



Tam Jai International Co. Limited

譚仔國際有限公司

(Incorporated in Hong Kong with limited liability)
Stock Code : 2217



2023/24
Environmental,
Social and Governance Report

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MESSAGE FROM THE BOARD



Mr. Lau Tat Man
Chairman, Executive Director
and Chief Executive Officer

Tam Jai International is committed to being a pioneer of sustainability in the catering industry.

This year, Tam Jai International reached a significant milestone as we entered a new chapter of growth. Building upon the expansion of our local and overseas self-operating network in previous years, we successfully introduced new business models, such as joint ventures and franchising, to venture into new overseas markets. Notably, our expansion efforts have encompassed promising markets like Australia and the Philippines. Driven by our mission of “Bringing Tam Jai Taste to the world”, we are proud of our achievements and confident that we can continue to expand our presence, driving sustainable growth that creates long-term shared value for our stakeholders.

Sustainable growth is a key priority for us and integral to our business strategy. Throughout the year, we observed evolving trends in the sustainability landscape, including stricter local regulations on waste management, plastic usage, and increased reporting obligations to address climate-related concerns. Recognising the importance of proactive action, we swiftly responded by establishing an enhanced management framework to guide our initiatives. Furthermore, we launched a range of different programmes to engage and inspire our staff and customers, fostering a collective commitment to sustainability within our Group.

70% of our takeaway customers opt out disposable cutleries with the implementation of our new cutlery policy.

We understand and embrace our position of leadership and responsibility in driving greener and more sustainable operations within our industry. To guide our efforts, we have developed an ESG Strategy Framework built upon three core pillars. We have diligently worked, and will continue to work, in alignment with these pillars to ensure our actions and decisions are in line with our commitment to sustainability.



MESSAGE FROM THE BOARD

We remain steadfast in our dedication to sustainable growth, and we are confident that our strategic focus on environmental, social, and governance (“ESG”) considerations will position us as a leader in responsible business practices. We are excited about the opportunities that lie ahead and are grateful for the support and collaboration of our stakeholders who share our vision for a sustainable future.

NOURISHING COMMUNITIES

IT ALL STARTS WITH OUR FOOD

We place utmost importance on food safety and quality as we strive to provide our customers with an exceptional dining experience. From farm to chopsticks, we uphold stringent standards to ensure the integrity of our food materials. Throughout the year, we have taken proactive measures to enhance our practices, including engaging external third-party auditors to assess the sourcing of our food items and the hygiene levels of our restaurants. We are proud to report that over 99% of our restaurants have received satisfactory ratings in these assessments.

In our pursuit of excellence, we continued to optimise our menu to offer our customers nutritious and balanced food choices. This year, we have expanded our range of green food items, including fish soup bases made from World Wildlife Fund Hong Kong (WWF HK) certified sustainable seafood and vegan options. We have also introduced exciting limited-time offerings to provide our customers with fresh dining experiences. Recognising the importance of informed decision-making, we are collaborating with the Research Institute for Future Food (RiFood) of The Hong Kong Polytechnic University (PolyU) to develop a comprehensive nutrition information database for our meals.

INVEST IN THE COMMUNITIES WE SERVE

Serving thousands of customers across Asia on a daily basis, we have a deep connection to the communities in which we operate. With a profound sense of responsibility towards society, we actively participate in initiatives aimed at giving back and supporting our stakeholders within these communities.

During the year, central kitchen in Hong Kong partnered with charities, including Food Angel, Foodlink Foundation, and Feeding Hong Kong, to donate surplus pork belly and converted into over 80,000 warm meals to those in need, contributing to the fight against food insecurity. Moreover, SamGor has been organising “Mixian For The Good” campaign, continuing our support to the community and providing warm meals and daily necessities to more than 5,000 underprivileged individuals at our stores.

In addition to our charitable endeavors, we have placed donation boxes in our stores to raise fund for organisation, such as ORBIS and the United Nations Children’s Fund (UNICEF). We have also collaborated with Australian firefighters during the launch of our “Hot Dishes” campaign to raise funds for the local charity, Big Tree Animal Sanctuary and Adoption Centre, which supports stray cats and dogs.

UPLIFTING PEOPLE

PEOPLE ARE OUR VALUED ASSET

We believe that our staff members are our valued asset and their professional and personal growth have always been our top priority. Hence, we have organised Management Conference and team building activities for different business departments to create a supportive and collaborative culture, also to encourage cross-department synergies and nurture talents and leaderships.

This year, we become an OSH Star Restaurant under the Occupational Safety and Health Council scheme for our dedication to safeguarding the safety standard of workplace. We have also taken significant steps to promote a mental health-friendly workplace environment and attained the Mental Health Friendly Organisation title.

Additionally, to enhance ESG awareness among our staff, we produced a series of ESG videos and organised various activities for both office and frontline staff. This lays a solid foundation for implementing ESG practices at all levels of our organisation.

SUPPORTING YOUTH DEVELOPMENT

We continued our extended support to the children of our staff members through the Tam Jai Goodness Trust (the “Trust”). Our education support scheme under the Trust subsidised almost 50 youths for their undergraduate degree programmes at local universities in Hong Kong this year.

Committed to nurturing local young talents, we proudly sponsored the “Tech for Good Film Festival” during the year. The festival focuses on supporting student microfilm production, aiming to promote women empowerment and provide opportunities for aspiring artists to showcase their creativity.

MESSAGE FROM THE BOARD

We also understand the importance of offering opportunities for young individuals to gain exposure to the commercial world and prepare for their future careers. As such, we supported the “Retail Reimagined Challenge 2024” initiative, jointly organised by Hong Kong Retail Management Association and Junior Achievement Hong Kong, which facilitates meaningful connections between young people and industry professionals to inspire and empower them to tackle practical business challenges and broaden their horizons. In turn, the creative ideas and perspectives from these young talents infuse fresh innovation into the industry.

PARTNERING FOR SUSTAINABILITY

Recognising the importance of collaboration and engagement with our partners across the value chain, we have introduced our first Supplier Code of Conduct, which outlines our expectations for sustainable practices and responsible behaviour. This Code was introduced during the year, and we engaged over 400 active suppliers to uphold these principles. Together, we are working towards promoting sustainability throughout daily operational practices, fostering a collective commitment to responsible business conduct.

PRESERVING NATURE

TOWARD A NET-ZERO FUTURE

We work with our partners, landlords and customers to achieve the shared goal of a green and net-zero greenhouse gas (“GHG”) emissions future.

As a pioneer in the food and beverage (“F&B”) industry, we are proactively working to stay ahead of government policy and inspire our customers to embrace a more sustainable lifestyle. To encourage our customers to join us in protecting the natural environment, we have taken several initiatives throughout the year. We have stopped providing disposable tableware for free to encourage over 70% of our takeaway customers to opt out of plastic disposable cutlery, followed by a campaign unveiling a beautifully designed cutlery set for customers to redeem. We have also created new vegetarian menu options and sustainable seafood items, providing customers with more choices that align with sustainability principles and contribute to nature conservation.

In line with our dedication to environmental stewardship, we support the environmental programmes of our landlords and local government initiatives that aim at waste reduction and working towards a carbon-neutral future. As a testament to our commitment, we have become a signatory of the “Carbon Neutrality (Waste Reduction) Charter”, reaffirming our support for minimising waste and advancing towards carbon neutrality.

We support the Paris Agreement’s goal of limiting global warming, and we echo the renewed call to action from COP 28¹. To drive meaningful change, we have embarked on establishing an enhanced climate-risk management framework, and published our first climate-related disclosure report, positioning ourselves as the leader in the catering industry in Hong Kong. We have invited external professionals to provide climate risk assessment training to our management, equipping our leaders with the necessary tools to devise strategies that will guide our company, partners, and customers towards a net-zero green future.

A NEW CHAPTER BEGINS

At TJI, our commitment to a sustainable future is deeply ingrained in our core values. We embrace the responsibility of leading our industry as an environmentally, ethically, and socially responsible catering business. By working closely with our customers and suppliers across our entire value chain, we are confident in our ability to drive positive change.

As we embark on this new chapter with the expansion of our overseas businesses, we recognise the opportunity to extend our sustainability efforts beyond borders. We aspire to bring our sustainable practices to our overseas operations in the near future, ensuring that our positive impact is felt on a global scale.

Lastly, I would like to express my heartfelt gratitude to our dedicated staff and understanding stakeholders for their unwavering support. It is through their commitment and collaboration that we continue to progress on our journey towards a more sustainable future.

Mr. Lau Tat Man

Chairman, Executive Director and Chief Executive Officer

1. The COP28 United Nation Climate Change Conference held in 2023



ABOUT THIS REPORT

In accordance with Appendix C2 — Environmental, Social and Governance Reporting Guide (“**ESG Guide**”) of the Stock Exchange of Hong Kong’s (the “**Stock Exchange**”) Listing Rules under the “comply or explain” provision, the Group is delighted to present its third standalone annual ESG Report for the financial year ended 31 March 2024 (“**FY2024**”). This report serves as a testament to our steadfast dedication to ESG management, exemplifying our commitment to transparency and accountability to our stakeholders, showcasing our performance in crucial domains and highlighting the strides we have made towards accomplishing our objectives.

REPORTING BOUNDARIES

To establish a comprehensive ESG reporting framework, we have used an operational control approach to identify the key business operations to be included in this ESG Report. The reporting scope covers our offices, restaurants, and central kitchens in Hong Kong, Mainland China, Singapore, and Japan, as these locations are recognised as having a substantial influence on our sustainability performance. It is important to note that the policies and management measures disclosed herein are applicable to all operations of the Group, unless specifically stated otherwise.

REPORTING PRINCIPLES

The content of this ESG Report has been developed and summarised in accordance with the guiding reporting principles. These principles, namely “materiality”, “quantitative”, “balance”, and “consistency”, have been followed to ensure the integrity and comprehensive nature of the information presented in this report.

MATERIALITY:

The “materiality” principle plays a pivotal role in our ESG management and reporting methodology. Each year, we conduct a materiality assessment to identify and prioritise the ESG factors that hold the greatest significance and influence over our business. This enables us to concentrate our efforts on the issues that are of utmost importance to both our stakeholders and our operational activities. For more details, please refer to the chapter titled “Our sustainability strategy” within this report.

QUANTITATIVE:

In this ESG Report, we provide a clear presentation of our quantitative environmental and social performance indicators. The footnotes accompanying the corresponding performance tables disclose the source of calculation methodologies, assumptions, and conversion factors utilised.

BALANCE:

As part of our unwavering commitment to transparency, we uphold the “balance” principle during the preparation of our ESG Report. We aim to present an equitable and unbiased assessment of our ESG performance, shedding light on both our accomplishments and areas where improvements can be made.

CONSISTENCY:

This ESG Report has been prepared in alignment with the Stock Exchange ESG Guide to facilitate a meaningful comparison of our performance over time. We ensure that our reporting consistently adheres to recognised standards and best practices in ESG reporting.

INFORMATION DISCLOSURE

The information in this ESG Report was gathered from official documents and statistics of the Group, the integrated information on supervision, management approach and operating process in accordance with relevant policies, internal quantitative and qualitative data through online questionnaires, and sustainability practices recorded by different business units of the Group. A complete content index is available at the end of this ESG Report for integrity checking.

FORWARD-LOOKING STATEMENTS

This report includes forward-looking statements pertaining to our financial condition, operational outcomes, business strategies, operational efficiencies, growth prospects, management plans, and objectives, among other matters. These forward-looking statements are based on the best judgement of our senior management and involve uncertainties that may result in actual results differing materially from those indicated by the forward-looking statements. Therefore, it is important to consider these forward-looking statements in the context of various significant factors, including those outlined in this report.



ABOUT THIS REPORT



ACCESS TO THIS REPORT

This ESG Report is published online only and is available on the Group's website (<http://tamjai-intl.com>) and the Stock Exchange's website (www.hkexnews.hk). This report was prepared in both English and Chinese. Should there be any discrepancy, the English version shall prevail.

STAKEHOLDERS FEEDBACK

In our steadfast pursuit of excellence, we highly value the insights and perspectives of our stakeholders. We wholeheartedly welcome their feedback and advice on enhancing our corporate ESG approach and performance, particularly regarding the areas that have been identified as of utmost significance through our materiality assessment. Readers are encouraged to share their views with us by contacting the Corporate Communications Department at cc.dept@tamjai-intl.com or by sending written correspondence to the following address: 8/F, D2 Place ONE, 9 Cheung Yee Street, Lai Chi Kok, Kowloon, Hong Kong, Attention: Corporate Communications Department.



ABOUT US

Tam Jai International Co. Limited (“**TJI**” or the “**Company**”, and together with its subsidiaries, the “**Group**”, “**we**”, “**us**” or “**our**”) is a well-known restaurant chain operator and one of the leaders in the food and beverage (“**F&B**”) industry. The Group operates the TamJai Yunnan Mixian (譚仔雲南米線) (“**TamJai**”) and TamJai SamGor Mixian (譚仔三哥米線) (“**SamGor**”) brands, both of which are fast casual restaurant chains specialising in mixian, as well as the Marugame Seimen franchise in Hong Kong.

As of 31 March 2024, we operate 200+ restaurants around the world², across markets including Hong Kong, Mainland China, Singapore and Japan. We are also planning to enter the Australian and Philippine markets through joint ventures and/or franchising.

TAM JAI GOODNESS TRUST

Funded by TJI, the Tam Jai Goodness Trust (the “**Trust**”) was established in 2021 to further promote sustainability and enhance the well-being of our customers, employees, and partners under the three ESG core pillars mentioned earlier.

Through financial assistance and sponsorships, the Trust is dedicated to enriching the minds and souls of the general public by promoting healthy and socially sustainable practices. Aiming to make the Trust the leader in the F&B industry and one of the most impactful trust funds, we spare no efforts in empowering people, creating shared value and building a better future for everyone.

Since its establishment, the Trust has supported various projects, including the Tam Jai International Education Support Scheme, which provides scholarships to eligible employees’ children to complete their local undergraduate studies.



譚仔 Goodness Trust
Tam Jai 美善基金

2. Our regional network includes 198 restaurants in Hong Kong, 26 restaurants in Mainland China, 11 restaurants in Singapore and three restaurants in Japan. Although the Group continues to provide management services to the nine Marugame Seimen restaurants, they are currently outside the Group's ownership structure, thus are not included in the reporting scope of this ESG Report.

MILESTONES

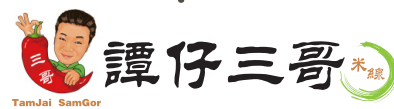
FROM LOCAL STREET FOOD TO TRANSNATIONAL CHAIN RESTAURANTS



The first TamJai opened in Hong Kong



2011-2013



The first SamGor opened in Hong Kong



Over 100 restaurants in HK

2017



Acquired by Toridoll HK and established TJI

Entrusted third party service provider to provide delivery services

2018



Rebranding of SamGor

Network of SamGor and TamJai covering all 18 districts of Hong Kong

2019

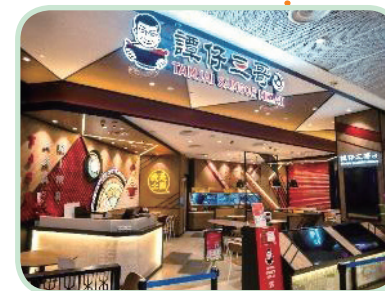


First TamJai opened in Mainland China



Launched Tam Jai Goodness Trust

2020



First SamGor opened in Singapore

2021

Oct 2021

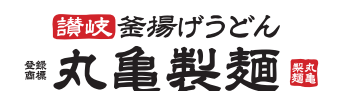


Listed on Hong Kong Stock Exchange

2022



Entering the Australian and Philippine markets through joint venture and franchising model



Franchising Marugame Seimen restaurants in Hong Kong

2023

Over 200 Restaurants Operating Across Regional Network



BRING TAM JAI TASTE TO THE WORLD

SUSTAINABILITY AT A GLANCE

KEY PERFORMANCE IN FY2024



NOURISHING COMMUNITY



Two-star Rating

Under “EatSmart Restaurant Star+” Campaign



85,000+

meals donated by stores and central kitchen



>99.5%

satisfactory rate in hygiene audits



“Mixian nutrition information database”



UPLIFTING PEOPLE



Provided
37,700+
training hours



Controlled
< 1.5%
total staff
accident rate



Launched the
**sustainability
video series**



HK\$1.6 million
scholarships awarded
to employees’
children



PRESERVING NATURE



Reduced
5%*
of total
solid waste



Decreased
22%*
of diesel
consumption



70%
of takeaway
customers
opt out for
disposable cutlery



**Our First Climate
Disclosure Report**

* Compare with the intensity (unit/HK\$ million) of the financial year ended 31 March 2023 (“FY2023”)

