





Amidst macroeconomic uncertainty and shifting consumer behaviour in our home market of Hong Kong and beyond, we remained focused on what we do best — serving great food with heart, maintaining operational efficiency, and driving new innovation. Despite the headwinds, we sustained growth while expanding our restaurant network to over 240 outlets. These results reflect the strength of our brands and the unwavering commitment of our teams.

Our business expansion journey took a significant leap forward this year with the debut of our new "TamJai Mixian" brand in Australia under joint venture — a proud milestone as we bring the "Tam Jai Taste" to a global audience. This marks not only our entry into the western market but also the beginning of a scalable and partnership-driven growth model. We are also set to expand our footprint in Southeast Asia, supported by new partnerships in Malaysia and the Philippines — two vibrant markets with strong growth potential.

Sustainable growth is a key priority for us, deeply ingrained into our business strategy. Throughout the year, we observed evolving trends in the sustainability landscape, with stakeholders increasingly expecting companies to act with purpose, transparency, and responsibility. From climate-related financial disclosures to social equity and ethical sourcing, the bar continues to rise.

Customer preferences are also shifting, with sustainability and social impact playing a more prominent role in shaping consumption decisions. In this environment, businesses are challenged not only to deliver quality and value, but also demonstrate a commitment to people and the planet.

CREATING A LASTING IMPACT

We see these developments not as burdens, but as opportunities for us to lead with purpose, inspire innovation, and create long-term value. Sustainability has been woven into the fabric of our business strategy, brand philosophy, and operational mindset. During the past year, we initiated a review on our existing environmental, social, and governance ("ESG") management targets to better align with our ambitions in areas such as emissions reduction, talent development, and responsible sourcing. These potential target enhancements reflect our ongoing commitment to embedding meaningful ESG transformation into our daily operations and long-term strategy, ensuring they serve as active drivers of progress, not just aspirational goals.

Guided by our three ESG pillars of "Nourishing Communities", "Uplifting People", and "Preserving Nature", we embrace changes with confidence and conviction.

Our cross-pillar upcycling initiative

As a restaurant group, we understand the power of food in fostering connections and uplifting spirits. This year, we pioneered the Pork Belly Upcycling Project, a first in the local food and beverage ("F&B") sector, to transform surplus pork belly from our central kitchen into lifestyle products. Partnering with the academic and social sectors, students participated in our product research and development, and advertising creative and packaging designs, while people on the journey of mental health recovery were occupationally trained to take part in the mass production.

Aligned with all three of our ESG pillars, this project not only transformed culinary "waste" into beautiful, functional products, but also demonstrated a green innovation could create social value through offering valuable learning opportunities and supporting meaningful charitable causes, exemplifying the synergy between sustainability and social empowerment. Through a series of engagement activities, this initiative also inspired consumers and employees to embrace green practices in daily lives, making a positive impact to the community at large.

UPLIFTING PEOPLE

Our people are the soul of TJI. This year, we took bold steps to support, empower, and celebrate them. We began with a company-wide refresh of our vision, mission and values ("VMV"), designed to re-energise our culture and unify teams around our purpose. Our brand DNA — "Will to Win" and "Passion to Serve" — is now clearer and more vivid than ever, guiding behaviour and decision-making across all levels. Our revamped VMV and core values are communicated to all staff members through our expanded orientation programme framework, as they are the essentials that define TamJaians.

We also launched our first ever District Manager Leadership Programme in partnership with HKU SPACE¹, an important milestone in nurturing leadership talent from within. Meanwhile, our TJI Education Support Scheme for Employees' Children has evolved into a holistic initiative under the new GAME Changer programme, adding mentorship components, internship opportunities and volunteering experiences for participating students, emphasising not only financial support, but also emotional empowerment and connection.

1 The University of Hong Kong School of Professional and Continuing Education

MESSAGE FROM THE BOARD

These initiatives reflect our ongoing commitment to cultivating a workplace that values growth, inclusivity and care. In recognition of our human capital excellence, we were honoured with the HR Distinction Awards, further validating our people-first approach.

NOURISHING COMMUNITIES

In the fast-paced world, we see food as a bridge that connects people, promotes well-being and gives back to society. This year, we continued to enhance the nutritional value of our offerings with innovation and care. Our green menu items remained popular, and we launched a new low-carb, high-protein combo, developed using a robust nutritional database to provide our customers with wholesome choices.

We also expanded our community investment efforts, supporting initiatives that combat hunger and nurture arts, culture and youth development. Highlights include our "Mixian for the Good" campaign, which connected our food philosophy with meaningful social impact, as well as a series of corporate sponsorships promoting sports, and local arts and cultural development that enrich the next generation.

PRESERVING NATURE

Our environmental agenda took another meaningful step forward this year. Following our successful rollout of plastic-free cutlery in late 2023, we have now transitioned to paper takeaway mixian bowls across our restaurant network, further reducing single-use plastic consumption and reinforcing our commitment to sustainable packaging solutions.

We also expanded our waste audit process to include our central kitchen operations, giving us a clearer insight into our environmental footprint and enabling more targeted actions on waste reduction. These efforts help to build a more circular and responsible operational model that balances efficiency with environmental care.

This year, we continued to enhance our internal policies, invest in climate-related reporting, and collaborate with external experts to review and refine our material performance metrics. In alignment with international disclosure standards, we issued our second standalone Climate Disclosure Report, setting out a clearer roadmap for our climate-related actions and resilience planning.

The Group's overall progress was recognised through the receipt of the Hong Kong Awards for Environmental Excellence — Silver Award, a testament to our practical and impactful efforts to build a greener business.

GROWING WITH PURPOSE, LEADING WITH HEART

As we look to the future, we do so with clarity and a firm conviction. Our renewed VMV inspires us to lead with courage and embrace every opportunity to make a difference. The values of "Will to Win" and "Passion to Serve" are not just slogans, but are the essence of how we lead, support, and grow.

We will continue to deepen our sustainability efforts in alignment with our three ESG pillars by strengthening our climate-related governance, empowering communities and staff through our programmes, and integrating operational responsibility into every stage of our value chain. With enhanced ESG targets, more comprehensive data analysis, and strengthened partnerships, we are poised to move forward with even greater momentum.

I am proud of the strides we have made and even more excited about the road ahead. I extend my heartfelt gratitude to our Board, management team, and every team member across the Group for their dedication, passion, and belief in our shared mission. I would also like to thank our shareholders, customers, and partners for their continued trust and support.

Together, we will continue to spice up every city and all walks of life with unique flavours, with purpose in our hearts and sustainability in our hands.

Mr. Lau Tat Man

Chairman, Executive Director and Chief Executive Officer





The Group is pleased to present its fourth standalone ESG Report, which covers the financial year ended 31 March 2025 ("FY2025"). This Report has been prepared in compliance with Appendix C2 — Environmental, Social and Governance Reporting Guide ("ESG Guide") of the Stock Exchange of Hong Kong's (the "Stock Exchange") Listing Rules under the "comply or explain" provision.

This annual disclosure reflects our continued commitment to responsible business practices, transparency, and stakeholder accountability. It details our ESG-related policies, management approaches, and performance across key areas, while highlighting the progress made towards our strategic sustainability goals.

REPORTING BOUNDARIES

This ESG Report is developed using an operational control approach, such that the data and initiatives presented reflect the operations where the Group exercises direct influence. The reporting scope includes our corporate office, TamJai Yunnan Mixian (譚仔雲南米線) ("**TamJai**") and TamJai SamGor Mixian (譚仔三哥米線) ("**SamGor**") restaurants, and central kitchen located in Hong Kong where our operational footprint has a material impact on sustainability outcomes.

Unless otherwise specified, other brands in Hong Kong and operations outside of Hong Kong are excluded from this ESG reporting scope. Management believes that, based on the principle of materiality, over 90% of our business income comes from the two brands in Hong Kong, rendering the others immaterial with minimal impact on our sustainability performance.

REPORTING PRINCIPLES

The preparation of this Report has been guided by the four fundamental principles set out in the ESG Guide to ensure that the information disclosed is relevant and comparable.

MATERIALITY:

We conduct a regular materiality assessment to identify the ESG issues that matter most to our stakeholders and our business. These insights help focus our efforts on the areas with the greatest relevance and impact. Further details can be found in the "Our Sustainability Strategy" chapter of this Report.

QUANTITATIVE:

We present measurable performance indicators wherever possible to track progress year-on-year. Methodologies, data sources, assumptions, and conversion factors are disclosed in the respective footnotes to support clarity and credibility.

BALANCE:

In the interest of transparency, we aim to provide a fair and objective view of our ESG performance. This includes celebrating our successes while acknowledging the areas where challenges persist and improvements are needed.

CONSISTENCY:

Our reporting format and indicators remain aligned with recognised ESG standards and the Stock Exchange's ESG Guide. This consistency supports meaningful comparisons over time and ensures the ongoing reliability of our disclosures.

In FY2025, in consideration of the change of reporting scope as compared to that of FY2024², all comparative figures in the performance tables have been recalculated such that only for consistency.



INFORMATION DISCLOSURE

The content of this ESG Report is based on a combination of internal documentation, audited data, management records, and sustainability practices submitted by business units across the Group. Information was collected through online questionnaires, internal evaluations, and consultation with relevant departments. A detailed content index can be found at the end of this report to facilitate reference and verification.

FORWARD-LOOKING STATEMENTS

This Report contains certain forward-looking statements relating to our future financial position, operational strategies, sustainability plans, and business goals. These statements are based on assumptions and assessments made by the Group's senior management using currently available information. However, actual outcomes may differ materially due to a variety of risks and uncertainties. Readers are advised to interpret these statements in light of the potential challenges outlined throughout this report.

ACCESS TO THIS REPORT

This ESG Report is published in digital format only and is available in both English and Chinese. It can be accessed via the Group's official website (www.tamjai-intl.com) and on the Stock Exchange's website (www.hkexnews.hk). In the event of any inconsistencies between versions, the English version shall prevail.

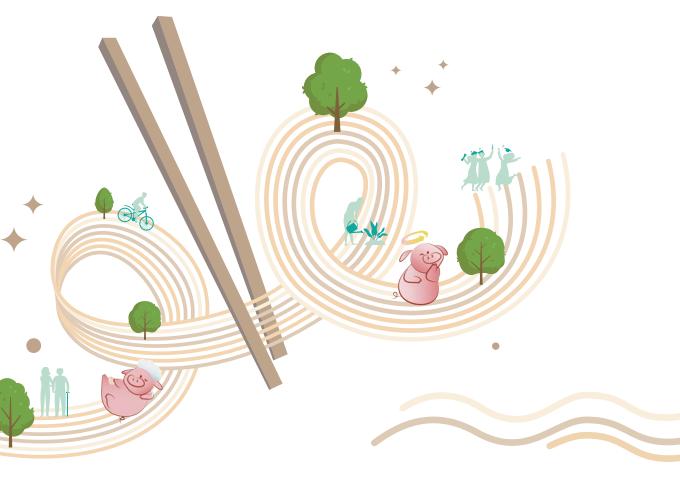
STAKEHOLDERS FEEDBACK

We value open and continuous dialogue with our stakeholders. Their feedback plays a vital role in shaping our ESG priorities and enhancing our sustainability practices. In particular, we welcome input on the material ESG topics outlined in this report and suggestions for improvement in future disclosures.

Stakeholders may share their views with us by contacting the Corporate Communications Department at cc.dept@tamjai-intl.com, or by post at:

Corporate Communications Department

8/F, D2 Place ONE,9 Cheung Yee Street,Lai Chi Kok, Kowloon, Hong Kong







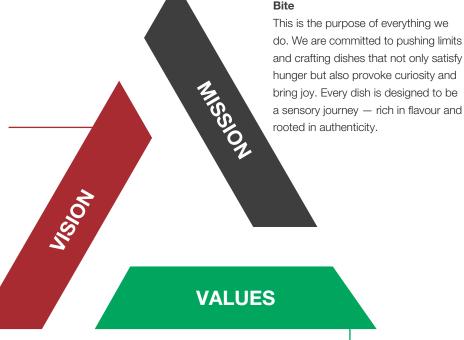
Tam Jai International Co. Limited ("**TJI**" or the "**Company**", and together with its subsidiaries, the "**Group**", "**we**", "**us**" or "**our**") is a well-known restaurant chain operator and one of the leaders in the F&B industry. The Group operates the TamJai and SamGor brands, both of which are fast casual restaurant chains specialising in mixian, and international brand TamJai Mixian (譚仔香港米線), as well as Japanese dining brands, Marugame Seimen and Yakiniku Yamagyu, through franchising and licensing in Hong Kong.

As of 31 March 2025, TJI operated a growing portfolio of **OVER 240** restaurants across Hong Kong, Mainland China, Singapore, Japan, and Australia, with upcoming expansion into the Philippines and Malaysia³.

OUR VISION, MISSION, AND VALUES

Spicing up every city and all walks of life with unique flavours

Our vision reflects our ambition to reimagine dining. We aim to bring the bold and distinctive flavours of our heritage to cities around the world, leaving a lasting impression that transcends cultural and geographical boundaries.





We uphold the highest standards while serving the community. We ensure consistency and excellence in every dish and interaction throughout our restaurant network.



Creativity brings innovation. We strive to blend traditions with novel ideas and create unique dining experiences to every customer.



With empathy, we are able to connect with our customers and staff members. By listening and adapting to the cultural sensitivities of customers we serve, we strive to provide a warm and inclusive experience.



Dare to Excite, Delight in Every

Committed to authentic We move with the flavours, we operate with and share knowled integrity through ethical sourcing and building harmonious collaborations are sourced trust across borders with the flavours, we operate with and share knowled and ideas. We be harmonious collaboration is the key to our collective success.



We move with the times and share knowledge and ideas. We believe harmonious collaboration is the key to our collective success, thus bringing delight to our customers.

³ Our regional network includes 219 restaurants in Hong Kong, 17 restaurants in Mainland China, 4 restaurants in Singapore, 3 restaurants in Japan and 2 restaurants in Australia.

ABOUT US

Anchored to our brand DNA are our core values of:

Will to Win

It embodies our culture of striving for success in every endeavour, driving us to innovate, challenge the status quo, and excel in a competitive marketplace while delivering exceptional products and services.



Passion to Serve

It transcends customer service, reflecting a heartfelt commitment to building meaningful connections and understanding each customer's unique preferences, ensuring that every guest feels valued and appreciated through personalised care and attention.

As we continue to grow, our purpose remains unwavering to enrich lives through food. We are not only bringing exciting new flavours to more communities but also doing so with integrity and sustainability at the core of our journey.

