



华润啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited



2016

华润啤酒(控股)有限公司
China Resources Beer (Holdings) Company Limited

企业社会责任报告

Corporate Social Responsibility Report

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报告编制说明 About This Report

报告目的 Purpose

本报告为以华润啤酒名义正式发布的首份企业社会责任报告。报告旨在就公司实践和绩效与利益相关方进行坦诚沟通，系统回应利益相关方关注的重要问题。

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.

报告发布周期 Reporting Cycle

本报告为年度报告。

This report is an annual report.

报告范围 Scope

报告披露华润啤酒履行经济、社会和环境方面责任的信息。

时间跨度以2016年度为主，适当追溯一些重要年份。

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.

报告数据说明 Description of Report Data

本报告财务数据来自公司2016年度财务报告。华润啤酒于2015年9月剥离其他非啤酒业务，并在2016年10月完成对华润雪花啤酒股权的收购。部分历史数据根据会计准则变更进行追溯重述。本报告数据如与财务报告不一致，以财务报告数据为准。报告中如无特别说明，所有金额均以人民币表示。

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.

编写依据 Basis of Preparation

本报告撰写参照国际标准化组织社会责任国际标准ISO26000，中国社会科学院《中国企业社会责任报告编制指南(CASS-CSR3.0)》，全球报告倡议组织(Global Reporting Initiative, GRI)可持续发展报告指南(G4)，《华润企业公民建设指引》和《华润集团社会责任管理办法》。

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.

称谓说明 Description of Short Names

为方便表述，华润啤酒(控股)有限公司在报告中简称“华润啤酒”、“公司”或“我们”；华润雪花啤酒有限公司简称“华润雪花啤酒”。

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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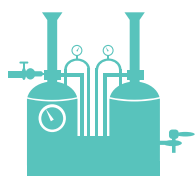
03

领导寄语

Message from
the Chairman



Breweries



啤酒厂

98 间

98 breweries

Annual production capacity



年产能

2,200 万千升

22,000,000 kiloliters

Comprehensive operating income



综合营业收入

人民币286.94亿元

RMB28.694 billion

Total dividend



派息总额每股

人民币0.08元

RMB0.08 per share

2016年是本集团发展的重要一年。

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

这一年我们与Anheuser-Busch InBev SA/NV达成协议，以16亿美元购入SABMiller Asia Limited持有华润雪花啤酒的49%股权，成功实现对华润雪花啤酒的全资控股，战略转型为专注于啤酒业务的领导企业。

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.

与此同时，我们亦持续深化发展战略。通过优化产品组合、落实因地制宜的销售策略、密切与分销商的关系、加强品牌推广等措施，提升产品毛利和销售费用效益、扩大市场占有率、牢固全国市场领先地位，为股东创造具有吸引力的稳定回报。2016年，公司在中国内地经营98间啤酒厂房，年产能约2,200万千升；综合营业额突破人民币286.94亿元，较2015年增长2.6%；税后溢利较2015年上升6.8%，派息总额每股人民币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.

我们相信，公司的持续发展并不止于营运业绩上的优异成绩，更需要携手利益相关方，创造更多综合价值。我们坚持超越不止，不断完善公司治理机制，全力打造优质的董事会，提升董事会的管治力；加强风险管控，全面推进合规经营，降低企业运营风险；完善信息披露机制，客观、公正、全面地披露公司营运信息，保障股东利益。

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.

我们坚持“第一酿造”，将“工匠精神”融入到啤酒酿造与客户服务的全过程，致力于为客户提供最优质的啤酒与服务，为客户带来美好生活品质。

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.

我们坚持挑战自我，积极推动环保技术革新，主动践行绿色发展理念，建设循环经济产业园，为推进生态文明建设、减缓全球气候变化贡献我们的力量。2016年，我们的“啤酒二氧化碳高效、优质回收与利用及示范”项目是唯一一个获得中国酒业协会颁发的科学技术进步奖一等奖项目，这项技术为啤酒企业在二氧化碳减排方面作出了参考示范。

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.

我们坚持共同创造，与供应商、经销商平等互利，携手共创未来；坚持公平竞争，助推行业有序发展；密切与政府、银行、媒体等各方伙伴关系，实现合作共赢。

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.

我们坚持平等雇佣，全力保障员工权益，重视人才队伍建设，让员工感受到企业的活力与发展前景，助力员工实现自我价值。

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.

我们坚持社企协力，积极推进社区发展，参与社会公益事业，努力扶贫助困，缩小地区发展差距，促进全面建成小康社会。

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年还有许多值得铭记和书写的时刻：雪花大学生勇闯天涯挑战未登峰活动成功举办，吸引全国过百万名大学生参加；在中国评级机构发布的《2016年度中国品牌力指数(C-BPI)》中，“雪花 Snow”连续3年位居啤酒品牌排行榜首位；连续8年成功举办中国古建筑摄影大赛、共吸引超过470万人参与；在世界品牌实验室发布的《2016年中国500最具价值品牌》的排行榜中，“雪花 Snow”名列第28位；荣获《镜报》颁发杰出企业社会责任奖。

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.

与您携手，共筑未来。作为中国领先的啤酒生产商，我们将一如既往地发挥专业优势，切实履行经济、社会、环境责任。我们期待与消费者、股东、员工和商业伙伴携手同行，一起引领商业进步，共同筑就美好未来。

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.

谢谢各位！
Thank you!

主席：陈朗
Chairman: Chen Lang

05

奖项荣誉

Awards and
Recognition



“

荣获《镜报》第五届杰出
企业社会责任奖

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

“

荣获《资本杂志》
2015年
企业社会责任大奖

Being awarded the Corporate Social
Responsibility Awards 2015 of CAPITAL

“

荣获《亚洲企业管治》杂志
2016年度亚洲
卓越表现表扬大奖

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

“

入选《亚洲周刊》杂志
全球华商1000排行榜,荣获
2015年最大
综合企业大奖

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

”

”



荣获美国传媒专业联盟2015Vision年报比赛消费品组别金奖

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



荣获MerComm, Inc.国际ARC年报大奖，包括啤酒／葡萄酒／烈酒组别：印刷及制作金奖、内页设计银奖

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

荣获《财资》杂志2016年度卓越企业管治、社会责任及投资者关系白金奖

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



中国品牌评级机构Chnbrand发布“2016年中国顾客满意度指数(C-CSI)”品牌排名，“雪花 Snow”被评为“啤酒行业第一品牌”

“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



荣获香港董事学会2016年度杰出董事奖

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

荣获2016年度香港股票分析师协会上市公司大奖

Being awarded the IFAPC Outstanding Listed Company Award



在《财富中国》杂志中国500强企业中，名列194位

Ranking 194th in Fortune China 500 of Fortune China

在2016年世界品牌实验室《中国500最具价值品牌》的排名中，以1,099.68亿元位列第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《机构投资者》杂志2016年亚洲公司管理团队调查中，获评亚洲最受尊敬企业之一

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

07

数读 华润啤酒

Figures of
CR Beer



超越不止

Beyond Limitations

资产总额

人民币
426.30亿元

Total assets of RMB42.630 billion

营业收入

人民币
286.94亿元

Revenue of RMB28.694 billion

除税前
溢利总额

人民币
17.39亿元

Total profit before taxation of
RMB1.739 billion

第一酿造

No.1 in Brewing

产品质量合格率

100%

Pass rate of 100% in the product quality test

国家监督检查
抽查合格率

100%

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

安全生产投入

人民币

5,529 万元

Production safety expenses of RMB55.29 million

科技或研发投入

人民币

39,800 万元

Technology or R&D expenses of RMB398 million

挑战自我

Challenge Ourselves

环保总投资

人民币

11,965 万元

Total environmental protection investment of RMB119.65 million

单位产品综合
能耗同比

下降 12.3%

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

活力无限

Unparalleled Energy

员工人数

58,200 人

58,200 employees

劳动合同签订率

100%

100% coverage of labor contracts



社会保险覆盖率

100%

100% coverage of social insurance

共创未来

Create the Future Together

培养战略供应商

39 家

Developed strategic relationship with 39 suppliers

勇闯天涯

Brave the World

实际缴纳税金总额

7.69 人民币
亿元

Total actual tax paid of RMB769 million

慈善公益支出

0.03 人民币
亿元

Charitable donations of RMB3 million

09

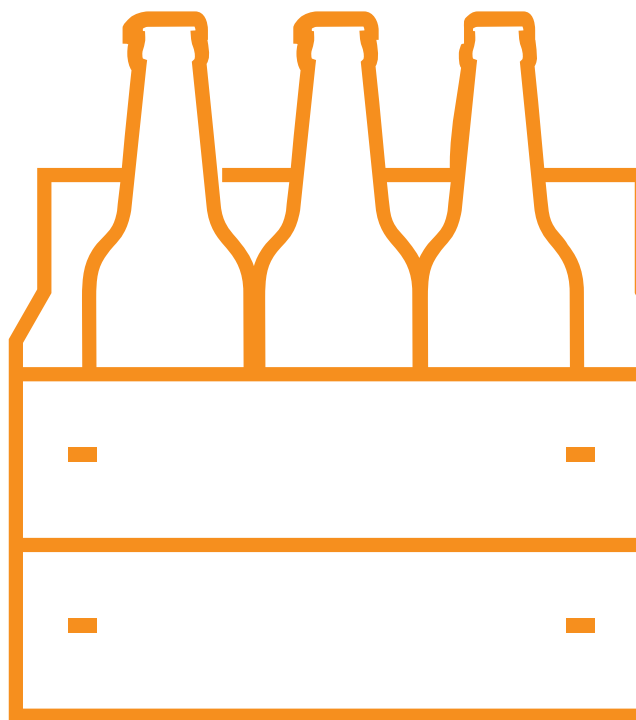
一起畅享

Enjoy Together

华润啤酒

通过“雪花 Snow”啤酒品牌，以创新差异化品牌策略，推出中档雪花勇闯天涯、高档雪花纯生、超高档雪花脸谱等不同档次产品，让消费者在不同场所下，都可以体验和享受“雪花 Snow”啤酒产品。

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”.





雪花勇闯天涯

是华润啤酒的中档系列啤酒，围绕“勇闯天涯”，宣扬“进取、挑战、创新”的精神内涵。

“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”.



雪花纯生

是华润啤酒的高档啤酒系列，以“匠心营造”作为核心理念，借助中国经典文化为载体，旨在诠释专注、执着、追求极致的匠人精神。

“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.



雪花脸谱

是华润啤酒的超高档啤酒系列，打造“花脸+花旦”的独特产品，呈现高端时尚生活方式与中国传统文化的完美结合。

“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.

