

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

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

Stock Code 股份代號 : 9922

2024

Environmental, Social and
Governance Report

環境、社會及管治報告

怱火锅
Sōng Hot-pot

賞鲜悦木
FRESH WOOD
牛肉火锅



太二
老坛子酸菜鱼

山外面
贵州酸汤火锅

九毛九
— 西北菜 —

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ABOUT THIS REPORT

關於本報告

This Report is prepared in both Chinese and English. In the event of any discrepancies, the Chinese version shall prevail. This Report is the Environmental, Social, and Governance (“ESG”) Report (“Report”) released by Jiumaojiu International Holdings Limited (HK.09922). It adheres to the principles of objectivity, comprehensiveness, and transparency and provides a detailed account of the Group’s management philosophy, notable practices, and annual performance in ESG aspects for the year 2024.

REPORTING SCOPE

Unless otherwise specified, this Report focuses on disclosing the information and key performance in fulfilling ESG responsibilities of Jiumaojiu International Holdings Limited and its subsidiaries for the year 2024. This includes the Group’s offices, self-operated restaurants under various brands (including Jiu Mao Jiu, Tai Er, Song Hot Pot, Uncle Chef¹, Lai Mei Li², Fresh Wood, and Shanwaimian), as well as the supply centers. In February 2024, the Group’s new brand, Shanwaimian, officially opened, therefore, the scope of this year’s Report has been expanded to include this brand. The Group commenced its franchise/cooperative model business³ in the current year and as at 31 December 2024, the Group had a total of 779 self-operated restaurants and 28 franchise/cooperative model restaurants. Operational information and key performance of the Group’s self-operated restaurants are included in the reporting scope of this Report, except for the key performance of the franchise/cooperative model restaurants. Regarding the key ESG performance of the joint venture aquaculture projects, the Group is actively constructing the reporting framework and methods. Therefore, the current data disclosed in this Report does not include the relevant operations.

The reporting period is from January 1, 2024 to December 31, 2024 (“Reporting Period”) and some contents are beyond this period.

Notes:

- 1 Uncle Chef has ceased operation in April 2024, therefore the scope of this Report only includes the operational information and key performance of the brand for the period from January 2024 to April 2024 only.
- 2 6 restaurants under the Lai Mei Li brand in Mainland China have been transferred to independent third party or ceased operation during 2024. This Report only covers the information of the brand prior to the sale of its China business and cessation of operations, as well as the operational information and key performance of Singapore restaurants, which operated throughout the year.
- 3 The Group announced on 4 February 2024 that it has decided to further expand its restaurant network by diversifying its business model into franchising and partnering of various brands. For details, please refer to the announcement entitled “INTRODUCTION OF FRANCHISE AND COOPERATIVE MODEL” published on that date.

本報告以中文及英文編製，如有差異，請以中文文本為準。本報告是九毛九国际控股有限公司(HK.09922)發佈的環境、社會及管治(「ESG」)報告(「報告」)，本著客觀全面、規範透明的原則，詳細闡述2024年度本集團環境、社會及管治工作的管理理念、亮點實踐及年度績效。

報告範圍

除特別說明外，本報告重點披露2024年九毛九国际控股有限公司及其附屬公司在履行環境、社會及管治責任方面的資訊和關鍵績效，當中包括集團各地辦公室、品牌自營餐廳(包括九毛九、太二、慇火鍋、那末大叔是大廚¹、賴美麗²、賞鮮悅木、山外面等)及供應中心等。於2024年2月，本集團新品牌山外面正式開業，故本年度報告範圍新增了該品牌。本集團於本年度開始加盟／合作模式業務³，截至2024年12月31日，集團旗下自營餐廳共779間，加盟／合作模式餐廳共28間。除加盟／合作模式餐廳的關鍵績效外，本集團的所有自營餐廳的營運資訊和關鍵績效均包含於本報告的報告範圍內。對於合資養殖項目環境、社會及管治責任方面的關鍵績效，本集團正在積極構建有關匯報架構及方法，故本報告中所披露的數據暫未包含相關營運。

報告時間為2024年1月1日至2024年12月31日(「報告期間」)，部份內容超出此範圍。

附註：

- 1 那末大叔是大廚品牌已於2024年4月停止營運，故本報告範圍只包含該品牌於2024年1月至4月的營運信息和關鍵績效。
- 2 賴美麗品牌於中國內地的6間餐廳已於2024年期間轉讓予獨立第三方或停止營運。本報告僅涵蓋該品牌在出售中國業務及停止營運前的信息，以及全年運作的新加坡餐廳營運信息和關鍵績效。
- 3 本集團於2024年2月4日公佈決定引進多元化的商業模式，進一步擴張其餐廳網絡，開拓多個品牌的加盟及合作業務。詳情請參閱當日所發布「有關引進加盟及合作模式的業務最新情況」的公告。

ABOUT THIS REPORT

關於本報告

REFERENCE STANDARDS

This Report is prepared mainly with reference to the Environmental, Social and Governance Reporting Guide (the “ESG Guide”) 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 Guide. 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 Guide and the Initiative are included in the Appendix to this Report.

The content of this Report is determined according to a set of systematic procedures, which include identifying major stakeholders, identifying and assessing the materiality of ESG-related issues, defining the boundary of the ESG Report, collecting relevant materials and data, conducting data collation and aggregation, examining the figures in this Report, preparing this Report and reviewing by the management.

參考標準

本報告主要參照香港聯合交易所有限公司頒佈的《香港聯合交易所有限公司證券上市規則》附錄C2《環境、社會及管治報告指引》（「ESG指引」）進行編製，並根據《ESG指引》中重要性、量化、平衡及一致性原則進行匯報。報告亦參考明晟（「MSCI」）ESG評級及由長江商學院頒佈的《餐飲行業商業向善倡議》（「倡議」）進行編製，有關《倡議》內容主要從五個維度出發，包括食品安全、供應鏈管理、員工發展與福利、優質產品與服務及環境改善。《ESG指引》與《倡議》的內容索引載於本報告「附錄」章節中。

本報告內容是按照一套有系統的程序而釐定的。有關程序包括：識別重要的利益相關方、識別和評估ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、對數據進行整理和匯總、對報告中的數據進行檢視、編製報告、管理層審定等。

ABOUT THIS REPORT

關於本報告

REPORTING PRINCIPLES

報告原則

Materiality	We continuously communicate with our stakeholders, regularly review the materiality of each sustainable development area, and conduct materiality assessments to determine critical ESG issues. The assessment result is approved by the Board of Directors. For further details, please refer to the “SUSTAINABLE DEVELOPMENT MANAGEMENT” chapter.
重要性	我們持續與利益相關方溝通，定期檢視各個可持續發展範疇的重要性，進行重要性評估以釐定重要環境、社會及管治事宜，且評估結果獲董事會批准。有關進一步詳情，請參閱「可持續發展管理」章節。
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.
量化	本報告闡述相關資料計算的標準和方法，以及相關假設，關鍵績效指標由解釋性說明補充，以在可行的情況下建立基準。
Consistency	Unless otherwise specified, this Report applied a consistent methodology in preparing and presenting ESG information to allow for meaningful comparisons over time.
一致性	除特別說明外，本報告使用一致的方法編製及呈列環境、社會及管治資料，以便進行有意義的比較。
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.
平衡	我們委任外部可持續發展顧問準備報告，不偏不倚地披露我們的所有正面及潛在負面數據，公正描述本集團ESG績效，確保大眾能接獲準確資料以及所呈列之資料數據並無不恰當使用影響讀者決策或判斷的選擇、遺漏或其他形式的操縱。

DATA SOURCES AND RELIABILITY

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

資料說明及可靠性保證

本報告的數據和案例主要來源於集團統計報告、內部文件等。集團承諾本報告不存在任何虛假記載、誤導性陳述或重大遺漏，並對其內容真實性、準確性和完整性負責。

ACKNOWLEDGMENT AND APPROVAL

Upon confirmation by the management, this Report was approved by the Board on April 29, 2025.

確認及批准

本報告經管理層確認後，於2025年4月29日獲董事會通過。

ABOUT THIS REPORT

關於本報告

REPORTING SPECIFICATION

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

Jiu Mao Jiu 九毛九	means 指
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Tai Er 太二	means 指
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Song Hot Pot 愆火鍋	means 指
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Uncle Chef 那末大叔是大廚	means 指
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Lai Mei Li 賴美麗	means 指
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Fresh wood 賞鮮悅木	means 指
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Shanwaimian 山外面	means 指
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Unless otherwise stated, all the monetary amounts in this Report are denominated in RMB.

稱謂說明

為了方便表述和閱讀，本報告中的「九毛九集團」「本集團」「集團」「本公司」「公司」和「我們」均指代九毛九国际控股有限公司及其附屬公司。同時，本報告中集團旗下品牌的簡稱定義如下：

our Jiu Mao Jiu brand 我們的九毛九西北菜品牌

our Tai Er brand 我們的太二品牌

our Song Hot Pot brand 我們的愆火鍋品牌

our Uncle Chef brand 我們的那末大叔是大廚品牌

our Lai Mei Li Grilled Fish brand 我們的賴美麗烤魚品牌

our Fresh Wood Beef Hot Pot brand 我們的賞鮮悅木牛肉火鍋品牌

our Shandeshanwaimian Suantang Hot Pot brand 我們的山的山外面酸湯火鍋品牌

除特別說明外，本報告中所有涉及資金貨幣種類均指人民幣。

CHAIRMAN'S MESSAGE

主席致辭

In 2024, the global landscape was marked by complexity and constant change, characterized by macroeconomic uncertainties, resource limitations, market fragmentation, and intensified cross-sector competition. Climate change further compounded the challenges faced by the Group. However, guided by our “One Step at a Time” philosophy and bolstered by our collective unity, Jiumaojiu Group managed to navigate these adverse conditions and make steady progress. We remained steadfast in upholding our core values of “Integrity, Love, Courage, Excellence, and Frugality”. This commitment allowed us to deeply cultivate our base markets and maintain our competitive edge amidst fierce rivalry. We demonstrated agility in adjusting our business strategies, embracing innovation through trial and error, and introducing new products and operational models tailored to market demands. While pursuing innovation, we never lost sight of our environmental and social responsibilities. We formulated and implemented various ESG management measures to enhance the Group’s sustainable development.

Over the past year, while consolidating our existing brands, we carefully explored new market opportunities and we also attempted to launch new concept stores targeting different consumer groups. In terms of online business, we optimized our delivery menu offerings and launched various promotions and brand activities, further enhancing customer loyalty.

In terms of ESG, we continued to deepen our commitment to sustainable development. We not only focused on environmental protection and resource conservation but also on improving social responsibility and corporate governance practices. We believe that only by truly integrating ESG concepts into all aspects of corporate operations can we create long-term value for all stakeholders. Adhering to our core values of “Integrity, Love, Courage, Excellence, and Frugality”, we focused on the following ESG work in 2024:

2024年，全球局勢複雜多變，宏觀環境充滿不確定性，資源緊張、市場細分、跨界競爭激烈，氣候變化也為集團帶來了新的挑戰。然而，九毛九集團能夠在逆境中穩步前行，正是憑藉「一步一腳印」的精神，集團上下一心，共克時艱。我們始終秉持九毛九集團核心價值觀「誠愛勇優儉」，深耕根據地市場，在激烈競爭中保證發展優勢並靈活調整經營策略，在試錯中創新，推出迎合市場需求的新產品及營運模式。在創新的同時，不忘履行企業的環境及社會責任，制定並落實多項ESG管理措施，致力於提升集團可持續發展。

過去一年，我們在鞏固現有品牌的同時審慎開拓新的市場機會，同時我們也嘗試推出了針對不同消費群體的新概念店。在線上業務方面，我們優化了外賣菜品組合，推出不同優惠及品牌活動，進一步提升了顧客黏性。

在ESG方面，我們繼續深化對可持續發展的承諾。我們不僅關注環境保護和資源節約，更著力於提升社會責任和公司治理水準。我們相信，只有將ESG理念真正融入企業運營的方方面面，才能為所有利益相關方創造長遠價值。秉承「誠愛勇優儉」的核心價值觀，我們在2024年重點推進了以下ESG工作：

CHAIRMAN'S MESSAGE

主席致辭

"Integrity" as our primary value, was further deepened and expanded in 2024. We not only viewed food safety as an eternal commitment to our customers but also integrated it into all aspects of corporate governance and operations. We established the *Jiumaojiu Group Internal Audit Charter*, completed a three-year internal audit plan to strengthen our internal control and risk management; formulated the *Connected Transaction Management Procedure* to protect the rights and interests of shareholders and investors; implemented stricter supply chain management measures, including regular audits of suppliers and full traceability of ingredients; maintained investment in food safety training for employees to ensure that every employee can become a guardian of food safety, etc. These measures have extended the concept of "Integrity" to the care for employees, investors, shareholders, and suppliers. We firmly believe that only by treating every stakeholder sincerely can we achieve long-term sustainable development.

In 2024, the value of "Love" permeated multiple aspects of employee care. We not only created an integrated learning platform to promote the construction of a learning organization but also granted stock options to eligible employees, allowing them to share in the company's growth. We optimized employee welfare mechanisms and measures, including improving the work environment and increasing health protection and benefits, to comprehensively cater to employees' needs. Our "Love" was not limited to within the Company but extended to the broader community. Especially in rural areas, we launched an innovative social responsibility program by collaborating with local farmers, we introduced advanced fish farming techniques to help them improve production efficiency and product quality, thereby increasing their income.

Upholding the core value of "Courage", we bravely explored new ideas to achieve a "win-win" situation for the enterprise and society. We actively participated in various industry association meetings and forums, sharing our experiences in promoting green transformation in the catering industry and improving product health and nutrition. We implemented sustainable procurement policies, gradually promoting the procurement of sustainable ingredients, prioritizing organic, local, and seasonal ingredients to reduce carbon emissions during procurement, and more. We look forward to joining hands with more like-minded partners to build a healthier, more environmentally friendly, and sustainable catering ecosystem.

「誠」作為我們的首要價值觀，在2024年得到了進一步的深化和擴展。我們不僅將食品安全視為對顧客的永恆承諾，更將其貫穿於公司治理和運營的各個方面。我們建立了《九毛九集團內部審計章程》，完成了一項為期三年的全面內部審計計劃，強化內部控制和風險管理；制定了《關連交易管理制度》，保障股東和投資者的權益；實施了更加嚴格的供應鏈管理措施，包括對供應商的定期審核和食材的全程溯源；維持對員工食品安全培訓的投入，確保每一位員工都能夠成為食品安全的守護者等等的措施，將「誠」的理念延伸至對員工、投資者與股東和供應商的關愛中。我們堅信，只有真心對待每一位利益相關方，才能實現長遠的可持續發展。

2024年「愛」的價值觀貫穿了員工多個方面，我們不僅打造了一體化學習平台，推進學習型組織建設；亦向合資格員工授出購股權，讓員工能夠分享公司成長的成果；優化了員工的福利機制與措施，包括改善工作環境、增加健康保障及福利等，全方位照顧員工的需求。我們的「愛」不僅限於公司內部，還延伸到了更廣泛的社區。特別是在農村地區，我們通過與當地農戶合作啟動了一項創新的社會責任計劃，引入先進的魚類養殖技術，幫助他們提高生產效率和產品質量，從而增加收入。

我們秉持「勇」的核心價值觀，勇於開拓新思路，實現企業與社會的「雙贏」。我們積極參與各種行業協會會議和論壇，分享我們在推動餐飲行業綠色轉型及提升產品健康與營養方面的經驗；實行了可持續採購政策，逐步推進可持續食材的採購，優先選擇有機、本地和季節性食材，減少採購過程中的碳排放等等。我們期待與更多志同道合的夥伴攜手，共同構建一個更加健康、環保和可持續的餐飲生態系統。

CHAIRMAN'S MESSAGE 主席致辭

We uphold the spirit of "Striving for Excellence", persisting in quality-first and pursuing excellence. In the current intensified competition and refined operations business environment, we not only strive to provide high-quality products and services but also pursue excellence in details, striving to become an "Enterprise of the Times". For example: we established a Mothers' Advisory Panel to enhance the health and nutritional value of our dishes. This is not only about taking responsibility for our customers' health but also an important step in implementing our Jiu Mao Jiu brand strategy of "Loved by Three Generations of Family". Furthermore, our Group's commitment to healthy food practices was honored by being selected by Xinhua News Agency's Outlook Weekly as one of the cases of innovative development among Chinese food and health enterprises. This recognition is not only an affirmation of our efforts but also motivates us to continue increasing investment in new dish development and launching more healthy food options in the future.

"Frugality" leads to all virtues flourishing. We practice "Frugal Operation" to create sustainable environmental achievements. Jiumaojiu Group cooperated with third party to recycle waste oil, converting it into sustainable aviation fuel, achieving recycling and carbon reduction simultaneously. This not only reduced Scope 3 carbon emissions but also assisted relevant units in reducing their product carbon footprint, making a concrete contribution to environmental protection. In terms of customer education, we continue to organize the "Tai Er Garbage Man" environmental charity activity to raise awareness about the harm of plastic waste to marine ecosystems. From January 2021 to present, this activity has attracted over 1,000 environmentalists to participate, cleaning up over 2,100 kg of garbage. The concept of "Frugal Operation" and customer education is further exemplified in Tai Er's He Yingjun Public Welfare for Stray Cat. Since 2021, Tai Er stores nationwide have donated a total of 30,455 kg of cat food to stray cat charity organizations. This cat food is made from bass meat that might otherwise have been wasted, fully demonstrating our appreciation and rational use of resources.

我們秉持「向優而行」的精神，堅持品質為先，追求卓越。在當前競爭激烈及精細化運營的經營環境下，我們不僅致力於提供優質產品和服務，更在細節中精益求精，努力成為「時代的企業」，例如：成立了媽媽顧問團提升菜品的健康與營養價值，這不僅是對顧客的健康負責，更是我們九毛九品牌實踐「三代人，都喜愛」品牌策略重要一步；而本集團對健康食品承諾的實踐榮幸地被新華社瞭望週刊社選為中國食品與健康企業創新發展典型案例之一，這份殊榮不僅是對我們努力的肯定，更激勵我們在未來繼續增加新菜品研發投入和推出更多健康食品。

「儉」則約，約則百善俱興。我們踐行「儉態經營」，致力締造可持續發展的環保成果。九毛九集團與第三方合作，回收廢油並將其轉化為可持續航空燃油，實現循環利用、減碳並行。此舉不僅減少了我們的範圍三碳排放，亦協助相關單位降低產品碳足跡，為環保事業作出實質貢獻。在顧客教育方面，我們持續舉辦「太二垃圾俠」環保公益活動，宣傳塑膠廢料對海洋生態的危害。自2021年1月至今，該活動已吸引超過1,000位環保人士參與，共清理超過2,100公斤的垃圾。「儉態經營」與顧客教育的理念在太二何英俊流浪貓公益項目中進一步體現。自2021年起，全國太二門店共捐贈了總重30,455公斤的貓糧至流浪貓公益機構。這些貓糧是由原本可能被浪費的鱸魚肉製成，體現了我們對資源的珍惜和合理利用。

CHAIRMAN'S MESSAGE

主席致辭

2024 was a crucial year for our overall transformation. We set aside past successes and re-explored the essence of the industry, seeking core competitiveness that transcends cycles. We emphasized "Building a Solid Foundation and Striving for Perfection". This means we will pay more attention to detail management, aiming for perfection in every aspect from ingredient selection to customer service. We firmly believe that as long as we adhere to our original intentions, maintain confidence, and continuously improve, Jiumaojiu Group will surely unleash new vitality in the new year, creating greater value for society and stakeholders.

Finally, I would like to express my heartfelt thanks to every employee, customer, supplier, and investor of Jiumaojiu Group. It is your trust and support that allows us to keep moving forward in this challenging era. Let us join hands and hearts, with the standard of "Excellence" in our actions, to create an even better 2025 for Jiumaojiu Group together!

Chairman
GUAN Yihong

2024年是我們整體轉型的關鍵一年。我們放下過去的成功，重新探索行業本質，尋找穿越週期的核心競爭力。我們強調要「打好基礎，做到極致」。這意味著我們將更加注重細節管理，從食材選擇到顧客服務的每一個環節都力求完美。我們堅信，只要我們堅持初心，保持信心，精益求精，九毛九集團必將在新的一年里裡煥發新的生機，為社會、為利益相關方創造更大的價值。

最後，我要向每一位九毛九集團的員工、顧客、供應商和投資者表示衷心的感謝。正是你們的信任和支持，使我們能夠在這個充滿挑戰的時代不斷前進。讓我們攜手同心，一起以「優」的做事標準，共同開創九毛九集團更加美好的2025年！

主席
管毅宏

COMPANY BACKGROUND

Jiumaojiu Group is a catering group that focuses on the development and operations of Chinese-style chain restaurants, founded in 1995 and originally established in Haikou, Hainan province. With the focus on different Chinese catering market segmentations, the Group now mainly manages four brands, including “Jiu Mao Jiu”, “Tai Er”, “Song Hot Pot” and “Shanwaimian”. Jiumaojiu International Holdings Limited was listed on the Hong Kong Stock Exchange on January 15, 2020, with the stock code HK.09922. As of December 31, 2024, we have 779 self-operated restaurants and 28 franchise/cooperative model restaurants in 141 cities in the PRC, Singapore, 2 cities in Canada, 1 city in Malaysia, 1 city in Thailand, 2 cities in the United States and 1 city in Indonesia.

公司簡介

九毛九集團是一家以中式餐飲連鎖經營為核心的餐飲集團，創立於1995年，始建於海南省海口市。旗下主要創立並運營「九毛九」、「太二」、「慇火鍋」、「山外面」四個不同細分領域中式餐飲品牌。九毛九國際控股有限公司在2020年1月於香港交易所掛牌上市，股票代碼HK.09922。截至2024年12月31日，我們在中國141個城市、新加坡、加拿大2個城市、馬來西亞1個城市、泰國1個城市、美國2個城市和印度尼西亞1個城市擁有779間自營餐廳及28間加盟／合作模式餐廳。

ABOUT US 關於我們

JIUMAOJIU GROUP BRAND OVERVIEW

九毛九集團品牌概覽



Grown steadily
穩健發展



Stores (including franchise/Co-op)
門店(含加盟/合作)



Staff
員工人數

29 Years
年

800⁺ 間

20,000⁺ 名

The brand's motto is "Come celebrate at Song Hot Pot", which creates a unique dining experience and fun interactions. At the same time, the Company is deeply cultivating the supply chain to break product barriers, and has built its own factory to refine hot pot base ingredients in order to provide fresher ingredients and reduce over-processing

圍繞著「開心就來悠慶祝」的品牌主張，打造獨特的用餐體驗與趣味互動。同時深耕供應鏈打破產品壁壘，自建工廠煉製火鍋底料，追求提供更新鮮的食材，減少過度加工

To meet the young people interesting way to express the "Er" attitude, advocating "Not Only Suancai & Fish is Delicious", determined to promote suancai & fish and classic delicious Sichuan cuisine to the world, at present Tai Er has entered more than 100 cities in the country, and has entered Singapore, Kuala Lumpur, Vancouver and other overseas cities

以符合年輕人趣味方式表達「二」的態度，主張「不止酸菜魚好吃」，立志把酸菜魚和經典好吃的川菜推向全世界，目前太二已經進入全國100多個城市，並已進軍新加坡、吉隆坡、溫哥華等多個海外城市

80間 Song Hot Pot
悠火鍋



太二

九毛九
— 西北菜 —



634間 Tai Er
太二

71間
Jiu Mao Jiu
九毛九

Integrated and innovated the ingredients of the Northwest, bringing "Full-kilo Gigantic Pork Ribs", "Shanxi Old Vinegar Bass", "Tongguan Meat Buns", "Lamb Skewers" and other classic delicacies to the diners

把西北食材融合創新，為廣大食客帶來了「二斤大骨頭」、「山西老醋鱸魚」、「潼關肉夾饅」、「羊肉串」等經典美味

20間
Shanwaimian
山外面

Mainly offering superior sour soup from mountains in Guizhou, the brand slogan is "Sour Brings from Mountains", bringing the superior sour soup made of wonderful food ingredients to the diners outside the mountains

主打來自貴州山裡的好酸湯，以「山裡來的酸」作為品牌標語，將山裡的好酸湯好食材帶給食客

Note:

- The number of each of the above brands includes the number of self-operated and franchise/cooperative model restaurants as at 31 December, 2024. Song Hot Pot has no franchise/cooperative model restaurants in our operation.

附註：

- 上述各品牌數量包含截至2024年12月31日自營及加盟／合作餐廳的數量。悠火鍋品牌沒有加盟／合作餐廳的營運。

AWARDS AND HONORS

獎項及榮譽

Name of Award/Honor

獎項／榮譽名稱

Awarding Organization

頒獎機構

Jiumaojiu (Guangzhou) Holdings Limited

九毛九(廣州)控股有限公司

Guangdong Top 100 Chain Store of the Year¹

2023年度廣東連鎖TOP100¹

China Food and Health Enterprise Innovation Case

中國食品與健康企業創新發展典型案例

2023¹ and 2024 Outstanding CSR Enterprise Case in Chinese Catering Industry

2023¹及2024中國餐飲業社會責任優秀企業案例

Quality Consumption Innovation Case

品質消費創新案例

Guangdong Chain Store & Franchise Association

廣東省連鎖經營協會

Xinhua News Agency's Outlook Weekly

新華社瞭望週刊社

World Federation of Chinese Catering Industry

世界中餐業聯合會

www.21jingji.com

21世紀經濟報導

Jiu Mao Jiu

九毛九

2024 Hurun China Top 100 Restaurant Brands

2024胡潤中國餐飲品牌TOP100

Brands on the list – Multiple Regions (Shenzhen/Foshan/Dongguan)

地區上榜品牌 – 多個地區(深圳／佛山／東莞)

"Food in Guangzhou" – Exemplary Enterprise in Chinese Cuisine

「食在廣州」— 中華美食典範企業

2023 Most Loved Catering Brand by Consumers¹

2023年度最受消費者喜愛餐飲品牌¹

Hurun Report

胡潤百富

Meituan Must-eat List

美團必點榜

Guangdong Restaurant Association

廣東省餐飲服務行業協會

Shenzhen Cuisine Association

深圳市烹飪協會

Tai Er

太二

Hurun China Top 100 Restaurant Brands 2024

2024胡潤中國餐飲品牌TOP100

2024 Guangdong Top 100 Franchise Brands

2024廣東商業特許經營TOP100品牌榜

Annual Influential Brand

年度影響力品牌

Annual Industry Leading Brand

年度行業領創品牌

2024 Golden Tiger Catering Awards – Nanjing and Guangzhou

2024餐飲金虎獎 – 南京及廣州

Brands on the List 2024 – Multiple Regions (Jinan/Qingdao/Zhengzhou/Wuxi/Shenyang/

Suzhou/Chongqing/Ningbo/Changsha/Changchun/Tianjin/Hefei)

2024上榜品牌 – 多個地區(濟南／青島／鄭州／無錫／瀋陽／蘇州／

重慶／寧波／長沙／長春／天津／合肥)

Hurun Report

胡潤百富

Guangdong Chain Store & Franchise Association

廣東省連鎖經營協會

2024 Catering Industry Conference

2024餐飲產業大會

Winshang.com – Golden Coordinate

贏商網 – 金座標

TanChi Mall

貪吃商城

Meituan Must-eat List

美團必點榜

ABOUT US

關於我們

Name of Award/Honor 獎項／榮譽名稱	Awarding Organization 頒獎機構
15th Tiger Roar Award (2023-2024) - Excellence Award: 2024 Tai Er Capybara IP Collaboration Marketing Campaign 第十五屆(2023-2024)虎嘯獎－優秀獎：2024年太二卡皮巴拉IP聯名行銷傳播	Tiger Roar Award Committee 虎嘯獎組委會
2023-2024 Guangdong CSR Outstanding Case: Tai Er "He Yingjun" Stray Cat Public Welfare Project 2023-2024年度廣東商業社會責任優秀案例：太二「何英俊」流浪貓公益項目	Guangdong Chain Store & Franchise Association 廣東省連鎖經營協會
2023 Outstanding Contribution Award ¹ 2023年度作出傑出貢獻 ¹	China Foundation for Rural Development 中國鄉村發展基金會
Song Hot Pot 愆火鍋	
"Food in Guangdong" – Emerging Brand 「食在廣東」－新銳品牌	Guangdong Restaurant Association 廣東省餐飲服務行業協會
Top 100 Golden Tiger Awards in Greater Bay Area 2025 2025大灣區金虎餐飲百強	Golden Tiger Awards X TanChi Mall 金虎獎X貪吃商城
2024 Top 10 Featured Hot Pot Brands 2024年度特色火鍋十大品牌	Red Dining Network 紅餐網
Must-Eat Restaurant in Haikou 必吃榜海口上榜餐廳	Dianping 大眾點評
Da Tou (Guangzhou) Software Technology Co., Ltd. 大頭（廣州）軟件技術有限公司	
2023-2024 Guangdong Business Innovation Development Outstanding Case: Tai Er Digital Marketing for Online Services	Guangdong Chain Store & Franchise Association
2023-2024年度廣東商業創新發展優秀案例：太二酸菜魚線上服務數字化創新行銷	廣東省連鎖經營協會
Human Resources Awards 人力資源獎項	
2024 Guangdong Annual Extraordinary Employer 2024年廣東年度非凡僱主	Liepin 獵聘
Izhanchi – 2024 Most Loved Employer by University Students 易展翅- 2024大學生最喜愛僱主	Izhanchi 易展翅
58.com – Top 100 Employers for China's New Generation 58同城－中國新生代僱主年度百強僱主	Xinhuanet 新華網
2024 China HR Sirius Award – Most Popular Employer Brand Among University Students 2024中國人力資源天狼星獎－最受大學生歡迎僱主品牌	Moka Moka

Note:

¹ The awards were presented to the Group during the Reporting Period (i.e. 2024).

附註:

¹ 獎項於報告期內（即2024年度）頒發予本集團。

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

The Board of Directors, as the highest governing body of the Group, is fully responsible for overseeing the Group's work in all ESG aspects. It takes the ultimate responsibility for establishing the Group's ESG development direction, promoting a sustainable development culture, formulating strategic planning, and reviewing related targets. Under the Board's authorization, the Environmental, Social and Governance Committee ("ESG Committee") is responsible for formulating and monitoring the Group's ESG strategies, objectives, and policies, and regularly assessing the effectiveness of ESG implementation. The Board annually reviews and confirms the assessment and prioritization report of ESG issues of concern to stakeholders, based on changes in internal and external environments and the company's operational conditions.

The Board regularly reviews the Group's progress on ESG-related targets, focusing on the implementation progress, analyzing and evaluating the alignment of these targets with the Group's long-term strategy, ensuring that ESG targets effectively support our sustainable development strategy, and adjusting the objectives when necessary to ensure their feasibility and foresight. Under the Board's guidance, we are orderly advancing the realization of ESG objectives, continuously optimizing relevant strategies and measures to promote the Group's sustainable development. To further enhance ESG performance, the Group has engaged an independent consulting firm. The firm's main responsibilities are to collect and analyze relevant data and information, and based on this, provide professional and feasible recommendations to support and improve the Group's overall ESG performance. (For detailed information on the Group's ESG governance structure, please refer to the "ESG GOVERNANCE STRUCTURE" section.)

董事會作為集團的最高管治機構，全面負責監督集團在ESG方面的工作，承擔確立集團ESG發展方向、倡導可持續發展文化、制定戰略規劃，以及檢討相關目標的最終責任。在董事會的授權下，環境、社會及管治委員會（「ESG委員會」）負責具體擬定和監察本集團的ESG戰略、目標和政策，並定期評估ESG工作的實施成效。董事會每年會根據內外部環境變化和公司營運狀況，審閱及最終確認利益相關方關注ESG議題的評估及優先排序工作報告。

董事會定期檢討集團在ESG相關目標上的進展情況，重點關注各目標的實施進度，深入分析評估這些目標與集團長遠戰略的契合度，確保ESG目標有效支援我們的可持續發展戰略，並在必要時對目標進行調整，以確保其具備可行性及前瞻性。在董事會的指導下，我們正有序推進ESG目標的實現，不斷優化相關策略和措施，以促進集團的可持續發展。為進一步提升ESG績效，本集團聘請了獨立顧問公司。該公司的主要職責是收集和分析相關數據及信息，並據此提供專業、可行的建議，以支持和改善本集團的整體ESG表現。（詳細有關本集團的ESG管治架構內容，請參閱「ESG管治架構」部份。

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

COMPANY CULTURE AND SUSTAINABLE DEVELOPMENT

Jiumaojiu Group focuses on long-term sound and sustainable development in its business operations and endeavors to align with the relevant areas of the United Nations' Sustainable Development Goals ("UN SDGs"), supporting innovation, sustainable development of cities and communities, and addressing climate change, in order to achieve the SDGs together with the community. We integrate the concept of sustainable development into our daily operations to create long-term value and benefits for our customers, shareholders, employees, communities and partners. By focusing on our performance in the environmental, social and governance dimensions, we actively launch community projects and donation activities to respond to the most pressing issues in society, and utilize our resources and network to support the development of our employees, customers and the wider community, so as to give back to and support society and the environment.

企業文化與可持續發展

九毛九集團在業務運營中注重長期穩健的可持續發展，努力與聯合國可持續發展目標（「UN SDGs」）的相關領域相契合，支持創新、城市和社區的可持續發展，以及應對氣候變化等，與社會共同實現可持續發展目標。我們將可持續發展理念貫穿於日常經營中，為顧客、股東、員工、社區和合作夥伴創造長期價值和利益。通過關注環境、社會和管治維度的表現，積極開展社區項目和捐贈活動，回應社會最迫切的問題，運用我們的資源及網絡，支持員工、顧客以及廣泛社區的發展，對社會和環境作出回饋和支援。



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

We believe that only by basing business relationships on integrity can establish a strong foundation and win the trust and respect of our customers.
我們相信只有以誠信為基礎，才能建立穩固的商業關係，贏得顧客的信任和尊重。



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

We care for our employees and prioritize their well-being, providing them with a good working environment and development opportunities to make them feel appreciated and supported.
我們關愛員工，以人為本，為員工提供良好的工作環境和發展機會，讓員工感到被重視和支持。
We always treat our customers as partners, continuously improving the quality of our products and services through love and passion, and creating excellent experiences for our customers.
我們一直視顧客為夥伴，持續以愛與熱情不斷提升產品與服務的品質，為顧客創造卓越體驗。
We sincerely seek mutual success with suppliers, pursuing sustainable cooperation methods under the overarching principle of integrity.
我們真心與供應商共贏，在廉潔合作的大前提下，尋求可持續的合作方式。



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

We embrace a culture of taking initiative, being accountable, continuously exploring new ideas, pushing our limits, and striving towards achieving our objectives.
我們勇於爭先，勇於承擔，不斷探索創新，挑戰自我，並為實現目標而努力。



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

Our pursuit of excellence drives us to adopt a "Quality-first" approach, delivering superior products and services to our customers.
我們追求優質產品，向優而行，堅持「品質為先」的原則，為顧客提供優質的產品和服務。



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

We achieve sustainable development through frugal management and contribute to society. These values run through our corporate culture, forming a solid foundation for our pursuit of success and growth.
我們通過儉態經營，實現企業的可持續發展，並為社會做出貢獻。這些價值觀貫穿我們的企業文化，成為我們追求成功和成長的堅實基礎。

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

Jiumaojiu Group takes “Integrity”, “Love”, “Bravery”, “Excellence” and “Frugality” as the core of its corporate values. These values are embedded in its operations, and the Group actively promotes the understanding and cultivation of these values among its employees by organizing monthly corporate culture examinations, launching mandatory courses and providing learning packages. Through these initiatives, Jiumaojiu Group is committed to building a positive and value-aligned corporate culture, promoting collective effort among employees, and achieving long-term development goals for both employees and the Company. During the Reporting Period, all employees of the Group have received trainings on corporate culture.

九毛九集團以「誠」、「愛」、「勇」、「優」、「儉」作為企業核心價值觀，這些價值觀貫穿於企業運營中，更透過每月舉辦企業文化考試、開展必修課程以及提供學習包的方式，積極推動員工對這些價值觀的理解和培養。透過這些舉措，九毛九集團致力於建立一個積極向上、價值觀一致的企業文化，促進員工共同奮鬥，實現員工和企業的長期發展目標。於報告期內，本集團所有員工均已接受企業文化的培訓。

The Cultural Legacy of “Excellence” – Striving for Excellence in Every Small Task

「優」的文化傳承 – 把每一件小事做到極致

We uphold the philosophy of “Striving for Excellence in Every Small Task”. Each partner, step, and small deed is like a puzzle piece, collectively forging today’s Jiumaojiu Group. During the celebration of the Group’s 29th anniversary with our employees, we not only celebrated our achievements but also inspired all employees to pay attention to the small things around them and give praise to their colleagues.

我們秉持著「把每一件小事做到極致」的理念，每一個夥伴、腳印、小事都如同拼圖一般，共同鑄就今天的九毛九集團。在與員工共同慶祝集團29周年的盛會中，不單歡慶成就，更激發全體員工關注身邊小事，為身邊夥伴點贊。



Small things lead to great accomplishments, and doing every small task to perfection is worthy of recognition. Through the Group’s internal “Praise for You” application, we encourage employees to recognize colleagues who are contributing and working hard. They can express their recognition and encouragement through “Likes” in the application. The heartwarming praise messages not only have great emotional value but are also selected to be customized into postcards, allowing employees to keep them as mementos and enabling more outstanding partners to be seen and recognized.

小事成就大事，把每一件小事做到極致，都值得點贊。通過集團內部的「為你點贊」小程序，鼓勵員工發現身邊默默付出、努力奮鬥的夥伴，通過「點贊」及時表達認可與激勵，暖心的點贊留言，不僅極具情緒價值，更被精選後定製成明信片，供員工留念並讓更多優秀夥伴被看見、被認可。

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

14th "Sustainable on the Tip of the Tongue: ESG Concepts in Catering" 14期《舌尖上的可持續：ESG理念在餐飲中的實踐》

In 2024, the Group's Public Relations Department organized an ESG training session themed "Sustainability on the Tip of Your Tongue: ESG Concepts in Catering". This training aimed to enhance employees' awareness of ESG concepts and integrate sustainable development principles into every aspect of the Company's operations. The training content included:

本集團公共事務部於2024年舉辦了一場以「舌尖上的可持續：ESG理念在餐飲中的實踐」為主題的ESG培訓。此次培訓旨在提高員工對ESG概念的認知，將可持續發展理念融入公司運營的各個環節。培訓內容包括：

- Global climate crisis and sustainable development overview
全球氣候危機與可持續發展概況
- Interpretation of ESG concepts and their application in the food and beverage industry
ESG概念解讀及其在餐飲行業的應用
- Summary of Jiumaojiu Group's past ESG practices
九毛九集團過往ESG實踐工作總結
- Construction and implementation of green and sustainable restaurants
綠色可持續發展餐廳的建設與實踐



Through the training, employees not only deepened their understanding of ESG concepts but also strengthened their recognition of the close relationship between ESG and the Company's daily operations.

通過此次培訓不僅加深了員工對ESG理念的理解，更強化員工認識到ESG與公司的日常營運的密切關係。

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

A culture of "Love" - "Thank You to Senior Staff": Upgraded Employee Benefits for 5th Anniversary 「愛」的文化傳承—「感謝老員工」：升級員工5周年福利

In 2024, Jiumaojiu Group upgraded its 5-year anniversary benefits by offering two choices of benefits to employees who have worked for the Company for five years: a travel fund or a 999 pure gold commemorative gold banknote. This welfare policy embodied the care and appreciation of the Group for its employees. At the same time, through corporate culture transmission activities, "Love" is integrated into the Company's value system. This continues to create a positive working atmosphere and encourages employee participation and loyalty, which helps to increase employee job satisfaction and, in turn, promotes the steady development of the Company.

2024年，九毛九集團升級員工5周年福利，為那些在公司工作滿5年的員工提供兩種福利選擇：旅遊基金或999足金紀念金鈔。這項福利政策體現九毛九集團對員工的關愛和感謝，同時通過企業文化傳承的活動，將「愛」融入公司的價值體系中，持續營造積極向上的工作氛圍，鼓勵員工的參與和忠誠度，有助於提高員工的工作滿意度，進而促進公司的穩健發展。



九毛九集團

感謝老員工 感恩自由行

*員工5周年福利更新
2024年5月起生效

傳承「愛員工」的文化，
2023年，集團重啟員工**5周年福利**，
与各品牌联合开展了13期「海南双亲游」，
为488位伙伴打造了与家人的难忘回忆。

2024年起，
员工5周年福利大更新！
更自由的目的地、更自由的安排时间！
实在去不了旅游？也有Plan B～

一、全新5周年福利，了解一下！

福利二选一

- A: 旅游基金*5000元 + 探亲旅游假*4天
- B: 5周年纪念品（价值约2000元）

方案更新，初衷不变

- ✔ 员工第一，爱员工始终如一
- ✔ 感恩父母，回报养育恩情
- ✔ 一起出游，好好地陪伴家人

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

ESG STRATEGY AND POLICY

We have incorporated ESG elements into our corporate values of “Integrity”, “Love”, “Bravery”, “Excellence” and “Frugality”, not only for the purpose of managing and optimizing our operations, but also for the well-being of our stakeholders, including employees, customers and the community, to enhance the Group’s social responsibility and to reduce risks and costs at the same time.

By promoting the Group’s philosophy from the leadership level, we ensure that ESG considerations are embedded in all business processes and decisions, and that a foundation for sustainable development is established. We expect our employees to clearly understand the Group’s focus on ESG and to be encouraged to actively participate in related initiatives, so as to enhance their sense of belonging and pride, increase their motivation and commitment to their work, and build a higher level of awareness and responsibility among them.

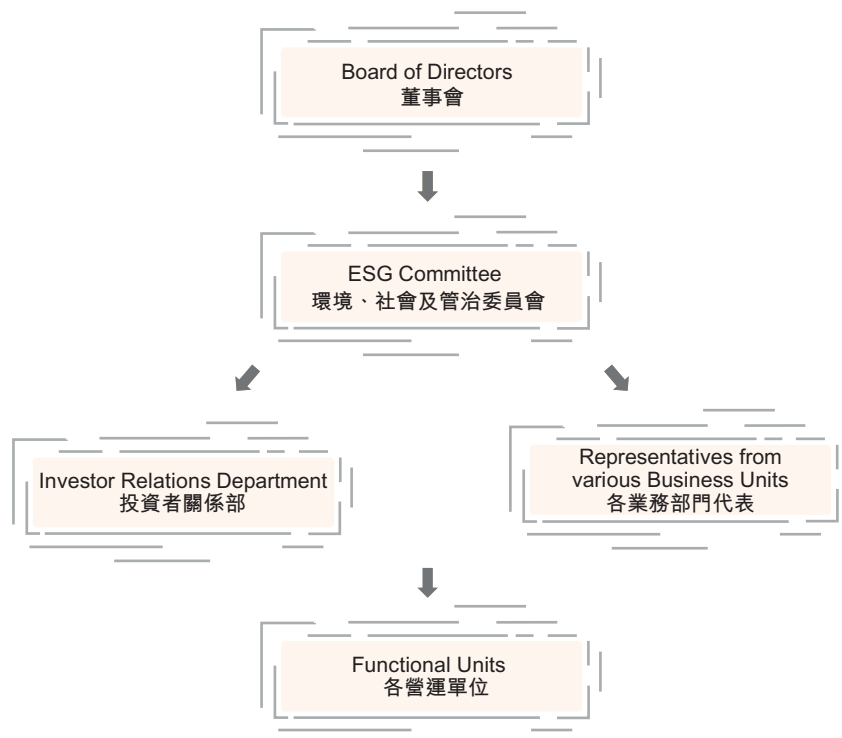
ESG策略及方針

我們將ESG元素融入「誠」、「愛」、「勇」、「優」、「儉」企業價值觀，不僅為管理和優化經營管理模式，更是注重員工、顧客以及社區等利益相關方的福祉，提高集團的社會責任，同時降低風險和成本。

透過由領導層向下倡導集團的理念，確保ESG考量貫穿於各個業務流程和決策中，建立可持續發展的基礎。我們期望員工能夠清楚明白集團對環境、社會和管治等方面的重視，並鼓勵積極參與相關措施，以增強員工的歸屬感和自豪感，提高他們工作積極性和投入度，同時塑造員工更高的意識水準和責任感。

ESG GOVERNANCE STRUCTURE

ESG管治架構



SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

The Board's responsibilities include driving the Group's overall ESG governance efforts, promoting a culture of sustainability, ensuring that ESG considerations integrate into business decisions, identifying and addressing potential risks to the Group's sustainability, and reviewing reports provided by the ESG Committee while taking into account stakeholders' concerns and perspectives. In addition, the Board evaluates, revises and recommends key sustainability performance indicators, approves ESG-related reports and budgets, and ensures that stakeholder interests are included in the Group's sustainability strategy.

