相應議題的管治水平。



SUSTAINABILITY MANAGEMENT  
可持續發展管理

Materiality Matrix of ESG Issues  
ESG議題重要性矩陣



## SUSTAINABILITY MANAGEMENT

### 可持續發展管理

Category of Issues 議題分類	Order 排序	Name of Issues 議題名稱	Classification of Issues 議題類別
High materiality 高度重要性	1	Food safety 食品安全	Social issues 社會議題
	2	Product research and development 產品研發	Social issues 社會議題
	3	Corporate governance 公司治理	Governance issues 管治議題
	4	Occupational health and safety 職業健康與安全	Social issues 社會議題
Medium materiality 中度重要性	5	Risk control 風險管控	Governance issues 管治議題
	6	Anti-corruption 反貪污	Governance issues 管治議題
	7	Consumer rights protection 消費者權益保護	Social issues 社會議題
	8	Employee remuneration and welfare 員工薪酬福利	Social issues 社會議題
	9	Dining environment 就餐環境	Social issues 社會議題
	10	Supply chain ESG management 供應鏈ESG管理	Governance issues 管治議題
	11	Occupational training and development 職業培訓與發展	Social issues 社會議題
	12	Compliance employment 合規僱傭	Social issues 社會議題
	13	Reasonable marketing and publicity 合理行銷及宣傳	Governance issues 管治議題
	14	Intellectual property rights protection 知識產權保護	Governance issues 管治議題
	15	Waste management 廢棄物管理	Environmental issues 環境議題
	16	Emissions management 排放物管理	Environmental issues 環境議題
	17	Communication with employees 員工溝通	Social issues 社會議題
	18	Use of water resources 水資源使用	Environmental issues 環境議題
	19	Employees care 員工關愛	Social issues 社會議題
Low materiality 低度重要性	20	Use of packaging materials 包裝材料使用	Environmental issues 環境議題
	21	Use of energy 能源使用	Environmental issues 環境議題
	22	Community investment and charity 社區投資與公益	Social issues 社會議題

# HONORS AND PERFORMANCE

## 榮譽表現

With years of efforts and input in the catering industry and the pursuit for quality, the Group is widely recognized in the society and was awarded with various honors in the industry. Meanwhile, we strengthen the exchange and communication in the industry, actively participate in industrial associations and activities and consistently conduct innovation, research and development to jointly promote the progress of the industry.

### 4.1 Enterprise Honors

The Group continuously optimizes the product quality control and operation management capability and consistently improves brand image, which is deeply favored and supported by consumers and widely recognized in the industry.

集團多年來對餐飲行業的付出與投入，以及對品質的追求，得到了社會各界的認可，獲得了業內多項榮譽。與此同時，我們加強與行業內部的交流溝通，積極參與行業協會及活動，持續堅持創新與研發，共同推動行業進步。

### 4.1 企業榮譽

本集團不斷優化產品品控和營運管理能力，持續提升品牌形象，深受消費者的喜愛與支持，更備受業界肯定。

#### Award

#### 獎項名稱

#### Issuing Authority

#### 頒發機構

Guangdong Outstanding Brand on 70th Anniversary of the Founding of the People's Republic of China

建國70週年廣東餐飲傑出品牌

2018 Top 100 Catering Enterprises in Guangdong

2018年度廣東餐飲百強企業

2018 Top 50 Guangdong Chains

2018年度廣東連鎖50強

Chinese Landmark Award-2018 Top 10 Chain Operation Enterprises

華標獎—2018年度十佳連鎖經營企業

Chinese Landmark Award-Award on Innovation Case of Chain Enterprises-Integrated Design on Culture and Business of Courtyard under Hills

華標獎—連鎖業創新案例獎—山下的院文商融合設計

2019 CCEA Innovation Award for Chain Catering Enterprises (Tai Er Chinese Sauerkraut Fish)

2019CCEA連鎖餐飲創新獎(太二酸菜魚)

Catering Service Industry Association of Guangdong

廣東省餐飲服務行業協會

Catering Service Industry Association of Guangdong

廣東省餐飲服務行業協會

Guangdong Chain Operations Association

廣東省連鎖經營協會

Guangdong Chain Operations Association

廣東省連鎖經營協會

Guangdong Chain Operations Association

廣東省連鎖經營協會

China Chain Store & Franchise Association

中國連鎖經營協會

## HONORS AND PERFORMANCE 榮譽表現

Award	Issuing Authority
獎項名稱	頒發機構
2018 Top 10 Best Catering Brands of CMSS Pop Life (Tai Er Chinese Sauerkraut Fish)	Pop Life
CMSS潮生活2018年度 「年度十大最佳口碑餐飲品牌(太二酸菜魚)」	潮生活·新媒體
2018 Top 10 Best Catering Brands of CMSS Pop Life (Freshly Cooked Skewers of Cooking Spicy Kebab)	Pop Life
CMSS潮生活2018年度 「年度十大最佳口碑餐飲品牌(愆現煮串串)」	潮生活·新媒體
2019 Top 10 Brands (Tai Er Chinese Sauerkraut Fish)	2019 China Catering Marketing Power Summit
2019年度十大品牌(太二酸菜魚)	2019中國餐飲營銷力峰會
2019 Most Featured Catering Store (Freshly Cooked Skewers of Cooking Spicy Kebab)	Seeking Flavors Happily of Life Express on Competition Channel of Guangzhou TV in 2019
2019最具特色餐飲名店(愆現煮串串)	2019廣州廣播電視台競賽頻道《生活速遞》欄目《開心尋味》節目
China Preferred Employer of the Year 2018	Institute of Social Science Survey of Peking University, Zhaopin.com
2018中國年度優選僱主	北京大學社會調查研究中心、智聯招聘
2019 Extraordinary & Innovative Employer	Liepin.com
「2019非凡創新僱主」	獵聘



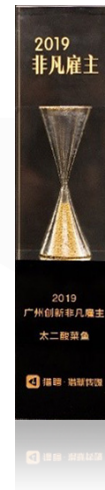
HONORS AND PERFORMANCE  
榮譽表現

Display of Honors Awarded to Jiumaojiu Group in 2019 (Partial)  
九毛九集團2019年所獲榮譽展示(部份)



# HONORS AND PERFORMANCE 榮譽表現

## Display of Honors Awarded to Jiumaojiu Group in 2019 (Partial) 九毛九集團2019年所獲榮譽展示(部份)



## HONORS AND PERFORMANCE

### 榮譽表現

#### 4.2 Industry Associations

The Group consistently strengthens communication and exchange among enterprises and actively joins industry associations to promote innovation and development of the industry and achieve common progress with the industry.

##### Name of Industry Associations 協會名稱

Catering Service Industry Association of Guangdong  
廣東省餐飲服務行業協會  
Guangdong Food Safety Society  
廣東省食品安全學會  
2nd Council of Catering Service Industry Association of Guangdong  
廣東省餐飲服務行業協會第二屆理事會  
Commercial Property Committee of Catering Service Industry  
Association of Guangdong  
廣東省餐飲服務行業協會商業地產專業委員會  
Shanxi Chamber of Commerce in Guangdong  
廣東省山西商會  
Guangzhou Headquarters Economy Association  
廣州市總部經濟協會  
Association of Guangzhou Belt and Road Investment Enterprises  
廣州市一帶一路投資企業聯合會

#### 4.2 行業協會

集團不斷增強企業之間的溝通與交流，積極參與行業協會，推動行業內不斷創新與發展，實現與行業共同進步。

##### Capacity for Participation 參與身份

Vice president entity  
副會長單位  
Executive councilor entity  
常務理事單位  
Executive vice president entity  
常務副會長單位  
Executive vice chairman entity  
常務副主席單位  
Executive vice president entity  
常務副會長單位  
Member entity  
會員單位  
Member entity  
會員單位

Aspects of the ESG Guide involved in this chapter

本章涉及的《ESG指引》層面

### B7 Anti-corruption

#### B7反貪污

ESG issues involved and their materiality

涉及的ESG議題及其重要性

**Corporate governance** (Ranked 3rd)

公司治理 (排序第3)

**Risk control** (Ranked 5th)

風險管控 (排序第5)

**Anti-corruption** (Ranked 6th)

反貪污 (排序第6)

**Intellectual property rights protection** (Ranked 14th)

知識產權保護 (排序第14)

Taking the successful listing on the Hong Kong Stock Exchange as an opportunity, while continuously expanding its business, the Group further optimizes the governance mechanism, enhances risk control, advances the building of integrity culture and improves the compliance operation, in order to promote the sound and long-term development of the Group.

## 5.1 Enterprise Overview

Jiumaojiu International Holdings Limited acts as the holding company of our Group and was incorporated in the Cayman Islands as an exempted company with limited liability on February 1, 2019. Our Group's principal activities are Chinese cuisine restaurant brand management and operation in China. Our Company's shares were listed on the Main Board of the Hong Kong Stock Exchange on January 15, 2020. As a leading Chinese cuisine restaurant brand manager and operator in China, we pursue the philosophy of serving delicacies at affordable prices ("好吃不貴") and are fully devoted to providing marvelous dining experience to our customers through exquisite dishes, high-quality services and unique dining ambience. Throughout our operating history of more than two decades, we have been constantly improving our menus, services and restaurant styles to cater to the prevailing market trend and customers' preferences. As of December 31, 2019, we managed and operated five self-developed distinctive brands, including "Jiu Mao Jiu", "Tai Er", "Double Eggs", "Cooking Spicy Kebab" and "Uncle Chef", and have established 292 restaurants and managed 44 franchised restaurants, covering 40 cities in 16 provinces and four municipalities in the People's Republic of China.

集團以成功在香港聯合交易所上市為契機，在不斷拓展業務的同時，進一步優化集團治理機制，強化風險管控，推進廉潔文化建設，提升集團合規經營水平，助推集團穩健長足發展。

## 5.1 企業概況

九毛九國際控股有限公司作為本集團的控股公司，於2019年2月1日在開曼群島註冊成立為獲豁免有限責任公司，是一家以中式餐飲連鎖經營管理為核心的餐飲集團，並在2020年1月15日於香港聯合交易所主板上市。作為中國領先的中餐廳品牌管理者及營運者，我們追求「好吃不貴」的理念，致力於通過精緻的菜品、優質的服務和獨特的用餐氛圍為顧客提供美妙的用餐體驗。在二十多年的經營歷史中，我們不斷改進我們的食譜、服務及餐廳風格，以適應變化的市場趨勢及顧客的喜好。截至2019年12月31日，我們管理及經營五個自創的各具特色的品牌，即「九毛九」、「太二」、「2顆雞蛋」、「愆」以及「那末大叔」，並在全國16個省份40個城市及4個直轄市開設292家餐廳以及44家加盟餐廳。



## ABOUT US 關於我們

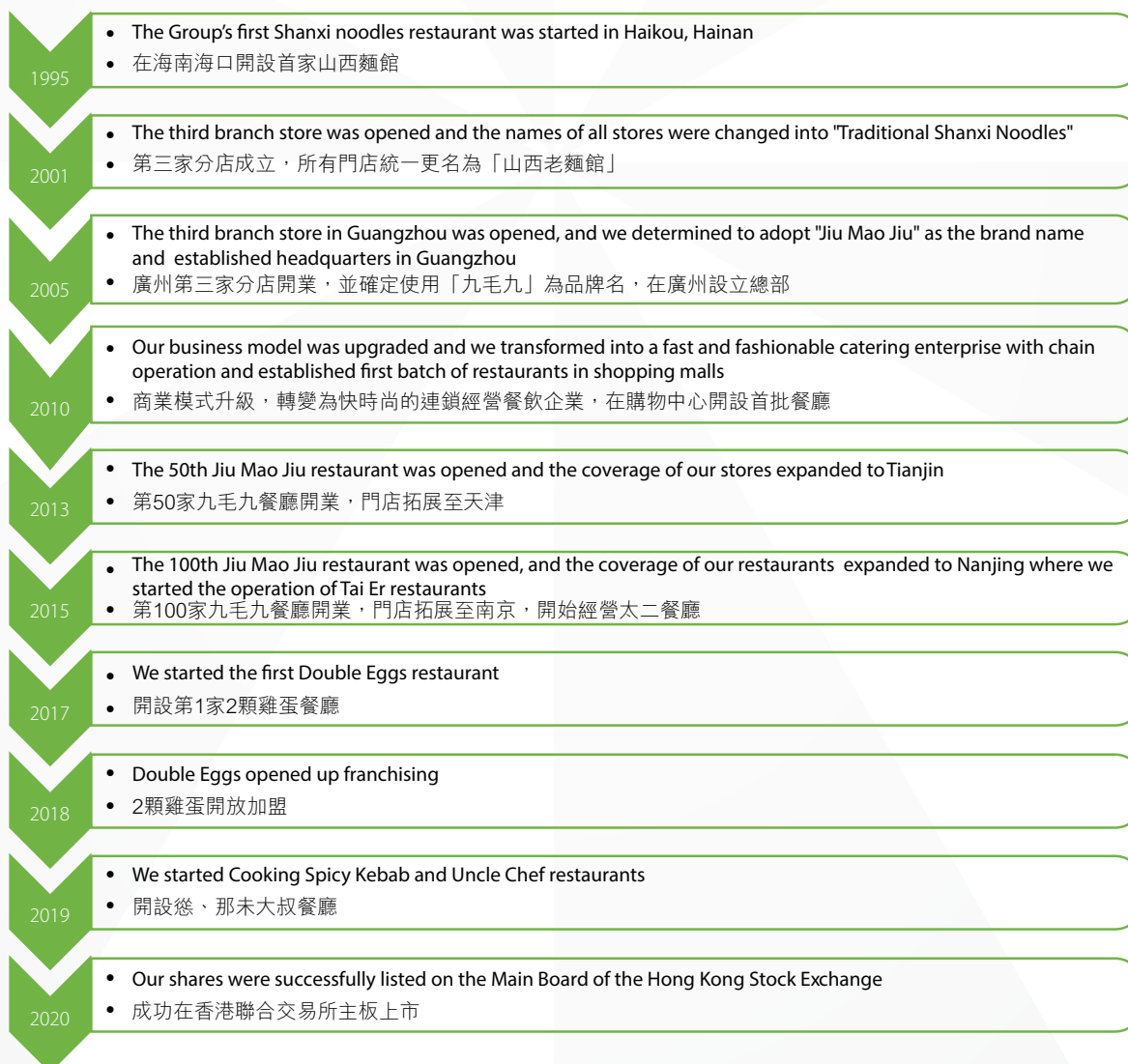
### 5.2 Development History

The history of the Group can be dated back to 1995 when Mr. GUAN Yihong, the founder, started his first noodle restaurant in Haikou, Hainan Province. We officially started the operation of restaurants under the brand of Jiu Mao Jiu in 2005 focusing on offering northwestern Chinese cuisine. After ten years of development and accumulation of experience, we started to develop other catering categories and brands in 2015 to attract different customer groups and created four brands, namely "Tai Er", "Double Eggs", "Cooking Spicy Kebab" and "Uncle Chef". We gradually developed into a leading Chinese fast and fashionable catering brand manager and operator and were among China Top 100 Catering Enterprises in 2017 and 2018.

### 5.2 發展歷程

集團的歷史最早可追溯到1995年，創始人管毅宏先生在海南海口開設首家麵館。我們在2005年正式開始以九毛九品牌營運餐廳，主打西北菜。經過十年的發展與經驗積累，我們於2015年開始佈局其他餐飲品類品牌，吸引不同的客戶群，分別開創太二、2顆雞蛋、愆、那未大叔四個品牌，逐步成長為領先的中式快時尚餐飲品牌經營者和管理者，並在2017年、2018年入選中國餐飲百強企業。

#### Development History of the Group 集團發展歷程







### 5.3 Principal Business

The Group pursues a multi-brand and multi-concept strategy in operation and creates Chinese catering brands in segments with their own characteristics and clear positioning in order to bring different experiences to the consumer market. Among its brands, Jiu Mao Jiu focuses on Northwestern Chinese cuisines; Tai Er features Chinese sauerkraut fish; Cooking Spicy Kebab focuses on cold pot skewers; Double Eggs provides fast and affordable Chinese style crepes; and Uncle Chef focuses on delicate Cantonese cuisines. The Group expands to more market segments through a multi-brand strategy, which reduces risks of competition among its restaurants. All brand teams focus on the research and development of dishes in the sectors they are familiar with which promote the rapid development of brands.

### 5.3 主要業務

集團經營策略以多品牌及多概念策略為基調，創立具備自身特色及清晰定位的細分領域中式餐飲品牌，為消費市場帶來不同體驗。其中，九毛九以中國西北菜系為主，太二以酸菜魚為特色，慫專注於冷鍋串，2顆雞蛋提供快速、實惠的煎餅食品服務，那未大叔主打精品粵菜。集團通過多品牌策略拓展更多細分市場，降低餐廳之間的競爭風險的同時，各品牌團隊可專注於熟悉領域的菜品研發，促進品牌快速發展。

<b>Brands</b>	<b>品牌</b>	Jiu Mao Jiu 九毛九 	Tai Er 太二 	Double Eggs 2顆雞蛋 	Cooking Spicy Kebab 慫 	Uncle Chef 那未大叔 
<b>Theme dish</b>	<b>主打菜品</b>	Northwestern Chinese cuisines incorporating food styles of other regions of China 西北菜為主並融合中國其他地區的飲食風格	Pickled Chinese sauerkraut fish 老蠟子酸菜魚	Chinese style crepes 煎餅	Sichuan cold pot skewers 四川冷鍋串串	Delicate Cantonese cuisines 精品粵菜
<b>Number of restaurants</b>	<b>餐廳數量</b>	Self-operated: 143 自營：143	Self-operated: 126 自營：126	Self-operated: 21 Franchised: 44 自營：21 加盟：44	Self-operated: 1 自營：1	Self-operated: 1 自營：1

## ABOUT US 關於我們

### 5.4 Group Governance

In strict compliance with *the Company Law of the People's Republic of China, the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited* and other relevant regulations, the Group adheres to the compliance-based operation. With systems establishment as the basis, it consistently improves on the governance structure and internal control mechanism, enhances risk control, as well as advances the building of corporate integrity to elevate the level of governance of the Group to ensure its sustainable development.

#### 5.4.1 Governance Mechanism

Our Group strictly abides by *the Corporate Governance Code* in Appendix 14 to *the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited* and other laws and regulations in operation. Based on the actual conditions in production and operation, we have formulated *the Corporate Governance System*, as well as established a scientific, standardized and reasonable governance structure and procedural rules covering the management, functional departments at the headquarters, brand functional departments and subsidiaries. Meanwhile, we consistently improve on the internal management systems in line with the development of the Group by specifying the scope of duties and authorities on decision-making, implementation, supervision and other aspects to improve the level of governance of the Group and provide organizational supports and system guarantees for the Group's development. For details about the governance structure of the Group, the governance mechanism of the Group, the shareholding structure of the Group, controlling shareholders and de facto controllers, please refer to *the 2019 Annual Report of Jiumaojiu International Holdings Limited*.