11

责任专题

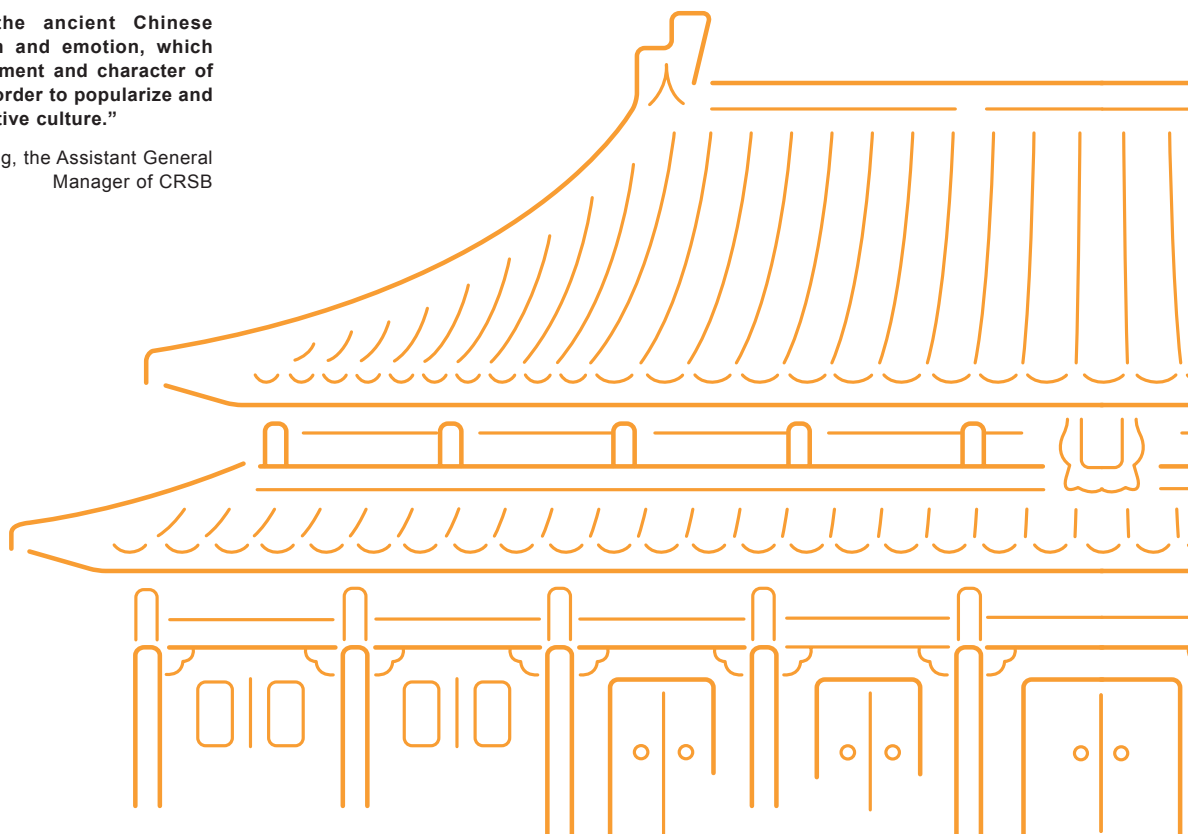
Responsibility Themes

“用智慧和情感展示中国古建筑、展现中国原生文化的精神、气质和性格，并把这种中国经典原生文化普及并传承下去。”

—— 华润雪花啤酒助理总经理曾申平

“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

中华优秀传统文化，积淀着中华民族最深沉的精神追求，代表着中华民族独特的精神标识。中国古建筑艺术是世界上延续历史最长、分布地域最广、风格鲜明的独特建筑艺术体系。我们希望通过资助“中国古代建筑知识普及与传承系列丛书”出版、举办古建筑摄影大赛活动，推动中国传统建筑走出尘封历史，以更新更鲜活的形象走进大众，促进中国传统文化的传播。激励我们传承古代“工匠精神”，以精雕细琢态度实现“第一酿造”，生产出最适合国人体的最优啤酒；以精益求精的精神为客户提供最优服务，不断超越客户的需求。

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年古建保护公益路

Protection of Ancient Architecture over the Past Nine Years

2008年，我们开始联合清华大学建筑历史与文物建筑保护研究所，合作开展“普及与传承——中国古建筑研究与传播合作项目”，开启中国古建筑保护的公益之路。自2009年到2016年，我们以中国古建筑为拍摄主体，连续举办八届中国古建筑摄影大赛，吸引超过470万人参加，累计收到超过890万幅作品，使中国古建筑摄影大赛已成为中国规模最大、影响广的摄影赛事之一。

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.



890万幅作品

8.9 million entries



2009年

举办首届“雪花纯生·匠心营造·古建摄影大赛”。

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

一等奖：《冬日的故宫组照》赵凯 First Prize: Photos of the Forbidden City in Winter by Zhao Kai

《北京五书》(含《北京紫禁城》《北京颐和园》《北京天坛》《北京四合院》《北京古建筑地图(上)》)出版发行，被国家新闻出版署列为“经典中国国际出版工程”。

Five Books on Ancient Architecture in Beijing (《北京五书》), including The Forbidden City (《北京紫禁城》), Summer Palace (《北京颐和园》), Temple of Heaven (《北京天坛》), Beijing Courtyards (《北京四合院》) and the Historical Architectural Map of Beijing (Volume 1) (《北京古建筑地图(上)》), were published and entered the list of "China Classics International" of the State Administration of Press and Publication.



2010年

举办第二届“雪花纯生·匠心营造·古建摄影大赛”。

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

特等奖：《老屋组照》周冰 Special Prize: Photos of Old House by Zhou Bing

《民居五书》(含《北方民居》《浙江民居》《福建民居》《赣粤民居》《西南民居》)出版发行，被评为“全国文化遗产最佳普及图书”。

The Chinese Vernacular House series (《民居五书》), 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 (《赣粤民居》) and Southwest Residential Buildings (《西南民居》), were published and rated as "The Best Books for Popularization of National Cultural Heritage".



2011年

举办第三届“雪花纯生·匠心营造·古建摄影大赛”，吸引160万人参与、征集参赛作品超过18万幅。

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.

《无梦到徽州》唐民皓、《古往今来》万均富 Never Dreaming of Huizhou by Tang Minhao, and From Ancient to Modern Times by Wan Junfu

《装饰五书》(含《千门之美》《户牖之花》《雕梁画栋》《砖雕石刻》《装饰之道》)出版发行, 授权台湾地区出版繁体字版本。

The Chinese Ancient Architecture Decoration series (《装饰五书》), including the Beauty of Gates (《千门之美》), the Patterns of Doors and Windows (《户牖之花》), the Carved Beams and Painted Rafters (《雕梁画栋》), the Brick and Stone Carvings (《砖雕石刻》) and the Philosophy of Decoration (《装饰之道》), were published. Such books were licensed to be published in traditional Chinese version in Taiwan.



2012年

举办第四届“雪花纯生·匠心营造·古建摄影大赛”。

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

《古都五书》(含《古都北京》《古都洛阳》《古都西安》《古都南京》《装饰之道》)出版发行, 后荣获中国大学出版社图书奖优秀、被列为“经典中国国际出版工程”。

The Five Books on Ancient Capitals (《古都五书》), including the Ancient Capital, Beijing (《古都北京》), the Ancient Capital, Luoyang (《古都洛阳》), the Ancient Capital, Xi'an (《古都西安》), the Ancient Capital, Nanjing (《古都南京》) and the Philosophy of Decoration (《装饰之道》), were published. The books were then awarded the outstanding book award of China University Presses and entered the list of “China Classics International”.



2013年

首次冠以“寻踪营造学社之路”主题, 希望通过更具体的古建元素, 唤起社会各界对传统古建筑的保护意识。

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.

《园林五书》(含《北方私家园林》、《岭南私家园林》、《中国皇家园林》、《江南私家园林》、《闽台私家园林》)。

The Five Books on Gardens (《园林五书》), including Northern Private Garden (《北方私家园林》), The Private Garden of Lingnan (《岭南私家园林》), Royal Gardens in China (《中国皇家园林》), Private Gardens in the South of the Yangtze River (《江南私家园林》) and Private Gardens in Fujian and Taiwan (《闽台私家园林》), were published.



2014年

古建摄影大赛冠以“光影园林”主题, 吸引了来自全国及海外近136万人参赛, 征集作品238万余幅。

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

古建摄影大赛冠以“斗拱”主题, 共向78名摄影师颁发“古建·传承奖”与“匠心营造·斗拱奖”; 与清华大学合作出版第六套“中国古代建筑知识普及与传承系列丛书”——《中国古代建筑地图(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·传承奖)” and “Ingenuity in Craft · Dougong Award (匠心营造·斗拱奖)” 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) (《中国古代建筑地图(第一套)》).





2016年

古建摄影大赛冠以“户牖”主题，共收到来自全球112万名摄影爱好者的221万幅投稿作品，其中“户牖”类作品量更是高达82万幅。

In 2016, the theme for the photo competition on ancient buildings was “Huyou (户牖)”. 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.

与清华大学建筑学院合作出版第二套《古建筑地图》系列图书、第七套“古代建筑知识普及与传承系列图书”。

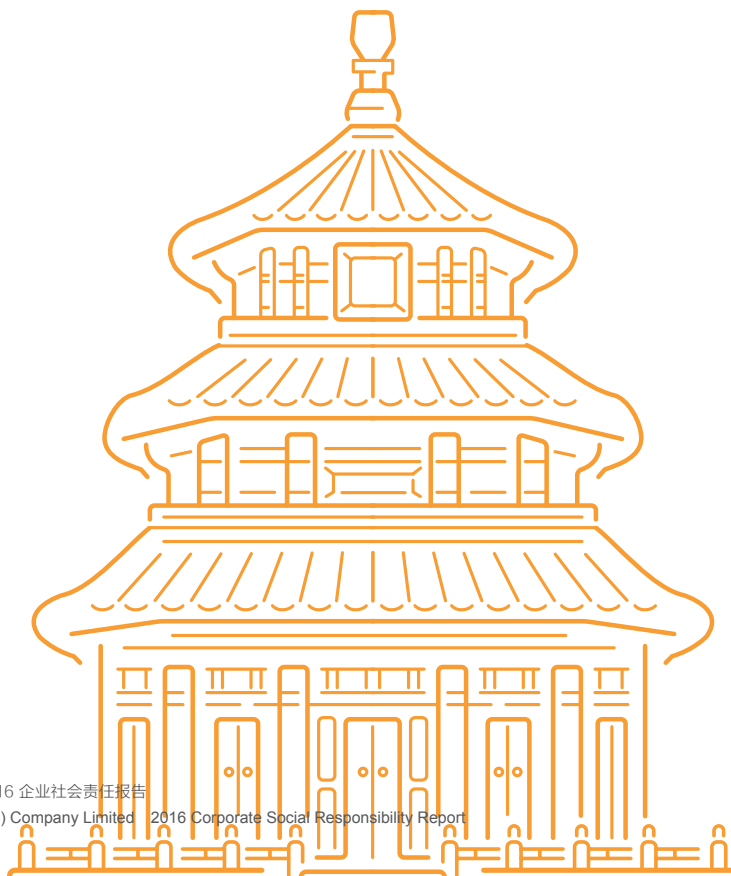
We worked with the School of Architecture of Tsinghua University to co-publish the Map of the Ancient Architecture (《古建筑地图》) in its second series, which was also the seventh series of the “Traditional Chinese Architecture Series”.