SUSTAINABILITY AT A GLANCE

MAJOR AWARDS & RECOGNITION

E

THE HONG KONG GREEN SHOP ALLIANCE (HKGSA) AWARD 2023

— Hong Kong Green Building Council



THE LEADING CHAIN STORE AWARD

GREEN SHOP OF THE YEAR-MERIT

SIGNATORY OF THE FOODSMART PROGRAMME — CARBON NEUTRALITY (WASTE REDUCTION) CHARTER

— Environmental Protection Department, Hong Kong Productivity Council



WWF HK - SUSTAINABLE SEAFOOD PROGRAMME

— World Wide Fund for Nature Hong Kong



S

2023 SERVICE TALENT AWARD

— Hong Kong Retail Management Association

- My Favourite Outstanding Service Retail Brand
- Excellent Service Star
- Top 10 Flagship Service Stores
- Service Talent Awards New Participating Brands (Junior Frontline)- Silver
- The Potential Brand Award (Silver)
- Service Talent Award (supervisory level): Bronze



10 YEARS PLUS CARING COMPANY

— The Hong Kong Council of Social Service



MENTAL HEALTH FRIENDLY ORGANISATION

— Occupational Safety and Health Council



MARKETING EXCELLENCE AWARDS 2023

— MARKETING-INTERACTIVE
EXCELLENCE IN LAUNCH/
REBRANDING (GOLD)

HAPPY COMPANY UNDER HAPPINESS AT WORK PROMOTIONAL SCHEME

— Promoting Happiness Index
Foundation & The Chinese Manufacturers' Association of Hong Kong

MARKIES AWARDS 2023

— MARKETING-INTERACTIVE
BEST IDEA — INTEGRATED
MARKETING (GOLD)

PR AWARDS 2023

- MARKETING-INTERACTIVE
- BEST OF SHOW (BRAND)
- BEST PROMOTIONAL PR CAMPAIGN (GOLD)



G

AWARDEE OF DIRECTORS OF THE YEAR AWARDS 2023 & EXCELLENCE IN BOARD DIVERSITY

— Hong Kong Institute of Directors



THE BDO ESG AWARDS 2023

— BDO

BEST IN ESG REPORTING



STANDARD CHARTERED CORPORATE ACHIEVEMENT AWARDS 2023

— Standard Chartered and Hong Kong Economic Journal



SUSTAINABLE CORPORATE (SOCIAL RESPONSIBILITY) OUTSTANDING AWARD

ESG COMMENDATION AWARDS UNDER OUTSTANDING ESG ENTERPRISES RECOGNITION SCHEME 2023

— Sing Tao News Corporation & The Hong Kong Polytechnic University



ISO22000:2018 FOOD SAFETY MANAGEMENT SYSTEM STANDARD 2019 – 2025

— Accredited Certification International Limited



For more information regarding our awards and recognition,
Please scan the QR code or visit the link below:
<https://tamjai-intl.com/en/corporate/awards-honours/>

OUR SUSTAINABILITY STRATEGY

TJI is committed to being a pioneer of sustainability in the catering industry. Together with our employees, customers and business partners, we are dedicated to creating a greener and more responsible industry that positively impacts our planet and communities.

ESG STRATEGY PILLARS

To advance our commitment to a sustainable future, we have implemented the ESG Strategy Framework, a comprehensive approach that centres around three fundamental pillars closely aligned with our business, mission, and values.

Nourishing Communities



Uplifting People



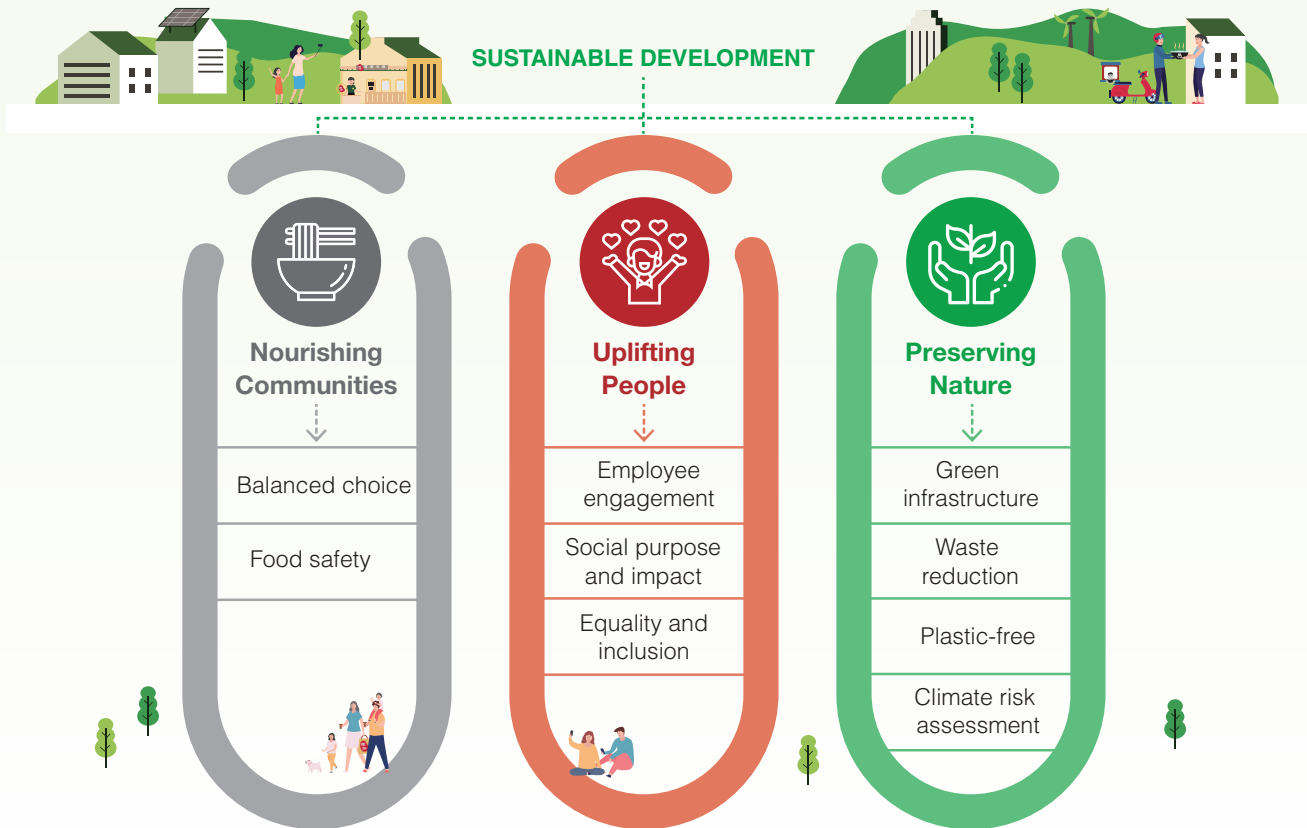
Preserving Nature



OUR SUSTAINABILITY STRATEGY

FROM PILLARS TO OBJECTIVES

In FY2024, we implemented an additional layer of “objectives” that precedes our tactics and initiatives. This strategic adjustment aims to enhance alignment with our core interests and sharpen our focus. To steer our efforts and inspire collaborative teamwork across departments towards our aspirations, we have established and communicated a series of new targets as key performance indicators (“KPIs”), serving as guiding principles for our departments and incentives to motivate their endeavours.



OUR CLIMATE-RELATED AMBITIONS

Against the backdrop of escalating climate change concerns, our stakeholders, including government bodies, investors, and the public, are increasingly focused on an enterprise’s management of climate-related risks. Reckoning the impending introduction of new regulations and enhanced climate-related disclosure requirements by authorities, we are proactively addressing these significant issues and undertaking early preparations, aiming to capitalise on potential opportunities as an early adopter.

In FY2024, as a pioneering restaurant group in driving sustainability, we worked with external consultants to initiate the development of our climate-risk management framework. We also took a step further and voluntarily prepared our first climate-related disclosure report to position ourselves ahead of regulatory enhancement. We actively monitor the evolving landscape of climate science and the ongoing debates surrounding climate action pathways to ensure our readiness to align with international standards and initiatives.

STAKEHOLDER ENGAGEMENT

Fostering enduring relationships with our stakeholders is the cornerstone of our strategic approach. We acknowledge the significance of their perspectives in facilitating the identification and mitigation of potential adverse impacts, as well as comprehending their expectations for our sustainability performance. As such, we have engaged with a diverse array of stakeholders throughout our value chain to anticipate emerging trends and potential opportunities in the realm of green development.

OUR SUSTAINABILITY STRATEGY

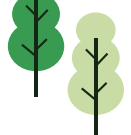
This ongoing engagement enables us to continue improving our operational practices, minimise our negative impacts, and effectively meet the evolving needs of our customers. To facilitate dialogue, we maintain the effective communication channels outlined below to gain insights into the views of our key stakeholders, empowering us to bolster our resilience in a competitive market and make timely, informed decisions in adjusting our business strategies accordingly.

Communication with key stakeholders

Stakeholders	Expectations and concerns	Communication channels
 Government and regulatory authorities	<ul style="list-style-type: none"> • Laws and regulations compliance • Sustainable development • Occupational health and safety 	<ul style="list-style-type: none"> • Supervision on the compliance with local laws and regulations • Routine reports and tax payments
 Shareholders	<ul style="list-style-type: none"> • Return on investments • Corporate governance • Business strategy and development plans 	<ul style="list-style-type: none"> • Corporate website • Regular reports • Announcements • Webcasts • Investor meetings • Annual general meetings
 Employees	<ul style="list-style-type: none"> • Employees' remuneration and benefits • Career development • Training opportunities • Occupational health and safety • The Group's sustainability performance 	<ul style="list-style-type: none"> • Bulletin board • Internal emails • Employee hotline • Management videos • Training and workshops • Internal surveys
 Customers	<ul style="list-style-type: none"> • Product and service quality assurance • Customers' rights and satisfaction • Product innovation • Food safety 	<ul style="list-style-type: none"> • Customer satisfaction surveys • Customer membership programmes • General customer service communications • Social media platforms
 General public	<ul style="list-style-type: none"> • Involvement in communities • Laws and regulations compliance • Transparency and reliability • Employment opportunities 	<ul style="list-style-type: none"> • Corporate website • Social media platforms • Mass media • Frontline staff • Direct communication
 Non-governmental organisations (NGOs)	<ul style="list-style-type: none"> • Community participation • Gender equality 	<ul style="list-style-type: none"> • Community activities • Direct communication
 Suppliers	<ul style="list-style-type: none"> • Fair and open procurement • Win-win upstream and downstream cooperation 	<ul style="list-style-type: none"> • Telephone/video conferences, face-to-face meetings and onsite visits • Assessment of suppliers • Tender and regular meetings
 Landlords	<ul style="list-style-type: none"> • Brand image • Business plan and performance 	<ul style="list-style-type: none"> • Corporate website • Mass media • Frontline staff • Direct communication



OUR SUSTAINABILITY STRATEGY



MATERIALITY ASSESSMENT

To effectively identify, assess, and prioritise the material ESG issues relevant to our business operations, we conducted an online materiality assessment survey in FY2024. This survey, facilitated by a third-party consultancy, invited key stakeholders to express their views on a list of ESG issues, with the following stepwise approach undertaken to arrive at the final results.

Step 1: Stakeholder identification

We identified and selected key stakeholder representatives based on the impact of our activities and relationships, as well as their ability to influence our business objectives. Representatives from both internal and external parties, including general and managerial staff, directors, suppliers, customers, regulators, media and NGOs, were engaged.

Step 2: Impact assessment

An impact assessment was conducted to evaluate the materiality of each ESG issue on our sustainable development. This assessment considered the impact of each issue at various stages of our simplified value chain. As a result, a list of ESG issues that potentially affect our business operations was determined.

- | | |
|---|--|
| 1 GHG emissions | 21 Supply chain materials sourcing and efficiency |
| 2 Air pollution | 22 Health and safety relating to products/services |
| 3 Energy management | 23 Customers welfare |
| 4 Water and wastewater management | 24 Marketing and promotion |
| 5 Solid waste stewardship | 25 Intellectual property rights |
| 6 Materials management | 26 Product quality |
| 7 Land use, ecosystem and biodiversity | 27 Customer privacy and data security |
| 8 Climate change mitigation and adaptation | 28 Labelling relating to products/services |
| 9 Packaging material management | 29 Product design and lifecycle management |
| 10 Renewable and clean energy | 30 Access and affordability |
| 11 Diversity and equal opportunity | 31 Business ethics and anti-corruption |
| 12 Employee remuneration and benefits | 32 Internal communication and grievance mechanism |
| 13 Occupational health and safety | 33 Community engagement |
| 14 Employee development and training | 34 Participation in philanthropy |
| 15 Preventing child and forced labour | 35 Cultivation of local employment |
| 16 Labour practices | 36 Local environmental protection |
| 17 Green procurement | 37 Support of local economic development |
| 18 Communication and engagement with suppliers | 38 Business model adaptation and resilience to environmental, social, political and economic risks and opportunities |
| 19 Environmental risk (e.g. pollution) management of supply chain | 39 Management of the legal and regulatory environment (regulation-compliance management) |
| 20 Social risk (e.g. human rights or corruption) management of supply chain | 40 Critical incident risk responsiveness |
| | 41 Systemic risk management (e.g. financial crisis) |

OUR SUSTAINABILITY STRATEGY

Step 3: Prioritisation and materiality matrix

Stakeholder representatives were invited to rank the ESG issues based on their impact on the Group and provide their views on our sustainable development. In FY2024, we continued to utilise the enhanced methodology by applying weightings to the ratings of the identified ESG issues. These weightings were based on the preferences and concerns of the engaged stakeholders regarding the environmental (“E”), social (“S”) and governance (“G”) pillars. The materiality matrix below illustrates the relative significance of selected ESG topics in relation to our external stakeholders and our business.



Step 4: Matrix validation and sustainability strategy

Based on the materiality matrix, the following topics were identified as material to our business operations: solid waste stewardship, business ethics and anti-corruption, internal communication and grievance mechanism, and critical incident risk responsiveness. These results were presented to the Board of Directors (the “**Board**”), who provide guidance on our Group-level sustainability strategies and oversee our ESG issues. The Board reviewed and discussed the Group’s sustainability development in light of these findings.

OUR SUSTAINABILITY STRATEGY

ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDGs)

In our steadfast pursuit of a sustainable future that aligns with global development trends, we have actively engaged our stakeholders to gather their concerns and opinions. Through this collaborative process, we have identified four out of the 17 UNSDGs as especially pertinent to our strategic endeavours, namely Goal 2: Zero Hunger, Goal 3: Good Health and Well-being, Goal 4: Quality Education, Goal 11: Sustainable Cities and Communities and Goal 12: Responsible Consumption and Production. Over the years, we have made substantial contributions to these UNSDGs through various initiatives, and we continue our focus on stepping up our efforts and expanding our involvement in this journey towards a brighter future by continuously enhancing our strategies.

Our ESG Strategy

Corresponding UNSDGs



Nourishing Communities



Uplifting People



Preserving Nature



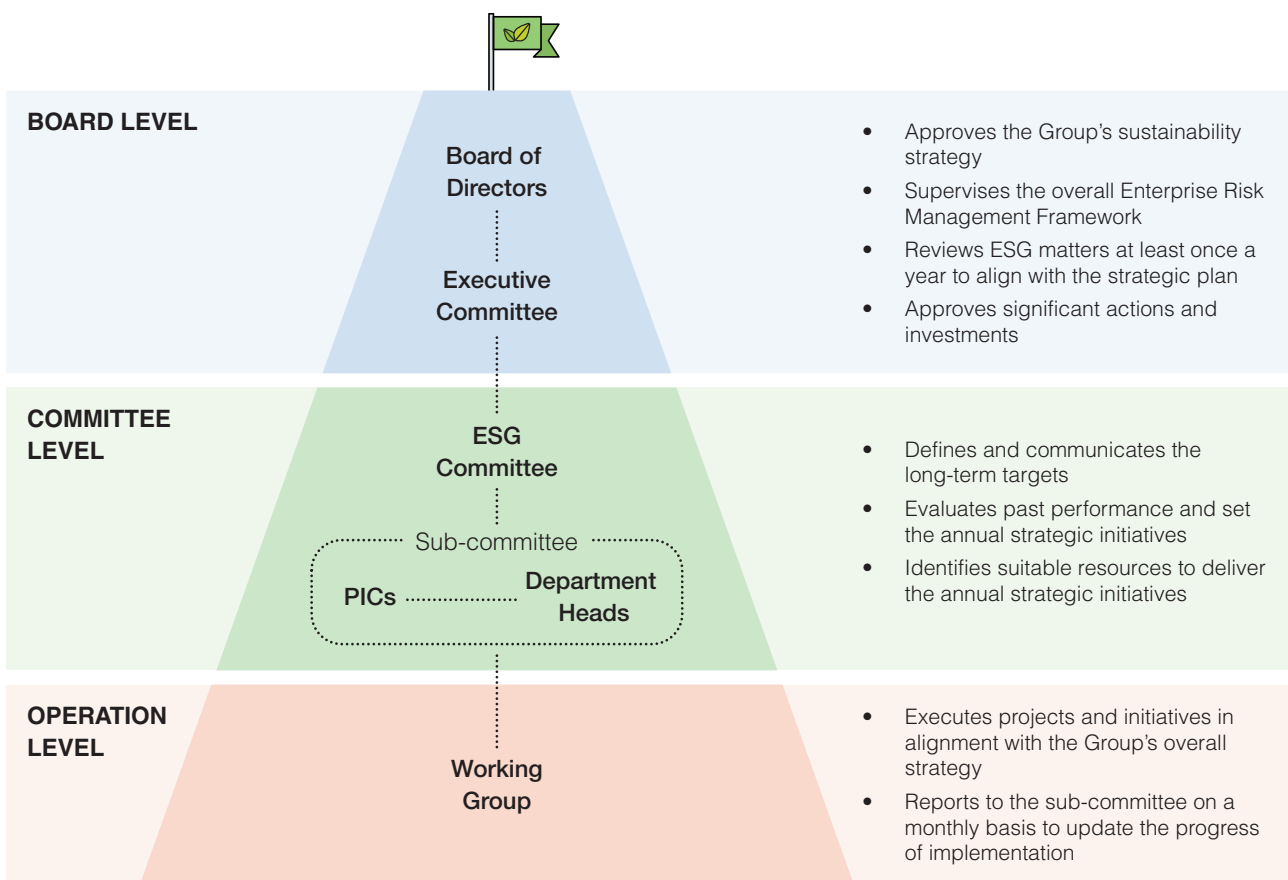
GOVERNANCE

SUSTAINABILITY GOVERNANCE

GOVERNANCE STRUCTURE

At TJI, we believe that establishing a comprehensive governance structure for sustainable management is paramount to ensuring the Group's continued competitiveness. During the year under review, we have further evolved our governance structure to encompass a clear set of objectives, transparent processes and a robust accountability mechanism. We have integrated ESG philosophy into every level of decision-making, from strategic planning to daily operations.

