

Jiumaojiu International Holdings Limited

九毛九国际控股有限公司

2021 Annual Results Presentation

March 2022



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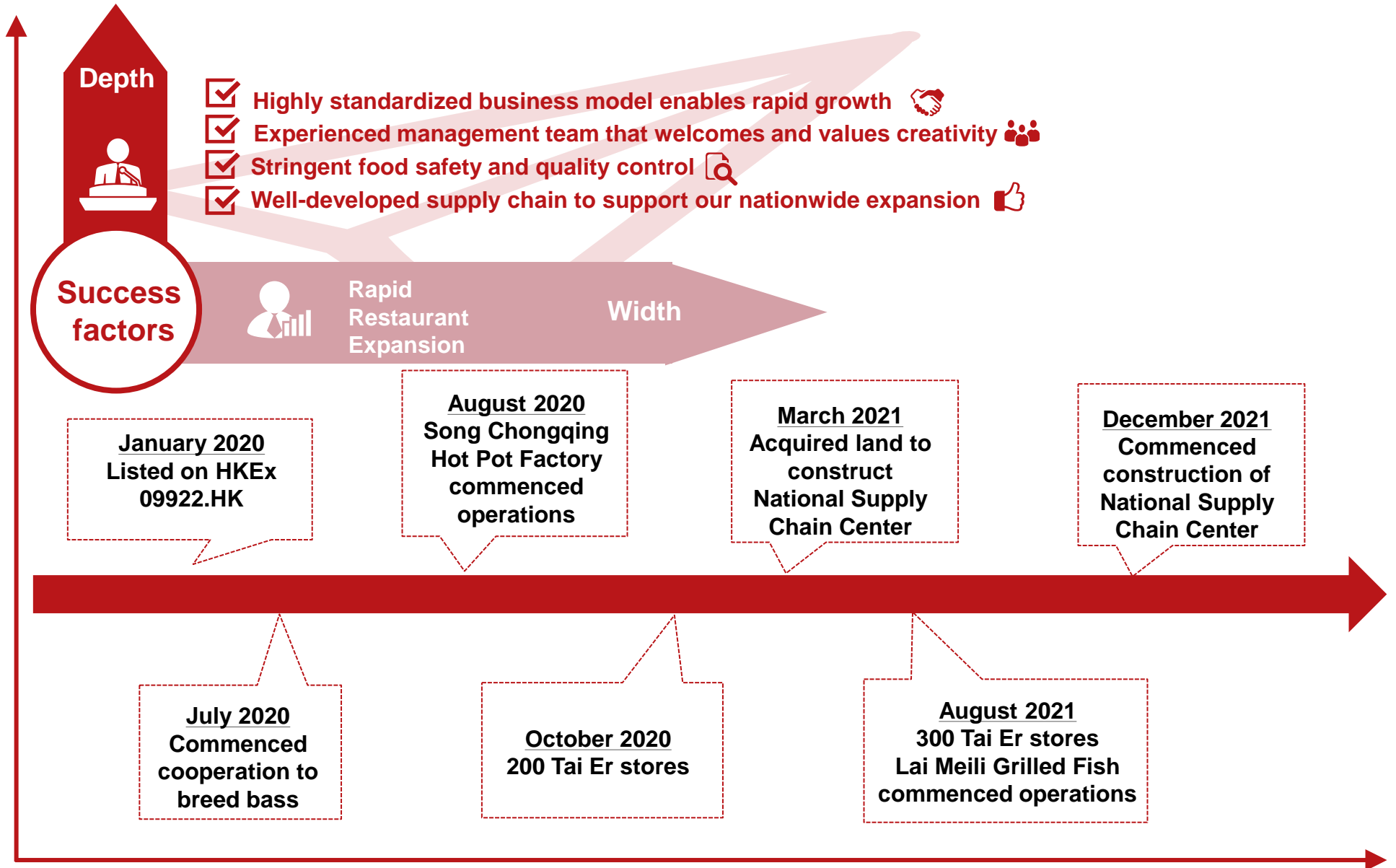
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Chapter 1

Company Overview



The Group's Recent Key Milestones



To date

Leading Chinese cuisine restaurant brand manager and operator



Jiumaojiu International Holdings Limited (“Our Group” or “Company”) is a leading Chinese cuisine restaurant brand manager and operator in China, fully devoted to offer high quality food and dining experience, in different sub-segments within the Chinese cuisine industry.

九毛九
—西北菜—



太二



重庆火锅厂
Hot-pot Factory

那未大叔 是大厨
THE UNCLE CHEF

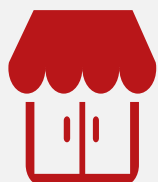


2颗鸡蛋煎饼
DOUBLE EGGS



赖美丽
赖美丽麻辣烫

- ✓ Unique and authentic brand positioning
- ✓ Reducing internal competition between brands
- ✓ Outperformed in sub-segments through differentiation
- ✓ Embrace innovation through trial and error



453+17 Restaurants

As of December 31st, 2021, our Group operated **453** restaurants and managed **17** franchised restaurants.



100+ Shopping Malls

Our Group has partnered with more than **100** shopping malls for over five years.



85+2 Cities

Our restaurant network covered **85** cities in China and **2** cities overseas.



16 Million+ Fans

The number of subscribers of our official WeChat accounts reached over **16 million**.