意义 Significance

我们将古建筑的美、古建筑所体现的“匠心营造”以多种形式展现在公众面前，推动古建筑的普及与传承，让大众看到中国文化之本，让世界看到中国文化的博大精深。将“匠心营造”融入到啤酒酿造中，打造“匠心营造”雪花啤酒的品牌，推动“匠心营造”融入华润啤酒人的血液里，推动“匠心营造”的精神成为行业与全社会倡导的共同追求。

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

不断超越股东期待

Keeping on exceeding shareholders' expectations

啤酒强国梦——华润啤酒成功收购华润雪花啤酒49%股份

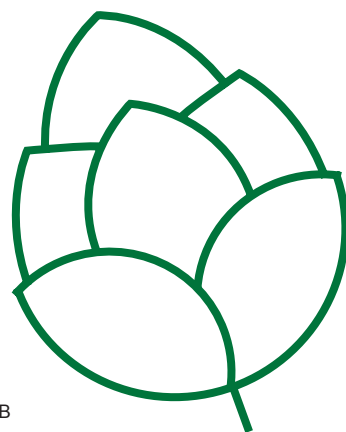
Dream of Becoming a Great Country of Beer Brewing— CR Beer's successful acquisition of 49% stake in CRSB

Why

“收购华润雪花啤酒”起源
the Origin of the “Acquisition of CRSB”

啤酒是非常受欢迎的一类酒精饮料，是人们生活与社交不可或缺的生活消费品。中国是啤酒大国，但中国啤酒品牌在国际上的影响力与其产量不相匹配。我们努力酿造出适合国人、最优质的啤酒，推动中国成为啤酒酿造强国，助力中华民族伟大复兴。

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.





有关进行供股的媒体发布会
Press conference about rights issue

WHAT

“收购华润雪花啤酒49%股份”概述 the Overview of the “Acquisition of 49% stake in CRSB”

2016年10月，我们抓住Anheuser-Busch InBev SA/NV（简称“ABI”）与SABMiller plc全球整合的契机，在原来持有华润雪花啤酒51%的股权的基础上，完成收购49%华润雪花啤酒股权，成功实现全资控股，为股东缔造更高价值。

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

“收购华润雪花啤酒49%股份”过程 the Process of the “Acquisition of 49% stake in CRSB”

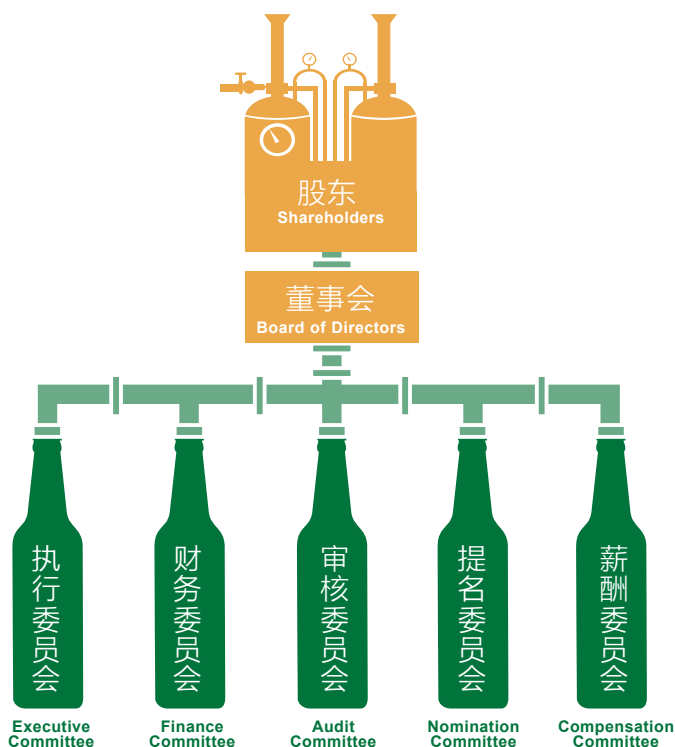
2016年3月，华润啤酒宣布与ABI达成协议，以16亿美元购入SABMiller Asia Limited持有华润雪花啤酒的49%股权。消息公布当日，华润啤酒股价较上一个交易日收市价最高升幅接近35%。2016年7月，资本市场在经历英国脱欧后对华润啤酒收购仍然反应良好。华润啤酒按每股港币11.73元进行供股集资，该供股股份最终获得超额认购，成功筹集超过港币95亿元的资金，供股股份于同年8月在香港联合交易所有限公司开始买卖。2016年10月，华润啤酒完成收购，取得华润雪花啤酒的完整所有权，以确保中国发展策略有效实施。

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.

不断完善企业管治 Constantly improving corporate governance

良好稳固的管治架构是实现企业基业长青、提升股东价值的重要基础。我们持续推进优质董事会建设、重视内部监控及风险管理，不断增强公司运营透明度与社会沟通能力。

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.



企业管治 Corporate governance

企业管治机制 Corporate governance mechanism

我们采纳“企业管治常规守则”，其内容几乎包括香港联合交易所有限公司证券上市规则附录十四“企业管治守则”的所有守则条文，包括守则条文的实施细则以及若干适用的建议最佳常规，制定符合公司发展的规则和制度，优化股东大会决策方式和决策机制，明确决策、执行、监督等方面的职责权限，形成有效的职责分工和制衡机制。

董事会代表公司股东管理公司事务，主要的委员会包括执行委员会、财务委员会、审核委员会、提名委员会和薪酬委员会等委员会，执行公司特定职能。

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.

企业管治文化

Corporate governance culture

我们坚持依法治企、诚信经营，通过不断完善企业管治结构、业务发展与管理创新，建立有效的风险管理体系及投资者沟通机制，切实履行好经济责任，全力保障股东权益。

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.

上市公司董事会管治

Governance of the Board of listing company

董事会秉承公司核心价值观，以符合企业操守、可持续发展及重视效益的态度制定公司策略方针，严格执行企业管治实务，致力提高透明度及董事问责性，确保公司施行适当的政策及营运方式。

2016年，公司董事会共有10名董事，包括3名执行董事、2名非执行董事及5名独立非执行董事，独立非执行董事人数占整体董事会人数的一半，远超过香港上市规则规定要求。我们的独立非执行董事由不同界别的资深和知名的公众人士组成，分别来自会计界、律师界、商界及政府官员等。2016年，公司董事会共召开14次董事会议，并再次获得由香港董事学会颁发的“2016年度杰出董事奖”。

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.

董事会10名董事

10 Directors of the Board



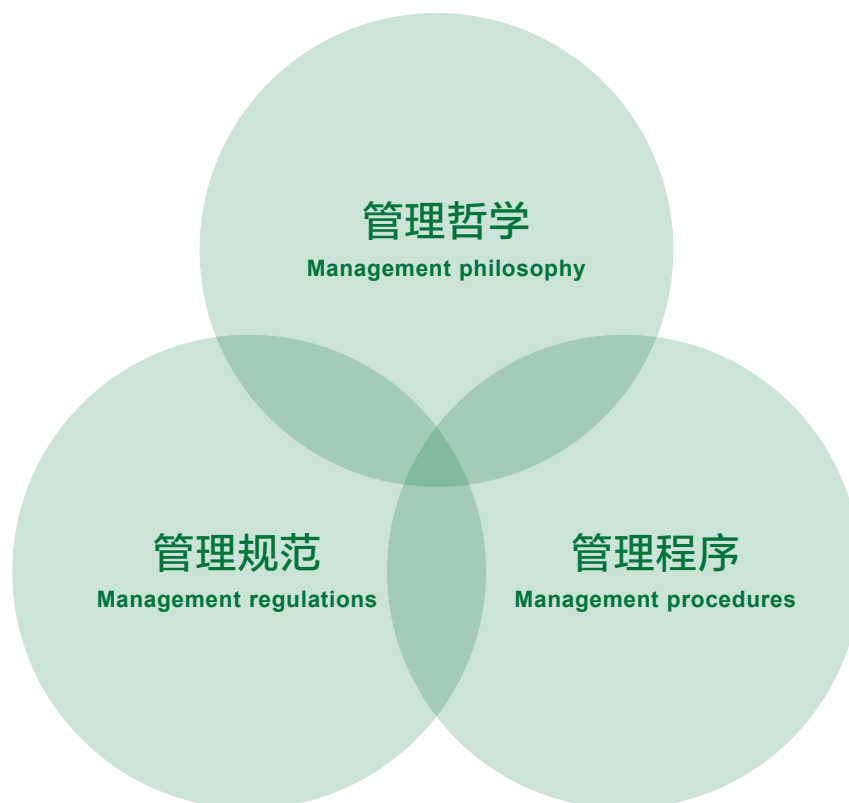
“华润啤酒的董事具备多元化的经验和技能。独立非执行董事以出众的企业管治知识为董事会提供意见，董事会亦细心聆听和跟进这些意见。董事会又担任企业管治的领导角色，华润啤酒过去2年的成功转型，董事会的引领功不可抹。董事会致力实践优秀企业管治，获奖实至名归。”

——香港董事学会评审团

“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

风险管理机制 Risk management mechanism



管理哲学 Management philosophy

风险管理是企业管治不可或缺的一部分，我们注重构建有效且有效率的风险管理体系，减少发生风险的可能性和影响，严格贯彻落实“三重一大”决策制度，坚持重大问题决策、重要干部任免、重大项目投资决策和大额资金使用的集体讨论、决策。

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.

管理规范 Management regulations

我们持续完善风险管理各项规范，提升公司抗风险水平，制定并持续执行财务管理制度，加强公司财务规范和流程管控；我们颁布了派息管理办法，明确派息管理职责，维护并提升公司价值；建立汇率风险防控指引、风险预警指标及日常监控机制、完善汇率风险分析模型并每季度发布《人民币汇率风险专题分析报告》，有效规避中长期汇率走向不确定的风险。

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

我们透过建立适应公司业务发展及营运的企业风险管理程序，辨别、分析和减低各种风险，保障股东价值。

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：识别风险 Step I: Risk identifications

我们把识别并评估公司风险纳入业务规划，于每年底，公司对各业务单元的业务及经营领域潜在风险进行检讨，定位、分析、评估发生风险的可能性及影响，年初各业务单元进行业务规划检讨时，向公司汇报所认定的风险，并阐释风险的性质及建议风险管理策略。各业务单元亦制定有定期汇报机制，以促使持续进行风险识别和汇报。

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、评估及减缓风险 Step II: Risk analysis, evaluation and mitigation

识别风险后，指定的风险责任人需负责分析发生风险事件的可能性及潜在影响。发生机会较高及带来较严重负面后果的风险，将获优先处理。风险责任人随后设计减低风险的合适程序，并执行相关行动。在设计行动方案时，会同时考虑执行成本，而在执行过程中，我们强调风险与利益的平衡，确保业务长远稳定的发展。

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：风险监控及绩效评估 Step III: Risk monitoring and performance evaluation

完成风险的识别、分析、评估及减缓程序后，公司各业务单元透过定期汇报机制汇报评估结果。为防范同一风险重复发生，我们亦将预防措施及可提高营运效率的程序纳入风险管理及内部监控制度。审计部门亦需对风险管理及内控系统进行独立检讨，而管理层则负责确保在合理的时期采取适当的行动，以纠正及控制审核报告中所提及的问题。

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

华润雪花啤酒的销售费用风险治理及内控评价项目

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

针对销售费用，华润雪花啤酒开展实施风险治理及内控评价项目，旨在监督和评价包括销售政策管理、渠道管理、终端管理、营运管理、费用核算管理、产品管理、市场推广等业务流程上管理缺陷和存在的风险，根据评估结果制定整改及风险应对措施，完善内控、降低风险。

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.

股东沟通

Communications with shareholders

我们切实保障股东的知情权，积极执行与股东及投资界有效而多渠道的沟通机制，公正、客观、全面地向投资界披露公司重大战略决策、运营表现及重大业务发展情况，便于股东评估公司的营运及表现，持续增强股东对公司的信赖与信心。

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.



