



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



環境、社會及 管治報告 2017

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



潤物耕心
Enriching Lives
Nurturing Dreams

SINCE 1938

淨含量
330ml

淨含量
330ml

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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」)所發行的環境、社會及管治報告(「本報告」),披露本集團由二零一七年一月一日至二零一七年十二月三十一日(「報告期間」,「二零一七年財政年度」,「二零一七年」)於環境及社會方面的相關資訊。如欲查閱更多業務相關資訊及有關集團的企業管治常規,請參閱本集團二零一七年報。

編制依據

本報告根據香港聯合交易所有限公司《主板上市規則》附錄二十七《環境、社會及管治報告指引》進行編制。本集團已參照該《環境、社會及管治報告指引》訂立一套系統性的報告流程,透過與各主要利益相關方的定期溝通,對本集團相關的環境、社會及管治議題進行識別及重要性評估,從而決定本報告的報告範圍,並於各業務部門收集相關資料,進行檢視分析並編制本報告。

報告範圍

除非另有說明,本報告內容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。

版本資訊

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,歡迎通過以下方式與我們聯繫:

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OVERVIEW OF THE REPORT

This is the environmental, social and governance report (the “Report”) published by China Resources Beer (Holdings) Company Limited (the “Company” or “CR Beer”, and, together with its subsidiaries, the “Group”), which discloses the relevant information of the Group in respect of the environment, society and other aspects from 1 January 2017 to 31 December 2017 (the “Reporting Period”, “FY 2017,” or “2017”). For more business-related information and related corporate governance practices, please refer to the Group’s 2017 Annual Report.

BASIS OF PREPARATION

This Report is prepared with reference to 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 Group has established a set of systematic reporting procedures with reference to the “Environmental, Social and Governance Reporting Guide”, which includes identifying and assessing the materiality of the environmental, social and governance topics related to the Group through regular communication with its stakeholders, so as to define the scope of this Report, and collect relevant information from various departments for review and analysis, and prepare this Report accordingly.

SCOPE OF THE REPORT

Unless otherwise specified, the scope of the contents herein includes the Group’s headquarter as well as the holding companies and subsidiaries under its effective control.

VERSIONS OF THE REPORT

This Report is available in Traditional Chinese, Simplified Chinese and English versions on our website 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 this Report and its contents, please feel free to contact us at:

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主席寄語

MESSAGE FROM THE CHAIRMAN



秉承高質量發展，構建和諧美麗社會。

**Adhering to high-quality development,
building a harmonious and beautiful
society.**

陳朗 CHEN LANG
主席 Chairman

踐行企業責任 把握發展機遇

二零一七年，是本集團撰寫環境、社會及管治報告的第二年，亦是我們全資擁有啤酒業務的第一個完整財政年度。回望二零一七年，我們將「有質量增長、轉型升級、創新發展」視作三大重點管理主題，堅持以「組織再造、品牌重塑、產能優化、精益銷售、渠道改造、營運變革」等為核心的一系列戰略措施，秉承推動社會責任及革新企業文化為使命的價值觀，持續實踐綠色人文精神，可持續發展的經營理念。本年度的報告圍繞「秉承高質量發展」及「構建和諧美麗社會」兩大工作思路制定了管理方針，積極針對產品業務、員工發展、綠色環保等多個方面識別本集團於環境、社會與管治上的風險與機遇，並將之轉換為社會責任及可持續發展成果，為成為大眾信賴和喜愛的知名企業而努力。

FULFILLING CORPORATE RESPONSIBILITY AND SEIZING DEVELOPMENT OPPORTUNITY

2017 was the second year for the Group to compile the environmental, social and governance report. It was also the first full financial year that we wholly owned the beer business. Looking back to 2017, we focused on three main management themes – “quality growth, transformation and upgrade, innovative development”. We have continued a series of core strategic measures covering “organizational restructuring, brand repositioning, capacity optimization, lean sales, channel renovation, operational reform”, etc., adhered to the values of promoting social responsibility and reshaping corporate culture and continued to practice the management concept of green humanistic spirit and sustainable development. In this year’s Report, we formulated management principles by focusing on the two major guiding principles of “adhering to high-quality development” and “building a harmonious and beautiful society”. We also proactively identified the environmental, social and governance risks and opportunities for the Group in aspects of products and business, staff development as well as environmental protection, and dealt with them in a way that contributes to the fulfilment of social responsibility and progress in sustainable development. The Group has been keeping up its work to build itself into a trusted and beloved well-known enterprise.

主席寄語

MESSAGE FROM THE CHAIRMAN

保持高質量發展勢頭 聚焦社會變革

中國經濟社會發展現已取得歷史性成就。為配合中國經濟從高速增長階段轉向高質量發展的變革階段，我們適時轉變企業的發展模式與動力，聚焦消費者對美好生活的需求，提升並探索未來的可持續發展空間。我們落實產品高端化策略，在維持現有產品的高標準質量的同時，不斷堅持技術創新改革。其中，我們於二零一七年獲得了由中國酒業協會頒發的科學進步獎，以表彰本集團於啤酒灌裝技術研究方面的重要突破。

除內部質量控制之外，我們堅信優質的產品質量與原材料的質量控制息息相關。本集團近年積極研究全質量鏈的延伸管理體系，從原材料的源頭至加工和運輸等全生命週期環節，我們均堅持不懈地落實高水平的質量控制。該管理模式已於啤酒花的採購上獲得初步成效，未來我們將考慮拓展至其他原材料採購管理方面的可能性。

構建和諧美麗社會 關懷人文需求

構建和諧美麗社會是國家富強、民族振興、人民幸福的重要保證。本集團以此作為主要工作思路之一，以關懷社會人文及環境需求為主要工作任務，內部更有獨立的環境、健康及安全部門，制訂了全面的戰略內容，力求做到多策並舉。

MAINTAINING MOMENTUM ON HIGH-QUALITY DEVELOPMENT AND FOCUSING ON SOCIAL REFORM

China has made historic achievements in economic and social development. Catering to the transition of China's economy from a high-speed growth stage to a high-quality development stage, we timely changed our development model and momentum by shifting our focus to consumers' need for a better life, enhancing and exploring new room for sustainable development in the future. We also implemented premiumization strategy, and kept on driving technological innovation and reform while maintaining the high-standard quality of existing products. In 2017, we were awarded Scientific and Technological Progress Award by the China Alcoholic Drinks Association in recognition of the Group's significant breakthroughs made in the research of beer filling technology.

Apart from internal quality control, we firmly believe that product quality is closely related to the quality control of raw materials. In recent years, the Group has been actively studying extended management system for the whole quality chain, and has consistently implemented high level quality control in the whole life cycle from the source of raw materials to processing and transportation. This management model has produced preliminary positive results in the purchase of hops. Going forward, we will consider the possibility of applying such model to the procurement management of other raw materials.

BUILDING A HARMONIOUS AND BEAUTIFUL SOCIETY AND CARING FOR HUMANITY NEEDS

Building a harmonious and beautiful society is an important guarantee for a strong and prosperous country, national rejuvenation and people's happiness. The Group embraces this vision as one of the Group's main working focuses and takes the caring for social, humanity and environmental needs as the Group's major task. The Group has therefore set up an internal independent environment, health and safety department, formulated comprehensive strategies, and strived to make multiple measures implemented simultaneously.

短期環境需求方面，我們於二零一六年提前完成於二零一五年開展以淘汰小型燃煤鍋爐為主的三年計劃項目，降低排放物效果顯著。考慮該項目對環境保護的貢獻和帶來的效益，本集團進一步積極淘汰燃煤鍋爐。截至二零一七年年底，本集團相關項目的總投入超過人民幣1.3億元，淘汰了30多家生產工廠中超過80台燃煤鍋爐，預計在二零一八年或之後再有更多燃煤鍋爐將會被淘汰，轉用天然氣或其他能源。除氣體排放外，本集團亦十分關注生產過程中所產生的污水對環境造成的影響。除持續監測污水的化學需氧量外，本集團將會積極研究線上監測污水中氮和磷含量的可行性。中長期環境需求方面，除持續整合及關閉低效產能的啤酒廠房外，本集團亦會積極探討未來使用其他清潔能源或可再生能源的可能性，以進一步提升能源使用效益。

立足當下 著眼未來

展望未來，我們將按既定的目標和核心企業價值觀，堅定不移地推動社會責任的發展與進步。我們將持續推動雪花救助金、高層走一線、工廠公眾開放日等活動，多方面完善我們對環境、健康、安全的責任體系，搭建高效的管理資訊化平台、構建有序的責任制度。

作為中國啤酒行業的領先者，本集團將全力以赴，創造一個新的時代，引領行業在各方面不斷進步，堅定地邁向全球行業前列水平。

主席
陳朗

For serving short term environmental needs, we completed the three-year planned project ahead of schedule in 2016 of phasing out small coal-burning boilers that was commenced in 2015, which has achieved remarkable results in reducing emissions. Given the contribution to environmental protection and the benefit brought by the project, the Group further proactively phased out coal-burning boilers. By the end of 2017, the Group invested a total of over RMB130 million to the relevant projects, and phased out more than 80 coal-burning boilers in over 30 breweries. It is expected that more coal-burning boilers will be phased out in 2018 or later and natural gas or other energy will be used. Apart from gas emission, the Group has been focusing on the impact of sewage discharged from the production process on the environment. While continuously monitoring the chemical oxygen demand (COD) in sewage, the Group will actively study the feasibility of online monitoring of nitrogen and phosphorus content in sewage. For medium and long term environmental needs, apart from continuously consolidating and closing down inefficient breweries, the Group will also actively explore the possibility of using other clean energy and renewable energy in the future, in order to further raise energy efficiency.

FOCUSING ON THE PRESENT AND HAVING THE FUTURE IN MIND

Looking into the future, we will unswervingly promote the development and progress of social responsibility in accordance with the established goals and core corporate values. We will continue to support and promote Snow Relief Fund, Interaction of Senior Management with Frontline Staff, Open Days of Breweries and other activities, improve the environmental, health and safety responsibility system in an all-round way, establish an efficient management information platform and construct a well-structured responsibility system.

As a leader in China's beer industry, the Group will make every effort to open up a new era, lead the industry to make continuous progress on all fronts and is determined to grow into a forerunner in the global industry.

Chairman
Chen Lang

關於我們

ABOUT US

華潤啤酒（控股）有限公司（香港聯合交易所有限公司股份代號：00291）為華潤（集團）有限公司（「華潤集團」）屬下之上市公司，專營生產、銷售及分銷啤酒產品。

本公司於二零一五年成功進行業務重組，轉型成為專注發展啤酒業務的企業，公司名稱亦由「華潤創業有限公司」更改為「華潤啤酒（控股）有限公司」。二零一六年十月，本公司完成收購華潤雪花啤酒有限公司（「華潤雪花啤酒」）49%股權，華潤雪花啤酒成為本公司的全資附屬公司。

業務介紹

本集團自一九九四年開始在中國發展啤酒業務，旗下啤酒的總銷量自二零零六年起連續多年位居中國市場第一。旗艦品牌「雪花 Snow」為全球銷量最高的啤酒品牌。

本集團以質量為基礎推動品牌重塑，追求精緻創新的匠心釀造，品味珍稀傳承發展。同時，「雪花 Snow」啤酒將啤酒文化重新定義，品味經典、創新潮流、守匠出新、釀道致遠，推出全新產品以迎合年青消費者需求。二零一八年三月份，為配合年青消費群的個性，推出形象和包裝全新的新勇闖天涯產品。

二零一七年，本集團啤酒年產能22百萬千升，總銷量達到11.8百萬千升，總銷量連續十二年領先國內其他啤酒品牌。而二零一七年營業額更達人民幣29,732百萬元，升幅顯著。作為華潤集團的一份子，我們矢志與消費者、股東、員工和商業夥伴一起引領商業進步，共創美好生活，成為大眾信賴和喜愛的啤酒企業。



China Resources Beer (Holdings) Company Limited (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.

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

BUSINESS INTRODUCTION

The Group has been in the beer business in China since 1994 with its total sales volume of beer ranking number one in the China market since 2006. The flagship brand "雪花 Snow" is the largest beer brand by volume worldwide.

The Group promotes brand re-positioning on the basis of its quality, pursues innovative beer-making techniques which the Company uses to ensure customers enjoy its products' unique flavours and heritage. Meanwhile, "雪花 Snow" strives to redefine beer culture in China for future sustainable development, the Group seeks to keep on its classic flavours and sense of craftsmanship, while setting trends through innovation. The Group has also introduced new products to cater to the needs of young consumers. A new product, new Brave the World, was launched in March 2018 with new image and new package to match with the personality of young consumers.

In 2017, the Group has recorded an annual beer production capacity of 22 million kiloliters and a total sales volume of 11.8 million kiloliters, outperforming the rest of the domestic beer brands for the 12th consecutive year. In the same year, its turnover reached RMB29,732 million, showing a significant increase. As a member of CRH, we are dedicated to leading our business progress and building a better life together with our consumers, shareholders, staff and business partners, and make the Group a trusted and beloved beer enterprise.



生產基地分佈

GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

二零一七年十二月三十一日營運啤酒廠房總數¹：91 Total number of breweries in operation¹ as at 31 December 2017: 91

省份／直轄市 Province/Municipality	啤酒廠房數目 Number of breweries	省份／直轄市 Province/Municipality	啤酒廠房數目 Number of breweries
上海 Shanghai	1	河南 Henan	3
內蒙古 Inner Mongolia	4	福建 Fujian	1
北京 Beijing	1	西藏 Tibet	1
吉林 Jilin	3	貴州 Guizhou	4
四川 Sichuan	12	遼寧 Liaoning	12
天津 Tianjin	2	陝西 Shaanxi	1
安徽 Anhui	8	黑龍江 Heilongjiang	4
山東 Shandong	3	寧夏 Ningxia	1
山西 Shanxi	2	甘肅 Gansu	1
廣東 Guangdong	5	湖北 Hubei	7
廣西 Guangxi	1	浙江 Zhejiang	6
江蘇 Jiangsu	5	湖南 Hunan	1
河北 Hebei	2		

¹ 廠房總數是基於二零一七年十二月三十一日仍在營運中的廠房，並不包括停止營運和管理層決定關閉的啤酒廠房。

¹ The figure refers to the number of breweries still in operation on 31 December 2017, excluded those breweries ceased operation and determined by management to be closed.

