



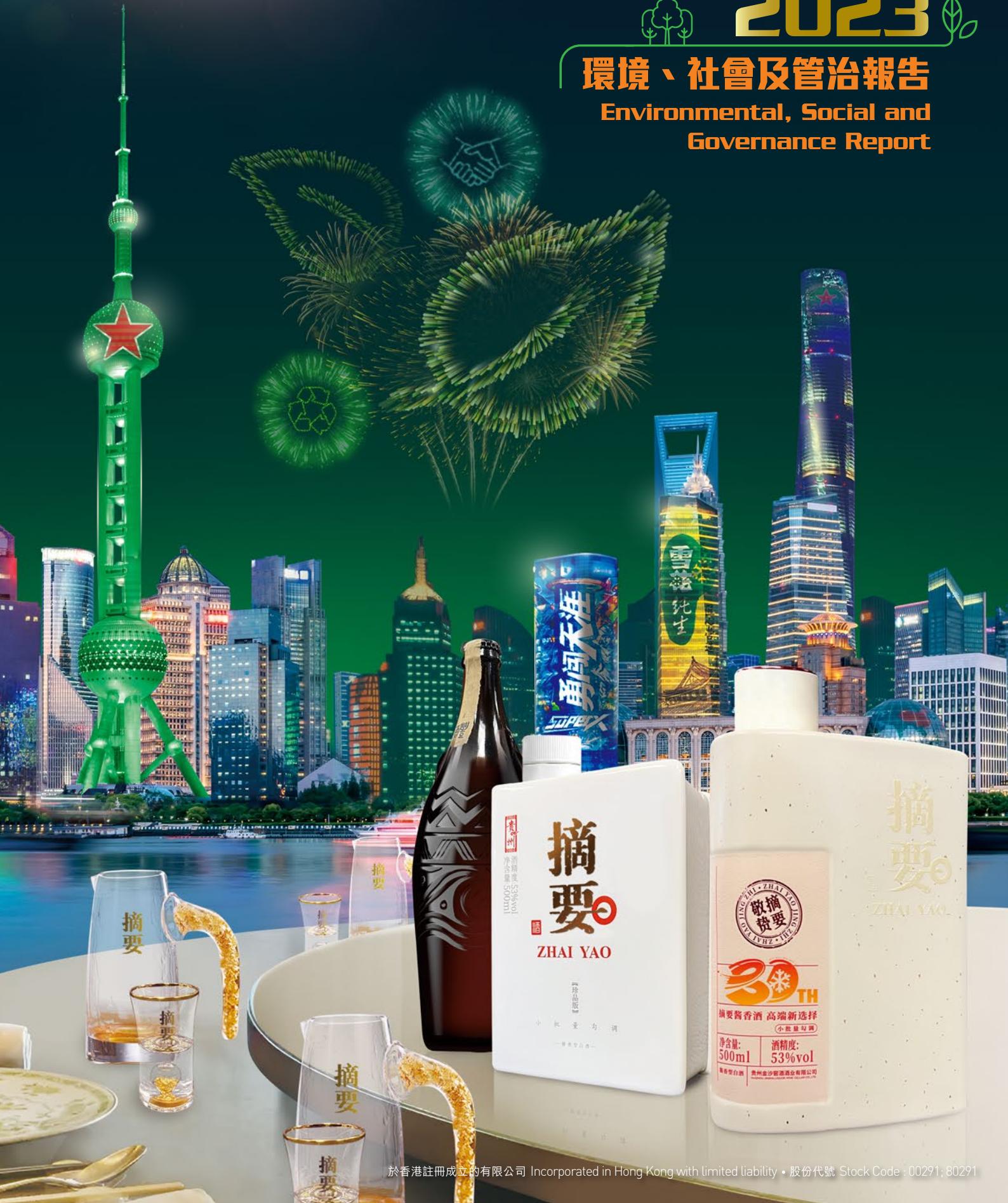
華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

2023

環境、社會及管治報告

Environmental, Social and
Governance Report



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環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

關於本報告

報告概覽

本報告為華潤啤酒(控股)有限公司(「本公司」或「華潤啤酒」，連同其附屬公司，統稱「本集團」，所發佈的年度環境、社會及管治報告(「本報告」)，旨在就本集團由二零二三年一月一日至二零二三年十二月三十一日(「報告期間」、「二零二三年財政年度」或「二零二三年」)的相關信息披露。如欲查閱更多業務相關信息及有關本集團的企業管治常規，請參閱本集團的二零二三年年報。

編製依據

本報告按照了香港聯合交易所有限公司《主板上市公司規則》附錄C2《環境、社會及管治報告指引》(「上市規則」)，並參考全球報告倡議組織(Global Reporting Initiative, GRI)《可持續發展報告指南》(「GRI準則2021」)進行編製。本報告符合上市規則的「重要性」、「量化」、「平衡」，以及「一致性」的匯報原則編製而成：

ABOUT THIS REPORT

OVERVIEW OF THE REPORT

This report is the annual 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") for the disclosure of relevant information of the Group from 1 January 2023 to 31 December 2023 (the "reporting period", "FY2023", or "2023"). For more information relating to the Group's business and its corporate governance practices, please refer to the Group's 2023 Annual Report.

BASIS OF PREPARATION

The Report is prepared in accordance with the "Environmental, Social and Governance Reporting Guide" under Appendix C2 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (the "Listing Rules") and with reference to the Sustainable Development Report Guide of Global Reporting Initiative (GRI) (the "GRI standards 2021"). The Report is prepared in accordance with the reporting principles of "materiality", "quantitative", "balance" and "consistency" of the Listing Rules:

重要性 Materiality

本集團在報告期間開展重要性評估，報告編製小組與關鍵利益相關方共同識別重要性議題，以確定本報告的披露內容及各議題的詳細內容。本集團已聘請獨立第三方顧問團隊協助重新審視重要性議題列表，重要議題的識別過程及更新後的分析結果已呈列於「重要議題識別」之章節中。

The Group has commenced materiality assessment during the reporting period, under which our report preparation team works with key stakeholders to identify material issues so as to confirm the disclosable information and details of each issue. The Group has engaged an independent team of third-party consultants to assist in reviewing the list of material issues. The identification process and updated analysis results have been presented in the section headed "Identification of Material Issues".

平衡 Balance

本集團以準確、客觀及持平的態度描述每項議題，披露本集團在報告期間內的正面及負面信息，確保內容平衡和能夠讓讀者合理地評估本集團的整体績效。

The Group describes each issue in an accurate, objective and fair manner and discloses both positive and negative information of the Group during the reporting period to ensure balance of the content and help readers to reasonably assess the overall performance of the Group.

量化 Quantitative

本集團各部門合作收集並記錄環境及社會關鍵績效數據，希望透過披露定量數據以展現本集團於環境及社會關鍵績效指標中的表現。部份同比變幅與所呈列的數字直接計算的結果未必相等，因所呈列數據經四捨五入，但百分比變幅是以原始數據做計算。在個別情況下，該等百分比變幅數字之總和未必為100%。相關資料範圍、計算標準及方式請參照相關章節。

Each department of the Group coordinates to collect and record the key performance data regarding the environment and the society in hope of presenting the Group's performance in the environmental and social key performance indicators ("KPIs") through quantified data. Part of the year-on-year changes may not be equal to the results of direct calculation of the figures presented, as the figures presented are rounded, but the percentage changes are calculated based on the raw data. In individual cases, the sum of these percentage changes may not be 100%. Please refer to the related sections for the relevant scope, measurement standards and methods.

一致性 Consistency

除非另有說明，本報告中披露的數據均根據本集團所建立的一信息收集流程和工作機制進行統計，因此相關的數據統計方式和編纂報告時所作的假設均保持一致，以確保數據可作逐年比較。

Unless stated otherwise, the data disclosed in the Report has been under statistical analysis based on the Group's standardized information collection process and working mechanism, thereby the relevant data statistical approach remains consistent with the assumptions made during preparation of the Report, to ensure year-to-year comparison of the data.

環境、社會及管治報告 Environmental, Social and Governance Report

報告範圍

除非另有說明，本報告的政策、案例及數據所涉及的範圍主要涵蓋本集團總部和其下屬實際控制的控股公司及附屬公司。本年度 ESG 報告時間跨度為二零二三年一月一日至十二月三十一日。

於二零二三年一月十日（「交割日」），本集團完成對貴州金沙窖酒酒業有限公司（「貴州金沙」）的收購，貴州金沙自交割日起已成為本集團的間接非全資附屬公司，納入旗下華潤酒業白酒業務板塊管理。因此，貴州金沙二零二三年資料已按相關制度收集、審核及納入本年度 ESG 報告匯報範圍，二零二二年同期不屬於本集團附屬公司，資料無法收集及披露。

報告目的

本報告為華潤啤酒（控股）有限公司正式發佈的第八份年度環境、社會及管治（「ESG」）報告。本報告旨在就本公司履行社會責任的承諾與利益相關方進行透徹溝通，並重點披露本集團於二零二三年在可持續發展 ESG 方面表現的相關內容，以回應利益相關方關注的重要議題。

編製流程

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

版本信息

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

意見回饋

如對本報告及其內容有任何疑問或意見，歡迎通過以下聯繫方式與本集團聯繫。

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SCOPE OF THE REPORT

Unless otherwise specified, the policies, cases and data of the Report mainly involve in the Group's headquarters as well as holding companies and subsidiaries ultimately controlled by its subordinates. This year's ESG report covers the period from 1 January to 31 December 2023.

On 10 January 2023 (the "Completion Date"), the Group completed the acquisition of Guizhou Jinsha Jiaojiu Winery Industry Co., Ltd.* (貴州金沙窖酒酒業有限公司, "Guizhou Jinsha"), and Guizhou Jinsha has become an indirect non-wholly owned subsidiary of the Group since the Completion Date and was under the management of CRWH's baijiu business segment. As a result, the information of Guizhou Jinsha in 2023 has been collected, reviewed and included in the reporting scope of this year's ESG report in accordance with the relevant systems, but the information for the same period in 2022 cannot be collected and disclosed since Guizhou Jinsha had not yet joined as a subsidiary of the Group.

PURPOSE OF THE REPORT

This is the eighth annual Environmental, Social and Governance ("ESG") report officially published by China Resources Beer (Holdings) Company Limited. The purpose of our Report is to communicate transparently with stakeholders about the Company's commitment to fulfill its social responsibilities, and focuses on disclosing the relevant content of the Group's performance on sustainable ESG development in 2023 in responses to material issues concerned by stakeholders.

PROCESS OF PREPARATION

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

VERSIONS OF THE REPORT

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

FEEDBACK

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

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* 僅供識別

前言

ESG管理方針及策略

本集團一直以「引領產業發展，釀造美好生活」為使命，致力於為消費者提供超越期望的產品與體驗，為員工打造事業家園，為合作夥伴提升價值，為股東創造長期回報，為環境和社會帶來綠色和諧發展，激發和滿足人們對美好生活的需求。未來，本公司發展將聚焦「產品高端化、品牌多元化和國際化」，努力打造成為消費者信賴、員工自豪、行業領先的國際化綠色釀酒企業。

華潤啤酒積極推進「決勝高端」戰略發展的新台階，堅定落實「做啤酒新世界的領導者」，持續鞏固核心競爭力，推動高端化發展。本集團亦積極探索白酒市場，堅定推進「啤酒+白酒」雙賦能，以及「白酒+白酒」共成長的業務模式。本集團將繼續向「成為世界一流酒類企業」的美好願景加速前行。

飲水思源，本集團深刻認識到本集團的每一次進步、每一點成績的取得，都與本集團對利益相關方的責任感息息相關，也逐步成為本集團業務健康發展的基石。因此，本集團高度重視並積極回應各利益相關方的意見，努力構建一個良性的商業生態系統。

本集團的啤酒業務積極豐富「中國品牌+國際品牌」的產品組合，提供高質量啤酒，倡導理性飲酒、綠色消費和健康生活。本集團也保持優於行業水平的品牌投入，構建各類啤酒消費場景，以富有創意的消費體驗，吸引更多年輕消費者群體，並提升高端啤酒的品牌形象。

FOREWORD

ESG MANAGEMENT APPROACH AND STRATEGIES

The Group has always upheld the mission of "leading industrial development, brewing a better life" and committed to provide consumers with products and experiences which exceed expectation, to help build career and family for our employees, to empower our co-operative partners and to generate long-term returns to our shareholders. We target to bring green and harmonious development to the environment and the society, and to motivate and fulfill people's pursuit of better life. In the future, the Company will focus on "product premiumization, brand diversification and internationalization" and will strive to become an industrial-leading, international and green brewery enterprise which has earned consumers' trust and is the pride of our staff.

CR Beer proactively advances the strategic development of "Winning at Premiumization", firmly implements the vision of "becoming the leader of the new world of the beer industry", continuously consolidates core competitiveness, and promotes product premiumization. The Group also explores the baijiu market and firmly promotes the dual empowerment model of "beer + baijiu" businesses and "baijiu + baijiu" mutual growth. The Group will continue to move forward to the great vision of "becoming a world-class alcoholic beverage enterprise".

As the saying goes, "never forget the source when you drink water", we are deeply aware that every progress and achievement of the Group is closely related to our sense of responsibility to our stakeholders, which has gradually become the cornerstone for the healthy development of our businesses. Therefore, we pay close attention to and actively respond to the expectations of all stakeholders and strive to build a healthy business ecosystem.

The Group's beer business actively diversifies its product portfolio of "domestic brands + international brands", offering high-quality beer, and advocates rational drinking, green consumption and healthy lifestyle. In addition, the Group maintains its investment in brand building that is above the industry level, constructs various beer consumption scenarios, attracts more young consumers by providing creative consumption experiences, to enhance premium beer brand image.

