

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

九毛九
— 西北菜 —

2顆鸡蛋煎饼
DOUBLE EGGS

TAI ER
木二 Suancai & Fish
老坛子酸菜鱼

那未大叔 是大厨
THE UNCLE CHEF

怂

重庆火锅厂
Hot-pot Factory

赖美丽
眉山藤椒烤鱼

環境、社會及
管治報告

ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT

2021

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ABOUT THIS REPORT 關於本報告

This Report is the third Environmental, Social and Governance (“ESG”) Report issued by Jiumaojiu International Holdings Limited (9922.HK). Based on objective, comprehensive, regulative and transparent principles, this Report expounds management ideas, key practices and annual achievements for environmental, social and governance work of Jiumaojiu International Holdings Limited in 2021. This Report is compiled in Chinese and English versions. Should there be any content difference, the Chinese version prevails.

◇ SCOPE OF THE REPORT

Unless otherwise stated, this 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 2021, including the Group offices, branded restaurants and supply centers, etc. Since the daily operations of the franchised restaurants are independent of the Group’s management, they are excluded from the reporting scope. Regarding the key ESG performance of the joint venture aquaculture projects, the relevant reporting structure and methodology are currently under active construction by the Group, therefore, the data disclosed in this Report does not include relevant operations for the time being.

The reporting period is from January 1, 2021 to December 31, 2021. Some contents are beyond this period.

◇ REFERENCE STANDARDS

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*. Besides, the Report is also made reference to the *Initiative for Business for Good in the Catering Industry* promulgated by the Cheung Kong Graduate School of Business. The *Initiative* mainly starts from five dimensions, including food safety, supply chain management, employee development and welfare, and high-quality products and services, environmental improvement, etc. The content index of the *Guide* and *Initiative* are included in the Appendix of this Report

本報告是九毛九国际控股有限公司(9922.HK)發佈的第三份環境、社會及管治(Environmental, Social and Governance, 「ESG」)報告，本著客觀全面、規範透明的原則，詳細闡述2021年度本集團環境、社會及管治工作的管理理念、亮點實踐及年度績效。本報告以中文及英文編製，如有差異，請以中文文本為準。

◇ 報告範圍

除特殊說明外，本報告重點披露2021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，當中包括集團各地辦公室、品牌餐廳及供應中心等，而由於加盟店的日常營運未由我們進行管理，故未有包含於本報告範圍內。對於合資養殖項目環境、社會及管治責任方面的關鍵績效，本集團正積極構建有關匯報架構及方法，故本報告中所披露的數據暫未包含相關營運。

時間範圍為2021年1月1日至2021年12月31日，部分內容超出此範圍。

◇ 參考標準

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進行匯報。同時，報告亦參考由長江商學院頒佈的《餐飲行業商業向善倡議》進行編制，有關《倡議》內容主要從五個維度出發，包括食品安全、供應鏈管理、員工發展與福利、優質產品與服務、環境改善等等。《指引》與《倡議》的內容索引載於本報告附錄。



ABOUT THIS REPORT 關於本報告

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.

✧ REPORTING PRINCIPLES

Materiality : We continuously communicate with our stakeholders, regularly review the materiality of each sustainable development area, and conduct materiality assessments to determine critical environmental, social and governance issues. The assessment result is being approved by The Board of Directors. For further details, please refer to the “Sustainability Management” chapter.

Quantitative : This Report explains the criteria and methodology for calculating the relevant data, accompanied by the associated assumptions. The ESG key performance indicators (KPIs) are supplemented by explanatory notes to establish benchmarks where feasible.

Consistency : Unless otherwise specified, this Report applies a consistent methodology in preparing and presenting ESG information to allow for meaningful comparisons over time.

Balance : We appointed external sustainability consultants to provide an unbiased disclosure of all our positive and potentially negative data in this Report, describing the ESG performance of the Group fairly and ensuring that accurate information is available to the public and that the data presented has no selections, omissions, or other forms of manipulation that may inappropriately influence readers’ decisions or judgments.

✧ DATA SOURCES AND RELIABILITY GUARANTEE

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.

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。

✧ 報告原則

重要性：我們持續與利益相關方溝通，定期檢視各個可持續發展範疇的重要性，進行重要性評估以釐定重要環境、社會及管治事宜，且評估結果獲董事會批准。有關進一步詳情，請參閱「可持續發展管理」章節。

量化：本報告闡述了相關資料計算的標準和方法，以及相關假設，關鍵績效指標由解釋性說明補充，以在可行的情況下建立基準。

一致性：除另有指明外，本報告使用一致的方法編製及呈列環境、社會及管治資料，以便進行有意義的比較。

平衡：我們委任外部可持續發展顧問準備報告，不偏不倚地披露我們的所有正面及潛在負面數據，公正描述本集團ESG績效，確保大眾能接獲準確資料以及所呈列之資料數據並無不恰當使用影響讀者決策或判斷的選擇、遺漏或其他形式的操縱。

✧ 資料說明及可靠性保證

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、誤導性陳述或重大遺漏，並對其內容真實性、準確性和完整性負責。



ABOUT THIS REPORT 關於本報告

◇ ACKNOWLEDGEMENT AND APPROVAL

Upon confirmation by the management, this Report was passed by the Board on May 24.

◇ ACCESS TO THE REPORT

The electronic version of this Report is available at the websites of the Group (<http://www.jiumaojiu.com>) under “Announcements & Circulars” in “INVESTOR RELATIONS” section and The Stock Exchange of Hong Kong Limited (<http://www.hkexnews.hk>).

◇ REPORTING SPECIFICATION

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.

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

Jiu Mao Jiu 九毛九	means 指	our Jiu Mao Jiu (九毛九) North Western Cuisine brand 我們的九毛九西北菜品牌
Tai Er 太二	means 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	means 指	our Double Eggs (2顆雞蛋) brand 我們的2顆雞蛋煎餅品牌
Song 愆	means 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	means 指	our Uncle Chef (那未大叔) brand 我們的那未大叔是大廚品牌
Lai Mei Li 賴美麗	means 指	our Lai Mei Li Grilled Fish with Meishan Green Peppercorn (賴美麗眉山藤椒烤魚) brand 我們的賴美麗眉山藤椒烤魚品牌

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

◇ 確認及批准

本報告經管理層確認後，於2022年5月24日獲董事會通過。

◇ 報告獲取

本報告電子版可在本集團網站 (<http://www.jiumaojiu.com>) “投資者關係”下的“公告及通函”及香港聯合交易所有限公司 (<http://www.hkexnews.hk>) 查閱。

◇ 稱謂說明

為了方便表述和閱讀，本報告中的「九毛九集團」「本集團」「集團」「我們」均指代九毛九國際控股有限公司及其附屬公司。

同時，對報告中出現的集團旗下品牌名稱做了簡稱的定義，見下表：

除特別說明外，本報告中所有涉及資金貨幣種類均指人民幣。



CHAIRMAN'S MESSAGE 主席致辭

Fighting the COVID-19 crisis. The sudden and unprecedented public health emergency caused by the novel coronavirus pneumonia has imposed a challenge to our business innovation capabilities, operational resilience and crisis management capabilities. Even though the operation of the Group was not ideal in the early stage of the pandemic, it still demonstrated the Group's own corporate resilience and adaptability in the face of crisis. In the early stage of the pandemic, under the active promotion of the epidemic prevention policies of the government and the Group, we continued to pay close attention to the changes in the epidemic situation, maintained a keen sense of industry insight, and changed the aggressive brand development plan to a conservative one, which effectively reduced our operating costs and allowed us to have sufficient preparation to adjust the Group's future business development strategy. Amid the epidemic, while actively implementing effective anti-epidemic prevention measures for all stakeholders, securing the safety of employees and customers, and ensuring the quality of suppliers' supplies, the Group began to proactively undergo brand expansion plans in boosting the market share and attaining steady income returns. In addition, as a member of the nation, we have not forgotten to fulfil our responsibilities during the crisis and contributed to the national epidemic prevention work by donating cash and anti-epidemic materials and providing free love meals. The epidemic will eventually pass, we believe that the experience brought by the epidemic will foster the Group to achieve explosive growth in the future. At the same time, it also heightened employees' awareness of food safety and hygiene, which will bring a certain degree of optimization of the Group's internal and external policies, and enables us to fight against various unknown challenges in the future.

抗擊COVID-19危機。突如其來的新型冠狀病毒肺炎導致的公共衛生緊急事件，挑戰著我們的業務創新能力、營運應變能力及危機處理能力。縱使疫情初期令集團部份時間的營運未如理想，但亦展示了本集團自身臨危不亂、隨機應變的企業韌性。疫情初期，我們在積極推動政府及集團的防疫政策下，持續關注疫情變化，時刻保持敏銳的行業洞察意識，將進取品牌發展計劃轉為保守，有效減少我們的營運成本，亦讓我們有充裕的準備，調整集團未來業務發展戰略。而在疫情中期，在積極針對各利益相關方實施有效的防疫措施，保障員工與顧客的安全，確保供應商供貨的品質下，開始進取地開展品牌拓展計劃，增加其於市場佔有率，達到穩健的收益回報；除此之外，作為國家的一份子，在疫情期間我們亦不忘履行自身責任，通過捐贈現金、抗疫物資及提供免費愛心餐的方式，為全國防疫工作貢獻力量。疫情始終會過去，我們相信在疫情期間帶來的經驗，使集團能夠於未來有爆發性的增長，同時亦加深員工們對食品安全與衛生的意識，使整個集團內外以及政策上帶來一定程度的優化，讓我們能夠抗擊未來各種未知的考驗。



CHAIRMAN'S MESSAGE 主席致辭

Promoting green catering and fulfilling green development responsibilities. As a responsible catering enterprise, we are determined to achieve joint development of business operations and environmental protection. The Group continues to increase environmental investment in various brand stores and supply centers, implementing effective energy-saving and consumption-reducing measures throughout the operation process. We purchase from environmental certified suppliers, optimizing the pool of qualified suppliers through a comprehensive review. Also, the Group actively responds to the country's policy of preventing food waste and continues promoting the concept of cherishing food through different contact points with customers. Meanwhile, the Group strives to cultivate and improve employees' environmental awareness, adopting various feasible environmental protection suggestions from employees, reducing the negative impact on the environment during operation, and fulfilling the social responsibility of green development. The promulgation of the national standard *Green Catering Operation and Management* has guiding significance for improving the construction of green catering ingredients procurement, cooking innovation, and catering service standardization, providing directional guidelines for the construction of many social hot issues such as food-saving, healthy catering, and safety catering. The Group will actively refer to the guideline and optimize the current related policies and measures in Jiu Mao Jiu, accelerating the pace of the Group in shifting toward green management.

Shifting to a low-carbon future. Climate change is a major global concern, and we adhere that everyone has a responsibility to control the carbon emissions from their activities. Through active communication among the members of the sustainable development framework and consultation with third-party professional organizations, we identified the current sources of carbon emissions within the Group and formulated respective targeted monitoring policies. The dedicated department is responsible for reporting the related performance to ensure that the Group's current carbon emissions are sustainable and controllable. In addition, in the Group's future development plan, we promise to incorporate environmental and low-carbon considerations into each development project, actively use renewable energy, set KPI goals and promote the implementation to align the Group's sustainable development strategy and reduce environmental impact. We are committed to realizing the country's development vision of achieving peak carbon dioxide emissions by 2030.

推動綠色餐飲，履行綠色發展責任。作為一個負責任的餐飲企業，我們決心將業務營運與環境保護做到共同發展，持續增大於各品牌門店與供應中心中的環保投資，營運全過程實施有效的節能降耗措施：優先向持有環保認證的供應商進行採購；藉著全面審查工作，優化合格供應商庫；透過積極響應國家對制止餐飲浪費的方針；持續透過與客戶不同的接觸點灌輸珍惜食物的理念；同時培養及提升員工的環保意識，採納員工各種可行的環保建議，減少營運中對環境所造成的負面影響，踐行了綠色發展的社會責任。隨著國家標準《綠色餐飲經營與管理》的出台，對於健全綠色餐飲食材採購、烹飪創新、餐飲服務標準體系的建設有著指導性意義，對於建設節約餐飲、健康餐飲、放心餐飲等諸多社會熱點問題進行方向性指引。我們將積極參考其所作出的指導指引，優化現時九毛九有關的政策與措施，以加快集團邁向綠色經營的步伐。

轉向低碳未來。氣候變化是全球關注的重大議題，我們深信每人均有責任控制其活動所造成的碳排放。我們透過可持續發展架構成員間積極溝通及諮詢第三方專業機構，識別現時集團內或會產生碳排放的源頭並作出針對性的監控政策；由專職部門匯報有關表現，確保集團現時的碳排放可防可控。此外，在集團未來的發展計劃中，我們承諾在每個發展項目中加入環保低碳的考量，積極採用可再生能源，設置KPI目標並予以推進，以對齊集團的可持續發展策略，減少對環境造成的負面影響，成就國家2030年前碳達峰的發展願景。



CHAIRMAN'S MESSAGE 主席致辭

Advocating and leading industry innovation and transformation. The COVID-19 pandemic has accelerated the digital development of the catering industry, and the digitalization level of revenue, procurement, finance, marketing, operations, and customers has been dramatically improved. Over the years, we have continued to increase investment in the digitalization of catering and have built a Jiumaojiu proprietary business information system for the operation. Alongside our dedicated development plan, the Group's Informatization Team was greatly expanded this year. 46 programmers are recruited this year to perform repeat calculations to update the original information system and actively develop a new system, optimizing business processes, improving operational efficiency, and reducing employees' workload. We also participated in various seminars of industry associations, actively provided suggestions on industry development, food safety, energy conservation and environmental protection, and put forward our specific and pragmatic recommendations. We firmly believe that the Group will become a leader in the catering industry and lead the industry innovation and transformation.

The era of aquatic 4.0. The aquaculture industry has undergone tremendous changes in recent years, from independent breeding by farmers to more systematic and scientific production management. The country's *Outline of the Fourteenth Five-Year Plan* also mentioned the goals of "Deepening Agricultural Structural Adjustment" and "Promoting Green and Healthy Aquaculture", which further promoted the development of the domestic aquaculture industry. After years of development in the aquaculture industry, smart aquaculture has become a new model. In 2020, we started joint ventures with suppliers to launch two aquaculture projects. The projects realize informatization, digitization, intelligence and preciseness of aquaculture management, reducing the cost of aquaculture management and improving product quality, revitalizing production and efficiency. At the same time, an information-based traceability system has been developed to ensure product traceability, further create a safe dining environment for Jiumaojiu customers, and comprehensively strengthen the control of food safety from the source.

行業創新，引領行業變革。新冠病毒肺炎疫情加速了餐飲行業數位化發展進程，營收、採購、財務、行銷、運營、客戶數位化水準大幅提升。多年來，我們持續加大餐飲數位化的投入，並已就其於營運中構建九毛九專有的業務信息系統。隨著我們進取的發展計劃，本年度我們擴展了集團的信息化團隊，聘請了46位信息部員工，對原有系統進行更新反覆運算，並積極研發新系統，優化業務流程及提升營運效率，減輕員工工作負荷。我們亦持續參與行業協會各種研討會，積極在行業發展、食品安全、節能環保等方面積極建言獻策，提出了具有一定針對性和操作性的建議意見。我們深信集團必定能成為餐飲行業的領跑者，引領行業創新與變革。

水產4.0時代。近年，水產養殖業發生著巨大變化，從農戶散養逐漸向規模化、科學化的生產管理發展。國家的《十四五發展綱要》中亦提及到「深化農業結構調整」及「促進水產生態健康養殖」等等的目標，這進一步促成了國內水產養殖行業的發展。經過多年來水產行業的發展歷程，智慧水產養殖成為當下新模式。我們於2020年開始與供應商著手合資開展兩個養殖項目，項目實現養殖管理信息化、數位化、智慧化、精準化，降低水產養殖管理成本，提升產品品質，真正實現增產提效，同時打造了一個信息化的可追溯系統，保證了產品的可追溯性，為九毛九顧客進一步打造放心餐桌，全面強化源頭食品安全的管控。



CHAIRMAN'S MESSAGE 主席致辭

Care about staff development and ensure employee health and safety.

We always care about the protection of the rights of our employees. We established a comprehensive and systematic fostering system and an equal and diversified development platform to assist them in realizing self-growth. We continue to pay attention to the market remuneration trend, regularly review and improve the remuneration structure, and optimize employee benefits to protect their rights and interests. We provide various communication channels, encourage employees to speak up and report any injustice, and advocate a culture of integrity and probity. By promoting cultural diversity and organizing various employee activities, the relationship and cohesion among employees were improved, together with better communication and work efficiency. At the same time, we ensure the occupational safety of employees, provide support and care for employees in need, and create a diverse, inclusive and harmonious working atmosphere.

Adhering to the commitment to food safety and product quality.

To insist on providing customers with the safest and best quality food, we identified various hazard factors in the food life cycle. We implemented the tracking for the whole process, from ingredient sourcing, procurement inspection and acceptance, food inspection, dish processing, warehousing management to restaurant operation, optimizing food safety and quality control standards. We promoted landmark ingredients and seasonal dishes through mindful selection, production with heart, careful supervision, and considerate service, considering the nutritional value of products. We persistently pay attention to customers' changing tastes and demands, as well as the research and development of new dishes, to provide customers with safe, secure, diversified and healthy products and dining experiences.

Caring about the community and fulfilling the corporate social responsibility.

We have been providing care to the less-privileged group in the community, and we actively devote ourselves to 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 COVID-19 pandemic, safeguarding public health, and contributing to social development. In the future, we will continue to increase our public welfare investment in all aspects, uphold the attitude of "Business for Social Good", and help the country realize the era of "Common Prosperity".

注重員工發展，確保僱員的健康及安全。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。我們持續關注市場薪酬行情，定期審閱並完善薪酬架構體系，優化員工福利，以保障員工權益。我們提供多方面的溝通渠道，鼓勵員工勇於發聲，舉報任何不公的事件，倡導誠信廉潔文化。通過推廣多元文化及各種員工活動，改善員工間的關係與凝聚力，提升員工間的溝通與工作效率。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。

堅守對食品安全與產品品質的承諾。

為堅持向顧客提供最安全最優質的美食，我們識別食品生命週期中各種危害因素，從食材尋源、採購驗收、食材檢驗、菜品加工、倉儲管理、餐廳營運等環節的實施全流程跟蹤，持續健全食品安全和品質控制標準；通過精心選材、用心製作、悉心監督、貼心服務，推廣地標性食材與時令菜，考慮產品的營養價值，關注顧客的口味變化與訴求，以及推陳出新的菜品研發，為顧客提供安全、放心、多元化及健康的產品和用餐體驗。

關心社區，履行企業公益責任。

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。未來，我們將持續增大於各個方面的公益投入，秉持「商業向善」的態度，助力國家實現「共同富裕」的大時代。



CHAIRMAN'S MESSAGE 主席致辭

Business for Good. Entering the turbulent 2022, the pandemic has resurged, Russia and Ukraine have launched wars, and various social problems have become more and more prominent. On the road of gradually becoming a leader in the catering industry, Jiumaojiu has always adhered to the concept of "Do Our Part, Operate with Integrity", not only taking the growth of profits as an important indicator, we also hope that by continuously solidifying the company's foundation in all aspects to build a comprehensive competitive advantage, so as to strengthen our capability of "Good Intent" of the Jiumaojiu Group in the future. We believe that business for good should not only look at short-term monetary donations, but should be further embedded into our business operations, as only operations with good intent is sustainable "business for good" Therefore, over the years, we have not forgotten our original intention and insisted on being people-oriented. Whether during the transit of typhoon in Hainan in 1996 or the outbreak of SARS in 2003, merchants in the industry had raised prices one after another, but we were determined not to increase prices. At the beginning, various incidents of using waste oil or inferior food ingredients occurred frequently, but we firmly said "NO" to these, and we have always provided a variety of high-quality food ingredients to our customers, because we instinctively knew it's the right thing to do. Until now, the capability of the group's "Good Intent" has reached a considerable extent, and it is also the time when we start to spread "Good Intent". For example, by constructing breeding projects in far-flung areas to bring more employment opportunities to the local area, it can also effectively revitalise the economy of the rural areas; we have promoted the concept of environmental protection to the public through the projects of "Half Bowl of Rice", "Clear Your Plate" and "Tai Er Garbage Man" in order to reduce wastage; and we also have built a scientific training system and a diversified development platform within the Group and carried out school-enterprise cooperation with well-known universities to support the long-term development of the enterprise with talent growth and in the future, we also plan to make talent training radiate more catering personnel. Going forward, we will continue to integrate "Good Intent" into our business operations, put people first, and do the right thing.

商業向善。進入動盪的2022年，疫情反彈，俄烏掀起戰火，各種社會問題也越發凸顯，而九毛九在逐步成為餐飲行業領先者的道路上，一直秉持「本份做人，誠信經營」的理念，不止於將商業利潤的增長作為重要指標，更希望透過不斷紮實公司各方面的根基，全面建立競爭優勢，以壯大九毛九集團日後「善」的力量。我們認為商業向善，不應只單純看短期的金錢捐獻，而是更應該將其灌注於企業的經營當中，基於公司經營業務的「向善」才是可持續的「商業向善」；因此，多年來，我們不忘初心，堅持以人為本，無論在1996年海南颱風過境或2003年非典肺炎爆發，行內商家紛紛漲價，我們亦堅決不漲價；起步時，各種使用地溝油或劣質食材的事件頻頻爆發，但我們對這些都堅決說「不」，一直提供各種優質食材給予我們的顧客；因為我們本能地知道這是正確的事。直至現時，集團「善」的力量已有了相當的程度，亦是我們開始分發「善」的時候，例如：通過於遍遠地區建設養殖項目，為當地帶來更多的就業機會，亦能有效振興鄉村經濟；通過「半碗飯」、「光盤行動」、「太二垃圾俠」的項目，向大眾宣傳環保理念，減少浪費；在集團內部構建科學培訓體系和多元發展平台，與知名高校進行校企合作，以人才成長支持企業長遠發展，將來還計劃使人才培訓輻射更多餐飲人。在未來，我們會繼續將「善」融入於我們經營的業務，以人為本，做正確的事。



CHAIRMAN'S MESSAGE 主席致辭

I would like to take this opportunity to express my heartfelt gratitude to our employees who have adhered to the Group's line of defense on food safety and product hygiene during the past two years of the pandemic, fostering the effective implementation of the Group's development strategy. At the same time, employees' close coordination and unremitting efforts had enabled us to bring steady earnings during the epidemic. Jiumaojiu will continue to strive for excellence, work together with our stakeholders in creating synergic effects and promote a sustainable culture. We 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, and we strive to create value for each stakeholder continuously.

Chairman
GUAN Yihong

本人希望藉此機會向我們的員工表示衷心的感激和謝意，在這兩年的疫情期間，他們堅守集團食品安全與產品衛生的防線，有效實施集團的發展策略，同時作出緊密的協調和不懈的努力，促使我們能夠在疫情期間亦能同時帶來穩健的收益。九毛九將繼續精益求精，與我們的利益相關方繼續發揮協同作用，倡導可持續文化，堅持守護公眾健康，並以地球的可持續發展為長遠目標，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

◇ COMPANY BACKGROUND

Jiumaojiu International Holdings Ltd. is a catering group that focuses on the development and operations of Chinese-style chain restaurants. Incorporated in Haikou, Hainan province, Jiumaojiu has over 27 years of development. We stick to the multi-brand and multi-concept strategy, build brands of different styles to meet the needs of different customer classes, and bring fresh experience to the market. With the focus on different Chinese catering market segmentations, the Group now manages six self-developed brands, including Northwestern China cuisine Jiu Mao Jiu, sauerkraut fish restaurant Tai Er, Chinese style crepes Double Eggs, Chongqing hot pot Song, Cantonese cuisine Uncle Chef and Lai Mei Li grilled fish with Meishan Green Peppercorn. Jiumaojiu International Holdings Ltd. was listed on the Hong Kong Stock Exchange on January 2020, with the stock code HK.09922. In the year of 2021, we adhered to our multi-brand and multi-concept strategy and explored new business opportunities, aiming to further expand our market share and maintain our market position as a leading Chinese cuisine restaurant brand manager and operator in the People's Republic of China. We accelerated the expansion of our restaurant network when the operation of our existing restaurants recovered from the outbreak of the novel coronavirus COVID-19 (the "Pandemic"). As of December 31, 2021, we operated 453 restaurants and managed 17 franchised restaurants, covering 85 cities in the PRC, one city in Canada and one city in Singapore.

◇ 公司簡介

九毛九集團是一家以中式餐飲連鎖經營為核心的餐飲集團，始建於海南省海口市，經營至今已逾27年。集團經營策略以多品牌及多概念策略為基調，通過創立不同風格的品牌，接觸不同層面的消費者，為消費市場帶來全新體驗。旗下創立並運營「九毛九西北菜」、「太二酸菜魚」、「2顆雞蛋煎餅」、「愆」、「那末大叔是大廚」、「賴美麗眉山藤椒烤魚」六個不同細分領域中式餐飲品牌。九毛九國際控股有限公司在2020年1月於香港交易所掛牌上市，股票代碼HK.09922。2021年，我們遵循多品牌及多概念策略，並探索新業務機會，旨在進一步擴大我們的市場份額，並保持作為中華人民共和國領先的中餐廳品牌管理商及營運商的市場地位。當我們現有餐廳業務從新型冠狀病毒COVID-19爆發（「疫情」）中復甦後，我們已加快拓展餐廳網絡。截至2021年12月31日，我們在中國85個城市、加拿大1個城市及新加坡1個城市經營453間餐廳及管理17間加盟餐廳。

ABOUT US 關於我們

2021 Business Key Financial Performance

2021年度主要品牌關鍵財務績效

Indicator	指標	Data 數據
Number of new restaurants opened	新開張餐廳數量	
-Jiu Mao Jiu	- 九毛九	1
-Tai Er	- 太二	122
Revenue (RMB'000)	收入(人民幣千元)	
-Jiu Mao Jiu	- 九毛九	758,756
-Tai Er	- 太二	3,285,180
Seat Turnover rate¹	翻座率¹	
-Jiu Mao Jiu	- 九毛九	1.9
-Tai Er	- 太二	3.4
Average spending per customer (RMB)²	顧客人均消費(人民幣元)²	
-Jiu Mao Jiu	- 九毛九	59
-Tai Er	- 太二	80
Same-store sales (RMB'000)³	同店銷售(人民幣千元)³	
-Jiu Mao Jiu	- 九毛九	370,120
-Tai Er	- 太二	1,553,558
Same-store sales growth (%)	同店銷售增長(%)	
-Jiu Mao Jiu	- 九毛九	24.5
-Tai Er	- 太二	5.7

Notes:

- 1 Calculated by dividing total customer traffic by the product of total restaurant operation days and average seat count during the year.
- 2 Calculated by dividing revenue for the year by total customer traffic for the year.
- 3 Same store sales for the year refers to the revenue of all restaurants that qualified as same stores during that year. We define our same store base to be those restaurants that opened for at least 300 days in both 2020 and 2021.

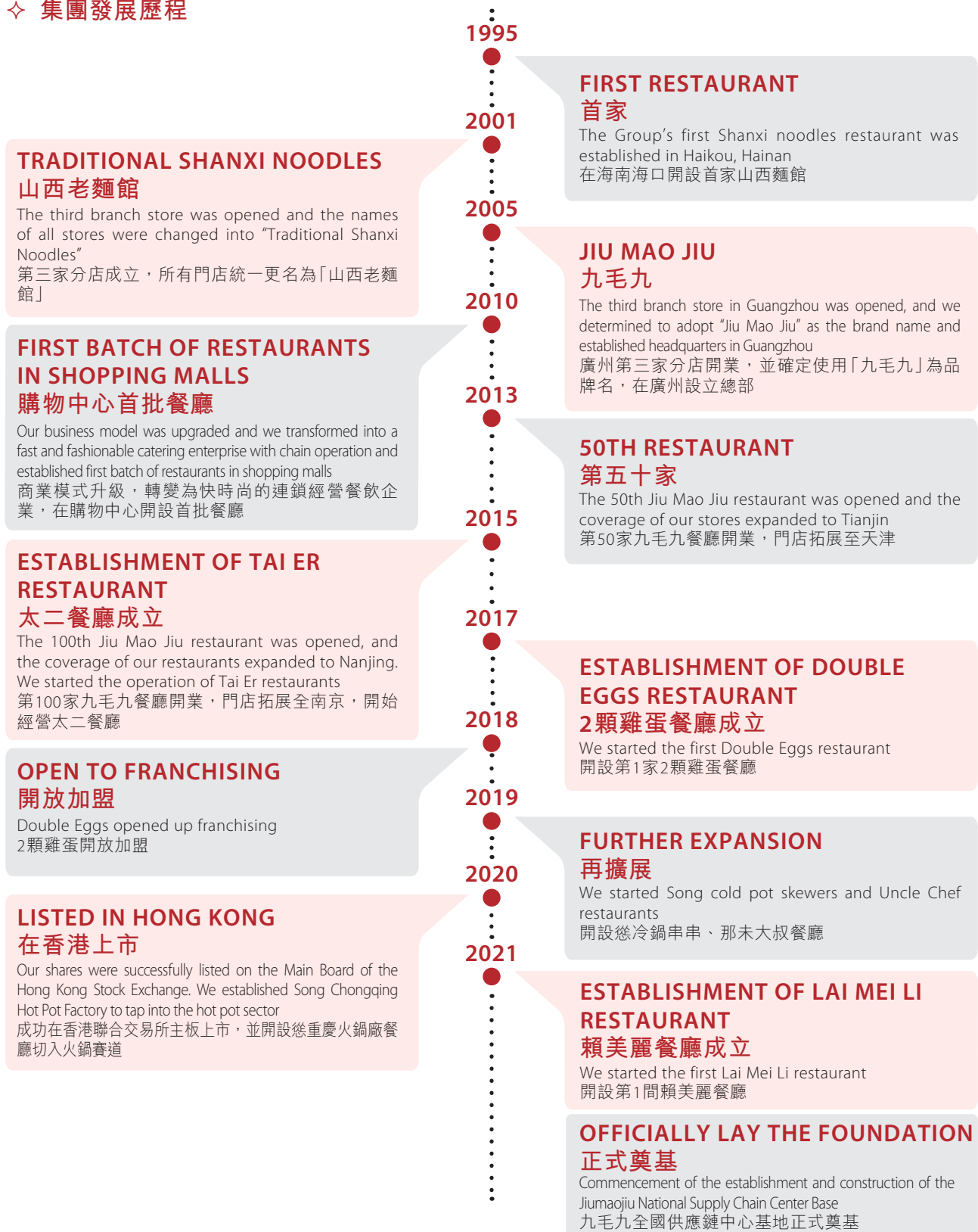
附註：

- 1 按年內總客流量除以總餐廳營運天數及平均座位數的乘積計算。
- 2 按年內收入除以年內總客流量計算。
- 3 年內同店銷售指在該年度符合同店資格的所有餐廳的收入。我們將同店基準定義為於2020年及2021年皆開業至少300天的餐廳。



◇ DEVELOPMENT HISTORY OF THE GROUP

◇ 集團發展歷程





ABOUT US 關於我們

◇ BRAND INTRODUCTION

九毛九

— 西北菜 —

Jiu Mao Jiu Northwest Chinese Cuisine was founded in 1995. After 27 years of development, it has become a famous restaurant chain brand. As one of China's top 100 catering brands and a "gourmet landmark" in Guangzhou's catering industry, Jiu Mao Jiu has integrated and innovated the ingredients of the Northwest, bringing "full-kilo gigantic pork ribs", "Shanxi old vinegar sea bass", "Tongguan meat buns", "lamb skewers" and other classic delicacies to the public diners. Moreover, Jiu Mao Jiu's birthday noodles have become everyone's "birthday luck", warming up generation by generation. Today, Jiu Mao Jiu Northwest Cuisine has re-started with the brand strategy of "Loved by Three Generations", launching meals more suitable for three generations and providing more services tailored for family dining, friends gathering, and one-person dining scenes, enabling customers to feel comfort and warmth.



Tai Er was established in 2015, mainly focusing on Chinese sauerkraut fish, an innovative internet catering brand. Tai Er expresses the attitude of "Er" in a way that suits young people's tastes, insists on innovating traditional culture, advocates that sauerkraut is better than fish, and turns the three-thousand-year-old pickled cabbage into a symbol of Chinese trend culture. The unique texture and quality have conquered consumers' taste buds and won the recognition of consumers. Tai Er stores are mainly concentrated in Beijing, Shanghai, Guangzhou, Shenzhen and other first-tier, second-tier and new first-tier cities, and we are also actively expanding overseas. As of December 31, 2021, there are a total of 350 Tai Er stores.



Double Eggs Chinese style crepes is a fun and fashionable light food brand created with 200°C enthusiasm. The original intention of Double Eggs Chinese style crepe is to bring the previous crepe skills back to the lives of young people, adding fresh and popular ingredients in developing different flavors and giving new imaginations to traditional food. We are committed to making the most hearty crepes, insisting on good ingredients, good taste and good attitude, delivering the healthiest nutrition and deliciousness to consumers.

◇ 品牌介紹

九毛九西北菜始創於1995年，經過了27年的發展，成為了備受大眾喜愛的餐飲連鎖品牌。作為中國餐飲百強品牌，廣州飲食行業的「美食地標」，九毛九把西北食材融合創新，為廣大食客帶來了「二斤大骨頭」、「山西老醋鱸魚」、「潼關肉夾饅」、「羊肉串」等經典美味，而九毛九的生日面，更是成為了大家的「生日小確幸」，溫暖了一代又一代人。如今九毛九西北菜重新出發，以「三代人，都喜愛」為品牌策略，推出更適合三代人的下飯菜品，提供更多適合家庭用餐、朋友聚會、一人食場景的服務，讓顧客感受到舒適與溫馨。

太二成立於2015年，主打一道老壇子酸菜魚，是創新互聯網餐飲品牌。太二以符合年輕人趣味的方式表達「二」的態度，堅持創新傳統文化，主張酸菜比魚好吃，把有三千年歷史的酸菜變成一個中國潮流文化的符號，並憑藉獨特的口感和良好的品質征服了消費者的味蕾，贏得了消費者們的認可。太二門店主要集中在北京、上海、廣州、深圳等一二線及新一線城市，並同時積極向海外擴張。截至2021年12月31日，太二門店共有350間。

2顆雞蛋煎餅，一個用200°C熱情打造的好玩時尚的輕食品牌。2顆雞蛋煎餅的初心，是希望將從前的煎餅技藝帶回到年輕人的生活之中，加入新鮮、流行的食材，研發不同的口味，賦予傳統美食的新想像，致力於做最有heart的煎餅，堅持好原料、好味道和好態度，將最健康的營養和美味送到你手中。



ABOUT US 關於我們



Song Chongqing Hot Pot Factory is a new sub-brand of Jiumaojiu. It is mainly engaged in Chongqing spicy hotpot, with its own fried soup bases and daily fresh beef. Taking “Happy Factory” as its brand concept, it combines innovative space and experience to spread youth people’s trend culture. “Song” is not a compromise of life, but the calmness to discover one’s actual wants. “Song” is not a hot pot restaurant but a happy manufacturing factory to remind you “as long as you are happy” during a hot pot meal.



The Uncle Chef is a light luxury Cantonese cuisine directly managed by Jiumaojiu Group. It is a Cantonese restaurant run by a gentleman, who uses steaming, boiling, braising, stewing, pan-frying, deep-frying and baking to minimize the destruction of the ingredients and preserve the original taste of food and materials. One chicken, one fish, one soup, they show the ordinary freshness of Cantonese cuisine. On August 23, 2021, our restaurant was shortlisted for Meituan’s “2022 Black Pearl Restaurant Guide”. The Black Pearl Restaurant Guide is the first proposed Chinese food guide released by Meituan. It mainly covers Chinese food standards in three dimensions: culinary standards, restaurant standards, and inheritance and innovation. The Black Pearl Restaurant Guide also suggests evaluation criteria with Chinese characteristics such as cultural heritage, innovation and integration.



Lai Mei Li’s first restaurant of Grilled Fish with Meishan Green Peppercorn was located in Tianhe District, Guangzhou in August 2021. Different from other grilled fish restaurants, Lai Mei Li emphasizes live fish raised in our own fish ponds, and is committed to creating a young culture, hatching a Lai Mei Li IP character that is full of personality, having a more direct dialogue with young groups, making Lai Mei Li not only a place for catering but also a symbol of young people.