With a deep respect for tradition and an eye toward innovation, we are charting a bold future. Whether it is in the heart of Hong Kong or a new restaurant halfway across the world, our goal remains the same — to spice up your day!

MILESTONES MILESTONES

FROM LOCAL STREET FOOD TO TRANSITIONAL CHAIN RESTAURANTS



The first TamJai opened in Hong Kong



Bib Gourmand

Michelin Guide -Bib Gourmand Selection

1996

2011-2013



Rebranding of SamGor

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

2019





Acquired by Toridoll HK and establish TJI

Entrusted third party service provider to provide delivery services

2018



First TamJai opened in **Mainland China**

2021



First SamGor opened in Japan

2022



First YAKINIKU YAMAGYU opened in Hong Kong



Launch of new TamJai Mixian

brand for overseas expansion and first store opened in Australia



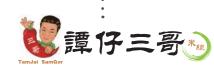
Strategic partnership formed for market entry into Malaysia

2024





2008



The first SamGor opened in Hong Kong

2017



Over 100 restaurants in Hong Kong

2020



First SamGor opened in Singapore

Oct 2021



Listed on Hong Kong Stock Exchange

2023



Entering the Australian and Philippine markets through joint venture and/or franchising



Franchising Marugame Seimen restaurants in Hong Kong



2025

Launch of the first Mala Tang by SamGor in Hong Kong

Realising our vision of bringing Tam Jai Taste to the world



KEY PERFORMANCE IN FY2025



NOURISHING COMMUNITY



90,400+
meals donated by
restaurants and
the central kitchen



Revamped **Green** Food Menu



Two-star Rating
Under "EatSmart
Restaurant Star+"
Campaign



99% satisfactory rate in hygiene audits



UPLIFTING PEOPLE



HK\$1.5 million scholarships awarded to employees' children



Provided **42,600+** training hours



97% of employees trained



VMV revamped to revitalise corporate culture



PRESERVING NATURE



Reduced 25%*
of food waste



100% conversion to paper-made takeaway mixian bowls



Cut plastic packaging materials by 14%*



First Pork Belly
Upcycling
Project
launched in HK

^{*} Compare with the intensity (unit/HK\$ million) of 2024

MAJOR AWARDS & RECOGNITION



HONG KONG AWARDS FOR ENVIRONMENTAL EXCELLENCE (HKAEE) — SILVER AWARD AND CERTIFICATE OF MERIT

- Environmental Campaign Committee (ECC), the Environment and Ecology Bureau



HONG KONG GREEN SHOP ALLIANCE AWARDS 2024 - EXCELLENT GREEN PRACTICES AWARD - WASTE MANAGEMENT

Hong Kong Green Building Council

FOOD WISE EATERIES SCHEME — DIAMOND/GOLD/ SILVER CLASS & SIGNATORY OF THE FOOD WISE CHARTER

- Environment and Ecology Bureau, Environmental Protection Department







HANG LUNG TENANT SUSTAINABILITY AWARDS 2025 - FOUNDATIONAL AWARD

Hang Lung Properties Limited



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

- Environmental Protection Department, Hong Kong Productivity Council



HR DISTINCTION AWARDS 2024

- Human Resources Online
- Excellence in Change Leadership Strategy Gold
- ✓ Excellence in Performance Management Gold



BDA BRAND AWARD 2025 - GRAND AWARD OF THE YEAR

Hong Kong Designers Association



GLOBAL DESIGN AWARD

Hong Kong Designers Association



HONG KONG VOLUNTEER AWARD 2024 BRONZE PRIZE

Home and Youth Affairs Bureau,
 Government-funded programme, Agency for
 Volunteer Service



香港義工獎 HONG KONG VOLUNTEER AWARD

— QSR Media Asia

QSR MEDIA ASIA AWARDS 2025

FOR BEST CUSTOMER EXPERIENCE



PR AWARDS 2024

 $- \ \mathsf{MARKETING}\text{-}\mathsf{INTERACTIVE}$



- ✓ Campaign of the Year Gold
- Best PR Campaign Food & Beverage Gold
- ✓ Best PR Campaign Public Awareness Gold
- ✓ Best Innovative PR Campaign Gold
- ✓ Best Real-Time Response Gold
- ✓ Best Viral Campaign Silver



STANDARD CHARTERED CORPORATE ACHIEVEMENT AWARDS 2024 - MARATHON RESILIENCE CORPORATE - OUTSTANDING AWARD

- Standard Chartered with Hong Kong Economic Journal

渣打企業成就大獎 2024 Standard Chartered Corporate Achievement Awards

13TH JUNZI CORPORATION AWARD

The Hang Seng University of Hong Kong



- Junzi Corporation Award
- Junzi Corporation Award for Exemplary Business Practices with BENEVOLENCE

OUTSTANDING ESG AWARDS: LISTED COMPANY — PLATINUM AWARD

The Institute of ESG & Benchmark (IESGB)



ESG ACHIEVEMENT AWARDS

ISO 22000:2018 FOOD SAFETY MANAGEMENT SYSTEM STANDARD 2019–2025

- Accredited Certification International Limited





For more information regarding our awards and recognition, Please visit:

https://tamjai-intl.com/en/corporate/awards-honours/ or scan the QR code.

OUR SUSTAINABILITY STRATEGY

TJI is committed to being a pioneer of sustainability in the catering industry.

Together with our employees, customers and business partners, we are dedicated to creating a greener and more responsible industry that positively impacts our planet and communities.

ESG STRATEGY PILLARS

In our ongoing journey towards sustainable growth, we have adopted a clear and focused ESG Strategy Framework structured around three strategic pillars: "Nourishing Communities", "Uplifting People", and Preserving Nature". These pillars are deeply rooted in our core mission and values and reflect our ambition to create long-term shared values for all stakeholders.

Nourishing Communities



Providing nutritionally balanced high-quality food to maintain the physical and mental well-being of customers and the community.

Customer welfare

Community engagement

Food safety and resilience

Uplifting People



Creating shared values for employees and partners, while assisting them in self-improvement.

Employee health and safety Employee engagement,

diversity and inclusion

Supplier engagement

Labour rights

Preserving Nature



Managing and reducing our impact on the climate to protect our natural environment.

Resources management

Waste management

Climate change risks

Sustainable practices



FROM STRATEGIC PILLARS TO TARGETED OBJECTIVES

We introduced an additional strategic layer to our ESG approach which defines clear objectives under each pillar to guide our initiatives and sharpen our focus. These objectives provide a vital link between our long-term vision and day-to-day actions, serving as a compass for cross-departmental collaboration and alignment.

To support the execution of these objectives, we established a new set of performance targets across our ESG focus areas. These targets function as key performance indicators to monitor progress, guide resource allocation, and motivate internal teams. Notably, a comprehensive review of our targets was undertaken during the year to ensure alignment with current business priorities and emerging global ESG standards.

We revisited our existing ESG targets to ensure their relevance in today's context. With the support of external ESG consultants, we conducted a benchmarking review to evaluate current industry practices, peer performance, and internal capabilities. This exercise led to the development of a new set of enhanced ESG targets, designed to concentrate our efforts on high-impact areas where we can maximise positive outcomes and deploy resources more efficiently.

These enhanced targets are featured in chapters across this report, covering a range of environmental, social and governance objectives such as Greenhouse Gas ("**GHG**") reduction, food waste diversion, occupational health and responsible sourcing. Together, they represent a more focused and practical roadmap for our sustainability journey.

STRENGTHENING CLIMATE-RELATED ACTIONS

In response to growing stakeholder expectations and evolving regulatory landscapes, we have taken a proactive approach to climate governance and disclosure. Recognising that climate change presents both risks and opportunities, we continue to invest in early action to future-proof our business and strengthen resilience.

Following the voluntary publication of our first standalone Climate Disclosure Report in the financial year ended 31 March 2024 ("**FY2024**"), we continued to advance our climate efforts in FY2025 with the release of a second standalone report. Prepared with reference to the IFRS S2 Climate-related Disclosures standard, the report reflects our deepening maturity in climate risk management, transparency, and data tracking.

A significant step taken this year was the expansion of our Scope 3 GHG emissions analysis. This allowed us to refine our GHG inventory baseline and gain a clearer view of emissions across our value chain. This is an essential foundation for formulating future mitigation strategies and progressing towards a low-carbon business model.

STAKEHOLDER ENGAGEMENT

At the heart of our sustainability strategy lies meaningful dialogue with those who matter most. We actively listen to and collaborate with stakeholders across our value chain — from employees and suppliers to customers and community partners. These relationships help us anticipate emerging sustainability trends, refine our operations, and align our practices with evolving expectations. Through established communication channels, we gather valuable insights that strengthen our decision-making and competitive resilience.

OUR SUSTAINABILITY STRATEGY

Communication with key stakeholders			
Stakeholders		spectations and concerns	Communication channels
	ment and ory authorities	Laws and regulations compliance Sustainable development Occupational health and safety	 Supervision on the compliance with local laws and regulations Routine reports and tax payment
Shareho	• olders	Return on investments Corporate governance Business strategy and development plans	Corporate websiteRegular reportsAnnouncementsInvestor meetingsAnnual general meeting
Employ	ees •	Employees' remuneration and benefits Career development Training opportunities Occupational health and safety The Group's sustainability performance	 Bulletin board Internal emails Intranet Employee hotline Management videos Training and workshops Internal surveys
Custom	eners •	Product and service quality assurance Customers' rights and satisfaction Product innovation Food safety	 Customer satisfaction surveys Customer membership programmes General customer service communications Social media platforms
General	public •	Involvement in communities Laws and regulations compliance Transparency and reliability Employment opportunities	 Corporate website Social media platforms Mass media Frontline staff Direct communication
A A	vernmental • ations (NGOs)	Community participation Gender equality	Community activitiesDirect communication
Supplie	• •	Fair and open procurement Win-win upstream and downstream cooperation	 Telephone/video conferences, face-to-face meetings and onsite visits Assessment of suppliers Tender and regular meetings
Landlor	• ds	Brand image Business plan and performance	Corporate websiteMass mediaFrontline staffDirect communication



MATERIALITY ASSESSMENT

Our FY2025 materiality assessment, conducted with external consultants, provided clear direction on priority ESG issues. We engaged with a diverse range of stakeholders to express their views on a list of ESG issues in a rigorous four-stage process.

Step 1: Stakeholder identification

We first mapped our key stakeholder groups based on their influence and relationship with our business. Representatives from both internal and external parties, including general and managerial staff, suppliers, customers, regulators, professional organisations, media and NGOs, were engaged.

Step 2: Impact assessment

An impact assessment was conducted to evaluate the materiality of each ESG issue concerning our sustainable development. This assessment examined the effects of each issue across different stages of our simplified value chain. Consequently, we identified a list of ESG issues that could potentially impact our business operations.

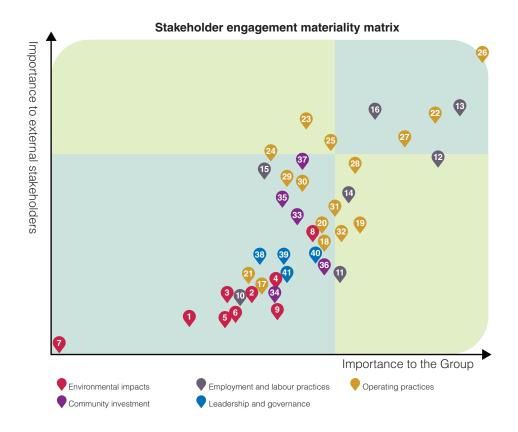
- 1 GHG emissions
- 2 Air pollution
- 3 Energy management
- 4 Water and wastewater management
- 5 Solid waste stewardship
- 6 Materials management
- 7 Land use, ecosystem and biodiversity
- 8 Climate change mitigation and adaptation
- 9 Packaging material management
- 10 Renewable and clean energy
- 11 Diversity and equal opportunity
- 12 Employee remuneration and benefits
- 13 Occupational health and safety
- 14 Employee development and training
- 15 Preventing child and forced labour
- 16 Labour practices
- 17 Green procurement
- 18 Communication and engagement with suppliers
- 19 Environmental risk (e.g. pollution) management of supply chain
- Social risk (e.g. human rights or corruption) management of supply chain
- 21 Supply chain materials sourcing and efficiency

- Health and safety relating to products/services
- 23 Customers welfare
- 24 Marketing and promotions
- 25 Intellectual property rights
- 26 Product quality
- 27 Customer privacy and data security
- 28 Labelling relating to products/services
- 29 Product design and lifecycle management
- 30 Access and affordability
- 31 Business ethics and anti-corruption
- 32 Internal communication and grievance mechanism
- 33 Community engagement
- 34 Participation in philanthropy
- 35 Cultivation of local employment
- 36 Local environmental protection
- 37 Support of local economic development
- Business model adaptation and resilience to environmental, social, political and economic risks and opportunities
- 39 Management of the legal and regulatory environment (regulation-compliance management)
- 40 Critical incident risk responsiveness
- 41) Systemic risk management (e.g. financial crisis)

OUR SUSTAINABILITY STRATEGY

Step 3: Prioritisation and materiality matrix

In FY2025, we continued to apply our enhanced materiality assessment methodology, inviting stakeholder representatives to assess and rank ESG issues based on their perceived impact on the Group and to share their perspectives on our sustainable development. To ensure a balanced evaluation, weightings were applied to the ratings of each ESG topic, reflecting the relative priorities and concerns of our stakeholders across the Environmental ("E"), Social ("S"), and Governance ("G") pillars. The resulting materiality matrix below illustrates the relative importance of these ESG topics to both our stakeholders and our business operations.



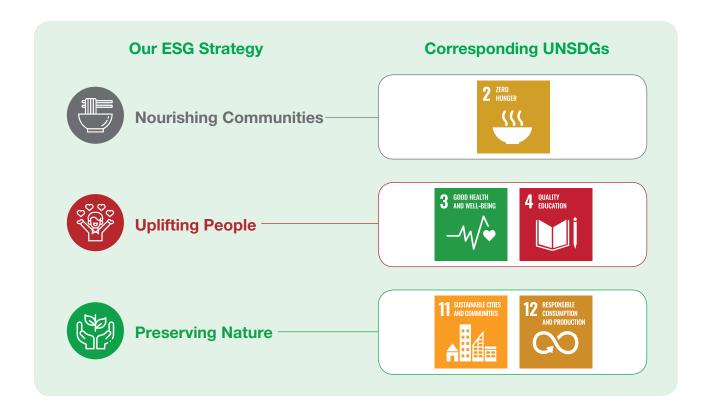
Step 4: Matrix validation and sustainability strategy

Drawing from the materiality matrix, the following topics were identified as most material to our business operations: occupational health and safety, labour practices, health and safety relating to products/services, product quality and customer privacy and data security. These findings were presented to the Board of Directors (the "**Board**"), which plays a key role in guiding the Group's overarching sustainability strategy and overseeing ESG matters. The Board reviewed and deliberated on these results to inform and align the Group's sustainable development priorities.



ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDGs)

Our sustainability efforts actively support key UNSDGs where we can make the greatest difference. We have concentrated on five particularly relevant goals: Goal 2: Zero Hunger, Goal 3: Good Health and Well-being, Goal 4: Quality Education, Goal 11: Sustainable Cities and Communities and Goal 12: Responsible Consumption and Production. Through targeted initiatives, we are delivering tangible progress while continuously seeking ways to expand our positive impact.

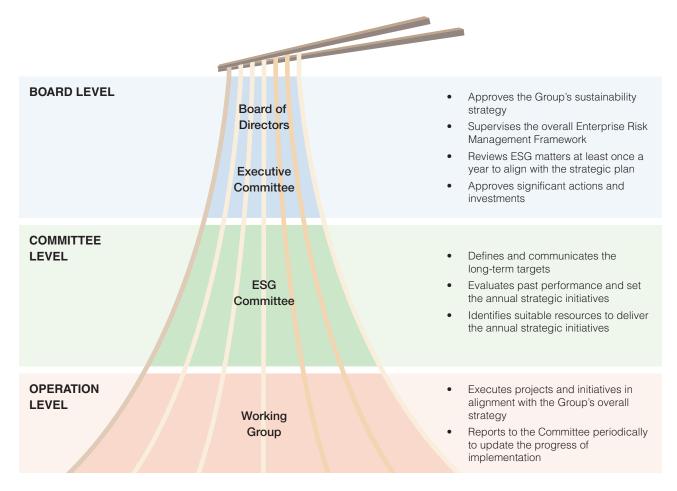




SUSTAINABILITY GOVERNANCE

GOVERNANCE STRUCTURE

Strong governance lies at the heart of our sustainability journey. This year, we further strengthened our ESG governance framework to ensure clear objectives, transparent oversight, and effective integration of ESG priorities across our operations. Our approach follows a structured, multi-tiered system that embeds sustainability into both strategic planning and day-to-day activities.



The Board of Directors, as the highest governing body, assumes ultimate accountability for all ESG matters. Working closely with the Executive Committee, the Board oversees the Group's ESG vision, ensures that it aligns with our corporate values, and reviews progress against long-term goals.

The Executive Committee plays a critical role in coordinating cross-functional ESG efforts and endorsing key initiatives and resource allocations. It also monitors emerging ESG risks and trends, ensuring the Group remains responsive and future-ready through annual reports to the Board.

The ESG Committee reports to the Board and is responsible for evaluating our ESG performance and initiatives, and monitoring the execution of climate and other ESG-related targets. The Board reviews the long-term targets defined by the ESG Committee to ensure that they are in line with the Group's VMV. The Committee is supported by a dedicated Working Group, comprising frontline staff and team members across functions. This group executes ESG initiatives, provides on-the-ground feedback, and flags implementation challenges or emerging risks for escalation.

This integrated governance framework supports consistent engagement, promotes accountability at every level, and ensures our ESG strategy remains dynamic and responsive to evolving stakeholder expectations.

RISK MANAGEMENT

We continue to strengthen our Enterprise Risk Management Framework under the stewardship of the Board. In FY2025, we continued to focus on climate and food safety risks, areas that are critical to our core business.

The Board reviews ESG-related risks and performance through regular meetings, informed by data-driven insights and KPIs reported in the ESG Report. These reviews are complemented by industry benchmarking, regulatory updates, and advice from external consultants, enabling the Board to anticipate and address ESG risks across the value chain.

To ensure alignment from strategy to execution, ESG-related meetings are held across all levels of the organisation. The ESG Committee convenes regularly with the Working Group to gather operational feedback and promote continuous learning from frontline experiences.

Long-term ESG targets are initially defined by the ESG Committee based on regulatory trends and internal performance reviews. Following Board endorsement, these are cascaded to departments to establish annual targets and action plans. Resource needs and performance indicators are identified at this stage, guiding implementation by the Working Group.

Progress is tracked through structured reporting. The ESG Committee provides regular updates to the Board, highlighting achievements, challenges, and areas for improvement. This enables a comprehensive, annual review of ESG target performance and the refinement of strategies to maintain alignment with stakeholder expectations and emerging sustainability demands.

COMPLIANCE MANAGEMENT

ANTI-CORRUPTION AND WHISTLE-BLOWING MECHANISMS

We take our responsibility to operate with integrity seriously. Our comprehensive anti-corruption framework ensures ethical conduct across all levels of the organisation, from employees to suppliers. At the heart of this framework lies our Anti-Bribery and Corruption Policy and Code of Ethics, developed in accordance with the Prevention of Bribery Ordinance of Hong Kong and Independent Commission Against Corruption ("ICAC") guidelines. These provisions provide clear directions on handling gifts, managing conflicts of interest, and maintaining proper business conduct. The Group's Human Resources Department is responsible for implementation and monitoring, while the Board regularly reviews their efficacy.

To embed these principles in our operations, we have implemented robust training programmes and reporting mechanisms. All new staff receive ethics training during induction, while existing employees receive periodic updates shared via email. Our confidential whistleblowing channels, as stated in our Whistleblowing Policy, include dedicated email and hotline services, empowering anyone to report concerns of suspected misconduct without fear of reprisal. Each report triggers a thorough, impartial investigation with appropriate follow-up actions.

The Human Resources Department oversees compliance with the Whistleblowing Policy and anti-bribery and corruption regulations. Non-compliance with the Group's anti-corruption policies or regulatory requirements will lead to disciplinary actions. If criminal activity is substantiated, the Group will terminate employment contracts and report the matter to law enforcement authorities as appropriate.

To enhance employee awareness on anti-corruption and bribery, each business unit's responsible department will provide regular training as outlined in our internal policy. In FY2025, we conducted two training sessions for 58 general staff and 66 management-level employees, including the Corporate Ethics Training hosted by the ICAC in June 2024. Throughout the year, integrity requirements and practices were consistently communicated to employees.

We extend these high standards to our supply chain through our Supplier Code of Conduct, which mandates that our suppliers follow ethical sourcing practices. This end-to-end approach has proven effective, with zero concluded corruption-related legal cases brought against the Group or its employees in FY2025. We strictly comply with local laws and regulations relating to bribery, extortion, fraud and money laundering, regardless of the locations where we operate. For more information on the applicable laws and regulations, please refer to the Appendix.

GOVERNANCE

CUSTOMER PRIVACY AND DATA SECURITY

We understand that protecting customer information is essential not only for maintaining trust and loyalty but also for upholding ethical standards and ensuring regulatory compliance. Therefore, we are dedicated to safeguarding the rights of our customers, employees and business partners against data breaches.

In line with this commitment, the Group has established its Personal Data Protection Policy based on the six Data Protection Principles set forth by the Privacy Commissioner for Personal Data. Also, a dedicated Data Protection Officer is appointed in each business unit to monitor staff practices and identify loopholes to ensure compliance with internal policies and relevant laws.

The Group has also developed comprehensive procedures and guidelines for managing personal data throughout the entire life cycle, covering the collection, retention, usage and security of personal data. Key elements of our internal policies include:

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

According to the internal policy, each Data Protection Officer is required to complete a Privacy Impact Assessment Questionnaire before any marketing event that involves collecting personal information. The Questionnaire is reviewed by the Legal Department, which provides comments and feedback to guide the Marketing Department in adopting appropriate measures to protect customer data across multiple events, ensuring only necessary information is collected. In addition, the Group conducts Periodic Risk Assessments and Privacy Impact Assessments to ensure its privacy policies and practices comply with applicable laws and regulations.





INTELLECTUAL PROPERTY RIGHTS

To foster a thriving environment for innovation and creativity, the Group is dedicated to safeguarding its own intellectual property rights while respecting our counterparts.

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

- Registering any new trademarks, labels, or product designs as appropriate under applicable laws
- Hiring legal advisors to provide professional guidance and advice on the protection of intellectual property rights
- Ensuring our materials are scrutinised by our Legal Department to minimise the risk of intellectual property rights infringement
- Requiring employees to keep business information and other intellectual properties confidential
- Requiring key employees and certain business partners to sign Non-Disclosure Agreements to safeguard trade secrets

The Group places a high priority on safeguarding its intellectual property rights. This year, the Group maintained a global trademark portfolio through the application of new trademarks, renewal of existing trademarks, and monitoring of similar trademark applications made by other parties across 17 jurisdictions worldwide, including Hong Kong, Mainland China, Singapore, Japan, Australia, the Philippines, and Indonesia.

LABOUR RIGHTS

The Group is deeply committed to maintaining labour standards and has zero tolerance towards illegal employment of child labour, underage workers and forced labour as a fundamental aspect of its corporate responsible operations. To address and combat illegal activities, the Group has implemented internal policies to standardise the recruitment and employment procedures, encompassing every stage from hiring to onboarding.

As stated in the policies, job applicants are required to present proof of identity to the Human Resources Department, which is responsible for verifying these documents to confirm their age and ensure they are lawfully employable. To eliminate the risks of legal violations, the Human Resources Department reviews and updates corporate policies and practices to comply with the latest laws and regulations against child labour and forced labour. If the Group identifies any violations of relevant laws and regulations, the corresponding employment contract will be immediately terminated, followed by disciplinary actions.

In FY2025, the Group complied with the laws and regulations on the prevention of child and forced labour. Details on the applicable laws and regulations can be found in the Appendix.

NOURISHING COMMUNITIES

Committed to nourishing the bodies and minds of our customers and communities, we strive to provide nutritionally balanced food, while maintaining the highest standards of food safety and quality.

Offering our customers a quality yet affordable dining experience has always been our mission. We continue to innovate new menu items with healthier choices to encourage our customers to go green with us.

We understand our role as a socially responsible enterprise, and remain passionate about participating in community activities and food donations. This is our way of giving back and supporting our stakeholders, and also maintaining our deep connections with the communities where we operate.

OUR CUSTOMERS

CUSTOMER WELL-BEING

Customers remain at the heart of all our endeavours, guided by our vision to share the distinctive flavours of Tam Jai and our unique culinary heritage with customers globally.

Balanced choices

We are committed to offering our customers a more diverse selection of menu items, responding to the increasing consumer interest in plant-based alternatives and supporting sustainable dining choices.

EAT GREEN

Following our yearly green menu creation, "mixian with vegetarian bean curd sheet roll and assorted vegetables in agaricus blazei mushroom broth" was launched on both TamJai and SamGor's menus as an expansion to our plant-based options. Customers can also enjoy Konjac noodles in additional to the original rice noodles as a low-carb alternative, and "cherry tomato and seaweed salad in sesame dressing" for more vegetarian choices. Our Product Development Department is proud to present new green menu items every year, reducing our environmental footprint.





Furthermore, we are aware of the trend towards healthier diets and eager to develop new menu items to actively respond to customers' evolving demands.

EAT BALANCED: GO LOW-CARB, HIGH PROTEIN

In FY2025, we utilised our mixian consumption nutrition database and launched the "Gym Gym" combo set meals — Konjac noodles with topping selections of chicken, beef or pork liver, served with green tea. Through designing healthier menus, we aim to promote healthier eating habits and satisfy the needs of customers following a low-carb and high-protein diet.



In support of the Department of Health's efforts in promoting healthy eating, all restaurants under our two flagship brands in Hong Kong have participated in the **EatSmart Restaurant Star+ Campaign** and achieved a **two-star rating** this year.

Food quality and safety

In line with the Group's vision, our Quality Assurance ("QA") Department exists to ensure customers have a safe dining experience with high-quality products that deliver exceptional value. We established the Group QA Department to build and consistently strengthen our quality system throughout our value chain, ensuring we provide high-quality food and dining experiences to our customers through our comprehensive "farm to chopsticks" approach.

Our holistic QA strategy incorporates QA policies and processes across the entire organisation. This covers safe sourcing via robust supplier quality control, safe production in both central and restaurant kitchens, and safe selling through our restaurants managed by the operation teams.

Buy safe

- ✓ Implemented supplier quality control procedures to assess, approve, and continuously evaluate our active suppliers
- ✓ In FY2025, we assessed more than 130 menu items for renewal and approval following internal processes
- \checkmark Over 130 purchased food items were sent to independent third-party laboratories for food safety assessments, with a pass rate of 96%

Make safe

- ✓ Our central kitchen in Hong Kong was accredited with the ISO 22000 certification, which covers raw meat products, cooked food, sauces, and ready-to-eat food
- ✓ Certified by Accredited Certification International Limited, the certification scope for the central kitchen was expanded to cover more production floors

Sell safe

- ✓ Our Restaurant QA Team has conducted 1,162 internal audits to monitor restaurant hygiene levels
- ✓ We worked with independent third-party assessors to evaluate the hygiene level of every single restaurant

RECALL PROCEDURES

To ensure consistent quality and safety, and in line with our Corporate QA Policy, we have implemented standard food withdrawal/ recall procedures for our central kitchen and restaurants. These procedures are put into action when required by government rules, suggested by our suppliers, or deemed necessary by the QA Department. Should a recall be necessary, business units must promptly inform the QA Director. Any food withdrawals/recalls directed by the QA Department must be completed in two hours.

In FY2025, one product recall incident was reported as a result of quality concerns over our chicken wings. 0.05% of our chicken wings was recalled and discarded at restaurant level.

SERVING WITH QUALITY

In FY2025, about 200 restaurant hygiene assessments were performed by SGS. The results showed that **99% of our restaurants reached satisfactory levels or above**, with 79% of our restaurants achieving grade A or above.

During the year, approximately 400 samples of our side dishes and ice cubes were collected for microbiological tests, and about 600 environmental swab samples were taken to assess the hygiene levels of food contact surfaces and equipment. The pass rates for both tests were 92% and 93% respectively.

WORDS OF APPRECIATION





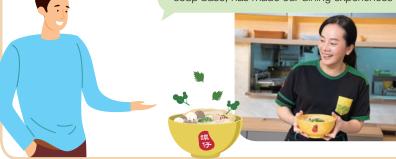
"While dining-in at your restaurant during peak hours, my son got stung by a bee. Your staff members immediately purchased a pair of tweezers at a nearby pharmacy and provided the first-aid kits for me to remove the stinger for my son. The entire team approached to comfort my injured son and I could feel their heartfelt and warm service."