To achieve effective communication and execution of the Group's overall ESG strategies, we have adopted an interactive management approach that allows the Board to convey our corporate vision clearly and promote our achievements and practices across the organisation, fostering clarity and consistency at all levels.

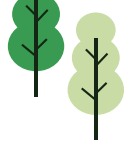


As the highest governance body, the Board plays a pivotal role in corporate ESG management, holding ultimate responsibility for all ESG-related matters. Beyond endorsing the Group's sustainability commitment, the Board oversees the Group's practices, policies, and strategies on ESG issues with the support of the Executive Committee.

The Executive Committee works closely with the Board to fulfil its responsibilities by monitoring the Group's ESG governance and delivery. The Executive Committee is also responsible for approving significant actions and investments needed for ESG initiatives. The Executive Committee also remains informed of trends, issues and concerns affecting the Group's practices and provides annual reports to the Board.



GOVERNANCE



An independent ESG Committee, operating under the supervision of the Board, undertakes a regular review of the Group's ESG performance and oversees the implementation of significant initiatives. The ESG Committee is also responsible for monitoring the progress of relevant ESG targets, including climate-related targets. The Board reviews the long-term targets defined by the ESG Committee to ensure that they are aligned with the Group's mission, vision and values.

To ensure the implementation of ESG-related practices is aligned with the Group's objectives, the ESG Committee has delegated specific areas of responsibility to the sub-committee, which consists of a dedicated team of person in charge (PICs) to facilitate the effective implementation of strategic initiatives. The sub-committee is formed partly by the heads of different departments who are responsible for prioritising and implementing initiatives within their respective areas, while maintaining business activities.

A Working Group under the sub-committee, consisting of operational teams and frontline staff, is responsible for executing action plans and initiatives under the instruction of the Committee. The Working Group also identifies emerging ESG-related risks or obstacles during the implementation and reports them to the supervising management.

RISK MANAGEMENT

Under the vigilant oversight of the Board, the Group persists in enhancing its Enterprise Risk Management Framework by diligently identifying, assessing, prioritising, managing, and monitoring risks inherent in its business operations. During the year under review, particular emphasis has been placed on food and environmental-related risks, aiming to effectively mitigate material risks closely associated with the Group's core business activities.

Through regular meetings, the Board periodically reviews the Group's performance from corporate ESG insights and KPIs disclosed in the Group's ESG Report. The Board adopted a comprehensive approach to review proposals from the ESG Committee, considering impact assessments, industry benchmarks, and resource availability.

Meanwhile, external consultants are also engaged to share performance data summaries and the latest ESG-related regulations with the Board. Through these meetings, the Board can keep track of the business trend in sustainable development by identifying and addressing the potential ESG risks in its value chain.

Regular ESG-related meetings are held to ensure ongoing dialogue across different levels of the Group. Throughout the year, the sub-committee and Working Group held monthly meetings, which provided opportunities for the management to collect hands-on experiences and suggestions from frontline staff.

The Board reviews the progress of ESG-related targets through a systematic approach. Initially, the ESG Committee defines long-term targets that align with the Group's mission based on thorough research on policy changes and evaluation of historical performance. With the endorsement of the Board, the long-term targets are disseminated to department heads to formulate clear and measurable targets for each financial year, covering key initiatives on environmental, social and governance aspects. The Working Group is responsible for implementing these actions after receiving approval on the corresponding resource allocation and performance review plans.

The Board receives regular updates on the progress of ESG-related targets through regular reports from the ESG Committee, outlining achievements and challenges. The Board also conducts a holistic review of the progress of ESG-related targets each year, considering factors such as stakeholder expectations and regulatory requirements. Based on the results, the ESG Committee identifies areas for improvement and formulates strategies to address gaps in performance.



COMPLIANCE MANAGEMENT

ANTI-CORRUPTION AND WHISTLE-BLOWING MECHANISMS

Acknowledging the importance of conducting business in an ethical way to build trust with stakeholders, the Group has zero tolerance for any misconduct and unethical business behaviours. To better combat corruption-related behaviours across the organisation, the Group has developed and implemented the Anti-Bribery and Corruption Policy (the “**Policy**”) and Code of Ethics (the “**Code**”) with reference to the requirements of the Prevention of Bribery Ordinance (POBO) and the Independent Commission Against Corruption (ICAC). The policies clearly set out the guidelines for accepting advantages and conflicts of interest.

The Group’s Human Resources Department is responsible for implementing and monitoring the relevant Policy and the Code, while the Board regularly reviews their efficacy. To foster a culture of integrity and transparency across the organisation, the Human Resources Department has established a framework to ensure all employees are familiar with the Policy and the Code. The procedures set out in the policies are incorporated into the induction programme for new staff, while periodic updates are shared within the Group via email.

The Group also has its own Whistleblowing Policy that provides clear guidelines and protocols for reporting misconduct or malpractice. An effective mechanism has been established to allow employees and business partners to report any suspected misconduct to the Group through a designated email address or hotline dedicated to whistleblowing. Upon receiving a report, an investigation will be conducted in a timely and confidential manner to protect the whistleblower from reprisal or unfair treatment. The Human Resources Department is responsible for overseeing compliance with the Whistleblowing Policy and other regulatory requirements related to anti-bribery and corruption. Failure to comply with the Group’s anti-corruption policies or relevant regulatory requirements will result in disciplinary actions. Where any criminality is substantiated, the Group will terminate their employment contracts or appoint and report it to the law enforcement authorities where appropriate.

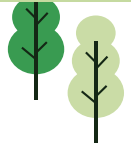
To raise employee awareness and understanding of anti-corruption and bribery, the responsible department of each business unit shall provide related training to their employees regularly as stipulated in the Group’s internal policy. In FY2024, we arranged six sessions of training, amounting 103 hours of training for 320 general staff and two management level staff members. We are planning to hold more sessions of formal training related to anti-corruption and bribery, with trainings scheduled for the second half of 2024. Throughout the year under review, integrity requirements and practices were regularly communicated to employees.

The Group also extends our ethical requirements and practices to our suppliers by developing the Supplier Code of Conduct, which outlines the ethical sourcing principles for procurement. Our suppliers are required to comply with these anti-bribery and fair competition principles during the collaboration, demonstrating our commitment to conducting business legally and ethically.

In FY2024, no legal cases were brought against the Group or its employees regarding corrupt practices. We strictly abide by the local laws and regulations relating to bribery, extortion, fraud and money laundering that have a significant impact on the Group, regardless of the locations where we operate. For more information on the applicable laws and regulations, please refer to the Appendix.



GOVERNANCE



CUSTOMER PRIVACY AND DATA SECURITY

We recognise that safeguarding customer information is not only crucial for maintaining trust and loyalty but also for upholding ethical standards and regulatory compliance. To this end, we are committed to protecting the rights of our customers, employees and business partners against data leakage.

In line with this commitment, the Group formulated its Personal Data Protection Policy based on the six Data Protection Principles published by the Privacy Commissioner for Personal Data. To ensure compliance with internal policies and relevant laws, a dedicated Data Protection Officer is appointed in each business unit to monitor staff practices and identify loopholes. The Group has also developed a set of procedures and guidelines for the entire life cycle of personal data management, covering the collection, retention, usage and security of personal data. Key elements of our internal policies include:

- Outsiders are prohibited from browsing and checking files related to transaction records or personal data
- Customer data is only used for the purpose for which it was collected and customers are informed of how their data will be used
- Access to sensitive information is limited to authorised personnel to minimise the risk of unauthorised disclosure
- Unauthorised provision of customer data to third parties is strictly prohibited
- Relevant internal training and confidentiality agreements are provided to staff
- IT Department enforces stringent restrictions to prevent unauthorised use, export, or copying of customer data



According to the internal policy, the Data Protection Officer of each business unit is required to fill in a Privacy Impact Assessment Questionnaire before any marketing events that involve the collection of personal information. The Questionnaire will be reviewed by the Legal Department which provides comments and feedback to guide the Marketing Department in adopting a suitable approach to safeguard customers' data across different types of events while ensuring that only necessary information is obtained. In addition, the Group conducts Periodic Risk Assessments and Privacy Impact Assessments to ensure that the Group's privacy policies and practices comply with the applicable laws and regulations.



GOVERNANCE

INTELLECTUAL PROPERTY RIGHTS

To maintain a healthy environment for innovation and creativity, the Group is committed to protecting its own intellectual property rights while respecting the intellectual property rights of others.

The Group has implemented its Intellectual Property and Rights Management Policy, outlining clear guidelines for the protection and management of its intellectual property, including external use by third parties.

- Applying for registration of any new trademarks, labels, or product designs as appropriate under the applicable laws
- Hiring legal advisors to provide professional guidance and advice for the protection of intellectual property rights
- Arranging for internal legal personnel to scrutinise our materials to minimise the risk of intellectual property rights infringement
- Requiring employees to keep confidential business information and other intellectual properties secret
- Requiring key employees and certain business partners to sign Non-Disclosure Agreements to safeguard trade secrets



The Group places a high priority on safeguarding its intellectual property rights. During the year under review, the Group kept track of all trademark renewals across 16 jurisdictions worldwide, including Hong Kong, Mainland China, Singapore, Japan, Australia, the Philippines, and Indonesia.

LABOUR RIGHTS

The Group is firmly committed to upholding labour standards and zero tolerance towards illegal employment of child labour, underage workers and forced labour as an integral component of its corporate responsible operations. In our efforts to combat illegal behaviour, the Group has formulated internal policies to standardise the recruitment and employment procedures, covering every stage from recruitment to onboarding.

As required in the policy, job applicants are required to provide proof of identity to the Human Resources Department, which is responsible for reviewing these documents to verify their age, ensuring that they are lawfully employable. To eliminate the risks of legal violations, the Human Resources Department has the duty to review and update corporate policies and practices to comply with the latest laws and regulations related to preventing child labour and forced labour. Where the Group identifies any case against relevant laws and regulations, the relevant employment contract will be immediately terminated with disciplinary actions.

In FY2024, the Group abided by the laws and regulations relating to the prevention of child and forced labour that have a significant impact on the Group. Details on the applicable laws and regulations can be found in the Appendix.



NOURISHING COMMUNITIES

Nourishing Communities is one of our ESG Strategy Pillars. Under this pillar, we are committed to providing nutritionally balanced and quality food to nourish the bodies and minds of our customers and communities. Hence, we place utmost importance on food safety and quality as we strive to provide our customers with a quality yet affordable dining experience.

We have never stopped innovating our menu to offer our customers new food choices and continued to expand our range of green food items, encouraging them to go green with us.

Meanwhile, we actively participate in community activities and food donations to give back and support our stakeholders. We are glad to serve the community and maintain our deep connection to the communities in which we operate.

OUR CUSTOMERS

CUSTOMER WELL-BEING

At TJI and our brands, we place our customers at the centre of everything we do, with a vision to bring the unique flavours of Tam Jai and our distinctive food culture to customers worldwide.

Balanced choices

We are dedicated to providing our clients with a more balanced range of options, catering to the growing consumer demand for plant-based alternatives and promoting sustainable food choices.

EAT GREEN

Each year, our Product Development Team introduces at least one green menu creation per business unit. Our goal is to continuously increase the ratio of plant-based protein in our menu, reducing our environmental footprint in the long run. In FY2024, both TamJai and SamGor proudly launched the “Vegetarian Mini Supreme Mixian” and “Vegetarian Mini Cross-bridge Mixian” to our menu to expand our plant-based options for customers to enjoy.



Additionally, we believe in empowering our customers to make informed decisions. To facilitate this, we are actively working to prepare for disclosing nutritional information, promoting transparency and enabling customers to choose healthier options.

EAT HEALTHY

We are committed to promoting healthier eating habits through various initiatives, including designing healthier menus, offering promotional deals on nutritious choices, and prioritising customer education. In FY2024, we collaborated with the Research Institute for Future Food (RiFood) of The Hong Kong Polytechnic University (“PolyU”) to establish a “Mixian nutrition information database”, which provides detailed nutrition information for our noodle bases, soup bases, and toppings. Through disclosing this valuable information to our customers, we strive to empower them to make informed decisions and further promote our “eat healthy” concepts through our customer-relationship management (“CRM”) platform.

It is worth noting that all stores under our two brands in Hong Kong have participated in the **EatSmart Campaign** launched by the Department of Health, achieving a **two-star rating** during the year.

NOURISHING COMMUNITIES

Food quality and safety

In alignment with the Group's vision, the purpose of our Quality Assurance ("QA") Department is to provide customers with a trusted dining experience and high-quality products, delivering value and excellent service. The establishment of the Group QA department is aimed at building and continuously enhancing the QA system along our value chain, ensuring consistent delivery of quality food and dining experiences to our customers through a comprehensive "from farm to chopsticks" approach.

Our end-to-end QA approach involves embedding QA policies and processes that are closely related to food safety throughout the organisation. This includes ensuring safe sourcing through supplier quality control procedures, safe production in both central kitchens and restaurant kitchens, and safe selling through our restaurants managed by the operation teams.

BUY SAFE

- ✓ Implement supplier quality control procedures to assess, approve, and continuously evaluate our active suppliers
- ✓ In FY2024, we assessed and approved/renewed **150+** active food items following internal processes
- ✓ Over 90 purchased food items were sent to independent third-party laboratories for food safety assessments, with a passing rate of **91%**

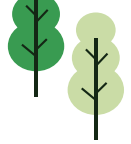
MAKE SAFE

- ✓ Our central kitchen in Hong Kong has extended its **ISO 22000** scope to cover more production lines, including cooked food, sauces, and ready-to-eat food, in addition to its existing coverage of raw meat products
- ✓ The central kitchen completed an audit by the certification body Accredited Certification International Limited during the year, with the certification scope expanding to cover more production floors





NOURISHING COMMUNITIES



SELL SAFE

- ✓ Our Store QA Team has conducted **1,600 internal audits** to monitor store hygiene levels
- ✓ We have engaged independent third-party assessors to evaluate the hygiene levels of every single store across all operating markets

RECALL PROCEDURES

In accordance with the Group's Corporate Quality Assurance Policy, standardised food withdrawal/recall procedures have been established for implementation by our central kitchens and restaurants. These procedures are activated only when mandated by government regulations, recommended by suppliers, or required by the QA Department. In the event that these procedures need to be initiated, the respective business units are responsible for immediately notifying the QA Director. Any food withdrawals/recalls mandated by the QA Department must be completed within two hours.

In FY2024, one product recall incident was reported as a result of quality concerns over our cuttlefish rolls. A total of 2,595 bags were returned to the supplier.

WE SERVE WITH QUALITY

In FY2024, over 210 store hygiene assessments were performed by SGS³ and Intertek. Results showed that **99.5% of our stores reached satisfactory levels or above**, with 85% of our stores achieving grade A or above.

In the same period, over 420 samples of our side dishes and drinking ice were collected for microbiological tests, and over 620 environmental swab samples were tested to assess the hygiene levels of food contact surfaces and equipment. The passing rates for both tests were 95% and 98% respectively.

3. For markets other than Singapore

NOURISHING COMMUNITIES

WE SERVE WITH HEART

Our joyful and attentive staff are our signature, as their friendly service impresses diners and turns them into loyal fans.

A story of beef balls

One night, an elderly gentleman came to our restaurant and ordered a bowl of beef ball mixian. Perhaps due to his dental condition, he was unable to chew the beef balls and discreetly spat them out. Although he did not complain, our staff



attentively noticed this. Despite it being close to closing time, we proactively assisted the gentleman by recooking the beef balls to make them softer and easier for him to eat. While this required extra work and working overtime, our staff firmly adhered to the spirit of providing excellent dining experiences, aiming to make every customer feel warmly cared for.

