



華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

於香港註冊成立的有限公司 Incorporated in Hong Kong with limited liability  
股份代號 Stock Code : 00291

# 2020 環境、社會及 管治報告

ENVIRONMENTAL, SOCIAL  
AND GOVERNANCE REPORT





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## 關於本報告 ABOUT THIS REPORT

### 報告概覽

本報告為華潤啤酒(控股)有限公司(「本公司」)、「華潤啤酒」，連同其附屬公司，統稱「本集團」所發佈的年度環境、社會及管治報告(「本報告」)，旨在就本集團由二零二零年一月一日至二零二零年十二月三十一日(「報告期間」)、「二零二零年財政年度」(「二零二零年」)於環境及社會方面的相關信息披露。如欲查閱更多業務相關信息以及有關本集團的企業管治常規，請參閱本集團二零二零年年報。

### 編制依據

本報告按照了香港聯合交易所有限公司《主版上市公司規則》附錄二十七《環境、社會及管治報告指引》(「上市規則」)，並參考全球報告倡議組織(Global Reporting Initiative, GRI)《可持續發展報告指南》(「GRI準則」)進行編制。

本報告符合上市規則的「重要性」、「量化」、「平衡」以及「一致性」的匯報原則編制而成。報告編制小組與關鍵利益相關方共同識別重要性議題，並在本報告中作詳盡披露。

### 報告範圍

除非另有說明，本報告的政策、案例及數據所涉及的範圍主要涵蓋本集團總部和其下屬實際控制的控股公司及附屬公司。報告時間跨度為二零二零年一月一日至十二月三十一日。

### 報告目的

本報告為華潤啤酒(控股)有限公司正式發佈的第五份年度環境、社會及管治報告。本報告旨在就本公司履行社會責任的承諾與利益相關方進行透徹溝通，並重點披露本集團於二零二零年在可持續發展環境、社會及管治方面表現的相關內容，以回應利益相關方關注的重要議題。

### OVERVIEW OF THE REPORT

This report is the annual environmental, social and governance (“ESG”) report (the “Report”) published by China Resources Beer (Holdings) Company Limited (the “Company” or “CR Beer”, and together with its subsidiaries, the “Group”) for the disclosure of relevant information of the Group in respect of the environmental, and social aspects from 1 January 2020 to 31 December 2020 (the “Reporting Period”, “FY2020”, or “2020”). For more information relating to the Group’s business and its corporate governance practices, please refer to the Group’s 2020 Annual Report.

### BASIS OF PREPARATION

The Report is prepared in accordance with the “Environmental, Social and Governance Reporting Guide” under Appendix 27 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (the “Listing Rules”) and by reference to the Sustainable Development Report Guide of Global Reporting Initiative (GRI) (the “GRI standards”).

The Report is prepared in accordance with the reporting principles of “materiality”, “quantification”, “balance” and “consistency” of the Listing Rules. The Report preparation team works with key stakeholders to identify material issues which were disclosed in detail in the Report.

### SCOPE OF THE REPORT

Unless otherwise specified, the policies, cases and data of the Report mainly involve in the Group’s headquarters as well as holding companies and subsidiaries ultimately controlled by its subordinates. The Report covers the period from 1 January to 31 December 2020.

### PURPOSE OF THE REPORT

This is the fifth ESG report officially published by China Resources Beer (Holdings) Company Limited. The purpose of our Report is to communicate transparently with stakeholders about the Company’s commitment to fulfill its social responsibilities, and focus on disclosing the relevant content of the Group’s performance on sustainable ESG development in 2020 in response to material issues concerned by stakeholders.

## 關於本報告 ABOUT THIS REPORT

### 編制流程

本報告參照上市規則訂立了一套系統性的報告流程，通過與主要利益相關方定期溝通，針對本集團的環境、社會及管治議題共同進行識別及重要性評估，以確立本報告的報告範圍，並於各業務部門收集及檢視相關資料。所有信息均來自本公司的正式文件、統計報告與財務報告中，從而統計分析並編制本報告。

### 版本信息

本報告提供繁體中文、簡體中文及英文三個版本於本公司網址 [www.crbeer.com.hk](http://www.crbeer.com.hk) 供讀者參閱。各版本如有歧異，應以繁體中文版為準。

### 意見回饋

如對本報告及其內容有任何疑問或意見，歡迎通過以下聯繫方式與我們聯繫。

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### PROCESS OF PREPARATION

The Report has established systematic reporting procedures with reference to the Listing Rules. We identify and assess the materiality of the environmental, social and governance topics related to the Group through regular communication with its major stakeholders, on the basis of which the scope of the Report is defined. Relevant information is then collected and reviewed from various departments. All information comes from formal documents, statistical reports and financial reports of the Company for statistical analysis and preparation of the Report.

### VERSIONS OF THE REPORT

The Report is available in Traditional Chinese, Simplified Chinese and English versions on our website [www.crbeer.com.hk](http://www.crbeer.com.hk). If there is any inconsistency among these versions, the Traditional Chinese version shall prevail.

### FEEDBACK

If you have any questions or suggestions on the Report and its contents, please feel free to contact us via the following.

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## 前言 FOREWORD

### 倡導可持續發展理念

本集團在二零一九年奠定「決戰高端、質量發展」新管理戰略，並於本年度明確「積聚動能，乘勢向上」的發展要求。本年度，本集團發佈「五點一線」的方法論，內容涵蓋高端銷售人才隊伍、品牌組合、客戶、制高點及渠道銷售，成為本集團指導決戰高端的方法論。我們第二年度持續落實「新目標、新機遇、新理念、新舉措」的企業戰略，為大眾帶來可持續發展。透過提升營運及產品質量，我們致力達致可持續發展，成為大眾信賴的品牌和啤酒行業知名領導者。

本集團明白綠色價值的重要，致力於關愛社區、保護環境、節能減排、人力資源、提升產品及服務質素和供應鏈管理等不同方面，推動可持續發展。在環境方面，為配合國家在二零六零年實現「碳中和」的目標，本集團透過訂立完善的管理制度和政策、設立目標、採用創新技術，減低本集團的溫室氣體排放量。在社會方面，本集團貫徹「釀造美好生活」的理念及回饋社會，積極推動各種關愛社區的項目。我們響應社區號召，在賑災扶貧、教育、社區發展中作出貢獻。在企業管治方面，本集團亦堅守「以人為本」的管理及營運原則，確保員工權益、職業安全及健康得到保障。另外，本集團注重各方持份者的意見，定期展開溝通，以識別對業務有重大影響的議題，訂立可持續發展的經營策略。

### ADVOCATING THE CONCEPT OF SUSTAINABLE DEVELOPMENT

With the establishment of the new management strategy of “Quality Development for Success in Premium Segment” in 2019, the Group has defined the development requirements of “Reserving Momentum and Riding on the Trend” during the year. This year, the Group launched the “Five-point-one-line” methodology, which covered competent sales teams specified for premium segment, brand portfolio, customers, leading edge for its business and sales channels, and has become a powerful weapon for the Group to guide the implementation of premiumization strategy. We have continuously implemented the corporate strategy of “new idea and initiatives for new targets and opportunities” for the second year, bringing sustainable development for the public. Through enhancement of operations and product quality, we strive to achieve sustainable development and become a trusted brand and a reputable leader in the beer industry.

The Group understands the significance of green value and is committed to advancing sustainable development in various aspects such as community care, environmental protection, energy conservation and emission reduction, human resources, improvement of product and service quality as well as supply chain management. In terms of environment, to co-operate with the national goal to achieve “carbon neutrality” by 2060, the Group reduced its GHG emissions through formulation of sophisticated management system and policies, setting goals and adoption of innovative technologies. In terms of society, the Group carried out the concept of “Brewing a Better Life” and gave back to the society, proactively promoting various community-caring projects. We responded to the call of community, making contributions to disaster relief and poverty alleviation, education and community development. In terms of corporate governance, the Group also adhered to the “people-oriented” management and operation principle so as to safeguard staff interests as well as occupational safety and health. In addition, the Group valued the opinions of various stakeholders and carried out regular communication, to identify issues which have a material impact on our business and formulate sustainable operational strategies.

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## 釀造創新高質量的啤酒

隨著中國經濟社會步入高質量發展，市場對高質量產品的需求增加，其中高端啤酒市場亦逐漸成為新趨勢。有見及此，本集團堅持產品創新以豐富其產品組合。在二零一九年，我們推出的「雪花馬爾斯綠啤酒」和「黑獅白啤」兩款高端新產品；在二零二零年，本集團亦推出高端新品「喜力®星銀™」啤酒及「拉維邦黑啤」。隨著產品的高端化發展，我們希望提升啤酒品牌形象，滿足消費者對美好生活的追求。

除了堅持產品創新，本集團深信嚴謹的產品質量控制及營運慣例至關重要。我們貫徹始終，實施供應商質量延伸管理、生產質量評估、消費者質量測評，以及外部管理體系認證，以確保產品質量達高質、優級水平。在管理供應鏈方面，從招標採購、產品銷售、工程項目，以至資金管理，本集團全面落實廉潔和反腐的原則。本集團亦肩負社會責任，透過規管和審核宣傳內容，向消費者及公眾推廣傳播理性飲酒行為的信息。

本集團努力追求創新及高質量產品發展，成果獲得各界的肯定。其中，本集團新推出的高端產品「拉維邦黑啤」廣受好評，榮獲多個國內及國際獎項，包括二零二零年世界啤酒大獎賽深色拉格風格中國最佳獎、中國精釀啤酒大獎賽拉格及混合啤酒經典組銀獎、中國國際啤酒挑戰賽三星天祿獎(金獎)、亞洲啤酒錦標賽國際拉格組金獎；包裝設計榮獲二零二零年度德國漢諾威iF設計獎、德國紅點獎、美國MUSE(繆斯)設計獎銀獎、中國包裝之星優秀獎、世界啤酒大獎賽酒瓶設計銅獎、台灣金點設計獎。以上獎項展示了本集團及旗下附屬公司實踐社會責任方面的高效管理、創新與前瞻的品牌價值。

## BREWING BEER WITH INNOVATION AND HIGH QUALITY

With the high-quality development of China's economy and society and the increase in the market demand for high-quality product, premium beer market also became a new trend gradually. To this end, the Group adheres to product innovation to enrich its product portfolio. In 2019, we launched two new premium products, namely "SNOW MARRSGREEN BEER" and "Löwen White Beer"; in 2020, the Group further launched new premium products, namely "Heineken® Silver" beer and "Lavibond Dark Beer". With the premiumization development of our products, we wish to improve our beer brand image to satisfy the pursuits of consumers for a better life.

In addition to adherence to product innovation, the Group is convinced that stringent quality control on product and operating practices are vital. Thoroughly, we implemented extended supplier quality management, production quality assessment, consumer quality assessment and external management system certification to ensure that the high and excellent level of products' quality. In terms of supply chain management, the Group has comprehensively implemented the principle of integrity and anti-corruption on bidding and procurement, product sales, engineering projects, and capital management. Shouldering the social responsibility, the Group published the information promoting rational drinking behaviors to consumers and the public through regulation and review of promotion contents.

The Group devoted its effort to pursue the development of product with innovation and high quality, with achievements recognized by all walks of life. Among them, the Group's new premium product "Lavibond Dark Beer" enjoyed a wide compliment and won a number of domestic and international awards including the Best Dark Lager in China of World Beer Awards in 2020, Classic Lager & Hybrid Beer — Silver of China Craft Beer Award, Three-Star Tian Lu Award (Gold) of China International Beer Challenge, International Lager — Gold of Asia Beer Championship; the package design won Hannover iF Design Award in Germany, Reddot Award in Germany, Silver of MUSE Design Awards in the U.S., China Star of Package — Prominent, Bottle Design — Bronze of World Beer Awards, Golden Pin Design Award in Taiwan in 2020. The above awards reflect the effective management, innovative and forward-looking brand value in practicing social responsibility of the Group and its subsidiaries.

## 前言 FOREWORD

### 履行企業社會責任

為實現美好共融的社會，本集團透過結合業務優勢及龐大的業務網絡，在關愛社區、保護環境、節能減排、人力資源、提升產品及服務質素和供應鏈管理等方面確立戰略方針，積極以行動兌現企業社會責任。為展現本集團對可持續發展的承諾，我們自願在本報告內披露氣候變化的影響，生產綜合能耗和職業安全健康目標等資訊。

回顧整個年度，本集團不遺餘力節約能源，致力響應國家在二零二零年實現「碳中和」的目標，成功在營運過程中淘汰燃煤等能源使用模式。「十三五」期間，我們的單位產品綜合能耗成功降低超過每千升500百萬焦耳，降幅超過45%，超額完成先前訂下的環境目標。迎來「十四五」的開始，本集團參考國際同行業先進企業的最佳慣例，制定「十四五」新的目標任務和戰略舉措，並初步設定華潤雪花啤酒有限公司（「華潤雪花啤酒」）中期環保能源目標方針，披露碳排放量、水污染物排放量、單位產品綜合能耗及工業固體廢物綜合利用率等目標。為進一步推動綠色企業營運，本集團提高沼氣鍋爐配置標準，著手鑽研提升沼氣利用效率和蒸汽產率，增強可再生能源的使用比例。

本集團一直致力關心社會，以身體力行的方式參與慈善公益事務。二零二零年，本集團訂立多於380項社會責任關鍵指標，而當中超過20項均針對社區關愛，顯示出我們對關愛社區的積極熱誠。本集團亦積極響應抗擊疫情，於年內共捐贈人民幣1,500萬元以採購疫情應急物資，以及向各地衛生防疫部門捐贈價值約人民幣100萬元的地方防疫物資和生活保障物資。

### FULFILLING CORPORATE SOCIAL RESPONSIBILITY

In order to realize a beautiful and integrated society, the Group has defined strategic approaches in various aspects such as community care, environmental protection, energy conservation and emission reduction, human resources, improvement of product and service quality as well as supply chain management through the combination of its business strengths and extensive business network, proactively answering to corporate social responsibility with practices. To perform the Group's commitments to sustainable development, we voluntarily disclose information such as the impact of climate change, consolidated energy consumption of production, target of occupational safety and health in the Report.

During the year under review, the Group spared no efforts in energy conservation, strived to respond to the national goal to achieve "carbon neutrality" by 2060, and succeeded in eliminating coal-fired energy consumption model during operation. Our consolidated energy consumption per unit product was reduced by more than 500 megajoules per kilolitre in the period of "Thirteenth Five-Year" Plan, representing a decline of more than 45%, excessively achieving the environmental target set before. At the commencement of the "Fourteenth Five-Year" Plan, with reference to the best practices of the leading international enterprises in the same industry, the Group has developed new targets, tasks and strategic initiatives, and China Resources Snow Breweries Limited's ("CRSB") "Fourteenth Five-Year" Plan eco-friendly energy target indicators were initially formed, including the disclosure of the targets of carbon emission, discharge of water pollutants, consolidated energy consumption per unit product and comprehensive utilization rate of industrial solid waste in the interim period. In order to further implement green corporate operation, the Group improved the configuration standards of biogas boilers, commenced the research on improving biogas utilization efficiency and steam production rate, to increase the proportion of renewable energy use.

The Group has been committed to community care, engaging in charity affairs in practices. In 2020, the Group has set up more than 380 key indicators on social responsibility, 20 of which are related to community care, indicating we are active and enthusiastic about community care. The Group also proactively responded to fight against the pandemic and donated a total of RMB15 million for the procurement of emergency materials for the pandemic. And the Group donated local pandemic prevention materials and daily support materials amounting to approximately RMB1 million to various local sanitation and pandemic prevention departments.



## 前言 FOREWORD

在二零二零年，本集團旗下各單位履行社會責任並積極推動綠色發展，取得傑出成就。上述的成果印證我們不遺餘力制定和嚴格執行可持續發展相關的政策，貫徹踐行企業社會責任的承諾。本集團會繼續秉持工匠精神，引領行業提升質量水平，釀造高質量的啤酒。

### 創建理想綠色藍圖

秉持著可持續發展理念，本集團持續履行企業責任，堅守可持續發展的核心價值。本集團將建立高效的管理諮詢化平台，完善環境、社會和管治之責任制度。作為國內啤酒企業的領先者，本集團亦運用行之有效的溝通渠道，與持份者進行溝通及率領全球行業齊心協力，捉緊可持續發展機遇，建造綠色未來。

During 2020, each unit of the Group has fulfilled its social responsibility and has proactively promoted green development, achieving great achievements. The above results proved our every endeavor to formulate and strictly comply with policies in relation to sustainable development, thoroughly perform commitment to corporate social responsibility. The Group will continue to uphold craftsmanship so as to drive the industry to improve quality level and brew high-quality beer.

### PAINT AN IDEAL GREEN BLUEPRINT

Upholding the idea of sustainable development, the Group continues to fulfill its corporate responsibility, and adhere to the core value of sustainable development. The Group will establish an efficient management and consultation platform and optimize the environmental, social and governance responsibility system. As a leading domestic beer enterprise, the Group will also apply effective communication channels to communicate with stakeholders, and lead all walks of life in the world to seize the opportunity of sustainable development and create a green future together.



## 關於我們 ABOUT US

### 公司概況

華潤啤酒(控股)有限公司於香港聯合交易所有限公司掛牌(股份代號:00291),是華潤(集團)有限公司(「華潤集團」)屬下的啤酒上市公司,專營生產、銷售及分銷啤酒產品。華潤雪花啤酒有限公司(「華潤雪花啤酒」)為本公司的全資附屬公司。二零一九年,本集團與Heineken集團正式完成交易,開展戰略合作。

### 業務介紹

本集團自一九九三年開始在中國發展啤酒業務,以質量為基礎追求精緻創新的匠心釀造。二零二零年,本集團在中國營運70家啤酒廠房,啤酒年產能為18.7百萬千升,全年啤酒銷量達到11.1百萬千升。

二零二零年年初,新型冠狀病毒疫情在中國爆發,各地政府實施封鎖部分城市政策及多項緊急防控措施,以減少疫情傳播的風險,導致疫情期間啤酒市場不可避免地受到極大的衝擊。然而,本集團在業務上靈活變通,採取遠程辦公保障員工的健康,並在得到各地政府的批准後及確保員工安全的情況下才安排復工復產,減低傳播風險。

本集團逆境求變,在疫情爆發後開展了不同銷售計劃,包括組織決戰高端大會戰、大力幫扶渠道、渠道營銷建設等舉措,在逆境下仍努力提升本集團的市場競爭地位,力爭上流。同時,本集團繼續豐富產品組合,於二零二零年推出高端產品「喜力®星銀™」啤酒,配合二零一九年推出的「雪花馬爾斯綠啤酒」和「黑獅白啤」兩款高端新產品,進一步推動高端化發展,提升啤酒品牌形象。

本集團二零二零年營業額達人民幣314.48億元,較二零一九年減少5.2%。而本集團二零二零年的本公司股東應佔綜合溢利及未計利息及稅項前盈利,較二零一九年分別上升59.6%及42.3%至人民幣20.94億元及人民幣30.79億元。作為華潤集團的一份子,我們矢志與消費者、股東、員工和商業夥伴一起引領商業進步,共創美好生活,成為大眾信賴和喜愛的啤酒企業。

### OVERVIEW OF THE COMPANY

China Resources Beer (Holdings) Company Limited (stock code under The Stock Exchange of Hong Kong Limited: 00291) is a listed subsidiary of China Resources (Holdings) Company Limited ("CRH"), which focuses on the manufacturing, sales and distribution of beer products. China Resources Snow Breweries Limited ("CRSB") is a wholly-owned subsidiary of the Company. In 2019, the Group has completed the transaction and commenced the strategic partnership with the Heineken Group.

### BUSINESS OF THE COMPANY

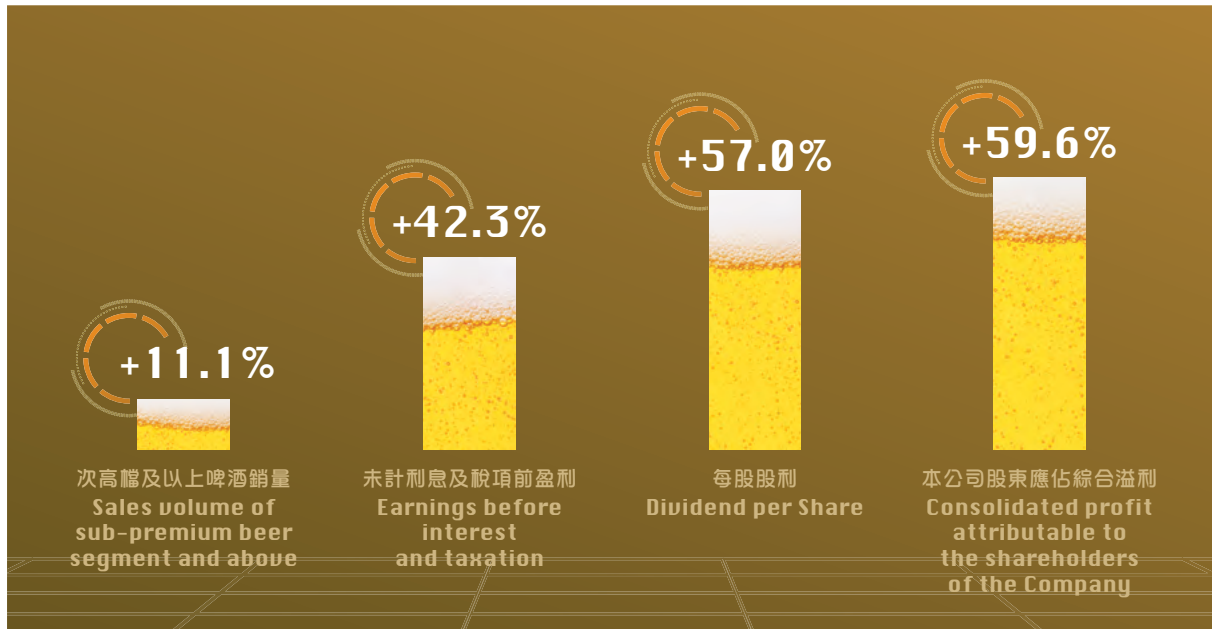
The Group has been in the beer business in China since 1993, pursuing fine and innovative craft brew with quality as its foundation. In 2020, the Group operated 70 breweries in China with an annual beer production capacity of 18.7 million kilolitres and a total annual sales volume of 11.1 million kilolitres.

At the beginning of 2020, with the outbreak of the coronavirus disease (COVID-19) in China, policy for some of cities and various prevention and control measures to reduce the risk of spread of the pandemic, resulting in an inevitable significant impact on beer market during the pandemic. However, the Group adopted flexible operation and remote office to safeguard staff's health. The Group resumed its work and production upon the approval from local governments and having staff's safety ensured to reduce the risk of spread of the pandemic.

The Group carried out evolution in an adverse situation, where we have launched a number of sales programs such as organizing strategic initiatives to gain market share in the premium segment, actively supporting channels, developing sales and marketing channels. All in all, these measures promoted the Group's competitiveness in an adverse market and equipped the Group with an upward momentum. Meanwhile, the Group continued to enrich its product portfolio, launched a premium product "Heineken® Silver" beer in 2020 which further promoted the premium development and improved our beer brand image together with two new premium products launched in 2019, namely "SNOW MARRSGREEN BEER" and "Löwen White Beer".

In 2020, the Group recorded turnover of RMB31,448 million, representing a 5.2% decrease as compared to that of 2019. However, the consolidated profit attributable to the Company's shareholders and earnings before interest and taxation of the Group in 2020 increased by 59.6% and 42.3% to RMB2,094 million and RMB3,079 million, respectively, as compared to that of 2019. As a member of CRH, we are dedicated to leading the business progress and building a better life together with our consumers, shareholders, staff and business partners, and making the Group a trusted and beloved beer enterprise.

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生產基地分佈

GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

截至二零二零年十二月三十一日，華潤啤酒營運啤酒廠房數目為70家，啤酒廠房分佈區域如下表：

As at 31 December 2020, CR Beer had 70 breweries in operation, the geographic distribution of which is indicated in the following table:

省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries	省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries
黑龍江 Heilongjiang	3	福建 Fujian	1
吉林 Jilin	1	廣東 Guangdong	4
遼寧 Liaoning	9	湖南 Hunan	2
天津 Tianjin	1	貴州 Guizhou	3
河北 Hebei	2	四川 Sichuan	9
山西 Shanxi	1	西藏 Tibet	1
山東 Shandong	3	甘肅 Gansu	1
江蘇 Jiangsu	5	內蒙古 Inner Mongolia	2
上海 Shanghai	1	寧夏 Ningxia	1
安徽 Anhui	6	陝西 Shaanxi	1
河南 Henan	3	廣西 Guangxi	1
湖北 Hubei	3	海南 Hainan	1
浙江 Zhejiang	5		

\* 不包括年內停止營運和管理層決定關閉的啤酒廠

\* Excluding those breweries ceased operation during the year and determined by management to be closed

## 關於我們 ABOUT US

### 相關主要獎項及榮譽

### RELEVANT MAJOR AWARDS AND ACCOLADES

獎項 Award	獲獎單位／項目 Awarded entity/project
<b>環保、健康及安全管理類</b> <b>For environmental, health and safety management</b>	
香港環保促進會主辦「香港綠色企業大獎2020」 “Hong Kong Green Awards 2020” organized by Hong Kong Green Council <ul style="list-style-type: none"> <li>超卓環保安全健康獎－企業(大型企業)金獎</li> <li>Environmental, Health and Safety Award – Enterprise (Large Enterprise) Gold</li> </ul>	華潤雪花啤酒(六安)有限公司 China Resources Snow Breweries (Lu'an) Co., Ltd.
香港環保促進會主辦「香港綠色企業大獎2020」 “Hong Kong Green Awards 2020” organized by Hong Kong Green Council <ul style="list-style-type: none"> <li>優越環保管理獎－企業(大型企業)銀獎</li> <li>Green Management Award – Enterprise (Large Enterprise) Silver</li> </ul>	華潤雪花啤酒(內江)有限公司 China Resources Snow Breweries (Neijiang) Co., Ltd.  華潤雪花啤酒(佛山)有限公司 China Resources Snow Breweries (Foshan) Co., Ltd.
<b>產品質量類</b> <b>For product quality</b>	
中國酒業協會「科學技術獎」 “Science and Technology Award” in China Alcoholic Drinks Association	「高速啤酒罐裝線高效運行保障體系研究與應用」項目 The project of “Research and Application of Protection System for Efficient Operation Technology for High-speed Packaging Line of Canned Beer”
中國質量協會「2020年中國質量技術與創新成果發表賽」專業級成果(質量創新獎) Professional Achievement (Quality Innovation Award) in the “China Quality Technology and Innovation 2020” by China Association for Quality	「啤酒活性乾酵母的研究與應用」項目 The project of “Research and Application on Active Dry Yeast for Beer”
<b>社會責任類</b> <b>For social responsibility</b>	
2020年《21世紀經濟報道》中國企業公民評選年度優秀企業文化獎 “2020 Excellent Corporate Culture” by 21st Century Business Herald	華潤雪花啤酒 CRSB



- 安徽六安工廠獲得了香港環保促進會主辦的香港綠色企業大獎之超卓環保安全健康獎－企業(大型企業)金獎。  
Lu'an plant in Anhui won Environmental, Health and Safety Award – Enterprise (Large Enterprise) Gold of Hong Kong Green Awards organized by Hong Kong Green Council.

