



華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

1H 2025 Results Announcement

*Packing Its Bag and
Setting Off Again*

19 August 2025





1. Interim Results Overview

2. Development Strategy of Beer Business

3. Development Strategy of Baijiu Business

4. Market Recognition

Solid Results Performance





Overall Results Summary – Solid Performance

	1H2025 RMB m	1H2024 RMB m	Change
Turnover	23,942	23,744	+1%
Gross profit	11,704	11,139	+5%
EBITDA	8,922	7,517	+19%
EBIT	7,691	6,368	+21%
Profit attributable to shareholder (PAS)	5,789	4,705	+23%
Net cash from operating activities	+6,373	+6,012	+6%
Additions to non-current assets *	690	1,600	-57%
Net cash from operating activities minus additions to non-current assets	+5,683	+4,412	+29%
Net assets	40,062	36,772	+9%
Net cash	7,382	5,139	+44%
Shareholders return:			
Basic EPS (RMB)	1.78	1.45	+23%
DPS (RMB)	0.464	0.373	+24%
Dividend payout ratio (Total dividend/PAS)	26%	26%	-
ROE **	17.1%	14.9%	+2.2 pct

1. Benefiting from the continued development of the beer business's premiumisation strategy, savings in raw material costs, and the implementation of the three refinements strategy of "streamlined, lean, and precise", the Company's gross profit margin, earnings before interest and taxation ("EBIT") and profit attributable to shareholders (PAS) reached new highs.
2. The Company significantly increased the interim dividend per share by 24%, in order to share the fruitful results with shareholders.

Remarks:

* Additions to non-current assets included fixed assets, right-of-use assets, goodwill and other intangible assets.

** ROE = PAS / Average of equity attributable to shareholders of the Company



Overall Results Summary – Solid Performance

	1H2025 <u>RMB m</u>	1H2024 <u>RMB m</u>	Change
Turnover	23,942	23,744	+0.8%
- Beer business	23,161	22,566	+2.6%
- Baijiu business	781	1,178	-33.7%
EBITDA (excl. special items) *	8,336	7,532	+10.7%
- Beer business (excl. special items) *	8,128	7,158	+13.6%
- Baijiu business	218	413	-47.2%
EBITDA margin (excl. special items) *	34.8%	31.7%	+3.1 pct
- Beer business (excl. special items) *	35.1%	31.7%	+3.4 pct
- Baijiu business	27.9%	35.1%	-7.2 pct

- Benefiting from the continued development of the beer business's premiumisation strategy, savings in raw material costs, and the implementation of the three refinements strategy of "streamlined, lean, and precise", the Company's overall and beer business both reported earnings before interest, taxes, depreciation, and amortisation ("EBITDA") of over 10% year-on-year increase, while EBITDA margin increasing by over 3.0 percentage points year-on-year.
- In face of industry-wide restructuring, baijiu business maintained a stable gross profit margin.

Remarks:

- * special items – company overall:
- The impairment loss of fixed assets and one-off staff compensation and settlement expenses in relation to capacity optimisation of RMB241 million (1H2024: RMB19 million);
 - Earnings in relation to Shenzhen Headquarters of RMB827 million (1H2024: RMB4 million)
- special items – beer business:
- The impairment loss of fixed assets and one-off staff compensation and settlement expenses in relation to capacity optimisation of RMB241 million (1H2024: RMB19 million);
 - Earnings in relation to Shenzhen Headquarters of RMB206 million (1H2024: RMB1 million)



Beer Business – Effective Premiumisation and Three Refinements Strategies

	1H2025	1H2024	Change
	<u>RMB m</u>	<u>RMB m</u>	
Sales volume (million kl)	6.487	6.348	+2.2%
Average selling price (RMB/kl)	3,570	3,554	+0.4%
Turnover	23,161	22,566	+3%
Gross profit	11,178	10,343	+8%
EBITDA (excl. special items) *	8,128	7,158	+14%
EBIT (excl. special items) *	7,276	6,383	+14%
Gross profit margin	48.3%	45.8%	+2.5 pct
EBITDA margin (excl. special items) *	35.1%	31.7%	+3.4 pct
EBIT margin (excl. special items) *	31.4%	28.3%	+3.1 pct