At the ESG Committee level, the Committee tracks various ESG-related information and trends within and outside the Group, reports to the Board on key trends and proposes anticipated measures to drive sustainability tasks. At the same time, the Committee is responsible for tracking the implementation of ESG objectives, understanding stakeholder concerns, assessing related risks, and providing recommendations and mitigation plans. The Committee is also responsible for reviewing ESG reports and making recommendations to the Board of Directors to ensure the accuracy and transparency of the Report.

The Investor Relations Department and representatives of the business units are responsible at various levels for coordinating ESG reporting management, implementing sustainability objectives, strategies and tasks, overseeing the progress of implementation of measures, identifying risks and providing resolution plans. Each operating unit is required to comply with and support the Group's ESG policy, fulfil its sustainability objectives and provide relevant performance information to support overall reporting and assessment. This structure ensures the overall management and oversight of the business in terms of sustainability, leading to more responsible and sustainable operations and development.

STAKEHOLDER ENGAGEMENT

The Group has always regarded its stakeholders, including customers, employees, shareholders/investors, government/regulatory bodies, suppliers/partners and the community, as partners on the development path. We attach great importance to the aspirations of our stakeholders. Through various open communication channels, the Group is able to better understand the views and expectations of our stakeholders, which in turn helps the Group to gear up for the competitive market, make appropriate strategic adjustments swiftly, and identify the Group's key milestones for sustainable development, thereby enhancing the standard of our sustainable development in a comprehensive manner.

董事會的職責包括推動集團整體ESG管治工作有序進行，倡導可持續發展文化，確保ESG考量貫穿業務決策，識別和解決潛在阻礙集團可持續性的風險，審查ESG委員會提供的報告並考慮利益相關方的關注點和觀點。此外，董事會還評估、修訂和建議主要可持續發展績效指標，審批環境、社會及管治相關報告和預算，確保在集團的可持續發展策略中納入利益相關方的利益。

在環境、社會及管治委員會層面，該委員會則追蹤集團內外各種ESG相關資訊和趨勢，向董事會報告主要趨勢並提出預期措施，推動可持續發展任務。同時，委員會負責追蹤ESG目標的實施情況，瞭解利益相關方的關注點，評估相關風險，並提供建議和緩解計劃。此外，委員會也負責檢討ESG報告，向董事會提供建議，確保報告的準確性和透明度。

投資者關係部和各業務部門代表則在不同層面負責協調ESG報告管理工作，落實可持續發展目標、策略及工作任務，監督措施的實施進度，識別風險並提供解決計劃。各營運單位元則需要遵守和支援集團的ESG政策，履行可持續發展目標，並提供相關績效資料以支援整體報告和評估。這架構確保企業在可持續發展方面的全面管理和監督，從而實現更加負責任和可持續的營運和發展。

利益相關方參與

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

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

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

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

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

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

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

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

MATERIALITY ANALYSIS OF ESG ISSUES

In 2024, the Group continued to engage an ESG consultant to conduct an objective materiality assessment by surveying target stakeholders to understand the changes in the views and aspirations of key stakeholders on the ESG efforts of the Group. We classified ESG issues into five categories and prioritized the stakeholders' evaluation of the Group's performance and expectations on ESG issues, and optimized the Company's ESG strategies and management policies in an orderly manner according to this analysis.

ESG議題重要性分析

2024年，本集團繼續委聘ESG顧問透過調查目標利益相關方進行客觀重要性評估，以瞭解關鍵的利益相關方對九毛九集團ESG工作的觀點及訴求變化。我們將ESG議題分為五大類別，並把利益相關方對集團在ESG議題的表現評價和期望釐定優先次序，按是次的分析有序地優化公司的ESG策略與管理政策。



SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

2024 ESG Issues Materiality Assessment Matrix

2024年ESG議題重要性分析矩陣圖



Governance 管治	1	Corporate Governance and Risk Control 企業管治與風險管控	13	Employee Salary and Benefit Mechanism 員工薪酬福利機制	
	2	Business Ethics 商業道德	14	Employee Health and Safety 員工健康與安全	
	3	Food Quality and Safety 食品品質與安全	15	Employee Training and Development 員工培訓與發展	
	4	Shareholders/Investors Interest 股東／投資者權益	16	Employee Care and Communication 員工關愛與溝通	
Operation 運營	5	Customer Rights Protection 顧客權益保護	Social 社會	17	Contribute to Industry Development 貢獻行業發展
	6	Responsible Marketing and Promotion 合理行銷及宣傳		18	Rural Revitalization 鄉村振興
	7	Product Diversification and Nutrition and Health 產品多元化與營養健康		19	Social Welfare Investment 社區公益
	8	Dining Environment/Customer Service 就餐環境／顧客服務	Environmental 環境	20	Response to Climate Change 應對氣候變化
	9	Supply Chain ESG Management 供應鏈ESG管理		21	Energy Management and Carbon Emission 能源管理與碳排放
	10	Intellectual Property Protection 保障知識產權		22	Packaging Materials Management 包裝物管理
	11	Digital Transformation 數字化轉型		23	Water Management 水資源管理
Employment 僱傭	12	Compliance Employment 合規僱傭	24	Emission Management 排放物管理	

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

We believe that integrity is the core value of our operations and we are open and honest. As one of the pioneers in China's chain catering industry, we have always adhered to the business philosophy of "Integrity-oriented", established good governance mechanisms and attached great importance to food safety. We insist on using quality ingredients, complying with regulations and providing safe food. Through honest and fair decision-making, we have established an effective risk management mechanism to safeguard the Company's sound operation, ensure effective corporate governance, prevent corruption and create an ethical business environment. Our honest operations have earned the trust of our customers and are guiding us towards our goal of sustainable development.

我們堅信誠信是我們營運的核心價值，秉持開誠佈公的態度。作為中國連鎖餐飲行業的先驅之一，我們始終堅守著「以誠為本」的經營理念，建立良好治理機制，對食品安全高度重視。我們堅持採用優質食材，遵守法規，提供安全食物。透過誠實和公正的決策，建立有效的風險管理機制，保障公司的穩健運作，確保公司治理有效，預防貪污，營造道德營商環境。誠信的營運贏得顧客信任，也在指引我們邁向可持續發展的目標。

ESG Issues We Focused in this Chapter 此章節關注的ESG議題



Corporate Governance and Risk Control
企業管治與風險管控



Business Ethics
商業道德



Food Quality and Safety
食品品質與安全



Shareholders/Investors Interest
股東／投資者權益

UNSDGs We Focused in this Chapter



章節回應的聯合國可持續發展目標



OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT

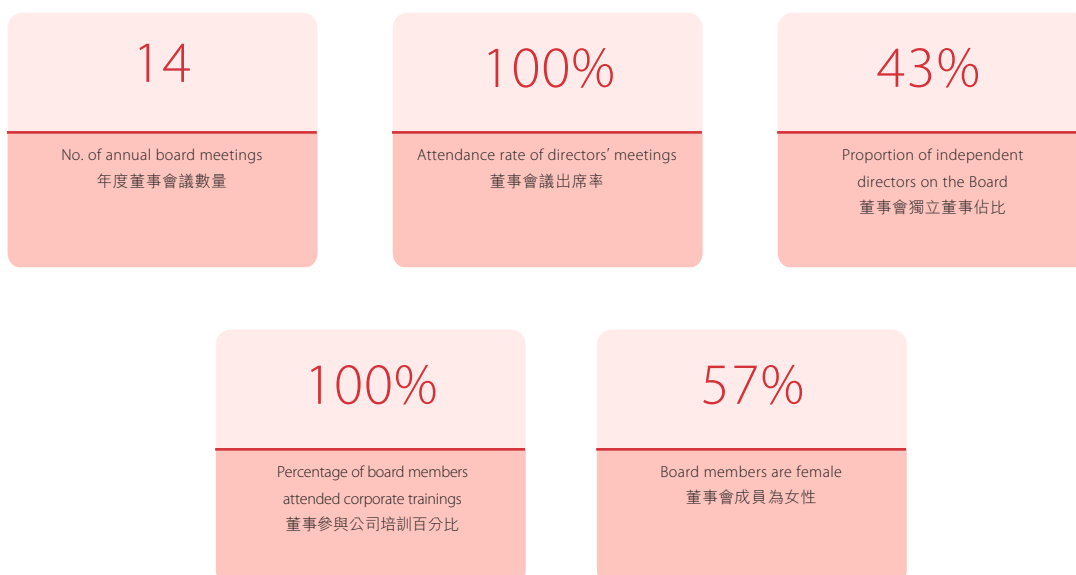
誠 — 誠信營運，開誠佈公

CORPORATE GOVERNANCE

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

The Group strictly abides by operation of laws and regulations, including Appendix C1 *Corporate Governance Code to the Listing Rules of The Stock Exchange of Hong Kong Limited*, formulates the *Corporate Governance System*, which takes into account the actual situation of its own production and operation, and establishes a scientific, standardized and reasonable governance structure and rules of procedure comprising management, headquarters functional departments, brand functional departments, and subsidiaries. Simultaneously, the Group continues to improve internal management systems that align with its development, clarifying responsibilities and authority in decision-making, execution, and supervision. This enhances the Group's governance standards, providing organizational support and institutional safeguards for its development. Detailed information on the Group's governance structure, governance mechanisms, equity structure, controlling shareholders, and ultimate controlling party can be found in the *Jiumaojiu International Holdings Limited Annual Report 2024*.

Key Indicators



企業管治

本集團嚴格遵守《中華人民共和國公司法》及《香港聯合交易所有限公司證券上市規則》等相關規定，恪守合規營運底線，持續健全集團治理結構，完善企業反貪污與風險管理體系建設，推進企業廉潔建設，提升集團治理水準，推動經營管理提質增效。

集團嚴格遵守《香港聯合交易所有限公司證券上市規則》附錄C1《企業管治守則》等法律法規運行，制定《企業管治制度》，結合自身生產經營實際情況，建立包含管理層、總部職能部門、品牌職能部門、附屬公司等內在的科學、規範、合理的治理結構和議事規則。與此同時，我們持續完善符合集團發展的內部管理制度，明確決策、執行、監督等方面的職責權限，提升集團治理水準，為集團發展提供組織支援和制度保障。集團的治理結構、集團治理機制、集團股權結構、控股股東和實際控制人情況詳細內容見《九毛九國際控股有限公司2024年度報告》。

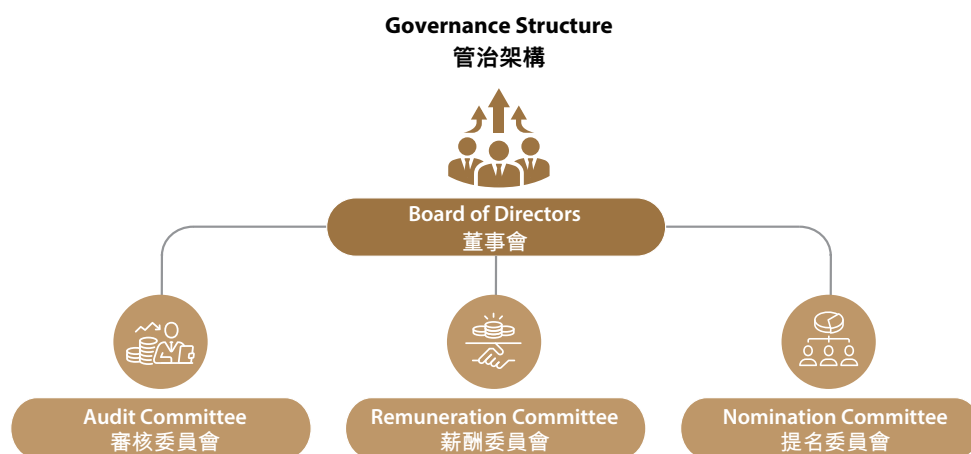
關鍵指標

OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT

誠－誠信營運，開誠佈公

The Chairman of the Board provides leadership to the Board of Directors by ensuring its effective operation and timely fulfillment of responsibilities. The Board of Directors consists of four executive directors and three independent non-executive directors, responsible for the development direction and control of the Group's business. They have the responsibility of overall governance, supervision, and regular review of the Group, safeguarding the long-term interests of the Group and stakeholders. The Board of Directors has established three professional committees, namely the Audit Committee, Remuneration Committee, and Nomination Committee, to oversee specific aspects of the Company's affairs and enhance the efficiency of the Board's operations. Detailed information on the composition and performance of the Board, the responsibilities of the Board and management, and the performance of independent directors can be found in the *Jiumaojiu International Holdings Limited Annual Report 2024*.

主席透過確保董事會有效運作並及時履行其職責，為董事會提供領導。董事會由四名執行董事及三名獨立非執行董事組成，負責本集團業務的發展方向及控制，對本集團整體治理、監督和定期檢討負有責任，保障集團和利益相關方的長遠利益。董事會下設審核委員會、薪酬委員會及提名委員會等三個專業委員會，以監督本公司特定方面的事務，提高董事會運作效率。董事會的構成及履職情況、董事會及管理層職責、獨立董事履職情況詳細內容見《九毛九國際控股有限公司2024年度報告》。



Independence and Effectiveness

The Group is committed to maintaining high standards of corporate governance, and ensuring the independence and effectiveness of the Board is a key element of this. We have put in place an enforceable and effective mechanism to ensure that the Board is provided with independent advice and recommendations so that it can make more objective and comprehensive decisions. The Group's Audit and Remuneration Committees are both chaired by independent non-executive directors, and each of the committees comprises a majority of independent directors, with the percentage of independent directors on each of the committees being 67% or above. The Company arranges continuous briefing and professional development for its directors in a timely manner and proactively provides reading materials on the Company's business or the duties and responsibilities of directors for their learning and reference. We also encourage all directors to attend training programs. This year's training mainly focused on regulatory developments, Directors' duties and responsibilities and other related topics.

獨立性與有效性

本集團致力於維持高水準的企業管治，確保董事會的獨立性和有效性是其中的關鍵要素。我們設有可執行及有效的機制，以確保董事會獲得獨立意見及建議，從而做出更加客觀、全面的決策。而本集團審核和薪酬委員會均由獨立非執行董事擔任主席，而各委員會均以獨立董事為主要成員，各委員會獨立董事佔比均為67%及以上。本公司適時為董事安排持續性簡報及專業發展，並主動提供有關本公司業務或董事職責及責任的閱讀材料，以供其學習及參考。我們亦鼓勵所有董事參加培訓課程，本年度培訓內容主要圍繞監管發展、董事職責及其他相關議題。

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Diversity Policy

The Group emphasizes the importance of board and employee diversity and believes that a diverse group of directors and employees can enhance the Group's management and operational performance and bring new opportunities to the Group from different professions and perspectives. The Board has adopted a diversity policy and the Nomination Committee is responsible for overseeing the implementation of the policy. In the composition of the Board, the Nomination Committee considers a number of measurable objectives, including factors such as gender, age, cultural and educational background and professional experience. The Nomination Committee reports its findings and recommendations to the Board and will review the policy and objectives on a regular basis to ensure that they meet the needs of the optimal composition of the Board.

As of December 31, 2024, there were 4 female directors on the Board of Directors, accounting for 57% (FY2023: 42.9%) of the Board of Directors. The Company is committed to the principle of meritocracy and the goal of diversity in the selection of Board members, and to form a competitive Board based on the Group's needs.

多元化政策

本集團重視董事會和僱員多元化，深信多元的董事及僱員能夠提升集團的管理及運營表現，以不同的專業和角度為集團帶來新機遇。董事會已採納多元化政策並由提名委員會負責監督政策的實施情況。在董事會的組成中，提名委員會考慮多個可計量目標，包括性別、年齡、文化及教育背景以及專業經驗等因素。提名委員會向董事會匯報檢討結果及提出建議，並將定期檢討政策與目標，確保符合董事會最佳組成的需求。

截至2024年12月31日，董事會中有4名女性董事，佔董事會人數的57%（2023年度：42.9%）。公司承諾將董事會成員的人選會以用人唯才為原則及多元為目標，根據集團所需而組成具競爭力的董事會。

THE BOARD OF DIRECTORS DIVERSITY INDICATORS

董事會多元化指標

Name 姓名	Gender 性別	Age 年齡	Board/Job Duties 董事會／工作職責	Tenure Period 任期年長	Academic Background/ Expertise 學歷背景／領域	Experience/Skills 經驗／技能
Mr. Guan Yihong 管毅宏先生	Male 男	55	Chairman of the Board 董事會主席	6 years 6年	Business Management 企業管理	Industry Expert, Corporate Governance 行業專家、公司管治
Mr. He Chengxiao 何成效先生	Male 男	47	Executive Director, Chief Executive Officer 執行董事／集團行政總裁	5 years 5年	International Finance 國際金融	Industry Expert 行業專家

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Name 姓名	Gender 性別	Age 年齡	Board/Job Duties 董事會／工作職責	Tenure Period 任期年長	Academic Background/ Expertise 學歷背景／領域	Experience/Skills 經驗／技能
Ms. Cui Longyu 崔弄宇女士	Female 女	50	Executive Director, Group Vice President/Supply Chain and Human Resources Management 執行董事、集團副總裁／供應鏈及人力資源管理	6 years 6年	Secretary and Public Relation 秘書及公共關係	Industry Expert, Talent Management 行業專家、人才管理
Mr. Su Danman 蘇淡滿先生	Male 男	37	Executive Director, Chief Financial Director and Authorized Representative 執行董事、首席財務官及授權代表	2 years 2年	Economics and Management/ Certified Public Accountant 經濟學及管理學／註冊會計師	Financial Expert 財務專家
Mr. Deng Tao (retired) ¹ 鄧濤先生(已退任) ¹	Male 男	44	Independent Non-executive Director 獨立非執行董事	5 years 5年	Engineering and Physics/ Certified Public Accountant 工程及物理學／註冊會計師	Financial Expert 財務專家
Ms. Tang Zhihui 唐智暉女士	Female 女	56	Independent Non-executive Director 獨立非執行董事	4 years 4年	Arts 文學	Talent Management 人才管理
Ms. Zhu Rui 朱睿女士	Female 女	50	Independent Non-executive Director 獨立非執行董事	4 years 4年	Business Administration/ Education 工商管理／教育	Industry Expert, Corporate Social Responsibility 行業專家、企業社會責任
Ms. Wang Xiaomei (newly appointed) ¹ 王曉梅女士 (新委任) ¹	Female 女	46	Independent Non-executive Director 獨立非執行董事	<1 year <1年	Economics/Certified Public Accountant 經濟學／註冊會計師	Financial Expert 財務專家

Note:

¹ For details of the retirement and appointment of Directors, please refer to the announcement of the Group dated June 6, 2024 under the caption "(1) POLL RESULTS OF THE ANNUAL GENERAL MEETING HELD ON JUNE 6, 2024 AND (2) CHANGE OF INDEPENDENT NON-EXECUTIVE DIRECTOR AND CHANGE IN COMPOSITION OF THE BOARD COMMITTEES".

附註：

¹ 詳細有關董事的退任與委任的資料，請參考本集團於2024年6月6日刊登「(1)於2024年6月6日舉行的股東週年大會的投票結果及(2)獨立非執行董事變更及董事委員會組成變更」之公告。

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

In addition to promoting diversity at the Board level, the Group is also committed to implementing a diversity policy at the employee level. We firmly believe that through our diversity policy, we can promote exchanges and cooperation between different fields and technologies, thereby enhancing our innovation capability. At the same time, we hope that this policy can promote social and cultural diversity, support the development and exchanges of various religious, cultural and ethnic groups, create a harmonious corporate culture, enhance the cohesion and cultural diversity of the Group, and at the same time effectively improve the sense of identity of our employees.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board is fully responsible for assessing and determining the nature and extent of risks it is willing to take in order to achieve the Company's strategic objectives, and developing and maintaining an appropriate and effective risk management and internal control system to safeguard shareholders' investments and the Group's assets. The Audit Committee assists the Board in overseeing the design and implementation of the risk management and internal control system.

The Group has established *Risk Management Policies and Procedures* to establish risk management processes covering risk identification, risk assessment, risk monitoring and risk reporting, and has formulated corresponding risk response measures, such as risk warning, risk prevention and risk control, to ensure that the Company is able to effectively face various risks. The Group conducts an annual internal risk assessment to ascertain the implementation of risk management and internal control policies, which serves as a reference for the senior management in making decisions. Specific details of risk management and internal control can be found in the *Jiumaojiu International Holdings Limited Annual Report 2024*.

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

風險管理及內部控制

董事會全面負責評估和確定為實現公司戰略目標所願意承擔的風險性質和程度，制定並維護適當有效的風險管理和內部監控系統，以保障股東投資和本集團資產的安全。審核委員會協助董事會監督風險管理和內部監控系統的設計和執行。

集團建立《風險管理政策與程序》，確立涵蓋風險識別、風險評估、風險監控和風險報告的風險管理流程，並制定相應的風險應對措施，如風險預警、風險防範和風險控制，以確保公司能夠有效地面對各種風險。集團每年進行內部風險評估，確定風險管理和內部監控政策的執行情況，為高級管理層制定決策提供參考。具體的風險管理和內部監控內容可參閱《九毛九国际控股有限公司2024年度報告》。

OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT

誠 — 誠信營運，開誠佈公

Audit Department has been set up at the Group's headquarters to conduct audits of the Group's various departments and business processes, assess internal controls and risk management, and provide audit opinions and recommendations to senior management to ensure that the Group's operations and management comply with laws and regulations and the Group's requirements.

The Group has newly issued the *Jiumaojiu Group Internal Audit Charter* to further standardize the internal audit workflow of the Group, clarify the duties and permissions of the internal audit, and realize the institutionalization and standardization of the internal audit. During the Reporting Period, the Group initiated a total of 6 special audit projects involving 8 departments. Except for the special audit project of the maintenance business of the Engineering Department, which is still in progress, the results of the internal audits of the remaining 5 audit projects have been reported to the Group's senior management and the Audit Committee for review and approval, with no significant audit findings, and each department has improved its business processes in accordance with the recommendations made by the Audit Department. The Group's Audit Department has completed the various tasks planned for the previous year and achieved the expected objectives, providing important safeguards for the Group's risk management and the effective operation of the internal control system.

集團總部設立審計部門，負責對集團各個部門和業務流程進行審計，評估內部控制和風險管理情況，向高級管理層提供審計意見和建議，確保集團的運營和管理能夠符合法律法規和集團的規定。

本集團新增發佈《九毛九集團內部審計章程》，進一步規範九毛九集團內部審計工作流程，明確內部審計的職責和許可權，實現內部審計的制度化 and 規範化。於報告期內，本集團共開啟6個專項審計項目，涉及8個部門的業務，除工程部維修業務的專項審計項目仍在進行當中，其餘5個審計項目的內部審計結果，均已匯報至集團高級管理層及審核委員會作審閱批准，概無重大審計之發現，而各部門均已按照審計部門之建議完善業務流程。本集團審計部已完成上年度所計劃的各項工作，並達到預期的目標，為集團的風險管理和內部控制系統的有效運作提供重要保障。

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BUSINESS ETHICS

The Group is committed to building a clean and fair business environment. The Group continues to promote a culture of integrity and honesty internally, upholds high standards of business ethics and has a "Zero-tolerance" attitude towards all forms of malpractice, bribery, and acts detrimental to the interests of the Company.

Key Indicators



Anti-corruption

In accordance with relevant laws and regulations such as the *Anti-Money Laundering Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*, the Group has established internal policies such as the *Anti-Corruption Policy*, the *Jiumaojiu Employee Whistleblower Incentive Policy*, and *Integrity Code of Conduct*. In order to ensure the integrity and transparency of business cooperation, the Group has formulated the *Letter of Commitment on Integrity of Suppliers* as an attachment to the contract which all suppliers are required to sign at the stage of admission approval. The *Letter of Commitment* stipulates that the partner undertakes not to engage in any form of commercial bribery to its employees or any breach of contract in violation of the principle of good faith. In addition, the Group has fully activated the *Integrity Notification Letters* as a daily integrity promotion and reminder to suppliers, requiring staff to pass on the letter or request suppliers to sign the letter to confirm that both parties clearly understand and comply with the Group's integrity policies and requirements before and after contacting suppliers, as well as during the daily factory audits and inspections conducted by the Procurement Department. During the Reporting Period, except for a small number of suppliers who were unable to sign the letter due to special reasons (the relevant contents of the Integrity Pledge were explained and confirmed to the suppliers verbally), the signing rate of the *Letter of Commitment on Integrity of Suppliers* and the *Integrity Notification Letters* reached 100%. We also send integrity announcements through the Group's supplier WeChat management platform and the Audit Department's WeChat public account before important holidays. These announcements serve to remind all relevant parties to comply with integrity regulations and maintain good business ethics.

商業道德

本集團致力於建立廉潔和公平競爭的商業環境，內部持續宣導誠信廉潔文化，秉持高標準的商業道德，對所有形式的舞弊、行賄、損害公司利益等行為持「零容忍」態度。

關鍵指標

反貪污

集團依據《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等相關法律法規，制定《防止貪污政策》《九毛九集團員工舉報獎勵制度》《廉潔行為規範》等內部制度。為確保商業合作的廉潔和透明，本集團制定《供應商廉潔承諾書》作為合同附件要求所有供應商在准入審批階段簽署。該承諾書規定合作方承諾不向員工進行任何形式的商業賄賂，也不會從事任何違反誠信原則的違約行為。此外，集團全面啟用《廉潔告知函》作為員工日常對供應商進行廉潔宣傳和提醒，規定員工在與供應商接觸溝通前或後、採購部日常審廠及考察時，需傳送告知函或要求供應商在告知函上簽字確認雙方人員均清晰瞭解並遵守集團的廉政政策和要求。於報告期內，除少部分因特殊原因無法簽署的供應商外（已通過口頭方式向供應商說明及確認廉潔承諾的相關內容），《供應商廉潔承諾書》和《廉潔告知函》簽署率達100%。我們亦會在重要節日前夕，通過本集團供應商微信管理平台及審計部微信公眾號推送廉潔公告，以提醒各方遵守廉潔規定，維護良好的商業道德。

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The Audit Department is the building block of the Group's anti-corruption efforts. In terms of building the internal control system, it proactively checks the completeness and enforcement of rules and regulations of the business divisions, tests the reasonableness of business processes and pricing and costs, and discovers and prevents possible risk points of fraud and bribery. In addition, the Audit Department is also responsible for integrity promotion and receiving and handling various incidents of non-compliance. During the Reporting Period, the Group conducted a total of 24 anti-corruption trainings and campaigns for employees and 2 for suppliers, with a total of 60,740 participants. Every year, the Audit Department provides the Board of Directors with risk alerts (including corruption and fraud risks) and suggestions for improvement in the form of audit project reports, so as to motivate the business departments to formulate effective preventive strategies and risk prevention measures.

During the Reporting Period, the Audit Department held 3 internal audit project reporting meetings. The main purpose of these meetings was to report audit results and propose corresponding optimization suggestions to the Company's executive director team. The meetings covered business process audits of 8 departments within the Group. In these reporting meetings, the Audit Department elaborated on the existing processes of each audited department, identified potential risk (including corruption and fraud risks), and formulated specific recommendations to improve operational efficiency and strengthen internal controls. This regular audit reporting mechanism not only ensures that directors can comprehensively understand the operational status of various company departments but also provides valuable reference for high-level decision-making. It reflects the Company's emphasis on corporate governance and ethical standards, and demonstrates management's determination to continuously improve and optimize business processes.

審計部是本集團反貪污工作的建設部門，在內部控制體系建設上，主動檢查各業務部門規章制度的完整性和執行情況、測試業務流程及價格成本的合理性，發現和預防可能出現舞弊與行賄受賄行為的風險點。此外，審計部亦負責廉潔宣導的工作與接受並處理各項違規事件。於報告期內，本集團共開展24場面向員工與2場面向供應商的反貪污培訓與宣導，共計的參與人次為60,740。審計部每年透過審計項目匯報的形式向董事會提示風險（包含貪污舞弊風險）及提出優化建議，推動業務部門制定有效的預防策略與風險防範措施。

在報告期內，審計部共召開了三次項目匯報會議。這些會議的主要目的是向公司的執行董事團隊匯報審計結果及提出相應的優化建議。會議涵蓋了集團內8個部門的業務流程審計情況。在這些匯報會議中，審計部闡述了每個被審核部門的現有流程、識別出的潛在風險點（包含貪污舞弊風險），以及為改善營運效率和加強內部控制而制定的具體建議。這種定期的審計匯報機制，不僅確保了董事們能夠全面了解公司各個部門的運營狀況，還為高層決策提供了寶貴的參考依據；體現了公司對企業管治及道德標準的重視，也展示管理層持續改進和優化業務流程的決心。

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Over the past three fiscal years, the Group's Audit Department, following its established internal audit plan, has comprehensively covered the operations of all brands and functional departments within the Group. The audit scope included five core cycles: sales and collection, procurement and payment, production and inventory, financing and investment, and human resources and compensation management. During this 3-Year period, a total of 23 audit projects were completed, thoroughly examining various business aspects. The audit team not only identified vulnerabilities in process controls but also assessed potential risks of fraud and corruption. In response to these findings, the Audit Department proposed optimization suggestions and assisted relevant departments in formulating or updating corresponding policies, systems, and measures, achieving a 100% closure rate for audit projects. Through continuous internal audit work, the Group has been able to promptly detect and correct potential issues, continuously improve management processes, and ensure that each operational process complies with the Group's ethical standards.

During the Reporting Period, the Group did not engage in any litigation cases involving corruption, bribery, extortion, fraud and money laundering, except for a fraud incident discovered in the previous year involving employees and suppliers with an amount of approximately RMB1.2 million which is still under criminal trial. All the stolen money involved in the above fraud incident has been returned to the Company, and the employees and suppliers involved in the case have been criminally detained by the public security authorities in accordance with the law, and the corrective measures taken by the Group with regard to the case are still on-going and being effectively implemented.

Anti-Money Laundering Policy

The Group has put in place stringent internal anti-money laundering systems such as the *Funds Management System* and *Details of Funds Account Management*, in which the Finance Department is responsible for the centralized management of the Group's fund raising, utilization, balancing and deployment. In addition, the Group actively monitors store funds and regularly conducts comprehensive analysis of abnormal spending data of the stores to ensure the safety of funds and implement timely alert measures. We remain vigilant in monitoring all staff and suppliers to ensure that they comply with anti-money laundering, anti-terrorist financing and anti-improper profits regulations, and that they are firmly committed to operating in a compliant manner. These measures are aimed at safeguarding the Group's financial soundness and preventing potential risks, ensuring that the Company's business activities are always in compliance with laws and regulations, and safeguarding the reputation and stability of the Company.

在過去三個財政年度中，本集團審計部按照其制定的內部審計計劃，全面覆蓋了集團旗下各品牌及職能部門的營運。審計範圍包括五大核心循環：銷售與收款、採購與付款、生產與存貨、籌資與投資，以及人力資源與薪酬管理。這三年期間共完成23個審計項目，深入檢視了各個業務環節。審計團隊不僅識別出流程控制中的漏洞，還評估了可能存在的舞弊與貪腐風險。針對這些發現，審計部提出了優化建議，並協助相關部門制定或更新了相應的政策、制度及措施，審計項目閉環率達100%。通過持續的內部審計工作，本集團不僅能夠及時發現並糾正潛在問題，不斷完善管理流程，亦確保了每個營運流程符合集團的道德標準。

除了於上年度發現的一宗涉及員工與供應商涉款約人民幣120萬元的舞弊事件仍在刑事審訊當中，報告期內，集團未發生任何涉及貪污、賄賂、勒索、欺詐和洗黑錢的訴訟案件；而上述舞弊事件所涉贓款均已全部退回公司，涉案員工及供應商已被公安機關依法刑事拘留，而本集團就該事件的整改措施亦仍然持續且有效執行當中。

反洗錢政策

本集團已制定嚴格的《資金管理制度》《資金帳戶管理細則》等內部反洗錢制度，其中財務部門負責統一管理集團的資金籌集、運用、平衡和調配。此外，集團積極進行門店資金監控，定期對門店異常消費資料進行綜合分析，以確保資金安全並及時實施預警措施。我們始終保持警惕，全程監督所有員工和供應商，確保他們遵守反洗錢、反恐怖融資和反不當獲利等規定，堅定地致力於合規經營。這些措施旨在保障集團的財務穩健性，防範潛在的風險，以確保公司的經營活動始終符合法律法規，並維護企業的聲譽和穩定性。

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Whistleblowing Policy and Whistleblower Protection System

The Group encourages its employees to actively participate in the Company's anti-corruption and compliance work, and to monitor and report cases of malpractice, corruption and bribery, violation of the Group's constitution, and other violations of laws and regulations within the Company. The Audit Department has set up a variety of reporting channels, which are set out in the *Jiumaojiu Employee Whistleblower Incentive Policy*, as well as in the daily training and promotion tweets, intended for employees and suppliers to report suspected violations of the Group's operations and corruption. Upon receipt of a report, the Audit Department will handle it according to the nature of the report: operational management matters will be referred to the relevant departments, while fraud, bribery and other related matters will be investigated by the Audit Department, which will report to the Chairman of the Board of Directors and the Chief Executive Officer and decide on the way to handle the matter.

The Audit Department has also set up a whistleblowing register to record reports, evidence and investigation results, and to regulate the management of whistleblowing leads to ensure that follow-up actions are taken. In order to protect the rights and interests of whistleblowers, we have established a whistleblower protection mechanism. The Audit Department strictly adheres to internal regulations to maintain the confidentiality of reported information and prevent any unauthorized disclosure or retaliatory actions without the whistleblower's consent. If any suspicious incidents are found, once verified, the relevant personnel will be subject to appropriate disciplinary measures.

During the Reporting Period, the Group received a total of 35 whistleblowing cases through its established reporting channels. After investigation by the Audit Department, 13 cases were confirmed to have violated the *Jiumaojiu Group Constitution*, *Employee Handbook* and *Letter of Commitment on Integrity of Suppliers*. Among these, 12 cases involved issues related to the employee code of conduct but did not constitute corruption incidents. The remaining 1 case involved a supplier giving gifts to our employees to avoid complaints. The Group has imposed penalties on the violating supplier and issued a whistleblowing reward to the reporting employee. Furthermore, the Group did not receive or discover any incidents of retaliation against whistleblowers during this period.

舉報政策與舉報人保護制度

本集團鼓勵員工積極參與公司反貪合規工作，監督和舉報公司內營私舞弊、貪污受賄、違反集團憲法及其他違法違規行為。審計部設立各種舉報渠道並載於《九毛九集團員工舉報獎勵制度》及日常培訓與宣導推文中，供員工及供應商舉報懷疑違反集團運營及貪腐的行為。接到舉報後，審計部將根據性質進行處理：運營管理事項轉至相關部門，而舞弊、賄賂等相關事宜則由審計部調查，向董事長及首席執行官進行匯報並決定處理方式。

審計部亦建立舉報登記台賬，記錄舉報、證據和調查結果，規範管理舉報線索，確保會進行跟進。為保護舉報人權益，我們已建立舉報人保護機制，審計部嚴格按照內部規定保密舉報資訊，阻止任何未經舉報人同意洩露信息或報復行為。若發現任何可疑事件，一旦查實，相關人員將受到相應的紀律處分。

於報告期內，本集團透過所設立的舉報渠道共接獲35宗舉報事件，經審計部查實確認違反九毛九集團憲法、《員工手冊》及《供應商廉潔承諾書》事件共13宗，當中12宗涉及員工行為守則問題但不屬於貪污事件，其餘1宗則涉及供應商為避免投訴而贈送禮品予我司員工的事件，本集團已對該違約供應商進行懲處及向舉報員工發放舉報獎金；而本集團於期內亦未接獲或發現任何報復舉報人的事件。

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Reporting Channels 舉報渠道

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

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



Reporting email address: jubao@jiumaojiu.com

檢舉受理郵箱：jubao@jiumaojiu.com

Reporting hotline: 18594026929 (same as WeChat account)

檢舉受理電話：18594026929（微信同號）

SHAREHOLDERS/INVESTORS INTEREST

We have formulated the *Shareholder Communication Policy* to ensure that shareholders and the broader investment community have ready access to accurate, comprehensive and easy-to-understand corporate information. In addition, we developed and publicized the *Procedures for Shareholders to Propose a Person for Election as Director* to clarify the details of the nomination and allow shareholders to nominate new director candidates at general meetings to broaden participation and oversight. Pursuant to the our policies and procedures, any one or more shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid-up capital of the Company carrying the right of voting at general meetings of the Company may, at any time, demand in writing that an extraordinary general meeting be called for the transaction of specified business.

The Group believes that timely and transparent information is crucial for investors to make informed investment decisions. We publish regular results reports detailing key indicators such as revenue and profit, as well as reviewing the past year's performance and providing future outlook and strategies. Important announcements such as block trades and shareholding changes are also released in a timely manner to ensure that investors are provided with transparent and accurate information. We have established an Investor Relations Department as a direct communication platform and encourage investors to raise questions and suggestions through our official website, investor events and other channels. We will carefully consider and handle their feedback and comply with regulatory requirements to protect investor privacy and sensitive information.

股東／投資者權益

我們制定《股東通信政策》，確保股東和廣大投資人士能隨時獲取準確、全面且易於理解的公司資訊。此外，我們制定並公開《股東提名人士參選董事的程序》，明確提名細節，允許股東在股東大會上提名新董事候選人，以擴大參與和監督範圍。根據組織章程細則，任何一名或以上於提交要求日期持有不少於十分之一的本公司附帶本公司股東大會投票權的實繳股本的股東，可隨時以書面形式要求召開股東特別大會處理特定事務。

本集團相信及時、透明的信息對於投資者做出明智的投資決策至關重要。我們定期發佈業績報告，詳細介紹公司營收、利潤等關鍵指標，並回顧過去一年表現，提供未來展望和策略。重要公告如大宗交易、股權變動也會及時發佈，確保投資者能夠獲得透明及準確的資訊。我們設立投資者關係部門作為直接溝通平台，鼓勵投資者透過官方網站、投資者活動等渠道，提出問題和建議，我們會仔細考慮及處理他們的回饋並遵守法規要求，保護投資者隱私和敏感信息。

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Connected Transaction Management System and Related Measures

關聯交易管理制度及相關措施

In order to protect the interests of shareholders/investors, the Group has adopted a series of measures to enhance the management of connected transactions within the Group in 2024 and formulated the *Connected Transaction Management System* to regulate the Company's conduct of connected transactions, which specifies the definitions of connected persons and connected transactions, and establishes the procedures for the testing, decision-making and disclosure of connected transactions as well as the principle of disqualification, i.e., the connected persons should disqualify themselves from voting on or deciding on the connected transactions. Decisions on connected transactions will be approved by the Chief Financial Officer, the Board of Directors or at a general meeting as a result of the size test, in order to control the risks of the relevant transactions and to protect the legitimate rights and interests of the Company, all shareholders and stakeholders. In addition, the Group's Finance Center has organized training on the contents of the relevant systems and issued relevant guidelines and training materials, covering the Board of Directors and the staff of the Finance Center, to deepen the staff's understanding of the measures and systems for the management of connected transactions, and to effectively implement the relevant systems and measures.

為了保障股東／投資者權益，本集團於2024年已採取一系列提升集團內關連交易管理的措施，並且制定《關連交易管理制度》規範公司的關聯交易行為，明確關聯人士與關聯交易的定義，建立關聯交易測試、決策及披露程序與回避原則，即關聯人士在涉及關聯交易的表決或決策時應進行回避；關聯交易的決策會因規模測試的結果，由首席財務官、董事會或於股東大會批准；以控制相關交易風險，保護公司、全體股東及利益相關方的合法權益。此外，本集團財務中心舉辦有關制度內容的培訓及發出相關指引及培訓的資料，覆蓋董事會及財務中心員工，加深員工對關聯交易管理措施及制度的認識，有效落實相關制度與措施。

FOOD QUALITY AND SAFETY

Food Safety Management System

The Group attaches importance to the standardization of food safety management and strictly complies with the *Food Safety Law of the People's Republic of China, Regulation on the Implementation of the Food Safety Law of the People's Republic of China* and other relevant laws and regulations. The Group has established the *Jiumaojiu Group Food Safety Management System – Catering Industry Documents* and the *Food Safety Manual* based on the ISO22000 food safety management system and HACCP system. The content is divided into 8 modules, including personnel management, material management, cleaning requirements, program control, risk management, safety management, documentation and environmental equipment. The Group has been assessed by the Guangzhou Administration Bureau for Industry and Commerce as food safety grade A for its catering services. The Group's production environment related to food manufacturing mainly includes supply centers, branded stores, laboratories and joint venture farming projects.

食品品質與安全

食品安全管理體系

本集團重視食品安全管理規範性，嚴格遵守《中華人民共和國食品安全法》《中華人民共和國食品安全法實施條例》及有關法律法規，以ISO22000食品安全管理體系和HACCP體系為基準建立《九毛九集團食品安全管理體系－餐飲業制度文件》和《食品安全手冊》，內容分為8大模組，包括人員管理、物料管理、清潔要求、程序控制、風險管控、安全管理、文件記錄和環境設備。本集團獲得由廣州市市場監督管理局評定其餐飲服務食品安全等級公示為食品安全A級。本集團涉及食品製造相關的生產環境主要包括供應中心、品牌門店、實驗室以及合資養殖項目等。

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Key Indicators of Food Safety

食品安全關鍵指標

33%

Supply Center Food Safety
Management System/
Quality System Certification Rate
食品安全管理體系／
質量體系認證供應中心認證率

100%

Employees completed annual
food safety training
員工完成年度食安培訓

0

Production of Unsafe Food and
Product Recall Incidents
生產不安全食品及產品召回事故

100%

Letter of Commitments on Food Safety
員工簽署《食品安全承諾書》

In 2024, the Group's main supply center, Foshan Maidian Food Co., Ltd ("Foshan Supply Center"), has added hot pot base and frozen prepared food production plants to meet the demand for new product categories for its various brands. At the same time, the Foshan Supply Center has obtained the FSSC22000 Food Safety Management System Certification accredited by the Global Food Safety Initiative (GFSI)¹, demonstrating the Group's excellence in quality control, risk management and continual improvement in the process of food production, and signifying that the Group's management in the area of food safety has reached an international level.