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獎項 Award	獲獎單位／項目 Awarded entity/project
<b>市場營銷類</b> <b>For marketing</b>	
《亞洲週刊》雜誌全球華商1,000排行榜最大食品及飲料企業大獎 The Largest Food and Beverage Company Award of Global Chinese Business 1,000 Ranking by Yazhou Zhoukan	華潤啤酒 CR Beer
清華大學經濟管理學院中國企業研究中心、每日經濟新聞 Tsinghua SEM China Business Research Center, National Business Daily <ul style="list-style-type: none"> <li>• 2020上市公司品牌價值榜總榜TOP100</li> <li>• Top 100 among Chinese Listed Companies By Brand Value 2020</li> <li>• 2020中國酒業上市公司品牌價值榜TOP30第四位、啤酒行業第一位</li> <li>• Ranked 4th among 2020 Brand Value of China Listed Liquor Companies Top 30 and ranked 1st in the beer industry</li> </ul>	華潤啤酒 CR Beer
《福布斯》雜誌全球2,000強企業名列第1,954位 Ranked 1,954th among Global 2000 by Forbes magazine	華潤啤酒 CR Beer
《財富中國》雜誌中國500強企業名列第295位 Ranked 295th among Fortune China 500 by Fortune China magazine	華潤啤酒 CR Beer
新浪財經金麒麟港股價值風雲榜最具領導力企業家 Entrepreneur with the best leadership among Golden Qilin Hong Kong Stocks Value List by Sina Finance	華潤啤酒 CR Beer
香港投資者關係協會第六屆香港投資者關係大獎 HKIRA 6th Investor Relations Awards by Hong Kong Investor Relations Association <ul style="list-style-type: none"> <li>• 最佳投資者關係公司 – 大型股</li> <li>• Best IR Company – Large Cap</li> <li>• 最佳投資者會議 – 大型股</li> <li>• Best Investor Meeting – Large Cap</li> <li>• 最佳年報 – 大型股</li> <li>• Best Annual Report – Large Cap</li> <li>• 最佳環境、社會及管治(環境) – 大型股</li> <li>• Best ESG (E) – Large Cap</li> <li>• 最佳投資者關係專員 – 大型股</li> <li>• Best IRO – Large Cap</li> </ul>	華潤啤酒 CR Beer

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獎項 Award	獲獎單位／項目 Awarded entity/project
IR Magazine 獎項 – 2020年大中華地區最佳投資者關係大獎：消費品 Best in sector: Consumer staples of IR Magazine Awards – Greater China 2020	華潤啤酒 CR Beer
《經濟一週》雜誌2020年度香港傑出企業巡禮 Hong Kong Outstanding Enterprises Parade 2020 by Economic Digest magazine <ul style="list-style-type: none"> <li>香港傑出上市企業</li> <li>Hong Kong Outstanding Enterprise Award</li> <li>非凡企業大獎</li> <li>Excellence Award</li> </ul>	華潤啤酒 CR Beer
am730及亞洲公關傑出上市公司大獎2020 – 傑出上市公司大獎(主板 – 大市值) Listed Company Excellence Awards (Main Board – Large Market Capitalization) of Listed Company Excellence Awards 2020 by am730 and PR Asia	華潤啤酒 CR Beer
證券日報金駿馬獎 – 最具工匠精神上市公司 Listed company with the best craftsmanship spirit of Golden Horse Awards by Securities Daily	華潤啤酒 CR Beer
《機構投資者》雜誌2020年度亞洲區公司管理團隊調查 2020 All-Asia Executive Team survey by Institutional Investor magazine <ul style="list-style-type: none"> <li>最受尊崇企業(必需消費品行業)</li> <li>Most Honored Company (Consumer staples sector)</li> <li>最佳首席執行官(必需消費品行業第一名)</li> <li>Best CEO (first place in Consumer staples sector)</li> <li>最佳首席財務官(必需消費品行業第二名)</li> <li>Best CFO (second place in Consumer staples sector)</li> <li>最佳投資者關係人員(必需消費品行業第二名)</li> <li>Best Investor Relations Professional (second place in Consumer staples sector)</li> <li>最佳投資者關係團隊(必需消費品行業第一名)</li> <li>Best Investor Relations Team (first place in Consumer staples sector)</li> <li>最佳環境、社會及管治(必需消費品行業第二名)</li> <li>Best ESG (second place in Consumer staples sector)</li> <li>最佳投資者關係工作(必需消費品行業第三名)</li> <li>Best Investor Relations Program (third place in Consumer staples sector)</li> </ul>	華潤啤酒 CR Beer
《亞洲企業管治》雜誌2020年度亞洲卓越表現表揚大獎 Asian Excellence Recognition Awards 2020 by Corporate Governance Asia magazine <ul style="list-style-type: none"> <li>最佳投資者關係企業</li> <li>Best Investor Relations Company</li> <li>亞洲最佳首席執行官(投資者關係)</li> <li>Asia's Best CEO (Investor Relations)</li> <li>亞洲最佳首席財務官(投資者關係)</li> <li>Asia's Best CFO (Investor Relations)</li> <li>最佳投資者關係人員</li> <li>Best Investor Relations Professional</li> </ul>	華潤啤酒 CR Beer

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獎項 Award	獲獎單位／項目 Awarded entity/project
《亞洲企業管治》雜誌2019年度亞洲環境、社會及管治大獎 Asian ESG Awards 2019 by Corporate Governance Asia magazine <ul style="list-style-type: none"> <li>• 亞洲企業管治典範</li> <li>• Asia's Icon on Corporate Governance</li> <li>• 環境、社會及管治具影響力企業</li> <li>• ESG Influencer</li> <li>• 亞洲企業董事表揚大獎</li> <li>• Asian Corporate Director Recognition Awards</li> </ul>	華潤啤酒 CR Beer
肯耐珂薩®頒發2020星躍獎(X Awards) 2020 X Awards issued by KNX <ul style="list-style-type: none"> <li>• 「企業文化最佳實踐」</li> <li>• "Best Practices in Corporate Culture"</li> <li>• 「人才管理最佳實踐獎」</li> <li>• "Best Practices in Talent Management"</li> </ul>	華潤雪花啤酒 CRSB
「2020 BrandZ™最具價值中國品牌百強」位列榜單第73名 Ranked 73th among "2020 BrandZ™ Top 100 Most Valuable Chinese Brands"	華潤雪花啤酒 CRSB
「2020博鰲全球飲品高峰論壇」年度消費者青睞品牌 Annual consumer's favorable brand in "Boao Global Summit for Beverage 2020"	華潤雪花啤酒 CRSB
世界品牌實驗室 World Brand Laboratory <ul style="list-style-type: none"> <li>• 《中國500最具價值品牌》總榜單位列第28名，品牌價值超過人民幣1,700億元</li> <li>• Ranked 28th among the China's 500 Most Valuable Brands with brand value over RMB170 billion</li> <li>• 「中國品牌年度大獎啤酒 NO. 1」</li> <li>• "Chinese Brand Annual Award – NO. 1 in Beer Industry"</li> <li>• 「中國啤酒十大影響力品牌」</li> <li>• "Top 10 Most Influential Chinese Beer Brands"</li> <li>• 「2020年品牌營銷大獎」</li> <li>• "Brand Marketing Award 2020"</li> </ul>	華潤雪花啤酒 CRSB
<b>其他</b> <b>Other</b>	
新華報業媒體集團《培訓》雜誌「中國人才發展菁英獎」 "China Talent Development Awards" by Training Magazine of Xinhua Newspaper Media Group	華潤雪花啤酒 CRSB
2020年華潤集團六星級標杆單位 CRH Six-star Benchmark Unit 2020	華潤雪花啤酒(黔南)有限公司 China Resources Snow Breweries (Qiannan) Co., Ltd.

## 環境、社會及管治體系 ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

本集團深信可持續發展是企業成功的基石。因此，我們在企業戰略、重大決策及日常運營中加入可持續發展理念，不斷提升自身管理水平，務求為客戶提供優質的產品，創造價值，推動企業的可持續發展。同時，本集團作為中國領先的啤酒企業之一，我們積極履行企業社會責任，貢獻社會經濟、社區及環境等多方面，推動社會以至國家的可持續發展。

The Group believes that sustainable development is the cornerstone of business success. Therefore, we consolidate the concept of sustainable development into corporate strategy, major decisions and daily operations, continuously improve our own management standard, strive to provide high-quality products to and create value for customers, and promote the corporate sustainable development. Meanwhile, as one of the leading beer enterprises in China, the Group proactively fulfills its corporate social responsibility, makes contribution to various aspects such as social economy, community and environment, and promotes the sustainable development of the society and the state.

### 環境、社會及管治架構

本集團視環境、健康及安全(EHS)為業務的中心之一，通過設立完善的組織架構不斷提高環境、社會和企業管治水平。本集團的EHS部門明確落實管理權責，專項方案強化管理成效，又建立了完善EHS管理要素體系，分三個層級並擇定試點基層企業啟動EHS管理信息全面建設項目，妥善管理相關的制度及政策，強化EHS的管理能力。

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRUCTURE

The Group regards environment, health and safety (“EHS”) as one of the cores of its business. The Group continuously improves the standard of environmental, social and corporate governance by establishing a sound organization structure. The Group’s EHS Department clearly defines management rights and responsibilities, strengthens management effectiveness through special projects. In addition, a sound EHS management element system has been established. A comprehensive construction project on EHS management information has been initiated through dividing into three levels and selecting pilot primary-level enterprises, to duly manage relevant systems and policies, as well as to enhance EHS management ability.

本集團按客觀環境和自身情況制定一個全面的環境及社會風險識別、管控及處理機制，並以制度設置、日常監控、數據收集、信息披露等多項工作推動企業可持續發展，履行對各利益相關方的承諾。

The Group has also established an all-round mechanism on identification of environmental and social risk, management and control and response based on the objective environment and our own situation, and promoted the corporate sustainable development and carried out its undertakings to various stakeholders through multiple tasks such as regulation setting, routine monitoring, data collection and information disclosure.

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
決策層 Decision-making level	高級管理層 The senior management	討論環境、社會及管治重大事務和未來發展 To discuss major issues and future development of environment, society and governance
		探討識別相關風險 To identify relevant risks
		制定策略及目標 To formulate strategies and objectives
		檢討工作效果 To review working results
		對整體工作機制效果進行評估 To assess effectiveness of overall working mechanism
		分配各職能部門、分公司相關職責 To assign relevant duties and responsibilities to various functional departments and branches



## 環境、社會及管治體系 ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
監督層 Supervision level	各職能部門、 分公司負責人 Responsible persons from various functional departments and branches	執行決議並向決策層匯報工作情況 To implement resolutions and report working situation to the decision-making level
		根據整體環境、社會及管治策略和方向研究具體工作 To conduct researches on actual tasks according to the overall strategy and direction on environment, society and governance
		指定相關工作小組執行工作 To assign relevant working groups to implement the tasks
		向決策層提出下一年相關工作的改善建議 To suggest work improvement for the coming year to the decision-making level
執行層 Execution level	各部門及地方 公司的工作小組 Working groups of various departments and local companies	按監督層的方向，完成職能範圍內的相關工作 To complete assigned tasks within own functions in accordance with the direction set by the supervision level
		定期收集、整理、上報相關信息 To collect, organize and report relevant information on a regular basis
		及時反饋實際工作情況，對實際工作的開展進行建議 To make timely feedback of practical working situation and make recommendations on the implementation of tasks
		承擔內部信息傳播責任 To be responsible for dissemination of internal information

為應付氣候變化議題，我們計劃在未來兩年內進一步明確董事對本公司內部與氣候相關議題的監督，提升本集團的氣候變化風險管理。

To address climate change, we plan to further clarify the directors' oversight of climate-related issues within the Company in the next two years to enhance the Group's climate change risk management.

### 利益相關方溝通

本集團明白利益相關方對本集團的業務管理及發展極其重要，我們定期與利益相關方溝通以了解他們對環境、社會及管治相關議題的意見。結合自身行業背景及可持續發展影響範圍，我們重點識別和遴選出核心利益相關方，包括政府及監管機構、股東、消費者、員工、供應商及合作夥伴、行業協會和社區，並透過以下的溝通方式了解他們對本集團可持續發展的期望與反饋，從而相應提升本集團的運營與實踐。

### COMMUNICATION WITH STAKEHOLDERS

The Group understands the significant importance of stakeholders to the Group's business management and development. We have regular communication with stakeholders to understand their opinions on the related environmental, social and governance issues. Based on our own industry background and the influence scope of the sustainable development, we selectively identified the following stakeholders: the government and regulatory authorities, shareholders, consumers, staff, suppliers and partners, industry associations and the community, and understand their expectation and feedback on the Group's sustainable development through the following communication means so as to improve the Group's operation and practices correspondingly.

## 環境、社會及管治體系 ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

主要利益相關方 Major stakeholders	溝通方式 Means of communication
政府及監管機構 Government and regulatory authorities	定期交流 Regular exchange
	閱讀政策文件 Study of policy documents
	回應諮詢 Response to consultation processes
股東 Shareholders	定期發佈財務報告 Regular publication of financial reports
	召開股東大會 Convening of general meetings
	投資者關係溝通 Investor relations communication
消費者 Consumers	客戶服務熱線 Customer service hotline
	產品標籤 Product labels
	郵件及社會媒體 Mail and social media
員工 Employees	員工信箱及意見調查 Employee mailbox and opinion survey
	公司內聯網 Company intranet
	員工活動 Staff activities
供應商及合作夥伴 Suppliers and partners	定期交流 Regular exchange
	審核與評估 Examination and assessment
	信息共享 Information sharing
行業協會 Industry associations	定期交流 Regular exchange
	互相訪問 Reciprocal visits
	積極參與協會事務 Active involvement in association affairs
社區 The community	社區文化建設 Building of community culture
	幫扶弱勢群體 Aid for underprivileged groups
	社區服務 Community services

## 環境、社會及管治體系

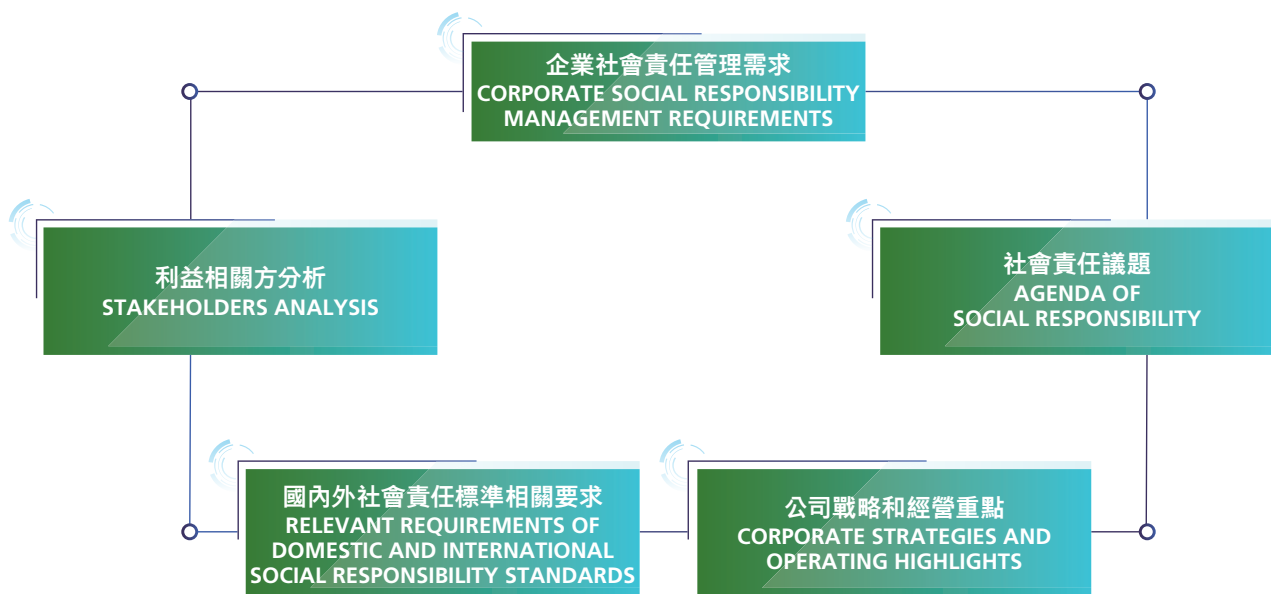
## ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

### 重要議題識別

本集團遵循以上的方式與利益相關方持續溝通，了解及識別到各利益相關方群體所關注的環境、社會及管治議題。按照《環境、社會及管治報告指引》的披露要求及以關鍵績效指標作為依據，結合自身戰略和經營重點，並參考行業最佳實踐及國內外社會責任標準，本集團從「對企業可持續發展的重要性」與「對利益相關方的重要性」兩個維度對所有環境、社會及管治議題進行了分析與排序，識別了於下一頁的重要性議題，並按重要性議題制定披露框架及報告內容。

### IDENTIFICATION OF MATERIAL ISSUES

With the continuous communication with stakeholders through the aforementioned means, the Group understands and identifies the ESG issues concerned by each stakeholder group. In compliance with the disclosure requirements of the ESG Reporting Guide and based on key performance indicators, taking into account its own strategy and operating focus, with reference to the best practices in the industry and domestic and international social responsibility standards, the Group analyzed and prioritized all ESG issues based on the two dimensions of “Materiality to the sustainable development of CR Beer” and “Materiality to stakeholders”, and identified the following material issues on the next page, with which the Group formulated the framework of disclosure and information to be disclosed.



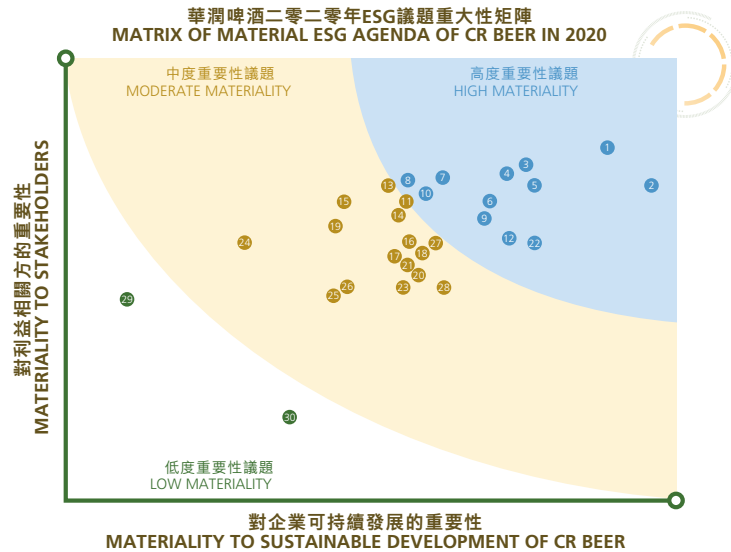
通過內部審查及考慮到自身業務類型及運營地點的穩定性，二零二零年的重要性議題列表、排序及矩陣與在二零一九年的利益相關方溝通與調研的基礎維持不變，以下列出了利益相關方的不同關注點。本報告以下各章節將詳細說明有關各個重大性議題的政策、措施及績效，回應利益相關方對我們的期望，並進一步調整未來的可持續發展策略、內部風險評估與監控。

After internal review and consideration of the stability of its own business and operating location, the list, ranking and matrix of material issues in 2020 remain unchanged basically on the basis of stakeholder communication and research in 2019, pursuant to which the following concerns of stakeholders are listed. In the following chapters of the Report, we will elaborate on the policies, measures and performance in relation to each material issue in detail, in order to respond to the expectations of stakeholders on us, and to further adjust future sustainable development strategies, internal risk assessment and monitoring.

## 環境、社會及管治體系 ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

### 重大性議題矩陣及列表

### Materiality matrix and table



- |  |  |   |
|--|--|---|
| 1 環境合規<br>Environmental compliance                   | 22 水資源使用<br>Use of water resources                         | 21 材料供應的穩定性<br>Stability of materials supply                |
| 2 低碳運營<br>Low-carbon operation                       | 11 反貪污<br>Anti-corruption                                  | 23 善用資源<br>Proper use of resources                          |
| 3 食品安全<br>Food safety                                | 13 供應鏈管理<br>Supply chain management                        | 24 服務地方經濟<br>Serving local economies                        |
| 4 勞工標準及勞工關係<br>Labour standards and labour relations | 14 公司資產的運營效率<br>Operational efficiency of corporate assets | 25 社區溝通與參與<br>Community communication and involvement       |
| 5 產品質量管理<br>Product quality management               | 15 客戶服務<br>Customer services                               | 26 生產過程的控制<br>Control of production processes               |
| 6 員工發展及培訓<br>Staff development and training          | 16 產能優化及產能使用率<br>Capacity optimization and utilization     | 27 包裝材料的成本控制<br>Cost control of packaging materials         |
| 7 職業健康安全<br>Occupational health and safety           | 17 客戶信息隱私保護<br>Protection of customer data privacy         | 28 包裝材料回收<br>Recycling of packaging materials               |
| 8 商業合規<br>Commercial compliance                      | 18 社會公益<br>Social welfare                                  | 29 推動公眾理性飲酒<br>Promoting rational drinking among the public |
| 9 產品與技術創新<br>Product and technological innovation    | 19 營銷收益<br>Marketing revenue                               | 30 倡導本地生產及銷售<br>Advocating localized production and sales   |
| 10 員工福利<br>Staff benefits                            | 20 產品多元化<br>Product diversification                        |   |

# 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

華潤啤酒作為食品行業的一員，深明優質的產品和服務是企業成功的根本。我們嚴格控制食品安全與質量，絕不容忍任何安全風險和質量問題，以作為控制產品安全及風險的基礎，為廣大市場客戶帶來最優質的啤酒產品。我們積極創新，保護知識產權，領導行業滿足不斷變化的市場需求。我們鼓勵消費者理性飲酒，與行業協會一同推廣健康文明的生活方式。我們持續改善供應鏈管理，利用全面及穩健的管理機制，嚴格把控上游供應商和下游廢棄物處理商，降低我們產品的碳足跡，為消費者帶來最佳的產品和服務，從而提高消費者對我們的滿意度。

### (一) 食品安全及質量管理

一直以來，食品安全和質量管理都是我們的運營管理核心。本集團嚴格遵守中華人民共和國食品安全和質量相關法律法規，如《中華人民共和國食品安全法》及其相關條例、《中華人民共和國產品質量法》《中華人民共和國標準化法》《食品安全國家標準食品生產通用衛生規範(GB14881)》《生活飲用水衛生標準(GB5749)》《食品安全國家標準食品添加劑使用標準(GB2760)》《消毒產品生產企業衛生許可規定》《啤酒(GB/T4927)》等。

本集團以「做世界一流啤酒企業，做世界最好的啤酒」為質量目標，秉持「質量第一，消費者至上，勇於創新，追求卓越，踐行社會責任」為質量方針，致力於提供高質量產品。為促進本集團與國際接軌，本集團與第三方專業機構合作，在華潤雪花啤酒總部及試點工廠構建特色的質量和食品安全管理體系(SnowMS·QFS)，該體系遵循華潤集團EHS管理要素，融合了多個國際體系和本集團管理經驗。

As a member of the food industry, CR Beer deeply understands that quality products and services are fundamental to an enterprise's success. We strictly control the safety and quality of food, with zero tolerance of any safety risks and quality issues as the basics for control over product safety and risks, so as to provide beer products of the best quality to customers in the market. We make innovation actively, protect intellectual property rights, and lead the industry to meet evolving market needs. We encourage consumers to drink in a proper manner to promote a healthy and civilized lifestyle together with the industry associations. We continue to improve the supply chain management, exercise stringent control over upstream suppliers and downstream waste treatment service providers by utilizing comprehensive and robust management mechanism, and reduce the carbon footprint of our products to bring the best products and services to consumers and thereby improving consumer satisfaction.

### (I) FOOD SAFETY AND QUALITY MANAGEMENT

Over a long time, food safety and quality management are at the core of our operation management. The Group observes strict compliance with the relevant laws and regulations of the People's Republic of China ("PRC") on food safety and quality, including, among others, the "Food Safety Law of the PRC" and its relevant regulations, the "Product Quality Law of the PRC", the "Standardization Law of the PRC", the "General Hygiene Regulations for Food Production of the National Food Safety Standard (GB14881)", the "Sanitary Standards for Drinking Water (GB5749)", the "Standards for the Use of Food Additives of the National Food Safety Standard (GB2760)", the "Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products", and the "Beer (GB/T4927)".

The Group upholds the quality goal of "be an outstanding enterprise to brew the best beer in the world", and maintains the quality philosophy of "quality first, consumers as first priority, be innovative and excellent together with fulfill social responsibilities", striving to offer quality products. To propel the connection between the Group and the globe, the Group co-operates with third-party professional institutions to establish featured quality and food safety management system (SnowMS·QFS) at the headquarters and pilot factories of CRSB. This system abides by the management elements of CRH's EHS and integrates various international systems and the Group's management experience.

## 第一章 產品及營運慣例

### CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

二零二零年，本集團持續組織下屬公司開展外部管理體系認證工作，華潤雪花啤酒總部與試點工廠（蕭山工廠、余杭工廠和鄭州工廠）整體通過了質量管理體系（ISO9001）認證「母子證書」。截止目前，本集團及下屬工廠累計通過國際ISO體系、食品安全管理系統（FSSC22000）、危害分析和關鍵控制點（HACCP）等國際體系認證54項，從而增強在整個價值鏈不同環節的高水平質量管控。此外，本集團在生產過程中制定了《生產質量控制管理規定》，還採用自檢、互檢、下道工序對上道工序進行檢驗的三級檢驗制度。根據本集團的《食品安全應急預案》和《產品召回管理制度》等相關食品安全管理制度，本集團對召回產品進行三級管理，對不同召回等級提出不同的召回要求，確保為消費者提供安全、可靠、高質量的啤酒。

本集團已採用延伸質量管理，總部統一策劃、附近區域管理、信息匯總共享，以達致總部、區域、工廠三級有效合作。我們繼續利用內部「技術標準優化項目組」進行技術標準優化工作，並對內控質量標準系統進行排查，與國家標準、行業及市場相關產品的標準廣泛對標，進一步確保產品質量。二零二零年，本集團持續開展合規性評價工作，全面識別與解讀食品安全法律法規，深入排查食品安全及質量合規性，健全完善管理制度和標準，年內共製修訂標準145份，以保障產品質量和滿足顧客要求。

In 2020, the Group continuously organized its subsidiaries to conduct the accreditation work of external management systems. The headquarters of CRSB and pilot factories (Xiaoshan Factory, Yuhang Factory and Zhengzhou Factory) generally passed the accreditation of quality management system (ISO9001) with "Parent-subsidiary Certificate". So far, the Group and its subordinate factories have passed 54 international system certifications, including the International ISO System, food safety management system (FSSC22000) and hazard analysis and critical control points (HACCP), thereby enhancing high-level quality control at different links throughout the value chain. In addition, the Group has formulated the "Management Regulations on Control of Production Quality", while a three-tier inspection system comprising self-inspection, mutual inspection and inspection by comparing downstream processes against upstream processes has been adopted for the production process. According to the Group's pertinent food safety management regulations such as the "Contingency Plan on Food Safety" and "Management Regulations on Product Recall", the Group has conducted three-tier management of the recalled products and put forward different recall requirements for different recall levels to ensure safe, reliable and high-quality beer offered.

The Group has adopted an extended quality management approach to achieve centralized planning at the headquarters, management by regional companies nearby and shared use of consolidated information, such that the three levels of headquarters, regional companies and breweries can co-operate efficiently. With the "project team of technical standard optimization", we continue to carry out technical standard optimization and thorough inspection of the internal control quality standard system through extensive comparisons with national standards as well as industry and market standards for relevant products, with a view to further assuring its product quality. In 2020, the Group continued to conduct review on compliance, identified and analyzed comprehensively on laws and regulations about food safety, deeply inspected food safety and quality compliance and established sound management systems and standards with 145 revised standards in total during the year, to ensure product quality and meet customers' needs.

## 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

本集團持續建立開展供應商質量延伸管理、工序質量評估、消費者質量評價、質量體系審核等全供應鏈監督體系。二零二零年，本集團修訂5項監督管理制度及標準，並組織落實監督體系要求，採用總部抽查與區域自查的方式對相關標準在工廠的執行情況進行檢查，累計檢查83廠次，檢查項目25,000餘項，國家法律法規執行率100%。此外，本集團運用精益管理工具解決質量痛點，同時通過工序質量評估、精細化釀造項目、質量隱患排查等專題提升本集團產品質量，二零二零年，共開展微小改善和精益改善項目1,000餘項。

新冠疫情期間，本集團積極貫徹國家關於做好應對新冠疫情工作重要指示批示精神，在工廠、倉庫、辦公區域等採取更加嚴格的衛生健康標準，提升安全生產防控措施，出廠質量合格率、國家監督抽查合格率均達到100%，所有產品百分百符合《啤酒》國家標準。

為提高全員質量意識、提升質量水平和創新能力，本集團於二零二零年開展微信公眾號分享、視頻培訓、現場活動等多種形式宣傳培訓，認真學習和貫徹習近平總書記關於推動高質量發展的重要論述，宣貫國家及華潤集團的質量要求，共開展約200場次的宣傳培訓活動。

於報告期間，本集團所有啤酒產品均無召回已售或已運送產品的情況，已遵守所有關於提供產品和服務的健康與安全、廣告、以及標籤和私隱事宜等對本集團具有重大影響的相關法律及規例，並無發現任何重大違規情況，有效質量投訴處理率也達到100%。

The Group continued to establish and carry out extended supplier quality management, work process quality assessment, consumer quality assessment, quality system review and other full supply chain supervision systems. In 2020, the Group revised 5 supervision management systems and standards as well as implemented the requirements of supervision system to conduct random inspections and self-inspections on the implementation of the relevant standards in factories within the headquarters and areas, respectively, with total 83 factories inspected, over 25,000 items inspected and achieved 100% execution of national laws and regulations. Furthermore, the Group resolved quality problems by using refined management methods while improving its product quality through work process quality assessment, refined brewing projects, potential quality issue inspections and other projects with over 1,000 minor and refined improvements conducted in 2020.

During the pandemic outbreak, the Group actively implemented the spirit of the national major instructions on responding to the pandemic, and adopted stricter sanitation standards in factories, warehouses, offices and other areas and enhanced safety production prevention and control measures, achieving 100% pass rate in both ex-factory quality test and the spot tests under national supervision. All products were 100% in compliance with the national standard of "Beer".

To enhance the quality awareness of all employees and improve quality level and innovation capability, the Group conducted various propaganda trainings in 2020, such as WeChat official public accounts sharing, video trainings and on-site events, to diligently learn and implement the important dissertation regarding promotion of high-quality development by General Secretary Xi Jinping and to publicize and implement quality requirements of the state and CRH with around 200 propaganda training events conducted.

During the Reporting Period, all sold or delivered beer products of the Group have not suffered from recall, and we have complied with all relevant laws and regulations, with no major violations on aspects including health and safety of products and services, advertising, labeling and privacy matters as well as privacy issues. Also, the effective handling rate of products relating to quality issue achieved 100%.

## 第一章 產品及營運慣例 CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

### 案例： Case study:

#### 新冠疫情風險應對 Response to Risks Arising from Pandemic Outbreak

為貫徹落實國務院對進口冷鏈食品預防性全面消毒工作要求，有效防範新冠肺炎疫情通過進口冷鏈食品輸入風險，二零二零年本集團制訂了詳細的防疫方案，對通過冷鏈進口的顆粒酒花和酶製劑進行全面消毒，實現全流程閉環管控可追溯。

To consistently implement the requirements of preventive and comprehensive disinfection work on imported cold chain food issued by the State Council and effectively prevent the input risks of the pandemic through imported cold chain food, the Group established detailed pandemic prevention plan in 2020 to fully disinfect particles hop and zyrim imported via cold chain and to achieve full-process, closed-loop and traceable control.



### 案例： Case study:

#### 國家啤酒評委培養 Cultivation of National Beer Judge

為嚴格把控產品質量，提高產品體驗，本集團致力於培養優秀的品評人員。二零二零年中國酒業協會啤酒分會在瀘州舉辦「二零二零屆國家級啤酒評酒委員」考評選拔活動，本集團共有36名品酒師考取了二零二零屆國家評委(俗稱「國嘴」)，行業佔比34.3%，處於行業領先水平。

To strictly control product quality and improve product experience, the Group was committed to cultivating excellent evaluation personnel. In 2020, the Beer Branch of China Alcoholic Drinks Association held the "2020 National Beer Tasting Committee" selection event in Luzhou, and 36 beer tasters in total of the Group obtained the title of 2020 National Beer Judge (commonly known as "National Taster"), representing 34.3% in the industry and maintaining the leading position in the industry.