Chapter 2

2021 Business Review

Group's Key Objectives – Iterate our People, Organizational Development

九毛九·集团

Jiu Mao Jiu Group



Million-dollar Chef

Marketing Trainee Program

Proficiency and Youthen of our
Supporting Departments



Group's Key Objectives – Improve Supply Chain Capabilities

九毛九·集团

Jiu Mao Jiu Group



Industrialization of
Bass Breeding

Increasing Production Capacity –
Plan for more Central Kitchens



Improvements to our
Procurement System

IT SYSTEM – IT Integration

Front End

completed

Mobile Ordering

Integrated Payments

POS

Food Delivery Platform

In-store Pickup

Online Retail

Business Operations Platform

completed

Marketing Mid-Platform

Stock Management

CRM

Order Management

Payment Center

Customer Service

Surveys

Bonus Points Program

Coupons and Vouchers

Promotional campaigns

Supply Chain

Ordering

Warehouse

Procurement

Production

Logistics

Data Pool

Data services

Big Data Analysis

Business Intelligence

Customer Profile Analysis

Data Center

Software Development

Back End

Accounting and Finance

Human Resource Management

Training Program

Fixed Assets Management

OA System

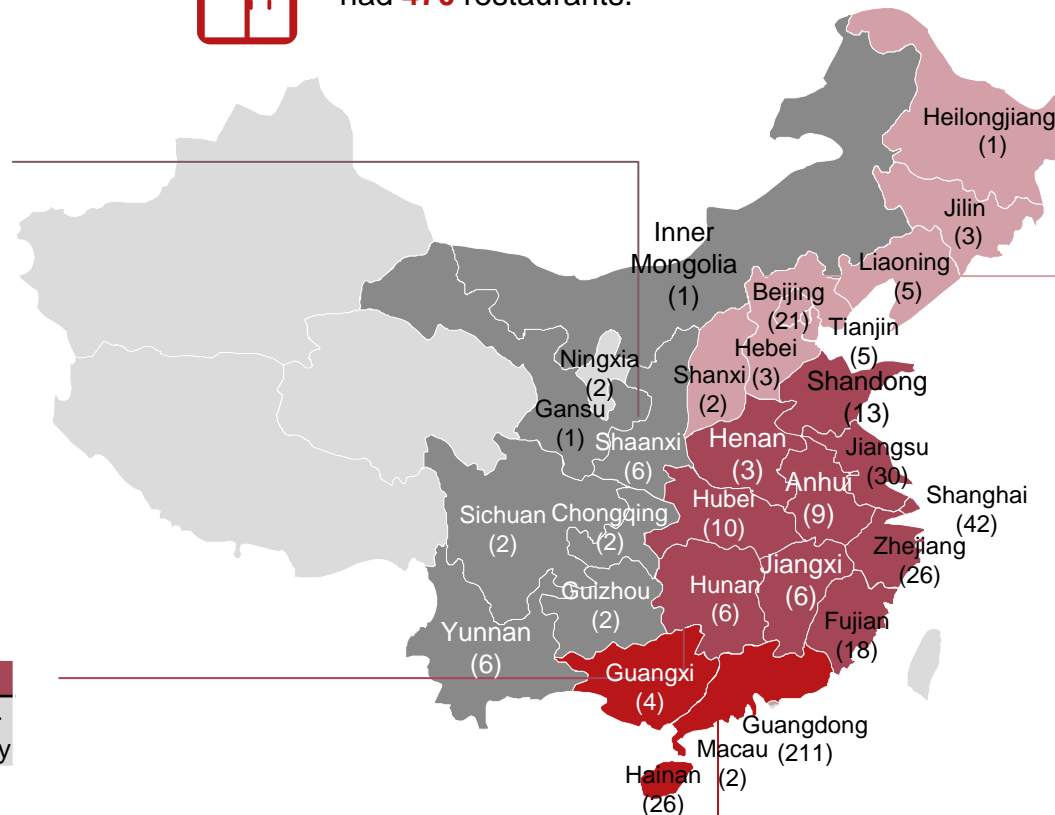
Project Management

Multi-Brand Restaurant Network Coverage



As of December 31st, 2021, we had **470** restaurants.

- Western China
- Southern China
- Central and Eastern China
- Northern China



| Western China | |
|----------------|--------|
| | Tai Er |
| Chongqing | 2 |
| Gansu | 1 |
| Ningxia | 2 |
| Inner Mongolia | 1 |
| Shaanxi | 6 |
| Sichuan | 2 |
| Yunnan | 6 |
| Guizhou | 2 |
| Subtotal | 22 |

| Northern China | |
|----------------|--------|
| | Tai Er |
| Beijing | 21 |
| Hebei | 3 |
| Tianjin | 5 |
| Shanxi | 2 |
| Liaoning | 5 |
| Heilongjiang | 1 |
| Jilin | 3 |
| Subtotal | 40 |

| Central and Eastern China | | |
|---------------------------|--------|----------------------|
| | Tai Er | Song Hot-Pot Factory |
| Shanghai | 39 | 3 |
| Anhui | 9 | - |
| Fujian | 18 | - |
| Henan | 3 | - |
| Hubei | 10 | - |
| Hunan | 6 | - |
| Jiangsu | 30 | - |
| Jiangxi | 6 | - |
| Shandong | 13 | - |
| Zhejiang | 25 | 1 |
| Subtotal | 159 | 4 |

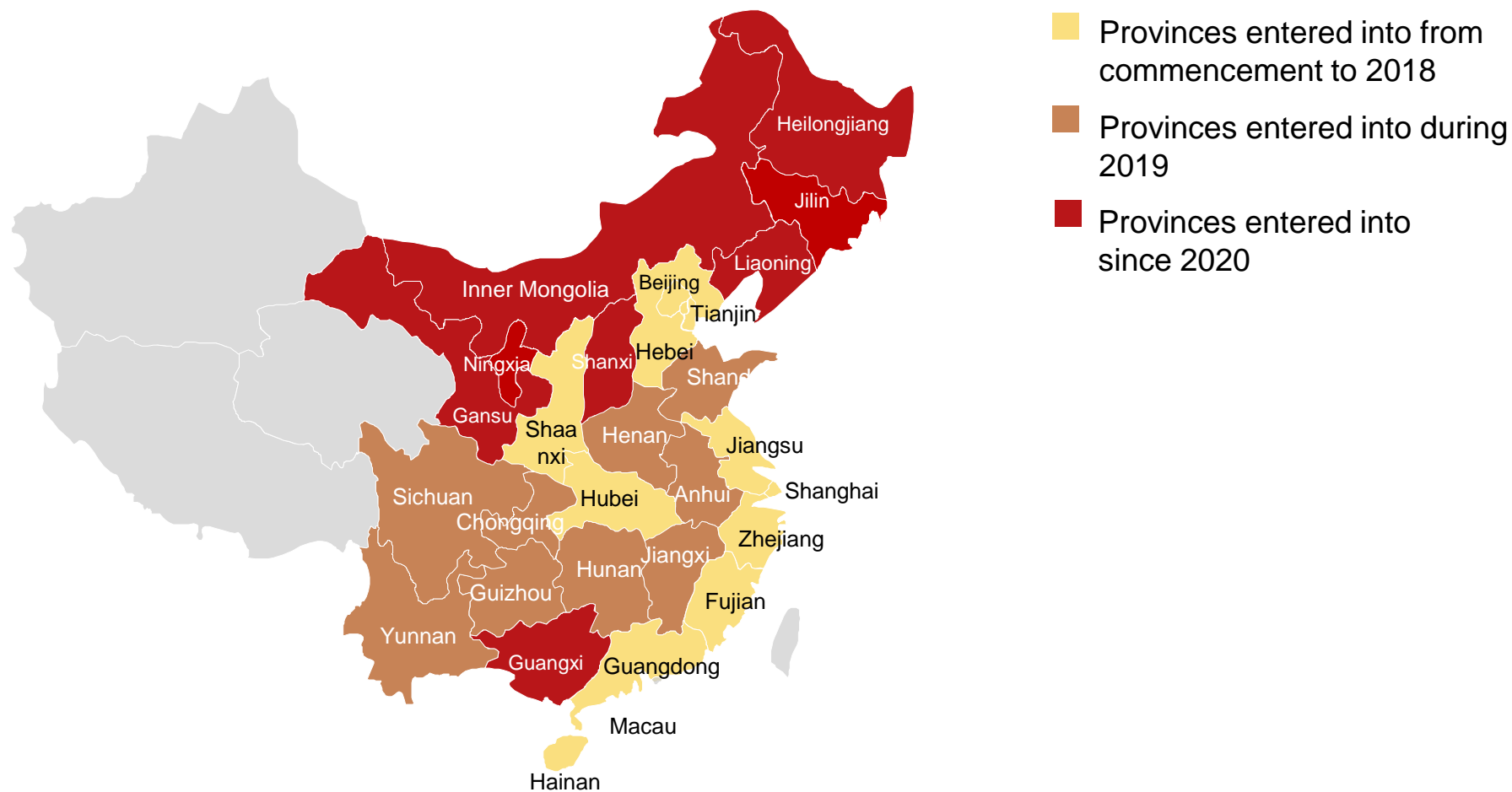
| Other region | |
|--------------|--------|
| | Tai Er |
| Canada | 1 |
| Singapore | 1 |
| Subtotal | 2 |

