



華潤啤酒(控股)有限公司
China Resources Beer (Holdings) Company Limited



2016

華潤啤酒(控股)有限公司
China Resources Beer (Holdings) Company Limited

企業社會責任報告

Corporate Social Responsibility Report

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報告編製說明 About This Report

報告目的 Purpose

本報告為以華潤啤酒名義正式發佈的首份企業社會責任報告。報告旨在就公司實踐和績效與利益相關方進行坦誠溝通，系統回應利益相關方關注的重要問題。

This is the first corporate social responsibility report published in the name of CR Beer. This report aims to explicitly communicate with stakeholders on the Company's practice and performance of fulfilling its social responsibility, and systematically address the major concerns of stakeholders.

報告發佈週期 Reporting Cycle

本報告為年度報告。

This report is an annual report.

報告範圍 Scope

報告披露華潤啤酒履行經濟、社會和環境方面責任的信息。

時間跨度以2016年度為主，適當追溯一些重要年份。

The report discloses the information on CR Beer's fulfilling of economic, social and environmental responsibility.

The report mostly covers the year of 2016 and traces back to certain important years where appropriate.

報告數據說明 Description of Report Data

本報告財務數據來自公司2016年度財務報告。華潤啤酒於2015年9月剝離其他非啤酒業務，並在2016年10月完成對華潤雪花啤酒股權的收購。部份歷史數據根據會計準則變更進行追溯重述。本報告數據如與財務報告不一致，以財務報告數據為準。報告中如無特別說明，所有金額均以人民幣表示。

The financial data of this report is extracted from the financial report of the Company for 2016. CR Beer completed the spin-off of other non-beer businesses and the acquisition of equity interest in CRSB in September 2015 and in October 2016, respectively. Some historical data is restated retrospectively in accordance with changes in accounting standards. In the event of any inconsistency between the data of this report and that of the financial report, the latter shall prevail. Unless otherwise specified, all amounts in this report are expressed in Renminbi.

編寫依據 Basis of Preparation

本報告撰寫參照國際標準化組織社會責任國際標準ISO26000，中國社會科學院《中國企業社會責任報告編製指南(CASS-CSR3.0)》，全球報告倡議組織(Global Reporting Initiative, GRI)可持續發展報告指南(G4)，《華潤企業公民建設指引》和《華潤集團社會責任管理辦法》。

This report is prepared with reference to ISO 26000, International Organization for Standardization International Social Responsibility Standard, Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR3.0) issued by the Chinese Academy of Social Sciences, Global Reporting Initiative (GRI)'s G4 Sustainability Reporting Guidelines, the Guide to China Resources Corporate Citizenship Construction and China Resources Social Responsibility Management Measures.

稱謂說明 Description of Short Names

為方便表述，華潤啤酒(控股)有限公司在報告中簡稱「華潤啤酒」、「公司」或「我們」；華潤雪花啤酒有限公司簡稱「華潤雪花啤酒」。

For the sake of convenience, China Resources Beer (Holdings) Company Limited is referred to as "CR Beer", "the Company" and "we", and China Resources Snow Breweries Limited is referred to as "CRSB".

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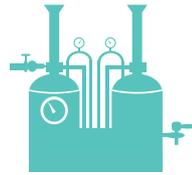
03

領導寄語

Message from
the Chairman



Breweries



啤酒廠

98 間

98 breweries

Annual production capacity



年產能

2,200 萬千升

22,000,000 kiloliters

Comprehensive operating income



綜合營業收入

人民幣286.94億元

RMB28.694 billion

Total dividend



派息總額每股

人民幣0.08元

RMB0.08 per share

2016年是本集團發展的重要一年。

The year 2016 is an important year to the Group's development.

這一年我們與Anheuser-Busch InBev SA/NV達成協議，以16億美元購入SABMiller Asia Limited持有華潤雪花啤酒的49%股權，成功實現對華潤雪花啤酒的全資控股，戰略轉型為專注於啤酒業務的領導企業。

In 2016, we entered into an agreement with Anheuser-Busch InBev SA/NV to acquire 49% stake in CRSB held by SABMiller Asia Limited at a consideration of US\$1.6 billion, successfully changing CRSB into our wholly-owned subsidiary and strategically transforming ourselves into a leading beer-focused enterprise.

與此同時，我們亦持續深化發展戰略。通過優化產品組合、落實因地制宜的銷售策略、密切與分銷商的關係、加強品牌推廣等措施，提升產品毛利和銷售費用效益、擴大市場佔有率、牢固全國市場領先地位，為股東創造具有吸引力的穩定回報。2016年，公司在中國內地經營98間啤酒廠房，年產能約2,200萬千升；綜合營業額突破人民幣286.94億元，較2015年增長2.6%；稅後溢利較2015年上升6.8%，派息總額每股人民幣0.08元。

Meanwhile, we also constantly deepened the development strategy. Through optimizing its product mix, implementing tailored sales strategies to the local market, establishing closer relationships with distributors and reinforcing brand promotion, we enhanced the products' gross profit and the effectiveness of our selling expenses, together with the expansion of our market share and the reinforcement of our market leadership across the nation, thus bringing attractive and stable returns to our shareholders. In 2016, the Company operated 98 breweries in mainland China with an aggregate annual production capacity of approximately 22,000,000 kiloliters. The Company's consolidated revenue for 2016 amounted to over RMB28.694 billion, which represented an increase of 2.6% as compared to 2015. In 2016, profit after tax increased by 6.8% as compared to 2015, and the total dividend was RMB0.08 per share.

我們相信，公司的持續發展並不止於營運業績上的優異成績，更需要攜手利益相關方，創造更多綜合價值。我們堅持超越不止，不斷完善公司治理機制，全力打造優質的董事會，提升董事會的管治力；加強風險管控，全面推進合規經營，降低企業運營風險；完善信息披露機制，客觀、公正、全面地披露公司營運信息，保障股東利益。

We believe that, despite our outstanding operating performance, we had to collaborate with stakeholders to create more overall value in order to maintain our sustainable development. We strived to challenge ourselves for improvement. We continuously improved our corporate governance system to establish a high-quality board of directors with enhanced governance capability. We strengthened our risk control, fully promoted legal operation and minimized operational risks. For the purpose of protecting the interests of shareholders, we optimized the information disclosure system to objectively, fairly and completely disclose the information in relation to the Company's operations.

我們堅持「第一釀造」，將「工匠精神」融入到啤酒釀造與客戶服務的全過程，致力於為客戶提供最優質的啤酒與服務，為客戶帶來美好生活品質。

We strived for the brand of "No. 1 in brewing" and translated the "spirit of craftsmanship" into the whole process of beer brewing and customer services in order to provide our customers with the best beer and services and improve the quality of life of our customers.

我們堅持挑戰自我，積極推動環保技術革新，主動踐行綠色發展理念，建設循環經濟產業園，為推進生態文明建設、減緩全球氣候變化貢獻我們的力量。2016年，我們的「啤酒二氧化碳高效、優質回收與利用及示範」項目是唯一一個獲得中國酒業協會頒發的科學技術進步獎一等獎項目，這項技術為啤酒企業在二氧化碳減排方面作出了參考示範。

We insisted on challenging ourselves. We vigorously promoted the innovation of environmental protection technologies, actively incorporated the concept of green development into practice and established circular economy industrial parks, contributing effort to facilitate the establishment of ecological civilization and mitigate global climate change. In 2016, our "Efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration" project was the only project winning the Scientific and Technological Progress Award (First Prize) of China Alcoholic Drinks Association. The technology provided demonstrations and references to the beer industry in the aspect of emission reduction of carbon dioxide.

我們堅持共同創造，與供應商、經銷商平等互利，攜手共創未來；堅持公平競爭，助推行業有序發展；密切與政府、銀行、媒體等各方夥伴關係，實現合作共贏。

We insisted on joint creation and maintaining equal and mutually beneficial relationships with suppliers and distributors for a better future. We upheld the principle of fair competition to motivate the orderly development of the industry. We also maintained close relationships with the government, banks, the media and various partners to achieve cooperation with mutual benefits.

我們堅持平等僱傭，全力保障員工權益，重視人才隊伍建設，讓員工感受到企業的活力與發展前景，助力員工實現自我價值。

We adhered to the principle of equal opportunities for employment, protected the rights of our employees and placed high value on nurturing teams of talents to allow our employees to see the vitality and prospects of the Company and realize their own potential.

我們堅持社企協力，積極推進社區發展，參與社會公益事業，努力扶貧助困，縮小地區發展差距，促進全面建成小康社會。

We were also committed to collaboration with the community and proactively promote community development. We participated in public welfare business, and dedicated ourselves to alleviating poverty and narrowing the development gap among regions in order to comprehensively build a moderately prosperous society.

2016年還有許多值得銘記和書寫的時刻：雪花大學生勇闖天涯挑戰未登峰活動成功舉辦，吸引全國過百萬名大學生參加；在中國評級機構發佈的《2016年度中國品牌力指數(C-BPI)》中，「雪花 Snow」連續3年位居啤酒品牌排行榜首位；連續8年成功舉辦中國古建築攝影大賽、共吸引超過470萬人參與；在世界品牌實驗室發佈的《2016年中國500最具價值品牌》的排行榜中，「雪花 Snow」名列第28位；榮獲《鏡報》頒發傑出企業社會責任獎。

There were a lot of memorable moments worth writing down in 2016. The Company successfully organized the "Snow Great Expedition, Challenge the Unclimbed by College Students", which attracted over a million college students across the nation to participate. "雪花 Snow" beer ranked No.1 for the third consecutive year in 2016 China Brand Power Index (C-BPI) released by a Chinese brand rating agency. The photo competition on ancient Chinese architecture welcomed its 8th in a row and had an accumulative number of participants of over 4.7 million. The World Brand Laboratory revealed the ranking of "China's 500 Most Valuable Brands 2016" in which "雪花 Snow" ranked 28th. We were awarded the Outstanding Corporate Social Responsibility Award by The Mirror.

與您攜手，共築未來。作為中國領先的啤酒生產商，我們將一如既往地發揮專業優勢，切實履行經濟、社會、環境責任。我們期待與消費者、股東、員工和商業夥伴攜手同行，一起引領商業進步，共同築就美好未來。

Working together to build the future. As a leading beer manufacturer in China, we will keep on leveraging our professional advantage as usual to practically perform the economic, social and environmental responsibility. We are looking forward to collaborating with consumers, shareholders, employees and business partners to promote business progress and build a better future together.

謝謝各位！

Thank you!

主席：陳朗

Chairman: Chen Lang

05

獎項榮譽

Awards and Recognition



“

榮獲《鏡報》第五屆傑出
企業社會責任獎

Being awarded the 5th Outstanding
Corporate Social Responsibility
Award of The Mirror

“

榮獲《資本雜誌》
2015年
企業社會責任大獎

Being awarded the Corporate Social
Responsibility Awards 2015 of CAPITAL

“

榮獲《亞洲企業管治》雜誌
2016年度亞洲
卓越表現表揚大獎

Being awarded the Asian Excellence
Recognition Awards 2016 of Corporate
Governance Asia

“

入選《亞洲周刊》雜誌
全球華商1000排行榜,榮獲
2015年最大
綜合企業大獎

Being selected to the Global
Chinese Business 1000 Ranking of
Yazhou Zhoukan and awarded the
Largest Conglomerates Company
Award 2015

”

”



榮獲美國傳媒專業聯盟2015Vision年報比賽消費品組別金獎

Being awarded the Consumer – Consumables Category: Gold Award in the 2015 Vision Awards Annual Report Competition of League of American Communications Professionals LLC (LACP)



榮獲MerComm, Inc.國際ARC年報大獎，包括啤酒／葡萄酒／烈酒組別：印刷及製作金獎、內頁設計銀獎

Being awarded the International Annual Report Competition (ARC) Awards of MerComm, Inc. in the Beer/Wine/Spirits Category: Gold Award for Printing & Production, Silver Award for Interior Design

榮獲《財資》雜誌2016年度卓越企業管治、社會責任及投資者關係白金獎

Being awarded the Platinum Award – Excellence in Governance, CSR & Investor Relations 2016 of The Asset



中國品牌評級機構Chnbrand發佈「2016年中國顧客滿意度指數(C-CSI)」品牌排名，「雪花 Snow」被評為「啤酒行業第一品牌」

“雪花 Snow” was awarded “Top Beer Brand” in the “2016 China Consumer Satisfaction Index (C-CSI)” by Chnbrand, a China’s brand rating agency

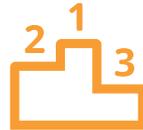


榮獲香港董事學會2016年度傑出董事獎

Being awarded the Directors of The Year Awards 2016 of The Hong Kong Institute of Directors

榮獲2016年度香港股票分析師協會上市公司大獎

Being awarded the IFAPC Outstanding Listed Company Award



在《財富中國》雜誌中國500強企業中，名列194位

Ranking 194th in Fortune China 500 of Fortune China

在2016年世界品牌實驗室《中國500最具價值品牌》的排名中，以1,099.68億元位列第28位

Ranking 28th in China’s 500 Most Valuable Brands 2016 of World Brand Lab with a brand value of RMB109,968 million



在《機構投資者》雜誌2016年亞洲公司管理團隊調查中，獲評亞洲最受尊敬企業之一

Being awarded as One of Asia’s Most Honored Companies in the All-Asia Executive Team Survey 2016 of Institutional Investor

07

數讀 華潤啤酒

Figures of
CR Beer



超越不止

Beyond Limitations

資產總額 

人民幣
426.30億元

Total assets of RMB42.630 billion

營業收入 

人民幣
286.94億元

Revenue of RMB28.694 billion

除稅前
溢利總額 

人民幣
17.39億元

Total profit before taxation of
RMB1.739 billion

第一釀造

No.1 in Brewing

產品質量合格率

100%

Pass rate of 100% in the product quality test

國家監督檢查
抽查合格率

100%

Pass rate of 100% in the spot tests run by the National Safety Supervision and Inspection

安全生產投入

人民幣

5,529萬元

Production safety expenses of RMB55.29 million

科技或研發投入

人民幣

39,800萬元

Technology or R&D expenses of RMB398 million

挑戰自我

Challenge Ourselves

環保總投資

人民幣

11,965萬元

Total environmental protection investment of RMB119.65 million

單位產品綜合
能耗同比

下降**12.3%**

12.3% decrease year-on-year in terms of comprehensive energy consumption per unit of product

活力無限

Unparalleled Energy

員工人數

58,200人

58,200 employees

勞動合同簽訂率

100%

100% coverage of labor contracts



社會保險覆蓋率

100%

100% coverage of social insurance

共創未來

Create the Future Together

培養戰略供應商

39家

Developed strategic relationship with 39 suppliers

勇闖天涯

Brave the World

實際繳納稅金總額

7.69人民幣億元

Total actual tax paid of RMB769 million

慈善公益支出

0.03人民幣億元

Charitable donations of RMB3 million

09

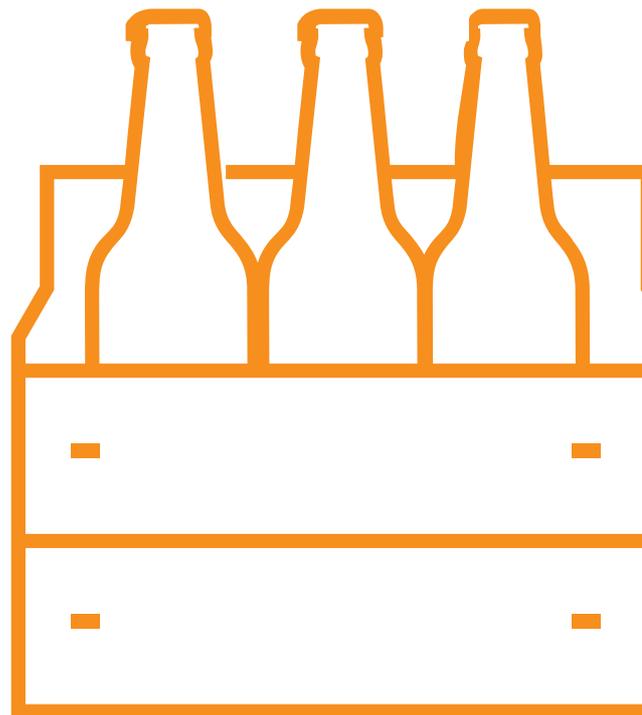
一起暢享

Enjoy Together

華潤啤酒

通過「雪花 Snow」啤酒品牌，以創新差異化品牌策略，推出中檔雪花勇闖天涯、高檔雪花純生、超高檔雪花臉譜等不同檔次產品，讓消費者在不同場所下，都可以體驗和享受「雪花 Snow」啤酒產品。

CR Beer provides customers with various product experiences and enjoyments on different occasions, through an innovative branding and segmenting strategy of the beer brand “雪花 Snow” with different product series such as the mid-end series “Snow Brave the World”, high-end series “Snow Draft Beer” and the super-premium series “Snow Opera Mask”.





雪花勇闖天涯

是華潤啤酒的中檔系列啤酒，圍繞「勇闖天涯」，宣揚「進取、挑戰、創新」的精神內涵。

“Snow Brave the World” is the mid-end product series of CR Beer. The core message of “Brave the World” conveys the spirit of “ambitious, challenging and innovative”.



雪花純生

是華潤啤酒的高檔啤酒系列，以「匠心營造」作為核心理念，借助中國經典文化為載體，旨在詮釋專注、執着、追求極致的匠人精神。

“Snow Draft Beer” is the high-end product series of CR Beer, with “Ingenuity in Craft” as its core value. It is supported by the classic Chinese culture – aiming to present the devoted, persevering and quality-oriented spirit of a craftsman.



雪花臉譜

是華潤啤酒的超高檔啤酒系列，打造「花臉+花旦」的獨特產品，呈現高端時尚生活方式與中國傳統文化的完美結合。

“Snow Opera Mask” is the super-premium product series of CR Beer featuring unique elements of male and female Chinese opera performers’ faces, in addition to showcasing the perfect combination of premium modern lifestyle and traditional Chinese culture.