"I am delighted to be served by dedicated and attentive staff at your restaurant! Despite using crutches due to an injury, I have been receiving thoughtful services by one of your staff members, who always arranges a suitable seat for me and promptly offers to refill my hot water. Not only did the staff member cater to my needs, but also ensured comfortable seating for children and the elderly. Her exceptional service has truly enhanced my dining experience."

"I accidentally left my bag behind in my haste to leave after lunch, and when I called the branch, your staff confirmed that my bag was found and carefully kept at the cashier. I was so glad to have my bag back, all intact! I would like to express my heartfelt appreciation for your staff's honest behaviour."

"I am so pleased with the diverse menu options for vegetarians at your restaurant. As my wife is a vegetarian, it could be challenging for us to find suitable dining choices. Your menu, specifically crafted with vegetarian options and a dedicated vegetarian soup base, has made our dining experiences truly enjoyable."





TIMELY AND EFFECTIVE CUSTOMER RESPONSE

Complaint handling

Consistent with our Group's Corporate Quality Assurance Policy, we maintain standardised procedures for handling customer complaints. All operating units are required to promptly document and resolve any complaints received. To drive continuous improvement, all units, including central kitchen and restaurants, regularly submit complaint summaries to both the head of the operating unit and the QA Director. These summaries detail the nature of the complaints, investigation findings, and corrective actions implemented.

NOURISHING COMMUNITIES

Our Customer Service Department follows streamlined complaint handling protocols. Reported incidents are categorised by severity, and appropriate actions are taken. Customers receive feedback on the resolution within three working days. Other customer feedback is compiled monthly and analysed by the Operations Department to pinpoint areas for improvement. These findings are then shared with district managers and restaurants for implementation.

In FY2025, we received around 500 complaints, primarily concerning meal quality and mis-ordered or missing toppings. All complaints were handled according to our standard procedures, ensuring proper resolution and customer satisfaction.

RESPONSIBLE MARKETING

As part of our firm commitment to responsible business conduct, we adhere to our marketing policy, which underscores our dedication to integrity in all marketing and promotional activities. A core principle of this policy is to avoid making overstated or unsupported claims regarding our products and services. We prioritise transparency and accuracy, ensuring that our customers receive reliable information and that we comply with all applicable laws and regulations.

The Marketing Department, which oversees both brands, plays a crucial role in multiple business functions, including branding, product launches and promotions, public relations and digital marketing, joint brand promotions, restaurant advertising, and customer service. At the start of each fiscal year, the Marketing Department develops periodic promotional plans, including brand targeting and product releases. It also works closely with the Product Development Department to ensure that our promotional content and practices are consistent with the latest product information.

In FY2025, we complied with relevant laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling, and privacy matters relating to products and services provided and methods of redress. Considering our business nature and the "materiality" principle, labelling-related issues are not discussed in this ESG Report.

OUR COMMUNITY

At TJI, we are deeply committed to building strong relationships with the communities we serve. Guided by the principle of "taken from the community, giving back to the community," we actively seek opportunities to make a positive impact by sharing our resources and providing support to those in need. In FY2025, we continued to prioritise community investment, focusing on key areas that reflect our values and strategic objectives.

Helping in times of need

- ✓ Placed donation boxes at TamJai and SamGor restaurants for ORBIS, the United Nations Children's Fund (UNICEF), the Lok Sin Tong Benevolent Society Kowloon and St. James' Settlement
- ✓ Donated approximately HK\$57,000 to Oxfam and St. James Settlement by participating in community activities
- ✓ Supported Oxfam through the donation of 1,000 mixian coupons
- ✓ Donated over 1,000 meal boxes to Feeding HK during the pre-launch of our new brand restaurant, Yakiniku Yamagyu

SERVING THE COMMUNITY WITH FOOD AND CARE

As part of our ongoing commitment to social responsibility, SamGor continued its partnership with FOOD-CO of St. James' Settlement in FY2025, to support underprivileged communities through the Mixian for the Good campaign.



Suspending dine-in services

During the campaign, we suspended dine-in services at selected restaurants to redirect resources towards providing free meals to those in need. To further support the underprivileged, we extended our efforts beyond meals. We delivered essential items such as reusable shopping bags, notebooks and pens designed by local illustrator Dusty Kid, and oatmeal and drinks as gifts, bringing joy to the recipients.



Meanwhile, our central kitchen in Hong Kong collaborated with Foodlink Foundation, Food Angel and Feeding Hong Kong to donate around 90,400 meals to those in need.

By leveraging our core business and collaborating with charities, we successfully provided nourishing meals and care to more than 96,000 underprivileged individuals.

"INSIDE OUT 2" CHARITY SCREENING

TJI partnered with the Boys' and Girls' Clubs Association (BGCA) to provide a complimentary screening of the movie "Inside Out 2" for TJI's employees, BGCA staff, and foster families. The event aimed to promote mental health awareness and wellness by offering a relaxing and educational experience.

The screening was divided into two parts: one for employees to unwind and another for BGCA members, focusing on emotional management. Following the screening for BGCA members, social workers led discussions and activities on growth and mental health.

This charity screening is a testament to our ESG pillars of Nourishing Communities and Uplifting People, demonstrating a commitment to giving back to society and supporting charitable activities.







TAMJAI TITLE-SPONSORED HONG KONG COMIC MARTIAL ARTS DANCE DRAMA "STORM CLOUDS" TO NURTURE LOCAL CREATIVE TALENTS

TJI has, for the first time, title-sponsored the Hong Kong comic martial arts dance drama "STORM CLOUDS" through its TamJai brand. Based on the classic comic created by Mr. Ma Wing-shing, this initiative aims to nurture local creative talent, promote Hong Kong's comic culture, and foster arts development.





Beyond sponsorship, we organised themed activities from January to March 2025, including limited-time menu items, themed restaurants, pop-up shops, exclusive merchandise, and a comic design contest. This multifaceted approach seeks to engage the public and cultivate a new generation of artists, keeping the comic classics alive. This groundbreaking collaboration between the catering, comic, and dance sectors encourages youth participation in arts and supports local cultural development.



SAMGOR ALL HONG KONG SCHOOLS JING YING FOOTBALL TOURNAMENT



As a fulfilment of our corporate social responsibility, we supported the development of youth and sports in Hong Kong through our SamGor brand — the first catering brand to be the title sponsor of the "All Hong Kong Schools Jing Ying Football Tournament". Starting from the 2024/25 season, SamGor will support this event for three consecutive years, aiming to engage with schools and the youth communities, empowering student athletes to showcase their potential on a professional stage.

To enhance the recognition of local school sports and contribute to nurturing young athletic talents, the tournament this year has undergone significant upgrades in venues and facilities thanks to the support of SamGor and other sponsors. As a proud sponsor, we aim to enhance the tournament's professional image and encourage more students to unleash their potential in sports.



We also invited the "SamGor Jeh Jeh Cheerleading Team", comprised of frontline employees from our SamGor restaurants, to take the field and cheer for all players and spectators during the third-place match and the finals.

Through expanding our reach and broadening our corporate social responsibility initiatives, we strive to generate a positive ripple effect within the communities we serve. We remain unwavering in our commitment to making a meaningful difference, fostering a more equitable society, and extending compassion and care to both humanity and the environment.





We have always viewed the upliftment and creation of shared values with our employees and partners as one of our core values. Our commitment lies in cultivating a safe, supportive, and inclusive work environment while nurturing a culture of collaboration. We see our employees as our most valuable assets and actively invest in their growth through a diverse range of training programmes and development initiatives. In addition, we remain dedicated to youth development, supporting not only the children of our employees in pursuing higher education at local universities, but also guiding them in life planning and personal growth.

Additionally, we highly value our positive relationships with partners throughout the value chain. The Supplier Code of Conduct outlines our expectations for sustainable practices and responsible behaviour. This initiative reflects our commitment to upskilling our partners and promoting sustainability in daily operations, fostering a collective commitment to responsible business conduct.

AN EMPLOYER OF CHOICE

TALENT MANAGEMENT

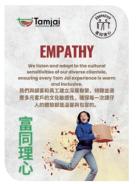
REVAMPED COMPANY DNA AND VISION, MISSION AND VALUES



With the introduction of our new corporate VMV and brand DNA, employees are united to drive shared objectives and long-term success. In line with the new VMV, a comprehensive training framework is in place to ensure our teams embrace our values in their everyday work. For details of our corporate VMV and brand DNA, please refer to page 7–8 of this report.













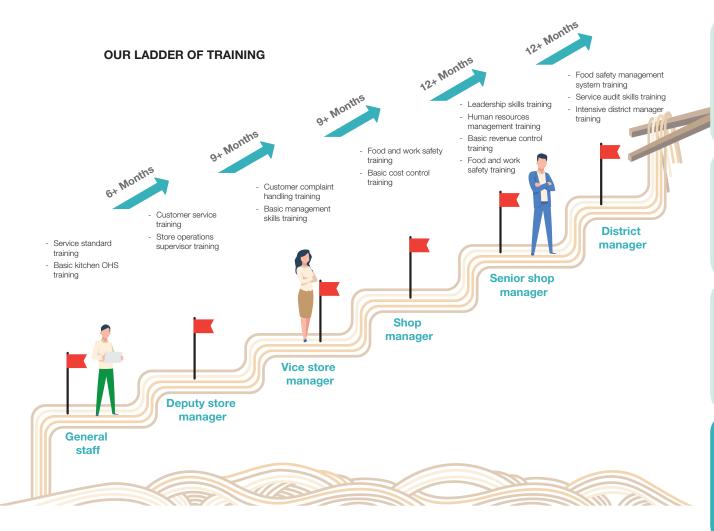
A systematic training pathway is tailored for all new employees, ensuring sufficient onboarding training is provided regardless of background or location. To tie in with our new corporate vision, mission and values, the onboarding programme has been enhanced to include visits to our flagship restaurants and central kitchen, food tasting, frontline attachment and engagement activities specifically designed to expedite their assimilation into our company quickly.

We provide intranet access to help newcomers gain an in-depth understanding of our policies, business vision and corporate culture through useful corporate resources, ensuring these values are reflected in daily operations. Mobile learning tools and applications are also integrated into our training policy to enhance interactivity.

CONTINUOUS LEARNING AND DEVELOPMENT

We remain dedicated to cultivating a culture of continuous learning and development because employee growth is vital to our long-term success. We prioritise employee development by investing in their skills and knowledge enhancement. Our management conducts regular reviews of relevant mechanisms and policies to ensure that our team members receive the necessary support to reach their full potential.

We have established local training centres and offered regional training support, including a diverse range of programmes, workshops, and skill-building opportunities tailored to meet the evolving needs of our workforce. Our Standard Operating Procedures ("SOP") training system provides comprehensive training for both new hires and current staff. Upon completing station training, employees are certified by our SOP trainers, with support from the Group Learning and Development and Operations Team. Certified SOP trainers, primarily restaurant managers, are responsible for providing specialised training to meet our quality, service, and cleanliness (QSC) standards and daily operational standards. Frontline staff are required to complete all mandatory training courses before being eligible for promotion.



In 2020 and 2021, we introduced the Talent Development Programme and the Operation Excellence SOP Certification Programme as our standard framework for vocational training. As part of our talent management strategy, we provide vocational training for the management, enabling them to realise their leadership potential by identifying strengths and weaknesses, receiving behavioural feedback through comprehensive reviews, and exploring growth opportunities by aligning personal development plans with strategic goals.

In FY2025, we provided a total of 42,649 training hours to 2,988 employees. Details on the number of employees trained and the distribution of training hours can be found in Tables 5 and 6 of the Appendix.



With a steadfast belief that continued success hinges on investing in our people, we have exemplified our commitment by the DMLP, a dynamic 30-hour training programme developed in partnership with HKU SPACE and accredited to Qualifications Framework Level 3. The DMLP empowers district managers with essential skills in personal effectiveness, team management and task management, blending academic knowledge with real-world insights.



The programme was born from the Group's desire to move beyond operational training and equip district managers with the managerial skills necessary for systematic multi-unit management, fostering a positive learning culture, and enhancing staff capabilities. Furthermore, this programme supports our Group HR model, which emphasises talent capability, leadership, and succession planning.

In December 2024, the DMLP's graduation ceremony was held and attended by senior management, business unit heads, and even family and friends of our district managers, underscoring TJI's commitment to recognising and celebrating employee achievements.



UPLIFTING PEOPLE

UPLIFTING PEOPLE



EMPLOYEE RELATIONS AND ENGAGEMENT

The TJI Education Support Scheme for Employees' Children is introduced to employees who have worked at the Group for three years or above. Successful applicants of the Scheme will receive a subsidy of 80% of their children's tuition fee per academic year, with a maximum amount of HK\$50,000. In FY2025, the Group awarded a total of approximately HK\$1.5 million in scholarships to 41 employees' children, supporting them to complete undergraduate degree programmes at local universities.



EDUCATION SUPPORT SCHEME FOR EMPLOYEES CHILDREN



In FY2025, we launched the new "GAME Changer" programme, which provides mentorship, career advice and volunteering experiences to children to give back to society. Over 50 staff members have volunteered to be mentors and career advisors to offer guidance and support to the children. This programme aims to support children's whole-person development while reinforcing our commitment to the pillar of uplifting people.









One of the mentors, Leo, shared that the Scheme gave him a sense of fulfilment. He was able to reflect on and share his personal work

experience while listening to the mentees' experiences and future plans that resonated with his own.

In addition to mentorship, closer relationships blossomed between children and parents through our frontline internship experiences. Lucia, daughter of Suki who has worked for over 10 years at SamGor, developed a newfound admiration for her mother's resilience and dedication after completing her first 10-hour shift at our restaurant.







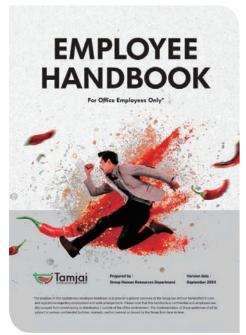
This Scheme not only supported the academic and personal development of the next generation, but also strengthened precious parental bonds, extending our care and support to the families of our staff members.

UPLIFTING PEOPLE

Employment and labour practices

Our employees are our most valuable asset in driving our success. We are committed to fostering a workplace where everyone has equal opportunities to thrive, both personally and professionally. To support this, we have established the Staff Handbook, a comprehensive guide reflecting our brand's statement, vision, mission, and values. It clearly outlines our employment practices, covering recruitment procedures, promotion criteria, individual privacy protections, employee benefits, disciplinary protocols, emergency response procedures, and more. We regularly review and update the Staff Handbook to ensure our policies align with current laws and regulations.