## 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

## (二) 產品創新及知識產權

為滿足消費者日新月異的需求，本集團一直積極創新，同時致力維護知識產權。為保障和維護知識產權，本集團在中華人民共和國《商標法》《商標法實施條例》《專利法》《專利法實施細則》《著作權法》《著作權法實施條例》等法律法規的指引下開展知識產權申請、維護、維權工作。為了提高在啤酒行業的知識產權管理水平，本集團適時修訂了《知識產權管理制度》，並制定了《商標使用證據收集工作指引》《商標打假維權操作指引》《知識產權交易管理辦法(試行)》等規章制度，為本集團的知識產權維護、維權工作提供了制度保障。

本集團秉承著「決戰高端、質量發展」的戰略，繼二零一九年推出「雪花馬爾斯綠啤酒」及「黑獅白啤」等高端新產品後，於二零二零年初推出「拉維邦黑啤」高端新品，引領黑啤品類新風尚。產品一經推出，就廣受消費者好評，並獲得不同國際獎項。另外，本集團在二零二零年還完成了「花臉啤酒」、「匠心營造」、「雪花馬爾斯綠啤酒」、「勇闖天涯superX」、「黑獅白啤」、「拉維邦黑啤」、「老雪」等重點產品的周邊衍生品的創新與開發，尤其是品牌專屬個性化酒杯、杯墊、開瓶器等待酒品的設計和開發，廣受業內外好評。

## (II) PRODUCT INNOVATION AND INTELLECTUAL PROPERTY RIGHTS

To satisfy the ever-changing needs of consumers, the Group has been actively innovating while striving to maintain intellectual property rights. To safeguard and maintain intellectual property rights, the Group has conducted application, maintenance and protection of intellectual property rights under the guidance of the laws and regulations of the PRC, such as the "Trademark Law", the "Regulations for the Implementation of the Trademark Law", the "Patent Law", the "Regulation for the Implementation of the Patent Law", the "Copyright Law" and the "Regulations for the Implementation of the Copyright Law". To improve the management standard of intellectual property rights in the beer industry, the Group has timely revised the "Regulations for the Administration of Intellectual Property Rights" and established the "Guidelines on Collection of Evidence for Use of Trademark", the "Guidelines on Anti-counterfeit and Rights Protection of Trademark", the "Management Measures on Trading of Intellectual Property Rights (Trial)" and other rules and systems, providing system guarantee for the Group's protection and maintenance of intellectual property rights.

Upholding the strategies of "Quality Development for Success in Premium Segment", the Group launched premium new product "Lavibond Dark Beer" in early 2020 followed "SNOW MARRSGREEN BEER" and "Löwen White Beer" launched in 2019, leading new trend of dark beer. The new product received recognition by consumers and has won various international awards. In addition, the Group has innovated and developed peripheral derivatives of key products such as "Opera Mask Beer", "Craftsmanship", "SNOW MARRSGREEN BEER", "Brave the World superX", "Löwen White Beer", "Lavibond Dark Beer" and "Lao Xue". In particular, the design and development of brand-specific personalized beer glasses, coasters, bottle openers, and other beer serving products have widely received praise in the industry and out of the industry.

## 第一章 產品及營運慣例 CHAPTER 1: PRODUCTS AND OPERATING PRACTICES



二零二零年，本集團在境外申請包含「馬爾斯綠」、「黑獅」、「拉維邦」和「匠心營造」等新品牌的商標共計400餘件，涉及美國、歐盟、韓國、日本和澳大利亞等30餘個世界主要國家和地區，為本集團產品出口海外進行知識產權佈局。根據產品業務需求以及維護商標註冊之目的，二零二零年共計提交境內商標申請1,000餘件。目前，本集團共有各項有效境內專利69件，著作權登記50件，為本集團業務開展提供了知識產權保護。

In 2020, the Group applied for a total of over 400 trademarks under "MARRSGREEN", "Löwen", "Lavibond", "Craftsmanship" and other new brands overseas, involving over 30 main countries and regions including but not limited to the U.S., European Union, Korea, Japan and Australia, which set out an intellectual property right layout for the Group to export its products. According to the business needs of products and the purposes of maintaining trademark registration, domestic trademark applications of over 1,000 were submitted during 2020. Currently, the Group possesses 69 effective domestic patents of various types and 50 copyright registrations in total, providing intellectual property rights protection for the Group's business operations.

本集團嚴格遵守上述對本集團具有重大影響的法律及法規，於二零二零年報告期間，並無任何重大違規情況發生。

The Group was in strict compliance with the aforesaid laws and regulations that had a material impact on the Group, and no material breach was reported during the Reporting Period in 2020.

## 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

## (三) 理性飲酒及負責任營銷推廣

本集團作為有巨大社會責任感的啤酒生產企業，極力響應國家對理性飲酒觀念的提倡，推廣適度理性的飲酒行為和健康文明的生活方式，並確保推廣信息公正、可靠、負責任。我們已連續6年與中國酒業協會合作，以酒與社會責任促進聯盟會員的身份呼籲更多人高度重視理性飲酒行為。二零二零年，本集團資助中國酒業協會在全國9個城市開展了以「適量飲酒、快樂生活」為主題的全國理性飲酒宣傳週活動，拍攝主題微電影《味道》、發佈2020《中國適量飲酒快樂生活藍皮書》、徵集「美酒美圖」、開展「適量飲酒、快樂生活」方言表達大賽等，以多種形式向消費者傳遞「適量飲酒、快樂生活」的理念，引起了社會廣泛關注，為宣傳理性飲酒行為做出了應有的貢獻。



本集團也在廣告宣傳方面進行嚴格規範，確保企業廣告內容真實、合規，華潤雪花啤酒總部營銷中心嚴格遵照《中華人民共和國廣告法》，內部積極建設有關負責任市場推廣銷售的制度，制定了《自媒體管理辦法》，規定酒類廣告中不能出現鼓勵或引導消費者飲酒或無節制飲酒的內容，並在制度中明確規定了傳播內容及內容審核機制，要求各級人員需對即將發布的企業廣告內容進行全面審查，從根源上對消費者進行正確的引導。為更好地對責任營銷方面進行管控，針對新出台的酒類廣告行為規範，營銷中心品牌管理部及法律部還會定期對各區域公司進行解讀培訓，強調宣傳理性飲酒內容的重要性，其中包括：

## (III) RATIONAL DRINKING AND ACCOUNTABLE MARKETING

As a brewing enterprise with a strong sense of social responsibility, the Group highly responded to the advocacy of moderate and rational drinking behavior with a healthy and edified lifestyle and strived to provide fair, reliable and responsible promotional information. We have co-operated with China Alcoholic Drinks Association for 6 years in a row and appealed to more people to attach importance to rational drinking behavior as a member of China SAO. In 2020, the Group organized a campaign of nationwide responsible drinking promotion week with a theme of "Proper Drinking and Happy Life" in 9 cities across the country and shot a micro-movie with the theme of "Taste" in co-operation with China Alcoholic Drinks Association, released the "2020 Blue Paper of China on Proper Drinking and Happy Life", collected "Fine Wine and Gorgeous Picture", and conducted dialect expression competition on "Proper Drinking and Happy Life", which delivered the philosophy of "Proper Drinking and Happy Life" to consumers in various forms and aroused widespread concern in the society and helped to promote responsible drinking behavior.



The Group also strictly regulates advertising to ensure the truthfulness and compliance of the contents of its advertisements. In strict accordance with the "Advertising Law of the PRC", the Sales and Marketing Center of CRSB at headquarters has actively established responsible internal system for relevant marketing and sales and formulated "We Media Management Measures" under which encouraging or inductive drinking contents or unrestrained drinking are prohibited in the advertisements of alcoholic products. The regulation also clearly stipulates the content of dissemination and review mechanism, requiring personnel at all levels to conduct a comprehensive review of the upcoming corporate advertising content, and guide consumers correctly from the roots. In order to better control the responsible marketing, the Brand Management Department of Sales and Marketing Center and the Legal Department also conduct interpretation trainings for regional companies on a regular basis to emphasize the importance of promoting rational drinking content including:

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- 不得誘導、慫恿飲酒或宣傳無節制飲酒；
- 不得出現飲酒的動作；
- 不得出現未成年人的形象；
- 不得表現駕駛車、船、飛機等具有潛在危險活動；
- 不得出現諸如飲酒可以消除緊張和焦慮、增加體力等不科學的明示或暗示；
- 不得出現把個人、商業、社會、體育、性生活或其他方面的成功歸因於飲酒的明示或暗示。
- No induction or encouragement on drinking or promotion of uncontrolled drinking;
- No appearance of drinking behaviors;
- No appearance of minors images;
- No potentially dangerous activities such as driving a car, boat or airplane;
- No unscientific expression or implication that drinking has the effect of eliminating tension and anxiety, increasing physical strength, and others;
- No expression or implication that drinking contributes to the success of personal, business, society, sport, sexual life and others.

此外，本集團已建立從上至下的管理機制，對各區域的責任營銷行為進行監管。同時，員工也承擔著責任營銷的監察職責，一旦發現轉發不實廣告，將及時舉報妥善處理，將社會影響降至最低，並開展調查追責，從源頭杜絕虛假營銷。

In addition, the Group has established a top-down management mechanism for monitoring responsible marketing activities in various regions. In the meantime, employees are responsible for the monitoring of responsible marketing. Once the false advertisements are found forwarded, they will be reported and properly handled in a timely manner to minimize social impact, and investigation and accountability will be conducted to eliminate false marketing from the source.

#### (四) 客戶滿意度及信息保護

「以客戶為先」乃本集團秉承的經營理念，為此我們一直以來致力提升客戶滿意度，建立良好而長遠的客戶關係。二零二零年，我們持續完善客戶服務體系，優化市場投訴快速反應機制，客服人員接到客戶投訴，即時將投訴信息以電話及短信的形式發送給客服顧問，客服顧問須在半小時內聯繫客戶，約定面談時間、地點，積極協調處理解決。

#### (IV) CUSTOMER SATISFACTION AND INFORMATION PROTECTION

Upholding the operating philosophy of "Prioritizing Customers", the Group has been striving to improve customer satisfaction and build good and long-term customer relationships. In 2020, we continued to optimize our customer service system and improved our rapid response system for market complaints. Once receiving a customer complaint, the customer service staff will immediately send the complaint information to the customer service consultant by a phone call and SMS and the customer service consultant shall contact the customer within 30 minutes to agree on the meeting time and location of the interview to actively co-ordinate handling and resolving of the complaint.

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## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

華潤雪花啤酒產品及服務投訴數量：低於36,000宗  
Number of CRSB products and service complaints: below 36,000 cases

華潤雪花啤酒客戶投訴反饋處理解決率：100%  
CRSB customer complaint settlement rate: 100%

華潤雪花啤酒客戶投訴回訪率：72.1%  
Re-visit rate of CRSB customer complaints: 72.1%

華潤雪花啤酒呼叫中心的接通率：96.8%  
Effective communication rate of CRSB's call center: 96.8%

華潤雪花啤酒在15秒內接通電話比率：91.9%  
Proportion of phone calls answered within 15 seconds by CRSB: 91.9%

華潤雪花啤酒接收到投訴於30分鐘內與客戶聯繫  
Contact customer within 30 minutes when a complaint is received by CRSB

華潤雪花啤酒客服中心積極透過電話回訪，測量客戶的滿意度，並定期匯總回訪數據，督促業務及產品的質素改善。在二零二零年，我們的客戶滿意度調查達86.2分，表現良好。

The CRSB's call center has been actively monitoring our customer satisfaction through returning calls to customers. The call center regularly aggregates all satisfaction ratings so as to improve the quality of our business and product. In 2020, we have received a good performance rating of 86.2 scores in the customer satisfaction survey.

此外，我們了解現時客戶十分重視個人信息的保護。因此，我們嚴格遵循統分結合、使用權限分級管理的客戶信息保密原則，並通過設置防火牆、入侵檢測等技術加強本集團網絡防禦能力，確保涉密信息系統在本集團內網中安全運行。在營運過程中，我們亦要求涉密人員嚴格遵守國家保密法律法規和本集團《保密工作管理制度》，簽署《保密承諾書》，落實保密責任制，履行保密義務，切實保障信息安全。

In addition, we understand that customers nowadays attach high importance to the protection of their personal information. Therefore, we are in strict compliance with the customer information confidentiality principle managed through combining uniform management and differential management and hierarchical management, and strengthen the defense capability of the Group's network by establishing firewalls, intrusion detection and other technologies to ensure that the confidential-related information system of the Group operates safely in the intranet. During the operation, we also require relevant staff to comply with national laws and regulations on confidentiality and the "Confidentiality Work Management System" of the Group, as well as to sign the "Confidentiality Undertaking". The accountability on confidentiality is implemented for the fulfillment of our confidentiality obligation and the safeguard of information security.

## 第一章 產品及營運慣例

### CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

#### (五) 供應鏈管理

本集團持續提升供應鏈管理與服務水平，防範食品安全風險，保證採購物資符合質量標準，建立穩定的、可控的、安全的且支持我們長期發展的供應渠道，推行質量優先、產業鏈延伸共創，與實力星級供應商達成戰略合作實現雙贏。

本集團生產物資供應鏈管理遵循《華潤雪花生產物資採購招標管理規定》和《華潤雪花生產物資供應商管理辦法》等制度規定執行。在考察及認證新供應商期間，本集團要求供應商簽署《供應商承諾》，承諾書涵蓋本集團對供應商在廉潔自律、反貪腐、環境保護、社會責任方面的具體要求。同時，為保障供應雙方遵規守廉，除了在供應商現場認證過程中及採購合同中必須簽署「陽光承諾」等商業道德準則，參加考察認證人員亦必須簽署「廉潔守則」。如供應商在合作過程中發生嚴重違規違紀行為，本集團將會把該公司列入不合作供應商，五年內禁止合作。

二零二零年，我們完善了《華潤雪花供應商應知應遵知識手冊》的修訂工作，強化本集團供應鏈應履行的社會責任承諾，使其知悉本集團對供應商在綠色生產、持續發展、社會責任等管控過程中應遵循的新規則、新要求。為進一步增強供應商自我約束、廉潔從業、違規風險等意識，正向傳遞供應商應知應遵的廉潔自律、反貪腐、禁止條令、工作紀律、環保責任、社會義務等，本集團組織開展了主要生產物資供應商的應知應遵知識測試工作，參與應知應遵測試的供應商共計818家，732家達標，達標率達89.5%；並把其餘86家未達標或未回應的企業剔除出本集團供應商目錄，規定兩年內禁止任何合作，淘汰率達10.5%。透過上述測試，本集團強化了對供應商的管治力度及透明度。

#### (V) SUPPLY CHAIN MANAGEMENT

The Group continuously improves supply chain management and service level, prevents food safety risks, ensures that materials purchased are in compliance with quality standards, establishes stable, controllable, secure and supportive supply channels for our long-term development, and advances the priority of quality and joint innovation of the extended industry chain to achieve win-win situation with capable star-level suppliers through agreement on strategic co-operation.

The Group's administration on supply chain of productive materials complies with the regulations of "CRSB Administrative Regulations on Procurement Tenders of Productive Materials" and "CRSB Administrative Measures on Suppliers of Productive Materials" and other systems. During inspecting and validating new suppliers, the Group required them to sign "Suppliers Undertaking", which covers the specific requirements of the Group on suppliers in terms of integrity and self-discipline, anti-corruption, environmental protection and social responsibility. Meanwhile, in order to safeguard the compliance and integrity of both parties, suppliers are required to sign a "Sunshine Undertaking" and other codes of business ethics during the on-site validation of suppliers and under the procurement contract, our staff in charge of inspection and validation must sign a "Code of Integrity". If a supplier commits serious breach of regulations during the course of co-operation, the Group will add it to the list of non-compliant suppliers and cease the co-operation for five years.

In 2020, we optimized the revision to the "Knowledge Manual for CRSB Suppliers on What Should Understand and Follow" and enhanced social responsibility commitment supposed to be followed by the Group's suppliers to inform them of the Group's new rules and requirements, which shall be abided by during management and control process such as green production, sustainable development and social responsibility. In order to enhance suppliers' awareness of self-restraint, clean practice and risk of non-compliance, and to positively convey to suppliers what they should understand and follow in respects of integrity and self-discipline, anti-corruption, prohibition of regulation, working discipline, environmental responsibilities, social obligations and others, the Group organized a test regarding what should understand and follow for major productive material suppliers of 818 in total, among which 732 suppliers achieved the standards, representing an achievement rate of 89.5%. The remaining 86 companies that failed to meet the standards or did not respond to the test were excluded from the Group's suppliers' list and terminated all their co-operation with us within two years, representing an elimination rate of 10.5%. Through the above test, the Group has strengthened its governance and transparency on suppliers.

## 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

通過執行全程監督和全過程考核，本集團有效地防範食品安全風險。每月對供應商開展合作過程考核，對供應商的合格率、及時率、準確率、拒單率、退貨率、違規行為和質量缺陷等七項指標實施評估。

本集團生產中心採購部對供應商目錄實行引進、篩選、認證、評價、淘汰循環動態管理。在二零二零年，我們在目錄中新引進供應商共有866家，引進率達18%，並淘汰未合乎標準的供應商共747家，淘汰率達15.5%。年內，本集團的供應商99.73%為中國本地公司，其中41類生產性物資供應商數目超過1,100家；26類非生產性物資供應商數目接近3,700家，共計超過4,800家。

二零二零年，本集團同時加強了對供應商在環境、社會及管治方面工作的考慮及管理，我們在供應商入選及認證標準中明確了環境保護項目，其中包括：

- 排污許可證；
- 當季環境監測報告；
- 廢水／廢氣處理設施等。

另外，我們要求所有供應商簽署承諾：

- 生產和供應鏈過程中，能有效利用現有資源並最小化對環境造成不良影響；
- 提倡承擔環境保護責任，發展和推動與環保相關的技術應用；
- 嚴格遵守所有適用的國家相關法律法規；
- 開展供應商應知應遵知識測試工作，強調其應遵循的廉潔自律等社會責任及義務。

Through conducting full-process supervision and review, the Group has effectively prevented food safety risks. The Group conducts co-operation process appraisals on suppliers in every month and assesses suppliers in terms of seven benchmarks: quality, timeliness, accuracy, declined orders rate, returned goods, violation behaviors and flawed products.

The Procurement Department under Production Center of the Group carries out circulation dynamic management of introduction, selection, accreditation, appraisal and elimination for suppliers' list. In 2020, we included 866 new suppliers in total to the list, representing an introduction rate of 18%, and eliminated 747 suppliers in total for not achieving the standards, representing an elimination rate of 15.5%. During the year, 99.73% of the Group's suppliers were local companies in the PRC, in particular, the number of productive material suppliers of 41 types amounted to over 1,100; the number of non-productive material suppliers of 26 types amounted to almost 3,700, amounting to over 4,800 in aggregate.

In 2020, the Group strengthened the consideration and management in environment, society and governance of its suppliers. We emphasized environment protection in the suppliers' selection and certification criteria, including:

- Waste discharge permit;
- Current quarterly environmental monitoring report;
- Waste water/waste gas treatment equipment, etc.

Besides, we required all suppliers to sign the commitment:

- Using effectively existing resources and minimizing negative effect on the environment in the process of production and supply chain;
- Advocating to shoulder environmental protection responsibility, developing and promoting environment-related technological application;
- Strictly complying with all applicable national laws and regulations;
- Carrying out knowledge and compliance test of suppliers and emphasizing on the social responsibility and obligations such as integrity and self-discipline they should perform.

## 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

華潤啤酒供應商 CR Beer Suppliers	二零二零年 2020	二零一九年 2019	二零一八年 2018
生產性物資供應商(含原輔料、包裝物、 添加劑等) Suppliers of productive materials (including raw and auxiliary materials, packaging materials and additives, etc.)	超過1,100家 over 1,100	超過1,300家 over 1,300	超過1,100家 over 1,100
非生產性物資供應商 Suppliers of non-productive materials	接近3,700家* close to 3,700*	超過7,600家 over 7,600	接近7,500家 close to 7,500
總入選供應商 Total selected suppliers	超過4,800家* over 4,800*	超過8,900家 over 8,900	接近8,600家 close to 8,600

\* 年內，我們對總入選供應商名單進行了整理，剔除歷年未有合作及未合標準的供應商，因此非生產性物資供應商數目大幅下降。

\* During the year, we sorted out the total selected suppliers and eliminated the suppliers with no co-operation with us for several years and not meeting the standards, so the number of non-productive material suppliers decreased significantly.

## (六) 倡廉善治

本集團嚴格遵循國家有關防止賄賂、勒索、欺詐及洗黑錢方面的法律法規，包括中華人民共和國《憲法》《監察法》《刑事訴訟法》，並深入貫徹落實《中華人民共和國反洗錢法》《反不正當競爭法》中有關商業賄賂、勒索、欺詐、洗黑錢的有關規定。

作為華潤集團的下屬公司，本集團在生產經營中嚴格遵守和執行母公司的相關制度文件，切實執行《中國華潤有限公司信訪件和問題線索集中管理辦法(試行)》《華潤集團信訪辦理和執紀審查工作指引》《集團新任職經理人廉政談話制度》《華潤集團職工違紀違規處理暫行規定》《中國華潤有限公司「大監督」體系工作指引》《華潤十誠》等制度規定。同時根據市場和生產經營的實際情況，本集團制定及完善相應管理制度，並嚴格執行《華潤雪花啤酒紀檢(監察)機構信訪辦理和監督執紀工作實施細則》《信訪件和問題線索集中管理辦法(試行)》《員工違規違紀處理辦法》

## (VI) GOVERNANCE OF INTEGRITY

The Group strictly observes national laws and regulations pertaining to anti-bribery, extortion, fraud and money-laundering, including the "Constitution", the "Supervision Law" and the "Criminal Procedure Law" of the PRC and implements thoroughly and consistently the relevant provisions pertaining to commercial bribery, extortion, fraud and money laundering under the "Anti-Money Laundering Law of the PRC" and the "Anti-Unfair Competition Law".

As a subsidiary of CRH, the Group strictly complies with and performs relevant systems and documents of its parent company in its production and operation, including the "Centralized Management Measures for Letters and Visits and Question Clues of China Resources Company Limited (Trial)", the "Guidance for the Handling of Complaint Letters and Visits and Discipline Execution and Examination of CRH", the "Integrity Talk System for CRH's New Managers", the "China Resources Group Provisional Regulations for Staff Violation of Disciplines and Regulations", the "Guidance on 'Big Supervision' System Work of China Resources Company Limited" and the "Ten Directives of China Resources", etc. Meanwhile, according to the market and production and operation conditions, the Group establishes and improves relevant management systems, and strictly implements relevant rules and procedures, including the "Implementation Rules of CRSB



## 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

《華潤雪花啤酒關於對管理人員進行談話和函詢的實施細則》等相關制度流程。本集團旗幟鮮明的打擊商業賄賂、行賄受賄、勒索、欺詐、洗黑錢等職務犯罪，預防和嚴懲各種腐敗。本集團組建了專業嚴謹的法律、審計和紀檢監察隊伍，為各項業務實施、落地、推動提供支援，並充分發揮法律、審計、紀檢監察的支撐作用，確保本集團營運合法合規。

本集團注重從源頭上控制貪污、賄賂等違法犯罪現象，正本清源，注重防微杜漸，加強對招標、採購、工程、營運、資金管理等重點領域、和關鍵崗位的預防控制，開展廉潔文化教育活動，開展「一崗雙責」廉潔警示教育，開展了55場專題警示教育，共有3,000餘人次接受了廉政培訓教育，覆蓋中高層人員及工程項目、採購、財務、銷售等關鍵員工崗位。二零二零年，本公司的執行董事及本集團員工均接受了反貪污相關的培訓，整體員工相關培訓的總時數超過16,000小時。

本集團明確禁止違規關聯交易、以權謀私、設租尋租、貪污受賄、特定關係人經商辦企業、收受禮品禮金等違規違紀違法行為。二零二零年度，華潤雪花啤酒生產中心採購部總部集中採購招標23次，涉及投標供應商182家，簽訂合同或協議共141份，在投標文件和採購合同的文件中均簽署「陽光承諾書」，向供應商明確提出需要遵守的與反貪腐、賄賂相關的法規條款，達到了供應商100%全覆蓋。

Disciplinary Inspection (Supervision) Agency Letters and Visits Handling and Disciplinary Work Supervision”, the “Employee Violation and Discipline Handling Measures (Trial)” and the “CRSB’s Implementation Rules on Interviews and Inquiries with the Management” etc. The Group clearly combats commercial bribery, offering or taking bribe, extortion, fraud, money-laundering and other office crimes, and prevents and severely punishes corruptions. In addition, the Group has built a professional and rigorous legal, auditing and discipline inspection team to provide support for the implementation, execution and promotion of various businesses, and give full play to the supporting role of the law, audit and discipline inspection to ensure the legal compliance of its operations.

The Group focuses on controlling corruption, bribery and other delinquencies from the source to radically reform and concentrate on nipping the bud, enhances precaution control of major areas such as bidding, procurement, engineering, operation and capital management as well as key positions. The Group has conducted integrity culture education events, carried out integrity alarming education of “Dual Duties in One Position” and held 55 special alarming education programs, in which over 3,000 participants have accepted integrity training education, covering medium and senior management personnel and key staff positions of engineering projects, procurement, finance, sales, etc. In 2020, the Executive Directors of the Company and the staff of the Group have received the trainings about anti-corruption. Over 16,000 training hours were recorded for the relevant trainings to all staff.

The Group clearly prohibits violations of regulations, disciplines and laws, such as illegal related transactions, taking benefits with power, rent setting and searching, corruption and bribery, operating enterprises by specific associates through business, receipt of gifts. In 2020, the Procurement Department under Production Center of CRSB at headquarter organized 23 centralized procurement tenders, involving 182 suppliers which submitted tenders and with 141 contracts or agreements in total being entered into, under which each party has signed a “Sunshine Undertaking”, to provide suppliers with regulations and terms needed to be observed in relation to anti-corruption and bribery, achieving 100% coverage among suppliers.

## 第一章 產品及營運慣例 CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

本集團要求所有員工嚴守商業道德和商業秘密，保護本集團信息安全，並必須定期參與有關道德守則的培訓，增強自我約束和廉潔從業的意識。本集團全範圍廣泛開展「聯潤我心」主題教育活動，下屬公司各級單位組織員工前往當地廉潔文化教育基地參觀學習。通過集體廉潔談話、介紹反腐倡廉情況、警示教育活動、簽訂《廉潔承諾》、製作微視頻、攝影作品和廉潔文化宣傳欄等宣傳教育活動，進一步加強了廉政教育。微視頻《違規吃喝玩，你攤上事了》在「潤心學苑」發佈，攝影作品被收錄華潤創業有限公司紀委的宣傳畫冊，很好地展示了本集團員工的風采。

除此之外，在元旦、春節、五一、端午、中秋、國慶等重大節假日前，我們開展了中央「八項規定」精神的學習教育，發通知、推送微信公眾動漫圖片、QQ群等渠道發送反腐倡廉警示教育，提醒和教育廣大員工反貪倡廉意識，營造風清氣正的廉潔文化氛圍。二零二零年，本集團共組織員工參加各種類型的商業道德和廉潔相關培訓超過36,000小時，提高員工的商業道德意識及對相關法律法規的認知。

二零二零年，本集團共開展了11個商業道德和廉潔相關的審計項目，包括10個區域公司總經理的離任經濟責任審計和一個採購專項審計項目。在審計過程中，我們關注反貪腐、公平競爭、利益衝突、內部交易等商業道德和廉潔相關內容，並沒有發現本集團在上述議題中存有重大問題。於報告期間，本集團沒有發生任何涉及貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件，以及重大違法犯罪情況。

The Group requires all staff to abide by business ethics and business secrets, keep safety of the Group's information, and participate in regular training on code of ethics to enhance awareness of self-restraint and integrity work. The Group extensively conducted educational events with a theme of "Integrity Nurturing My Heart". Each unit of various levels in our subsidiaries organized the staff to visit and study in the local educational base of integrity culture. Through propaganda education events such as, among others, integrity group talk, introducing anti-corruption and integrity-promotion, alarming education events, execution of "Integrity Undertaking", producing micro videos, photography works, propaganda column for integrity culture, which further enhanced integrity education. Through "Screw up when Breach of Laws while Entertaining", a micro video issued by "Run Xin Xue Yuan" and recorded in the propaganda painting album of Inspection Commission of China Resources Enterprise, Limited, which have well displayed the spirit and posture of being staff of the Group.

In addition, prior to significant holidays such as the New Year, Chinese New Year, May Day, Dragon Boat Festival, Mid-Autumn Festival, National Day, we conducted education of learning the spirit of the "Eight Requirements" of the central government, and gave out anti-corruption and integrity-promotion alarming education through channels, such as notification issuance, promoting anime pictures in WeChat official account and QQ group chat to educate and remind all staff of anti-corruption and integrity-promotion awareness and to create ambiance of transparent integrity culture. In 2020, the Group organized staff to participate in trainings of various types in relation to business ethics and integrity for over 36,000 hours, to improve their awareness of business ethics and recognition of relevant laws and regulation.

