

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



2020

ENVIRONMENTAL,
SOCIAL AND GOVERNANCE REPORT
環境·社會及管治報告

目錄

CONTENTS

1	ABOUT THIS REPORT	3
	關於本報告	
1.1	Overview	3
	概覽	
1.2	Basis of Preparation	3
	編製依據	
1.3	Scope and Coverage of the Report	3
	報告範圍及邊界	
1.4	Salutation Description	3
	稱謂說明	
1.5	Data Sources and Reliability Statement	4
	數據來源及可靠性聲明	
1.6	Acknowledgement and Approval	4
	確認及批准	
1.7	Access to the Report	4
	報告獲取	
1.8	Opinion and Feedback	4
	意見反饋	
2	CHAIRMAN' S MESSAGE	5
	主席致辭	
3	SUSTAINABILITY MANAGEMENT	7
	可持續發展管理	
3.1	Sustainability Concept	7
	可持續發展理念	
3.2	Sustainability Management System	7
	可持續發展管理體系	
3.3	Communication with Stakeholders	9
	利益相關方溝通	
3.4	ESG Issues and Materiality	11
	ESG議題及重要性	
3.4.1	Procedures for Materiality Assessment of Issues	12
	議題重要性評估程序	
3.4.2	Materiality Matrix and List of Issues	12
	議題重要性矩陣及列表	
4	HONORS AND PERFORMANCE	15
	榮譽表現	
4.1	Enterprise Honors	15
	企業榮譽	
4.2	Industry Associations	16
	行業協會	

5	SPECIAL HIGHLIGHT: PERSISTENCE ON PANDEMIC PREVENTION AND CONTROL FOR REST ASSURED DINING EXPERIENCE	17	8	PRACTITIONER OF GREEN OPERATION	48
	特別專題：堅守疫情防控，打造放心餐桌			綠色營運踐行者	
			8.1	Optimization of Resources Use	48
				資源使用優化	
			8.2	Emissions Management	53
				排放物管理	
6	ABOUT US	19	9	PURSUER FOR COMPANIONS AND WIN-WIN RESULTS	56
	關於我們			同行共贏奉行者	
6.1	Enterprise Overview	19	9.1	Safeguarding Employees' Interests	56
	企業概況			保障員工權益	
6.2	Development History	20	9.1.1	Compliance Employment	57
	發展歷程			合規僱傭	
6.3	Principal Business	21	9.1.2	Remuneration and Welfare	61
	主要業務			薪酬福利	
6.4	Group Governance	22	9.1.3	Democratic Management	62
	集團治理			民主管理	
6.4.1	Governance Mechanism	22	9.2	Promoting Employees Development	63
	治理機制			助力員工成長	
6.4.2	Risk Control	23	9.2.1	Employees Training	63
	風險管控			員工培訓	
6.4.3	Anti-corruption	24	9.2.2	Career Development	66
	反貪污			職業發展	
6.4.4	Protection of Trademarks and Intellectual Property Rights	27	9.3	Conveying Care at Workplace	66
	商標與知識產權保護			傳遞職場關懷	
7	GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY	28	9.3.1	Safety and Health	66
	食安精品守護者			安全健康	
7.1	Creating Quality Food with Sincerity	28	9.3.2	Staff Care	69
	誠心成就食物品質			員工關愛	
7.1.1	Building Defense Line on Food Safety	30	9.4	Repaying Society Gracefully	70
	築就食品安全防線			感恩回饋社會	
7.1.2	Strengthening Supply Chain Management	35	9.4.1	Devoted to Social Welfare	70
	強化供應鏈管理			投身社會公益	
7.2	Considerately Improving Customer Experience	38	9.4.2	Fighting against the Pandemic Together	74
	貼心提升客戶體驗			攜手同心抗疫	
7.2.1	Diversified Products for Selection	38			
	多元產品選擇				
7.2.2	Considerate Customer Services	41			
	貼心客戶服務				
7.2.3	Upgrading Dining Environment	44			
	就餐環境升級				
7.2.4	Protection of Customer Interests	45			
	顧客權益維護				
				APPENDIX 1: List of ESG Policies and Laws and Regulations	75
				附錄1：ESG政策及法律法規列表	
				APPENDIX 2: Tables of Key Performance	81
				附錄2：關鍵績效列表	
				APPENDIX 3: ESG Indicators Index	89
				附錄3：ESG指標索引	

ABOUT THIS REPORT

關於本報告

1.1 OVERVIEW

This Report is the second Environmental, Social and Governance (“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 and governance aspects to enhance the communication with stakeholders and facilitate the fulfillment 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 Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, and is reported in accordance with the principles of materiality, quantitative, balance and consistency included in the Guide. The content index of the Guide is included in Appendix 3 of this Report.

The content of this Report is determined according to a set of systematic procedures, which include identifying major stakeholders, identifying and assessing the materiality of 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, 2020 to December 31, 2020.

Reporting coverage: The Report mainly covers the information and key performance in respect of the fulfillment of the environmental, social and governance responsibilities of Jiumaojiu International Holdings Limited and its subsidiaries in 2020¹.

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” and its subsidiaries in this Report.

¹ Unless otherwise specified, franchised stores are not involved in the key performance indicators of this Report.

1.1 概覽

本報告是九毛九国际控股有限公司(9922.HK)發佈的第二份環境、社會及管治(Environmental, Social and Governance, 「ESG」)報告，我們已全面披露本集團環境、社會及管治的理念、實踐與成果，以增進與利益相關方溝通，促進企業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有限公司頒佈的《香港聯合交易所有限公司證券上市規則》附錄二十七《環境、社會及管治報告指引》(ESG指引)進行編製，並根據《指引》中重要性、量化性、平衡性及一致性原則做匯報。《指引》內容索引載於本報告附錄3。

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：識別重要的利益相關方、識別和評估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：2020年1月1日至2020年12月31日。

報告邊界：本報告重點披露2020年九毛九国际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¹。

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」均指代九毛九国际控股有限公司及其附屬公司。

¹ 如無特別說明，本報告關鍵績效指標不涉及加盟店。

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
Song 愆	指	our Song (愆) brand which consists of cold pot skewers (冷鍋串串) and Chongqing Hot Pot Factory (重慶火鍋廠) 我們的包括冷鍋串串及重慶火鍋廠的愆品牌
Uncle Chef 那未大叔	指	our Uncle Chef (那未大叔) brand 我們的那未大叔品牌

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：

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

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

Data 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 April 30, 2021.

1.6 確認及批准

本報告經管理層確認後，於2021年4月30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。

1.8 OPINION AND FEEDBACK

Your opinion or questions about this Report are welcomed. Please direct your opinion or questions to us by scanning the QR Code below.



1.8 意見反饋

歡迎掃描以下二維碼，向我們反饋關於本報告的意見或問題。



CHAIRMAN'S MESSAGE 主席致辭

2020 is an extraordinary year in the development history of the Group. We are overwhelmed with joy for the successful listing on the Main Board of the Hong Kong Stock Exchange at the beginning of the year, but then we have to make every effort on responding to the effect on our operation brought by the unexpected novel coronavirus pneumonia pandemic (the "Pandemic") that broke out subsequently. Our effort ensures us to maintain the market position as a leading Chinese cuisine restaurant brand manager and operator in China. As of December 31, 2020, we operated 349 restaurants and managed 32 franchised restaurants, covering 60 cities in 21 provinces, four municipalities, the Macau Special Administrative Region of the PRC and Vancouver in Canada. Impacted by the Pandemic continuously, our revenue for 2020 is RMB2,714.8 million, a slight increase by 1.0% as compared to 2019. Our operating profit for the current year is RMB348.2 million.

While ensuring the stable operation, we always care about the performance of our own social responsibilities regarding food safety, customer experience, environmental protection, green operation, staff development and charity and community works. We insist on formulating improvement plans and implement enhancement works, to continuously strengthen the standard of internal management, providing a long-lasting driving force for the long-term development of the Group.

Safeguarding food safety for achieving quality customer experience.

Food safety is always our utmost responsibility. We constantly improve the standards on food safety and quality control, and implement a full-cycle tracking on the food life-cycle management, covering procurement inspection, food ingredients examination, cuisine processing, storage management to the operation of restaurants. We strive to provide customers with safe, reassuring and high-quality products and dining experience through meticulous selection of materials, diligent processing, careful supervision, attentive services, and the continuous development of new cuisines.

2020年，本集團是發展歷史上極不平凡的一年。我們懷揣著喜悅的心情，成功在香港聯合交易所主板上市，隨後面對突如其來的新型冠狀病毒肺炎疫情（以下簡稱「疫情」），我們竭力克服對營運造成的影響。在我們的努力下，集團仍然保持中國領先的中餐廳品牌管理商及運營商的市場地位。截至2020年12月31日，我們已經在中國21個省份的60個城市、4個直轄市、中國澳門特別行政區及加拿大溫哥華經營349間餐廳以及32間加盟餐廳。受疫情影響，2020年，我們的收入為人民幣2,714.8百萬元，較2019年微升1.0%，年度經營利潤為人民幣348.2百萬元。

在保持穩健經營的同時，我們始終關注自身社會責任的履行，圍繞食品安全、客戶體驗、環境保護、綠色營運、員工發展及公益慈善等方面，堅持制定改善計劃和落實提升行動，持之以恆強化內部管理水平，為集團長遠發展提供源源不斷的動力。

駐守食品安全，成就優質體驗。 食品安全一直是我們的首要責任，我們持續健全食品安全和品質控制標準，全流程跟蹤涵蓋採購驗收、食材檢驗、菜品加工、倉儲管理、餐廳營運等環節的食品生命周期管理，通過精心選材、用心製作、悉心監督、貼心服務，以及推陳出新的菜品研發，為客戶提供安全、放心、優質的產品和用餐體驗。

CHAIRMAN'S MESSAGE

主席致辭

Promoting green operation for safeguarding the nice environment. We advocate a harmonious development with the environment, thus promoting measures on energy saving and consumption reduction in the establishment of stores and the operating procedure of restaurant, and also actively implementing waste processing, including quantity reduction, harmless treatment and waste recycling. We step up efforts in calling for the public to practice green lifestyles in order to minimize the effect on environment brought by the operation, thus protecting the clear water and blue sky of our beautiful home.

Care about the growth of the staff and to communicate humanistic care. We always care about the protection of the rights of our staff. We established a comprehensive and systematic fostering system and an equal and diversified development platform in order to assist them to realize self-growth. Meanwhile, we safeguard the occupational safety of our staff, providing them assistance and care, thus creating a diversified, inclusive, harmonious and progressive working atmosphere for the staff.

Seek for community efficiency to promote a win-win situation for parties concerned. We have been providing care to the less-privileged group in the community, and we actively devote ourselves in different kinds of community activities, including education, medical care, poverty alleviation and volunteering services. We also deploy resources in an effort to provide assistance in tackling the Pandemic, safeguarding public health, and contributing to social development.

We persevere our present stance and look forward to the future. By continuously delivering operational excellence, we provide quality product and experience to consumers; we also uphold our value of safeguarding public health, establishing long-term development as our goal, and strictly complying the three bottom lines of economy, society and environment, we strive to create value for each stakeholder continuously.

Chairman
GUAN Yihong

推行綠色營運，守護美好生態。我們倡導與環境和諧發展，在門店建設、餐廳營運過程中推廣節能降耗舉措，積極實行廢棄物減量化、無害化和資源化處理，並向公眾傳播綠色生活理念，持續減少營運對環境的影響，攜手守護天藍水清美好家園。

關注員工成長，傳遞人文關懷。我們時刻關注員工的權益保障，為員工搭建全面、系統的培養體系和平等、多元的發展平台，助力其實現自我成長。同時，我們保障員工的職業安全，為員工提供扶助與關愛，為員工營造多元共融、和諧向上的工作氛圍。

謀求社會效益，推動多方共贏。多年以來，我們持續關愛弱勢社群，積極投身教育、醫療、扶貧，以及志願服務等社會公益活動，更投入資源助力抗擊疫情，保障公眾健康，為社會發展貢獻力量。

堅守當下，仰望未來。我們將繼續精益求精，為消費者打造優質的產品與體驗，堅持守護公眾健康，並以長遠發展為目標，嚴格遵守經濟、社會與環境三重底線，力求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. Our Group firmly believes that the management model with sustainable development enables us to create long-term value and interest to our stakeholders including shareholders, customers, employees, community, partners. The concept of sustainable development is incorporated into our daily operations, and our performances on environmental, society and governance are continuously monitored and enhanced, which in turn providing a safeguarding force to the long-term and stable development of the enterprise.

3.1 SUSTAINABILITY CONCEPT

Our Group pays 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, the Group establishes a governance structure on sustainable development in order to promote the implementation of ESG governance works in an orderly manner.

The Board of the Company assumes full responsibility on the environmental, society and governance of the Group, and is responsible for formulating the environmental, social and governance strategy of the Group, assesses and determines the risks and opportunities related to the environmental, social and governance of the Group. The Board regularly reviews the performance on environmental, social and governance of the Group, and approves the information disclosed in the ESG Report.

可持續發展是企業長遠致勝之道。本集團深信通過可持續發展的管理模式，能為股東、顧客、員工、社區、合作夥伴等利益相關方創造長遠價值和利益。我們將可持續發展的理念融入日常營運，持續關注並提升集團在環境、社會及管治方面的表現，為企業長遠穩健發展保駕護航。

3.1 可持續發展理念

本集團始終關注企業在環境、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，本集團建立了可持續發展管治架構，推動集團ESG管治工作有序進行。

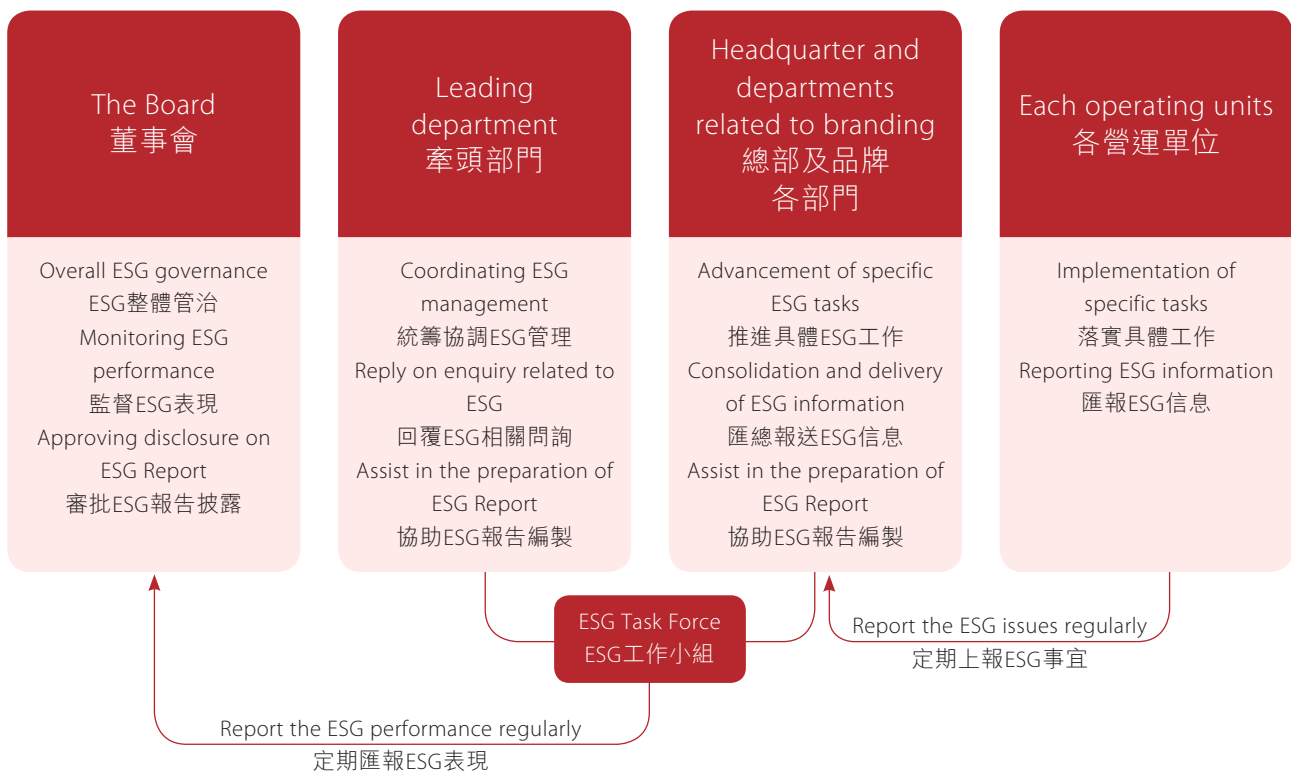
公司董事會對集團的環境、社會及管治承擔整體責任，負責制定集團環境、社會及管治策略，評估及釐定集團的環境、社會及管治相關風險及機遇，定期檢討集團的環境、社會及管治表現，並審批ESG報告披露資料。

SUSTAINABILITY MANAGEMENT

可持續發展管理

ESG Task Force comprises of departments related to ESG issues, including food safety, staff management, customer services, etc. It is responsible for the advancement of management and implementation of ESG issues, and report the same to the Board regularly. ESG Task Force is led by the Finance Department from the headquarter, and is responsible for coordinating ESG tasks. The headquarter and department related to branding are responsible for the advancement of specific ESG tasks and the consolidation and delivery of ESG information. Departments related to each operating units implement specific tasks in accordance to the requirements from ESG Task Force, and report the ESG information regularly.

ESG工作小組覆蓋食品安全、員工管理、客戶服務等ESG議題相關部門，負責推進ESG事宜的管理和實施，並定期向董事會報告ESG事宜。總部金融部作為ESG工作小組牽頭部門，負責統籌及協調ESG工作；總部及品牌相關部門負責具體ESG工作推進，以及ESG信息的匯總報送。各營運單位的相關部門，按照ESG工作小組的要求，落實具體工作，並定期上報ESG信息。



SUSTAINABILITY MANAGEMENT 可持續發展管理

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 clearly to fully enhance the level of sustainable development.

3.3 利益相關方溝通

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，明確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。

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

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

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

3.4 ESG ISSUES AND MATERIALITY

Concern on different ESG issues by the stakeholders and the judgement of materiality on the issues form the foundation of assessment on important issues of the Company. In 2020, the Group reviewed issues related to ESG management in prior year in accordance to the Environmental, Social and Governance Reporting Guide of the Stock Exchange, and adjusted the important ESG issues by taking into account the business development trend of the Group for this year and by comparing standards from peers. In addition, we initiated a questionnaire survey with our stakeholders including management members, staff, customers, investors/shareholders, suppliers to understand the changes in views and demands from the critical stakeholders.

Assessment and expectation of stakeholders on the ESG performance of the Group are the main reference materials on assessing the materiality of issues. Meanwhile, we bear in mind the concerns and demands from stakeholders in order to optimize the ESG strategy and management policy of the Company in an orderly manner.

3.4 ESG 議題及重要性

利益相關方對ESG各類議題的關注度和判定議題的重要性程度是公司重要性議題評定的基礎。2020年，本集團以聯交所《環境、社會及管治報告指引》為依據，審視回顧上年度ESG管理相關議題，並結合本年度集團業務發展動態及對標同行企業，對ESG重大性議題進行了調整。此外，我們面向管理層、員工、顧客、投資者／股東、供應商等利益相關方開展了問卷調查，以了解關鍵的利益相關方群體觀點及訴求變化。

我們將利益相關方對集團ESG表現的評價和期望，組成了本次重要性議題評定的重要參考材料。同時，我們緊扣利益相關方的關注與訴求，有序優化公司的ESG策略與管理政策。

SUSTAINABILITY MANAGEMENT

可持續發展管理

3.4.1 Procedures for Materiality Assessment of Issues

3.4.1 議題重要性評估程序

Establishment of the pool of issues

議題庫建立

- With the Environmental, Social and Governance Reporting Guide (the ESG Guide) under Appendix 27 to the Listing Rules as the foundation, and based on the business development of the Group and appeals of stakeholders, the pool of ESG issues of Jiumaojiu Group for 2020 was established with a total of 23 issues.
- 根據上市規則附錄二十七《環境、社會及管治報告指引》為基礎，並結合本集團業務發展情況與利益相關方訴求，構建九毛九集團2020年ESG管理議題庫，共計23個議題。

Participation of stakeholders

利益相關方參與

- We obtain the comments of stakeholders through questionnaires and interviews, which cover the management of the Group, employees, suppliers, customers and investors/shareholders, and 504 copies of valid questionnaires were collected.
- 我們通過開展問卷調查及訪談溝通等方式獲取利益相關方意見。調研覆蓋了企業管理層、員工、供應商、顧客以及投資者／股東等利益相關方，回收有效問卷共504份。

Issues assessment

議題評估

- Based on the focused concerns of all stakeholders, it assesses the materiality of issues from the dimensions of “materiality to stakeholders” and “materiality to the enterprise” to analyze and establish the materiality matrix and list of issues.
- 根據各利益相關方關注焦點，從「對利益相關方的重要性」以及「對企業的重要性」兩大維度進行議題重要性評估，分析得出重要性議題矩陣及列表。

Review and confirmation

審核確認

- The participation of stakeholders in the implementation of plans and the assessment results of important issues are submitted to the ESG Task Force and the Board for assessment, after which ESG-related risk of the Group are determined.
- 將利益相關方參與方案實施過程及重要性議題評估結果呈交ESG工作小組及董事會，經評估後，釐定集團ESG相關風險。

