九毛九集团
JIUMAOJIU GROUP

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

(Incorporated in the Cayman Islands with limited liability)
Stock Code：9922



2025

Environmental, Social and Governance Report

CONTENTS

ABOUT THIS REPORT 2

CHAIRMAN'S MESSAGE 5

ABOUT US 7

SUSTAINABLE DEVELOPMENT MANAGEMENT 10

Company Culture and Sustainable Development 10

ESG Strategy and Policy 11

ESG Governance Structure 12

Stakeholder Engagement 13

Materiality Analysis of ESG Issues 15

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY 18

Corporate Governance and Risk Management 19

Business Ethics and Anti-Corruption 21

Investor Relations and Shareholder Rights Protection 23

Food Quality and Safety 24

Responsible Supply Chain Management 29

Intellectual Property Protection 34

Digital Transformation 34

"EXCELLENCE" SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY 36

Nutritional Health and Product Diversification 37

Customer Rights Protection 40

Responsible Marketing and Promotion 41

Dining Environment/Customer Service 41

"LOVE" NURTURES TALENT, HARMONY UNITES PEOPLE 44

Compliance Employment and Compensation Benefits 45

Employee Health and Safety 49

Employee Training and Development 52

Employee Care and Communication 55

"FRUGALITY" PROTECTS THE ENVIRONMENT, "KINDNESS" BENEFITS SOCIETY 57

Response to Climate Change and Carbon Emissions 58

Resource Management 63

Packaging and Waste Management 67

Emissions Management 70

Contributing to Industry Development 71

Rural Revitalization 72

Social Welfare 74

APPENDIX 75

List of ESG Policies and Laws and Regulations 75

Table of Key Performance Indicators 79

HKEX ESG Reporting Code Index 84

Index of Initiative for Business for Good in the Catering Industry 97

ABOUT THIS REPORT

This Report is prepared in both Chinese and English. In the event of any discrepancy, the Chinese version shall prevail. This Report is the Environmental, Social and Governance ("ESG") Report ("Report") issued by Jiumaojiu International Holdings Limited (HK.09922) and its subsidiaries (collectively, the "Group" or "we"), which, adhering to the principles of objectivity, comprehensiveness, standardization, and transparency, provides a detailed account of the Group's management philosophy, key ESG practices, and annual performance for 2025.

REPORTING SCOPE

Unless otherwise specified, this Report primarily discloses information and key performance indicators related to the Group's fulfillment of ESG responsibilities from January 1, 2025, to December 31, 2025. This includes the Group's offices, brand self-operated restaurants (including Jiu Mao Jiu, Tai Er, Song Hot Pot, Lai Mei Li, Fresh Wood, Shanwaimian, Chaonabian, among others), and supply centers. In December 2025, the Group officially launched its new brand, Chaonabian; therefore, this brand has been added to the reporting scope for this year. As of December 31, 2025, the Group operated a total of 606 self-operated restaurants and 38 franchise/cooperative model restaurants. Except for the key performance indicators of franchise/cooperative model restaurants, operational information and key performance metrics for all of the Group's self-operated restaurants are included within the scope of this Report. With regard to key ESG performance related to joint venture aquaculture projects, the Group is actively developing the relevant reporting framework and methodology; accordingly, data disclosed in this Report does not yet include operations from these projects.

REFERENCE STANDARDS

This Report is prepared mainly with reference to the Environmental, Social and Governance Reporting Code (the "ESG Code") under Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as issued by The Stock Exchange of Hong Kong Limited. The report adheres to the principles of materiality, quantitative, balance, and consistency as set out in the ESG Code. The Report is also made reference to the MSCI ESG Rating and the Initiative for Business for Good in the Catering Industry (the "Initiative") promulgated by the Cheung Kong Graduate School of Business. The Initiative mainly consists of five dimensions, including food safety, supply chain management, employee development and welfare, high-quality products and services and environmental improvement. The content index of the ESG Code and the Initiative are included in the Appendix to this Report.

REPORTING PRINCIPLES

Materiality

We continuously communicate with our stakeholders, regularly review the materiality of each sustainable development area, and conduct materiality assessments to determine critical ESG issues. The assessment result is approved by the Board of Directors (the "Board"). For further details, please refer to the "SUSTAINABLE DEVELOPMENT MANAGEMENT" chapter.

Quantitative

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

Balance

We appointed an external sustainability advisor to prepare this Report that unbiasedly disclosed all of our positive and potential negative data, fairly described the Group's ESG performance, and ensured that the public was able to receive accurate information and the information presented was not improperly used to influence readers' decisions or judgments, choices, omissions or other forms of manipulation.

Consistency

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

DATA SOURCES AND RELIABILITY

Data and case studies contained in this Report are primarily extracted from the statistical reports and internal documents of the Group. The Group undertakes that the Report contains no false representations or misleading statements, and assumes responsibility for the truthfulness, accuracy and completeness of its contents.

ACKNOWLEDGMENT AND APPROVAL

Upon confirmation by the management, this Report was approved by the Board on 29th April, 2026.

ABOUT THIS REPORT

REPORTING SPECIFICATION

For the convenience of presentation and reading, the "Jiumaojiu Group", "Group", "Company" and "we"/"us"/"our" all refer to Jiumaojiu International Holdings Limited and its subsidiaries in this Report. Meanwhile, the short names of brands under the Group in the Report are defined as follows:

Jiu Mao Jiu	means	our Jiu Mao Jiu brand
Tai Er	means	our Tai Er brand
Song Hot Pot	means	our Song Hot Pot brand
Lai Mei Li	means	our Lai Mei Li Grilled Fish brand
Fresh Wood	means	our Fresh Wood Beef Hot Pot brand
Shanwaimian	means	our Shandeshanwaimian Suantang Hot Pot brand
Chaonabian	means	our Chaonabian Chaoshan Grilled Fresh Beef brand

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

CHAIRMAN'S MESSAGE

In 2025, Jiumaojiu Group celebrates its 30th anniversary. "Thirty and established" is not only a milestone in time but also a new starting point for responsibility. Reflecting on our thirty-year journey, we understand clearly: the long-term success of a business has never depended solely on scale or profit, but on whether it takes responsibility for its employees, customers, suppliers, communities, and the environment. This is the essence of ESG, and the foundation upon which we practice our five core values: "Integrity, Love, Courage, Excellence, and Frugality."

"Integrity" builds trust and serves as the cornerstone of our governance and operations. As a pioneer in Chinese chain restaurant industry, we embed integrity into corporate governance, risk management, and daily operations: strictly complying with regulations to ensure food safety; sourcing high-quality ingredients with full traceability; strengthening anti-corruption mechanisms to protect shareholder interests; promoting responsible supply chains and intellectual property protection; and upholding compliance and data security amid digital transformation. Only through integrity can we earn trust and lay a solid foundation for sustainable development.

"Love" nurtures people, and harmony unites them – this remains the foundation of our social responsibility. Our employees are Jiumaojiu Group's most valuable asset. This year, we have further deepened our practice of "Love": not only refining our fair employment practices and market-competitive compensation and benefits framework, but also upgrading our integrated learning platform to advance systematic career development pathways, enabling every team member to envision a meaningful future through growth. At the same time, we have strengthened our comprehensive health and well-being initiatives – extending from mental and physical wellness to workplace environment enhancements – to holistically safeguard employee welfare. Most importantly, through warm, empathetic communication, genuine care, and open dialogue, we continue to cultivate a culture rooted in respect, trust, and belonging. Because we care for our employees first, they are empowered to serve our customers wholeheartedly – delivering on our promise to "create a wonderful hour with excellent cuisine": delicious, affordable meals served in welcoming environments with attentive service, and immediate, thoughtful resolution of any issues, ensuring customers never feel shortchanged.

Guided by our core value of "Courage," we dare to innovate and take responsibility, striving for shared success between business and society. This year, we have actively driven the sustainable transformation of the catering industry: fully implementing sustainable procurement policies and prioritizing organic, locally sourced, and seasonal ingredients to reduce our supply chain's carbon footprint. Simultaneously, we are deepening our partnerships with suppliers – rejecting exploitative cost-cutting and instead championing fair collaboration and co-created quality to build a long-term, stable, and trustworthy industry ecosystem. Furthermore, we continue to expand the boundaries of our social responsibility by extending "Courage" into rural revitalization – empowering farmers through technical support and resource alignment to enhance aquaculture efficiency and product quality, thereby supporting their income growth and prosperity. We believe that only by building on Love and advancing with Courage can we walk hand-in-hand with our employees, customers, partners, and communities toward a healthier, fairer, and more sustainable future.

CHAIRMAN'S MESSAGE

"Excellence" shapes our products, and precision defines our quality – this is our relentless pursuit of perfection. Deliciousness is not just about taste; it is a responsibility. We focus on nutrition, health, and menu diversification; commit to honest and transparent marketing; rigorously safeguard consumer rights; and continuously enhance the dining experience. To guarantee quality, we insist on using fresh ingredients – even at the cost of higher operational complexity and efficiency trade-offs. By optimizing our product portfolio, we increase menu variety while reducing waste and operational burden – accountable not only to our customers but also to the environment.

"Frugality" protects our planet, and kindness benefits society – this is our commitment to the Earth and our communities. Frugality is embedded in our corporate culture: we continuously improve energy and water efficiency, advance waste recycling and emission reductions, and build green restaurants; we widely adopt biodegradable and eco-friendly packaging, significantly cutting single-use plastics. Through community investment, environmental education, and public welfare initiatives, we care for the vulnerable, promote inclusion, and drive synergistic value across environmental, economic, and social dimensions.

2025 was a year of giving our all, and 2026 is the year we focus on building strong foundations and elevating quality. We've always believed that true resilience isn't measured by how big we are, but by whether each restaurant stands firm, whether every team member feels secure, and whether every dish we serve earns trust. So, in the face of uncertainty, we're choosing to return to basics – by doing every small thing with care.

As we step into 2026, we'll seek balance between "staying resilient" and "improving efficiency while managing costs." But let us be clear: this is not about cutting corners or compromising quality. Instead, it's about building growth on three solid pillars – creating a replicable single-store profitability model, establishing a stable and traceable supply chain, and developing an intelligent operations platform powered by Artificial intelligence ("AI") and information technology ("IT").

Behind these initiatives lies our commitment to people. A healthy store model means frontline team members don't have to worry about sudden closures – they can work with peace of mind, earn stable incomes, and see a real path for their own growth. A transparent, trustworthy supply chain isn't just about food safety; it's about building lasting, fair partnerships with farmers and suppliers – so that great ingredients from rural communities find a home, and honest hard work gets its due reward. And when we bring in AI and smart systems, it's not to replace people, but to lift the burden of repetitive tasks – giving our teams more energy to focus on serving guests, honing their craft, and feeling proud of their work. At the same time, this helps reduce waste and human error, making us more responsible to both our customers and the planet.

For us, efficiency and responsibility are never mutually exclusive. True high-quality growth means being accountable not only to shareholders, but also to our employees, customers, communities, and the environment. This path may be a little slower – but it's steadier, kinder, and built to last.

Thirty and established – resilient and growing.

As long as we stay on the right path and remain grounded, everything wonderful begins tomorrow.

Jiumaojiu Group Chairman
GUAN Yihong

COMPANY BACKGROUND

In 1995, Jiumaojiu Group was founded in Haikou and has since dedicated itself to the Chinese casual dining sector for thirty years. Through a multi-brand, multi-concept development strategy, the Group has gradually grown into a well-known chain restaurant group. Guided by its mission "to create a wonderful hour with excellent cuisine," the Group is committed to delivering customers a high-quality dining experience that is delicious, affordable, and safe.

The Group has created and operates five distinct brands – Jiu Mao Jiu, Tai Er, Song Hot Pot, Shanwaimian, and Chaonabian – spanning specialized segments of the market. With over 600 stores, the Group's footprint extends nationwide and has expanded into overseas markets including Southeast Asia, the United States, and Canada.

JIUMAOJIU GROUP BRAND OVERVIEW

Grown steadily
30 Years

Stores
600+

Staff
16,500+

Jiu Mao Jiu

With three decades of experience, Jiu Mao Jiu has now re-launched with the concept of "a dish of vinegar, a bowl of noodles, and a plate of fresh Shanxi cuisine." Centered on handmade, fresh, and made-to-order dishes, it blends intangible cultural heritage techniques with flavors from northern and southern China to create a Shanxi dining experience that honors tradition while embracing innovation.



Tai Er

Founded in 2015, Tai Er specializes in its meticulously crafted traditional fermented sauerkraut fish. In 2025, it rolled out a new generation of stores featuring upgraded fresh-ingredient concepts, championing the idea that "only when it's truly fresh, can it be Tai Er." Additionally, Tai Er has pioneered a "fresh-ingredient Sichuan cuisine" model, selecting five core fresh ingredients to build a product portfolio centered on "freshness" and "Sichuan flavor."



ABOUT US

Song Hot Pot

Song Hot Pot hopes that everyone can eat here with peace of mind and joy. Upholding a high standard for its products, it offers its signature spicy hot pot and fresh, high-quality ingredients. Aiming to help customers enjoy a happy hour together, it also provides a cheerful, relaxing dining environment and unique, engaging interactive experiences.



Shanwaimian

Shanwaimian features premium sour soup sourced from the mountains of Guizhou, using "Sour from the Mountains" as its brand tagline to bring authentic mountain-grown sour soup and quality ingredients to diners.



Chaonabian

Chaonabian focuses on Chaoshan-style fresh beef and the concept of "Grilled Fresh Beef, Sweeter and Fresher." Integrated with the AI-powered virtual server "Yebit," it creates a digital grilled meat space that fuses intelligent technology, artistic aesthetics, and a sense of relaxed, restorative dining.



Jiumaojiu Group Sustainability Highlights and Achievement

Leading Industry Standard Development	• Co-drafted the group standard "Food Safety Specification for Takeout-Only Restaurants" with Shenzhen Culinary Association, Meituan, and Ele.me (effective September 2025), setting a benchmark for transparency and safety in takeout operations
Industry-Led Rural Revitalization	• Integrated Guizhou Maolaoguo (a local chili tomato) into the supply chain through Guangdong-Guizhou collaboration, covering sourcing, product R&D, and marketing • Launched 12 farmer-partner aquaculture projects in Guangdong, generating over RMB20 million in output value • Direct rural procurement totaled RMB2.47 million
Animal Welfare & Sustainable Aquaculture	• Own bass farm certified under GAA's Best Aquaculture Practices (BAP) • Implemented a "three-tier audit system": third-party audits + quarterly HQ inspections + on-site self-checks • Full-chain welfare management from fry breeding, feed control, medication, to traceability
Transparency in Dining	• Tai Er introduced the industry-first "Full Menu Transparency Classification" in 2025, labeling dishes A-D based on ingredient freshness and processing level • Rolled out across all group brands as a replicable model for rebuilding consumer trust
AI-Powered Smart Restaurant	• Launched China's first "AI Agent Restaurant," featuring AI food expert, AI store manager, and AI kitchen manager working alongside staff • Enhances customer experience and operational efficiency while reducing waste and errors
Green Supply Chain & Plastic Reduction	• Spent RMB3.35 million on eco-friendly packaging in 2025 (5.21% of total packaging spend) • Fully phased out non-degradable plastic straws and no longer proactively provides single-use cutlery • Promoted reusable thermal delivery bags (Jiu Mao Jiu brand) and recyclable aluminum foil containers
Innovative Community Initiatives	• "Give Stray Cats a Home" campaign: Built cat shelters on 10 university campuses based on public design submissions • "Bright Classroom Program": Installed eye-care lighting in 600+ classrooms across Guizhou and Gansu, benefiting 25,000+ students • Donated ~RMB56,000 for rural playgrounds and ~RMB55,000 for hygiene kits for girls in remote schools
Employee Care & Shared Prosperity	• Nathan Foundation provided RMB1.89 million in aid to 127 employees and families in 2025 • Organized "Decade Trip" family tours for long-serving staff to strengthen loyalty • Dual career tracks (professional & managerial) support diverse growth paths

SUSTAINABLE DEVELOPMENT MANAGEMENT

COMPANY CULTURE AND SUSTAINABLE DEVELOPMENT

Jiumaojiu Group integrates sustainability into its daily operations and actively aligns with the United Nations Sustainable Development Goals ("UNSDGs"), focusing on climate action, sustainable cities and communities, and responsible innovation to create long-term value for customers, shareholders, employees, communities, and partners.

Jiumaojiu Group anchors its culture in five core values – "Integrity, Love, Courage, Excellence, and Frugality" – which guide its ESG practices and business decisions:

Operate with Integrity, Be Open and Transparent

Uphold honesty and transparency to build solid business relationships and earn trust from all stakeholders.

Practice Frugality and Share the Benefits That Come with It

Promote frugal operations to improve resource efficiency and support long-term business sustainability.



Always Put People First and Care for Partners

Prioritize employee well-being and growth by providing a supportive work environment and development opportunities; treat customers as partners and enhance their experience through passionate service; pursue win-win outcomes with suppliers and advance sustainable collaboration.

Strive for Excellence with High-Quality Products

Adopt a "quality-first" principle to ensure products and services are consistently excellent and reliable.

Be Courageous in Striving for Success and Taking Responsibility

Embrace innovation, challenge ourselves, and proactively fulfill corporate responsibilities.

To deepen the integration of its values into daily practice, the Group systematically promotes employee understanding and embodiment of these principles through monthly corporate culture assessments, mandatory training courses, and curated learning packages. This approach cultivates an organizational culture aligned in values and committed to active collaboration, supporting the shared long-term growth of both the company and its employees.

Case **Annual Culture Role Models – Living Our Values, Co-Creating a Sustainable Future**

Jiumaojiu Group embeds its five core values – "Integrity, Love, Courage, Excellence, and Frugality" – into daily operations and sustainability practices. At the 2025 Executive Dinner, the Group honored nine frontline operational team members as "Annual Culture Role Models," recognizing their outstanding contributions in embodying these core values and driving team and business growth through action. They shared on-stage insights into their practical experiences and expressed confidence in the future, exemplifying how value-driven alignment fosters mutual growth between employees and the enterprise.





ESG STRATEGY AND POLICY

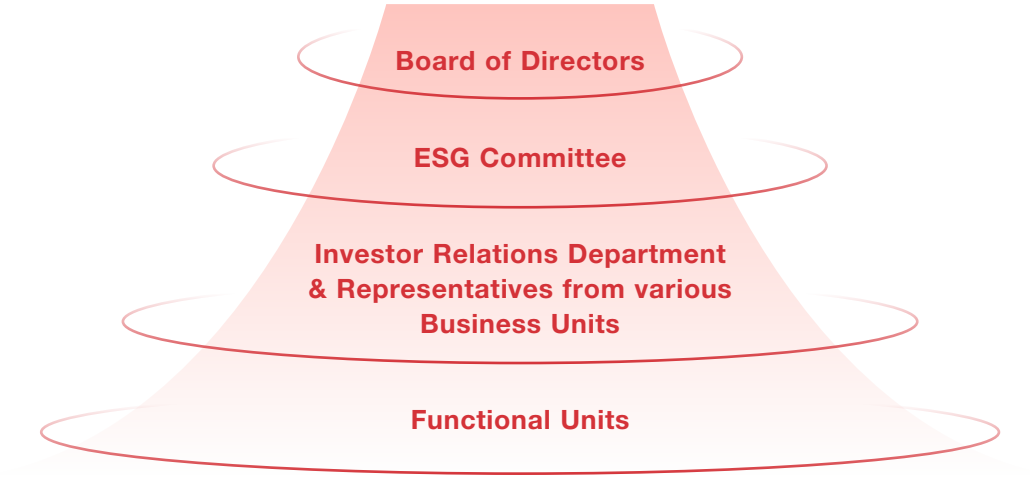
The Group deeply integrates ESG principles into its five core values – "Integrity, Love, Courage, Excellence, and Frugality" – not only to optimize business management models but also to enhance the well-being of stakeholders including employees, customers, and communities, strengthen social responsibility, and effectively reduce operational risks and costs.

In strategy execution, leadership takes the lead in advocacy, ensuring ESG considerations are systematically embedded into all business processes and decision-making, thereby solidifying the foundation for sustainability. The Group is committed to ensuring all employees clearly understand the importance placed on environmental, social, and governance issues, and actively participate in related initiatives. This fosters a stronger sense of belonging and pride, increases engagement, and cultivates a higher level of awareness and accountability toward sustainable development.

SUSTAINABLE DEVELOPMENT MANAGEMENT

ESG GOVERNANCE STRUCTURE

The Group has established a clear ESG governance structure, with the Board, the Environmental, Social and Governance Committee ("ESG Committee"), the Investor Relations Department, and representatives from various business units working collaboratively to advance sustainability efforts.



The Board, as the highest governance body, provides comprehensive oversight of the Group's ESG matters and is responsible for establishing the ESG strategic direction, promoting a culture of sustainability, formulating strategic plans, and reviewing relevant targets and policies. The Board ensures ESG considerations are integrated into business decisions, identifies and addresses risks affecting sustainability, approves ESG reports and budgets, and evaluates and revises key sustainability performance indicators. Annually, the Board reviews the assessment and prioritization of stakeholder concerns based on changes in internal and external environments and operational conditions, and examines progress against ESG targets to ensure alignment with the Group's long-term strategy, feasibility, and forward-looking relevance.