In 2020, the Group conducted a total of 11 audit programs in relation with business ethics and integrity, including auditing post-employment financial responsibility of 10 general managers of regional companies and one special project about procurement. In the course of the audit, we focused on anti-corruption, fair competition, conflict of interest, internal transaction, etc., and did not find that the Group had any material problem in these issues. During the Reporting Period, the Group was not subject to any litigation involving corruption, bribery, extortion, fraud and money-laundering, nor were any cases of material violation and crime reported.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

本集團的企業願景是成為一家受大眾喜愛和信賴的啤酒企業，故此多年來一直秉持著「以人為本」的管理及營運原則。我們不僅視員工為業務發展的重要資產，更視他們為重要的服務群體，實踐企業願景。我們不但保障員工各方面的權益，更努力為員工提供一個安全、健康、舒適的工作環境，了解及滿足他們在工作及生活上的各種需要。

### (一) 僱傭政策及員工福利

員工是本集團業務發展的重要關鍵，對我們的產品質量、食品安全及服務口碑有著重大影響。故此，本集團投放大量資源培育員工成才，並致力維護員工應有的待遇及法律保障。我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國社會保險法》《工傷保險條例》等法律法規，秉持平等的僱傭原則。本集團旗下的公司已制定相應的管理制度，妥善及有效地管理所有僱傭事務。例如，本集團制定了《華潤雪花啤酒北京區域公司非全日制用工管理規定》《華潤雪花啤酒北京區域公司標準勞務派遣管理辦法》，為員工繳納社會保險，同時限制勞務派遣員工、非全日制用工的工作時間，確保員工的權益受到保障。

本集團嚴格執行國家及地方與勞動用工和薪酬管理相關的法規政策，不斷完善及提升員工職業發展通道，改善員工的專業技能。二零二零年，本集團全面穩妥地落實全體員工的薪酬福利體系套改，對標快速消費品行業市場平均薪酬水平，建立了兼具內部公平性與市場競爭性的薪酬管理體系，統一全國的薪酬科目與薪酬結構。本集團又在本年度建立了基於崗位價值、專業職級評價、年度績效等級的中基層薪酬套改定薪規則，使中基層員工的薪酬水平在疫情期間亦能逆勢增長，協助員工渡過逆境。

The Group's corporate vision is to become a beloved and trusted beer enterprise, therefore, we have been adhering to the management and operation principle of "people-oriented" for many years. We regard the staff not only the important assets in the development of our business, but also the key service group to realize corporate vision. We not only safeguard the rights and interests of the staff in any aspects, but also endeavor to offer them a safe, healthy and comfortable working environment to understand and meet their various needs on work and life.

### (I) EMPLOYMENT POLICY AND STAFF BENEFIT

The staff is critical to the development of the Group's business, and is of great significance to our product quality, food safety and service reputation. Therefore, the Group has considerable investments in cultivation of the staff and is dedicated to safeguarding the staff's appropriate treatment and law protection. We strictly complied with the employment laws and regulations, such as the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", "Social Insurance Law of the People's Republic of China", and the "Regulations on Insurance for Work-related Injury", in order to safeguard the employment principle of equality. The companies under the Group have set up relevant management regulations in order to manage all employment issues in a proper and effective way. For example, the Group has set up the "Provisions on Non-full Time Staff Management in CRSB Beijing Regional Company" and "Management Methods on Standard Labour Assignment in CRSB Beijing Regional Company" to pay social insurance for them, in the meantime, to restrict working time of labour assignment staff and non-full-time workers, thereby safeguarding the staff's rights and interests.

The Group strictly implemented the national and local regulations and policies on labour and remuneration management, and continuously promoted and improved the occupational development path for staff to promote their professional capability. In 2020, the Group comprehensively and reliably implemented the reform of the remuneration and benefit system for all staff to benchmark the average remuneration level in the fast-moving consumer goods industry, setting up a remuneration management system that combines internal fairness and market competitiveness and unifying the national remuneration subjects and remuneration structure. The Group establishes the reform and remuneration rules for the middle and junior level based on value of work position, evaluation of professional grading and annual performance ranking during the year, making the remuneration of the staff of middle and junior level grow against trend in the pandemic period, to help them live through adversity.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

在工作時間及假期安排上，本集團嚴格遵守國家及地方的法律法規，保障員工的基本權益。本集團旗下的各個業務單位均制定了假期管理規定，妥善管理員工的假期安排及申請流程，如法定假期、年度休假、產假、工傷假、婚假、喪假、病事假等。此外，我們按照國家及地方勞動法進行工時管理，按照員工的崗位及實際工作時間支付相應的勞動報酬。

本集團致力為員工提供全面的福利，於本年度首次推進全國福利體系「三個統一」（福利項目、福利標準和支付方式統一），統一管理全國員工的福利，提升了福利基礎保障水平及內部公平性。為了保障員工健康，我們為員工提供多種計劃，包括基本醫療保險、全員的補充商業保險；並為所有員工安排年度健康體檢與特殊工種的職業健康年度體檢。另外，我們統一了住房公積金繳存比例，為共計超過16,000人提高了本集團的繳存比例，從多方向、多維度地開展薪酬福利推廣，加強員工社福保障，並滿足員工對薪酬福利的期望及滿意度。

The Group strictly complied with the national and local laws and regulations in respect of the arrangement on staff working hours and holidays to ensure staff can obtain basic rights and interests. The Group's business units have established the management regulations on staff holidays, regulating the arrangement of various staff holidays and application process properly, such as statutory holidays, annual leave, maternity leave, work injury leave, marriage leave, funeral leave, sick leave and other leaves. Moreover, we followed the national and local labour laws to implement working hour management, and paid corresponding remuneration according to the staff's job position and actual working hours.

The Group is committed to offering comprehensive benefit for the staff, promoting the national benefit system of "three unifications" (i.e. unifications of benefit project, benefit standard and payment approach) for the first time, unifying the management of the national staff benefit, and improving basic safeguard level and internal fairness for benefits. To safeguard the health of the staff, we provide the staff with various plans, including basic healthcare insurance and complementary commercial insurance of all staff, and arrange annual health examination for all staff and annual professional health examination for special types of the staff. Furthermore, we unify the housing provident fund payment and deposit ratio, increasing the Group's payment and deposit ratio for a total of more than 16,000 staff. We carry out the promotion of remuneration and benefit from multi-direction and multi-dimension, strengthening the staff's social and benefit security, and meet their expectations and satisfaction on remuneration and benefit.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

### (一) 人才招聘及管理

為確保招聘及績效評價的過程透明、公開、公平、公正，本集團已制定人力資源管理體系及管理制度，並持續進行改善與提升。本集團的員工聘用審批制度全面覆蓋各個職位的招聘過程，包括勞務派遣員工和非全日製員工。我們嚴格遵守《中華人民共和國勞動法》和《中華人民共和國勞動合同法》的法規要求及其他對本集團有重大影響的相關法律法規，嚴禁招聘及僱用任何未滿18歲的人員。我們制定防止童工或強制勞工的政策，在招聘環節管理用工的合規性及質量，所採用的招聘信息化系統在招聘及錄用條件中限制使用童工行為，確保避免使用童工的個案發生。若發現有任何童工及強迫勞動的情況發生，本集團將馬上作出跟進行動，杜絕任何違規行為。同時，本集團每年開展總部、區域及業務單位的三級用工檢查管理，持續提升改進，確保上述法規要求妥善執行。於報告期間，本集團嚴格遵照相關法律法規及內部制度，並沒有發現違規聘用未成年及強制勞工的情況。

本集團嚴格執行《用工爭議信息呈報管理制度》，及時呈報勞動用工糾紛事件，密切跟進事件及實行改進措施，於用工業案例集，紀錄典型案例，並下發參考學習，提升員工對勞動用工糾紛事件的意識。

### (II) TALENTS RECRUITMENT AND MANAGEMENT

To assure the recruitment and performance evaluation process on a transparent, open, fair and justice basis, the Group has developed human resources management systems and management regulations as well as continued to improve and upgrade. The Group's staff recruitment, review and approval regulations fully cover the recruitment process of various positions, including contractors and part-time staff. We strictly complied with the requirements of the "Labour Law of the People's Republic of China" and the "Labour Contract Law of the People's Republic of China" and other relevant laws and regulations which had a significant impact on the Group, and prohibited the hiring of any persons below 18 years old. We established a policy on preventing child labour or forced labour and managed the compliance and quality of employment from the hiring stage. Hiring informatization system was adopted to restrict hiring child labour in the recruitment and employment condition in order to ensure no case of hiring child labour. If any child labour and forced labour are found, the Group will take immediately follow-up action to block any irregularities. In the meantime, the Group held annual employment inspections and management at the three levels comprising the headquarters, regional companies and business units, and continuously promoted the improvement to ensure the proper execution of the requirements of the aforementioned regulations. During the Reporting Period, the Company strictly complied with the relevant laws and regulations and internal policies, and was not aware of any illegal hiring of child or forced labour.

The Group strictly executed the "Management Regulations on Reporting of Employment Disputes" to report promptly labour employment disputes and follow-up events closely and implement measures on improvement. Typical cases were recorded in the employment case archive for reference and learning to raise the awareness of staff on labour employment disputes.

## 第二章 關懷員工

### CHAPTER 2: CARE FOR STAFF

本集團通過使用不同系統及措施妥善管理員工如招聘和考勤的信息，制定信息系統數據質量與系統應用評價指標及進行季度檢查考核，確保相關統計數據的準確性與數據質量理想。同時，本集團每月不定期對關鍵詞段信息進行檢查，定期組織相關培訓，確保系統運作正常及員工能妥善操作系統。二零二零年，本集團員工總人數約為28,900人，全職員工約為26,600人，高管約3%，中層員工接近9%，餘下為基層員工，平均年齡為37.4歲，大專及以上學歷佔比超過67%，員工離職率6%。

The Group properly managed the staff's information, such as recruitment and attendance, through various systems and measures, formulating information system data quality and system application appraisal indicators and conducting inspections and assessments quarterly to ensure the accuracy and quality of relevant statistics. At the same time, key data information was checked on an irregular basis each month by the Group and relevant regular training was organized to ensure the system operate normally and can be operated by the staff properly. In 2020, we had a workforce of approximately 28,900 staff. Approximate 26,600 staff were full-time staff, with an average age of 37.4. Among them, about 3% were senior management, nearly 9% were middle-level staff, and the rest were junior staff. Over 67% of the staff had received college qualifications or above, while the turnover rate was 6%.

二零二零年僱員數據 Staff figures in 2020			
<b>員工總人數</b> Total number of staff		約28,900人 Approximately 28,900	
<b>按僱傭類型劃分的員工總數</b> Total number of staff by type			
全職員工 Full-time staff	約26,600人 Approximately 26,600	兼職員工 Part-time staff	約2,300人 Approximately 2,300
<b>按性別劃分的全職員工總數</b> Total number of full-time staff by gender			
男員工 Male staff	約19,000人 Approximately 19,000	女員工 Female staff	約7,600人 Approximately 7,600
<b>按年齡組別劃分的全職員工總數</b> Total number of full-time staff by age group			
29歲或以下員工 Staff with age 29 or below	約4,800人 Approximately 4,800	30-39歲員工 Staff with age between 30 and 39	約12,400人 Approximately 12,400
40-49歲員工 Staff with age between 40 and 49	約7,100人 Approximately 7,100	50歲或以上員工 Staff with age 50 or above	約2,300人 Approximately 2,300
<b>按地區劃分的全職員工總數</b> Total number of full-time staff by region		中國內地和香港 Mainland China and Hong Kong	
		約26,600人 Approximately 26,600	
<b>按僱傭類別劃分的全職員工總數</b> Total number of full-time staff by grade			
高層員工 Senior management	約900人 Approximately 900	中層員工 Middle-level staff	約2,400人 Approximately 2,400
		基層員工 Junior staff	約23,300人 Approximately 23,300
<b>管理層員工總人數</b> Total number of management staff		約3,300人 Approximately 3,300	
<b>按性別劃分的管理層員工總數</b> Total number of management staff by gender			
男性管理層員工 Male management staff	約2,800人 Approximately 2,800	女性管理層員工 Female management staff	約500人 Approximately 500

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二零二零年員工主動流失率數據 Volunteer turnover rate of staff in 2020			
全職員工 Full-time staff		6%	
按性別劃分的全職員工流失率 Turnover rate of full-time staff by gender			
男員工 Male staff	7%	女員工 Female staff	5%
按年齡組別劃分的全職員工流失率 Turnover rate of full-time staff by age group			
29歲或以下員工 Staff with age 29 or below	16%	30-39歲員工 Staff with age between 30 and 39	6%
40-49歲員工 Staff with age between 40 and 49	2%	50歲或以上員工 Staff with age 50 or above	75%
按地區劃分的全職員工流失率 Turnover rate of full-time staff by region		中國內地及香港 Mainland China and Hong Kong	
按僱傭類別劃分的全職員工流失率 Turnover rate of full-time staff by grade			
高層員工 Senior management	1%	中層員工 Middle-level staff	3%
		基層員工 Junior staff	7%

由於本集團的業務遍佈中國各地，故此，本集團採用本地化用工政策，關注當地居民的就業情況，為社區提供就業機會，以推動當地經濟增長。秉承本地化經營理念，我們主動響應各運營所在地的政府政策。本集團通過與政府溝通，簽署戰略合作，年內新建蚌埠年產能100萬千升項目、蘭州、運城、哈爾濱啤酒廠投入高速罐裝線項目，擴大生產基地，以吸納本地員工以及外出務工人員回鄉就業員工，並為其搭建職業培訓平台，提供培訓計劃。二零二零年，本集團當地語系化僱傭率為95%以上。

Due to the Group's business presence across the country, the Group adopted a localized employment policy and paid attention to the employment situation of local citizens to offer job opportunity for the community to promote local economy. Adhering to the concept of localization operation, we responded actively to the local government policy of each business unit. The Group signed the strategic co-operation with the government. We newly built project in Bengbu with 1 million kilolitres production capacity during the year and invested high-speed can production line project of brewery plants in Lanzhou, Yuncheng and Harbin, respectively, and expanded production base to accommodate local employees and migrant workers back to their hometown for employment. Also, we set up vocational training platform for them and provide training plans. In 2020, the local employment rate of the Group has achieved over 95%.

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此外，本集團致力推動人力資源的創新管理模式，持續提升人事管理工作的效率。本集團已發佈《華潤雪花啤酒企業文化管理制度》《區域公司績效考核指引》《華潤雪花啤酒人力資源系統數據管理規範》《華潤雪花啤酒慈善公益活動實施細則》等政策，數碼化地管理和規範人力資源。

#### (三) 員工溝通與關懷

透過與員工保持緊密並良好的交流溝通，本集團積極了解員工的需要和要求，維護他們的合法權益，以創造一個平等和諧的工作環境。我們貫徹內部溝通制度，落實一線走訪活動、總經理接待、信箱等渠道，並進一步推動信息化溝通渠道與平台建設，加強信息媒介溝通管理，運用社交媒體、微信公眾號、移動辦公鼓勵全體員工參與到本集團的運營管理，提高員工共同參與企業管治的意願，並保障他們的知情權、參與權、表達權及監督權。就此，本集團定期召開職工代表大會，聆聽員工的要求，確立及推廣員工為主人翁的地位，鼓勵員工參與民主管理，以完全發揮工會及各部門的溝通協調作用。二零二零年度，本集團工會建會率達100%，員工參與率達95%。

In addition, the Group is committed to promoting innovative management pattern of human resources to continuously improve the efficiency of personnel management. The Group has issued the policies, such as the “Corporate Culture Management Regulations of CRSB”, the “Guidance on Performance Assessment of Regional Companies”, the “Regulations on Data Management of Human Resources System of CRSB” and the “Practical Regulations on Social Charity Activities of CRSB” to allow the management on human resources in a digital and regulated way.

#### (III) STAFF COMMUNICATION AND CARE

The Group understands actively various needs and demands from staff through maintaining close and good communications with them and safeguards their legitimate rights and interests to create an equal and harmonious working environment. We keep a thorough internal communication system through various channels like the visits to frontline operation, communication with the general manager and mail box. We further promote the informatization of communication channel and setup of platform to strengthen the management on communication with informative media, and make use of social media, WeChat official accounts, mobile office platforms to encourage all staff's participation in the Group's operation management, increasing the staff's willingness to involve in the corporate governance and protect their rights to know, participate, express opinion and monitor. In this regard, the Group holds regular meetings with staff representatives to listen to their appeals, and establishes and promotes their sense of ownership and encourages them to participate in democratic management, giving full play to the communication and coordination of the union and various departments. In 2020, the Group had 100% rate on summon of union meetings and 95% rate on staff participation in the union.



## 第二章 關懷員工

### CHAPTER 2: CARE FOR STAFF

為關懷員工及促進彼此間的溝通，本集團制訂了員工關愛工作指引，並以有效、順暢的內部溝通制度及全面落實本集團團隊建設指引制度等方式，全方位關懷員工的安全、情感和自我實現。本集團透過不同渠道，如企業負責人訪談日活動、員工滿意度調查、總經理信箱等方式，鼓勵員工表達意見和要求。本集團持續開展「高層走一線」活動，透過管理層深入走訪基層一線員工，了解其需要，同時強化團隊建設及深化員工關愛管理。二零二零年，我們繼續開展「高層走一線」活動，管理層在活動中深入走訪基層一線員工，了解其需求及對本集團的期望，深化員工關愛管理並強化團隊建設。我們又持續強化信息化溝通渠道與平台建設，落實全面企業文化宣傳平台，以內部刊物、多媒體、微信公眾號等信息化宣傳平台與員工溝通，並提供員工展示才能的機會，使員工能清楚了解企業動態發展，促進溝通互動。

本集團關注員工的身心健康及安全福祉，致力促進員工工作與生活的平衡。我們定期組織舉辦各項的文化或體育活動，如運動會、興趣班及聯歡活動等，向員工推廣健康生活及促進員工之間的交流，加強員工的團隊精神。我們又為員工提供健康檢查，不定時舉辦健康培訓及相關活動，如在夏日開展「送清涼」活動，為一線生產員工送上防暑品；在節慶時慰問生產、銷售一線員工，又會走訪慰問困難員工，提醒員工慎防職業病，並定期開展各項拓展及員工俱樂部活動，平衡員工的工作與生活，促進員工身心健康。二零二零年，我們開展了全體員工的文化大家談，累計舉辦了1,784場次，通過大家談，共完成改進計劃超過3,000份，促進了員工之間的溝通，有助建立更好的團隊和個人發展。

For staff care and promoting communication with each other, the Group has set up work guidance about staff care and realizes the all-round care to staff safety, emotion and self-realization through the construction of effective and smooth internal communication regulations, as well as the thorough implementation of the regulations on the guidance to build up team work and other methods. The Group encouraged the staff to express opinions and demands through various channels, such as interview days with corporate leaders, survey of staff satisfaction, mailbox of general manager, etc. The Group continued the activities that its senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs, and meanwhile strengthened team building and deepened staff care management. In 2020, we continued the activities that our senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs and expectations on the Group, meanwhile, deepened staff care management and strengthened team building. We also continuously strengthened the construction of informatization communication channel and platform and implemented comprehensive corporate culture promotion platform, as well as communicated with the staff through internal publications, multi-media and WeChat official accounts and other informatization promotion platforms and provided the opportunity of showing talents for the staff to enable the staff to clearly understand the dynamic development of the enterprise, promoting communication and interaction.

The Group cares for the physical health and safety and well-being of the staff, and is committed to promoting their work-life balance. We regularly organized and held various cultural or sports activities, like sport days, interest groups and party gatherings, to advocate a healthy life, promote the communication among staff, and strengthen their teamwork spirit. We also provided health examinations for the staff and held health training and relevant activities on an irregular basis, such as carrying out a "Cool Gift" campaign in summer to distribute heat-stroke preventives to frontline workers, and during the festivals and holidays, we expressed appreciation for the frontline production and sales staff and visited the staff in need, reminding the staff to prevent occupational disease, as well as conducted regularly various expansion and staff club activities, striking a balance between work and life and promoting the physical and psychological health of the staff. In 2020, we have held cultural talk for all staff with a total of 1,784. Through the talk, we finished over 3,000 improved plans and promoted the communication among the staff, which was good for building a better team and promoting personal development.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF



● 佛山工廠「趣味運動會」  
“Fun Games” of Foshan plant



● 新都工廠團建活動  
Team building activity of Xindu plant



● 遂寧分公司團建活動  
Team building activity of Suining Company



● 陝西工廠工間操大賽  
Gymnastics competition of Shaanxi plant



● 蕭山工廠「在雪花，多美好」員工活動  
“Beautiful Lives in Snow” staff activity of Xiaoshan plant



● 德陽公司「健步冬日走·健康你我」徒步尋寶賽  
“Hiking in Winter for Healthy Lives We Share” hiking adventure  
activity of Deyang Company

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本集團於二零零六年成立「雪花救助金」，透過內部捐贈的形式為生活或健康方面遇到困難的員工及家庭提供緊急支持，以解員工的燃眉之急，致力建立一個充滿關愛的工作環境。同時，我們已建立員工幫扶長效機制和管理制度，如《工會經費管理規定》及《華潤集團老幹部走訪慰問及團拜工作指引》等，密切關愛及慰問員工，使他們能感受到本集團的關懷和溫暖。我們每年定期走訪，了解員工所需並盡力解決員工在工作和生活上的疑難，又會慰問生病住院或遇上直系親屬亡故的員工。二零二零年，本集團為超過19名員工提供了援助，金額超過人民幣14萬元，以解員工燃眉之急。另外，本集團全年救助困難員工283人次、走訪慰問困難員工家庭580戶、資助困難員工子女助學19人次、救助患病員工137人次，累計金額超過人民幣80萬元。

本集團致力改善工作環境，為員工締造一個舒適和愉快的工作場所。本集團的不同附屬公司按照其廠區的實際情況推行了多項優化項目，如建設集體員工宿舍和提升活動室安全設施、改造生產設備、綠化工作環境及提升就餐質量等，確保員工能夠在舒適、安全、健康的工作環境下工作。

With an aim to create a caring working environment, the Group has set up the "Snow Relieve Fund" since 2006 to provide, by way of internal donations, emergency support to those staff and their families with difficulties in their livelihood or health for their immediate relief. Meanwhile, we have established long-term staff help and support system and management regulations, such as the "Management Regulations on Expenditure about Staff Union" and the "Working Guidance on Visit and Care of the Veteran Cadres in CRH", to closely care for and condole with the staff and deliver the Group's care and warmth to them. We had regular visits every year to understand the staff's needs and devote to resolve the problem of the staff on work and livelihood, and took care of those staff who are in sick or stay in hospital, or have direct relatives passed away. In 2020, the Group helped over 19 staff with an amount of over RMB140,000 to ease pressing need. In addition, the Group also helped 283 staff with difficulties, visited, with care, 580 households of staff with difficulties, aided 19 children of staff with difficulties in their schooling, and assisted 137 staff in sick, with an accumulative investment amount of over RMB800,000.

The Group is devoted to improving working environment, to create a comfortable and pleasant working environment for its staff. To achieve this, the Group's various subsidiaries advocated various modification projects in each plant area based on its actual conditions, such as building of staff dormitories and upgrade of safety facilities in activity rooms, modification of production equipment, greening working environment and improvement of meal quality, ensuring that the staff can work in a comfortable, safe and healthy working environment.

## 第二章 關懷員工

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#### (四) 人才培訓及發展

本集團深明員工成長是業務發展的關鍵，故此我們一直採納「人才強企」的發展戰略，致力為員工提供多元的培訓及發展機會，並以「全面覆蓋，重點突出」為人才培訓及發展原則，努力構建並不斷優化其培訓體系，持續拓寬員工職業發展通道，使員工能與本集團攜手共進、共同成長。

本集團秉持「學習推動成長、反思促進發展」、「從業務中來、到業務中去」的人才培養理念，持續提升員工的業務與管理能力，以配合本集團的「決戰高端、質量發展」方針，助力本集團戰略推行與發展。我們不但為所有員工提供培訓，更會按照其工作崗位及資歷提供具針對性的技能指導及培訓課程，提升他們的工作能力及表現，長遠支持本集團的戰略轉型和促進高質量的業務發展。受疫情影響，本集團積極使用網絡學習平台開展線上學習，新增防止新冠病毒、組織能力建設等12個系列等數百個新課程，又新增銷售業務序列學習地圖與課程資源，讓員工在疫情期間也能獲取知識及提升技能。

#### (IV) TALENTS TRAINING AND DEVELOPMENT

To the best of the Group's knowledge, staff growth is the key to business development. In this regard, we have been adhering to the development strategy of "building a strong enterprise through talents" and are committed to offering diverse training and development opportunities to our staff. Furthermore, we adopted the principle of talents training and development of "full coverage and highlighted priorities" and strived to construct and continuously optimize our training systems, as well as continuously expanded the channels for the occupational development of the staff, enabling them to progress and grow with the Group.

The Group adheres to the talent development philosophy of "learning promotes growth, and reflection promotes development" and "learning from and applying to the business practices" and continuously improves the business and management abilities of the staff, to co-operate with the Group's policy of "Quality Development for Success in Premium Segment", to better help the Group's strategic promotion and development. We not only provide all staff with trainings, but also offer tailored skill guidances and training programs in accordance with their job positions and qualifications to improve their working ability and performance, supporting the Group's long-term strategic transformation and quality business development. Affected by the pandemic, the Group actively used the online learning platform to carry out online learning. It added hundreds of new courses for 12 series of COVID-19 prevention and organizational capacity building. It also added sales business sequence learning maps and course resources to help staff acquire knowledge and improve their skills even during the pandemic.

第二章 關懷員工  
CHAPTER 2: CARE FOR STAFF案例：  
Case study:

## 環境、社會及管治高管培訓

## Executive training on environmental, social and governance

二零二零年五月二十七日，本集團為所有環境、社會及管治（「ESG」）工作參與部門提供ESG專業培訓，其中包括環境、健康及安全部、人力資源部、生產中心採購部、風險管理部、營銷中心、行政管理部等多個部門。本集團邀請外部專業機構進行培訓交流，讓管理層了解香港上市公司需要履行的ESG合規披露工作要求、香港聯合交易所的ESG新規、資本市場關注重點、本集團現狀以及國際同行最佳實踐等資訊。On 27 May 2020, the Group provided environmental, social and governance (“ESG”) professional training to all departments involved in ESG, including the Environment, Health and Safety Department, Human Resources Department, Production Center of Purchasing Department, Risk Management Department, Sales and Marketing Center and Administration Department. The Group invited external professional organizations to conduct training and exchanges to enable management to understand the ESG compliance disclosure requirements for Hong Kong listed companies, the new ESG regulations of the Hong Kong Stock Exchange, capital market concerns, the Group’s current status and international peer best practices and other information.

通過本次ESG高管培訓，本集團能檢討ESG報告合規披露情況，針對現時表現進行改善提升，同時，本集團亦能了解到香港聯合交易所及資本市場對上市公司的ESG披露期望，以及同行企業在ESG報告中的披露現況，從而提升本集團的ESG管理。本次培訓交流進一步加深了負責同事對於ESG工作的認知，使他們更好地掌握到ESG工作的最新要求，以持續改善本集團的ESG表現，及更好地落實ESG管理提升工作。Through this ESG executive training, the Group was able to review its ESG compliance disclosure status and improve according to its current performance. At the same time, the Group was able to understand the ESG disclosure expectations of listed companies from the Hong Kong Stock Exchange and capital market, as well as the current status of ESG disclosure by peer companies, so as to improve its ESG management. This training further enhanced the knowledge of ESG work of the responsible colleagues and enabled them to better grasp the latest requirements of ESG work, so as to continuously improve the Group’s ESG performance and better improve ESG management.

此外，本集團於二零二零年十一月向全體人力資源系統開展社會責任培訓，線上線下累計超過500人參加，增加員工對社會責任的認知。二零二零年，本集團的雪花啤酒學院獲得新華報業媒體集團旗下《培訓》雜誌頒發的「中國人才發展菁英獎」、華潤大學頒發優秀專業學院及優秀學習項目、優秀課程及優秀講師等榮譽，在人力資源培訓上的卓越成就備受肯定。

Furthermore, the Group launched social responsibility training for all human resources systems in November 2020, with over 500 online and offline participants, to increase employees’ awareness of social responsibility. In 2020, the Group’s Snow Brewery Academy (雪花啤酒學院) won the “China Talent Development Award” issued by Xinhua Newspaper Media Group’s “Training Magazine”, China Resources University’s outstanding professional colleges and outstanding learning projects, outstanding courses and outstanding lectures, etc., well recognizing the Group’s outstanding achievements in human resources training.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

針對不同類型的員工，本集團亦實施一系列的培訓措施：

A series of training measures to address to different types of employees:

### 新入職員工 Newly recruited staff

- 為增強基層崗位員工隊伍培養，幫助新入職員工、新調崗員工及暫時不勝任崗位工作的員工盡快掌握工作所需知識和技能，本集團開發了獨特的一對一培訓方式 – 「師帶徒」，在員工入職或轉崗後，針對員工實際需要為其選擇師傅，匹配並簽約成為一對師徒，進行師帶徒培養，幫助員工盡快成為能獨當一面的合格員工。此外，本集團定期對師傅進行培訓並對「師帶徒」效果進行定制化考核，幫助「師傅」及時跟進「徒弟」的成長進度，以便根據「徒弟」的實際情況做出針對性調整。
- To enhance development of junior staff team, and help newly recruited staff, newly re-designated staff and the staff temporarily unfit for their job position rapidly grasp the necessary knowledge and skills, the Group has developed a unique one-on-one training method – apprenticeship. After induction or re-designation of a staff, a mentor will be selected for such staff according to his/her actual needs. Such two persons will be matched to contractually form an apprenticeship which will help the staff to quickly become an independent and qualified staff. Besides, the Group conducted regular trainings for the mentor with customized assessment on the results of the apprenticeship to allow the mentor's timely follow up on the progress of the staff and targeted adjustment based on his/her actual condition.

### 中層管理人員 Middle-level management

- 針對所有中層管理人員舉辦培訓及個人發展計劃(IDP)。
- 針對高端餐飲和高端夜場中層經理崗位120餘人的「兩個風火輪」人才培養項目，增強本集團的高端組織能力。
- Trainings and Individual Development Program (IDP) are organized for all middle-level management personnel.
- “Two Drive Wheels” talent development project for over 120 middle-level manager positions of high-end catering and high-end night-life point-of-sales to enhance the high-end organizing ability of the Group.

### 高層管理人員 Senior management

- 區域總經理、營銷中心總經理、銷售大區總經理等220餘人的「三級一把手」人才培養項目，推動戰略落地與執行。
- 開展「TOP財務總監班」等培訓班等，推動本集團人力資源和財務轉型。
- “Three Level Leaders” talent development project for over 220 general managers of regional companies, Sales and Marketing Centers and sales regions, etc. to promote the implementation and execution of the strategies.
- Carrying out “TOP Financial Director Training” and other training classes, to promote the transformation of human resources and finance of the Group.