環境、社會及管治報告 Environmental, Social and Governance Report

員工是企業最寶貴的資產。本集團關愛員工的身心健康和職業發展，努力創造條件共建快樂、和諧、溫暖的事業家園。本集團重視安全生產，始終堅持「以人為本、安全發展」的職業健康與安全工作管理理念，以「零傷害、零事故」為方向落實管理細節。

本集團致力推動中國啤酒及白酒產業鏈健康發展，積極為上游供應商和下游渠道夥伴賦能，通過建立星級供應商體系、振興國產大麥種植和扶持金沙紅高粱種植、構建高端大客戶平臺等方式，帶領供應商和渠道夥伴共同成長，共拓行業新世界。

本集團時刻不忘環保責任，建立嚴格的環境管理體系，重視綠色生產和節能減排。本集團將綠色低碳發展納入企業發展戰略，持續推動「綠色工廠」建設，並於二零二三年正式承諾推進「碳中和工廠」建設，預計在二零二四年底完成至少2家「碳中和工廠」建設並取得認證，以積極回應國家碳達峰碳中和政策。

作為負責任的企業公民，本集團心繫社會，熱心公益事業。本集團積極從扶持就業、振興鄉村、熱心公益、促進教育、建設華潤希望小鎮等維度，為社會的和諧發展助力，為社會福祉的改善添磚加瓦。

「釀造美好生活」的責任感和使命感已經融入到了本集團的企業文化之中，融入到工作的每一個細節當中。惟其如此，本集團才能推進成為廣受社會尊重的企業公民，實現可持續發展，向世界一流的酒類企業邁進。

Employees are the most valuable asset of an enterprise. The Group cares about the physical and mental health as well as career development of our employees, and strives to create conditions to build a happy, harmonious and warm working environment. The Group attaches great importance to safe production, always adheres to the occupational health and safety work management concept of "people-oriented, safe development", and pursues the direction of "zero injury, zero accident" to implement management details.

The Group is committed to promoting the healthy development of China's beer and baijiu industrial chain. For this purpose, we have been actively empowering upstream suppliers and downstream channel partners. Through strategic actions such as establishing star-rated supplier system, revitalizing domestic barley cultivation and supporting Jinsha red sorghum cultivation, and building premium key customers platform, we lead suppliers and channel partners to grow together and build a new world of the industries.

We always put environmental responsibility in mind and have established a strict environmental management system with a focus on green production, energy saving and emission reduction. The Group incorporates green and low-carbon development into its corporate development strategy and continues to promote the development of "green factories". In 2023, the Group officially initiated the construction of "Carbon-neutral Plant" and expected to complete the construction for at least two "Carbon-neutral Plants" and obtained the certification by the end of 2024, to respond to the state's carbon emission peak and carbon neutrality policy.

As a responsible corporate citizen, the Group cares about the society and is enthusiastic about public welfare. The Group is committed to making our part of contribution to the harmonious development of society and the improvement of social well-being by supporting employment, revitalizing rural areas, being enthusiastic about public welfare, promoting education and building CR Hope Towns.

The sense of responsibility and mission of "Brewing a Better Life" has been integrated into our corporate culture and into every detail of our work. Only by doing so can we advance the Group to become a corporate citizen widely respected by society, and achieve sustainable development, moving towards to be a world-class alcoholic beverage enterprise.

二零二三年可持續發展概覽

OVERVIEW OF 2023 SUSTAINABLE DEVELOPMENT

管治

Governance

為有效提升可持續發展水平，本集團成立由董事會辦公室、技術研究院、EHS部組成的ESG專項工作組。

To effectively enhance the level of sustainable development, the Group has established an ESG Task Force comprising the Board Office, the Institute of technology, and the EHS Department.

二零二三年六月五日，本集團四位獨立非執行董事連同兩位非執行董事組成ESG管理考察團，親身考察東莞工廠，工廠ESG管理情況獲得考察團高度肯定。

On 5 June 2023, an ESG management delegation comprising four Independent Non-executive Directors and two Non-executive Directors of the Group visited Dongguan Factory, the ESG management of which was highly recognized.

在本年度，超過1,000位內外持份者應邀為ESG範疇的重要性進行排序，篩選出26個與公司ESG管理最相關的ESG議題。

More than 1,000 internal and external stakeholders were invited to rank the materiality of ESG areas for the year, with 26 ESG topics being selected as most relevant to the Company's ESG management.

香港質量保證局已連續第二年對華潤啤酒ESG報告內容進行有限保證。

Hong Kong Quality Assurance Agency has performed a limited assurance engagement on the disclosures stated in the ESG Report of CR Beer for the second consecutive year.

紀委辦組織召開2次全公司範圍的警示教育大會，覆蓋管理層級員工2.5萬餘人次；分層次針對營運、銷售、採購等重點領域召開專題警示教育會議171次，涉及關鍵崗位員工1.8萬人次。

Commission for Discipline Inspection held two company-wide warning education conferences, covering more than 25,000 management-level employees; held 171 special warning education conferences in a hierarchical and targeted manner for key areas such as operation, sales and procurement, and covered 18,000 enrolments in key positions.

華潤啤酒榮獲由香港董事學會頒發的「2023年度傑出董事獎(上市公司董事會類別)」，為過往23年間首家連續兩年獲得該殊榮的上市公司，彰顯了華潤啤酒董事會在實踐和提升企業管治的卓越表現。

CR Beer was awarded the "Directors Of The Year Awards 2023 (Listed Companies Boards)" by The Hong Kong Institute of Directors. The Company is the first listed company to receive the award for two consecutive years in the past 23 years, showcasing the outstanding performance of the Board of the Company in practicing and enhancing corporate governance.

社會

Social

本集團質量和食品安全管理體系通過FSSC22000、ISO、HACCP等國際體系認證95項。

The quality and food safety management system of the Group passed a total of 95 international systems certifications such as FSSC22000, ISO, HACCP, etc.

本集團獲得有「中國質量奧斯卡」之稱的第二十屆全國質量獎，為近20年內首家獲此獎項的啤酒企業。

The Group won the 20th China Quality Award, known as "China's Quality Oscar", and became the first beer company to win this award in the past 20 years.

項目研發費用支出達人民幣214,774,484元，並已建設一支588人的科研工作隊伍，發明專利數量同比增長175%。

The research and development investment has amounted to RMB214,774,484 million with a scientific research team of 588 people, and the number of invention patents recorded a year-on-year increase of 175%.

受益於產品質量的持續提升，啤酒產品不良體驗投訴數量同比大幅減少11%，產品投訴處理客戶滿意度調查得分為87分。

Benefiting from the continuous improvement of product quality, the number of complaints received about defective beer products decreased significantly by 11% year-on-year; the customer satisfaction survey score for defective product complaint handling improved to 87 points.

所有啤酒、白酒產品出廠質量達標，所有啤酒、白酒產品通過國家監督抽查，所有啤酒、白酒產品均符合行業國家標準。

All beer and baijiu products passed both ex-factory quality tests and the spot tests under national supervision. All beer and baijiu products were in compliance with the industrial and national standard.

持續振興中國啤酒大麥產業，同時啟動白酒業務紅高粱種植項目。

Continued to revitalize China's malting barley industry and launched a "Red Sorghum Planting Project" for the baijiu business.

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社會 Social

報告期內，本集團開展社會公益事業的資金總額(含捐贈物資折價)人民幣266.5萬元。

During the reporting period, the Group's total funds for social welfare undertakings (including equivalent amount of donation in-kind) amounted to RMB2.665 million.

本集團積極支持綠色金融，於報告期內參與三菱日聯銀行的綠色存款項目並成功投放人民幣120,000,000元的綠色存款。

The Group actively supports green finance and participated Mitsubishi UFJ Bank's Green Deposit Program by successfully placing a green deposit of RMB120,000,000 during the reporting period.

員工人均培訓時長和培訓投入分別為35.5小時和人民幣890元。

The average training hours and training investment were 35.5 hours and RMB890 per employee, respectively.

以「零傷害、零事故」為管理方向，本集團已訂立零因工亡故的安全生產目標，連續四年因工亡故的人數為零。

The Group takes "Zero Injury, Zero Incident" as its management target and has set up a safe production target of zero work-related fatalities, and the number of work-related fatalities has been zero for four consecutive years.

旗下61家工廠通過國家安全生產標準達標認證工作，27家獲得ISO45001職業健康安全管理體系認證。

61 plants have passed the assessment and review by the National Production Safety Standardization, and 27 plants have obtained ISO45001 occupational health and safety management system certification.

提供安全教育培訓約42.6萬課時，覆蓋員工安全培訓53,215人次，供應商、分包商及承建商等相關方安全培訓23,799人次。

Approximately 426 thousand hours of safety education and training were provided, covering 53,215 employees and 23,799 suppliers, subcontractors, contractors and other related parties.

因為社會責任不合規等原因未通過篩選的供貨商有117家，審查後主動終止合作並納入黑名單管理的供貨商44家。

117 suppliers failed in screening due to reasons such as non-compliance with social responsibilities. Cooperations with 44 suppliers were proactively terminated and blacklisted by the Group after review.

審查547家核心生產物資供貨商，其中118家獲得環境、職業安全相關的國際認證(如ISO45001/18001)，424家獲得廣泛認可的產品安全性/質量標準的認證(例如HACCP, ISO 9001或同等標準)。

547 core suppliers of production materials have been reviewed, of which, 118 suppliers have obtained international certifications in environmental, occupational safety such as ISO45001/18001, and 424 suppliers have obtained widely recognized certifications in product safety or quality standard such as HACCP, ISO9001 or equivalent standards.

數字化覆蓋率提升至56%，採購訂單執行效率提升達90%，財務報帳流程效率提升6.4%，人力工單服務效率提升37%。

Digital coverage rate increased to 56%, the efficiency of procurement order execution has been increased by 90%, the efficiency of the financial reporting process improved by 6.4% and the efficiency of human resources ticketing service improved by 37%.

環境 Environmental

9家工廠獲得「省級綠色工廠」稱號，其中5家工廠更榮獲「國家級綠色工廠」稱號。9 plants were awarded with the title of "Provincial Green Plant", of which 5 plants were also awarded with the title of "National Green Plant".

成立華潤啤酒碳中和研發中心，計劃在二零二四年底前建設至少2家「碳中和工廠」並取得認證。

CR Beer Carbon Neutral R&D Center was established with a plan to complete the construction of at least two "Carbon-neutral Plant" and obtain certification by the end of 2024.

參考TCFD建議，開展氣候情景分析，識別出兩項最重要物理風險：1)水資源短缺；2)極端高溫，幫助整合氣候相關機會和風險因素至集團整體戰略。

A climate scenario analysis was conducted in accordance based on TCFD recommendation and two most significant physical risks were identified, including: 1) water scarcity; 2) extreme heat, which help integrate climate-related opportunities and risk factors into the Group's overall strategy.

環境

Environmental

本集團溫室氣體排放總量(範圍1+2)為806噸二氧化碳當量，同比下降5.2%；不計新收購白酒企業貴州金沙的影響，本集團啤酒業務溫室氣體排放總量(範圍1+2)同比減少約13%。
The total greenhouse gas emission (scope 1+2) was 806 tonnes of CO₂ equivalent, decreasing by 5.2% year-on-year. Regardless of the impact of the newly acquired baijiu enterprise, Guizhou Jinsha, the Group's beer business recorded a year-on-year decrease of approximately 13% in total GHG emissions (Scope 1+2).

啤酒業務單位綜合能耗密度為0.0193噸標準煤／千升產量(或157.4千瓦時／千升產量)，同比下降0.6%。

The consolidated energy consumption intensity per unit of beer business was 0.0193 tonnes of standard coal per kilolitre output (or 157.4 kWh per kilolitre output), decreasing by 0.6% year-on-year.

EHS責任書增設單位產品碳排放量(範圍一+範圍二)、使用清潔能源電量與總用電量之比兩項指標。

Two indicators were added into the EHS Responsibility Statement: carbon emissions (Scope 1 + Scope 2) per unit of output, and the ratio of clean energy to total electricity consumption.

21家工廠採購綠電，部分工廠已實現100%綠電。啤酒業務累計使用綠電佔總用電量的12.38%，長期目標爭取突破15%。

21 plants participated in the purchase of green electricity, and some of which have achieved 100% green electricity usage. The cumulative use of green electricity in the beer business accounted for 12.38% of the total electricity consumption, and the long-term goal thereof is to exceed 15%.

38家工廠配置沼氣鍋爐，轉化約13.2萬噸蒸汽作為工廠生產能源，節省外購蒸汽成本約人民幣3,517萬元。

38 plants have equipped with biogas boilers, converting about 132,000 tonnes of steam for production energy use in plants and saving about RMB35.17 million in cost of purchasing external steam.

4家工廠實施光伏發電儲能項目，總裝機容量22.5兆瓦，年內已累計使用約869萬千瓦時；正在推動首批24家工廠開展光伏項目合作。

4 plants have set up photovoltaic power generation and energy storage which are of a total installed capacity of 22.5 megawatt and the Group has recorded usage of approximately 8.69 million kWh during the year. The Group is promoting photovoltaic project cooperation with the first batch of 24 plants.

綠色物流：在長途貨運中更多應用鐵路、貨船等多式聯運，實現減排量11,940噸二氧化碳當量。

Green logistics: increased the use of multimodal transport such as railways and cargo ships in long-distance freight transportation, achieving emission reduction of 11,940 tonnes of CO₂ equivalent.

綠色辦公：以在線會議代替線下會議104,938次，線下報銷減少15,538單。

Green office: replaced 104,938 meetings from offline to online and reduced number offline reimbursement bills by 15,538.

循環經濟：廢酒糟、廢酵母和廢曲草的回收率均為100%。

Circular economy: 100% recycling rate of spent grains, spent yeasts and spent yeast grass.

綠色包裝：所使用的包裝物資中，瓶蓋、易拉罐和紙箱等均為可回收物資，瓶蓋和紙箱的綠色包裝採購率已達到100%。

Green packaging: Among the packaging materials used by the Group, bottle caps, cans and cartons are recyclable materials, and the green packaging procurement rate of bottles caps and cartons has reached 100%.

新採購玻璃瓶使用量同比下降5.97%，成功回收使用106.9億個玻璃瓶，全年減少玻璃使用約4,488千噸。

New glass bottles procured by the Group decreased by 5.97% year-on-year, while 10.69 billion glass bottles were recycled, with a decrease in use of glass of approximately 4,488,000 tonnes throughout the year.

