

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)

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2022

**Environmental, Social and
Governance Report**

環境、社會及管治報告

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ABOUT THIS REPORT 關於本報告

This Report is the fourth Environmental, Social and Governance (“ESG”) Report issued by Jiumaojiu International Holdings Limited (HK.09922). 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 2022. This Report is compiled in Chinese and English versions. In the event of any discrepancy between the two, the Chinese version prevails.

REPORTING SCOPE

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 2022, including the Group’s offices, branded restaurants and supply centers, etc. Since the daily operations of the franchised restaurants (before the disposal of our Double Eggs brand) 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, 2022 to December 31, 2022. Some contents are beyond this period. In June 2022, the Group adjusted the development direction and disposed of the Double Eggs brand (for more information, please refer to the Company’s announcement published on June 17, 2022). The environmental and social data of the self-operated restaurant of Double Eggs brand in this report is not statistical on the date of sale.

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 *ESG Guide*. Besides, the Report is also made reference to the *Initiative for Business for Good in the Catering Industry* (the *Initiative*) promulgated by the Cheung Kong Graduate School of Business. The *Initiative* is mainly built on five dimensions, including food safety, supply chain management, employee development and welfare, high-quality products and services and environmental improvement. And this year, another dimension has been added to the *Initiative*, which is “Social Welfare”. The content index of the *ESG Guide* and *Initiative* are included in the Appendix to this Report.

本報告是九毛九國際控股有限公司(HK.09922)發佈的第四份環境、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2022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2022年九毛九國際控股有限公司及其附屬公司在履行環境、社會及管治責任方面的資訊和關鍵績效，當中包括集團各地辦公室、品牌自營餐廳及供應中心等，而由於加盟店（於出售2顆雞蛋煎餅品牌前）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2022年1月1日至2022年12月31日，部分內容超出此範圍；而於2022年6月，集團調整發展方向並將2顆雞蛋煎餅品牌出售（詳細資料請參考2022年6月17日發佈的公司公告）。本報告中2顆雞蛋煎餅品牌自營餐廳的環境、社會數據於出售日起不作統計。

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《ESG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》（「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；而本年度我們在《倡議》中加入另一個維度「社會公益」。《ESG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 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 appoint external Sustainability Advisors to prepare reports that unbiasedly disclose all of our positive and potential negative data, fairly describe the Group’s ESG performance, and ensure that the public is able to receive accurate information and the information presented is not improperly used to influence readers’ decisions or judgments, choices, omissions or other forms of manipulation.

DATA SOURCES AND RELIABILITY

Data and case studies contained 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。

ACKNOWLEDGMENT AND APPROVAL

Upon confirmation by the management, this Report was passed by the Board on April 27, 2023.

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) Northwestern 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, which had been disposed in June 2022 我們的2顆雞蛋煎餅品牌，已於2022年6月出售
Song 愨	means 指	our Song Chongqing Hot Pot Factory (愨重慶火鍋廠) brand 我們的愨重慶火鍋廠品牌
Uncle Chef 那未大叔	means 指	our Uncle Chef (那未大叔是大廚) 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 (賴美麗烤魚) brand 我們的賴美麗烤魚品牌

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2023年4月27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



As one of the pioneers in chain catering in China, Jiumaojiu Group has adhered to the “integrity-oriented” business philosophy and remained true to its original aspirations. I constantly remind employees that “every one has a role to play, and as catering professionals, we must perform our duties diligently”. The duties of catering professionals are to provide the public with safe and reliable food,

undertake corresponding social and environmental responsibilities, which aligns with the “Good Intent” element in “Business for Good” as I have insisted on. I believe that “Business for Good” is not only a business model but also a continuous social responsibility and moral obligation. We should not only focus on the implementation for short-term results, but also integrate “sustainability” into our business models. Through continuous exploration and innovative efforts, we strive to change the industry and make contributions to society and the environment.

The Group and I have been committed to the concept of “Business for Good” from the beginning. Whether during the transit of typhoon in Hainan in 1996, the outbreak of SARS in 2003 or the COVID-19 pandemic in 2019, we have always used high-quality food ingredients and renewable materials while reducing wastage to minimize the impacts on the environment. In recent years, we have continuously organized various “Good Intent” activities, such as the projects of “Half Bowl of Rice”, “Clear Your Plate” and “Tai Er Garbage Man”, for charitable purposes as well as to promote environmental protection and reduce wastage. In addition, we are investing to enhance our supply and support capabilities, including the construction of the National Supply Chain Center Base. We focus on developing more comprehensive food safety management and control measures to ensure food freshness and hygiene.

九毛九集團作為中國連鎖餐飲的開拓者之一，一直秉持「以誠為本」的經營理念，不忘初心。如同我時常對員工提起的一樣，「做人有做人的本分，做餐飲人有做餐飲人的本分」。做餐飲人的本分，即為大眾提供安全可靠的食物，承擔並履行相對應的社會及環境的責任，亦正對應我所堅持的企業應當「向善」中的「善」。本人認為商業向善不僅僅是一種商業模式，更是一種持續性的社會責任及道德擔當，亦不應只著重於當下或短期的執行或成效，而是以「可持續」為目標將其融入於企業的經營模式之中，並致力於通過不斷創新開拓及努力來改變行業，為社會及環境做出貢獻。

自創業初期，集團與本人秉承「向善」的理念，不論是1996年海南颱風過境、2003年非典肺炎爆發亦或者是2019年新冠疫情，我們一直堅持選用優質的食材、可持續性的材料，減少浪費和對環境的影響。近年來，我們持續舉辦各種活動，例如通過「半碗飯」、「光盤行動」、「太二垃圾俠」的項目，不僅僅以慈善為目的，並為的是向大眾宣傳環保理念，減少浪費。此外，集團亦在全力加強我們的供應及支持能力，包括投資建設全國供應鏈中心基地項目。我們放眼於食品安全的管控措施，建立更全面的食品安全管理體系以加強食品品質檢測及確保食品的新鮮度和衛生。

CHAIRMAN'S MESSAGE 主席致辭

Our commitment to “Business for Good” extends beyond environmental protection. We have established breeding projects in rural areas to create employment opportunities and revitalize local economies. We also provide scientific training and a diversified development platform within our Group while collaborating with renowned universities to improve employee skills and support long-term enterprise growth through talent development. Going forward, we will continue to integrate “Good Intent” into our business operations, put people first, and do the right thing.

I would like to take this opportunity to express my heartfelt gratitude and appreciation to our employees as the three-year fight against the pandemic came to an end. They have adhered to the Group's line of defense on food safety and product hygiene during the most difficult period, fostering the effective implementation of the Group's development strategies. Employees' concerted and close coordination and unremitting efforts had enabled us to bring steady earnings during the three-year fight against the pandemic. I undertake that Jiumaojiu Group will continue to strive for excellence, work together with our stakeholders 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 “sustainable” value for each stakeholder.

Chairman
GUAN Yihong

為全面貫徹這一理念，本集團亦在其它方面發展「向善」的理念。我們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，振興鄉村經濟；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，提高員工的技能及職業素養，以人才成長支援企業長遠發展。今後，我們亦會持續將「善」融入於我們經營業務的方方面面，以人為本，做正確的事。

經過三年抗疫的結束，本人亦想借此機會向全體員工表達由衷的感激和讚賞。在最艱難的時期依然堅守著食品安全與產品衛生的防線，有效實施集團的發展策略，齊心協力作出緊密的協調和不懈的努力，才使得我們能夠在三年抗疫的同時仍保持穩健的收益。本人承諾九毛九集團將繼續精益求精，與我們的利益相關方合作，宣導可持續文化，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、社會和環境三重底線，為所有利益相關方創造「可持續」價值。

主席
管毅宏

ABOUT US 關於我們

COMPANY BACKGROUND

Jiumaojiu Group is a catering group that focuses on the development and operations of Chinese-style chain restaurants. Incorporated in Haikou, Hainan province, Jiumaojiu Group has over 28 years of development. We adhere 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 five self-developed brands, including Jiu Mao Jiu Northwestern cuisine, Tai Er sauerkraut fish, Song Chongqing hot pot, Uncle Chef Cantonese cuisine and Lai Mei Li grilled fish. We strived to maintain an optimal portfolio of restaurant brands and focus on brands which we believe to have greater growth potential. To this end, we disposed the Double Eggs brand in June 2022 taking into account its future growth potential. Jiumaojiu International Holdings Limited was listed on the Hong Kong Stock Exchange on January 2020, with the stock code HK.09922. In the year of 2022, 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 ("PRC"). We accelerated the expansion of our restaurant network amid the resurgence of the novel coronavirus COVID-19 (the "epidemic"). As of December 31, 2022, we self-operate 556 restaurants, covering 109 cities in the PRC, one city in Canada and 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28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，接觸不同層面的客戶，為顧客帶來全新體驗。旗下創立並運營「九毛九西北菜」、「太二酸菜魚」、「愆重慶火鍋廠」、「那末大叔是大廚」、「賴美麗烤魚」五個不同細分領域中式餐飲品牌。我們竭力維持最佳的餐廳品牌組合，並專注於我們認為具有更大增長潛力的品牌。為此，考慮到2顆雞蛋煎餅品牌的未來增長潛力，我們於2022年6月出售了該品牌。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。2022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。我們在新型冠狀病毒COVID-19（「疫情」）再次爆發期間加快拓展餐廳網絡。截至2022年12月31日，我們在中國109個城市、加拿大1個城市和新加坡共經營556間自營餐廳。

MAJOR EVENTS IN 2022

2022年重大事件

四月 April

Da Tou (Guangzhou) Software Technology Co., Ltd. joined the Guangzhou Software Industry Association, which is an important step towards achieving the digital experience of data center strategy and mobile connectivity.

大頭(廣州)軟件技術有限公司加入廣州市軟件行業協會，這是集團實現中台戰略和移動互聯的數字化體驗重要的一步。

六月 June

The Group has established a school-enterprise cooperation relationship with the College of Food Science, South China Agricultural University to jointly build a practical teaching base.

集團與華南農業大學食品學院建立校企合作關係，共建實踐教學基地。

Shanghai has officially lifted its lockdown policy to COVID-19. Tai Er has launched a public welfare campaign to add 22% more fish to its dishes. The media exposure has exceeded 600,000 plus clicks.

上海正式解封，太二特別推出魚肉加量22%的公益行動，媒體曝光量60W+。

九月 September

The Group implemented a dual-channel system for career development, with both management channels and professional channels being developed simultaneously, providing employees with more opportunity for career growth, allowing employees and the Company to develop collectively and create value together.

集團推行職業發展雙通道體系，管理通道和專業通道雙軌齊發，讓員工的職業成長多一個機會，讓員工個人與公司集體雙贏發展，共創價值。

十二月 December

The "99 Warmth Team" has been established, with a total of 1 million yuan worth of supplies collected internally. Together with the "Tai Er Garbage Man" volunteer program, it brought a little warmth to 5,000 sanitation workers in Tianhe District, Guangzhou during the winter season.

成立「99保暖小隊」，內部籌集了總價值100萬元的物資，聯合太二「垃圾俠」志願者活動，為廣州市天河區5,000位環衛工作者送上冬日裡的一點暖。

February 二月

Tai Er launched the New Spring music movie "Full Power of Tiger", with original lyrics and a clever combination of Chinese opera and street rap, achieving tens of millions of online streaming, 100,000+ likes, and enhancing the influence of enterprise employer brands.

太二推出新春賀歲音樂影片《虎力全開》，原創歌詞並巧妙結合中國戲曲和街頭說唱，全網播放量破千萬，點贊量10萬+，增強企業僱主品牌影響力。

August 八月

Tai Er has expanded its store network to over 400 stores, with a growth rate that defies market trends, covering second and third-tier cities. The Company's core competitiveness has been solidified with stable development.

太二門店規模突破四百家，逆勢增速覆蓋二三線城市，企業核心競爭力穩固發展。

Da Tou (Guangzhou) Software Technology Co., Ltd. has passed the High-Tech Enterprise certification application, which not only representing that the Company's software research and development level and achievement have been recognized by the national industry, but also providing advantages in obtaining higher tax reduction policies and subsidies for the company in the future, creating favorable conditions and helping promote the digital transformation of the Group at the same time.

大頭(廣州)軟件技術有限公司通過高新技術企業認定申請，這不僅標誌著公司的軟件研發水平以及成果轉化獲得了國家行業認可，更會在將來為公司獲得更高的減稅政策及政策性補貼創造有利條件，同時有利於推動集團的數字化轉型。

October 十月

The Group formally established the Tai Er International Business Department, ingeniously inheriting the classic Chinese Sichuan flavor, striving to build a world Sichuan cuisine brand and opening a new chapter in the international strategic layout.

太二國際事業部正式成立，匠心傳承中國經典川味，致力打造世界川菜品牌，開啟國際化戰略布局新篇章。

The new floor of the Guangzhou co-working space has officially opened, featuring a modern and minimalist design covering an area of nearly 3,000 square meters. It provides employees with a good working environment to stimulate their creativity.

簡約現代風的廣州聯合辦公室新樓層正式啟用，佔地近3,000平方米，為員工提供一個好的工作環境，激發創造力。

ABOUT US 關於我們

CORPORATE CULTURE X ESG

Corporate culture refers to the long-term value beliefs and code of conduct of a company. By integrating ESG considerations into the corporate culture, companies can better manage and optimize their business operations, enhance their sense of social responsibility, pay more attention to the welfare of stakeholders such as employees, customers, and communities, thereby enhancing the brand image and reputation, and reducing risks and costs. The efforts of such not only reflect the Company's social responsibility but are also critical for the Group's long-term development and value creation.

This year, Jiumaojiu Group officially incorporated ESG elements into its corporate culture, confirming ESG as one of the Group's future development directions. We are well aware that sustainable development of the Company not only requires top-down advocacy but also involves permeating ESG considerations into various business processes and decision-making. At the same time, the Company's sustainable development also heavily relies on the collaboration of its employees.

Therefore, through the effective integration of ESG and corporate culture, we hope to make employees aware of the Group's commitment to environmental, social, and governance issues and take active measures. This can effectively enhance employees' sense of belonging and pride, thereby improving their work enthusiasm and engagement, as well as raising their awareness and sense of responsibility. Meanwhile, the Group can also improve its competitiveness and market position through this approach, providing employees with more career development opportunities, better working environments, health assurance, and professional training. It can also increase employees' productivity and job satisfaction.

By integrating ESG principles into the Group's corporate culture, employees will actively participate in the Group's ESG practices, understand and support the corporate culture, provide ESG-related suggestions and opinions, and the Group can provide ESG-related training and benefits for employees achieving mutual empowerment between employees and the Company and jointly promoting the Group's sustainable development.

企業文化X ESG

企業文化是企業長期的行為準則和價值觀念。通過將ESG的考慮融入企業文化，企業能夠更好地管理和優化其經營管理模式，提高企業的社會責任感，更注重員工、客戶以及社區等利益相關方的福利，從而提升企業的品牌形象和聲譽，降低企業的風險和成本。這些不僅是公司社會責任的體現，對於集團的長期發展和價值創造也是至關重要的。

本年度九毛九集團正式將ESG元素納入企業文化中，確認ESG成為集團未來的發展路向之一。我們深知企業的可持續發展除了需要自上而下倡導可持續發展，ESG考量必須滲透至各個業務流程與決策中。同時，企業的可持續發展也非常依賴員工的協作。

因此，透過ESG與企業文化的有效融合，我們希望能夠讓員工看到集團注重環境、社會和治理等方面的問題，並積極採取相關措施。這樣可以有效增強員工的歸屬感和自豪感，從而提高員工的工作積極性和投入度，提高員工的意識和責任感。同時，集團也能夠從中提高企業的競爭力 and 市場地位，為員工提供更多的職業發展機會、更好的工作環境、健康保障、職業培訓等，亦能提高員工的生產效率和工作滿意度等等。

透過將ESG理念融入集團的企業文化，員工積極參與集團的ESG實踐，理解和支援企業文化，提供ESG方面的建議和意見，集團為員工提供ESG方面的培訓和福利，實現員工和企業相互賦能，共同推進集團可持續發展。



OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT

We believe that only by basing business relationships on integrity can we establish a strong foundation and win the trust and respect of our customers.

誠—誠信營運，開誠佈公

我們相信只有以誠信為基礎，才能建立穩固的商業關係，贏得客戶的信任和尊重。



ALWAYS PUT PEOPLE FIRST AND CARE FOR THE PARTNERS

We care for our employees and prioritize their well-being, providing them with a good working environment and development opportunities to make them feel appreciated and supported.

愛—關愛夥伴，以人為本

我們關愛員工，以人為本，為員工提供良好的工作環境和發展機會，讓員工感到被重視和支持。



BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

We embrace a culture of taking initiative, being accountable, continuously exploring new ideas, pushing our limits, and striving towards achieving our objectives.

勇—勇於爭先，勇於承擔

我們勇於爭先，勇於承擔，不斷探索創新，挑戰自我，並為實現目標而努力。

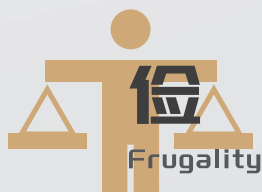


STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

Our pursuit of excellence drives us to adopt a “quality-first” approach, delivering superior products and services to our customers.

優—優質產品，向優而行

我們追求優質產品，向優而行，堅持品質第一的原則，為客戶提供優質的產品和服務。



PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

We achieve sustainable development through frugal management and contribute to society. These values run through our corporate culture, forming a solid foundation for our pursuit of success and growth.

儉—儉則約，約則百善俱興

我們通過儉態經營，實現企業的可持續發展，並為社會做出貢獻。這些價值觀貫穿我們的企業文化，成為我們追求成功和成長的堅實基礎。

ABOUT US 關於我們

BRAND INTRODUCTION

九毛九 — 西北菜 —

Jiu Mao Jiu Northwestern Chinese Cuisine was founded in 1995. After 28 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 every one's "birthday luck", warming generations of customers. Today, Jiu Mao Jiu Northwestern 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.



Sauerkraut fish is a highly sought-after delicacy in the food catering industry, with numerous brands available on the market. However, Tai Er Sauerkraut Fish has

gained immense popularity among customers due to its unique flavor and high-quality standards. Tai Er Sauerkraut Fish uses only the finest ingredients. The fish itself is tender and smooth, and customers consistently praise its rich and savory taste. As of December 31, 2022, Tai Er has a total of 450 stores.



Song Chongqing Hot Pot Factory is a brand of Jiumaojiu Group. It is mainly engaged in Chongqing style hotpot, with the brand concept of "The Soul is in the Soup Base, the Top Pick is Beef" and the philosophy of "Everyone Happy". It combines innovative space and experience to spread young people's trend culture.

品牌介紹

九毛九西北菜始創於1995年，經過了28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，讓客戶感受到舒適與溫馨。

酸菜魚在餐飲市場中是非常受歡迎的美食之一，口感獨特，市場中的酸菜魚的品牌很多，其中太二酸菜魚受到了很多客戶們的追捧，成為客戶們非常歡迎的特色美食，憑借獨特的口感和良好的品質征服了客戶的味蕾，贏得了客戶們的認可。太二酸菜魚精選優質的材料，魚肉鮮嫩爽滑，味道濃厚，受到客戶們的不斷好評。截至2022年12月31日，太二門店共有450間。

愆重慶火鍋廠是九毛九旗下子品牌，主營重慶火鍋，主打「靈魂是鍋底，頭牌是牛肉」，以「人人開心」作為品牌理念，結合創新的就餐空間和用餐體驗，傳播年輕人的潮流文化。

那未大叔是大廚

THE UNCLE CHEF

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. At Uncle Chef, you can enjoy a delicious meal prepared by our renowned chef. Come and savor a gourmet dish crafted by our very own star chef.

赖美丽 藤椒烤鱼

Lai Mei Li Grilled Fish's first restaurant was opened in Tianhe District, Guangzhou in August 2021. Different from other grilled fish restaurants, Lai Mei Li emphasizes live fish as top pick, and is committed to creating a young culture, hatching a Lai Mei Li IP character that is full of personality, having a more direct dialog with

young groups, making Lai Mei Li not only a place for dining but also a symbol of young people.

那未大叔是大廚，輕奢大廚粵菜。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新滋味臻功夫。來那未大叔的餐廳吃飯，星級大廚為你下廚做一道大廚菜。

賴美麗烤魚首店於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。

ABOUT US 關於我們

HONORS AND PERFORMANCE

With years of efforts and input in the catering industry, the Group is widely recognized by the customers and industry peers. 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. Below are the awards and honors that the Group received in 2022:

獎項及榮譽

多年來，集團在餐飲行業辛勤耕耘，廣受客戶認可，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。2022年度集團獲得的獎項及榮譽摘錄如下：

Awards and Honors 獎項及榮譽	Award-winning Content 獲獎內容	Awarding Organizations 頒發機構
The Third Niu-Niu Listed Companies Pick of 2022 – Best Corporate Value Communication Practice 2022第三屆牛牛上市公司盤點－最佳企業價值傳播實踐	Jiumaojiu International Holdings Limited 九毛九國際控股有限公司	Futu 富途
50 Fastest-Growing Chinese Companies by Market Value in the 2022 Chinese Edition of Barron's Magazine 《巴倫週刊》中文版2022年「中國公司市值增長50強」	Jiumaojiu International Holdings Limited 九毛九國際控股有限公司	Barron's Magazine 《巴倫週刊》
Guangdong Business Love and Anti-epidemic Enterprise for 2020-2022 2020-2022年度廣東商業愛心抗疫企業	Jiumaojiu (Guangzhou) Holdings Limited 九毛九(廣州)控股有限公司	Guangdong Chain Store & Franchise Association 廣東省連鎖經營協會
2021-2022 Food Safety Integrity Unit 2021-2022食品安全誠信單位	Jiumaojiu (Guangzhou) Holdings Limited 九毛九(廣州)控股有限公司	Organizing Committee of the 20th China Food Safety Conference 第二十屆中國食品安全大會組委會
Yangcheng Evening News 2022 "Embroidery Spirit" New Era Model: Excellent Case of Public Cultural Communication 羊城晚報2022「繡花精神」新時代榜樣：公益文化傳播優秀案例	Jiumaojiu (Guangzhou) Holdings Limited 九毛九(廣州)控股有限公司	Yangcheng Evening News Group 羊城晚報報業集團
2022 Digitalization Pioneer Enterprise 2022數字化先鋒企業	Jiumaojiu Group 九毛九集團	WeChat Open Class PRO 微信公開課PRO
The Golden Tiger Award 2022 2022餐飲金虎獎	Tai Er 太二	Golden Tiger Award x Greedy Foodie Mall 金虎獎X貪吃商城
2022 ECHO KING'S ARK Favorite Employer for Talent 2022ECHO王者之舟最愛人才僱主	Tai Er 太二	BOSS Zhi Pin BOSS直聘
2021-2022 Innovative and Dynamic Star – Tai Er Legend 2021-2022年度創新活力之星－太二前傳	Tai Er 太二	The 17th China Commercial Real Estate Festival – Golden Coordinate 第17屆中國商業地產節－金座標
2022 Top 50 Most Influential Chinese Food and Beverage Brands 2022中國餐飲品牌影響力TOP50	Tai Er 太二	China Restaurant Insider 餐飲老閩內參

Awards and Honors 獎項及榮譽	Award-winning Content 獲獎內容	Awarding Organizations 頒發機構
Annual Online Public Welfare Pioneer Force 年度網絡公益先鋒力量	Tai Er 太二	The 5th "Shenzhen Energy" Network Festival 第五屆「圳能量」深圳網絡盛典
2022 Guangzhou Best Restaurants 2022廣州年度最佳餐廳	Song Chongqing Hot Pot Factory 慇重慶火鍋廠	Gourmet TATA 美食達人TATA
Top 100 Innovative Chinese Catering Brands of 2022 – Business Model Innovation Award 2022年中國餐飲創新力TOP100 – 商業模式創新獎	Song Chongqing Hot Pot Factory 慇重慶火鍋廠	China Restaurant Insider – 78th Innovation Conference 餐飲老闆內參 – 78th中國餐飲創新 大會
The Golden Tiger Award 2023 2023餐飲金虎獎	Song Chongqing Hot Pot Factory 慇重慶火鍋廠	Golden Tiger Award x Greedy Foodie Mall 金虎獎X貪吃商城
The Winshang's Top 100 List – TOP 100 Emerging Brands of 2022 贏商百強榜 – 2022年度新興品牌TOP100	Song Chongqing Hot Pot Factory 慇重慶火鍋廠	Winshang 贏商網
Top 3 Food and Beverage Brand Store Sizes for 2021-2022 2021-2022年度餐飲品牌門店規模TOP3	Jiu Mao Jiu Northwestern Cuisine 九毛九西北菜	Kaopuchou x Tomato Capital 窄門餐眼x番茄資本
Shortlisted in the 2022 Black Pearl Restaurant Guide 2022黑珍珠餐廳指南入圍餐廳	Uncle Chef 那末大叔是大廚	Meituan x Dianping.com 美團x大眾點評
2022 Guangzhou Trip.com Gourmet Gold Medal Restaurant 2022廣州攜程美食林金牌餐廳	Uncle Chef 那末大叔是大廚	Trip.com Gourmet 攜程美食林

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、客戶、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、客戶以至廣泛社區的所有與業務有關人士，回饋社會。

2022 Group's Core ESG Performance 2022年集團核心ESG表現

4.78

Stakeholder Evaluation of the Group's Sustainable Development Performance (rated out of 5)
利益相關方對九毛九集團可持續發展表現的評價
(5分為滿分)

8.7

2022 the Group's Employee Satisfaction Survey (rated out of 10)
2022年九毛九集團員工滿意度
(10分為滿分)

RMB5,000,000+

Total amount of environmental-friendly packaging materials the Group purchased
集團採購環保包裝物

MSCI
ESG RATINGS



CCC | B | BB | BBB | A | AA | AAA

In October 2022, the Group's was upgraded to "A" from "BBB" by MSCI ESG Ratings
九毛九集團於二零二二年十月獲明晟ESG評級評為「A」等級

RMB1,000,000+

The Nathan Foundation provided assistance to 60 employees in need, with aid totaling more than RMB1,000,000
Nathan基金會共幫扶60名困難員工，幫扶金額超過人民幣

30%+

The proportion of female in both the Board and employee levels has exceeded 30%
董事層面及員工層面女性比例均超過

70+

Out of 332 valid feedback received from the 2022 stakeholder survey, the number of respondents indicated a high level of understanding of the Group's sustainable development efforts exceeded 70%
受訪者於2022年利益相關方調者工作中表示對九毛九集團可持續發展工作已有高程度瞭解
(有效反饋332份)

190+

Total of new dishes were launched by different brands of the Group
各品牌共推出新品菜式超過

0

Total of food safety incidents occurred throughout the year of 2022
2022年全年無發生任何食品安全事故

ESG 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 is responsible for formulating and reviewing the Group's overall environmental, social, and governance vision, policies, and objectives, as well as evaluating, identifying, and managing related risks on an annual basis. The Board will conduct assessment or commission an independent third party to assess relevant risks and opportunities, review the Group's existing strategies, objectives, and internal controls, and implement necessary measures to mitigate risks.

The Board is also responsible for promoting a culture of sustainable development from top to bottom, ensuring that ESG considerations become an integral part of business decision-making; identifying and addressing potential risks and adverse factors that may hinder the Group's sustainable development process through comprehensive strategies; reviewing the Group's environmental, social, and governance performance on a regular basis and ensuring that the Group's ESG work receives adequate resource support; and approving ESG report.

To further systematically promote the implementation of ESG tasks, the Group has established an ESG Committee composed of representatives of the Company's management and cross-departmental team representatives, which is responsible for the overall ESG governance work 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, monitoring the implementation of various ESG goals within the Group, regularly adjusting the goals and understanding changes in stakeholder demands, and proposing and discussing them at regular departmental meetings.

ESG 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。董事會負責集團整體環境、社會及管治願景、政策及目標的制定及檢討工作，以及至少每年一次評估、釐定及處理集團的環境、社會及管治相關風險。董事會可自行評估或委聘獨立第三方協助評估相關風險與機遇，檢討集團現有的戰略、目標及內部控制，實施所需改進的措施以降低風險。

董事會亦負責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；定期檢討的環境、社會及管治表現，並確保集團的ESG工作得到充分的資源支持；以及審批ESG報告披露資料。

為進一步系統化地推進ESG工作的落實，本集團特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，定期對目標進行調整及定期瞭解利益相關方需求變化，並於各部門日常會議提出並作出討論等。

SUSTAINABILITY MANAGEMENT 可持續發展管理

The Group has organized and included the ESG issues identified in the materiality assessment into the considerations of various functional departments. The headquarters Finance Department serves as the leading department, responsible for coordinating the ESG reporting task of each department, answering questions related to ESG raised by each department, and assisting in the compilation of ESG reports. The management of each department is responsible for guiding, monitoring, and supervising the implementation progress of ESG measures in each operating unit according to the strategies and guidelines proposed by the Board and the ESG Committee, evaluating and managing various operational risks, and submitting summarized ESG information. Each operating unit is responsible for implementing specific ESG task and regularly reporting ESG information.

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，由總部金融部作為牽頭部門，負責統籌及協調各部門的ESG匯報工作，解答各部門提出與ESG相關的問題，以及協助ESG報告編製；各部門管理層則負責按照董事會及ESG委員會所提出的策略及指導下，引導、監察及監督各營運單位ESG措施的實施進度，評估及管理運營間的各種風險，以及ESG資訊的匯總報送；而各營運單位則負責落實具體ESG工作，並定期上報ESG資訊。

The Board 董事會

- Promoting the implementation of ESG governance works in an orderly manner
- Fostering the sustainable development culture in a top-down approach and ensuring ESG considerations become an integral part of business decisions
- Identifying and addressing risks and adverse factors that may hinder the Group's sustainable development progress
- Reviewing ESG performance of the Group regularly
- 推動集團整體ESG管治工作有序進行
- 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
- 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

ESG Consultant ESG顧問

- Assisting in analyzing and evaluating the Group's ESG risks and opportunities, and proposing effective response plans
- Providing ESG education and training to help the Group understanding ESG-related issues and trends
- Assisting in the preparation of the Group's annual ESG report and providing recommendations
- Assisting the Group in conducting annual stakeholder surveys
- 協助分析和評估集團的ESG風險和機會，並提出有效的應對方案；
- 提供ESG教育和培訓，幫助集團了解ESG相關的問題和趨勢；
- 協助集團年度ESG報告準備工作及提供建議；
- 協助集團進行年度利益相關方調查工作。

ESG Committee ESG委員會

- Tracking various ESG-related information and trends inside and outside the Group and actively conduct ESG seminars within the Group and add them to the agenda of board meetings
- Tracking the implementation of the Group's ESG targets and make regular adjustments to the targets
- Understanding the concerns of stakeholders, raising and discussing in the daily meetings of various departments
- 追蹤集團內外各種ESG相關的信息與趨勢，積極於集團內部展開ESG研討會及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
- 瞭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

Headquarters Finance Dept. 總部金融部

- Coordinating ESG tasks of various departments
- Solving ESG-related issues from departments
- Assisting the ESG report preparation
- Ensure that ESG opinions from each department are regularly reported to the ESG Committee
- 統籌及協調各部門的ESG管理工作
- 解答各部門ESG相關問題
- 協助ESG報告編製
- 確保各部門的ESG意見定期上報至ESG委員會

Departmental Management 各部門管理層

- Guiding, monitoring and supervising the implementation of sustainable development measures in each operating unit
- Assessing and managing various risks in operations
- Formulating targets and implementing action plans
- Consolidating and delivering ESG information
- 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
- 指定目標及落實行動計劃
- ESG信息的匯總報送

Each Operating Unit 各營運單位

- Implementing ESG specific tasks
- Reporting ESG information implementing specific ESG
- 落實具體ESG工作
- 匯報ESG信息

STAKEHOLDERS ENGAGEMENT

The Group always considers customers, 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

集團始終視客戶、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管道，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**
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**
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

Customers 客戶

- **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
客戶隱私保護
 - Customer service experience
客戶服務體驗
 - 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 customers' interests
保障客戶權益

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
內部微信平台
- **Response**
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 供應商 / 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
供應商評估
 - Cooperation agreements
合作協議
 - On-site inspections
實地考察
 - Supplier meetings
供應商會議
- **Response**
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**
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
 - Adhering advancement in environmental and low-carbon restaurants
堅持推進餐廳環保低碳
 - Strict control and optimization of kitchen waste management
餐廚垃圾嚴格管理及資源化

MATERIALITY ANALYSIS OF ESG ISSUES

The level of interest and importance that stakeholders place on various ESG issues serves as the foundation for evaluating the importance of these issues to our Company. In 2022, the Group engaged a third-party ESG consultant to conduct an objective assessment of the materiality of various ESG issues by surveying targeted stakeholders, in accordance with the *ESG Guide* of the Hong Kong Stock Exchange. The consultant reviewed the ESG management-related issues from the previous year, adjusted the significant ESG issues and together, we explored how Jiumaojiu Group's corporate culture can effectively integrate with various ESG issues to chart a sustainable development path for the Group's future. In addition, we conducted an online questionnaire survey for stakeholders such as management, employees, customers, investors/shareholders, and suppliers to understand the changing views and demands of key stakeholder groups and evaluate the effectiveness of the Group's ESG disclosure efforts.

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議題重要性分析

利益相關方對ESG各類議題的關注度和重視程度是本公司重要性議題評定的基礎。2022年，本集團委聘了第三方ESG顧問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，對ESG重大性議題進行了調整，並共同探討九毛九集團的企業文化如何與各ESG議題能夠有效融入以譜出集團未來的可持續發展路徑。此外，我們面向管理層、員工、客戶、投資者／股東、供應商等利益相關方開展了網上問卷調查，以瞭解關鍵的利益相關方群體觀點及訴求變化，評估各相關方對九毛九集團已採取的ESG披露工作效果。

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

Establishing the pool of issues

議題庫建立

- With 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 2022 was established with a total of 22 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，透過檢討本地及國際行業的環境、社會及管治報告作出識別重要議題，並結合本集團業務發展情況與利益相關方要求，構建2022年ESG管理議題庫，共計22個議題。

Stakeholders participation

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 332 copies of valid questionnaires were collected, with an increase of approximately 48% over the previous year.
- 通過開展問卷調查獲取利益相關方意見。調研覆蓋了企業管理層、員工、供應商、客戶以及投資者／股東等利益相關方，回收有效問卷共332份，較上年度上升約48%。

Issues assessment

議題評估

- Based on the focused concerns of all stakeholders, the materiality of issues were assessed 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

- Based on discussions with key stakeholders and internal discussions among management, the management team will ensure that all major and significant environmental, social, and governance categories that are material to business development are reported and comply with relevant laws and regulations.
- 根據與主要相關方的討論及管理層之間的內部討論，管理層將確保所有主要及重大且對業務發展重要的環境、社會及管治範疇已呈報，並且符合相關法律及法規。

Materiality Analysis Matrix of ESG Issues in 2022
2022年ESG議題重大性分析矩陣圖



SUSTAINABILITY MANAGEMENT 可持續發展管理

2022 ESG ISSUES POOL

2022年ESG議題庫

Concerns of stakeholders and the impact to the stakeholders of the measures taken
by the Group on the issues

利益相關方的關注及集團就議題所措施對其的影響

Categorized according to <i>ESG Guide</i>	No.	Issues	How we respond (relevant report section) 我們的回應方式 (相關報告章節)	Government/ Regulatory					
				Shareholders/ Investors 股東/ 投資者	Authorities Government/ Regulatory 政府/ 監管機構	Customers 客戶	Employees 員工	Suppliers/ Partners 供應商/ 合作夥伴	Community 社區
按ESG指引歸類	編號	議題							
Governance issues 管治議題	1	Corporate Governance and Risk Control** 公司治理與風險管控**	Integrity-Operate with integrity, be open and transparent 誠—誠信營運，開誠佈公	✓	✓		✓		
	2	Anti-Corruption* 反貪污*	Integrity-Operate with integrity, be open and transparent 誠—誠信營運，開誠佈公	✓	✓		✓	✓	
Environmental issues 環境議題	3	Response to Climate Change 應對氣候變化	Bravery – Be courageous in striving for success and taking responsibility with bravery 勇—勇於爭先，勇於承擔	✓			✓		
	4	Resource Usage* 資源使用*	Frugality – Practice frugality and share the benefits that come with it 儉—儉則約，約則百善俱興				✓		✓
	5	Emission Management** 排放物管理**	Frugality – Practice frugality and share the benefits that come with it 儉—儉則約，約則百善俱興	✓	✓		✓		✓
	6	Environment and Natural Resources 環境及天然資源	Bravery – Be courageous in striving for success and taking responsibility with bravery 勇—勇於爭先，勇於承擔						✓

SUSTAINABILITY MANAGEMENT 可持續發展管理

Concerns of stakeholders and the impact to the stakeholders of the measures taken by the Group on the issues

利益相關方的關注及集團就議題所措施對其的影響

Categorized according to <i>ESG Guide</i>	No.	Issues	How we respond (relevant report section) 我們的回應方式 (相關報告章節)	Government/ Regulatory					
				Shareholders/ Investors 股東/ 投資者	Authorities Government/ Regulatory 政府/ 監管機構	Customers 客戶	Employees 員工	Suppliers/ Partners 供應商/ 合作夥伴	Community 社區
按ESG指引歸類	編號	議題							
Social issues	7	Supply Chain ESG Management	Bravery – Be courageous in striving for success and taking responsibility with bravery						✓
社會議題		供應鏈ESG管理	勇—勇於爭先，勇於承擔						
	8	Compliance Employment*	Love – Always put people first and care for the partners		✓		✓		
		合規僱傭*	愛—關愛夥伴，以人為本						
	9	Employee Salary and Benefit Mechanism*	Love – Always put people first and care for the partners				✓		
		員工薪酬福利機制*	愛—關愛夥伴，以人為本						
	10	Occupational Health and Safety*	Love – Always put people first and care for the partners		✓		✓		
		職業健康與安全*	愛—關愛夥伴，以人為本						
	11	Vocational Training and Development	Love – Always put people first and care for the partners				✓		
		職業培訓與發展	愛—關愛夥伴，以人為本						
	12	Employee Care and Communication**	Love – Always put people first and care for the partners				✓		
		員工關愛與溝通**	愛—關愛夥伴，以人為本						
	13	Digital Transformation (new issue)*	Bravery – Be courageous in striving for success and taking responsibility with bravery	✓	✓				
		數字化轉型(新增議題)*	勇—勇於爭先，勇於承擔						
	14	Food Safety*	Integrity-Operate with integrity, be open and transparent		✓	✓			✓
		食品安全*	誠—誠信營運，開誠佈公						
	15	Product Diversification and Nutrition and Health	Excellence – Strive for excellence with high-quality products			✓			
		產品多元化與營養健康	優—優質產品，向優而行						
	16	Dining Environment/ Customer Service	Excellence – Strive for excellence with high-quality products			✓			
		就餐環境/客戶服務	優—優質產品，向優而行						

SUSTAINABILITY MANAGEMENT 可持續發展管理

Concerns of stakeholders and the impact to the stakeholders of the measures taken
by the Group on the issues
利益相關方的關注及集團就議題所措施對其的影響

Categorized according to ESG Guide	No.	Issues	How we respond (relevant report section) 我們的回應方式 (相關報告章節)	Government/ Regulatory					
				Shareholders/ Investors 股東/ 投資者	Authorities Government/ Regulatory 政府/ 監管機構	Customers 客戶	Employees 員工	Suppliers/ Partners 供應商/ 合作夥伴	Community 社區
按ESG指引歸類	編號	議題							
	17	Customer Rights Protection * 客戶權益保護*	Love – Always put people first and care for the partners 愛—關愛夥伴，以人為本			✓			
	18	Responsible Marketing and Promotion 合理行銷及宣傳	Love – Always put people first and care for the partners 愛—關愛夥伴，以人為本			✓			
	19	Intellectual Property Protection 知識產權保護	Excellence – Strive for excellence with high-quality products 優—優質產品，向優而行			✓			
	20	Social Welfare Investment 社會投資與公益	Frugality – Practice frugality and share the benefits that come with it 儉—儉則約，約則百善俱興		✓				✓
	21	Rural Revitalization (new issue) 鄉村振興(新增議題)	Love – Always put people first and care for the partners 愛—關愛夥伴，以人為本		✓				✓
	22	Contribute to Industry Development 貢獻行業發展	Bravery – Be courageous in striving for success and taking responsibility with bravery 勇—勇於爭先，勇於承擔		✓			✓	✓

Notes

* The Group's top ESG issues in 2022.