怂重慶火鍋廠是九毛九旗下全新子品牌，主營重慶麻辣火鍋，主打自己炒的鍋底和每日新鮮的牛肉，以「開心製造廠」作為品牌理念，結合創新的空間和體驗，傳播年輕人的潮流文化。「怂」不是對生活的妥協而是對人生的從容弄清自己想要的才能看淡無謂的，怂不是一家火鍋店而是一間開心製造廠用一頓火鍋的時間提醒你：「你，開心就好」。

那未大叔是大廚 — 九毛九集團旗下直營輕奢大廚粵菜，是一家由紳士大叔主理的大廚粵菜餐廳，用蒸、煮、燜、燉、煎、炸、焗，對食材破壞最少的精心烹調方式，保留食、材原味真鮮。一雞，一魚，一湯，足見粵菜裡的平凡清鮮滋味臻功夫。2021年8月23日，太陽新天地店更入圍美團「2022黑珍珠餐廳指南」。黑珍珠餐廳指南是美團發佈的首份提出中國美食標準的美食指南，主要涵蓋烹飪水準、餐廳水準、傳承創新三個維度的中國美食標準。黑珍珠餐廳指南還特別提出了文化傳承、創新融合等具有中國特色的評估標準。

賴美麗眉山藤椒烤魚首店於2021年8月落戶廣州天河，區別於其他的烤魚店，賴美麗以自家魚塘養殖的活魚為主打，並致力於打造年輕人的文化，孵化出一個充滿個性的賴美麗IP人物，以更直接的方式與年輕群體對話，讓賴美麗不僅僅是吃飯的地方，更是一個年輕人的符號。

SUSTAINABILITY MANAGEMENT

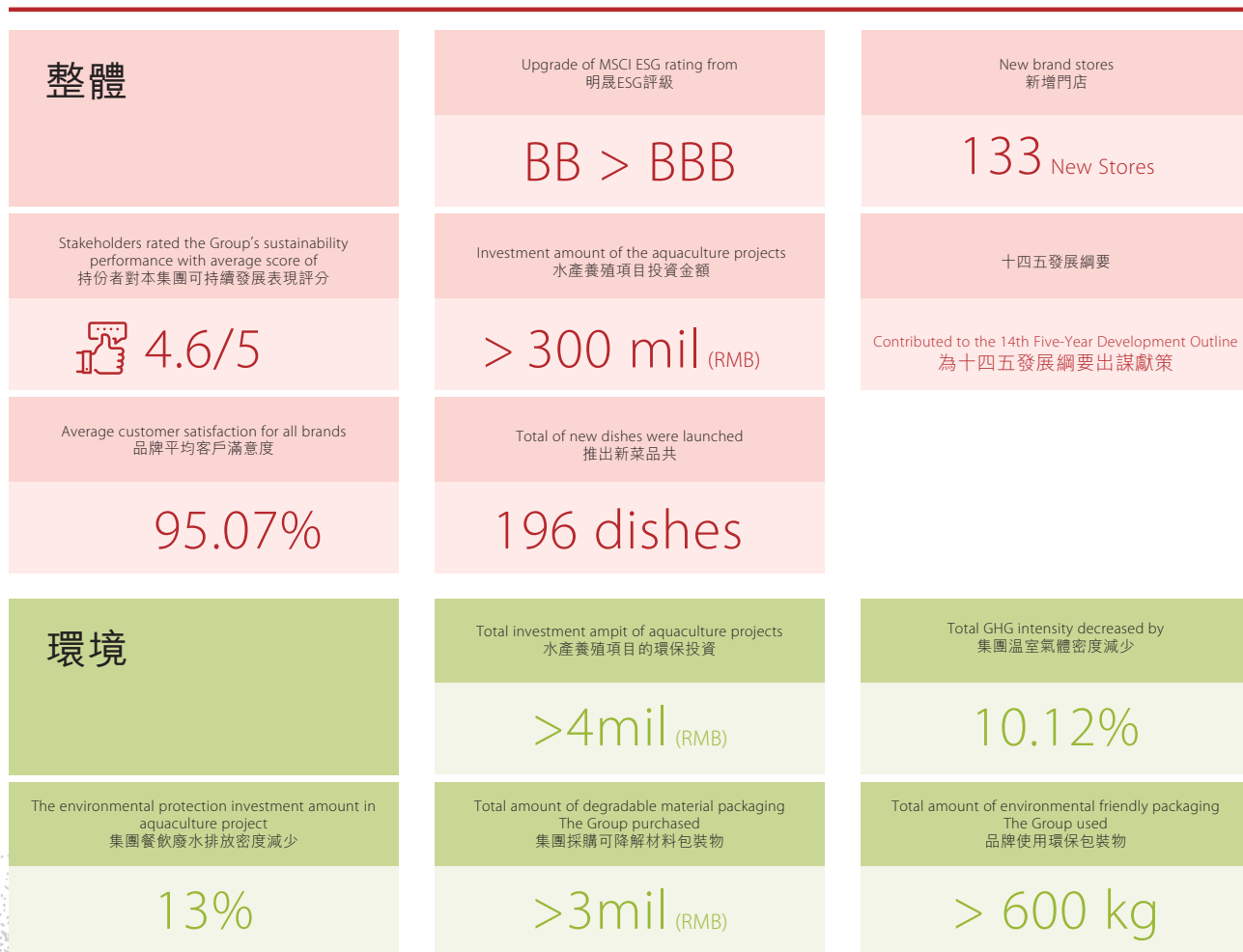
可持續發展管理

Sustainable development is the key to the long-term success of an enterprise. The 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. In addition, amid perfecting the sustainable development strategy, we reconsidered the approach of giving back to society. We actively carry out various community projects and donations to respond to our most relevant and pressing social issues, especially in the post-pandemic era, with societal changing expectations and needs. To give back to the community, we utilize our resources and networks in supporting our employees, customers, and all business-related parties in the broader community.

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。此外，在完善可持續發展策略的過程中，我們亦重新考量回饋社會的策略。我們積極開展各種社區項目與捐贈，以回應與我們最為相關及逼切的社會議題，尤其是在疫情時代後，社會上出現不斷變化的期望及需要；運用我們的資源及網絡，支持包括員工、顧客以至廣泛社區的所有與業務有關人士，回饋社會。

2021 Jiumaojiu Group ESG Performance Highlights

2021年度九毛九集團核心ESG表現





SUSTAINABILITY MANAGEMENT
可持續發展管理

2021 Jiumaojiu Group ESG Performance Highlights
2021年度九毛九集團核心ESG表現

管治	Employees diagnosed with COVID-19 確診新冠肺炎病毒員工	0	Employees signed the Food Safety Commitment 簽署食品安全承諾書	ALL
	Food ingredients inspection and acceptance passing rate 食品原料檢驗合格率	96.32%	Annual suppliers evaluation passing rate 年度供應商評審合格率	81.76%
	Food safety supervision inspections passing rate 食品安全監督合格率	99.51%	Quality inspections of brand stores and supply centers 門店及供應中心內部品質稽查次數	4,086 times
社會	Total employees training hours 員工受訓總時數	> 100K hrs	Employees with disabilities 協助殘疾人士就業人數	52
	Subsidy for employees in need 幫扶困難員工金額	~ 260K (RMB)	Charitable donations 公益慈善捐款	~ 333K (RMB)



SUSTAINABILITY MANAGEMENT 可持續發展管理

◇ GOVERNANCE STRUCTURE

To systematically consolidate 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 Directors is responsible for supervising the Group's sustainable development strategy, fostering the sustainable development culture in a top-down approach while ensuring that ESG considerations become an integral part of business decisions. Furthermore, The Board of Directors is also responsible for identifying and addressing risks and adverse factors that may hinder the Group's sustainable development progress through a comprehensive strategy, regularly reviewing the Group's ESG performance to initiate pinpointed sustainability measures, and approving information disclosures in the ESG report. In 2021, we set up an ESG committee under the Board consisting of representatives of the Company's management and inter-departmental teams, which is responsible for the overall ESG governance of the Group and reports directly to the Board. The ESG Committee is also responsible for tracking various ESG-related information and trends inside and outside the Group, conducting ESG seminars within the Group and adding them to the agenda of board meetings, tracking the implementation of the Group's ESG targets and regularly adjusting the targets, and understand the stakeholders' concerns regularly and to be raised and discussed at the daily meetings of various departments.

Based on the materiality assessment, the Group examines the critical ESG issues identified and incorporates them into the consideration of each functional department upon expansion. Under the leadership of the headquarters Finance Department, the ESG Task Force is responsible for coordinating ESG tasks, solving ESG-related issues from departments, and assisting the ESG report preparation. Under the strategic advice and guidance of The Board, the headquarters and departments related to branding in the ESG Task Force is accountable for guiding, monitoring and supervising the implementation of sustainable development measures, assessing and managing various risks in operations, and consolidating and delivering of ESG information. And the operation related departments are accountable for implementing specific tasks in accordance to the requirements from ESG Task Force, and report the ESG information regularly.

During the reporting period, the Board and a third-party climate change and sustainable development consultant held a meeting related to ESG issues, which examined the primary reasons for the mounting ESG popularity in recent years, some industrial practices on ESG implementation, and exchanged opinions of the domestic institutional requirements for ESG disclosure and the ESG framework of the food and beverage industry. The results of discussions on relevant issues have also been incorporated into the consideration of ESG issues in this Report. In the future, the Board of Directors will continue to comprise ESG issues in the agenda of daily meetings to advocate a culture of sustainable development within the Group.

◇ 管治架構

為了有系統地鞏固我們對可持續發展的承諾，本集團建立可持續發展管治架構，推動集團ESG管治工作有序進行。董事會負責指導集團的可持續發展策略，自上而下倡導可持續發展文化，確保ESG考量成為業務決策不可或缺的一部份；通過綜合策略識別及解決潛在阻礙集團可持續發展進程的風險及不利因素；定期檢討集團的環境、社會及管治表現，從而啟動針對性的可持續發展措施；以及審批ESG報告披露資料。於2021年，我們在董事會下設一個由公司管理層代表及跨部門團隊代表組成的ESG委員會，專責集團整體ESG管治工作及直接向董事會匯報。ESG委員會亦負責追蹤集團內外各種ESG相關的信息與趨勢，於集團內部展開ESG研討會並加入於董事會會議議程當中；追蹤集團各ESG目標的實施情況，並定期對目標進行調整及定期了解利益相關方關注點，並於各部門日常會議提出並作出討論等待。

本集團就重要性評估中所識別的ESG議題進行梳理並加入到各個職能部門拓展時的考量當中，由總部金融部作為ESG工作小組牽頭部門，負責統籌及協調各部門的ESG管理工作，解答各部門提出與ESG相關的問題，以及協助ESG報告編製；而ESG工作小組中總部及品牌相關部門則負責按照董事會所提出的策略及指導下，引導、監察及監督各營運單位可持續發展措施的實施進度，評估及管理運營間的各種風險，以及ESG信息的匯總報送；而各營運單位則負責落實具體ESG工作，並定期上報ESG信息。

於報告期內，本集團董事會與第三方氣候變化與可持續發展顧問進行了一場以ESG為主題的會議，當中探討近年ESG熱度上升的主要原因，部份行業於ESG方面的實踐，國內機構對ESG披露的要求以及餐飲行業議題框架的討論。而有關議題討論結果亦已經加入本報告制定ESG議題的考量當中。日後，董事會將繼續於日常會議的議程中加入ESG事項，倡導集團內可持續發展的文化。



SUSTAINABILITY MANAGEMENT 可持續發展管理

Jiumaojiu Sustainability Development Framework

九毛九可持續發展架構圖

Top-down Approach: Guiding, monitoring and supervising the implementation of sustainable development measures
自上而下引導、監察及監督集團可持續發展進程

Bottom-up Approach: Regularly report ESG issues and provide feedbacks
自下而上定期上報ESG事宜及意見反饋



SUSTAINABILITY MANAGEMENT


可持續發展管理

◆ STAKEHOLDERS ENGAGEMENT

The 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 opinions and expectations of all stakeholders and set out phased key work in the sustainable development of the Group clearly in the fiercely competitive market, which allowing the Group to fully enhance its level of sustainable development.

◆ 利益相關方參與

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，通過各種開放的溝通渠道，本集團更能深入理解利益相關方的意見與期望，從而有助本集團在競爭激烈的市場中整裝待發，迅速作出適當的戰略調整，更能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準。



Shareholders/Investors
股東／投資者

- **Issues of Concern**
關注議題
 - Operational strategies of the Group
集團經營戰略
 - Compliance and honest operation
合規廉潔營運
 - Safeguarding investors' interest
保障投資者權益
 - Stable investment returns
穩定的投資回報
 - Accurate and transparent information disclosure
信息披露準確透明
- **Communication Channels**
溝通渠道
 - Information disclosure
信息披露
 - General meetings
股東大會
 - Investors meetings and roadshows
投資者會議和路演
 - Investors hotline/mailbox
投資者熱線／郵箱
 - Official Website
官方網站
- **Response to Appeals**
訴求回應
 - Transparent and open information disclosure
透明公開的信息披露
 - Enhancing corporate risk management
加強企業風險管理
 - Boosting value creation capabilities
加強價值創造能力
 - Improving brand value
提升品牌價值



Government/Regulatory authorities
政府／監管機構

- **Issues of Concern**
關注議題
 - Legal and compliance operation
合法合規經營
 - Food Safety and Hygiene
食品安全及衛生
 - Occupational health and safety
職業健康及安全
 - Complete internal control and risk management
完善的內部控制和風險管理
 - Energy saving and emission reduction
節能減排
 - Promoting economic
促進經濟發展
 - Combating Covid-19 pandemic
抵抗新冠肺炎疫情
- **Communication Channels**
溝通渠道
 - Regular visit
定期走訪
 - Routine inspections
常規巡查
 - Communication on policies
政策溝通
 - Compliance reports
合規報告
 - Attendance at symposiums
參與座談會
- **Response to Appeals**
訴求回應
 - Tax payment in accordance with law
依法納稅
 - Strengthening compliance operation
加強合規營運
 - Enhancing safety management
加強安全管理
 - Green offices
綠色辦公
 - Launching various environmental activities
開展各種環保活動
 - Enlarging informationalized operations
持續擴大信息化運營



Consumers
消費者

- **Issues of Concern**
關注議題
 - Food Safety and Hygiene
食品安全及衛生
 - Food quality and diversity
餐食品質及多元化
 - Customer privacy protection
顧客隱私保護
 - Customer service experience
顧客服務體驗
 - Combating Covid-19 pandemic
抵抗新冠肺炎疫情
- **Communication Channels**
溝通渠道
 - Communication on services at stores
門店服務溝通
 - Complaints mailbox/hotline
投訴信箱／熱線
 - Official WeChat
官方微信
 - Satisfaction survey
滿意度調查
 - Brand marketing campaigns
品牌營銷活動
- **Response to Appeals**
訴求回應
 - Strict control on food ingredient procurement
嚴控食材採購
 - Optimizing product quality
優化產品質量
 - Standardizing cooking process
煮食流程標準化
 - Regular sanitizing and cleaning in stores
門店恆常消毒清潔
 - Expanding R&D team
擴大研發團隊
 - Improving customer experience
提升客戶體驗
 - Safeguarding consumers' interests
保障消費者權益



SUSTAINABILITY MANAGEMENT 可持續發展管理

Employees 員工



- **Issues of Concern**
關注議題
 - Safeguarding legitimate interests of employees
保障員工合法權益
 - Occupational health and safety
職業健康及安全
 - Equal employment
平等就業機會
 - Employees' remuneration and welfare
員工薪酬福利
 - Diversified development
多元化發展
 - Combating Covid-19 pandemic
抵抗新冠肺炎疫情
- **Communication Channels**
溝通渠道
 - Labor contracts
勞動合同
 - Performance management mechanism
績效管理機制
 - Trainings and communication
培訓交流
 - Chairman's mailbox
董事長信箱
 - Employee representatives' meetings
職工代表大會
 - Internal WeChat platform
內部微信平台
- **Response to Appeals**
訴求回應
 - Safeguarding employees' interests
保障員工權益
 - Conducting employee trainings
開展員工培訓
 - Diversified occupational development
多元職業發展
 - Abundant employee activities
豐富員工活動

Suppliers/Partners 供貨商／合作夥伴



- **Issues of Concern**
關注議題
 - Fair procurement and bidding
公平招採
 - Faithful performance of contracts
誠信履約
 - Product quality guarantee
產品質量保證
 - Establishment of sustainable partnership
建立可持續合作關係
- **Communication Channels**
溝通渠道
 - Supplier assessment
供貨商評估
 - Cooperation agreements
合作協議
 - On-site inspections
實地考察
 - Supplier meetings
供應商會議
- **Response to Appeals**
訴求回應
 - Equal and fair procurement
公平公正採購
 - Enhancing supply chain management
加強供應鏈管理
 - Promoting sustainable partnership
促進可持續合作關係

Community 社區



- **Issues of Concern**
關注議題
 - Conducting social welfare activities
開展社會公益
 - Promoting community relations
促進社區關係
 - Green operation
綠色營運
- **Communication Channels**
溝通渠道
 - Community activities
社區活動
 - Community services
社區服務
- **Response to Appeals**
訴求回應
 - Conducting charitable and voluntary activities
開展公益和志願活動
 - Enhancing safety management of restaurants
加強餐廳安全管理
 - Adhere advancement in environmental and low-carbon restaurants
堅持推進餐廳環保低碳
 - Strict control and optimize kitchen waste management
餐廚垃圾嚴格管理及資源化



SUSTAINABILITY MANAGEMENT 可持續發展管理

✧ 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 2021, the Group engages a third-party consultant company to conduct objective materiality assessment through surveys of target stakeholders, and 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. There were 3 ESG issues were added into the Group ESG issues pool, including inclusion, equity opportunities and anti-discrimination, contributing to industry development and combating COVID-19 pandemic. 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.

✧ 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。2021年，本集團委聘第三方顧問公司透過調查目標利益相關方進行客觀重要性評估，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，新增員工包容，平等機會及反歧視、貢獻行業發展、及抵抗新冠肺炎疫情等3個議題。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，以瞭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

Procedures for Materiality Assessment of Issues

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 26 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2021年ESG管理議題庫，共計26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 225 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225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。

SUSTAINABILITY MANAGEMENT

可持續發展管理

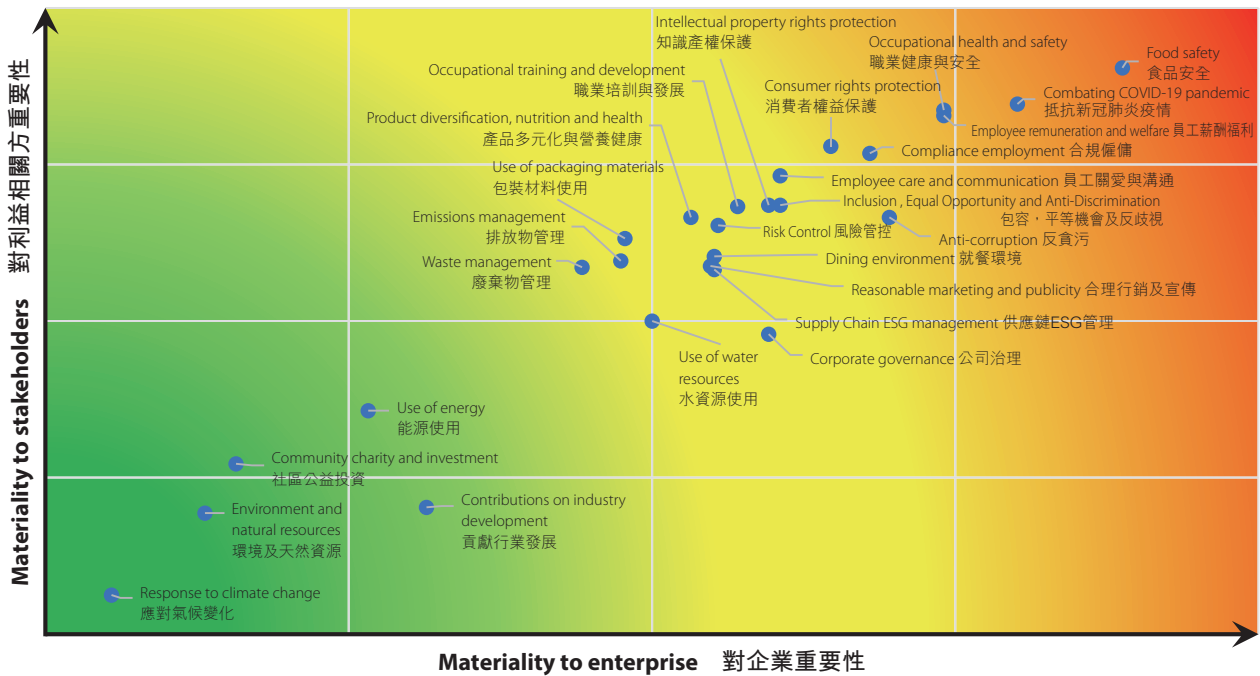
✧ MATERIALITY MATRIX AND LIST OF ISSUES

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 26 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, combating COVID-19 pandemic, occupational health and safety and employee remuneration and welfare. 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.

✧ 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26項ESG議題。重要性程度較高的議題位於矩陣的右上角，而重要性程度較低的議題則位於左下角。重要性最高四項議題依次為食品安全、抵抗新冠肺炎疫情、職業健康與安全及員工薪酬福利。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。

2021 Materiality Matrix of ESG Issues of Jiumaojiu
九毛九2021年ESG議題重大性分析矩陣





SUSTAINABILITY MANAGEMENT 可持續發展管理

Materiality 重要程度	Order 排序	Issues 議題	Change in materiality 重要程度變化
High 高度	1	Food safety 食品安全	—
	2	Combating COVID-19 pandemic 抵抗新冠肺炎疫情	Newly added 新增
	3	Occupational health and safety 職業健康與安全	—
	4	Employee remuneration and welfare 員工薪酬福利	↑
Medium 中度	5	Compliance employment 合規僱傭	↑
	6	Consumer rights protection 消費者權益保護	↓
	7	Anti-corruption 反貪污	↑
	8	Employee care and communication 員工關愛與溝通	↑
	9	Inclusion, Equal Opportunity and Anti-Discrimination 包容·平等機會及反歧視	Newly added 新增
	10	Intellectual property rights protection 知識產權保護	↑
	11	Occupational training and development 職業培訓與發展	↑
	12	Risk Control 風險管控	↓
	13	Product diversification, nutrition and health 產品多元化與營養健康	↑
	14	Dining environment 就餐環境	↓
	15	Reasonable marketing and publicity 合理行銷及宣傳	↑
	16	Supply Chain ESG management 供應鏈ESG管理	↓
	17	Use of packaging materials 包裝材料使用	↑
	18	Corporate governance 公司治理	↓
	19	Emissions management 排放物管理	↓
	20	Waste management 廢棄物管理	↓
	21	Use of water resources 水資源使用	↓



SUSTAINABILITY MANAGEMENT 可持續發展管理

Materiality 重要程度	Order 排序	Issues 議題	Change in materiality 重要程度變化
Low 低度	22	Use of energy 能源使用	↑
	23	Contributions on industry development 貢獻行業發展	Newly added 新增
	24	Community charity and investment 社區公益投資	↓
	25	Environment and natural resources 環境及天然資源	↓
	26	Response to climate change 應對氣候變化	↓



HONORS AND PERFORMANCE

獎項及榮譽

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，不斷瞭解及探索行業動向及發展趨勢，共同推動行業進步。

✧ AWARDS AND HONORS

✧ 獎項及榮譽清單

Aspect 方面	Awards and Honors 獎項及榮譽	Award-winning Content 獲獎內容	Issuing authority 頒發機構
Corporate Governance 公司治理	The 5th Golden Hong Kong Stocks Annual Awards Ceremony – Best Hong Kong Stock Connect Company 第五屆金港股年度頒獎盛典 – 最佳港股通公司	Jiumaojiu International Holdings Limited 九毛九国际控股有限公司	Zhitong Finance & Royal Flush Information 智通財經及同花順財經
	Top 100 Service Enterprises in Guangdong Province 廣東省服務業百強企業	Guangzhou Jiumaojiu Catering Chain Co., Ltd. 廣州九毛九餐飲連鎖有限公司	Guangdong Provincial Enterprise Confederation 廣東省企業聯合會
	The Most Growing Overseas Listed Company in 2021 2021年最具成長海外上市公司	Jiumaojiu 九毛九	National Business Daily 每日經濟新聞
	Hurun Most Valuable Restaurant Chain in China 2021 2021年胡潤中國餐飲連鎖投資價值榜	Jiumaojiu and Tai Er Chinese Sauerkraut Fish 九毛九& 太二酸菜魚	Hurun Research Institute 胡潤研究院
	China Financing Award – 2021 Best Brand Value Award, Most Potential Listed Company 中國融資大獎 – 2021年最佳品牌價值獎、最具潛力上市公司	Jiumaojiu International Holdings Limited 九毛九国际控股有限公司	China Financing 中國融資
	5th IR Annual Conference and Awards Ceremony 2021/2022 – 2021 China IR Best Capital Market Communication Award 第五屆中國卓越IR評選2021/2022 – 2021年度中國最佳資本市場溝通獎	Jiumaojiu International Holdings Limited 九毛九国际控股有限公司	Roadshowchina.cn & IR 路演中及卓越IR

HONORS AND PERFORMANCE

獎項及榮譽

Aspect 方面	Awards and Honors 獎項及榮譽	Award-winning Content 獲獎內容	Issuing authority 頒發機構
Brand and Product 品牌與產品	Eat in Guangdong – Brand Catering Enterprise 食在廣東 – 品牌餐廳企業	Jiu Mao Jiu 九毛九	Guangdong Restaurant Association 廣東省餐飲服務行業協會
	2021 Brand Value List of Chinese Listed Companies – Top 50 Upstart Companies 2021中國上市公司品牌價值榜 – 新銳榜Top50	Jiu Mao Jiu 九毛九	China Enterprise Development Centre & National Business Daily 中國企業發展中心&每日經濟新聞
	2021 Brand Value List of Chinese Listed Companies 2021年中國上市公司品牌價值榜	Jiu Mao Jiu 九毛九	2nd China Catering Brand Festival 2021 2021年第二屆中國餐飲品牌節
	Top 10 Chinese Noodle Restaurant Brands in the first half of 2021 2021年上半年中國中式麵館品牌排行TOP10	Jiu Mao Jiu 九毛九	iiMedia 艾媒金榜
	The Most Leading Chain Brand in 20 Years of Commercial Real Estate in South China 華南商業地產風雲20載最具領導力連鎖品牌	Jiu Mao Jiu 九毛九	www.topbiz360.com 第一商業網
	2021 CCFA Chain Catering Innovation Case Studies 2021年度CCFA連鎖餐飲創新案例	Tai Er Chinese Sauerkraut Fish 5th Anniversary Marketing Case of Tai Er Bathhouse & Tai Er Sauerkraut Fish – “It’s Better to Pick Up Garbage if You Play With Your Mobile Phone Every Day” Public Welfare Activity 太二酸菜魚5週年慶《太二澡堂》營銷案例&太二酸菜魚-「天天玩手機，不如撿垃圾」公益活動	China Chain Store & Franchise Association 中國連鎖經營協會



HONORS AND PERFORMANCE 獎項及榮譽

Aspect 方面	Awards and Honors 獎項及榮譽	Award-winning Content 獲獎內容	Issuing authority 頒發機構
	Gourmet Landmark 美食地標	Jiu Mao Jiu full-kilo gigantic pork ribs 九毛九二斤大骨頭	Jointly assessed by "Gourmet Herald", the five major associations of Guangzhou catering industry 廣州飲食行業五大協會《美食導報》聯合評定
	Red Eagle Awards – 2021 Top 100 China Catering Brand 紅鷹獎 – 2021年度中國餐飲品牌力百強	Jiu Mao Jiu & Tai Er Chinese Sauerkraut Fish 九毛九& 太二酸菜魚	World Federation of Chinese Catering Industry & Hongcan Wang 世界中餐業聯合會&紅餐網
	Demonstration Enterprise of Quality and Safety Improvement Project in Catering Industry 餐飲業品質安全提升工程示範企業	Guangzhou Jiumaojiu Catering Chain Co., Ltd. 廣州九毛九餐飲連鎖有限公司	China Cuisine Association 中國烹飪協會
Social Responsibility 社會責任	Model Enterprise of Social Responsibility 社會責任典範企業 COVID-19 Pandemic Prevention and Control Donation Outstanding Contribution Award 新冠肺炎疫情防控捐贈突出貢獻獎	Jiu Mao Jiu 九毛九 Jiu Mao Jiu 九毛九	Guangdong Restaurant Association 廣東省餐飲服務行業協會 HuBei Charity Federation 湖北省慈善協會



INDUSTRY CONTRIBUTION 行業貢獻

As a leading catering enterprise, Jiumaojiu Group has voiced through industry associations at all levels, actively contributing and advising on industry development, food safety, energy conservation and environmental protection. We have actively participated in high-end industry associations such as the Chain Summit of China Chain Store & Franchise Association (CCFA) and the Catering Service Industry Association of Guangdong's President Joint Meeting and Leader Summit. Being an organizer or representative of the guest panel, the Group put forward profound insights into regulating and guiding chain catering enterprises' development. As a member of the Policy Committee of the China Chain Store & Franchise Association, Jiumaojiu Group has continued to participate in industry exchanges. Based on the operating performance of the company, we have put forward our pertinent and operational suggestions regarding critical issues, including "Refunds of Excess Input Value-Added Tax Credits for Chain Enterprises", "Business Environment Innovation Pilots" and "Low-Carbon Operation and Carbon Emission Management." To our delight, some of our constructive opinions are adopted into the proposals of deputies to the National People's Congress. As an enterprise representative, the Group takes part in national-level forums, including the National Development and Reform Commission's enterprise forums and the food safety forum of the State Administration for Market Regulation. At the provincial level, we have participated in the 14th Five-Year Plan symposium of the Guangdong Provincial Administration of Market Regulation, giving opinions that are adopted in the 14th Five-Year Plan Five plans. For municipal forums, we joined the Guangzhou Municipal Bureau of Commerce Housing and Dining Policy Matchmaking Meeting, the government enterprise matchmaking meeting of Guangzhou's high-end commerce and trade industry, Guangzhou Food Festival Preparatory Meeting, Director Special Forum, Copyright Bureau Intellectual Property Forum, and Year-end summary meeting of the Revolutionary Branch. The Group promises to strengthen 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.

九毛九集團作為餐飲龍頭企業，通過各層級行業協會發聲，積極在行業發展、食品安全、節能環保等方面積極建言獻策。我們曾參與中國連鎖經營協會連鎖峰會、廣東省餐飲協會會長聯席會議、廣東省餐協餐飲領袖峰會等高端行業協會，作為主辦方或座談嘉賓代表發言，在規範引導連鎖餐飲企業發展方面，提出深刻見解。九毛九集團作為中國連鎖經營協會政策委成員，持續參加行業交流，根據企業實際經營情況，在「連鎖企業增值稅留抵退稅」、「營商環境創新試點」、「低碳運營及碳排放管理」等重大議題上，提出了具有一定針對性和操作性的建議意見，部分意見更被採納至人大代表提案。作為企業代表，我們參加國家級座談，包括：國家發改委企業座談會、市場監管總局食安座談；參加省級座談，包括：廣東省市場監管總局十四五規劃座談，提出意見並採納進十四五規劃；參加市級座談，包括：廣州市商務局住餐政策對接會、廣州市高端商貿政企對接會、廣州市美食節籌備會、局長專項座談交流會、版權局知識產權座談會、民革支部年終總結會。本集團承諾，日後將繼續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。



LIST OF PARTICIPATING ASSOCIATIONS AND CAPACITY FOR PARTICIPATION

參與協會及其所擔當職位清單

Name of Industry Associations
協會名稱

Capacity for Participation
參與身份

Guangdong Restaurant Association

廣東省餐飲服務行業協會

Guangdong Food Safety Society

廣東省食品安全學會

Commercial Property Committee of Guangdong Restaurant Association

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

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

Vice president entity

副會長單位

Executive councilor entity

常務理事單位

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

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

LIST OF PARTICIPATED CONFERENCE IN 2021

2021年參與會議清單

Name of Industry Associations

協會名稱

Name of Conference

會議名稱

China Chain Store & Franchise Association

中國連鎖經營協會

2021 China Retail Industry Risk Management Annual Conference & Supply Chain Annual Conference

2021中國零售業風險管理年會&供應鏈年會

2021 China Chain Catering Summit

2021中國連鎖餐飲峰會

China Chain Store Industry High Quality Development Forum

中國連鎖經營行業高品質發展論壇

2021 CCFA New Consumption Forum

2021CCFA新消費論壇

Conference of Promotion of Refunds of Excess Input Value-Added Tax Policy

增值稅留抵退稅政策推進溝通會

Meeting on Low-Carbon Operations of Chain Enterprises (Phase 2)

連鎖企業低碳運營專題交流會(第二期)

Joint Teleconference of Policy Committee of China Chain Store & Franchise Association and Finance and Taxation Committee

中國連鎖經營協會政策委和財稅委聯合電話會議

The 25th China Fast Food Industry Conference

第25屆中國速食產業大會

2021 China Catering Leaders Summit

2021中國餐飲領袖峰會

Guangdong Catering Service Industry Association

廣東省餐飲服務行業協會

2021 Joint Conference of Enterprise Presidents

2021年企業會長聯席會議

Guangdong Catering Industry Food Safety and Brand Value Forum

廣東餐飲業食品安全與品牌價值座談會



CORPORATE GOVERNANCE 公司治理

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.

◇ 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 *2021 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 *2021 Annual Report of Jiumaojiu International Holdings Limited*.

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，提升集團治理水準，推動經營管理提質增效。

◇ 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、附屬公司等以內的科學、規範、合理的治理結構和議事規則。與此同時，我們持續完善符合集團發展的內部管理制度，明確決策、執行、監督等方面的職責權限，提升集團治理水準，為集團發展提供組織支援和制度保障。集團的治理結構、集團治理機制、集團股權結構、控股股東和實際控制人情況詳細內容見《九毛九國際控股有限公司2021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《九毛九國際控股有限公司2021年度報告》。



CORPORATE GOVERNANCE 公司治理

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.

✧ 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 2021, the Group conducted 12 special audit projects on various sectors, including capital management, contract management, supplier management, engineering cost management, and has carried out special rectification and improvement for the defects found, which promoted all employees to participate in supervision. Regarding the 12 special audit projects, our Internal Audit Department added 2 new policies and procedures and optimized 9 existing internal policies and procedures, including *System on Store Financial Management*, *System on Bidding and Price Comparison Management*, *System on Accounting File Management*, etc., to strengthen the internal control and effectively avoid related operational risks.

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。

✧ 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》《內幕消息披露政策》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。2021年，集團開展12項專項審計項目，涉及資金管理、合同管理、供應商管理、工程造價管理等領域，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；而有關12項專項審計項目，內審專職部門新增了2份規章制度及為9份內部規章制度進行優化，當中包括《門店財務管理制度》《招標比價管理制度》《會計檔案管理制度》等等，完善內部控制及有效規避相關的營運風險。



✧ SUSTAINABILITY DEVELOPMENT RISK MANAGEMENT

Regarding the risks associated with climate change and curbing the unpredictable potential negative impacts brought by global economic fluctuations, the Group adheres to explore the financial and operational impacts of climate change, thus identifying potential opportunities for improvement and development. Moreover, risk factors related to sustainable development have been incorporated into the Group's risk management-related policies, monitored and managed under the Group's "Corporate Risk Management" framework, being regularly assessed in our risk management and internal control system for discussions and countermeasures.

✧ ANTI-CORRUPTION

Our Group is committed to creating a probity culture and sustaining a business environment of fair competition. The culture of honesty and integrity is continuously advocated within the Group, upholding a high standard of integrity and business ethics and adopting a zero-tolerance policy for all forms of commercial bribery and conducts impeding fair competition. 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*. In 2021, the Group added a protection mechanism for whistleblowers to safeguard their legitimate rights and interests. For any retaliation acts against whistleblowers during the reporting process, the respective person shall be investigated for civil and criminal responsibility according to law. In addition, the Group requires employees and suppliers to sign the *Code of Integrity* and the *Letter of Commitment on Integrity of Suppliers* to prevent further bribery in the operations. The Internal Audit Department of the Group is responsible for conducting special audits on a regular basis to figure out corruption risks in various processes and continuously enhance the anti-corruption management and reporting mechanisms. During the reporting year, the Group had no litigation involving corruption, bribery, blackmail, fraud and money laundering.

✧ 可持續發展風險管理

為適應氣候變化伴隨的風險及遏制全球經濟波動所帶來的不可預測的潛在負面影響，本集團不遺餘力地探索氣候變化對財務及運營的影響並識別潛在機遇以作改進及發展；而與可持續發展相關風險因素已經被納入集團的風險管理相關政策中，受集團「企業風險管理」框架監察及管理，並定期於風險管理及內部監控評估工作中進行討論及作出應對措施。

✧ 反貪污

本集團致力於打造廉潔及公平競爭的營商環境，於集團內部持續倡導誠信廉潔文化，秉持高標準的誠信及商業道德，對一切形式的商業賄賂及有損公平競爭的行為採取零容忍政策。本集團按照《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2021年加入對舉報人的保護機制，依法保護舉報人的合法權益，對在舉報過程中發生的打擊報復舉報人的行為，將依法追究責任人的民事、刑事責任。此外，本集團要求員工及供應商簽署《廉潔行為規範》《供應商廉潔承諾書》以進一步防範其於營運中的行賄受賄行為。本集團內審專職部門負責定期開展專項審計，以識別營運中各流程的貪腐風險，持續完善反貪腐管理和健全舉報機制。於報告年度期間，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。

2021 Highlights of the Group's Anti-corruption Measures and Case Study
 2021年集團反貪腐亮點措施與案例

Strengthening Integrity Education and Promoting Integrity Management
 加強廉潔教育及推進誠信經營

We proactively implement integrity promotion, training and education campaigns for senior management, all 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 and the Organization and Development Department in the Group's public account in order to implement the promotion of anti-corruption to all staff. In 2021, we conducted 24 offline anti-corruption training sessions for new employees and current employees in Procurement, Food Safety, Quality Control, and Engineering Departments with approximately 920 participants, and published 10 online integrity promotion articles and videos. In terms of suppliers, the Group also held a key supplier conference, in which the Internal Audit Department explained the content of the *Letter of Commitment on Integrity of Suppliers* and carried out integrity education. Regarding the Group's directors, the Internal Audit Department has established a working WeChat group, sharing the internal anti-fraud and anti-bribery work progress from time to time, and provided various anti-corruption information to enhance directors' awareness on integrity. Meanwhile, the Internal Audit Department would regularly report incidents of violation of integrity regulations to employees and suppliers, fostering employees to assist in monitoring bribery behaviors actively and facilitating suppliers to implement integrity education effectively.

本集團積極開展覆蓋集團高管、全體員工及供應商的廉潔宣貫及培訓教育活動。通過辦公系統發佈多篇廉潔宣貫文章，並由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。於2021年，我們對新進員工及採購、食品安全、品控及工程部門的在職員工共開展了24次線下反貪污培訓，參與人數約為920人；於線上發佈10次廉潔宣貫文章及視頻宣導。供應商方面，我們亦舉辦了1場集團重點供應商大會，並由內審專職部門於大會中進行講解《供應商廉潔承諾書》的內容及進行廉潔宣導。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，並推送各類反貪腐信息，提升董事廉潔意識。同時，內審專職部門亦會定期就違反廉潔規定的事件向員工及供應商進行通報，以推動員工積極協助識別貪腐行為及希望供應商將廉潔教育有效落實。



Integrity education for new and current employees
 向新員工與在職員工進行廉潔教育



Integrity promotion at Supplier Conference
 供應商大會廉潔宣導



2021 Highlights of the Group's Anti-corruption Measures and Case Study

2021年集團反貪腐亮點措施與案例

Internal anti-
corruption reports
and whistleblower
protection
mechanism
反貪污舉報內部處
理及舉報人保護機
制

The Internal Audit Department of the Group has established a particular reporting phone number, WeChat account, email and mailbox, enabling employees to report suspected corruption behaviours through relevant channels or directly to the Internal Audit Department. Upon receiving reports and complaints, our Internal Audit Department first judges the nature of the matter. The Internal Audit Department will transfer the reported case to the operation management personnel for further handling if it belongs to operation management. Our Internal Audit Department will lead the investigation 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 which had enhanced the regulation and management of reporting hotline, and effectively implemented clue tracking. In 2021, the Group received 23 complaints and reported matters, an increase of 1 case compared to 2020. Among them, 12 whistle-blowers who meet the *Jiumaojiu Group Employee Reporting Reward System* were rewarded for reporting, with a total reward of RMB90,000. The reported cases were addressed and followed up according to working procedures, resulting in the dismissal of 5 employees and a penalty of approximately RMB410,000 to suppliers.