华润啤酒召开投资者简报会
Analyst briefing to investors of CR Beer

- 年报及中期报告
Annual and interim reports
- 企业社会责任报告
Corporate social responsibility reports
- 根据香港《上市规则》及法例规定须予披露的资料
Information required to be disclosed under the Hong Kong Listing Rules and the laws
- 回应监管机构的报告
Reports to regulatory authorities
- 股东周年大会
Annual general meetings
- 投资者简报会
Analyst briefings to investors
- 路演及参观活动
Roadshows and visits
- 其他信息披露渠道如公司网站、回应投资者查询等
Other channels for information disclosure, such as the Company's website and responses to investors' enquiries

2016年，我们与接近1,400名分析员和基金经理进行约350次会面。我们在投资者关系方面的杰出表现亦持续受到业界赞誉，连续6年获得《亚洲企业管治》杂志颁发“最佳投资者关系企业”。

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.

“作为一名外资消费品分析员，我已与华润啤酒打交道将近8个年头。除了稳健的公司业绩，完善健全的公司治理体制和高瞻远瞩的管理层之外，给我最大的印象就是公司始终把股东放在心上，切实持续的维护好股东利益，并努力通过合理有效的市场措施实现股东价值的最大化。”

——美林证券消费品分析员龙元元(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



香港董事学会周年晚宴暨“2016年度杰出董事奖”颁奖典礼

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

稳健经营 Sound operation

我们不断深化发展战略，进一步提升品牌塑造能力、市场拓展能力及企业文化建设能力，持续开展业务改进，改善公司经营效率，致力于实现效益最大化、产品组合高端化。2016年全年完成营业收入人民币286.94亿元，除税前溢利总额人民币14.19亿元。2016年，啤酒实际产销量1,172万千升，已连续11年位居中国市场第一；透过因地制宜的销售策略，市场份额提高接近1个百分点；持续优化产品组合，全年整体平均销售价格较2015年提升2.3%；品牌价值提升至人民币1,099.68亿元，在《2016年中国500最具价值品牌》排行榜中名列第28位。截至2016年年底，华润啤酒厂房总数达到98间，遍布中国内地25个省、市、自治区，年产能约2,200万千升。

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.

诚信合规 Integrity compliance

我们以集团合规、审慎、严谨、系统的管理文化为核心，积极践行企业“守法合规、诚信经营”的理念，通过持续开展道德诚信教育、案例专题培训、内控自查、风险管理交流会议等形式提升员工的风险管控意识；通过开展专项检查、制度评价、内控评价等项目，对相关业务岗位人员进行培训，树立合规意识。

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.



华润雪花啤酒湘西工厂
CRSB Xiangxi factory



华润雪花啤酒上海工厂
CRSB Shanghai factory

23

一起 酿造

Brew Together

我们秉承 “工匠精神”

注重质量和效率，讲究专业和规范，加强创新与传播。开展“第一酿造”活动传递匠心品质，不断完善自身质量管理体系，严格遵守各项食品安全及生产标准，务求为消费者提供更加优质可靠的产品与服务，维持公司优质品牌信誉。

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.



来自“第一”的自信

Confidence from being “No. 1”

Why

“第一酿造”的起源 the origin of “No. 1 in Brewing”

啤酒是世界性及各地普及的酒精饮料之一，能给人带来精神上的放松与愉悦。我们致力于酿造出最适合国人口味的、品质最好的啤酒，最大范围传播啤酒酿造知识，希望人们在品味啤酒甘醇的过程中，也能感受到啤酒背后的文化。

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

“第一酿造”是什么 what is “No. 1 in Brewing”

“雪花·第一酿造”是华润啤酒的品牌活动之一，于2014年开始启动。通过向社会公众开放公司位于全国各地有特色的生产工厂，让消费者亲身体验华润雪花啤酒销量全国第一背后的奥秘：对啤酒的专一痴迷、对品质的极致追求、对国人幸福的责任担当。

“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

“第一酿造”如何实现 how to realize “No. 1 in Brewing”

2016年，我们诚邀不同领域的消费者参观公司位于上海、通化和湘西的工厂。

在上海工厂，华润雪花啤酒的“啤酒国嘴”——国家级品酒师，与来自香港的大学生们进行互动，详细解读“一看二闻三尝”的品酒之道，接受大学生发起的啤酒辨识挑战，辨识味道极其接近的四款啤酒。在通化工厂，我们带领到访者参观华润雪花啤酒工厂包装环节流水线上从灌酒到贴标仅需9.2秒的核心工序。这短时间内的每一次灌装都要最大程度地隔绝氧气，保证内部空气的洁净，防止杂菌与酒液接触；而每一次贴标仅仅1至2毫米的误差，要求操作人员必须有极其扎实的基本功。在湘西工厂，我们向消费者展示新建成的生产控制系统。工厂仅有90余名员工，在150平米总控室里通过16台电脑控制着占地面积相当于18个足球场大小的工厂里的所有生产环节。每个班次需要完成300多个程序步骤、设置1,000余个参数、控制500多次阀门变化，才能最后完成相当于45万瓶啤酒的麦汁酿造。

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

“第一酿造”未来展望 the prospect of “No. 1 in Brewing”

我们已经陆续开放沈阳、杭州、东莞、上海、通化、湘西等地的工厂。未来，我们希望开放更多的工厂，让更多消费者感受“第一酿造”的魅力。我们坚持在每一个环节不断追求更高要求，致力于让消费者喝到的啤酒像刚刚下线一样。消费者的满意成就了我们的“第一”，亦会促发我们酿造出更加“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”.

通化工厂“第一酿造”活动
“No. 1 in Brewing” activity in
Tonghua factory



湘西工厂“第一酿造”活动
“No. 1 in Brewing” activity in
Xiangxi factory



上海工厂“第一酿造”活动
“No. 1 in Brewing” activity in
Shanghai factory

第一质量 The First Quality

为客户提供安全、放心的产品是我们的使命。我们通过推进质量管理体系、完善安全生产标准、创新研发、悉心服务全方位构建品质保障体系，始终把产品质量放在第一位。

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

我们一直系统化、科学化、标准化地完善各项品质标准体系和食品安全体系，推行管理体系认证工作，包括品质管制体系(ISO9001)、食品安全管理体系(ISO22000)等，制定《食品安全管理规定》、《食品生产通用卫生规范》、《食品安全事故应急预案》，建立覆盖生产链关键控制点的企业内部监督管理标准。

我们亦持续加强食品安全过程管控，建立“总部－区域－工厂”的食品安全三级管控机制，完善生产工厂资讯管理机制，从选地、种植、收获、加工、仓储、运输各环节予以全面控制，以保证有效追溯食品生产源头。2016年，华润雪花啤酒产品质量合格率100%，国家监督检查抽查合格率100%；华润雪花啤酒内控指标可比质量、外观质量、综合质量评分，均比2015年有所提高，保持了优秀的产品素质。

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.

食品安全生产管理 Food production safety management

我们坚持“以人为本、安全发展”的食品安全生产管理理念，致力于提升员工安全生产责任意识，为员工提供安全工作环境。2016年，华润雪花啤酒安全生产投入人民币5,529万元，开展员工安全教育培训70万课时，相关方安全教育14万课时，安全教育培训191,551人次，安全教育培训覆盖率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%.



保障原材料质量
Quality assurance of raw materials



开展安全培训 Safety training

安全生产投入

人民币

5,529万元

RMB55.29 million in production safety

员工安全教育培训

70万课时

700,000-hour safety training for the staff

相关方安全教育

14万课时

140,000-hour training for related parties

安全教育培训

191,551人次

100%覆盖率

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

第一创新

The First Innovation

企业实现持续健康发展，创新是第一驱动力。我们坚持以科学发展观为指导，以满足市场需求为导向，不断完善管理及技术创新体系，优化创新平台，推进创新成果产业化，全面提升企业核心竞争力，带动整个啤酒行业的进步。2016年，华润雪花啤酒科技或研发投入人民币39,800万元。

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.

管理创新

Management innovation

我们以打造世界一流啤酒生产企业为目标，全力推进管理变革与创新工作。制定精益化管理策略，自上而下地推动管理创新，转变管理人员管理方式和员工发展技能，建立“评价 - 培训 - 文化”体系，全方位推动精益管理工作融入日常工作，提升精益管理水平，提高企业运行效率。

管理变革的落实亦需要信息化建设的强而有力支撑。我们围绕华润（集团）有限公司（简称“华润集团”）IT战略规划，有效开展信息化创新建设工作，推进创新平台建设，从运行效率、稳定性、安全性及灵活性等方面不断完善系统运行能力，加强信息化服务能力及服务水平。制定《华润雪花啤酒“十三五”信息化战略规划》，以“坚持创新应用”为指导思想，明确“十三五”期间信息化工作的方向、路径及实施办法。

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.

技术进步

Advanced technology

我们致力于通过技术创新，推动行业进步和自身的可持续发展。2016年，我们主持完成多项技术开发与创新项目，并荣获相应奖项，其中最具有代表性的为“啤酒二氧化碳高效、优质回收与利用技术的研究及工程示范”项目。

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、优质回收与利用技术的研究及工程示范).



制定 华润雪花啤酒 “十三五” 信息化战略规划

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、优质回收与利用技术的研究及工程示范”项目

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

该项目通过建立二氧化碳回收使用平衡模型、氧监控与自控排杂技术、分级回收利用与直供技术，成功解决啤酒二氧化碳回收净化的技术瓶颈，不仅有效降低能耗，在提高二氧化碳回收的收得率、减少碳排放方面也起到示范作用，具有较大的环境效益和社会效益。

沈阳工厂实施该项目后，年节能费用超过130万元，并推广到辽宁区域11家工厂，年节能费用超过300万元；上海工厂实施该项目后，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/干升，年减少外购二氧化碳费用130余万元。2016年，该项目荣获中国酒业协会科学技术进步奖一等奖。

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.

沈阳工厂年节能超过

130万元

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

推广到辽宁区域

11家工厂

11 factories in Liaoning have also implemented the project

年节能费用超过

300万元

Save over RMB3 million of energy consumption expenses for each year

上海工厂二氧化碳的回收率提高

40%

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



荣获中国酒业协会科学技术进步奖一等奖

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

我们亦持续进行创新消费者口味研究，研制及开发多样化、独特性的产品，丰富产品类别，满足不同顾客需求。通过采用更先进的酿造工艺，创新口味融合及个性化外观设计，于2016年成功推出“苹果啤酒”、“雪花·爱尔兰啤酒”等新品。“雪花·爱尔兰啤酒”更凭藉香而不厌、醇而不腻的口感和极简的设计风格，荣获2016中国酒业协会青酌奖TOP10奖项。

We have 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" (苹果啤酒) and "Snow-Ale beer" (雪花·爱尔兰啤酒) in 2016 by adopting the more advanced brewing technologies, innovative taste fusion and distinct outlook design. "Snow-Ale beer" (雪花·爱尔兰啤酒) even won the 2016 Qing Zhuo Awards Top 10 of China Alcoholic Drinks Association for its faint scent, mellow flavor and simple design style.

荣获2016中国酒
业协会青酌奖

TOP10 奖项

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



第一服务 First Class Services

客户沟通

Customer communication

良好的客户服务来自充分的沟通，沟通亦形成企业与消费者之间的相互监督机制。我们坚持以沟通促交流，以交流促改善，持续拓宽与消费者的沟通渠道，建立健全高效的市场投诉快速反应系统，了解客户建议；开展“雪花·第一酿造”消费者体验活动，增强与消费者的互动。

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.