In 2022, the Group merged the ESG issues for 2021, and the content disclosed in 2021 can be found in the disclosure chapter of relevant issues. The merged issues are: the 2021 issue water resource management, energy use, and packaging material use are merged into the 2022 issue-resource usage; the 2021 issue waste management is merged into the issue-emission management; the 2021 issues corporate governance, risk management is merged into corporate governance and risk control in 2022, the issue of inclusion, equal opportunity and anti-discrimination is merged into the issue of compliance employment, etc.

附註

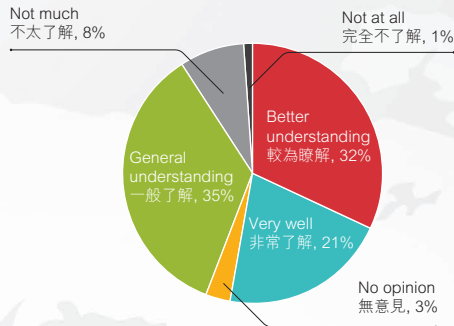
* 2022年度九毛九集團首要的ESG議題。

2022年度九毛九集團將2021年的ESG議題合併，2021年所披露的內容，均能夠於合併後相關議題的披露章節找到。已合併議題為：2021年的議題水資源管理、能源使用、包裝材料使用合併為2022年的議題—資源使用；2021年的議題廢棄物管理合併至議題—排放物管理；2021年的議題公司治理及風險管控合併為2022年的議題—公司治理與風險管控；2021年的議題包容、平等機會及反歧視合併至議題—合規僱傭等。

2022 STAKEHOLDER SURVEY HIGHLIGHTS

2022年利益相方法調查亮點數據

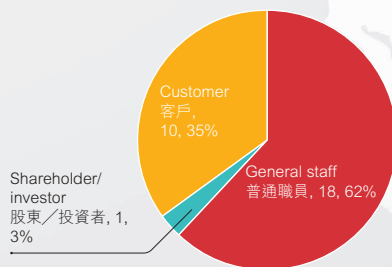
Stakeholders' understanding on the Group's ESG practices
利益相關方九毛九集團ESG實踐的瞭解程度



↗ 48%

Survey participation rate increased nearly
調查參與率較往年上升近

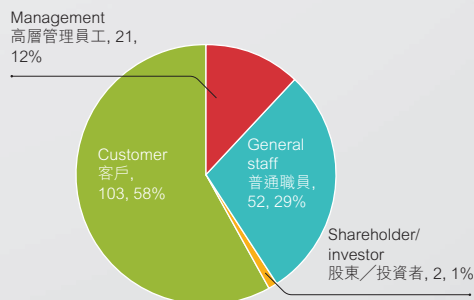
29 stakeholders who chose "not much" and "not at all" are from?
不太了解與完全不了解的29名利益相關方來自？



↗ 218%

The customer engagement rate has seen a significant leap in growth compared to previous years
客戶參與率較往年有著飛躍性增長

178 stakeholders who chose "better understanding" and "very well" are from?
較為了解與非常了解的178名利益相關方來自？



🏆 4.78分

Evaluation scores of the Group's sustainable development performance by stakeholders
利益相關方對九毛九集團可持續發展表現的評價

~ 89%

of respondents with certain level of understanding of the Group's sustainable development efforts
受訪者九毛九集團可持續發展工作已有一定程度瞭解

INTEGRITY — OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT

誠—誠信營運，開誠佈公

CORPORATE GOVERNANCE AND RISK CONTROL

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.

The 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 *2022 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 the Audit Committee, the Remuneration Committee and the Nomination Committee for overseeing particular aspects of the Company'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 *2022 Annual Report of Jiumaojiu International Holdings Limited*.

公司治理與風險管控

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。

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2022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。董事會已設立審核委員會、薪酬委員會及提名委員會，以監督本公司特定方面的事務。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2022年度報告》。

INTEGRITY — OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT 誠—誠信營運，開誠佈公

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

Diversity Policy

The Company strongly believes that board diversity greatly benefits the performance of the Group in all aspects. We have adopted a board diversity policy, which sets out ways to achieve board diversity. When designing the composition of the board members, the Nomination Committee has considered various measurable targets for board diversity, including but not limited to gender, age, cultural and educational background, and professional experience. The policy and targets will be reviewed periodically and at least annually to ensure their appropriateness for identifying the best board composition. In addition to board diversity, the Group also implements diversity policies at the employee level, promoting the exchange and cooperation of different fields and technologies within the Company through diversity policies to enhance innovation capabilities. We hope that the policies can promote social and cultural diversity, support the development and exchange of different religious, cultural, and ethnic groups, and create a cohesive corporate culture. This can enhance the cohesion and cultural diversity of the Group and effectively increase employee loyalty. (For more details on our diversity measures at the employee level, please refer to the "Compliance Employment" section.)

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。

多元化政策

本公司深信董事會成員多元化對提升集團各方面的表現裨益良多，並已採納董事會多元化政策，以設定實現董事會多元化的方式。提名委員會在設計董事會成員組成時，已從多個可計量目標考慮董事會多元化，包括但不限於性別、年齡、文化及教育背景及專業經驗。有關政策及目標將不時及至少每年予以檢討以確保其用於釐定董事會最佳組成的適切性。除了董事會多元化外，本集團亦將多元化政策貫徹落實於我們的僱員層面，依靠多元化政策促進企業內部不同領域與技術的交流和合作，從而促進創新能力的提高，並希望政策能促進社會和文化多樣性，支持不同的宗教、文化和民族團體的發展和交流，營造共融的企業文化，這可以增強集團凝聚力和文化的多樣性，有效增加員工的向心力。（詳細有關對僱員層面的多元化措施，請參考「合規僱傭」部份。）

Board Gender Diversity 董事性別多元化

57.1%

42.9%

● Male
● 男性

● Female
● 女性

Board Independence 董事會的獨立性

57.1%

42.9%

● Executive Directors
● 執行董事

● Independent Non-executive Directors
● 獨立非執行董事

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Risk Control

The Board acknowledges its responsibility for the risk management and internal control systems and reviewing their effectiveness on an ongoing basis. The Board is fully responsible for evaluating and determining the nature and extent of the risks it is willing to take to achieve the Company's strategic objectives, and for establishing and maintaining appropriate and effective risk management and internal control systems to safeguard Shareholders' investments and the Group's assets. The Audit Committee assists the Board in overseeing the design and implementation of the risk management and internal control systems.

The Group has developed internal management systems such as the *Policies and Procedures in Relation to Risk Management*, 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 determine the implementation of risk management and internal monitoring policies, and provide references for senior management decision-making. For details about the risk management and internal control systems, please refer to the *2022 Annual Report of Jiumaojiu International Holdings Limited*.

The Group headquarters has established a dedicated audit department responsible for auditing various departments and businesses of the Group, evaluating internal controls and risk management, providing audit opinions and recommendations to senior management, ensuring that the operation and management of the Group comply with laws and regulations and meet the goals of efficiency, transparency, and compliance. During this reporting period, the Audit Department conducted a total of 9 special audit projects, covering areas such as material management, expense reimbursement, new retail project management, salary payment, employee subsidies, account receivables and payables, group fund management, store construction costs, and progress payment. The audits also covered the procurement of raw materials, prices of store renovation materials and equipment. The Audit Department implemented special rectification and improvement measures for the defects found, and improved and established multiple business processes for the Group. These processes included the *Customer Returns Handling Operating Procedures*, *Welfare Subsidy Management System*, *Investment Business Management Measures*, *Fund Account Management Rules*, etc., to enhance internal control and effectively mitigate related operational risks.

風險管控

董事會深明其對風險管理及內部監控系統以及持續檢討其有效性的責任。董事會全面負責評估及釐定為達成本公司戰略目標所願承擔的風險性質及程度，以及制訂及維持適當有效的風險管理及內部監控系統，以保障股東的投資及本集團的資產。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及執行。

集團制定《風險管理政策與程序》等內部管理制度，建立涵蓋風險辨認、風險評估、風險監控及風險報告四大環節的風險管理流程，並制定相應的風險應對措施，包括風險預警、風險防範、風險控制等，確保公司能夠有效地應對各種風險。集團每年進行內部風險評估，確定風險管理及內部監控政策執行情況，為高級管理層制定決策提供參考。風險管理及內部監控詳細內容見《九毛九国际控股有限公司2022年度報告》。

集團總部設立審計專職部門，負責對集團各個部門和業務進行審計，評估內部控制和風險管理情況，向高級管理層提供審計意見和建議，確保集團的運營和管理能夠符合法律法規和集團的規定，並達到高效、透明和合規的目標。於本報告期內，審計部共開展了9項專項審計項目，涉及物資管理、費用報銷、新零售項目管理、薪資發放、員工補貼、往來賬款、集團資金管理、門店造價、進度款支付等領域，並對採購原物料、門店裝修主材及設備價格進行審計，針對所發現的缺陷進行專項整改和提升，完善及建立集團多個業務流程制度，當中包括《客戶退貨處理操作流程》《福利補貼管理制度》《投資業務管理辦法》《資金帳戶管理細則》等，完善內部控制及有效規避相關的營運風險。

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ANTI-CORRUPTION

The 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 *Employee Whistleblower Reward Policy 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 Audit Department of the Group is responsible for conducting special audits on a regular basis to identify corruption risks in various processes and continuously enhance the anti-corruption management and reporting mechanisms. The Group has signed the *Letter of Commitment on Integrity of Suppliers* with all suppliers and has fully implemented regulations such as the *Integrity Notification Letters* for employees. If any corruption incidents are discovered and verified by the Audit Department, employees and suppliers will be dealt with in accordance with these policies. In cases where the individuals involved do not cooperate, the Group will escalate the matter to the litigation level (For more details, please see the table "2022 Group Anti-Corruption Mechanism Implementation Results" below). During the reporting period, the Group had no litigation involving corruption, bribery, blackmail, fraud and money laundering.

反貪腐

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。本集團審計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。集團已經與所有供應商簽署《供應商廉潔承諾書》及對員工方面全面啟用《廉潔告知函》等規定；如發現任何涉貪事件並經審計部門核實，均會按規定對員工及供應商進行處置；如涉案人士並不合作，集團將會提升至訴訟層面（詳情請參閱下表「2022年集團反貪機制實施成果」）。於報告期內，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。

2022 Anti-Corruption Measures Highlights 2022年反貪污措施亮點數據



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誠—誠信營運，開誠佈公

Anti-corruption Mechanism

反貪機制



Anti-corruption Mechanism 反貪機制

The Group's Audit Department identifies and mitigates potential risks in the Company's operations primarily through proactive auditing, accepting reports and investigating incidents, and promoting integrity.

集團審計部主要通過主動審計、受理舉報及事件調查、廉潔宣導三個方面識別並防範公司經營過程可能存在的風險。



How to identify 如何識別

- Proactive auditing involves auditing key departments, such as Finance, Procurement, Engineering, and Material, evaluating the internal control management of business processes (including policies, execution, and with mutual constraints or not), and providing audit recommendations accordingly.
- 主動審計：對財務、採購、工程、物資等重點部門進行審計，評價業務流程的內部控制管理（制度、執行、是否相互牽制等）是否完善，並對應提出審計建議。
- Accepting reports involves establishing the *Jiumaojiu Group Employee Whistleblower Reward Policy* to encourage employees to actively report acts of bribery, corruption, and fraud both inside and outside the Company.
- 受理舉報：建立《九毛九集團員工舉報獎勵制度》，鼓勵員工積極反映公司內外部的行賄受賄、舞弊作假行為。
- An investigation is carried out in accordance with the arrangement made by the Board.
- 根據董事會的安排，進行事件調查。



Precautions 防範措施

- Promote Integrity: involves continuously promoting integrity to employees and suppliers through various means such as signing *Code of Integrity*, conducting online and offline training, distributing *Integrity Notification Letters* to suppliers before the holidays, and place integrity promotion posters, etc. with an aim of cultivating a culture of integrity from a mindset perspective.
- 廉潔宣導：通過對員工、供應商不斷進行廉潔宣導（如簽訂廉潔從業行為、進行線上線下培訓、重大節假日前向供應商發《廉潔告知函》、粘貼廉潔宣導海報等等），從思想層面建立廉潔意識。
- Policy Improvement involves promoting departments to enhance their management systems through business process audits, establishing corresponding control measures from an execution perspective, and reducing the risk of fraud that may result from internal control deficiencies.
- 完善制度：通過業務流程審計推動各業務部門完善部門管理制度，從執行層面建立對應的控制措施，降低因內控缺失可能導致的舞弊風險。

2022 Group Anti-Corruption Mechanism Implementation Results

2022年集團反貪機制實施成果

Proactive Auditing

This year, the Audit Department conducted a total of 9 audit projects covering areas such as material management, expense reimbursement, new retail project management, payroll, employee subsidies, accounts receivable and payable, group fund management, store construction costs, and progress payment. Audits were also conducted on the procurement of raw materials, store renovation materials and equipment prices. In addition to optimizing and improving business processes related to the audits and clearing up historical issues, the Audit Department did not discover any significant loopholes in the Company's anti-corruption mechanism. In addition, through the audit of store construction projects in 2021 and 2022, the Engineering Center has optimized the acceptance process for store decoration projects from the previous three-parties acceptance by operation, construction, and suppliers to five-parties acceptance by operation, design, construction, maintenance, and suppliers, covering pre-mid-post-acceptance checks to achieve mutual constraints. At the same time, the procurement bidding process has also been optimized and improved. No corrupt behavior was found in the construction suppliers in 2022.

主動審計

本年度審計部共開展了9項專項審計項目，涉及物資管理、費用報銷、新零售項目管理、薪資發放、員工補貼、往來賬款、集團資金管理、門店造價、進度款支付等領域，並對採購原物料、門店裝修主材及設備價格進行審計，除了優化及完善了有關審計項目的業務流程，對歷史遺留問題進行了清理外，審計部均無發現涉及公司反貪機制出現重大漏洞的情況。此外，通過2021年和2022年審計部對門店工程項目進行審計，工程中心對門店裝修工程的驗收流程，已由從前只有運營、籌建、供應商三方驗收優化成運營、設計、籌建、維修、供應商五方驗收，涵蓋了前中後期驗收，做到相互制約；同時亦對採購招標流程進行了優化完善。而2022年亦未發現工程方面存在貪腐行為。

Whistleblower Reporting

The Group has established the *Jiumaojiu Employee Whistleblower Reward Policy* to encourage employees to report acts of bribery, corruption, and fraud both inside and outside the Company. During this year, a total of 31 reports were received, of which 15 were investigated and verified by the Audit Department, including 13 involving internal employees and 2 involving suppliers. The incidents involved violations of the Company's values, the Group's constitution, and suppliers' commitment to integrity, including giving gifts to Company employees and bribing purchasing personnel twice. The Group responded to the incidents by taking appropriate measures against the employees involved according to the policy, while the two suppliers were held accountable for breach of contract, and a total of approximately RMB954,400 was collected as a penalty. A total of approximately RMB256,900 in rewards were given to 16 whistleblowing employees in accordance with the *Jiumaojiu Employee Whistleblower Reward Policy*.

受理舉報

本集團建立《九毛九集團員工舉報獎勵制度》，鼓勵員工積極反映公司內外部的行賄受賄、舞弊作假行為。本年度共收到31宗舉報事件，由審計部調查並屬實的15宗中，涉及內部員工的有13宗，而供應商的則有2宗，事件涉及員工違反企業價值觀、違反集團憲法、供應商違反廉潔承諾書，當中包括向公司員工贈送禮品、兩次向公司採購人員行賄等。對此，集團對涉事員工依據制度進行響應處置；供應商方面，對2家涉事供應商進行了違約追責，共收取違約金合計約人民幣95.44萬元。而對16名舉報員工則根據《九毛九集團員工舉報獎勵制度》，給予共約人民幣25.69萬元的舉報獎勵。

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Promotion of Integrity 廉潔宣導

Employee 員工端

The Group actively carries out integrity promotion and training activities that cover all management, employees, and suppliers. Multiple articles on integrity promotion were published through the office system, and the Audit Department and the Organization and Development Department jointly organized the publication of multiple integrity education videos on the Group's public account to promote anti-corruption awareness for all employees. In April 2022, we launched the "Group Integrity" WeChat public account, publishing 6 articles on integrity promotion and 5 reports on violations. The average reading volume of the articles reached 5,700+, with the highest reading volume exceeding 10,000+, further promoting integrity to every employee.

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傳及培訓教育活動。通過辦公系統發佈多篇廉潔宣傳文章，並由審計部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傳。而我們更於2022年4月上線「集團廉政」微信公眾號，共發佈6篇廉潔宣導推文，5篇違規通報。文章的平均閱讀量達5,700+，最高閱讀量達10,000+，進一步讓廉潔宣導普及到每位員工。

In September 2022, we officially converted our anti-corruption training into online courses, allowing employees to learn about the Group's anti-corruption policies at any time. During the reporting period, we have conducted 23 offline and 6 online anti-corruption training sessions and integrity promotion campaigns for new employees and existing employees, with approximately 5,000 participants. We also issued the *Notice on the Importance of Integrity in the Workplace* to remind employees of the importance of conducting their work with integrity.

我們於2022年9月正式將廉潔培訓轉為線上培訓課程，讓員工能夠隨時了解集團的廉潔政策。此外，於年內我們亦對新進員工及在職員工共開展了23次線下及6次線上反貪污培訓與重大節假日的廉潔宣導，參與人數約為5,000人；發佈《關於做好廉潔工作的通知》，時刻提醒員工廉潔辦工的重要性。



Screenshot of tweets from the Group's Integrity Public Account
集團廉政公眾號推文截圖

2022 Group Anti-Corruption Mechanism Implementation Results

2022年集團反貪機制實施成果

Directors and Management

董事及高管端

In regards to the Company's directors, the Audit Department has established a WeChat working group to periodically share updates on internal anti-fraud and anti-bribery progress and disseminate various anti-corruption information to enhance the directors' awareness of integrity.

針對公司董事，審計部建立工作微信群，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。

Suppliers

供應商端

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. The Audit Department also sent anti-fraud and anti-bribery messages on the supplier platform during holidays and festivals, reminding and requiring suppliers to adhere to the guidelines of the integrity commitment.

集團大力推進供應商的廉潔教育和行為規範，建立供應商微信管理平臺，不定期向供應商宣傳企業廉潔文化，並發佈《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。審計部亦在節假日期間於供應商平台發送反貪反賄賂訊息，時刻提醒及要求供應商遵守廉潔承諾書的準則。

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2022 Group Anti-Corruption Mechanism Implementation Results

2022年集團反貪機制實施成果

Supplier Integrity Commitment and Survey

The Group has 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. As of December 31, 2022, 100% of the Group's qualified suppliers have signed the *Letter of Commitment on Integrity of Suppliers*.

Besides, the Group has fully implemented the *Integrity Notification Letters* in this year to strengthen employees' awareness of integrity and self-discipline, ensure that the process of communication between employees and suppliers remains independent and fair, and help suppliers better understand and comply with the Group's integrity policies. The *Integrity Notification Letters* serves as a document for employees to promote and remind suppliers of integrity in their daily work. It requires employees to send the *Letter* or request suppliers to sign and confirm on the *Letter* before or after their initial contact with the supplier (such as phone calls, WeChat communication, face-to-face meetings), as well as during routine factory inspections and assessments by the Procurement Department. The *Letter* ensures that both parties' personnel are aware of and comply with the Group's integrity policies and requirements.

We have also conducted anonymous questionnaire surveys for suppliers to confirm whether they have encountered any behavior from employees that explicitly or implicitly solicits benefits during the supplier admission process and subsequent interactions with our employees. A total of 292 valid feedback responses were received, and all feedback indicated that there were no relevant issues.

供應商廉潔承諾與 意見調查

集團制定了《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。截至2022年12月31日，本集團100%合格供應商均已簽署《供應商廉潔承諾書》。

此外，集團為加強員工廉潔自律意識，確保員工與供應商往來過程保持獨立、公正，同時讓供應商更加清晰瞭解並遵守集團廉潔規定，於本年度全面啟用《廉潔告知函》作為員工日常對供應商進行廉潔宣傳和提醒的文件，規定員工需要在首次與供應商接觸溝通前或後（如電話、微信溝通、面談等）、採購部日常審廠及考察時，將告知函傳送或要求供應商於告知函上簽字確認雙方人員均清晰瞭解並遵守集團的廉政政策和要求。

我們亦開展了供應商匿名的問卷調查，通過問卷確認供應商在供應商准入環節以及後續與集團員工接觸的過程中有否遇到過員工向其明示或暗示索要好處的行為；我們共收到有效反饋292份，反饋均表示未有涉及相關問題。

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2022 Group Anti-Corruption Mechanism Implementation Results

2022年集團反貪機制實施成果

**Participating
in External
Association
Exchange Events**

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 anticorruption 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. This year, the Group's Audit Department participated in the 2022 Corporate Smart Audit and Anti-Fraud Alliance Workshop organized by the working committee of the Corporate Anti-Fraud Alliance. In the workshop, we have discussed how technology can help enterprises build a digital risk control system in today's digital business environment, the approach to data auditing and some cases of fraud investigations.

參與外部協會交流

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，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。而於本年度，集團審計部參與了企業反舞弊聯盟工作委員會所舉辦「2022企業智慧監審聯動實務研討會」，當中分享了在當今數字化營運情況下，科技如何助力企業風控數字化建設，數據稽查的思路、舞弊案件調查等。

**Anti-money
Laundering Policy**

The Group has established internal systems related to anti-money laundering. The Financial Department is responsible for the centralized raising, utilization, balance and scheduling of the Group's funds, 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.

反洗錢政策

本集團已制定反洗錢相關的內部制度，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、監督所有員工、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。

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Whistleblower Policy and Whistleblower Protection Policy

To effectively prevent business management risks and create a clean and fair working environment, the Group adopts a “Zero-Tolerance” attitude towards fraudulent activities, bribery, and actions that harm the Company's interests. As the Group's anti-corruption department, the Audit Department is responsible for building the Company's internal control system and promoting integrity, as well as receiving and handling violation cases. Thereby, the Audit Department has established dedicated reporting hotlines, WeChat accounts, email addresses, and mailboxes, allowing employees to report suspected violations of the Group's operations and corruption through these channels or report directly to the Audit Department. When the Audit Department receives reports and complaints, it first determines the nature of the matter. If it falls under operational management, the Audit Department will transfer the report to the relevant management personnel for handling. If it involves fraud, bribery, and other matters, the Audit Department will lead the investigation and report the results to the Chairman and CEO and determine the appropriate measures for the relevant personnel. At the same time, the Audit Department has established a register of reported complaints to record the reported matters, evidence, and investigation results in order to enhance the standardized management of reported clues and effectively follow up on them.

To effectively curb any form of whistleblower retaliation, the 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.

舉報政策與舉報人保護制度

為有效防範經營管理風險，營造廉潔、公正的工作環境，集團對於舞弊作假、行賄受賄、損害公司利益等行為採取「零容忍」態度。審計部作為公司的廉政建設部門，負責公司的內部控制體系建設及廉政宣導工作，接受並處理公司各項違規事件。對此，審計部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審計部當面舉報懷疑違反集團運營及貪腐的行為。當審計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，審計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，則由審計部牽頭進行調查，調查結束後對董事長及首席執行官進行匯報，確定對相關人員的處理方式。同時，審計部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。

為了有效遏止對舉報人任何形式的報復行為，審計部嚴格按照內部規定，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。



Reporting Channels 舉報渠道

If you are aware of or suspect any cases of corruption, please report them through the following channels. We will conduct a thorough investigation into the matter, and communicate the results to you in a timely manner.

Reporting email address: jubao@jiuaojiu.com

Reporting hotline: 18594026929 (same as WeChat account)

如知曉或懷疑出現貪污行為的情況，請透過以下渠道舉報，我們將對有關情況進行深入調查，調查結果將會向您適時溝通。

檢舉受理郵箱：jubao@jiuaojiu.com

檢舉受理電話：18594026929（微信同號）

FOOD SAFETY

Food Safety Management System

The Group attached importance to the standardization of food safety management and strictly comply with the *Food Safety Law of the People's Republic of China, the Implementation Regulations of the Food Safety Law of the People's Republic of China* and the relevant laws and regulations. Following the ISO 22000 Food Safety Management System, we have developed corresponding *Food Safety Manual* for both our stores and supply centers, and have established applicable food safety management system for each stage in the product chain, including supplier quality, incoming material inspection, warehousing, food processing, transportation, store production, and sales. We continuously improve our internal food safety and quality standards by using Hazard Analysis and Critical Control Point ("HACCP") systems. The Foshan supply center has obtained both ISO 22000 certification and HACCP system certification, which recognized the Group's efforts in food safety.

Tai Er brand has undertaken HACCP system certification this year, and has established a HACCP team while completing the draft of the *HACCP Manual*. With the Group's solid food safety structure and the employees' conscientiousness and extensive experience in food safety, we believed that the Tai Er brand will receive this international recognition for the Group's food safety upon successfully passing the certification. The HACCP system is a preventative food safety method that employs a systematic approach to identify and control food safety risks by recognizing and evaluating potential hazards at every stage of the food supply chain to prevent any negative impact on customers.

食品安全

食品安全管理體系

本集團重視食品安全管理規範性，嚴格遵守《中華人民共和國食品安全法》《中華人民共和國食品安全法實施條例》及有關法律法規，參照ISO22000食品安全管理體系，針對門店與供應中心運營制定相應的《食品安全手冊》，並就產品每個環節包括供應商質量、來料驗收、倉儲、食品加工、運輸、門店製作至銷售等均制定適用的食品安全管理制度，配合危害分析與關鍵控制點（HACCP體系）持續改進內部食品安全及質量標準。集團旗下的佛山供應中心已獲得ISO22000認證及HACCP體系雙體系認證，肯定集團在食品安全方面的努力。

而於本年度，太二品牌亦開展HACCP體系認證的工作，並已建立HACCP小組及完成草擬《HACCP手冊》，憑藉集團完善的食品安全架構，員工對食品安全盡職且擁有豐富的經驗，相信太二品牌在順利通過有關認證後，得以進一步為集團食品安全再次獲得國際級肯定。HACCP體系是一種預防性的食品安全方法，通過識別和評估食品供應鏈的每一個階段的潛在危害，提供一種系統性的方法來識別和控制食品安全風險，以防止其影響客戶。

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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 was responsible for the control of general food safety and formulation of internal standards on procurement activities, supply centers and restaurants. Besides, the Supply Centers of the Group are responsible for the quality control of the production process of central kitchens. 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.

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。

2022 Food Safety Highlights 2022年食品安全亮點數據

98.04%

Pass rate of food raw materials
食品原料驗收合格率

99.07%

Physical, chemical and microbial
inspection pass rate
組織產品理化檢驗合格率

86.62%

Central kitchen food safety and quality
inspection average score
中央廚房品質稽查食品
安全平均分

85%

The average food safety and quality
inspection score of each brand is higher than
各品牌品質稽查食品安
全平均分均高於

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Highlight Case Study: Implementing “Two Responsibilities” – Fulfilling the Main Responsibility of Food Safety and Appointing a Food Safety Director by the Group

亮點案例：落實「兩個責任」— 落實食品安全主體責任，集團任命食品安全總監

In 2022, the Food Safety Commission of the State Council issued the *Opinions on Establishing and Improving a Tiered and Classified Precision Prevention and Control Mechanism to Promote the Implementation of Food Safety Local Management Responsibility* and the State Administration of Market Regulation released the *Regulations on the Supervision and Administration of Enterprises' Implementation of the Main Responsibility for Food Safety* (referred to as the “Regulations”), which clearly stated the establishment of a food safety director and the implementation of specialized, dedicated, and professional personnel on food safety. This is a major innovative measure in the food safety regulatory policy.

2022年，國務院食安委印發《關於建立健全分層分級精準防控末端發力終端見效工作機制推動食品安全屬地管理責任落地落實的意見》以及市場監管總局發佈《企業落實食品安全主體責任監督管理規定》(下稱「《規定》」)，明確了設立食品安全總監，實行專崗、專責、專人，這是食品安全監管制度的一項重大創新舉措。

As a Chinese catering listed enterprise, the Group has always regarded food safety as its lifeline. Therefore, the Group actively responds to relevant regulations and formally implements the main responsibility for food safety. The chief person in charge of food safety in the Group serves as the director of the Food Safety Committee, and the food safety director is officially appointed by the Group's Food Safety Committee. Corresponding food safety management personnel are also assigned in each brand and supply center, establishing a responsibility system composed of “enterprise main person in charge → food safety director → food safety officer”.

作為中國餐飲上市企業，九毛九集團一直將食品安全視為生命線。因此，集團積極響應相關規定，正式落實食品安全主體責任，由集團食品安全主要負責人擔任委員會主任，同時由集團食品安全委員會正式任命食品安全總監，並在各品牌及供應中心設立相應食品安全管理人員，建立了以「企業主要負責人 → 食品安全總監 → 食品安全員」構成的責任體系。

The food safety director has direct responsibility for food safety and is in charge of developing and revising the Company's quality and safety system, regulatory measures, and development plans. The director is also responsible for improving the food quality and safety organizational structure, planning the necessary human, technical and others resources for food quality and safety, implementing daily management and control, weekly inspections, and monthly scheduling mechanisms, and establishment of the *Daily Food Safety Inspection Record*, *Weekly Food Safety Inspection and Control Report*, and *Monthly Food Safety Scheduling Meeting Summary* and ensuring all work done are recorded and verifiable. Additionally, the Group strictly adheres to the food safety management system, timely preventing and resolving risks and hidden dangers to safeguard the bottom line of food safety. To promote the implementation of the *Regulations* and strengthen the quality and safety awareness of all personnel, the Group will provide training and detailed interpretations of food safety-related laws and regulations and the *Regulations*.

食品安全總監是食品安全直接責任人，將負責組織制定和修訂企業的質量安全制度、監管措施及發展規劃，完善食品質量安全組織機構，規劃食品質量安全所需的人力、技術等資源，貫徹落實日管控、週排查、月調度機制，建立《每日食品安全檢查記錄》《每週食品安全排查治理報告》和《每月食品安全調度會議紀要》，確保工作情況有記錄、可核實。同時嚴格執行食品安全管理制度，及時防範化解風險隱患，守好食品安全底線。為積極推進《規定》落地實施，強化全員品質安全意識，九毛九集團將對相關人員進行培訓，對食品安全相關法律法規及《規定》進行詳細解讀和宣貫。



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Food Safety Work Runs Through the Entire Product Chain

To ensure food quality and safety, the Group continues to build a safe and efficient food supply chain. At the upstream raw material end, the Group goes deep into the breeding industry, establishes stable cooperative relationships with partners to ensure the quality and safety of raw materials. In the midstream, the Group continues to layout central kitchens, adopts modern production equipment and processes to improve production efficiency and quality control level, and strengthens employee training to enhance quality awareness. In addition, the Group has also set up a corresponding quality monitoring system to ensure the quality and safety of food through comprehensive, standardized, and scientific quality testing methods. The Group is committed to creating a whole-chain food safety system to ensure full-chain food safety from the place of origin to the dining table, from ingredients to dishes. In 2022, the Group formulated the *Supply Chain Food Safety Incentive and Punishment Rules (Trial Version)* to better ensure the food safety of the supply chain, promote food safety improvement in production, warehouse, and distribution, and regulate the responsibilities of all supply chain employees and the Food Safety Department in various stages. The reporting objects for food safety in each stage are clearly defined, and employees who have made outstanding contributions or violated the group's food safety management regulations will be rewarded or disciplined to promote food safety improvement.

食品安全工作貫穿產品全鏈條

為了確保食品品質安全，九毛九集團持續建設安全高效的食品供應鏈。在上游原材料端，集團深入養殖業，與合作夥伴建立穩定的合作關係，確保原材料的品質和安全。在中游端，集團持續佈局中央廚房，採用現代化的生產設備和工藝，提高生產效率和品質控制水準，同時加強員工培訓，提高品質意識。此外，集團還設置相應的品質監測體系，通過全面、規範、科學的品質檢測方法，確保食品的品質和安全。九毛九集團致力於打造全鏈條食品安全體系，保障從產地到餐桌、從食材到餐品全鏈條食品安全。於2022年，集團為更好的保障供應鏈食品安全，促進生產、倉配等各環節的食品安全改進，制定了《供應鏈食品安全獎懲規則（試運行版）》，規範集團所有供應鏈員工及食品安全部在各環節的職責，明確每個環節的食品安全匯報對象，對有優異貢獻或違反集團食品安全管理規定的員工給予獎勵或處以懲戒，以達到促進食品安全改進的目的。

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Material Sourcing and Inspection

To promote responsible procurement, the Group always pays attention to the production source and quality inspection of food ingredients. We select high-quality procurement sources for different ingredients to ensure their quality and freshness. At the same time, we have developed and implemented internal policies such as the *Management System on the Inspection and Acceptance of Raw and Auxiliary Materials and Supplies* and the *Management System on the Inspection and Acceptance of Semi-finished Products* which clarify the acceptance standards for various products such as vegetables. We have also established a dedicated inspection department to conduct preliminary quality inspections on incoming products, such as checking labels, odor, and color, and perform quality testing on key raw materials, such as aquatic products and fruits and vegetables, to ensure that the pesticide and other chemical residues meet national standards. To implement national epidemic prevention and control requirements, we have formulated the *Interim Guidelines on the Management of Epidemic Prevention for Imported Cold Chain Food Purchase* which requires suppliers to provide entry inspection and quarantine certificates, nucleic acid testing reports, and import material disinfection certificates for each batch of supply. We also update relevant management requirements in a timely manner based on the epidemic prevention information and effectively implement food safety supervision of imported cold chain products.

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.

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。

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，我們目前設置了3家自營供應中心和中央廚房，實現就近生產、加工和配送，並且正開展數個按照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。

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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 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 Food Safety Department 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.

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，並由培訓部門負責培訓餐廳人員製作標準及向研發部門反饋優化意見，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。

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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.

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。於每間門店配備至少一名已取得政府合格證書的食品安全管理人員，同時，我們持續加強餐廳員工的培訓及宣傳，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部不定期抽樣稽查，及時識別並糾正潛在質量及食品安全問題。

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Takeaway Meal Management

As for takeaway products, we added a network operation project to our business license to better fulfill compliance requirements. Besides, 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.

Personnel Requirements and Training

Food safety is the lifeline of the catering industry and a behavior code that every employee must abide by. The Group complies with the requirements of laws and regulations such as the *Food Safety Law of the People's Republic of China*. All employees of the stores must hold a valid health certificate before they can start work. The Group implements behavior management for employees, such as conducting a morning check by the store manager every day and registering the health status of employees. If any employee is found to have respiratory, infectious diseases, or open wounds, they must suspend food processing work. Employees with hand injuries or bleeding must suspend operations related to direct contact with food, such as dishwashing and food serving. We also have unified implementation rules for hand hygiene, employee appearance and hygiene habits. We have also put forward 11 basic requirements for food safety for employees and require all group members to sign the *Letter of Commitments on Food Safety* to effectively guarantee the quality, hygiene, and safety of food production and sales throughout the Group. As of the end of the reporting period, 100% of employees have signed the commitment letter.