1. The beer sales volume, average selling price and turnover of the Company outperformed some of its peers in the first half of the year; sales volume of sub-premium beer segment and above continued to increase.
2. Gross profit margin of the Company increased by 2.5 percentage points year-on-year, reaching a record high of 48.3%.
3. The profitability of beer business increased significantly with the earnings before interest and taxation (EBIT) reaching a record high of RMB7 billion, and profit attributable to shareholders (PAS) increasing by 17.3% year-on-year.
4. The Group's online business experienced rapid growth and continued to lead the industry. Strategic partnerships have been established with platforms such as Alibaba, Meituan Flash Buy, JD.com, Ele.me, and Waima Songjiu. In the first half of 2025, the Group's online and instant retail businesses recorded year-on-year growth in gross merchandise volume (GMV) of nearly 40% and 50%, respectively.

Note: * Please refer to page 5 for details of special items

Beer Business – Effective Premiumisation and Three Refinements Strategies

Sales volume of **affordable premium beer segment and above** grew over **+10%**

Among which, sales volume of **Heineken®** grew over **+20%**

Sales volume of **Lao Xue** grew over **+70%**

Sales volume of **Amstel** grew over **+100%**

Sales volume of **sub-premium beer segment and above** achieved **mid to high single-digit growth**



The Group proactively embraced new consumer trends by developing specialty products such as German-style wheat beer, tea-infused beer, fruit beer, and highland barley beer to meet personalised and differentiated consumer demands. The Group also introduced a premium product, Ken 14, to pioneer a new category featuring domestically grown barley in China. The Group also explored new business models, actively advancing the development of customised and contract manufacturing businesses.

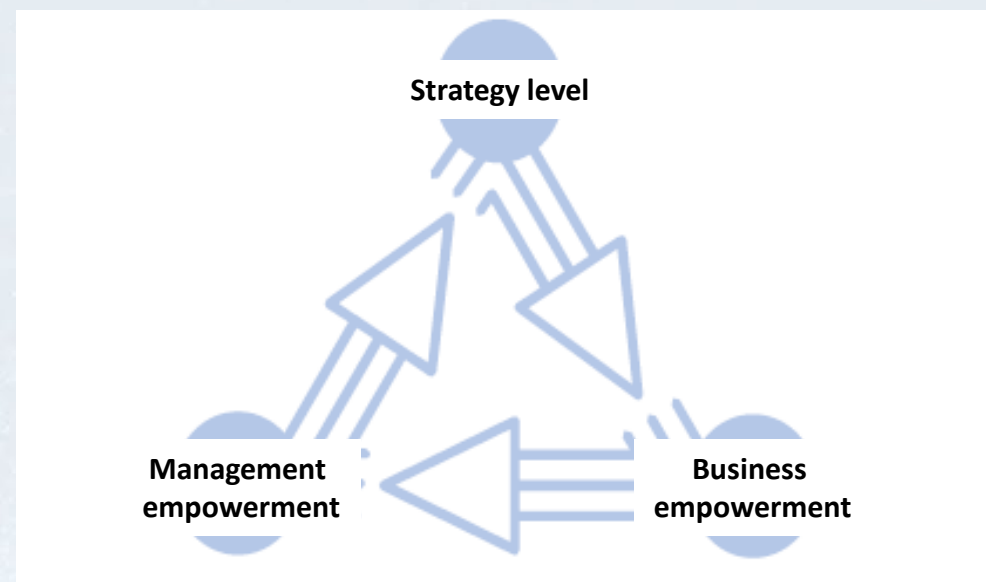




Beer Business – Dual Empowerment Model of Beer and Baijiu Businesses

Dual Empowerment Model of Beer and Baijiu Businesses – 4 main advantages and 3-pronged driving force

- Leverage on the 4 main advantages established by CR Beer: **development experience, resources, management mechanisms, and listed platforms**
- Utilise the **respective strengths of CR Beer, China Resources Snow, and China Resources Wine** to form a 3-pronged driving force
- To achieve mutual empowerment and synergies across several areas, cultivating **new core competitive advantages**