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責任專題

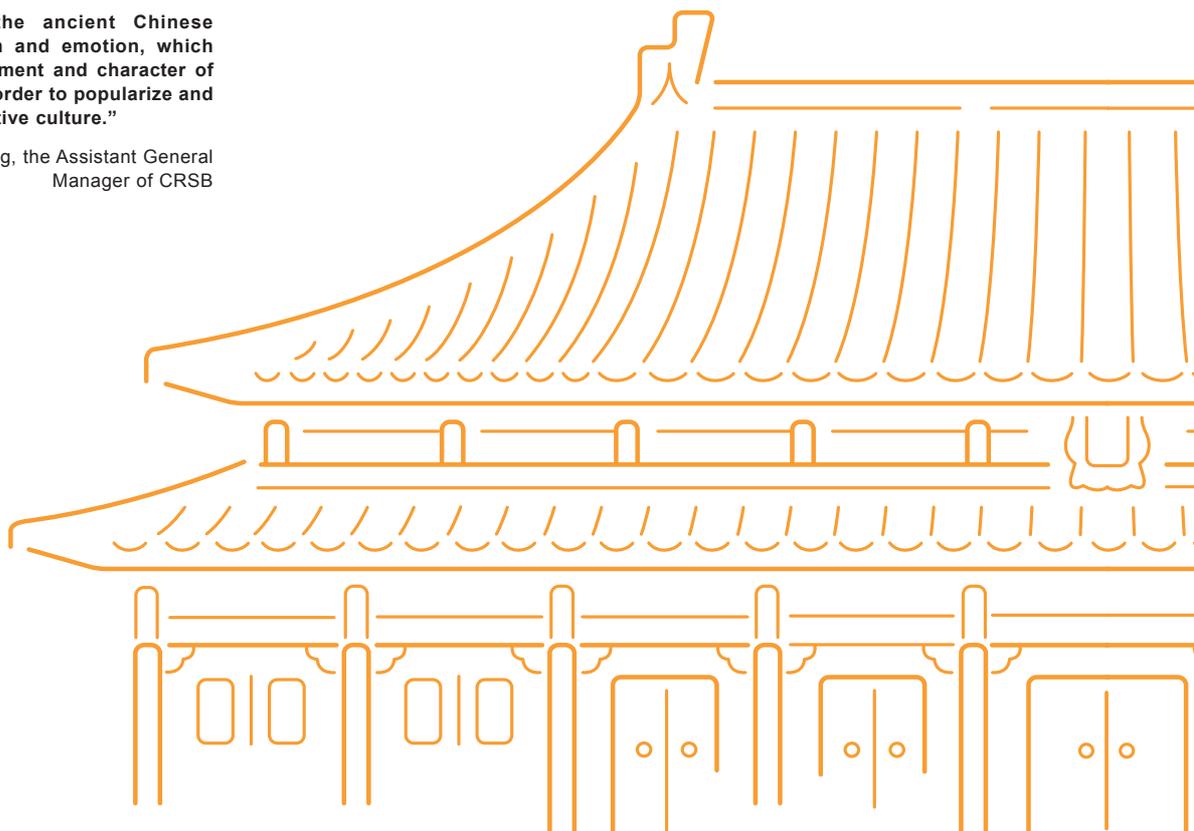
Responsibility Themes

「用智慧和情感展示中國古建築、展現中國原生文化的精神、氣質和性格，並把這種中國經典原生文化普及並傳承下去。」

—— 華潤雪花啤酒助理總經理曾申平

“We want to exhibit the ancient Chinese architecture with wisdom and emotion, which reflect the spirit, temperament and character of China’s native culture, in order to popularize and inherit such traditional native culture.”

— Zeng Shenping, the Assistant General Manager of CRSB



背景

Background

中華優秀傳統文化，積淀着中華民族最深沉的精神追求，代表着中華民族獨特的精神標識。中國古建築藝術是世界上延續歷史最長、分佈地域最廣、風格鮮明的獨特建築藝術體系。我們希望通過資助「中國古代建築知識普及與傳承系列叢書」出版、舉辦古建攝影大賽活動，推動中國傳統建築走出塵封歷史，以更新更鮮活的形象走進大眾，促進中國傳統文化傳播。激勵我們傳承古代「工匠精神」，以精雕細琢態度實現「第一釀造」，生產出最適合國人體質的最優啤酒；以精益求精的精神為客戶提供最優服務，不斷超越客戶的需求。

China's outstanding traditional culture harbors the deepest spiritual pursuit of the Chinese nation and represents the unique spirit of the Chinese nation. Ancient Chinese architecture is a unique architecture system which has the longest history in the most extensive geographical distribution with distinctive style in the world. By sponsoring the publication of the "Traditional Chinese Architecture Series" and organizing the photo competition on ancient Chinese architecture, we hope to push the traditional Chinese architecture out of the dust-laden history and embrace the general public with a new and fresh image so as to foster the propagation of Chinese traditional culture. Being inspired to inherit the spirit of a craftsman in ancient times, we aim at "No. 1 in brewing" with care and precision to produce the best beer which is the most suitable for Chinese people in terms of health. We also aim at providing the best service for customers by making perfection more perfect to provide services beyond customers' expectations.



9年古建保護公益路

Protection of Ancient Architecture over the Past Nine Years

2008年，我們開始聯合清華大學建築歷史與文物建築保護研究所，合作開展「普及與傳承——中國古建築研究與傳播合作項目」，開啟中國古建築保護的公益之路。自2009年到2016年，我們以中國古建築為拍攝主體，連續舉辦八屆中國古建築攝影大賽，吸引超過470萬人參加，累計收到超過890萬幅作品，使中國古建築攝影大賽已成為中國規模大、影響廣的攝影賽事之一。

In 2008, we started to work with the Institute of Architectural History and Cultural Heritage Conservation of Tsinghua University on the "Popularization and Inheritance — Ancient Chinese Architecture Research and Propagation Cooperation Project", opening the way for the protection of ancient Chinese architecture. From 2009 to 2016, we organized eight consecutive sessions of photo competition on Chinese ancient buildings, which attracted over 4.7 million participants with more than 8.9 million entries. The competition has become one of the largest photo competitions with the greatest influence in China.



890萬幅作品

8.9 million entries



2009年

舉辦首屆「雪花純生·匠心營造·古建攝影大賽」。

In 2009, we organized the first "Snow Draft Beer Ingenuity in Craft" photo competition on Chinese ancient buildings.

一等獎：《冬日的故宮組照》趙凱 First Prize: Photos of the Forbidden City in Winter by Zhao Kai

《北京五書》(含《北京紫禁城》《北京頤和園》《北京天壇》《北京四合院》《北京古建築地圖(上)》)出版發行，被國家新聞出版署列為「經典中國國際出版工程」。

Five Books on Ancient Architecture in Beijing (《北京五書》), including The Forbidden City (《北京紫禁城》), Summer Palace (《北京頤和園》), Temple of Heaven (《北京天壇》), Beijing Courtyards (《北京四合院》) and the Historical Architectural Map of Beijing (Volume 1) (《北京古建築地圖(上)》), were published and entered the list of "China Classics International" of the State Administration of Press and Publication.



2010年

舉辦第二屆「雪花純生·匠心營造·古建攝影大賽」。

In 2010, we organized the second "Snow Draft Beer Ingenuity in Craft" photo competition on Chinese ancient buildings.

特等獎：《老屋組照》周冰 Special Prize: Photos of Old House by Zhou Bing

《民居五書》(含《北方民居》《浙江民居》《福建民居》《贛粵民居》《西南民居》)出版發行，被評為「全國文化遺產最佳普及圖書」。

The Chinese Vernacular House series (《民居五書》), including Northern Residential Buildings (《北方民居》), Zhejiang Residential Buildings (《浙江民居》), Fujian Residential Buildings (《福建民居》), Residential Buildings in Jiangxi and Guangdong (《贛粵民居》) and Southwest Residential Buildings (《西南民居》), were published and rated as "The Best Books for Popularization of National Cultural Heritage".



2011年

舉辦第三屆「雪花純生·匠心營造·古建攝影大賽」，吸引160萬人參與、徵集參賽作品超過18萬幅。

In 2011, we organized the third “Snow Draft Beer Ingenuity in Craft” photo competition on Chinese ancient buildings, which attracted over 1.6 million participants with 180,000 entries.

《無夢到徽州》唐民皓、《古往今來》萬均富 *Never Dreaming of Huizhou by Tang Minhao, and From Ancient to Modern Times by Wan Junfu* 《裝飾五書》(含《千門之美》《戶牖之花》《雕梁畫棟》《磚雕石刻》《裝飾之道》)出版發行，授權台灣地區出版繁體字版本。

The Chinese Ancient Architecture Decoration series (《裝飾五書》), including the Beauty of Gates (《千門之美》), the Patterns of Doors and Windows (《戶牖之花》), the Carved Beams and Painted Rafters (《雕梁畫棟》), the Brick and Stone Carvings (《磚雕石刻》) and the Philosophy of Decoration (《裝飾之道》), were published. Such books were licensed to be published in traditional Chinese version in Taiwan.



2012年

舉辦第四屆「雪花純生·匠心營造·古建攝影大賽」。

In 2012, we organized the fourth “Snow Draft Beer Ingenuity in Craft” photo competition on Chinese ancient buildings.

《古都五書》(含《古都北京》《古都洛陽》《古都西安》《古都南京》《裝飾之道》)出版發行，後榮獲中國大學出版社圖書獎優秀、被列為「經典中國國際出版工程」。

The Five Books on Ancient Capitals (《古都五書》), including the Ancient Capital, Beijing (《古都北京》), the Ancient Capital, Luoyang (《古都洛陽》), the Ancient Capital, Xi'an (《古都西安》), the Ancient Capital, Nanjing (《古都南京》) and the Philosophy of Decoration (《裝飾之道》), were published. The books were then awarded the outstanding book award of China University Presses and entered the list of “China Classics International”.

首次冠以「尋蹤營造學社之路」主題，希望通過更具體的古建元素，喚起社會各界對傳統古建築的保護意識。



2013年

In 2013, we organized the photo competition with a theme of “Tracing the Society for the Study of Chinese Architecture” for the first time, aiming to arouse the public awareness for the protection of traditional ancient buildings with more specific ancient architecture elements.

《園林五書》(含《北方私家園林》、《嶺南私家園林》、《中國皇家園林》、《江南私家園林》、《閩台私家園林》)。

The Five Books on Gardens (《園林五書》), including Northern Private Garden (《北方私家園林》), The Private Garden of Lingnan (《嶺南私家園林》), Royal Gardens in China (《中國皇家園林》), Private Gardens in the South of the Yangtze River (《江南私家園林》) and Private Gardens in Fujian and Taiwan (《閩台私家園林》), were published.



2014年

古建攝影大賽冠以「光影園林」主題，吸引了來自全國及海外近136萬人參賽，徵集作品238萬餘幅。

In 2014, we organized the ancient building photo competition themed “Light and Shadow of Gardens”, which attracted nearly 1.36 million participants with 2.38 million entries in China and overseas.



2015年

古建攝影大賽冠以「斗拱」主題，共向78名攝影師頒發「古建·傳承獎」與「匠心營造·斗拱獎」；與清華大學合作出版第六套「中國古代建築知識普及與傳承系列叢書」——《中國古代建築地圖(第一套)》。

In 2015, the ancient building photo competition featured the theme of “Dougong (斗拱)” and awarded “Ancient Architecture · Inheritance Award (古建·傳承獎)” and “Ingenuity in Craft · Dougong Award (匠心營造·斗拱獎)” to 78 photographers in total. We worked with Tsinghua University to publish the sixth “Traditional Chinese Architecture Series” — the Chinese Ancient Architecture Map (First Volume) (《中國古代建築地圖(第一套)》).





2016年

古建攝影大賽冠以「戶牖」主題，共收到來自全球112萬名攝影愛好者的221萬幅投稿作品，其中「戶牖」類作品量更是高達82萬幅。

In 2016, the theme for the photo competition on ancient buildings was "Huyou (戶牖)". The competition received 2.21 million entries from 1.12 million photography enthusiasts around the world. In particular, entries in the "Huyou" category even reached 820,000.

與清華大學建築學院合作出版第二套《古建築地圖》系列圖書、第七套「古代建築知識普及與傳承系列圖書」。

We worked with the School of Architecture of Tsinghua University to co-publish the Map of the Ancient Architecture (《古建築地圖》) in its second series, which was also the seventh series of the "Traditional Chinese Architecture Series".



意義 Significance

我們將古建築的美、古建築所體現的「匠心營造」以多種形式展現在公眾面前，推動古建築的普及與傳承，讓大眾看到中國文化之本，讓世界看到中國文化的博大精深。將「匠心營造」融入到啤酒釀造中，打造「匠心營造」雪花啤酒的品牌，推動「匠心營造」融入華潤啤酒人的血液里，推動「匠心營造」的精神成為行業與全社會倡導的共同追求。

We showcased the beauty of ancient architecture and the idea of "Ingenuity in Craft" reflected in ancient architecture to the public through various ways so as to facilitate the popularization and inheritance of ancient architecture, allowing the public to see the root of Chinese culture and allowing the world to see the extensiveness and profoundness of Chinese culture. By incorporating the idea of "Ingenuity in Craft" into beer brewing and establishing the Snow beer brand "Ingenuity in Craft", we promoted the idea of "Ingenuity in Craft" at all levels in CR Beer and valued the spirit of "Ingenuity in Craft" as the common pursuit of the industry and the whole society.



15

一起
超越

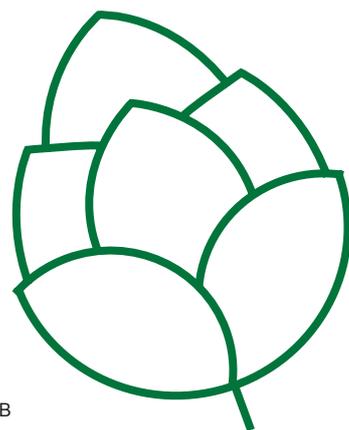
Surpass Together

不斷超越股東期待

Keeping on exceeding shareholders' expectations

啤酒強國夢——華潤啤酒成功收購華潤雪花啤酒49%股份

Dream of Becoming a Great Country of Beer Brewing— CR Beer's successful acquisition of 49% stake in CRSB



Why

「收購華潤雪花啤酒」起源
the Origin of the “Acquisition of CRSB”

啤酒是非常受歡迎的一類酒精飲料，是人們生活與社交不可或缺的生活消費品。中國是啤酒大國，但中國啤酒品牌在國際上的影響力與其產量不相匹配。我們努力釀造出適合國人、最優質的啤酒，推動中國成為啤酒釀造強國，助力中華民族偉大復興。

Beer is a very popular alcoholic beverage that is one of indispensable consumer goods of our lives and social gatherings. China is a large beer brewing country but the presence of Chinese beer brands in the international market does not match with China's production volume. We are committed to brewing the best beer which suits for Chinese people in order to help China become a great country of beer brewing and achieve the great rejuvenation of the Chinese nation.



WHAT

「收購華潤雪花啤酒49%股份」概述 the Overview of the “Acquisition of 49% stake in CRSB”

2016年10月，我們抓住Anheuser-Busch InBev SA/NV（簡稱「ABI」）與SABMiller plc全球整合的契機，在原來持有華潤雪花啤酒51%的股權的基礎上，完成收購49%華潤雪花啤酒股權，成功實現全資控股，為股東締造更高價值。

In October 2016, leveraging the opportunity of the global consolidation of Anheuser-Busch InBev SA/NV (“ABI”) and SABMiller plc, we completed the acquisition of 49% stake in CRSB. The acquisition changed CRSB into our wholly-owned subsidiary from 51% stake in CRSB held by us before the acquisition, allowing us to create higher value for shareholders.

HOW

「收購華潤雪花啤酒49%股份」過程 the Process of the “Acquisition of 49% stake in CRSB”

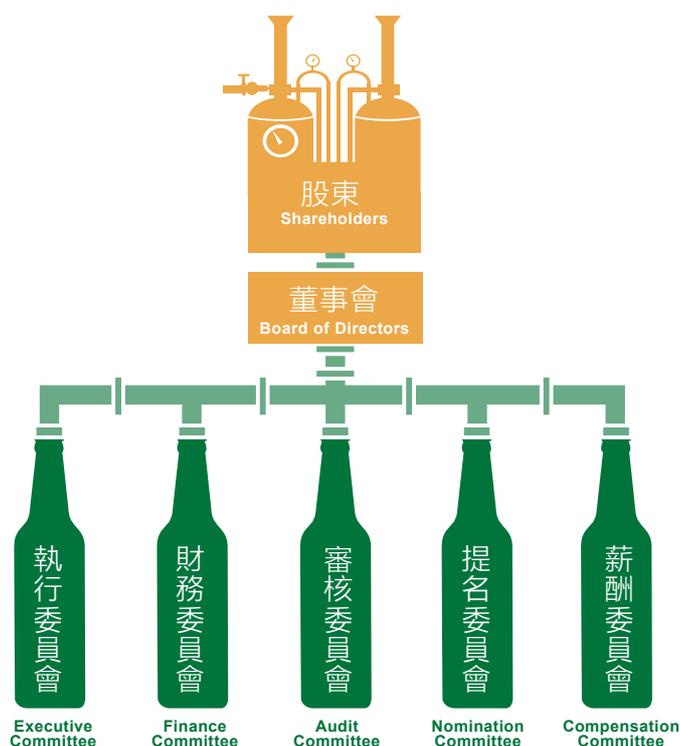
2016年3月，華潤啤酒宣佈與ABI達成協議，以16億美元購入SABMiller Asia Limited持有華潤雪花啤酒的49%股權。消息公佈當日，華潤啤酒股價較上一個交易日收市價最高升幅接近35%。2016年7月，資本市場在經歷英國退歐後對華潤啤酒收購仍然反應良好。華潤啤酒按每股港幣11.73元進行供股集資，該供股股份最終獲得超額認購，成功籌集超過港幣95億元的資金，供股股份於同年8月在香港聯合交易所有限公司開始買賣。2016年10月，華潤啤酒完成收購，取得華潤雪花啤酒的完整所有權，以確保中國發展策略有效實施。

In March 2016, CR Beer announced that it entered into an agreement with ABI to acquire 49% stake in CRSB held by SABMiller Asia Limited at a consideration of US\$1.6 billion. On the date of the announcement, the largest increase of the share price of CR Beer reached approximately 35% as compared to the closing price of the preceding trading day. In July 2016, the capital market continued to have good reaction to the acquisition of CR Beer after the Brexit referendum. CR Beer conducted a rights issue at HK\$11.73 per share. Such rights shares were eventually oversubscribed with proceeds of more than HK\$9.5 billion. The rights shares commenced to trade on The Stock Exchange of Hong Kong Limited in August 2016. In October 2016, CR Beer completed the acquisition and became the full ownership of CRSB such that can implement its development strategy in China effectively.

不斷完善企業管治 Constantly improving corporate governance

良好穩固的管治架構是實現企業基業長青、提升股東價值的重要基礎。我們持續推進優質董事會建設、重視內部監控及風險管理，不斷增強公司運營透明度與社會溝通能力。

Sound governance structure is the important foundation of building an evergreen business and enhancing value for our shareholders. We constantly promote establishment of the quality Board, emphasize internal control and risk management, continuously enhancing the transparency of operations and social communications capability of the Company.