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。

人員要求與培訓

食品安全是餐飲行業賴以生存的高壓線，是每位員工必須遵守的行為準則。集團按照《中華人民共和國食品安全法》等法律法規要求，門店所有員工必須持有效期內的健康證方能上崗並對員工實施的行為管理，例如：每天由門店主管進行晨檢並登記員工的健康狀況，如發現任何患有呼吸道、傳染性疾病、開放性傷口的員工須暫停食品加工工作；手部受傷出血的員工須暫停菜品加工、洗碗、傳菜等接觸直接入口食品相關操作；對於手部清潔、員工儀容儀表及衛生習慣提出統一的執行細則。我們亦對員工提出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，截至報告期末，100%員工已簽署承諾書。

Food Safety Training

食品安全培訓

To prevent food safety incidents caused by employee negligence, employees must adhere to standard safety operations and production, always adhere to the principle of “Food Safety First, Prevention-Oriented, and Comprehensive Management,” and the Group will continue to popularize standard knowledge on food safety operations to improve employees’ awareness of food safety. During the reporting period, the Food Safety Department of the Group provided a total of 124 offline food safety training sessions to group employees, with a total of 2,497 participants. Food safety-related training has also been incorporated into the Group’s training program, achieving regular food safety training.

為防止因人員疏忽大意導致的食品安全事故，員工必須做到按標準安全運營及生產，始終堅持「食品安全第一，預防為主，綜合治理」的方針，本集團將持續向員工普及關於食品安全操作的標準知識，提高員工的食品安全意識。於本報告期內，本集團的食品安全部向集團員工共提供124場次的線下食品安全培訓，參與人次共2,497人次。食品安全相關培訓亦已上線至集團培訓當中，做到食安培訓常態化。



GB 14881-2013 General Hygienic Standards for
Food Production Training
GB14881-2013食品生產通用衛生規範培訓現場



New joins are undergoing basic training on food safety
新員工正進行食品安全的基礎培訓

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Product Labeling and Traceability

In order to reduce and prevent the hazards of unsafe food and protect customers' health, the Group strictly abides by the relevant provisions of the *Food Product Recall Management Measures* and has established management systems such as *Product Labeling and Traceability Control Procedure*, *Product Recall Control Procedure*, and *Non-conforming Product Control Procedure*. We implement labeling, traceability, and recall procedures in the stages such as raw material acceptance and storage, production and material processing, product acceptance and storage, product distribution, and delivery to customers, so as to facilitate source tracking and analysis in any event of food hazards that may occurred. Regardless of which product has problems in which stage, the source of the raw materials can be traced through information such as batch numbers, records, and document tracking, allowing customers to truly enjoy worry-free consumption. Through methods such as self-inspection, customer feedback, complaints and reports, information on noncompliant suppliers, or notifications from supervisory and management departments, we grade and execute recalls of unsafe products. The Food Safety Department also organizes at least one recall drill every year to verify the execution of current labeling and traceability work and to ensure that the product recall procedures have good operability. If the recovery rate is lower than 90%, we will consider revising relevant recall procedures.

During the reporting period, we conducted a product recall drill in accordance with the product recall plan. Since the traceability was initiated, all relevant departments were able to smoothly contact each other, and each department provided relevant information according to their responsibilities. The shipping, production and storage inventory were all 100% traced, and the recovery rate was 100%. At the same time, we also traced the relevant information of the raw materials and inner packaging materials used, and found relevant production process records. The entire traceability process took 2 hours from start to finish.

During the reporting period, the Group did not experience or aware of any incidents involving the production of unsafe food or product recalls.

產品標識和可追溯性

為減少和避免不安全食品的危害，保障客戶身體健康，本集團嚴格遵守《食品召回管理辦法》的相關規定，制定《產品標識和可追溯性控制程序》《產品撤回控制程序》《不合格品控制程序》等管理制度，就原料驗收入庫、生產領料加工、產品驗收入庫、產品配送及送至客戶端等環節實施標識、可追溯及召回程序，以便於食品危害發生時做到源頭追查與分析，無論哪種產品在哪個環節出現問題，均能夠通過批次號、記錄、單據追蹤等信息查清原料的來源，使得客戶真正實現放心消費。通過自檢自查、客戶反饋、投訴舉報、原料供應商不合規消息或監督管理部門告知等方式，對不安全產品分級執行召回工作。食品安全部亦會於每年至少組織一次召回演練，以驗證現時標識和可追溯性工作的執行情況及確保產品召回程序具備良好的操作性等等，如回收率低於90%則考慮重新制定相關召回程序。

於報告期間，我們按照產品召回計劃，進行了一次產品召回演練。自發起追溯後，各相關部門參與人均可順暢聯繫，各部門各司其職提供相關資料，發貨、生產入庫、庫存情況均100%完成追溯，回收率100%；同時也追溯到了所用到的原料和內包材的相關信息及找到相關生產過程記錄，從開始追溯開始至結束，共耗時2小時。

於本報告期間，本集團未有發生及未獲悉任何涉及集團生產不安全食品及產品召回的事故。

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Farming and External Processing Management

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. The Group has deployed R&D and food safety personnel to some of our farming bases and sauerkraut processing plants. The sea bass and sauerkraut that we use have undergone factory food safety inspections, including checks for drug residue, non-food substances, excessive use of food additives, and the use of auxiliary and packaging materials that do not meet food safety requirements. Both of our sauerkraut suppliers hold the sauce-pickled vegetable production permit and have passed ISO22000, ISO9001 and HACCP system certifications. The Group customizes the sauerkraut formula, and our suppliers marinate them according to the requirements of our R&D department. The Group actively monitors the farming and processing procedures to ensure that the raw materials comply with food safety and quality standards, and that the quality and quantity of the supply source remain stable. We periodically send samples of sea bass and sauerkraut to third-party testing laboratories. We only use ingredients that meet the relevant standards, ensuring a stable supply of ingredients while also ensuring food safety of the supply source.

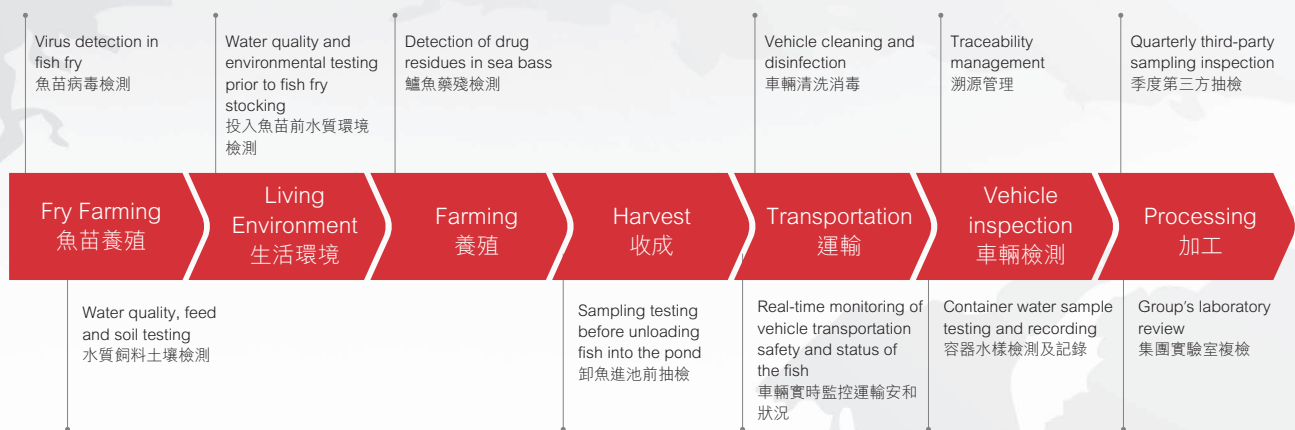
養殖及外加工管理

本集團積極監控養殖和委外加工程序，確保原材料符合集團的食品安全和質量標準，以及貨源質量及數量保持穩定。集團已派駐研發人員與安全人員進駐部份養殖基地及酸菜醃制廠房，對我們所使用的鱸魚及酸菜均經過出廠食安檢測，例如對於鱸魚進行藥品殘留是否超過國家標準、有否使用非食用物質或超量使用食品添加劑、有否使用不符合食品安全要求的輔料及包裝材料等等的檢查檢測。我們兩家合作的酸菜供應商均具備醬醃菜生產許可資質，並通過ISO22000/ISO9001及HACCP體系認證。酸菜配方由集團定制，供應商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，而所使用的每一批酸菜均經過出廠檢測。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，我們不定期將鱸魚及酸菜樣品送至第三方作檢測，檢測結果符合相關標準後方才使用，確保食材的穩定供應的同時，也保障了供應源的食品安全问题。

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Highlight Case Study: Food Safety Measures from Fry to Processing
 亮點案例：從魚苗至加工全環節食安措施

Flowchart of Food Safety Measures in the Full Process of
 Sea Bass Aquaculture Base
 鱸魚養殖基地全環節食安措施流程圖



The smart aquaculture project in joint venture with a sea bass supplier has started to supply bass to our restaurant network since 2021. To ensure food safety, the Group has established a set of measures for food safety management from fish fry to processing, in conjunction with the smart aquaculture traceability management platform and information-based traceability system. Detailed production records are available from the source of seedlings to the end of sales, and different monitoring and testing methods are adopted at each stage to fully guarantee the safety and quality of the products from the base.

與鱸魚供應商合營的智慧養殖項目於2021年已開始供應鱸魚給我們的餐廳網絡。對此，集團搭建了一套由魚苗至加工環節食品安全管理措施，配合智慧養殖溯源管理平台及信息化可追溯系統，從源頭苗種起步直至終端銷售都有詳細的「生產記錄」，在每個環節均採取不同監測與檢測手段，全面保證基地產品的安全與質量。

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Highlight Case Study: Food safety measures throughout the entire process from fish fry to processing
亮點案例：從魚苗至加工全環節食安措施

Cultivating high-quality fish fry

The base has constructed a 4,500-square-meter standardized California sea bass fry breeding workshop, using factory-scale circulating water breeding technology. The base has launched research and promotion work on California sea bass fry breeding technology, and the fry quality is stable without virus transmission. In addition, the base has established a fry quarantine laboratory, which combines microbial culture and molecular detection methods to strengthen disease detection and prevention, and to help cultivate high-quality fry and improve the success rate of farming.



培育優質魚苗

基地建設了4,500坪標準化加州鱸魚育苗車間，採取工廠化循環水繁育技術，開展加州鱸苗種繁育技術研究和推廣工作，苗種品質穩定，無病毒攜帶。此外，基地亦成立苗種檢疫實驗室，結合了微生物培養與分子檢測等方法，加強病害的檢測和防治，協助培育優質苗種和提高養殖成功率。

Safe farming environment

By following the standard specifications for aquaculture, according to the production process of aquaculture, temperature, pH, dissolved oxygen sensors are installed at the monitoring points in the fish pond, and a smart aquaculture production management system based on the Internet of Things (IoT) is established using IoT technology. Key modules such as production monitoring, water quality monitoring, smart control, and production management are established. The system continuously displays real-time data from environmental sensors in the aquaculture environment and summarizes analysis results, achieving efficient integration of aquaculture management, information services, and status display, while ensuring the comfort of fish farming. The base also regularly sends fish pond water samples to third-party organizations for testing to ensure water safety and prevent virus pollution.



安全養殖環境

遵循水產養殖的標準規範，按照水產養殖的生產過程，在漁塘養殖監測點佈設溫度、PH值、溶解氧感測器、利用物聯網技術建立基於物聯網的智慧漁業生產管理系統，重點建設生產監控、水質監測、智慧控制、生產管理等模組，連續線上顯示水產養殖環境感測器即時資料、匯總分析結果，實現養殖管理、資訊服務、現況展示的高效結合，同時保障魚類養殖舒適度。基地亦定期將漁塘養殖水送第三方抽檢，確保水質安全，無病毒污染。

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Highlight Case Study: Food safety measures throughout the entire process from fish fry to processing

亮點案例：從魚苗至加工全環節食安措施

Safe feed

The aquaculture base strictly follows the *Regulations on the Administration of Feeds and Feed Additives*. The feeds used must come from registered feed producers that hold production examination and approval certificates and production licenses from the feed production regulatory department, and must meet product standards and have a product standard number. The technicians adjust the daily feeding amount according to weather conditions, water temperature, water quality, and fish feeding conditions. Overfeeding should be avoided to prevent waste and water pollution. The feeds are also regularly sent to third-party testing agencies for sampling to ensure feed safety.

安全飼料

養殖基地嚴格遵循《飼料及飼料添加劑管理條例》，所使用的飼料必須是來自飼料生產監管部門備案，持有飼料生產審查合格證、生產許可證的廠家，並具有產品標準及產品標準文號。養殖技術人員根據天氣、水溫、水質及魚群攝食情況，適當調整每日投餵量；切勿過量投餵，造成浪費，污染水質。飼料亦會定期送往第三方檢測機構進行抽檢，確保飼料安全。

Medication Management

The base strictly follows the *Regulations on Quality and Safety Management of Aquaculture Products*. It is required to purchase drugs from enterprises or businesses that hold a fishing drug operation license, fishing drug examination and approval certificate, and have a product standard and product standard number. The purchase of "Three-No" (without name, address, and production date), counterfeit, and expired aquaculture drugs is strictly prohibited.

用藥管理

養殖基地嚴格遵循《水產養殖品質安全管理規定》，必須採購持有漁藥經營許可證、漁藥審查合格證，並持有產品標準及產品標準文號的企業或商戶的漁藥；嚴禁採購「三無」、假冒偽劣和過期的漁藥。

Safety inspection

The base laboratory adopts corresponding sampling inspections for each breeding step and factory transportation, from pond head sampling inspection, sampling inspection before unloading fish into the pond, temporary breeding pond sampling inspection, sampling inspection of live fish before delivery, and regular sending to third-party inspection agencies. Among them, detailed tests are carried out on virus and drug residues to ensure that the perch meet the national standards. The test reports and registration forms of each stage are collected, organized and kept by the person in charge of the Food Safety Department. We have also established a vehicle information management system to record in detail the flow of perch in each pond. If any excess of the standard case is found, the product recall procedure can be immediately initiated.

安全檢測

基地實驗室對每個養殖環節與出廠運輸均採取相應的抽樣檢測，從塘頭抽檢、卸魚入池前抽檢、暫養池抽檢、活魚發貨前抽檢及定期送往第三方檢測機構進行，當中就病毒及藥品殘留等方面作出詳細的檢測，確保鱸魚均符合國家標準。而檢測報告及各階段登記表均由食品全部負責人統一收回、整理與保管。我們亦建立車輛信息管理制度，詳細記錄每口池塘鱸魚的市場流向，如發現超標情況，便能夠即時啟動產品召回程序。

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Highlight Case Study: Food safety measures throughout the entire process from fish fry to processing

亮點案例：從魚苗至加工全環節食安措施

School-enterprise cooperation research and development

To ensure the safety of the bass, improve product quality and establish a safe and high-quality brand image of self-cultivated bass, the Group collaborated with the research team of the Health Aquaculture Innovation Research Institute at Zhongkai University of Agriculture and Engineering in 2022 to jointly promote the research and production of efficient, environmental friendly, and green bass-specific compound feed.

校企合作研發

為保障基地鱸魚產品的安全，提高產品品質，建立集團自家養殖鱸魚安全優質的品牌形象，集團於2022年與仲愷農業工程學院健康養殖創新研究院科研團隊合作，共同推進高效環保綠色的鱸魚專用配合飼料研發與生產。



Suppliers Quality

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.

供應商質量

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、強化冷鏈管理來保障原料。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。

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The Group has also established the *Supplier Raw Material Compliance Access and Annual Assessment Policy* to standardize the food safety assessment and access of suppliers, enhance the ability to identify supplier risks, and ensure that the access of new and existing suppliers' raw materials is well-regulated. The assessment work is jointly controlled by the Procurement Department, Food Safety Department, and Quality Control Department, and the access review and annual assessment of suppliers are implemented based on the *Non-Food Supplier Factory Review Form*, *Agricultural Product Processing Supplier Factory Review Form*, *Food Supplier Factory Review Form*, and *Aquaculture Supplier Review Form* that have been developed. In addition to reviewing whether suppliers comply with national food safety and business laws and regulations, the assessment also evaluates the supplier's quality management system, environmental hygiene, pest control, personnel hygiene and knowledge training, production workshop layout and process design, product testing, transportation, and their product traceability and recall system. Based on the evaluation results, a grading system is adopted to classify suppliers into four levels of A, B, C, and D, and corresponding audit frequencies and improvement requirements and time limit requirements are set according to their levels. The cooperation with low-quality suppliers will be suspended, and high-quality suppliers are screened and included in the Group's list of qualified suppliers during the pre-cooperation and cooperation periods to ensure the quality and safety of subsequent raw material supplies.

In addition to the assessment items related to food safety, during the access review stage, the candidate supplier's quality management system, third-party certification, food production license, material testing reports, and other aspects are evaluated. The candidate supplier's samples are also randomly inspected, and the access supplier is required to sign a *Quality Assurance Agreement* to ensure the responsibility for the quality assurance of the supplied goods. To ensure the candidate supplier's supply capacity, the evaluation content also clearly states that the supplier's access needs to be evaluated in terms of financial health, supply guarantee capability, reputation, etc. The candidate supplier will undergo on-site quality audits and evaluations, covering qualification certificates, production capacity, testing capacity, technical level, quality management level, third-party assessment certification, and other dimensions. Finally, an audit report will be issued and archived for future reference.

During the reporting period, the Group's Procurement Department and Food Safety Department jointly evaluated 148 new suppliers in various aspects and included them in the Group's *List of Qualified Suppliers*. Besides, through the annual supplier review of 175 suppliers, one supplier was eliminated and included in the blacklist, with a qualification rate of 85.71%. As of the end of the reporting period, the Group had a total of 441 qualified suppliers, of which 59 food suppliers held ISO22000 certification for their effective food safety management systems.

本集團亦制定了《供應商原物料合規准入及年度評估制度》，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所提供的原輔料准入有章可循。評估工作由採購中心、食品安全部及品控部共同把控供應商的審核工作，根據所制定的《非食品類供應商工廠評審表》《農產品加工類供應商工廠評審表》《食品類供應商工廠評審表》《水產養殖類供應商評審表》對供應商實行准入審場及年度評估，評審除了會審查供應商是否符合國家食品安全及經營法律法規外，亦會對供應商的質量管理體系、環境衛生、蟲害控制、人員衛生與知識培訓、生產車間的佈局流程設計、產品檢測、運輸及產品追溯與召回體系等方面進行評價，根據評價結果採取分級制度，評定供應商為A、B、C、D四個等級的供應商，並根據其等級，實施相應審核頻次及整改要求與時限設定要求或中止對劣質供應商的合作，在合作前期及合作期間篩選優質供應商進入集團合格供應商名單，確保後續原物料供應的質量與安全。

除了對食品安全的評估項目外，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。為保障候選供應商的供貨能力，評估內容亦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。

於報告期內，本集團的採購中心與食品安全部共同對148名新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175間供應商進行年度供應商審核，淘汰1名供應商並納入黑名單中，合格率達85.71%。截至報告期末，本集團共有441名合格供應商，當中59名食品類供應商持有有效食品安全體系認證ISO22000。

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Disciplined Management

規範管理

System assurance
制度保障

Quality
requirements

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

質量要求

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

Issue classification

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

事故分級

《供應商激勵管理規範》中明確質量事故等級及對應的處罰標準，並將微生物超標、農藥或獸藥殘留超標、產品發黴、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。

Accountability
requirements

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

追責規定

若供應商產品存在違反客戶安全性、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。

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Disciplined Management 規範管理		
Multi-party supervision 多方監督	Internal assessment	Appraisal will be conducted quarterly on the product quality, supply stability, pricing and auxiliary services of suppliers. Suppliers that have major quality issues and potential problems, forged qualifications will be blacklisted and eliminated.
	內部評估	每季度對供應商產品質量、供貨穩定、價格和配套服務等方面進行考核，並將出現過重大質量事故及隱患、資質造假等情況的供貨商納入黑名單，堅決淘汰。
	Rectification	Products that fail to pass the national examination and sampling inspection of government departments, or with quality issues reported by media will be removed from shelves by the Group and handled with the suppliers based on the severity. Suppliers should inform and assist the Group to remove all batches of related products from shelves if they are informed first. The Group requests suppliers to investigate and reply within 24 hours for products with potential food safety problems.
	整改處理	針對國家檢測不合格、政府部門抽檢不合格、被媒體曝光等存在質量問題的產品，集團將立即撤架，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。
Quality improvement 質量改進	Quality improvement 質量提升	Quality control personnel provides necessary training to suppliers, so as to assure that the food and supplies delivered meet the required standards. 質量控制人員對供應商提供必要的培訓，確保交付的食物及供貨符合指定標準。

INTEGRITY — OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT
誠—誠信營運，開誠佈公

Disciplined Management

規範管理

Safeguarding the supply
保障供應

Diversified cooperation

To ensure a stable supply of key ingredients, the Group has established partnerships with two sauerkraut suppliers to guarantee a stable and high-quality supply of sauerkraut. Both suppliers have the qualification for sauerkraut production permits and have obtained ISO22000/ISO9001 and HACCP system certifications. In addition, on November 27, 2020, the Group announced the establishment of joint ventures with two major suppliers of a key ingredient, sea bass. The two joint venture companies have started aquaculture operations and began supplying sea bass. In addition to the main raw materials, other raw materials are also equipped with multiple suppliers, ensuring a comprehensive and stable supply.

多元合作

為確保主要食材的穩定供應，集團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。此外，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，並開始供應鱸魚。除主要原材料外，其他原材料亦已基本配備多個供應商，全面保障供應穩定。

Regular tracking

The Group regularly trace the completion rate of order and the punctuality of delivery by suppliers. Once the supplier failed to deliver, we will immediately seek for new supplier for replacement, thus ensuring stability in supply.

定期跟蹤

集團定期跟蹤供應商的訂單達成率及到貨時間準確性，一旦出現供應商無法供貨，立即尋源開發新供應商進行替換，確保穩定供應。

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 Centralized 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.

於疫情期間，本集團為有效監控其供應鏈，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，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。

LOVE — ALWAYS PUT PEOPLE FIRST AND CARE FOR THE PARTNERS 愛—關愛夥伴，以人為本

COMPLIANCE EMPLOYMENT

Human rights are fundamental rights that every one should enjoy and are a reflection of human dignity and value. People-oriented is the core value of the Group. We firmly believe that respecting and protecting human rights is essential to maintaining the sustainable development of the Group and achieving common progress and prosperity for the group and society. The Group strictly complies with relevant laws and regulations such as the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*. At the same time, we actively follow the spirit of the *United Nations Universal Declaration of Human Rights* and relevant international human rights conventions, creating a workplace and community that respects and protects human rights, and constantly optimizing our human resources management mechanisms.

We adhere to the principle of equal employment and actively expand recruitment channels to provide guarantees for the sustainable development of the talent pipeline. We are committed to promoting gender diversity, continuously optimizing the employee structure, and achieving a reasonable distribution of employees in terms of gender, age, and region. In addition, to establish an inclusive working environment, we are committed to eliminating employment barriers for vulnerable and minority groups. We prohibit all discrimination or harassment related to age, sexual orientation, gender, race, nationality, or other non-ability factors. During the reporting period, the Group had six cases of labor disputes, and we have paid compensation according to the judgments, with a total amount of approximately RMB48,000. The Group has formulated a set of rectification plans, such as regularly combining the opinions of various departments and the handling of past labor dispute cases, revising the employee handbook and regulations, and disseminating updated content through different channels. We also provide training for significant modifications; we hire legal advisors to provide legal and daily consultation support for labor dispute resolution, conduct internal training on improving labor dispute resolution work, and produce specialized guidelines for store operations and dispute handling, promoting and providing legal consultation support.

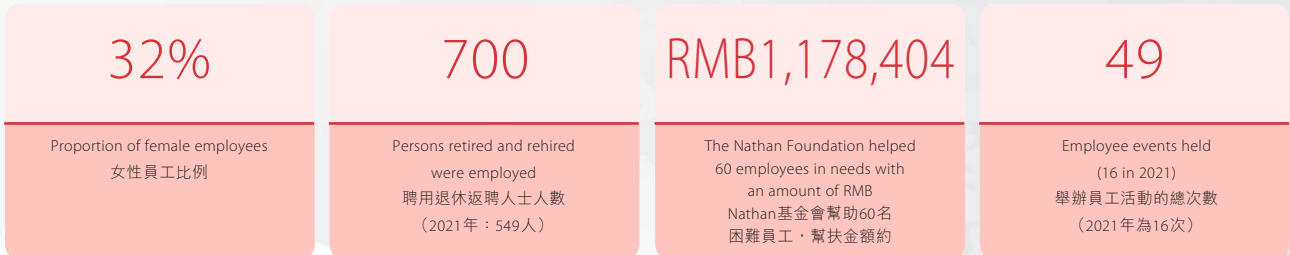
合規僱傭

人權是每個人都應享有的基本權利，是人類尊嚴和價值的體現。「以人為本」是九毛九集團的核心價值觀，我們深信尊重並保護人權方能保持集團的可持續發展，實現集團和社會的共同進步和繁榮。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，同時積極遵循聯合國《世界人權宣言》和有關國際人權公約精神，打造尊重和保障人權的職場和社區，不斷優化我們人力資源管理機制。

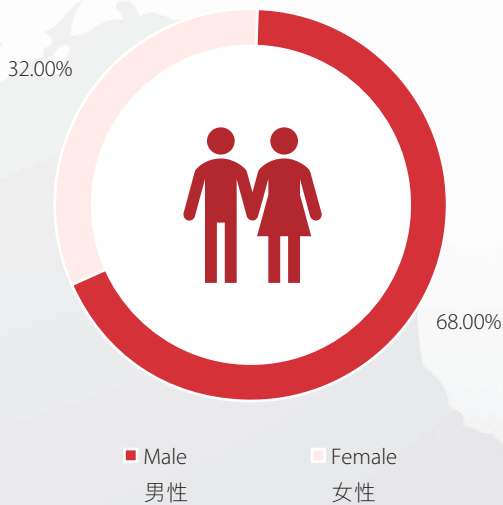
我們堅持平等招聘原則，積極拓展招聘渠道，為人才梯隊的可持續發展提供保障。我們致力促進性別多元化，持續優化員工結構，實現員工性別、年齡、地區等合理分佈。此外，為建立共融的工作環境，我們致力消除對弱勢群體及少數群體的就業障礙。我們禁止所有與年齡、性取向、性別、種族、國籍或其他非才能有關的歧視或騷擾。於報告期間，本集團發生6宗勞動糾紛案件，我們已按判決支付有關賠償，涉及金額共約人民幣4萬8千元。對此，集團已制定一套整改方案，例如：定期結合各部門意見及過往勞動爭議糾紛案件的處理情況，對員工手冊及規章制度進行修訂，並將更新內容通過不同渠道供員工傳閱，對內容較大修改的則舉行培訓；聘請法律顧問為日常處理勞動糾紛提供法律支援及日常諮詢支援；定期對開展關於完善勞動爭議處理工作相關的內部培訓，並對門店的營運、糾紛處理工作製作專門的指引、進行推廣宣傳及提供法律諮詢支援。

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愛—關愛夥伴，以人為本

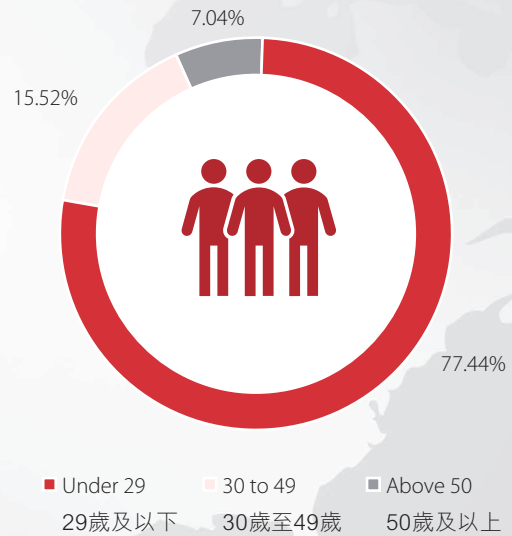
2022 Employee Data Highlights
2022年員工亮點數據



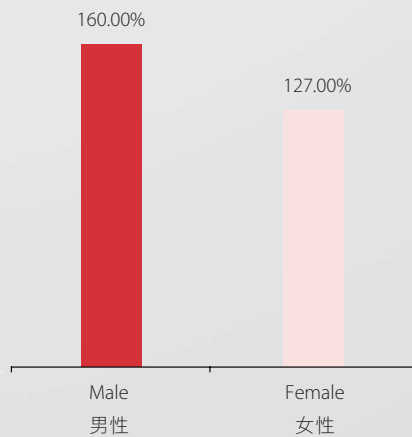
2022 Employee Gender Ratio
2022年員工性別比率



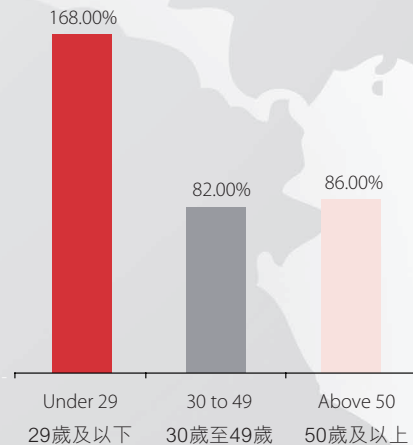
2022 Employee Age Distribution
2022年員工年齡分佈



Employee Turnover Ratio by Gender in 2022
2022年按性別類別員工離職率



Employee Turnover Ratio by Age in 2022
2022年按年齡類別員工離職率



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Talent Cultivation and Absorption

The Group provides its employees with competitive compensation and benefits packages, support, and a well-equipped working environment, as well as a good work-life balance. In addition to traditional recruitment methods and internal referrals, the Group actively employs various channels to attract talent.

人才培養與吸納

集團向員工提供具有競爭力的薪酬福利方案、支援及完善的工作環境以及良好的工作與生活平衡。除了通過一些傳統社會招聘途徑與內部推薦途徑尋找合適的人選外，集團亦透過不同的渠道積極開展各種吸引人才的措施。

Jiumaojiu Group Open Day 九毛九集團開放日

In 2022, we invited 40 undergraduate students to participate in the Company's open day activities. The process included a company tour, interactive games, corporate presentations, and job interviews. Through the open day, students can have a face-to-face understanding of the catering industry, experience the office environment, and participate in the interview process to help them quickly obtain job offers.

2022年「九毛九open day」，邀請了40名本科學生開展企業開放日活動。流程為企業參觀→遊戲互動→企業宣講→崗位面試，通過開放日，學生可以面對面瞭解餐飲行業，沉浸式體驗辦公環境，並且加入面試環節幫助學生迅速拿到聘書。



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J-Star Project
J星計劃

The “J-Star Project” is a high-end talent development project launched by the Group to attract and cultivate outstanding talents. It provides diversified job options and a comprehensive training and promotion system for graduates to help them grow and develop quickly in the workplace.

All positions available for campus recruitment in the Group are equipped with a mature and complete training system, and provide a fast, transparent, fair, and open promotion channel. This allows graduates to continuously learn and grow in their work, realizing their personal career development and contributing to the common progress of the Group.

In 2022, the J-Star Program offers multiple directions, including operation management trainee, comprehensive management trainee, and group supply chain management trainee, covering Tai Er, Jiu Mao Jiu, Song brands and Supply Center. Departments include various brand store operations, brand logistics, IT, finance, legal, human resources, raw material storage, food processing, and production management, allowing graduates to choose suitable positions according to their profession and interest.

「J星計劃」是九毛九集團為了吸引和培養優秀的人才而推出的高端人才發展項目，為應屆畢業生提供了多樣化的崗位選擇和完善的培訓、晉升制度，幫助他們在職場上快速成長和發展。

九毛九集團為校園招聘所開放的各個崗位均配備有成熟完備的訓練體系，並提供快速透明、公正公開的晉升通道，讓應屆畢業生能夠在工作中不斷學習和成長，實現個人職業發展和九毛九集團的共同進步。

2022年的J星計劃提供了運營管培生、綜合管培生、集團供應中心管培生等多個方向，涵蓋太二、九毛九、愆品牌及供應中心，部門涵蓋各品牌門店運營、品牌後勤、IT、財務、法務、人力資源、原料倉儲、食材加工、生產管理等多個領域，讓應屆畢業生可以按照自己的專業和興趣選擇合適的崗位。



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Launching school-enterprise cooperation projects to support youth development and discover catering industry talents 開展校企合作項目，助力青年發展，從中發掘優秀餐飲人才

In June 2022, Tai Er brand and Chongqing New Oriental Culinary School held a seminar in cooperation. Tai Er management interacted with the students and answered questions about how to get interview opportunities, whether it is possible to work in nearby stores, salary growth, flexible working hours, and holiday systems, which are the issues that students are concerned most. This helped the students to have a comprehensive understanding of the Tai Er brand.

2022年6月，太二品牌與重慶新東方烹飪學院合作舉行了一場宣講會，太二管理層於宣講會與進行了互動，對關於怎樣獲得面試機會、可否就近店舖入職、薪酬如何增長、調休和假期制度等學生比較關心的問題一一進行了回答，讓同學們對太二品牌有了全面的認識。



In September 2022, the Group has signed an agreement with the School of Food Science at South China Agricultural University. The University will serve as a core internship base for the Group, and the deep cooperation will focus on key elements such as industry cooperation and talent development expanding the breadth and depth of cooperation. Through school-enterprise and school-community cooperation, the “Three-Quality Education” project fund will be established, and a “one-stop” student community will be built. This will be more conducive to accurate school-enterprise cooperation, providing more learning and practical opportunities for graduates and employment positions, and bringing in more talents for enterprise development. It will also broaden the employment market and new space for school-enterprise cooperation, and more deeply implement the innovation-driven development strategy through talent development.

2022年9月，九毛九集團與華南農業大學食品學院簽約，以華南農業大學為核心的實習基地，以深入合作為契機，把握產業合作、人才培養等關鍵要素，拓寬合作的廣度和深度。同時，通過校企校地合作，合作項目設立「三全育人」項目基金，建設「一站式」學生社區，將更有利於校企精準對接，為畢業生提供更多學習實踐機會和就業崗位，也為企業發展引進更多優秀人才，拓寬了就業市場和校企合作新空間，通過人才培養更加深入貫徹落實創新驅動發展戰略。



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Launching school-enterprise cooperation projects to support youth development and discover catering industry talents
開展校企合作項目，助力青年發展，從中發掘優秀餐飲人才

In October 2022, Tai Er prepared a unique school-enterprise cooperation experience for the students and faculty of the Tourism Management Department at South China University of Technology, called the “Tai Er Magic Academy-themed Immersive Campus Recruitment Experience”. After a special magic welcome ceremony and various game experiences, Tai Er representatives introduced the establishment and development of the Group with the theme of “Doing Something Interesting to Make Young People Like You”. They also introduced the development process, corporate culture, strategic planning, main business, brand activities, and the Company’s demand for high-quality talents and talent development plans for the Tai Er brand in detail. The students expressed that through this on-site activity, combined with professional knowledge, they gained a deeper understanding of the rapid development of internet-based catering brands, especially the business model of the Tai Er brand. They also deeply felt the prosperous development of the Guangdong-Hong Kong-Macau Greater Bay Area and the prosperity and strength of the country.

2022年10月，太二為華南理工大學旅遊管理系師生精心準備了一場別開生面的校企合作「太二魔法學院主題沉浸式校招體驗活動」。在特別的「魔法歡迎儀式」及各種遊戲體驗後，太二代表以「做一件有趣的事，讓年輕人喜歡你」為主題向師生們介紹九毛九集團的成立與發展，並詳細介紹太二品牌的發展歷程、企業文化、戰略規劃、主營業務、品牌活動、企業對高素質人才的需求以及人才培養計劃。學生們表示，通過現場考察調研，結合專業知識，進一步瞭解互聯網民族餐飲品牌的飛速發展，猶其對於太二品牌的經營手段，深刻感受到了粵港澳大灣區經濟的蓬勃發展和國家的繁榮富強。



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Management Trainee Program

管培生計劃

Each brand and supply center of the Group has launched a series of management trainee recruitment program with brand characteristics and the Group's talent philosophy in accordance with the recruitment policy. The programs select and recruit excellent undergraduate high-potential talents, continuously providing the group with outstanding talents and bringing more "good ideas" to the Group.

集團各個品牌及供應中心根據集團的招聘方針，推出了一系列具有品牌特色和集團人才理念的管理培訓生招聘項目，選拔招募優秀的本科高潛人才，持續為集團輸送優才，為企業帶來更多「好點子」。

Fast track for growth

快速的成長通道

Equipped with the Group's training system, providing rapid and advanced development training. This system can help inexperienced individuals quickly develop into competent and professional managers.

搭載九毛九集團成熟的訓練體系，快速進階培養，將毫無經驗的職場小白培養成獨當一面的職業經理人。

Uncompromising in the workplace

職場不將就

With a fair and just promotion policy and the multiple post competition mechanism held in every year, we appoint a large number of capable 95s and 00s, unleashing unlimited potential for growth.

公平公正晉升制度，每年多次競崗機制，任用大量95、00後實力幹將，迸發無限可能。

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Support the Guangdong-Hong Kong-Macau cooperation program and aim to provide the region with outstanding talents
支持穗港澳合作計劃，為地區輸送優秀人才

In 2022, the Group signed a cooperation agreement with the Guangzhou-Hong Kong-Macau Center and participated in the “100 Enterprises, 1,000 Talents” internship program for Hong Kong and Macau students in Guangzhou. This move aims to promote the in-depth development of Hong Kong and Macau youth internship programs and provide chain services for Hong Kong and Macau youth to come to Guangzhou for study tours, internships, employment, and vocational skills training.

2022年，集團與廣州市穗港澳中心簽訂實習共建協議，參與廣州市「百企千人」港澳大學生實習計劃，推動港澳青年來穗實習計劃深入開展，為港澳青年前來遊學、實習、就業、職業技能培訓提供鏈條式服務。



According to the plan, the target recruitment group for interns are third-year or above university students. The interns will have the opportunity to work in various departments, such as operations, finance, IT, branding, and organizational development, or be matched to different departments based on their expertise and abilities. By learning the professional knowledge of different departments, receiving targeted training, and taking on challenging tasks, the interns can quickly gain a comprehensive understanding of the business and become leading professional talents in the industry.