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





Staff distribution by age



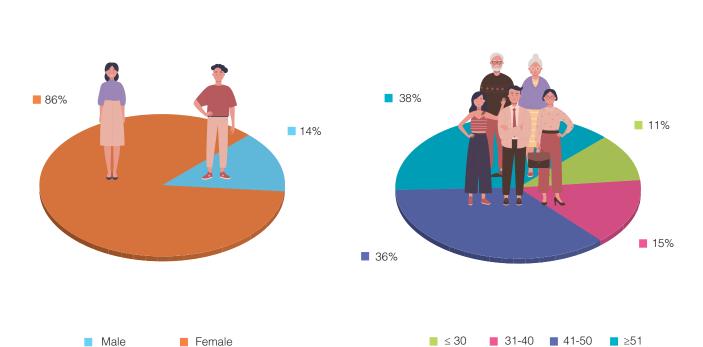
Staff distribution by gender

Recruitment and promotion

We are dedicated to creating a diverse and inclusive workplace filled with talented individuals. To attract a wide range of qualified candidates, we advertise job openings through multiple channels. Our Human Resources Department carefully screens and assesses applicants, and we use structured interviews and assessment tools, guided by equal opportunity and fair competition, to ensure a fair and consistent recruitment process.

Our internal policies, such as the Performance Management Evaluation Policy and the Staff Handbook, provide clear guidelines for performance evaluations and promotions. Heads of departments monitor employee performance and make promotion decisions based on fairness.

As of 31 March 2025, we employed 3,082 staff in Hong Kong, with a gender ratio of 14% male to 86% female. More information on the distribution of staff members can be found in Table 3 in the Appendix.



Compensation and dismissal

We have established a detailed Compensation Management Regulation, as outlined in our Staff Handbook, adhering to the relevant laws and regulations. Our Human Resources Department regularly reviews our compensation strategy, including bonuses and allowances, to ensure the Group's remuneration and welfare policies align with industry standards. To recognise employee contributions and boost internal motivation, we regularly review compensation and adjust salaries based on employee performance and market trends. Any amendments or suggestions to the Group's remuneration and welfare policies must be approved by the Group's Human Resources Department before implementation.

The Group strictly prohibits any kind of unfair or illegitimate dismissal and ensures that termination of employment contracts is based on reasonable and lawful grounds. To further regulate employee dismissal procedures, relevant internal policies have been established. In FY2025, the overall turnover rate was 62%. Details on the breakdown of the Group's employee turnover can be found in Table 4 in the Appendix.

Working hours and rest periods

The Group's employee management policy clearly defines working hours and attendance requirements. To effectively monitor and manage staff attendance, we have implemented an attendance management system to accurately record each employee's working hours. Frontline staff are required to follow schedules set by their restaurant managers. In addition to paid annual leaves and statutory holidays, employees are eligible for additional leave benefits, including sick leave, maternity leave, and paternity leave.

UPLIFTING PEOPLE

Equal opportunity, diversity and anti-discrimination

We believe a fair, inclusive, and diverse workplace drives collaboration and performance. Therefore, we are committed to fostering a work environment that promotes fair competition and mutual respect for all employees. Our human resources decisions across all business units — including hiring, training, promotions, dismissals, and retirement policies — are based solely on job-related factors, regardless of age, gender, nationality, marital status, pregnancy, family status, disability, race, ethnic origin, religion, sexual orientation, or any other factors not related to the job. We encourage employees to report any concerns about workplace discrimination or harassment to the Human Resources Department or the Equal Opportunity Committee.

Other benefits and welfare

Employee benefits are key to retaining talent within the Group. All benefits and welfare programmes are clearly detailed in the Staff Handbook, including essential provisions like the Mandatory Provident Fund Scheme, the Newcomer Bonus and Introducer Bonus Plan, the Employee Healthy Shoe Replacement Programme, and the Employee Physical-Mental Health Care Plan. We prioritise the physical and mental well-being of our employees, providing medical insurance coverage to both corporate and frontline staff.

WORKSHOP ON ACUPRESSURE TECHNIQUES

Our corporate commitment to "Uplifting People" extends beyond professional development - it encompasses holistic well-being.

We partnered with the School of Chinese Medicine, Hong Kong Baptist University to host an acupressure workshop centred on stress relief. Participants learnt practical acupressure techniques targeting specific points to enhance muscle relaxation, boost energy, and foster a sense of calmness. These easy tips provided employees with a refreshing break during busy workdays, promoting a healthier and more balanced work environment.



OFFICE MASSAGE

Understanding the significance of employee well-being, we partnered with talented visually impaired massage therapists from The Hong Kong Society for the Blind to offer a rejuvenating neck, shoulder, and back massage experience to our office team, melting away tension and taking a brief moment to get recharged. The initiative fostered a positive work environment, emphasising mental wellness and holistic well-being.

SOCIAL CLUB'S WIDE RANGE OF ACTIVITIES

To foster staff engagement and enrich workplace culture, Tamjaian Social Club has been established since FY2025 as an employee-run committee comprising of representatives from various departments to organise a wide range of social, leisure and voluntary activities. Embracing our motto of "Giving Back to the Community", a volunteer team is formed, offering members and employees the opportunity to engage with the community and help those in need.

SORTING RESCUED VEGETABLES FOR THE NEEDY

Our dedicated team of volunteers supported Food Angel with the mission of "Waste Not, Hunger Not, With Love". The team spent half a day to sort nearly 500kg of surplus vegetables, which were then turned into nutritious meals for those in need. This experience provided valuable insights into Food Angel's charitable work and deeply resonated with the mission of reducing food waste and spreading love to the needy, which closely aligns with our ESG pillars of "Nourishing Communities" and "Preserving Nature".



SPREADING WARMTH TO THE ELDERLY LIVING ALONE

Driven by our "Passion to Serve" brand DNA, our volunteer team initiated a heartwarming CSR activity at the Hong Kong Evangelical Church Tai Hing Neighbourhood Elderly Centre. The team prepared bowls of mixian, thermal bags, cutlery, and festive lai see packets to share blessings and warmth with the elderly.

Spending time with the elderly, especially those living alone, brought joy to both our volunteers and the service recipients, reinforcing our commitment to spreading love and care to the community at large.



We maintain ongoing communication through monthly staff forums, internal memos and regular restaurant visits as channels for understanding employee expectations. A Caring Hotline has also been established to facilitate barrier-free communication for our staff. In FY2025, we organised a variety of activities, including birthday parties, wellness programmes, team building events and annual dinner, that aim to enhance a sense of belonging among our employees and improve team cohesion.

UPLIFTING PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

The Group believes a healthy and safe work environment is crucial for employee well-being and its long-term sustainability. We maintain an efficient Occupational Health and Safety ("**OHS**") system, ensuring strict internal policies and procedures are in place across our restaurants and central kitchen. We continuously improve our management practices to enhance this system, aiming to minimise potential OHS risks throughout the organisation.

Our Group Human Resources Department monitors the enforcement of the Occupational Hazard Prevention System, while the Health and Safety Environmental Training Management System is jointly overseen and executed by the Human Resources and Operations Training Departments. To improve employee awareness, we invest in comprehensive safety training programmes, equipping employees with essential precautionary measures. Throughout the year, OHS-themed training, such as emergency management and fire safety policy, is organised monthly for both new hires and current staff. OHS risks and prevention methods are included in the training and employees are reminded regularly at the Store Supervisor Meetings. Records on the staff handbook, training attendance and tests will be monitored to assess training effectiveness.

In FY2025, the Group further strengthened its health and safety management by implementing various measures, including:

- organising emergency response drills and safety inspections
- providing personal protection equipment and health checks for employees
- offering counselling service for stress relief
- prohibiting smoking and drinking in the workplace
- posting safe and healthy work bulletins at prominent places
- holding regular safety work meetings, including seminars on reviewing work-related injuries

In the event of a work-related accident, the Group's emergency response mechanism requires the person in charge of the restaurant to immediately notify his/her direct supervisor. A work-related injury report must then be submitted to the Human Resources Department according to established procedures. In accordance with our Insurance Management Policy, the Group also ensures comprehensive insurance coverage for all employees, regardless of the length of the employment contract or working hours, work location, occupation or position, and whether it is full-time or part-time, permanent or temporary employment.

In the past three years including the year under review, no work-related fatalities were reported in the Group. The numbers of work-related injuries and related lost days of the Group in the past three financial years are summarised in the table below.

	FY2025	FY2024	FY2023
Number of work-related injuries	43	49	66
Number of lost days ⁴	1,883	2,677	2,169
Work-related injury rate (case per day)	0.12	0.13	0.18

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

We are committed to continuously strengthening our OHS system to ensure a safe working environment for all employees. To demonstrate our dedication to eliminating workplace hazards and risks, we have launched the "Striving for a Safe Workplace" initiative. This includes conducting thorough reviews of reported accidents and formulating appropriate preventive measures to improve our safety performance. By establishing both short and long-term targets, we aim to reduce the number of accidents and total accident rates across our restaurants. We also request our supply chain partners to adhere to stringent safety standards and maintain a secure workplace environment for their employees, to mitigate hidden legal risks.

In FY2025, we complied with the relevant laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards. Please refer to the Appendix for more information on the applicable laws and regulations.

SUPPLIER ENGAGEMENT

We are committed to promoting ethical and responsible sourcing practices throughout our extensive network of suppliers and partners. Being a top player in chain restaurants, we leverage our industry influence to enhance the skills, expertise, and sustainability initiatives of the people and organisations within our supply chain.

By collaborating closely with our suppliers, we aim to create a more responsible and transparent supply chain, ensuring the integrity and quality of the products we provide to our customers. Our approach focuses on empowering our partners to adopt best practices in business conduct, environmental stewardship, and regulatory compliance. Through this, we strive for continuous improvement in our suppliers' sustainability performance, strengthening the resilience of our operations and contributing to a broader transformation towards responsible sourcing practices across the industry.

OUR SUPPLIERS

A significant portion of our purchases comes from local suppliers and importers, who play a crucial role in our supply chain. Some goods are delivered directly to our restaurants, while others are routed through our central kitchen and then distributed to our branches. In FY2025, we had stable collaborations with 504 suppliers, all of which have undertaken to comply with our supplier engagement and management policies.

Our suppliers			
424	Hong Kong		
53	Mainland China		
27	Overseas (including Australia, Singapore and Japan)		

UPLIFTING PEOPLE

SUPPLIER ENGAGEMENT

The Group's Corporate Procurement Policies and Procedures clearly outline our comprehensive approach to supplier engagement as a means of upholding the standards of responsible sourcing. We conduct pre-qualification assessments on potential vendors based on approved assessment criteria and evaluation methodologies, which are overseen by the Head of Purchasing.

Selection	Monitoring
Purchasing Department	Purchasing Department
 Reviews and validates information submitted by vendors Certifications, licenses, and source documents Head of department	 ✓ Conducts annual performance reviews via the Vendor Management System ✓ Conducts regular on-site inspections ✓ Communicates and addresses any performance issues promptly, and monitor improvement progress
✓ Approves registrations as "approved vendors"	Head of department/Evaluation panel
	 ✓ Reviews and approves performance evaluation results ✓ Instructs temporary collaboration suspension or removal of the "approved vendor" registration, in cases of persistently unsatisfactory performance

SUPPLY CHAIN RISK MANAGEMENT

Supplier selection and management are of the utmost importance to our operations. We carefully evaluate various risks, such as legal entity status, third-party certification, and compliance with local laws and regulations. We have implemented the measures below to address potential environmental and social risks within our supply chain.

✓ Conduct supplier audits

✓ Organise random checks for raw

✓ Perform quality assurance checks for materials received

goods received

We adopt a risk-based approach and conduct thorough due diligence to identify and mitigate potential environmental and social risks within our supply chain. In the future, we plan to expand our efforts by implementing supplier monitoring procedures, including clear definitions of environmental protection requirements in our commercial agreements and supplier adherence to relevant laws, regulations, standards, and our corporate ethics.

In collaboration with our suppliers, our ethical sourcing programme helps us further strengthen our supply chain management practices. We aim to promote responsible practices and a culture of sustainability throughout our supply chain with the launch of this programme.

SUPPLIER CODE OF CONDUCT

Our first Supplier Code of Conduct was launched last year as our first standardised document on business conduct, anti-corruption and regulatory compliance for our suppliers. In FY2025, we continued to work with 400+ active suppliers, which allowed us to foster clear communication and align expectations on responsible sourcing practices. To reinforce our shared commitments to sustainability and ethical sourcing, we also distributed a comprehensive Communication Pack to our suppliers, encompassing detailed guidelines and requirements.

SYNERGY WITH LANDLORDS TO ACHIEVE SUSTAINABILITY

Leveraging our extensive restaurant operations in various properties, we collaborated with our landlords to achieve greater environmental impact.

HANG LUNG GROUP — CHANGEMAKERS: TENANT PARTNERSHIPS ON SUSTAINABILITY PROGRAMME

In line with our goal to reduce carbon emissions and promote community well-being, we continued our participation in the Changemakers: Tenant Partnerships on Sustainability Programme introduced by Hang Lung Group Limited, forging mutually beneficial collaborations for a sustainable future.



NAM FUNG NET POSITIVE LEASE PROGRAMME

In FY2025, our TamJai branch at Tseung Kwan O Plaza signed the Net Positive Pledge designed by the Nan Fung Group. Under the Net Positive Lease Programme, we strive to develop an actionable roadmap together with participants to build a common framework for achieving sustainability goals, creating a positive impact in the communities where we operate.

LINK REIT SUSTAINABILITY LAB VIDEO

Our restaurants have been participating in Link REIT's food waste collection scheme launched by the Environmental Protection Department. In FY2025, we were pleased to further this collaboration with Link REIT through a video shooting project for their Sustainability Lab. Under the theme "Loop to Last — Unveiling the Circular Economy", we produced an engaging and informative video to educate the public on the transformation of food waste into energy.







TJI is committed to managing and reducing our climate impact to protect our natural environment. We proactively aim to stay ahead of government policies and encourage our customers to adopt more sustainable lifestyles by strengthening our plastic-free takeaway policy and introducing more green food selections.

We also support programmes that focus on waste reduction and advancing towards a carbon-neutral future. By collaborating with our stakeholders — including landlords, suppliers, and customers — we actively address the challenges posed by climate change and other environmental crises. To take one step further in our sustainability journey, we have enhanced our ESG targets while continuing to align our operations with the climate-risk management framework.

In FY2025, we complied with relevant environmental laws and regulations regarding air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste during daily operations. Please refer to the Appendix for more details on our environmental performance and compliance with laws and regulations.