To effectively curb any form of whistleblower retaliation, the Internal Audit Department strictly follows internal requirements, regulates the reporting and investigation procedures, commits to keeping all reporting information strictly confidential. Without the whistleblower's consent, any form of disclosure or publication of the whistleblower's information is strictly prohibited to protect the whistleblower's rights and interests. If the whistleblower's information is disclosed without consent or any revenge acts are found, we will take serious actions in accordance with the seriousness of the circumstances.

集團內審專職部門建立了專門的舉報手機號、微信號、電子郵件及信箱，讓員工能透過有關渠道或直接向內審部當面舉報懷疑違反集團運營及貪腐的行為。當內審部收到舉報投訴事項，首先對事項性質進行判斷；如屬於運營管理事項，內審部則將舉報事項轉至運營管理人員處理；如屬於舞弊賄賂等事項，則由內審專職部門牽頭進行調查，調查結束後對董事長及首席執行官進行彙報，確定對相關人員的處理。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。2021年，本集團收到投訴舉報事項23件，較2020年增加1例，對其中符合《九毛九集團員工舉報獎勵制度》的12名舉報員工進行了舉報獎勵，獎勵金額合計9萬元；而有關事項均已按工作規程進行處置和跟進，當中涉及解僱5名員工及對供應商處罰金額約人民幣410,000元。

為有效遏止任何形式的舉報人報復行為，內審專職部門嚴格按照內部規定，規範舉報調查程序，承諾對所有舉報信息嚴格保密；未經舉報人同意，調查人員及知悉該事件的相關人員不得以任何形式對舉報人信息進行公開或公佈，以保障舉報人的權益；未經舉報人同意洩露舉報人信息的或任何針對舉報人的報復行為，一經查實，將依據情節輕重予以相應的處分。

2021 Highlights of the Group's Anti-corruption Measures and Case Study

2021年集團反貪腐亮點措施與案例

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 2021, we selected around 400 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. As of December 31, 2021, a total of 419 qualified suppliers of the Group have signed the *Letter of Commitment on Integrity of Suppliers*.

Besides, the Group has established a four-power separation system over the procurement processes in 2021, which separated the processes into the sourcing module, the fresh market adjustment module, the bidding and pricing module. Different employees are independently responsible for the relevant procurement business of the modules to prevent and control moral risk.

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台，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。2021年，我們更抽取400多名供應商，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。截至2021年12月31日，本集團共419名合格供應商均已簽署《供應商廉潔承諾書》。

此外，集團於2021年建立採購四權分立體系，尋源模組、生鮮市調模組、招標定價模組、綜合管理模組四權分離，不同模塊的員工獨立負責該模塊相關採購業務，防控道德風險。



2021 Highlights of the Group's Anti-corruption Measures and Case Study

2021年集團反貪腐亮點措施與案例

Participating in external association exchange
 參與外部協會交流

Since December 2020, the Group joined Guangdong Enterprise Institute for Internal Controls and China Enterprise Anti-Fraud Alliance. Through the organized exchange, training, and inspection activities, the Group could learn from the industrial practical experience sharing on the internal control and anti-corruption and further strengthening the creditability and ability of the Group's internal control team, and optimizing the level of our corporate operation management and enhance our risk prevention capacity.

自2020年12月，集團加入廣東省企業內部控制協會和中國企業反舞弊聯盟，希望透過協會所舉辦的交流、培訓及考察活動，獲取各行各業內部控制與反舞弊實踐經驗分享，進一步加強集團內部控制團隊的背景與能力，用以提高企業經營管理水準和風險防範能力。



Photos of companies visits and exchanges during the year
 年內所到訪企業作交流的活動照片

2021 Highlights of the Group's Anti-corruption Measures and Case Study

2021年集團反貪腐亮點措施與案例

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。

Relative Avoidance
System
親屬迴避制度

The Group has formulated the *Relative Avoidance System*, abiding by the operating principles of "Employees First, Customers Second, and Shareholders Third"; employees are prohibited from doing business (immediate family members need to be reported to the company in advance) and strictly forbidden from offering any forms of assistance to competitors. No person shall accept benefits of more than RMB100 from our business partners. Relatives of the Group's management-level employees are prohibited from entering the company. Meanwhile, the relatives of middle-level management employees are not allowed from working in the branch in the same area, blocking potential behaviors that will damage fair competition within the Group, and upholding high standards of integrity and business ethics.

本集團制定《親屬迴避制度》，遵行「員工第一、顧客第二、股東第三」的經營準則，禁止在職人員經商（直系親屬需向公司提前報備），嚴禁為競爭對手提供幫助；任何人均不得接受合作商超過100元以上好處，公司管理層員工的親屬禁止進入公司任職；中層管理員工的親屬禁止在同一地區分公司任職，堵截集團內部有損公平競爭的行為，秉持高標準的誠信及商業道德。



◇ PROTECTION OF 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 to establish teams on intellectual property rights protection, registering and renewing all intellectual property-related matters in accordance with the law. 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 engaging external professional compliance advisors 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.

Besides, we consistently remind employees to be more cautious in handling intellectual property matters to enhance their awareness of protecting the Group's intellectual property rights. Complying with the need-to-know principle, the Group only disclosed the information and details of our intellectual property rights to a small number of employees in specific departments. We also regularly organize and publish guidelines on intellectual property protection to all employees, and invite law firms to hold lectures on intellectual property protection to enhance the awareness of rights protection in various departments and better prevent infringement risks. At the same time, the proper handling of confidential information is clearly stated in the employment contract, and detailed guidance is provided for employees to verify the possible violation of the Group's intellectual property rights and take immediate action to protect the company's legal rights and interests. We require all departments, especially the operating stores, to pay attention to the infringement of the Group's intellectual property rights in various locations and report to the Legal Department on a regular basis, so that the Legal Department can timely safeguard the rights and interests of the Group through various means.

◇ 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，依法註冊及重續各知識產權相關事宜，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。

此外，為加強員工對保護本集團知識產權的意識，我們除了於日常持續提醒員工在處理知識產權事宜需更加慎重，並透過有需要知道的原則只向極少數部門的員工透露我們知識產權的內容；我們亦定期整理關於知識產權保護指引並向全體員工發佈，邀請律師事務所前來召開了關於保護知識產權的相關講座，以提升各部門的維權意識，更好地防範侵權風險。而機密資料的正確處理方法在僱傭合約中清楚列明，並為員工提供詳細指導，以更佳地核實可能違反本集團知識產權的行為，並即時採取行動保障公司的合法權利及利益。同時，我們亦要求各部門，尤其是各運營門店在各地關注侵犯集團知識產權的情況並定期向法務部彙報，以便法務部通過各種途徑及時維護集團權益。



CORPORATE GOVERNANCE 公司治理

As at the end of the reporting period, the Group had 852 trademark registrations in Mainland China, 95 trademark registrations in other regions and countries, and 12 patent registrations, 68 copyright registrations and 18 domain registrations in Mainland China. During the reporting period, the professional lawyer team of the Group has prosecuted a number of cases of infringement of intellectual property rights of Jiumaojiu and Tai Er brands and publishing false franchise information, etc., in which the Group had recovered nearly RMB334,000 from that. Besides, the Group has not discovered and has not been aware of any incidents related to the Group's violation of laws and regulations related to the protection of intellectual property rights.

截至報告期末，集團在中國內地擁有852項商標註冊，其他地區及國家擁有95項商標註冊，並在中國內地擁有12項專利註冊、68項著作權註冊及18個域名註冊。而於報告期內，本集團的專業律師團隊已對多起侵犯九毛九與太二品牌的知識產權、發佈假加盟信息等等的案件進行起訴，當中追討近人民幣334,000元。而本集團未發現及未獲悉出現任何有關本集團違反保護知識產權相關法例的事件。



COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

In 2020, the widespread effects of the pandemic have been creating local hindrances that have severely affected employees, consumers, communities and businesses. The raging pandemic has led to the implementation of city lockdowns, quarantines, suspension of non-essential businesses and restrictions on dine-in in regions where the Group operates, resulting in the closure of most of our business activities during the outbreak. The majority of our existing restaurants have resumed business after the pandemic by the end of 2021. However, due to the regional outbreak of COVID-19 in several provinces in China, including Guangdong, Henan, Jiangsu, Fujian and Shaanxi, certain of our restaurants suspended dine-in services for up to 30 days in 2021. We have been closely monitoring the performance of our restaurants and adjusting our business strategies from time to time to reduce the impact of the epidemic on our business operations. Besides, the Group has never slackened its responsibility to prioritize protecting and supporting all stakeholders. In 2021, apart from keeping abreast of the pandemic development and proactively responding to the pandemic prevention and control arrangements set by the government, the Group also implemented various effective pandemic prevention measures for different stakeholders, contributing to safeguarding public health.

2020年，疫情影響廣泛，為當地帶來阻礙，已嚴重影響僱員、消費者、社區及業務。疫情的肆虐導致本集團營運所在的地區實施封城、隔離、暫停非必要業務以及堂食限制，造成我們大部分的業務活動於疫情爆發期間面臨停業。而我們絕大部份現有餐廳於2021年年底前已從疫情中恢復營業。然而，由於中國多個省份（包括廣東、河南、江蘇、福建及陝西）出現疫情的地區性爆發，我們若干餐廳於2021年暫停堂食服務最多30天。我們一直密切審視我們餐廳的表現並不時調整業務策略，以減低疫情對我們業務營運所造成的影響。此外，本集團對優先保護並支持全體利益相關方的責任從未因此而怠懈。2021年，本集團除了持續關注疫情發展，並積極回應政府疫情防控工作安排外，亦針對各利益相關方推出多項行之有效的防疫舉措，為守護公共健康貢獻力量。



COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

THE GROUP'S PANDEMIC PREVENTION TEAM 集團防疫小組架構及職責 STRUCTURE AND RESPONSIBILITIES

CHIEF COMMANDER

總指揮部

Responsible for timely decision-making and direction control in light of the pandemic situation

負責結合疫情形勢及時作出決策和方向把控

Pandemic Broadcasting Team

疫情播報組

Daily broadcast of the list of medium and high-risk cities.

每日播報中高風險城市名單。

Prevention Platform Team

防控平台組

Responsible for building and managing the travel reporting platforms, daily screening out a list of key personnel in the store based on reporting platform and the list of medium and high-risk cities, and sending the list to the prevention execution team (store) for tracking.

負責搭建和管理面向各主體的出行申報平台；每日結合報備人員情況和當日中高風險城市名錄篩選出門店重點關注人員名單；將名單給到防控執行組（門店）進行追蹤。

Prevention Execution Team (Function)

防控執行組（職能）

Check the health code and itinerary of all employees. Check their nucleic acid test reports for employees from medium to high-risk areas.

檢查全員健康碼和行程軌跡。對於來自中高風險地區的員工，檢查其核酸檢測報告。

Prevention Execution Team (Store)

防控執行組（門店）

Timely notify employees that visited medium and high-risk cities to fill in their travel history in the travel declaration platform and track the health of the above-mentioned key employees in a timely manner. Also, check all employees' health codes and travel histories and key employees' nucleic acid test reports.

及時通知有中高風險城市軌跡的員工登錄出行申報平台填寫行程軌跡；及時追蹤以上重點關注員工健康情況；檢查全員健康碼和行程軌跡，檢查重點員工的核酸檢測報告。



COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

Stakeholders

利益相關方

Prevention Measures

防疫舉措

Shareholders/Investors

股東／投資者

Actively develop various business operation models to ensure stable and positive returns during the pandemic. In 2021, under the effective implementation of anti-pandemic measures, the Group established the Lai Mei Li brand, and each brand added 133 restaurants with an increase of 53.96% in revenue compared with the same period in previous year.

積極開發各種業務營運模式，確保在疫情期間獲得穩健的回報收益。於2021年，在有效實施各種防疫措施下，本集團創立了賴美麗品牌，各品牌共新增133所餐廳，收入比去年同期上升近53.96%。

Government/Regulatory authorities

政府／監管機構

The Group 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 employees nationwide.

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與守護公共健康。

Consumers

消費者

1) The Group added 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.

1) 在產品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。

2) 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.

2) 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。



COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

Stakeholders

利益相關方

Prevention Measures

防疫舉措

Employees
員工

- 3) 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*. The 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.
- 3) 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。
- 1) 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.
- 1) 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。
- 2) In order to screen out the list of key personnel, and provide timely care and health tracking of relevant employees, the Group is launching employee mobility management by establishing the Pandemic Broadcast Team, Prevention Platform Team, and Prevention Execution Team, keeping a daily list of medium and high-risk cities and combining with the health conditions and travel histories reported by employees on the pandemic prevention reporting platform and released of the Notice on Pandemic Prevention Measures during the Spring Festival.
- 2) 成立疫情播報組、防控平台組及防控執行組，每日發佈中高風險城市名錄，每日結合員工於防疫平台報備的健康情況及行程軌跡，於春節期間發佈了《關於春節期間疫情防控工作的通告》，實施員工動向管理，篩選出重點關注人員名單，對有關員工進行及時關懷與追蹤健康情況。
- 3) Provide personal protective equipment such as medical masks and disposable gloves.
- 3) 提供醫療口罩及可拋棄式手套等個人防護裝備。
- 4) The Group actively promotes vaccination. As of the date of publishment of the report, a total of 6,345 employees had received the third dose of vaccine, 11,777 and 12,928 employees had received the second and first dose of vaccine, respectively, while 334 employees are preparing to be vaccinated.
- 4) 積極推廣疫苗接種，截至此報告發佈日期，本集團共6,345名員工已接種第三劑疫苗，11,777及12,928名員工已分別接種第二及第一劑疫苗；正準備接種疫苗員工共334名。
- 5) The Group conducts regular nucleic acid tests for all employees. As of the end of reporting period, no confirmed cases were found among the employees of the Group.
- 5) 定期全員核酸檢查，截至報告期末，本集團員工並無發現確診個案。



COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

Stakeholders

利益相關方

Prevention Measures

防疫舉措

Suppliers/Partners
供應商／合作夥伴

The food safety team supervises the implementation of the food safety guidelines of the Group and its brands. Our supply centers request verification of nucleic acid test results for imported goods with five certificates and one code to enter the factory area. They are the Certificate of Inspection and Quarantine for Entry Goods, the Delivery Certificate from a Centralised Warehouse, Covid-19 Nucleic Acid Negative Test Report, Disinfection Certificate, Customs Declaration form for Imported Goods, and the attached traceability code. By scanning the traceable QR code, the Group acknowledges imported goods' data, including variety, specification, batch, origin, inspection and quarantine, and flow direction, adding a layer of protection to food safety during the epidemic.

食品安全小組，監督集團和品牌的食品安全指引落實情況，於供應中心增加對進口貨品的核酸檢測結果審核，需要持有五證一碼才能進入廠區，分別為入境貨物檢驗檢疫證明、集中監管倉出庫證明、新冠病毒核酸陰性檢測報告、消毒證明、海關進口貨物報關單、隨附追溯碼。通過掃描追溯二維碼以獲知其品種、規格、批次、產地、檢驗檢疫、流向等追溯數據，為疫情期間的食品安全更添一層保障。

Community
社區

- 1) Distribution of various anti-epidemic materials to ensure that the community is effectively protected.
1) 於社區派發各種防疫物資，確保社區得到有效的保護。
- 2) Prepare love meals for free and delivery to the epidemic prevention front line.
2) 準備愛心餐免費送餐到防疫一線。
- 3) Group employees volunteered to deliver supplies to neighbors in the closed area of the epidemic.
3) 集團員工志願服務疫情封閉區為鄰居派送物資。

COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

Case: The whole Group assists in fighting against pandemic

案例：助力抗疫，全集團在行動

Jiu Mao Jiu delivering supplies to the neighbourhood in the closed area

九毛九為封閉區街坊送物資

During the anti-pandemic period, some partners asked Jiu Mao Jiu for help when there was a shortage of living resources in the isolated community, so Jiu Mao Jiu stepped forward when the neighbourhood was in trouble. Our employees in the supply center worked overtime to pack the supplies and send them to the quarantined communities. While the Nanhai Wanda store of Jiu Mao Jiu, which was responsible for the delivery, packed each service bag according to the requirements on the roadside under the sweltering heat, their efforts and contributions are highly appreciated and impressive.

在抗疫中，被封閉隔離的社區街坊生活資源出現短缺問題時，有夥伴向九毛九求助，街坊有難，九毛九挺身而出。供應中心夥伴們加班加點分裝好物資送去被隔離社區，負責配送的九毛九南海萬達店夥伴頂著酷熱高溫在路邊按照要求打包好每份物資，並親手寫上加字條，街坊都無比感動。



Jiu Mao Jiu delivering Love Meals to anti-epidemic fighters in Liwan District

九毛九為荔灣區抗疫戰士送愛心餐

Our partners in Huangsha store responded immediately after acknowledging the need to deliver a whole week of Love Meals to the anti-epidemic fighters. Staff in the back kitchen started to prepare meals at 8 in the morning, and the front line workers started packing materials at 9 am. All the preliminary preparations aimed to let the anti-epidemic fighters have well-prepared Love meals before noon.

黃沙店的夥伴在接到為抗疫戰士們送一整周愛心餐的需求後，立即回應，後廚夥伴早上8點就起來著手備餐，前廳夥伴9點就開始物料打包，做好一切前期準備，只為讓抗疫戰士能在12點前吃到精心準備的愛心餐。





COMBATING COVID-19 PANDEMIC 抵抗新冠肺炎疫情

Tai Er delivering free meals to the front line

太二免費送餐到防疫一線

After knowing that hundreds of epidemic prevention workers in Nansha Gymnasium could not eat on time due to the hard work, the Public Affairs Department of the Group immediately contacted the local government and delivered meals to the staff for free. Tai Er's Guangzhou AEON Store actively responded to the Group's call and drove 200 servings to the front line of Nansha's epidemic prevention for three consecutive days, hoping the anti-epidemic fighters could have hot lunch and dinner.

集團公共事務部在得知南沙體育館有上百名防疫工作人員工作辛苦沒法按時用餐後，馬上聯繫當地政府，免費為工作人員送餐。太二廣州永旺店的夥伴積極回應集團號召，連續三天親自開車每天免費送餐200人份至南沙防疫一線，只為讓辛苦奮戰的抗疫戰士們吃上熱騰騰的午餐和晚餐。



Yi from Jiu Mao Jiu volunteering to serve the neighbourhood

九毛九懿哥做志願者服務街坊

Yi from the Training Department used his off-duty and weekend time as a volunteer to spread love. He braved the sweltering heat in assisting neighbours in Baiyun District to complete nucleic acid tests in a smooth and orderly manner. He said that being a volunteer is a meaningful action that he gained a lot. He expressed that he will continue to volunteer in the future whenever there is spare time.

培訓部懿哥利用下班和週末時間做起志願者，傳遞愛心，他冒著酷暑協調白雲區街坊順利有序地完成一場又一場的核酸檢測。他說，做志願者是一件極其有意義的事情，從中收穫很大，以後有空餘時間還會去做志願者。



Man of the Group volunteering to deliver supplies to neighbours

集團滿哥做志願者為鄰居派送物資

Man from the Finance Department lived in the blockade area, and he used his rest time as a volunteer to deliver living supplies to neighbors in the entire building. He persisted in his duty at the lobby entrance despite the high temperature of 37°C and organized neighbors to do nucleic acid testing at nearly 11 p.m. He said that he just wanted to contribute a little bit within his abilities in the face of difficulties.

居住在封鎖區的財務部滿哥，利用休息時間做起了志願者，為整棟樓的鄰居派送生活物資，冒著37°C高溫在大堂門口值班，晚上近11點組織鄰居做核酸檢測。他說，困難面前，只想做一點力所能及的事情。





PROTECTING THE ENVIRONMENT

保護環境

The impact of climate change is imminent and we are committed to reducing the carbon footprint of our operations. Having the objective of sustainable development, we constantly improved resource utilization efficiency, rigorously controlled emissions and waste, promoted the concept of environmental protection, and incorporated the response to climate change into our daily operations. At the same time, by strengthening ESG education on sound practices and encouraging employees to commit to a healthier environment, the Group takes action to achieve the target of carbon peaking and carbon neutrality and contribute to the sustainable development of our society.

✧ EMISSIONS MANAGEMENT

There would be a certain degree of limitation in collecting accurate and representative environmental indicators for each brand due to the Group's extensive restaurant network. As a result, after assessing the collected information from all brands, reasonable estimations have been made in calculating emissions (solid waste discharge, packaging materials (lunch boxes and packaging bags), paper consumption and wastewater discharge). The estimation methods will be explained below, and the data provided in this Report may be affected by relevant limitations. The Group will continue to enhance the integrity of the data by strengthening internal controls and data management.

The Group's exhaust emissions mainly come from food processing, transportation and travel vehicles. In 2021, in addition to air pollutants such as sulphur oxides, nitrogen oxides, suspended particulates and greenhouse gas emissions, the Group's administrative offices, restaurants and central kitchens also generated domestic waste, office waste, kitchen waste, waste grease and sewage during daily operations.

氣候變化的影響迫在眉睫，為此我們致力減少營運帶來的碳排放。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，同時通過加強有關ESG良好實踐的教育及鼓勵僱員承諾建設更健康的環境，以實際行動與員工共同助力實現國家碳達峰與碳中和的目標，為社會可持續發展做出貢獻。

✧ 排放物管理

由於本集團廣泛的餐廳網絡，我們在收集本集團各品牌餐廳於環境方面準確及具代表性的各個指標時會存在一定程度的局限，因此，本集團已評估各品牌餐廳所收集的數據，並就各種排放物（固體廢物排放量、包裝材料（餐盒及包裝袋）、紙張消耗及污水排放量）的產生進行合理估算，而有關估算方法將會於下文進行說明。報告中所提供的數據可能會受有關局限影響，惟我們未來會通過加強內部控制和數據管理以不斷提高數據的完整程度。

本集團的廢氣排放主要來自食物加工過程、運輸及差旅行車的過程中。於2021年，除硫氧化物、氮氧化物及懸浮粒子以及溫室氣體排放等空氣污染物外，本集團的行政辦公室、餐廳及中央廚房於日常營運時亦會產生生活垃圾、辦公垃圾、廚餘垃圾、廢油脂及污水。



PROTECTING THE ENVIRONMENT 保護環境

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, we 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. We appointed a third-party environmental professional company for the supply center to conduct operation management on the wastewater produced by food processing in the central kitchen, ensuring that the wastewater is discharged up to the standard after treatment. We also continue to increase the environmental protection equipment in the supply center to reduce all forms of emissions. In 2021, the Group did not have environmental non-compliance incident.

本集團嚴格遵守《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。對於供應中心，我們聘請第三方專業環保公司對中央廚房食品加工時的污水進行運營管理，確保污水均經過處理後達標排放；並持續增加於供應中心的環保設備，以減少於營運當中產生的各種排放物。2021年度，本集團範圍內未發生任何環境違規的事件。



PROTECTING THE ENVIRONMENT 保護環境

Case: Advantages of prefabricated solutions

案例：裝配式方案的優勢

Since 2020, we have adopted prefabricated production instead of on-site production to reduce on-site construction waste and effectively improve the on-site dust situation. This year, we increased the application scope of prefabricated output from 10% to 60% in our restaurant stores, further reducing the generation of construction waste. In addition, prefabricated production also has the following advantages:

自2020年開始，我們採用裝配式代替現場製作，減少現場建築垃圾產生，並有效改善現場揚塵情況；而本年度我們已將裝配式製作應用範圍由10%提升到60%至我們的餐廳門店，於太二及九毛九兩個品牌近70家門店進行了裝配式施工，進一步減少建築垃圾的產生。除此以外，裝配式製作亦有著以下優點：

Improve efficiency and safety

提高效率與安全

In the traditional construction scheme in the past, there were many construction projects are carried out at night with low efficiency and high risk of fatigue, and the probability of injury to workers increased accordingly; while on-site assembly only required 3-4 people to complete in about 3 days, and all cabinets were assembled, it greatly improve the efficiency, shorten the construction period, and effectively avoid fatigue on the job.

以往傳統施工方案，夜間施工專案多，疲勞上崗效率低風險高，工人因而受傷機率亦隨之而上升；而現場拼裝僅需要3-4人約3天左右的時間就可完成所有櫃子的組裝，大大提高效率，縮短工期，有效避免疲勞上崗。

Reduce on-site construction waste

減少現場建築廢物產生

The tedious processes of cutting, fixing, grinding, and attaching fireproof boards are eliminated, which further reduces the generation of construction waste and dust, and also improves the working environment and safety of on-site workers.

除去了繁瑣的切割、固定、打磨、貼防火板等工序，進一步減少了建築廢物揚塵的產生，亦改善現場工人的工作環境，以及他們的安全。

Improve management efficiency

提升管理效能

On-site assembly is able to achieve no noise and no dust working environment which is convenient for construction during the day. It could also save a lot of space and bringing convenience to the other type of construction works.

現場拼裝，無噪音、無粉塵便於白天施工，同時節約了大量施工空間，為其他工種的施工帶來便利。



PROTECTING THE ENVIRONMENT 保護環境

Waste gas and Greenhouse gas Emission Management

The Group has conducted a comprehensive assessment of the environmental impacts of its operations and confirmed that the primary sources of emissions are came from natural gas consumed and kitchen exhaust gas generated in the cooking process, gasoline and diesel consumed in the use of company vehicles, and diesel from backup generators in the event of a power outage in the supply center. The Group had adopted various effective purification and emission reduction measures to reduce the adverse environmental impact caused by the waste gas emitted during the operation. For example, 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 discharge.

The supply center had installed the electrostatic oil fume adsorption equipment with a special flue that leads the fume to discharge in the rooftop, which will not significantly impact the surrounding environment. The spray tower equipment is installed in the supply center to handle the waste gas emitted from the use of the backup generator. After the exhaust gas is treated, it complies with the Guangdong Province standard on *Emission Limits of Air Pollutants*. Regarding the waste gas from vehicles, the Group regulates the vehicle behaviors by formulating a policy document on the vehicle management, and vehicles are regularly repaired and maintained to avoid extra fuel consumption due to the damaged parts. We also request drivers to switch off the running engines when not in use. In 2021, the Group reorganized the supply network of the central kitchen and carried out the warehouse expansion project. Initially, due to the insufficient capacity of the inland central kitchen warehouse, some ingredients needed to be transported from the southern central kitchen, increasing the transport mileage and generating more exhausted gases. Warehouse expansion project for the inland central kitchen ensure a sufficient supply to the inland restaurant network, which can save the related transportation costs, and effectively reduce the gas emissions in transportation. In addition, we promoted the consumption of seasonal foods in our restaurants. Not only can they offer better quality, richer flavor and higher nutritional value, but also reduce the mileage of the food transportation, thereby reducing the number of greenhouses gas emissions.

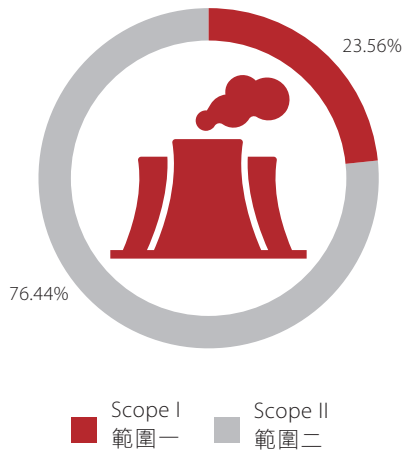
廢氣及溫室氣體排放管理

本集團已對其營運過程中的環境影響進行全面評估，並確定其主要排放源來自烹飪過程中消耗的天然氣及所產生的油煙廢氣、使用公司車輛過程中消耗的汽油與柴油以及於供應中心在停電時使用備用發電機的柴油。為減少營運過程中所產生廢氣對環境造成的不利影響，我們採取各種有效的淨化及減排措施，例如：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；

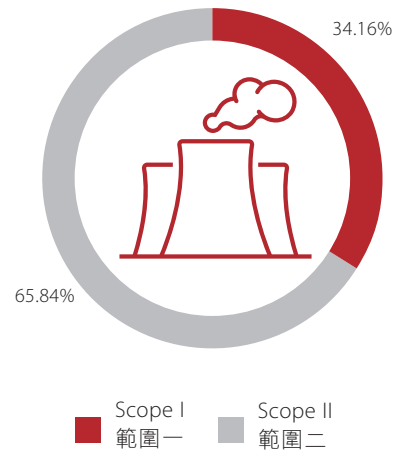
在供應中心安設靜電油煙吸附設備由專用煙道引至樓頂高空排放，不會對周圍環境產生明顯影響；在供應中心安裝噴淋塔設備以處理在使用備用發電機時所產生的廢氣，廢氣經處理後符合廣東省地方標準《大氣污染物排放限值》；對於車輛廢氣則透過制定車輛管理制度文件，規管用車行為；定期對車輛進行維修保養，避免因零件損壞額外消耗更多燃料；要求司機做到停車熄匙等等。而於2021年，本集團重新梳理中央廚房的餐廳供應網絡及進行倉庫擴容的工程，原先因內陸中央廚房倉庫容量不足而需於南方中央廚房運輸至內陸的餐廳網絡的情況下，增加運輸里程從而產生更多車輛廢氣，因此，我們為較內陸的中央廚房進行倉庫擴容工程，達致產能足夠供應給內陸的餐廳網絡，這樣除了能夠節省相關的運輸成本，亦能有效減少運輸途中的廢氣排放量。此外，我們於各品牌餐廳中推廣食用季節性食物，除了因為他們通常能提供更好質量、風味更豐富及營養價值更高外，亦能減少食物到達餐牒必須經過的里程數，從而減少溫室氣體的排放。

PROTECTING THE ENVIRONMENT 保護環境

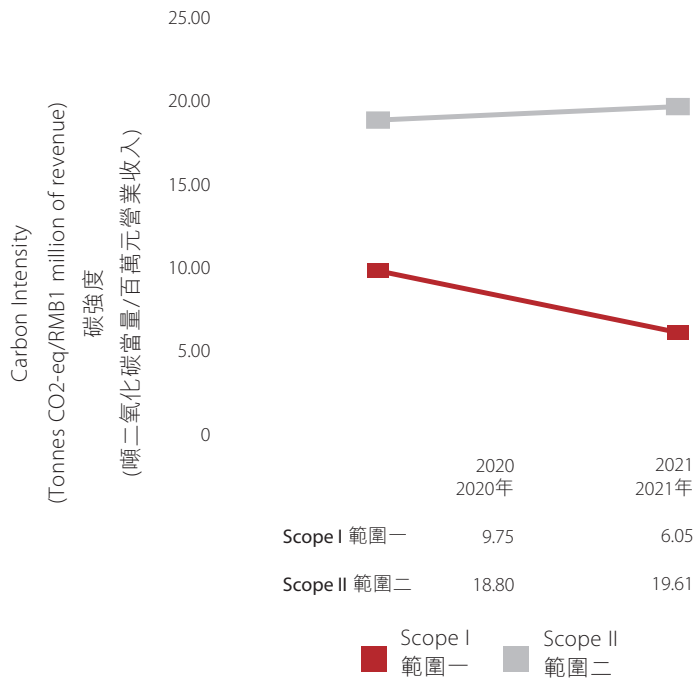
The proportion of different types of GHG emission of the Group in 2021
2021集團各類溫室氣體排放佔比



The proportion of different types of GHG emission of the Group in 2020¹
2020集團各類溫室氣體排放佔比¹



Trends of the Group's GHG Emission Intensity¹
集團各類溫室氣體排放強度走勢¹



Note:
附註：

¹ Part of the data for the previous year are restated for comparison purposes.
¹ 上年度部分數據需重列作為比較用途。



PROTECTING THE ENVIRONMENT 保護環境

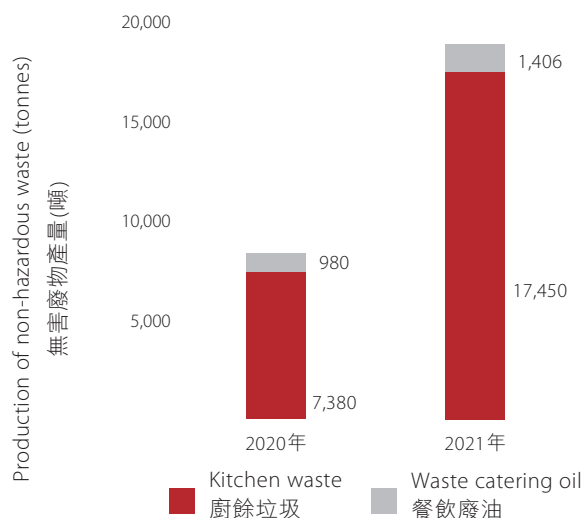
Waste Management¹

According to the Group's business nature and actual operation, the waste mainly comes from the restaurant operation and office environment, while no waste is generated in the *List of Hazardous Wastes of the People's Republic of China*. The Group is committed to adopting industry best practices in waste management, following the three principles of "Reduction", "Reuse" and "Recycle", reducing waste at the source, promoting waste recycling, waste sorting, employee education and advocating a civilized diet. We implemented effective waste reduction measures in every process, trying our best to reduce the impact of the Group's daily operations on the environment, and be an industrial role model in applying the green concept and promoting the development of domestic green catering. During the reporting period, the Group generated 11,610 waste fluorescent tubes², 17,450 tonnes of kitchen waste² and 1406 tonnes of waste catering oil², etc. The amount of waste fluorescent tubes produced increased compared to the previous year by 5,258 piece or 82.78%, and the generation of non-hazardous solid wastes such as kitchen waste and catering waste oil also increased by 10,496 tonnes or 1.25 times compared with the previous year. These were mainly due to the large changes in the restaurant network this year, a total of 44 brand stores were closed, 133 brand stores were added; our stores gradually resumed normal operations due to the easing of the epidemic, and the total number of operating days was more than the previous year; and capacity expansion projects were carried out for each supply center. Due to the increase in the number of operating stores, all fluorescent tubes were discarded while shutting down the stores, stores resume normal operations and the increase of production capacity of the supply centers, the waste fluorescent tubes, kitchen waste and catering waste oil generated in daily operations also increased accordingly.

廢物處理¹

根據本集團的業務性質和實際運營情況，廢棄物主要來自餐廳運營、辦公環境，未有產生《中華人民共和國危險廢棄物名錄》裏的廢棄物。本集團致力在廢物管理中採用行業最佳實踐，遵從「減量化」「再使用」「再循環」等三大原則，於源頭減廢、促進廢物回收再造、垃圾分類、員工教育及倡導文明用餐等方面著手，於各個環節實施有效的減廢措施，盡力減少集團日常營運對環境所造成的影響，及於行業內樹立正確的綠色理念，推進國內綠色餐飲的發展。於報告期內，本集團分別產生11,610個廢日光燈管²、17,450噸的廚餘垃圾²及1,406噸的餐飲廢油²等等；廢日光燈管產生量較上年度增加5,258個或82.78%，廚餘垃圾及餐飲廢油等無害固體廢物的產生量亦較上年度增加10,496噸或1.25倍；這主要是因為本年度餐廳網路變化較大，共關閉44個品牌門店、新增133個品牌門店；門店因疫情緩和而逐漸恢復正常營運，總經營日數較上年度為多及為各供應中心進行產能擴建工程。因此，在經營門店數量增加、門店閉店將日光燈管全部掉棄、門店恢復正常營運及供應中心產能增加的原因下，於日常經營所產生廚餘垃圾及餐飲廢油亦相對有所增加。

The Group's non-hazardous waste production in 2020 and 2021
集團2020及2021年無害廢物產生量



Note:

- The statistical scope of waste fluorescent tube data includes supply centers, stores and offices. Since the kitchen waste and catering waste oil generated by office canteens are not significant, they are not included in the statistics of kitchen waste and catering waste oil, so the relevant data only includes supply centers and brand stores.
- The waste fluorescent tubes of the store are estimated to be scrapped according to 10% of the number of bulbs in the store, and are estimated based on the total number of months when the store opens in the year. The amount of kitchen waste generated is mainly estimated based on the number of kilograms of kitchen waste generated per turnover after the Group has made statistics on the amount and turnover of some major stores. The amount of waste catering oil is estimated based on 25% of the consumption of edible oil and cooking oil.

附註：

- 廢日光燈管數據統計範圍包含供應中心、門店與辦公室。而由於辦公室的食堂所產生的廚餘垃圾及餐飲廢油並不顯著，故未有加入於廚餘垃圾及餐飲廢油數據的統計當中，故有關數據只包含供應中心與品牌門店。
- 門店的廢日光燈管是按照門店燈泡數的10%預估報廢數量，並根據當年門店開業總月份作估算。廚餘垃圾的產生量主要是按照集團對部份主要門店進行其產生量與營業額進行統計後，以每營業額產生多少公斤的廚餘垃圾估算得出。而餐飲廢油的產生量是按照食用油與料油的耗用量的25%估算得出。



PROTECTING THE ENVIRONMENT 保護環境

“Reduce”

The Group's kitchen waste is mainly generated from the cooking process in the central kitchen, restaurants, customers' food left. The Group closely monitors the production line and adopts the “Reduce” approach to minimize the waste generated in the manufacturing process. We stipulate that the inventory and production plan must be checked before purchasing to avoid excessive inventory. Also, the practice of purchasing small batches of goods is changed to large-scale purchases, reducing the generation of unnecessary supplier packaging and effectively reducing the number of transportations and gas emissions from it. Through the use of the intelligent warehouse management system, employees can have a real-time monitor on the inventory status, better reduce the waste caused by expired food and effectively minimize the amount of office paper. Next, through product standardization, the amount of ingredients used in the production process of each product is customized to avoid waste caused by excessive use of ingredients. In the supply center, the original purchase of seasonings in small batches had been changed to large packages in granular, which can effectively save packaging materials and reduce the generation of packaging wastes. Some stores have tested the application of garbage processors to compress and dehydrate food waste, which can promote oil-water separation and reduce the amount of kitchen waste. The Group will further promote and apply this technology in the future.

“Reuse”

Regarding the principle of “Reuse”, based on the premise of not lowering or affecting product standards and safety, we require our employees to reuse valuable kitchen scraps and do not throw them away quickly, promoting waste recycling and maximizing the raw materials utilization rate. The leftover ingredients produced in the central kitchen are utilized to prepare employee meals and sell them to employees at a lower price on the Company's intranet. In addition to reducing the leftovers, we make full use of all parts of the ingredients to avoid waste.