按照計劃，招聘對象為大三或以上的大學生，實習生能到集團的運營、財務、IT、品牌、組織發展部等或根據其專業和能力匹配不同的部門實習。通過學習部門的專業知識、針對性的培訓、以及具有挑戰性的任務，迅速獲得對業務的全方位認知，成為行業領先的專業人才。

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Dismissal and Resignation

All appointments, promotions, or terminations of labor contracts in the Group are based on reasonable and legal reasons and internal policies. We strictly prohibit any form of unfair or illegal dismissals. In order to avoid any form of labor disputes, we have established procedures for handling employee resignations to ensure that the resignation process and settlement can be completed smoothly and on time, protecting the interests of both departing employees and the Company.

Comply with Equal Employment

We strictly adhere to the regulations of the *Labor Law of the People's Republic of China*, and clearly state in the *Group's Corporate Culture Training Manual* that management-level employees are not allowed to have their relatives work in the Group. When hiring employees and assigning work, we treat all employees equally and do not discriminate based on their gender, age, ethnicity, nationality, place of origin, religion, sexual orientation, political affiliation, marital status, or other social identity. Besides, we clearly state in the *Employee Handbook* the recruitment conditions for each position and the types of employment contracts applicable to each position. We sign labor contracts with all regular employees and labor service contracts with interns and temporary workers, effectively protecting the legitimate rights and interests of employees. Furthermore, we encourage employees to report any incidents of discrimination to the Organization and Development Department. The Department is responsible for evaluating, handling, recording, and taking any necessary disciplinary action related to confirmed cases of discrimination. We provide channels for employees to communicate directly with management to report any unfair or discriminatory situations that may arise in our operations.

Inclusion, Equal Opportunity and Anti-Discrimination

We advocate for a diverse and inclusive workplace atmosphere, actively expanding recruitment channels such as school recruitment, social recruitment, and internal referrals. We cooperate with multiple vocational schools and colleges to provide students with opportunities to intern and work in our stores, which enables us to attract outstanding talents and continually optimize our employee structure, ensuring reasonable distribution of employees in terms of gender, age, and region, and providing sufficient talent resources for the Company's development. Additionally, we provide equal employment opportunities for people with disabilities and those who have reached the retirement age, ensuring equal opportunities for all individuals and encouraging their effective collaboration in a diverse cultural atmosphere. During the reporting period, the Group employed a total of 45 people with disabilities and 700 retired and rehired individuals.

解僱與離職

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。

遵守平等僱傭

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。

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45人及退休返聘人士共700人。

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Forced Labor and Child Labor are Strictly Prohibited

We respect labor rights and strictly abide by the regulations of the Provisions on the *Prohibition of the Use of Child Labor in China* and the *Law of the People's Republic of China on the Protection of Minors*. We prohibit any operating units or cooperative units from employing any type of child labor or forced labor. During the recruitment process, we verify the identity documents of job applicants to ensure that they meet the national regulations on labor age. We also conduct relevant background checks on potential employees and hold relevant departments and units accountable for any violations related to forced labor so as to avoid any occurrence of violations of employing child labor and forced labor. If any child labor is found, we will immediately terminate their contract and investigate the incident. We take the issue of child labor seriously and will take disciplinary action against any employee responsible for the incident.

The Group strictly implements various measures to prevent any form of forced labor, including prison labor, contract labor, and debt bondage labor. For example, we sign labor contracts with employees on a voluntary basis and under equal conditions, ensure that employees do not bear any employment fees when joining the Company, do not arbitrarily withhold employee wages, benefits, or property, do not retain identity cards or other identity documents, strictly prohibit any form of corporal punishment, beating, body search, or humiliation, and do not use violence, threats, or illegal restrictions on personal freedom to force employees to work. To avoid involuntary overtime, any overtime arrangements must receive the employee's consent and provide compensation in accordance with applicable laws and regulations.

During the reporting period, the Group did not experience any labor disputes or violations related to employing child labor 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。

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EMPLOYEE SALARY AND BENEFIT MECHANISM

We comply with the national and Group's salary and welfare policies, striving to provide employees with reasonable compensation and excellent welfare benefits while respecting every employee's contribution to the Group.

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.

We have implemented a Share Option Scheme to provide equity incentives for directors, senior management, and core management personnel of departments. We have also developed performance bonus plans for employees in different positions to combine short-term and long-term incentives. On November 14, 2022, we granted a total of 5,868,000 stock options to 132 eligible employees. During the pandemic, we ensured timely and sufficient payment of employee salaries and benefits and continued to implement the Share Option Scheme as planned to meet the basic needs of employees.

In 2022, the Group adjusted the salary structure of employees uniformly based on market standards and our own development needs to enhance the competitiveness of employee salaries and achieve the goal of attracting and retaining talents. The adjustment also resulted in an increase in the wages of part-time workers.

員工薪酬福利機制

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2022年11月14日，我們已向132名合資格員工授出合共5,868,000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。

2022年，本集團為了提升員工薪酬的競爭力，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。

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Welfare and 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 also offer internal benefits such as year-end bonuses, birthday parties, long-term service awards (five and ten years), employee meal discounts, company internal shopping malls, heat subsidies, phone bill subsidies, and more. We pay various social security premiums (such as: pension insurance, medical insurance, unemployment insurance, work injury insurance, and maternity insurance), employer liability insurance, housing provident funds, and accident insurance for retired-rehired and part-time employees in accordance with local labor laws and social insurance regulations.

To encourage individuals and teams to create greater efficiency for the Company, maintain personnel team building, and encourage employees to develop and contribute to the long-term development of the Group, in addition to providing basic benefits according to legal regulations, the Group also provides a series of special benefits, allowances, and incentives based on the different development stages of each brand, position, and employee. For example, we offer rewards for the dance performance at Song stores, extra monthly salary increases for dancers who pass certain levels, beef expert rewards, the “Fashionista Award” to encourage employees to show their personalities, the “Record Breaker Award” to recognize brand employees who consistently achieve higher daily sales, the “New Product Launch Award” to motivate the R&D Department to innovate, and subsidies and incentives for store employees who perform tasks such as welcoming guests, receiving goods, and educational subsidies and the “Campus Ambassador Award” and “Operations Talent Scout Award” for contributions to talent recruitment. The Group will continue to promote and encourage the principle of “The More Diligent, The Luckier”, providing more rewards for individuals and teams who create greater efficiency for the enterprise, and optimizing the salary and welfare systems for employees in different brands and functions. This is one of the most effective means to retain talents.

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）、僱主責任險、住房公積金，以及退休返聘人士和兼職員工提供意外保險。

為鼓勵個人、團隊為公司創造更高效益，維護人員團隊建設，鼓勵員工在集團長期發展和貢獻，集團除了按法律法規提供一些基本福利外，亦根據各品牌、崗位、員工不同的發展階段提供一系列的特殊福利、津貼與激勵獎金，例如：針對懲門店舞蹈呈現獎勵、考核舞者級別額外提升每月薪資、牛肉師鑒定獎勵、鼓勵員工展現個性的「潮人獎」、為肯定品牌員工不斷突破更高單日營業額的「破紀錄獎」、激勵研發部門積極創新的「新品上市獎」及針對門店員工的各種如迎賓、收貨、學歷補貼、對獎勵為公司招募人才做出貢獻的「校園大使獎」及「運營伯樂獎」等等。集團將繼續推行並鼓勵員工「越勤力越幸運」的政策，提供為企業創造更高效益的個人和團隊獲得更多的獎勵，優化各品牌與職能員工的薪酬與福利制度，這是最有效能留住人才的重要手段之一。

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OCCUPATIONAL HEALTH AND SAFETY

Ensuring employee safety is the responsibility of the Company. We adhere to providing a safe and hazard-free working environment for our employees. Besides, we actively provide safety training, exams, and incentive plans for employees to enhance their awareness of occupational safety. The Group strictly complies with laws and regulations such as the *Production Safety Law of the People's Republic of China* and the *People's Republic of China Law on the Prevention and Control of Occupational Diseases*, and implements internal management systems such as the *Safety Production Responsibility System*, *Enterprise Safety Management Policy*, *Fire Safety Management Policy*, and *Construction Safety Management Policy* to regulate safety production and ensure employees' occupational health. In 2022, there were 774 work-related injuries among our employees, with approximately 7,604 days of work lost due to injuries. All relevant employees have already received reasonable compensation from the Company's insurance. From 2020 to 2022, there were no cases of work-related deaths among our employees.

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.

In order to implement the policy of "Safety First, Prevention-Oriented, and Comprehensive Governance", and further regulate emergency management of production safety accidents and enhance the ability to respond to risks and prevent accidents, our supply centers have developed the *Emergency Plan for Production Safety Accidents*. We have also established and continually updated the *List of Hazardous Factors*, *Occupational Health Management Ledger*, and *Hazardous Chemical Management Ledger*. Additionally, we conduct an annual risk identification and emergency resource investigation for production safety accidents and hold the *Level Three Enterprise for Safety Production standardization Certificate*, which these all are the result of our efforts to actively promote safety production. Also, we have established the *Crisis Management Manual* tailored for our store operations to respond to different types of unexpected safety incidents.

職業健康與安全

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》《施工安全管理制度》等內部管理制度，規範安全生產，保障員工職業健康。2022年，員工發生工傷次數774次，工傷損失日數約為7,604天，而有關員工均已向公司保險索取合理賠償。2020至2022年，並無員工因工死亡個案。

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。

為貫徹落實「安全第一、預防為主、綜合治理」的方針，進一步規範生產安全事故應急管理工作，提高應對風險和防範事故的能力，供應中心已制定《生產安全事故應急預案》，建有及持續更新危險因素清單、職業衛生管理台帳及危險化學品管理台帳，亦於年度進行了生產安全事故風險辨識與應急資源調查工作，持有「安全生產標準化三級企業」證書，這些都是供應中心在積極推行安全生產所作出努力的成果。而我們亦就門店營運特性制定了《危機管理手冊》，已應對不同突發安全事故。

Safe Working Environment

The Group has established dedicated safety inspector 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 safe 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.

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、高溫及粉塵。

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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.

Safe Production Rewards 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 Handling

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.

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，接受部門安全教育以及經常性的安全思想、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。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。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。

安全生產獎罰制度

建立安全生產獎罰制度，有助員工提升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。及後，公司可以掌握相關資料及支付費用。

Mental Health Care Program

心理健康關愛項目

“Hua Jiao” Project

花椒計劃

We continue to pay attention to the physical and mental health of our employees, and this year, the Tai Er brand launched the “Hua Jiao Project”. “Hua Jiao” is named with a Chinese pun, meaning to resolve psychological anxiety. Tai Er provides different counseling and hotlines for employees to seek help and support from professional psychologists to ease any anxiety or emotional distress they may encounter in both their work and personal lives.

我們持續關注員工的身心健康，本年度太二品牌更推出「花椒計劃」。花椒意思是指「化」解「焦」慮。太二提供不同的諮詢求助熱線予員工，讓專業心理師安撫員工無論在職場上或生活上遇到的不安情緒。



Mental Health Lectures

心理健康講座

To better understand and assist employees in coping with psychological issues, the Group invited a psychology professor from South China Normal University to conduct psychological lecture for brand operation managers and human resources personnel. The lecture aimed to promote mental health knowledge and awareness. During the lecture, the professor shared knowledge on identifying common psychological problems among employees, counseling and communication skills, and emergency response and intervention techniques in the event of unexpected incidents. This helped the Group better understand its employees and pay attention to their physical and mental health.

為瞭解和幫助員工緩解心理困擾，九毛九集團邀請華南師範大學心理學教授到公司為品牌運營經理及人事開展心理講座，普及心理健康知識。教授分享了員工常見心理問題的識別、心理諮詢會談技巧及突發事件緊急處置和幹預等知識，幫助集團更好瞭解員工，關注員工身心健康。



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VOCATIONAL TRAINING AND DEVELOPMENT

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.

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 Training and Development Group 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.

職業培訓與發展

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。

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組，以培養企業內部管理人員為目的，集團高層管理人員、院校管理學教授及專業企業培訓師作為培訓師資，通過情境模擬、案例研討、互動教學等實戰性培訓方式，提升員工溝通能力、領導能力和戰略思維，促進員工提高競爭力。

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2022 Employee Training Highlights
2022年員工亮點培訓數據



Successfully
launched
成功上線

Career Dual Channel Development
Program
職業發展雙通道方案



113,330
Hours
小時

Total training time of employees
員工受訓總時長



58,000+

Number of times accessed by online
learning platforms
線上學習平台覆蓋人次累計



3,000+

48 training topics on the online learning
platform, with courses more than
線上學習平台48個
培訓主題，課程多達

2022 Highlights Training Programs

2022年亮點培訓項目

Group Learning Platform

集團學習平台

By establishing a unified "Online Group Learning Platform," the Group has enabled all brands to switch from using multiple learning platforms to a single platform. Through this platform, employees can watch online courses and access offline courses that are regularly pushed to them, transforming learning from just store-level employees to all employees. This promotes a culture of learning that is proactive, efficient, and unified. This platform integrates all the learning resources of various brands within the Group, promoting the development of a learning organization.

通過建立統一的「線上集團學習平台」，使各品牌從多個學習平台轉向使用統一學習平台，通過學習平台觀看線上課程及查看定時推送的線下課程，從門店員工學習轉向全員學習，促進全員學、主動學、高效學，統一學習出入口。整合了全集團各品牌學習資源，推進學習型組織建設。

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2022 Highlights Training Programs

2022年亮點培訓項目

Action Learning – Excellence Project

行動學習-優項目

The theme for the Group in 2022 is “excellence”. To establish a unified evaluation standard, a series of activities such as “excellence ·workshop,” “excellence ·project report and recognition”, etc., have been launched. The “excellence ·workshop” focuses on four dimensions – improving standards, talent management, enhancing efficiency, and process reengineering. By sharing and collaboration, we have established evaluation methods for each dimension and reached a consensus. Throughout the year, each department continues to use the “excellence” standard to strive for excellence in their work and create a culture of excellence within the Group. This effort includes the establishment of a professional pathway, career development ladder, and level definition to support the growth and development of our employees. Our goal is to continuously improve our work and achieve excellence in everything we do.

2022年集團主題詞為「優」，為建立統一的評估標準，開展了優工作坊、優·項目彙報及表彰等系列活動，工作坊圍繞提高標準、人才反覆運算、提升效率、流程再造四個緯度進行研討，通過分享、共創的形式建立各個緯度的評價方式並達成共識，各部門在全年持續運用優標準，樹立優項目，不斷提升各項工作，以求做好，做到極致，營造集團優氛圍專業通道職業發展階梯及級別定義。



2022 Highlights Training Programs
2022年亮點培訓項目

Book Reading and Sharing Program
讀書會

In 2022, the Group launched the second phase of the Book Reading and Sharing Program to improve our colleagues' brand thinking. By sharing and discussing books, we aimed to promote communication and understanding, enhance our corporate cohesion and competitiveness, and foster a learning organization. The Program lasted for 42 days and covered two classic brand-related books. Under the guidance of five business tutors and 15 reading tutors, 119 colleagues have participated in the program, logging 529 reading records. Additionally, 46 of them passed the brand competency certification exam, demonstrating their improved understanding of brand-related topics.

為提升夥伴們的品牌思維，2022年集團啟動第二期讀書分享會，通過讀書分享，築起溝通理解橋樑，為增強企業凝聚力與競爭力，促進學習型組織建設。讀書會歷時42天閱讀2本品牌經典，在5位業務導師、15位伴讀導師的帶領下，119位夥伴累計讀書打卡529次，46人通過品牌素養認證考試。



Career Development

Talents are important resources for the Group. We have established a fair and transparent promotion mechanism for store employees, based on their professional skills and six key leadership qualities. We have also created three types of growth channels for administrative management, frontline, and kitchen employees to encourage their diverse development. Furthermore, we have developed the *Group Middle Management Post Competition Management Plan*, which clearly outlines the qualifications and procedures for competing for middle management positions. Through qualification review, speeches and defense, and competition committee discussions, we select the best employees for the position and further strengthen the construction of the Company's middle management team. In addition, we promote the healthy flow of talent within the Group through various means such as internal job transfers, cross-brand mobility, and establishing an internal recruitment platform. We are gradually building an internal talent pool system to effectively reserve high-quality talent and ensure timely transfer and supply of vacant positions to support the Company's steady development.

職業發展

人才是集團的重要資源。我們為門店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。

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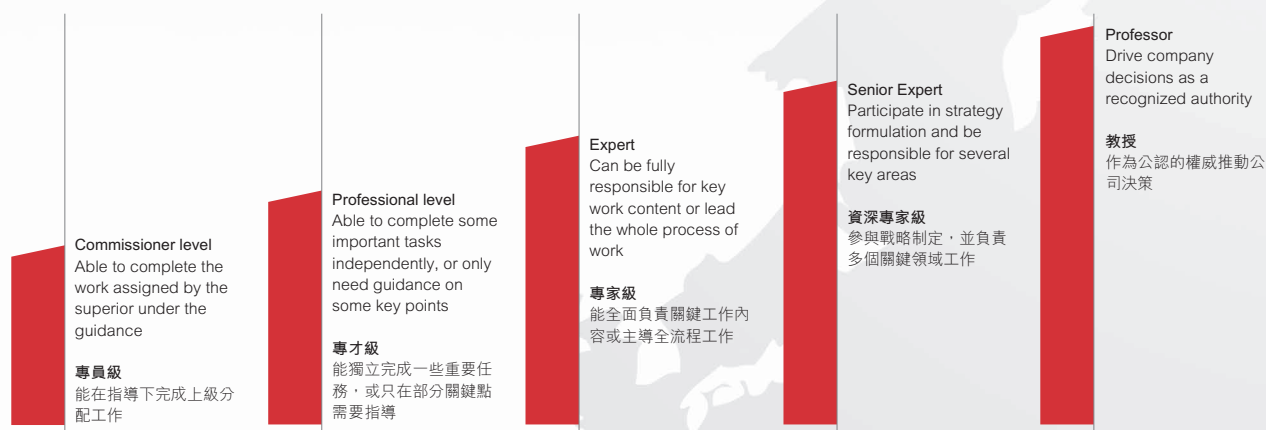
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Career Dual-Channel Development Program

職業雙通道發展體系方案

In 2022, the Group launched the Jiumaojiu Group Career Dual-Channel Development Program to effectively plan employee career development, enhance professional skills, and optimize human resources and organizational capabilities. This program aims to achieve a win-win situation for both employee and company development. The program includes two career development paths: the professional path and the management path, each providing continuous development opportunities for employees. The career dual-channel program is based on groups, categories, and positions. We divided the Group's business segments into six groups: Operations, Marketing, Technology, Supply Chain, Professional, and Management, with 22 categories and 68 positions in total.

於2022年，集團為有效規劃員工職業生涯、提高專業能力，以及有效規劃公司人力資源、提升組織能力，最終實現員工職業發展與公司經營發展雙贏，重點推出「九毛九集團職業雙通道發展體系方案」。集團設置專業通道和管理通道的兩條職業通道發展路徑，員工在專業通道或管理通道均可獲得持續發展。職業雙通道體系建立在族群、類別和崗位基礎上。根據九毛九集團各個業務板塊劃分為運營族、市場族、技術族、供應鏈族、專業族及管理族，共6個族群、22個類別、68個崗位。



Clear career paths for career advancement

清晰專業通道的晉升路徑

Career Dual-Channel Development Program

職業雙通道發展體系方案

Success Case

成功案例

A staff member in the HR department of Tai Er, a senior manager who joined the Company in September 2018 which had over 10 years of experience in the human resources field, is familiar with the relevant laws and regulations related to national labor relations and had extensive practical experience in preventing employment risks and handling labor disputes. During their tenure, this employee made significant contributions to standardizing labor relations management, reasonably avoiding employment risks, establishing warning mechanisms, and handling employee complaints and labor disputes properly. After the implementation of the dual-channel career development program, this employee is promoted to a junior expert in employee relations, becoming an outstanding talent case in the professional path promotion across the Group.

太二人事部員工，於2018年9月入職，職務為高級主管。該員工在人力資源領域從業時間超過10年，熟悉國家勞動關係相關法律法規，擁有豐富的用工風險防範、勞動糾紛處理實踐經驗。任職期間，對於規範勞動關係管理、合理規避用工風險、預警機制建立、妥善處理員工投訴和勞動糾紛等方面做出重要貢獻。在雙通道職業發展體系方案實施後，2022年9月晉升成為員工關係初級專家，是全集團專業通道晉升中的優秀人才案例。

EMPLOYEE CARE AND COMMUNICATION

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.

In addition to conducting employee satisfaction survey and collecting employee opinions through employee representative conference to take targeted measures to adjust and improve, the Group has also established different communication channels to collect employee opinions. Employees can also provide suggestions on group operations through relevant channels and be rewarded when making significant contributions. To further understand employees' recognition and evaluation of the Company and their needs, and to better improve the employee experience and promote the completion of various indicators of the Group, we conduct an employee satisfaction survey every six months. The survey dimensions include employees' satisfaction with company benefits, career planning, training mechanisms, promotion opportunities, enthusiasm, job satisfaction, and turnover intention, and others. This year, we received valid feedback from 78.5% of employees, and the average score for employee satisfaction was 8.7 points out of 10.

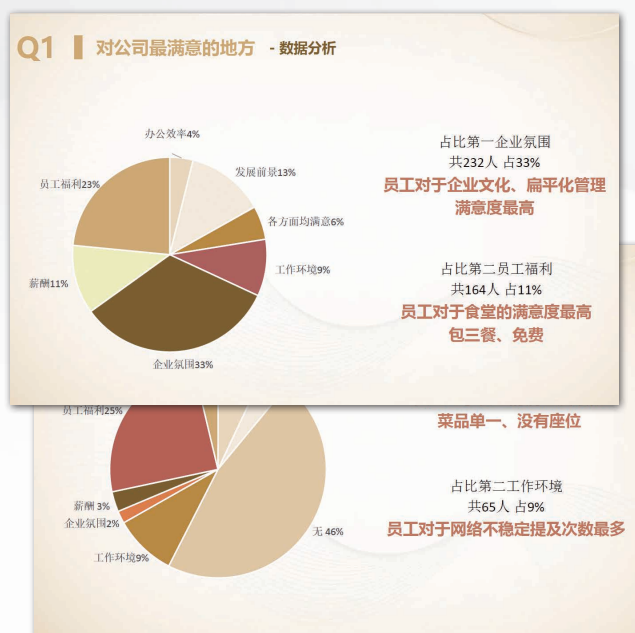
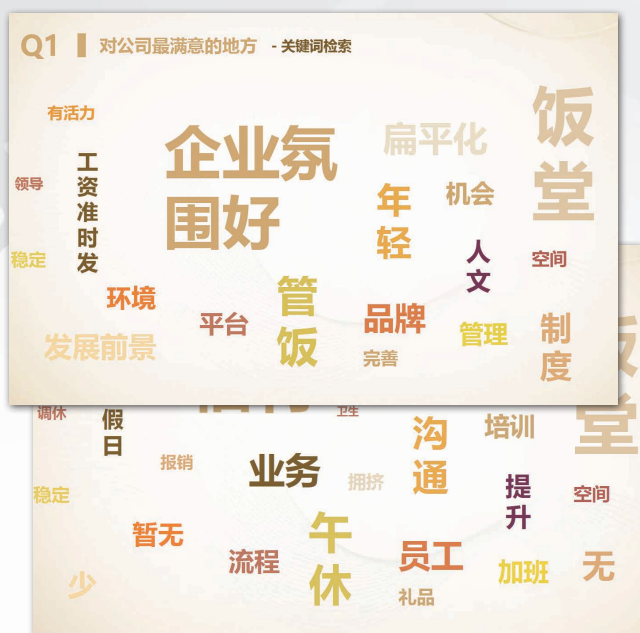
員工關愛與溝通

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。

集團除了通過員工滿意度調查和職工代表大會收集員工意見並採取針對性措施調整提升的有效方式外，亦建立不同溝通渠道以收集員工意見；員工亦能透過相關渠道提出對集團運營的建議，並對重大貢獻的員工給予獎勵。為進一步瞭解員工對公司的認識和評價，瞭解員工的需求，從而更好地提升員工體驗，促進集團各項指標的完成，我們每半年進行一次員工滿意度調查，調查維度包括員工對公司福利、職業規劃、培訓機制、晉升、積極性、離職傾向等，本年度調查問卷有效反饋回收率78.5%，員工滿意度評價平均分達8.7分/10分。

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2022 Satisfaction Survey
2022年企業滿意度調研



“Good Idea”
「好點子」

The “Good Idea” suggestion channel is open to all operation and functional employees of various brands across the country. This channel provides a platform for employees to showcase their talents by proposing improvement suggestions and innovative ideas. In 2022, a total of 72 good ideas were received through this channel, and 26 of them were adopted, covering areas such as operational management, administrative services, financial processes, and information systems optimization.

「好點子」建議通道面向全國各品牌員工開放，不論職能或門店夥伴，都可以通過此通道提出優化和創新的點子，是員工發揮才華的平台。2022年該通道一共收到72條好點子，其中26條被採納，覆蓋運營管理、行政服務、財務流程、信息系統等優化建議。



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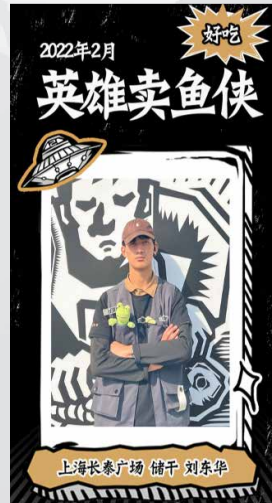
Always Appreciate Employees
時刻感激員工

The success of the Group relies on the diligence and contributions of employees in various positions. We never hesitate to show appreciation and timely express recognition and gratitude to employees through articles, provide small bonuses, and make employees feel valued and cared for, thereby increasing their sense of belonging to the Group.

集團的成功，有賴各個崗位員工盡職與貢獻，我們絕不吝惜讚賞，適時發文表達對員工的認可和感謝，提供少額獎金，讓員工感受到被重視和關注，增加員工對集團的歸屬感。



Tai Er Hero Selling Fishman Commendation Event
太二英雄賣魚俠表彰活動



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Employee Representative Conference

職工代表大會

On February 23, 2023, the Group successfully held its seventh employee representative conference. According to the conference agenda and the spirit of the workers congress, two conference agendas were reviewed and passed by a total of 108 employee representatives in attendance.

During the conference, employee representatives reviewed and passed the revision of regulations and systems related to significant employee rights, namely the Nathan Foundation's application conditions and the types of support to be provided. The conference also completed the review of the contents of the *Employee Privacy Policy* and the *2023 Confidentiality Agreement*. The employee representatives voted by raising their hands, and the results were read by a notary public.

Subsequently, the chairman of the employee representative committee, acting as the representative of the employee representative conference, signed an agreement with the company representative. After the conference, the resolution results were posted on the department and store bulletin boards for public notice.

2023年2月23日，九毛九集團成功舉行第七屆集團職工代表大會，根據大會議程及職工代表大會精神，本次會議審議通過了兩項會議議程，參會職工代表共108位。

在大會上，職工代表審議及通過涉及員工重大權益的規章制度的修訂—Nathan基金會的申請條件對象與幫扶類型，並完成審議《員工隱私政策》《2023版保密協議》的內容。職工代表通過舉手表決，由公證人宣讀審議通過兩項會議議程的結果。

及後，由職代會委員會主席作為職代會代表與企業代表簽訂協定。在會議結束後，亦將會議決議結果張貼在部門、門店公告欄處，進行公示。



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Nathan Foundation Nathan基金會

To promote the harmonious development of the Group and to help employees solve problems, the Nathan Foundation was established in 2014. The foundation's funding sources are the chairman and management's annual donation of RMB1 million, which is used to assist our employees or their siblings, spouses, children, parents, and parents-in-law in cases of major illnesses, serious personal injury accidents, and education-related financial difficulties.

Employees who have worked continuously for one year at Jiumaojiu Group automatically become members of the foundation and are eligible for assistance. The Nathan Foundation will continue to operate and gradually expand its funding and assistance scope to benefit more employees. In 2022, the Nathan Foundation has provided assistance to 60 employees, with a total amount of approximately RMB1,170,000. The assistance mainly covered medical expenses for employees and their relatives who suffered from major illnesses and educational expenses for employees' children.

為促進九毛九集團和諧發展，為員工排憂解難，集團於2014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。2022年，Nathan基金會已向60名員工提供援助，援助金額共約人民幣1,170,000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。

2022 Group's Anti-Epidemic Contributions 2022年集團戰疫事跡

In 2022, the epidemic continued to spread, and work and life seemed to be put on hold. However, the employees of the Group remained calm in face of danger, worked together, and fought against the epidemic with one heart. They practiced the corporate value of "Love" through practical actions, conveyed warmth to each other, gave back to society, and constantly enriched their lives, improved their skills, and showcased their unique style.

2022年疫情仍在蔓延，工作生活像是被按下了暫停鍵，九毛九集團的夥伴臨危不亂，同舟共濟，同心抗疫。他們以實際行動踐行價值觀「愛」，將溫暖傳遞給彼此，回饋社會，並不斷豐富生活，提升技能，展示獨特風采。

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2022 Group's Anti-Epidemic Contributions 2022年集團戰疫事跡

Volunteer Story: We Are In Action

志願者篇：我們在行動

"Volunteers needed for nucleic acid testing? Count me in!" In order to give back to society and contribute to epidemic prevention, Li Xue and Li Ming from the Tai Er Changchun Huoli City store, as well as Wu Feng from the Tai Er Ningde Wanda store, all volunteered to become community volunteers. They distributed testing taps, conducted nucleic acid testing, cleaned and disinfected areas, and transported supplies, working meticulously and in close cooperation with epidemic prevention workers to complete their volunteer duties.

「核酸檢測志願者報名？我來」為了回饋社會，為防疫貢獻自己的一份力，太二長春活力城店的李雪、李明以及太二甯德萬達店的吳鋒不約而同地報名成為社區志願者。送測紙、做核酸、清潔消毒、運送物資，他們配合防疫工作人員，一絲不苟得完成志願者工作。

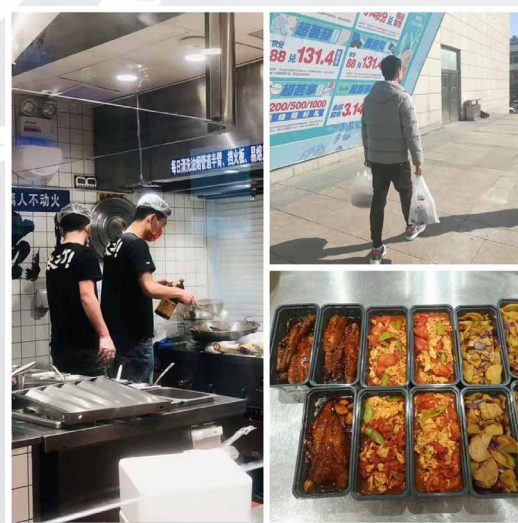


Food Delivery Story: No One Should Go Hungry

送餐篇：不能餓肚子

With the staff quarters under quarantine, getting enough to eat became a major problem. Wang Yushan, the manager of the Tai Er Changchun Hongqi Street Wanda store, and Ma Qing, the head of back kitchen, communicated with the property management and returned to the mall every day to use the store's equipment to prepare nutritious and delicious meals for the employees. They even personally delivered the meals to colleagues who were under quarantine in the staff quarters.

宿舍被封，吃飯成了大問題。太二長春紅旗街萬達店長王宇杉和後廚經理馬清和物業溝通好後，每日返回商場，利用店裡設備做營養美味的員工餐，並親自送給被封的宿舍夥伴。



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2022 Group's Anti-Epidemic Contributions

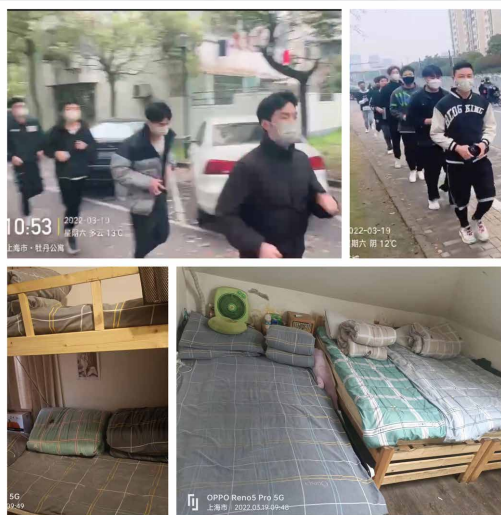
2022年集團戰疫事跡

Life Story: Exercise and Training Go Hand in Hand

生活篇：鍛煉培訓兩不誤

“Exercise to strengthen the body, boost immunity, and don't cause trouble for the country!” The employees at the Tai Er Shanghai Songjiang Impression City store and the Qibao Vanke store each day persistently went for a run to maintain their healthy physical condition. At the same time, they also ensured that the staff quarters were clean and tidy, leaving no opportunity for the virus to take hold!

「鍛煉身體，增強免疫力，不給國家添麻煩！」太二上海松江印象城店和七寶萬科店的夥伴每天堅持跑步，保持健康的身體狀態，同時做好宿舍內務整理，不給病毒絲毫機會！



Establishing a sense of “Be Prepared for Danger in Times of Safety”

樹立「居安思危」的憂患意識

To ensure that employees in the staff quarter had sufficient supplies during the quarantine period, the Group prepared emergency supplies in each staff quarter and established a hotline for assistance to jointly combat the epidemic.

集團為確保宿舍員工在封控情況下有足夠的物資準備，於每個宿舍準備應急物資與設立幫助熱線，共同對抗疫情。

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Provide a Comfortable Working Environment 提供舒適的工作環境

In 2022, the new floor of Union Office in Tianhe District, Guangzhou was completed, adopting modern design concepts. The interior space is spacious, bright, and well-laid out, exuding a modern atmosphere. Each workspace is equipped with comfortable chairs and spacious desks, allowing employees to feel comfortable and happy while working. In addition, the Group also collaborates with third-party partners to set up a specialty dyeing shop and a coffee bar in the office to provide employees with a good working environment and inspire their creativity.

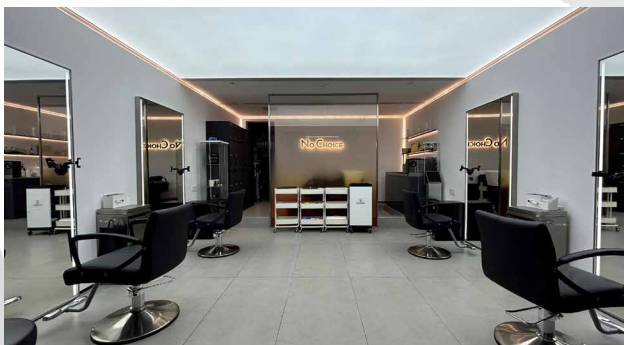
於2022年，位於廣州市天河區的聯合辦公室新樓層落成，辦公室採用現代化的設計理念，室內空間寬敞明亮，佈局合理，充滿著現代化的氛圍。每個工作區都配備有舒適的座椅和寬敞的辦公桌，讓員工在工作中感受到舒適和愉悅。此外，集團還跟第三方合作，於辦公室設立燙染專門店與咖啡吧為員工提供一個好的工作環境，激發大家的創造力。



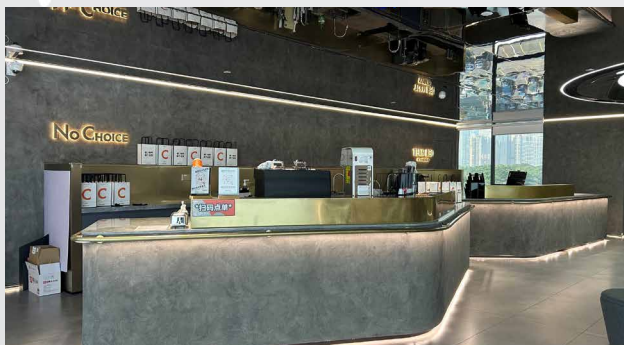
Workspace
辦公區



Brand R&D room
品牌研發室



Perm dye shop
燙染專門店



Cafe
咖啡吧

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Protection of Female Workers Management Policy

保護女性員工管理制度

The Group adopts a “zero tolerance” attitude towards workplace sexual harassment. We have set up a care hotline, encourage real-name reporting, conduct comprehensive investigations, protect the privacy of victims, and transfer perpetrators who have violated the law to judicial authorities for punishment.

集團對於職場性騷擾採取「零容忍」態度，我們設立關愛熱線，鼓勵實名舉報，作出全面調查，保護受害者隱私，依法移送施害者至司法機關處置。



In order to enhance the cohesion and communication among employees and relieve the fatigue of daily work, we organize various types of employee and holiday activities. Here are some highlights:

為了增強員工間的凝聚力與溝通並紓解日常工作的疲勞，我們舉辦不同類型的員工及節日活動，以下為部份活動花絮：

Highlights

活動花絮



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CUSTOMER RIGHTS PROTECTION

Safety Management of Stores

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 used online inspection and acceptance system. In the process of on-site inspection, the Customer Service Department evaluates on the quality of materials and construction techniques, and timely gives feedback and follows 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 brands' 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.

During the reporting period, the Group cooperated with an insurance company to conduct a safety risk assessment for store employees and customers. We analyzed previous claims and adjusted the public liability insurance and work-related injury insurance premium for the year accordingly.

客戶權益保護

門店安全管理

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，保障門店建設按時交質交付。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，保障客戶安全健康。

於報告期間，集團與保險公司合作，就門店員工與客戶的安全進行了安全風險評估，對過往理賠案件進行分析，並調整本年度公眾責任保險與工傷保險額度。

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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 System on Information Safety of the Group*, the *System on Prevention of Information and System Risks* and the *Administrative System 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 customers. In addition, the Group has established the *Jiumaojiu Group Privacy Policy* and related communication channels in accordance with the *Personal Information Protection Law of the People's Republic of China* to regulate the process of information collection, processing, storage, and disposal. Users can inquire about how the Group processes their data and, if necessary, request to delete their accounts and related information.