相關獎項及獲取榮譽節錄

RELEVANT AWARDS AND RECOGNITION

產品／分公司 Product/Branch	頒發機構 Awarding organisation	獎項名稱 Name of award	所得獎項 Honor
「雪花 Snow」品牌 “雪花 Snow” Brand	品牌評級機構 Chnbrand Brand rating agency Chnbrand	2017年中國品牌力指數(C-BPI®) 2017 China Brand Power Index (C-BPI®)	連續第四年位居 「啤酒品牌排行榜」第一名 Ranked number one on the “Beer Brand List” for the fourth consecutive years
		2017年中國顧客滿意度指數(C-CSI®) 2017 China Consumer Satisfaction Index (C-CSI®)	連續第三年榮獲啤酒行業第一名 Named the top beer brand for the third consecutive year
	品牌實驗室 The World Brand Laboratory	2017年中國500最具價值品牌 China's 500 Most Valued Brands Top 2017	名列第28位 Ranked 28th
	中國廣告協會 China Advertising Association	2017中國廣告長城獎廣告主獎 2017 China Advertising Great-wall Awards	年度品牌塑造案例 The Best Branding Case Study of the Year
華潤啤酒(控股) 有限公司 China Resources Beer (Holdings) Company Limited	鏡報 The Mirror	第六屆傑出企業社會責任獎 The 6th Outstanding Corporate Social Responsibility Award	傑出企業社會責任獎 Outstanding Corporate Social Responsibility Award
	香港投資者關係協會 Hong Kong Investor Relations Association	第三屆香港投資者關係大獎 HKIRA 3rd Investor Relations Awards	最佳投資者關係公司－中型股 Best IR Company – Mid Cap 最佳投資者關係推介材料－中型股 Best IR Presentation Collaterals – Mid Cap
	樂施會 Oxfam	樂施扶貧企業夥伴計劃2016-2017 Corporate Donor Programme 2016-2017	樂施扶貧企業夥伴獎 Oxfam Corporate Donor Award

關於我們
ABOUT US

產品／分公司 Product/Branch	頒發機構 Awarding organisation	獎項名稱 Name of award	所得獎項 Honor
華潤雪花啤酒（河南）有限公司 China Resources Snow Breweries (Henan) Co., Ltd.	香港環保促進會 Hong Kong Green Council	香港綠色企業大獎 Hong Kong Green Awards	優越環保管理獎（大型企業） － 優異獎 Green Management Award (Large Corporation) – Corporate – Merit
華潤雪花啤酒（四川）有限責任公司 China Resources Snow Breweries (Sichuan) Co., Ltd.			
華潤雪花啤酒（煙台）有限公司 China Resources Snow Breweries (Yantai) Co., Ltd.	山東省住房和城鄉建設廳、山東省發展和改革委員會、山東省經濟和資訊化委員會 Shandong Provincial Office of Housing and Urban-Rural Development, Shandong Development and Reform Commission, and Shandong Economic and Information Technology Commission	山東省節水型企業 Water-Saving Enterprise in Shandong Province	
華潤雪花啤酒（六安）有限公司 China Resources Snow Breweries (Lu'an) Co., Ltd.	安徽省環保廳 Environmental Protection Department of Anhui Province	安徽省節水型企業 Water-Saving Enterprise in Anhui 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	安徽省環保廳 Environmental Protection Department of Anhui Province	二零一六年度環保誠信企業 2016 Annual Environmental Creditable Enterprise	
華潤雪花啤酒（滁州）有限公司 China Resources Snow Breweries (Chuzhou) Co., Ltd.			
啤酒灌裝質量定閥取樣技術的研究及配套平台系統開發 Research on Precise Quality Control Technology in Constant Valves Sampling for Beer Bottling and the development of supporting platform system	中國酒業協會 China Alcoholic Drinks Association	科學技術進步獎 Scientific and Technological Progress Award	二等獎 Second Prize

有關其他獎項及詳情，請參閱本公司的網站或年報。

For other awards and details, please refer to our website or Annual Report.



環境、社會及管治架構

ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRUCTURE

本集團深信，可持續發展是企業成功的基石。作為中國領先的啤酒企業，我們堅持與國家和社會共同發展，高度重視企業社會責任，並將相關因素的管理全面融入企業戰略、重大決策及日常運營。在做好產品的同時，亦不遺餘力地為社會經濟、社區及環境作出多方面的貢獻，矢志成為大眾信賴和喜愛的啤酒企業，為創造美好未來而努力。

本集團對環境、健康及安全（「EHS」）方面的管控十分重視，專門設立環境、健康及安全部門。該部門於二零一七年發佈了多項的相關內部制度，進一步完善組織架構和明確管理權責。本集團亦開展資訊化平台建設項目，長遠實現線上即時監測監控重點風險、關鍵環節流程控制和重大事項應急輔助決策。

環境、社會及管治機制

針對客觀環境和自身情況，本集團制定了全面的環境及社會風險識別、管控及處理機制。通過制度設置、日常監控、數據收集、信息披露等多個環節，支持我們的可持續發展和促進我們履行對各利益相關方的責任。

The Group believes that sustainable development is the cornerstone of a company's success. As a leading Chinese beer enterprise, we insist on making progress on development together with our country and our society, and place great emphasis on corporate social responsibility which is fully integrated into our corporate strategies, major decisions and daily business operations. While delivering quality products, we spare no effort in making contribution in various aspects to the economy of the society, the community and the environment. We are committed to becoming a trusted and beloved beer enterprise, and are endeavoring to create a better future.

Placing great emphasis on the management and control of its environment, health and safety ("EHS"), the Group has set up an environmental, health and safety department for this purpose. The department had rolled out a number of relevant internal systems in 2017 to further improve its organizational structure and to clarify management authorities and responsibilities. The Group also commenced a project to establish an information-based platform to conduct online, real-time monitoring and control of key risks, key process controls and emergency-aid decisions for major events in the long run.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE MECHANISM

In view of objective environment and our own circumstances, the Group has set up an all-round mechanism on environmental and social risk identification, management and control as well as process. Through system set up, daily monitoring, data collection and information disclosure and other measures, the Group strives to facilitate our sustainable development and the fulfilment of our responsibilities to the stakeholders.

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士雷碧嘉
CHAIRMAN

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRUCTURE

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	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> 識別相關風險 To identify relevant risks
		<ul style="list-style-type: none"> 制定策略及目標 To formulate strategies and objectives
		<ul style="list-style-type: none"> 檢討工作效果 To review working results
		<ul style="list-style-type: none"> 對整體工作機制效果進行評估 To assess effectiveness of overall working mechanism
		<ul style="list-style-type: none"> 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
監督層 Supervision level	各職能部門、分公司負責人 The responsible persons from various functional departments and branches	<ul style="list-style-type: none"> 執行決議並向決策層彙報工作情況 To implement resolutions and report working situation to the decision-making level
		<ul style="list-style-type: none"> 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 as according to the overall strategy and direction on environment, society and governance
		<ul style="list-style-type: none"> 指定相關工作小組執行工作 To assign relevant working groups to implement the tasks
		<ul style="list-style-type: none"> 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 The working groups of various departments and local companies	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> 定期收集、整理、上報相關信息 To collect, organize and report relevant information on a regular basis
		<ul style="list-style-type: none"> 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 tasks implementation
		<ul style="list-style-type: none"> 承擔內部信息傳播責任 To be responsible for dissemination of internal information

利益相關方溝通

本集團了解與利益相關方定期溝通的重要性，並透過下列渠道定期獲取各方對本集團環境、社會及管治，以及業務管理及發展之意見。

COMMUNICATION WITH STAKEHOLDERS

The Group understands the importance of regular communication with stakeholders and regularly obtains their opinions on the Group's environmental, social and governance issues, and on business management and development through the following channels.

主要利益相關方 Major stakeholders	溝通方式 Communication method
政府及監管機構 Government and regulatory authorities	• 定期交流 Regular communication
	• 閱讀政策文件 Reviewing policy documents
	• 回應諮詢 Response to consultations
股東 Shareholders	• 定期發佈財務報告 Release of financial reports on a regular basis
	• 召開股東大會 Convening general shareholders meetings
	• 投資者關係溝通 Investor relations communication
消費者 Consumers	• 客戶服務熱線 Customer service hotlines
	• 商品標籤 Product labels
	• 郵件及社交媒體 Communication via mails or social media
員工 Employees	• 員工信箱及意見調查 Employee mailbox and opinion survey
	• 公司內聯網 Corporate intranet
	• 員工活動 Employee activities
供應商及合作夥伴 Suppliers and partners	• 定期交流 Regular communication
	• 審核與評估 Audit and evaluation
	• 信息共享 Information sharing
行業協會 Industry associations	• 定期交流 Regular communication
	• 互相訪問 Reciprocal visits
	• 積極參與協會事務 Active participation in the associations' affairs
社區 Community	• 社區文化建設 Building community culture
	• 幫扶弱勢群體 Offering help to vulnerable groups
	• 社區服務 Community services

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重要議題識別

本集團根據上述與利益相關方之持續溝通，了解到各方關注之環境、社會及管治議題，並根據該等議題對本集團之相關性及影響性進行評估，識別出下列重要議題，從而訂立相關之披露框架及內容，以回應利益相關方的期望及協助管理層持續監控相關之風險、內部控制與績效。

IDENTIFICATION OF MATERIAL ISSUES

Based on the aforementioned ongoing communication with stakeholders, the Group understands the environmental, social and governance issues which each party pays attention to and performs assessment on the issue based on their relevance and impact on the Group in order to identify the following material issues and thereby concluding related disclosure frameworks and content, in an effort to respond to stakeholders' expectations and assist management personnel in monitoring related risks, internal controls and performance continuously.



利益相關方感言:

「從事中國快消品股票研究十多年，我看到華潤啤酒管理層一直為股東創造價值 – 無論是對消費者、股東及其他利益相關方，均從長遠利益作考慮而制定營運方針及作出決定，達致多贏的局面。公司重視與各利益相關方及社會各界溝通，並有完善的管治體系。」

大和資本市場消費股分析員 陳穎釗

Comments of stakeholders:

“After more than ten years of research on Chinese FMCG stocks, I have seen that the management of CR Beer has been creating value for shareholders – it has been formulating business strategies and making decisions based on long-term interests, whether for consumers, shareholders, or other stakeholders, in order to achieve a win-win situation. The Company attaches great importance to communication with various stakeholders and all sectors of the community and has put in place a sound system of governance.”

Anson Chan, consumer stock analyst of Daiwa Capital Markets

範疇 Category	重要議題 Material issues
產品與業務 Products and business	• 食品安全及質量 Food safety and quality
	• 產品創新及知識產權 Product innovation and intellectual property
	• 理性飲酒 Responsible drinking
	• 客戶滿意度及信息保護 Customer satisfaction and information protection
	• 供應鏈管理 Supply chain management
	• 倡廉善治 Governance of integrity
員工關愛 Care for staff	• 僱傭政策，薪酬福利，人才招聘及管理，員工溝通及工作環境，守法合規 Employment policy, compensation and benefits, talent recruitment and management, staff communication and working environment, compliance
	• 員工培訓及發展 Staff training and development
	• 健康與安全 Health and safety
環境保護 Environmental protection	• 節能減排 Energy conservation and emissions reduction
	• 用水、污水和水源管理 Management of water use, sewage and water source
	• 廢棄物及包裝品處理措施 Waste and packaging material treatment
	• 其他環境影響 Other environmental impact
	• 環保推廣 Promotion of environmental protection
社會責任 Social responsibility	• 公益活動 Social welfare activities
	• 社區共建 Community building

報告編制

就以上重要環境、社會及管治議題，本集團根據《環境、社會及管治報告指引》之披露要求及關鍵績效指標，於下列各章節展示並闡述了相關之政策、措施及績效。

REPORT PREPARATION

In light of above material environmental, social and governance issues, the Group has disclosed and elaborated the relevant policies, measures and performance in the following sections in accordance with the disclosure requirements and Key Performance Indicators (“KPIs”) of the “Environmental, Social and Governance Reporting Guide”.

產品與業務

PRODUCTS AND BUSINESS

食品安全及質量

本集團以「釀造世界最好的啤酒」為目標，秉承「不斷滿足消費者需求，不斷創造價值，回報社會、股東和員工」的理念，制定「品質第一，消費者至上，勇於創新，追求卓越，踐行社會責任」的產品質量方針。

本集團堅信質量的保障來自於嚴苛的標準及質量管控。我們根據內部既定方針，不斷完善質量標準和食品安全體系，持續對全產業鏈質量管理進行研究及建設，確保產品質量安全達到中華人民共和國國家標準《GB4927》啤酒優級品的要求。我們在行業率先開展全質量鏈的延伸管理體系研究工作，並在啤酒花的管理上取得初步成效，從原材料的源頭、加工、運輸和釀造應用等全生命週期環節，均堅持不懈地落實高水平的質量控制，未來我們將考慮拓展至其他原材料採購管理方面的可能性。

我們於生產過程實施關鍵控制點管理，並設置實時監控，透過對供應商生產鏈中所涉及的技術質量控制點，以及對工廠的質量回饋及提升管理，致力從源頭保障產品質量，消除質量安全隱患，並為本集團產品於質量穩定性、受控性及可追溯性方面提供保障，確保產品符合食品安全水平。



FOOD SAFETY AND QUALITY

Aiming at the target of “brewing the best beer in the world”, the Group has formulated its policy on product quality that emphasizes “quality first, consumers as top priority, be innovative and excellent and fulfillment of social responsibilities”, which adhered to the philosophy of “satisfying consumers’ demand and creating value continuously for society, the shareholders and employees”.

The Group believes that quality assurance comes from stringent standards and quality control. Following its established internal policies, the Group has been enhancing its quality standard system and food safety system, conducting research and construction on quality management for the whole industry chain in order to ensure the quality and safety of its products to meet the National Standard of the People’s Republic of China GB4927’s requirement for premium beer products. We pioneer the industry in the research on the extension management system of the whole quality chain, and have achieved initial positive results in the management of hops. We commit ourselves to high standards of quality control throughout the entire life cycle from procurement, processing to transportation and brewing of such raw materials. We will consider the possibility of applying such standards to the procurement management of other raw materials in the future.

We have managed the key control points during the production process and set up real-time monitoring. Through the technical quality control points involved in the supplier’s production chain, as well as the quality feedback to factories and management improvement, we strive to assure the quality of our products right from the source and eliminate quality and safety hazards in order to provide guarantees for the stability, control and traceability of the Group’s products and ensure that the products meet food safety standards.



從以下資料可反映本集團優秀之產品質量管理水平：

The following information reflects the Group has done an excellent job in product quality management:



本集團的質量管理體系主要由以下要素構成：

The Group's quality management system mainly consists of the following:



質量管理標準

本集團根據最新國家法律法規修訂了《微生物標準手冊》、《啤酒外包裝技術文字使用指引》、《食品添加劑－乳酸標準》、《啤酒花標準》、《啤酒皇冠瓶蓋》、《瑪爾斯綠純生啤酒產品標準》等多份關於原輔料、包裝物及產品質量標準，為消費者提供安全、放心、美觀、口味多元化的產品。此外，本集團總部專責部門對部分工廠進行食品安全檢查，重點關注工廠不合格產品管理、退貨管理、客戶投訴管理等情況。

QUALITY MANAGEMENT STANDARDS

The Group has revised a number of standards concerning raw and auxiliary materials, packaging materials and product quality including “The Standards for Microorganism”, “The Guidelines for Using Technical Words in Beer Packaging”, “The Standards for the Food Additive – Lactate”, “The Standards for Hops”, “Crown Caps of Beer Bottles” and “The Product Standards for Mars Green Draft Beer” so as to provide consumers with products that are safe, secure, aesthetic, and a variety of tastes. In addition, the designated department of the Group's headquarter carried out food safety inspections over certain breweries with a focus on the management of disqualified products, returned products, customer complaints, etc.