「減量化」

本集團的廚餘垃圾主要產生自中央廚房及餐廳烹飪過程及顧客未食用的食物。本集團密切監察生產線，採取「減量化」方針，盡量減少產品制程中所產生的廢物。我們規定在採購前必須檢查存貨及生產計劃，避免存貨過多；避免採購少批量貨物，改為大批量採購，在減少產生不必要供應商包裝物外，亦能有效減少運輸次數從而減少汽車廢氣的排放；通過使用智慧化倉庫管理系統讓員工能夠實時查詢庫存情況，在減少食物過期而造成的浪費的同時，亦有效減少辦公用紙；透過產品標準化定制每種產品在製作過程中的食材用量，避免過量使用食材造成浪費；於供應中心由原本採購小包裝調料改為採購顆粒大包裝調料，有效節省包裝材料，減少包裝物產生；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。

「再使用」

對於「再使用」原則方面，我們要求員工在不降低或影響產品標準及安全的前提下，將有價值的餐廚邊角料二次利用，不要輕易掉棄，促進廢物回收再造，盡最大限度提高原料利用率。我們使用於中央廚房調制產品時所產生的邊角料食材，準備員工餐及於公司內聯網以較低價格出售予員工，除了減少邊角料的產生外，亦能完全利用食材中各個部份避免浪費。



Case – “He Yingjun Public Welfare” Stray Cat Rescue Project

案例-「何英俊公益」流浪貓救助項目

Our Tai Er brand realizes that only the essential part of sea bass is used when making Chinese sauerkraut fish, having many fish bones and meat leftover every day. Therefore, Tai Er comprises sea bass bones and meat leftovers as 45% of the main raw materials and added essential nutrients for cats to produce He Yingjun Cat Food. The project aims to implement cat food donations with non-profit organizations, enhancing public attention towards the stray cat group. By the end of 2021, we have collected nearly 9 tonnes of sea bass meat and bones in making 30 tonnes of He Yingjun Cat Food and donated about 11.9 tonnes of He Yingjun Cat Food to China Small Animal Protection Association, Apai Care Small Animal Social Development Center, Guangzhou Yuexiu District Xixi Forest Cat Protection Association, Capital Animal Welfare Association, and other public welfare organizations. At the same time, we also sold 82,520 public welfare dishes related to this project, raising a total of RMB100,675, and all relevant proceeds have been donated to China Small Animal Protection Association.

本集團太二品牌瞭解到在製作酸菜魚時只有用到鱸魚的精華部份，每天有許多沒用到的魚骨魚肉剩下。因此，太二將這些沒用到的鱸魚肉骨作為45%的主原料，並加入貓咪必需的營養成分製作成「何英俊貓糧」。有關項目旨在與公益機構攜手施行貓糧捐助，希望更多人關注到流浪貓群體。截至2021年底，我們累計回收近9噸的鱸魚肉骨製作成30噸「何英俊貓糧」，捐助近11.9噸的「何英俊貓糧」至中國小動物保護協會、阿派關愛小動物社會發展中心、廣州越秀區熙熙森林貓只愛護協會、首都愛護動物協會等公益機構。與此同時，我們亦售出82,520份有關本次項目的公益菜品，共籌得款項100,675元，相關收益已全數捐贈至中國小動物保護協會。



“Recycle”

Given that the Group will generate a lot of packaging waste in procurement, we try our best endeavors in keeping the packaging clean for reuse, abiding and implementing the principle of “Recycle”. In light of the increasingly stringent solid waste classification regulations in Mainland China, all waste generated by supply centers, stores and offices should be carefully sorted and disposed of by qualified recyclers to facilitate waste recycling.

「再循環」

本集團知曉我們在進行採購時會產生較多包裝廢物，為了貫徹「再循環」原則，我們盡可能保留乾淨包裝，進行再利用。通過於供應中心、門店以及辦公室根據中國內地日益嚴格的固體廢物分類法規，產生的所有廢物均應仔細分類，並由合資格回收商進行分類處置，以促進廢物回收再造。



PROTECTING THE ENVIRONMENT 保護環境

Employee education and advocating civilized diet

Food waste is becoming a far-reaching global issue. Not only does food waste mean the waste of food itself, but it also symbolizes the ineffective consumption of water, land, energy, and other production resources in producing these wasted foods, resulting in environmental pollution and massive emissions of greenhouse gases. As mentioned in *Report on Food Waste in China's Urban Restaurants*, with the rapid development of the domestic economy and the continuous advancement of urbanization, the income level of residents has steadily increased. Consequently, the food waste problem is becoming increasingly prominent, especially in the field of catering. Moreover, based on the number of people in urban catering and the amount of food waste per capita in 2015, the estimated total food waste in urban catering in China is about 17-18 million tonnes per year. Therefore, as a responsible corporate citizen, through reasonable positioning, Jiumaojiu proactively develops a comprehensive way of serving meals, provides standardized dishes, encourages consumers to season themselves, develops optional set menus, and provides small plates. We are committed to promoting one ingredient in different dishes and one dish in different flavors, making the best use of and avoiding wasting ingredients. Being active and responsible, we rationally guide consumers to eat in a civilized manner, posting or placing posters or signs of food saving and food waste elimination in prominent places in the restaurant. Placing a great emphasis on ordering services and reminder consumption while recognizing the orientation of dining service, the Group takes the initiative to introduce the outlook, quality and quantity of dishes to consumers, recommends the function form with reasonable configuration, promotes small servings of plates. Also, we deliberately provide packaging services and waive the bailing charges, encouraging consumers to pack leftover food in eliminating food waste. In addition, we also actively cooperate with government regulations to deal with or utilize kitchen waste to prevent the illegal collection and processing of kitchen waste and its circulation into the food industry.

員工教育及倡導文明用餐

食物浪費日益成為一個全球性問題。食物浪費不僅僅意味著食物本身的浪費，更意味著生產這些食物所投入的水、土地、能源以及其他生產資料的無效消耗，以及由此導致的環境污染和溫室氣體的大量排放。《中國城市餐飲食物浪費報告》提及，隨著國內經濟快速發展和城市化不斷推進，居民收入水準穩步提高，食物浪費問題日益凸顯，在餐飲領域的食物浪費問題尤為突出；並且，根據2015年城市餐飲人數和人均食物浪費量推算，中國城市餐飲每年食物浪費總量約為1,700-1,800萬噸。因此，九毛九作為一個負責任企業公民，我們透過合理定位，積極發展完善供餐方式，提供標準化菜品，方便消費者自主調味，發展可選擇套餐，提供小份菜；宣導一料多菜、一菜多味，物盡其用，避免浪費食材；積極負責，合理引導消費者文明用餐，在餐廳顯著位置張貼或擺放節約食物、杜絕浪費的宣傳畫或提示牌；重視點菜服務與提醒消費，注重就餐服務導向，主動向客人介紹菜品品相、品質和數量，推薦合理配置的功能表，推行小份餐碟；主動提供打包服務。提倡消費者對剩餘食物進行打包，免收打包費，杜絕餐飲浪費。此外，我們亦積極配合政府規定，處理或者利用廚餘廢棄物，杜絕非法收集和加工廚餘垃圾並流轉進入食品領域的情況發生。



PROTECTING THE ENVIRONMENT 保護環境

Besides, the Group firmly believes that environmental awareness is the key to promoting effective waste management. We regularly communicate with employees to foster waste reduction and recycling, implementing environmental protection classification measures, and set up waste battery boxes separately in the group office, so that old electronic products can be recycled correctly. Also, we continue to provide employees with relevant training on waste classification and treatment, popularize the idea of waste classification, and hope to improve the consciousness of employees in waste sorting, thereby increasing the amount of waste recycling. During the epidemic, we set up posters and standing signs to remind employees to cut the discarded masks and throw them into the special mask trash can to guide partners to pay attention to environmental pollution and the harm of discarded masks to animals, which effectively reduced the random discarding of masks.

此外，本集團深信環保意識是推行有效廢物管理的關鍵，我們定期與員工溝通，以推廣減廢和回收；落實環保分類措施，於集團辦公室內單獨設置廢舊電池箱，讓舊電子產品有正確的回收處理途徑。我們亦持續為員工提供廢物分類及處理的相關培訓，普及廢物分類的知識，希望提高員工廢物分類的自覺性，從而增加廢物回收量。於疫情期間，我們設置宣傳海報、立牌，提醒員工將廢棄口罩剪開，再扔進專用的口罩垃圾桶，引導夥伴關注環境污染，關注廢棄口罩對動物的危害，此舉有效減少了口罩的亂丟棄現象。



PROTECTING THE ENVIRONMENT
保護環境

Case – Half bowl of rice
案例 – 半碗飯活動

The Group has thoroughly considered and incorporated the idea of saving meals in the original product and service design. We have successively launched the “half bowl of rice” campaign in Jiu Mao Jiu and Tai Er brands that customers can choose to order the “half bowl of rice” of rice option. From the campaign launching until now, one out of every five bowls of rice sold in the store is half a rice bowl, which further curbs food waste.

本集團在原先的產品與服務設計上就充分考慮到了節約用餐這一點。我們先後於九毛九及太二品牌推出「半碗飯」活動，推出「半碗飯」供客人選擇點單，從推出至今日，門店每賣出五份一碗米飯中，有一份是半碗米飯，進一步遏制餐飲浪費行為。





PROTECTING THE ENVIRONMENT 保護環境

Case -Tai Er Garbage Man beach cleaning activities

案例 - 太二垃圾俠淨灘行動

Established in 2015, we officially organized an offline environmental protection activity, convening fans to participate in offline "Garbage Picking" in 2021. By designing engaging event experiences and sharing, we advocate the message that "everyone picks up a little, the world is cleaner in a million times". We promote and encourage more youngsters to pay attention to environmental issues through the actual actions of picking up. Fans participating in the event also have their own identity authentication: Tai Er Garbage Man. In our "Pick Up Project" environmental protection exhibition, most of the "predecessors" of the exhibits are garbage collected by "Tai Er Garbage Man". By demonstrating that garbage can also be transformed into beautiful and practical products after secondary use, we would like to encourage more people to participate in the action of picking up garbage, protecting the earth in concerted efforts. As of December 2021, through the efforts of the Tai Er functional team, 11 "Tai Er Garbage Man" activities had been successfully carried out, having the footprints passed through Guangzhou, Shenzhen, and Xiamen. A total of 161 fans were convened to become "Tai Er Garbage Man" while 1,123 kilograms of garbage and waste were cleaned up throughout the year, generating 244,000 views and sharing on the internet, and more than 100 people registered before each event.

這是成立於2015年，2021年正式組織召集粉絲們共同參與線下「撿垃圾」的環保活動，我們通過策劃設計有趣的活動體驗和分享傳播，倡導「每人撿一點，世界乾淨億點」，通過自己躬身撿拾的實際行動，推動更多的年輕人一代關注環境問題，參與活動的粉絲還有專屬身份認證：太二垃圾俠。「撿點計劃」環保展上的展品「前身」大多是「太二垃圾俠」回收的垃圾，經過二次利用，垃圾也可以變成好看又實用的周邊，借此呼籲更多人參與到撿垃圾的行動中來，為地球環保略盡綿力。截止到2021年12月，通過太二職能團隊的努力，已經成功地開展了11場「太二垃圾俠」活動，足跡路過了廣州、深圳、廈門三座城市。全年累計成功召集了161名粉絲成為「太二垃圾俠」，全年共清理了1,123斤垃圾和廢品，在網路上產生了24.4萬人次的流覽和傳播，每期的活動前報名人數均超過百人以上。



Waste Oil management

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. We cooperated with qualified third-party organizations, regularly collected and recycled waste oil and kept records in accounts to implement waste oil management.

廢油脂管理

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。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。

PROTECTING THE ENVIRONMENT 保護環境

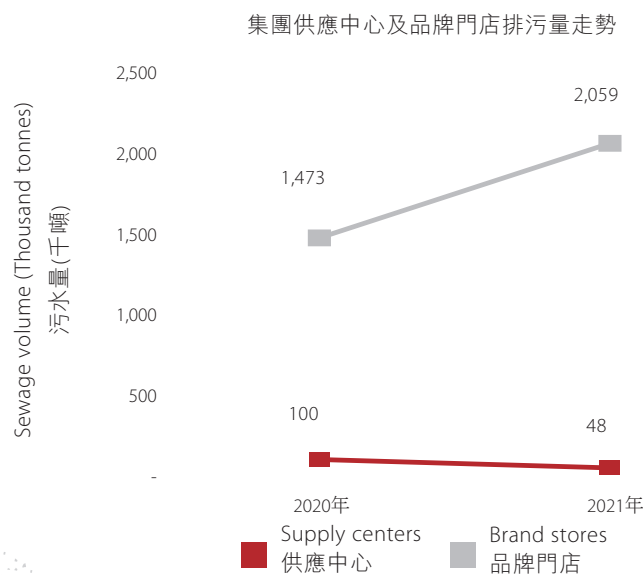
Wastewater management¹

As the wastewater generated by the Group largely depends on the water consumption of employees and customers, the Group has taken specific measures to reduce water consumption in offices, restaurants and central kitchens. For example, posting water-saving slogans at offices, installing automatic water shutoff valves in restaurant kitchens, and consolidating the rough processing of ingredients in the central kitchen. We also conduct training on the effective use of resources for employees in a timely manner to improve their knowledge of resource utilization. In addition, we strictly prohibit employees from pouring any oil residue together with other wastes into the drainage pipe network to prevent wastewater leakage due to the blockage of the water pipe, inducing environmental pollution. We conducted waste discharge filing and regular monitoring on all restaurants to guarantee that the discharge of wastewater from restaurants meet the standards. 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. In 2021, the wastewater generated by the Group's restaurants was directly discharged into the wastewater system of the property, while the central kitchen adopted an oil separator to separate the grease in the wastewater. The oil residue would later be collected by a qualified collector, and after the wastewater treatment reached the standard, it would be directly discharged into the municipal drainage pipe system. During the reporting period, the Group generated a total of 2,107,247 tonnes of catering wastewater², an increase of 534,056 tonnes or 33.95% compared to the previous year. This was mainly due to the increase in the number of operating days of the stores of various brands compared with the previous year, resulting increase in water consumption and related catering wastewater has increased accordingly.

污水管理¹

由於本集團產生的污水頗大程度上視乎員工及顧客的用水量而定，故本集團已採取具體措施減少辦公室、餐廳及中央廚房的耗水量，例如於辦公室用水位置張貼節約用水的標語、於餐廳廚房安裝自動停水伐、將食材粗加工流程集中於中央廚房進行等。我們亦適時對員工進行有效使用資源相關的培訓，以提高員工就資源方面使用的知識。此外，我們嚴禁員工將任何廢油脂及其他廢物一併倒進污水管網，以防止水管淤塞而導致管網發生污水滲漏，對環境造成污染；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；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。2021年，本集團餐廳網絡所產生的污水直接排入物業的污水系統，而中央廚房使用油隔分離污水中的油脂，再由合資格的收集商收集油脂，而污水經處理達標後直接排入市政污水管網。於報告期內，本集團共產生2,107,247噸餐飲廢水²，較上年度增加534,056噸或33.95%，這主要是因為各品牌門店之經營日數較上年度有所增加，用水量有所上升，導致有關的餐飲污水亦隨之而上升。

Trend of sewage discharge from the Group's supply centers and brand stores





PROTECTING THE ENVIRONMENT 保護環境

Notes:

- 1 Since the catering sewage generated from the office canteens are not significant, it is not included in the statistics of the catering sewage data, so that the relevant data only includes supply centers and brand stores.
- 2 Since the Group's stores of various brands are not equipped with metering devices at the sewage pipes, the amount of sewage discharged is estimated based on about 80% of water consumption.

✧ RESOURCES USE MANAGEMENT

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.

In 2021, the major resources consumed by the Group were electricity, natural gas, gasoline, diesel, water, paper products, and plastic and paper packaging materials.

Energy management

We adopted effective energy control measures on supply and storage facilities, central kitchens and stores operation. 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.

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.

附註：

- 1 由於辦公室的食堂所產生的餐飲污水並不顯著，故未有加入於餐飲污水數據的統計當中，故有關數據只包含供應中心與品牌門店。
- 2 由於本集團的各品牌門店的排污管道沒有安裝計量裝置，門店排污量均根據其用水量的80%左右作估算。

✧ 資源使用管理

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。

於2021年，本集團耗用的主要資源為電力、天然氣、汽油、柴油、水、紙品以及塑膠及紙製包裝材料。

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。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控工作，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。

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，增配具有冷凝器蒸氣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。

PROTECTING THE ENVIRONMENT 保護環境

In addition, we implemented 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.
- Implementing area lighting measures in restaurants, lighting in areas not used by customers was turned off to reduce daily energy consumption.
- IoT devices were installed in the central kitchen and several restaurants for the pilot operation to monitor the operation of the equipment, thereby enhancing the engineering department's effectiveness in equipment maintenance.
- Automatic temperature adjustment devices were adopted in food refrigerators and minimizing the number of entry and exit times to effectively reducing the consumption of energy and refrigerants.
- Publishing the *Guide to Smart Energy Management* to further advise office workers on the efficient use of electricity.

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。
- 根據門店週期需求及訂單情況，對物流配送路線進行優化，平日增加物流車輛運輸裝載量，週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。
- 於餐廳實施區域性照明措施，對於未有顧客使用的區域必須關上照明，以減少餐廳日常能耗。
- 於中央廚房及多間餐廳門店安設物聯網裝置進行試點運營，以監控設備運作情況，從而提升工程部門對設備維修保養的力度。
- 於食材冷藏庫採取溫度自動調節裝置，盡量減少出入次數，有效降低能源及製冷劑的消耗量。
- 發佈《能源智慧管理指南》，進一步指導辦公室員工有效使用電力的方法。

联合办公室 能源智能管理指南

08:40 空调、照明定时自动开启 舒适上班状态佳!
 目的：为节约能源
 上班模式仅适用于大办公区域及公共区域
 其他区域请根据需求手动开启
 会议室提前AI控制面
 会议开始时一键搞定
 对着墙面的AI播报说“小九九”
 即可唤醒智能语音控制
 开关电灯/空调——一声令下
 (统一办公区)

12:40 午休模式开启 小憩一下精神足!
 忙碌了一个上午
 是时候来一个高压午休充电啦~
 午休模式根据二档午间时开启
 13:30灯光自动统一开启，能量满满!

18:00 空调关闭，功能区域照明关闭
 18:00
 准时关闭办公室各区域空调
 有需要可自行开启
 仍保留工位支架灯
 21:00
 准时关闭办公室所有照明
 00:00
 零点模式开启，所有电源再次关闭
 多次零点自动关闭设备，按需开启

特别说明
 各区域最后离开的小伙伴有责任进行电源关闭的确认。
 联合办公室行政将会不定期抽查各部门负责区域设备使用情况，若发现无人的情况下电源开启，将会追责相应伙伴乐捐200元。
 节能减排，需要更智能，需要更智慧~

九毛九 JUMAOUJIU

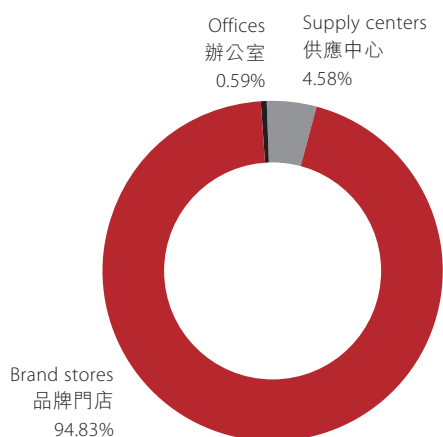


PROTECTING THE ENVIRONMENT 保護環境

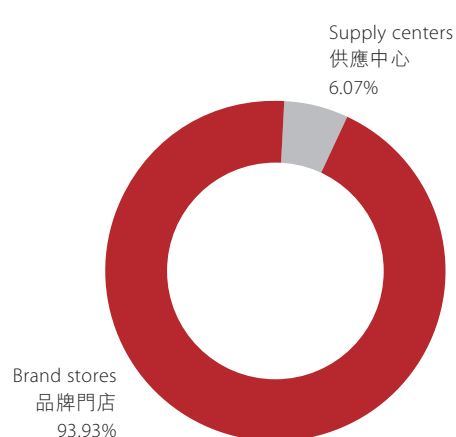
To enhance the effectiveness of reducing the carbon emissions generated by the Group, we have started planning to use renewable energy and install solar panels on top of the central kitchen to neutralize our carbon emissions. During the reporting period, the Group consumed a total of 140,946 MWh of electricity, an increase of nearly 57,311 MWh or 68.52% compared to the previous year. This was mainly due to the increase in the number of restaurants of the Group, the average operating days and the production capacity of the supply center compared with the previous year.

為了更加有效減少本集團所產生的碳排放，我們開始著手計劃使用再生能源，安裝太陽能電板於中央廚房上面，以中和我們的碳排放。於報告期間，本集團共消耗電力140,946兆瓦時，較上年度增加近57,311兆瓦時或68.52%，這主要是因為集團餐廳店舖數量、平均經營日數、供應中心產能較上年度增加所致。

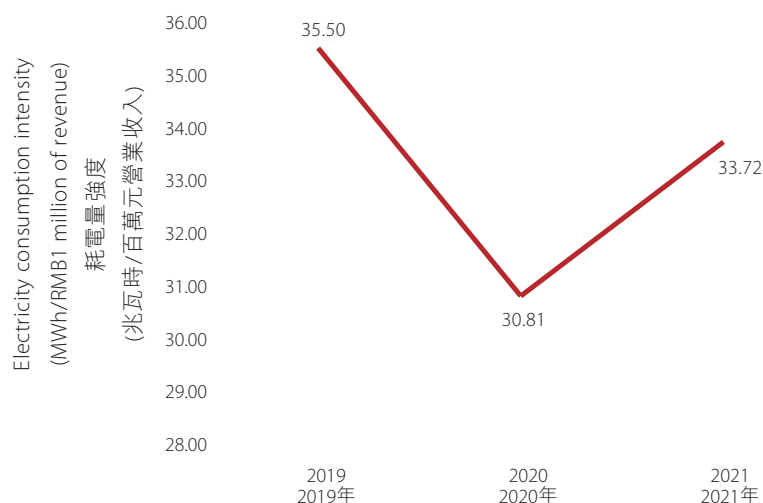
2021 Electricity consumption distribution of each operation of the Group
2021集團各營運耗電分佈



2020 Electricity consumption distribution of each operation of the Group
2020集團各營運耗電分佈



Trend of the Group's electricity consumption intensity
集團耗電強度走勢





PROTECTING THE ENVIRONMENT 保護環境

Other energy management

Gasoline, diesel and natural gas are the primary energy sources for the Group's daily operations and transportation. The Group has been striving to reduce the use of fossil fuels and enhance operational efficiency, which is regarded as the key to becoming an environmental-friendly enterprise. Although natural gas is a cleaner fuel than gasoline and diesel, we have persistently sought ways to reduce its consumption. In 2021, we invested nearly RMB2.24 million in the central kitchen to install a new oil refining system that uses a coil structure, cooling the hot oil with cold oil instead of the original natural heat dissipation method. As a result, the heat generated during the refining process can be recovered to the cold oil, effectively reducing natural gas consumption by about 20%. In addition, we actively promote the concept of "Green Travel" and encourage employees to take public transportation or commute to work on foot as much as possible to reduce the greenhouse gas emissions caused by carriers. Apart from formulating a vehicle system to regulate employees' car-use behavior, we also require drivers to plan their routes ahead and take the shortest and fastest route to their destination to reduce vehicle exhaust gas and greenhouse gas emissions caused by vehicles. During the reporting period, the Group consumed a total of 2,859 liters of gasoline, 19,011 liters of diesel oil and 1,612,720 cubic meters of natural gas, representing a decrease of nearly 613 liters of gasoline¹ or 17.66%¹ compared to the previous year, an increase of nearly 17,813 liters or 14 times of diesel oil, and a decrease of nearly 93,459 cubic meters or 5.48% of natural gas. The decrease in gasoline consumption was mainly due to the impact of the epidemic, which reduced the number of business trips, resulting in a decrease in vehicle fuel consumption; and the increase in diesel consumption was mainly due the implementation of Foshan Municipal Government's off-peak electricity consumption policy during the reporting period, the frequency of using diesel generators had increased to sustain our Foshan supply center operations, so that the amount of diesel has increased significantly.

Note:

¹ Part of the data for the previous year are restated for comparison purposes.

其他能源管理

本集團耗用汽油、柴油及天然氣作為日常營運及運輸上的主要能源。本集團一直致力減少使用化石燃料及提高營運效率，並將其視為致力成為環保企業的關鍵。儘管天然氣相對汽油及柴油是較為清潔的燃料，我們亦不斷尋找方法以減少其用量；於2021年，我們於中央廚房投資近224萬元裝設新的煉油系統，有關裝置使用盤管結構，實現冷油降溫熱油，代替原來自然散熱的方式，使煉油期間所產生熱量回收至冷油，有效降低天然氣使用量約20%。我們亦積極推廣「綠色出行」的理念，希望員工盡量乘坐公共交通工具或徒步上下班，以減少其所造成的溫室氣體排放。我們除了制定車輛制度規管員工用車行為外，亦要求司機出行前規劃路線，盡量以最短最快速的路線到達目的地，以減少車輛所造成的廢氣及溫室氣體排放。於報告期間，本集團共消耗2,859升汽油、19,011升柴油及1,612,720立方米的天然氣，分別較上年度減少汽油近613升¹或17.66%¹，增加柴油近17,813升或14倍及減少天然氣近93,459立方米或5.48%。汽油用量的減少主要因為疫情影響，減少了出差的次數，故車輛用油減少；而柴油用量的增加主要因為佛山市政府於報告期間實施了錯峰用電的政策，佛山供應中心因日常營運需要，增加了使用柴油發電機的次數，故柴油用量大幅增加。

附註：

¹ 上年度部分數據需重列作為比較用途。



PROTECTING THE ENVIRONMENT 保護環境

Water resources management

The Group uses water supplied by the government mainly for production and employees' daily life. The critical element of operation for catering enterprises depends on obtaining reliable water resources. Although we had not encountered any problems accessing dependable water sources, the Group undoubtedly acknowledged that water resources are a precious, shared, and limited resource. Therefore, for the effective use of water resources, we took actions to save water in every aspect of our daily operations, actively implemented different water-saving measures. We educated employees that water conservation should start in everyday life, establishing an appropriate concept of water use, strengthening employees' environmental awareness. Moreover, water conservation reminders are posted at prominent positions in offices, restaurants and the central kitchen, while regular training was carried out to improve water usage in production processes and daily office operations. 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

本集團是使用政府供應的水源，主要用於生產及員工的日常生活。對餐飲企業而言，營運的關鍵取決於獲取可靠的水資源，我們雖然沒有就取得適用水源上遇到任何問題，但本集團清楚知道水資源是一種寶貴、共用及有限的資源，因此為了有效使用水資源，我們將節水行動貫穿日常營運的各環節，積極實施不同的節約用水措施，教育員工節約用水應從日常生活開始，建立正確的用水觀念，加強員工的環保意識，並於辦公室、餐廳及中央廚房內的當眼位置張貼節約用水提示及定期培訓，以改善生產流程與辦公室日常營運時的用水情況。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閥門，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閥裝置，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。

PROTECTING THE ENVIRONMENT 保護環境

During the reporting period, the Group consumed a total of 2,679,316 cubic meters of water resources, an increase of nearly 969,571 cubic meters or 56.71% compared with the previous year; this was mainly due to the increase in the number of restaurants, average operating days and production capacity of the supply center of the Group in which directly lead to an increase in the Group's water consumption compared with previous year.

於報告期間，本集團共消耗水資源2,679,316立方米，較上年度增加近969,571立方米或56.71%；這主要是因為集團餐廳店舖數量、平均經營日數及供應中心產能較上年度增加，直接導致集團耗水量上升。

2021 Water consumption distribution of each operation of the Group

2021年集團各營運耗水分佈

Offices 辦公室	Supply centers 供應中心
0.42%	3.55%



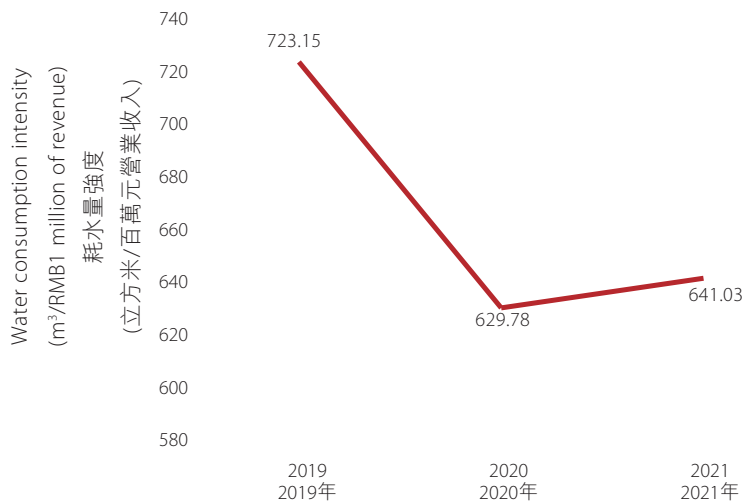
2020 Water consumption distribution of each operation of the Group

2020年集團各營運耗水分佈

Supply centers 供應中心
7.32%



Trend of the Group's water consumption intensity
集團耗水強度走勢





PROTECTING THE ENVIRONMENT 保護環境

Paper Management

The Group advocates the concept of a “Paperless Office”, proposing the use of the online office system. Employees were encouraged to transmit information and files in electronic form as possible and recycle envelopes and folders. Double-side printing was set by default, and notices were posted next to the printer reminding employees to use double-sided printing and reuse paper to the greatest extent. The paper used on both sides should be placed into the recycled paper collection box and disposed of by a qualified recycler. We have also gradually enlarged the information systems construction for the operation of restaurants and the central kitchen. 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, which enabled us to implement paperless operations. In addition, the Group has also started to use Forest Stewardship Council certified¹ paper and in electrical to prepare and distribute the Group’s interim and annual reports, significantly reducing the use of paper. During the reporting period, the Group consumed approximately 144 tonnes of paper products in total.

紙品管理

本集團提倡「無紙化辦公室」的理念，主張利用網上辦公系統，鼓勵員工儘量以電子檔案形式傳遞信息及文件；循環使用信封和檔案夾；將列印機預設為雙面列印，在列印機旁張貼告示，提醒員工儘量使用雙面列印及重複使用紙張；將兩面都已使用的廢紙放入再造紙收集箱並由合規格的回收商處理。而對於餐廳及中央廚房的營運，我們亦逐步增大信息化系統的構建，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，這使我們在有關營運中也能實施無紙化營運。此外，集團亦開始使用森林監管委員會認證的¹紙張及電子方式準備及派發集團的中期與年度報告，大幅減少使用紙張。於報告期間，本集團共消耗約144噸紙品。

Note:

- 1 The purpose of the Forest Stewardship Council (“FSC”) certification label is to reduce the risk of using non-certified materials in the manufacture of products that involve harm to forests and human activities. The FSC system is also designed to mitigate the problems behind ecologically harmful activities, thereby reducing and eventually eliminating the associated risks. Materials procured by recognized entities must not originate from illegally harvested timber, timber harvested in violation of traditions and human rights, forest timber of high conservation value threatened by management activities, or timber that has been converted to plantation or non-forest land, or wood harvested from forests where genetically modified trees are grown.

附註：

- 1 森林監管委員會「Forest Stewardship Council」(「FSC」)認證標籤的目標是為了減低產品製造過程中使用涉及危害森林和人類活動的非認證材料之風險。FSC系統亦旨在緩解危害生態活動背後的問題，從而減低甚至最終逐步消除有關風險。為此認可實體採購的材料不得來自非法採伐的木材、侵犯傳統和人權而採伐的木材、於高度保護價值受管理活動威脅的森林木材、或於已轉為種植園或非森林用地的木材、或於種植基因改造樹木的森林採伐的木材。



PROTECTING THE ENVIRONMENT 保護環境

Disposal materials management

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, we strictly restricted the use of disposable plastic products such as non-degradable plastic bags and stopped using non-degradable disposable plastic straws. We actively promoted the "Plastic Reduction" movement on packaging materials. We did not actively provide disposable plastic straws, cutlery and bags materials for dining in or takeaway services unless the customers 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 public's environment protection awareness. 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. In 2021, the Group's various brand restaurants in Hainan have adopted degradable packaging materials, since the opening of Song and Lai Mei Li, the packaging materials for tea drinks are all degradable materials and the packaging bags used by Tai Er are all degradable materials. 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 will further increase the adaptation of sustainable packaging in our restaurant operations to reduce its adverse impact on the environment. During the reporting period, the Group used a total of 817 tonnes of packaging, an increase of approximately 287 tonnes or 53.99% over the previous year.

一次性物資管理

我們致力於減少物流運輸、門店、中央廚房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》《關於進一步加強塑膠污染治理的意見》等相關法律法規，嚴格限制不可降解塑膠袋等一次性塑膠製品使用，並已不再使用不可降解一次性塑膠吸管。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膠吸管、塑膠餐具和包裝袋。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、可生物降解塑膠包裝材料、可降解環保吸管等，減少難以降解的塑膠所造成的環境污染。於2021年，集團於海南地區各個品牌餐廳均已採用可降解包裝材料；愆及賴美麗自開業以來，茶飲包裝材料均為可降解材料；而太二使用的打包袋均為可降解材料。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。我們將進一步加大於餐廳營運中可持續包裝物的使用，以減少其所對環境所帶來的不利影響。於報告期內，本集團共使用817噸包裝物，較上年度增加近287噸或53.99%。



Total degradable packaging accounts for **9%** of the packaging purchased in 2021
2021年可降解包裝物佔全年採購包裝物 **9%**



PROTECTING THE ENVIRONMENT 保護環境

Environment and natural resources

The Group is devoted to engaging in environmental protection works and has been focusing on evaluating the impact of its business development and daily operations on the environment. Through the above-mentioned series of saving different resources in operations and implementing effective management and control of emissions, the Group has moved forward in a reliable and resilient direction in the catering industry. In addition to complying with relevant laws and regulations, we also maintained close communication with stakeholders and discussed their concerns. The Group formulated environmental protection goals and policies and regularly assessed the suitability with a proper record and management of all environmental information. If there are any questions or abnormalities, we will take appropriate corrective measures to improve the effectiveness of environmental protection measures. Moreover, the Group motivates suppliers to work with the Group in safeguarding the environment and complying with the requirements of the environmental management system, implementing the environmental management system through the audit work. The Group actively procured and utilized green ingredients, conducted regular discussions, and invested resources in various new pollution prevention equipment and technologies to standardize the disposal of wastes that impact the environment. A series of environmental protection activities and training courses were carried out to enhance employees' environmental awareness and promote the efficient use of resources and waste prevention. These measures aim to reduce the adverse impact of operations on the environment and natural resources. In 2021, the Group's major environmental impact came from wastewater, food waste and greenhouse gas emissions, mainly attributed to electricity consumption and fossil fuels.

環境及天然資源

本集團一直致力於環境保護工作，並專注於評估其業務發展及日常營運對環境的影響，透過上述一系列在營運中節約各種資源及對排放物所實施的有效管控，本集團在餐飲業界中以可靠及具抗逆力的方向向前邁步。我們除了遵守相關的法律法規外，還與各利益相關方保持緊密溝通，討論他們所關注的事宜，制定環保目標與政策，定期評估其適切性，並妥善記錄及管理所有環境信息；如有問題或異常情況，必須採取適當的整改措施，從而提升環境保護措施的有效性。本集團亦希望供應商能夠與本集團共同維護環境及遵守環境管理系統的要求，藉著審查工作，落實環境管理系統。積極採用綠色的食材、定期研討及投放資源於各種新的防治污染設備及技術，以規範對環境存在影響的廢物處理；展開各種環保活動與培訓課程以加強員工的環保意識，提倡善用資源，避免浪費，此等舉措旨在減低營運對環境及天然資源的負面影響。於2021年，本集團對環境造成的主要影響來自廢水、廚餘及主要因耗用電力及化石燃料而產生的溫室氣體排放。



PROTECTING THE ENVIRONMENT 保護環境

Actions in response to climate change

Climate change has resulted in extreme weather, which has material impact on the operation of businesses. We identified the risks of climate change that might or have materially affected the Group, of which most of the dining areas are in shopping centers or malls, therefore already possessed certain effects of earthquake resistance and temperature adjustment. Kitchen areas are indoor spaces, which could have risks of high temperature and flood. Changes in climatic conditions may also affect the stability of the Group's suppliers' supply and affect the quality of food ingredients, which may lead to a certain degree of operational risk. Therefore, we started a series of actions to ease the impact of the risks of climate change.

應對氣候變化

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；而氣候狀況的變化亦有可能會影響本集團供應商供貨的穩定性及對食材的質素造成影響，這致使我們存有一定程度營運風險。因此，我們開展系列應對行動，降低氣候變化風險的影響。

Risk 風險	Measures 應對方法
High temperature risks 高溫風險	<ul style="list-style-type: none"> 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。
Flood risks 洪澇風險	<ul style="list-style-type: none"> 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。
Supply risks 供貨風險	<p>Continue to update and monitor the situation of climate change. Before the typhoon's arrival, evaluate whether the inventory is sufficient for the daily supply of the restaurant in the near future, and make a reasonable estimation. Purchase in advance to avoid the shortage of ingredients that might affect the restaurants' daily operation. In addition, the Group can effectively reduce the risk of volatility and uncertainty in operating costs caused by climate change.</p> <p>持續關注氣候變化狀況，在颱風前夕，評估庫存量是否足夠未來餐廳日常供貨，並作出合理估算，提前進行採購，以避免食材短缺的情況，影響餐廳日常營運。此外，亦能夠使集團有效降低因氣候變化所帶來營運成本的波動性及不確定性的風險。</p>



EMPLOYEE-ORIENTED¹ 員工為本¹

The operation of the Group requires the support of diverse and skilled staff. We adhere to the “People-Oriented” principle, regarding employees as valuable human capital assets 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. In actualizing the goal and building an efficient talent echelon, we provide employment opportunities and facilitate mutual communication with employees. By providing various training courses related to vital professional skills in the catering industry, we ensure that all employees of the Group are competent for their jobs. At the same time, the Group has established a clear promotion ladder in terms of employee career development and promotion management.

◇ 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 December 31, 2021, the Group's labor contract signing rate and social insurance coverage rate both reached 100%. During the reporting period, the Group had 2 labor dispute cases, and we had paid the relevant compensation according to the judgment, involving a total amount of approximately RMB21,800.