悉心服务

Devoted services

我们派出检查员，奔赴全国各个市场，在酒店、超市、小卖部等市场终端随机买酒取样，再送到总部由国家级品酒师进行品鉴分析。各个工厂再根据消费点质量评价结果，分析原因，开展质量改进活动。

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.



调查员检查啤酒

Investigator conducts beer checking

客户投诉

Customer complaints

我们制订并发布《产品投诉补偿管理规定》、《产品投诉信息管理制度》，解决因产品问题为利益相关方带来的困扰，同时对问题原因进行自查、改进，保证产品与服务质量。我们从供给侧持续优化产品质量服务，将杂质酒投诉率列为品质考核指标，改变回瓶方式、优化瓶源管理，从源头降低生产杂质酒的潜在危机，为客户提供更优质产品；加强产品投诉处理机制，组建统一服务团队，开展“从消费者开始反向追踪，降低产品投诉”的创新服务项目，提升客户满意度。2016年，华润雪花啤酒接收客户投诉28,336件，处理率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%.

接收客户投诉

28,336件

99.98%处理率

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

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一起 挑战

Challenge Together

我们秉持华润集团

“携手环境
建设绿色生态文明”

的环保理念，坚持绿色发展，参与循环经济产业园建设，持续完善环境管理体系，加大节能环保投入，加强大众环保意识，致力于在创造一流经营业绩的同时，持续降低对环境的影响，促进企业可持续发展。

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.



开启循环经济新时代 Entering the new era of circular economy



广西贺州华润循环经济产业示范区示意图
Illustration of Guangxi Hezhou CR Circular Economy Industrial Demonstrative Park

Why

“广西贺州华润循环经济产业园”的起源

The Origin of “Guangxi Hezhou CR Circular Economy Industrial Park” (广西贺州华润循环经济产业园)

气候变化问题已成为影响全球可持续发展的核心议题，联合国将“气候行动”列为17个可持续发展目标之一。我们不断探索自身在应对环境问题上能采取的行动，在创造经济利润的同时，积极促进不同产业的协同发展，更有效地实现节能减排、环境保护，平衡经济发展与生态建设的关系。

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

“广西贺州华润循环经济产业园”是什么

What is “Guangxi Hezhou CR Circular Economy Industrial Park”

广西贺州华润循环经济产业园由华润集团发挥自身多元化企业资源优势，联合外部企业共同打造，是对创新循环经济发展模式的全新尝试，也是对应环境变化的自我挑战。产业园按照“减量化、再利用、资源化”的循环经济发展要求，通过构建由“电厂 - 水泥厂 - 啤酒厂”组成的循环经济产业链，使不同产业间废弃物相互吸收转化，实现污染物零排放。

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

“广西贺州华润循环经济产业园”如何实现

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

我们在产业园的华润雪花啤酒工厂项目依靠先进技术实现自身设备的节能减排，在企业内部做到低消耗、高利用、低排放。而在产业园内，华润雪花啤酒工厂生产所需水、电、蒸汽来自电厂；产生的废硅藻土、污泥被水泥厂作为生产原料综合利用；处理后的水作为电厂冷却用水；产生的酒糟、废酵母作为饲料原料，不同产业链间已基本实现零排放和循环使用。产业园运营期每年节能降耗计标煤29.29万吨，节水78万吨，废水处理复用263万吨，每年减排二氧化碳273万吨、二氧化硫26万吨、氮氧化物4,250吨。

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

“循环经济模式”未来展望

The prospects of “Circular Economy Model”

以广西贺州华润循环经济产业园模式为典范，我们又深度参与华润集团在贵州和山西的循环经济产业园项目，旨在发挥华润雪花啤酒工厂在循环经济产业链条中的作用，积极践行循环经济，实现绿色环保发展。未来，我们将继续不遗余力地挑战自身应对环境变化的履责能力，持续提升能源效率，加入并促进更多在减少产品、服务和工艺的碳足迹方面的实践。

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.

环境保护

Environmental protection

环境的可持续是企业永续发展的前提，我们认真贯彻可持续发展理念，将环境管理及资源节约政策与行动融入业务发展，不遗余力地宣传环保理念，致力于持续减少业务营运对环境产生的影响。

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.

体系建设

System establishment

我们积极落实环境保护责任，建立健全“总部、区域公司和工厂”三级环保管理体系，不断加强环境过程监控，制定突发环境事件应急预案，完善环保统计、监测、预警体系。建立环境保护和节能减排评价机制，持续开展系统性评估与改进工作，提升环境保护管理水平。

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.



华润雪花啤酒湘西工厂“世界环境日”宣传栏

“World Environment Day” promotional board in CRSB Xiangxi factory

环保培训

Environmental protection training

我们努力不懈透过构建多种渠道，向各利益相关方推广环境保护概念，提升大众环境保护意识，携手创造更美好的环境。我们响应参与每年“世界环境日”、“全国节能宣传周”及“全国低碳日”等多个全国环境推广宣传教育活动；组织并支持下属各级单位开展环境保护培训。

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.

绿色办公 Green office

我们倡导无纸化办公，建立办公自动化系统，公司各层级各类报告、文件等全部采用办公自动化(OA)系统签批。我们努力构建绿色办公环境，在办公场所配置绿色植物，净化空气；积极推广集中办公、公用办公设备设施；严格控制空调、照明等耗能使用，降低办公能源消耗。

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.

水资源保护 Water resources protection

水是生产经营活动不可或缺的资源之一。我们不断加强水资源保护，注重工厂水平衡及热平衡的核算与管理，通过各项技术改造，完善车间内外部水、热能的品质分级利用、循环二次利用、减少损耗及浪费。2016年，华润雪花啤酒单位产品水耗同比下降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.

绿色工厂 Green factories

我们注重降低工厂选址、建设对周边环境造成的影响，所有新建工厂均按照当地环保部门的要求进行环评，通过后才予以实施。制定并发布《生产工厂设计规范》，以“零污染、低能耗、清洁生产”为设计原则，要求工厂周边2公里范围内无污染性企业、土地无重金属和放射性物质污染，并对水源水质进行严格的指标控制。

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.



华润雪花啤酒深圳工厂
CRSB Shenzhen factory

环保公益 Environmental charity activities

我们倡导低碳生活方式，积极参与环保理念的传播与实践，组织并支持下属单位积极参加自行车骑行、徒步活动等主题活动，共同践行绿色低碳的环保理念。

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

华润雪花啤酒黄石工厂积极组织环保公益活动

CRSB Huangshi factory actively organized environmental charity activities

华润雪花啤酒黄石工厂组织参加黄石市“创建文明城市，雪花与你同行”主题活动，积极参加黄石市园博会志愿者活动，开展环保宣传，提升社区人民的环保意识，为黄石的发展起到企业的绵薄之力。

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.

应对气候变化

Responses to climate change

为积极应对气候变化对经济发展带来的影响，我们透过持续的供给侧改革，以技术上的创新与先行，持续升级气候变化解决方案。

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.

节能减排

Energy conservation and emission reduction

我们积极践行国家节能减排计划及联合国可持续发展目标，制定污染物内控标准，调整能源结构，持续推进节能项目改造及技术提升，不断降低能源消耗，打造低碳绿色运营模式。

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.

减少污染物排放

Reducing pollutant emission

我们制定并严格执行高于国家和地方政府污染物排放标准的内控标准，自主削减污染物排放，达到稳定达标排放。2016年，华润雪花啤酒产品的化学需氧量(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.

调整能源结构

Adjusting structure on energy consumption

我们不断调整能源结构，提高清洁能源使用比例。2016年，华润雪花啤酒使用外购蒸汽和天然气的工厂占比同比提升至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%.

节能改造及技术提升

Upgrade and technology enhancement for energy conservation

我们持续推进生产过程的节能降耗，淘汰高污染和高耗能设备设施，截至2016年年底，累计淘汰燃煤锅炉46台，煤炭消费量同比2015年下降51.35%，二氧化硫排放量同比下降52%。

我们亦积极推进和应用节能减排新技术、新工艺、新产品，提高节能减排技术水平。2016年，华润雪花啤酒实际投入节能减排专项资金约2,927万元，实施节能减排项目25项。湖北武汉和江苏泰州的啤酒工厂被当地政府部门分别评为“环保诚信企业”与“绿色等级企业”。

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.

化学需氧量
(COD)排放量

31% ↓ 下降

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

外购蒸汽和
天然气的工厂占比

76.84% ↑ 提升

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

煤炭消费量

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%

江苏泰州啤酒工厂

绿色等级企业

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，减少对环境的影响。我们积极推广污水沼气的回收利用，将充分回收的生物能源用于生产，降低温室气体的排放。截至2016年年底，已有16家华润雪花啤酒工厂配置沼气锅炉，回收利用污水沼气。

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.



沼气净化加压装置

Biogas purifying compressor



沼气收集装置

Biogas collector

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一起
创造

Create Together

共同成长 Growing together

当下社会结构正被有机地整合在一起，没有哪一个群体、组织能独立的生存与发展。我们的发展离不开供应商、经销商的支持。我们一直以来致力于与供应商、经销商建立负责、共赢的伙伴关系。

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.



廉洁自律

Integrity and self-disciplined

我们主动向供应商、经销商传播社会责任理念要求，通过签订相关合同、组织开展相关培训等措施，强化供应商、经销商廉洁自律管理，坚持从源头杜绝腐败行为。

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.

供应商选择

Selection of suppliers

高品质的原材料、稳定的供货渠道是我们实现“第一酿造”的前提。我们加强供应商的资格审查，培育战略供应商，努力酿造适合国人的最优啤酒。

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.

实施规范化管理

Implement regulated management

根据供应商管理不同阶段分别建立入选、认证、考核标准，并将采购决策、业务管理、运作执行三分开，实行集体决策的公平、公正、公开阳光采购。

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.

创新合作模式

Innovative cooperation model

通过开展散装汽运／物流集散模式，将麦芽检验延伸至供应商或集散中心，提升工作效率，降低综合费用，最大限度发挥规模效益。2016年，华润雪花啤酒培养战略供应商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.



经销协作

Cooperation with distributors

我们秉持开放、合作、发展、共赢的原则，组建经销商队伍，开展业务合作。

吸纳选择个体商户、下岗人员、农村进城务工人员等成为经销商，促进富余人员就业和发展。

通过对经销商经营模式的设计、指导、推动，组织优秀经销商走出去，实现经销商综合竞争能力的提升。

优化产品结构的改善，完善经销商经营品类，提升经销商盈利能力。

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

我们搭建共享机制及平台，与政府、企业、科研单位等开展合作，实现共同发展，向行业输出经验和智慧，实现良性竞争中的合作共赢。

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.

| 合作类型 Type of cooperation | 合作内容 Details of cooperation | |
|---|---------------------------------------|--|
| 政府合作 Cooperation with government | 推动绿色工厂建造，促进当地经济发展，提高当地人民生活品质，助力保护当地环境 | Facilitate green factory construction, promote local economy development, enhance quality of life of local citizens and contribute to local environmental protection |
| 企业间合作 Cooperation between enterprises | 与啤酒设备供应商、同行合作，共同提升啤酒品质 | Cooperate with beer equipment suppliers and industry peers in order to jointly improve beer quality |
| 校企合作 Cooperation between school and enterprise | 共同建立产学研合作平台，不断提高啤酒品质 | 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

辽宁区域公司与沈阳、大连、铁岭、葫芦岛市本地大专院校合作，建立校企合作关系。与沈阳装备制造工程学校、大连轻工业学校、铁岭市职业技术学校、兴城市职业教育培训中心开展校企人才交流、校企联合办学活动16年。校企人才交流活动为工厂输送一线员工1人；校企联合办学活动中，超过210名员工参与校企合作技能能力提升培训并成功结业，有效提升了员工技能水平。

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
能力提升培训

超过**210** 名员工

参与及结业

有效提升了员工技能水平

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

公平竞争 Fair competition

统一开放、竞争有序的市场环境，是啤酒业健康发展的保障。我们坚守责任、信守行规，积极参与中国食品工业协会组织的相关活动，尊重并保护知识产权，努力为行业的创新和发展营造良好的环境。

我们注重品牌建设，将品牌建设与企业文化紧密联系，推动“匠心营造”融入到品牌建设中，不断丰富品牌内涵，形成差异化的品牌竞争力。注重以树立品牌信誉，提升企业竞争力，巩固行业领先地位。2016年，华润雪花啤酒顺应“互联网+”的趋势，拥有了大量旗下中文网址品牌，如“中国啤酒爱好者俱乐部”、“beerlover”、“中国啤酒爱好者”、“啤酒爱好者俱乐部”，提升品牌在网络上的影响力。

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 “中国啤酒爱好者俱乐部”, “beerlover”, “中国啤酒爱好者” and “啤酒爱好者俱乐部”, aiming to increase the influence of our brands through internet.