二氧化硫(SO₂)和氮氧化物(NO_x)排放量較去年分別減少8.6%和10.2%。

Sulphur dioxide (SO₂) and nitrogen oxides (NO_x) emission decreased by 8.6% and 10.2%, respectively, over last year.

5家工廠獲得省級「節水標杆企業」稱號，武漢工廠榮獲國家級「水效領跑者」稱號，為國內製造業最高榮譽。

5 plants were awarded with the title of provincial "Water-saving Benchmarking Enterprise", and Wuhan Plant was awarded with the title of national "Water Efficiency Leading Enterprise", which marks the highest honor in domestic manufacturing sector.

用新水量同比下降1.9%，地下水取水量同比下降27.8%，地下水單位產品消耗較去年下降24.1%。

The amount of new water used and groundwater withdrawal decreased by 1.9% and 27.8% year-on-year, respectively, and the groundwater consumption intensity per unit decreased by 24.1% year-on-year.

16家工廠與城市污水處理廠合作實施「協商限值」排放。

16 plants had implemented "negotiated discharging limit" with municipal sewage treatment facilities.

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相關主要獎項及榮譽**MAJOR AWARDS AND HONORS**

獎項及認可 Award and Recognition	獲授機構 Awarded Organization	頒發機構 Issuing Authority	性質 Nature
環境社會及企業管治大獎2023 Environmental Social and Governance Awards 2023	華潤啤酒(控股)有限公司 China Resources Beer (Holdings) Company Limited	《資本雜誌》 CAPITAL	市場表現 Market performance
2023福布斯中國ESG創新企業評選 2023 Forbes China ESG Innovative Enterprise Selection	華潤啤酒(控股)有限公司 China Resources Beer (Holdings) Company Limited	《福布斯中國》 Forbes China	市場表現 Market performance
第二十屆全國質量獎 The 20th China Quality Award	華潤雪花啤酒(中國)投資有限公司 China Resources Snow Breweries (China) Investment Co., Ltd.	中國質量協會 China Association for Quality	產品質量和食品安全 Food quality and food safety
星級現場 Star-level Workplace	華潤雪花啤酒(廣東)有限公司 China Resources Snow Breweries (Guangdong) Co., Ltd.	中國質量協會 China Association for Quality	產品質量和食品安全 Food quality and food safety
西藏質量獎 Tibet Quality Award	華潤雪花啤酒(西藏)有限公司 China Resources Snow Breweries (Tibet) Co., Ltd.	自治區市場監督管理局 Market Supervision Department of the Autonomous Region	產品質量和食品安全 Food quality and food safety
酒體設計獎(53%vol摘要(珍品)) Wine Body Design Award (53% vol Zhaiyao (Treasure))	貴州金沙窖酒酒業有限公司 Guizhou Jinsha Jiaojiu Winery Industry Co., Ltd.	中國酒業協會 China Alcoholic Drinks Association	產品質量和食品安全 Food quality and food safety
中國特色風味食品標誌性產品(53%vol摘要(珍品)) Iconic Products of Flavor Food with Chinese Characteristics (53% vol Zhaiyao (Treasure))	貴州金沙窖酒酒業有限公司 Guizhou Jinsha Jiaojiu Winery Industry Co., Ltd.	中國食品工業協會 China National Food Industry Association	產品質量和食品安全 Food quality and food safety
2022/23「商界展關懷」計劃—獲頒「商界展關懷」標誌 Caring Company Scheme 2022/23 – Certificate for the "Caring Company" Logo	華潤啤酒(控股)有限公司 China Resources Beer (Holdings) Company Limited	香港社會服務聯會 The Hong Kong Council of Social Service	社會責任 Social responsibilities
國企數字場景創新專業賽獎項 State-owned Enterprise Digital Scene Innovation Professional Competition Award	華潤雪花啤酒(中國)投資有限公司 China Resources Snow Breweries (China) Investment Co., Ltd.	國務院國有資產監督管理委員會 State-owned Assets Supervision and Administration Commission of the State Council	技術創新 Technological innovation
國家級「綠色工廠」 National "Green Plant"	武漢、鄭州、黔南、新都、黑龍江工廠 Plants in Wuhan, Zhengzhou, Qiannan, Xindu and Heilongjiang	中國工業和信息化部 Ministry of Industry and Information Technology of the People's Republic of China	綠色環保 Green and environmental protection

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獎項及認可 Award and Recognition	獲授機構 Awarded Organization	頒發機構 Issuing Authority	性質 Nature
省級「綠色工廠」 Provincial "Green Plant"	河北、內江、黔東南、寶山 工廠 Plants in Hebei, Neijiang, Qiandongnan and Baoshan	省工業和信息化廳 Provincial Department of Industry and Information Technology	綠色環保 Green and environmental protection
國家級「水效領跑者」稱號 National "Water Efficiency Leading Enterprise"	武漢工廠 Plant in Wuhan	中國發改委、工信部、水利部、市場監管總局 China Development and Reform Commission, Ministry of Industry and Information Technology, Ministry of Water Resources, General Administration of Market Regulation	綠色環保 Green and environmental protection
省級「節水標杆企業」 Provincial "Water-saving Benchmarking Enterprise"	杭州、六安、新都、濱州、 黔東南工廠 Plants in Hangzhou, Lu'an, Xindu, Binzhou and Qiandongnan	省水利廳、省發改委、省交通運輸廳、省機關事務管理局等 Provincial Department of Water Resources, Provincial Development and Reform Commission, Provincial Department of Transportation, Provincial Government Offices Administration, etc.	綠色環保 Green and environmental protection
CSTD中國企業人才發展燈塔企業典範獎 CSTD China Enterprise Talent Development Lighthouse Enterprise · Model Award	華潤啤酒(控股)有限公司 China Resources Beer (Holdings) Company Limited	CSTD中國企業人才發展 燈塔峰會 CSTD China Enterprise Talent Development Lighthouse Summit	人才培養 Talent training
CSTD第七屆企業學習設計大賽全國燈塔 項目獎 CSTD the 7th Enterprise Learning and Design Competition National Lighthouse Project Award	華潤雪花「旋風計劃」全國 銷售培養項目 China Resources Snow "Cyclone Plan" National Sales Foster Project	CSTD中國企業人才發展 燈塔峰會 CSTD China Enterprise Talent Development Lighthouse Summit	人才培養 Talent training
2023中國企業標杆學習平台最佳價值創 造實踐 2023 China Enterprise Benchmarking Learning Platform Best Value Creation Practice	華潤啤酒學習與創新中心 China Resources Beer Learning and Innovation Center	中教國際教育交流中心、 上海交通大學等 China Center for International Educational Exchange, Shanghai Jiaotong University, etc.	人才培養 Talent training
國家健康企業建設優秀案例 Excellent Case of National Healthy Enterprise Development	松山湖工廠 Plant in Songshanhu	國家衛生健康委辦公廳 General Office of the National Health Commission	職業健康 Occupational Health
省級「健康企業」 Provincial "Healthy Enterprise"	秦皇島工廠 Plant in Qinghuangdao	省衛生健康委員會 Provincial Health Commission	職業健康 Occupational Health

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環境、社會及管治體系

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

ESG管理架構和董事會聲明

為達到利益相關方對企業ESG管理的期望，本集團持續完善ESG管理，加強董事會在ESG方面的領導角色和問責性。董事會對本集團的ESG策略及本報告的匯報結果承擔整體責任。董事會透過恒常每半年度與高級管理層的會議，或於有需要時舉行不定期會議，實現以下ESG管理事項：

- 董事會負責監督和批準批准本集團的可持續發展戰略，包括本集團制訂的EHS管理「十四五」規劃、「碳達峰行動方案」、水資源管理目標等，以確保本集團向著可持續發展的方向邁進。
- 董事會監督本集團每年評估潛在ESG議題對本集團的影響和相關風險。
- 董事會監督及審閱本集團與利益相關方溝通及ESG重要議題識別與評估結果。
- 董事會監察及檢討本集團ESG目標達成進度，及環境方面的管理方針和策略。
- 董事會督導本集團各工作層級(決策層、監督層及執行層)按工作計劃落實各項行動。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

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

ESG MANAGEMENT STRUCTURE AND THE BOARD STATEMENT

To meet stakeholders' expectations regarding corporate ESG management, the Group continues to improve ESG management by strengthening board leadership and accountability on the ESG matters. The Board assumes overall responsibility for the Group's ESG strategy and the results presented in this report. The board of directors hold semi-annual meetings with the senior management regularly or special meetings when necessary, to achieve the following ESG management matters:

- The Board is responsible for supervising and approving the sustainable development strategy of the Group, including the "14th Five-Year Plan" for EHS management, the "Carbon Peak Action Plan", water resource management objectives, etc., to ensure that the Group is moving towards sustainable development.
- The Board supervises the Group's annual assessment of the impact of potential ESG issues on the Business and related risks.
- The Board oversees and reviews the Group's communication with stakeholders and the identification and assessment results of ESG material issues.
- The Board monitors and reviews the progress of the Group's ESG targets and environmental management policies and strategies.
- The Board supervises the Group and its various work levels (decision-making level, supervision level and execution level) to implement various actions according to the work plan.

此外，審核委員會亦透過每半年度的會議，與高級管理層及內部審計職能審視與ESG相關的業務風險。審核委員會透過本集團「三道防線」的風險管治架構，監督業務的ESG風險管理及相關行動的實施情況，並適時提出指導建議。

二零二三年六月五日，本集團四位獨立非執行董事連同兩位非執行董事組成ESG管理考察團，親身考察東莞工廠，在工廠ESG管理一線員工及管理層陪同下，先後參觀污水排放口、糖化車間、釀造集中控制室等生產和環保重點管理區域，工廠ESG管理情況獲得考察團高度肯定。

本集團視環境、健康及安全（「EHS」）為業務的中心之一，本集團的EHS部門明確落實管理權責，專項方案強化管理成效，建立了完善EHS管理要素體系。本集團按客觀環境和自身情況制定一個全面的環境及社會風險識別、管控及處理機制，並以制度設置、日常監控、數據收集、信息披露等多項工作推動企業可持續發展，履行對各利益相關方的承諾。

為有效提升華潤啤酒可持續發展與ESG管理水平，本集團成立由董事會辦公室、技術研究院、環境健康和安全部組成的ESG專項工作組，並於二零二三年十月十日上午組織召開了二零二三年華潤啤酒ESG專項工作組首次會議。ESG專項工作組主要負責參與制定符合公司策略的ESG中長期目標並明確實施路徑、實施步驟和資源投入；承接多部門ESG共同工作的項目、培訓及ESG和碳管理相關的研究學習；明確ESG管理計劃；參與上市公司ESG信息披露、報告編製及ESG年度管理工作會議等。

In addition, at the committee level, the Audit Committee hold semi-annual meetings, in which ESG-related business risks would be reviewed with senior management and the internal audit function. Through the Group's "three lines of defense" risk management structure, the Audit Committee supervises the ESG risk management of the business as well as the implementation of related actions with timely guidance and suggestions provided.

On 5 June 2023, an ESG management delegation comprising four Independent Non-executive Directors and two Non-executive Directors of the Group visited our factory in Dongguan. Accompanied by the frontline staff and management for ESG management of the factory, the delegation visited production and key management areas for environmental protection such as sewage outlets, saccharification workshop and brewing centralized control room. The ESG management of the factory was highly recognized by the delegation.

The Group regards environment, health and safety ("EHS") as one of the cores of its business. The EHS Department of the Group clarifies management responsibilities, strengthen the management effectiveness on specific projects, as well as establishes comprehensive EHS management component system. The Group has also established an all-round mechanism on identification of environmental and social risk, management and control and response based on the objective environment and our own situation, and promoted the corporate sustainable development through a number of activities such as system settings, daily monitoring, data collection and information disclosure to carried out its undertakings to various stakeholders.

To effectively enhance the level of sustainable development and ESG management of CR Beer, the Group has established an ESG Task Force comprising the Board Office, the CRB Institute of Technology and the Environmental Health and Safety Department, and organized the first meeting of the ESG Task Force of China Resources Beer for 2023 in the morning of 10 October 2023. The ESG Task Force is mainly responsible for participating in the formulation of medium- and long-term ESG goals in line with the Company's strategy and specifying the implementation approaches, implementation steps and resource investment; undertaking ESG projects involved multi-departmental efforts, training and research and learning related to ESG and carbon management; specifying the ESG management plans; and participating in ESG information disclosure, report compilation and the annual management meeting of ESG for listed companies.

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以下為本集團ESG管理的職能設置和具體職責：

Set out below is the functional settings, specific duties and responsibilities of the Group's ESG management:

工作層級 Work level	職能設置 Functions	具體職責 Specific duties and responsibilities
最高責任層 The highest accountable level	董事會 The board	<ul style="list-style-type: none"> • 監督本公司就有關環境和社會影響的評估 To monitor the Company's assessment on the environmental and social impacts • 了解ESG事宜對本公司業務模式的潛在影響和相關風險 To understand the potential impacts and relevant risk of ESG issue on the Company's business model • 加強重要性評估和匯報過程，以確保政策已確切及持續地執行和實施 To strengthen materiality assessment and reporting process to ensure accurate and persistent execution and implementation of the policies • 根據與ESG相關的目標和指標來檢討進度 To review progress based on ESG-related targets and indicators • 檢討及監察環境方面的管理方針和策略 To review and monitor environmental management policies and strategies
決策層 Decision-making level	高級管理層 The senior management	<ul style="list-style-type: none"> • 討論ESG重大事務、制訂管理方針和未來發展 To discuss major ESG issues, formulate management approach and future development • 探討識別相關風險 To identify relevant risks • 確保內部監控系統有效運作 To ensure effective operation of internal control system • 制定策略和目標及其優次 To formulate and prioritise strategies and targets • 檢討工作效果 To review working results • 對整體工作機制效果進行評估 To assess effectiveness of overall working mechanism • 由上而下地推動有助促進企業的ESG整合，分配各職能部門、分公司相關職責 To facilitate top-down ESG integration and to assign relevant duties and responsibilities to various functional departments and branches

工作層級 Work level	職能設置 Functions	具體職責 Specific duties and responsibilities
監督層 Supervision level	各職能部門、 分公司負責人 Responsible persons from various functional departments and branches	<ul style="list-style-type: none">執行決議並向決策層匯報工作情況 To implement resolutions and report working situation to the decision-making level根據整體ESG策略和方向研究具體工作 To conduct researches on actual tasks according to the overall ESG strategy and direction指定相關工作小組執行工作 To assign relevant working groups to implement the tasks向決策層提出下一年相關工作的改善建議 To suggest work improvement for the coming year to the decision making level
執行層 Execution level	各職能部門及 地方公司的工作小組 Working groups of various functional departments and regional 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定期收集、整理和上報相關信息 To collect, organize and report relevant information on a regular basis及時反饋實際工作情況，對實際工作的開展進行建議 To make timely feedback of practical working situation and make recommendations on the implementation of tasks承擔內部信息傳播責任 To be responsible for dissemination of internal information

水資源管理

公司總裁和副總裁負責監督所有與水資源管理相關的總部部門，包括技術研究院、採購管理中心、營運中心、生產中心、EHS部門、風險管理及內控部門等。

經過組織架構的逐步調整，本集團水資源管理戰略與績效已明確由總部生產中心直接負責及統籌，並定期向公司總裁匯報成果。

WATER RESOURCES MANAGEMENT

The President and Vice-President of the Company is responsible for supervising all departments in the headquarters related to water resources management, including CRB Institute of Technology, Procurement Management Center, Operation Center, Production Center, EHS Department, Risk Management and Internal Control Department, etc.