The chairman of the Group provides leadership to the Board by ensuring the Board works effectively and discharges its responsibilities in a timely manner. The Board comprises three executive Directors, a non-executive Director and three independent non-executive Directors and the direction and control of Group business are vested in the Board. The Board is responsible for the overall governance, supervision and regular review of the Group and guarantees the long-term interests of the Group and stakeholders. The Board has established four Board committees, namely, the Audit Committee, the Remuneration Committee, the Nomination Committee and the Risk Management Committee for overseeing particular aspects of the Group's affairs. For details about the composition and duty performance of the Board, the duties of the Board and the management, duty performance of independent Directors, please refer to *the 2019 Annual Report of Jiumaojiu International Holdings Limited*.

### 5.4 集團治理

本集團嚴格遵守《中華人民共和國公司法》及《香港聯合交易所有限公司證券上市規則》等相關規定，恪守合規營運底線，以制度建設為基礎，不斷完善集團治理架構及內部控制機制，強化風險管控，推進企業廉潔建設，提升集團治理水平，確保集團可持續發展。

#### 5.4.1 治理機制

本集團嚴格遵守《香港聯合交易所有限公司證券上市規則》附錄十四《企業管治守則》等法律法規運行，制定《企業管治制度》，結合自身生產經營實際情況，建立包含管理層、總部職能部門、品牌職能部門、附屬公司等內的科學、規範、合理的治理結構和議事規則。與此同時，我們持續完善符合集團發展的內部管理制度，明確決策、執行、監督等方面的職責權限，提升集團治理水平，為集團發展提供組織支持和制度保障。集團的治理結構、集團治理機制、集團股權結構、控股股東和實際控制人情況詳細內容見《九毛九國際控股有限公司2019年度報告》。

集團主席透過確保董事會有效運作並及時履行其職責，為董事會提供領導。董事會由三名執行董事、一名非執行董事及三名獨立非執行董事組成，負責本集團業務的發展方向及控制，對本集團整體治理、監督和定期檢討負有責任，保障集團和利益相關方的長遠利益。董事會下設4個董事委員會，分別為審核委員會、薪酬委員會、提名委員會及風險管理委員會，以監察集團相應方面的事務。董事會的構成及履職情況、董事會及管理層職責、獨立董事履職情況詳細內容見《九毛九國際控股有限公司2019年度報告》。

The Group has formulated a Shareholders' Communication Policy to ensure that Shareholders' views and concerns are appropriately addressed and regularly reviews the policy to ensure its effectiveness. Shareholders' meeting is one of the key channels for the communication between the Board and shareholders and separate resolutions are proposed at shareholders' meetings for each substantial issue for Shareholders' consideration and voting to guarantee the effective communication with shareholders.

#### 5.4.2 Risk Control

The Board is fully responsible for evaluating and determining the nature and extent of the risks it is willing to take to achieve the Group's strategic objectives, and for establishing and maintaining appropriate and effective risk management and internal control systems to safeguard Shareholders' investments and the Group's assets. The Audit Committee assists the Board in overseeing the design and implementation of the risk management and internal control systems. The Group has developed internal management systems such as *Policies and Procedures in Relation to Risk Management* and *Policies on Inside Information Disclosure*, and established a risk management process comprising four parts namely risk identification, risk evaluation, risk monitoring and risk reporting, specifying the inside information reporting mechanism and requirements on information confidentiality. Self-evaluation would be conducted annually to confirm the implementation of the risk management and internal control policy. The Group strictly follow the requirements of *the Corporate Governance Code of the Hong Kong Stock Exchange* and has set up the Risk Management Committee to conduct independent and regular reviews on the effectiveness of the procurement system of the Group. The headquarters of the Group has set up the Internal Audit Department to be responsible for the formulation of regulations on internal control. In 2019, the Group carried out 11 special and regular projects on internal control regulations. In addition, the Group conducted 8 special audit projects on various sectors, including capital management, contract management, project management and procurement management, and has carried out special rectification and improvement for the defects found, which effectively promoted all employees to participate in supervision and improved internal control and management.

集團制定股東通信政策，確保股東意見及關注得到適當解決，並定期進行政策檢討，以確保效用。股東大會作為董事會與股東溝通的重要渠道之一，集團就各大體獨立事項在股東大會上均單獨提呈決議案，以供股東考慮及投票，保障與股東保持有效溝通。

#### 5.4.2 風險管控

本集團由董事會全面負責評估及擬定為達成集團戰略目標所願承擔的風險性質及程度，制訂及維持適當有效的風險管理及內部監控系統，以保障股東投資及本集團資產。審核委員會協助董事會監督風險管理及內部監控系統的設計與執行。集團制定《風險管理政策與程序》《內幕信息披露政策》等內部管理制度，建立涵蓋風險辨認、風險評估、風險監控、風險報告四大環節的風險管理流程，明確內幕消息匯報機制及信息保密管理規定，並每年進行內部評估，確定集團風險管理及內部監控政策執行情況。本集團嚴格按照香港聯合交易所《企業管治守則》要求，設立風險管理委員會，對集團採購系統的有效性進行獨立及定期審查。集團總部設立內審部，負責制定內部控制規範。2019年，集團開展11個專項及常規內部控制規範相關項目，此外，集團開展8項專項審計項目，涉及資金管理、合同管理、工程項目管理、採購管理等領域，並針對所發現的缺陷進行專項整改和提升，有效推進全體員工參與監督，完善內部控制管理。

## ABOUT US 關於我們

### 5.4.3 Anti-corruption

The Group advocates the culture of honesty and integrity. In accordance with the *Anti-Money Laundering Law of the People's Republic of China*, the *Law of the People's Republic of China Against Unfair Competition* and other relevant laws and regulations, the Group has formulated the *Anti-corruption Policies*, the *System of Reward for Reporting by Employees of the Group*, the *Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery* and other internal policies, and improved the mechanism on the building of enterprise integrity. It sets out strict anti-corruption related preventative measures, strictly prohibits employees from accepting bribes and specifies the contents and reward standards on reporting to encourage employees to actively monitor and report internal non-compliance to ensure the legal compliance and sound operation of the Group. During the reporting year, one duty-related encroachment crime litigation brought against the Group's dismissed employee by the procuratorial organ was concluded and the former employee was sentenced to 10 months in prison. The case has not caused any material and adverse effect on our business, but the Group has learnt a lesson from this and take it as a case example in our integrity education to improve integrity and warning education and enhance the legal awareness of employees and the defense line of integrity of employees.

#### Major anti-corruption measures of the Group

##### 本集團主要反貪污管理措施

Smoothing reporting channels	Opened WeChat, hotline, text messages, letters, mailbox, face-to-face reporting and other real-name reporting channels and committed to keep all reporting information in strict confidence which protects the interests of informers.
暢通舉報渠道	開設微信、電話熱線、手機短信、信函、電子郵件、當面舉報等多種實名舉報渠道，並承諾對所有舉報信息嚴格保密，保障舉報人的權益。
Standardizing employee behaviors	Formulated the <i>Standards on Procurement Behaviors</i> and established procurement systems in line with the processes and systems of the Group and standards on guiding the equal and fair procurement practices of procurement employees.
規範員工行為	制定《採購行為準則》，建立符合集團流程和制度的採購體系，指導採購人員公平公正的採購行為規範。
Enhancing internal supervision	Set up legers for reporting registration, carried out special investigations on the reported matters and addressed and tracked the reporting of non-compliance and malpractices. And the Group solemnly timely handled non-compliance and malpractices and curbed unhealthy practices.
強化內部監督	設立舉報登記台賬，開展舉報專項調查工作，及時處理並跟蹤違規舞弊舉報，嚴肅處理違規舞弊事件，遏制不良風氣。

### 5.4.3 反貪污

本集團倡導誠信廉潔文化，按照《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等相關法律法規，制定《防止貪污政策》《集團內部員工舉報獎勵制度》《關於嚴禁收受禮品、商業賄賂的通知》等內部政策，完善企業廉潔建設機制，嚴格規範反貪污相關的防範措施，嚴禁員工收受賄賂，明確舉報內容及獎勵標準，鼓勵員工主動監督和舉報集團內部違規行為，確保集團依法合規穩健經營。報告年度期間，檢察機關對本集團前員工提出並已審結的1宗有關非法侵佔本集團營業收入的職務侵佔犯罪公訴，最終，該名前員工被判處有期徒刑十個月。案件並未對集團的經營造成重大不利影響，但集團引以為鑒，以此類案件作為廉潔教育案例，強化廉潔與警示教育，提高員工法律意識，築牢員工廉潔防線。



Major anti-corruption measures of the Group

本集團主要反貪污管理措施

Promoting integrity culture	Required all employees to learn about and follow the corporate values on frugality and honesty and the corporate constitution on anti-corruption and integrity advocacy and publicized relevant cases on anti-malpractices through the WeChat platform on corporate culture.
推廣廉潔文化	通過企業文化微信平台，明確全體員工學習並遵守勤儉誠信的企業價值觀和反腐倡廉的企業憲法，並推廣反舞弊相關案例。
Conducting integrity education	Conducted a total of 25 trainings and education activities on integrity for newly-promoted management and newly-appointed functional employees at stores, enhanced the employees' understanding of the culture, values and corporate constitution of the Group and elevated the awareness on honesty and integrity.
開展廉潔教育	對門店新晉升管理人員、新職能員工等開展廉政培訓教育共計25次，加強員工對集團文化價值觀和企業憲法的理解，提升誠信廉潔意識。
Integrity management on suppliers	Required all suppliers to sign <i>the Letter of Commitment on Integrity of Suppliers</i> as an attachment to contracts at the access approval phase. Meanwhile, it established the WeChat platform on supplier management and irregularly publicized the integrity culture of the enterprise among suppliers. It also organizes the meeting of suppliers each year to award honest suppliers and establish a positive and sustainable partnership with them.
供應商廉潔管理	將《供應商廉潔承諾書》作為合同附件，要求所有供應商在准入審批階段簽署。同時，成立供應商微信管理平台，不定期向供應商宣傳企業廉潔文化，並每年組織供應商大會，表彰誠信供應商，與供應商構建陽光、可持續的合作關係。
Participating in anti-corruption associations	Joined China Chain Store & Franchise Association, attended anti-corruption trainings held by the association and communicated and shared anti-corruption cases in a timely manner with groups under the association.
參與反貪腐協會	加入中國連鎖經營協會，參加協會舉辦的反貪腐培訓，並在協會群中及時溝通、共享反貪腐案例。



Integrity education for newly-appointed functional employees

新入職職能人員廉潔教育



Integrity education for store management trainees and kitchen management trainees of Tai Er  
太二儲備店長、儲備後廚經理廉潔教育

## ABOUT US 關於我們

### Case: Holding the meeting of suppliers in 2019

#### 案例：舉辦2019年供應商大會

On April 11, 2019, the meeting of suppliers of the Group was held in Guangzhou. The management team of the Group and over 150 suppliers attended the meeting. It introduced the major focuses of the Group in 2019, specified that the Group will consistently optimize the procurement system and called for suppliers to enhance the development of high-quality and standardized products and abide by the integrity agreement. It awarded the prizes of the most honest suppliers and the best suppliers and encouraged suppliers to provide high-quality products and services, achieve common growth with the Group and actively perform social responsibilities to create a healthy business environment.

2019年4月11日，集團供應商大會在廣州舉行，集團管理團隊及超過150名供應商參加本次大會。會議介紹2019年集團的重點工作，明確集團將不斷優化採購系統，呼籲供應商加強打造優質標準化產品和遵守廉潔協議，更頒發最具誠信供應商、最佳供應商等大獎，鼓勵供應商提供優質產品和服務，與集團共同成長，積極履行社會責任，營造健康的營商環境。





#### 5.4.4 Protection of Trademarks and Intellectual Property Rights

The Group strictly abides by *the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China, the Law of the People's Republic of China Against Unfair Competition* and other relevant laws and regulations and resolutely safeguards its own interests according to the laws. We conduct strict and standard management on trademarks, patents and other intellectual property rights and joined third-party institutes in establishing teams on intellectual property rights protection. We strive to safeguard the brands, goodwill and image of the Group through self-initiated inspections on infringements in the market, investigation and verification, complaints to platforms, filing lawsuits to courts and other channels. Meanwhile, the Group respects others' intellectual property rights, encourages and protects fair competition and strives to safeguard others' legitimate rights from being infringed. In 2019, the Group had 358 trademark registrations in Mainland China and 52 trademark registrations in other regions and countries. We also had 7 patent registrations, 13 copyright registrations and 4 domain registrations in Mainland China.

#### 5.4.4 商標與知識產權保護

集團嚴格遵守《中華人民共和國商標法》《中華人民共和國專利法》《中華人民共和國反不正當競爭法》等相關法律法規，堅決依法維護自身權益。我們對商標、專利等知識產權進行嚴格規範管理，與第三方機構共同構建知識產權保護團隊，通過自發檢測市場侵權行為、調查驗證、平台投訴、法院訴訟等多種途徑，全力維護集團品牌和商譽形象。與此同時，集團尊重他人的知識產權，鼓勵和保護公平競爭，盡力維護他人合法權益不受侵害。2019年，集團在中國內地擁有358項商標註冊，其他地區及國家擁有52項商標註冊，並在中國內地擁有7項專利註冊、13項著作權註冊及4個域名註冊。

# GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY

## 食安精品守護者

Aspects of the ESG Guide involved in this chapter

本章涉及的《ESG指引》層面

### B5 Supply Chain Management, B6 Product Responsibility

B5 供應鏈管理 · B6 產品責任

ESG issues involved and their materiality

涉及的ESG議題及其重要性

**Food safety** (Ranked 1st)

食品安全 (排序第1)

**Product research and development** (Ranked 2nd)

產品研發 (排序第2)

**Consumer rights protection** (Ranked 7th)

消費者權益保護 (排序第7)

**Dining environment** (Ranked 9th)

就餐環境 (排序第9)

**Supply chain ESG management** (Ranked 10th)

供應鏈ESG管理 (排序第10)

**Reasonable marketing and publicity** (Ranked 13th)

合理行銷及宣傳 (排序第13)

The development of an enterprise lies on customers' support and love. Following the development strategy of "developing the best products and providing the best services", the Group consistently innovates, improves and strives to provide customers with high-quality products and services.

企業的發展離不開顧客的支持與厚愛。集團以「研製最好的產品和提供最好的服務」為發展戰略，堅持持續創新和改進，努力為顧客提供高質量的產品與服務。

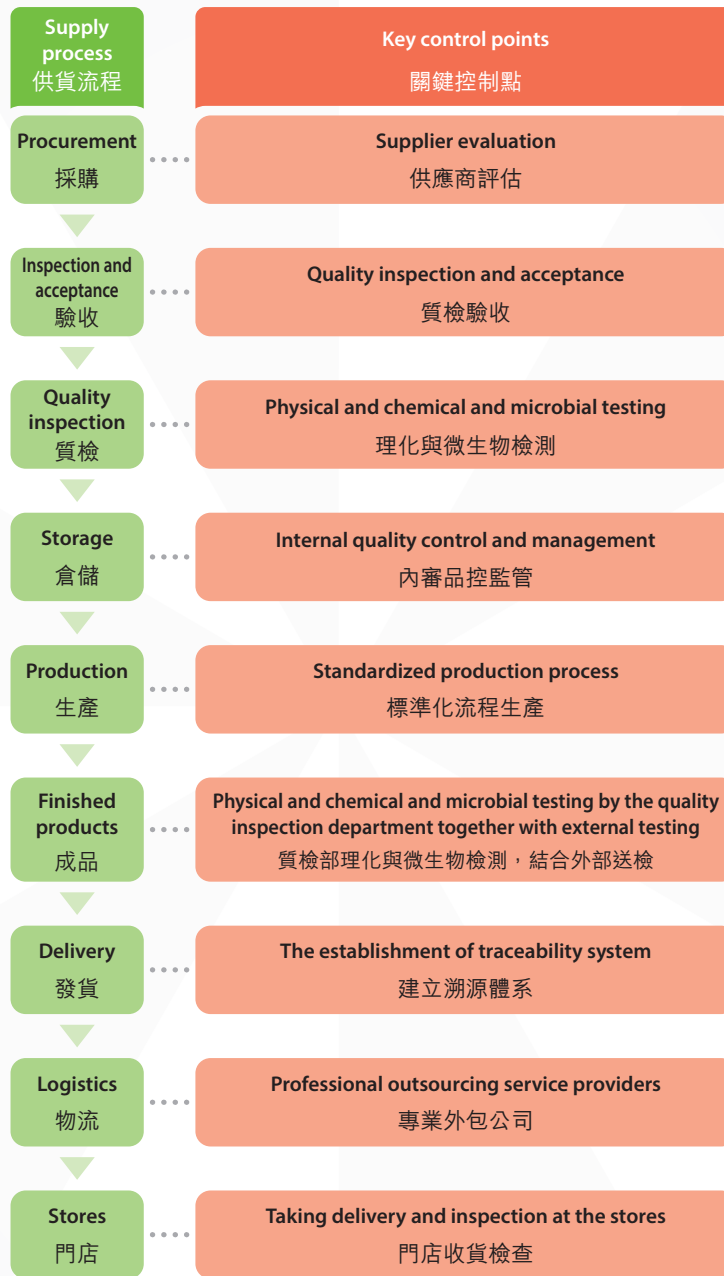
### 6.1 Creating Quality Food with Sincerity

Following the policy of "putting food safety first and focusing on prevention with comprehensive governance" and strictly abiding by *the Food Safety Law of the People's Republic of China* and relevant laws and regulations of the place where it operates, the Group has formulated relevant internal management policies such as *Safety Management System* and established its safety management system and inspection and evaluation system. The Group standardizes the supply of raw materials, strengthens food safety and quality control with various measures and practically implements supervision on food safety. Through a careful selection of ingredients and a meticulous preparation, customers can enjoy the food at ease.