企業管治 Corporate governance

企業管治機制 Corporate governance mechanism

我們採納「企業管治常規守則」，其內容幾乎包括香港聯合交易所有限公司證券上市規則附錄十四「企業管治守則」的所有守則條文，包括守則條文的實施細則以及若干適用的建議最佳常規，制定符合公司發展的規則和制度，優化股東大會決策方式和決策機制，明確決策、執行、監督等方面的職責權限，形成有效的職責分工和制衡機制。

董事會代表公司股東管理公司事務，主要的委員會包括執行委員會、財務委員會、審核委員會、提名委員會和薪酬委員會等委員會，執行公司特定職能。

We have adopted the Code on Corporate Governance Practices, which almost includes all the code provisions set out in Corporate Governance Code, Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, including the implementation details of the code provisions and certain applicable recommended best practices, to formulate the rules and systems which conform to the Company's development, optimize the decision-making manners and systems, and specify the duties and power of different aspects such as decision-making, execution and monitoring, in order to form an effective division of duties and balancing mechanism.

The Board manages the businesses of the Company on behalf of the shareholders. The main committees include: Executive Committee, Finance Committee, Audit Committee, Nomination Committee and Compensation Committee to perform designated duties for the Company.

企業管治文化

Corporate governance culture

我們堅持依法治企、誠信經營，通過不斷完善企業管治結構、業務發展與管理創新，建立有效的風險管理體系及投資者溝通機制，切實履行好經濟責任，全力保障股東權益。

We insist on managing the company according to laws and operating businesses with integrity. Through constantly improving the corporate governance structure, business development and management innovation, we have established an effective risk management system and mechanism for communications with investors to practically perform the economic responsibility and fully protect the interests and rights of the shareholders.

上市公司董事會管治

Governance of the Board of listing company

董事會秉承公司核心價值觀，以符合企業操守、可持續發展及重視效益的態度制定公司策略方針，嚴格執行企業管治實務，致力提高透明度及董事問責性，確保公司施行適當的政策及營運方式。

2016年，公司董事會共有10名董事，包括3名執行董事、2名非執行董事及5名獨立非執行董事，獨立非執行董事人數佔整體董事會人數的一半，遠超過香港上市規則規定要求。我們的獨立非執行董事由不同界別的資深和知名的公眾人士組成，分別來自會計界、律師界、商界及政府官員等。2016年，公司董事會共召開14次董事會議，並再次獲得由香港董事學會頒發的「2016年度傑出董事獎」。

The Board has upheld the core value of the Company and formulated the strategic policies for the Company with the attitude which conforms to the corporate ethic, sustainable development and efficiency-oriented direction. We strictly practice the corporate governance and strive to enhance the transparency and the accountability of the directors to ensure the implementation of proper policies and operation approaches.

In 2016, the Board comprised 10 directors, including three executive directors, two non-executive directors and five independent non-executive directors. The number of independent non-executive directors was half of the directors of the Board, far exceeding the requirements of the Hong Kong Listing Rules. Our independent non-executive directors were experienced and well-known from different fields such as accountancy, law, business and governmental officials. In 2016, the Board held 14 meetings and was, again, awarded Directors of The Year Awards 2016 by the Hong Kong Institute of Directors.

董事會10名董事

10 Directors of the Board



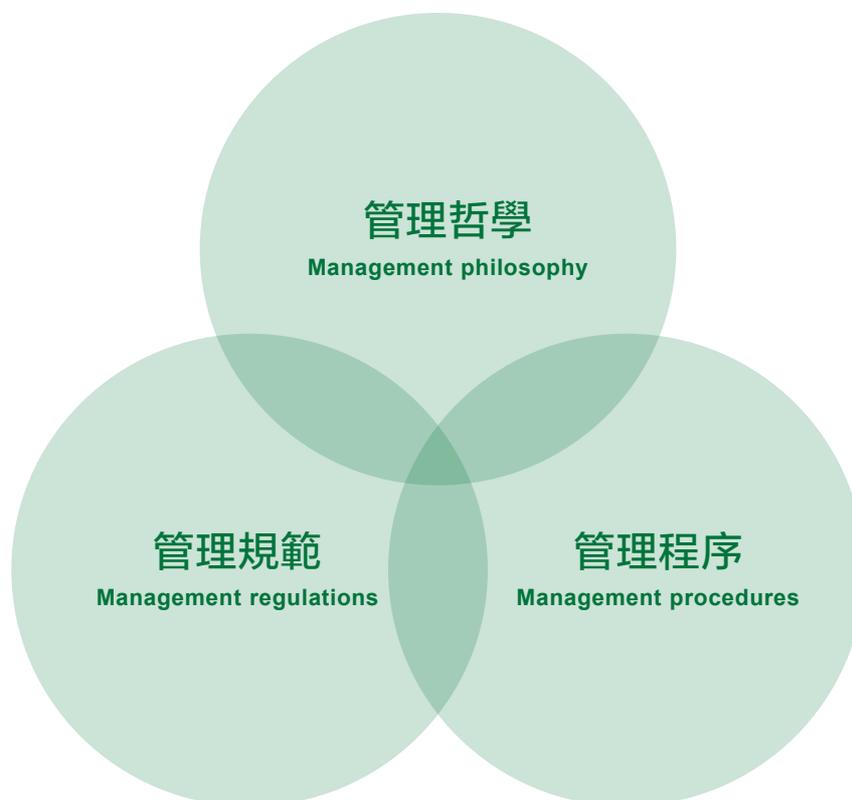
「華潤啤酒的董事具備多元化的經驗和技能。獨立非執行董事以出眾的企業管治知識為董事會提供意見，董事會亦細心聆聽和跟進這些意見。董事會又擔任企業管治的領導角色，華潤啤酒過去2年的成功轉型，董事會的引領功不可抹。董事會致力實踐優秀企業管治，獲獎實至名歸。」

——香港董事學會評審團

“Directors of CR Beer command diverse experience and expertise. Advice from the INEDs, who are knowledgeable in corporate governance, is always carefully noted and followed up. Playing an active role in corporate governance, the Board has successfully guided the Company in its strategic development, helping it to navigate through successful transformation over the past two years. Committed to best corporate governance practices, the Board merits the Award.”

——the Panel of Judges of the Hong Kong Institute of Directors

風險管理機制 Risk management mechanism



管理哲學 Management philosophy

風險管理是企業管治不可或缺的一部份，我們注重構建有效且有效率的風險管理體系，減少發生風險的可能性和影響，嚴格貫徹落實「三重一大」決策制度，堅持重大問題決策、重要幹部任免、重大項目投資決策和大額資金使用的集體討論、決策。

Risk management is an integral part of corporate governance. We strive to set up an effective and efficient risk management system in order to reduce the possibility and influence of risk occurrence. We also rigidly implement the decision-making policy of "Three Importance and One Greatness" to solve problems regarding the decision-making of significant problems, the appointment and dismissal of important leaders, the significant project investment decisions and the proceeds of significant capital with group discussion and decision making.

管理規範 Management regulations

我們持續完善風險管理各項規範，提升公司抗風險水平，制定並持續執行財務管理制度，加強公司財務規範和流程管控；我們頒佈了派息管理辦法，明確派息管理職責，維護並提升公司價值；建立匯率風險防控指引、風險預警指標及日常監控機制、完善匯率風險分析模型並每季度發佈《人民幣匯率風險專題分析報告》，有效規避中長期匯率走向不確定的風險。

We have continuously improved various regulations of risk management, enhanced the risk resisting capability of the Company, formulated and constantly implemented the financial management system, and strengthened the financial regulations and the process monitoring and controls of the Company. We have issued regulations on dividend payout management to specify the duties of dividend payout management, maintain and enhance the value of the Company. We have also established the Guideline for Prevention and Control of Exchange Rate Risk, the Risk Alert in Advance Indicator and the Daily Monitoring and Control Mechanism, optimized the analysis model of exchange rate risk and issued Analysis Report on Exchange Rate Risk of Renminbi quarterly, which effectively avoid the uncertainty risk of the exchange rate in the medium to long term.

管理程序 Management procedures

我們透過建立適應公司業務發展及營運的企業風險管理程序，辨別、分析和減低各種風險，保障股東價值。

We identify, analyze and reduce various risks to protect shareholders' value by building up the corporate risk management procedures to adapt to the business development and operations of the Company.

程序一：識別風險 Step I: Risk identifications

我們把識別並評估公司風險納入業務規劃，於每年底，公司對各業務單元的業務及經營領域潛在風險進行檢討，定位、分析、評估發生風險的可能性及影響，年初各業務單元進行業務規劃檢討時，向公司匯報所認定的風險，並闡釋風險的性質及建議風險管理策略。各業務單元亦制定有定期匯報機制，以促使持續進行風險識別和匯報。

We incorporate risk management into our business planning. At the end of each year, the Company undertakes review of the potential risks which fall within the business and operation areas of various business units, performing risk mapping, analysis and evaluation of the probability of occurrence and impact of risks. Identified risks are reported together with the explanation of its nature and proposed risk management strategies to the Company during the business plan review session of the business units at the beginning of each year. Our regular reporting system of the business unit also facilitates ongoing risk identification and the reporting of risks.

程序二：分析、評估及減緩風險 Step II: Risk analysis, evaluation and mitigation

識別風險後，指定的風險責任人需負責分析發生風險事件的可能性及潛在影響。發生機會較高及帶來較嚴重負面後果的風險，將獲優先處理。風險責任人隨後設計減低風險的合適程序，並執行相關行動。在設計行動方案時，會同時考慮執行成本，而在執行過程中，我們強調風險與利益的平衡，確保業務長遠穩定的發展。

When risks are identified, the assigned risk owner is responsible for analyzing the probability of their occurrence and potential impact. Priority will be given to risks with high probability and serious negative impact. The risk owner then designs appropriate procedures and actions for risk mitigation and acts accordingly. Implementation cost is also taken into account when devising the action plan. During the implementation, we also emphasize the balance of risks and benefits to ensure long term business success.

程序三：風險監察及績效評估 Step III: Risk monitoring and performance evaluation

完成風險的識別、分析、評估及減緩程序後，公司各業務單元透過定期匯報機制匯報評估結果。為防範同一風險重複發生，我們亦將預防措施及可提高營運效率的程序納入風險管理及內部監控制度。審計部門亦需對風險管理及內控系統進行獨立檢討，而管理層則負責確保在合理的時期採取適當的行動，以糾正及控制審核報告中所提及的問題。

After risk identification, analysis, evaluation and mitigation, the business units submit evaluation reports through the regular reporting mechanism. To prevent the same risks from occurring again, preventive actions and procedures to improve operational efficiency are also incorporated into the risk management and internal control systems. The Internal Audit Department needs to undertake independent reviews on risk management and internal control systems, and the management is responsible for ensuring appropriate actions which are taken to rectify any control deficiencies highlighted in the audit reports within a reasonable period of time.



案例 Case

華潤雪花啤酒的銷售費用風險治理及內控評價項目

Risk governance and internal control assessment project of selling expenses of CRSB

針對銷售費用，華潤雪花啤酒開展實施風險治理及內控評價項目，旨在監督和評價包括銷售政策管理、渠道管理、終端管理、營運管理、費用核算管理、產品管理、市場推廣等業務流程上管理缺陷和存在的風險，根據評估結果制定整改及風險應對措施，完善內控、降低風險。

With respect to selling expenses, CRSB initiated and implemented risk governance and internal control assessment project, aiming to monitor and evaluate the management flaws and risk in various business procedures such as sales policy management, channel management, point-of-sales management, operational management, expenses accounting management, product management and market promotions. It also aimed to formulate rectification and risks counter-measures according to the evaluation results to improve the internal controls and reduce risks.

股東溝通 Communications with shareholders

我們切實保障股東的知情權，積極執行與股東及投資界有效而多渠道的溝通機制，公正、客觀、全面地向投資界披露公司重大戰略決策、運營表現及重大業務發展情況，便於股東評估公司的營運及表現，持續增強股東對公司的信賴與信心。

To protect the shareholders' rights to know in practice, we maintain our active execution of an effective mechanism for multi-channel communications with shareholders and the investment community and disclose our significant strategic decisions, operational performance and significant business development to the investment community fairly, objectively and comprehensively, enabling the shareholders to evaluate the operation and performance of the Company and constantly increase their trust and confidence in the Company.



華潤啤酒召開投資者簡報會
Analyst briefing to investors of CR Beer

- 年報及中期報告
Annual and interim reports
- 企業社會責任報告
Corporate social responsibility reports
- 根據香港《上市規則》及法例規定須予披露的資料
Information required to be disclosed under the Hong Kong Listing Rules and the laws
- 回應監管機構的報告
Reports to regulatory authorities
- 股東週年大會
Annual general meetings
- 投資者簡報會
Analyst briefings to investors
- 路演及參觀活動
Roadshows and visits
- 其他信息披露渠道如公司網站、回應投資者查詢等
Other channels for information disclosure, such as the Company's website and responses to investors' enquiries

2016年，我們與接近1,400名分析員和基金經理進行約350次會面。我們在投資者關係方面的傑出表現亦持續受到業界贊譽，連續6年獲得《亞洲企業管治》雜誌頒發「最佳投資者關係企業」。

In 2016, we conducted about 350 meetings with approximately 1,400 analysts and fund managers. We constantly drew praise for our outstanding performance in investor relations, and we were named Best Investor Relations Company by Corporate Governance Asia for the sixth consecutive year.

「作為一名外資消費品分析員，我已與華潤啤酒打交道將近8個年頭。除了穩健的公司業績，完善健全的公司治理體制和高瞻遠矚的管理層之外，給我最大的印象就是公司始終把股東放在心上，切實持續的維護好股東利益，並努力通過合理有效的市場措施實現股東價值的最大化。」

——美林證券消費品分析員龍元元(Tina Long)

“As an analyst in the consumer goods sector at foreign-funded institutions, I have made contact with CR Beer for almost 8 years. In addition to the steady performance, the comprehensive and sound governance system of the Company and the forward-looking management, the most impressive point of CR Beer to me is that the Company always bears the shareholders in mind, practically and constantly protects the shareholders' interests and strives to maximize the shareholders' value through reasonable and effective measures.”

——Tina Long, consumer goods analyst at Merrill Lynch



香港董事學會週年晚宴暨「2016年度傑出董事獎」頒獎典禮

The Hong Kong Institute of Directors Annual Dinner cum Presentation Ceremony of Directors of the Year Awards 2016

穩健經營 Sound operation

我們不斷深化發展戰略，進一步提升品牌塑造能力、市場拓展能力及企業文化建設能力，持續開展業務改進，改善公司經營效率，致力於實現效益最大化、產品組合高端化。2016年全年完成營業收入人民幣286.94億元，除稅前溢利總額人民幣14.19億元。2016年，啤酒實際產銷量1,172萬千升，已連續11年位居中國市場第一；透過因地制宜的銷售策略，市場份額提高接近1個百分點；持續優化產品組合，全年整體平均銷售價格較2015年提升2.3%；品牌價值提升至人民幣1,099.68億元，在《2016年中國500最具價值品牌》排行榜中名列第28位。截至2016年年底，華潤啤酒廠房總數達到98間，遍佈中國內地25個省、市、自治區，年產能約2,200萬千升。

We keep on deepening the development strategies, further enhancing the capabilities on brand building, market and corporate culture expansion, and improving business and operational efficiency to realize the maximization of efficiency and premiumization of product mix. The revenue and total profit before taxation for 2016 amounted to RMB28.694 billion and RMB1.419 billion, respectively. In 2016, the beer sales volume amounted to 11.72 million kiloliters, and ranked number 1 in the China's market for the 11th consecutive year. The market shares increased by approximately 1 percentage point due to tailored sales strategies to the local market. We constantly optimized our product mix, which led to an increase in overall average selling price in 2016 by 2.3% as compared to 2015. The brand value increased to RMB109.968 billion, ranking 28th in China's 500 Most Valuable Brands 2016. As at the end of 2016, CR Beer operated 98 breweries in 25 provinces, directly administered municipalities and autonomous regions in mainland China, with an aggregate annual production capacity of approximately 22 million kiloliters.

誠信合規 Integrity compliance

我們以集團合規、審慎、嚴謹、系統的管理文化為核心，積極踐行企業「守法合規、誠信經營」的理念，通過持續開展道德誠信教育、案例專題培訓、內控自查、風險管理交流會議等形式提升員工的風險管控意識；通過開展專項檢查、制度評價、內控評價等項目，對相關業務崗位人員進行培訓，樹立合規意識。

We see the compliance, prudent, rigorous and systematic management culture as our core value, and actively put our values "Corporate Compliance and Business Integrity" into practice. We enhance the employees' awareness of risk management and control by means of constant moral and ethical education, case study training, internal control and self-assessment, and risk management seminars. We provide the employees in relevant positions with training through different programs including special inspection, system assessment and internal control assessment, in order to strengthen their compliance awareness.



華潤雪花啤酒湘西工廠
CRSB Xiangxi factory



華潤雪花啤酒上海工廠
CRSB Shanghai factory

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一起 釀造

Brew Together

我們秉承 「工匠精神」

注重質量和效率，講究專業和規範，加強創新與傳播。開展「第一釀造」活動傳遞匠心品質，不斷完善自身質量管理體系，嚴格遵守各項食品安全及生產標準，務求為消費者提供更加優質可靠的產品與服務，維持公司優質品牌信譽。

Adhering to the “spirit of craftsmanship”, we value quality and efficiency, strive for professionalism and standard, and reinforce innovation and promotion. We carry out “No. 1 in Brewing” activities to transmit the quality of craftsmanship, constantly improve our quality management system, and strictly comply with various food safety and production standards, in order to provide consumers with much more reliable and high quality products and services, and maintain the quality reputation of the Company.



來自「第一」的自信

Confidence from being “No. 1”

Why

「第一釀造」的起源 the origin of “No. 1 in Brewing”

啤酒是世界性及各地普及的酒精飲料之一，能給人帶來精神上的放鬆與愉悅。我們致力於釀造出最適合國人口味的、品質最好的啤酒，最大範圍傳播啤酒釀造知識，希望人們在品味啤酒甘醇的過程中，也能感受到啤酒背後的文化。

Beer is one of the most popular alcoholic drinks in different places of the world, and it can make people feel relaxed and joyful. We are committed to brewing domestically popular and high-quality beer products, and promoting the knowledge of brewing beer as much as we can. We hope that the people can experience the culture behind the beer while enjoying the sweet and mellow beer products.

