

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

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

Stock Code 股份代號 : 9922

山^的
山外面
贵州酸汤火锅

九毛九
—西北菜—



太二
SUANCAL & FISH
老坛子酸菜鱼

SUANTANG
KAOYU
酸汤烤鱼
赖美丽

赏鲜悦木
FRESH WOOD
牛肉火锅

怂
火锅厂
Hot-pot Factory

環境、社會及管治報告

2023

Environmental, Social and
Governance Report

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ABOUT THIS REPORT 關於本報告

This Report is prepared in both Chinese and English. In the event of any discrepancies, the Chinese version shall prevail. This Report is the fifth Environmental, Social, and Governance (“ESG”) Report (“Report”) released by Jiumaojiu International Holdings Limited (HK.09922). It adheres to the principles of objectivity, comprehensiveness, and transparency and provides a detailed account of the Group’s management philosophy, notable practices, and annual performance in ESG aspects for the year 2023.

REPORTING SCOPE

Unless otherwise specified, this Report focuses on disclosing the information and key performance in fulfilling ESG responsibilities of Jiumaojiu International Holdings Limited and its subsidiaries for the year 2023. This includes the Group’s offices, self-operated restaurants under various brands (including Jiu Mao Jiu, Tai Er, Song Hot Pot, Uncle Chef, Lai Mei Li Grilled Fish and Fresh Wood), as well as the supply centers. In July 2023, the Group’s new brand, Fresh Wood Beef Hot Pot, officially opened in Guangzhou. Therefore, the scope of this year’s Report has been expanded to include this brand. Regarding the key ESG performance of the joint venture aquaculture projects, the Group is actively constructing the reporting framework and methods. Therefore, the data disclosed in this Report does not currently include the relevant operations.

The reporting period is from January 1, 2023 to December 31, 2023 (“Reporting Period”) and some contents are beyond this period.

REFERENCE STANDARDS

This Report is prepared mainly with reference to the *Environmental, Social and Governance Reporting Guide* (the “ESG Guide”) under Appendix C2 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*. 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 mainly consists of six dimensions, including food safety, supply chain management, employee development and welfare, high-quality products and services, environmental improvement and social welfare. The content index of the *ESG Guide* and the *Initiative* are included in the Appendix to this Report.

本報告以中文及英文編製，如有差異，請以中文文本為準。本報告是九毛九國際控股有限公司(HK.09922)發佈的第五份環境、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2023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。

報告範圍

除特殊說明外，本報告重點披露2023年九毛九國際控股有限公司及其附屬公司在履行環境、社會及管治責任方面的信息和關鍵績效，當中包括集團各地辦公室、品牌自營餐廳（包括九毛九、太二、慇火鍋、那末大叔是大廚、賴美麗烤魚、賞鮮悅木等6個品牌）及供應中心等。於2023年7月，本集團新品牌賞鮮悅木牛肉火鍋在廣州正式開業，故本年度報告範圍新增了該品牌。對於合資養殖項目環境、社會及管治責任方面的關鍵績效，本集團正在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2023年1月1日至2023年12月31日（「報告期」），部分內容超出此範圍。

參考標準

本報告主要參照香港聯合交易所有限公司頒佈的《香港聯合交易所有限公司證券上市規則》附錄C2《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、平衡及一致性原則進行匯報。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」）進行編製，有關倡議內容主要從六個維度出發，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、環境改善及社會公益。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 ESG issues. The assessment result is approved by the Board of Directors. For further details, please refer to the “Sustainable Development 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 this Report 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.

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。

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.

ACKNOWLEDGMENT AND APPROVAL

Upon confirmation by the management, this Report was passed by the Board on April 24, 2024.

REPORTING SPECIFICATION

For the convenience of presentation and reading, the "Jiumaojiu Group", "Group", "Company" 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 brand 我們的九毛九西北菜品牌
Tai Er 太二	means 指	our Tai Er brand 我們的太二品牌
Song Hot Pot 愆火鍋	means 指	our Song Hot Pot brand 我們的愆火鍋品牌
Uncle Chef 那未大叔是大廚	means 指	our Uncle Chef brand 我們的那未大叔是大廚品牌
Lai Mei Li Grilled Fish 賴美麗烤魚	means 指	our Lai Mei Li Grilled Fish brand 我們的賴美麗烤魚品牌
Fresh Wood 賞鮮悦木	means 指	our Fresh Wood Beef Hot Pot brand 我們的賞鮮悦木牛肉火鍋品牌

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

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。

確認及批准

本報告經管理層確認後，於2024年4月24日獲董事會通過。

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」「本公司」「公司」「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

In the past three years, we have collectively faced severe challenges posed by the pandemic, standing closely united and demonstrating unwavering resilience. Under past COVID circumstance, I am still confident in our team! However, we must also be aware that the changing external environment and intensified industry competition have made 2023 an extraordinary year. This has made me realize a fact: the market is always unpredictable, with its ebbs and flows. How can we navigate through these cycles?

In the Group's core values, the first one is "Integrity". As one of the pioneers in China's chain catering industry, food safety will always be our top concern and eternal commitment to our customers. As professionals in the catering industry, it is our duty to provide the public with safe and reliable food. We must uphold strict food safety standards and processes, ensuring that every aspect, from ingredient supply to food processing, meets the highest hygiene requirements. Simultaneously, we expect our employees to approach food safety with a strong sense of responsibility and professional ethics.

We must stay hungry for new knowledge and not be confined by existing knowledge. We need to re-analyze the industry, identify the most promising category, and strive to become a leading brand in that category. This requires in-depth research of the industry, capturing future trends and opportunities, and continuously adjusting our strategies and positioning. Secondly, we need to choose the optimal development model and pursue maximum efficiency. This means examining our operations and management practices, seeking areas for optimization and innovation, in order to enhance our competitiveness and sustainable development capabilities. I hope that each one of us can reflect seriously, think out of the box, and keep pace with the changes of the times and the transformation of the Company. We should embrace new challenges and changes, continuously learn and grow, in order to adapt to the ever-changing market environment.

在過去的三年裡，我們共同面對了嚴峻的疫情挑戰，緊密團結在一起，展現了堅韌不拔的精神。後疫情環境下，本人對我們的團隊依然充滿信心！但我們也要意識到，外部環境的變化以及行業競爭的加劇使得2023年變得不再尋常。我覺醒到一個事實：市場永遠是變幻莫測的，總會有高潮和低谷，我們如何可以穿越週期？

我們的價值觀裡，第一個就是「誠」。九毛九集團作為中國連鎖餐飲的開拓者之一，食品安全永遠是我們的首要關注重點亦是我們對顧客的永恆承諾，作為餐飲人的本分，為大眾提供安全可靠的食物，我們必須保持嚴格的食物安全標準和流程，確保從食材供應到加工製作的每一個環節都符合最嚴格的衛生要求，同時使員工始終以高度的責任感和專業素養對待食品安全。

我們要保持對新知識的渴望，不要被固有知識局限。我們需要重新分析行業，找到最具穿透力的發展賽道，並努力成為該賽道數一數二的品牌。這需要我們對行業進行深入研究，抓住未來的趨勢和機遇，不斷調整我們的戰略和定位。其次，我們需要重新選擇最優的發展模式，追求效率的最大化。這意味著我們要審視我們的運營和管理方式，尋找優化和創新的空間，以提高我們的競爭力和可持續發展能力。我希望每一位夥伴都能夠認真反思，跳出過去的固定思維，與時代的變化和企業的變革保持同步。我們要勇於接受新的挑戰和變革，不斷學習和成長，以適應不斷變化的市場環境。

CHAIRMAN'S MESSAGE 主席致辭

2024 will be a year of comprehensive transformation for us. We need to let go of past successes and glories, start anew, and rediscover the essence of the industry, exploring the industry's cyclic patterns. Let us embrace the challenges and opportunities of 2024 with a fresh mindset.

I firmly believe that as long as our team is proactive and embraces change, we can still create miracles! We have a strong team and abundant experience, solid foundation, and tremendous potential. As long as we work together, we can overcome challenges and achieve a more brilliant future!

Lastly, I want to express my gratitude and appreciation once again to every member of the Jiumaojiu Group. It is with your support and efforts that we can continue to move forward, overcome difficulties, achieve success, and create a brighter tomorrow for Jiumaojiu Group.

Chairman
GUAN Yihong

2024年將是我們進行整體轉型的一年。我們需要放下過去的成功和輝煌，從零開始，重新尋找行業的本質，去探尋穿越週期的行業規律。讓我們以全新的姿態，迎接2024年的挑戰和機遇。

本人堅信，只要我們的團隊積極主動，勇於擁抱變革，我們依然能夠創造奇蹟！我們有著強大的團隊和豐富的經驗，我們有著堅實的基礎和巨大的潛力，只要我們齊心協力，我們就能夠克服挑戰，實現更加輝煌的未來！

最後，我想再次向大家表達我對每一位九毛九集團夥伴的感謝和讚賞。正是有你們的支持和努力，我們才能夠不斷前行，克服困難，取得成就，開創九毛九集團更加美好的明天！

主席
管毅宏

COMPANY BACKGROUND

Jiumaojiu Group is a catering group that focuses on the development and operations of Chinese-style chain restaurants, founded in 1995 and originally established in Haikou, Hainan province. 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 mainly manages four brands, including “Jiu Mao Jiu”, “Tai Er”, “Song Hot Pot” and “Lai Mei Li Grilled Fish”. The Group strives to optimize its portfolio of restaurant brands and focus on brands with greater growth potential. In 2023, the Group accelerated the restaurant network expansion of Tai Er brand and Song Hot Pot brand, while optimized the operation of Lai Mei Li Grilled Fish brand by restaurant renovation and menu upgrades. Meanwhile, in July 2023, the Group introduced Fresh Wood brand, positioned as a high-end brand, to offer customers beef hot pot dishes using natural and premium food ingredients. Jiumaojiu International Holdings Limited was listed on the Hong Kong Stock Exchange on January 15, 2020, with the stock code HK.09922. In the year of 2023, 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”). As of December 31, 2023, we self-operated 726 restaurants, covering 142 cities in the PRC, Singapore, one city in Canada, one city in Malaysia, one city in Thailand and two cities in the United States.

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，創立於1995年，始建於海南省海口市。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，接觸不同層面的顧客，為顧客帶來全新體驗。旗下主要創立並運營「九毛九」、「太二」、「愆火鍋」、「賴美麗烤魚」四個不同細分領域中式餐飲品牌。我們竭力優化餐廳品牌組合，並專注於具有更大增長潛力的品牌。於2023年，本集團加快太二及愆火鍋的餐廳網絡擴張，同時通過翻新餐廳及改良菜單優化賴美麗烤魚的營運。此外，於2023年7月，本集團推出以高端品牌為定位的賞鮮悅木品牌，為顧客提供使用天然及優質食材的牛肉火鍋菜餚。九毛九國際控股有限公司在2020年1月15日於香港交易所掛牌上市，股票代碼HK.09922。於2023年，我們繼續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（「中國」）領先的中餐廳品牌管理商及營運商的市場地位。截至2023年12月31日，我們在中國142個城市、新加坡、加拿大1個城市、馬來西亞1個城市、泰國1個城市和美國2個城市自主經營726間餐廳。

MAIN BRAND INTRODUCTION

主要品牌介紹



九毛九 | 三代人都喜愛

Jiu Mao Jiu was founded in 1995. After 29 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 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 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. As of 31 December 2023, Jiu Mao Jiu has a total of 77 stores.

九毛九始創於1995年，經過了29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。如今九毛九重新出發，以「三代人，都喜愛」為品牌策略，推出更適合三代人的下飯菜品，提供更多適合家庭用餐、朋友聚會、一人食場景的服務，讓顧客感受到舒適與溫馨。截至2023年12月31日，九毛九門店共有77間。



太二
SUANCAI & FISH
老壇子酸菜魚

Tai Er established in 2015, specializing in the Chinese sauerkraut fish. It is an innovative internet-based catering brand, primarily targeting the younger generation of consumers, specifically those born in the 1990s and 2000s. By incorporating elements that resonate with the younger demographic's interests, Tai Er expresses an "Er" attitude while adhering to innovative traditional culture, advocating that suancai savors even better than fish. This year, Tai Er has expanded to over 100 cities nationwide, with a strong presence in Shanghai, Beijing, Shenzhen, and Guangzhou. They have also ventured into various overseas cities, including Singapore, Kuala Lumpur, and Vancouver. As of 31 December 2023, Tai Er has a total of 578 stores.

太二成立於2015年，主打一道老壇子酸菜魚，是創新互聯網餐飲品牌，主要消費群體是90後、00後年輕人群。太二以符合年輕人趣味的方式表達「二」的態度，堅持創新傳統文化，主張酸菜比魚好吃，目前太二已經進入全國100多個城市，主要集中在上海、北京、深圳、廣州，並已進軍新加坡、吉隆坡、溫哥華等多個海外城市。截至2023年12月31日，太二門店共有578間。



Song Hot Pot is under the Jiumaojiu Group, and it is the first hot pot brand in the market designed from the perspective of young people. It was founded in Guangzhou in 2020. Our brand advocates that the soul lies in the soup base, and the top pick is beef. We are dedicated to creating a joyful factory for young people. As of 31 December 2023, Song Hot Pot has a total of 62 stores.

愊火鍋是九毛九集團旗下，市場上首個從年輕人視角設計的火鍋品牌，2020年創立於廣州。我們的產品主張：靈魂是鍋底，頭牌是牛肉。致力於打造年輕人的開心製造廠。截至2023年12月31日，愊火鍋門店共有62間。



Lai Mei Li Grilled Fish ingeniously combines the flavors of “Guizhou sour soup” and “grilled fish,” making the experience of eating grilled fish light and hassle-free, with less oil, less spiciness, and a refreshing taste. It caters to the dual demands of young customers who seek both “healthiness” and “deliciousness.” As of 31 December 2023, Lai Mei Li Grilled Fish has a total of 7 stores.

賴美麗烤魚創新式地將「貴州酸湯」和「烤魚」相融合，讓吃烤魚變得輕盈無負擔，更輕油輕辣更清爽。滿足了年輕顧客對於既要「健康」又要「美味上頭」的雙重需求。截至2023年12月31日，賴美麗烤魚門店共有7間。

MAJOR EVENTS IN 2023

2023年重大事件

Major Event 重點項目	Event Description 事件內容
Significant Breakthrough in Our Supply Chain Groundbreaking Ceremony for the East China Supply Chain Headquarters 供應鏈重大突破 華東供應鏈總部奠基	<p>On October 24th, our East China Supply Chain Headquarters project successfully held its groundbreaking ceremony in Xinbang Town, Songjiang District, Shanghai. This marks a significant breakthrough in the national supply chain system of the Group.</p> <p>10月24日，我們華東供應鏈總部項目，在上海市松江區新浜鎮順利奠基，是集團全國供應鏈體系的重大突破。</p>
Globalization Strategic Layout 全球化戰略佈局	<p>On May 2nd, the Tai Er International Office was established in the city center of Singapore, aiming to help the Group establish an international brand image and further advance its globalization strategic layout.</p> <p>5月2日，太二國際辦公室在新加坡市中心成立，幫助集團樹立國際品牌形象，進一步全球化戰略佈局。</p>
Store Style Iteration Enhancing Brand Memory Symbols 門店風格迭代 強化品牌記憶符號	<p>On October 8th, Tai Er's first store in New York opened for business. The grand opening was met with great enthusiasm, and the opening posters were displayed at Times Square in New York, marking the official launch of our development in the American market.</p> <p>10月8日，太二紐約首店開業，現場火爆，開業海報展現在紐約時代廣場，正式開啟我們在美國市場的發展。</p> <p>The Jiu Mao Jiu store style has been refreshed. In April, the Yunmen store in Guangzhou opened, marking the store's entry into the 3.0 era. The style is bright and lively, incorporating elements from the Northwest region to create a warm atmosphere. It is complemented by brand IP elements, exploring new experiences and interactions with customers.</p> <p>九毛九門店風格煥新，4月廣州雲門店開業，標誌著門店邁入3.0時代，風格明亮輕快，融合西北元素，營造溫馨氛圍，搭配品牌IP元素，探索與顧客互動新體驗。</p> <p>Tai Er's flagship store has undergone a brand-new upgrade. Starting as a small store without a signboard, the Luo Gang store in Guangzhou has been operating for 9 years. It has now been upgraded to the "Sauerkraut Book-themed store", which not only inherits the sauerkraut culture but also deepens the emotional connection with customers.</p> <p>太二創始店全新升級，廣州蘿崗店從沒有招牌的小店開始，至今已9年，現升級為「酸菜之書主題店」，不僅傳承了酸菜文化，也加深了與顧客的情感連結。</p>

Major Event 重點項目	Event Description 事件內容
Employee Anniversary Benefits “Love Your Family” 員工周年福利 一起「愛家人」	Starting from March, the Group has resumed the family trip benefits for employees who have completed 5 and 10 years of service, which were affected by the pandemic. Throughout the year, we organized trips for over 600 employees with their families, creating opportunities to be with their loved ones and expressing gratitude . In the future, we will continuously optimize the welfare programs and practice “LOVE”. 3月起，集團恢復了受疫情影響暫緩的入職滿5年及10年員工的親子遊福利活動，全年共組織了 600 多位員工帶著家人去旅遊， 創造陪伴家人的機會，感恩有愛的家人們 。未來，我們將不斷優化福利方案，踐行「愛」。
Giving Back to Society with “Love” 以「愛」回饋社會	<p>On April 25th, our sponsored “Bright Classroom for Eye-Care Project” donated a total of 750 sets of LED eye-protection lamps that comply with the latest national standards. These lamps can meet the needs of 99 classrooms in 13 primary and secondary schools in Dafang County, Bijie City, Guizhou Province. It benefits nearly 4,000 teachers and students, with a total procurement value of approximately RMB300,000.</p> <p>4月25日，我們資助的「亮堂護眼計劃」，共捐贈符合最新國標的LED護眼燈750套，可滿足貴州省畢節市大方縣內13所中小學共計99間教室的使用需求，惠及師生近4,000名，合計採購金額約30萬元。</p> <p>On August 4th, we donated RMB1 million through the China Rural Development Foundation to support emergency relief and post-disaster reconstruction in the disaster-affected areas of Beijing, Tianjin, and Hebei.</p> <p>8月4日，我們通過中國鄉村發展基金會捐贈100萬元，用於援助京津冀受災地區緊急救援和災後重建。</p>
Take Frontline Suggestions Seriously and Continuously Optimize and Improve 認真對待一線建議 不斷優化改善	Actively create and optimize channels for collecting suggestions, targeting various brands, supply centers, and functional departments within the Group, and encourage employees to actively identify and solve problems in their work. As of December 31, 2023, a total of 2000+ suggestions were received and 576 of them were adopted. 積極打造及優化建議收集渠道，面向各品牌、供應中心及集團職能部門，鼓勵員工在工作中積極發現並解決問題，截至2023年12月31日，共收到建議 2000+ 條並採納了 576 條。
Brand Promotion Achieves New Breakthroughs with Increased Brand Exposure Through the Premiere 品牌推廣新突破 首播增加品牌聲量	Jiu Mao Jiu, Tai Er and Song Hot Pot brands each had their debut livestreams based on their respective styles, and the results were very impressive, attracting a large number of customer attention. The cumulative Gross Merchandise Volume (GMV) from all brands’ livestreams reached over RMB200 million . 九毛九、太二、慫火鍋三個品牌基於各自調性進行直播首秀，成績單十分亮眼，吸引了大量顧客關注，各品牌合計直播GMV累計 超過人民幣2億元 。

Major Event 重點項目	Event Description 事件內容
Enhance Information Technology Infrastructure Development 加強信息化建設	<p>Da Tou (Guangzhou) Software Technology Co., Ltd. ("Da Tou Software"), which is a software technology company under the Group, obtained the ISO 9001 certification in June. In December, they were recognized as a specialized and innovative enterprise, and acquired six software copyright certificates throughout the year. Several important projects were also launched, including the self-developed system transition for Jiu Mao Jiu, the supply chain platform, the human resources platform, and overseas self-developed systems.</p> <p>集團旗下軟件技術公司大頭(廣州)軟件技術有限公司(「大頭軟件」)6月獲得ISO9001認證證書，12月評上專精特新企業，全年獲得6個軟件著作權證書，多個重要項目陸續上線，包括：九毛九西北菜自研系統切換、供應鏈中台、人力中台以及海外自研系統等。</p>
Innovative Recruitment Models Enhancing Employer Branding 創新招聘模式 提升僱主品牌建設	<p>We continuously strengthen employer branding by organized 105 events, covering over 200,000 students. We have recruited and retained over 700 individuals with undergraduate and higher education degrees, including 118 graduates from prestigious universities, injecting fresh talent into the Group's development.</p> <p>持續加強僱主品牌建設，舉辦了105場活動，覆蓋20萬+的學生；統招並保留700+位本科及以上學歷人員，其中雙一流及以上畢業生118人，為企業發展不斷輸入新鮮血液。</p> <p>We have established partnerships with multiple higher education institutions, customized special scholarships, and created internship and employment bases to select and cultivate outstanding talents with precision.</p> <p>與多所高等學府達成校企合作，定制專項獎學金，打造實習就業基地，精準甄選培育優秀人才。</p> <p>We have organized offline activities that match young people's preference, such as desert exploration and midsummer carnivals at universities. The total number of participants in these activities exceeded 2,200. We have also actively conducted online recruitment activities, receiving over 110,000 resume submissions and reaching a job seeker traffic of over 2.3 million.</p> <p>線下以當代年輕人喜歡的形式，在高校舉辦沙漠探險、仲夏嘉年華等活動，活動參與人次2200+；線上持續招聘輸出，收穫簡歷投遞量11萬+，觸達求職者流量230萬+</p>

Major Event 重點項目	Event Description 事件內容
<p>Established Franchise Business Division Exploring New Directions for Business Development 加盟事業部成立 開拓業務發展新方向</p>	<p>In line with the Group's operational management and development needs, the Franchise Business Division was established in December to explore new directions for business development and contribute to the Group's significant growth. We have determined to further expand its restaurant network through diversified business models, i.e. the franchise and cooperative models, as announced on February 3, 2024. This strategic move is designed to fast-track the regional and international expansion of Tai Er, with franchising opportunities springing forth across Xinjiang, Xizang and Taiwan region of China, transportation hubs within mainland China, and extending to the shores of Australia and New Zealand. Simultaneously, in February 2024, the Group launched another new brand, namely Shandeshanwaimian Suantang Hot Pot ("Shanwaimian"), offering Guizhou style sour soup hot pots. Shanwaimian will embark on a cooperative model within designated Chinese shopping malls, setting the stage for a full franchise rollout from February 3, 2025.</p> <p>根據公司經營管理和發展的需要，12月成立了加盟事業部，開拓業務發展新方向，助力企業的長足發展。我們於2024年2月3日公佈決定通過多元化的商業模式（即加盟及合作模式），進一步擴張其餐廳網絡。此策略舉措旨在通過將加盟機會開放至中國新疆、西藏及台灣地區、中國內地的交通樞紐以及延伸至澳大利亞及新西蘭的海岸線，加快太二的區域及國際擴張。同時，本集團於2024年2月推出另一個新品牌，即山的山外面酸湯火鍋品牌（「山外面」），提供貴州酸湯火鍋。山外面將在中國指定購物中心內開展合作模式，為2025年2月3日起全面開放加盟模式奠定基礎。</p>

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 2023:

獎項及榮譽

多年來，集團在餐飲行業辛勤耕耘，廣受顧客認可，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。2023年度集團獲得的獎項及榮譽摘錄如下：

Award-winning Unit 獲獎單位	Awarding Organizations 頒獎機構	Name of Award 獎項名
Group 集團	Department of Commerce of Guangdong Province 廣東省商務廳	Regional Headquarter of Multinational Company in Guangdong Province 廣東省跨國公司地區總部
	Guangdong Chain Store & Franchise Association 廣東省連鎖經營協會	Guangdong Top 100 Chain Store of the Year 年度廣東連鎖TOP100
	China Quality News 中國質量新聞網	2023 Quality Holders 2023年度質量堅守者
	Consumer Reports 消費者報導	2023 Innovative Enterprise Award 2023年度創新企業獎
	New Express 新快報	Outstanding Enterprise Award for Promoting High-Quality Development of Society 促進社會高質量發展企業大獎傑出獎
	Guangdong Chain Store & Franchise Association 廣東省連鎖經營協會	2023 High Quality Development Chain Enterprise 2023年度高質量發展連鎖企業
	Southern Metropolis Daily 南方都市報	Top 100 High Quality Consumer Brands 2023 2023年度高品質消費品牌TOP100
	Guangdong Food Safety Protection Promotion Association 廣東省食品安全保障促進會	Five-Star Excellence Unit in Food Conservation Practices 節約食品良好行為五星級單位
	Shenzhen News 深圳新聞網	2023 Shenzhen Internet Public Welfare Brand Campaign 2023年度深圳網絡公益品牌活動
	Internal Reference for Restaurant Owners 餐飲老闆內參	The 9th China Catering Innovation Conference (Overseas Pioneer) 第九屆中國餐飲創新大會(出海先鋒)
	Nanfang Daily News 南方日報社	2023 Southern Salute – Innovative Business of the Year 2023年度南方致敬·年度創新企業
	Futian Management Bureau of Ecology Environment Bureau of Shenzhen Municipality & Futian Civil Affairs Bureau of Shenzhen Municipality	Outstanding Contributors to Carbon Reduction in the Futian Food Bank
	深圳市生態環境局福田管理局及深圳市福田區民政局	福田「食物銀行」減降碳突出貢獻單位
	CCXGF X Phoenix Satellite TV 中誠信綠金X鳳凰衛視	Guangdong-Hong Kong-Macao Greater Bay Area ESG Top 100 List 粵港澳大灣區ESG百強榜

ABOUT US
關於我們

Award-winning Unit 獲獎單位	Awarding Organizations 頒獎機構	Name of Award 獎項名
Jiu Mao Jiu 九毛九	Meituan X Meituan Takeaway 美團X美團外賣 TikTok Life Services Catering Business Centre 抖音生活服務餐飲業務中心	2023 Dining List 2023餐飲必點榜 Outstanding Partners of the Celebrity Gathering 大咖聚享會優秀合作夥伴
Tai Er & Jiu Mao Jiu 太二及九毛九	Guangdong Trademark Association 廣東省商標協會	Key Trademark of Guangdong Province 廣東省重點商標
Tai Er 太二	Boss Zhipin BOSS直聘 Tanchi Mall 貪吃商城 GOGO SHANGHAI GOGO SHANGHAI The 6th Meituan Takeaway Industry Conference 第六屆美團外賣產業大會 The 5th "Shenzhen Energy" Network Festival 第五屆圳能量深圳網絡盛典 Kaopuchou x Tomato Consulting 窄門餐眼X番茄諮詢 Kaopuchou x Tomato Consulting 窄門餐眼X番茄諮詢 Kaopuchou x Tomato Consulting 窄門餐眼X番茄諮詢 China Catering Brand Festival – Red Eagle Award 中國餐飲品牌節 – 紅鷹獎 TikTok Life Services Catering Business Centre 抖音生活服務餐飲業務中心 Shanghai Songjiang District Economic Committee 上海市松江區經濟委員會	2023ECHO King's Boat Favorite Talent Employer 2023ECHO王者之舟最愛人才僱主 2023 Catering Golden Tiger Award 2023餐飲金虎獎 Gourmet's Choice Restaurant Brand of the Year 年度饕餮精選餐飲品牌 Best Category Innovation Award of the Year 年度最佳品類創新獎 Pioneering Force of Network Philanthropy of the Year 年度網絡公益先鋒力量 Catering Brands of the Year – Top 3 Customer Reviews 年度餐飲品牌 – 用戶口碑TOP3 Catering Brands of the Year – Top 3 Store Size 年度餐飲品牌 – 門店規模TOP3 Catering Brands of the Year – Top 3 Store Expansion 年度餐飲品牌 – 門店增長TOP3 2023 Top 100 Catering Brands 2023年度餐飲品牌百強 Outstanding Partners 優秀合作夥伴 2022 Business Rising Stars 2022年度商業新銳

Award-winning Unit 獲獎單位	Awarding Organizations 頒獎機構	Name of Award 獎項名
Song Hot Pot 愆火鍋	Nanfang Daily News 南方日報社 Winshang 贏商網 China Catering Brand Festival 中國餐飲品牌節 ALPHA GROUP CO., LTD. 奧飛娛樂集團 Guangzhou Tianhe Chamber of Commerce 廣州天河商會 New Catering Big Data 餐寶典(NCBD) Golden Tiger Award x Tanchi Mall 金虎獎X貪吃商城 Sina Weibo 新浪微博 TikTok Life Services 抖音生活服務	2023 Good Life List – New Sharp Brand of the Year 2023年度美好生活榜·年度新銳力品牌 2022-2023 Popular Brands to Watch in Shopping Centers 2022-2023年度購物中心關注人氣品牌 2023 Catering Business Value Brand 2023年度餐飲商業價值品牌 2023 Best IP Partnership Award 2023年度最佳IP合作獎 2023 Tianhe Chamber of Commerce – The Most Representative Local Incubation Brand 2023天河商會·最具代表性本土孵化品牌 2023 China Catering Gourmet Award – Top 10 Most Popular Emerging Brands 2023中國餐飲金饗獎·十大最受歡迎新銳品牌 2024 Catering Golden Tiger Award 2024餐飲金虎獎 2023 Weibo Super Guangdong Influential Enterprise Brand 2023年微博超粵影響力企業品牌 Outstanding Partners of the Celebrity Gathering 2023大咖聚享會·優秀合作夥伴
Fresh Wood 賞鮮悅木	Phoenix 鳳凰網	2023 Phoenix Golden Phoenix Tree One-Star Restaurant (Golden Phoenix Tree Award) 2023鳳凰網金梧桐一星餐廳(金梧桐獎)
Uncle Chef 那未大叔是大廚	Trip.com Gourmet 攜程美食林	2023 Guangzhou Trip.com Gourmet Gold Medal Restaurant 2023廣州攜程美食林銀牌餐廳

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

Sustainable development is the path to long-term success for businesses. Our Group firmly believes that through the management model of sustainable development, we can create long-term value and benefits for shareholders, customers, employees, communities, and partners, among other stakeholders. We integrate the concept of sustainable development into our daily operations, continuously monitoring and improving the Group's performance in ESG aspects, to safeguard sustainable and steady development of our business. Furthermore, in the process of refining our sustainable development strategy, we also reassess our strategies for giving back to society. We actively engage in various community projects and make donations to address social issues that are most relevant and urgent to us. Leveraging our resources and network, we support all stakeholders associated with our business, including employees, customers, and the broader community.

可持續發展是企業長遠致勝之道。本集團深信通過可持續發展的管理模式，能為股東、顧客、員工、社區、合作夥伴等利益相關方創造長遠價值和利益。我們將可持續發展的理念融入日常營運，持續關注並提升集團在環境、社會及管治方面的表現，為企業長遠穩健發展保駕護航。此外，在完善可持續發展策略的過程中，我們亦重新考量回饋社會的策略。我們積極開展各種社區項目與捐贈，以回應與我們最為相關及逼切的社會議題；運用我們的資源及網絡，支持包括員工、顧客以至廣泛社區的所有與業務有關人士。



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

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

我們相信只有以誠信為基礎，才能建立穩固的商業關係，贏得顧客的信任和尊重。



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

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.

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。

We always treat our customers as partners, continuously improving the quality of our products and services through love and passion, and creating excellent experiences for our customers.

我們一直視顧客為夥伴，持續以愛與熱情不斷提升產品與服務的品質，為顧客創造卓越體驗。



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

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

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
優質產品，向優而行

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

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



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

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.

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。

ESG STRATEGY AND POLICY

Corporate culture is the long-term code of conduct and values of a company. By incorporating ESG considerations into corporate culture, companies can better manage and optimize their business practices, enhance their sense of social responsibility, and prioritize the well-being of stakeholders such as employees, customers, and communities. This, in turn, improves the Company's brand image, reputation, and reduces risks and costs. These efforts not only demonstrate corporate social responsibility but are also crucial for long-term development and value creation of the Group.

We recognize that sustainable development requires top-down advocacy of the Group's principles, with ESG considerations permeating throughout various business processes and decision-making. Through effective integration of ESG and corporate culture, we aim to ensure that employees recognize the Group's focus on ESG issues and actively adopt relevant measures. This can enhance employees' sense of belonging and pride, increase their motivation and dedication, and foster greater awareness of their responsibilities. Simultaneously, the Group can enhance its competitiveness and market position, provide employees with more career development opportunities, better working environments, health benefits, professional training, and improve 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.

ESG策略與方針

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、顧客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。

我們深知企業的可持續發展需要由上而下地倡導集團理念，ESG考量必須滲透至各個業務流程與決策中。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、社會和管治等方面的問題，並正積極採取相關措施。這樣可以有效增強員工的歸屬感和自豪感，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和市場地位，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。

SUSTAINABLE DEVELOPMENT GOALS

In addition to adhering to the correct corporate values, sustainable development for businesses also requires the establishment of ESG goals at the corporate level, which contribute to the advancement of our Group's sustainable development. Currently, we are exploring the setting of ESG goals and have initially adopted the United Nations Sustainable Development Goals ("UN SDGs") as a blueprint, using them as guidance to drive substantial change across various business areas within the Group. The table below summarizes our response to the UN SDGs during the Reporting Period. For detailed information, please refer to the corresponding chapters in the main text.

可持續發展目標

企業的可持續發展除了需要配合一個正確的企業價值觀外，企業層面的ESG目標亦有助推進本集團的可持續發展進程，而我們正積極探討其ESG目標的設定。現時，我們初步採用聯合國可持續發展目標(「UN SDGs」)視為我們ESG目標設定的藍本，並以其為指導，努力在集團各個業務領域實現實質的改變。下表總結了本集團在報告期間對UN SDGs的回應。詳細資訊請參閱相應章節的內文當中。

Chapter 章節	United Nations Sustainable Development Goals 聯合國可持續發展目標	The Group's Response – Relevant Works in 2023 九毛九集團的回應 – 二零二三年相關工作
 <p data-bbox="167 1110 422 1207">Operate with Integrity, be open and transparent 誠信營運，開誠佈公</p>		<ul data-bbox="845 970 1444 1897" style="list-style-type: none"> • Emphasis on women's rights, adopting the <i>Board Diversity Policy</i> to create gender equality in the workplace, with women comprising 42.9% of the board members; • 重視女性權益，採納董事會成員多元化政策，打造職場性別平等，董事會女性佔比達42.9%； • Actively optimizing the Group's risk management and internal control systems, completing a total of 7 special audit projects during the year; • 積極優化集團風險管理及內部監控系統，於本年度共完成了7項專項審計工作； • Implemented the <i>Letter of Commitment on Integrity of Suppliers</i> as an appendix to contracts, requiring all suppliers to sign during the contract negotiation process, strictly prohibiting acts such as commercial bribery; • 制定《供應商廉潔承諾書》作為合同附件，要求所有供應商在訂立合同階段簽署，嚴格禁止商業賄賂等行為； • Established a food safety management system and implemented an online monitoring system in 2023 to increase regulatory frequency and promote comprehensive improvement in quality, service, and cleanliness of all brands' regulatory systems. • 建立食品安全管理體系，2023年更建立線上監管體系，提高監管頻率，促進集團全品牌品質、服務、清潔等方面監管體系的全面完善。

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Always put people first and
care for the partners
關愛夥伴，以人為本



- Actively promoting high-end talent development programs such as the “J-Star Project” and “Recruiting Top Chefs with Higher Salary Package” project, providing young people with diverse job options and comprehensive training opportunities;
- 積極開展高端人才發展項目，「J星計劃」、「百萬年薪招大廚」等等，為年青人提供多樣化的崗位選擇和完善的培訓；
- Established a unified “Online Group Learning Platform” with over 3,000 uploaded courses to enhance employees’ professional knowledge and skills;
- 建立統一的「線上集團學習平台」，上傳逾3,000門課程以提升員工專業知識與技能；
- Creating a safe working environment, conducting six fire drill training sessions during the year to enhance employees’ fire safety awareness;
- 打造安全的工作場所，本年度共舉辦了六場的員工消防演習培訓，提升員工的消防安全意識；
- Actively building and optimizing channels for collecting suggestions, with the feedback platform of each brand receiving over 2,000 suggestions during the year, of which 576 were adopted;
- 積極打造及優化建議收集渠道，本年度各品牌的意見收集平台共收到超過2,000條建議，當中採納了576條；
- The Group values employee care and has established the Nathan Foundation to assist employees and their families in need. In 2023, the foundation has provided assistance to 72 employees, with a total amount of approximately RMB1,130,140;
- 集團重視員工關愛，設立了Nathan基金會幫扶有需要員工及其家人，於2023年，基金會已向72名員工提供援助，援助金額共約人民幣1,130,140元；
- Supporting industry revitalization, the construction of the Smart Aquaculture Project has created over 136 job positions for local towns, generating a revenue of over ten million for residents in 2023.
- 支持產業振興，智慧養殖項目的建設為當地鄉鎮創造了超136個就業崗位，2023年為當地居民創造收入超過千萬元。

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Be courageous in striving
for success and taking
responsibility with bravery
勇於爭先，勇於承擔



- Strict control of product quality, with Da Tou Software had obtained ISO 9001 quality management systems certification in June and acquiring six software copyright certificates;
- 嚴格把控產品品質，其中大頭軟件已於6月獲得ISO9001品質管制體系認證，並獲取6份軟件著作權；
- Actively providing suggestions and advice in industry development, food safety, energy conservation, and environmental protection. In 2023, the Group participated in government and industry conferences over 40 times;
- 積極在行業發展、食品安全、節能環保等方面建言獻策，於2023年，本集團共參與政府及行業會議各共40餘次；
- Collaborating with a third-party ESG consultant to conduct climate risk assessments for the Group, identifying climate risks and implementing corresponding mitigation measures;
- 與第三方ESG顧問共同開展集團的氣候風險評估，識別氣候風險及作出相應緩解措施；
- The Industrialized Aquaculture Project adheres to the Best Aquaculture Practices (BAP), continuously promoting advancements in healthy aquaculture technology. The project has undergone initial evaluation by a third-party testing organization and has preliminarily met the good standard requirements of the BAP system.
- 工廠化水產養殖項目遵循最佳水產養殖規範標準，持續推動健康養殖技術進步，有關工作已獲第三方檢測機構進行初步評估並初步達到最佳水產養殖規範良好標準要求。

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Strive for excellence with
high-quality products
優質產品，向優而行



- Implementing the “Reliable and Hygienic Dining” strategy, prioritizing the use of natural and green ingredients, and exploring local high-quality ingredients based on the 24 solar terms;
- 佈局「放心餐桌」戰略，優先選用天然綠色食材，遵循二十四節氣探尋在地優質食材；
- Continuously building diverse product research and development teams to create nutritious and healthy products. In 2023, the research and development investment amounted to RMB3.956 million, while holding multiple professional qualifications;
- 持續組建多元的產品研發團隊，打造營養健康的產品，2023年研發投資金額達人民幣395.6萬元並擁有多項專業資格；
- The aquaculture base has been awarded the honorary title of “Demonstration Base for Central Leadership in Local Science and Technology Development Funding Program Projects” and has undertaken important research projects such as “Guangdong Province’s Modern Agricultural Improvement Construction”, committed to overcoming industrialized recirculating water aquaculture technologies;
- 養殖基地被授予「中央引領地方科技發展資金計劃項目成果示範基地」的榮譽稱號，並承擔了「廣東省現代種業提升建設」等重要科研項目，致力於攻克工業化循環水養殖技術；
- Understanding the diverse needs of customers and establishing children’s experience stores to enhance family-friendly experiences.
- 了解顧客多元化的需求，設立兒童體驗店增加親子友好體驗。

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Practice frugality and share
the benefits that come with it
儉則約，約則百善俱興



- Assisting and renovating classrooms with insufficient lighting in some primary and secondary schools in Dafang County, Bijie City, Guizhou Province through the "Bright Classroom for Eye-Care Project", donating 750 sets of LED eye-protection lamps, with a total procurement amount of approximately RMB300,000;
- 對貴州省畢節市大方縣內部分中小學課室照明不足的情況進行援建、改造，透過「亮堂護眼教室計劃」捐贈LED護眼燈750套，合計採購金額約人民幣30萬元；
- Promoting environmental awareness among young people by organizing offline environmental activities such as "Garbage Picking" and involving fans in participation. In the current year, a total of 22 "Tai Er Garbage Man" activities were conducted;
- 推動年輕人關注環境問題，組織召集粉絲們共同參與線下「撿垃圾」的環保活動，本年度開展了共22期「太二垃圾俠」活動；
- Actively engaging in oil fume control efforts by implementing low-altitude oil fume discharge after electrostatic treatment, and regular cleaning of purifiers and oil fume exhaust pipes is carried out to ensure the efficiency of oil fume purification;
- 積極主動開展油煙治理工作，以低空排放靜電式油煙處理，定期進行淨化器和排油煙管道清洗，確保油煙淨化能保持效率；
- Tai Er introduced specialized frying oil to achieve optimal oil usage efficiency, resulting in a reduction of 260,000 kilograms of waste oil annually.
- 太二引入專業煎炸專用油，達到最優用油效果，全年減少26萬公斤的廢油。

STAKEHOLDER ENGAGEMENT

The Group consistently regards customers, employees, shareholders/investors, government/regulatory organizations, suppliers/partners, and communities as companions on the path of its development. We value the demands of various stakeholders and through various open communication channels, the Group gains a deeper understanding of stakeholders' opinions and expectations. This enables the Group to be well-prepared in fiercely competitive market, make rapid strategic adjustments when needed, and clearly identify the phased key tasks for sustainable development, thus enhancing overall sustainability performance.