| Southern China | | | | | | |
|----------------|-------------|--------|-------------------|------------|----------------------|------------------------|
| | Jiu Mao Jiu | Tai Er | Double Eggs | Uncle Chef | Song Hot-Pot Factory | Lai Meili Grilled Fish |
| Guangdong | 72 | 107 | 25 ⁽¹⁾ | 1 | 4 | 2 |
| Hainan | 11 | 14 | - | - | 1 | - |
| Guangxi | - | 4 | - | - | - | - |
| Macau | - | 2 | - | - | - | - |
| Subtotal | 83 | 127 | 25 | 1 | 5 | 2 |

Note:
(1) The 25 Double Eggs restaurants comprise 8 self-operated and 17 franchised Double Eggs restaurants

Tai Er continues to expand nationwide

Fill Empty Districts, Enter New Cities, continue to Tap Down into Lower Tier Cities



Tai Er – Marketing Breakthrough, Explore different Modes of Operations



Healthy and Reasonable Pace
of Restaurant Network Expansion

Continue to Explore Upstream
Supply Chain Opportunities

Explore Different
Modes of Operations

“Song” – Improvise business model and expand restaurant network

九毛九·集团

Jiu Mao Jiu Group



A Factory that Produces and Delivers HAPPINESS

Prioritize Brand Awareness before Restaurant Network Expansion

Menu Improvisations, Strengthen Supply Chain, Develop Training Systems



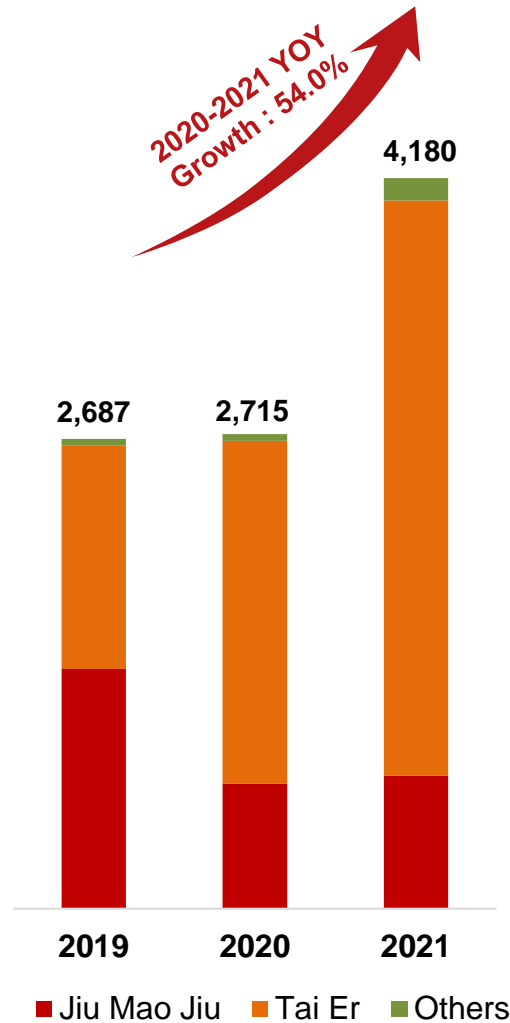
Chapter 3

2021 Financial Review

Financial Overview

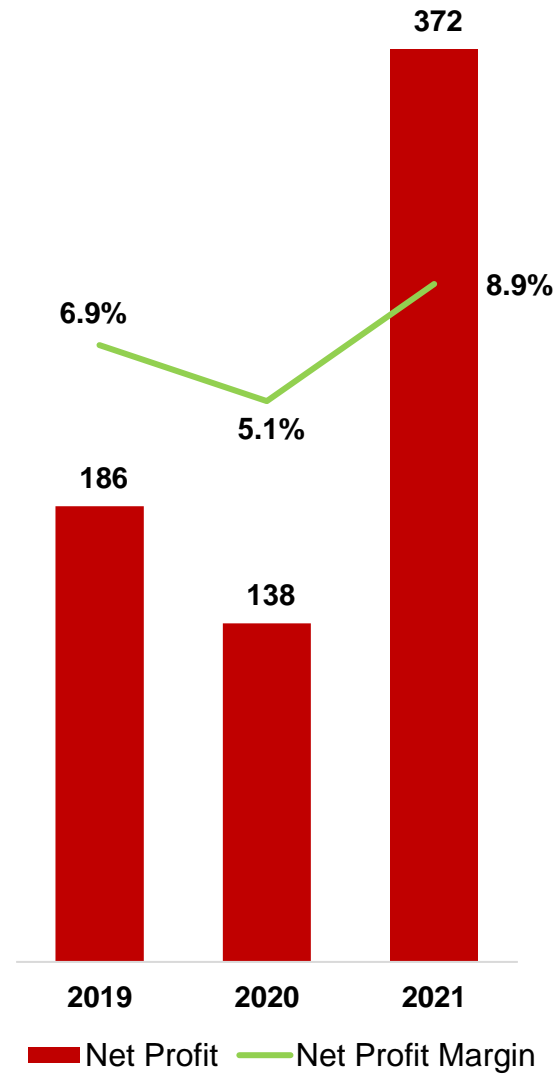
Revenue and Revenue Growth

(RMB in million)