WHAT

「第一釀造」是甚麼 what is “No. 1 in Brewing”

「雪花·第一釀造」是華潤啤酒的品牌活動之一，於2014年開始啟動。通過向社會公眾開放公司位於全國各地有特色的生產工廠，讓消費者親身體驗華潤雪花啤酒銷量全國第一背後的奧秘：對啤酒的專一痴迷、對品質的極致追求、對國人幸福的責任擔當。

“Snow – No. 1 in Brewing” is one of the brand activities of CR Beer, and has commenced since 2014. Our factories with distinct features across the country are open to the public so that the consumers can physically experience the secrets behind CRSB’s No. 1 sales volume in China, which are the single-minded obsession with beer, the ultimate pursuit of quality, and the undertaking of responsibility to the well-being of the Chinese.

HOW

「第一釀造」如何實現 how to realize “No. 1 in Brewing”

2016年，我們誠邀不同領域的消費者參觀公司位於上海、通化和湘西的工廠。

在上海工廠，華潤雪花啤酒的「啤酒國嘴」——國家級品酒師，與來自香港的大學生們進行互動，詳細解讀「一看二聞三嘗」的品酒之道，接受大學生發起的啤酒辨識挑戰，辨識味道極其接近的四款啤酒。在通化工廠，我們帶領訪者參觀華潤雪花啤酒工廠包裝環節流水線上從灌酒到貼標僅需9.2秒的核心工序。這短短時間內的每一次灌裝都要最大程度地隔絕氧氣，保證內部空氣的潔淨，防止雜菌與酒液接觸；而每一次貼標僅僅1至2毫米的誤差，要求操作人員必須有極其扎實的基本功。在湘西工廠，我們向消費者展示新建成的生產控制系統。工廠僅有90餘名員工，在150平米總控室裡通過16台電腦控制着佔地面積相當於18個足球廠大小的工廠裡的所有生產環節。每個班次需要完成300多個程序步驟、設置1,000餘個參數、控制500多次閥門變化，才能最後完成相當於45萬瓶啤酒的麥汁釀造。

In 2016, we invited consumers from different fields to visit the factories of the Company in Shanghai, Tonghua and Xiangxi.

In Shanghai factory, the “state-level beer taste testers” of CRSB, the state-level sommeliers interacted with the university students from Hong Kong. In addition to explaining the ways to taste beer in detail, the sommeliers also took up the beer identification challenge mounted by university students to identify 4 types of beer which taste extremely similar to each other. In Tonghua factory, the visitors were led to the core process of the package sector which takes only 9.2 seconds to complete the process from bottle filling to labeling on the assembly line in a CRSB factory. Within such a short period of time, every bottle filling requires the maximum isolation of oxygen to ensure the cleanliness of the internal air and prevent bacteria from getting into alcohol. Also, only 1 to 2 millimeter error for each time of labeling can be allowed, which requires the operators to have sound basic skills. In Xiangxi factory, we demonstrated the newly established production control system to the consumers. There was only over 90 staff in a central control room of 150 square meters to control all the production sectors of the factory, which covered an area equivalent to 18 football pitches, with 16 computers. Every shift needed to complete over 300 procedural steps, set up over 1,000 parameters, and control the valve movement for over 500 times, to complete the brewing of wort for 450,000 bottles of beer.

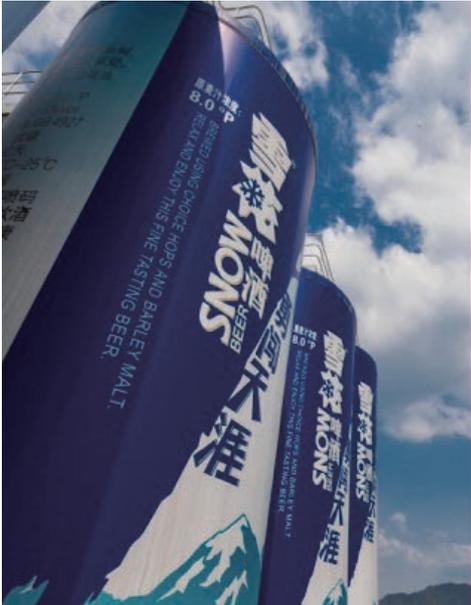
WHAT

「第一釀造」未來展望 the prospect of “No. 1 in Brewing”

我們已經陸續開放瀋陽、杭州、東莞、上海、通化、湘西等地的工廠。未來，我們希望開放更多的工廠，讓更多消費者感受「第一釀造」的魅力。我們堅持在每一個環節不斷追求更高要求，致力於讓消費者喝到的啤酒像剛剛下線一樣。消費者的滿意成就了我們的「第一」，亦會促使我們釀造出更加「自信」的啤酒。

The factories in Shenyang, Hangzhou, Dongguan, Shanghai, Tonghua and Xiangxi have been gradually opened to the public. Looking forward, we hope to have more factories open to the public, enabling more consumers to experience the enchantment of “No. 1 in Brewing”. We insist on meeting higher requirement in every sector, and strive to make the beer tasted by customers as fresh as just brewed. Customers’ satisfaction helps us achieve the “No. 1” and encourages us to brew beer with more “self-confidence”.

通化工廠「第一釀造」活動
 “No. 1 in Brewing” activity in
 Tonghua factory



湘西工廠「第一釀造」活動
 “No. 1 in Brewing” activity in
 Xiangxi factory



上海工廠「第一釀造」活動
 “No. 1 in Brewing” activity in
 Shanghai factory

第一質量 The First Quality

為客戶提供安全、放心的產品是我們的使命。我們通過推進質量管理體系、完善安全生產標準、創新研發、悉心服務全方位構建品質保障體系，始終把產品質量放在第一位。

It is always our mission to provide the customers with safe and reliable products. We have constituted a comprehensive quality assurance system through boosting quality management system, improving production safety standards, innovating research and development and providing careful services, and always prioritize the product quality.

食品安全管理 Food safety management

我們一直系統化、科學化、標準化地完善各項品質標準體系和食品安全體系，推行管理體系認證工作，包括品質管制體系(ISO9001)、食品安全管理體系(ISO22000)等，制定《食品安全管理規定》、《食品生產通用衛生規範》、《食品安全事故應急預案》，建立覆蓋生產鏈關鍵控制點的企業內部監督管理標準。

我們亦持續加強食品安全過程管控，建立「總部 - 區域 - 工廠」的食品安全三級管控機制，完善生產工廠資訊管理機制，從選地、種植、收穫、加工、倉儲、運輸等各環節予以全面控制，以保證有效追蹤食品生產源頭。2016年，華潤雪花啤酒產品質量合格率100%，國家監督檢查抽查合格率100%；華潤雪花啤酒內控指標可比質量、外觀質量、綜合質量評分，均比2015年有所提高，保持了優秀的產品素質。

We have always improved various quality standard systems and food safety system in a systematic, scientific and standardized way. We have carried out the certification works for the management systems including quality management system (ISO9001) and food safety management system (ISO22000), formulated the Food Safety Management Regulations, the General Hygienic Standard for Food Production and the Preliminary Plan for Emergency Response to Food Safety Incidents to build up a corporate internal monitoring and management standard which covers the key control points of the production chain.

We have also constantly strengthened the procedural management and control on food safety, set up the 3-level management and control mechanism of "headquarters-regions-factories" for food safety, perfected the information management mechanism of manufacturing factories, and entirely controlled all sectors including site selection, cultivation, harvesting, processing, storage and transportation, in order to effectively trace the source of food production. In 2016, CRSB products had a 100% pass rate both in the quality test and the spot tests run by the National Safety Supervision and Inspection, respectively. The scores of the comparable quality, packaging quality and integrated quality of CRSB internal control indicators were higher than those in 2015, maintaining the high product quality.

食品安全生產管理 Food production safety management

我們堅持「以人為本、安全發展」的食品安全生產管理理念，致力於提升員工安全生產責任意識，為員工提供安全工作環境。2016年，華潤雪花啤酒安全生產投入人民幣5,529萬元，開展員工安全教育培訓70萬課時，相關方安全教育14萬課時，安全教育培訓191,551人次，安全教育培訓覆蓋率100%。

We adhere to a "people-oriented and safety-first" management philosophy of food production safety, and are committed to enhancing the employees' sense of responsibility regarding production safety and providing a safe working environment for employees. In 2016, CRSB invested RMB55.29 million in production safety for carrying out a 700,000-hour safety training for the staff, and a 140,000-hour training for related parties. 191,551 participants attended the safety training and the coverage rate of the safety training reached 100%.



開展安全培訓 Safety training



保障原材料質量

Quality assurance of raw materials

安全生產投入

人民幣

5,529萬元

RMB55.29 million in production safety

員工安全教育培訓

70萬課時

700,000-hour safety training for the staff

相關方安全教育

14萬課時

140,000-hour training for related parties

安全教育培訓

191,551人次

100%覆蓋率

191,551 participants attended the safety training and the coverage rate of the safety training reached 100%

第一創新 The First Innovation

企業實現持續健康發展，創新是第一驅動力。我們堅持以科學發展觀為指導，以滿足市場需求為導向，不斷完善管理及技術創新體系，優化創新平台，推進創新成果產業化，全面提升企業核心競爭力，帶動整個啤酒行業的進步。2016年，華潤雪花啤酒科技或研發投入人民幣39,800萬元。

Innovation is the most important force to drive an enterprise into sustainable and healthy development. We stick to scientific development concept and regard market demand as the direction to consistently enhance the innovation system of management and technology, optimize the innovative platform, boost the industrialization of the innovation achievements, comprehensively enhance the core competence of the enterprise, and promote the progress of the entire beer industry. In 2016, CRSB invested RMB398 million in technology or R&D.

管理創新 Management innovation

我們以打造世界一流啤酒生產企業為目標，全力推進管理變革與創新工作。制定精益化管理策略，自上而下地推動管理創新，轉變管理人員管理方式和員工發展技能，建立「評價 - 培訓 - 文化」體系，全方位推動精益管理工作融入日常工作，提升精益管理水平，提高企業運行效率。

管理變革的落實亦需要信息化建設的強而有力支撐。我們圍繞華潤（集團）有限公司（簡稱「華潤集團」）IT戰略規劃，有效開展信息化創新建設工作，推進創新平台建設，從運行效率、穩定性、安全性及靈活性等方面不斷完善系統運行能力，加強信息化服務能力及服務水平。制定《華潤雪花啤酒「十三五」信息化戰略規劃》，以「堅持創新應用」為指導思想，明確「十三五」期間信息化工作的方向、路徑及實施辦法。

We aim to build CR Beer as a world renowned beer production enterprise, so we have made every effort to management reform and innovation. We have formulated lean management strategies, driven management innovation from top to bottom of the company, changed the management approach of management level and the development and skills of the employees, built up the "evaluation-training-culture" system, and promoted the application of lean management in daily works in all aspects for the purpose of enhancing the lean management level and the operational efficiency of the Company.

The implementation of management reform requires strong support of informatization. We center on the IT strategic plans of China Resources (Holdings) Company Limited ("CRH") to effectively conduct the innovative informatization works, propel the construction of innovative platform, and constantly improve the operational capability of the system in various aspects such as operating efficiency, stability, safety and flexibility, thus strengthening the service capability and service level of informatization. We have formulated the "Thirteenth Five-Year" Informatization Strategic Plans of CRSB to specify the direction, approach and implementation works regarding informatization during the "Thirteenth Five-Year" with the "insistence on innovative application" oriented guiding ideology.

技術進步 Advanced technology

我們致力於通過技術創新，推動行業進步和自身的可持續發展。2016年，我們主持完成多項技術開發與創新項目，並榮獲相應獎項，其中最具有代表性的為「啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範」項目。

We are committed to promote the progress of the industry and our own sustainable development through technological innovation. In 2016, we organized and completed numerous technology development and innovation projects, and won the relevant awards. The most representative project was the "Efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration project" (啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範).



制定 華潤雪花啤酒 「十三五」 信息化戰略規劃

We have formulated the "Thirteenth Five-Year" Informatization Strategic Plans of CRSB to specify the direction



案例 Case

「啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範」項目

“Efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration” Project

該項目通過建立二氧化碳回收使用平衡模型、氧監控與自控排雜技術、分級回收利用與直供技術，成功解決啤酒二氧化碳回收淨化的技術瓶頸，不僅有效降低能耗，在提高二氧化碳回收的收得率、減少碳排放方面也起到示範作用，具有較大的環境效益和社會效益。

瀋陽工廠實施該項目後，年節能費用超過130萬元，並推廣到遼寧區域11家工廠，年節能費用超過300萬元；上海工廠實施該項目後，二氧化碳的回收率提高40%，二氧化碳使用消耗量下降3.7千克／千升，年減少外購二氧化碳費用130餘萬元。2016年，該項目榮獲中國酒業協會科學技術進步獎一等獎。

The project successfully revolved the technology bottleneck of recycling and cleansing of carbon dioxide from beer through building the balance model of carbon dioxide recycling and utilization, oxygen monitoring and self-controlled purification technology, and hierarchical recycling and utilization and direct supply technology. In addition to effectively reducing energy consumption, the project set an example for enhancing the carbon dioxide recycling yield and reducing carbon emission, resulting in greater environmental benefits and social benefits.

Upon the implementation of the project in Shenyang factory, over RMB1.3 million of energy consumption expenses is saved for the factory every year. 11 factories in Liaoning have also implemented the project and saved over RMB3 million of energy consumption expenses for each year. Upon the implementation of the project in Shanghai factory, the recycling yield of carbon dioxide has increased by 40%, the carbon dioxide consumption has decreased by 3.7 kilograms/kiloliter, and the charges on external purchase of carbon dioxide decreased by over RMB1.3 million for each year. In 2016, the project won the Scientific and Technological Progress Award (First Prize) of China Alcoholic Drinks Association.

瀋陽工廠年節能超過

130萬元

Over RMB1.3 million of energy consumption is saved for Shenyang factory every year

推廣到遼寧區域

11家工廠

11 factories in Liaoning have also implemented the project

年節能費用超過

300萬元

Save over RMB3 million of energy consumption expenses for each year

上海工廠二氧化碳的回收率提高

40%

The recycling yield of carbon dioxide has increased by 40% in Shanghai factory



榮獲中國酒業協會科學技術進步獎一等獎

Receiving the Scientific and Technological Progress Award (First Prize) of China Alcoholic Drinks Association

我們亦持續進行創新消費者口味研究，研製及開發多樣化、獨特性的產品，豐富產品類別，滿足不同顧客需求。通過採用更先進的釀造工藝，創新口味融合及個性化外觀設計，於2016年成功推出「蘋果啤酒」、「雪花·愛爾啤酒」等新品。「雪花·愛爾啤酒」更憑藉香而不膩、醇而不膩的口感和極簡的設計風格，榮獲2016中國酒業協會青酌獎TOP10獎項。

We has also consistently conducted innovative research on consumers' taste to study and develop diversified and unique products, enriching the product category and meeting requirement of various customers. We successfully launched new products such as "Cider" (蘋果啤酒) and "Snow-Ale beer" (雪花·愛爾啤酒) in 2016 by adopting the more advanced brewing technologies, innovative taste fusion and distinct outlook design. "Snow-Ale beer" (雪花·愛爾啤酒) even won the 2016 Qing Zhuo Awards Top 10 of China Alcoholic Drinks Association for its faint scent, mellow flavor and simple design style.

榮獲2016中國酒業協會青酌獎

TOP10 獎項

Winning the 2016 Qing Zhuo Awards Top 10 of China Alcoholic Drinks Association



第一服務 First Class Services

客戶溝通

Customer communication

良好的客戶服務來自充分的溝通，溝通亦形成企業與消費者之間的相互監督機制。我們堅持以溝通促交流，以交流促改善，持續拓寬與消費者的溝通渠道，建立健全高效的市場投訴快速反應系統，了解客戶建議；開展「雪花·第一釀造」消費者體驗活動，增強與消費者的互動。

Maintaining sufficient communications is vital to the provision of excellent customer services. Communication also forms a two-way supervisory system between the Company and its customers. We strive to promote information exchange through communication, and facilitate improvement through information exchange. We continue to expand the communication channels with customers, and establish a sound and effective swift response system to market complaints to collect customers' opinions. We also launch an experience campaign for our customers, namely "Snow – No. 1 in Brewing", which strengthen our interaction with customers.

悉心服務

Devoted services

我們派出檢查員，奔赴全國各個市場，在酒店、超市、小賣部等市場終端隨機買酒取樣，再送到總部由國家級品酒師進行品鑑分析。各個工廠再根據消費點質量評價結果，分析原因，開展質量改進活動。

We assign inspectors to collect random beer samples at hotels, supermarkets, stores, etc. in cities across China. The beer samples will be delivered to the headquarters for tasting analysis by state-level sommeliers. Subsequently, based on the different quality assessment results at retail outlets, each factory analyzes the reasons behind, and launches corresponding quality improvement campaign.



調查員檢查啤酒

Investigator conducts beer checking

客戶投訴

Customer complaints

我們制訂並發佈《產品投訴補償管理規定》、《產品投訴信息管理制度》，解決因產品問題為利益相關方帶來的困擾，同時對問題原因進行自查、改進，保證產品與服務質量。我們從供給側持續優化產品質量服務，將雜質酒投訴率列為品質考核指標，改變回瓶方式、優化瓶源管理，從源頭降低生產雜質酒的潛在危機，為客戶提供更優質產品；加強產品投訴處理機制，組建統一服務團隊，開展「從消費者開始反向追蹤，降低產品投訴」的創新服務項目，提升客戶滿意度。2016年，華潤雪花啤酒接收客戶投訴28,336件，處理率99.98%。

We have formulated and issued the Administrative Rules on Compensation for Product Complaints and the Information Management System for Product Complaints, which solved the problems encountered by stakeholders due to product issues. Meanwhile, in response to the reasons behind the product issues, we conduct self-inspection and improvement so as to ensure the good quality of our products and services. We continue to improve product quality services from the supply side. The complaint rate of contaminated beer will be accounted under quality assessment. We mitigate the potential risk of producing contaminated beer in the first place by changing the recycling methods and optimizing the source management of beer bottles, thereby offering products with better quality for customers. We also strengthen our product complaint handling mechanism and establish a central service team. We have launched the innovative service project, namely "Trace back from the customer end so as to reduce product complaints", aiming to improve customer satisfaction. In 2016, CRSB received 28,336 complaints from customers, with a handling rate of 99.98%.

接收客戶投訴

28,336件

99.98%處理率

Received 28,336 complaints from customers, with a handling rate of 99.98%

31

一起
挑戰

Challenge Together

我們秉持華潤集團

「攜手環境
建設綠色生態文明」

的環保理念，堅持綠色發展，參與循環經濟產業園建設，持續完善環境管理體系，加大節能環保投入，加強大眾環保意識，致力於在創造一流經營業績的同時，持續降低對環境的影響，促進企業可持續發展。

We adhere to the environmental protection idea of "Be Part of the Environment and Build Up Green Ecological Civilization" of CRH, insist on green development, participate in establishing circular economy industrial park, continuously improve environmental management system, increase investment in energy conservation, and enhance public awareness regarding to environmental protection. While being committed to achieving outstanding operational performance, we keep on reducing the effect on the environment and promote sustainable corporate development.