### 6.1 誠心成就食物品質

集團堅持「食品安全第一，預防為主，綜合治理」的方針，嚴格遵守《中華人民共和國食品安全法》及營運地相關法律法規，制定《安全管理系統》等內部管理制度，建立安全管理體系和稽核評估體系，規範原料供應，多項並舉強化食品安全與品質管控，切實落實食品安全監管，精心選材，用心製作，讓顧客吃的安心又放心。

GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY  
食安精品守護者



key control points of the safety management system  
安全管理體系關鍵控制點

## GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者

### 6.1.1 Strengthening Supply Chain Management

The Group adopts concentrated procurement to guarantee the quality of food ingredients. We strictly select suppliers, perform quality inspection for acceptance and enhance cold chain management to ensure quality control on food ingredients from the source. We established the procurement center responsible for quality control on dishes during the whole process from the place of origin to the sight of our customers. We also formulated and implemented *the Systems on Suppliers Management, the Procedures of Procurement Operation (Specification), the Appraisal System on Performance of Contracts by Suppliers* and other relevant internal policies to standardize supplier management. As of the end of this reporting period, we have a total of 336 suppliers. All of the suppliers are located in Mainland China, 65% of which are from Southern China<sup>2</sup>.

### 6.1.1 強化供應鏈管理

為保障食材質量，集團推行集中採購方式，嚴選供應商、落實質量驗收、強化冷鏈管理，確保食材源頭品控。我們設立採購中心，負責菜品從產地到餐桌的全流程品質把控，制定並執行《供應商管理制度》《採購操作流程（細則）》《供應商履約考核制度》等相關內部政策，規範供應商管理。截至本報告期末，我們共有336家供應商，全部位於中國內地，其中65%來自華南地區<sup>2</sup>。

Regional Distribution of Suppliers in 2019  
2019年供應商地區分佈



<sup>2</sup> Southern China refers to Guangdong, Guangxi and Hainan provinces.

<sup>2</sup> 華南地區指包括廣東省、廣西省和海南省。

# GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY

## 食安精品守護者

### Strict access control 嚴控准入

#### Access inspection 准入考察

Specifying inspections on capital strength, supply guarantee, reputation and other aspects on supplier access.

明確供應商准入需考察資金實力、供貨保障能力、信譽等方面。

#### Qualification certification 資質證明

Requiring suppliers to abide by regulations on food production and provide licenses and qualifications in compliance with regulations.

要求供應商遵守食品生產規定及提供符合規定的執照及資質。

#### Quality responsibilities 質量責任

Requiring admitted suppliers to sign *the Quality Guarantee Agreement* to fulfill their quality guarantee responsibilities on supplies.

要求准入供應商簽訂《質量保證協議》，落實供貨質量保證責任。

### Disciplined management 規範管理

#### Specifying responsibilities on food safety 明確食安責任

The supply contract sets out that no pesticide residue, biotoxin and other hazardous substance shall be contained in supplies and safety shall be guaranteed in the supply of raw materials.

供應合同中明確規定供貨不可出現的農藥殘留、生物毒素等危害性異物，確保原料供應安全。

#### Defining food safety accidents 界定食安事故

*The Management Practice on Materials Quality*, an internal policy, specifies the levels of food safety accidents and the corresponding punishment standards and it adopts the frequency of food safety accidents in raw materials supply into the appraisal by the procurement center to strengthen guarantee responsibilities on food safety.

內部政策《原料質量管理規範》中明確食品安全事故等級及對應的處罰標準，並將供應原料食品安全事故發生頻次納入採購中心考核，強化食品安全的保障責任。

#### Appraisal and assessment 考核評估

We conduct appraisal on suppliers on a quarterly basis in which the quality standards account for over 40%. Suppliers with significant quality accidents and hidden hazards and false qualifications will be blacklisted and eliminated.

每季度對供應商進行考核，其中質量維度分數佔比為超過40%，並將出現過重大質量事故及隱患、資質造假等情況的供應商納入黑名單，堅決淘汰。

#### Quality test 質量檢測

For key suppliers of important raw materials, we regularly or irregularly conduct quality tests or on-site inspections on the plants of suppliers. For non-key supplier, we organize the suppliers to send materials for inspection and conduct inspection on arrival to ensure the supply quality.

針對原料重要性高的重點供應商，定期或不定期到供應商工廠進行質量檢測或現場檢查；而非重點供應商組織供方送檢、到貨檢驗，確保供貨質量。

#### Quality improvement 質量提升

Quality control staff provide necessary trainings to suppliers to ensure that the food and supplies delivered meet designated standards.

質量控制人員對供應商提供必要的培訓，確保交付的食物及供貨符合指定標準。

## GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者

### 6.1.2 Building the Defense Line on Food Safety

The Group considers food safety as the foundation for survival as well as the code of conduct to be followed by all employees of the Group. We strictly abide by food safety management policies and quality standards including *the Food Safety Emergency Preparedness Plan, Food Safety Management System and Conduct Code on Food Safety of Catering Service* and establish a food safety management system covering all processes of tests on food ingredients, food processing, storage management and restaurants operation and carry out regular supply chain and stores inspections and evaluations covering various aspects including central kitchen food safety, material management, quality inspection management and quality and food safety of the products of stores to prevent food safety accidents caused by negligence. The Group recorded no significant food safety accidents in 2019.

#### Sources of and test on food ingredients

The Group attaches significant importance to the sources of food ingredients and the quality test results. We procure major food ingredients from high-quality origins in particular regions after our repeated tests and experiments to ensure the quality and healthfulness of food ingredients. We have different procurement sources for different food ingredients. For example, we generally purchase vegetables from suppliers authorized by domestic vegetable production bases and operation places and only procure fresh weever from Foshan City in Guangdong Province. Meanwhile, we require suppliers to provide test reports upon delivery. For weever, it shall be tested against antibiotics, hormone residues and other items. We have established relevant internal management policies such as *the Management System on the Inspection and Acceptance of Raw and Auxiliary Materials and Supplies* and *the Management System on the Inspection and Acceptance of Semi-finished Products*, clarifying the standards on the inspection and acceptance of dried seafood, condiment products, vegetables and other products and have appointed dedicated inspection personnel to conduct sampling tests on incoming goods regarding various aspects including label, odor and color to ensure the production at our central kitchens meets quality requirements. Further, we carry out quality examination on aquatic products, the pesticide residues of fruits and vegetables and materials of high risk on a daily basis and conduct special examination and evaluation on new raw materials to ensure that the residues of pesticide and other chemical substance conform to the national standard.

#### Food processing control

We proactively adopt the ISO22000 quality management system as the food safety and quality standards on food processing. We require employees in production activities to follow strict hygienic standards.

### 6.1.2 築就食品安全防線

本集團將食品安全視作企業賴以生存的基礎，同時也是集團每位員工必須遵守的行為準則。我們嚴格遵守《食品安全應急預案》《食品安全管理制度》《餐飲服務食品安全操作規範》等食品安全管理制度及質量標準，構建涵蓋食材檢驗、食品加工、倉儲管理、餐廳營運各個環節的食品安全管理體系，並定期開展供應鏈及門店的稽核評估，覆蓋中央廚房食品安全、物資管理、質檢管理，以及門店產品品質和食品安全等方面，防止因疏忽大意導致的食品安全事故。2019年，集團未發生重大食品安全事故。

#### 食材來源及檢驗

本集團注重食材的生產來源和質量檢驗結果。經過反覆測試及實驗，從被評選為優質原產地的特定區域採購主要食材，以確保食材質量與健康。針對不同食材，我們有不同的採購來源，例如蔬菜一般從國內蔬菜生產基地及營運地授權供應商購買，而新鮮鱸魚僅從廣東省佛山市採購。同時，我們要求供應商交貨時提供檢驗報告，例如鱸魚需檢驗抗生素和激素殘留等項目。我們制定《原輔料及物料驗收管理制度》《半成品驗收管理制度》等相關內部管理規定，明確覆蓋乾貨、香辛料、蔬菜類等多種產品的驗收標準，並設置專門檢驗人員，對入庫產品落實標籤、氣味、色澤等方面的抽樣品質檢驗，確保中央廚房生產符合質量要求。此外，我們更每日對水產品、果蔬類農殘、高危原料進行品質檢測，並對新增原料進行專項檢測及評估，確保蔬菜等供貨的農藥及其他化學殘留物符合國家標準。

#### 食品加工管控

針對食品加工，我們主動採用ISO22000質量管理體系作為食品安全及質量標準。我們要求參與生產活動的員工遵循嚴格的衛生



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Meanwhile, we stipulate that all raw materials and food ingredients used in production shall strictly comply with relevant laws and regulations on safety and quality and professional quality inspectors shall conduct sample tests on half-cooked products, covering the appearance, color, odor, nutrition and other aspects. Only those meeting quality standards can enter the next stage of production. During the processing, it closely monitors Hazard Analysis Critical Control Points (HACCP system) to prevent and rectify factors with significant influence on food quality.

### Storage management

We set appropriate environment and conditions for the storage of food ingredients. We cooperate with suppliers to ensure that the temperature and humidity for food ingredients storage meet the requirements on quality guarantee during the transportation. Meanwhile, employees will store food ingredients under appropriate temperature and conditions based on the standards on quality guarantee after they are delivered at central kitchens or canteens and they shall truthfully fill in record logs to effectively manage the traceability of documents to ensure the conditions of food ingredients before storage. We also appoint professional third-party transportation companies to transport food ingredients and supplies from central kitchens to restaurants in strict compliance with safety policies and requirements on transportation to ensure the quality of food ingredients before cooking.

### Restaurant management

We formulate standard handbooks on food cooking, specify operation procedures and quality standards and regulate all processes of food treatment in all stores under the restaurant network. Meanwhile, we require restaurant staff to strictly follow the procedures and standards set out in handbooks and require restaurant staff to participate in continuous food production safety and hygiene related trainings to ensure that the flavor, appearance, quality and hygiene of dishes meet the standards of the Group. In addition, most of our restaurants adopt open kitchens and customers can directly observe the cooking process to gain assurance on food quality.

The Group has established a sound inspection and evaluation system through its quality control department, not only requiring restaurants to conduct internal inspection and arrange operational management staff to conduct inspection visit, but also carrying out quarterly sampling inspection on food safety of restaurants. It formulates *the Inspection Table on Food safety* and *the Inspection Table on Food Quality*, specifying the standards and warning lines on food safety and product quality covering the flavor, appearance and hygiene of dishes and identifying and rectifying potential issues on quality and food safety.

標準。同時，我們規定生產過程中使用的所有原材料及食材均須嚴格遵守安全及質量的相關法律法規，並由專職質量檢測人員對半熟品進行抽樣檢測，涵蓋外觀、顏色、氣味、營養素等方面，確保符合質量標準後方可進入下一階段的生產。在加工過程中，各個生產步驟將按危害分析與關鍵控制點（HACCP體系）進行密切監控，以防止並糾正對食物質量產生重大影響的因素發生。

### 倉儲管理

我們為食材儲存設置適宜的倉儲環境與條件。我們與供應商合作，確保運輸過程中的食材儲存的溫度與濕度符合保質要求。同時，食材運抵中央廚房或餐廳後，員工及時根據保質標準將食材存儲在適當溫度及儲存條件下，並如實填寫記錄日誌，切實落實溯源單據管理，確保食材儲存前的狀態良好。我們更聘請專業第三方運輸公司，嚴格按照運輸過程中的安全政策及規定，將食材及供應品由中央廚房運輸至各餐廳，確保食材烹飪前的品質。

### 餐廳管理

在食物烹飪方面，我們制定標準化手冊，明確操作程序及質量標準，就餐廳網絡中所有餐廳處理食物的各環節進行規管。同時，我們要求餐廳員工嚴格遵守手冊訂明的程序及標準，並要求餐廳員工持續落實食品生產安全與衛生相關培訓，確保菜品的味道、品相、質量及衛生符合集團標準。此外，我們大多數餐廳還採用開放式廚房，讓顧客直觀觀察食物烹飪過程，對食物品質更放心。

本集團通過下設的品控部門建立並完善稽核評估體系，不僅要求門店自檢和安排營運管理人員巡檢，更對餐廳進行季度抽樣安全稽查，分別制定《食品安全稽查表》《產品品質稽查表》，明確覆蓋菜品口味、品相、衛生等方面的食品安全及產品品質標準及警戒線，識別並糾正潛在質量及食品安全問題。



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### Franchised store management

To ensure full control on food and services quality and effectively safeguard our brands and reputation, we carry out multi-dimensional appraisal on franchisees. The appraisal covers the financial conditions of franchisees, the adherence to corporate concepts and brand concepts, entrepreneurship, motivation, local knowledge and resources. Meanwhile, we require franchisees to strictly follow standards on operation, food safety and quality control and provide unified platform systems for members, trainings and instructions, suppliers of food ingredients and equipment, publicity and marketing strategies and other resources to guarantee the consistency of our food and image output. We regularly visit brand franchised stores and require them to report regularly and consistently monitor the operation of franchised stores.

## 6.2 Considerately Improving Customer Experience

Committed to the corporate value of “loving customers”, the Group actively provides customers with diversified and healthy food and leads the high-quality Chinese food culture. It establishes a service system primarily focusing on customer experience and strives to safeguard the legitimate interests of customers. We also consistently focus on improving customer satisfaction by providing considerate customer services and comfortable and fashionable dining environment.

### 6.2.1 Diversified Products for Selection

#### Concentrating on dish research and development

We are committed to introducing special dishes with different flavors and providing customers with excellent delicacies through innovation, research and development. We keep tracking and evaluating feedback of salesmen and customers on dishes and review and update menus with reference to the results of customer appraisals. On the one hand, we pay close attention to different consumption habits and tastes of consumers in different areas, actively develop dishes with regional characteristics and highlight the unique flavor of food ingredients to cater to particular appetite of local customers. On the other hand, we continuously improve dishes and adjust the quantity and price of dishes based on consumption trends to develop products favored by consumers.

### 加盟店管理

為確保食品及服務質量充分控制，切實維護我們的品牌聲譽，我們對加盟商進行多維度評估，評估內容包含加盟商的財務狀況、對企業理念及品牌概念的堅持、創業精神、動機、當地知識及資源等。同時，我們要求加盟商嚴格遵守營運、食品安全及質量控制標準，並提供統一會員平台系統、培訓指導、食材與設備供應商及宣傳推廣策略等資源，以保障穩定的食品及形象輸出。我們更定期走訪品牌加盟店，並要求加盟商定期匯報，持續監督加盟店的營運。

## 6.2 貼心提升客戶體驗

本集團秉持「愛客戶」企業價值觀，積極為顧客提供多元健康的產品選擇，引領高品質中式餐飲文化，更構建以顧客體驗為主導的服務體系，努力維護顧客合法權益，並專注升級優質貼心的客戶服務和舒適時尚的就餐環境，持續提升客戶滿意度。

### 6.2.1 多元產品選擇

#### 用心研發菜餚

我們致力於透過創新研發，不斷推出各具風味的特色菜餚，為顧客提供上乘的美味佳餚。我們堅持跟蹤及評估銷售及顧客對菜品的反饋，定期以顧客評價結果作為依據，進行菜單審查和更新。一方面，我們持續關注不同區域消費者的消費習慣及口味差異，積極研發具備區域特色的菜品，突出食材自身獨特口感與風味，迎合當地顧客特定口味。另一方面，我們不斷根據消費趨勢改進菜式，調整菜品份量及價格，打造更受消費者喜愛的產品。

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Double Eggs introduced a DIY option in our offerings, through which customers can choose their favorite ingredients and create the crepe suiting their tastes. Uncle Chef adopted a multi-tier membership scheme and offer privileges to our VIP guests by providing them with customized menus, focusing on customized demands of medium- and high-end customers. Jiu Mao Jiu updates approximately 20%-30% of the items on its menu each year. Double Eggs updates its menu every one and a half months to improve the attractiveness to customers. Tai Er focuses on core dishes and offers no more than 23 dishes.

We have standard procedures on the research and development of new dishes. During the stage of project proposal, we comprehensively consider brand positioning, target customers, the stability of food supplies and other factors and determine the final introduction of new dishes. Meanwhile, before the launch of new dishes, we conduct trial introduction in certain canteens and adjust them based on the sales volume and the feedback collected during the trial introduction. In addition, we establish the product committee to appraise the sales volume and brand positioning of new dishes during the trial introduction and finally determine whether it is appropriate to introduce new dishes in the market. As of the reporting period, the special product R&D teams of all brands have over 23 members and the responsible persons of most teams have worked as chefs for over ten years.

其中，2顆雞蛋在產品中加入自助選擇，由顧客選擇所喜歡的煎餅食材，創作最適合自身口味的煎餅。而那未大叔採用多級會員制，為VIP顧客提供定制菜單，關注中高端客戶個性化需求。九毛九每年更新菜單上約20%-30%的菜式，2顆雞蛋則每隔1.5月更新一次菜單，增加顧客的吸引力；為專注核心菜品，太二提供不超過23種菜式。

我們設有新菜品研發標準化流程。在項目立項階段，我們通過綜合考慮品牌定位、目標顧客、食物供應穩定性等因素，從開發的多種新菜品中確定所推出的菜品。同時，在新菜品推出前，我們選擇部分餐廳進行試出品，根據銷量及試出品期間收集的反饋調整新菜品。此外，我們組建產品委員會，針對新菜品在試出品階段的銷售量及品牌定位進行評估，最終確定新菜品是否適合推出市場。截至報告期，各品牌專門的產品開發團隊成員超過23名，大部分產品開發團隊負責人擔任大廚超過十年。

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Jiu Mao Jiu dish-full-kilo gigantic pork ribs  
九毛九菜品 - 二斤大骨頭



Jiu Mao Jiu dish- birthday noodles  
九毛九菜品 - 長壽麵



Tai Er dish-Pickled Chinese Sauerkraut Fish  
太二菜品 - 老壇子酸菜魚



Tai Er dish- Soft Glutinous Rice Cakes in Meringue  
太二菜品 - 蛋酥軟糍粑

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### Expanding business areas

Customer demand is the primary driver to the development of the Group. We pay close attention to changes in market demands. Besides the principal business of catering operation, we also explored delivery services and sales of specialities to expand the operation scope of the Group. Through online third-party delivery platforms, we serve customers in the vicinity within 30 to 40 minutes of the placing of their orders with cooking and delivery services to guarantee the quality of food delivered. In addition, we also expand the sales of specialities such as health tea, vinegar and millet and provide customers with natural, pollution-free and green food with regional characteristics.

### 6.2.2 Considerate Customer Services

The Group advocates the culture of “excellent” value and strives to provide customers with extraordinary services. We stick to customer experience as the standard for services appraisal, formulate standards on customer services, actively listen to customers’ feedback and consistently improve the quality of customer service. Based on consumption trends of customers and intelligent technology, we improve the level of information management and provide customers with quality and considerate service experience.