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為了從源頭上完善原材料質量安全管理保障體系，本集團還修訂了《啤酒用糖漿品質延伸管理細則》、《國產啤酒花種植、加工過程品質控制點標準》、《啤酒花品質延伸管理細則》等品質延伸管理要求，保障產品原材料的安全及質素。在控制新產品及新材料的開發應用的議題上，本集團更修訂了《新產品酒體研發管理規定》、《啤酒用材料性能評價及應用管理規定》、《採購物資入廠質量檢驗控制管理制度》等管理要求及檢驗制度，確保產品質量安全，使產品更為可靠，以匠心精神營造世界一流啤酒。

To improve the management and guarantee system for raw material quality and safety from the source, the Group also revised other extended quality management requirements such as “The Extended Quality Management Rules for Beer Syrup”, “The Standards for Quality Control Points on Planting and Processing Processes of Domestic Hops”, and “The Extended Quality Management Rules for Hops”, to protect the safety and quality of raw materials. As for controlling the development and application of new products and new materials, the Group further imposed a series of management requirements and inspection system like “The Regulations for the Management of the Research and Development of the Wine Body of New Product”, the “Provisions on the Proper Evaluation and Application of Beer Materials”, and “the Management System for the Quality Inspection and Control of Purchased Materials”, to ensure product quality and safety, and to manufacture products that are more reliable, and in the end create a world-class beer with craftsmanship.

質量評估及管理措施

為消除產品質量隱患，本集團亦開展食品安全風險評估，杜絕食品安全風險，本集團於報告期間內採取以下措施：

QUALITY ASSESSMENT AND MANAGEMENT MEASURES

To eliminate risks affecting product quality, the Group has also conducted food safety risk assessments to avoid relevant risks. During the Reporting Period, the Group has introduced the following measures:

全面食品質量管理措施及成果 All-round food quality management measures and results achieved	
1.	<p>利用光電感應技術結合酒瓶位移跟蹤技術，開發了自動定閥取樣平台系統，使啤酒灌裝質量的定閥精準監測與控制，為穩定和提升產品質量提供了堅實保障。同時，完成了自行研發的「啤酒灌裝質量定閥取樣技術的研究及配套平台系統開發」項目，並成功申請專利，持續提升產品質量。</p> <p>An automatic valve sampling platform system was developed by using photoelectric sensing technology combined with beer bottle motion tracking technology to accurately monitor and control the quality of beer bottling, to provide a solid guarantee for stabilizing and improving product quality. At the same time, the Group completed its own “research on the Precise Quality Control Technology in Constant Valves Sampling for Beer Bottling and the development of supporting platform system”, which has successfully qualified for patents to continuously improve products quality.</p>
2.	<p>通過在不同情況下對啤酒罐中雙酚類物質遷移量進行檢測，確保罐內塗層中雙酚類物質遷移量符合且遠低於現行《GB 9685-2016 食品安全國家標準 — 食品接觸材料及製品用添加劑使用標準》中指標限量要求。</p> <p>By detecting the migration of bisphenols in beer cans under different conditions, it is ensured that the migration of bisphenols in the can coatings is complied with and far below the limit set out in the current “National GB 9685-2016 Standards for Food Safety – Standard for Additives Used in Food Contact Materials and Products”.</p>

全面食品質量管理措施及成果
All-round food quality management measures and results achieved

3.	<p>通過回瓶方式的改革及瓶源管理的優化，從源頭上減少產生雜質酒的隱患。同時，制定生產鏈關鍵控制點，強化生產過程管控，將雜質酒投訴率列入品質考核，杜絕生產環節中雜質酒的產生。於二零一八年繼續開展「杜絕包裝線倒瓶」項目，降低生產過程漏氣風險，繼續提升客戶滿意度。</p> <p>Through fine-tuning the method for bottle recycling and optimizing bottle source management, the potential hazards of producing contaminated beer are reduced from the source. Meanwhile, the Group had designated key control points for the production chain, and strengthened control of the production process and categorized the complaints rate of contaminated beer into the quality assessment to prevent the production of contaminated beer in the production process. In 2018, the Group will continue to carry out the “No Inverted Bottles in Packaging Lines” scheme to minimize the risk of gas leakage during the production process, further enhancing customer satisfaction.</p>
4.	<p>開發和應用「啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範」專案，不僅降低能耗，對於提高二氧化碳回收的收得率和減少二氧化碳排放方面作了示範作用，帶動了行業進步，具有較大的環境效益和社會效益，並於二零一七年上半年榮獲中國酒業協會科學技術進步獎一等獎。</p> <p>The development and application of the project on “research on the Efficient, High Quality Recycling and Utilization of Carbon Dioxide in Beers Manufacturing and its demonstration” not only reduces energy consumption, but also plays an exemplary role in increasing the recovery rate of carbon dioxide and reducing carbon dioxide emissions, and contributes to advancement in the industry. Due to its great environmental and social benefits, it was awarded Scientific and Technological Progress Award (First Prize) by China Alcoholic Drinks Association in the first half of 2017.</p>
5.	<p>致力於研製開發多樣化、特色產品，二零一七年財政年度，推出了「未來由你定義」概念系列，含「花臉」、「花旦」、「純生」、「勇闖天涯」4款新產品，產品酒體及形象升級，豐富了客戶體驗。另有「雪花愛爾啤酒」，於二零一七年上半年榮獲中國酒業協會「青酌獎」酒類新品TOP10（啤酒類）稱號。</p> <p>The Group has committed to the research and development of diversified and specialty products. In FY2017, the Group launched its new product line, a concept series themed “You Define Your Future” including 4 new products of “Male Opera Mask”, “Female Opera Mask”, “Draft Beer” and “Brave the World”, to upgrade the body and the image of various products and enrich customers’ experience. Moreover, “Snow Ale Beer” was selected as one of the Top 10 New Wine Products (Beer Category) and was granted the “Qingzhuo Award” by the China Alcoholic Drinks Association in the first half of 2017.</p>



關於本報告
ABOUT THIS REPORT

士雷碧雲
CHAIRMAN

關於我們
ABOUT US

環境、社會及管治架構
ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRUCTURE

產品與業務
PRODUCTS AND BUSINESS

員工關愛
CARE FOR STAFF

環境保護
ENVIRONMENTAL PROTECTION

社會責任
SOCIAL RESPONSIBILITY

產品與業務

PRODUCTS AND BUSINESS

本集團將會繼續提高產品質量標準，嚴格把控食品及包裝安全，不斷創新技術工藝，研發新產品，為消費者創造更多價值。於報告期間，本集團共修訂18項技術品質標準，累計建立超過100項。

本集團於報告期間內並無召回已售產品或已運送產品的需要，亦已遵守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方面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。

資格認證

本集團持續執行管理體系認證工作，確保系統化和標準化管理，部分啤酒廠取得的國際認可包括品質管制體系(ISO 9001)、環境管理認證(ISO 14000)、食品安全管理體系(ISO 22000)及HACCP危害分析及關鍵控制點管理程序等對產品質量進行嚴格控制。

此外，本集團亦重視員工在產品質量管控，包括品評啤酒上的專業技能提升。於二零一七年中國酒業協會舉辦的第三屆全國啤酒品酒職業技能競賽中，本集團員工表現出類拔萃。前10名的品酒師中，本集團員工佔6位；前50名的品酒師中，接近一半為本集團員工。



The Group will continue to place higher standards on product quality, and strictly control the safety of food and packaging, and continue to be innovative in craft and technologies and to develop new products in order to create more value for consumers. During the Reporting Period, 18 technical quality standards were revised and more than 100 new standards were established as accumulated by the Group.

During the Reporting Period, the Group did not need to recall products sold or delivered. It also complied with the relevant laws and regulations that have a significant impact on the Group in terms of health and safety, advertising, labeling, privacy issues and remedial methods related to the products and services it provided. Also, the Group did not find any major violations against these laws and regulations.

CERTIFICATIONS

The Group strives to make further progress in the management system certification to ensure systematic and standardized management. Specifically, some breweries have obtained international approvals including the quality control system (ISO 9001), environmental management certification (ISO 14000), food safety management system (ISO 22000) and Hazard Analysis and Critical Control Point (HACCP) management procedures to strictly control the quality of their products.

On top of that, the Group also attaches great importance to the upgrading professional skills of its staff in quality control, including skills on the appreciation of beer. In the Third National Professional Skill Competition for Beer Appreciation organized by China Alcoholic Drinks Association in 2017, staff from the Group delivered outstanding results. Among the top ten sommeliers, staff from the Group accounted for 6 of them; of the top 50, nearly half were our staff.

獲獎員工感言

Words from award-winning employees

「終身啤酒國嘴」王江群：

“Lifetime national taster of beer” Wang Jiangqun

「公司以匠心品鑑啤酒，明察秋毫，指導釀造精雕細琢。以匠心釀造啤酒，追求卓越，成就雪花非凡品質。」

“By focusing on details of the brewing process, the Company has strove to make excellent beer with its craftsmanship. Craftsmanship leads to excellence, excellence leads to exceptional high quality of Snow beer.”

我們的員工亦於二零一五年中國酒業協會每5年舉辦一次的國家級啤酒評酒委員（啤酒國嘴）考試選拔中表現優異，20名員工獲選為國家級啤酒評酒委員，其中7名員工連任2屆或以上，當中員工王江群和顧麗紅更連任3屆或以上，獲得終身榮譽評委（終身啤酒國嘴），員工的質量管理技能得到外部高度認可。



The staff of the Group also performed well in the selection of the national beer sommeliers (national taster of beer) examinations in 2015 which is held every 5 years by the China Alcoholic Drinks Association. 20 employees were selected as national beer sommeliers. Among them, 7 employees have been re-elected for 2 or more consecutive terms. Wang Jiangqun and Gu Lihong, which were members of our staff, were even re-elected for 3 or more consecutive terms, and were honored as life-long honorable judges (lifetime national taster of beer). It shows that our employees' quality management skills were highly recognized by the external parties.

獲獎員工感言

Words from award-winning employees

「終身啤酒國嘴」顧麗紅：

“Lifetime national taster of beer” Gu Lihong

「公司匠心釀造，品嚐把關，持續改善，以最負責任的方式提供消費者最喜愛的啤酒。」

“With craftsmanship in mind, the Company has continuously improved the taste of its beer, offering consumers the most favourite beer in the most responsible way.”

產品創新及知識產權

本集團亦落實產品高端化策略，在維持現有產品的高標準質量同時，不斷研發技術創新改革；針對不同市場、不同層次消費者需求，按照「研製一代、開發一代、儲備一代、應用一代」的原則進行新產品研製開發；以培育和提升企業自主知識產權技術改造為出發點，解決制約行業發展的瓶頸技術難題，為行業的技術進步作出貢獻。二零一七年，本集團推出了「未來由你定義」概念系列，含「花臉」、「花旦」、「純生」、「勇闖天涯」4款新產品，產品酒體及形象升級，豐富了客戶體驗。

PRODUCT INNOVATION AND INTELLECTUAL PROPERTY

The Group also implemented premiumization strategy by continuing to promote technological innovation reforms while maintaining high standards for existing products. Meanwhile, the Group has researched and developed new products to meet customers' demands in various markets and at various levels in accordance with the principle of “research for a generation, development for a generation, reserve for a generation and apply for a generation”. The Group has also begun to cultivate and promote the technological advancement with independent intellectual property rights, in order to resolve the bottleneck technical problems that hindered the development of the industry, so as to contribute to the technical progress of the industry. In 2017, the Group launched a concept series themed “You Define Your Future” including 4 new products of “Male Opera Mask”, “Female Opera Mask”, “Draft Beer” and “Brave the World”, in an effort to upgrade the wine body and the image of various products and enrich the customer experience.



為保障和維護知識產權，本集團嚴格遵守中華人民共和國的知識產權法律法規，包括但不限於《著作權法》、《著作權法實施條例》、《商標法》、《商標法實施條例》、《專利法》、《專利法實施細則》及相關司法解釋。同時，本集團亦嚴格遵守中華人民共和國已加入的有關版權的國際公約。而為了能有效執行國家法律法規，本集團制定了《知識產權管理制度》、《規避侵犯他人知識產權風險管理規定》、《產品維權工作管理辦法》、《產品標識標注審核工作指引》等。

於報告期間，本集團已遵守有關保障和維護知識產權方面對本集團具有重大影響的相關法律及法規，並無發現任何重大違規情況。

理性飲酒

本集團除了在源頭上做到理性生產，亦希望保證消費者作為供應鏈終端使用者能夠擁有理智的消費觀念及飲用習慣，以達到作為負責任生產及銷售商的責任。本集團並會嚴格依照國家相關法律規定，在產品包裝上明確標示成份及酒精含量外，更於我們的銷售及市場推廣策略上善意提醒及忠告消費者理性飲酒的重要性。本集團旗下華潤雪花啤酒網站www.snowbeer.com.cn首頁亦設有年齡限制，禁止未成年人士瀏覽，明確提示未滿18歲的消費者請勿飲酒。

For the purpose of protecting and safeguarding intellectual property, the Group strictly complied with the laws and regulations on intellectual property of the People's Republic of China, including but not limited to the "Copyright Law", the "Implementing Regulations on Copyright Law", the "Trademark Law", the "Implementing Regulations on the Trademark Law", the "Patent Law", the "Implementing Regulations on Patent Law" and their relevant judicial interpretations. Moreover, the Group has strictly followed the international copyright conventions entered into by the People's Republic of China. In order to effectively put into practice national laws and regulations, the Group has formulated the "Intellectual Property Management System", "Provisions on Avoiding Infringement on Intellectual Property Rights of Third Party", "Management Measures for the Work of Safeguarding Product Copyright", "Guideline on Review of Product Trademarks and Labels and others".

During the Reporting Period, the Group has observed relevant laws and regulations that have a significant impact on the Group in terms of protecting and safeguarding intellectual property rights. Also, it did not find any major violations against these laws and regulations.

RESPONSIBLE DRINKING

Apart from planning production in a sensible way, the Group also hopes that the consumers, as the end-users on the supply chain, can have rational consumption attitudes and drinking habits in order to achieve its responsibility as a responsible manufacturer and seller. The Group, in strict accordance with relevant national laws and regulations, clearly labels the ingredients and alcohol content on product packaging, and in the sales and marketing promotion materials of our Company reminds and advises consumers of the importance of drinking in a sensible way. The front page of our CRSB website www.snowbeer.com.cn has clearly warned consumers under the age of 18 not to drink, with age limit that prohibits minors from browsing.

客戶滿意度及信息保護

為提供完善售後服務及客戶服務體系，從而不斷提升客戶滿意度及維持良好客戶關係，本集團為消費者組建客戶服務中心，統一管理產品投訴信息系統，對投訴作出快速反應；而全國統一的專門客戶服務熱線以及顧客投訴機制，除及時為客戶提供專業諮詢及服務外，更為消費者提供全面的售後服務，以提升顧客滿意度。整個系統會定期進行綜合分析與改進，完善工廠生產資訊管理，不斷提升產品和服務質素，使消費者享受到高品質服務。

本集團轄下客戶服務中心所有產品及服務的投訴均由專人接聽及處理，並即時傳遞到對應區域人員。按制度規定，區域處理人員需於三十分鐘內與投訴人（包括消費者、終端店及經銷商）聯繫，預約時間現場受理。而處理人員亦須於三個工作日內向客戶服務中心匯報投訴基本情況及處理結果以作妥善記錄，從而提升服務質素。

此外，客戶服務中心還會進行有效的信息監控與數據統計，為管理層分析決策提供可參考依據，從多方面檢討生產、銷售及服務表現，使消費者獲得更滿意及安全的消費體驗。

本集團亦相信保護消費者私隱資訊是管理客戶關係及服務過程的重要因素。於二零一七年財政年度，本集團繼續優化客戶關係管理體系，修訂及補充相關制度和流程。通過資訊加密、許可權設置，在不同區域、部門、管理層級實行資訊隔離，以避免洩露或遺失消費者資訊。本集團亦會要求相關工作人員遵守國家保密法律法規和《保密工作管理制度》並簽署《保密承諾書》，履行保密義務，保障資訊安全。

CUSTOMER SATISFACTION AND INFORMATION PROTECTION

In order to provide a comprehensive after-sales service and customer service regime, to further improve customer satisfaction and maintain good customer relations, the Group has established a customer service center to centralize its management on information system for product complaints, and respond quickly to such complaints; besides, the national specified customer service hotline and customer complaint mechanism can provide customers with not only professional consultation and services in a timely manner, but also comprehensive after-sales services to enhance customer satisfaction. Comprehensive analysis and improvements will be periodically conducted on the entire system to improve the management of factory production information, thus continuously improving the quality of products and services, which will in turn enable consumers to enjoy high-quality services.