Upon the gradual adjustment of organizational structure, it is clarified that the Group's water resources management strategy and performance have been directly responsible and coordinated by the Production Center in Headquarters, and the results are regularly reported to the President of the Company.

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目標制定和檢討機制

基於中國政府力爭達成「2030年碳達峰、2060年碳中和」的政策背景，以及香港聯合交易所有限公司《主板上市公司規則》附錄C2《環境、社會及管治報告指引》的最新要求，本集團已於二零二一年正式將綠色低碳發展納入企業發展戰略。本集團亦參考國際領先同業的慣例，結合本集團業務實際，制定本集團EHS管理「十四五」規劃。以二零二零年為基準年，為未來五年的ESG管理設定12項具體目標，並已呈報董事會審批通過。

本集團的EHS部門、人力資源部門、營運中心、生產中心等部門及中心負責於有關ESG目標的執行，定期召開總結會議，向總裁匯報進度。相關ESG工作的成果及重大ESG議題也定期向董事會匯報，以檢討目標及實現有效董事會監督。

根據《華潤集團EHS責任管理辦法》《華潤集團EHS年度考核與評價辦法》，本集團各級企業的主要負責人是EHS的第一責任人，對落實本公司的EHS主體責任全面負責。考核與評價範圍包括安全生產、環境保護、職業健康、碳排放管理、食品質量安全等方面。

本集團相關ESG績效已與管理團隊薪酬掛鉤，通過建立EHS考核獎懲機制，制定考核獎懲辦法，分解落實EHS指標目標，定期對業務單元EHS工作和目標任務完成情況等進行考核與評價，考核結果納入業績合同。本集團對在EHS方面取得卓越績效和為EHS管理水平提升做出重要貢獻的組織和個人進行表彰獎勵；出現EHS瀆職失職行為的，依據EHS考核標準和相關制度採取懲罰措施，以防止類似事情再次發生。

TARGETS SETTING AND REVIEW MECHANISM

Considering the policy background of the Chinese government striving to achieve "2030 Carbon Emission Peak, 2060 Carbon Neutrality" targets, and the latest requirements of the ESG Reporting Guide in Appendix C2 of the Main Board Listing Rules of the Stock Exchange of Hong Kong Limited, the Group had formally incorporated green and low-carbon development into its development strategies since 2021. By reference to the practices adopted by the international leading enterprises in the industry and its actual business conditions, the Group had formulated its EHS management "14th Five-Year" Plan. Taking 2020 as the base year, 12 specific targets for ESG management in the next five years has been formulated, which have been reviewed and approved by the Board.

Departments such as the EHS Department, the Human Resources Department, Operation Center, Production Center of the Group are responsible for the execution of the relevant ESG targets, convening of regular meetings and reporting of progress to the President. The relevant ESG results and material ESG issues have been reported regularly to the Board for target review and effective supervision of the Board.

According to the "CRH EHS Responsibility Management Measures" and "CRH EHS Annual Assessment and Evaluation Measures", the main person in charge of enterprises at all levels of the Group is the primarily responsible person for EHS issues and is fully responsible for the implementation of the Company's EHS main responsibility. The scope of assessment and evaluation includes production safety, environmental protection, occupational health, carbon emission management, food quality and safety, etc.

The relevant ESG performance of the Group has been linked to the compensation of the management team. By establishing an EHS incentive mechanisms, formulating assessment methods with rewards and punishments specified, the Group is able to achieve and decompose EHS indicators for better implementation. The Group regularly assesses and evaluates the EHS work of business units as well as the completion of target tasks, the assessment results of which are included in the performance contract. The Group commends and rewards organizations and individuals that have achieved outstanding EHS performance or that have made important contributions to the improvement of EHS management standards. However, those who commit with dereliction of EHS duty shall accept punishment in accordance with EHS assessment standards and relevant systems to prevent the reoccurrence of similar incident.



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本集團EHS管理「十四五」規劃目標如下：

Targets set in the Group's EHS management "14th Five-Year" Plan are as below:

單位 Unit	二零二五年 目標 (不含貴州金沙) 2025 Targets (excluding Guizhou Jinsha)	二零二三年 (不含貴州金沙)	二零二三年 (含貴州金沙)	二零二零年 基準	二零二零年變化 (不含貴州金沙)	二零二三年對比 Changes in 2023 vs. 2020 (excluding Guizhou Jinsha)	二零二三年對比 Changes in 2023 vs. 2020 (含貴州金沙)	
		2023 (excluding Guizhou Jinsha)	2023 (including Guizhou Jinsha)	2020 Baseline	(excluding Guizhou Jinsha)	Guizhou Jinsha)	Guizhou Jinsha)	
環境(8項) Environmental (8 items)								
單位綜合能耗密度 ¹ Consolidated energy consumption intensity per unit ¹	噸標準煤／千升產量 Tonnes of standard coal/kilolitre output	0.019	0.019	0.021	0.021	-8%	0%	
單位產品水耗 ³ Water consumption intensity per unit ³	立方米／千升產量 Cubic metres/kilolitre output	2.68	2.77	2.80	2.69	+3%	+4%	
溫室氣體排放總量 ² Total greenhouse gas emissions ²	千噸二氧化碳當量 1,000 tonnes CO ₂ equivalent	825	740	806	914	-19%	-12%	
溫室氣體排放密度 ² Greenhouse gas emissions intensity ²	噸二氧化碳當量／千升產量 Tonnes of CO ₂ equivalent/kilolitre output	0.075	0.068	0.074	0.084	-18%	-11%	
二氧化硫(SO ₂) Sulphur dioxide (SO ₂)	噸 Tonnes	20	8	8	23	-65%	-64%	
氮氧化物(NO _x) Nitrogen oxides (NO _x)	噸 Tonnes	100	60	60	117	-49%	-49%	
乾酒糟回收率 Recycling rate of dried spent grains	%	100%	100%	100%	100%	-	-	
乾廢酵母回收率 Recycling rate of dried spent yeast	%	100%	100%	100%	100%	-	-	
社會(4項) Social (4 items)								
員工人均培訓時長 Average training hours per employee	小時 Hours	36.1	39.5	35.5	29.3	+35%	+21%	
員工培訓總時長 Total training hours of employees	千小時 Thousand hours	866	938	966	779	+20%	+24%	
員工人均培訓投入 Average training cost per employee	人民幣元 RMB	426	1,020	890	341	+199%	+161%	
因工亡故的人數 Number of work-related fatalities	人 People	0	0	0	0	-	-	

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1. 單位綜合能耗密度以噸標準煤／千升產量的單位表達，計算參照中華人民共和國國家標準《綜合能耗計算通則》。
2. 溫室氣體排放之計算按照華潤啤酒內部的《華潤啤酒碳排放數據統計核算指引》。為更精確地計算，該辦法已於二零二三年更新，並參照了中國生態環境部辦公廳發佈之《關於做好2023–2025年發電行業企業溫室氣體排放報告管理有關工作的通知》《中國食品、煙草及酒、飲料和精製茶企業溫室氣體核算方法與報告指南(試行)》及香港聯合交易所有限公司發出之《環境關鍵績效指標匯報指引》。

本集團自願主動披露更多碳排放相關數據，自二零二一年起將啤酒生產過程中外購二氧化碳作為原料在使用過程中的損耗產生的排放和啤酒廢水厭氧處理過程中產生的甲烷排放納入溫室氣體排放的統計範圍。

3. 由於本公司高端化快速發展，高端產品需求和工藝技術發生變化，本集團對二零二五年啤酒業務單位產品水耗目標作出調整，二零二五年目標調整為每千升產量2.68立方米，低於二零二零年基準年的每千升產量2.69立方米。

利益相關方溝通

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

1. The consolidated energy consumption intensity per unit is presented with the unit of tonnes of standard coal/kilolitre output, which is calculated with reference to the "General principles for calculation of the comprehensive energy consumption" of National Standards of the People's Republic of China ("PRC").
2. The greenhouse gas ("GHG") emission was calculated according to the internal "CR Beer Carbon Emissions Data Accounting and Calculation Guidelines" of CR Beer. To enhance accuracy, the calculation method has been updated in 2023 with reference to the "Notice on the Management of Greenhouse Gas Emission Reporting of Enterprises in the Power Generation Industry from 2023 to 2025" issued by the General Office of the Ministry of Ecology and Environment of the People's Republic of China, the "Guidelines for Accounting and Reporting Greenhouse Gas Emissions from China Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial)", and the "Reporting Guidance on Environmental KPIs" issued by the Hong Kong Exchanges and Clearing Limited.

From 2021 onwards, the Group voluntarily discloses more information in relation to carbon emission that the emissions from the loss of purchased carbon dioxide ("CO₂") as raw material during the beer production process as well as the methane emission generated during the anaerobic treatment process of brewery wastewater have been included into the original statistical scope of greenhouse gas emissions.

3. Due to the Company's rapid premiumization development, changing consumer demand and adjusting process technology of premium product, the Group has moderated its 2025 target on water consumption intensity per unit of its beer business to 2.68 cubic metres/kilolitre output, which is lower than the baseline of 2.69 cubic metres/kilolitre output in 2020.

COMMUNICATION WITH STAKEHOLDERS

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

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

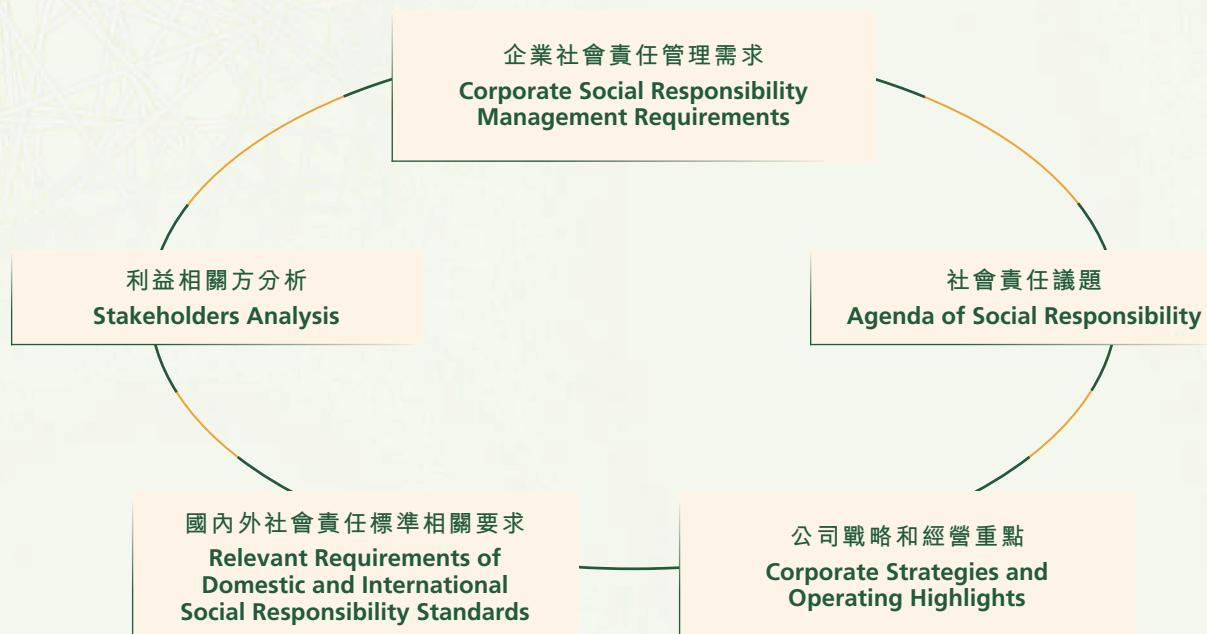
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重要議題識別

本集團遵循以上的方式與利益相關方持續溝通，了解及識別到各利益相關方群體所關注的ESG議題。按照上市規則的披露要求及以關鍵績效指標作為依據，結合自身戰略和經營重點，並參考行業最佳實踐及國內外社會責任標準，本集團從「議題對華潤啤酒的財務狀況及企業價值的重要性」與「議題對華潤啤酒的環境及社會影響的重要性」兩個維度對所有ESG議題進行了分析與排序，識別了於重大性議題矩陣所顯示的重要性議題，並按其結果制定披露框架及報告內容。

IDENTIFICATION OF MATERIAL ISSUES

With the continuous communication with stakeholders through the aforementioned means, the Group understands and identifies the ESG issues concerned by each stakeholder group. In compliance with the disclosure requirements of the Listing Rules and based on key performance indicators, taking into account its own strategy and operating focus, with reference to the best practices in the industry and domestic and international social responsibility standards, the Group analyzed and prioritized all ESG issues based on the two dimensions of "Materiality to CR Beer's Financial Position and Enterprise Value" and "Materiality to CR Beer's Environmental and Social Impact", and identified the material issues as shown in the matrix of material issues, with which the Group formulated the framework of disclosure and information to be disclosed.