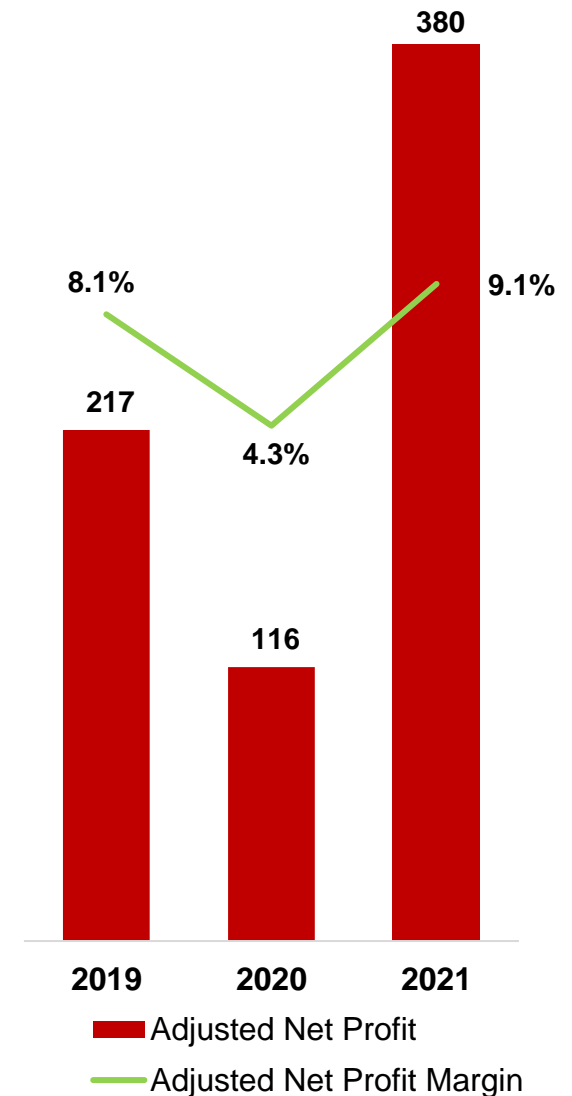
Net Profit and Net Profit Margin

(RMB in million)



Adjusted Net Profit ⁽¹⁾ and Adjusted Net Profit Margin

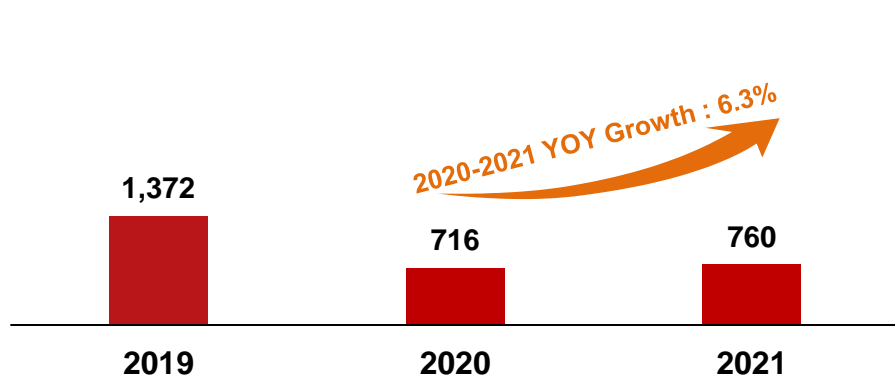
(RMB in million)



Note: (1) adjusted net profit = Net Profit + equity settled share-based payment expenses + listing expenses - interest income on subscription monies received from initial public offering

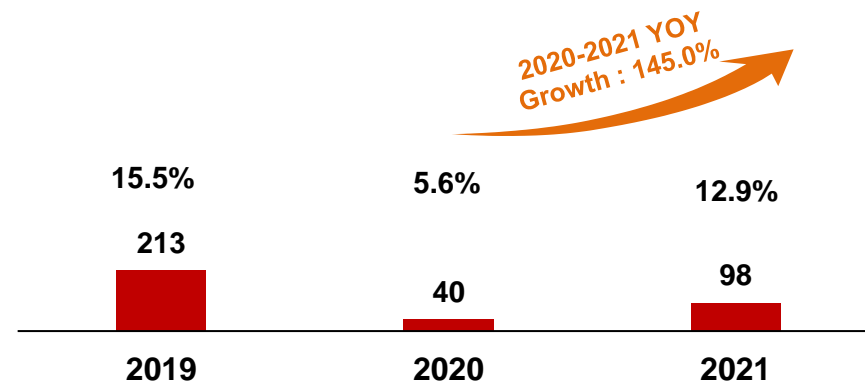
Revenue

(RMB in million)

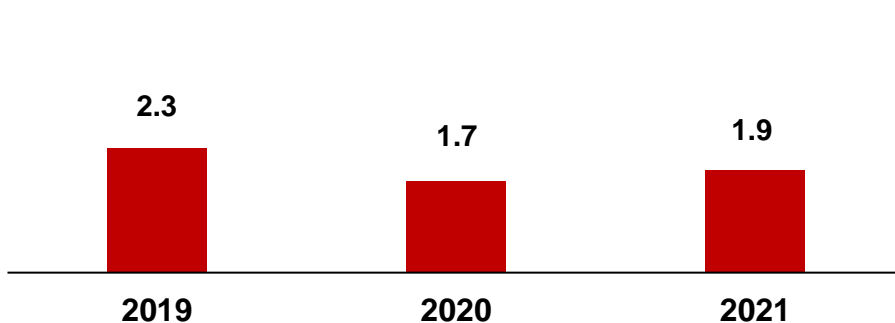


Store-level operating profit and operating profit margin

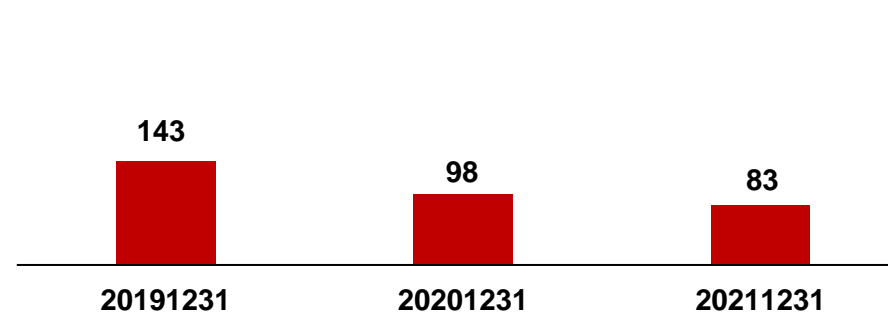
(RMB in million)