Designated staff in the customer service center of the Group is responsible for receiving all complaints of products and services, which will be immediately delivered to the responsible staff in related regions. According to the regulations, the responsible staff in the regions must contact the complainants (including customers, point-of-sales and distributors) within 30 minutes and make appointments to handle complaints on spot. The responsible staff must report to the customer service center within three working days about the complaint and its results for proper recordkeeping, so as to improve service quality.

Moreover, the customer service center would carry out effective information monitoring and data analysis, which serve as reference to the management for decision-making and for comprehensive reviews of production, sales, and service performance in different perspectives, so that consumers can enjoy a more satisfying and safer consumer experience.

The Group also believes that protection of consumer privacy forms a vital part of the customer relationship management and service process. In FY2017, the Group continued to optimize its customer relationship management system, and revise and supplement with relevant policies and procedures. Through information encryption and permission settings, and by implementing information isolation strategy in different regions and departments and at different management levels, we strive to prevent leakage or loss of consumer information. Relevant staffs are required to comply with China's confidentiality legislation and the "Policy Governing Confidentiality", and to sign "Letters of Undertaking on Confidentiality" to fulfill their duties on confidentiality and to ensure information security.

於報告期間內，本集團已遵守所有與消費者信息保護相關的法規，並無發現任何重大違規情況。

供應鏈管理

本集團建立以《採購管理制度》及《供應商管理規定》為基礎的內部採購及供應商管理規章制度，以外審、內審、自評等多種檢查方式，完善採購內控管理體系。通過以點帶面的示範作用，規範採購行為，預防和規避管控風險。

為確保供應商服務水平，本集團編制各項採購內容的供應商目錄，如《戰略供應商目錄》、《關係供應商目錄》、《關聯供應商目錄》、《不合作供應商目錄》、《不誠信供應商目錄》等，重點考察供應商質素情況、歷史業績和履行合同情況。

為了讓供應商進一步認知本集團對供應商管理的相關要求、對其遵紀守法和商業道德操守高度準則的要求，根據《供應商管理規定》：

- 本集團通過兩年一次「應知應遵」測試、每年進行的現場考察和年度綜合評核等全方位、多層次方式，持續優化供應商淘汰機制；
- 因未能達到評核要求的，需按規定於二至五年內禁止合作，並根據考核結果更新供應商目錄；及
- 本集團建立原材料、輔料、包裝物等主要採購物資的潛在供應商入選標準、現場考察認證標準、合作過程考核標準、年度綜合評價標準等，規範整體採購過程。

During the Reporting Period, the Group has complied with the laws and regulations related to the protection of consumer information and did not find any major violations against them.

SUPPLY CHAIN MANAGEMENT

The Group has established an internal procurement and supplier management rules and regulations mechanism based on the “Procurement Management Policy” and on the “Suppliers Management Regulations”. It also put in place various inspection methods such as external audit, internal audit, and self-evaluation to improve internal control management system of procurement. Through the demonstration effect of “point-to-an-area”, the Group has regulated the conducts of procurement to prevent management and control risks.

In order to ensure the service standards of the suppliers, the Group has established suppliers directories for different procurement items to inspect the quality, previous results and fulfilment of contractual obligations of various suppliers, such as “Directory for Strategic Suppliers”, “Directory for Related Suppliers”, “Directory for Associated Suppliers”, “Directory for Non-cooperative Suppliers” and “Directory for Dishonest Suppliers”.

To enable the suppliers to further understand the relevant requirements of the Group on supplier management and high-level requirements of the law compliance and business ethics, based on “Suppliers Management Regulations”, the Group has:

- carried out a range of all-round, multi-level means including ‘knowledge and compliance’ test held every two years, on-site inspection and annual comprehensive assessment held every year to optimize the phase-out mechanism for suppliers;
- Suppliers who do not meet relevant standards in the assessments will be prohibited from co-operation with the Group for 2 to 5 years, while the latter will renew the supplier list based on the results of the assessments; and
- The Group has regulated the overall procurement process by different measures including setting up the criteria of potential suppliers, the standard for verification of on-site inspection, the standard for co-operation appraisal and annual overall assessment for suppliers of the major materials to be purchased such as raw materials, auxiliary materials and packaging materials.

於報告期間內，被淘汰的主要供應商總共接近350家，佔整體主要供應商超過25%，新引進的主要供應商超過150家，引進率超過10%。

除對供應商目錄進行更新外，本集團的供應鏈管理亦設有嚴格的內部指引，每月對供應商進行合作過程考核，針對合格率、及時率、準確率、拒單率、退貨率、違規行為、品質缺陷等七項指標。

本集團亦開展供應商於環保、安全、社會責任等方面認證，嚴格要求供應商按照政府環境保護規定，受管制的企業必須取得排污許可證，並按照相關規定或當地環保污染物排放標準規定排放污染物。

During the Reporting Period, around 350 major suppliers in total were phased out, accounting for more than 25% of the total major suppliers, and more than 150 major suppliers were newly introduced with the introduction rate exceeding 10%.

In addition to updating the supplier list, stringent internal guidelines were established for supply chain management of the Group. The co-operation process with suppliers is assessed monthly based on seven indicators: pass rate, timeliness, accuracy, declined orders, returned goods, violation behaviour and flawed products.

The Group has carried out certifications for suppliers in different aspects such as environmental protection, safety and social responsibility. The Group has strictly required its suppliers to comply with the government regulations regarding environmental protection. Enterprises under special regulation must obtain required pollutant discharge permit, discharge pollutants according to the relevant regulations or local pollutant discharge standards.



三個主要全國性供應商對「應知應遵」相關活動的一些話語：

一位主要供應易拉罐的全國性供應商

「公司的『應知應遵』培訓及測試活動，對雙方共同和諧發展有很大幫助。通過這個活動，我們更明確、更清晰了解公司對廉潔自律方面的具體要求，同時，也讓我們更熟悉公司對於供應商管理的制度及相關流程程序，使得雙方的合作過程更加快速和順利...」

一位主要供應麥芽的全國性供應商

「通過公司的『應知應遵』活動，使我們看到公司在與客戶合作中信守誠信的原則...」

一位主要供應麥芽的全國性供應商

「作為啤酒行業的龍頭，公司起到模範作用，整個啤酒市場的風氣一定會越來越好...」

Words from three major national suppliers on 'knowledge and compliance test' related activities:

A national major cans supplier

"The 'knowledge and compliance' testing and training activities of the Company will greatly help the mutual development. Through the activities, we have more clear understanding of the Company's specific requirements for integrity and self-discipline. At the same time, we also become more familiar with the Company's policies and related process for supplier management, making the process of co-operation between the two parties faster and smoother..."

A national major malt supplier

"The 'knowledge and compliance test' activities showed us the Company's commitment to integrity in its co-operation with customers..."

A national major malt supplier

"As a leading player in the beer industry, the Company has played an exemplary role in guiding the ethos of the whole beer market to become better and better..."

產品與業務

PRODUCTS AND BUSINESS

二零一七年，本集團納入可供選擇的供應商數目約為7,900家，當中超過98%為中國本地供應商。

倡廉善治

除了實行相關行業的法律法規，以及產品質量內部管理系統外，本集團嚴格執行國家的防貪污法律、法規，並落實《反不正當競爭法》中關於商業賄賂、勒索、欺詐有關規定，以及《中華人民共和國反洗錢法》關於洗黑錢的有關規定。

在日常營運中，本集團嚴格執行華潤集團制度流程，如《華潤（集團）有限公司職工違紀違規處理暫行規定》、《華潤經理人十誡》及華潤雪花啤酒《員工違規違紀處理辦法（試行）》等。於《華潤經理人守則》中，本集團不斷強化經理人明紀守紀意識，加大從源頭上預防和治理腐敗的力度，著力把反腐倡廉工作提升到一個新水平。

本集團採購人員需簽署《陽光宣言》，採購招標人員需簽署《廉潔從業準則》，將採購團隊打造為深度專業化、紀律化的隊伍，禁止謀取私利，收受貴重禮物，回扣等。採購人員亦有責任維護本集團資產與名譽，嚴守本集團商業秘密及商業道德，保護本集團信息安全，維護消費者、經銷商、供應商等合作夥伴的權益。另外，投標人和合同履約方亦要簽署「陽光承諾」，增強各方自我約束和廉潔從業的意識。

於報告期間，本集團已遵守有關防止賄賂、勒索、欺詐及洗黑錢方面對本集團具有重大影響的相關法律及法規，並無發現任何重大違規情況。

In 2017, the number of suppliers included in the Group's list was approximately 7,900, of which over 98% were local suppliers in China.

GOVERNANCE OF INTEGRITY

In addition to the laws and regulations governing relevant industries and its internal management system for product quality, the Group also strictly implements anti-corruption laws and regulations promulgated by the country, the provisions on commercial bribery, extortion and fraud in the "Anti-Unfair Competition Law", and relevant provisions on money laundering in the "Anti-money Laundering Law of the People's Republic of China".

In daily operations, the Group strictly implements the CRH's institutional processes, such as "The Interim Provisions on Handling Violations against Regulations of Employees of China Resources (Holdings) Company Limited", "The Ten Commandments for CRH's Managers" and "Measures for Handling Violations against Regulations of Employees (Trial)" of CRSB. In the "Code for CRH's Managers", the Group further strengthens the awareness of the managers to observe laws and regulations, so as to step up its efforts to prevent and control corruption at the source, and strive to take anti-corruption work to a new stage.

The Group's procurement staffs need to sign "Declaration on Transparency" and the procurement staffs responsible for tender need to sign "Professional Code on Probity", which prohibit them from seeking for personal interests, receiving valuable gifts and rebates, in order to establish the highly professional and disciplined procurement team. Procurement staff also have the responsibility to safeguard the assets and reputation of the Group, strictly keep the Group's business secrets and maintain a commitment to business ethics, protect the Group's information security, and safeguard the rights and interests of consumers, distributors, suppliers and other partners. In addition, bidders and contracting parties must also sign the "Sunshine Promise" to increase the awareness of self-discipline and integrity among all parties.

During the Reporting Period, the Group has complied with the relevant laws and regulations on the prevention of bribery, extortion, fraud and money laundering that had a significant impact on the Group, and no major violation was discovered.

員工關愛 CARE FOR STAFF

僱傭政策

人才是企業發展的第一動力，亦是業務成功發展的核心。本集團相信高質素的專業人員能保證公司的產品質素、食品安全及服務口碑，推動企業持續發展。因此，本集團非常著重人才培養，並確保員工得到應有的待遇及法律保障。

薪酬福利

本集團積極招攬及挽留傑出人才，同時亦致力完善的薪酬福利管理制度及崗位價值評估體系，配合員工發展培訓，建立按崗位、能力和業績綜合為一體的薪酬系統。同時，通過集合業務單位經營業績、員工素質、績效結果等關鍵因素，再結合市場薪酬調研資料，制定出合理的薪酬機制。本集團亦致力完善福利管理體系，從法定福利、經營保障類、風險保障類和工作生活類福利、非物質報酬等建立嚴謹、匹配的福利體系。

此外，在員工假期、工作時數、工時制定等安排上，本集團嚴格遵守國家和地方的法律法規。各業務單位均制定了員工假期管理規定，對員工法定假期、年休假、產假、工傷假、婚假、喪假、病事假等明確了假期時間及流程，同時按照國家及地方勞動法規定，根據員工崗位，實施不同的工時管理，支付相應工作時間的勞動報酬。以上政策確保員工努力工作之餘，亦享受到應得的假期及權益，使員工身心保持健康愉悅。

人才招聘及管理

本集團設有完善的人力資源管理體系，並不斷加以改良相關政策，以確保招聘與配置管理的公開、公平及公正。本集團亦十分重視員工績效管理及培訓管理工作，因此制訂了全員績效管理制度，確保流程公開、過程公平、結果公正。

EMPLOYMENT POLICY

Talent is the first driver of the corporation's growth and the cornerstone of the business's success. The Group believes that high quality professionals provide guarantee of the quality of the company's products, food safety and reputation on services, promoting the sustainable development of the company. Therefore, the Group has attached great importance to talent training, and ensured that employees receive due treatment and legal protection.

COMPENSATION AND BENEFITS

While actively recruiting and retaining outstanding talents, the Group has committed to improving the system for managing compensation and benefits and the job evaluation system so as to assist employee development and training. The Group has also established a system of determining the compensation based on the employee's position, ability and job performance. In addition, a reasonable compensation mechanism is formulated with reference to key factors such as the operating results, staff quality and performance results of the operating units, coupled with market salary survey and data. The Group is also committed to improving the benefit management system by building a rigorous and consistent benefit system covering the statutory benefit, business security, risk protection, work-life well-being and non-material compensation.

Moreover, the Group strictly complies with national and local laws and regulations in the arrangements of employee vacation, working hours and working-hour schedules. All operating units have formulated rules on the management of employees' leave, defining the duration and process of employees' statutory holidays, annual leave, maternity leave, work-related injury leave, marriage leave, funeral leave, sick leave and other leaves. Working-hour management and corresponding remuneration are in line with the national and local labor laws and based on the employee's position. The above policies ensure that employees enjoy their deserved holidays and benefits for the sake of their physical and mental health and pleasant working life.