Under the Board's authorization, the ESG Committee is responsible for formulating, monitoring, and advancing the Group's ESG strategies, objectives, and policies, and regularly assesses implementation effectiveness. The ESG Committee continuously tracks internal and external ESG trends and information, reports to the Board, and proposes responsive measures. It also monitors target implementation, evaluates associated risks, develops mitigation plans, and reviews ESG report content to ensure accuracy and transparency.

At the execution level, the Investor Relations Department and representatives from various business units coordinate ESG reporting management, implement sustainability goals and strategies, oversee measure progress, identify risks, and propose solutions. All operating units are required to comply with the Group's ESG policies, support sustainability objectives, and provide relevant performance data to enable comprehensive assessment and disclosure.

To strengthen ESG performance, the Group has engaged an independent consulting firm to collect and analyze data and provide professional recommendations to support strategic optimization and performance enhancement. This multi-tiered governance structure ensures ESG initiatives are comprehensively covered and effectively executed, driving the Group toward responsible and sustainable development.

STAKEHOLDER ENGAGEMENT

The Group regards stakeholders – including customers, employees, shareholders/investors, government/regulatory bodies, suppliers/partners, and communities – as partners on its development journey. It values their expectations and, through diverse communication channels, gains deep insight into their views and aspirations. This enables the Group to swiftly adjust strategies, focus on key sustainability priorities, and comprehensively enhance its sustainability performance.

Stakeholder	Issue of Concern	Communication Channel	Response
 **Shareholders/Investors**	• Group's business strategy • Compliance and ethical operations • Safeguarding investors' interest • Stable investment returns • Accurate and transparent information disclosure	• Information disclosure • General meetings • Investor conferences and roadshows • Investor email • Official website	• Transparent and open information disclosure • Strengthening corporate risk management • Enhancing value creation capabilities • Enhancing brand value
 **Government/Regulatory Organizations**	• Legal and compliance operations • Food safety and hygiene • Occupational health and safety • Robust internal control and risk management • Energy conservation and emission reduction • Promoting economic development	• Regular visits • Routine inspections • Policy communication • Compliance reporting • Participation in seminars	• Pay taxes according to the law • Strengthen compliance operations • Enhance security management • Green office • Carry out various environmental protection activities • Continuously expand information technology operations

SUSTAINABLE DEVELOPMENT MANAGEMENT

Stakeholder	Issue of Concern	Communication Channel	Response
 Customer	• Food safety and hygiene • Quality and diversification of meals • Protection of customer privacy • Customer service experience	• Store service communication • Complaint mailbox/hotline • Official WeChat account • Satisfaction survey • Brand marketing activities	• Strict control over ingredient procurement • Optimization of product quality • Standardization of cooking processes • Regular disinfection and cleaning of stores • Expansion of research and development team • Enhancing customer experience • Safeguarding customer rights and interests
 Employee	• Safeguarding employees' legal rights and interests • Occupational health and safety • Equal employment opportunities • Employee compensation and benefits • Diversified development	• Employment contracts • Performance management mechanism • Training and exchange • Chairman's mailbox • Workers' representative assembly • Internal communication platform	• Safeguarding employee rights and interests • Conducting employee training • Diversified career development • Enriching employee activities
 Suppliers/Partners	• Fair procurement • Integrity in fulfilling contracts • Product quality assurance • Establishing sustainable cooperative relationships	• Supplier assessment • Cooperation agreements • On-site inspections • Supplier meetings	• Fair and just procurement • Strengthening supply chain management • Promoting sustainable cooperative relationships
 Community	• Engage in social public welfare • Promote community relationships • Green operation	• Community activities • Community services	• Conduct public welfare and volunteer activities • Enhance restaurant safety management • Uphold the promotion of environmentally friendly and low-carbon practices in restaurants • Strict management and resource utilization of kitchen waste

MATERIALITY ANALYSIS OF ESG ISSUES

In 2025, the Group engaged an ESG consultant to conduct a stakeholder survey and perform an objective materiality assessment to understand evolving perspectives and expectations regarding the Group's ESG initiatives. ESG issues were categorized into four groups, and priorities were established based on stakeholders' evaluations of the Group's performance and their expectations for each issue, enabling the Group to systematically refine its ESG strategies and management policies.



Identify

Drawing on the HKEX ESG Code, as well as local and international industry reports, and considering the Group's business development and stakeholder needs, the Group established its 2025 ESG Management Issue Inventory, comprising 21 identified issues.

Survey

Opinions were collected through an online questionnaire covering internal and external stakeholders, including management, employees, suppliers, customers, media, and investors/shareholders.

Analyze

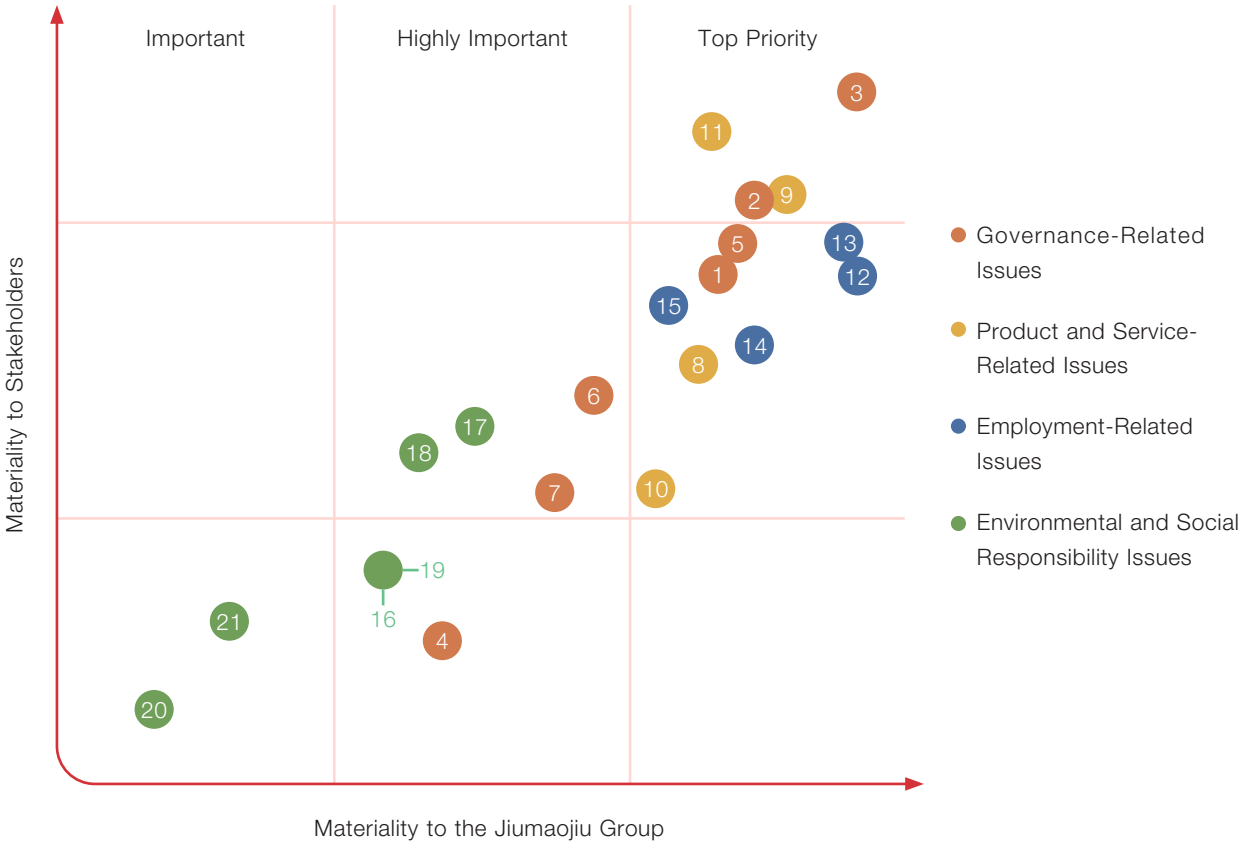
Issues were assessed along two dimensions-"importance to stakeholders" and "importance to Jiumaojiu Group" – to develop a materiality matrix and a prioritized list of key issues.

Review

Through discussions with key stakeholders and internal management reviews, the Group ensured that all material environmental, social, and governance issues have been included in its disclosure scope and comply with applicable laws and regulations.

SUSTAINABLE DEVELOPMENT MANAGEMENT

2025 ESG Issues Materiality Assessment Matrix



"Integrity" and "Courage" Governance-Related Issues	"Excellence" Product and Service-Related Issues	"Love" Employment-Related Issues	"Frugality" Environmental and Social Responsibility Issues
1. Corporate Governance and Risk Management **2. Business Ethics and Anti-Corruption*** **3. Food Quality and Safety*** 4. Investor Relations and Shareholder Rights Protection 5. Responsible Supply Chain Management 6. Intellectual Property Protection 7. Digital Transformation	8. Nutritional Health and Product Diversification **9. Customer Rights Protection*** 10. Responsible Marketing and Promotion **11. Dining Environment and Customer Service***	12. Compliance Employment and Compensation Benefits 13. Employee Health and Safety 14. Employee Training and Development 15. Employee Care and Communication	16. Response to Climate Change and Carbon Emissions 17. Resource Management (Energy and Water) 18. Packaging and Waste Management 19. Contribution to Industry Development 20. Rural Revitalization 21. Community Welfare

* Top-priority ESG issues for 2025.

The ESG materiality assessment methodology used in this report is primarily based on two dimensions: "importance to Jiumaojiu Group" and "importance to stakeholders," with priority topics identified through stakeholder surveys and internal validation. This approach effectively captures stakeholder perceptions and expectations, enabling focused sustainability management.

However, in alignment with evolving global standards – particularly the International Sustainability Standards Board's IFRS S1, which emphasizes the principle of "double materiality", the Group recognizes the need to broaden its assessment framework. Double materiality entails evaluating both (1) financial materiality (the impact of ESG issues on the company's cash flows, access to finance, and cost of capital) and (2) impact materiality (the positive or negative effects of the company's operations on people and the environment).

Accordingly, we commit to fully implementing a double materiality assessment in our 2026 ESG Report, systematically integrating both financial and external impact dimensions to identify and disclose material ESG topics more comprehensively and transparently, in line with international best practices.

“INTEGRITY” BUILDS TRUST, “COURAGE” DRIVES RESPONSIBILITY

Integrity is the cornerstone of our operations, and we uphold an open and transparent approach, adhering to the principle of “integrity first” in business. As we enter 2026, a year dedicated to building solid foundations and enhancing quality, the Group has made a “stable and traceable supply chain system” one of its three core pillars. This is not only key to business resilience but also a deepened expression of our integrity and responsibility. As a pioneer in China’s chain restaurant industry, the Group embeds integrity into corporate governance and risk management: strictly complying with regulations, sourcing high-quality ingredients, and ensuring food safety. Through fair and impartial decision-making, we strengthen anti-corruption mechanisms, protect shareholder rights, and advance responsible supply chains, intellectual property protection, and digital transformation, fostering a transparent and compliant business environment. This commitment earns customer trust and steadily guides us toward our sustainability goals.

ESG Issues Responded in This Chapter

- Business Ethics and Anti-Corruption
- Food Quality and Safety
- Intellectual Property Protection
- Digital Transformation
- Corporate Governance and Risk Management
- Responsible Supply Chain Management
- Investor Relations and Shareholder Rights Protection

Contribution to the UNSDGs



“INTEGRITY” BUILDS TRUST, “COURAGE” DRIVES RESPONSIBILITY

CORPORATE GOVERNANCE AND RISK MANAGEMENT

Corporate Governance

The Group strictly complies with the Company Law of the People’s Republic of China and the Listing Rules of The Stock Exchange of Hong Kong Limited, adheres to the baseline of compliance, and continuously enhances its governance structure and internal control mechanisms. The Group has established a Corporate Governance System, which sets out a scientific governance framework and rules of procedure covering management, headquarters and brand functional departments, and subsidiaries. It clearly defines responsibilities and authorities for decision-making, execution, and supervision, strengthens anti-corruption and risk management systems, and advances integrity initiatives and operational effectiveness.

No. of Board meetings in 2025
14

The Board comprises four executive directors and three independent non-executive directors. Under the leadership of the Chairman, the Board effectively fulfills its duties in strategic guidance, overall oversight, and periodic review, safeguarding the long-term interests of the Group and its stakeholders. The Board has established an Audit Committee, a Remuneration Committee, and a Nomination Committee to enhance professional oversight effectiveness. For details on the Board’s composition, performance of duties, equity structure, and controlling shareholders, please refer to the Jiumaojiu International Holdings Limited 2025 Annual Report.

Attendance rate of Board meetings
100%

Independence and Effectiveness

The Group is committed to maintaining high standards of corporate governance and ensuring the independence and effectiveness of the Board. Both the Audit Committee and the Remuneration Committee are chaired by independent non-executive directors, and independent directors account for 67% or more of each committee’s membership, ensuring that decisions benefit from objective and independent input. The Group regularly provides directors with ongoing briefings, reading materials on director responsibilities, and professional training covering topics such as regulatory developments and fiduciary duties to strengthen their capacity to fulfill their roles effectively.

Proportion of independent directors on the Board
67%

Percentage of Board members attended corporate trainings
100%

Percentage of female Board members
57%

Board Diversity

The Group values diversity at both the Board and employee levels, firmly believing that diverse backgrounds enhance management effectiveness and create new opportunities. The Board has adopted a diversity policy, overseen by the Nomination Committee, which considers measurable objectives – including gender, age, cultural and educational background, and professional experience – when appointing directors. The Nomination Committee regularly reviews the policy's effectiveness and provides recommendations to the Board to ensure composition aligns with best practices. As of December 31, 2025, female directors accounted for 57% (4 out of 7 members). The Group adheres to the principles of meritocracy and inclusive diversity, continuously building a competitive and well-rounded Board.

The Board of Directors Diversity Indicators						
Name	**Gender**	**Age**	**Board/Job Duties**	**Tenure Period**	**Academic Background/ Expertise**	**Experience/ Skills**
Mr. Guan Yihong	M	56	Chairman of the Board	7 years	Business Management	Industry Expert, Corporate Governance
Mr. He Chengxiao	M	48	Executive Director, Chief Executive Officer	6 years	International Finance	Industry Expert
Ms. Cui Longyu	F	51	Executive Director, Group Vice President/ Supply Chain and Human Resources Management	7 years	Secretary and Public Relation	Industry Expert, Talent Management
Mr. Su Danman	M	38	Executive Director, Chief Financial Director and Authorized Representative	3 years	Economics and Management/ Certified Public Accountant	Financial Expert
Ms. Tang Zhihui	F	57	Independent Non-executive Director	5 years	Arts	Talent Management
Ms. Zhu Rui	F	51	Independent Non-executive Director	5 years	Business Administration/ Education	Industry Expert, Corporate Social Responsibility
Ms. Wang Xiaomei	F	47	Independent Non-executive Director	1 year	Economics/ Certified Public Accountant	Financial Expert

Beyond the Board, the Group actively implements diversity policies across its workforce, supporting religious, cultural, and ethnic diversity. This fosters an inclusive corporate culture that encourages cross-disciplinary and cross-technical collaboration, strengthens employee identification with the Group, and enhances overall cohesion.

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

Risk Management and Internal Control

The Board is fully responsible for assessing and determining the nature and extent of risks the Group is willing to take to achieve its strategic objectives, and for establishing and maintaining an effective risk management and internal control system to safeguard shareholder investments and asset security. The Audit Committee assists the Board in overseeing the design and implementation of this system.

The Group has established the Risk Management Policy and Procedures, which provide a systematic framework covering the full risk management cycle – risk identification, assessment, monitoring, and reporting – and are supported by corresponding measures for risk early warning, prevention, and control. The Group conducts annual internal risk assessments to review policy implementation and provide senior management with a basis for decision-making.

An independent Audit Department is established at headquarters to audit all departments and business processes, evaluate the effectiveness of internal controls and risk management, and provide recommendations for improvement. Through the implementation of the Jiumaojiu Group Internal Audit Charter, the Group has further standardized audit responsibilities and workflows. During the year, the Audit Department successfully completed its annual plan, effectively supporting the robust operation of the Group's risk management and internal control systems. For further details, please refer to the Jiumaojiu International Holdings Limited 2025 Annual Report.

BUSINESS ETHICS AND ANTI-CORRUPTION

Anti-Corruption

The Group is committed to fostering a clean and fair-competition business environment. It continuously promotes a culture of integrity and upholds high standards of business ethics, maintaining a "zero-tolerance" stance toward all forms of fraud, bribery, and conduct that harms the Company's interests.

The Group strictly complies with relevant laws and regulations, including the Anti-Unfair Competition Law of the People's Republic of China, and has established internal policies such as the Anti-Corruption Policy, Integrity Code of Conduct, and Jiumaojiu Group Employee Whistleblower Incentive Policy. All suppliers are required to sign the Letter of Commitment on Integrity at the onboarding stage, which explicitly prohibits any form of commercial bribery or breach of good-faith principles. Additionally, the Group has fully implemented the Integrity Notification Letter, requiring employees to send the letter or obtain signed confirmation from suppliers before or after engagement, during factory audits, or site visits, to ensure both parties clearly understand and comply with the Group's integrity requirements. During the reporting period, except for a very small number of suppliers unable to sign due to exceptional circumstances (for whom verbal confirmation was obtained), the signing rate reached 100%. The Group also issued integrity reminders via its supplier WeChat management platform and the Audit Department's official WeChat account ahead of major holidays to reinforce compliance awareness.

“INTEGRITY” BUILDS TRUST, “COURAGE” DRIVES RESPONSIBILITY

The Audit Department, as the lead unit for anti-corruption efforts, is responsible for system development, risk monitoring, integrity training and advocacy, and handling violations. During the reporting period, the Audit Department actively carried out multi-channel integrity promotion, organizing in-person anti-corruption training for key departments – including engineering, infrastructure, procurement, and materials – and arranging for newly hired functional staff to watch integrity education videos. It also published related content through the corporate WeChat official account, reaching over 10,000 personnel cumulatively, effectively strengthening organization-wide awareness of integrity and compliance.

No litigation related to corruption, bribery, extortion, fraud, or money laundering occurred during the reporting period, reflecting the Group’s unwavering commitment to high standards of corporate governance and ethical conduct.

Number of retaliation cases against whistleblowers (case)	Anti-corruption training employee coverage rate (including full-time and part-time)	Total number of participants in anti-corruption training/promotion (including staff/Board/suppliers)
0	**100%**	**39,780**

Whistleblowing Policy and Whistleblower Protection System

The Group encourages employees and suppliers to actively report misconduct, including fraud, corruption, bribery, violations of the Group Constitution, and other non-compliant behaviors. Diverse reporting channels are clearly established under the Jiumaojiu Group Employee Whistleblower Incentive Policy, and related information is consistently communicated through regular training and awareness campaigns. All reports are centrally received by the Audit Department: operational matters are referred to relevant departments for handling, while suspected cases of fraud or bribery are directly investigated by the Audit Department and reported to the Chairman and Chief Executive Officer for determination of follow-up actions.

To ensure the effective operation of the whistleblowing mechanism, the Audit Department maintains a dedicated whistleblower registry that comprehensively records report details, evidence, and investigation outcomes. Strict confidentiality protocols are enforced to prevent unauthorized disclosure of whistleblower identities or any form of retaliation. Where violations are verified, involved personnel are subject to disciplinary action in accordance with Group policies.

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

During the reporting period, the Group received 21 whistleblower reports, all of which were substantiated upon investigation. Of these, 19 involved employee breaches of the code of conduct but did not constitute acts of corruption; the remaining 2 cases involved suppliers offering gifts or benefits to employees in an attempt to avoid complaints. The offending suppliers have been penalized, and whistleblowing rewards have been issued to the reporting employees. No incidents of retaliation against whistleblowers occurred during the period, confirming the effective implementation of the whistleblower protection mechanism.

Reporting Channels

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

Reporting email address: jubao@jiumaojiu.com
Reporting hotline: 18594026929 (same as WeChat account)

Anti-Money Laundering Policy

The Group has established internal anti-money laundering policies, including the Funds Management System and the Detailed Rules for Fund Account Management. The Finance Department is responsible for centralized oversight of fund raising, utilization, balancing, and allocation. The Group continuously monitors store-level cash flows and regularly analyzes abnormal transaction data to promptly trigger early-warning measures. At the same time, it strictly supervises all employees and suppliers to comply with requirements related to anti-money laundering, anti-terrorist financing, and anti-improper gains, firmly upholding the baseline of lawful operations to safeguard financial soundness, mitigate risks, and protect the Company's reputation and long-term stability.

INVESTOR RELATIONS AND SHAREHOLDER RIGHTS PROTECTION

The Group is committed to protecting the rights and interests of shareholders and investors by ensuring that disclosures are accurate, complete, and accessible. It has formulated a Shareholder Communication Policy and publicly released the Procedures for Shareholders to Propose a Person for Election as Director, clearly enabling shareholders to nominate director candidates at general meetings. Pursuant to the Company's Articles of Association, one or more shareholders holding, as of the date of the request, not less than 10% of the Company's paid-up share capital carrying voting rights at general meetings may, at any time, demand in writing that an extraordinary general meeting be convened to address specified matters.

Adhering to the principle of transparency, the Group regularly publishes financial results reports detailing key indicators such as revenue and profit, along with business performance reviews and future strategies. For material events – including block trades and shareholding changes – the Group issues timely announcements to ensure information is disclosed accurately and promptly. The Investor Relations Department serves as the primary communication platform, receiving questions and suggestions from investors via the official website and investor events, and addressing them appropriately while strictly protecting investor privacy and sensitive information in compliance with regulatory requirements.