WORDS OF APPRECIATION

Thank you ~



I would like to compliment your staff who patiently helped an elderly customer order food just now. The elderly person did not know how to order or use the elderly card for a discount, but the staff displayed great manners and patience!

We were unsure of what to order, but your staff was proactive and passionate. She introduced us to delicious food and patiently guided us through different food combinations. She also provided excellent service when arranging seats for us! I truly appreciate her and hope my compliment motivates her.

Your staff is incredibly friendly! When I visited the restaurant with my child, they helped me find seats despite them being busy. Every time I pass by the restaurant, the store manager greets me, shows concern, and advises me to dress warmly in cold weather. Your staff creates a warm and homely atmosphere!

Your staff is truly caring and loving towards others. When Typhoon Signal No. 8 was issued, few shops were open and my mother got lost, your staff kindly allowed her to wait inside the restaurant and helped us locate her safely. We are immensely grateful for their assistance!



NOURISHING COMMUNITIES

TIMELY AND EFFECTIVE CUSTOMER RESPONSE

Complaint handling

Our Group's Corporate Quality Assurance Policy emphasises standardised procedures for addressing customer complaints, requiring all operating units to promptly document and address complaints. To facilitate improvement, all units, including central kitchens and restaurants, submit complaint summaries to the head of the operating unit and QA Director at predefined intervals, documenting complaint details, investigation results, and improvement actions taken.

Our Customer Service Department has established streamlined complaint handling procedures. Reported incidents will be categorised according to severity, and appropriate actions will be taken, with results communicated to the customer within two to three working days. Other customer feedback will be consolidated monthly and analysed by the Operations Department to identify areas for improvement, which are then distributed to district managers and restaurants for implementation.

In FY2024, we received approximately 498 complaints, primarily related to meal quality and mis-ordered or missing toppings. All complaints were handled according to our standard procedures, ensuring proper resolution and customer satisfaction.

CATERING TO DIVERSE NEEDS

To embrace variability to meet the ever-evolving needs of our valued customers, we have taken significant strides in diversifying our offerings throughout the year, presenting a wider range of choices to cater to various preferences.

One notable addition is our introduction of an Afternoon Tea menu, designed to provide lighter options for those seeking an afternoon delight. Moreover, during the winter season, we incorporated Hot Pot menus into our offerings, allowing customers to experience the warmth and communal enjoyment of this beloved culinary tradition.



To further ignite curiosity and provide opportunities for exploration, we have introduced several limited-time offerings throughout the year. These exclusive items not only add freshness to our menu but also offer our customers the excitement of trying new and unique flavours.

Our commitment to diversifying our offerings transcends mere culinary innovation, aiming to provide exceptional dining moments that leave a lasting impression. Through our dedication to variety, innovation, and customer satisfaction, we remain steadfast in our mission to create a culinary journey that captivates and delights.

NOURISHING COMMUNITIES

RESPONSIBLE MARKETING

As part of our unwavering dedication to responsible business practices, we have upheld our marketing policy, which reflects our commitment to maintaining integrity in all our marketing endeavours. Central to this policy is our pledge to avoid making exaggerated or unsubstantiated claims about our products and services. We prioritise transparency and accuracy, ensuring that our customers are not misinformed and that we comply with all relevant laws and regulations.

The Marketing Department, overseeing both brands, plays a vital role in various aspects of our business, including branding, product launches and promotions, public relations and digital marketing, joint brand promotions, restaurant advertising, and customer service. At the beginning of each financial year, the Marketing Department is responsible for developing promotional plans for the upcoming period, encompassing brand targeting and product releases. The Marketing Department also collaborates closely with the Product Development Department to ensure that our promotional content and practices align with the latest information. Additionally, our Group's Legal Team conducts reviews of sales and marketing materials before they are launched, proactively safeguarding against any potential advertising violations.

In FY2024, we complied with relevant laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling, and privacy matters relating to products and services provided and methods of redress. Considering our business nature and the “materiality” principle, labelling-related issues are not discussed in this ESG Report.

OUR COMMUNITY

At TJI, fostering meaningful connections with the communities we serve is a core value we uphold. Guided by the principle of “taken from the community, giving back to the community”, we strive to make a positive difference by sharing our resources and extending care to those in need. In FY2024, we remained dedicated to community investment, focusing on key areas that align with our values and priorities.

Caring for the underprivileged

- ✓ Sponsored the Autism Awareness Week organised by the Heep Hong Society
- ✓ Paid visits to local nursing homes to accompany the elderly during festive seasons to show love and care

Helping in times of need

- ✓ Placed donation boxes at TamJai and SamGor stores for ORBIS, the United Nations Children's Fund (UNICEF), the Lok Sin Tong Benevolent Society Kowloon and St. James' Settlement
- ✓ Supported charities including Oxfam, Kelly Support Group and the Hong Kong Family Welfare Society through the donation of **46,000+** mixian coupons

Love for nature and animals

- ✓ Organised the Leave No Trace outdoor activity to clean up litter during hiking
- ✓ Joined hands with Australian firefighters to raise funds for local charity Big Tree Animal Sanctuary and Adoption Centre, which supports stray cats and dogs, raising **~HK\$70,000** in donations



NOURISHING COMMUNITIES

SERVING THE COMMUNITY WITH FOOD AND CARE

As part of our commitment to social responsibility, during FY2024, SamGor continued to join hands with FOOD-CO of St. James' Settlement to support the underprivileged and empower communities through the "Mixian For The Good" campaign, during which SamGor pledged to donate a bowl of mixian for every bowl of mixian sold.

Suspending dine-in services

During the campaign, we suspended dine-in services at specific restaurants while continuing takeaway and food aggregator services, allowing us to redirect our resources towards providing free meals to those in need. To further support the underprivileged, we went beyond providing meals. Essential items such as face masks, daily necessities, towels and photo frames designed by local illustrator Dusty Kid were also delivered to bring joy and a sense of belonging to the recipients.

One step further

Considering that some of these underprivileged individuals may not be able to enjoy our meals at our restaurants, we went one step further in arranging delivery of takeaway mixian to them, ensuring that even more individuals had access to our nutritious and delicious food offerings.



Moreover, our central kitchen in Hong Kong collaborated with Food Angel, Foodlink Foundation, and Feeding Hong Kong to donate meals to those in need.

By leveraging our resources and collaborating with charities, we successfully provided **85,000+** nourishing meals, and delivered a sense of care to the underprivileged.

LOVE & CARE TO SENIORS

Aiming to bring joy, companionship, and a sense of celebration to the elderly residing in nursing homes, our TamJai operation in Mainland China embarked on a heartwarming initiative during the Chinese New Year of 2024.

Our team of volunteers sought to bring comfort, warmth, and a sense of community to the elderly through meaningful interactions and a singing performance during the visit, creating an atmosphere of joy. To further express our care and respect for the elderly residents, we prepared loving gift sets for each of them, aiming to create a memorable experience that would make the festive season more enjoyable for them.

Our volunteers had the privilege of spending quality time with 50 elderly residents during the afternoon visit, aiming to brighten them up during the festive season. Our efforts were rooted in the belief that fostering meaningful connections and inclusivity is essential for a compassionate society.



By extending our reach and broadening our corporate social responsibility schemes, we aim to create a positive ripple effect in the communities we serve. We remain steadfast in our dedication to making a difference, fostering a better society, and spreading love and care to both humanity and the natural world.

UPLIFTING PEOPLE



Uplifting and creating shared values with our employees and partners has always been one of our core values. We strive to creating a safe and supportive work environment, also to building a collaborative working culture.

Not only we treasure our staff members as our valued asset, but youth development has also been one of our focuses throughout the year. We have been supporting the children of our staff members in completing their studies at local universities, and further extended our support to local students in different areas this year.

Moreover, we highly value the positive relationship with our partners across the value chain. The release of our Supplier Code of Conduct outlines our expectations for sustainable practices and responsible behaviour, thus symbolises our hard work towards upskilling our partners and promoting sustainability throughout daily operational practices, fostering a collective commitment to responsible business conduct.

AN EMPLOYER OF CHOICE

EMPLOYEE RELATIONS AND ENGAGEMENT

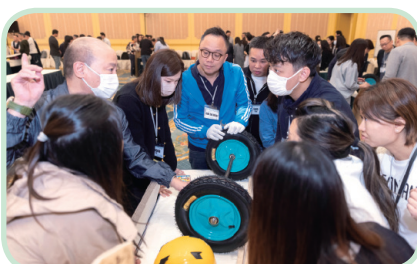
TJI MANAGEMENT CONFERENCE



During the year, we organised the highly anticipated “TJI Management Conference” at Hong Kong Disneyland Hotel to serve as a remarkable platform for strategic alignment, skill enhancement, and staff networking.

Themed “Strive to Grow Beyond Boundaries,” the conference brought together **over 100** TJI managerial staff from regions including Hong Kong, Mainland China, Singapore, and Japan. The gathering presented a unique opportunity for our team members to learn from esteemed leaders within our organisation and engage in valuable guest sharing sessions.

Beyond those enriching knowledge-sharing sessions, team-building activities were held to encourage collaboration and foster strong connections among participants. The mesmerising backdrop of Disneyland added an element of wonder and excitement, enhancing the overall experience. The conference provided a perfect setting for our managers to bond, exchange ideas, and strengthen their professional networks while enjoying memorable moments together.



UPLIFTING PEOPLE

EDUCATION SUPPORT SCHEME FOR EMPLOYEES' CHILDREN



We have introduced the TJI Education Support Scheme for Employees' Children (the "**Scheme**") for staff members who have worked at the Group for over three years. Successful applicants of the Scheme will receive a subsidy of 80% of their children's tuition fee per academic year, with a maximum amount of HK\$50,000. In FY2024, the Group awarded a total of approximately **HK\$ 1.6 million** in scholarships to 47 employees' children, supporting them in completing undergraduate degree programmes at local universities.

On 28 August 2023, the Group held an award ceremony, and the inaugural Golden Mom Award was also presented at the ceremony. This Award aims to recognise dedicated efforts from the frontline staff who wholeheartedly cared for their families while making significant contributions to the Company. The Group also produced a short video for the awardees and their children.



Yoyo, District Manager of Tam Jai

"I'd like to thank the Company for launching the Scheme, which not only alleviates financial pressure on my family but also provides a valuable opportunity for my children to gain social experience in advance

so that they can understand the parents' difficulties. Thanks again to the Company for giving my child such a good opportunity to practise and experience life and providing me a platform to realise my own value!"



Mingming, District Manager of SamGor

"I am deeply grateful for the Golden Mom Award, which allowed my child to gain insight into my work. During the internship, he witnessed the dedication and hard work of each colleague, instilling in him the valuable lesson of "you reap what you sow". This experience has not only strengthened our mutual understanding but also taught him the importance of perseverance and diligence in achieving the goal."



Please scan the QR code or visit the link below for the short video.
<https://tamjai-intl.com/en/sustainability/uplifting-people/>

UPLIFTING PEOPLE

TALENT MANAGEMENT

We recognise that the growth of our employees is closely associated with the Group's long-term business success, hence we remain focused on fostering a culture of continuous learning and development, investing in our employees to broaden their knowledge and skills. With a commitment to nurturing our workforce and supporting them to reach their full potential, our management consistently review the relevant mechanisms and policies.

We have set up local training centres and provided regional training support to our employees, including a wide range of training programmes, workshops and skill-building opportunities tailored to meet the evolving needs of our workforce. During the year under review, a Standard Operating Procedures (SOP) training system has been developed and implemented across all our restaurants. The training system provides comprehensive training courses for both new hires and current staff. After the completion of the station training, employees would be certified by our SOP trainers with the support from the Group Learning and Development and Operations Team. Certified SOP trainers, primarily restaurant managers, are responsible for providing training in various specialised areas to meet our quality, service, and cleanliness (QSC) measures and daily operational standards. Frontline staff are required to complete all mandatory training courses before being promoted to the next position.



The Group has developed a systematic training path for all new employees, ensuring that new employees from different backgrounds and geographical locations receive sufficient onboarding training before commencing work. By providing access to relevant resources, we help new hires understand our policies, business visions and corporate culture so these values can be reflected in our daily operations. Considering the rise in mobile use, the Group has also incorporated the use of mobile learning tools and applications into its training policy.

In 2020 and 2021, we introduced the Talent Development Programme and the Operation Excellence SOP Certification Programme as our standard framework for vocational training. As part of our talent management strategy, we provide vocational training for the management, allowing them to realise their leadership potential by identifying the strengths and weaknesses of their leadership competency, receiving leadership behavioural feedback from the all-round review mechanism, and exploring growth opportunities by linking their personal development plans with strategic goals.

UPLIFTING PEOPLE

In FY2024, we provided a total of 37,707 hours of training to 4,081 of our employees. Details on the number of employees trained and the distribution of training hours can be found in Tables 5 and 6 of the Appendix.

RETAIL REIMAGINED CHALLENGE 2024

In FY2024, we implemented innovative training methods to complement our traditional approaches. One notable endeavour was our participation in Retail Reimagined Challenge 2024, an initiative organised by The Hong Kong Retail Management Association, providing us with a unique opportunity to engage with students from 10 universities, fostering meaningful interactions and exchanging valuable insights.

During the Challenge, we had the privilege of sharing our innovative customer journey with approximately 200 participating students. Our management team took on the role of mentors to guide and work with student teams, discussing our business overview together and the challenges we encountered in driving sustainability.

The exchange of ideas and insights continued over several months, allowing for a deeper connection between us and these young minds. This transformative experience served as a bridge between generations. Not only did we uplift these young individuals by widening their horizons and nurturing their potential, but they, in turn, uplifted us through their innovative ideas and unyielding passion.



Besides, as our commitment to green operations, we have launched a number of initiatives aimed at fostering employee awareness, promoting behavioural change, and enhancing engagement across our workforce.

UPLIFTING PEOPLE

ESG EDUCATION

To instil a sense of shared responsibility and enable positive behavioural change, we have implemented a series of ESG education programmes for our staff, beginning with informative sharing sessions led by the ESG Committee and the Corporate Communications Department. These sessions aim to raise awareness among our frontline staff and store managers and empower them to actively contribute to our collective sustainability efforts.



Understanding the importance of engaging and impactful communication, we created a series of ESG-related educational videos. These videos were carefully crafted to be informative, engaging, and easily comprehensible for our staff members. Produced by our own talented staff, the videos covered topics such as ESG fundamentals, carbon reduction, and sustainable seafood. They were screened during meetings with store managers and other relevant gatherings, ensuring widespread dissemination of ESG knowledge throughout our organisation.



Our commitment goes beyond knowledge dissemination, and we strive to inspire tangible actions and behavioural changes. Thus, we held a waste reduction competition during the year. Over a three-month period, our office was divided into three zones, each tasked with reducing the amount of waste generated on a weekly basis. This competition not only raised awareness about waste reduction but also provided an opportunity to educate others about practical tips for minimising waste and recycling unwanted materials.



Please scan the QR code or visit the link below to watch the videos.

<https://www.youtube.com/watch?v=d-LQxytUww>



UPLIFTING PEOPLE

Other benefits and welfare

Staff benefits play a vital role in maintaining employee retention within the Group. All benefits and welfare are transparently outlined in the Staff Handbook, including essential provisions such as the Mandatory Provident Fund Scheme, the Newcomer Bonus and Introducer Bonus Plan, the Employee Healthy Shoe Replacement Programme, and the Employee Physical-Mental Health Care Plan. The Group also pays great attention to the physical and mental health of employees, with medical insurance coverage extended to both corporate and frontline staff members.

FESTIVAL SPECIAL ARRANGEMENT

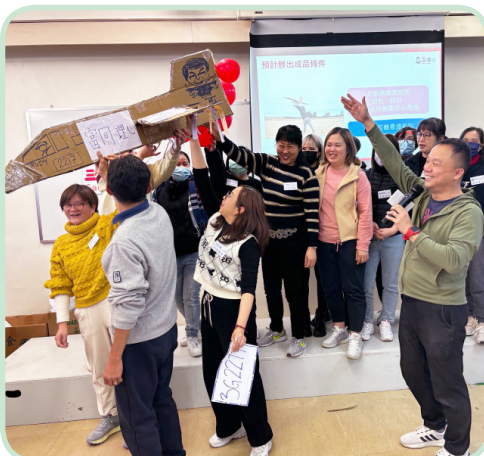
We understand the significance of traditional Chinese festivals and the importance of family connections. That is why we go the extra mile to arrange special opening times at our stores during festivals to ensure our employees can be with their loved ones. In FY2024, during important celebrations like the Mid-Autumn Festival and the Winter Solstice, we put special arrangements in place to allow our frontline staff to spend time with their families. For the most significant festival in the Chinese calendar, Lunar New Year, we take our commitment to family time even further. We decided to close our stores so our frontline staff can immerse themselves in the festivities with their loved ones.



To understand employee expectations, the Group maintains ongoing communication with our employees through monthly staff forums, internal memos and regular store visits. The Group has also set up a Caring Hotline for our staff to facilitate barrier-free communication. During the year under review, the Group organised a series of activities, including birthday parties, office gatherings and luncheons, team building and annual dinner, that aim to enhance a sense of belonging among our employees and improve team cohesion.