#### Considerate customer services

- We adopt a set of strict standards on table services designed to meet customer expectation, actively implements inspection and appraisal on restaurant services, set out differentiated standards on welcome, service, cleaning and other aspects and establish warning lines on restaurants management to provide customers with precise services.
- We create a leisure and comfortable dining atmosphere for customers. Service employees keep a polite and appropriate service attitude, observe customers’ needs and avoid causing excessive disturbance to customers’ dining.
- We offer different dining experience to customers based on different brand cultures.

### 開拓業務領域

客戶需求是驅動集團發展的原動力。我們時刻關注市場需求變化，除餐飲經營主要業務外，更拓展外賣服務及特產銷售業務，開拓集團經營領域。通過第三方網上外賣平台，我們為下單後30-40分鐘內可送達的周邊顧客提供食物烹製及外賣配送服務，以保障食物配送品質。此外，我們還拓展銷售保健茶、醋、小米等零售特產，為客戶提供獨具區域特色的天然無污染綠色食品。

### 6.2.2 貼心客戶服務

集團倡導「優」價值文化，追求為客戶提供極致服務。我們堅持以客戶體驗作為評價服務的準繩，制定客戶服務標準，積極聆聽客戶反饋，持續優化客戶服務質量，結合客戶消費趨勢和智能技術，提升信息化管理水平，為客戶提供優質貼心的服務體驗。

#### 貼心客戶服務

- 採用一套為滿足顧客預期而設計的嚴格餐桌服務標準，並積極落實前廳服務稽核評估，細分迎賓、服務、清潔等方面服務標準，更設置前廳管理警戒線，為顧客提供精準服務。
- 為客戶營造自在舒適的用餐氛圍，服務人員保持禮貌得體的服務態度，並觀察顧客服務需求，不過分打擾顧客用餐。
- 根據不同的品牌文化，給客戶提供不一樣的用餐體驗。

## GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者

Jiu Mao Jiu provides reliable and hygienic dining (放心餐桌) to families and customers with a warm and attentive dining experience. We offer free gifts to children and the elderly and birthday noodles at a discounted price. Tai Er pursues unique and interesting dining culture and builds rapport with customers through eye-catching and off-the-rail slogans, such as “Cook the second most delicious Chinese sauerkraut fish in the universe” (做宇宙第二好吃的酸菜魚).

### Service experience improvement

We actively promote the application of new technologies in customer service. Orders from our guests are recorded in our central IT system, which is automatically transmitted to both the restaurant kitchen and cashier, so as to reduce error and ensure the efficiency of service. Meanwhile, most of our restaurants support smart QR code menu where our customers visit our one-stop services covering ordering, payment and issuing invoices with their smart phones to improve the service efficiency.

### Strengthening interaction with customers

We introduced a variety of interesting and interactive activities for our online members to boost the sale of our featured products on our online platforms and increase customer cohesiveness. We established a professional team to carefully design the content for our online platforms and held various online and offline customer activities such as Tai Er Chagan Lake Fish Banquet and Tai Er 100 Stores Activity to attract customers' participation and interaction which further enhance brand image. As of the reporting period, the number of subscribers of our WeChat Official Account for Jiu Mao Jiu reached 3.8 million and our WeChat Official Account for Tai Er had more than 5.6 million subscribers, and the average number of views for each posting was more than 100,000. In addition, We have organized the parents-children DIY workshop in all Jiu Mao Jiu stores and encouraged children and parents to participate in making noodles to enhance the parents-children relations. In 2019, the Group organized 903 parents-children DIY workshop in total with 6,470 participants.

九毛九主打「放心餐桌」，為家庭及聚餐顧客提供溫馨細緻的用餐體驗。我們為兒童及長者提供免費禮品及提供價格優惠的生日麵條。太二追求獨特而有趣的餐飲文化，透過搶眼且出人意外的標語與顧客建立融洽關係，例如「做宇宙第二好吃的酸菜魚」。

### 服務體驗提升

我們積極推進新技術在客戶服務上的應用，將顧客訂單錄入中央IT系統，自動傳輸訂單至餐飲廚房及收銀台，減少錯誤並確保服務效率。同時，我們大部份餐廳支持智能二維碼菜單點餐，顧客可通過手機訪問我們的一站式服務，包括下單、付款至開具發票，提高服務效率。

### 增強客戶互動

我們向線上會員推出多樣有趣的互動活動以促進線上平台銷售特色產品和增強客戶黏性。我們組建專業團隊為線上平台精心設計內容，舉辦太二查幹湖魚宴、太二百店活動等各類線上及線下客戶活動，吸引顧客參與互動，進一步提升品牌形象。截至報告期，九毛九的微信官方賬號的訂閱者達3.8百萬，太二微信官網賬號訂閱者超過5.6百萬，每貼的平均閱讀量超過100,000人次。此外，我們還在各九毛九門店打造專為孩子與家長而設的「親子課堂」活動，鼓勵孩子們與家長一同動手製作麵點，增進親子感情。2019年，集團共開辦903場「親子課堂」活動，參與人數為6,470人。



## GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者



Jiu Mao Jiu customer activity-“parents-children DIY workshop”  
九毛九客戶活動－「親子課堂」



Tai Er customer activity-Chagan Lake Fish Banquet  
太二客戶活動－查幹湖魚宴

### Customer communication and feedback

We consistently advance the communication and feedback on customers' suggestions and clearly set out guidance and orientation on improving products and services. We vigorously collect feedback or complaints from customer at our restaurants, through our hotline, online suggestion form, email, WeChat Official Accounts or fans group via WeChat. In addition, based on our internal management policies including *the Guidelines on Crisis Management*, we have specified the categories and levels of complaints and standardized the handling procedures and management authorities on customer complaints, and have formulated and will continue to refine the list of common customer problems and coping strategies based on the customer complaint handling reports submitted by our stores so as to effectively follow up customers' feedback and improve our service. We have also set up customer experience departments under various brands which are responsible for achieving timely understanding and responding to customers' demands, for the purpose of providing dining experience which meets customers' expectation, enhancing customer service capabilities and operation control standards and improving customer satisfaction.

### 客戶溝通反饋

我們持續推進顧客意見的溝通反饋，為集團提升產品和服務水平明確指引方向。我們透過熱線電話、線上建議表、電子郵件、微信官方賬號、微信粉絲團等方式，積極收集餐廳顧客的反饋及投訴。同時，根據《危機管理指引》等內部管理制度，我們明確投訴事件的類別與級別，規範顧客投訴的處理流程及管理權限，並根據各門店上報的顧客投訴處理報告，制定並持續完善常見顧客問題清單與應對策略，切實落實顧客反饋的跟蹤與服務提升。我們更在各品牌下設顧客體驗部門，專門負責及時瞭解、回應顧客訴求，打造符合顧客期望的用餐體驗，優化客戶服務能力與營運管控水平，提升客戶滿意度。



Customer complaint addressing process  
客戶投訴處理流程



## GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者

### 6.2.3 Upgrading Dining Environment

The Group endeavors to create an appealing dining atmosphere for guests. We continue to adjust and upgrade the interior designs of our restaurants to adapt to the ever-changing taste of our customers. Tai Er restaurants pursue unique and interesting dining culture and make extensive use of engraved woods as decoration with a view to creating a simple and wonderful restaurant atmosphere. We also have various slogans posted in our restaurants to amuse our guests. Uncle Chef is positioned to provide delicate Cantonese cuisines, targeting medium to high-end customers. The Uncle Chef restaurants are designed to be decorated in a low-key yet luxury style with dark blue and gold as main colors and provide VIP guests with private dining areas to create a fashionable and high-end dining environment for customers.



Tai Er restaurants – engraved woods decoration  
太二餐廳 – 木雕裝飾

### 6.2.3 就餐環境升級

集團力求為顧客營造有吸引力的用餐氛圍。我們不斷調整和升級餐廳的內部設計，以適應顧客不斷變化的品味。太二餐廳追求獨特而有趣的餐飲文化，廣泛使用木雕元素作為裝飾，旨在營造簡單而美妙的餐廳氛圍，並在餐廳貼有各種有趣口號，增加顧客消遣趣味。那末大叔定位精品粵菜，以中高端顧客為主要目標，採用深藍色及金色為主色調，打造低調而奢華的風格裝飾設計，並為VIP顧客提供私人用餐區，為客戶打造時尚高級用餐環境。



Uncle Chef – private dining areas for VIP guests  
那末大叔 – VIP顧客私人用餐區

### 6.2.4 Protection of Customer Interests

The Group respects the legitimate interests of customers and fully implements guarantees on safety and hygiene, privacy management and compliance marketing to ensure consumers' interests from being infringed.

#### Safety protection

We strictly abide by *the Law of the People's Republic of China on Work Safety, the Fire Protection Law of the People's Republic of China* and other relevant laws and regulations and actively implement safety management of stores. For the construction of stores, we formulate *the Table of Ancillary Conditions for Construction Projects* for all brand stores and specify standards on store acceptance to provide precise reference to quality assessment on stores. During the operation of stores, we require all stores to apply for fire prevention, security inspection and other necessary licenses based on the requirements of the places where they operate to ensure compliance and safe operation. In addition, we also regularly carry out safety assessment on fire prevention and maintenance on stores and equipment to ensure the normal operation of facilities and equipment and reduce safety incidents.

### 6.2.4 顧客權益維護

集團尊重顧客合法權益，全力落實涵蓋安全衛生、隱私管理、合規營銷等方面的保障，確保消費者權益免受侵害。

#### 安全保障

我們嚴格遵守《中華人民共和國安全生產法》《中華人民共和國消防法》等相關法律法規，積極落實門店安全管理。針對門店建設，我們制定各品牌門店的《工程配套條件表》，明確門店驗收標準，為門店質量評估提供精準依據。在門店營運期間，我們要求各門店根據營運地要求，辦理消防、安檢等必要證照，確保合規安全營運。此外，我們還定期進行消防安全評估及門店設備檢修，保障設施設備使用狀態正常，減少安全事故發生。

## GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者

### Privacy protection

In accordance with the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, the *Cybersecurity Law of the People's Republic of China* and other laws and regulations, the Group actively strengthens system construction and improves information technologies. It also specifies the rights and responsibilities of consumers and protects the privacy of consumers according to laws.

### 隱私保障

集團按照《中華人民共和國消費者權益保護法》《中華人民共和國網絡安全法》等法律法規，積極強化制度建設、提升信息技術，並明確消費者權責，依法保護消費者隱私。



#### System construction 制度建設

It formulated the *Administrative Systems on Information Safety of the Group*, the *Systems on Prevention of Information and System Risks* and the *Administrative Systems on Data Backup and Safety of the Group*, specifying the obligations of employees on confidential information, regulating the management of employees' passwords, data backup and other work to boost data safety.

制定《集團信息安全管理制度》《信息系統風險防範制度》《集團數據備份安全管理制度》，明確員工具有信息保密義務，規範員工密碼管理、數據備份等工作，提升數據安全性。

#### Information technology 信息技術

The members system can be logged in through mobile phone number, WeChat interconnection and other methods. Members shall receive dynamic codes for identification verification when logging in through mobile phone number. The dynamic code is updated once every 2 minutes and re-verification is required when logging in through different equipment to guarantee the account safety of customers; as for login through WeChat, the account safety of customers is protected by the identity authentication and user security measures of WeChat.

會員系統提供手機號、微信互通等多種登錄方式，會員手機號登錄需通過接收動態碼進行身份驗證，每2分鐘更新一次動態碼且每次更換登錄設備後均需重新認證，保障顧客賬號安全；微信登錄方式由微信的身份驗證及用戶安全來保障顧客的賬戶安全。

#### Clear responsibilities 明確權責

Consumers shall read notes to members before registering as members and understand their responsibilities on protecting individual accounts and passwords.

消費者註冊會員前需閱讀會員須知，明確其保護個人賬號及密碼的責任。

### Compliance marketing

In accordance with the *Advertising Law of the People's Republic of China* and other relevant regulations, the Group faithfully and objectively introduces the food and dining environment of the Group and conducts prudent review on marketing activities and publicity materials conducted by the Group before advertising and publicizing to guarantee the truthfulness and accuracy of information and avoid false publicity and the violation of restrictive rules of the places of publication.

### 合規營銷

集團遵照《中華人民共和國廣告法》等相關規定，真實客觀介紹集團食物及用餐環境，並在廣告宣傳前，對集團開展的營銷活動和宣傳物料進行嚴謹審核，確保信息真實性和嚴謹性，避免虛假宣傳、違反廣告發佈地區的限制規定等。

# PRACTITIONER OF GREEN OPERATION

## 綠色營運踐行者

Aspects of the ESG Guide involved in this chapter  
本章涉及的《ESG指引》層面

**A1 Emissions, A2 Use of Resources, A3 Environment and Natural Resources**

**A1 排放物、A2資源使用、A3環境及天然資源**

ESG issues involved and their materiality  
涉及的ESG議題及其重要性

**Waste management** (Ranked 15th)  
廢棄物管理 (排序第15)

**Emissions management** (Ranked 16th)  
排放物管理 (排序第16)

**Use of water resources** (Ranked 18th)  
水資源使用 (排序第18)

**Use of packaging materials** (Ranked 20th)  
包裝材料使用 (排序第20)

**Use of energy** (Ranked 21st)  
能源使用 (排序第21)

The Group adheres to the green development concept and attaches importance to the influence of its own operation on the environment. While pursuing the stable operation of the enterprise, it promotes the operation of the Group through sustainable development, optimizes the use of resources and reduces the generation of emissions and waste. It also actively promotes the environmental and green culture and contributes to the green development of the society.

本集團堅持綠色發展理念，重視自身營運對環境的影響。在追求企業穩步經營的同時，以可持續發展方式推動集團營運，優化資源使用，減少排放物及廢棄物的產生，並積極推廣環保綠色文化，為社會的綠色發展作出貢獻。

## 7.1 Optimization of Use of Resources

The Group strictly follows *the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China* and other national and local laws and regulation. It closely monitors the use of energy, water resources, packaging materials and other resources in all aspects of business operation and actively improves the utilization rate of resources through technology and management optimization to realize green operation.

### Energy management

We adopted effective measures to monitor and manage the energy use in supply and storage facilities, central kitchens and brand stores.

In the procurement and supply processes, the Group formulated and implemented *the Administrative Systems on Energy Consumption at Supply Centers*. Following the administrative policy of "saving energy, improving efficiency, consistently optimizing and building green supply centers", the Group implements a three-level energy consumption management system and sets up energy consumption management groups to be responsible for the overall coordination in energy consumption management. It also arranges energy consumption managers at all departments to practically perform responsibilities on the management of budget on energy consumption. We regularly convene routine meetings on saving energy and reducing consumption and report energy consumption on a monthly basis. Meanwhile, we monitor energy saving in all areas of the supply center, regularly review and analyze the implementation of energy saving and conduct education and training activities on energy saving to enhance the energy-saving awareness. We also set out appraisal indicators on quarterly energy consumption as evaluation basis for award and punishment on the implementation of energy consumption control by departments. In order to reduce the energy consumption in the logistics and delivery processes, we reasonably conduct route planning and reasonably deploy transportation vehicles to reduce the vacancy rate of vehicles. Meanwhile, we monitor temperature on transportation vehicles throughout the process to reduce energy losses caused by frequent adjustments.

## 7.1 資源使用優化

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》等國家及地方性法律法規，在營運中的各業務環節嚴密監測能源、水資源及包裝材料等資源的使用，積極通過技術及管理手段提升資源利用率，踐行綠色營運。

### 能源管理

我們在供應倉儲設施、中央廚房、以及品牌門店均採取了有效的能源使用監測及管理措施。

在採購及供應環節，本集團制定並執行《供應中心能耗管理制度》，以「節能增效、持續優化，打造綠色供應中心」為管理方針，實行三級能耗管理制，設立能耗管理小組，負責全面統籌能耗管理工作，並在各部門設置能耗管理員，切實落實能耗預算管理責任。我們定期召開節能降耗例會，對每月能耗使用情況進行通報；同時，我們對供應中心內所有區域進行節能監察，並定期檢討分析節能執行情況和開展節能教育及培訓活動，提高節能意識。我們更制定季度能耗考核指標，作為落實部門能耗管控獎懲的評價依據。為了減少物流配送環節的能源消耗，我們合理規劃線路，並根據訂單合理調度運輸車輛，減少車輛空置率，同時對運輸車輛進行全程溫度監控，降低因頻繁調節溫度造成的能源損失。

## PRACTITIONER OF GREEN OPERATION

### 綠色營運踐行者

Central kitchens and restaurants are major energy consumption units of the Group. We adopt energy-saving equipment and systems and implement measures on routine energy-saving management to reduce energy consumption. Major energy-saving measures include:

- High speed automatic doors are adopted in cold warehouses to reduce the loss of cold air and energy consumption in cold warehouses.
- Lighting systems with automatic sensor switches are used in warehouses and energy-efficient LED lights are adopted in dining areas in restaurants to reduce electricity consumption.
- Exhaust fans with high efficiency are adopted in the smoke-exhaust system of restaurants with frequency converters installed to adjust the utilization rate in different periods and seasons to save energy.
- Conducting regular inspections, repairs and maintenance on electric equipment at restaurants to maintain the normal operation of electrical appliances and reduce unnecessary energy losses.

During the reporting year, the total energy consumption of the Group was 121.64 MWh and the total energy consumption intensity was 0.05 MWh/RMB1 million of revenue. The composition of energy use is indicated in the table below:

Category of energy use 能源使用種類	Unit 單位	Consumption in 2019 2019年使用量
Natural gas 天然氣	m <sup>3</sup> 立方米	203,502
Gasoline 汽油	Liter 升	30,911
Diesel 柴油	Liter 升	720
Electricity purchased 外購電力	kWh 千瓦時	95,392,951.80
Total energy consumption 總能耗	MWh 兆瓦時	121.64
Total energy consumption intensity 總能耗密度	MWh/RMB1 million of revenue 兆瓦時／百萬元收入	0.05

中央廚房及餐廳是本集團主要的能源使用單位。我們通過使用節能設備和系統，以及落實日常節能管理措施，減少能源耗用。主要的節能措施包括：

- 在冷藏庫使用快速感應門，減少冷氣流失，降低冷庫能耗。
- 在倉庫使用自動感應開關的照明系統，並在餐廳用餐區域積極採用節能LED燈具，降低電能消耗。
- 餐廳的抽排系統選用高效能抽風機，並加裝變頻器，根據時間段和季節調整使用頻率，節省能源。
- 在餐廳定期開展用電設備檢修與保養，維護用電機器正常使用，降低不必要的資源損耗。

報告年度內，本集團總能耗為121.64兆瓦時，總能耗密度為0.05兆瓦時／百萬元收入。能源使用的構成如下表所示：



## PRACTITIONER OF GREEN OPERATION 綠色營運踐行者

### Water resources management

We planned to use and adopt water-saving equipment in the design of storage facilities, central kitchens and stores and recycle water in routine operation to reduce waste of water. During the reporting year, the Group recorded a total water consumption of 1,943,334.09 cubic meters and a total water consumption intensity of 723.15 cubic meters/RMB1 million of revenue.