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

To strengthen connected transaction management, the Group has implemented the Connected Transaction Management System, which clearly defines connected persons and connected transactions and establishes a tiered approval mechanism based on transaction size tests. Transactions are approved by the Chief Financial Officer, the Board, or the general meeting according to their scale, and strict recusal procedures are enforced – requiring connected parties to abstain from voting or decision-making on relevant matters – to effectively control risks and safeguard the legitimate rights and interests of the Company, all shareholders, and stakeholders. This system has been comprehensively rolled out through specialized training sessions and guidance materials organized by the Finance Center, covering both the Board and finance team members to ensure full and effective implementation.

FOOD QUALITY AND SAFETY

Food Safety Management System

Jiumaojiu Group strictly complies with the Food Safety Law of the People's Republic of China, the Regulations for the Implementation of the Food Safety Law of the People's Republic of China, and other relevant regulations. Based on the ISO22000 Food Safety Management System and the HACCP system, the Group has established the Jiumaojiu Group Food Safety Management System – Catering Industry Documentation and the Food Safety Manual. These documents are structured into eight modules: personnel management, material management, cleaning requirements, procedural controls, risk management, safety management, documentation, and environmental equipment. The Group has been rated Grade A for food safety in catering services by the Guangzhou Administration for Market Regulation.

As of April 2025, the Group's Nansha Supply Chain Center has commenced trial operations. Both the Foshan and Nansha supply chain centers have obtained the FSSC22000 Food Safety Management System Certification, accredited by the Global Food Safety Initiative (GFSI)*, demonstrating that the Group's food safety management has reached international standards.

* *The FSSC22000 Food Safety Management System certification encompasses both the ISO22000 Food Safety Management System and the HACCP system. GFSI is an international collaborative platform comprising food safety experts from leading global retailers, manufacturers, food service providers, and related service providers across the food supply chain. Its mission is to ensure that people around the world have access to safe food.*

Supply Center Food Safety Management System/ Quality System Certification Rate	Employees completed annual food safety training	Production of Unsafe Food and Product Recall Incidents	Employee Signing Rate for the Letter of Commitments on Food Safety
67%	**100%**	**0**	**100%**

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

Food Safety Guidelines and Targets

The Group formulates and issues an annual food safety policy and establishes measurable objectives accordingly. These objectives are cascaded and implemented across relevant functional units based on each department's responsibilities within the food safety management system.

Determination

We do not slacken on our food safety work, we take care of it, and our customers are happy and relieved to eat it.

Mission

Food safety is the Group's responsibility; food quality, dining environment and service quality are our constant pursuit. We insist on innovative research and development and improvement to provide customers with fresh, tasty and high-quality products and services.

Honor

We will keep up the good work, further strengthen the awareness of law-abiding, self-discipline and integrity, and continuously improve the standard of food safety management, so as to make brand-new contributions to the protection of public dietary safety and the promotion of healthy development of the catering industry.

Achievement of Key Food Safety Targets

Supplier Audits Pass Rate
86.50%

Average Score of Food Safety Audit of the Supplies Department
88.28%

Acceptance Rate of Food Ingredients
98.30%

Central Kitchen Quality Audit Food Safety Average Score
93.36%

Average Brand Quality Audit Food Safety Score
87.77%

Pass Rate of Third-Party Testing of Supply Center Products
99.12%

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

Food Safety Management Structure

In 2022, the Group formally implemented its primary responsibility for food safety. The Group's principal food safety officer serves as Chair of the Group Food Safety Committee, which has appointed a Food Safety Director. Dedicated food safety personnel have been assigned across all brands and supply centers, establishing a clear three-tier accountability system: "Principal Responsible Person → Food Safety Director → Food Safety Officers," ensuring well-defined management levels and individual accountability. Overseen by the Group Food Safety and Quality Department:

Suppliers Quality Management	• Material and supplier onboarding and on-site audits • OEM private-label compliance audits	• Bass Life-cycle Risk Monitoring
Laboratory Testing	• Raw Materials and Production Process Risk Monitoring • Finished Goods Inspection	• Internal Control Validation Test
Factory-based Food Safety Management	• New Product Launch/Change Compliance Approval • Production/Warehousing Daily Supervision	• Food Safety Knowledge Training
Food Safety Management in Stores	• Revision and Calibration of Food Safety Standards for Stores	• Store Food Safety-related System Update
Technical Regulations and Systems	• Food Safety Laws and Regulations Updates and Trainings • Food Safety System Management	• Food Safety Culture Establishment • Technical Regulatory Support

Building a Food Safety Culture

The Group recognizes that a strong food safety culture is fundamental to ensuring product quality and customer health. To this end, all office and restaurant employees, suppliers, and franchisees are required to complete at least one food safety training session and assessment annually and sign the Letter of Commitments on Food Safety to clarify individual responsibilities and prevent violations, thereby continuously reinforcing food safety awareness across the entire value chain.

End-to-End Food Safety Control

To ensure food quality and safety, Jiumaojiu Group continues to build a comprehensive food safety system covering "from origin to table, from ingredients to meals." It has established a robust quality monitoring mechanism that employs thorough, standardized, and scientific testing methods to safeguard product safety. To further strengthen food safety management across the supply chain, the Group has formulated the Supply Chain Food Safety Rewards and Penalties Rules (Trial Version), which clearly defines the responsibilities and reporting lines for supply chain staff and Food Safety and Quality Department in production, warehousing, and other processes. Outstanding performance is rewarded, while violations of food safety requirements are penalized, driving continuous improvement in end-to-end food safety management.

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

Ingredient Sourcing and Inspection

- Promote responsible procurement by closely monitoring ingredient origins and quality inspections
- Select high-quality supply channels tailored to different ingredients to ensure quality and freshness
- Establish the Management System for Inspection and Receipt of Raw and Auxiliary Materials and the Management System for Inspection and Receipt of Semi-Finished Products, specifying clear acceptance criteria for all product categories
- Maintain a dedicated inspection department to conduct preliminary checks on incoming goods, including labeling, odor, and color
- Perform pesticide and chemical residue testing on key raw materials such as aquatic products and fruits and vegetables to ensure compliance with national standards

Warehouse and Logistics Management

- Provide appropriate storage environments for all ingredients
- Require suppliers to control temperature and humidity during transportation, prohibit co-loading with hazardous chemicals, and include these requirements explicitly in contracts
- Upon delivery, store ingredients according to standard procedures and maintain detailed log records to ensure full traceability
- Operate three self-owned supply centers and central kitchens to enable localized production, processing, and distribution
- Construct new supply centers in accordance with food production licensing standards to optimize the supply chain network and guarantee optimal freshness and quality across all dishes

Food Processing Control

- Implement the Food Additives Management System and Workshop Hygiene Management System to regulate additive usage and hygiene standards
- The R&D department at supply centers develops Standard Operating Procedures (SOPs) and operation manuals for new products and regularly optimizes existing processes
- The training department organizes restaurant staff to learn and apply these SOPs and encourages suggestions for continuous improvement, driving comprehensive standardization
- The Food Safety and Quality Department conducts on-site quality control in central kitchens and seasoning workshops in accordance with the Food Safety Operation Specifications for Catering Services and GB14881 General Hygienic Regulation for Food Production
- Regularly inspect SOP compliance, food safety management practices, and employee health status
- Link daily inspection results to the performance evaluations of workshop teams and responsible managers to ensure safety and quality in centralized production

Restaurant Management

- Develop detailed food preparation procedures and the Food Safety Guidelines Manual, covering cleaning and disinfection, food storage, and hygiene requirements
- Assign at least one government-certified food safety officer to every store
- Continuously train employees to strictly adhere to standard procedures and food safety regulations
- Engage external food safety consultants to conduct on-site assessments of equipment, hygiene, pest control, and crisis management, and develop improvement plans aligned with national standards
- The Food Safety and Quality Department has established an audit system with checklists including the Food Safety Audit Checklist and Product Quality Audit Checklist
- Implement a three-tier inspection mechanism: weekly self-inspections by stores, monthly brand-level inspections, and random Group-level audits, to promptly identify and address potential issues

Takeaway Meal Management

- Add online operations to business licenses to ensure regulatory compliance
- Design practical takeaway packaging based on dish characteristics, such as leak-proof solutions for soups
- Require stores to apply tamper-evident food safety seals to all takeaway containers to strengthen safety and quality control
- Assign a dedicated team to collect and analyze takeaway quality complaints and provide timely feedback to brands and stores for continuous improvement

Product Labeling and Traceability

- Strictly comply with the Food Recall Management Measures and implement internal procedures including the Product Labeling and Traceability Control Procedure, Product Recall Control Procedure, and Non-Conforming Product Control Procedure
- Apply labeling and traceability protocols at every stage – from raw material receipt, production, and finished goods storage to distribution and customer delivery
- Enable source tracing and root-cause analysis of any issue through batch numbers, records, and documentation
- Initiate categorized recalls based on self-inspections, customer feedback, complaints, supplier non-compliance notices, or regulatory alerts
- The Food Safety and Quality Department conducts at least one recall drill annually to validate the effectiveness of traceability and recall procedures
- If recall rate falls below 90%, the recall procedure will be revised and re-established

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

Aquaculture and Outsourced Processing Management

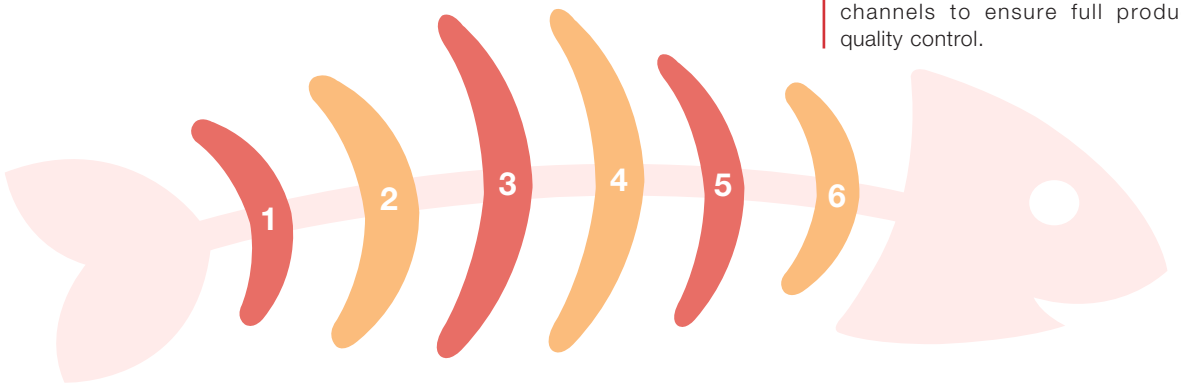
The Group actively monitors aquaculture and outsourced processing operations to ensure raw materials meet food safety and quality standards and to guarantee stable supply. Starting in 2025, the Group has implemented a risk-based oversight approach for its owned bass farms, featuring scheduled unannounced inspections on a quarterly basis, complemented by quarterly third-party sampling and testing. For sauerkraut processing facilities, compliance verification is conducted through a structured annual audit framework, informed by ongoing risk assessments. Pre-shipment food safety inspections of bass and sauerkraut focus on: whether drug residues exceed regulatory limits, whether non-food substances or excessive additives are used, and whether auxiliary materials and packaging comply with requirements. Additionally, samples are periodically sent to third-party laboratories for testing; only materials that meet applicable standards are approved for use, ensuring supply safety at the source.

The Group's industrialized recirculating aquaculture base has received multiple authoritative certifications, including the Outbound Aquatic Animal Farm/Transit Facility Certification (qualification for supplying Hong Kong) and the Greater Bay Area Agricultural Product Certification, demonstrating its strong quality control capabilities. To ensure bass farming safety, the Group has established a "Three-Tier Joint Inspection System": in-depth audits by third-party agencies commissioned by headquarters, quarterly routine inspections by the Food Safety and Quality Department, and comprehensive self-inspections by each farming base – creating a multi-layered, integrated risk prevention and control mechanism.

1. Cultivating High-quality Fish Fry
Built a 4,500-square-meter standardized bass fry production facility using industrialized recirculating aquaculture breeding technology to ensure consistent, virus-free fry quality. A dedicated fry quarantine laboratory has been established to strengthen disease testing and prevention, improving overall breeding success rates.

3. Safe Feed
Strictly complies with the Regulations on Feed and Feed Additives, sourcing feed only from suppliers registered with regulatory authorities and holding valid production licenses, compliance certificates, and official product standard registration numbers. Feed is regularly submitted to third-party testing to verify safety.

5. Safety Inspection
The on-site laboratory conducts sampling and testing at every stage of the farming cycle. Samples are also regularly sent to third-party institutions to verify compliance with national standards. All test reports and inspection records are centrally archived by the Food Safety and Quality Department. Additionally, a vehicle information management system tracks bass distribution channels to ensure full product quality control.



2. Safe Farming Environment
Adheres to aquaculture standards and operates an intelligent fishery management system that continuously monitors farming conditions and conducts regular water quality sampling to ensure water safety and optimal fish welfare.

4. Medication Management
In accordance with the Provisions on Quality and Safety Management of Aquaculture, all veterinary drugs are sourced exclusively from an approved "white list." The Group strictly controls input usage and prohibits the procurement of unregistered, counterfeit, substandard, or expired products.

6. Full Traceability
A comprehensive traceability system covers the entire chain, from raw material sourcing, farming, and processing to logistics and distribution, meticulously recording the complete lifecycle of each batch of aquatic products, enabling full traceability of origin and destination.

Animal Welfare

As the aquaculture industry transitions toward green and sustainable practices, animal welfare has become a critical component of high-quality development. Jiumaojiu Group’s recirculating aquaculture base has successfully obtained the Best Aquaculture Practices (BAP) certification from the Global Aquaculture Alliance (GAA), strictly adhering to international standards and integrating animal welfare principles into every stage of production. This commitment reflects the Group’s active implementation of sustainable aquaculture models and its pursuit of balance between economic and ecological outcomes.

To continuously align with global best practices, the Group has established a routine quality monitoring system. Each year, it engages internationally recognized third-party agencies to conduct comprehensive audits of its farming bases against established animal welfare guidelines and industry benchmarks, using the findings to refine management strategies, farming protocols, and welfare safeguards.

In daily operations, the Group focuses on four core welfare indicators, physiological health, psychological well-being, environmental conditions, and hygiene, and leverages advanced technologies such as big data, the Internet of Things (IoT), and artificial intelligence to implement science-based, actionable interventions that holistically enhance bass welfare. This approach not only supports the production of higher-quality, safer animal-source protein but also responds to evolving market demand for premium aquatic products, driving the industry toward high-quality, responsible growth.

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

Supplier Quality Management

Ingredient sourcing is the first critical link in the food value chain. Jiumaojiu Group implements end-to-end, institutionalized supplier management, with the Procurement Center leading quality assurance efforts. The Group has established internal policies including the Supplier Management System, Supplier Audit Management Guidelines, Supplier Sourcing and Certification Operational Guidelines and Supplier Performance Management Guidelines to ensure suppliers comply with national food safety standards and enhance risk identification and control capabilities.

The Group has implemented a Supplier Food Safety Evaluation and Onboarding System, applying a multi-layered review process for new suppliers to verify that their raw and auxiliary materials meet food safety and quality requirements, thereby mitigating supply risks at the source. Existing suppliers are managed dynamically through centralized procurement, stringent quality inspections, and enhanced cold-chain logistics to safeguard ingredient quality.

Annual supplier evaluations are jointly conducted by the Procurement Center and Food Safety and Quality Department using standardized assessment forms: the Non-Food Supplier Factory Audit Checklist, Agricultural Product Processor Supplier Factory Audit Checklist, Food Supplier Factory Audit Checklist, and Aquaculture Supplier Factory Audit Checklist. Suppliers are scored across multiple dimensions, including regulatory compliance, quality management systems, environmental and personnel hygiene, pest control, facility layout, product testing, transportation management, and traceability and recall systems, and classified into four tiers (A, B, C, D). Audit frequency is adjusted accordingly to ensure high-performing suppliers remain on the approved list and supply stability is maintained. Suppliers failing to meet standards are required to implement corrective actions within defined timelines; non-compliant partnerships may be terminated.

In quality audits, candidate suppliers undergo on-site assessments focusing on quality management systems, third-party certifications, supply capacity, financial health, and business reputation. Key evaluation criteria include licensing documentation, production and testing capabilities, and technical and quality management standards. Sampling tests are conducted, and all approved suppliers must sign a Quality Assurance Agreement specifying quality responsibilities. All audit findings are documented and archived for reference, ensuring supplied products meet high-quality standards.

During the reporting period, the Procurement Center and Food Safety and Quality Department jointly evaluated 157 new suppliers and added them to the Group's approved supplier list. Additionally, 163 existing suppliers underwent annual reviews, achieving an 86.5% pass rate. As of the reporting period end, the Group maintained a total of 537 approved suppliers, 481 based in Chinese Mainland and 56 in other regions (including Hong Kong, Macau, and Taiwan). Among them, 135 food-category suppliers held valid ISO22000 food safety management system certifications.

Raw Material Traceability

The Group has established a robust raw material traceability system enabling comprehensive monitoring and dynamic management of its supply chain. This system integrates cross-departmental collaboration in audits, food safety assessments, and ESG evaluations. Compliance status and performance records of suppliers are updated in real time through digital tools, allowing rapid identification and effective recall of affected products in the event of food safety or compliance concerns. Additionally, stores are equipped with a supplier credential inquiry system that enables instant access to qualification documents of ingredient suppliers, significantly enhancing supply chain visibility and management efficiency and building a foundation of trust for long-term partnerships. These measures substantially strengthen traceability capabilities, ensuring product safety and quality and delivering reliable assurance to customers and society.

Region/Category	Seafood	Soy Products	Meat	Vegetables
Hong Kong			2.42%	
Chinese Mainland	100%	100%	66.66%	60%
Other Asian Countries			17.10%	19%
Australia & New Zealand			1.21%	
North & South America			12.09%	21%
Europe			0.52%	

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

Sustainable Supply Chain Management

The Group embeds sustainability into its core business and actively advances sustainable supply chain management to reduce environmental and social impacts and promote the long-term health of the industry. Through comprehensive supplier management policies, the Group ensures partners comply with standards on ethics, environmental practices, and labor rights, supported by ongoing monitoring and evaluation to guarantee traceability and sustainability of products and services.

To enhance governance effectiveness, the Group employs a cross-functional collaboration mechanism, assigning distinct responsibilities for supplier sourcing and evaluation across departments to ensure rigorous scrutiny at every stage and prevent misconduct during assessments. A complete and transparent approved supplier list is maintained to support efficient and accountable supply chain operations.

To reduce the environmental footprint of its supply chain, the Group has implemented several concrete actions: replacing in-person meetings with phone or virtual calls to cut travel-related carbon emissions; collaborating with suppliers to optimize packaging specifications and promote bulk purchasing to minimize single-use packaging waste; and prioritizing logistics partners that utilize electric vehicles to further reduce Scope 3 emissions. Additionally, the Group maintains regular communication with suppliers and conducts audits and assessments to monitor their sustainability performance in environmental protection, labor rights, and operational practices, ensuring alignment with the Group's ESG objectives.

Sustainable Procurement

The Group is committed to advancing sustainable procurement by integrating environmental stewardship and social responsibility into its core operational strategy. It has established clear policies and long-term goals to generate positive value for the planet, society, and customers.

Our Sustainable Procurement Commitments

Protect Forests and Biodiversity

Commit to zero deforestation by selecting responsible suppliers to avoid forest degradation or ecosystem damage driven by raw material demand.

Reduce GHG Emissions from Fish Farming

Collaborate with farms and suppliers to adopt innovative technologies and sustainable aquaculture practices that lower greenhouse gas emissions in fish production, supporting a low-carbon diet culture.

Enable Farm-Level Traceability

Ensure raw materials are traceable to the farm of origin, meeting compliance and sustainability standards to deliver peace of mind to customers.

“INTEGRITY” BUILDS TRUST, “COURAGE” DRIVES RESPONSIBILITY

Our Long-Term Sustainable Procurement Goals

100% Certified Raw Materials

Achieve 100% sustainable certification for all key raw materials (including but not limited to meat).

Lower Carbon Footprint

Partner with suppliers to reduce the carbon footprint across our supply chain, supporting China’s carbon neutrality goals.



Improve Agricultural and Social Impact

Advance on-farm sustainability through training, technical support, and collaborative initiatives to increase farmers’ incomes and living standards, creating shared economic and environmental benefits.

Our Sustainable Procurement Policies and Actions

Sustainable Soy Oil Sourcing

We continue to collaborate with suppliers to use non-GMO soybean oil, actively ensuring the environmental sustainability of our products and supply chain.

100%
Procured soybean oil is non-GMO

Sustainable Beef Sourcing

Procure beef raw materials exclusively from suppliers holding external quality or sustainabilityrelated certifications, ensuring high-quality, eco-friendly beef for our customers.

25%
Beef procured is certified under quality or sustainability-related standards

Sustainable Seafood Sourcing

Source seafood certified by ASC, MSC, BAP, or equivalent sustainability standards to provide customers with high-quality, environmentally responsible seafood.