3.4.2 Materiality Matrix and List of Issues

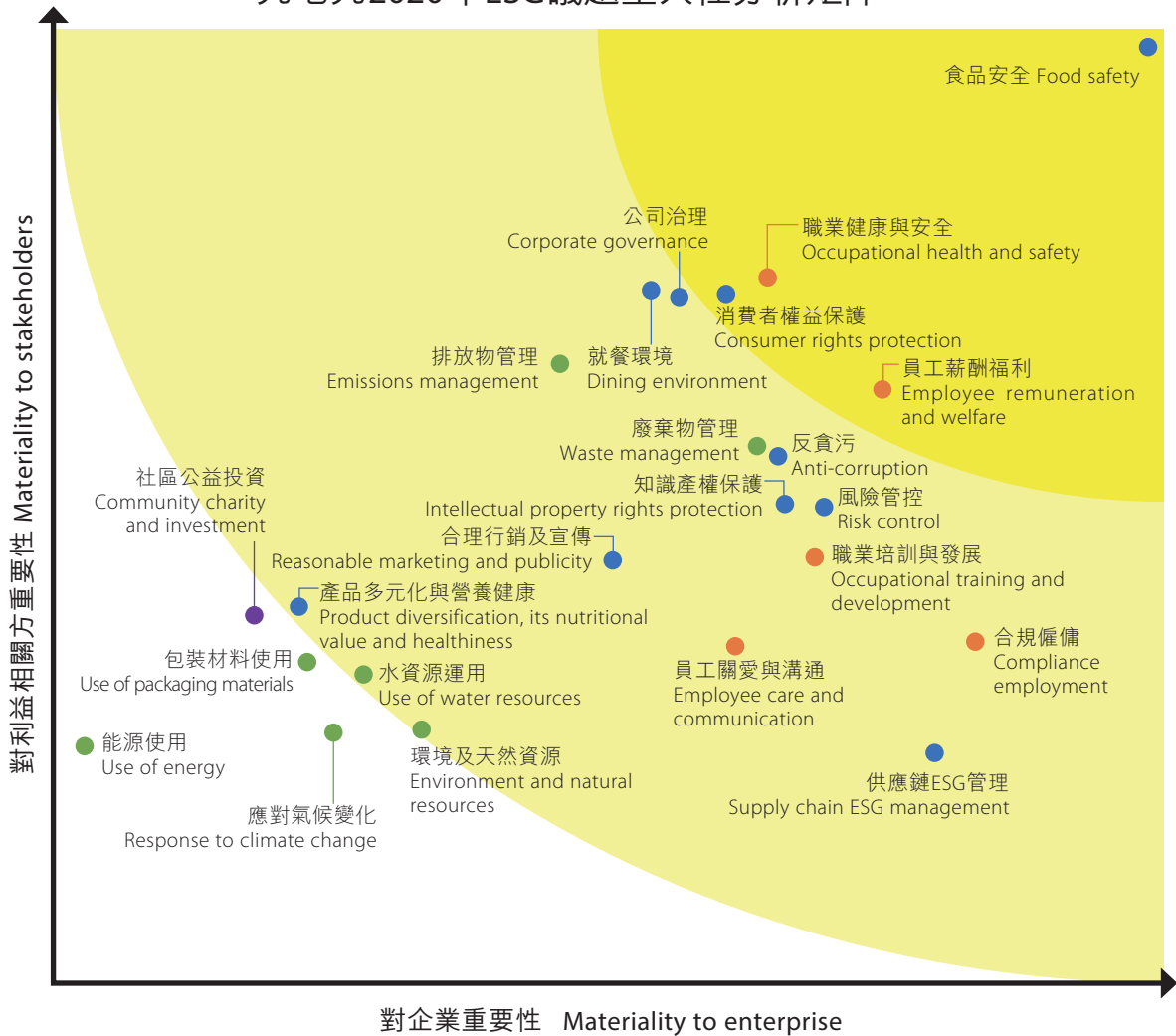
Based on the material issues related to the sustainability of the Group and taking the concerns of stakeholders into account, we have systematically identified the following 23 ESG issues. Issues of high materiality are on the top right corner of the matrix while issues of low materiality are on the lower left corner of the matrix. The four issues of the highest materiality are food safety, employee remuneration and welfare, occupational health and safety and protection of consumers' interest. 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.

3.4.2 議題重要性矩陣及列表

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23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。重要性最高前四項議題依次為食品安全、員工薪酬福利、職業健康與安全及消費者權益保護。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

2020 Materiality Matrix of ESG Issues of Jiumaojiu
九毛九2020年ESG議題重大性分析矩陣



- Environmental responsibility
環境責任
- Labour responsibility
勞工責任
- Operational responsibility
營運責任
- Social responsibility
社會責任

SUSTAINABILITY MANAGEMENT

可持續發展管理

Materiality 重要性	Order 排序	Issues/Options 題目／選項
High materiality 高度重要性	1	Food safety 食品安全
	2	Employee remuneration and welfare 員工薪酬福利
	3	Occupational health and safety 職業健康與安全
	4	Consumer rights protection 消費者權益保護
Medium materiality 中度重要性	5	Corporate governance 公司治理
	6	Dining environment 就餐環境
	7	Compliance employment 合規僱傭
	8	Anti-corruption 反貪污
	9	Risk control 風險管控
	10	Waste management 廢棄物管理
	11	Intellectual property rights protection 知識產權保護
	12	Occupational training and development 職業培訓與發展
	13	Emissions management 排放物管理
	14	Supply chain ESG management 供應鏈ESG管理
	15	Employee care and communication 員工關愛與溝通
	16	Reasonable marketing and publicity 合理行銷及宣傳
	17	Environment and natural resources 環境及天然資源
	18	Use of water resources 水資源使用
	19	Product diversification, nutrition and health 產品多元化與營養健康
Low materiality 低度重要性	20	Use of packaging materials 包裝材料使用
	21	Community charity and investment 社區公益投資
	22	Response to climate change 應對氣候變化
	23	Use of energy 能源使用

HONORS AND PERFORMANCE

榮譽表現

With years of efforts and input in the catering industry, the Group is widely recognized by the consumers and within the industry. Meanwhile, we strengthen the exchange and communication in the industry continuously, actively participate in industry associations and activities, and we constantly understand and explore the direction and development trends of the industry in order to promote the advancement of the industry.

多年來，集團在餐飲行業辛勤耕耘，廣受消費者認可，並獲得了業內肯定。與此同時，我們持續加強行業內部的交流溝通，積極參與行業協會及活動，不斷了解及探索行業動向及發展趨勢，共同推動行業進步。

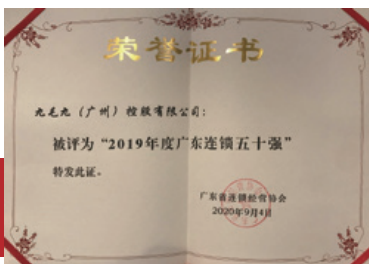
4.1 ENTERPRISE HONORS

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.

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，更備受業界認可。

Award	Issuing authority
獎項名稱	頒發機構
2019 Top 100 Catering Enterprises of China	China Cuisine Association
2019年度中國餐飲百強企業	中國烹飪協會
2019 Top 50 Guangdong Chains	Guangdong Chain Operations Association
2019年度廣東連鎖50強	廣東省連鎖經營協會
Red Eagle Awards – 2020 Top 100 China Catering Brand	World Federation of Chinese Catering Industry, Hongcan Wang
紅鷹獎 – 2020年度中國餐飲品牌力百強	世界中餐業聯合會、紅餐網
IPO with the most investment value of the year	Gelonghui
年度最具投資價值IPO	格隆匯
Outstanding contribution awards on business social responsibility	Guangdong Chain Operations Association
of Guangdong 2020	
2020廣東商業社會責任突出貢獻獎	廣東省連鎖經營協會



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 City of Gastronomy Association
廣州市美食之都促進會

China Chain Store & Franchise Association
中國連鎖經營協會

Catering Chain Store Committee of China Chain Store & Franchise Association
中國連鎖經營協會餐飲連鎖委員會

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

Shopping Committee
購物委員會

Policy Coordination Committee
政策協調委員會

Food Safety Committee
食品安全委員會

Guangdong Chain Operations Association
廣東省連鎖經營協會

Shenzhen Cuisine Association
深圳烹飪協會

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

Executive vice president
常務副會長

Councilor entity
理事單位

Committee member
委員

Member entity
會員單位

Member entity
會員單位

Committee member
委員

Committee member
委員

Committee member
委員

Councilor entity
理事單位

Professional Committee of Young Entrepreneur
青年企業家專業委員會

SPECIAL HIGHLIGHT: PERSISTENCE ON PANDEMIC PREVENTION AND CONTROL FOR REST ASSURED DINING EXPERIENCE

特別專題：堅守疫情防控，打造放心餐桌

In 2020, the Group continued to keep abreast of the pandemic development and proactively responded to the pandemic prevention and control arrangements set by the government. By implementing various effective pandemic prevention measures, the Group contributed to safeguard public health.

EFFECTIVE DEPLOYMENT AT THE PRELIMINARY STAGE OF PANDEMIC

On 22 January, the Group rapidly launched the *Jiumaojiu's Emergency Plan on Infectious Diseases* and organized senior management to establish a pandemic prevention and handling task force, which focuses on the guidance of pandemic prevention and control works of nationwide functions and staff at stores. The work force also paid close attention to the latest news on pandemic prevention and control, timely adjusted its responsive plans and secured the safety of over ten thousand staff nationwide.

At the beginning of the pandemic, the Group suspended the operation of over 300 stores under across all brands across China (including self-operated and franchised restaurants) to fully cooperate with local governments on virus prevention and control works while ensuring the health of our staff and customers. With regards to staff management during the pandemic, the Group commenced the online reporting platform for individual pandemic prevention status and precautionary reporting mechanism on staff health inspection and round-the-clock monitoring of staff health and safety was implemented. Meanwhile, our Group published the pandemic prevention guidelines for staff in our internal office platform, call our staff for stay at staff quarters, refrain from going out unnecessarily and strictly implemented personal protection measures.

Upon gradual relief of the pandemic, our Group followed the government's call on work and operation resumption. The *Jiumaojiu Group's Guidance Manual on Prevention and Control for Public Health Emergency Incident* was published in our internal platform for guiding restaurants, supply chain and various functions and departments on work resumption preparation, thereby effectively safeguarded the health and safety of consumers and staff.

2020年，本集團持續關注疫情發展，並積極響應政府疫情防控工作安排，推出多項行之有效的防疫舉措，為守護公共健康貢獻力量。

疫情早期高效部署

1月22日，本集團迅速推出《九毛九流行性傳染病緊急預案》，組織公司高級管理層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。

在疫情初期，集團暫停旗下品牌全國300餘家門店（包括自營以及加盟餐廳）營業，全力配合各地政府的病毒防控工作，確保員工及顧客的健康。針對疫情期間的員工管理，本集團啟動了「個人防疫情況在線申報」平台與員工健康檢測預警上報機制，24小時監控員工健康安全。同時，集團於內部辦公平台發佈了員工防疫指引，呼籲員工留在宿舍，減少不必要的外出，並嚴格落實個人防護措施。

疫情逐步緩和後，集團響應政府復工復業號召，在內部平台發佈了《九毛九集團突發性公共衛生事件防控指導手冊》，引導餐廳、供應鏈以及職能部門做好復工前的準備工作，切實保障消費者及員工的健康安全。

SPECIAL HIGHLIGHT: PERSISTENCE ON PANDEMIC PREVENTION AND CONTROL FOR REST ASSURED DINING EXPERIENCE

特別專題：堅守疫情防控，打造放心餐桌

NORMALIZED AND STRINGENT PANDEMIC PREVENTION AND CONTROL

To effectively implement pandemic prevention, control and monitoring, the Group has established a food safety task force to monitor the implementation of food safety guidelines of the Group and our brands. Supply centers are requested to enhance the review on the nucleic acid testing results of imported goods, while restaurants are required to comply with relevant requirements such as the *Operation Standards of Back Kitchen Food Safety During the Pandemic* and the *Operation Standards of Restaurants Food Safety During the Pandemic*. Our Group implemented prevention and control measures of, among other things, properly utilizing sterilized tools, offering tablewares upon customers are seated, and adjusting and widening table distance in the dining area.

To secure customers' health, the Group adds inspection related to pandemic prevention and control during quality inspection. At the same time, measures such as specific cleaning for every seat and periodic sterilization are carried out in restaurants, while staffs are required to measure temperature twice per day. Customers are reminded to follow local pandemic prevention policies and measure their temperature before entry, register their personal information and using the sterilization supplies provided, so that they could dine in a safe environment. For takeaway and delivery business, our restaurants have set up and periodically sterilized contactless meal collection areas. Before collection, delivery drivers are required to measure their temperature, register and sterilize their hands to reduce the risk of spreading the virus.

疫情常態嚴格防控

為切實落實疫情防控監管，本集團成立了食品安全小組，監督集團和品牌的食品安全指引落實情況，要求供應中心增加對進口貨品的核酸檢測結果審核，並要求餐廳依照《疫情期間後廚食品安全操作標準》《疫情期間前廳食品安全操作標準》等相關規定，落實消毒用具妥善使用，顧客落座後才上餐具，餐區佈局調整拉開間距等防控措施。

為保障顧客健康，集團在品質稽查中新增疫情防控相關檢查內容，同時，餐廳落實一座一清、定期消毒等措施，要求員工每天2次測溫，提醒顧客配合所在地防疫政策，進行入店測溫、個人信息登記和使用提供的消毒用品，為顧客提供安全用餐環境。針對外賣配送業務，餐廳設置並定期消毒無接觸取餐區，還在取餐前對騎手進行測溫登記和雙手消毒，減少病毒傳播風險。



Sterilization facilities added to our stores
門店增設消毒設備



Customers' temperature is measured at our stores
門店為顧客測量體溫

ABOUT US 關於我們

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

B6.Product Responsibility, B7.Anti-corruption B6.產品責任、B7.反貪污

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

Corporate governance (Medium materiality)
公司治理 (中度重要)

Risk control (Medium materiality)
風險管控 (中度重要)

Anti-corruption (Medium materiality)
反貪污 (中度重要)

Intellectual property rights protection (Medium materiality)
知識產權保護 (中度重要)

Taking the responsibility as a listed company, while continuously expanding its business, the Group further optimizes the governance mechanism, continues to enhance risk control and anti-corruption control, facilitates compliance operation and helps the Group to enhance competitiveness, in order to realize sound and long-term development.

集團肩負上市企業責任，在不斷拓展業務的同時，進一步優化集團治理機制，持續強化風險和反貪腐管控，推進合規經營，助力集團提升競爭力，實現穩健長足發展。

6.1 ENTERPRISE OVERVIEW

Established in Haikou City of Hainan Province in 1995, Jiumaojiu Group is a catering group principally engaged in chain Chinese cuisine restaurant operation. 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 a 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. For the prolonged development of our brand, we established Song Chongqing Hot Pot Factory (愆重慶火鍋廠) in 2020 to reshape our brand for tapping into the hot pot sector. With the establishment of 2 Song Chongqing Hot Pot Factory, customers are offered with extraordinary hot pot dining experience. As of December 31, 2020, 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 349 restaurants and managed 32 franchised restaurants, covering 60 cities in 21 provinces and four municipalities, Macau Special Administrative Region of the People's Republic of China as well as Vancouver in Canada.

6.1 企業概況

九毛九集團在1995年始建於海南省海口市，是一家以中式餐飲連鎖經營為核心的餐飲集團，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，以適應當前的市場趨勢及顧客的喜好。為促進品牌取得長足發展，我們於2020年創立愆重慶火鍋廠，將品牌轉型切入火鍋賽道，並開設2間愆重慶火鍋廠餐廳，為顧客提供不一樣的火鍋用餐體驗。截至2020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「那未大叔」，並在全國21個省份60個城市及4個直轄市、中國澳門特別行政區及加拿大溫哥華經營349間餐廳以及32間加盟餐廳。

ABOUT US 關於我們

6.2 DEVELOPMENT HISTORY

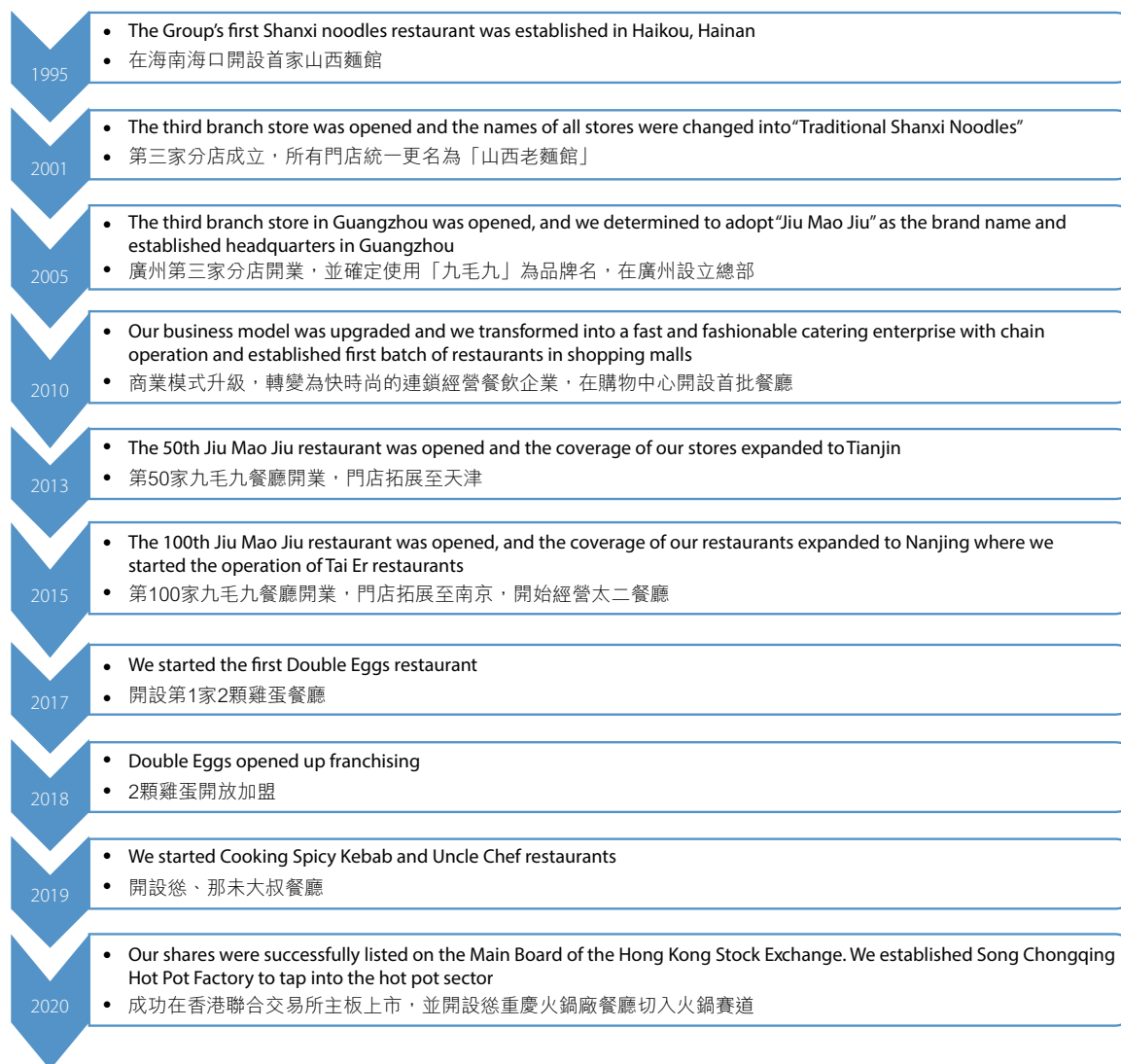
The history of the Group can be dated back to 1995 when Mr. GUAN, the founder, started his first noodle restaurant in Haikou, Hainan Province. We officially started the operation of restaurants under the brand Jiu Mao Jiu in 2005 focusing on offering northwestern Chinese cuisine. After ten years of development 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”, and established Song Chongqing Hot Pot Factory to tap into a new sector in 2020. We gradually developed into a leading Chinese fast and fashionable catering brand manager and operator and were among China Top 100 Catering Enterprises between 2017 and 2019.

6.2 發展歷程

集團的歷史最早可追溯到1995年，創始人管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、慫、那未大叔四個品牌，並於2020年創立慫重慶火鍋廠切入新賽道，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年至2019年入選中國餐飲百強企業。

Development History of the Group

集團發展歷程



ABOUT US
關於我們

6.3 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 Sichuan cold pot skewers and Chongqing hot pot products; 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.

Besides, we keep abreast of changes in market demand at all times. Apart from operating the principal catering business, we also explore takeaway service and specialty sales business via third party online delivery platform and self-operated online platform with a view to expand the Group's scope of operation and offer customers with delicious dishes as well as unique, unpolluted and green food.

6.3 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，慇主打四川冷鍋串串及重慶火鍋產品，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。

此外，我們時刻關注市場需求變化，除餐飲經營主要業務外，更通過第三方線上外賣平台和自營線上平台拓展外賣服務及特產銷售業務，開拓集團經營領域，為客戶提供美味菜餚和獨具特色的無污染綠色食品。

		Jiu Mao Jiu 九毛九	Tai Er 太二	Double Eggs 2顆雞蛋	Cooking Spicy Kebab 慇	Uncle Chef 那未大叔	
Brands	品牌						
Theme dish	主打菜品	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 老壇子酸菜魚	Chinese style crepes 煎餅	Sichuan cold pot skewers 四川冷鍋串串	Chongqing hot pot 重慶火鍋	Delicate Cantonese cuisines 精品粵菜
Number of restaurants	餐廳數量	Self-operated: 98 自營：98	Self-operated: 233 自營：233	Self-operated: 14 Franchised: 32 自營：14 加盟：32	Self-operated: 1 自營：1	Self-operated: 2 自營：2	Self-operated: 1 自營：1

ABOUT US 關於我們

6.4 GROUP GOVERNANCE

In strict compliance with the *Company Law of the People's Republic of China* as well as 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. It consistently improves governance structure, optimizes the establishment of corporate anti-corruption and risk management structure, as well as advances the building of corporate integrity to elevate the level of governance of the Group to promote the enhancement of quality and efficiency of operation and management.

6.4.1 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 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 actual controllers, please refer to the *2020 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 four executive Directors 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 *2020 Annual Report of Jiumaojiu International Holdings Limited*.

6.4 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，持續健全集團治理結構，完善企業反貪污與風險管理體系建設，推進企業廉潔建設，提升集團治理水平，推動經營管理提質增效。

6.4.1 治理機制

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、附屬公司等內在的科學、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《九毛九国际控股有限公司2020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。董事會由四名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《九毛九国际控股有限公司2020年度報告》。

ABOUT US 關於我們

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.