To Become the Leader
of the New World of
the Beer Industry





To Become the Leader of the New World of the Beer Industry

- 1 High Product Quality**
Production equipment, technology and craftsmanship and product quality have reached international standards
- 2 High Standard Production Process**
First-class equipment, modern logistics, exploration of digital factory, etc.
- 3 High Income**
A track of high speed and quality growth on industry revenue, profit, ROE and enterprise value
- 4 Good Brand**
Co-existence of various Chinese brands and international brands; more renowned brands and large single products emerge with increasing brand value
- 5 Premiumisation**
Gradual increase in price gradient and category value returns, and breakthrough in price ceiling
- 6 Product Diversification**
Expand into other alcoholic beverage categories while deeply cultivating core business
- 7 CR5 Competition**
Stable competitive landscape with high concentration of 92% market share in the hands of the top 5 players
- 8 Together We Build a Community with Shared Interest**
All parties across the industry chain shall work together to achieve mutual benefit and develop a sustainable industry order with shared prosperity

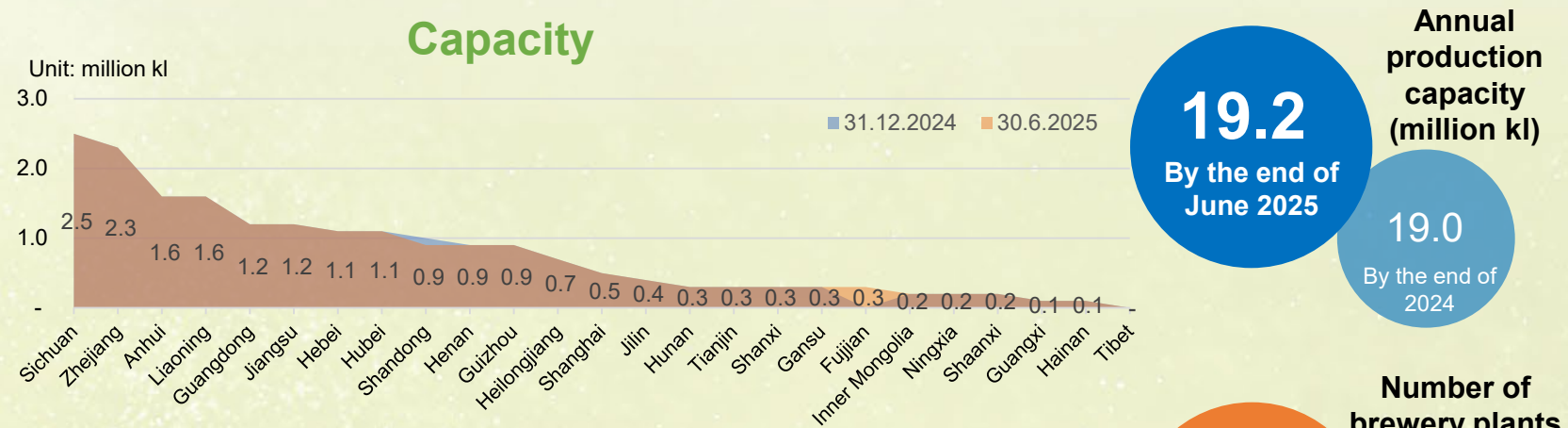




Improve Cost Efficiency via Various Measures

Concentrated capacity and advantageous procurement scale

Capacity



19.2
By the end of June 2025

Annual production capacity (million kl)