- Cleaning the ground with equipment cooling water in warehouses and central kitchens.
- Promoting the use of water-saving taps and sanitary wares in stores.
- Installing separate water pipeline valves in stores to facilitate targeted inspections and maintenance on pipeline leakage.
- Conducting regular inspections on water use at central kitchens and stores and timely turn off relevant equipment not in use to reduce the water wastage.

### Reducing the use of disposable materials

We are devoted to reducing the use of disposable materials in logistics and transportation, store operation and office areas.

- Reducing the use of disposable tableware;
- In storage and logistics processes: using recyclable turnover boxes to replace disposable paper boxes; and
- E-operation: adopting electronic ordering and office systems to reduce paper consumption in office areas.

### 水資源管理

我們在倉儲設施、中央廚房及門店設計階段已規劃使用、採用節水型設備，並在日常營運中循環用水，減少用水浪費。報告年度內，本集團總耗水量為1,943,334.09立方米，總耗水密度為723.15立方米／百萬元收入。

- 在倉庫及中央廚房循環利用設備冷卻水進行地面清潔。
- 在門店推廣使用節水龍頭、節水潔具。
- 在門店設置單獨的用水管道閥門，方便開展針對性管道洩漏檢查及維護。
- 在中央廚房及門店開展定期用水巡檢，及時關閉不使用的用水設備，減少水浪費。

### 減少一次性物資使用

我們致力於減少物流運輸、門店營運及辦公區域的一次性物資使用。

- 減少一次性餐具使用；
- 倉儲物流環節：使用可循環利用的周轉箱代替一次性紙箱；
- 電子化營運：使用電子化點單及辦公系統，減少紙張使用辦公區域。



## PRACTITIONER OF GREEN OPERATION

### 綠色營運踐行者

#### 7.2 Emissions Management

The Group strictly abides by the *Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste*, the *Law of the People's Republic of China on Prevention and Control of Water Pollution* and other relevant laws and regulations on emissions management. We would satisfy relevant environmental protection filing requirements for alterations and new constructions and conduct environmental monitoring through third parties before the operation of central kitchens and within three months after the opening of new stores. It monitors wastewater, smoke, noise and other items to guarantee that the operation of relevant facilities meet environmental requirements. Based on the characteristics of catering operation, we have established internal policies on emission management such as the *Waste Management System* to carry out reasonable treatment of waste cooking oil, solid kitchen waste and other waste to reduce the impacts of emissions on the environment. In 2019, the Group recorded no environmental non-compliance incident.

#### 7.2 排放物管理

集團嚴格遵守《中華人民共和國固體廢物污染環境防治法》《中華人民共和國水污染防治法》等排放物管理相關法律法規。我們對新建、改建的建設項目落實環保備案，並在中央廚房運行前及餐廳新店開業三個月內開展第三方環保監測，監測廢水、油煙、噪音等項目，保障相關設施的運行符合環保要求。根據餐飲營運的特點，我們制定《廢棄物管理制度》等排放物管理內部制度，對餐飲廢油、固體廚餘垃圾等廢棄物進行合理處理，減少排放物對環境所造成的影響。2019年，本集團範圍內未發生任何環境違規的事件。



##### Kitchen waste management 餐廚廢物管理

- The Group implements kitchen waste treatment management system and appoints dedicated staff responsible for the management of kitchen waste.  
落實餐廚廢棄物處理管理制度，設置專人負責餐廚廢物管理。
- The Group implements the kitchen waste management ledger system, recording in detail information such as category, amount, destination and use of kitchen waste.  
落實餐廚廢棄物管理台賬制度，詳細記錄餐廚廢棄物的種類、數量、去向、用途等情況。
- On the premise of guaranteeing safety and health, the Group recycles leftover bits and pieces with use value in restaurants and kitchens, such as centrally processing the fish bones into soups, to improve the utilization rate of resources.  
本集團在保證安全健康的前提下，將有價值的餐廚邊角料二次利用，如將集中加工後剩餘的魚骨熬湯，製成食材，提高資源利用率。
- For kitchen waste without value for reusing, the Group collects such waste and deliver them to qualified recyclers or municipal sanitation authorities for handling in accordance with requirements of the state or the place where it operates.  
對於不具備再利用價值的餐廚廢物，本集團根據國家及營運地政府規定，在收集該類廢物後，交由合資格的回收商或市政環衛單位進行處置。



##### Wastewater management 廢水管理

- We conduct waste discharge filing and regular monitoring on all restaurants to guarantee that the discharge of wastewater from restaurants meet the standards.  
我們對各餐廳進行排污備案與定期監測，保障餐廳廢水排放合規。
- Based on their own conditions on the generation of wastewater and in accordance with property management requirements, all restaurants install and use their own wastewater pre-treatment facilities to reduce the influence of discharge on the environment.  
各餐廳根據自身廢水產生情況及物業管理規定，設置並使用自有污水預處理設施，減輕排放對環境的影響。
- We engage qualified institutes to collect and treat oily waste water and implement records management to strictly manage the discharge of waste water.  
我們聘請具備資質的單位對含油污水進行統一回收處置，並落實記錄管理，嚴格管理廢水排放。



##### Waste oil management 廢油管理

- During the construction of restaurants, we design and install oil and residue separation tanks and consistently optimize the design on oil separation to reduce possible pipe blockage and guarantee the results of oil filtration.  
在餐廳建設階段，我們設計、安裝隔油隔渣池，並不斷優化隔油設計，降低管道堵塞可能性，保障廢油過濾效果。
- We cooperate with third-party institutes designated by the government, regularly collect and recycle waste oil and keep records in accounts to implement waste oil management.  
我們與政府指定第三方機構合作，定期處理、回收廢油脂，並進行台賬記錄，落實廢油管理。



##### Waste gas management 廢氣管理

- During the construction of restaurants, we regulate the design and installation of waste gas purification equipment and facilities, require contractors to provide acceptance documents issued by environmental protection authorities and engage relevant management department to maintain, check and manage restaurants' waste gas purification equipment and facilities to ensure the waste gas after treatments meets relevant requirements in relation to discharging.  
在餐廳建設階段規範廢氣淨化設備、設施的設計與安裝，要求施工方提供環保局驗收文件，並安排相關管理部門對餐廳廢氣淨化設備、設施進行維護、檢查、管理，確保廢氣在有效處理後滿足排放合規要求。

# PURSUER FOR COMPANIONS AND WIN-WIN RESULTS

## 同行共贏奉行者

Aspects of the ESG Guide involved in this chapter

本章涉及的《ESG指引》層面

**B1 Employment, B2 Health and Safety, B3 Development and Training, B4 Labor Standards, B8 Community Investment**

**B1 僱傭、B2 健康與安全、B3 發展及培訓、B4 勞工準則、B8 社區投資**

ESG issues involved and their materiality

涉及的ESG議題及其重要性

**Occupational health and safety** (Ranked 4th)

職業健康與安全 (排序第4)

**Employees' remuneration and welfare** (Ranked 8th)

員工薪酬福利 (排序第8)

**Occupational training and development** (Ranked 11th)

職業培訓與發展 (排序第11)

**Compliance employment** (Ranked 12th)

合規僱傭 (排序第12)

**Communication with employees** (Ranked 17th)

員工溝通 (排序第17)

**Employees care** (Ranked 19th)

員工關愛 (排序第19)

**Community investment and charity** (Ranked 22nd)

社區投資與公益 (排序第22)

The Group attaches importance to the development of employees and always considers employees as valuable assets of the Group. We are devoted to creating a safe, healthy, harmonious and progressive working environment for employees and actively building platforms for self-accomplishment of employees to promote the continuous development of the Group with staff growth. Meanwhile, we stay true to our initial aspirations and keep in mind to repay the society with practical actions and vigorously perform the responsibilities of corporate residents.

### 8.1 Safeguarding Employees' Interests

We adhere to the operating principle of "putting employees first" and always place top priority on the interests of employees. We have established internal management policies including *the Manual of Conduct on Human Resources Management Practices* and step up efforts in safeguarding the legitimate interests of employees through standardizing staff employment, remuneration and welfare and actively promoting democratic management to provide employees with equal and fair working opportunities.

本集團重視員工的發展，始終將員工視作集團寶貴的財富。我們致力為員工營造安全健康、和諧向上的工作環境，並積極為員工打造實現自我的平台，以員工成長推動集團不斷發展。同時，我們堅守初心，不忘以實際行動回饋社會，積極履行企業公民責任。

### 8.1 保障員工權益

我們秉承「員工第一」的經營準則，始終將員工權益放在首位。制定《人事管理實務操作手冊》內部管理制度，通過規範員工僱傭、薪酬福利，並積極推行民主管理，我們努力維護員工合法權益，為員工提供公平公正的工作機會。

## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.1.1 Compliance Employment

In accordance with *the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China* and other relevant laws and regulations, the Group keeps optimizing our human resources management mechanism. We adhere to equal recruitment principles and actively expand recruitment channels to provide guarantees to the sustainable development of the talent team. As of the end of 2019, the Group had a total of 12,314 employees, of which female employees accounted for 35.8%. During the reporting year, all employees signed labor contracts and we were not found to be involved in any incidents on illegal employment, employment of child labor or forced labor.

### 8.1.1 合規僱傭

本集團按照《中華人民共和國勞動法》《中華人民共和國勞動合同法》等相關法律法規，不斷優化我們人力資源管理機制。我們堅持平等招聘原則，積極拓展招聘渠道，為人才梯隊的可持續發展提供保障。截至2019年末，本集團員工總人數為12,314人，其中女性員工佔比35.8%。報告年度內，全體員工勞動合同簽訂率為100%，且我們未發現任何違法僱傭、使用童工或強迫勞工的相關事件。

#### Equal employment

平等僱傭



The Group formulated policies on fairness, equality and assignment evasion in *the Corporate Constitution*, specifying that relatives of management shall not hold positions in the Group and encouraging management and employees to keep an honest working atmosphere. Meanwhile, we set out the recruitment requirements for all positions and the applicable contracts for different types of labors in the employee handbook and standardize the signing of contracts with employees, re-appointment after resignation, attendance and other processes to ensure that employees understand their own interests and responsibilities and maintain an equal and fair working environment.

集團在《集團憲法》中制定公正、公平、任職回避政策，明確管理層員工親屬不得在集團任職，並鼓勵管理人員和員工在工作中保持坦誠工作氣氛。同時，我們在員工手冊明確各崗位的招聘條件和用工類型適用合同，並規範員工合同簽訂、離職再聘、考勤等流程，確保員工瞭解自身權益和責任，保持公平公正的工作環境。

#### Strictly prohibiting forced labor and child labor

嚴禁強制勞工和童工



We strictly abide by relevant provisions of *the Provisions on the Prohibition of Using Child Labor of the People's Republic of China and the Law of the People's Republic of China on the Protection of Minors* and equally and fairly treat people with different genders, ethnic groups, religions, ages and political stances. In addition, we confirm that applicants shall reach the labor age stipulated by the state in recruitment to avoid the employment of child labor and forced labor.

我們嚴格遵守《中華人民共和國禁止使用童工規定》《中華人民共和國未成年人保護法》相關規定，公平公正對待任何不同性別、民族、宗教、年齡、政治立場等的人士。此外，我們在招聘時明確應聘者需符合國家規定的勞動年齡，避免出現僱傭童工和強制勞動的情況。

#### Diversified employment channels

豐富用人渠道

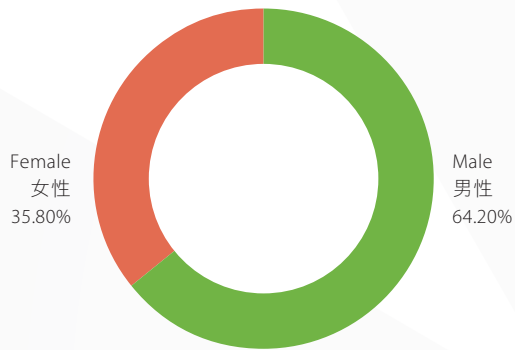


We vigorously expand employment channels and adopt campus recruitment, social recruitment, internal recommendation and other recruitments to provide timely human resource support to the Group. In addition, we maintain cooperation with vocational colleges and universities to provide the students with internship and employment opportunities in restaurants and fill the Group with high-quality employees.

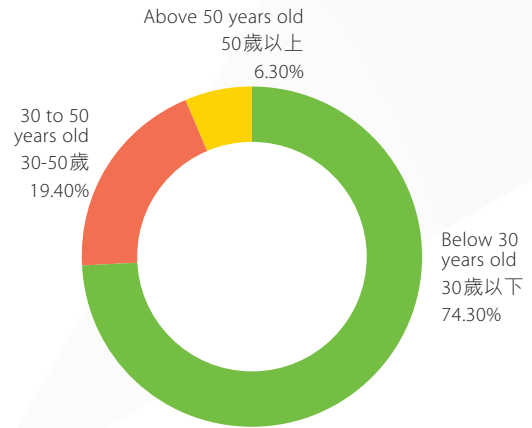
我們積極拓展用人途徑，採用校招、社招、內部推薦等招聘方式，為集團及時的人員補給提供支持。此外，我們還堅持與多家職業學校及院校開展合作，向學生提供在餐廳實習及就業的機會，為集團供應高素質的員工。

**Employee Structure of the Group**  
集團僱員結構

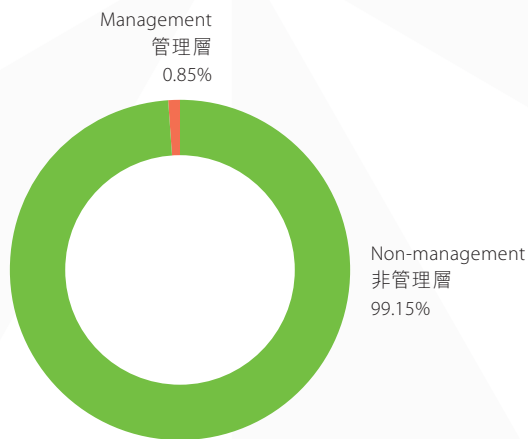
Gender Structure of Employees  
僱員性別結構



Age Structure of Employees  
僱員年齡結構



Category Structure of Employees  
僱員類別結構



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.1.2 Remuneration and Welfare

We respect the legitimate interests of employees, follow remuneration and welfare policies formulated by the state and the Group, provide employees with competitive remuneration and welfare and respect the work and contribution of employees.

#### Remuneration structure

The Group formulated *the Manual of Conduct on Human Resources Management Practices* and other internal documents to specify the remuneration composition of employees. We established a remuneration structure covering basic salary, performance-based bonus, position/skill-related allowances and other welfare to protect the living standards of employees. Meanwhile, the Group implemented systems on performance-based salaries, adopted the performance appraisal system to measure the performance of employees and offer pay rise or incentives based on the appraisal results, fully reflecting the principle of “more pay for more work and high remuneration for high work”. In addition, to reward directors, senior management and employees that made special contributions to the Group as well as talents with proficient skills and rich experience, we implemented the share option scheme to retain outstanding talents. In 2019, the Group adjusted the basic salary for employees in 17 cities, including Guangzhou, Wuhan, Tianjin and Nanjing, based on market conditions to stimulate the enthusiasm of employees.

#### Welfare benefits

We care about the basic welfare of employees and provide them with various additional welfare guarantees. Besides the statutory five insurances, the housing provident fund and statutory holidays, we also provide employees with paid annual leaves, double pay at year end, “prize for five years of contribution”, “prize for ten years of contribution”, dining discounts, employees dormitory and other internal welfare to improve the living standards of employees. In 2019, the coverage of social insurance of employees was 100% and employees enjoyed an average paid annual leave of 5 days.

### 8.1.2 薪酬福利

我們尊重員工的合法權益，遵守國家及集團制定的薪酬福利政策，為員工提供有市場競爭力的薪酬福利，尊重員工的勞動與付出。

#### 薪酬體系

集團制定《人事管理實務操作手冊》等內部文件，清晰明確員工的薪酬構成。我們構建涵蓋基本工資、績效獎金、崗位/技術津貼及其他福利的薪酬體系，保障員工生活水平。同時，集團實行工作表現決定工資，採用績效評估系統衡量員工工作表現，並根據評估結果進行加薪或獎勵，充分體現「多勞多得，優勞優酬」的原則。此外，為獎勵董事、高級管理層及對集團有特殊貢獻的員工，以及激勵技術熟練、經驗豐富的人才，我們推行股權計劃，留存優秀人才。2019年，集團結合市場行情調整廣州、武漢、天津、南京等17個城市的員工基本工資，提高員工的積極性。

#### 福利待遇

我們關注員工的基本福利，並為員工提供多種額外福利保障。除了國家規定的五險一金及法定假期外，我們還為員工提供福利年假、年終雙薪、「五年獎」、「十年獎」、就餐折扣、員工宿舍等內部福利，提高員工的生活水平。2019年，集團員工社會保險覆蓋率為100%，員工人均帶薪年假為5天。



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.1.3 Democratic Management

The Group pays close attention to the comments of employees, actively smoothens channels for communication and feedback with employees and carefully listens to employees' voices. We notify and announce relevant matters to employees through the OA office system, working emails and bulletin boards in the office area to convey important information and management rules of the Group to employees. Meanwhile, we encourage employees to propose reasonable suggestions through diversified communication platforms. We expand "open-door policies", the official WeChat account of "Group Account", Jiu Mao Jiu thumbs-up system, internal reporting hotlines, daily routine meetings, employee representatives meetings, chairman's emails, internal publications of the enterprise and other channels to fully understand the true appeals of employees and put employees first in a practical manner.

### 8.1.3 民主管理

集團時刻關心員工的意見，積極暢通員工溝通反饋渠道，認真傾聽員工的聲音。我們通過OA辦公系統、工作郵箱及辦公區域公告欄進行員工相關事宜的通知及公告，及時向員工傳遞集團的重要信息及管理規章。同時，我們鼓勵員工透過多樣化溝通平台提出合理化建議，拓展「開門政策」、微信公眾號「集團號」、九毛九點讚系統、內部舉報熱線、每日例會、職工代表大會、董事長信箱、企業內刊等多種途徑，全方面了解員工真實訴求，切實做到將員工放在第一位。

#### Case: Convening the meeting of the fifth session of the employee representatives congress of the Group

#### 案例：召開第五屆集團職工代表大會

On December 16, 2019, Guangzhou Jiumaojiu Catering Chain Co., Ltd. (廣州九毛九餐飲連鎖有限公司), a subsidiary of the Group, convened the first meeting of the fifth session of the employee representatives congress. Employee representatives elected members of the committee of the employee representatives congress at the meeting. Meanwhile, it reviewed and approved the new version of the employee handbook for December 2019.