利益相關方參與

集團始終視顧客、員工、股東／投資者、政府／監管機構、供應商／合作夥伴、社區等利益相關方作為發展道路的同行者。我們重視各利益相關方的訴求，通過各種開放的溝通渠道，本集團更能深入理解利益相關方的意見與期望，從而有助本集團在競爭激烈的市場中整裝待發，迅速作出適當的戰略調整，更能明確集團可持續發展的階段性重點工作，全面提升可持續發展水準。

Stakeholder 利益相關方	Issue of Concern 關注議題	Communication Channel 溝通渠道	Response 訴求回應
Shareholders/Investors 股東／投資者	<ul style="list-style-type: none"> ■ Group's business strategy 集團經營戰略 ■ Compliance and ethical operations 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 	<ul style="list-style-type: none"> ■ Information disclosure 信息披露 ■ Shareholders' meetings 股東大會 ■ Investor conferences and roadshows 投資者會議和路演 ■ Investor hotline/email 投資者熱線／郵箱 ■ Official website 官方網站 	<ul style="list-style-type: none"> ■ Transparent and open information disclosure 透明公開的信息披露 ■ Strengthening corporate risk management 加強企業風險管理 ■ Enhancing value creation capabilities 加強價值創造能力 ■ Enhancing brand value 提升品牌價值
Government/Regulatory Organizations 政府／監管機構	<ul style="list-style-type: none"> ■ Legal and compliant operations 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 ■ Robust internal control and risk management 完善的內部控制和風險管理 ■ Energy conservation and emission reduction 節能減排 ■ Promoting economic development 促進經濟發展 	<ul style="list-style-type: none"> ■ Regular visits 定期走訪 ■ Routine inspections 常規巡查 ■ Policy communication 政策溝通 ■ Compliance reporting 合規報告 ■ Participation in seminars 參與座談會 	<ul style="list-style-type: none"> ■ Pay taxes according to the law 依法納稅 ■ Strengthen compliance operations 加強合規營運 ■ Enhance security management 加強安全管理 ■ Green office 綠色辦公 ■ Carry out various environmental protection activities 開展各種環保活動 ■ Continuously expand information technology operations 持續擴大信息化運營

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

Stakeholder 利益相關方	Issue of Concern 關注議題	Communication Channel 溝通渠道	Response 訴求回應
Customer 顧客	<ul style="list-style-type: none"> ■ Food safety and hygiene 食品安全及衛生 ■ Quality and diversification of meals 餐品品質及多元化 ■ Protection of customer privacy 顧客隱私保護 ■ Customer service experience 顧客服務體驗 	<ul style="list-style-type: none"> ■ Store service communication 門店服務溝通 ■ Compliant mailbox/hotline 投訴信箱／熱線 ■ Official WeChat account 官方微信 ■ Satisfaction survey 滿意度調查 ■ Brand marketing activities 品牌營銷活動 	<ul style="list-style-type: none"> ■ Strict control over ingredient procurement 嚴控食材採購 ■ Optimization of product quality 優化產品質量 ■ Standardization of cooking processes 煮食流程標準化 ■ Regular disinfection and cleanliness of stores 門店恆常消毒清潔 ■ Expansion of research and development team 擴大研發團隊 ■ Enhancing customer experience 提升顧客體驗 ■ Safeguarding customer rights and interests 保障顧客權益
Employee 員工	<ul style="list-style-type: none"> ■ Safeguarding employees' legal rights and interests 保障員工合法權益 ■ Occupational health and safety 職業健康及安全 ■ Equal employment opportunities 平等就業機會 ■ Employee compensation and benefits 員工薪酬福利 ■ Diversified development 多元化發展 	<ul style="list-style-type: none"> ■ Employment contracts 勞動合同 ■ Performance management mechanisms 績效管理機制 ■ Training and communication 培訓交流 ■ Chairman's mailbox 董事長信箱 ■ Workers' representative assembly 職工代表大會 ■ Internal WeChat platform 內部微信平台 	<ul style="list-style-type: none"> ■ Safeguarding employee rights and interests 保障員工權益 ■ Conducting employee training 開展員工培訓 ■ Diversified career development 多元職業發展 ■ Enriching employee activities 豐富員工活動

SUSTAINABLE DEVELOPMENT MANAGEMENT
可持續發展管理

Stakeholder 利益相關方	Issue of Concern 關注議題	Communication Channel 溝通渠道	Response 訴求回應
Suppliers/Partners 供應商／合作夥伴	<ul style="list-style-type: none"> ■ Fair procurement 公平採購 ■ Integrity in fulfilling contracts 誠信履約 ■ Product quality assurance 產品質量保證 ■ Establishing sustainable cooperative relationships 建立可持續合作關係 	<ul style="list-style-type: none"> ■ Supplier assessment 供應商評估 ■ Cooperation agreements 合作協議 ■ On-site inspections 實地考察 ■ Supplier conferences 供應商會議 	<ul style="list-style-type: none"> ■ Fair and just procurement 公平公正採購 ■ Strengthening supply chain management 加強供應鏈管理 ■ Promoting sustainable cooperative relationships 促進可持續合作關係
Community 社區	<ul style="list-style-type: none"> ■ Engage in social public welfare 開展社會公益 ■ Promote community relationships 促進社區關係 ■ Green operation 綠色營運 	<ul style="list-style-type: none"> ■ Community activities 社區活動 ■ Community services 社區服務 	<ul style="list-style-type: none"> ■ Conduct public welfare and volunteer activities 開展公益和志願活動 ■ Enhance restaurant safety management 加強餐廳安全管理 ■ Uphold the promotion of environmentally friendly and low-carbon practices in restaurants 堅持推進餐廳環保低碳 ■ Strict management and resource utilization of kitchen waste 餐廚垃圾嚴格管理及資源化

MATERIALITY ANALYSIS OF ESG ISSUES

The level of concern and importance attached to various ESG issues by stakeholders is the basis for assessing the importance of these issues for our Company. In 2023, our Group will continue to engage a third-party ESG consultant to conduct an objective assessment of importance through surveys targeting key stakeholders, in accordance with the *ESG Guide*. This assessment will review the ESG management-related issues of the previous year. Additionally, we conducted online surveys targeting management, employees, customers, investors/shareholders, suppliers, and other stakeholders to understand the viewpoints and evolving demands of key stakeholder groups. We evaluated the effectiveness of the ESG disclosure efforts undertaken by the Group based on feedback received. The evaluation and expectations of stakeholders regarding the Group's ESG performance have been compiled as important reference materials for this assessment of the importance of ESG issues. Moreover, we closely align with stakeholders' concerns and demands to systematically optimize the Company's ESG strategy and management policies.



Based on the *ESG Guide*, we have identified important issues by reviewing local and international industry reports on ESG aspects. Taking into account the development of our business and the requirements of stakeholders, we have constructed an ESG issue list for 2023, with one newly identified issue, Shareholders/Investors Interest. In total, there are 23 identified issues.

根據ESG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2023年ESG管理議題庫，新增1個新議題，為股東／投資者權益，共計23個議題。



Comments from stakeholders are obtained through questionnaires, covering the management of the Group, employees, suppliers, customers and investors/shareholders. A total of 329 valid questionnaires were collected, which is consistent with the previous year's response rate. There was a significant increase in shareholder/investor participation, with 21 participants providing their feedbacks and expressing their concerns and suggestions regarding the Group's ESG practices.

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、顧客以及投資者／股東等利益相關方，回收有效問卷共329份，整體與上年度持平，股東／投資者參與率較往年有著飛躍性增長，共有21名參與本年度問卷調查，並提出對集團ESG實踐的關切與建議。



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。



Based on discussions with key stakeholders and internal discussions among management, the management team will ensure that all major and significant ESG aspects 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。

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。2023年，本集團繼續委聘第三方ESG顧問透過調查目標利益相關方進行客觀重要性評估，以ESG指引為依據，審視回顧上年度ESG管理相關議題。此外，我們面向管理層、員工、顧客、投資者／股東、供應商等利益相關方開展了網上問卷調查，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。

ESG ISSUE LIST

ESG議題清單

Aspect 方面	No. 編號	Issue 議題	Related Report Section 相關報告章節
Governance Issue 管治議題	1	Corporate Governance and Risk Control 公司治理與風險管控	Operate with integrity, be open and transparent 誠信營運，開誠佈公
	2	Anti-Corruption 反貪污	Operate with integrity, be open and transparent 誠信營運，開誠佈公
	3	Food Safety 食品安全	Operate with integrity, be open and transparent 誠信營運，開誠佈公
	4	Shareholders/Investors Interest (new issue) 股東／投資者權益（新增議題）	Operate with integrity, be open and transparent 誠信營運，開誠佈公
Social Issue 社會議題	5	Customer Rights Protection 顧客權益保護	Always put people first and care for the partners 關愛夥伴，以人為本
	6	Responsible Marketing and Promotion 合理行銷及宣傳	Always put people first and care for the partners 關愛夥伴，以人為本
	7	Product Diversification and Nutrition and Health 產品多元化與營養健康	Strive for excellence with high-quality products 優質產品，向優而行
	8	Dining Environment/Customer Service 就餐環境／顧客服務	Strive for excellence with high-quality products 優質產品，向優而行
	9	Supply Chain ESG Management 供應鏈ESG管理	Be courageous in striving for success and taking responsibility with bravery 勇於爭先，勇於承擔
	10	Intellectual Property Protection 知識產權保護	Strive for excellence with high-quality products 優質產品，向優而行
	11	Digital Transformation 數字化轉型	Be courageous in striving for success and taking responsibility with bravery 勇於爭先，勇於承擔
	12	Compliance Employment 合規僱傭	Always put people first and care for the partners 關愛夥伴，以人為本
	13	Employee Salary and Benefit Mechanism 員工薪酬福利機制	Always put people first and care for the partners 關愛夥伴，以人為本
	14	Occupational Health and Safety 職業健康與安全	Always put people first and care for the partners 關愛夥伴，以人為本
	15	Vocational Training and Development 職業培訓與發展	Always put people first and care for the partners 關愛夥伴，以人為本
	16	Employee Care and Communication 員工關愛與溝通	Always put people first and care for the partners 關愛夥伴，以人為本

SUSTAINABLE DEVELOPMENT MANAGEMENT 可持續發展管理

Aspect 方面	No. 編號	Issue 議題	Related Report Section 相關報告章節
	17	Contribute to Industry Development 貢獻行業發展	Be courageous in striving for success and taking responsibility with bravery 勇於爭先，勇於承擔
	18	Rural Revitalization 鄉村振興	Always put people first and care for the partners 關愛夥伴，以人為本
	19	Social Welfare Investment 社區投資與公益	Practice frugality and share the benefits that come with it 儉則約，約則百善俱興
Environmental Issue 環境議題	20	Response to Climate Change 應對氣候變化	Be courageous in striving for success and taking responsibility with bravery 勇於爭先，勇於承擔
	21	Resource Usage 資源使用	Practice frugality and share the benefits that come with it 儉則約，約則百善俱興
	22	Emission Management 排放物管理	Practice frugality and share the benefits that come with it 儉則約，約則百善俱興
	23	Environment and Natural Resources 環境及天然資源	Be courageous in striving for success and taking responsibility with bravery 勇於爭先，勇於承擔

Materiality Analysis Matrix of ESG Issues in 2023
2023年ESG議題重要性分析矩陣圖



SUSTAINABLE DEVELOPMENT MANAGEMENT 可持續發展管理

Based on results of the materiality analysis matrix above, among the identified ESG issues for this year, stakeholders have shown higher level of concern for social and governance aspects, while the level of concern for environmental issues is relatively lower. The Group has disclosed the relevant information according to the corresponding importance of these issues. The following are the ESG issues that are considered primary in terms of their significance to the Group's operations and stakeholders:

根據以上重要性分析矩陣結果，在本年度所識別的ESG議題當中，利益相關方對社會及管治方面的議題關注程度較高，環境議題關注程度則較低。本集團已就議題的重要性作出相應程度的披露。而對於本集團營運及其利益相關方重要程度屬於首要的ESG議題如下：

Importance 重要程度	Issue 議題
First 第一	Food Safety 食品安全
Second 第二	Employee Salary and Benefit Mechanism 員工薪酬福利機制
Third 第三	Occupational Health and Safety 職業健康與安全
Fourth 第四	Compliance Employment 合規僱傭
Fifth 第五	Employee Care and Communication 員工關愛與溝通
Sixth 第六	Customer Rights Protection 顧客權益保護
Seventh 第七	Vocational Training and Development 職業培訓與發展
Eighth 第八	Corporate Governance and Risk Control 公司治理與風險管控

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

As one of the pioneers in China's chain catering industry, the Group has always adhered to the business philosophy of "integrity-oriented". With steadfast commitment to its original mission, the Group places high emphasis on food safety. It insists on selecting high-quality ingredients, complying with hygiene standards and food safety regulations, and continuously providing public with safe and reliable food. The Group constantly reminds its employees to fulfill their respective roles and responsibilities in the catering industry. Through honest and fair decision-making, the Group establishes effective risk management mechanisms to ensure that its operations comply with legal and ethical standards. It enhances the effectiveness of corporate governance, prevents and combats corruption and misconduct, and creates environment of integrity and ethics, thereby fostering positive business image. This, in turn, helps build trust among shareholders and investors.

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，堅守對於食品安全的高度重視和承諾，堅持選用優質的食材，遵守衛生標準和食品安全法規，繼續為大眾提供安全可靠的食物，時刻提醒員工「做人有做人的本分，做餐飲人有做餐飲人的本分」；透過誠實和公正的決策，能夠建立有效的風險管理機制，確保業務運作符合法律和道德標準，提高公司治理的效益，預防和打擊貪污和不當行為，創造一個正直和道德的營商環境，樹立了良好的形象，這也有助於建立股東和投資者的信任。

ESG Issue Focus of This Chapter 此章節關注ESG議題



Corporate Governance and Risk Control
公司治理與風險管控



Anti-Corruption
反貪污



Food Safety
食品安全



Shareholders/Investors Interest
股東／投資者權益

UN SDGs We Focused in this Chapter



本章節所回應的UN SDGs



Key Indicators and Honorary Awards

- Board of Directors Female Representation 42.9%
- Promotion of female employees in headquarters accounted for 54% of the overall promotions in the headquarters
- Completion of Special Audit for the Year 2023: 100%
- Closing Rate of Non-compliant Items in Corrective Actions: 100%
- Shortlisted on the Guangdong-Hong Kong-Macao Greater Bay Area ESG Top 100 List organized by the CCXGF X Phoenix Satellite TV
- Anti-corruption and integrity training, as well as the promotion of a culture of integrity, reached over 50,000 individuals (directors, employees, and all suppliers)
- Obtained "A" rating from MSCI ESG Rating for two consecutive years
- Food safety and quality inspections were conducted over 6,800 times, representing 45% increase compared to the previous year, with an average score exceeding 80
- Industrial Aquaculture Base adheres to the Best Aquaculture Practices (BAP) certification system standards and has received multiple honors and titles within aquaculture industry
- The Group was honored with the ESG Special Commendation Award at the TVB ESG Awards 2023

亮點指標及榮譽獎項

- 董事會女性佔比42.9%
- 總部職能女性僱員晉升佔總部整體晉升54%
- 2023年度專項審計100%完成，不符合項整改閉環率100%
- 入選中誠信綠金X鳳凰衛視粵港澳大灣區ESG百強榜
- 反貪污培訓及廉潔文化宣導覆蓋逾5萬人次（董事及僱員及所有供應商）
- 連續兩年獲明晟ESG評級「A」評級
- 食品安全及質量稽查次數逾6,800次，較上年度增加45%，平均分高於80
- 工廠化養殖基地遵循全球最佳水產養殖規範（BAP）認證體系標準，並在行業內獲得多項殊榮與稱號
- TVB《環境、社會及管治大獎》2023榮獲ESG特別嘉許獎

CORPORATE GOVERNANCE

The Group strictly adheres to relevant regulations such as the *Company Law of the People's Republic of China* and the *Listing Rules of The Stock Exchange of Hong Kong Limited*, upholding the bottom line of compliance and continuously enhancing the Group's governance structure. The Group focuses on improving construction of its anti-corruption and risk management systems, promoting culture of integrity, and enhancing its governance standards to improve operational efficiency.

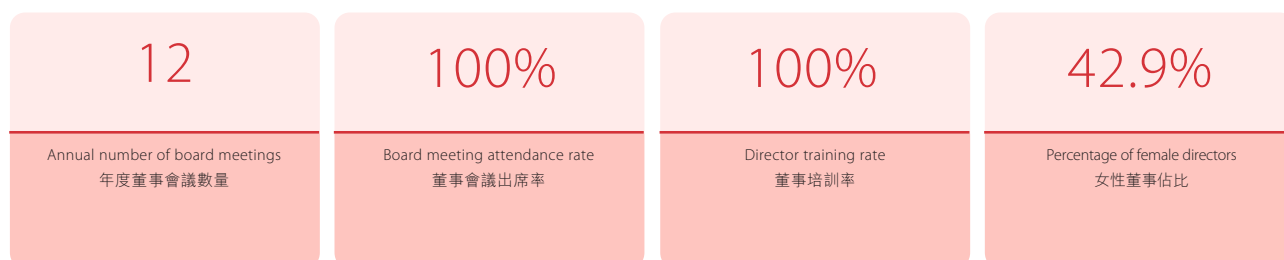
The Group strictly abides by operation of laws and regulations, including Appendix C1 *Corporate Governance Code* to the *Listing Rules of The Stock Exchange of Hong Kong Limited*, formulates the Corporate Governance System, which takes into account the actual situation of its own production and operation, and establishes a scientific, standardised and reasonable governance structure and rules of procedure comprising management, headquarters functional departments, brand functional departments, and subsidiaries. Simultaneously, the Group continues to improve internal management systems that align with its development, clarifying responsibilities and authority in decision-making, execution, and supervision. This enhances the Group's governance standards, providing organizational support and institutional safeguards for its development. Detailed information on the Group's governance structure, governance mechanisms, equity structure, controlling shareholders, and ultimate controlling party can be found in the *Jiumaojiu International Holdings Limited Annual Report 2023*.

公司治理

本集團嚴格遵守《中華人民共和國公司法》及《香港聯合交易所有限公司證券上市規則》等相關規定，恪守合規營運底線，持續健全集團治理結構，完善企業反貪污與風險管理體系建設，推進企業廉潔建設，提升集團治理水準，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C1《企業管治守則》等法律法規運行，制定《企業管治制度》，結合自身生產經營實際情況，建立包含管理層、總部職能部門、品牌職能部門、附屬公司等內在的科學、規範、合理的治理結構和議事規則。與此同時，我們持續完善符合集團發展的內部管理制度，明確決策、執行、監督等方面的職責權限，提升集團治理水準，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2023年度報告》。

Key Performance Indicators 主要績效指標



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

The Chairman of the Board provides leadership to the Board of Directors by ensuring its effective operation and timely fulfillment of responsibilities. The Board of Directors consists of four executive directors and three independent non-executive directors, responsible for the development direction and control of the Group's business. They have the responsibility of overall governance, supervision, and regular review of the Group, safeguarding the long-term interests of the Group and stakeholders. The Board of Directors has established three professional committees, namely the Audit Committee, Remuneration Committee, and Nomination Committee, to oversee specific aspects of the Company's affairs and enhance the efficiency of the Board's operations. Detailed information on the composition and performance of the Board, the responsibilities of the Board and management, and the performance of independent directors can be found in the *Jiumaojiu International Holdings Limited Annual Report 2023*.

主席透過確保董事會有效運作並及時履行其職責，為董事會提供領導。董事會由四名執行董事及三名獨立非執行董事組成，負責本集團業務的發展方向及控制，對本集團整體治理、監督和定期檢討負有責任，保障集團和利益相關方的長遠利益。董事會下設審核委員會、薪酬委員會及提名委員會等三個專業委員會，以監督本公司特定方面的事務，提高董事會運作效率。董事會的構成及履職情況、董事會及管理層職責、獨立董事履職情況詳細內容見《九毛九国际控股有限公司2023年度報告》。

Governance Structure 管治架構



ESG GOVERNANCE STRUCTURE

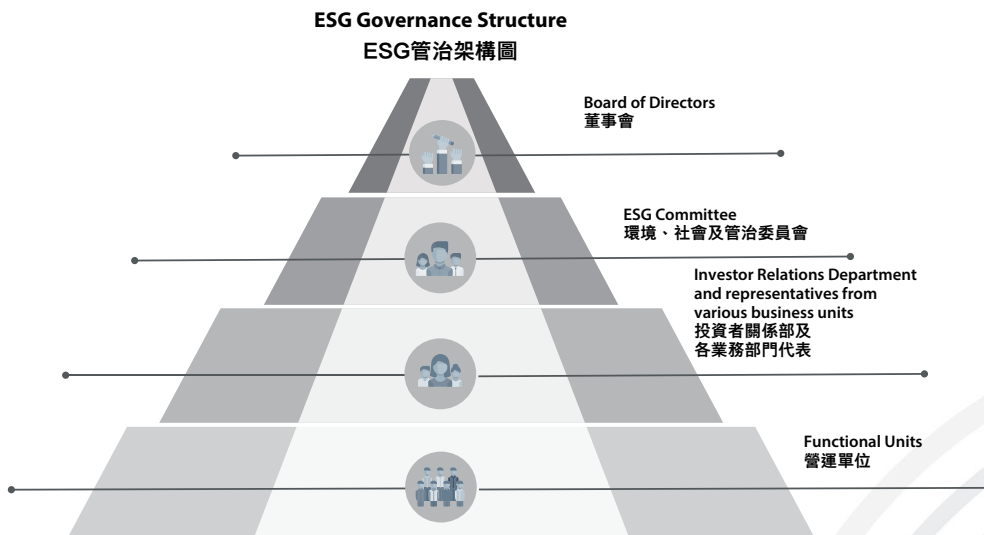
To systematically reinforce our commitment to sustainable development, the Group has established ESG governance framework to facilitate orderly implementation of ESG governance within the Group. The Board of Directors is responsible for formulating and reviewing the Group's overall ESG vision, policies, and objectives, as well as assessing, identifying, and addressing ESG-related risks at least once a year. The Board of Directors may also conduct self-assessments or engage independent third parties to assist in assessing relevant risks and opportunities, reviewing the Group's existing strategies, goals, and internal controls, and implementing necessary measures for risk mitigation.

To further institutionalize the implementation of ESG initiatives, the Group has established Environmental, Social, and Governance Committee ("ESG Committee") comprising representatives from the Company's management and cross-departmental teams. The ESG Committee's mandate is to oversee the formulation and reporting of the Group's ESG strategies, evaluate and identify ESG risks, and ensure the development of appropriate and effective ESG risk management measures and internal monitoring systems. Through internal review processes, the Board of Directors, with the assistance of the ESG Committee, regularly conducts independent assessments to analyze the effectiveness and comprehensiveness of relevant systems and procedures, strengthening the Group's ESG governance. Through top-down management approach, the Board of Directors actively participate in identifying, evaluating, and managing ESG-related risks and opportunities. Additionally, the ESG Committee, Investor Relations Department, and representatives from various business units play their respective roles in the strategic planning, execution, and review of ESG-related matters.

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 ESG 管治架構，以推動集團 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。董事會亦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。

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環境、社會及管治委員會（「ESG 委員會」），旨在監督本集團有關 ESG 事宜的策略制定及匯報工作，同時評估及明確本集團 ESG 方面的風險，以確保制定適當且有效的 ESG 風險管理措施及內部控制系統。透過內部檢討程序，董事會在 ESG 委員會協助下，定期安排獨立評估，分析相關系統及程序的有效性及其全面性，以加強本集團的 ESG 治理。透過由上而下的管理機制，董事會一直積極參與識別、評估和管理與環境、社會及管治相關的風險及機遇，同時，ESG 委員會和投資者關係部及各業務部門代表在環境、社會及管治相關事務的策略規劃、執行及審閱中各司其職。



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

Responsibilities of the Board of Directors

- Drive the orderly implementation of ESG governance throughout the Group
- Advocate culture of sustainable development from the top-down approach, ensuring that ESG considerations are an integral part of business decision-making
- Identify and address potential risks and adverse factors that may hinder the Group's sustainable development progress
- Review sustainable development reports provided by the ESG Committee, considering concerns and perspectives of key stakeholders, and incorporating their interests into the Group's sustainable development goals, strategies, and corresponding priorities to safeguard stakeholders' interests
- Evaluate, revise, and recommend the achievement of key sustainable development performance indicators and targets for the Group
- Approve the ESG Report and budgets related to ESG matters

Responsibilities of the ESG Committee

- Track various ESG-related information and trends both internally and externally within the Group, report major trends such as legislation, regulations, litigation, and public debates to the Board, and propose anticipated measures and plans. Actively organize ESG seminars within the Group to promote the advancement of sustainable development initiatives
- Monitor the implementation of ESG goals within the Group, regularly adjust targets, and report performance to the Board
- Understand the concerns of stakeholders, raise and discuss them in regular departmental meetings, and report stakeholders' viewpoints on key matters to the Board to ensure right long-term strategic direction
- Evaluate ESG risks (including climate risks), provide recommendations on strategically significant risks, and provide anticipated and mitigation plans
- Responsible for reviewing and providing recommendations to the Board on public reports of sustainable development performance. Submit the ESG Report to the Board for final confirmation

董事會職責

- 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
- 審查ESG委員會提供的可持續發展工作報告，考慮關鍵利益相關方的關注點和觀點，確保在集團的可持續發展目標、策略和相應的優先事項中納入，以確保利益相關方的利益
- 評估、修訂及建議集團主要可持續發展績效指標並跟進目標的實現情況
- 審批《環境、社會及管治報告》及環境、社會及管治相關預算

環境、社會及管治委員會職責

- 追蹤集團內外各種ESG相關的信息與趨勢，向董事會報告相關立法、規例、訴訟及公眾辯論等主要趨勢，並提出預期措施及計劃，積極於集團內部展開ESG研討會，促進集團內可持續發展任務的推進
- 追蹤集團各ESG目標的實施情況，定期對目標進行調整，並向董事會報告有關表現
- 瞭解利益相關方關注點，於各部門日常會議提出並作出討論，並向董事會報告其對關鍵事宜的觀點，以確保長期策略方向正確
- 評估環境、社會及管治議題風險（包含氣候風險），就具有策略性意義的風險提出建議，並提供預期及緩解計劃
- 負責檢討並就可持續發展績效的公開報告向董事會提供建議，通過《環境、社會及管治報告》，再提交董事會作最終確認

Responsibilities of the Investor Relations Department and representatives from various business units

Investor Relations Department

- Coordinate and facilitate the management of ESG reporting across departments
- Address ESG reporting-related inquiries from various departments
- Assist in the compilation of ESG Report
- Collect feedback from various departments regarding the Group's sustainable development initiatives and regularly report it to the ESG Committee

Various Departmental Management

- Implement the sustainable development goals, strategies, and tasks determined by the Board and ESG Committee within respective business units
- Provide guidance, monitoring, and oversight of the implementation progress of sustainable development measures within each operational unit
- Identify ESG risks faced by respective business units and provide anticipated and mitigation plans in accordance with guidance from the Board and ESG Committee
- Set targets and implement action plans
- Collect, record, and report sustainable development performance data from respective business units, and regularly submit them to the headquarters' Investor Relations Department and ESG Committee

Responsibilities of Various Operational Units

- Comply with and support the group-level ESG policies
- Implement the sustainable development goals, strategies, and tasks determined by the Board and ESG Committee

投資者關係部及各業務部門代表職責

投資者關係部

- 統籌及協調各部門的ESG報告管理工作
- 解答各部門ESG報告相關問題
- 協助ESG報告編製
- 收集各部門有關集團可持續發展方面的意見，定期上報至ESG委員會

各部門管理層

- 在各自業務部門內落實董事會及ESG委員會確定的可持續發展目標、策略及工作任務
- 引導、監察及監督各營運單位可持續發展措施的實施進度
- 識別各自業務部門面臨的環境、社會及管治議題風險，並根據董事會和ESG委員會的指導提供預期及緩解計劃
- 制訂目標及落實行動計劃
- 收集、記錄和報告各自業務部門的可持續發展績效資料，並定期報送至投資者關係部及ESG委員會

各營運單位職責

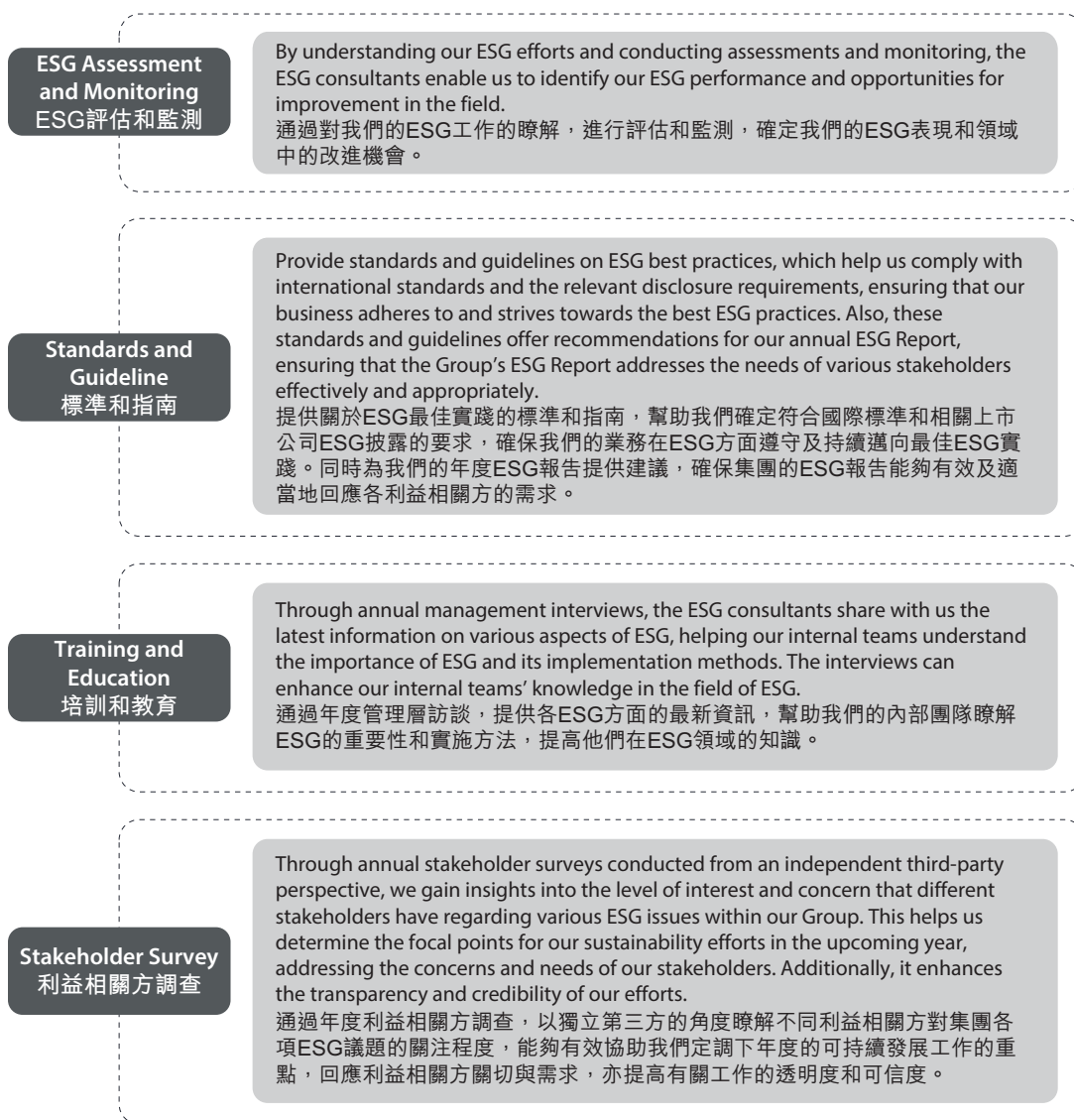
- 遵守並支持集團層面的環境、社會及管治政策
- 貫徹執行董事會及ESG委員會確定的可持續發展目標、策略及工作任務

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In addition to establishing robust internal ESG governance framework, we actively seek external professional organizations to ensure that our ESG strategy and implementation reach the highest standards. ESG consultants provide comprehensive guidance and support to advance our ESG initiatives at the Group level. Their support includes:

除了我們內部建立完善的ESG管治架構外，為了確保我們的ESG策略和執行能夠達到最優水準，我們亦積極尋找外部專業機構，能夠提供全面的指導和支援，以推進我們在集團層面的ESG進程。ESG顧問提供以下支援：



Diversity Policy

The Company recognizes and embraces the benefits of having a diverse Board to enhance its performance and has adopted a Board Diversity Policy aiming to set out the approach to achieve diversity on the Board. The implementation of the policy is monitored by the Nomination Committee. In designing the Board's composition, board diversity has been considered from a number of measurable objectives, including but not limited to gender, age, cultural and educational background, and professional experience. The Nomination Committee shall Report its findings and make recommendation to the Board, if any. Such policy and objectives will be reviewed from time to time and at least on an annual basis to ensure their appropriateness in determining the optimum composition of the Board. As of December 31, 2023, the Board has 3 female Directors out of 7 Directors, representing 42.9% of the Board. The Group will continue to take opportunities to increase the proportion of female board members and workforce over time as and when suitable candidates are identified.

多元化政策

本公司明白並深信董事會成員多元化對提升其表現裨益良多，並已採納董事會成員多元化政策，以制定實現董事會成員多元化的方式。提名委員會負責監督政策實施情況。在設計董事會成員組成時，提名委員會已從多個可計量目標考慮董事會成員多元化，包括但不限於性別、年齡、文化及教育背景以及專業經驗。提名委員會須向董事會匯報其檢討結果及提出推薦建議（如有）。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。截至2023年12月31日，董事會7名董事中有3名為女性董事，佔董事會人數的42.9%。當物色到合適人選時，本集團將繼續把握機會逐步提高女性董事會成員與員工的比例。

Name 姓名	Gender 性別	Age 年齡	Position/Duties and Responsibilities 職位／職責及責任	Tenure Period 任期年長	Academic Background/ Expertise 學歷背景／領域	Experience/Skills 經驗／技能
Mr. Guan Yihong 管毅宏先生	Male 男	54	Executive Directors, Chairman of the Board 執行董事、董事會主席	5 years 5年	Business Management 企業管理	Industry Expert, Corporate Governance 行業專家、公司管治
Mr. He Chengxiao 何成效先生	Male 男	46	Executive Directors, Chief Executive Officer 執行董事兼集團行政總裁	4 years 4年	International Finance 國際金融	Industry Expert 行業專家
Ms. Cui Longyu 崔弄宇女士	Female 女	49	Executive Directors, Group Vice President/Supply Chain and Human Resources Management 執行董事、集團副總裁／供應鏈及人力資源管理	5 years 5年	Secretary and Public Relation 秘書及公共關係	Industry Expert, Talent Management 行業專家、人才管理
Mr. Su Danman 蘇淡滿先生	Male 男	36	Executive Directors, Chief Financial Director and Authorized Representative 執行董事、首席財務官及授權代表	1 year 1年	Economics and Management/ Certified Public Accountant 經濟學及管理學／註冊會計師	Financial Expert 財務專家

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Name 姓名	Gender 性別	Age 年齡	Position/Duties and Responsibilities 職位／職責及責任	Tenure Period 任期年長	Academic Background/ Expertise 學歷背景／領域	Experience/Skills 經驗／技能
Mr. Deng Tao 鄧濤先生	Male 男	43	Independent Non-executive Directors 獨立非執行董事	5 years 5年	Engineering and Physics/ Certified Public Accountant 工程及物理學／註冊會計師	Financial Expert 財務專家
Ms. Tang Zhihui 唐智暉女士	Female 女	55	Independent Non-executive Directors 獨立非執行董事	3 years 3年	Arts 文學	Talent Management 人才管理
Ms. Zhu Rui 朱睿女士	Female 女	49	Independent Non-executive Directors 獨立非執行董事	3 years 3年	Business Administration/ Education 工商管理／教育	Industry Expert, Corporate Social Responsibility 行業專家、企業社會責任

In addition to promoting diversity at the board level, our Group is committed to implementing diversity policy at the employee level. We firmly believe that through diversity policy, we can facilitate communication and collaboration across different fields and expertise, thereby enhancing our innovation capabilities. Simultaneously, we aim to promote social and cultural diversity through this policy, supporting development and exchange among various religious, cultural, and ethnic groups, creating harmonious and inclusive corporate culture. This fosters solidarity and cultural diversity within the Group while effectively increasing employee engagement.