本集團已於本年度聘請獨立第三方顧問團隊，透過問卷方式與持份者溝通，從而審視、分析及呈現重要性議題列表，超過1,000位內外持份者應邀為ESG範疇的重要性進行排序。在重要性分析過程中，我們參考了可持續發展會計準則委員會(SASB)制定的酒精飲料行業的可持續發展會計準則，同業啤酒及白酒公司的ESG披露，經與本公司管理層及ESG相關部門溝通後，篩選出26個與本公司業務最為相關的ESG議題，以更準確的方式呈現議題分類。本報告以下各章節將詳細說明有關各個重大性議題的政策、措施及績效，回應利益相關方對本集團的期望，並進一步調整未來的可持續發展策略、內部風險評估與監控。

During the year, the Group engaged an independent third-party consultant team to review, analyze and present a list of material topics through communication with stakeholders via questionnaires. More than 1,000 internal and external stakeholders participated to rank the materiality of ESG topics. During the materiality analysis, after referring to the Sustainability Accounting Standard for the Alcoholic Beverages industry prepared by Sustainability Accounting Standards Board (SASB), the ESG disclosure by beer and baijiu peers, the communication with the Group's management and ESG related department, 26 ESG topics were selected as the most relevant to the Group's ESG management, presenting a more accurate classification. In the following chapters of the Report, we will elaborate on the policies, measures and performance in relation to each material topic in detail, in order to respond to the expectations of stakeholders towards us, and to further adjust future sustainable development strategies, internal risk assessment and monitoring.



所有利益相關者重大性議題矩陣及列表

Materiality Matrix and Table of All Stakeholders



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第一章 產品及營運慣例

本集團作為食品行業的一員，深明優質的產品和服務是企業成功的根本，嚴格控制食品安全與質量，旨在為廣大市場客戶帶來最優質的啤酒、白酒產品。本集團積極創新，保護知識產權，領導行業滿足不斷變化的市場需求。本集團亦鼓勵消費者理性飲酒，與行業協會一同推廣健康文明的生活方式。

(一) 產品健康及食品安全

一直以來，食品安全和質量管理都是本集團的運營管理核心。本集團嚴格遵守中華人民共和國對產品質量、食品安全、食品標籤規範、消費者權益保護等方面的法律法規及監管要求，如《中華人民共和國產品質量法》《中華人民共和國食品安全法》《中華人民共和國消費者權益保護法》《食品標識管理規定》《食品相關產品質量安全監督管理暫行辦法》《進出口食品安全管理辦法》《產品防偽監督管理辦法》《食品安全國家標準預包裝食品標籤通則》等。

二零二三年，本集團組織開展「食品安全風險分級管控項目」，以「從農田到餐桌全鏈條管控」的思維，開展關鍵節點的風險評估。為此，本集團制訂並下發華潤啤酒《食品安全管理規定》《食品安全事故事件應急預案》《食品召回管理辦法》《食品安全風險管控指引》，白酒業務制定並下發《華潤酒業食品安全管理辦法》《華潤酒業食品召回管理辦法》《華潤酒業食品安全事故事件應急預案》《華潤酒業食品安全自查管理辦法》，進一步完善了責任體系和制度建設，確保食品安全和質量合規管理。

CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

As a member of the food industry, the Group deeply understands that quality products and services are fundamental to an enterprise's success. The Group strictly controls the safety and quality of food to provide beer and baijiu products of the best quality in the market to customers. The Group makes innovation actively, protects intellectual property rights, and leads the industry to meet evolving market needs. The Group also encourages consumers to drink rationally to promote a healthy and civilized lifestyle together with the industry associations.

(I) PRODUCT HEALTH AND FOOD SAFETY

Over a long time, food safety and quality management are at the core of our operation management. The Group observes strict compliance with the laws, regulations and regulatory requirements of the People's Republic of China on product quality, food safety, food labelling standards, consumer rights protection, etc., such as the "Product Quality Law of the People's Republic of China", the "Food Safety Law of the People's Republic of China", the "Consumer Protection Law of the People's Republic of China", the "Provisions on the Administration of Food Labeling", the "Interim Measures for the Supervision and Administration of Quality and Safety of Food-related Products", the "Import and Export Food Safety Management Measures", the "Measures for the Supervision and Administration of Product Anti-counterfeiting", the "National Food Safety Standards General Principles for the Labeling of Prepackaged Food", etc.

In 2023, the Group organized and launched the "Food Safety Risk Grading and Control Project" to carry out risk assessment at key nodes under the concept of "full-chain control from field to dining table". To this end, the Group formulated and issued the internal "Food Safety Management Regulations", "Emergency Response Plan for Food Safety Incidents", "Food Recall Management Measures" and "Food Safety Risk Control Guidelines" for CR Beer, as well as the "CRWH Regulations on the Management of Food Safety", "CRWH Regulations on the Management of Food Recall", "CRWH Emergency Response Plan for Food Safety Incidents" and the "CRWH Measures on the Management of Self-inspection on Food Safety" for the baijiu business, further enhancing its responsibility system and system construction to ensure food safety and quality compliance management.

二零二三年，本集團成立華潤啤酒食品安全風險評價工作組，組織華潤雪花各受評單位開展食品安全風險管控自評工作，並抽查瀋陽工廠、遼寧營銷中心、河北工廠、天津營銷中心、成都工廠、四川營銷中心、南京工廠、江蘇營銷中心、鄭州工廠、河南營銷中心、武漢工廠、湖北營銷中心等單位，開展食品安全風險管控評價。

體系認證及標準建設

為實現一個工廠式管理，達到卓越製造，集團旗下兩大業務線—啤酒和白酒，分別建立各自特色的質量和食品安全管理體系。華潤雪花啤酒(中國)有限公司(「華潤雪花」)建立了具有雪花特色的質量和食品安全管理體系(簡稱：SnowMS·QFS體系)，並在SnowMS·QFS體系24要素的基礎上，結合雪花質量管理要求，建立統一的體系成熟度評價模型，通過內審、預審幫扶、監督認證審核等方式，夯實質量和食品安全管理體系。二零二三年該體系通過FSSC22000、ISO、HACCP等國際體系認證共95項。華潤酒業控股有限公司(「華潤酒業」)旗下貴州金沙亦在質量管理方面取得顯著進展，已成功通過質量管理體系認證(ISO9000)、環境管理體系認證(ISO14001)、危害分析與關鍵控制點體系認證(HACCP)、職業健康安全管理體系認證(ISO145001)、能源管理體系(ISO15001)、測量管理體系認證(GB/T19022-2003/ISO10012)，均為中質協質量保證中心完成認證。

二零二三年，我們持續對集團「啤+白雙賦能模式」進行優化。為進一步提升集團白酒業務的管理水平，我們遵循白酒的國家標準和行業規範，出台了針對白酒業務的內部政策與管理制度，如《華潤酒業食品召回管理辦法》《華潤酒業食品安全管理辦法》《華潤酒業食品安全事故事件應急預案》。我們通過結合自身啤酒業務的運營經驗和管理體系，進一步優化提升經營白酒業務的能力，以實現白酒業務專業化及管理專業化的治理格局。

In 2023, the Group established the CR Beer Food Safety Risk Assessment Working Group, organizing all assessed units of CRSB to carry out self-assessment of food safety risk management and control, and conducted random checks on the units of Shenyang Plant, Liaoning Marketing Center, Hebei Plant, Tianjin Marketing Center, Chengdu Plant, Sichuan Marketing Center, Nanjing Plant, Jiangsu Marketing Center, Zhengzhou Plant, Henan Marketing Center, Wuhan Plant, and Hubei Marketing Center. In addition, the Group launched the evaluation of food safety risk control.

System Accreditation and Standard Setting

To realize one-stop management and achieve manufacturing excellence, the two major business lines of the Group — beer and baijiu — have respectively built their own unique quality and food safety management systems. China Resources Snow Breweries (China) Co., Ltd. ("CRSB") has created a CRSB-featured quality and food safety management system (short as Snow MS·QFS System). On the basis of 24 elements of Snow MS·QFS System, the Group established a unified system maturity evaluation model that combined with the quality management requirements of CRSB, consolidating the quality and food safety management system through internal audit, pre-examination assistance, supervision and certification audit, etc. In 2023, Snow MS·QFS System has passed 95 international system certifications such as FSSC22000, ISO, and HACCP. Guizhou Jinsha, a subsidiary of China Resources Wine Holdings Co., Ltd. ("CRWH"), has also made significant progress in quality management, and has successfully passed the certifications of Quality Management System (ISO9000), Environmental Management System (ISO14001), Hazard Analysis and Critical Control Point (HACCP), Occupational Health and Safety Management System (ISO145001), Energy Management System (ISO15001), and Measurement Management System (GB/T19022-2003/ISO10012), which are all certified by the CQA Quality Assurance Center.

In 2023, we continued to optimize the Group's "dual empowerment model for beer and baijiu businesses". In order to further enhance the management of the Group's baijiu business, we followed the national standards and industry regulations for baijiu and issued internal policies and management systems for the baijiu business, such as the "CRWH Regulations on the Management of Food Recall", the "CRWH Regulations on the Management of Food Safety", and the "CRWH Emergency Response Plan for Food Safety Incidents". By combining the operating experience and management system from the beer business, we have further optimized and enhanced our ability to operate the baijiu business, aiming to achieve a governance pattern characterized by professionalism and management specialization in the baijiu business.

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此外，本集團建立有完善的質量和食品安全法規庫，及時更新並定期解讀相關法規文件，與國家標準、行業標準廣泛對標。結合二次組織轉型業務要求，本集團不斷完善對白酒和啤酒的技術質量標準建設，從法規、技術、邏輯、時間四個維度進行標準復審。二零二三年啤酒業務共修訂105份標準，制定136份標準；白酒業務新增35份質量標準，修訂12份食品安全管理制度，同時對相關崗位人員進行培訓考核、抽查等方式保障標準有效落實實施。

為確保各級管理人員及員工均對食品安全體系及標準有充分的認識，二零二三年，本集團組織各下屬單位全體食品安全管理人員參加食品安全專項培訓，宣貫學習《食品經營許可和備案管理辦法》《企業落實食品安全主體責任監督管理規定》《食品生產經營監督檢查管理辦法》等法律法規。本集團完成國家市場總局《企業落實食品安全主體責任監督管理規定》(國家市場監督管理總局令第60號)和《食品經營許可和備案管理辦法》(國家市場監督管理總局令第79號)的宣貫培訓工作。下發關於落實《企業落實食品安全主體責任監督管理規定》的補充通知，進一步規範食品安全總監、食品安全員的任命和食品安全「日管控、周排查、月調度」記錄的格式和存檔要求。下發《關於發布典型食品安全違法事件暨開展警示活動的通知》，培訓全員學習食品安全警示案例。二零二三年，本集團自行組織食品安全管理人員能力考試，華潤啤酒共有224人考試通過，獲頒食品安全管理能力證書。

Moreover, the Group has established a comprehensive database of quality and food safety regulations which is updated timely. Regular interpretation of relevant regulatory documents is also conducted to benchmark against national standards and industry standards intensively. The Group has been improving the construction of technical quality standards for baijiu and beer in combination with its business requirements of secondary organizational transformation, and reviewing the standards from the four dimensions of regulation, technology, logic, and time. In 2023, 105 standards were revised and 136 standards were formulated for the beer business, while 35 new quality standards were added and 12 food safety management systems were revised for the baijiu business. At the same time, the Group also conducted training, assessment, and spot checks on relevant personnel to ensure the effective implementation of the standards.

To ensure that managers and employees at all levels have a full understanding of food safety systems and standards, in 2023, the Group organized all food safety management staff of its subsidiaries to participate in special food safety training, and to learn the "Interpretation of the Administrative Measures for Food Business Licensing and Filing", "Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety by Enterprises", "Measures for the Administration of Supervision and Inspection of Food Production and Operation", and other laws and regulations. The Group completed the training of the State Administration of Market Supervision on the "Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety by Enterprises" (Decree No. 60 of the State Administration of Market Supervision) and the "Interpretation of the Administrative Measures for Food Business Licensing and Filing" (Decree No. 79 of the State Administration of Market Supervision), issued a supplementary notice on the implementation of the "Provisions on the Supervision and Administration of the Implementation of Main Responsibility for Food Safety by Enterprises" to further standardize the appointment of food safety directors and food safety officers, as well as the format and filing requirements of the "daily control, weekly investigation and monthly adjustment" records of food safety. The Group issued the "Notice on the Publication of Typical Food Safety Violations and Launching of Alert Activities", providing training for all employees on learning from food safety warning cases. In 2023, the Group organized the examination on the capabilities of food safety management personnel by itself. 224 employees from CR Beer passed the examination and were awarded the food safety management capability certificate.