6.4.2 Risk Control

On the foundation of enhancing internal control and risk management, the Group further facilitates the commencement of anti-corruption works. 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, among other things, overseeing the design and implementation of the risk management and internal control systems, reviewing the financial results and reports, financial reporting and compliance procedures, internal control and risk management systems, as well as re-appointing external auditors.

The Group has developed internal management systems such as the *Policies and Procedures in Relation to Risk Management and the 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. Internal evaluation would be conducted annually to confirm the implementation of the risk management and internal control policy. The Group strictly follows 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 2020, the Group conducted 10 special audit projects on various sectors, including capital management, contract management and supplier management, and has carried out special rectification and improvement for the defects found, which promoted all employees to participate in supervision and improved internal control and business ethics.

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。

6.4.2 風險管控

本集團以強化內部控制及風險管控，進一步推進反貪腐工作的開展。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，以審核財務業績及報告、財務申報及合規程序、內部監控和風險管理系統，以及重新委任外聘核數師等事宜。

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。集團總部設立內審專職部門，負責制定內部控制規範。2020年，集團開展10項專項審計項目，涉及資金管理、合同管理、供應商管理等領域，並針對所發現的缺陷進行專項整改和提升，推進全體員工參與監督，完善內部控制及商業道德規範。

ABOUT US 關於我們

6.4.3 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 and the System of Reward for Reporting by Employees of the Group*, while updated the *Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery*, the *Notice on Integrity* and the *Letter of Commitment on Integrity of Suppliers* in 2020 to further regulate the acts of our staff and suppliers. Meanwhile, the Group continued to improve anti-corruption management and optimize reporting mechanism, while enhanced integrity education to promote honest operation. During the reporting year, the Group had no litigation involving corruption, bribery, blackmail, fraud and money laundering.

Standardizing employee behaviors

規範員工行為

We have formulated the *Standards on Procurement Behaviors* to guide the equal and fair procurement practices of procurement employees, and formulated the *Notice on Integrity* to refrain our employees from accepting commercial bribery of any form. Any breach of regulations and disciplines will be taken seriously and held accountable according to the requirements.

我們制定《採購行為準則》指導採購人員公平公正的採購行為規範，並制定《廉潔告知函》禁止員工接受任何形式的商業賄賂，對違規違紀行為將依規定嚴肅處理並追究責任。

Conducting anti-corruption training

開展反貪腐培訓

We proactively implement integrity promotion, training and education campaigns for senior management, contracted employees, outsourced employees and suppliers of the Group. Through the publication of various integrity promotion articles in our office system and the publication of various videos on integrity education by the internal audit department at the headquarter with the organization and development department in the Group's public account, we conducted anti-corruption promotion for all staff. At the same time, we have convened 2 integrity training sessions for functional departments, and integrated contents related to anti-corruption into 4 orientation training sessions for new staff with approximately 240 participants, which have further enhanced the self-discipline awareness among staff at a basic level. WeChat groups are established for directors and Internal Audit Department of the Company, with internal work progress on anti-malpractice and anti-bribery shared on an irregular basis and various kinds of anti-corruption information forwarded in these groups to edge up the awareness on integrity among directors. In addition, we targeted at our partners and conducted 1 integrity training session for project suppliers to promote the Group's requirements on anti-corruption to suppliers and regulate their acts.

我們積極開展覆蓋集團高管、合同員工、外包員工及供應商的廉潔宣貫及培訓教育活動。我們通過辦公系統發佈多篇廉潔宣貫文章，並由總部內審專職部門聯合組織發展部於集團公眾號發佈多個廉潔教育視頻，落實面向全體員工的反貪腐宣貫。同時，我們召開2場職能部門廉潔培訓，並將反貪腐相關內容融入4場新員工入職培訓，參與約240人次，進一步提升基層員工廉潔自律意識。針對公司董事，內審專職部門建立工作微信群，不定期在群內分享內部反舞弊、反賄賂工作進程，並推送各類反貪腐資訊，提升董事廉潔意識。此外，針對合作夥伴，我們開展1場面向工程供應商的廉潔培訓，向供應商宣貫集團反貪腐相關規定，規範供應商行為。

6.4.3 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》等內部制度，並於2020年更新《關於嚴禁收受禮品、商業賄賂的通知》《廉潔告知函》《供應商廉潔承諾書》以進一步規範員工及供應商行為。同時，本集團持續完善反貪腐管理和健全舉報機制，並加強廉潔教育，推進誠信經營。報告年度期間，本集團未有發生涉及貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件。

ABOUT US

關於我們

Protecting whistleblowers 落實舉報人保護

The Group has set up specific means such as reporting mailbox, reporting hotline and reporting WeChat account as smooth reporting channels, while proactively carried out special investigations on the reported matters. Upon receiving reports and complaints, our Internal Audit Department will lead the investigations on reporting related to malpractice and bribery. Investigation results and treatment will be reported to the Chairman of the board of directors and the chief executive officer upon inspection and verification, which will then be addressed by relevant personnel. Meanwhile, the Internal Audit Department has established ledgers for reporting and complaint registration, recorded reported matters and complaints, evidences and investigation results, enhanced the regulation and management of reporting hotline, and effectively implemented clue tracking. In 2020, the Group received 22 complaints and reported matters, which were addressed and followed up in accordance with working procedures.

Besides, we strictly follow internal requirements, regulate the reporting and investigation procedures, commit to keep all reporting information strictly confidential, only report the reported matters and investigation results in the reporting process, make no disclosure on sensitive information of whistleblowers, and protect the interests of whistleblowers. We also request units under investigations and subjects of reporting not to take revenge acts against whistleblowers, and if such acts are found out, we will take serious actions thereon.

本集團設立專門舉報郵箱、舉報熱線電話、舉報微信號等途徑，暢通舉報渠道的同時，積極開展舉報專項調查工作。內審專職部門在接收舉報投訴後，對舞弊賄賂相關舉報進行牽頭調查，經查證屬實後將調查結果及處理上報董事長及首席執行官，落實相關人員處理。同時，內審專職部門建立舉報投訴登記台賬，記錄舉報投訴事項、證據及調查結果，提升舉報線索的規範管理，並切實落實線索跟進。2020年，本集團收到投訴舉報事項22件，均按工作規程進行處置和跟進。

此外，我們嚴格按照內部規定，規範舉報調查程序，承諾對所有舉報信息嚴格保密，在匯報過程僅上報舉報事項及調查結果，不透露舉報人敏感信息，保障舉報人的權益。我們還要求被調查單位和被舉報人不得對舉報人實行打擊報復行為，一經發現，嚴肅處理。

Anti-corruption policy for suppliers 供應商反貪腐政策

The Group greatly fosters integrity education and behavior regulation for our suppliers. Supplier WeChat management platform is established to promote corporate integrity culture to our suppliers irregularly. Also, the *Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery* is launched to enhance business departments' integrity reminder for suppliers, and expressly establishes a transparent and sustainable cooperation relation with suppliers. At the same time, we have formulated the *Letter of Commitment on Integrity of Suppliers* as an attachment to contracts, for which all suppliers are required to sign before the approval stage. It is stipulated that cooperation parties commit not to conduct commercial bribery of any form to our staff nor conduct any breach act in violation of the principle of honesty. In 2020, we selected some suppliers and confirmed whether any improper acts such as soliciting bribes by our staff exist via telephone contact to ensure that there was no act that would impair the interests of the Company.

本集團大力推進供應商的廉潔教育和行為規範，成立供應商微信管理平臺，不定期向供應商宣傳企業廉潔文化，並出台《關於嚴禁收受禮品、商業賄賂的通知》，加強業務部門對供應商的廉潔提醒，明確與供應商構建陽光、可持續的合作關係。同時，我們制定《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，規定合作方承諾絕不向員工進行任何形式的商業賄賂，亦不會做違反誠信原則的任何違約行為。2020年，我們更抽取部分供應商，通過電話聯絡確認是否存在員工索賄等不當行為，確保未有侵害公司利益的行為。

ABOUT US

關於我們

Participating in external association exchange

參與外部協會交流

The Group proactively participates in external anti-corruption communication and exchange. In December 2020, we joined Guangdong Enterprise Institute for Internal Controls and China Enterprise Anti-Fraud Alliance. By sharing frequent issues and work experience on anti-corruption with member enterprises, the Group could learn from outstanding enterprise on anti-corruption practice, continuously optimize our anti-corruption management mechanism, and further enhance our anti-corruption capability.

本集團積極參與外部反貪腐溝通交流，於2020年12月加入廣東省企業內部控制協會和中國企業反舞弊聯盟，與成員企業分享反舞弊的常見問題和工作經驗，向優秀企業學習反舞弊實踐，不斷健全集團反舞弊管理機制，進一步增強集團反舞弊能力。

Anti-money laundering policy

反洗錢政策

The Group has formulated an internal system such as the *Notice on Integrity*. The Finance department is responsible for the centralized fundraising, utilization, balance and deployment of the Group, and continuously conducts store capital monitoring. Extraordinary store consumption data is aggregated and analyzed on a regular basis to implement capital safety alert. We also always stay alert at all times, supervise all staff and suppliers to perform practices of, among other things, anti-money laundering, anti-terrorist financing and anti-improper benefits, while insisting on compliance operation.

本集團制定《廉潔告知函》等內部制度，由財務部門負責本集團資金統一籌集、運用、平衡及調度，並持續開展門店資金監控，定期對門店異常消費數據進行匯總分析，落實資金安全預警。我們更時刻警惕、監督任何員工、供應商履行反洗錢、反恐怖融資、反不當獲利等行為，堅持合規營運。



Integrity education for new staff orientation
新員工入職廉潔教育



Integrity promotion for project suppliers
工程供應商廉潔宣導

ABOUT US 關於我們

6.4.4 Protection of Trademarks and Intellectual Property Rights

The Group strictly abides by the *Civil Code of the People's Republic of China*, 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, request for administrative interference, filing lawsuits to courts and other channels. Meanwhile, the Group respects others' intellectual property rights, states the sources based on the quotation requirements on external information, while engages external professional compliance advisor to undergo dual compliance confirmation on the use of external information. The Group encourages and protects fair competition and strives to safeguard others' legitimate rights from being infringed. In 2020, the Group had 413 trademark registrations in Mainland China and 61 trademark registrations in other regions and countries. We also had 10 patent registrations, 21 copyright registrations and 18 domain registrations in Mainland China.

6.4.4 商標與知識產權保護

集團嚴格遵守《中華人民共和國民法典》《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，與第三方法律機構共同構建知識產權保護團隊，通過網絡搜索自發檢測市場侵權行為、調查驗證、平台投訴、請求行政干預、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，針對外部資料引用要求標明來源，並聘請外部合規專業顧問，對外部資料使用進行雙重合規確認，鼓勵和保護公平競爭，盡力維護他人合法權益不受侵害。2020年，集團在中國內地擁有413項商標註冊，其他地區及國家擁有61項商標註冊，並在中國內地擁有10項專利註冊、21項著作權註冊及18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 Responsibilities

B5. 供應鏈管理、B6. 產品責任

ESG issues involved in this chapter and their materiality

本章涉及的ESG議題及其重要性

Food safety (High materiality)

食品安全 (高度重要)

Dining environment (Medium materiality)

就餐環境 (中度重要)

Reasonable marketing and publicity (Medium materiality)

合理行銷及宣傳 (中度重要)

Consumer rights protection (High materiality)

消費者權益保護 (高度重要)

Supply chain ESG management (Medium materiality)

供應鏈ESG管理 (中度重要)

Product diversification, nutrition and health (Medium materiality)

產品多元化與營養健康 (中度重要)

Food safety is always a responsibility of the Group. Food quality, dining environment and service quality are also our eternal pursuits. With consistent innovation, research and development as well as improvement, we strived to provide customers with fresh, delicious and quality products and services.

食品安全是集團始終堅守的責任，食品品質、就餐環境和服務質量亦是集團不變的追求。我們堅持創新研發和改進，力臻為顧客提供新鮮、美味、高品質的產品與服務。

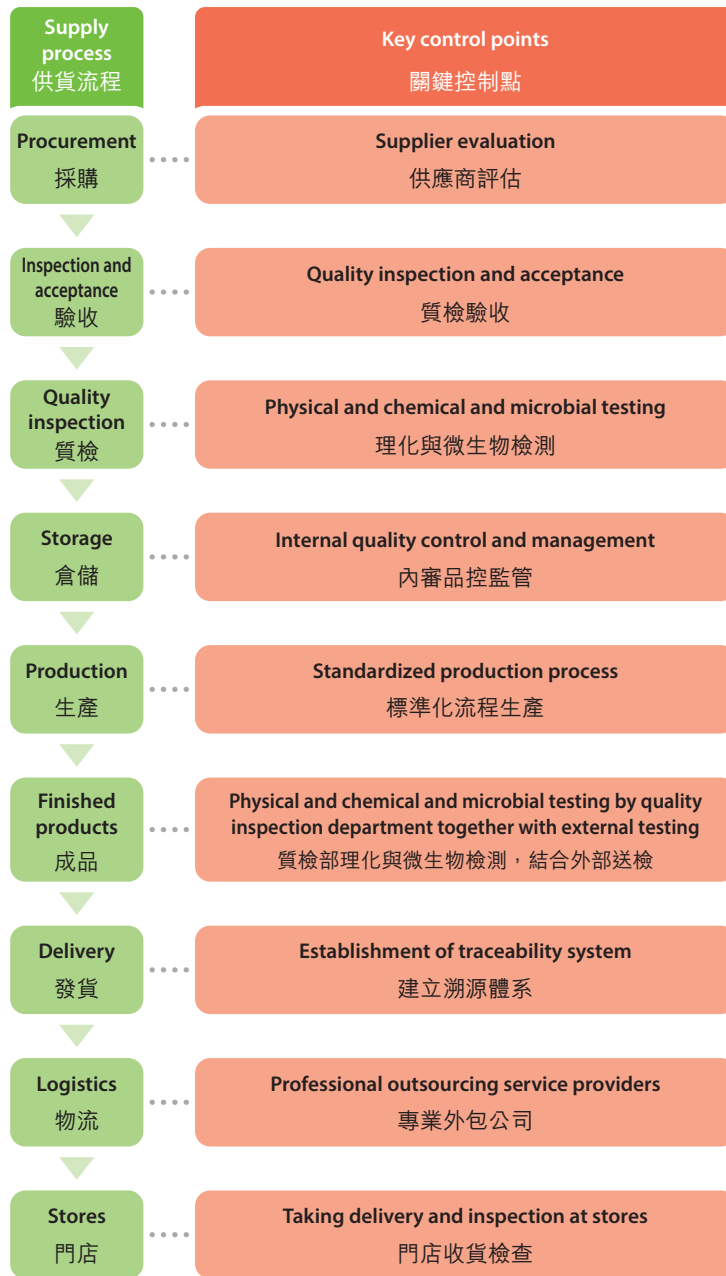
7.1 CREATING QUALITY FOOD WITH SINCERITY

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*, *Law of the People’s Republic of China on Product Quality*, *Law of the People’s Republic of China on Agricultural Product Quality* and relevant laws and regulations of the place where it operates, the Group formulated relevant internal management policies such as *Safety Management System*, *Food Safety Emergency Preparedness Plan*, *Food Safety Management System* and *Conduct Code on Food Safety of Catering Service*, and established its safety management system and inspection and evaluation system. The Group standardized the supply of raw materials, strengthened food safety and quality control with various measures, established a designated department for managing food safety, and practically implemented supervision on food safety. Through careful selection of ingredients and a meticulous preparation, customers can enjoy the food at ease.

7.1 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》《中華人民共和國產品質量法》《中華人民共和國農產品質量安全法》及營運地相關法律法規，制定《安全管理系統》《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，多措並舉強化食品安全與品質管控，並設立食品安全管理專職部門，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 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

7.1.1 Building Defense Line on Food Safety

The Group considered food safety as the foundation for survival as well as the code of conduct to be followed by all its employees. We established systems for food safety management, formulated and implemented systems on food safety management and quality standards including the *Food Safety Emergency Preparedness Plan*, *Food Safety Management System* and *Conduct Code on Food Safety of Catering Service*, and comprehensively controlled the safety management of all processes of tests on food ingredients, processing, storage management and restaurant operation and strictly adhered to the bottom line of food safety.

7.1.1 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。我們构建食品安全管理體系，制定並執行《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，全面把控食材檢驗、食品加工、倉儲管理、餐廳營運等各環節的安全管理，嚴守食品安全底線。

Case: Striving to develop reliable food quality and safety

案例：努力打造可靠的食物質量和安全

Review on incident
事件回顧

Among the results of food safety sampling released by the Guangdong Administration for Market Regulation in May 2020, residue of veterinary medicine was found in a batch of the fresh water species of weever sold in one of the stores of the Group under its brand of Jiumaojiu. After being notified of the sampling result, Jiumaojiu submitted evidence to the market regulation department, such as product quality certificates provided by the suppliers at the stage of inspection and acceptance. Its fulfillment of obligations was recognized by the administrative authority and was finally determined as "exempt from punishment".

2020年5月，本集團旗下九毛九品牌於廣東省市場監督管理局公布的食品安全抽檢結果中，其一門店銷售的1批次淨鱸魚被檢驗出獸藥殘留情況。獲知抽檢結果後，九毛九向市場監管部門，提交在貨品驗收階段要求供應商所提供的產品質量合格證明等有關票證，被行政機關認可其責任履行，最終判定為「免予處罰」。

Subsequent improvement
後續提升行動

In order to reinforce the fulfillment of obligations on food safety, the food safety department of the Group arranged personnel for daily on-site inspection on the processing of food ingredients by suppliers. In addition, the Group adjusted its annual sampling on live fish, one of its key food ingredients, to quarterly sampling and incorporate the national standards on food safety into the quality requirements of its supplier contracts. From behavior standardization to daily supervision, the Group assured that the products it supplied met the national requirements on food safety.

為強化食品安全管理責任落實，本集團食品安全部設置供應商定點巡查人員每天巡查食材加工全過程，同時將重要食材之一活魚的年度抽檢調整為季度抽檢，並將國家食品安全標準納入供應商合同中的質量管理要求，從行為規範到日常監管，確保供應產品符合國家食品安全要求。

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

Protection on food safety system

The Group attached importance to the standardization of food safety management. We improved our internal food safety and quality standards with reference to ISO22000 system of food safety management, and implemented safety management on food production, processing, preparation, transport or sales according to Hazard Analysis and Critical Control Points (HACCP system). During the reporting period, the Group's Foshan Maidian Food Co., Ltd. has received ISO22000 certification.

In order to improve our system of food safety management, the food safety department regularly reported the major food safety issues and its responses to the Group's management and the Board, and regularly reported the results of food safety inspections directly to the Chairman so as to assure the Group's management fully understand its conditions of food safety management. In our management framework of food safety, the food safety department of the head office was responsible for the control of general food safety and formulation of internal standards on procurement activities, supply centers and restaurants. In addition, the supply centers of the Group were responsible for the quality control of the production process of central kitchens. Furthermore, the restaurants strictly complied with the standard operation procedures of dishes formulated by the Group, with inspections on food safety of restaurants regularly organized by the Group's quality control department.

Sources of and tests on food ingredients

In order to develop responsible procurement for the Group and pay close attention to the production sources and quality inspections of food ingredients, we selected quality procurement sources for various food ingredients with an aim to assure their quality and freshness. In addition, we established and implemented internal policies, including 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*, clarified the inspection and acceptance standards on various products such as vegetables, established designated inspection department to conduct preliminary quality inspection on incoming goods regarding various aspects including label, odor and color and conducted quality examination on key raw materials such as aquatic products, fruits and vegetables, to assure that the residues of pesticide and other chemical substance conform to the national standards. For the implementation of national requirements on prevention and control of epidemic, we formulated the *Interim Guidelines on the Management of Epidemic Prevention for Imported Cold Chain Food Purchase* in 2020 and required our suppliers to provide information such as entry inspection and quarantine certificate, nucleic acid test report and imported raw material disinfection certificate for every batch of goods, and disinfect their vehicles twice for the implementation of safety supervision on imported cold-chain food.

食品安全體系保障

本集團重視食品安全管理規範性，參照 ISO22000 食品安全管理體系，改進內部食品安全及質量標準，並按危害分析與關鍵控制點 (HACCP 體系) 落實食品生產、加工、製作、運輸或銷售等過程中的安全管理。於報告期內，旗下佛山市麥點食品有限公司已獲得 ISO22000 認證。

為完善食品安全管理體系，食品安全部定期向集團管理層及董事會報告主要食品安全問題及應對，並定期直接向董事長報告食品安全檢查結果，確保集團管理人員充分了解食品安全管理情況。在食品安全管理架構中，我們總部的食品安全部負責對採購活動、供應中心和餐廳進行整體食品安全控制和內部規範制定。同時，集團供應中心負責推進中央廚房生產過程的品質控制。此外，餐廳嚴格遵守集團制定的菜品標準作業流程，並由集團品質控制部門定期組織餐廳的食品安全稽查。

食材來源及檢驗

為集團致力推動負責任的採購，時刻關注食材生產來源和質量檢驗。我們針對不同食材選取優質的採購來源，保障食材質量與新鮮。同時，我們制定並執行《原輔料及物料驗收管理制度》《半成品驗收管理制度》等內部政策，明確蔬菜等各類產品的驗收標準，並設置檢驗專職部門，對入庫產品落實標籤、氣味、色澤等初步品質檢驗，對水產品、果蔬類等關鍵原料進行質量檢測，確保供貨的農藥及其他化學殘留物符合國家標準。2020年，為貫徹國家疫情防控要求，我們制定《進口冷鏈食品採購防疫管理臨時指引》，要求供應商提供每批供貨的入境檢驗檢疫合格證、核酸檢測報告、進口原料消毒證明等資料，並對運輸車輛進行兩次消毒，切實落實進口冷鏈的食品安全监管。

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

Storage management

We set appropriate environment and conditions for the storage of food ingredients. We have updated the *Supplier Contract* to require suppliers to assure the temperature and humidity for storing food ingredients in the delivery process to meet the requirements of quality assurance, and not to deliver food with poisonous and hazardous chemicals in the same vehicle. Upon delivery to central kitchens or restaurants, our employees will store the food ingredients under appropriate temperature and conditions, and they shall truthfully fill in record logs to effectively manage the traceability of documents to assure the conditions of food ingredients before storage. In light of the wide distribution of our restaurant network, we have established 3 self-operated supply centers and central kitchens for proximate production, process and distribution and planned to establish new supply centers according to the application standards of food production license with an aim to protect the freshness of dishes.