開啟循環經濟新時代 Entering the new era of circular economy



廣西賀州華潤循環經濟產業示範區示意圖
Illustration of Guangxi Hezhou CR Circular Economy Industrial Demonstrative Park

Why

「廣西賀州華潤循環經濟產業園」的起源

The Origin of “Guangxi Hezhou CR Circular Economy Industrial Park” (廣西賀州華潤循環經濟產業園)

氣候變化問題已成為影響全球可持續發展的核心議題，聯合國將「氣候行動」列為17個可持續發展目標之一。我們不斷探索自身在應對環境問題上能採取的行動，在創造經濟利潤的同時，積極促進不同產業的協同發展，更有效地實現節能減排、環境保護，平衡經濟發展與生態建設的關係。

Climate change has become a core topic affecting the sustainable development of the world, and the United Nations has listed “Climate Action” as one of the 17 sustainable development targets. We constantly explore the actions we can take to cope with the environmental problems. While creating the economic benefits, we actively promote the synergetic development of different industries in order to achieve energy conservation and emission reduction, environmental protection, and balance between economic development and ecological construction in a more efficient way.

WHAT

「廣西賀州華潤循環經濟產業園」是甚麼

What is “Guangxi Hezhou CR Circular Economy Industrial Park”

廣西賀州華潤循環經濟產業園由華潤集團發揮自身多元化企業資源優勢，聯合外部企業共同打造，是對創新循環經濟發展模式的全新嘗試，也是對應對環境變化的自我挑戰。產業園按照「減量化、再利用、資源化」的循環經濟發展要求，通過構建由「電廠 - 水泥廠 - 啤酒廠」組成的循環經濟產業鏈，使不同產業間廢棄物相互吸收轉化，實現污染物零排放。

Guangxi Hezhou CR Circular Economy Industrial Park is jointly established by CRH, which has leveraged its advantage of diversified enterprise resources, and external enterprises. It is a brand new, innovative circular economic development mode, as well as a self-challenge in response to climate change. The industry park enables the waste produced from different industries to be absorbed and transformed by them and reached no-pollutant emissions by constructing an industry chain of circular economy composed of “power plant – cement plant – beer factory” according to the circular economic development requirements of “reduction, reuse and resources”.

HOW

「廣西賀州華潤循環經濟產業園」如何實現

Ways to Realize “Guangxi Hezhou CR Circular Economy Industrial Park”

我們在產業園的華潤雪花啤酒工廠項目依靠先進技術實現自身設備的節能減排，在企業內部做到低消耗、高利用、低排放。而在產業園內，華潤雪花啤酒工廠生產所需水、電、蒸汽來自電廠；產生的廢硅藻土、污泥被水泥廠作為生產原料綜合利用；處理後的水作為電廠冷卻用水；產生的酒糟、廢酵母作為飼料原料，不同產業鏈間已基本實現零排放和循環使用。產業園運營期每年節能降耗計標煤29.29萬噸，節水78萬噸，廢水處理複用263萬噸，每年減排二氧化碳273萬噸、二氧化硫26萬噸、氮氧化物4,250噸。

Our CRSB factory project in the industrial park relies on advanced technologies to achieve energy conservation and emission reduction of our equipment and low consumption, high utilization and low emissions from internal operation. In the industry park, the water, electricity and steam required for the production in the CRSB factory come from power plants; the waste of diatomite and sludge from production are comprehensively utilized by cement plants as raw materials; the water after processing is used as cooling water for power plants; and the distiller's grains and waste yeast are used as feed ingredients. No-pollutant emission and recycling are basically achieved among different industry chains. During the operating period, the industrial park can save energy and reduce consumption of 292,900 tons of standard coal, save 780,000 tons of water, process and recycle 2.63 million tons of waste water every year. It can also reduce emission of carbon dioxide of 2.73 million tons, sulfur dioxide of 260,000 tons and nitrogen oxide of 4,250 tons every year.

WHAT

「循環經濟模式」未來展望

The prospects of “Circular Economy Model”

以廣西賀州華潤循環經濟產業園模式為典範，我們又深度參與華潤集團在貴州和山西的循環經濟產業園項目，旨在發揮華潤雪花啤酒工廠在循環經濟產業鏈條中的作用，積極踐行循環經濟，實現綠色環保發展。未來，我們將繼續不遺餘力地挑戰自身應對環境變化的履責能力，持續提升能源效率，加入並促進更多在減少產品、服務和工藝的碳足跡方面的實踐。

By reference to the operating mode of Guangxi Hezhou CR Circular Economy Industrial Park as a model, we, again, are deeply engaged in the circular economy industrial parks in Guizhou and Shanxi organized by CRH, aiming to fulfill the functions of the factory of CRSB in the industry chain of a circular economy, actively perform a circular economy and realize green environmental protection development. Looking forward, we will continue to endeavor to challenge ourselves in response to environmental changes, enhance energy efficiency, and introduce and promote measures for reducing the carbon footprints of products, services and working procedures.

環境保護

Environmental protection

環境的可持續是企業永續發展的前提，我們認真貫徹可持續發展理念，將環境管理及資源節約政策與行動融入業務發展，不遺餘力地宣傳環保理念，致力於持續減少業務營運對環境產生的影響。

Environmental sustainability is a prerequisite for the sustainable development of a company. Adhering to the philosophy of maintaining sustainable development, we incorporate the policies and activities of environmental management and resources conservation into our business development. We spare no effort to promote environmental protection concepts, and strive to continuously minimize the impacts of operations on the environment.

體系建設

System establishment

我們積極落實環境保護責任，建立健全「總部、區域公司和工廠」三級環保管理體系，不斷加強環境過程監控，制定突發環境事件應急預案，完善環保統計、監測、預警體系。建立環境保護和節能減排評價機制，持續開展系統性評估與改進工作，提升環境保護管理水平。

We actively implement environmental protection management accountability, and have established a sound three-level environmental management system comprising of the headquarters, regional offices and factories. In addition, we have formulated the plan for environmental emergencies and optimized our statistics, monitor and alert system in relation to environmental protection. We have established evaluation system for environmental protection, energy conservation and emission reduction, carried out constant systematic assessment and improvement works, and promoted the management level of environmental protection.



華潤雪花啤酒湘西工廠「世界環境日」宣傳欄

“World Environment Day” promotional board in CRSB Xiangxi factory

環保培訓

Environmental protection training

我們努力不懈透過構建多種渠道，向各利益相關方推廣環境保護概念，提升大眾環境保護意識，攜手創造更美好的環境。我們響應參與每年「世界環境日」、「全國節能宣傳周」及「全國低碳日」等多個全國環境推廣宣傳教育活動；組織並支持下屬各級單位開展環境保護培訓。

Through building up different channels, we strive to promote environmental protection concepts to stakeholders, enhance public awareness regarding to environmental protection, and create a better environment. We have participated in numerous national promotion and education campaigns regarding environmental protection, such as “World Environment Day”, “National Energy Conservation Week” and “National Low Carbon Day”. We also organized and supported our subsidiaries in conducting trainings on environmental protection.

綠色辦公 Green office

我們倡導無紙化辦公，建立辦公自動化系統，公司各層級各類報告、文件等全部採用辦公自動化(OA)系統簽批。我們努力構建綠色辦公環境，在辦公場所配置綠色植物，淨化空氣；積極推廣集中辦公、公用辦公設備設施；嚴格控制空調、照明等耗能使用，降低辦公能源消耗。

We promote paperless office and have established an office automation system. Various reports and documents at different departments of the Company are signed and approved through the office automation (OA) system. We adhere to creating a green office environment. Green plants are placed at workplace, which help purify the air. We actively promote centralized office and public office equipment and facilities. In addition, we strictly control the use of air conditioning, lighting and other equipment, thereby lowering energy consumption at the office.

水資源保護 Water resources protection

水是生產經營活動不可或缺的資源之一。我們不斷加強水資源保護，注重工廠水平衡及熱平衡的核算與管理，通過各項技術改造，完善車間內外水、熱能的品質分級利用、循環二次利用、減少損耗及浪費。2016年，華潤雪花啤酒單位產品水耗同比下降4.3%。

Water is one of the essential resources for production and operations. We continue to strengthen water resources protection, and focus on the accounting and management of water balance and heat balance at factories. We have optimized the use by quality classification, recycling and reduction in consumption and waste of internal and external water and heat energy in workshops through systems upgrade. In 2016, water consumption per unit product of CRSB was reduced by 4.3% as compared with last year.

綠色工廠 Green factories

我們注重降低工廠選址、建設對周邊生態環境造成的影響，所有新建工廠均按照當地環保部門的要求進行環評，通過後才予以實施。制定並發佈《生產工廠設計規範》，以「零污染、低能耗、清潔生產」為設計原則，要求工廠周邊2公里範圍內無污染性企業、土地無重金屬和放射性物質污染，並對水源水質進行嚴格的指標控制。

We focus on minimizing the impacts of site selection and construction of our factories on surrounding areas. The construction of all new factories can only commenced after passing the environmental assessments as required by local environmental departments. We have formulated and issued the Standards for Design of a Production Plant, with "no pollution, low energy consumption and clean production" as the principle of design, pursuant to which there will be no polluting enterprise within 2 km surrounding the plant and no heavy metal and radioactive pollutant are located in the land. Moreover, we implement strict control on indicators over water quality of the source.



華潤雪花啤酒深圳工廠
CRSB Shenzhen factory

環保公益 Environmental charity activities

我們倡導低碳生活方式，積極參與環保理念的傳播與實踐，組織並支持下屬單位積極參加自行車騎行、徒步活動等主題活動，共同踐行綠色低碳的環保理念。

We promote the low carbon lifestyle, and actively promote and implement the environmental protection concepts. We organize and support our subsidiaries in participating activities under the theme of cycling, walking, etc., thereby implementing the green and low carbon concept for environmental protection.



案例 Case

華潤雪花啤酒黃石工廠積極組織環保公益行動

CRSB Huangshi factory actively organized environmental charity activities

華潤雪花啤酒黃石工廠組織參加黃石市「創建文明城市，雪花與你同行」主題活動，積極參加黃石市園博會志願者活動，開展環保宣傳，提升社區人民的環保意識，為黃石的發展起到企業的綿薄之力。

CRSB Huangshi factory organized and participated in a campaign under the theme of "building a civilized city together with Snow Breweries" in Huangshi. It actively participated in voluntary works for Huangshi Garden Expo, commenced the promotion for environmental protection and enhanced community awareness regarding to environmental protection, thus contributing to the development of Huangshi.

應對氣候變化 Responses to climate change

為積極應對氣候變化對經濟發展帶來的影響，我們透過持續的供給側改革，以技術上的創新與先行，持續升級氣候變化解決方案。

In response to the impacts of climate change on economic development, we continue to improve the climate change solutions through continuous supply chain reform and technology innovation and pioneering.

節能減排 Energy conservation and emission reduction

我們積極踐行國家節能減排計劃及聯合國可持續發展目標，制定污染物內控標準，調整能源結構，持續推進節能項目改造及技術提升，不斷降低能源消耗，打造低碳綠色運營模式。

We actively implement the national energy conservation and emission reduction plans and the sustainable development goals of the United Nations. We formulate internal control standards for pollutants, adjust energy structure, and continue to facilitate reform and technology upgrade for energy conservation projects, thus reducing energy consumption continuously and creating low carbon and green operating model.

減少污染物排放 Reducing pollutant emission

我們制定並嚴格執行高於國家和地方政府污染物排放標準的內控標準，自主削減污染物排放，達到穩定達標排放。2016年，華潤雪花啤酒產品的化學需氧量(COD)排放量同比2015年下降31%。

We have formulated and strictly implemented internal control standards for pollutant emission, which are stricter than those promulgated by the central and local governments. We reduce pollutant emission on a voluntary basis, and steadily meet the emission standards. In 2016, the emission of chemical oxygen demand (COD) for CRSB products was reduced by 31% as compared to 2015.

調整能源結構 Adjusting structure on energy consumption

我們不斷調整能源結構，提高清潔能源使用比例。2016年，華潤雪花啤酒使用外購蒸汽和天然氣的工廠佔比同比提升至76.84%。

We continue to adjust our structure on energy consumption and increase the proportion of clean energy utilization. In 2016, the proportion of CRSB factories using steam and natural gas from external purchase increased to 76.84%.

節能改造及技術提升 Upgrade and technology enhancement for energy conservation

我們持續推進生產過程的節能降耗，淘汰高污染和高耗能設備設施，截至2016年年底，累計淘汰燃煤鍋爐46台，煤炭消費量同比2015年下降51.35%，二氧化硫排放量同比下降52%。

我們亦積極推進和應用節能減排新技術、新工藝、新產品，提高節能減排技術水平。2016年，華潤雪花啤酒實際投入節能減排專項資金約2,927萬元，實施節能減排項目25項。湖北武漢和江蘇泰州的啤酒工廠被當地政府部門分別評為「環保誠信企業」與「綠色等級企業」。

We continue to promote energy conservation and consumption reduction in production, and eliminate facilities and equipment causing high pollution and high energy consumption. As at the end of 2016, a total of 46 coal-burning boilers were eliminated. Coal consumption was reduced by 51.35% as compared to 2015 and sulfur dioxide emission reduced by 52%.

We also actively promote and apply new technology, new techniques and new products for energy conservation and emission reduction, thereby enhancing the standards of energy conservation and emission reduction technology. In 2016, CRSB invested approximately RMB29.27 million in energy conservation and emission reduction projects, with 25 projects being implemented. The beer factories in Wuhan, Hubei and Taizhou, Jiangsu were named as "Environmental Credible Enterprise" and "Green Level Enterprise" respectively by local governments.

化學需氧量
(COD)排放量

31% ↓ 下降

The emission of chemical oxygen demand (COD) was reduced by 31%

外購蒸汽和
天然氣的工廠佔比

76.84% ↑ 提升

The proportion of factories using steam and natural gas from external purchase increased to 76.84%

煤炭消費量

51.35% ↓ 下降

Coal consumption was reduced by 51.35%

二氧化硫排放量

52% ↓ 下降

Sulfur dioxide emission reduced by 52%

江蘇泰州啤酒工廠

綠色等級企業

Beer factories in Taizhou, Jiangsu was named as Green Level Enterprise

可再生能源利用

Utilization of renewable energy

可再生能源的利用能有效提高能源效率，減少對環境的影響。我們積極推廣污水沼氣的回收利用，將充分回收的生物能源用於生產，降低溫室氣體的排放。截至2016年年底，已有16家華潤雪花啤酒工廠配置沼氣鍋爐，回收利用污水沼氣。

The utilization of renewable energy can effectively enhance energy efficiency, thus reducing the influence on the environment. We actively promote the recycling of biogas generated from sewage treatment. Bioenergy will be fully recycled and used in production, thus lowering the emission of greenhouse gases. Up to 2016, there were 16 CRSB factories equipped with biogas boilers for the recycling of biogas generated from sewage treatment.



沼氣淨化加壓裝置

Biogas purifying compressor



沼氣收集裝置

Biogas collector



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一起
創造

Create Together

共同成長 Growing together

當下社會結構正被有機地整合在一起，沒有哪一個群體、組織能獨立的生存與發展。我們的發展離不開供應商、經銷商的支持。我們一直以來致力於與供應商、經銷商建立負責、共贏的夥伴關係。

At present, the social structure is integrating and none of the group or organization can be operated and developed independently. Supports from suppliers and distributors are vital for our development. We always strive to build up responsible and win-win partnerships with our suppliers and distributors.



廉潔自律

Integrity and self-disciplined

我們主動向供應商、經銷商傳播社會責任理念要求，通過簽訂相關合同、組織開展相關培訓等措施，強化供應商、經銷商廉潔自律管理，堅持從源頭杜絕腐敗行為。

We actively promote the concept of being social responsible to our suppliers and distributors. Through entering into relevant contracts, organizing and conducting relevant training and other measures, we strengthen the management on integrity and self-discipline of suppliers and distributors. We strive to prohibit corruption at source.

供應商選擇

Selection of suppliers

高品質的原材料、穩定的供貨渠道是我們實現「第一釀造」的前提。我們加強供應商的資格審查，培育戰略供應商，努力釀造適合國人的最優啤酒。

High quality raw materials and stable supply channels are prerequisite for achieving "No. 1 in Brewing". We implement stricter qualification assessment on suppliers and nurture strategic suppliers, aiming to brew the best beer for Chinese.

實施規範化管理

Implement regulated management

根據供應商管理不同階段分別建立入選、認證、考核標準，並將採購決策、業務管理、運作執行三分開，實行集體決策的公平、公正、公開陽光採購。

Based on different stages of supplier management, we have established the standards for selection, certification and appraisal, and separated the procurement decision-making, business management and execution. We implement collective decision-making in order to achieve fair, just and open procurement.

創新合作模式

Innovative cooperation model

通過開展散裝汽運／物流集散模式，將麥芽檢驗延伸至供應商或集散中心，提升工作效率，降低綜合費用，最大限度發揮規模效益。2016年，華潤雪花啤酒培養戰略供應商39家。

By adopting bulk vehicle/logistic distribution model, we have extended the application of wheat malt inspection to suppliers or distribution centers, thereby enhancing efficiency, lowering comprehensive costs and maximizing economies of scale. In 2016, CRSB has 39 strategic suppliers.



經銷協作

Cooperation with distributors

我們秉持開放、合作、發展、共贏的原則，組建經銷商隊伍，開展業務合作。

吸納選擇個體商戶、下崗人員、農村進城務工人員等成為經銷商，促進富餘人員就業和發展。

通過對經銷商經營模式的設計、指導、推動，組織優秀經銷商走出去，實現經銷商綜合競爭能力的提升。

優化產品結構的改善，完善經銷商經營品類，提升經銷商盈利能力。

Striving towards the principle of "open, cooperate, develop and achieve win-win situation", we have established our distributor team and conducted business cooperation.

Attract and select individual retailers, laid-off personnel and migrant rural workers to become our distributors, and facilitate the employment and development of redundant personnel.

Through designing, guiding and facilitating the operating models of distributors, we arrange "going global" for outstanding distributors, thus enhancing the overall competitiveness of distributors.

Optimize the improvement on product portfolio, diversify product types offered by distributors and enhance the profitability of distributors.

共建平台 Collaborative platforms

我們搭建共享機制及平台，與政府、企業、科研單位等開展合作，實現共同發展，向行業輸出經驗和智慧，實現良性競爭中的合作共贏。

In order to achieve co-development, and share industry experiences and knowledge so as to achieve win-win situation in benign competition, we have established sharing mechanisms and platforms, and cooperated with governments, enterprises and research institutions etc.