SHAREHOLDERS/INVESTORS INTEREST

We attach great importance to information disclosure and investor relations management. To this end, we have formulated the *Shareholder Communication Policy* to ensure that our shareholders and investors can access accurate, comprehensive, and easily understandable company information at all times. We have also established and publicly disclosed the *Procedures for Shareholders to Propose a Person for Election as Director*, which clearly outline the details of nomination process, allowing shareholders to nominate individuals for directors other than those retiring at the shareholders' meeting. These not only help them make informed investment decisions but also enable them to exercise shareholder rights and actively participate in corporate affairs.

除了在董事會層面推動多元化，本集團亦致力於在僱員層面實踐多元化政策。我們深信透過多元化政策，能夠促進不同領域和技術之間的交流與合作，進而提升創新能力。同時，我們希望這一政策能夠促進社會和文化的多樣性，支持各種宗教、文化和民族群體的發展和交流，創造一個融洽共融的企業文化，增強集團的凝聚力和 cultural 多樣性，同時有效提高員工的向心力。

股東／投資者權益

我們非常重視信息披露和投資者關係管理工作。為此，我們制定了《股東通信政策》，旨在確保我們的股東和廣大投資人士隨時可以獲得準確、全面且易於理解的公司信息。我們亦制定及公開《股東提名人士參選董事的程序》，清楚列明有關提名程序的各項細節，讓股東在股東大會上提名退任董事以外之任何人士參選董事。這些不僅有助於他們做出明智的投資決策，還有助於他們在知情的情況下行使股東權利並積極參與公司事務。

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In addition, pursuant to the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or either of the joint company secretaries of the Company, to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition.

We regularly release performance reports that provide detailed information on our revenue, profits, and other key performance indicators. Additionally, our annual reports review the past year's performance and provide future outlooks and strategies. In addition to regular reports, we also issue important announcements as needed, such as significant transactions, changes in share ownership, or management changes. We believe that timely and transparent information is crucial for investors to make informed investment decisions.

We place great emphasis on communication with investors. We have Investor Relations Department that serves as direct platform for communication between the Company and investors. We encourage investors to raise questions and offer suggestions regarding our products, operations, and governance through various channels. These channels include publishing annual and interim performance presentations on our official website, releasing corporate communications, holding regular investor conferences, and conducting roadshow activities. We are committed to promptly conveying investor feedback to relevant departments for processing and engaging in direct communication with the management team.

We are committed to protecting the legitimate rights and interests of investors. We comply with relevant laws and regulatory requirements to ensure the compliance and accuracy of information disclosure. At the same time, we place great emphasis on the privacy and protection of investors' sensitive information. Unless required by law, we do not disclose shareholder data without the consent of investors. We have implemented necessary measures to ensure the security of information.

除此以外，根據集團的組織章程細則，任何一名或以上於提交要求日期持有不少於十分之一的本公司附帶本公司股東大會投票權的實繳股本的股東，有權於任何時間向董事會或本公司任何一名聯席公司秘書提交書面要求，要求董事會召開股東特別大會以處理相關要求中所指明的任何事務。

我們定期發佈業績報告，詳細介紹我們的營收、利潤和其他關鍵業績指標。此外，我們還會在年度報告中回顧過去一年的表現，提供未來的展望和策略。除了定期報告外，我們還會根據需要發佈重要公告，如重大交易、股權變動或管理層變動等。我們相信及時、透明的信息對於投資者做出明智的投資決策至關重要。

我們非常重視與投資者的溝通。我們設有投資者關係部門，作為公司與投資者之間直接溝通的平台。我們通過各種渠道鼓勵投資者提出關於我們的產品、經營和治理方面的問題和建議。這些渠道包括官方網站上公佈年度及中期業績發佈演示、發佈企業通訊、定期舉行投資者會議和路演活動等。我們致力於及時將投資者的反饋轉達給相關部門進行處理，並與管理團隊直接交流。

我們致力於保護投資者的合法權益。我們遵守相關法規和監管要求，確保信息披露的合規性和準確性。同時，我們也非常重視投資者的隱私和敏感信息保護。除非法律要求，否則我們不會在未經投資者同意的情況下披露股東資料。我們已經採取必要的措施來確保信息的安全性。

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We consider reliable information disclosure as crucial cornerstone for building long-term trust with investors. We are dedicated to safeguarding the interests of investors and working together to achieve long-term value growth.

Investors or shareholders who wish to make inquiries to the Board of Directors or the Group can submit written queries through the following communication channels.

我們將可靠的信息披露視為與投資者建立長期信任關係的重要基石。我們致力於維護投資者的利益，並共同實現長期價值的增長。

投資者或股東如欲向董事會或集團提出任何查詢，可以透過以下溝通渠道向本公司提出書面查詢。

Communication Channels
溝通渠道



Board of Directors / Company Secretary*

**Mailing Address: 2/F, Sections 8-9, Race Track Food Street,
668 West Huangpu Avenue,
Tianhe District,
Guangzhou, PRC**

Email: comsec@jiumaojiu.com

董事會／公司秘書*

**郵寄地址：中國廣州市天河區黃埔大道西668號
賽馬場美食街8-9段2樓**

電郵：comsec@jiumaojiu.com

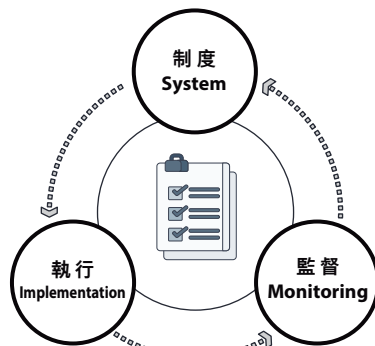
* To avoid any ambiguity, shareholders must submit the original copies of formally signed written requests, notices, statements, or inquiries (as applicable) to the address provided above. Please include your full name, contact information, and proof of identity to ensure the effectiveness of the respective requests, notices, statements, or inquiries. Shareholder information may be disclosed in accordance with legal requirements.
* 為免存疑，股東必須呈上經正式簽署的書面要求、通告、聲明或查詢（視情況而定）的正本，發送至以上地址，並提供其全名、聯絡方式以及身份證明，以便相關要求、通告、聲明或查詢生效。股東資料可能會按照法律規定予以披露。

RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors fully understands its responsibility for risk management, internal control systems, and the ongoing review of their effectiveness. The Board of Directors is comprehensively responsible for assessing and determining the nature and extent of risks to be assumed in order to achieve the strategic objectives of the Company, as well as formulating and maintaining appropriate and effective risk management and internal control systems to safeguard shareholders' investments and the assets of the Group. The Audit Committee assists the Board of Directors in overseeing the design and implementation of risk management and internal control systems.

風險管理及內部控制

董事會深明其對風險管理及內部控制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控制系統，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控制系統的設計及執行。



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The Group has established internal management systems such as the *Risk Management Policy and Procedures* and has established risk management process that covers four key stages: risk identification, risk assessment, risk monitoring, and risk reporting. Corresponding risk response measures, including risk warning, risk prevention, and risk control, have been formulated to ensure that the Company can effectively respond to various risks. The Group conducts internal risk assessments annually to determine the implementation status of risk management and internal control policies, providing references for decision-making by senior management. For detailed information on risk management and internal control, please refer to the *Jiumaojiu International Holdings Limited Annual Report 2023*.

The Group headquarters has established dedicated Audit Department responsible for conducting audits of various departments and business processes within the Group. They assess internal controls and risk management, provide audit opinions and recommendations to senior management, and ensure that the operations and management of the Group comply with legal regulations and group policies, while achieving efficiency, transparency, and compliance objectives.

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控制政策執行情況，為高級管理層制定決策提供參考。風險管理及內部控制詳細內容見《九毛九國際控股有限公司2023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流程進行審計，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。

Key Performance Indicators 主要績效指標

7/100%

Planned special audit projects and completion rate (number/%)

計劃專項審計項目及完成率(項/%)

100%

Non-compliance item closure rate (%)

不符合項閉環率(%)

30

Internal audit training and communication frequency (times)

內部審計培訓及宣貫次數(次)

Summary of Internal Audit Work for 2023 and Plan for the Coming Year
2023年度內部審計工作總結及來年計劃

2023 Summary
2023年總結

According to the annual plan and Board arrangements, a total of 7 special audit projects were completed this year. These projects covered various business processes such as infrastructure project management, bass farming management, travel expense management, engineering cost management, and IT procurement management. Significant achievements were made in risk prevention, management improvement, and cost reduction initiatives.

根據年度計劃及董事會安排，本年度共完成7項專項審計項目，共涉及基建專案管理、鱸魚養殖管理、差旅費用管理、工程造價管理、IT採購管理等業務流程，在防範風險、促進管理、推動降本等方面均取得了較好成果。

1

Optimization recommendations were made regarding the **decision management process** for infrastructure projects, certain project **cost methodologies**, and **terms and conditions** of general contractor agreements.

對基建項目的**決策管理流程**、部分專案**造價方式**以及總包**合同條款**等方面提出了優化建議。

2

Efforts have been made to **strengthen the oversight** of asset management and business operations in invested companies.

加強了對被投資公司資產管理和業務管理的**監管力度**。

3

Further measures have been taken to **standardize the management processes and systems** related to employee attendance, welfare subsidies, and expense reimbursement.

進一步**規範**員工考勤、福利補貼、費用報銷等方面的**管理流程和管理制度**。

4

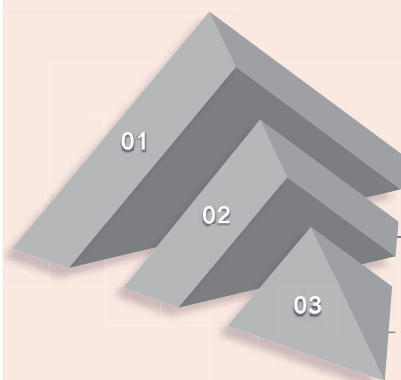
Upon identifying potential price reductions in certain equipment materials, assistance was provided to individual departments to introduce new suppliers and conduct competitive bidding to optimize procurement prices, **standardizing procurement processes** to ensure efficient and transparent purchasing procedures.

發現部分設備材料的價格存在下降空間，幫助個別部門引入新供應商進行招標比價，優化採購價格，**規範採購流程**。

Plan for the Coming Year
來年計劃

In order to mitigate enterprise risks and gradually strengthen the audit team of the Group, we have formulated the work plan for the year 2024 and expanded the scope of annual audit. The plan involves identifying departments with high relevance to asset management, as well as new business units established during the year. These identified departments will be prioritized for focused audits. The ultimate goal is to conduct a business process audit on key departments at least once per year, ensuring ongoing monitoring and risk prevention.

為防範企業風險並逐步增強增優集團的審計團隊，我們已制定2024年度工作計劃並擴大年度審計覆蓋面，以業務部門為單位，識別出與集團資產管理關聯性高的部門以及年度內的新業務部門作為重點審計部門，最終實現每年度對重點部門進行1次業務流程審計，持續監督，防範風險。



● To standardize the responsibilities, authorization and work procedures of the Audit Department and to improve the quality of audit work.
規範審計部的職責許可權及工作程序，提高審計工作品質。

● To enhance management's understanding of internal control and internal audit work and helping to understand the significance of audit work.
提高管理層對內部控制及內部審計工作的認識，幫助瞭解審計工作的意義。

● To establish a sound mechanism for rectification of audit findings, and encourage business departments to improve their management processes.
建立健全審計發現問題整改機制，推動業務部門完善管理流程。

ANTI-CORRUPTION

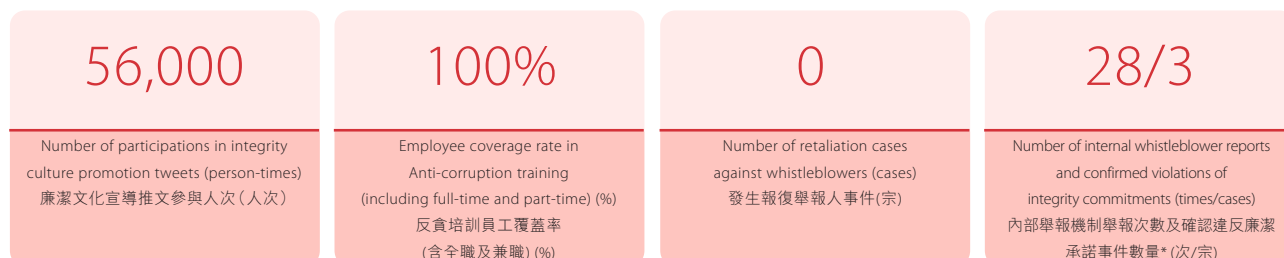
The Group is committed to creating business environment that is transparent and promotes fair competition. We continuously advocate for culture of integrity and honesty within the Group, upholding high standards of ethical conduct and adopting zero-tolerance policy towards any form of bribery or actions detrimental to fair competition. In accordance with relevant laws and regulations such as the *Anti-Money Laundering Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*, the Group has established internal policies such as the *Anti-Corruption Policy* and the *Jiumaojiu Employee Whistleblower Incentive Policy*. In 2021, we also implemented mechanism to protect whistleblowers, safeguarding their legitimate rights and interests in accordance with the law. Any retaliatory actions against whistleblowers during the reporting process will be legally pursued for civil and criminal liabilities. Additionally, the Group requires employees and suppliers to sign the *Code of Conduct* and the *Letter of Commitment on Integrity of Suppliers* to further prevent bribery and corruption in business operations. The Group's Audit Department is responsible for conducting regular special audits to identify corruption risks in various operational processes, continuously improving anti-corruption management, and strengthening the whistleblower mechanism. Except for a small number of suppliers who are unable to sign due to special reasons (the relevant contents of the integrity commitment have been explained orally and acknowledged by the suppliers), the Group has signed the *Letter of Commitment on Integrity of Suppliers* with all suppliers and fully implemented the *Integrity Notification Letters* for employees. If any corruption-related incidents are discovered and verified by the Audit Department, appropriate actions will be taken against employees and suppliers in accordance with the regulations. In cases where individuals involved do not cooperate, the Group will escalate the matter to the litigation level. During the Reporting Period, the Group discovered a fraud incident involving employees and suppliers, involving approximately RMB1.2 million. The incident has entered the stage of public security enforcement measures, and criminal enforcement have been taken against the employees involved. We have successfully recovered all losses from the employees and supplier, and immediately dismissed the employees involved and terminated the cooperation with the supplier. The Group has immediately formulated and implemented a rectification plan in response to the relevant incident, including strengthening the control of information system permissions for receiving and delivering goods, regularly rotating personnel on a position, and improving the sampling and inventory mechanism. Apart from this, the Group has no corruption lawsuits filed against Jiumaojiu Group or any of its employees.

反貪污

本集團致力於打造廉潔及公平競爭的營商環境，於集團內部持續倡導誠信廉潔文化，秉持高標準的誠信及商業道德，對一切形式的商業賄賂及有損公平競爭的行為採取零容忍政策。本集團按照《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等相關法律法規，制定《防止貪污政策》《九毛九集團員工舉報獎勵制度》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。除少部分因特殊原因無法簽署的供應商外（已通過口頭方式向供應商說明及確認廉潔承諾的相關內容），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。於報告期內，本集團發現一宗涉及員工與供應商的舞弊事件，涉款人民幣約120萬元，事件已進入公安強制措施階段，並對涉事員工採取刑事強制措施。我們已向該員工及供應商成功追討全數損失，並即時解僱涉事員工及不再與該供應商合作。本集團就有關事件已立即制定及執行整改方案，包括加強資訊系統收貨與發貨權限控制、人員定期換崗及完善抽樣盤點的機制。除此以外，本集團並無發生對九毛九集團或其他員工所提出的貪污訴訟案件。

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Key Performance Indicators
主要績效指標



* Through the Group's whistleblowing mechanism, all confirmed cases of violations of integrity commitments have originated from suppliers and were reported by employees involved in the cases. The relevant cases have been handled in accordance with the provisions of the *Letter of Commitment on Integrity of Suppliers*, resulting in penalties amounting to approximately RMB225,000.

* 通過集團舉報機制並確認違反廉潔承諾事件均來自供應商並由涉及該事件的員工進行舉報。有關事件均已按《供應商廉潔承諾書》規定對供應商進行處置，處罰金額約人民幣225,000元。



Anti-Corruption Mechanism
反貪機制

The Group's Audit Department primarily identifies and mitigates potential risks in the Company's business processes through three main aspects: proactive audits, handling whistleblower reports and investigations, and promoting integrity awareness.

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 audits: Conduct audits on key departments such as finance, procurement, engineering, and materials to evaluate the effectiveness of internal control management in business processes (including systems, implementation, and checks and balances), and provide 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 Employee Whistleblower Incentive 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。
- Conducting investigations in accordance with the instructions of the Board of Directors, 根據董事會的安排，進行事件調查。

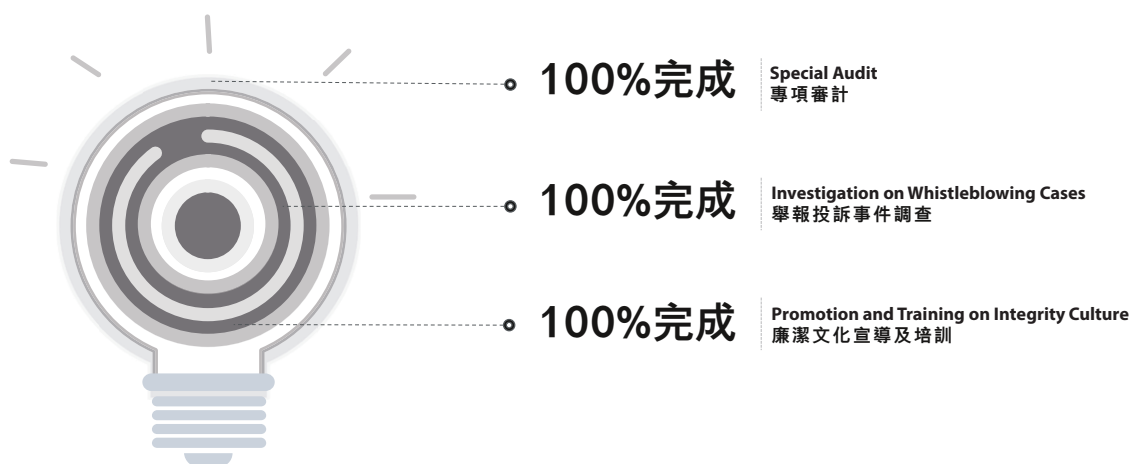


Preventive Measures
防範措施

- Integrity promotion: Continuously promote integrity among employees and suppliers through various means such as signing *Codes of Integrity*, conducting online and offline training, sending *Integrity Notification Letters* to suppliers before major holidays, and displaying integrity promotion posters etc., aiming to foster 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、重大節假日向供應商發《廉潔告知函》、黏貼廉潔宣導海報等等），從思想層面建立廉潔意識。
- System improvement: Through business process audits, promote the enhancement of departmental management systems in various business departments. This involves establishing corresponding control measures at the operational level to reduce the risk of fraud that may arise 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。

Achievements of the Group's Anti-corruption Mechanism in 2023

2023年集團反貪機制下的工作成果



Proactive Audit 主動審計

- A total of 7 special audit projects were carried out under the Group's anti-corruption mechanism in 2023. These projects covered areas such as infrastructure project management, bass farming management, travel expense management, engineering cost management, IT procurement management, and other business processes. The results of these audits showed that apart from optimizing and improving the relevant business processes and corresponding policy documents, no significant loopholes were found in the Company's anti-corruption mechanism.
- 開展了7項專項審計項目，共涉及基建項目管理、鱸魚養殖管理、差旅費用管理、工程造價管理、IT採購管理等業務流程，除了優化及完善了有關審計項目的業務流程及相應制度文件外，並無發現涉及公司反貪機制出現重大漏洞的情況。

Whistleblower Reporting 受理舉報

- Established the *Jiumaojiu Employee Whistleblower Policy* to encourage employees to actively report incidents of bribery, corruption, and fraudulent activities both within and outside the Company.
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。
- In the current year, a total of 28 whistleblower reports were received, and out of the 13 cases investigated and confirmed, 10 involved internal employees and 3 involved suppliers. Among them, 4 cases were related to employees violating the Company's values, 6 cases involved employees violating the Group's constitution, and 3 cases involved suppliers violating the *Letter of Commitment on Integrity of Suppliers*.
本年度共收到28宗舉報事件，調查並屬實的13宗中，涉及內部員工的有10宗，而供應商的則有3宗。當中4宗涉及員工違反企業價值觀、6宗員工違反集團憲法、3宗供應商違反廉潔承諾書。
- Appropriate actions were taken against the employees involved based on the established procedures. Three suppliers involved in the incidents were held accountable for breaching their contracts, resulting in a total penalty of approximately RMB225,000.
對涉事員工依據制度進行處置；對3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22.5萬元。
- Whistleblowers were rewarded according to the *Jiumaojiu Employee Whistleblower Incentive Policy*, with a total reward amounting to approximately RMB100,000.
對舉報員工根據《九毛九集團員工舉報獎勵制度》，給予共約人民幣10萬元的舉報獎勵。

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Promotion of Integrity 廉潔宣導

Employees 員工端

Multiple articles promoting integrity were published through the office system, and the Audit Department, in collaboration with the Organization Development Department, released several educational videos on anti-corruption through the Group's official WeChat account, effectively implementing anti-corruption promotion for all employees.

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。

The specific achievements are as follows:
具體成果如下：

- Organized 2 offline training sessions for store employees; Newly hired employees watched a total of 9 sessions of online integrity education videos.
組織線下培訓門店員工共2次；職能新員工線上觀看廉潔教育視頻共9期。
- 7 integrity promotion articles and 4 violation reporting articles were pushed to employees through the enterprise WeChat public account platform.
通過企微公眾號平台向員工推送廉潔宣導推文7篇，違規通報4篇。
- Reminders on integrity were given to employees of various departments and stores within the Group during major holidays. Integrity posters were displayed in important office locations, and employees were provided with explanations and guidance on integrity.
在重大節日期間，對集團各部門及門店員工進行廉潔提醒工作，在重要辦公場所黏貼廉潔公告海報並向員工進行宣導講解。

Directors and Management 董事及高管端

The Audit Department has established a WeChat working group to periodically share updates on internal anti-fraud and anti-bribery efforts within the Group. Various anti-corruption information is also shared in the group chat to enhance the integrity awareness of the Board of Directors.

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

Through audit project reports, risks are highlighted to the Board of Directors, along with recommendations for optimization. This helps drive business departments to develop effective preventive strategies and risk mitigation measures.

通過審計項目匯報的形式向董事會提示風險，提出優化建議，推動業務部門制定有效的預防策略與風險防範措施

Suppliers

供應商端

- Established a supplier WeChat management platform to periodically promote the Company's culture of integrity to suppliers.
建立供應商微信管理平台，不定期向供應商宣傳企業廉潔文化。
- Published *Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery*.
發佈《關於嚴禁收受禮品、商業賄賂的通知》。
- Strengthened the business departments' reminders to suppliers regarding integrity, emphasizing the need to build transparent and sustainable cooperative relationships with them.
加強業務部門對供應商的廉潔提醒，明確與供應商構建透明、可持續的合作關係。
- During holidays and festivals, the Audit Department sent anti-corruption and anti-bribery messages to suppliers through the supplier platform, constantly reminding and requesting them to adhere to the guidelines of the *Letter of Commitment on Integrity*.
節假日期間審計部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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Supplier Integrity Commitment and Opinion Survey

供應商廉潔承諾與意見調查

- Developed *Letter of Commitment on Integrity of Suppliers* as an annex to contracts, requiring all suppliers to sign during the contract negotiation process. The agreement stipulates that the cooperating party commits to refraining from engaging in any form of commercial bribery towards employees and to not engage in any breach of integrity principles.
制定《供應商廉潔承諾書》作為合同附件，要求所有供應商在訂立合同階段簽署，規定合作方承諾絕不向員工進行任何形式的商業賄賂，亦不會作出違反誠信原則的任何違約行為。
- As of December 31, 2023, except for a small number of suppliers who are unable to sign due to special reasons (the relevant contents of the integrity commitment have been explained orally and acknowledged by the suppliers), 100% of qualified suppliers have signed the *Letter of Commitment on Integrity of Suppliers*.
截至2023年12月31日，除少部分因特殊原因無法簽署的供應商外（已通過口頭方式說明廉潔承諾的相關內容），100%合格供應商均已簽署《供應商廉潔承諾書》。
- Implemented the comprehensive use of the *Integrity Notification Letter* as a document for daily integrity promotion and reminders to employees regarding suppliers. It specifies that employees need to send the notification letter before or after contacting suppliers and during routine factory inspections and visits by the procurement department. Suppliers are requested to sign the Letter to confirm that both parties are aware of and will comply with the Group's anti-corruption policies and requirements.
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，規定員工需要與供應商接觸溝通前或後、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。
- Conducted anonymous questionnaire surveys among suppliers to confirm if they have encountered instances where employees have explicitly or implicitly offered benefits during the supplier admission process or subsequent interactions with the Group's employees.
開展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提供利益的行為

Anti-money Laundering Policy

反洗錢政策

The Group has established internal systems related to anti-money laundering. The Financial Department is responsible for the unified collection, utilization, balance, and allocation of funds within the Group. They also continuously monitor the funds of the stores, regularly aggregate and analyze data on abnormal consumption, and implement measures for fund security alerts. We remain vigilant and supervise all employees and suppliers to ensure compliance with anti-money laundering, counter-terrorism financing, and anti-illicit profit activities. We are committed to operating in a compliant manner.

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。

Whistleblowing Policy and Whistleblower Protection System

To effectively prevent operational and management risks and promote clean and fair work environment, the Group adopts a “zero-tolerance” approach towards fraudulent activities, bribery, and actions that harm the Company’s interests. As the department responsible for the Company’s integrity and governance, the Audit Department oversees the establishment of internal control systems and conducts integrity promotion activities. They receive and handle various compliance-related incidents within the Company. To facilitate this process, the Audit Department has established dedicated channels such as hotline, WeChat, email, and mailbox for employees to report suspected violations of the Group’s operations and corruption. Employees can submit reports through these channels or directly report to the Audit Department in person. Upon receiving report or complaint, the Audit Department first assesses the nature of the issue. If it pertains to operational matters, the department transfers the report to the relevant operations management personnel for handling. If it involves fraud, bribery, or similar matters, the Audit Department takes the lead in conducting investigations. After the investigation is concluded, they report the findings to the Chairman and CEO to determine appropriate actions to be taken against the individuals involved. Additionally, the Audit Department maintains a register for recording whistleblower reports and complaints, including the details of the reports, evidence, and investigation outcomes. This ensures standardized management of whistleblower information and enables effective follow-up on leads.

In order to effectively prevent any form of retaliation against whistleblowers, the Audit Department strictly adheres to internal regulations that govern whistleblowing investigation process. They commit to maintaining strict confidentiality of all whistleblowing information. Without the whistleblower’s consent, investigators and individuals with knowledge of the reported incident are prohibited from disclosing or publicizing any information about the whistleblower, ensuring the protection of their rights. Any unauthorized disclosure of the whistleblower’s information or any retaliatory actions against the whistleblower, once substantiated, will be met with appropriate disciplinary measures based on the severity of the situation.

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，加強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 the investigation results will be communicated to you in a timely manner.
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。

Reporting email address: jubao@jiuaojiu.com
Reporting hotline: 18594026929 (same as WeChat account)
檢舉受理郵箱：jubao@jiuaojiu.com
檢舉受理電話：18594026929（微信同號）



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FOOD SAFETY

Food Safety Management System

The Group attaches great importance to the regulatory compliance of food safety management and strictly adheres to the *Food Safety Law of the People's Republic of China*, the *Regulation on the Implementation of the Food Safety Law of the People's Republic of China*, and relevant laws and regulations. The Group establishes the *Jiumaojiu Group Food Safety Management System – Catering Industry Documents* and the applicable execution system *Food Safety Manual* for all brands, based on general standards, specific standards, and industry standards (such as ISO 22000 Food Safety Management System and Hazard Analysis and Critical Control Points (HACCP)). The system is divided into eight major modules: personnel management, material management, cleanliness requirements, process control, risk management, safety management, document records, and environmental equipment. It optimizes the risk management process with “emergency procedures” and “sample retention” control standards. The Foshan Supply Center under the Group has obtained ISO 22000 certification and HACCP system dual certification, affirming the Group's efforts in food safety. The HACCP system is preventive food safety method that systematically identifies and evaluates potential hazards at each stage of the food supply chain. It provides systematic approach to identify and control food safety risks to prevent their impact on customers.

The Group has established and improved an audit and assessment system through its Quality Control Department. Based on the *GB31654-2012 General hygienic specifications for catering services*, the Group has specifically developed the *Jiumaojiu Group General Hygiene Standard for Catering Services*. The standard covers ten major areas, including premises and layout, facilities and equipment, procurement, transportation, acceptance and storage of raw materials, food safety control during processing, meal requirements, delivery requirements, cleanliness and waste management, pest control, personnel health and hygiene, training, and food safety management.

食品安全

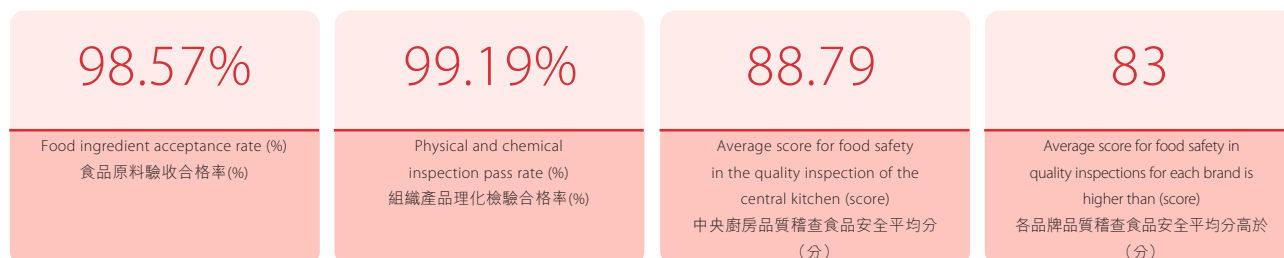
食品安全管理體系

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，以通用標準+專項標準+行業標準（如ISO22000食品安全管理體系、危害分析與關鍵控制點體系（HACCP））為基準，建立《九毛九集團食品安全管理體系－餐飲業制度文件》和適合全品牌運營執行制度《食品安全手冊》：分為8大模組（人員管理、物料管理、清潔要求、程序控制、風險管控、安全管理、文件記錄、環境設備），優化了風險管理流程「應急流程」、「留樣」管控標準。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。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，以防止其影響顧客。

本集團通過下設的品控部建立並完善稽核評估體系，依據《GB31654-2012餐飲服務通用衛生標準規範》，從場所與佈局、設施與設備、原料採購運輸驗收與儲存、加工過程的食品安全控制、供餐要求、配送要求、清潔維護與廢棄物管理、有害生物防治、人員健康與衛生、培訓與食品安全管理10大項目制定了適合集團的《九毛九集團餐飲服務衛生通用規範》。

Key Performance Indicators

主要績效指標



Starting from 2023, we have established an online supervision system to increase the frequency of supervision and promote the comprehensive improvement of the Group's Quality-Service-Clean ("QSC") supervision system across all brands. We will continuously enhance the supervision and training efforts for the *Food Safety Supervision System*, *Golden Quality Management System*, *Customer Experience in Front-of-House Service* and *Opening and Closing Safety Management System*. This ensures that our quality, services, and cleanliness continue to improve, optimizing the customer experience. We are actively responding to the government's "See-through Kitchen" policy by adopting measures such as transparent glass and video displays to showcase the relevant processes of product preparation to the public. We encourage public supervision and aim to enhance public trust in our brand's food safety.

2023年起建立線上監管體系，提高監管頻率，促進集團全品牌QSC（品質Quality、服務Service、清潔Clean）監管體系的全面完善，不斷提升各品牌《食品安全監管體系》《黃金品質管理體系》《前廳服務顧客體驗》《開收市安全管理體系》的監管與培訓力度；確保品質、服務、清潔不斷提升，優化顧客體驗。我們亦積極響應政府「明廚亮灶」相關政策，採用透明玻璃、視頻等方式，向社會公眾展示產品準備的相關過程，號召全民監管，提高群眾對品牌食品安全的信任度。

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

Food Safety Management Framework

As a publicly listed Chinese catering enterprise, Jiumaojiu Group has always regarded food safety as lifeline. Therefore, the Group actively responds to 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* issued by the Food Safety Commission of the State Council and the State Administration of Market Regulation's publication of the *Regulations on the Supervision and Administration of Enterprises' Implementation of the Main Responsibility for Food Safety*. In 2022, the Group officially implemented the primary responsibility for food safety, with the main person in charge of food safety in the Group serving as the head of the Group's Food Safety Committee. Simultaneously, the Committee officially appointed Food Safety Director and established corresponding food safety management personnel in each brand and supply center. This has established a responsibility system consisting of "Main Person in Charge → Food Safety Director → Food Safety Officer."

To improve the food safety management system, the Food Safety Department regularly reports major food safety issues and corresponding measures to the Group's management team and Board of Directors. They also provide regular reports directly to the chairman regarding food safety inspection results, ensuring that the management personnel of the Group have a comprehensive understanding of the food safety management situation. Within the food safety management framework, our headquarters' Food Safety Department is responsible for overall food safety control and internal regulation development for procurement activities, supply centers, and restaurants.

食品安全管理架構

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，集團積極響應國務院食安委印發的《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的《企業落實食品安全主體責任監督管理規定》，於2022年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集團食品安全委員會主任，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。

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。

Food Safety Work Runs Through the Entire Product Chain

To ensure food quality and safety, Jiumaojiu Group continuously builds a safe and efficient food supply chain. At the upstream raw material end, the Group delves into the farming industry and establishes stable partnerships to ensure the quality and safety of raw materials. In the midstream, the Group continues to expand its central kitchen operations, adopting modern production equipment and processes to improve production efficiency and quality control levels. At the same time, employee training is strengthened to enhance quality awareness. Additionally, the Group establishes corresponding quality monitoring systems to ensure food quality and safety through comprehensive, standardized, and scientific quality testing methods. Jiumaojiu Group is committed to creating an end-to-end food safety system, guaranteeing food safety from the source to the dining table, from ingredients to finished dishes. To better safeguard the food safety of the supply chain and promote improvements in food safety in production, warehousing, and distribution, the Group has formulated the *Supply Chain Food Safety Rewards and Punishments Rules (Trial Version)*. This document regulates the responsibilities of all supply chain employees and the Food Safety Department at each stage, clearly defines the reporting targets for food safety in each stage, and rewards or disciplines employees based on their outstanding contributions or violations of the Group's food safety management regulations. The aim is to promote improvements in food safety.

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。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。

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

Ingredient Sourcing and Inspection

The Group is committed to promoting responsible procurement and constantly pays attention to the sources 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 established 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*. These policies clearly define the acceptance standards for various products, such as vegetables. We have also set up dedicated inspection departments to conduct preliminary quality inspections on incoming products, including checking labels, odor, and appearance. In addition, we conduct quality testing on key ingredients such as aquatic products and fruits and vegetables to ensure that pesticide and other chemical residues in the supplied products meet national standards.

Storage and Logistics Management

We have established appropriate warehousing environments and conditions for storing food ingredients. We have updated the *Supplier Contracts* to require suppliers to ensure that the temperature and humidity of the ingredients during transportation meet the quality requirements. They are also prohibited from transporting food with toxic or harmful chemicals in the same vehicle. Upon arrival at the central kitchen or restaurants, our staff promptly store the ingredients under appropriate temperature and storage conditions. They accurately fill out record logs and implement traceability document management to ensure that the ingredients are in good condition before storage. Considering the wide distribution of our restaurant network, we currently have three self-operated supply centers and central kitchens to achieve local production, processing, and distribution. We are also in the process of establishing new supply centers in accordance with food production permit application standards to ensure the freshness of our dishes.

食材來源及檢驗

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。

倉儲及物流管理

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，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，並且正按照食品生產許可證申請標準設置數個新的供應中心，保障菜品新鮮度。

Food Processing Control

To ensure the quality of food processing, we have established internal policies such as the *System for the Management of Food Additives* and the *System for the Management of Workshop Hygiene* which outline regulations for the use of food additives and workshop hygiene. To promote standardized and batch production, the research and development department of the supply center creates Standard Operating Procedures (“SOP”) and operation manuals for new product development. They regularly optimize the existing procedures and manuals for products. The Training Department is responsible for training restaurant staff to adhere to these standards and provide feedback to the research and development department for further improvements. This ensures standardized management of food processing. Additionally, the Food Safety Department follows the 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*. They implement on-site quality management for the central kitchen and seasoning workshop, conducting regular inspections of product standard procedures, food safety management, personnel health, and linking the results of routine food safety inspections to the performance assessment of the workshop and its responsible personnel. This ensures 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。

Food Safety Mission 食品安全使命

Food safety is responsibility that the Group always upholds, and the quality of food, dining environment, and service quality are the Group's unwavering pursuit. We are committed to innovation, research and development, and continuous improvement to provide customers with fresh, delicious, and high-quality products and services.

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

Food Safety Determination 食品安全決心

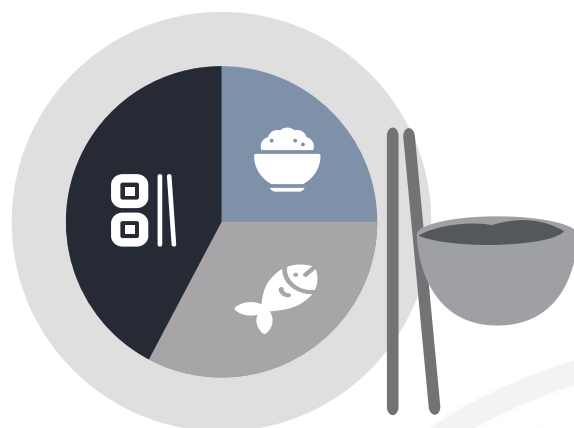
We are fully committed to ensuring food safety. We work sincerely so that customers can enjoy their meals happily and rest assured.

毫不鬆懈做好食品安全工作，我們用心，顧客吃得開心，吃得放心。

Food Safety Honors 食品安全榮譽

We will continue to make persistent efforts to enhance our awareness of compliance, self-discipline, and integrity, continuously improving our food safety management standards and make new contributions to ensuring public food safety and promoting the healthy development of the catering industry.