PIONEERING FOOD WASTE UPCYCLING



In FY2025, TJI proudly launched Hong Kong's first food waste upcycling initiative using surplus pork belly — an innovative milestone in sustainable F&B operations. This flagship project exemplifies our commitment to circular economy principles by creatively transforming excess pork belly from our central kitchen into an array of lifestyle products, including handmade soaps, lip balms, and scented candles.

This pioneering green innovation brings together cross-sectoral partners, including the Hong Kong Institute of Vocational Education ("IVE"), Hong Kong Design Institute ("HKDI") and the New Life

Psychiatric Rehabilitation Association ("NLPRA"), extending our creative spirit to encompass all three of our ESG values, nurturing young talents for green innovation, fostering community care, and infusing the society with positivity.



Teamed Up with IVE Teachers and Students in Product Development

The oil base used in the three upcycled products is derived from surplus pork belly from the central kitchen of "TamJai" and "SamGor". Our Research and Development Department ("**R&D**") partnered with teachers and students from IVE to extract oil from the pork belly with pioneering technology. The oil was subsequently transformed into renewable material and then repurposed into unique lifestyle products after adding essential oils.



NLPRA trainees who are in mental recovery were trained and guided by instructors to participate in the manufacturing process, from mixing, measuring, heating, dissolving and moulding of the oils to the final stage of product packaging.







PRESERVING NATURE PRESERVING NATURE



HKDI Students Unleashed Creativity to Design a Character "Pork Angel"

HKDI students unleashed their creativity and talents to design a character "Porky Angel", which was widely featured across product packaging, in-store promotional materials

and advertising.

升級再造計劃

Striving to educate both the public and our staff on the innovative concept of upcycling, several workshops were organised for our frontline and office staff to experience the charm of upcycling through customising their own scented candles.







To promote mental wellness and foster social cohesion, we signed NLPRA's "dayday330" charter to become a supporting organisation of its public mental health promotion initiative. We also invited NLPRA and its social enterprise brand, 330, to organise a charity sales booth, the NLPRA 330 Bazaar, at our Hong Kong office to promote cohesion between people in mental recovery and the public.









In support of WWF Earth Hour 2025, we invited celebrity host Sarah Song and a group of young families to participate in the "Earth Hour Upcycling Workshop" to craft Tam Jai-themed scented candles upcycled from surplus pork belly. After the workshop, participants enjoyed a candlelight dinner with our signature vegetarian cross-bridge mixian in dim lighting, preserving the planet in an engaging way.

By combining environmental protection, community care and creative design, this project enables us to realise our three core ESG values, namely "Nourishing Communities", "Uplifting People" and "Preserving Nature" - making it our ESG highlight of the year.



1,000+ (tit)

NGO Trainees Upskilled











Environmental Impact





Students Collaborated





REDUCING ENVIRONMENTAL FOOTPRINT

EXPLOITING FEWER NATURAL RESOURCES

Emissions management

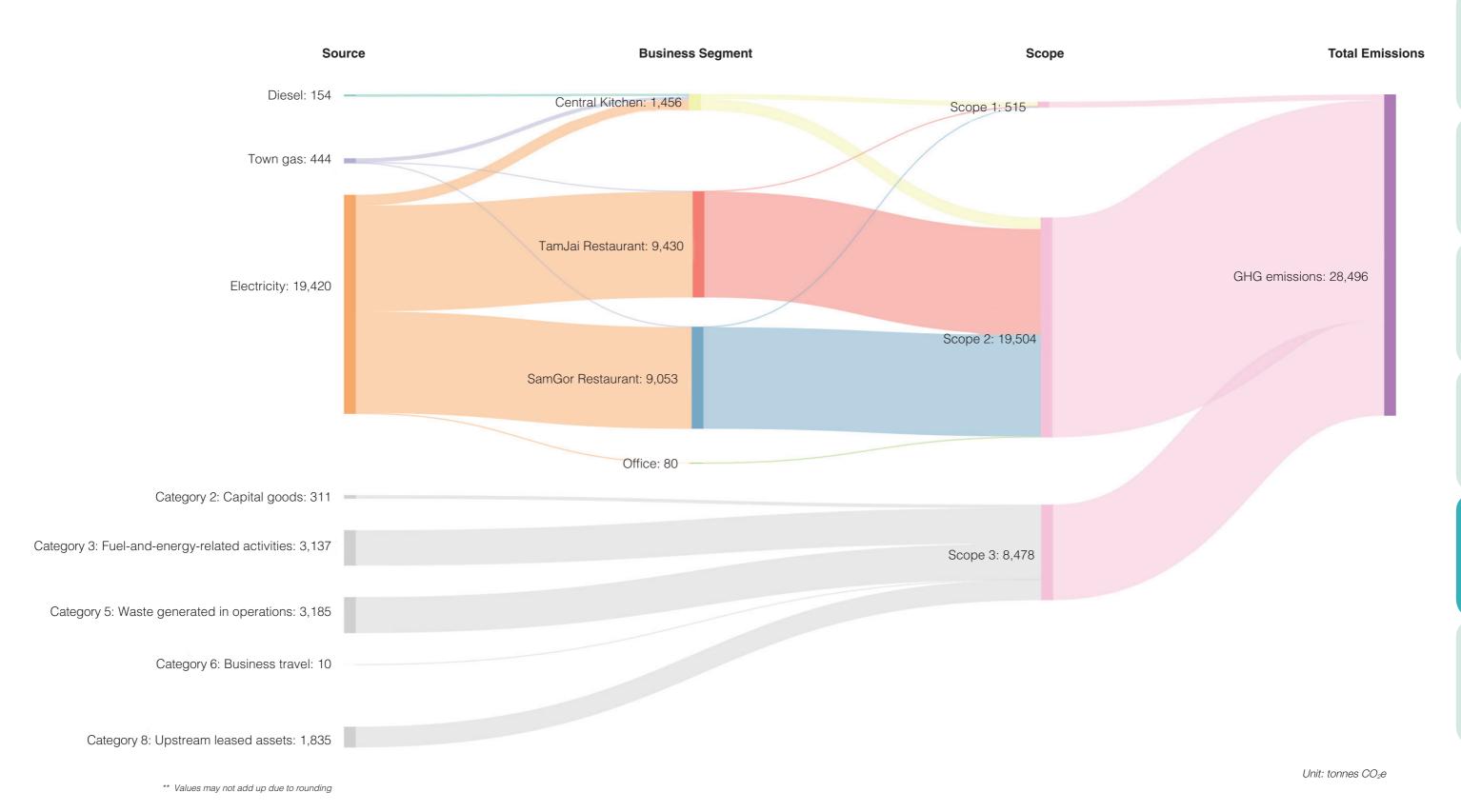
The operational activities and food preparation taking place in our restaurants and central kitchen are our main sources of air and GHG emissions. To mitigate our environmental impact, we have implemented emission reduction measures, which are regularly monitored to ensure their effectiveness.

To address stationary air emissions from kitchen operations, we have installed exhaust systems and electrostatic precipitators. Filtration efficiency is also improved by incorporating hydro-vent hoods.

We are committed to enhancing our fleet management practices to minimise emissions from mobile sources. This includes reducing the reliance on polluting fossil fuels, such as diesel, to lower associated air emissions.

We strongly support international agreements, national carbon neutrality goals, and local net-zero action plans in alignment with our vision of low-carbon operations. The use of a Sankey Diagram allows us to comprehensively visualise the emissions flow, helping us identify areas with high emissions and explore potential reduction opportunities.





Energy resources management

We prioritise comprehensive and efficient energy management in our restaurant design and operations. Our commitment is to create energy-efficient establishments while embracing digitalisation, automation, and intelligent solutions. By adopting effective operational management practices, utilising energy-efficient equipment and appliances, and implementing advanced technology solutions, we continue to strive for energy efficiency enhancement.

Our emissions analysis indicates that a substantial portion of the total emissions is correlated to energy consumption, especially electricity, which accounted for over 90% of our energy profile in FY2025. Company-wide energy conservation measures were hence in place to minimise carbon emissions.

(E)

OFFICES

CENTRAL KITCHEN

RESTAURANTS

- ✓ Switch off lights and equipment when not in use
- ✓ Increase the visibility of "energy-saving" notices in the office



✓ Clean equipment regularly to ensure efficiency



- ✓ Replace lighting with energyefficient LED options during renovation projects
- Implement schemes to switch off any idling lighting, airconditioning systems, and other electrical appliances

Water conservation

In FY2025, most of our water consumption was attributed to our restaurant operations. We did not face any issues in sourcing water fit for our purpose during the year under review.

To ensure responsible water usage, we have implemented effective water strategies across our business units. Alongside our commitment to prioritise water-saving equipment during procurement, we have adopted various technologies and practices aimed at conserving water resources.



OFFICES

CENTRAL KITCHEN

RESTAURANTS

- ✓ Control water flow from taps
- ✓ Reuse water from basins for plant irrigation
- ✓ Install water savers in all pantries
- ✓ Conduct routine maintenance on boilers, chiller plants, and cooling towers to prevent leaks and ensure optimal efficiency
- ✓ Install a chemical dosing system in the cooling water circulation system to maintain the quality of water for reuse
- ✓ Install eco-friendly appliances such as automatic sensor faucets in all newly constructed restaurants
- Conduct regular inspections of all faucets to promptly detect and address any leaks





IGNITE THE EARTH HOUR NIGHT

On 22 March 2025, all our brands including TamJai and SamGor across all locations, as well as Marugame Seimen and Yakiniku Yamagyu in Hong Kong switched off part of our restaurant lights for an hour to support WWF Earth Hour event, marking our dedicated support to this eco-friendly initiative for the third year in a row.

地球一小時 熄燈撐地球

CIRCULAR ECONOMY

Sustainable packaging

Packaging is essential to our business, especially for takeaways and deliveries. Since 2020, we have actively replaced plastic bags and bowls with products containing TDPA™ and P-Life® additives, which enhances the biodegradation of plastics beyond conventional materials. We have also improved our takeaway packaging design to include integrated features that minimise overall plastic consumption.

Building on earlier initiatives such as the introduction of paper straws and biodegradable packaging, we recognise the need for a proactive approach in light of strengthened regulations. Starting from last year, we have been exploring plastic-free alternatives for our takeaway containers, including options like wood, paper, and bamboo. In FY2025, we made significant progress in response to the Hong Kong government's call for zero-plastic packaging materials by adopting paper bowls for takeaway mixian across both of our flagship brands. By the end of FY2025, all our TamJai and SamGor restaurants have started to provide takeaway mixian with paper bowls.



PLASTIC-FREE INITIATIVES

As one of the leading restaurant groups in Hong Kong, we realise our responsibility in promoting and encouraging customers to opt for reusable tableware. We participated in the third "Plastic-Free Takeaway, Use Reusable Tableware" campaign in late 2024, encouraging customers to collect stamps and redeem rewards for each takeaway order which disposable cutlery was declined. In particular, our SamGor branch at the Kowloon Commerce Centre was awarded the bronze award in the campaign, recognising our dedicated effort in waste reduction.

On the other hand, our TamJai branch at Hong Kong Science Park has launched a pilot reusable container rental service in collaboration with ReCube. Customers could borrow reusable containers for free when buying takeaways and return them at any partner restaurants. This service not only reduces the use of disposable tableware but also saves costs and promotes a greener dining culture.





Waste management and recycling

As a responsible catering operator, we prioritise effective waste management to minimise our environmental impact. In line with the Hong Kong government's promotion of waste reduction and recycling, our commitment to waste handling and recycling remains strong, even amidst the suspension of municipal solid waste charging.

Although our office operations generate relatively little waste, we have installed recycling bins in each office unit, with a designated person responsible for weighing collected items for waste management. We continuously educate our staff on recycling best practices to ensure recyclable waste items are recycled rather than disposed of.

Most of our wastewater and waste oil comes from our restaurants and central kitchen. We have installed grease interceptors at these locations, which are regularly cleaned and maintained by our Maintenance Team, to prevent grease from adversely affecting the environment. We also use an eco-friendly agent, Vzap™, in our central kitchen to minimise pollution impact on public sewers. While the volume of waste oil generated during our operations is not significant, it is collected and handled by a professional third party for further treatment. In FY2025, we continued to maintain a 100% recycling rate.

No notable amount of hazardous solid waste or wastewater was generated or recorded during the review period. In comparison to FY2024, our total non-hazardous waste, including food waste, was reduced by 27% in FY2025.

WASTE AUDIT

Last year, our Waste Management Working Group conducted the first waste audit which covered all five business zones of TamJai and SamGor in Hong Kong. Through this exercise, we were able to gain an in-depth understanding of our waste streams and identify our waste composition patterns.

In FY2025, we further included our central kitchen into the assessment scope which shows a more comprehensive picture of the Group's waste generation. This assessment allows us to measure our progress against relevant targets, and we aim to explore further waste reduction opportunities and enhance our targeted strategies to address the solid waste challenge.

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

Reduce

- ✓ Design raw materials packaging
- ✓ Design portions and revamp menu
- ✓ Educate customers

Reuse

- ✓ Launch long-term food waste upcycling projects
- ✓ Explore ways to repurpose common food waste during operations



Recycle

- ✓ Expand food waste collection
- ✓ Enhance sorting and recycling practices
- ✓ Educate and encourage voluntary recycling practices among frontline staff



Reducing and recycling food waste

Given the nature of our business, food waste represents a significant portion of our total non-hazardous solid waste disposal. To uphold our commitment to reducing waste and promoting recyclability, we have continued to work with our landlords on our food waste recycling programmes. In FY2025, our restaurants partnered with our landlords and the government, including Link REIT, Nan Fung Group, and O Park to collect food waste, which is disposed of separately in food collection containers at our restaurants to facilitate collection for further treatment.

To address food waste at its source, we encourage our customers to choose our two lighter options with less mixian, which come with a HK\$1 discount. These options are available to dine-in and takeaway customers, as well as our delivery platform partners. In FY2025, with the adoption of additional food waste reduction measures, our restaurants were awarded the recognition of Gold and Diamond Classes eateries under the Food Wise Eateries Scheme. This serves as a testimonial of our efforts and commitment to addressing the problem of food loss and waste.









FOOD WISE CHARTER

Reaffirming our commitment to reducing and recycling food waste, we became a signatory of the Food Wise Charter in FY2025, in support of the "Food Wise Hong Kong Campaign." We will continue to promote best practices and behavioural changes to reduce food waste generation across the organisation and society.

GREENING OUR OPERATIONS

In FY2025, operations in our central kitchen and restaurants were identified as stages with the most substantial environmental impact. While we remained dedicated to enhancing overall resource efficiency, we concentrated primarily on managing resource consumption related to GHG emissions, waste reduction, and recycling initiatives.