Food processing control

In order to control the quality of food processing, we have formulated policies such as the *System for the Management of Food Additives* and *System for the Management of Workshop Hygiene* to clarify the standards on the usage of food additives and workshop hygiene. In order to standardize bulk production, the R&D department of supply centers prepared standard operating procedures (SOP) and operating guidebook on new products and regularly improved the operating procedures and guidebook on existing products, and the training department was responsible for training the staff of restaurants on production standards and giving feedback to the R&D department with an aim to standardize the management on food processing. In addition, designated staff of the food safety department stationed in the related factories for managing the quality of the central kitchens for processing and regularly inspected the implementation of product standardization procedures, food safety management and staff health in central kitchens according to the *Regulations on the Management of Quality Control, Inspection and Points Deduction*, and the results of daily quality control inspections were linked to the performance appraisal of the workshops and persons in charge to assure safety and quality in the process of centralized food production.

倉儲管理

我們為食材儲存設置適宜的倉儲環境與條件。我們更新了《供應商合同》，要求供應商確保運輸過程中的食材儲存的溫度與濕度符合保質要求，且不得將食品與有毒有害化學品同車運輸。食材運抵中央廚房或餐廳後，員工及時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。考慮到餐廳網絡分佈較廣，我們設置3家自營供應中心和中央廚房，實現就近生產、加工和配送，並計劃按食品生產許可證申請標準設置新的供應中心，保障菜品新鮮度。

食品加工管控

為把控食品加工質量，我們制定《食品添加劑管理制度》《車間衛生管理制度》等內部政策，明確食品添加劑使用、車間衛生等規範。為推進標準化批量生產，供應中心研發專職部門製作新產品的標準作業程序 (Standard Operating Procedure, 簡稱為 SOP) 和作業指導書，定期優化原有產品的作業程序和指導書，並由培訓專職部門負責培訓餐廳人員製作標準及向研發專職部門反饋優化意見，實現食品加工的標準化管理。此外，食安全部專職人員依照《品控檢查扣分管理規定》，對加工生產的中央廚房實行駐廠質量管理，定期檢查中央廚房的產品標準程序執行情況、食品安全管理，以及人員健康情況，且將日常品質檢查結果與車間及其負責人的績效考核掛鉤，確保食品集中生產過程的安全與質量。

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

Restaurant management

As for cooking, we have formulated a series of production procedures and operating guidance, and formulated and implemented internal policies such as *Guidebook on Food Safety*, *Food Safety Operating Standards for Back Kitchens During the Epidemic* and *Food Safety Operating Standards for Front Dining Room During the Epidemic*, with standards covering related requirements on food production and processing such as cleaning and disinfection, food preservation and hygiene. In addition, we continued to reinforce the training and publicity to restaurant staff, and required them to strictly comply with the related standards and procedures and the requirements on food production safety and hygiene management, so as to assure the quality of dishes and standards of hygiene. Furthermore, we engaged external food safety consultancy firms to conduct on-site evaluation on restaurant facilities, staff hygiene, cleaning and disinfection, material management, pest management as well as crisis management, and formulated improvement plans according to the national standards on food safety with an aim to regulate the food safety management of restaurants with higher standards.

The Group established and improved its system of inspection and evaluation through its quality control department, formulated *Inspection Table on Food Safety* and the *Inspection Table on Product Quality*, which covered standards and warning lines on areas of food safety and product quality such as flavor, appearance and hygiene of dishes as well as control of epidemic, and effected weekly self-inspections of restaurants, monthly inspections of brands and irregular sampling inspections by the Group's quality control department, thereby timely identified and rectified potential quality and food safety issues.

Franchised store management

To assure full control on food and services quality and effectively safeguard our brands and reputation, we carried out multi-dimensional appraisal on franchisees. The appraisal covers the financial conditions of franchisees, the adherence to corporate concepts and brand concepts, local knowledge and resources. Meanwhile, we required franchisees to strictly follow standards on operation, food safety and quality control and provided 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. Furthermore, Double Eggs (2顆雞蛋), the brand that opened up for franchising, conducted quality, service and cleaning (QSC) inspections twice a month to the franchised stores under its management, so as to supervise their food quality on an ongoing basis.

餐廳管理

在食物烹飪方面，我們制定了一系列產品製作程序和作業指導文件，同時制定並執行《食品安全指引手冊》《疫情期間後廚食品安全操作標準》《疫情期間前廳食品安全操作標準》等內部政策，規範涵蓋清潔消毒、食品保存、食品衛生等製作和處理食物各環節的相關規定。同時，我們持續加強餐廳員工的培訓及宣貫，要求員工嚴格落實標準程序、食品安全生產與衛生管理相關規定，確保菜品品質及衛生符合標準。此外，我們更聘請外部食品安全諮詢公司，對餐廳的設備設施、員工衛生、清潔消毒、物料管理、蟲害管理、危機管理等多方面進行實地評估，並根據國家食品安全標準制定提升方案，以更高標準規範餐廳的食品安全管理。

本集團通過下設的品控專職部門建立並完善稽核評估體系，制定《食品安全稽查表》《產品品質稽查表》，覆蓋菜品口味、品相、衛生、疫情防控等方面的食品安全及產品品質標準及警戒線，並落實餐廳每周自查、品牌每月巡查及集團品控專職部門不定期抽樣稽查，及時識別並糾正潛在質量及食品安全問題。

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、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。此外，開放加盟的2顆雞蛋品牌每月對管理的加盟店進行2次品質、服務和清潔(Quality, Service, Cleaning, 簡稱QSC)檢查，持續監督加盟店的食物品質。

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

Takeaway meal management

As for takeaway products, we added a network operation project to our business license to better fulfill compliance requirements. In addition, we designed a practical takeaway meal box based on factors such as dish preservation and soup leakage, and requested restaurants to implement strengthening measures such as adding adhesive seal to takeaway boxes and controlling the quality of takeaway dishes. We also organized a team to collect complaints on the quality of takeaway products and provide feedback to related brands and restaurants for further improvement timely.

外賣餐品管理

針對外賣產品，我們在經營許可證增加網絡經營項目，以更好滿足合規要求。同時，我們根據菜品保存、湯汁撒漏等因素設計具備實用性的外賣餐盒，並要求餐廳落實外賣餐盒黏貼封條等加固措施，管控外賣餐品質量。我們更組織專職團隊收集外賣產品的質量投訴問題，及時向品牌及餐廳反饋，以便進一步提升。

Performance of Food Safety Management in 2020: 2020年食品安全管理工作績效：

Food ingredients examination 食材檢驗

- Inspected and accepted 33,552 batches of raw materials with passing rate at 95.3%;
- Organized 13,790 physical and chemical product testings, with passing rate at 98.5%.
- 開展原料驗收達33,552批次，合格率為95.3%；
- 組織產品理化檢驗達13,790次，合格率為98.5%。

Food processing 食品加工

- Conducted 3,452 microbial sampling inspections on products of central kitchens with passing rate at 94.29%;
- Formulated 107 standard operating procedures for products.
- 執行中央廚房產品微生物抽樣檢測達3,452次，合格率為94.29%；
- 形成產品標準作業程序共107份。

Store inspection 門店稽查

- Established 3 self-operated central kitchens and conducted 88 quality inspections with average score on food safety above 87;
- Organized 731 and 1,450 quality inspections on restaurants of Jiumaojiu and Tai Er, respectively, with average score on food safety above 88.
- 開展3家自營中央廚房品質稽查共88次，食品安全平均分為87分以上；
- 針對九毛九、太二旗下餐廳組織品質稽查分別為731次、1,450次，食品安全平均分均為88分以上。

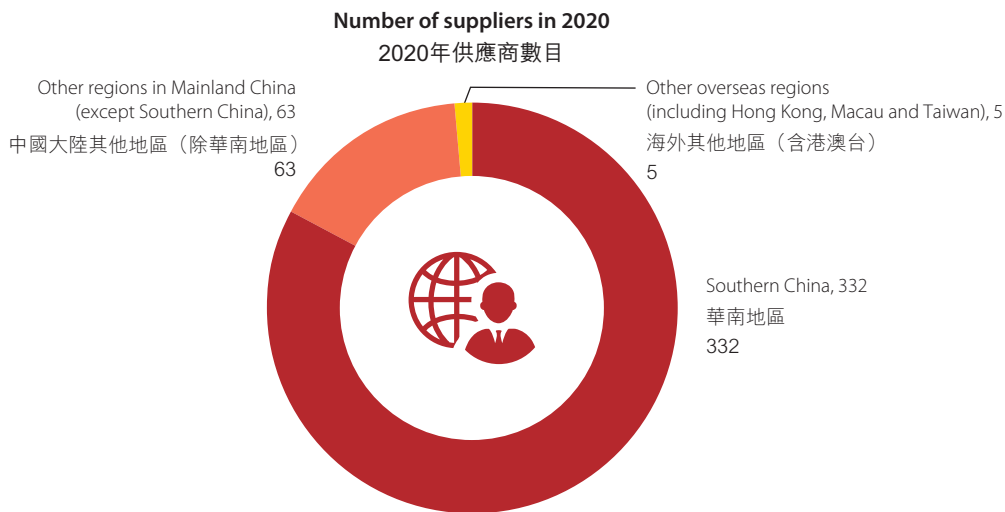
GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY 食安精品守護者

7.1.2 Strengthening Supply Chain Management

The quality of food ingredients is essential to the quality of food. The Group adopted concentrated procurement to improve its supplier management, proceed with quality inspection and acceptance and strengthen its cold chain management on an ongoing basis so as to protect its raw materials. We established the procurement center which is responsible for quality control on dishes during the whole process from the places of origins to the sight of our customers. We also formulated and implemented related internal policies such as *Systems on Supplier Management, Standards on Supplier Review and Management, Operation Standards on Supplier Tracing and Accrediting, Standards on Managing Performance of Suppliers and Standards on Rewarding and Managing Suppliers* so as to standardize the management of suppliers. As of the end of the reporting period, we had a total of 400 suppliers, of which 83% was from Southern China². In 2020, we reviewed 60 food and direct contact food packaging material suppliers, of which 16 of them were included in the elimination list.

7.1.2 強化供應鏈管理

食材質量是食品品質的根本。集團推行集中採購，持續健全供應商管理、落實質量驗收、強化冷鏈管理，保障原料。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》《供應商審核管理規範》《供應商尋源與認證操作規範》《供應商績效管理規範》《供應商激勵管理規範》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400家供應商，其中83%來自華南地區²。2020年度，我們對60家食品及食品直接接觸包裝材料供應商落實審核，其中16家供應商納入淘汰名單。



² Southern China refers to regions including Guangdong, Guangxi and Hainan provinces.

² 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 review:

准入審核：

Specifying inspections on capital strength, supply guarantee, reputation and other aspects on supplier access, and conduct on-site quality review and evaluation on candidate suppliers, which cover areas such as qualifications and licenses, productivity, testing capability, technology standards, quality control standards and third-party assessment proof, and will finally issue a review report and file accordingly for inspection.

明確供應商准入需評估資金健康情況、供貨保障能力、信譽等方面，並對候選供應商進行現場質量審核及評價，涵蓋資質證照、生產能力、檢測能力、技術水平、質管水平、第三方評定證明等維度，最終出具審核報告並存檔備查。

Quality responsibilities:

質量責任：

At the stage of access review, evaluation will be conducted on the quality management systems, third-party accreditations, food production licenses, material examination reports of candidate suppliers. In addition, sampling inspection will be conducted on the samples provided by candidate suppliers and the admitted suppliers will be requested to sign *Quality Guarantee Agreement* to fulfill their quality guarantee responsibilities on supplies.

在准入審核階段，對候選供應商的質量管理體系、第三方認證、食品生產許可證、物料檢測報告等落實評估，同時對候選供應商提供的樣品進行抽樣檢驗，並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

System assurance 制度保障

Quality requirements:

The supply contract sets out that quality issues such as pesticide and veterinary drug residue, biotoxin and excessive food additives that do not meet the standards of food safety should not exist in supplies, and the standards on supplies inspection and acceptance are clarified with non-food material chemical substances, use of recycled food and forged certificate categorized as major issues.

質量要求：

供應合同中明確規定供貨不可出現的不符合食品安全標準的農藥殘留、獸藥殘留、生物毒素、超量食品添加劑等質量問題，並將出現非食品原料化學物質、使用回收食品、偽造證書等歸為重大質量問題，明確供貨驗收標準。

Issue classification:

The classification of issues and corresponding punishments are clarified in the *Standards on Rewarding and Managing Suppliers* and quality issues such as excessive micro-organism, pesticide or veterinary drug residue, moldy products, media reports on quality issues are rated at the highest level, and quality issues are included in the evaluation of supplier performance.

事故分級：

《供應商激勵管理規範》中明確質量事故等級及對應的處罰標準，並將微生物超標、農藥或獸藥殘留超標、產品發霉、媒體報道質量事故等情況評定為最高等級質量事故，將質量事故納入供應商績效評估。

Accountability requirements:

Suppliers will be liable to any loss resulting from the occurrence of anything against consumer safety, violating laws and regulations, not meeting quality requirements of supply centers and hiding quality issues in the products supplied by them in accordance with the *Quality Guarantee Agreement*.

追責規定：

若供應商產品存在違反消費者安全性、違反法律法規、不符合供應中心質量要求、隱藏產品質量問題等情況，將依照《質量保證協議》追究其造成的損失。

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

Disciplined management 規範管理	
<p>Multi-party supervision 多方監督</p>	<p>Internal assessment: Appraisal will be conducted quarterly on the product quality, supply stability, pricing and auxiliary services of suppliers. Suppliers that have major quality issues and potential problems, forged qualifications will be blacklisted and eliminated.</p> <p>內部評估： 每季度對供應商產品質量、供貨穩定、價格和配套服務等方面進行考核，並將出現過重大質量事故及隱患、資質造假等情況的供貨商納入黑名單，堅決淘汰。</p> <p>Rectification: Products that fail to pass the national examination and sampling inspection of government departments, or with quality issues reported by media will be removed from shelves by the Group and handled with the suppliers based on the severity. Suppliers should inform and assist the Group to remove all batches of related products from shelves if they are informed first. The Group requests suppliers to investigate and reply within 24 hours for products with potential food safety problems.</p> <p>整改處理： 針對國家檢測不合格、政府部門抽檢不合格、被媒體曝光等存在質量問題的產品，集團將立即下架，並根據嚴重程度通知供應商協同處理；如供應商先行獲知，需即時通知並協助集團將所有批次相關產品下架；針對存在食品安全隱患的產品，集團更要求供應商在24小時內調查事件並給予回覆。</p>
<p>Quality improvement 質量改進</p>	<p>Quality improvement: Quality control personnel provides necessary training to suppliers, so as to assure that the food and supplies delivered meet the required standards.</p> <p>質量提升： 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。</p>
<p>Safeguarding the supply 保障供應</p>	<p>Diversified cooperation: To ensure the stable supply of key ingredient, on 27 November 2020, the Group announced the establishment of co-operative relationships with two suppliers of its key ingredient (i.e. bass) by forming joint venture companies with them. The joint venture companies have been established and were at the initial stage of building up relevant infrastructure, and already commenced operation of the breeding process. Further, the Group has entered into cooperation agreements with certain sauerkraut suppliers in order to secure stable and quality supply of sauerkraut. The Group has been actively monitoring the breeding process and processing procedures to ensure that the raw materials meet its food safety and quality standards and that the quality and quantity of supplies will remain stable.</p> <p>多元合作： 為確保主要食材的穩定供應，集團於2020年11月27日宣佈通過與兩間主要食材（即鱸魚）的供應商成立合營公司方式建立合作關係。該合營公司已成立並處於建立相關基礎設施的起步階段，且已著手進行養殖業務。此外，集團更與若干酸菜供應商訂立合作協議，保障穩定及高質量的酸菜供應。本集團積極監控養殖和加工程序，確保原材料符合食品安全和質量標準，以及貨源質量及數量保持穩定。</p> <p>Regular tracking: The Group regularly trace the completion rate of order and the punctuality of delivery by suppliers. Once the supplier failed to deliver, we will immediately seek for new supplier for replacement, thus ensuring stability in supply.</p> <p>定期跟蹤： 集團定期跟蹤供應商的訂單達成率及到貨時間準確性，一旦出現供應商無法供貨，立即尋源開發新供應商進行替換，確保穩定供應。</p>

GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY

食安精品守護者

Advocating responsible procurement 倡導責任採購	
<p>Identifying compliance risks:</p> <p>The Group regularly reviews the compliance of its suppliers in terms of production safety, environment and occupational health, so as to fully understand their management of safety, environmental protection and health.</p> <p>識別合規風險： 集團定期審核供應商的安全生產、環境、職業健康等方面的合規程度，全面了解供應商的安全、環保和健康管理情況。</p>	<p>Advocating system development:</p> <p>The Group encourages its suppliers to proceed with the accreditation of management system and regularly reviews their systems of food safety and quality management, Hazard Analysis and Critical Control Points (HACCP system) and the progress of the implementation of the other systems.</p> <p>提倡體系建設： 集團鼓勵供應商推進管理體系認證，定期審核食品安全管理體系、質量管理體系、危害分析與關鍵控制點(HACCP體系)以及其他體系推進落實情況。</p>
<p>Monitoring non-compliance rectification:</p> <p>As for the record of inspections and law enforcement by regulators as well as flight and sampling inspections, the Group continued to follow and inspect the progress of rectification, so as to reduce the risk of major non-compliance from supply chain.</p> <p>監管違規整改： 針對供應商監管部門檢查執法、飛行檢查、抽檢等記錄，集團持續跟蹤並檢測整改落實情況，降低供應鏈重大違規風險。</p>	<p>Promoting environment-friendly procurement:</p> <p>The Group encourages its suppliers to consider reducing the negative effect of their products to human health and environment on the basis of meeting related regulatory requirements on quality safety and hygiene standards, such as using fewer packaging materials and more environment-friendly energy.</p> <p>推行環保採購： 集團鼓勵供應商在符合質量安全及衛生標準相關法規要求的基礎上，考慮減少產品對人類健康及環境的負面影響，如使用較少包裝材料、更環保的能源等。</p>

7.2 CONSIDERATELY IMPROVING CUSTOMER EXPERIENCE

The Group continued to proceed with the R&D on its products, innovated and provided diversified and healthy choice, relaxing and comfortable dining environment and delightful service experience. In addition, we strived to protect the rights of our customers and continued to develop ourselves with the momentum derived from customer satisfaction.

7.2.1 Diversified Products for Selection

Developing unique dishes

We strived to improve the quality of our products and innovation, continued to launch unique dishes with different styles in order to provide quality cuisines to our customers. We kept on improving our R&D procedures for standardized products as well as listing procedures, and organized a professional team for boosting our internal R&D capability and develop more popular products. In 2020, the Group invested a total of RMB709,000 in its product R&D.

We established standardized R&D and listing procedures. At the R&D stage, we determined the direction of dishes and began trial production through the consideration on branding, target customers and stability of food supply. After the trials of dishes, we organized tasting meetings to evaluate the taste and appearance; those with more than 70% votes would be included in the incoming dishes with ingredient standards and samples to be prepared. Through product standardization, production training and pilot sales, and with adjustment based on feedback, dishes would complete R&D and finally be launched. In 2020, over 60 new dishes were launched under the 5 brands of the Group.

7.2 貼心提升客戶體驗

本集團持續推進產品研發，不斷推陳出新為顧客提供多元健康的產品選擇，輕鬆舒適的用餐環境和令人愉悅的服務體驗。同時，我們努力維護顧客權益，以客戶滿意度為驅動力，不斷推動自身發展。

7.2.1 多元產品選擇

研發特色菜餚

我們努力提升產品品質和創新研發，持續推出各具風味的特色菜餚，為顧客提供高品質美食。我們不斷健全標準化產品研發流程和上市流程，並組建專業團隊，堅持提升內部研發能力，打造更受顧客喜愛的產品。2020年，本集團在產品研發方面投入共70.9萬元。

我們構建標準化研發和上市流程。在研發階段，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，確定菜品的研發方向，並開展菜品試做。在菜品調試後，我們組織菜品品鑑會，對菜品的味道、造型等維度進行評估，將得票率超過70%的菜品入庫，並製作配料標準和樣品。通過推進產品標準化、菜品製作培訓，以及試點售賣，及時根據反饋調整新菜品，最終才完成菜品研發與上市。2020年，集團5個品牌合計推出超過60道新菜品。

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

We continued to develop a diversified R&D team with most of the persons in charge had been in the position of chef for more than 10 years. The team also engaged related professionals on food ingredient management, nutrition and quality control, with an aim to provide intelligent support to the development of nutritious and healthy products. As of the reporting period, the R&D teams under the 5 brands had more than 20 members.

我們持續組建多元的產品研發團隊，大部分團隊負責人擔任大廚超過十年，部分團隊還聘請食材管理、食品營養和品質控制相關專業人員，為打造營養健康的產品提供智力支持。截至報告期，5個品牌產品研發專職團隊成員超過20名。



R&D process of new dishes 菜品研發流程



Jiumaojiu new product – colorful dough
九毛九新品 – 五彩麵皮



Tai Er new product – spicy and bouncing shrimps
太二新品 – 有點燙嘴的彈彈蝦



Song new product – freshly yellow beef
慇新品 – 鮮切黃牛肉



Uncle Chef new product – Buddha jump over the wall
那末大叔新品 – 佛跳牆

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

Promoting healthy meals

We cared about the diversity and nutrition mix of our products. In 2016, we launched the strategy of “reliable and hygienic dining”, with the objective to provide nutritional and healthy food to our customers. We preferred using natural and green ingredients, including additive-free flour, non-GMO and first-class soybean oil, pork ribs produced from pollution-free environment in Denmark under rigorous production supervision, and pork bones imported from Europe after rigorous EU inspections. We also listed the ingredients of dishes on our menus so that our customers can eat at ease. In addition, we engaged professional nutritionists to work on the nutrition mix of dishes at the R&D stage and stringently controlled the use of additives, so as to provide our customers with more nutritional meals.