2024年，本集團旗下主要供應中心－佛山市麥點食品有限公司（「佛山供應中心」），為應對各品牌新增產品種類的需求，新增火鍋底料和速凍調製食品車間，同時，佛山供應中心更取得由全球食品安全倡議(GFSI)¹所認可的FSSC22000食品安全管理系統認證，展現食品生產過程中對品質控制、風險管理和持續改進等方面的卓越表現，標誌著本集團在食品安全管理方面達到國際水平。

Note:

附註：

1 The FSSC22000 Food Safety Management System certification content already covers the ISO22000 Food Safety Management System and HACCP system. GFSI is an international collaboration of food safety experts from leading retailers, manufacturers, food service providers, and related service providers along the food supply chain to ensure that people around the world have access to safe food.

1 FSSC22000食品安全管理系統認證內容已涵蓋ISO22000食品安全管理體系和HACCP體系。GFSI是由來自當前國際領先的零售商，生產商，食品服務商以及食品供應鏈上相關服務提供者的食品安全專家組成的國際合作平台，倡議宗旨是確保世界各地的人們獲得安全的食品。

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The Group has formulated and issued the food safety policy. Based on the policy, measurable food safety objectives have been established. According to the responsibilities each department bears within the food safety management system, these food safety objectives are broken down and implemented across various functional management departments.

本集團制定和頒佈食品安全方針，並且根據食品安全方針，制定可量度的食品安全目標；根據各部門在食品安全管理體系中承擔的職責，將食品安全目標分解落實到各職能管理部門。

2024 Food Safety Guidelines 2024年食品安全方針

**Continuous Improvement,
Pursuing Excellence**
持續改善，追求卓越

Mission 使命

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.

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

Determination 決心

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

毫不鬆懈做好食品安全工作，我們用心，顧客吃得開心，吃得放心。

Honor 榮譽

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.

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

Achievement of Key Food Safety Targets 重點食品安全目標達成情況

80.66%

Supplier Audit Pass Rate
供應商審核合格率

84.98%

Average Score of Food Safety Audit of
the Supplies Department
物資部食品安全稽查平均分

98.92%

Acceptance Rate of Food Ingredients
食品原料驗收合格率

90.47%

Central Kitchen Quality
Audit Food Safety Average Score
中央廚房品質稽查食品安全平均分

82.18

Average Brand Quality Audit Food Safety
Score (Total number of quality audits
6,450 for Jiumaojiu, Tai Er, Song Hot Pot,
Shanwaimian, Lai Mei Li)
品牌質量稽查食品安全平均分(九毛
九、太二、燄火鍋、山外面、賴美麗品
質稽查總次數6,450次)

100%

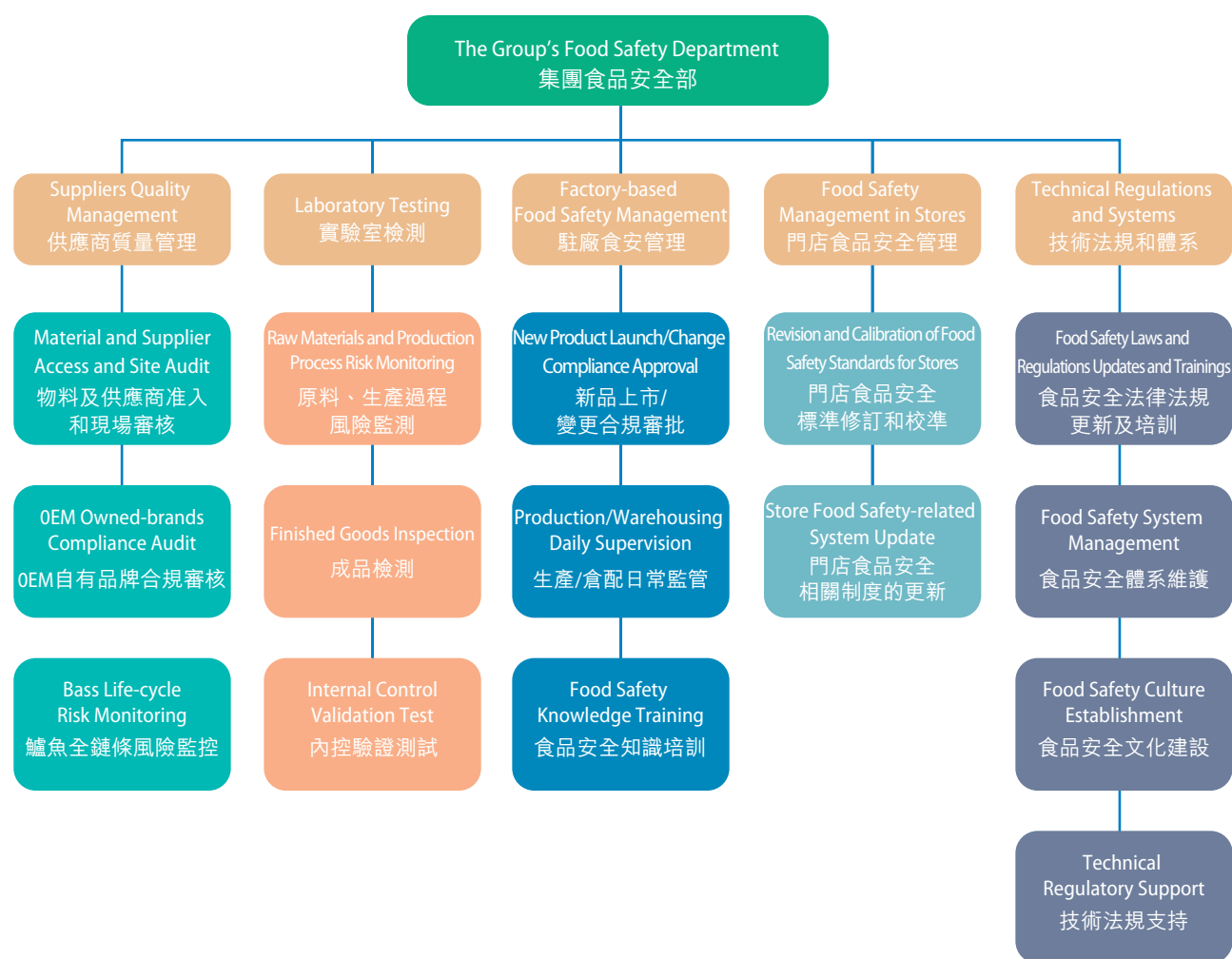
Pass Rate of Third-Party Testing of
Supply Center Products
供應中心產品送第三方測檢合格率

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The Group will formally implement its primary responsibility for food safety in 2022, with the principal person in charge of food safety of the Group acting as the head of the Group's Food Safety Committee, and at the same time, the Food Safety Director will be formally appointed by the Group's Food Safety Committee, and corresponding food safety management personnel will be set up in each of the brands and supply centers, so as to establish a system of responsibility consisting of "Principal in Charge→Food Safety Director→Food Safety Officers".

本集團於2022年正式落實食品安全主體責任，由集團食品安全主要負責人擔任集團食品安全委員會主任，同時由集團食品安全委員會正式任命食品安全總監，並在各品牌及供應中心設立相應食品安全管理人員，建立以「企業主要負責人→食品安全總監→食品安全員」構成的責任體系。



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Building a Food Safety Culture

The Group understands that building a strong food safety culture is the key to ensuring product quality and safeguarding customers' health. We have adopted a comprehensive strategy to cultivate and reinforce the food safety culture that we have been upholding. We require all office and restaurant staff, suppliers and franchisees to receive food safety training and assessment at least once a year to continuously strengthen their food safety awareness. In addition, all staff members are required to sign a *Letter of Commitments on Food Safety* to clarify their basic job responsibilities and prevent any food safety violations.

食品安全文化建設

本集團深知，建立強大的食品安全文化是確保產品質量和保障顧客健康的關鍵。我們採取全面的策略來培養和鞏固一直堅持的食品安全文化。我們要求所有辦公室及餐廳員工、供應商、加盟商至少每年接受一次食品安全培訓和考核，持續強化食品安全意識。此外，全體員工必須簽署《食品安全承諾書》，以明確自身的基本工作職責，預防任何違反食品安全行為的發生。

Food Safety Promotion Week

食品安全宣傳周活動

The Group's supply centers combined the 2024 Food Safety Policy "Continuous Improvement, Pursuit of Excellence" with the theme of the National Food Safety Publicity Week "Honesty, Faith, Thrift, and Food Safety for All" as the common theme of their activities. They distributed food safety gift packs in the canteens every day, launched online food safety knowledge contests, and added activities such as the "Food Safety Idea King" with the aim of encouraging employees to identify opportunities for small improvements in their daily work, and to continue to improve the Group's food safety management. The aim was to encourage staff to identify opportunities for improvement in their daily work, so as to continuously improve the Group's food safety management and pursue better and more outstanding quality. The publicity week lasted for six days and attracted the active participation of more than 500 staff members, who received 123 suggestions from the "Food Safety Idea Champion". The event raised staff awareness of food safety and revitalized our efforts to cultivate a robust food safety culture.

本集團的供應中心結合2024年食安方針「持續改善，追求卓越」與國家的食品安全宣傳周主題「誠信尚儉共享食安」，共同作為活動的主題，每日於食堂派發食安禮包，開設線上食品安全知識競賽答題，並增加「食安點子王」等活動，旨在鼓勵員工在日常工作中發現點滴改進的機會，持續改善集團食品安全管理，追求更好更卓越的品質。整個宣傳周持續6天，吸引超過500名員工積極參與，並收穫「食安點子王」建議123項。活動提高員工的食品安全意識，更為食安文化建設注入新的活力和創新。



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Food Safety: Supply Chain to Dining Table

To ensure food quality and safety, Jiumaojiu Group has been building a safe and efficient food safety system along the entire food chain, safeguarding food safety along the entire food chain from origin to table and from ingredients to meals. The Group has established a comprehensive quality monitoring system to ensure food quality and safety through comprehensive, standardized and scientific quality testing methods.

In order to further safeguard food safety in the supply chain and to promote food safety improvements in production, warehousing and other processes, the *Supply Chain Food Safety Rewards and Punishments Rules (Trial Version)* was formulated to regulate the responsibilities of all the Group's supply chain staff and the food safety department in each process, to specify the food safety reporting objects in each process, and to provide incentives or penalties to staff with outstanding performance or those who have violated the Group's food safety management rules, with the aim of promoting the optimization of food safety management.

Source and Inspection of Ingredients

We select high-quality procurement sources for different ingredients to ensure the quality and freshness of the ingredients. We formulate and implement internal policies such as the *Management System for the Inspection and Receipt of Raw and Auxiliary Ingredients and Materials* and the *Management System for the Inspection and Receipt of Semi-Finished Products*, as well as inspection standards for various products. We also set up a dedicated inspection department to conduct preliminary quality inspections of incoming products, such as labeling, odor, color and luster, etc., and quality inspections of aquatic products, fruits and vegetables and other key raw materials, so as to ensure that pesticides and other chemical residues in the supply of goods comply with the national standards.

食品安全：供應鏈至餐桌

為了確保食品品質安全，九毛九集團不斷構建安全高效的食品全鏈條食品安全體系，保障從產地到餐桌、從食材到餐品的全鏈條食品安全。集團建立完善的品質監測體系，通過全面、規範、科學的品質檢測方法，確保食品品質與安全。

為進一步保障供應鏈食品安全，促進生產、倉儲等各環節的食品安全改進，制定《供應鏈食品安全獎懲規則（試運行版）》，規範集團所有供應鏈員工及食品安全部門在各環節的責任，明確每個環節的食品安全彙報物件，對表現優異或違反集團食品安全管理規定的員工給予獎勵或處罰，以促進食品安全管理的優化。

食材來源及檢驗

為集團致力推動負責任的採購，時刻關注食材生產來源和質量檢驗。我們針對不同食材進取優質的採購來源，保障食材質量與新鮮。同時，我們制定並執行《原輔料及物料驗收管理制度》《半成品驗收管理制度》等內部政策，明確蔬菜等各類產品的驗收標準，並設置檢驗專職部門，對入庫產品落實標籤、氣味、色澤等初步品質檢驗，對水產品、果蔬類等關鍵原料進行質量檢測，確保供貨的農藥及其他化學殘留物符合國家標準。

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Warehouse and Logistics Management

In addition to setting up appropriate storage environments for food ingredients, we also require suppliers to properly control temperature and humidity during transportation and prohibit transporting food with harmful chemicals, with clear corresponding clauses specified in the contracts. After ingredients arrived, our employees stored them properly following standard procedures and fill out record logs to ensure traceability of each batch of ingredients. To improve efficiency and ensure ingredient freshness, we have established three self-operated supply centers and central kitchens to achieve nearby production, processing, and distribution. We are also setting up new supply centers according to food production license standards to further optimize our supply chain network, ensuring that every dish across our extensive restaurant network maintains optimal freshness and quality.

Food Processing Control

To ensure food processing quality, we have established internal policies such as the *Food Additives Management System* and *Workshop Hygiene Management System*, which clearly define standards for the use of food additives and workshop hygiene. To promote standardized batch production, our supply center's R&D Department has developed Standard Operating Procedures ("SOPs") and operation manuals for new products, and regularly optimizes procedures for existing products. The Training Department is responsible for training restaurant staff to follow these standard procedures, while encouraging employees to provide optimization suggestions, achieving comprehensive standardized management of food processing.

Furthermore, our Food Safety Department strictly adheres to the requirements of the *Food Safety Operation Specifications for Catering Services* and GB14881 *General Hygienic Regulation for Food Production*, conducting on-site quality control in central kitchens and seasoning workshops. They regularly inspect these facilities for adherence to product standard procedures, food safety management, and employee health conditions. To strengthen management, we linked daily food safety inspection results to the performance evaluations of workshop staff and managers, thereby ensuring the safety and quality of centralized food production processes.

倉儲及物流管理

除了為食材設置了適當的儲存環境，我們亦要求供應商在運輸過程中適當控制溫度和濕度，禁止與有害化學品同車運輸，並在合同中明確規定相應的條款。食材到達後，員工按照標準程序妥善儲存，並填寫記錄日誌，確保每批食材的可追溯性。為了提高效率並確保食材新鮮度，我們建立了三個自營供應中心和中央廚房，實現就近生產、加工和配送，並正在按食品生產許可證標準設立新供應中心，以進一步優化我們的供應鏈網絡，確保我們廣泛分布的餐廳網絡中每一道菜品都能保持最佳的新鮮度和品質。

食品加工管控

為確保食品加工品質，我們制定《食品添加劑管理制度》和《車間衛生管理制度》等內部政策，明確規範了食品添加劑的使用和車間衛生標準。為推動標準化批量生產，我們的供應中心研發部門制定了新產品的標準操作程序和操作指導書，並定期優化現有產品的操作流程。培訓部門負責培訓餐廳員工遵循這些標準程序，同時鼓勵員工提供優化建議，實現食品加工的全面標準化管理。

此外，我們的食品安全部門嚴格遵循《餐飲服務食品安全操作規範》和GB14881《食品生產通用衛生規範》的要求，對中央廚房和調味品車間進行駐廠品質管制。他們定期檢查這些設施的產品標準程序執行情況、食品安全管理以及員工健康狀況。為強化管理，我們將日常食品安全檢查結果與車間及負責人的績效考核掛鉤，從而確保食品集中生產過程的安全性和品質。

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Restaurant Management

We have developed detailed food preparation procedures and operational guidelines, and implemented internal policies such as the *Food Safety Guidelines Manual*, which cover regulations on cleaning and disinfection, food preservation, and hygiene. Each outlet is staffed with at least one government-certified food safety personnel. We continuously enhance employee training, requiring strict adherence to standard procedures and food safety regulations to ensure dish quality and hygiene meet standards. Additionally, we have engaged external food safety consulting firms to conduct on-site assessments of restaurant equipment, staff hygiene, cleaning and disinfection, material management, pest control, and crisis management to develop improvement plans based on national food safety standards, enhancing food safety management in our restaurants.

Through our Quality Control Department, we have established and refined an audit and evaluation system, developed audit checklists such as the *Food Safety Audit Checklist* and *Product Quality Audit Checklist*. These covered standards and alert lines for dish taste, appearance, and hygiene. We implemented a system of weekly self-inspections by restaurants, monthly brand inspections, and random audits by the Group's Quality Control Department to promptly identify and address potential quality and food safety issues.

Takeaway Meal Management

For takeaway products, we have added network operation items to the operation license to better meet the compliance requirements. At the same time, we have designed practical takeaway containers based on factors such as preservation of dishes and leakage of soup, and required restaurants to implement reinforcement measures such as sticking food safety seals on takeaway containers to control the safety and quality of takeaway food. We have also organized a dedicated team to collect complaints about the quality of takeaway products and provide timely feedback to brands and restaurants for further improvement.

餐廳管理

我們制定了詳細的食品製作程序和操作指導，並實施了《食品安全指引手冊》等內部政策，涵蓋清潔消毒、食品保存和衛生等方面的規定。每家門店都配備至少一名持政府認證的食品安全管理人員。我們持續加強員工培訓，要求嚴格遵守標準程序和食品安全規定，確保菜品質量和衛生達標。此外，我們聘請外部食品安全諮詢公司，對餐廳設備、員工衛生、清潔消毒、物料管理、蟲害管理、危機管理等進行實地評估，根據國家食品安全標準制定提升方案，提高餐廳食品安全管理水準。

我們通過品控部門建立並完善稽核評估體系，制定《食品安全稽查表》、《產品品質稽查表》等審核清單，涵蓋菜品口味、外觀、衛生等方面的標準及警戒線，並實施餐廳每週自查，品牌每月巡查，集團品控部門不定期抽查，以及時發現和解決潛在的品質和食品安全問題。

外賣餐品管理

針對外賣產品，我們在經營許可證增加網絡經營項目，以更好滿足合規要求。同時，我們根據菜品保存、湯汁撒漏等因素設計具備實用性的外賣餐盒，並要求餐廳落實外賣餐盒黏貼食品安全封簽等加固措施，管控外賣餐品安全與質量。我們更組織專職團隊收集外賣產品的質量投訴問題，及時向品牌及餐廳反饋，以便進一步提升。

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Product Labeling and Traceability

In order to ensure food safety and protect customers' health, we strictly comply with the *Food Recall Management Measures* and have formulated management systems such as the *Product Labeling and Traceability Control Procedures*, *Product Recall Control Procedures*, and *Non-conforming Product Control Procedures*. We implement labeling, traceability and recall procedures at the raw material inspection and storage, production and receiving processing, product inspection and storage, product distribution, and customer end of the process so that we can trace and analyze the source of a food hazard when it occurs. Regardless of the product in question, we are able to clearly identify the source of raw materials through information such as batch numbers, records, and document tracking, so that customers can consume with confidence.

Through self-inspection and self-examination, customer feedback, complaint reports, news of non-compliance from raw material suppliers or notification from supervisory departments, we categorize and implement recalls of unsafe products. The Food Safety Department organizes product recall drills at least once a year to verify the implementation of the labeling and traceability work and to ensure that the product recall procedures are function well. If the recall rate falls below 90%, we will consider re-formulating the recall program.

Cultivation and out-processing management

The Group actively monitors its farming and outsourced processing procedures to ensure that raw materials comply with the Group's food safety and quality standards, and that the quality and quantity of our sources of supply remain stable. The Group has deployed research and development personnel and safety personnel to some of our aquaculture bases and pickling plants, and the bass and sauerkraut used by us are subjected to ex-factory food safety inspections, such as whether the drug residue in the bass exceeds the national standard, whether there is any use of non-food substances or excessive use of food additives, and whether there is use of auxiliary materials and packaging materials that do not comply with the food safety requirements, etc. We send samples of our bass and sauerkraut to the Group from time to time to ensure that the raw materials meet the food safety and quality standards, and the quality and quantity of the supply is stable. From time to time, we send samples of bass and sauerkraut to a third party for testing, and only use them when the results meet the relevant standards, safeguarding the food safety of the source of supply.

產品標識和可追溯性

為確保食品安全，保障顧客健康，我們嚴格遵守《食品召回管理辦法》，制定了《產品標識和可追溯性控制程序》、《產品撤回控制程序》、《不合格品控制程序》等管理制度。在原料驗收入庫、生產領料加工、產品驗收入庫、產品配送以及顧客端等環節，實施標識、可追溯和召回程序，以便在食品危害發生時進行源頭追查和分析。無論問題出現在哪個環節的哪種產品，通過批次號、記錄、單據追蹤等資訊，我們能夠清楚查明原料來源，使顧客能夠放心消費。

通過自檢自查、顧客反饋、投訴舉報、原料供應商不合規消息或監督管理部門通知等方式，我們對不安全產品進行分類並執行召回工作。食品安全部門每年至少組織一次召回演練，以驗證標識和可追溯性工作的執行情況，確保產品召回程序具備良好的操作性。如果回收率低於90%，我們會考慮重新制定相關召回程序。

養殖及外加工管理

本集團積極監控養殖和委外加工程序，確保原材料符合集團的食品安全和質量標準，以及貨源質量及數量保持穩定。集團已派駐研發人員與安全人員進駐部份養殖基地及酸菜醃制廠房，對我們所使用的鱸魚及酸菜均經過出廠食安檢測，例如對於鱸魚進行藥品殘留是否超過國家標準、有否使用非食用物質或超量使用食品添加劑、有否使用不符合食品安全要求的輔料及包裝材料等等的檢查檢測。我們不定期將鱸魚及酸菜樣品送至第三方作檢測，檢測結果符合相關標準後方才使用，保障供應源的食品安全問題。

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Emergency Plan and Exercise for Food Safety Emergencies

食品安全突發事件應急預案及演練

Foshan Supply Center conducted a food safety emergency drill under the simulated scenario of power failure in its sauce production line. The Food Safety Emergency Response Team organized all departments to cooperate with the implementation of the drill according to the emergency plan formulated; from the Production Department to the Food Safety Department to the Quality Control Department, staffs at all levels actively participated in the exercise and took correct actions quickly to effectively respond to the emergency situation.

佛山供應中心模擬其調汁生產線停電的情景下進行食品安全事件應急演練，食品安全應急小組根據所制定的應急預案組織各個部門配合演練的實施；從生產部到食安部再到品控部，各級人員積極參與，迅速採取正確行動，有效應對突發情況。

From the activation of emergency procedures to the evacuation of personnel and isolation of equipment on site, to the investigation of the cause of the power outage and the evaluation of defective products, every aspect was handled appropriately. Smooth collaboration and communication between departments ensures the flow of information and timely resolution of problems. Regular drills and exercises allow each department to take emergency measures in the event of future emergencies, ensuring food safety and the stability of ongoing operations.

從應急程序的啟動到現場人員撤離和設備隔離，再到停電原因排查和不良品評估，每個環節都得到妥善處理。各部門間的協作和溝通順暢，確保資訊流暢和及時解決問題。定期的演練有效讓各個部門在日後可能有突發事件的情況下，可以迅速採取應急措施，確保食品安全和持續經營的穩定性。

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Aquaculture Management

The Group has always regarded quality as the cornerstone of its corporate existence, and has achieved significant results in building a responsible supply chain by adhering to extremely stringent standards in product quality control. During the year, our industrialized Recirculatory Aquaculture System Base were awarded a number of important certifications, including the Outbound Aquatic Animal Farm, the Transshipment Facility Certification (for Hong Kong) and the Bay Area Agricultural Products Certification, which fully demonstrated our outstanding performance in food safety and quality control. In particular, in the area of safety control of bass farming, the Group has developed a comprehensive three-tier interconnected audit system, which includes: in-depth audits conducted by professional third-party institutions invited by the headquarters, quarterly routine inspections executed by the Food Safety Department, and comprehensive self-inspections carried out by the base. This mechanism effectively integrates resources from multiple parties, establishing a multi-dimensional and multi-layered food safety risk prevention and control system.

Since 2024, the Group has relied on this system to carry out 6 special audits, covering 41 key audit indicators on quality compliance, aquaculture environment monitoring, equipment and water quality management, strict control of aquaculture inputs, standardized supervision of aquaculture processes, integrated disease prevention and control, as well as receiving and transporting, to ensure all-around protection of food safety in all aspects of the whole industrial chain. Thanks to the strict control measures, the food safety pass rate of bass produced by the Recirculatory Aquaculture System Base in 2024 is 100%, which not only reflects our unswerving pursuit of food safety, but is also a vivid fulfillment of our firm commitment to table safety. Through continuous efforts and innovations, we are committed to providing our customers with a steady supply of safe, high-quality and traceable ingredients, setting a new benchmark for the industry.

養殖管理

本集團始終將品質視為企業生存的基石，以極為嚴格的標準把控產品品質，並在構建負責任供應鏈方面取得了顯著成效。本年度，我們的工業化循環水養殖基地榮膺多項重要認證，包括出境水生動物養殖場、中轉場認證（供港資質）以及灣區農產品認證，充分展現了我們在食品安全和品質管控上的卓越表現。特別是在鱸魚養殖安全管控的核心環節，集團精心打造了一個全面的三級聯動稽查體系，包括：總部特邀專業第三方機構進行深度審核、食品安全部門執行季度常態化稽查，以及各運營基地開展全面自檢。這一創新機制有效整合多方資源，構建立體化、多層次的食品安全風險防控體系。

自2024年起，集團依托該體系紮實開展專項稽查，全年累計6次，稽查內容全面覆蓋資質合規性、養殖環境監測、設備及水質管理、養殖投入品嚴格把控、養殖流程規範監管、病害綜合防治以及收貨與運輸環節等41項關鍵審核指標，確保全產業鏈各環節的食品安全得到全方位保障。得益於嚴格的管控措施，2024年循環水養殖基地產出的鱸魚，食品安全合格率高達100%，這不僅體現了我們對食品安全的追求，更是對餐桌安全承諾的實踐。通過持續的努力與創新，我們致力於為顧客穩定供應安全、優質且來源可溯的食材，為行業樹立新的標桿。

OPERATE WITH INTEGRITY, BE OPEN AND TRANSPARENT

誠 — 誠信營運，開誠佈公

Food Safety Measures throughout the Entire Process from Fry to Processing

從魚苗至加工全環節食安措施

Cultivating High-quality Fish Fry

The base has constructed a 4,500-square-meter standardized bass fry breeding workshop, using industrialized circulating water breeding technology, ensuring the quality of fish fry is stable and no virus is carried. Setting up a quarantine laboratory for fish fry to strengthen disease detection and prevention and to improve the success rate of fish farming.

培育優質魚苗

基地建設4,500坪標準化鱸魚育苗車間，採用工廠化循環水繁育技術，確保魚苗品質穩定，無病毒攜帶。成立苗種檢疫實驗室，加強病害檢測和防治，提高養殖成功率。

Safe Farming Environment

In compliance with aquaculture standards and regulations, we have established an intelligent fisheries production management system to continuously monitor the aquaculture environment and ensure the comfort of fish farming. Regular sampling and testing of aquaculture water quality to ensure water safety.

安全養殖環境

遵循水產養殖的標準規範，建立智慧漁業生產管理系統，連續監測水產養殖環境，保障魚類飼養舒適度。定期抽檢養殖水質，確保水質安全。

Safe Feed

The farms strictly follow the *Regulations on the Administration of Feeds and Feed Additives*, and the feed used must come from factories that have been filed with the feed production supervision department, hold a feed production examination certificate and a production license, and have product standards and product standard symbols. We also regularly send feed samples to third-party testing institutions for random inspections to ensure feed safety.

安全飼料

養殖基地嚴格遵循《飼料及飼料添加劑管理條例》，所使用的飼料必須是來自飼料生產監管部門備案，持有飼料生產審查合格證、生產許可證的廠家，並具有產品標準及產品標準文號。我們亦會把飼料定期送往第三方檢測機構進行抽檢，確保飼料安全。

Medication Management

The Aquaculture Base strictly complies with the *Aquaculture Quality and Safety Management Regulations*, and the fishery drugs used are all from the white-list of medicines, with strict control over the input of fishery drugs, and the purchase of "Three-No", counterfeit and expired fishery drugs is strictly prohibited.

用藥管理

養殖基地嚴格遵循《水產養殖品質安全管理規定》，所用漁藥均來自用藥白名單，嚴控漁藥投入，嚴禁採購「三無」、假冒偽劣和過期的漁藥。

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Food Safety Measures throughout the Entire Process from Fry to Processing

從魚苗至加工全環節食安措施

Safety Inspection

The base laboratory conducts sampling and testing at each stage of the aquaculture process, which is regularly sent to a third-party testing organization to ensure that the bass meets national standards. Test reports and registration forms for each stage are collected, organized and stored by the Food Safety Department. A vehicle information management system is in place to track the market flow of bass to ensure product quality.

安全檢測

基地實驗室對每個養殖環節進行抽樣檢測，定期送往第三方檢測機構進行，確保鱸魚符合國家標準。檢測報告及各階段登記表均由食品安全部負責人統一收回、整理與保管。建立車輛資訊管理制度，追蹤鱸魚的市場流向，確保產品品質。

Full Traceability

To establish a traceability system covering the entire aquatic products chain, covering all key aspects such as raw material procurement, breeding, processing and production, logistics and distribution, to ensure that the life history of each batch of aquatic products is recorded in detail.

全程可追溯性

建立覆蓋水產品全鏈條的可追溯系統，覆蓋原料採購、養殖繁育、加工生產和物流配送等所有關鍵環節，確保每批次水產產品的生命歷程都被詳盡記錄。



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Animal Welfare

As the aquaculture industry transitions towards green and sustainable practices, animal welfare, being a key factor in the high-quality development of the industry, is gradually gaining attention from both the industry and consumers.

Based on our understanding of industry development trends and continuous pursuit of quality, our Recirculatory Aquaculture System Base successfully passed the Best Aquaculture Practices (“BAP”) certification by the Global Aquaculture Alliance (“GAA”) this year. We strictly adhere to certification standards, integrating animal welfare concepts into every aspect of production and operations. We actively explore and implement sustainable aquaculture models, striving to achieve a balance between economic benefits and ecological benefits.



To continuously benchmark against advanced international animal welfare standards and improve, we have established a regular quality monitoring system. We invite internationally recognized third-party organizations annually to conduct comprehensive audits and assessments of our breeding facilities based on internationally accepted animal welfare guidelines and industry best practices. Based on the assessment results, we promptly adjust management strategies, optimize breeding techniques, and improve animal welfare protection mechanisms.

During the breeding process, we focus on four core key aspects: physical, psychological, environmental and health. We utilize advanced technologies such as big data, Internet of Things, and artificial intelligence to develop and implement scientific and feasible intervention measures. We strive in all aspects to produce higher quality and safer animal protein products to meet the diverse market demands for high-quality aquatic products and help advance the aquaculture industry towards higher quality development.

動物福利

隨著水產養殖行業向綠色、可持續轉型，動物福利作為產業高質量發展的關鍵因素，逐漸受到業界和消費者的關注。

本集團基於對行業發展趨勢的深入理解和對品質的持續追求，我們的循環水養殖基地在今年順利通過了全球水產養殖聯盟的最佳水產養殖規範認證。我們嚴格遵循認證標準，將動物福利理念融入生產運營的各個環節，積極探索並實踐可持續水產養殖模式，力求實現經濟效益與生態效益的平衡。

為持續對標國際先進動物福利標準並不斷改進，我們建立常態化質量監控體系，每年定期邀請國際權威第三方機構，依據國際公認的動物福利準則和行業最佳實踐，對養殖基地進行全面審核評估。根據評估結果，及時調整管理策略，優化養殖工藝，完善動物福利保障機制。

在養殖過程中，我們重點圍繞生理、心理、環境和衛生四個核心關鍵指標，利用大數據、物聯網、人工智能等先進技術，制定並實施科學、可行的干預措施。我們全方位努力，致力於生產出品質更優、安全性更高的動物源性蛋白產品，以滿足市場對高品質水產品的多元化需求，助力水產養殖行業向更高質量發展邁進。

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Supplier Quality

As the first link in our food value chain, the Group implements stringent management of suppliers. The Group's procurement center is responsible for the quality control of the entire process, and has formulated and implemented a series of supplier management systems to regulate the management of suppliers, including *Systems on Supplier Management*, *Standards on Supplier Review and Management*, *Operation Standards on Supplier Tracing and Accrediting*, *Standards on Managing Performance of Suppliers*, and *Standards on Rewarding and Managing Suppliers* and other relevant internal policies to ensure that suppliers comply with national food safety standards and to enhance the ability to identify risks to suppliers. The Company has established relevant internal policies to ensure that suppliers comply with national food safety standards and to enhance its ability to identify supplier risks.

供應商質量

食材採購作為我們食品價值鏈的第一環，本集團對供應商實施嚴格的管理，集團採購中心負責全流程品質把控，制定並執行一系列供應商管理制度，規範供應商管理，包括《供應商管理制度》《供應商審核管理規範》《供應商尋源與認證操作規範》《供應商績效管理規範》《供應商激勵管理規範》等相關內部政策，以確保供應商符合國家食品安全標準，並提升對供應商風險的識別能力。



In respect of supplier management, the Group has formulated the *Supplier Food Safety Assessment and Admission System* to regulate the food safety assessment and admission of suppliers, to enhance the risk identification capability of suppliers and to ensure that there are rules and regulations governing the admission of raw and auxiliary materials provided by new and existing suppliers. We have also set up an access system for new suppliers to ensure that new suppliers can supply products that meet food safety and quality requirements through multiple audits, so as to minimize the risks posed by suppliers and the materials they supply.

對於供應商管理，本集團制定《供應商食品安全評估准入制度》，以規範供應商食品安全評估及准入，提升對供應商風險識別能力，確保新及現有供應商所提供的原輔料准入有章可循。我們亦設立針對新供應商的准入制度，以多重審查確保新供應商能供應符合食品安全與品質要求的產品，降低供應商及其供應物料帶來的風險。

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We ensure the quality of our raw materials through the implementation of centralized purchasing, sound supplier management, implementation of quality inspection and strengthening of cold chain management, etc. We also conduct annual assessments of our suppliers on a regular basis. The Purchasing Center, the Food Safety Department and the Quality Control Department jointly control the supplier audits and conduct annual assessments of suppliers based on the *Non-Food Supplier Factory Review Form*, *Agricultural Product Processing Supplier Factory Review Form*, *Food Supplier Factory Review Form*, and *Aquaculture Supplier Review Form* in order to assess the suppliers' compliance with the national laws and regulations on food safety and operation, quality management system, environmental hygiene, and quality management system, as well as the quality and quality of products and services. We evaluate suppliers in terms of their compliance with national food safety and operation laws and regulations, quality management system, environmental hygiene, pest control, personnel hygiene and knowledge training, layout and flow design of production workshops, product testing, transportation and product traceability and recall system, etc. We evaluate suppliers in four grades, namely, A, B, C, D, and implement corresponding audit frequency according to the grades, so as to shortlist high-quality suppliers into the Group's list of qualified suppliers in the early stage of the cooperation period and during the cooperation period and ensure the stability of the supply of raw materials in the following period. This ensures the stability of the subsequent supply of raw materials.

我們通過推行集中採購、健全的供應商管理、實施品質驗收和強化冷鏈管理等措施，確保原料的品質，並定期對供應商進行年度評估。評估工作由採購中心、食品安全部及品控部共同把控供應商的審核工作，根據所制定的《非食品類供應商工廠評審表》《農產品加工類供應商工廠評審表》《食品類供應商工廠評審表》《水產養殖類供應商評審表》對供應商進行年度評估，以供應商是否符合國家食品安全及經營法律法規、質量管理體系、環境衛生、蟲害控制、人員衛生與知識培訓、生產車間的佈局流程設計、產品檢測、運輸及產品追溯與召回體系等方面進行評價，評定供應商為A、B、C、D四個等級，根據等級實施相應審核頻次，在合作前期及合作期間篩選優質供應商進入集團合格供應商名單，確保後續原料供應的穩定性。

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In our food safety assessment, we examine suppliers' compliance with national laws and regulations, and also conduct comprehensive assessments of their quality management systems, environmental hygiene, and personnel hygiene. After the assessment, we will put forward rectification requirements and timeframes to the relevant suppliers, and if necessary, suspend cooperation with substandard suppliers in order to enhance the safety of the food supplied. During the Reporting Period, the Group's Food Safety Department, in conjunction with the Procurement Center, sent relevant training videos on the topic of food fraud to all 558 suppliers.

In the food quality audit, we assessed the quality management system and third-party certification of the candidate suppliers and conducted sampling tests, and required the suppliers to sign *Quality Guarantee Agreement* to fulfill their responsibility of guaranteeing the quality of supply. We focus on assessing the suppliers' ability to supply goods, financial health, reputation, etc. We also conduct on-site quality audits and evaluations of our suppliers, covering such dimensions as qualification certificates, production capability, testing capability, technical standard, quality management standard and third-party certification, etc. The final audit reports are issued and filed for reference in order to ensure that the products supplied to our customers meet the high quality standards.

During the Reporting Period, the Group's procurement center and the food safety department jointly assessed 154 new suppliers in various aspects and included them in the Group's list of qualified suppliers; and 181 suppliers were audited through annual supplier audits, with a pass rate of 80%. As at the end of the Reporting Period, the Group had a total of 558 qualified suppliers, of which a total of 510 were located in the PRC (398 in Southern China region and 112 in non-Southern China regions), while the remaining 48 suppliers were located in overseas regions (including Hong Kong, Macau and Taiwan). The remaining 48 suppliers are located overseas (including Hong Kong, Macao and Taiwan). 83 food suppliers hold a valid ISO22000 food safety system certification.

在食品安全評估中，我們審查供應商是否符合國家法規，還對其質量管理體系、環境衛生、人員衛生等方面進行全面評估。評估後會對相關供應商提出整改要求與時限設定，有需要時會中止與劣質供應商的合作，提高供應食品的安全。於報告期內，本集團食品安全部聯同採購中心製作以食品欺詐為主題的培訓視頻，並將培訓視頻推送至全部558名供應商。

在食品質量審核中，我們對候選供應商的質量管理體系、第三方認證等進行評估，並進行抽樣檢驗，要求供應商簽訂《質量保證協議》，落實供貨質量保證責任。我們注重評估供應商的供貨能力、資金健康情況、信譽等方面，並對候選供應商進行現場質量審核及評價，涵蓋資質證照、生產能力、檢測能力、技術水準、質管水準、第三方評定證明等維度，最終出具審核報告並存檔備查以確保提供給顧客的產品符合高品質標準。

於報告期內，本集團的採購中心與食品安全部共同對154名新供應商進行多方面評估並納入集團的合格供應商名單；並通過對181名供應商進行年度供應商審核，合格率達80%。截至報告期末，本集團共有558名合格供應商，共510名於中國境內(398位於華南地區及112名於非華南地區)，其餘48名供應商位於海外地區(含港澳台)。83名食品類供應商持有有效食品安全體系認證ISO22000。

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Raw Material Traceability

The Group realizes all-round monitoring and management of raw materials supply through a comprehensive traceability system to ensure the compliance and sustainable development of the supply chain. The traceability process covers multi-departmental collaborative audits, food safety and ESG-related assessments, and at the same time utilizes information technology tools and dynamic communication mechanisms to update and record the compliance and performance of suppliers in real time. On this basis, we are able to ensure that in the event of food safety or compliance concerns, the Group is able to effectively recall the relevant products to protect the safety of our customers.

In addition, through the supplier qualification and license inquiry system at the store level, the Group is able to enquire about the qualification information of raw material suppliers at any time, thus enhancing the visual management of the supply chain and laying the foundation for the establishment of a long-term cooperative relationship. These proactive measures further enhance the traceability of raw materials, safeguard product safety and quality, and provide reliable food safety protection for customers and the community.

原材料追溯

本集團通過完善的追溯系統，實現對原材料供應的全方位監控與管理，確保供應鏈的合規性與可持續發展。追溯流程涵蓋多部門協作審核、食品安全及ESG相關評估，同時利用信息化工具和動態溝通機制，對供應商的合規性及業績進行實時更新與記錄。在此基礎上，我們能確保在食品安全或合規成疑時，集團能有效地回收相關產品，保障顧客安全。

此外，通過門店端供應商資質證照查詢系統，集團能隨時查詢原料供應商的資質信息，增強供應鏈的可視化管理，並為建立長期合作關係奠定基礎。這些積極舉措進一步加強原材料的追溯能力，保障產品的安全性與品質，為顧客和社會提供可靠的食品安全保障。

Major Ingredients by Geographic Region of Origin 按地理區域劃分主要食材原產地

Region/Category 區域／品類		Seafood 海鮮	Soy Products 豆類製品	Meat 肉類	Vegetable 蔬菜
Mainland China	中國內地	100%	100%	89.29%	100%
Australia & New Zealand	澳洲和紐西蘭			2.55%	
North and South America	北美洲和南美洲			7.14%	
Europe	歐洲			1.02%	

Franchisee Management

In 2024, Jiumaojiu Group decided to diversify its business model by opening up franchising/cooperative model of major brands to further expand our restaurant network. In response to this development, we are also actively engaged in franchisee management to provide assistance to our franchisees in various ways. Our WeChat app, "Da Tou Smart Partnership Platform", provides potential franchisees with information about joining the Group and clearly indicates the terms of cooperation, advantages and support before they formally join the Group.

加盟商管理

於2024年，九毛九集團決定發展多元化的商業模式，開放主要品牌的加盟／合作模式，進一步擴張我們的餐廳網絡。針對此發展模式，我們亦積極進行加盟商管理，以多方面為加盟商提供協助方式。我們的微信小程序「大頭有智合作平台」為潛在加盟商提供加盟九毛九集團相關資料，並在他們正式加盟前為他們明確指出合作條件、合作優勢、合作支持。

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Regarding the risk management of franchisees, we set up the *Operating Regulations* with 11 aspects, such as food safety, supply chain, day-to-day operations, capital safety, personnel standards, etc., to establish the penalties of each Ordinance, and through WeChat public number, small programs, official website, e-mail and other forms of publication of irregular changes and updates; at the same time, the establishment of reporting channels for the whistle-blower to the various brands to report suspected violations of the *Operating Regulations*. In addition, we have set up a reporting channel for whistleblowers to report suspected violations of the *Operating Regulations* to the brands, and standardized systems and management policies to ensure that the food quality and safety of the franchised restaurants are consistent with that of the self-operated restaurants, and that customers are provided with high quality food. In addition, we also require franchisees to participate in the marketing activities of the relevant brands and explicitly prohibit malicious discount competition in the same city or region to protect the healthy competition between each franchisee and its peers. As at the end of the Reporting Period, the Group's three brands, i.e. Jiu Mao Jiu, Tai Er, and Shanwaimian, had a total of 28 franchised/cooperative model restaurants and were not aware of any violation of applicable laws and regulations or the Group's Franchisee Operating Regulations.

To ensure that franchised/cooperative model restaurants operate in line with the Group's food safety standards, the Quality Control Department and Food Safety Department provided quality control calibration training 12 times during the reporting period for Tai Er franchised stores that had been open for 30-60 days, achieving a 100% coverage rate. They also organized 36 inspections, with an average total score of 80.04 and an average food safety score of 77.58. For the cooperative model stores of the Shanwaimian brand, 14 quality control calibration training sessions were provided, achieving a 100% coverage rate. A total of 55 inspections were organized, with an average food safety score of 80.45.