生產物資原料保障

為應對進口啤酒大麥供應鏈風險、保障啤酒原料安全、振興中國啤酒大麥產業，本集團跨部門開展「國產啤麥質量提升及種植生產質量保障體系研究」項目。通過與政府部門、產業協會、科研機構、高校院所、上下游企業的深入溝通，對國產啤麥育種、種植、生產現場的實地調研分析，本集團得以從供應鏈戰略合作、新品種研發測試、國麥應用及推廣等方面開展相關探索和實踐，並獲中國酒業協會評選為「中國酒業ESG 2022年度社會公益優秀案例」。本集團計劃於二零二五年前推動建立國產大麥標準化種植生產試點基地，設定對國產啤麥新品種的全方位綜合測評標準，並建立一套國產啤麥種植生產全流程的高標準質量管控技術體系。

為加強白酒原料供給保障，二零二三年底，本集團正式啟動紅高粱種植項目。通過與金沙縣政府戰略合作並建立獨家紅高粱種植基地、本地化採購原材料、設立二維碼監測等方法，本集團可實現對醬酒原料的種植源頭100%溯源，全程控制白酒產品的食品安全風險。此外，本集團從選種到田間管理都設立相關要求，並且對農藥使用提出限製，追求天然、有機、健康的原料，從源頭提高旗下白酒產品質量。

生產物資質量管理

在源頭階段，為保證採購物資符合質量標準，本集團啤酒業務設立「三道閘」，總部、片區和工廠共同進行管控。總部評估供應商風險，有風險時停止供貨，確保準入標準的掌握；供應商發貨之前，片區進行現場潛質檢驗，不合格品不予發貨；工廠在物料進場時進行檢驗把關。白酒業務亦在物料進場時進行檢驗把關。

Production Material and Raw Material Security

In order to cope with the risks in the supply chain of imported beer barley, ensure the safety of beer raw materials, and revitalize China's beer barley industry, the Group has launched an inter-departmental project entitled "Research on Quality Improvement of Domestic Beer Barley and Quality Assurance System for Planting and Production". Through in-depth communication with government departments, industry associations, scientific research institutes, universities and colleges, upstream and downstream enterprises, as well as on-site investigation and analysis of the breeding, planting, and production sites of domestic beer barley, the Group was able to carry out relevant exploration and practice in terms of supply chain strategic cooperation, new variety research and development testing, and application and promotion of national barley, and was awarded the "China Alcoholic Drinks ESG 2022 Excellent Social Welfare Case" by the China Alcoholic Drinks Association. The Group plans to promote the establishment of a pilot base for the standardized cultivation and production of domestic barley by 2025, set up comprehensive testing and evaluation standards for new domestic beer barley varieties, and establish a set of high-standard quality control technology system for the entire process of domestic beer barley cultivation and production.

In order to strengthen the supply of baijiu raw materials, the Group officially launched a "Red Sorghum Planting Project" in the end of 2023. By establishing strategic cooperation with the Jinsha County Government, we shall build an exclusive planting base, procure raw materials locally, and set up QR code monitoring, to achieve 100% traceability of the source of raw materials for sauce-flavored baijiu and manage full-process food safety risks of baijiu product. In addition, the Group has set relevant requirements from seed selection to field management, and has imposed restrictions on the use of pesticides in pursuit of natural, organic, and healthy raw materials to improve the quality of its baijiu products at source.

Quality Management of Incoming Raw Materials

At the sourcing stage, in order to ensure that the purchased materials meet the quality standards, the Group's beer business has set up a "three-gate" system, whereby the headquarters, regions, and factories jointly conduct management and control. The headquarters assesses the risk of suppliers and stops supplying goods when there is a risk to ensure that the standards are met; before the suppliers deliver the goods, the regions carry out on-site potential inspections to ensure that unqualified products will not be delivered; and the factories carry out inspections at the time of the materials entering the factory. The materials are also checked when entering the factory in the baijiu business.

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此外，本集團持續開展關於工廠與經銷商合作產銷業務食品安全風險評價工作，組織華潤雪花採購中心、生產中心召開供方型檢報告專題研討會議，對供方型檢資質做出規範要求。白酒業務方面，貴州金沙每年聘請具有中國合格評定國家認可委員會(CNAS)等實驗室資質的第三方專業機構，對採購的白酒生產用物料的食品安全指標進行嚴格抽檢。

二零二三年，本集團啤酒業務抽檢原輔料、食品添加劑、洗瓶劑和觸酒包裝材料供應商190家，抽檢樣品233份，檢測指標7,741項；貴州金沙抽檢原輔料、和觸酒包裝材料供應商63家，抽檢樣品70份，檢測指標846項。檢驗結果均符合食品安全國家標準要求，有效地保障了本集團啤酒和白酒業務使用生產品質的食品安全。

生產過程質量管理

華潤雪花啤酒制定「4ACCP」技術規範，統一質量和食品安全關鍵控制點的分析步驟和方法，對風險等級標準、危害性和可能性標準等進行了規範，並成立食品安全小組，依據技術規範進行危害分析。「4ACCP控制計劃」是針對質量和食品安全關鍵控制點而制定的控制計劃，從食品安全、食品欺詐、食品威脅以及質量風險四個方面進行分析，確定關鍵控點及關鍵限值，制定控制計劃，並定期監督控制計劃的執行情況。

In addition, the Group has continued to carry out food safety risk assessment on the cooperative production and marketing business between factories and distributors and organized the CRSB Purchasing Center and the Production Center to hold a thematic seminar on the supplier type inspection report, so as to set out standard requirements for the quality of the supplier type inspection. In terms of Baijiu business, Guizhou Jinsha employs a professional third-party organization with laboratory qualifications, such as the China National Accreditation Service for Conformity Assessment (CNAS) every year to rigorously spot check the procured materials for baijiu production according to the destined food safety indexes.

In 2023, the beer business sampled 190 suppliers of raw and auxiliary materials, food additives, bottle washing agents, and beer packaging materials, with 233 samples and 7,741 test indexes; Guizhou Jinsha sampled 63 suppliers of raw and auxiliary materials, and baijiu packaging materials were sampled, with 70 samples and 846 test indexes. The test results all met the requirements of national standards on food safety, effectively ensuring the food safety of the production materials used in the Group's beer and baijiu businesses.

Quality Management in the Production Process

CRSB has formulated the "4ACCP" technical specification, unified the analysis steps and methods of key control points in quality and food safety, standardized the steps and methodologies for the analysis of critical control points of quality and food safety, and regulated the standards of risk hierarchies, hazard exposure, and possibilities. A special food safety team was formed to carry out hazard analysis based on the technical specifications. The "4ACCP Control Plan" is a control plan developed for the key control points of quality and food safety, which analyzes from the four aspects, i.e. food safety, food fraud, food threat and quality risk, determines key control points and critical limits, develops a control plan, and regularly monitors the implementation of control plan.

為了維持質量監控，本集團持續提升檢驗及檢測的能力，本集團持續開展「雪花之星」良好實驗室建設，覆蓋原料入廠、過程監控、成品檢驗等啤酒的生產全過程，並持續開展內外部檢驗對標，提升實驗室的管理水平。二零二三年，「雪花之星」的檢驗對標包括啤酒、麥芽、啤酒花，累計驗證了68家下屬實驗室和24家供應商的實驗室，提升檢驗及檢測的能力。此外，本集團在生產過程中均嚴格遵守內部制定的《生產質量控制管理規定》，還採用自檢、互檢、下道工序對上道工序進行檢驗的三級檢驗制度。

本集團通過實施建設雪花STTS追蹤系統(Snow track and trace system)，完成產品「一物雙碼」，即快速響應矩陣圖碼(QR碼)和矩陣二維碼(DM碼)的追溯管理系統；在生產在線實施啤酒瓶、紙箱、托盤的三碼關聯採集，促進啤酒產品數字化管理改善。從工廠到經銷商、終端的產品逐級交付簽收，達成產品在線追蹤溯源，增強食品追溯的便捷性。

本集團擁有總部、區域、工廠三級啤酒品酒師隊伍，截至二零二三年年末，本集團啤酒業務擁有一支共37名國家級評委的國內一流品酒師隊伍，其中包括4名終身榮譽評委；白酒業務有2名國家級白酒評委、8名省級白酒評委，其中包括5名獲省級「技術能手」稱號。此外，貴州金沙亦成立品酒委員會，並已實現對半成品、成品全生產過程的感官質量控制。

市場產品質量管理

二零二三年，本集團所有啤酒產品出廠質量達標，所有啤酒產品通過國家監督抽查，所有產品均符合《啤酒》行業國家標準。產品總氧含量控制在十億分之四十(40ppb)以下，處於行業領先水平。此外，本集團所有白酒產品出廠質量達標，所有白酒產品通過國家監督抽查，所有產品均符合《GB/T 26760-2011 醬香型白酒》行業國家標準。出廠產品檢測指標均符合優級醬香型白酒標準。

To maintain quality control, the Group has been persistently enhancing the accreditation and testing capabilities. The Group has continued to carry out the construction of a "Snow Star" Good Laboratory Practice covering the whole process of beer production such as raw material entry, process monitoring and finished product inspection, and continued to carry out internal and external verification and benchmarking to improve management level of the laboratory. During 2023, the verification and benchmark of "Snow Star" embraced beer, malt and hops, and a total of 68 subordinate laboratories and 24 supplier laboratories were verified to improve the inspection and testing capabilities. In addition, the Group formulated and strictly followed the internal "Management Regulations on Control of Production Quality", while a three-tier inspection system comprising self-inspection, mutual inspection, and inspection by comparing downstream processes against upstream processes had been adopted for the production process.

By implementing and building of STTS (Snow track and trace system), the Group completed "one product two codes", Quick Response (QR) Code and Data Matrix (DM) Code, tracking management system, which allows better digital management of beer on the production line through collecting and connecting three codes on bottles, cartons, and trays respectively. Nevertheless, online product tracking had been adopted through stepwise delivery and signing for acceptance of end products from factory to distributors, thereby enhancing the level of convenience of food tracking.

The Group has established a three-tier team of beer tasters at headquarters, regional companies, and plants respectively. As of the end of 2023, the Group has a first-class team of beer tasters in China with a total of 37 national-level judges, 4 of which are lifetime honorary judges; 2 national-level judges and 8 provincial-level judges for the baijiu business, 5 of which were awarded provincial "Technical Masters". In addition, Guizhou Jinsha has set up a baijiu tasting committee and has realized sensory quality control over the entire production process of semi-finished and finished products.

Quality Management of Products on the Market

In 2023, all beer products of the Group passed both the ex-factory quality test and the spot tests under national supervision, and all beer products were in compliance with the industrial and national standards of "Beer". The total oxygen content of the product was controlled below 40 parts per billion (40 ppb), achieving the leading level in the industry. In addition, all baijiu products of the Group have passed both the ex-factory quality test and the spot tests under national supervision, and all baijiu products were in compliance with the industrial and national standard of "GB/T 26760-2011 sauce-flavored Baijiu". All the test indicators of the finished products conformed to the standard of excellent sauce-flavored baijiu.

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二零二三年，本集團旗下啤酒和白酒業務均沒有發生重大食品安全事件，沒有發生食品召回及問題食品處理事件，保障消費者合法權益，守住食品安全事件零發生的底線。

本集團在產品結果階段設立「三道防線」：產品出廠時經過品控嚴格把關；對產品進行嚴格的防護檢查；在市場上出現質量投訴時，有質量人員提供支持。本集團始終追求供應鏈的質量穩定性，從供應商評估到產品交付，以高標準的食品安全及質量管理，帶動啤酒、白酒的高質量發展。

本集團亦延伸質量管理至下游，定期組織對啤酒和白酒業務的物流商、經銷商的培訓，圍繞成品酒質量防護賦能，減少運輸破損。

二零二三年，本集團組織開展「3.15權益日活動」，開展食品安全宣傳教育，維護廣大消費者的合法權益。此外，EHS部門與雪花生產技術中心聯合開展本年度食品安全管理評審工作，主要對鮮扎啤、PET瓶、桶啤等品種啤酒進行檢查，對生產資質、承包方式、原料採購、人員健康、產品外檢、信息宣傳等環節進行梳理核對，跟進整改落實情況，確保落實企業食品安全主體責任。

本集團不僅嚴於律己，高標準要求員工執行相關食品安全制度，亦延伸風險管控至供應商、場內相關方、外包業務人員等。通過即時智能監控、現場抽檢、專項培訓、嚴格考核、警示大會等多種方法，提高員工、供應商、相關方、外包方的食品安全意識，對原料採購、釀造過程、包裝出廠等各個環節進行全鏈條、無死角的有效管理，嚴肅維護食品安全底線。

In 2023, there were no major food safety incidents, food recalls, or problematic food handling incidents in the Group's beer and baijiu businesses, protecting the legitimate rights and interests of consumers and maintaining the bottom line of zero food safety incidents.

The Group sets up "three lines of defense" approach at the product result stage, i.e. stringent quality control when products leave the factory, stringent protection checks on products, and support from quality personnel in the event of quality complaints in the market. The Group always pursues quality stability throughout the supply chain, from supplier evaluation to product delivery, with high standards of food safety and quality management to drive the high-quality development of beer and baijiu.

The Group also extends its quality management to downstream by organizing regular training for logistics providers and distributors of its beer and baijiu businesses, empowering them with quality protection of finished alcoholic drinks and reducing transportation damages.

In 2023, the Group's organized the "3.15 Rights Day Activity" and conducted publicity and education on food safety to protect the legitimate rights and interests of consumers. In addition, the EHS Department and the Snow Production Technology Center jointly launched the Food Safety Management Audit for the year, which mainly inspected fresh beer, PET bottles, keg beers, and other types of beers, and set up and assessed production qualifications, contracting methods, raw material procurement, health of personnel, external inspection of products and information publicity, etc., and followed up on rectification and implementation of rectification, to ensure that the main responsibility for food safety of the enterprise was fulfilled.

The Group not only adheres to strict self-discipline and requires employees to implement relevant food safety systems with high standards, but also extends risk management and control to suppliers, on-site related parties, outsourced business partners, etc. Through real-time intelligent monitoring, on-site random inspection, special training, strict assessment, warning conference and other methods, we are able to raise food safety awareness of employees, suppliers, related parties and outsourcers. We conduct effective management and do not tolerate blind spots in any aspect of raw material procurement, brewing process, packaging and delivery, to safeguard the bottom line of food safety of full value chain.