Advocating rational diet

As a leading catering enterprise, we strongly advocated rational diet and food saving. In order to support the “clear your plate” campaign, we provided our customers with meals of smaller size by adding an option of “half bowl of rice” to the dishes in most of our menus, so as to reduce the wastage of food and encourage rational diet.

推廣健康膳食

我們關注產品的多元化和營養搭配，自2016年佈局「放心餐桌」戰略，致力於為顧客提供營養健康的餐品。我們優先使用天然綠色食材，包括無添加麵粉、非轉基因一級大豆油、產自純淨無污染環境且經嚴苛生產監控的丹麥進口豬肋排和經歐盟嚴格檢測的歐洲進口豬骨等，並在菜單上列出菜品的食材構成，讓顧客吃得安心。同時，我們在菜品研發階段聘請專業營養師負責菜品的營養搭配，並嚴格控制食品添加劑使用，為客戶提供更具營養價值的餐品。

倡導合理飲食

作為領先的餐飲企業，我們積極倡導合理飲食和節約糧食。為支持「光盤行動」，我們在大部分品牌的菜品中新增「半碗米飯」選擇，為客戶提供減少份量的餐品，減少糧食浪費和鼓勵合理飲食。



Posters of our brands for launching “half bowl of rice”
旗下多個品牌推出「半碗米飯」的宣傳海報

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

7.2.2 Considerate Customer Services

The Group strived to provide extraordinary services to its customers, stuck to customer experience as our orientation and kept on improving its service quality. We provided considerate services to our customers through responding to customer feedback and reinforcing our interaction, and continued to improve customer experience by combining the usage of information technology, with an aim to increase our customer satisfaction.

Providing unique services

Based on the culture of different brands, we established standards and procedures for their table services, actively implemented inspection and appraisal on restaurant services, set out differentiated standards on greetings, services, cleaning and other aspects and established warning lines on restaurants management to provide customers with standardized services. We created a leisure and comfortable dining atmosphere, and our service staff maintained a polite and appropriate service attitude. In addition, we combined the characteristics of different brands and provided different styles of services to our customers in terms of store design, uniform and the way of speaking of the service staff.

Improving customer service experience

We actively promoted the application of new technologies in customer services. Most of our restaurants supported smart QR code menu where our customers can visit our one-stop services, including ordering, payment, review and invoice issuing with their smart phones, such that the efficiency of our service could be improved. In 2020, we proceeded with user interface design optimization to our smart ordering system with an aim to improve customer experience through the smoother and simpler interfaces. In addition, we used third-party platforms to take the orders from our customers in our central IT system, which were automatically transmitted to both restaurant kitchens and cashiers, so as to reduce errors and assure the efficiency of services.

In order to improve the experience of customers while waiting to be seated, we provided online number taking and queuing services to our customers through third-party platforms, thereby reduced their time in waiting for seats. In addition, Tai Er launched activities such as lucky draw box and scented tea tasting in its restaurants in certain cities to help improve customer satisfaction while queuing to be seated.

7.2.2 貼心客戶服務

集團追求為客戶提供極致服務，堅持以客戶體驗為導向，持續優化服務品質，通過暢通客戶反饋和強化客戶互動，為客戶提供貼心服務，並結合信息化手段不斷提升客戶體驗，務求提高客戶滿意度。

打造特色服務

我們根據不同的品牌文化，制定各品牌餐桌服務標準和流程，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，為顧客提供標準化服務。為營造自在舒適的用餐氛圍，我們的服務人員保持禮貌得體的態度，同時結合不同品牌調性，從門店裝修、服務人員服裝到服務話術等方面，為客戶提供風格各異的服務體驗。

提升客戶服務體驗

我們積極推進新技術在客戶服務上的應用，大部分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、評價至開具發票，提高服務效率。2020年，我們對智能點餐系統進行界面設計優化，通過流暢簡潔使用界面，增強客戶體驗感。同時，我們使用第三方平台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。

為在客戶等位過程中提供更好的體驗，我們借助第三方平台為客戶提供線上取號排隊服務，減少客戶就餐等位時間。此外，太二在部分城市的餐廳推出抽籤盒、花茶試飲等活動，幫助客戶增加排隊中的趣味。

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

Strengthening interaction with customers

We continued to launch various online and offline customer events, such as Jiumaojiu Brand Month, Tai Er Fans Store and “Tai Er Bathhouse” pop-up store to increase our interaction with customers and maintain our harmonious relationship, so as to enhance our brand awareness and customer loyalty. As of the reporting period, subscribers of the WeChat official account of Jiumaojiu exceeded 4 million, and those of the Tai Er exceeded 9 million. In order to reduce the gathering of people, the brands reduced offline activities in 2020 and organized fan WeChat groups of restaurants instead, so as to encourage customers to join WeChat groups for interaction and communication.



Tai Er customer event – “Tai Er Bathhouse” Pop-up Store
太二客戶活動 – 「太二澡堂」快閃店

增強客戶互動

我們持續推出各類線上線下的客戶活動，如九毛九品牌月活動、太二粉絲店和「太二澡堂」快閃店等，增加與客戶互動，與客戶維持和諧融洽關係，不斷提升品牌知名度與客戶忠誠度。截至報告期，九毛九的微信官方賬號的訂閱者超過4百萬，太二微信官網賬號訂閱者超過9百萬。為減少人員聚集，2020年品牌減少組織線下活動，轉為組建餐廳粉絲微信群，鼓勵客戶加入微信群參與互動和溝通。



Uncle Chef customer event – Spring and Summer
Tasting Meeting
那未大叔客戶活動 – 春夏品鑑會

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

Customer communication and feedback

We stressed the importance of communicating with customers and actively proceeded with the following work:

客戶溝通反饋

我們注重與客戶的溝通和交流，積極推進如下工作：



Complaint addressing process
投訴處理流程

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

7.2.3 Upgrading Dining Environment

The Group endeavored to create an appealing dining atmosphere for guests. We continued to adjust and upgrade the interior designs of our restaurants to adapt to the ever-changing taste of our customers. Jiumaojiu restaurants have changed their image from Chinese classic to one of younger and fashionable with their menus, cutlery, staff uniform all changed to Chinese red, and added half-height partitions in some of the booth seating areas, so as to improve the privacy on dining and convenience for staff to timely respond. Song Chongqing Hotpot Factory restaurants have a young and energetic image with the design of industrial hotpot factory and used unique Song factory manager image IP as decoration, so as to create an atmosphere of smiling at work and life to customers.



Jiumaojiu Store – Chinese red design
九毛九門店 – 中國紅設計

7.2.3 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。九毛九餐廳從中式傳統經典形象轉換成更年輕潮流的風格，菜單、餐具、店員衣服全都換成了中國紅，並在部分卡座區域增加了半包隔斷，提高用餐私密性，也方便工作人員及時回應。愆重慶火鍋廠餐廳年輕活力，採用火鍋大廠工業風設計，並使用獨特的愆廠長形象IP作為裝飾，為顧客營造笑對工作和生活的氛圍。



Song Chongqing Hotpot Factory – industrial design
愆重慶火鍋廠 – 工業風設計

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

7.2.4 Protection of Customer Interests

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

Safety protection

We strictly abided 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 implemented safety management of stores. For the construction of restaurants, we formulated the *Table of Ancillary Conditions for Construction Projects* for all brand stores and specified standards on store acceptance such as facades, electrical and mechanical settings, water supply and drainage systems, with an aim to develop safe, quality and beautiful dining environment for our customers. In order to further standardize the inspection and acceptance of construction, Tai Er has started to use online inspection and acceptance system since May. In the process of on-site inspection, the customer experience department will evaluate on the quality of materials and construction techniques, and timely give feedback and follow construction progress online, so as to assure punctual and quality delivery of stores. In order to assure the quality of store design and construction, the brand customer experience department regularly provided training on inspection and acceptance to related staff and clarified the standards of design, so as to improve the quality of store renovation on an ongoing basis.

During the operating period of stores, we requested them to apply for necessary licenses, such as fire and security inspection licenses according to the requirements in their places of operation, with an aim to assure compliance and a safe operation. In addition, we also regularly carried out safety assessment on fire prevention and maintenance on stores and equipment to assure the normal operation of facilities and equipment and reduce safety incidents. Furthermore, we requested our stores to implement measures such as increasing partitions in dining areas, regularly cleaning environment, frequently disinfecting utensils, detecting customer temperature at entrance, so as to reinforce virus control and protect the health of customers.

7.2.4 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。針對餐廳建設，我們制定各品牌門店的《工程配套條件表》，明確外立面、機電、給排水等維度的門店驗收標準，致力為客戶打造安全、優質、美觀的用餐環境。為進一步規範工程驗收工作，太二自5月起啟用線上驗收系統，在現場檢查過程中，由顧客體驗部門對材料質量及施工工藝等維度進行評價，並實現線上及時反饋及追蹤建設進度，保障門店建設按時按質交付。為保障門店設計及工程質量，品牌顧客體驗部門定期對相關人員進行驗收培訓，明確設計標準，不斷提高門店裝修質量。

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。同時，我們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。此外，為加強疫情防控，我們要求各門店落實餐區增加間隔、環境定期清潔、用具高頻消毒、客戶進店測溫等措施，保障顧客安全健康。

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 formulated internal policies such as *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*, so as to standardize the management of information safety and protection of customer privacy, and lawfully protect the privacy of consumers.

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，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》等內部政策，持續規範信息安全管理和客戶隱私保障，依法保護消費者隱私。



Reinforcing
information safety

強化信息安全

Sense reinforcement

強化意識

- Specifying the obligations of employees on confidential information and they should not disclose the confidence and important documents of the Company;
- 明確員工具具有信息保密義務，不得洩露公司機密、重要文件等；
- Employees should have training on risk prevention and confidentiality before starting their jobs, and should receive regular confidentiality inspections to assure information safety;
- 員工上崗前需進行風險安全及保密培訓，並定期接受信息保密檢查，確保信息安全；

Protection upgrade

提升防護

- Information department regularly conducted virus checking to the computers in office and timely instructed the employees through the office system to timely update antivirus software and install key patches;
- 信息部門對辦公電腦定期殺毒，並適時在辦公系統指引員工及時更新殺毒軟件及安裝重要補丁；

Authority management

權限管理

- Employees should apply for internal system authority based on business needs and could only access relevant information after approval;
- 員工按照業務需求申請內部系統權限，經審批通過後方可查閱相關資料；
- The authorities will be revoked or under control after the employees left the company;
- 員工離職後將及時收回或管控權限

Timely backup

及時備份

- Employees regularly backed up data in internal systems based on the user information distributed, with an aim to prevent the loss of data resulting from reasons such as hardware failure;
- 員工根據分配的用戶信息，定期在內部系統進行數據備份，防止硬件故障等因素造成的數據丟失；

Password management

密碼管理

- Employees were requested to set passwords for their business computers, mailboxes and office systems and changed regularly to assure information security.
- 要求員工對工作電腦、工作郵箱、辦公系統等業務系統設置密碼，並定期變更，確保信息安全。

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



Reinforcing
privacy protection
加強隱私保障

Identity authentication

身份驗證

- The identities of members logging in through mobiles phones had to be authenticated by receiving dynamic codes which would be updated every 2 minutes and re-authentication would be required each time the login device was changed, so as to protect the security of customer accounts;
- 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；
- Customers' account security would be protected by the identity authentication and user security agreements of WeChat if they logged in through WeChat;
- 微信登錄方式由微信的身份驗證及用戶安全協議來保障顧客的賬戶安全；

Responsibilities clarification

明確權責

- Consumers should 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；

Information protection

信息保護

- Personal information of members will not be disclosed by the Group to any third parties without the consent of members except for special circumstances.
- 除特殊情況外，本集團未經會員同意，不會向第三方透露會員任何個人信息。

Compliance marketing

In accordance with the *Advertising Law of the People's Republic of China* and other relevant regulations, the Group formulated and implemented the related requirements of the management systems for the copywriting of brand promotion in *Guidelines on Crisis Management*, truthfully and objectively introduced its food and dining environment and prohibited any false advertising, so as to avoid violating the restrictions of the advertising areas. In addition, graphics, content and placing channels of external publicity have to be submitted to the public affairs department of the Group at least 3 days before releasing. Marketing activities and promotional materials should also be reviewed by the department, so as to assure the truthfulness and accuracy.

合規營銷

集團遵照《中華人民共和國廣告法》等法律法規，制定並執行《危機管理指引》中有關品牌宣傳文案管理制度相關規定，真實客觀介紹集團食物及用餐環境，不得發佈違禁虛假廣告，避免違反廣告發佈地區的限制規定等。同時，在對外宣傳前至少三天，向集團公共事務部門報備圖文內容及投放渠道，且營銷活動和宣傳物料需經部門審核，確保信息真實性和嚴謹性。

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. The Environment and Natural Resources, A4. Climate Change

A1. 排放物、A2. 資源使用、A3. 環境及天然資源、A4. 氣候變化

ESG issues involved and their materiality

涉及的ESG議題及其重要性

Waste management (Medium materiality)

廢棄物管理 (中度重要)

Environment and natural resources (Medium materiality)

環境及天然資源 (中度重要)

Use of packaging materials (Low materiality)

包裝材料使用 (低度重要)

Use of energy (Low materiality)

能源使用 (低度重要)

Emissions management (Medium materiality)

排放物管理 (中度重要)

Use of water resources (Medium materiality)

水資源使用 (中度重要)

Response to climate change (Low materiality)

應對氣候變化 (低度重要)

The Group continues to pay close attention to the impact from its operations to the environment. Having the objective of sustainable development, we always improved the efficiency of resource utilization, rigorously controlled emissions and waste, promoted the concept of environmental protection, and incorporated the response to climate change into our daily operations, so as to take actions for achieving the target of carbon neutral and contribute to the sustainable development of our society.

8.1 OPTIMIZATION OF RESOURCES USE

The Group strictly followed the *Environmental Protection Law of the People's Republic of China*, the *Energy Conservation Law of the People's Republic of China* and other laws and regulations of the country and the places of its operations. It improved the efficiency of its use of energy, water resources, packaging materials and other resources in the process of its operations and reduced unnecessary wastage of resources, so as to minimize the impact on the environment.

本集團持續關注自身營運對環境造成的影響。我們以可持續發展為主旨，不斷提高資源使用效益，嚴格管控排放物及廢棄物，積極推廣環保理念，並將應對氣候變化融入日常營運，以實際行動助力實現碳中和目標，為社會可持續發展做出貢獻。

8.1 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》等國家及營運單位所在地法律法規，在營運過程中持續提升能源、水資源及包裝材料等資源使用效益，減少不必要的資源浪費，最大程度降低對環境造成的影響。

PRACTITIONER OF GREEN OPERATION 綠色營運踐行者

Energy management

We adopted effective energy control measures on supply and storage facilities, central kitchens and stores operation. In 2020, we continued to proceed with the monitoring of energy usage and transformation to energy saving, so as to improve the efficiency of energy usage.

In the procurement and supply processes, the Group followed the internal documents such as *Administrative Systems on Energy Consumption at Supply Centers*, with the administrative approach and guidelines of “saving energy, improving efficiency, consistently optimizing and building green supply centers”, the Group implemented a three-level energy consumption management system and set up energy consumption management groups to coordinate energy consumption management. It also arranged energy consumption managers at all departments to perform the management of budget on energy consumption. In addition, we regularly convened routine meetings on saving energy, reviewed the monthly energy consumption, and regularly reviewed and analyzed the implementation of energy saving. We also set out appraisal indicators on quarterly energy consumption as the evaluation basis for awarding and punishing departments on the implementation of energy consumption control. Furthermore, we carried out the following energy control measures:

- Working with third-parties to install electricity measuring equipment to estimate consumption, purchasing electricity at discount by making an early declaration to power supply bureau, so as to accurately control electricity consumption and reduce the costs.
- Optimizing the routes of logistics distribution based on the cyclical demand and orders of stores, such that the load of logistics vehicles was increased on weekdays and allocation of logistics vehicles was increased in weekends to reduce unnecessary energy consumption in transport. In addition, the temperature inside the vehicles was monitored in the whole process to reduce loss of energy as a result of frequent temperature adjustment.
- Storage facilities were retrofitted for energy saving purposes and LED lamps were adopted for saving electricity.

能源管理

我們在供應倉儲、中央廚房、以及門店營運等環節採取有效能源管控措施。2020年我們持續推進能源使用監測與節能改造，不斷提高能源使用效率。

在採購及供應環節，本集團依照《供應中心能耗管理制度》等內部文件，以「節能增效、持續優化，打造綠色供應中心」為管理方針和指引，實行三級能耗管理制度，通過設立能耗管理小組統籌能耗管理工作，並在各部門設置能耗管理員，落實能耗預算管理。同時，我們定期召開節能例會，對每月能耗使用情況進行回顧，並定期檢討分析節能執行情況。我們還制定季度能耗考核指標，並將指標作為落實部門能耗管控獎懲的評價依據。此外，我們開展以下能源管控措施：

- 與第三方機構合作，安裝用電測量設備預估用電量，通過提前向供電局預申報的方式以優惠價格採購電力，既能實現精準管控用電量，又有助於降低用電成本。
- 根據門店周期需求及訂單情況，對物流配送路線進行優化，平日增加物流車輛運輸裝載量，周末增加物流車輛配置，減少運輸過程不必要的能源消耗；同時全程監控運輸車輛內的溫度，以降低因頻繁調節溫度造成的能源損失。
- 持續對倉儲設備進行節能改造和更換節能LED燈具，節約用電。

PRACTITIONER OF GREEN OPERATION

綠色營運踐行者

Central kitchens and restaurants are major energy consumption units of the Group. In central kitchens, we saved energy by adopting equipment such as high-speed automatic doors, automatic induction lighting systems and highly efficient exhaust fans for saving energy. In restaurants, we strictly followed internal systems such as the *Administrative Guidelines on Turning On and Off Equipment*, rigorously controlled the time of using equipment such as disinfection cabinet, adopted energy-saving LED lamps and purchased dishwashers with condenser and the function of steam heat recovery, so as to reduce the energy consumption of equipment. We regularly carried out general maintenance on electrical equipment, with an aim to assure its normal operation and reduce unnecessary energy consumption.

In 2020, the total energy consumption of the Group was 102.28 GWh, and the total energy consumption intensity was 0.004 GWh/RMB1 million of revenue. The composition of energy usage is indicated in the table below:

中央廚房及餐廳是本集團的主要能源使用的單位。在中央廚房，我們通過使用快速感應門、自動感應照明系統、高效能抽風機等節能設備，節約能源使用。而在餐廳，我們嚴格遵守《設備開啟色點管理指引》等內部制度，嚴格控制消毒櫃等設備使用時間，並選用節能LED燈具，增配具有冷凝器蒸汽熱回收功能的洗碗機，降低設備使用功率；定期開展用電設備的全方面保養，保障設備正常運行，有效減少不必要的能耗損失。

2020年度內，本集團能源總耗量為102.28億瓦時，能源總耗量密度為0.04億瓦時／百萬元收入。能源使用的構成如下表所示：

Category of energy usage 能源使用種類	Unit 單位	2020 2020
Natural gas consumption 天然氣消耗量	m ³ 立方米	1,706,178
Gasoline consumption 汽油消耗量	Liter 升	18,326
Diesel consumption 柴油消耗量	Liter 升	1,198
Total electricity consumption 總耗電量	kWh 千瓦時	83,635,851.98
Total energy consumption 能源總耗量	GWh 億瓦時	102.28
Total energy consumption intensity 能源耗量密度	GWh/RMB1 million of revenue 億瓦時／百萬元收入	0.04

PRACTITIONER OF GREEN OPERATION 綠色營運踐行者

Water resources management

Obtaining reliable water resources is critical to the operations of a catering enterprise. We took actions to save water in every aspect of our daily operations. We reduced the wastage of water resources by adopting water-saving equipment and recycling water. During the reporting year, the Group recorded a total water consumption of 1,709,744.67 cubic meters and a total water consumption intensity of 629.78 cubic meters/RMB1 million of revenue. The Group adopted the following water-saving measures:

- Cleaning the ground with equipment cooling water in warehouses and central kitchens.
- Installing separate water pipeline valves in stores to facilitate targeted inspections and maintenance on pipeline leakage.
- Installing water-saving valves at the sinks and in the taps beside the stoves in kitchens of stores. The taps will automatically be shut when water in the sinks reaches a certain level, thereby unnecessary water wastage can be reduced.
- Promoting the use of water-saving taps and sanitary wares in stores, and using effective cleaning products to reduce water consumption.
- Conducting regular inspections on water use at central kitchens and stores and timely turn off relevant equipment not in use to reduce the water resources wastage.

水資源管理

對餐飲企業而言，營運的關鍵取決於獲取可靠的水資源。我們將節水行動貫穿日常營運的各環節。我們通過採用節水型設備、循環用水等措施減少水資源浪費。報告年度內，本集團總耗水量為1,709,744.67立方米，總耗水密度為629.78立方米／百萬元收入。本集團採用以下節水措施：

- 在倉庫及中央廚房循環利用設備冷卻水進行地面清潔。
- 在門店設置單獨的用水管道閘門，方便開展針對性用水管道洩漏檢查及維護。
- 在門店廚房爐灶旁的水槽及水龍頭增設節水閘裝置，水槽儲水到達一定水位，水龍頭將自動關閉，減少不必要的用水浪費。
- 在門店推廣使用節水型水龍頭、節水潔具，並使用易清潔的洗滌用品，減少清洗用水。
- 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，減少水資源浪費。

PRACTITIONER OF GREEN OPERATION

綠色營運踐行者

Reducing the use of disposal materials

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

As for packaging materials, we followed the *Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste, Opinions on Further Strengthening the Treatment of Plastic Pollution* and other relevant laws and regulations, strictly restricted the use of disposable plastic products such as non-degradable plastic bags and we stopped using non-degradable disposable plastic straws at the end of 2020. We actively promoted the "plastic reduction" movement on packaging materials. We did not actively provide disposable cutlery for dining in or takeaway services, and we did not provide plastic straws, cutlery and bags to customers unless they requested. Meanwhile, we set reminders in the systems of all our self-operated and third-party takeaway ordering systems for guiding the consumers to use less disposable cutlery and increase the sense of environmental protection of the public. Furthermore, we actively used and explored environment-friendly cutlery and packaging materials, such as aluminum foil recyclable lunch boxes, biodegradable plastic packaging materials and degradable straws, so as to reduce the pollution caused by non-degradable plastics.