有關加盟商的風險管理，我們設立《經營違規條例》，以11個方向，如食品安全、供應鏈、日常運營、資金安全、人事規範等，確立各條例的處罰內容，並通過微信公眾號、小程序、官網、郵件等形式發佈不定期的修改更新；同時設立舉報通道讓舉報人向各品牌舉報涉嫌違反《經營違規條例》的事項，規範的制度及管理政策保證加盟餐廳的食品品質與安全與自營餐廳一致，為顧客提供優質食品。此外，我們亦要求加盟商必須參加有關品牌的行銷活動並明確禁止同城市或區域惡意打折競爭的情況，保障各加盟商與同業的良性競爭。截至報告期末，本集團旗下3個品牌九毛九、太二及山外面共與加盟商共合作28間餐廳，並未發現任何違反適用法律法規或本集團加盟商經營條例的情況。

為確保加盟／合作餐廳營運與本集團的食品安全標準保持一致，品控部及食品安全部，於報告期內年共為開業30-60天的太二加盟門店提供品控校準培訓共12次，覆蓋率100%；組織進行36次稽查，總分平均分80.04分，食品安全平均分77.58分。而山外面品牌的合作模式門店提供品控校準培訓共14次，覆蓋率100%；組織共進行55次稽查，食品安全平均分80.45分。

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Jiumaojiu Group emphasizes the core values of caring for employees and putting people first. We provide a safe and compliant working environment and development opportunities, and safeguard the reasonable income and welfare of our employees, so that they feel valued and supported. At the same time, we treat our customers as partners and continue to enhance the quality of our products and services with love and passion, promote our products with sincerity, and ensure that information is truthful and reliable in order to create an excellent experience for our customers. By constantly paying attention to industry trends and market demands, and actively exploring cutting-edge innovative practices, we continue to strive to improve the quality of our products and services, and bring innovative products and diversified service experiences to our customers.

九毛九集團強調關愛員工、以人為本的核心價值觀，提供安全合規的工作環境和發展機會，保障員工的合理收入和福利待遇，讓員工感到被重視和支持。同時，我們將顧客視為合作夥伴，持續以愛與熱情提升產品和服務品質，真誠開展產品宣傳，確保資訊真實可靠，為顧客創造卓越體驗。通過不斷關注行業趨勢和市場需求，積極探索前沿的創新實踐，我們持續努力提升產品與服務的品質，為顧客帶來創新的產品和多元化的服務體驗。

ESG Issues We Focused in this Chapter 此章節關注的ESG議題


Compliance Employment
合規僱傭


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


Employee Health and Safety
員工健康與安全


Employee Training and Development
員工培訓與發展


Employee Care and Communication
員工關愛與溝通


Customer Rights Protection
顧客權益保護


Responsible Marketing and Promotion
合理行銷及宣傳


Rural Revitalization
鄉村振興

UN SDGs We Focused in this Chapter



章節回應的聯合國可持續發展目標



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COMPLIANCE EMPLOYMENT

Jiumaojiu Group firmly believes that human rights are the basic rights that every individual should enjoy and represent the dignity and value of human beings. With “People-oriented” as its core value, the Group believes that respecting and protecting human rights is the key to maintaining the Group’s sustainable development and realizing the common progress and prosperity of the Group and the society. While complying with the *Labor Law of the People’s Republic of China* and the *Labor Contract Law of the People’s Republic of China* and other relevant laws and regulations, the Group actively follows the spirit of the *United Nations’ Universal Declaration of Human Rights* and international human rights conventions, strives to build a workplace and community that respects and protects human rights, and continuously optimizes its human resources management mechanism.

合規僱傭

九毛九集團堅信人權是每個人應享有的基本權利，代表人類尊嚴與價值。以「以人為本」為核心價值觀，集團認為尊重和保護人權是維持集團可持續發展、實現集團和社會共同進步與繁榮的重要關鍵。在遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等相關法律法規的同時，九毛九集團積極遵循聯合國《世界人權宣言》和國際人權公約精神，致力打造尊重和保障人權的職場和社區，不斷優化人力資源管理機制。

In 2024, we were honored to be recognized with a number of important awards:

在2024年，我們榮幸獲得多項重要獎項認可：

- Moka – Most Popular Employer Brand for University Students
- Moka – 最受大學生歡迎僱主品牌
- Liepin – 2024 Guangdong Extraordinary Employer of the Year
- 獵聘 – 2024廣東年度非凡僱主
- YizhanYin – Favorite Employer for University Students
- 易展翅 – 大學生最喜歡僱主
- Xinhuanet – Top 100 Employers of the Year for New Generation Employers in China
- 新華網 – 中國新生代僱主年度百強僱主

These awards recognize our tireless efforts in employee care, workplace culture and talent development, and inspire us to continue to provide our employees with a quality work environment and development opportunities.

這些殊榮是對我們在員工關懷、職場文化和人才發展方面不懈努力的肯定，也激勵我們繼續為員工提供優質的工作環境和發展機會。



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The Group has formulated a series of personnel policies and codes of conduct with reference to international labor standards. These policies include safeguarding freedom of association and the right to organize, supporting the right to organize and bargain collectively, ensuring fair wages, prohibiting discrimination in employment, promoting diversity and inclusiveness, opposing forced labor, complying with regulations on working hours, paying attention to industrial safety and hygiene, providing welfare facilities, taking into account the needs of employees in terms of housing and spare time, as well as providing equal opportunities and benefits for female workers, elderly employees and employees with disabilities; all of which are aimed at creating a fair, safe, healthy, diverse and inclusive work environment and ensuring that the basic needs of employees are met so that they can reach their potential at work and achieve personal and corporate development together.

本集團參考國際勞工準則制定一系列人事政策與行為準則。這些政策包括保障結社自由及組織權利、支持組織與集體談判的權力、確保公平工資、禁止就業歧視、促進多元包容、反對強迫勞動、遵守工作時間規定、關注工業安全與衛生、提供福利設施、考慮員工住房和業餘時間需求、以及提供女工、老年員工和殘障員工平等機會與福利；旨在營造公平、安全、健康、多元包容的工作環境，並確保員工的基本需求得到滿足，使他們能夠在工作中發揮潛能，實現個人與企業共同發展。

The 8th Group Employee Representative Meeting 第八屆集團職工代表大會

In March 2024, Jiumaojiu Group held the 8th Employee Representative Meeting, which demonstrated the Company's emphasis on stakeholder communication. The Representative Meeting is an important communication channel for the implementation of democratic management in an enterprise. The staff representatives, elected by all staff, represent and safeguard the interests and rights of all staff. This mechanism ensures that employees have the right to participate in and supervise the decisions of the enterprise, and reflects the importance that the Company attaches to the interests and voices of its employees.

在2024年3月，九毛九集團召開第八屆集團職工代表大會，體現公司對利益相關方溝通的重視。職工代表大會是企業實施民主管理重要的溝通渠道，通過全體職工選舉產生的職工代表，代表及維護全所有職工的利益與權益。這種機制確保職工在企業決策中的參與和監督權利，體現公司對員工利益和聲音的重視。



This year, four issues were considered and approved at the Meeting, including the election of members of the Staff Council Committee, the *Data Compliance System*, the *Training Services Agreement* and the *March 2024 edition of the Staff Handbook*. The deliberations on these issues further enhanced employee welfare, personal training and development support, and focused on employee requests for the implementation of the Group's data confidentiality and code of conduct, thus demonstrating the spirit of democratic consultation between the Company and its employees.

本年度，代表大會審議通過包括選舉職工代表大會委員會成員、《數據合規制度》、《培訓服務協定》和《2024年3月版員工手冊》等四項議題。這些議題的審議進一步提高員工福利、個人培訓與發展支持；關注員工對實行本集團數據保密以及行為守則等要求，體現公司與員工雙方的民主協商精神。

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During the Reporting Period, the Group incurred one labor litigation case and paid RMB144,000 pursuant to a court ruling. In order to avoid the recurrence of similar labor disputes, the Group has taken the following measures:

- (1) Regularly revise the staff handbook and relevant rules and regulations, taking into account the opinions of various departments and past cases;
- (2) Engaging legal advisers to provide professional advice on handling labor disputes;
- (3) Launching regular training and publicity on the mechanism for handling labor disputes.

Equal Employment

The Group strictly complies with the relevant provisions of the *Labor Law of the People's Republic of China* and has stipulated in the Group's *Corporate Culture Training Manual* that relatives of management staff are not allowed to take up employment with the Group. In terms of appointment and working arrangements, we follow the recruitment conditions and types of employment contracts specified in the staff handbook, signing labor contracts for all regular employees and service contracts for interns and temporary workers, with the signing rate of 100% to ensure the protection of the legitimate rights and interests of our employees. We encourage employees to report any incidents involving discrimination to the Organization Development Department, which will be responsible for evaluating, processing, documenting and taking necessary disciplinary actions in substantiated cases. At the same time, we provide employees with a channel to communicate directly with the management to report any unfairness or discrimination in our operations.

在報告期內，本集團發生1宗勞動訴訟案件，並已根據法院裁決支付人民幣14.4萬元。為避免類似勞動糾紛再次發生，本集團已採取以下措施：

- (1) 定期結合各部門意見及過往案件，修訂員工手冊及相關規章制度；
- (2) 聘請法律顧問提供處理勞動糾紛專業意見；
- (3) 定期開展勞動糾紛處理機制培訓及宣傳推廣。

平等僱傭

本集團嚴格遵守《中華人民共和國勞動法》相關規定，並在《集團企業文化內訓手冊》中明確管理層員工親屬不得在集團任職。在任用和工作安排方面，我們遵循員工手冊中明確的招聘條件和用工合同類型，為所有正式員工簽訂勞動合同，為實習生和臨時工簽訂勞務合同，而簽訂率為100%，切實保障員工各項合法權益。我們鼓勵員工向組織發展部門報告任何涉及歧視的事件，相關部門將負責評估、處理、記錄並對經證實的案件採取必要的紀律處分；同時，我們為員工提供直接與管理層溝通的渠道，以舉報任何運營中的不公或歧視情況。

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The Group adheres to the belief of equal recruitment and actively expands various recruitment channels to provide a solid guarantee for shaping a dynamic team of talents. We spare no effort in promoting gender diversity and continue to optimize our workforce structure to ensure a fair distribution of gender, age and geography. Further, we are committed to creating an inclusive work environment and to removing any barriers to employment for disadvantaged and minority groups. Age, sexual orientation, gender, race, nationality, etc. are not grounds for discrimination or harassment in our team.

We are committed to providing equal employment opportunities for people with disabilities and those of retirement age, ensuring equal opportunities for all and encouraging our employees to work effectively in a multicultural atmosphere. At the end of the Reporting Period, we employed 38 persons with disabilities and 895 retirees. At the same time, we provide equal career development opportunities for our female employees, ensuring that they are free from any form of discrimination, respected and empowered to achieve long-term career development and personal growth. During the reporting period, we had more than 7,100 female employees, accounting for 35% of our total workforce, and 40% of our management team was female. In terms of pay, promotion, benefits and facilities, we continue to focus on and strive to ensure that men and women are treated fairly at work and to create a work environment that supports gender equality.

Prohibit Forced Labor and Child Labor

The Group respects the rights and interests of laborers and strictly complies with the *Prohibition of Child Labor Regulations* and the *Law of the People's Republic of China on the Protection of Minors* and other relevant regulations. We prohibit any business unit or cooperative unit from employing any form of child labor or forced labor. During the recruitment process, we will verify the identity documents of candidates to ensure that they comply with national regulations on working age. We will also conduct background checks on proposed employees and hold departments and units involved in forced labor practices accountable for violations of these regulations, so as to avoid the occurrence of violations such as the employment of child labor or forced labor. If management discovers the existence of any child labor, we will immediately terminate the contract and initiate an investigation, and will take disciplinary action against any employee who is responsible for the cause of the incident.

集團秉持著平等招聘的信念，積極拓展各類招聘渠道，為塑造一個充滿活力的人才團隊提供堅實保障。我們不遺餘力地宣導性別多元化，持續優化員工的結構，確保性別、年齡、地域等元素的公正分佈。更進一步，我們致力於打造一個融洽共融的工作氛圍，致力於消除對弱勢和少數群體的任何就業障礙。在我們的團隊中，年齡、性取向、性別、種族、國籍等因素絕不會成為歧視或騷擾的理由。

我們致力於為殘障人士和已達到退休年齡的人士提供平等就業機會，確保向所有人提供平等機會，鼓勵員工在多元文化氛圍下有效協作。截至報告期末，我們僱傭38名殘障人士和895名退休返聘人員。同時我們亦為女性員工提供平等的職業發展機會，確保她們不受任何形式的歧視，尊重並賦予她們力量，助力她們實現長足的職業發展和個人成長。在報告期內，我們的女性員工超過7,100人，佔員工總數的35%，而管理層中女性比例達到40%。在薪酬、晉升、福利以及設施方面，我們持續關注和努力確保男女員工在工作中受到公平對待，並創造一個支援性別平等的工作環境。

嚴禁強制勞工和童工

本集團尊重勞工權益並嚴格遵守《中華人民共和國禁止使用童工規定》和《中華人民共和國未成年人保護法》等相關法規。我們禁止任何經營單位或合作單位僱用任何形式的童工或強迫勞工。在招聘過程中，我們會核對應聘者的身份證明檔，以確保其符合國家關於勞動年齡的規定，也會對擬錄用員工進行背景調查，並追究涉及強迫勞工行為的部門和單位的違規責任，以避免僱用童工或強迫勞工等違規情況的發生。如果管理層發現任何童工存在，我們將立即終止合約並展開調查，將對任何員工涉及事件起因的責任採取紀律行動。

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The Group also strictly enforces measures to prevent any form of forced labor, including captive labor, contract labor and bonded labor. For example, we sign labor contracts with our employees on an equal and voluntary basis; ensure that employees do not have to bear any employment costs upon joining the company; never withhold wages, benefits or property from employees without good reason; never withhold identity cards or other proof of identity; and strictly prohibit any form of corporal punishment, violence, body searches or insults, or the use of violence, threats or unlawful means to restrict an employee's personal freedom. In order to avoid forced overtime work, all overtime arrangements must be agreed to by employees and employees will be compensated in accordance with applicable laws and regulations.

During the Reporting Period, the Group did not experience any labor disputes or violations involving child labor or forced labor.

Talent Cultivation and Adsorption

The Group is committed to creating attractive remuneration packages to ensure that our employees are fairly rewarded and treated well in their work. We emphasize the overall well-being of our employees and strive to create a desirable working environment that provides them with a full range of support and development opportunities. We attach great importance to the cultivation of professional talents and have established a comprehensive talent development system to provide our staff with a clear career development path. We are also actively exploring innovative recruitment methods to attract outstanding talents to join our team and continue to strengthen our talent pool in order to lay the foundation for the Group's long-term success.

Jiumaojiu Group has always regarded talent cultivation as a key task, and has been committed to promoting the iterative calculation of talents. Through the launch of the "J Star Project" and the rejuvenation of young professionals in the middle- and back-end operations, we have been able to attract high-quality talents to join the Group. The Group has actively launched high-end talent development programs to provide fresh graduates with a wide range of job choices and a comprehensive training and promotion mechanism to help them grow rapidly in their careers. We have set up a number of positions such as operations management trainee, general management trainee and supply center management trainee for the Group, including the brands of Tai Er, Jiu Mao Jiu and Song Hotpot as well as the supply center, which cover a wide range of fields such as store operations, brand logistics, IT, finance, legal affairs, human resources, raw material warehousing, food processing, production management, and so on, so as to allow graduates to choose the most suitable positions according to their own specialties and interests.

集團還嚴格執行各項措施，以防止任何形式的強迫勞工，包括囚工、合同勞工和債務勞工。例如，我們與員工在平等自願的基礎上簽訂勞動合同；確保員工入職時無需承擔任何僱傭費用；絕不會無故扣留員工的工資、福利或財產；絕不會扣留身份證或其他身份證明文件；嚴禁任何形式的體罰、暴力、搜身或侮辱行為，或使用暴力、威脅或非法手段限制員工的人身自由。為避免強迫加班，所有加班安排必須得到員工的同意，並按照適用法律法規給予員工補償。

在報告期內，集團未發生任何涉及僱傭童工或強迫勞工的勞工糾紛或違規事件。

人才培養與吸納

集團致力於打造引人矚目的薪酬福利方案，確保員工在工作中獲得公平報酬和優越待遇。我們注重員工的整體幸福感，努力打造令人嚮往的工作環境，為員工提供全方位的支援和發展機會。我們高度重視專業人才的培養，搭建全面的人才培養體系，為員工規劃清晰的職業發展路徑，並積極探索創新的招聘方式，以吸引傑出人才加入我們的團隊，不斷強化人才儲備，為集團的長遠成功奠定基礎。

九毛九集團一直將人才培養視為關鍵任務，致力於推動人才反覆運算。通過推出「J星計劃」、中後台專業化年輕化等策略，我們吸引優質人才的加入。集團積極推出高端人才發展項目，為應屆畢業生提供多樣化的職位選擇和完善的培訓、晉升機制，助力他們在職業生涯中快速成長。我們設立運營管培生、綜合管培生、集團供應中心管培生等多個崗位方向，包括太二、九毛九、燄火鍋品牌及供應中心，涵蓋門店運營、品牌後勤、IT、財務、法務、人力資源、原料倉儲、食材加工、生產管理等多個領域，讓畢業生根據自己的專業和興趣選擇最適合的崗位。

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At the same time, the Group is actively engaged in school-enterprise cooperation, and through the “Graduate Recruitment + Targeted Training + Collaborative Research + Brand Scholarships”. This approach aims to enhance brand awareness and attractiveness, inject fresh fluids into the team, and accurately select and cultivate outstanding talent.

同時，集團積極開啟校企合作，通過「畢業生校招+定向委培+合作研發+設立品牌獎學金」的方式，提升品牌知名度，增強對人才的吸引力，為團隊注入新鮮血液，精準甄選和培育優秀人才。

“Walk into Jiumaojiu” Corporate HR Exchange Activity

「走進九毛九」企業HR交流活動

We co-organized the “Walking into Jiumaojiu” enterprise HR exchange activity with Liepin and 58.com to explore the topics of trendy school recruitment and building talent cultivation system with other enterprises.

我們與獵聘、58同城合作舉辦「走進九毛九」企業HR交流活動，與其他企業共同探討潮玩校招和搭建人才培養體系的話題。

During the event, our recruiters shared their current campus recruiting priorities and innovative recruiting methods, and invited our HR business partners to introduce our talent cultivation mechanism and promotion paths. The exchange of knowledge and information among enterprises facilitates the sharing of knowledge and information so that enterprises can learn from each other’s successful experience and best practices.

在活動中，我們的招聘負責人分享當前校園招聘重點、創新招聘形式，並邀請人力資源業務夥伴介紹我們的人才培養機制和晉升路徑。企業間的交流活動促進知識和資訊的共用，讓各企業能夠互相學習成功經驗和最佳實踐。



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愛 — 關愛夥伴，以人為本

“Jiumaojiu” Special Scholarship: Nurturing Future Food Talents with College of Food Science at South China Agricultural University

「九毛九」專項獎學金：與華南農業大學食品學院共同培育未來食品英才

The “Jiumaojiu” Special Scholarship aims to explore collaborative education pathways with food academies in China to cultivate outstanding talents for the future food industry. In March 2024, an award ceremony and employability enhancement training conference were held. The academy and Jiumaojiu Group showcased the results of their school-enterprise cooperation, commended the outstanding performance of award-winning students, and demonstrated their willingness to further strengthen collaboration.

「九毛九」專項獎學金旨在與中國的食品學院探索協同育人路徑，培育未來食品行業的優秀人才。2024年3月開展頒獎儀式暨就業力提升培訓會，學院與九毛九集團展示校企合作的成果，表彰獲獎同學的傑出表現，並展示雙方進一步加強合作的意願。



During the event, the Group’s CEO, shared the Group’s development history and cultural philosophy, and encouraged the students to keep learning, enhance their stress resistance and develop a strong mindset. In addition, the training session focused on the career prospects and skills required in the food industry, aiming to help students better understand the needs of the industry and help them find high quality employment.

活動中，集團行政總裁分享了集團的發展歷程和文化理念，鼓勵學生們保持學習、增強抗壓能力，培養堅強的心態。此外，培訓會環節則著重探討食品類行業的就業前景和所需技能，旨在幫助學生更好地瞭解行業需求，助力他們高品質就業。

With the support of the “Whole-process and All-round Education” project fund, the College and the Group jointly promoted the construction of student community building and one-stop community ideology workstations through the Jiumaojiu Special Scholarship and University-Enterprises Cooperation, providing important support for the high-quality development of the College’s talents. This activity promotes the building of learning styles, motivates students to study hard, and further strengthens the cooperation between the College and enterprises in nurturing future leaders and innovators in the food industry.

通過九毛九專項獎學金和校企合作，「三全育人」項目基金的支援，學院和九毛九集團共同推動學生社區建設和一站式社區思政工作站的建設，為學院人才的高品質發展提供重要支援。此次活動促進學風建設，激勵學生努力學習，也進一步加強學院與企業之間的育人合作，共同培養未來食品行業的領袖和創新者。

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EMPLOYEE SALARY AND BENEFIT MECHANISM

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

Remuneration Structure

The Group is committed to establishing a comprehensive salary management system and a diversified incentive mechanism, implementing a policy of "The More Diligent, The Luckier" to encourage employees, providing more incentives to individuals and teams that create greater efficiency for the enterprise, and optimizing the salary and benefit systems for employees of various brands and functions. We continue to optimize our incentive policies, adopt differentiated incentives for employees, and provide various types of allowances and incentives for each department and position, so as to combine short-term and long-term incentives, and motivate employees to continuously improve themselves and work hard. These include occasional adjustments to the full-attendance bonus, weekend overtime pay allowance and bonus system. During the year under review, in order to enhance the competitiveness of the Group's remuneration packages and to attract and retain talented employees, we have made uniform adjustments to the salary structure of our employees.

員工薪酬福利機制

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

薪酬體系

集團致力於建立完善的薪酬管理體系與多元激勵機制，推行鼓勵員工的「越勤力越幸運」政策，提供為企業創造更高效益的個人和團隊獲得更多的獎勵，優化各品牌與職能員工的薪酬與福利制度。我們持續優化激勵政策，對員工採取差異化激勵方式，為各部門各職位提供各類型的津貼和獎勵，實現短期激勵與長期激勵相結合，激勵員工不斷提升自我、砥礪前行。其中包括不定時調整全勤獎、週末加班工資津貼和獎金制度等等。於本年度，集團為提升員工薪酬的競爭力，達到吸引及保留優秀人才的目的，我們統一對員工薪資結構進行調整。

Performance Evaluation 績效評估



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

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

Talent Cultivation Incentive 人才培養激勵



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

在主管／主任級別額外增設人才培養提成，鼓勵高級人員主動教新員工，為新入職員工帶來歸屬感，提升集團的員工水準，加強整個集團的內部培訓和知識傳承機制，提高員工的整體水平和團隊凝聚力。

Share Incentive 股權激勵



To motivate directors, senior management, and key personnel within departments, we have implemented a "Share Option Scheme" to provide equity incentives that combine short-term and long-term motivations. On October 30, 2024, we granted a total of 14,955,000 share options¹ to 160 eligible employees.

針對董事、高級管理層及部門核心管理人員，我們推行「購股權計劃」進行股權激勵，實現短期激勵與長期激勵相結合。於2024年10月30日，我們已向160名合資格員工授出合共14,955,000份購股權¹。

Note:

¹ For details of the current year's share option scheme, please refer to the Group's announcement dated October 30, 2024 "GRANT OF SHARE OPTIONS".

附註：

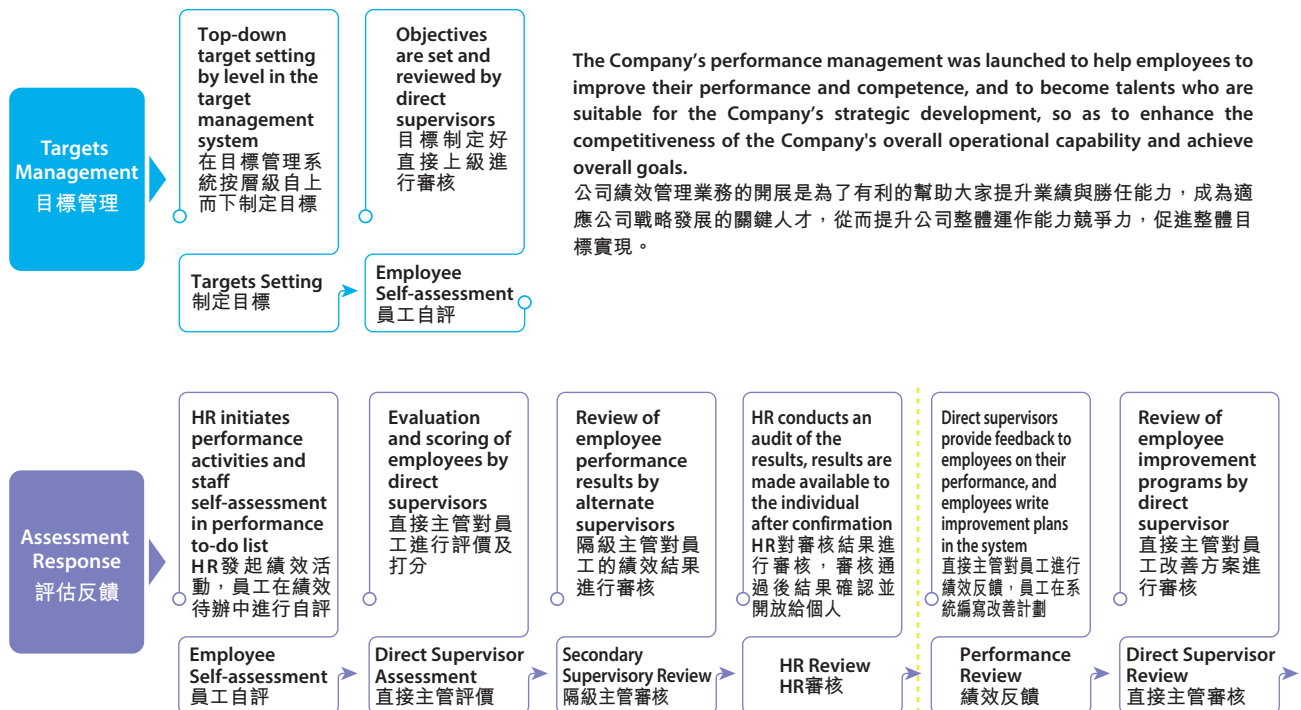
¹ 詳細有關本年度的購股權計劃的資料，請參閱本集團於2024年10月30日所發佈的公告「授出購股權」。

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The Group applies the principle of performance-based compensation. We adopt a performance appraisal system to measure the performance of our office and store management staff, which mainly focuses on two major dimensions: (1) operational/beginning of the year KPIs, and (2) value-based behavioral indicators, with salary increases or incentives based on the results of the monthly/quarterly/yearly performance appraisal ratings.

九毛九集團實行工作表現決定薪酬的原則。我們對辦公室職能員工及前線品牌運營員工採用績效評估系統來衡量其工作表現，主要圍繞兩大維度(1)運營／年初制定關鍵考核指標，(2)價值觀行為指標，根據月度／季度／年度績效評估等級結果進行加薪或獎勵。



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Welfare and Benefits

In addition to remuneration, we emphasize on the basic welfare of our employees and provide them with a wide range of additional benefits. The Group provides employees with various types of paid leave: annual leave, sick leave, bereavement leave, marriage leave, maternity leave, single child care leave, paternity leave and breastfeeding leave. Internal benefits such as year-end double pay, commercial medical insurance, birthday party, long service awards (5 and 10 years)¹, staff meal discounts, in-house shopping malls, high temperature subsidy, telephone subsidy, etc. are also provided. The Group pays social insurance premiums (pension insurance, medical insurance, unemployment insurance, work injury insurance and maternity insurance), employer's liability insurance, housing provident fund, supplementary commercial medical insurance and accident insurance for retired and part-time employees in accordance with local labor laws and social security laws and regulations.

Note:

- 1 During the year, the Group updated the benefits of the Long Service Award. For details, please refer to the section of "COMPANY CULTURE AND SUSTAINABLE DEVELOPMENT" under the chapter of "SUSTAINABLE DEVELOPMENT".

福利待遇

於薪酬待遇以外，我們注重員工的基本福利，並為員工提供多種額外福利保障。集團為員工提供各種類型的有薪假期：福利年假、病假、喪假、婚假、產假、獨生子女護理假、陪產假和哺乳假。另外也特設年終雙薪、商業醫療保險、生日會、長期服務獎（五年及十年）¹、員工用餐折扣、公司內購商城、高溫補貼、電話費補貼等內部福利。本集團按照當地的勞動法及社會保障的法律法規，為員工繳納各項社會保險費（養老保險、醫療保險、失業保險、工傷保險及生育保險）、僱主責任險、住房公積金、補充商業醫療保險，以及退休返聘人士和兼職員工提供意外保險。

附註：

- 1 集團年內更新長期服務獎的福利，內容請參閱「可持續發展管理」章節下「企業文化與可持續發展」部份。

2024 Corporate Benefits Utilization Indicators

2024年公司福利使用指標

2	383	13,353	5
Annual Body-checks (Number) 年度體檢 (次)	Company-Level Staff Activities (Number) 舉辦公司級別員工活動 (次)	Marriage Leave/Paternity Leave/ Parental Leave/Single Child Care Leave (Days) 婚假／陪產假／育兒假／ 獨生子女護理假 (日)	Average Employee's Paid Annual Leave (Days) 員工人均帶薪年假天數 (天)

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In order to encourage individuals and teams to create higher efficiency for the Company, to maintain team building and to encourage the long-term development and contribution of the staff in the Group, the Group not only provides some basic benefits in accordance with laws and regulations, but also provides a series of special benefits, allowances and incentives according to the brands, positions and different stages of development of the staff. For example, we offer rewards for the dance performance at Song Hot Pot stores, extra monthly salary increases for dancers who pass certain levels, beef expert rewards, the "Fashionista Award" to encourage employees to show their personalities, the "Record Breaker Award" to recognize brand employees who consistently achieve higher daily sales, the "New Product Launch Award" to motivate the R&D Department to innovate, and subsidies and incentives for store employees who perform tasks such as welcoming guests, receiving goods, and educational subsidies and the "Campus Ambassador Award" and "Operations Talent Scout Award" for contributions to talent recruitment. In addition, some of the brand operation teams have increased their incentive bonuses, which are linked to indicators such as business performance and management standards, to encourage healthy competition among stores and learning from each other's excellent business management experience, and at the same time, reward outstanding stores and their teams for outstanding performance, so as to stimulate the initiative of the frontline operation staff.

為鼓勵個人、團隊為公司創造更高效益，維護人員團隊建設，鼓勵員工在集團長期發展和貢獻，集團除了按法律法規提供一些基本福利外，亦根據各品牌、崗位、員工不同的發展階段提供一系列的特殊福利、津貼與激勵獎金，例如：針對燄火鍋門店舞蹈呈現獎勵、考核舞者級別額外提升每月薪資、牛肉師鑒定獎勵、鼓勵員工展現個性的「潮人獎」、為肯定品牌員工不斷突破更高單日營業額的「破紀錄獎」、激勵研發部門積極創新的「新品上市獎」及針對門店員工的各種如迎賓、收貨、學歷補貼、對獎勵為公司招募人才做出貢獻的「校園大使獎」及「運營伯樂獎」等等。此外，部份品牌運營團隊更增加比併激勵獎金，與經營表現、管理水準等指標掛鉤，鼓勵各門店之間的健康競爭與相互學習優秀的經營管理經驗，同時獎勵表現突出的優秀門店及其團隊，激發一線運營人員的主觀能動性。

Internal Welfare Coffee

內部福利咖啡

In order to care for our employees and provide them with additional benefits, Jiumaojiu Group has launched an internal welfare coffee program. Employees enjoy discounts on coffee purchases and a blind coffee box for only RMB10, which allows employees to enjoy delicious coffee at a more affordable price and increases their sense of well-being and job satisfaction. 為關愛員工並提供額外福利，九毛九集團推出內部福利咖啡計劃。員工購買咖啡時享有折扣優惠，並推出僅售人民幣10元的咖啡盲盒，讓員工能以更實惠的價格盡情享受美味咖啡，增加員工的福利感和工作滿意度。



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We also believe that a good working environment enables our employees to enjoy working in the company, so we create a working environment that is equal, barrier-free and rich in activities and leisure facilities.

EMPLOYEE HEALTH AND SAFETY

We actively provide safety training, examinations and incentive programs for our employees to enhance their awareness of occupational safety and to build a safe and harmless working environment. The Group strictly complies with laws and regulations such as the *Production Safety Law of the People's Republic of China* and the *People's Republic of China Law on the Prevention and Control of Occupational Diseases*, and implements internal management systems such as the *Safety Production Responsibility System*, *Enterprise Safety Management Policy*, *Fire Safety Management Policy*, and *Construction Safety Management Policy* to regulate safety production and ensure employees' occupational health.

In 2024, there were 1,085 work-related injuries among our employees, with approximately 9,356 days of work lost due to injuries. During this period, all injured employees have been supported with appropriate coverage through the Company's insurance. Between 2022 and 2024, the Company has maintained a safety record of zero workplace fatalities.

我們亦相信一個良好的工作環境能夠讓員工享受在公司工作，因此我們打造一個平等、無障礙、豐富活動和休閒設施的工作環境。

員工健康與安全

我們積極為員工提供安全培訓、考試及獎勵計劃，以提升員工的職業安全意識，建設安全、無害的工作環境。本集團嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》等法律法規，貫徹落實《安全生產責任制》《企業安全管理制度》《消防安全管理制度》《施工安全管理制度》等內部管理制度，規範安全生產，保障員工職業健康。

2024年，員工發生工傷次數1,085次，工傷損失日數約為9,356天，在此期間，所有受傷員工均已通過公司保險獲得相應的保障支持。2022至2024年間，公司保持了零工亡事故的安全紀錄。

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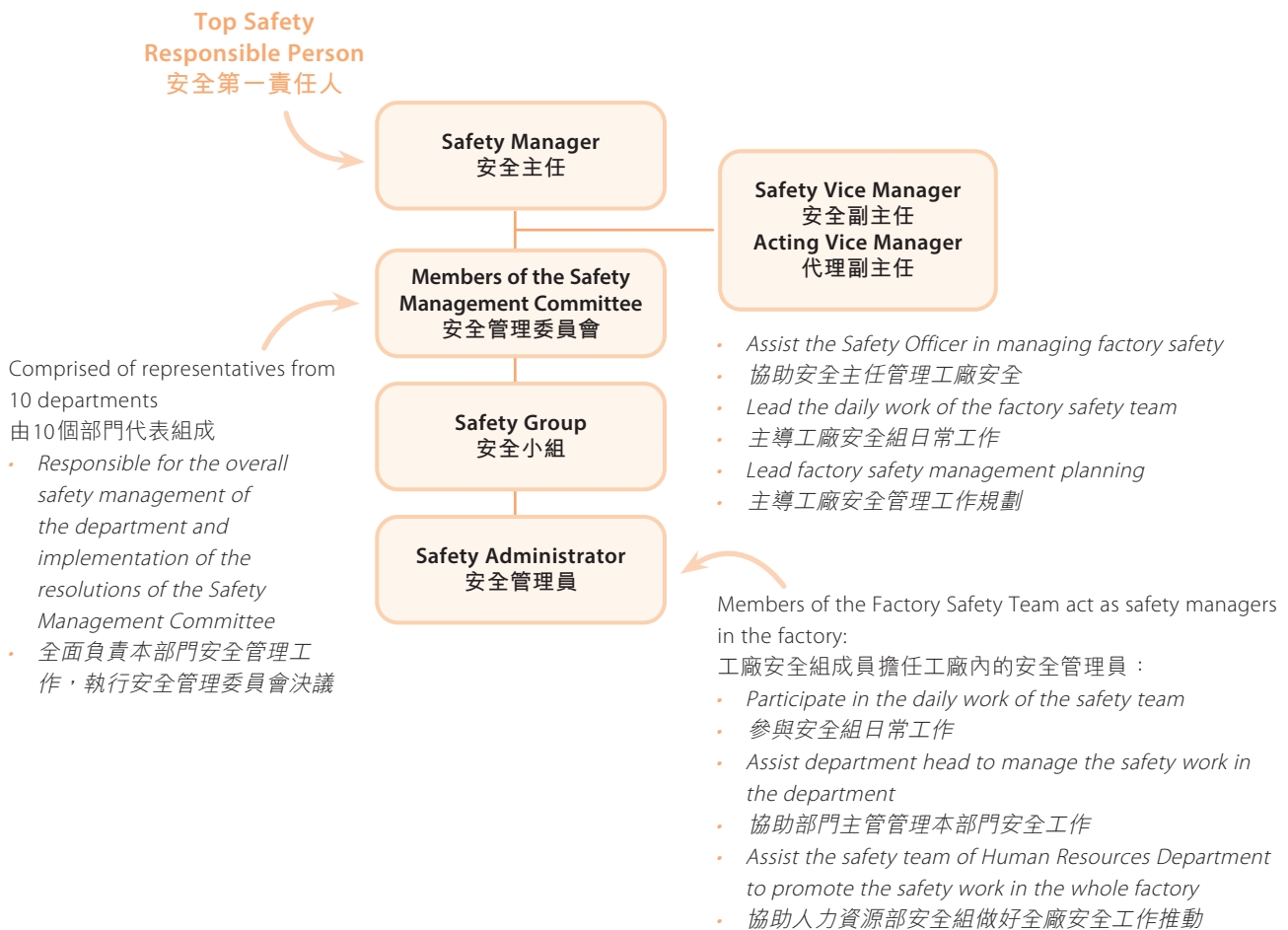
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Safety Management Framework

The Group places emphasis on employee health and the provision of a safe working environment to prevent and avoid occupational hazards to its employees. In order to comply with local laws and regulations relating to production safety, the Group has formulated a production safety responsibility system and established a Safety Management Committee and an organizational structure for safety management. Each level of management and each employee must have a clear understanding of his/her own safety responsibilities, sign a production safety responsibility letter at each level, and perform his/her safety responsibilities strictly in accordance with the production safety responsibility letter.

安全管理架構

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



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

Safe Working Environment

The Group is committed to ensuring that its employees perform their duties in a safe working environment by setting up dedicated staff to conduct regular safety hazard inspections for each production position, with particular attention to positions where significant safety hazards exist. Once safety hazards are detected, the safety personnel will immediately report to the management, request the relevant production process and personnel to suspend work, and formulate a rectification plan. Only after the corrective action has been completed can the relevant production process and personnel continue to work. To ensure that safety hazards are recorded in a timely manner and continuously monitored, we have set up a safety risk and hazard account to keep a detailed record of each newly discovered safety hazard.

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

安全工作環境

本集團致力於確保員工在安全的工作環境下履行職責，通過設立專職人員定期對每個生產崗位進行安全隱患排查，特別關注存在重大安全隱患的崗位。一旦發現安全隱患，安全人員會立即向管理層報告，要求相關生產工序及人員暫停工作，並制定整改計劃。只有在整改完成後，相關生產工序及人員才能繼續工作。為確保安全隱患得到及時記錄和持續監控，我們建立安全風險隱患台帳，詳細記錄每次新發現的安全隱患。

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In accordance with current safety regulations, we require our staff to have adequate safety equipment and make it mandatory for them to wear it properly during work. The Group's Engineering Department is responsible for the repair and maintenance of equipment in the central kitchen and restaurants. The Engineering Department prepares an annual equipment maintenance plan, inspects and maintains the equipment on a regular basis and monitors the operation of major equipment in real time through the installation of internet-based equipment to ensure that the engineers are able to carry out timely repairs to malfunctioning equipment.

In addition, in order to identify potential occupational hazards, we regularly commission a third-party testing organization to conduct occupational hazards tests on the Group's central kitchens, which mainly include tests on noise, high temperature and dust, etc., to assess the occupational hazard risks that may be posed by each job position.

Safety Training and Assessment Mechanism

A safe working environment and occupational health are inseparable from training. Based on the actual situation of each department, the Group incorporated various safety training into our annual training plan, reviewed the implementation at the year-end, and assessed the security risks brought about by business changes, providing a reliable basis for next-year planning. New employees are required to participate in various types of practical training, understand the department's work process and guidelines, and the operational skills of various facilities. Departmental safety education was also arranged, and the Group would conduct regular training on safety mindset, safety knowledge and safety techniques for employees.

根據現行的安全法規，我們要求員工配備足夠的安全設備，並強制要求員工在工作期間正確佩戴。本集團的工程部門負責中央廚房及餐廳設備的維修與保養。工程部門每年編製設備保養計劃，定期檢查和保養設備，並通過安裝物聯網設備即時監控主要設備的運行情況，確保工程人員能夠及時對出現故障的設備進行維修。

此外，為識別潛在的職業危害因素，我們定期委託第三方檢測機構對本集團的中央廚房進行職業病危害因素檢測，主要包括噪音、高溫 and 粉塵等檢測內容，以評估每個工作崗位可能帶來的職業危害風險。

安全培訓及考核機制

培訓工作與安全工作環境、職業健康有著密不可分的關係，本集團結合各部門的實際情況，將各種安全培訓加入集團年度培訓計劃當中，並於年末審視計劃的實施情況及因業務變化帶來的安全風險，為來年的計劃提供可靠的依據。新入職員工接受各類型的實操訓練，瞭解部門的工作流程和指引以及各項設施的操作技術，接受部門安全教育以及經常性的安全思想、安全知識和安全技術的訓練。

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The Group regularly organized on-the-job technical training, safety assessment, and team safety activities to ensure that employees could meet safety standards ideologically, knowledgeably and technically to perform their duties. In addition, we pasted the QR code of the operating procedures on the equipment to effectively avoid accidents caused by employees' careless and mindless equipment operation. Besides, we also required each department to conduct a yearly assessment following the *Assessment Rules for Responsibility Management on Safe Production* to assure employees' safety awareness.

To ensure production safety and enhance the fire safety awareness and self-rescue capabilities of all employees, as well as improve the fire response capabilities of emergency teams, inspect the maintenance and correct usage of firefighting equipment and facilities. The Group has developed the *Company Safety Production Emergency Drill Plan*, aimed at controlling the development of emergency events quickly, orderly, and efficiently, minimizing accident losses to the greatest extent possible.

本集團定期組織崗位技術培訓、安全考核、班組安全活動，以確保員工於思想上、知識上和技術上均能達到安全標準履行其職責。我們於設備上亦貼上操作規程二維碼，有效避免員工因盲目操作設備而發生意外。每年亦會要求各部門根據《安全生產責任管理考核細則》進行考核，確保員工的安全意識。

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

Fire Safety Day 消防安全日

During the Fire Safety Day, we conducted fire simulation drills so that our staff could experience first-hand what to do in case of fire. In addition, we explained the use of fire safety tools, such as fire extinguishers and fire masks, to staff in the office. These practical exercises and professional guidance helped staff to better understand how to react quickly and correctly in the event of a fire, and to enhance their fire safety awareness and self-rescue capabilities.