66.6%
Seafood procured is certified by ASC, MSC, or BAP

Local Sourcing & Emission Reduction

Prioritize local suppliers to minimize carbon emissions from long-haul transportation. Simultaneously promote bulk purchasing and reduce packaging waste to lessen the environmental impact of our supply chain.

89.6%
Suppliers are based in Chinese Mainland

Franchisee Management

Since 2024, Jiumaojiu Group has advanced a diversified business model by officially opening franchise/cooperative operations for its core brands – Jiu Mao Jiu, Tai Er, and Shanwaimian – to further expand its restaurant network. To ensure franchise restaurants maintain the same food quality and safety standards as self-operated stores, the Group has established a comprehensive franchisee management mechanism. Prospective partners can access detailed franchise information, including cooperation terms, advantages, and support measures, via the WeChat Mini Program “Da Tou Smart Partnership Platform”.

In franchisee risk management, the Group has formulated the Business Violation Regulations, which define prohibited conduct and corresponding penalties across 11 dimensions, including food safety, supply chain, daily operations, financial security, and personnel compliance. Revised versions of these regulations are dynamically published through official channels such as the WeChat Official Account, Mini Program, website, and email. A dedicated reporting channel is also in place to accept supervision on suspected violations. Additionally, franchisees are required to participate in unified brand marketing campaigns and are strictly prohibited from engaging in malicious discounting within the same city or region to maintain market order and foster healthy development. As of the end of the reporting period, the Group had partnered with franchisees to open 38 restaurants, with no violations of applicable laws or the Business Violation Regulations identified.

To ensure operational alignment with the Group’s food safety standards, the Food Safety and Quality Department provided 12 sessions of quality calibration training to all Tai Er franchise stores during the reporting period, achieving 100% coverage, and conducted 113 inspections, resulting in an average food safety score of 77.58. For Shanwaimian cooperative-model stores, 5 training sessions were delivered (100% coverage), accompanied by 153 inspections, yielding an average food safety score of 82.88.

"INTEGRITY" BUILDS TRUST, "COURAGE" DRIVES RESPONSIBILITY

INTELLECTUAL PROPERTY PROTECTION

The Group strictly complies with relevant laws and regulations, including the Civil Code of the People's Republic of China, the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China, and the Anti-Unfair Competition Law of the People's Republic of China. It upholds lawful rights enforcement while respecting third-party intellectual property, striving to set an industry benchmark for integrity and compliance. The Group implements systematic intellectual property management:

Standardized Management

Centralized oversight of trademarks, patents, and copyrights, supported by a dedicated intellectual property protection team jointly formed with third-party professional agencies to ensure the legality and continuity of rights acquisition and maintenance

Multi-Channel Enforcement

Proactive identification of infringement through online monitoring, coupled with integrated enforcement actions, including platform complaints, administrative reporting, and litigation, to effectively combat violations

External Compliance Support

When necessary, external advisors are engaged to conduct dual compliance reviews of third-party content usage, balancing the protection of the Group's rights with respect for others' IP to promote fair competition

As of the end of the reporting period, the Group held 900 registered trademarks in Chinese Mainland and 143 in other countries and regions, along with 7 patents and 110 copyright registrations. No intellectual property violations occurred during the reporting period.

DIGITAL TRANSFORMATION

Digitalization is a core enabler for optimizing management, reducing costs, and improving efficiency. It also supports traffic operations and business model innovation, building future competitive advantage. The Group actively drives digital transformation in the restaurant sector, enhancing both operational efficiency and customer experience through internal-external collaboration. To this end, it established a wholly owned software technology company – Da Tou (Guangzhou) Software Technology Co., Ltd. ("Da Tou Software"). In January 2024, Da Tou Software was recognized by the Guangdong Provincial Department of Industry and Information Technology as a 2023 "Specialized, Sophisticated, and Innovative" enterprise and obtained ISO 9001 Quality Management System certification.

Da Tou Software has fully replaced third-party software with its self-developed SaaS system, launching an integrated restaurant management solution comprising modules for ordering, point-of-sale, delivery platform integration, queue management, supply chain, HR middleware, and big data analytics. This solution fills a critical gap in domestically developed management systems for chain restaurants and represents industry-leading technological achievement.

Among its offerings, the Da Tou Smart Franchise Management System is specifically designed for franchisees and headquarters managers. It integrates store management, sales monitoring, inventory and financial management, and enables real-time access to store profiles, operational status, staff scheduling, and sales data. The system includes a built-in training module offering resources on operating guides, product knowledge, and marketing strategies, along with a customer support channel for immediate issue resolution. This platform not only enhances franchisee operational capabilities and reduces management costs but also empowers headquarters to make data-driven, precise decisions, maintaining a competitive edge.

In 2025, Da Tou Software secured 5 additional software copyrights and invention patents, further demonstrating the Group’s strength in technological innovation and digital solutions, setting higher industry standards, and fueling intelligent development.

The Group places great emphasis on information security and data governance and continues to enhance its cybersecurity protection framework. During the reporting period, the Group’s information systems successfully passed the Level 3 assessment under China’s Cybersecurity Classified Protection Scheme, signifying that the Group meets nationally recognized standards in cybersecurity, data protection, and system operations and maintenance. This achievement provides a robust foundation for secure business operations and the protection of user information.

Case

Advancing Digital Transformation: Building AI Agent Restaurants and Paperless Supply Chains

Jiumaojiu Group is actively advancing digital transformation. In 2025, it launched its first “AI Agent Restaurant,” marking an upgrade from “human-managed stores” to “AI-assisted store management.” Equipped with sensors, integrated business systems, and an AI brain, the restaurant continuously senses customer needs and real-time operational conditions. AI agents – including an AI Food Expert, AI Store Manager, and AI Kitchen Manager – collaborate with staff to deliver personalized recommendations, real-time risk alerts, intelligent ordering, and dish-tracking services, significantly enhancing both customer experience and operational efficiency.



At the same time, the Group has fully implemented paperless operations across its supply chain and stores, covering all self-operated restaurants nationwide, with a 100% adoption rate of electronic goods receipt forms. Through consolidated delivery notes, automated returns, and digital recordkeeping, receiving efficiency has improved by 75%, and the monthly volume of paper-based receipt documents has decreased by 69.33%. This initiative not only enhances risk control but also delivers a dual benefit of cost reduction, operational efficiency, and sustainable operations.

“EXCELLENCE” SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

Guided by the principle of “striving for excellence,” the Group embeds its relentless pursuit of product and service quality into every aspect of operations. As part of our “foundation-building and quality-enhancing” strategy, we are leveraging an AI- and IT-driven intelligent operations platform to enhance standardization and precision – making quality management more scientific and resource allocation more efficient. This reduces waste, mitigates risks, and ensures that “excellence” and “precision” reflect not only in taste but also in our responsibility to customers, the environment, and society. Through nutritious, health-conscious, and diverse menu development; transparent and responsible marketing; rigorous protection of customer rights; and continuous enhancement of dining environments and service experiences, the Group fulfills its commitment to quality. By responding to evolving consumer needs with innovation and attention to detail, it reinforces brand trust and long-term value.

ESG Issues Responded in This Chapter

- Nutritional Health and Product Diversification
- Customer Rights Protection
- Responsible Marketing and Promotion
- Dining Environment and Customer Service

Contribution to the UNSDGs



"EXCELLENCE" SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

NUTRITIONAL HEALTH AND PRODUCT DIVERSIFICATION

Product Diversification and Nutrition and Health

Jiumaojiu Group places customer health at the core of its culinary philosophy, carefully selecting natural, green ingredients to ensure both safety and nutritional value. Guided by principles of health and sustainability, the Group offers diverse menu options that meet modern consumers' demand for balanced diets. Through scientifically designed, health-conscious choices, the Group delivers a dining experience that is not only delicious but also safe and wholesome.



Tai Er is actively upgrading its product structure with the launch of its new store concept – "New Tai Er: Fresh-Ingredient Sichuan Cuisine", marking a strategic shift from single-item focus to a vibrant, multi-ingredient offering. Moving beyond its signature sauerkraut fish, the new concept centers on five core fresh ingredients: live fish, live shrimp, fresh beef, fresh chicken, and fresh pork, crafting a nutritionally rich and flavorful Sichuan menu that satisfies dual demands for taste variety and dietary wellness.

Adhering to the principle "fresh ingredients, fresh-ingredient Sichuan cuisine," all primary ingredients are rigorously sourced, delivered daily, and prepared upon order to preserve maximum nutrition and natural flavor. Cooking methods emphasize reduced oil, salt, and sugar usage and avoid excessive processing, ensuring authentic Sichuan taste while supporting balanced, healthy eating. This expansion not only diversifies the product portfolio but also demonstrates Jiumaojiu Group's proactive response to evolving nutritional trends, consistently offering customers meals that are safe, fresh, delicious, and nourishing.



Tai Er has further embedded nutritional principles into children's meal development. In 2025, it launched two new kids' meals: "All-Fresh Beef Claypot Rice" and "All-Fresh Tomato Egg Roll." Made with freshly selected ingredients and scientifically balanced with protein, vegetables, fruits, and dairy, these meals combine made-to-order preparation with playful presentation to ensure both nutritional integrity and an engaging dining experience. All children's meals adhere to the "All-Fresh" standard, fruits cut daily, egg rolls prepared fresh and kept warm, guaranteeing quality and nutrient retention. This initiative represents a deepened application of Tai Er's "5.0 Fresh Model" in the health-focused segment, reflecting the brand's evolution from a single hit product toward a diversified, high-quality, nutrition-driven product system that meets growing consumer expectations for safety, freshness, and dietary balance.

“EXCELLENCE” SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

Healthy Diet Commitment

The Group actively promotes healthy eating by strictly sourcing premium ingredients such as additive-free flour, non-GMO soybean oil, and certified green, pesticide-free fruits and vegetables to ensure purity and safety. Menu development follows low-sugar, low-fat, and low-salt guidelines, minimizes artificial additives, and features nutrient-rich dishes high in vitamins and minerals. The Group also champions seasonal eating culture by incorporating local, in-season produce into menus to preserve peak flavor and nutrition. Through in-store activities and social media, it disseminates nutritional knowledge, encouraging customers to enjoy food mindfully and build a “trusted dining table.”



Nationwide, the Group has officially rolled out its “Transparent Menu,” pioneering transparency in the physical dining sector. For every dish currently sold, the menu clearly labels the ingredient state, categorized as fully fresh, frozen, pre-processed, or cooked, enabling customers to instantly understand sourcing and handling methods. This initiative reinforces the Group’s accountability for food safety and quality and directly addresses consumers’ fundamental need to “eat with confidence and peace of mind,” further solidifying its commitment to a trustworthy, health-conscious dining experience.

Song Hot Pot leads the industry in broth transparency and formula purification, striving to create a hot pot experience that is both joyful and worry-free. Voluntarily exceeding national standards under the *National Food Safety Standard for Use of Food Additives* (GB 2760-2024), Song Hot Pot proactively removes unnecessary additives to ensure pure flavor and safety. The brand boldly commits to full disclosure: all broth ingredient lists are completely transparent, allowing customers to review every component clearly.



"EXCELLENCE" SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

Product Research and Development Innovation

The Group's cross-disciplinary R&D team includes nationally recognized Sichuan cuisine masters, judges from the International Gourmet Society, Level-3 Chinese chefs, and Level-4 dim sum specialists, combining technical expertise with industry credibility. The end-to-end R&D process spans ingredient sourcing, recipe prototyping, tasting, standardization, ingredient card creation, sampling, and market launch, ensuring consistent quality and operational scalability. The Group also fosters industry-academia collaboration with universities, research institutes, and trade associations, integrating scientific innovation with traditional culinary arts to embed health and nutrition into every dish.

Diversified Product Choices

Guided by the core principles of "handmade, fresh, and made-to-order," Jiumaojiu Group leverages innovation and market responsiveness to deliver varied dining experiences that cater to diverse tastes and wellness needs.

With thirty years of dedication to Shanxi culinary heritage, Jiu Mao Jiu has relaunched under the concept of "a dish of vinegar, a bowl of noodles, and a plate of fresh Shanxi cuisine," bringing intangible cultural heritage, such as hand-shaved knife-cut noodles, and wild-foraged delicacies to southern tables. Insisting on handmade, on-site preparation, it features three fresh signature dishes: "Jiu Mao Jiu Two-Way Fresh Chicken," "Stir-Braised Live Bass with Rice Cakes," and "Quick-Seared Same-Day Hang Lung Beef with Sand Leek." Blending Shanxi culinary roots with subtle Southern French influences, it presents distinctive offerings like "Shanxi Twice-Cooked Pork," "Hang Lung Beef Noodles," "Shanxi Iron Wok Braised Noodles," "Handmade Lamb Dumplings," and "Xinzhou Street-Style Tan Huang Er," preserving authentic, hearty flavors while creating a new, cross-regional culinary language.



Song Hot Pot adheres to the philosophy of "seasonal freshness and traceable sourcing," curating premium ingredients according to the four seasons to continuously enrich the hot pot experience. It regularly introduces diverse, high-quality seasonal items such as handmade black bean tofu, intangible cultural heritage-style Cantonese sausages, tender hao'er fish, springy quail eggs, crisp lettuce tips, and Conghua betel nut taro. Premium meats and seafood, including Qin Chuan beef tripe, crispy pig aorta, Yunnan black morel mushrooms, and Rushan oysters, are carefully selected to deliver layered textures and authentic regional flavors, satisfying customers' pursuit of freshness, variety, and quality.



"EXCELLENCE" SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

CUSTOMER RIGHTS PROTECTION

The Group strictly complies with national laws including the Personal Information Protection Law of the People's Republic of China, the Consumer Rights and Interests Protection Law of the People's Republic of China, and the Cybersecurity Law of the People's Republic of China. It has established a comprehensive suite of internal policies, such as the Jiumaojiu Group Privacy Policy, Jiumaojiu Group Data Security Management System, Data Classification and Grading Management Measures, and Data Security Incident Emergency Response Measures, to fully regulate the collection, processing, storage, and deletion of personal information and to safeguard customer privacy in accordance with the law.

Customers can manage their personal data through effective communication channels, including requesting account deactivation and deletion of associated information. The Group ensures all its mini-programs comply with legal requirements regarding settings, privacy policies, and data handling. For customer-facing platforms, account security is reinforced through WeChat-based identity verification. Users must review membership terms before registration to understand their rights and responsibilities. The Group commits not to disclose members' personal information to third parties without consent, except under specific statutory circumstances, thereby fulfilling its obligations for data compliance and privacy protection.

In personnel management, the Group conducts regular information security training and requires employees to sign Confidentiality Agreements and Non-Compete Agreements. It has also issued an Employee Privacy Policy that clearly defines staff obligations regarding the confidentiality of company secrets and user data. Specific measures include:

- Completing risk prevention and confidentiality training before onboarding, with periodic confidentiality audits
- Granting system access based on business needs, with immediate revocation upon departure;
- Enforcing strong password management, including regular updates for work computers, email, and office systems;
- Conducting routine virus scans by the IT Center and guiding employees to promptly install security patches;
- Requiring regular data backups to prevent loss due to hardware failure.

"EXCELLENCE" SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

RESPONSIBLE MARKETING AND PROMOTION

The Group adheres to responsible marketing principles, strictly complying with the Advertising Law of the People's Republic of China and its internal Brand Communication Content Management Guidelines under the Crisis Management Handbook. It upholds ten core self-review principles for all external content to ensure honesty, objectivity, and avoidance of false advertising or violations of local advertising restrictions. All promotional materials must be submitted to the Public Affairs Department for review at least three days prior to publication and are released only after rigorous approval.

Respecting customers' right to know, the Group clearly discloses ingredients for every dish on its menus, demonstrating its commitment to food safety and quality and building a foundation of trust. It also leverages social media and data analytics to explore innovative, engaging digital marketing approaches that accurately reach target audiences and deliver personalized services and offers, continuously enhancing the customer experience.

During the reporting period, the Group received no fines or administrative penalties related to marketing or promotional activities, nor did any such activities materially adversely affect business operations.

DINING ENVIRONMENT/CUSTOMER SERVICE

The Group's restaurant brands are dedicated to creating comfortable, warm, and creatively designed dining spaces. From store layout to lighting, every detail is thoughtfully curated to reflect brand identity while fostering a relaxing and enjoyable atmosphere. Guided by the "customer-first" principle, the Group implements a service system that balances standardization with personalization. Continuous training enhances staff professionalism, ensuring every customer receives attentive, high-quality service.

The Group actively employs digital tools such as intelligent queuing systems and online reservation platforms and gathers customer feedback through multiple channels to continuously refine operations and service workflows, simplify the dining journey, and convey care through every interaction – delivering an exceptional dining experience.

Enhancing the Dining Environment

Jiumaojiu Group is committed to refining and upgrading restaurant interiors to meet evolving customer preferences and enhance the overall dining experience. Aligned with each brand's cultural identity, the Group meticulously crafts distinctive aesthetics – from store design and lighting to staff uniforms – elevating environmental quality and strengthening brand recognition.

“EXCELLENCE” SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

Case **Tai Er continues to elevate its dining space experience by integrating cultural elements with multi-sensory design to redefine the restaurant environment**

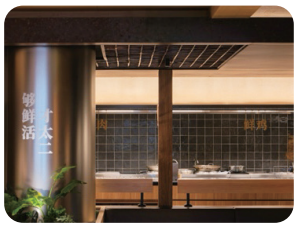
The Lingnan New World branch in Guangzhou incorporates traditional Chinese shadow puppetry patterns and dynamic lighting. Through flickering light-and-shadow effects and courtyard-style layouts, it weaves the warmth of Sichuan cuisine into the spatial fabric, evoking the vibrant ambiance of old Sichuan streets and the elegance of Eastern aesthetics, creating a layered, narrative-rich dining atmosphere.





The Poly Pazhou branch in Guangzhou draws inspiration from “Sichuan courtyards,” seamlessly blending the bold, fresh flavors of Sichuan cuisine with a sense of familial intimacy. It crafts a hidden, immersive courtyard nestled within the urban landscape, transforming dining into a harmonious journey of culture and taste.





Case **Creating a Family-Friendly Space – Jiu Mao Jiu Launches Children’s Experience Store**

Jiu Mao Jiu has launched “Jiu Mao Jiu Children’s Experience Store” in Guangzhou, redefining family dining with the mission: “Let every child enjoy their meal, and let every parent dine with ease.” Centered on the “Super Tomato” as its core visual symbol, the store creates a vibrant, playful atmosphere – functioning not only as a restaurant but as an integrated dining-and-entertainment destination for families.

Designed around children’s developmental needs, the brand offers a range of nutritionally balanced, kid-exclusive meals. These are paired with interactive experiences such as “Happy Mealtime Games” and “Tomato Happy Time,” featuring stamp-collecting challenges, dance activities, and a dedicated children’s membership program to spark children’s interest in eating independently and foster healthy habits. The space is fully equipped with child-friendly amenities, including bibs, specialized tableware, high chairs, child-height handwashing sinks, nursing rooms, and illustrated picture-based children’s menus, delivering a safe, thoughtful, and engaging environment where parents can relax and enjoy their meal while watching their children grow through joyful, worry-free dining.







"EXCELLENCE" SHAPES OUR PRODUCTS, PRECISION DEFINES OUR QUALITY

Strengthening Interaction with Customers

The Group places strong emphasis on service quality and deepens customer interaction through diverse, experience-driven initiatives. Jiu Mao Jiu hosts brand-themed monthly events and innovative live-stream promotions to engage audiences. Shanwaimian leverages its official online channels during festivals to showcase Guizhou's traditional holiday dishes and unique culinary customs, preserving cultural heritage while strengthening emotional connections with customers. Song Hot Pot creates memorable moments by offering in-store birthday celebrations, including gift giveaways and exclusive dance performances for customers. These integrated online-offline initiatives reflect the Group's deep understanding of diverse customer needs and consistently boost brand visibility and loyalty.

Comprehensive Customer Complaints Handling Mechanism

The Group always places customer satisfaction as its top priority and has established a standardized, end-to-end customer complaint handling mechanism to fully implement its core "customer-centric" principle. Each brand operates a dedicated customer service department that collects feedback and complaints through multiple channels, including in-store comments, post-meal satisfaction surveys, hotline calls, ordering evaluation systems, third-party review platforms, email, official WeChat accounts, membership mini-programs, and fan community groups.

All complaints are strictly managed in accordance with internal policies such as the Crisis Management Guidelines. They are systematically categorized and severity-rated, with clear procedures, management authorities, and resolution deadlines defined to ensure every complaint is promptly addressed and effectively resolved.

The Group regularly aggregates and analyzes complaint data to track satisfaction trends, promptly shares pain points with relevant restaurants, and refines a centralized FAQ and response playbook based on store-submitted resolution reports. Importantly, complaint handling performance is incorporated into restaurant staff performance evaluations, using customer satisfaction as a key driver for continuous service improvement.

Through a closed-loop process "Receive → Categorize → Assess Severity → Escalate Appropriately → Analyze → Improve → Track Progress → Report", the Group continuously enhances product quality and operational workflows, strengthens service excellence, and reinforces brand trust and customer confidence.