Besides, we used recyclable turnover boxes to replace disposable paper boxes in storage and logistics processes, thereby reducing the usage of disposable packaging materials. We promoted reusing paper in office areas and paperless office, so as to reduce the use of paper. In our stores, we promoted a third-party online queuing system and smart ordering system, with an aim to reduce the use of paper in the process of queuing, dish selection, ordering, payment and evaluation.

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。

針對包裝材料，我們遵照《固體廢物污染環境防治法》《關於進一步加強塑料污染治理的意見》等相關法律法規，嚴格限制不可降解塑料袋等一次性塑料製品使用，並於2020年底前不再使用不可降解一次性塑料吸管。我們積極推進包裝材料「減塑」行動。針對門店就餐和外賣服務，我們不主動提供一次性餐具，除非顧客要求，否則不會向顧客提供塑料吸管、塑料餐具和包裝袋。同時，我們在所有自營和第三方外賣點餐系統設置提示，引導消費者減少使用一次性餐具，提高公眾環保意識。此外，我們積極使用、探索對環境友好的餐具及包裝材料，如鋁箔可回收餐盒、可生物降解塑料包裝材料、可降解環保吸管等，減少難以降解的塑料所造成的環境污染。

此外，我們在倉儲物流環節使用可循環利用的周轉箱代替一次性紙箱，減少一次性包裝材料使用；在辦公區域推廣重複利用紙張和無紙化辦公，減少紙張使用；在門店推廣第三方線上排隊等位系統和智能點餐系統等智能化系統，減少在排隊、點餐、下單、付款、評價等過程中的紙張使用。

PRACTITIONER OF GREEN OPERATION

綠色營運踐行者

8.2 EMISSIONS MANAGEMENT

The Group strictly abided 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, proceeded with environmental protection filings and upgrades in noise and drainage works for new and renovation projects and started third-party environmental inspection on its new stores, with an aim to assure compliance on the areas of wastewater discharge, air quality and noise. Based on the characteristics of catering operation, we established internal policies such as the *Waste Management System* to carry out reasonable treatment of waste cooking oil, solid kitchen waste and other waste, so as to reduce the impacts of emissions on the environment. In 2020, the Group did not have environmental non-compliance incident.

8.2 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，對新建、裝修項目落實環保備案和噪音及排水工程更新，並對新開門店開展第三方環保監測、確保廢水排放、空氣質量、噪音等項目符合環保要求。根據餐廳營運特點，我們制定《廢棄物管理制度》等內部制度，對餐飲廢油、固體廚餘垃圾等廢棄物進行合理處理，減少排放物對環境造成的影響。2020年度，本集團範圍內未發生任何環境違規的事件。



Waste classification 垃圾分類管理

- In order to respond to the requirements of governments on waste classification in the places of operations, stores over the country started to implement kitchen waste classification, and facilitate the management of waste resources.
為響應營運所在地政府垃圾分類相關要求，全國門店陸續實行餐廚垃圾分類，促進垃圾資源化管理。



Kitchen waste management 餐廚廢物管理

- Implementing 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。
- Implementing 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。
- Some of the stores conducted trials on waste processors to proceed with waste compression and dehydration treatment, which could separate oil and water and reduce the volume of kitchen waste. The application of such processors will be further increased in future.
部分門店測試應用垃圾處理器，對餐廚垃圾進行壓縮脫水處理，既能推進油水分離，又能實現餐廚垃圾的減量化處理，未來將進一步推廣應用。
- On the premise of guaranteeing safety and health, the Group recycled leftover bits and pieces with 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 collected such waste and delivered 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，在收集該類廢棄物後，交由有資質的回收商或市政環衛單位進行處置。

PRACTITIONER OF GREEN OPERATION

綠色營運踐行者



Wastewater management 廢水處理

- We conducted 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。
- All stores installed and used their own wastewater pre-treatment facilities according to their own conditions on the generation of wastewater and in accordance with property management requirements. Some stores conducted trials on waste processors which could separate wastewater and oil residue, with an aim to reduce the impact of discharge on the environment.
各門店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，同時部分門店測試應用的垃圾處理器可將污水與油渣隔離處理，減輕排放對環境的影響。
- We engaged 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 廢油處理

- During the construction of restaurants, we designed and installed oil and residue separation tanks that fulfilled regulatory requirements, 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、安裝符合監管要求的隔油隔渣池，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 cooperated with qualified third-party organizations, regularly collected and recycled waste oil and kept records in accounts to implement waste oil management.
我們與有資質第三方機構合作，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 廢氣處理

- During the construction of restaurants, we regulated the design and installation of waste gas purification equipment and facilities, required contractors to provide acceptance documents issued by environmental protection authorities and engaged relevant management departments to maintain, check and manage restaurants' waste gas purification equipment and facilities to assure the waste gas after treatments met 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。



Hazardous waste management 有害廢棄物管理

- According to the business nature and actual operation of The Group, our waste mainly originates from restaurants and office, with no generation of waste under the "National Hazardous Waste Inventory of the People's Republic of China" (中華人民共和國危險廢棄物名錄).
根據本集團的業務性質和實際運營情況，廢棄物主要來源餐廳運營、辦公環境，沒有產生《中華人民共和國危險廢棄物名錄》裏的廢棄物。
- Besides, during the waste sorting, we classified and disposed the waste tubes/bulbs. And we promoted the use of LED lamps, which are more environmentally friendly and have longer service life, to reduce lamp replacement and waste.
此外，我們在垃圾分類階段，將廢棄燈管/燈泡進行分類處理，並持續推廣更具有環保效益、使用壽命更長的LED燈具，減少燈管更換及廢棄。

PRACTITIONER OF GREEN OPERATION 綠色營運踐行者

Case: Developing the application green construction techniques

案例：推進綠色施工技術應用

We continued to pay attention to the impact on surroundings from the construction and renovation of our new stores and actively exploring the application of green construction techniques. In 2020, we conducted building information modeling (BIM) in the pilot projects in Guangzhou, Guangxi and Hunan to proceed with digital simulation and optimization on the design of new stores, with the objectives to improve the efficiency and quality of construction. In addition, we adopted prefabricated methods instead of on-site construction, thereby reduced the generation of waste and dust on-site.

我們持續關注新店建設和裝修階段對周邊環境的影響，積極探索綠色施工工藝的應用。2020年分別在廣州、江西和湖南試點採用建築信息模型技術 (Building Information Modeling，簡稱BIM) 對新店設計進行數字化模擬和優化，提高建設效率和質量。同時，我們採用裝配式代替現場製作，減少現場建築垃圾產生，並改善現場揚塵情況。

Case: Actions in response to climate change

案例：應對氣候變化，我們在行動

Climate change has resulted in extreme weather, which has material impact on the operation of businesses. We identified the risks of climate change which might or have materially affected the Group, of which most of the dining areas are in shopping centers or malls, therefore already possessed certain effect of earthquake resistance and temperature adjustment. Kitchen areas are indoor space, which could have risks of high temperature and flood, we started a series of actions to ease the impact from the risks of climate change.

氣候變化導致極端天氣頻發，對企業營運產生重大影響。我們識別可能或已經對本集團產生重大影響的氣候變化風險，其中，顧客就餐區域大多位於購物中心或購物商城內，已具備一定程度的抗震和溫度調節效果；而廚房區域為室內空間，易存在高溫、水災等風險，我們開展系列應對行動，降低氣候變化風險的影響。

Installing new air system in kitchens to increase the air circulation and adjust humidity and temperature indoor.

Air-conditioning equipment gradually installed in kitchens to assure suitable temperature and humidity through the exchange of heat and moisture in the air.

廚房加裝新風系統，增加室內空氣流動，調節室內濕度和溫度。

廚房逐步推廣安裝表冷氣設備，通過空氣熱濕交換，確保廚房保持在適宜工作的溫度和濕度。

High temperature risks
針對高溫風險



Flood risks
針對洪澇風險

Floor tiles with non-slippery and quick water absorption features were selected for kitchens.

The four sides of kitchen floors are designed with an appropriate downward slope to facilitate quick drainage.

廚房選用具備防滑和快速吸收水性能的地磚。

廚房地面適當設計坡度使四周地面略低，有助快速排水。

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

Employees' remuneration and welfare (High materiality)

員工薪酬福利 (高度重要)

Occupational health and safety (High materiality)

職業健康與安全 (高度重要)

Compliance employment (Medium materiality)

合規僱傭 (中度重要)

Occupational training and development (Medium materiality)

職業培訓與發展 (中度重要)

Employees care and communication (Medium materiality)

員工關愛與溝通 (中度重要)

Community charity and investment (Low materiality)

社區公益投資 (低度重要)

The Group adheres to the “people-oriented” principle and always pays attention to the legitimate interests of employees. It has established a scientific training system and a diversified development platform to create a safe, healthy, harmonious and progressive working environment for employees and support the long-term development of the enterprise with the growth of talent. At the same time, we actively fulfill our social responsibilities and work with all parties to build a harmonious society.

本集團堅持「以人為本」的原則，時刻關注員工合法權益，構建科學培訓體系和多元發展平台，為員工營造安全健康、和諧向上的工作環境，以人才成長支持企業長遠發展。同時，我們積極履行社會責任，攜手各方共建和諧社會。

9.1 SAFEGUARDING EMPLOYEES' INTERESTS

We adhere to the operating principle of “putting employees first” and earnestly safeguard the interests of employees. We have established internal management policies, including the *Manual of Conduct on Human Resources Management Practices*, the *Handbook for Office Staff* and the *Handbook for Store Employees*. These measures cover various aspects such as anti-discrimination, anti-child labor and anti-forced labor, health and safety, remuneration and welfare, recruitment, dismissal, working time, rest periods. And we actively promote democratic management to protect the basic interests of employees.

9.1 保障員工權益

我們秉承「員工第一」的經營準則，切實維護員工權益。我們制定《人事管理事務操作手冊》《辦公室員工手冊》《門店員工手冊》等內部管理制度，政策涵蓋多元化與反歧視、童工和強迫勞工、健康與安全、薪酬福利、招聘管理、解僱管理、工作時間、休息時間等多個方面並積極推行民主管理，保障員工基本權益。

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

9.1.1 Compliance Employment

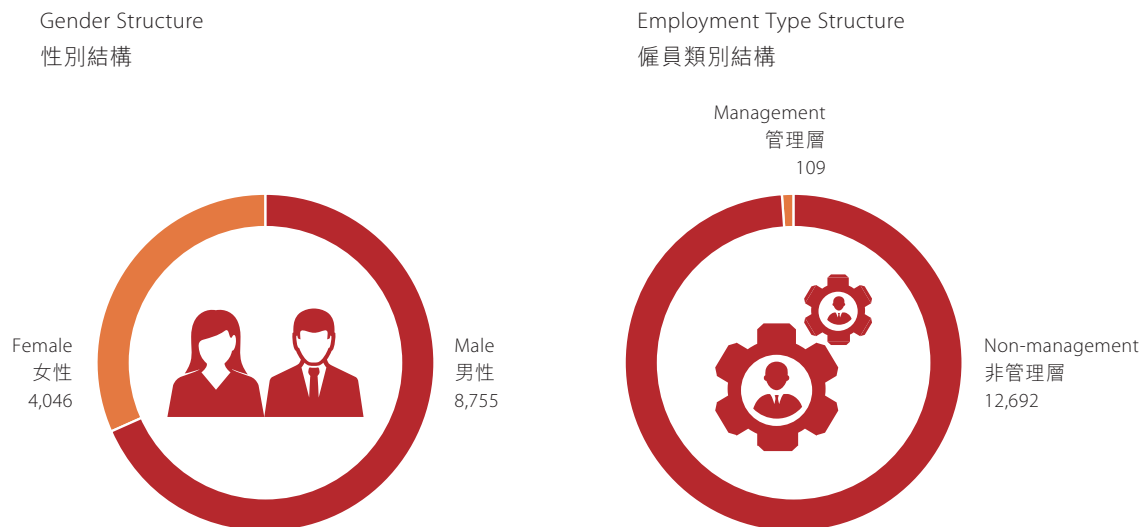
In strict accordance with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and other relevant laws and regulations, the Group keeps optimizing our human resources management mechanism. We adhere to equal recruitment principles and actively expand recruitment channels to provide guarantees to the sustainable development of the talent team. We are committed to promoting gender diversity by continuously optimizing the employee structure to achieve a fair distribution of gender, age and region. As of the end of 2020, the Group had a total of 12,801 employees, of which female employees accounted for 31.61%. During the reporting year, the labor contract signing rate was 100%.

9.1.1 合規僱傭

本集團嚴格遵守《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。我們致力促進性別多元化，持續優化員工結構，實現員工性別、年齡、地區等合理分佈。截至2020年末，本集團員工總人數為12,801人，其中女性員工佔比31.61%。報告年度內，全體員工勞動合同簽訂率為100%。

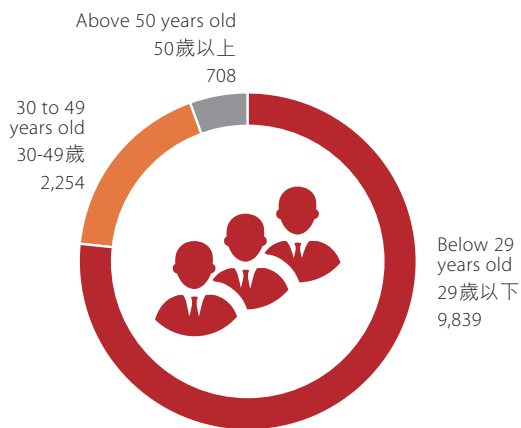
Employee structure of the Group

集團僱員結構

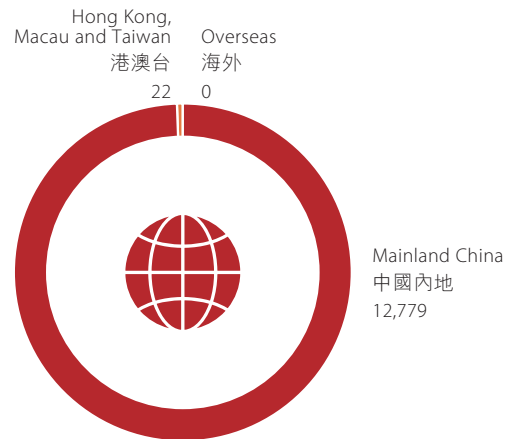


PURSUER FOR COMPANIONS AND WIN-WIN RESULTS 同行共贏奉行者

Age Group Structure
年齡組別結構



Geographical Region Structure
地區結構



Compliance with equal employment

遵守平等僱傭



We strictly abide by the relevant provisions of the *Labor Law of the People's Republic of China* and stipulate in the *Internal Training Manual on the Corporate Culture of the Group* that relatives of management shall not hold any position in the Group. When appointing employees and arranging jobs, all employees are treated equally regardless of their gender, age, ethnicity, race, nationality, native place, religion, sexual orientation, political affiliation, marital status and other social identities. Moreover, we set out the recruitment conditions for each position and the contracts applicable to different types of employment in the staff handbook and enter into a labor contract with all regular employees and a service contract with interns and temporary workers to effectively protect the legitimate interests of employees.

我們嚴格遵守《中華人民共和國勞動法》相關規定，並在《集團企業文化內訓手冊》中明確管理層員工親屬不得在集團任職。在任用員工和安排工作時，對所有員工一視同仁，不以其性別、年齡、民族、種族、國籍、籍貫、宗教、性取向、政治派別、婚姻狀況等不同的社會身份進行區別對待。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，與所有正式員工簽訂勞動合同，與實習生及臨時工簽訂勞務合同，切實保障員工各項合法權益。

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

Strictly prohibiting forced and child labor

嚴禁強制勞工和童工



We respect labor rights and strictly abide by the 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*. It is strictly prohibited for any operation unit or cooperative unit to hire any kind of child and forced labor. We ensure that applicants reach the labor age stipulated by the state in recruitment, conduct related background checks on those to be employed and make relevant departments and units accountable for any illegal practice of forced labor to avoid the illegal employment of child and forced labor. During the reporting period, the Group had no labor disputes and violations in relation to the employment of child or forced labor.

我們尊重勞工權益，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，嚴禁任何營運單位或合作單位聘用任何種類的童工及強制勞工，在招聘時明確應聘者需符合國家規定的勞動年齡，對擬錄用員工進行相關背景調查，以及追究發現強制勞工行為相關部門及單位的違規責任，避免僱用童工和強制勞工等違規僱傭情況的出現。於報告期內，本集團未發生僱傭童工或強制勞工等勞工糾紛及違規事件。

PURSUER FOR COMPANIONS AND WIN-WIN RESULTS

同行共贏奉行者

Promoting employment diversification

推進多元僱傭



We advocate a diverse and inclusive workplace culture and actively develop recruitment channels on campus, in society and through internal recommendation. By cooperating with vocational schools and colleges, we provide students with internship and employment opportunities in restaurants for the timely introduction of high-caliber talent into the Company. We also continue to optimize the employee structure to achieve a fair distribution of gender, age and region to provide adequate human resources for the Company's development. In addition, the Group provides equal employment opportunities for people with disabilities, ensures equal opportunities for all people and encourages employees to collaborate effectively in a diverse culture. During the reporting period, the Group employed a total of 19 people with disabilities.

我們倡導多元及包容的職場氛圍，積極拓展校園招聘、社會招聘、內部推薦等招聘途徑，通過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，及時為公司輸送優秀人才，並持續優化員工結構，實現員工性別、年齡、地區等合理分佈，為公司發展提供充足的人才資源。此外，集團為殘障人士提供平等就業機會，確保向所有人士提供平等機會，鼓勵員工在多元化文化氛圍下有效協作。於報告期內，本集團僱傭殘障人士共19人。

Promoting electronic contract

推動合同電子化



We promote the use of electronic labor contracts and ensure that employees in different regions are entitled to the same rights and interests by unifying the terms of electronic labor contracts. Meanwhile, contracts are encrypted to effectively prevent the exposure of confidential information such as employee salaries and eradicate unilateral tampering to avoid labor disputes to the greatest extent.

我們全面推進勞動合同電子化，通過統一電子勞動合同條款，切實保障各地員工享受同等權益。同時，合同經加密保護，可有效防止員工薪酬等機密信息洩漏，並杜絕單方面篡改合同，最大程度規避勞務糾紛。

PURSUER FOR COMPANIONS AND WIN-WIN RESULTS

同行共贏奉行者

9.1.2 Remuneration and Welfare

We observe the remuneration and welfare policies formulated by the state and the Group, provide employees with competitive remuneration and comprehensive welfare coverage and respect their work and contribution.

Remuneration structure

The Group has established a remuneration structure lawfully and in compliance covering basic salary, performance-based bonus, position/skill-related allowances and other welfare to reflect the value of their jobs adequately. Moreover, we adopt a performance evaluation system to measure the performance of employees and link it to performance-based bonuses to embody the principle of “more pay for more work”. For directors, senior management and core department managers, we have implemented a “share option scheme” to offer equity incentives and formulated performance-based bonus plans for employees in different positions to reward them with complementary short-term and long-term incentives. During the pandemic, the Group made full payment of salaries and benefits to employees on time and granted share options as planned to provide basic coverage to employees.

Welfare benefits

We care about the basic welfare of employees and provide them with various additional welfare coverage. Besides the five types of statutory social insurance (pension, work injury, maternity, unemployment and medical insurance), the provident fund and statutory holidays, we also provide employees with paid annual leave, double year-end payment, “prize for five years of contribution”, “prize for ten years of contribution”, staff dormitory, dining discount, high-temperature allowance, telephone charge subsidy and other internal welfare to improve the living standards of employees. In 2020, social insurance coverage reached 100% of the Group’s employees, and employees enjoyed paid annual leave of 5 days on average.

9.1.2 薪酬福利

我們遵守國家及集團制定的薪酬福利政策，為員工提供具備市場競爭力的薪酬和完善的福利保障，尊重員工的勞動與付出。

薪酬體系

集團合法合規建立涵蓋基本工資、績效獎金、崗位／技術補貼及其他福利的薪酬體系，確保員工薪酬體現崗位價值。同時，我們採用績效評估系統衡量員工工作表現，並將工作表現與員工績效獎金掛鉤，體現「多勞多得」原則。針對董事、高級管理層及部門核心管理人員，我們推行「購股權計劃」進行股權激勵，並針對不同崗位員工分別制定績效獎金方案，實現短期激勵與長期激勵相結合。疫情期間，集團保障員工薪酬、福利的及時足額發放，並按計劃推進購股權授出，滿足員工基本保障。

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。除了國家規定的養老、工傷、生育、失業、醫療五大社會保險、公積金及法定假期外，我們還為員工提供福利年假、年終雙薪、「五年獎」、「十年獎」、員工宿舍、就餐折扣、高溫補貼、電話費補貼等內部福利，提高員工的生活水平。2020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

9.1.3 Democratic Management

The Group always cares about the opinions of employees and continues to improve the bottom-up, democratic feedback mechanism. The Group's internal policies and activities are published through the OA office system, mailboxes at work and bulletin boards in the office area so that employees can keep abreast of the Company's latest development. Employees are encouraged to make suggestions in a positive and timely manner. Furthermore, we have developed communication channels such as the Group's official WeChat account, a thumbs-up system of the Group, an internal reporting hotline, daily meetings and the Chairman's mailbox to fully understand the true demands of employees. We also organize employee representatives' meetings to allow employees to truly participate in management. In particular, through the thumbs-up system of the Group (a WeChat mini program), employees may leave suggestions and feedback regarding internal management and share innovative ideas to enable internal interaction and communication.