在消防安全日活動中，我們進行火災模擬演練，讓員工親身體驗火災時該如何應對。此外，我們與員工在辦公現場解釋消防安全工具的使用方法，例如滅火器和防火面罩。這些實際演練和專業指導幫助員工更好地瞭解如何在火災發生時迅速做出正確的反應，提高他們的消防安全意識和自救能力。



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EMPLOYEE TRAINING AND DEVELOPMENT

The Group values the personal growth of its employees and understands that talent is the key to long-term corporate success. We have not only established a standardized staff training mechanism to provide comprehensive online and offline training programs for all staff, but also tailor-made a wide variety of training courses according to the job requirements of our staff. By combining online and offline teaching modes, we provide diversified learning resources. At our headquarter's dedicated Employee Training Center, we provide uniform training opportunities for employees at all levels. In addition, employees in operations and functional departments can take online courses on operational procedures, guidelines, information technology and corporate culture through our e-learning platform.

員工培訓與發展

集團珍視員工的個人成長，深知人才是企業長期成功的關鍵。我們不僅建立標準化的員工培訓機制，為全體員工提供全面的線上和線下培訓計劃，而且根據員工的工作需求，量身定制豐富多樣的培訓課程。通過結合線上和線下教學模式，我們提供多元化的學習資源。在總部特設的員工培訓中心，我們為各級員工提供統一的培訓機會。此外，運營和職能部門員工可以透過電子學習平台，學習關於操作流程、指南、信息技術以及企業文化的線上課程。

Standardized Training Programs through a Centralized Learning Platform

一體化學習平台打造標準化培訓方案

Through the establishment of the "Online Group Learning Platform", the Group has shifted from multiple learning platforms to a unified learning platform for each brand. By watching the online courses and checking the notifications of offline courses delivered at regular intervals, the Group has implemented "All-employee Learning, Active Learning, Efficient Learning and Unified Learning". The platform has uploaded a large amount of learning contents, such as job skills, corporate culture, operating standards of each position in stores, updates of dishes and courses for functional partners, to facilitate employees in searching, learning and downloading, so that a learning atmosphere permeates through the whole company.

集團通過建立「線上集團學習平台」，使各品牌從多個學習平台轉向使用統一學習平台，整合全集團各品牌學習資源，推進學習型組織建設。員工們可輕鬆透過這一平台，觀看豐富的線上課程，並及時獲取定期推送的線下課程通知。這種全方位的學習模式充分體現了「全員學習、主動學習、高效學習，統一學習」的理念。平台上傳了大量的學習內容，涵蓋範圍廣泛，包括崗位技能類、企業文化類、門店各崗位的操作標準、菜品更新、以及針對職能夥伴量身定制的課程。這些課程資源使員工能夠輕鬆搜索、深入學習並隨時下載所需資料，有效營造出濃厚的學習氛圍，滲透到公司的前中後台的每個角落。

In addition, the learning platform accumulates employee learning data to obtain a comprehensive learning report, which the Group can use as a reference to select the most suitable employees for promotion or employment.

此外，學習平台積累了員工的學習數據以獲得全面的學習報告。集團可以將這些報告作為參考，以選擇最合適的員工給予晉升或聘用。

In 2024
2024年



Total Online Course in Online Learning Platform
線上學習平臺總上線課程

1,009 個



Total number of learners
總學習人次

1,000,000+ Person-times 人次



Courses Viewed
課程點閱量達

4,000,000 Times 次



Total Learning Hours
總學習時長

95,000+ Hours 小時

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Our comprehensive training system ensures that our management team and frontline restaurant staff are well equipped with the necessary talent to meet the Group's future development plans. Our transparent and well-established promotion mechanism motivates our staff to strive for higher goals.

For store staff, we have developed a series of training programs covering restaurant operation, management skills, customer communication and team building. We provide staff training manuals and operating instructions to standardize cooking procedures, service etiquette and hygiene standards, and encourage staff to enhance their understanding of corporate culture and professional skills by building an online learning platform.

For management personnel, we have established the Training and Development Unit of the Group, aiming to cultivate in-house management personnel. Senior management, and professional corporate trainers serve as trainers to enhance employees' communication, leadership and strategic thinking through practical training methods such as situational simulations, case studies, and interactive teaching to help employees enhance their competitiveness.

我們完備的培訓體系確保管理團隊到一線餐廳員工都具備足夠的人才儲備，以配合集團未來的發展計劃。我們透明且完善的晉升機制，激發員工朝著更高目標努力奮鬥。

針對門店員工，我們打造一系列涵蓋餐廳經營、管理技能、顧客溝通、團隊建設等方面的培訓課程。我們提供員工培訓手冊和操作指導書，規範餐品烹飪程序、服務禮儀和衛生標準；並通過搭建線上學習平台，鼓勵員工提升對企業文化的瞭解和專業技能。

對於管理人員，我們設立九毛九集團培訓發展組，旨在培養企業內部管理人員。高層管理人員以及專業企業培訓師擔任培訓師，通過情境模擬、案例研討、互動教學等實戰性培訓方式，提升員工的溝通能力、領導能力和戰略思維，助力員工提升競爭力。

"Store Discovery Experience Program"

《門店探索體驗計劃》

To promote a deeper understanding of front-line operations among functional staff, the Company arranges for office employees to conduct on-site explorations at its brand stores for over a week. During this time, they experience the daily operations of various positions, gaining in-depth insights into business processes and potential needs. For example, the Training Department can deeply understand the store's practice of training and learning content; the Finance Department understands the store's cost control and financial reimbursement proposals; the HR Department understands the store's human efficiency management, etc. Through the store exploration arrangement, the functional departments can more closely follow the needs of the front-line business, enhance the understanding of the actual operation of the store, and improve the team's support for the front-line business and the level of service.

為促進職能員工深入理解一線業務，公司安排辦公室員工到旗下品牌門店進行為期一周以上的實地探索，體驗各個崗位的日常運營，深入把握業務流程和潛在需求。如訓練部門可深入瞭解門店對訓練學習內容的實踐情況；財務部門瞭解門店成本管控及對財務報銷建議；人事部瞭解門店人效管理等；通過門店探索安排，職能部門能夠更加緊貼一線業務需求，增強對門店實際運作的認識，提升整個團隊對一線業務的支援和服務水準。

2024
2024年



No. of employees
completed the Discovery
Program
完成探索計劃員工

718 People 名



Covered no. of
Departments
覆蓋部門數量

19

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Talents are important resources for the Group. We have established a fair and transparent promotion mechanism for store employees, based on their professional skills and six key leadership qualities, including creating customer value, effective and open communication, efficient teamwork, results orientation, win-win collaboration, and strategic thinking. We have also created three career development paths for administrative management, front-line, and back-of-house employees to encourage their diverse development. Furthermore, we have developed the *Group Middle Management Post Competition Management Plan*, which clearly outlines the qualifications and procedures for competing for middle management positions. Through qualification review, speeches and defense, and Competition Committee discussions, we select the best employees for the position and further strengthen the construction of the Company's middle management team. In addition, we promote a good mobility of talents within the Group through a variety of channels, including the launch of competition for middle management positions, internal postings, cross-brand transfers, the implementation of the *Rules of the Internal Talents Mobility Management*, and the establishment of an internal recruitment platform, etc. We have also gradually built up our internal talent pool system, which has enabled us to effectively stockpile high-quality talents and realize timely mobilization of vacancies in order to support the steady development of the Company.

人才是集團的重要資源，我們為門店員工制定公正公開的晉升機制，以員工專業能力和六項關鍵領導力等作為員工晉升的評估依據，包含創造顧客價值、有效坦誠溝通、高效團隊、結果導向、合作共贏以及戰略思維。同時，構建行政管理類、門店前廳和後廚三類員工成長通道，鼓勵員工多元發展，制定《集團中層管理崗競聘管理方案》，明確中層管理崗的競聘資格和程序，通過資格審查演講和答辯，及競聘委員會討論，最終評選出適合崗位的員工，進一步加強公司中層管理隊伍的建設。此外，我們還通過開展中層管理崗競聘、內部調崗、跨品牌調動、實施《內部人才流動管理規定》及建立內部招聘平台等多種途徑，促進集團內部人才的良性流動，並逐步構建內部人才庫體系，通過有效儲備優質人才，實現空缺崗位的及時調動補給，支撐公司穩健發展。

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Career Dual-Channel Development Program

職業雙通道發展體系方案

In order to enhance employees' career planning and professional competence, as well as to effectively manage the Company's human resources, increase organizational capacity, and promote a win-win situation for both employees' careers and the Company's operations, we have implemented the "Jiumaojiu Group Career Dual-Channel Development Program". The program includes two development paths, the professional path and the management path, in which employees can continue to grow. The dual-channel system is based on each business segment and is divided into operation, market, technology, supply chain, professional and management, with a total of six groups, 22 categories and 68 positions. The professional channel is divided into 6 levels, while the management channel includes 4 levels, including Managerial Level, Director Level, President Level, and Chairman Level.

為提升員工職業生涯規劃和專業能力，以及有效管理公司人力資源、增進組織能力，促進員工職業和公司經營雙贏，我們實施「九毛九集團職業雙通道發展計劃」。計劃包括專業通道和管理通道兩個發展路徑，員工可以在其中持續成長。雙通道體系基於各業務板塊，劃分為運營族、市場族、技術族、供應鏈族、專業族和管理族，共計6個族群、22個類別、68個崗位。專業通道分為6個等級，而管理通道則包括經理級、總監級、總裁級、董事長級等4個級別。

Senior Management

Mr. Kang Zhijun, an external lecturer, was invited to teach at the Company to help the senior management team to improve their management ability with the management thinking of Drucker. Through a month of online book clubs and offline courses and workshops, he helps executives review and consolidate basic management knowledge, and gain new inspiration from old knowledge to better cope with challenges and opportunities.

高級管理人員

外部講師康至軍先生受邀到公司授課，以德魯克管理思想幫助高管團隊提升管理能力。通過一個月的線上讀書會與線下課程和工作坊的形式，幫助高管們回顧和鞏固基本的管理知識，並在舊知識中獲取新的啟發，以更好地應對挑戰和機遇。

Managerial Executives

To standardize management language and enhance management capability, a training program for managerial level executives was launched. The program consists of a one-month online book reading session and a two-day offline course to review classic management knowledge. The offline courses were conducted by Ms. Xuemei Jiang, a teacher in charge of the Group's training and development team in the Organizational Development Department. Through these training activities, we aim to help our managerial staff enhance their professionalism and improve their management standards.



經理級管理人員

為統一管理語言並提升管理能力，針對經理級管理人員開展培訓計劃。包括一個月的線上讀書會和兩天的線下課程，旨在重溫經典管理知識。線下課程由集團組織發展部的培訓發展組負責人蔣雪梅老師講授。通過這些培訓活動，旨在幫助經理級管理人員提升專業素養，提高管理水準。

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EMPLOYEE CARE AND COMMUNICATION

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

The Group values employee feedback and seeks to gain a better understanding of their perception and evaluation of the Company. By understanding their needs, we can improve the employee experience and enhance the achievement of the Group's various indicators.

員工關愛與溝通

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

集團重視員工意見，為進一步瞭解員工對公司的認識和評價，瞭解員工的需求，從而更好地提升員工體驗，促進集團各項指標的完成。

Nathan Foundation

Nathan基金會

In order to promote the harmonious development of the Jiumaojiu Group and take care of the well-being of its employees, the Group established the Nathan Foundation in 2014. The Foundation is funded by donations from the Chairman and the management, with a total amount of not less than RMB1,000,000 per annum, with the aim of assisting the Group's employees and their family members (including siblings, spouses, children, parents and parents of spouses) to cope with the financial difficulties arising from major illnesses, serious accidental injuries as well as education and schooling. Employees of the Group who have worked continuously for at least one year will automatically become members of the Foundation and enjoy the Foundation's support services.

為促進九毛九集團的和諧發展，照顧員工福祉，集團於2014年成立Nathan基金會。該基金會的資金來源為董事長及管理層捐贈，每年合計不少於100萬元人民幣，旨在幫助集團員工及其家人（包括兄弟姐妹、配偶、子女、父母、配偶父母）應對重大疾病、嚴重意外傷害以及教育入學方面的經濟困難。九毛九集團連續工作滿一年的員工即可自動成為基金會會員，享受基金會的幫扶服務。

2024
2024年



Employees Received Assistance From
the Nathan Foundation
員工獲得Nathan基金會的援助

106 People 名



Total Aim Amount of Approximately RMB
援助金額共約人民幣

1,740,000 元

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In addition, we have been actively building and optimizing our suggestion collection channels so that our employees can put forward suggestions on the Group's operations through the relevant channels, and encourage them to actively identify and solve problems in their work.

另外，我們亦積極打造及優化建議收集渠道，令員工能夠透過相關渠道提出對集團運營的建議，鼓勵員工在工作中積極發現並解決問題。

"Good Ideas": Collecting staff's suggestions on the Group's operation

「好點子」：收集員工對集團運營的建議

The Group has set up an opinion gathering platform, "Good Ideas", where employees can share their ideas and provide valuable advice and suggestions for the Group's development. The open communication mechanism promotes employee engagement and helps the Group to be more flexible in responding to challenges, making continuous improvements and innovations, and promoting the sustainable development of the Group.

集團設有意見收集平台「好點子」，員工可以分享他們的想法，為集團的發展提供寶貴的意見和建議。開放式的溝通機制促進員工參與感，有助於集團更加靈活地應對挑戰，不斷改進和創新，推動企業持續發展。

As of December 2024,

截至2024年12月



Platform has received suggestions over

平台共收到超過建議

183

We have adopted suggestions

當中採納

70

In order to enhance employees' team spirit and sense of belonging, the Group organizes rich and colorful staff building activities on a regular basis. These activities allow employees to enjoy happiness and relaxation after work, and strengthen the cohesion and centripetal force of the team. Through participating in these activities, employees can feel the warmth and support of the Group's extended family, enhance their sense of identity and belonging to the Company, and promote the cultivation of teamwork and team spirit among employees, thus laying a solid foundation for the Group's development.

為了增強員工的團隊意識和歸屬感，集團定期舉辦豐富多彩的員工團建活動。這些活動讓員工在工作之餘享受快樂和放鬆，加強團隊的凝聚力和向心力。員工通過參與團建活動，感受到集團大家庭的溫暖和支持，增強對公司的認同感和歸屬感，促進員工之間的協作與團隊精神的培養，為集團的發展打下堅實的基礎。

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2024 Staff Team Building Events

2024年員工團建活動

Every year, the Group organizes a variety of fun team building activities to help employees relax, enhance mutual understanding and trust, and cultivate the spirit of teamwork.

每年，集團都會組織各種有趣的團建活動，讓員工們得以放鬆身心，增進彼此之間的瞭解和信任，培養團隊協作精神。



Joint Social Activities

社團聯合活動



Engineering Department Reunion

工程部團建



Basketball Team

籃球社



Badminton Team

羽毛球社

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CUSTOMER RIGHTS PROTECTION

We are committed to providing quality products and services to ensure that our customers enjoy the protection of their rights and interests in the process of consumption. We strictly comply with relevant laws and regulations to protect the legitimate rights and interests of our customers in terms of store security, customer privacy protection and information security.

We are committed to building a group image of integrity and honesty, upholding the concept of customer-centeredness, providing customers with a safe and secure consumption experience, and striving to create a comfortable and enjoyable dining environment, so that each and every one of our customers can feel our heart and care.

Safety Management of Stores

Safety management of our stores is our top priority, and we actively manage the safety of our stores by strictly complying with the *Law of the People's Republic of China on Work Safety* and the *Fire Protection Law of the People's Republic of China* and other relevant laws and regulations.

Stores provide children's dining chairs and children's tableware to enhance the safety and comfort of children during the eating process. They help ensure that children are seated securely during meals and are able to use age-appropriate tableware, making family meals a more convenient and relaxing experience.

顧客權益保護

我們致力於提供優質的產品和服務，確保顧客在消費過程中享有權益保障。我們嚴格遵守相關法律法規，在門店安全、顧客私隱保護及資訊安全等方面保障顧客的合法權益。

我們致力建立誠信、誠實的集團形象，秉持著以顧客為中心的理念，為顧客提供安全、放心的消費體驗，努力營造舒適、愉快的用餐環境，讓每一位顧客都感受到我們的用心和關懷。

門店安全管理

門店安全管理是我們的首要任務，我們嚴格遵守《中華人民共和國安全生產法》《中華人民共和國消防法》等相關法律法規，積極管理門店的安全。

門店提供兒童餐椅及兒童餐具，提高兒童進食過程中的安全性和舒適度。有助確保孩子們在用餐時坐得穩固，並能夠使用適合其年齡的餐具，為家庭用餐帶來更便利和輕鬆的體驗。

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With regard to restaurant construction, we have formulated the *Table of Ancillary Conditions for Construction Projects* for each brand of stores, specifying the store acceptance standards, and endeavoring to create a safe, high-quality, and aesthetically pleasing dining environment for our customers. In order to further standardize the acceptance of projects, Tai Er uses an online acceptance system, in which the Customer Service Department evaluates the quality of materials and construction techniques during on-site inspections, and provides timely feedback and tracking of construction progress online to ensure that store construction is delivered on time and in accordance with quality. In order to protect the quality of store design and construction, the brand's customer service department regularly conducts acceptance training for relevant personnel to clarify the design standards and continuously improve the quality of store decoration.

During the operation of our stores, we require each store to apply for fire safety and security certificates in accordance with the requirements of the place of operation to ensure compliance and safe operation. At the same time, we conduct regular fire safety assessments and store equipment inspections to ensure that the facilities and equipment are in normal operating condition and to minimize the occurrence of safety incidents.

Privacy Protection

The Group, in accordance with the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, the *Personal Information Protection Law of the People's Republic of China*, the *Cybersecurity Law of the People's Republic of China*, and other relevant laws and regulations, has formulated internal policies such as the *Jiumaojiu Information Security Management System*, the *Information System Risk Prevention System*, the *Group Data Backup and Security Management System*, the *Jiumaojiu Group Privacy Policy*, the *Jiumaojiu Group Data Compliance Policy*, the *Jiumaojiu Group Data Security Management System*, the *Jiumaojiu Group Data Compliance Code of Conduct*, the *Data Classification and Grading Management Measures*, and the *Data Security Incident Emergency Management Measures*. These policies aim to continuously standardize the Group's information security management, conduct compliance reviews, and protect customer privacy in accordance with the law. Regarding the process of information collection, processing, storage, and disposal, the Group's Information Department has established effective communication channels to enable users to manage their personal data, and, upon user request, delete their accounts and related information. In addition, we ensure that the settings, privacy policies, and privacy protection measures of the Group's mini-programs comply with legal and regulatory requirements.

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

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

隱私保障

集團按照《中華人民共和國消費者權益保護法》《中華人民共和國個人信息保護法》《中華人民共和國網絡安全法》等法律法規，制定《九毛九信息安全管理制度》《信息系統風險防範制度》《集團數據備份安全管理制度》《九毛九集團隱私政策》《九毛九集團數據合規方針》《九毛九集團數據安全管理制度》《九毛九集團數據合規行為準則》《數據分類分級管理辦法》《數據安全事件應急管理辦法》等內部政策，持續規範本集團信息安全，進行合規審查和顧客隱私保障，依法保護顧客隱私。對信息收集、處理、儲存及銷毀的流程，本集團的信息部建立有效的溝通渠道，讓用戶管理個人資料，按其用戶要求註銷其帳號及相關信息。此外，我們亦確保集團旗下小程序設置、隱私政策、隱私保護方面符合法律法規的要求。

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Reinforcing Information Safety 強化信息安全

Sense Reinforcement 強化意識

- Specifying the obligations of employees on confidential information and they should not disclose the confidence and important documents of the Company;
- 明確員工具具有信息保密義務，不得洩露公司機密、重要文件等；
- Employees should have training on risk prevention and confidentiality before starting their jobs, and should receive regular confidentiality inspections to assure information safety.
- 員工上崗前需進行風險安全及保密培訓，並定期接受信息保密檢查，確保信息安全。

Protection Upgrade- 提升防護

- Information Technology Center should regularly conduct virus checking to the computers in office and timely instruct the employees through the office system to timely update antivirus software and install key patches
- 信息部門對辦公電腦定期殺毒，並適時在辦公系統指引員工及時更新殺毒軟件及安裝重要補丁。

Authority Management 權限管理

- Employees should apply for internal system authority based on business needs and could only access relevant information after approval;
- 員工按照業務需求申請內部系統權限，經審批通過後方可查閱相關資料；
- The authorities will be revoked or under control after the employees left the Company.
- 員工離職後將及時收回或管控權限。

Timely Backup 及時備份

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

Password Management 密碼管理

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

Identity Authentication 身份驗證

- Customers' account security would be protected by the identity authentication and user security agreements of WeChat if they logged in through WeChat.
- 微信登錄方式由微信的身份驗證及用戶安全協議來保障顧客的賬戶安全。

Responsibilities Clarification 明確權責

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

Information Protection 信息保護

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



Privacy Protection 隱私保障

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In terms of personnel management, in addition to training our staff on information security, we have also promoted the updating and signing of the *Confidentiality Agreement* and *Non-compete Agreement*, and formulated and published the *Employee Privacy Policy*, etc., so as to continue to regulate and bind the Group's personnel to protect user privacy and the security of the Group's data in accordance with the law.

REASONABLE MARKETING AND PROMOTION

The Group operates in a responsible manner and implements the brand publicity copy management system under the *Guidelines on Crisis Management* in compliance with the *Advertising Law of the People's Republic of China* and other laws and regulations. We adhere to the ten principles of copywriting self-check to honestly and objectively present the Group's cuisine and dining environment, strictly prohibit the release of false advertisements, and avoid triggering the restriction on the areas where advertisements can be released. To ensure the authenticity and reliability of our messages, we report to the Public Affairs Department at least three days in advance of our external communications on the content of our graphics and channels of delivery, and all marketing activities and promotional materials are subject to stringent scrutiny by the Department.

We believe that our customers have the right to know about our food, and we pride ourselves on the quality of our ingredients. In our ordering menu, we explain in detail the ingredients used in each dish, which not only boosts customers' confidence, but also gives them a better understanding of our dedication and focus. Letting our customers know the ingredients used in our dishes is an important part of our commitment to food safety and quality, and an important part of building trust with our customers.

在人員管理方面，我們除對員工進行信息安全培訓外，還推進《保密協議》《競業協議》的更新及簽署、制定並發佈《員工隱私政策》等工作，持續規範及約束集團人員依法保護用戶隱私及集團數據的安全。

合理行銷及宣傳

本集團以負責任的模式營運，遵照《中華人民共和國廣告法》等法律法規實施《危機管理指引》中的品牌宣傳文案管理制度。我們堅守著文案自查的十大原則，誠實客觀地呈現集團的美食和用餐環境，嚴禁發佈虛假廣告，避免觸碰廣告發佈地區的限制。為確保信息真實可靠，我們在對外宣傳前至少提前三天向公共事務部門報告圖文內容和投放渠道，所有行銷活動和宣傳資料均經過部門嚴格審核。

本集團相信顧客對我們的食物有知情權，而我們引以為傲的是我們的美食用料優質。在點餐功能表中，我們詳細說明每個菜品所使用的食材，這樣做不僅提升顧客的信心，也讓顧客更加瞭解我們的用心和專注。讓顧客瞭解菜品的原材料，是我們對食品安全和品質的堅定承諾，也是我們與顧客建立信任關係的重要一環。

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愛－關愛夥伴，以人為本

During the Reporting Period, we have not been subject to any fines or administrative penalties in respect of marketing and promotion that would have a material adverse effect on our business operations.

While upholding the spirit of law and order, the Group is also committed to innovating engaging marketing methods to interact with customers in a more dynamic and interesting way. We are actively exploring the field of digital marketing, using social media platforms and data analytics tools to accurately target our target audience and provide personalized services and offers to let our customers feel our dedication and professionalism. We will continue to innovate and keep pace with the times to bring more surprises and value to our customers and become their trusted first choice.

RURAL REVITALIZATION

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

We actively support the National Rural Revitalization Strategy through innovative cooperation models, such as “Company + Village Collective Economy + Farmers + Base”, “Company + Professional Village + Farmers + Base”, etc. In 2024, we have successfully mobilized more than 200 farmers to participate in aquaculture, promoted employment and income generation, promoted the development of local specialty aquaculture industry, and assisted in the completion of 12 aquaculture projects, which have created more than RMB20 million of economic output value for the local townships.

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

在秉持法紀精神的同時，本集團也致力於創新吸引人的行銷方法，以更生動、有趣的方式與顧客互動。我們積極探索數字化行銷領域，運用社交媒體平台和數據分析工具，精準定位目標受眾，提供個性化服務和優惠，讓顧客感受到我們的用心和專業。我們將不斷創新，與時俱進，為顧客帶來更多驚喜和價值，成為他們信賴的首選。

鄉村振興

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

我們通過創新合作模式，如「公司+村集體經濟+農戶+基地」、「公司+專業村+農戶+基地」等聯農帶農方式，積極支援國家鄉村振興戰略。2024年，我們已成功帶動200餘戶農戶參與水產養殖，促進就業和收入增收，推動當地特色水產養殖業發展，助力12個養殖項目建成，為當地鄉鎮創造超過人民幣2,000萬元的經濟產值。



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

Joint Shareholding and Collaborative Development Paint a New Picture of Common Prosperity: “Rich Town, Strong Village Company” in Dengta Town, Dongyuan County

合股聯營抱團發展繪就共富新圖景：東源縣燈塔鎮「富鎮強村公司」

The Group's joint venture, Heyuan Tai Er Agriculture Company, actively participated in the “Rich Town, Strong Village Company” project in Dengta Town, Dongyuan County. Under the guidance of Shenzhen's work team stationed in Dengta Town, the project adopted a model where 14 village collective economic organizations' cooperatives jointly hold shares and receive dividends based on their shareholding. This promoted close cooperation among villages, jointly established a California Bass Aquaculture Base focusing on factory-based recirculating aquaculture technology. Once the Aquaculture Base is fully operational, it is expected to achieve an annual production value exceeding RMB4 million.

本集團合資聯營的河源太二農業公司積極參與東源縣燈塔鎮的「富鎮強村公司」項目，項目在深圳駐燈塔鎮幫鎮扶村工作隊的引領下，採用支持14個村集體經濟組織旗下經濟合作社共同持股、按股分紅的模式，推動各村緊密合作，合資打造出以工廠化循環水養殖技術為核心的加州鱸魚養殖項目。該養殖基地全面投產後，預計可實現年產值超人民幣400萬元。

Heyuan Tai Er Agriculture Company provided the project with comprehensive support across the entire industry chain and expert guidance on aquaculture techniques. By implementing a guaranteed purchase price system which successfully tackled sales challenges. The project thrives on a collaborative model, leveraging the unique strengths of various parties including the government, banks, enterprises, village collectives, and farmers. This synergy not only led to mutual benefits but also established lasting partnerships and interconnected interests. The project created a robust industry chain focusing on common prosperity, intensified efforts to boost farmers' incomes, addressed employment issues for farmers and drove forward the broader agenda of rural revitalization. On March 6, 2024, the project commenced production with the initial release of California bass fry. Over the following seven months, the aquaculture team, leveraging their professional skills and attentive care, strictly controlled every aspect of the fish fry's growth, resulting in a successful harvest in September, brought in an income of RMB1.2 million for the local area.

河源太二農業在項目裏提供全產業鏈支援以及專業的養殖技術指導，並通過落實保價收購機制，成功解決了銷售難題，並在政府、銀行、企業、村集體、農戶等各方專長優勢支持下，實現多方合作共贏，同時構建長效合作與利益聯結機制，建立共富產業鏈，強化農民增收舉措，解決農民的就業問題，全面推進鄉村振興。2024年3月，首批加州鱸魚苗正式投入養殖。在隨後的7個月裏，養殖團隊憑藉專業技術與悉心照料，對魚苗生長的每一個環節嚴格把控。而在9月，養殖基地迎來大豐收，為當地帶來了人民幣120萬元的收入。



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Jiumaojiu Group “Bright Classroom for Eye-Care Project”, Protech Children’s Eyesight in Li County, Gansu 九毛九集團「亮堂護眼教室」計劃，走進甘肅禮縣守護兒童視力

On November 6, 2024, the Group held an acceptance ceremony for the “Bright Classroom for Eye-Care Project” (the “Project”) at the Third Middle School in Li County, Gansu. A total of 1,030 sets of LED eye-care lamps complying with the new national standard were installed in 99 classrooms of three schools in Gansu, creating a healthier and more comfortable learning environment for children.

在2024年11月6日，九毛九集團舉辦「亮堂護眼教室」計劃（「計劃」）驗收儀式，活動在甘肅省禮縣第三中學舉行。計劃為當地三所學校的99間教室安裝符合新國標的LED護眼燈，共計1,030套，為孩子們打造一個更健康、舒適的學習環境。



The project was initiated by Jiumaojiu Group since 2023 with the aim of providing high-quality eye protection lamps to schools in remote areas to improve classroom lighting conditions. It is in line with the *2023 National Comprehensive Prevention and Control of Childhood and Adolescent Myopia Work Plan* issued by the Ministry of Education, which incorporates vision health into the quality education to effectively alleviate the vision problems caused by insufficient lighting. The program improves the visual health of students and enhances the teaching environment of the whole school.

九毛九集團自2023年啟動計劃，旨在為偏遠地區學校提供高品質的護眼燈，改善教室照明條件，符合教育部頒佈的《2023年全國綜合防控兒童青少年近視重點工作計劃》，將視力健康納入素質教育，有效緩解因照明不足導致的視力問題。計劃改善學生的視力健康，也提升整個學校的教學環境。

The Group will continue to focus on rural education and its commitment to the children’s future, providing a bright and healthy learning environment through the program, and taking responsibility for the community and the public welfare of education.

集團將持續關注鄉村教育和對孩子們未來的承諾，通過計劃為孩子們提供一個明亮、健康的學習環境，為社會和教育公益負上責任。

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

We are committed to be a leader in green and sustainable development by taking on challenges, pursuing innovation and surpassing ourselves. We have the courage to introduce advanced technologies to promote innovation in the industry, enhance efficiency, reduce energy consumption and realize environmentally friendly operations. In the face of climate change, we are bold enough to take responsibility and actively respond to it by taking actions to reduce carbon emissions and contribute to the mitigation of climate change. We insist on high standards of responsible management, advocate low-carbon transformation of suppliers, promote responsible sourcing of raw materials, and ensure that every link in the supply chain complies with the principle of sustainable development. With the spirit of "Bravery", we lead the catering industry in its efforts to achieve environmental, social and economic co-evolution.

我們勇於承擔挑戰，積極追求創新，不斷超越自我，致力於成為綠色可持續發展的引領者。我們勇於導入先進技術推動行業創新，提升效率，降低能源消耗，實現環境友好運營。面對氣候變化，我們敢於承擔責任，積極應對，採取行動減少碳排放，為緩解氣候變化問題出一份力。我們堅持高標準的責任管理，倡導供應商低碳轉型，推動負責任的原料採購，確保供應鏈中每一個環節都符合可持續發展的原則。我們以「勇」的精神，引領著餐飲業為實現環境、社會和經濟的共同發展而努力。

ESG Issues We Focused in this Chapter 此章節關注的ESG議題



Digital Transformation
數字化轉型



Contribute to Industry Development
貢獻行業發展



Response to Climate Change
應對氣候變化



Supply Chain ESG Management
供應鏈ESG管理

UN SDGs We Focused in this Chapter



章節回應的聯合國可持續發展目標

BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

勇 — 勇於爭先，勇於承擔

DIGITAL TRANSFORMATION

Smart Catering has the ability to open up the catering industry chain, which can fully utilize the ecological strengths of the catering industry and enable catering enterprises to identify potential opportunities based on the suitability of the current digital applications and achieve true digital upgrading. The Group has been committed to promoting the digital transformation of the catering industry. Through internal and external collaboration, the Group aims to enhance the digital capabilities of catering enterprises so as to improve operational efficiency and optimize customer experience. Internally, digitization is the key to optimizing internal management and the main tool to achieve cost reduction and efficiency of the Group; externally, digital capability is the foundation of traffic operation and channel/model innovation, which is the high point of competition for catering enterprises in the future.

The Group has established a software technology company, Da Tou (Guangzhou) Software Technology Co., Ltd. ("Da Tou Software"), which has been assessed by the Department of Industry and Information Technology of Guangdong Province as a Specialized and Innovative New Enterprise for the year 2023 in January 2024, and has passed the certification of ISO9001 quality management system, which is a major contribution to the Group's transformation towards digitization of the catering industry. Currently, Da Tou Software has completed the replacement of third-party software with the self-developed SaaS system module. The self-developed Da Tou Restaurant System is a comprehensive solution covering multiple system modules such as ordering, cashiering, takeaway platform, queuing, supply chain, manpower center and big data analysis, providing an integrated full-process solution for restaurant enterprises. This system fills the gap in the outsourcing demand for management systems in the domestic food and beverage chain industry, and the results of the evaluation of the results are in a leading position in the country, providing strong support for the digital transformation of the food and beverage industry. 2024, Da Tou Software has obtained a total of 5 software copyrights and 2 invention patents, which further demonstrates the Group's leading position in the field of technological innovations and solutions, and establishes a higher industry standard for its products and services; demonstrates our technological and scientific innovation, and shows that we are a leader in the industry. It further proves the Group's leading position in technological innovation and solutions, sets higher industry standards for products and services, demonstrates our strengths in technological innovation, injects new vitality into the digital transformation and intelligent development of the catering industry, and helps the industry move towards a smarter and more efficient future.

數字化轉型

智慧餐飲具有開拓餐飲產業鏈的能力，能夠充分發揮餐飲產業的生態力，讓餐飲企業根據當前數字化應用的適配性找到潛在機會，實現真正的數字化升級。本集團一直致力於推動餐飲數字化轉型，通過內外協同，提升餐飲企業的數字化能力，以提高運營效率和優化顧客體驗。在內部方面，數字化是優化內部管理的關鍵，是實現集團降本增效的主要工具；對外而言，數字化能力則是流量運營和渠道／模式創新的基礎，是餐飲企業未來競爭的制高點。

集團成立軟件技術公司—大頭(廣州)軟件技術有限公司(「大頭軟件」)，其於2024年1月已被廣東省工業和信息化廳評為2023年專精特新企業，並通過ISO9001質量管理體系的認證，是本集團通向餐飲行業數字化轉型的一大助力。目前，大頭軟件已完成自主研發的SaaS系統模塊替代第三方軟件的工作。而自主研發的大頭餐飲系統是一套全面的解決方案，涵蓋點餐、收銀、外賣平台、排隊、供應鏈、人力中台以及大資料分析等多個系統模組，為餐飲企業提供一體化的全流程解決方案。這系統填補國內餐飲連鎖行業對管理系統的外購需求空白，成果評價結果在國內處於領先地位，為餐飲行業的數字化轉型提供強力的支援。2024年，大頭軟件共獲取5份軟體著作權及2項發明專利證書，進一步證明本集團在技術創新和解決方案領域的領先地位，為產品和服務樹立更高的行業標準；展現我們在科技創新方面的優勢，為餐飲行業的數字化轉型和智慧化發展注入新的活力，助力行業走向更加智慧化、高效化的未來。

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Da Tou Smart Franchise Management System 大頭有智加盟管理系統

Da Tou Smart Franchise Management System is an efficient and intelligent operation management platform designed for franchisees and headquarters managers, aiming to simplify and optimize the daily operation process of franchisees, while providing comprehensive management support for the headquarters. The system integrates a variety of powerful functions to help users more easily manage stores, sales, inventory, finance and other dimensions to enhance overall operational efficiency and customer satisfaction. Both headquarters and franchisees can manage store information conveniently through the system. Users can also view basic store information, operation status, staff scheduling, sales information, etc. on the platform at any time.



大頭有智加盟管理系統是專為加盟商及總部管理者設計的一款高效、智慧的運營管理平台，旨在簡化和優化加盟商的日常運營流程，同時為總部提供全面的管理支援。這系統集成多種強大功能，幫助用戶更輕鬆地管理門店、銷售、庫存、財務等多個維度，提升整體運營效率和顧客滿意度。無論是總部還是各地加盟商，都可以通過系統方便地管理門店資訊。用戶更可以在平台上隨時查看門店的基本資料、運營狀況、員工排班、銷售資料等。

The system also incorporates a training function to provide a series of training courses and support services to help franchisees integrate and enhance their operational capabilities. Franchisees can access the latest operational guidelines, product training and marketing strategies through the platform. The system also includes a customer support function that allows franchisees to submit questions to the head office at any time to ensure that problems are resolved in a timely manner.

系統亦加入培訓功能，提供一系列培訓課程與支援服務，以幫助加盟商更快地融入並提升運營能力。加盟商可以通過平台獲取最新的操作指南、產品培訓以及行銷策略等內容。系統還設有客服支援功能，加盟商可以隨時向總部提交問題，確保遇到困難時能夠得到及時解決。

Through its comprehensive functional settings, Da Tou Smart Franchise Management System helps franchisees save a lot of time and energy in the operation process, while the headquarters can make more accurate market decisions through information and reports, thus gaining an advantage in the fierce market competition.

大頭有智加盟管理系統通過其全面的功能設置，幫助加盟商在經營過程中節省大量的時間和精力，而總部則可以通過資料和報告做出更精準的市場決策，從而在激烈的市場競爭中佔據優勢。

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CONTRIBUTE TO INDUSTRY DEVELOPMENT

Through its influence and actions, Jiumaojiu Group is committed to leading the direction of the industry, promoting regional economic growth, advocating food safety standards, and promoting the development of green food and beverage. Through participation in local government policy-making meetings and industry association exchanges, the Group has been actively involved in the development of relevant industry standards and the formulation of national policies. Through participation in conferences and training, we not only enhance our professional knowledge and industry insights, but also share our experience and practices for the development of the entire food and beverage industry. In 2024, the Group actively participated in numerous government and industry conferences at international, national, provincial, and municipal levels. These included events such as the State Administration for Market Regulation's food safety training, the Guangdong Provincial Development and Reform Institute's expert consultation symposium, the 2024 annual meeting of the National Technical Committee for Standardization of Chain Operations, the CCFA's industry food safety trend exchange, and the Guangdong Food Safety Assurance Promotion Association's high-quality development symposium. Through our involvement in these conferences and training sessions, we not only enhanced our professional knowledge and industry insights but also shared our practical experiences to contribute to the development of the entire food and beverage industry. In 2024, we participated in over 28 government meetings and more than 30 industry conferences in total.

貢獻行業發展

九毛九集團通過自身的影響力和行動，致力於引領行業發展方向，推動地區經濟增長，宣導食品安全標準，以及推動綠色餐飲的發展。通過參與地方政府政策制定會議和行業協會交流會，九毛九集團積極參與制定相關行業標準和推動國家政策的制定。在這些會議上，公司能夠分享自身的經驗和見解，提出建議，推動行業規範化和可持續發展。2024年，本集團參加多個國際、國家及省市區級別政府會議及不同主題的行業會議，當中包含國家市場監督管理總局食品安全培訓、廣東省發展和改革研究院專家諮詢座談會、全國連鎖經營標準化技術委員會2024年工作會議、CCFA行業食品安全趨勢交流、廣東省食品安全保障促進會高品質發展座談會等，通過參與會議和培訓，不僅提升自身的專業知識和行業洞察力，還為整個餐飲行業的發展分享我們的經驗實踐。於2024年，我們共參與政府會議28餘次，行業會議30餘次。

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Sun Island Food and Health Think Tank Forum 太陽島食品與健康高端智庫論壇

In August 2024, the Group was invited to participate in the “New Opportunity – New Quality – New Life” Sun Island Food and Health Think Tank Forum, which was jointly organized by the Outlook Weekly and the Heilongjiang Branch of Xinhua News Agency, and co-hosted by the Outlook Think Tank and the Heilongjiang Center of Xinhua News and Information Center. The forum invited representatives from local governments, industry associations, colleges and universities, as well as entrepreneurs in the field of food and health, totaling more than 150 guests, to jointly explore new opportunities for industrial development under the guidance of the “Big Food Concept”, new quality of product upgrading driven by innovation, and new life of people’s health under the change of consumer demand.



2024年8月，本集團應邀參與由瞭望週刊社和新華社黑龍江分社聯合主辦，瞭望智庫、新華社新聞資訊中心黑龍江中心共同承辦的「新機遇·新品質·新生活」太陽島食品與健康高端智庫論壇。論壇邀請來自地方政府、行業協會、高校等方面的代表，以及食品與健康領域的企業家共150餘位嘉賓，共同探討「大食物觀」引領下的產業發展新機遇、創新驅動下的產品升級新品質和消費需求變化下的人民健康新生活。

During the forum, Vice President Zhao Yuanyuan shared her views on the future development of the food and beverage industry, as well as the challenges encountered in the development of healthy food and beverage and the practices of Jiumaojiu Group in healthy food and beverage. For example, the Group has established a strict supplier evaluation system, optimized the selection of gas-saving ingredients to build up a gas-saving ingredient database, and introduced professional nutritionists to the R&D team. 在論壇中，代表趙媛媛副總裁除分享未來餐飲業發展的觀點外，還分享健康化餐飲發展所遇到的挑戰與九毛九集團在健康餐飲上的實踐。例如：建立嚴謹的供應商評估體系、優選節氣食材建立節氣食材庫，並引入專業營養師至研發團隊。

At the end of the forum, a signing ceremony was held for nationally famous catering and food enterprises to join hands with Longjiang to create a better life, and “2024 Typical Cases of Innovative Development of China’s Food and Health Enterprises” was released. The “2024 Typical Cases of Innovative Development of Chinese Food and Health Enterprises” was also announced. Jiumaojiu Group was also honored with the award, which will serve as a reference for the future development of the food and health industry.

論壇最後舉行全國知名餐飲食品企業攜手龍江共創美好生活簽字儀式，並發佈「2024中國食品與健康企業創新發展典型案例」。九毛九集團亦獲得該榮譽，為食品與健康產業的未來發展提供借鑒。



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Jiumaojiu Group also promotes the industry through customer education. Through various activities, seminars, information dissemination and training courses, the Company strives to raise customers' awareness and understanding of food safety and green catering. Customer education helps to raise customers' awareness of food quality and safety, as well as promotes the popularization and implementation of green and sustainable consumption concepts.

九毛九集團也通過顧客教育來促進行業的發展。通過開展各類活動、舉辦講座、發佈資訊和舉辦培訓課程，公司致力於提升顧客對食品安全和綠色餐飲的認知和了解。顧客教育有助於提高顧客對食品品質和安全的關注度，也有助於推動綠色、可持續的消費理念的普及和落實。

Promoting Green Transformation of the Catering Industry 推動餐飲行業的綠色轉型

In July 2024, the Group was invited to participate in the Guangzhou-France Economic and Trade Cooperation Policy Interpretation and Roundtable Dialogue 2024 organized by the Guangzhou Municipal Bureau of Commerce and the French Chamber of Commerce and Industry in China. In addition to presenting the relevant policies on the food and beverage industry, introducing various enterprise-friendly policies to support the green transformation and development of food and beverage enterprises, and setting up a platform for the communication between the government and enterprises, the meeting also introduced the situation of the Guangzhou Municipality's promotion of the high quality development of green low-carbon and green energy. At the same time, the Group also introduced Guangzhou's efforts in promoting the development of low carbon, green energy and high quality. Representatives of the Group also shared their experience in industrialized water recycling system, waste oil recycling, "Tai Er Garbage Man" and "He Yingjun Public Welfare Cat Food", demonstrating how Jiumaojiu Group integrates environmental protection concepts into its daily operations.