合作類型 Type of cooperation	合作內容 Details of cooperation	
政府合作 Cooperation with government	推動綠色工廠建造，促進當地經濟發展，提高當地人民生活品質，助力保護當地環境	Facilitate green factory construction, promote local economy development, enhance quality of life of local citizens and contribute to local environmental protection
企業間合作 Cooperation between enterprises	與啤酒設備供應商、同行合作，共同提升啤酒品質	Cooperate with beer equipment suppliers and industry peers in order to jointly improve beer quality
校企合作 Cooperation between school and enterprise	共同建立產學研合作平台，不斷提高啤酒品質	Jointly establish industry and academic cooperative research platform and continue to improve beer quality



案例 Case

校企合作

Cooperation between school and enterprise

遼寧區域公司與瀋陽、大連、鐵嶺、葫蘆島市本地大專院校合作，建立校企合作關係。與瀋陽裝備製造工程學校、大連輕工業學校、鐵嶺市職業技術學校、興城市職業教育培訓中心開展校企人才交流、校企聯合辦學活動16年。校企人才交流活動為工廠輸送一線員工1人；校企聯合辦學活動中，超過210名員工參與校企合作技能能力提升培訓並成功結業，有效提升了員工技能水平。

In cooperation with local colleges in Shenyang, Dalian, Tieling and Huludao, our regional companies in Liaoning have established cooperative relationship between schools and enterprises. We have conducted talent exchange program and joint education program with Shenyang Equipment Manufacturing Engineering School, Dalian Light Industry School, Tieling Occupational School and Xingcheng Occupational Training Center for 16 years. One front line staff member was exported to our factory under the talent exchange program. In the joint education program, over 210 staff members participated and successfully graduated in cooperative skills enhancement training for school-enterprise cooperation, which effectively enhance the skills of our staff.

校企合作技能
能力提升培訓

超過**210**名員工

參與及結業

有效提升了員工技能水平

Over 210 staff members participated and successfully graduated in cooperative skills enhancement training for school-enterprise cooperation, which effectively enhance the skills of our staff

共享合作 Sharing cooperation

公平競爭 Fair competition

統一開放、競爭有序的市場環境，是啤酒業健康發展的保障。我們堅守責任、信守行規，積極參與中國食品工業協會組織的相關活動，尊重並保護知識產權，努力為行業的創新和發展營造良好的環境。

我們注重品牌建設，將品牌建設與企業文化緊密聯繫，推動「匠心營造」融入到品牌建設中，不斷豐富品牌內涵，形成差異化的品牌競爭力。注重以樹立品牌信譽，提升企業競爭力，鞏固行業領先地位。2016年，華潤雪花啤酒順應「互聯網+」的趨勢，擁有了大量旗下中文網址品牌，如「中國啤酒愛好者俱樂部」、「beerlover」、「中國啤酒愛好者」、「啤酒愛好者俱樂部」，提升品牌在網絡上的影響力。

A unified and open market with orderly competition can ensure the healthy development of beer industry. Adhering to the philosophy of accountability and in compliance with industry practices, we actively participated in activities organized by China National Food Industry Association, and respected and protected intellectual property, striving to create a perfect environment for industry innovation and development.

We focus on brand building, which is bound up with corporate culture. We facilitate the integration of "Ingenuity in Craft" into brand building and enrich our brand connotation continuously, thus forming differentiated brand edges. We focus on building brand reputation, enhance corporate competitiveness and strengthen our leading position in the industry. In 2016, in response to the trend of "Internet +", CRSB owned numerous Chinese domain names for its brands, including "中國啤酒愛好者俱樂部", "beerlover", "中國啤酒愛好者" and "啤酒愛好者俱樂部", aiming to increase the influence of our brands through internet.

建設媒體關係 Building up relationship with media

在當前互聯網大趨勢下，權威媒體具有較強的公信力，引領社會輿論。我們主動接受媒體監督，坦誠回應社會公眾所關注的相關問題，保障社會公眾的知情權；不斷改進管理，增強社會溝通能力。加強與媒體合作，引導社會公眾對中國啤酒文化、中國傳統建築文化的了解，共同推進中國成為啤酒文化大國。

Under the current popularity of internet, the authoritative media have higher public credibility and lead public opinions. We actively accept media supervision and reply to the concerns of the public so as to protect the public's right to know. We continue to improve our management and strengthen our social communications ability. We strengthen our cooperation with the media, enhance public's understanding on Chinese beer culture and traditional Chinese architecture culture, thus building China into a great beer country.



第一屆瀋陽方特雪花啤酒節
First Fantawild Snow Beer Festival in Shenyang



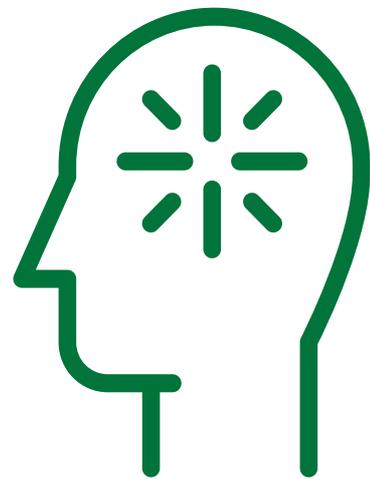
41

一起 激盪

Surge Together

員工是華潤啤酒最寶貴的資源之一，也是推動業務成功發展的核心動力。我們關心員工的身心健康以增強員工工作的幸福感，重視員工的培養與發展以增強員工工作的價值感。不斷努力造就充滿陽光與活力的啤酒人。

Employees are one of the most valuable assets of CR Beer, as well as the core impetus to the success of our business development. We concern about the physical and mental health of our employees in order to enhance their sense of happiness. We also focus on employees' training and development in order to enhance their sense of value. We strive to make our employees become a bright and energetic person working in beer industry.



感受啤酒人的陽光與活力

Feeling the vitality and energy of workers in beer industry

Why

為何激發員工活力

Why we have to motivate our employees to become more energetic

我們肩負着「啤酒築夢」的重任。我們需要為員工打造一個安全、舒適、和諧的工作生活環境，使得員工充滿陽光與活力，更好發揮才能，助力中國實現「啤酒強國夢」、推動員工實現「幸福夢」。

We are responsible for realizing "making dreams through beer". We need to create a safe, comfortable and harmonious working environment for employees, making them become bright and energetic and helping them exploit their talents. We also help China achieve its "dream of becoming a great beer brewing country", and assist our employees to realize their "dream of happiness".

HOW

如何保持員工陽光與活力

How to keep our employees bright and energetic

我們從員工的基本權益和勞動報酬保護入手，完善職工健康管理制度，進而利用民主管理制度促進公司員工的主人翁意識，利用培訓體系和職業發展體系提升員工活力，並通過舉辦各類活動如運動會、興趣班及聯歡等協助員工取得工作及生活平衡，展現華潤啤酒人陽光的一面。

Starting from protecting the basic rights and remuneration of our employees, we optimize the employee health management system. We stimulate the sense of ownership in employees by applying democratic management system, and make them become more energetic through training systems and career development systems. Through organization of different activities, such as sports day, hobby groups and galas, we help our employees achieve work-life balance, and reflect their energetic side of being an employee of CR Beer.

WHAT

員工的陽光與活力 搭建職業發展平台

Vitality and energy of employees Establish career development platform

江蘇營銷中心依據發展需求及員工配套成長需求，制定員工成長體系和發展規劃，打造江蘇營銷銷售儲備隊伍並進行系統化培養、發展。

Based on the needs for development and employees' development, our marketing center in Jiangsu has formulated the employee development system and development plan, thus establishing the Jiangsu marketing and sale reserve team, which undergoes systematic training and development.

攜手共進，華潤雪花啤酒與你同行。

Walking Along with CRSB.

為營造健康向上的企業文化，提升公司員工精神文化生活，親近自然，擁抱健康。雲南區域公司組織職能部門全體員工進行了爬山活動。通過活動，員工既娛樂了生活，又增進了感情，增強了團隊的凝聚力。

To create a healthy, positive corporate culture, enrich the spiritual and cultural life of employees and offer them the opportunity to stand close to nature and become healthy, our regional company in Yunnan organized hiking event for all employees in functional departments. The event entertained our employees, improved the relationship between employees and strengthened their team spirit.



組織開展職業發展培訓
Organizing and conducting career development training



攜手共進，華潤雪花啤酒與你同行活動
The "Walking Along with CRSB" campaign

活力保障 Keeping energetic

我們一直將保障員工權益作為要務，認真遵守國家關於員工權益保障方面的各項法律法規，恪守平等僱傭的原則，明確員工績效管理政策，不斷改善員工薪酬福利待遇，並引導員工參與企業管理。

Protecting the rights of our employees has always been our top priority. We always comply with relevant laws and regulations regarding employees' rights protection. We adhere to the principle of equal opportunities for employment, formulate clear policy on employee performance management, continue to improve employee remuneration and benefits, and lead our employees in participating corporate management.

平等僱傭 Fair employment

我們嚴格遵守《勞動法》、《勞動合同法》、《女職工勞動保護規定》等員工權益保障方面的各項法律法規，在僱傭中不因種族、民族、地域區別對待；禁止強迫勞動、僱傭童工；不斷提高女性在公司中的作用。2016年，公司員工總數58,200人，其中全職員工53,000餘人；華潤雪花啤酒勞動合同簽訂率100%。

We strictly in compliance with the laws and regulations regarding protection of employees' rights, such as the Labor Law, the Employment Contract Law and Rules on Labor Protection of Female Employees. We do not take into account of race, nationality and origin region when employing an employee. We prohibit employment of forced labor and child labor. We have been increasing the proportion of female employees in the Company. In 2016, the Company had a total of 58,200 employees, with more than 53,000 full-time employees. The labor contract signing rate of CRSB reached 100%.

薪酬福利 Remuneration and benefits

我們嚴格遵守國家勞動法律法規和地方政策要求，確保員工工資、社會保險、住房公積金及各項法定福利全面落實，保障員工的勞動報酬權。按時足額支付勞動報酬，嚴格遵守最低工資保障制度；建立科學合理的工資增長長效機制，推進全員績效管理。2016年，華潤雪花啤酒社會保險覆蓋率100%。

We strictly comply with requirements under national labor laws and regulations and local policies in order to ensure employee remuneration, social insurance, housing provident fund and different legal benefits can be fully implemented, thus protecting employees' rights of receiving remuneration. We timely pay remuneration in full, and strictly comply with the minimum wage protection system. We have established a scientific, reasonable and effective payroll increase mechanism, and promoted performance management for all employees. In 2016, the social insurance coverage rate of CRSB reached 100%.

民主管理 Democratic management

我們推行公開透明的陽光政策，對員工的績效考評情況定期進行公示，提前向員工披露公司重大戰略運營決策的信息，全力保障員工的知情權、參與權。注重傾聽員工心聲，通過意見箱、座談會等形式了解和回應員工期望與訴求；不斷創新員工溝通方式，主動公佈員工申訴渠道，保障員工的申訴權。

We implement open, transparent policies and publish regular announcement on performance appraisal for employees, thus fully protect employees' right to know and right to participate. We focus on listening to employees' opinions. We understand and respond to employees' expectations and requests through opinion box and talks. We continue to create innovative communications methods with employees, and actively announce compliant channels for employees, thereby protecting employees' right to appeal.

公司員工總數

58,200人

The Company had a total of 58,200 employees

全職員工

53,000餘人

More than 53,000 full-time employees

勞動合同簽訂率

100%

The labor contract signing rate reached 100%

華潤雪花啤酒
社會保險覆蓋率

100%

The social insurance coverage rate of CRSB reached 100%

職業健康和安

Occupational health and safety

員工身心職業健康與安全是公司實現可持續發展的保障。我們努力按照各項業務的特點，制定內部的職業健康安全指引和政策，為全員提供理想的工作環境，保障員工的職業安全。

我們開展了旨在增強用人單位法律意識和社會責任感、提高員工自我保護意識的職業健康宣傳教育。華潤雪花啤酒全年職業健康安全培訓17,200人次。

每年給全體員工提供專業機構進行的一次免費體檢。華潤雪花啤酒職業病體檢及健康檔案覆蓋率100%。

我們採取各種技術措施改善工作場所作業環境，努力消除和減少作業環境中的職業危害因素，為員工創造健康的工作環境，工作場所職業危害告知率和警示標識設置率達到100%。

我們依法為員工參加工傷保險，對從事接觸職業病危害作業的員工，組織其進行崗前、在崗期間和離崗時的職業健康檢查，將檢查結果如實告知本人。

Occupational health, both physically and mentally, and safety of employees is the safeguard for the sustainable development of the Company. We have formulated the internal occupational health and safety guidelines and policies based on the characteristics of different operations. We provide an ideal working environment to employees and protect their occupational safety.

In order to enhance the consciousness of legality and the sense of social responsibility of the employer and the awareness on self-protection of employees, we have conducted promotional and educational campaigns on occupational health. Throughout the year, 17,200 participants attended the occupational health and safety trainings organized by CRSB.

All employees are entitled to free body check by professional institution for one time every year. The coverage rate for body check on occupational diseases and health records of CRSB reached 100%.

We have adopted different technical measures to improve the environment of workplace and working sites. We strive to eliminate and minimize the occupational hazards in working environment, aiming to create a healthy working environment for employees. The rates for notification of occupational hazard and warning sign installation at workplace reached 100%.

We have offered employment injury insurance for our employees. We also provide occupational health checks to employees who are more vulnerable to occupational hazards before employment, during employment and when leaving the company, and notify the employees of the actual check results.

職業健康安全培訓

17,200人次

17,200 participants attended the occupational health and safety trainings

職業病體檢及健康檔案覆蓋率

100%

The coverage rate for body check on occupational diseases and health records reached 100%

職業危害告知率和警示標識設置率

100%

The rates for notification of occupational hazard and warning sign installation at workplace reached 100%



開展安全生產培訓
Conducting safety production training



建立職工健康檔案
Creating employee health records



工作場所職業病危害警示標識
Occupational hazard warning signs at workplace

活力激發 Energy stimulation

員工培訓

Employee training

我們不斷完善培訓體系，強化有針對性的培訓學習，結合信息化技術開發使用「i-Learning」學習平台，保障員工未來的發展。2016年，員工培訓人均17課時，人均培訓投入人民幣135元，員工培訓覆蓋率100%。

針對新員工，開展「未來之星」培訓計劃，令新員工盡快了解公司業務及企業文化盡快融入。

針對中層管理人員，實施勝任力提升項目，系統性地提升中層管理人員的勝任能力。

針對高層管理人員，持續開展自辦領導力項目。

針對精益人才，開展精益黃帶、綠帶培訓和講師認證，持續開展精益項目改善。

We continue to optimize our training systems, and strengthen specialized training. Coupled with the development of informatization technology, we have applied the "i-Learning" platform which secures the future development of our employees. In 2016, the average number of training hours per employee was 17 hours, average training expenses on each employee was RMB135, and the coverage rate of employees' training was 100%.

We arrange the training program "Rising Star" for new employees, helping them understand our operations and adapt to our corporate culture quickly.

We provide competence enhancement program for middle level management, which improves the competence of middle level management in a systematic manner.

We continue to arrange our self-organised leadership program for senior management.

We organize yellow belt and green belt training and lecturer certification for elites on lean management, and continue to improve our elite program on lean management.

員工培訓人均

17課時

The average number of training hours per employee was 17 hours

人均培訓投入
人民幣

135元

Average training expenses on each employee was RMB135

員工培訓覆蓋率

100%

The coverage rate of employees' training was 100%



未來之星培訓計劃
The Rising Star training program

職業發展

Career development

我們堅持公平、公正、公開的選人用人機制，強化業績導向，實現管理人員流動常態化；搭建完善的職業發展平台，繼續推進工廠基層員工職業發展體系，引導員工注重技能提升，搭建職能發展通道。

Adhering to the fair, just and open selection and employment mechanism, we strengthen our performance-based mechanism, thus achieving regular management deployment. We have established comprehensive career development platform. We continue to improve the career development system for junior staff at factories, guiding them to focus on skill improvement, and build up a career development path for them.



案例 Case

北京區域公司的激活員工活力之道

How our regional company in Beijing motivates employees

北京區域公司發佈了《關於北京區域公司2016年度培訓安排的通知》，將年度培訓計劃與i-Learning平台相結合，並將平台課程劃分為高層管理人員推薦課程模塊、中層管理人員推薦課程模塊、必修課程模塊、專業技能模塊。除以上主要培訓工作內容外，北京區域公司定期組織新員工入職培訓，新員工「師帶徒」培養等。2016年度北京區域公司利用i-Learning平台學習共計1,791.5小時；組織各類管理制度培訓共計6場，參與培訓186人次；新員工入職培訓全年舉辦8場，共102人參與培訓；新員工「師帶徒」培養全年共匹配47組，其中優秀師徒5組。

Our regional company in Beijing issued the Notice on the 2016 Training Arrangement of Beijing Regional Company. The annual training program will be operated with i-Learning platform. Training programs on the platform will be classified as recommended program modules for senior management, recommended program modules for middle level management, mandatory program modules and special skills program modules. Apart from the major training programs mentioned above, our regional company in Beijing arranges regular introduction training, "mentorship" training and other trainings for new employees. In 2016, the total number of training hours of Beijing regional company conducted through i-Learning platform was 1,791.5 hours. A total of 6 training sessions for different management systems were held and attended by 186 participants. Throughout the year, 8 introduction training sessions were held for new employees and attended by a total of 102 participants. During the year, a total of 47 groups were formed under the "mentorship" program for new employees, of which 5 mentorship groups were outstanding.

員工關愛

Care for staff

華潤啤酒心系員工生活，積極主動地為困難職工排憂解難，讓員工感受到華潤大家庭的關愛；公司在節假日組織豐富多彩的文體娛樂活動，讓員工獲得工作生活的平衡。

CR Beer cares about the life of its staff. It actively offers assistance to those staff who are facing difficulties, and let them feel the caring from the China Resources Family. During public holidays, the Company organizes diversified cultural and leisure activities for staff and helps them to maintain work-life balance.



廣東區域公司員工文娛活動

Cultural and leisure activities for staff in Guangdong regional company



山東區域公司員工文娛活動

Cultural and leisure activities for staff in Shandong regional company

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一起
勇闖

Brave Together

跟我們一起
勇闖天涯

Brave the World with Us



Why

「華潤雪花啤酒·勇闖天涯」的源起
the Origin of “CRSB • Great Expedition”

挑戰，是人類與生俱來的精神。啤酒，是世界性的酒精飲料，他既能給人帶來輕鬆與愉悅，也能給人帶來勇氣與激情。華潤啤酒希望人們在享受啤酒美味的同時能激發出挑戰未知的勇氣，去探索世界的奧秘，體驗生命的偉大。

Challenge is an innate spirit of mankind. Beer is a worldwide alcoholic beverage which can not only make people feel relaxed and pleasant, but also bring courage and passion to people. CR Beer hopes people can have the courage to challenge the unknown, explore the mysteries in the world and experience the greatness of life while enjoying the beer.