(二) 產品與技術創新

為滿足消費者日新月異的需求，本集團一直積極創新，同時致力維護知識產權。本集團在國家《商標法》《商標法實施條例》《專利法》《專利法實施細則》《著作權法》《著作權法實施條例》等法律法規的指引下開展知識產權申請、維護、維權工作。為了提高知識產權管理水平，本集團適時修訂並發佈《知識產權管理制度》《知識產權交易管理辦法》《商標打假維權操作指引》《商標使用證據收集工作指引》，並完成知識產權制度宣貫工作，以促進知識產權管理體系規範化和高效化。

為驅動持續創新和規範管理，二零二三年，本集團新制定《科技成果轉化管理制度》《參與外部國際標準、國標、行標、團標管理辦法》《科研檔案管理辦法》三項制度，修訂《創新成果獎勵辦法》《華潤啤酒科技人才認定管理辦法》《專家諮詢管理辦法》《研發項目管理制度》四項制度，各工廠及金沙酒業均制定《研發項目管理制度》，覆蓋成果、標準、檔案、激勵、人才、專家和項目的創新要素。

二零二三年，華潤雪花啤酒(中國)有限公司的啤酒包裝設計、啤酒生產工藝研發，資質範圍內啤酒銷售的知識產權管理通過監督審核，持續符合國家GB/T 29490-2013認證標準。本集團於二零二三年多次開展專利挖掘培訓及指導，發明專利數量較二零二二年增長175%，助力高價值專利發展。

(II) PRODUCT AND TECHNOLOGICAL INNOVATION

To satisfy the ever-changing needs of consumers, the Group has been actively innovating while striving to maintain intellectual property rights. Under the guidance of the laws and regulations of the PRC such as the "Trademark Law", the "Regulations for the Implementation of the Trademark Law", the "Patent Law", the "Regulation for the Implementation of the Patent Law", the "Copyright Law" and the "Regulations for the Implementation of the Copyright Law", the Group has carried out intellectual property application, maintenance and rights protection work. To improve the management of intellectual property, the Group has timely amended and published the "Regulations for the Administration of Intellectual Property Rights", the "Measures for the Administration of Intellectual Property Transactions", the "Guidelines on Anti-counterfeit and Rights Protection of Trademark", and the "Guidelines on Collection of Evidence for Use of Trademark", and completed the publicity of the intellectual property system in order to promote the standardization and efficiency of the Group's intellectual property management system.

To drive continuous innovation and standardized management, in 2023, the Group formulated 3 new systems, namely the "Management System for the Transformation of Scientific and Technological Achievements", the "Measures for the Management of Participation in External International Standards, National Standards, Industry Standards, and Group Standards", and the "Management Measures for Scientific Research Archives"; revised 4 systems, namely the "Incentive Measures for Innovation Achievements", the "CR Beer Management Measures for the Identification of Scientific and Technological Talents", the "Measures for the Management of Expert Consultation" and the "Measures for the Management of R&D Projects". Each plant and Jinsha Jiuye has formulated its own "Measures for the Management of R&D Projects", covering innovation elements such as outcomes, standards, archives, incentives, talents, experts, and projects.

In 2023, China Resources Snow Breweries (China) Co., Ltd. conducted supervision and review of its intellectual property management concerning beer packaging design, beer production process research and development, and beer sales within its qualification scope, ensuring continuous compliance with the national standard GB/T 29490-2013. The Group conducted multiple sessions of patent mining training and guidance in 2023, resulting in a 175% increase in the number of invention patents compared to 2022, thereby facilitating the development of high-value patents.

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本集團技術研究院積極組織創新賦能培訓，二零二三年舉辦產品品質創新工作坊《產品品質穩定性及一致性提升》專題研討會議，通過質量管理賦能與分組研討，輸出解決研發、採購、生產、營運、營銷各環節影響產品品質的痛點難點問題的方案。不定期舉辦前沿科技賦能系統培訓活動，如《專利申請工作培訓》《華潤雪花雙碳政策及華潤啤酒應用場景》《知識服務及開源情報服務》《數字化轉型背景下的智能工廠建設》《發明創新與專利撰寫》《啤酒行業專利態勢分析及專利挖掘主題培訓》《研發加計扣除專項》《研發項目管理專項培訓》等，營造科技創新文化氛圍。

二零二三年，本集團積極推進新產品開發、可持續發展、智能工廠、關鍵風味物質研究、釀造技術升級、包裝多元化等自主研發項目，項目研發費用支出達人民幣214,774,484元，並已建設一支588人的科研工作隊伍。

在構建綠色低碳產品開發機制方面，本集團積極推進包裝物減重減碳研究。二零二三年，本集團技術研究院從4R1D(即可循環、可再生、減量化、可回收再利用、可降解)原則出發，開展綠色、可持續發展研究。本年度共完成4次調研並發佈4期《綠色創新包裝報告》，完成對207毫升、650毫升輕量瓶型的標準制定並開始進行設備改造，開展中國品牌產品輕量瓶啟動可行性論證及經濟測算。

同時，本集團積極推動啤酒生產低碳原料替代，已完成模擬生產測試、模擬流通測試、總結評估經驗、走訪供應商、總結分析等。

The CRB Institute of Technology of the Group actively organized innovation and empowerment training. In 2023, the Product Quality Innovation Workshop — a thematic seminar titled "Product Quality Stability and Consistency Enhancement" was held. Through quality control empowerment and group discussions, solutions were developed to address pain points and challenges affecting product quality in R&D, procurement, production, operations, and marketing. Cutting-edge technology empowerment system training activities were held periodically, such as "Patent Application Training", "CRSB Dual Carbon Policy and Application Scenario of CR Beer", "Knowledge Service and Open Source Intelligence Service", "Intelligent Factory Construction under the Background of Digital Transformation", "Invention and Patent Writing", "Analysis of Patent Trend and Patent Mining Theme Training in the Brewing Industry", "Specialized Training on Deduction for R&D", and "Specialized Training on Management of R&D Projects", etc., to foster a culture of technological innovation.

In 2023, the Group actively promoted independent research and development projects such as new product development, sustainable development, smart factory project, research on key flavor substances, brewing technology upgrades, and packaging diversification. The Group's research and development investment on these projects has amounted to RMB214,774,484 million with a scientific research team of 588 professionals.

In respect of the establishment of a green and low-carbon product development mechanism, the Group actively promoted research on packaging weight reduction and carbon reduction. In 2023, the Group's CRB Institute of Technology took "4R1D" (Recycle, Recover, Reduce, Reuse, Degradable) as the basic principle of its research and launched green and sustainable development research. During the year, it completed 4 surveys and published 4 publications of the "Green Innovative Packaging Report", completed the formulation of the standards for the 207mL and 650mL light-weight bottles, started to carry out equipment modification, and launched feasibility studies and economic estimations on the activation of the lightweight bottles of Chinese branded products.

At the same time, the Group proactively promoted the substitution of low-carbon raw materials for beer production. Currently, it has completed simulated production tests, simulated circulation tests, summarized evaluation experience, visited suppliers, and summarized analysis.

在新產品開發方面，本集團啤酒業務於二零二三年五月在中國正式推出新品「喜力0.0°」啤酒，在為消費者提供星級品質產品的同時，積極宣導健康潮流生活方式。「喜力0.0°」啤酒是一款針對年輕人喜好推出的口感純正的0.0%vol酒精啤酒，採用獨特配方釀造而成，酒精度小於0.03%vol，但創新性地保留了「喜力®」標誌性的全麥口感，為喜歡純正啤酒口感且追求健康平衡生活方式的年輕人提供了多一種健康選擇。本集團白酒業務亦持續推進產品迭代，提升品牌形象，並推出「摘要敬贊」產品主銷企業客戶，以及差異化的特色小光瓶「金沙小醬」，對年輕消費群體進行醬香型口味培育。本集團始終致力於新產品開發，以更好地滿足消費者對健康與質量的雙重需求，為市場帶來更多健康與美味的選擇。

二零二三年，集團旗下的「雪花」和「金沙」雙雙被商務部、文化和旅遊部、市場監管總局、國家知識產權局、國家文物局五部門評定為「中華老字號」，有效增加公司無形資產價值。此外，截止至二零二三年十二月，本集團國際已註冊商標總數2,518件，覆蓋150多個國家和地區，其中「雪花(SNOW)」、「勇闖天涯」、「臉譜」核心品牌基本實現全球覆蓋。「馬爾斯綠」、「勇闖天涯superX」、「新臉譜」、「匠心營造」等新品牌已覆蓋世界主要的、經濟發達的國家和地區。

二零二三年，本集團推進區域知識產權事務管理職能向總部轉移集中，完成13個區域知識產權事務信息和文件交接工作，全面開展區域未結案件、重點品牌使用、證據收集和註冊商標年度續展事宜，確保有序銜接，強化本集團知識產權保護協作和服務管理資源共享。

In terms of new product development, the Group's beer business officially launched the new product "Heineken® 0.0" beer in China in May 2023. While providing consumers with star-rated quality products, it also actively promotes a healthy and trendy lifestyle. "Heineken® 0.0" is a pure 0.0% vol beer for young people. It is brewed with a unique formula, with an alcohol content of less than 0.03% vol, but innovatively retains the signature Heineken® whole barley taste, providing an additional healthy choice for young people who prefer the taste of pure beer and pursue a healthy and balanced lifestyle. The Group's baijiu business has also continued to promote product iteration and brand image enhancement and launched the product "Zhaiyao Jingzhi" for corporate customers, as well as the differentiated small and unpackaged product "Jinsha Xiaojiang", to cultivate a sauce-flavored taste among young consumers. The Group has always been committed to new product development to better meet the dual needs of consumers for health and quality, bringing more healthy and tasty choices to the market.

In 2023, the Group's "Snow" and "Jinsha" were both recognized as "Chinese Time-honored Brand" by the Ministry of Commerce, the Ministry of Culture and Tourism, the Administration for Market Regulation, the China National Intellectual Property Administration and the National Cultural Heritage Administration, which effectively increased the value of the Company's intangible assets. In addition, as of December 2023, the Group had a total of 2,518 internationally registered trademarks covering more than 150 countries and regions, of which the core brands of "SNOW", "Brave the World" and "Opera Mask" basically achieved global coverage. New brands such as "Marrsgreen", "Brave the World superX", "New Opera Mask" and "Craftsmanship" have already covered major economically developed countries and regions in the world.

In 2023, the Group promoted the transfer and centralization of regional intellectual property management functions to the headquarters, completed the handover of information and files on intellectual property affairs in 13 regions, and comprehensively commenced the collection of evidence and annual renewal of registered trademarks in respect of pending cases, key brand use and registration in the regions, so as to ensure orderly convergence and to strengthen the Group's intellectual property protection collaboration and sharing of service management resources.

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(三) 倡導理性飲酒及責任營銷推廣

本集團作為肩負強烈社會責任感的啤酒生產企業，積極響應國家的理性飲酒倡議，推廣適度理性的飲酒行為和健康文明的生活方式，並確保推廣信息公正、可靠、負責。

本集團嚴格遵守《中華人民共和國廣告法》《互聯網廣告管理暫行辦法》《反不正當競爭法》《消費者權益保護法》等國家廣告宣傳法規，對廣告宣傳及有獎銷售活動規則等內容實行嚴格審核制度，確保營銷內容的合法性和合規性，防範廣告及有獎銷售的法律風險，並避免侵犯他人權利。結合國內相關廣告違法案例及法律規定，本集團法律合規部發佈《廣告違法案例法律風險提示的通知》及合規自查清單參考範本，向業務部門提示廣告法律風險。

此外，本集團已建立從上至下的管理機制，對各區域的責任營銷行為進行監管。按照本集團管理機制，所有與產品營銷和推廣內容有關的投訴都須妥善記錄，以供內部審查之用，並按審查結果即時採取相應的糾正措施，將社會影響降至最低。同時，員工也承擔著責任營銷的監察職責，一旦發現不實廣告被轉發，及時舉報。本集團每年均定期審查所有產品營銷和推廣內容，以確保傳播內容合法合規，並且符合本集團的責任營銷推廣理念，從源頭杜絕虛假營銷。本集團發佈新廣告時，我們的廣告審核流程將涉及集團的法律合規團隊，以確認廣告內容沒有違反相關規定；同時，集團內部的不同部門會收取互聯網及客戶的溝通、反饋和意見，這些反饋可能包含對廣告內容的評價、建議或指正，本集團會針對事實情況對廣告內容進行修改。

二零二三年，本集團確認沒有發生任何涉及廣告宣傳方面的重大違法犯罪情況。

(III) ADVOCATING RATIONAL DRINKING AND RESPONSIBLE MARKETING AND PROMOTION

As a beer manufacturer with a strong sense of social responsibility, the Group actively responds to the national advocacy of rational drinking and promotes a healthy and edified lifestyle, ensuring fair, reliable, and responsible marketing information.

The Group strictly abides by the "Advertising Law of the People's Republic of China", "Interim Measures for the Administration of Internet Advertising", "Anti-Unfair Competition Law", "Consumer Rights Protection Law" and other national advertising regulations. The Group implements a strict review system for content used in advertisement and the rules of prize-attached sales, to ensure the legality and compliance of marketing content and to prevent legal risks in advertising and prize-attached sales, while avoiding infringing on other people's rights. Combining with relevant domestic advertising illegal cases and legal regulations, the Legal Compliance Department of the Group issued the "Notice on Legal Risk Alerts with Cases of Violation of Advertising Law" and a template checklist of self-inspection on compliance as references to warn the business unit about advertising-related legal risks.

In addition, the Group has established a top-down management mechanism to supervise responsible marketing activities in all regions. According to the management mechanism of the Group, all complaints related to product marketing and promotion contents must be properly recorded for internal review, and corresponding corrective measures should be taken in real time according to the review results to minimize negative social impact. In the meantime, employees are also responsible for the supervision of responsible marketing that once any employee found false advertisement to be forwarded, he or she should report the false advertisement in time. The Group regularly reviews all product marketing and promotion contents on yearly basis to ensure that the contents disseminated are legal and compliant as well as conform to the Group's concept of responsible marketing and to eliminate false marketing from the source. When the Group releases new advertisements, the group's legal compliance team will be involved in the advertising review process to ensure that the content of the advertisement does not violate relevant regulations. Additionally, various departments within the Group collect feedback and opinions from the Internet and customer communication, which may contain comments, suggestions, or corrections on the content of the advertisement, and the Group will modify the content of the advertisement according to the factual situation.

In 2023, the Group confirmed that there were no major offenses involving advertising and promotion.