TEAM BUILDING ACTIVITIES

In January and February 2024, we conducted team building activities for employees of SamGor restaurants, aimed at fostering collaboration and a sense of belonging among our employees. The activities, which ranged from problem-solving challenges to physical competitions, were designed to meet the diverse interests of employees. We believe these activities will contribute to a positive work culture and drive greater success for the Group.



UPLIFTING PEOPLE

In FY2024, our commitment to employee well-being extended further. We organised a Chronic Pain Relief at Workplace workshop, inviting experts to share practical techniques for managing and alleviating chronic pain.

ORBIS FLYING EYE HOSPITAL VISIT

In FY2024, we arranged a visit to the Orbis Flying Eye Hospital, allowing our employees to witness the tangible outcomes of Orbis's work and gain insights into the complexities of global eye health challenges. Through our fundraising initiatives and awareness campaigns, we will continue to contribute to the improvement of eye care around the world.



TECH FOR GOOD FILM FESTIVAL

In FY2024, we proudly sponsored the inaugural Youth Co-creation for Producing Soft Sci-Fi Short Film of the Tech for Good Film Festival. Our support extended to the production of the student microfilm titled "Dual-flavoured Hotpot" and other activities, including public screenings and applications for international film awards.

Through this initiative, we provided a platform for young local individuals to showcase their creativity and filmmaking talents. Notably, our frontline staff also participated in producing the microfilm, demonstrating their skills in singing, dancing, and acting.

The microfilm revolves around the inspiring story of a mother and daughter who embark on a journey to fulfil their cross-generation dreams. Through this narrative, we aimed to convey a message of women empowerment. Moreover, we sought to share our organisational experience and commitment to empowering women in the workplace, supporting their professional and personal growth, and inspiring them to reach their full potential.



UPLIFTING PEOPLE

Employment and labour practices

At TJI, we value each of our employees and regard them as the key to maintaining our competitiveness, especially during our period of rapid growth. Therefore, we are dedicated to cultivating a work environment where all individuals can receive equal opportunities to achieve their full potential for personal and professional growth. To uphold this commitment, our restaurants have implemented the Staff Handbook, which serves as a guide outlining the brand's statement, vision, mission, and values. The handbook clearly defines specific requirements regarding employment practices, including recruitment procedures, promotion criteria, individual privacy protections, employee benefits, disciplinary protocols, emergency response procedures, and more. To ensure the Group's employment practices are in line with the latest laws and regulations, we conduct regular reviews of our existing policies and procedures to identify any necessary updates or revisions in the Staff Handbook.

During the year under review, we were not in violation of any relevant laws and regulations relating to compensation and dismissal, recruitment and promotion, working hours and rest periods, equal opportunity, diversity and anti-discrimination that have a significant impact on the Group.

Recruitment and promotion

We are committed to building a diverse, talented and inclusive workforce. Job vacancies are advertised through multiple channels to reach a wider pool of qualified candidates and the Group's Human Resources Department is responsible for screening and assessing the most suitable applicants. Guided by the principles of equal opportunity and fair competition, we have structured interview procedures and assessment tools in place to ensure fairness and consistency during the recruitment process.

To increase our exposure to outstanding talents, we utilise online platforms, seminars and intermediaries for recruitment. During the



year under review, we collaborated with local organisations and associations including the Employees Retraining Board, the Labour Department, the Hong Kong Federation of Trade Unions, and the Aberdeen Kai-fong Welfare Association to conduct virtual and onsite recruitment events. We also organised career talks with the Federation of Hong Kong and Kowloon Labour Unions and the Integrated Vocational Development Centre.

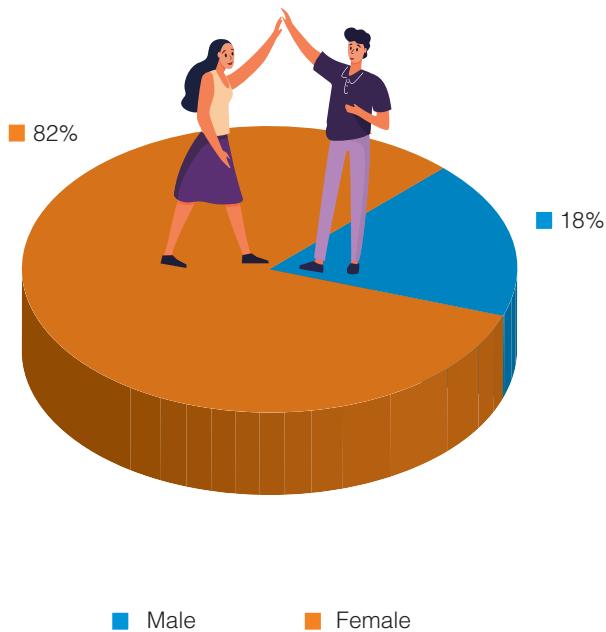
Internal policies, including the Performance Management Evaluation Policy and Staff Handbook formulated by the Human

Resources Department, provide clear guidelines for employee performance evaluations and promotion. Department heads monitor the performance of their subordinates and make promotion decisions in accordance with the principle of fairness. For instance, SamGor's Staff Handbook illustrates a detailed promotion ladder, delineating potential advancement pathways for frontline staff who demonstrate excellent performance.

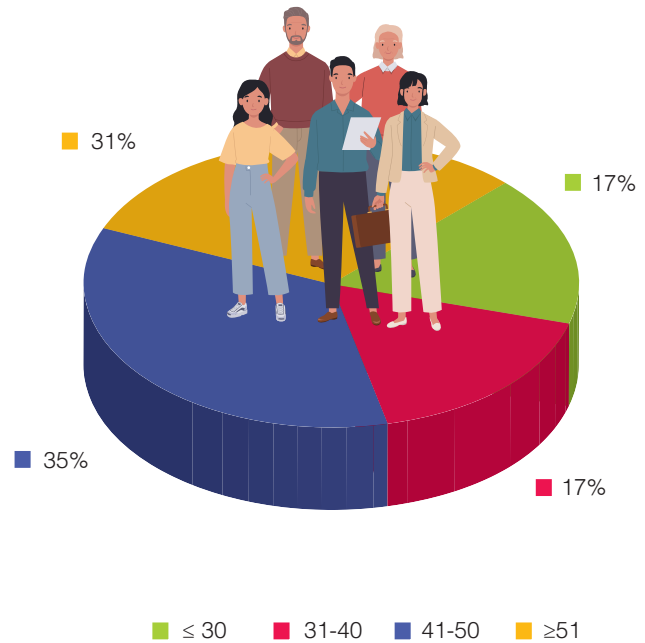
UPLIFTING PEOPLE

As of 31 March 2024, we had 3,304 staff in the Group, with a gender ratio of 18% male to 82% female. More information on the distribution of staff members can be found in Table 3 in the Appendix.

Staff distribution by gender



Staff distribution by age



Compensation and dismissal

The Group has established a detailed Compensation Management Regulation in adherence to the relevant laws and regulations, and is outlined in the Staff Handbook, whereas the remuneration strategy, including bonuses and allowances, is reviewed by the Human Resources Department regularly to ensure the Group's remuneration and welfare policies are aligned with industry standards. To show recognition of employee contributions and strengthen internal incentives, compensation reviews and salary adjustments are regularly conducted with reference to employee performance and overall market trends. Any amendments or suggestions to the Group's remuneration and welfare policies must be approved by the Group Human Resources Department before coming into effect.

The Group strictly prohibits any kind of unfair or illegitimate dismissal and ensures that termination of employment contracts is based on reasonable and lawful grounds. To further regulate the procedures of employee dismissal, relevant internal policies for dismissal have been put in place. In FY2024, the overall turnover rate of the Group was 87%. Details on the breakdown of the Group's employee turnover can be found in Table 4 in the Appendix.

Working hours and rest periods

The Group's employee management policy provides clear guidelines regarding working hours and attendance requirements. To efficiently monitor and manage staff attendance, the Group has introduced an attendance management system to ensure accurate recording of the working hours of each employee. Frontline staff are required to attend work according to the schedules set by their respective restaurant managers. In addition to basic paid annual leaves and statutory holidays, employees are entitled to additional leave benefits, such as sick leave, maternity leave and paternity leave.

Equal opportunity, diversity and anti-discrimination

We believe that a fair, inclusive and diverse workplace can motivate employee collaboration and performance. Therefore, we continue to foster a work environment that facilitates fair competition and mutual respect for all employees. Human resources decisions across the Group's business units regarding hiring, training, promotion opportunities, dismissal and retirement policies are made based on factors irrespective of an employee's age, gender, nationality, marital status, pregnancy, family status, disability, race, ethnic origins, religion, sexual orientation or any other factors not related to the job. Employees are encouraged to report any concerns regarding workplace discrimination or harassment to the Human Resources Department or the Equal Opportunity Committee.

UPLIFTING PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

The Group recognises that its responsibility to maintain a healthy and safe working environment is essential to the well-being of employees, as well as to the long-term sustainable development of the Group. Throughout the years, the Group has adopted an efficient occupational health and safety (“OHS”) system to ensure strict internal policies and procedures are in place for our restaurants and central kitchens. The Group also continues to improve its management to enhance the system, aiming to minimise potential occupational health and safety risks across the organisation.



The Group's Human Resources Department monitors the enforcement of the Occupational Hazard Prevention System, while the Health and Safety Environmental Training Management System is overseen and executed jointly by the Human Resources Department and Operations Training Department of business units. To improve employee awareness of health and safety risks, the Group invested in comprehensive safety training programmes to equip employees with precautionary measures. During the year under review, OHS-themed training, such as emergency management and fire safety policy, was organised monthly to

share safety knowledge with new hires and current staff. OHS risks and prevention methods are included in the training and employees are reminded regularly at the Store Manager Meetings. Records on the staff handbook, training attendance and tests will be monitored to assess training effectiveness. Besides internal training, the Group also invited guest speakers from the Labour Department to conduct an Occupational Health Talk in March 2024.

To further strengthen health and safety management, the Group implemented various measures in FY2024, including but not limited to

- Conducting emergency response drills and safety inspections
- Providing personal protection equipment and counselling for stress relief
- Prohibiting smoking and drinking in the workplace
- Posting safe and healthy work bulletins at prominent places
- Providing health checks for employees
- Holding regular safety work meetings, including seminars on reviewing work-related injuries

UPLIFTING PEOPLE

TAM JAI WON OSH STAR RESTAURANT

In FY2024, our restaurant at LOHAS Park passed the requirements under the Hong Kong Safety and Health Certification Scheme and was proud to become an **OSH Star Restaurant**.



In the case of any work-related accident, the Group's emergency response mechanism requires the person in charge of the restaurant to notify his/her direct supervisor promptly and that any work-related injury report must be submitted to the Human Resources Department following established procedures. Furthermore, under the requirements of the Insurance Management Policy, the Group ensures comprehensive insurance coverage for all employees, regardless of the length of the employment contract or working hours, full-time or part-time, permanent or temporary employment, work location, occupation or position. In the past three years including the year under review, there were zero work-related fatalities in the Group. The numbers of work-related injuries and related lost days of the Group in the past three financial years are summarised in the table below.

	FY2024	FY2023	FY2022
Number of work-related injuries	49	66	58
Number of lost days ⁴	2,677	2,169	2,528
Work-related injury rate (case per day)	0.13	0.18	0.16

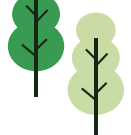
We continue to strengthen our OHS system in our effort to ensure a safe working environment for our employees. To demonstrate our dedication to eliminating workplace hazards and risks, we have launched the “Striving for a Safe Workplace” initiative, conducted thorough reviews of reported accidents and formulated appropriate preventive measures to improve our safety performance. By establishing short and long-term targets, we aim to reduce the number of accidents and total accident rates across our stores. We are also working with our supply chain partners to mitigate hidden legal risks by requiring them to follow safety standards and maintain a secure workplace environment for their employees.

During the year under review, we complied with the relevant laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards. Please refer to the Appendix for more information on the applicable laws and regulations.

4. Lost days refer to any sick leave resulting from work-related injuries during the year under review



UPLIFTING PEOPLE



SUPPLIER ENGAGEMENT

We are dedicated to driving ethical and responsible sourcing practices throughout our vast network of suppliers and partners. As a leading restaurant chain, we are committed to leveraging our industry influence to uplift the skills, expertise and sustainability initiatives of the people and organisations within our supply chain.

By working collaboratively with our suppliers, we aim to build a more responsible and transparent supply chain, ultimately ensuring the integrity and quality of the goods we offer to our customers.

Our approach is centered on empowering our partners to adopt best practices in areas such as business conduct, environmental stewardship and regulatory compliance. Hence, we aim to help our suppliers continuously improve their sustainability performance, thus strengthen the resilience of our own operations, as well as contributing to the broader transformation towards more responsible sourcing practices across the industry.

OUR SUPPLIERS

A significant portion of our purchases is sourced from local suppliers and importers. These suppliers play a crucial role in our supply chain, as some goods are delivered directly to our stores, while others are routed through our central kitchens and then distributed to the store by our dedicated Logistics Team. In FY2024, we had stable collaborations with a total of 749 suppliers, all of which have undertaken to comply with the Group's supplier engagement and management policies.

Our suppliers	
416	Hong Kong
200	Mainland China
133	Overseas (including Australia, Singapore and Japan)

SUPPLIER ENGAGEMENT

To uphold the standards of responsible sourcing, we have implemented a comprehensive approach to supplier engagement, as stated in our Corporate Procurement Policies and Procedures. Potential vendors undergo pre-qualification assessments based on approved assessment criteria and evaluation methodologies, which are overseen by the Head of Purchasing or Head of Procurement.

Selection	Monitoring
<i>Purchasing Department</i> <ul style="list-style-type: none"> ✓ Reviews and validates information submitted by vendors <ul style="list-style-type: none"> • Certifications, licenses, and source documents <i>Head of department</i> <ul style="list-style-type: none"> ✓ Approval of registering as “approved vendors” 	<i>Purchasing Department</i> <ul style="list-style-type: none"> ✓ Conduct annual performance reviews via the Vendor Management System ✓ Conduct regular on-site inspections ✓ Communicate and address any performance issues promptly, and monitor improvement progress <i>Head of department/Evaluation panel</i> <ul style="list-style-type: none"> ✓ Review and approve performance evaluation results ✓ Instruct temporary collaboration suspension or removal of the “approved vendor” registration, in cases of persistently unsatisfactory performance



SUPPLY CHAIN RISK MANAGEMENT

Our Group places great importance on supplier selection and management, carefully considering various risks, such as legal entity status, third-party certification, and compliance with local laws and regulations. To address potential environmental and social risks within our supply chain, we have implemented the following measures:

✓ Conduct supplier audit	✓ Organise random checks for raw materials received	✓ Perform quality assurance checks for goods received
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We conducted supplier audit to ensure the consistency of the qualified product and service. Moving forward, we plan to expand our efforts by implementing supplier monitoring procedures. This includes clearly defining environmental protection requirements within our commercial agreements and ensuring that suppliers adhere to our corporate ethics, as well as relevant laws, regulations, and standards.

To further strengthen our supply chain management practices, we have initiated an ethical sourcing programme in collaboration with our suppliers. Through this programme, we aim to foster responsible practices and a culture of sustainability throughout our supply chain. In the coming years, our goal is to increase the proportion of total trade items sourced from sustainable suppliers who align with our Green Procurement Principles.

SUPPLIER CODE OF CONDUCT

In FY2024, we were proud to launch Tamjai’s first Supplier Code of Conduct, which highlights the importance of business conduct, anti-corruption and regulatory compliance. This milestone initiative has allowed us to engage with **400+** active suppliers, fostering clear communication and aligning expectations regarding responsible sourcing practices. The comprehensive Communication Pack, which includes detailed guidelines and requirements, has been shared with our suppliers to ensure a shared commitment to sustainability and ethical sourcing.



PRESERVING NATURE

At TJI, we strive to manage and reduce our impact on the climate to preserve our natural environment. We are proactively working to stay ahead of government policy and inspire our customers to embrace a more sustainable lifestyle, by implementing the new plastic-free takeaway policy and introducing more green food options.

In addition, we supported various programmes on waste reduction and paving towards a carbon-neutral future. Through collaboration with our stakeholder, including landlords, suppliers, and customers, we actively work to address the challenges posed by climate change and other environmental crises. In response to the call to action from COP 28, we have further embarked on establishing an enhanced climate-risk management framework, paving our path towards a green future.

In FY2024, we complied with relevant environmental laws and regulations regarding air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste during daily operations. For further details please refer to the Appendix.