Green design and construction

With an extensive restaurant network, we transform our environmental vision into practice during the restaurant design and construction phases. This includes integrating more sustainable elements and installing water and energy-efficient equipment. When renovating restaurants, we favour local building materials and consider repurposed furniture and fixtures to promote the concept of upcycling.

Saving trees and going paperless

To minimise paper usage, we have implemented digital ordering systems in our restaurants using personal digital assistants (PDA) and enhanced our point-of-sales (POS) system to optimise the ordering and payment processes.

In our office operations, we have maintained our paperless commitment while transitioning to lighter weight paper options certified by the FSC⁵. We encourage paper and stationery reuse in our offices and have partnered with an external vendor to shred confidential document waste and transform it into recycled products. Beyond these measures, we have embraced an eco-friendly mindset, launched and participated in various green initiatives, reflecting our enduring dedication to environmental responsibility.

GREEN RESTAURANTS

In recognition of our outstanding performance, we were honoured to receive the Excellent Green Practices Award — Waste Management at the Hong Kong Green Shop Alliance Awards in FY2025. Committed to being a sustainability pioneer in the catering industry, we will continue to put our best effort into responsible food waste management, while reducing waste at source and promoting waste upcycling.





Moreover, as a signatory of the Carbon Neutrality (Waste Reduction) Charter under the FoodSmart Partnership Programme⁶, we have pledged to implement effective waste reduction measures, manage food waste responsibly, and adopt strategies to eliminate single-use plastics.

- 5 The Forest Stewardship Council (FSC) is an international, non-governmental organisation dedicated to promoting responsible management of the world's forests
- 6 The programme was co-organised by the Environmental Protection Department, Food Wise Hong Kong Campaign, and the Hong Kong Productivity Council.



SUSTAINABLE SOURCING

In FY2025, we continued to advance our green procurement efforts by integrating sustainability principles into our sourcing decisions and supply chain practices. Prioritising local ingredients to reduce food miles remains a key focus, alongside our commitment to sustainable seafood sourcing.

Fish-related menu items offered in our restaurants, such as SamGor's fish bean curd and TamJai's crisp grass carp and fish-based soup options, are made with WWF-certified sustainable fish. This reflects our ongoing support for marine conservation and responsible fishing practices.

Through working with like-minded suppliers and active oversight by our Purchasing Department and ESG Committee, we remain dedicated to providing environmentally responsible dining choices that align with our broader sustainability goals.

世界自然基金會香港分會 WWF-Hong Kong

BIZ-GREEN DRESS DAY

Biz-Green Dress Day is a key programme of the Hong Kong Green Building Week that encourages participating companies and organisations to dress light and comfortably to minimise the need for excessive air conditioning, conserve energy, and reduce carbon emissions.

Embracing our ESG pillar of "Preserving Nature", we entered the 4-Colour Biz-Green Outfits Social Media Challenge in September 2024. Our staff dressed up as Biz-Green Rangers to spread the message of adopting a greener lifestyle, and we aim to inspire our staff to incorporate sustainability into their daily lives and working environment.



ENVIRONMENTAL TARGET SETTING

When we first set our environmental targets in FY2021, we planted seeds for a more sustainable future. As our business has blossomed with new locations, menus, and innovations, so too has our approach to environmental stewardship. In FY2025, we were on our way to cultivate smarter targets that:

- grow with our business: using intensity metrics that keep us accountable, regardless of our sales performance
- bear fruit across our operations: from reducing kitchen food waste to pioneering greener packaging

Under our "Preserving Nature" commitment, these are not just numbers on paper, but are measurable steps toward serving our planet as thoughtfully as we serve our customers. As we expand, so does our responsibility, and these evolving targets ensure we stay on course.

Environmental targets and actions

Environmental targets and actions				
Aspects	Using FY2022 as the baseline year, we target to:	Highlight actions		
Air emissions	Reduce the intensity of air emissions by 15% by FY2031	 ✓ Enhance maintenance and inspection of equipment to ensure optimal performance and minimise emissions ✓ Explore alternative cleaner energy sources to replace fossil fuel-based energy consumption where feasible 		
GHG emissions	Reduce the intensity of GHG emissions by 25% by FY2031	 ✓ Improve energy efficiency across operations through the implementation of energy management measures and equipment upgrades ✓ Promote employee awareness and engagement in energy conservation and emission reduction efforts 		
Waste oil	Reduce the intensity of the waste oil generated by 50% by FY2031, while maintaining a 100% recycling rate of waste oil in all potential geographical locations where businesses are run by FY2031	 ✓ Identify opportunities for waste oil recycling and establish partnerships with certified recycling facilities ✓ Regularly monitor waste oil generation and recycling rates to track progress towards the target 		
Diesel	Reduce the intensity of the diesel consumed by 50% by FY2031	 ✓ Optimise vehicle usage to lower diesel consumption ✓ Promote alternative fuel options, such as electric vehicles or hybrids, where feasible 		
Town gas	Reduce the intensity of the town gas consumed by 25% by FY2031	 ✓ Improve energy efficiency in heating systems through insulation upgrades and regular maintenance ✓ Retrofit equipment and appliances to use energy-efficient models 		



Our additional set of targets and initiatives serve as a guide of our sustainability efforts. Maintaining our steadfast dedication to reducing our environmental footprints and fulfilling our pledged initiatives, we will continue to exert every effort in establishing ourselves as a frontrunner in the pursuit of sustainability.

Environmental targets and actions

Environmental talgoto and actions				
Aspects	Using FY2024 as the baseline year, we target to:	Highlight actions		
Electricity	Achieve a 15% reduction in electricity consumption in the central kitchen in 10 years	 ✓ Invest in energy-efficient appliances and equipment ✓ Explore the use of renewable energy for central kitchen production 		
Water and wastewater	Achieve a 3% reduction in water consumption in the central kitchen in 10 years	✓ Install water-efficient fixtures and implement water recycling and reuse systems where feasible		
Food waste and solid waste	Achieve a 50% reduction in food waste and a 10% reduction in solid waste being sent to landfill in 10 years	 ✓ Partner with external organisations to donate surplus food ✓ Conduct waste audits to identify opportunities for waste reduction and recycling 		
Paper	Achieve a 50% reduction in paper consumption in 10 years	 ✓ Encourage digitalisation and electronic communication to reduce paper usage ✓ Use recycled or FSC-certified paper when printing is necessary 		
Plastic	Achieve an 85% reduction in packaging materials made of virgin plastics in 10 years	 ✓ Opt for alternative packaging solutions to replace virgin plastics ✓ Encourage customers and promote the use of non-plastics cutlery 		

Progress

In FY2025, we are looking into the feasibility of introducing enhanced environmental targets that sharpen our focus and strengthen our ability to measure progress. These refined goals mark an exciting new chapter in our sustainability journey, providing clear direction as we work to elevate our environmental performance across all operations. While this represents just the beginning of our efforts, we are fully committed to building momentum, improving our tracking capabilities, and delivering meaningful results in the years ahead. Every day brings new opportunities to make progress, and we are energised by the challenge of turning these ambitious targets into tangible achievements.

CLIMATE-RELATED DISCLOSURES

Reckoning the profound implications of climate change on our business and the growing expectations of regulators, investors, and communities, we have taken decisive steps to embed climate considerations into our corporate strategy. As one of Hong Kong's leading fast casual restaurant groups, we understand the responsibility and opportunity of shaping a more sustainable future for our industry. Guided by the IFRS S2 Climate-related Disclosures standard, we initiated our climate-risk management journey in FY2024 and are pleased to present the second edition of our standalone Climate Disclosure Report, structured under four key pillars: governance, strategy, risk management, and metrics & targets.

GOVERNANCE

Our corporate climate governance begins from the top. The Board of Directors holds ultimate accountability for our climate-related commitments, ensuring climate risks and opportunities are evaluated and integrated into long-term strategic planning. This top-down commitment is cascaded through our governance hierarchy, supported by the Executive Committee, ESG Committee, and a dedicated Working Group, all of whom play distinct roles in driving and executing our climate strategy.

This structured approach ensures that climate considerations are not isolated initiatives, but integral to our daily operations and strategic decision-making. Responsibilities are clearly defined, and regular interactions between governance bodies facilitate transparent reporting and timely responses to emerging risks.

Looking ahead, we will continue to reinforce internal capabilities through targeted training programmes across departments. These are designed to deepen awareness of climate policies, goals, and performance, and will draw upon industry benchmarks and best practices. As part of our efforts to foster a culture of accountability, we are exploring the incorporation of climate-related KPIs into staff performance appraisals. These KPIs, monitored by the ESG Committee, will ensure that climate performance becomes a measurable and managed component of our broader business performance.

STRATEGY

Our climate strategy is underpinned by the belief that early action will strengthen long-term resilience and competitiveness. In FY2024, we conducted cross-functional assessments to identify and evaluate climate-related risks that are the most important to our business. These include acute physical threats such as extreme weather, as well as transition risks arising from regulatory changes, emissions reporting obligations, and shifts in consumer preferences.

To better understand the potential financial implications of these risks, we developed a set of indicators linked to operational costs, capital investment, and revenue. This enables us to assess vulnerabilities and align mitigation efforts with our business priorities.

A key milestone in FY2025 was the refreshment of our second scenario analysis exercise, applying climate pathways developed by the IPCC⁷. By examining multiple scenarios, from high-emissions trajectories to low-emissions futures, we assessed the resilience of our operations under various climate conditions. While remaining mindful of global net-zero ambitions, we currently align our strategy with an intermediate pathway that allows a balanced and pragmatic transition, aiming for continued operational stability while gradually deepening our mitigation efforts.

Initiatives launched during the year include the adoption of sustainable packaging, the introduction of plant-based menu offerings, and a pioneering food waste upcycling programme that transforms surplus pork belly into value-added products. These actions reflect our determination to address emissions across our value chain while enhancing customer engagement in sustainability.

7 Intergovernmental Panel on Climate Change



RISK MANAGEMENT

At TJI, climate risk management is embedded into our enterprise risk management system, not a siloed function. In FY2024, we introduced a more systematic process to identify, prioritise, and assess climate-related risks across all business functions. This involved applying a scoring framework that evaluates risks based on impact, likelihood, adaptability, and recovery, resulting in a dynamic materiality matrix to guide mitigation planning.

We further mapped climate risks against our value chain, from inbound logistics to customer service, to pinpoint operational hotspots. For instance, exposure to flooding risk has influenced our restaurant site selection, while rising input costs are prompting more sustainable sourcing practices.

Our ESG Committee closely monitors these risks through active meetings and engaging discussions, supported by external consultants who bring insights from evolving climate science, policy, and market trends. This collaborative, evidence-based approach ensures that our climate resilience measures remain fit for purpose and responsive to change.

Practical risk mitigation actions are readily in place. To lower risk exposure to flooding, we leverage data analytics and operational expertise in new site selection, as well as conducting regular risk assessments. In procurement, we are developing a supplier rating platform to prioritise stable and sustainable sources. Across departments, we are enhancing data collection accuracy with internal verification protocols to ensure integrity in our reporting and analysis.

METRICS AND TARGETS

We remain committed to tracking our progress through robust metrics and transparent targets. GHG emissions continue to be our core indicator for environmental performance assessment. We apply an operational control boundary and align with the HKEX's environmental reporting standards to account for Scope 1, 2, and expanded Scope 3 emissions.

In FY2025, we made significant strides forward in data collection, particularly in refining our Scope 3 inventory. This has given us deeper insights into emissions generated across our value chain and helped identify areas for intervention.

Our climate targets are set with ambition and realism. Using FY2022 as a baseline, we aim to reduce the intensity of Scope 1 and 2 GHG emissions by 25% by FY2031. Similar targets have been set for energy and water consumption, food waste reduction, and plastic packaging usage to ensure we keep track of our progress.

Through continued collaboration, innovation, and transparent disclosure, TJI is committed to playing a leadership role in the F&B industry's transition to a low-carbon future. We invite stakeholders to explore the full standalone Climate Disclosure Report for further details on our approach, performance, and future direction.

For more information on our climate-related disclosure, including climate-related risks and impact, scenario analysis and climate resilience analysis, and climate risk management measures, please see our Climate Disclosure Report at https://tamjai-intl.com/en/sustainability/esg-reports/.



Please scan the QR code for the Climate Disclosure Report.

Table 1. The Group's Total Emissions by Category in FY2025 and FY2024

			F	Y2025	FY2024	
Emission Category	Key Performance Indicator (KPI)	Unit	Amount	Intensity ¹ (Unit/HK\$ million)	Intensity ² (Unit/HK\$ million)	Change in Intensity
Air Emissions ³	SO _x	kg	1	4.10 x 10 ⁻⁴	3.58 x 10 ⁻⁴	†
	NO_x	kg	856	0.33	0.28	1
	PM	kg	82	3.12 x 10 ⁻²	2.64 x 10 ⁻²	<u></u>
GHG Emissions ⁴	Scope 1 (Direct Emissions) ⁵	tonnes of CO ₂ e	515	0.20	0.19	†
	Scope 2 (Energy Indirect Emissions) ⁶	tonnes of CO2e	19,504	7.41	7.21	†
	Scope 3 (Other Indirect Emissions) ⁷	tonnes of CO2e	8,478	3.22	0.20	†
	Total (Scope 1, 2 & 3)	tonnes of CO₂e	28,496	10.83	7.60	†
Non-hazardous	Food Waste ⁸	tonnes	2,177	0.83	1.10	1
Waste	Solid Wastes ⁹	tonnes	1,651	0.63	0.93	i
	Recycled Plastic Materials	tonnes	0.04	1.60 x 10 ⁻⁵	3.50 x 10 ⁻⁵	į
	Recycled Other Materials	tonnes	204.6	0.08	0.10	1
	Wastewater ¹⁰	m^3	649,262	246.82	225.31	†
	Waste Oil	L	126,000	47.90	49.01	Ţ
	Recycled Waste Oil	L	126,000	47.90	49.01	ĺ

- 1. Intensity for FY2025 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's Hong Kong revenue which was approximately HK\$2,630.5 million in FY2025;
- 2. Intensity for FY2024 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's Hong Kong revenue in which was approximately HK\$ 2,570.9 million in FY2024;
- 3. The Group's air emissions only included the air pollutants from fuel consumption of motor vehicles and town gas consumption in the food processing process;
- 4. The methodology adopted for reporting on GHG emissions set out above was based on "How to Prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, The GHG Protocol Corporate Accounting and Reporting Standard and the 2006 IPCC (Intergovernmental Panel on Climate Change) Guidelines for National Greenhouse Gas Inventories. The total GHG emissions includes the 0.2 tonnes CO₂e GHG removal by tree planting;
- 5. The Group's Scope 1 (Direct Emissions) included only emissions arose from the consumption of liquid and gaseous fuels in motor vehicles, restaurants and central kitchen's operations;
- 6. The Group's Scope 2 (Energy Indirect Emissions) included only emissions arose from the purchased electricity and town gas;
- 7. The Group's Scope 3 (Other Indirect Emissions) included emissions arose from categories 2, 3, 5, 6 and 8. For calculation details, please refer to the FY2025 Climate Disclosure Report. The Scope 3 emissions intensity in FY2024 covered only emissions arose from paper waste disposed at landfills, electricity used for processing fresh water and sewage by government departments, and business air travel. Thus, direct comparison across years is not recommended:
- 8. The amount of food residue for FY2025 was recorded, measured and estimated in a more comprehensive way that incorporated all restaurants and central kitchen of the Group:
- 9. The solid wastes included the commercial waste from restaurants, central kitchen and offices of the Group; and
- 10. The total amount of wastewater generated by the Group was primarily based on the appropriate estimations assuming 70–100% of the fresh water consumed by the Group will enter the sewage system in areas where an accurate recording of the amount of wastewater was hard to obtain.