19.0
By the end of 2024

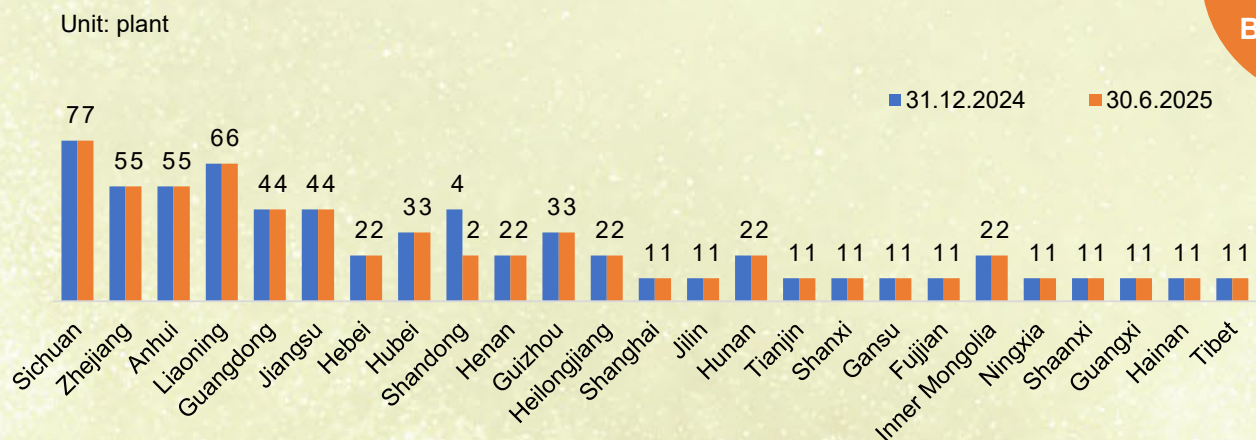
Number of brewery plants in China

60*
By the end of June 2025

62*
By the end of 2023

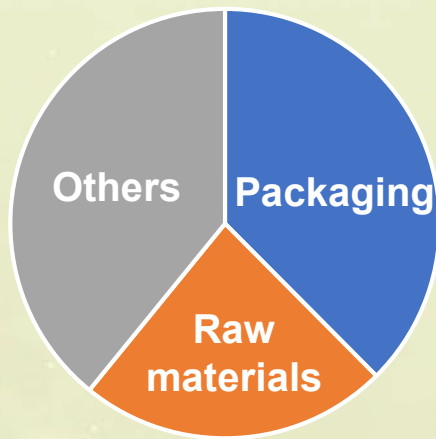
* Excluding the breweries that ceased operation and those that management decided to close