This year, the Group has further carried out more comprehensive information protection work. In accordance with relevant laws and regulations such as the *Personal Information Protection Law of the People's Republic of China*, *Data Security Law of the People's Republic of China* and *Cybersecurity Law of the People's Republic of China*, as well as standards and guidelines such as *Information Security Technology-Personal Information Security Specification (GB/T35273-2020)* and *Assessment Guidelines for Collecting and Using Personal Information by Mobile Internet Applications (Apps) (TC260-PG-20202A)*. The Group has conducted compliance reviews of the full data life cycle and data compliance management system. Based on the review results, we are promoting the establishment of multiple compliance management policies, including but not limited to the *Jiumaojiu Group Data Compliance Policy*, *Jiumaojiu Group Data Security Management System*, *Jiumaojiu Group Data Compliance Code of Conduct*, *Data Classification and Grading Management Measures*, and *Data Security Incident Emergency Management Measures*. We have effectively promoted data classification, permission setting, and management, further improved the compliance management system, and ensured the effective protection of user privacy and group data security.

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，依法保護客戶隱私。此外，對信息收集、處理、儲存及銷毀的流程，集團已按照《中華人民共和國個人信息保護法》建立《九毛九集團隱私政策》及相關溝通渠道，讓用戶能夠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及相關信息。

於本年度，集團進一步開展更全面的資訊保護工作。集團按照《中華人民共和國個人信息保護法》《中華人民共和國數據安全法》《中華人民共和國網絡安全法》等法律法規，並結合《信息安全技術個人信息安全規範》(GB/T35273-2020)《網絡安全標準實踐指南—移動互聯網應用程序(App)收集使用個人信息自評估指南》(TC260-PG-20202A)等標準指引，對集團的數據全生命週期合規、數據合規管理制度等事項進行了合規審查。根據審查結果，我們正在推進建立包括但不限於《九毛九集團數據合規方針》《九毛九集團數據安全管理制度》《九毛九集團數據合規行為準則》《數據分類分級管理辦法》《數據安全事件應急管理辦法》在內的多項合規管理制度，有效推進了數據分類分級、權限設置及管理工作，促使合規管理體系進一步完善、良性運作，有效保護用戶隱私及集團數據的安全。

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Regarding personnel management, we are not only strengthening institutional construction but also working on updating and signing the *Confidentiality Agreement* and *Noncompetition Agreement*, as well as developing and publishing the *Employee Privacy Policy*. Our aim is to continuously regulate and constrain the Group personnel to lawfully protect user privacy and ensure group data security.

Additionally, we have reviewed the Group's mini-programs and updated their settings and privacy policies. We have optimized the disclosure of information to ensure that our mini-programs comply with legal requirements for privacy protection. Furthermore, we have improved the channels for users to exercise their personal information-related rights, including but not limited to deleting their accounts, modifying or deleting personal information, and inquiring about their personal information.

在人員管理方面，我們除了強化製度建設，還正在推進《保密協議》《競業協議》的更新及簽署、制定並發佈《員工隱私政策》等工作，持續規範及約束集團人員依法保護用戶隱私及集團數據的安全。

此外，我們亦對集團旗下小程序進行了梳理，並對小程序設置及隱私政策進行了更新、優化了信息的披露，確保小程序在隱私保護方面符合法律法規的要求。同時，集團為各小程序優化了權利響應渠道，保障用戶可以行使自身個人信息方面的相關權利，包括但不限於註銷賬號、更改或刪除個人信息、查詢個人信息。

Information Security Management Measures

信息安全管理制度



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

Password management 密碼管理

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

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Reinforcing privacy protection
加強隱私保障

Identity authentication
身份驗證

- To ensure the security of customer accounts, we have implemented a user phone number login system that requires identity verification through the receipt of a dynamic code. The dynamic code is updated every two minutes and requires re-verification after each change of login device;
- 用戶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，保障客戶賬號安全；
- Customers' account security would be protected by the identity authentication and user security agreements of WeChat if they logged in through WeChat.
- 微信登錄方式由微信的身份驗證及用戶安全協議來保障客戶的賬戶安全。

Responsibilities clarification
明確權責

- Before registering as a user, customers are required to read and acknowledge the membership guidelines, which explicitly state their personal rights and responsibilities.
- 客戶註冊前需閱讀會員須知，明確其個人權益及責任。

Information protection
信息保護

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

RESPONSIBLE MARKETING AND PROMOTION

The Group adheres to the *Advertising Law of the People's Republic of China* and other relevant laws and regulations. We have developed and implemented provisions for brand promotion copy management in the *Guidelines on Crisis Management*. We have established ten principles for copywriting self-examination, which emphasize the importance of presenting an objective and truthful introduction of the Group's food and dining environment. We strictly prohibit the dissemination of false or prohibited advertisements and avoid violating restrictions on advertising in certain regions. Furthermore, we report the graphic and textual content and channels of external publicity to the Group's Public Affairs Department at least three days before the release. All marketing activities and promotional materials require departmental review to ensure the accuracy and rigor of the information.

During the reporting period, we did not receive any fines or administrative penalties related to marketing and promotion, which had a significant adverse impact on our business operations.

合理行銷及宣傳

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，建立文案自查十大原則，堅持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。

於本報告期內，我們並未就行銷及宣傳方面被處以任何罰款或行政處罰而對我們業務營運造成重大不利影響。

LOVE — ALWAYS PUT PEOPLE FIRST AND CARE FOR THE PARTNERS

愛—關愛夥伴，以人為本

RURAL REVITALIZATION

Common prosperity is an important development concept that aims to achieve the goal of shared prosperity for all people. This concept emphasizes that in the process of economic development, we should not only focus on the economic benefits of individuals or a few people, but should also enable more people to share in the fruits of economic development and achieve common prosperity for the entire society. As a responsible company, the Group always been committed to promoting common prosperity through various means to support the development and progress of society.

鄉村振興

共同富裕是一個重要的發展理念，指的是實現全體人民共同富裕的目標。這個理念強調在經濟發展的過程中，不應該只關注個人或少數人的經濟收益，而應該讓更多的人分享到經濟發展的成果，實現整個社會的共同富裕。作為一家負責任的企業，九毛九集團一直致力於推動共同富裕的實現，通過多種方式助力社會的發展和進步。

Educational revitalization

教育振興

Dafang County in Guizhou Province is a paired assistance county of Tianhe District, Guangzhou City. Tianhe District has been providing educational assistance to Dafang County. In response to the national call for “Common Prosperity” and “Rural Revitalization,” the Group has taken on its corporate social responsibility and chosen to contribute to the achievement of the “Urban-rural Common Prosperity” strategy by providing “Bright Eye” assistance. The Group conducted field visits to some primary schools in Dafang County and found that many of them had poor lighting conditions. After calculating the number of indoor lighting equipment needed for each village-level primary school in Dafang County, Jiumaojiu purchased and donated 750 sets of lamps and 99 sets of cables and installation auxiliary materials to the county. Of the 750 sets of lamps, 22 are reserved as backups, and the total purchase amount is approximately RMB300,000, covering a total of 99 classrooms. The lamps purchased are all LED classroom lamps that meet the latest national standards. The lifespan of these lamps is much longer than that of traditional incandescent lamps, and they also have the function of protecting eyesight. The Group hopes to provide the best lighting environment for the children in Dafang County with the highest standards, allowing them to love and enjoy learning.



貴州省大方縣是廣州市天河區的對口幫扶縣，一直以來，廣州市天河區對大方縣予以教育幫扶。九毛九集團為響應國家「共同富裕」和「鄉村振興」的號召，堅決承擔企業社會責任，選擇「亮堂護眼」的小切口，助力實現「城鄉共富」的大戰略。面向貴州大方的學齡兒童，九毛九集團實地考察了大方縣部分小學，發現仍有不少小學照明條件不佳。九毛九集團在統計了大方縣各村級小學需補充的室內照明設備數目後，採購了750套燈具和99套線纜及安裝輔材捐贈給大方縣，其中22套額外燈具作為備用，合計採購金額約人民幣30萬元，共覆蓋99間教室。所採購的燈具，皆為符合最新國標的LED護眼教室燈。這批燈具壽命遠比傳統白熾燈要長，同時也兼具護眼效果。九毛九集團希望以最高的標準，給貴州大方縣的小朋友最好的照明環境，讓小朋友們愛上學習、享受學習。

Talent Revitalization

人才振興

Industry-academia-research cooperation empowers rural revitalization with talent

產學研合作，人才賦能鄉村振興

The Group has signed strategic cooperation agreements with South China Agricultural University and Zhongkai University of Agriculture and Engineering, establishing industry-academia-research cooperation bases and doctoral workstations. A high-level innovation and research team consisting of “Experts + Doctors + Professional Technicians” has been formed to carry out research on new species breeding technologies and application promotion technologies for California sea bass. Qingqi Village, as a direct pilot area, has been given priority to introduce the latest technologies and has become an experimental base for the industrialization of research results in California sea bass breeding and processing. The Group’s research team regularly provides technical training and other services, accurately connects with the front line of the industry, and cooperates with the local government to actively explore the establishment of a new type of vocational farmer training and human resources development mechanism that combines skills training and practical experience, thereby enhancing the production technology level of local farmers. At present, the total number of employees in various experimental bases is 110, which has driven 63 local fish farmers to employment and brought an annual total revenue of RMB4.158 million to fish farmers. 12 new farmer training sessions have been conducted, which not only promotes local economic development and provides more job opportunities for the locals but also to some extent solves the problem of the shortage of agricultural science and technology talent in the local area, providing professional talent assurance for rural revitalization.

集團與華南農業大學、仲愷農業工程學院分別簽訂戰略合作協定，建立了產學研合作基地和博士工作站，組建了一支以「專家+博士+專業技術人員」為核心的高水準創新科研隊伍，開展加州鱸魚新型苗種繁育技術與應用推廣技術的研究。青岐村作為直接試點區域，優先引進最新技術，成為加州鱸魚繁育加工科研成果產業化實驗基地。集團科研隊伍定期展開養殖技術培訓等服務，深入產業一線精準對接，配合當地政府積極探索建立技能培訓、實踐鍛煉相結合的新型職業農民培訓和人力資源開發機制，提升當地農戶生產技術水準。目前各實驗基地員工總人數為110人，帶動當地養殖農戶就業63名，養殖農戶年總收益415.80萬元人民幣，開展新農民培訓12場，不僅促進了當地經濟發展，為地方提供更多的就業崗位，且在一定程度上解決了當地農業科技人才隊伍薄弱問題，為鄉村振興提供了專業化人才保障。



LOVE — ALWAYS PUT PEOPLE FIRST AND CARE FOR THE PARTNERS

愛—關愛夥伴，以人為本

Industrial Revitalization

產業振興

Joint agricultural development promotes industrial prosperity and revitalization

聯農帶農同發展，產業興旺助振興

To support the creation of the Agricultural High-tech Industry Demonstration Zone in Heyuan City and achieve the common development of the management committee, enterprises, and farmers, the Group has leveraged its own market demand advantages and promoted joint agricultural development through various methods such as “Company + Cooperative + Farmers + Base”, “Company + Village Collective Economy + Farmers + Base”, and “Company + Professional Village + Farmers + Vase”. This has encouraged farmers to actively participate in aquaculture using methods such as ponds and breeding tanks. The Group provides support and guarantees for farmers in terms of startup capital, fish fry, feed, animal protection, and technology. At the same time, through signing agreements and implementing price guarantees, the Group has vigorously promoted farmers’ participation in aquaculture. Since 2020, the Company has supported more than 400 households in all counties and districts of the city, effectively driving the employment of farmers and increasing income.

為助力河源市農高區創建，實現管委會、企業、農戶的共同發展，集團利用自身市場規模需求優勢，通過「公司+合作社+農戶+基地」、「公司+村集體經濟+農戶+基地」、「公司+專業村+農戶+基地」等聯農帶農方式，帶動農戶利用土塘、養殖池等方式積極參與水產養殖，在啟動資金、魚苗、飼料、動保及技術等方面為農戶提供支援和保障，同時通過簽訂協定，保價收購的方式，大力激發了農戶參與養殖的積極性。自2020年以來，公司已輻射帶動全市各縣區農戶400餘戶，有效帶動農戶就業、增收。



(一) Launching Financial Support

啟動資金保障

The Group, Heyuan City Government, and local financial institutions are jointly providing financial support to fish farmers. Farmers who cooperate with the Group can enjoy preferential policies such as low-interest loans and interest rate reductions, providing financial guarantees for their aquaculture businesses.

集團、河源市政府、河源市金融機構聯合全力在金融方面支持養殖戶，與集團合作的農戶都會得到低息減息等優惠政策，為養殖戶提供金融上的保證。

Industrial Revitalization

產業振興

(二) Information Technology Support

資訊技術保障

The Group has established an information management system for fish farmers, including fish pond monitoring, fish pond probes, and information exchange, to enable farmers to monitor and interact with information such as water temperature and pH values through their personal accounts. The Group has also promoted the use of information technology to enhance the productivity and efficiency of aquaculture businesses.

為養殖戶搭建魚塘監控、魚塘探頭、資訊互訪等資訊化管理工程，讓農戶在個人帳戶上實現魚塘水溫、PH值等監控和資訊互動、資訊技術推廣等。

(三) Aquaculture Material Support

養殖原料保障

Farmers who have their own fish ponds and are capable of normal aquaculture production of California sea bass can sign a Cooperation Agreement with the Group to solve the problem of aquaculture materials such as fish fry, feed, and animal protection needed for their fish farming businesses. This helps ensure a stable supply of aquaculture materials to support the farmers' businesses.

農戶自有可養殖加州鱸魚、能正常開展農業養殖生產的魚塘，通過與集團簽訂《合作協定》，解決農戶養殖所需的魚苗、飼料、動保等養殖原材料問題。

(四) Price Guarantee Repurchase Support

保價回購保障

According to the agreement, the Group will repurchase the products from fish farmers at a guaranteed price, ensuring the farmers' sales channels and profit margins.

根據協定將向養殖戶進行保價回收，確保養殖戶的銷售管道和利潤空間。

The "Company + Farmers" model has significant benefits for fish farmers. Under this cooperation, farmers no longer bear any market risks for products that cannot be sold or are priced below the production cost. They also do not need to decide what to produce, and can expect stable income from their businesses. For the enterprise, it can quickly expand its demand scale and provide supporting services for the industry chain to help fish farmers. With the promotion of the Group, the cooperation has already reached more than 400 households of farmers, and it is expected to drive considerable production capacity and annual output value of California sea bass aquaculture.

「公司+農戶」模式，對養殖戶來說，這種合作最大好處是，養殖戶不再承擔任何產品不能銷售或售價低於生產成本的市場風險，也不需要自己決定生產什麼，並有穩定的預期經營收入。對企業來說可以迅速的擴大需求規模，用心做好產業鏈的配套服務好養殖戶。在集團推廣下已達成合作意向農戶達到400多戶，預計將帶動可觀的鱸魚養殖產能及年產值。

The Group has always adhered to the value of "common prosperity at Jiumaojiu Group". It will continue to make positive contributions to achieving common prosperity through its own efforts, and is committed to promoting the common development and prosperity of enterprises and society.

集團始終秉持「九毛九共同富裕」的價值觀念，將繼續通過自身的努力，為實現共同富裕而做出了積極的貢獻，致力於推動企業和社會的共同發展和繁榮。

BRAVERY — BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY 勇—勇於爭先，勇於承擔

DIGITAL TRANSFORMATION

Smart catering has the ability to connect the catering industry chain and effectively maximize the use of the catering industry's ecological power. Catering companies can find potential opportunities and achieve true digital upgrading based on the adaptability of digital applications. The Group has been committed to the digital transformation of catering, driving both internal and external efforts to enhance the digital capabilities of catering companies, in order to improve operational efficiency and customer experience. Internally, digitization is a key tool for optimizing internal management and achieving cost savings and efficiency improvements within the Group. Externally, digital capabilities are the underlying foundation for traffic operations and channel/model innovations, and are key to achieving a competitive edge for catering companies in the next stage of competition. Currently, the Group has basically completed the task of replacing third-party software with self-developed SaaS system modules. Going forward, the Company's focus will continue to be on in-depth research and development of information system modules for core businesses, as well as accumulating and utilizing data analysis to assist in management decision-making. With the arrival of the 5G era, technology can be used for smart warehousing to improve the accuracy of stocking and storage efficiency. Modern science and technology continue to empower aquaculture, logistics, processing, marketing, and other areas, leading the catering industry towards standardization and scale. IT technology can be applied to the management of logistics, warehousing, and cash register systems. Smart fish farming can be used for visualizing sea bass production and fry cultivation, improving efficiency and accuracy.

數字化轉型

智慧餐飲有能力打通餐飲產業鏈，能有效最大化利用餐飲產業生態力，而餐飲企業能夠根據當下數字化應用的適配性找到潛在機會實現真正的數字化升級。本集團一直致力於餐飲數字化轉型，內外共驅餐飲企業數字化能力提升，以提高運營效率和客戶體驗。對內而言，數字化是優化內部管理，實現集團降本增效的主要工具；對外而言，數字化能力是流量運營和渠道／模式創新的底層基礎，是下一階段餐飲企業的競爭高地。現時，集團基本上完成了用自己研發的SaaS系統模塊替代第三方軟件的工作，後續公司的工作重點將繼續深入研發核心業務的信息系統模塊，積累並運用數據分析來輔助經營管理決策。5G時代來臨，技術可以用於智慧倉儲，提高備貨的準確率和提升倉儲效率。現代科學技術持續賦能養殖、物流、加工、行銷推廣等，餐飲業走向標準化、規模化。IT技術應用於物流、倉儲、收銀系統的管理；智慧養魚應用於鱸魚生產視覺化，魚苗培育視覺化，提高效率 and 準確率。

BRAVERY — BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY 勇—勇於爭先，勇於承擔

Highlight Case Study – Da Tou (Guangzhou) Software Technology Co., Ltd. 亮點案例 — 大頭(廣州)軟件技術有限公司

In the past, the Group mainly relied on information systems and services provided by external suppliers to support daily operations and provide more convenient services. The Group understands that digital operations and big data analysis are the future trends of various industries. Therefore, in August 2020, the Group established Da Tou (Guangzhou) Software Technology Co., Ltd. (“Da Tou Software”), which is dedicated to providing secure and competitive integrated, all-chain catering SaaS service solutions for the Group’s major brands and functional departments. In just over two years, Da Tou Software has successfully obtained 23 software copyrights. These products are online in over 400 stores of the Group, with over 100,000 users using them every day.

過往，集團主要依靠外部供應商所提供的信息系統與服務以支撐日常營運所需及提供更便捷的服務。集團深明數字化運營及大數據分析必定是未來各行各業的大趨勢，因此，集團於2020年8月已成立了大頭(廣州)軟件技術有限公司(「大頭軟件」)，大頭軟件致力於為集團旗下各大品牌以及各職能部門提供安全可靠、競爭力強的一體化、全鏈路餐飲SaaS服務解決方案。在單單2年多時間裡，大頭軟件已成功取得23個軟件著作權，產品在集團400多家門店上線，每天有超10萬用戶在使用。

In 2022, in addition to being included as a 2022 Best Practice Case of China’s Retail Digital Transformation by the China Chain Store & Franchise Association, Da Tou Software has also been recognized as a High-tech Enterprise. This not only signifies the Company’s software development level and achievement transformation have gained national industry recognition, but also creates favorable conditions for the Company to obtain higher tax reduction policies and policy subsidies in the future, while promoting the digital transformation of the Group. Da Tou Software has also joined the Guangzhou Software Industry Association this year, hoping to receive support from the association in industry information, technology exchange, and cooperation, and eager to learn and collaborate with industry benchmark enterprises to contribute to the development of the industry.

於2022年，大頭軟件對集團所作出的貢獻除了被中國連鎖經營協會納入為「2022中國零售數字化轉型最佳實踐案例」外，亦通過高新技術企業認定申請，這不僅標誌著公司的軟件研發水準以及成果轉化獲得了國家行業認可，更會在將來為公司獲得更高的減稅政策及政策性補貼創造有利條件，同時有利於推動集團的數字化轉型。而大頭軟件亦於本年度加入了廣州市軟件行業協會，希望獲得協會在行業資訊、技術交流以及合作方面的支援，亦渴望和行內標桿的企業學習交流與合作，為推動行業的發展做貢獻。

BRAVERY — BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY 勇—勇於爭先，勇於承擔

Highlight Case Study – Digitalization Lab

亮點案例 — 數字化實驗室

In order to meet the needs of different brands, Da Tou Software helped the Group build a simple digitalization lab. The lab creates a highly simulated pre-production environment and restores the system situation of the restaurant for daily pre-order testing, release testing, and discussions with business departments on system optimization updates. It also checks the stability of the online detection system, detects data in real-time, and promptly repairs any issues that arise. The lab is equipped with relevant equipment that accurately simulates the complete process of ordering, printing receipts, and payment in the store, allowing new system modules to undergo a full simulation test in the lab before being launched in the restaurant, thus improving development efficiency. 為了迎合不同品牌的需求，大頭軟件協助集團構建了一個簡單的數字化實驗室，打造高模擬度的預生產環境數字實驗室還原餐廳的系統實況，用於日常的餐前測試、發版測試、以及跟業務部門進行系統優化更新的探討；並且線上檢測系統的穩定性，即時檢測資料、及時修復出現的問題。實驗室配備相關設備貼切模擬門店點餐、出單、支付一整套的完整流程，使得新系統模組在餐廳正式上線前可以在實驗室進行全套模擬測試，提升開發效率。

One-to-One Analog Restaurant System Environment 一比一類比餐廳系統環境

For different brands' system requirements, the lab can accurately restore the restaurant ordering situation and provide a one-to-one analog restaurant system experience that is closely tailored to the brand's needs. 對於不同品牌的不同系統需求，實驗室能夠一比一還原餐廳點餐情況，類比餐廳系統體驗，貼近品牌需求。

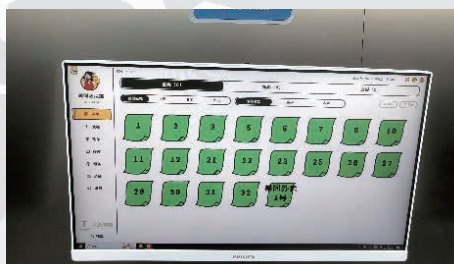
Post-release Process Testing & Pre-order Testing 發版後流程測試&餐前測試

After every version update and before store opening, each brand needs to perform a full system testing process. The lab analogs the restaurant situation and conducts multiple tests to ensure the system functions properly on a daily basis for release and deployment. 在每次進行版本更新之後以及門店營業前，每個品牌都需要進行全流程的系統測試，類比餐廳的情況配合不同的情形進行多次的測試，確保每日的系統功能正常發版和上線運用。

Standardized Management of Testing Equipment 規範管理測試設備

The unified planning of the pre-production environment in the digitalization lab greatly reduces space waste and facilitates communication and collaboration among testing colleagues without disturbing others, thereby improving work efficiency and space utilization. Additionally, the standardized management of testing equipment ensures that the lab is well-equipped to meet the needs of different brands and testing scenarios.

將預生產環境統一規劃到數字實驗室大大減少了空間浪費，也便於測試同事不打擾到他人的情況下，進行溝通和交流，提高了工作效率和空間利用率。此外，標準化的測試設備管理保證了實驗室設備齊全得以滿足不同品牌、不同測試場景的需求。



BRAVERY — BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY 勇—勇於爭先，勇於承擔

Smart Aquaculture Project

The Smart Aquaculture Project has been supplying sea bass to our restaurant network since 2021. The project gradually realizes a new model of green development for aquaculture that integrates aquaculture production management and technology application based on the actual needs of California sea bass aquaculture construction, relying on advanced agricultural IoT, Internet, big data, and other technologies. It achieves informationization, digitization, intelligence, and precision management of California sea bass farming, reduces management costs, and improves product quality, truly achieving increased production and efficiency. The project has built a smart aquaculture traceability management platform, creating an information-based traceability system that ensures the traceability of products. From the starting point of seedlings to the end of sales, there are detailed "production records". Regardless of which stage the problem may occur, there are records available and can be traced, allowing customers to consume with peace of mind.

Smart Aquaculture Environment Monitoring System

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

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。

智慧養殖項目

智慧養殖項目自2021年起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、數字化、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細的「生產記錄」，無論哪個環節出現問題都有據可查，使得客戶真正放心消費。



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Entire industry chain transparent traceability management system

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 aquaculture 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.

透明化溯源管理系統

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。

Big data management system

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

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。



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CONTRIBUTE TO INDUSTRY DEVELOPMENT

As a leading player in the catering industry, Jiumaojiu Group actively contributes to the industry's development, food safety, energy conservation, and environmental protection through various levels and industry associations. In 2022, we participated in international conferences such as the "Shenzhen Food Safety Forum", national conferences such as "Symposium on the Development of the Catering Industry in Guangdong by the Ministry of Commerce", and provincial-level meetings such as "Symposium on Relief Measures for Catering Enterprises by the Provincial Department of Commerce" as the organizer or guest speaker. We provided profound insights and suggestions in guiding the industry's development and some of our proposals were adopted by government departments. As members of various catering associations and policy committees, we continue to participate in industry exchanges, share practical operational scenarios, and provide targeted and actionable recommendations for promoting catering development, food safety, and preventing food waste.

In 2022, the Group actively participated in the development of a national group standard named *Evaluation System for Good Practices in Food Conservation*, which was convened by the Guangdong Food Safety and Security Promotion Association. The standard establishes a set of evaluation indicators for implementing good practices in anti-food waste and food conservation from the company policy level to the operational level for food production and management organizations, school canteens, corporate canteens, and catering sales platforms. The standard not only recognizes domestic companies with outstanding achievements in food conservation but also serves as an effective reference for many catering enterprises to implement related work and jointly promote the development of green catering in China. The Group standard was drafted and publicly solicited opinions during the reporting period and was released on the National Group Standard Information Platform on April 6th, 2023.

The Group is committed to continuously enhancing communication and exchange among enterprises, actively participating in industry associations, promoting innovation and development within the industry, and achieving mutual progress with the industry in the future.

貢獻行業發展

九毛九集團作為餐飲龍頭企業，通過不同層面及行業協會發聲，積極在行業發展、食品安全、節能環保等方面積極建言獻策。2022年，我們參與國際級會議「深圳食品安全論壇」，國家級會議「商務部來粵調研餐飲行業發展座談會」，省級會議「省商務廳餐飲企業紓困座談會」，作為主辦方或座談嘉賓代表發言，在規範引導行業發展方面，提出深刻見解，而當部分建議更被政府部門所採納。作為眾多餐飲協會的會員與政策委成員，持續參加行業交流，分享自身實際經營情況，在推動餐飲發展、食品安全與防止餐飲浪費等方面提出了具有針對性和操作性的建議。

於2022年，集團更應廣東省食品安全保障促進會的召集，主動參與全國性有關《節約食品良好行為規範評價體系》團體標準的制定工作，該標準主要對食品生產經營組織、學校飯堂、企業事業單位飯堂以及餐飲銷售平台建立了一套從公司政策層面至運營層面方面所實施反食物浪費及節約食品等良好行為的評價指標體系，除了能夠表彰國內在節約食品方面有優秀成績的企業外，亦能有效作為參考的標準，讓眾多餐飲企業有效實施有關方面的工作，共同推進國內綠色餐飲的進程。有關團體標準已經於報告期內完成起草及公開徵求公眾意見，並於2023年4月6日在「全國團體標準信息平台」上發佈。

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。

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2022 List of Industry Conferences that Jiumaojiu Group Participated in
2022年九毛九集團參與行業會議清單

Industry development and promotion of regional economy 行業發展與促進地區經濟	National level 國家級	Industry association 行業協會端
	<ul style="list-style-type: none"> Symposium on the Development of the Catering Industry in Guangdong by the Ministry of Commerce 商務部來粵調研餐飲行業發展座談會 	<ul style="list-style-type: none"> 2022 China Chain Catering Summit 2022中國連鎖餐飲峰會 Conference of Young Entrepreneurs Association of China 中青企協會議 Fashion Retail Summit 時尚零售峰會 CCFA Policy Committee Seminar on Tax Exemption and Refund CCFA政策委留抵退稅研討會 Exchange Meeting between Schools and Enterprises of University of Macau 澳門大學校企合作交流會
	<p>Provincial and municipal level 省市區級</p> <ul style="list-style-type: none"> Symposium on Relief Measures for Catering Enterprises by the Provincial Department of Commerce 省商務廳餐飲企業紓困座談會 Seminar on Promoting Consumption by the Municipal Bureau of Commerce 市商務局促消費工作研討會 Consumer mobilization meeting by the Municipal Bureau of Commerce 市商務局消費動員會 Symposium on the Economic Situation in the First Half of the Year by the Municipal Development and Reform Commission 市發改委上半年經濟形勢調研座談會 Analysis Meeting on the Economic Situation in the Third Quarter by the Municipal Development and Reform Commission 市發改委第三季度經濟形勢分析會 Representatives' Meeting of the Tianhe District People's Congress 天河區人大代表會 Land Project Symposium in Songjiang District, Shanghai 上海市松江區地塊項目座談會 Symposium of the Agricultural and Rural Bureau in Tianhe District 天河區農業農村局座談會 Evaluation Meeting for Land Projects in Tianhe District 天河區地塊項目評估會 Exchange Meeting for Listed Companies in Nansha District 南沙區上市企業交流會 	
Food safety 食品安全	<p>International level 國際級</p> <ul style="list-style-type: none"> Shenzhen Food Safety Forum 深圳食品安全論壇 	<p>Provincial level 省級</p> <ul style="list-style-type: none"> Launch Ceremony of Provincial and Municipal Food Safety Week by the Supervision Bureau 省市監局食品安全周啟動儀式
Green catering 綠色餐飲	<p>Provincial level 省級</p> <ul style="list-style-type: none"> Anti-food Waste and Prepared Food Development Forum 制止餐飲浪費暨預製菜發展論壇 	<p>Industry association 行業協會端</p> <ul style="list-style-type: none"> CCFA Seminar on Anti-Food Waste in Catering Industry CCFA反餐飲浪費研討會 CCFA Exchange Meeting on Low-Carbon Operation of Chain Enterprises CCFA連鎖企業低碳運營交流會 CCFA Exchange Meeting on Promoting Food Waste Reduction CCFA推進減少食物浪費交流會

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Case study: Leading the industry in food safety development 案例：引領行業食品安全發展

The Shenzhen Food Safety Forum is an important industry event hosted by the Shenzhen Food and Drug Safety Committee Office and the Shenzhen Market Supervision Administration, aimed at promoting the improvement of food safety management and the healthy development of the industry. International organizations and institutions such as the United Nations Food and Agriculture Organization, the Codex Alimentarius Commission, the European Food Safety Authority, and the British Standards Institution, as well as representatives from food regulatory agencies and experts from scientific research institutions and universities from different countries, will attend the forum to conduct in-depth technical exchanges and give speeches on various food safety issues. This effectively promotes the exchange of information among all parties involved in food safety, enhances mutual understanding and trust among all parties.

Jiumaojiu Group has always attached great importance to food safety and quality control, and has established a mature and strict control and testing system. The Group was invited to attend the forum, and Ms. Zhao Yuanyuan, Vice President of the Group, represented the Group to speak at the forum. Over the six years since the forum was held, Jiumaojiu Group was the only catering enterprise to speak on behalf of the industry. Ms. Zhao Yuanyuan also discussed new trends, new ideas, new technologies, and new methods in the field of food safety with many institutions and experts at the forum. In addition to effectively promoting the development of food safety in the industry through technical sharing, she also hoped to introduce these new ideas and technologies into the Group's food safety work, so that our products can achieve high quality and safety.

深圳食品安全論壇是由深圳市食品藥品安全委員會辦公室、深圳市市場監督管理局主辦一個重要的食品安全行業盛會，旨在推動食品安全管理水準的提高，促進行業的健康發展。包括聯合國糧農組織、國際食品法典委員會、歐洲食品安全局、英國標準協會等國際組織和機構，來自不同國家的食品監管部門代表和科研院所專家學者亦會出席論壇並就不同有關食品安全議題進行深入的技術交流及發表演講，有效促進食品安全各相關方的資訊交流，增進了各方的理解與互信。

九毛九集團一直注重食品安全和品質控制，建立成熟且嚴格的控制和檢測體系。九毛九集團受邀出席論壇，並由集團副總裁趙媛媛女士代表集團於論壇中發言，論壇舉辦6年以來，九毛九集團是唯一代表行業發言的餐飲企業。趙媛媛女士亦於論壇中與眾多機構與專家探討食品安全領域的新趨勢、新思想、新技術和新方法，除了能夠透過技術分享有效促進行業食品安全的發展，亦希望能夠將這些新思維新技術引入集團的食品安全工作當中，讓我們的產品能夠做到優質及安全。



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RESPONSE TO CLIMATE CHANGE

Climate change has led to frequent extreme weather events, which have a significant impact on business operations. To respond to climate change and improve the resilience of the Group's business operations, we worked with a third-party ESG consultant to conduct a climate risk assessment of the Group. We identified climate change risks that may or have already had a significant impact on the Group, including the fact that most of our customers dine in shopping centers or malls are located in first- or second-tier cities, which have high resilience to extreme weather events such as typhoons, storms, and heavy rain in terms of rainwater drainage, building structure, communication infrastructure, and power grid facilities. Therefore, we believe that the impact of extreme weather on our store operations is limited. In addition, changes in climate conditions (such as changes in rainfall patterns and rising environmental temperatures) may also affect the stability of the Group's suppliers and breeding chains, as well as the quality and cost of our ingredients, which poses a certain level of operational risk. As of the end of the reporting year, our business operations or financial performance have not been significantly affected by climate change or extreme weather conditions. We have identified the following risks and taken corresponding mitigation measures in response to the risks brought about by the changes in policies, laws, technologies, and markets taken by the market or regulatory agencies to mitigate and adapt to climate change (transition risks). However, the Group's identification and assessment of climate-related risks and opportunities are still in the preliminary stage. Nevertheless, we understand that sound governance arrangements are essential for effective management of climate-related risks. We will continue to work with third-party ESG consultants to incorporate climate risks into the Group's enterprise risk management mechanism, and set climate-related goals and indicators as soon as possible. We will disclose the quantitative indicators for monitoring progress in achieving each designated key performance indicator in our annual ESG report to the Board of Directors and stakeholders.