Seat turnover rate

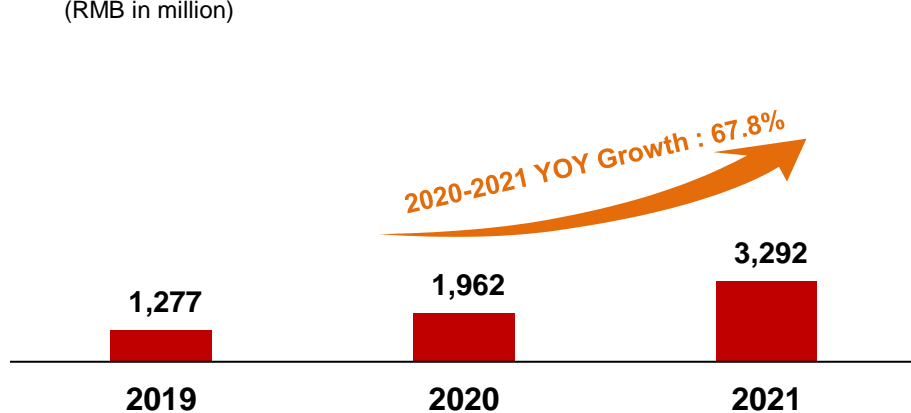


Number of restaurants



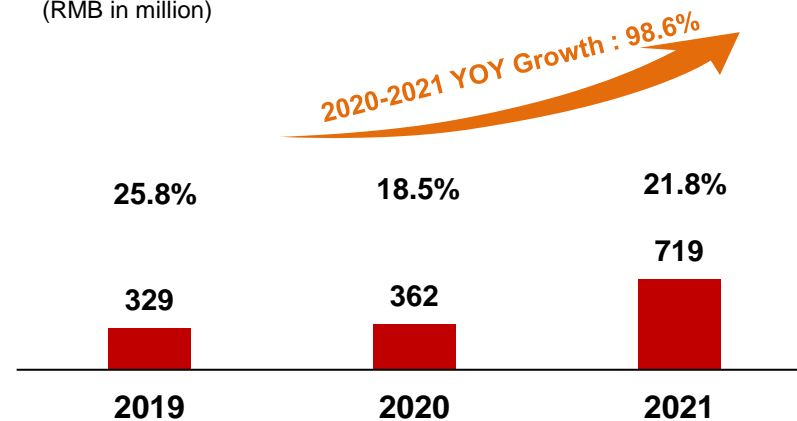
Revenue

(RMB in million)

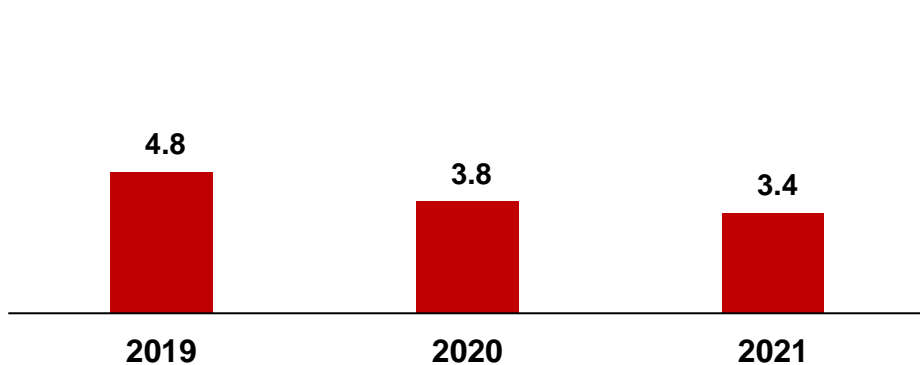


Store-level operating profit and operating profit margin

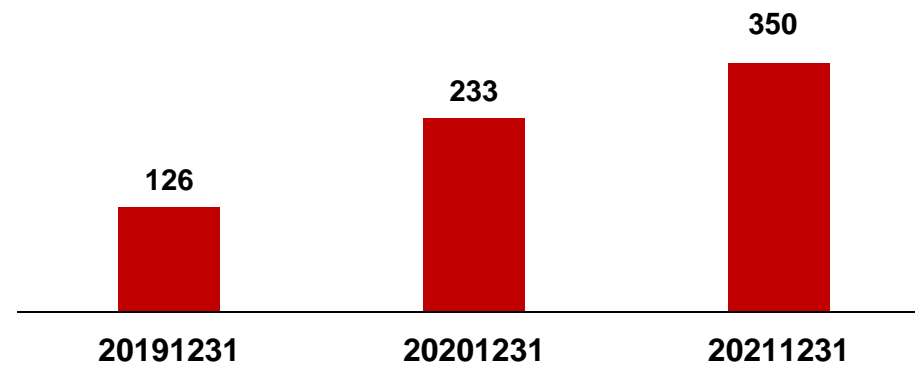
(RMB in million)