建设媒体关系 Building up relationship with media

在当前互联网大趋势下，权威媒体具有较强的公信力，引领社会舆论。我们主动接受媒体监督，坦诚回应社会公众所关注的相关问题，保障社会公众的知情权；不断改进管理，增强社会沟通能力。加强与媒体合作，引导社会公众对中国啤酒文化、中国传统建筑文化的了解，共同推进中国成为啤酒文化大国。

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.



第一届沈阳方特雪花啤酒节
First Fantawild Snow Beer Festival in Shenyang



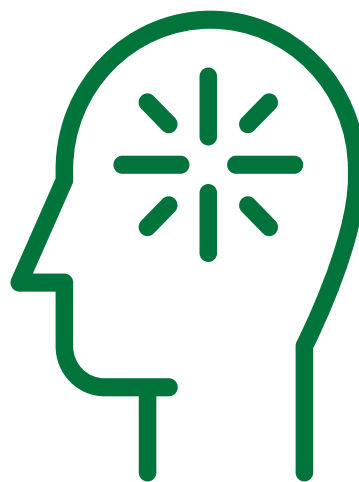
41

一起 激荡

Surge Together

员工是华润啤酒最宝贵的资源之一，也是推动业务成功发展的核心动力。我们关心员工的身心健康以增强员工工作的幸福感，重视员工的培养与发展以增强员工工作的价值感。不断努力造就充满阳光与活力的啤酒人。

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.



感受啤酒人的阳光与活力

Feeling the vitality and energy of workers in beer industry

Why

为何激发员工活力

Why we have to motivate our employees to become more energetic

我们肩负着“啤酒筑梦”的重任。我们需要为员工打造一个安全、舒适、和谐的工作生活环境，使得员工充满阳光与活力，更好发挥才能，助力中国实现“啤酒强国梦”、推动员工实现“幸福梦”。

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

如何保持员工阳光与活力

How to keep our employees bright and energetic

我们从员工的基本权益和劳动报酬保护入手，完善职工健康管理制，进而利用民主管理制度促进公司员工的主人翁意识，利用培训体系和职业发展体系提升员工活力，并通过举办各类活动如运动会、兴趣班及联欢等协助员工取得工作及生活平衡，展现华润啤酒人阳光的一面。

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

员工的阳光与活力 搭建职业发展平台

Vitality and energy of employees Establish career development platform

江苏营销中心依据发展需求及员工配套成长需求，制定员工成长体系和发展规划，打造江苏营销销售储备队伍并进行系统化培养、发展。

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.

携手共进，华润雪花啤酒与你同行。

Walking Along with CRSB.

为营造健康向上的企业文化，提升公司员工精神文化生活，亲近自然，拥抱健康。云南区域公司组织职能部门全体员工进行了爬山活动。通过活动，员工既娱乐了生活，又增进了感情，增强了团队的凝聚力。

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.



组织开展职业发展培训
Organizing and conducting career development training



携手共进，华润雪花啤酒与你同行活动
The "Walking Along with CRSB" campaign

活力保障 Keeping energetic

我们一直将保障员工权益作为要务，认真遵守国家关于员工权益保障方面的各项法律法规，恪守平等雇佣的原则，明确员工绩效管理政策，不断改善员工薪酬福利待遇，并引导员工参与企业管理。

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.

平等雇佣 Fair employment

我们严格遵守《劳动法》、《劳动合同法》、《女职工劳动保护规定》等员工权益保障方面的各项法律法规，在雇佣中不因种族、民族、地域区别对待；禁止强迫劳动、雇佣童工；不断提高女性在公司中的作用。2016年，公司员工总数58,200人，其中全职员工53,000余人；华润雪花啤酒劳动合同签订率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

我们严格遵守国家劳动法律法规和地方政策要求，确保员工工资、社会保险、住房公积金及各项法定福利全面落实，保障员工的劳动报酬权。按时足额支付劳动报酬，严格遵守最低工资保障制度；建立科学合理的工资增长长效机制，推进全员绩效管理。2016年，华润雪花啤酒社会保险覆盖率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

我们推行公开透明的阳光政策，对员工的绩效考评情况定期进行公示，提前向员工披露公司重大战略运营决策的信息，全力保障员工的知情权、参与权。注重倾听员工心声，通过意见箱、座谈会等形式了解和回应员工期望与诉求；不断创新员工沟通方式，主动公布员工申诉渠道，保障员工的申诉权。

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.

公司员工总数

58,200人

The Company had a total of 58,200 employees

全职员工

53,000余人

More than 53,000 full-time employees

劳动合同签订率

100%

The labor contract signing rate reached 100%

华润雪花啤酒
社会保险覆盖率

100%

The social insurance coverage rate of CRSB reached 100%

职业健康和安全 Occupational health and safety

员工身心职业健康与安全是公司实现可持续发展的保障。我们努力按照各项业务的特点，制定内部的职业健康安全指引和政策，为全员提供理想的工作环境，保障员工的职业安全。

我们开展了旨在增强用人单位法律意识和社会责任感、提高员工自我保护意识的职业健康宣传教育。华润雪花啤酒全年职业健康安全培训17,200人次。

每年给全体员工提供专业机构进行的一次免费体检。华润雪花啤酒职业病体检及健康档案覆盖率100%。

我们采取各种技术措施改善工作场所作业环境，努力消除和减少作业环境中的职业危害因素，为员工创造健康的工作环境，工作场所职业危害告知率和警示标识设置率达到100%。

我们依法为员工参加工伤保险，对从事接触职业病危害作业的员工，组织其进行岗前、在岗期间和离岗时的职业健康检查，将检查结果如实告知本人。

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.

职业健康安全培训

17,200人次

17,200 participants attended the occupational health and safety trainings

职业病体检及健康档案覆盖率

100%

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

职业危害告知率和警示标识设置率

100%

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



开展安全生产培训
Conducting safety production training



建立职工健康档案
Creating employee health records



工作场所职业病危害警示标识
Occupational hazard warning signs at workplace

活力激发 Energy stimulation

员工培训

Employee training

我们不断完善培训体系，强化有针对性的培训学习，结合信息化技术开发使用“i-Learning”学习平台，保障员工未来的发展。2016年，员工培训人均17课时，人均培训投入人民币135元，员工培训覆盖率100%。

针对新员工，开展“未来之星”培训计划，令新员工尽快了解公司业务及企业文化尽快融入。

针对中层管理人员，实施胜任力提升项目，系统性地提升中层管理人员的胜任能力。

针对高层管理人员，持续开展自办领导力项目。

针对精益人才，开展精益黄带、绿带培训和讲师认证，持续开展精益项目改善。

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.

员工培训人均

17课时

The average number of training hours per employee was 17 hours

人均培训投入

人民币

135元

Average training expenses on each employee was RMB135

员工培训覆盖率

100%

The coverage rate of employees' training was 100%



未来之星培训计划
The Rising Star training program

职业发展

Career development

我们坚持公平、公正、公开的选人用人机制，强化业绩导向，实现管理人员流动常态化；搭建完善的职业发展平台，继续推进工厂基层员工职业发展体系，引导员工注重技能提升，搭建职能发展通道。

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

北京区域公司的激活员工活力之道

How our regional company in Beijing motivates employees

北京区域公司发布了《关于北京区域公司2016年度培训安排的通知》，将年度培训计划与i-Learning平台相结合，并将平台课程划分为高层管理人员推荐课程模块、中层管理人员推荐课程模块、必修课程模块、专业技能模块。除以上主要培训工作内容外，北京区域公司定期组织新员工入职培训，新员工“师带徒”培养等。2016年度北京区域公司利用i-Learning平台学习共计1,791.5小时；组织各类管理制度培训共计6场，参与培训186人次；新员工入职培训全年举办8场，共102人参与培训；新员工“师带徒”培养全年共匹配47组，其中优秀师徒5组。

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.

员工关爱

Care for staff

华润啤酒心系员工生活，积极主动地为困难职工排忧解难，让员工感受到华润大家庭的关爱；公司在节假日组织丰富多彩的文体娱乐活动，让员工获得工作生活的平衡。

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.



广东区域公司员工文娱活动

Cultural and leisure activities for staff in Guangdong regional company



山东区域公司员工文娱活动

Cultural and leisure activities for staff in Shandong regional company

47

一起
勇闯

Brave Together

跟我们一起
勇闯天涯

Brave the World with Us



Why

“华润雪花啤酒·勇闯天涯”的源起
the Origin of “CRSB • Great Expedition”

挑战，是人类与生俱来的精神。啤酒，是世界性的酒精饮料，它既能给人带来轻松与愉悦，也能给人带来勇气与激情。华润啤酒希望人们在享受啤酒美味的同时能激发出挑战未知的勇气，去探索世界的奥秘，体验生命的伟大。

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

“华润雪花啤酒·勇闯天涯”的内涵

the Connotation of “CRSB • Great Expedition”

2016年是雪花勇闯天涯系列活动的第12年，勇闯天涯活动再次聚焦大学生群体，本年度活动主题为：勇者无畏 • 青春无敌——2016年雪花大学生勇闯天涯挑战未登峰。

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

“华润雪花啤酒·勇闯天涯”活动回顾

the Review of “CRSB • Great Expedition”

3月17日招募启动之后的2个月时间里，勇闯天涯队员选拔活动席卷全国29个省、120座城市、487所高校，共吸引了约20万名大学生直接参与活动。大学生勇士们为了取得挑战未登峰的终极“入场券”使出浑身解数，努力拼搏，体验着人生一次前所未有的挑战。

5月25日，云南香格里拉，2016年雪花大学生勇闯天涯挑战未登峰活动正式启动。来自全国各赛区的26名大学生队员庄严宣誓：秉承“进取、挑战、创新”的勇闯精神，团结合作，直面未知，勇敢挑战，永不言弃！

5月31日07:59，26位大学生勇士和2名大学生记者成功登上海拔5,116米的未登峰，既终结了这座山峰无人登顶的记录，也让大学生勇士们历经了一次身心的双重历练。

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

“华润雪花啤酒·勇闯天涯”未来展望

the Outlook of “CRSB • Great Expedition”

华润啤酒希望借助勇闯天涯活动向大学生、向公众传递“进取、挑战、创新”的精神内涵，激发他们的勇闯精神，勇闯未知，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.