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。為應對氣候變化並提高集團業務營運的韌性，我們與第三方ESG顧問共同開展集團的氣候風險評估。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，客戶就餐區域大多位於購物中心或購物商城內，所在地大多位於一線或二線城市，該等城市無論對雨水疏導、樓宇結構、通信基礎設施、電網設施均就極端天氣（如颱風、風暴和暴雨）的影響韌性較高；因此，我們認為集團的門店營運受到極端天氣的影響有限。此外，氣候狀況的變化（例如：降雨模式變化、環境溫度上升）亦有可能會影響本集團供應商供貨與集團養殖鏈的穩定性及對食材的質素與成本構成影響，這致使我們存有一定程度營運風險。截至報告年底，我們的業務營運或財務業績並無因氣候變化或極端天氣狀況而受到任何重大影響。對於市場或監管機構為緩解和適應氣候變遷的需求，在政策、法律、技術和市場所採取的變化所帶來的風險（過渡風險），集團已識別以下風險及作出相應緩解措施。然而，本集團對氣候風險與機遇的識別與評估仍處於初步階段，但我們明白健全的管治安排對於有效管理氣候相關風險至關重要，我們將繼續與第三方ESG顧問合作，將氣候風險納入至集團的企業風險管理機制當中，並儘快設定與氣候相關的目標及指標，通過年度ESG報告向董事會與利益相關方披露集團就每個指定關鍵績效指標項下的量化指標用於監控達成的進展情況。

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Risks 風險	Physical risk/ Transition risk 實體風險／ 過渡風險	Risk Description 風險描述	Mitigation 緩解措施
<p>Stricter regulatory disclosure requirements on climate change 關於氣候變化的更嚴格的監管披露要求</p>	<p>Transition risk 過渡風險</p>	<p>The stricter ESG disclosure requirements will increase the risk for the Group of noncompliance with relevant laws and regulations (such as the Hong Kong Stock Exchange's ESG guidelines), which may result in legal or regulatory actions, business interruptions, reputational and/or financial losses, or increased capital investment and compliance costs. 更加嚴格的ESG披露要求將增加集團未能遵守相關法律和法規(如香港交易所ESG指引)的風險，使集團面臨法律或監管行動、業務中斷、聲譽和／或財務損失，或資本投資和合規成本增加。</p>	<ul style="list-style-type: none"> ■ To avoid increased costs, penalties, or reputational risks due to delayed responsiveness, it is important to regularly monitor existing and emerging trends, policies, and regulations related to climate and alert senior management when necessary. ■ 定期監測與氣候有關的現有和新出現的趨勢、政策和法規，並準備在必要時提醒最高管理層，以避免因反應遲緩而導致成本增加、違規罰款或聲譽風險。 ■ Entrusted third-party ESG professionals to provide ESG reporting services can ensure the quality and accuracy of the Group's ESG reporting content and compliance with relevant regulations. This can help the Group to better understand its ESG performance, identify areas for improvement, and communicate its ESG achievements to stakeholders. Additionally, third-party ESG professionals can provide valuable insights and expertise on emerging ESG issues and trends, helping the Group to stay ahead of the curve and proactively address ESG risks and opportunities. ■ 聘請第三方ESG專業人士提供ESG報告服務，以確保集團ESG報告內容的品質和準確性，並遵守相關法規。 ■ Regular meetings with ESG professionals can help the Group to stay up-to-date on the latest ESG news and regulatory updates, enabling it to take timely and appropriate action. By staying informed of emerging ESG issues and trends, the Group can proactively manage ESG risks, identify new opportunities for sustainable growth, and further enhance its ESG performance. These meetings can also facilitate dialog and collaboration with external stakeholders, building trust and enhancing the group's reputation as a responsible and sustainable business. ■ 定期與ESG專業人士會面，瞭解最新的ESG新聞和法規更新，以便及時採取適當措施。

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Risks 風險	Physical risk/ Transition risk 實體風險／ 過渡風險	Risk Description 風險描述	Mitigation 緩解措施
<p>Stakeholders' expectations for sustainability achievements are increasing 利益相關方對可持續性成就的期望越來越高</p>	<p>Transition risk 過渡風險</p>	<p>Stakeholders' expectations for sustainable development achievements are increasingly high, which will increase the risk for the Group of not meeting the growing concern for the Group's ESG performance. This may result in reputational and/or financial losses or increased capital investment and marketing costs. 利益相關方對可持續發展成就的期望越來越高，這將增加集團的風險，即不能滿足對集團ESG表現的日益關注，使集團面臨聲譽和／或財務損失，或資本投資和行銷成本增加。</p>	<ul style="list-style-type: none"> ■ Continuously promoting the Group's sustainable development efforts both online and offline can help raise awareness and engage stakeholders. ■ 持續於線上線下宣傳集團的可持續發展努力。 ■ Through stakeholder engagement, the Group can understand the changing demands and perspectives of stakeholders, and disclose corresponding content in its annual ESG report and through different communication channels. ■ 透過利益相關方參與工作，瞭解相關方對集團要求與觀點的變化，除了於每年ESG報告中，作出對應內容的披露，亦會透過不同的溝通渠道，與各相關方對話。 ■ Actively initiate various environmental and community investment projects, such as "Tai Er Garbage Hero", "He Yingjun Public Welfare Cat Food", "Bright Program", and others, to demonstrate its commitment to sustainability and contribute to the well-being of local communities. ■ 積極開展不同環保與社區投資項目，例如「太二垃圾俠」、「何英俊公益貓糧」、「亮堂計劃」等等。

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Risks 風險	Physical risk/ Transition risk 實體風險／ 過渡風險	Risk Description 風險描述	Mitigation 緩解措施
<p>Extreme weather events may lead to the suspension of business operations 極端天氣或導致集團業務停運</p>	<p>Acute physical risk 急性實體風險</p>	<p>The frequency and severity of extreme weather events such as typhoons, storms, and heavy rain may increase, which could damage power grids, communication infrastructure, or cause flooding, hindering and endangering our employees' work and safety. This could result in decreased productivity and reduced capacity, or expose the Group to risks associated with non-performance and delayed performance, leading to business interruptions, financial losses, or employee injuries.</p> <p>颱風、風暴和暴雨等極端天氣的頻率和嚴重程度增加，可能會破壞電網、通信基礎設施或造成洪水，妨礙和傷害我們員工的工作與安全，導致能力下降和生產率降低，或使本集團面臨與不履行和延遲履行有關的風險，導致業務中斷、財務損失或員工受傷。</p> <p>Extreme weather events may also cause damage to the Group's assets, goods, and equipment, leading to increased facility maintenance and repair costs. Insurance premiums may also increase, and the availability of insurance coverage may be affected, especially for operational locations with a high frequency of extreme weather events and lower resilience, such as the sea bass farming base.</p> <p>極端天氣還可能對集團的資產、貨物和設備造成損害，導致設施維護和維修費用增加。保險費亦可能增加，保險範圍的可用性可能會受到影響，特別是對於極端天氣發生頻率且較低抗禦力的營運地點，例如鱸魚養殖基地。</p>	<ul style="list-style-type: none"> ■ Site selection in the pre-construction phase ■ 前期選址 → Before construction begins, the Group commissions third-party professional organizations to conduct environmental impact assessment analysis, including an analysis of the surrounding environment. This allows the Group to better understand potential environmental risks that may occur in the surrounding area, such as flooding or landslides, and take appropriate preventative and contingency measures during construction to mitigate these risks. → 在建設前均委託第三方專業機構進行環境影響評價分析，當中亦包含項目地周邊環境的分析，這讓集團更了解周邊環境或會發生的環境風險，例如：洪澇災害、山泥傾斜等，在工程建設時能夠作出相應防範及應變建設。 ■ Operating ■ 營運中 → To minimize potential risks and hazards to its employees, especially during adverse or extreme weather conditions, the Group adopts flexible work arrangements and preventive measures. This includes developing emergency response plans, conducting regular evacuation training and drills, → 為了最大限度地減少對員工潛在的風險和危險，本集團在惡劣或極端天氣條件下採取了靈活的工作安排和預防措施，制定應急計畫；恆常進行疏散培訓和演習。

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Risks 風險	Physical risk/ Transition risk 實體風險／ 過渡風險	Risk Description 風險描述	Mitigation 緩解措施
<p>Frequent extreme weather events and slow climate condition changes may damage the Group's supply chain</p> <p>極端天氣頻發與慢性的氣候狀況變化或會導致集團供應鏈受損</p>	<p>Acute and chronic physical risks</p> <p>急性與慢性實體風險</p>	<p>Extreme weather conditions may also result in disruptions to our logistics and supply chain, as well as damage to the Group's farming chain, affecting the stability and quality of raw material supply and product delivery services, and impacting the Group's procurement cost structure. Climate change can also lead to water scarcity, severely affecting the water supply to farming bases and potentially impacting production, such as reduced yield and production shutdown.</p> <p>極端天氣條件也可能導致我們的物流、供應鏈中斷、集團養殖鏈受損，影響原材料供應和產品交付服務的穩定性、質素及對集團採購成本構成影響。而氣候狀況的變化可導致水資源短缺，嚴重影響養殖基地的水源供應，可能對生產造成影響，如減產、生產停擺等。</p>	<ul style="list-style-type: none"> ■ Supply chain resilience ■ 供應鏈防線 → Ensuring that each main material has at least two suppliers → 每1種主要材料至少兩個供應商 → Conducting regular supply chain interruption drills → 恆常進行供應鏈中斷演練 ■ Supply centers ■ 供應中心 <p>(For details, please refer to the table "Measures taken by the Group's supply center to respond to extreme weather conditions" below) (詳細參考下表「集團供應中心應對極端天氣的措施」)</p>

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Measures taken by the Group's supply center to respond to extreme weather conditions

集團供應中心應對極端天氣的措施

Extreme weather 極端天氣	Typhoon 颱風	Flood and landslide disasters 洪澇災害	Extreme heat 極端高溫
Impact 影響	<p>Typhoons may cause strong winds and heavy rain, which can result in outdoor buildings being damaged, infrastructure being destroyed, and other related situations.</p> <p>可能會造成狂風、暴雨，從而導致戶外建築物受損、基礎設施受破壞等情況。</p>	<p>Extreme heavy rain, heavy rainfall, or long periods of concentrated rainfall can result in a large amount of surface water and runoff (outside the factory area, for example, the Pearl River), which, if not drained in a timely manner, can cause flooding and waterlogging of land and buildings, resulting in disasters.</p> <p>極端的大雨、暴雨或長期降雨量過於集中而產生大量的積水和徑流（廠區外珠江），如排水不及時，則可致使土地、建築物等漬水、受淹而造成災害。</p>	<p>Extreme heat can cause harm to people's health and electrical equipment. As the temperature continues to rise, it can lead to dehydration, heatstroke, and even unconsciousness among people. At the same time, it can cause the temperature of electrical circuits to rise, resulting in overloading and power outages.</p> <p>極端高溫可以造成人員健康受損或電氣受損，溫度持續升高可能導致人員脫水、中暑、昏迷；同時可能會造成電路溫度上升，負荷過高，造成停電。</p>
Responses 應對措施	<ul style="list-style-type: none"> ■ During typhoon season, the group activates real-time weather monitoring mechanisms. The safety director tracks typhoons that are currently forming and those that have already formed on a daily basis, and promptly assesses their potential impact. If necessary, employees will be evacuated to ensure their safety as a top priority. ■ 颱風期間會啟動即時天氣監測機制，由安全主任每天跟蹤準備生成和已生成的颱風，及時研判颱風影響，必要時會疏散員工，第一時間確保員工生命安全。 ■ To reinforce the safety of its facilities during typhoon season, the Group strengthens doors and windows. Daily safety inspections focus on the stability of glass windows, and any damage found will be immediately reported and repaired to ensure that doors and windows are secured tightly when a typhoon arrives. ■ 加固門窗，日常安全巡查會重點關注玻璃窗的穩固程度，發現損壞立即報修維修，確保颱風來臨時門窗緊固。 ■ Before a typhoon arrives, the supply center will stop large indoor and outdoor gatherings and high-altitude outdoor hazardous operations. ■ 颱風來臨前供應中心會停止室內外大型集會和高空等戶外危險作業。 	<ul style="list-style-type: none"> ■ During flood season, the Group activates real-time water level monitoring mechanisms to monitor the water levels of surrounding river basins. It obtains the latest information on the water levels through government water resource departments, emergency response agencies, and other channels, and works closely with relevant government departments to carry out flood prevention and emergency response measures. ■ 汛期會啟動即時水位監測，通過政府水利部門、應急部門等管道獲悉最新流域水位，及時監控周邊流域水位高度，並配合政府部門開展相關防汛應急工作。 ■ The warehouses are located at a distance from the ground level (approximately 1.5 meters), which effectively prevents waterlogging. In addition, the production workshops are located on the 3rd, 4th, and 5th floors, which are not affected by flood and landslide disasters ■ 倉庫與地面有一定距離（約1.5米），能有效防止積水入侵。且生產車間位於3、4、5樓，不會受到洪澇災害影響。 	<ul style="list-style-type: none"> ■ The production and office areas are equipped with air conditioning or sufficient ventilation equipment to ensure that employees can work in a comfortable environment and provided sufficient emergency medicine, including heatstroke prevention medicine and ointments. ■ 在生產區域或辦公區域均配備了空調或足夠的通風設備，確保員工能在舒適的環境下工作，同時配備了足夠的防中暑藥物和藥油等相關應急藥材。 ■ Equipped with independent diesel generators and sufficient reserves of diesel fuel to ensure immediate activation of backup power supply in case of power outage. The diesel generators is sufficient to meet the basic electricity needs of the entire facility, including the warehouse, for approximately one day. ■ 配備了獨立的柴油發電機，並儲備了足夠的柴油，可在遇到主電停電時立即切換至備用電源，使用柴油發電機發電，能基本滿足一天的基本用電和倉庫供電。

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ENVIRONMENT AND NATURAL RESOURCES

The Group has always been committed to environmental protection and focuses on assessing the environmental impact of its operations and business development. Through a series of effective resource-saving measures and control of emissions, the Group is moving forward in the catering industry as a reliable and resilient player. In addition to complying with relevant laws and regulations, the Group maintains close communication with stakeholders to discuss their concerns, establish environmental goals and policies, regularly assess their appropriateness, and properly record and manage all environmental information. In case of any problems or abnormal situations, appropriate corrective measures must be taken to enhance the effectiveness of environmental protection measures.

The Group also hopes that its suppliers can work together to maintain the environment and comply with the requirements of the environmental management system. By conducting assessment on suppliers, the Group can incorporate the environmental management system among them. The Group actively uses green ingredients, regularly conducts research and invests resources in various pollution prevention and control equipment and technologies, and regulates waste treatment that affects the environment. The Group also initiates various environmental protection activities and training courses to strengthen employees' environmental awareness, promote resource conservation, and avoid waste. These measures aim to reduce the negative impact of the group's operations on the environment and natural resources.

In 2022, the Group's main environmental impact came from wastewater, kitchen waste, greenhouse gas emissions that generated mainly by the consumption of electricity and fossil fuels, as well as dust, noise, and construction waste generated during different construction projects, such as the national supply center, aquacultural bases, and the opening or renovation of stores.

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2022年，本集團對環境造成的主要影響來自廢水、廚餘、主要因耗用電力及化石燃料而產生的溫室氣體排放，以及在不同建設項目，如全國供應中心、養殖基地及在開展新門店或裝修門店，施工期間所產生的粉塵、噪聲及建築廢物等等。

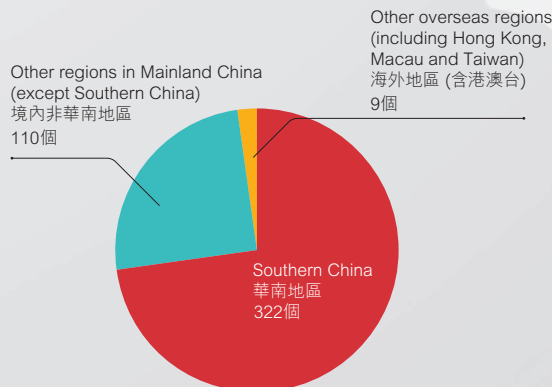
SUPPLY CHAIN ESG MANAGEMENT

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. The Group strives to bring a more positive impact on the sustainable development of the catering industry by implementing these preventive measures.

供應鏈ESG管理

本集團通過建立健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%的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。

Number of Suppliers by Region
按地區分類供應商數目



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Advocating responsible procurement

倡導責任採購

Identifying compliance risks 識別合規風險

The Group conducts regular audits of suppliers' compliance with safety production, environmental, and occupational health regulations to fully understand the suppliers' safety, environmental, and health management practices.

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。

Monitoring non-compliance rectification 監管違規整改

The Group continuously tracks and inspects the implementation of corrective actions for supplier regulatory department inspections, walkthrough inspections, sampling inspections, and other records to reduce the risk of major violations in the supply chain.

針對供應商監管部門檢查執法、飛行檢查、抽檢等記錄，集團持續跟蹤並檢測整改落實情況，降低供應鏈重大違規風險。

Advocating system development 提倡體系建設

The Group encourages suppliers to pursue management system certifications and conducts regular audits to ensure compliance with food safety management systems, quality management systems, Hazard Analysis and Critical Control Points (HACCP) System, and other systems. In addition, when sourcing seasonal ingredients, we prioritize selecting suppliers with green food certifications.

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，在尋找節氣食材時，亦優先選取持有綠色食品認證的供應商。

Promoting environment friendly procurement 推行環保採購

The Group encourages suppliers to consider reducing the negative impacts of their products on human health and the environment, such as using less packaging materials and more environmental-friendly energy sources, while complying with relevant laws and regulations for quality, safety, and hygiene standards.

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。

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Adopting Green Energy

The Group is currently planning to install decentralized photovoltaic power stations in Jiumaojiu Group National Supply Chain Center Base located in Nansha District, Guangzhou, and its smart aquaculture base project located in Guangdong Province. It is expected that the power stations, while meeting the electricity needs of the projects themselves, will be able to transfer any surplus electricity to the national power grid. The Group is currently discussing the project details with relevant suppliers.

Smart Aquaculture Project

The Smart Aquaculture Project began supplying sea bass to our restaurant network in 2021. The project gradually realized the construction of a new model of green development for aquaculture, which integrates aquaculture production management and technology application, based on the actual needs of California sea bass breeding, relying on advanced technologies such as agricultural IoT, Internet, and big data. This has achieved the informatization, digitization, intelligence, and precision of California sea bass farming management, reduced aquaculture management costs, and improved product quality, truly achieving increased production and efficiency. During the construction period, we also incorporated various environmental considerations.

採用綠電

集團正計劃位於廣州市南沙區的全國供應鏈中心基地項目及位於廣東省的智慧養殖基地安設分散式光伏發電站，預期發電站在滿足項目自身的用電需求下，能夠將剩餘電力轉到國家電網，現時集團正與有關供應商洽談項目細節。

智慧養殖項目

智慧養殖項目自2021年起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、數字化、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。而在建設期間，我們不忘加入各種環保元素的考量。

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Resource usage

資源使用

- Installed 20 sets of energy-saving solar lights for nighttime illumination and reducing electricity consumption.
- 安裝20套節能太陽能燈，用作夜間照明，減少耗電。
- By utilizing monitoring data from the smart aquaculture system, the aeration machine can be activated based on production needs and used scientifically, resulting in significant monthly savings in electricity consumption and manual inspections. The entire production base is managed 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。
- Established a temporary breeding pool water circulation system, effectively reducing water consumption.
- 建有暫養池水循環系統，有效減低用水量。

Emission management

排放物管理

Air emissions

廢氣

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。

Waste water

廢水

- The method for treating tailwater is to use ecological purification facilities to process the nutrient-rich substances in the discharged water, and transform them into usable products, achieving circular economy and water purification. The tailwater from the fish ponds is pumped to the tailwater collection well, and then transferred to the water quality purification pond through a high and low differential. After being treated in the water quality purification pond, the tailwater is discharged into the ecological channel for further purification treatment;
- 尾水處理主要是利用生態淨化設施處理排放水體中的富營養物質，並將水體中的富營養物質轉化為可利用的產品，實現循環經濟和水體淨化。魚塘尾水通過水泵抽往尾水集中井，尾水集中井通過高低差將尾水轉入至水質淨化塘，尾水在水質淨化塘處理後再排入生態溝渠進行淨化處理；
- Ecological ditch: is an ecological purification system constructed using the inflow and outflow pipes of the aquaculture farm. It contains various animals and plants, with functions for water purification and production. The biological arrangement of the ecological ditch generally involves planting submerged plants and placing shellfish at the bottom of the pipe, planting submerged plants around the pipe, breeding filter-feeding and omnivorous aquatic animals in the water and growing attached algae in the ditch walls and shallow water areas, etc..
- 生態溝渠：是利用養殖場的進排水管道構建的一種生態淨化系統，內有多種動植物，具有淨化水體和生產功能。生態溝渠的生物佈置方式一般是在管道底部種植沉水植物、放置貝類等，在管道周邊種植沉水植物，在水體中放養濾食性、雜食性水生動物，在渠壁和淺水區增植著生藻類等；
- Water quality purification pond: is a pond that uses multiple organisms to purify the water. Aquatic plants are grown in the pond to absorb and purify nutrients such as nitrogen and phosphorus in the water. Filter-feeding fish and shellfish are also placed in the pond to absorb debris and organic matter in the aquaculture water.
- 水質淨化塘：是一種利用多種生物進行水體淨化處理的池塘。塘內種植水生植物，以吸收、淨化水體中的氮、磷等營養鹽；通過放置濾食性魚、貝等吸收養殖水體中的碎屑、有機物等。

BRAVERY — BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY 勇—勇於爭先，勇於承擔

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.

Mature waste treatment technology 成熟的廢棄處理技術

Industrial aquaculture technology is also known as circulating aquaculture technology. During the 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%.

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，將處理過的水再回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，把已經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。

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，建設工廠化養殖基地，而由於工廠化養殖對地域、環境的依賴性遠遠少於傳統水塘養殖，具有節約水、土資源等環保特點。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有關養殖基地，以帶動當地就業及當地經濟發展。因此，本項目的建設不僅會給我們帶來更大的經濟效益，還具有一定程度的社會效益。

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PRODUCT DIVERSIFICATION AND NUTRITION AND HEALTH

We focus on product diversification and nutrition matching, and have been committed to providing customers with nutritious and healthy meals since the launch of the “reliable and hygienic dining” strategy in 2016. We prioritize the use of natural and green ingredients, including flour without additives, non-GMO grade A soybean oil, Danish imported pork ribs produced under strict production monitoring in a pure and pollution-free environment, and European imported pork bones rigorously tested by the EU. We also list the ingredients of each dish on the menu to ensure customers’ peace of mind. In addition, we hire professional nutritionists to be responsible for the nutritional matching of dishes during the R&D stage and strictly control the use of food additives to provide customers with more nutritious meals. As of the end of the reporting period, the Group’s multiple brands have launched a total of 193 new dishes.

In 2022, the Group had set up a new department to provide seasonal and premium food ingredients for different brands under the Group, aiming to achieve the best culinary experience. The future goal is to gradually establish a seasonal food ingredient library. The Department follows the traditional wisdom of the 24 solar terms – “Eating according to the Season, not Out of Season” and searches for seasonal green mountain delicacies. By combing through the local climate, solar terms, and core origin, the Department seek out high-quality local ingredients that are fresh, healthy, and natural, harvested from natural farming and combined with rare vegetables and fruits. The selected ingredients are those with the highest quality, national geographic indication agricultural products, the most delicious, nutritious, green, healthy, and pollution-free. The Department uses the simplest cooking methods to bring the best culinary experience to customers. In addition, the Group has launched a ‘Nice to Nice’ mini program to share the carefully selected seasonal food ingredients. Customers can order seasonal food ingredients online through the mini program or enjoy dishes prepared by the Group’s chefs based on the characteristics of the ingredients in the chef’s studio, presenting customers with the 24 solar term food ingredients in different ways.

產品多元化與營養健康

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，致力於為客戶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，讓客戶吃得安心。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193道新菜色。

2022年，集團成立新部門，為集團旗下不同的品牌提供節氣優選的食材，以達到最佳的美食體驗，未來的發展目標是逐步建立一個節氣食材庫。部門遵循二十四節氣的傳統智慧-「應節而食，不時不吃」，尋找時令綠野山珍。通過梳理風土、節氣和核心原產地，探尋在地優質食材，以新鮮、健康、天然為基礎，採擷自然農耕食材，結合珍稀蔬果，將該品類裡面最優能排前列的、屬國家地理標誌農產品的、當季最好吃營養價值最豐富的、綠色健康無公害的食材，使用最簡單的烹飪方法，帶給我們的客戶。此外，集團亦推出了一款「米良人良」小程序，分享部門精心挑選出來的節氣食材，客戶能透過小程序線上訂購當季食材，或者於大廚工作室享用集團大廚根據該食材的特性準備的餐品，以不同方式為客戶呈現「二十四節氣食材」。

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The department conducts preliminary research on candidate ingredients through various channels, such as collaborating with industry associations, conducting online searches, supplier recommendations, and consulting the National Geographic Information System for Agricultural Products to investigate the origin, history, cultivation methods, and characteristics of the ingredients. Subsequently, a series of sample tests and on-site inspections are carried out before the ingredients can enter the Company's seasonal ingredient library. The Department adopts different evaluation standards based on the characteristics of the ingredients. The nutritional value, pollution-free and green, and whether the supplier has green food certification, among other necessary evaluation criteria, are all essential evaluation items for each candidate ingredient. By understanding the above information in detail, the R&D departments of each brand can gain a better understanding of the essence of the ingredients and tailor the best cooking methods for them.

In the future, the Department plans to collaborate with local farmers and establish an annual minimum purchase quantity to ensure the supply of ingredients. Based on customer feedback, the Department will discuss different cultivation methods with the farmers to optimize the quality of the ingredients. This approach will effectively bring economic benefits to the local area while providing technical support.

部門通過不同途徑，如與行業協會合作、網上搜尋、供應商推薦、國家農產品地理標誌查詢系統對候選食材的產地、歷史、種植方法及特點進行前期開發調查研究，及後，通過一系列的樣品測試與實地考察，才能進入集團的節氣食材庫。部門根據食材的特性採取不同的評價標準，而食材的營養價值、綠色無公害、供應商是否持有綠色食品認證等等都是每個候選食材必要的評價項目，通過瞭解詳細上述的資料，能夠讓各品牌的研發部門更加瞭解食材的本質，為食材特別定制最佳的烹飪方法。

未來，部門計劃與當地農戶合作，在保障供應方面，定立年度最低採購量；根據客戶用餐反饋，與農戶商討不同的種植方法以優化食材品質，有效為當地帶來經濟效益，同時提供技術支持。



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Hongshan Purple Flowering Stalk

洪山菜薹

Hongshan Purple Flowering Stalk ("Hongshan Stalk") is a Chinese geographical indication protection product with a cultivation history spanning over 1700 years. It is the first landmark agricultural product in Wuhan city. Hongshan Stalk is mainly distributed in the Yangtze River basin, particularly in Wuhan, Hubei, Chengdu, Sichuan, Changsha, and Xiangtan in Hunan, where it has a long history of cultivation. The best time to enjoy Hongshan Stalk is from after the winter frost to around January, before the start of the spring season. It is also rich in nutritional value, containing a variety of nutrients such as beta-carotene, phosphorus, saponins, ascorbic acid, and other nutrients.

洪山菜薹為中國農產品地理標誌保護產品，栽培歷史距今已有1,700餘年，是武漢市第一個地標農產品。洪山菜薹主要分佈在長江流域，且以湖北武漢、四川成都、湖南長沙同湘潭等地栽培普遍歷史悠久。最佳賞味時節是經冬霜降以後到立春前，即1月份左右，且擁有如美蕨、磷、芫、胡蘿蔔素、抗壞血酸等多種之營養之價值。



Lanzhou Lily

蘭州百合

Lanzhou Lily is the only edible sweet lily in the country and is highly nutritious. It contains abundant trace elements such as iron and zinc, which can help supplement the human body. In terms of its medicinal value, Lanzhou Lily has a high content of active polysaccharides, which are important components that promote immune function, anti-tumor function, anti-mutation, lower blood lipid levels, and have antibacterial and antiviral functions, and improve gastrointestinal health. It has extremely high health benefits.

蘭州百合是全國唯一的食用甜百合，且具有很高的營養價值，其擁有較為豐富的微量元素鐵和鋅，能夠很好的幫助人體補充。而對於蘭州百合藥用價值，其活性多糖含量非常豐富，是具有促進免疫功能，抗腫瘤功能，抗突變、降血脂、抗菌素病毒功能，改善胃腸健康功能的重要成份，擁有著極高的保健作用。



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Product Research and Development

We continue to build diverse product R&D teams, with most team leaders having over ten years of experience as chefs. We have also hired professionals in ingredient management, food nutrition, and quality control to provide comprehensive support for creating nutritious and healthy products. The R&D investment in 2022 amounted to RMB3.08 million. The professional qualifications held by the Group's R&D team include national Sichuan Cuisine Cooking Masters, International Culinary Promotion Association Judges, Special Third-level Chinese Cooking Chefs, and Fourth-level Chinese Pastry Chefs.

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全面支援。2022年研發投資金額達人民幣308萬元。集團研發團隊所擁有的專業資格，包括國家級川菜烹飪大師、國際美食促進會評委、特三級中式烹調師、四級中式面點師等。

R&D Process of New Dishes
 菜品研發流程



R&D exchange
 研發交流

In addition to establishing new department to assist each brand in developing higher nutritional value and higher quality products, the Group also expands its R&D thinking and space through external exchanges and on-site inspections. Tai Er tried out new products through external exchanges and continued to optimize the standard operating procedures of its store products. Jiu Mao Jiu uses on-site inspections to learn from renowned domestic chefs, famous restaurants, and famous dishes to seek for more ideas.

集團除了建立新部門協助各品牌研發更高營養價值更優質的產品外，亦通過外部交流與現場考察等方法，擴大團隊研發思維，跨越研發空間。太二本年度通過與外部交流，試做產品，持續優化門店產品的標準作業程序。九毛九西北菜則以外部考察的方法，向到訪國內名師、名店與名菜聲譽的餐廳學習，以尋找更多研發靈感。



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DINING ENVIRONMENT / CUSTOMER SERVICE

We believe that when customers have a satisfactory dining experience at our stores, it will positively impact the Group's operations and revenue. Therefore, we strive to provide excellent service to our customers, with a focus on customer experience. Instead of prioritizing revenue and profits, we make customer satisfaction a top assessment indicator for store employees. This allows us to continuously improve service quality by listening to customer feedback, enhancing customer interactions, understanding changing customer needs, providing attentive services, and utilizing information technology to enhance customer experience. Our ultimate goal is to increase customer satisfaction.

就餐環境／客戶服務

我們認為當客戶在門店的用餐體驗過程當中獲得滿意結果，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，將客戶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，以洞察客戶需求的變化，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。

2022 Brand Customer Satisfaction 2022年品牌客戶滿意度



Creating Unique Services

We develop different service standards and procedures for each brand's table services according to their respective brand culture, and actively implement restaurant service inspections and evaluations. We have further differentiated our service standards into areas such as greetings, services, and cleanliness and other aspects. We have also established warning lines on restaurant management to provide standardized services for our customers. To create a comfortable dining atmosphere, our service staff maintain a polite and appropriate attitude while incorporating different brand characteristics. From store decoration to service staff uniforms and service language, we offer customers a variety of service experiences. For example, our Song brand stores feature spontaneous flash dance performances twice a night.

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，為客戶提供標準化服務。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，例如愐品牌門店於晚上不定時兩次快閃舞蹈表演等。

Improving Customer Service Experience

We actively promote the application of new technologies in customer service. The majority of our restaurants support smart QR code menu ordering, which allows customers to access our one-stop service through their mobile phones, including placing orders, making payments, leaving reviews, and requesting invoices, thereby improving our service efficiency. We have optimized the interface design of our intelligent ordering system to enhance the customer experience by creating a smooth and concise user interface.

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，客戶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。

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Strengthening Interaction with Customers

We continue to launch various online and offline customer activities, such as the Jiu Mao Jiu Brand Month, the 7th Anniversary of “Tai Er Sour and Refreshing Dancing Club”, and the Song brand random dance event, to increase engagement with our customers and maintain a harmonious relationship with them. This helps to continuously improve brand awareness and customer loyalty. As of the reporting period, the total number of members in the self-developed system of each brand of Jiumaojiu Group has exceeded 8 million. With the easing of the epidemic situation, each brand is actively carrying out different activities to enhance the dining experience for customers.

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、「太二酸爽舞廳」7週年活動、愆隨機舞蹈活動等，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，九毛九集團各品牌自研系統會員人數合計超過800萬。而隨著疫情緩和，各品牌亦積極開展不同增強加戶用餐體驗的活動。

Jiu Mao Jiu New IP Interaction

九毛九新IP互動



Birthday and Serving Ceremony

生日與上菜儀式感



In October 2022, Jiu Mao Jiu Northwestern Cuisine continued to strive for excellence by launching a new and even cuter IP image – Mao Mao and A Dun, along with a new brand visual symbol: a red heart. Mao Mao and A Dun interact with customers and children in the store, showcasing the brand's more passionate and warm side, and bringing the brand closer to its customers.

2022年10月，九毛九西北菜繼續向「優」而行，推出了更可愛、更治癒的全新IP形象—毛毛和阿敦，以及全新的品牌視覺符號：紅色愛心。毛毛和阿敦在店內與客戶與小孩互動，展示了品牌更熱情、更溫暖的一面，也拉進了品牌與客戶的距離。

Jiu Mao Jiu Northwestern Cuisine, which aims to promote home-cooked dishes, continuously brings warmth to customers in terms of menu and service. If a customer celebrates their birthday in the restaurant and orders the birthday noodles, Jiu Mao Jiu staff will provide a birthday celebration ceremony, greatly enhancing the dining experience in the restaurant.

以推廣家庭菜為宗旨的九毛九西北菜，無論是在菜式及服務方面都不斷帶給客戶溫暖的感覺。如果客戶到店過生日，只要下單生日麵，九毛九的員工都會為客戶提供生日慶祝儀式，大大提高到店用餐體驗。

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Upgrading Dining Environment

The Group strives to create an attractive dining atmosphere for customers. We continuously adjust and upgrade the interior design of our restaurants to adapt to the ever-changing tastes of customers. Jiu Mao Jiu restaurants have transformed from traditional Chinese classic images to a younger and more trendy style. The menu, tableware, and staff uniforms have all been changed to Chinese red. In some booth areas, semi-private partitions have been added to improve dining privacy and facilitate prompt response from staff. Song restaurants are designed with an industrial style, using the unique Song Factory Manager image IP as decoration to create an atmosphere where customers can smile at work and life.

就餐環境升級

集團力求為客戶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，以適應客戶不斷變化的品味。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。慇餐廳年輕活力，採用火鍋廠工業風設計，並使用獨特的慇廠長形象IP作為裝飾，為客戶營造笑對工作和生活的氛圍。

Uncle Chef "Excellence" Action

那未大叔優行動



- ① Adding partitions and curtains to enhance dining privacy for members;
增設隔斷和窗簾，提升會員用餐私密性；
- ② Replacing square tables with round tables to enhance dining comfort for members.
方桌更換為圓桌，提升會員用餐舒適性。

This year, Uncle Chef brand conducted a customer satisfaction survey to understand customers' needs, and specifically upgraded the VIP area to increase customer loyalty.

本年度那未大叔品牌透過客戶滿意度調查，洞察客戶的需求，專門針對VIP空間進行升級，以增加客戶黏度。

EXCELLENCE — STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS 優—優質產品，向優而行

Comprehensive Customer Complaints Handling Mechanism

We value communication and interaction with our customers, and actively promote the following initiatives:

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：

Continuously collecting and responding to customer feedback and complaints through on-site feedback, post-dining satisfaction surveys, hotline calls, ordering evaluation systems, third-party review platforms, email, official WeChat accounts, membership mini-programs, WeChat fan groups;

透過現場反饋、餐後滿意度問卷、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、會員小程序、微信粉絲群等方式，持續收集並回應客戶意見與投訴；

Based on internal management systems such as the *Crisis Management Guidelines*, we clearly classify and grade complaint events, regulate the handling process, management authority, and deadline for closing complaints, and based on the customer complaint handling reports submitted by each store, we develop and continuously improve a list of common customer problems and response strategies, effectively implementing customer feedback tracking and service improvement; 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，規範客戶投訴的處理流程、管理權限及投訴關閉時限，並根據各門店上報的客戶投訴處理報告，制定並持續完善常見客戶問題清單與應對策略，切實落實客戶反饋的跟蹤與服務提升；

We have set up Customer Service Department under each brand to receive customer complaints and feedback, and improve customer experience;

我們各品牌下設客服部門，負責接收客戶投訴與意見，提升客戶體驗；

The department regularly collects statistics on customer complaint categories and data, and timely analyzes changes in customer satisfaction, promptly understanding and providing feedback to restaurants regarding customer experience;

部門定期統計客戶投訴類別及數據，並適時分析客戶滿意度變化，及時瞭解並向餐廳反饋客戶體驗；

Complaints are linked to restaurant staff performance, using customer satisfaction as the driving force to improve service levels.

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。

EXCELLENCE — STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS
 優—優質產品，向優而行

Complaint addressing process
 投訴處理流程



Rewards for Excellent Guest Welcoming

優選迎賓獎勵

To provide a higher level of service experience, Jiu Mao Jiu Northwestern Cuisine conducts standardized training for reception staff and has established a related reward system to encourage employees to convey the brand's warm image to customers from the moment they enter the store.

為提供更高的服務體驗，九毛九西北菜對迎賓員工進行標準化培訓及制定了相關獎勵制度，以鼓勵員工在客戶進店一刻已經體驗到品牌溫暖的形象。



INTELLECTUAL PROPERTY PROTECTION

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，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密，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，以更佳地核實可能損害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。

EXCELLENCE — STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS 優—優質產品，向優而行

As of the end of this reporting period, the Group has 659 trademark registrations in Mainland China, 105 trademark registrations in other regions and countries, and 9 patents and 58 copyright registrations in Mainland China. During the reporting period, the Group's professional legal team has filed lawsuits against several cases of intellectual property infringement, false franchise information, and other related cases involving Tai Er, Jiu Mao Jiu, and other brands, in which the Group had recovered nearly RMB855,000. The Group has not identified or been informed of any incidents related to the violation of intellectual property protection laws.

截至本報告期末，集團在中國內地擁有659項商標註冊，其他地區及國家擁有105項商標註冊，並在中國內地擁有9項專利註冊及58項著作權註冊。而於報告期內，本集團的專業律師團隊已對多起侵犯太二、九毛九及品牌的知識產權、發佈假加盟信息等等的案件進行起訴，當中追討近人民幣855,000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。

FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

SOCIAL WELFARE INVESTMENT

The Group pays attention to community needs and steadfastly fulfills its social responsibilities through practical actions. As social transformation requires collective efforts, the Group has worked with charitable organizations, community partners, and other collaborators for many years to organize various fundraising activities and sponsor multiple community events, jointly building a harmonious society.

As a catering service provider, the Group encourages employees to promote environmental-friendly lifestyles to customers. Through activities such as “Half Bowl of Rice” and “Clear Your Plate Campaign”, we hope customers can begin to pay attention to the issue of food waste, and restaurant staff will suggest customers to avoid over-ordering to cherish food when necessary. In addition, we also hope to raise public awareness of the harm of plastic waste to marine life through “Tai Er Garbage Man”. We urge the public to reduce the use of disposable packaging materials and contribute to the sustainable development of the earth.

We are committed to continuing to increase our contribution to the community, conveying social care to vulnerable groups, promoting environmental knowledge to the public, and carrying out various activities to help improve the living standards of impoverished residents in the future.

社區投資與公益

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，本集團多年來攜手公益組織、社區公益等合作夥伴，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。

作為餐飲服務供應商，本集團鼓勵員工向客戶傳遞環保生活方式的概念，透過「半碗飯」及「光盤行動」等活動，希望客戶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客戶避免過度點菜，以珍惜食物。此外，我們亦希望能藉著「太二垃圾俠」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。

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。

FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

Case study – Tai Er Garbage Man Beach Cleaning Action

案例 – 太二垃圾俠淨灘行動

Since 2015, we officially organized an offline environmental protection activity, convening fans to participate in offline “Garbage Picking”. By designing engaging event experiences and sharing, we advocate the message that “every one 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 2022, through the efforts of the Tai Er, 10 “Tai Er Garbage Man” activities had been successfully carried out. A total of 104 fans were convened to become “Tai Er Garbage Man” while 288.5 kg of garbage and waste were cleaned up throughout the year, generating over 20,000 views and sharing on the internet, and having the footprints passed through Guangzhou, Shenzhen, and Xiamen.

這是成立於2015年，每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，垃圾也可以變身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。截至到2022年12月，通過太二團隊的努力，2022年成功地開展了10期「太二垃圾俠」活動，全年累計成功召集了104名粉絲成為「太二垃圾俠」，全年共清理了577斤垃圾和廢品，在網路上產生超過2萬人次的瀏覽和傳播，足跡路過了廣州、深圳、廈門三座城市。



FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

Numerous anti-epidemic charity events

眾多抗疫公益活動

Under the call and guidance of our Chairman, we established the '99 Warmth Squad' and internally raised a total of RMB1 million worth of materials. In conjunction with the Tai Er "Garbage Man" volunteer activity, we brought warmth to 5,000 sanitation workers in the Tianhe District of Guangzhou during the winter season.

我們在董事長的號召與指導下，成立了「99保暖小隊」，內部籌集了總價值100萬元的物資，聯合太二「垃圾俠」志願者活動，為廣州市天河區5,000位環衛工作者送上冬日裡的一點暖。

On November 14th, when noticing about the greater demand for epidemic prevention materials and daily necessities in some areas of Tianhe District, Guangzhou, Vice President of the Group and District People's Congress representative Ms. Zhao Yuanyuan responded promptly by donating 120 bags of rice and 100 bags of noodles to Shadong Street in Tianhe District to contribute to epidemic prevention and control efforts.