2024年7月，本集團應邀參與由廣州市商務局、中國法國工商會主辦的2024廣州—法國經貿合作政策解讀暨圓桌對話的國際級會議，該會議除了解讀餐飲業相關政策、介紹各項支援餐飲企業綠色轉型發展的惠企政策並搭建政企溝通平台，同時亦介紹廣州市推進綠色低碳、綠色能源高品質發展情況。本集團代表更在會上分享工業化循環水養殖系統、廢油再循環利用、「太二垃圾俠」及「何英俊貓糧」等項目，展示九毛九集團如何將環保理念融入日常運營的具體實踐。



We believe that participation in such high-level international conferences will help enhance the Group's brand image and provide us with valuable opportunities to communicate with government departments, industry experts and other enterprises, so that we can better understand the latest policy directions and industry trends, thereby formulating business strategies that are more in line with the requirements of sustainable development, and at the same time, contributing to the promotion of the green transformation of the catering industry.

我們相信，參與這種高級別國際會議有助於提升本集團的品牌形象，也為我們提供與政府部門、行業專家及其他企業交流的寶貴機會，讓我們更好地了解最新的政策導向和行業趨勢，從而制定更符合可持續發展要求的經營策略，同時，在推動餐飲行業的綠色轉型上貢獻自己的力量。

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RESPONSE TO CLIMATE CHANGE

Climate change has led to frequent extreme weather events, which have a significant impact on business operations. To respond to climate change and improve the resilience of the Group's business operations, we collaborated with a third-party ESG consultant to conduct a climate risk assessment of the Group. We identified climate change risks that may or have already had a significant impact on the Group, including the fact that most of our customers dine in shopping centers or malls are located in first – or second-tier cities, which have high resilience to extreme weather events such as typhoons, storms, and heavy rain in terms of rainwater drainage, building structure, communication infrastructure, and power grid facilities. Therefore, we believe that the impact of extreme weather on our store operations is limited. In addition, changes in climate conditions (such as changes in rainfall patterns and rising environmental temperatures) may also affect the stability of the Group's suppliers and breeding chains, as well as the quality and cost of our ingredients, which poses a certain level of operational risk. As of the end of the Reporting Period, our business operations or financial performance have not been significantly affected by climate change or extreme weather conditions. We have identified the following risks and taken corresponding mitigation measures in response to the risks brought about by the changes in policies, laws, technologies, and markets taken by the market or regulatory agencies to mitigate and adapt to climate change (transition risks):

應對氣候變化

氣候變化導致極端天氣頻發，對企業營運產生重大影響。為應對氣候變化並提高集團業務營運的韌性，我們與第三方ESG顧問共同開展集團的氣候風險評估。我們識別可能或已經對本集團產生重大影響的氣候變化風險，其中，顧客就餐區域大多位於購物中心或購物商城內，所在地大多位於一線或二線城市，該等城市無論對雨水疏導、樓宇結構、通信基礎設施、電網設施均就極端天氣（如颱風、風暴和暴雨）的影響韌性較高；因此，我們認為集團的門店營運受到極端天氣的影響有限。此外，氣候狀況的變化（例如：降雨模式變化、環境溫度上升）亦有可能會影響本集團供應商供貨與集團養殖鏈的穩定性及對食材的質素與成本構成影響，這致使我們存有一定程度營運風險。截至報告年底，我們的業務營運或財務業績並無因氣候變化或極端天氣狀況而受到任何重大影響。對於市場或監管機構為緩解和適應氣候變遷的需求，在政策、法律、技術和市場所採取的變化所帶來的風險（過渡風險），集團已識別以下風險及作出相應緩解措施：

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Risk 風險	Risk Description 風險描述	Mitigation 緩解措施
Transition Risks		
過渡風險		
Stricter regulatory disclosure requirements on climate change 關於氣候變化的更嚴格的監管披露要求	<ul style="list-style-type: none"> The stricter ESG disclosure requirements will increase the risk for the Group of noncompliance with relevant laws and regulations (such as the ESG Guide), which may result in legal or regulatory actions, business interruptions, reputational and/or financial losses, or increased capital investment and compliance costs. 更加嚴格的ESG披露要求將增加集團未能遵守相關法律和法規的風險，使集團面臨法律或監管行動、業務中斷、聲譽和／或財務損失，或資本投資和合規成本增加。 	<ul style="list-style-type: none"> Regularly monitor existing and emerging trends, policies, and regulations related to climate change. We are prepared to alert senior management when necessary to prevent cost increases, regulatory fines, or reputational risks that may result from delayed responses. 定期監測與氣候有關的現有和新出現的趨勢、政策和法規，並準備在必要時提醒最高管理層，以避免因反應遲緩而導致成本增加、違規罰款或聲譽風險。 Engage a third-party ESG professional to provide ESG reporting services, ensuring the quality and accuracy of our Group's ESG reports, as well as compliance with relevant regulations. 聘請第三方ESG專業人士提供ESG服務，以確保集團ESG報告內容的品質和準確性，並遵守相關法規。 Regularly meet with ESG professionals to stay updated on the latest ESG news and regulatory updates, allowing us to take timely and appropriate measures. 定期與ESG專業人士會面，了解最新的ESG新聞和法規更新，以便及時採取適當措施。

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

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Risk 風險	Risk Description 風險描述	Mitigation 緩解措施
Physical Risks 實體風險		
<p>Extreme weather events may lead to the suspension of business operations 極端天氣或導致集團業務停運</p>	<p>The frequency and severity of extreme weather events such as typhoons, storms, and heavy rain may increase, which could damage power grids, communication infrastructure, or cause flooding, hindering and endangering our employees' work and safety. This could result in decreased productivity and reduced capacity, or expose the Group to risks associated with nonperformance and delayed performance, leading to business interruptions, financial losses, or employee injuries.</p>	<p>Site selection in the pre-construction phase Before construction begins, the Group commissions third-party professional organizations to conduct environmental impact assessment analysis, including an analysis of the surrounding environment. This allows the Group to better understand potential environmental risks that may occur in the surrounding area, such as flooding or landslides, and take appropriate preventative and contingency measures during construction to mitigate these risks.</p>
	<p>• 颱風、風暴和暴雨等極端天氣的頻率和嚴重程度增加，可能會破壞電網、通信基礎設施或造成洪水，妨礙和傷害我們員工的工作與安全，導致能力下降和生產率降低，或使本集團面臨與不履行和延遲履行有關的風險，導致業務中斷、財務損失或員工受傷。</p>	<p>前期選址 在建設前均委託第三方專業機構進行環境影響評價分析，當中亦包含項目地周邊環境的分析，讓集團更了解周邊環境或會發生的環境風險，例如：洪澇災害、山泥傾斜等，在工程建設時能夠作出相應防範及應變建設。</p>
	<p>• Extreme weather events may also cause damage to the Group's assets, goods, and equipment, leading to increased facility maintenance and repair costs. Insurance premiums may also increase, and the availability of insurance coverage may be affected, especially for operational locations with a high frequency of extreme weather events and lower resilience, such as the bass farming base.</p> <p>• 極端天氣還可能對集團的資產、貨物和設備造成損害，導致設施維護和維修費用增加。保險費亦可能增加，保險範圍的可用性可能會受到影響，特別是對於極端天氣發生頻率且較低抗禦力的營運地點，例如鱸魚養殖基地。</p>	<p>Operating To minimize potential risks and hazards to our employees, especially during adverse or extreme weather conditions, the Group adopts flexible work arrangements and preventive measures. This includes developing emergency response plans, conducting regular evacuation training and drills.</p> <p>營運中 為了最大限度地減少對員工潛在的風險和危險，本集團在惡劣或極端天氣條件下採取靈活的工作安排和預防措施，制定應急計劃；恆常進行疏散培訓和演習。</p>

BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

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Risk 風險	Risk Description 風險描述	Mitigation 緩解措施
<p>Frequent extreme weather events and chronic climate changes can potentially disrupt the Group's supply chain</p> <p>極端天氣頻發與慢性的氣候狀況變化或會影響集團供應鏈穩定</p>	<p>Extreme weather conditions can also lead to disruptions in our logistics and supply chain, as well as damage to the Group's farming operations. This can affect the stability and quality of raw material supply and product delivery services, as well as impact procurement costs for the Group. Furthermore, changes in climate conditions can result in water scarcity, severely affecting the water supply to our farming facilities and potentially impacting production, such as reduced yields or production shutdowns.</p> <p>極端天氣條件也可能導致我們的物流、供應鏈中斷、集團養殖鏈受損，影響原材料供應和產品交付服務的穩定性、質素及對集團採購成本構成影響。而氣候狀況的變化可導致水資源短缺，嚴重影響養殖基地的水源供應，可能對生產造成影響，如減產、生產停擺等。</p>	<p>Supply Chain Resilience Measures</p> <ul style="list-style-type: none"> Maintain at least two suppliers for each key material Regularly conduct supply chain disruption drills <p>供應鏈防線</p> <ul style="list-style-type: none"> 每1種主要材料至少配備兩個供應商 恆常進行供應鏈中斷演練 <p>Supply center</p> <p>Comprehensive measures have been taken to respond to extreme weather conditions, such as establishing typhoon and water-level monitoring mechanisms and response and evacuation plans, reinforcing doors and windows, carrying out regular repair and maintenance on building infrastructure, elevating the warehouse floor from the ground to mitigate flooding risk, and setting up diesel power generators in case of power outages during extreme weather event, etc.</p> <p>供應中心</p> <p>採取全面措施應對極端天氣，例如建立颱風和水位監測機制以及應對和疏散計劃，加固門窗，對建築基礎設施進行定期維修和保養，將倉庫地面抬高以減輕洪水風險，並設置柴油發電機以應對極端天氣事件期間可能發生的停電等。</p>

BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

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SUPPLY CHAIN ESG MANAGEMENT

The Group has integrated sustainability into the core of its business and actively promotes ESG management of the supply chain to minimize the environmental and social impacts of the supply chain while promoting the long-term healthy development of the industry.

Sustainable Supply Chain

The Group achieves comprehensive and sustainable supply chain management through the establishment of a comprehensive supplier management policy to ensure compliance of suppliers and partners in terms of ethics, environmental standards and labor rights protection, as well as continuous monitoring and evaluation to ensure the traceability and sustainability of products and services.

供應鏈ESG管理

九毛九集團將可持續發展融入業務核心，積極推進供應鏈ESG管理，以降低供應鏈對環境及社會的影響，同時促進行業的長期健康發展。

可持續供應鏈

本集團透過建立完善的供應商管理政策，實現全面的可持續供應鏈管理，確保供應商及合作夥伴在道德、環境標準及勞工人權保障等方面的合規性，並實行持續監測與評估，以確保產品和服務的可追溯性與可持續性。

Multi- Departmental Collaborative Management 多部門合作管理

By assigning supplier sourcing and evaluation responsibilities to different departments, we ensure that suppliers are rigorously scrutinized and confirmed by each department, and effectively prevent any malpractice in the evaluation process. At the same time, we have established a comprehensive list of suppliers to ensure the efficient and transparent operation of the supply chain.

將供應商的尋源與評估職責分配至不同部門，確保供應商經各部門嚴格審核確認，並有效防止在評估過程中出現不正當行為。同時，我們建立了完善的供應商名單，確保供應鏈的高效透明運行。

Reducing the environmental impact of the supply chain 減少供應鏈的 環境影響

Reduce travel carbon emission 減少差旅碳排放

Reduce travel for face-to-face meetings by communicating with suppliers via phone or online meetings.

透過電話或線上會議形式與供應商溝通，減少面對面會議的差旅需求。

Optimize Product Packaging 優化產品包裝

Coordinate with suppliers to change product packaging specifications and adopt bulk purchasing as much as possible to minimize the generation of disposable packaging waste.

與供應商協調改變產品包裝規格，盡可能採用大批量採購模式，減少一次性包裝廢物的產生。

Reduce carbon emissions in logistics 減少物流碳排放

Select logistics companies that use electric vehicles to reduce the Group's Scope 3 carbon emissions.

選用使用電動車的物流公司，減少本集團範圍三的碳排放。

Ongoing communication and monitoring 持續溝通與監測

Regular communication is maintained with suppliers to monitor their sustainability performance in environmental protection, labor rights protection and business operations through regular audits and evaluations to ensure continuous improvement and consistency with the Group's sustainability objectives.

與供應商保持定期溝通，透過定期審核和評估，監測其在環境保護、勞工權益保障及業務運作中的可持續發展表現，確保其持續改進並與本集團的可持續發展目標保持一致。

BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

勇 — 勇於爭先，勇於承擔

Sustainable Procurement

Jiumaojiu Group is committed to promoting sustainable procurement, incorporating environmental protection and social responsibility into our core business strategy, and setting clear policies and long-term goals to achieve a positive impact on the planet and society. Through our commitment, policies and goals, we are committed to promoting environmental protection and sustainable development of our supply chain, and to creating greater value for our customers, society and the planet.

可持續採購

九毛九集團致力於推動可持續採購，將環境保護與社會責任納入核心運營策略，制定明確政策和長遠目標，以實現對地球和社會的積極影響。我們透過承諾、政策和目標，推動供應鏈環境保護與可持續發展，致力為顧客、社會和地球創造更大的價值。

Commitment to Sustainable Procurement

可持續採購的承諾



Protecting forests and biodiversity 保護森林與生物多樣性

Strong commitment to zero deforestation, avoiding forest degradation or ecosystem destruction due to demand for raw materials by choosing responsible suppliers.

承諾零森林砍伐，通過選擇負責任的供應商，避免因原材料需求而導致森林退化或生態系統破壞。



Reduce greenhouse gas emissions from fish farming 減少魚類養殖溫室氣體排放

Collaborate with farms and suppliers to adopt innovative technologies and sustainable farming management practices to reduce greenhouse gas emissions from fish farming and support a low-carbon food culture.

與農場及供應商合作，採用創新技術和可持續的養殖管理方式，降低魚類養殖過程中的溫室氣體排放，支持低碳飲食文化。



Promoting Traceability at the Farm Level 推動農場層面的可追溯性

Ensure that the source of raw materials can be traced back to the farm level, meeting compliance and sustainability standards, to provide customers with safe and reliable products.

確保原材料來源可追溯至農場層面，滿足合規和可持續標準，為顧客提供安心的產品。

Sustainable Procurement Policies and Actions in 2024

2024年可持續採購的政策與行動

100% purchased soy is non-genetically modified organism soy
採購的大豆可為非轉基因大豆

Sustainable Soy Sourcing 可持續大豆採購

Continuously collaborate with suppliers to use non-genetically modified organism soy as raw materials, actively ensuring the environmental friendliness of our products and the supply chain.

與供應商持續合作，採用非轉基因大豆作為原材料，積極確保產品及供應鏈的環境友好性。

100% beef purchased has obtained quality or sustainability-related certifications
採購的牛肉通過品質或可持續相關的認證

Sustainable Beef Sourcing 可持續牛肉採購

Sourcing beef raw materials from suppliers with external quality or sustainability-related certifications to ensure that customers are provided with high-quality, environmentally friendly beef products.

牛肉原材料採購自獲得外部品質或可持續相關認證的供應商，確保為顧客提供高品質且環境友好的牛肉產品。

BE COURAGEOUS IN STRIVING FOR SUCCESS AND TAKING RESPONSIBILITY WITH BRAVERY

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57.1% seafood purchased is
certified by ASC/MSC/BAP
採購的海鮮通過ASC/MSC/BAP認證

Sustainable Seafood Sourcing 可持續海鮮採購

Sourcing sustainable seafood that has obtained ASC, MSC, BAP certifications or equivalent certifications, ensuring the provision of high-quality and environmentally friendly seafood products to customers.

採購通過ASC認證、MSC認證、BAP認證或同等認證的可持續海鮮，確保為顧客提供高品質且環境友好的海鮮產品。

96% suppliers are located in
Mainland China
供應商位於中國內地

Localized Sourcing and Reducing Carbon Emissions 本地化採購與減少碳排放

Prioritize local suppliers to reduce carbon emissions associated with long-distance transportation. We also promote bulk purchasing and reduce packaging waste to minimize the environmental impact of our supply chain.

優先選擇本地供應商，減少長距離運輸帶來的碳排放。同時推動批量採購和減少包裝廢棄物，以降低供應鏈對環境的影響。

Long-term Goals for Sustainable Procurement

可持續採購的長期目標



100% Certified Raw Materials 100%認證原材料

Achieve 100% certified sustainable sourcing of all key raw materials (including but not limited to meat).
實現所有關鍵原材料（包括但不限於肉類）100%通過可持續認證的採購。



GHG

Reduce Carbon Footprint 降低碳足跡

Work with suppliers to reduce the carbon footprint of the supply chain and support China's carbon neutrality goals.

與供應商合作，將供應鏈的碳足跡減少，支持中國的碳中和目標。



Agricultural and Social Impact Improvement 農業與社會影響改善

Promote sustainable development at the farm level through training, technical support and collaborative projects to improve farmers' incomes and living standards, achieving a win-win situation for both the economy and the environment.

透過培訓、技術支持及合作項目，促進農場層面的可持續發展，提升農民的收入和生活水平，實現經濟與環境效益的雙贏。

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

Adhering to the concept of “Strive for Excellence”, the Group pursues excellence in quality and adheres to the principle of quality first, and is committed to providing customers with high-quality products and services. We prioritize the selection of natural and green ingredients to ensure the quality and nutritional value of our products, to meet the needs of different customers, to promote the “Safe Table” strategy, to continuously improve our service standards, to create a comfortable dining space, and to provide customers with a safe and healthy dining experience. With regard to intellectual property protection, we protect our innovations through a comprehensive management system to ensure that our products are legal and compliant, and to safeguard the rights and interests of our customers and the value of our brand. With “Excellence” as our guide, we enhance the customer experience in all aspects and help the enterprise to move forward steadily on the road of sustainable development.

九毛九集團秉承「向優而行」的理念，追求卓越品質，堅持品質第一的原則，致力於為顧客提供優質的產品與服務。我們優先選擇天然綠色食材，確保品質與營養價值，滿足不同顧客需求，推進「放心餐桌」戰略，不斷提升服務標準，營造舒適的用餐空間，為顧客提供安心健康的用餐體驗。針對知識產權保障，我們通過完善的管理體系保護創新，確保產品合法合規，維護顧客的權益與品牌價值。我們以「優」為導向，全方位提升顧客體驗，並助力企業在可持續發展的道路上穩步前行。

ESG Issues We Focused in this Chapter 此章節關注的ESG議題



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



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



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

UN SDGs We Focused in this Chapter



章節回應的聯合國可持續發展目標



STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優一優質產品，向優而行

PRODUCT DIVERSIFICATION AND NUTRITION AND HEALTH

With customers' health as the core, Jiumaojiu Group selects natural and green ingredients to ensure the safety and nutritional value of each dish. At the same time, the Group has introduced more diversified meals to meet the needs of modern people for a healthy diet, combining the concepts of health and sustainability. We firmly believe that through a variety of healthy options and nutritional combinations, we can bring our customers a more secure and better dining experience.

Product Research and Development Innovation

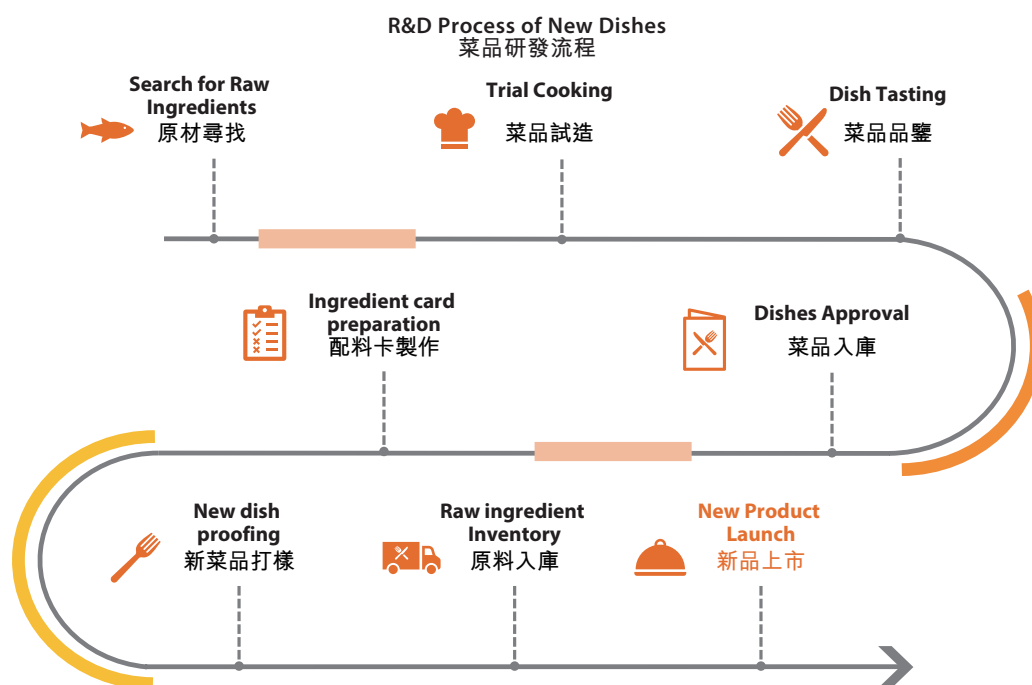
The Group has strong research and development capabilities and has organized a diversified research and development team covering various fields such as cooking, food nutrition and quality control. Our Group's R&D team holds multiple professional qualifications, including National Level Sichuan Cuisine Master Chef, International Culinary Promotion Association Judge, Special Grade 3 Chinese Cuisine Chef, Level 4 Chinese Pastry Chef, and others. These qualifications demonstrate our team members' professional knowledge and skills in the culinary and food industry.

產品多元化與營養健康

九毛九集團以顧客健康為核心，精選天然綠色食材，確保每道菜品的安全與營養價值。同時，集團推出更多元的餐點，滿足現代人對健康飲食的需求，將健康與可持續發展理念結合。我們堅信，通過多樣化的健康選項與營養搭配，能為顧客帶來更安心、更美好的用餐體驗。

產品研發創新

本集團擁有強大的研發能力，組建一支多元化的研發團隊，涵蓋烹飪、食品營養、品質控制等多個領域，而團隊亦擁有多項專業資格，其中包括國家級川菜烹飪大師、國際美食促進會評委、特三級中式烹調師、四級中式面點師等，證明我們團隊成員在烹飪和食品領域的專業知識和技能。



STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優 – 優質產品，向優而行

In order to promote research and development, the Group actively cooperates with universities, research institutes and industry associations to explore innovative product development ideas by integrating scientific technology with traditional culinary techniques. Through innovative research and development, we provide customers with a wide range of culinary choices, incorporating health and nutritional values into each dish, and continue to bring customers a better dining experience.

Diversified Product Choices

The Group strives to satisfy the needs and preferences of different customers with a wide range of product choices, and to create a rich and diversified culinary experience through innovation and market adaptability.

Tai Er is based on a single product focus strategy and has won wide market recognition through the creation of highly recognizable Suancai & Fish categories. Meanwhile, in order to satisfy the diversified demands and customers' needs for healthy diets, Tai Er continues to innovate by breaking the traditional spicy flavor and launching a non-spicy version of Suancai & Fish. This new product retains the characteristics of the core dishes and expands the brand's target audience, offering new choices for customers who are less able to eat spicy food or prefer lighter flavors.

All restaurants under Jiumaojiu Group's brands offer children's meals specially designed to meet the taste needs and nutritional balance of young customers. The children's meals are designed to be healthy, rich and interesting, using natural and high-quality ingredients, strictly controlling the content of sugar, salt and fat, and at the same time focusing on a reasonable combination of meat and vegetables to support the healthy growth of children. The menu is designed with children's preferences in mind, incorporating colorful visual elements and creative presentations to attract children's interest.

為推動研發工作，集團積極與高校、研究機構和行業協會展開產學研合作，融合科學技術與傳統烹飪技藝，探索創新的產品開發思路。通過創新研發，我們為顧客提供多元化的美食選擇，將健康與營養價值融入每一道菜品，持續為顧客帶來更優質的用餐體驗。

多樣化產品選擇

集團致力以多樣化的產品選擇滿足不同顧客的需求與偏好，通過創新和市場適應能力，打造豐富多元的美食體驗。

太二以單品聚焦策略為基礎，通過打造高辨識度的酸菜魚品類，贏得廣泛市場認可。同時，為滿足多元化需求和顧客對健康飲食的需求，太二不斷創新，打破傳統辣味特色，推出不辣版酸菜魚。這一創新產品保留核心菜品的特色，擴大品牌的目標受眾，為不太能吃辣或偏好清淡口味的顧客提供新的選擇。

九毛九集團旗下各品牌餐廳均提供專為兒童設計的兒童餐點，以滿足小顧客的口味需求和營養均衡。兒童餐點以健康、豐富和趣味性為核心，選用天然優質的食材，嚴格控制糖、鹽、脂肪的含量，同時注重葷素合理搭配，支持兒童的健康成長。功能表設計充分考慮孩子的喜好，融入色彩繽紛的視覺元素和創意擺盤，吸引孩子們的興趣。



STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優－優質產品，向優而行

Healthy Diet Commitment

Jiumaojiu Group actively promotes the concept of healthy eating and prioritizes customers' nutritional balance and healthy living. The Group strictly selects natural and high-quality ingredients, such as additive-free flour, non-transgenic soybean oil and green pollution-free fruits and vegetables, to ensure the purity and safety of the ingredients. In the development of dishes, the Group emphasizes the principles of low sugar, low fat and low salt, and strictly controls the use of artificial additives. At the same time, the Group introduces healthy meals that are rich in vitamins, minerals and other nutrients to satisfy customers' demand for a balanced diet. The Group also promotes a seasonal food culture by tapping into local seasonal ingredients and incorporating them into the design of the menu in order to preserve the best flavor and nutritional value of the ingredients. In addition, through in-store activities and social media platforms, the Group promotes nutritional and health knowledge and encourages customers to be health-conscious while enjoying their meals, with a view to creating a quality dining experience that is "Reliable and Hygienic Dining" for its customers.

健康飲食承諾

九毛九集團積極推行健康飲食理念，將顧客的營養均衡和健康生活放在首位。集團嚴格甄選天然優質食材，如無添加的麵粉、非轉基因大豆油及綠色無公害蔬果，確保食材的純淨與安全。在菜品研發中，注重低糖、低脂、低鹽原則，嚴格控制人工添加劑的使用，同時推出富含維生素、礦物質等營養成分的健康餐點，滿足顧客對均衡飲食的需求。集團還提倡時令飲食文化，通過挖掘本地應季食材，融入功能表設計，以保留食材的最佳風味與營養價值。此外，九毛九集團通過門店活動及社交平台，普及營養健康知識，鼓勵顧客在享受美食的同時關注健康，致力於為顧客打造「放心餐桌」的優質用餐體驗。

Moms' Wisdom Helps Children's Health: Jiu Mao Jiu Established Advisory Panel of Childcare Experts 媽媽智慧助力兒童健康：九毛九創立育兒專家顧問團

In November 2024, in order to improve the quality and safety of children's food, Jiu Mao Jiu has innovatively set up a panel of "Childcare Experts" comprised of five mothers with diverse backgrounds, demonstrating the brand's emphasis on children's health and injecting new vitality into the development of a "Parent-child Friendly" restaurant brand.

2024年11月，九毛九品牌為提升兒童餐飲品質與安全，創新性地成立由5位多元背景媽媽組成的「育兒專家」顧問團，展現品牌對兒童健康的重視，為打造「親子友好型」餐廳品牌注入新的活力。

The advisory panel boasts a strong lineup of members, including parenting KOLs, professional nutritionists, and baby food experts. What they have in common is that they are all mothers, enabling them to provide valuable advice to the brand from multiple perspectives. The main tasks of the advisory panel include: ensuring scientific and nutritionally balanced food combinations, strictly controlling the quality of ingredients, and innovating meal presentation methods to increase children's interest in eating.

顧問團的成員陣容強大，涵蓋育兒界KOL、專業營養師及寶寶輔食達人。她們的共同點是都身為人母，能夠從多角度為品牌提供寶貴建議。顧問團的主要任務包括：確保食材搭配的科學性和營養均衡、嚴格把關食材品質、以及創新餐食呈現方式以提高兒童的用餐興趣。



STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優－優質產品，向優而行

Moms' Wisdom Helps Children's Health: Jiu Mao Jiu Established Advisory Panel of Childcare Experts 媽媽智慧助力兒童健康：九毛九創立育兒專家顧問團

The Advisory Panel plays a key role in the new product development process. Their professional advice is always present, from the early stage of formula discussion to the later stage of on-site sampling. The Brand Department fully absorbs the suggestions of the consultant team by organizing working meetings and tasting sessions. After the launch of the product, the Brand Experience Department will also conduct follow-up visits to ensure that the quality of the product continues to be optimized.

在新產品開發過程中，顧問團扮演著關鍵角色。從前期的配方討論到後期的實地試吃，她們的專業意見貫穿始終。品牌部門通過組織工作會議、試吃會等形式，充分吸收顧問團的建議。產品推出後，品牌體驗部還會進行跟進回訪，確保產品品質持續優化。

The influence of the Advisory Panel is not limited to the dishes themselves. Following their suggestion, Jiu Mao Jiu added a detailed nutritional analysis of children's meals to its online ordering system, which greatly improved the transparency of the menu information, enhanced customer trust, and provided parents with a more scientific basis for their choices. In addition, the Advisory Panel also participates in the optimization of the restaurant environment, such as adding child-friendly facilities and tableware, to create a more suitable atmosphere for the whole family to share a meal.

顧問團的影響力不只限於菜品本身。在她們的建議下，九毛九在線上點單系統中加入兒童餐的詳細營養分析，大大提高菜品信息的透明度，增強顧客信任，也為家長們提供更科學的選擇依據。此外，顧問團還參與餐廳環境的優化，如增設兒童友好設施和餐具，營造更適合全家共享的用餐氛圍。

The establishment of the Mothers Advisory Panel signified the commitment of Jiu Mao Jiu to healthy diet. Through the integration of professional knowledge and practical parenting experience, the Mothers' Advisory Panel has successfully put the concept of customer-centeredness in place, and has contributed to the promotion of children's dietary health in the catering industry.

媽媽顧問團的成立標誌著九毛九對健康飲食的承諾，通過融合專業知識與實際育兒經驗，成功地將以顧客為中心的理念落實到位，在促進餐飲行業對兒童飲食健康的重視有一定的貢獻。



多汁番茄通粉兒童餐
Q2辣通心粉，甜甜茄汁醬（可免鹽味通心粉一份）

營養指南	每份含量
15.2g	114.56g
蛋白質	碳水化合物
9mg	9.2g
維生素C	脂肪

*以上營養成分數值係基於本餐廳所供應的食材及調料，根據中國營養成分表計算得出，僅供參考。
*實際購買的兒童餐可能因原料批次、產地、供應季節、生產加工工藝及門店製作過程等導致與本餐廳略有差異；另外，九毛九亦不定期更新產品配方，亦有可能影響上述營養成分數值。（此次數據更新時間為2024年12月）



番茄牛牛烩飯兒童餐
Q2辣甜茄汁醬

營養指南	每份含量
17.71g	66.31g
蛋白質	碳水化合物
29.8mg	2g
維生素C	脂肪

*以上營養成分數值係基於本餐廳所供應的食材及調料，根據中國營養成分表計算得出，僅供參考。
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中國營養成分表數據：6-17歲兒童每人每天攝入建議150-200g，其中飽和脂肪酸供能應≤30-50g

STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優一優質產品，向優而行

Natural Sour Soup with Whole Cut Ingredients: the Perfect Blend of Health and Flavor for Song Hot Pot & Shanwaimian
天然酸湯原切食材：鴛火鍋&山外面健康與美味的完美融合

In Song Hot Pot and Shanwaimian of the Group, Guizhou sour soup pots are made by traditional fermentation process, with zero acidity regulator, zero coloring and zero preservatives, preserving the pure flavor and natural nutrition of the soup. At the same time, the hot pot ingredients are also adhering to the concept of health and quality, such as beef tendon using the original cutting process to ensure that no additives, the real presentation of the original flavor and freshness of the ingredients. This reflects our ultimate pursuit of quality ingredients, and responds to our customers' expectations for a healthy diet, bringing hotpot lovers a new choice with more peace of mind and more delicious flavor.

集團旗下鴛火鍋和山外面，貴州酸湯鍋選用傳統發酵工藝精製而成，做到零酸度調節劑、零色素、零防腐劑，完美保留酸湯的純正風味與自然營養。同時，火鍋配料也秉承健康優質的理念，例如牛板腱採用原切工藝，確保無任何添加，真實呈現食材的本味與鮮美。體現了我們對食材品質的極致追求，回應顧客對健康飲食的期待，為火鍋愛好者帶來更加安心和美味的全新選擇。

The tea drink upgrade program of Song Hot Pot uses "Real Tea and Real Milk" as raw materials, and the whole line of products conforms to the health concept of "Zero Creamer, Zero Phytate, Zero Hydrogenated Vegetable Oil, Zero Trans Fatty Acid, and Zero Instant Tea Powder". This upgrade emphasizes the original tea drinking experience, but also focuses on customer health. By providing healthy and pure tea options, this helps to meet the needs of increasingly health-conscious customers.

鴛火鍋的茶飲升級方案採用「真茶、真奶」為原料，全線產品契合「零奶精、零植脂末、零氫化植物油、零反式脂肪酸、零即溶茶粉」的健康理念。升級強調原汁原味的茶飲體驗，還注重顧客健康。通過提供健康、純淨的茶飲選擇，有助於滿足健康意識日益增強的顧客需求。



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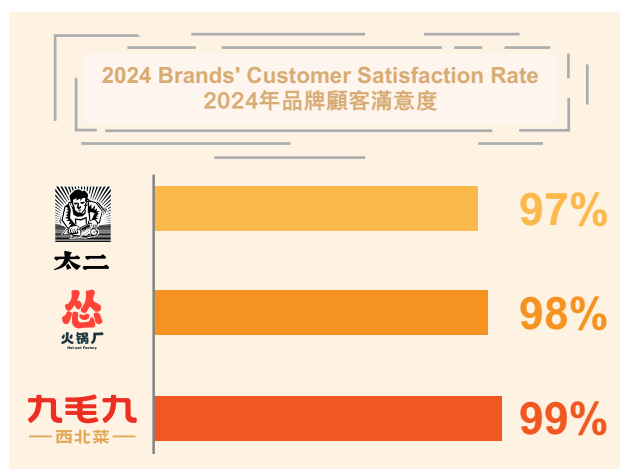
優 — 優質產品，向優而行

DINING ENVIRONMENT/CUSTOMER SERVICE

The brand restaurants under the Jiumaojiu Group are committed to creating a comfortable, warm, and creative dining environment. From store design to lighting arrangements, every detail is carefully considered to create an atmosphere that reflects the brand's personality while providing a relaxing and enjoyable experience. The Group adheres to the principle of "Customer First", implementing a service system that balances standardization and personalization. Through continuous training, the professional skills of service staff are enhanced to ensure that every customer receives attentive and thoughtful service. Additionally, the Group collects customer feedback through multiple channels, actively optimizing operational and service processes. Digital management tools, such as smart queuing systems and online reservation platforms, are integrated to streamline the dining process and enhance the overall experience. The Jiumaojiu Group is dedicated to conveying warmth in every service interaction, providing customers with a high-quality dining experience.

就餐環境／顧客服務

集團旗下品牌餐廳致力於打造舒適、溫馨且富有創意的用餐環境，從店鋪設計到燈光佈置，無不注重細節，營造出既貼近品牌個性又令人放鬆愉悅的氛圍。集團秉持「顧客至上」的原則，推行標準化與個性化並重的服務體系，通過持續培訓提升服務人員的專業素養，確保每一位顧客都能享受到細緻周到的服務。此外，集團通過多渠道收集顧客回饋，積極優化運營及服務流程，並融入數字化管理工具提升效率，如智慧排隊系統、線上預訂平台等，簡化顧客的就餐流程，提升整體體驗。九毛九集團致力於在每一次服務中傳遞溫度，為顧客帶來優質的用餐享受。



Enhancing the Dining Environment

The Jiumaojiu Group is committed to adjusting and upgrading the interior design of its restaurants to meet the ever-changing tastes of customers and optimize the dining experience. The Group pays attention to details, from store decor and lighting design to staff uniforms, to create a unique style that aligns with the cultural tone of each brand.

提升就餐環境

九毛九集團致力於通過調整和升級餐廳內部設計，滿足顧客不斷變化的品味需求並優化用餐體驗。集團根據不同品牌的文化調性，從店鋪裝修、燈光設計到服務人員著裝，注重細節打造獨特風格。

STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優－優質產品，向優而行

Children's Joy, Parents' Peace of Mind: Jiu Mao Jiu Creates New Parent-child Friendly Restaurants

兒童歡樂家長放心：九毛九打造全新親子友好型餐廳

The Jiu Mao Jiu first family-friendly restaurant opened in Guangzhou in December 2024 and the second was opened in July, adhering to the philosophy of "Happy Kids, Relaxed Parents – Dining Made Easy for Families". The restaurant offers specially designed nutritious and delicious meals for children, along with a "Dopamine Space" to create a joyful dining atmosphere and host birthday parties. At the same time, parents can enjoy their meals in a relaxed and pleasant environment while witnessing their children's growth. Through innovative space design and fun experiences, the Group continues to create a more comfortable and warm dining environment for customers, further enhancing the brand's value. By optimizing space layouts, improving comfort, and integrating smart technologies (such as smart QR code ordering systems), the Group has achieved a more efficient and enjoyable dining experience, earning customer recognition.

九毛九首家親子友好型餐廳於2024年2月在廣州開設，並於7月開設第二家，秉持「讓所有孩子快樂用餐，讓每位家長自在用餐」的理念。店內提供專為兒童設計的營養美味餐品，還融入「多巴胺空間」為孩子們營造愉快的用餐氛圍及生日會等活動。同時，家長可以在輕鬆愉悅的環境中享受美食，見證孩子的成長。通過創新空間設計和趣味體驗，集團不斷為顧客創造更舒適、更溫馨的就餐環境，進一步提升品牌價值。通過不斷優化空間佈局、提升舒適度以及結合智慧技術（如智慧二維碼點餐系統），集團實現更高效和愉悅的用餐體驗，贏得顧客的認可。



Strengthening Interaction with Customers

The Group focuses on service quality within its restaurants, enhancing customer interaction and experience through various activities. In addition to the Jiumaojiu Brand Month and innovative live-streaming promotions, Shanwaimian introduces traditional Guizhou festival foods and unique eating methods through official online channels during holidays, spreading culture while strengthening customer connections. Song Hot Pot celebrates customers' birthdays in-store, offering birthday gifts and arranging celebratory dance performances, creating memorable dining experiences. These activities, combined with creative online and offline promotions, continuously boost brand exposure and customer loyalty, reflecting a deep understanding of customers' diverse needs.

加強顧客互動

集團關注餐廳內的服務品質，通過多樣化的活動形式在餐廳內外進一步增強顧客互動與體驗。九毛九品牌月活動和創新直播推廣外，山外面在節日期間通過官方線上頻道向顧客介紹傳統貴州節日美食及其獨特吃法，傳播文化的同時增強與顧客的聯繫。燉火鍋還為顧客在店內慶生，贈送生日禮物並安排表演慶祝舞蹈，為顧客帶來難忘的用餐體驗。這些活動通過線上線下結合的創意推廣，持續提升品牌曝光率和顧客忠誠度，對顧客多元需求的深刻洞察。

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Comprehensive Customer Complaints Handling Mechanism

The Group prioritizes customer satisfaction, collecting feedback through multiple channels and establishing a comprehensive complaint handling and mediation mechanism. Whether it's a product issue or service experience feedback, the Group responds promptly and resolves issues efficiently, ensuring that problems are properly addressed. By analyzing complaints in depth, the Jiumaojiu Group continuously optimizes products and operational processes, improving overall service standards. The Group is committed to a "customer-centric" approach, constantly making improvements to enhance the customer experience.

完善的客訴處理機制

集團將顧客滿意度置於首位，通過多種渠道收集回饋意見，建立完善的投訴處理與調解機制。無論是產品問題還是服務體驗回饋，集團都以迅速回應和高效解決為原則，確保問題得到妥善處理。同時，通過深入分析投訴意見，九毛九集團不斷優化產品與運營流程，提升整體服務水準，以顧客體驗為導向不斷改進，切實落實「以顧客為中心」的核心理念。

Multiple Channels 多元渠道

Continuously collecting and responding to customer feedback and complaints through on-site feedback, post-dining satisfaction surveys, hotline calls, ordering evaluation systems, third-party review platforms, email, official WeChat accounts, membership mini-programs, WeChat fan groups. 透過現場反饋、餐後滿意度問卷、熱線電話、點餐評價系統、第三方評價平台、電子郵件、微信官方賬號、會員小程序、微信粉絲群等方式，持續收集並回應顧客意見與投訴

Clear Policies 明確制度

Based on internal management systems such as the *Guidelines on Crisis Management*, we clearly classify and grade complaint events, regulate the handling process, management authority, and deadline for closing complaints, and based on the customer complaint handling reports submitted by each store, we develop and continuously improve a list of common customer problems and response strategies, effectively implementing customer feedback tracking and service improvement. 根據《危機管理指引》等內部管理制度，明確投訴事件的類別與級別，規範顧客投訴處理流程、管理權限及投訴關閉時限，並根據各門店上報的顧客投訴處理報告，制定並完善常見顧客問題清單與應對策略，提升顧客反饋的跟蹤與服務。

Customer Service 客服服務

We have set up Customer Service Department under each brand to receive customer complaints and feedback, and improve customer experience. 我們各品牌下設客服部門，負責接收顧客投訴與意見，提升顧客體驗。

Data Analysis 數據分析

The Department regularly collects statistics on customer complaint categories and data, and timely analyzes changes in customer satisfaction, promptly understanding and providing feedback to restaurants regarding customer experience. 部門定期統計顧客投訴類別及數據，並適時分析其滿意度變化，及時瞭解並向餐廳反饋。

Performance-Linked 績效掛鉤

Complaints are linked to restaurant staff performance, using customer satisfaction as the driving force to improve service levels. 投訴情況與餐廳員工績效掛鉤，以顧客滿意度為驅動提升服務水準。

STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優一優質產品，向優而行

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

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



INTELLECTUAL PROPERTY PROTECTION

The Group strictly abides by the *Civil Code of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, the *Patent Law of the People's Republic of China*, the *Law of the People's Republic of China Against Unfair Competition* and other relevant laws and regulations. The Group is committed to protecting its own rights while respecting the intellectual property of others.

The Group places great importance on intellectual property, striving to set an example of integrity and compliance within the industry and contributing to a healthy and orderly market environment. The Group has implemented a series of rigorous intellectual property management measures:

Standardized Management: Strict management of trademarks, patents, and copyrights, in collaboration with third-party legal institutions, forming a professional intellectual property protection team to ensure the legality and continuity of related matters.