Seat turnover rate



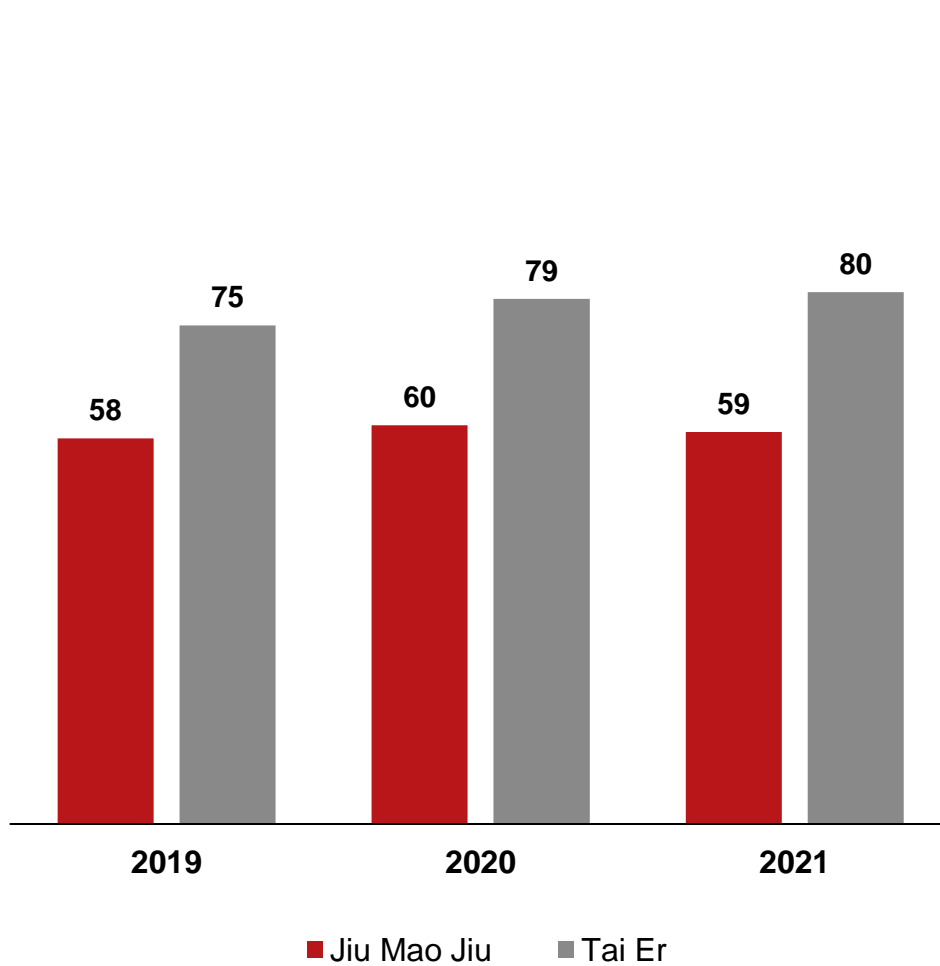
Number of restaurants



Business Overview

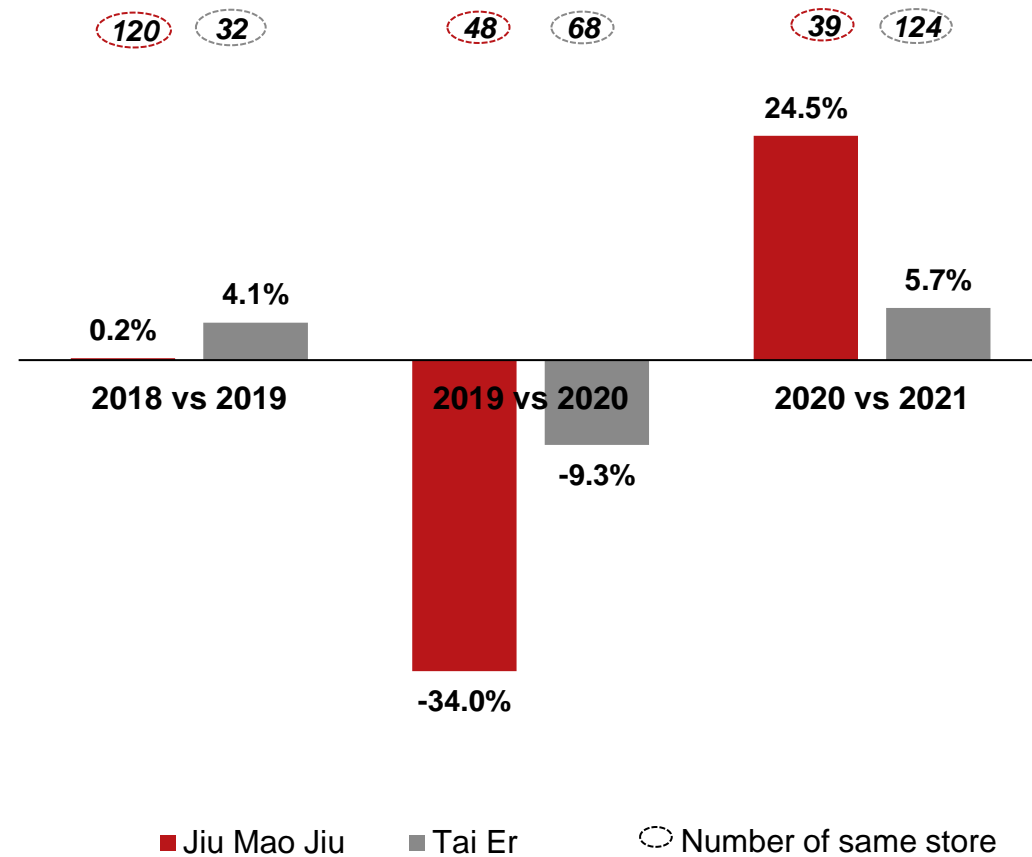
Average spending per customer

(RMB)



Same store sales

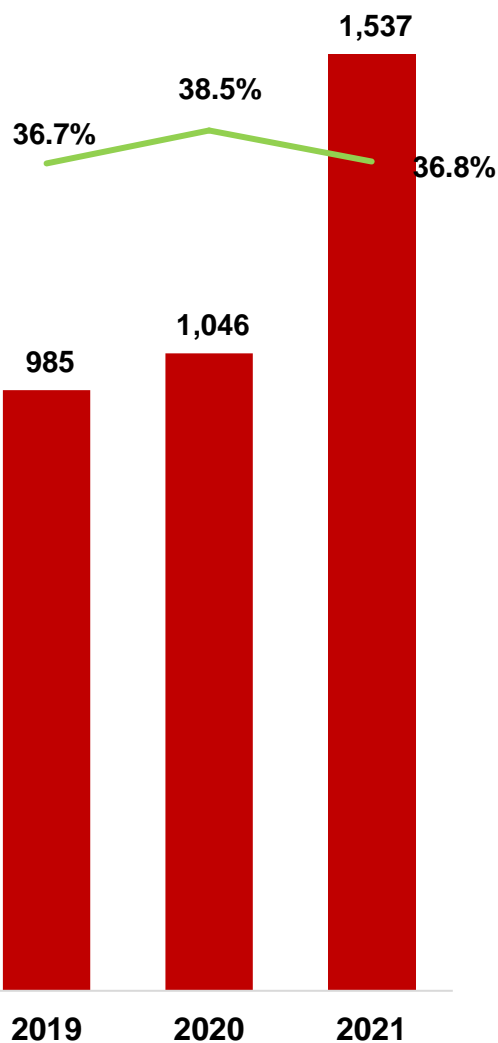
(%)