Number of plants



Production cost structure

1H 2025



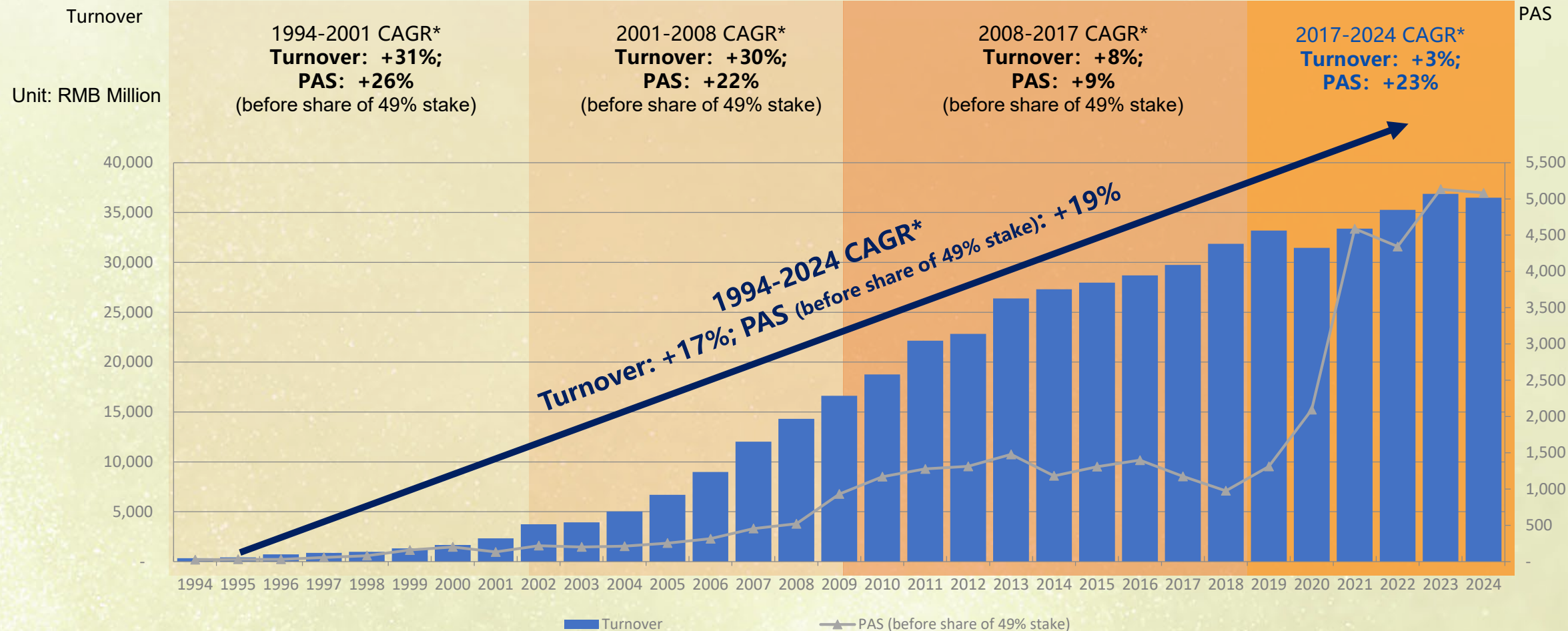
1H 2024





Premiumisation Strategy Achieves Major Success

Profit margin of beer business achieved phased and significant growth



* CAGR: Compound Annual Growth Rate



Join Hands to Expand China's Premium Beer Market

Sales volume of Heineken® increased by over 20% y-o-y in 1H

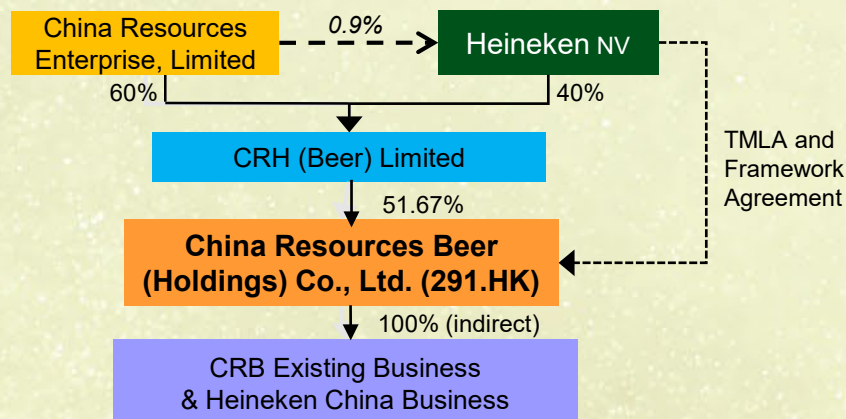


- China's leading beer enterprise
- Comprehensive brand portfolio covering various age groups and price segments
- Successful experience in creating large single brand
- Beer production capacity covers the nation with the best distribution network
- Deep understanding of China's beer market
- Strong supports from China Resources Group



- Established in 1864, famous brand with a long history
- Heineken® is one of the most recognised international beer brands in China
- The 2nd largest brewer in the world that distributes products to over 190 countries
- Extensive brewing experience in premium beer and cider
- Long-term investment in brand building with a brand image deeply tied to various sport events
- Exclusively owns the only brewery in Hainan Province

Structure



Targets



To establish premium attributes of international brands in China



To gain an influential position for Heineken® in the market segment of RMB12-15



Portfolio of “Domestic Brands + International Brands” to achieve a relatively high market share in the overall premium beer market in China



Digital Upgrade

Reduce costs and increase efficiency, and explore new growth drivers of businesses by data empowerment

Construct a procurement mall, synchronise the control of procurement and financial management, and assist business decision-making through digital tools

Smart Procurement

Deepen the construction of operation digitalisation system to realise the digital management of supply chain business execution; promote the digitalised closed-loop management of the supply chain business from planning to execution

Supply chains control tower

Deepen the financial sharing operation, strengthen the ability to analyse and apply financial and human resources business data, and enhance the management level and efficiency by empowering the business management through data, as well as empowering the baijiu project company through the shared ability