“LOVE” NURTURES TALENT, HARMONY UNITES PEOPLE

The Group has always adhered to a “people-first” philosophy, integrating care and respect for employees into every aspect of its business operations. Our focus on a “replicable single-store profitability model” goes beyond financial sustainability – it is fundamentally about creating stable employment, clear career pathways, and dignified working conditions for our frontline teams. Through compliant and fair employment practices, competitive compensation and benefits, comprehensive health and safety protections, systematic training and development programs, and empathetic communication and care mechanisms, the Group fulfills its commitments to employees. By responding thoughtfully and sincerely to diverse needs, it strengthens employee engagement and builds a human-centered foundation for sustainable development.

ESG Issues Responded in This Chapter



Compliance Employment and Compensation Benefits



Employee Health and Safety



Employee Training and Development



Employee Care and Communication

Contribution to the UNSDGs



COMPLIANCE EMPLOYMENT AND COMPENSATION BENEFITS

Compliance Employment

Human rights are fundamental entitlements that uphold human dignity and value. Guided by its core value of "people-first," the Group regards respect for and protection of human rights as essential to achieving sustainable development and fostering shared prosperity between the enterprise and society. While strictly complying with national laws such as the Labor Law of the People's Republic of China and the Labor Contract Law of the People's, the Group also actively aligns with the spirit of the United Nations Universal Declaration of Human Rights and international human rights conventions, integrating these principles into its human resources practices.

The Group's HR policies fully reflect its commitment to human and labor rights, explicitly upholding several core principles: guaranteeing employees' freedom of association and right to organize; supporting collective bargaining; ensuring fair wages; strictly prohibiting all forms of employment discrimination; and actively promoting diversity and inclusion. Furthermore, the Group firmly opposes forced labor, strictly adheres to statutory working hours, prioritizes occupational safety and hygiene, provides necessary welfare facilities, and considers employees' reasonable needs regarding housing and leisure time.

Case **Ninth Group Employee Representative Assembly**

In December 2025, Jiumaojiu Group convened its Ninth Employee Representative Assembly, demonstrating its strong commitment to employee rights and stakeholder engagement. As a key mechanism for democratic management, the assembly comprises representatives elected by all employees, effectively safeguarding their right to participate in and supervise corporate decision-making. This year's meeting reviewed and approved the Letter of Commitments on Food Safety and the Employee Handbook, further strengthening employee protections and enhancing corporate governance transparency.

Equal Employment

The Group strictly complies with the Labor Law of the People's Republic of China and other relevant regulations, fully implementing the principle of equal employment and actively adhering to international labor standards in personnel management. Recruitment and staffing strictly follow the Employee Handbook. To prevent conflicts of interest and ensure fairness, the Group explicitly prohibits relatives of management staff from being employed within the organization. All full-time employees sign labor contracts, while interns and temporary workers sign service contracts – achieving a 100% contract signing rate and effectively safeguarding the legal rights of all employee categories.

The Group is also committed to building an inclusive workplace, providing equal opportunities and tailored benefits for female employees, older workers, and persons with disabilities. It actively expands diverse recruitment channels to promote balanced representation across gender, age, and geographic origin, removing employment barriers for vulnerable and minority groups. Discrimination or harassment based on gender, age, sexual orientation, race, or nationality is strictly prohibited.

To ensure effective enforcement, the Group maintains accessible reporting channels, encouraging employees to report any incidents of discrimination or unfair treatment to the Organizational Development Department. Relevant departments promptly assess, address, and document all reports, imposing disciplinary actions where violations are confirmed. Through institutionalized and transparent management, the Group ensures every employee can thrive in a respectful, fair, and inclusive environment, enabling mutual growth between individuals and the organization.

Strict Prohibition of Forced and Child Labor

The Group strictly complies with national regulations including the Provisions on the Prohibition of Child Labor and the Law of the People’s Republic of China on the Protection of Minors, and firmly prohibits the employment of child labor or any form of forced labor, including prison labor, bonded labor, and debt bondage, and requires all partners to uphold the same standard.

During recruitment, the Group verifies applicants’ identity documents to confirm they meet the legal working age and conducts background checks on candidates. Any discovery of child labor results in immediate contract termination, investigation, and disciplinary action against responsible personnel. To eliminate forced labor, the Group signs labor contracts with employees solely on a voluntary and equal basis, charges no fees upon hiring, and never withholds wages, benefits, personal property, or identity documents. Physical punishment, violence, body searches, humiliation, or threats restricting personal freedom are strictly forbidden. All overtime work requires employee consent and is compensated in accordance with the law.

During the reporting period, the Group recorded no disputes or violations related to child or forced labor, consistently maintaining a safe, lawful, and rights-respecting employment environment.

Talent Development and Attraction

The Group views talent development and attraction as critical to long-term success, striving to build a competitive compensation and benefits system and an inspiring workplace that offers fair pay, comprehensive support, and clear career pathways.

To attract high-caliber talent, the Group actively advances professionalization and youth engagement in back-office functions and has established multiple management trainee tracks – including operations, general management, and supply center roles, spanning brands such as Tai Er, Jiu Mao Jiu, and Song Hot Pot, and covering diverse areas including store operations, brand support, IT, finance, legal, HR, raw material warehousing, food processing, and production management. This enables new graduates to choose paths aligned with their expertise and interests. Additionally, the Group deepens university-industry collaboration through an integrated “four-in-one” model, campus recruitment, targeted training programs, joint R&D, and brand scholarships, to precisely identify and cultivate high-potential talent, continuously strengthening its talent pipeline and infusing the organization with innovative energy.

Compensation and Benefits

We comply with national laws and internal Group policies to provide employees with fair compensation and superior benefits, honoring the dedication and hard work of every team member.

Compensation System

The Group is committed to building a robust compensation management system and diversified incentive mechanisms. Under the “The Harder You Work, the Luckier You Get” policy, individuals and teams who deliver greater value to the business receive commensurate rewards. The Group continuously refines its incentive schemes with differentiated measures tailored to departments and roles, including perfect attendance bonuses, weekend overtime allowances, and performance-based bonuses, flexibly combining short- and long-term incentives to motivate continuous improvement and excellence. Additionally, the Group has standardized and enhanced its overall salary structure to strengthen competitiveness, effectively attracting and retaining top talent.

Talent Development Incentive

A talent development commission is provided for supervisors and managers to encourage experienced employees to mentor new hires, strengthening team cohesion, knowledge transfer, and overall capability.

Performance Evaluation

Employee performance is assessed based on the principles of fairness and transparency. In addition to fixed monthly salaries, performance-based bonuses are awarded according to evaluation results to recognize and incentivize high-performing contributions.

Equity Incentive

The Group implements a “Share Option Scheme” to offer long-term incentives to directors, senior executives, and core personnel. On September 24, 2025, a total of 31,286,000 share options were granted to 158 employees.[1]

Note:

1. For detailed information regarding the share option scheme for the year, please refer to the Group’s announcement titled “Grant of Share Options” released on September 24, 2025.

“LOVE” NURTURES TALENT, HARMONY UNITES PEOPLE

The Group implements performance management to help employees continuously improve their performance and competency, cultivate key talent aligned with strategic development, and thereby enhance overall operational effectiveness and competitiveness to effectively drive the achievement of Group objectives. Adhering to the principle that “compensation is determined by performance,” the Group applies a performance evaluation system for both office-based functional staff and frontline brand operations staff. Performance is assessed across two dimensions: (1) achievement of operational results against key performance indicators set at the beginning of the year; and (2) behavioral indicators reflecting adherence to core values. Salary adjustments and rewards are granted based on monthly, quarterly, and annual performance ratings.

Goal Management

1. Goal Setting

Goals are cascaded top-down through the goal management system according to organizational hierarchy

2. Employee Self-Assessment

Once goals are set, they are reviewed and approved by the employee’s direct supervisor

Assessment Response

1. Employee Self-Assessment

HR initiates the performance review cycle; employees complete self-assessments in their performance to-do list

2. Direct Supervisor Evaluation

The direct supervisor evaluates and scores the employee’s performance

3. Second-Level Manager Review

The second-level manager reviews the employee’s performance rating

4. HR Review

HR verifies the evaluation results; upon approval, the final rating is confirmed and released to the employee

5. Performance Feedback

The direct supervisor provides feedback to the employee, and those rated as “Needs Improvement” are required to develop an improvement plan in the system.

6. Direct Supervisor Approval

The direct supervisor reviews and approves the employee’s improvement plan

Welfare and Benefits

In addition to competitive compensation, the Group strictly complies with local labor and social security regulations, making full statutory contributions to pension, medical, unemployment, work injury, maternity insurance, and housing provident fund for all eligible employees. Employer liability insurance and supplementary commercial health insurance are also provided. Retirees rehired and part-time staff are covered by accident insurance.

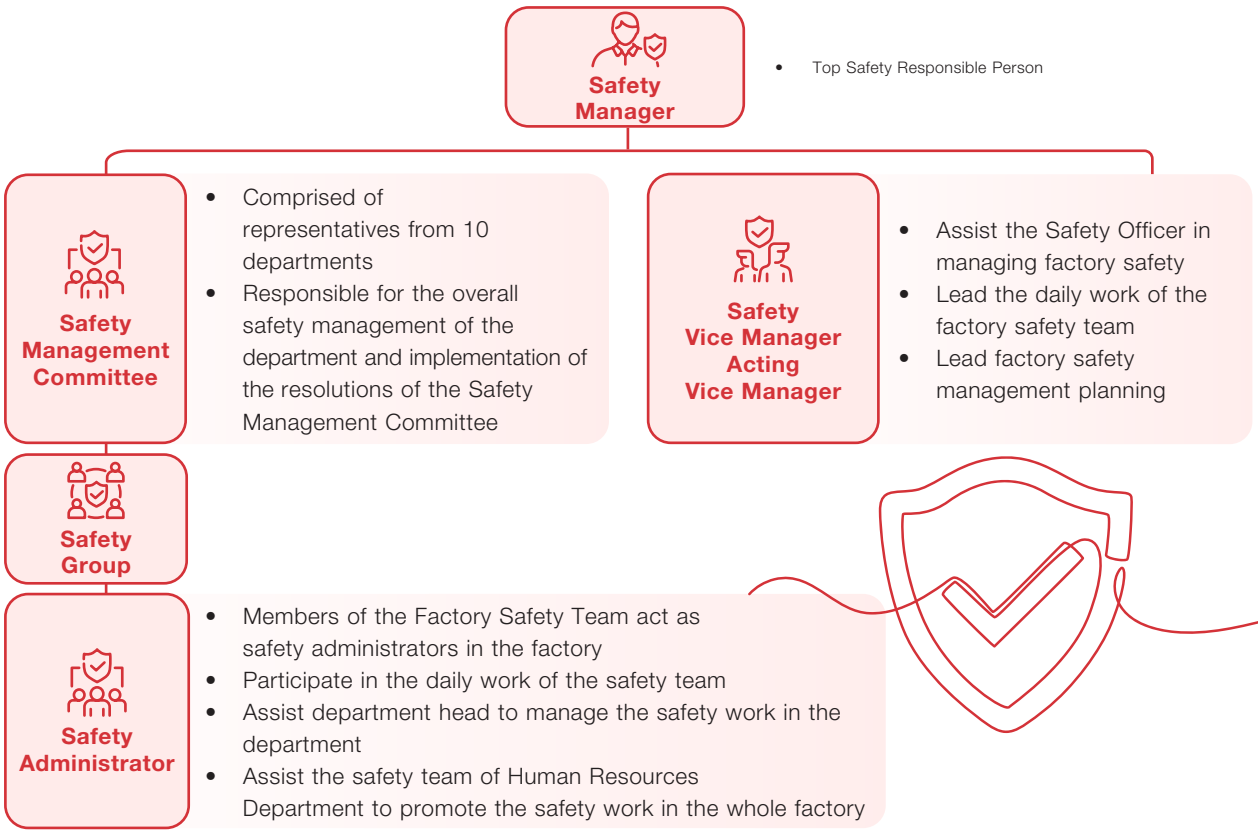
The Group legally offers a comprehensive range of paid leave, including annual leave, sick leave, marriage leave, maternity leave, paternity leave, breastfeeding leave, bereavement leave, and only-child care leave. Additional benefits include year-end double pay, birthday celebrations, long-service awards (at 5 and 10 years), staff meal discounts, an internal e-commerce platform, high-temperature allowances, and mobile phone subsidies – ensuring holistic support for employees' basic rights and quality of life.

Building on this foundation, the Group designs tailored incentive and welfare programs based on brand, role, and career stage. Certain brands have implemented performance-linked incentive bonuses tied to store-level operational results and management standards to foster healthy competition and knowledge sharing among outlets. Furthermore, the Group is committed to creating an equitable and barrier-free workplace, equipped with recreational facilities and enriched with diverse activities, enabling employees to realize their personal value in an environment of respect and care – achieving mutual success with the enterprise.

EMPLOYEE HEALTH AND SAFETY

Safety Management Structure

The Group actively promotes safety training, assessments, and incentive programs to continuously enhance employees' occupational safety awareness and is committed to creating a safe and hazard-free working environment. It strictly complies with national laws such as the Work Safety Law of the People's Republic of China and the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, and implements internal policies including the Work Safety Responsibility System, Enterprise Safety Management System, Fire Safety Management System, and Construction Safety Management System to comprehensively safeguard employee occupational health and safety.



“LOVE” NURTURES TALENT, HARMONY UNITES PEOPLE

The Group places high priority on employee health and safety, proactively preventing and eliminating occupational hazards while strictly adhering to local work safety regulations. A dedicated Safety Management Committee and a robust organizational structure have been established. The Group enforces a work safety responsibility system, requiring managers and employees at all levels to clearly understand their safety duties, sign work safety responsibility agreements hierarchically, and fulfill these responsibilities in practice.

To implement the principle of “safety first, prevention-oriented, and comprehensive management,” supply centers have developed the Production Safety Accident Emergency Response Plan, continuously update registers of hazard factors, occupational health records, and hazardous chemical inventories, and conduct annual risk identification and emergency resource assessments. The supply centers have obtained the “Level-3 Certified Enterprise for Work Safety Standardization” accreditation. For store operations, the Group has also formulated the Crisis Management Handbook to effectively respond to various emergencies, significantly enhancing risk prevention and emergency response capabilities.

In 2025, the Group recorded 964 workplace injuries, resulting in approximately 7,108 lost workdays. All affected employees received appropriate support through the Company’s insurance coverage. From 2023 to 2025, the Group maintained a zero fatality record, demonstrating its steadfast commitment to workplace safety.

Safe Working Environment

The Group is dedicated to providing a safe working environment for all employees. Dedicated safety personnel regularly inspect all production positions for potential hazards, with particular focus on high-risk operations. Upon identifying any hazard, personnel immediately report it to management, and the relevant operations and staff must suspend work until corrective actions are completed and verified. All identified hazards are logged in a safety risk register to ensure full traceability and closed-loop management.

The Group strictly enforces compliance with safety regulations and mandates that all employees correctly wear approved personal protective equipment (PPE) during work hours. The Engineering Department is responsible for maintaining equipment at central kitchens and restaurants, developing annual maintenance plans, and using IoT technology to monitor the real-time operational status of critical equipment to ensure timely fault resolution.

Additionally, the Group periodically engages third-party agencies to conduct occupational hazard assessments at central kitchens, focusing on risks such as noise, high temperatures, and dust, to scientifically identify potential occupational health threats and protect employee well-being.

Safety Training and Assessment Mechanism

The Group incorporates various safety training programs into its annual training plan. At year-end, it reviews implementation effectiveness and emerging risks driven by business changes to inform planning for the following year. New employees must complete hands-on training to become familiar with workflows, equipment operation, and department-specific safety protocols, and continue to participate in ongoing training on safety awareness, knowledge, and technical skills. The Group also regularly organizes job-specific technical training, safety assessments, and team-based safety activities to ensure employees meet safety competency standards in mindset, knowledge, and practical skills. To strengthen risk control, QR codes linking to operating procedures are posted on critical equipment to prevent accidents caused by misuse. All departments undergo annual evaluations based on the Detailed Rules for Work Safety Responsibility Management, comprehensively enhancing safety awareness and execution capability.

To improve overall emergency preparedness, the Group has developed the Company Work Safety Emergency Drill Plan and regularly conducts fire drills to test the maintenance and functionality of fire protection systems, enhance employees' evacuation and self-rescue capabilities, and improve coordination among emergency response teams. These measures ensure that emergencies are managed quickly, orderly, and efficiently, minimizing potential losses to the greatest extent possible.

“LOVE” NURTURES TALENT, HARMONY UNITES PEOPLE

EMPLOYEE TRAINING AND DEVELOPMENT

The Group places strong emphasis on employees’ personal growth, recognizing that talent is the cornerstone of long-term business success. To this end, it has established a systematic and organization-wide training system that combines online and offline resources to deliver tailored learning opportunities for employees at all levels. A dedicated Employee Training Center has been set up at headquarters, and the “Online Group Learning Platform” has been launched to integrate existing learning resources across all brands, comprehensively advancing the development of a learning organization.

The platform offers a rich library of courses covering job-specific skills, corporate culture, store operation standards, new menu rollouts, and function-specific training. Employees can search, access, and download materials anytime, fostering a strong learning culture that spans frontline, middle-office, and back-office teams. Additionally, the platform aggregates individual learning data and generates personalized learning reports, which serve as key references for promotions and appointments.

Total Online Course in Online Learning Platform	Total number of learners	Courses Viewed	Total Learning Hours
971	**721,812**	**2,144,485** Times	**129,576** Hours

"LOVE" NURTURES TALENT, HARMONY UNITES PEOPLE

This robust training framework ensures sufficient talent readiness, from management teams to frontline restaurant staff, to support the Group's future growth plans.

	Store Staff	Management Personnel
Training Objectives	Master standardized operations and enhance service quality and team collaboration	Develop leadership and strategic thinking to strengthen management effectiveness and organizational drive
Core Content	• Daily restaurant operations • Customer communication skills • Team collaboration • Foundational management awareness	• Leadership and team management • Effective communication and decision-making • Strategic thinking and business planning • Change management
Training Resources	• Employee Training Handbook • Standard Operating Procedure Guides • Online Learning Platform Courses	• Dedicated management training programs • Internal trainers (senior executives and professional facilitators)
Training Methods	• Learning through standardized guidelines • Self-paced online courses • Hands-on practice and drills	• Scenario-based simulations • Case study discussions • Interactive workshops
Key Competencies Developed	Service execution, process compliance, hygiene and safety awareness, customer-centric mindset	Leadership, cross-functional collaboration, problem-solving, talent development and strategic execution

In the current year, the Group focused on tiered leadership development, designing role-specific training programs for different management levels to strengthen strategic execution and team leadership capabilities:



Director-level training "From Strategic Positioning to Value Contribution"



Manager-level training "Results-Oriented Leadership"



Supervisor-level training "The Effective Executive"

"LOVE" NURTURES TALENT, HARMONY UNITES PEOPLE

The Group regards talent as its core resource and has established a diverse, transparent, and sustainable career development system to fully support employee growth and organizational capability building. For store staff, the Group has created three independent career pathways: administrative management, front-of-house, and back-of-house, to encourage diversified professional growth. Promotions are evaluated based on professional competence and six key leadership competencies, ensuring a fair, open, and merit-based advancement mechanism that provides every employee with equitable and accessible development opportunities. To strengthen mid-level management capacity, the Group has formulated the "Group Mid-Level Management Position Internal Recruitment and Promotion Scheme," which clearly defines eligibility criteria and procedures. Candidates undergo a rigorous selection process, including qualification review, presentation and defense, and comprehensive evaluation by a promotion committee, to identify high-potential, high-performing individuals. This structured approach effectively enhances organizational execution and leadership continuity.

The Group has fully implemented a "Career Dual-Channel Development Program" applicable to all functional staff, providing clear and diversified career pathways to reinforce a talent development mechanism that supports both deep professional expertise and effective management capabilities.

	Management Track	Professional Track	Technical Track
	functional management, operations management, business expansion, legal affairs etc.	R&D, HR & administration, branding, quality control etc.	Engineering, AI, front-end/back-end development etc.
Development Focus	Emphasizes team leadership, resource allocation, and achievement of organizational objectives	Emphasizes deep professional expertise, technical innovation, and systematic value contribution	
Career Levels	Ranges from Deputy Supervisor to Chairman level, comprising 4 major levels and 13 sub-levels	Ranges from Junior Specialist to Authority Expert, comprising 6 major levels and 15 sub-levels	
Key Role	• Coordination and integration • Team management • Cross-functional collaboration • Organizational effectiveness enhancement	• Drive technical and business innovation • Solve complex problems • Develop and deliver professional standards and methodologies • Cultivate specialized talent	
Performance Standards	• Strategic participation • Goal decomposition and achievement • Talent pipeline development • Organizational process optimization	• Lead professional projects • Document and institutionalize best practices • Integrate cross-module solutions • Facilitate knowledge transfer and mentorship	

EMPLOYEE CARE AND COMMUNICATION

As a responsible employer, the Group places high priority on employees’ safety, health, and overall well-being. It actively implements reasonable shift scheduling and diverse care initiatives to support work-life balance, strengthen team cohesion, and foster a sense of belonging.

To promote harmonious development and support employees’ families, the Group established the Nathan Foundation in 2014. The Foundation receives annual donations of no less than RMB1 million from the Chairman and senior management. It provides financial assistance to employees who have served continuously for at least one year, and their immediate family members (including spouses, children, parents, parents-in-law, and siblings), facing economic hardship due to critical illness, severe accidents, or educational enrollment needs. Eligible employees automatically become members and gain access to the Foundation’s support services.