Breakdown of Operating Expenses

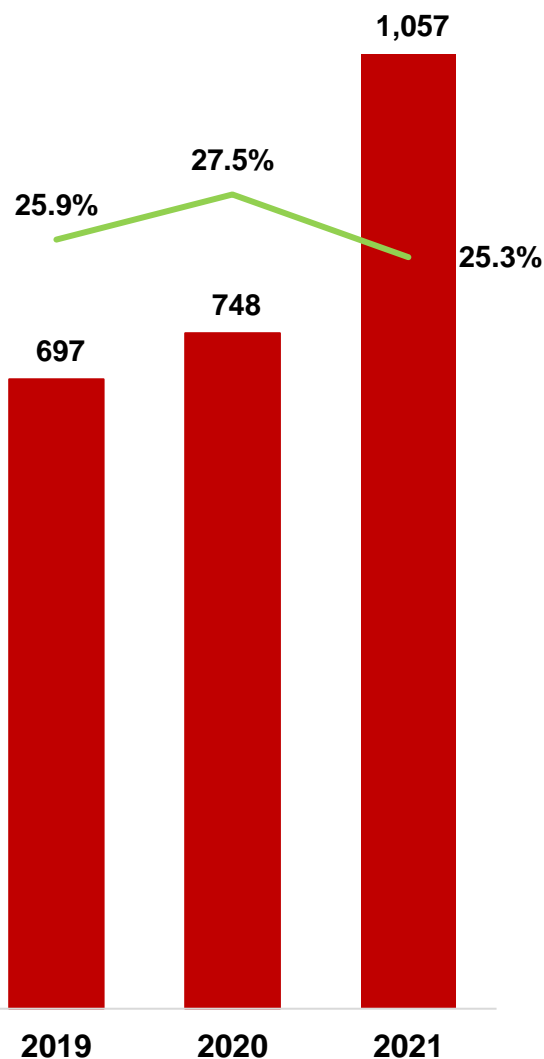
Raw materials and consumables

(RMB in million)



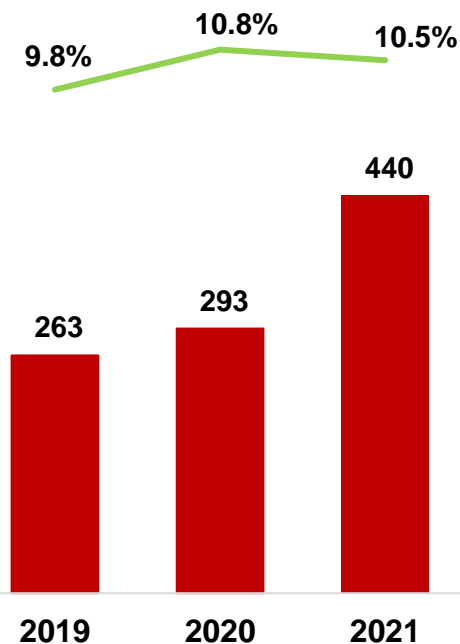
Staff costs

(RMB in million)



Rental and related expenses ⁽¹⁾

(RMB in million)

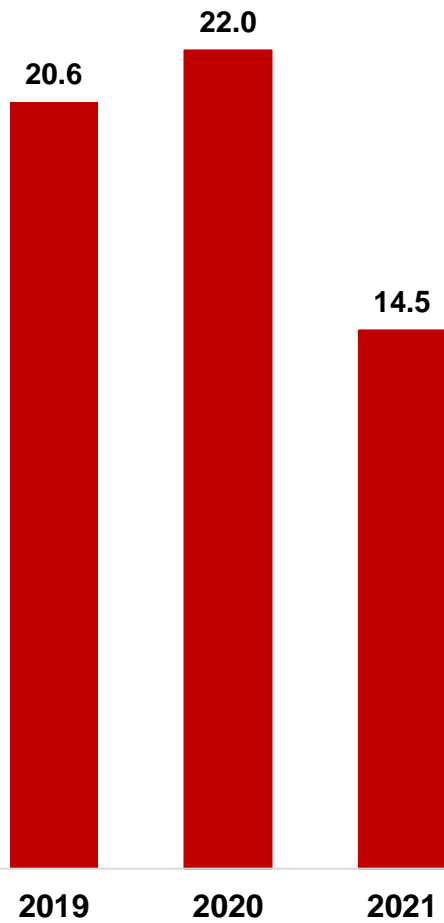


Note: (1) Depreciation of right-of-use assets + Other rentals and related expenses

Turnover Days Analysis

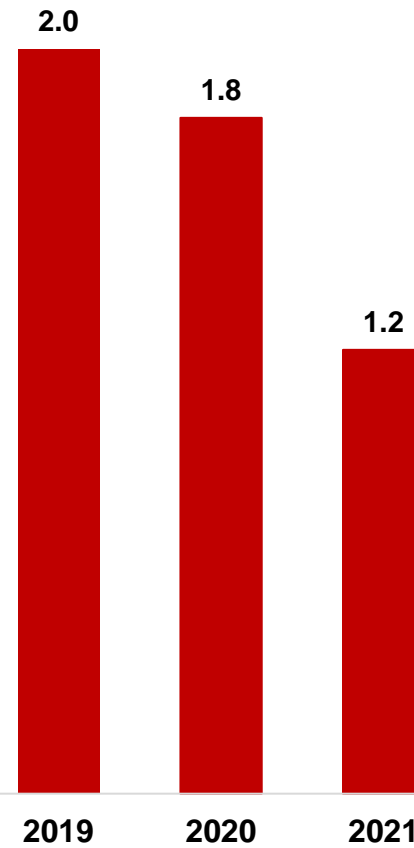
Inventory turnover days

(Days)