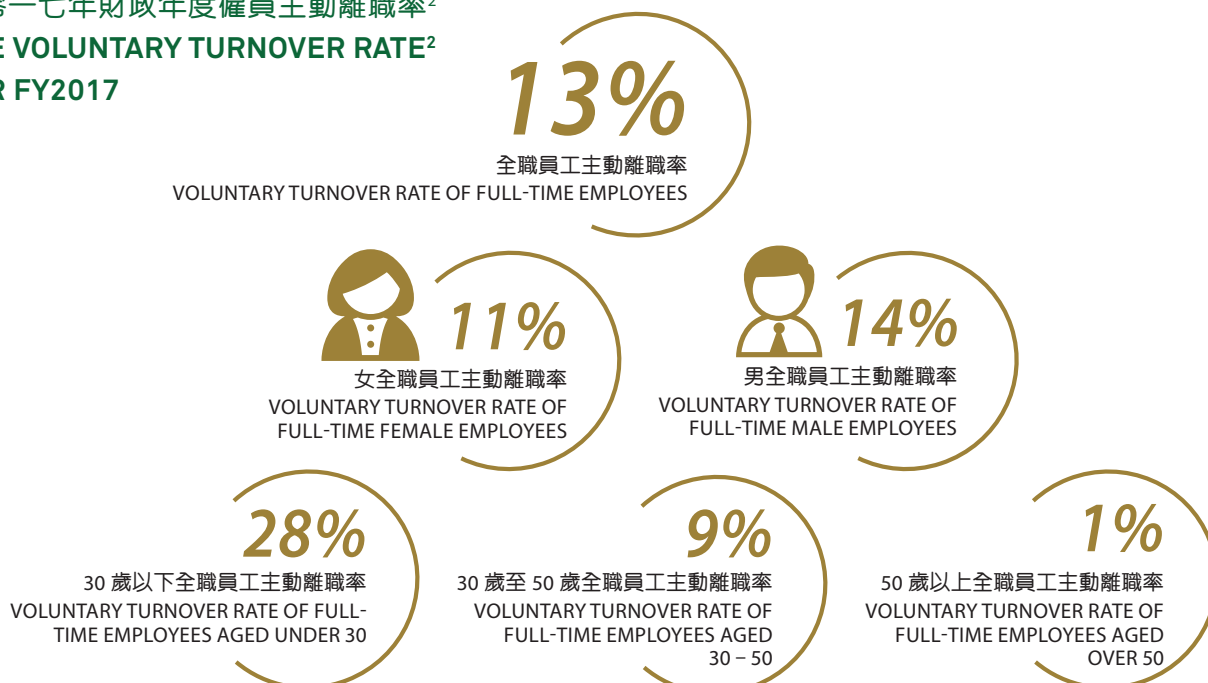
TALENT RECRUITMENT AND MANAGEMENT

The Group has a sound human resources management system and has continuously improved its policies to ensure openness, equality and fairness in talent recruitment and management. The Group also pays heed to the management of employee performance and training. Therefore, a performance management system covering all staff is established to ensure the openness, equality and fairness of the management process and its results.

二零一七年年末僱員人數
THE NUMBER OF EMPLOYEES AT THE END OF 2017



二零一七年財政年度僱員主動離職率²
THE VOLUNTARY TURNOVER RATE²
FOR FY2017



[#] 超過99%在中國內地聘用

Over 99% employed in Chinese Mainland

² 主動離職率：累計員工主動提出離職人數／全職員工12個月平均人數

Voluntary turnover rate: The cumulative number of employees who volunteer to leave/the 12-month average number of full-time employees

除一般員工人力資源政策外，本集團亦建立完善的高層人員管理體系，其中《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、培訓培養等已制定相應的標準，確保經理人均等的發展機會。同時，本集團亦建立了《經理人任期及輪崗管理辦法》及《老幹部管理服務實施辦法》，以保障高層管理人員的權責利益。

招聘錄用制度中，本集團明確遵守國家法規及加入內部反歧視及有關防止童工或強制勞工的規定，例如《禁止使用童工規定》及《未成年人保護法》等。我們具備完善員工聘用審批制度，在招聘過程中要求應聘人員提供有效身份證件用於核對個人資料，並提報審批，以防止招錄、使用未成年人及強制勞工情況發生。

而於報告期間，本集團嚴格遵照相關法律法規及內部制度禁止聘用未成年及強制勞工，並沒有發現違規情況。

員工溝通及工作環境

本集團制訂了員工關愛工作指引，建立了內部溝通制度，搭建順暢的溝通機制，通過企業負責人訪談日活動、員工滿意度調查、總經理信箱等多方式，以實現對員工安全、情感、尊重、自我實現的全方位的關懷。為了跟員工更有效地溝通，本集團開發了完善的企業文化宣傳平台，透過設立內部刊物、公眾號等宣傳平台，為員工建立了多條渠道展示才華、了解企業動態。本集團同時關注員工工作環境的舒適度及愉悅度，從改善工廠作業環境、引進先進設備到廠區綠化、企業宣傳欄、員工活動室等改善員工實際工作環境。

In addition to the human resources policies for general employees, the Group has formulated a comprehensive system for managing senior officers, of which the “Policy for Selecting and Appointing Managers” clearly states that the selection, appointment, competition, performance appraisal and training of managers follow certain established standards to ensure equal opportunities for the development of managers. Moreover, the Group has formed the “Administrative Rules on Tenure and Rotation of Managers” and the “Implementation Rules on Management and Services for Veteran Cadres” to protect the interests of senior management.

The Group's recruitment policy is in line with national regulations and adopted rules against discrimination as well as child or forced labour such as the “Prohibition of Child Labour” and the “Minors Protection Law”. Our comprehensive recruitment and approval system requires candidates to provide valid identification documents to check their personal data and submit for approval, so as to prevent recruitment or use of minors and forced workers.

During the Reporting Period, the Group has strictly complied with the relevant laws, regulations and internal rules to prohibit the employment of minors and forced workers, and no violation thereof is found.

STAFF COMMUNICATION AND WORKING ENVIRONMENT

The Group has formulated working guidelines on care for staff, established an internal communication system and a smooth communication mechanism. Through interview day of enterprise leaders, employee satisfaction survey, general manager mailbox and many other ways, the Group aims to give all-round care to staff in respect of safety, feelings, respect and self-achievement. To facilitate more effective communication with staff, the Group developed a sound corporate culture publicity platform including internal publications and official social media accounts, which provided various channels for employees to display their talents and have an understanding of the latest situation of the Group. The Group is also concerned about the comfort and enjoyment brought by the working environment, and the Group has endeavored to enhance the working environment of staff in breweries, introduce advanced equipment, plant greening, corporate publicity column and staff activity rooms, etc.

員工關愛 CARE FOR STAFF

本集團還建立了以人為本、積極有效的員工表彰活動，各業務單位依託工會組織，成立了困難員工就職基金，以實現互幫互助的企業團隊氛圍。除此之外，考慮員工的身心健康，本集團定期舉辦運動會、興趣班及聯歡活動等，提供工作之外的生活平衡，亦為員工提供健康檢查，令員工身心取得健康發展。

除了在工作環境上滿足員工所需，建立包容及相互關愛的工作環境，本集團的「雪花救助基金」亦對在生活或健康方面遇到困難的員工及家庭伸出援手。該基金於二零零六年六月一日成立，希望員工在遇上困難時能透過內部捐贈的形式獲得緊急支援。於二零一七年財政年度，該基金為約30名員工提供了援助，以解員工燃眉之急；累計已支出人民幣300餘萬元用於救助超過400名於生活、健康面臨困難或處境窘迫的中基層員工。

此外，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；於夏日旺季生產期間，本集團亦開展「送清涼」活動，為一線生產員工送上防暑品；而本集團推廣的「健康走」活動，則有助平衡員工的工作與生活，促進員工身心健康。

守法合規

本集團一直嚴格遵守國家及地方有關僱傭之法律法規和地方政策，如《中華人民共和國勞動法》、《中華人民共和國勞動合同法》、社會保險法、工資支付暫行規定等，從員工角度出發，建立並完善本集團招聘錄用、考勤休假、離職退出等勞動用工管理制度，通過定期開展管理審計工作，推動相關制度的有效執行，有效保障本集團與員工的合法權益。

The Group also carried out people-oriented, active and effective staff commendation activities. Depending on the trade union organizations, each business unit has set up an employment fund for those employees in difficulty, so as to realize the atmosphere of mutual help and assistance. In addition, mindful of the holistic health and wellness of our staff, the Group organizes various regular leisure activities including sports days, interest groups and party gatherings to help employees achieve a balance between work and life. We also provide health checks for our employees in order to promote their physical and mental health.

Apart from fulfilling the needs of staff in working environment and creating an inclusive and caring working environment, the Group's "Snow Relief Fund" also provides financial support to staff and their families who have difficulties with their livelihood or health. The Fund was established on June 1, 2006. The setup of the Fund aims to provide emergency support for those staff in need by way of internal donations. In FY 2017, the Fund provided aids to about 30 staff and incurred more than RMB3 million for living support, health difficulties or distress situation of over 400 basic and middle staffs.

In addition, the Group's senior management continued their interaction with frontline staff and conducted in-depth communications with them to find out about their needs, strengthen team building and deepen the management of staff care. In addition, the Group carried out a "Cool Gift" campaign during the peak production period in the summer, where heat stroke prevention products were distributed to frontline production workers. Meanwhile, the "Running Health" campaign helped promote a work-life balance to improve the physical and mental health of all staff.

COMPLIANCE

The Group has complied with national and local laws and regulations as well as local policies related to employment, such as "Labor Law of the PRC", "Labor Contract Law of the PRC", Social Insurance Law, and Provisional Regulations on Payment of Wages and Salaries, etc. From the perspective of employees, the Group established and improved the labour and employment management system in respect of recruitment and employment, attendance and leaves, resignation and dismissal, carried out management audit on a regular basis and promoted the effective implementation of relevant policies, thus safeguarding the legitimate rights and interests of the Group and its staff in an effective way.

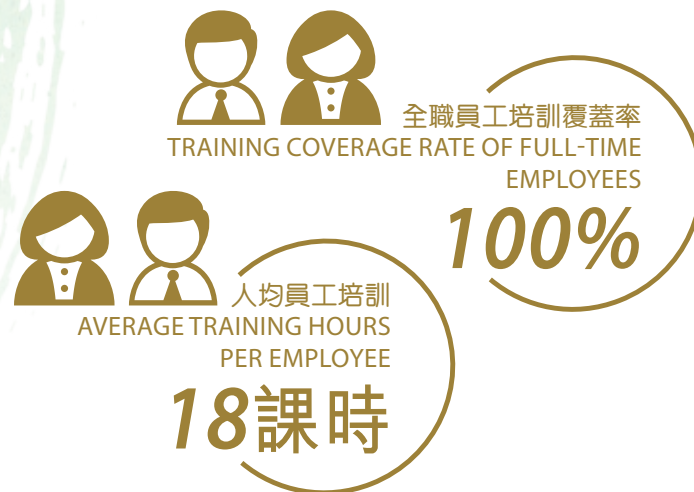
於報告期間，本集團並無發現與招聘及晉升、工作時數、假期、平等機會、多元化、反歧視、及其他與僱傭方面有關之任何重大違規事項。

員工培訓及發展

員工的成長是推動業務發展的基石，我們堅持「人才強企」戰略，不斷優化完善培訓體系，針對性地為員工提供所需技能及能力提升指導，同時不斷拓寬員工職業發展通道，讓員工與本集團攜手共進。

本集團致力促進員工培訓及發展，構建完善的培訓體系，以全面覆蓋，重點突出為原則，透過舉辦多元化的培訓活動，不斷優化培訓制度和課程設計，力求涵蓋多個層面，增加培訓投入，提升本集團的精英人才數目。

二零一七年，本集團的培訓實現了以下績效：



於報告期間內，本集團共開設接近20個培訓項目提供近200個特色培訓課程，以加強管理層及員工的現代管理意識和專業水平。此外，本集團建立了專業講師團隊，目前共有內部培訓講師超過3,000人，外部講師超過40人，分佈在各區域，覆蓋生產，銷售，智能三大類別的培訓。

During the Reporting Period, the Group did not find any significant violations in respect of recruitment and promotion, working hours, holidays, equal opportunities, diversity, anti-discrimination and other aspects related to employment.

STAFF TRAINING AND DEVELOPMENT

The growth of employees is the cornerstone to propel business development. We adhered to the strategy of “building a strong enterprise through talents”, kept optimizing and improving training systems and provided staff with targeted guidance on necessary skills and ability improvement. Meanwhile, we constantly expanded channels for the occupational development of staff to enable them to progress with the Group.

The Group is committed to promoting staff training and development and constructing a comprehensive training system. In the principle of full coverage and highlighting priorities and by organizing a wide range of staff training activities as well as continuously optimizing training systems and course design, the Group strives to cover various aspects and increase training investment as well as the number of the Group’s elite talents.

In 2017, the training of the Group achieved the following results:

During the Reporting Period, the Group opened a total of approximately 20 training projects with about 200 featured training courses provided to enhance the modern management awareness and professional level of the management and staff. In addition, the Group established a professional lecturer team comprising more than 3,000 internal training lecturers and over 40 external lecturers spreading in different regions to provide training covering topics in the three categories of production, sales and intelligence.

員工關愛 CARE FOR STAFF

本集團亦針對不同類型的員工，實施一系列的培訓措施：

The Group also implemented a series of training measures for different kinds of staff:

<p>新入職的應屆畢業生 Newly recruited graduates</p>	<p>為協助迅速適應工作生活，本集團持續舉辦「未來之星」新員工訓練營。The Group continued to organize the “Rising Stars” training program for newly recruited graduates to help them quickly adapt to the working life.</p>
<p>基層員工 Junior staff</p>	<p>為提升工作技能，本集團舉辦了渠道、經銷及銷售管理體系(CDDS)、「師帶徒」等培訓項目。To enhance the work skills of junior staff, various training programs were organized, including the management system on Channel, Distribution, Dealers and Sellers (CDDS), and apprenticeship schemes.</p>
<p>關鍵崗位的專業人員 Professional staff in key positions</p>	<p>本集團舉辦一系列中層培訓項目，強化他們的職業和專業技能及業務支持的能力。為支持戰略轉型，本集團舉辦以銷售財務等職能為主線的培訓項目。The Group organized a series of training programs for the middle management to strengthen their specialization, professional skills and business support capabilities. In addition, training programs focusing on sales, finance and other functions were organized in support of the Group's strategic transformation.</p>

而為提升培訓效率及範圍，本集團除持續優化線上學習系統「i-Learning」線上平台外，於報告期間內更推出線上培訓管理系統及移動學習系統，覆蓋全體業務員工。

To increase the efficiency and scope of training, an online training management system and a mobile learning system were introduced and available to all operational staff during the Reporting Period, in addition to the continuous optimization of “i-Learning”, an online learning system.



健康與安全

本集團一向致力提供理想的工作環境及保障員工的職業安全，遵守國家相關安全生產法律法規，行業安全標準規範，例如《生產經營單位安全培訓規定》、《生產安全事故資訊報告和處置辦法》等。根據不同工種的特點，本集團亦已建立和制定安全生產管理體系及內部職業健康安全制度和指引。

HEALTH AND SAFETY

The Group has always been committed to providing an ideal working environment to employees and protecting their occupational safety. The Group has observed relevant national laws and regulations regarding production safety and industrial safety standards and specification, such as “Provisions on Safety Training for Production and Operation Entities” and “Measures for the Reporting and Handling of Production Safety Accidents”. The Group has established and formulated the production safety management system and internal occupational health and safety systems and guidelines based on the characteristics of different work natures.

安全生產

本集團著重安全生產，緊守安全優先之管理理念。因此，本集團建立「環境、職業健康安全(EHS)管理體系」，於二零一七年財政年度安排各層級簽訂EHS責任書，將安全生產目標指標、責任落實到各崗位及員工，增加安全責任覆蓋範圍。於二零一七年財政年度，本集團已開展各層級安全檢查6,000餘次，合共投入安全專項費用人民幣3,700餘萬元，用於完善、改造、維護安全防護設備及設施，以及評估、整改危險源及安全隱患，確保安全生產。

為有效落實安全管理制度，本集團已編制及修訂安全生產管理制度標準，部分屬下啤酒廠成功取得職業健康安全管理体系認證(OHSAS 18001)。通過在沒有預先通知的情況下突擊檢查、回看視頻監控檢查、組織內部互相檢查等方式，本集團落實各項安全生產工作，預先排除及改善安全隱憂，亦致力開發創新的安全檢查辦法。

於報告期間，總部EHS部門於部分啤酒廠進行液氨、叉車、危險化學品、交通物流及建設項目等安全管理調研及檢查，以提升啤酒廠相關管理水平。

於報告期間，本集團亦並未發現造成員工死亡的大型生產安全事故，且會繼續嚴格實行安全生產責任制度，進一步提升整體安全生產管理和技術裝備水平，改善工作環境。

PRODUCTION SAFETY

The Group stresses production safety and sticks to the management concept on safety first. Therefore, the Group has established the “Environmental, Occupational Health and Safety (EHS) Management System”, and staff at different levels were required to sign a letter of accountability on EHS in FY2017, which required all positions and employees to meet the target indicators of production safety and perform the safety responsibility, with an effort to increase the coverage of safety responsibility. In FY2017, the Group conducted over 6,000 safety checks at all levels, invested over RMB37 million as safety production project expenses to improve, transform and maintain safety equipment and facilities, assessed and rectified the sources of danger and hidden safety hazards, thus ensuring the production safety.