Employees Received Assistance From the Nathan Foundation

127 People

Total Aim Amount of Approximately RMB

1,890,000

Platform has received suggestions over **1,372**

We have adopted suggestions

212

The Group also values employee voice and continuously develops and refines feedback channels. It has launched the “Great Ideas” suggestion platform to encourage staff to propose operational improvements and proactively identify and resolve issues. Through this open communication mechanism, the Group consistently gains insight into employee needs and perceptions, enhances the employee experience, boosts engagement, and drives organizational agility, continuous innovation, and sustainable growth.

To strengthen team spirit and foster a sense of belonging, the Group regularly organizes diverse and engaging team-building activities, allowing employees to relax, recharge, and enjoy moments of joy beyond work. These initiatives not only convey the warmth and support of the Group as a caring “family” but also enhance collaboration, reinforce team cohesion, deepen employees’ identification with the company, and lay a solid foundation for the Group’s long-term development.

“LOVE” NURTURES TALENT, HARMONY UNITES PEOPLE

Case **“Decade Journey” – Deepening Care and Belonging Through Family Travel**

In alignment with the corporate value of “Love,” Jiumaojiu Group hosted six sessions of the “Decade Journey” program throughout the year, exclusively designed for long-serving employees and their families. Two culturally rich itineraries – Shanghai – Hangzhou and Xi’an – blended natural scenery with historical heritage, offering diverse travel experiences. A total of 71 employees and family members participated, engaging in parent-child activities and team cultural exchanges in a relaxed setting. This initiative meaningfully strengthened their sense of belonging, happiness, and loyalty to the Group, truly embedding core values into employees’ everyday lives.



Case **30th Anniversary Celebration – Building Consensus, Deepening Care**

To convey confidence and resilience, Jiumaojiu Group held its 30th anniversary event in the form of a brand renewal launch, targeting mid-to-senior managers and representative functional staff. Post-event surveys showed a confidence index of 95.4%. During the celebration, the online mini-game “30 Years, Let’s ‘Build’ Together” effectively communicated the theme of “Resilience” and extended engagement to frontline partners, attracting over 2,500 participants. An “AI Photo Booth” was also set up in offices to elevate the employee experience, drawing enthusiastic participation from more than 350 staff members. Additionally, the Group curated a series of themed afternoon teas featuring drunken crab, pastries, ready-to-eat meals, and beverages, further reinforcing daily care and strengthening emotional connection.





“FRUGALITY” PROTECTS THE ENVIRONMENT, “KINDNESS” BENEFITS SOCIETY

The Group embeds the spirit of “frugality” into its corporate culture, practicing prudent resource use while actively advancing sustainability and social contribution. Within the 2026 “foundation-building and quality-enhancing” framework, our three core initiatives, particularly the intelligent operations platform and traceable supply chain, are becoming key enablers of resource efficiency and environmental stewardship. We continuously improve energy and water efficiency, implement waste recycling and emission reduction measures, and minimize the environmental impact of operations. Green restaurants are being developed to offer low-carbon, healthy dining options, with widespread adoption of biodegradable and eco-friendly packaging to reduce single-use plastics. At the same time, through community investment and public welfare initiatives, we support environmental education, promote resource sharing, care for vulnerable groups, and foster inclusive community development. Guided by the principle of “frugality,” the Group integrates environmental responsibility, economic efficiency, and social value, striving for their synergistic advancement and working hand-in-hand with stakeholders to build a better future.

ESG Issues Responded in This Chapter

- Response to Climate Change and Carbon Emissions
- Resource Management (Energy and Water)
- Packaging and Waste Management
- Contribution to Industry Development
- Rural Revitalization
- Community Welfare

Contribution to the UNSDGs



"FRUGALITY" PROTECTS THE ENVIRONMENT, "KINDNESS" BENEFITS SOCIETY

RESPONSE TO CLIMATE CHANGE AND CARBON EMISSIONS

As a responsible restaurant operator, the Group has integrated climate change into the core of its sustainability strategy, actively supporting the 1.5°C goal of the Paris Agreement and contributing to China's "dual carbon" (peak carbon and carbon neutrality) targets by enhancing the resilience and low-carbon transformation of its food system.

Climate Governance

Jiumaojiu Group has embedded climate-related risks and opportunities into its existing ESG governance framework, with the Board of Directors serving as the highest oversight body. The Board explicitly assumes ultimate accountability for climate matters within its mandate and ensures it possesses the appropriate expertise and competence. To this end, the Board regularly participates in training on sustainability and climate issues, reviews reports from professional institutions, and incorporates external advisory input to continuously enhance its understanding and assessment of climate trends, physical risks, and transition risks.

The Board reviews at least annually the outcomes of climate risk and opportunity assessments and systematically integrates climate considerations, such as decarbonization pathways, supply chain resilience, and operational adaptability, into strategic planning, major investment decisions, and risk management policies.

In terms of target oversight, the Board approves key climate-related performance indicators, including Scope 1 and Scope 2 greenhouse gas emission intensity and energy efficiency improvement targets, and regularly monitors progress toward these goals. The Group is currently exploring the feasibility of incorporating climate performance into senior management evaluations and compensation assessments to further strengthen accountability and execution.

Under the Board's delegation, the ESG Committee serves as the dedicated management-level body responsible for the day-to-day oversight of climate-related risks and opportunities. The Committee reports quarterly to the Board on climate progress, including scenario analysis results, effectiveness of emission reduction measures, and regulatory compliance, while coordinating cross-departmental resources to drive decarbonization initiatives.

To support decision-making, management leverages internal data systems, such as energy use and carbon tracking platforms, and integrates climate monitoring into financial, operational, and risk management functions to ensure alignment and information flow. Independent consultants provide technical support for baseline calculations, target setting, and disclosure compliance reviews, further enhancing the professionalism and effectiveness of climate governance.

Climate Strategy

To strengthen business resilience, the Group partnered with a third-party ESG consultant to conduct a comprehensive climate risk assessment. The assessment found that most of the Group's restaurants are located in shopping malls in Tier-1 and Tier-2 cities, where infrastructure, including drainage, building structures, telecommunications, and power grids, demonstrates high resilience to extreme weather events such as typhoons and heavy rainfall. As a result, physical climate risks have limited direct impact on store operations.

However, climate change, such as shifts in rainfall patterns and rising ambient temperatures, may propagate through the supply chain, potentially affecting the stability, quality, and cost of ingredients, thereby posing medium- to long-term operational risks. As of the reporting period end, the Group's business operations and financial performance have not been materially impacted by climate-related events. In response to transition risks arising from evolving policies, regulations, technological advancements, or market shifts, the Group has identified key exposure areas and implemented targeted mitigation measures, including:

Risk Type	Risk Description	Mitigation Measures
Transition Risks		
Stricter regulatory disclosure requirements on climate change	• Increasingly stringent ESG disclosure mandates raise the risk of non-compliance, potentially exposing the Group to legal or regulatory actions, business disruption, reputational or financial losses, and higher compliance or capital costs.	• Regularly monitor existing and emerging climate-related trends, policies, and regulations, and escalate alerts to senior management when necessary to avoid delayed responses that could lead to fines, cost overruns, or reputational damage. • Engage third-party ESG professionals to ensure the quality, accuracy, and regulatory compliance of ESG reporting. • Hold regular meetings with ESG advisors to stay updated on the latest regulatory developments and implement timely actions.
Rising stakeholder expectations on sustainability performance	• Growing stakeholder demands for demonstrable sustainability achievements increase the risk that the Group may fall short of ESG expectations, leading to reputational or financial loss, or increased investment and marketing costs.	• Continuously promote the Group's sustainability initiatives through online and offline channels. • Conduct structured stakeholder engagement to understand evolving expectations; disclose relevant actions in annual ESG reports and maintain ongoing dialogue via multiple communication platforms. • Actively implement environmental and community investment programs, such as "Tai Er Waste Hero," "He Yingjun Charity Cat Food," and the "Bright Classroom Initiative."

Risk Type	Risk Description	Mitigation Measures
Physical Risks		
Extreme weather potentially disrupting operations	• The increasing frequency and severity of extreme weather events – such as typhoons, storms, and heavy rainfall – may damage power grids, communication infrastructure, or cause flooding, jeopardizing employee safety, impairing operational capacity, reducing productivity, and exposing the Group to risks of non-performance or delayed fulfillment, potentially resulting in business disruption, financial loss, or workplace injuries. • Extreme weather may also damage the Group's assets, inventory, and equipment, leading to higher facility maintenance and repair costs. Insurance premiums could rise, and coverage availability may be limited – particularly for operational sites with high exposure and lower resilience to extreme weather, such as bass farming bases.	**Pre-construction site selection** Commission third-party environmental impact assessments (EIAs) prior to construction, including analysis of surrounding environmental hazards (e.g., flood risk, landslides), to inform resilient design and emergency preparedness. **During operations** To minimize potential risks and hazards to employees, the Group implements flexible work arrangements and preventive measures during severe or extreme weather conditions, maintains comprehensive emergency response plans, and conducts regular evacuation drills and training exercises.
Frequent extreme weather events and chronic climate changes may threaten the stability of the Group's supply chain	• Extreme weather conditions could disrupt logistics, damage the Group's aquaculture operations, and compromise the stability, quality, and cost of raw material supply and product delivery. Additionally, long-term climate shifts – such as water scarcity – may severely affect water availability at farming bases, potentially leading to reduced output or even production halts.	**Supply Chain Resilience Measures** • Maintain at least two qualified suppliers for each key raw material to ensure redundancy • Conduct regular supply chain disruption simulation exercises to test response readiness and recovery capabilities **Supply Centers** (For detailed actions, please refer to the table "Group Supply Center Measures for Extreme Weather.")

Group Supply Center Measures for Extreme Weather		
Extreme Weather	**Potential Impact**	**Response Measures**
Typhoon	• May cause strong winds and heavy rain, leading to damage to outdoor structures and disruption of infrastructure.	• Activate real-time weather monitoring during typhoon season; the Safety Officer tracks developing and active typhoons daily, assesses potential impacts, and evacuates staff if necessary to ensure employee safety. • Reinforce doors and windows; routine safety inspections prioritize the structural integrity of glass windows, with immediate repairs for any damage to ensure secure closure before typhoon arrival. • Suspend all large indoor/outdoor gatherings and high-risk outdoor operations (e.g., working at heights) prior to typhoon landfall.
Flooding	• Intense or prolonged rainfall – combined with rising water levels in nearby rivers (e.g., the Pearl River) – can cause surface runoff and flooding. Inadequate drainage may result in inundated grounds and buildings.	• During flood season, activate real-time water level monitoring via government hydrological and emergency management channels to track local river levels and coordinate with authorities on flood response. • Warehouses are elevated approximately 1.5 meters above ground level to prevent floodwater ingress. Production workshops are located on floors 3-5, ensuring they remain unaffected by flooding.

Group Supply Center Measures for Extreme Weather		
Extreme Weather	**Potential Impact**	**Response Measures**
Extreme Heat	• Prolonged high temperatures can endanger employee health (e.g., dehydration, heatstroke, loss of consciousness) and increase electrical load, potentially causing overheating of circuits and power outages.	• Install air conditioning or adequate ventilation systems in all production and office areas to maintain a comfortable working environment. Stock sufficient heatstroke prevention supplies, including cooling medicines and medicated oils. • Equip facilities with an independent diesel generator and maintain ample fuel reserves. In the event of a main power failure, the backup system can be activated immediately to support essential operations – including warehouse functions – for up to one full day.

Climate Risk Management

To enhance business resilience, Jiumaojiu Group has established a comprehensive risk management system with dedicated policies and procedures. In alignment with the recommendations of the TCFD, the Group partnered with a third-party ESG consultant to conduct an initial screening of climate-related risks and opportunities. This assessment integrated industry-specific climate trends, the Group’s operational characteristics, long-term strategic direction, and key concerns raised by internal and external stakeholders. The exercise systematically identified potential climate impacts, laying a solid foundation for advancing climate resilience management.

RESOURCE MANAGEMENT

Energy Management

Jiumaojiu Group strictly complies with national laws such as the Environmental Protection Law and the Energy Conservation Law of the People's Republic of China. It continuously improves the efficiency of resource use, including electricity, natural gas, gasoline, water, paper, and takeaway packaging, to minimize waste and environmental impact. By combining institutional frameworks, technological upgrades, and behavioral engagement, the Group is driving energy use toward greater precision, intelligence, and sustainability.

In 2025, the Group focused on four key operational scenarios, supply warehouses, central kitchens, brand restaurants, and office spaces, to systematically implement energy-saving and carbon-reduction measures:

Central Kitchens

- Pilot deployment of IoT devices to monitor equipment operation in real time
- Use data analytics to identify energy-saving opportunities, strengthen maintenance protocols, and ensure efficient, stable operations

Supply Warehouses

- Establish a three-tier energy management structure with dedicated teams and officers; hold regular energy-saving meetings and conduct quarterly performance reviews
- Fully replace lighting with energy-efficient LED fixtures to reduce electricity consumption
- Optimize delivery routes to improve logistics efficiency and monitor vehicle temperatures in real time to avoid redundant refrigeration
- Install automatic temperature control systems in cold storage to reduce door openings, lowering energy and refrigerant use
- Prioritize third-party logistics partners that use electric vehicles to reduce Scope 3 emissions

Brand Restaurants

- Strictly enforce the Equipment Operation Color-Code Management Guidelines to limit operating hours of high-energy appliances such as sterilizers
- Use LED lighting and dishwashers equipped with condenser-based steam heat recovery systems
- Conduct regular maintenance of electrical equipment and implement zoned lighting to eliminate unnecessary energy use

Offices

- Issued the Smart Energy Management Guidelines to guide employees in optimizing equipment operating hours, activating energy-saving modes, and reducing non-essential electricity consumption
- Enhanced organization-wide energy conservation awareness to drive the transition toward green office practices
- Integrated institutional frameworks, technological upgrades, and behavioral engagement to comprehensively advance energy use that is precise, intelligent, and sustainable

"FRUGALITY" PROTECTS THE ENVIRONMENT, "KINDNESS" BENEFITS SOCIETY

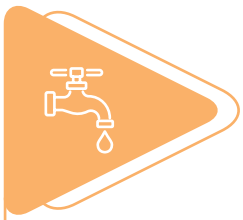
Water Resource Management

Jiumaojiu Group integrates water conservation into daily operations. Even though there are no significant issues in sourcing water, the Group proactively implements efficient and sustainable water management measures to reduce waste and improve usage efficiency. By combining facility upgrades, process optimization, and routine monitoring, it systematically enhances water resource efficiency and fulfills its sustainability commitments.



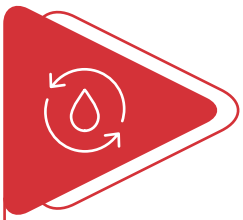
Store Facility Optimization

- Installed independent water pipeline valves to enable targeted leak detection and maintenance
- Fitted kitchen sinks with automatic shut-off valves that stop water flow once a preset water level is reached
- Fully rolled out water-efficient faucets and sanitary fixtures across all locations



Daily Operations Management

- Selected easily cleanable detergents to reduce rinse water consumption
- Conducted regular water audits to promptly shut off unused equipment and prevent unnecessary water loss



Supply Warehouses and Central Kitchens

- Reused cooling water from equipment for floor cleaning, enabling effective water recycling

Material Management

Jiumaojiu Group actively promotes "paperless offices" and paperless operations to significantly reduce paper consumption and improve resource efficiency. It has digitized documents, implemented electronic signing for employee and supplier contracts, and widely adopted smart ordering systems and third-party digital queuing platforms in stores to minimize paper use in daily operations.

For essential paper-based materials, the Group prioritizes Forest Stewardship Council (FSC)-certified paper for official publications such as annual reports. It also implements a comprehensive waste paper recycling program, with compliant recyclers handling collection and processing to ensure circular and efficient paper resource management.

Metrics and Targets

The Group's carbon emissions primarily stem from electricity consumption at supply centers and brand restaurant operations. To address this, we have established and implemented an energy management system, deploying multi-layered measures – including energy-efficient equipment, process optimization, intelligent monitoring, and employee energy-saving training – at key electricity-consuming points. These actions comprehensively enhance energy efficiency and reduce both operational costs and carbon emissions. For detailed energy management policies and initiatives, please refer to the "Energy Management" section.

Our Targets		2025 progress
GHG emissions (Scope 2)	From 2024 to 2025, the average annual GHG emissions (Scope 2) per store will remain the same level or increase by no more than 5% (2023: 172.19 tCO_2e/brand store^), compared with 2023.	With a decrease of 5% (163.38 tCO_2e/self-operated brand store*)
Emissions	All emissions discharged (ie.: catering wastewater and oil fume) are in compliance with national and local environmental department's emission standards.	Achieved
Wastes (kitchen waste and waste cooking oil)	From 2024 to 2025, the average annual wastes produced per store will remain the same level or increase by no more than 5% (2023: 32.49 tonnes/brand store^), compared with 2023	With a decrease of 28% (23.53 tonnes/self-operated brand store*)

^ In 2023, the Group operated a total of 736 restaurants across six brands – Jiu Mao Jiu, Tai Er, Uncle Chef, Lai Mei Li, Song Hot Pot, and Fresh Wood – including 10 restaurants closed during 2023.

* In 2025, the Group operated a total of 797 self-operated restaurants across seven brands – Jiu Mao Jiu, Tai Er, Lai Mei Li, Song Hot Pot, Shanwaimian, Fresh Wood, and Chaonabian – including 180 self-operated restaurants closed and 11 converted to franchised restaurants during 2025 prior to divestment.

"FRUGALITY" PROTECTS THE ENVIRONMENT, "KINDNESS" BENEFITS SOCIETY

To further align with global standards and strengthen long-term impact, the Group hereby sets the following 2030 milestone commitments:

Sustainable Sourcing	• Continuously expand the use of seasonal, organic, and geographically distinctive local ingredients – prioritizing suppliers that meet environmental and social responsibility criteria • Deepen our "fresh-ingredient" strategy: uphold daily delivery, on-site handling, and in-store preparation as operational norms – not just principles – for core ingredients
Packaging Reduction & Circular Design	• Progressively upgrade takeout packaging toward greener alternatives, phasing out composite materials and increasing the share of recyclable or compostable solutions • Explore commercially viable reusable packaging models through targeted pilots, building experience and validating scalability
Supply Chain Transparency & Certification	• Strengthen end-to-end traceability for key ingredients (such as fish, sauerkraut and Wuchang rice), ensuring origin, processing, and delivery are verifiable at critical touchpoints • Support more suppliers in achieving ISO 22000 or equivalent food safety certifications – through technical collaboration and capacity-building – to advance shared quality standards
Employee Retention & Development	• Continuously enhance frontline staff stability and professional dignity by anchoring growth in replicable store economics and structured development pathways • Institutionalize leadership capability building for newly promoted supervisors, ensuring they embody our values, empower teams, and make "Love" visible in daily management
Scope 3 Carbon Management	• Systematically identify and map Scope 3 emissions across upstream procurement, logistics, and downstream packaging, laying the groundwork for science-based reduction
Healthy & Nutritious Product Innovation	• Prioritize nutrition-conscious menu innovation, including children's meals and seasonal dishes, so that "safe, balanced, delicious" becomes a tangible, everyday customer experience

PACKAGING AND WASTE MANAGEMENT

Sustainable Packaging

To reduce packaging consumption and its environmental impact, Jiumaojiu Group has implemented a systematic approach covering procurement, design, usage, and public education, with clear targets for plastic reduction and sustainable packaging. The Group strictly complies with national regulations such as the *Solid Waste Pollution Prevention and Control Law* and the *Opinions on Further Strengthening Plastic Pollution Control*, actively advancing green packaging transformation. Key initiatives include:

Increased Procurement of Biodegradable Packaging

- Fully phased out non-biodegradable single-use plastic straws
- Rolled out biodegradable packaging materials across multiple brands
- In 2025, procurement of eco-friendly packaging reached approximately RMB 3.35 million, accounting for 5.21% of total annual packaging spend

Lightweighting and Plastic Reduction in Meal Packaging

- Does not proactively provide single-use plastic cutlery
- Uses recyclable aluminum foil containers, biodegradable packaging, and eco-friendly straws as alternatives
- Jiu Mao Jiu brand introduced reusable insulated takeaway bags to reduce single-use item consumption

Packaging Reuse and Recycling

- Replaced disposable cardboard boxes with reusable returnable containers in logistics and warehousing
- Reduced packaging use for 153 SKUs in warehouse-to-store deliveries

Public Education on Packaging Reduction

- Added prompts on self-operated and third-party delivery platforms encouraging customers to opt out of single-use utensils
- Displayed in-store posters promoting customer use of personal containers for takeout
- Enhanced staff training on environmental practices to deliver green service and foster sustainable customer behaviors

The Group will continue optimizing its packaging strategy, increasing the share of eco-friendly materials, and deepening end-to-end plastic reduction to support green dining.

"FRUGALITY" PROTECTS THE ENVIRONMENT, "KINDNESS" BENEFITS SOCIETY

Waste Management

Guided by the "Reduce, Reuse, Recycle" principle, the Group systematically drives source reduction, waste segregation, resource recovery, and employee education to effectively manage operational waste and advance sustainable restaurant operations.