我們將再接再厲，進一步增強守法意識、自律意識和誠信意識，不斷提高食品安全管理水準，為保障公眾飲食安全，促進餐飲行業健康發展做出全新的貢獻。



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Restaurant Management

In terms of food preparation, we have established a series of product production procedures and operation manuals. We have also developed and implemented internal policies such as the *Guidebook on Food Safety* to regulate various aspects of food production and handling, including cleaning and disinfection, food storage, and food hygiene. Each store is equipped with at least one food safety manager who holds a government-issued qualification certificate. Additionally, we continuously enhance the training and promotion of restaurant staff, demanding strict adherence to standard procedures and compliance with regulations related to food safety production and hygiene management to ensure that the quality and hygiene of dishes meet standards. Furthermore, we have engaged an external food safety consulting company to conduct on-site assessments of restaurant facilities, staff hygiene, cleaning and disinfection, materials management, pest control, crisis management, and other aspects. Based on national food safety standards, we develop improvement plans to regulate restaurant food safety management to higher standards. The Group has established and improved an audit and evaluation system through the Quality Control Department, developing *Food Safety Audit Checklists* and *Product Quality Audit Checklists*. These checklists cover food safety and product quality standards and alert thresholds for aspects such as taste, appearance, and hygiene of dishes. We implement weekly self-inspections at the restaurant level, monthly inspections by the brand, and periodic random inspections by the Group's Quality Control Department to promptly identify and rectify potential quality and food safety issues.

Management of Take Away Food

For take away products, we have expanded our operating license to include online operations to better meet compliance requirements. At the same time, we design practical take-out containers that address factors such as food preservation and soup leakage. We require restaurants to implement reinforcement measures such as attaching food safety seals to the take-out containers to ensure the safety and quality of the food. We also organize dedicated teams to collect quality complaints regarding take away products and provide timely feedback to the brand and restaurants for further improvement.

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》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。

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。

Personnel Requirements and Training

Food safety is a critical aspect for the survival of the catering industry and serves as a code of conduct that every employee must adhere to. In accordance with laws and regulations such as the *Food Safety Law of the People's Republic of China*, the Group requires all employees in the stores to hold valid health certificates before they can start working. We also implement behavioral management for employees, such as daily health checks conducted by store supervisors and registration of employees' health conditions. If any employee is found to have respiratory or infectious diseases or open wounds, they must temporarily suspend food processing work. Employees with hand injuries or bleeding must temporarily suspend tasks involving direct contact with food, such as dishwashing and food delivery. We have established unified implementation rules for hand hygiene, employee appearance and grooming, and hygiene habits. We also have 11 basic food safety requirements for employees and require all employees in the Group to sign a *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.

Product Labeling and Traceability

To reduce and avoid the hazards of unsafe food and ensure the health of customers, our Group strictly complies with the relevant provisions of the *Food Recall Management Measures* and has established management systems such as the *Product Labeling and Traceability Control Procedures*, *Product Recall Control Procedures*, and *Non-conforming Product Control Procedures*. These procedures are implemented in various stages, including raw material acceptance and storage, production material requisition and processing, product acceptance and storage, product distribution, and customer delivery. They involve labeling, traceability, and recall procedures to facilitate source tracing and analysis in the event of food hazards. Regardless of which product and at which stage a problem occurs, the origin of the raw materials can be traced through batch numbers, records, and document tracking. This allows customers to have truly safe consumption. Unsafe products are recalled through self-inspection, customer feedback, complaints, reports, non-compliant messages from raw material suppliers, or notifications from regulatory authorities. The Food Safety Department also organizes at least one recall drill per year to verify the implementation of labeling and traceability work and ensure that the product recall procedure is operationally sound. If the recall rate is below 90%, relevant recall procedures will be reconsidered.

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，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。

產品標識和可追溯性

為減少和避免不安全食品的危害，保障顧客身體健康，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、產品配送及送至顧客端等環節實施標識、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，使得顧客真正實現放心消費。通過自檢自查、顧客反饋、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。

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During the Reporting Period, we conducted a product recall drill in accordance with the recall plan. Since the initiation of tracing, all relevant departments have been able to contact each other smoothly, and each department has provided relevant information. The shipping, production, and inventory situations were all 100% traceable, with 100% retrieval rate. We also traced the relevant information of the raw materials and internal packaging materials used, found relevant production process records, and obtained records of product delivery from the stores. The entire traceability process, from initiation to the recall of products and the formulation of corrective and preventive measures, was completed in 3 days. During the Reporting Period, the Group did not experience or become aware of any incidents related to the production of unsafe food or product recalls.

Aquaculture and Outsourced Processing Management

Our Group actively monitors the aquaculture and outsourced processing procedures to ensure that the raw materials meet the Group's food safety and quality standards, and that the quality and quantity of the supply source remain stable. The Group has deployed research and development personnel and safety personnel to some aquaculture bases and pickling facilities. The bass and sauerkraut we use undergo factory food safety inspections. For example, we check whether the bass exceeds the national standards for drug residues, whether non-edible substances or excessive amounts of food additives are used, and whether auxiliary materials and packaging materials that do not meet food safety requirements are used. We periodically send bass and sauerkraut samples to third-party laboratories for testing. Only after the test results meet the relevant standards do we use them, ensuring the stable supply of ingredients and guaranteeing the food safety of the supply source.

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，以及門店發貨紀錄，從開始追溯、產品從門店召回至制訂糾正預防措施，共耗時3天。於報告期間，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。

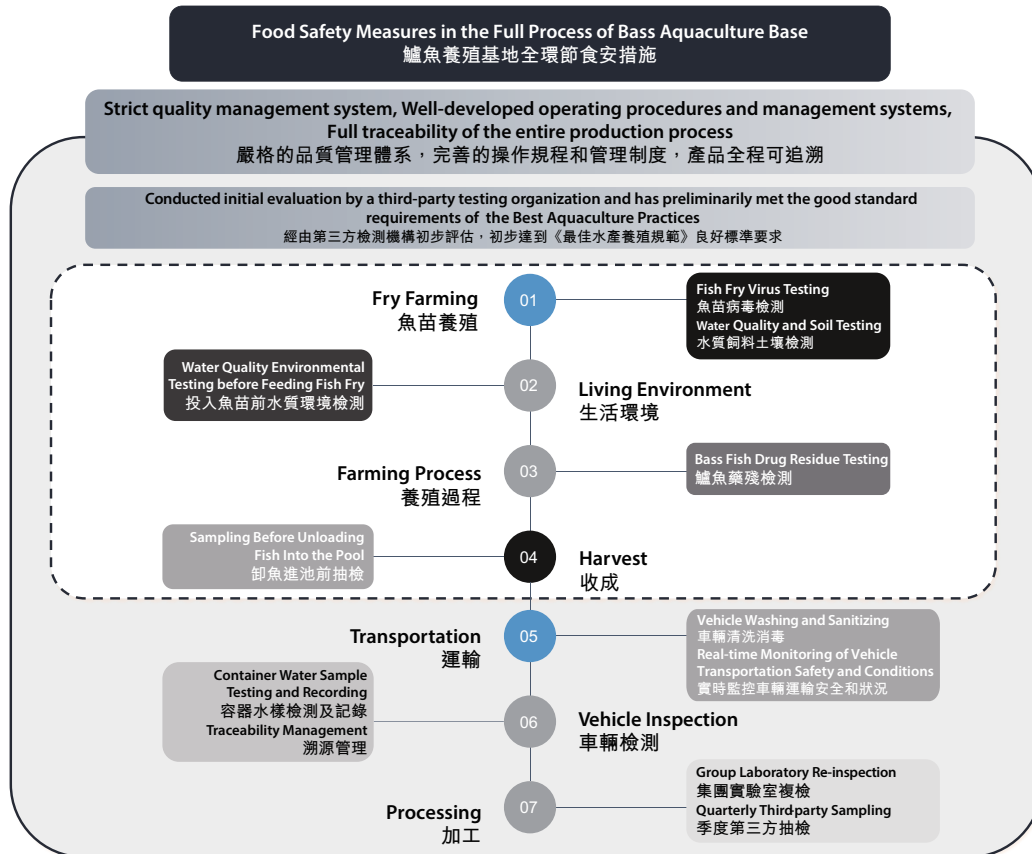
養殖及外加工管理

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。

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In order to fulfill our commitment to sustainable development and continuously improve aquaculture management efficiency, in 2023, we proactively invited two authoritative third-party testing organizations in the industry. Based on the Best Aquaculture Practices (BAP) standard system published by the Global Aquaculture Alliance, we conducted inspections and evaluations of our aquaculture bases according to the five key principles of BAP: environmental impact, social responsibility, animal welfare, food safety, and traceability. The preliminary feedback from the testing organizations indicated that our aquaculture bases have preliminarily met the good standard requirements of the BAP system. Furthermore, in terms of food safety management, all operational procedures and management systems comply with the requirements of the BAP standards (for the results of evaluations in other aspects, please refer to the "Supply Chain ESG Management" section below). It demonstrates that the Group is gradually promoting the construction of a responsible supply chain through its influence and actively preparing for the adoption of international food safety standards.

為了踐行可持續發展承諾，不斷提升養殖管理效能，我們於2023年主動邀請了兩家業內享有權威資質的第三方檢測機構，依據全球水產養殖聯盟頒佈的最佳水產養殖規範(Best Aquaculture Practices, BAP)標準體系，對我們的養殖基地展開了BAP五大關鍵原則(環境影響、社會責任、動物福利、食品安全及可追溯性)的稽查評估打分，就檢測機構初步反饋的結果顯示，養殖基地已初步達到BAP體系的良好標準要求，而就食品安全管理方面，各項操作規程和管理制度均符合BAP標準的要求(有關其他方面評估工作的結果，請參閱下文「供應鏈ESG管理」部份)。這項工作展現了集團正在透過其影響力逐步推進負責任供應鏈的建設，積極籌備涵接國際食品安全標準的工作。



*The Best Aquaculture Practices (BAP) standard system is established by the Global Aquaculture Alliance to promote environmentally friendly and sustainable practices in aquaculture operations. It is a voluntary certification program for aquaculture facilities. The BAP standard emphasizes environmental and social responsibility, animal welfare, food safety, and traceability. This certification enables aquaculture farms, hatcheries, processing plants, and feed mills to assure industry stakeholders, including customers, that their seafood products are produced and processed in accordance with the highest standards of the industry's best practices.

*最佳水產養殖規範標準體系是由全球水產養殖聯盟所頒佈對水產養殖場地運作環境友好和可持續發展的原則，是水產養殖場地自願認證方案，該規範強調環境和社會責任、動物福利、食品安全和可追溯性。這項認證使得水產養殖場、孵化場、加工廠和飼料廠對產業內人士（包括顧客）確保其水產品是按行業最佳規範的最高標準養殖和加工。

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Food Safety Measures throughout the Entire Process from Fry to Processing 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 bass fry breeding workshop, using industrialized circulating water breeding technology. The base has launched research and promotion work on 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平方米標準化鱸魚育苗車間，採取工廠化循環水繁育技術，開展魚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 that the water quality meets national standards, free from harmful pollutants such as viruses and heavy metals.

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、信息服務、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，確保水質符合國家相關標準，無病毒、重金屬等有害污染物。

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《飼料和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。

Food Safety Measures throughout the Entire Process from Fry to Processing

從魚苗至加工全環節食安措施

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《水產養殖質量安全管理規定》，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」（無名稱、無地址和無生產日期）、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 indicators such as viruses, heavy metals, and veterinary drug residues to ensure that the bass 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 bass in each pond. If abnormalities are detected, 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、重金屬、獸藥殘留等指標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，如發現異常情況，便能夠即時啟動產品召回程序。

Full Traceability

We have actively built and successfully implemented a full traceability system that covers the entire aquatic products supply chain. This system is intricately embedded in all key stages, including raw material procurement, aquaculture breeding, processing production, and logistics distribution. It ensures that the life history data of every batch of aquatic products can be thoroughly recorded and accurately accessed.

全程可追溯性

我們積極構建並成功運行了一個覆蓋水產品全鏈條的全程可追溯系統。該系統精密嵌入於原料採購、養殖繁育、加工生產和物流配送等所有關鍵環節，確保每一批次水產品的生命歷程資料都能夠被詳盡記錄並準確獲取。

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Aquaculture Base and Products Received Numerous Awards and Government Recognition in China

養殖基地及產品屢獲國內多項殊榮及政府認定



Supplier Quality

The quality of ingredients is the foundation of food quality. The Group implements centralized procurement, continuously improves supplier management, enforces quality acceptance, and strengthens cold chain management to ensure the quality of raw materials. We have established a Procurement Center responsible for end-to-end quality control of dishes from the place of origin to the dining table. 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*, 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 Admission and Annual Evaluation System* to standardize supplier food safety assessments and admissions. This system enhances the ability to identify supplier risks and ensures a structured process for the admission of new and existing suppliers. The assessment work is jointly carried out by the Procurement Center, Food Safety Department, and Quality Control Department. 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* developed, suppliers undergo admission audits and annual evaluations. The evaluation not only examines whether suppliers comply with national food safety and operational laws and regulations but also evaluates their quality management systems, environmental hygiene, pest control, personnel hygiene and training, production workshop layout and process design, product testing, transportation, and product traceability and recall systems. Based on the evaluation results, a grading system is implemented, classifying suppliers into four levels: A, B, C, and D. According to their level, corresponding audit frequencies, corrective action requirements, and deadlines are set or cooperation with low-quality suppliers is suspended. During the pre-cooperation period and cooperation period, high-quality suppliers are screened to enter the Group's qualified supplier list, ensuring the quality and safety of subsequent raw material supply.

In addition to the assessment items for food safety, during the admission audit stage, the candidate suppliers' quality management systems, third-party certifications, food production permits, material testing reports, and other aspects are evaluated. Sampling inspections are also conducted on samples provided by candidate suppliers. The admission suppliers are required to sign a *Quality Guarantee Agreement* to ensure the responsibility for quality assurance in the supply. To ensure the supply capability of candidate suppliers, the evaluation also includes assessing their financial health, supply guarantee capability, reputation, and conducts on-site quality audits and evaluations. The evaluation covers dimensions such as qualification certificates, production capacity, testing capacity, technical level, quality management level, and third-party assessment certificates. Finally, an audit report is issued and archived for future reference.

This year, in order to improve the efficient operation of stores, the Group officially launched a supplier qualification certificate inquiry system on the store side. This system facilitates stores to timely access supplier qualification information for the materials used, further enhancing the traceability of raw materials in stores.

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。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與劣質供應商的合作，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。

本年度，集團為提高門店高效運營，正式上線門店端供應商資質證照查詢系統，以方便門店及時能查詢到所用原料的供應商資質信息，進一步提升門店的原料追溯能力。

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During the Reporting Period, the Procurement Center and the Food Safety Department of the Group jointly conducted comprehensive evaluations on 153 new suppliers and included them in the Group's list of qualified suppliers. Annual supplier audits were conducted on 182 suppliers. One supplier was eliminated and blacklisted, achieving an 80% qualification rate. As of the Reporting Period, the Group has a total of 503 qualified suppliers, including 49 food suppliers (383 in total) holding valid food safety system certification ISO 22000.

於報告期內，本集團的採購中心與食品安全部共同對153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182名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80%。截至報告期，本集團共有503名合格供應商，當中49名食品類供應商(共383名)持有有效食品安全體系認證ISO22000。

Standardized Management

規範管理

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。

Incident Classification

The *Standards on Rewarding and Managing Suppliers* clearly define the grades of quality incidents and corresponding penalty criteria. Microbiological contamination, exceeding limits of pesticide or veterinary drug residues, product moldiness, media-reported quality incidents, and similar cases are classified as the highest grade quality incidents and are included in the supplier performance evaluation.

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 Regulations

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顧客安全性、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。

Multi-party Supervision

多方監督

Internal Assessment

A quarterly assessment is conducted to evaluate suppliers on aspects such as product quality, supply stability, pricing, and supporting services. Suppliers who have experienced significant quality incidents, hidden risks, or falsified qualifications are blacklisted and no longer considered for cooperation.

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應商納入黑名單，堅決不再合作。

Corrective Measures

The Group will no longer use the products that fail national testing, government inspections, or receive media exposure due to quality issues. Depending on the severity, the suppliers are notified to collaborate on handling the situation. If suppliers are aware of the issues beforehand, they are required to promptly inform the Group and assist in the recall of all affected batches. 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

Quality control personnel provides necessary training to suppliers to ensure that the food and supplies delivered meet the required standards.

質量改進

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。

Ensuring Supply
保障供應

Diversified Collaboration

To ensure stable supply of key ingredients, the Group has established partnerships with two sauerkraut suppliers, ensuring a consistent and high-quality supply of sauerkraut. Both suppliers possess the necessary qualifications for sauerkraut production and have obtained certifications such as ISO 22000/ISO 9001 and HACCP. Additionally, in 2020, the Group announced the establishment of joint ventures with two major suppliers of a key ingredient, bass. These joint ventures actively engage in aquaculture operations to supply large quantities of high-quality bass products.

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。兩間合營公司積極進行養殖業務，批量供應優質鱸魚產品。

Regular Monitoring

The Group regularly tracks the order fulfillment rates and accuracy of delivery time for suppliers. If a supplier failed to deliver, we will immediately seek for new supplier for replacement. Our raw materials are basically equipped with multiple suppliers to ensure stable 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；我們的原材料已基本配備多個供應商，全面保障供應穩定。

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關愛夥伴，以人為本

The Group is committed to integrating the core value of “people-oriented” into our corporate culture and operational philosophy, caring for every stakeholder. We strive to create a diverse and friendly working environment for our employees, providing them with development opportunities to make them feel valued and supported. At the same time, we consider customers as partners and maintain close contact with them through continuous communication and our feedback mechanisms, understanding their needs and expectations. We continuously pay attention to industry trends and market demands, actively explore cutting-edge innovative practices, and continuously enhance the quality of our products and services with love and enthusiasm, bringing innovative products and diversified service experiences to our customers.

集團致力將「以人為本」的核心價值觀貫穿於我們的企業文化和運營理念中，關愛每位利益相關方。我們努力為員工打造多元友善的工作環境，為員工提供發展機會，讓員工感到被重視和支持。同時，我們視顧客為夥伴，通過持續的溝通和反饋機制與他們保持緊密聯繫，理解他們的需求和期望。我們不斷關注行業趨勢和市場需求，積極探索前沿的創新實踐，持續以愛與熱情不斷提升產品與服務的品質，為顧客帶來創新的產品和多元化的服務體驗。

ESG Issue Focus of This Chapter 此章節關注ESG議題


Compliance Employment
 合規僱傭


Employee Salary and Benefit Mechanism
 員工薪酬福利機制


Occupational Health and Safety
 職業健康與安全


Vocational Training and Development
 職業培訓與發展


Employee Care and Communication
 員工關愛與溝通


Customer Rights Protection
 顧客權益保護


Responsible Marketing and Promotion
 合理行銷及宣傳


Rural Revitalization
 鄉村振興

UN SDGs We Focused in this Chapter



本章節所回應的UN SDGs



Key Indicators and Honorary Awards

- Awarded the 2023 Top 100 Extraordinary Employers and 2023 China Human Resources Sirius Award
- The employee feedback platforms across our brands received over 2,000 suggestions, out of which 576 were adopted
- The total number of staff training hours reached 112,335

亮點指標及榮譽獎項

- 榮獲2023年度非凡僱主TOP100以及2023年中國人力資源天狼星獎
- 各品牌員工意見收集平台共收到超過2,000條建議，當中採納了576條
- 員工受訓總時長達112,335小時

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COMPLIANCE EMPLOYMENT

Human rights are fundamental rights that every one should enjoy and are a reflection of human dignity and value. Being “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.

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。

Key Performance Indicators 主要績效指標



We adhere to the principle of equal opportunity 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 two cases of labor disputes, and we have paid compensation according to the judgments, with a total amount of approximately RMB179,000. 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

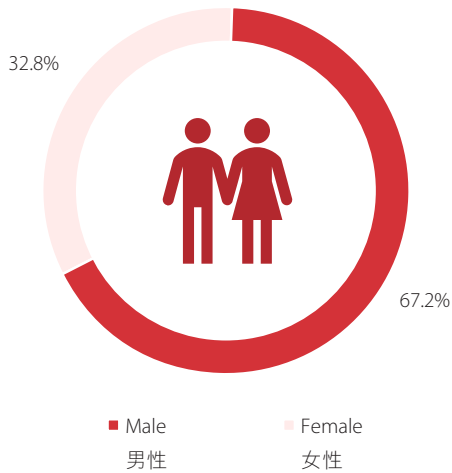
我們堅持平等機會招聘原則，積極拓展招聘渠道，為人才梯隊的持續發展提供保障。我們致力促進性別多元化，持續優化員工結構，實現員工性別、年齡、地區等合理分佈。此外，為建立共融的工作環境，我們致力消除對弱勢群體及少數群體的就業障礙。我們禁止所有與年齡、性取向、性別、種族、國籍或其他非才能有關的歧視或騷擾。於報告期間，本集團發生2宗勞動糾紛案件，我們已按判決支付有關賠償，涉及金額共約人民幣179,000元。對此，集團已制定一套整改方案，例如：定期結合各部門意見及過往勞動爭議糾紛案件的處理情況，對員工手冊及規章制度進行修訂，並將更新內容通過不同渠道供員工傳閱，對較大修改處則舉行培訓；聘請法律顧問為日常處理勞動糾紛

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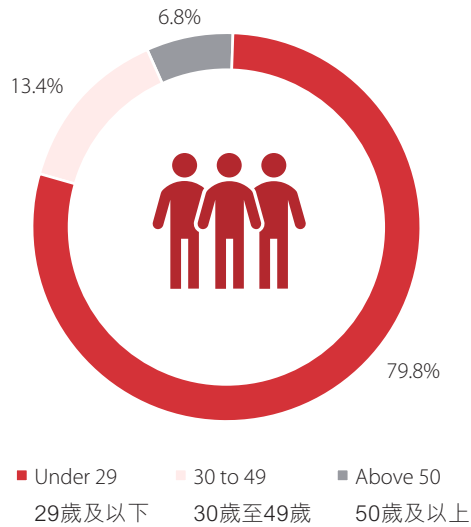
channels. We also provide training for significant modifications, hire legal advisors to provide legal and daily consultation support for labor dispute resolution, conduct internal training on improving labor dispute resolution work, and produce specialized guidelines for store operations and dispute handling, promoting and providing legal consultation support.

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。

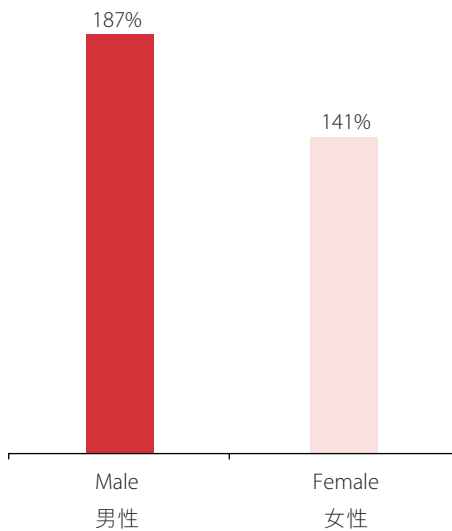
2023 Employee Gender Ratio
2023年員工性別比率



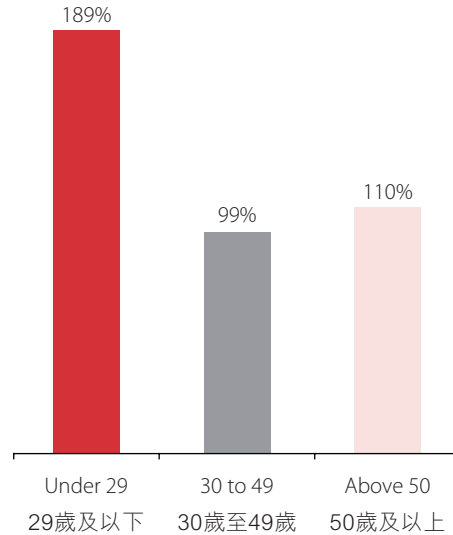
2023 Employee Age Distribution
2023年員工年齡分佈



Employee Turnover Ratio by Gender in 2023
2023年按性別類別員工離職率



Employee Turnover Ratio by Age in 2023
2023年按年齡類別員工離職率



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Talent Cultivation and Adsorption

The Group is committed to providing competitive compensation and benefits packages to employees, ensuring they receive fair remuneration and corresponding welfare benefits for their work. We also prioritize the overall well-being of our employees by providing a conducive work environment and ample support and development opportunities. The Group places great importance on the cultivation of professional talents and has established a comprehensive talent development system. We offer employees career development planning and clear career paths, while actively exploring innovative recruitment methods to attract outstanding talents to our team, strengthening the Group's talent pool to promote long-term success.

The Group has always prioritized talent development and focuses on promoting talent iteration. Through initiatives such as the "J Star Project", the "Recruiting Top Chefs with Higher Salary Package" project and the rejuvenation of young professionals in the back-end operations, the Group attracts high-quality talent. The Group actively launches top talent development programs, providing diverse job choices and comprehensive training and promotion systems for fresh graduates, helping them grow and develop rapidly in the workplace. The Group offers various positions for different talent development programs, including operational management trainees, comprehensive management trainees, and group supply center management trainees. These positions cover multiple brands such as Tai Er, Jiu Mao Jiu, and Song Hot Pot, as well as the supply centers. The departments cover various fields, including store operations, brand logistics, IT, finance, legal, human resources, raw material warehousing, ingredient processing, and production management. This allows fresh graduates to choose suitable positions based on their expertise and interests.

人才培養與吸納

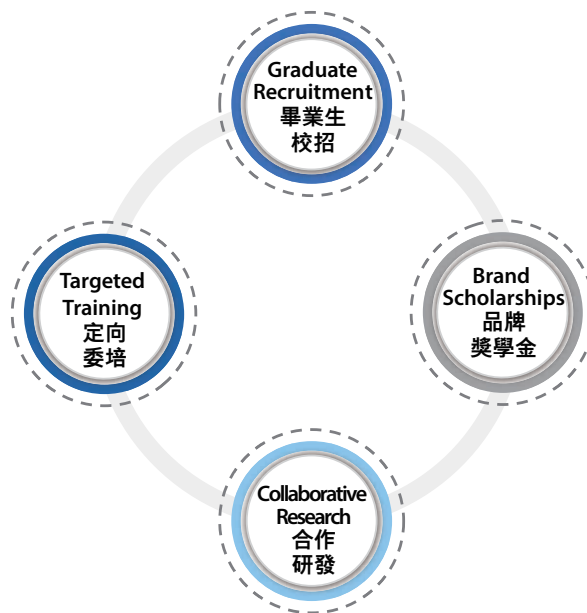
集團致力於為員工提供具有競爭力的薪酬福利方案，以確保他們在工作中得到公平報酬和相應的福利待遇，同時我們關注員工的整體福祉，致力提供良好的工作環境，以及完善的支援和發展的機會。集團高度重視專業人才培養，建立全方位的人才培養體系，為員工提供職業發展規劃和明確的職業發展路徑，並積極尋找創新的招聘模式，以吸引優秀人才加入我們的團隊，加強集團的人才儲備以推動長遠的成功。

九毛九集團一直以來將人才發展作為重點工作，注重推進人才迭代，通過開展「J星計劃」、「百萬年薪招大廚」、中後台專業化年輕化等策略，吸收優質人才。集團積極推出高端人才發展項目，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。集團設有運營管培生、綜合管培生、集團供應中心管培生等多個方向的崗位，涵蓋太二、九毛九、燻火鍋品牌及供應中心，部門覆蓋各品牌門店運營、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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Furthermore, the Group actively engages in school-enterprise cooperation through initiatives such as “Graduate Recruitment + Targeted Training + Collaborative Research + Brand Scholarships”, enhancing brand recognition, strengthening talent attraction, and injecting new talents into the team through precise selection and cultivation of outstanding talents. By collaborating with educational institutions, we promote the integration of industry and academia, providing students with practical opportunities and career development support while also building an excellent talent pool for our Group. Moreover, the Group continues to strengthen employer branding. By innovating recruitment methods based on the interests of young people, we have incorporated gamification and campus carnivals into our recruitment activities, showcasing the flexibility and creativity of our Group’s brand. Throughout the Reporting Period, our recruitment efforts achieved remarkable results, attracted more than 2,200 participants to our offline events and received over 110,000 resume submissions through our continuous effort in online recruitment, and reached over 2.3 million job seekers, demonstrating the success of our innovative recruitment approach. This comprehensive school-enterprise cooperation and innovative initiative provides strong support for the Group’s ongoing development and talent reserve.

同時，集團積極開啟校企合作，通過「畢業生校招+定向委培+合作研發+設立品牌獎學金」的方式，提升品牌知名度，增強對人才的吸引力，為團隊注入新鮮血液，精準甄選和培育優秀人才。透過與學校開展創新合作，我們促進產學融合，為學生提供實踐機會和職業發展支持，同時也為我們的集團提供了優秀的人才儲備。此外，集團持續加強僱主品牌建設，結合年輕人的興趣點創新了招聘形式，通過遊戲化、校園嘉年華等形式來開展招聘項目，充分展現了集團品牌的靈活性和創造力。於報告年度，集團的招聘活動獲得了令人矚目的成績，線下活動參與人次超過2,200人，而線上持續招聘輸出，收獲簡歷投遞量逾11萬，觸達求職者流量超過230萬，展示了集團創新招聘模式的成功。這種全方位的校企合作和創新舉措將為集團的持續發展和人才儲備提供有力支持。



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School-Enterprise Cooperation: Continuous Input of New Talents for the Group

校企合作為集團持續輸入新鮮血液

Special Scholarship

專項獎學金

In March 2023, the Group and the College of Food Science at South China Agricultural University held a special scholarship award ceremony, establishing the Jiumaojiu Special Scholarship. In order to cultivate more innovative talents, both parties also established the "Jiumaojiu Innovation Achievement Award". The successful conclusion of the award ceremony marked a milestone in the collaboration between the university and the industry. In the future, both parties will continue to work together to promote talent development, drive innovation in the field of expertise, and achieve deep cooperation and development.

2023年3月，九毛九集團與華南農業大學食品學院舉行了專項獎學金頒獎儀式，雙方共同設立了九毛九專項獎學金。其中，為了培養更多創新型人才，雙方成立了「九毛九創新成果獎」。頒獎儀式的圓滿結束，也是校企雙方合作的里程碑，未來雙方將繼續攜手共創，共同推進人才培養，推動專業領域創新，實現深度合作發展。



School-Enterprise Cooperation Seminar

校企合作交流會

In August 2023, leaders and faculty members from the College of Food Science and Technology at Guangdong Ocean University visited the headquarters of Jiumaojiu Group. Representatives from both the university and the industry engaged in in-depth discussions, exploring future cooperation opportunities. During the visit, a plaque unveiling ceremony was held, symbolizing the elevated level of collaboration between the Group and Guangdong Ocean University. In the future, both parties will further strengthen their cooperation by jointly conducting project research, internships, practical training, and talent development initiatives, facilitating the integration of industry, academia, and research.

2023年8月，廣東海洋大學食品科技學院領導及教師蒞臨九毛九集團總部參觀，校企雙方代表進行了深度交談，共同商討未來合作事宜，同時九毛九集團代表和廣東海洋大學領導舉行掛牌儀式，標誌著雙方的合作關係邁上新台階。未來，雙方可以進一步加強合作，共同開展項目研究、實習實訓、人才培養等方面的合作，促進產學研結合。



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: 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.

快速的成長通道：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: 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.

職場不將就：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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Group's Employer Brand Awards

集團僱主品牌榮譽

During the Reporting Period, the Group received numerous external recognitions and awards in the field of employer. These accolades are a testament to the outstanding contributions of Jiumaojiu Group in talent attraction and recruitment, talent development and management, and organizational development. We will continue to focus on enhancing our employer brand image, attracting more exceptional talent to join the Group, and providing them with excellent development opportunities and competitive benefits.

於報告期內，集團在僱主品牌領域獲得了許多外部認可，收穫多項僱主品牌獎項，這些獎項是社會各界對九毛九集團在人才吸引與招聘、人才培養與管理、組織發展等領域所做出的卓越貢獻的高度認可。我們將繼續致力於提升僱主品牌形象，吸引更多優秀的人才加入集團，並為他們提供良好的發展機會和福利待遇。

2023 Top 100 Extraordinary Employers

2023 年度非凡僱主TOP100

"Extraordinary Employer" is an evaluation event organized by Liepin, advocating and practicing the "Work Different" philosophy. It focuses on iterating and upgrading organizational relationships with "people" at the core, continuously enhancing employees' sense of security, fairness, growth, identification, and joy within the Company.

「非凡僱主」是由獵聘主辦的研究評選活動，倡議和實踐「Work Different」的工作理念，以「人」為核心進行組織關係的迭代升級，持續提高員工在企業中的安全感、公平感、成長感、認同感、愉悅感。

The Group is committed to establishing a talent development system, improving employee welfare and care systems, and providing employees with a fair and broad development platform. This enables employees to not only gain a sense of value and accomplishment in their work but also experience humanistic care.

集團努力建立人才培育體系，優化員工福利關懷制度，為員工提供公平廣闊的發展平台，讓員工在工作中獲得價值感和成就感的同時也能感受到人文關懷。



2023 China Human Resources Sirius Award – The Most Attracting Employer by University Student

2023 年中國人力資源天狼星獎 – 最受大學生歡迎僱主品牌

As a pioneer in the human resources industry, the "Sirius" awards are dedicated to promoting the development of the human resources industry and rewarding and encouraging more outstanding enterprises in their innovative practices in HR informationization.

作為人力資源產業先鋒獎，「天狼星」評選始終致力於推動人力資源產業發展，獎勵並鼓勵更多優秀企業在人力資源信息化的創新實踐。

Jiumaojiu Group continuously innovates and enriches its recruitment methods, introducing interesting recruitment activities such as online live-streaming eating shows, offline open days, and carnivals. These activities have successfully attracted a large number of fresh graduates to participate. Additionally, the Group has also customized exclusive training programs for management trainees, providing more career development possibilities to the young talent.

九毛九集團不斷創新豐富招聘形式，推出線上吃播、線下開放日和遊園會等有趣的招聘活動，成功吸引了一大批應屆畢業生參與，同時還為管培生定制專屬的培養計劃，向年輕一代人才呈現更多的職涯發展新可能。



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 Opportunity 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 and continually optimize our employee structure to achieve a reasonable distribution of gender, age, and regions. This ensures that we have an ample pool of talent to support the Company's development. The Group provides equal employment opportunities for individuals with disabilities and those reaching retirement age, ensuring equal opportunities for all individuals. We encourage employees to collaborate effectively within a diverse cultural environment. During the Reporting Period, the Group employed a total of 43 individuals with disabilities and 889 retirees who were rehired.

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。

遵守平等機會僱傭

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。

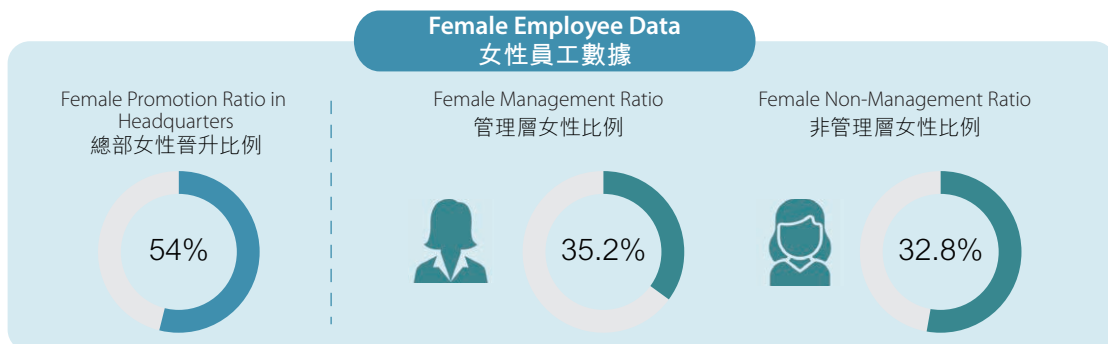
包容、平等機會及反歧視

我們倡導多元及包容的職場氛圍，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。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43人及退休返聘人士共889人。

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Gender equality is an important component of a company's diverse, equitable, and inclusive culture. We are committed to providing equal career development opportunities for female employees, ensuring that they do not face any form of discrimination. We respect and empower women, supporting their significant professional growth and personal development. During the Reporting Period, the Group employed 7,379 female employees, accounting for 32.8% of the total workforce. Furthermore, the proportion of women in management positions reached 35.2%.

性別平等是企業多元、平等和包容文化的重要組成。我們致力於為女性員工提供平等的職業發展機會，確保女性不會受到任何形式的歧異，尊重並賦予女性力量，助力她們實現長足的職業發展和個人成長。於報告期內，本集團女性員工達7,379人，佔員工隊伍總數的32.8%，而管理層中女性比例達到35.2%。



We are committed to creating a work environment that respects and cares for female employees. We provide legal benefits and support for women during pregnancy and lactation periods. We strive to offer diverse welfare programs to meet the different needs of female employees, enabling them to achieve a balance between their careers and family lives. We actively organize various welfare initiatives and promote activities that show care for women. These include celebrating International Women's Day and organizing health experiences specifically targeted towards women.

我們致力於創造一個尊重和關懷女性員工的工作環境，依法為女性員工提供孕期和哺乳期的福利與關懷，努力提供多樣化的福利方案，以滿足女性員工的不同需求，使女性員工在職業生涯和家庭生活之間取得平衡。我們積極組織發放各類福利，推動女性關愛活動，包括婦女節慶祝活動以及針對女性的健康體驗。

International Women's Day: Praising Women Power and Beauty
婦女節：讚美女性力量與美麗

On this special occasion of International Women's Day, the Group organizes various celebration activities in offices and stores to express our respect and appreciation for every dedicated and hardworking woman. We celebrate the power and beauty of women and thank for their contributions to the progress of the Group.

在婦女節這個特殊的日子裏，我們集團在辦公室和門店發起各種慶祝活動，向每一位敬業和努力的女性表達敬意，共同慶祝女性的力量與美麗，並感謝她們為集團進步所做出的貢獻。

In our offices, we decorate with roses and present women with handbags as tokens of appreciation. We encourage other colleagues to make declarations of "Bold Self-Love and Defying Definitions," expressing admiration for their confidence and independence. Additionally, we initiated a two-day event called "Frugal Goddess" in our stores, where colleagues actively nominate outstanding women they encounter, showcasing the excellence and charm of women in the catering industry and encouraging everyone to learn from these remarkable women.

我們於辦公室內張貼玫瑰花和贈予女性手挽袋，並鼓勵其他夥伴為女性說出「大膽悅己、不被定義」的宣言，以表達對她們自信和獨立的讚賞。另外，我們也在門店發起為期2天的「最儉女神」人物徵集活動，帶動夥伴們主動發現身邊的優秀女性，展現餐飲一線的女性風採，宣導大家向優秀女性學習。

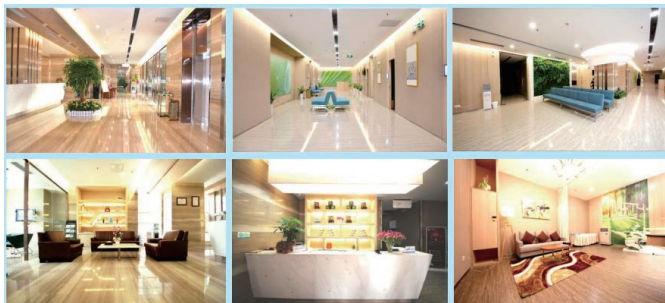


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Women Health Check-Ups 女性健康體檢

The Group prioritizes the health of female employees. During the annual health check-ups conducted for middle and senior-level management, we focus on addressing the special health needs of women. Specific tasks were added to the check-up program, such as gynecological examinations, breast cancer screenings, and ultrasound tests. Before and after the health check-ups, one-on-one consultation was arranged to ensure that female employees fully understand the purpose and significance of the examinations and specialized tests. This helps them effectively screen for potential health issues. Through these specialized programs and personalized communication, we aim to empower female employees to better understand their own health status, detect and prevent potential health problems at an early stage, and provide them with the necessary support for their well-being.