11月14日，當瞭解到廣州市天河區部分區域防疫物資和居民生活物資需求較大後，集團副總裁兼區人大代表趙媛媛女士第一時間回應，為疫情防控貢獻自己的一份力量，為廣州市天河沙東街道捐贈大米120包，麵條100包。

In September 2022, there was a large shortage of epidemic prevention materials in local areas of Tibet. As a Guangdong province's support enterprise for Tibet, Jiumaojiu Group actively responded to the government's call and proactively connected with the Commerce Bureau of Linzhi City in Tibet to urgently purchase and donate epidemic prevention materials. 60,000 pieces of KN95 masks have been sent to Linzhi City in Tibet, providing warmth to the medical and epidemic prevention workers who are fighting at the front line.

2022年9月，西藏本土防疫抗疫物資缺口較大，九毛九集團作為廣東省對口援藏企業，積極響應政府號召，主動對接西藏林芝市商務局，緊急採購並捐贈防疫物資。60,000隻KN95口罩已發往西藏林芝市，為堅守一線投入戰鬥的廣大醫護人員和防疫工作者送去溫暖。

With the lifting of lockdown measures in Shanghai, Tai Er launched a special charity campaign which adding 22% more fish in the dishes. The media exposure for this campaign exceeded 600,000 views.

上海解封，太二特別推出魚肉加量22%的公益行動，媒體曝光量60W+。

On December 3rd, the Jiumaojiu Group donated 500 boxes of self-heating food that worth RMB24,250 to the frontline epidemic prevention and control command center in Guangzhou, providing warmth to the epidemic prevention workers who are fighting the battle at the front line. The Jiumaojiu Group will continue to support the epidemic prevention and control work through practical actions, actively taking on the social responsibility and mission of the enterprise.

12月3日，九毛九集團捐贈500盒價值24,250元自熱食品給到廣州一線抗疫指揮部，給堅守一線投入戰鬥的防疫工作者送去溫暖。九毛九集團將繼續以實際行動助力疫情防控工作，積極承擔企業的社會責任與使命擔當。



FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

EMISSION MANAGEMENT

Due to the extensive restaurant network of the Group, there are limitations in collecting accurate and representative indicators on environmental aspects from various brands' restaurants. Therefore, the Group has evaluated the data collected from each brand's restaurants and made reasonable estimates of various emissions, including solid waste emissions, packaging materials (food boxes and bags), paper consumption, and wastewater discharge. The estimation methods will be explained further in the following sections. The data provided in the report may be influenced by the aforementioned limitations, but we will continuously improve the completeness of the data by strengthening internal controls and data management.

The main source of the Group's air emissions comes from the food processing, transportation, and travel processes. In 2022, in addition to air pollutants such as sulfur oxides, nitrogen oxides, suspended particles, and greenhouse gas emissions, the Group's administrative offices, restaurants, and central kitchens also generate household waste, office waste, kitchen waste, waste grease, and sewage during daily operations. Furthermore, construction sites for different projects may generate noise, dust, and construction waste.

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 year 2022, there were instances in a Tai Er brand store where the malfunctioning of oil fume purifiers resulted in excessive discharge of oil fumes, leading to requests from local government department for the stores to rectify the situation and fines of RMB7,700. Tai Er promptly carried out the necessary improvements and paid the fines. Subsequently, Tai Er conducted an in-depth investigation into the incident and optimized the service acceptance system for relevant engineering suppliers. Apart from this, the Group did not have any other environmental non-compliance incident.

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，並就各種排放物包括固體廢物排放量、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、運輸及差服用車的過程中。於2022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，在不同項目施工地會產生噪聲、粉塵以及建築廢物。

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。2022年度，太二品牌其中門店的油煙器淨化器因故障未正常運行導致油煙超標排放，被當地政府部門對此要求該門店進行整改並處以罰款7,700元；而太二品牌已即時進行整改及支付有關罰款，及後太二品牌對有關事件進行深入調查，並優化了有關工程供應商服務驗收制度。除此之外，本集團並無發生其他有關環境違規的事件。

FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

Environmental protection measures during project construction period

關於項目施工期間的環境保護措施

At the construction site, ISO 14001 environmental management system certification standards are implemented. The following environmental protection measures are being taken:

施工現場均按照ISO14001環境管理體系認證標準執行，採取的環境保護措施如下：

- 1 Conducting environmental protection awareness education to provide construction personnel with a sense of self-awareness of the *Environmental Protection Law*.
- 1 開展環境保護意識教育，提供施工人員執行《環境保護法》的自覺性。
- 2 Managing all types of facilities to prevent the random discharge of pollutants, the random disposal of recyclable materials, and the uncontrollable pollution of dust and noise.
- 2 管理好各類設施，防止污染物隨意排放、可回收物品隨意丟棄、粉塵和噪音污染的不可控。
- 3 Advocating water and electricity conservation, and prohibiting “running water and leaving lights on” at the construction site.
- 3 提倡節水節電，施工現場杜絕「長流水、不熄燈」。
- 4 Conducting environmental monitoring and closely cooperating with environmental governance to ensure that the discharge of “three wastes” (solid waste, wastewater and emission gas) meets the current national standards.
- 4 進行環境檢測，密切配合環境治理，使「三廢」排放達到國家現行標準。
- 5 Prohibiting the random disposal of garbage at the construction site, implementing classified management of construction waste, and regularly cleaning and transporting it.
- 5 施工現場禁止垃圾隨意丟棄，施工垃圾分類管理，定期清運。
- 6 Strictly complying with relevant environmental protection laws and regulations. Strengthening environmental management at the construction site and strictly implementing pollution prevention and control measures for dust, wastewater, and other pollutants during the construction process.
- 6 嚴格遵守有關環境保護法律、法規。加強施工現場環境管理，在施工過程中嚴格落實粉塵、廢水等污染防治措施。

Ecological protection measures

生態保護措施

- 1 Timely cleaning and designated storage of construction waste. The construction site is cleaned daily to promptly remove dust, waste boards, and various metal scraps.
- 1 建築垃圾及時清理，定點堆放。施工現場做到一日一清，及時清掃灰塵、廢板材及各類金屬廢品。
- 2 Improving construction processes to minimize material waste and dust generation.
- 2 改善施工工藝，儘量減少施工用材損耗及粉塵產生量。
- 3 Keeping the cleanliness and hygiene of the construction site during construction, in compliance with relevant regulations for environmental sanitation management at the construction site. Upon completion, the site is cleaned to meet the agreed-upon requirements, with all materials removed and sorted for proper disposal.
- 3 在施工中保護施工現場的整潔、衛生，符合施工現場環境衛生管理的有關規定，交工清理現場應達到約定要求，做到完工料盡地清，垃圾按分類進行區別處理。

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 儉—儉則約，約則百善俱興

Green construction materials
 綠色建材

To minimize the negative impact of the Group's new store openings and construction projects on the environment, the Group has not only used prefabricated buildings but also focused on reducing the implicit carbon generated during construction by using environmental-friendly building materials. When constructing brand stores and new co-working spaces, we use building materials that hold green certifications and equipment with energy efficiency labels.

為盡力減低集團在開設新門店與建設項目期間對環境的不良影響，除了使用裝配式建築外，集團亦從建材中著手，減少集團在建設項目所產生的隱含碳。我們在建設品牌門店及新聯合辦公室時，全面採用持有綠色認證的建材產品，使用持有能效標籤的設備等等。

In the construction of new brand stores, various brands have extensively used green and environmental-friendly materials such as LED energy-saving lights, inverter (energy-saving) air conditioner, fly ash ceramic particles, aerated lightweight blocks, eco-friendly wood panels, waterproof rolls, and eco-friendly engineering adhesives. The usage of various green and environmental-friendly materials exceeded RMB15 million. In the construction of the newly completed floor of Union Office this year, we also used green and environmental-friendly products such as inverter (energy-saving) air conditioners, LED energy-saving lights, fly ash ceramic particles, and eco-friendly wood panels, with a purchase amount of approximately RMB1.5 million.

在品牌新店建設中，各品牌大量使用LED節能燈、變頻(節能)空調、粉煤灰陶粒、加氣輕質砌塊、生態木工板、防水卷材、環保工程膠，使用各類綠色環保材料超過人民幣1,500萬元。而在本年度新落成的聯合辦公室新樓層的建設中，我們使用變頻(節能)空調、LED節能燈、粉煤灰陶粒、生態木工板等綠色環保產品的採購金額約人民幣150萬元。



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Air Emissions and Greenhouse Gas (“GHG”) Emissions Management

The Group has conducted a comprehensive assessment of the environmental impact of its operations and identified that the main sources of emissions are natural gas consumed in the cooking process and fumes generated, as well as gasoline consumed in the use of the Company's vehicles. In order to reduce the adverse environmental impact of the emissions generated during the operation process, we have adopted various effective purification and emission reduction measures, such as: regulating the design and installation of exhaust gas purification equipment and facilities during the construction stage of the restaurant, requiring the construction party to provide the Environmental Protection Bureau acceptance documents, and arranging the relevant management departments to maintain, inspect and manage the restaurant's exhaust gas purification equipment and facilities to ensure that the exhaust gas meets the emission requirements after effective treatment. We also regularly commission a third-party testing organization to test the restaurant's fumes to ensure the normal operation of the fume treatment equipment.

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. Since 2020, 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 air 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 because they reduce the number of miles the food must travel to reach the restaurant and the environmental impact while growing or cultivating of ingredients, thereby reducing greenhouse gas emissions.

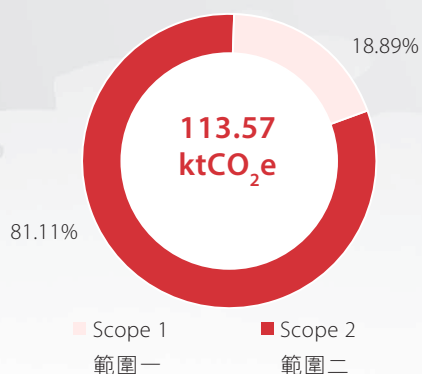
廢氣及溫室氣體排放管理

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、以及使用公司車輛過程中消耗的汽油。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；亦定期委託第三方檢測機構，對餐廳油煙進行檢測，確保油煙處理設備運作正常。

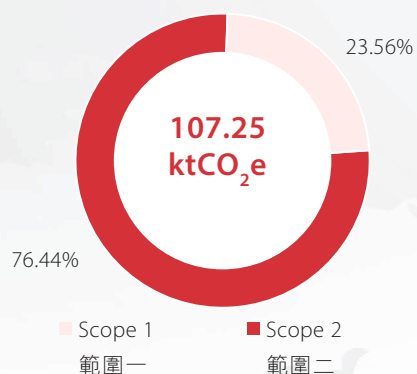
在供應中心安設靜電油煙吸附設備由專用煙道引至樓頂高空排放，不會對周圍環境產生明顯影響；在供應中心安裝噴淋塔設備以處理在使用備用發電機時所產生的廢氣，廢氣經處理後符合廣東省地方標準《大氣污染物排放限值》；對於車輛廢氣則透過制定車輛管理制度文件，規管用車行為；定期對車輛進行維修保養，避免因零件損壞額外消耗更多燃料；要求司機做到停車熄匙等等。另外，對原先因內陸中央廚房倉庫容量不足而需於南方中央廚房運輸至內陸的餐廳網絡情況下，增加運輸里程從而產生更多車輛廢氣，因此，我們自2020年起為較內陸的中央廚房進行倉庫擴容工程，達致產能足夠供應給內陸的餐廳網絡，這樣除了能夠節省相關的運輸成本，亦能有效減少運輸途中的廢氣排放量。此外，我們於各品牌餐廳中推廣食用季節性食物，優先選用持有綠色食品認證的供應商，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與種植或養殖期間對環境產生的影響，從而減少溫室氣體的排放。

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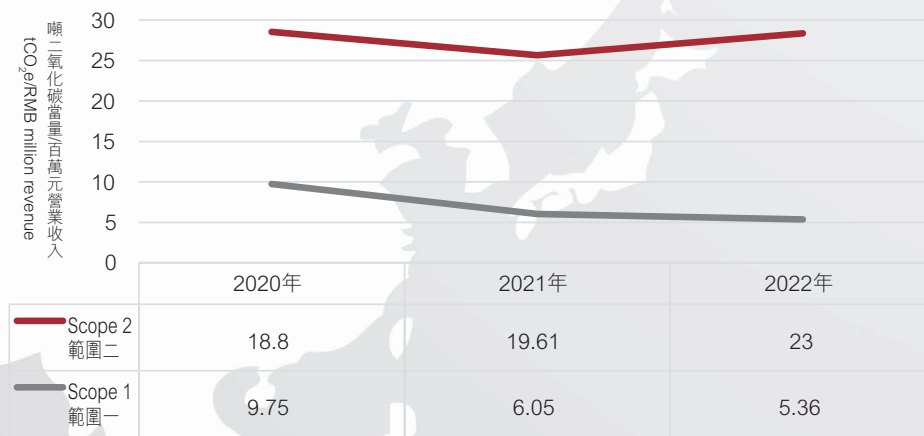
Proportion of GHG Emissions in 2022
 2022年溫室氣體排放佔比



Proportion of GHG Emissions in 2021
 2021年溫室氣體排放佔比



Trends of GHG Emissions Intensity
 溫室氣體排放密度趨勢



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Waste Management

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 construction stage of the restaurant, we designed and installed oil and slag separation tanks that meet regulatory requirements, and continuously optimized the oil separation design to reduce the possibility of pipeline blockage and ensure the waste oil filtration effect. We cooperate with qualified third-party organizations to regularly handle and recycle waste oil, and maintain a record of these activities to ensure effective waste oil management. During the reporting period, the Group generated 9,396 waste fluorescent tubes, 16,159.59 tonnes of food waste, and 1,547.02 tonnes of waste catering oil. The amount of waste fluorescent tubes generated has decreased by 2,246 or 19.29% compared to the previous year, while the amount of non-hazardous solid waste such as food waste and waste catering oil has decreased by 1,149.63 tonnes or 6.10% compared to the previous year. In terms of non-hazardous solid waste, the intensity of waste fluorescent tubes was 2.35 units per million of revenue, and the overall intensity of food waste and waste catering oil was 4.42 tonnes per million of revenue, representing a decrease of 0.44 units or 15.79% and 0.09 tonnes or 2.02% per million of revenue respectively compared to the previous year.

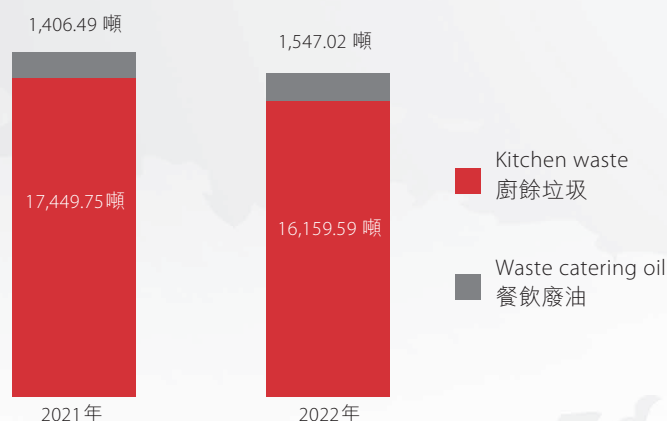
廢棄物管理

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》提及的廢棄物。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。而我們在餐廳建設階段，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。於報告期內，本集團分別產生9,396個廢日光燈管，16,159.59噸的廚餘垃圾及1,547.02噸的餐飲廢油等等；廢日光燈管產生量較上年度減少2,214個或19.07%，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減少1,149.63噸或6.10%。無害固體廢物中，日光燈管的密度為每百萬元營業收入2.35個，廚餘垃圾及餐飲廢油等的整體密度為每百萬元營業收入4.42噸，較上年度分別減少每百萬元營業收入0.44個或15.79%及每百萬元營業收入0.09噸或2.02%。

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2021 and 2022 Non-hazardous waste generated^{1,2} (in tonnes)

2021及2022年無害廢物產生量



Modular production and assembly construction

模組化生產、裝配式施工

To address the unique characteristics of store renovation projects, we have pioneered the use of a modular production and assembly construction model for restaurant equipment and facilities in the industry. This approach accelerates store construction while also improving safety standards, reducing energy consumption, and minimizing construction noise and dust pollution. In 2022, a total of 67 new restaurants for the Tai Er and Song brands were constructed using the modular production and assembly construction method, accounting for 56% of the total number of new restaurants opened in 2022.

針對門店裝修的工程特點，我們在行業內率先使用了餐廳設備設施的模組化生產和裝配式施工的建店模式。在加快門店建設的同時，提升了安全生產標準，降低了能源消耗，減少了施工噪音和粉塵污染。2022年太二及愆品牌新開店使用模組化生產裝配式施工的餐廳總數目總數67家，佔2022年新開餐廳總數的56%。



Notes:

- 1 The statistics of waste fluorescent tube cover supply centers, stores and offices. The Group has calculated the amount of food waste and used waste catering oil generated from the canteen of the offices, so the relevant data for 2022 has included the amount of non-hazardous waste generated from the canteen of the offices, while the statistics for 2021 has not been conducted and therefore has not been included.
廢日光燈管數據統計範圍包含供應中心、門店與辦公室。本集團已就辦公室的食堂所產生的廚餘垃圾及餐飲廢油進行計算，故2022年的相關數據已包含辦公室食堂的所產生的無害廢物量，而2021年則未有進行統計，故未有包含。
- 2 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.
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。

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“Reduce”

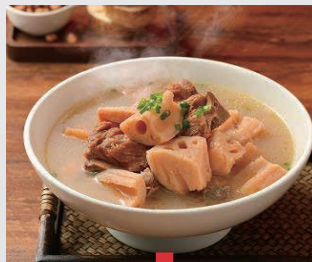
The Group’s kitchen waste is mainly generated from the cooking process in the central kitchen, restaurants, customers’ food left. The Group closely monitors the production line and adopts the “Reduce” approach to minimize the waste generated in the manufacturing process. We stipulate that the inventory 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.

In addition to implementing the “Half Bowl of Rice” campaign across all brands, the Jiu Mao Jiu Northwestern Cuisine brand has also introduced single serving dishes this year. Store employees are encouraged to recommend these dishes to customers dining alone to reduce food waste. As of the reporting period, sales of these single serving dishes have exceeded 11,700.

「減量化」

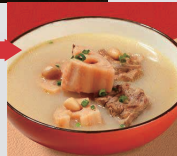
本集團的廚餘垃圾主要產生自中央廚房及餐廳烹飪過程及客戶未食用的食物。本集團密切監察生產線，採取「減量化」方針，盡量減少產品制程中所產生的廢物。我們規定在採購前必須檢查存貨及生產計劃，避免存貨過多；避免採購少批量貨物，改為大批量採購，在減少產生不必要供應商包裝物外，亦能有效減少運輸次數從而減少汽車廢氣的排放；通過使用智慧化倉庫管理系統讓員工能夠實時查詢庫存情況，在減少食物過期而造成的浪費的同時，亦有效減少辦公用紙；透過產品標準化定制每種產品在製作過程中的食材用量，避免過量使用食材造成浪費；於供應中心由原本採購小包裝調料改為採購顆粒大包裝調料，有效節省包裝材料，減少包裝物產生；部分門店測試應用垃圾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

除了各個品牌實施「半碗飯」活動，本年度九毛九西北菜品牌亦著手推出單人份量菜品，門店員工如遇上單人用餐的情況推薦顧單人份菜品，避免食物浪費的情況；截至報告期末，有關產品銷售量超過11,700份。



Pork bone lotus root soup
豬骨蓮藕湯

Single serving
單人份



Memory of overcooked bok choy
記憶中的爛糊白菜

Single serving
單人份



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“Reuse”

In terms of the principle of ‘reuse’, we require our employees to fully utilize the value of ingredients (including scraps and trimmings) and develop new dishes without compromising product standards and food safety. This helps to minimize food waste and maximize the utilization of ingredients. We also use excess ingredients generated during the production of products in the central kitchen to prepare staff meals and sell them at a lower price to employees through the Company’s intranet, using all parts of the ingredients to avoid any waste.

「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食品安全的前提下，充分利用食材的全部價值（食材邊角料），因材制宜開發新菜品，不浪費好食材，盡最大限度提高原料利用率。我們使用於中央廚房調製產品時所產生的多餘食材原料，準備員工餐及於公司內聯網以較低價格出售予員工，利用食材中各個部份避免任何浪費。

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 utilized the bones and unused meat of the sea bass 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 nonprofit organizations, enhancing public attention towards the stray cat group, to provide extra meals for stray cats and promote adoption instead of purchasing.

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，太二將這些鱸魚肉骨邊角料作為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，為流浪貓加餐，宣導領養代替購買。

- Starting from May 2021, online and offline stores began to give out cat food through secret codes. As of March 1st, 2023, a total of 122,168 bags, weighing 22,885 kg, have been distributed through picking up cat food anytime method in stores.
- 2021年5月開始線上下門店推出對暗號領貓糧，截止2023年3月1日，已在門店通過隨手領貓糧的方式送出122,168袋，共計22,885公斤。



- From May 2021 to March 2023, a total of 22,885 kg of cat food were donated to animal welfare organizations such as the Capital Animal Care Association and the AIPAI Care Small Animal Social Development Center, as well as dozens of universities across the country.
- 自2021年5月至2023年3月，共向首都愛護動物協會、阿派關愛小動物社會發展中心等公益機構以及全國幾十所高校捐贈貓糧22,885公斤。
- In September 2022, the joint pet brand zeze launched a charity product (He Yingjun’s personality cat collar) and held a RMB2.22 exchange event in stores, donating the proceeds to charity organizations. At the same time, the “He Yingjun Cat MBTI Personality Test” H5 was launched to call on every one not to abandon cats, and the total amount of online public donations for cat food was donated to the Capital Animal Care Association to provide scientific protection and feeding for rescued stray cats.
- 2022年9月，聯名寵物品牌zeze推出公益產品（何英俊貓咪性格圍脖），並在門店進行2.22元換購圍脖活動，將換購所得收益捐給公益機構。同時上線「何英俊貓咪MBTI性格測試」H5，號召大家不要棄養貓咪，並將線上公眾捐糧總額捐給首都愛護動物協會，用以科學保護、餵養被救助的流浪貓。
- Starting from November 10th, 2022, the cat food pickup activity was upgraded to the “Fish” for “Fish” activity. Customers can purchase He Yingjun’s small fish jerky accessories and bring them to the store to receive free He Yingjun cat food, giving customers who care about stray cats a unified identity symbol. As of March 31st, 2023, a total of 12,049 customers have exchanged for He Yingjun’s small fish jerky and participated in the “Fish” for “Fish” free cat food pickup activity, providing extra meals for stray cats.
- 2022年11月10日起，貓糧領取活動升級為「以「魚」換「魚」」活動，顧客可選購「何英俊的小魚乾」掛飾，帶「小魚乾」掛飾到店，即可免費領取何英俊貓糧，以此使關愛流浪貓群體的顧客們擁有了統一身份象徵。截止至2023年3月31日，已有12,049名顧客換購了「何英俊的小魚乾」，參與到了以「魚」換「魚」的何英俊貓糧免費領取活動，共同為流浪貓加餐。

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“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.

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, the Group proactively develops a comprehensive way of serving meals, provides standardized dishes, encourages customers 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 customers 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 customers, recommends the function form with reasonable configuration, promotes small servings of plates. Also, we deliberately provide packaging services and waive the bailing charges, encouraging customers 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.

「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。

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，九毛九集團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，方便客戶自主調味，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，合理引導客戶文明用餐，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。提倡客戶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。

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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.

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. During the reporting period, the Group generated approximately 2,190,165.65 tonnes of catering wastewater, a slight increase of 82,918.96 tonnes or 3.93% compared with the previous year. The overall density is 546.76 tonnes per million of revenue an increase of about 42.60 tonnes per million revenue or 8.45% from the previous year.

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。

由於本集團產生的污水很大程度上視乎員工及客戶的用水量而定，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。於報告期內，本集團共產生約2,190,165.65噸餐飲污水，較上年度輕微增加82,918.96噸或3.93%。整體密度則為每百萬元營業收入546.76噸，較上年度上升約每百萬元營業收入42.60噸或8.45%。

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2021 and 2022 Catering wastewater generated^{1,2} (in kt)
2021及2022年餐飲污水產生量



Notes:

- 1 The amount of catering wastewater generated in 2022 includes the catering wastewater generated by the canteen set up at the office, supply centers and various brand stores, while the catering wastewater data in 2021 only includes the 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.

附註：

- 1 2022年餐飲污水產生量已包含由集團辦公室食堂、供應中心及各品牌門店所產生的餐飲污水而2021年的餐飲污水數據則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設計量裝置，門店排污量均根據其用水量的80%左右作估算。

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RESOURCE USAGE

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 locations 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 2022, the major resources consumed by the Group were electricity, natural gas, gasoline, water, paper products, and plastic and paper packaging materials.

During the reporting period, the Group consumed approximately 13,672.63 MWh of direct energy (gasoline: 2,591.11 liters (equivalent to 22.96 MWh), natural gas: 1,380,695.78 cubic meters (equivalent to 13,649.68MWh)), and approximately 158,395.34 MWh of indirect energy in electricity. Direct energy consumption has decreased by 2,486.08 megawatt-hours or 15.39% compared to the previous year, while indirect electricity energy consumption increased by 17,448.90 MWh or 12.38% compared to the previous year. The overall energy intensity was 42.96 MWh per million of revenue, which increased by 5.37 MWh per million of revenue or 14.28% compared to the previous year.

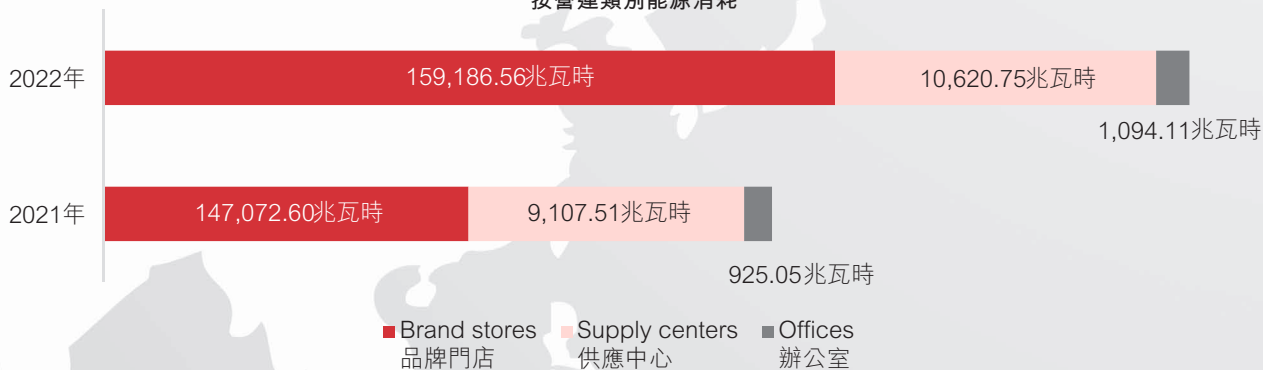
資源使用

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2022年，本集團耗用的主要資源為電力、天然氣、汽油、水、紙品及餐廳外賣包裝材料。

於報告期內，本集團共消耗約 13,672.63 兆瓦時的直接能源（汽油：22.96 兆瓦時（即 2,591.11 升），天然氣：13,649.68 兆瓦時（即 1,380,695.78 立方米））；間接能源消耗共約 158,395.34 兆瓦時的電力。直接能源消耗較上年度減少 2,486.08 兆瓦時或 15.39%，而間接能源消耗則較上年度上升 17,448.90 兆瓦時或 12.38%。整體能源密度為每百萬元營業收入 42.96 兆瓦時，較上年度上升近每百萬元營業收入 5.37 兆瓦時或 14.28%。

Energy Consumption by Operation Type (In MWh)
按營運類別能源消耗



Energy Consumption by Energy Type (In MWh)
按能耗類別能源消耗



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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 team 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. 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.

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，增配具有冷凝器蒸汽熱回收功能的洗碗機，降低設備使用功率；定期開展用電設備的全方面保養，保障設備正常運行，有效減少不必要的能耗損失。

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We have implemented the following energy control measures:

我們開展以下能源管控措施：

- 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.
- 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。
- 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 throughout the journey to reduce consumption of energy as a result of frequent temperature adjustment.
- 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。
- Storage facilities were retrofitted for energy saving purposes and LED lamps were adopted for saving electricity.
- 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。
- Implementing area lighting measures in restaurants, lighting in areas not used by customers was turned off to reduce daily energy consumption.
- 於餐廳實施區域性照明措施，對於未有客戶使用的區域必須關上照明，以減少餐廳日常能耗。
- 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.
- 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。
- 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.
- 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。
- Publishing the *Guide to Smart Energy Management* to further advise office staffs on the efficient use of electricity.
- 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。

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Other Energy Management

Gasoline 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. 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. 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.

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 various aspects of our daily operations, actively implemented different water saving measures. We educated employees that water conservation should be part of 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:

其他能源管理

本集團耗用汽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是較為清潔的燃料，我們亦不斷尋找方法以減少其用量；我們於中央廚房投資近人民幣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。

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，我們將節約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：

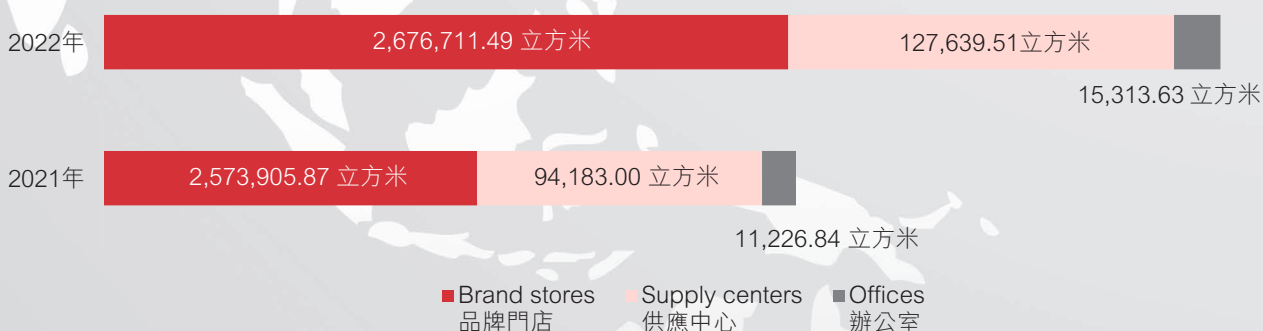
FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

- Cleaning the ground with equipment cooling water in warehouses and central kitchens.
■ 在倉庫及中央廚房循環利用設備冷卻水進行地面清潔。
- Installing separate water pipeline valves in stores to facilitate targeted inspections and maintenance on pipeline leakage.
■ 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。
- 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.
■ 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。
- Promoting the use of water-saving taps and sanitary wares in stores, and using effective cleaning products to reduce water consumption.
■ 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。
- 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.
■ 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。

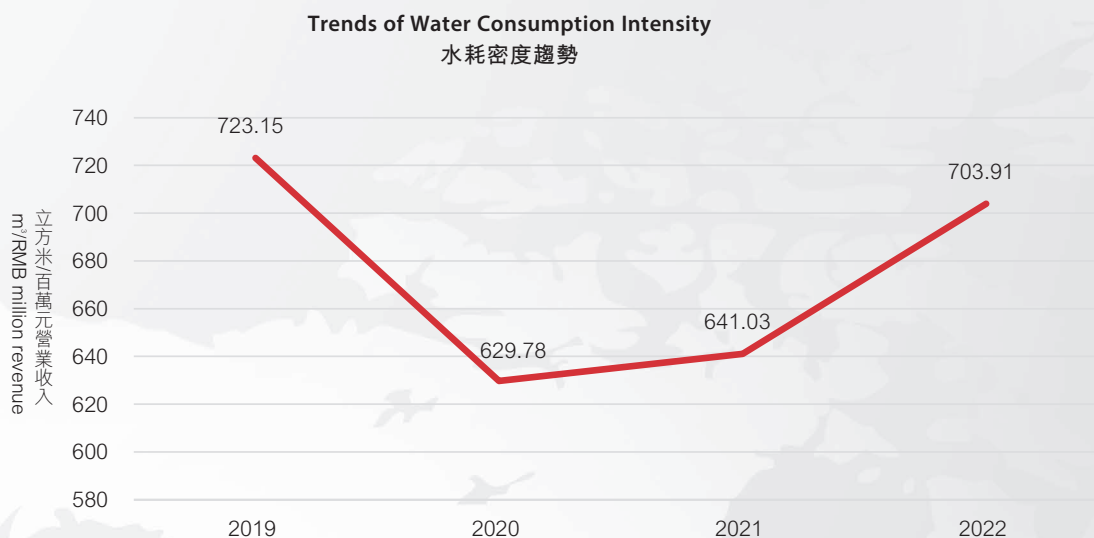
During the reporting period, the Group consumed 2,819,664.63 m³ of water resources, increase close to 140,348.93 m³ or 5.24% from the previous year; its intensity was 703.91 m³ per million of revenue, an increase of about 62.88 m³ per million of revenue or 9.81% compared to the previous year.

於報告期間，本集團共消耗水資源2,819,664.63立方米，較上年度增加近140,348.93立方米或5.24%；其密度則為每百萬元營業收入703.91立方米，較上年度增加約每百萬元營業收入62.88或9.81%。

Water Consumption by Operation Type (In m³)
按營運類別水資源消耗



FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興



Materials Management

The Group advocates the concept of a “paperless office” and encourages the use of online office systems to transmit information and documents in electronic file format. We also promote the reuse of envelopes and file folders, set printers to default to double-sided printing, and post reminders near printers to encourage employees to use double-sided printing and reuse paper. Both sides of used waste paper are placed in recycling bins for recycled paper and are processed by compliant recyclers. In terms of restaurant and central kitchen operations, we are gradually increasing the construction of information systems and promoting intelligent systems such as third-party online queuing and intelligent ordering systems in stores to reduce the use of paper in queuing, ordering, payment, and evaluation processes. Additionally, the Group has adopted electronic contracts for employee and supplier contracts, significantly reducing the use of paper. These measures have enabled us to implement paperless operations in our daily work. Moreover, the Group has started to use Forest Stewardship Council (FSC) certified paper and electronic means to prepare and distribute the Group’s mid-term and annual reports, significantly reducing the use of paper.

物資管理

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；此外，集團已在員工合同簽署及供應鏈供應商合同簽署中採用電子合同，大幅度減少了紙張的使用，這些措施均令到在日常工作中實施無紙化營運。同時，集團亦開始使用森林監管委員會認證的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。

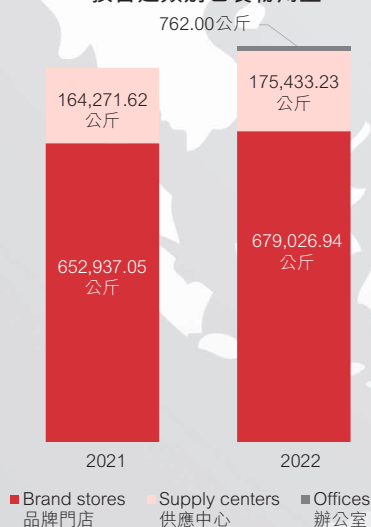
FRUGALITY — PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉—儉則約，約則百善俱興

The Group is committed to reducing the use of disposable materials in logistics transportation, stores, central kitchen operations, and office areas. Regarding packaging materials, the Group strictly adheres to relevant laws and regulations such as the *Solid Waste Pollution Prevention and Control Law* and the *Opinions on Further Strengthening Plastic Pollution Control*, and strictly limits the use of non-degradable plastic bags and other disposable plastic products. The Group has also stopped using non-degradable disposable plastic straws. The Group actively promotes the "plastic reduction" initiative for packaging materials. For dine-in and take-out services at stores, the Group does not provide disposable utensils unless requested by customers, and does not provide plastic straws, plastic cutlery, and plastic bags to customers unless requested. The Group has set reminders in all self-operated and third-party online ordering systems to guide customers to reduce the use of disposable utensils and raise public awareness of environmental protection. Moreover, the Group actively uses and explores environmentally friendly tableware and packaging materials, such as recyclable aluminum foil lunch boxes, biodegradable plastic packaging materials, and degradable environmental-friendly straws, to reduce environmental pollution caused by non-degradable plastics. All brands of the Group's restaurants in Hainan have used degradable packaging materials, while the packaging materials for tea drinks in Song and Lai Mei Li have been degradable since their opening. The takeaway bags used by Tai Er are also degradable. In addition, the Group uses reusable turnover boxes instead of disposable paper boxes in the warehousing and logistics links to reduce the use of disposable packaging materials. The Group will further increase the use of sustainable packaging materials in restaurant operations to reduce their adverse impact on the environment. During the reporting period, the Group purchased environmental-friendly packaging materials worth approximately RMB5,398,343.32, accounting for 11.63% of the total packaging material procurement in 2022, representing an increase of 2.28% compared to the previous year.