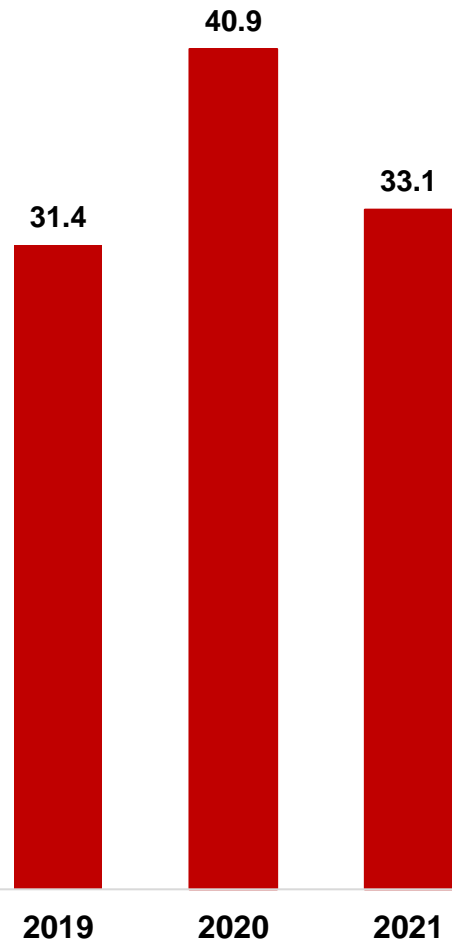
Trade debtors turnover days

(Days)



Trade payables turnover days

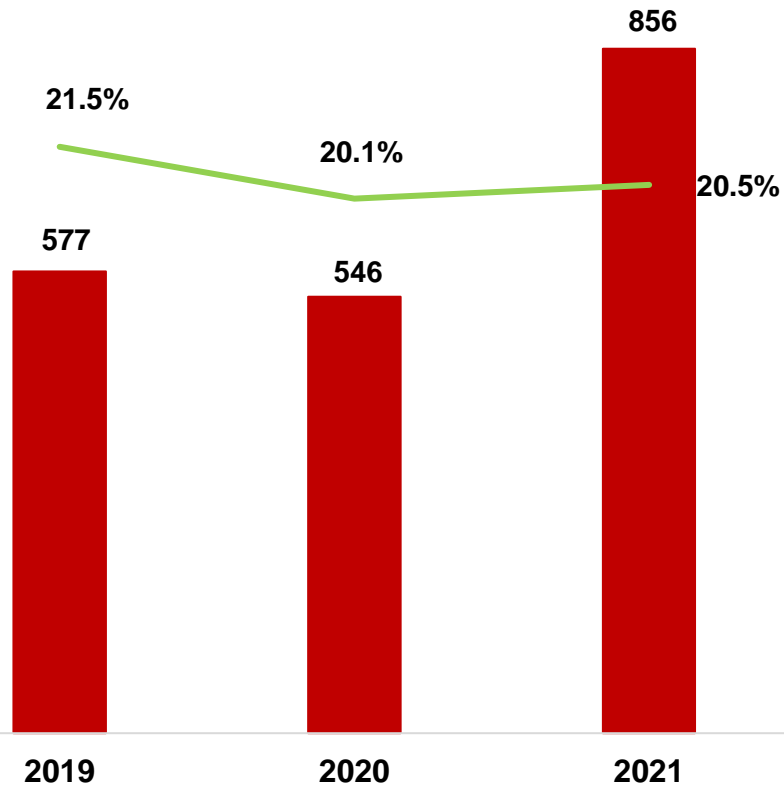
(Days)



Cash Flow Analysis

Operating Cash Flow

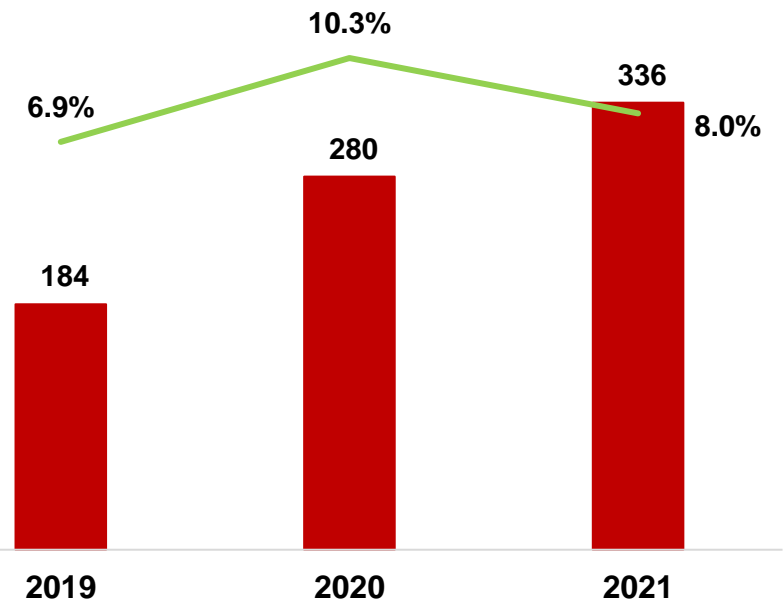
(RMB in million)



■ Operating Cash Flow — % of Revenue

Capital Expenditure

(RMB in million)



■ Capital Expenditure — % of Revenue

Chapter 4

Recent Thoughts



Recent Thoughts – About Young People

A word cloud of phrases related to young people's interests and values. The phrases are arranged in a roughly circular pattern. The most prominent phrases include 'Be the Chinese Chic' (in orange), 'Only settle for great value' (in purple), 'Cute Cult' (in red), 'Common interests' (in blue), 'No Book Shops' (in black), and 'Immersive experience' (in red). Other phrases include 'Meditate, Heal, Self Perceive', 'Outdoor life', and 'Immersion experience'.

Only settle for great value
No Book Shops
Only settle for great value
Be the Chinese Chic
Only settle for great value
Cute Cult
Immersive experience
Common interests
Be the Chinese Chic
Be the Chinese Chic
Only settle for great value
No Book Shops
Meditate, Heal, Self Perceive
Be the Chinese Chic
Immersive experience
Be the Chinese Chic
Be the Chinese Chic
No Book Shops
Common interests
Common interests
Meditate, Heal, Self Perceive
No Book Shops
Common interests
Cute Cult
Common interests
Immersive experience
Immersive experience
Cute Cult
Common interests
Immersive experience
Common interests
Cute Cult!
Common interests
Immersive experience
Be the Chinese Chic
Outdoor life
No Book Shops
Be the Chinese Chic
Only settle for great value
Be the Chinese Chic
Common interests
Common interests
Common interests
Immersive experience
No Book Shops
Be the Chinese Chic
Only settle for great value

Recent Thoughts – Tai Er Overseas Expansion

九毛九·集团

Jiu Mao Jiu Group

Deliver our



TAI ER

大二 Suancai & Fish
老坛子酸菜鱼

Delicious Dishes × Distinctive Culture
Overseas

Chinese Chic, Modern Chinese Cuisine
Persistence and Compromise



Thank You!