集團關注女性員工的健康，在每年開展的中高管理層健康體檢中，圍繞女性員工健康需求，針對性增設婦科、乳腺檢測和彩超檢查等專案項目。在健康體檢前後，我們進行一對一的溝通，以確保女性員工充分了解體檢的情況和專項項目的重要性，幫助她們更有效地篩查潛在的病因。通過這些專項項目和個性化的溝通，我們希望能夠幫助女性員工更好地了解自己的健康狀況，並及早發現和預防潛在的健康問題，為她們的健康保駕護航。



Prohibit Forced Labor and Child Labor

We respect labor rights and strictly abide by the regulations of the *Prohibition of Child Labor Regulations* 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《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

The Group is committed to establishing a comprehensive compensation management system and diverse incentive mechanisms. We adhere to the principle of "The More Diligent, The Luckier" in our compensation management approach and build a competitive salary and benefits system to provide employees with a competitive compensation package. We continuously optimize our incentive policies and adopt differentiated incentive methods for employees. Various types of allowances and rewards are provided to different departments and positions, combining short-term and long-term incentives to motivate employees to continuously improve and excel, which includes occasional adjustments to attendance bonuses, weekend overtime pay allowances, and bonus systems, among others. In this year, the Group undertook a unified adjustment to the salary structure to enhance the competitiveness of employee compensation, hoping to attract and retain excellent talent.

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

集團致力於建立完善的薪酬管理體系與多元激勵機製，秉持以「越勤力越幸運」為導向的薪酬管理原則，搭建薪酬福利體系，為員工提供有競爭力的薪酬水平。我們持續優化激勵政策，對員工採取差異化激勵方式，為各部門各職位提供各類型的津貼和獎勵，實現短期激勵與長期激勵相結合，激勵員工不斷提升自我、砥礪前行。其中包括不定時調整全勤獎、週末加班工資津貼和獎金制度等等。於本年度，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，我們統一對員工薪資結構進行了調整。

01



Performance Evaluation 績效評估

Adhering to the principles of fairness and transparency, we employ performance evaluations to assess employees' job performance. In addition to their monthly fixed salary, we also provide performance bonuses to employees based on the results of their performance evaluations, as a recognition and motivation for their outstanding work.

秉持公正、透明的原則，採用績效評估衡量員工的工作表現，除了每月的固定薪資外，還根據績效評估結果，向員工發放績效獎金作為對他們出色工作的認可和激勵。

02



Talent Cultivation Commission 人才培養提成

At the supervisor/managerial level, talent cultivation commission is introduced to encourage senior personnel to proactively mentor new employees, fostering a sense of belonging among new hires, elevating the overall competence of our workforce, and strengthening internal training programs and knowledge transfer mechanisms. By enhancing the overall skill set of our employees and promoting team cohesion, we strive to improve the overall performance and cohesiveness of the Group.

在主管／主任級別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，加強整個集團的內部培訓和知識傳承機制，提高員工的整體水平和團隊凝聚力。

03



Share Incentive 股權激勵

To motivate directors, senior management, and key personnel within departments, we have implemented a "Share Option Scheme" to provide equity incentives that combine short-term and long-term motivations. On November 3rd, 2023, we granted a total of 7,054,000 share options to 154 eligible employees.

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，實現短期激勵與長期激勵相結合。於2023年11月3日，我們已向154名合資格員工授出合共7,054,000份購股權。

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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, commercial health insurance, 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 insurance 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 the development of staff teams, and encourage employees 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 Hot Pot 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 Company, 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、商業醫療保險、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：針對慇懃火鍋門店舞蹈呈現獎勵、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 2023, there were 1,165 work-related injuries among our employees, with approximately 8,464 days of work lost due to injuries. All relevant employees have already received reasonable compensation from the Company's insurance. From 2021 to 2023, 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 provides 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 Safety Production Responsibility* and perform safety responsibilities in strict accordance with the Letter.

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。2023年，員工發生工傷次數1,165次，工傷損失日數約為8,464天，而有關員工均已向公司保險索取合理賠償。2021至2023年間，並無員工因工死亡個案。

安全管理架構

本集團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》，以應對不同突發安全事故。

Safe Working Environment

The Group has established dedicated positions responsible for conducting 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 *Safety Risks and Hazards 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 potential occupational hazards and risks that may affect employees in each job position. The testing contents mainly include noise, high temperature and dust.

Safety Training 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 mindset, safety knowledge and safety techniques for employees.

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。

安全培訓及考核機制

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。

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The Group 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 mindless 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.

To ensure production safety and enhance the fire safety awareness and self-rescue capabilities of all employees, as well as improve the fire response capabilities of emergency teams, inspect the maintenance and correct usage of firefighting equipment and facilities, the Group has developed the *Company Safety Production Emergency Drill Plan* in the Reporting Period. The plan aims to control the development of emergency situations and minimize accident losses to the lowest possible extent quickly, orderly, and efficiently.

本集團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。

為確保安全生產，增強全體員工的消防安全意識和逃生自救的能力，提高各應急小組對火災的處置能力，檢驗公司消防器材設施維護保養及正確使用情況，集團於本年度制定了《公司安全生產應急演習方案》，旨在快速、有序、高效地控制緊急事件的發展，將事故損失減小到最低程度。

Employee Fire Drills and Training

員工消防演習培訓

The Group places great importance on fire safety in the workplace and has conducted a total of six employee fire drills and training sessions during the Reporting Period. These activities aim to enhance employees' fire safety awareness and their ability to evacuate and self-rescue in case of emergencies. Through the fire drill training, we provide employees with basic fire prevention knowledge, including the correct usage of fire extinguishers, the selection and operation of firefighting equipment, and the techniques for swift and effective evacuation from fire scenes. We also organized practical simulations to allow employees to experience emergency situations firsthand and learn the correct evacuation and self-rescue techniques.

集團重視工作場所中的消防安全，並於報告期內舉辦了共六場的員工消防演習培訓，旨在提供員工的消防安全意識和逃生自救的能力。通過消防演習培訓，我們向員工傳授基本的火災防範知識，包括如何正確使用滅火器、滅火器材的選擇和操作方法，以及如何迅速有效地撤離火災現場等。我們也會組織實際的模擬演練，讓員工親身體驗火災發生時的應急情況，並學習正確的逃生和自救技巧。

We will continue to regularly organize similar fire safety training and drill activities to ensure that employees' fire safety awareness and emergency response capabilities continue to improve. Additionally, we constantly strive to improve our fire safety facilities and preventive measures to ensure the highest level of fire safety in the workplace.

我們將繼續定期組織類似的消防培訓和演習活動，以確保員工的消防安全意識和應急能力持續提升。此外，我們也會不斷改進消防設施和預防措施，確保工作場所的消防安全達到最佳水平。



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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.

VOCATIONAL TRAINING AND DEVELOPMENT

Employee Training

The Group values the self-growth of its employees and recognizes that talent is the cornerstone of the Group's long-term development. A standardized employee training mechanism has been established, providing comprehensive online and offline training programs for all employees. We tailor a wide range of training courses to meet the specific job requirements of employees, offering diverse learning resources through a combination of online and offline modes. The headquarters has established an employee training center, providing unified training for employees at all levels. Furthermore, operational and functional department employees can access online courses through an e-learning platform, covering topics such as operating procedures, guidelines and standards, information technology, and corporate culture. The Group's comprehensive training system ensures that there is sufficient talent reserve from the management team to frontline restaurant staff, aligning with the Group's future development plans. We have a well-established and transparent promotion mechanism that motivates employees to strive for upward mobility.

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。

職業培訓與發展

員工培訓

集團重視員工自我成長，深明人才為集團長遠發展的基石，並已制定了標準化的員工培訓機制，為所有員工提供全面的線上及線下培訓計劃。我們因應員工的工作需求定制豐富多樣的培訓課程，通過線上線下結合的模式，提供多元的學者資源。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。另外，運營和職能部門員工更可以通過電子學習平台學習關於操作程式、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，令員工更具向上的動力。

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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 Team of Jiumaojiu Group with the aim of cultivating internal management personnel. Senior management of the Group, professors of Management from College 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.

針對門店員工，我們構建一系列包含餐廳經營、管理技能、顧客溝通、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。

Standardized Training Programs through a Centralized Learning Platform

一體化學習平台打造標準化培訓方案

The Group has established a unified "Online Group Learning Platform", which has enabled all brands to switch from multiple learning platforms to a unified one. Through this learning platform, employees can access online courses and view scheduled offline courses that are regularly pushed to them, promoting a culture of learning, proactiveness, and efficiency among all members. The platform serves as a centralized entrance for learning, integrating the learning resources of all brands within the Group and advancing the development of a learning organization. The learning platform has uploaded a large amount of learning content, including over 3,000 courses on job skills, corporate culture, professional knowledge, and more. This facilitates easy searching, learning, and downloading for employees, fostering a learning atmosphere across the entire Company, from the frontline to the back office.

集團通過建立統一的「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，促進全員學、主動學、高效學，統一學習出入口，整合全集團各品牌學習資源，推進學習型組織建設。學習平台上傳了大量的學習內容，崗位技能類、企業文化類、專業知識類等3,000多門課程，方便員工進行搜索、學習、下載，讓學習氛圍貫穿到了整個公司的前中後台。

Furthermore, during the learning and assessment processes, the learning platform accumulates employee learning data, providing a basis for talent selection. By collecting individual employee learning data, comprehensive learning reports, and personal competency radar charts can be generated, serving as valuable tools for selecting the most suitable individuals for promotion or new appointments. Through the establishment of a unified learning platform, the Group can:

此外，在學習以及考核的過程中，通過學習平台積累了員工學習數據，為人才甄選提供依據。通過收錄員工個人學習的大數據，獲取到綜合學習報告以及員工個人能力雷達圖，可據此甄選到最為合適的人員予以晉升或任用。透過建立統一的學習平台，集團可以：

01 Establish a high-efficiency standardized store management plan
建立高效標準化門店管理方案

02 Save training time
節省培訓時間

03 Improve training efficiency
提高培訓效率

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, including creating customer value, effective and open communication, efficient teamwork, results orientation, win-win collaboration, and strategic thinking. We have also created three career development paths for administrative management, frontline, and back-of-house 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 relocations, and establishing an internal recruitment platform. We are gradually building an internal talent pool system to effectively reserve high-quality talent and ensure timely filling of vacant positions to support the Company's steady development.

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.

The Group values employee feedback and seeks to gain a better understanding of their perception and evaluation of the Company. By understanding their needs, we can improve the employee experience and enhance the achievement of the Group's various indicators. In the Reporting Period, we conducted a single-item satisfaction survey specifically for the Group's office employee cafeteria. The survey aimed to assess overall dining experience, including food quality, staff service, and cleanliness of the environment. The survey achieved a response rate of 66.27%, and the average satisfaction rating for the employee cafeteria was 9.3 out of 10. Furthermore, we actively create and optimize channels for collecting suggestions, allowing employees to provide feedback and suggestions regarding the Group's operations. We encourage employees to proactively identify and solve problems in their work. Each brand within the Group has established a platform for collecting feedback and suggestions. As of December, a total of over 2,000 suggestions have been received across all platforms, with 576 of them being adopted and implemented.

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，包含創造顧客價值、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，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，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。

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。

集團重視員工意見，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，本年度，我們針對集團辦公室員工餐廳進行單項的滿意度調查，對集團辦公室員工餐廳的菜品質、人員服務、環境清潔等方面，進行整體用餐體驗的滿意度調查，調查問卷有效反饋回收率66.27%，員工餐廳滿意度評價平均分達9.3分/10分。另外，我們亦積極打造及優化建議收集渠道，令員工能夠透過相關渠道提出對集團運營的建議，鼓勵員工在工作中積極發現並解決問題，集團期下各品牌均設有意見收集平台，截至12月，各平台共收到超過2,000條建議，當中更是採納了576條。

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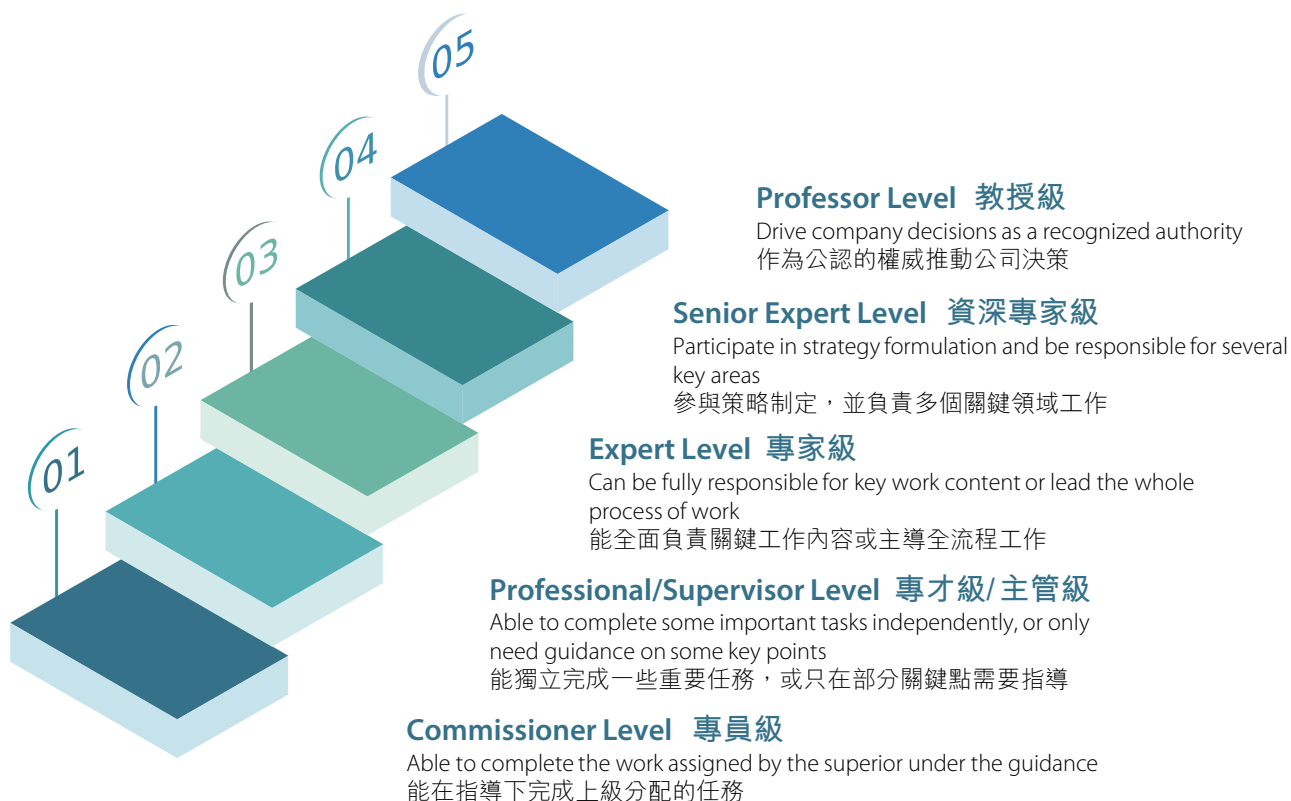
Career Dual-Channel Development Program 職業雙通道發展體系方案

The Group launched the “Jiumaojiu Group Career Dual-Channel Development Program” to achieve a win-win situation for both employee and company development by effectively plan employee career development, enhance professional skills, and optimize human resources and organizational capabilities. The program includes two career development pathways, 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.

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」。方案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。

In the Professional Development Pathway, there are five levels ranging from the lowest to the highest, while the Management Pathway is divided into four levels: Managerial Level, Director Level, President Level, and Chairman Level. 其中，專業發展通道均由低到高劃分為5個等級，而管理通道則劃分經理級、總監級、總裁級、董事長4個等級。

Levels of Professional Development Pathway 專業發展通道等級



Employee Opinion Platform Data
員工意見平台數據

Jiu Mao Jiu
Opinion Collection Box
九毛九
意見收集箱

Received
收到 **30** 條

Adopted
採納 **10** 條

Tai Er
This Time Want to Hear You,
The Voice of Selling Fishman
太二
這次想聽你的、賣魚俠心聲

Received
收到 **277** 條

Adopted
採納 **55** 條



Lai Mei Li Grilled Fish
I have a Good Idea
賴美麗烤魚
我有好點子

Received
收到 **31** 條

Adopted
採納 **4** 條



Song Hot Pot
Strongest Song Brain
愆火鍋
最强song腦

Received
收到 **300+** 條

Adopted
採納 **25** 條

Supply Center-Improvement
Proposal Activity
供應中心 - 改善提案活動

Proposals
提案 **1402** 條

Outstanding Proposals
優秀提案 **409** 條



Group
Good Idea
集團
好點子

Received
收到 **132** 條

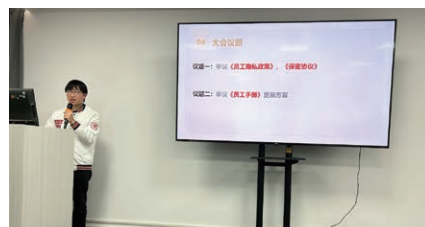
Adopted
採納 **73** 條

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Employee Representation 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 employee representation conference, 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 witness. Subsequently, the Chairman of the Employee Representative Committee, acting as the representative of the employee representative conference, signed an agreement with the Company's representative. After the conference, the resolution results were posted on the department and store bulletin boards for public notice.

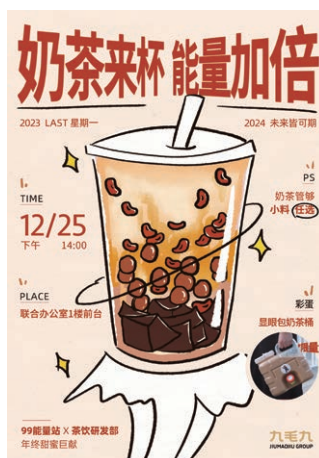
2023年2月23日，九毛九集團成功舉行第七屆集團職工代表大會，根據大會議程及職工代表大會精神，本次會議審議通過了兩項會議議程，參會職工代表共108位。在大會上，職工代表審議及通過涉及員工重大權益的規章制度的修訂—Nathan基金會的申請條件對象與幫扶類型，並完成審議《員工隱私政策》《2023版保密協議》的內容。職工代表通過舉手表決，由公證人宣讀審議通過兩項會議議程的結果。及後，由職代會委員會主席作為職代會代表與企業代表簽訂協定。在會議結束後，亦將會議決議結果張貼在部門、門店公告欄處，進行公示。



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At the same time, we actively organize various types of employee and holiday events to enhance cohesion and communication among employees, as well as to alleviate the fatigue of daily work. We aim to foster interaction and teamwork among employees through these activities. During the Reporting Period, the Group organized a total of 13 holiday events, 51 ball games, as well as weekly afternoon tea sessions, employee team-building activities, employee travels, and various other employee events.

同時，我們積極舉辦不同類型的員工及節日活動，增強員工間的凝聚力與溝通並紓解日常工作的疲勞，並希望通過這些活動增強員工間的互動和團隊合作精神。於報告期內，集團一共舉辦了13場節日活動，51場球類活動，以及每周下午茶，員工團隊建設活動以及旅遊等各式各樣的員工活動。



Employee Anniversary Benefits, "Love Your Family"
員工周年福利 一起「愛家人」

This year, the Group officially resumed the family travel benefits for employees who have been with the company for 5 and 10 years, which were previously postponed due to the impact of the pandemic. Throughout the year, we organized for over 600 employees to travel with their families, creating opportunities for them to spend quality time together and express gratitude to their loved ones. Additionally, we recognize the contributions of employees who have made long-term commitments to the success of the Group. Their dedication has been a crucial pillar of Jiumaojiu Group's development. In the future, we will continue to optimize our welfare programs and uphold the value of "love", ensuring the well-being and satisfaction of our employees.

集團在今年正式恢復了先前受疫情影響而暫緩的入職滿5年及10年員工的親子遊福利活動，全年共組織了600多位夥伴帶著家人去旅遊，創造陪伴家人的機會，感恩有愛的家人們。同時，我們也表彰長期為集團成功作出貢獻的員工，他們的奉獻是九毛九集團發展的重要支撐。未來，我們將不斷優化福利方案，踐行「愛」。



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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 2023, the Nathan Foundation has provided assistance to 72 employees, with a total amount of approximately RMB1,130,140. The assistance mainly covered medical expenses for employees and their relatives who suffered from major illnesses and educational expenses for employees' children.

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 in 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 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 gives timely 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 store operations, we require each store to obtain necessary licenses such as fire and safety inspections according to local requirements, ensuring compliant and safe operations. Additionally, we conduct regular safety assessment on fire prevention and equipment maintenance for stores, ensuring the normal operation of facilities and reducing the occurrence of safety incidents.

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。2023年，Nathan基金會已向72名員工提供援助，援助金額共約人民幣1,130,140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。

顧客權益保護

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》，明確門店驗收標準，致力為顧客打造安全、優質、美觀的用餐環境。為進一步規範工程驗收工作，太二使用線上驗收系統，在現場檢查過程中，由客服部門對材料質量及施工工藝等維度進行評價，並實現線上及時反饋及追蹤建設進度，保障門店建設按時按質交付。為保障門店設計及工程質量，品牌客服部門定期對相關人員進行驗收培訓，明確設計標準，不斷提高門店裝修質量。

在門店營運期間，我們要求各門店根據營運地要求，辦理消防、安檢等必要證照，確保合規安全營運。同時，我們定期進行消防安全評估及門店設備檢修，保障設施設備使用狀態正常，減少安全事故發生。

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)*, 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. Regarding personnel management, we have not only strengthened institutional construction but also completed the updates and signing of the *Confidentiality Agreement* and *Noncompetition Agreement*, as well as the development and publication of 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.

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顧客隱私保障，依法保護顧客隱私。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，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。在人員管理方面，我們除了強化制度建設，還完成了《保密協議》《競業協議》的更新及簽署、制定並發佈了《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。

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Furthermore, we have reviewed the mini-programs under the Group and updated the settings and privacy policies of these mini-programs. We have optimized the disclosure of information to ensure that these mini-programs comply with legal requirements in terms of privacy protection. Additionally, the Group has improved the channels for responding to rights-related issues in each mini-program, ensuring that users can exercise their relevant rights regarding personal information, including but not limited to account cancellation, modification or deletion of personal information, and information inquiry.

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。



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 Technology Center 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

- Customers' account security would be protected by the identity authentication and user security agreements of WeChat if they logged in through WeChat.

- 微信登錄方式由微信的身份驗證及用戶安全協議來保障顧客的賬戶安全。

**Responsibilities
Clarification**
明確權責

- Before registering as a member, customers are required to read and acknowledge the membership guidelines, which explicitly state their personal rights and responsibilities.

- 顧客註冊會員前需閱讀會員須知，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 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。

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REASONABLE 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 promotional copywriting 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 significant adverse impact on our business operations.

RURAL REVITALIZATION

The Group has always upheld the value of "common prosperity at Jiumaojiu Group" and continues to make positive contributions to achieving common prosperity through its own efforts. It is committed to promoting the common development and prosperity of enterprises and society through various means.

In terms of talent revitalization, the Group has signed strategic cooperation agreements with South China Agricultural University and Zhongkai University of Agriculture and Engineering while established industry-academia-research cooperation bases and doctoral workstations, and formed a high-level innovative research team consisting of "Experts + Doctors + Professional Technicians" to conduct research on breeding technology and application promotion of the new strain of California bass. Qingqi Village, as a direct pilot area, receives priority in introducing the latest technology and has become an experimental base for industrializing research achievements in the breeding and processing of California bass. The Group's research team regularly conducts training on aquaculture techniques and provides services that are closely connected to the industry, cooperating with local governments to actively explore the establishment of new models of vocational farmer training and human resources development that combine skills training with practical experience, thereby enhancing the production technology level of local farmers. At the same time, the Group actively promotes industrial revitalization to drive the development of the rural economy.

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。

鄉村振興

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積極的貢獻，致力於多種方式推動企業和社會的共同發展和繁榮。

在人才振興方面，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。同時，集團亦積極開展產業振興，帶動鄉村經濟發展。

Industrial Revitalization
產業振興

Since the establishment of the Smart Aquaculture Project, it has created over 136 job positions for the local townships, generating more than ten million for the residents in 2023. Additionally, it has facilitated the development of aquaculture industries that align with the local characteristics, benefiting over 400 households in the surrounding counties, leading to the establishment of 12 aquaculture projects by local enterprises, and resulting in an increase of over one hundred million for the local bass industry.

自智慧養殖項目建設以來，為當地鄉鎮建設創造了超136個就業崗位，2023年為當地居民創收超千萬元。同時，輻射帶動周邊縣區農戶400多戶發展符合當地特色的水產養殖產業，帶動當地企業建成養殖12個項目，拉動當地鱸魚產業增值過億元。

01 “Production-Living-Environment” Construction Model 「三生同」建設模式

The Smart Aquaculture Project focuses on professional aquaculture bases, utilizing their advantages in scale, technology, and equipment to drive the widespread participation of rural farmers in California bass fish farming, aiming to reduce the labor intensity for farmers, promote new aquaculture technologies, and establish a modern agricultural production model. With smart aquaculture as a starting point, efforts are made to build a mechanism that balances production, marketing, and supply-demand in rural areas, creating a community where the interests of farmers are interconnected, leading to improved living standards. Relying on professional expertise, regular water inspections by third-party testing organizations are conducted for aquaculture production, ensuring the prevention of any issues related to the discharge of aquaculture wastewater and contributing to the creation of sustainable development and ecological environment.

智慧養殖項目以專業養殖基地為核心，利用其規模、技術、設備等優勢，帶動村鎮農戶廣泛參與加州鱸魚養殖，降低農戶勞動強度，推廣水產養殖新技術，構建現代化農業生產模式；以智慧養殖為切入點，在農村著力構建產銷供需平衡、聯農帶農利益聯結共同體機制，提高當地農戶生活水平；依託專業技術，對養殖生產用水定期送檢第三方檢測機構，杜絕養殖廢水排放問題，營造可持續發展生態環境。

02 “Primary-Secondary-Tertiary Sector” Development Model 「三產融合」發展模式

The Tai Er California Bass Smart Aquaculture Demonstration Base Project has improved the production, processing, transportation, and sales levels of freshwater aquaculture. It directly caters to the consumer market, ensuring food safety and customer satisfaction, while optimizing the consumption structure of California bass, enhancing the overall national dietary health. By reducing product losses during distribution and minimizing social resource waste, the project enhances the quality of aquatic products, increases the added value of agricultural products, stabilizes local food market prices, and ensures market supply. It also extends the value chain of the industry and strengthens market regulation capabilities. The project contributes to the development of the local primary sector, including seed breeding and aquaculture, while also generating secondary wealth through fisheries equipment manufacturing, feed processing, and seafood processing. Additionally, it stimulates the emergence of tertiary industries such as catering, leisure, tourism, and sightseeing, further diversifying the local economy.

太二加州鱸魚智慧養殖示範基地項目提高了淡水養殖的生產、加工、運輸銷售水平，直接面向消費市場，保證食品安全，保障顧客利益；優化加州鱸魚消費結構，提高國民膳食健康水平。減少產品流通損耗和社會資源浪費，提升水產品質量，提高農產品附加值，有助於穩定當地食品市場價格，保證市場供應。延伸產業價值鏈，增強市場調控能力。項目助力當地種苗繁育、水產養殖等一產基礎，增加了漁業設備製作、飼料加工、水產加工等二產財富，催生了餐飲、休閒、旅遊、觀光等新型三產業態。

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

03 “Company-Base-Farmers” Collaboration Model 「三位一體」合作模式

The Smart Aquaculture Project collaborates with local farmers through “Company + Base + Farmers” collaboration model, forming a closed-loop cooperation in aquaculture and enhancing the radiating benefits of linking farmers and the Company. Firstly, farmers participate in cooperative farming and sell their produce to the Company, which provides them with stable cooperative income and direct employment opportunities close to their homes. Secondly, the base supports farmers through innovative agricultural production services such as training and guidance, enhancing the overall farming capabilities and enthusiasm of local farmers, develops the local aquaculture industry with its unique characteristics, providing the Company with a stable supply of raw materials. Thirdly, the Company invests in technology, funding, and talent to promote the comprehensive development of the base, accelerate the scale of aquaculture, and significantly reduce the Company's raw material procurement costs in the long run.

智慧養殖項目與本地農戶合作，採用「公司+基地+農戶」的「三位一體」合作模式，形成水產養殖閉環合作，增強聯農帶農的輻射效益。一是農戶通過合作養殖向企業出售，獲取穩定的合作收益，實現家門口直接就業；二是基地通過為農民服務，培訓指導等創新農業生產服務方式和手段，提升當地農戶整體養殖水平和積極性，進一步發展當地特色水產養殖產業，為企業創造穩定的原料供應渠道。三是企業通過技術、資金、人才等支出，推動基地全面發展，加快水產養殖規模化，長遠降低企業原料採購成本。



BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

勇於爭先，勇於承擔

We are courageous in striving for success and taking responsibility with bravery, constantly exploring innovation, challenging ourselves, and are committed to becoming a leader in green and sustainable development. We uphold our green commitments and consistently strive to reduce the environmental footprint of our own operations and activities throughout the value chain. We actively respond to climate change, continue to build green restaurants, and promote low-carbon transformation among suppliers and responsible sourcing of materials, while advocating for a sustainable lifestyle.

我們勇於爭先，勇於承擔，不斷探索創新，挑戰自我，致力於成為綠色可持續發展的領軍者。堅守綠色承諾，始終致力於持續減少自身運營和價值鏈上下游活動所帶來的環境足跡，積極應對氣候變化，持續打造綠色餐廳，推動供應商低碳轉型和負責任的原料採購，倡導可持續生活方式。

ESG Issue Focus of This Chapter 此章節關注ESG議題



Digital Transformation
數字化轉型



Contribute to Industry Development
貢獻行業發展



Response to Climate Change
應對氣候變化



Environment and Natural Resources
環境及天然資源



Supply Chain ESG Management
供應鏈ESG管理

UN SDGs We Focused in this Chapter



本章節所回應的UN SDGs



Key Indicators and Honorary Awards

- Da Tou Software obtained ISO 9001 certification for its quality management system
- Jiumaojiu Group presented as a representative of the industry in the Guangdong Province "Promote Consumption, Combat Food Waste" Action Mobilization Conference
- Became one of the first nine units to be recognized and rated by the Evaluation System for Good Practices in Food Conservation
- The Industrialized Aquaculture Project adheres to the BAP Standards, and has preliminarily met the good standard requirements, advocating the animal health management concept

亮點指標及榮譽獎項

- 大頭軟件獲得ISO9001品質管制體系認證
- 九毛九集團於廣東省「促消費、反浪費」行動千家餐飲企業承諾動員大會中作為行業代表發言
- 成為首批通過《節約食品良好行為規範評價體系》認定和評級的九個單位其中之一。
- 工廠化水產養殖項目遵循最佳水產養殖規範標準，並初步達到良好標準要求，推進動物健康管理理念

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 completed the task of replacing third-party software with self-developed SaaS system modules and gaining control over the intellectual property rights. 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 aquaculture applications can be used for visualizing 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，以提高運營效率和顧客體驗。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，把知識產權掌握在自己手上，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。

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

2023 Highlighting Results 2023年亮點成果

Quality Assurance 品質保證

Adhering to the belief that product quality is the cornerstone of a company and that quality is the lifeblood of the enterprise, strict control has been placed on product quality. In June 2023, Da Tou Software obtained ISO 9001 certification for its quality management system, providing us with scientific methods and means for quality control and assurance in the development of our catering system. It helps to enhance our internal management standards and instills confidence in both current and potential customers.

秉承產品品質是企業生存之本，品質是企業的生命，嚴格把控產品品質，大頭軟件於2023年6月獲得ISO9001品質管制體系認證。獲得該認證為我們開發的餐飲系統提供了具有科學性的品質管制和品質保證方法和手段，可用以提高內部管理水準，為顧客和潛在的顧客提供信心。



Government Recognition 政府認定

With our independently developed Da Tou catering system, which includes features such as ordering, cashiering, online food delivery platforms, queuing, supply chain management, human resources centralization, and big data analytics, we provide a comprehensive solution for the entire process of catering businesses. Our system addresses the shortcomings of domestic food chains relying on external management systems, offering novel and cutting-edge technology solutions that are at the forefront in China. In January 2024, Da Tou Software was recognized as a specialized and innovative enterprise for the year 2023 by the Department of Industry and Information Technology of Guangdong Province fostering the digitalization in the catering industry.

憑藉自主研發的大頭餐飲系統，包括點餐、收銀、外賣平台、排隊、供應鏈、人力中台及大資料分析等系統，為餐飲企業提供了一體化全流程的解決方案，彌補了國內餐飲連鎖行業需要外購管理系統的短板，具有新穎性，科技成果評價結果為國內領先。大頭軟件於2024年1月被廣東省工業和信息化廳評為2023年專精特新企業，助力餐飲行業數字化轉型。

R&D Strength 研發實力

In 2023, we obtained a total of 6 software copyrights: Da Tou Catering Master Data Management Platform, Da Tou Catering Production and Processing Management System, Da Tou Catering Supply Chain Management System, Da Tou Catering Quality Control and Inspection System, Jiu Mao Jiu Ordering Mini Program, Tai Er Beverage Ordering Mini Program. These software copyrights demonstrate the research and development innovation capabilities of Da Tou Software. They also serve as important evidence for our technological achievements, showcasing the results and efforts we have made in promoting the digital transformation of the catering industry.

2023年共獲取軟件著作權6份，分別是大頭餐飲主數據管理平台、大頭餐飲生產加工管理系統、大頭餐飲供應鏈管理系統、大頭餐飲品控稽查系統、九毛九西北菜點餐小程序、太二茶鋪茶飲點餐小程序。體現了大頭軟件的研發創新能力，同時也是申請科技成果的重要依據，證明了在推動餐飲行業數字化轉型所做的成果和努力。

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

CONTRIBUTE TO INDUSTRY DEVELOPMENT

As a leading company in the catering industry, Jiumaojiu Group actively voices its opinions through various channels and industry associations, actively providing suggestions and contributions in industry development, food safety, energy conservation, and environmental protection. In 2023, the Group participated in more than 40 government and industry conferences. The list is as follows:

List of Government and Industry Conferences Attended During the Year 年內參與政府及行業會議清單

National Government Conferences

國家級政府會議

National Conference on Preventing Food Waste and Recognition of Exemplary Units organized by the State Administration for Market Regulation

國家市監總局全國制止餐飲浪費專項行動大會及示範單位表彰

New Consumer Brand Research Symposium organized by the Ministry of Commerce of the People's Republic of China
商務部調研組新消費品牌調研座談會

"National Unified Market Special Research" Symposium organized by the Ministry of Commerce of the People's Republic of China and Department of Commerce of Guangdong Province (as industry representative to deliver a speech and provide opinions)
商務部及廣東省商務廳「全國統一大市場專題調研」座談會（作為行業代表發言並提出意見）

Provincial Government Conferences

省級政府會議

Guangdong Province Mobilization Conference for the Action of Preventing Food Waste by Thousands of Enterprises organized by Guangdong Administration for Market Regulation (as industry representative to deliver a speech and sign the commitment letter)

廣東省市場監督管理局廣東省制止餐飲浪費行動千企承諾動員大會（作為行業代表發言並簽訂承諾書）

Guidance Meeting on Preventing Food Waste organized by Guangdong Consumer Council

廣東省消費者委員會制止餐飲浪費指導約談會

Symposium on the Economic Performance of Guangdong Province in the First Quarter of 2023 organized by the Development Research Center of Guangdong

廣東省政府發展研究中心2023年一季度全省經濟運行情況座談會

Symposium on the Guangdong Catering Service Industry Supporting Elderly Meal Assistance organized by the Department of Civil Affairs of Guangdong Province

廣東省民政廳廣東省餐飲服務行業助力老年助餐工作座談會

Launching Ceremony of Guangdong Food Journey for Thousands of Miles organized by the Guangdong Provincial Department of Industry and Information Technology held
廣東省工信廳廣東食品萬里行啟動會

Symposium on Resuming and Expanding Consumption organized by the Department of Commerce of Guangdong Province

廣東省商務廳恢復和擴大消費座談會

City and District-level Government Conferences

市、區級政府會議

Annual General Meeting of Guangzhou Foreign Investment Enterprises Chamber of Commerce
廣州外商投資企業協會會員大會

Investment Promotion Symposium in Sanya City

三亞市招商座談會

Tianhe District People's Congress

天河區人大代表會

Capability Enhancement Conference for Tianhe District People's Congress

天河區人大代表履職能力提升會議

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。2023年，本集團共參與政府及行業會議共40餘次，清單如下：

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

List of Government and Industry Conferences Attended During the Year
年內參與政府及行業會議清單

Greater Bay Area Exchange Meeting organized by the Shenzhen Administration For Market Regulation
深圳市監局香港產業製造協會大灣區交流會
Preparatory Symposium for the Tianhe Sub-venue of the 2023 Guangzhou International Food Festival
2023年廣州國際美食節天河分會場籌備座談會
Shenzhen Investment Promotion Conference

深圳招商大會
Promotion and Investment Conference for Key Projects in Nansha District
南沙區重點專案投促會
Guangdong Poverty Alleviation and Assistance Day Event organized by the Tianhe District Administration for Market Regulation
天河區市場監督管理局廣東扶貧濟困日活動

Specialized Training on Garbage Classification in Guangzhou's Food and Beverage Convenience Stores
廣州市餐飲超商垃圾分類工作專項培訓
Reception activities for Tianhe District People's Congress

天河區人大代表接待活動
Symposium and Exchange Meeting between Tianhe District and Dafang County
天河區大方縣座談交流會
Symposium for Key Enterprises in Tianhe District

天河區重點企業座談會

Industry Conferences
行業會議

Global Consumer Conference
全球消費者大會
World Food Alliance Conference

世界美食聯盟大會會議
Research and Inspection on Food Valley in Wageningen

瓦赫寧根食品谷調研考察
National Committee for Standardization of Chain Operations
全國連鎖經營標準化技術委員會
Food Safety Working Committee of China Chain-Store & Franchise Association

CCFA食品安全工作委員會
China Fashion Retail and Consumer Development Summit
中國時尚零售與消費發展峰會
National Sugar and Alcoholic Commodities Fair
全國糖酒會
Guizhou-Guangdong Industry Matchmaking Conference

粵黔產業對接會
6th Annual Member Representative Assembly of China Chain Store & Franchise Association
CCFA第六屆會員代表大會

China Shopping Center and Chain Brand Development Summit of China Chain-Store & Franchise Association
CCFA中國購物中心與連鎖品牌發展峰會
Industry Policy Working Committee Meeting of China Chain-Store & Franchise Association
CCFA行業政策工作委員會會議
The 7th Fourth Executive Council Meeting organized by Guangdong Chain Association
廣東省連鎖經營協會第七屆四次理事會
Symposium on Restaurant Evaluation System
餐飲評價體系座談會
Lecture on Organizing Famous Trademark Distinctiveness Recognition, Protection, and Cultivation organized by Guangdong Chain Association
廣東省連鎖協會關於組織馳名商標性徵認定保護與培育宣講會
Consumer Story Night
消費者報導之夜
Provincial Catering Association Closed-door Meeting
省餐協閉門會議
Guangzhou Food and Beverage Investment and Financing Conference
廣州餐飲投融資大會
Seminar on Streamlining the Food Business Licensing Process for Food Service Chain Enterprises in Guangzhou
廣州市餐飲服務連鎖企業食品經營許可便利化研討會

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

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 relevant group standards have been published on the "National Group Standards Information Platform" and a successful press conference was held in Shenzhen on May 22, 2023. Jiumaojiu Group has become one of the first nine units to be recognized and rated.