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，除非客戶要求，否則不會向客戶提供塑膠吸管、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，引導客戶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。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，本集團共採購人民幣約5,398,343.32元的環保包裝物，佔2022年總包裝物採購量的11.63%，環保包裝物採購佔比較上年度提升2.28%。

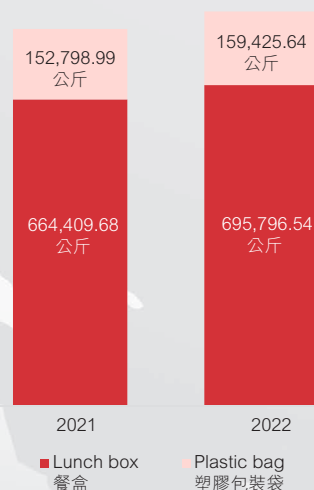
Packaging material usage by operation type (in kg)

按營運類別包裝物用量



Packaging material usage by packaging type (in kg)

按包裝物類別包裝物用量



LIST OF ESG POLICIES AND LAWS AND REGULATIONS ESG政策及法律法規列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
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》	
	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution 《中華人民共和國大氣污染防治法》	Waste Management System Administrative 《廢棄物管理制度》
	Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution 《中華人民共和國環境噪聲污染防治法》	Systems on Energy Consumption at Supply Centers 《供應中心能耗管理制度》
	Law of the People's Republic of China on Promotion of Cleaner Production 《中華人民共和國清潔生產促進法》	Administrative Guidelines on Turning On and Off Equipment 《設備開啟色點管理指引》
	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》	Store Waste Disposal Management System 《門店廢棄物處置管理制度》
	Law of the People's Republic of China on Evaluation of Environmental Impacts 《中華人民共和國環境影響評價法》	Administrative Standards on Office Electrical Equipment 《關於集團辦公室用電設備的管理規定》
	Energy Conservation Law of the People's Republic of China 《中華人民共和國節約能源法》	Administrative Guidelines on Smart Management of Energy 《能源智能管理指南》
	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》	

LIST OF ESG POLICIES AND LAWS AND REGULATIONS

ESG政策及法律法規列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
Employment 僱傭	Labor Law of the People's Republic of China	Manual of Conduct on Human Resources
	《中華人民共和國勞動法》	Management Practices
	Labor Contract Law of the People's Republic of China	《人事管理實務操作手冊》
	《中華人民共和國勞動合同法》	Management Practices
	Law of the People's Republic of China on Promotion of Employment	《辦公室員工手冊》
	《中華人民共和國就業促進法》	Management Practices
	Social Insurance Law of the People's Republic of China	《門店員工手冊》
	《中華人民共和國社會保險法》	Guidelines on Employee Salary Structure
Provisions on the Prohibition of Using Child Labor of the People's Republic of China	《員工架構調薪指引》	
《中華人民共和國禁止使用童工規定》	Adjustment Administrative Plan for Competition on the Group's Middle-level Management Position	
Law of the People's Republic of China on the Protection of Minors	Competition	
《中華人民共和國未成年人保護法》	《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	Management System for Enterprise Safety
	《中華人民共和國勞動法》	《企業安全管理制度》
	Fire Protection Law of the People's Republic of China	Responsibility System for Safe Production
	《中華人民共和國消防法》	《安全生產責任制》
	Law of the People's Republic of China on Work Safety	Systems on Appraisal, Award and Punishment on Safe Production Responsibilities
	《中華人民共和國安全生產法》	《安全生產責任考核獎懲制度》
	Law of the People's Republic of China on Prevention and Control of Occupational Diseases	Systems on Award and Punishment on Safe Production
	《中華人民共和國職業病防治法》	《安全生產獎懲制度》
	Administrative Measures for Supervision and Inspection of Food Production and Operation	Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards
	《食品生產經營監督檢查管理辦法》	《隱患排查、治理、建檔和監控制度》
	Regulation on Work Safety Permits	Fire Safety Management System
	《安全生產許可證條例》	Occupational Health Management System
	Provisions on the Supervision and Administration of Occupational Health at Work Sites	《消防安全管理制度》
《工作場所職業衛生管理規定》	Management System on Occupational Hygiene	
	《職業衛生管理制度》	
	Office Safety and Protective Measures of the Jiumaojiu Group and other management systems on safe production (26 in total)	
	《九毛九集團辦公室安全防護措施》等26個安全生產相關管理制度	
	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	

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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》	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》
	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》	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）》

LIST OF ESG POLICIES AND LAWS AND REGULATIONS ESG政策及法律法規列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
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 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 Emergency Preparedness Plan 《食品安全應急預案》 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》	System for the Management of Workshop Hygiene 《車間衛生管理制度》
	Measures for the Supervision and Administration of Food Safety in Catering Services 《餐飲服務食品安全操作規範》	Management Measures for Workshop Quality Performance Appraisal (Trial) 《車間品質績效考核管理辦法(試行)》
		Regulations on the Management of Quality Control, Inspection and Points Deduction 《品控檢查扣分管理規定》
		Management System on Laboratory 《實驗室管理制度》
		Handling Procedures for Unqualified Products in Laboratory Testing 《實驗室檢測不合格處理流程》
		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》

LIST OF ESG POLICIES AND LAWS AND REGULATIONS ESG政策及法律法規列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
		<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> <p>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》</p> <p>Administrative Measures for Handling Customer Complaints 《客訴處理管理辦法》</p> <p>Guidelines on Crisis Management 《危機管理指引》</p> <p>Administrative Systems on Information Safety of the Group 《集團信息安全管理制度》</p> <p>Systems on Prevention of Information and System Risks 《信息系統風險防範制度》</p> <p>Administrative Systems on Data Backup and Safety of the Group 《集團數據備份安全管理制度》</p> <p>Privacy Policy of Jiumaojiu Group 《九毛九集團隱私政策》</p> <p>Letter of Commitments on Food Safety 《食品安全承諾書》</p>

LIST OF ESG POLICIES AND LAWS AND REGULATIONS
ESG政策及法律法規列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
Anti-corruption 反貪腐	<p>Company Law of the People's Republic of China 《中華人民共和國公司法》</p> <p>Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》</p> <p>Anti-Monopoly Law of the People's Republic of China 《中華人民共和國反壟斷法》</p> <p>Law of the People's Republic of China Against Unfair Competition 《中華人民共和國反不正當競爭法》</p> <p>Interim Provisions on Prohibiting Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》</p>	<p>Anti-corruption Policies 《防止貪污政策》</p> <p>System of Reward for Reporting by Employees of the Group 《集團內部員工舉報獎勵制度》</p> <p>Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery 《關於嚴禁收受禮品、商業賄賂的通知》</p> <p>Letter of Commitment on Integrity of Suppliers 《供應商廉潔承諾書》</p> <p>Integrity Notification Letters 《廉潔告知函》</p>
Community Investment 社區投資	<p>Charity Law of the People's Republic of China 《中華人民共和國慈善法》</p>	<p>Not Applicable 不適用</p>

TABLE OF KEY PERFORMANCE 關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2022 ^{a)} 2022年 ^{a)}	2021 ^{b)} 2021年 ^{b)}
Environmental Indicator 環境類指標				
A1	Emissions 排放物			
A1.1	The types of emissions and respective emissions data^{c)} 排放物種類及相關排放數據 ^{c)}			
	Catering wastewater 餐飲污水排放量	Tonne 噸	2,190,165.65	2,107,246.70
	Catering wastewater intensity 餐飲污水排放密度	Tonne/million of revenue 噸／百萬元營業收入	546.76	504.16
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 GHG 溫室氣體排放總量	tCO ₂ e 噸二氧化碳當量	113,586.40	107,248.78
	GHG intensity 溫室氣體排放密度	tCO ₂ e/million of revenue 噸二氧化碳當量／百萬元營業收入	28.36	25.66
	GHG emissions(Scope 1) ^{1)d)} 溫室氣體排放量(範疇一) ^{1)d)}	tCO ₂ e 噸二氧化碳當量	21,461.96	25,271.66
	GHG emissions(Scope 2) ^{2)e)} 溫室氣體排放量(範疇二) ^{2)e)}	tCO ₂ e 噸二氧化碳當量	92,124.44	81,977.12
	GHG emission intensity(Scope 1) ^{1)d)} 溫室氣體排放密度(範疇一) ^{1)d)}	tCO ₂ e/million of revenue 噸二氧化碳當量／百萬元營業收入	5.36	6.05
	GHG emission intensity(Scope 2) ^{2)e)} 溫室氣體排放密度(範疇二) ^{2)e)}	tCO ₂ e/million of revenue 噸二氧化碳當量／百萬元營業收入	23.00	19.61

TABLE OF KEY PERFORMANCE
關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2022 ^{a)} 2022年 ^{a)}	2021 ^{b)} 2021年 ^{b)}
A1.4	Total non-hazardous waste produced 所產生無害廢棄物總量			
	Waste tube/bulbs 廢舊燈管／燈泡	Unit 個	9,396	11,610
	Waste tube/bulbs intensity 廢舊燈管／燈泡密度	Unit/million of revenue 個／百萬元營業收入	2.35	2.79
	Total non-hazardous waste 無害廢棄物總量	Tonne 噸	17,706.61	18,856.24
	Non-hazardous waste intensity 無害廢棄物密度	Tonne/million of revenue 噸／百萬元營業收入	4.42	4.51
	Kitchen waste 廚餘垃圾產生量	Tonne 噸	16,159.59	17,449.75
	Waste cooking oil 餐飲廢油產生量	Tonne 噸	1,547.02	1,406.49
A2	Use of resources 資源使用			
A2.1	Direct and indirect energy consumption by type in total and intensity³⁾ 按類型劃分的直接及間接能源總耗量及密度 ³⁾			
	Total energy consumption 能源總耗量	MWh 兆瓦時	172,067.98	157,105.15
	Total energy consumption intensity 能源耗量密度	MWh/million of revenue 兆瓦時／百萬元營業收入	42.96	37.59
	Direct energy consumption 直接能耗消耗量	MWh 兆瓦時	13,672.63	16,158.71
	Indirect energy consumption 間接能耗消耗量	MWh 兆瓦時	158,395.34	140,946.44
	Gasoline consumption 汽油消耗量	Liter 升	2,591.11	2,859.00
	Diesel consumption 柴油消耗量	Liter 升	–	19,011.35
	Natural gas consumption 天然氣消耗量	m ³ 立方米	1,380,695.78	1,612,719.55
	Total electricity consumption 總耗電量	kWh 千瓦時	158,395,342.57	140,946,442.39

TABLE OF KEY PERFORMANCE
關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2022 ^{a)} 2022年 ^{a)}	2021 ^{b)} 2021年 ^{b)}
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	2,819,664.63	2,679,315.71
	Water consumption intensity 耗水密度	m ³ /million of revenue 立方米／百萬元營業收入	703.91	641.03
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	855.22	817.21
	Meal boxes 餐盒	Tonne 噸	695.80	664.41
	Plastic packaging bags 塑膠包裝袋	Tonne 噸	159.43	152.80
	Intensity of packaging material used 使用的包裝物料密度	Tonne/million of revenue 噸／百萬元營業收入	0.21	0.16

TABLE OF KEY PERFORMANCE 關鍵績效列表

Notes:

- a) The scope of environmental KPIs data collection for the year 2022 includes 4 offices, 3 self-operated supply centers and central kitchens, and 573 self-operated stores operated by the Group (Includes 8 Double Eggs self-operated stores which were removed from our restaurant network since June 2022);
- b) The scope of environmental KPIs data collection for the year 2021 includes 4 offices, 3 self-operated supply centers and central kitchens, and 453 self-operated stores operated 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 1) including direct emission of carbon dioxide produced by gasoline, diesel, natural gas and refrigerants;
- e) Indicator A1.2 Greenhouse gas emissions (Scope 2) 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 the packaging materials consumed in our 3 self-operated supply centers and central kitchens, physical stores of different brands and delivery business.

Basis of calculation:

- 1) Greenhouse gas emissions (Scope 1) produced by gasoline, diesel and natural as 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 Reporting Guidance on Environmental KPIs issued by the HKEX;
- 2) The calculation methods for greenhouse gas emissions (Scope 2) generated from the purchase of electricity of each operating location are respectively based on the Guidelines for Accounting and Reporting Greenhouse Gas Emissions – China Public Building Operator Units (Enterprises) (Trial) of the People's Republic of China published by the General Office of the National Development and Reform Commission and the Reporting guidance on Environmental KPIs issued by the Hong Kong Stock Exchange. The electricity emission factor for the mainland China region refer to the Notice on Doing Key Work in the Management of Corporate Greenhouse Gas Emissions Reporting in 2022 issued by the Ministry of Ecology and Environment. The electricity emission factor for the Vancouver region of Canada refer to the Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION, B.C.Reg. 249/2015. The electricity emission factor for the Macau Special Administrative Region refer to the carbon dioxide emission factor per kilowatt-hour disclosed in the "2020 Sustainability Report" of Macau Electric Power Co., Ltd.,. The electricity emission factors for the Singapore region refer to the emission factor in Chapter 2 of the 2021 Singapore Energy Statistics published by 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) 2022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573間自營門店（包括自2022年6月起從我們的餐廳網絡中刪除的8家雙蛋自營店）；
- b) 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；
- 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於3家自營供應中心及中央廚房、各品牌門店及外賣業務所消耗的包裝物。

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）計算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）》及由聯交所發佈的《環境關鍵績效指標匯報指引》計算；
- 2) 各營運地點外購電力產生的溫室氣體排放（範疇二）計算方法分別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）》，及由聯交所發佈的《環境關鍵績效指標匯報指引》計算，其中大陸地區電力排放因子參考生態環境部《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子參考「Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GASEMISSION REPORTING REGULATION」, B.C.Reg. 249/2015；澳門特別行政區電力排放因子參考澳門電力股份有限公司《2020年度可持續發展報告》中披露的每度電二氧化碳排放因子；而新加坡地區參考新加坡能源市場管理局（「Energy Market Authority」）中2021年度新加坡能源統計章節二的排放因子；
- 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。

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2022 2022年	2021 2021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	16,190	14,495
Gender 性別	Male 男性	Headcount 人	11,009	9,913
	Female 女性	Headcount 人	5,181	4,582
Employment Type 僱員類型	Management 管理層	Headcount 人	140	121
	Non-management 非管理層	Headcount 人	16,050	14,374
Age Group 年齡組別	29 and below 29歲及以下	Headcount 人	12,538	11,196
	30-49 30-49歲	Headcount 人	2,512	2,445
	50 and above 50歲及以上	Headcount 人	1,140	854
Geographical Region 地區	Mainland China 中國內地	Headcount 人	16,002	14,447
	Hong Kong, Macau and Taiwan 港澳台	Headcount 人	33	22
	Overseas 海外	Headcount 人	155	26

TABLE OF KEY PERFORMANCE
關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2022 2022年	2021 2021年
B1.2	Employee turnover rate by gender, age group and geographical region ¹⁾ 按性別、年齡組別劃分的僱員流失比率 ¹⁾			
	Total employee turnover rate 僱員總流失比率	Percentage 百分比	149	148
Gender 性別	Male employee turnover rate 男性員工流失比率	Percentage 百分比	160	157
	Female employee turnover rate 女性員工流失比率	Percentage 百分比	127	128
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	168
	Turnover rate of employees aged 30-49 30-49歲流失比率	Percentage 百分比	82	80
	Turnover rate of employees aged 50 and above 50歲及以上流失比率	Percentage 百分比	86	75
Geographical Region 地區	Mainland China 中國內地	Percentage 百分比	151	148
	Hong Kong, Macau and Taiwan 港澳台	Percentage 百分比	12	91
	Overseas 海外	Percentage 百分比	34	35
B2	Health and Safety 健康與安全			
B2.1	Number and rate of work-related fatalities 因工作關係而死亡的人數及比率			
	Number of work-related fatalities 因工作關係而死亡的人數	Headcount 人	0	0
	Rate of fatalities 死亡率	Percentage %	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	7,604	5,567
	Work-related injury 工傷次數	Case 次	774	701

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2022 2022年	2021 2021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	68.00	68.39
	Percentage of female in employees trained 女性員工受訓百分比	Percentage 百分比	32.00	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	0.86	0.83
	Percentage of non-management in employees trained 非管理層受訓百分比	Percentage 百分比	99.14	99.17
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	7
Gender 性別	Average training hours for male employees 男性員工受訓平均時長	Hour 小時	7	7
	Average training hours for female employees 女性員工受訓平均時長	Hour 小時	7	7
Employee category 僱員類別	Average training hours for management 管理層受訓平均時長	Hour 小時	7	42.43
	Average training hours for non-management 非管理層受訓平均時長	Hour 小時	7	6.70

TABLE OF KEY PERFORMANCE
關鍵績效列表

ESG Indicator ESG指標		Unit 單位	2022 2022年	2021 2021年
B5	Supply Chain Management 供應鏈管理			
B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目			
	Total number of suppliers 供應商總數	Entity 個	441	419
	Southern China 華南地區	Entity 個	322	322
	Other regions in Mainland China (except Southern China) 中國大陸其他地區(除華南)	Entity 個	110	91
	Other overseas regions (including Hong Kong, Macau and Taiwan) 海外其他地區(含港澳台)	Entity 個	9	6
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	159	125
	Number of service related complaints 服務投訴數量	Case 次	406	604
	Number of dining environment related complaints 就餐環境投訴數量	Case 次	26	15
	Number of dishes related complaints 菜品投訴數量	Case 次	311	389

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2022 2022年	2021 2021年
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	Hundred thousand 十萬元	8.48	3.33

Note:

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

Basis of calculation:

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

附註：

a) 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；

數據計算標準：

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

ESG CONTENT 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	Emission Management & Table of Key Performance	A1.1 is not applicable, as gas emission was not significant to the Company's scope of operations; A1.3 is not applicable, as according to the Group's business nature and actual operation, no hazardous waste was generated in the List of Hazardous Wastes of the People's Republic of China during the reporting period
A1 排放物	一般披露	排放物管理 & 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；根據本集團的業務性質和實際運營情況，本年度未有產生《中華人民共和國危險廢棄物名錄》提及的有害廢棄物，故A1.3不適用
	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		
A2 Use of Resources	General Disclosure	Resource Usage & Table of Key Performance	
A2 資源使用	一般披露	資源使用 & 關鍵績效列表	
	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		
A3 The Environment and Natural Resources	General Disclosure	Environment and Natural Resources	
A3 環境及天然資源	一般披露	環境及天然資源	
	Key Performance Indicator A3.1 關鍵性績效指標A3.1		

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Subject 議題	Guide Requirement 指引要求	Report Section 報告章節	Remarks 備註
A4 Climate Change A4 氣候變化	General Disclosure 一般披露 Key Performance Indicator A4.1 關鍵性績效指標A4.1	Response to Climate Change 應對氣候變化	
B Social B 社會			
B1 Employment B1 僱傭	General Disclosure 一般披露 Key Performance Indicators B1.1, B1.2 關鍵性績效指標B1.1 · B1.2	Compliance Employment, Employee Salary and Benefit Mechanism, Employee Care and Communication & Table of Key Performance 合規僱傭, 員工薪酬福利機制, 員工關愛與溝通 & 關鍵績效列表	
B2 Health and Safety B2 健康與安全	General Disclosure 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	Occupational Health and Safety & Table of Key Performance 職業健康與安全 & 關鍵績效列表	
B3 Development and Training B3 發展與培訓	General Disclosure 一般披露 Key Performance Indicators B3.1, B3.2 關鍵性績效指標B3.1 · B3.2	Vocational Training and Development & Table of Key Performance 職業培訓與發展 & 關鍵績效列表	
B4 Labor Standards B4 勞工準則	General Disclosure 一般披露 Key Performance Indicators B4.1, B4.2 關鍵性績效指標B4.1 · B4.2	Compliance Employment - Forced Labor and Child Labor are Strictly Prohibited 合規僱傭 - 嚴禁強制勞工和童工	

Subject 議題	Guide Requirement 指引要求	Report Section 報告章節	Remarks 備註
B5 Supply Chain Management	General Disclosure	Food Safety – Suppliers Quality, Supply Chain ESG Management & Table 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	食品安全 – 供應商質量，供應鏈ESG管理& 關鍵績效列表	
B6 Product Responsibility	General Disclosure	Food Safety, Customer Rights Protection, Responsible Marketing and Promotion, Product Diversification and Nutrition and Health, Dining Environment/ Customer Service, Intellectual Property Protection & Table of Key Performance	The Group strictly comply with relevant laws and regulations on food safety, there were no incidents of recalls on products and services due to safety and health reasons nor non-compliance events relate to food safety 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 B6.2 · B6.3 · B6.4 · B6.5	食品安全, 客戶權益保護, 合理行銷及宣傳, 產品多元化與營養健康, 就餐環境 / 客戶服務, 知識產權保護 & 關鍵績效列表	本集團嚴格遵守食品安全相關法律法規，報告期內未發生因安全衛生原因召回產品和服務的事件，也未發生食品安全相關違規事件。
B7 Anti-corruption	General Disclosure	Anti-Corruption & Table 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	反貪腐 & 關鍵績效列表	
B8 Community Investment	General Disclosure	Rural Revitalization, Social Welfare Investment & Table 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	鄉村振興, 社區投資與公益 & 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 to launch partners with 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 publishing our 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. This year, we have integrated the "Social Welfare" dimension as part of Jiumaojiu Group's advocacy of the concept of 'goodness'. We aim to promote how businesses can use their own influence and commercial power to address and solve various social issues and achieve benefits through righteousness.

In this index, we demonstrate how the content of this year's ESG Report corresponds to these 6 dimensions. If you are particularly concerned about one of these initiatives and our efforts, you can also use this index to quickly locate detailed information in the Report.

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。本年度，我們增加了一個「社會公益」維度，作為九毛九集團對「善」這個理念，宣導企業能如何通過自身影響力，善用商業力量解決社會各種問題，實現因義而利。

在本索引中，我們展示本年度ESG報告中的內容如何與這6個維度對應。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。

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。	Food safety 食品安全	p.39 - 41

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Establishing a traceability mechanism to ensure the origin of ingredients and conducting regular product recall drills to ensure that rapid and efficient response measures can be taken in case of abnormal situations. 建立溯源機制，保證食材出處；定期進行產品召回演練，確保異常情況發生時，能作出迅速高效的應對工作	Established fish farming bases for self-sufficiency and ensuring the deliciousness and safety of ingredients through the establishment of an information-based traceability mechanism. 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。	Digital Transformation – Smart Aquaculture Project 數字化轉型－智慧養殖項目	p.96, 99 - 100
	The Group has established a set of food safety management measures from fish fry to processing, which is supplemented by a smart aquaculture traceability management platform and an information-based traceability system. From the beginning of the seedling stage to the final sales, detailed “production records” are kept. Various monitoring and testing methods are adopted at each stage to ensure the safety and quality of products from the base. 集團搭建了一套由魚苗至加工環節食品安全管理措施，配合智慧養殖溯源管理平台及信息化可追溯系統，從源頭苗種起步直至終端銷售都有詳細的「生產記錄」，在每個環節均採取不同監測與檢測手段，全面保證基地產品的安全與質量。	Food safety – Food Safety Work Runs Through the Entire Product Chain – Farming and External Processing Management 食品安全－食品安全工作貫穿產品全鏈條－養殖及外加工管理	p. 49 - 53
	At least one product recall drill is organized every year to verify the implementation of current labeling and traceability work and ensure that the product recall process has good operability. If the recovery rate is below 90%, the relevant recall procedures will be reconsidered. Key performance indicators include: <ul style="list-style-type: none"> ■ The traceability of records such as raw materials, inner packaging, production, warehousing, inventory, and shipping. ■ Product recovery rate. ■ Total time taken from the beginning of traceability to the end.” 每年至少組織一次召回演練，以驗證現時標識和可追溯性工作的執行情況及確保產品召回程序具備良好的操作性等等，如回收率低於90%則考慮重新制定相關召回程序。	Food Safety – Product Labeling and Traceability 食品安全－產品標識和可追溯性	p.48
	指標： <ul style="list-style-type: none"> ■ 原料、內包裝、生產、入庫、庫存、發貨情況等記錄追溯情況 ■ 產品回收率 ■ 從開始追溯開始至結束共耗時長 		

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<p>The Group has implemented the main responsibility for food safety and appointed a food safety director to oversee this responsibility.</p> <p>落實食品安全主體責任，集團任命食品安全總監</p>	<p>The appointment of a food safety director with dedicated responsibilities is a major innovative measure in the food safety regulatory system. The responsibility system is composed of the “enterprise’s main person in charge → food safety director → food safety staff”, which ensures that daily control, weekly inspections, and monthly scheduling work are recorded and verifiable. At the same time, the group strictly implements the food safety management system, timely prevents and resolves risk hazards, and safeguards the bottom line of food safety.</p> <p>明確了設立食品安全總監，實行專崗、專責、專人，這是食品安全監管制度的一項重大創新舉措，以「企業主要負責人→食品安全總監→食品安全員」構成的責任體系；確保日管控、週排查、月調度工作情況有記錄、可核實，同時嚴格執行食品安全管理制度，及時防範化解風險隱患，守好食品安全底線。</p>	<p>Food Safety – Food Safety Management System 食品安全－食品 安全管理體系</p>	<p>p.41</p>
<p>Normalization of food safety training</p> <p>食安培訓常態化</p>	<p>To prevent food safety accidents caused by staff negligence, employees must operate and produce in accordance with safety standards, always adhere to the principle of ‘food safety first, prevention-oriented, and comprehensive governance’, and continue to popularize standard knowledge about food safety operations to improve employees’ awareness of food safety. Food safety-related training is officially launched on the Group’s training platform to achieve normalization of food safety training.</p> <p>為防止因人員疏忽大意導致的食品安全事故，為防止因人員疏忽大意導致的食品安全事故，員工必須做到按標準安全運營及生產，始終堅持「食品安全第一，預防為主，綜合治理」的方針，持續向員工普及關於食品安全操作的標準知識，提高員工的食品安全意識。食品安全相關培訓正式上線至集團培訓平台，做到食安培訓常態化。</p>	<p>Food Safety – Employee Requirements and Training 食品安全－人員 要求與培訓</p>	<p>p.46-47</p>

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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，利用集團自身影響力，推動產業鏈上下游履行社會責任。			
Innovative procurement model to improve product quality 創新採購模式，提高產品品質	<p>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.</p> <p>侯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。</p>	Food Safety – Suppliers Quality 食品安全 – 供應商質量	p.53 - 57
	<p>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 informatization to build a product traceability mechanism and an early warning system for monitoring environmental abnormality to realize the standardized 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.</p> <p>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。</p>	Digital Transformation – Smart Aquaculture Project 數字化轉型 – 智慧養殖項目	p.99-100

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Commitment and integrity, focus on monitoring the supply chain 重承諾守誠信，重點監控供 應鏈	<p>While constructing a sound risk control system and clean supervision system, we further optimize 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'. We strengthen the Group's anti-corruption efforts through proactive audits, receiving reports, integrity publicity and training, opinion surveys, and other means. We also activate the 'Integrity Notification Letters' and work with suppliers to identify cases of employees involved in corrupt activities within the group.</p> <p>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。通過主動審計、受理舉報、廉潔宣導與培訓、意見調查等方式強化集團反貪力度，同時啟用《廉潔告知函》與供應商配合識別集團內員工涉貪事件。</p> <p>Key performance indicators include:</p> <ul style="list-style-type: none"> ■ The number of reported and verified cases of corruption under the Jiumaojiu Group's employee reporting and reward system. ■ The number of supplier breach fines collected and the number of employees involved in violating the Group's rules based on the "Letter of Commitment on Integrity of Suppliers" ■ The signing rate of the "Letter of Commitment on Integrity of Suppliers" <p>指標：</p> <ul style="list-style-type: none"> ■ 九毛九集團員工舉報獎勵制度下舉報與核實貪腐事件數目 ■ 根據《供應商廉潔承諾書》收取供應商違約金數目及員工涉及違反集團守則的數目 ■ 《供應商廉潔承諾書》簽署率 	Anti Corruption 反貪腐	p.31- 38
Fair trade and responsible sourcing 公平貿易，責任採購	<p>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.</p> <p>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。</p>	Supply Chain ESG Management 供應鏈ESG管理	p.112

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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	<p>We have established the Nathan Foundation to help employees in need, regularly organize employee activities to build the Jiumaojiu Group family, establish employee reporting channels to prevent any unfair incidents. We conduct employee satisfaction surveys every six months to better understand employees' perceptions and evaluations of the Company and improve their experience. We pay attention to employees' mental health, invite professional psychologists to provide counseling and organize lectures to alleviate employees' anxiety. We never hesitate to praise employees and timely express appreciation and gratitude through written communication.</p> <p>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。每半年進行一次員工滿意度調查，進一步瞭解員工對公司的認識和評價，更好地提升員工體驗。我們關注員工心理健康，邀請專業心理師及舉辦講座安撫員工遇到的不安情緒。絕不吝惜讚賞，適時發文表達對員工的認可和感謝。</p> <p>Key performance indicators include:</p> <ul style="list-style-type: none"> ■ The number of people assisted and the amount of assistance provided by the Nathan Foundation. ■ The effective feedback rate and evaluation of employee satisfaction surveys. <p>指標：</p> <ul style="list-style-type: none"> ■ 提供援助人數及金額 ■ 員工滿意度評價調查有效反饋率及評價 	Employee Care and Communication 員工關愛與溝通 Occupational Health and Safety – Work Injury Handling 職業健康與安全 – 工傷處理	p.73, 79 - 87

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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	<p>We set training goals for employees every year, and formulate training programs on various topics, such as: reading clubs, training informatization, instructor training program, etc., and providing a transparent internal transfer mechanism for employees, focus on the personal-growth of employees and provide extensive opportunities for learning and growth.</p> <p>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。</p> <p>Key performance indicators include:</p> <ul style="list-style-type: none"> ■ Various training related data <p>指標：</p> <ul style="list-style-type: none"> ■ 各種培訓相關數據 	Vocational Training and Development – Employee Training 職業培訓與發展 – 員工培訓	p.74 - 77
Career Dual-Track Development System 職業雙通道發展體系	<p>To effectively plan employee career development, improve professional skills, and plan human resources for the Company to improve organizational capabilities, ultimately achieving a win-win situation for both employee career development and Company business development, we have launched the “Jiumaojiu Group Professional Dual-Track Development System”.</p> <p>為有效規劃員工職業生涯、提高專業能力，以及有效規劃公司人力資源、提升組織能力，最終實現員工職業發展與公司經營發展雙贏，重點推出「九毛九集團職業雙通道發展體系方案」。</p>	Vocational Training and Development – Vocational Training – 職業發展	p.78 - 79
Searching and cultivating talent through various channels 通過不同途徑尋找合適及培育人才	<p>The Group provides employees with competitive compensation and benefits, support and extensive working environment and a good work-life balance. In addition to searching suitable candidates through traditional social recruitment channels and internal recommendations, the Group actively implements various measures to attract talent through different channels.</p> <p>集團向員工提供具有競爭力的薪酬福利方案、支援及完善的工作環境以及良好的工作與生活平衡。除了通過一些傳統社會招聘途徑與內部推薦途徑尋找合適的人選外，集團亦透過不同的渠道積極開展各種吸引人才的措施。</p>	Compliance Employment – Talent Cultivation and Absorption 合規僱傭 – 人才培養與吸納	p.60 - 65

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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 通過創新，為顧客提供美味、營養均衡的食品	<p>We focus on product diversification and nutritional matching, prioritizing the use of natural and green ingredients. The head of the R&D team has served as a chef for more than ten years, and some team members are professionals in ingredient management, food nutrition and quality control, providing intellectual support to create nutritious and healthy products. 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。</p> <p>Key performance indicator: <ul style="list-style-type: none"> ■ The number of new dishes </p> <p>指標： <ul style="list-style-type: none"> ■ 新菜色數量 </p>	Product Diversification and Nutrition and Health 產品多元化與營養 健康	p.116, 119
	<p>We follow the traditional wisdom of the 24 Solar Terms, “eat according to the season, but not out of season”, and explore locally-sourced premium ingredients. We use fresh, healthy, and natural ingredients from natural farming as the foundation, and employ the simplest cooking methods to bring our customers the best dining experience. 遵循二十四節氣的傳統智慧「應節而食，不時不吃」，探尋在地優質食材，以新鮮、健康、天然為基礎的自然農耕食材，使用最簡單的烹飪方法，帶給我們客戶最佳的用餐體驗。</p>	Product Diversification and Nutrition and Health 產品多元化與營養 健康	p.116 - 118

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Improve customer experience through user friendly design 通過人性化設計，提升客戶體驗	<p>Establish multiple and effective channels to communicate with customers and obtain immediate needs of customers; whether it is hardware or software support, we will accomplish it for our customers one by one.</p> <p>建立多元及有效能夠與客戶溝通的渠道，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。</p> <p>Key performance indicator: <ul style="list-style-type: none"> Customer satisfaction of different brands </p> <p>指標： <ul style="list-style-type: none"> 各品牌客戶滿意度 </p>	Dining Environment/ Customer Service 就餐環境／客戶服務	p.120
	<p>We create distinctive services through various methods, including store environment, dining experience, special services, a comprehensive customer complaint and feedback mechanism, and customer rewards activities. We increase interaction with customers, maintain harmonious relationships with customers, we continuously enhance brand awareness and customer loyalty.</p> <p>通過各種方法打造特色服務，從門店環境、用餐體驗、特色服務、健全的客訴與反饋機制及客戶回饋活動，增加與客戶互動，與客戶維持和諧融洽關係，我們不斷提升品牌知名度與客戶忠誠度。</p>	Dining Environment/ Customer Service 就餐環境／客戶服務	p.120 - 124
Protection of personal privacy 對個人隱私的保護	<p>In accordance with 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 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.</p> <p>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》，制定及持續優化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。</p>	Privacy Protection 隱私保障	p.89 - 91

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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。			
<p>Through innovation, improve the efficiency of water, electricity and energy use, save energy and reduce emissions</p> <p>通過創新，提升水、電、能源的使用效率，節能減排</p>	<p>Continue to improve the efficiency of resource utilization such as energy, water and packaging materials during the whole operation process, we implement energy control measures to minimize the impact on the environment. For example: We commenced implementation of installing IoT devices in stores and supply centers to monitor equipment conditions and avoiding electricity wastage, cooperating with third-party organizations to measuring and estimating the electricity consumption thereby realize a precise control of electricity consumption, optimize the logistics and distribution realize according to the demand of store orders and reduce the exhaust emissions, install a new oil refining system to realize 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 from the source, use degradable packaging, do not actively provide disposable tableware, etc.</p> <p>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。</p>	<p>Resource Usage 資源使用</p>	<p>p.142 - 148</p>

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Response to climate change 應對氣候變化	<p>The Group has engaged an ESG consultant to help identify the climate risks faced by the Jiumaojiu Group in the face of global climate change, and incorporate them into the Group's corporate risk management mechanism. The consultant will assist the board of directors in formulating more effective strategies for the Group to respond to climate change in the future. In addition, the consultant will also help the Group effectively integrate the requirements for climate information disclosure.</p> <p>通過委聘 ESG 顧問協助集團開始識別面對全球氣候變化下，九毛九集團面對的氣候風險，納入至集團的企業風險管理機制當中，協助董事會為集團在未來能夠作出更有效應對氣候變化的策略。此外，亦能夠有效集團有效涵接持份對氣候資訊披露的需求。</p>	Response to Climate Change 應對氣候變化	p.104 - 109
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	<p>We actively promote various activities to prevent food waste, such as the Half Bowl of Rice Movement and Clean Plate Campaign. We follow the principles of reduction, reuse, and recycling to avoid waste in the production process. We have launched single-serving dishes, and developed new dishes based on the ingredients available to avoid food waste. We also organize events such as the He Yingjun Cat Food Donation Campaign to achieve the goals of protecting the environment and educating our customers.</p> <p>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；推出單人份量菜品、因材施教開發新菜品避免食材浪費，舉辦何英俊貓糧活動等，達成保護環境與客戶教育的目的。</p>	Emission Management – Waste Management 排放物管理－廢 棄物管理	p.135 - 141
	<p>We actively participate in the development of national group standards for the <i>Evaluation System for Good Practices in Food Conservation</i>, and jointly promote the development of green catering in the country.</p> <p>主動參與全國性有關《節約食品良好行為規範評價體系》團體標準的制定工作，共同推進國內綠色餐飲的進程。</p>	Contribute to Industry Development 貢獻行業發展	p.101

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Highlight the concept of environmental protection in store design, renovation, product packaging, etc. 在門店設計，裝修，產品包裝等方面凸顯環保理念	We increase the use of modular production and assembly construction methods to renovate our stores, reducing the generation of on-site construction waste. We also actively discuss with our suppliers ways to reduce packaging materials in accordance with government requirements and begin to use biodegradable packaging materials to reduce our impact on the environment. 增加採用模組化生產、裝配式施工等方式建設門店，減少現場建築垃圾產生；我們亦遵照政府要求積極與供應商探討減少包裝物的方法，並著手使用可降解包裝物，減少我們對環境的影響。	Emission Management – Waste Management 排放物管理－廢棄物管理 Resource Usage – Materials Management 資源使用－物資管理	p.132, 136, 147 - 148
Supply Chain ESG Management 供應鏈ESG管理	When constructing our projects, we incorporate green elements into our design considerations and invest in various environmental friendly measures. For example, we use green electricity at our national supply chain center to reduce carbon emissions. We invest in environmental protection renovations for our farming projects and are working on building a factory-scale fish farming base that uses factory-scale water recycling technology as its core content to reduce our impact on the environment. When constructing brand stores and new co-working spaces, we use building materials with green certification and equipment with energy efficiency labels. 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，例如於全國供應鏈中心採用綠電，減少碳排；於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；建設品牌門店及新聯合辦公室時，全面採用持有綠色認證的建材產品，使用持有能效標籤的設備等等。	Supply Chain ESG Management 供應鏈ESG管理	p.111 - 115

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Other issue 其他議題			
Social welfare – As a company that upholds the principle of ‘integrity first,’ we remain true to our original aspiration and continue to integrate goodness into every aspect of our business. We prioritize people and strive to do the right thing. 社會公益 – 秉持「以誠為本」的經營理念，不忘初心，持續將「善」融入於我們經營業務的方方面面，以人為本，做正確的事。			
Committed to promoting the realization of common prosperity and supporting social development and progress through various means. 致力於推動共同富裕的實現，通過多種方式助力社會的發展和進步	Through the Group’s influence, we are committed to achieving the goal of rural revitalization in education, talent, and industry. For example, we launched the ‘Bright Classroom Project’ to provide the best lighting environment for students in rural areas, creating a good learning environment. Through industry-academia-research cooperation, we empower rural revitalization with talents, solving the problem of the shortage of agricultural technology talents in the local area. We promote joint development of agriculture and rural areas, and promote the prosperity of industries to drive local employment and economic growth. We provide support and security to farmers in terms of funding, fish seeds, feed, animal welfare, and technology, and promote the development of local industries. 通過集團影響力，於教育、人才、產業三方面，實踐鄉村振興目標。例如：啟動「亮堂護眼項目」，提供鄉村地區學生最好的照明環境，讓學生有良好的學習環境；通過產學研合作，人才賦能鄉村振興，解決了當地農業科技人才隊伍薄弱問題；以聯農帶農同發展，產業興旺助振興，為農戶啟動資金、魚苗、飼料、動保及技術等方面提供支援和保障，帶動地方就業與經濟。	Rural Revitalization 鄉村振興	p.92 - 95



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