9.1.3 民主管理

集團時刻關心員工的意見，持續完善自下而上的民主反饋機制，並通過OA辦公系統、工作郵箱及辦公區域公告欄宣貫集團內部制度和活動，讓員工及時了解公司動態。鼓勵員工積極、及時地提出建議。同時，我們拓展集團微信公眾號、集團點讚系統、內部舉報熱線、每日例會及董事長信箱等溝通渠道，全面了解員工真實訴求，並組織員工代表大會，使員工真正參與管理。其中，通過集團點讚系統微信小程序，員工可留言內部管理的建議和反饋，並分析創新想法，實現內部互動交流。

Case: The sixth session of the employee representatives' congress

案例：第六屆職工代表大會

In December 2020, the Group launched the sixth session of the employee representatives' congress. At the meeting, employee representatives from stores, supply centers and functional departments were elected on the condition that at least half of the employee representatives from each unit shall be female. The December 2020 edition of the staff handbook and the terms of the electronic labor contract were also considered and approved.

2020年12月，本集團開展了第六屆職工代表大會，會議推選出門店、供應中心及職能部門的職工代表，要求各單位職工代表至少半數為女性員工，同時審閱通過2020年12月版員工手冊和電子勞動合同條款。



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

9.2 PROMOTING EMPLOYEES DEVELOPMENT

We firmly believe that employees are an important driver of corporate development. We have built a comprehensive and scientific training system for employees and established a transparent and fair promotion mechanism to guide employees' diversified career development, encourage continuous learning, enhance their capabilities and improve the competitiveness of them and the Group.

9.2.1 Employees Training

The Group attaches great importance to the self-growth of employees and has formulated the *Instructions on Six Key Leadership Attributes* to specify "six key leadership attributes", the unified standard on talent appraisal of the Group, which include customer value creation, effective and honest communication, efficient teams, results orientation, cooperation and win-win results as well as strategic thinking. Meanwhile, we have built an online and offline training system covering all employees. Based on the requirements of the "six key leadership attributes" for employees at all levels, we have developed targeted training courses for different types of employees. In 2020, the proportion of the Group's employees trained reached 100%. The training time for employees amounted to 53,794 hours in total, and the average training time per employee was 4.20 hours.

For store employees, we have developed a series of training courses covering restaurant operation, management skills, customer communication, team building and other aspects, issued a staff training manual and operation manuals to standardize cooking procedures, service manners and hygiene standards and set up an online learning platform to encourage employees to have a better understanding of our corporate culture and improve their professional skills. For management personnel, we have established the Jiumaojiu Group Enterprise University ("Jiumaojiu University") with the aim of cultivating internal management personnel. Senior management of the Group, professors in management and professional corporate trainers are engaged to enhance employees' communication skills, leadership and strategic thinking through practical training by means of scenario simulation, case study and interaction to help employees improve their competitiveness.

9.2 助力員工成長

我們深信員工是企業發展的重要動力。我們為員工搭建全面科學的培養體系，並構建透明公平的晉升機制，指引員工多元職業發展，鼓勵員工持續學習，提升自身能力，增加自身與集團的競爭力。

9.2.1 員工培訓

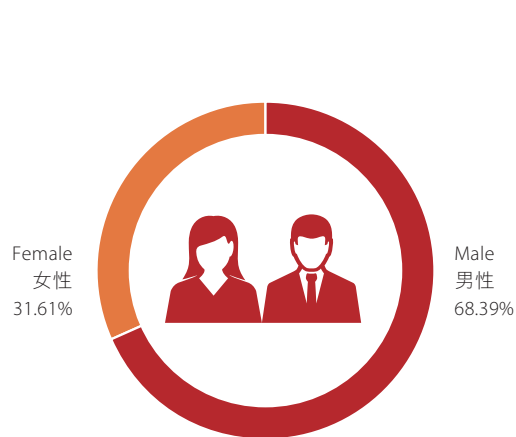
集團重視員工自我成長，制定《6項關鍵領導力說明書》，明確集團人才評估的統一標準—「6項關鍵領導力」，包含創造客戶價值、有效坦誠溝通、高效團隊、結果導向、合作共贏以及戰略思維。同時，我們構建覆蓋全體員工的線上線下相結合培訓體系，以各職級員工的「6項關鍵領導力」要求為依據，為不同類型員工制定針對性的培訓課程。2020年，集團僱員受訓比例為100%，員工培訓時長共計53,794小時，人均受訓時長為4.20小時。

針對門店員工，我們構建一系列包含餐廳經營、管理技能、客戶溝通、團隊建設等方面的培訓課程，發放員工訓練手冊和作業指導書，規範餐品烹飪程序、服務儀態及衛生標準，並搭建線上學習平台，鼓勵員工提升企業文化了解及專業技能。針對管理人員，我們成立九毛九集團企業大學（簡稱為「九毛九大學」），以培養企業內部管理人員為目的，集團高層管理人員、院校管理學教授及專業企業培訓師作為培訓師資，通過情境模擬、案例研討、互動教學等實戰性培訓方式，提升員工溝通能力、領導能力和戰略思維，促進員工提高競爭力。

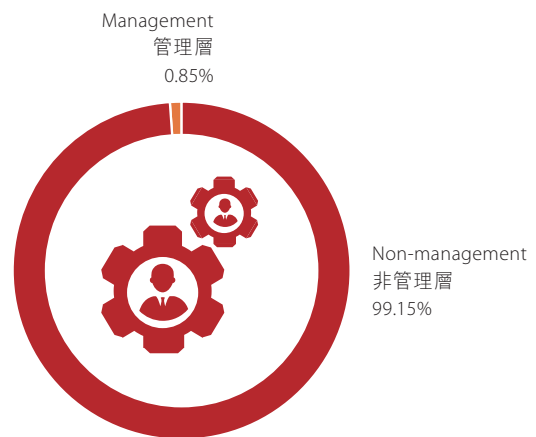
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Training received by employees of the Group 集團僱員受訓情況

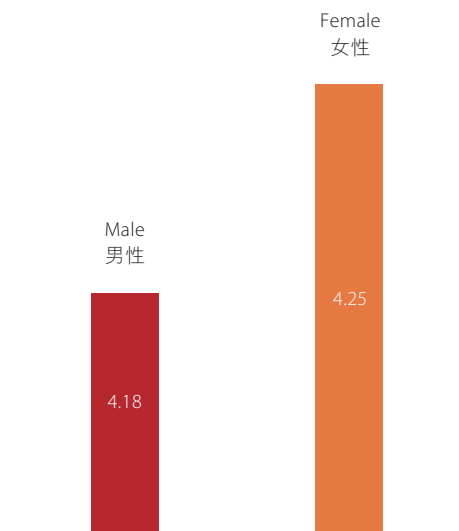
Training by Gender
按性別劃分受訓百分比



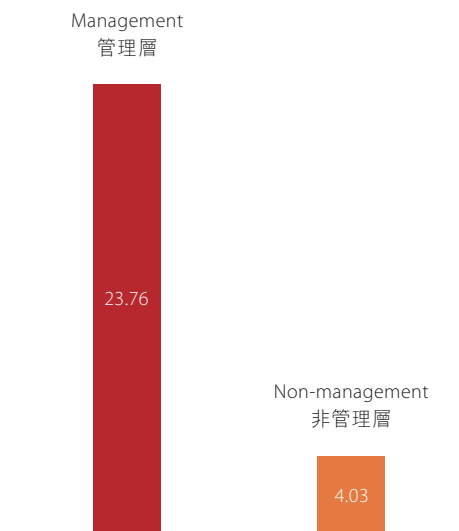
Training by Employee Category
按僱傭類型劃分受訓百分比



Average Training Time by Gender (hours)
按性別劃分的平均受訓時長(小時)



Average Training Time by Employee Category (hours)
按僱傭類型劃分的平均受訓時長(小時)



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Jiu Mao Jiu brand – Restaurant management course for managers
九毛九品牌 – 樓面經理餐廳管理課程



Jiu Mao Jiu brand – Efficiency enhancement course for district managers
九毛九品牌 – 分區經理效能提升課程



Tai Er brand – Seminar for fresh graduates
太二品牌 – 應屆生儲備研討會

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9.2.2 Career Development

Talent is an important resource of the Group. We have established a fair and open promotion mechanism for employees and adopted the professional competence and the six key leadership attributes of employees as the basis for promotion evaluation. We have also paved three growth paths for administrative staff, store associates and kitchen workers to encourage the diverse development of employees. Meanwhile, we have set out the *Administrative Scheme to Compete for Middle Management Posts* to specify the qualifications and procedures required to compete for middle management positions. Eligible employees are being selected after going through qualification check, speech and defense sessions, and the discussions by the competitive recruitment committee, in order to further strengthen the middle management team of the Company. In addition, we facilitate the virtuous flow of talent within the Group through various channels, such as competition for middle management positions, internal transfer and the internal recruitment platform. We are also building an internal talent pool gradually to allow the timely transfer and filling of vacancy with premium talent reserve to support the steady development of the Company.

9.3 CONVEYING CARE AT WORKPLACE

We take the protection of employees' occupational safety and health as our own responsibility and insist on building a safe and non-hazardous working environment for them. We also pay attention to employees' feelings and roll out various caring activities to enhance their sense of happiness and cohesion in the workplace.

9.3.1 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 has formulated the *Responsibility System for Safe Production*, the *Management System for Enterprise Safety*, the *Fire Safety Management System* and other internal management systems to regulate production safety and safeguard employees' occupational health. In 2020, there was no work-related death incident occurred in the Group.

Strengthening production safety

We have established a safety management committee and require staff at all levels to sign the letter of responsibility on safe production for the implementation of such. We have also engaged professional safety officers to conduct regular workplace inspections and safety equipment testing to ensure the normal operation of such facilities and equipment.

9.2.2 職業發展

人才是集團的重要資源。我們為員工制定公正公開的晉升機制，以員工專業能力和6項關鍵領導力等作為員工晉升的評估依據，並構建行政管理類、門店前廳和後廚三類員工成長通道，鼓勵員工多元發展。同時，我們制定《集團中層管理崗競聘管理方案》，明確中層管理崗的競聘資格和程序，通過資格審查演講和答辯，及競聘委員會討論，最終評選出適合崗位的員工，進一步加強公司中層管理隊伍的建設。此外，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途徑，促進集團內部人才的良性流動，並逐步構建內部人才庫體系，通過有效儲備優質人才，實現空缺崗位的及時調動補給，支撐公司穩健發展。

9.3 傳遞職場關懷

我們以保障員工的職業安全與健康為己任，堅持為員工構建安全、無害的工作環境。同時，我們關注員工的感受，開展各項員工關愛活動，提升員工的職場幸福感與凝聚力。

9.3.1 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，貫徹落實《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，規範安全生產，保障員工職業健康。2020年，集團無因工死亡事件發生。

強化安全生產

我們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，並聘請專業安全管理員，定期進行辦公環境巡視和安全設備檢測，確保設施設備正常運行。同時，我們設立專崗專職進

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Moreover, we have dedicated staff responsible for safety training, policy implementation and safety inspection in limited space and regularly engage external professionals to inspect ceilings, hanging beams and other workplace hazards to stave off safety incidents. To enhance employees' awareness of safety, we organize special safety training for new hires every quarter, covering management of major hazards, prevention of major incidents and emergency management. We also organize fire drills twice a year and actively participate in the safety training activities of government departments to improve our skills of safe operation and ability to rescue ourselves in an emergency.

行安全培訓、制度落實和有限空間安全檢查工作，並定期聘請外部專業人員對天花板、吊樑等工作場所危險源進行專門排查，杜絕安全事故發生。為提升員工安全意識，我們每季度組織新員工專題安全培訓，涵蓋重大危險源管理、重大事故防範和應急管理等內容，每年2次組織消防演習活動，並積極參與政府部門的安全培訓活動，提升安全操作技能和應急自救能力。

Case: Organizing an emergency drill on production safety

案例：組織安全生產應急演習

To enhance employees' fire safety awareness and their ability to escape and rescue themselves, we arranged an emergency drill on production safety for all employees of the Group on November 24, 2020. Staff were evacuated in an orderly manner according to the contingency plan. The fire was extinguished by the fire-fighting team that arrived at the scene at once. The injured were treated by the logistics support team and the medical team. In this event, all employees also learned how to use fire-fighting equipment and had the chance to put theory into practice to further improve their ability to handle a fire.

為增強員工的消防安全意識和逃生自救能力，我們於2020年11月24日組織集團全體員工參與安全生產應急演習活動。我們根據應急預案組織人員有序疏散，由滅火救援組第一時間到達火災現場進行滅火，並由後勤保障組和醫療救護組人員進行傷員救護。本次活動，全體員工還學習消防器材使用方法和進行實踐演練，進一步提高員工火災處置能力。



Demonstration of fire-fighting equipment by a safety officer

安全管理員演示消防器材使用方法

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

Staying sound in mind and body

We always pay attention to the health of our employees. We not only maintain supplementary commercial insurance for all employees but also provide annual physical examinations for middle management. We make sure that store employees have valid health certificates to ensure their health. Meanwhile, we regularly engage professional third parties to test workplace hazards such as noise and temperature, establish employee health records and provide employees in special positions with protective equipment to ensure workplace safety and improve employee occupational health management. In addition, we pay attention to the mental health of employees. We encourage them to work out and organize various stress-relieving activities for their well-being.

Fighting against the pandemic

We have implemented the *Office Safety and Protective Measures of the Jiumaojiu Group* and adopted a series of epidemic prevention and personal protection measures. We continue to enlarge our reserve of supplies by procuring protective equipment such as masks, disinfectant powder and hand sanitizer for personal protection. We actively promote prevention and control at the employee level by monitoring their health in real time through measures such as daily temperature measurement, post-holiday tracking, health reports of employees in dormitories and nucleic acid testing after business trips. We have also fully implemented preventive and control measures in the office area, including regular disinfection, maintaining indoor ventilation, distributing protective supplies and packing and separating meals to protect the health of employees.

For the supply center and central kitchen where staff are densely gathered, we require all employees to provide their whereabouts and implement anti-epidemic measures such as outgoing reporting, daily temperature registration and temperature measurement at dormitories. For cold chain workers with a higher risk of infection, measures such as nucleic acid testing once a week and wearing protective clothing and goggles during work are implemented to effectively protect the health of employees. In response to the risk of a potential outbreak, the Group has devised a contingency plan for epidemic prevention and control to arrange for the closure of the supply center and the transfer of its processing work to another supply center when a confirmed case occurs to reduce the impact on operations.

保持身心健康

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，為中層管理人員補充提供年度體檢，並確保門店員工持有有效健康證，確保員工健康。同時，我們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，建立員工健康檔案，並為特殊崗位員工配置勞保用品，確保工作場所安全，完善員工職業健康管理。此外，我們還關注員工的心理健康，鼓勵員工參加體育鍛煉，並舉辦各類舒緩壓力的員工活動，放鬆身心。

落實疫情防控

我們貫徹落實《九毛九集團辦公室安全防護措施》，採用一系列疫情防控和個人防護措施。我們持續加強物資儲備，採購口罩、消毒粉、洗手液等防護物資，落實個人防護；我們積極推進人員防控，通過每日體溫檢測、假期後軌跡追蹤、宿舍上報員工健康、出差後進行核酸檢測等措施，實時關注員工健康情況；我們堅持落實辦公區域防控，落實定期消毒、保持室內通風、派發防護物資和打包分餐等措施，保障員工健康。

針對人員較集中的供應中心和中央廚房，我們要求所有工作人員提供行程軌跡，並進行人員外出報備、每天測溫登記、宿舍體溫測量等防疫工作。針對感染風險較高的冷鏈工作人員，實行每周1次核酸檢測，以及工作期間穿著防護服和佩戴護目鏡等措施，切實保障員工健康。針對潛在的疫情風險，集團制定疫情防控應急方案，提前規劃封閉存在確診病例的供應中心，並將其加工需求轉移其他供應中心的應對方案，減少疫情對營運的影響。

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



Regular disinfection in the office area
辦公區域定期消毒



Distribution of protective equipment
派發防護用品

9.3.2 Staff Care

We actively promote various staff care activities to boost the team spirit and sense of belonging of employees. We also help employees in need and set up the Nathan Fund of the Group to assist employees and their immediate family members in solving financial difficulties in the wake of a major illness or serious accident or when pursuing further education, showcasing the humanistic nature of the Group. In 2020, the Nathan Fund assisted 5 employees and contributed RMB91,741.43 in total as humanitarian relief. A satisfaction rate of 92% was recorded from the employees of the Group.

9.3.2 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。我們還幫扶困難員工，設立集團Nathan基金，幫助員工及其直系親屬解決重大疾病、嚴重意外及親屬升學方面的經濟問題，讓員工感受集團的人文關懷。2020年，Nathan基金共幫扶5名員工，支付幫扶金額共91,741.43元。集團員工滿意度為92%。

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

Case: In-app mall to repay employees

案例：內購商城回饋員工

In 2020, we launched the in-app mall function in the Group's thumbs-up system to provide employees with quality ingredients at preferential prices and put up restaurant vouchers of various brands regularly to provide employees with a variety of benefits.

2020年，我們在集團點讚系統上線了內購商城功能，以優惠價格向員工提供優質食材，並定期上線各品牌的餐廳代金券，為員工提供多元福利。



Tea Break in celebration of the 25th anniversary of the Group
集團25周年茶歇活動



The 100th-day celebration of Cooking Spicy Kebab
愆品牌百日紀念活動

9.4 REPAYING SOCIETY GRACEFULLY

We insist on fulfilling our social responsibilities in actual practice. Over the years, we have joined hands with public welfare organizations and community public welfare partners to actively participate in public welfare activities and contribute to a harmonious society. In 2020, the Group donated a total of RMB1.2 million to public welfare and charity programs.

9.4.1 Devoted to Social Welfare

The Group actively participates in various public welfare activities in relation to education, medical care and poverty alleviation to convey the love and warmth of society to disadvantaged groups. Meanwhile, we actively mobilize employees to participate in voluntary services, encourage them to help those in need and strive to raise the degree of social tolerance.

9.4 感恩回饋社會

我們堅持以實際行為履行社會責任，多年來攜手公益組織、社區公益等合作夥伴，積極參與公益活動，為和諧社會貢獻力量。2020年，本集團公益慈善捐款投入共1.2百萬元。

9.4.1 投身社會公益

本集團積極投身於教育、醫療、扶貧等各類公益活動，向弱勢群體傳遞社會關愛與溫暖。同時，我們還積極動員員工參與志願服務，鼓勵員工幫助有需要人士，致力提高社會包容度。

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

Case: Launching a series of public welfare projects with CK Foundation

案例：攜手長江公益協會開展系列公益項目

In 2020, we donated RMB200,000 to the CK Foundation to support a total of 30 public welfare projects, including “Moss Blossom”, “Safeguarding the Dawn”, “Supporting the Elite” and “Goumei Primary School” which cultivate part-time teachers of music and art for rural schools, help premature babies and support education for families with special, premature babies to improve the level of rural education and medical care.

2020年，我們向長江公益協會捐贈20萬元，支持協會開展公益項目累計30個，包括「苔花開」、「護曦行動」、「精英助力」、「溝美小學」等，為鄉村學校培養音樂和美術兼職教師、救助早產兒及支持特殊早產兒家庭教育，提高鄉村教育和醫療水平。



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

Case: Targeted poverty alleviation in Bijie, Guizhou

案例：貴州畢節定點扶貧

From October 27 to 30, 2020, we carried out targeted poverty alleviation projects in Bijie City, Guizhou Province, including industry support, poverty alleviation by consumption and sunshine education support, to assist in the stable alleviation of poverty and the improvement of the living standards of local residents.

2020年10月27日至30日，我們在貴州省畢節市開展定點扶貧項目，包括產業扶助、消費扶貧、陽光助學等，助力穩定脫貧，促進當地居民提高生活水平。



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

Case: Carrying out voluntary services for children with severe illness

案例：開展重症兒童志願服務

In 2020, we mobilized employees to form a volunteer team and work with social workers in Tianhe District, Guangzhou to visit children with severe illness regularly and carry out voluntary activities in the form of "social workers + volunteers", and hold a themed stress-relieving event to convey warmth to children with severe illness and encourage them to regain confidence in life. In 2020, more than 100 people were served under this service.

2020年，我們動員員工組建志願者團隊，聯合廣州市天河區的社會工作者，以「社工+志願者」的形式，開展重症兒童的常規探訪及志願活動，並開展1場主題性減壓活動，向重症兒童傳遞溫暖，鼓勵其重拾生活信心。2020年，本項目服務共100餘人次。



Case: Double Eggs caring for the homeless

案例：2顆雞蛋關愛露宿者

Over the years, Double Eggs have joined hands with a public welfare organization named Yueshan 100 to regularly deliver pancakes to the homeless every Wednesday to convey the care of society to the disadvantaged group.

多年來，2顆雞蛋品牌聯合悅善100公益組織，於每周三定期向街頭露宿者派送煎餅，向弱勢人群傳遞社會關愛。



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

9.4.2 Fighting against the Pandemic Together

In view of the pandemic, we have launched a number of epidemic prevention support and public welfare activities to vigorously support the anti-epidemic work and pay homage to the medical staff to help combat the virus as a whole.

In the early stage of the pandemic, we donated RMB1 million to Hubei Charity Federation to provide supplies to frontline medical staff, 800 kilograms of vegetables to designated hotels for medical observation and RMB300,000 worth of threshold-free consumption coupons and nutritious lunch to frontline medical staff to support the fight against the pandemic. In addition, we organized public welfare activities specifically for medical staff to pay homage to the frontline officers.

9.4.2 攜手同心抗疫

疫情當下，我們發起多場防疫支援和公益行動，大力支援抗疫工作，並向醫務人員致敬，助力全民「戰疫」。

在疫情早期，我們向湖北省慈善總局捐贈100萬元，為前線醫護人員提供物資支援，並向疫情定點觀察酒店捐贈800公斤蔬菜，向一線醫務人員捐贈價值30萬元的無門檻消費餐券和提供愛心營養午餐，支援抗疫一線工作。此外，我們還組織醫務人員專場公益活動，向抗疫一線人員致敬。

Case: Tai Er paying homage to lifesavers

案例：太二致敬生命守護者

From May 7 to 9, 2020, Tai Er hosted a free fish-eating event for the medical staff in Wuhan. Medical staff could enjoy Tai Er's delicious dishes with relatives and friends at three designated stores in Wuhan by appointment and receive a special commemorative mug. In this event, we spent approximately RMB159,200 to express our gratitude to frontline medical staff in the fight against the pandemic.