### 關鍵崗位專業人員 Professional staff in key positions

- 針對渠道營銷骨幹崗位的「混天綾」人才培養項目，確實執行和落實本集團的高端戰略。
- 開展人力資源業務夥伴培養、TOP財務總監班等培訓班，強化人力資源以促進財務轉型。
- “Channel Magic Weapon” talent development project for backbone position of channel marketing to effectively execute and implement the premiumization strategies of the Group.
- Human resources business partner cultivation, TOP Financial Director Training and other training classes are carried out to strengthen human resources so as to promote financial transformation.

### 一線業務員工 Frontline operational staff

- 為一線業務員工和生產工廠班組長提供線上微課、線下專業技能培訓，組織微課大賽，培養微課開發師，不斷豐富員工學習資源與方式。
- Providing online micro-courses and offline expertise trainings, organizing micro-course competitions and cultivating micro-course developers for frontline operational staff and team leaders in breweries to continuously enrich staff learning resources and methods.

第二章 關懷員工  
CHAPTER 2: CARE FOR STAFF

二零二零年培訓數據 Training figures in 2020			
全職員工培訓覆蓋率 Training coverage rate of full-time employees		100%	
按性別劃分的受訓全職員工比率 Training coverage rate of full-time employees by gender			
男員工 Male staff	100%	女員工 Female staff	100%
按僱傭類別劃分的受訓全職員工百分比 Training coverage rate of full-time employees by employment category			
高層員工 Senior management	100%	中層員工 Middle-level staff	100%
	100%	基層員工 Junior staff	100%
培訓時長 Training hours			
全年全職員工人均培訓時長： Average training hours for each full-time staff in full year		29.3小時 29.3 hours	
全職員工培訓總時長 Total training hours for full-time staff		779,100小時 779,100 hours (當中約65%為行業相關專業培訓，約10%為職業通用培訓，約5%為企業文化培訓，約20%為領導力文化培訓) (當中約90%與改善環境、社會、管治管理水平相關的) (of which, approximately 65% is for industry related professional training, approximately 10% is for occupational general training, approximately 5% is for corporate culture training, and approximately 20% is for leadership training) (of which approximately 90% is related to ESG management improvement)	
按性別劃分每名全職員工完成受訓的平均時數 Average number of training hours completed per full-time staff by gender			
男員工 Male staff	28.2小時 28.2 hours	女員工 Female staff	30.5小時 30.5 hours
按僱傭類別劃分每名全職員工完成受訓的平均時數 Average number of training hours completed per full-time staff by employment category			
高層員工 Senior management	25.4小時 25.4 hours	中層員工 Middle-level staff	29.6小時 29.6 hours
		基層員工 Junior staff	32.4小時 32.4 hours
培訓投入 Training investment			
全職員工人均培訓投入 Average training investment for each full-time staff	人民幣341元 RMB341	全職員工培訓投入總額 Total amount of training investment for full-time staff	約人民幣9,069,000元 Approximately RMB9,069,000

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

本集團持續優化人才晉升機制和階梯，完善績效考核體系以促進員工的事業發展。本集團按照員工的績效、專業知識、專業技能等多個不同範圍進行評價考核，提供員工足夠及平等的晉升機會，發展事業。二零二零年度，本集團建設了25個序列的人才發展通道，繼續開展了人才評定工作，鼓勵員工的事業發展。我們又設立了針對一線基層崗位的人才評價與激勵機制，提升基層銷售團隊業務技能和銷售業績，而本集團旗下區域公司也落實了評定方案，如《員工職業發展體系框架方案》，為員工構建職業發展雙通道，鼓勵員工發展事業。同時，我們建設了完善的高層人員管理體系，當中的《經理人選拔任用制度》明確經理人的選拔、任用、競聘、績效考核、培訓培養等標準，確保經理人平等的發展機會，而《經理人任期及輪崗管理辦法》及《老幹部管理服務實施辦法》則維護了高層管理人員的權責利益。通過建立了以上的制度及有效的員工表彰機制，並於各單位開展優秀員工評選活動上，我們肯定員工付出，嘉許表現優秀的員工及表揚其貢獻，部分員工更獲得上級單位表彰。

The Group constantly optimizes the talent promotion system and ladder, and modifies the performance assessment system to promote the development of the staff. The Group assesses the staff based on their performance, professional knowledge and skills, etc. to provide adequate and equal promotion opportunity to them for developing career. In 2020, the Group built a talent development path with 25 sequences and successively conducted talent assessments, encouraging staff's career development. For those frontline junior staff, we have set up a talent assessment and incentive mechanism for junior sales teams to advance their business skills and sales performance. The Group's regional companies have also formulated assessment proposals, such as the "Framework Plan for Staff Occupational Development System", which established a comprehensive dual path for occupational development of the staff, encouraging them to develop their career. Meanwhile, we have also formulated a comprehensive management system for senior officers, of which the "Regulation for Selecting and Appointing Managers" clearly states the standards on the selection, appointment, competition, performance appraisal and training of managers to ensure equal opportunities for their development. The "Administrative Measures on Tenure and Rotation of Managers" and the "Implementation Rules on Management and Services for Veteran Cadres" protect the rights, duties and interests of senior management. Through the establishment of the above systems and effective staff recognition mechanisms, and the excellent employee selection activities carried out in various units, we affirm the contributions of the staff, praise outstanding staff and commend their contributions, and some staff have been commended by superior units.



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## (五) 員工健康與安全

本集團一直堅持以人為本、安全發展的工作管理理念，把保障員工健康和 safety 作為本集團安全管理的首要任務，追求「零傷害、零事故」。我們嚴格執行國家有關安全生產、職業健康的法律和行政法規，遵守《中華人民共和國安全生產法》《中華人民共和國消防法》《中華人民共和國職業病防治法》等相關法律法規及行業安全標準規範，包括《生產經營單位安全培訓規定》《生產安全事故信息報告和處置辦法》等，緊守安全優先的管理理念。同時，我們嚴格落實企業安全生產和職業健康主體責任，建立健全具有華潤集團特色、本集團特點的安全生產和職業健康管理體系，並持續完善和推進。通過責任體系、監督保障、教育培訓、風險管控等機制的建立和完善，保障政策落實，不斷提升企業的安全管理水平。二零二零年，本集團在健康與安全管理上的工作表現理想，沒有發生造成員工和供應商及分包商（承建商）死亡的生產安全事故事件，工作成果備受業界肯定。

## (V) STAFF HEALTH AND SAFETY

The Group still adheres to work management philosophy of people oriented and safety development, regards safeguarding staff health and safety as primary task for its safety management and pursues “zero injury and zero incident”. We strictly implemented the national laws and regulations pertaining to production safety and occupational health, complied with relevant laws and regulation and safety standards and specifications of the industry such as the “Production Safety Law of the People’s Republic of China”, “Fire Protection Law of the People’s Republic of China” and “Law of the People’s Republic of China on Prevention and Control of Occupational Diseases”, including “Regulations on Safety Training of Production Operation Units” and “Information Report and Treatment of Production Safety Incidents”, and insisted on the safety-first management principle. At the same time, we strictly carried out main responsibility for corporate safety, production and occupational health, established a sound safety, production and occupational health management system with CRH characteristics and the Group’s features, and continued to improve and promote. Through the establishment and improvement of responsible system, oversight security, education training, risk control and other systems, we ensured the implementation of policies and enhanced continuously the corporate’s safety management level. In 2020, the Group made a good performance in health and safety management with no production safety incidents resulting in the death of employees, suppliers and subcontractors (contractors), and its work achievements were recognized among the industry.

過去三年每年因工亡故的人數及比率 Number and rate of work-related fatalities in each of the past three years			
	二零二零年 2020	二零一九年 2019	二零一八年 2018
因工亡故的人數 Number of work-related fatalities	0	1	0
因工亡故的比率 Rate of work-related fatalities	0%	0.003%	0%

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

我們致力改善職業健康及安全管理相關的管理體系，務求使我們的安全管理水平符合國家認證標準並獲得國際認可。其中，本集團旗下部份工廠獲得ISO9001質量管制體系、ISO14001環境管理體系及ISO45001、OHSAS18001職業健康安全管理體系認證。截止二零二零年底，本集團屬下已通過了國家安全生產標準化二級企業和三級企業認證評審的工廠數目分別共有31家(佔比43.7%)和40家(佔比56.3%)。此外，本集團已獲得的ISO45001和OHSAS18001認證工廠數目分別共有8家和1家。

我們的健康與安全生產工作一直遵循以提高本質安全生產水平為目的，規範安全狀況、人的安全行為、環境的安全條件，並不斷完善的原則，組織開展安全生產工作。另外，我們早於二零一四年制定了《生產工廠設計規範》，規範本集團的新建、改擴建工廠設計，確保所有在建項目專案符合安全建設的要求，以及具備足夠的安全設施配置。我們持續做好安全生產管理制度體系的完善、優化和改進工作，開展職業危害識別、評估和控制工作，不斷完善職業危害防護設施，持續改善作業場所的環境。

我們繼續開展《華潤雪花啤酒崗位EHS責任制度》的工作，組織簽訂各層級安全生產責任書，並制定各職級的安全生產目標，將安全生產目標指標、責任落實到每個崗位、每個員工，實現安全責任全覆蓋，釐訂各崗位的安全責任覆蓋範圍，以覆蓋全體崗位和員工、全部生產經營和管理過程，並制定各職級的安全生產目標。各級EHS委員會定期召開會議，安排部署工作並處理EHS疑難。在二零二零年，本集團安排各個職級的員工簽訂EHS責任書，共簽訂了責任書超過20,400份，實現崗員工覆蓋率100%。

We are committed to improving management system related to occupational health and safety management, to make our safety management in line with the national certification standard and internationally recognized. In particular, certain factories under the Group have obtained ISO9001 (quality management system), ISO14001 (environmental management system) and ISO45001, OHSAS18001 (occupational health and safety management system) accreditations. By the end of 2020, the number of plants under the Group which have passed the assessment and review as the Second-Class and Third-Class Enterprise by the National Production Safety Standardization was 31 (accounting for 43.7%) and 40 (accounting for 56.3%), respectively. Also, the number of plants under the Group that have obtained ISO45001 accreditation and OHSAS18001 accreditation was 8 and 1, respectively.

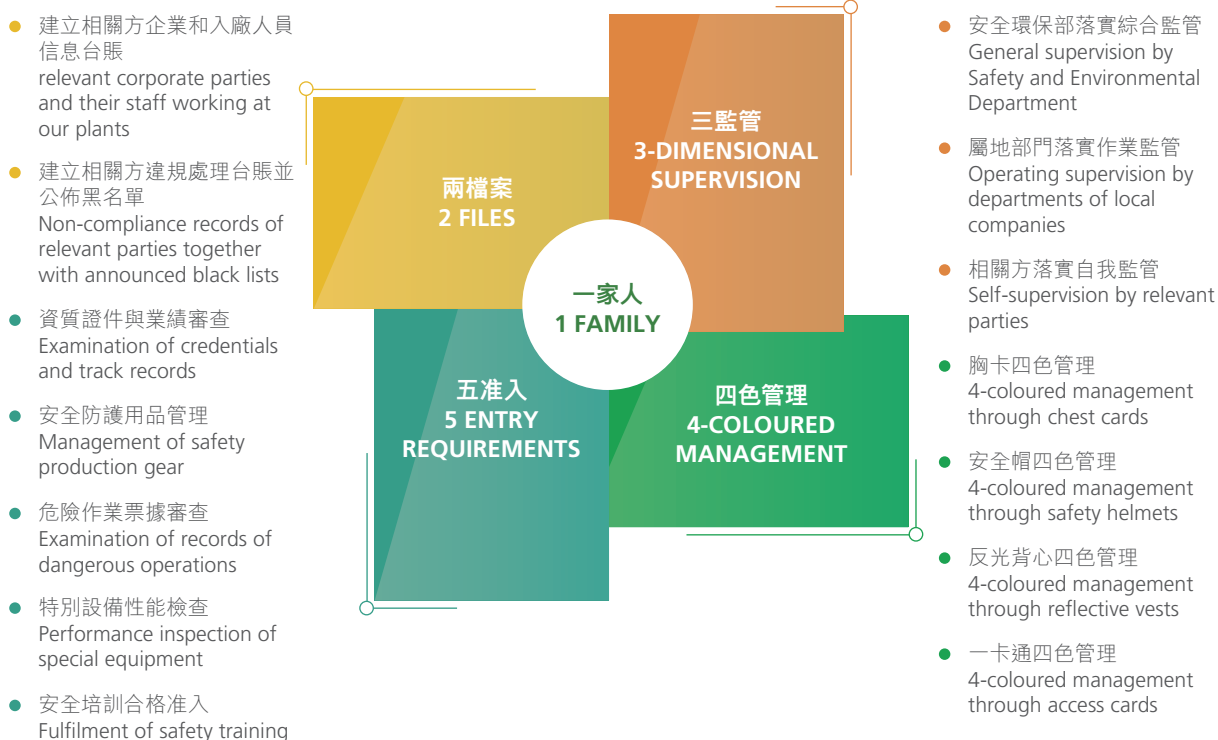
Our health and safe production always followed the purpose of improving inherently safe production, regulated safety situation, people safety behaviors, environmental safety conditions, and continuously improved principles as well as carrying out safe production. In addition, we have formulated "Production Plant Design Specifications" in 2014 to regulate the design of new and expanded plants of the Group, ensuring that all projects under construction meet the requirements for safe construction and have adequate safety facilities. We continued to improve, optimize and enhance our safety and production management system, identified, evaluated and controlled occupational hazards, continuously improved occupational hazard protection facilities and refined the environment of our workplaces.

We continued to carry out "CRSB EHS Responsibility System for Posts", organized to sign the safety and production responsibility letter at each level, and set the safety and production goals for each rank to implement the safety and production goal indicators and responsibilities to each post and each employee, realized the full coverage of safety responsibilities to determine the safety responsibility coverage of each work position to cover all work positions and employees, all production operation and management processes, and set the safety production target for each rank. EHS committees at all levels hold regular meetings to deploy work and handle EHS problems. In 2020, the Group arranged employees of all ranks to sign EHS responsibility letters, and a total of more than 20,400 letters were signed, achieving a 100% coverage rate for employees on duty.

第二章 關懷員工  
CHAPTER 2: CARE FOR STAFF

本集團推行EHS「12345」相關方管理理念，以「一家人、兩檔案、三監管、四色管理、五准入」為管理原則。「一家人」是指採用源頭管控的管理思想，統一管理本集團各工廠的EHS事務；「兩檔案」是通過建立相關方企業和入廠人員信息台賬及相關方違規處理台賬並公佈黑名單，使EHS管理信息更具透明度；「三監管」則指以安全環保部作綜合監管、以屬地部門作業監管，及以相關方落實自我監管的三維監管模式，徹查任何違規行為；「四色管理」則是通過在胸卡、安全帽、反光背心以及一卡通上以四種顏色進行分類，為不同職位的員工制定相應的安全措施；「五准入」清楚釐訂評估安全工作的準則，包括資質證件與業績審查、安全防護用品管理、危險作業票據審查、特種設備性能檢查及安全培訓合格准入。此EHS管理理念有助本集團的EHS管理系統有效運作，為員工提供一個健康、安全及可靠的工作環境。

The Group upholds the EHS “12345” concept for the management of relevant parties and regards “1 family, 2 files, 3-dimensional supervision, 4-coloured management and 5 entry requirements” as the management concept. By “1 family”, we mean the management concept of controlling at source, and managing EHS matters at all of the Group’s plants in a centralized manner; “2 files” refers to the information records of relevant corporate parties and their staff working at our plants and the non-compliance records of relevant parties together with announced black lists which facilitate more transparent information on EHS management; “3-dimensional supervision” refers to general supervision by the Safety and Environmental Department, operating supervision by the departments of the local companies and self-supervision by the relevant parties to ensure thorough investigation of any non-compliant behaviour; “4-coloured management” refers to the use of four different colours for the chest card, safety helmet, reflective vest and access card to distinguish relevant safety measures for employees in different positions; “5 entry requirements” provides clearly defined criteria for the assessment of safety work, including the examination of credentials and track records, management of safety production gear, examination of records of dangerous operations, performance inspection of special equipment and the fulfilment of safety training. EHS management concepts enable the Group’s EHS management systems to operate effectively and provide a healthy, safe and reliable working environment for the staff.



## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

本集團堅持做好供應商及分包商的職安健監督管理工作，嚴格把關准入和審查，按照「誰審查誰把關、誰批准誰負責」的原則，對供應商及分包商(承建商)職安健的資格預審、服務前準備、作業過程檢查監督、提供的產品、技術服務、表現評估、續用等進行全面監督管理。而本集團有關安全生產管理的要求，同樣適用於供應鏈，確保供應鏈中的工作人員在生產過程中受到健康與安全的保障。例如，本集團按照「四統一」原則對供應商進行管控，要求供應商遵守本集團安全守則，在重傷及以上人身傷害事故、火災事故、場內交通重傷及以上事故等控制指標上，向本集團報告事故信息。

為提高從業人員的安全意識，本集團積極開展預防工作及各項職業健康培訓。我們安排員工參與安全活動，持續開展全員參與的危險源、危害因素辨識和行為安全觀察活動，注重過程控制，規範從業人員安全行為，創新安全檢查方式，通過開展飛行檢查、回看視頻監控檢查等方式，排查和整改安全隱患，推動安全生產各項工作落實。另外，本集團組織安全生產教育培訓，以日常訓練、培訓、經驗交流、模擬實戰等多種形式舉辦安全管理課程，使員工們建立安全知識技能及應急處置實戰能力。在二零二零年，本集團充分利用線上會議系統，組織開展EHS專業能力提升培訓，對各單位累計3,350人次進行專項培訓及安全管理課程，內容包含危化品安全管理、有限空間安全、行為安全觀察、班組安全建設、LOTO理論和實踐、本質安全實踐等，使員工們建立安全知識技能及應急處置實戰能力，強化從業人員的安全意識。

本集團鼓勵員工考取相關的專業資格。在二零二零年，本集團各級企業負責人、安全管理人員全部獲得安全管理資格證書，並約有138人為國家註冊安全工程師。另外，所有特種工作人員均持有相關有效資格證書。

The Group insisted on the supervision and management of the occupational safety and health of suppliers and subcontractors, strictly controlled the entry and review gates, in accordance with the principle of “whoever reviews is the gatekeeper and whoever approves is responsible”, and carried out comprehensive supervision and management of the occupational safety and health of suppliers and subcontractors (contractors) in terms of pre-qualification, pre-service preparation, inspection and supervision during operation, products, technical services, performance evaluation and renewal. The Group's requirements for safe production management are also applicable to the supply chain to ensure that workers in the supply chain are protected in terms of health and safety during the production process. For example, the Group controlled its suppliers in accordance with the “four unified” principle, requiring them to comply with the Group's safety guidelines and report to the Group according to the control indicators such as serious injuries and above, fire accidents and onsite traffic accidents with serious injuries and above.

In order to raise safe awareness of our employee, the Group actively carried out preventive work and vocational health training. We arranged for staff to participate in safety activities, continuously carried out safety observation activities for hazard source and hazard factor identification and behavior with full participation, focused on process control and regulated staff's safety behaviors as well as innovating safety inspection methods. We also identified and rectified potential dangers through flight inspection and review video monitoring to implement safe production. In addition, the Group organized education training about safety production and held safety management course in various forms of daily practice, training, experience exchange and simulated battle, so as to equip staff with safety knowledge and the capability to deal with emergency. In 2020, the Group made good use of online meeting system to carry out EHS professional capacity enhancement training, and conducted special training and safety management courses for a total of 3,350 people from all units, covering topics such as hazardous chemical safety management, limited space safety, behavioral safety observation, team safety construction, LOTO theory and practice, and intrinsic safety practice, etc. to enable employees to build up their safety knowledge and skills and emergency handling capabilities, and to strengthen the safety awareness of employees.

The Group encouraged its staff to obtain relevant professional qualification. In 2020, all corporate officers and safety management personnel at all levels of the Group obtained safety management certificates, and about 138 of them are registered safety engineers. Besides, all specialties employees hold valid qualification certificates.

第二章 關懷員工  
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於二零二零年財政年度，本集團之安全培訓績效如下：

- 投入安全生產專項資金約人民幣7,846.8萬元
- 開展員工安全教育培訓共86,774人次參與
- 開展員工安全教育培訓共計39萬課時
- 開展供應商及分包商(承建商)安全教育培訓14萬課時
- 組織應急演練超過610次，超過13,500人次參加
- 安全教育培訓覆蓋率、職業病防治體檢率、工作場所職業危害告知率和警示標識設置率均達到100%

二零二零年，本集團在各個層級進行了共3,890餘次安全檢查，按照檢查結果持續改進，不斷提升安全管理成效。為減低環境事故風險，本集團旗下華潤雪花啤酒的EHS部門於二零二零年實施氨製冷系統、消防系統、監控視頻系統安全升級改造項目，全年投入資金人民幣2,300餘萬元，以提升安全管理和確保啤酒工廠安全生產。我們通過建立「一人一檔」的職業健康檔案，確保從業人員在安全生產程序的合規情況。

The Group's performance in safety training in FY2020 is set out as follows:

- Exclusive funds for safe production purposes over RMB78,468,000
- Staff safety education and training for a total of 86,774 enrollments
- Staff safety education and training for a total of over 390,000 training hours
- Staff safety education and training for subcontractors (contractors) of 140,000 training hours
- More than 610 emergency drills with over 13,500 enrollments
- Safety education training rate, occupational disease-related health checkup rate, workplace occupational hazard notification rate and warning sign placement rate all reaching 100%

The Group conducted over 3,890 safety inspections at various levels in 2020 and made ongoing improvements based on the inspection results to continuously enhance the effectiveness of safety management. To reduce our environmental risks, the EHS Department of CRSB under the Group in 2020 upgraded and renovated ammonia refrigeration system, firefighting system and video monitoring system for the sake of safety, with investment amount of over RMB23 million to improve safety management, in order to ensure safe production at the brewing plants. We ensured the compliance of safety production process of the staff by establishing "One person, one file" occupational health file.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

安全生產是營運中重要的一環，因此，本集團制定了環境、健康及安全(EHS)的「十四五」戰略規劃目標，以不發生一般及以上等級的生產安全事故為目標，即不發生造成員工和第三方重傷、死亡的生產安全事故，並密切地對輕傷及以下的傷害事件亦進行管控。報告期內，本集團員工因工受傷人數亦逐年減少，其中千人傷害率達成少於千分之0.6(一萬人中有6人)的控制目標，與二零一九年相若。同時，本報告期內因工傷損失工作日數65天，同比下降超過50%，反映本集團的安全管理水平正逐年提升。

Safety production is an important part in our operation. Therefore, the Group formulated "Fourteenth Five-Year" Plan strategic planning goals for EHS, which takes no incurrence on normal and above safety accident as target, that is no incurrence on safety accidents causing staff and the third party serious injuries and fatalities, and closely controls minor injuries and below accident. During the Reporting Period, the number of staff of the Group suffering work injuries had also been decreasing year-by-year, of which the control target of injury rate of less than 0.06% (6 persons out of ten thousand persons) was achieved, similar to that of 2019. During the Reporting Period, total day lost due to work injuries was 65 days, declined by more than 50%, demonstrating that the Group's safety management is improving year-by-year.



## 第三章 環境保護

### CHAPTER 3: ENVIRONMENTAL PROTECTION

本集團以環境保護為己任，在管理及營運過程中堅持保護環境及確保資源的可持續發展。我們嚴格遵守國家及地方相關環境保護法律法規，其中包括《大氣污染防治法》《水污染防治法》《固體廢物污染環境防治法》《土壤污染防治法》等；同時嚴格遵守相關污染物排放標準，如《啤酒工業污染物排放標準》《鍋爐大氣污染物排放標準》《一般工業固體廢物貯存、處置場污染控制標準》。我們致力建立健全環境管理體系及完善環境相關政策，並實踐行之有效的環境營運及監督慣例，達成最佳的環境績效。二零二零年內，本集團沒有發生任何重大環境污染事故。

#### (一) 碳環境管治監督體系

本集團於二零二零年繼續完善環境保護制度標準體系，制訂或修訂《華潤雪花EHS績效考核管理辦法》《全面做好生態環境保護工作方案》《環境監測管理辦法》，指導和規範工廠水、大氣、噪音等環境自行監測要求，另有《華潤雪花啤酒固體廢物管理制度》規範固體廢物管理。

本集團召開二零二零年環保工作會，華潤雪花啤酒副總經理、總部EHS部、總部生產中心工程部相關人員、各區域公司和生產工廠的主管副總及EHS相關人員共計401人參加會議。該會議開展生態環境保護專項檢查培訓，並就二零二零年環保工作安排進行部署。二零二零年七月，本集團召開EHS工作半年總結會，對EHS工作開展再警示、再審視、再部署、再提升、再思考。

The Group takes environmental protection as its own responsibility, and adheres to protect environment and ensure the sustainability of resources during its management and operation process. We strictly followed the national and local laws and regulations on environmental protection, including the "Law on Prevention and Control of Atmospheric Pollution", the "Law on Prevention and Control of Water Pollution", the "Law on Prevention and Control of Environmental Pollution by Solid Wastes" and the "Law on Prevention and Control of Soil Pollution", as well as the relevant pollutant discharge standards, such as the "Pollutant Discharge Standard for Beer Industry", the "Emission Standard of Air Pollutants for Boilers" and the "Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Wastes". We aim to develop a sound environmental management system and improve environment-related policies, and adopted effective environmental operation and supervision rules, with a view to achieving the best environmental performance. In 2020, the Group was not aware of any major incident relating to environmental protection.

#### (I) SUPERVISION SYSTEM ON CARBON AND ENVIRONMENTAL GOVERNANCE

The Group continued to improve system on environmental protection regulations and standards in 2020, formulated or revised the "Management Measures on EHS Performance Assessment of CRSB", the "Work Plan on Comprehensively Improving Ecological Environmental Protection", and the "Management Measures on Environmental Monitoring" for the purpose of guiding and standardizing environmental self-monitoring requirements including wastewater in plants, air and noise, as well as the "Management Regulation on Solid Wastes of CRSB" for standardizing solid waste management.

An environmental protection meeting was held by the Group in 2020, the attendees of which totaled 401, including deputy general manager of CRSB, and related personnel from the EHS Department at the headquarter and the Engineering Department under the Production Center at the headquarter, all regional companies, deputy directors of production plants and EHS-related staff. At the meeting, the training about the inspection of ecological environmental protection was conducted and a deployment was carried out in terms of environmental protection work arrangement in 2020. In July 2020, conclusion meeting of EHS work in the first half was held by the Group, with a view to re-warning, reviewing, re-deploying, re-improving and rethinking for the conduct of EHS works.

### 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

針對生態環境保護專項，除了上述的培訓外，我們也積極組織開展生態環境保護示範檢查。二零二零年十月九日至十一日，我們委託中國環境科學研究院的專家對本集團瀋陽工廠開展生態環境保護示範檢查。本次示範檢查以環保督察方式和標準為主要內容依托，對本集團瀋陽工廠生態環境保護管理工作開展和現場管控情況進行檢查評審。

另外，本集團也非常重視工廠在環保及節能的工作表現，在日常污染物排放報表的基礎上，根據目前監管要求，二零二零年，本集團抽調50名專業人員，組成13個檢查小組對所轄14個綜合型區域公司的25家生產工廠開展了環境保護和能源節約交叉檢查。本次檢查共計發現問題653項，整改完成581項。「十三五」期間，本集團各生產工廠用於設置能源節約與生態環境保護設備設施、污染物處理和處置等費用累計達到人民幣5.46億元。

華潤雪花啤酒總部參考二零一九年針對節能減排監管方面的主要風險分析，結合政府監管主要方向，確定二零二零年環保專項費用規劃，規劃實施專項費用共計人民幣3,500萬元。二零二零年實施項目超過24項，投資費用人民幣4,500萬元，主要用於污水處理系統升級改造、燃氣鍋爐低氮燃燒、污水臭氣收集及處理、污染物排放在線監測更新升級。

In respect of special ecological environmental protections, we also actively carried out model checking of protecting ecological environment other than the abovementioned training. On 9 to 11 October 2020, we engaged specialists from the Chinese Research Academy of Environmental Sciences to conduct model checking of ecological environment for Shenyang Plant of the Group. Relying on the main content of environmental supervision and standards, this model checking was conducted to check and assess the management of ecological environmental protection and onsite management and control of the Shenyang Plant of the Group.

In addition, the Group also attached great importance to the work performance in environmental protection and energy saving. On the basis of the regular statement about pollutant emission, the Group designated 50 professional personnel in 2020 as required by the current regulatory requirements to form 13 inspection groups to cross-check the environmental protection and energy saving by 25 production plants in 14 comprehensive regional companies, during which 653 issues were found and 581 rectifications were completed in total. During the period of the "Thirteenth Five-Year" Plan, all production plants of the Group incurred expenses amounting to RMB546 million in aggregate about installation of equipment and facilities for energy saving and ecological environmental protection and disposal and treatment of pollutants.

The headquarter of CRSB determined the planning for 2020 environmental protection special funds by reference to the principal risks of energy saving and emission reduction supervision in 2019 combined with the major regulatory directions of the government, and planned to implement specialized funds of RMB35 million in total. In 2020, over 24 projects were implemented and the investment costs reached RMB45 million, which were mainly used for the upgrade and renovation of sewage treatment system, low-nitrogen combustion for gas-fired boilers, collection and treatment of sewage and odor, renewal and upgrade of online monitoring for pollutant emissions.



## 第三章 環境保護

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## 華潤啤酒環境數據三步管理流程：

## Three-step management procedures for environmental data of CR Beer:

**第一步：制定檢測標準及委託第三方檢測****Step 1: Formulation of inspection standards and engagement of third party for inspection**

本集團制定並實施污染物排放檢驗檢測標準，各生產工廠均按照國家標準或企業標準配置在線監測系統，每日開展污染物自行監測，並與所在地方生態環境監管平台聯網分享數據。同時，本集團定期為各生產工廠委託具有專業資質能力的第三方單位開展檢測，其中包括水體污染物、大氣污染物、噪音等進行委託檢測，並公開相關環境信息與重點監管工廠的環境績效。

The Group developed and implemented inspection and testing standards for pollutant discharge. Each production plant established an online monitoring system according to the national standards or corporate standards, for self-monitoring on pollutants on a daily basis, and shared data with the local ecological environmental supervision platform. Meanwhile, the Group regularly engage qualified third party entity for each production plant to inspect water pollutant, air pollutant, noise, etc., and publicly disclose the relevant environmental information and the environmental performance of the plants subject to key supervision.