2019年12月16日，集團旗下廣州九毛九餐飲連鎖有限公司召開了第五屆集團職工代表大會第一次會議。會議上由職工代表選舉職工代表大會委員會委員，同時，審閱並通過2019年12月版的員工手冊。



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### Case: Jiu Mao Jiu Thumbs-up System

#### 案例：九毛九點讚系統

The Group established a WeChat mini-program thumbs-up system to provide employees of the enterprise with an interaction and communication platform for sharing new thoughts and giving thumbs-up to colleagues with outstanding performance.

集團建立微信小程序點讚系統，為企業員工提供分享創新想法和為工作表現優秀的夥伴點讚的互動交流平台。



## 8.2 Promoting Employees Development

We attach importance to the cultivation and career development of employees. In accordance with relevant internal rules, we establish diversified career development channels for employees, provide equal and fair promotion mechanisms, actively improve employees training systems and guide and specify possible career development of employees. We encourage employees to demonstrate their expertise and keep learning to consistently improve career planning and enhance self-capacities, realize self-value and promote the sustainable development of the enterprise.

## 8.2 助力員工成長

我們重視對員工的培養及職業發展，根據內部相關規定，為員工搭建多元化的職業發展通道，提供公開公正的晉升機制，並積極完善員工培訓體系，為員工指引和明確職業發展可能。我們鼓勵員工發揮所長，持續學習，不斷完善職業規劃和提升自身能力，實現自我價值，助推企業可持續發展。

## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.2.1 Employees Training

In order to facilitate employees in smooth onboarding and achieve self-improvement, the Group provides them with comprehensive online and offline training programs. We released series of trainings to restaurant employees covering restaurant operation, management skills, communication skills and team building, published Training Manual and various operational manuals covering food preparation steps, service posture guidance and hygiene standards for our employees. We also established app for training and learning, Tai Er Chinese Sauerkraut Fish exercise platform and other online learning platforms and encourage employees to deeply understand corporate culture and improve professional skills for positions. Meanwhile, we set up training systems for functional employees, introduce corporate culture and preliminary skills to new employees and foster the leadership of employees at different levels to enhance their professional skills and management ability.

In 2019, the Group completed the corporate talent portraits and formulated *the Instructions on 6 Key Leadership* to specify "six leadership", the unified standard on talent appraisal of the Group, which includes creating customer value, effective and honest communication, efficient teams, results orientation, cooperation and win-win results as well as strategic thoughts. To cultivate the "6 key leadership" of employees in a targeted way, we set up the "Top Student" program, an intelligent learning and development platform for functional department staff, and launched "Endeavour", the first training program with series of core courses at different levels to comprehensively enhance the competitiveness of employees. In 2019, the Group provided a total of 40,911 hours of trainings for employees with an average training of 3.32 hours per employee.

### 8.2.1 員工培訓

為助力員工順利開展工作，實現自我提升，集團為員工提供全面的線上線下培訓計劃。我們為餐廳員工發佈一系列包含餐廳經營、管理技能、溝通技巧、團隊建設等方面的培訓課程，發放員工發佈訓練手冊及各類營運手冊，明確對食物烹製步驟、服務儀態及衛生標準進行統一指導，並搭建培訓學習App、太二酸菜魚訓練平台等線上學習平台，鼓勵員工深入了解企業文化和提升崗位專業技能。同時，我們建立職能員工培訓體系，為新員工導入企業文化及初級能力，並為不同層級員工培養領導力，提升員工的專業能力與管理能力。

2019年，集團完成企業人才畫像，通過制定《6項關鍵領導力說明書》，明確集團人才評估的統一標準—「6項關鍵領導力」，包含創造客戶價值、有效坦誠溝通、高效團隊、結果導向、合作共贏以及戰略思維。為有針對性地培養員工的「6項關鍵領導力」，我們搭建職能員工學習發展平台—「優等生」計劃，並推出首個培訓項目—「奮進號」，針對不同層級員工推出系列核心課程，全面提升員工競爭力。2019年，集團為員工提供培訓共計40,911小時，人均受訓時長3.32小時。

## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### Case: "Endeavour" training courses for functional department

案例：「奮進號」職能培訓項目

In 2019, the Group carried out "Endeavour" training programme to provide targeted and systematic core courses for the talents of different functional departments of the Group.

2019年，集團開展「奮進號」職能培訓項目，為集團職能人才培養提供有針對性的系統核心課程。

#### Type of courses

##### 課程類型

Courses for new employees

新僱員課程

Courses for the management

經理級課程

General courses

通用類課程

#### Training courses

##### 培訓課程

- Corporate culture promotion  
企業文化宣導
- Administration guidance  
行政辦公指引
- Application of communication skills  
適應溝通技巧
- 6 key aspects of leadership course  
六項關鍵領導力課程
- External course or study tour  
外部採購課程或拓展游學
- General elective courses for all staff of the Group  
面向全集團員工的通識性選學課



Course: "Super Brain"  
項目課程《最强大腦》



Course: "Logical Thinking and Structured Expression"  
項目課程《邏輯思考&結構表達》

8.2.2 Career Development

Talents are shared resources of the Group. We set up fair and open promotion mechanisms for employees, comprehensively measure the professional skills, values and 6 key leadership of employees and use the appraisal results as key basis for the promotion of employees to standardize the management of employee promotion. We also carry out competition for the middle management, internal positions adjustment, the establishment of internal recruitment platforms as well as other internal talents flow channels to promote the mobility of talents within the Group and advance the overall business development of the Group. In addition, we actively establish diversified career development channels, set out systems of different ranks and capability requirements on positions and encourage diversified development of employees.

8.2.2 職業發展

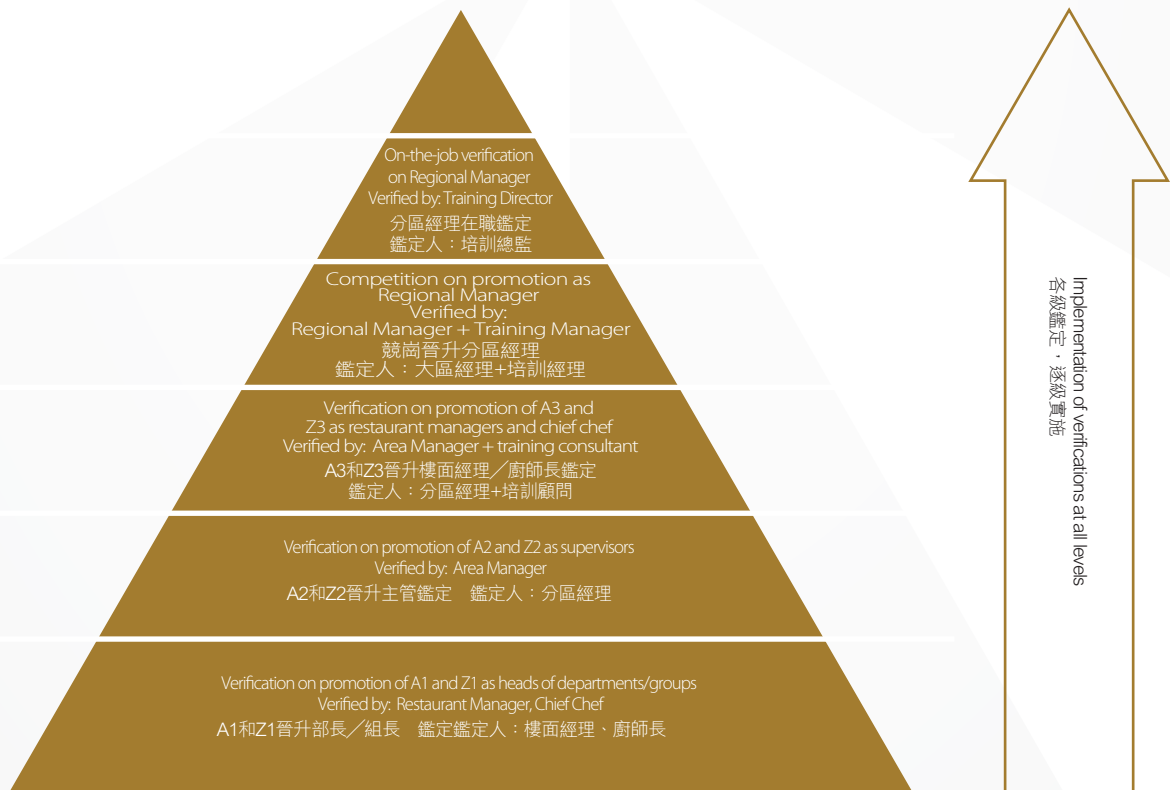
人才是集團的共享資源。我們為員工制定公正公開的晉升機制，綜合衡量員工專業能力、價值觀及6項關鍵領導力，並以績效評估結果作為員工晉升的重要依據，規範員工晉升管理。我們還通過開展中層管理崗競聘、內部調崗、建立內部招聘平台等多種內部人才流動途徑，促進集團內人才的良性流動，推動集團整體業務發展。此外，我們積極構建多元的職業發展通道，明確職級體系和崗位能力要求，鼓勵員工多元發展。

Case: Growth path for brand restaurant staff

案例：品牌餐廳員工成長通道

To promote the inheritance of talents, the Group established the staff cultivation system, set out the corresponding core courses to be completed for the brand restaurant staff promotion and systematically planned development channels.

為了人才傳承，集團制定員工培養體系，明確品牌餐廳員工晉升需完成對應的核心課程，並規劃系統的發展通道。





## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.3 CONVEYING CARE AT WORKPLACE

We are devoted to establishing a safe, healthy, happy and harmonious workplace for employees. We always hold on to safeguarding the occupational safety and health of employees. Meanwhile, we keep in mind to convey care of the Group and carry out various staff care activities to enhance the sense of happiness of employees in working.

#### 8.3.1 Safety and Health

The Group strictly abides by *the Law of the People's Republic of China on Work Safety, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases* and other laws and regulations and formulated *the Responsibility System for Safe Production, the Management System for Enterprise Safety, the Fire Safety Management System* and other internal management systems and established the safety management committee, requiring staff at all levels to sign the letter of responsibility on safe production and implementing the management of responsibilities on safe production. It also appointed professional safety management staff to carry out routine inspections on workplaces and regular examinations on safety equipment. Meanwhile, we established safety management systems covering special operation, inspections on hidden hazards, incidents reporting, use of labor protection appliances and other aspects of safety management to guarantee the occupational safety of employees. In addition, we actively conduct standardized certification on safe production, safety education and trainings, fire-fighting exercises and other activities, organize special safety trainings to newly-appointed employees and regularly appoint external professional staff to carry out special inspections on ceilings and other areas with hidden dangers in the workplace to enhance the awareness of employees on safe production and eliminate safety accidents. In 2019, there was no work-related death incident occurred of the Group.

We pay close attention to the physical health of employees. We purchase commercial insurance for all employees and provide annual supplementary physical checkups for the management to provide comprehensive health protection to employees. We also set up staff health archives and regularly appoint professional third-party agencies to test noise, temperature and other hazardous factors at the workplace to ensure the safety of workplace and improve the occupational health management of employees.

### 8.3 傳遞職場關懷

我們致力為員工構建一個安全健康、幸福和諧的職場。我們始終堅持守護員工的職業安全與健康，同時，不忘向員工傳達集團關愛，開展各項員工關愛活動，提升員工在工作中的幸福感。

#### 8.3.1 安全健康

集團嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》等法律法規，制定《安全生產責任制》《企業安全管理制度》《消防安全管理制度》等內部管理制度，成立安全管理委員會，要求各級人員簽訂安全生產責任書，落實安全生產責任管理，並聘請專業安全管理人員，進行工作場所的日常巡視和安全設備的定期檢測。同時，我們建立安全管理體系，涵蓋特種作業、隱患排查、事故報告、勞保用品使用等安全管理方方面面，保障員工職業安全。此外，我們還積極開展安全生產標準化認證、安全教育培訓、消防演練等活動，組織新員工專項安全培訓和定期聘請外部專業人員對天花板等工作場所危險源區域進行專門排查，提升員工安全生產意識，杜絕安全事故發生。2019年，集團無因工死亡事件發生。

我們時刻關注員工的身體健康。我們不僅為全體員工補充購買商業保險，為管理層員工補充提供年度體檢，為員工提供全面的健康保障；還建立員工健康檔案，並定期聘請專業第三方機構對工作場所進行噪聲、溫度等職業病危害因素檢測，確保工作場所安全，完善員工職業健康管理。



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### Case: Conducting safety training on newly-appointed employees

案例：開展入職安全培訓

The Group conducts special safety trainings for newly-appointed employees each quarter with the focus on the management of key sources of dangers, the prevention of significant accidents, emergency management and rescue and other contents to enhance the safety awareness of employees.

針對新員工，集團圍繞重大危險源管理、重大事故防範、應急管理和救援等內容，每季度開展安全專項培訓，提升員工安全意識。



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### Case: Organizing fire-fighting exercises

#### 案例：組織消防演練

In order to ensure the safe production of the Group, enhance the awareness of all employees on fire prevention and safety and the self-rescue capability, the Group arranged all employees to carry out exercises on fire emergency evacuation from November 4 to 20, 2019. Based on the contingency plan of the Group, we organized the chief commander, the communication and contact group, the fire prevention and rescue group and other emergency groups and exercised the whole process of emergency, including simulative alarming, employees evacuation, fire fighting and rescue and rescuing the injured to enhance the capability of all emergency groups in handling fire disasters.

為確保集團安全生產，增強全體員工的消防安全意識和逃生自救的能力，集團組織全體員工在2019年11月4日至20日，開展消防應急疏散模擬演習。根據集團應急預案，我們組織總指揮、通訊聯絡組、滅火救援組等各應急小組，演習模擬報警、員工疏散、滅火搶救、傷員救助等應急全過程，提高各應急小組對火災的處置能力。



Case: Measures on safety and epidemic prevention of the Group

案例：集團安全防疫措施

To ensure the full implementation of prevention and control of the novel coronavirus pneumonia epidemic and guide the preparatory work for work resumption in stores and supply chain, the Group released internally *the Emergency Proposal of Jiumaojiu on Epidemic Contagions* and *the Instruction Manual of Jiumaojiu Group on Prevention of Public Health Emergency* and established the working group on epidemic prevention and treatment to provide focused work guidance on conducting epidemic prevention and control to employees from functional departments and stores across the country. We also pay close attention to the trends on epidemic prevention and control and adjusts the contingency plans in a timely manner to guarantee the safety of over 10,000 employees across the country.

為確保新型冠狀病毒肺炎防控全面落實，同時引導門店及供應鏈做好復工前的準備工作，集團內部發佈了《九毛九流行性傳染病緊急預案》《九毛九集團突發性公共衛生時間防控指導手冊》，成立防疫處置工作小組，有針對性地對全國職能及門店員工開展疫情防控工作指導，並時刻關注疫情防控動態，及時調整應對方案，保障全國過萬名員工安全無虞。

- **Regular sterilization:** It conducts atomized sterilization covering every corners of all areas before work resumption. Sanitary workers regularly carry out targeted sterilization and cleaning at fixed time every day and specifically focus on wiping and sterilizing door handles, printers and other frequently-touched areas.
- **定期消毒：**復工前進行了360°無死角霧化消毒，保潔人員全天定時定點消毒清潔，重點針對門把手、列印機等高頻觸摸位置進行擦拭消毒。
- **Increasing ventilation:** It keeps inside ventilation through opening windows and doors.
- **加強通風：**通過開窗、開門保持室內空氣流通。
- **Increasing equipment:** It places instant disinfectants at entrances and isles, provides disinfectant liquid soap in wash rooms and tea rooms and reminds employees to wash hands frequently.
- **增加裝置：**入門處、通道安裝免洗消毒液，洗手間、茶水間配置消毒型洗手液，提醒員工勤洗手。
- **Distributing items:** It stresses publicity on epidemic prevention, distributes face masks and disinfectant sprays to all employees. Employees clean and sterilize the telephone, keyboard, mouse and other items every day.
- **派發物品：**加強防疫宣傳，為每位員工配發口罩和消毒噴霧，員工每日對電話、鍵盤、鼠標等物品進行清潔消毒。
- **Packaging and distributing dishes:** Lunch boxes are used by canteens and special staff are arranged to distribute lunch boxes to the seats of employees to avoid large crowds. Canteens are sterilized once a day and operation rooms are maintained clean and dry. Mixed use of items for raw and cooked dishes is strictly prohibited and eating raw meat is prevented.
- **打包分餐：**飯堂使用飯盒，專人派送到員工座位用餐，避免人員密集。餐廳每日消毒1次，操作間保持清潔乾燥，嚴禁生食和熟食用品混用，避免肉類生食。

PURSUER FOR COMPANIONS AND WIN-WIN RESULTS  
同行共贏奉行者



Sterilization in office areas  
辦公區域消毒



Taking temperature at the entrance  
進門測溫



Installing disinfectant facilities  
增加消毒裝置



Distributing packages for epidemic prevention  
派發防疫禮包



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.3.2 Staff Care

We actively promote various staff care activities to boost the team awareness and sense of belonging of employees. Through the establishment of the Nathan Fund Committee of Jiumaojiu Group, we provide our employees with support and assistance to alleviate economic hardships and their direct relatives on serious diseases, serious accidents and university education to ease their worries. In addition, we vigorously organize team building, sports games, annual parties and other staff activities and encourage employees to balance work and life to create a happy workplace. In 2019, the employee satisfaction of the Group was 98%.

### 8.3.2 員工關愛

我們積極推行各類員工關愛活動，增強員工的團隊意識和歸屬感。通過建立九毛九集團Nathan基金委員會，我們為內部員工提供幫扶救困，幫助員工及直系親屬解決重大疾病、嚴重意外傷害及親屬升學三方面的經濟困難問題，減少員工後顧之憂。此外，我們積極開展員工團建、運動會、年會等員工活動，鼓勵員工平衡工作與生活，營造幸福職場。2019年，集團員工滿意度為98%。

#### Introduction: Nathan Fund Committee of Jiumaojiu Group

#### 介紹：九毛九集團Nathan基金委員會

To promote the harmonious development of employees and the enterprise, improve and refine the assistance mechanism and enhance the security of employees, the chairman of the Group established the Nathan Fund Committee of Jiumaojiu Group and formulated *the Articles of Association of the Nathan Fund Committee of Jiumaojiu Group*. It will donate RMB1 million each year to alleviate economic hardships of employees and their direct relatives on serious diseases, serious accidents and university education, easing the difficulties and concerns of employees and guarantee the stability of the grassroots. In 2019, the Nathan Fund Committee assisted 6 employees and paid a total assistance amount of RMB144,967.09.