保障知識產權

集團嚴格遵守《中華人民共和國民法典》《中華人民共和國商標法》《中華人民共和國專利法》《中華人民共和國反不正當競爭法》等相關法律法規，始終堅持依法維護自身權利並尊重他人的知識產權。

集團對知識產權十分重視，致力於在行業內樹立誠信合規的標桿形象，為推動健康有序的市場環境作出貢獻。集團採取一系列嚴謹的知識產權管理措施：

規範管理：對商標、專利及著作權進行嚴格規範的管理，與第三方法律機構合作，組建專業的知識產權保護團隊，確保相關事宜的合法性和持續性。

STRIVE FOR EXCELLENCE WITH HIGH-QUALITY PRODUCTS

優 — 優質產品，向優而行

Multi-Channel Rights Protection: Actively detecting infringement through online searches and taking various measures, including investigation, platform complaints, administrative intervention requests, and court litigation, to combat infringement in the market.

External Compliance Support: When needed, we will hire external compliance consultants to conduct dual compliance verification on the use of external materials, ensuring the Group's legal rights while respecting the rights of others, promoting fair competition.

The Group ensures that it does not infringe on others' intellectual property by combining a robust internal compliance mechanism with external compliance reviews. As of the end of the Reporting Period, the Group has registered 832 trademarks in mainland China and 136 trademarks in other countries and regions, holding 7 patents and 106 copyrights. During the Reporting Period, there were no incidents of the Group violating any laws related to intellectual property protection.

多渠道維權：通過網路搜索主動檢測侵權行為，並採取調查驗證、平台投訴、請求行政干預、法院訴訟等多種手段打擊市場上的侵權行為。

外部合規支持：有需要時我們會聘請外部合規專業顧問，對外部資料的使用進行雙重合規確認，既保障集團的合法權益，也維護他人的合法權利，鼓勵和促進公平競爭。

本集團通過構建完善的內部合規機制與外部合規審查相結合，確保未侵害他人知識產權。截至報告期末，集團在中國內地擁有832項商標註冊，在其他國家和地區擁有136項商標註冊，並持有7項專利及106項著作權。報告期內，未發生任何有關集團違反知識產權保護相關法律的事件。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT 儉一儉則約，約則百善俱興

We integrate the concept of frugality into our corporate culture to achieve sustainable development and actively give back to society. We improve the efficiency of energy and water usage, reduce waste, and adopt waste recycling and emission reduction measures to minimize environmental impact. By creating green restaurants, we offer low-carbon, healthy dining options. We promote the use of biodegradable and eco-friendly packaging, reducing the use of single-use plastics. In community investment and public welfare, we support environmental education and resource sharing, helping vulnerable groups and promoting community development. We combine the spirit of "Frugality" with sustainable development practices, fulfilling our social responsibilities and promoting the coordinated development of the environment, economy, and society, working together to create a better future.

我們將節儉經營理念貫穿企業文化，以實現可持續發展並積極回饋社會。我們提高能源與水資源的使用效率，減少浪費，並採用廢棄物回收與減排措施降低環境影響。通過打造綠色餐廳，提供低碳、健康的餐飲選擇。推行可降解包裝和環保包裝物，減少一次性塑料的使用，並在社區投資與公益領域，支持環保教育和資源共享，幫助弱勢群體和推動社區發展。我們將「儉」的精神與可持續發展的實踐結合，踐行社會責任，推動環境、經濟與社會的協同發展，攜手共創美好未來。

ESG Issues We Focused in this Chapter 此章節關注的ESG議題


**Energy Management and
Carbon Emission**
能源管理與碳排放


**Packaging Materials
Management**
包裝物管理


Water Management
水資源管理


Emission Management
排放物管理

UN SDGs We Focused in this Chapter



章節回應的聯合國可持續發展目標



PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉－儉則約，約則百善俱興

ENERGY MANAGEMENT AND CARBON EMISSION

The Group strictly complies with national and local laws and regulations, including the *Environmental Protection Law of the People's Republic of China* and the *Energy Conservation Law of the People's Republic of China*. In our operations, we continuously improve the efficiency of energy, water, and packaging material usage, reducing unnecessary resource waste and minimizing environmental impact. In 2024, the Group's main resource consumption included electricity, natural gas, gasoline, water, paper products, and restaurant takeout packaging materials.

The Group's carbon emissions mainly come from the electricity used in supply centers and brand restaurant operations. Therefore, we have developed and implemented an energy management system, adopting multi-level energy management measures in key electricity usage areas, including the introduction of energy-saving equipment, process optimization, smart monitoring systems, and employee training to enhance energy-saving awareness. These measures comprehensively improve energy efficiency, reduce operational costs, and lower carbon emissions.

Supply Warehouse/Central Kitchen Energy Management Measures

The supply center has established a three-level energy consumption management structure based on the *Supply Center Energy Consumption Management System* internal guidelines, setting up an energy consumption management team and department energy consumption managers to promote energy efficiency. Through regular energy-saving meetings and quarterly assessment indicators, energy usage is evaluated, and department energy consumption control rewards and penalties are implemented.

能源管理與碳排放

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》等國家及營運單位所在地法律法規，在營運過程中持續提升能源、水資源及包裝材料等資源使用效益，減少不必要的資源浪費，最大程度降低對環境造成的影響。於2024年，本集團耗用的主要資源為電力、天然氣、汽油、水、紙品及餐廳外賣包裝材料。

本集團的碳排放主要來自供應中心與各品牌餐廳營運所使用的電力，因此，我們制定並實施能源管理制度，在關鍵用電環節採取多層次的能源管理措施，包括引進節能設備、優化流程、實施智能監控系統，以及培訓員工提高節能意識，從而全面提升能源使用效率，降低運營成本，同時減少碳排放。

供應倉儲／中央廚房能源管理措施

供應中心根據《供應中心能耗管理制度》內部指引，建立三級能耗管理架構，設置能耗管理小組及部門能耗管理員，推動節能增效。透過定期召開節能例會和制定季度考核指標，對能源使用情況進行評估，同時為落實部門能耗管控獎懲的評價依據。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

The Group continues to upgrade warehouse equipment, replacing traditional lighting with energy-saving LED lights, significantly reducing electricity consumption. In the logistics and distribution process, delivery routes are optimized based on store cycle needs and order situations, improving transportation efficiency. At the same time, the internal temperature of transport vehicles is monitored to avoid energy loss due to frequent temperature adjustments. For food cold storage, temperature automatic adjustment devices are installed, and unnecessary access is reduced, effectively lowering energy and refrigerant usage, further promoting green and efficient warehouse operations. Additionally, the Group outsources logistics services, prioritizing suppliers that use electric vehicles to reduce Scope 3 carbon emissions in the supply chain. For gasoline and natural gas usage, the Group invested RMB2.24 million to introduce a new oil refining system, achieving heat recovery and reducing natural gas usage by approximately 20%.

Central Kitchen Energy Management Measures

The Group has implemented IoT devices in the central kitchen for pilot operations, optimizing energy management efficiency through real-time monitoring of equipment status. This innovative measure allows the engineering department to promptly assess equipment conditions, strengthen maintenance, and ensure efficient and stable operation. At the same time, data analysis is used to further explore energy-saving potential, reducing energy waste and providing strong support for the sustainable operation of the central kitchen.

Brand Restaurant Energy Management Measures

Each brand restaurant strictly adheres to internal systems such as the *Equipment Activation Color Point Management Guidelines*, controlling the usage time of disinfection cabinets and other equipment. Energy-saving LED lights are used, and dishwashers with condenser steam heat recovery functions are installed to reduce equipment power usage. Regular comprehensive maintenance of electrical equipment is conducted to ensure normal operation. Regional lighting in restaurants is implemented to effectively reduce unnecessary energy loss.

集團持續進行倉儲設備的節能改造，採用節能LED燈具替換傳統照明設備，顯著降低電力消耗。在物流配送環節，根據門店的週期需求及訂單情況優化配送路線，提高運輸效率。同時，全程監控運輸車輛內部溫度，避免因頻繁調節溫度導致的能源損耗。對於食材冷藏庫，安裝溫度自動調節裝置，並減少不必要的出入次數，從而有效降低能源和製冷劑的使用，進一步促進倉儲運營的綠色化與高效化。此外，集團亦有採購外包物流服務，在尋找合適物流服務供應商時，優先考慮使用電動車的供應商，從而減少本集團在供應鏈所產生的範圍三碳排放。針對汽油及天然氣的使用，集團投入224萬元人民幣引入新型煉油系統，實現熱量回收，降低天然氣使用量約20%。

中央廚房能源管理措施

集團在中央廚房採用物聯網裝置進行試點運營，通過實時監控設備的運作情況，優化能源管理效率。這創新措施使工程部門能及時掌握設備狀態，加強設備的維修與保養，確保運行高效穩定。同時，透過數據分析進一步挖掘節能潛力，減少能源浪費，為實現中央廚房的可持續運營提供有力支持。

品牌餐廳能源管理措施

各品牌餐廳嚴格遵守《設備開啟啟色點管理指引》等內部制度，嚴格控制消毒櫃等設備使用時間，並選用節能LED燈具，增配具有冷凝器蒸汽熱回收功能的洗碗機，降低設備使用功率；定期開展用電設備的全方面保養，保障設備正常運行；實施餐廳區域性照明等，有效減少不必要的能耗損失。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

Office Energy Management Measures

To achieve office energy-saving goals, the Group has issued the *Energy Smart Management Guide*, providing specific guidance to help employees use electricity more efficiently. The guide offers methods for saving electricity, such as adjusting office equipment operation times, reducing unnecessary electricity usage, and adopting energy-saving modes. Employees' energy-saving awareness is enhanced, promoting a green transformation of the office environment and effectively reducing energy consumption.

WATER MANAGEMENT

The Group continues to implement efficient water-saving measures, integrating the concept of sustainable development into daily operations. The Group uses government-supplied water resources to meet production and living needs. Even though there are no significant issues in sourcing water, the Group still adopts multiple water-saving measures.

Supply Warehouse and Central Kitchen Water-Saving Measures

In the supply warehouse and central kitchen, the Group recycles equipment cooling water for floor cleaning, achieving water reuse. In stores, separate water pipeline valves are installed to facilitate targeted leak inspections and maintenance, reducing water loss. Additionally, water-saving valves are installed next to kitchen stoves and sinks, ensuring that the faucet automatically turns off when the sink reaches a certain water level, avoiding unnecessary water waste. Water-saving faucets and fixtures are widely promoted in restaurants, and easy-to-clean detergents are selected to reduce water usage for cleaning. In the central kitchen and stores, regular water inspections are conducted, and unused water equipment is promptly turned off to further reduce water waste.

辦公室能源管理措施

為推動辦公室節能目標的實現，集團發佈《能源智慧管理指南》，提供具體指導，幫助員工更有效地使用電力。該指南提供了節約用電的方法，例如合理調整辦公設備的運行時間、減少非必要用電以及採用節能模式，進一步提升員工的節能意識，推動辦公環境的綠色轉型，有效降低能源消耗。

水資源管理

集團持續推行高效節約的水資源管理措施，貫徹可持續發展理念。集團將節水理念融入日常營運，利用政府供應的水資源以滿足生產及生活需求，即使集團的營運在尋找水源上沒有任何重大的問題，我們仍採取多項節約水資源的措施。

供應倉儲及中央廚房節水措施

在供應倉儲及中央廚房，集團循環利用設備冷卻水進行地面清潔，實現水資源的再利用。在門店，設置單獨的用水管道閥門，方便開展針對性管道洩漏檢查與維護，減少水損失。此外，於廚房爐灶旁的水槽及水龍頭增設節水閥裝置，確保水槽儲水達到一定水位時水龍頭自動關閉，避免不必要的用水浪費。餐廳內亦廣泛推廣使用節水型水龍頭及潔具，同時選用易清潔的洗滌用品，以減少清洗所需用水量。在中央廚房及門店，集團定期開展用水巡檢，及時關閉未使用的用水設備，進一步降低水資源浪費。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

Industrialized Recirculating Aquaculture System

工廠化循環水養殖系統

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

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

- Increased water use efficiency by 90%
- 水資源利用效率提高90%
- Reduced the discharge of wastewater and exhaust gases by over 90%
- 廢水廢氣排放量減少超過90%
- Increased the carrying capacity of aquaculture organisms by 50kg per cubic meter of water
- 每立方水體承載的養殖生物重量增加50公斤



PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

Materials Management

The Group promotes the concept of a "Paperless Office," encouraging document digitization and recycling, and introducing smart ordering systems and online queuing systems to reduce paper usage. Additionally, employee and supplier contracts are fully signed electronically, significantly reducing paper consumption. The Group also uses Forest Stewardship Council certified paper for annual reports and ESG reports, and has established paper recycling measures, with compliant recyclers handling the paper, achieving efficient paper resource management. For restaurant and supply center operations, we use information systems, promoting third-party online queuing systems and smart ordering systems in stores to reduce paper usage during operations, actively implementing paperless operations.

EMISSIONS MANAGEMENT

The Group's emissions mainly come from food processing, transportation, and business travel vehicles. In 2024, the Group's administrative offices, restaurants, and central kitchen operations generated exhaust pollutants, including sulfur oxides, nitrogen oxides, particulate matter, cooking fumes, and greenhouse gases. Other general waste includes domestic waste, office waste, kitchen waste, waste oil, and sewage. Additionally, different construction sites generate noise, dust, and construction waste, but based on the characteristics of the catering business, the Group's operations do not involve hazardous waste.

The Group focuses on environmental protection, gradually improving internal management mechanisms and establishing a goal-oriented environmental management system to effectively reduce the environmental impact of operations. We strictly comply with relevant regulations, including the *Air Pollution Prevention and Control Law of the People's Republic of China*, the *Solid Waste Pollution Environment Prevention and Control Law of the People's Republic of China*, and the *Water Pollution Prevention and Control Law of the People's Republic of China*. For new or renovation projects, we conduct environmental filings and update exhaust, noise, and drainage engineering. For new store openings, third-party environmental monitoring is conducted to ensure emissions comply with regulations. At the same time, internal policies such as the *Waste Management System* are established to properly handle catering waste oil and kitchen waste, reducing environmental impact.

物資管理

集團推廣「無紙化辦公室」理念，推動文件電子化和循環利用，並引入智能點餐系統及線上排隊等位系統，減少紙張使用。此外，員工及供應商合同全面採用電子簽署，顯著減少用紙量。集團還使用森林監管委員會認證紙張，準備年報及ESG報告等公告，並設立廢紙回收措施，由合規回收商進行處理，實現紙張資源的高效管理。對於餐廳及供應中心的營運，我們採用信息化系統，在門店推廣第三方線上排隊等位系統和智能點餐系統等智能化系統，減少運營過程中的紙張使用，積極實施無紙化營運。

排放物管理

本集團的廢氣排放主要來自食物加工、運輸及差旅用車等過程。2024年，集團的行政辦公室、餐廳及中央廚房日常運營中產生的廢氣污染物包括硫氧化物、氮氧化物、懸浮粒子、油煙廢氣和溫室氣體，另有生活垃圾、辦公垃圾、廚餘垃圾、廢油脂及污水等一般廢棄物。此外，不同項目施工地會產生噪音、粉塵及建築廢物，但基於餐飲業務特性，集團營運不涉及危險廢物。

集團以環保為重點，逐步完善內部管理機制，建立目標導向的環境管理體系，有效降低運營對環境的影響。我們嚴格遵守《中華人民共和國大氣污染防治法》《中華人民共和國固體廢物污染環境防治法》和《中華人民共和國水污染防治法》等相關法規。對於新建或裝修項目，我們進行環保備案，並更新廢氣、噪音及排水工程；對新開門店進行第三方環保監測，確保排放符合法規要求。同時制定《廢棄物管理制度》等內部政策，合理處理餐飲廢油和廚餘垃圾，減少對環境的影響。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

In the supply center, the Group hires professional environmental companies to treat wastewater generated from central kitchen food processing, ensuring that wastewater meets discharge standards. Environmental equipment is continuously added to reduce emissions such as cooking fumes. During the Reporting Period, no environmental violations occurred.

在供應中心，集團聘請專業環保公司處理中央廚房食品加工中產生的污水，確保污水達標排放，並持續增設環保設備以減少油煙等排放物。報告期內，本集團並無發生有關環境違規的事件。

Our Targets 我們的目標

2024 progress 2024年進展

GHG emissions (Scope 2) 溫室氣體排放 (範圍二)	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 ₂ e/brand store*), compared with 2023. 以2023年作為基準年，2024年至2025年期間，平均每年單店溫室氣體排放量(範圍二)持平或升幅不高於5% (2023年：172.19噸二氧化碳當量／每餐飲品牌門店*)。	With a decrease of 3% (166.88tCO ₂ e/self-operated brand store) 下降3% (166.88噸二氧化碳當量／每餐飲品牌自營門店)
Emissions 排放物	All emissions discharged (ie.: catering wastewater and oil fume) are in compliance with national and local environmental department's emission standards. 有關排放物 (如：餐飲污水及油煙廢氣) 均符合國家及當地環境部門的排放標準進行排放。	Achieved 達成
Wastes (kitchen waste and waste cooking oil) 廢棄物 (廚餘及廢油)	From 2024 to 2025, the average annual wastes produced per store will remain the same level or increase by no more than 5% (2023: 32.49 tonnes/brand store*), compared with 2023. 以2023年作為基準年，2024年至2025年期間，平均每年單店無害廢棄物產生量持平或升幅不高於5% (2023年：32.49噸／每餐飲品牌門店*)。	With a decrease of 17% (26.88 tonnes/self-operated brand store) 下降17% (26.88噸／每餐飲品牌自營門店)

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

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

Air Emissions Management

The Group comprehensively assesses the environmental impact of operations, identifying the main sources of air emissions as oil fume emissions, and gasoline consumption from company vehicles. To reduce the environmental impact of air emissions, the Group has taken the following measures:

Oil Fume Emission Management

During the restaurant construction phase, exhaust purification equipment design and installation are standardized, requiring construction parties to provide environmental bureau acceptance documents. Relevant departments conduct regular maintenance and inspections of purification equipment to ensure exhaust emissions meet standards. The supply center installs electrostatic cooking fume adsorption equipment, directing fumes through dedicated chimneys to high-altitude emissions. At the same time, spray tower equipment is installed to treat backup generator exhaust, ensuring compliance with the *Standard on Emission Limits of Air Pollutants*.

廢氣排放管理

本集團全面評估運營中的環境影響，將主要廢氣來源確定為油煙排放以及公司車輛使用中汽油的消耗。為減少廢氣對環境的影響，集團採取以下措施：

油煙廢氣管理

在餐廳建設階段，規範廢氣淨化設備設計與安裝，要求施工方提供環保局驗收文件，並由相關部門對淨化設備進行定期維護與檢查，確保廢氣達標排放。供應中心安裝靜電油煙吸附設備，將油煙經專用煙道引至樓頂高空排放；同時安裝噴淋塔設備處理備用發電機廢氣，確保廢氣符合《大氣污染物排放限值》。

PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

Actively carrying out cooking fume emission treatment: oil-water separation and fume purification, purifier cleaning
積極開展油煙排放處理工作：油水分離和油煙淨化、淨化器清洗

We have adopted a series of carefully selected efficient wastewater treatment equipment and exhaust purification systems, using advanced physical, chemical, and biological treatment technologies to remove pollutants from wastewater and exhaust. These devices meet or exceed national environmental emission standards and have been standardized and installed in all stores. 我們採取一系列精心挑選的高效廢水處理設備和廢氣淨化系統，採用先進的物理、化學和生物處理技術去除廢水和廢氣中的污染物。這些設備符合或優於國家環保排放標準，並已在各門店進行標準化安裝和調試。

To maintain long-term effective treatment, we have established a strict equipment maintenance and environmental monitoring system, including detailed cleaning and maintenance plans and regular environmental impact assessments and emission testing. Additionally, we hire third-party professional agencies to conduct comprehensive environmental impact assessments and emission testing annually, ensuring all emissions comply with the latest national standards and timely adjustments and optimizations of treatment plans.

為保持長期有效的處理效果，我們建立嚴格的設備維護和環境監測體系，包括詳細的清洗保養計劃和定期的環境影響評估和排放檢測。此外，我們還聘請第三方專業機構每年度進行一次全面的環境影響評估和排放檢測，確保所有排放均符合最新的國家標準要求，及時調整優化處理方案。

Through these measures, we ensure that all stores' wastewater and exhaust emissions meet or exceed national environmental standards, significantly reducing pollutant emission concentrations, alleviating the pressure on municipal wastewater treatment facilities, and reducing air pollutant emissions, contributing to the protection of urban air quality.

通過這些措施，確保所有門店排放的廢水和廢氣均符合或超過國家環保標準，顯著降低污染物排放濃度，減輕市政污水處理設施的壓力，減少大氣污染物排放，為保護城市空氣品質做出貢獻。

Vehicle Emission Management

A vehicle management system has been established to regulate vehicle usage, and through regular vehicle maintenance and requiring drivers to turn off engines when parked, fuel waste is avoided. Additionally, the Group promotes "Green Travel", encouraging employees to use public transportation or walk to work, while regulating vehicle usage and requiring drivers to optimize travel routes, reducing exhaust and greenhouse gas emissions, contributing to environmental goals.

車輛廢氣管理

制定車輛管理制度，規範用車行為，並通過定期維修保養車輛及要求司機停車熄火等措施，避免燃料浪費。此外，集團推廣「綠色出行」，鼓勵員工乘坐公共交通或徒步上下班，同時規範車輛使用，要求司機優化出行路線，減少廢氣及溫室氣體排放，助力環保目標的實現。

WASTE MANAGEMENT

The Group adheres to the principles of "Reduce, Reuse, Recycle", effectively controlling waste generated in operations through source reduction, waste recycling, garbage classification, and employee education, promoting green catering development:

廢棄物管理

集團堅持「減量化、再使用、再循環」的原則，通過源頭減廢、廢物回收、垃圾分類和員工教育等措施，有效控制運營中產生的廢棄物，推動綠色餐飲發展：

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“Waste Reduction”

Procurement Management

- Pre-purchase checking of inventory and production schedules to avoid overstocking
- Reduce transportation and vehicle emissions by purchasing in large quantities
- Use of seasonings in large package to save packaging materials and minimize packaging generation
- Implementing the cooking method of “One Ingredient, Multiple Dishes and Flavors” to make full use of ingredients and avoid wastage

Proper Handling of Food Waste

- To co-ordinate with the Government in the proper handling of food waste and to prevent illegal collection or processing of food waste from entering the market
- Conducting compression and dewatering treatment for food waste promoting oil-water separation and realizing the reduction of food waste

Product Standardization

- Customize the amount of ingredients used in the manufacturing process of each product to avoid overuse and waste
- Provide standardized dishes to facilitate customers’ self-seasoning, and design small portions and set menus to reduce ingredient wastage

Smart Warehouse Management

- Real-time checking of inventory status to minimize wastage due to expiry of food items

「減量化」

採購管理

- 採購前檢查存貨及生產計劃，避免存貨過多
- 採用大批量採購，減少運輸次數以及汽車廢氣的排放採購管理
- 選用大包裝調料，有效節省包裝材料，減少包裝物產生
- 推行「一料多菜、一菜多味」的烹飪方式，充分利用食材，避免浪費

妥善處理廚餘

- 配合政府規定，妥善處理廚餘垃圾，杜絕非法收集或加工廚餘流入市面
- 對餐廚垃圾進行壓縮脫水處理，推進油水分離，實現餐廚垃圾的減量化處理

產品標準化

- 定製每種產品在製作過程中的食材用量，避免過量使用食材造成浪費
- 提供標準化菜品，方便顧客自主調味，並設計小份菜及套餐選擇，以降低食材浪費

智慧化倉庫管理

- 實時查詢庫存情況，減少因食物過期而造成的浪費

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“Reuse”

In line with the “Reuse” principle, the Group is committed to maximizing the full value of ingredients while ensuring product standards and food safety:

- Developing innovative dishes that utilize the trimmings of ingredients to enhance the efficiency of raw material usage and avoid wasting high-quality ingredients
- Excess ingredients generated during product preparation in the central kitchen are used to make staff meals or provided to employees at a low price within the Company, ensuring full utilization of resources

“Recycle”

In terms of “Recycle”, the Group actively promotes the recovery and reuse of waste in view of the large amount of packaging waste generated in the procurement process:

- Retaining clean packaging materials for reuse to minimize the consumption of new resources
- Strictly enforcing the solid waste separation regulations in Mainland China at its supply centers, stores and offices, and carefully separating all wastes
- Employing qualified recyclers to dispose of separated waste to promote resource recovery and recycling and achieve sustainable development goals

「再使用」

為貫徹「再使用」原則，本集團致力於在保證產品標準及食品安全的前提下，最大程度挖掘食材的全部價值：

- 開發利用食材邊角料的創新菜品，提升原料使用效率，避免浪費高品質食材
- 將中央廚房調製產品時產生的多餘食材，製作成員工餐，或在公司內部以低價提供給員工，確保資源得到充分利用

「循環再用」

在「循環再用」方面，本集團針對採購過程中產生的大量包裝廢物，積極推動廢物回收與再利用：

- 保留乾淨的包裝材料進行再次使用，減少新資源的消耗
- 在供應中心、門店和辦公室嚴格執行中國內地固體廢物分類法規，對所有廢物進行仔細分類
- 聘請合資格回收商對分類後的廢物進行處置，促進資源回收再造，實現可持續發展目標

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Green Restaurants: From Green Engineering to Green Operations

綠色餐廳：綠色工程至綠色經營

Reuse

重用

We conduct comprehensive evaluations of movable equipment from closed stores, categorizing them into three types: directly reusable, reusable after refurbishment, and those requiring disposal. By reusing equipment, we effectively increase resource reuse rates, reduce the demand for new raw materials, and save significant engineering costs.

我們對閉店門店的可移動設備進行全面評估，並將這些設備分為可直接再利用、經翻新後再使用和需報廢處理的三類。透過對設備的再利用，我們有效提高資源的重複利用率，降低對新原材料的需求，同時節省大量的工程投入費用。

Recycling

回收

In terms of recyclable materials and standardized applications, we choose to use materials such as FRP boards and modular panels, which reduce the need for new raw materials while improving resource recycling rates. These materials are strong, durable, and produce almost no waste during use, aligning with sustainable development principles. The use of prefabricated cabinets enhances the standardization and versatility of renovation projects while reducing the consumption of natural resources such as wood, further achieving energy-saving and environmental protection goals.

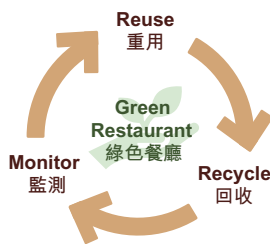
在可回收材料和標準化運用方面，我們選擇使用可循環利用的FRP板和利室板等材料，降低對新原材料的需求，同時提高資源的循環利用率。這些材料強度高、耐久性好，在使用過程中幾乎不產生廢料，符合可持續發展的理念。成品櫥櫃的應用提升裝修工程的標準化和通用性，還降低木材等自然資源的使用量，進一步達到環保節能的效果。

Monitoring

監測

We have implemented internet of things environmental temperature monitoring systems in our stores, enabling real-time monitoring of equipment such as double-door freezers. Through this monitoring system, we ensure that food storage environments meet standards, reduce food spoilage and waste, and improve food safety and quality management.

我們在門店實施物聯網環境溫度監測系統，並對雙門冷凍冰箱等設備的溫度數據進行實時監控。透過這樣的監測系統，我們能夠確保食品保存環境符合標準，減少食品損壞和浪費，同時提升食品安全和品質管理水平。



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Waste Oil Management

In the restaurant construction phase, compliant grease traps are installed, and designs are optimized to ensure effective waste oil filtration. Waste oil is handed over to qualified third-party agencies for processing and recycling, with complete records established to ensure proper management.

廢油脂管理

在餐廳建設階段設置符合規範的隔油隔渣池，並優化設計以保障廢油過濾效果。廢油脂交由有資質的第三方機構進行處理與回收，並建立完整台帳記錄，確保管理落實到位。

Waste Oil Processing and Recycling

廢油脂處理與回收

The development of the waste oil recycling industry not only contributes to environmental protection but also drives the development of related industrial chains, creating job opportunities and economic benefits. For the Jiumaojiu Group, recycling waste oil can achieve operational cost savings while reducing carbon emissions generated by third-party waste oil processing, contributing to the construction of a sustainable circular economy.

廢油回收產業的發展，不僅為環保事業做貢獻，還帶動相關產業鏈的發展，創造就業機會和經濟效益。而對九毛九集團來說，通過回收廢油，可在實現運營成本節降的同時，亦能減少廢棄物（廚餘廢油）處理相關的碳排放，攜手建造「從餐廚到藍天」的可持續循環經濟之典範。

During the cooperation period between Jiumaojiu Group and a third-party organization from January to November 2024, a total of 3.69 tonnes of Scope 3 Category 5 carbon emissions were avoided, helping the end-users of Sustainable Aviation Fuel to reduce carbon emissions by 353.9 tonnes over the life cycle relative to conventional fuel use, which in turn reduced the carbon footprint of the Company's products, reduced the amount of waste to be disposed of and enabled waste to be recycled.

九毛九集團與第三方機構在2024年1月至11月的合作期間，避免產生範圍三類別5的碳排放共3.69噸，助力可持續航空燃料最終端用戶相對於傳統燃油使用全生命周期碳減排353.9噸，進而降低企業的產品碳足跡，減少處理垃圾數量和實現垃圾循環利用。

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SEWAGE MANAGEMENT

The Group actively takes measures to reduce the environmental impact of sewage discharge and ensure compliance:

Sewage Treatment Management

Employees are trained on resource usage, and the disposal of waste oil and other waste into sewage pipelines is prohibited to prevent pipe blockages or pollution. Each restaurant conducts sewage discharge filings and regular monitoring, with some stores testing the application of garbage disposers to separate sewage and oil residue, reducing the environmental impact of sewage discharge.

Sewage Pretreatment Facilities

Based on wastewater generation and property regulations, each store installs and uses pretreatment facilities to ensure compliant sewage discharge, reducing adverse environmental impacts.

PACKAGING MATERIAL MANAGEMENT

To reduce the use of packaging materials and their negative environmental impact, the Group has established a series of measures and set clear goals, covering the procurement, design, use, and public education of packaging materials.

Increasing the Procurement of Biodegradable Packaging Materials

The Group strictly complies with laws and regulations such as the *Solid Waste Pollution Environment Prevention and Control Law* and the *Opinions on Further Strengthening Plastic Pollution Control*, actively promoting the use of biodegradable packaging materials. Specific measures include:

污水管理

集團積極採取措施減少污水排放對環境的影響，並確保排放合規：

污水處理管理

對員工進行資源使用相關培訓，禁止將廢油脂等廢物倒入污水管網，以防管道堵塞或污染。各餐廳門店進行排污備案及定期監測，部分門店測試應用垃圾處理器將污水與油渣隔離處理，減輕污水排放對環境的影響。

污水預處理設施

根據廢水產生情況及物業規定，各門店設置並使用預處理設施，確保污水經處理後合規排放，減少對環境的不利影響。

包裝物管理

為減少包裝物的使用及對環境的負面影響，集團制定一系列措施並設立明確目標，涵蓋包裝物的採購、設計、使用及公眾教育等方面。

提升可降解包裝物採購量

集團嚴格遵守《固體廢物污染環境防治法》《關於進一步加強塑膠污染治理的意見》等法律法規，積極推進可降解包裝物的使用。具體包括：

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- Completely phasing out non-degradable single-use plastic straws.
- Promoting the use of biodegradable packaging materials in Hainan and across multiple brand restaurants.
- In 2024, the Group purchased approximately RMB5.8 million worth of eco-friendly packaging materials, accounting for 10% of the total annual packaging purchased value. This represents an increase of approximately 17% compared to the previous year. In the future, the Group will continue to increase the proportion of eco-friendly materials in its procurement.
- 全面停止使用不可降解的一次性塑膠吸管。
- 於海南地區及多個品牌餐廳推廣使用可降解包裝材料。
- 2024年，集團採購環保包裝物約人民幣580萬元，佔全年包裝物採購金額的10%，較上年度上升約17%。未來，集團將持續提升環保材料的採購比例。

Lightweight Packaging and Plastic Reduction

In its dining and takeout services, the Group has implemented a “plastic reduction” initiative, with specific measures including:

- Not proactively providing customers with single-use plastic utensils (including straws, cutlery, and plastic bags) unless explicitly requested.
- Promoting the use of environmentally friendly packaging alternatives, such as recyclable aluminum foil meal boxes, biodegradable plastic packaging materials, and eco-friendly straws.
- The Jiu Mao Jiu brand has adopted reusable insulated takeout bags to reduce the use of single-use items.
- 餐點包裝輕量化及走塑
- 集團在餐飲及外賣服務中，推行「減塑」行動，具體措施包括：
- 不主動向顧客提供一次性塑膠餐具（包括吸管、餐具、包裝袋），除非顧客明確要求。
- 推廣使用環保友好的包裝替代品，如鋁箔可回收餐盒、可生物降解塑膠包裝材料和環保吸管。
- 九毛九品牌採用可重複使用的外賣保溫手提袋，減少一次性用品的使用量。

Packaging Material Recycling

The Group has started to optimize its material circulation methods from the logistics and warehousing stage. We replaced single use cardboard boxes with reusable crates to reduce the use of single-use packaging materials. This has resulted in the reduction of packaging materials used for 153 types of products across various brands during transportation from warehouses to restaurants.

包裝物回收利用

集團從物流倉儲環節入手，優化物資周轉方式，使用可再利用的周轉箱替代一次性紙箱，減少一次性包裝材料的使用，共減少各品牌共153種產品在倉庫運輸至餐廳過程中使用的包裝物。

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Educating on Reducing Packaging Use

To fundamentally promote societal awareness and behavioral change regarding eco-friendly packaging, the Group has taken steps in restaurant environments and services:

- Adding prompts in both self-operated and third-party takeout ordering systems, suggesting customers reduce the use of single-use utensils.
- Displaying environmental awareness posters in prominent locations within restaurants, advocating for reduced packaging use and encouraging customers to bring their own containers.
- Enhancing employees' environmental awareness, promoting green service concepts, and strengthening customer education to foster public eco-friendly behavior.

減少包裝物教育

為了從根本上提升社會對環保包裝的認知與促進行為改變，集團從餐廳環境和服務實施：

- 在自營和第三方外賣點餐系統中加入提示，建議顧客減少使用一次性餐具。
- 在餐廳顯著位置張貼環保宣傳海報，宣導減少包裝物使用，鼓勵打包自帶容器。
- 提高員工環保意識，推動綠色服務理念，加強顧客教育，促進公眾環保行為的養成。

Plastic-free tableware for takeaway services in Hainan

海南地區外賣使用免塑餐具

In Hainan, Jiu Mao Jiu takeaway services have introduced recyclable aluminum foil meal boxes to replace single-use plastic utensils, implementing a plastic-free utensil policy. This initiative aims to reduce packaging material use and minimize the environmental pollution caused by single-use plastic packaging.

在海南地區，九毛九外賣引入使用可回收的鋁箔餐盒，取代一次性塑膠餐具，實施免塑餐具政策。這一舉措旨在減少包裝物的使用，減少一次性塑膠包裝物對環境的污染。



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SOCIAL WELFARE

The Group is committed to addressing social needs and actively fulfills its corporate social responsibility. Through diverse channels, we focus on social issues, participate in public welfare activities, and strive to improve the living conditions of local residents, promoting harmonious social development.

We understand that social transformation requires collective effort. Over the years, we have closely collaborated with non-profit organizations, communities, and other partners to organize a variety of community engagement activities, including fundraising, education, and environmental promotion projects, aiming to address core social concerns.

Implementing Community Engagement

As a catering service provider, we actively integrate public welfare elements into our operations:

Promoting Conservation Awareness: Through initiatives such as the “Clean Plate Campaign”, we spread the message of cherishing food and avoiding waste. Restaurant staff actively advise customers to order appropriately during the ordering process, helping to cultivate a sense of conservation.

Advocating Eco-Friendly Lifestyles: We launched the “Tai Er Garbage Man” campaign to raise awareness about the harm of plastic waste to marine ecosystems, encouraging the public to reduce the use of single-use packaging and support sustainable development.

社區公益

本集團關注社會需求，並積極履行企業社會責任，通過多元化渠道關注社會問題，參與公益活動，致力於改善當地居民的生活條件，推動社會和諧發展。

我們深知社會轉型需要集體努力，多年來與公益組織、社區及其他合作夥伴緊密合作，舉辦多樣化的社區公益活動，包括籌款、教育與環保推廣項目，致力於解決社會關注的核心問題。

實施社區公益

作為餐飲服務供應商，我們積極結合行業特色，在運營中融入公益元素：

推廣節約意識：通過「光碟行動」等項目，向顧客傳播珍惜食物、避免浪費的理念。餐廳服務員會在點餐環節主動建議顧客合理點餐，幫助顧客培養節約意識。

宣導環保生活方式：發起「太二垃圾俠」活動，宣傳塑膠廢料對海洋生態的危害，鼓勵大眾減少一次性包裝物的使用，支持可持續發展理念。

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Enhancing Social Impact Through Diverse Channels

The Group leverages its brand influence and public platforms to promote environmental and public welfare knowledge to a broader audience. We organize employees and customers to participate in community environmental and care activities, advocating for healthy and eco-friendly lifestyles. At the same time, we invest resources to support vulnerable groups, providing necessary material assistance or skills training to help improve the living standards of impoverished residents. We also continue to fund community cultural activities, enriching the cultural lives of local residents.

In June 2024, the Group donated approximately 900 self-heating hot pot meals worth RMB40,000 to the Shenzhen Food Bank project. Additionally, in response to the flood disaster in Jiaoling County, Meizhou, Guangdong, the Group donated approximately 600 boxes of Tai Er Golden Soup Noodles worth RMB10,000 to aid the affected areas, embodying the spirit of “when one is in difficulty, all come to help” and demonstrating our sense of social responsibility and goodwill.

通過多元渠道提升社會影響力

本集團利用品牌優勢及公眾平台，向更廣泛的群體推廣環保和公益知識。我們組織員工和顧客共同參與社區環保及關愛活動，宣導健康、環保的生活方式。同時投入資源支持弱勢群體，提供必要的物資援助或技能培訓，幫助提升貧困居民的生活水準，並持續資助社區文化活動，豐富當地居民的文化生活。

2024年6月，本集團於深圳食物銀行項目，捐贈900盒價值約4萬元人民幣的酸菜魚自熱鍋。同時，面對廣東梅州蕉嶺縣遭受的水災困境，本集團積極回應，於同月捐贈600盒價值約1萬元人民幣的太二金湯麵，以援助受災區域，踐行「一方有難，八方支援」的互助精神的行為，體現社會責任感和愛心善舉。

Hainan Typhoon: Tai Er Store Employees Support Post-Disaster Reconstruction

海南颱風：太二門店員工支援災後重建

After the typhoon in Hainan, our Tai Er brand store employees actively participated in post-disaster reconstruction efforts. They worked together to clean up the streets and help restore normal order in the affected communities. Through the support and efforts of our employees, we assisted the disaster-stricken communities in returning to normalcy quickly, demonstrating the positive social energy of community building and shared responsibility. 在海南颱風過後，我們太二品牌的門店員工積極支援災後重建工作。他們齊心協力，清理街道，幫助恢復受災社區的正常秩序。通過員工的支援和努力，幫助災區社區早日恢復正常，展現社區共建共用的美好願景，團結互助的社會正能量。



PRACTICE FRUGALITY AND SHARE THE BENEFITS THAT COME WITH IT

儉 — 儉則約，約則百善俱興

Tai Er Garbage Man Beach Cleanup

太二垃圾俠淨灘行動

Since its establishment in 2015, Tai Er Garbage Man has organized annual environmental activities, calling on fans to participate in offline “Garbage Pickup” events. Through fun activities and sharing, the campaign promotes the idea that “Every Little Bit Helps Make the World Cleaner”. The initiative encourages young people to pay attention to environmental issues, granting participants the identity of Tai Er Garbage Heroes and motivating them to continue supporting environmental causes. As of 2021, over 63 beach and forest cleanup events have been held in cities such as Guangzhou, Xiamen, Fuzhou, Wuhan, Shenzhen, Hangzhou, and Changsha. Under the slogan “Save the World with a Simple Gesture”, Tai Er Garbage Man has attracted thousands of participants, collecting over 2,100 kg of garbage, spreading the message that “Even an Individual can be a Sustainable Participant, and Even the Smallest Action can make a Big Difference for the Environment”.

自2015年成立以來，太二垃圾俠每年都組織著環保活動，號召粉絲們一起參與線下的「撿垃圾」行動。通過設計有趣的活動體驗和分享傳播，宣導著「每人撿一點，世界乾淨億點」的理念。活動通過實際行動推動年輕人關注環境問題，賦予參與者太二垃圾俠的身份認證，激勵他們持續支持環保事業。截至2021年至今，在廣州、廈門、福州、武漢、深圳、杭州、長沙等地舉辦超過63場淨灘護林公益活動。太二垃圾俠以「隨手拯救世界」為口號，吸引上千人參與，共撿拾超過2,100公斤垃圾，傳遞著「再小的個體，都是可持續的參與者；再小的動作，也能為環境做很多事」的環保精神。

Looking ahead, the Group will continue to expand the scope of its social responsibility initiatives, deepen cooperation with non-profit organizations and communities, and focus on environmental protection, food waste reduction, and support for vulnerable groups. We are committed to spreading environmental awareness through practical actions, practicing social care, and contributing to the improvement of community residents' quality of life, working towards a sustainable society.