Shared Operation

Intelligent Manufacturing

Accelerate the landing of blueprint of intelligent manufacturing, construct intelligent factory, and build a production operation command center; promote the synergy between the environmental safety monitoring system and the industrial internet platform, and improve the equipment, spare parts management and system connectivity

Digital Marketing

Optimise and enhance the CRM system to support terminal stores to be "always new"; optimise the marketing expense management system to set up an expense early warning and evaluation system; optimise the applet, data analysis and consumer data platform to assist marketing activities and brand premiumisation

Baijiu +

Taking into account the current situation of the project company and the experience in beer business, the strategy is to first establish functional management capabilities and the digitalisation of business foundations, and then combine it with the development strategy and gradually improve the front-office business applications. Focus on production and functional areas to accelerate empowerment and improve system coverage, implement the establishment of supply chain finance, code and middle platform system

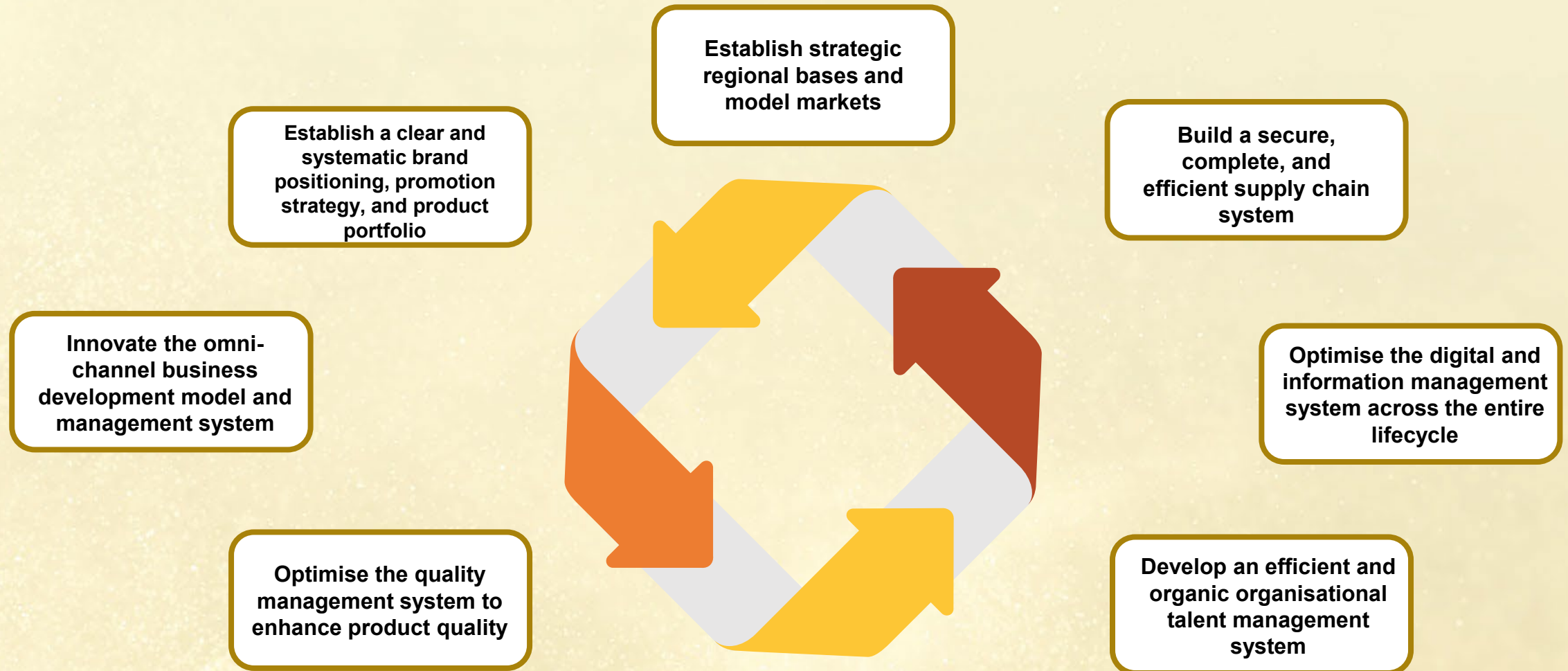
To Become an Explorer of the New World of the Baijiu Industry