REDUCING ENVIRONMENTAL FOOTPRINT

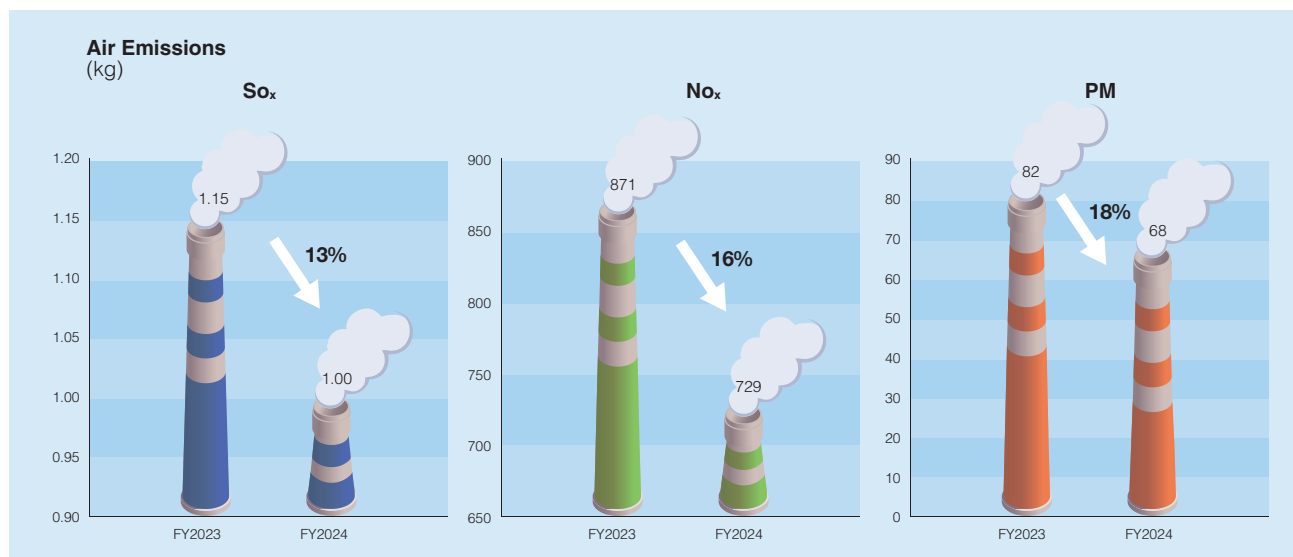
EXPLOITING FEWER NATURAL RESOURCES

Emissions management

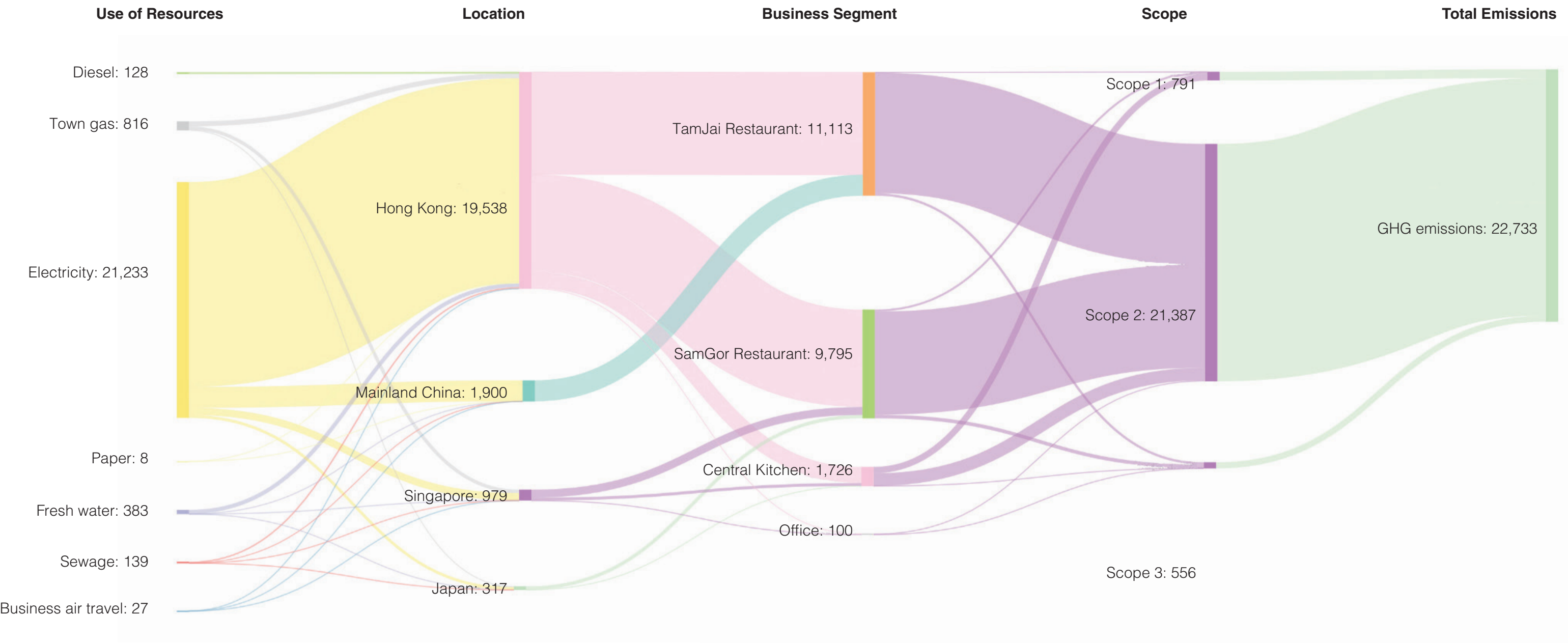
Our primary source of air and GHG emissions comes from the operational activities and food processing carried out in our restaurants and central kitchens. To mitigate our impact on the environment, we have implemented measures aimed at reducing these emissions, which undergo regular monitoring to ensure their effectiveness.

Addressing stationary air emissions arising from kitchen operations, we have installed exhaust systems and electrostatic precipitators in our kitchens. We have also enhanced filtration efficiency by incorporating hydro-vent hoods.

In tackling emissions from mobile sources, specifically our fleet of vehicles, we are actively engaged in better fleet management practices. This includes a commitment to reduce the use of polluting fossil fuels, such as diesel, to reduce our associated air emissions. In FY2024, our efforts resulted in a significant 16% decrease in total air emissions compared to the previous year. We remain dedicated to further progress in this area.



Aligned with our vision of low-carbon operations, we strongly support international agreements, nationwide carbon neutrality goals, and local net-zero action plans. Given our extensive network of operations across different geographic locations, we see the value of visualising our GHG emission patterns. Using the Sankey Diagram, which provides a comprehensive visualisation of emissions flow, enables us to identify areas with high emissions and explore potential opportunities for reduction.

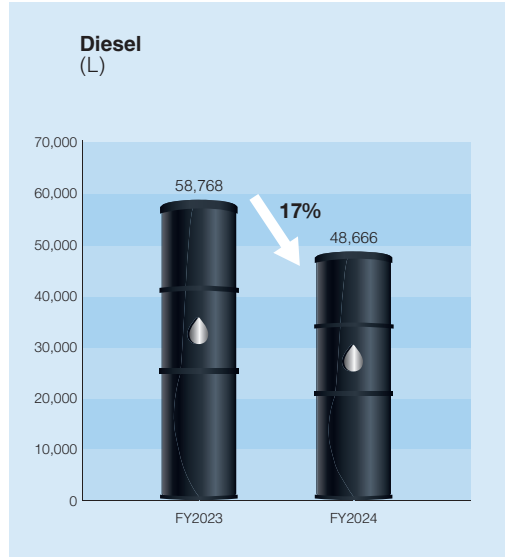


Unit: tonnes CO₂e

PRESERVING NATURE

Energy resources management

At TJI, comprehensive and efficient energy management is a primary consideration for our restaurant design and operations. Our commitment lies in creating energy-efficient establishments while embracing digitalisation, automation, and intelligence. Through the adoption of effective operational management methods, energy-efficient equipment and appliances, and technology solutions, we continue our efforts to enhance energy efficiency. As a result of our collective efforts, the amount of diesel consumed by the Group in FY2024 decreased by 17% as compared to FY2023.



The analysis of our emissions reveals that a significant portion is attributed to energy consumption, particularly electricity. In FY2024, over 90% of our energy profile consisted of electricity consumption. Realising the importance of addressing this area, we have implemented measures to tackle it effectively.



OFFICES

- Switch off lights and equipment when not in use
- Increase the visibility of “energy-saving” notices throughout the office

CENTRAL KITCHENS

- Install AI monitoring trackers in our Singapore central kitchen, to help reduce electricity consumption specifically for the kitchen exhaust system

RESTAURANTS

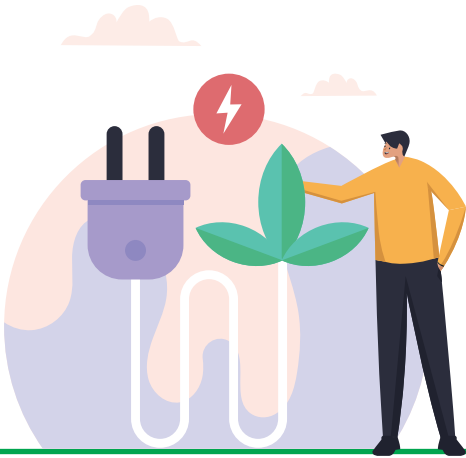
- Replace lighting with energy-efficient LED options during renovation projects
- Implement schemes to switch off any idling lighting, air-conditioning systems, and other electrical appliances

PRESERVING NATURE

IGNITE THE EARTH HOUR NIGHT

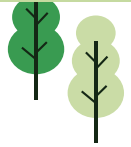
On 23 March 2024, all of our SamGor and TamJai restaurants in Hong Kong, Mainland China, Japan, and Singapore, along with Marugame Seimen in Hong Kong, united with WWF for Earth Hour 2024, marking our wholehearted support of this impactful initiative for the second year in a row.

This year, we added a touch of romance by transforming selected restaurants into captivating candlelit havens to engage more customers in the collective endeavour to safeguard our future. Through the gentle glow of LED candles, we hoped to raise customer awareness of Earth Hour and other pressing environmental issues, fostering a sense of connection and encouraging individuals to reflect on their role in preserving our planet.





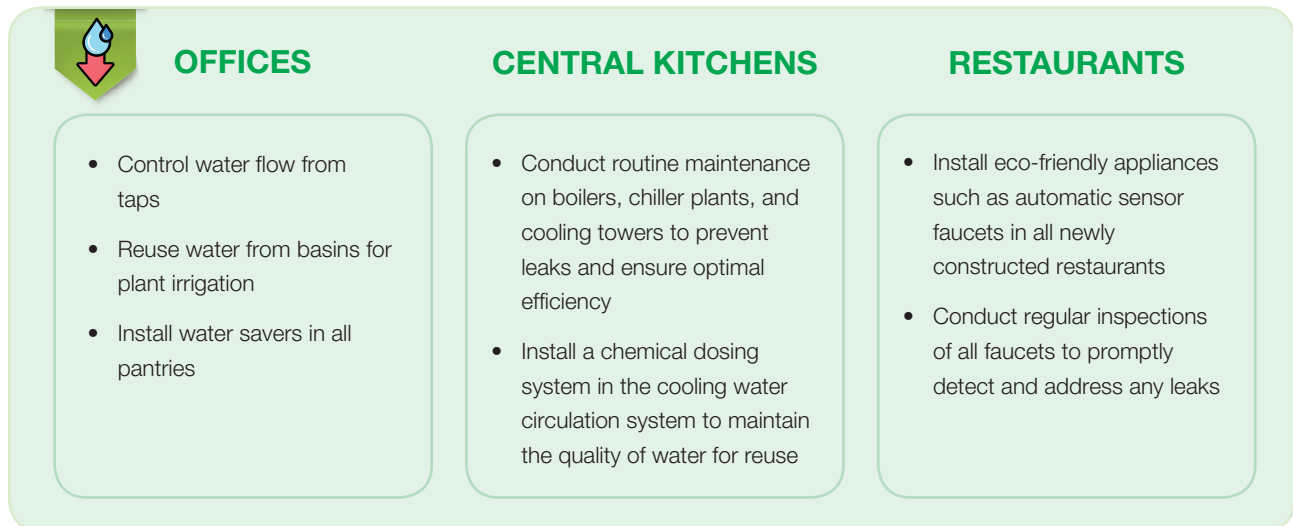
PRESERVING NATURE



Water conservation

The stability of water resources poses a potential long-term risk as a result of climate change. In FY2024, the majority of our water consumption was attributed to our restaurant operations. We did not face any issue in sourcing water fit for our purpose during the year under review.

Recognising the importance of responsible water usage, we have implemented effective water strategies across our business units. In addition to our overarching commitment to prioritise water-saving equipment during procurement, we have adopted various water-saving technologies and practices.



CIRCULAR ECONOMY

Sustainable packaging

Packaging plays a crucial role in our business, particularly for takeaways and deliveries. Since 2020, we have been proactively replacing plastic bags and bowls used for takeaways with new products that contain TDPATM and P-Life® additives, which accelerate the biodegradation of plastics, surpassing the capabilities of conventional materials. We have also been upgrading the design of our takeaway packaging to incorporate integrated features that reduce overall plastic consumption.

Building upon our earlier initiatives such as the introduction of paper straws and biodegradable packaging four years ago, we realise the need to take a proactive approach in response to upcoming regulatory enhancements. Our focus is now on exploring plastic-free alternatives for our takeaway containers, including substitute options such as wood, paper, and bamboo.

PRESERVING NATURE

PLASTIC-FREE INITIATIVES



As one of the leading restaurant groups in Hong Kong, we recognise our responsibility in promoting and encouraging customers to opt for reusable tableware. In late 2023, we participated in the third “Plastic-Free Takeaway, Use Reusable Tableware” campaign, during which our restaurants took part in the “Plastic-Free Rewards” programme, allowing customers to collect stamps and redeem rewards for each order where disposable cutlery was declined.

To raise awareness and encourage behavioural change, from October 2023 onwards, we fully replaced all plastic cutlery with eco-friendly paper alternatives, and customers need to pay HK\$1 for each set of takeaway cutlery. The response to these measures has been remarkable, with approximately 70% of takeaway customers choosing to forgo disposable cutlery.

In tandem with the new cutlery policy, we launched a redemption campaign for reusable cutlery sets designed by local illustrator Thomas Napoleon. This campaign encourages customers to adopt reusable cutlery as part of their daily routines. The Thomas Napoleon crossover products, which include reusable cutlery sets, shopping bags, and desk calendars, are also aligned with our commitment to charitable causes, as proceeds from their sales are donated to charity.

*Waste management and recycling*

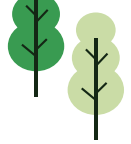
As a responsible catering operator, we place great importance on effectively managing our waste streams to minimise the environmental impact.

While our office operations generate a relatively small amount of waste, we have installed recycling bins in each office unit, with designated personnel responsible for weighing the collected items for waste management purposes. Additionally, our working team continuously educates our staff on recycling best practices, ensuring that waste items are recycled rather than disposed of. In recognition of our achievements, we received the Certificate of Circular Economy from the Secure Information Disposal Services Limited (“SSID”) during the year.





PRESERVING NATURE



The majority of our wastewater and waste oil originates from our restaurants and central kitchens. To prevent grease from adversely affecting the environment, we have installed grease interceptors at these locations, which are regularly cleaned by our Maintenance Team. Moreover, an eco-friendly agent Vzap™ is used in our central kitchens to minimise pollution impact on public sewers. While the volume of waste oil generated during our operations is not significant, it is collected and handled by a professional third-party for further treatment. In FY2024, we continued to maintain a 100% recycling rate.

No notable amount of hazardous solid waste or wastewater was generated or recorded during the review period. Compared with FY2023, the intensity of non-hazardous waste generated in FY2024 reduced by 5%.

FIRST-EVER WASTE AUDIT

In FY2024, we conducted our inaugural waste audit led by our Waste Management Working Group. This assessment covered all five business zones of both our brands in Hong Kong, aiming to gain a deeper understanding of our waste streams, identify waste composition patterns, and uncover opportunities for waste reduction.

In addition to identifying the top five waste components in our restaurants, we delved deeper to ascertain the top five sources of food waste during our operations, allowing us to develop targeted strategies to address these specific areas. Based on the audit results, we have set initial targets to reduce food waste, followed by plastic and metal waste, and to ultimately include other general waste categories.

Following the 3Rs principles (reduce, reuse, and recycle), we are pursuing our goals through both top-down and bottom-up approaches.

Reduce

- ✓ Design portions and revamp menu
- ✓ Educate customers

Reuse

- ✓ Explore ways to repurpose common food waste during operations



Recycle

- ✓ Extend food waste collection
- ✓ Upscale sorting and recycling practices
- ✓ Encourage voluntary practices among frontline staff

Reducing food loss and wastage

We recognise that food waste constitutes a significant portion of our total non-hazardous solid waste disposal, considering the nature of our business. Committed to reducing waste and promoting recyclability, we initiated a pilot food waste recycling programme in collaboration with our landlords. In FY2024, 34 more stores have partnered with our landlords and O Park to collect food waste, educated our staff on solid waste and food waste diversification, and engaged in discussions with other landlords such as LINK. To facilitate execution at our restaurants, we procure additional bags specifically for food waste, such that the two categories (general waste and food waste) are disposed of separately in regular bins and food collection containers.

To address food waste at its source, we encourage our customers to opt for our two lighter options with less mixian, offering a HK\$1 discount. These options are available not only to dine-in customers but also to our delivery platform partners. Our restaurants have been recognised as Silver Class Food Wise Eateries for years, encouraging customers to make conscious choices and order meals with reduced portions.