**第二步：建立數據檢測及內部數據直報系統****Step 2: Establishment of system for data inspection and direct reporting of internal data**

本集團各級單位均定期對各項環境數據進行監測，利用環境相關信息數據直報系統，由基層單位(工廠)直接填報數據，透過部門、工廠、區域公司、總部四級審核，並進行統計分析，確保數據準確性。

Various-level units of the Group inspects regularly various environmental data. By utilizing the system for direct reporting of environment-related information data, primary-level units (plants) directly reported the data, which subject to the review and statistical analysis by the departments, plants, regional companies and the headquarters to ensure its accuracy.

**第三步：開展環境現場檢查****Step 3: On-site environmental checks**

華潤雪花啤酒總部、區域公司、工廠三級單位定期開展環境現場檢查，對內部檢測數據、在線監測數據、委託檢測結果、政府報送環境數據等真實性、準確性、一致性進行檢查和審核。現場檢查實現所有工廠全覆蓋。

The headquarters, regional companies and plants of CRSB conducted regular on-site environmental checks to check and review the truthfulness, accuracy and consistency of internal inspected data, online monitored data, results of entrusted inspection, and environmental data reported to the government. On-site checks realized the full coverage of all plants.

**(二) 「碳中和」目標及廢氣排放物管理****持續推進產能優化，控制碳排放**

本集團將工廠環境表現和績效作為重要依據，制定節能減排，致力響應國家在二零六零年達至「碳中和」的目標。在「十三五」期間，本集團以不同的方式實施節能減排，包括積極調整能源結構、優化生產工藝、全面淘汰燃煤鍋爐、增加潔淨能源及可再生能源使用比例等。

**(II) “CARBON NEUTRALITY” TARGET AND FLUE GAS EMISSION MANAGEMENT****PROMOTE OPTIMIZATION OF PRODUCTION CAPACITY AND CONTROL CARBON EMISSIONS CONTINUOUSLY**

The Group will regard the environmental performance and results of plant as vital basis, formulate requirements of energy saving and emission reduction, and commit to responding to realizing the target of “carbon neutrality” by the state in 2060. During the period of the “Thirteenth Five-Year” Plan, the Group implemented various initiatives in response to the requirements of energy saving and emission reduction, including actively adjusting energy structure, optimizing manufacturing processes, comprehensively phasing out coal-fired boilers, increasing the utilization proportion of clean energy and renewable energy.

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我們持續推動產能優化，優先淘汰、關停效能低、水和大氣等污染物排放偏高、碳排放強度偏高、周邊居民和環境敏感的工廠。這不但提升本集團的生產成本效益，更達致控制碳排放。「十三五」期間，我們透過淘汰30家工廠，把產能優化規模提升至450萬千升，佔總產能的22%。其中，已關閉的工廠中共有24家工廠使用燃煤鍋爐，共計淘汰燃煤鍋爐58台，累計減少能源消耗總量約9萬噸標準煤。在「十三五」期間，本集團五年共累計能源節約總量達20.83萬噸標準煤，不但為本集團創造價值人民幣2.47億元，更協助減少共12.4萬噸的碳排放、二氧化硫排放量比「十二五」期間下降85.3%。

We continuously promote the optimization of production capacity and prioritize to phase out and close down the plants with low energy efficiency, high pollutant emissions including water, air and high carbon emission density, and sensitivity to nearby residents and environment. These measures not only increase the Group's efficiency of production costs, but also reach the target of controlling carbon emissions. During the "Thirteenth Five-Year" Plan, we improved the scale on optimization of production capacity to 4.5 million kilolitre through phasing out 30 plants, representing 22% of the total production capacity, among which, 24 closed-down plants used coal-fired boilers, 58 coal-fired boilers were phased out in total, and total energy consumption was reduced by approximately 90,000 tons of standard coal. During the period of the "Thirteenth Five-Year" Plan, total amount of cumulative energy saving of the Group in 5 years reached 208,300 tons of standard coal, which helped create values of RMB247 million for the Group, and assisted in reducing carbon emissions of 124,000 tons, representing a decrease of 85.3% in carbon emissions and sulphur dioxide (SO<sub>2</sub>) emissions as compared to those in the period of "Twelfth Five-Year" Plan.



本集團最後一家煤改氣工廠 — 湖南工廠淘汰燃煤後嶄新的燃氣鍋爐房。  
The new gas boiler installed after elimination of the coal-fired boiler in Hunan factory, the last coal-to-gas plant of the Group.

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截至二零二零年，本集團完成燃煤鍋爐淘汰計劃，在所有生產工廠的營運中改用外購蒸汽或天然氣，全面實現燃煤零消耗。在過去五年期間，煤改氣專項累計投資金額達人民幣約1.3億元，共淘汰燃煤鍋爐105台，淘汰燃煤鍋爐能力達1,336蒸噸。隨著燃煤鍋爐淘汰快速大力推進，我們的煤炭使用量逐年大幅度下降，由二零一五年的236,490噸標準煤下降至二零二零年的2,045噸，下降幅度達99%。本集團同時致力提升清潔能源比例，通過過去的煤改氣專項，我們成功提升天然氣等清潔能源使用比例，由二零一五年的13%提升至二零二零年的34%。

本集團亦積極從改良生產工藝方面著手，透過優化生產設備及生產過程管理達成節能減排。例如，我們推動外購蒸汽、工廠冷凝水綜合回收利用及熱能梯度利用等項目。另外，我們更實施公車改革，以電能叉式起重車取代燃油引擎起重車，有效減少汽油消耗量及降低了二氧化碳排放量。

在可再生能源的使用上，本集團自二零一四年開始積極推動下屬工廠實施沼氣回收利用項目，以減少溫室氣體排放。二零二零年，我們的32家工廠累積已配置共43台沼氣鍋爐，其鍋爐配置能力44.5蒸噸。年內，我們共回收約8,258,040立方米的沼氣，並轉化為89,054.1噸蒸汽量作為工廠生產能源。

自二零一九年起，本集團在浙江工廠開展第一個廠區屋頂光伏發電項目試點。該個項目建設面積達6.09萬平方米，額定發電量6兆瓦。二零二零年，我們進一步提升該個工廠光伏發電總電量至超過502萬千瓦時，並由工廠利用其446萬千瓦時的光伏發電電量，佔工廠總用電量的16.48%，平均每年可減少3,100噸二氧化碳當量的碳排放。目前，我們已規劃在新建蚌埠工廠實施屋頂光伏項目，希望於未來進一步提高可再生能源的使用比例。

As of 2020, the Group completed the phase-out plan of coal-fired boilers, switched to the use of the externally sourced steam or natural gas in all production plants, and comprehensively realized the target of zero coal-fired consumption. During the past five-year period, the cumulative investment amount of coal-to-gas conversion project reached approximately RMB130 million, phasing out 105 coal-fired boilers in aggregate with a capacity of 1,336 tons of steam. With the rapid and vigorous promotion of phasing out coal-fire boilers, our coal usage sharply decreased year-by-year from 236,490 tons of standard coal in 2015 to 2,045 tons of standard coal in 2020, representing a decrease of 99%. Meanwhile, the Group commits to improving the proportion of clean energy. Through the past coal-to-gas conversion project, we successfully improved the usage proportion of clean energy such as natural gas from 13% in 2015 to 34% in 2020.

The Group also actively improved the production processes and reached the target of energy saving and emission reduction through optimizing the manufacturing equipment and production process management. For instance, we promoted the projects of the use of externally sourced steam, comprehensive recycling and usage of plant condensate water, thermal gradient and others. In addition, we also implemented reform of vehicles, replaced cranes driven by fuel oil engine with electric fork cranes, and effectively reduced the gas consumption and carbon dioxide (CO<sub>2</sub>) emissions.

For the usage of renewable resources, the Group has promoted its subsidiaries' plants to implement methane recycling and usage project since 2014 so as to reduce greenhouse gas emissions. In 2020, 32 of our plants have cumulatively in place 43 methane boilers in total, whose allocation capacity was 44.5 tons of steam. During the year, we recycled methane of approximately 8,258,040 cubic metres in aggregate, and transformed 89,054.1 tons of steam into production energy for plants.

Since 2019, the Group has launched its first pilot photovoltaic power generation project on rooftop in Zhejiang Plant, whose construction area reached 60,900 square metres and rated power generation volume amounted to 6 megawatts. In 2020, we further improved the total photovoltaic power generation volume in that plant to over 5.02 million kilowatt hours, and 4.46 million kilowatt hours of photovoltaic power generation volume were used by the plant, representing 16.48% of total electricity consumption of the plant, which could reduce 3,100 tons CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) of carbon emissions per year on average. Currently, we are planning to carry out rooftop photovoltaic project in the newly-built Bengbu Plant, hoping to further improve the usage proportion of renewable resources in the future.

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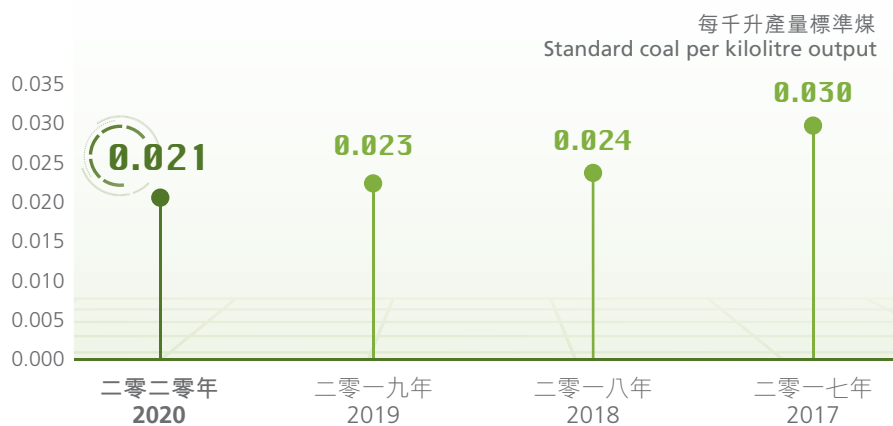
二零二零年，本集團的能源使用種類及消耗如下：

Energy consumption types and data of the Group in 2020 are set out as follows:

能源使用 Energy consumption	單位 Unit	二零二零年 2020	二零一九年 2019	二零一八年 2018	二零二零年 同比變幅 Year-on-year Change in 2020
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	0.2	0.7	2.6	-71%
用電量(外購電力) Electricity consumption (electricity purchased)	千萬千瓦時 10,000,000 kilowatt hours	54.1	59.6	59.7	-9%
用電量(太陽能發電) Electricity consumption (electricity generated by solar power)	千萬千瓦時 10,000,000 kilowatt hours	0.45	0.07	不適用 N/A	+531%
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	6.1	7.5	7.9	-19%
汽油 Gasoline	千噸 1,000 tons	0.4	0.6	0.8	-42%
柴油 Diesel	千噸 1,000 tons	2.2	3.1	3.1	-27%
熱力消耗 Heat consumption	十億千焦耳 1,000,000,000 KJ	2,514.9	2,854.2	2,765.0	-12%
單位綜合能耗密度 Consolidated energy consumption density per unit	每千升產量標準煤 Standard coal per kilolitre output	0.021	0.023	0.024	-9%

#### 二零一七年至二零二零年的單位綜合能耗密度

#### Consolidated energy consumption density per unit from 2017 to 2020



## 第三章 環境保護

### CHAPTER 3: ENVIRONMENTAL PROTECTION

#### 溫室氣體排放管理

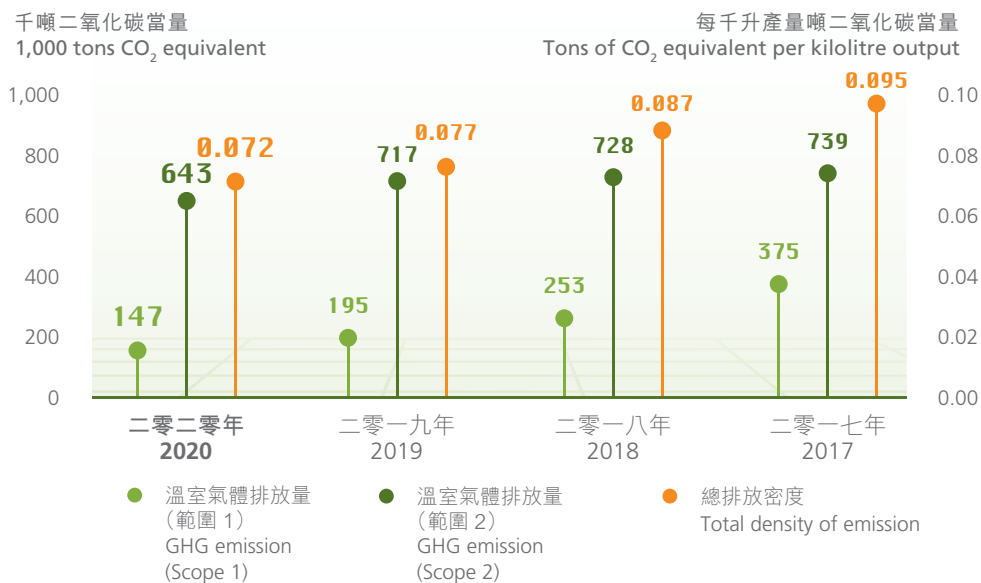
二零二零年，本集團的溫室氣體總排放量及密度如下：

#### GHG EMISSION MANAGEMENT

Total greenhouse gas emissions and density of the Group in 2020 are set out as follows:

溫室氣體總量 Total greenhouse gas emissions	單位 Unit	二零二零年 2020	二零一九年 2019	二零一八年 2018	二零二零年 同比變幅 Year-on-year Change in 2020
範圍1 Scope 1	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	147	195	253	-25%
範圍2 Scope 2	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	643	717	728	-10%
總排放量 Total emissions	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	790	912	981	-13%
排放密度(範圍1) Density of emission (scope 1)	每千升產量噸二氧化碳當量 Tons of CO <sub>2</sub> equivalent per kilolitre output	0.013	0.017	0.022	-19%
排放密度(範圍2) Density of emission (scope 2)	每千升產量噸二氧化碳當量 Tons of CO <sub>2</sub> equivalent per kilolitre output	0.059	0.061	0.065	-3%
總排放密度 Total density of emission	每千升產量噸二氧化碳當量 Tons of CO <sub>2</sub> equivalent per kilolitre output	0.072	0.077	0.087	-6%

#### 二零一七年至二零二零年的溫室氣體排放 Greenhouse gas emissions from 2017 to 2020



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### CHAPTER 3: ENVIRONMENTAL PROTECTION

二零二零年，二氧化碳排放量同比降低13%，單位產品二氧化碳排放量同比下降6%，實現碳排放總量和碳排放強度的雙下降。

展望未來，本集團將繼續推動產能優化、提升可再生能源、清潔能源佔比。配合國家政策，本集團積極爭取中期（4至5年）碳排放量和單位綜合能耗保持下降趨勢。同時，本集團積極爭取中期（4至5年）提升沼氣回收利用效率，按照「系統普適、科學嚴謹」的原則，找到提升沼氣回收利用效率的最佳實踐，提升沼氣鍋爐配置和可再生能源使用比例。

#### 廢氣排放物管理

於二零一八年至二零二零年間，本集團在實施燃煤鍋爐淘汰的基礎上，推進京津冀及周邊、汾渭平原、川渝等重點地區的生產工廠實施燃氣鍋爐低氮燃燒改造，進一步降低氮氧化物排放。

截至二零二零年，本集團累計實施或正在實施的低氮燃燒改造項目13家，累計投資達人民幣1,107.486萬元。項目實施後，工廠燃氣鍋爐氮氧化物排放濃度均可以滿足《鍋爐大氣污染物排放標準》中特別排放限值或所在地方大氣污染物排放標準要求。氮氧化物及二氧化硫排放量分別同比下降41%及75%。

In 2020, carbon dioxide emissions decreased by 13% on a year-on-year basis, and carbon dioxide emissions per unit product decreased by 6% on a year-on-year basis, reaching dual decreases in total carbon emissions and carbon emission density.

Looking ahead, the Group will continue to promote production optimization and improve the proportion of the renewable energy and clean energy. To align with national policies, the Group actively strives to maintain a downward trend of carbon emission and consolidated energy consumption per unit in the interim period (4 to 5 years). Simultaneously, the Group proactively makes efforts to improve the efficacy of methane recycle in the interim period (4 to 5 years). Following the principle of “systematic and universal, scientific and rigorous”, we will find the best method to improve the efficacy of methane recycle through increasing the proportion of methane boiler configuration and the use of renewable energy.

#### FLUE GAS EMISSION MANAGEMENT

From 2018 to 2020, the Group had promoted key areas including Beijing-Tianjin-Hebei region and its peripheral areas, Fenhe-Weihe Plain and Sichuan-Chongqing region to implement low-nitrogen combustion conversion for gas-fired boilers so as to further decrease nitrogen oxides (NO<sub>x</sub>) emissions on the basis of the implementation of phasing out coal-fired boilers.

As of 2020, the Group has implemented or is implementing 13 projects of low-nitrogen combustion conversion for gas-fired boilers with cumulative investment of RMB11,074,860. Upon the implementation of the projects, concentration of NO<sub>x</sub> emission from gas-fired boilers in plants also can meet special emission limit or local air pollutant emission standards in the requirements of “Emission Standard of Air Pollutants for Boilers”. NO<sub>x</sub> and SO<sub>2</sub> emissions decreased by 41% and 75% on a year-on-year basis, respectively.

## 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

二零二零年，本集團的排放物種類及相關排放數據如下：

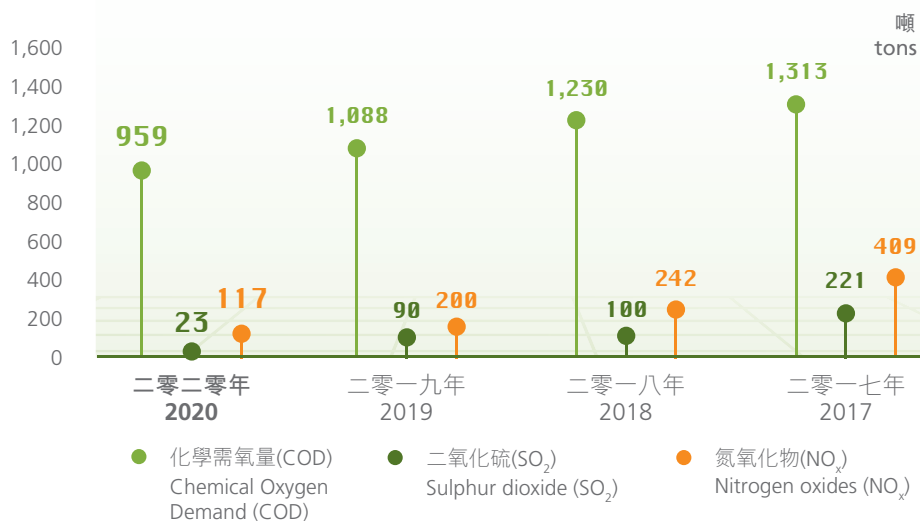
Emission types and relevant emission data of the Group in 2020 are set out as follows:

排放物種類 Emission type	單位 Unit	二零二零年 2020	二零一九年 2019	二零一八年 2018	二零二零年 同比變幅 Year-on-year Change in 2020
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 Tons	959	1,088	1,230	-12%
化學需氧量(排入自然水體) COD (discharged into natural water bodies)	噸 Tons	49	88	236	-45%
氨氮排放總量 Total ammonia nitrogen emissions	噸 Tons	94	99	不適用 N/A	-6%
氨氮排放量(排入自然水體) Ammonia nitrogen emissions (discharged into natural water bodies)	噸 Tons	2	11	不適用 N/A	-80%
二氧化硫(SO <sub>2</sub> )* Sulphur dioxide (SO <sub>2</sub> )*	噸 Tons	23	90	100	-75%
氮氧化物(NO <sub>x</sub> )* Nitrogen oxides (NO <sub>x</sub> )*	噸 Tons	117	200	242	-41%

\* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生

\* Mainly generated from burning of fuels for heat energy required in the beer production process

### 二零一七年至二零二零年的排放物 Emissions from 2017 to 2020



## 第三章 環境保護

### CHAPTER 3: ENVIRONMENTAL PROTECTION

#### 臭氣治理及噪音防治

除了一般廢氣及二氧化碳減排，本集團一直關注生產工廠營運其他可能對周邊環境及居民造成的影響，如臭氣治理及噪音防治等環境問題。在工廠臭氣治理方面，我們通過增建臭氣收集及設施，協助處理糖化煮沸異味污水，改善工廠及周邊範圍的空氣質量。針對噪音防治，工廠實施了一系列舉措，包括增設聲屏障、隔聲吸聲設施，改善作業流程，增加管理等，降低工廠噪音對周邊環境敏感點（如居民區、學校）的影響。在「十三五」期間，本集團共計31項實施臭氣治理和噪音防治項目，投資金額共達人民幣3,600萬元。

#### (三) 氣候變化風險及機遇

本集團意識到氣候變化對企業帶來長期和重大的影響和風險，正著力制定策略對應，盡量避免對業務運營造成負面影響。

本集團在二零一六年至二零一七年開展啤酒全生命週期碳足跡研究及核查試點，並與國際同行足跡參考對比。參考研究及核查對比結果，我們在產品結構、能源結構、原材料結構等方面實施降碳舉措。比如，我們發現同容量的玻璃瓶產品碳足跡比鋁罐的碳足跡高80%，因而逐步調整產品結構，逐步提高鋁罐產品比重，降低玻璃瓶產品產量減少其碳排放，本集團正以每年17%的增長速度以鋁罐包裝取代玻璃瓶。另外，我們發現能源結構佔比中，燃煤、外購蒸汽的碳足跡遠高於天然氣等清潔能源，因此實行產能及能源結構優化項目。

#### ODOR TREATMENT AND NOISE PREVENTION

Except for general flue gas and carbon dioxide emission reduction, the Group has always focused on other operations in production plants which might have an impact on surrounding environments and residents, including the environmental problems such as odor treatment and noise prevention. In terms of odor treatment in plants, we assisted in disposing of saccharified and boiled odor sewage through additionally building odor collection and measuring equipment to improve the air quality within the scope of plants and nearby areas. For noise prevention, the plants implemented a series of measures, including setting up sound barriers, soundproof and sound absorbing facilities, improving operation process and reinforcement on management, for the purpose of reducing the impacts of plants' noise on surrounding environment spots (such as residential areas, schools). During the period of the "Thirteenth Five-Year" Plan, the Group carried out a total of 31 projects for odor treatment and noise prevention, the investment amount of which reached RMB36 million in aggregate.

#### (III) RISKS AND OPPORTUNITIES OF CLIMATE CHANGE

The Group recognized that climate change had long-term and material impacts and risks on an enterprise, so we commit to developing corresponding strategies in order to avoid negative impacts on the business operations.

The Group conducted researches for whole life cycle of beer's carbon footprint and pilot verifications from 2016 to 2017, and also compared to those of international peers. By referring to the results of such researches, verifications and comparisons, we implemented carbon reduction measures in terms of product structure, energy structure, and raw material structure. For instance, we found out that the carbon footprint of glass bottle products of the same capacity was 80% higher than that of aluminum cans, so we gradually adjusted the product structure by gradually increasing the proportion of aluminum cans, and reducing the production of glass bottle products and thereby reducing our carbon emissions. The Group is replacing glass bottles with aluminum cans at an annual growth rate of 17%. Besides, we also found that in the proportion of energy structure, the carbon footprints of fire coal and the externally sourced steam were higher than that of clean energy such as natural gas, hence we carried out the project of energy capacity and energy structure optimization.



## 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

氣候變化使極端天氣事件的出現次數更為頻繁，或導致農作物失收或干擾日常的國際船運班次，對原材料進口等上游供應鏈營運構成影響。有見及此，本集團的採購部門持續對極端天氣事件進行監察及風險評估。一旦發現原材料地區出現如乾旱、洪澇等極端天氣事件，部門將評估事件對當地各個農產品生產的影響，其中包括大麥和酒花，輔料及大米等原材料。這不但使我們可以避免啤酒釀造原材料短缺的問題，更可有效應對價格及生產成本上漲等不穩定性因素。為保障將來營運及供應的穩定性，本集團確保有多個地方的原材料供應來源，避免過分依賴單一地域的供應商，進一步提高供應鏈應對氣候變化的韌性。

另一方面，全球水資源短缺的問題將因為日漸頻繁的旱澇災害惡化，對將來啤酒的生產營運構成影響。為了最大限度的保護水資源，本集團在各地工廠，尤其是位於水資源短缺地區的工廠，採取積極行動措施，如減少使用地下水及增加水的循環再用，優化升級改造啤酒釀造工藝，逐年降低生產水耗。展望未來，本集團將在新工廠選址過程考慮氣候變化議題，並把地方水資源短缺問題納入至其中的評估範圍。

本集團正積極考慮以科學方法全面分析氣候變化對行業及我們自身未來發展將會產生的實體影響。此舉將有助加強本集團對氣候變化風險的管控，並制定長、中及短期的氣候變化應對策略。本集團同時積極響應國家的「十四五」規劃願景，結合香港聯合交易所有限公司與監管機構要求，進一步規劃減少生產過程中的碳排放及節約資源使用。本集團會繼續積極落實清潔能源項目，降低產品全生命週期碳足跡，為消費者提供優質低碳的產品和服務。

Climate change led to more frequent extreme weather occurrence, bad harvest of crops, the disturbance of regular international shipment services, and impacted the operations of upstream supply chain such as the import of raw materials. Given this situation, the Procurement Department of the Group continuously conducted monitoring and risk assessment on extreme weathers. Once extreme weathers such as drought and flood are found in raw material regions, the department will assess the impacts of the events on the production of each local agricultural product, including raw materials like barley, hops, auxiliary materials and rice, which enables us to not only avoid the brewing beer raw material shortage problem, but also effectively respond to uncertainties like rising of prices and production costs. To safeguard the stability of future operation and supply, the Group ensures supply sources of raw materials from various places, with a view to avoiding excessively depending on the suppliers in a single area and further improving the tenacity of supply chain for responding to climate change.

On the other hand, the shortage problem of global water resources will have impacts on the production and operation of beer in the future due to the deterioration of gradually frequent drought and flood disasters. To protect water resources to a maximum extent, the Group took active actions in all plants, especially the plants located in water-deficient areas, such as reducing the usage of underground water and increasing the usage of recycled water, optimizing, upgrading and modifying beer brewing processes, for the purpose of reducing water consumption during production process year by year. Looking ahead, the Group will consider climate change issues in the site selection process for new factory and include local water shortage in its assessment.

The Group is actively considering and comprehensively analyzing, in a scientific way, the actual impacts of climate change which will be caused on the industry and our own future development. This action will help strengthen the management and control of the Group on climate change risks, and develop long-term, medium-term and short-term strategies to cope with climate change. At the same time, in line with China's "Fourteenth Five-Year" Plan vision, we will formulate our plan of further reducing carbon emissions and saving resources used in our production process, taking into account the requirements of The Stock Exchange of Hong Kong Limited and the regulatory authorities. The Group will continue to actively implement the clean energy project, reduce the carbon footprint in whole life cycle of products, aiming at providing quality and low-carbon products and services to consumers.

## 第三章 環境保護

### CHAPTER 3: ENVIRONMENTAL PROTECTION

#### (四) 水資源管理及污水處理

水資源稀缺是本集團關注的重大環境議題之一。在全球水資源日漸匱乏的情況下，本集團致力保護珍貴的水資源。為了加強水資源管理，我們根據國家標準制定了17項管理指標，當中包括反滲透廢水率、冷凝水回收率、沼氣使用量等，更有效地進行統一監管及統計。

##### 水資源管理

按照中國國家水利部發佈的二零一八年水資源公告，國家統計局發佈的第六次人口普查統計資料，中國11個省、市、自治區被界定為水資源較為稀缺的地區。面對國內水資源短缺的問題，我們關注在水資源稀缺地區營運過程中的水資源管理，避免過度提取當地水源。為此，我們逐漸關閉水資源稀缺地區的作業工廠，數量由二零一五年的44家下降至二零二零年的29家，按年減少水資源消耗二百多萬立方米。另外，本集團通過加強水資源管理，提升水資源利用效率。水資源稀缺地區的平均水耗為每千升2.69立方米，與本集團整體平均水耗相若。各個水資源稀缺地區中，山西省的平均水耗處於偏高水平，本集團於二零二零年當地進行產能優化，其中一家啤酒廠年底前已不再營運，該措施對未來提升當地用水效益會有所幫助。此外，「十三五」期間，可比工廠排入自然水體的整體化學需氧量和氨氮排放量分別同比下降96%和92%，展示了我們在水資源較為稀缺地區的水資源管理承諾。

#### (IV) WATER RESOURCES MANAGEMENT AND SEWAGE TREATMENT

Water shortage is one of the major environmental issues concerned by the Group. Under the situation of gradual shortage of global water resources, the Group commits to protecting valuable water resources. To strengthen water resources management, we formulated 17 management indicators, including reverse osmosis sewage rate, condensate water recycling rate and biogas utilization rate according to national standards, and included them in energy consumption statistics for unified supervision and calculation.