Table 2. Total Resource Consumption in FY2025 and FY2024

			F	Y2025	FY2024	
Use of Resources	Key Performance Indicator (KPI)	Unit	Amount	Intensity ¹ (Unit/HK\$ million)	Intensity ² (Unit/HK\$ million)	Change in Intensity
Energy	Electricity	kWh'000	45,286	17.22	16.65	Ť
	Town gas ³	unit	141,172	53.67	55.55	ļ
	Diesel	L	58,556	22.26	18.93	†
	Total ⁴	kWh'000	47,795	18.17	17.59	†
Water		m ³	927,289	352.51	321.79	
Paper		kg	2,793	1.06	0.53	†
Packaging	Plastic-made	tonnes	1,258	0.48	0.56	1
materials ⁵	Paper-made	tonnes	50	1.90 x 10 ⁻²	1.72 x 10 ⁻²	1
Other	Plastic-made	tonnes	81	3.07 x 10 ⁻²	3.05 x 10 ⁻²	†
consumables ⁷	Paper-made	tonnes	219	8.31 x 10 ⁻²	8.18 x 10 ⁻²	†
	Others ⁶	tonnes	26	9.77 x 10 ⁻³	4.27 x 10 ⁻²	1

- 1. Intensity for FY2025 was calculated by dividing the amount of resources that the Group consumed by the Group's Hong Kong revenue which was approximately HK\$ 2,630.5 million in FY2025;
- 2. Intensity for FY2024 was calculated by dividing the amount of resources that the Group consumed in FY2024 by the Group's Hong Kong revenue which was approximately HK\$ 2,570.9 million in FY2024;
- 3. Each unit registered by the gas meter represents that town gas with a heat value of 48 MJ has been consumed;
- 4. The total energy was calculated based on the conversion factors as stated in the "How to Prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange;
- 5. Packaging materials include the consumption of takeaway bowls, drinking cups and bags;
- 6. Others include materials made of metal and wood; and
- 7. Other consumables include the consumption of disposable gloves, garbage bags, umbrella bags, cling film and other miscellaneous materials used during the operations of restaurants.

APPENDIX I — PERFORMANCE TABLES

Table 3. Number of Hong Kong Employees by Age Group, Gender, Employment Type and position type of The Group in FY2025¹

Unit: Number of employees			Age group		
Gender	Aged ≤ 30	Aged 31-40	Aged 41-50	Aged ≥ 51	Total
Male	168	93	90	86	437
Female	175	376	1,009	1,085	2,645
Total	343	469	1,099	1,171	3,082

Unit: Number of employees	Position Type			
Gender	Senior Managerial Middle Managerial Level and General staff Level Directors To			
Male	385	31	21	437
Female Total	2,583 2,968	48 79	14 35	2,645 3,082

	Employment type		
Full time	Part time	Others	Total
2,297	705	80	3,082

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

Table 4. Hong Kong Employee Turnover Rate by Age Group and Gender in FY2025¹

Unit: Number of employees			Age group		
Gender	Aged ≤ 30	Aged 31-40	Aged 41-50	Aged ≥ 51	Total
Male	63	66	82	270	481
Employee turnover rate ²	38%	71%	91%	314%	110%
Female	204	492	474	273	1,443
Employee turnover rate ²	117%	131%	47%	25%	55%
Total	267	558	556	543	1,924
Total employee turnover rate ²	78%	119%	51%	46%	62%

^{1.} The turnover data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. Turnover rate was calculated by dividing the number of employees who left in FY2025 by the number of employees as of the end of FY2025. The above data includes the operations of the Group within the Reporting Scope. The methodology adopted for reporting on turnover data set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange; and

^{2.} The employee turnover rate exceeds 100% when the number of employees left is greater than the number of employees as of financial year end in FY2025.



Table 5. Number and Percentage of Hong Kong Employees Trained in the Group by Gender and Position Type in FY2025¹

Total number of employees trained	2,988
Total number of employees in FY2025	3,082
% of employees trained	97%

Unit: Number of employees	Position Type				
		Senior Managerial			
		Middle Managerial	Level and		
Gender	General staff	Level	Directors	Total	
Male	417	39	18	474	
% of employees trained	14%	1%	1%	16%	
Female	2,443	59	12	2,514	
% of employees trained	82%	2%	0%	84%	
Total	2,860	98	30		
% of employees trained	96%	3%	1%		

^{1.} The training information was obtained from the Group's Human Resources Department. Training refers to the vocational training that the Group's employees attended in FY2025. The above data includes the operations of the Group within the Reporting Scope. The methodology adopted for reporting on the number and percentage of total employees trained set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

Table 6. Training Hours Received by the Hong Kong Employees of the Group by Gender and Position Type in FY2025¹

Unit: Training Hours	Position Type					
			Senior Managerial			
		Middle Managerial	Level and			
Gender	General staff	Level	Directors	Total		
Male	4,584	1,332	473	6,389		
Average training hours	11.9	43.0	22.5	14.6		
Female	33,333	2,661	266	36,260		
Average training hours	12.9	55.4	19.0	13.7		
Total	37,917	3,993	739	42,649		
Average training hours	12.8	50.5	21.1	13.8		

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

APPENDIX II — LAWS AND POLICIES

At the heart of our operations lies a steadfast commitment to upholding the highest standards of legal and regulatory compliance. For us, it is more than just box-ticking. It is about fostering a culture of responsibility, transparency, and continuous improvement.

Our legal team works hand-in-hand with colleagues across every business unit, ensuring everyone stays informed and aligned with the latest regulatory developments. This collaborative approach strengthens our governance framework, which is built on robust internal policies that are regularly reviewed and refined to meet evolving legal expectations.

Governance

Material and relevant laws and regulations	Internal policies and measures
Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited	Code of Ethics
	Anti-Bribery and Corruption Policy
Prevention of Bribery Ordinance (Cap. 201 of the Laws of	Business Development and Lease Renewal Policy
Hong Kong)	Financial Reporting Regulations
	Budget and Forecast Policy
Anti-Money Laundering and Counter-Terrorist Financing (Financial Institutions) Ordinance (Cap. 615 of the Laws of	Tax Handling Policy
Hong Kong)	Contracts Management Policy
	Business Continuity Management Policy
Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong)	Information Security Policy
	Confidentiality Policy
	Personal Data Protection Policy
	Intellectual Property and Rights Management Policy
	Password Management Policy
	User Account Maintenance Policy
	Data Backup and Restoration Policy
	IT Equipment Protection and Disposal Policy



Nourishing Communities

APPENDIX II — LAWS AND POLICIES

Material and relevant laws and regulations	Internal policies and measures
Import and Export Ordinance (Cap. 60 of the Laws of Hong Kong)	Corporate Quality Assurance Policies
Public Health and Municipal Services Ordinance (Cap. 132 of the Laws of Hong Kong)	 Corporate Procurement Policies and Procedures External Communications Policy
Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong	Menu Pricing, Marketing Activity and Promotion Offer Policy
Consumer Goods Safety Ordinance (Cap. 456 of the Laws of Hong Kong)	Price Positioning Policy
Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong)	Patch Management Policy
ISO 22000:2018 Food Safety Management Systems	

APPENDIX II — LAWS AND POLICIES

Uplifting People

Material and relevant laws and regulations	Internal policies and measures
Employment and Labour Practices	
Employment Ordinance (Cap. 57 of the Laws of Hong Kong)	Staff Handbook
Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong)	Insurance Management Policy
Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong)	Performance Management Evaluation Policy
Occupiers Liability Ordinance (Cap. 314 of the Laws of Hong Kong)	Entertainment Policy
Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong)	 Overseas Business Trip Policy Occupational Health and Safety Training Policy
Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong)	eccapano na ricana ana cancij maming ricinoj
Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong)	
Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong)	
Prevention and Control of Disease Ordinance (Cap. 599 of the Laws of Hong Kong)	
Race Discrimination Ordinance (Cap. 602 of the Laws of Hong Kong)	
Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong)	



Preserving Nature

APPENDIX II — LAWS AND POLICIES

Material and relevant laws and regulations	Internal policies and measures
Air Pollution Control Ordinance (Cap. 311 of the Laws of Hong Kong)	Embracing innovative, eco-friendly materials to reduce waste and optimise resources
	Raising awareness and inspiring our teams to
Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong)	champion environmental protection through engaging initiatives
	From energy-saving measures to smarter resource
Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong)	use, minimising our footprint across the value chain
	Encouraging sustainable choices among staff, partners, and customers alike by supporting global and
	local environmental campaigns



ESG REPORTING GUIDE AND GRI CONTENT INDEX

Statement of use Tam Jai International Co. Limited has reported the information cited in this GRI content index for

the period 1 April 2024 to 31 March 2025 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
A. Environmental					
A1: Emissions	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those	GRI 2-27, GRI 3-3 (c), GRI 305, GRI 306	Preserving nature	46, 66
	KPI A1.1	defined by national regulations. The types of emissions and respective emissions data.	GRI 305-1, 305-2, 305-3, 305-6, 305-7	Performance tables	58
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 305-1, 305-2, 305-4	Performance tables	58
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306-3 (a)	Performance tables	50
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306-3 (a)	Performance tables	58
	KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	GRI 3-3 (c, d), GRI 305-5	Preserving nature	54, 55
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	GRI 3-3 (c, d), GRI 306-4, 306-5	Preserving nature	50, 54, 55



Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	GRI 3-3 (c)	Preserving nature	48
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI 302-1, 302-3	Performance tables	59
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	GRI 303-5	Performance tables	59
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	GRI 3-3 (c, d), GRI 302-4, 302-5	Preserving nature	54, 55
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	GRI 3-3 (c, d), GRI 303-1	Preserving nature	48, 54, 55
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI 301-1	Performance tables	59
A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	GRI 3-3 (c)	Preserving nature	52
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI 3-3 (c, d), GRI 303-1, GRI 304-2, GRI 306-1, 306-2	Preserving nature	52
A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	GRI 2-12 (a, b-i), GRI 3-3 (c)	Preserving nature	56
	KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	GRI 201-2	Preserving nature	56

REPORT DISCLOSURE INDEX

Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
B. Social	maioatoro	Boompton	7 tilgrifficht	CCCLION	i ugo
Employment and La	bour Practice	s			
B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI 2-27, GRI 3-3 (c)	Uplifting people	31, 65
	KPI B1.1	Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	GRI 2-7 (a, c), GRI 405-1 (b)	Performance tables	60
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	GRI 401-1 (b)	Performance tables	61
B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	GRI 2-27, GRI 3-3 (c), GRI 403-1	Uplifting people	40, 65
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	GRI 403-9, 403-10	Uplifting people	40
	KPI B2.2	Lost days due to work injury.	N/A	Uplifting people	40
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	GRI 3-3 (c, d), GRI 403-1, 403-3, 403-5, 403-7	Uplifting people	40



Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	GRI 3-3 (c), GRI 404-2 (a)	Uplifting people	32
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	N/A	Performance tables	61
	KPI B3.2	The average training hours completed per employee by gender and employee category.	GRI 404-1	Performance tables	62
B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	GRI 2-27, GRI 3-3 (c)	Governance	21, 65
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	GRI 3-3 (c), GRI 408-1 (c), GRI 409-1 (b)	Governance	21
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	GRI 3-3 (c, d), GRI 408-1 (c), GRI 409-1 (b)	Governance	21

REPORT DISCLOSURE INDEX

Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
Operating Practices					
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	GRI 3-3 (c)	Uplifting people	41
	KPI B5.1	Number of suppliers by geographical region.	GRI 2-6 (b-ii)	Uplifting people	41
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	GRI 2-6 (b-ii), GRI 3-3 (c, d), GRI 303-1 (c), GRI 308-1, 308-2, GRI 414-1, 414-2	Uplifting people	42
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	GRI 2-6 (b-ii), GRI 3-3 (c, d), GRI 303-1 (c), GRI 308-1, 308-2, GRI 414-1, 414-2	Uplifting people	42
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	GRI 3-3 (c, d)	Uplifting people	42, 53
B6: Product Responsibility	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	GRI 2-27, GRI 3-3 (c), GRI 417-2, 417-3, GRI 418-1	Nourishing communities	22, 63, 64
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A	Nourishing communities	24
	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	GRI 2-29, GRI 3-3 (c, d), GRI 418-1	Nourishing communities	25, 26
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	N/A	Governance	21
	KPI B6.4	Description of quality assurance process and recall procedures.	N/A	Nourishing communities	23, 24
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	GRI 3-3 (c)	Governance	20



Aspects	ESG Indicators	Description	GRI Standards Alignment*	Section	Page
B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	GRI 2-27, GRI 3-3 (c), GRI 205-3	Governance	19, 63
	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	GRI 205-3	Governance	19
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	GRI 2-26, GRI 3-3 (c), GRI 205	Governance	19
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	GRI 205-2	Governance	19
Community					
B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	GRI 3-3 (c)	Nourishing communities	26
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI 203-1(a)	Nourishing communities	26
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	GRI 201-1(a-ii)	Nourishing communities	26

^{*} The linkage between the GRI standards and disclosures that relate to each aspect in HKEX ESG Reporting Guide refers to the summary table from the "Linking the GRI Standards and HKEX ESG Reporting Guide" (updated July 2020), with amendments from the GRI Universal Standards 2021.



Tam Jai International Co. Limited 譚仔國際有限公司



Website: https://tamjai-intl.com/en/sustainability/