本集團的營運須多元化及技術純熟的員工支持。本集團堅持「以人為本」的原則，將員工視為珍貴的人力資本財產，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。為實現此目標並且建立高效的人才梯隊，我們提供就業機會以及促進與員工溝通，提供各種與餐飲業重要專業技能有關的培訓課程，確保本集團所有員工勝任工作。與此同時，本集團在員工事業發展和晉升管理方面設有明確的晉升階梯。

◇ 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。此外，為建立共融的工作環境，我們致力消除對弱勢群體及少數群體的就業障礙。我們禁止所有與年齡、性取向、性別、種族、國籍或其他非才能有關的歧視或騷擾。截至2021年12月31日，本集團勞動合同簽訂率及社會保險覆蓋率均達到100%。於報告期間，本集團發生2宗勞動糾紛案件，我們已按判決支付有關賠償，涉及金額共約人民幣2.18萬元。

Note:

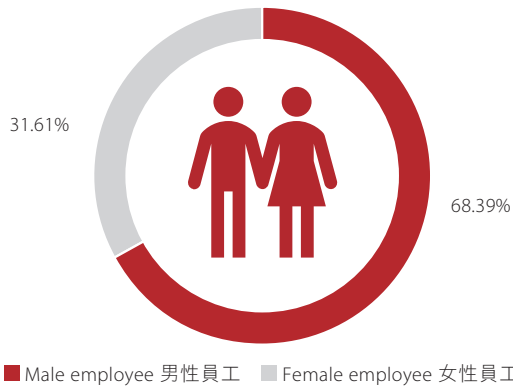
1 The statistics of employee data include contract labor, labor dispatch, re-employment after retirement, outsourcing, flexible employment and part-time employment.

附註：

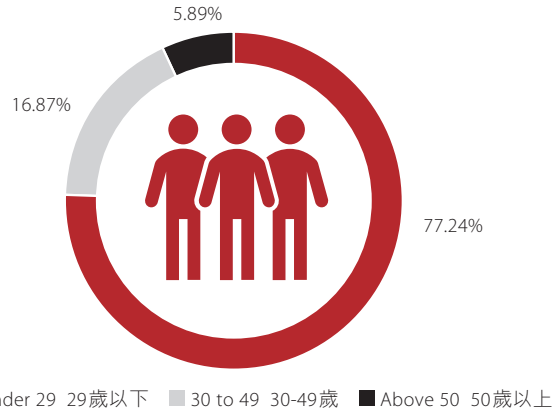
1 員工數據的統計包含合同工、勞務派遣、退休返聘、外包、靈活用工及兼職等僱傭種類。

EMPLOYEE-ORIENTED 員工為本

Employee Gender Ratio
員工性別比例



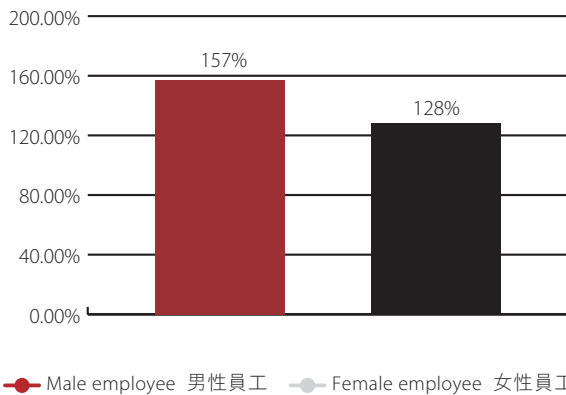
Employee Age Distribution
員工年齡分佈



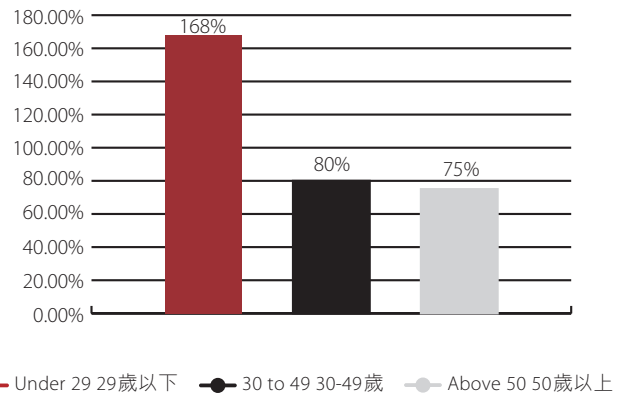
Appointments, promotions or terminations of the Group's labor contracts are based on reasonable and legal reasons and internal policies. We strictly prohibit any form of unfair or unlawful dismissal. In view of avoiding any form of labor litigation, we have formulated procedures for handling resignation to ensure that the resignation process and clearing can be completed smoothly and on time, protecting the interests of both the resigned employees and the company.

本集團勞動合同的任命、晉升或終止均基於合理、合法的理由和內部政策而作出，我們嚴格禁止任何形式的不公或非法解僱。為避免發生任何形式的勞動訴訟，我們制定離職手續辦理的流程規定，確保離職流程及清算能順利及準時完成，保障離職員工及公司的利益。

Employee turnover ratio by gender in 2021
2021年按性別僱員流失比率



Employee turnover ratio by age in 2021
2021年按年齡僱員流失比率





EMPLOYEE-ORIENTED 員工為本

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. Besides, we encourage employees to report any incidents involving discrimination to the Group's Organizational Development Department, and the related department will be responsible for assessing, handling, recording, and taking any necessary disciplinary action associated with substantiated cases. At the same time, we also provide employees with channels to communicate directly with the management to report any injustice or discrimination in operations.

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。此外，我們鼓勵員工向本集團的組織發展部報告任何涉及歧視的事件，有關部門會負責評估、處理、記錄和採取與經證實案件有關的任何必要的紀律處分；同時，我們亦向員工提供能夠直接與管理層溝通的渠道，以舉報任何於營運當中不公或歧視的情況。



EMPLOYEE-ORIENTED 員工為本

Strictly prohibiting forced and child labor

We respect labor rights and strictly abide by the *Provisions on the Prohibition of Using Child Labor of the People's Republic of China* and the *Law of the People's Republic of China on the Protection of Minors* and the relevant provisions. 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 by checking their identity cards and conducting 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. If the management discovers any child labor, we will terminate the contract immediately and investigate the incident in a serious manner. We possess a serious attitude towards child labor and will take disciplinary action against any employee responsible for the cause of the incident. The Group also strictly implements various measures to prevent any form of forced labor, including prison labor, indentured labor, and bonded labor, such as: signing labor contracts with employees on an equal and voluntary basis, ensuring employments bear no employment costs when they joining us, never deduct wages, benefits or assets of employees without reason, and never withhold their identity cards or other identification documents. Any form of corporal punishment, beating, body searches or insults, or violence, threats or illegal restrictions on personal freedom to force working are strictly prohibited. In order to avoid involuntary overtime working, any overtime arrangements must be approved by the employee themselves and compensated in accordance with applicable laws and regulations. During the reporting period, the Group had no labor disputes and violations in relation to the employment of child or forced labor.

嚴禁強制勞工和童工

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，在招聘時核對應聘者的身份證明文件，確保應聘者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。如管理層發現任何童工，我們會立即終止合約並調查事件。我們認真對待童工問題，並會對須就事件起因負責的任何員工採取紀律行動。本集團還嚴格執行各種措施，以防止任何形式的強制勞工，包括囚工、契約勞工、抵債勞工，例如：在平等自願的基礎上與員工簽訂勞動合同；確保員工入職時不需承擔任何僱傭費用；絕不無故剋扣員工的工資、福利或財產；絕不扣留身份證或其他身份證明文件；嚴禁任何形式的體罰、毆打、搜身或侮辱行為，或以暴力、威脅或非法限制人身自由等手段強迫員工勞動。為了避免非自願性加班，任何加班安排必須獲得員工同意，並按照適用法律法規給予員工補償。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。



EMPLOYEE-ORIENTED 員工為本

Employee Inclusion, Equal Opportunities and Anti-discrimination

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 and those who have reached retirement age, 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 52 people with disabilities and 579 retired people.

員工包容，平等機會及反歧視

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，集團為殘障及達到退休年齡的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，本集團分別僱傭殘障人士共52人及退休人士共579人。

Case: Tai Er stepping into areas with employment difficulties to provide assistance

案例：太二走進就業困難地區提供援助

In 2021, Tai Er stepped into the poverty-stricken areas of Guizhou to assist job seekers in applying for employment allowances and providing employment opportunities. Tai Er provided 13 jobs to relevant job seekers in this project and assisted them in applying for subsidies totalling RMB38,230.

於2021年，太二走進貴州貧困地區協助求職人士申請就業津貼補助，並提供就業機會；太二於本次項目提供了13個崗位予有關求職者，並協助其申請金額共38,230元的津貼。



EMPLOYEE-ORIENTED 員工為本

◇ REMUNERATION AND WELFARE

We abide by the remuneration and welfare policies formulated by the state and the Group, provide employees with reasonable remuneration and competitive welfare coverage and respect every employee's work and contribution.

Remuneration structure

To improve personnel efficiency and encourage employees' long-term development and contribution to the company, the Group provides various types of allowances and incentives across departments and positions, such as irregularly adjusted attendance bonuses, weekend overtime wage allowances and bonus systems, and the adoption of performance evaluations to measure employee performance. Therefore, apart from the monthly payment of a fixed monthly salary, performance bonuses will also be issued based on performance evaluation. The better the performance, the more rewards reflect our "The More Diligent, The Luckier" principle. At the supervisor/director level, in addition to the monthly performance bonus, there will also be job allowances at different levels. Besides, the Company also focuses on talent training. Therefore, an additional talent training commission will be added at the supervisor/director level to encourage senior personnel to take the initiative in coaching new staff, bringing a sense of belonging to the new recruits, and improving the level and standard of employees of the Group. 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. On October 29, 2021, we had granted a total of 3,758,300 share options to 114 eligible employees. 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. In 2021, with the purpose of attracting and retaining outstanding talents, we enhanced the competitiveness of the salary of employees of various brands. We adjusted the salary structure of employees according to market standards and our own development needs, and the corresponding adjustment also had risen the wage of part-time worker.

◇ 薪酬福利

我們依法遵從國家及集團所制定的薪酬福利政策，務求為員工提供合理的薪酬和優越的福利保障，尊重每一位員工為集團辛勞的付出。

薪酬體系

集團為了提高人事效率，鼓勵員工在公司長期發展和貢獻，集團為各部門各職位提供各類型的津貼和獎勵：例如不定時調整全勤獎、週末加班工資津貼和獎金制度，並採用績效評估去衡量員工的工作表現，因此每月發放定額月薪之外也會根據職效評估去發放績效獎金，表現越好獎勵越多，「越勤力越幸運」。而在主管／主任級別，除了每月績效獎金之外，也會有不同級別的職務津貼，另外公司亦注重人才培訓，因此在主管／主任級別會額外增設人才培養提成，鼓勵高級人員主動教新員工，為新入職員工帶來歸屬感，提升集團的員工水準。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。於2021年10月29日，我們已向114名合資格員工授出合共3,758,300份購股權。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。2021年，本集團為了提升各品牌員工薪酬的競爭力，達到吸引及保留優秀人才的目的，我們根據市場水準及自身發展需要，統一對各品牌員工薪資結構進行了調整，而有關調整亦對兼職工資有所提升。



EMPLOYEE-ORIENTED 員工為本

Welfare benefits

We highly care about the basic welfare of employees and provide them with various additional welfare coverage. First, in terms of holidays, the Group provides employees with diverse types of paid leave, including paid annual leave, sick leave, bereavement leave, marriage leave, maternity leave, paternity leave, and breastfeeding leave. In addition, we set up double year-end payment, birthday party, long-term contribution award (five years and ten years), dining discount, in-company shopping mall, high-temperature allowance, telephone charge subsidy and other internal benefits. The Group provides social insurance benefits to all employees in accordance with local labor laws and social security laws and regulations. The Group pays various social insurance premiums for employees (pension insurance, medical insurance, unemployment insurance, work-related injury insurance, and maternity insurance) and housing provident fund and provides accident insurance for re-employed retirees and part-time employees.

福利待遇

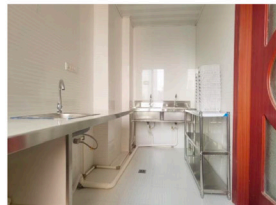
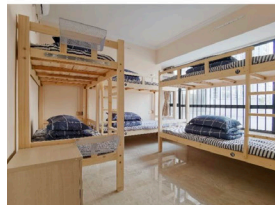
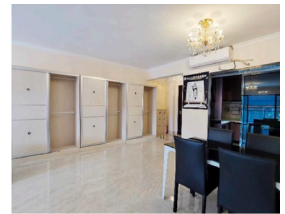
我們注重員工的基本福利，並為員工提供多種額外福利保障。首先在假期方面，集團為員工提供各種類型的有薪假期：福利年假、病假、喪假、婚假、產假、陪產假和哺乳假。另外也特設年終雙薪、生日會、長期服務獎（五年及十年）、員工用餐折扣、公司內購商城、高溫補貼、電話費補貼等內部福利。本集團按照當地的勞動法及社會保障的法律法規，為所有員工提供社會保險福利項目。本集團為員工繳納各項社會保險費（養老保險、醫療保險、失業保險、工傷保險及生育保險）和住房公積金，以及退休返聘人士和兼職員工提供意外保險。

Tai Er One-stop staff dormitory

The Group is aware of the hard work and effort of front-line employees every day. Therefore, aiming to relieve the fatigue of employees at work, we have set up one-stop customized dormitories near the Group's restaurant network, with sufficient accommodations and living facilities for employees to relax after work. At present, Tai Er has set up 895 dormitories and is ready for employees to move in at any time.

太二一站式員工宿舍

本集團知曉前線員工每天工作的辛勞，因此，為了舒解員工在工作時的疲勞，我們於集團的餐廳網絡周邊設有一站式定制化宿舍，設有充足的床位及生活設施，讓員工下班後能夠緩解其勞累。現時，太二已經設有895家宿舍，讓員工隨時入住。



All staff dormitories nationwide are equipped with the above living facilities
全國員工宿舍均設有上述生活設施



EMPLOYEE-ORIENTED 員工為本

Nathan Foundation

In promoting the harmonious development of Jiumaojiu Group and solving problems for employees, the Group established the Nathan Foundation in 2015. The source of funds for the foundation comes from the annual donation of RMB1 million by the chairman and the management, intended to help the Group's employees or their siblings, spouses, children, parents or parents-in-law in critical illness, accidental severe personal injury, and difficulties in education and enrolment. Employees who have worked in the Jiumaojiu Group for one full year will automatically become members of the foundation and enjoy the coverage of the foundation's assistance. The Nathan Foundation will continuously operate and gradually expand the scale of funds and the scope of the aid to benefit more employees. In 2021, the Nathan Foundation assisted 11 employees with a total amount of about RMB260,000. The relevant assistance mainly helps the employees' children receive education and the medical expenses of employees and their relatives who suffer from severe diseases.

Nathan基金會

為促進九毛九集團和諧發展，為員工排憂解難，集團於2015年設立了Nathan基金會。基金會資金來源為董事長及管理層每年捐獻人民幣100萬元，用以幫扶集團員工或其兄弟姐妹、配偶、子女、父母、配偶父母在重大疾病、嚴重意外人身傷害以及教育入學方面的經濟困難。在九毛九集團連續工作滿一年的員工，即可自動成為基金會會員，進入基金會幫扶的覆蓋範圍。Nathan基金會將持續運營，並逐步擴大資金規模和幫扶範圍，以惠及到更多集團員工。2021年，Nathan基金會已向11名員工提供援助，援助金額共約人民幣260,000元，相關援助主要是協助員工子女升學及患上重大疾病的員工及親屬的醫療費用。

◇ EMPLOYEE HEALTH AND SAFETY

The Group's responsibility is to ensure employee safety, and we insist on providing employees with a safe and harmless working environment. In addition, we actively provide employees with safety training, examinations and reward programs to enhance their occupational safety awareness. 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 2021, there was no work-related death incident occurred in the Group. The number of work-related injuries among employees was approximately 700, and the work-related injury days were around 5,567 days. All relevant employees had claimed reasonable compensation from the company's insurance.

◇ 員工健康與安全

保障員工安全是公司的責任，我們堅持為員工提供安全、無害的工作環境。此外，我們積極為員工提供安全培訓、考試及獎勵計劃，以提升員工的職業安全意識。本集團嚴格遵守《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。2021年，集團無因工死亡事件發生，員工發生工傷次數約700次，工傷損失日數約為5,567天，而有關員工均已向公司保險索取合理賠償。



EMPLOYEE-ORIENTED 員工為本

Safety management framework

The Group has placed a high priority on employee health and providing a safe working environment to prevent and avoid occupational hazards for employees. To comply with local laws and regulations on safe production, the Group has formulated a safe production responsibility system and established a safety management committee and a safety management organizational structure. Management and employees of all levels must clearly understand their safety responsibilities and sign the letter of responsibility on safe production and perform safety responsibilities in strict accordance with the responsibility commitment.

Safe working environment

The Group has established a responsible group to conduct regular inspections of potential safety hazards for each production unit, especially those with significant safety hazards, ensuring employees can perform duties in a hazardless environment. If safety risk is identified, the safety officer reports to the management and request the suspension of the relevant production process, and formulate a rectification plan. The corresponding production process and personnel can continue the work only after the rectification is completed. We also established a security risk and hazard ledger to register each newly identified security hazard to ensure that the identified hazards have been recorded and continuously monitored. We provide employees with adequate safety equipment in accordance with the current safety regulations and require employees to wear them appropriately during work. The engineering department of the Group is responsible for the repair and maintenance of the equipment in the central kitchen and restaurants. The engineering department will prepare an equipment maintenance plan every year, perform regular inspection and maintenance of the equipment, and monitor the operation of the main equipment in real-time through the installation of IoT devices, which allows the engineering staff to repair faulty equipment in a timely manner. In addition, we will also regularly entrust a third-party testing agency to conduct the testing on hazard factors of occupational disease in the Group's central kitchens, identifying whether each job position will bring occupational hazards to employees. The testing contents mainly include noise, high temperature and dust. The test result of this year found that the noise exposure of one position of the production unit did not meet the exposure limits in *Occupational Exposure Limits for Hazardous Agents in the Workplace Part 2: Physical Factors*, mainly because the machines in this position exposed to a greater noise during operation. Therefore, we have immediately required employees to equip with appropriate protective tools to avoid occupational injuries, and the test result of high temperature is in line with the *Occupational Exposure Limits for Hazardous Agents in the Workplace*.

安全管理架構

本集團一向注重員工健康及提供安全的工作環境，預防及避免員工受到職業性的危害。為了符合當地有關安全生產的法律法規，本集團制定安全生產責任制度並建立安全管理委員會和安全管理組織架構；各級管理層和各員工必須清楚瞭解自身的安全職責，逐級簽訂安全生產責任書，並嚴格按安全生產責任書履行安全職責。

安全工作環境

本集團設立專崗專職定期對每個生產崗位進行安全隱患排查，尤其是存在重大安全隱患崗位，使員工能於安全的環境下履行職責；如發現安全隱患，安全員需向管理層報告，要求相關生產工序及人員暫停工作，並制定整改計劃，相關生產工序及人員於整改完成後才可以繼續相關工作。我們亦建立安全風險隱患台帳，登記每次新發現的安全隱患，確保已識別的安全隱患均已得到記錄並持續監控。我們根據現行的有關安全條例向員工配備足夠安全設備，要求員工在工作期間正確配戴。本集團的工程部門負責中央廚房及餐廳設備的維修與保養，工程部門每年編製設備保養計劃，定期為設備進行檢查保養，並透過安設物聯網裝置即時監控主要設備的運作情況，讓工程人員能夠及時對出現故障的設備進行維修。此外，我們亦會定期委託第三方檢測機構對本集團的中央廚房進行職業病危害因素檢測，以識別每個工作崗位會否為員工帶來職業危害的風險；檢測內容主要包括噪聲及高溫。本年度之檢測結果發現其中生產車間切面崗位接觸的噪聲未符合《工作場所有害因素職業接觸限值 第2部分：物理因素》中的職業接觸限值，這主要是因為該崗位的機器在運作期間會產生較大噪聲；因此，我們已立即要求員工配備合適的防護工具，免受於職業傷害，而高溫的檢測結果均符合《工作場所有害因素職業接觸限值》。

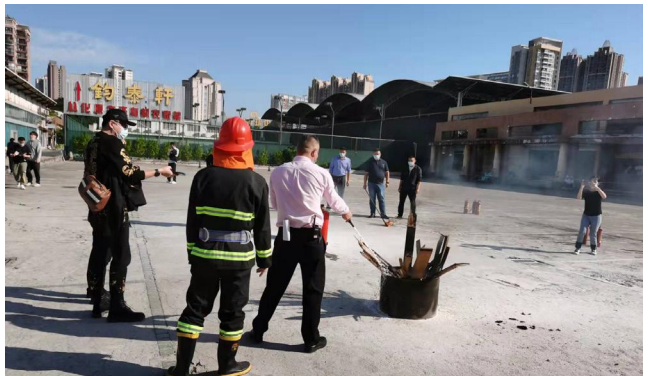
EMPLOYEE-ORIENTED 員工為本

Training on the safe use of equipment and assessment mechanism

A safe working environment and occupational health are inseparable from training. Based on the actual situation of each department, the Group incorporated various safety training into our annual training plan, reviewed the implementation at the year-end, and assessed the security risks brought about by business changes, providing a reliable basis for next-year planning. New employees are required to participate in various types of practical training, understand the department's work process and guidelines, and the operational skills of various facilities. Departmental safety education was also arranged, and the Group would conduct regular training on safety thinking, safety knowledge and safety technology for employees. The Group also regularly organized on-the-job technical training, safety assessment, and team safety activities to ensure that employees could meet safety standards ideologically, knowledgeably and technically to perform their duties. In addition, we pasted the QR code of the operating procedures on the equipment to effectively avoid accidents caused by employees' careless and blind equipment operation. Besides, we also required each department to conduct a yearly assessment following the *Assessment Rules for Responsibility Management on Safe Production* to assure employees' safety awareness. Furthermore, the Group regularly organized emergency drills in the central kitchen, including fire safety and limited space safety drills. All restaurants cooperated with the security department of the respective property management company to conduct regular fire drills, ensuring that employees were familiar with the response methods and escape routes in the event of a sudden safety incident to protect employee safety.

安全使用設備培訓及考核機制

培訓工作與安全工作環境、職業健康有著密不可分的關係，本集團結合各部門的實際情況，將各種安全培訓加入集團年度培訓計劃當中，並於年末審視計劃的實施情況及因業務變化帶來的安全風險，為來年的計劃提供可靠的依據。新入職員工需接受各類型的實操訓練，瞭解部門的工作流程和指引以及各項設施的操作技術，接受部門安全教育，並對員工進行經常性的安全思想、安全知識和安全技術的訓練；本集團還定期組織崗位技術培訓、安全考核、班組安全活動，以確保員工於思想上、知識上和技術上均能達到安全標準履行其職責。此外，我們於設備上亦貼上操作規程二維碼，有效避免員工因盲目操作設備而發生意外。此外，我們每年亦會要求各部門根據《安全生產責任管理考核細則》進行考核，確保員工的安全意識。此外，我們亦定期於中央廚房組織應急演練，當中包括消防安全及有限空間安全演練，而餐廳均配合該物業管理公司的安全部門定期進行消防演練，以確保員工在突發安全事故時熟悉應對方法及逃生路線，保障員工安全。



Photos of firefighting skills training and emergency drill

消防技能培訓與應急演練照片



EMPLOYEE-ORIENTED 員工為本

Production Safety Reward and Punishment System

The establishment of a production safety reward and punishment system helps enhance employees' awareness of complying with safe production standards and conscientiously performing their duties. In safe production, good performers will be rewarded to varying degrees, and vice versa. Employees must abide by the employee code, otherwise, they will be punished according to the company's *Safe Production Rewards and Punishment System*.

Work injury Processing

The Group has formulated a set of work-related injury procedures to ensure that employees receive treatment as soon as possible after work-related injuries. Also, it allows the company to collect the relevant information and pay the related fees and compensations.

✧ EMPLOYEE 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. At the same time, the Group has established a standardized employee training mechanism and transparent promotion system, providing comprehensive online and offline training plans for all employees. The headquarters have set up an employee training center in the office space to give unified training to employees at all levels. The e-learning platform allows operations and functional employees to assess online learning materials on operating procedures, guidelines, standards, information technology, and corporate culture. The Group's comprehensive training system ensures sufficient talent reserves from the management team to front-line restaurant employees, matching the Group's future development plans. We have a complete and transparent promotion mechanism, which motivates the upward flow of employees.

安全生產獎罰制度

建立安全生產獎罰制度，有助提升員工遵守安全生產的意識及認真履行職責。在安全生產中，有良好表現者會有不同程度的獎勵，反之亦然。員工必須遵守員工守則，否則，會按照本公司《安全生產獎勵懲罰制度》進行處分。

工傷處理

本集團已制定了一套工傷處理的相關流程，以確保員工在工傷後第一時間得到治療。以及，公司可以掌握相關資料及支付費用。

✧ 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，集團制定了標準化的員工培訓機制以及透明的晉升機制，為所有員工提供全面的線上及線下培訓計劃。總部專門開闢辦公空間設立員工培訓中心，為各級員工提供統一的培訓。運營和職能員工還可以通過電子學習平台學習關於操作程序、指南及標準、信息技術及企業文化的線上課程。集團完備的培訓體系能夠確保管理團隊到一線餐廳員工擁有足夠的人才儲備，以匹配集團未來的發展計劃。我們具備完善而透明的升遷機制，令員工更具向上流的動力。

EMPLOYEE-ORIENTED 員工為本

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 Training and Development Centre 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. In 2021, the proportion of the Group's employees trained reached 100%. The training time for employees amounted to 101,465 hours in total, and the average training time per employee was 7 hours, an increase of 2.80 hours or 67% as compared to the previous year..

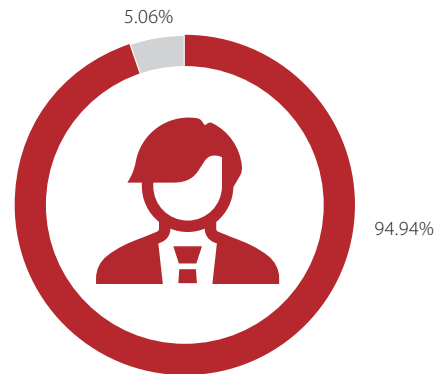
針對門店員工，我們構建一系列包含餐廳經營、管理技能、客戶溝通、團隊建設等方面的培訓課程，發放員工訓練手冊和作業指導書，規範餐品烹飪程序、服務儀態及衛生標準，並搭建線上學習平台，鼓勵員工提升企業文化瞭解及專業技能。針對管理人員，我們成立九毛九集團培訓發展部，以培養企業內部管理人員為目的，集團高層管理人員、院校管理學教授及專業企業培訓師作為培訓師資，通過情境模擬、案例研討、互動教學等實戰性培訓方式，提升員工溝通能力、領導能力和戰略思維，促進員工提高競爭力。2021年，集團僱員受訓比例為100%，員工培訓時長共計101,465小時，人均受訓時長為7小時，較上年度增加2.80小時或67%。

Percentage of trained by gender
按性別劃分受訓百分比



■ Male employee 男性員工 ■ Female employee 女性員工

Percentage of trained by employment category
按僱傭類型劃分受訓百分比



■ Management 管理層 ■ Non-management 非管理層



EMPLOYEE-ORIENTED 員工為本

During the year, the Group carried out the following training programs and courses:

於本年度，集團開展了以下培訓計劃與課程：

“Same Mind, Same Actions” corporate culture training program

Corporate culture is of paramount importance to facilitate the long-term development of an enterprise, and corporate values are an essential criterion for employees to seek growth and development. In 2021, to enable employees to better work under the influence of corporate culture, practice corporate values, strengthen employees’ awareness of corporate culture, and improve their management capabilities, the Group conducted “Same Mind, Same Actions” training for office employees who worked more than two years. The workshop was divided into classes based on the employment years and job levels, including courses such as *GROW Model and Efficient Execution*. A total of 9 “Same Mind, Same Actions” corporate culture training programs had been organized, covering 248 employees.

「同心同行」企業文化培訓方案

企業文化對推動企業長足發展有著至關重要的意義，企業價值觀是員工謀求成長發展的重要考量標準。為了讓員工更好地在企業文化的熏陶下工作，踐行企業價值觀，強化在職員工企業文化意識，並提高管理能力，本集團於2021年集團面向入職2年以上的常駐辦公室員工開展「同心同行」培訓，以入職年限進行分班，結合職級進行授課，開設了《GROW模型》、《高效執行力》等課程，共計組織了9場「同心同行」企業文化培訓，覆蓋248人。



TTT Instructor Training Program

The construction of the brand's internal training project has experienced a systematic development through launching TTT instructor training program, providing internal training to lecturers, and building an internal training system. In the second half of 2021, the Group had trained the first batch of internal instructors and improved the teaching level of internal lecturers in two aspects, presentation skills and course development and design. From November 26 to November 27, 2021, the Group's Organization Development Department invited 36 lecturers from all brands of the Group to participate in the TTT internal training course. On December 18, 2021, 36 lecturers participated in the Professional Instructor Certification, 31 passed with a passing rate of 86.1% (4 people failed the certification, and 1 was unable to graduate due to the pandemic), and 5 gold medal lecturers were born. Among them, the pass rate of Jiu Mao Jiu was 100%, 73.3% for Tai Er, 100% for Song, and the pass rate of the Group was 85.7%.

TTT 講師培訓項目

品牌內部培訓專案的建設從專案化到系統化發展，通過開展TTT講師培訓，培訓內部講師，搭建內部培訓體系。2021年下半年集團已經培養第一批的集團內部講師，從內訓師呈現技巧、課程開發與設計兩大方面提升內部講師的授課水準。2021年11月26日至11月27日，集團組織發展部組織全集團各品牌36名講師參加TTT內訓師課程；2021年12月18日，36名講師參加專業講師認證，31人通過，通過率86.1%（4人未通過認證，1人因疫情未能參加畢業），誕生了5位金牌講師。其中，九毛九通過率100%，太二通過率73.3%，總通過率100%，集團通過率85.7%。



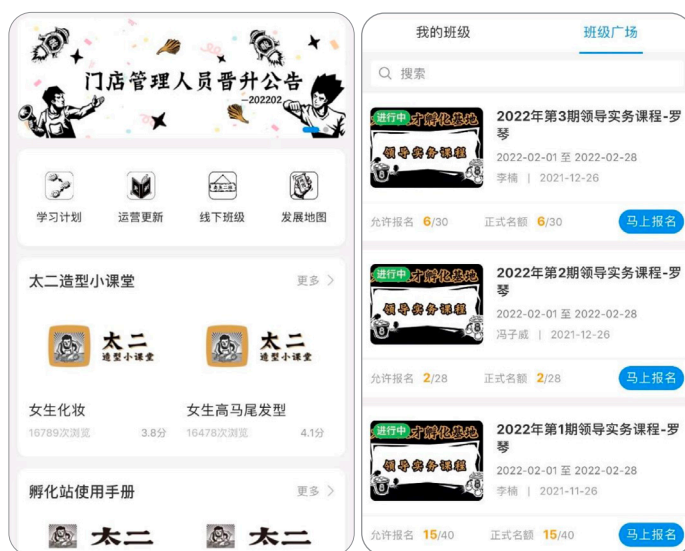


EMPLOYEE-ORIENTED
員工為本

Tai Er Fish-selling Man
Incubation Station

太二賣魚俠孵化站

In 2021, Tai Er started to carry out the preferential treatment program by establishing the “Tai Er Fish-selling Man Incubation Station” platform, allowing employees to watch various online teaching videos and check regularly provided offline training announcements according to their job levels, encouraging employees to learn continuously and enriching their knowledge. 2021年，太二通過建立「太二賣魚俠孵化站」平台，著手開展優待生計劃，讓員工能夠根據各自的崗位職級，透過此平台觀看各種線上教學視頻及查看定時推送的線下培訓課程通知，讓員工能夠持續學習，豐富其知識。



Screenshot of the “Fish-selling Man Incubation Station” platform interface
賣魚俠孵化站平台界面截圖

EMPLOYEE-ORIENTED 員工為本

Dashu Reading Club Training Program

大樹讀書會培訓項目

To enhance the competitiveness of each brand, in 2021, the Group carefully selected three books regarding brand development, namely *2 Hours of Brand Literacy*, *Positioning and Predictably Irrational* and conducted co-reading seminars for employees. Through the seminar, we hope to enrich employees' own knowledge to solve the difficulties and challenges they face in their daily work. Moreover, we would like to establish common topics and facilitate communication among employees while cultivating them to become listeners and interlocutors.

為了提升各品牌競爭力，於2021年組織員工對集團精心挑選的3本有關品牌拓展的書籍進行共讀研討會，分別是《2小時品牌素養》《定位》《怪誕行為學》，我們希望透過此次共讀來豐富員工自身的知識，以解決日常工作所面對的困難與挑戰，亦希望能夠於員工間建立共同話題及加強彼此間之溝通，同時培養他們成為一個聆聽者及對話者。





EMPLOYEE-ORIENTED 員工為本

◇ 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, cross-brand 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.

◇ 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、跨品牌調動、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。

Case: Diverse Career Development Paths

案例：多元的職業發展路徑

The clam guy behind Song brand

愆品牌創業背後，有個淡定哥

Consecutively breaking the turnover record, creating a team culture that dares to work hard, and leading a new catering trend. Behind the shimmering Song hotpot, there is a silently dedicated person – Yang.

連破營業額紀錄、打造敢拼敢幹的團隊文化、掀起餐飲潮文化潮流…閃亮的愆火鍋背後離不開一個默默付出的人—楊哥。

Before joining the new brand Song, Yang had been internally promoted to the division manager and regional manager within the Jiu Mao Jiu brand and was in charge of an operation team of nearly 2,000 people.

在加入愆這個新品牌前，楊哥原本在九毛九品牌內部已晉升為分區經理及大區經理，並掌管近2,000人的運營團隊。

Case: Inclusive Workplace Culture

案例：共融的職場文化

Curiosity starts the journey of research and development

好學之心開啟研發征途

While males dominate our R&D team, a young girl appeared on the Jiumaojiu R&D team in April. She is originally the head chef of the Jiumaojiu Tianhe Vanke store.

我們的研發團隊以男性為主，今年4月，九毛九研發團隊出現一個稚嫩的女孩面孔，原是九毛九天河萬科店後廚主管。

In selecting a suitable R&D talent internally, recruited for nearly a year and finally selected her. With a combination of her love for catering, a down-to-earth attitude, and strong self-motivation, she ended her 5-year career as a chef in-store and started her research and development journey.

為了從內部甄選到一名合適的研發人才，研發部總監也是招募了近一年，最終選中了她。憑藉對餐飲的熱愛、踏實的態度和強烈的上進心等綜合因素，她結束了5年的門店後廚生涯，開啟研發的征途。

EMPLOYEE-ORIENTED 員工為本

Case: Diverse Career Development Paths

案例：多元的職業發展路徑

With no prior experience in the field of hot pot management, joining Song meant that he needed to start from the beginning. However, he proposed a transfer without hesitation in the face of the company's needs, taking up the responsibility of the brand operation. In just 4 months, he built the first batch of Song's operation teams and passed on the young brand culture to each employee, leading the team to gain more and more brilliant achievements.

而他在火鍋管理領域的經驗一片空白，加入愨也意味著要從頭開始做。但是面對公司的需求，他毫不遲疑提出調動，一人挑起運營重擔，在短短4個月的時間裡打造了愨第一批運營團隊，將年輕的品牌文化傳承到一個個員工身上，隨後助力團隊實現一個又一個閃耀的成績。

Although Yang had no experience operating a hot pot restaurant, he established a talented portrait of the Song operation team through his understanding of the brand culture. Yang is still challenging himself. At present, he has been transferred to the R&D and procurement position, focusing on making the brand more competitive with the help of operational experience and repeated calculation models.

雖然楊哥沒有火鍋店運營經驗，但是他憑藉自己對品牌文化的理解，確立了愨運營團隊的人才畫像。楊哥仍不斷挑戰自己，現時，他已調職到研發採購崗位，他的重點工作將會是借助運營的經驗反覆運算模型，促使品牌更有競爭力。



Case: Inclusive Workplace Culture

案例：共融的職場文化

Life in the R&D department is very hectic, performing indoor research and development during the working day and visiting other restaurants for learning on weekends. The senior levels are also very willing to teach her. Everyone likes her very much and treats her like a daughter. Regarding the dishes she made, she always welcomes any comments from each reviewer and considers improving without rejecting or emotionally resisting.

研發部門實際上每天都忙，工作日忙著在室內研發，週末都會外出一起到其他餐廳學習。師傅們也都特別願意帶上她，每個人都很喜歡她，把她當女兒一樣看。對於她製作的菜品，每位品評人提的任何意見她都會聽，去優化，而不會拒絕或者有情緒上的抵抗。

In the past half a year, she has made a series of optimizations based on customer feedback. For example, optimizing the thawing process for the feedback that the Rougamo is "not crispy". Also, regarding the opinion on the "not fragrant" of Rougamo, she enhanced the processing procedure. She carefully checked the information on the Internet, asked the masters for advice, and then tested it step by step. Finally, she set clear guidelines that are easy to operate and use.

近半年的時間，她已結合顧客的回饋做了系列優化，如針對肉夾饅「不脆」的回饋，優化解凍流程，針對肉夾饅「不香」的回饋，優化加工流程...她仔細從網上查資料、跟師傅們請教，再一步步測試，最終才有了便於運營使用又清晰的指引。

In the future, to allow she and the entire R&D team to grow better, the director of the R&D department will invite top chefs and masters in the catering industry to train and set a benchmark for everyone.

未來，為了讓她和整個研發團隊有更好的成長，研發部總監還會邀請餐飲行業頂峰大師級師傅和教授來培訓，給大家樹立標竿。





EMPLOYEE-ORIENTED 員工為本

◇ STAFF CARE

As a responsible employer, the Group priorities our employees' safety, health, and well-being. We hope that our employees can strive for a balance between work and family. Through proper shift scheduling and active implementation of various employee care activities, we encourage work-life balance and delicate to enhance employees' teamwork awareness and the sense of belonging. In addition, 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.