2020年5月7日至9日，太二為武漢醫務人員開設免費吃魚專場活動。醫務人員通過提前預約的方式，可在武漢3家指定門店與親友一同享受太二請客的美味餐品，並獲贈特別款紀念水杯。本次活動我們投入約15.92萬元，向抗疫一線醫務人員表達感恩。



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
A Environmental A環境	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》	
	Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution	Waste Management System
	《中華人民共和國環境噪聲污染防治法》	《廢棄物管理制度》
	Law of the People's Republic of China on Promotion of Cleaner Production	Administrative Systems on Energy Consumption at Supply Centers
	《中華人民共和國清潔生產促進法》	《供應中心能耗管理制度》
	Marine Environment Protection Law of the People's Republic of China	Administrative Guidelines on Turning On and Off Equipment
	《中華人民共和國海洋環境保護法》	《設備開啟色點管理指引》
	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》		
Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste		
《固體廢物污染環境防治法》		
Opinions on Further Strengthening the Treatment of Plastic Pollution		
《關於進一步加強塑料污染治理的意見》		

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B1. Employment B1. 僱傭	Labor Law of the People's Republic of China 《中華人民共和國勞動法》	Manual of Conduct on Human Resources Management Practices 《人事管理實務操作手冊》 Handbook for Office Staff 《辦公室員工手冊》 Handbook for Store Employees 《門店員工手冊》
	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》	
	B2. Health and Safety B2. 健康與安全	
Fire Protection Law of the People's Republic of China 《中華人民共和國消防法》		Responsibility System for Safe Production 《安全生產責任制》
Law of the People's Republic of China on Work Safety 《中華人民共和國安全生產法》		Systems on Appraisal, Award and Punishment on Safe Production Responsibilities 《安全生產責任考核獎懲制度》
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》		Systems on Award and Punishment on Safe Production 《安全生產獎懲制度》
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》		Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards 《隱患排查、治理、建檔和監控制度》
Regulation on Work Safety Permits 《安全生產許可證條例》		Fire Safety Management System 《消防安全管理制度》
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 on Occupational Hygiene 《職業衛生管理制度》
		Office Safety and Protective Measures of the Jiumaojiu Group and other management systems on safe production (26 in total) 《九毛九集團辦公室安全防護措施》等26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 Contract Law of the People’s Republic of China 《中華人民共和國勞動合同法》	Administrative Scheme to Compete for Middle Management Posts 《集團中層管理崗競聘管理方案》
B4. Labor Standards B4.勞工準則	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》	
	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》
	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》		

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B5. Supply Chain Management B5. 供應鏈管理	Law of the People's Republic of China on Bid Invitation and Bidding 《中華人民共和國招投標法》	Systems on Suppliers Management 《供應商管理制度》 Standards on Supplier Review and Management 《供應商審核管理規範》 Appraisal System on Performance of Contracts by Suppliers 《供應商履約考核制度》 Standards on Managing Performance of Suppliers 《供應商績效管理規範》 Standards on Rewarding and Managing Suppliers 《供應商激勵管理規範》 Operation Standards on Supplier Tracing and Accrediting 《供應商尋源與認證操作規範》 Standards on Procurement Behaviors 《採購行為準則》 Procedures of Procurement Operation (Specification) 《採購操作流程（細則）》 Management Practice on Materials Quality 《原料質量管理規範》 Quality Guarantee Agreement 《質量保證協議》

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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
B6. Product Responsibility B6. 產品責任	Law of the People's Republic of China on Product Quality 《中華人民共和國產品質量法》 Food Safety Law of the People's Republic of China 《中華人民共和國食品安全法》 Law of the People's Republic of China on Agricultural Product Quality 《中華人民共和國農產品質量安全法》 Law of the People's Republic of China on Import and Export Commodity Inspection 《中華人民共和國進出口商品檢驗法》 Administrative Measures for Food Distribution Licensing 《食品經營許可管理辦法》 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》 Measures for the Administration of Alcohol Circulation 《酒類流通管理辦法》 Administrative Measures for Information Disclosure of Commercial Franchise 《商業特許經營信息披露管理辦法》 Civil Code of the People's Republic of China 《中華人民共和國民法典》 Trademark Law of the People's Republic of China 《中華人民共和國商標法》 Advertising Law of the People's Republic of China 《中華人民共和國廣告法》 Patent Law of the People's Republic of China 《中華人民共和國專利法》 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》 Cybersecurity Law of the People's Republic of China 《中華人民共和國網絡安全法》 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》	Safety Management System 《安全管理系統》 Food Safety Emergency Preparedness Plan 《食品安全應急預案》 Food Safety Management System 《食品安全管理制度》 Conduct Code on Food Safety of Catering Service 《餐飲服務食品安全操作規範》 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》 Management System on the Inspection and Acceptance of Semi-finished Products 《半成品驗收管理制度》 Food Ingredients and Supplies Inspection and Acceptance Practice Guidelines 《食品原料、物料驗收作業指導書》 Interim Guidelines on the Management of Epidemic Prevention for Imported Cold Chain Food Purchase 《進口冷鏈食品採購防疫管理臨時指引》 Standards on the Inspection and Acceptance of Vegetable Ingredients 《蔬菜原料驗收標準》 System for the Management of Food Additives 《食品添加劑管理制度》 System for the Management of Workshop Hygiene 《車間衛生管理制度》 Regulations on the Management of Quality Control, Inspection and Points Deduction 《品控檢查扣分管理規定》 Guidebook on Food Safety 《食品安全指引手冊》 Food Safety Operating Standards for Back Kitchens During the Epidemic 《疫情期間後廚食品安全操作標準》 Food Safety Operating Standards for Front Dining Room During the Epidemic 《疫情期間前廳食品安全操作標準》 Guidelines on Crisis Management 《危機管理指引》 Administrative Systems on Information Safety of the Group 《集團信息安全管理制度》 Systems on Prevention of Information and System Risks 《信息系統風險防範制度》 Administrative Systems on Data Backup and Safety of the Group 《集團數據備份安全管理制度》

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
B7. Anti-corruption B7.反貪腐	Company Law of the People's Republic of China 《中華人民共和國公司法》	Anti-corruption Policies 《防止貪污政策》
	Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》	System of Reward for Reporting by Employees of the Group 《集團內部員工舉報獎勵制度》
	Anti-Monopoly Law of the People's Republic of China 《中華人民共和國反壟斷法》	Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery 《關於嚴禁收受禮品、商業賄賂的通知》
	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》	Letter of Commitment on Integrity of Suppliers 《供應商廉潔承諾書》
	Interim Provisions on Prohibiting Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》	Notice on Integrity 《廉潔告知函》
B8. Community Investment B8.社區投資	Charity Law of the People's Republic of China 《中華人民共和國慈善法》	

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

	ESG Indicator ESG指標	Unit 單位	2020 ^{a)} 2020年 ^{a)}
Environmental Indicator 環境類指標			
A1	Emissions 排放物		
A1.1	The types of emissions and respective emissions data^{b)} 排放物種類及相關排放數據 ^{b)}		
	Restaurant waste water emissions 餐飲污水排放量	ton 噸	1,573,190.80
A1.2	Direct and energy indirect greenhouse gas emissions and intensity 直接及能源間接溫室氣體排放量及密度		
	Total emission of greenhouse gas 溫室氣體排放總量	ton of carbon dioxide equivalent 噸二氧化碳當量	73,320.48
	Greenhouse gas emission intensity 溫室氣體排放密度	ton of carbon dioxide equivalent/RMB1 million of revenue 噸二氧化碳當量／百萬元營業收入	27.01
	Greenhouse gas emissions (Scope I) ^{1)c)} 溫室氣體排放量(範疇一) ^{1)c)}	ton of carbon dioxide equivalent 噸二氧化碳當量	2,890.98
	Greenhouse gas emissions (Scope II) ^{2)d)} 溫室氣體排放量(範疇二) ^{2)d)}	ton of carbon dioxide equivalent 噸二氧化碳當量	70,429.50
	Greenhouse gas emission intensity (Scope I) ^{1)c)} 溫室氣體排放密度(範疇一) ^{1)c)}	ton of carbon dioxide equivalent/RMB1 million of revenue 噸二氧化碳當量／百萬元營業收入	1.06
	Greenhouse gas emission intensity (Scope II) ^{2)d)} 溫室氣體排放密度(範疇二) ^{2)d)}	ton of carbon dioxide equivalent/RMB1 million of revenue 噸二氧化碳當量／百萬元營業收入	25.94
A1.3	Total hazardous waste produced 所產生有害廢棄物總量		
	Waste tubes/bulbs 廢舊燈管／燈泡	item 個	6,352
A1.4	Total non-hazardous waste produced 所產生無害廢棄物總量		
	Total non-hazardous waste 無害廢棄物總量	ton 噸	8,360.47
	Non-hazardous waste intensity 無害廢棄物密度	ton/RMB 1 million of revenue 噸／百萬元營業收入	3.08
	Kitchen waste produced 廚餘垃圾產生量	ton 噸	7,380.00
	Waste cooking oil produced 餐飲廢油產生量	ton 噸	980.47

APPENDIX 2: TABLES OF KEY PERFORMANCE

附錄2：關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2020 ^{a)} 2020年 ^{a)}
A2	Use of resources 資源使用		
A2.1	Direct and indirect energy consumption by type in total and intensity^{3)e)} 按類型劃分的直接及間接能源總耗量及密度 ^{3)e)}		
	Total energy consumption 能源總耗量	GWh 億瓦時	102.28
	Total energy consumption intensity 能源耗量密度	GWh/RMB 1 million of revenue 億瓦時／百萬元營業收入	0.04
	Direct energy consumption 直接能耗消耗量	GWh 億瓦時	18.64
	Indirect energy consumption 間接能耗消耗量	GWh 億瓦時	83.64
	Gasoline consumption 汽油消耗量	Liter 升	18,326
	Diesel consumption 柴油消耗量	Liter 升	1,198
	Natural gas consumption 天然氣消耗量	m ³ 立方米	1,706,178
	Total electricity consumption 總耗電量	kWh 千瓦時	83,635,851.98
A2.2	Water consumption in total and intensity 總耗水量及密度		
	Total water consumption 總耗水量	m ³ 立方米	1,709,745
	Water consumption intensity 耗水密度	m ³ /RMB 1 million of revenue 立方米／百萬元營業收入	629.78
A2.5	Total packaging material used for finished products and intensity 製成品所用包裝材料總量及密度		
	Total packaging material used ⁰⁾ 包裝材料使用總量 ⁰⁾	ton 噸	530.70
	Meal boxes 餐盒	ton 噸	428.12
	Plastic packaging bags 塑料包裝袋	ton 噸	102.58
	Intensity of packaging material used 使用的包裝物料密度	ton/RMB1 million of revenue 噸／百萬元營業收入	0.20

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

Notes :

- a) The scope of environmental KPIs data collection for the whole year of 2020 includes: the Group's common office area, 3 self-operated supply centers and the central kitchen, as well as 349 self-operated stores of the Group.
- b) Based on the business activities of the Group, exhaust emissions, including nitrogen oxides, sulfur oxides and other pollutants discharged under the national laws and regulations, are not significant during daily operation;
- c) Indicator A1.2 Greenhouse gas emissions (Scope I) including direct emission of carbon dioxide produced by gasoline, diesel and natural gas;
- d) Indicator A1.2 Greenhouse gas emissions (Scope II) including indirect emission of carbon dioxide generated from purchase of electricity;
- e) Indicator A2.1 Total energy consumption including total energy consumption in gasoline, diesel, natural gas and purchase of electricity;
- f) Indicator A2.5 Total packaging material used covers 3 self-operated supply centers, the central kitchen, physical stores and delivery;

Basis of calculation:

- 1) Greenhouse gas emissions (Scope I) produced by gasoline, diesel and natural 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;
- 2) 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 Factor 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)), while emission factor for electricity in Vancouver, Canada is calculated with reference to Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION, B.C. Reg. 249/2015;
- 3) Total energy consumption is calculated by converting into equivalent value of electricity with reference to GB/T 2589-2020 General Principles for Calculation of Total Energy Consumption;

註：

- a) 2020年度全年環境關鍵績效指標數據收集範圍為：集團聯合辦公區域、3家自營供應中心及中央廚房，以及由本集團經營的349間自營門店。
- b) 基於本集團的業務內容，其在運作過程中所產生的廢氣排放，包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物排放並不顯著；
- c) 指標A1.2溫室氣體排放量（範疇一）包括汽油、柴油、天然氣等產生的直接二氧化碳排放；
- d) 指標A1.2溫室氣體排放量（範疇二）包括外購電力產生的間接二氧化碳排放；
- e) 指標A2.1能源總耗量包括汽油、柴油、天然氣及外購電力等產生的能源消耗總量；
- f) 指標A2.5包裝材料使用總量包含3家自營供應中心及中央廚房、實體門店及外賣；

數據計算標準：

- 1) 汽油、柴油、天然氣等產生的溫室氣體排放（範疇一）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；
- 2) 外購電力產生的溫室氣體排放（範疇二）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），加拿大溫哥華地區電力排放因子參考「Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION」，B.C. Reg. 249/2015；
- 3) 能源總耗量參考中國標準《GB/T 2589-2020綜合能耗計算通則》進行電力當量值折算；

APPENDIX 2: TABLES OF KEY PERFORMANCE

附錄2：關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2020 2020年
Social Indicator			
社會類指標			
B1	Employment		
	僱傭		
B1.1	Total workforce by gender, employment type, age group and geographical region		
	按性別、僱傭類型、年齡組別及地區劃分的僱員總數		
	Total number of employees	Headcount	12,801
	員工總人數	人	
Gender	Male	Headcount	8,755
性別	男性	人	
	Female	Headcount	4,046
	女性	人	
Employment Type	Management	Headcount	109
僱員類型	管理層	人	
	Non-management	Headcount	12,692
	非管理層	人	
Age Group	29 and below	Headcount	9,839
年齡組別	29歲及以下	人	
	30-49	Headcount	2,254
	30-49歲	人	
	50 and above	Headcount	708
	50歲及以上	人	
Geographical Region	Mainland China	Headcount	12,779
地區	中國內地	人	
	Hong Kong, Macau and Taiwan	Headcount	22
	港澳台	人	
	Overseas	Headcount	0
	海外	人	

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

	ESG Indicator ESG指標	Unit 單位	2020 2020年
B1.2	Employee turnover rate by gender and age group¹⁾ 按性別、年齡組別劃分的僱員流失比率 ¹⁾		
	Total employee turnover rate 僱員總流失比率	Percentage 百分比	89%
Gender 性別	Male employee turnover rate 男性員工流失比率	Percentage 百分比	64%
	Female employee turnover rate 女性員工流失比率	Percentage 百分比	26%
Age Group 年齡組別	Turnover rate of employees aged 29 and below 29歲及以下員工流失比率	Percentage 百分比	72%
	Turnover rate of employees aged 30-49 30-49歲員工流失比率	Percentage 百分比	12%
	Turnover rate of employees aged 50 and above 50歲或以上員工流失比率	Percentage 百分比	5%
B2	Health and safety 健康與安全		
B2.1	Number and rate of work-related fatalities 因工作關係而死亡的人數及比率		
	Number of work-related fatalities 因工作關係而死亡的人數	Headcount 人	0
	Rate of fatalities 死亡率	% %	0
B2.2	Lost days due to work injury 因工傷損失工作日數		
	Lost days due to work injury 因工傷損失工作日數	Day 日	3,338
	Work-related injury 工傷次數	Case 次	363

APPENDIX 2: TABLES OF KEY PERFORMANCE

附錄2：關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2020 2020年
B3	Development and Training 發展及培訓		
B3.1	The percentage of employees trained by gender and employee category²⁾ 按性別及僱員類別劃分的受訓僱員百分比 ²⁾		
	Percentage of employees trained 受訓僱員百分比	Percentage 百分比	100
Gender 性別	Percentage of male in employees trained 男性員工受訓百分比	Percentage 百分比	68.39
	Percentage of female in employees trained 女性員工受訓百分比	Percentage 百分比	31.61
Employee category 僱員類別	Percentage of management in employees trained 管理層受訓百分比	Percentage 百分比	0.85
	Percentage of non-management in employees trained 非管理層受訓百分比	Percentage 百分比	99.15
B3.2	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數		
	Average training hours for employees 僱員平均受訓時長	Hour 小時	4.20
Gender 性別	Average training hours for male employees 男性員工受訓平均時長	Hour 小時	4.18
	Average training hours for female employees 女性員工受訓平均時長	Hour 小時	4.25
Employee category 僱員類別	Average training hours for management 管理層受訓平均時長	Hour 小時	23.76
	Average training hours for non-management 非管理層受訓平均時長	Hour 小時	4.03

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

ESG Indicator ESG指標		Unit 單位	2020 2020年
B5	Supply Chain Management 供應鏈管理		
B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目		
	Total number of suppliers 供應商總數	Entity 個	400
Geographical Region 地區	Southern China 華南地區	Entity 個	332
	Other regions in Mainland China (except Southern China) 中國大陸其他地區(除華南)	Entity 個	63
	Other overseas regions (including Hong Kong, Macau and Taiwan) 海外其他地區(含港澳台)	Entity 個	5
B6	Product Responsibility 產品責任		
B6.2	Number of products and service related complaints received 接獲關於產品及服務的投訴數目		
Number of complaints 投訴數目	Number of food safety related complaints 食品安全投訴數量	Case 次	107
	Number of service related complaints 服務投訴數量	Case 次	668
	Number of dining environment related complaints 就餐環境投訴數量	Case 次	61
	Number of dishes related complaints 菜品投訴數量	Case 次	345
B7	Anti-corruption 反貪污		
B7.1	Number of concluded legal cases regarding corrupt practices brought against the Company or its employees during the reporting period 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目		
	Number of concluded legal cases involving corruption 貪污訴訟案件的數目	Case 件	0

APPENDIX 2: TABLES OF KEY PERFORMANCE

附錄2：關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2020 2020年
B8	Community Investment 社區投資		
B8.2	Resources contributed to the focus area 在專注範疇所動用資源		
	Charity donations 公益慈善捐款	RMB1 million 百萬元	1.2
Basis of calculation:		計算標準：	
1)	Employee turnover rate= Number of turnover in that age group/Total number of employees in that age group ;	1)	僱員流失率=該年齡組別流失人數 / 該年齡組別僱員總人數；
2)	Percentage of employees trained= Number of trainees in that rank/Total number of employees trained.	2)	受訓僱員百分比=該職級受訓人數 / 受訓僱員總人數。

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
A Environmental			
A 環境			
A1 Emissions	General Disclosure	Practitioner of Green Operation/	A1.1 is not applicable, as gas
A1 排放物	一般披露	Appendix 2: Tables of Key Performance	emission was not significant to the
	Key Performance Indicators	綠色營運踐行者／附錄2：關鍵績效	Company's scope of operations
	A1.1, A1.2, A1.3, A1.4, A1.5, A1.6	列表	氣體排放對本集團的營運而言並
	關鍵性績效指標		非重要範疇，故A1.1不適用
	A1.1 · A1.2 · A1.3 · A1.4 · A1.5 · A1.6		
A2 Use of Resources	General Disclosure	Practitioner of Green Operation/	All the water used by the Group
A2 資源使用	一般披露	Appendix 2: Tables of Key Performance	come from the municipal water
	Key Performance Indicators	綠色營運踐行者／附錄2：關鍵績效	supply works, thus there is no issue
	A2.1, A2.2, A2.3, A2.4, A2.5	列表	in sourcing water that is fit for
	關鍵性績效指標		purpose
	A2.1 · A2.2 · A2.3 · A2.4 · A2.5		本集團的用水全部來自市政自來
			水廠，並無求取適用水源上的困
			難
A3 The Environment and Natural Resources	General Disclosure	Practitioner of Green Operation	
A3 環境及天然資源	一般披露	綠色營運踐行者	
	Key Performance Indicators A3.1		
	關鍵性績效指標A3.1		
A4 Climate Change	General Disclosure	Practitioner of Green Operation	
A4 氣候變化	一般披露	綠色營運踐行者	
	Key Performance Indicators A4.1		
	關鍵性績效指標A4.1		
B Social			
B 社會			
B1 Employment	General Disclosure	Pursuer for Companions and Win-	
B1 僱傭	一般披露	win Results/Appendix 2: Tables of Key	
	Key Performance Indicators B1.1, B1.2	Performance	
	關鍵性績效指標B1.1 · B1.2	同行共贏奉行者／附錄2：關鍵績效	
		列表	
B2 Health and Safety	General Disclosure	Pursuer for Companions and Win-	
B2 健康與安全	一般披露	win Results/Appendix 2: Tables of Key	
	Key Performance Indicators	Performance	
	B2.1, B2.2, B2.3	同行共贏奉行者／附錄2：關鍵績效	
	關鍵性績效指標	列表	
	B2.1 · B2.2 · B2.3		
B3 Development and Training	General Disclosure	Pursuer for Companions and Win-	
B3 發展與培訓	一般披露	win Results/Appendix 2: Tables of Key	
	Key Performance Indicators B3.1, B3.2	Performance	
	關鍵性績效指標B3.1 · B3.2	同行共贏奉行者／附錄2：關鍵績效	
		列表	

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
B4 Labor Standards B4 勞工準則	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 同行共贏奉行者	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
B5 Supply Chain Management B5 供應鏈管理	General Disclosure 一般披露 Key Performance Indicators B5.1, B5.2, B5.3, B5.4 關鍵性績效指標B5.1 · B5.2 · B5.3 · B5.4	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	
B6 Product Responsibility B6 產品責任	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/Appendix 2: Tables of Key Performance 食安精品守護者	There were no incidents of recalls on products and services due to safety and health reasons during the reporting period. And B6.1 is not applicable, as product recalls were not significant to the Group's scope of operations; and the Group strictly complied with the relevant laws and regulations on protecting intellectual property rights during the reporting period 報告期內沒有發生因安全與健康理由的產品及服務回收事件，且產品回收對本集團的營運而言並非重要範疇，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
B7 Anti-corruption B7 反貪污	General Disclosure 一般披露 Key Performance Indicators B7.1, B7.2, B7.3 關鍵性績效指標B7.1 · B7.2 · B7.3	About Us/Appendix 2: Tables of Key Performance 關於我們／附錄2：關鍵績效列表	
B8 Community Investment B8 社區投資	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	

Jiumaojiu International Holdings Limited
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