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。有關團體標準已經在「全國團體標準信息平台」上發佈，並於2023年5月22日在深圳成功舉行發佈會，同時九毛九集團更成為首批通過認定和評級的九個單位其中之一。

Guangdong Province "Promote Consumption, Combat Food Waste" Action Mobilization Conference
Jiumaojiu Group Presented as a Representative of the Industry
廣東省「促消費、反浪費」行動千家餐飲企業承諾動員大會九毛九集團代表行業發言

On March 14th, the Guangdong Administration for Market Regulation, in collaboration with associations including the Guangdong Food Safety Promotion Association, jointly organized the Guangdong Province "Promote Consumption, Combat Food Waste" Action Mobilization Conference for a thousand catering enterprises, officially launching the special campaign to combat food waste in Guangdong Province. At the event, Jiumaojiu Group, as a representative of the industry, presented the industry's plan to combat food waste and led over a thousand catering enterprises in signing the "Promote Consumption, Combat Food Waste" commitment letter of Guangdong Province, driving the ongoing and in-depth efforts to combat food waste in Guangdong Province.

3月14日，廣東省市場監督管理局聯合廣東省食品安全保障促進會等協會團體，共同舉辦廣東省「促消費、反浪費」行動千家餐飲企業承諾動員大會，並正式啟動廣東省制止餐飲浪費專項行動。會上，九毛九集團作為行業代表介紹了行業制止餐飲浪費工作計畫，並帶領一千多家餐飲企業簽訂了廣東省「促消費、反浪費」承諾書，推動廣東制止餐飲浪費工作持續深入開展。



During the conference, Vice President Ms. Zhao Yuanyuan, representing the Group, delivered a speech stating, "Catering service enterprises should not only guide consumers to order in appropriate portion, but also implement personalized services such as half portions of rice and small-sized dishes. This year, the catering industry has experienced a strong recovery and has entered a new phase of development. Combating food waste has become an inevitable requirement for the high-quality development of the industry. As a catering service provider, Jiumaojiu Group has been actively researching new measures to combat waste, promoting waste-reducing activities, and striving to lead the new trend of eating frugally. We actively guide our partners in the catering industry to fulfill their social responsibilities and combat various forms of waste."

集團副總裁趙媛媛女士亦在會上發表講話，「餐飲服務企業既要引導消費者適量點餐，也推行半碗飯、小份菜等個性化服務。今年餐飲行業恢復勢頭旺盛，行業發展進入了新的階段，制止餐飲浪費成為行業高品質發展的必然要求。作為餐飲服務單位，九毛九集團認真研究制止浪費的新舉措、積極推廣減少浪費新活動、努力引領「節約用餐」的新風尚」。積極引領餐飲業伙伴履行社會責任，制止各種形式的浪費。



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.

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。

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 Period, 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).

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，顧客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。

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Risks 風險	Risk Description 風險描述	Mitigation 緩解措施
Transition Risks 過渡風險	Stricter regulatory disclosure requirements on climate change	The stricter ESG disclosure requirements will increase the risk for the Group of noncompliance with relevant laws and regulations (such as the <i>ESG Guide</i>), which may result in legal or regulatory actions, business interruptions, reputational and/or financial losses, or increased capital investment and compliance costs.
關於氣候變化的更嚴格的監管披露要求	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。	<ul style="list-style-type: none"> • Regularly monitor existing and emerging trends, policies, and regulations related to climate change. We are prepared to alert senior management when necessary to prevent cost increases, regulatory fines, or reputational risks that may result from delayed responses. • Engage a third-party ESG professional to provide ESG reporting services, ensuring the quality and accuracy of our Group's ESG reports, as well as compliance with relevant regulations. • Regularly meet with ESG professionals to stay updated on the latest ESG news and regulatory updates, allowing us to take timely and appropriate measures. • 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。 • 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。 • 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	Risk Description 風險描述	Mitigation 緩解措施
Stakeholders' expectations for sustainability achievements are increasing	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Continue to promote the Group's sustainable development efforts through online and offline channels. Engage with stakeholders to understand their changing expectations and perspectives on the Group's requirements. In addition to disclosing corresponding content in the annual ESG Report, we also communicate with stakeholders through various channels to engage in dialogue.
利益相關方對可持續性成就的期望越來越高	<ul style="list-style-type: none"> 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。 	<ul style="list-style-type: none"> Actively initiate various environmental and community investment projects, such as "Tai Er Garbage Man", "He Yingjun Public Welfare Cat Food", "Bright Classroom for Eye-Care Project" and others, to demonstrate its commitment to sustainability and contribute to the well-being of local communities. 持續於線上線下宣傳集團的可持續發展努力。 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，與各利益相關方對話。 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」、「亮堂護眼計劃」等等。

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Risks 風險	Risk Description 風險描述	Mitigation 緩解措施
Physical Risks 實體風險		
Extreme weather events may lead to the suspension of business operations	<ul style="list-style-type: none"> 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 nonperformance and delayed performance, leading to business interruptions, financial losses, or employee injuries. 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 bass farming base. 	<p>Site selection in the pre-construction phase</p> <p>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.</p> <p>Operating</p> <p>To minimize potential risks and hazards to our 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.</p>
極端天氣或導致集團業務停運	<ul style="list-style-type: none"> 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。 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>前期選址</p> <p>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，這讓集團更瞭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。</p> <p>營運中</p> <p>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，制定應急計劃；恆常進行疏散培訓和演習。</p>

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Risks 風險	Risk Description 風險描述	Mitigation 緩解措施
<p>Frequent extreme weather events and chronic climate changes can potentially disrupt the Group's supply chain.</p>	<p>Extreme weather conditions can also lead to disruptions in our logistics and supply chain, as well as damage to the Group's farming operations. This can affect the stability and quality of raw material supply and product delivery services, as well as impact procurement costs for the Group. Furthermore, changes in climate conditions can result in water scarcity, severely affecting the water supply to our farming facilities and potentially impacting production, such as reduced yields or production shutdowns.</p>	<p>Supply Chain Resilience Measures</p> <ul style="list-style-type: none"> Maintain at least two suppliers for each key material Regularly conduct supply chain disruption drills <p>Supply Center (For details, please refer to the table "Measures taken by the Group's supply centers to respond to extreme weather conditions" below)</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>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>	<p>供應鏈防線</p> <ul style="list-style-type: none"> 每一種主要材料至少兩個供應商 恆常進行供應鏈中斷演練 <p>供應中心 (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 Centers 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	Flooding 洪澇災害	Extreme heat 極端高溫
Impacts	<ul style="list-style-type: none"> • Typhoon may cause strong winds, heavy rain, and consequently lead to situations such as damage to outdoor buildings and destruction of infrastructure facilities. 	<ul style="list-style-type: none"> • Extreme heavy rain, torrential rain, or prolonged concentrated rainfall can result in a large amount of accumulated water and runoff (Pearl River outside the factory area). If drainage is not carried out promptly, it can lead to waterlogging and flooding of land, buildings, and other disasters. 	<ul style="list-style-type: none"> • Extreme high temperatures can cause harm to human health and electrical systems. Prolonged increase in temperature can lead to dehydration, heatstroke, and unconsciousness in individuals. Additionally, it can cause elevated temperatures in circuits, excessive load, and result in power outages.
影響	<ul style="list-style-type: none"> • 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。 	<ul style="list-style-type: none"> • 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。 	<ul style="list-style-type: none"> • 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。

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Measures Taken by the Group's Supply Centers 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	Flooding 洪澇災害	Extreme heat 極端高溫
Responses	<ul style="list-style-type: none"> During typhoon periods, an immediate weather monitoring mechanism will be activated. The safety officer will track the typhoons being formed and those that have already formed on a daily basis, promptly assess the impact of the typhoons, and evacuate employees if necessary, ensuring their safety as the top priority. 	<ul style="list-style-type: none"> During the flood season, real-time water level monitoring will be initiated. The latest water levels in the river basins will be obtained through channels such as the government's water resources department and emergency response department. The surrounding water levels in the basins will be monitored in a timely manner, and relevant flood prevention and emergency response work will be carried out in coordination with government departments. 	<ul style="list-style-type: none"> Air conditioning or sufficient ventilation equipment is installed in both the production area and office area to ensure that employees can work in a comfortable environment. Adequate supplies of medications and ointments for preventing heatstroke and other related emergencies are also provided.
應對措施	<ul style="list-style-type: none"> 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。 	<ul style="list-style-type: none"> 汛期會啟動即時水位監測，通過政府水利部門、應急部門等渠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。 	<ul style="list-style-type: none"> 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。

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Measures Taken by the Group's Supply Centers 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	Flooding 洪澇災害	Extreme heat 極端高溫
	<ul style="list-style-type: none"> • Doors and windows are reinforced, and regular safety inspections focus on the stability of glass windows. Any damages found are promptly reported for repair and maintenance to ensure that doors and windows are securely fastened when typhoons approach. • Before the arrival of a typhoon, the supply center will halt indoor and outdoor large-scale gatherings as well as high-altitude outdoor hazardous operations. • 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。 • 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"> • The warehouse is elevated from the ground (approximately 1.5 meters), which effectively prevents waterlogging. Additionally, the production workshop is located on the 3rd, 4th, and 5th floors, ensuring that it is not affected by flood 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"> • An independent diesel generator is installed and an ample supply of diesel fuel is stored. In the event of a power outage from the main grid, the backup power source can be immediately switched to the diesel generator, which can provide sufficient electricity for basic daily operations and power supply to 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 been committed to environmental protection efforts and focuses on assessing the impact of its business development and daily operations on the environment. Through a series of resource conservation measures and effective control of emissions in its operations, the Group is moving forward in the catering industry with reliability and resilience. In addition to complying with relevant laws and regulations, we also maintain close communication with stakeholders to discuss their concerns, establish environmental goals and policies, regularly assess their adequacy, and properly record and manage all environmental information. In the event of any issues or anomalies, 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 adverse impact of the Group's operations on the environment and natural resources.

In 2023, the main environmental impacts caused by the Group include wastewater, kitchen waste, greenhouse gas emissions primarily generated from electricity consumption and the use of fossil fuels, as well as dust, noise, and construction waste generated during various construction projects such as the national supply center, aquaculture bases, and the establishment or renovation of new 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2023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

The Group has established a comprehensive supplier management policy, which assigns the responsibilities of supplier sourcing and evaluation to different departments. This ensures that suppliers undergo review and confirmation from various functional departments, while effectively preventing any inappropriate behavior during the evaluation process and improving the Group's supplier list. In our evaluation, we not only incorporate food safety assessments but also evaluate the compliance of suppliers with regulations related to supplier management systems, factory layout, production safety, environment, occupational health, animal management, water treatment control, emergency management framework, employee health, business fraud, bribery, and other aspects related to ESG. We hope that our suppliers not only provide products and services that meet our cost, price, and quality requirements but also align with our ESG strategy, contributing to the sustainable development of the planet. Furthermore, the Group recognizes the significant environmental impact of the supply chain, and therefore, we are committed to mitigating the environmental impact throughout the entire supply chain. By conducting effective communication with suppliers through phone conferences, emails, and phone calls, the Group can promptly obtain information on their recent performance and business changes, reducing carbon emissions from travel. We maximize local procurement, with approximately 96% of our suppliers located in Mainland China within our supply chain, which helps reduce carbon emissions from long-distance transportation of goods. We maintain ongoing communication with suppliers and seek to change our product packaging specifications, bulk purchasing as much as possible, and reduce the generation of packaging waste. Through these measures, we aim to bring a more positive impact on the sustainable development of the catering industry.

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，共同為地球的永續發展盡一分力。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96%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，改變我們的產品包裝規格，盡可能大批量採購，減少一次性包裝廢物的產生等等，希望通過此等舉措能夠為飲食業的永續發展帶來更正面的影響。

Key Performance Indicators

主要績效指標

35

Suppliers with ISO 14001 certification
(suppliers) (involving a total of 120 suppliers)

獲ISO14001認證供應商(名)
(涉及供應商共120名)

28

Suppliers with ISO 45001 certification (suppliers)
(involving a total of 120 suppliers)

獲ISO45001認證供應商(名)
(涉及供應商共120名)

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

The Group is currently planning to install decentralized photovoltaic power stations in National Supply Chain Center Base located in Nansha District, Guangzhou, and its smart aquaculture base 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.

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。

Implementing the Concept of Animal Health Management and Continuously Promoting Advancements in Healthy Farming Techniques

落實動物健康管理理念，持續推動健康養殖技術進步

In 2023, the industrial aquaculture project adheres to the Best Aquaculture Practices (BAP). We implement the concept of animal health management and continuously promote advancements in healthy farming techniques. Key focus areas include innovative production management, feed nutrition, upgraded environmental control, and the establishment of disease prevention and control systems. Our goal is to ensure the health and welfare of animals throughout their entire life cycle, thereby effectively ensuring stable aquaculture production. We aim to provide the market with high-quality, safe, and healthy aquatic products while actively responding to the national call for green and sustainable agricultural development. These efforts have undergone preliminary assessments by third-party testing organizations, preliminarily meeting the requirements for good standards of the BAP system.

2023年，工廠化水產養殖項目遵循最佳水產養殖規範標準，落實動物健康管理理念，持續推動健康養殖技術進步，聚焦生產管理創新、飼料營養、環境控制升級、疾病防控體系建設等核心領域開展重點工作，力求實現動物在全生命週期內的健康保障和福祉提升，進而有力保障養殖生產穩定，為市場提供優質、安全、健康的水產品，同時積極回應國家對綠色可持續農業發展的號召。有關工作已獲第三方檢測機構進行初步評估並初步達到最佳水產養殖規範良好標準要求。

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

Production management innovation
生產管理創新

By utilizing modern information technology, we can monitor the water quality of aquaculture ponds in real-time. This allows us to accurately adjust the stocking density, avoiding growth inhibition caused by overcrowding. Additionally, it enables us to proactively identify potential disease risks and take timely intervention measures to minimize losses and improve survival rates.

運用現代化信息技術手段，即時監測養殖池塘的水質狀況，精確調整養殖密度，避免過度擁擠導致的生長抑制，還能提前預警可能發生的病害風險，適時採取干預措施，減少損失，提高存活率。

Feed nutrition
飼料營養

A collaborative research team comprising university students is dedicated to enhancing the quality of feed formulation research. The goal is to provide nutrition-rich and easily digestible feed that meets the nutritional requirements of fish at various growth stages. This approach aims to enhance their immune system, promote healthy growth, and reduce potential health risks caused by nutritional deficiencies from the very beginning.

聯合高校科研團隊致力於飼料配方科研品質提升，旨在提供營養豐富且易於消化吸收的飼料，滿足魚群在各個生長階段的營養需求，增強其免疫力，促進健康成長，從源頭上減少因營養問題導致的健康隱患。

Upgrade on environmental control
環境控制升級

By adopting a closed-loop recirculating aquaculture system, we introduce efficient water recirculation technology to improve water reuse rates. We established a smart monitoring network to continuously monitor various indicators of the water, such as dissolved oxygen levels, pH value, ammonia nitrogen, nitrite, sulfide, and more. Through physical, chemical, and biological means, we purify the water quality to ensure that the aquaculture water reaches its optimal state.

採用閉式循環水養殖系統，引入高效循環水養殖技術，提高水體的再利用率。搭建智慧監控網路，持續監測水體的各項指標，如溶氧量、pH值、氨氮、亞硝酸鹽、硫化物等，並通過物理、化學和生物手段淨化水質，確保養殖水體達到最佳狀態。

Disease prevention and control system construction
疾病防控體系建設

Adhere to the principle of prevention as the primary focus and combining prevention with control. We established a comprehensive disease surveillance, early warning, and prevention and control system. This involves equipping our team with specialized technical personnel who conduct regular health examinations on farmed animals. We conducted targeted monitoring for common and major diseases and establish disease records, providing scientific evidence for disease prevention and control measures.

堅持預防為主、防治結合的原則，建立完善的疫病監測預警和防控體系，配備專業技術人員，對養殖動物進行定期體檢，對常見病和重大疾病進行專項監測，建立疫病檔案，為疾病防控提供科學依據。

Promoting the concept of green, antibiotic-free aquaculture is of great significance in improving the health status of fish, enhancing production efficiency, and ensuring the quality and safety of aquatic products. It emphasizes reducing the use of antibiotics, thereby safeguarding the quality and safety of aquaculture products.

宣導綠色無抗養殖理念，提高魚體的健康水準，提升生產效率，對於減抗替抗、保障水產品質量安全方面具有重要意義。

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

The Group pursues excellent products and always upholds the principle of putting quality first. We continuously focus on product diversity and nutritional combinations to meet the needs of different customers. We are committed to implementing the “Reliable and Hygienic Dining” strategy to provide customers with nutritious and healthy meals. We always prioritize selecting natural and green ingredients, emphasizing the quality and source of ingredients, preserving their nutritional value, and offering customers a healthy and delicious dining experience. At the same time, customers can feel our care and commitment to their health.

我們集團追求卓越的產品，始終秉持品質第一的原則。我們不斷關注產品的多樣性和營養搭配，以滿足不同顧客的需求，並致力於實施「放心餐桌」戰略，為顧客提供營養健康的餐品。我們始終優先選擇天然綠色食材，注重食材的質量和來源，保留食材的營養價值，為顧客提供健康和美味的用餐體驗，同時讓顧客感受到我們對其健康的關心和承諾。

ESG Issue Focus of This Chapter 此章節關注ESG議題



**Product Diversification and
Nutrition and Health**
產品多元化與營養健康



**Dining Environment/
Customer Service**
就餐環境／顧客服務



**Intellectual
Property Protection**
知識產權保護

UN SDGs We Focused in this Chapter



本章節所回應的UN SDGs



Key Indicators and Honorary Awards

- Introduced a total of 235 new dishes from different brands
- 2023 R&D investment has reached RMB3.956 million
- The cumulative GMV from all brands' debut livestreams reached over RMB200 million
- 2023 brand customer satisfaction rate achieved 95%
- The “Shorts Coffee” pop-up store by Tai Er has been included in the 2023 CCFA Collection of innovative case in the Chain Catering Industry

亮點指標及榮譽獎項

- 集團多個品牌共推出235道新菜色
- 2023年研發投資金額達人民幣395.6萬元
- 進行直播首秀，各品牌直播商品交易總額累計達2億以上
- 2023年品牌顧客滿意度達95%
- 太二「短褲咖啡」快閃店被列入2023 CCFA 連鎖餐飲創新案例集

PRODUCT DIVERSIFICATION AND NUTRITION AND HEALTH

We continue to focus on product diversification and nutritional combinations, 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 also pay attention to the latest dietary trends and market demands, value feedback and needs from our customers, continuously to be innovative, and strive to meet customers’ expectations for innovative and nutritionally healthy meal products. As of the end of the Reporting Period, the Group’s brands had a total of 235 new dishes.

產品多元化與營養健康

我們持續關注產品的多元化和營養搭配，自2016年佈局「放心餐桌」戰略，致力於為顧客提供營養健康的餐品。我們不斷關注飲食趨勢和市場需求，重視顧客反饋和需求，不斷推陳出新，以滿足顧客對於創新與營養健康餐品的需求同期望。截至報告期末，本集團多個品牌共推出235道新菜色。



Nutritious Dishes

In terms of ingredient selection, we prioritize the use of natural and green ingredients, such as additive-free flour and non-genetically modified grade A soybean oil, to ensure the purity and naturalness of our ingredients. We also emphasize the quality and origin of our ingredients. For example, we select Danish-imported pork ribs that undergo strict production monitoring and European-imported pork bones that pass rigorous testing conducted by the European Union, ensuring the safety of our ingredients. We list the ingredients of each dish on the menu, allowing customers to make choices based on their needs and dietary restrictions, and enjoy their meals with confidence. During the menu development phase, we place great emphasis on the professionalism of nutrition pairing. We have hired professional nutritionists responsible for the nutritional composition of the dishes, fulfilling customers’ demands for a balanced diet. We also strictly regulate the use of food additives to fully demonstrate our concern and commitment to customer health.

營養菜品

在選材方面，我們優先選用天然綠色食材，如無添加的麵粉和非轉基因的一級大豆油，確保食材的純淨和自然。同時，我們注重食材的品質與來源，選用經過嚴格生產監控的丹麥進口豬肋排，以及通過歐盟嚴格檢測的歐洲進口豬骨等等，確保食材的安全性。我們在菜單上列出每道菜品的食材構成，顧客可以根據自己的需求和飲食限制做出選擇，放心享用美食。在菜品研發階段，我們重視營養搭配的專業性。我們聘請專業營養師負責菜品的營養組合，滿足顧客對於均衡飲食的需求，並嚴格控制食品添加劑使用，以充分體現出我們對於顧客健康的關懷和承諾。

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

In order to further promote the use of high-quality ingredients, the Group 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, to 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. We use the simplest cooking methods to bring the best culinary experience to customers. Uncle Chef adapts to different solar terms and selects ingredients accordingly to create nutritionally rich “Seasonal” dishes, complemented by unique cooking techniques, to provide customers with excellent culinary delights. In order to further popularize knowledge about solar terms and nutrition among the public, the Group introduces corresponding ingredients and their benefits through brand articles on the public WeChat account during the launch of new dishes, aiming to convey nutritional knowledge to every customer.

為進一步推進優質食材的選用，集團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，探尋當地優質食材，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，帶給我們的顧客。集團旗下的那末大叔是大廚因應不同的節氣，以相應的節氣優選食材入饌，配合獨到烹飪手法，為顧客提供營養豐富的「當造」佳品。為進一步普及大眾有關節氣、營養的知識，集團在菜品上新時會透過品牌公眾號推文，介紹相應的食材以及其功效，希望將營養知識傳遞到每一位顧客。



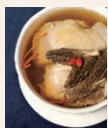
Springtime Treasures- Fresh Morels 春令山珍· 鮮羊肚菌

Morels, warm in nature, sweet in flavor. Rich in 17 kinds of amino acids which are beneficial to human health, protein content can be as high as 30%, known as the “meat of the veggies”, a good ingredient to promote the body's rejuvenation in spring.

羊肚菌·性平·味甘·
富含17種對人體有益的氨基酸·
蛋白質含量可高達30%·
因此有「素中之葷」的美稱·
是春季促進身體吐故納新的好食材。



Stuffed Fresh Morels with Beans
腰豆百花釀鮮羊肚菌



Stewed Chicken with Fresh Morels
鮮羊肚菌燉老雞



Winter Melon Season 白玉冬瓜季

Winter melon is rich in water and has a good flavor, in the heat of summer, winter melon is a good way to beat the heat, with water content up to 96%, an important ingredient for relieving summer heat, as it replenishes fluids lost in the heat.

當造的冬瓜，水分多·風味足·
酷夏炎熱，宜食冬瓜去暑意·
冬瓜含水量可高達96%·
能及時補充因炎熱流失的津液·
是夏季解暑的重要食材。



Steamed Eight Treasures Mini Winter Melon Soup
原只清燉八寶小冬瓜盅



Suzhou Gordon Euryale Seed 蘇州「南蕩雞頭米」

At the beginning of autumn, when summer and fall are interchanging, it is a good idea to eat cool and moisturizing foods. Lingtang Village in the Wuzhong District of Suzhou is the origin of the Nandang Gordon Euryale Seed, and the gordon euryale seed is moist and chewy, with a unique plant favor of the South of the Yangtze River

立秋·夏秋交替之時·
飲食上宜選清涼·滋潤之品·
產自蘇州吳中區用直鎮凌塘村·
該產區正是「南蕩雞頭米」的核心原產地·孕育出的雞頭米·水靈彈牙·並有著江南水塘獨有的植物清香。



Boiled Gordon Euryale Seed with Sweet Osmanthus
桂花手剝鮮雞頭米



Stewed Gordon Euryale Seed and Abalone
金湯手剝鮮雞頭米扣四頭鮑魚



Taihang Mountains Black Goat 太行黑山羊

When the temperature plummets, food is the best way to tackle the cold. Goat is sweet and warm in nature, and good for replenishing calcium. It is rich in calcium phosphate, calcium carbonate, collagen and other ingredients. It has always been an important ingredient for winter tonic with mild favor without bring greasy.

氣溫驟降·以食補寒·
羊骨味甘·性溫·是補鈣等佳品·
富含磷酸鈣·碳酸鈣·骨膠原等成分·
羊肉歷來是民間冬日進補的重要食材·
味甘而不膩·性溫而不燥。



Lamb Stew with Mushroom and Bamboo Shoot
暖笠笠的黑山羊肉煲



Nourishing Lamb Ribs Soup
滋補黑山羊肉湯

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

Additionally, the Group has launched the “Nice to Nice” mini-program, where carefully selected seasonal ingredients are shared. Customers can order seasonal ingredients online through the mini-program, allowing them to experience the harmonious symbiosis between ingredients and seasons and realize the concept of “Eating According to the Season, Gathering because of Food” in various ways. The Group has established strict procedures to select seasonal ingredients and list them on the mini-program for customers to choose from. First conducts preliminary research on candidate ingredients through various channels, such as collaborating with industry associations, conducting online searches, supplier recommendations, and Ministry of Agriculture of the P.R.C Agro-product Geographical Indications Search System 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 Group 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.

此外，集團亦推出了「米良人良」小程序，分享部門精心挑選出來的節氣食材，顧客能透過小程序線上訂購當季食材，體驗食材與季節的和諧共生，以不同方式實現「應節而食，因食而聚」的理念。集團制定了嚴格的流程以選擇當季食材上架至小程序以供顧客選擇。首先通過不同途徑，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等對候選食材的產地、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。集團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。



Fresh Wood Beef Hot Pot creates a “Natural Laboratory”

賞鮮悅木締造「天然實驗室」

Fresh Wood adheres to the concept of “Natural” in its operations. We insist on using 100% naturally sourced ingredients for our sauces, believing that the five tastes of sour, sweet, bitter, salty, and umami all come from the inherent flavors of the ingredients themselves. In the “Natural Laboratory” of Fresh Wood, our sauce master meticulously measures every detail of the food, constantly exploring the boundaries and possibilities of food, and bringing customers healthy and fresh natural ingredients.

賞鮮悅木以「天然」為經營理念，堅持使用的醬汁100%採自天然食材，深信酸甜苦辣鹹鮮之五味都來源於食材本身的味道。在賞鮮悅木的「天然實驗室」中，我們的調醬師會通過丈量食物的每一個細節，不斷探索食物的邊界和可能性，為顧客帶來健康新鮮的自然食材。



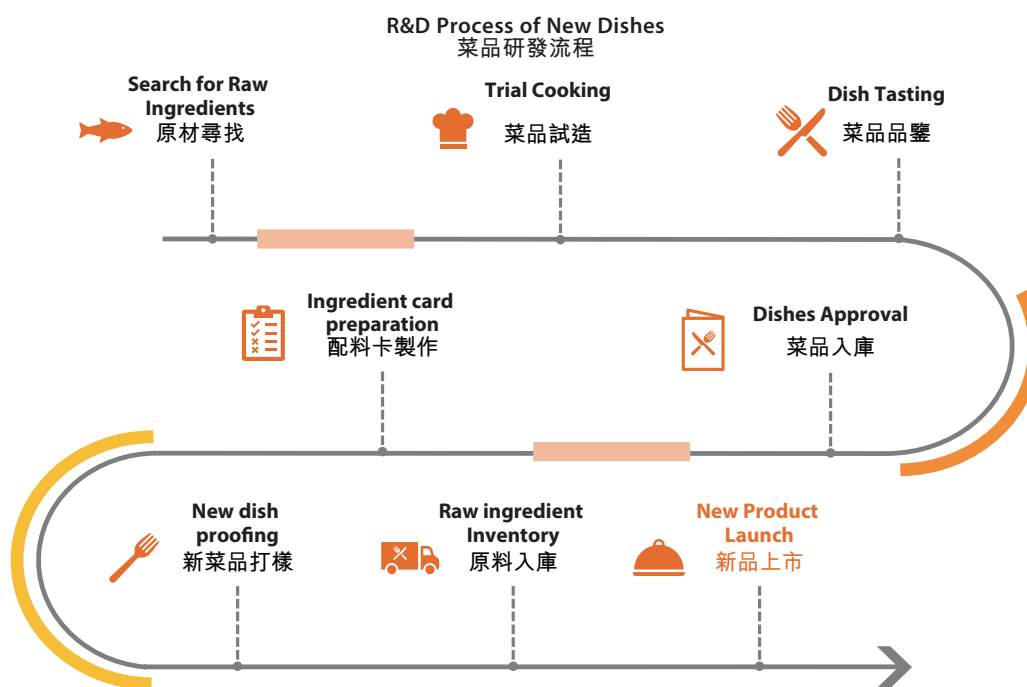
STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS 優質產品，向優而行

Product Research and Development Innovation

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. We have a dedicated team of over 50 professional R&D members, with an average tenure of 3.9 years. The R&D investment in 2023 has reached RMB3.956 million. In addition, our Group's R&D team holds multiple professional qualifications, include national Sichuan Cuisine Cooking Masters, International Culinary Promotion Association Judges, Special Third-level Chinese Cooking Chefs, and Fourth-level Chinese Pastry Chefs, etc. demonstrating the professional knowledge and skills of our team members in the field of cooking and food.

產品研發創新

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。我們專業的研發專職團隊成員超過50名，平均服務年資達3.9年，2023年研發投資金額達人民幣395.6萬元。此外，我們的集團研發團隊擁有多項專業資格，其中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，證明我們團隊成員在烹飪和食品領域的專業知識和技能。



STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優質產品，向優而行

To continuously drive our R&D efforts, we employ various learning methods and channels such as books, magazines, online platforms, and external visits to expand our R&D thinking and overcome limitations in the field. For example, Tai Er collaborates with external parties, conducts product trials, and continuously optimizes the SOP of our stores. Jiu Mao Jiu, on the other hand, learns from renowned domestic chefs, famous restaurants, and signature dishes through external visits to seek more inspiration for research and development. In the current year, Tai Er collaborates with popular food bloggers to explore the distinctive street food flavors of Sichuan and Chongqing, bringing the local charm to our customers. Tai Er will continue to explore the possibilities of various forms of collaboration to enhance our understanding and innovation of local specialty dishes, continuously improving our R&D capabilities and delivering fresh culinary experiences to our customers.

為了持續推進研發工作，我們採取了多種學習方法和渠道，例如書籍、雜誌、網絡平台和對外考察等，以擴大團隊的研發思維並跨越研發領域的限制。例如，太二通過與外部交流，試做產品，持續優化門店產品的標準作業程序。九毛九則以外部考察的方法，向國內名師、名店與名菜學習，以尋找更多研發靈感。於本年度，太二聯合網絡人氣美食博主探索川渝蒼蠅館子，將川渝地區獨有街頭人情風味帶給我們的顧客。太二將繼續探索各種合作方式的可能性，促進我們對當地特色菜品的理解和創新，以不斷提升我們的研發能力，為顧客帶來更多新鮮的美食體驗。



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

2023 R&D Achievements of our Aquaculture Base

養殖基地的2023年研發成果

In terms of scientific research, the aquaculture base has established strategic cooperation relationships with several universities and research institutions, including Guangdong University of Technology, South China Agricultural University, and Zhongkai University of Agriculture and Engineering. Together, we have established collaborative bases for industry-academia-research cooperation and doctoral workstations. These collaboration platforms integrate the strengths and resources of all parties, bringing together a core team composed of industry experts, doctoral researchers, and professional technicians. They are committed to tackling key technological challenges in the field of industrialized recirculating aquaculture. The focus areas of research include the development of fish seed industry, the formulation of environmentally friendly and efficient compound feeds, smart regulation technologies for aquaculture water environment, green and pollution-free disease control systems, as well as the application of artificial intelligence in fisheries. A series of cutting-edge research projects have been carried out, yielding fruitful research results.

在科研工作方面，養殖基地與廣東工業大學、華南農業大學、仲愷農業工程學院等多所高校和科研單位達成了戰略合作關係，共同創建產學研合作基地及博士工作站。這些合作平台整合了三方的優勢資源，聚集了一批由業界專家、博士研究人員以及專業技術人才構成的核心團隊，致力於攻克工廠化循環水養殖的關鍵技術難題，聚焦在魚苗種業研發、環保型高效配合飼料研製、養殖水環境智慧調控技術、綠色無公害疾病防控體系、以及漁業人工智能技術等領域開展了一系列前沿研究，取得了豐碩的研究成果。

During the Reporting Period, the base has been awarded the honorary title of “Demonstration Base for Central Leadership in Local Science and Technology Development Funding Program Projects” for its achievements in technological innovation and outcome transformation. It has also undertaken important research projects such as “Guangdong Province’s Modern Agricultural Improvement Construction.” The research team was granted 8 research and development patents, marking substantial progress in its independent research and development capabilities in key technologies for industrialized circular aquaculture. At the same time, the base has also focused on cultivating a talent pool and successfully trained 5 provincial and municipal-level science and technology envoys. It has collaborated with universities to train 20 graduate and undergraduate students, providing talent support for the high-quality development of our aquaculture business.

報告期內，基地在技術創新和成果轉化方面，被授予「中央引領地方科技發展資金計劃項目成果示範基地」的榮譽稱號，並承擔了「廣東省現代種業提升建設」等重要科研項目。科研團隊榮獲8項研發專利，標誌著其在工業化循環水養殖關鍵技術自主研發能力上取得實質性進展。同時，基地亦著力人才梯隊培養，成功培養了5名省、市級科技特派員，攜手高校共同培養了20名研究生和本科生，為集團的水產養殖事業的高品質發展提供了人才保障。

中央引导地方科技发展
专项资金计划项目
成果应用示范基地

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

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／顧客服務

我們認為當顧客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，我們追求為顧客提供極致服務，堅持以顧客體驗為導向。相比起收入利潤，將顧客滿意度納入為門店員工最為重要的考核指標，持續優化服務品質，通過暢通反饋機制和強化顧客互動，以洞察其需求的變化，為顧客提供貼心服務，並結合信息化手段不斷提升顧客體驗，務求提高滿意度。

2023 Brands' Customer Satisfaction Rate

2023年品牌顧客滿意度

95%

Jiu Mao Jiu
九毛九

97%

Tai Er
太二

98%

Song Hot Pot
燄火鍋

Improving Customer Service Experience

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 Hot Pot brand stores feature spontaneous flash dance performances twice a night.

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.

提升顧客服務體驗

我們根據不同的品牌文化，制定各品牌餐桌服務標準和流程，並積極落實前廳服務稽核評估，細分迎賓、服務、清潔等方面服務標準，更設置前廳管理警戒線，為顧客提供標準化服務。為營造自在舒適的用餐氛圍，我們的服務人員保持禮貌得體的態度，同時結合不同品牌調性，從門店裝修、服務人員服裝到服務話術等方面，提供風格各異的服務體驗，例如燄火鍋品牌門店於晚上不定時兩次快閃舞蹈表演等。

另外，我們積極推進新技術在服務上的應用，大部分餐廳支持智慧二維碼菜單點餐，顧客可通過手機訪問我們的一站式服務，包括下單、付款、評價至開具發票，提高服務效率。我們對智慧點餐系統進行界面設計優化，通過流暢簡潔使用界面，增強顧客體驗感。

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Jiu Mao Jiu First Nationwide Children's Experiential Store Has Officially Opened
九毛九全國首家兒童體驗店正式開業

01 Family-friendly Store Design 親子友好的門店設計

The entrance of the experiential store is equipped with a game area, featuring free popcorn and capsule toy machines. On the right side of the entrance, there is a handwashing area with sinks at a suitable height for children. The store also has a nursing room to facilitate parents to meet the needs of caring for children during their dining experience.

體驗店入口處設置了遊戲區，有免費的爆米花和扭蛋機；入口右側設置了洗手區，打造了適合兒童身高的洗手台。體驗店還開設了母嬰室，方便家長在用餐過程中解決照顧兒童的需求。

02 Happy Dining for All Kids, Comfortable Dining for Every Parent 讓所有孩子快樂用餐，讓每位家長自在用餐

Similar to Song Hot Pot restaurants, the children's experiential store also has Happy Time event every day. The music and dance style are cheerful and cute. We also offer customized "Tomato Birthday Party" services and will gradually launch more themed activities.

和愆火鍋一樣，兒童體驗店每天也有特定的happy time，音樂和舞蹈的風格是快樂可愛風。我們還推出了定制「番茄生日派對」服務，並會陸續上線更多的主題活動。

03 Nutrition, Safety, and Education are Indispensable 營養、安全、教育缺一不可

A "Nutrition Revealed" section is set in the ordering mini-program of the experiential store, which provides educational information about the nutritional composition of the main ingredients in the children's meals. For example, the Tomato Shrimp Combo dish highlights the nutritional value of shrimp and alerts about any potential allergenic properties within.

體驗店的點餐小程序上設置了「營養揭秘」入口，對兒童餐的主要食材的營養成分進行科普，例如番茄蝦蝦套餐對蝦的營養價值和易敏特性進行了提醒。



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

Strengthening Interaction with Customers

We continue to launch various online and offline customer activities, such as the Jiu Mao Jiu Brand Month, and the Song Hot Pot 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. The Group values product innovation and strives to combine tradition with innovation. The Group has recognized that the self-awareness of the young consumer group has been awakened by the times. It is important for us to constantly stay attuned to market trends, offer creatively engaging and trendy initiatives, and effectively reach out to young customers through enhanced communication methods. This year, the Group has embraced current trends and actively explored live streaming channels to enhance customer interactivity and brand exposure. Jiu Mao Jiu, Tai Er and Song Hot Pot have made their first live streaming with its unique styles. The performance has been outstanding, attracted a large amount of customer attention. The cumulative Gross Merchandise Volume from all brands' livestreams has exceeded 200 million.