During the reporting period, in order to facilitate cohesion and communication among employees and relieve the fatigue of daily work, we held a 21-day sports check-in, anti-pandemic chat room during the Dragon Boat Festival, the Information Department CTF Flag-capturing Championship, the Chinese Valentine day's Love Message Contest, the Most Beautiful Workplace Contest, Values Live Conference, Mid-Autumn Festival Photography Show and other different types of employee and festival activities. The following are some of the event highlights:

◇ 員工關愛

作為負責任的僱主，我們非常重視員工的安全與健康以及福祉。我們希望員工能夠兼顧工作和家庭，故透過合理排班及積極推行各類員工關愛活動，鼓勵工作與生活之間取得平衡，致力增強員工的團隊意識和歸屬感。此外，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。

於報告期內，為了增強員工間的凝聚力與溝通並紓解日常工作的疲勞，我們舉辦了21天運動打卡、端午抗疫聊天室、信息部CTF奪旗錦標賽、七夕情話大賽、最美工位大賽、價值觀直播大會、中秋攝影秀等等不同類型的員工及節日活動，以下為部份活動花絮：

“Embrace Change, More Than Seen” 26th Anniversary Celebration

「擁抱變革，不止所見」
26周年司慶

2021 is the year of the 26th anniversary of the establishment of the Group. However, we were unable to hold large gatherings in light of the pandemic situation. Therefore, we changed the 2021 Celebration to an in-office event around the theme of “Embrace Change, More Than Seen”. Activities included setting up an online story review of the company, offline afternoon tea, games and creative group photos, following the tradition of “crab-eating”. The number of live photos broadcasted reached 42,000. We hope to share the joy of the Group's 26th year of establishment through these activities and congratulate employees for their hard work over the years.

2021年是本集團成立第26周年的年份，但基於疫情形勢，我們無法舉辦大型聚會，因此，我們將2021年司慶改為辦公室內部活動，圍繞「擁抱變革，不止所見」主題，設置線上故事回顧、線下午茶、遊戲、創意合照等環節，沿襲了「食蟹」傳統，照片直播人次達到4.2萬；希望透過此等活動以分享集團成立第26年的歡樂及慰勞員工多年來辛勞。



EMPLOYEE-ORIENTED 員工為本

Programmer's Day

In 2021, the Group greatly expanded the information management team. Therefore, we have planned an exclusive festival to let our 80 programmer partners feel the company's care. Events included setting up creative sign-in, fun games, lottery and other parts. Programmers can engage in cola customization, and designing their own commemorative gifts.

程序員節

2021年，集團大幅擴大了信息管理團隊，因此，為了讓80位程序員夥伴感受到公司關懷，我們策劃了專屬節日，設置了創意簽到、趣味遊戲、抽獎等環節，由程序員定制自己的可樂飲料，打造專屬他們自己的紀念禮物。



Singing Contest

Based on the pandemic situation, we held the second singing competition of "The Strongest Voice of Fighting against the Pandemic" to enrich our partners' cultural and entertainment life, combating the pandemic together. In 4 days, our singing family, composed of 417 store partners of various brands, quickly rose from 999 in Guangzhou to 90 in Guangzhou, with 133,000 votes.

K歌大賽

基於疫情形勢，為豐富夥伴們的文娛生活，我們舉行了「戰疫最強音」第二屆歌王大賽，共抗疫情。4天時間，由各品牌417名門店夥伴組成的K歌家族排行從廣州999名外，迅速升到廣州第90名，總票數達13.3萬。





SUPPLY CHAIN MANAGEMENT

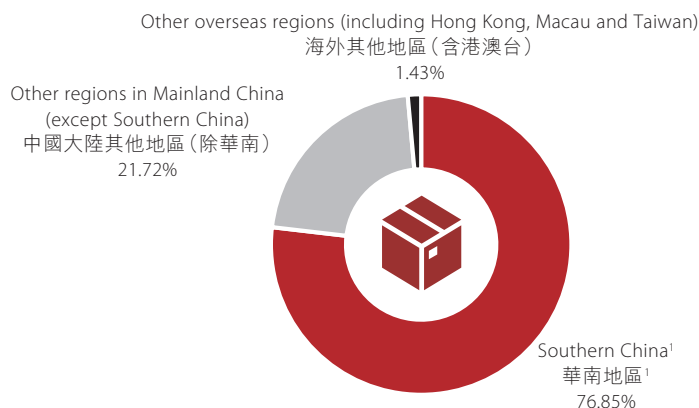
供應鏈管理

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. In addition, we added the *System on Supplier Food Safety Assessment and Access* this year to standardize the supplier's food safety assessment and access, enhance the ability to identify potential risks to suppliers, and ensure that new and existing suppliers and the raw materials provided are subject to regulations. During the reporting period, the Group's procurement center and the Food Safety Department jointly assessed 156 suppliers in comprehensive aspects and included them in the Group's list of qualified suppliers. Through conducting an annual audit of 148 suppliers, 2 suppliers were eliminated and were included on the denylist. As of the end of the reporting period, the Group had a total of 419 qualified suppliers, of which 78 hold valid food safety system certification ISO22000, all of whom have signed the *Supplier Integrity Commitment*, with a total procurement cost of approximately RMB1,630 million.

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。此外，我們於本年度增加《供應商食品安全評估准入制度》以規範供應商食品安全評估及准入，提升對供應商風險識別能力，確保新及現有供應商及提供的原輔料准入有章可循。於報告期內，本集團的採購中心與食品安全部共同對156名供應商進行多方面評估並納入集團的合格供應商名單；並通過對148間供應商進行年度供應商審核，淘汰2名供應商並納入黑名單中。截至報告期末，本集團共有419名合格供應商，當中78名持有有效食品安全體系認證ISO22000，全體已簽署《供應商廉潔承諾書》，採購成本共約人民幣163,000萬元。

Distribution of suppliers by region

供應商地區分佈

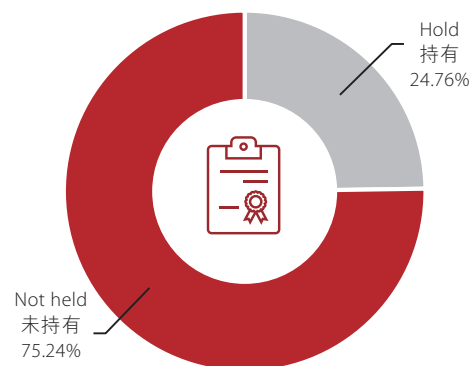


Note:

- 1 Southern China refers to Guangdong Province, Guangxi Province and Hainan Province
- 2 The statistics only include supplier type of frozen meat, dry seasonings, rice, noodles and oil, vegetables and sea bass, and pastry and beverages. Non-food ingredients suppliers are not included in the statistics.

Proportion of suppliers with food safety system certification²

持有食品安全體系認證供應商佔比²



附註：

- 1 華南地區指包括廣東省、廣西省和海南省。
- 2 有關統計只包含凍肉類、乾貨調料類、米面油類、蔬菜鱸魚類及面點酒水類的供應商，非食材類供應商並不會包含於有關統計中。



SUPPLY CHAIN MANAGEMENT 供應鏈管理

◇ SUPPLY CHAIN ESG MANAGEMENT

By establishing a comprehensive supplier management policy, the Group assigns supplier sourcing and evaluation responsibilities to different departments, ensuring that suppliers are reviewed and confirmed by various functional departments. Meanwhile, improper behavior in the evaluation process is also effectively prevented, strengthening the Group's supplier list. Regarding our assessment, apart from food safety audits, ESG-related aspects are also evaluated and reviewed, such as compliance with regulations in the supplier management system, factory layout, production safety, environment, occupational health, animal management, water treatment control, emergency management framework, employee health, commercial fraud, and bribery. We hope that the Group's suppliers can provide products and services that meet our cost, price, and quality requirements and be consistent with our ESG strategy and jointly contribute to the sustainable development of the planet. In addition, the Group believes the supply is imposing enormous environmental impacts, so we are dedicated to reducing the environmental impact of the entire supply chain. After effective communication with suppliers through conference calls, emails, and phone calls, the Group shall immediately acknowledge suppliers' latest performance and business changes, reducing carbon emissions from business travel. In maximizing local procurement, about 98% of the Group's suppliers are located in Mainland China, which can reduce carbon emissions from long-distance transportation of goods. We also maintain close communication with suppliers, change our product packaging specifications and purchase in large quantities to the greatest extent, reducing the generation of packaging waste. Our Group strives to bring a more positive impact on the sustainable development of the catering industry by implementing these preventive measures.

◇ 供應鏈的ESG管理

本集團通過建立建全的供應商管理政策，將供應商尋源與評估職責分配到不同部門，確保供應商獲得各個職能部門的審核確認，亦能同時有效防止於評估當中出現不正當行為，完善集團的供應商名單。而我們評估當中除了加入食品安全的審核，對供應商管理制度、廠房佈局、生產安全、環境、職業健康等法規的符合性、動物管理、水處理控制、應急管理架構、員工健康、商業欺詐及賄賂等與ESG有關的方面進行評估審核，希望集團的供應商不僅僅是可以提供符合我們成本、價格、品質要求的產品與服務，亦能同時與我們的ESG策略一致，共同為地球的可持續發展盡一分力。此外，本集團認為供應鏈對環境方面的影響巨大，故我們致力於減輕整個供應鏈對環境的影響。我們透過電話會議、電郵及電話與供應商進行有效溝通後，本集團可即時得知其供應商的最近期表現及業務變動，減少差旅往返的碳排放；將本地採購最大化，本集團供應鏈中約98%供應商位於中國內地，這樣可以減輕貨物長途運輸的碳排放；持續與供應商溝通，改變我們對產品包裝規格，盡可能大批量採購，減少一次包裝廢物的產生等等，希望通過此等舉措能夠為飲食業的可持續發展帶來更正面的影響。



◇ SUPPLIER ENGAGEMENT AND MONITORING PRACTICES ◇ 供應商聘用及監察慣例

Strict access control 嚴控准入	
<p>Access review 准入審核</p> <p>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.</p> <p>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、技術水準、質管水準、第三方評定證明等維度，最終出具審核報告並存檔備查。</p>	<p>Quality responsibilities 質量責任</p> <p>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 <i>Quality Guarantee Agreement</i> to fulfill their quality guarantee responsibilities on supplies.</p> <p>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。</p>

Disciplined management 規範管理	
<p>System assurance 制度保障</p>	<p>Quality requirements 質量要求</p> <p>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.</p> <p>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。</p> <p>Issue classification 事故分級</p> <p>The classification of issues and corresponding punishments are clarified in the <i>Standards on Rewarding and Managing Suppliers</i> 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.</p> <p>《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、產品發黴、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。</p> <p>Accountability requirements 追責規定</p> <p>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 <i>Quality Guarantee Agreement</i>.</p> <p>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。</p>

SUPPLY CHAIN MANAGEMENT

供應鏈管理

Disciplined management 規範管理

<p>Multi-party supervision 多方監督</p>	<p>Internal assessment 內部評估</p> <p>Rectification 整改處理</p>	<p>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>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>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>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，集團將立即撤架，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撤架；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 質量提升</p>	<p>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 多元合作</p> <p>Regular tracking 定期跟蹤</p>	<p>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 two joint venture companies have already commenced operation of the breeding process. The smart aquaculture project has started to supply bass in January 2021. As of the end of the reporting period, its supply accounted for about 40% of the Group's fish purchases; while another industrial aquaculture project has been completed construction and has been put into seedling operation recently.</p> <p>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。兩間合營公司已著手進行養殖業務。其中一間合營公司的智慧養殖項目已於2021年1月開始供應鱸魚，截至報告期末，其供應比例佔集團魚類採購量約40%左右；而另一工業化水產養殖項目已建成，已於近期投苗使用。</p> <p>此外，集團更與兩家酸菜供應商建立合作關係，保障穩定及高質量的酸菜供應。兩家均具備醬醃菜生產許可資質，並通過ISO22000/ISO9001及HACCP體系認證。</p> <p>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>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>



SUPPLY CHAIN MANAGEMENT 供應鍊管理

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>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>識別合規風險</p> <p>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，全面瞭解供應商的安全、環保和健康管理情況。</p>	<p>提倡體系建設</p> <p>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>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>監管違規整改</p> <p>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，降低供應鍊重大違規風險。</p>	<p>推行環保採購</p> <p>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>

✧ STRENGTHENING SUPPLY CHAIN MANAGEMENT DURING PANDEMIC

Amid the pandemic period, in view of effectively monitoring the supply chain, we requested that all imported raw materials should possess five certificates and one code, namely the Certificate of Inspection and Quarantine for Entry Goods, the Delivery Certificate from a Centralised Warehouse, Covid-19 Nucleic Acid Negative Test Report, Disinfection Certificate, Customs Declaration form for Imported Goods, and the attached traceability code, ensuring that the food ingredients were not contaminated. In addition, to avoid the disturbance to the daily operation of various brands due to the inability of suppliers to supply in exceptional circumstances during the epidemic, we actively searched for alternative materials to ensure a stable supply of raw materials.

✧ 疫情期間加強供應鍊管理

於疫情期間，本集團為有效監控其供應鍊，我們要求所有進料的必須持有五證一碼，分別為入境貨物檢驗檢疫證明、集中監管倉出庫證明、新冠病毒核酸陰性檢測報告、消毒證明、海關進口貨物報關單、隨附追溯碼等，以確保食材未有受到污染。此外，為免於疫情期間因特殊狀況而導致供應商無法供貨而影響各品牌的日常營運，我們積極多方尋找替補材料，以確保原材料的穩定供應。



SUPPLY CHAIN MANAGEMENT 供應鏈管理

◇ SMART BREEDING PROJECT

In 2021, the smart breeding project began to supply bass to our restaurant network. The project has gradually realized the application of advanced technologies such as agricultural IoT, Internet and big data, according to the actual needs of bass aquaculture construction, in constructing a new green development model that integrates aquaculture production management and technology application. The new model realized the informatization, digitization, intelligence and precision of the management of bass aquaculture, reducing the cost of aquaculture management and improving product quality, which accomplished production enhancement and efficiency. The project has built a smart breeding traceable management platform and created an information-based traceability system for the entire industry chain to ensure product traceability. There are detailed “production records” from the source seedlings to the terminal sales, which are closely interconnected. No matter which part has a problem, it is traceable with a well-documented record so that consumers can genuinely realize consumption with confidence.

◇ 智慧養殖項目

2021年，智慧養殖項目已經開始供應鱸魚給我們的餐廳網絡，項目逐步實現了依託先進的農業物聯網、互聯網、大數據等技術，依據加州鱸魚水產養殖建設實際需求，構建集水產養殖生產管理、技術應用於一體的水產養殖綠色發展新模式，實現加州鱸魚養殖管理信息化、數位化、智慧化、精準化，降低水產養殖管理成本，提升產品品質，真正實現增產提效。項目搭建了智慧養殖溯源管理平台，打造了一個信息化的可追溯系統，保證了產品的可追溯性。從源頭苗種起步直至終端銷售都有詳實的「生產記錄」，環環相扣，無論哪個環節出現問題都有據可查，使得消費者真正實現放心消費。

Smart Aquaculture Environment Monitoring System

智慧水產養殖環境 監控系統

The smart aquaculture environment monitoring system integrates water quality sensor monitoring technology and wireless network technology in the aquaculture process to monitor various water quality parameters in the aquaculture production process, helping fish pond farmers remote monitor in real-time. It equips with precise control and monitoring alerts, mastering scientific information on aquaculture production technology, and performing remote feeding and oxygenation according to aquaculture needs. Therefore, the system realized intelligent and information-based aquaculture production, reducing aquaculture risks and enhancing efficiency.

智慧水產養殖環境監控系統是在水產養殖過程中融入水質傳感監測技術、無線網路技術等對養殖生產過程中各種水質參數進行監測，幫助魚塘養殖戶即時遠端監控、設備精準控制以及監測預警，技術掌握科學的養殖生產技術信息，並針對養殖需求進行投料、增氧等，實現智慧化、信息化的漁業養殖生產，從而降低養殖風險，提高養殖效益。



SUPPLY CHAIN MANAGEMENT 供應鏈管理

Entire industry chain transparent traceability management system

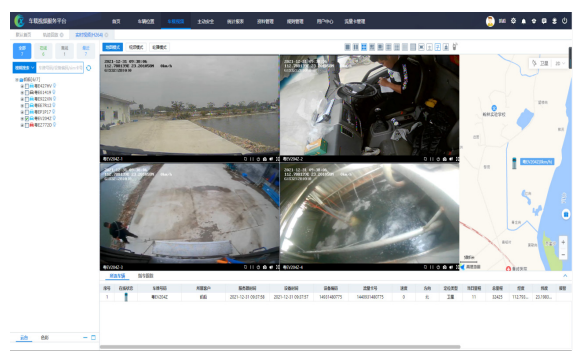
透明化溯源管理 系統

Modern and information-based equipment is fully utilized to create transparent and visual monitoring and tracking system. The self-owned nursery farms, breeding bases, and holding pools actualized the aquaculture production information record and traceability, transmitting video in real-time to realize the traceability management of aquatic products. Information about the input, production enterprise, batch situation, environmental monitoring, product testing, transaction, and real-time video monitoring of bass can be inquired about and displayed through the smart breeding traceability system which realizing the full processes controllable and traceable among feeding, breeding, keeping to transportation. Standardized management is adopted in the transportation of products, and an internal transportation fleet is established for cold chain transportation, which enables comprehensive prevention and control of food safety risks. All cold chain vehicles are equipped with smart temperature monitoring and oxygenation equipment, a monitoring system and GPS, and the whole transportation process is kept track. All drivers are required to receive systematic training to ensure the bass are transported safely.

充分利用現代化、信息化設備打造全程透明化、視覺化監控追蹤系統。即自有育苗場、養殖基地、暫養池實現養殖生產資料記錄及溯源、生產視頻即時傳輸，實現水產品的溯源管理。通過智慧養殖溯源系統，即可對加州鱸魚的投入品信息、生產企業信息、批次情況、環境監測信息、產品檢測信息、交易信息、視頻即時監控等相關信息查詢及展示，實現了從育種、飼料、養殖、暫養、運輸的全程可控可追溯模式。在產品的運輸環節採用標準化管理，建立內部運輸車隊進行冷鏈運輸方式，可全面防控運輸途中的食品安全風險。所有冷鏈運輸車輛均搭載溫度監控、打氧設備、監控系統和GPS定位設備，運輸過程實行全程監控。所有司機均接受系統性培訓，確保鱸魚運輸安全。



California Bass traceability platform
加州鱸魚溯源平台



Transportation GPS and monitoring system
運輸GPS和監控系統

SUPPLY CHAIN MANAGEMENT

供應鏈管理

Big data management system

大數據管理系統

The big data management system utilizes the IoT, the Internet, and data analysis technologies, combining the data from IoT monitoring and production management to extract key data indicators through intelligent analysis, including data from IoT monitoring, video monitoring information, breeding species, inputs, production situation, price quotation, breeding region, and breeding area. A situational awareness system for bass breeding is established to provide a visual platform for enterprise management, allowing an instant understanding of the breeding situation for aquaculture management refinement and decision-making intellectualization.

大數據管理系統利用物聯網、互聯網、資料分析等技術，結合物聯網監測資料與生產管理資料，通過智慧化分析，提取關鍵性資料指標：物聯網監測資料、視頻監控資料、養殖品種、投入品、生產情況、價格行情、養殖區域、養殖面積、其他指標等資料，構建加州鱸魚養殖態勢感知體系，為企業管理者提供視覺化平台，讓管理者可即時瞭解養殖情況實現養殖管理精細化及決策智慧化。



◇ INDUSTRIALIZED AQUACULTURE PROJECT

The Group started to build an aquaculture base by taking the factory-based recirculating aquaculture technology as the core technology. Since factory-based aquaculture is far less dependent on the region and the environment than traditional pond aquaculture, it has the advantages of saving water, soil resources, etc. Therefore, the project not only ensures the food safety, quality stability and production capacity of the raw materials of the Group's products, but also reduce the requirements and impact of the project on the environment. After the relevant projects becoming mature, we also hope build relevant breeding bases at other areas to drive local employment and economic development. Therefore, the construction of this project will not only bring us better economic benefits, but also a certain degree of social benefits.

◇ 工廠化水產養殖項目

集團通過將工廠化循環水養殖技術為核心內容的技術，開始著手建設工廠化養殖基地，而由於工廠化養殖對地域、環境的依賴性遠遠小於傳統水塘養殖，具有節約水、土資源等的環保特點，因此，項目除了能夠保障集團產品原材料的食品安全、品質穩定性及提升產能外，亦能夠減少項目對環境的索求與影響；待有關項目成熟後，我們亦希望於國內其他地區建設其他地區建設有關養殖基地，以帶動當地就業及經濟發展。因此，本項目的建設不僅會給我們帶來更好的經濟效益，還具有一定程度的社會效益。



SUPPLY CHAIN MANAGEMENT 供應鏈管理

<p>Mature waste treatment technology</p> <p>成熟的廢棄處理技術</p>	<p>Industrial aquaculture technology is also known as circulating aquaculture technology. During the aquaculture process, solid-liquid and dissolved organic matter are separated in the aquaculture water in the fish pond, while ozone inhibits harmful bacteria. After the denitrogenation and decomposition, water quality is finally adjusted and blasted oxygen. The treated water will flow back into the fish pond to enter the next utilization cycle. In the process, it is only necessary to replenish the high-pressure water for washing the microfilter, draining the excess filtered and purified water, and the water cycle utilization rate is able to reach more than 90%.</p> <p>工廠化養殖的技術又稱循環水養殖技術，在養殖過程中，魚池中的養殖水通過對固液和溶解性有機物分離，臭氧抑制有害細菌，脫氮分解後，最後進行水質調整和鼓風增氧，將處理過的水再流入魚池中進入下一個循環利用率；整個過程中，只需要補充沖洗微濾機的高壓水，把多餘已經過濾淨化後的水排掉，水循環利用率能達到90%以上。</p>
<p>High-standard information system</p> <p>高標準信息化系統</p>	<p>Through the construction of the IoT system, the project has established an early warning system for monitoring environmental abnormality, achieving real-time or regular monitoring of various environmental information, data reports and early warning information. An automatic water quality monitoring station is also manufactured to effectively monitor parameters including water temperature, water level, flow rate, humidity, dissolved oxygen, pH value, turbidity, and ammonia nitrogen. All data will be automatically uploaded to the management platform for realizing data sharing and remote browsing. With the application of smart video monitoring and control, the aquaculture area is deployed with high-definition smart cameras, applying intelligent identification technology information to automatically extract information in the picture, including water quality, feeding machine, aerator operating status, fish group behavior, and breeding environment information. Using the mobile phone application enables real-time checking of functional identification data and remote operation of equipment.</p> <p>項目透過物聯網系統構建，建立了環境監測異常預警機制，實現監測各種環境信息、監測資料報表、預警信息即時或定時推送；設置水質自動監測站，有效監測的參數包括水溫、溶解氧、pH值、氨氮等，所有資料自動上傳到管理平台，實現資料共用與遠端流覽；建設工廠化水產養殖可視化展示系統，根據工廠化養殖各個監控點現場環境和特點，採用數字化監控方式，在各點部署視頻監控點，完成對所有視頻圖像資源的匯聚，並對視頻圖像資源進行統一管理和調度。</p>

✧ ESG CONSIDERATIONS FOR AQUACULTURE PROJECTS

Besides, we actively promote the adoption of IoT technology in our collaborative aquaculture. IoT technology helps farmers realize intelligent breeding, full traceability of the process, and supports real-time management. Not only can the IoT technology improve breeding efficiency, it can also allow the control of the breeding process to be more standardized and scientific, having a great significance for preventing diseases and improving fish quality. During construction, we did not forget to consider various ESG elements. The total capital investment for environment protection renovation is about RMB4 million, and the relevant investment is as follows:

✧ 養殖項目的ESG考量

此外，我們積極推動物聯網技術在合作農戶養殖中的使用。物聯網技術有助於農戶實現養殖智慧化、過程全溯源，並支援即時管理，不僅能提升養殖效率，更能讓養殖過程的管理更為規範科學，對預防疫病、提升出魚品質具有重要意義。而在建設期間，我們不忘加入各種ESG元素的考量。當中本集團2021年於智慧養殖項目環境保護改造資金投入共約人民幣四百多萬元，相關投入如下：

SUPPLY CHAIN MANAGEMENT

供應鏈管理

Aspect 方面	Agricultural Smart Breeding Project 智慧養殖項目	Industrialized Aquaculture Project 工廠化水產養殖項目
Environment – Use of Resources 環境 – 資源使用	Resources Conservation 節約使用資源 <ul style="list-style-type: none"> • Install 20 sets of energy-saving solar lamps for night lighting to reduce power consumption. • 安裝20套節能太陽能燈，用作夜間照明，減少耗電。 • Through the monitoring data of the smart breeding system, the aerator will be automatically activated based on the production demand and used scientifically, which can save a lot of electricity consumption and manual inspection every month, completing the management of the entire production base through big data analysis. • 通過智慧養殖系統的監測資料，根據生產需求啟動增氧機，科學使用，每月可節約大量的電力消耗和人工巡視，通過大數據分析完成對整個生產基地的管理。 • A temporary aquaculture water circulation system is built to reduce water consumption effectively. • 建有暫養池水循環系統，有效減低用水量。  <p>Installing energy-saving solar lamps 安裝節能太陽燈</p>  <p>Temporary aquaculture water circulation system 暫養池水循環系統</p>	Resources Conservation 節約使用資源 <ul style="list-style-type: none"> • Adopting a closed-loop aquaculture circulation system can further enhance water treatment technology, reducing the number of daily water exchanges, significantly improving the water utilization rate and reducing water consumption. • 採用閉式循環水養殖系統，能進一步改善水處理技術，減少日換水量，極大地提高了水的利用率，能極大地降低用水量。 • Compared with traditional running water aquaculture, industrial circulating aquaculture saves 90% of water, more than 90% reduction of wastewater and exhaust gas emissions, and the breeding intensity increases by 20 kilograms per cubic meter of water. It is efficient, stable, energy-saving and environmentally friendly, realizing sustainable aquaculture development. • 工廠化循環水養殖與傳統流水養殖相比，節水90%，廢水排放量減少90%以上，養殖密度每立方水體增加20公斤，高效穩定，節能環保，實現水產養殖的可持續發展。 Greening 綠化 <ul style="list-style-type: none"> • The project adheres to the greening principle of combining point, line and surface, maximizing the greening rate in the project area. It adopts the mixed form of high-medium-low value of trees, shrubs and lawns to form a three-dimensional green space, giving full play to the green space's protection, activity functions and improving the environment to keep the factory environment exquisite and clean. • 項目堅持點、線、面相結合的綠化原則，盡可能提高項目區內部綠化率，採取喬木、灌木和草坪高中低混植形式，構成立體綠色空間，充分發揮綠地的防護、活動功能和改善環境的作用，以保持廠區環境優美整潔。



Aspect 方面	Agricultural Smart Breeding Project 智慧養殖項目	Industrialized Aquaculture Project 工廠化水產養殖項目
Environment – Emissions 環境 – 排放物	<p>Waste gas 廢氣</p> <ul style="list-style-type: none"> The project is an aquaculture project and does not emit gas pollution, so the project meets the local target of environmental pollution. 項目是水產養殖項目，不產生氣體污染，因此本項目對當地大氣環境污染符合指標。 <p>Wastewater 廢水</p> <ul style="list-style-type: none"> The project is currently constructing the 3-level wastewater treatment system equipment, adopting the “three ponds and two dams” tailwater treatment mode. Through the process from ecological ditch → sedimentation pond → filter dams → aeration tanks → filter dams → ecological purification tanks, etc., undergoing ecological treatment to tailwater and achieving recycling or discharge standards. 項目正在建設3級廢水處理系統設備，採用「三池兩壩」尾水處理模式，通過生態溝渠→沉澱池→過濾壩→曝氣池→過濾壩→生態淨化池等對養殖尾水進行生態化處理，實現循環利用或達標排放。 <div data-bbox="347 1304 845 1569" data-label="Diagram"> <p>The diagram illustrates the wastewater treatment flow. It starts with four breeding ponds (養殖池塘) arranged in two rows. Arrows indicate the flow from these ponds into an ecological channel (生態渠道). From there, the water flows into a sedimentation pond (沉澱池), followed by a series of filter dams (過濾壩), an aeration tank (曝氣池), and another set of filter dams. The final stage is an ecological purification tank (生態淨化池). The treated water then flows into an external river (外部河道) through a discharge point (排放點). A return line labeled '管道' (pipe) shows the water being recycled back to the breeding ponds.</p> </div> <p style="text-align: center;">Wastewater treatment flow chart 廢水處理流程圖</p>	<p>Waste gas 廢氣</p> <ul style="list-style-type: none"> The project is an aquaculture project and does not emit gas pollution, so the project meets the local target of environmental pollution. 項目是水產養殖項目，不產生氣體污染，因此本項目對當地大氣環境污染符合指標。 <p>Wastewater 廢水</p> <ul style="list-style-type: none"> This project converts ammonia nitrogen in aquaculture water into low-toxic nitrate nitrogen, significantly reducing the content of nitrite and ammonia nitrogen, minimizing the impact on fish groups, and enabling aquaculture water to be recycled. Therefore, further research on circulating water treatment equipment and technology is required to realize our planning on reuse of aquaculture wastewater and resources and strive for the “zero-emission” of closed-cycle industrial aquaculture. 本項目將養殖水體中的氨氮轉化成低毒的硝酸氮，甚至大幅度降低亞硝酸鹽和氨氮的含量，儘量減少對養殖魚體的影響，使養殖水體可進行循環利用。且項目將進一步開展循環水處理設備及技術研究，計劃實現水產養殖廢水資源化再利用，爭取達到全封閉工廠化水產養殖「零排放」。



SUPPLY CHAIN MANAGEMENT
供應鏈管理

Aspect 方面	Agricultural Smart Breeding Project 智慧養殖項目	Industrialized Aquaculture Project 工廠化水產養殖項目
		<p>Noise 噪聲</p> <ul style="list-style-type: none"> The project's noise mainly comprises the operation noise of the production equipment in aquaculture facilities, the traffic noise of the vehicles, and the mechanical noise of various pumps and fans. After implementing measures such as vibration reduction, indoor installation, and greening, the project's largest noise machine can effectively reduce the noise value by more than 35dB(A), and the maximum noise source can be reduced to below 45dB(A). After ground absorption and space attenuation, the equivalent level can reach the noise value of the factory boundary, which will be reduced to below 50dB(A). The noise at boundary of the project can also meet the requirements of Category 2 standards in the <i>Emission Standard for Industrial Enterprises Noise at Boundary</i>. At the same time, since there are no noise-sensitive points within 200 meters of the project, the noise value of the project equipment will not have a significant impact on the surrounding environment. 項目的噪聲主要包括場養殖車間生產設備運行噪聲、運輸車輛交通噪聲以及各類泵和風機的機械噪聲等。項目最大雜訊設備經過減振、設置在室內、綠化等措施後可有效降低噪聲值35dB(A)以上，最大噪音源降低到45dB(A)以下，再經過地面吸收和空間衰減後，等效噪聲達到廠界的噪聲值將降低到50dB(A)以下，項目各邊界雜訊值可滿足《工業企業環境雜訊排放標準》的2類標準要求，同時，由於項目200米範圍內無噪聲敏感點，因此項目設備噪聲值不會對周圍環境造成明顯影響。



SUPPLY CHAIN MANAGEMENT 供應鏈管理

Aspect 方面	Agricultural Smart Breeding Project 智慧養殖項目	Industrialized Aquaculture Project 工廠化水產養殖項目
		<p>Solid waste 固廢</p> <ul style="list-style-type: none"> The solid waste generated by the project mainly includes sludge and oil residue from the wastewater treatment station and employees' domestic waste. After disinfection, they will be sent to the landfill, which will not cause adverse effects on the surrounding environment. 項目產生的固體廢棄物主要包括廢水處理站產生的污泥和油渣和員工的生活垃圾。通過消毒處理後送垃圾填埋場填埋，不會對周邊環境造成不良影響。
<p>Social 社會</p>	<p>Food safety 食材安全</p> <ul style="list-style-type: none"> By constructing an information-based traceability system, this project promotes the development of an aquaculture animal disease prevention and control system, which improves the traceability system and better solves the problem of aquatic product quality and safety. 本項目通過建設信息化溯源系統，推進水產養殖動物疫病防控體系的建設工作，完善追溯體系制度，更好地解決水產品質量安全問題。 <p>Industry development 行業發展</p> <ul style="list-style-type: none"> The project adopts the training mode of "school-enterprise cooperation". We established in-depth cooperation with colleges, universities and research institutions such as South China Agricultural University and Zhongkai Agricultural Engineering College. Relying on the industry-university-research cooperation base, the doctoral workstation of the Sustainable Aquaculture Innovation Centre and the practice teaching base, the project carries out a series of scientific research projects on sustainable aquaculture, technical training classes, and management training classes. 採用「校企合作」的培訓模式。我們與華南農業大學、仲愷農業工程學院等高等院校深度合作，依託產學研合作基地、健康養殖創新研究院博士工作站和實踐教學基地，開展一系列水產健康養殖科研課題、技術培訓課堂和管理培訓課堂。 	<p>Food safety 食材安全</p> <ul style="list-style-type: none"> By adopting the industrial circulating aquaculture model with efficient disinfection, and under the premise of ensuring the supplementary water source, fry, and bait are free of specific pathogens and standardized production management operations, the occurrence of specific diseases can be prevented in the circulating aquaculture, and meanwhile reducing the chance of common disease outbreaks. 通過採用工廠化循環水養殖模式，設有高效的消毒環節，在確保補充水源、魚苗、餌料無特定病原以及規範的生產管理操作前提下，循環水養殖可杜絕特定病害的發生，同時降低普通病害爆發幾率。 The project ensures that chemically synthesized pesticides, fertilizers, hormones and antibiotics are not used in the production process. 項目保障在生產環節不使用化學合成的農藥、化肥、激素、抗生素。



SUPPLY CHAIN MANAGEMENT

供應鏈管理

Aspect 方面	Agricultural Smart Breeding Project 智慧養殖項目	Industrialized Aquaculture Project 工廠化水產養殖項目
Governance 管治	<p>Building a standard system for green food 構建綠色食品標準體系</p> <ul style="list-style-type: none"> Regular training by experts is arranged for the main leaders in the Aquaculture Technology Department, Aquaculture Production Department and Food Safety Department, and other relevant persons in charge of the Group. The main contents include interpretation of green food, learning how to connect green food standards with the specific operations of the aquaculture base, and learning fish farming and breeding norms, aquaculture management norms, etc. 由專家對養殖技術部、養殖生產部及食品安全部主要負責人及公司其他相關負責人定期進行培訓，主要內容包括解讀綠色食品標準；學習如何將綠色食品標準與養殖基地具體操作相聯繫；學習種植與培育規範、養殖管理規範等。 The main responsible person of each department shall supervise and educate the breeding staff and guide aquaculture workers to implement the green food standard in the aquaculture production process. 由各部門主要負責人對養殖人員進行監督和教育，指導養殖人員在養殖生產過程中貫徹落實綠色食品標準。 <p>Fish pond operation management 魚塘運營管治</p> <ul style="list-style-type: none"> Establish rules and regulations for each business process of the base so that employees in the base can complete their daily work in accordance with regulations. 建立基地各業務流程的規章制度，讓基地員工在日常工作有章可循。 	<p>Establish an independent R&D team to protect intellectual property rights 建立自主研發團隊，保障研發知識產權</p> <ul style="list-style-type: none"> Establish a scientific research incubation base, and continuously improve the technical level and product value through research and development. 建立科研孵化基地，通過研發不斷提高技術水準，提高產品價值。 Hire well-known experts and scholars in the industry, introduce advanced technology in the industry, and speed up the efficiency of achievement transformation. 聘請行業內知名的專家學者，引進行業內先進技術，加快成果轉化效率。 Establish a perfect promotion and salary reward system to improve employees' sense of belonging and enthusiasm, and ensure the stability of the R&D team and the reserve of core technical talents. 建立完善的晉升和工資獎勵制度，提高員工的歸屬感和積極性，保證了研發隊伍的穩定和核心技術人才的儲備。 Establish its own intellectual property rights system, safeguard the rights of independent research and development, and protect the team's research and development results. 建立自有知識產權體系，維護自主研發的權利，保障團隊研發成果。



PRODUCT RESPONSIBILITIES

產品責任

✧ 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 and Hazard Analysis and Critical Control Points (HACCP system) dual system certification, which further affirmed the efforts of Foshan Supply Center in food safety.

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.

✧ 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持有ISO22000認證並獲得危害分析與關鍵控制點(HACCP體系)雙體系認證，進一步肯定佛山供應中心於食品安全方面的努力。

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瞭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。



PRODUCT RESPONSIBILITIES 產品責任

Summary of the Group's key work on food safety in 2021

2021 年度集團食品安全的重點工作總結

During the reporting period, the Food Safety Department of the Group reviewed the existing rules and regulations related to food safety. In response to changes in business models and operation methods, 24 rules and guidelines have been added and updated for the food safety working procedure of suppliers, stores, laboratories, and the central kitchen. The update includes the *Management System on the Inspection and Acceptance of the Supply Center Raw Material*, *Collection Procedure of Laboratory Sample*, *Self-Inspection System on Store Food Safety*, and *System on Store Food Safety Administrator*. Collaborating with different departments, the Group carried out 19 training programs on food safety operating procedures for new employees, raising employees' food safety awareness, strengthening their understanding of food safety regulations, and learning about the newly released food safety standards. We sorted out 11 basic food safety requirements and required all members of the Group to sign the *Letter of Commitment on Food Safety*, effectively ensuring the quality, hygiene and safety of the food produced and sold by the whole Group. Since May 2021, instead of sending bass samples to their own testing institutions for safety testing, bass suppliers are required to send the sample to the group-designated testing institutions for testing in preventing suppliers from falsifying test results and protecting the Group's ingredient safety.

於報告期內，本集團食品安全部對現行食品安全相關的規章制度進行梳理，針對業務模式與營運方式的改變，就供應商、門店、實驗室及中央廚房食品安全工作流程，新增及更新制度內容共24項，當中包括《供應中心原物料驗收管理制度》《實驗室收樣流程》《門店食品安全自查制度》《門店食品安全管理員制度》等等；組織集團不同部門與向新員工開展19次有關食品安全操作規程、提升員工食品安全意識、加強員工食品安全法規理解、學習新發佈食品安全標準等待的培訓項目；梳理11項食品安全基礎要求，要求集團全員簽署《食品安全承諾書》，切實保障全集團生產與銷售食品的質量、衛生與安全。於2021年5月起，要求鱸魚供應商由原先將鱸魚樣辦送往其檢測機構作安全檢測，改為必須送到集團指定檢測機構進行檢測，防止供應商對檢測結果做假，保障集團食材安全。

In addition, the Seasoning Production Department of the Group's supply center in Foshan also applied for the first production license for the company, completed the required construction of the setup of a standardized food factory, and obtained the *Food Production License* in August 2021. The relevant construction is different from the original central kitchen production model, which can better ensure product quality. The Group invested more than RMB18 million in the construction.