To Become an Explorer of the New World of the Baijiu Industry

7 key business strategies driving high-quality development





To Become an Explorer of the New World of the Baijiu Industry

Establish a single brand matrix

Create a "1" premium and leading baijiu brand nationwide



Create a "1" brand in the national mid-low range



Create "N" valuable regional brands





Major Awards

Organiser	Awards / Recognition	Details
Extel	2025 Asia Executive Team	<ul style="list-style-type: none">• Most Honored Company (Consumer Staples Sector)• Best CEO (Consumer Staples Sector)• Best CFO (Consumer Staples Sector)• Best Investor Relations Professional (Consumer Staples Sector)• Best Investor Relations Team (Consumer Staples Sector)• Best Investor Relations Program (Consumer Staples Sector)• Best ESG Program (Consumer Staples Sector)• Best Company Board (Consumer Staples Sector) <div>China Resources Beer MOST HONORED COMPANY 2025 All-Asia Executive Team </div>
Hong Kong Investor Relations Association	HKIRA 11th Investor Relations Awards	<ul style="list-style-type: none">• Overall Best IR Company Awards - Large Cap• Grand ESG Award - Large Cap• Best IR by Chairman/CEO - Large Cap• Best IR by CFO - Large Cap• Best IRO (Investor Relations Officer) - Large Cap• Best IR Company - Large Cap• Best IR Team - Large Cap• Best ESG (E) - Large Cap• Best ESG (S) - Large Cap• Best ESG (G) - Large Cap• Best Investor Meeting - Large Cap• Best Investor Presentation Material - Large Cap• Best Annual Report - Large Cap <div> IR Awards </div>



Major Awards (Cont'd)

Organiser	Awards / Recognition	Details
Corporate Governance Asia	Asian Excellence Award 2025	<ul style="list-style-type: none">• Asia's Best CEO (Investor Relations)• Asia's Best CFO (Investor Relations)• Best Investor Relations Professional• Best Investor Relations Company• Best Environmental Responsibility• Best Corporate Communications 
Forbes	Global 2000	<ul style="list-style-type: none">• Ranked 1969th
RoadshowChina and Excellence IR	8th China IR Awards	<ul style="list-style-type: none">• Best Roadshow China Award• Best ESG Award



Major Awards (Cont'd)

Organiser	Awards / Recognition	Details
The Hong Kong Institute of Directors	The HKIoD Award Series for Director Excellence 2024	<ul style="list-style-type: none">Directors Of The Year Awards (Listed Companies Boards)Climate Governance Awards (Listed Companies Boards)  
The Chamber of Hong Kong Listed Companies (CHKLC) and the Centre for Corporate Governance and Financial Policy, Hong Kong Baptist University (CCGFP)	The Hong Kong Corporate Governance and ESG Excellence Awards 2024	<ul style="list-style-type: none">Award of Excellence in ESG (Hang Seng Index Constituent Companies) 
Institutional Investor	2024 Asia Executive Team	<ul style="list-style-type: none">Most Honored Company (Consumer Staples Sector)Best CEO (Consumer Staples Sector)Best CFO (Consumer Staples Sector)Best Investor Relations Professional (Consumer Staples Sector)Best Investor Relations Team (Consumer Staples Sector)Best Investor Relations Program (Consumer Staples Sector)Best ESG Program (Consumer Staples Sector)Best Company Board (Consumer Staples Sector) 
IR Magazine	IR Magazine Awards - Greater China 2024	<ul style="list-style-type: none">Best Overall Investor Relations (Large Cap)Best in Sector: Consumer StaplesBest International IR 



Major Awards (Cont'd)