加強顧客互動

我們持續推出各類線上線下的活動，如九毛九品牌月活動、愆火鍋隨機舞蹈活動等，增加與顧客互動，維持和諧融洽關係，不斷提升品牌知名度與顧客忠誠度。集團重視產品的創新，致力將傳統與創新結合。集團意識到年輕消費群體自我意識已經被時代喚醒，我們需要時刻關心市場熱點，提供更潮流趣玩的創意策劃，以更有效的傳播方式觸達年輕顧客。本年度，集團迎合時下趨勢，積極探索直播渠道，增強顧客互動性以及品牌曝光率，其中九毛九、太二、愆火鍋三個品牌基於各自調性進行直播首秀，成績單十分亮眼，吸引了大量顧客關注，各品牌直播商品交易總額累計達2億以上。



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Tai Er First Attempt at Live Streaming

太二首次嘗試直播

Tai Er first live streaming has reached over 100 million in GMV within 12 hours, with a total exposure of 120 million. The brand has gained 130,000 new fans, and more than 15,000 sets of theme-linked combo were sold, achieving a combination of brand promotion and sales effectiveness.

太二首場直播開播12小時銷售額破億，直播曝光高達1.2億，品牌新增粉絲達13萬，主題聯動套餐售出超過15,000份，達到「品效銷兼收」。

01 Tapping into the Demand for 'Group Dining'

戳中「聚餐」場景消費需求

We understand that catering brands need to provide not only high-quality cuisine but also create a suitable atmosphere for gatherings. Unlike most catering brands' live streams that simply showcase the products, Tai Er live stream adopted a large-scale immersive wok hei-themed promotion, allowing viewers to feel more engaged and providing emotional healing. This continuously strengthens customers' desire to make purchases.

我們瞭解餐飲品牌不只需要提供高品質的美食，更要提供適合聚會的場景氛圍感。不同於多數餐飲直播的平鋪直敘，太二用一場大型沉浸式煙火氣的直播推廣，讓觀眾更具現場代入感，提供情緒治癒力，不斷強化著顧客購買欲。

02 Gather Crowds Online and Offline

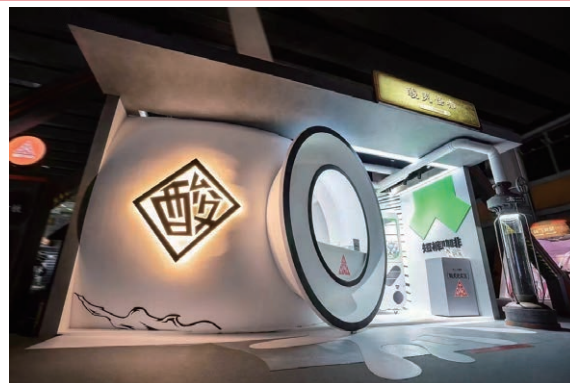
線上、線下合力聚流

We fully utilize various online channels to simultaneously expand the promotion of our dishes and event promotions and induce repeat purchases to our loyal users accurately within our online private communities. Furthermore, the materials used in Tai Er's store and advertisements in key commercial areas can also precisely reach highly motivated customers within the dining area.

我們充分使用各個線上渠道，同步擴大化傳播菜品和活動推廣，在線上私域社群中精準啟動忠實用戶覆購。此外，在線下，太二的門店物料和主要商圈的廣告覆蓋，也精準觸達了用餐半徑內的高意願顧客。

Tai Er “Shorts Coffee” Pop-Up Store
太二「短褲咖啡」快閃店

Tai Er has opened a pop-up store called “Shorts Coffee” to provide an immersive experience for young people, allowing them to directly perceive Tai Er’s values. They have introduced a unique collaboration product called “Sauerkraut Coffee – Original Sauerkraut Latte”, which incorporates various refreshing ingredients and subverts the traditional taste of coffee in an unconventional way. Through this project, they utilize cross-marketing methods to further promote the brand’s values and culture, shaping a youthful and trendy brand image, and expanding their influence as a daring and innovative brand.



太二開設「短褲咖啡」快閃店，以快閃店的沉浸式體驗來讓年輕人更直觀感受到太二的價值觀，推出聯名款獵奇新品「酸菜咖啡－原汁酸菜拿鐵」，採用各式酸爽食材，以非常規形式，強勢顛覆咖啡傳統口感。本次項目借由跨界營銷方式，對外界進一步宣揚品牌價值觀和文化，塑造年輕新潮的品牌行業形象，擴張新潮敢玩的品牌影響力。

This project has been included in the 2023 CCFA Collection of Innovative Cases in the Chain Catering industry, serving as a reference for other businesses in the catering industry.

本次項目更被列入2023 CCFA連鎖餐飲創新案例集，以供其他餐飲行業參考。

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

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 cater the ever-changing tastes of customers and enhance the dining experience. This year, Jiu Mao Jiu stores underwent a refreshing style update, particularly the opening of the Yunmen store in Guangzhou has marked the entrance into the 3.0 era. The new design features a bright and lively ambiance, incorporating elements from Northwest China and creating a warm atmosphere. Additionally, it combines brand IP elements to explore new interactive experiences with customers. The Luogang store in Guangzhou, Tai Er's flagship store, which started as a small shop without a sign and now has a history of 9 years. In this year, the store underwent a complete upgrade to a "Sauerkraut Book-themed store", not only inheriting the sauerkraut culture but also deepening the emotional connection with customers. We will continue to pay attention to the needs and preferences of our customers, keeping the restaurant design up-to-date, and providing the best dining environment.



就餐環境升級

集團力求為顧客營造有吸引力的用餐氛圍。我們不斷調整和升級餐廳的內部設計，以適應其不斷變化的品味，提升用餐體驗。本年度，九毛九門店進行了風格煥新，特別是廣州雲門店開業標誌著門店邁入3.0時代，新的設計風格明亮輕快，融合了西北元素，營造出溫馨的氛圍，同時搭配品牌IP元素，探索與顧客互動新體驗。太二創始店亦進行了全新升級，廣州蘿崗店從沒有招牌的小店開始，至今已有9年的歷史，並於本年度升級為「酸菜之書主題店」，不僅傳承了酸菜文化，也加深了與顧客的情感鏈接。我們將持續地關注顧客的需求和喜好，保持餐廳設計與時俱進，為顧客提供最佳的用餐環境。



Fresh Wood Created a “Fresh Wood Farm”
賞鮮悦木打造「賞鮮種植園」

Fresh Wood is committed to integrating a natural atmosphere into the dining environment, allowing customers to immerse themselves and savor the taste of nature. The design of the “Fresh Wood Farm” revolves around the concept of “Seeking the Original Flavor from the Natural”. The natural spices and ingredients are placed on the table, allowing customers to experience the freshness and generosity of nature. The outdoor space of the restaurant incorporates the design of “edible tables”, using long wooden flooring and rows of woven rattan chairs. The tables are adorned with lush plants, creating a serene and delightful ambiance.

賞鮮悦木致力將自然氣氛植根於用餐環境中，使顧客身臨其境，賞味天然。「賞鮮種植園」的設計初心圍繞「尋找自然原味」，餐桌面前置放自然香料食材，感受大自然的鮮味與饋贈。餐廳的戶外空間融合了「可食餐桌」的設計，運用長條木質地板以及成排的藤編靠椅，桌上更栽滿鮮植物，締造心曠神怡的空間。



The green plants at the outdoor garden enhance the restaurant’s natural ambiance. The soil composition is carefully balanced to provide nutrients and good drainage, simulating the lighting conditions for natural green plants. They receive continuous supplemental light for 10 hours each day and are cared for using a natural physical double-ventilation system, ensuring the healthy growth of the fresh greenery.

戶外花園的綠色植物，為餐廳增添大自然的氛圍感。在土壤的配比上兼顧了養分與排水性，模擬了自然綠植的照明，每天持續補光10小時，並採用自然物理的雙通風模式，精心照料著賞鮮綠植的生長。

Through these designs, we hope that customers can experience a pure natural atmosphere in the restaurant and enjoy the deliciousness of natural ingredients.

通過這些設計，我們希望顧客能夠在餐廳中感受到純粹的自然氛圍，享受到天然食材的美味。

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

Comprehensive Customer Complaints Handling Mechanism

We prioritize customer satisfaction and place it at the forefront of our operations. We collect and analyze customer feedback from various channels, focusing on the customer experience, and continuously strive to improve and elevate our service standards. We have established a comprehensive complaint handling and mediation mechanism to promptly and efficiently address customer feedback and complaints.

完善的客訴處理機制

我們始於將顧客滿意度放在第一位，從多種渠道收集並分析顧客反饋意見，以顧客體驗為導向，不斷改進和提升服務水準。我們更設立完善的投訴處理調解機制，及時響應及快速處理顧客的意見與投訴。

Multiple Channels 多元渠道

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，持續收集並回應顧客意見與投訴

Clear Policies 明確制度

Based on internal management systems such as the *Guidelines on Crisis Management*, 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，明確投訴事件的類別與級別，規範顧客投訴處理流程、管理權限及投訴關閉時限，並根據各門店上報的顧客投訴處理報告，制定並持續完善常見顧客問題清單與應對策略，提升顧客反饋的跟蹤與服務

Customer Service 客服服務

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，負責接收顧客投訴與意見，提升顧客體驗

Data Analysis 數據分析

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 部門定期統計顧客投訴類別及數據，並適時分析其滿意度變化，及時瞭解並向餐廳反饋

Performance-Linked 績效掛鉤

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，以顧客滿意度為驅動提升服務水準

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

For each customer complaint, the Group has established a clear handling procedures and ensures that the responsible personnel have a clear understanding of the entire procedures and with a serious and responsible attitude. We will continuously improve our service standards to ensure customer satisfaction, enhance the quality of our services, and establish a good reputation and image for the Company.

針對每一宗顧客的投訴，集團已建立明確的處理流程，並確保相應負責人員清晰瞭解全流程，以認真負責的態度處理投訴。我們將不斷持續改進服務水準，以確保顧客的滿意度和提升企業的服務品質，並樹立良好的口碑和形象。



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.

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。

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

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.

As of the end of the Reporting Period, the Group has 613 trademark registrations in Mainland China, 138 trademark registrations in other regions and countries, and 8 patent registrations and 88 copyright registrations in Mainland China. No incidents related to the Group's violation of laws pertaining to the protection of intellectual property rights were found or reported during the Reporting Period.

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處理知識產權事宜需更加慎密，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，並及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匯報，以便法務部通過各種途徑及時維護集團權益。

截至本報告期末，集團在中國內地擁有613項商標註冊，其他地區及國家擁有138項商標註冊，並在中國內地擁有8項專利註冊及88項著作權註冊。而於報告期內，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。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉則約，約則百善俱興

We adhere to the principle of prudent management to achieve the sustainable development of our business and contribute to society. These values are ingrained in our corporate culture and provide a solid foundation for our pursuit of success and growth. As a leader in the catering industry, we will continue to fulfill our social responsibilities, realize our vision and mission, promote sustainable development practices, and collaborate with various circles of society to create a better future.

我們堅持儉態經營的原則，以實現企業的持續發展，並為社會做出貢獻。這些價值觀貫穿於我們的企業文化，為我們追求成功和成長提供堅實的基礎。作為餐飲行業的領軍者，我們將繼續履行社會責任，實現願景使命，推動可持續發展的實踐，與社會各界攜手共創人類生活的美好未來。

ESG Issue Focus of This Chapter 此章節關注ESG議題



Social Welfare Investment
社會投資與公益



Emission Management
排放物管理



Resource Usage
資源使用

UN SDGs We Focused in this Chapter



Key Indicators and Honorary Awards

- Donated 750 sets of LED eye-protection lamps to some primary and secondary schools in Dafang County, Bijie City, Guizhou Province with a total procurement amount of approximately RMB300,000
- Conducted 22 sessions of Tai Er Garbage Man activities with a total of 984 hours of garbage picking activities
- Tai Er reduced waste oil by 260,000 kilograms by introducing specialized frying oil annually
- Support the "Food Bank" through donating a total of 2,549 items, which amounted around RMB81,000

本章節所回應的UN SDGs



亮點指標及榮譽獎項

- 向貴州省畢節市大方縣內多所中小學共捐贈750套 LED護眼燈，合計採購金額約人民幣30萬元
- 開展了共22期「太二垃圾俠」活動，共進行了984小時的撿垃圾活動
- 太二透過引入專業煎炸專用油，全年減少26萬公斤的廢油
- 透過捐贈共計2,549件物資助力「食物銀行」，共約8.1萬元

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 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 our employees to promote the concept of an environmentally friendly lifestyle to customers. Through activities such as “Half a Bowl of Rice” and “Clear Your Plate Campaign”, the Group aims to raise awareness among customers about the issue of food waste. Restaurant staff also advise customers to avoid overordering, emphasizing the importance of cherishing food. Additionally, through the “Tai Er Garbage Man”, the Group aims to raise public awareness about the harm of plastic waste to marine life and encourages the reduction of single-use packaging to contribute to the sustainable development of the planet.

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，本集團鼓勵員工向顧客傳遞環保生活方式的概念，透過「半碗飯」及「光盤行動」等活動，希望顧客能夠開始重視餐飲浪費的問題，餐廳服務員於有需要時建議顧客避免過度點菜，以珍惜食物。此外，我們亦希望能藉著「太二垃圾俠」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。

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

“Bright Classroom for Eye-Care Project”: Protecting Children’s Vision

「亮堂護眼教室計劃」：守護兒童視力

The Jiumaojiu Group, through the “Bright Classroom for Eye-Care Project”, has donated a total of 750 sets of LED eye-protection lamps that comply with the latest national standards to several primary and secondary schools in Dafang County, Bijie City, Guizhou Province. The total procurement amount is approximately RMB300,000. This project addresses the issue of insufficient classroom lighting in some local primary and secondary schools and provides targeted assistance and renovation for schools with urgent needs. It not only improves the lighting environment in the local classrooms but also addresses the issue of myopia among primary and secondary school students, protecting their healthy growth.

九毛九集團透過「亮堂護眼教室計劃」向貴州省畢節市大方縣內多所中小學共捐贈符合最新國標的LED護眼燈750套，合計採購金額約人民幣30萬元。這項計劃解決了當地部分中小學課室照明不足的問題，對需求迫切的學校進行針對性援建、改造。此項計劃不僅改善了當地教室的照明環境，也關注了中小學生近視問題，為他們的健康成長提供了保障。



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

The Jiumaojiu Group Supports the “Food Bank” Initiative, Implementing a Sustainable Development Model of “Public Welfare + Waste Reduction”

九毛九集團助力「食物銀行」，踐行「公益+制止浪費」可持續發展模式

The Social Welfare and Social Donation Center of the Futian District, along with the Jiumaojiu Group and other associations and companies, had signed the Letter of Intent for Donation, jointly supporting the operation of the Food Bank. In the current year, the Jiumaojiu Group has donated a total of 2,549 items, including self-heating hot pots for sauerkraut fish and sauerkraut sauce, to the Shenzhen Futian Food Bank project, amounting to approximately RMB81,000.

福田區社會福利和社會捐助中心與九毛九集團及其他協會、企業簽署了捐贈意向書，共同支持食物銀行的運營。本年度九毛九集團向深圳福田食物銀行項目捐贈了酸菜魚自熱鍋、酸菜醬等物資共計2,549件，共約8.1萬元。



Through the Food Bank in the Futian District, we aim to uphold the social concept of reducing food waste through food donations and contribute to the development of “Zero Waste City” through concrete actions. The primary focus is to provide assistance to low-income individuals and special groups such as those receiving social welfare, people with disabilities, underprivileged children, elderly individuals without family support, people with preferential treatment, sanitation workers, and green maintenance workers, among others.

我們希望透過福田區食物銀行共同秉持社會理念，通過食品捐贈，以實際行動減少食物浪費，為創建「無廢城市」做出貢獻，並且首先援助低保對象、殘疾人、困境兒童、失獨老人、優撫對象、環衛工人、綠化管養工人等特殊和低收入群體。

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

Tai Er Garbage Man Cleaning Action

太二垃圾俠淨灘行動

“Tai Er Garbage Man” was established in 2015, organizing annual offline environmental protection activity, “Garbage Picking”, that convening fans to participate. 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. The Tai Er Garbage Man identity authentication also provides participants a special symbol of identify, encouraging their continuous participation and support of environmental activities.

「太二垃圾俠」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。太二垃圾俠的身份認證也為參與者提供了一種特殊的身份象徵，激勵他們繼續參與和支持環保活動。



As of December 2023, “Tai Er Garbage Man” has successfully conducted 22 sessions of activities in cities such as Hangzhou, Guangzhou, Shenzhen, Xiamen, Fuzhou, Changsha, and Wuhan. Throughout the year, a total of 328 fans have become certified as “Tai Er Garbage Man”, and a cumulative total of 984 hours of garbage picking activities have been carried out.

截至2023年12月，太二成功於杭州、廣州、深圳、廈門、福州、長沙、武漢等地開展了共22期「太二垃圾俠」活動，全年累計成功召集了328名粉絲成為「太二垃圾俠」，全年共計進行了984小時的撿垃圾活動。

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

Tai Er's He Yingjun Public Welfare for Stray Cat 太二何英俊流浪貓公益

Our Tai Er brand realizes that only the essential part of 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 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, providing extra meals for stray cats and promoting the concept of 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。

In 2023, Tai Er's He Yingjun Welfare Project donated approximately RMB220,000 worth of cat food. This included donation of 3,000 kilograms of cat food to *Hello the Paw*, an animal welfare non-profit organization, and the distribution of 80,477 bags of 100-gram cat food during an event where customers could redeem them by presenting their purchase of "He Yingjun's Fish Jerky" at participating stores. Together with customers, the initiative aims to provide extra meals for stray cats.

於2023年，太二何英俊公益共捐贈等價約22萬元的貓糧，分別向公益組織阿派關愛小動物社會發展中心捐贈3,000公斤貓糧，以及門店憑已購的「何英俊的小魚乾」掛飾領取活動派發了80,477袋100克貓糧，與顧客共同為流浪貓加餐。



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

Song Hot Pot's World Mental Health Day
愆火鍋世界精神衛生日

From October 10th to December 20th, 2023, Song Hot Pot held charity doll sale and conducted public awareness campaigns. The proceeds were donated to the Beijing Shangshan Foundation, amounting to approximately RMB127,000. Additionally, we donated 999 Happy Companion dolls to support the Foundation's "Defeat Depression" project.

2023年10月10日至12月20日，愆火鍋舉行了公益玩偶義賣和公益宣傳，所得的收益向北京尚善公益基金會捐贈了約人民幣12.7萬元的善款，並捐贈了999個開心陪伴玩偶，用以支持基金會的「抑路前行」項目。

We remain committed to promoting mental health in society. By participating in World Mental Health Day, the donations will be used to spread mental health knowledge and facilitate healing activities both online and offline. We particularly focus on supporting the depression community, aiming to raise awareness and provide resources in the field of mental health to assist those in need.

我們持續關注社會的精神健康，通過參與世界精神衛生日，捐贈將被用於線上和線下的精神健康知識普及和療愈活動，特別針對抑鬱群體，希望為精神健康領域帶來更多的宣傳和資源，幫助更多需要幫助的人。



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

EMISSION MANAGEMENT

The main sources of our Group's air emissions comes from food processing, transportation, and vehicles used for business travel. In 2023, apart from air pollutants such as sulfur oxides, nitrogen oxides, suspended particles, oil fumes and greenhouse gas emissions, our administrative offices, restaurants, and central kitchens also generate household waste, office waste, kitchen waste, grease waste, and wastewater during daily operations. Additionally, during construction projects, noise, dust, and construction waste are generated at different project sites. Due to the business nature of the catering industry, our operations do not generate hazardous waste.

With the primary objective of expanding its business and improving various internal management mechanisms, the Group has also begun to incorporate environmental considerations into its targets. We established target-oriented management mechanism to promote the Group's performance in various environmental aspects and effectively reduce the Group's negative impact on the environment.

排放物管理

本集團的廢氣排放主要來自食物加工過程、運輸及差旅行車的過程中。於2023年，除硫氧化物、氮氧化物及懸浮粒子以及油煙廢氣與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。而由於餐飲業務特性所致，我們營運不產生危險廢物。

本集團在以拓展其業務及完善各種內部管理機制為首要目標的方針下，亦開始加入環保的考量，建立以目標為導向的管理機制，促進集團在各個環境方面的表現，有效降低集團對環境的負面影響。

Aspect 方面	Target Set 目標設定
GHG emissions (Scope 2) 溫室氣體排放 (範圍二)	From 2024 to 2025, the average annual greenhouse gas emissions (Scope 2) per store will remain the same level or increase by no more than 5% (2023: 172.19 tCO ₂ e per brand store*), compared with 2023. 以2023年作為基準年，2024年至2025年期間，平均每年單店溫室氣體排放量 (範圍二) 持平或升幅不高於5% (2023年：172.19噸二氧化碳當量／每餐飲品牌門店*)。
Emissions (i.e.: catering wastewater and oil fume) 排放物 (如：餐飲污水及油煙廢氣)	All emissions discharged are in compliance with national and local environmental department's emission standards. 有關排放物均符合國家及當地環境部門的排放標準進行排放。
Wastes (kitchen waste and waste cooking oil) 廢棄物 (廚餘及廢油)	From 2024 to 2025, the average annual wastes produced per store will remain the same level or increase by no more than 5% (2023: 32.49 tonnes per brand store*), compared with 2023. 以2023年作為基準年，2024年至2025年期間，平均每年單店無害廢棄物產生量持平或升幅不高於5% (2023年：32.49噸／每餐飲品牌門店*)。

* In 2023, the number of brand stores includes 736 stores under 6 brands, including Jiu Mao Jiu, Tai Er, Uncle Chef, Lai Mei Li Grilled Fish, Song Hot Pot and Fresh Wood (including 10 brand stores that were closed during 2023).

* 於2023年，餐飲品牌門店數量包含九毛九、太二、那末大叔是大廚、賴美麗烤魚、慇火鍋及賞鮮悅木等6個品牌共計736間門店 (包括於2023年度內關閉的10家餐廳)。

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

Our Group strictly adheres to relevant laws and regulations regarding emission management, such as the *Law of the People's Republic of China on the Prevention and Control of Air Pollution*, the *Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste* and 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 air emission, 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 emissions generated. We also conduct third-party environmental monitoring for newly opened stores to ensure compliance with environmental requirements regarding various emissions. Based on the operational characteristics of our restaurants, we have established internal systems such as the *Waste Management System* to handle waste cooking oil, solid waste, and other waste materials in a responsible manner, minimizing the environmental impact of emissions. For our central kitchens, we engage professional environmental companies as third-party operators to manage wastewater generated during food processing, ensuring that the discharged wastewater meets the required standards after treatment. We continuously increase the deployment of environmental protection equipment in our central kitchens to reduce various emissions generated during operations, such as oil fume. During the Reporting Period, there were instances in a Tai Er brand store where the malfunctioning of oil fume purifiers resulted in excessive discharge of cooking fumes, leading to requests from local government department for the stores to rectify the situation and fines of RMB6,000. 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.

本集團嚴格遵守《中華人民共和國大氣污染防治法》、《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廢氣、噪音及排水工程更新，並對新開門店開展第三方環保監測，確保各排放物符合環保要求。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產生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，例如：油煙廢氣等。於報告期內，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6,000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。

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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 oil 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 oil fume to discharge in the rooftop, which will not significantly impact the surrounding environment. The spray tower equipment is installed in the supply center to handle the waste gas emitted from the use of the backup generator. After the exhaust gas is treated, it complies with the *Guangdong Province standard on Emission Limits of Air Pollutants*. Regarding the waste gas from vehicles, the Group regulates the vehicle behaviors by formulating a policy document on the vehicle management, and vehicles are regularly repaired and maintained to avoid extra fuel consumption due to the damaged parts. We also request drivers to switch off the running engines when not in use. In 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將油煙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。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的食物外，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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Actively Engaged in the Management of Oil Fumes Emissions

積極開展油煙排放處理工作

The Group recognizes that the oil fume emissions generated during the cooking process are one of our main sources of exhaust gas emissions. The substantial emissions have certain impact on the quality of the atmospheric environment. Therefore, we have been actively engaged in oil fume control efforts, aiming to regulate our operations and maintenance systems, cultivate good operational habits, and minimize the pollution caused by oil fume emissions. To minimize environmental impacts caused by our oil emissions, we have set high standards for the purification equipment. We employ well-known brands of electrostatic oil fume purifiers, which enable low-altitude discharge of oil fume after electrostatic treatment, enhancing purification efficiency and avoiding disturbance to nearby residents. Additionally, the Group conducts regular cleaning of the purifiers and exhaust ducts according to the requirements of our restaurants and commercial properties, ensuring the maintenance of purification efficiency.

本集團深明烹飪過程中所產生的油煙廢氣是我們主要廢氣排放源之一，而大量的排放對大氣環境品質有一定的影響，因而我們一直積極主動開展油煙治理工作，以規範的運維制度，養成良好的作業習慣，盡力減少餐飲油煙污染。為了確保我們的油煙廢氣對環境的傷害能減至最小，我們對使用的油煙淨化器有高標準的要求，我們使用行內知名品牌的靜電油煙淨化器，以低空排放靜電式油煙處理，提升淨化效率並避免影響附近居民。同時本集團根據門店和商場物業要求，定期進行淨化器和排油煙管道清洗，確保油煙淨化能保持效率。

We scientifically handle oil fume emissions by selecting purifiers that match the air volume of the ventilation system, based on the restaurant's operating area and the type of cuisine. This ensures effective smoke and fume purification and reduces the impact of emissions on the environment. For food categories that produce odors, such as hot pot, we have specially installed UV photolysis systems. Odorous gases are introduced into the purification equipment through the exhaust system. The purification equipment utilizes high-energy UV ultraviolet beams and ozone to synergistically decompose and oxidize the odorous gases, transforming them into low-molecular compounds, water, and carbon dioxide. The treated gases are then discharged outdoors through the exhaust ducts.

我們科學處理油煙排放，根據餐廳經營面積及菜系種類的不同，在選擇淨化器時選擇與風機風量匹配的淨化器，確保油煙淨化效果，降低排放對環境的影響。針對產生氣味的餐飲品類，如火鍋，我們更專門安裝了UV光解系統，異味氣體利用排風設備輸入到淨化設備後，淨化設備運用高能UV紫外線光束及臭氧對異味氣體進行協同分解氧化反應，使其降解轉化成低分子化合物、水和二氧化碳，再通過排風管道排出室外。



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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.

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。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。

Tai Er Introduced Specialized Frying Oil for Deep Frying

太二引入專業煎炸專用油

Before switching to other frying oil, Tai Er uses non-genetically modified Grade 1 soybean oil for frying chicken wings, glutinous rice cakes, shrimp, and other products. As the number of stores gradually increases and the variety of fried snacks expands, the overall oil consumption of Tai Er has been gradually increasing. To address this, we have invited a third-party professional research and development team to collaborate with Tai Er. After multiple tests and pilot runs in stores, we have optimized the oil usage process, reducing the monthly consumption. In addition, we have installed oil testing instruments called "TPC-Polar Components" in the stores to monitor the oil quality and ensure its safety, meeting the requirements of the State Food and Drug Administration.

太二在切換煎炸油前使用非轉基因一級豆油用於煎炸雞中翅、糍粑、蝦仁等產品，隨著門店逐步增加，同時油炸小吃類產品增加，太二整體用油量逐步增加，我們邀請第三方專業研發團隊對接太二研發，經過多次測試和門店批測後，對用油流程進行優化，降低月用量，同時門店增加測油儀監控「TPC—極性組分」，保證使用的油更安全，符合食藥監要求。

Simultaneously, we have introduced a specialized frying oil that incorporates patented formula. This formula slows down the increase in acid value and reduces the formation of polar components when vegetable oil is used for frying. This allows the oil to be reused multiple times without exceeding safety limits. After switching to the new frying oil, our stores have implemented standardized daily oil frying operations, achieving optimal oil usage. As a result, we have reduced waste oil by 260,000 kilograms annually.

同時引入專業煎炸專用油，通過專利配方的添加，使植物油用於煎炸烹飪時，產生的酸價上升緩慢，極性組分形成降低，從而達到能多次使用而不超出安全指標，同步我們這次切換煎炸油後，門店配合進行日常油脂煎炸的統一操作，最終達到最優用油效果，全年減少26萬公斤的廢油。

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Furthermore, the Group firmly believes that environmental awareness is key to effective waste management. We regularly communicate with our employees to promote waste reduction and recycling. We implement environmental classification measures by setting up separate bins for waste batteries in our office, providing a proper recycling pathway for old electronic products. We also continuously provide training to our employees on waste classification and disposal, spreading knowledge about waste sorting in order to increase employees' awareness and improve waste recycling rates.

“Waste Reduction”

The Group's kitchen waste primarily comes from the central kitchen and uneaten food from restaurants. We closely monitor the production line and adopt a waste reduction policy to minimize waste generated during the production process. Here are some of the waste reduction measures implemented by the Group:

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。

「減量化」

本集團的廚餘垃圾主要產生自中央廚房及餐廳烹飪過程及顧客未食用的食物。本集團密切監察生產線，採取「減量化」方針，盡量減少產品制程中所產生的廢物。以下是集團採取的部份「減量化」措施：

Waste Reduction Measures 「減量化」措施

Procurement Management 採購管理

- Pre-purchase checking of inventory and production schedules to avoid overstocking;
- 採購前檢查存貨及生產計劃，避免存貨過多；
- Reduce transportation and vehicle emissions by purchasing in large quantities;
- 採用大批量採購，減少運輸次數以及汽車廢氣的排放
- Use of seasonings in large packages to save packaging materials and minimize packaging generation.
- 選用大包裝調料，有效節省包裝材料，減少包裝物產生

Smart Warehouse Management 智慧化倉庫管理

- Real-time checking of inventory status to minimize wastage due to expiry of food items
- 實時查詢庫存情況，減少因食物過期而造成的浪費

Product Standardization 產品標準化

- Customize the amount of ingredients used in the manufacturing process of each product to avoid overuse and waste
- 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

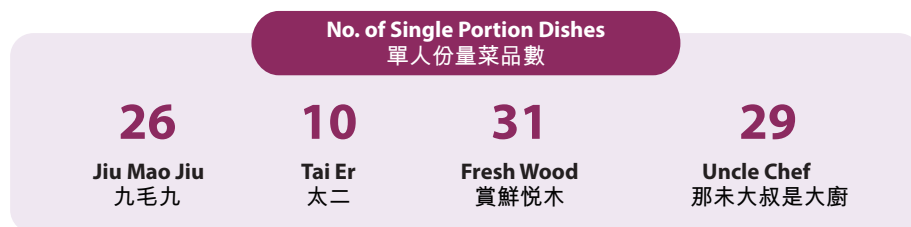
Use of Garbage Disposer 使用垃圾處理器

- Conducting compression and dewatering treatment for food waste, promoting oil-water separation and realizing the reduction of food waste
- 對餐廚垃圾進行壓縮脫水處理，推進油水分離，實現餐廚垃圾的減量化處理

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

Food waste has become an increasingly global issue. As a responsible corporate citizen, the Jiumaojiu Group actively develops and improves its dining options to address this problem. We provide standardized dishes that allow customers to season their meals according to their preferences. We offer set menus with smaller portion sizes, promote the concept of using one ingredient for multiple dishes and multiple flavors, and encourage the efficient use of ingredients to minimize waste. We take an active and responsible approach by promoting civilized dining. In our restaurants, we prominently display posters or signs advocating for food conservation and waste reduction. We emphasize attentive ordering and remind customers of their consumption, providing information about the appearance, quality, and quantity of dishes. We recommend appropriately portioned menus and offer smaller serving plates. We also provide packaging services and encourage customers to take their leftovers home, aiming to eliminate food waste. Furthermore, we actively cooperate with government regulations regarding the handling and utilization of kitchen waste. We strictly adhere to proper disposal methods and prevent illegal collection and processing of kitchen waste that may find its way back into the food supply chain.

食物浪費日益成為一個全球性問題。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，方便顧客自主調味，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。提倡顧客對剩餘食物進行打包，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。



“Reuse”

In terms of the “reuse” principle, we require our employees to fully utilize the value of ingredients (including scraps and trimmings) without compromising product standards and food safety. We encourage them to develop new dishes based on the available ingredients, avoiding food waste and maximizing the utilization of raw materials. Excess ingredients generated during product preparation in the central kitchen are used to prepare staff meals or sold to employees at a lower price through the Company’s intranet, ensuring that every part of the ingredients is utilized to prevent 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制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。

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

“Recycle”

The Group recognizes that our procurement processes generate significant amount of packaging waste. To implement the “recycle” principle, we strive to retain clean packaging materials for reuse. We adhere to China’s increasingly strict regulations on solid waste classification by ensuring that all waste generated in the supply center, stores, and offices is carefully sorted and disposed of by qualified recycling vendors to promote waste recycling and regeneration.

Wastewater Management

As the amount of wastewater generated by the Group largely depends on the water consumption of employees and customers, specific measures have been implemented to reduce water consumption in offices, restaurants, and the central kitchen. These include displaying water-saving slogans in office water areas, installing automatic water shut-off valves in restaurant kitchens, and centralizing the preliminary food processing in the central kitchen. We also provide timely training to employees on resource conservation to enhance their knowledge of responsible resource usage. Furthermore, we strictly prohibit employees from pouring any grease, or other waste materials into the drainage pipe network to prevent pipe clogging and sewage leakage, which can lead to environmental pollution. We ensure that each restaurant complies with wastewater discharge regulations by filing wastewater discharge records and conducting regular monitoring. Based on the specific wastewater generation and property management regulations, each store is equipped with its own wastewater pre-treatment facilities. Additionally, some stores are testing the use of garbage disposal units to separate and treat wastewater and grease, thus reducing the environmental impact of wastewater discharge.

「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，對產生的所有廢物仔細分類，並由合資格回收商進行分類處置，以促進廢物回收再造。

污水管理

由於本集團產生的污水頗大程度上視乎員工及顧客的用水量而定，故本集團已採取具體措施減少辦公室、餐廳及中央廚房的耗水量，例如於辦公室用水位置張貼節約用水的標語、於餐廳廚房安裝自動停水伐、將食材粗加工流程集中於中央廚房進行等。我們亦適時對員工進行有效使用資源相關的培訓，以提高員工就資源使用方面的知識。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。

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

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 2023, the Group's primary resources consumed were electricity, natural gas, gasoline, water, paper products, and packaging materials for restaurant takeout orders.

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.

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2023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。

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。

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

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.

Other Energy Management

The Group consumes gasoline and natural gas as the primary energy sources for daily operations and transportation. We have been committed to reducing the use of fossil fuels and improving operational efficiency, considering it a key aspect of becoming an environmentally friendly enterprise. Although natural gas is relatively cleaner compared to gasoline, we continuously seek ways to reduce its consumption. In the central kitchen, we invested approximately RMB2.24 million in installing a new refining system with coil structures, cooling the hot oil with cold oil instead of the original natural heat dissipation method. This system effectively reduces natural gas usage by approximately 20%. 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. In addition to establishing vehicle regulations to govern employee vehicle usage, we also require drivers to plan their routes before traveling, aiming to take the shortest and fastest routes to reduce vehicle exhaust and greenhouse gas emissions.

中央廚房及餐廳是本集團的主要能源使用單位。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。

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。

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

Water Resources Management

The Group utilizes water supplied by the government, primarily for production purposes and the daily lives of employees. For a catering enterprise, reliable access to water is crucial for operations. Although we have not encountered any issues regarding water supply, we recognize that water resources are precious, shared, and limited. Therefore, to effectively manage water resources, we integrate water-saving actions throughout our daily operations. We actively implement various water-saving measures, educate employees on water conservation starting from their daily lives, promote correct water usage habits, enhance environmental awareness among staff, and display water-saving reminders in prominent places within offices, restaurants, and the central kitchen. We also conduct regular training sessions to improve water usage in production processes and daily office operations. The Group adopts the following water-saving measures:

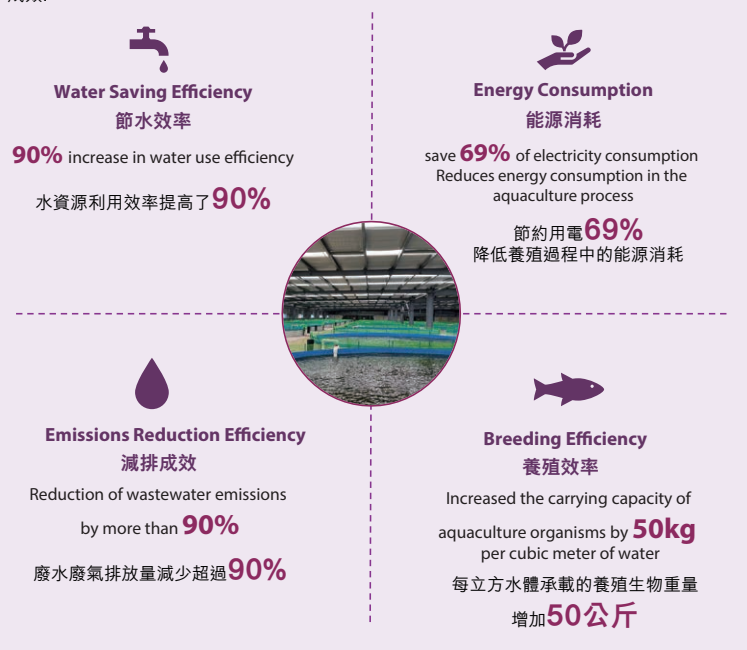
水資源管理

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

Industrialized Recirculating Aquaculture System 工廠化循環水養殖系統

Facing severe water resource pressure, the Group has been continuously seeking efficient and sustainable water resource management and utilization methods. We are committed to enhancing the research and innovation of industrialized aquaculture equipment and facilities, and improving the high water consumption characteristics of traditional flow-through aquaculture models. Our research and development team has made breakthroughs in multiple key technical aspects of aquaculture recirculating water systems and has obtained eight national-level technology patents, achieving the following results:

面對嚴峻的水資源壓力，集團持續尋找高效、可持續的水資源管理和利用方式，致力於提升工廠化養殖設備設施的科研創新，改進傳統流水養殖模式的高耗水特點。我們的研發團隊已突破了多項養殖循環水系統的多個核心技術環節，並已取得8項國家級技術專利，實現了以下成效：



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

Materials Management

The Group promotes the concept of a “paperless office” and advocates the use of online office systems to encourage employees to transmit information and documents in electronic format whenever possible. We encourage the reuse of envelopes and file folders and set printers to default to double-sided printing. Notices are posted near printers to remind employees to use double-sided printing and reuse paper whenever feasible. Paper that has been used on both sides is collected in recycling bins and handled by compliant recycling vendors. For the operations of restaurants and the central kitchen, we are gradually increasing the construction of information systems. We promote the use of online queuing systems and smart ordering systems in stores to reduce the use of paper during processes such as queuing, ordering, making payments, and providing feedback. Additionally, the Group has adopted electronic contracts for employee contracts and supplier contracts, significantly reducing paper usage. These measures contribute to the implementation of paperless operations in day-to-day work. Furthermore, the group has started using paper certified by the Forest Stewardship Council (FSC) and electronic means to prepare and distribute the group’s mid-term and annual reports, as well as other announcements including ESG reports, significantly reducing paper usage.