此外，本集團位於佛山的供應中心的調料生產部亦為公司進行首次申請生產許可，完成安裝標準化食品工廠要求建設，並於2021年8月份獲得《食品生產許可證》。有關建設不同於原有中央廚房生產模式，這可使產品品質更有保證；集團於當中建設投資金額超過人民幣1千8百萬元。



PRODUCT RESPONSIBILITIES 產品責任

11 requirements of the Letter of Commitment on Food Safety
《食品安全承諾書》11項要點

1. Engagement in food-related production and operation activities is allowed only after obtaining a valid health certificate.
一、上崗前取得有效健康證明後方可從事食品生產經營活動。
2. Actively report to the management team if encountering abnormal health conditions such as fever, diarrhea and any wounds or infections on the skin of hands during work. When suffering from cholera, bacterial and amoebic dysentery, typhoid and paratyphoid, viral hepatitis (type A, type E), active tuberculosis, purulent or exudative skin disease, and other diseases that impair food hygiene, the staff is required to follow the company's arrangement and should not engage in work that comes into contact with directly imported food.
二、上班期間如出現發熱、腹瀉、手部皮膚有傷口或感染等異常健康狀況的情況主動向管理組報告，當患有霍亂、細菌性和阿米巴性痢疾、傷寒和副傷寒、病毒性肝炎（甲型、戊型）、活動性肺結核、化膿性或者滲出性皮膚病以及其他有礙食品衛生的疾病的情況，遵循公司安排，不從事接觸直接入口食品的工作。
3. Maintain good personal hygiene and appearance during work, strictly follow the job grooming requirements, do not keep long nails, do not have nail polish, etc., and do not smoke or spit in the company's processing sites.
三、上班期間保持良好的個人衛生和儀容儀表，遵循崗位儀容儀表要求，不留長指甲、不塗指甲油等，在公司加工場所內不吸煙和吐痰。
4. Strictly abide by the handwashing and disinfection procedures, wash hands before starting work and when processing and handling food, wear clean work clothes and hats and wear masks as required by the company. The food processing and preparation process should be operated in a standardized manner following the company's training guidelines.
四、嚴格遵守洗手消毒程序，上崗前及加工經營食品時洗淨雙手，穿戴清潔的工作衣、帽，按公司要求佩戴口罩。食品處理和製作過程按照公司培訓指引，規範操作。
5. During working hours, bringing personal food and items into the work area is prohibited, and maintaining a no mobile phones policy in the operating area.
五、在崗位時間內，不攜帶私人食品和物品進入工作區域，不在操作區域內使用手機。
6. Expired and spoiled raw materials and products should not be used, stored and sold. Should there be any reported case, immediately inform the management team to implement the loss reporting procedure.
六、不使用、存儲、銷售過期、腐敗變質的原料和產品，盤點如有發現及時報告管理組執行報損程序。
7. Strictly follow the Group's five special management principles for food additives and do not use food additives beyond the scope or limit.
七、嚴格遵循集團食品添加劑五專管理原則使用食品添加劑，不得超範圍、超限量使用食品添加劑。



PRODUCT RESPONSIBILITIES 產品責任

8. Correctly utilize chemicals such as cleaning agents and disinfection products, and no purchase or use of chemicals outside the Group's access is allowed unless permission. Return chemicals to the designated location after use in keeping chemicals in independent storage.
八、正確使用清潔劑、消毒產品等化學品，不私自購買或使用集團准入以外的化學品，使用完畢後歸位，保持化學品獨立存放。
 9. Unqualified products shall be transferred to the unqualified product area (box) instantly to effectively isolate them from ordinary raw materials, semi-finished products and finished products to prevent cross-contamination.
九、不合格品及時轉移至不合格品區域(盒)，有效地與正常原料、半成品和成品隔離以防止交叉污染。
 10. Strictly abide by the assessment requirements on imported goods to inspect and check the incoming raw materials in ensuring product safety.
十、嚴格按照進貨查驗要求對來貨原料進行驗收進貨把關。
 11. For other employee behaviors that may bring high risk or impact on food safety, the Group may make supplementary regulations according to the actual situation of operation and management.
十一、員工其他可能給食品安全帶來高風險或影響的行為，公司可根據經營管理的實際情況予以補充規定。
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PRODUCT RESPONSIBILITIES 產品責任

During the reporting period, samples from a batch of bass fillets in one of Tai Er brand stores did not meet the relevant national regulations. We had investigated the relevant incident and formulated a rectification plan to optimize suppliers' access standards, strengthen the raw material acceptance management, and continue to provide appropriate training to employees. As of the publish date of this report, the Group's brands and supply centers did not received any other notice of disposition related to food safety surveillance inspections.

Sources of and tests on food ingredients

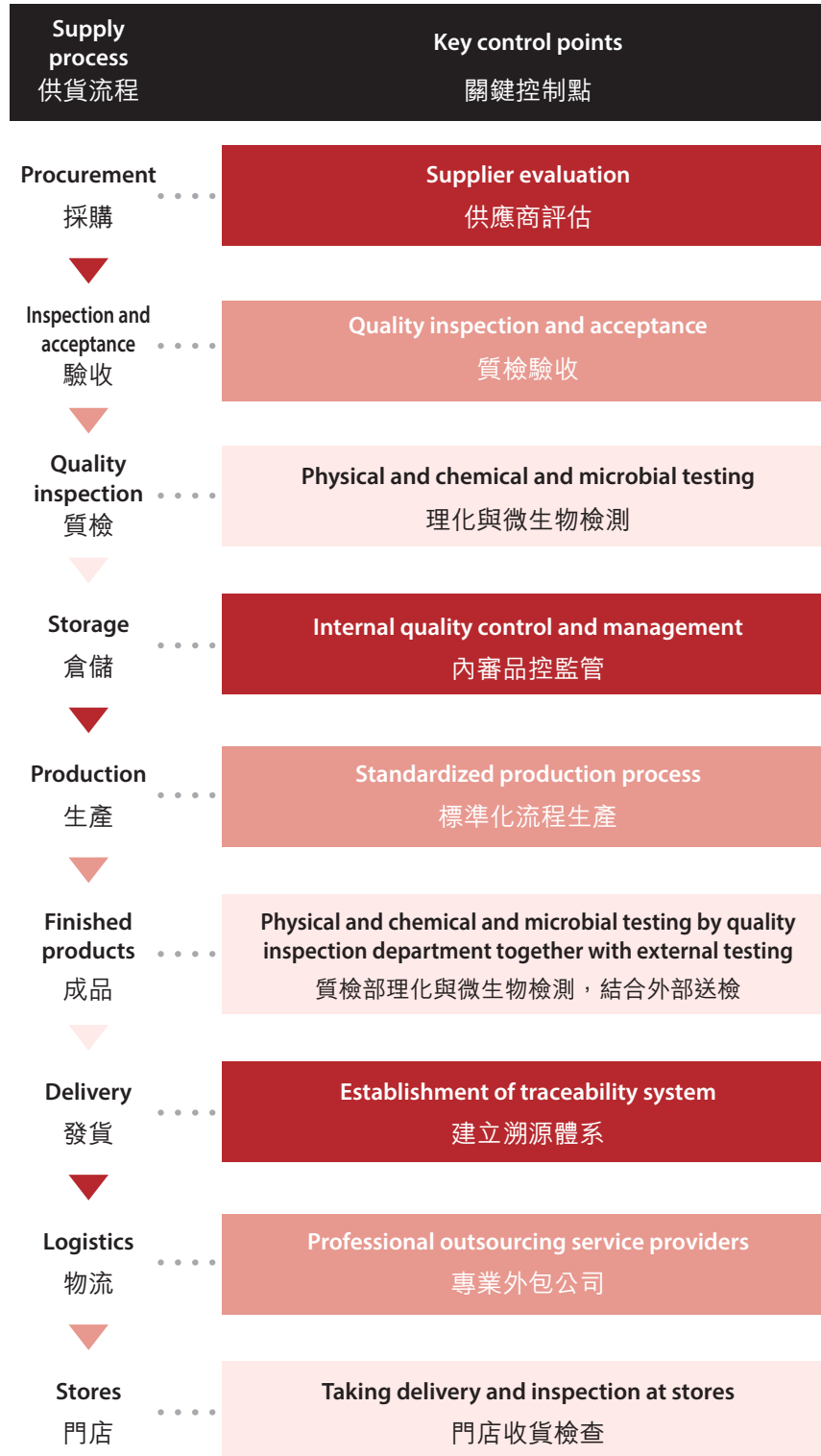
In order to develop responsible procurement for the Group and pay close attention to the production sources and quality inspections of food ingredients, we selected quality procurement sources for various food ingredients with an aim to assure their quality and freshness. In addition, we established 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, odour and colour 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* 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 update the relevant management requirements in a timely manner according to the information of the Center for Disease Control and Prevention for the implementation of safety supervision on imported cold-chain food.

於報告期內，本集團太二品牌其中一家門店的一批次河鱸魚魚片樣本，出現不符合國家相關規定的情況，我們已就有關事件進行調查及制定整改方案，並優化供應商准入標準，加強原材料驗收管理及持續對員工進行相關培訓指導。截至此報告發佈日期，本集團旗下品牌與供應中心均未收到其他食品安全監督抽檢的相關處置的通知。

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。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，並根據防疫辦的信息及時更新相關管理要求，切實落實進口冷鏈的食品安全監管。

PRODUCT RESPONSIBILITIES
產品責任



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



PRODUCT RESPONSIBILITIES 產品責任

Case: Active monitoring of farming and processing procedures 案例：積極監控養殖和加工程序

At present, we have established cooperative relations with two sauerkraut suppliers, both of which have the qualification for the production of pickled vegetables and have passed ISO22000/ISO9001 and HACCP system certification. The Group actively monitors farming and processing procedures to ensure that raw materials fulfill food safety and quality standards and the supply remains stable qualitatively and quantitatively. We customize the recipe and the factory pickled vegetables according to the requirements of the R&D department. We also send R&D personnel to conduct on-site inspections and calibration. Each batch of sauerkraut we use has been tested at the factory and sent to a third party from time to time for testing. The sauerkraut can only be used when the test result meets the relevant standards, ensuring the stable supply of sauerkraut and securing the supply source's food safety.

現時，我們與兩家酸菜供應商建立合作關係，兩家均具備醬醃菜生產許可資質，並通過ISO22000/ISO9001及HACCP體系認證。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。由我們配方定制，廠方按研發部門要求醃制，我們亦派駐研發人員駐場進行檢查校準，而我們所使用的每一批酸菜均經過出廠檢測，且不定期送至第三方作檢測，檢測結果符合相關標準後方才使用，確保酸菜的穩定供應的同時，也保障了供應源的食品安全问题。

The third-party test reports of sauerkraut suppliers meeting relevant standards
酸菜供應商第三方檢測報告均符合相關標準規定



PRODUCT RESPONSIBILITIES 產品責任

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, in abiding by the relevant requirements of the *Measures for the Supervision and Administration of Food Safety in Catering Services* and GB14881 *National Food Safety Standard General Hygienic Regulation for Food Production*, the designated staff of the Department of Food Safety implement on-site quality management of the central kitchen and condiment workplace for processing and production. Regular inspection of the implementation of product standardization procedures, food safety management and staff health in central kitchens are carried out. The results of daily food safety inspections are linked to the performance appraisal of the workshop and its responsible person to ensure the safety and quality of the centralized food production process.

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，食品安全部專職人員依照《餐飲服務食品安全操作規範》和GB14881《食品生產通用衛生規範》相關要求，對加工生產的中央廚房和調味品車間實行駐廠質量管理，定期檢查中央廚房和調味品車間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，且將日常食品安全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。



PRODUCT RESPONSIBILITIES 產品責任

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，並落實餐廳每週自查、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。



PRODUCT RESPONSIBILITIES 產品責任

Takeaway meal management

As for takeaway products, we added a network operation project to our business license to better fulfil 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 food safety adhesive seal to takeaway boxes and controlling the safety and 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.

◇ PRODUCT R&D

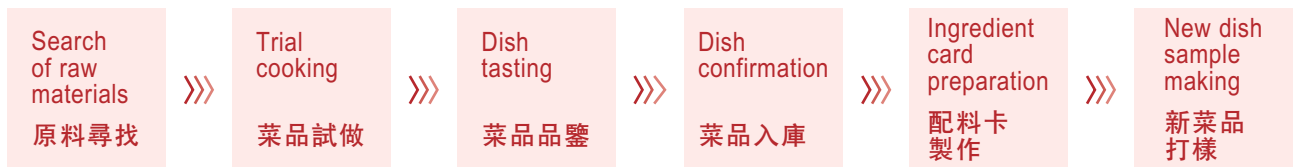
We continued to develop a diversified R&D team with most of the persons in charge had been in the position of chef for more than 10 years. The team also engaged related professionals on food ingredient management, nutrition and quality control, with an aim to provide intelligent support to the development of nutritious and healthy products. As of the reporting period, the R&D teams under the 6 brands had more than 35 members, with an average service experience of 4.11 years. In 2021, the R&D investment amount reached RMB1.81 million.

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食品安全封簽等加固措施，管控外賣餐品安全與質量。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。

◇ 產品研發

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援。截至報告期，6個品牌產品研發專職團隊成員超過35名，平均服務年資達4.11年，2021年研發投資金額達人民幣181萬元。



R&D process of new dishes

菜品研發流程



PRODUCT RESPONSIBILITIES 產品責任

Case: Million annual salary chef activity 案例：百萬年薪大廚活動

To further enhance customer experience, we have been focusing on product quality. In 2021, the Group recruited top chefs from the whole society with a "million annual salary" to fully actualize the repeated calculation of product upgrades of the Jiumaojiu Group and strengthen the internal talent training on dishes research and development to inherit the excellent cooking skills. In this recruitment activity, a total of 1076 people asked for recruitment information on the official account, received 394 resumes, 29 people participated in the first interview.

為了進一步提高顧客體驗，我們一直注重產品品質本身，2021年集團以「百萬年薪」向全社會招募頂尖大廚，旨在全面實現九毛九集團產品升級反覆運算，加強內部菜品研發人才培養，傳承優秀菜品烹飪手藝。在此次招聘活動中，於公眾號諮詢招聘信息共1076人，收穫簡歷共394人，參加初面共29人。



九毛九 加入我們

JOIN US

百萬年薪

百萬年薪招募
川菜大廚、湘菜大廚、粵菜大廚
西餐大廚、火鍋大廚

九毛九此次招募大廚，為現有廚師以及未來品牌
增強研發能力，將根據個人實際能力情況
年薪 **50-200 万** 不等

<p>我們希望你：</p> <ul style="list-style-type: none"> 熱愛美食研發 有創新與钻研精神 年齡 30-50 岁 5 年以上产厨研发经验 	<p>小廚也可以來 我們招培养</p> <ul style="list-style-type: none"> 大二前持有烹饪师主厨 年薪 20 万
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九毛九 西北菜

PRODUCT RESPONSIBILITIES 產品責任

◇ PRODUCT DIVERSIFICATION AND 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. As of the end of the reporting period, the Group’s brands have launched a total of 196 new dishes.

◇ 多元化產品及健康膳食

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。截至報告期末，本集團多個品牌共推出196道新菜色。

2021 new product introduction

2021年新品介紹

Tai Er – Bullfrog Cooked with Pepper Hemp
太二 – 熱血椒麻跳跳蛙



Newly made Sichuan cuisine, hot and spicy, with an average daily sales of 14.5 servings in stores nationwide

川菜新造，味型香辣，全國門店日均銷量14.5份

Uncle Chef – Probiotic Taihang Black Goat Meat Pot
那未大叔 – 益生菌太行黑山羊肉煲



Dense smoke and fire. The heat is just right, the lamb skin has a Q-like texture, the lamb is tender and plump, and the fresh soup sauce blends well.

嚕嚕翻騰，氤氳煙火氣。火候拿捏得恰到好處，羊皮牙感Q彈，羊肉鮮嫩豐美，與鮮湯醬汁，交融得絲絲入扣。



PRODUCT RESPONSIBILITIES 產品責任

Uncle Chef – Wagyu Steamed Thunder God Chisel
那未大叔 – 和牛蒸雷公鑿



Lei Gong Chiu and beef are a perfect match that everyone praises. Lei Gong Chiu is known as “Gentleman’s Cuisine”, it is not offensive at all with other ingredients, and it is very harmonious. The Uncle selected high-quality Wagyu beef and steamed it together, and added a little tempeh to enhance the flavor. The heat made Lei Gong Chiu infuse the fat fragrance of the beef and the fresh fragrance of tempeh. The encounter of the three inspired a wonderful flavor.

雷公鑿與牛肉是人人稱道的絕配。雷公鑿素有「君子菜」之雅名，與其它食材一起沒有絲毫攻擊性，十分和味。大叔選取優質和牛搭配共蒸，略加少許豆豉提味，熱氣使雷公鑿沁入了和牛的脂香和豆豉的鮮香，三者的邂逅激發出了奇妙的風味。

Uncle Chef – Deep Sea Fish with Chinese Sauerkraut
那未大叔 – 深海龍躉酸菜魚



Cut the fish into thin slices with smooth and nice knife work. If it is too thin, it will lose its chewiness, and if it is too thick, it will be difficult to taste. Sauerkraut, is made of fat and tender Chinese Kale, pickled by the ancient pharaoh altar. Stir-fry sauerkraut awaken the sour fragrance, and make golden soup. The fish fillet is hung with crystal clear and moist skin. The flesh of the fish is full of golden soup, sour and spicy, with firm and elastic teeth. The skin of the fish is thick and smooth, rich in gelatin, like fish maw. Thousands of flavors dance on the tip of the tongue, which is memorable.

大叔刀法行雲流水，將魚塊切成薄片，刀工精細，如過薄易失嚼勁，如過厚則難以入味。酸菜由肥嫩的芥菜，經古法老壇醃制。爆炒酸菜，喚醒酸香，以此釀金湯。龍躉魚片上掛著晶瑩透潤的魚皮，魚肉吸飽金湯，酸辣適口，緊實彈牙，魚皮厚滑，富含膠質，宛如花膠。萬千滋味在舌尖舞動，令人回味。

PRODUCT RESPONSIBILITIES 產品責任

Jiu Mao Jiu – Three Boi Beef Offal Hot Pot
九毛九 – 三寶牛雜鍋



Product development is based on healthy cooking methods, such as stewing, etc., with outstanding beef flavor and rich sauce flavor.

產品研發以健康烹飪方式為主燉、滷等方式，牛味突出，醬香濃郁。

Jiu Mao Jiu – Chicken Soup with Barley and Spring Vegetables
九毛九 – 雞湯薏米春菜



Select healthy ingredients – yam, barley, spring vegetables, the color of the product is yellow and bright, and the soup has a strong fragrance.

甄選健康食材 – 山藥、薏米、春菜，產品色澤黃亮，湯香味濃。

Landmark food ingredients

地標性食材

Rugao White Radish
如皋白蘿蔔



Rugao radish is renowned for its thin skin, tender meat, juicy, sweet but not spicy, less lignin, chewy with no residue, etc. It has become famous in its home country and abroad.

如皋蘿蔔皮薄、肉嫩、多汁，味甘不辣，木質素少，嚼而無渣等優點已經蜚聲海內外。

Lipu Horseshoe
荔浦馬蹄



Tender texture, sweet and juicy, fresh with less residue.

質地細嫩，味甜多汁，鮮食渣少。

Dong'e Black Donkey
東阿黑毛驢



Dong'e black donkey is a special product of Dong'e County, Liaocheng City, Shandong Province, and it is also a protected product as a national geographical indication of agricultural products.

東阿黑毛驢是山東省聊城市東阿縣的特產，也是作為國家農產品地理標誌保護產品。



PRODUCT RESPONSIBILITIES 產品責任

Healthy meal 健康膳食

Jiu Mao Jiu – Osmanthus Yam Nata de Coco
九毛九 – 桂花山藥玉露



A low-sugar drink, the sugar content of Nata de coco products is controlled at 9%, a hot drink in winter to warm the stomach.

低糖飲品，控制玉露產品糖度在9%，冬季熱飲養胃暖胃。

Song – Freshly Yellow Beef
悠 – 鮮切黃牛肉



Beef is one of the common meat products. Beef is rich in protein, fat, vitamin B group, niacin, calcium, phosphorus, iron, cholesterol and other components. Chinese medicine believes that beef nourishes the spleen and stomach, nurtures the “qi” (氣盤), and strengthens muscles and bones. It treats emaciation due to debility, leanness, diabetes, weak spleen, edema, soreness and weakness in the loins and knees.

牛肉為常見的肉品之一，牛肉含有豐富的蛋白質、脂肪、維生素B族、煙酸、鈣、磷、鐵、膽甾醇等成分。中醫認為：牛肉補脾胃，益氣盤，強筋骨。治虛損羸瘦，消渴，脾弱不運，痞積，水腫，腰膝酸軟。

PRODUCT RESPONSIBILITIES 產品責任

Uncle Chef – Braised Iron Rod Yam with Black Truffle
那未大叔 – 黑松露燜鐵棍山藥



Eating yam in spring is rich in nutrition, invigorating the spleen and “qi”. Black truffles, known as the precious “gold” in the food industry, have incredibly high nutritional value. Stewed together with Jiaozuo iron stick yam in thick chicken soup, the fragrance of black truffles enters the yam. The yam is soft and glutinous with a strong aftertaste after a bite.

春季食山藥，營養豐富，健脾益氣。黑松露被譽為食材界名貴“黃金”，營養價值極高，與焦作鐵棍山藥一起用濃雞湯燉制，黑松露的清香被逼入山藥中，山藥軟糯入味，嘗一口，回味無窮。

Lai Mei Li – Baked Sweet Potatoes with Cheese
賴美麗 – 芝士焗紅薯



Sweet potato is rich in nutrients that are good for the heart. Sweet potato is rich in potassium, beta-carotene, folic acid, vitamin C and vitamin B6, and all of these 5 components help prevent cardiovascular disease. Potassium contributes to balancing the body's cellular fluid and electrolytes, maintaining normal blood pressure and heart function. Beta-carotene and vitamin C have anti-lipid oxidation and prevent atherosclerosis. The supplementation with folic acid and vitamin B6 helps reduce the homocysteine level in blood, which the homocysteine can damage arterial blood vessels and is an independent risk factor for cardiovascular disease.

營養豐富，紅薯有益於心臟，紅薯富含鉀、β-胡蘿蔔素、葉酸、維生素C和維生素B6，這5種成分均有助於預防心血管疾病。鉀有助於人體細胞液體和電解質平衡，維持正常血壓和心臟功能。β-胡蘿蔔素和維生素C有抗脂質氧化、預防動脈粥樣硬化的作用。補充葉酸和維生素B6有助於降低血液中高半胱氨酸水準，後者可損傷動脈血管，是心血管疾病的獨立危險因素。



PRODUCT RESPONSIBILITIES 產品責任

Best-selling Products 最佳銷量產品

Jiu Mao Jiu, Lamb Skewer
九毛九 - 烤羊肉串



A total of 3,496,000 skewers were sold in 2021, which is very popular among diners. This product uses high-quality lamb shank, which is lean and not woody. It is skewered based on the golden ratio so that the lamb and suet are fully roasted, and every lamb grain is juicy. The roasting time is controlled within 7-9 minutes that the skin is charred and crispy while the meat is juicy, locking in the fresh and tender texture, which is an authentic Xinjiang flavor.

2021年全年共售出3,496,000串，深受廣大食客的歡迎。本產品選用優質羊腿肉，精瘦不柴，按照黃金比例串刺，讓羊肉、羊油得到充分炙烤，粒粒飽滿多汁；烤肉時間控制在7-9分鐘內，表皮焦香酥脆，肉汁緊鎖鮮嫩，地道新疆風味。

Tai Er, Chinese Sauerkraut Fish
太二 - 老蠟子酸菜魚



Tai Er brand's main dishes. The tender fish fillets with crispy Chinese sauerkraut lead to endless aftertastes. Chinese sauerkraut is made with the brand's own pickling skills and cooperates with a large-scale pickling base in Sichuan, using the earthen pottery altar in pickling for nearly 30 days. The fish fillets are from sea bass, which is only farmed in Guangdong, where the temperature difference between the four seasons is relatively stable, and then sent to the whole country.

太二餐廳主打菜品，魚片嫩滑，酸菜脆爽，回味無窮。酸菜使用自家醃制工藝，合作四川大型醃制基地，土陶壇醃制近30天出壇。魚片使用的是鱸魚，僅在四季溫差相對穩定的廣東養殖，然後再送往全國。

PRODUCT RESPONSIBILITIES 產品責任

Freshly Cut Yellow Beef
慇 — 鮮切黃牛肉



Freshly transported from the slaughterhouse to stores, it is the brand's first choice.

屠場現殺，新鮮到店，廠牌之首。

Lai Mei Li, Grilled Fish with Meishan Green Peppercorn
賴美麗 — 眉山藤椒烤魚



The fish is tender and smooth, and the green peppercorn is rich in flavor, spicy and fragrant. The soup base is golden in colour.

魚彈牙嫩滑，藤椒風味濃郁，麻辣鮮香，湯底呈金黃。

Uncle Chef Pigeon with Spring Rolls Wrappers
那未大叔 — 吮汁春捲皮乳鴿



The Uncle Chef's Pigeon with Spring Rolls Wrappers is juicy and crispy, while the meat is tender. Each young pigeon has a fixed growth period with the proper weight of 6 taels, and there is no wound on the skin and no congestion. The pigeon's body is petite with tender meat so that the cooked meat is firm and the juice is locked to prevent tasting tough. Before serving, the chef will trim it in person, remove the spine, head and neck, leaving only the most tender and juicy part of the pigeon. Serving with roselle hawthorn juice, this will be our Pigeon with Spring Rolls Wrappers that amazed customers.

大叔吮汁春捲皮乳鴿，皮脆多汁肉嫩。每隻妙齡乳鴿，生長期都是固定的，6兩重剛剛好，不花皮不淤血。體型嬌小，肉質細嫩，烹調出來的肉質才會緊實、收汁鎖水、吃起來不柴。上菜前，大廚還得親手修剪。去脊骨，去頭部、脖子，只留乳鴿最鮮嫩多汁部分，再配上乳鴿伴侶洛神山楂汁，這才是讓食客驚豔的吮汁春捲皮乳鴿。



PRODUCT RESPONSIBILITIES 產品責任

✧ CONSIDERATE CUSTOMER SERVICES

We believe that customers get satisfactory results in the process of experiencing the restaurant's dining experience, which will eventually bring positive results to the Group's operations and income. Therefore, we strived to provide extraordinary services to its customers, stuck to customer experience as our orientation, incorporate customer satisfaction rather than revenue and profit as the most important evaluation indicator for store employees, kept on improving its service quality. Through responding to customer feedback and reinforcing our interaction to insight into changing customer needs, aiming to provide considerate services to our customers, 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.

✧ 貼心客戶服務

我們認為顧客在體驗門店的用餐體驗過程中獲得滿意結果，無論對集團的營運或收入亦自然帶來正面的結果。因此，我們追求為客戶提供極致服務，堅持以客戶體驗為導向。相比起收入利潤，將顧客滿意度納入為門店員工最為重要的考核指標，以持續優化服務品質，通過暢通客戶反饋和強化客戶互動，以洞察顧客需求的變化，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，大部分餐廳支持智慧二維碼菜單點餐，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。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。



PRODUCT RESPONSIBILITIES 產品責任

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.

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 Hair Salon” 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 12 million. In order to reduce the gathering of people, the brands reduced offline activities and organized fan WeChat groups of restaurants instead, so as to encourage customers to join WeChat groups for interaction and communication.

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.

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。

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「太二髮廊」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，太二微信官方賬號訂閱者超過1,200萬。為減少人員聚集，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。

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。



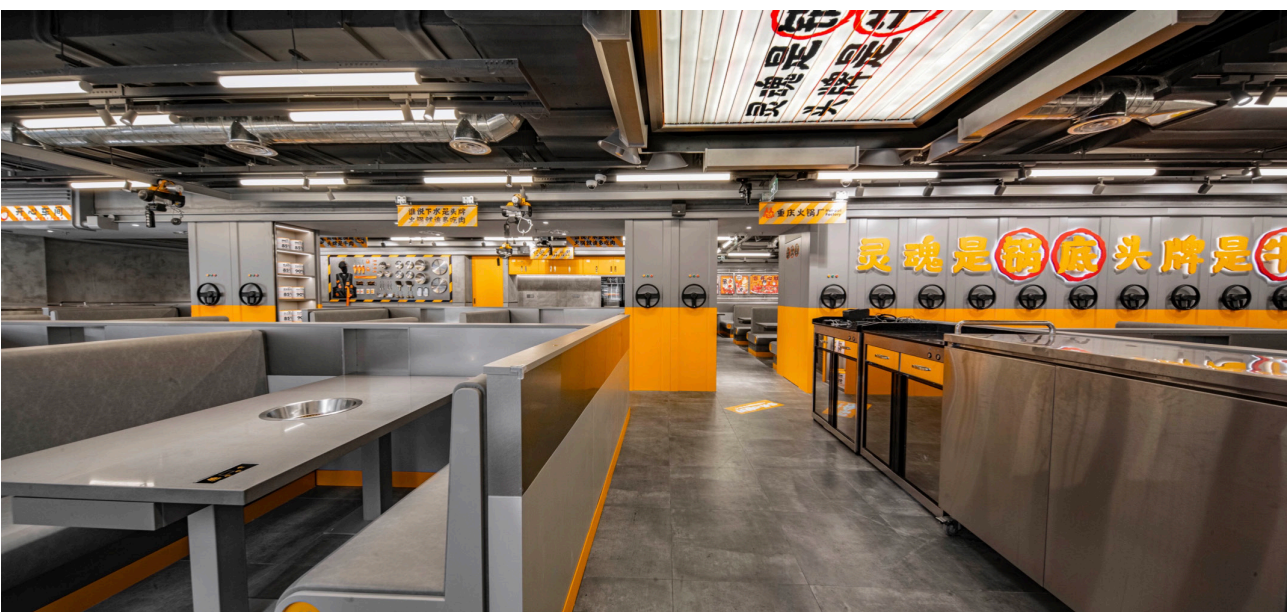
Restaurant Design
餐廳環境設計



Jiu Mao Jiu
九毛九



Tai Er
太二



Song
憇

PRODUCT RESPONSIBILITIES 產品責任



Uncle Chef
那未大叔



Lai Mei Li
賴美麗

❖ COMPREHENSIVE CUSTOMER COMPLAINTS HANDLING MECHANISM

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

- Customer feedback and complaints can be collected and responded through on-site feedback, hotlines, order evaluation system, third-party evaluation platforms, e-mails, WeChat official accounts and We Chat fan groups.
- Based on our internal management policies including the *Guidelines on Crisis Management*, we have specified the categories and levels of complaints and standardized the handling procedures, management authorities and closing deadlines on customer complaints, and have formulated and will continue to refine the list of common customer problems and coping strategies based on the customer complaint handling reports submitted by our stores so as to effectively follow up customers' feedback and improve our services;
- Customer service departments were established under our brands for collecting complaints and feedback and improving customer experience;
- The department regularly compiled statistics on the categories and data of customer complaints, and timely analyzed the changes in customer satisfaction, understood and gave feedback to the restaurants;

❖ 完善的客訴處理機制

我們注重與客戶的溝通和交流，積極推進如下工作：

- 透過現場反饋、熱線電話、點餐評價系統、第三方評價平台、電子郵件、微信官方賬號、微信粉絲群等方式，持續收集並回應顧客意見與投訴；
- 根據《危機管理指引》等內部管理制度，我們明確投訴事件的類別與級別，規範顧客投訴的處理流程、管理權限及投訴關閉時限，並根據各門店上報的顧客投訴處理報告，制定並持續完善常見顧客問題清單與應對策略，切實落實顧客反饋的跟蹤與服務提升。
- 我們各品牌下設客服部門，專職負責接收顧客投訴與意見，提升顧客體驗；
- 部門定期統計顧客投訴類別及數據，並適時分析顧客滿意度變化，及時瞭解並向餐廳反饋顧客體驗；



PRODUCT RESPONSIBILITIES 產品責任

– Complaints were linked to the performance of restaurant staff with an aim to improve service standards based on customer satisfaction.

– 投訴情況與餐廳員工績效掛鉤，以客戶滿意度為驅動提升服務水準。



Complaint addressing process

投訴處理流程

Tai Er Customer Satisfaction Monitoring System

Tai Er completed the construction of a research platform during the reporting year. The relevant platform enables Tai Er to collect daily customers' afterthoughts for each meal, allowing Tai Er's customer service department to analyze customer experience results and make targeted optimizations. In addition to the platform, Tai Er also collected customer opinions through channels such as third-party Internet platforms, opinion message boards in the membership system, service hotline call records, and feedback from fans groups. The opinions gathered are used for compiling monthly customer experience reports, satisfaction trend tracking, and customer opinion hotspots analysis. Tai Er will prepare quarterly sauerkraut fish category insight reports in accordance with multiple dimensions such as competitive distribution, takeaway volume, menu structure, design style, service reputation and promotional offers, closely monitor customer trends in various aspects, and make timely early warnings and adjust brand development strategy. During the reporting period, Tai Er's customer satisfaction reached 95%.

太二顧客滿意度監測機制

太二於本年度完成調研平台的構建，有關平台能夠讓太二在每天每個餐次獲取顧客的就餐用後感，讓太二客服部門能分析客戶體驗結果並作出針對性優化。除了有關平台，太二亦透過第三方互聯網平台、會員系統意見留言板、服務熱線來電紀錄、粉絲群意見回饋等渠道，收集顧客意見，編製每月顧客體驗報告、滿意度趨勢追蹤、顧客意見熱點分析等，遵循競對佈點、外賣體量、菜單結構、設計風格、服務口碑及促銷優惠等多個維度編製季度酸菜魚品類洞察報告，密切監控顧客於各個方面的變化趨勢，及時作出預警及調整品牌發展戰略。於報告期內，太二顧客滿意度達到95%。



PRODUCT RESPONSIBILITIES 產品責任

◇ 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 Service 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's Customer Service 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.

◇ 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，太二使用線上驗收系統，在現場檢查過程中，由客服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，品牌客服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。



PRODUCT RESPONSIBILITIES 產品責任

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. During the reporting period, in consonance with the *Personal Information Protection Law of the People's Republic of China*, which came into effect in November 2021, the Group conducted a compliance review on the internal collection, processing, storage and destruction processes of the personal information. *Jiumaojiu Group Privacy Policy* was then established according to the law, setting up relevant communication channels to allow the Group's members to inquire about the data handling methodology. If necessary, their accounts can be canceled upon requirement.

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。於報告期內，本集團根據於2021年11月正式施行的《中華人民共和國個人信息保護法》，對集團內部收集、處理、儲存及銷毀的流程進行了合規審查，按照法規建立了《九毛九集團隱私政策》，並建立了相關溝通渠道，讓會員查詢本集團處理其資料的方式，如有需要，可以按要求註銷其帳號。

PRODUCT RESPONSIBILITIES 產品責任

Information safety management 信息安全



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，防止硬體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；



PRODUCT RESPONSIBILITIES 產品責任

Information safety management 信息安全管理	
 <p>Reinforcing privacy protection 加強隱私保障</p>	<p>Identity authentication</p> <p>身份驗證</p> <p>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;</p> <p>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；</p> <p>Customers' account security would be protected by the identity authentication and user security agreements of WeChat if they logged in through WeChat;</p> <p>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；</p>
	<p>Responsibilities clarification</p> <p>明確權責</p> <p>Consumers should read notes to members before registering as members and understand their responsibilities on protecting individual accounts and passwords;</p> <p>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；</p>
	<p>Information protection</p> <p>信息保護</p> <p>Personal information of members will not be disclosed by the Group to any third parties without the consent of members except for special circumstances.</p> <p>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。</p>

❖ 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。



SOCIAL WELFARE 社會公益

The Group pays close attention to the needs of the community and unswervingly fulfills our social responsibilities with practical actions. Since social transformation requires collective efforts, over the years, we have collaborated with non-profit organizations, community public welfare and other partners to hold different fundraising activities and sponsored several community activities for the society to build a harmonious society jointly. In 2021, Jiumaojiu Group donated RMB300,000 to the “Special Fund for Premature Babies” of the Guangdong Changjiang Public Welfare Foundation, helping premature babies in Guangdong Province with “hyaline membrane disease” but without sequelae. They could not receive treatment because of a low-income family condition or the lack of medical knowledge of parents. Jiumaojiu Group has been actively paying attention to premature infants’ rescue and medical treatment. In 2022, it is expected that Jiumaojiu Group will plan to visit less developed areas such as Jiaoling in Meizhou, being a starting point of the “eye protection” action and helping realize the new “shared wealth” era. Facing school-age children from poverty-stricken households, we will carry out the “lighting up” eye protection and getting glasses initiatives so that “rich in knowledge” and “rich in skill” become a powerful driving force for “common prosperity”.

As a catering service provider, the Group encourages employees to convey the concept of an environmentally friendly lifestyle to customers. Through activities such as “Half Bowl of Rice” and “Clear Your Plate”, it is hoped that customers will start to pay attention to the problem of food waste. Our front-line restaurant staff will also advise customers to avoid over-ordering when necessary to cherish the food. In addition, we also hope to publicize the harm caused by plastic waste to marine life through the “Tai Er Garbage Man” “Pick-up Project” Environmental Protection Exhibition. We wish that the public will start to reduce the use of disposable packaging and contribute efforts to the sustainable development of the earth.

In addition, apart from donating to the Cheung Kong Philanthropy Fund, we also cooperated with the Fund to carry out a series of public welfare projects. We entered poverty-stricken communities in Guizhou for targeted poverty alleviation, volunteered services for children with severe illnesses, and cared for homelessness. The “Tai Er Chinese Sauerkraut Fish” and the China Small Animal Protection Association jointly launched the “He Yingjun” stray cat rescue public welfare project, hoping to draw the public’s attention to the problem of stray cats.

We promise that in the future, we will continue to increase our contribution to the community, deliver social care to the disadvantaged, continue to instill environmental protection knowledge, and carry out different activities to improve the living standards of low-income groups.