PRESERVING NATURE

FOOD WASTE REDUCTION

We have actively engaged in food donation initiatives over the years to prevent excess food from becoming waste and instead support those in need. In FY2024, we established partnerships with organisations such as Feeding Hong Kong, Food Angel, and Foodlink to donate over 32,000 kg of surplus food, equivalent to **80,000+ meals**.



GREENING OUR OPERATIONS

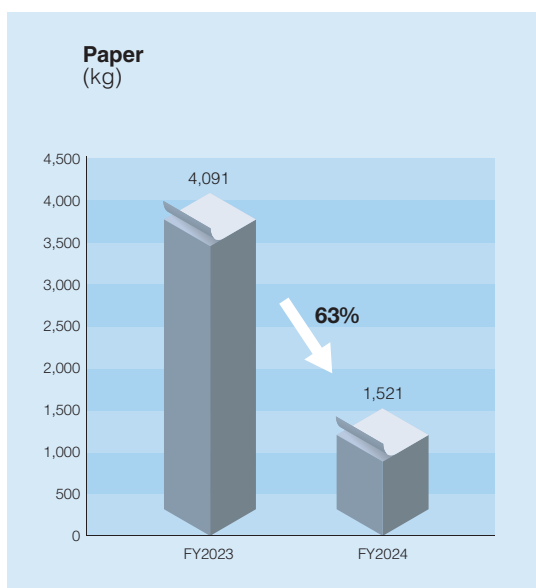
During the year under review, operations in our central kitchens and restaurants have been identified as the stages with the most significant environmental impact. While we are committed to improving overall resource efficiency, our primary focus is on controlling resource consumption in relation to GHG emissions as well as waste reduction and recycling.

Green design and construction

As we operate a wide network of restaurants across multiple geographical locations, we translate our green concept into reality during the design and construction stages of our restaurants. This involves incorporating more green elements and installing water and energy-saving devices. During restaurant renovations, we prioritise the use of local building materials and consider refurbished furniture and fixtures to promote the concept of upcycling.

Saving trees and going paperless

To reduce paper consumption, we have implemented digital ordering methods in restaurants using personal digital assistants (PDA) and upgraded our point-of-sales (POS) system to streamline the ordering and billing process.



In our office operations, we have upheld our commitment to going paperless while shifting our paper selection to lighter weight options certified by the FSC⁵. We promote the reuse of paper and stationery within our offices, and we have also engaged an external service provider to shred waste confidential documents and recycle them into recycled products. During the year under review, a significant decrease of 63% in paper consumption was recorded.

In addition to the measures outlined earlier, we have integrated an eco-friendly mindset, launched and participated in various green initiatives, demonstrating our ongoing commitment to environmental stewardship.

5. The Forest Stewardship Council (FSC) is an international, non-governmental organisation dedicated to promoting responsible management of the world's forests.

PRESERVING NATURE

GREEN PROCUREMENT & SUSTAINABLE SOURCING

We are committed to promoting green procurement practices across our business operations through integrating sustainability considerations into our procurement processes and driving positive environmental impact throughout our supply chain.

In line with our commitment, we prioritise local sourcing to support local businesses and reduce the environmental impact associated with transportation, commonly known as “food mileage”. Throughout the years, we have also focused on sourcing sustainable seafood to protect marine biodiversity and promote responsible fishing practices.

Our restaurants have introduced series of fish-related menu featuring items such as SamGor’s fish bean curd, TamJai’s crisp grass carp and fish soup base (*pickled pepper & pickles fish soup and coriander & century egg fish soup*). These offerings are made using WWF-certified sustainable fish products, ensuring that they align with our commitment to sustainability and marine conservation.

By implementing green procurement practices and working with suppliers who share our commitment to sustainability, we are actively contributing to the protection of the environment and supporting responsible business practices. With the Purchasing Department and the ESG Committee closely monitoring the implementation of tasks and tracking progress, we strive to provide our customers with sustainable and environmentally friendly dining options.



世界自然基金會香港分會
WWF-Hong Kong

PRESERVING NATURE

GREEN RESTAURANTS



received a Two-Leaf rating.

Furthermore, in FY2024, we proudly became a signatory of the Carbon Neutrality (Waste Reduction) Charter under the FoodSmart Partnership Programme⁶. Through this commitment, we pledged to implement effective waste reduction measures, manage food waste responsibly, and adopt strategies to eliminate single-use plastics.

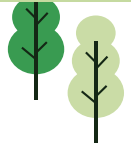
Our dedication to being a sustainability pioneer in the catering industry, focusing on eradicating single-use plastics, responsible food waste management, and expanding the range of healthy and sustainable food choices for our customers, has been recognised. As a testament to our efforts, all of our TamJai and SamGor stores have become members of the Hong Kong Green Shop Alliance and we were honoured to be awarded The Leading Chain Store Award by the Alliance during the year.



6. The programme was co-organised by the Environmental Protection Department, Food Wise Hong Kong Campaign, and the Hong Kong Productivity Council.



PRESERVING NATURE



ENVIRONMENTAL TARGET SETTING

Reckoning the dynamic nature of our business and the evolving landscape of sustainability commitments, we established a set of environmental targets in FY2021 to guide our environmental stewardship and monitor our progress. Since then, we have regularly reviewed and refined these targets to ensure their alignment with our expanding business scope, as deemed necessary by the management.

Environmental targets and actions

Aspects	Targets	Highlight actions
Air emissions	Using FY2022 as the baseline year, the Group targets to reduce the intensity of air emissions by 15% by FY2031.	<ul style="list-style-type: none"> ✓ Enhance maintenance and inspection of equipment to ensure optimal performance and minimise emissions ✓ Explore alternative cleaner energy sources to replace fossil fuel-based energy consumption where feasible
GHG emissions	Using FY2022 as the baseline year, the Group targets to reduce the intensity of GHG emissions by 25% by FY2031.	<ul style="list-style-type: none"> ✓ Improve energy efficiency across operations through the implementation of energy management measures and equipment upgrades ✓ Promote employee awareness and engagement in energy conservation and emission reduction efforts
Waste oil	Using FY2022 as the baseline year, the Group targets to reduce the intensity of the waste oil generated by 50% by FY2031, while maintaining a 100% recycling rate of waste oil in all potential geographical locations where businesses are run by FY2031.	<ul style="list-style-type: none"> ✓ Identify opportunities for waste oil recycling and establish partnerships with certified recycling facilities ✓ Regularly monitor waste oil generation and recycling rates to track progress towards the target
Diesel	Using FY2022 as the baseline year, the Group targets to reduce the intensity of the diesel consumed by 50% by FY2031.	<ul style="list-style-type: none"> ✓ Optimise vehicle usage to lower diesel consumption ✓ Promote alternative fuel options, such as electric vehicles or hybrids, where feasible
Town gas	Using FY2022 as the baseline year, the Group targets to reduce the intensity of the town gas consumed by 25% by FY2031.	<ul style="list-style-type: none"> ✓ Improve energy efficiency in heating systems through insulation upgrades and regular maintenance ✓ Retrofit equipment and appliances to use energy-efficient models

In line with our unwavering commitment to reducing our environmental footprints and fulfilling our pledged initiatives, we have developed an additional set of targets and initiatives, which provide a more detailed framework to guide our sustainability efforts, positioning us as a pioneer in the pursuit of sustainability.



PRESERVING NATURE

Environmental targets and actions

Aspects	Highlight targets	Highlight actions
Electricity	Achieve a 15% reduction in electricity consumption in the central kitchens in 10 years	<ul style="list-style-type: none"> ✓ Invest in energy-efficient appliances and equipment ✓ Explore the use of renewable energy for central kitchen production
Water and wastewater	Achieve a 3% reduction in water consumption in the central kitchens in 10 years	<ul style="list-style-type: none"> ✓ Install water-efficient fixtures and implement water recycling and reuse systems where feasible
Food waste and solid waste	Achieve a 50% reduction in food waste and a 10% reduction in solid waste being sent to landfill in 10 years	<ul style="list-style-type: none"> ✓ Partner with external organisations to donate excess food ✓ Conduct waste audits to identify opportunities for waste reduction and recycling
Paper	Achieve a 50% reduction in paper consumption in 10 years	<ul style="list-style-type: none"> ✓ Encourage digitalisation and electronic communication to reduce paper usage ✓ Use recycled or FSC-certified paper when printing is necessary
Plastic	Achieve an 85% reduction in packaging materials made of virgin plastics in 10 years	<ul style="list-style-type: none"> ✓ Opt for alternative packaging solutions to replace virgin plastics ✓ Encourage customers and promote the use of non-plastics cutlery

Progress

The Group actively reduced its resources consumption throughout the year. In FY2024, its diesel consumption dropped for 17%, while usage of plastic-made and paper-made packaging materials decreased for 5% and 12% respectively.

Moreover, during the year under review, the intensity of the total air emissions generated by the Group decreased to 0.29 kg per HKD million, achieving the 2031 air emissions target. This achievement demonstrates the power of collective action and showcases our dedication to creating a cleaner future for the next generation.

By setting and pursuing these targets, we aim to drive measurable progress and demonstrate our dedication to environmental responsibility. Regular monitoring and reporting will be conducted to transparently communicate our advancements and ensure accountability in our sustainability journey.

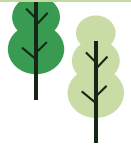
CLIMATE ASSESSMENT TRAINING

In FY2024, we have engaged a third-party consultant to conduct a series of workshops to our management on climate risk assessment. The workshops aimed at facilitating us in identifying our unique climate-related risks and opportunities, and we are now undergoing a 12-month climate awareness and capacity-building programme in the preparation stage.

Followed by the successful conduction of the four workshops of the programme, we will continue to explore more opportunities on relevant trainings to equip our management with the necessary skills and knowledge to guide us towards a climate-resilient future.



PRESERVING NATURE



CLIMATE-RELATED DISCLOSURES

Recognising the significant implications of climate change for our business and the growing concern from various stakeholders, we acknowledge the opportunities and challenges that the restaurant industry faces in its transition towards a low-carbon future. In line with our commitment to align with international standards and respond to regulatory advancements, we initiated the establishment of our climate-risk management framework in FY2024. As the number one Fast Casual Restaurant in Hong Kong⁷, we voluntarily prepared our inaugural disclosure report, referencing the IFRS S2 Climate-related Disclosures standard, aiming to foster transparency for our climate-related efforts, focusing on four core elements: governance, risk management, strategy, and metrics and targets.

GOVERNANCE

We recognise that a systematic and comprehensive management structure is essential for integrating climate management into our operations. The Group has established a robust governance mechanism for sustainability matters, employing a top-down approach that involves governance bodies at various levels, from the Board of Directors to the Working Group. Aligning with our ESG governance structure, the Board of Directors assumes a pivotal role in overseeing climate-related risks and opportunities, taking ultimate responsibility for endorsing our commitments and integrating climate considerations into strategic planning.

Our enhanced governance structure fosters active engagement and accountability throughout the organisation, ensuring that all staff members understand their roles and responsibilities. By effectively cascading strategies and providing channels for feedback, we aim to monitor and control the impact of climate change while evaluating the performance of our set targets.

In our ongoing efforts to enhance competency in climate-related performance, we have devised plans to implement training programmes across departments, which are designed to provide support and guidance to improve our climate-related practices. The trainings will offer staff members a comprehensive understanding of our policies, long-term targets, and past performances, as well as information on industry and peers' best practices.

We are also exploring the development of incentives to encourage active commitment and continuous improvement. This may involve incorporating climate-related KPIs into the performance appraisal process for staff members. These KPIs will provide a measurable framework to assess climate-related performance, which will be closely monitored by the ESG Committee during regular meetings.

STRATEGY

As a responsible corporation, we recognise the importance of proactive management of climate-related risks and the potential to capitalise on opportunities arising from the transition to a low-carbon economy.

In FY2024, we held cross-departmental discussions to successfully identify and analyse climate-related risks that could have a significant impact on our business operations. During the year under review, we also identified specific indicators and corresponding financial items that will inform our quantitative analysis of the financial impact of climate-related risks in the upcoming years.

To assess climate-related risks and bolster our climate resilience, we conducted a scenario analysis to identify potential implications for our business performance under various hypothetical scenarios. Utilising the RCP⁸ and SSP⁹ frameworks developed by the IPCC¹⁰, we defined distinct climate scenarios characterised by different degrees of impact. Given the continuous evolution of climate science, we are actively reviewing and evaluating our capacity for climate change mitigation and adaptation. By embracing the intermediate pathways, we can adopt a balanced approach that facilitates a gradual transition and adaptation process, minimising disruption to our core business while ensuring sustainable long-term development.

7. According to Euromonitor Consulting's study as of October 2023 for the period in 2022

8. Representative Concentration Pathway

9. Shared Socioeconomic Pathway

10. Intergovernmental Panel on Climate Change



PRESERVING NATURE

RISK MANAGEMENT

In recognition of the climate-related risks and opportunities that have been previously identified as relevant to our business, we have taken further steps in FY2024 to establish a more systematic approach for the identification, prioritisation, and assessment of these risks.

To ensure efficient resource allocation towards the most critical risks, we have implemented a quantitative scoring method that takes into account the level of impact, likelihood, adaptability, and recovery. By considering the potential impacts of these risks and our tolerance levels, we have assigned a critical value to prioritise the most significant risks. Additionally, we have mapped these material risks against our simplified value chain to identify risk hotspots.

The ESG Committee and its sub-committee closely monitor the identified material risks through active meetings and engaging discussions. In our continuous efforts to enhance climate risk management and resilience planning, we actively leverage partnerships and seek insights from external consultants. This enables us to stay updated with the latest factors influencing climate-related risks, such as scientific advancements, policy developments, geopolitical influences, and emerging trends.

METRICS AND TARGETS

In FY2024, we remain committed to using GHG emissions as our primary metrics for assessing and monitoring our performance. Alongside the metrics and targets disclosed in our annual ESG Report, we are exploring the potential use of additional indicators to effectively track our progress in managing climate-related risks. This includes considering cross-industry metrics as suggested by the IFRS S2 Standard. As our framework continues to evolve and mature, we will provide further updates on our progress.

During the year under review, we remained aligned with our established targets, which aim to reduce the intensity of GHG emissions by 25% by FY2031, using FY2022 as the baseline year. Given that we are still enhancing our climate-related disclosure, we will cautiously develop other climate-related targets to guide our efforts in the coming years.

In the coming years, we will continue to enhance our methodology and data quality to incorporate quantitative information on other crucial climate-related metrics and indicators. This will include aspects such as the proportion of assets and business activities materially exposed to physical and transition risks, as well as the amount of expenditure or capital investment dedicated to addressing climate-related risks and opportunities.

As a leading pioneer in the fast casual restaurant chains in Hong Kong, we are also prioritising efforts to strengthen our climate stewardship. In our commitment to aligning with international efforts, we are considering working towards meeting the SBTi guidance, which involves planning to set near-term and net-zero science-based targets. To support this ambition, we are planning to develop a comprehensive GHG emissions inventory to establish a solid baseline, explore potential actions and ultimately determine ways to achieve our goals.

For more information on our climate-related disclosure, including climate-related risks and impact, scenario analysis and climate resilience analysis, and climate risk management measures, please see our Climate-related Disclosure Report at https://tamjai-intl.com/wp-content/uploads/2024/07/E02217_CD-Report_64114-01M_0629_0154.pdf.



Please scan the QR code for the Climate-related Disclosure Report.

APPENDIX I — PERFORMANCE TABLES

Table 1. The Group's Total Emissions by Category in FY2024 and FY2023

Emission Category	Key Performance Indicator (KPI)	Unit	FY2024		FY2023	Change in Intensity
			Amount	Intensity ¹ (Unit/HK\$ million)	Intensity ² (Unit/HK\$ million)	
Air Emissions ³	SO _x	kg	1	3.6 x 10 ⁻⁴	4.4 x 10 ⁻⁴	↓
	NO _x	kg	729	0.3	0.3	—
	PM	kg	68	2.5 x 10 ⁻²	3.2 x 10 ⁻²	↓
GHG Emissions ⁴	Scope 1 (Direct Emissions) ⁵	tonnes of CO ₂ e	791	0.3	0.3	—
	Scope 2 (Energy Indirect Emissions) ⁶	tonnes of CO ₂ e	21,387	7.8	7.3	↑
	Scope 3 (Other Indirect Emissions) ⁷	tonnes of CO ₂ e	555	0.2	0.2	—
	Total (Scope 1, 2 & 3)	tonnes of CO₂e	22,733	8.3	7.8	↑
Non-hazardous Waste	Food Waste ⁸	tonnes	3,114	1.1	1.2	↓
	Solid Wastes ⁹	tonnes	2,576	0.9	1.0	↓
	Recycled Plastic Materials	tonnes	10	3.8 x 10 ⁻³	3.3 x 10 ⁻³	↑
	Recycled Metal Materials	tonnes	115	4.2 x 10 ⁻³	3.4 x 10 ⁻³	↑
	Recycled Other Materials	tonnes	282	0.1	6.1 x 10 ⁻³	↑
	Wastewater ¹⁰	m ³	632,964	230.3	206.4	↑
	Waste Oil	L	126,000	45.8	48.6	↓
	Recycled Waste Oil	L	126,000	45.8	48.6	↓

- Intensity for FY2024 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's revenue which was approximately HK\$ 2,748 million in FY2024;
- Intensity for FY2023 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's revenue in which was approximately HK\$ 2,595 million in FY2023;
- The Group's air emissions only included the air pollutants from fuel consumption of motor vehicles and town gas consumption in the food processing process;
- The methodology adopted for reporting on GHG emissions set out above was based on "How to Prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, The GHG Protocol Corporate Accounting and Reporting Standard and the 2006 IPCC (Intergovernmental Panel on Climate Change) Guidelines for National Greenhouse Gas Inventories. The total GHG emissions includes the 0.2 tonnes CO₂e GHG removal by tree planting;
- The Group's Scope 1 (Direct Emissions) included only emissions arose from the consumption of liquid and gaseous fuels in motor vehicles, restaurants and central kitchens' operations;
- The Group's Scope 2 (Energy Indirect Emissions) included only emissions arose from electricity and town gas consumption;
- The Group's Scope 3 (Other Indirect Emissions) included emissions arose from paper waste disposed at landfills, electricity used for processing fresh water and sewage by government departments, and business air travel;
- The amount of food residue for FY2024 was recorded, measured and estimated in a more comprehensive way that incorporated all restaurants and central kitchens of the Group;
- The solid wastes included the commercial waste from restaurants, central kitchens and offices of the Group; and
- The total amount of wastewater generated by the Group was primarily based on the appropriate estimations assuming 70–100% of the fresh water consumed by the Group will enter the sewage system in areas where an accurate recording of the amount of wastewater was hard to obtain. Meanwhile, since the wastewater from offices was mainly handled by the management of property buildings, the amount of sewage of the Group in FY2024 did not cover all offices.