##### WATER RESOURCES MANAGEMENT

According to the 2018 Water Resources Announcement issued by the Ministry of Water Resources of the PRC and the sixth census statistics released by the National Bureau of Statistics, 11 provinces, municipalities and autonomous regions in China are defined as regions with deficiency in water resources. Faced with the issue of domestic water shortage, we paid attention to water resources management during the process of operation in water-deficient areas to avoid excessive extraction of local water resources. In this connection, we gradually closed down operating plants in water-deficient areas, the number of which decreased from 44 in 2015 to 29 in 2020, while the annual reduction of water consumption reached more than 2 million cubic metres. Furthermore, the Group has strengthened water resources management in these regions to improve the utilization efficiency of water resources. The averaged water resumption of water-deficient areas was 2.69 cubic metre per kiloliter, similar to the Group's overall averaged water consumption. Among water-deficient areas, the averaged water consumption in Shanxi Province was on the high side. Therefore, the Group optimized local production in 2020 and one of the breweries in there was no longer in operation by the end of the year, which will help to improve local water efficiency in the future. In addition, the overall COD and ammonia nitrogen emissions discharged into natural water of comparable plants decreased by 96% and 92% in the period of "Thirteenth Five-Year" Plan, respectively, reflecting our promises regarding water resources management in water-deficient areas.

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## CHAPTER 3: ENVIRONMENTAL PROTECTION

本集團不斷投入資源發展創新的節水科技，以減少耗水量並提高用水效率，我們開展的項目包括：

- 包裝洗瓶機節水改造；
- 包裝殺菌機熱平衡改造；
- 全廠蒸汽冷凝水回收綜合利用等。

除此之外，我們同時推行各種循環用水的措施，例如：

- 自產蒸汽冷凝水循環利用；
- 灌酒機真空泵冷卻循環水；
- 糖化麥汁冷卻熱水回收利用；
- 就地離線化學清洗(CIP)水回收利用；
- 反滲透濃水回收利用；
- 串聯水重複使用等。

透過以上節水技術和工藝，本集團的總用水量由二零一六年的38,781千立方米減少至二零二零年的29,330千立方米；每千升產量總用水密度由二零一六年的3.25立方米減少至二零二零年的2.69立方米，處於國內同行領先水平，並與國際同行比肩。本集團的地下水使用量則由二零一六年的1,500餘萬立方米使用量(約佔總用水量的41%)減至二零二零年的360餘萬立方米(約佔總用水量的12%)，累計減少地下水使用量達1,140餘萬立方米。

The Group continuously invested resources to develop and innovate energy saving technology to reduce the water consumption and improve the utilization efficiency of water resources. Our launched projects include:

- Water-saving transformation of packaging bottle washer;
- Heat balance transformation of packaging sterilization machine;
- Steam condensate water recycling and comprehensive utilization of the whole plant, etc.

Besides, we also launched various measures for water recycling, such as:

- Recycling of self-produced steam condensate water;
- Cooling recycled water from filling machine vacuum pump;
- Recycling of saccharified wort cooling hot water;
- Recycling of water from Clean in Place (CIP);
- Recycling of reverse osmosis concentrated water;
- Reuse of serial water, etc.

Through the aforesaid water saving technologies and processes, the total water consumption of the Group decreased from 38,781 thousand cubic metres in 2016 to 29,330 thousand cubic metres in 2020; the total water density per kilolitre output decreased from 3.25 cubic metres in 2016 to 2.69 cubic metres in 2020, which is leading among the domestic industry peers and comparable to the international peers. The underground water consumption of the Group decreased from over 15 million cubic metres in 2016 (representing approximately 41% of the total water consumption) to over 3.6 million cubic metres in 2020 (representing approximately 12% of the total water consumption), with the cumulative reduction of underground water consumption of more than 11.40 million cubic metres.

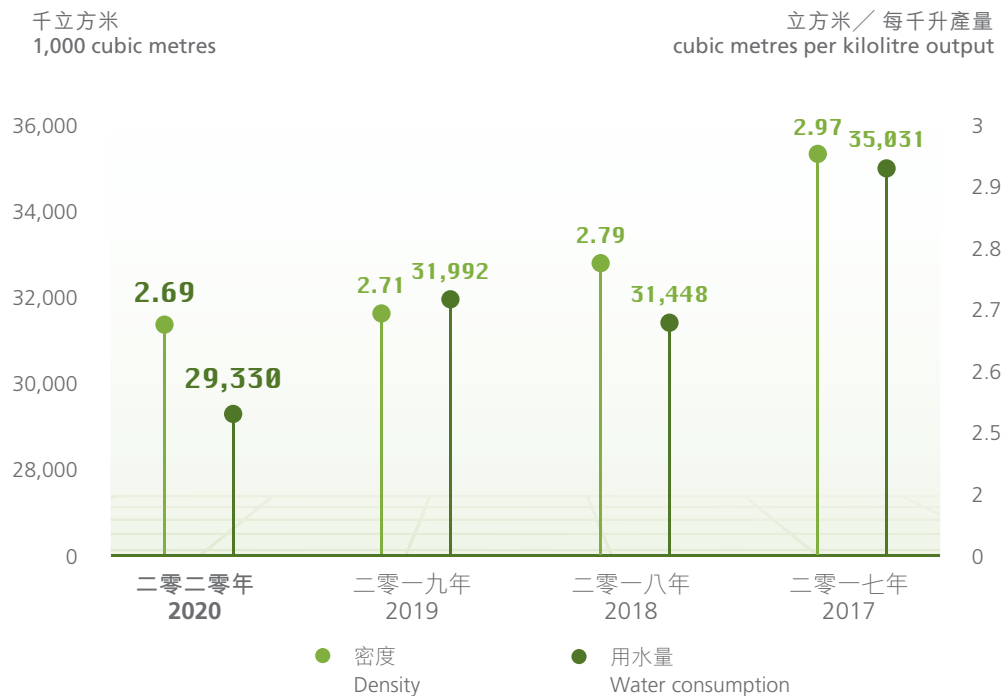
### 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

二零二零年，本集團的用水量數據如下： In 2020, water consumption data of the Group is set out as follows:

	單位 Unit	二零二零年 2020	二零一九年 2019	二零一八年 2018	二零二零年 同比變幅 Year-on-year Change in 2020
用水量 Water consumption	千立方米 1,000 cubic metres	29,330	31,992	31,448	-8%
密度 Density	立方米／每千升產量 Cubic metres per kilolitre output	2.69	2.71	2.79	-1%

#### 二零一七年至二零二零年的用水量和密度 Water consumption and density from 2017 to 2020



## 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

## 污水排放管理

在污水處理方面，本集團嚴格遵守國家或地方污水排放標準，並制定嚴於合規要求的內控指標，管控污水排放風險。二零二零年，本集團污水產生量達1,773萬噸。為避免污水流入自然水體，我們於廠區採取「清污分流、雨污分流」等措施，並於污水排放口安裝有化學需氧量(COD)、氨氮、總磷、總氮檢測設備，與相關政府部門進行實時監察。本集團未來在搬遷、新建工廠時，更為注重工廠選址、建設對周邊生態環境造成的影響評估，加強內部能效管理，持續提升用水效能。同時，本集團將工廠環境表現和能源績效作為產能優化的重要依據，優先關停污水通過廠內污水處理系統處理後達標排放至自然水體的工廠。再者，本集團持續投入資金改造污水排入市政污水集中處理的設施。本集團積極爭取中期(4至5年)化學需氣量(排入自然水體)保持下降趨勢。

在地方政府的大力支持下，我們不斷改造外排管線，將污水排入市政污水集中處理設施。二零二零年，本集團污水排入自然水體的工廠數量已下降至5家，化學需氧量(排入自然水體)同比下降超過45%，氨氮排放量(排入自然水體)同比下降接近80%。

為減少新建工廠對周邊生態環境及水源造成影響，本集團制定了《生產工廠設計規範》，要求在工廠周邊兩公里範圍內無污染性企業、土地無重金屬和放射性物質污染，並對附近水源的水質進行嚴格的監控，確保我們的生產能達到「零污染、低能耗、清潔生產」。

## SEWAGE DISCHARGE MANAGEMENT

In respect to sewage treatment, the Group strictly complied with the national or local sewage discharge standards, formulated the internal control index in compliance with regulations and requirements, managed and controlled sewage discharge risks. In 2020, the amount of sewage generated by the Group reached 17.73 million tons. To avoid sewage discharged into nature water bodies, we took various measures such as the “separation of clean water and sewage, separation of rain water and sewage” in plants. Devices for the inspection and testing of Chemical Oxygen Demand (COD), ammonia nitrogen, total phosphorus and total nitrogen have been installed at sewage outlets and monitored with relevant government authorities in real time. When relocates and builds new factory in the future, the Group will pay more attention to select the factory site and assess construction’s impact on surrounding environment, strengthen internal energy efficacy management and improve efficiency of water consumption. Meanwhile, the Group will consider the performance of factory environment and energy performance as an important reference to optimize production capacity, and will prioritize to shut down the factory that discharges its sewage into natural water bodies after treating by the sewage treatment system in the factory. Moreover, the Group continues to invest in the renovation of facilities for the discharge of sewage to the centralized municipal sewage treatment. The Group actively strives to maintain a downward trend of COD (discharged into nature water bodies) in the interim period (4 to 5 years).

With strongly support of the local government, we continuously transformed outside pipelines so that the sewage could be discharged into the centralized treatment facilities for urban sewage treatment. In 2020, the number of the Group’s plants whose sewage was discharged into natural water bodies decreased to 5. COD (discharged into natural water bodies) decreased by over 45% on a year-on-year basis. Ammonia nitrogen emissions (discharged into natural water bodies) decreased by around 80% on a year-on-year basis.

To reduce the impacts of newly-built plants on surrounding ecological environment and water sources, the Group formulated the “Production Plant Design Specifications”, which required that there shall be no polluting operations and land pollution with heavy metal and radioactive substances in the area within 2-km distance from the plant, with stringent monitoring on the water quality of surrounding sources, ensuring “zero pollution, low energy consumption and clean production” in our production.

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### (五) 廢棄物及包裝材料處理

#### 減低廢棄物及包裝材料生產量

本集團致力加強廢棄物及包裝材料的管  
理以減少資源使用。我們在運營過程中  
產生的主要廢棄物為酒糟、廢酵母，而  
包裝材料主要包括瓶子、易拉罐、紙箱和  
塑膜。為妥善處理以上資源，我們制定  
了一系列的管理制度。

本集團透過一系統的方式實施源頭減廢，  
減少在包裝物料上的資源使用。在保持  
質量要求的前提下，我們多年來一直努力  
透過產品包裝的設計及物料選用過程，達  
致包裝物料輕量化，並取得以下成果：

- |    |  |
|----|--|
| 鋁罐 | <ul style="list-style-type: none"> <li>鋁材物料厚度由0.265毫米降低至0.260毫米。</li> </ul>  |
| 紙箱 | <ul style="list-style-type: none"> <li>採用低克重，高強度原紙；</li> <li>推動預印紙箱替代膠印紙箱，使每一紙箱降低15克重量；</li> <li>使用預印紙箱量的比率從前期37%提升至二零二零年佔比80%。</li> </ul> |
| 托盤 | <ul style="list-style-type: none"> <li>所有木製托盤、鐵製托盤已被塑料托盤替代。</li> </ul>   |

除了在產品設計的層面減少碳排放，我們  
關注原材料進口時的包裝材料生產量，  
亦要求供應商在運輸麥芽的過程中減少  
使用獨立包裝。年內，我們在上游價值  
鏈中把麥芽散裝運輸的比率減低至49%，  
節約共800萬個包裝袋。

### (V) WASTE AND PACKAGING MATERIAL TREATMENT

#### REDUCE THE OUTPUT OF THE WASTE AND PACKAGING MATERIAL

The Group stays committed to enhancing the management of the waste and packaging material to reduce the use of resources. The wastes generated during our operation mainly include distiller's grains and waste yeasts, while the packaging materials mainly include bottles, cans, cartons and plastic films. In order to properly dispose of the above resources, we have formulated a series of management regulations.

The Group reduced wastes at source through systematic measures to decrease the use of resources on packaging materials. On the premise of maintaining quality requirements, we have been labouring to achieve the lighter weight of packaging materials through product packaging design and material selection process over the years, and have made achievements as follows:

- |               |  |
|---------------|--|
| Aluminum cans | <ul style="list-style-type: none"> <li>The thickness of aluminum material reduced from 0.265mm to 0.260mm.</li> </ul>  |
| Cartons       | <ul style="list-style-type: none"> <li>Use low-gram, high-strength base paper;</li> <li>Promote pre-printed cartons to replace offset cartons, decreasing 15 grams for each carton;</li> <li>The proportion of the use of pre-printed cartons increases from 37% in the previous period to 80% in 2020.</li> </ul> |
| Pallets       | <ul style="list-style-type: none"> <li>All wooden pallets and iron pallets have been replaced by plastic pallets.</li> </ul>   |

Except reducing carbon emission on product design, we concern about the output of packaging materials when imported raw materials, and require suppliers to reduce the use of independent packages during the transportation of the malt. During the year, we decreased the rate of bulk transportation of malt in upstream chain to 49%, saving a total of 8 million packaging bags.

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二零二零年，本集團的產品包裝物料消耗量數據如下：

In 2020, consumption data about product packaging material of the Group are set out as follows:

	單位 Unit	二零二零年 2020	二零一九年 2019	二零一八年 2018	二零二零年 同比變幅 Year-on-year change in 2020
瓶子 Bottle	千噸 1,000 tons	1,250	1,476	1,484	-15%
易拉罐 Can	千噸 1,000 tons	100	96	71	4%
紙箱 Carton	千噸 1,000 tons	300	315	288	-5%
塑膜 Plastic film	千噸 1,000 tons	12	14	12	-14%

我們持續推動環保回收工作，把啤酒生產過程中所產生的物料循環再用。於二零二零年，乾酒糟和乾廢酵母的回收率維持在100%。另外，我們繼續對廢鋁、玻璃渣、廢紙箱等進行回收。我們會把回收得到的玻璃瓶進行清潔消毒，並再度使用，在二零二零年期間使用的玻璃瓶，約80%為可回收再用，佔比持續上升。這些舉措不但能減少廢棄物的產生，更能夠為本集團創造了約人民幣3.4億元的經濟價值，其中回收的酒糟及廢酵母各佔人民幣2.1億元及人民幣0.5億元。通過加強酒糟、廢酵母的回收管控，根據地方特點要求，適當配置烘乾設備裝置，我們積極爭取(4至5年)中期乾酒糟和乾廢酵母回收率維持100%。

We continue to promote environmental protection and recycling to reuse the materials generated in brewing process. In 2020, the recycle rate of dried distiller's grains and dried waste yeasts remained 100%. Besides, we keep recycling various wastes such as waste aluminum cans, glass slags, and waste cartons. The recycled glass bottles are cleaned and disinfected, then reused. Around 80% of glass bottles used in 2020 can be recycled and reused and the proportion has been increasing. Such measures not only reduce the generation of wastes but also create an economic value of approximately RMB340 million for the Group, of which the recycled distiller's grains and waste yeast represent RMB210 million and RMB50 million respectively. Through strengthening the control of recycling distiller's grain and waste yeast, we equipped appropriate drying device in accordance with local's specific requirements, and strived to remain 100% recycle rate of dried distiller's grain and dried waste yeast in the interim period (4 to 5 years).

針對未能通過內部品質監控的包裝，工廠對其廢棄鋁罐、玻璃渣及廢紙箱進行了100%回收處理，並重新投入生產過程中，達致生產過程零浪費。

For the packaging that fails to pass the internal quality control, the plant recycles 100% of the discarded aluminum cans, glass slags and waste cartons, and puts them back into the production process to achieve zero waste in the production process.

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二零二零年，本集團的廢棄物產生數據及回收循環再利用比率如下：

In 2020, the waste generation data and recycling ratio of the Group are as follows:

	單位 Unit	二零二零年			二零一九年			二零一八年		
		2020			2019			2018		
		產生量 Output	回收量 Recycled amount	回收率 Recycling rate	產生量 Output	回收量 Recycled amount	回收率 Recycling rate	產生量 Output	回收量 Recycled amount	回收率 Recycling rate
乾酒糟 Dried distiller's grains	千噸 1,000 tons	169	169	100%	195	195	100%	181	181	100%
乾廢酵母 Dried waste yeasts	千噸 1,000 tons	16	16	100%	17	17	100%	17	17	100%

## 妥善處置廢棄物

於二零二零年，本集團依照新修定的《中華人民共和國固體廢物污染環境防治法》制定了《華潤雪花啤酒固體廢物管理制度》，更有效地管理我們的固體廢物。我們的減廢工作主要遵循減量化、資源化、無害化的原則，從採購到銷售，實施全流程的綠色運營模式。本集團生產過程中並無顯著的有害廢棄物產生。

另外，我們繼續執行《華潤雪花啤酒副產物及廢舊物資管理規定》，要求按類別儲存不同的固體廢棄物，通過對廢舊物資回收、分類、鑒定、存儲、保管、售賣和處理等全流程進行細化規定，達到防滲漏、防流失及防揚散的三防標準。在售賣廢舊物資中，考慮在處理過程中對環境的影響及要求，要求酒糟承銷商運輸車輛具備防止酒糟滴漏的防護措施；鼓勵承銷商安裝烘乾設備，一旦未能實時處理，進行暫時烘乾，避免造成環境污染，優先考慮具備烘乾設備的承銷商。

## PROPERLY DISPOSE OF WASTES

In 2020, the Group formulated the "Solid Waste Management System of CRSB" in accordance with the newly amended "Law of the PRC on the Prevention and Control of Environment Pollution Caused by Solid Wastes" to manage our solid wastes more effectively. Our waste reduction efforts mainly follow the principles of reduction, resourcefulness and harmlessness. We have implemented green operation model covering entire process from procurement to sale. There is no significant hazardous waste generated during the Group's production process.

In addition, we continue to implement the "Regulations on the Management of By-products and Waste Materials of CRSB" to require that different solid wastes shall be stored by category. Through the detailed regulation for the whole process of recycling, classification, identification, storage, maintenance, sale, and treatment of waste materials, we meet the three prevention standards, that is, leakage prevention, loss prevention and scattering prevention. In connection with the sale of waste and obsolete materials, the Group also considers the impact on the environment during the process of handling and relevant requirements, as we require contract vendors of distiller's grains to adopt protective measures for their trucks to prevent leakage or dripping. We also encourage the vendors to install drying equipment, so that distiller's grains that cannot be disposed of for the time being can be dried to prevent pollution of the environment. Vendors with drying equipment are considered for appointment ahead of others.



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為了確保廢物合規處置，我們亦會在每月對固廢物的處置過程進行跟蹤驗證，致力於做到廢舊物資回收有管理、有監督的閉環監控管理。

In order to ensure that disposal is compliant with pertinent regulations, we also check and verify the process of solid waste disposal on a monthly basis, and are committed to achieving managed and supervised closed-loop control and management of waste and obsolete material recycling.

### (六) 環保宣傳教育及業界環保參與

### (VI) PROMOTION OF ENVIRONMENTAL EDUCATION AND PARTICIPATION IN ENVIRONMENTAL PROTECTION IN THE INDUSTRY

本集團積極在各級公司開展環保宣傳教育及培訓活動，以提高員工的環保意識。二零二零年，我們舉辦了一系列線上培訓，例如：

In order to improve the environmental awareness of staff, the Group carried out environmental protection publicity and education as well as training activities for staff at all levels within the companies. In 2020, we held a series of online training programs, such as:

- 邀請中國環境科學研究院的專家為各區域公司、生產工廠環保管理專業人員進行在線答疑；
- 組織線上環保專項檢查培訓、環境監測管理辦法制度培訓、環境風險排查及填報培訓和環保檢查工作要點培訓等。
- Invited experts from the Chinese Research Academy of Environmental Sciences to conduct online Q&A sessions for environmental management professionals from regional companies and production plants;
- Organized training on online special environmental inspections, training on environmental monitoring management measures and systems, training on environmental risk identification and filling and training on major points about environmental inspection etc.



為提高員工環保意識和培訓垃圾分類觀念，本集團湖南工廠EHS部組織開展以「垃圾分類、變廢為寶」為主題的宣傳活動，在學習宣傳後現場參與員工將記錄垃圾名稱的卡片進行垃圾分類投放，加深理解。  
In order to improve staff's environmental awareness and form the concept of garbage sorting, EHS Department of Hunan factory of the Group organized a publicity activity with "sorting the garbage, turning waste into treasure" as the theme. Participating staff sorted cards with the name of garbage and placed the card in the right location when they finished the study, so as to reinforce their understanding.

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針對氣候變化等不同環保議題，我們組織了不同主題的環保宣傳活動，營造節能低碳的濃厚氛圍。年內舉行與環保相關的主題活動包括：

- 「美麗中國，我是行動者」環境日主題宣傳活動；
- 「綠水青山、節能增效」節能宣傳週主題活動；
- 「綠色低碳，全面小康」低碳日主題活動等。

In response to various environmental issues such as climate change, we organized environmental protection publicity activities with different themes to create a strong atmosphere of energy saving and low carbon. Thematic activities related to environmental protection held in the year included:

- The Environment Day publicity activity with the theme of “Beautiful China, I am an actor”;
- The Energy Conservation Week activity with the theme of “Lucid water and lush mountains, energy saving and efficiency enhancement”;
- The Low Carbon Day activity with the theme of “Green and low carbon, comprehensive well-off”.



本集團河南工廠不斷美化生產環境，提高廠區綠化面積，並在辦公室、會議室增加綠植，美化辦公環境，提升員工工作舒適度，並於二零二零年全國節能宣傳週和全國低碳日期間種植銀杏樹50餘株，以實際行動踐行綠色環保生活。  
Henan factory of the Group continues to beautify production environment and increase green areas, as well as adding plants in offices and meeting rooms to embellish the office environment and enhance the comfort for the staff. During the National Energy Conservation Week and National Low-Carbon Day in 2020, we planted more than 50 Ginkgo trees, practicing green life with practical actions.

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通過各項環保舉措，本集團的環保表現獲得公眾及各界的認可。二零二零年，我們多間下屬公司在環保方面取得驕人的成績，其中包括：

Through various environmental initiatives, the Group's environmental performance has been recognized by the public and all walks of life. In 2020, our subsidiaries made incredible achievements in environmental protection, including:

二零二零年國內環境保護獎項 2020 Domestic Environmental Protection Award		
獎項名稱 Name of award	獲獎單位 Awarded entity	頒發機構 Awarding body
第十屆中國公益節 - 2020年度責任品牌獎及2020企業社會責任行業典範獎 The 10th China Charity Festival - 2020 Annual Responsible Brand Award and 2020 Corporate Social Responsibility Industry Model Award	華潤雪花啤酒 CRSB	眾多媒體聯合舉辦 Jointly held by multiple media
超卓環保安全健康獎(大型企業)金獎 Environmental, Health and Safety Award (Large Enterprise) Gold	華潤雪花啤酒(六安)有限公司 China Resources Snow Breweries (Lu'an) Co., Ltd.	香港環保促進會主辦「香港綠色企業大獎2020」 "Hong Kong Green Awards 2020" organized by Hong Kong Green Council
優越環保管理獎 - 企業(大型企業)銀獎 Green Management Award - Enterprise (Large Enterprise) Silver	華潤雪花啤酒(四川)有限責任公司內江分公司 China Resources Snow Breweries (Sichuan) Co., Ltd. Neijiang Branch 雪花啤酒(佛山)有限公司 Snow Breweries (Foshan) Co., Ltd.	
綠色工廠 Green Plant	華潤雪花啤酒(上海)有限公司 China Resources Snow Breweries (Shanghai) Co., Ltd.	上海市發改委和經信委 Development and Reform Commission and Economic and Information Commission in Shanghai
2020年重點用水企業水效領跑者 2020 Leading Water Efficient Enterprise	華潤雪花啤酒(上海)有限公司 China Resources Snow Breweries (Shanghai) Co., Ltd.	發改委、工信部、水利部和市場監管總局 Development and Reform Commission, Ministry of Industry and Information Technology, Ministry of Water Resources and General Administration of Market Regulation
廣東省節水型企業 Guangdong Province Water-saving Enterprise	雪花啤酒(東莞)有限公司 Snow Breweries (Dongguan) Co., Ltd.	廣東省水利廳 Water Supplies Bureau of Guangdong Province
節水型企業 Water-saving Enterprises	華潤雪花啤酒(廣東)有限公司 China Resources Snow Breweries (Guangdong) Co., Ltd.	廣東省住建廳和發改委 Department of Housing and Construction and Development and Reform Commission of Guangdong Province
	華潤雪花啤酒(安徽)有限公司蚌埠分公司 China Resources Snow Breweries (Anhui) Co., Ltd. Bengbu Branch	安徽省水利廳和經信廳 Water Supplies Bureau and Economic and Information Department of Anhui Province
	華潤雪花啤酒(浙江)有限公司 China Resources Snow Breweries (Zhejiang) Co., Ltd. 華潤雪花啤酒(溫州)有限公司 China Resources Snow Breweries (Wenzhou) Co., Ltd.	浙江省經信廳 Economic and Information Department of Zhejiang Province

## 第四章 社會責任 CHAPTER 4: SOCIAL RESPONSIBILITY

長期以來，本集團深明飲水思源的重要，一直致力於推動社區關愛慈善公益事務，支持賑災濟難、扶助貧困，促進教育、保護環境等方面來關注社區。二零二零年，本集團秉持「釀造美好生活」的責任理念，在原有慈善公益活動實施細則和社會責任管理制度基礎上，為消費者提供超越期望的產品與體驗，也讓員工參與關愛社區活動，在持份者提升價值的同時，也為環境和社會帶來綠色和諧發展。本年度，本集團提出382項社會責任關鍵指標，其中針對社區關愛提出24項關鍵指標，並鼓勵本集團各單位按照指標，積極開展關愛社區行動。

二零二零年，本集團全年開展慈善公益相關活動，以抗擊新冠疫情為核心，現金投入約人民幣1,560萬元，其中人民幣1,500萬元向武漢市和武漢市東西湖區定向捐贈，用以採購口罩、消毒液、護目鏡、呼吸機等醫療物資，幫助醫護人員更加安全地救治病患。另外，本集團各下屬單位向陝西、湖北、黑龍江、吉林、內蒙古、安徽等各地衛生防疫部門捐贈價值人民幣百萬元的防疫物資和生活保障物資。我們心繫社會，關注員工健康的同時，更投入各項人力及資源於慈善抗疫活動，與社區一同共度時艱。

### (一) 參與公益事務

本集團在賑災扶貧、促進教育及保護環境方面，一直推動關愛社會慈善公益事務，積極關注社區發展。於二零二零年，本集團著力推進預算管理、項目過程管理和評估，鼓勵內部各單位開展形式多樣的項目。

For a long time, the Group fully realizes the importance of that we always ponder in gratitude the factors which have contributed to our success. We have been committed to promoting community caring charity affairs, and have paid attention to the community development in several fields including disaster relief and poverty alleviation, education promotion and environmental protection. In 2020, upholding the responsible concept of "Brewing a Better Life", the Group not only provided consumers with products and experiences that exceeded their expectations on the basis of existing implementation rules for charitable activities and social responsibility management system, but also encouraged employees to engage in community caring activities, bringing green and harmonious development to the environment and society while enhancing stakeholders' value. This year, the Group proposed 382 key indicators for social responsibility, of which 24 key indicators were for community caring, and encouraged each unit of the Group to actively carry out community caring actions in accordance with the guidelines.

In 2020, the Group carried out relevant charitable activities with fighting against COVID-19 pandemic as the core, and invested a cash of approximately RMB15.6 million, including a targeted donation of RMB15 million to Wuhan City and East-west Lake District in Wuhan for the purchase of medical materials such as masks, disinfectants, goggles, ventilators, etc. to help medical workers treat patients in a more safely manner. In addition, the subsidiaries of the Group donated pandemic prevention materials and life support materials that worth millions of yuan to health prevention departments in Shaanxi, Hubei, Heilongjiang, Jilin, Inner Mongolia, Anhui and other places. We not only were concerned about our society and paid attention to employees' health, but also devoted all our manpower and resources to charitable anti-pandemic activities and sailed through such a difficult time with the local community.

### (I) ENGAGEMENT IN PUBLIC WELFARE AFFAIRS

In disaster relief and poverty alleviation, education promotion and environmental protection, the Group has been promoting social charity affairs and has actively paid attention to the community development. In 2020, the Group focused on promoting budget management, project process management and evaluation, and encouraged each internal unit to carry out various types of projects.

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這些項目包括：

- 貴州省龍里縣和黔東南州實施定點扶貧項目；
- 貴州凱里市下司鎮花橋村定點扶貧項目；
- 安徽省望江縣雷池鄉三合村、岳西縣前鎮天台村定點扶貧項目；
- 湖北省排市鎮洛元村定點扶貧項目；
- 西藏自治區馬里鎮搬遷集中安置點定點扶貧項目；
- 山東省煙台房家疃村定點捐贈；
- 甘青藏區域向海原華潤希望小鎮捐贈公共設施；
- 海原華潤希望小鎮童夢廣場援建項目；
- 安徽省淮北工廠協助臨渙鎮貧困人口中行動不便的長者及殘疾人士採購救助物品等；
- 浙江區域公司蕭山工廠持續開展對浙江蕭山區、新街鎮實施的五年期定向資助或救助款等。

本集團積極推動愛心捐贈及志願工作，協助社區有需要的人。我們了解不同年齡階段、不同地區以及季節都會影響受助人士的需要，向他們捐贈所需物資。另外，我們的志願團隊更深入社區，透過親身參與志願工作支援當地貧困人士，希望為他們送上溫暖和祝福。

Such projects include:

- Implementation of targeted poverty alleviation projects in Longli County and Qiandongnan Prefecture, Guizhou Province;
- Targeted poverty alleviation project at Huaqiao Village, Xiasi Town, Kaili City, Guizhou Province;
- Targeted poverty alleviation projects at Sanhe Village, Leichi Township, Wangjiang County and Tiantai Village, Qianzhen Town, Yuexi County, Anhui Province;
- Targeted poverty alleviation project at Luoyuan Village, Paishi Town, Hubei Province;
- Targeted poverty alleviation project at the centralized relocation site in Mali Town, Tibet Autonomous Region;
- Targeted donation to Fangjiatuan Village, Yantai, Shandong Province;
- Donation of Public facilities to Haiyuan China Resources Hope Town from Gansu-Qinghai-Tibet region;
- Assistance in construction project of Tongmeng Square in Haiyuan China Resources Hope Town;
- Procurement of aid supplies for the elderly and the disabled from poverty-stricken households in Linhuan Town with the help of Anhui Huaibei Plant;
- Xiaoshan Plant of Zhejiang regional company continuing to carry out five-year plan to provide targeted subsidies or relief funds for Xiaoshan District and Xinjie Town in Zhejiang Province.