本集團關注社區需求，並堅定不移地以實際行為履行社會責任。由於社會轉型須集體努力，多年來攜手公益組織、社區公益等合作夥伴，以舉辦不同的籌款活動，並為社會贊助多項社區活動，共同構建和諧社會。2021年，九毛九集團向廣東省長江公益基金會的「早產兒救助專項基金」捐贈30萬元，用於救助廣東省內患「新生兒肺透明膜病」且無後遺症，卻因家庭貧困或父母缺乏醫療常識而放棄救助的早產兒。九毛九集團一直積極關注早產兒的救治活動；預計在2022年，九毛九集團計畫赴梅州蕉嶺等欠發達地區，選擇「護眼」的小切口，助力實現「共富」的大時代。面向脫貧戶學齡兒童，開展「點亮照亮」的護眼配鏡活動，讓「知識富裕」和「技能富裕」，成為促進「共同富裕」的強大動力。

作為餐飲服務供應商，本集團鼓勵員工向顧客傳遞環保生活方式的概念，透過「半碗飯」及「光盤行動」等活動，希望顧客能夠開始重視餐飲浪費的問題，餐廳服務員於有需要時建議顧客避免過度點菜，以珍惜食物。此外，我們亦希望能藉著「太二垃圾俠」「檢點計劃」環保展向大眾宣傳塑膠廢料對海洋生物所帶來的傷害，祈盼大眾開始減少一次性包裝物的使用，為地球可持續發展盡一分力。

此外，我們除了向長江公益基金會捐款外，亦與基金會攜手進行一系列公益專案，走進貴州貧困社區定點扶貧、開展重症兒童志願服務及關愛露宿者。而「太二酸菜魚」與中國小動物保護協會聯合開展「何英俊」流浪貓救助公益專案，希望引起大眾開始關注流浪貓問題。

我們承諾，未來會持續增大對社區的貢獻，向弱勢人群傳遞社會關愛，繼續向大眾灌輸環保知識及開展不同活動促進貧困居民提高生活水準。



LIST OF ESG POLICIES AND LAWS AND REGULATIONS

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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
Environment 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》	Waste Management System 《廢棄物管理制度》
	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》	Administrative Systems on Energy Consumption at Supply Centers 《供應中心能耗管理制度》
	Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution 《中華人民共和國環境噪聲污染防治法》	Administrative Guidelines on Turning On and Off Equipment 《設備開啟色點管理指引》
	Law of the People's Republic of China on Promotion of Cleaner Production 《中華人民共和國清潔生產促進法》	Store Waste Disposal Management System 《門店廢棄物處置管理制度》
	Marine Environment Protection Law of the People's Republic of China 《中華人民共和國海洋環境保護法》	Administrative Standards on Office Electrical Equipment 《關於集團辦公室用電設備的管理規定》
	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》	Administrative Guidelines on Smart Management of Energy 《能源智能管理指南》
	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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Employment 僱傭	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》 Law of the People's Republic of China on Promotion of Employment 《中華人民共和國就業促進法》 Social Insurance Law of the People's Republic of China 《中華人民共和國社會保險法》 Provisions on the Prohibition of Using Child Labor of the People's Republic of China 《中華人民共和國禁止使用童工規定》 Law of the People's Republic of China on the Protection of Minors 《中華人民共和國未成年人保護法》	Manual of Conduct on Human Resources Management Practices 《人事管理實務操作手冊》 Handbook for Office Staff 《辦公室員工手冊》 Handbook for Store Employees 《門店員工手冊》 Guidelines on Employee Salary Structure Adjustment 《員工架構調薪指引》 Administrative Plan for Competition on the Group's Middle-level Management Position Competition 《集團中層管理崗競聘管理方案》	
	Health and Safety 健康與安全	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Fire Protection Law of the People's Republic of China 《中華人民共和國消防法》 Law of the People's Republic of China on Work Safety 《中華人民共和國安全生產法》 Law of the People's Republic of China on Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》 Administrative Measures for Supervision and Inspection of Food Production and Operation 《食品生產經營監督檢查管理辦法》 Regulation on Work Safety Permits 《安全生產許可證條例》 Provisions on the Supervision and Administration of Occupational Health at Work Sites 《工作場所職業衛生管理規定》	Management System for Enterprise Safety 《企業安全管理制度》 Responsibility System for Safe Production 《安全生產責任制》 Systems on Appraisal, Award and Punishment on Safe Production Responsibilities 《安全生產責任考核獎懲制度》 Systems on Award and Punishment on Safe Production 《安全生產獎懲制度》 Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards 《隱患排查、治理、建檔和監控制度》 Fire Safety Management System 《消防安全管理制度》 Occupational Health Management System 《職業衛生管理制度》



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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
Development and Training 發展及培訓	Labor Law of the People's Republic of China 《中華人民共和國勞動法》	Management System on Occupational Hygiene 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 Supply Center Safety Production Management System of the Jiumaojiu Group and other management systems on safe production (28 in total) 《九毛九集團供應中心安全生產管理制度》等28個安全生產相關管理制度
Labour Standards 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》 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障法》 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》	Systems on Safety Education and Training 《安全教育培訓制度》 Administrative Scheme to Compete for Middle Management Posts 《集團中層管理崗競聘管理方案》 Manual of Conduct on Human Resources Management Practices 《人事管理實務操作手冊》



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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
Supply Chain Management 供應鏈管理	Law of the People's Republic of China on Bid Invitation and Bidding 《中華人民共和國招標投標法》	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》 Systems on Supplier Food Safety Assessment Access (Trial) 《供應商食品安全評估准入制度（試行）》



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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
Product Responsibility 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》	Safety Management System 《安全管理系統》
	Food Safety Law of the People's Republic of China Law of the People's Republic of China on Agricultural 《中華人民共和國食品安全法》	Food Safety Emergency Preparedness Plan 《食品安全應急預案》
	Product Quality Law of the People's Republic of China on Import and Export Commodity Inspection 《中華人民共和國農產品質量安全法》	Food Safety Management System 《食品安全管理制度》
	Administrative Measures for Food Distribution Licensing 《中華人民共和國進出口商品檢驗法》	Conduct Code on Food Safety of Catering Service 《餐飲服務食品安全操作規範》
	Measures for the Supervision and Administration of Food Safety in Online Catering Services 《食品經營許可管理辦法》	Management System on Quality Control of Own Brand Product 《自有品牌產品品質管制制度》
	Measures for the Administration of Alcohol Circulation 《網絡餐飲服務食品安全監督管理辦法》	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》
	Administrative Measures for Information Disclosure of Commercial Franchise 《商業特許經營信息披露管理辦法》	Management System on the Inspection and Acceptance of Raw Material in Supply Center 《供應中心原物料驗收管理制度》
	Civil Code of the People's Republic of China 《中華人民共和國民法典》	Management System on the Inspection and Acceptance of Semi-finished Products 《半成品驗收管理制度》
	Trademark Law of the People's Republic of China 《中華人民共和國商標法》	Process Quality Control Inspection Specification 《制程品控巡檢規範》
	Advertising Law of the People's Republic of China 《中華人民共和國廣告法》	Food Ingredients and Supplies Inspection and Acceptance Practice Guidelines 《食品原料、物料驗收作業指導書》
	Patent Law of the People's Republic of China 《中華人民共和國專利法》	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》
	Measures for the Administration of Internet Domain Names 《互聯網域名管理辦法》	Standards on the Inspection and Acceptance of Vegetable Ingredients 《蔬菜原料驗收標準》
	Cybersecurity Law of the People's Republic of China 《中華人民共和國網絡安全法》	System for the Management of Food Additives 《食品添加劑管理制度》
	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》	
	Measures for the Supervision and Administration of Food Safety in Catering Services 《餐飲服務食品安全操作規範》	



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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
		<p>System for the Management of Workshop Hygiene 《車間衛生管理制度》</p> <p>Management Measures for Workshop Quality Performance Appraisal (Trial) 《車間品質績效考核管理辦法(試行)》</p> <p>Regulations on the Management of Quality Control, Inspection and Points Deduction 《品控檢查扣分管理規定》</p> <p>Management System on Laboratory 《實驗室管理制度》</p> <p>Handling Procedures for Unqualified Products in Laboratory Testing 《實驗室檢測不合格處理流程》</p> <p>Management System on Food and Food-related Products Storage 《門店食品及食品相關產品儲存管理制度》</p> <p>Management System on Cleaning and Disinfection in Stores 《門店清潔消毒管理制度》</p> <p>Management System on Pest Control in Stores 《門店蟲害控制管理制度》</p> <p>Management System on Self-inspection of Food Safety in Stores 《門店食品安全自查制度》</p> <p>Management System on Food Processing in Stores 《門店食品加工過程管理制度》</p> <p>Management System on Employee Training in Stores 《門店從業人員培訓管理制度》</p> <p>Management System on Food Safety in Stores 《門店食品安全管理員制度》</p> <p>Guidebook on Food Safety 《食品安全手冊》</p> <p>Food Safety Operating Standards for Back Kitchens During the Epidemic 《疫情期間後廚食品安全操作標準》</p>



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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
		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》 Administrative Measures for Handling Customer Complaints 《客訴處理管理辦法》 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》 Privacy Policy of Jiumaojiu Group 《九毛九集團隱私政策》 Letter of Commitments on Food Safety 《食品安全承諾書》
Anti-corruption 反貪腐	Company Law of the People's Republic of China 《中華人民共和國公司法》 Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》 Anti-Monopoly Law of the People's Republic of China 《中華人民共和國反壟斷法》 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》 Interim Provisions on Prohibiting Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》	Anti-corruption Policies 《防止貪污政策》 System of Reward for Reporting by Employees of the Group 《集團內部員工舉報獎勵制度》 Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery 《關於嚴禁收受禮品、商業賄賂的通知》 Letter of Commitment on Integrity of Suppliers 《供應商廉潔承諾書》 Notice on Integrity 《廉潔告知函》
Community Investment 社區投資	Charity Law of the People's Republic of China 《中華人民共和國慈善法》	Not Applicable 不適用

TABLES OF KEY PERFORMANCE 關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2021 ^{a)} 2021年 ^{a)}	2020 ^{b)h)} 2020年 ^{b)h)}
Environmental Indicator 環境類指標				
A1	Emissions 排放物			
A1.1	The types of emissions and respective emissions^{c)} 排放物種類及相關排放數據 ^{c)}			
	Catering sewage discharge 餐飲污水排放量	Tonne 噸	2,107,246.70	1,573,190.80
	Catering sewage discharge intensity 餐飲污水排放密度	Tonne/RMB 1 million of revenue 噸／百萬元營業收入	504.16	579.48
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	Tonne of carbon dioxide equivalent 噸二氧化碳當量	107,248.78	77,508.06
	Greenhouse gas emission intensity 溫室氣體排放密度	Tonne of carbon dioxide equivalent/RMB 1 million of revenue 噸二氧化碳當量／百萬元營 業收入	25.66	28.55
	Greenhouse gas emissions (Scope 1) ^{1)d)} 溫室氣體排放量(範疇一) ^{1)d)}	Tonne of carbon dioxide equivalent 噸二氧化碳當量	25,271.66	26,475.77
	Greenhouse gas emissions (Scope 2) ^{2)e)} 溫室氣體排放量(範疇二) ^{2)e)}	Tonne of carbon dioxide equivalent 噸二氧化碳當量	81,977.12	51,032.29
	Greenhouse gas emission intensity (Scope 1) ^{1)d)} 溫室氣體排放密度(範疇一) ^{1)d)}	Tonne of carbon dioxide equivalent/RMB 1 million revenue 噸二氧化碳當量／百萬元營 業收入	6.05	9.75
	Greenhouse gas emission intensity (Scope 2) ^{2)e)} 溫室氣體排放密度(範疇二) ^{2)e)}	Tonne of carbon dioxide equivalent/RMB 1 million revenue 噸二氧化碳當量／百萬元營 業收入	19.61	18.80



TABLES OF KEY PERFORMANCE 關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2021 ^{a)} 2021年 ^{a)}	2020 ^{b)h)} 2020年 ^{b)h)}
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	Piece 個	11,610	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	Tonne 噸	18,856.24	8,360.47
	Non-hazardous waste intensity 無害廢棄物密度	Tonne/RMB 1 million revenue 噸／百萬元營業收入	4.51	3.08
	Kitchen waste produced 廚餘垃圾產生量	Tonne 噸	17,449.75	7,380
	Waste cooking oil produced 餐飲廢油產生量	Tonne 噸	1,406.49	980.47
A2	Use of resources 資源使用			
A2.1	Direct and indirect energy consumption by type in total and intensity^{3)f)} 按類型劃分的直接及間接能源總耗量及密度 ^{3)f)}			
	Total energy consumption 能源總耗量	MWh 兆瓦時	157,105.15	100,546
	Total energy consumption intensity 能源耗量密度	MWh/RMB 1 million revenue 兆瓦時／百萬元營業收入	37.59	37.04
	Direct energy consumption 直接能耗消耗量	MWh 兆瓦時	16,158.71	16,910.15
	Indirect energy consumption 間接能耗消耗量	MWh 兆瓦時	140,946.44	83,635.85
	Gasoline consumption 汽油消耗量	Liter 升	2,859	3,472
	Diesel consumption 柴油消耗量	Liter 升	19,011.35	1,198
	Natural gas consumption 天然氣消耗量	m ³ 立方米	1,612,719.55	1,706,178.24
	Total electricity consumption 總耗電量	kWh 千瓦時	140,946,442.39	83,635,851.98



TABLES OF KEY PERFORMANCE 關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2021 ^{a)} 2021年 ^{a)}	2020 ^{b)h)} 2020年 ^{b)h)}
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	2,679,315.71	1,709,744.67
	Water consumption intensity 耗水密度	m ³ /RMB 1 million revenue 立方米／百萬元營業收入	641.03	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 ^{g)} 包裝材料使用總量 ^{g)}	Tonne 噸	817.21	530.70
	Meal boxes 餐盒	Tonne 噸	664.41	428.12
	Plastic packaging bags 塑膠包裝袋	Tonne 噸	152.80	102.58
	Intensity of packaging material used 使用的包裝物料密度	Tonne/RMB 1 million revenue 噸／百萬元營業收入	0.16	0.20



TABLES OF KEY PERFORMANCE 關鍵績效列表

Notes:

- a) The scope of environmental KPIs data collection for the whole year of 2021 includes: the Group's common office area, 3 self-operated supply centers and the central kitchen, as well as 453 self-operated stores of the Group.
- b) The data collection scope of environmental key performance indicators for the year 2021 is from the co-working office area of the Group, 3 self-operated supply centers and central kitchens, and 349 self-operated stores by the Group.
- c) 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;
- d) Indicator A1.2 Greenhouse gas emissions (Scope I) including direct emission of carbon dioxide produced by gasoline, diesel, natural gas and refrigerants;
- e) Indicator A1.2 Greenhouse gas emissions (Scope II) including indirect emission of carbon dioxide generated from purchase of electricity;
- f) Indicator A2.1 Total energy consumption including total energy consumption in gasoline, diesel, natural gas and purchase of electricity;
- g) Indicator A2.5 Total packaging material used covers 3 self-operated supply centers, the central kitchen, physical stores and delivery;
- h) Part of the data for the previous year are restated for comparison purposes.

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 *Notice on Doing Key Work in the Management of Corporate Greenhouse Gas Emissions Reporting in 2022* from the Ministry of Environment and Ecology, 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*. The emission factor of the Macau Special Administrative Region is calculated based on the carbon dioxide emission factor disclosed in the *2020 Sustainability Report of Macau Electric Power Co., Ltd.*, and the Singapore region refers to the *2021 Singapore Energy Statistics Chapter Two* from the Energy Market Authority.
- 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*;

附註：

- a) 2021年度全年環境關鍵績效指標數據收集範圍為：4間辦公室、3家自營供應中心及中央廚房，以及由本集團經營的453間自營門店。
- b) 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。
- c) 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。
- d) 指標A1.2溫室氣體排放量（範疇一）包括汽油、柴油、天然氣、製冷劑等產生的直接二氧化碳排放；
- e) 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。
- f) 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。
- g) 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。
- h) 上年度部分數據需重列作為比較用途。

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數參考生態環境部《關於做好2022年企業溫室氣體排放報告管理相關重點工作的通知》，加拿大溫哥華地區電力排放因數參考「Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION」，B.C.Reg. 249/2015；澳門特別行政區電力排放因數參考澳門電力股份有限公司《2020年度可持續發展報告》中披露的二氧化碳排放因子；而新加坡地區參考新加坡能源市場管理局（“Energy Market Authority”）中2021年度2021年新加坡能源統計章節二。
- 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。

TABLES OF KEY PERFORMANCE 關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2021 2021年	2020 2020年
Social Indicator 社會類指標				
B1	Employment^{a)} 僱傭 ^{a)}			
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 員工總人數	Headcount 人	14,495	12,801
Gender 性別	Male 男性	Headcount 人	9,913	8,755
	Female 女性	Headcount 人	4,582	4,046
Employment Type 僱員類型	Management 管理層	Headcount 人	121	109
	Non-management 非管理層	Headcount 人	14,374	12,692
Age Group 年齡組別	29 or below 29歲及以下	Headcount 人	11,196	9,839
	30-49 30-49歲	Headcount 人	2,445	2,254
	50 and above 50歲及以上	Headcount 人	854	708
Geographical Region 地區	Mainland China 中國內地	Headcount 人	14,447	12,779
	Hong Kong, Macau and Taiwan 港澳台	Headcount 人	22	22
	Overseas 海外	Headcount 人	26	0



TABLES OF KEY PERFORMANCE 關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2021 2021年	2020 2020年
B1.2	Employee turnover rate by gender, age group and geographical region^{1)b)} 按性別、年齡組別及地區劃分的僱員流失比率 ^{1)b)}			
	Total employee turnover rate 僱員總流失比率	Percentage 百分比	148	111
Gender 性別	Male employee turnover rate 男性員工流失比率	Percentage 百分比	157	112
	Female employee turnover rate 女性員工流失比率	Percentage 百分比	128	110
Age Group 年齡組別	Turnover rate of employees aged 29 and below 29歲及以下流失比率	Percentage 百分比	168	122
	Turnover rate of employees aged 30-49 30-49歲流失比率	Percentage 百分比	80	67
	Turnover rate of employees aged 50 and above 50歲及以上流失比率	Percentage 百分比	75	97
Geographical Region 地區	Mainland China 中國內地	Percentage 百分比	148	111
	Hong Kong, Macau and Taiwan 港澳台	Percentage 百分比	91	0
	Overseas 海外	Percentage 百分比	35	N/A ^{d)}
B2	Health and Safety 健康與安全			
B2.1	Number and rate of work-related fatalities^{c)} 因工作關係而死亡的人數及比率 ^{c)}			
	Number of work-related fatalities 因工作關係而死亡的人數	Headcount 人	0	0
	Rate of fatalities 死亡率	Percentage 百分比	0	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	5,567	3,338
	Work-related injury 工傷次數	Case 次	701	363

TABLES OF KEY PERFORMANCE

關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2021 2021年	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	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	68.39
	Percentage of female in employees trained 女性員工受訓百分比	Percentage 百分比	31.61	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	0.83	0.85
	Percentage of non-management in employees trained 非管理層受訓百分比	Percentage 百分比	99.17	99.15
B3.2	The average training hours completed per employee by gender and employee category³⁾ 按性別及僱員類別劃分，每名僱員完成受訓的平均時數 ³⁾			
	Average training hours for employees 僱員平均受訓時長	Hour 小時	7	4.20
Gender 性別	Average training hours for male employees 男性員工受訓平均時長	Hour 小時	7	4.18
	Average training hours for female employees 女性員工受訓平均時長	Hour 小時	7	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	42.43	23.76
	Average training hours for non-management 非管理層受訓平均時長	Hour 小時	6.70	4.03
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	419	400
	Southern China 華南地區	Entity 個	322	332
	Other regions in Mainland China (except Southern China) 中國大陸其他地區(除華南)	Entity 個	91	63
	Other overseas regions (including Hong Kong, Macau and Taiwan) 海外其他地區(含港澳台)	Entity 個	6	5



TABLES OF KEY PERFORMANCE 關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2021 2021年	2020 2020年
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	125	107
	Number of service related complaints 服務投訴數量	Case 次	604	668
	Number of dining environment related complaints 就餐環境投訴數量	Case 次	15	61
	Number of dishes related complaints 菜品投訴數量	Case 次	389	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	0
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	RMB100 Thousand 十萬元	3.33	12

Notes:

- The statistics of employee data include contract labor, labor dispatch, re-employment after retirement, outsourcing, flexible employment and part-time employment;
- Part of the data for the previous year are restated for comparison purposes.
- During the period from 2019 to 2021, the Group did not have any employee fatality accident.
- As the Group has no overseas employees in 2020, the data for 2020 is "not applicable".

Basis of calculation:

- Employee turnover ratio = number of employees in that category/total number of employees in that category;
- Percentage of employees trained = number of trainees in that category/total number of employees trained;
- The average training hours completed = the number of hours of training in that category/the total number of employees in that category.

附註:

- 員工數據的統計包含合同工、勞務派遣、退休返聘、外包、靈活用工及兼職等僱傭種類；
- 上年度部分數據需重列作為比較用途。
- 本集團於2019-2021年期間均未發生任何員工死亡事故。
- 因本集團於2020年沒有海外員工，故2020年數據為“不適用”。

數據計算標準：

- 僱員流失比率=該類別流失人數／該類別組別僱員總人數；
- 受訓僱員百分比=該類別受訓人數／受訓僱員總人數；
- 僱員受訓的平均時數=該類別受訓時數／該類別組別僱員總人數。



ESG INDICATORS INDEX

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	PROTECTING THE ENVIRONMENT TABLES OF KEY PERFORMANCE	A1.1 is not applicable, as gas emission was not significant to the Company's scope of operations
A1 排放物	一般披露 Key Performance Indicators A1.1, A1.2, A1.3, A1.4, A1.5, A1.6 關鍵性績效指標 A1.1 · A1.2 · A1.3 · A1.4 · A1.5 · A1.6	保護環境 關鍵績效列表	氣體排放對本集團的營運而言並非重要範疇，故A1.1不適用
A2 Use of Resources	General Disclosure	PROTECTING THE ENVIRONMENT TABLES OF KEY PERFORMANCE	The Group uses water supplied by the government, thus there is no issue in sourcing water that is fit for purpose
A2 資源使用	一般披露 Key Performance Indicators A2.1, A2.2, A2.3, A2.4, A2.5 關鍵性績效指標 A2.1 · A2.2 · A2.3 · A2.4 · A2.5	保護環境 關鍵績效列表	本集團是使用政府供應的水源，並無求取適用水源上的困難
A3 The Environment and Natural Resources	General Disclosure	PROTECTING THE ENVIRONMENT	
A3 環境及天然資源	一般披露 Key Performance Indicator A3.1 關鍵性績效指標A3.1	保護環境	
A4 Climate Change	General Disclosure	PROTECTING THE ENVIRONMENT	
A4 氣候變化	一般披露 Key Performance Indicator A4.1 關鍵性績效指標A4.1	保護環境	



ESG INDICATORS INDEX ESG指標索引

Subject 議題	Guide Requirement 指引要求	Report Section 報告章節	Remarks 備註
B Social			
B 社會			
B1 Employment	General Disclosure	EMPLOYEE-ORIENTED TABLES OF KEY PERFORMANCE	
B1 僱傭	一般披露 Key Performance Indicators B1.1, B1.2 關鍵性績效指標B1.1 · B1.2	員工為本 關鍵績效列表	
B2 Health and Safety	General Disclosure	EMPLOYEE-ORIENTED TABLES OF KEY PERFORMANCE	
B2 健康與安全	一般披露 Key Performance Indicators B2.1, B2.2, B2.3 關鍵性績效指標B2.1 · B2.2 · B2.3	員工為本 關鍵績效列表	
B3 Development and Training	General Disclosure	EMPLOYEE-ORIENTED TABLES OF KEY PERFORMANCE	
B3 發展與培訓	一般披露 Key Performance Indicators B3.1, B3.2 關鍵性績效指標B3.1 · B3.2	員工為本 關鍵績效列表	
B4 Labor Standards	General Disclosure	EMPLOYEE-ORIENTED	
B4 勞工準則	一般披露 Key Performance Indicators B4.1, B4.2 關鍵性績效指標B4.1 · B4.2	員工為本	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	General Disclosure	SUPPLY CHAIN MANAGEMENT TABLES OF KEY PERFORMANCE	
B5 供應鏈管理	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	供應鏈管理 關鍵績效列表	



ESG INDICATORS INDEX ESG指標索引

Subject 議題	Guide Requirement 指引要求	Report Section 報告章節	Remarks 備註
B6 Product Responsibility	General Disclosure	PRODUCT RESPONSIBILITIES TABLES OF KEY PERFORMANCE	There were no incidents of recalls on products and services due to safety and health reasons during the reporting period. The Group strictly complied with the relevant laws and regulations on protecting intellectual property rights during the reporting period.
B6 產品責任	一般披露 Key Performance Indicators B6.1, B6.2, B6.3, B6.4, B6.5 關鍵性績效指標B6.1 · B6.2 · B6.3 · B6.4 · B6.5	產品責任 關鍵績效列表	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。報告期內嚴格遵守知識產權保護相關法律法規。
B7 Anti-corruption	General Disclosure	CORPORATE GOVERNANCE TABLES OF KEY PERFORMANCE	
B7 反貪污	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	公司治理 關鍵績效列表	
B8 Community Investment	General Disclosure	SOCIAL WELFARE TABLES OF KEY PERFORMANCE	
B8 社區投資	一般披露 Key Performance Indicators B8.1, B8.2 關鍵性績效指標B8.1 · B8.2	社會公益 關鍵績效列表	



INDEX OF INITIATIVE FOR BUSINESS FOR GOOD IN THE CATERING INDUSTRY

餐飲行業商業向善倡議索引

Jiumaojiu International Holdings Limited is one of the first launch partners of the Cheung Kong Graduate School of Business's "Initiative for Business for Good in the Catering Industry". We hope to work with like-minded partners in the industry to advocate the organic integration of business value and social value by announcing their respective efforts to surpass the industry average standard in business operations. To this end, we jointly signed the "Initiative for Business for Good in the Catering Industry", promising to demonstrate our efforts to the public in the following 5 dimensions: Food Safety, Supply Chain Management, Employee Development and Welfare, High-Quality Products and Services; Environmental Improvement.

In this index, you'll see how content in this year's ESG report aligns with these 5 initiatives for business for good. If you're particularly interested in one of these initiatives and our efforts, you can also use this index to quickly locate detailed information in the report.

This is the first year that Jiumaojiu International Holdings Limited. has joined the Cheung Kong Graduate School of Business's "Initiatives for Business for Good in the Catering Industry". We welcome more partners to join our team and move forward hand in hand on the road of business for good.

九毛九国际控股有限公司是長江商學院「餐飲行業商業向善倡議」的首批發起夥伴之一。我們希望與行業內志同道合的夥伴一起，通過公佈各自在企業運營中超越行業平均標準的努力，宣導商業價值與社會價值的有機融合。為此，我們共同簽署「餐飲行業商業向善倡議」，承諾在以下5個維度向公眾展示我們的努力：食品安全；供應鏈管理；員工的發展與福利；優質的產品與服務；環境改善。

在本索引中，您將看到本年度ESG報告中的內容如何與這5個商業向善倡議對應。如果您對其中某一倡議及我們所做的努力尤為關注，也可以借助本索引迅速在報告中定位到詳細資訊。

這是九毛九国际控股有限公司加入長江商學院「餐飲行業商業向善倡議」發佈的第1年。我們歡迎更多的夥伴們能加入我們的隊伍，在商業向善的道路上攜手前行。

Disclosure issues/ Disclosure items 披露議題／披露項	Action overview 行動概述	Chapter index 章節索引	Page index 頁碼索引
Core issues 核心議題			
1. Food Safety – Food safety is the foundation of catering enterprises. 1. 食品安全 – 食品安全是餐飲企業的立足之本。			
Establish and improve the food safety inspection standard system 建立、完善食品安全檢測標準體系	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). 參照ISO22000食品安全管理體系，改進內部食品安全及質量標準，並按照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。	Product Responsibilities 產品責任	p.108 - p.117
Establish a traceability mechanism to ensure the provenance of ingredients 建立溯源機制，保證食材出處	Establish fish breeding bases for self supply, and an information-based traceability mechanism to ensure the quality and safety of ingredients. 建立魚類養殖基地，自供自給，並透過建立信息化的溯源機制，絕對保證食材的美味與安全。	Supply Chain Management 供應鏈管理	p.99 - p.102



INDEX OF INITIATIVE FOR BUSINESS FOR GOOD IN THE CATERING INDUSTRY 餐飲行業商業向善倡議索引

Disclosure issues/ Disclosure items 披露議題／披露項	Action overview 行動概述	Chapter index 章節索引	Page index 頁碼索引
Disclosure of relevant information on food safety supervision	Number of violations found after brand stores were inspected by food safety supervision agencies/Number of times brand stores were inspected by food safety supervision agencies Jiumaojiu—0 times/62 times Tai Er—1 time/140 times Double Eggs—0 times/1 times Uncle Chef—0 times/0 times Song—0 times/0 times Lai Mei Li—0 times/0 times	N/A	N/A
披露食品安全監管相關信息	品牌店鋪受到食品安全監督機構檢查後發現違規次數／ 品牌店鋪受到食品安全監督機構檢查次數 九毛九—0次／62次 太二—1次／140次 兩顆雞蛋—0次／1次 那未大叔—0次／0次 慫—0次／0次 賴美麗—0次／0次	不適用	不適用



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2. Supply chain management – Catering enterprises should attach importance to the coordinated development of the supply chain and promote the upstream and downstream of the industrial chain to fulfill their social responsibilities. 2. 供應鏈管理 – 餐飲企業應重視供應鏈的協同發展，推動產業鏈上下游履行社會責任。			
Innovative procurement model to improve product quality	Candidate suppliers must pass the established access standards, including qualification assessment, sample inspection, third-party product evaluation certification and other dimensions, and sign the “Quality Guarantee Agreement” before they can become our suppliers to supply ingredients. Through technical exchanges, cooperation with professional aquaculture units, relying on advanced agricultural technology and the actual needs of aquaculture construction, to build a new model of green development of aquaculture; relying on production informatisation to build a product traceability mechanism and an early warning system for monitoring environmental abnormality to realize the standardised entry and management of various fish farming information which further improve and ensure the product quality; GPS, constant temperature, oxygenation and other technologies and equipment are used to monitor the transportation of perch throughout the process to ensure the safe delivery of ingredients.	Supply Chain Management	p.96, p.99 - p.107
創新採購模式，提高產品品質	候選供應商必須通過已制定的准入標準，包括資格評審、樣品抽檢、第三方產品評定證明等多個維度，同時簽署《質量保證協議》方能成為我們的供應商以供應食材。通過技術交流，與專業水產養殖單位合作，依託先進的農業技術與水產養殖建設實際需求，構建水產養殖綠色發展新模式；依靠生產信息化，構建產品溯源機制與環境監測異常預警機制，實現各魚類養殖信息的標準化錄入與管理，進一步提高與保證產品品質；採用GPS、恆溫、打氧等技術與設備，全程監控鱸魚運輸情況，確保食材安全送達。	供應鏈管理	
Commitment and integrity, focus on monitoring the supply chain	While building a sound risk control system and integrity monitoring system, we further optimise our risk control and anti-corruption system by establishing a supplier WeChat management platform and requiring suppliers to sign the “Letter of Commitment on Integrity of Suppliers”.	Corporate Governance	p.35 - p.38
重承諾守誠信，重點監控供應鏈	我們在構建完善的風險控制體系和廉潔監察制度的同時，通過建立供應商微信管理平台及要求供應商簽署《供應商廉潔承諾書》，進一步優化我們的風控與反貪污制度。	公司治理	

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Fair trade and responsible sourcing 公平貿易，責任採購	We advocate that responsible procurement be integrated into the entire procurement process of the enterprise, extend our social responsibility goals to supplier review management, and never use suppliers who do not assume social responsibility. 我們倡導責任採購融入企業的採購全過程中，將我們的社會責任目標延伸至供應商評審管理當中，絕不採用無承擔社會責任的供應商。	Supply Chain Management 供應鏈管理	p.95 & p.98
3. Employee development and welfare – The catering industry is a labor-intensive industry, and talent training is crucial. 3. 員工的發展與福利 – 餐飲業是勞動密集型行業，人才培養至關重要。			
People-oriented employee care 以人為本的員工關懷	We set up the Nathan Foundation to solve problems for employees in need; hold regular employee activities to build the Jiumaojiu family, establish employee reporting channels to prevent any injustice from happening. 我們設立Nathan基金會，為有需要的員工排憂解難；定期舉辦員工活動，建立九毛九大家庭；建立員工舉報渠道，制止任何不公事情發生。	Employee-Oriented 員工為本	p.76 & p.81
Provide a better development platform for employees and partners through policy innovation 通過制度創新，為員工和合作夥伴提供更好的發展平台	We set training goals for employees every year, and formulate training programs on various topics, such as: reading clubs, training informatisation, instructor training program, etc., and providing a transparent internal transfer mechanism for employees, focus on the self-growth of employees, and provide perfect opportunities for learning and growth. 我們每年為員工設定培訓目標，制定各種主題的培訓項目，例如：讀書會、培訓信息化、講師培訓等等，以及提供透明的員工內部調動機制，重點關注員工的自我成長，提供完善的學習與成長的機會。	Employee-Oriented 員工為本	p.84 - p.89



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4. High-quality products and services – Provide customers with high-quality products and services.			
4. 優質的產品與服務 – 為顧客提供優質的產品與服務。			
Provide customers with delicious, nutritionally balanced food through innovation	We pay attention to product diversification and nutritional matching, and give priority to the use of natural green ingredients; the head of the R&D team has served as a chef for more than ten years, and some members are related to ingredients management, food nutrition and quality control professionals to provide intellectual support for creating nutritious and healthy products.	Product Responsibilities	p.117 - p.125
通過創新，為顧客提供美味、營養均衡的食品	我們關注產品的多元化和營養搭配，優先使用天然綠色食材；而研發團隊負責人擔任大廚超過十年，部分成員涉及食材管理、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援。	產品責任	
Improve customer experience through user-friendly design	Establish multiple and effective channels to communicate with customers and obtain immediate needs of customers; whether it is hardware or software support, we will do it for customers one by one.	Product Responsibilities	p.126 - p.131
通過人性化設計，提升客戶體驗	建立多元及有效能夠與客戶溝通的渠通，獲取客戶即時的需求，無論是硬件或軟件配套也好，我們一一為客戶做到。	產品責任	
Protection of personal privacy	In accordance with <i>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</i> , the <i>Cybersecurity Law of the People's Republic of China</i> to formulate relevant internal systems and privacy policy, and cooperate with an effective information security management team and regular compliance reviews to ensure that customers' personal privacy will not be leaked.	Product Responsibilities	p.132 - p.134
對個人隱私的保護	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》，制定相關內部制度及隱私政策，配合有效的信息安全管理團隊與定期的合規審查，確保顧客的個人隱私不會洩露。	產品責任	

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5. Environmental improvement – Energy saving and emission reduction, waste reduction, and continuous improvement of the environment.			
5. 環境改善 – 節能減排，減少浪費，持續改善環境。			
Through innovation, improve the efficiency of water, electricity and energy use, save energy and reduce emissions	Continue to improve the efficiency of resource use such as energy, water resources and packaging materials during the whole operation process, we implement energy control measures, to minimize the impact on the environment, for example: starting implementation of including installing IoT devices in stores and supply centers to monitor equipment conditions and avoiding electricity wastage, cooperating with third-party organisations to measuring and estimating the electricity consumption thereby realise a precise control of electricity consumption, optimise the logistics and distribution routes according to the demand of store orders and reduce the air emissions, install a new oil refining system to realise the cooling of the hot oil from cold oil thereby reduce the energy consumption, and continuously improve the environmental protection awareness of employees to achieve energy saving and consumption reduction at the source, use degradable packaging, do not actively provide disposable tableware, etc.	Protecting the Environment	p.64 - p.71
通過創新，提升水、電、能源的使用效率，節能減排	在營運全過程中持續提升能源、水資源及包裝材料等資源使用效益，例如：於門店與供應中心著手開展安設物聯網裝置，監測設備狀況，避免浪費電力、與第三方機構合作，測量並預估用電量，實現精準管控用電、根據門店訂單需求，優化物流配送路線，減少廢氣排放、安裝新煉油系統，實現冷油降溫熱油，減少能源用量、持續提升員工的環保意識，做到源頭節能減耗等能源管控措施，採用可降解包裝物，不主動提供一次性餐具等等，以最大程度降低對環境造成的影響。	保護環境	



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Reduce food waste through technological innovation and process improvements 通過技術創新和流程改進，減少食物浪費	Actively carry out various food waste prevention activities, such as the Half-Bowl of Rice and Clear Your Plate, follow the three principles of reduction, reuse and recycling to avoid waste in the production process, organize He Yingjun cat food activity to recycle food scraps as raw materials for cat food to achieving the purpose of protecting the environment and promoting the protection of animals at the same time. 積極推行各種防止食物浪費活動，例如半碗飯與光盤行動；遵從減量化、再使用及再循環三大原則，避免生產過程中的浪費；舉辦何英俊貓糧活動，回收食材邊角料作為貓糧原料，同時達成保護環境與宣揚保護動物的目的。	Protecting the Environment 保護環境	p.56 - p.62
Highlight the concept of environmental protection in store design, decoration, product packaging, etc. 在門店設計，裝修，產品包裝等方面凸顯環保理念	Increase the use of prefabricated technology to replace on-site production to reduce on-site construction waste; actively use degradable packaging in accordance with government requirements to reduce our negative impact on the environment. 增加採用裝配式技術以代替現場製作，減少現場建築垃圾產生；遵照政府要求積極著手使用可降解包裝物，減少我們對環境的影響。	Protecting the Environment 保護環境	p.53 & p.71
Building an environmental friendly supply chain 建設環保供應鏈	We have added green elements into the design considerations when constructing the project, put in a variety of environmental protection elements and measures in an appropriate amount, invested funds in the smart fish breeding project for environmental protection transformation, and began to build a factory fish breeding base with factory circulating aquaculture technology as the core content, which can reduce the demand and negative impact on the environment. 我們在建設項目時已將綠色元素加入設計的考量當中，適量地投入各種環保元素與措施，於魚類智慧養殖項目投入資金進行環境保護改造，並開始著手建設以工廠化循環水養殖技術為核心內容的工廠化魚類養殖基地，減少對環境的索求與影響。	Supply Chain Management 供應鏈管理	p.102 - p.107



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Other issue 其他議題			
Fight against the pandemic – We are part of society and we want to contribute to society. In the past year, we have paid attention to this social hot topic and made these efforts. 抗擊疫情 – 我們是社會的一份子，也希望為社會做出貢獻。在過去的一年中，我們關注了這一社會熱點議題，並做出了這些努力。			
Implement a number of pandemic prevention measures	An pandemic prevention team was established to be responsible for timely decision-making and direction control in light of the epidemic situation, taking the lead in protecting the safety of employees. Using the group’s human and material resources to bring warmth to the epidemic area.	Combating Covid-19 Pandemic	p.43 - p.49
推行多項防疫舉措	建立防疫小組，負責結合疫情形勢及時作出決策和方向把控，率先保護員工們的安全；動用集團人力物力為疫區帶來一點溫暖。	抵抗新冠肺炎 疫情	



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