為促進員工和企業和諧發展，健全和完善幫扶機制，提升員工安全感，集團董事長成立九毛九集團Nathan基金委員會，並制定《九毛九集團Nathan基金委員會章程》，每年捐資100萬元，幫助員工及直系親屬解決重大疾病、嚴重意外傷害及親屬升學三方面的經濟困難問題，協助員工排憂解難，保障基層。2019年，Nathan基金會共幫扶6名員工，支付幫扶金額共144,967.09元。

## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### Case: Organizing elite contest on show of excellent skills

#### 案例：組織優show精英大賽

The Group organized the national elite contest to show the talents of employees at stores and over 3,000 employees in total applied to participate. Participants from different positions displayed their creativity, strength and strain capacity through PK contests on tasting dishes with eyes covered, cutting skills and variety shows. Meanwhile, we also held contests among hostesses and service employees. Participants picked topics randomly and answered swiftly to win the title, demonstrating their intelligence and skills.

為展現門店員工風采，集團組織全國精英大賽，共有超過3,000名員工報名。選手們通過炒鍋崗蒙眼試菜PK賽、切配崗刀工秀PK賽、面案崗花樣秀PK賽，展現自我創造力、實力和應變能力。同時，我們還舉辦迎賓崗和服務崗守擂戰，以守擂的形式讓選手們隨機抽題應變作答，挑戰升級爭奪擂主，展示自身的機智與風采。





## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.4 REPAY TO THE SOCIETY GRATEFULLY

The Group always stays true to its initial aspirations and actively conducts charitable activities to repay the society with practical actions and strives to shoulder social responsibilities.

#### 8.4.1 Devoted to Social Welfare

We respond to national advocates for targeted poverty alleviation and join various enterprises in conducting targeted assistance activities to speed up in winning the battle against poverty in disadvantaged regions. Meanwhile, we actively participate in various social welfare activities and explored public services in education, environmental protection and community services. We initiated the public welfare activity of “sharing love together” on health education, brought snacks to rural areas, made the donation to the Community Chest of Hong Kong, participated in the environmental protection public charity projects of Qingshan Foundation (青山基金) and called for fans to walk and clean roads, in order to perform our corporate social responsibilities in a practical way and make our contributions to social development. Donations on public charity programs made by the Group during 2019 was RMB0.9 million.

### 8.4 感恩回饋社會

集團始終不忘初心，積極開展公益活動，以實際行動回饋社會，努力承擔社會責任。

#### 8.4.1 投身社會公益

我們響應國家精準扶貧號召，攜手多家企業開展定點扶貧活動，加快推進貧困地區脫貧攻堅。同時，我們積極投身於各類社會公益活動，探索教育、環保、社區服務領域的公益服務，發起「一塊分享愛」鄉村食育健康教育零食盒子公益活動、向香港公益金慈善捐款、參與「青山基金」環保公益項目、號召粉絲參與徒步淨化公路等活動，切實履行企業的社會責任，為社會發展貢獻力量。2019年，集團公益慈善捐款為0.9百萬元。

#### Case: Making donation to support the charity of the Community Chest of Hong Kong

案例：捐款助力香港公益金慈善工作

The Group participated in the Stock Code Balloting for Charity launched by the Community Chest of Hong Kong and donated HK\$1 million to support the charity of the Community Chest, promoting the social benefit service development in Hong Kong and help those in need.

集團參與香港公益金推出的「股份代號慈善抽籤安排計劃」，捐出港元100萬元支持公益金的慈善工作，鼓勵香港社會福利服務發展，幫助有需要的社會大眾。



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### Case: Poverty alleviation and education support in Bijie City, Guizhou Province

案例：貴州畢節扶貧助學

On October 15 to 17, 2019, the Group carried out poverty alleviation and public welfare activities in Bijie City, Guizhou Province. It donated 100 desks and school supplies worth RMB8,610 to Yongfeng Primary School in Xinfang Yi and Miao Township, Nayong County.

2019年10月15日至17日，集團赴貴州畢節進行扶貧公益活動，為納雍縣新房彝族苗族鄉永豐小學捐贈100套學習課桌及學習用品，價值8,610元。



## PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

### 8.4.2 Fight against Epidemic Together

In January 2020, people across the country were widely concerned by the epidemic caused by the novel coronavirus pneumonia (the "COVID-19"). We actively carried out various supporting activities on the fight against the epidemic and contributed our efforts to winning the battle against the epidemic. As at March 31, 2020, the Group has donated money and supplies of over RMB1.3 million in total to support the fight against the epidemic.

#### Donation and assistance 捐款援助

On January 26, the Group donated RMB1 million to Hubei Charity Federation and provided relevant materials and support to medical staff struggling at the frontline.

在1月26日，向湖北省慈善總會捐贈100萬元，為奮鬥在最前線的醫護人員提供相關物資支援。

### 8.4.2 攜手同心抗疫

2020年1月，一場由新型冠狀病毒肺炎（簡稱「**新冠肺炎**」）引起的疫情牽動著全國上下人民的心。我們還積極開展多種防疫支援活動，為打贏戰疫貢獻自己的力量。截至2020年3月31日，集團支援抗疫的公益捐款及捐贈物質投入超過130萬元。

#### Donation of vegetables 捐贈蔬菜

The Group's Haikou supply center donated 800 kilograms of vegetables to designated hotels for medical observation for free and solved the shortage of vegetables faced by the staff and people quarantined.

集團旗下的海口供應中心將1,600斤蔬菜全部無償送到了疫情定點觀察酒店，為工作人員與隔離人員解決蔬菜緊缺問題。

#### Donation of meals 愛心捐餐

Initiated programs on donation of meals to provide nutritious lunch to medical staff at the frontline.

發起愛心捐餐行動，為一線醫護人員提供愛心營養午餐。

#### Donation of coupons 捐贈餐券

Donated threshold-free consumption coupons worth RMB300,000 to medical staff at the frontline and certain migrant workers in Guangzhou from Hubei, giving love and care to heroes in the fight against the epidemic with practical actions.

為一線醫務人員和部分湖北來穗務工人員捐贈價值30萬元的無門檻消費餐券，以實際行動關心關愛抗疫英雄。

#### Case: The Group facilitates donation of meals

##### 案例：集團助力愛心捐餐行動

To guarantee the nutrition of medical staff at the frontline against the epidemic, the Group consistently communicated with targeted hospitals for the epidemic treatment in Guangzhou to resolve their dining complications. We successfully connected with Guangzhou First People's Hospital and provided no-touch nutritious lunch to 80 medical staff fighting at the frontline against the epidemic.

為保障一線防疫醫護人員的就餐營養，集團持續與廣州疫情定點收治醫院溝通用餐問題，成功對接廣州市第一人民醫院，為80位疫情防控一線醫護人員提供無接觸愛心營養午餐。



# APPENDIX 1: LIST OF ESG POLICIES AND LAWS AND REGULATIONS

## 附錄 1：ESG 政策及法律法規列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
<b>A Environmental</b> <b>A 環境</b>	Environmental Protection Law of the People's Republic of China 《中華人民共和國環境保護法》	
	Law of the People's Republic of China on Prevention and Control of Water Pollution 《中華人民共和國水污染防治法》	
	Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste 《中華人民共和國固體廢物污染環境防治法》	
	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution 《中華人民共和國大氣污染防治法》	Waste Management System 《廢棄物管理制度》
	Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution 《中華人民共和國環境噪聲污染防治法》	Administrative Systems on Energy Consumption at Supply Centers 《供應中心能耗管理制度》
	Law of the People's Republic of China on Promotion of Cleaner Production 《中華人民共和國清潔生產促進法》	
	Marine Environment Protection Law of the People's Republic of China 《中華人民共和國海洋環境保護法》	
	Law of the People's Republic of China on Evaluation of Environmental Effects 《中華人民共和國環境影響評價法》	
	Energy Conservation Law of the People's Republic of China 《中華人民共和國節約能源法》	



## APPENDIX 1: LIST OF ESG POLICIES AND LAWS AND REGULATIONS 附錄 1：ESG 政策及法律法規列表

ESG Indicator ESG 指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
<b>B1 Employment</b> <b>B1 僱傭</b>	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》 Law of the People's Republic of China on Promotion of Employment 《中華人民共和國就業促進法》 Social Insurance Law of the People's Republic of China 《中華人民共和國社會保險法》 Provisions on the Prohibition of Using Child Labor of the People's Republic of China 《中華人民共和國禁止使用童工規定》 Law of the People's Republic of China on the Protection of Minors 《中華人民共和國未成年人保護法》	Manual of Conduct on Human Resources Management Practices 《人事管理實務操作手冊》
	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Fire Protection Law of the People's Republic of China 《中華人民共和國消防法》 Law of the People's Republic of China on Work Safety 《中華人民共和國安全生產法》 Law of the People's Republic of China on Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》 Measures for the Supervision and Administration on the Quality Safety of the Food Manufacturing and Processing Enterprise 《食品生產加工企業質量安全監督管理辦法》 Regulation on Work Safety Permits 《安全生產許可證條例》 Provisions on the Supervision and Administration of Occupational Health at Work Sites 《工作場所職業衛生監督管理規定》	Management System for Enterprise Safety 《企業安全管理制度》 Responsibility System for Safe Production 《安全生產責任制》 Systems on Appraisal, Award and Punishment on Safe Production Responsibilities 《安全生產責任考核獎懲制度》 Systems on Award and Punishment on Safe Production 《安全生產獎懲制度》 Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards 《隱患排查、治理、建檔和監控制度》 Fire Safety Management System 《消防安全管理制度》 Management System on Occupational Hygiene 《職業衛生管理制度》 and other management systems on safe production (25 in total) 等25個安全生產相關管理制度
	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Fire Protection Law of the People's Republic of China 《中華人民共和國消防法》 Law of the People's Republic of China on Work Safety 《中華人民共和國安全生產法》 Law of the People's Republic of China on Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》 Measures for the Supervision and Administration on the Quality Safety of the Food Manufacturing and Processing Enterprise 《食品生產加工企業質量安全監督管理辦法》 Regulation on Work Safety Permits 《安全生產許可證條例》 Provisions on the Supervision and Administration of Occupational Health at Work Sites 《工作場所職業衛生監督管理規定》	Management System for Enterprise Safety 《企業安全管理制度》 Responsibility System for Safe Production 《安全生產責任制》 Systems on Appraisal, Award and Punishment on Safe Production Responsibilities 《安全生產責任考核獎懲制度》 Systems on Award and Punishment on Safe Production 《安全生產獎懲制度》 Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards 《隱患排查、治理、建檔和監控制度》 Fire Safety Management System 《消防安全管理制度》 Management System on Occupational Hygiene 《職業衛生管理制度》 and other management systems on safe production (25 in total) 等25個安全生產相關管理制度



## APPENDIX 1: LIST OF ESG POLICIES AND LAWS AND REGULATIONS

### 附錄 1：ESG 政策及法律法規列表

ESG Indicator ESG 指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
B3 Development and Training B3 發展及培訓	Labor Law of the People's Republic of China 《中華人民共和國勞動法》	Systems on Safety Education and Training 《安全教育培訓制度》
	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》 Social Insurance Law of the People's Republic of China 《中華人民共和國社會保險法》 Provisions on the Prohibition of Using Child Labor of the People's Republic of China 《中華人民共和國禁止使用童工規定》	
B4 Labor Standards B4 勞工準則	Law of the People's Republic of China on the Protection of Minors 《中華人民共和國未成年人保護法》 Trade Union Law of the People's Republic of China 《中華人民共和國工會法》 Law of the People's Republic of China on the Protection of Rights and Interests of Women 《中華人民共和國婦女權益保護法》 Law of the People's Republic of China on Mediation and Arbitration of Labor Disputes 《中華人民共和國勞動爭議調解仲裁法》	Manual of Conduct on Human Resources Management Practices 《人事管理實務操作手冊》
		Systems on Suppliers Management 《供應商管理制度》
B5 Supply Chain Management B5 供應鏈管理	Law of the People's Republic of China on Bid Invitation and Bidding 《中華人民共和國招標投標法》	Appraisal System on Performance of Contracts by Suppliers 《供應商履約考核制度》 Management Practice on Materials Quality 《原料質量管理規範》

## APPENDIX 1: LIST OF ESG POLICIES AND LAWS AND REGULATIONS 附錄 1：ESG 政策及法律法規列表

ESG Indicator ESG 指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
<b>B6 Product Responsibility</b> <b>B6 產品責任</b>	<p>Law of the People’s Republic of China on Product Quality 《中華人民共和國產品質量法》</p> <p>Food Safety Law of the People’s Republic of China 《中華人民共和國食品安全法》</p> <p>Administrative Measures for Food Distribution Licensing 《食品經營許可管理辦法》</p> <p>Measures for the Supervision and Administration of Food Safety in Online Catering Services 《網絡餐飲服務食品安全監督管理辦法》</p> <p>Measures for the Administration of Alcohol Circulation 《酒類流通管理辦法》</p> <p>Administrative Measures for Information Disclosure of Commercial Franchise 《商業特許經營信息披露管理辦法》</p> <p>Trademark Law of the People’s Republic of China 《中華人民共和國商標法》</p> <p>Advertising Law of the People’s Republic of China 《中華人民共和國廣告法》</p> <p>Patent Law of the People’s Republic of China 《中華人民共和國專利法》</p> <p>Measures of China Internet Network Information Center for Domain Name Disputes Resolution 《中國互聯網絡信息中心域名爭議解決辦法》</p> <p>Cybersecurity Law of the People’s Republic of China 《中華人民共和國網絡安全法》</p> <p>Law of the People’s Republic of China on the Protection of Consumer Rights and Interests 《中華人民共和國消費者權益保護法》</p>	<p>Food Safety Emergency Preparedness Plan 《食品安全應急預案》</p> <p>Food Safety Management System 《食品安全管理制度》</p> <p>Conduct Code on Food Safety of Catering Service 《餐飲服務食品安全操作規範》</p> <p>Management System on the Inspection and Acceptance of Raw and Auxiliary Materials and Supplies 《原輔料及物料驗收管理制度》</p> <p>Management System on the Inspection and Acceptance of Semi-finished Products 《半成品驗收管理制度》</p> <p>Food Ingredients and Supplies Inspection and Acceptance Practice Guidelines 《食品原料、物料驗收作業指導書》</p> <p>Standards on the Inspection and Acceptance of Vegetable Ingredients 《蔬菜原料驗收標準》</p> <p>Administrative Systems on Information Safety of the Group 《集團信息安全管理制度》</p> <p>Systems on Prevention of Information and System Risks 《信息系統風險防範制度》</p> <p>Administrative Systems on Data Backup and Safety of the Group 《集團數據備份安全管理制度》</p>

## APPENDIX 1: LIST OF ESG POLICIES AND LAWS AND REGULATIONS

### 附錄 1：ESG 政策及法律法規列表

ESG Indicator ESG 指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
<b>B7 Anti-corruption</b> <b>B7 反貪腐</b>	<p>Company Law of the People's Republic of China 《中華人民共和國公司法》</p> <p>Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》</p> <p>Anti-Monopoly Law of the People's Republic of China 《中華人民共和國反壟斷法》</p> <p>Law of the People's Republic of China Against Unfair Competition 《中華人民共和國反不正當競爭法》</p> <p>Interim Provisions on Prohibiting Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》</p>	<p>Anti-corruption Policies 《防止貪污政策》</p> <p>System of Reward for Reporting by Employees of the Group 《集團內部員工舉報獎勵制度》</p> <p>Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery 《關於嚴禁收受禮品、商業賄賂的通知》</p> <p>Letter of Commitment on Integrity of Suppliers 《供應商廉潔承諾書》</p>
<b>B8 Community Investment</b> <b>B8 社區投資</b>	<p>Charity Law of the People's Republic of China 《中華人民共和國慈善法》</p>	<p>Articles of Association of Nathan Fund Committee of Jiumaojiu Group 《九毛九集團Nathan 基金委員會章程》</p>

## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

ESG Indicator ESG指標	Unit 單位	2019 2019年	
<b>Environmental Indicator</b> 環境類指標			
<b>A1.1</b>	<b>Emissions</b>		
<b>A1.1</b>	<b>排放物</b>		
	<b>Total emission of waste gas</b>		
	<b>廢氣排放總量</b>		
	Oxynitride (NOx) emissions <sup>1) a)</sup>	gram	
	氮氧化物(NOx)排放量 <sup>1) a)</sup>	克	
			20.14
	Oxysulfide (SOx) emissions <sup>1) a)</sup>	gram	
	硫氧化物(SOx)排放量 <sup>1) a)</sup>	克	
			466.08
	Smoke emission	ton	
	油煙排放量	噸	
			49.11
	<b>Total emission of waste water</b>		
	<b>廢水排放總量</b>		
	Restaurant waste water emissions	ton	
	餐飲污水排放量	噸	
			450,763.81
<b>A1.2</b>	<b>Greenhouse gas emissions and intensity</b>		
<b>A1.2</b>	<b>溫室氣體排放量及密度</b>		
	Greenhouse gas emissions (Scope I) <sup>2) b)</sup>	ton of carbon dioxide equivalent	
	溫室氣體排放量(範圍一) <sup>2) b)</sup>	噸二氧化碳當量	
			1,679.51
	Greenhouse gas emissions (Scope II) <sup>3) c)</sup>	ton of carbon dioxide equivalent	
	溫室氣體排放量(範圍二) <sup>3) c)</sup>	噸二氧化碳當量	
			79,815.28
	Greenhouse gas emissions per unit operating revenue (Scope I) <sup>2) b)</sup>	ton of carbon dioxide equivalent/ RMB1 million	
	單位經營收入溫室氣體排放量(範圍一) <sup>2) b)</sup>	噸二氧化碳當量 / 人民幣百萬元	
			0.62
	Greenhouse gas emissions per unit operating revenue (Scope II) <sup>3) c)</sup>	ton of carbon dioxide equivalent/ RMB1 million	
	單位經營收入溫室氣體排放量(範圍二) <sup>3) c)</sup>	噸二氧化碳當量 / 人民幣百萬元	
			29.70
<b>A1.3</b>	<b>Total hazardous waste produced</b>		
<b>A1.3</b>	<b>所產生有害廢棄物總量</b>		
	Waste tubes/bulbs	item	
	廢舊燈管 / 燈泡	個	
			2,589
<b>A1.4</b>	<b>Total non-hazardous waste produced</b>		
<b>A1.4</b>	<b>所產生無害廢棄物總量</b>		
	Kitchen waste produced	ton	
	廚餘垃圾產生量	噸	
			725
	Waste cooking oil produced	ton	
	餐飲廢油產生量	噸	
			4,800

## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2019 2019年
A2.1	<b>Total energy consumption and intensity<sup>4) d)</sup></b>		
A2.1	<b>能源總耗量及密度<sup>4) d)</sup></b>		
	Comprehensive energy consumption 綜合能源消耗量	MWh 兆瓦時	121.64
	Total electricity consumption 總耗電量	kWh 千瓦時	95,392,951.80
	Gasoline consumption <sup>e)</sup> 汽油消耗量 <sup>e)</sup>	Liter 升	30,911
	Diesel consumption 柴油消耗量	Liter 升	720
	Natural gas consumption <sup>f)</sup> 天然氣消耗量 <sup>f)</sup>	m <sup>3</sup> 立方米	203,502
	Piped gas consumption 管道煤氣消耗量	m <sup>3</sup> 立方米	5,036,245.73
	Comprehensive energy consumption per unit operating revenue 單位經營收入綜合能耗量	MWh/RMB1 million 兆瓦時／人民幣百萬元	0.05
A2.2	<b>Water resources consumption and intensity</b>		
A2.2	<b>水資源消耗量及密度</b>		
	Total water consumption 總耗水量	m <sup>3</sup> 立方米	1,943,334.09
	Water consumption per unit operating revenue 單位經營收入耗水量	m <sup>3</sup> /RMB1 million 立方米／人民幣百萬元	723.15



## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2019 2019年
<b>Social Indicator</b> 社會類指標			
<b>B1.1</b> <b>Number of employees by gender, employment type, age group and geographical region</b>			
<b>B1.1</b> <b>僱員人數：按性別、僱傭類型、年齡組別及地區劃分</b>			
	Total number of employees 員工總人數	Headcount 人	12,314
Gender 性別	Male 男性	Headcount 人	7,906
	Female 女性	Headcount 人	4,408
Employment Type 僱傭類型	Management 管理層	Headcount 人	105
	Non-management 非管理層	Headcount 人	12,209
Age 年齡	29 and below 29歲及以下	Headcount 人	9,149
	30-49 30-49歲	Headcount 人	2,389
	50 and above 50歲或以上	Headcount 人	776
Geographical Region 地區	Mainland China 中國內地	Headcount 人	12,313
	Hong Kong, Macau and Taiwan 港澳台	Headcount 人	1
	Overseas 海外	Headcount 人	None for the reporting period 報告期內 無海外員工

## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2019 2019年
<b>B1.2</b>	<b>Employee turnover rate by gender, age group and geographical region</b>		
<b>B1.2</b>	<b>僱員流失比率：按性別、年齡組別及地區劃分</b>		
	Total employee turnover rate	%	
	僱員總流失比率	%	51.39
Gender	Male employee turnover rate	%	
性別	男性員工流失比率	%	52.00
	Female employee turnover rate	%	
	女性員工流失比率	%	49.52
Age	Turnover rate of employees aged 29 and below	%	
年齡	29歲及以下員工流失比率	%	14.56
	Turnover rate of employees aged 30-49	%	
	30-49歲員工流失比率	%	24.51
	Turnover rate of employees aged 50 and above	%	
	50歲或以上員工流失比率	%	28.55
Geographical Region	Turnover rate of employees in Mainland China	%	
地區	中國內地員工流失比率	%	51.00
	Turnover rate of employees in Hong Kong, Macau and Taiwan	%	
	港澳台員工流失比率	%	0
	Turnover rate of overseas employees	%	
	海外員工流失比率	%	0
<b>B2.1</b>	<b>Number and rate of work-related deaths</b>		
<b>B2.1</b>	<b>因工作關係而死亡的人數及比率</b>		
	Number of work-related deaths	Headcount	
	因工作關係而死亡的人數	人	0
	Death rate	%	
	死亡率	%	0

## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2019 2019年
<b>B3.1</b>	<b>Percentage of employees trained, by gender and employment type</b>		
<b>B3.1</b>	<b>僱員受訓百分比：按性別、僱傭類型劃分</b>		
	Percentage of employees trained	%	
	受訓僱員百分比	%	100
Gender	Percentage of male in employees trained	%	
性別	男性員工佔比	%	66.30
	Percentage of female in employees trained	%	
	女性員工佔比	%	33.70
Employment Type	Percentage of management in employees trained	%	
僱傭類型	管理層佔比	%	0.36
	Percentage of non-management in employees trained	%	
	非管理層佔比	%	99.64
<b>B3.2</b>	<b>Average training hours for employees: by gender and employment type</b>		
<b>B3.2</b>	<b>僱員受訓平均時數：按性別及僱傭類別劃分</b>		
	Average training hours for employees	Hour	
	僱員平均受訓時長	小時	3.32
Gender	Average training hours for male employees	Hour	
性別	男性員工受訓平均時長	小時	3.76
	Average training hours for female employees	Hour	
	女性員工受訓平均時長	小時	2.54
Employment Type	Average training hours for management	Hour	
僱傭類型	管理層受訓平均時長	小時	18.67
	Average training hours for non-management	Hour	
	非管理層受訓平均時長	小時	3.19
<b>B5.1</b>	<b>Number of suppliers: by geographical region</b>		
<b>B5.1</b>	<b>供應商數目：按地區劃分</b>		

## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2019 2019年
	Total number of suppliers 供應商總數	Entity 個	336
	Southern China 華南地區	Entity 個	220
	Other regions in Mainland China (except Southern China) 中國大陸其他地區(除華南地區)	Entity 個	116
<b>B7.1</b>	<b>Number of legal cases involving corruption, bribery, extortion, fraud and money laundering during the reporting period</b>		
<b>B7.1</b>	<b>於匯報期內涉貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件</b>		
	Number of legal cases involving corruption 貪污訴訟案件的數目	Case 件	1
<b>B8.2</b>	<b>Resources contributed to the focus area</b>		
<b>B8.2</b>	<b>在專注範疇所動用資源</b>		
	Charity donations 公益慈善捐款	RMB1 million 百萬元	0.9

### Notes:

Unless otherwise specified, the data coverage of this report is consistent with the 2019 annual report of Jiumaojiu Group (9922.HK).

- a) Indicator A1.1 Total emission of waste gas including emission of nitrogen oxides (NOx) produced by gasoline, diesel, natural gas, and pipeline gas, sulfur oxides (SOx) and cooking fume generated in the cooking process;
- b) Indicator A1.2 Greenhouse gas emissions (Scope I) including direct emission of carbon dioxide produced by gasoline, diesel, natural gas, and pipeline gas;
- c) Indicator A1.2 Greenhouse gas emissions (Scope II) including indirect emission of carbon dioxide generated from purchase of electricity;
- d) Indicator A2.1 Total energy consumption including energy consumption in gasoline, diesel, natural gas, and pipeline gas and purchase of electricity;
- e) Indicator A2.1 Gasoline consumption only covers 3 self-operated supply centers (including central kitchen) in terms of statistic range in 2019;
- f) Indicator A2.1 Natural gas consumption only covers 3 self-operated supply centers (including central kitchen) in terms of statistic range in 2019;

### 註：

除特別說明外，本報告的數據覆蓋範圍與九毛九集團(9922.HK)2019年報保持一致。

- a) 指標A1.1廢氣排放總量包括汽油、柴油、天然氣、管道煤氣等產生的氮氧化物(NOx)排放、硫氧化物(SOx)排放，以及餐飲生產過程中的油煙排放；
- b) 指標A1.2溫室氣體排放量(範圍一)包括汽油、柴油、天然氣及管道煤氣等產生的直接二氧化碳排放；
- c) 指標A1.2溫室氣體排放量(範圍二)包括外購電力產生的間接二氧化碳排放；
- d) 指標A2.1能源總耗量包括汽油、柴油、天然氣、管道煤氣及外購電力等產生的能源消耗總量；
- e) 指標A2.1汽油消耗量在2019年的統計範圍僅為3家自營供應中心(含中央廚房)；
- f) 指標A2.1天然氣消耗量在2019年的統計範圍僅為3家自營供應中心(含中央廚房)；

## APPENDIX 2: TABLES OF KEY PERFORMANCE 附錄 2：關鍵績效列表

### Basis of calculation:

- 1) Emission of nitrogen oxides (NOx) produced by gasoline, diesel, natural gas, and pipeline gas and sulfur oxides (SOx) is calculated with reference to *Reporting Guidance on Environmental KPIs*;
- 2) Greenhouse gas emissions (Scope I) produced by gasoline, diesel, natural gas, and pipeline gas is calculated with reference to *the Guidelines for Accounting and Reporting Greenhouse Gas Emissions – China Public Building Operator Units (Enterprises) (Trial) of the People's Republic of China* issued by the General office of the National Development and Reform Commission and *Reporting Guidance on Environmental KPIs*;
- 3) Greenhouse gas emissions (Scope II) generated from purchase of electricity is calculated with reference to *the Guidelines for Accounting and Reporting Greenhouse Gas Emissions – China Public Building Operator Units (Enterprises) (Trial) of the People's Republic of China* issued by the General office of the National Development and Reform Commission and *Reporting Guidance on Environmental KPIs*, among which, emission factor for electricity in Mainland China is calculated with reference to *the Standards of China Regional Grid Baseline Emission Factor in Emission Reduction Projects of 2017 (2019)* (*《2017年度減排項目中國區域電網基準線排放因子》標準(2019年)*) and *the Standards of China Regional Grid Average Carbon Dioxide Emission in 2011 and 2012 (2018)* (*《2011年和2012年中國區域電網平均二氧化碳排放因子》標準(2018年)*);
- 4) Total energy consumption is calculated by converting into equivalent value of electricity with reference to *GB/T 2589-2008T General Principles for Calculation of Total Energy Consumption*.

### 數據計算標準：

- 1) 汽油、柴油、天然氣、管道煤氣等產生的氮氧化物(NOx)排放、硫氧化物(SOx)排放參考《環境關鍵績效指標匯報指引》計算；
- 2) 汽油、柴油、天然氣、管道煤氣等產生的溫室氣體排放(範圍一)參考國家發展和改革委員會辦公廳發佈的《公共建築運營單位(企業)溫室氣體排放核算方法和報告指南(試行)》、《環境關鍵績效指標匯報指引》計算；
- 3) 外購電力產生的溫室氣體排放(範圍二)參考國家發展和改革委員會辦公廳發佈的《公共建築運營單位(企業)溫室氣體排放核算方法和報告指南(試行)》、《環境關鍵績效指標匯報指引》計算，其中大陸地區電力排放因子參考《2017年度減排項目中國區域電網基準線排放因子》標準(2019年)及《2011年和2012年中國區域電網平均二氧化碳排放因子》標準(2018年)；
- 4) 能源總耗量參考中國標準《GB/T 2589-2008T綜合能耗計算通則》進行電力當量值折算。



# APPENDIX 3: ESG INDICATORS INDEX

## 附錄 3：ESG 指標索引

Subject 議題	Guide Requirement 指引要求	Report Section 報告章節	Remarks 備註
<b>A Environmental</b>			
<b>A 環境</b>			
<b>A1 Emissions</b>	General Disclosure	Practitioner of Green Operation/	
<b>A1 排放物</b>	一般披露 Key Performance Indicators A1.1, A1.2, A1.3, A1.4, A1.5, A1.6 關鍵性績效指標A1.1 · A1.2 · A1.3 · A1.4 · A1.5 · A1.6	Appendix 2: Tables of Key Performance 綠色營運踐行者 / 附錄2：關鍵績效 列表	
<b>A2 Use of Resources</b>	General Disclosure	Practitioner of Green Operation/	A2.5 is not disclosed in this
<b>A2 資源使用</b>	一般披露 Key Performance Indicators A2.1, A2.2, A2.3, A2.4 關鍵性績效指標A2.1 · A2.2 · A2.3 · A2.4	Appendix 2: Tables of Key Performance 綠色營運踐行者 / 附錄2：關鍵績效 列表	year as the use of packaging materials is not a key scope for the operation of the Group. In the future, the corresponding statistical mechanism will be gradually established to prepare for future disclosure 包裝材料使用對集團的營運而 言並非重要範疇，故A2.5本年 度未披露。未來將逐步建立相 應的統計機制，以備於往後披 露
<b>A3 The Environment and Natural Resources</b>	General Disclosure	Practitioner of Green Operation	
<b>A3 環境及天然資源</b>	一般披露 Key Performance Indicator A3.1 關鍵性績效指標A3.1	綠色營運踐行者	
<b>B Social</b>			
<b>B 社會</b>			
<b>B1 Employment</b>	General Disclosure	Pursuer for Companions and Win-win	
<b>B1 僱傭</b>	一般披露 Key Performance Indicators B1.1, B1.2 關鍵性績效指標B1.1 · B1.2	Results/Appendix 2: Tables of Key Performance 同行共贏奉行者 / 附錄2：關鍵績效 列表	
<b>B2 Health and Safety</b>	General Disclosure	Pursuer for Companions and Win-win	B2.2 is not disclosed
<b>B2 健康與安全</b>	一般披露 Key Performance Indicators B2.1, B2.3 關鍵性績效指標B2.1 · B2.3	Results/Appendix 2: Tables of Key Performance 同行共贏奉行者 / 附錄2：關鍵績效 列表	B2.2未披露

## APPENDIX 3: ESG INDICATORS INDEX

### 附錄 3：ESG 指標索引

Subject 議題	Guide Requirement 指引要求	Report Section 報告章節	Remarks 備註
<b>B3 Development and Training</b> <b>B3 發展與培訓</b>	General Disclosure 一般披露 Key Performance Indicators B3.1, B3.2 關鍵性績效指標B3.1 · B3.2	Pursuer for Companions and Win-win Results/Appendix 2: Tables of Key Performance 同行共贏奉行者 / 附錄2：關鍵績效列表	
<b>B4 Labor Standards</b> <b>B4 勞工準則</b>	General Disclosure 一般披露 Key Performance Indicators B4.1, B4.2 關鍵性績效指標B4.1 · B4.2	Pursuer for Companions and Win-win Results/Appendix 2: Tables of Key Performance 同行共贏奉行者 / 附錄2：關鍵績效列表	During the reporting period, the Group complied with the laws and regulations that had a significant impact on such employment aspects as the prevention of child labor and forced labor 報告期內已遵守了有關防止童工、強制勞工等在僱傭方面對集團具有重大影響的法律法規
<b>B5 Supply Chain Management</b> <b>B5 供應鏈管理</b>	General Disclosure 一般披露 Key Performance Indicators B5.1, B5.2 關鍵性績效指標B5.1 · B5.2	Guardian of Food Safety and Product Quality/Appendix 2: Tables of Key Performance 食安精品守護者 / 附錄2：關鍵績效列表	
<b>B6 Product Responsibility</b> <b>B6 產品責任</b>	General Disclosure 一般披露 Key Performance Indicators B6.2, B6.3, B6.4, B6.5 關鍵性績效指標B6.2 · B6.3 · B6.4 · B6.5	Guardian of Food Safety and Product Quality 食安精品守護者	B6.1 is not applicable, given no service incidents during the reporting period that had a significant impact on the operation of the Group; and the Group strictly complied with the relevant laws and regulations on protecting intellectual property rights during the reporting period 報告期內沒有對集團營運且重大影響的服務事件，故B6.1不適用；報告期內嚴格遵守知識產權保護相關法律法規
<b>B7 Anti-corruption</b> <b>B7 反貪污</b>	General Disclosure 一般披露 Key Performance Indicators B7.1, B7.2 關鍵性績效指標B7.1 · B7.2	About Us/Appendix 2: Tables of Key Performance 關於我們 / 附錄2：關鍵績效列表	
<b>B8 Community</b> <b>B8 社區</b>	General Disclosure 一般披露 Key Performance Indicators B8.1, B8.2 關鍵性績效指標B8.1 · B8.2	Pursuer for Companions and Win-win Results/Appendix 2: Tables of Key Performance 同行共贏奉行者 / 附錄2：關鍵績效列表	

## APPENDIX 4: OPINIONS AND FEEDBACK

### 附錄 4：意見及反饋

Dear readers,  
Hello!

Thank you very much for taking time to read this Report. In order to improve the preparation of the Report and improve the performance capability of Jiumaojiu Group on environmental, social and governance work, we are particularly eager to listen to your opinions and suggestions, please let us know!

1. What category of stakeholders are you  
 Government worker    Regulatory organs    Shareholders and investors  
 Employees    Consumers    Suppliers and partners  
 Public organizations    Media    Similar enterprises  
 Others
2. Your overall assessment of this Report is  
 Good    Relatively good    Average    Relatively poor    Poor
3. What do you think about the quality of information on sustainable development disclosed in this Report  
 High    Relatively high    Average    Relatively low    Low
4. What do you think about the structural arrangement of this Report  
 Reasonable    Relatively reasonable    Average  
 Relatively poor    Poor
5. What do you think about the layout and design of this Report  
 Reasonable    Relatively reasonable    Average  
 Relatively poor    Poor
6. What do you think about the readability of this Report  
 High    Relatively high    Average    Relatively low    Low
7. You are welcome to provide your opinions and suggestions on the environmental, social and governance work of Jiumaojiu Group here:  

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Scan QR code to give your comments and suggestions  
Your sincere suggestions are the driving force to our ongoing development

尊敬的讀者：  
您好！

非常感謝您在百忙之中閱讀本報告，為了改進報告編製工作，提升九毛九集團在環境、社會及管治方面的履責能力，我們特別希望傾聽您的意見和建議，請您不吝賜教！

1. 您屬於以下哪類利益相關方  
 政府人員    監管機構    股東和投資者  
 員工    消費者    供應商及合作夥伴  
 公益組織    媒體    同類企業  
 其他
2. 您對本報告的總體評價是  
 好    較好    一般    較差    差
3. 您認為本報告所披露的可持續發展信息質量如何  
 高    較高    一般    較低    低
4. 您認為本報告的結構安排如何  
 很合理    較合理    一般  
 較差    差
5. 您認為本報告的版式設計如何  
 很合理    較合理    一般  
 較差    差
6. 您認為本報告的可讀性如何  
 高    較高    一般    較低    低
7. 您對九毛九集團環境、社會及管治工作和本報告的意見與建議，歡迎在此提出：  

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掃描二維碼反饋您的意見和建議  
您的誠摯建議是我們持續發展的動力





Jiumaojiu International Holdings Limited  
九毛九国际控股有限公司