In order to effectively implement the safety management system, the Group has established and amended the standards of Production Safety Management System and certain breweries of the Group have successfully obtained the Certificate of Occupation Health Safety Management System (OHSAS 18001). We have also ensured the implementation of all production safety measurements, eliminated and improved the safety hazards beforehand by various methods such as surprise inspections, review of video surveillance recordings, and internal cross inspection between departments. Besides that, we are committed to developing more innovative safety inspection measures.

During the Reporting Period, the EHS department of the Group's headquarter conducted investigations and inspections for safety management of liquid ammonia, forklift, hazardous chemical substances, transportation logistics, construction projects, etc., to improve the corresponding management standards in the breweries.

During the Reporting Period, the Group has found no major production accidents that caused any fatalities, and the Group will continue to strictly implement the safety production responsibility system to further enhance the overall management, technical standards and hardware for safety production, and hence to improve the working environment.

員工關愛 CARE FOR STAFF

職業健康

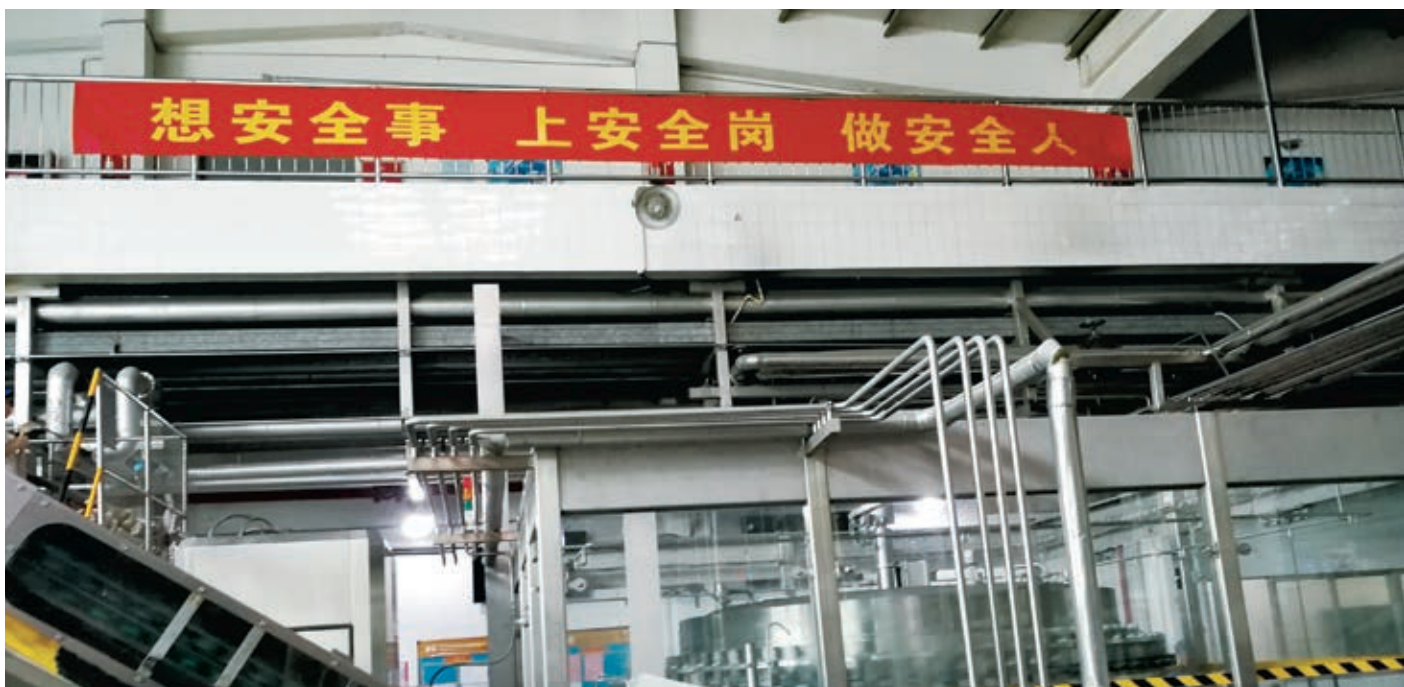
在職業健康工作方面，本集團致力保護員工健康，落實用人單位責任，完善職業危害監測與預防控制體系。本集團申報和定期監測工作環境中的噪音、粉塵等因素外，亦採取各種技術措施為員工創造健康的工作環境。此外，本集團廣泛開展職業健康宣傳教育，旨在增強員工的法律意識和社會責任感，提高自我保護意識。本集團與員工簽訂勞動合同時，積極履行職業病危害告知義務，依法為員工購買工傷保險，並對從事接觸職業病危害工作的員工，於在職前、在職期間和離職時分別進行職業健康檢查。

於報告期間內，本集團已遵守了有關提供安全工作環境及保障僱員避免職業性危害方面對本集團具有重大影響的相關法律及法規，並未發現任何重大違規情況。

OCCUPATIONAL HEALTH

Regarding occupational health, the Group is dedicated to protecting the health of its staff, implemented an accountability system for human resources units and improved the system for the monitoring, prevention and control of occupational hazards. The Group reported and regularly monitored dangerous hazards such as noise and dust in the working environment. Various technical initiatives were taken to create a healthy workplace for staff. Moreover, a wide range of publicity and education programs on occupational health were launched, aimed at enhancing staff's legal awareness and social responsibility as well as raising their consciousness of self-protection. When new staff signed a labour contract, the Group fulfilled all of its duties by informing them of the potential hazards of occupational diseases and buying work-related injury insurance for them in accordance with the law. For those staff engaged in operations that could cause occupational diseases, occupational health examinations were conducted before, during and after their employment.

During the Reporting Period, the Group conformed to the relevant laws and regulations that had a significant impact to the Group relating to provision of a safe working environment and protection of employees from occupational hazards, and no major violations was found.



安全教育

預防是職業安全的不二法門，因此本集團非常著重各項安全教育工作，課程覆蓋不同課題如職業危害識別、評估和控制工作，通過日常訓練、培訓、技術競賽、經驗交流、模擬實戰演習等多種形式，提高員工救助能力。本集團亦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等。同時，本集團注重程序控制，規範從業人員安全的行為，並建立「一人一檔」的職業健康檔案，強化從業人員的安全意識。

於二零一七年財政年度，本集團之安全培訓績效如下：

- 開展員工安全教育培訓超過5,200次，超過170,000人次參加。
- 員工安全合共51萬課時，相關方安全教育培訓13萬課時。
- 組織應急演練超過550次，超過17,000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%。

此外，本集團各級企業負責人、安全管理人員全部取得安全管理資格證書，二零一七年財政年度，約130人考取國家註冊安全工程師，所有特種工作人員均持有相關有效資格證書。

SAFETY EDUCATION

Prevention is the only way to occupational safety, and therefore the Group is serious about safety education. Courses provided cover topics including identification, assessment and control of occupational hazards. The Group enhanced its rescue capability through daily exercises, trainings, technical competitions, experience exchanges and emergency drills with simulated accident scenes. The Group also organized safety activities allowing employees to participate, such as identification of danger sources and hazardous factors and observation activities of safety behavior for all staff. Meanwhile, the Group emphasized the process control, regulated the safety practice of employees, provided occupational health record filing where "individual file is maintained for each employee", and intensified safety awareness of employees.

For the financial year of 2017, safety training of the Group had the following results:

- More than 5,200 training sessions were organized on safety education, attracting more than 170,000 attendees.
- Staff received 510,000 training hours on safety, and 130,000 training hours for related parties are recorded.
- More than 550 emergency drills with over 17,000 participants were conducted.
- 100% coverage was attained regarding safety education, health examinations for the prevention and treatment of occupational diseases, notifications of occupational hazards in the workplace and warning signs have been set up covering all required areas of the workplace.

Moreover, business executives and safety management staff at different levels of the Group have all obtained qualification certificates in safety management. For the financial year of 2017, approximately 130 staff were certified as PRC registered safety engineers, and all staff who engaged in special operations possessed valid qualification certificates.

環境保護

ENVIRONMENTAL PROTECTION



在專注於產品質量、人才及業務發展的同時，本集團亦明白到各營運活動對周邊環境產生的影響。因此，本集團一向致力環保，並持續執行嚴於國家或地方政府污染物排放標準的內控指標。

本集團已於總部、區域公司和地區工廠建立健全的三級環境管理組織和責任體系，每年由總部將節能減排目標下發及分配至區域、工廠，以至車間工段，並簽訂EHS責任書及落實環保管理責任。而每年總部均會對下屬工廠開展現場評估檢查，針對不符合事項要求工廠制定整改計劃，並由總部跟進整改計劃完成情況。

於報告期間內，本集團已遵守了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方面的相關法例及法規，並無發現任何重大違規情況。

本集團對各環境範疇之管治及績效將詳述於下列章節。

節能減排

本集團一直致力於減少營運對環境所產生之影響，實踐環境管理及資源節約的政策，並已制定嚴於國家標準的節能減排內部管理指標，優化節能減排技術。

While focusing on product quality, talents and business development, the Group has also realized the impact of its operation activities on the surrounding environment. Therefore, the Group is committed to protecting the environment and continuously applying internal control indicators that are stricter than the national or local government pollution emission standards.

The Group has improved the three-level environmental management organizations and responsibility system comprising of the headquarter, regional companies and local breweries. The headquarter assigns the annual target of energy saving and emissions reduction to regional companies, local breweries and even workshop sections and requires them to sign a letter of accountability on EHS to implement the environmental protection management responsibility. Every year, the headquarter conducts on-site assessment and inspection on the subordinate factories, formulates rectification plans for the factories that do not meet the requirements, and follows up the fulfillment of the plan.

During the Reporting Period, the Group conformed to the relevant laws and regulations relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste, and other relevant aspects, and had discovered no major violations.

The Group's governance and performance in various environmental aspects are detailed in the following sections.

ENERGY CONSERVATION AND EMISSIONS REDUCTION

The Group always adheres to reducing the impact of its business operation on the environment. It has implemented the policies of environmental management and resources savings, formulated internal management indicators on energy conservation and emissions reduction which are stricter than the national standards, and optimized the relevant technology.

本集團嚴格遵守國家或地方政府污染物排放的標準，如《啤酒工業污染物排放標準》、《鍋爐大氣污染物排放標準》、《大氣污染防治法》、《一般工業固體廢物貯存、處置場污染控制標準》等，並訂下比政府標準更嚴格的內部要求，以穩定達標排放。本集團亦主動削減污染物的排放量，淘汰高污染和高耗能設備設施，調整能源結構，以及提高清潔能源使用比例。

本集團亦按照國家節能減排計劃，《節約能源法》、《清潔生產標準》、《啤酒單位產品能源消耗限額》等，設立公司內部《節能減排管理制度》、《能源消耗統計標準》、《能源計量器具配備和管理標準》，通過不斷完善能源管理制度，持續推進節能專案改造和新技術的應用。



華潤啤酒環保管理責任

- 持續完善組織架構，建立標準化的環境管理體系
- 優化環保管理制度，促進節能減排管理規範化和制度化
- 加強環境和能源使用指標監控，完善環保統計監測機制
- 開展環保、能源管理系統性評估和持續改進，提升節能減排管理績效
- 強化環保全過程管控，實現清潔生產

本集團於二零一七年財政年度之重要環保投入：

投入210項環境保護和節能減排項目，積極推廣應用節能減排新技術、新工藝、新產品，其中包括持續淘汰燃煤鍋爐等高污染和高耗能設備設施，投資金額接近人民幣9,000萬元，當中煤改氣項目約人民幣1,500萬元；污水除臭專案約人民幣600萬元；噪音防治專案約人民幣200萬元。

The Group has strictly adhered to the national or local standards on pollutant emission, such as “Emission Standard of Air Pollutants for Beer Industry”, “Emission Standard of Air Pollutants for Coal-burning, Oil-burning and Gas-fired Boilers”, “Atmospheric Pollution Prevention and Control Law” and “Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Waste”, adopted much stricter internal standards to stabilize the emissions following the standards. The Group also actively reduces pollutant emissions, eliminates the use of heavily polluting and energy intensive equipment, adjusts energy structure and increases the proportion of clean energy.

The Group has conformed to the national energy conservation and emissions reduction schemes, including “Energy Conservation Law”, “Standard for Cleaner Production”, and “Norm of Energy Consumption Per Unit Product of Beer”, and formulated internal policies including “Management System of Energy Conservation and Emission Reduction”, “Statistical Standard of Energy Consumption”, and “Equipping and Management Standard of Energy Measurement Instruments”. By continuous improvement on energy management system, the Group constantly supports the roll out of projects about re-modeling and application of new technologies on energy conservation.

Environmental Protection Management Responsibility of CR Beer

- Continuously optimize organizational structure and establish a standardised documental management system for environmental protection
- Improve management regulations on environmental protection, and keep on promoting standardization and systematization of the management on energy conservation and emissions reduction
- Strengthen the supervision on environmental and energy consumption indicators, and modify the monitoring system of statistics on environmental protection
- Carry out systematic assessment and constant improvement of environmental protection and energy conservation to continuously promote the corresponding management performance
- Reinforce the management and control over the whole process of environmental protection, and achieve clean production

The Group's significant investment on environmental protection for the financial year of 2017 was as follows:

The Group carried out 210 environmental protection, energy conservation and emissions reduction projects, actively promoted the application of new technology, new techniques and new products on energy conservation and emissions reduction, including continuously phasing out coal-burning boilers and other heavily polluting and high-energy-consuming equipment and facilities, and invested approximately RMB90 million, of which, approximately RMB15 million was for coal-to-gas conversion, approximately RMB6 million for sewage deodorization and approximately RMB2 million for noise control.

環境保護

ENVIRONMENTAL PROTECTION

本集團自二零一五年起規劃實施部分生產工廠燃煤鍋爐脫硫除塵及煤改氣專項項目，截至二零一七年，相關專項已累計投入超過人民幣1.3億元，並淘汰30多家生產工廠中超過80台燃煤鍋爐。二零一七年實施淘汰燃煤鍋爐25台，共計338蒸噸，使用外購蒸汽和天然氣的工廠佔比提升至85%。該項目效果明顯，煤炭消費量比二零一六年下降約37%，二氧化硫排放量下降約34%，氮氧化物排放量比二零一六年下降約19%。考慮該項目對環境保護的貢獻和帶來的效益，本集團計劃進一步加強實施部分生產工廠鍋爐煤改氣，本集團初步規劃5家以上工廠正使用的燃煤鍋爐將會在二零一八年或之後被淘汰。

Since 2015, the Group has implemented the transformation plan for the usage of burning natural gas instead of coal in certain breweries as well as desulfurization and dust removal projects. As of 2017, a total of over RMB130 million has been invested to the relevant projects, and more than 80 coal-burning boilers in over 30 breweries were phased out. In 2017, 25 coal-burning boilers were eliminated, totaling 338 tons of steam, and the proportion of breweries using steam or nature gas from external purchase increased to 85%. The project turned out to be very effective as the coal consumption decreased by approximately 37%, and the sulfur dioxide and the nitrogen oxide emissions reduced by approximately 34% and 19%, respectively as compared to that in 2016. Given the contribution to environmental protection and the benefit brought by the project, the Group plans to further strengthen the implementation of replacing coal with natural gas for boilers in certain breweries. It's the preliminary plan of the Group to eliminate the coal-burning boilers currently in use at more than 5 breweries in 2018 or after.