The Group actively promotes charitable donations and voluntary work to help the needy in the community. We realize that different age groups, regions and seasons affect the needs of the recipients. Therefore, in addition to donating the necessary materials to them, our volunteer team went deeper into the community to support the needy by participating volunteer work, hoping to send warmth and blessings to them.

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#### 案例： Case study:

六安工廠在寒冷冬日向15名貧困學生贈送日常生活物品及文具，包括暖衣、背包以及課外讀物。

Lu'an plant donated daily necessities and stationeries such as warm clothes, school bags and extracurricular books to 15 poor students in winter.



#### 案例： Case study:

本集團黑龍江營銷中心義工前往達志市一曼小學，開展愛心捐贈助學活動。

Volunteers from the Group's Heilongjiang Sales and Marketing Center went to Yiman Primary School in Dazhi City to carry out donation activities to help students.



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### 案例： Case study:

#### 黔南公司「關愛老人，我們在行動」

#### Qiannan Company carried out "care for the elderly, we are in action" activity

二零二零年十一月十五日，陽光明媚，本集團黔南公司乘著晴好的天氣，到龍里縣谷腳鎮觀音山敬老院開展「關愛老人，我們在行動」志願服務活動。

On 15 November 2020, a sunny day, Qiannan Company of the Group carried out a voluntary service activity of "care for the elderly, we are in action" at Guanyinshan Elderly Home in Gujiao town, Longli county.

志願者親手將糕點、水果、日用品等送到老人手裡，並與老人們交流談心，詳細了解他們在生活上的困難和需求。志願者們還帶去了包餃子的食材，親手為老人們包一頓餃子，之後還為老人們集體慶祝了生日，活動現場充滿了歡聲笑語，這些細小的舉動不僅給老人們送上物質上的慰問，還為他們帶來心靈上的慰藉，使他們感受到溫暖。

Volunteers sent pastries, fruits, daily necessities and other items to seniors by themselves and chatted with them to realize their daily difficulties and needs. Our volunteers also brought the ingredients to make dumplings for the elderly. In addition, they celebrated birthdays for the elderly together and the event was full of laughter. These dedicate actions brought not only material comfort to the elderly but spiritual comfort, which made them feel warm.



### 案例： Case study:

#### 西昌分公司組織員工無償獻血

#### Xichang Branch organized employees to donate blood

在二零二零年六月十四日第17個世界獻血者日之際，本集團西昌分公司組織生產系統、銷售系統兩支隊伍員工共計40餘人，配合涼山州衛生醫療系統開展了「獻血，讓世界更健康」為主題的活動。

On 14 June 2020, the 17th World Blood Donation Day, Xichang Branch of the Group organized a total of 40 employees from manufacturing sector and sale sector to carry out the activity marked the theme of "blood donation makes the world healthier", collaborating with Liangshan Prefecture Health Care system.

本次活動分兩組進行，無償獻血者現場獻血；街頭義務宣傳者，給群眾講解無償獻血的意義、好處等，並發放無償獻血的相關宣傳手冊。

The event was divided into two groups: voluntary blood donors donated blood on site; volunteer street promoters explained the meaning and benefit of blood donation to the public and distributed relevant blood donation brochures.



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#### (二) 支援社區建設

除了經營啤酒業務，本集團始終秉承本地化經營的理念，透過不同方式努力推動當地經濟和改善本地居民的就業情況，達致社區共建。

為響應國家政策的號召，本集團在疫情減退後推出一系列就業計劃，加速恢復國內經濟，緩解地方受疫情衝擊導致的就業問題。我們的天津分公司積極響應政府「穩崗擴就業」政策，向天津市南開區商務局及人力資源和社會保障局提供45個職位；另外，本集團常州工廠於二零二零年度第二季度累計招聘170人，致力為本地居民提供良好的就業機會。除此之外，我們的山西營銷中心聯合華潤萬象城餐飲商戶，共同舉辦「星耀萬象·萬象大吉」夜經濟廣場市集，促進消費，推動地方就業市場發展，讓城市更具煙火氣息。

另外，我們積極與當地院校合作，通過學業及就業支援、專業技能培訓等方式，提升本地居民的職業技能及就業機會。二零二零年，本集團持續搭建校企合作平台，在華僑大學生物工程學院老師的帶領下，讓一眾師生來到泉州工廠進行校外實習交流，培育當地人才。

#### (II) SUPPORTING COMMUNITY CONSTRUCTION

In addition to operating beer business, the Group still upholds the concept of localized operation and strives to promote local economy and improve the employment of local residents to achieve joint community construction.

In response to the national policy, the Group launched a series of employment programs when the pandemic subsided, to accelerate domestic economic recovery and solved local employment problems caused by pandemic. Our Tianjin branch actively responded to the government's policy of "stabilizing and expanding employment" by providing 45 work positions to the Tianjin Nankai District Bureau of Commerce and the Bureau of Human Resources and Social Security; in addition, our Changzhou factory recruited 170 people in the second quarter in 2020, striving to provide good employment opportunities for local residents. Furthermore, our Shanxi Sales and Marketing Center, in collaboration with the China Resources Mixc caterers, organized the "Starlight Mixc — Mixc Grand Lucky" night economy square bazaar to promote consumption and the development of the local job market, making the city more vibrant.

Besides, we actively co-operated with local universities and colleges to improve local residents' vocational skills and increase their employment opportunities through academic and employment support, and professional skills training. In 2020, the Group continued to set up the school-enterprise platform under the leadership of teachers from the Biological Engineering College at Huaqiao University, invited the teachers and students to the Quanzhou factory for off-campus internships and exchanges to nurture local talent.

#### 案例： Case study:

##### 遂寧分公司積極參與鄉村振興工作

##### Suining Branch actively participated in rural revitalization

為貫徹落實遂寧市經開區振興工作方案，華潤雪花啤酒(四川)有限責任公司遂寧分公司開展系列幫扶慰問活動。

In order to implement the work plan to revitalize Suining Economic Development Zone, Suining Branch of China Resources Snow Breweries (Sichuan) Co., Ltd. carried out a series of assistance and comfort activities.

二零二零年十二月十六日，本集團組織部分員工前往位於西寧鄉的斑竹園村，該村雖已脫貧摘帽，但仍是具有重點扶貧任務的非貧困村，現有五保戶16戶，貧困戶28戶，遂寧分公司根據前期調研情況，精心策劃、積極有效行動，開展交流座談會、探討村企共建、鄉村振興、增加收入的新路子；隨後開展以購促扶活動，員工自發購買困難戶土雞蛋、紅薯等土特產，幫助解決困難群眾農產品滯銷問題；活動開展前員工自願捐款，用於慰問五保戶，改善他們的生活條件。

On 16 December 2020, the Group organized some staff to visit Banzhuyuan village in Xining Township. Although the village has shaken off poverty, it was still a non-poverty village with key poverty alleviation task, with 16 five-guarantee households and 28 poor households. According to the previous research result, Suining Branch carefully planned and took an active and effective actions to carry out exchanges and seminars to discuss new methods to build village with enterprises, revitalize rural villages and increase income. We subsequently held an activity to help villagers by purchasing their products. Staff volunteered to buy local produce such as eggs and sweet potatoes from households with difficulties to solve the problem of slow-moving agricultural products. Before the activity, employees volunteered to raise money to comfort five-guarantee households and improve their life.



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#### (三) 抗疫防控工作

因應新型冠狀病毒肺炎疫情，本集團第一時間發佈疫情預警信息，啟動應急響應，積極組織有效應對。本集團成立的疫情決策小組，繼續保持嚴格的監管工作，明確各單位各部門的職責和措施，確保有效的領導指揮，完善預防控制和監督管理體系，繼續認真履行各項防控疫情的職責，確保全面落實防控疫情工作。本集團不但定期召開工作會議，還跟進疫情最新發展、分析形勢，協調督促各單位部門遵守落實防疫工作情況。

在疫情得到顯著改善的情況下，本集團仍遵守嚴謹的監管，建立「外防輸入內防擴散」的常態管理機制，以嚴防疫情輸入及在社區爆發。我們根據國家最新政策公佈條款定立機制細節，結合地方政策的實際情況，本集團組織返崗復工人員健康管理，常態化疫情防控措施，切實推進本集團各單位順利復工復產，減低傳播風險。同時，本集團仍然實施彈性工作制，避免員工於通勤及辦公空間群聚，並允許個別員工因應疫情關係採取遠程辦公，盡量防止外來輸入的疫情。我們持續跟進關心員工的健康情況和出行信息，特別為長假後有從疫區或途經疫區的員工，採取隔離和檢疫措施。

本集團視持續支持各部門的防疫措施為必要的工作，並定期採購防疫的醫療物資，確認防疫用品清單，為員工提供口罩、消毒液等必要的防疫用品，確保員工有足夠安全的防護。本集團重視各個辦公區域、生產工地和公共區域的衛生管理，每日安排專人進行殺菌消毒，確保員工有一個整潔的工作環境。同時，本集團亦通過線上線下結合的方式，向員工宣傳防疫知識，傳播防護技能，提升員工自我保護意識。

#### (III) PREVENTION AND CONTROL OF COVID-19

In view of the COVID-19, the Group released early warning information of the pandemic, initiated emergency response and actively organized effective response. The pandemic decision-making team set up by the Group continues to maintain strict supervision, clarifies all units and departments responsibility and measures to ensure an effective leadership, and improves the prevention and control system as well as supervision and management system, continuing to strictly and seriously carry out its anti-pandemic duties and ensuring the implementation of all-round anti-pandemic prevention and control work. The Group not only convenes regular work meetings, but also follows up on the latest development of the pandemic, analyzes the situation, coordinates and oversees the implementation of the pandemic prevention work by all units and departments.

Amid the significant control of the pandemic, the Group still adheres to strict supervision and has established a normalized pandemic management mechanism of "preventing imported cases and internal spreading", in order to prevent imported infection and outbreak in communities. We formulated a detailed mechanism in accordance with the latest national policy announcements. In combination with local policies and actual conditions, the Group conducts health management for staff returning to work and implements normalized pandemic prevention and control measures, effectively promoting smooth resumption of work and production in all units of the Group and reducing the risk of spreading. Meanwhile, the Group still implements a flexible working system to avoid the staff gathering in the commuting and office space, and allows certain employees working in remote offices due to the pandemic, preventing imported cases and reducing the risk as much as possible. We continue to follow up the health status and travel information of employees, especially workers from or passing through the pandemic-stricken areas after a long holiday by taking quarantine measures.

The Group deems pandemic prevention support measures as a necessary work for each department and regularly procures anti-pandemic medical supplies. Also, we confirm the list of supplies for pandemic prevention to provide employees with necessary masks and disinfectants, ensuring a sufficient and safe protection for employees. The Group strengthens the sanitation management of various office areas, manufacturing sites and public areas, and arranges for specially-assigned personnel to carry out sterilisation and disinfection every day to ensure a clean and tidy working environment for staff. At the same time, the Group publicizes pandemic prevention knowledge, teaches protective skills, and improves employees' awareness of self-protection through the combination of online and offline methods.

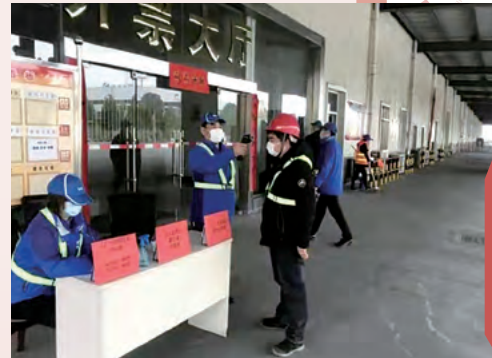
## 第四章 社會責任 CHAPTER 4: SOCIAL RESPONSIBILITY

### 案例： Case study:

#### 復工復產，雪花打樣 Resumption of work and production, Snow as an example

疫情期間，作為本集團基地工廠的武漢工廠，全力配合政府做好疫情防控，嚴格按華潤集團、本集團、華潤雪花啤酒總部及區域公司要求做好復工前後的疫情防控工作，做到「思想重視、行動統一、關注細節、分工落實」，確保無疫情發生，無安全事故，以最好狀態迎接全面復工復產，為行業其他企業打造復工樣板。

During the COVID-19 pandemic, Wuhan factory, as a base factory of the Group, fully co-operated with the government to prevent and control the pandemic and strictly complied with the requirements of CRH, the Group, headquarter and regional companies of CRSB for prevention and control of the pandemic before the resumption of work and production. Wuhan factory were required to "take serious in mind, act in unity, concern about details and implement through division work", so as to ensure no outbreak and no safety accident. By doing so, we can resume the work and production in the best condition and provide a model for other enterprises in the industry.



● 疫情期間，本集團員工進行全面消毒工作。  
The Group's staff were conducting comprehensive disinfection tasks during the pandemic.

## 附件一：指標索引 APPENDIX I: INDICATOR INDEX

環境關鍵績效指標 Environmental KPIs	單位 Unit	2020	2019	2018	2017	2016
<b>A1.1 排放物種類及相關排放數據</b> <b>A1.1 Types of emissions and respective emissions data</b>						
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 Tons	<b>959</b>	1,088	1,230	1,313	1,468
其中： 化學需氧量(排入自然水體) Including: COD (discharged into natural water bodies)	噸 Tons	<b>49</b>	88	236	292	440
氨氮排放總量 Total ammonia nitrogen emissions	噸 Tons	<b>94</b>	99	不適用 N/A	不適用 N/A	不適用 N/A
其中： 氨氮排放量(排入自然水體) Including: Ammonia nitrogen emissions (discharged into natural water bodies)	噸 Tons	<b>2</b>	11	不適用 N/A	不適用 N/A	不適用 N/A
二氧化硫(SO <sub>2</sub> )* Sulphur dioxide (SO <sub>2</sub> )*	噸 Tons	<b>23</b>	90	100	221	333
氮氧化物(NO <sub>x</sub> )* Nitrogen oxides (NO <sub>x</sub> )*	噸 Tons	<b>117</b>	200	242	409	506
* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生 * Mainly generated from heat energy required in the beer production process						
<b>A1.2 溫室氣體總排放量<sup>1</sup></b> <b>A1.2 GHG emissions in total<sup>1</sup></b>						
溫室氣體排放總量 Total GHG emissions	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	<b>790</b>	912	981	1,114	1,271
溫室氣體排放量(範圍1) GHG emission (Scope 1)	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	<b>147</b>	195	253	375	475
溫室氣體排放量(範圍2) GHG emission (Scope 2)	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	<b>643</b>	717	728	739	796
<b>A1.4 所產生無害廢棄物總量</b> <b>A1.4 Total non-hazardous waste produced</b>						
乾酒糟 Dried distiller's grain	千噸 1,000 tons	<b>169</b>	195	181	188	184
乾廢酵母 Dried waste yeast	千噸 1,000 tons	<b>16</b>	17	17	17	18
瓶子 Bottle	千噸 1,000 tons	<b>1,250</b>	1,476	1,484	1,161	1,088
易拉罐 Can	千噸 1,000 tons	<b>100</b>	96	71	52	57
紙箱 Carton	千噸 1,000 tons	<b>300</b>	315	288	287	266
塑膜 Plastic film	千噸 1,000 tons	<b>12</b>	14	12	11	11

## 附件一：指標索引

## APPENDIX I: INDICATOR INDEX

環境關鍵績效指標 Environmental KPIs	單位 Unit	2020	2019	2018	2017	2016
<b>A2.1 按類型劃分的直接及／或間接能源總耗量</b>						
<b>A2.1 Direct and/or indirect energy consumption by type in total</b>						
單位綜合能耗密度 <sup>2</sup> Consolidated energy consumption density per unit <sup>2</sup>	每千升產量標準煤 Standard coal per kilolitre	0.021	0.023	0.024	0.03	0.03
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	0.2	0.7	2.6	7.3	11.5
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	6.1	7.5	7.9	8.2	7.8
用電量(太陽能發電) Electricity consumption (electricity generated by solar power)	千萬千瓦時 10,000,000 kilowatt hours	0.45	0.07	不適用 N/A	不適用 N/A	不適用 N/A
汽油 Gasoline	千噸 1,000 tons	0.4	0.6	0.8	1.2	1.4
柴油 Diesel	千噸 1,000 tons	2.2	3.1	3.1	3.3	3.8
用電量(外購電力) Electricity consumption (electricity purchased)	千萬千瓦時 10,000,000 kilowatt hours	54.1	59.6	59.7	64.0	66.3
外購熱力總量 Total amount of externally sourced heat	十億千焦耳 1,000,000,000KJ	2,514.9	2,854.2	2,765.0	2,748.8	3,092.0
<b>A2.2 總耗水量及密度</b>						
<b>A2.2 Water consumption in total and intensity</b>						
耗水量 Water consumption	千立方米 1,000 standard cubic metres	29,330	31,992	31,448	35,031	38,781
總耗水量密度 Density of total water consumption	立方米／每千升產量 Cubic metre/per kilolitre	2.69	2.71	2.79	2.97	3.25

<sup>1</sup> 碳排放之計算參照中國國家發展和改革委員會出版之《2012區域電網基準線排放因子》《中國食品、煙草及酒、飲料和精製茶企業溫室氣體核算方法與報告指南(試行)》及香港交易所發出之《環境關鍵績效指標匯報指引》。範圍一溫室氣體的計算範圍包括煤炭、汽油、柴油及天然氣耗用量。範圍二溫室氣體的計算範圍包括外購電力及外購熱力消耗量。

<sup>1</sup> The above carbon emission was calculated with reference to the “2012 Baseline Emission Factors for Regional Power Grids” and the “Guidelines for Accounting and Reporting Greenhouse Gas Emissions from China Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial)” published by the National Development and Reform Commission of the PRC, and the “Reporting Guidance on Environmental KPIs” published by Hong Kong Stock Exchange. The calculation of scope 1 includes coal, gasoline, diesel and natural gas consumption. The calculation of scope 2 includes externally sourced electricity and heat consumption.

<sup>2</sup> 單位綜合能耗以每千升產量標準煤的單位表達，計算參照中國國家標準《綜合能耗計算通則》。

<sup>2</sup> The consolidated energy consumption per unit is presented with the unit standard coal per kilolitre, which is calculated with reference to the “General principles for calculation of the comprehensive energy consumption” of National Standards of PRC.

## 附錄二：《環境、社會及管治報告指引》內容索引 APPENDIX II: INDEX OF CONTENTS ACCORDING TO THE ESG REPORTING GUIDE

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<b>環境</b> <b>Environmental</b>				
A1 : 排放物 A1: Emission	一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	GRI 103 : 管理方針：披露項目103-2(c-i) (使用於GRI 305 : 排放及GRI 306 : 污水及廢棄物) GRI 305 : 排放：管理方針披露指引 GRI 307 : 有關環境保護的法規遵守：披露項目307-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 305: Emissions: Management approach disclosures guidance GRI 307: Environmental Compliance: Disclosure 307-1	53-71
	A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	GRI 305 : 排放：披露項目305-1, 305-2, 305-3, 305-6及305-7 GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-6, and 305-7	60-62, 81
	A1.2	溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 305 : 排放：披露項目305-1, 305-2, 305-3及305-4 GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-4	59-60, 81
	A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306 : 污水及廢棄物：披露項目306-2(a) GRI 306: Effluents and Waste: Disclosure 306-2(a)	67-71
	A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306 : 污水及廢棄物：披露項目306-2(b) GRI 306: Effluents and Waste: Disclosure 306-2(b)	67-71, 81
	A1.5	描述減低排放量的措施及所得成果。 Description of measures to mitigate emissions and results achieved.	GRI 103 : 管理方針：披露項目103-2 (使用於GRI 305 : 排放) GRI 305 : 排放：匯報要求1.2及披露項目305-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 305: Emissions) GRI 305: Emissions: Clause 1.2 and Disclosure 305-5	53-71
	A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果。 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	GRI 103 : 管理方針：披露項目103-2 (使用於GRI 306 : 污水及廢棄物) GRI 306 : 污水及廢棄物：披露項目306-2及306-4 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 306: Effluents and Waste) GRI 306: Effluents and Waste: Disclosures 306-2 and 306-4	67-71

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<b>環境</b> <b>Environmental</b>				
A2： 資源使用 A2: Use of Resources	一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	GRI 103：管理方針：披露項目103-2(c-i)(使用於GRI 301：物料，GRI 302：能源及GRI 303：水) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 301: Materials, GRI 302: Energy, and GRI 303: Water)	53-71
	A2.1	按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI 302：能源：披露項目302-1及302-3 GRI 302: Energy: Disclosures 302-1 and 302-3	58, 82
	A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	不適用 N/A	66, 82
	A2.3	描述能源使用效益計劃及所得成果。 Description of energy use efficiency initiatives and results achieved.	GRI 103：管理方針：披露項目103-2(使用於GRI 302：能源) GRI 302：能源：披露項目302-4及302-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 302: Energy) GRI 302: Energy: Disclosures 302-4 and 302-5	55-58
	A2.4	描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	GRI 103：管理方針：披露項目103-2(使用於GRI 303：水) GRI 303：水：披露項目303-3 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water) GRI 303: Water: Disclosure 303-3	64-67
	A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI 301：物料：披露項目301-1 GRI 301: Materials: Disclosure 301-1	68-71
A3： 環境及天然 資源 A3: The Environment and Natural Resources	一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	GRI 103：管理方針：披露項目103-2(c-i)(使用於GRI 301：物料，GRI 302：能源，GRI 303：水，GRI 304：生物多樣性，GRI 305：排放及GRI 306：污水及廢棄物) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste).	60-64, 71-73
	A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI 103：管理方針：披露項目103-1及103-2(使用於GRI 301：物料，GRI 302：能源，GRI 303：水，GRI 304：生物多樣性，GRI 305：排放及GRI 306：污水及廢棄物) GRI 303：水：披露項目303-2 GRI 304：生物多樣性：披露項目304-2 GRI 306：污水及廢棄物：披露項目306-3(c)及306-5 GRI 103: Management Approach: Disclosures 103-1 and 103-2 (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 303: Water: Disclosure 303-2 GRI 304: Biodiversity: Disclosure 304-2 GRI 306: Effluents and Waste: Disclosures 306-3(c) and 306-5	60-64, 71-73

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<b>社會</b> Social				
B1： 僱傭 B1: Employment	一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI 103：管理方針：披露項目103-2(c-i) (使用於GRI 202：市場地位，GRI 401：僱傭，GRI 405：員工多元化與平等機會及GRI 406：反歧視) GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103：Management Approach: Disclosure 103-2 (c-i) (used together with GRI 202: Market Presence, GRI 401: Employment, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination) GRI 419: Socioeconomic Compliance: Disclosure 419-1	33-38
	B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	GRI 102：一般披露：披露項目102-8(a)，102-8(b)及102-8(c) GRI 405：員工多元化與平等機會：披露項目405-1(b-ii) GRI 102: General Disclosures: Disclosures 102-8(a), 102-8(b), and 102-8(c) GRI 405: Diversity and Equal Opportunity: Disclosure 405-1(b-ii)	36
	B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	GRI 401：僱傭：披露項目401-1(b) GRI 401: Employment: Disclosure 401-1(b)	37
B2： 健康與安全 B2: Health and Safety	一般披露 General Disclosure	有關提供安全工作環境及保障員工避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	GRI 103：管理方針：披露項目103-2(c-i) (使用於GRI 403：職業健康及安全) GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 403: Occupational Health and Safety) GRI 419: Socioeconomic Compliance: Disclosure 419-1	47-52
	B2.1	因工作關係而死亡的人數及比率。 Number and rate of work-related fatalities.	GRI 403：職業健康及安全：披露項目403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	47
	B2.2	因工傷損失工作日數。 Lost days due to work injury.	GRI 403：職業健康及安全：披露項目：403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	52
	B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	GRI 103：管理方針：披露項目103-2及103-3(a-i) (使用於GRI 403：職業健康及安全) GRI 103: Management Approach: Disclosure 103-2 and 103-3(a-i) (used together with GRI 403: Occupational Health and Safety)	47-52

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<b>社會</b> Social				
B3： 發展及培訓 B3: Development and Training	一般披露 General Disclosure	有關提升員工履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	GRI 103：管理方針：披露項目103-2(c-i) (使用於GRI 404：訓練與教育) GRI 404：訓練與教育：披露項目404-2(a) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 404: Training and Education) GRI 404: Training and Education: Disclosure 404-2(a)	42-46
	B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	GRI 404：訓練與教育：披露項目404-1 GRI 404: Training and Education: Disclosure 404-1	45
	B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	GRI 404：訓練與教育：披露項目404-1 GRI 404: Training and Education: Disclosure 404-1	45
B4： 勞工準則 B4: Labour Standards	一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	GRI 103：管理方針：披露項目103-2(c-i) (使用於GRI 408：童工及GRI 409：強迫或強制勞動) GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 419: Socioeconomic Compliance: Disclosure 419-1	35
	B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	GRI 103：管理方針：披露項目103-2(使用於GRI 408：童工及GRI 409：強迫或強制勞動) GRI 408：童工：披露項目408-1(c) GRI 409：強迫或強制勞動：披露項目409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	35
	B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	GRI 103：管理方針：披露項目103-2(使用於GRI 408：童工及GRI 409：強迫或強制勞動) GRI 408：童工：披露項目408-1(c) GRI 409：強迫或強制勞動：披露項目409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	35





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<b>社會</b> Social				
B5 : 供應鏈管理 B5: Supply Chain Management	一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	GRI 103 : 管理方針 : 披露項目103-2(c-i) (使用於 GRI 308 : 供應商環境評估及 GRI 414 : 供應商社會評估) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment)	28-30
	B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	GRI 102 : 一般披露 : 披露項目102-9 GRI 102: General Disclosures: Disclosure 102-9	28-30
	B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	GRI 103 : 管理方針 : 披露項目103-2 (使用於 GRI 308 : 供應商環境評估及 GRI 414 : 供應商社會評估) GRI 308 : 供應商環境評估 : 披露項目308-1及308-2 GRI 414 : 供應商社會評估 : 披露項目414-1及414-2 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment) GRI 308: Supplier Environmental Assessment: Disclosures 308-1 and 308-2 GRI 414: Supplier Social Assessment: Disclosures 414-1 and 414-2	28-30
B6 : 產品責任 B6: Product Responsibility	一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	GRI 103 : 管理方針 : 披露項目103-2(c-i) (使用於 GRI 416 : 顧客健康與安全，GRI 417 : 行銷與標示及 GRI 418 : 客戶私隱) GRI 416 : 顧客健康與安全 : 披露項目416-2 GRI 417 : 行銷與標示 : 披露項目417-2及417-3 GRI 418 : 客戶私隱 : 披露項目418-1 GRI 419 : 遵守社會及經濟領域的法規 : 披露項目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 416: Customer Health and Safety, GRI 417: Marketing and Labelling, and GRI 418: Customer Privacy) GRI 416: Customer Health and Safety: Disclosure 416-2 GRI 417: Marketing and Labelling: Disclosures 417-2 and 417-3 GRI 418: Customer Privacy: Disclosure 418-1 GRI 419: Socioeconomic Compliance: Disclosure 419-1	19-27
	B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 N/A	21
	B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service-related complaints received and how they are dealt with.	GRI 102 : 一般披露 : 披露項目102-43及102-44 GRI 103 : 管理方針 : 披露項目103-2(c-vi) GRI 418 : 客戶私隱 : 披露項目418-1 GRI 102: General Disclosures: Disclosures 102-43 and 102-44 GRI 103: Management Approach: Disclosure 103-2(c-vi) GRI 418: Customer Privacy: Disclosure 418-1	26-27
	B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	不適用 N/A	23-24
	B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	不適用 N/A	19-21
	B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	GRI 103 : 管理方針 : 披露項目103-2及103-3(a-i) (使用於 GRI 418 : 客戶私隱) GRI 103: Management Approach: Disclosures 103-2 and 103-3(a-i) (used together with GRI 418: Customer Privacy)	26-27

## 附錄二：《環境、社會及管治報告指引》內容索引

### APPENDIX II: INDEX OF CONTENTS ACCORDING TO THE ESG REPORTING GUIDE

環境、社會及管治指標索引 Index of ESG Indicators		GRI 準則內容索引 Index of GRI Indicators	披露頁碼 Page number	
<b>社會</b> Social				
	一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	GRI 103：管理方針：披露項目103-2(c-i) (使用於 GRI 205：反貪污) GRI 205：反貪污：披露項目205-3 GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 205: Anti-corruption) GRI 205 Anti-corruption: Disclosure 205-3 GRI 419: Socioeconomic Compliance: Disclosure 419-1	30-32
B7： 反貪污 B7: Anti-corruption	B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	GRI 205：反貪污：披露項目205-3 GRI 205: Anti-corruption: Disclosure 205-3	32
	B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	GRI 102：一般披露：披露項目102-17 GRI 103：管理方針：披露項目103-2及103-3(a-i) (使用於 GRI 205：反貪污) GRI 205：反貪污：匯報要求1.2 GRI 102: General Disclosures: Disclosure 102-17 GRI 103: Management Approach: Disclosures 103-2 and 103-3(a-i) (used together with GRI 205: Anti-corruption) GRI 205: Anti-corruption: Clause 1.2	30-32
B8： 社區投資 B8: Community Investment	一般披露 General Disclosure	有關以社區參與來瞭解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the operation is located and to ensure its activities take into consideration the communities' interests.	GRI 103：管理方針：披露項目103-2(c-i) (使用於 GRI 413：本地社區) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 413: Local Communities)	74-80
	B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI 203：間接經濟影響：披露項目203-1(a) GRI 203: Indirect Economic Impacts: Disclosure 203-1(a)	74-80
	B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	GRI 201：經濟表現：披露項目201-1(a-ii) GRI 201: Economic Performance: Disclosure 201-1(a-ii)	74-80





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