Waste Reduction

Procurement Management

- Verifies inventory and production plans before ordering to avoid overstocking
- Promotes bulk purchasing to reduce delivery frequency and associated emissions
- Selects large-format condiment packaging to minimize material use

Ingredient Utilization

- Implements "one ingredient, multiple dishes; one dish, multiple flavors" cooking methods to maximize yield
- Enforces standardized portioning to prevent overuse
- Offers small-portion dishes and set meals to reduce customer food waste

Smart Warehousing

- Monitors inventory in real time to prevent spoilage from expiration

Food Waste Handling

- Strictly complies with government regulations to prevent illegal diversion of food waste
- Applies compression, dewatering, and oil-water separation to kitchen waste to achieve volume reduction



Reuse

Food Ingredient Whole-Part Utilization

- Develops new menu items based on whole-ingredient utilization to enhance overall utilization of premium ingredients

Internal Resource Absorption

- Converts surplus central kitchen ingredients into staff meals or offers them to employees at discounted prices, ensuring full internal utilization



Recycling

Packaging and Material Recovery

- Reuses clean packaging materials where possible
- Enforces strict compliance with Chinese Mainland's solid waste classification regulations at supply centers, stores, and offices
- Engages qualified recyclers to process sorted waste and enable resource regeneration

“FRUGALITY” PROTECTS THE ENVIRONMENT, “KINDNESS” BENEFITS SOCIETY

Case **Green Restaurants: From Green Construction to Green Operations**

The Group embeds sustainability throughout a restaurant’s lifecycle – from fit-out to daily operations – through integrated green practices:

Equipment Reuse

Conducts full assessments of movable assets from closed stores, categorizing them as directly reusable, refurbishable, or for disposal – boosting reuse rates, cutting new material demand, and lowering renovation costs.

Recyclable Building Materials

Prioritizes circular materials like FRP panels and modular partition boards during renovations – high-strength, durable, and near-zero waste during installation. Prefabricated cabinets enhance standardization and reduce timber consumption.

Smart Environmental Monitoring

Deploys IoT-based temperature monitoring systems in stores to ensure real-time control of critical equipment (e.g., double-door freezers), maintaining food safety standards, minimizing spoilage, and enhancing quality management.

Through coordinated optimization of design and operations, Jiumaojiu Group continues to build an efficient, low-carbon, and sustainable green restaurant model.

Waste Oil Management

From the restaurant construction phase, the Group designs and optimizes grease and solids interceptors in compliance with regulations to ensure effective separation of waste oil. All waste oil is collected and processed exclusively by licensed third-party recyclers, with a complete ledger system enabling full traceability throughout the chain. This practice not only strengthens standardized management of food waste, reduces environmental risks, but also supports resource recovery, lowering carbon emissions, reducing disposal costs, and fostering the development of the waste oil recycling industry. It contributes to building a sustainable circular economy model: “from kitchen waste to blue skies.”

Wastewater Management

The Group strictly controls wastewater discharge to ensure regulatory compliance and minimize environmental impact. Stores install pre-treatment facilities based on wastewater volume and property requirements to guarantee effluent meets standards. The Group implements discharge registration and conducts regular monitoring. Some stores pilot food waste disposers to enable separate treatment of wastewater and grease residues. Employees receive training on proper resource use, and are strictly prohibited from pouring waste oil or other solids into sewage systems to prevent pipe blockages and water pollution.

"FRUGALITY" PROTECTS THE ENVIRONMENT, "KINDNESS" BENEFITS SOCIETY

EMISSIONS MANAGEMENT

The Group's emissions primarily stem from food processing, logistics, and business travel. In 2025, daily operations at offices, restaurants, and central kitchens generated air pollutants including sulfur oxides, nitrogen oxides, particulate matter, cooking fumes, and greenhouse gases. General waste streams included municipal solid waste, office waste, food waste, waste oil, and wastewater. During construction phases, noise, dust, and construction debris may occur. Notably, the Group's restaurant operations do not generate hazardous waste.

Guided by environmental stewardship, the Group has established a goal-oriented environmental management system and strictly complies with national laws such as the *Air Pollution Prevention and Control Law, Solid Waste Pollution Prevention and Control Law,* and *Water Pollution Prevention and Control Law*. All new or renovated projects complete environmental filings, with optimized engineering designs for exhaust, noise, and drainage. New stores must pass third-party environmental inspections before opening to ensure compliance.

Management Area	Key Measures
 Cooking Fume Control	• Install compliant fume purification systems during construction, requiring environmental acceptance documentation • Dedicated teams conduct regular maintenance and inspections to ensure continuous compliance • Supply centers equipped with electrostatic fume adsorption units; fumes discharged via dedicated flues at high altitude • Generator exhaust treated through spray towers to meet Emission Limits for Air Pollutants • All stores standardly deploy high-efficiency purification systems (physical, chemical, and biological technologies), with emissions meeting or exceeding national standards • Implement scheduled cleaning and maintenance plans for purifiers, supported by routine monitoring • Commission third-party annual emission testing and environmental impact assessments to dynamically refine control strategies
 Vehicle Emissions Management	• Enforce vehicle management policies, including regular maintenance and "engine-off when parked" protocols • Promote green commuting (public transport, walking) • Optimize delivery and travel routes to reduce usage frequency and greenhouse gas emissions

CONTRIBUTING TO INDUSTRY DEVELOPMENT

Jiumaojiu Group actively leverages its industry influence to champion sustainable practices in the restaurant sector, drive regional economic growth, advocate for food safety standards, and promote green dining. The Group participates in government policy consultation meetings and industry association forums, contributing practical insights and policy recommendations to advance industry standardization and sustainability. In 2025, it attended over 30 government meetings and more than 20 industry conferences.

The Group also drives industry progress through consumer education – hosting lectures, training sessions, publishing educational content, and organizing themed campaigns to raise public awareness of food safety and green dining. These efforts not only strengthen consumer focus on food quality and safety but also help mainstream sustainable consumption values.

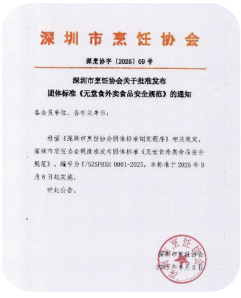
Case Advancing Transparency to Rebuild Trust in the Industry

In December 2025, Tai Er took a leading role among full-service restaurant sector in China in implementing a comprehensive “Transparent Menu Classification System,” categorizing dishes into four tiers (A–D) based on ingredient freshness and pre-processing levels, with a firm commitment to 100% in-store preparation. This initiative directly addresses consumer concerns about pre-prepared meals by enhancing disclosure and rebuilding trust. The system has since been rolled out across all Jiumaojiu Group brands, offering a scalable model for industry-wide adoption



Case Co-Developing Industry Standards to Safeguard Delivery-Only Food Safety

As a key drafting member, Jiumaojiu Group collaborated with the Shenzhen Culinary Association, Meituan, Ele.me, and other stakeholders to develop the group standard Food Safety Specification for Delivery-Only Restaurants, effective September 8, 2025. The standard defines “delivery-only restaurants” for the first time and sets requirements for food handling, tamper-evident seals, digital kitchen transparency, smart delivery, and end-to-end traceability – advancing safer, smarter, and more accountable food delivery practices.


深圳市烹饪协会

深烹协字〔2025〕69号

深圳市烹饪协会关于批准发布
团体标准《无堂食外卖食品安全规范》的通知

各会员单位、各有关单位：

“FRUGALITY” PROTECTS THE ENVIRONMENT, “KINDNESS” BENEFITS SOCIETY

RURAL REVITALIZATION

Guided by the value of “Jiumaojiu Shared Prosperity,” the Group actively supports China’s Rural Revitalization Strategy, fostering shared growth between the enterprise and society. Through innovative farmer-partnership models – such as “Company + Village Collective Economy + Farmers + Base” and “Company + Specialized Village + Farmers + Base” – the Group effectively integrates resources to empower rural industrial development and contribute to common prosperity.

Procured directly from rural areas reached RMB

2,465,923.42

Case **Jiu Mao Jiu Brand “Rural Children’s Playground Donation Initiative”**

To support the development of rural educational infrastructure, Jiu Mao Jiu brand launched the “Rural Children’s Playground Donation Initiative.” During the campaign, the brand raised approximately RMB 56,000 through the sale of specially designated charity meal sets. The full amount was donated to construct a safe, multifunctional playground for the kindergarten at Yuanshui Primary School in Huanglue Town, Suixi County, Zhanjiang City, Guangdong Province. This project has significantly improved the quality of early childhood education facilities in the village, fostering children’s physical and mental well-being. It reflects the Group’s concrete commitment to rural revitalization and its long-term dedication to promoting equitable access to educational resources.









“FRUGALITY” PROTECTS THE ENVIRONMENT, “KINDNESS” BENEFITS SOCIETY

Case **Jiu Mao Jiu Brand “Heart-to-Heart Support for Girls in Mountainous Areas” Initiative**

Jiu Mao Jiu brand launched the “Heart-to-Heart Support for Girls in Mountainous Areas” initiative, raising approximately RMB 55,000 during the campaign. The funds were used to purchase hygiene and school supplies for girls at Dabu Town Central Primary School in Ruyuan County, Shaoguan City, Guangdong Province. This effort directly supports their healthy development and advances educational equity and rural revitalization.



Case **Bright Classroom Eye-Care Program – Protecting Rural Education Through Public Welfare**

In response to the national policy on myopia prevention and control among children and adolescents, the Jiumaojiu Group launched the “Bright Classroom Eye-Protection Initiative.” Through the installation of eye-friendly lighting fixtures compliant with national standards, the initiative has effectively improved teaching environments in remote areas. As of the reporting year, the project has established more than 600 “Bright Classrooms Eye-Care Program” across Bijie in Guizhou, Longnan in Gansu, and Guanling in Anshun, benefiting over 25,000 students. This tangible contribution strengthens the foundation of rural education and conveys the warmth of social responsibility.



Case **Deepening the Maolaoguo Industry – Empowering Rural Revitalization Through Industrial Development**

Leveraging the Guangdong-Guizhou collaboration framework, Jiumaojiu Group has integrated Guizhou’s Maolaoguo (a local sour fruit used in traditional Guizhou cuisine) into its supply chain, focusing on mid- and downstream value creation. The Group partnered with collaborators to develop healthy new sour soup products and activated consumer demand through themed marketing and cultural promotion. This approach complements government-led upstream support for farming and planting, creating a fully connected industrial chain that enhances the sector’s self-sustaining “blood-making” capacity. Simultaneously, the Group has advanced 12 aquaculture projects in Guangdong under its farmer-partnership model, generating over RMB 20 million in output value. This demonstrates a replicable, dual-driven rural revitalization pathway that combines industrial development with public welfare, fostering long-term, endogenous growth in rural communities.



“FRUGALITY” PROTECTS THE ENVIRONMENT, “KINDNESS” BENEFITS SOCIETY

SOCIAL WELFARE

Jiumaojiu Group actively fulfills its corporate social responsibility by addressing societal needs and striving to improve local residents’ quality of life and promote social harmony. For years, the Group has closely collaborated with NGOs, communities, and partners to engage in diverse public welfare initiatives through multiple channels, focusing on fundraising, education, and environmental advocacy to respond to pressing social issues. As a restaurant operator, the Group leverages its industry strengths to embed philanthropy into daily operations:

Promoting food conservation

Through campaigns like the “Clean Plate Initiative,” it encourages customers to value food and avoid waste. Servers proactively suggest appropriate portion sizes during ordering to help cultivate mindful consumption habits.

Advocating sustainable living

The “Tai Er Waste Hero” campaign raises awareness about the impact of plastic waste on marine ecosystems and motivates the public to reduce single-use packaging, supporting long-term environmental sustainability.

The Group also harnesses its brand influence and digital platforms to widely disseminate knowledge on environmental protection and public welfare. By organizing joint participation from employees and customers in community clean-ups and care activities, it promotes healthy, green lifestyles. Additionally, the Group consistently allocates resources to support vulnerable groups – providing material aid or skills training to improve livelihoods – and sponsors local cultural events to enrich community spiritual life.

Case **“A Home for Stray Cats” – Tai Er Partners with Universities to Build Warm Shelters**

In 2025, Tai Er launched the “A Home for Stray Cats” initiative to address the winter survival challenges faced by stray cats on university campuses. The project combined public engagement with professional execution: it invited consumers to submit cat shelter designs, then built and installed the selected prototypes across ten universities nationwide, offering safe, weather-protected havens for stray cats. This effort not only tangibly improved animal welfare but also used the brand’s reach to inspire young people to care for vulnerable lives – demonstrating how creative, business-led initiatives can meaningfully empower community philanthropy.



List of ESG Policies and Laws and Regulations

HKEX ESG Indicator	Laws and Regulations/Policies	Internal Policies
Environment	Environmental Protection Law of the People's Republic of China Law of the People's Republic of China on Prevention and Control of Water Pollution Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution Law of the People's Republic of China on Prevention and Control of Noise Pollution Law of the People's Republic of China on Promotion of Cleaner Production Marine Environment Protection Law of the People's Republic of China Law of the People's Republic of China on Evaluation of Environmental Impacts Energy Conservation Law of the People's Republic of China Opinions on Further Strengthening the Treatment of Plastic Pollution	Waste Management System Administrative Systems on Energy Consumption at Supply Centers Administrative Guidelines on Turning On and Off Equipment Administrative Standards on Office Electrical Equipment Administrative Guidelines on Smart Management of Energy Store Waste Disposal Management System Waste Management System
Employment	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Law of the People's Republic of China on Promotion of Employment Social Insurance Law of the People's Republic of China Prohibition of Child Labor Regulations Law of the People's Republic of China on the Protection of Minors	Human Resources Management Practice Manual Office Employee Handbook Store Employee Handbook Guidelines on Employee Salary Structure

APPENDIX

HKEX ESG Indicator	Laws and Regulations/Policies	Internal Policies
Health and Safety	Labor Law of the People's Republic of China Fire Protection Law of the People's Republic of China Law of the People's Republic of China on Work Safety Law of the People's Republic of China on Prevention and Control of Occupational Diseases Administrative Measures for Supervision and Inspection of Food Production and Operation Regulation on Work Safety Permits Provisions on the Supervision and Administration of Occupational Health at Work Sites	Enterprise Safety Management Policy Safety Production Responsibility System Systems on Appraisal, Award and Punishment on Safe Production Responsibilities Systems on Award and Punishment on Safe Production Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards Emergency Plan for Production Safety Accidents Fire Safety Management System Management System on Occupational Hygiene Office Safety and Protective Measures of the Jiumaojiu Group and other management systems on safe production (28 in total) Supply Center Safety Production Management System of the Jiumaojiu Group and other management systems on safe production (28 in total)
Development and Training	Labor Law of the People's Republic of China	Systems on Safety Education and Training Administrative Scheme to Compete for Middle Management Posts
Labor Standards	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Social Insurance Law of the People's Republic of China Prohibition of Child Labor Regulations Law of the People's Republic of China on the Protection of Minors Trade Union Law of the People's Republic of China Law of the People's Republic of China on the Protection of Rights and Interests of Women Law of the People's Republic of China on Mediation and Arbitration of Labor Disputes	Human Resources Management Practice Manual

HKEX ESG Indicator	Laws and Regulations/Policies	Internal Policies
Supply Chain Management (Including Franchisees)	Law of the People's Republic of China on Bid Invitation and Bidding	Systems on Suppliers Management Standards on Supplier Review and Management Appraisal System on Performance of Contracts by Suppliers Standards on Managing Performance of Suppliers Operation Standards on Supplier Tracing and Accrediting Standards on Procurement Behaviors Procedures of Procurement Operation (Specification) Management Practice on Materials Quality Quality Guarantee Agreement Systems on Supplier Food Safety Assessment Access Operating Regulations
Product Responsibility	Law of the People's Republic of China on Product Quality Food Safety Law of the People's Republic of China Law of the People's Republic of China on Quality and Safety of Agricultural Products Law of the People's Republic of China on Inspection of Import and Export Commodities Measures for the Administration of Food Business Licenses and Filing Measures for the Supervision and Administration of Food Safety in Online Catering Services Administrative Measures for Information Disclosure of Commercial Franchise Civil Code of the People's Republic of China Trademark Law of the People's Republic of China Advertising Law of the People's Republic of China Patent Law of the People's Republic of China Measures for the Administration of Internet Domain Names Cybersecurity Law of the People's Republic of China Measures for the Supervision and Administration of Food Safety in Catering Services Law of the People's Republic of China on the Protection of Consumer Rights and Interests	Guidebook on Food Safety Safety Management System Food Safety Emergency Preparedness Plan Food Safety Management System Letter of Commitments on Food Safety Management System on Quality Control of Own Brand Product Management System on the Inspection and Acceptance of Raw and Auxiliary Materials and Supplies Management System on the Inspection and Acceptance of Raw Material in Supply Center Management System on the Inspection and Acceptance of Semi-finished Products Process Quality Control Inspection Specification Food Ingredients and Supplies Inspection and Acceptance Practice Guidelines Interim Guidelines on the Management of Epidemic Prevention for Imported Cold Chain Food Purchase Standards on the Inspection and Acceptance of Vegetable Ingredients System for the Management of Food Additives System for the Management of Workshop Hygiene Management Measures for Workshop Quality Performance Appraisal (Trial) Regulations on the Management of Quality Control, Inspection and Points Deduction

HKEX ESG Indicator	Laws and Regulations/Policies	Internal Policies
		Food Recall Management Measures Product Labeling and Traceability Control Procedures Product Recall Control Procedures Non-conforming Product Control Procedures Management System on Laboratory Handling Procedures for Unqualified Products in Laboratory Testing Management System on Food and Food-related Products Storage Management System on Cleaning and Disinfection in Stores Management System on Pest Control in Stores Management System on Self-inspection of Food Safety in Stores Management System on Food Processing in Stores Management System on Employee Training in Stores Management System on Food Safety in Stores Administrative Measures for Handling Customer Complaints Guidelines on Crisis Management Administrative Systems on Information Safety of the Group Systems on Prevention of Information and System Risks Administrative Systems on Data Backup and Safety of the Group Data Compliance System Data Classification and Grading Management Measures Data Security Incident Emergency Management Measures Privacy Policy of Jiumaojiu Group
Anti-corruption and Anti-Money Laundering	Company Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China Anti-Monopoly Law of the People's Republic of China Law of the People's Republic of China Against Unfair Competition Interim Provisions on Prohibiting Commercial Bribery	Anti-corruption Policy Jiumaojiu Employee Whistleblower Incentive Policy Code of Conduct Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery Letter of Commitment on Integrity of Suppliers Integrity Notification Letters Funds Management System Details of Funds Account Management

Table of Key Performance Indicators

Environmental Indicators	Unit	2025[a]	2024[b]
Emission			
Catering wastewater[c]			
Catering wastewater	Tonne	3,265,215,31	3,495,177.98
Catering wastewater intensity	Tonne/million of revenue	623.97	575.47
GHG emissions			
GHG emissions (Scope 1)[d]	Tonne	3,968.16	3,317.04
GHG emissions (Scope 2)[e]	Tonne	130,211.30	141,676.98
GHG emissions (Scope 3)[f]	Tonne	3,235.02	N/A
Total GHG emissions	Tonne	137,414.48	144,994.02
Total GHG emissions intensity	Tonne/million of revenue	26.26	23.87
Waste			
Non-hazardous waste			
Waste tube/bulbs	Unit	10,036	11,470
Waste tube/bulbs intensity	Unit/million of revenue	1.92	1.89
Kitchen waste	Tonne	17,072.80	20,985.54
Waste cooking oil	Tonne	1,684.04	1,834.71
Total non-hazardous waste	Tonne	28,792.84	22,820.25
Non-hazardous waste intensity	Tonne/million of revenue	3.58	3.76
Use of Resource			
Energy consumption[g]			
Gasoline Consumption	Liter	506.00	1,591.00
Natural gas consumption	m^3	1,834,906.61	1,532,655.32
Direct energy consumption	MWh	18,140.04	15,166.06
Total electricity consumption	kWh	245,962,833.85	249,303,686.14
Indirect energy consumption	MWh	245,962.83	249,303.69
Total energy consumption	MWh	264,102.87	264,469.75
Total energy consumption intensity	MWh/million of revenue	50.47	43.54
Water consumption			
Total water consumption	m^3	4,310,642.01	4,546,161.22
Total water consumption intensity	m^3/million of revenue	823.74	748.51
Packaging material[h]			
Meal boxes	Tonne	813.32	747.42
Plastic packaging bags	Tonne	327.73	234.87
Total packaging material used	Tonne	1,141.05	982.29
Total packaging material intensity	Tonne/million of revenue	0.22	0.16

Notes:

a. The scope of environmental KPIs data collection for the year 2025 includes 3 offices, 4 self-operated supply centers and central kitchens, and 797 self-operated stores operated by the Group (Includes data from 180 self-operated restaurants prior to their closure and 11 restaurants before its transition from self-operated to franchise/cooperative model during 2025).

b. The scope of environmental KPIs data collection for the year 2024 includes 4 offices, 3 self-operated supply centers and central kitchens, and 849 self-operated stores operated by the Group (Includes data from 69 restaurants prior to their closure or sale to third parties during 2024 and 1 restaurant before its transition from self-operated to franchise/cooperative model during 2024).

c. Based on the business activities of the Group, air emissions, including nitrogen oxides, sulfur oxides and other pollutants discharged under the national laws and regulations, are not significant during daily operation.

d. GHG emissions (Scope 1) including direct emission of CO_2e generated from gasoline, diesel, natural gas and refrigerants.

e. GHG emissions (Scope 2) including indirect emission of carbon dioxide generated from electricity purchased.

f. GHG emissions (Scope 3) including fuel- and energy-related activities, waste generated from operations, business travel, and employee commuting.

g. Total energy consumption including total energy consumption in gasoline, diesel, natural gas and purchase of electricity.

h. Total packaging material used covers the packaging materials consumed in supply centers and central kitchens, physical stores of different brands and delivery business.