展望未來，本集團將繼續擴大社會責任項目的範圍，深化與公益組織和社區的合作，特別關注環境保護、食品浪費、以及對弱勢人群的支持。我們致力於以實際行動傳播環保理念，踐行社會關懷，助力提升社區居民的生活品質，為構建可持續發展的社會貢獻力量。

APPENDIX – LIST OF ESG POLICIES AND LAWS AND REGULATIONS

附錄 – ESG政策及法律法規清單

HKEX ESG Indicator 聯交所ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
Environment 環境	Environmental Protection Law of the People's Republic of China 《中華人民共和國環境保護法》	
	Law of the People's Republic of China on Prevention and Control of Water Pollution 《中華人民共和國水污染防治法》	
	Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste 《中華人民共和國固體廢物污染環境防治法》	Waste Management System Administrative 《廢棄物管理制度》
	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution 《中華人民共和國大氣污染防治法》	Systems on Energy Consumption at Supply Centers 《供應中心能耗管理制度》
	Law of the People's Republic of China on Prevention and Control of Noise Pollution 《中華人民共和國噪聲污染防治法》	Administrative Guidelines on Turning On and Off Equipment 《設備開啟色點管理指引》
	Law of the People's Republic of China on Promotion of Cleaner Production 《中華人民共和國清潔生產促進法》	Administrative Standards on Office Electrical Equipment 《關於集團辦公室用電設備的管理規定》
	Marine Environment Protection Law of the People's Republic of China 《中華人民共和國海洋環境保護法》	Administrative Guidelines on Smart Management of Energy 《能源智慧管理指南》
	Law of the People's Republic of China on Evaluation of Environmental Impacts 《中華人民共和國環境影響評價法》	Store Waste Disposal Management System 《門店廢棄物處置管理制度》
	Energy Conservation Law of the People's Republic of China 《中華人民共和國節約能源法》	Waste Management System 《廢棄物管理制度》
	Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste 《固體廢物污染環境防治法》	Employment
	Opinions on Further Strengthening the Treatment of Plastic Pollution 《關於進一步加強塑料污染治理的意見》	

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Employment 僱傭	Labor Law of the People's Republic of China 《中華人民共和國勞動法》	
	Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》	Human Resources Management Practice Manual 《人事管理實務操作手冊》
	Law of the People's Republic of China on Promotion of Employment 《中華人民共和國就業促進法》	Office Employee Handbook 《辦公室員工手冊》
	Social Insurance Law of the People's Republic of China 《中華人民共和國社會保險法》	Store Employee Handbook 《門店員工手冊》
	Prohibition of Child Labor Regulations 《禁止使用童工規定》	Guidelines on Employee Salary Structure 《員工架構調薪指引》
	Law of the People's Republic of China on the Protection of Minors 《中華人民共和國未成年人保護法》	
Health and Safety 健康與安全		Enterprise Safety Management Policy 《企業安全管理制度》
		Safety Production Responsibility System 《安全生產責任制》
		Systems on Appraisal, Award and Punishment on Safe Production Responsibilities 《安全生產責任考核獎懲制度》
		Systems on Award and Punishment on Safe Production 《安全生產獎懲制度》
		Systems on Inspection, Treatment, Filing and Monitoring of Hidden Hazards 《隱患排查、治理、建檔和監控制度》
		Emergency Plan for Production Safety Accidents 《生產安全事故應急預案》
		Fire Safety Management System 《消防安全管理制度》
		Management System on Occupational Hygiene 《職業衛生管理制度》
		Office Safety and Protective Measures of the Jiumaojiu Group and other management systems on safe production (26 in total) 《九毛九集團辦公室安全防護措施》等26個安全生產相關管理制度
		Supply Center Safety Production Management System of the Jiumaojiu Group and other management systems on safe production (28 in total) 《九毛九集團供應中心安全生產管理制度》等28個安全生產相關管理制度
	Labor Law of the People's Republic of China 《中華人民共和國勞動法》	
	Fire Protection Law of the People's Republic of China 《中華人民共和國消防法》	
	Law of the People's Republic of China on Work Safety 《中華人民共和國安全生產法》	
	Law of the People's Republic of China on Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》	
	Administrative Measures for Supervision and Inspection of Food Production and Operation 《食品生產經營監督檢查管理辦法》	
	Regulation on Work Safety Permits 《安全生產許可證條例》	
	Provisions on the Supervision and Administration of Occupational Health at Work Sites 《工作場所職業衛生管理規定》	

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HKEX ESG Indicator 聯交所ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
Development and Training 發展及培訓	Labor Law of the People's Republic of China 《中華人民共和國勞動法》	Systems on Safety Education and Training 《安全教育培訓制度》 Administrative Scheme to Compete for Middle Management Posts 《集團中層管理崗競聘管理方案》
	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》 Social Insurance Law of the People's Republic of China 《中華人民共和國社會保險法》 Prohibition of Child Labor Regulations 《禁止使用童工規定》 Law of the People's Republic of China on the Protection of Minors 《中華人民共和國未成年人保護法》 Trade Union Law of the People's Republic of China 《中華人民共和國工會法》 Law of the People's Republic of China on the Protection of Rights and Interests of Women 《中華人民共和國婦女權益保障法》 Law of the People's Republic of China on Mediation and Arbitration of Labor Disputes 《中華人民共和國勞動爭議調解仲裁法》	Human Resources Management Practice Manual 《人事管理實務操作手冊》

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HKEX ESG Indicator 聯交所ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
Supply Chain Management (Including Franchisees) 供應鏈管理 (含加盟商)	Law of the People's Republic of China on Bid Invitation and Bidding 《中華人民共和國招標投標法》	<p>Systems on Suppliers Management 《供應商管理制度》</p> <p>Standards on Supplier Review and Management 《供應商審核管理規範》</p> <p>Appraisal System on Performance of Contracts by Suppliers 《供應商履約考核制度》</p> <p>Standards on Managing Performance of Suppliers 《供應商績效管理規範》</p> <p>Standards on Rewarding and Managing Suppliers 《供應商激勵管理規範》</p> <p>Operation Standards on Supplier Tracing and Accrediting 《供應商尋源與認證操作規範》</p> <p>Standards on Procurement Behaviors 《採購行為準則》</p> <p>Procedures of Procurement Operation (Specification) 《採購操作流程(細則)》</p> <p>Management Practice on Materials Quality 《原料質量管理規範》</p> <p>Quality Guarantee Agreement 《質量保證協議》</p> <p>Systems on Supplier Food Safety Assessment Access 《供應商食品安全評估准入制度》</p> <p>Operating Regulations 《經營違規條例》</p>

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HKEX ESG Indicator 聯交所ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
Product Responsibility 產品責任	Law of the People's Republic of China on Product Quality 《中華人民共和國產品質量法》	Guidebook on Food Safety 《食品安全手冊》
	Food Safety Law of the People's Republic of China 《中華人民共和國食品安全法》	Safety Management System 《安全管理系統》
	Law of the People's Republic of China on Quality and Safety of Agricultural Products 《中華人民共和國農產品質量安全法》	Food Safety Emergency Preparedness Plan 《食品安全應急預案》
	Law of the People's Republic of China on Inspection of Import and Export Commodities 《中華人民共和國進出口商品檢驗法》	Food Safety Management System 《食品安全管理制度》
	Measures for the Administration of Food Business Licenses and Filing 《食品經營許可和備案管理辦法》	Letter of Commitments on Food Safety 《食品安全承諾書》
	Measures for the Supervision and Administration of Food Safety in Online Catering Services 《網絡餐飲服務食品安全監督管理辦法》	Management System on Quality Control of Own Brand Product 《自有品牌產品品質管制制度》
	Administrative Measures for Information Disclosure of Commercial Franchise 《商業特許經營信息披露管理辦法》	Management System on the Inspection and Acceptance of Raw and Auxiliary Materials and Supplies 《原輔料及物料驗收管理制度》
	Civil Code of the People's Republic of China 《中華人民共和國民法典》	Management System on the Inspection and Acceptance of Raw Material in Supply Center 《供應中心原物料驗收管理制度》
	Trademark Law of the People's Republic of China 《中華人民共和國商標法》	Management System on the Inspection and Acceptance of Semi-finished Products 《半成品驗收管理制度》
	Advertising Law of the People's Republic of China 《中華人民共和國廣告法》	Process Quality Control Inspection specification 《制程品控巡檢規範》
	Patent Law of the People's Republic of China 《中華人民共和國專利法》	Food Ingredients and Supplies Inspection and Acceptance Practice Guidelines 《食品原料、物料驗收作業指導書》
	Measures for the Administration of Internet Domain Names 《互聯網域名管理辦法》	Interim Guidelines on the Management of Epidemic Prevention for Imported Cold Chain Food Purchase 《進口冷鏈食品採購防疫管理臨時指引》
	Cybersecurity Law of the People's Republic of China 《中華人民共和國網絡安全法》	Standards on the Inspection and Acceptance of Vegetable Ingredients 《蔬菜原料驗收標準》
	Measures for the Supervision and Administration of Food Safety in Catering Services 《餐飲服務食品安全操作規範》	System for the Management of Food Additives 《食品添加劑管理制度》
	Law of the People's Republic of China on the Protection of Consumer Rights and Interests 《中華人民共和國消費者權益保護法》	System for the Management of Workshop Hygiene 《車間衛生管理制度》
		Management Measures for Workshop Quality Performance Appraisal (Trial) 《車間品質績效考核管理辦法(試行)》
		Regulations on the Management of Quality Control, Inspection and Points Deduction 《品控檢查扣分管理規定》
		Food Recall Management Measures 《食品召回管理辦法》
		Product Labeling and Traceability Control Procedures 《產品標識和可追溯性控制程序》
		Product Recall Control Procedures 《產品撤回控制程序》

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HKEX ESG Indicator 聯交所ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
		Non-conforming Product Control Procedures 《不合格品控制程序》 Management System on Laboratory 《實驗室管理制度》 Handling Procedures for Unqualified Products in Laboratory Testing 《實驗室檢測不合格處理流程》 Management System on Food and Food-related Products Storage 《門店食品及食品相關產品儲存管理制度》 Management System on Cleaning and Disinfection in Stores 《門店清潔消毒管理制度》 Management System on Pest Control in Stores 《門店蟲害控制管理制度》 Management System on Self-inspection of Food Safety in Stores 《門店食品安全自查制度》 Management System on Food Processing in Stores 《門店食品加工過程管理制度》 Management System on Employee Training in Stores 《門店從業人員培訓管理制度》 Management System on Food Safety in Stores 《門店食品安全管理員制度》 Administrative Measures for Handling Customer Complaints 《客訴處理管理辦法》 Guidelines on Crisis Management 《危機管理指引》 Administrative Systems on Information Safety of the Group 《集團信息安全管理制度》 Systems on Prevention of Information and System Risks 《信息系統風險防範制度》 Administrative Systems on Data Backup and Safety of the Group 《集團數據備份安全管理制度》 Data Compliance System 《數據合規制度》 Data Classification and Grading Management Measures 《數據分類分級管理辦法》 Data Security Incident Emergency Management Measures 《數據安全事件應急管理辦法》 Privacy Policy of Jiumaojiu Group 《九毛九集團隱私政策》 Guidelines on Crisis Management 《危機管理指引》

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HKEX ESG Indicator 聯交所ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal policies 內部政策
Anti-corruption and Anti-Money Laundering 反貪污及反洗錢	Company Law of the People's Republic of China 《中華人民共和國公司法》	Anti-corruption Policy 《防止貪污政策》
	Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》	Jiumaojiu Employee Whistleblower Incentive Policy 《九毛九集團員工舉報獎勵制度》
	Anti-Monopoly Law of the People's Republic of China 《中華人民共和國反壟斷法》	Code of Conduct 《廉潔行為規範》
	Law of the People's Republic of China Against Unfair Competition 《中華人民共和國反不正當競爭法》	Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery 《關於嚴禁收受禮品、商業賄賂的通知》
	Interim Provisions on Prohibiting Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》	Letter of Commitment on Integrity of Suppliers 《供應商廉潔承諾書》
		Integrity Notification Letters 《廉潔告知函》
		Funds Management System 《資金管理制度》
		Details of Funds Account Management 《資金帳戶管理細則》

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

ESG Indicator ESG 指標		Unit 單位	2024 ^{a)} 2024 年 ^{a)}	2023 ^{b)} 2023 年 ^{b)}
Environmental Indicator 環境類指標				
A1	Emissions 排放物			
A1.1	The types of emissions and respective emissions data^{d)} 排放物種類及相關排放數據 ^{d)}			
	Catering wastewater 餐飲污水排放量	Tonne 噸	3,495,177.98	3,152,306.04
	Catering wastewater intensity 餐飲污水排放密度	Tonne/million of revenue 噸／百萬元營業收入	575.47	526.63
A1.2	Direct and energy indirect greenhouse gas emissions and intensity 直接及能源間接溫室氣體排放量及密度			
	GHG emissions (Scope 1) ^{1)d)} 溫室氣體排放量(範疇一) ^{1)d)}	tCO ₂ e 噸二氧化碳當量	3,317.04	3,146.81 ^h
	GHG emissions (Scope 2) ^{2)e)} 溫室氣體排放量(範疇二) ^{2)e)}	tCO ₂ e 噸二氧化碳當量	141,676.98	126,732.02
	Total GHG emissions 溫室氣體排放總量	tCO ₂ e 噸二氧化碳當量	144,994.02	129,878.83
	GHG intensity 溫室氣體排放密度	tCO ₂ e/million of revenue 噸二氧化碳當量／ 百萬元營業收入	23.87	21.70 ^h
A1.4	Total non-hazardous waste produced 所產生無害廢棄物總量			
	Waste tube/bulbs 廢舊燈管／燈泡	Unit 個	11,470	10,428
	Waste tube/bulbs intensity 廢舊燈管／燈泡密度	Unit/million of revenue 個／百萬元營業收入	1.89	1.74
	Kitchen waste 廚餘垃圾產生量	Tonne 噸	20,985.54	22,181.69
	Waste cooking oil 餐飲廢油產生量	Tonne 噸	1,834.71	1,728.36
	Total non-hazardous waste 無害廢棄物總量	Tonne 噸	22,820.25	23,910.06
	Non-hazardous waste intensity 無害廢棄物密度	Tonne/million of revenue 噸／百萬元營業收入	3.76	3.99

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

	ESG Indicator ESG 指標	Unit 單位	2024 ^{a)} 2024年 ^{a)}	2023 ^{b)} 2023年 ^{b)}
A2	Use of resources 資源使用			
A2.1	Direct and indirect energy consumption by type in total and intensity ^{3)f)} 按類型劃分的直接及間接能源總耗量及密度 ^{3)f)}			
	Gasoline consumption 汽油消耗量	Liter 升	1,591.00	1,317.83
	Natural gas consumption 天然氣消耗量	m ³ 立方米	1,532,655.32	1,454,134.64
	Direct energy consumption 直接能耗消耗量	MWh 兆瓦時	15,166.06	14,387.38
	Total electricity consumption 總耗電量	KWh 千瓦時	249,303,686.14	222,446,232.50
	Indirect energy consumption 間接能耗消耗量	MWh 兆瓦時	249,303.69	222,446.23
	Total energy consumption 能源總耗量	MWh 兆瓦時	264,469.75	236,833.61
	Total energy consumption intensity 能源耗量密度	MWh/million of revenue 兆瓦時／百萬元營業收入	43.54	39.57
A2.2	Water consumption in total and intensity 總耗水量及密度			
	Total water consumption 總耗水量	m ³ 立方米	4,546,161.22	4,088,447.43
	Water consumption intensity 耗水密度	m ³ /million of revenue 立方米／百萬元營業收入	748.51	683.02
A2.5	Total packaging material used for finished products and intensity ^{g)} 製成品所用包裝材料總量及密度 ^{g)}			
	Meal boxes 餐盒	Tonne 噸	747.42	714.22
	Plastic packaging bags 塑膠包裝袋	Tonne 噸	234.87	177.90
	Total packaging material used 包裝材料使用總量	Tonne 噸	982.29	892.13
	Intensity of packaging material used 包裝材料使用密度	Tonne/million of revenue 噸／百萬元營業收入	0.16	0.15

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

Notes:

- a 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 and cooperative model).
- b The scope of environmental KPIs data collection for the year 2023 includes 4 offices, 3 self-operated supply centers and central kitchens, and 736 self-operated stores operated by the Group (Includes 10 stores which were closed during the year 2023).
- 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 Indicator A1.2 GHG emissions (Scope 1) including direct emission of carbon dioxide generated from gasoline, diesel, natural gas and refrigerants.
- e Indicator A1.2 GHG emissions (Scope 2) including indirect emission of carbon dioxide generated from electricity purchased.
- f Indicator A2.1 Total energy consumption including total energy consumption in gasoline, diesel, natural gas and purchase of electricity.
- g Indicator A2.5 Total packaging material used covers the packaging materials consumed in supply centers and central kitchens, physical stores of different brands and delivery business.
- h Part of the data for the previous year are restated for comparison purposes.

附註:

- a 2024年度全年環境關鍵績效指標數據收集範圍為：4間辦公室、3家自營供應中心及中央廚房，以及由本集團經營的849間自營門店（包括於2024年度內69家關閉或出售給第三方前的餐廳及1家由自營轉為加盟合作模式前的餐廳數據）。
- b 2023年度全年環境關鍵績效指標數據收集範圍為：4間辦公室、3家自營供應中心及中央廚房，以及由本集團經營的736間自營門店（包括於2023年度內關閉的10家餐廳）。
- c 基於本集團的業務內容，其在運作過程中所產生的廢氣排放，包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物排放並不顯著。
- d 指標A1.2溫室氣體排放量（範圍一）包括汽油、天然氣、製冷劑等產生的直接二氧化碳排放。
- e 指標A1.2溫室氣體排放量（範圍二）包括外購電力產生的間接二氧化碳排放。
- f 指標A2.1能源總耗量包括汽油、柴油、天然氣及外購電力等產生的能源消耗總量。
- g 指標A2.5包裝材料使用總量包含來自供應中心及中央廚房、門店及外賣業務所使用的餐盒及塑膠包裝袋。
- h 上年度部分數據需重列作為比較用途。

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

Basis of calculation:

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

2 The calculation 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 Environmental, Social and Governance Report Appendix 2: Reporting Guidance on Environmental KPIs" issued by HKEX.

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

- a) Mainland China refers to the 2022 national power grid average emission factor released by the Ministry of Ecology and Environment;
- b) Hong Kong Special Administrative Region refers to the CO₂ emission intensity of electricity sold as disclosed in CLP's "2023 Sustainability Report";
- c) Macao Special Administrative Region refers to the CO₂ 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.

數據計算標準:

1 使用汽油、天然氣、製冷劑等所產生的溫室氣體排放(範圍一)計算主要參考中國國家發展 and 改革委員會發佈的《食品、煙草及酒、飲料和精製茶企業溫室氣體排放核算方法與報告指南(試行)》, 聯交所發佈的《如何準備環境、社會及管治報告—附錄二: 環境關鍵績效指標匯報指引》中的排放系數計算所得。

2 外購電力產生溫室氣體排放(範圍二)的計算方法主要參考國家發展 and 改革委員會辦公廳發佈的《食品、煙草及酒、飲料和精製茶企業溫室氣體排放核算方法與報告指南(試行)》, 由聯交所發佈的《如何準備環境、社會及管治報告附錄二: 環境關鍵績效指標匯報指引》計算。

中國與其他主要營運地區的排放系數參考如下:

- a) 中國大陸地區參考生態環境部所發布的2022全國電網平均排放系數;
- b) 香港特別行政區參考中華電力《2023年度可持續發展報告》中披露的售電量二氧化碳排放強度;
- c) 澳門特別行政區參考澳門電力股份有限公司《2023澳電可持續發展報告》中披露的二氧化碳排放系數;
- d) 加拿大溫哥華地區參考「Greenhouse Gas Industrial Reporting and Control Act, GREENHOUSE GAS EMISSION REPORTING REGULATION」, B.C.Reg. 249/2015;
- e) 新加坡地區參考新加坡能源市場管理局《2024年度新加坡能源統計》章節二能源轉型的2023年新加坡平均電網排放系數;
- f) 馬來西亞地區參考由馬來西亞能源資訊中心所發布的《馬來西亞電網排放因子(GEF), 2017-2021》的2023年馬來西亞半島電網排放系數。

3 能源總耗量參考中國標準《GB/T 2589-2020綜合能耗計算通則》進行電力當量值折算。

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

ESG Indicator ESG 指標		Unit 單位	2024 2024年	2023 2023年
Social Indicator 社會類指標				
B1	Employment^{a)} 僱傭 ^{a)}			
B1.1	Total workforce by gender, employment type, age group and geographical region 按性別、僱傭類型、年齡組別及地區劃分的僱員總數			
	Total number of employees 員工總人數	Headcount 人	20,735	22,467
Gender 性別	Male 男性	Headcount 人	13,549	15,088
	Female 女性	Headcount 人	7,186	7,379
Employment Type 僱員類型	Management 管理層	Headcount 人	164	165
	Non-management 非管理層	Headcount 人	20,571	22,302
Age Group 年齡組別	29 or below 29歲及以下	Headcount 人	16,460	17,391
	30-49 30-49歲	Headcount 人	2,844	3,020
	50 and above 50歲及以上	Headcount 人	1,431	1,516
Geographical Region 地區	Mainland China 中國內地	Headcount 人	19,868	21,881
	Hong Kong, Macau and Taiwan 港澳台	Headcount 人	185	180
	Overseas 海外	Headcount 人	682	406

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

	ESG Indicator ESG 指標	Unit 單位	2024 2024 年	2023 2023 年
B1.2	Employee turnover rate by gender, age group and geographical region ¹⁾ 按性別、年齡組別劃分的僱員流失比率 ¹⁾			
	Total employee turnover rate 僱員總流失比率	Percentage 百分比	211%	172%
Gender 性別	Male employee turnover rate 男性員工流失比率	Percentage 百分比	227%	187%
	Female employee turnover rate 女性員工流失比率	Percentage 百分比	180%	141%
Age Group 年齡組別	Turnover rate of employees aged 29 and below 29歲及以下流失比率	Percentage 百分比	238%	189%
	Turnover rate of employees aged 30-49 30-49 歲流失比率	Percentage 百分比	98%	99%
	Turnover rate of employees aged 50 and above 50歲及以上流失比率	Percentage 百分比	128%	110%
Geographical Region 地區	Turnover rate in Mainland China 中國內地流失比率	Percentage 百分比	216%	175%
	Turnover rate in Hong Kong, Macau and Taiwan 港澳台流失比率	Percentage 百分比	208%	16%
	Turnover rate in Overseas 海外流失比率	Percentage 百分比	55%	71%
B2	Health and Safety 健康與安全			
B2.1	Number and rate of work-related fatalities ^{b)} 因工作關係而死亡的人數及比率 ^{b)}			
	Number of work-related fatalities 因工作關係而死亡的人數	Headcount 人	0	0
	Rate of fatalities 死亡率	Percentage %	0	0
	Lost days due to work injury 因工傷損失工作日數			
	Lost days due to work injury 因工傷損失工作日數	Day 日	9,356	8,464
	Work-related injury 工傷次數	Case 次	1,085	1,165

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

	ESG Indicator ESG 指標	Unit 單位	2024 2024年	2023 2023年
B3	Development and Training 發展及培訓			
B3.1	The percentage of employees trained by gender and employee category²⁾ 按性別及僱員類別劃分的受訓僱員百分比²⁾			
	Percentage of employees trained 受訓僱員百分比	Percentage 百分比	100%	100%
Gender 性別	Percentage of male employees trained 男性員工受訓百分比	Percentage 百分比	65%	67%
	Percentage of female employees trained 女性員工受訓百分比	Percentage 百分比	35%	33%
Employment Type 僱員類型	Percentage of management trained 管理層受訓百分比	Percentage 百分比	0.79%	0.73%
	Percentage of non-management trained 非管理層受訓百分比	Percentage 百分比	99.21%	99.27%
B3.2	The average training hours completed per employee by gender and employee category³⁾ 按性別及僱員類別劃分, 每名僱員完成受訓的平均時數³⁾			
	Average training hours for employees 僱員平均受訓時長	Hour 小時	4.36	5
Gender 性別	Average training hours for male employees 男性員工受訓平均時長	Hour 小時	4.37	5
	Average training hours for female employees 女性員工受訓平均時長	Hour 小時	4.35	5
Employment Type 僱員類型	Average training hours for management 管理層受訓平均時長	Hour 小時	11.05	5
	Average training hours for non-management 非管理層受訓平均時長	Hour 小時	4.31	5

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

	ESG Indicator ESG 指標	Unit 單位	2024 2024年	2023 2023年
B5	Supply Chain Management 供應鏈管理			
B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目			
	Total number of suppliers 供應商總數	Entity 個	558	503
	Southern China 華南地區	Entity 個	398	367
	Other regions in Mainland China (except Southern China) 中國大陸其他地區(除華南地區外)	Entity 個	112	116
	Other overseas regions (including Hong Kong, Macau and Taiwan) 海外其他地區(含港澳台)	Entity 個	48	20
B6	Product Responsibility 產品責任			
B6.2	Number of products and service related complaints received 接獲關於產品及服務的投訴數目			
Number of complaints 投訴數目	Number of food safety related complaints 食品安全投訴數量	Case 次	464	367
	Number of service related complaints 服務投訴數量	Case 次	2,130	1,438
	Number of dining environment related complaints 就餐環境投訴數量	Case 次	56	20
	Number of dishes related complaints 菜品投訴數量	Case 次	720	239

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

	ESG Indicator ESG 指標	Unit 單位	2024 2024年	2023 2023年
B7	Anti-corruption 反貪污			
B7.1	Number of concluded legal cases regarding corrupt practices brought against the Company or its employees during the Reporting Period 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目			
	Number of concluded legal cases involving Case corruption 貪污訴訟案件的數目		1 ^(c)	1 ^(c)
B7.3	Anti-corruption Training 反貪污培訓			
	To directors 面向董事	Section 場	3	4
	To employees 面向員工	Section 場	24	24
	To suppliers 面向供應商	Section 場	2	2
B8	Community Investment 社區投資			
B8.2	Resources contributed to the focus area 在專注範疇所動用資源			
	Charity donations 公益慈善捐款	Million 百萬元	0.6	1.3
	Volunteer Activities 義工活動	Hour 小時	1,455	984

TABLE OF KEY PERFORMANCE INDICATORS

關鍵績效表格

Notes:

- a The statistics of employee data include contract labor, labor dispatch, re-employment after retirement, outsourcing, flexible employment and part-time employment.
- b During the period from 2019 to 2024, the Group did not have any employee fatality accident.
- c 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). Apart from the above case, 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.

附註：

- a 員工數據的統計包含合同工、勞務派遣、退休返聘、外包、靈活用工及兼職等僱傭種類。
- b 本集團於2019-2024年期間均未發生任何員工死亡事故。
- c 2024年度與2023年度的貪污訴訟案件為同一宗案件，因為該案件仍在刑事審訊當中，故繼續於2024年度進行披露（有關該案件的詳情，請參閱2023年ESG報告內「反貪污」章節中的內容）。除以上案件，本集團報告期內未發生任何涉及貪污、賄賂、勒索、欺詐和洗黑錢的訴訟案件。

數據計算標準：

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

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聯交所ESG報告指引索引表

Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)		Report Sections/Remarks 報告章節／備註
A. Environment 環境		
Aspect A1: Emissions 層面 A1: 排放物		
General Disclosure 一般披露		Emission Management; Waste Management 排放物管理；廢棄物管理
KPI A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放資料。	Table of Key Performance Indicators 關鍵績效表格
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity. 直接（範圍一）及能源間接（範圍二）溫室氣體排放量（以噸計算）及（如適用）密度。	Table of Key Performance Indicators 關鍵績效表格
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生有害廢棄物總量（以噸計算）及（如適用）密度。	A1.3 is not applicable, due to the business nature of the catering industry, our operations do not generate hazardous waste. 由於餐飲業務特性所致，我們營運不產生危險廢物，故A1.3不適用。
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生無害廢棄物總量（以噸計算）及（如適用）密度。	Table of Key Performance Indicators 關鍵績效表格
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Emission Management 排放物管理
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	Waste Management 廢棄物管理

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Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)		Report Sections/Remarks 報告章節／備註
Aspect A2: Use of Resources 層面A2：資源使用		
General Disclosure 一般披露		Energy Management and Carbon Emission; Water Management; Packaging Material Management 能源管理與碳排放；水資源管理；包裝物管理
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity. 按類型劃分的直接及／或間接能源總耗量（以千個千瓦時計算）及密度。	Table of Key Performance Indicators 關鍵績效表格
KPI A2.2	Water consumption in total and intensity. 總耗水量及密度。	Table of Key Performance Indicators 關鍵績效表格
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Energy Management and Carbon Emission 能源管理與碳排放
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	Water Management 水資源管理
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。	Table of Key Performance Indicators 關鍵績效表格

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聯交所ESG報告指引索引表

Subject Areas, Aspects, General Disclosures and KPIs 主題範疇、層面、一般披露和關鍵績效指標(KPIs)

Report Sections/Remarks 報告章節／備註

Aspect A3: The Environment and Natural Resources

層面 A3: 環境及天然資源

General Disclosure

Energy Management and Carbon Emission; Emissions Management; Water Management; Packaging Material Management

一般披露

能源管理與碳排放；排放物管理；水資源管理；包裝物管理

KPI A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.

Energy Management and Carbon Emission; Emissions Management; Water Management; Packaging Material Management

描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。

能源管理與碳排放；排放物管理；水資源管理；包裝物管理

Aspect A4: Climate Change

層面 A4: 氣候變化

General Disclosure

Response to Climate Change

一般披露

應對氣候變化

KPI A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.

Response to Climate Change

描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。

應對氣候變化

B. Social

B. 社會

Employment and Labour Practices

僱傭及勞工常規

Aspect B1: Employment

層面 B1: 僱傭

General Disclosure

Compliance Employment; Employee Salary and Benefit Mechanism; Employee Care and Communication
合規僱傭；員工薪酬福利機制；員工關愛與溝通

一般披露

KPI B1.1 Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.

Table of Key Performance Indicators

按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。

關鍵績效表格

KPI B1.2 Employee turnover rate by gender, age group and geographical region.
按性別、年齡組別及地區劃分的僱員流失比率。

Table of Key Performance Indicators
關鍵績效表格

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聯交所ESG報告指引索引表

Subject Areas, Aspects, General Disclosures and KPIs

主題範疇、層面、一般披露和關鍵績效指標(KPIs)

Report Sections/Remarks

報告章節／備註

Aspect B2: Health and Safety

層面 B2: 健康與安全

General Disclosure

一般披露

Employees Health and Safety

員工健康與安全

KPI B.2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.

Table of Key Performance Indicators

過去三年(包括彙報年度)每年因工亡故的人數及比率。

關鍵績效表格

KPI B.2.2 Lost days due to work injury.

Table of Key Performance Indicators

因工傷損失工作日數。

關鍵績效表格

KPI B.2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored. Occupational Health and Safety.

Employees Health and Safety

描述所採納的職業健康與安全措施，以及相關執行及監察方法。

員工健康與安全

Aspect B3: Development and Training

層面 B3: 發展及培訓

General Disclosure

Employees Training and

Development

一般披露

員工培訓與發展

KPI B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).

Table of Key Performance Indicators

按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。

關鍵績效表格

KPI B3.2 The average training hours completed per employee by gender and employee category.

Table of Key Performance Indicators

按性別及僱員類別劃分，每名僱員完成受訓的平均時數。

關鍵績效表格

Aspect B4: Labor Practice

層面 B4: 勞工準則

General Disclosure

Compliance Employment

一般披露

合規僱傭

KPI B4.1 Description of measures to review employment practices to avoid child and forced labor.

Compliance Employment

描述檢討招聘慣例的措施以避免童工及強制勞工。

合規僱傭

KPI B4.2 Description of steps taken to eliminate such practices when discovered

Compliance Employment

描述在發現違規情況時消除有關情況所採取的步驟。

合規僱傭

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Operating Practices 營運慣例		
Aspect B5: Supply Chain Management 層面 B5: 供應鏈管理		
General Disclosure		Food Quality and Safety; Supply Chain ESG Management 食品品質與安全；供應鏈ESG管理
一般披露		Table of Key Performance Indicators 關鍵績效表格
KPI B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	Food Quality and Safety 食品品質與安全
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Food Quality and Safety; Supply Chain ESG Management 食品品質與安全；供應鏈ESG管理
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Supply Chain ESG Management 供應鏈ESG管理
Aspect B6: Product Responsibility 層面 B6: 產品責任		
General Disclosure		Food Quality and Safety; Customer Rights Protection; Responsible Marketing and Promotion; Product Diversification and Nutrition and Health; Dining Environment/Customer Service; Intellectual Property Protection 食品品質及安全；顧客權益保護；合理行銷及宣傳；產品多元化與營養健康；就餐環境／顧客服務；知識產權保護
一般披露		
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	The Group strictly comply with relevant laws and regulations on food safety, there were no incidents of recalls on products and services due to safety and health reasons nor non-compliance events relate to food safety during the Reporting Period 本集團嚴格遵守食品安全相關法律法規，報告期內未發生因安全衛生原因召回產品和服務的事件，也未發生食品安全相關違規事件

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KPI B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Dining Environment/Customer Service 就餐環境／顧客服務
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Intellectual Property Protection 保障知識產權
KPI B6.4	Description of quality assurance process and recall procedures. 描述品質檢定過程及產品回收程序。	Food Quality and Safety 食品品質與安全
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Customer Rights Protection 顧客權益保護
Aspect B7: Anti-corruption		
層面 B7: 反貪污		
General Disclosure 一般披露		Business Ethics 商業道德
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases. 於彙報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Table of Key Performance Indicators; "Anti-corruption" section of the 2023 ESG Report 關鍵績效表格；2023年ESG報告「反貪污」章節
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Business Ethics 商業道德
KPI B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Business Ethics; Table of Key Performance Indicators 商業道德；關鍵績效表格
Community		
社區		
Aspect B8: Community Investment		
層面 B8: 社區投資		
General Disclosure 一般披露		Rural Revitalization; Social Welfare Investment 鄉村振興；社區公益
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。	Rural Revitalization; Social Welfare Investment 鄉村振興；社區公益
KPI B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源（如金錢或時間）。	Rural Revitalization; Social Welfare Investment; Table of Key Performance Indicators 鄉村振興；社區公益；關鍵績效表格

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餐飲行業商業向善倡議索引

Jiumaojiu International Holdings Limited is one of the first founding partners of the Cheung Kong Graduate School of Business' "Initiative for Business for Good in the Catering Industry". We hope to collaborate with like-minded partners in the industry to advocate for the organic integration of business value and social value by publicly sharing our respective practices of business for good in corporate operations, including efforts that surpass industry average standards, and to foster a positive development environment for the industry. To this end, we have jointly signed the "Initiative for Business for Good in the Catering Industry", committing to demonstrate our efforts to the public in the following dimensions: Food Safety, Supply Chain Management, Employee Development and Welfare, High-Quality Products and Services, Environmental Improvement, and other progressive efforts that align with the times.

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

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

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

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

這是九毛九国际控股有限公司加入長江商學院「餐飲行業商業向善倡議」發佈的第4年。我們歡迎更多的夥伴們能加入我們的隊伍，在商業向善的道路上攜手前行。

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Core Issues			
核心議題			
1. Food Safety – Food safety is the foundation of catering enterprises.			
1. 食品安全 – 確保食品安全，堅守餐飲企業的立足之本。			
1) Establish and improve the food safety inspection standard system	■ Establish a food safety management system certified by both ISO 22000 and HACCP	Food Quality and Safety 食品品質與安全	P. 39
1) 建立、完善食品安全檢測標準體系	■ Set up a Quality Control 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		
	■ 建立ISO22000與HACCP雙認證的食品安全管理體系		
	■ 設立品控部，依據《GB31654-2012餐飲服務通用衛生標準規範》制定《九毛九集團餐飲服務衛生通用規範》		
	■ 推動食品安全內部審核與專項檢查，提升檢測標準		

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2) Establishing a traceability mechanism to ensure the origin of ingredients 2) 建立溯源機制，保證食材來源	<ul style="list-style-type: none"> ■ 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 ■ 建立全程可追溯系統，記錄每批次食材的完整生產與流通數據 ■ 供應鏈管理涵蓋從養殖、加工、物流到門店的全環節食安監控 	Food Quality and Safety 食品品質與安全	P. 44 - P. 57
3) Disclosure of Food Safety Supervision Information 3) 披露食品安全監管相關資訊	<ul style="list-style-type: none"> ■ 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 ■ 定期發布食品安全報告，披露內部監管、檢測與稽核結果 ■ 舉辦食品安全突發事件應急演練，提升危機應對能力 ■ 供應鏈食品安全獎懲制度明確管理標準，確保透明度 	Food Quality and Safety 食品品質與安全	P. 39 - P. 57

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2. Supply chain management – Catering enterprises should attach importance to the coordinated development of the supply chain and promote the upstream and downstream of the industrial chain to fulfill their social responsibilities			
2. 供應鏈管理 – 關注供應鏈的協同發展，推動產業鏈上下游共同履行社會責任			
1) Innovative procurement model to improve product quality	<ul style="list-style-type: none"> ■ Adopt a centralized procurement model to reduce costs and ensure consistent quality 	Food Quality and Safety;	P. 53 - P. 57;
1) 創新採購模式，提高產品品質	<ul style="list-style-type: none"> ■ 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 ■ Set sustainable procurement commitments, requiring raw materials such as soy, beef, and seafood to use non-genetically modified organism, traceable products, with quality or sustainability certifications. Establish clear policies and long-term goals to actively promote the construction of a sustainable supply chain ■ 採取集中採購模式，降低成本並確保品質一致性 ■ 強化冷鏈管理，提升食材保鮮與安全標準 ■ 供應鏈品質監測體系確保食品從產地到餐桌的安全 ■ 設定可持續採購承諾，要求大豆、牛肉、海鮮等原材料採用非轉基因、可追溯、具品質或可持續認證的產品，制定明確政策和長遠目標，積極推動構建可持續供應鏈 	Supply Chain ESG Management 食品品質與安全； 供應鏈ESG管理	P. 100 - P. 102

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2) Promote Fair Trade and Transparent, Ethical Procurement 2) 推動公平貿易，陽光誠信採購	<ul style="list-style-type: none"> ■ Develop the Supplier Integrity Commitment, requiring all suppliers to sign and ensure ethical business practices ■ The Audit Department regularly reviews supplier integrity and compliance with business operations ■ 制定《供應商廉潔承諾書》，要求所有供應商簽署，確保誠信經營 ■ 審計部定期審查供應商廉潔與合規經營情況 	Business Ethics 商業道德	P. 34 - P. 39
3) Use ESG Standards to Evaluate Suppliers and Promote Supply Chain Responsibility 3) 用 ESG 標準審核供應商，推動供應鏈履責	<ul style="list-style-type: none"> ■ Conduct food safety assessments for suppliers based on ISO 22000 standards ■ Implement an annual supplier evaluation system, managing suppliers according to Environmental, Social, and Governance standards ■ 依據ISO22000標準對供應商進行食品安全評估 ■ 設立年度供應商評估制度，根據環境、社會與治理標準管理 	Supply Chain ESG Management 供應鏈ESG管理	P. 100 - P. 102

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3. Employee development and welfare – The catering industry is a labor-intensive industry, and talent training is crucial.			
3. 員工的發展與福利 – 餐飲業是勞動密集型行業，人才培養至關重要。			
1) People-oriented employee care	<ul style="list-style-type: none"> ■ 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 ■ 成立Nathan基金會，為員工及其家庭提供醫療與經濟援助 ■ 定期舉辦團建活動與員工關懷活動，提高員工幸福感 ■ 設立「好點子」建議平台，鼓勵員工參與企業發展 	Employee Care and Communication 員工關愛與溝通	P. 79 - P. 81
1) 以人為本的員工關懷			

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2) Provide a better development platform for employees and partners through policy innovation 2) 通過制度創新，為員工和合作夥伴提供更好的發展平台	<ul style="list-style-type: none"> ■ 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 ■ 建立「J星計劃」及運營管培生計劃，提供員工晉升與專業培養機會 ■ 設置職業雙通道發展機制，涵蓋專業與管理雙向發展路徑 ■ 創建「線上集團學習平台」，推動員工持續學習與技能提升 	Employees Training and Development 員工培訓與發展	P. 75 - P. 78
3) Diversity and Equal Employment, Inclusive Workforce 3) 多元化與平等僱傭，融合用工	<ul style="list-style-type: none"> ■ 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 ■ 確保性別、年齡、文化背景多元化，並定期檢視多元化政策成效 ■ 禁止童工與強迫勞動，確保公平勞動條件 ■ 推動女性員工職業發展，提供平等晉升與薪酬機會 	Compliance Employment 合規僱傭	P. 59 - P. 63

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4. High-quality products and services – Provide customers with high-quality products and services.			
4. 優質的產品與服務 — 努力為顧客提供優質的產品與服務			
1) Provide customers with delicious, nutritionally balanced food through innovation	<ul style="list-style-type: none"> ■ 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 ■ Established Mothers Advisory Panel to provide advice to the R&D team, ensuring scientific and nutritionally balanced food combinations, strictly controlling the quality of ingredients, and innovating meal presentation methods to increase children's interest in eating 	Product Diversification and Nutrition and Health 產品多元化與營養健康	P. 104 - P. 108
1) 通過創新，為顧客提供美味、營養均衡的食品	<ul style="list-style-type: none"> ■ 研發新品，提供低鹽、低脂、營養均衡的健康餐飲選擇 ■ 設立專業研發團隊，優化菜品配方，符合健康飲食趨勢 ■ 設立媽媽顧問團，為研發團隊提供建議，確保食材搭配的科學性和營養均衡、嚴格把關食材品質、以及創新餐食呈現方式以提高兒童的用餐興趣 		
2) Improve customer experience through user friendly design	<ul style="list-style-type: none"> ■ Enhance store decor and dining environments to create a comfortable dining experience ■ Adopt smart ordering and digital services to reduce customer waiting times ■ 提升門店裝潢與就餐環境，打造舒適用餐體驗 ■ 採用智慧點餐與數字化服務，縮短顧客等候時間 	Dining Environment/ Customer Service 就餐環境／顧客服務	P. 109 - P. 110
2) 通過人性化設計，提升顧客體驗			

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3) Protection of personal privacy 3) 對個人隱私的保護	<ul style="list-style-type: none"> ■ Establish a data protection system to ensure the security of customers' personal information ■ Obtain clear notification and authorization before collecting customer information in stores ■ 建立數據保護制度，確保顧客個人資料安全 ■ 門店收集顧客資訊前須經過明確告知與授權 	Customer Rights Protection 顧客權益保護	P. 83 - P. 85
4) Ensure Accurate and Reliable Customer Communication and Responsible Marketing 4) 確保向顧客宣傳的信息真實可靠，進行合理行銷	<ul style="list-style-type: none"> ■ Adhere to advertising integrity principles, ensuring that promotional information is truthful and reliable ■ Avoid false or exaggerated advertising to protect customer rights ■ 恪守廣告誠信原則，確保宣傳資訊真實可靠 ■ 避免虛假或誇大廣告，維護顧客權益 	Reasonable Marketing and Promotion 合理行銷及宣傳	P. 85 - P. 86

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5. Environmental improvement – Energy saving and emission reduction, waste reduction, and continuous improvement of the environment			
5. 環境改善 — 節能減排，減少浪費，持續改善環境			
1) Through innovation, improve the efficiency of water, electricity and energy use, save energy and reduce emissions	<ul style="list-style-type: none"> ■ 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 	Energy Management and Carbon Emission; Water Management; Emissions Management; Waste Management; Packaging Material Management	P. 114 - P. 128
1) 通過創新，提升水、電、能源的使用效率，節能減排	<ul style="list-style-type: none"> ■ 實施節能設備改造，提高門店與中央廚房的能源利用率 ■ 建立水資源管理機制，降低廚房與加工過程的用水量 	能源管理與碳排放； 水資源管理； 排放物管理；廢棄物管理； 包裝物管理	
2) Reduce food waste through technological innovation and process improvements	<ul style="list-style-type: none"> ■ Set up a food waste management system to promote sustainable food consumption practices ■ Encourage precise meal preparation in stores to minimize ingredient loss 	Waste Management 廢棄物管理	P. 121 - P. 124
2) 通過技術創新和流程改進，減少食物浪費	<ul style="list-style-type: none"> ■ Continue to carry out eco-friendly public welfare projects such as “Tai Er Garbage Man” and “He Yingjun Public Welfare for Stray Cat”, actively promoting environmental concepts of reducing food waste and reuse to employees and the community ■ 設立廚餘管理制度，推動可持續食品消費模式 ■ 倡導門店精準備餐，減少食材損耗 ■ 持續開展「太二垃圾俠」及「何英俊貓糧」等環保公益項目，積極向員工及社區推動減少食物浪費與二次重用的環保理念 		
3) Highlight Environmental Protection in Store Design, Renovation, and Product Packaging	<ul style="list-style-type: none"> ■ Use eco-friendly materials for store design and decor to reduce carbon emissions ■ Reduce single-use plastics and promote biodegradable and recyclable packaging solutions 	Waste Management; Packaging Material Management 廢棄物管理；包裝物管理	P. 124; P. 126 - P. 128
3) 在門店設計、裝修、產品包裝等方面凸顯環保理念	<ul style="list-style-type: none"> ■ 採用環保材料設計門店裝潢，減少碳排放 ■ 減少一次性塑料使用，推動可降解與可回收包裝方案 		

Jiumaojiu International Holdings Limited
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