Organiser	Awards / Recognition	Details
Hong Kong Investor Relations Association	HKIRA 10th Investor Relations Awards	<ul style="list-style-type: none"> Overall Best IR Company Awards - Large Cap Grand ESG Award - Large Cap Best IR by Chairman/CEO - Large Cap Best IR by CFO - Large Cap Best IRO (Investor Relations Officer) - Large Cap Best IR Company - Large Cap Best IR Team - Large Cap Best ESG (E) - Large Cap Best ESG (S) - Large Cap Best ESG (G) - Large Cap Best Investor Meeting - Large Cap Best Investor Presentation Material - Large Cap Best Annual Report - Large Cap 
Corporate Governance Asia	Asian Excellence Award 2024	<ul style="list-style-type: none"> Asia's Best CEO (Investor Relations) Asia's Best CFO (Investor Relations) Best Investor Relations Company Best Corporate Communications Best Investor Relations Professional 
Forbes	Global 2000	<ul style="list-style-type: none"> Ranked 1580th
KPMG	The Second KPMG ESG 50 Awards•2024	<ul style="list-style-type: none"> Green Low-Carbon Pioneers Award
Master Insight and Hang Seng University of Hong Kong	3rd ESG Awards	<ul style="list-style-type: none"> ESG Disclosure Award
Ming Pao	ESG Award 2024	<ul style="list-style-type: none"> Outstanding ESG Corporate Award - Listed Company (Brewing) 



Major Awards (Cont'd)

Organiser	Awards / Recognition	Details
am730	ESG Green Development & Carbon Neutrality Awards 2023	<ul style="list-style-type: none">Outstanding Sustainable Enterprise Award - Listed Company (Beverage) 
TVB	Environment, Social and Governance Awards 2024	<ul style="list-style-type: none">ESG Special Recognition Award
National Business Daily	2024 The 9th Golden Goblet Awards of China Liquor Industry	<ul style="list-style-type: none">ESG Pioneer Awards of the Year for Listed Companies in China's Liquor Industry
National Business Daily	The Reputation List of Listed Companies 2024	<ul style="list-style-type: none">Most Growing Listed Company in Consumer Goods Sector
National Business Daily, Shenzhen Economic Daily and Tsinghua SEM China Business Research Center	The 8th China Listed Company Brand Value	<ul style="list-style-type: none">Overall Top 100Grater Bay Area Top 100
Yazhou Zhoukan	36th Anniversary and Awards Presentation Ceremony	<ul style="list-style-type: none">2023 Asia Excellence Brand Award2022-2023 ESG Award
Metro Finance	GBA ESG Achievement Awards 2024	<ul style="list-style-type: none">GBA ESG Achievement Awards 2024Outstanding Social Sustainable Development AwardsOutstanding Green Sustainable Development AwardsOutstanding Corporate Governance Awards 
Capital	Environmental Social and Governance Awards 2024	<ul style="list-style-type: none">Environmental Social and Governance Awards



Major Awards (Cont'd)

Organiser	Awards / Recognition	Details
The Hong Kong Institute of Financial Analysts and Professional Commentators Limited	Outstanding Listed Companies Award 2024	<ul style="list-style-type: none">Outstanding Listed Companies Award 
The Greater Bay Area Association of Listed Companies	GBA Listed Companies ESG Green Achievement Awards	<ul style="list-style-type: none">Value Champion Award
am730, PR Asia and IFENG HK STOCKS	Listed Company Excellence Awards 2024	<ul style="list-style-type: none">Listed Company Excellence Awards
Hong Kong Commercial Daily, PR Asia and Think ESG	The Outstanding Award of ESG 2024	<ul style="list-style-type: none">The Outstanding Award of ESG 
League of American Communications Professionals LLC (LACP)	2023 Vision Awards Annual Report Competition	<ul style="list-style-type: none">Top 50 Chinese Reports of 2023Excellence within industry: GoldTechnical Achievement Award 
Hong Kong Commercial Times	HKCT Business Awards 2024	<ul style="list-style-type: none">Most Outstanding Alcoholic Beverages Manufacturing and Distribution Business of the Year 
The Hong Kong Council of Social Service	Caring Company Scheme 2023/24	<ul style="list-style-type: none">Certificate for the Caring Company Logo Award 

Tomorrow Will Be Better





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