Basis of calculation:

1. Greenhouse gas emissions (Scope 1) produced by gasoline, diesel and natural gas and refrigerants is calculated with main reference to the GHG Emissions Accounting Method and Reporting Guide for Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprises (Trial) issued by the National Development and Reform Commission and How to prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs issued by the HKEX.

2. The calculation method for GHG emissions from purchased electricity (Scope 2) mainly refers to the GHG Emissions Accounting Method and Reporting Guide for Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprises (Trial) issued by the National Development and Reform Commission, and the How to Prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs issued by the HKEX.

   The emission factors for China and other major operating regions are referenced as follows:

   a) Chinese Mainland refers to the 2023 national power grid average emission factor released by the Ministry of Ecology and Environment;

   b) Hong Kong Special Administrative Region refers to the CO_2 emission intensity of electricity sold as disclosed in CLP's "2023 Sustainability Report";

   c) Macau Special Administrative Region refers to the CO_2 emission coefficient disclosed in Companhia de Electricidade de Macau's "CEM Sustainability Report 2023";

   d) Vancouver, Canada refers to the "Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION", B.C. Reg. 249/2015;

   e) Singapore region refers to the 2023 Singapore average grid emission factor in Chapter 2 Energy Transformation of the "Singapore Energy Statistics 2024" by the Energy Market Authority of Singapore;

   f) Malaysia region refers to the 2023 Peninsular Malaysia grid emission factor from the "Malaysia Grid Emission Factor (GEF), 2017-2021" published by the Malaysia Energy Information Hub.

3. Total energy consumption is calculated by converting into equivalent value of electricity with reference to GB/T 2589-2020 General Principles for Calculation of Total Energy Consumption.

Social Indicators		Unit	2025	2024
Employment[a]				
Employees				
Total number of employees		Headcount	16,517	20,735
Gender[b]	Male	Headcount	10,677	13,549
	Female	Headcount	5,682	7,186
Employment Type	Management	Headcount	156	164
	Non-management	Headcount	16,361	20,571
Age Group	29 or below	Headcount	13,120	16,460
	30-49	Headcount	2,305	2,844
	50 and above	Headcount	1,092	1,431
Geographical Region	Chinese Mainland	Headcount	15,597	19,868
	Hong Kong, Macau and Taiwan	Headcount	206	185
	Overseas	Headcount	714	682
Employee turnover rate[1]				
Total employee turnover rate		Percentage	200%	211%
Gender	Male	Percentage	212%	227%
	Female	Percentage	182%	180%
Age Group	29 or below	Percentage	231%	238%
	30-49	Percentage	78%	98%
	50 and above	Percentage	85%	128%
Geographical Region	Chinese Mainland	Percentage	207%	216%
	Hong Kong, Macau and Taiwan	Percentage	101%	208%
	Overseas	Percentage	86%	55%
Health and safety				
Number of work-related fatalities[c]		Headcount	0	0
Rate of fatalities[c]		Percentage	0	0

APPENDIX

Social Indicators		Unit	2025	2024
Lost days due to work injury		Day	7,108	9,356
Work-related injury		Case	964	1,085
Development and training				
Percentage of employees trained[2]		Percentage	84%	100%
Gender	Male	Percentage	57%	65%
	Female	Percentage	27%	35%
Employment Type	Management	Percentage	1.02%	0.79%
	Non-management	Percentage	82.98%	99.21%
Average training hours for employees[3]		Hour	7.21	4.36
Gender	Male	Hour	8.35	4.37
	Female	Hour	5.25	4.35
Employment Type	Management	Hour	13.05	11.05
	Non-management	Hour	7.15	4.31
Supply Chain Management				
Total number of suppliers		Entity	537	558
Southern China		Entity	316	398
Other regions in Chinese Mainland (except Southern China)		Entity	165	112
Other regions (including Hong Kong, Macau and Taiwan)		Entity	56	48
Product responsibility				
Number of food safety related complaints		Case	448	464
Number of service-related complaints		Case	1,552	2,130
Number of dining environment related complaints		Case	88	56
Number of dishes related complaints		Case	827	720

Social Indicators	Unit	2025	2024
Anti-corruption			
Number of concluded legal cases regarding corrupt practices brought against the Company or its employees during the Reporting Period			
Number of concluded legal cases involving corruption[d]	Case	0	1
Anti-corruption Training			
To directors	Section	4	3
To employees	Section	16	24
To suppliers	Section	2	2
Community Investment			
Charity donations	Million	2.37	0.6

Notes:

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

b. In accordance with U.S. regulations, the gender-based employee statistics do not include 158 employees who opted to keep their gender confidential.

c. During the period from 2019 to 2025, the Group did not have any employee fatality accident.

d. The corruption lawsuit case in 2024 and 2023 is the same case. As this case is still under criminal trial, it continues to be disclosed in 2024 (for details regarding the case, please refer to the "Anti-corruption" section in the 2023 ESG Report). The Group has not been involved in any litigation cases related to corruption, bribery, extortion, fraud, and money laundering during the Reporting Period.

Basis of calculation:

1. Employee turnover ratio = number of employees in that category/total number of employees in that category.

2. The percentage of employees trained = number of employees trained in that category/total number of employees trained.

3. The average training hours completed per employee = the number of hours of training in that category/the total number of employees in that category.

APPENDIX

HKEX ESG Reporting Code Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections
Aspect A1: Emissions		
General Disclosure		Response to Climate Change and Carbon Emissions; Resource Management; Packaging and Waste Management; Emissions Management
KPI A1.1	The types of emissions and respective emissions data.	Table of Key Performance Indicators
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.	A1.3 is not applicable, due to the business nature of the catering industry, our operations do not generate hazardous waste
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	Table of Key Performance Indicators
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Response to Climate Change and Carbon Emissions; Resource Management; Packaging and Waste Management; Emissions Management
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.	Packaging and Waste Management
Aspect A2: Use of Resources		
General Disclosure		Resource Management; Packaging and Waste Management
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity.	Table of Key Performance Indicators
KPI A2.2	Water consumption in total and intensity.	Table of Key Performance Indicators
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Resource Management
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.	Resource Management
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Table of Key Performance Indicators

Subject Areas, Aspects, General Disclosures and KPIs		Sections
Aspect A3: The Environment and Natural Resources		
General Disclosure		Response to Climate Change and Carbon Emissions; Resource Management; Packaging and Waste Management; Emissions Management
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Response to Climate Change and Carbon Emissions; Resource Management; Packaging and Waste Management; Emissions Management
Aspect B1: Employment		
General Disclosure		Compliance Employment and Compensation; Employee Health and Safety; Employee Training and Development; Employee Care and Communication
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Table of Key Performance Indicators
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Table of Key Performance Indicators
Aspect B2: Health and Safety		
General Disclosure		Employee Health and Safety
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Table of Key Performance Indicators
KPI B2.2	Lost days due to work injury.	Table of Key Performance Indicators
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Employee Health and Safety

APPENDIX

Subject Areas, Aspects, General Disclosures and KPIs		Sections
Aspect B3: Development and Training		
General Disclosure		Employee Training and Development
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Table of Key Performance Indicators
KPI B3.2	The average training hours completed per employee by gender and employee category.	Table of Key Performance Indicators
Aspect B4: Labour Standards		
General Disclosure		Compliance Employment and Compensation
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Compliance Employment and Compensation
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Compliance Employment and Compensation
Aspect B5: Supply Chain Management		
General Disclosure		Responsible Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Table of Key Performance Indicators
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.	Responsible Supply Chain Management
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Responsible Supply Chain Management
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Responsible Supply Chain Management
Aspect B6: Product Responsibility		
General Disclosure		Food Quality and Safety; Responsible Supply Chain Management; Intellectual Property Protection; Customer Rights Protection; Dining Environment and Customer Service

Subject Areas, Aspects, General Disclosures and KPIs		Sections
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Table of Key Performance Indicators
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Table of Key Performance Indicators; Dining Environment and Customer Service
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Protection
KPI B6.4	Description of quality assurance process and recall procedures.	Food Quality and Safety; Responsible Supply Chain Management
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Dining Environment and Customer Service
Aspect B7: Anticorruption		
General Disclosure		Business Ethics and Anti-Corruption
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees.	Table of Key Performance Indicators
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Business Ethics and Anti-Corruption
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Business Ethics and Anti-Corruption; Table of Key Performance Indicators
Aspect B8: Community Investment		
General Disclosure		Rural Revitalization; Social Welfare Investment
KPI B8.1	Focus areas of contribution.	Rural Revitalization; Social Welfare Investment
KPI B8.2	Resources contributed to the focus area.	Rural Revitalization; Social Welfare Investment; Table of Key Performance Indicators

APPENDIX

TCFD Components	Disclosure Requirements	Section
Governance		
Objective	An issuer shall disclose information about: (a) the governance body(s) (which can include a Board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:	**Climate Governance**
Skills and Competencies	(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	**Climate Governance**
Processes and Frequency	(ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	**Climate Governance**
Roles and Responsibilities of the Board	(iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	**Climate Governance**
Progress Monitoring	(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities, including whether and how related performance metrics are included in remuneration policies; and	**Climate Governance** *Current compensation metrics have not yet incorporated climate-related considerations. The Group is actively working to integrate climate-related factors into its remuneration framework, taking into account its climate strategy, governance arrangements, and the availability of appropriate and measurable metrics.*

TCFD Components	Disclosure Requirements	Section
Roles and Responsibilities of Management	(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: (i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and (ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	**Climate Governance**
Strategy		
Climate-related risks and opportunities	(a) Describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;	**Climate Strategy**
	(b) Explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;	**Climate Strategy**
	(c) Specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	**Climate Strategy**
	(d) Explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	**Climate Strategy**
Business model and value chain	(a) A description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and	**Climate Strategy**
	(b) A description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	**Climate Strategy**

APPENDIX

TCFD Components	Disclosure Requirements	Section
Strategy and decision-making	(a) Information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about: (i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities; (ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and (iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)); and	**Climate Strategy** *The Group is developing a climate-related transition plan. Certain details are still under development and, in some cases, are commercially sensitive. Where applicable, the Group has applied commercial sensitivity relief and will reassess its applicability at each reporting date. Disclosure will be further enhanced as the plan matures.*
	(b) Information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with item (a) above.	
	(c) An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with item (a) above.	
Financial position, financial performance and cash flows	An issuer shall disclose qualitative and quantitative information about current financial effect: (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	**Climate Strategy** *Based on reasonable and supportable information available as of the reporting date, the Group has not identified any separately quantifiable climate-related impacts on its financial position, performance, or cash flows. The assessment methodology will continue to be refined.*
	(b) the climate-related risks and opportunities identified in item (a) above for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	*As of the reporting date, the Group's assessment did not identify any climate-related risks or opportunities expected to result in material adjustments to the carrying amounts of assets or liabilities within the next annual reporting period.*

TCFD Components	Disclosure Requirements	Section
	An issuer shall disclose qualitative and quantitative information about anticipated financial effect: (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and	**Climate Strategy** *Quantitative estimates of anticipated financial impacts are subject to significant uncertainty and cannot be determined during the reporting period without incurring disproportionate cost or effort, even when using reasonable and supportable information. Disclosure will be further enhanced as analytical capabilities and data availability improve.*
	(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	
Climate resilience	(a) The issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of: (i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and (iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;	**Climate Strategy** *Climate-related scenario analysis has been conducted based on reasonable and supportable information available as of the reporting date, reflecting the Group's current capabilities and resources. As methodologies and internal expertise continue to develop, the scope, assumptions, and level of detail will be enhanced over time.*

TCFD Components	Disclosure Requirements	Section
	(b) How and when the climate-related scenario analysis was carried out, including: (i) information about the inputs used, including: (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); (ii) the key assumptions the issuer made in the analysis; and (iii) the reporting period in which the climate-related scenario analysis was carried out.	**Climate Strategy** *Climate-related scenario analysis has been conducted based on reasonable and supportable information available as of the reporting date, reflecting the Group's current capabilities and resources. As methodologies and internal expertise continue to develop, the scope, assumptions, and level of detail will be enhanced over time.*
Risk Management		
Risk Management	(a) The processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: (i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; (v) how the issuer monitors climate-related risks; and (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	**Climate Risk Management**

TCFD Components	Disclosure Requirements	Section
Risk Monitoring	(b) The processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	**Climate Risk Management**
Risk Integration	(c) The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	**Climate Risk Management**
Metrics and Targets		
Greenhouse gas emissions	(a) An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as: (i) Scope 1 greenhouse gas emissions; (ii) Scope 2 greenhouse gas emissions; and (iii) Scope 3 greenhouse gas emissions.	**Table of Key Performance Indicators**
	(b) Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	**Table of Key Performance Indicators**
	(c) Disclose the approach it uses to measure its greenhouse gas emissions including: (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	**Table of Key Performance Indicators**
	(d) For Scope 2 greenhouse gas emissions disclosed location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	**Table of Key Performance Indicators**
	(e) For Scope 3 greenhouse gas emissions disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	**Table of Key Performance Indicators**

APPENDIX

TCFD Components	Disclosure Requirements	Section
Cross-industrial Metrics	(a) An issuer shall disclose the amount and percentage of assets or business activities vulnerable to: (i) climate-related transition risks; (ii) climate-related physical risks; and (iii) climate-related opportunities.	**Climate Strategy** *Given that the Company currently lacks sufficient reasonable and supportable data, and does not yet possess the internal capability to reliably quantify these multi-dimensional, highly complex metrics, it has not disclosed the above three cross-industry indicators for this reporting period.*
	(b) An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	*Internal definitions and systems for identifying and tracking climate-related capital expenditures, financing, and investments are under ongoing development. During the reporting period, given the Group's current capabilities, such information was not obtainable without incurring disproportionate cost or effort. Disclosure will be further enhanced as systems and processes continue to mature.*
Internal carbon prices	(a) An explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.	*The Group currently does not apply an internal carbon price in its decision-making. It actively monitors regulatory developments and market practices to inform its strategy on carbon-related considerations.*
Remuneration	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement.	*Climate-related considerations have not yet been incorporated into compensation metrics. The Group is actively working to integrate such considerations into its remuneration framework, aligning them with its climate strategy and evolving governance practices.*

TCFD Components	Disclosure Requirements	Section
Industry-based metrics	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	**Table of Key Performance Indicators**
Climate-related targets	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose: (i) the metric used to set the target; (ii) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (iii) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (iv) the period over which the target applies; (v) the base period from which progress is measured; (vi) milestones or interim targets (if any); (vii) if the target is quantitative, whether the target is an absolute target or an intensity target; and (viii) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	**METRICS AND TARGETS**
	(b) An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: (i) whether the target and the methodology for setting the target has been validated by a third party; (ii) the issuer's processes for reviewing the target; (iii) the metrics used to monitor progress towards reaching the target; and (iv) any revisions to the target and an explanation for those revisions.	**METRICS AND TARGETS**
	(c) An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	**METRICS AND TARGETS**

TCFD Components	Disclosure Requirements	Section
	(d) For each greenhouse gas emissions target disclosed in accordance with (a)-(c), an issuer shall disclose: (i) which greenhouse gases are covered by the target; (ii) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (iii) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (iv) whether the target was derived using a sectoral decarbonisation approach; and	**METRICS AND TARGETS**
	(e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	*The Group currently does not use carbon credits or participate in carbon offset programs. We continue to monitor developments in carbon markets and regulatory guidance to inform our emissions management strategy.*

Index of Initiative for Business for Good in the Catering Industry

Disclosure Issues	Action Overview	Section	Page
Core Issues			
1. Food Safety – Food safety is the foundation of catering enterprises			
1) Establish and improve the food safety inspection standard system	• Establish a food safety management system certified by both ISO 22000 and HACCP • Set up a Food Safety and Quality Department, which formulates the Jiumaojiu Group Catering Service Hygiene General Standards based on the GB31654-2012 General Hygiene Standards for Catering Services • Promote internal food safety audits and specialized inspections to enhance testing standards	Food Quality and Safety	P. 24-29
2) Establishing a traceability mechanism to ensure the origin of ingredients	• Develop a full-process traceability system, recording complete production and circulation data for each batch of ingredients • Supply chain management covers food safety monitoring across all stages, from farming and processing to logistics and in-store operations	Food Quality and Safety; Responsible Supply Chain Management	P. 24-29, 29-33
3) Disclosure of Food Safety Supervision Information	• Regularly publish food safety reports, disclosing internal supervision, testing, and audit results • Conduct emergency drills for food safety incidents to enhance crisis response capabilities • Establish a clear food safety reward and penalty system for the supply chain, ensuring management standards and transparency	Food Quality and Safety	P. 24-29

APPENDIX

Disclosure Issues	Action Overview	Section	Page
2. Supply chain management – Catering enterprises should attach importance to the coordinated development of the supply chain and promote the upstream and downstream of the industrial chain to fulfill their social responsibilities			
1) Innovative procurement model to improve product quality	• Adopt a centralized procurement model to reduce costs and ensure consistent quality • Strengthen cold chain management to enhance ingredient freshness and safety standards • Establish a supply chain quality monitoring system to ensure food safety from farm to table	Food Quality and Safety; Responsible Supply Chain Management	P. 24-29, 29-33
2) Promote Fair Trade and Transparent, Ethical Procurement	• Develop the Supplier Integrity Commitment, requiring all suppliers to sign and ensure ethical business practices • Establish an affiliated transaction management system to ensure transparency in supply chain transactions • The Audit Department regularly reviews supplier integrity and compliance with business operations	Responsible Supply Chain Management	P. 29-33
3) Use ESG Standards to Evaluate Suppliers and Promote Supply Chain Responsibility	• Conduct food safety assessments for suppliers based on ISO 22000 standards • Implement an annual supplier evaluation system, categorizing and managing suppliers according to Environmental, Social, and Governance (ESG) standards	Responsible Supply Chain Management	P. 29-33

Disclosure Issues	Action Overview	Section	Page
3. Employee development and welfare – The catering industry is a labor-intensive industry, and talent training is crucial			
1) People-oriented employee care	• Establish the Nathan Foundation to provide medical and financial assistance to employees and their families • Regularly organize team-building and employee care activities to enhance employee well-being • Create the "Good Ideas" suggestion platform to encourage employees to participate in the company's development	Employee Care and Communication	P. 55-56
2) Provide a better development platform for employees and partners through policy innovation	• Launch the "J-Star Program" and Operation Management Trainee Program, offering employees opportunities for promotion and professional development • Implement a dual-career development mechanism, covering both professional and managerial career paths • Develop an "Online Group Learning Platform" to promote continuous learning and skill enhancement for employees	Employee Training and Development	P. 52-54
3) Diversity and Equal Employment, Inclusive Workforce	• Ensure diversity in gender, age, and cultural background, and regularly review the effectiveness of diversity policies • Prohibit child labor and forced labor, ensuring fair working conditions • Promote career development for female employees, providing equal opportunities for promotion and compensation	Compliance Employment and Compensation	P. 45-49

APPENDIX

Disclosure Issues	Action Overview	Section	Page
4. High-quality products and services – Provide customers with high-quality products and services			
1) Provide customers with delicious, nutritionally balanced food through innovation	• Develop new products, offering low-salt, low-fat, and nutritionally balanced healthy dining options • Establish a professional R&D team to optimize dish recipes, aligning with healthy eating trends • Launched new store formats featuring fresh, same-day delivered ingredients prepared to order, offering diverse and nutritionally balanced meal options	Product Nutrition, Health, and Diversity	P. 37-39
2) Improve customer experience through user friendly design	• Enhance store decor and dining environments to create a comfortable dining experience • Adopt smart ordering and digital services to reduce customer waiting times	Dining Environment and Customer Service	P. 41-43
3) Protection of personal privacy	• Establish a data protection system to ensure the security of customers' personal information • Obtain clear notification and authorization before collecting customer information in stores	Dining Environment and Customer Service	P. 41-43
4) Ensure Accurate and Reliable Customer Communication and Responsible Marketing	• Adhere to advertising integrity principles, ensuring that promotional information is truthful and reliable. • Avoid false or exaggerated advertising to protect customer rights	Responsible Marketing and Advocacy	P. 41
5. Environmental improvement – Energy saving and emission reduction, waste reduction, and continuous improvement of the environment			
1) Through innovation, improve the efficiency of water, electricity and energy use, save energy and reduce emissions	• Implement energy-saving equipment upgrades to improve energy utilization in stores and central kitchens • Establish a water resource management mechanism to reduce water consumption in kitchens and processing operations	Resource Management	P. 63-66
2) Reduce food waste through technological innovation and process improvements	• Set up a food waste management system to promote sustainable food consumption practices • Encourage precise meal preparation in stores to minimize ingredient loss	Packaging and Waste Management	P. 67-69
3) Highlight Environmental Protection in Store Design, Renovation, and Product Packaging	• Use eco-friendly materials for store design and decor to reduce carbon emissions • Reduce single-use plastics and promote biodegradable and recyclable packaging solutions	Packaging and Waste Management	P. 67-69

Jiumaojiu International Holdings Limited

九毛九国际控股有限公司