WHAT

[華潤雪花啤酒 · 勇闖天涯] 的內涵 the Connotation of “CRSB · Great Expedition”

2016年是雪花勇闖天涯系列活動的第12年，勇闖天涯活動再次聚焦大學生群體，本年度活動主題為：勇者無畏 · 青春無敵——2016年雪花大學生勇闖天涯挑戰未登峰。

The year 2016 is the twelfth year of the “Snow Great Expedition” campaign. This year, the campaign once again focused on college students with a theme of “Brave and Fearless · Invincible Youth — Snow Great Expedition, Challenge the Unclimbed by College Students 2016”.

HOW

[華潤雪花啤酒 · 勇闖天涯] 活動回顧 the Review of “CRSB · Great Expedition”

3月17日招募啟動之後的2個月時間裡，勇闖天涯隊員選拔活動席卷全國29個省、120座城市、487所高校，共吸引了約20萬名大學生直接參與活動。大學生勇士們為了取得挑戰未登峰的終極「入場券」使出渾身解數，努力拼搏，體驗着人生一次前所未有的挑戰。

5月25日，雲南香格里拉，2016年雪花大學生勇闖天涯挑戰未登峰活動正式啟動。來自全國各賽區的26名大學生隊員莊嚴宣誓：秉承「進取、挑戰、創新」的勇闖精神，團結合作，直面未知，勇敢挑戰，永不言棄！

5月31日07:59，26位大學生勇士和2名大學生記者成功登上海拔5,116米的未登峰，既終結了這座山峰無人登頂的記錄，也讓大學生勇士們歷經了一次身心的雙重歷練。

Within two months upon the commencement of recruitment on 17 March, the selection event of the team members of the “Snow Great Expedition” campaign swept across 29 provinces, 120 cities and 487 colleges in China, attracting about 200,000 college students to directly participate in the campaign. Those brave college students exerted themselves to the utmost to get a ticket to challenge the unclimbed that they had never done before.

On 25 May, the “Snow Great Expedition, Challenge the Unclimbed by College Students 2016” officially commenced in Shangri-La, Yunnan. 26 college students from various competition areas across the country took a solemn oath: adhering to the spirit of “ambitious, challenging and innovative”, we will face the unknown with team spirit and challenge with courage. We will never give up.

At 07:59 on 31 May, 26 brave college students and 2 college student reporters conquered an unclimbed 5,116-metre-tall peak, which not only ended the unclimbed record of the peak, but also allowed the brave college students to undergo challenges mentally and physically.

WHAT

[華潤雪花啤酒 · 勇闖天涯] 未來展望 the Outlook of “CRSB · Great Expedition”

華潤啤酒希望借助勇闖天涯活動向大學生、向公眾傳遞「進取、挑戰、創新」的精神內涵，激發他們的勇闖精神，勇闖未知，自我超越！

CR Beer hopes to deliver the spirit of “ambitious, challenging and innovative” to the college students and the public through the “Great Expedition” activities, and encourage them to be brave to the unknown and challenge themselves.



大學生挑戰未登峰登頂 College students successfully challenged the unclimbed and reached the peak

和社區一起勇闖 Brave with Community

我們勇擔公共責任，積極響應國家政策，在發展中貫徹「創新、協調、綠色、開放、共享」的理念，合規經營，依法納稅，熱心公益，為地方提供商機和就業機會，帶動地區共同發展。2016年，公司實際上繳稅金總額人民幣7.69億元。

我們積極參與華潤集團捐建的「華潤希望小鎮」項目，通過運用自身業務特點，成功改善當地農民居住條件。

We are willing to assume public responsibility and actively response to national policies. Adhering to the philosophy of “innovation, co-ordination, green, opening up and sharing” throughout the development, we operate the Company with full compliance and pay taxes according to law. We are also committed to public welfare and provide business opportunities as well as job opportunities for local regions so as to facilitate mutual development with the regions. In 2016, the Company paid taxes of RMB769 million.

We actively participated in the “CR Hope Town” project donated and constructed by the CRH and successfully improved the living conditions of the local farmers with the use of our business features.



案例 Case

安徽區域公司參與建設華潤希望小鎮

Anhui regional company participated in the construction of the CR Hope Town

安徽區域公司在2016年7月向金寨華潤希望小鎮健身廣場捐贈健身廣場立牌1個、健身器材8個、純生特製遮陽傘10套、採購桌椅（一桌三椅）10套、廣場宣傳欄1個，為廣大村民提供了健身鍛煉的場所。

In July 2016, Anhui regional company donated a standing sign of fitness plaza, 8 pieces of fitness equipment, 10 sets of umbrellas customized by Snow Draft Beer, 10 sets of table and chairs (one table with three chairs as a set) and a bulletin board to the fitness plaza of the CR Hope Town in Jinzhai in order to provide a venue for the villagers to do exercise.

與公益一起勇闖 Brave with Public Welfare

我們積極參與慈善公益，發揮關愛社會的精神，我們鼓勵員工、消費者和供應商一起積極參與公益活動，共同回饋社會。

2016年1月，我們贊助及支持慈善團體樂施會舉辦「樂施扶貧同樂行」，組織員工及家人一同於香港大埔白石角海濱長廊，參與慈善步行來呼籲社會關注全球貧窮及社會不公現狀，響應樂施會的扶貧發展、人道救援及公眾教育工作。

我們重視少年兒童的發展，把推動教育事業作為本公司履行企業社會責任的重要一環。四川區域公司開展了主題為「情滿墊江 - 關愛留守兒童」的公益捐助活動，重點關注留守兒童，活動共募集公益捐助金20,000元，由重慶市墊江教育局經辦後，分別捐助至墊江100名留守兒童。此外，湖北區域公司開展了「慈慧西部助學」活動。

We actively participate in charity and public welfare events with the spirit of caring the society. We also encourage our employees, customers and suppliers to participate in public welfare events to make contributions to the society.

In January 2016, we sponsored and supported the “Oxfam Walkathon” organized by Oxfam, a charity organization. Our employees and their family participated in the Walkathon at Pak Shek Kok Promenade in Tai Po, Hong Kong, aiming to raise public awareness about global poverty and social injustices, and response to Oxfam’s works on poverty alleviation, humanitarian aid and public education.

We attach great importance to the development of young teenagers and children and regard the promotion of education as an important section for the performance of corporate social responsibility. Our Sichuan regional company organized a public donation event with a theme of “Dianjiang with Love — Caring for Left-behind Children”, which focused on the left-behind children. The event raised donations of a total of RMB20,000. After handling by the local education authority in Dianjiang, Chongqing, the proceeds were donated to 100 left-behind children in Dianjiang. Besides, the regional company in Hubei organized the “Kindness & Wisdom Western Education Aid” event.



「樂施扶貧同樂行」慈善活動
“Oxfam Walkathon” charity event

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公司概況

Company Overview

公司簡介 Company Profile

公司介紹 Company Introduction

華潤啤酒(控股)有限公司(「本公司」, 連同其附屬公司, 統稱「本集團」)於香港聯合交易所有限公司掛牌(股份代號: 00291), 是華潤(集團)有限公司(「華潤集團」)屬下的啤酒上市公司, 專營生產、銷售及分銷啤酒產品。

本公司於2015年成功進行業務重組, 轉型成為專注發展啤酒業務的企業, 公司名稱亦由「華潤創業有限公司」(「華潤創業」)更改為「華潤啤酒(控股)有限公司」。2016年10月, 本公司完成收購華潤雪花啤酒有限公司(「華潤雪花啤酒」)49%股權, 華潤雪花啤酒成為本公司的全資附屬公司。

本集團自1994年開始在中國發展啤酒業務, 旗下啤酒的總銷量自2006年起連續多年位居中國市場第一, 旗艦品牌「雪花 Snow」亦自2008年起成為全球銷量最高啤酒品牌。

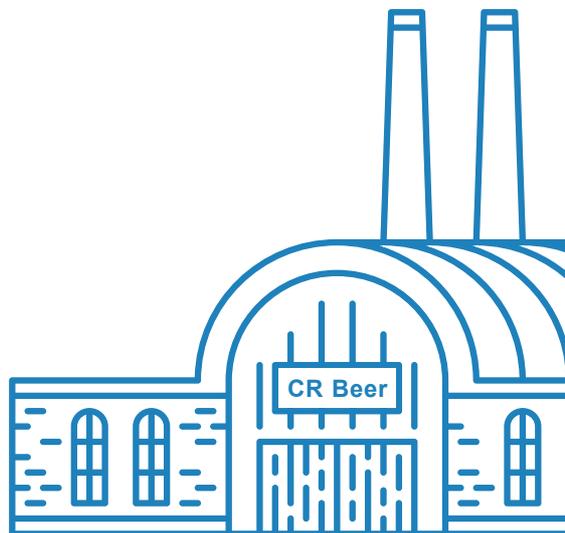
作為華潤集團的一份子, 我們矢志與消費者、股東、員工和商業夥伴一起引領商業進步, 共創美好生活, 成為大眾信賴和喜愛的啤酒企業。

China Resources Beer (Holdings) Company Limited (the "Company", together with its subsidiaries, the "Group"), listed on The Stock Exchange of Hong Kong Limited under the stock code 291.HK, is a beer listed subsidiary company of China Resources (Holdings) Company Limited ("CRH"). The Group focuses on the manufacturing, sales and distribution of beer products.

In 2015, the Company successfully completed its business restructuring and transformed itself into a beer-focused enterprise, and was renamed from "China Resources Enterprise, Limited" ("CRE") to "China Resources Beer (Holdings) Company Limited". In October 2016, the Company completed the acquisition of 49% stake of China Resources Snow Breweries Limited ("CRSB"), which became a wholly-owned subsidiary of the Company.

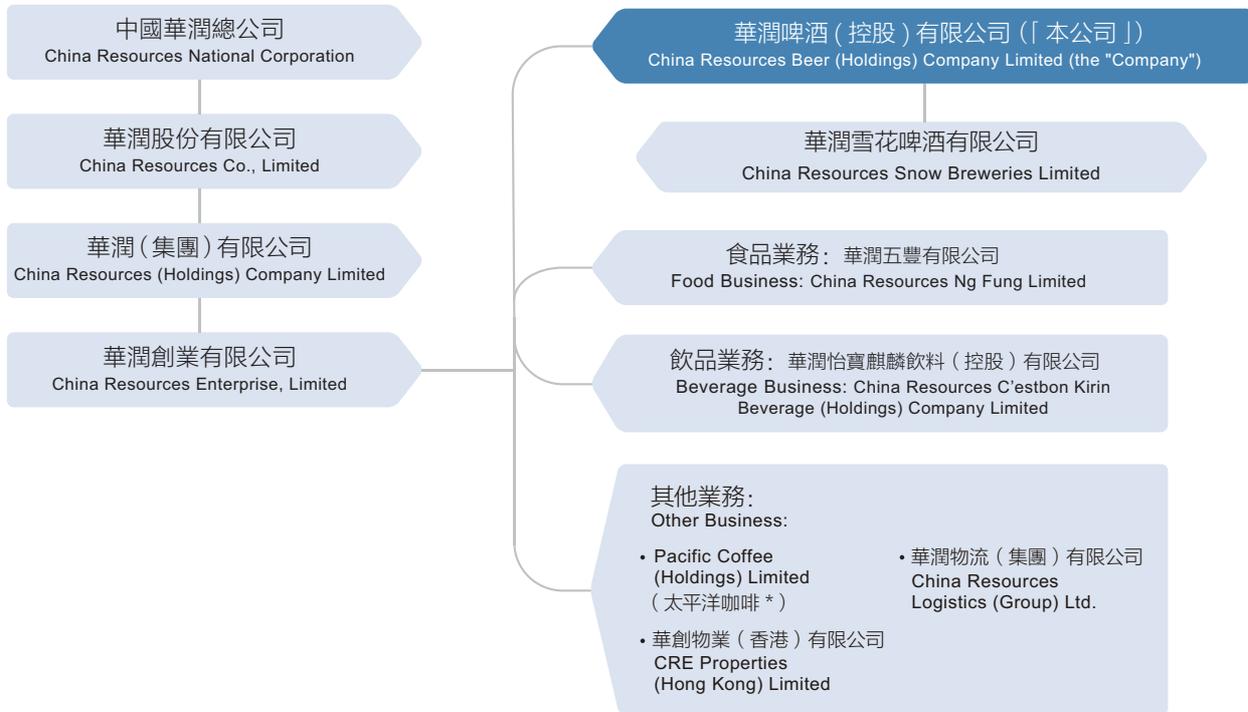
The Group has been in the beer business in China since 1994. Its total sales volume ranked number 1 in the China market since 2006. The flagship brand "雪花 Snow" has become the largest single beer brand by volume worldwide since 2008.

As a member of China Resources Group, we are dedicated to leading the business progress and building a better life together with our consumers, shareholders, staff and business partners and make the Group a trusted and beloved beer enterprise.



公司架構

Company Structure



Corporate Culture

企業文化

企業使命 Our Mission	發展理念 Development Philosophy	價值觀 Our Values	企業精神 Corporate Spirit	企業宣言 Corporate Declaration
 <p>與消費者，股東，員工，商業夥伴一起引導商業進步，共創美好生活。</p> <p>Lead the business progress and build a better life together with consumer, shareholder, staff and business partner</p>	 <p>做實，做強，做大，做好，做長，</p> <p>Make it solid, make it stronger, make it bigger, make it good and make it longer</p>	 <p>誠實守信、業績導向、客戶至上、創新發展</p> <p>Honesty and integrity, performance orientation, people first, innovative development</p>	 <p>務實、專業、協同、積極</p> <p>Pragmatism, professionalism, synergy, positivity</p>	 <p>立品如山，行道如水。守正出新，正道致遠</p> <p>Aim as highly as mountain Act as softly as water</p>

* 僅供識別

* For identification purpose only

發展歷程 Milestones



社會責任管理 Social Responsibility Management

攜夢想 築未來 Build the Future with Dream

我們始終堅持與國家、社會共同發展的理念，將企業社會責任全面融入企業戰略和重大決策、融入日常的業務運營中，攜手政府、股東、員工、供應商、分銷商和社會各界，為實現啤酒強國夢、為利益相關方創造美好未來而努力。

Always adhering to the philosophy of mutual development with the country and society, we fully incorporate our corporate social responsibility into our corporate strategies and major decision making as well as daily operations so as to realize the dream of becoming a great beer brewing country and strive to create bright future for stakeholders with the government, shareholders, employees, suppliers, distributors and the public.

責任治理 Responsibility Governance

我們成立由公司高管和部門負責人組成的社會責任和企業文化委員會，負責統籌規劃公司整體社會責任工作，建立覆蓋公司各層級、各領域的社會責任工作體系。社會責任和企業文化委員會下設兼職崗位，具體負責制定社會責任工作規劃、管理制度，組織實施社會責任實踐，對外開展社會責任交流，編製發佈企業社會責任報告等。

We have established a social responsibility and corporate culture committee comprising the senior management and department heads of the Company. The committee is responsible for organizing and planning the overall social responsibility work of the Company and establishing a social responsibility work system covering all levels and all fields of the Company. The social responsibility and corporate culture committee has some part time positions which are responsible for formulating social responsibility work plans and management systems, organizing and implementing social responsibility practice, communicating with the public on social responsibility and preparing and publishing corporate social responsibility reports.

責任溝通 Responsibility Communication

我們宣貫《華潤集團社會責任工作管理辦法》，增強全公司社會責任意識，提升社會責任管理能力。開展員工社會責任培訓，加強社會責任知識普及與傳播。高質量完成《華潤創業有限公司2015年企業社會責任報告》*，從經濟責任、幸福員工、客戶責任、夥伴責任、環境責任、公共責任等六個方面披露了公司管理實踐。指導華潤雪花啤酒編製《華潤雪花啤酒2015企業社會責任報告》，增強子公司的社會責任溝通能力。參加業內社會責任交流平台，傳播公司社會責任實踐。2016年，公司榮獲《資本雜誌》2015年企業社會責任大獎、《鏡報》第五屆傑出企業社會責任獎、《財資》雜誌2016年度卓越企業管治、社會責任及投資者關係白金獎。

We published and implemented the Social Responsibility Management Measures of CRH to strengthen our awareness to social responsibility at all levels and improve our social responsibility management capacity. We organized social responsibility training for employees to enhance the popularization and dissemination of knowledge on social responsibility. We completed the preparation of the 2015 Corporate Social Responsibility Report of China Resources Enterprise, Limited* with high quality. The report disclosed the management practice of the Company in terms of six aspects, namely economic responsibility, happy employees, client responsibility, partner responsibility, environmental responsibility and public responsibility. We also provided guidance for CRSB during its preparation of the 2015 Corporate Social Responsibility Report of China Resources Snow Breweries so as to strengthen the social responsibility communications of our subsidiary. We participated in the social responsibility exchange platform of the industry in order to promote the social responsibility practice of the Company. In 2016, the Company was awarded the Corporate Social Responsibility Awards 2015 of CAPITAL, the 5th Outstanding Corporate Social Responsibility Award of The Mirror and the Platinum Award – Excellence in Governance, CSR & Investor Relations 2016 of The Asset.



* 華潤啤酒前身為華潤創業有限公司

* CR Beer was formerly known as China Resources Enterprise, Limited

利益相關方溝通參與

Communications with and Participation of the Stakeholders

我們建立起利益相關方溝通機制，充分權衡利益相關方的需要，考慮股東的投資收益、客戶的滿意、員工的價值實現、夥伴的發展、環境保護、社會和諧發展等方面要求，確定不同的溝通內容、採取不同的溝通方式。

We established a communications mechanism for stakeholders and fully considered the balance of the needs of stakeholders by taking the investment return of shareholders, satisfaction of customers, value realization of employees, development of partners, environmental protection and harmonious development of the society into account so as to determine different matters and means for communication.