APPENDIX I — PERFORMANCE TABLES

Table 2. Total Resource Consumption in FY2024 and FY2023

Use of Resources	Key Performance Indicator (KPI)	Unit	FY2024		FY2023	Change in Intensity
			Amount	Intensity ¹ (Unit/HK\$ million)	Intensity ² (Unit/HK\$ million)	
Energy	Electricity	kWh'000	48,024	17.5	16.7	↑
	Town gas ³	unit	259,702	94.5	93.2	↑
	Diesel	L	48,666	17.7	22.6	↓
	Total ⁴	kWh'000	52,008	18.9	18.2	↑
Water		m ³	904,031	328.9	294.7	↑
Paper		kg	1,521	0.6	1.6	↓
Packaging materials ⁵	Plastic-made	tonnes	1,502	0.5	0.6	↓
	Paper-made	tonnes	51	1.9×10^{-2}	2.2×10^{-2}	↓
	Others ⁶	tonnes	7.2	2.6×10^{-3}	5.8×10^{-5}	↑
Other consumables ⁷	Plastic-made	tonnes	84	3.1×10^{-2}	3.2×10^{-2}	↓
	Paper-made	tonnes	233	8.5×10^{-2}	8.2×10^{-2}	↑
	Others ⁶	tonnes	119	4.3×10^{-2}	0.1	↓

- Intensity for FY2024 was calculated by dividing the amount of resources that the Group consumed by the Group's revenue which was approximately HK\$ 2,748 million in FY2024;
- Intensity for FY2023 was calculated by dividing the amount of resources that the Group consumed in FY2023 by the Group's revenue which was approximately HK\$ 2,595 million in FY2023;
- Each unit registered by the gas meter represents that town gas with a heat value of 48 MJ has been consumed;
- The total energy was calculated based on the conversion factors as stated in the "How to Prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange;
- Packaging materials include the consumption of takeaway bowls, drinking cups and bags;
- Others include materials made of metal and wood; and
- Other consumables include the consumption of disposable gloves, garbage bags, umbrella bags, cling film and other miscellaneous materials used during the operations of restaurants.

APPENDIX I — PERFORMANCE TABLES

Table 3. Number of Employees by Age Group, Gender, Employment Type, Position Type, Geographical Locations of The Group in FY2024¹

Unit: Number of employees		Age group			
Gender	Aged ≤ 30	Aged 31–40	Aged 41–50	Aged ≥ 51	Total
Male	277	131	90	100	598
Female	289	430	1,063	924	2,706
Total	566	561	1,153	1,024	3,304

Unit: Number of employees		Position Type		
Gender	General staff	Middle	Senior Managerial	Total
		Managerial Level	Level and Directors	
Male	520	52	26	598
Female	2,626	67	13	2,706
Total	3,146	119	39	3,304

Employment type			
Full time	Part time	Others	Total
2,523	693	88	3,304

Geographical locations	
Locations	Number of employees
Hong Kong	2,760
Mainland China	289
Singapore	151
Japan	104
Total	3,304

1. The employment data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. The data covered employees engaged in a direct employment relationship with the Group according to relevant local laws and workers whose work and/or workplace was directly controlled by the Group within the Reporting Scope. The methodology adopted for reporting on employment data set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

APPENDIX I — PERFORMANCE TABLES

Table 4. Employee Turnover Rate by Age Group, Gender and Geographical Locations in FY2024¹

Unit: Number of employees		Age group			
Gender	Aged ≤ 30	Aged 31–40	Aged 41–50	Aged ≥ 51	Total
Male	567	109	95	91	862
Employee turnover rate ²	205%	83%	106%	91%	144%
Female	482	357	585	577	2,001
Employee turnover rate ²	167%	83%	55%	62%	74%
Total	1,049	466	680	668	2,863
Total employee turnover rate ²	185%	83%	59%	65%	87%

Geographical locations		
Locations	Employee turnover	Employee turnover rate ²
Hong Kong	2,290	83%
Mainland China	437	151%
Singapore	95	63%
Japan	41	39%

1. The turnover data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. Turnover rate was calculated by dividing the number of employees who left in FY2024 by the number of employees as of the end of FY2024. The above data includes the operations of the Group within the Reporting Scope. The methodology adopted for reporting on turnover data set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange; and
2. The employee turnover rate exceeds 100% when the number of employees left is greater than the number of employees as of financial year end in FY2024.

Table 5. Number and Percentage of Employees Trained in the Group by Gender and Position Type in FY2024¹

Total number of employees trained				4,081
Total number of employees in FY2024				3,304
% of employees trained ²				124%

Unit: Number of employees		Position Type		
Gender	General staff	Middle Managerial	Senior Managerial	Total
		Level	Level and Directors	
Male	2,135	97	69	2,301
% of employees trained	52%	2%	2%	56%
Female	1,617	121	42	1,780
% of employees trained	40%	3%	1%	44%
Total	3,752	218	111	
% of employees trained	92%	5%	3%	

1. The training information was obtained from the Group's Human Resources Department. Training refers to the vocational training that the Group's employees attended in FY2024. The above data includes the operations of the Group within the Reporting Scope. The methodology adopted for reporting on the number and percentage of total employees trained set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange; and
2. The percentage of trained employees exceeds 100% when the number of employees trained is greater than the number of employees as of financial year end in FY2024.



APPENDIX I — PERFORMANCE TABLES



Table 6. Training Hours Received by the Employees of the Group by Gender and Position Type in FY2024¹

Unit: Training Hours		Position Type		
Gender		General staff	Middle Managerial Level	Senior Managerial Level and Directors
				Total
Male		18,084	2,399	607
Average training hours		34.8	46.1	23.4
Female		13,878	2,157	582
Average training hours		5.3	32.2	44.8
Total		31,962	4,555	1,190
Average training hours		10.2	38.3	30.5

1. The training information was obtained from the Group's Human Resources Department. The above data includes the operations of the Group within the Reporting Scope. The methodology adopted for reporting training hours set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.



APPENDIX II — LAWS AND POLICIES

Ensuring compliance with applicable laws and regulations is vital to the Group's operations. To keep relevant parties informed of the latest regulatory requirements, regular communication takes place between the Group's legal team and designated staff across business units and functions.

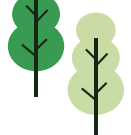
Our governance is built upon robust internal policies and measures that are established and reviewed in alignment with compliance on relevant laws and regulations. These policies and measures serve as the foundation for effective governance within the Group. The following tables provide a summary of the laws, regulations, and standards that the Group has complied with, which have a significant impact on its operations.

Governance

Material and relevant laws and regulations	Internal policies and measures
Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited	<ul style="list-style-type: none"> Code of Ethics
Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong)	<ul style="list-style-type: none"> Anti-Bribery and Corruption Policy
Anti-Money Laundering and Counter-Terrorist Financing (Financial Institutions) Ordinance (Cap. 615 of the Laws of Hong Kong)	<ul style="list-style-type: none"> Business Development and Lease Renewal Policy
Anti-Money Laundering Law of the People's Republic of China	<ul style="list-style-type: none"> Financial Reporting Regulations
Article 274th of the Criminal Law of the People's Republic of China (on extortion and fraud)	<ul style="list-style-type: none"> Budget and Forecast Policy
Article 387th of the Criminal Law of the People's Republic of China (on illegal acceptance of other's property)	<ul style="list-style-type: none"> Tax Handling Policy
Anti-Unfair Competition Law of the People's Republic of China	<ul style="list-style-type: none"> Contracts Management Policy
Interim Provisions on Banning Commercial Bribery	<ul style="list-style-type: none"> Business Continuity Management Policy
Singapore Prevention of Corruption Act	
Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong)	<ul style="list-style-type: none"> Information Security Policy Confidentiality Policy Personal Data Protection Policy Intellectual Property and Rights Management Policy Password Management Policy User Account Maintenance Policy Data Backup and Restoration Policy IT Equipment Protection and Disposal Policy



APPENDIX II — LAWS AND POLICIES



Nourishing Communities

Material and relevant laws and regulations	Internal policies and measures
Import and Export Ordinance (Cap. 60 of the Laws of Hong Kong)	• Corporate Quality Assurance Policies
Public Health and Municipal Services Ordinance (Cap. 132 of the Laws of Hong Kong)	• Corporate Procurement Policies and Procedures
Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong)	• External Communications Policy
Consumer Goods Safety Ordinance (Cap. 456 of the Laws of Hong Kong)	• Menu Pricing, Marketing Activity and Promotion Offer Policy
Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong)	• Price Positioning Policy
ISO 22000:2018 Food Safety Management Systems	• Patch Management Policy
Product Quality Law of the People's Republic of China	
Law of the People's Republic of China on the Protection of Consumer Rights and Interests	
Singapore Sale of Food Act 1973	



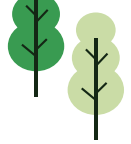
APPENDIX II LAWS AND POLICIES

Uplifting People

Material and relevant laws and regulations	Internal policies and measures
<i>Employment and Labour Practices</i>	
Employment Ordinance (Cap. 57 of the Laws of Hong Kong)	• Staff Handbook
Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong)	• Insurance Management Policy
Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong)	• Performance Management Evaluation Policy
Occupiers Liability Ordinance (Cap. 314 of the Laws of Hong Kong)	• Entertainment Policy
Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong)	• Overseas Business Trip Policy
Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong)	• COVID-19 Infection Control Protocol (For Restaurants, Central Kitchens, and Offices and Overall)
Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong)	• COVID-19 Restaurants Handling Guideline
Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong)	• Occupational Health and Safety Training Policy
Prevention and Control of Disease Ordinance (Cap. 599 of the Laws of Hong Kong)	
Race Discrimination Ordinance (Cap. 602 of the Laws of Hong Kong)	
Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong)	
Labour Law of the People's Republic of China	
Employment Promotion Law of the People's Republic of China	
Labour Contract Law of the People's Republic of China	
Social Insurance Law of the People's Republic of China	
Law of the People's Republic of China on the Prevention and Control of Occupational Diseases	
Production Safety Law of the People's Republic of China	
Singapore Employment Act	



APPENDIX II — LAWS AND POLICIES



Preserving Nature

Material and relevant laws and regulations	Internal policies and measures
Air Pollution Control Ordinance (Cap. 311 of the Laws of Hong Kong)	<ul style="list-style-type: none"> Introducing innovative eco-friendly materials to support resource optimisation Enhancing corporate awareness of environmental protection through various engagement activities Improving energy efficiency, conserving resources, and minimising waste generation across the value chain Participating in and supporting international and local environmental campaigns to promote environmentally responsible behaviour among our staff, business partners, and customers
Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong)	
Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong)	
Measures for the Administration of Permits for the Discharge of Urban Sewage into the Drainage Network	
Environmental Protection Law of the People's Republic of China	
Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes	
Energy Conservation Law of the People's Republic of China	



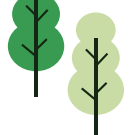
REPORT DISCLOSURE INDEX

ESG REPORTING GUIDE AND GRI CONTENT INDEX

Statement of use Tam Jai International Co. Limited has reported the information cited in this GRI content index for the period 1 April 2023 to 31 March 2024 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
A. Environmental					
A1: Emissions	General Disclosure	<p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.</p> <p>Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations.</p> <p>Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.</p> <p>Hazardous wastes are those defined by national regulations.</p>	GRI 2-27, GRI 3-3 (c), GRI 305, GRI 306	Preserving nature	42, 64
	KPI A1.1	The types of emissions and respective emissions data.	GRI 305-1, 305-2, 305-3, 305-6, 305-7	Performance tables	56
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 305-1, 305-2, 305-4	Performance tables	56
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306-3 (a)	Performance tables	56
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306-3 (a)	Performance tables	56
	KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	GRI 3-3 (c, d), GRI 305-5	Preserving nature	42, 52
	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.	GRI 3-3 (c, d), GRI 306-4, 306-5	Preserving nature	47, 53



REPORT DISCLOSURE INDEX

Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	GRI 3-3 (c)	Preserving nature	44
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI 302-1, 302-3	Performance tables	57
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	GRI 303-5	Performance tables	57
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	GRI 3-3 (c, d), GRI 302-4, 302-5	Preserving nature	44, 53
	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.	GRI 3-3 (c, d), GRI 303-1	Preserving nature	46, 53
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI 301-1	Performance tables	57
A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	GRI 3-3 (c)	Preserving nature	49
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI 3-3 (c, d), GRI 303-1, GRI 304-2, GRI 306-1, 306-2	Preserving nature	49
A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	GRI 2-12 (a, b-i), GRI 3-3 (c)	Preserving nature	54
	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.	GRI 201-2	Preserving nature	54

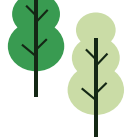


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Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
B. Social					
Employment and Labour Practices					
B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI 2-27, GRI 3-3 (c)	Uplifting people	36, 63
	KPI B1.1	Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	GRI 2-7 (a, c), GRI 405-1 (b)	Performance tables	58
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	GRI 401-1 (b)	Performance tables	59
B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	GRI 2-27, GRI 3-3 (c), GRI 403-1	Uplifting people	38, 63
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	GRI 403-9, 403-10	Uplifting people	39
	KPI B2.2	Lost days due to work injury.	N/A	Uplifting people	39
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	GRI 3-3 (c, d), GRI 403-1, 403-3, 403-5, 403-7	Uplifting people	38



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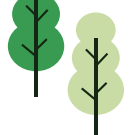


Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	GRI 3-3 (c), GRI 404-2 (a)	Uplifting people	31
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	N/A	Performance tables	59
	KPI B3.2	The average training hours completed per employee by gender and employee category.	GRI 404-1	Performance tables	60
B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	GRI 2-27, GRI 3-3 (c)	Governance	21, 63
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	GRI 3-3 (c), GRI 408-1 (c), GRI 409-1 (b)	Governance	21
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	GRI 3-3 (c, d), GRI 408-1 (c), GRI 409-1 (b)	Governance	21



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Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
Operating Practices					
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	GRI 3-3 (c)	Uplifting people	40
	KPI B5.1	Number of suppliers by geographical region.	GRI 2-6 (b-ii)	Uplifting people	40
	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.	GRI 2-6 (b-ii), GRI 3-3 (c, d), GRI 303-1 (c), GRI 308-1, 308-2, GRI 414-1, 414-2	Uplifting people	40
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	GRI 2-6 (b-ii), GRI 3-3 (c, d), GRI 303-1 (c), GRI 308-1, 308-2, GRI 414-1, 414-2	Uplifting people	41
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	GRI 3-3 (c, d)	Uplifting people	50
B6: Product Responsibility	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	GRI 2-27, GRI 3-3 (c), GRI 417-2, 417-3, GRI 418-1	Nourishing communities	22, 62
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A	Nourishing communities	24
	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	GRI 2-29, GRI 3-3 (c, d), GRI 418-1	Nourishing communities	26
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	N/A	Governance	21
	KPI B6.4	Description of quality assurance process and recall procedures.	N/A	Nourishing communities	23
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	GRI 3-3 (c)	Governance	20



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Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	GRI 2-27, GRI 3-3 (c), GRI 205-3	Governance	19, 61
	KPI B7.1	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.	GRI 205-3	Governance	19
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	GRI 2-26, GRI 3-3 (c), GRI 205	Governance	19
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	GRI 205-2	Governance	19
Community					
B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	GRI 3-3 (c)	Nourishing communities	27
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI 203-1(a)	Nourishing communities	27
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	GRI 201-1(a-ii)	Nourishing communities	27

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