大学生挑战未登峰登顶 College students successfully challenged the unclimbed and reached the peak

和社区一起勇闯 Brave with Community

我们勇担公共责任，积极响应国家政策，在发展中贯彻“创新、协调、绿色、开放、共享”的理念，合规经营，依法纳税，热心公益，为地方提供商机和就业机会，带动地区共同发展。2016年，公司实际上缴税金总额人民币7.69亿元。

我们积极参与华润集团捐建的“华润希望小镇”项目，通过运用自身业务特点，成功改善当地农民居住条件。

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

安徽区域公司参与建设华润希望小镇

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

安徽区域公司在2016年7月向金寨华润希望小镇健身广场捐赠健身广场立牌1个、健身器材8个、纯生特制遮阳伞10套、采购桌椅（一桌三椅）10套、广场宣传栏1个，为广大村民提供了健身锻炼的场所。

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.

与公益一起勇闯 Brave with Public Welfare

我们积极参与慈善公益，发挥关爱社会的精神，我们鼓励员工、消费者和供应商一起积极参与公益活动，共同回馈社会。

2016年1月，我们赞助及支持慈善团体乐施会举办“乐施扶贫同乐行”，组织员工及家人一同于香港大埔白石角海滨长廊，参与慈善步行来呼吁社会关注全球贫穷及社会不公现状，响应乐施会的扶贫发展、人道救援及公众教育工作。

我们重视少年儿童的发展，把推动教育事业作为本公司履行企业社会责任的重要一环。四川区域公司开展了主题为“情满垫江 - 关爱留守儿童”的公益捐助活动，重点关注留守儿童，活动共募集公益捐助金20,000元，由重庆市垫江教育局经办后，分别捐助至垫江100名留守儿童。此外，湖北区域公司开展了“慈慧西部助学”活动。

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.



“乐施扶贫同乐行”慈善活动
“Oxfam Walkathon” charity event

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公司概况

Company Overview

公司简介 Company Profile

公司介绍 Company Introduction

华润啤酒(控股)有限公司(“本公司”,连同其附属公司,统称“本集团”)于香港联合交易所有限公司挂牌(股份代号:00291),是华润(集团)有限公司(“华润集团”)属下的啤酒上市公司,专营生产、销售及分销啤酒产品。

本公司于2015年成功进行业务重组,转型成为专注发展啤酒业务的企业,公司名称亦由“华润创业有限公司”(“华润创业”)更改为“华润啤酒(控股)有限公司”。2016年10月,本公司完成收购华润雪花啤酒有限公司(“华润雪花啤酒”)49%股权,华润雪花啤酒成为本公司的全资附属公司。

本集团自1994年开始在中国发展啤酒业务,旗下啤酒的总销量自2006年起连续多年位居中国市场第一,旗舰品牌“雪花 Snow”亦自2008年起成为全球销量最高啤酒品牌。

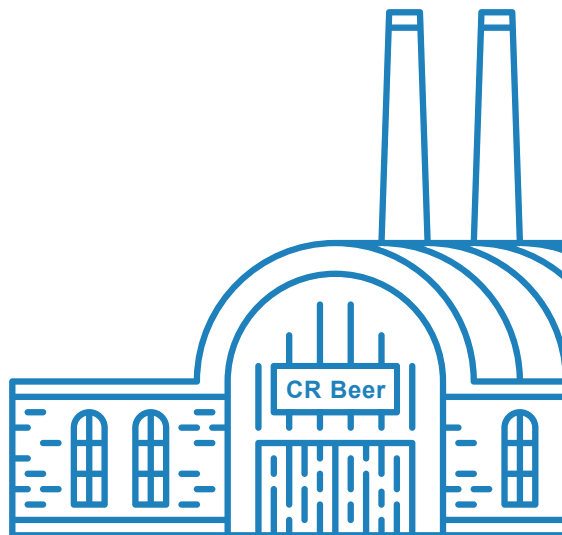
作为华润集团的一份子,我们矢志与消费者、股东、员工和商业伙伴一起引领商业进步,共创美好生活,成为大众信赖和喜爱的啤酒企业。

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.



公司架构

Company Structure



Corporate Culture

企业文化

| 企业使命 Our Mission | 发展理念 Development Philosophy | 价值观 Our Values | 企业精神 Corporate Spirit | 企业宣言 Corporate Declaration |
|--|---|--|---|--|
|  <p>与消费者, 股东, 员工, 商业伙伴一起引领商业进步, 共创美好生活。</p> <p>Lead the business progress and build a better life together with consumer, shareholder, staff and business partner</p> |  <p>做实, 做强, 做大, 做好, 做长</p> <p>Make it solid, make it stronger, make it bigger, make it good and make it longer</p> |  <p>诚实守信、业绩导向、以人为本、创新发展</p> <p>Honesty and integrity, performance orientation, people first, innovative development</p> |  <p>务实、专业、协同、积极</p> <p>Pragmatism, professionalism, synergy, positivity</p> |  <p>立品如山, 行道如水。守正出新, 正道致远。</p> <p>Aim as high as mountain, Act as softly as water</p> |

* 仅供识别

* For identification purpose only

发展历程 Milestones



社会责任管理 Social Responsibility Management

携梦想 筑未来 Build the Future with Dream

我们始终坚持与国家、社会共同发展的理念，将企业社会责任全面融入企业战略和重大决策、融入日常的业务运营中，携手政府、股东、员工、供应商、分销商和社会各界，为实现啤酒强国梦、为利益相关方创造美好未来而努力。

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.

责任治理 Responsibility Governance

我们成立由公司高管和部门负责人组成的社会责任和企业文化委员会，负责统筹规划公司整体社会责任工作，建立覆盖公司各层级、各领域的社会责任工作体系。社会责任和企业文化委员会下设兼职岗位，具体负责制定社会责任工作规划、管理制度，组织实施社会责任实践，对外开展社会责任交流，编制发布企业社会责任报告等。

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.

责任沟通 Responsibility Communication

我们宣贯《华润集团社会责任工作管理办法》，增强全公司社会责任意识，提升社会责任管理能力。开展员工社会责任培训，加强社会责任知识普及与传播。高质量完成《华润创业有限公司2015年企业社会责任报告》*，从经济责任、幸福员工、客户责任、伙伴责任、环境责任、公共责任等六个方面披露了公司管理实践。指导华润雪花啤酒编制《华润雪花啤酒2015企业社会责任报告》，增强子公司的社会责任沟通能力。参加业内社会责任交流平台，传播公司社会责任实践。2016年，公司荣获《资本杂志》2015年企业社会责任大奖、《镜报》第五届杰出企业社会责任奖、《财资》杂志2016年度卓越企业管治、社会责任及投资者关系白金奖。

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.



* 华润啤酒前身为华润创业有限公司

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

利益相关方沟通参与

Communications with and Participation of the Stakeholders

我们建立起利益相关方沟通机制，充分权衡利益相关方的需要，考虑股东的投资收益、客户的满意、员工的价值实现、伙伴的发展、环境保护、社会和谐发展等方面要求，确定不同的沟通内容、采取不同的沟通方式。

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.



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| 利益相关方 Stakeholders | 沟通内容 Matters of communication | 沟通回应方式 Means of response | 沟通回应方式 Way of response |
|--|---|--|---|
|  政府 Government | 合规管理、主动 纳税、执行国家 政策、政企合 作、加强日常 管理 Compliance management, initiative to pay taxes, implementation of national policies, cooperation between the government and enterprises, strengthening daily management | 工作汇报与意见 听取、接受监管 考核、座谈 Work reports and listening to opinions, undergoing regulatory assessments, informal discussions | 遵纪守法 合规经营 Legal compliance, Compliance management |
|  股东 Shareholders | 定期报告、临时 公告、重大战略 决策、经济管理 数据、公司重大 事项 Regular reports, occasional announcements, major strategic decision making, economic management data, major matters of the Company | 港交所互动平 台、公司年报、 股东大会、电话 沟通、走访、 网站 Interactive platform of the Hong Kong Stock Exchange, annual reports, general meetings, telephone communications, visits, websites | 公司经营稳健， 具有投资价值 Sound and stable operation of the Company with investment value |
|  员工 Employees | 公司经营状况、 业务交流、员工 表现、公司重大 事项、民主评议 Business conditions of the Company, business communication, employees' performance, major matters of the Company, democratic appraisal and discussion | 信息平台、内部 邮箱、电话沟 通、绩效面谈、 职工代表大会、 民主协商对话 会、职工座谈会 Information platform, internal mailbox, telephone communication, performance interview, employees' representatives meetings, democratic consultation dialogue sessions, employees' forum | 公开务实 公平公正 Open and pragmatic, Fair and equitable |
|  客户 Customers | 客户增值4.0绿 色服务通道、客 户走访、培训、 年度及不定期会 议、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 | 产品信息、解决 突发事件、 产品与管理培训 Product information, handling unexpected events, product and management training | 产品高质量、 服务卓越、 沟通机制优良 High quality products, excellent services, sound communications mechanism |
|  供应商 Suppliers | 生产、质量、服 务、技术合作、 安全管理、精益 生产等 Production, quality, service, technology cooperation, safety management, lean production, etc. | 公司网站、电话 沟通、邮件交 流、团队互访、 信函咨询、传真 Company website, telephone communication, mail communication, mutual visits, correspondence consultation, facsimile | 公司经营稳健， 合作前景良好， 行业声誉好 Sound and stable operation of the Company with good cooperation prospects and good industry reputation |
|  分销商 Distributors | 产品信息、 产品与管理培 训、代理商年度 销售策划 Product information, product and management training, annual sales planning for agents | 绿色服务通道、 代理商走访、 培训、代理商 不定期会议、 公司刊物 Green service channel, site visits to agents, training, occasional meetings for agents, publications of the Company | 第一酿造、沟通 机制优良、帮扶 有效、合作共赢 No. 1 in brewing, sound communications mechanism, effective assistance, cooperation with mutual benefits |
|  社区 Community | 社区帮扶、 社会共建、 文化传承 Helping the community, building the society together, inheritance of culture | 社区公益、雪 花·勇闯天涯活 动、古建文化活 动 Community charity, Snow Great Expedition activities, ancient architecture culture activities | 积极支持社会 工作、传承中华 文化 Support to social work, inherit Chinese culture |

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展望

Outlook

2017年是 “全面建成小康社会”

的关键之年。我们按照公司“十三五”规划绘就的宏伟蓝图，在经济责任、品质责任、环境责任、伙伴责任、社区责任方面继续大力推进，携手利益相关方为履行企业使命、实现啤酒强国梦、“人民幸福梦”的目标而不懈奋斗！

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”对未来发展保持**雄心**。将通过自然增长和把握合适的并购机会整合市场，牢固全国领先市场地位。通过实施创新发展和营销、精益销售、产能优化等战略措施，提升产品毛利和销售费用效益，为股东创造具有吸引力的稳定回报。

“**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.

“第一酿造”对公司啤酒酿造保持**匠心**。继续创新消费者口味研究，研制及开发多样化、独特性的产品，丰富产品类别，满足不同顾客需求；加强客户管理体系建设，积极应对客户投诉，不断提高产品和服务品质。

“**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.

“挑战自我”对提升环境管理保持**关心**。继续打造绿色工厂，推进水资源、二氧化碳、废弃物的循环再利用，助力国家生态文明建设。

“**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.