* 華潤啤酒前身為華潤創業有限公司

* CR Beer was formerly known as China Resources Enterprise, Limited

利益相關方 Stakeholders	溝通內容 Matters of communication	溝通回應方式 Means of response	溝通回應方式 Way of response
 政府 Government	合規管理、主動納稅、執行國家政策、政企合作、加強日常管理 Compliance management, initiative to pay taxes, implementation of national policies, cooperation between the government and enterprises, strengthening daily management	工作匯報與意見聽取、接受監管考核、座談 Work reports and listening to opinions, undergoing regulatory assessments, informal discussions	遵紀守法 合規經營 Legal compliance, Compliance management
 股東 Shareholders	定期報告、臨時公告、重大戰略決策、經濟管理數據、公司重大事項 Regular reports, occasional announcements, major strategic decision making, economic management data, major matters of the Company	港交所互動平台、公司年報、股東大會、電話溝通、走訪、網站 Interactive platform of the Hong Kong Stock Exchange, annual reports, general meetings, telephone communications, visits, websites	公司經營穩健，具有投資價值 Sound and stable operation of the Company with investment value
 員工 Employees	公司經營狀況、業務交流、員工表現、公司重大事項、民主評議 Business conditions of the Company, business communication, employees' performance, major matters of the Company, democratic appraisal and discussion	信息平台、內部郵箱、電話溝通、績效面談、職工代表大會、民主協商對話會、職工座談會 Information platform, internal mailbox, telephone communication, performance interview, employees' representatives meetings, democratic consultation dialogue sessions, employees' forum	公開務實 公平公正 Open and pragmatic, Fair and equitable
 客戶 Customers	客戶增值4.0綠色服務通道、客戶走訪、培訓、年度及不定期會議、公司刊物 Customers value added 4.0 green services channel, visits and interviews to customers, training, annual and occasional meetings, publications of the Company	產品信息、解決突發事件、產品與管理培訓 Product information, handling unexpected events, product and management training	產品高質量、服務卓越、溝通機制優良 High quality products, excellent services, sound communications mechanism
 供應商 Suppliers	生產、質量、服務、技術合作、安全管理、精益生產等 Production, quality, service, technology cooperation, safety management, lean production, etc.	公司網站、電話溝通、郵件交流、團隊互訪、信函諮詢、傳真 Company website, telephone communication, mail communication, mutual visits, correspondence consultation, facsimile	公司經營穩健，合作前景良好，行業聲譽好 Sound and stable operation of the Company with good cooperation prospects and good industry reputation
 分銷商 Distributors	產品信息、產品與管理培訓、代理商年度銷售策劃 Product information, product and management training, annual sales planning for agents	綠色服務通道、代理商走訪、培訓、代理商不定期會議、公司刊物 Green service channel, site visits to agents, training, occasional meetings for agents, publications of the Company	第一釀造、溝通機制優良、幫扶有效、合作共贏 No. 1 in brewing, sound communications mechanism, effective assistance, cooperation with mutual benefits
 社區 Community	社區幫扶、社會共建、文化傳承 Helping the community, building the society together, inheritance of culture	社區公益、雪花•勇闖天涯活動、古建文化活動 Community charity, Snow Great Expedition activities, ancient architecture culture activities	積極支持社會工作、傳承中華文化 Support to social work, inherit Chinese culture

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展望

Outlook

2017年是 「全面建成小康社會」

的關鍵之年。我們按照公司「十三五」規劃繪就的宏偉藍圖，在經濟責任、品質責任、環境責任、夥伴責任、社區責任方面繼續大力推進，攜手利益相關方為履行企業使命、實現啤酒強國夢、「人民幸福夢」的目標而不懈奮鬥！

The year 2017 is the crucial year for the goal of “comprehensively building a moderately prosperous society”. According to the Company’s grand blueprint based on the “Thirteenth Five-year” Plan, we will push forward our work in respect of economic responsibility, quality responsibility, environmental responsibility, partner responsibility and community responsibility and work with stakeholders to strive for performing our corporate mission, realizing the dream of becoming a strong beer producing country and the goal of “happiness for people”.



「超越不止」對未來發展保持**雄心**。將通過自然增長和把握合適的併購機會整合市場，牢固全國領先市場地位。通過實施創新發展和營銷、精益銷售、產能優化等戰略措施，提升產品毛利和銷售費用效益，為股東創造具有吸引力的穩定回報。

“Beyond Limitations”: We are **ambitious** to future development. We will consolidate the market through both organic expansion and grasping appropriate acquisition opportunities in order to reinforce our market leadership across the nation. Through implementing strategies for innovative developments and for sales and marketing, lean sales, capacity optimization etc., we will improve the gross margins of our products and the effectiveness of our selling expenses so as to create attractive and stable return for shareholders.

「第一釀造」對公司啤酒釀造保持**匠心**。繼續創新消費者口味研究，研製及開發多樣化、獨特性的產品，豐富產品類別，滿足不同顧客需求；加強客戶管理體系建設，積極應對客戶投訴，不斷提高產品和服務品質。

“No. 1 in Brewing”: We are **ingenious** to beer brewing. We will study the taste of consumers to develop diversified and unique products in order to enrich our product mix and satisfy demand of different customers. We will also enhance the establishment of customer management system and make active response to customer complaints in order to further improve product and service quality.

「挑戰自我」對提升環境管理保持**關心**。繼續打造綠色工廠，推進水資源、二氧化碳、廢棄物的循環再利用，助力國家生態文明建設。

“Challenge Ourselves”: We **care** for improving environmental management. We will continue to build a green factory and facilitate the recycle and reuse of water resources, carbon dioxide and waste so as to contribute for the construction of ecological civilization in China.

「共創未來」將繼續與夥伴共同發展保持**熱心**。堅持公平競爭，助推行業有序發展；密切與政府、銀行、媒體等各方夥伴關係，實現合作共贏。

“Create the Future Together”: We are **enthusiastic** about mutual development with partners. We will uphold the principle of fair competition to motivate the orderly development of the industry. We will also maintain close relationships with the government, banks, media and various partners to achieve cooperation with mutual benefits.

「勇闖天涯」對持續推動社區發展保持**初心**。我們作為社會公民天然承載着促進經濟社會綜合發展的重任，繼續開展社區活動，促進社區發展。

“Brave the World”: We maintain our **original intention** in facilitating community development. As a citizen of the society, we are responsible for the important task of facilitating the comprehensive development of economy and society. We will continue to carry out community activities and encourage community development.

「責任管理」對公司社會責任管理保持**信心**。完善公司社會責任組織體系，健全社會責任管理制度，深化社會責任理念，形成具有鮮明行業特點的社會責任觀；根據公司「十三五戰略規劃」明確公司社會責任重點工作和推進步驟。

“Responsibility Management”: We are **confident** about our social responsibility management. We will enhance the social responsibility organizational structure of the Company, the social responsibility management system and the social responsibility philosophy in order to establish our sense of social responsibility with distinct industry features. We will also specify the key points and further procedures of the Company's social responsibility work according to the Thirteenth Five-year Strategic Plan of the Company.

2017年，我們將把握合適的併購機會整合市場，進一步牢固全球流行的市場地位。將通過實施創新發展、營銷、精益銷售、產能優化等戰略措施，做大中高檔和罐裝產品，提升產品的毛利與銷售費用效益。通過「匠心營造」，提升產品品質與服務質量；加強中國傳統文化與產品品牌的聯接，打造具有傳統文化的產品品牌，助力中國啤酒文化的發展。

In 2017, we will grasp appropriate acquisition opportunities to consolidate the market in order to reinforce our market leadership in the world. Through implementing strategies for innovative developments and for sales and marketing, lean sales, capacity optimization etc., we will also expand the proportion of its mid-to high-end beer products and canned beer products in order to improve the gross margins of our products and the effectiveness of our selling expenses. With the idea of “Ingenuity in Craft”, we will improve the quality of our products and services. We will strengthen the connection between Chinese traditional culture and our product brands to establish product brands reflecting traditional culture in order to foster the development of beer culture in China.

「超越不止」
“Beyond Limitations”

「第一釀造」對公司
啤酒釀造保持匠心
“No. 1 in Brewing”
We are ingenious to
beer brewing



信心
Confident

「匠心營造」
“Ingenuity in Craft”

關鍵績效表 Key Performance Chart

章節 Chapter	關鍵績效指標 Key Performance Indicators		單位 Unit		2016
一起超越 Surpass Together	資產總額	Total assets	億元人民幣	RMB0.1 billion	426.30
	淨資產	Net assets	億元人民幣	RMB0.1 billion	176.67
	淨資產收益率	Return on net assets	%	%	7.67
	營業收入	Revenue	億元人民幣	RMB0.1 billion	286.94
	固定資產總添置	Total additions in fixed assets	億元人民幣	RMB0.1 billion	17.45
	除稅前溢利總額	Total profit before taxation	億元人民幣	RMB0.1 billion	17.39
	淨利潤	Net profit	億元人民幣	RMB0.1 billion	14.19
	總資產報酬率	Return on total assets	%	%	4.11
	所有者權益	Total equity	億元人民幣	RMB0.1 billion	176.67
	全年每股股息	Annual dividend per share	元人民幣	RMB	0.08
	經濟合同履約率	Performance rate of business contracts	%	%	99.86
一起釀造 Brew Together	產品合格率	Pass rate in product quality test	%	%	100
	安全培訓人次	Number of participants in safety training	人次	Individuals	191,551
	安全生產投入	Production safety expenses	萬元人民幣	RMB ten thousand	5,529
	安全培訓覆蓋率	Coverage of safety training	%	%	100
	安全應急演練次數	Number of safety emergency drills	次	Times	570
	工傷事故發生次數	Number of accidents causing injuries	次	Times	0
	員工傷亡人數	Number of employees casualties	人	Individuals	0
	重大創新獎項數量	Number of major innovation awards	個	Awards	1
	科技或研發投入	Technology or R&D expenses	萬元人民幣	RMB ten thousand	39,800
	客戶投訴處理率	Customer complaints handling rate	%	%	99.98

章節 Chapter	關鍵績效指標 Key Performance Indicators		單位 Unit		2016
一起挑戰 Challenge Together	環保總投資	Total investment for environmental protection	萬元人民幣	RMB ten thousand	11,965
	節能技改投入	Expenses for energy-saving technological transformation	萬元人民幣	RMB ten thousand	2,927
	環保培訓人次	Number of participants in environmental protection training	人次	Individuals	4,895
	單位產品綜合能源消耗降比	Decrease in comprehensive energy consumption per unit of product	%	%	12.3
	單位產品水耗同比降比	Year-on-year decrease in water consumption per unit of product	%	%	4.3
	單位產品SO ₂ 排放量同比降比	Year-on-year decrease in SO ₂ emission per unit of product	%	%	52
	單位產品COD排放量同比降比	Year-on-year decrease in COD emission per unit of product	%	%	31
一起創造 Create Together	戰略供應商	Strategic suppliers	家	Supplier	39
	通過質量、環境和職業健康安全管理体系認證的供應商比率	Suppliers pass rate in quality, environment and occupational health and safety management systems certification	%	%	89.28

章節 Chapter	關鍵績效指標 Key Performance Indicators		單位 Unit		2016
一起激盪 Surge Together	員工總人數	Total number of employees	人	Individuals	58,200
	勞動合同簽訂率	Coverage of labor contracts	%	%	100
	社會保險覆蓋率	Coverage of social insurance	%	%	100
	女性管理者比例	Percentage of female managers	%	%	17.5
	員工培訓覆蓋率	Coverage of employee training	%	%	100
	人均培訓時間	Training time per employee	小時	Hour	17
	人均培訓投入	Training expenses per employee	元人民幣	RMB	135
	人均帶薪休假天數	Number of paid leaves per employee	天	Days	6.8
	職業病體檢覆蓋率	Coverage of physical examination of occupational diseases	%	%	100
	職業病健康檔案覆蓋率	Coverage of occupational diseases and health records	%	%	100
	職業安全健康培訓人次	Number of participants in occupational safety and health training	人次	Individuals	17,200
	職業病發生次數	Frequency of occupational diseases	次	Times	0
	困難員工救助	Assistance to employees with difficulties	人次	Individuals	1,161
	困難員工救助投入	Expenses on assistance to employees with difficulties	萬元人民幣	RMB ten thousand	90
	一起勇闖 Brave Together	實際繳納稅金總額	Total actual tax paid	億元人民幣	RMB0.1 billion
新增就業人數		Number of employees newly employed	人	Individuals	6,741
慈善公益支出		Charitable donations	億元人民幣	RMB0.1 billion	0.03

註：華潤啤酒是首次發佈企業社會責任報告，故在此僅展現2016年相關數據

Note: This is the first corporate social responsibility report for CR Beer. Therefore, it only showed the relevant data for 2016

報告點評 Remarks on the Report

《華潤啤酒2016企業社會責任報告》(以下簡稱「報告」)是以華潤啤酒名義發佈的首份企業社會責任報告。讀完報告後,我深刻感受到華潤啤酒懷揣「啤酒強國夢」、與利益相關方攜手共創「幸福夢」的不懈努力。

報告重點參考中國社會科學院《中國企業社會責任報告編製指南(CASS-CSR3.0)》、《華潤企業公民建設指引》和《華潤集團社會責任管理辦法》的具體要求進行編製。同時,緊密結合當前「中華民族偉大復興」、「實業鑄國」時代需求,策劃報告主題、框架及重點內容。

報告正文以「攜夢想 築未來」為主題,分為「一起超越」、「一起釀造」、「一起挑戰」、「一起創造」、「一起激蕩」、「一起勇闖」六個章節,展現華潤啤酒堅持「實業鑄國、努力釀造適合國人最優啤酒」的責任感。

報告以專題的形式披露了華潤啤酒9年來保護古建築、傳播建築文化的公益路;自然而然地將「工匠精神」與啤酒的研發釀造結合起來,將啤酒賦予了中國傳統文化的韻味,形成了「雪花啤酒」獨有的中國傳統文化品牌形象。同時報告正文每個章節以小故事開篇,敘述詳實,平易近人。尤其重點披露了成功收購華潤雪花啤酒49%的股權、使華潤雪花啤酒成為全資附屬公司的重要事件。報告着重披露了華潤啤酒在擔當經濟責任方面,以「超越不止」的精神和「穩健經營」的態度,為股東提供滿意的市值。

報告標題語言風格簡潔、短促、有力,體現出華潤啤酒人不斷超越自我、奮勇拼搏的精神。報告正文語言上力求平實與簡潔,將眾多啤酒領域的專業語言轉換為大眾可接受的表達方式,對不同利益相關方閱讀需求的充分考慮。同時,報告突出專業性,通過披露啤酒釀造過程中的質量安全管控體系、技術創新,展現了華潤啤酒的「工匠精神」和專業能力。

企業社會責任報告是公司展示負責任形象、宣傳可持續發展能力、提高經營管理水平的重要工具。希望華潤啤酒未來以企業社會責任報告的編製和發佈為契機,找到經營管理水平的提升點,逐步將社會責任作為差異化競爭力,引領行業持續健康發展!



于志宏:《WTO經濟導刊》社長/主編

The 2016 Corporate Social Responsibility Report of CR Beer (the "Report") is the first corporate social responsibility report issued in the name of CR Beer. After reading the Report, I am deeply touched by the tireless efforts of CR Beer with the dream of becoming a strong beer producing country in order to realize the dream of happiness with stakeholders.

The Report is prepared according to the specific requirements under the Chinese Corporate Social Responsibility Report Preparation Guide (CASS-CSR3.0) published by the Chinese Academy of Social Sciences (CASS), the Guide to Corporate Citizenship Construction of CRH and Social Responsibility Management Measures of CRH. Besides, the theme, framework and key areas of the Report were closely connected with the recent trend of "great rejuvenation of the Chinese nation (中華民族偉大復興)" and "industry builds the country (實業鑄國)".

The Report themed on "Build the Future with Dream" and comprised six chapters, namely "Surpass Together", "Brew Together", "Challenge Together", "Create Together", "Surge Together" and "Brave Together", reflecting the sense of responsibility of CR Beer in adhering to the principles of "industry builds the country" and "striving to brew the best beer for Chinese".

The Report featured on the CR Beer's path of protecting ancient architecture and promoting architectural culture over the past nine years. By integrating the "spirit of craftsman" into the development and brewing of beer, the Company endows beer with the lingering charm of Chinese traditional culture, building a unique brand image of "Snow Beer" with Chinese traditional culture. Besides, every chapter in the Report was started with a little story which was narrated in accurate details and very approachable. In particular, the Report mentioned the successful acquisition of 49% stake of CRSB, which was a major event for CRSB becoming a wholly-owned subsidiary of the Company. The Report highlighted the undertakings of CR Beer in economic responsibility with the spirit of "Beyond Limitations" and the attitude of "Stable Operation" to achieve a satisfactory market value to shareholders.

The headings of the Report are concise and forceful, reflecting the endless challenging spirit for outdoing of people working in CR Beer. The language used in the main text is simple and concise. Fully considered the reading needs of different stakeholders, most of the jargons used in beer industry in the Report were converted to simple expressions acceptable to the public. Besides, the Report highlighted the professionalism of the Company by mentioning the quality and safety management and control system as well as technological innovation during the brewing process of beer, reflecting the "spirit of craftsman" and expertise of CR Beer.

The corporate social responsibility report is an important means for the Company to show its image of being responsible, promote its sustainable development capacity and improve its operation and management. I hope CR Beer will find the key to improve operation and management by taking the preparation and publication of the corporate social responsibility report as an opportunity and regard social responsibility as an edge in competitive differentiation in order to motivate the sustainable and healthy development of the industry.

Yu Zhi Hong: Director/Chief editor of WTO Economics

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意見反饋 Feedback

為了改進華潤啤酒社會責任工作，我們希望得到您的反饋，請將反饋意見發送至info@cre.com.hk。這將成為我們改善和提高的重要依據。希望您在百忙中對本報告和對我們的工作提出寶貴意見。

For constantly improving the social responsibility work of CR Beer, we hope to receive your feedback. Please send your feedback to info@cre.com.hk, which will become the crucial basis for improvement and advance of our work quality. We sincerely hope that you could give us some precious advice and suggestions on this report and our work.

您認為報告總體上：

What do you think about the whole report?

- 很好 Very good 較好 Good 一般 Fair
- 較差 Not good 很差 Bad

您認為報告在結構上：

What do you think about the structure of this report?

- 很合理 Very reasonable 較合理 Reasonable 一般 Fair
- 較差 Not good 很差 Bad

您認為報告的可讀性：

What do you think about the readability of this report?

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您認為報告的版式設計是否有助於您的閱讀：

What do you think of the layout design of this report in helping your reading?

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您認為報告披露的社會責任信息：

What do you think of the social responsibility information disclosed in this report?

- 很有價值 Very valuable 價值較高 Valuable 一般 Fair
- 價值較低 Not quite valuable 沒甚麼價值 Not valuable

您對報告中哪一部份最感興趣：

Which part(s) of this report you are most interested in?

您想進一步了解的信息：

What information you want to know more about?

您對華潤啤酒社會責任工作的意見和建議，請在此提出：

What are your advice and suggestions on the social responsibility work of CR Beer?



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Social Responsibility