節約能源方面，為減少耗用率，本集團積極鼓勵下屬工廠利用太陽能技術，從而有效控制外購電量。另外，本集團亦於二零一七年推進公務用車改革，減少車輛配置，並加強辦公車輛使用監管，使汽油使用量同比下降約14%。本集團亦發出指示，嚴格控制使用空調、照明等耗能設施，降低辦公能源消耗。

For energy conservation, in order to reduce consumption, the Group actively encouraged its subordinate factories to use solar energy technology to effectively control electricity from external purchase. In addition, the Group also promoted reform on the use of vehicles for business purpose, reduced number of vehicles, and strengthened supervision over the use of vehicles in 2017, which decreased the gasoline consumption by approximately 14%. The Group also issued instructions to strictly control the use of air conditioners, lighting system and other energy-consuming facilities to reduce office energy consumption.

而為了加強環境和能源的消費目標、指標監控，制定突發環境事件應急預案，完善環保統計、監測、預警體系，本集團制定《華潤雪花崗位EHS責任制度》和《華潤雪花EHS事故事件責任追究管理辦法》，落實全員環境保護和節能減排責任，嚴格事故事件責任追究管理。

To reinforce the monitoring of environmental and energy consumption targets and indicators, formulate environmental incident emergency plans and improve environmental statistics, monitoring and alert system, the Group formulated "EHS Responsibility System of CRSB Positions" (《華潤雪花崗位EHS責任制度》) and "Administrative Measures for Attribution of Liability for CRSB EHS Incidents" (《華潤雪花EHS事故事件責任追究管理辦法》), to ensure all staff fulfill their responsibilities of protecting environment and saving energy, and have strict management of accident accountability.

二零一七年排放物種類及相關排放數據³如下： Types of emissions and related emission data³ in 2017 were as follows:

	2017	2016	同比變幅 Year-on-year change
化學需氧量 (COD) (噸) Chemical oxygen demand (COD) (Ton)	1,313	1,468	-11%
二氧化硫 (SO ₂) (噸) Sulfur dioxide (SO ₂) (Ton)	221	333	-34%
氮氧化物 (NO _x) (噸) Nitrogen oxide (NO _x) (Ton)	409	506	-19%

二零一七年溫室氣體總排放量⁴及密度如下： Total greenhouse gas emissions⁴ and density in 2017 were as follows:

	總量 (千噸二氧化碳當量) Total ('000 tons CO ₂ equivalent)			密度 (每千升產量) Density (Output per kiloliter)		
	2017	2016	同比變幅 Year-on-year change	2017	2016	同比變幅 Year-on-year change
範圍一 Scope 1	375	475	-21%	0.032	0.040	-20%
範圍二 Scope 2	739	796	-7%	0.063	0.067	-6%
總排放 Total emissions	1,114	1,271	-12%	0.095	0.107	-11%

³ 排放數據包括於二零一七年財政年度中有進行生產活動之啤酒廠房，包括二零一七年十二月三十一日仍在營運中的廠房及年度內有生產量但二零一七年十二月三十一日已停產的廠房之相關排放。

³ Emission data includes the relevant emissions by beer plants that conducted production activities in the financial year of 2017, including those that were still in operation as at 31 December 2017 and those that recorded output during the year but have ceased production as at 31 December 2017.

⁴ 溫室氣體總排放量包括於二零一七年財政年度中有進行生產活動之啤酒廠房，包括二零一七年十二月三十一日仍在營運中的廠房及年度內有生產量但二零一七年十二月三十一日已停產的廠房之相關排放。碳排放之計算參照中國國家發展和改革委員會出版之《2016 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(徵求意見稿)》及香港交易所發出之《環境關鍵績效指標匯報指引》。範圍一的計算範圍包括煤炭、汽油、柴油及天然氣耗用量。範圍二的計算範圍包括熱力及電力消耗量。

⁴ Total greenhouse gas emissions include the relevant emissions by beer plants that conducted production activities in the financial year of 2017, including those that were still in operation as at 31 December 2017 and those that recorded output during the year but have ceased production as at 31 December 2017. The above carbon emission was calculated with reference to the "2016 Baseline Emission Factors for Regional Power Grids" and the "Greenhouse Gas Calculation Methods and Reporting Guidelines for China's Food, Tobacco and Alcohol, Beverage and Refined Tea Enterprises (Draft for Comment)" 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 oil and natural gas consumption. The calculation of scope 2 includes heat and electricity consumption.

環境保護 ENVIRONMENTAL PROTECTION

二零一七年能源使用種類及耗量⁵如下：

Types and consumption of energy⁵ in 2017 were as follows:

	2017	2016	同比變幅 Year-on-year change
煤炭 (萬噸標準煤) Coal (10,000 tons of standard coal)	7.3	11.5	-37%
電力 (千萬千瓦時) Electricity (10,000,000 Kilowatt hours)	64.0	66.3	-3%
天然氣 (千萬標準立方米) Natural gas (10,000,000 standard cubic meters)	8.2	7.8	+5%
汽油 (千噸) Gasoline (1,000 tons)	1.2	1.4	-14%
柴油 (千噸) Diesel oil (1,000 tons)	3.3	3.8	-13%
熱力消耗 (十億千焦) Heat consumption (1,000,000,000 KJ)	2,747.8	3,092.0	-11%
單位綜合能耗 (每千升產量標準煤) Comprehensive energy consumption per unit (Standard coal per kiloliter)	0.03	0.03	-

⁵ 能耗數據包括於二零一七年財政年度中有進行生產活動之啤酒廠房，包括二零一七年十二月三十一日仍在營運中的廠房及年度內有生產量但二零一七年十二月三十一日已停產的廠房之相關能耗。

⁵ Energy consumption data includes the relevant consumption by beer plants that conducted production activities in the financial year of 2017, including those that were still in operation as at 31 December 2017 and those that recorded output during the year but have ceased production as at 31 December 2017.

通過有效實施節能減排管理，二零一七年的排放物、溫室氣體及能源總耗量大部分都有顯著下降。而為了進一步提升中長期能源效益，本集團持續整合及關閉低效產能的設施及啤酒廠房，亦會積極探討使用其他清潔能源或可再生能源的可能性。

By carrying out efficient energy conservation and emission reduction management, the majority of the emissions, greenhouse gas and total energy consumption in 2017 dropped significantly. Moreover, in order to raise the energy efficiency in medium to long term, the Group continuously consolidated and shut down facilities and beer plants with low efficiency. The Group will also actively explore the possibility of using other clean energy and renewable energy.



用水、污水和水源管理

本集團注重工廠用水及用熱平衡的核算和管理，秉承源頭削減、程序控制、深度處理、梯級利用的節水理念，通過工廠用水系統重新梳理及各項技術改造，完善車間內外水品質分級利用，減少損耗及浪費。二零一七年度，單位耗水量下降約9%。

污水處理方面，本集團一直關注污水排放對環境造成的影響，包括監測污水中的化學需氧量(COD)，二零一七年同比下降約11%，未來並會積極研究線上監測污水中氮和磷含量的可行性。此外，本集團也推廣回收利用污水處理中所產生的沼氣，降低了啤酒廠蒸汽消耗，同時亦有效降低了甲烷等溫室氣體排放，減少對環境造成的影響。截至二零一七年，本集團已有18家工廠（二零一六年：16家）配置了沼氣鍋爐，有效地回收及利用沼氣。

MANAGEMENT OF WATER USE, SEWAGE AND WATER SOURCE

The Group pays attention to the computation and management of balanced water and heat usage in the plants and upholds the commitment in the concept of reducing water usage at source, process control, in-depth treatment and cascade water use method. By reorganizing the water use system and various technological upgrading in breweries, the Group has reduced water use within and outside workshops according to the water quality, thus cutting down depletion and wastage. In 2017, per unit water consumption decreased by approximately 9%.

For sewage treatment, the Group has been focusing on the impact of sewage discharge on the environment, including monitoring of chemical oxygen demand (COD), which recorded a year-on-year decrease of approximately 11% in 2017. In future, the Group will actively study the feasibility of online monitoring of nitrogen and phosphorus content in sewage. In addition, the Group also actively promotes the recycling of biogas generated from sewage treatment, which decreased steam consumption in breweries as well as emissions of methane and other greenhouse gases, thus reducing the impact on the environment. As of 2017, the Group has 18 breweries (2016: 16 breweries) equipped with biogas boilers for the effective recycling of biogas generated from sewage treatment.

環境保護

ENVIRONMENTAL PROTECTION

二零一七年用水量數據⁶如下：

Water consumption data⁶ in 2017 was as follows:

	2017	2016	同比變幅 Year-on-year change
用水量 (立方千米) Water consumption (cubic kilometers)	35,031	38,781	-10%
密度 (立方米／每千升產量) Density (cubic meter/per kiloliter output)	2.97	3.25	-9%

⁶ 用水量包括於二零一七年財政年度中有進行生產活動之啤酒廠房，包括二零一七年十二月三十一日仍在營運中的廠房及年度內有生產量但二零一七年十二月三十一日已停產的廠房之相關用水。

⁶ Water consumption includes the relevant water use by beer plants that conducted production activities in the financial year of 2017, including those that were still in operation as at 31 December 2017 and those that recorded output during the year but have ceased production as at 31 December 2017.

水源管理方面，本集團注重降低工廠選址和建設對周邊生態環境造成的影響，將水源品質作為新建工廠選址的重要評價指標，排除水質指標不能達到要求的選址。本集團制定並發佈《生產工廠設計規範》，以「零污染、低能耗、清潔生產」為設計原則，要求工廠周邊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，並對水源水質進行嚴格的指標控制。

For the management of water source, the Group focuses on minimizing the impacts of site selection and construction of our breweries on surrounding areas. Water quality of the source is an important assessment indicator for site selection of new breweries and we exclude the potential site where the water quality of that area fails to meet our technical requirements. The Group has formulated and issued the “Standards for Design of a Production Plant”, with “no pollution, low energy consumption and clean production” as the principle of design, pursuant to which there shall be no polluting enterprises within 2 kilometers radius from the plant and no heavy metal and radioactive pollutant shall be discharged onto the land. Moreover, we implement strict control on indicators over water quality of the source.

此外，本集團運營期間定期對水源及生產用水的水質指標進行監測。若取樣水質的物理及化學指標不合格，本集團會通過多級水質處理系統：一般包括砂濾、多介質過濾器、離子交換、反滲透等處理，作生產使用。若取樣水質中有關影響食品安全的指標不合格，本集團一概不再使用，並更換水源或停止工廠運作。

In addition, the Group conducts regular monitoring over water quality indicators for water source and water used in production throughout the operations. If the quality of water sample fails to meet the physical and chemical specifications, the water will be treated under multi-phase water treatment system: normally covers sand filtration, multi-media filter, ion exchange and reverse osmosis etc., and can be used for production after the treatment. If the quality of water sample fails to meet the criteria regarding food safety, that particular water source will no longer be used, and water source will be changed or the relevant breweries will suspend the production.

廢棄物及包裝品處理

本集團生產啤酒過程中所產生之主要廢棄物為酒糟與廢酵母，而兩者均會妥善回收後經第三方作後期加工處理，再用於飼料加工，養殖，生物製藥等，回收利用率均達到100%。

報告期間內，本集團於生產過程中所產生的其他無害廢棄物不會於本報告列示，但本集團一直積極推行減少對環境及工廠周遭造成影響的廢棄物處理方法；其他無害廢物主要會交由第三方處理，例如將廢標紙會被回收再用造紙；煤渣粉及煤灰會被製成建材；污泥會被堆肥等多種處理途徑；而廢棄矽藻土會被填埋及用作建築材料等。



■ 案例：深圳工廠蒸汽熱能綜合利用項目

由於啤酒生產過程中糖化生產的部分熱能未有回收及綜合利用，因此雪花啤酒（深圳）有限公司投資人民幣120萬元，於深圳工廠引入新技術，透過增加一套板換和熱能回收水泵，於糖化煮沸時啟動二次蒸汽熱能回收系統，使低溫熱水與熱能水換熱，變成高溫熱水；以及於糖化設備清洗增加板換裝置。

此項目主要成效：

1. 提高蒸汽冷凝水熱能回收率40%，一次蒸汽冷凝水熱能回收率提高接近40%；
2. 消除糖化煮沸二次蒸汽部分直接排放，並充分回收二次蒸汽冷凝水熱能，二次蒸汽總熱能回收率提高至95%；及
3. 糖化集中生產多出的熱水供包裝使用，實現熱水熱能綜合利用。

此外，本項目亦帶來多方面可觀經濟及社會效益：以及減少天然氣消耗，減少二氧化碳和氮氧化物排放，有利於節能減排。

WASTE AND PACKAGING MATERIAL TREATMENT

The main waste generated from the process of beer production were distiller's grains and waste yeast, both of which will be used for feed processing, breeding, biopharmaceutical, etc., after being properly recycled and processed by third parties, with a recycling rate of 100%.

During the Reporting Period, other non-hazardous waste produced in the Group's production process were not included in this Report; however, the Group has been actively promoting a waste treatment method that will reduce the impact on the environment and the surroundings of breweries. Other non-hazardous waste is mainly disposed by third parties. For instance, waste label paper is recycled for paper-making; coal cinder powder and ash are made into building materials; sludge can be composted and disposed in other methods; the waste diatomaceous soil is buried and used as building materials.

Case: Steam and thermal energy comprehensive utilization project in Shenzhen Plant

As some of the heat energy produced by saccharification in beer production has not been recycled and comprehensively used, Snow Breweries (Shenzhen) Co., Ltd. (雪花啤酒（深圳）有限公司) invested RMB1.2 million to introduce new technology into Shenzhen Plant. By adding a set of water pump for plate replacement and heat recovery, the secondary steam heat recovery system is started at the time of saccharification boiling, so that the low-temperature hot water and the thermal water can achieve heat transfer and change into high-temperature hot water. At the same time, the plate replacement device was increased in saccharification equipment cleaning.

Main effects of the project were as follows:

1. Increase the thermal recovery rate of steam condensate by 40%, and that of primary steam condensate by nearly 40%;
2. Eliminate the direct discharge of secondary steam from saccharification boiling and fully recover the heat energy of secondary steam condensate, and increase the total heat recovery rate of secondary steam to 95%; and
3. Excess hot water from saccharification concentrated production is used for packaging to realize comprehensive utilization of hot water and heat energy.

In addition, the project also brought in considerable economic and social benefits, reduced natural gas consumption as well as the emissions of carbon dioxide and nitrogen oxide and was conducive to energy saving and emissions reduction.