“共创未来”将继续与伙伴共同发展保持**热心**。坚持公平竞争，助推行业有序发展；密切与政府、银行、媒体等各方伙伴关系，实现合作共赢。

“**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.

“勇闯天涯”对持续推动社区发展保持**初心**。我们作为社会公民天然承载着促进经济社会综合发展的重任，继续开展社区活动，促进社区发展。

“**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.

“责任管理”对公司社会责任管理保持**信心**。完善公司社会责任组织体系，健全社会责任管理制度，深化社会责任理念，形成具有鲜明行业特点的社会责任观；根据公司“十三五战略规划”明确公司社会责任重点工作和推进步骤。

“**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，我们将把握合适的并购机会整合市场，进一步牢固全球流行的市场地位。将通过实施创新发展、营销、精益销售、产能优化等战略措施，做大中高档和罐装产品，提升产品的毛利与销售费用效益。通过“匠心营造”，提升产品品质与服务质量；加强中国传统文化与产品品牌的联接，打造具有传统文化的产品品牌，助力中国啤酒文化的发展。

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”

“第一酿造”对公司
啤酒酿造保持匠心

“No. 1 in Brewing”
We are ingenious to
beer brewing



信心

Confident

“匠心营造”

“Ingenuity in Craft”

关键绩效表

Key Performance Chart

| 章节 Chapter | 关键绩效指标 Key Performance Indicators | | 单位 Unit | | 2016 |
|-----------------------------|--------------------------------------|---|------------|------------------|---------|
| 一起超越 Surpass Together | 资产总额 | Total assets | 亿元人民币 | RMB0.1 billion | 426.30 |
| | 净资产 | Net assets | 亿元人民币 | RMB0.1 billion | 176.67 |
| | 净资产收益率 | Return on net assets | % | % | 7.67 |
| | 营业收入 | Revenue | 亿元人民币 | RMB0.1 billion | 286.94 |
| | 固定资产总添置 | Total additions in fixed assets | 亿元人民币 | RMB0.1 billion | 17.45 |
| | 除税前溢利总额 | Total profit before taxation | 亿元人民币 | RMB0.1 billion | 17.39 |
| | 净利润 | Net profit | 亿元人民币 | RMB0.1 billion | 14.19 |
| | 总资产报酬率 | Return on total assets | % | % | 4.11 |
| | 所有者权益 | Total equity | 亿元人民币 | RMB0.1 billion | 176.67 |
| | 全年每股股息 | Annual dividend per share | 元人民币 | RMB | 0.08 |
| | 经济合同履行率 | Performance rate of business contracts | % | % | 99.86 |
| 一起酿造 Brew Together | 产品合格率 | Pass rate in product quality test | % | % | 100 |
| | 安全培训人次 | Number of participants in safety training | 人次 | Individuals | 191,551 |
| | 安全生产投入 | Production safety expenses | 万元人民币 | RMB ten thousand | 5,529 |
| | 安全培训覆盖率 | Coverage of safety training | % | % | 100 |
| | 安全应急演练次数 | Number of safety emergency drills | 次 | Times | 570 |
| | 工伤事故发生次数 | Number of accidents causing injuries | 次 | Times | 0 |
| | 员工伤亡人数 | Number of employees casualties | 人 | Individuals | 0 |
| | 重大创新奖项数量 | Number of major innovation awards | 个 | Awards | 1 |
| | 科技或研发投入 | Technology or R&D expenses | 万元人民币 | RMB ten thousand | 39,800 |
| | 客户投诉处理率 | Customer complaints handling rate | % | % | 99.98 |

| 章节 Chapter | 关键绩效指标 Key Performance Indicators | | 单位 Unit | | 2016 |
|----------------------------|--------------------------------------|---|------------|------------------|--------|
| 一起挑战 Challenge Together | 环保总投资 | Total investment for environmental protection | 万元人民币 | RMB ten thousand | 11,965 |
| | 节能技改投入 | Expenses for energy-saving technological transformation | 万元人民币 | RMB ten thousand | 2,927 |
| | 环保培训人次 | Number of participants in environmental protection training | 人次 | Individuals | 4,895 |
| | 单位产品综合能源消耗降比 | Decrease in comprehensive energy consumption per unit of product | % | % | 12.3 |
| | 单位产品水耗同比降比 | Year-on-year decrease in water consumption per unit of product | % | % | 4.3 |
| | 单位产品SO ₂ 排放量同比降比 | Year-on-year decrease in SO ₂ emission per unit of product | % | % | 52 |
| | 单位产品COD排放量同比降比 | Year-on-year decrease in COD emission per unit of product | % | % | 31 |
| 一起创造 Create Together | 战略供应商 | Strategic suppliers | 家 | Supplier | 39 |
| | 通过质量、环境和职业健康安全管理体系认证的供应商比率 | Suppliers pass rate in quality, environment and occupational health and safety management systems certification | % | % | 89.28 |

| 章节 Chapter | 关键绩效指标 Key Performance Indicators | | 单位 Unit | | 2016 |
|------------------------|--------------------------------------|---|------------|------------------|--------|
| 一起激荡 Surge Together | 员工总人数 | Total number of employees | 人 | Individuals | 58,200 |
| | 劳动合同签订率 | Coverage of labor contracts | % | % | 100 |
| | 社会保险覆盖率 | Coverage of social insurance | % | % | 100 |
| | 女性管理者比例 | Percentage of female managers | % | % | 17.5 |
| | 员工培训覆盖率 | Coverage of employee training | % | % | 100 |
| | 人均培训时间 | Training time per employee | 小时 | Hour | 17 |
| | 人均培训投入 | Training expenses per employee | 元人民币 | RMB | 135 |
| | 人均带薪休假天数 | Number of paid leaves per employee | 天 | Days | 6.8 |
| | 职业病体检覆盖率 | Coverage of physical examination of occupational diseases | % | % | 100 |
| | 职业病健康档案覆盖率 | Coverage of occupational diseases and health records | % | % | 100 |
| | 职业安全健康培训人次 | Number of participants in occupational safety and health training | 人次 | Individuals | 17,200 |
| | 职业病发生次数 | Frequency of occupational diseases | 次 | Times | 0 |
| | 困难员工救助 | Assistance to employees with difficulties | 人次 | Individuals | 1,161 |
| | 困难员工救助投入 | Expenses on assistance to employees with difficulties | 万元人民币 | RMB ten thousand | 90 |
| 一起勇闯 Brave Together | 实际缴纳税金总额 | Total actual tax paid | 亿元人民币 | RMB0.1 billion | 7.69 |
| | 新增就业人数 | Number of employees newly employed | 人 | Individuals | 6,741 |
| | 慈善公益支出 | Charitable donations | 亿元人民币 | RMB0.1 billion | 0.03 |

注：华润啤酒是首次发布企业社会责任报告，故在此仅展现2016年相关数据

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

报告点评 Remarks on the Report

《华润啤酒2016企业社会责任报告》（以下简称“报告”）是以华润啤酒名义发布的首份企业社会责任报告。读完报告后，我深刻感受到华润啤酒怀揣“啤酒强国梦”、与利益相关方携手共创“幸福梦”的不懈努力。

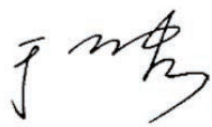
报告重点参考中国社会科学院《中国企业社会责任报告编制指南(CASS-CSR3.0)》、《华润企业公民建设指引》和《华润集团社会责任管理办法》的具体要求进行编制。同时，紧密结合当前“中华民族伟大复兴”、“实业铸国”时代需求，策划报告主题、框架及重点内容。

报告正文以“携梦想 筑未来”为主题，分为“一起超越”、“一起酿造”、“一起挑战”、“一起创造”、“一起激荡”、“一起勇闯”六个章节，展现华润啤酒坚持“实业铸国、努力酿造适合国人最优啤酒”的责任感。

报告以专题的形式披露了华润啤酒9年来保护古建筑、传播建筑文化的公益路；自然而然地将“工匠精神”与啤酒的研发酿造结合起来，将啤酒赋予了中国传统文化的韵味，形成了“雪花啤酒”独有的中国传统文化品牌形象。同时报告正文每个章节以小故事开篇，叙述详实，平易近人。尤其重点披露了成功收购华润雪花啤酒49%的股权、使华润雪花啤酒成为全资附属公司的重要事件。报告着重披露了华润啤酒在担当经济责任方面，以“超越不止”的精神和“稳健经营”的态度，为股东提供满意的市值。

报告标题语言风格简洁、短促、有力，体现出华润啤酒人不断超越自我、奋勇拼搏的精神。报告正文语言上力求平实与简洁，将众多啤酒领域的专业语言转换为大众可接受的表达方式，对不同利益相关方阅读需求的充分考虑。同时，报告突出专业性，通过披露啤酒酿造过程中的质量安全管控体系、技术创新，展现了华润啤酒的“工匠精神”和专业能力。

企业社会责任报告是公司展示负责任形象、宣传可持续发展能力、提高经营管理水平的重要工具。希望华润啤酒未来以企业社会责任报告的编制和发布为契机，找到经营管理水平的提升点，逐步将社会责任作为差异化竞争力，引领行业持续健康发展！



于志宏：《WTO经济导刊》社长/主编

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 (中华民族伟大复兴)" and "industry builds the country (实业铸国)".

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

指标索引

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意见反馈 Feedback

为了改进华润啤酒社会责任工作，我们希望得到您的反馈，请将反馈意见发送至info@cre.com.hk。这将成为我们改善和提高的重要依据。希望您在百忙中对本报告和对我们的工作提出宝贵意见。

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.

您认为报告总体上：

What do you think about the whole report?

- | | | |
|---------------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> 很好 Very good | <input type="checkbox"/> 较好 Good | <input type="checkbox"/> 一般 Fair |
| <input type="checkbox"/> 较差 Not good | <input type="checkbox"/> 很差 Bad | |

您认为报告在结构上：

What do you think about the structure of this report?

- | | | |
|--|---|----------------------------------|
| <input type="checkbox"/> 很合理 Very reasonable | <input type="checkbox"/> 较合理 Reasonable | <input type="checkbox"/> 一般 Fair |
| <input type="checkbox"/> 较差 Not good | <input type="checkbox"/> 很差 Bad | |

您认为报告的可读性：

What do you think about the readability of this report?

- | | | |
|---------------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> 很高 Very high | <input type="checkbox"/> 较高 High | <input type="checkbox"/> 一般 Fair |
| <input type="checkbox"/> 较差 Not good | <input type="checkbox"/> 很差 Bad | |

您认为报告的版式设计是否有助于您的阅读：

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

- | | | |
|---------------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> 很好 Very good | <input type="checkbox"/> 较好 Good | <input type="checkbox"/> 一般 Fair |
| <input type="checkbox"/> 较差 Not good | <input type="checkbox"/> 很差 Bad | |

您认为报告披露的社会责任信息：

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

- | | | |
|--|---|----------------------------------|
| <input type="checkbox"/> 很有价值 Very valuable | <input type="checkbox"/> 价值较高 Valuable | <input type="checkbox"/> 一般 Fair |
| <input type="checkbox"/> 价值较低 Not quite valuable | <input type="checkbox"/> 没什么价值 Not valuable | |

您对报告中哪一部分最感兴趣：

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

您想进一步了解的信息：

What information you want to know more about?

您对华润啤酒社会责任工作的意见和建议，请在此提出：

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



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社会责任专栏

Special Column on
Social Responsibility