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，鼓勵員工盡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；將打印機預設為雙面打印，在打印機旁張貼告示，提醒員工盡量使用雙面打印及重複使用紙張；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以及ESG報告等其他公告，大幅減少使用紙張。

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

We are committed to reducing the use of single-use materials in logistics transportation, stores, central kitchen operations, and office areas. Regarding packaging materials, we strictly abide by relevant laws and regulations such as the *Solid Waste Pollution Prevention and Control Law of the People's Republic of China* and the *Opinions on Further Strengthening Plastic Pollution Control*. We strictly limit the use of non-degradable plastic bags and have stopped using non-degradable single-use plastic straws. We actively promote “reduce plastic” campaign for packaging materials. For in-store dining and takeaway services, we do not provide disposable utensils unless requested by customers. We do not offer plastic straws, plastic cutlery, or plastic bags to customers unless specifically requested. For example, Jiumaojiu Group uses reusable insulated takeaway bags. Additionally, we have set up reminders in all self-operated and third-party online ordering systems, encouraging customers to reduce their use of disposable utensils and raising public awareness of environmental protection. Furthermore, we actively use and explore environmentally friendly tableware and packaging materials, such as recyclable aluminum foil containers, biodegradable plastic packaging materials, and degradable eco-friendly straws, to reduce environmental pollution caused by non-degradable plastics. Biodegradable packaging materials have been adopted in all brand's restaurants in the Hainan region. Tea packaging materials in Song Hot Pot and Lai Mei Li Grilled Fish are all biodegradable since their opening. The takeaway bags used by Tai Er are also biodegradable. In addition, we use reusable turnover boxes in the warehousing and logistics process instead of disposable cardboard boxes to reduce the use of single-use packaging materials. We will further increase the use of sustainable packaging materials in restaurant operations to minimize their adverse impact on the environment. During the Reporting Period, the Group purchased approximately RMB4.9 million worth of environmentally friendly packaging materials, accounting for approximately 9% of the total packaging material purchases in 2023.

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《中華人民共和國固體廢物污染環境防治法》《關於進一步加強塑膠污染治理的意見》等相關法律法規，嚴格限制不可降解塑膠袋等一次性塑膠製品使用，並已不再使用不可降解一次性塑膠吸管。我們積極推進包裝材料「減塑」行動。針對門店就餐和外賣服務，我們不主動提供一次性餐具，除非顧客要求，否則不會向顧客提供塑膠吸管、塑膠餐具和包裝袋。例如，九毛九採用可重複使用的外賣保溫手提袋。同時，我們在所有自營和第三方外賣點餐系統設置提示，引顧客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；愆火鍋及賴美麗烤魚自開業以來，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490萬元的環保包裝物，佔2023年總包裝物採購量約9%。

APPENDIX – LIST OF ESG POLICIES AND LAWS AND REGULATIONS 附錄 – 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 Noise Pollution 《中華人民共和國噪聲污染防治法》	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》	

APPENDIX – LIST OF ESG POLICIES AND LAWS AND REGULATIONS

附錄 – 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 《中華人民共和國勞動法》	Manual of Conduct on Human Resources Management Practices 《人事管理實務操作手冊》	
	Labor Contract Law of the People’s Republic of China 《中華人民共和國勞動合同法》	Management Practices 《辦公室員工手冊》	
	Law of the People’s Republic of China on Promotion of Employment 《中華人民共和國就業促進法》	Management Practices 《門店員工手冊》	
	Social Insurance Law of the People’s Republic of China 《中華人民共和國社會保險法》	Guidelines on Employee Salary Structure 《員工架構調薪指引》	
	Prohibition of Child Labor Regulations 《禁止使用童工規定》	Adjustment Administrative Plan for Competition on the Group’s Middle-level Management Position 《集團中層管理崗競聘管理方案》	
	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》		
			Enterprise Safety Management Policy 《企業安全管理制度》
Health and Safety 健康與安全		Safety Production Responsibility System 《安全生產責任制》	
	Labor Law of the People’s Republic of China 《中華人民共和國勞動法》	Systems on Appraisal, Award and Punishment on Safe Production Responsibilities 《安全生產責任考核獎懲制度》	
	Fire Protection Law of the People’s Republic of China 《中華人民共和國消防法》	Systems on Award and Punishment on Safe Production 《安全生產獎懲制度》	
	Law of the People’s Republic of China on Work Safety 《中華人民共和國安全生產法》	Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards 《隱患排查、治理、建檔和監控制度》	
	Law of the People’s Republic of China on Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》	Fire Safety Management System 《消防安全管理制度》	
	Administrative Measures for Supervision and Inspection of Food Production and Operation 《食品生產經營監督檢查管理辦法》	Management System on Occupational Hygiene 《職業衛生管理制度》	
	Regulation on Work Safety Permits 《安全生產許可證條例》	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	
	Provisions on the Supervision and Administration of Occupational Health at Work Sites 《工作場所職業衛生管理規定》	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	

APPENDIX – LIST OF ESG POLICIES AND LAWS AND REGULATIONS
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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
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 Standards 勞工準則	Labor Law of the People’s Republic of China 《中華人民共和國勞動法》 Labor Contract Law of the People’s Republic of China 《中華人民共和國勞動合同法》 Social Insurance Law of the People’s Republic of China 《中華人民共和國社會保險法》 Prohibition of Child Labor Regulations 《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）》

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ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
Product Responsibility 產品責任	<p>Law of the People’s Republic of China on Product Quality 《中華人民共和國產品質量法》</p> <p>Food Safety Law of the People’s Republic of China 《中華人民共和國食品安全法》</p> <p>Law of the People’s Republic of China on Quality and Safety of Agricultural Products 《中華人民共和國農產品質量安全法》</p> <p>Law of the People’s Republic of China on Inspection of Import and Export Commodities 《中華人民共和國進出口商品檢驗法》</p> <p>Measures for the Administration of Food Business Licenses and Filing 《食品經營許可和備案管理辦法》</p> <p>Measures for the Supervision and Administration of Food Safety in Online Catering Services 《網絡餐飲服務食品安全監督管理辦法》</p> <p>Administrative Measures for Information Disclosure of Commercial Franchise 《商業特許經營信息披露管理辦法》</p> <p>Civil Code of the People’s Republic of China 《中華人民共和國民法典》</p> <p>Trademark Law of the People’s Republic of China 《中華人民共和國商標法》</p> <p>Advertising Law of the People’s Republic of China 《中華人民共和國廣告法》</p> <p>Patent Law of the People’s Republic of China 《中華人民共和國專利法》</p> <p>Measures for the Administration of Internet Domain Names 《互聯網域名管理辦法》</p> <p>Cybersecurity Law of the People’s Republic of China 《中華人民共和國網絡安全法》</p> <p>Law of the People’s Republic of China on the Protection of Consumer Rights and Interests 《中華人民共和國消費者權益保護法》</p> <p>Measures for the Supervision and Administration of Food Safety in Catering Services 《餐飲服務食品安全操作規範》</p>	<p>Safety Management System 《安全管理系統》</p> <p>Food Safety Emergency Preparedness Plan 《食品安全應急預案》</p> <p>Food Safety Management System 《食品安全管理制度》</p> <p>Conduct Code on Food Safety of Catering Service 《餐飲服務食品安全操作規範》</p> <p>Management System on Quality Control of Own Brand Product 《自有品牌產品品質管制制度》</p> <p>Management System on the Inspection and Acceptance of Raw and Auxiliary Materials and Supplies 《原輔料及物料驗收管理制度》</p> <p>Management System on the Inspection and Acceptance of Raw Material in Supply Center 《供應中心原物料驗收管理制度》</p> <p>Management System on the Inspection and Acceptance of Semi-finished Products 《半成品驗收管理制度》</p> <p>Process Quality Control Inspection specification 《制程品控巡檢規範》</p> <p>Food Ingredients and Supplies Inspection and Acceptance Practice Guidelines 《食品原料、物料驗收作業指導書》</p> <p>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》</p> <p>Standards on the Inspection and Acceptance of Vegetable Ingredients 《蔬菜原料驗收標準》</p> <p>System for the Management of Food Additives 《食品添加劑管理制度》</p> <p>System for the Management of Workshop Hygiene 《車間衛生管理制度》</p> <p>Management Measures for Workshop Quality Performance Appraisal (Trial) 《車間品質績效考核管理辦法(試行)》</p> <p>Regulations on the Management of Quality Control, Inspection and Points Deduction 《品控檢查扣分管理規定》</p> <p>Management System on Laboratory 《實驗室管理制度》</p> <p>Handling Procedures for Unqualified Products in Laboratory Testing 《實驗室檢測不合格處理流程》</p> <p>Management System on Food and Food-related Products Storage 《門店食品及食品相關產品儲存管理制度》</p>

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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
		Management System on Cleaning and Disinfection in Stores 《門店清潔消毒管理制度》
		Management System on Pest Control in Stores 《門店蟲害控制管理制度》
		Management System on Self-inspection of Food Safety in Stores 《門店食品安全自查制度》
		Management System on Food Processing in Stores 《門店食品加工過程管理制度》
		Management System on Employee Training in Stores 《門店從業人員培訓管理制度》
		Management System on Food Safety in Stores 《門店食品安全管理員制度》
		Guidebook on Food Safety 《食品安全手冊》
		Administrative Measures for Handling Customer Complaints 《客訴處理管理辦法》
		Guidelines on Crisis Management 《危機管理指引》
		Administrative Systems on Information Safety of the Group 《集團信息安全管理制度》
		Systems on Prevention of Information and System Risks 《信息系統風險防範制度》
		Administrative Systems on Data Backup and Safety of the Group 《集團數據備份安全管理制度》
		Privacy Policy of Jiumaojiu Group 《九毛九集團隱私政策》
		Letter of Commitments on Food Safety 《食品安全承諾書》

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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
Anti-corruption 反貪污	<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>Jiumaojiu Employee Whistleblower Incentive Policy 《九毛九集團員工舉報獎勵制度》</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	2023 ^{a)} 2023年 ^{a)}	2022 ^{b)} 2022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	3,152,306.04	2,190,165.65
	Catering wastewater intensity 餐飲污水排放密度	Tonne/million of revenue 噸／百萬元營業收入	526.63	546.76
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			
	GHG emissions (Scope 1) ^{1)d)} 溫室氣體排放量(範圍一) ^{1)d)}	tCO ₂ e 噸二氧化碳當量	22,558.26	21,461.96
	GHG emissions (Scope 2) ^{2)e)} 溫室氣體排放量(範圍二) ^{2)e)}	tCO ₂ e 噸二氧化碳當量	126,732.02	92,124.44
	Total GHG emissions 溫室氣體排放總量	tCO ₂ e 噸二氧化碳當量	149,290.28	113,586.40
	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	24.94	28.36
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	10,428	9,396
	Waste tube/bulbs intensity 廢舊燈管／燈泡密度	Unit/million of revenue 個／百萬元營業收入	1.74	2.35
	Kitchen waste 廚餘垃圾產生量	Tonne 噸	22,181.69	16,159.59
	Waste cooking oil 餐飲廢油產生量	Tonne 噸	1,728.36	1,547.02
	Total non-hazardous waste 無害廢棄物總量	Tonne 噸	23,910.06	17,706.61
	Non-hazardous waste intensity 無害廢棄物密度	Tonne/million of revenue 噸／百萬元營業收入	3.99	4.42

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2023 ^{a)} 2023年 ^{a)}	2022 ^{b)} 2022年 ^{b)}
A2	Use of resources 資源使用			
A2.1	Direct and indirect energy consumption by type in total and intensity^{3)f)} 按類型劃分的直接及間接能源總耗量及密度 ^{3)f)}			
	Gasoline consumption 汽油消耗量	Liter 升	1,317.83	2,591.11
	Natural gas consumption 天然氣消耗量	m ³ 立方米	1,454,134.64	1,380,695.78
	Direct energy consumption 直接能耗消耗量	MWh 兆瓦時	14,387.38	13,672.63
	Total electricity consumption 總耗電量	KWh 千瓦時	222,446,232.50	158,395,342.57
	Indirect energy consumption 間接能耗消耗量	MWh 兆瓦時	222,446.23	158,395.34
	Total energy consumption 能源總耗量	MWh 兆瓦時	236,833.61	172,067.98
	Total energy consumption intensity 能源耗量密度	MWh/million of revenue 兆瓦時／百萬元營業收入	39.57	42.96
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	4,088,447.43	2,819,664.63
	Water consumption intensity 耗水密度	m ³ /million of revenue 立方米／百萬元營業收入	683.02	703.91
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			
	Meal boxes 餐盒	Tonne 噸	714.22	695.80
	Plastic packaging bags 塑膠包裝袋	Tonne 噸	177.90	159.43
	Total packaging material used ^{g)} 包裝材料使用總量 ^{g)}	Tonne 噸	892.13	855.22
	Intensity of packaging material used 包裝材料使用密度	Tonne/million of revenue 噸／百萬元營業收入	0.15	0.21

TABLE OF KEY PERFORMANCE 關鍵績效列表

Notes:

- a) The scope of environmental KPIs data collection for the year 2023 includes 4 offices, 3 self-operated supply centers and central kitchens, and 736 self-operated stores operated by the Group (Includes 10 stores which were closed during the year 2023).
- b) 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).
- 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 supply centers and central kitchens, physical stores of different brands and delivery business.

附註：

- a) 2023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736間自營門店（包括於2023年度內關閉的10家餐廳）。
- b) 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2顆雞蛋煎餅自營店）。
- 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（範圍一）包括汽油、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（範圍二）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來自供應中心及中央廚房、門店及外賣業務所使用的餐盒及塑膠包裝袋。

TABLE OF KEY PERFORMANCE 關鍵績效列表

Basis of calculation:

- 1) Greenhouse gas emissions (Scope 1) produced by gasoline, diesel and natural gas is calculated with main reference to the GHG Emissions Accounting Method and Reporting Guide for Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprises (Trial) issued by the National Development and Reform Commission and How to prepare an ESG Report Appendix 2: 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 GHG Emissions Accounting Method and Reporting Guide for Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprises (Trial) issued by the National Development and Reform Commission and the How to prepare an ESG Report Appendix 2: Reporting guidance on Environmental KPIs issued by the Hong Kong Stock Exchange. The reference sources of emission factors for each operating location are as follows: Mainland China: 'Notice on the Management of Corporate GHG Emissions Reporting in Power Generation Industry from 2023 to 2025' issued by Ministry of Ecology and Environment; Hong Kong: "2023 Sustainability Report" of CLP Holdings Limited; Macau: "2022 Sustainability Report" of Macau Electric Power Co., Ltd.; Thailand: Energy Policy and Planning Office under the Thai Government Ministry of Energy; Singapore: Chapter 2 of the 2022 Singapore Energy Statistics published by the Energy Market Authority; Malaysia: "Malaysian Grid Emission Factor (GEF), 2017-2021" published by the Malaysia Energy Information Hub; Canada: "Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION", B.C.Reg. 249/2015.
- 3) Total energy consumption is calculated by converting into equivalent value of electricity with reference to GB/T 2589-2020 General Principles for Calculation of Total Energy Consumption.

數據計算標準：

- 1) 使用汽油、天然氣、製冷劑等所產生的溫室氣體排放（範圍一）的計算主要參考中國國家發展和改革委員會發佈的《食品、煙草及酒、飲料和精製茶企業溫室氣體排放核算方法與報告指南（試行）》，聯交所發佈的《如何準備環境、社會及管治報告－附錄二：環境關鍵績效指標匯報指引》中的排放系數計算所得。
- 2) 各營運地點外購電力產生的溫室氣體排放（範圍二）計算方法分別參考中國國家發展和改革委員會發佈的《食品、煙草及酒、飲料和精製茶企業溫室氣體排放核算方法與報告指南（試行）》，由聯交所發佈的《如何準備環境、社會及管治報告－附錄二：環境關鍵績效指標匯報指引》。各營運地點排放因子參考來源如下：中國內地：生態環境部發佈的《關於做好 2023-2025 年發電行業企業溫室氣體排放報告管理有關工作的通知》；香港：中電控股有限公司《2023 年可持續發展報告》；澳門：澳門電力股份有限公司《2022 年度可持續發展報告》；泰國：泰國政府能源部能源政策與規劃辦公室；新加坡：新加坡能源市場管理局—2022 年度新加坡能源統計章節二；馬來西亞：馬來西亞能源資訊中心《馬來西亞電網排放因子 GEF，2017-2021》；加拿大：「Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION」，B.C.Reg. 249/2015。
- 3) 能源總耗量參考中國標準《GB/T 2589-2020 綜合能耗計算通則》中的轉換系數及電力當量值計算所得。

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2023 2023年	2022 2022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	22,467	16,190
Gender 性別	Male 男性	Headcount 人	15,088	11,009
	Female 女性	Headcount 人	7,379	5,181
Employment Type 僱員類型	Management 管理層	Headcount 人	165	140
	Non-management 非管理層	Headcount 人	22,302	16,050
Age Group 年齡組別	29 or below 29歲及以下	Headcount 人	17,931	12,538
	30-49 30-49歲	Headcount 人	3,020	2,512
	50 and above 50歲及以上	Headcount 人	1,516	1,140
Geographical Region 地區	Mainland China 中國內地	Headcount 人	21,881	16,002
	Hong Kong, Macau and Taiwan 港澳台	Headcount 人	180	33
	Overseas 海外	Headcount 人	406	155

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2023 2023年	2022 2022年
B1.2	Employee turnover rate by gender, age group and geographical region¹⁾ 按性別、年齡組別及地區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	172%	149%
Gender 性別	Male employee turnover rate 男性員工流失比率	Percentage 百分比	187%	160%
	Female employee turnover rate 女性員工流失比率	Percentage 百分比	141%	127%
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	189%	168%
	Turnover rate of employees aged 30-49 30-49歲流失比率	Percentage 百分比	99%	82%
	Turnover rate of employees aged 50 and above 50歲及以上流失比率	Percentage 百分比	110%	86%
Geographical Region 地區	Turnover rate in Mainland China 中國內地流失比率	Percentage 百分比	175%	151%
	Turnover rate in Hong Kong, Macau and Taiwan 港澳台流失比率	Percentage 百分比	16%	12%
	Turnover rate in Overseas 海外流失比率	Percentage 百分比	71%	34%
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			
	Lost days due to work injury 因工傷損失工作日數	Day 日	8,464	7,604
	Work-related injury 工傷次數	Case 次	1,165	774

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2023 2023年	2022 2022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 employees trained 男性員工受訓百分比	Percentage 百分比	67%	68%
	Percentage of female employees trained 女性員工受訓百分比	Percentage 百分比	33%	32%
Employee category 僱員類別	Percentage of management trained 管理層受訓百分比	Percentage 百分比	0.73%	0.86%
	Percentage of non-management trained 非管理層受訓百分比	Percentage 百分比	99.27%	99.14%
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	5	7
Gender 性別	Average training hours for male employees 男性員工受訓平均時長	Hour 小時	5	7
	Average training hours for female employees 女性員工受訓平均時長	Hour 小時	5	7
Employee category 僱員類別	Average training hours for management 管理層受訓平均時長	Hour 小時	5	7
	Average training hours for non-management 非管理層受訓平均時長	Hour 小時	5	7

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2023 2023年	2022 2022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	503	441
	Southern China 華南地區	Entity 個	367	322
	Other regions in Mainland China (except Southern China) 中國大陸其他地區(除華南)	Entity 個	116	110
	Other overseas regions (including Hong Kong, Macau and Taiwan) 海外其他地區(含港澳台)	Entity 個	20	9
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	367	159
	Number of service related complaints 服務投訴數量	Case 次	1,438	406
	Number of dining environment related complaints 就餐環境投訴數量	Case 次	20	26
	Number of dishes related complaints 菜品投訴數量	Case 次	239	311
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 宗	1	0

TABLE OF KEY PERFORMANCE
關鍵績效列表

	ESG Indicator ESG指標	Unit 單位	2023 2023年	2022 2022年
B7.3	Anti-corruption Training 反貪污培訓			
	To directors 面向董事	Section 場	4	0
	To employees 面向員工	Section 場	24	29
	To suppliers 面向供應商	Section 場	2	3
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	Million 百萬元	1.3	0.85
	Volunteer Activities 義工活動	Hour 小時	984	N/A

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。

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Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)	Report Sections/Remarks 報告章節／備註
<p>Aspect A1: Emissions 層面A1: 排放物</p> <p>General Disclosure 一般披露</p> <p>KPI A1.1 The types of emissions and respective emissions data. 排放物種類及相關排放資料。</p>	<p>Emission Management 排放物管理</p> <p>Table of Key Performance 關鍵績效列表</p> <p>A1.1 is not applicable, as gas emission was not significant to the Company's scope of operations. 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</p>
<p>KPI A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity. 直接（範圍一）及能源間接（範圍二）溫室氣體排放量（以噸計算）及（如適用）密度。</p>	<p>Table of Key Performance 關鍵績效列表</p>
<p>KPI A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生有害廢棄物總量（以噸計算）及（如適用）密度。</p>	<p>A1.3 is not applicable, due to the business nature of the catering industry, our operations do not generate hazardous waste. 由於餐飲業務特性所致，我們營運不產生危險廢物，故A1.3不適用</p>

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KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生無害廢棄物總量(以噸計算)及(如適用)密度。	Table of Key Performance 關鍵績效列表
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Emission Management 排放物管理
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	Emission Management 排放物管理
General Disclosure 一般披露		Resource Usage 資源使用
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity. 按類型劃分的直接及／或間接能源總耗量(以千個千瓦時計算)及密度。	Table of Key Performance 關鍵績效列表
KPI A2.2	Water consumption in total and intensity. 總耗水量及密度。	Table of Key Performance 關鍵績效列表
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Resource Usage 資源使用
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	Resource Usage 資源使用
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。	Table of Key Performance 關鍵績效列表

Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)	Report Sections/Remarks 報告章節／備註
Aspect A3: The Environment and Natural Resources	
層面A3: 環境及天然資源	
General Disclosure 一般披露	Environment and Natural Resources 環境及天然資源
KPI A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Environment and Natural Resources 環境及天然資源
Aspect A4: Climate Change	
層面A4: 氣候變化	
General Disclosure 一般披露	Response to Climate Change 應對氣候變化
KPI A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	Response to Climate Change 應對氣候變化
B. Social	
B. 社會	
Employment and Labour Practices	
僱傭及勞工常規	
Aspect B1: Employment	
層面B1: 僱傭	
General Disclosure 一般披露	Compliance Employment, Employee Salary and Benefit Mechanism, Employee Care and Communication 合規僱傭，員工薪酬福利機制，員工關愛與溝通
KPI B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。	Table of Key Performance 關鍵績效列表
KPI B1.2 Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Table of Key Performance 關鍵績效列表

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Aspect B2: Health and Safety	
層面B2: 健康與安全	
General Disclosure 一般披露	Occupational Health and Safety 職業健康與安全
KPI B.2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年(包括匯報年度)每年因工亡故的人數及比率。	Occupational Health and Safety, Table of Key Performance 職業健康與安全, 關鍵績效列表
KPI B.2.2 Lost days due to work injury. 因工傷損失工作日數。	Occupational Health and Safety, Table of Key Performance 職業健康與安全, 關鍵績效列表
KPI B.2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored. 描述所採納的職業健康與安全措施, 以及相關執行及監察方法。	Occupational Health and Safety 職業健康與安全
Aspect B3: Development and Training	
層面B3: 發展及培訓	
General Disclosure 一般披露	Vocational Training and Development 職業培訓與發展
KPI B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。	Table of Key Performance 關鍵績效列表
KPI B3.2 The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分, 每名僱員完成受訓的平均時數。	Table of Key Performance 關鍵績效列表
Aspect B4:	
層面B4: 勞工準則	
General Disclosure 一般披露	Compliance Employment – Prohibit Forced Labor and Child Labor 合規僱傭 – 嚴禁強制勞工和童工
KPI B4.1 Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Compliance Employment – Prohibit Forced Labor and Child Labor 合規僱傭 – 嚴禁強制勞工和童工
KPI B4.2 Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Compliance Employment – Prohibit Forced Labor and Child Labor 合規僱傭 – 嚴禁強制勞工和童工

Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)	Report Sections/Remarks 報告章節／備註
Operating Practices	
營運慣例	
Aspect B5: Supply Chain Management	
層面B5: 供應鏈管理	
General Disclosure	Supply Chain ESG Management, Food Safety – Suppliers Quality
一般披露	供應鏈ESG管理，食品安全－供應商質量
KPI B5.1 Number of suppliers by geographical region. 按地區劃分的供應商數目。	Table of Key Performance 關鍵績效列表
KPI B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	Supply Chain ESG Management, Food Safety – Suppliers Quality 供應鏈ESG管理，食品安全－供應商質量
KPI B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Supply Chain ESG Management 供應鏈ESG管理
KPI B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Supply Chain ESG Management 供應鏈ESG管理
Aspect B6: Product Responsibility	
層面B6: 產品責任	
General Disclosure	Food Safety, Customer Rights Protection, Responsible Marketing and Promotion, Product Diversification and Nutrition and Health, Dining Environment/Customer Service, Intellectual Property Protection
一般披露	食品安全，顧客權益保護，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

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KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	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 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
KPI B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Dining Environment/Customer Service 就餐環境／客戶服務，
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障智慧財產權有關的慣例。	Intellectual Property Protection 知識產權保護
KPI B6.4	Description of quality assurance process and recall procedures. 描述品質檢定過程及產品回收程序。	Food Safety 食品安全
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Customer Rights Protection 顧客權益保護
Aspect B7: Anti-corruption		
層面B7:反貪污		
General Disclosure 一般披露	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	Anti-Corruption 反貪污
KPI B7.1	於彙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及訴訟結果。	Anti-Corruption, Table of Key Performance 反貪污，關鍵績效列表
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Anti-Corruption 反貪污
KPI B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Anti-Corruption, Table of Key Performance 反貪污，關鍵績效列表

Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)	Report Sections/Remarks 報告章節／備註
Community	
社區	
Aspect B8: Community Investment	
層面B8:社區投資	
General Disclosure	Rural Revitalization, Social Welfare Investment
一般披露	鄉村振興，社區投資與公益
KPI B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Rural Revitalization, Social Welfare Investment, Table of Key Performance 鄉村振興，社區投資與公益，關鍵 績效列表
KPI B8.2 Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Rural Revitalization, Social Welfare Investment, Table of Key Performance 鄉村振興，社區投資與公益，關鍵 績效列表

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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 6 dimensions: Food Safety, Supply Chain Management, Employee Development and Welfare, High-Quality Products and Services; Environmental Improvement and Social Welfare. 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.

This is the third year that Jiumaojiu Group participated in the Cheung Kong Graduate School of Business's "Initiative for Business for Good in the Catering Industry". We welcome more partners to join our team and work together on the path of business ethics.

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6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；環境改善及社會公益，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，您將看到本集團在2023年工作如何與這6個商業向善倡議對應。如果您對其中某一倡議及我們所做的努力尤為關注，也可以借助本索引迅速在報告中定位到詳細資訊。

這是九毛九集團加入長江商學院「餐飲行業商業向善倡議」發佈的第3年。我們歡迎更多的夥伴們能加入我們的隊伍，在商業向善的道路上攜手前行。

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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	<ul style="list-style-type: none"> ■ Continuously update the <i>Food Safety Manual</i> and other internal management measures related to food safety in accordance with national regulations and international food safety standards ■ Established an internal online monitoring system of the Group to enhance the inspection frequency and promote a monitoring system for quality, service, and cleanliness across all brands in the Group ■ Incorporated food safety measures throughout the entire product supply chain ■ Actively prepared for the certification of the Best Aquaculture Practices ■ 持續依據國家法規及國際食安標準更新《食品安全手冊》及其他食安相關的內部管理辦法 ■ 建立集團內部線上監管體系，提高監管頻率，促進集團全品牌品質、服務及清潔的監管體系 ■ 貫穿產品全鏈條的食品安全工作 ■ 積極籌備涵接最佳水產養殖規範認證的工作 	<ul style="list-style-type: none"> ■ Food ingredient acceptance rate: 98.57% ■ Physical and chemical inspection pass rate: 99.19% ■ Average score for food safety in the quality inspection of the central kitchen: 88.79 ■ Average food safety score in quality inspections for each brand: higher than 83 ■ 食品原料驗收合格率：98.57% ■ 組織產品理化檢驗合格率：99.19% ■ 中央廚房品質稽查食品安全平均分：88.79 ■ 各品牌品質稽查食品安全平均分：高於83分 	Food safety 食品安全

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Establishing a traceability mechanism to ensure the origin of ingredients 建立溯源機制，保證食材出處	<ul style="list-style-type: none"> ■ Established an information-based traceability mechanism in fish farms to ensure the deliciousness and safety of ingredients ■ Organised at least one product recall drill every year ■ 透過在魚類養殖基地建立信息化的溯源機制，絕對保證食材的美味且安全 ■ 每年至少組織一次召回演練 	<ul style="list-style-type: none"> ■ Conducted recall drills in 100% accordance with the product recall plan, achieving 100% traceability and retrieval ■ No incidents of food or product recalls have occurred due to safety and health reasons ■ 100%按照產品召回計劃進行召回演練，產品100%追溯及回收 ■ 未有發生食品及產品因安全與健康理由召回的事故 	Food Safety - Product Labeling and Traceability 食品安全－產品標識和可追溯性
To fulfill the primary responsibility for food safety, the Group has appointed a Director of Food Safety 落實食品安全主體責任，集團任命食品安全總監	<ul style="list-style-type: none"> ■ Appointing a Food Safety Director and implementing a specialized, dedicated, and individualized approach, to construct a robust food safety responsibility system following the hierarchy of "Main Person in Charge → Food Safety Director → Food Safety Officer." ■ The Food Safety Department regularly reports the major food safety issues and response plans to the Group's management team and Board of Directors. Additionally, they provide regular reports to the chairman directly on the results of food safety inspections, ensuring that the management personnel of the Group process with a comprehensive understanding of the food safety management status of the Group. ■ The Food Safety Department is responsible for implementing effective food safety control measures and establishing relevant internal regulations for the Group's procurement activities and daily operations of our supply centers, and restaurants ■ 任命食品安全總監，實行專崗、專責、專人，以「企業主要負責人→食品安全總監→食品安全員」構築完善的食品安全責任體系 ■ 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方案，並定期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 ■ 食品安全部負責在集團的採購活動、供應中心和餐廳的日常營運採取有效的食品安全控制措施和制定相應內部規範 		Food Safety Management Framework 食品安全管理架構

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<p>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.</p> <p>2. 供應鏈管理 – 餐飲企業應重視供應鏈的協同發展，推動產業鏈上下游履行社會責任。</p>	<p>Innovative procurement model to improve product quality 創新採購模式，提高產品品質</p> <ul style="list-style-type: none"> ■ Through three major aspects of quality management: standardizing procedures, multi-party supervision, and ensuring supply quality, we ensure that suppliers meet the Group’s requirements regarding food supply ■ Through technical exchanges and collaborating with professional aquaculture units, we established two aquaculture development projects to provide the Group with high-quality and safe ingredients ■ 透過規範管理、多方監督及保障供應三大方面的質量管理手段，確保供應商符合集團在食品供應中所制定的要求 ■ 通過技術交流，與專業水產養殖單位合作，構建兩個水產養殖發展項目，為集團提供高品質及安全的食材 	<p>Not Applicable 不適用</p>	<p>Food safety 食品安全</p>

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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	<ul style="list-style-type: none"> ■ Require all suppliers to sign or confirm the content of the <i>Letter of Commitment on Integrity of Suppliers</i> ■ Establish a WeChat management platform for suppliers and periodically promote the Company's culture of integrity ■ Encourage employees to actively report cases of bribery and corruption, both within and outside the Company, through the Group's internal reporting mechanism. ■ 要求所有供應商簽署或確認《供應商廉潔承諾書》的內容 ■ 建立供應商微信管理平台，不定期向供應商宣傳企業廉潔文化 ■ 透過集團的內部舉報機制，鼓勵員工積極反映公司內外部的行賄受賄行為 	<ul style="list-style-type: none"> ■ 100% of qualified suppliers have signed or confirm the <i>Letter of Commitment on Integrity of Suppliers</i> ■ 3 suppliers were held accountable for breaching the "<i>Letter of Commitment on Integrity of Suppliers</i>", resulting in a total penalty of approximately RMB225,000 ■ 100% 供應商簽署或確認《供應商廉潔承諾書》 ■ 發現3宗供應商違反廉潔承諾書，共收取違約金合計約人民幣22.5萬元 	Anti-Corruption 反貪污
Fair trade and responsible sourcing 公平貿易，責任採購	<ul style="list-style-type: none"> ■ In addition to food safety audits, supplier evaluations also include assessments related to ESG aspects ■ Implemented animal health management principles and continuously promoting advancements in healthy farming techniques ■ 除了食品安全的審核，供應商評審亦加入與ESG有關的方面進行評估審核 ■ 落實動物健康管理理念，持續推動健康養殖技術進步 	<ul style="list-style-type: none"> ■ Supplier Assessment Passing Rate: 80% ■ 供應商審核合格率：80% 	Supply Chain ESG Management 供應鏈ESG管理

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<p>3. Employee development and welfare – The catering industry is a labor-intensive industry, and talent training is crucial.</p> <p>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。</p> <p>People-oriented employee care 以人為本的員工關懷</p>	<ul style="list-style-type: none"> ■ Established the Nathan Foundation to provide support and assistance to employees in need ■ Encouraged employees to actively identify and solve problems in their work, and each brand under the Group has set up a platform for collecting feedback and suggestions ■ Resumed the employee family trip that is postponed due to the pandemic ■ 設立Nathan基金會，為有需要的員工排憂解難 ■ 鼓勵員工在工作中積極發現並解決問題，集團期下各品牌均設有意見收集平台 ■ 恢復因疫情而暫緩的員工的親子遊福利活動 	<ul style="list-style-type: none"> ■ The Nathan Foundation has helped 72 staff members in difficulty, with a total amount of approximately RMB1,130,140 ■ A total of over 2,000 employee suggestions were received, and 576 of them were adopted. ■ Nathan基金會共援助72名員工，援助金額共約人民幣1,130,140元 ■ 員工建議共收到超過2,000條，採納共576條 	Employee Care and Communication 員工關愛與溝通
<p>Provide a better development platform for employees and partners through policy innovation</p> <p>通過制度創新，為員工和合作夥伴提供更好的發展平台</p>	<ul style="list-style-type: none"> ■ The Group adopted Career Dual-Channel Development Program to effectively plan employees' career paths ■ Developed an integrated learning platform to centralize training programs ■ 集團全面採用職業雙通道發展體系有效規劃員工職業生涯 ■ 建設一體化學習平台，打造標準化培訓方案 	Not Applicable 不適用	Vocational Training and Development – Vocational Training 職業培訓與發展 – 職業發展

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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	<ul style="list-style-type: none"> Followed the traditional wisdom of the 24 solar terms, “Eating According to the Season, not Out of Season”, provide customers with nutritious “in-season” delicacies Our professional R&D team engaged in various channels and external exchanges to develop new products, continuously offering customers a diverse range of product choices 遵循二十四節氣的傳統智慧「應節而食，不時不吃」，為顧客提供營養豐富的「當造」佳品 依靠我們專業的研發團隊，通過不同渠道及外部交流，研發新產品，持續提供顧客多元化的產品選擇 	<ul style="list-style-type: none"> Launched a total of 235 new dishes across brands R&D investment amounts to approximately RMB3.956 million 品牌共推出235道新菜色 研發投資金額將近人民幣395.6萬元 	Product Diversification and Nutrition and Health 產品多元化與營養健康
Improve customer experience through user friendly design 通過人性化設計，提升客戶體驗	<ul style="list-style-type: none"> Incorporated customer satisfaction rate as the most important assessment indicator for the stores, continuously improving customer service experience Constantly adjusting and upgrading the interior design of the restaurants, opening different themed stores to enhance the dining experience for customers Continuously launching various online and offline activities to strengthen customer interaction, increase brand awareness, and improve customer loyalty 將顧客滿意度納入為門店最為重要的考核指標，持續提升顧客服務體驗 不斷調整和升級餐廳的內部設計，開設不同主題店，提升客戶用餐體驗 持續推出各類線上線下的活動，加強顧客互動，提升品牌知名度與顧客忠誠度 	<ul style="list-style-type: none"> Customer satisfaction rate of major brands reached 95% or above 主要品牌顧客滿意度達95%或以上 	Dining Environment/ CustomerService 就餐環境 / 顧客服務

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Protection of personal privacy 對個人隱私的保護	<ul style="list-style-type: none"> ■ In accordance with national laws and regulations 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 ■ 按照國家法律法規，制定相關內部制度及隱私政策，配合有效的信息安全管理團隊與定期的合規審，確保顧客的個人隱私不會洩露。 	Not Applicable 不適用	Privacy Protection 隱私保障
<p>5. Environmental improvement – Energy saving and emission reduction, waste reduction, and continuous improvement of the environment.</p> <p>5. 環境改善 – 節能減排，減少浪費，持續改善環境。</p> <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>	<ul style="list-style-type: none"> ■ Continuously seeking ways to improve the efficiency of resource utilization in energy, water resources, and packaging materials during operations, in order to minimize environmental impact. For example, gradually implementing the use of biodegradable packaging materials, introducing specialized frying oil in Tai Er, and using well-known brand electrostatic oil fume purifiers to treat oil fume emissions ■ 在營運中持續尋找提升能源、水資源及包裝材料等資源使用效益的手段，以最大程度降低對環境造成的影響，例如：各品牌逐步推進使用可降解的包裝材料、太二引入專業煎炸專用油、使用行內知名品牌的靜電油煙淨化器處理油煙廢氣等 	Please refer to the “Table of Key Performance” section to access the Group’s environmental performance data 請參閱報告「關鍵績效列表」部份，以獲取集團在環境方面的表現數據	Emission Management 排放物管理 Resource Usage 資源使用

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Reduce food waste through technological innovation and process improvements 通過技術創新和流程改進，減少食物浪費	<ul style="list-style-type: none"> ■ Launched various food waste prevention activities, such as the “Half a Bowl of Rice” campaign, “Clean Your Plate Campaign”, and organizing “He Yingjun Cat Food” activity, actively promoting information to customers on reducing food waste ■ Introduced single-serving products to reduce unnecessary waste. ■ Support “Shenzhen Futian Food Bank project” and practice a sustainable development model of “public welfare + waste prevention” ■ 推行各種防止食物浪費活動，例如半碗飯、光盤行動、舉辦何英俊貓糧等活動，積極向顧客宣導減少食物浪費的信息 ■ 推出單人份產品，減少不必要浪費 ■ 助力「深圳福田食物銀行項目」，踐行「公益+制止浪費」可持續發展模式 	Please refer to the “Table of Key Performance” section to access the Group’s environmental performance data 請參閱報告「關鍵績效列表」部份，以獲取集團在環境方面的表現數據	Resource Usage 資源使用 C o m m u n i t y Investment and Public Welfare 社區投資與公益
Establish environmental-friendly supply chain 建設環保供應鏈	<ul style="list-style-type: none"> ■ Implemented energy-saving and water-saving measures at aquaculture bases (e.g., constructing a recycling water aquaculture system) to effectively improve emission reduction and aquaculture efficiency ■ 於養殖基地實施各種節能節水措施（例如：建設循環水養殖系統），有效提高減排成效及養殖效率 	Not Applicable 不適用	E m i s s i o n Management 排放物管理



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