環境保護

ENVIRONMENTAL PROTECTION

而二零一七年產生的廢棄物數據及回收量⁷如下：

The waste data and recycled amount⁷ generated in 2017 were as follows:

	產生量 Output	回收量 Recycled amount	回收率 Recycling rate
酒糟 (千噸) Distiller's grains (1,000 tons)	768	768	100.0%
廢酵母 (千噸) Waste yeast (1,000 tons)	675	675	100.0%

⁷ 廢棄物包括於二零一七年財政年度中有進行生產活動之啤酒廠房，包括二零一七年十二月三十一日仍在營運中的廠房及年度內有生產量但二零一七年十二月三十一日已停產的廠房之相關廢棄物。本集團生產過程中並無顯著的有害廢棄物產生。

⁷ Waste includes the relevant waste produced by beer plants that conducted production activities in the financial year of 2017, including those that were still in operation as at 31 December 2017 and those that recorded output but have ceased production as at 31 December 2017. There was no significant hazardous waste generated in the production process of the Group.

此外，辦公室主要廢棄物為紙張，為減少排放和宣導無紙化辦公，本集團除了推廣辦公紙張回收二次利用外，更建立了辦公自動化系統，令各層級各類報告、檔等全部採用電子簽批。

Moreover, as the main waste of the office is paper, in order to reduce emissions and promote paperless office, in addition to promoting office paper recycling for secondary use, the Group also established the office automation system, which enables electronic endorsement of various reports, documents, etc. at all levels.

除生產過程中的廢棄物外，啤酒容器及其他包裝物料均有可能對環境造成影響。故此，我們積極研究使用更多可回收及容易分解物料的可行性，從而為供應鏈終端的消費及飲用者減少產生廢棄物。二零一七年，本集團遵循源頭減廢，選用較薄的易拉罐鋁材，令平均重量減輕，舒緩環境壓力。

In addition to the waste produced in the production process, beer containers and other packaging materials may have an impact on the environment. Therefore, we have been actively studying the feasibility of using more recyclable and easily decomposed materials to reduce waste produced by end-users and consumers in the supply chain. In 2017, by following the principle of reducing waste from the source, the Group used thinner aluminum cans to reduce average weight and relieve environmental pressure.

二零一七年產品包裝物料消耗量數據如下：

The data of product packaging material consumption in 2017 were as follows:

	2017	2016	同比變幅 Year-on-year change
瓶子 (千噸) Bottle (1,000 tons)	1,161	1,088	+7%
易拉罐 (千噸) Can (1,000 tons)	52	57	-9%
紙箱 (千噸) Carton (1,000 tons)	287	266	+8%
塑膜 (千噸) Plastic film (1,000 tons)	11	11	+2%

我們將更積極宣傳物料回收及再利用，使被直接棄置的物料數量減少。

其他環境影響

本集團明白轄下啤酒廠營運所產生的噪音可能對周邊環境及居民亦會造成影響，我們因此實施噪音防治措施改造，通過增設聲屏障、隔聲吸聲設施、改善作業流程、增加管理等多項舉措，降低工廠廠界噪音對周邊環境敏感點（如居民區、學校等）的影響。

二零一七年本集團投資人民幣180萬元用於噪音防治，選用符合國家噪音和振動標準的各類設備產量，各啤酒廠亦定期開展廠界噪音自行監測，有效管控廠界噪音排放。

本集團辦公室內亦已配置綠色植物，淨化空氣，改善辦公環境，利於員工身體健康。

環保推廣

本集團深信，環保推廣工作是環境保護的另一重要議題。於本報告期間內，本集團舉辦「工廠公眾開放日活動」，分別邀請四川省西昌學院和山東省聊城大學的師生參觀華潤雪花啤酒當地生產基地，讓他們了解本集團的啤酒生產、污水處理等流程。

此外，本集團每年亦開展「世界環境日」、「全國節能宣傳周」和「全國低碳日」等多個主題宣傳教育活動，從內部提高全員節能減排和環境保護意識。報告期間內，本集團及下屬各級單位開展環境保護和節能減排培訓，累計參加超過2,800人次，提高了各級人員環保法律意識和操作技能。

二零一七年十一月，華潤雪花啤酒（河南）有限公司及華潤雪花啤酒（四川）有限責任公司分別首次榮獲香港環保促進會頒發「香港綠色企業大獎－優越環保管理獎（大型企業）－企業－優異獎」，積極肯定了本集團在貫徹執行環保政策方面的努力。

We will be more active in promoting materials recycling and reuse, so as to reduce the number of materials that are directly disposed of.

OTHER ENVIRONMENTAL IMPACT

The Group understands that noise produced from the operation of its subordinate breweries may have an impact on the surrounding environment and residents. Therefore, we implemented noise control measures, through measures of installing sound barriers, sound insulation and absorption facilities, improving working process and enhancing management, we reduced the impact of factory area noise on the surrounding environment sensitive sites (such as residential areas, schools).

In 2017, the Group invested RMB1.8 million for noise prevention and control, applied equipment in accordance with the national noise and vibration standards for production, and regularly carried out factory area noise monitoring in breweries to effectively control noise produced.

The Group's office was furnished with green plants to purify the air, improve the office environment which is conducive to the health of staff.

PROMOTION OF ENVIRONMENTAL PROTECTION

The Group believes that promotion is another important topic of environmental protection. During the Reporting Period, the Group organized the "Open Days of Breweries", inviting teachers and students from Xichang University in Sichuan Province and Liaocheng University in Shandong Province to visit CRSB's local production factories, so they could learn more about the Group's procedures for beer production and waste water treatment.

In addition, the Group also conducts a number of nationwide environmental protection campaigns every year, such as "World Environment Day", "National Energy Conservation Week" and "National Low-Carbon Day", to raise the awareness of energy conservation and environmental protection among its staff. During the Reporting Period, the Group and its subordinates carried out training on environmental protection, energy conservation and emissions reduction, attracting a total of more than 2,800 attendees, which enhanced the legal awareness of environmental protection and operational skills of its staff at all levels.

In November 2017, China Resources Snow Breweries (Henan) Co., Ltd. and China Resources Snow Breweries (Sichuan) Co., Ltd. were awarded the "Hong Kong Green Awards – Green Management Award (Large Corporation) – Corporate – Merit" for the first time by the Hong Kong Green Council in positive recognition of the Group's efforts in implementing environmental protection policy.

社會責任

SOCIAL RESPONSIBILITY

本集團回饋社區不遺餘力，積極參與社區服務及公益事務，鼓勵消費者、員工及供應商一起關懷有需要社群，投入社區活動，攜手共建關愛包容的社會。本集團繼續結合業務優勢及龐大的業務網路，一如以往舉辦多個大型項目，涵蓋多個領域，協助滿足社區所需。

公益活動

本集團在自身業務發展的同時，希望攜手公眾回饋社會，與社會和諧並進。我們積極投身公益捐贈，深度整合公益資源與企業自身優勢，鼓勵員工開展志願者活動，搭建戰略化公益平台，通過完善公益捐贈制度，成立公益基金會引導企業公益投入有效開展。

此外，我們還面向公眾舉辦各類公益活動，讓公眾在享受豐富的文化體驗生活的同時，與我們一同為建設和諧社會貢獻力量：

- 二零一七年四月，為加深本集團的員工對香港樹林的認知和了解其生態價值，本集團眾員工於嘉道理農場暨植物園參與植樹活動，在山坡上栽種樹苗。透過植樹活動，提高員工的環保意識，以實現攜手推動自然保育的抱負。

The Group, with its untiring efforts in contributing to the society, actively participates in community services and social welfare activities, encourages consumers, employees and suppliers to work together to care for the people in need and get all parties involved to build a caring and inclusive society. With its business strength and extensive business network, the Group has organized several large-scale charity activities covering different aspects to meet the needs of the community just as in the previous years.

SOCIAL WELFARE ACTIVITIES

While developing its own business, the Group is also committed to social welfare activities so as to contribute to the society and move forward together with the society. We are actively devoted to public welfare activities and charity donations, substantially integrate welfare resources with our corporate strengths, encourage employees to carry out volunteer activities, build strategic public welfare platforms and effectively guide enterprises to get involved in public welfare activities by perfecting public welfare and charity donation system and establishing a public welfare foundation.

In addition, we also organized a variety of activities for public welfare, so that the public can enjoy rich cultural recreational life and join hands with us to build a harmonious society.

- In order to enhance the knowledge of the Group's staff about reforestation and its ecological value, the Group participated in a tree planting activity at Kadoorie Farm and Botanic Garden in Hong Kong in April 2017. Tree seedlings were planted on hillside and by doing so the staff raised awareness of environmental protection and realized the ambition of nature conservation.



- 二零一七年六月，本集團榮獲香港慈善團體樂施會頒發「樂施扶貧企業夥伴獎」，以表揚本公司作為樂施會的企業夥伴，在協助貧窮人士自力更生方面所作出的不懈努力。
- 二零一七年七月二十九日，雲南區域公司與玉溪市文化廣播電視局，玉溪市紅塔區人民政府共同聯合主辦「雪花啤酒狂歡節－打造聶耳音樂之都」大型文藝演出，邀請玉溪市市民參與，通過創意市集、遊戲體驗、啤酒節等多個環節，形成了嘉年華般年輕人大型聚會，同時也展現了玉溪本土特色文化。雲南區域公司在狂歡節中向玉溪市峨山縣小街小學捐贈圖書500套，在幫助學校發展的同時也用實際行動帶動玉溪市市民共同踐行公益。
- 二零一七年八月二十六日，由中國田徑協會，黑龍江省體育局，哈爾濱市人民政府共同主辦二零一七年哈爾濱國際馬拉松成功舉辦，本集團作為唯一指定啤酒品牌合作方，與國內外數萬名參賽選手同襄盛舉，同賞松花江畔美景。雪花啤酒為哈爾濱國際馬拉松設立服務台與補給點，及雪花啦啦隊為參賽者加油助威，讓勇闖精神與數萬名跑者一路相隨。
- In June 2017, the Company was granted the “Oxfam Corporate Donor Award” by Oxfam, a Hong Kong charity organization. The Group was recognized for its work as a corporate donor of Oxfam in helping impoverished people become self-reliant.
- On 29 July 2017, Yunnan regional company, Yuxi Cultural Bureau of Radio and Television and Yuxi Hongta District People’s Government jointly organized the large-scale artistic performance of “CRSB Carnival-Build Nie Er Music Capital” and invited the citizens of Yuxi to participate. Through creative market, game experience, beer festival and other activities, a carnival-like large gathering for young people showing the unique local culture of Yuxi City was made. During the carnival, Yunnan regional company donated 500 sets of books to Xiaojie Primary School in Eshan County, Yuxi City, which not only helped the development of the school, but also served as a practical means to fulfill the Group’s public welfare vision.
- On 26 August 2017, the 2017 Harbin International Marathon jointly sponsored by Chinese Athletic Association, Sports Bureau of Heilongjiang Province and Harbin Municipal People’s Government was held successfully. As the sole designated beer brand partner, the Group joined with tens of thousands of domestic and foreign competitors in the grand event to enjoy the beautiful scenery along the Songhua River. CRSB set up service desks and supply points for Harbin International Marathon, as well as cheerleading teams to cheer for competitors, motivating tens of thousands of runners with the spirit of courage.



關於本報告
ABOUT THIS REPORT

王哲壽
董事長
CHAIRMAN

關於我們
ABOUT US

環境、社會及管治架構
ENVIRONMENTAL, SOCIAL
AND GOVERNANCE
STRUCTURE

產品與業務
PRODUCTS AND BUSINESS

員工關愛
CARE FOR STAFF

環境保護
ENVIRONMENTAL
PROTECTION

社會責任
SOCIAL RESPONSIBILITY

社會責任 SOCIAL RESPONSIBILITY

- 二零一七年十一月，本集團約80位同事及其親屬於香港將軍澳海濱長廊參與慈善步行，以實際行動支持患有先天性心臟病的兒童及其家庭，同創美好社會，並以身體力行的方式，建立以運動為基礎的健康生活習慣。
- In November 2017, around 80 staff of the Group and their relatives participated in a charity walk at Tseung Kwan O Waterfront Promenade in Hong Kong for children with congenital heart disease. The charity walk encouraged children and their families to build a better and a more inclusive society together. The event also helped to promote a healthy lifestyle alongside exercise for the Group's staff and the participants.

社區共建

我們深知業務發展離不開各利益相關方的支持與幫助，本集團與政府、高校及科研院所，及其他夥伴深度合作交流，使我們與各利益相關方之間形成長期有效的資源互補，攜手共贏，為未來發展保駕護航。

COMMUNITY BUILDING

We deeply acknowledge that no business development without the support and help of all the stakeholders, therefore, the Group has in-depth co-operation and communication with the government, universities, research institutes and other partners to form a long term effective resource complementation between us and all stakeholders, go hand in hand for mutual benefits and provide for future development.



案例：四川區域樂山工廠支持釀酒專業學生赴廠區實習

四川區域樂山工廠多年來作為「211工程」的貴州大學實習基地，大力支持未來行業優質人才的培養。二零一七年樂山工廠共接收釀酒專業學生40餘人到工廠進行為期半個月的啤酒生產流程中各項工藝，清酒指標，總氧，生產效率等指標的學習實踐。學生們通過到生產工廠學習，實踐課堂上學習的理論知識，不僅提升了他們的實操經驗和社會閱歷，也讓他們深入了解啤酒行業的發展，為成為未來啤酒行業的骨幹力量鋪平道路。

Case: Leshan Plant in Sichuan supported brewing students to practice in the plant area

As the practice base of Guizhou University under the "211 Project", Leshan Plant in Sichuan has vigorously supported the cultivation of future high-quality talents in the industry for many years. In 2017, Leshan Plant received more than 40 brewing students to have a half-month practice on various techniques, index of clean beer, total oxygen, production efficiency and other indicators throughout the beer production process in the plant. Through their study in the production plant and by applying the theoretical knowledge they have learnt in class into practice, their practical and social experience have been enhanced. They have also gained in-depth understanding of the development of the beer industry, thus paving a way for becoming the backbone of the beer industry in the future.



案例：武漢工廠為湖北轻工職業技術學院學生提供實習機會

二零一七年二月至十一月，湖北轻工職業技術學院38名學生赴武漢工廠實習。學生們深入學習釀造和包裝的各類工藝，同時也對啤酒產業的安全知識和本集團企業文化進行了深入了解。當地公司大力支持學生在實習期間各項需求，委派人力資源部專人對學生進行工作指導，學習，後勤等各方面的管理，還為實習生安排住宿，提供就餐福利，並提供實習補貼。當地公司在學生實習結束後對學生們的實習表現進行了評定，為10名優秀實習生頒發了證書和獎品。

Case: Wuhan Plant provided internship opportunity for students of Hubei Light Industry Technology Institute

From February to November 2017, 38 students from Hubei Light Industry Technology Institute practiced at the Wuhan Plant for internship. The students went through intensive learning of various brewing and packaging technologies, and had an in-depth understanding of the safety knowledge of the beer industry and the corporate culture of the Group. The local company vigorously supported the various needs of students during their internship, by appointing specially-assigned person of the human resources department to provide students with work guidance and management on their life, learning, logistics and other aspects. The local company has also arranged accommodation for the interns, and provided them with meals and internship subsidy. After the internship, the local company assessed their performance and awarded certificates and prizes to 10 outstanding interns.





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