倡導理性飲酒

本集團已連續9年與中國酒業協會合作，以中國酒業協會與社會責任促進工作委員會(ChinaSAO)成員的身份，每年定期籌辦「全國理性飲酒宣傳周」等活動，向全行業、全社會推廣「適量飲酒，快樂生活」理念。二零二三年，本集團出席中國酒業協會酒與社會責任促進工作委員會舉辦的「全國理性飲酒宣傳周」新聞發佈會，以及二零二三「全國理性飲酒宣傳周」啟動儀式暨二零二三中國酒業ESG論壇。

作為中國酒業協會成員，本集團積極踐行社會責任，促進中國酒業可持續健康發展，在倡導理性飲酒方面做好帶頭示範工作。本集團所有含酒精飲料產品的外包裝上，均有與負責任飲酒相關的標識。

此外，本集團與戰略合作品牌「喜力®」啤酒共同宣導支持理性飲酒承諾，該品牌每年投入約10%的媒介費用用於理性飲酒和負責任飲酒的宣傳。

內部責任營銷規範

本集團始終嚴格遵守業務運營地所有涉及營銷實踐相關的法律法規和行業規範，包括但不限於《中華人民共和國廣告法》《酒類流通管理辦法》《中國酒業「十四五」發展指導意見》等。我們已建立完善的營銷、廣告和標簽相關內部制度，明確規定營銷活動中的相關內容和方式必須符合公司政策。在我們的管理及運營實踐中，我們自上而下要求員工不得向未達到法定飲酒年齡者提供酒精飲料產品，嚴禁在營銷活動中誇大我們產品在環境及社會方面的影響，嚴禁將未經科學證實的事實作為賣點向消費者進行宣傳。

Advocate Rational Drinking

The Group has collaborated with China Alcoholic Drinks Association for 9 consecutive years and has been a member of its Alcohol and Social Responsibility Promotion Committee. The Group regularly organizes events such as "National Rational Drinking Publicity Week" every year to promote the concept of "Drink Moderately, Live Happily" to the entire industry and society. In 2023, the Group attended the press conference of the "National Rational Drinking Publicity Week" organized by the China Alcoholic Drinks Association's Alcohol and Social Responsibility Promotion Committee, as well as the launch ceremony of the 2023 "National Rational Drinking Publicity Week" and the 2023 China Alcoholic Drinks Industry ESG Forum.

As a member of the China Alcoholic Drinks Association, the Group actively fulfills its social responsibility to promote the sustainable and healthy development of China's beverage industry, and takes the lead in advocating rational drinking. All of our alcoholic beverages carry a logo related to responsible drinking on their outer packaging.

In addition, the Group and its strategic cooperation brand "Heineken®" beer jointly advocate and support the commitment to responsible drinking. The brand invests about 10% of its yearly media budget in promoting rational drinking and responsible drinking.

Internal Standard of Responsible Marketing

In where we operate, the Group always strictly complies with all laws, regulations and industrial standards related to marketing practice, including but not limited to, the Advertisement Law of the People's Republic of China, Measures for the Administration of Alcoholic Drinks Circulation, China's Wine Industry "14th Five-Year" Development Guidance. We have established sophisticated internal systems related to marketing, advertising and labels, which stipulates that relevant content and measures of marketing campaigns are required to comply with the Company's policies. In our management and operation practice, employees from senior level to grass roots are not allowed to offer alcoholic drink products to those who are under the legal drinking age, and are forbidden from overstating the effect of our products on the environment and society in marketing campaigns, as well as advertising to consumers about selling points based on facts unproven by science.



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本集團強調宣傳理性飲酒內容的重要性，除著重合法合規外，內部積極建設有關負責任市場推廣銷售的管理制度。本集團結合業務實際，制定《廣告法律審核工作指引》《自媒體管理辦法》等，明確廣告審核的依據及要點、廣告發佈中可能存在的風險點及防範要求，規定酒類廣告中不能出現鼓勵或引導消費者過量或不負責任飲酒的類似內容，並在制度中明確規定了傳播內容及內容審核機制，要求各級人員需對即將發佈的企業廣告內容進行全面審查，從根源上對消費者進行正確的引導。此外，本集團始終秉承誠信經營原則，在發佈產品廣告及其他營銷實踐中，嚴令禁止向客戶散播關於競爭對手產品的虛假信息，以維護市場公平及規範。

本集團對內宣貫並嚴格執行酒類廣告特殊禁止性規定，包括但不限制於：

- 不得誘導、慫恿飲酒或宣傳無節制飲酒；
- 不得出現飲酒的動作；
- 不得出現未成年人的形象；
- 不得表現駕駛車、船、飛機等危險活動，尤其是在酒精影響下；
- 不得出現諸如飲酒可以消除緊張和焦慮、增加體力等不科學的明示或暗示；
- 不得出現把個人、商業、社會、體育、性生活或其他方面的成功歸因於飲酒的明示或暗示。

除了在產品包裝上明確標示成分及酒精含量，本集團也在平面、電視、電影、數字廣告中及產品標籤中提示「過量飲酒、有害健康」等勸說性質的標識及字句，主動給予潛在風險提示。此外，華潤雪花啤酒官方網站亦設有年齡限制，禁止未成年人瀏覽。

The Group emphasizes the importance of promoting rational drinking by establishing an internal management system of responsible marketing to further ensure legal compliance. Taken practical business into consideration, the Group has formulated the "Guidelines for Advertising Legal Review Work" and the "Management Measures on We Media" within the Group to clarify the bases and key points of advertising review, possible risk in the release of new advertisement, and prevention requirements. It is stipulated that the encouraging or inductive contents such as unrestrained drinking or drinking excessively are prohibited in the advertisements of alcoholic products. The communication contents and content review mechanism are also clearly stipulated in the related guidelines, requiring personnel at all levels to conduct a comprehensive review of the enterprise advertising contents to be released soon, guiding consumers correctly from the root. In addition, the Group has always adhered to the principle of honesty and integrity, and strictly prohibits the dissemination of false information about competitors' products to customers in product advertisements and other marketing practices, in order to maintain a fair and regulated market.

The Group publicizes internally the special prohibitions on alcohol advertising and strictly implements them, including but not limited to:

- No induction or encouragement on drinking or promotion of unrestrained drinking.
- No appearance of drinking actions.
- No appearance of minors and their image in the advertisement.
- No appearance of dangerous activities such as driving a car, boat, or airplane, especially under the influence of alcohol.
- No unscientific expression or implication that drinking has the effect of eliminating tension and anxiety, increasing physical strength, and others.
- No expression or implication that drinking contributes to the success of personal, business, society, sport, sexual life, and others.

Apart from clearly indicating ingredients and alcohol content on product packages, the Group also prompts persuasive signs and words such as "Excessive alcohol consumption is harmful to health" in print, television, film, and digital advertisements as well as in product labels, taking the initiative to give potential risk warnings. In addition, there is an age limit set on the official website of China Resources Snow Breweries to prohibit minors from browsing.

責任營銷推廣培訓

為更好地對責任營銷方面進行管控，本集團的營銷中心、品牌管理部及法律合規部不定期進行責任營銷推廣培訓，培訓涵蓋以下內容：

Promotion and Training of Responsible Marketing

In order to better control responsible marketing, the Marketing Center, Brand Management Department, and Legal Compliance Department of the Group conduct training of responsible marketing to all employees from time to time with the following contents:

責任營銷推廣培訓範圍 Training Scope of Responsible Marketing	培訓內容 Training Contents
基本責任營銷原則 Basic principles of responsible marketing	<ul style="list-style-type: none">符合道德、合法、誠實和真實等原則 Being complied with the principles of morality, legality, honesty and truthfulness.充分考慮與產品相關的法規，如法定飲酒年齡 Taking full consideration to product-related laws and regulations, such as legal drinking age.
營銷推廣目標對象 Target group of responsible marketing	<ul style="list-style-type: none">目標對象為已滿法定飲酒年齡人士 Targeting people who have reached the legal drinking age.營銷推廣手法應盡量避免吸引未滿法定飲酒年齡人士(如營銷活動及商業宣傳不使用對兒童或青少年具有吸引力的物體、形象、風格、符號、顏色、音樂和人物，包括卡通人物) The marketing and promotion should aim to steer clear of those under the legal drinking age (for example, objects, images, styles, symbols, colors, music and characters including cartoon characters that appeal to children or adolescent should not be used in marketing campaigns and commercial publicity).引導零售商不向未成年人出售酒精飲料 Advising retailers to avoid selling alcoholic beverages to minors.
倡導理性飲酒 Advocate rational drinking	<ul style="list-style-type: none">推廣適度理性的飲酒行為和健康文明的生活方式 Promoting moderate and rational drinking behavior as well as healthy and edified lifestyle.刊印勸說性質的標識及字句，主動提示飲酒的潛在風險 Printing persuasive signs and words that explicitly warn people of the hazards associated with drinking.
推廣信息公正 Publishment of fair information	<ul style="list-style-type: none">透過公正、真實的信息推廣產品(如使用真實準確的陳述說明啤酒中含有的碳水化合物、卡路里或其他營養物質) Promoting products by providing fair and accurate information (e.g. using truthful and accurate statements about carbohydrates, calories and other nutrients in beer).不使用誤導信息推銷產品(如不暗示或宣稱啤酒具有治療或保健作用) Avoiding using false information (e.g., not implying or claiming that beer has therapeutic or health benefits).
法律合規 Legal compliance	<ul style="list-style-type: none">針對新出台的酒類廣告行為規範，進行解讀培訓 Conducting training and interpretation of the newly issued codes of alcohol advertising.確保員工熟悉與負責責任市場推廣銷售的法規 Ensuring that employees are knowledgeable about the rules pertaining to responsible marketing.

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(四) 客戶服務及隱私保護

客戶服務

「以客戶為先」乃本集團秉承的經營理念，為此本集團一直以來致力提升客戶滿意度，建立良好而長遠的客戶關係。於報告期內，本集團繼續完善客戶服務體系，不斷完善和優化客戶投訴快速反應機制。本集團秉承維護消費者合法利益，為本集團的業務保駕護航。具體措施包括：

- (1) 快速反應：總部訂單與智能客服中心客服人員在收到客戶回饋信息後，30分鐘內在系統內派送工單，客服顧問接到工單後，須在30分鐘內聯繫消費者瞭解情況，爭取第一線為顧客解決問題避免投訴升級；針對產品不良體驗的投訴，需72小時內在客戶服務系統內進行首次信息回饋，維護處理進展、上傳實物酒照片等。
- (2) 系統升級：本集團通過升級系統，實現產品及服務投訴過程線上全留痕，讓客服中心能更有效地追蹤及定期匯總相關案件數據，督促相關業務部門改善。二零二二年末，本集團上線智能客服系統，採用機器人與人工坐席並行的服務方式，機器人可實現24小時不間斷服務，不斷提升客戶體驗。
- (3) 督促整改：客服團隊會即時線上監控投訴進展，對內提供專業的業務指導，定期將投訴報告發送到各級管理層，督促投訴工廠整改。
- (4) 樣品分析：針對產品不良體驗的投訴，客服團隊一直推動實物酒及時返廠，工廠需對收到的實物酒逐瓶逐罐分析並整改。截至二零二三年年末，本集團涉投訴實物酒返廠率已經達到了99%。

(IV) CUSTOMER SERVICES AND PRIVACY PROTECTION

Customer Services

Upholding the operating philosophy of "Prioritizing Customer Experience", the Group has been striving to improve customer satisfaction and build good and long-term customer relationships. During the reporting period, the Group continued to improve its customer service system and optimized its rapid response system for client complaints. The Group undertakes to protect the legitimate interests of consumers and safeguard its business by adopting the following measures:

- (1) Rapid response: the customer service staff from the Smart Customer Service Center of the headquarters shall send a work order through the system within 30 minutes after receiving feedback information from the customer. Upon receiving such work order, the customer service consultant must contact the consumer within 30 minutes to understand details and strive to resolve the issue right away to avoid worsening the problem. For complaints about defective product, it is necessary to reply to the customers in the customer service system within 72 hours, maintain the progress of processing, upload photos of physical alcohol drinks, etc.
- (2) System upgrade: through system upgrade, all product and service complaint processes are recorded online, which enables the customer service center to conduct effective tracking and regular reporting of consolidated case data, thereby supervising relevant departments to improve. At the end of 2022, the Group launched a smart customer service system, which adopts a parallel service mode of robots and manual seats. Robots can provide 24-hour uninterrupted service and continuously improve customer experience.
- (3) Rectification: the Group's customer service team conducts real-time and online monitoring of the progress of complaint handling, provides professional guidelines internally, submits complaint report to management of all levels and urges rectification of those plants involved in complaints.
- (4) Sampling analysis: in respect of complaints about defective product, our customer service team facilitates timely return of the complained beer to the plant. The plant should analyze and rectify each bottle or can of beer. As of the end of 2023, the return-to-plant rate of complained beer reached 99%.

(5) 業務聯動：業務營運部門需瞭解客戶投訴問題，通過升級客服系統將服務類投訴設定成上級業務管理人員審核制，讓業務營運部門更清楚瞭解客戶投訴問題根源，真正打造客戶需求主導型啤酒企業。

在新收購白酒業務的客服建設方面，金沙酒業制定並執行《金沙酒業客戶服務管理辦法》《金沙酒業破損酒管理辦法》，設立400-0851-999服務熱線，由營運部專職客服人員接收投訴信息，能處理的信息現場解答，需專業部門處理的信息即刻編輯工單派送至專業部門。專業部門客服對接人需在30分鐘內響應工單，聯繫消費者瞭解情況，爭取第一時間為顧客解決問題。產品類投訴第一時間將產品相關信息(實物酒圖片、防偽標籤等)回饋至營運部及技術質量部處，為客訴處理提供專家意見。金沙酒業預計在二零二四年可完成上線客訴線上處理系統，在客服服務及投訴管理方面實現與啤酒業務總部訂單與智能客服中心並軌。

二零二三年，本集團啤酒業務收到總體不良體驗投訴率為19.5宗／萬千升產量。其中，啤酒產品不良體驗投訴數量同比大幅減少11%，啤酒產品不良體驗投訴率*由4.4宗／萬千升下降至4.1宗／萬千升產量。本集團產品投訴處理客戶滿意度調查得分為87分，主要得益於產品質量的持續提升。

(* 產品不良體驗投訴率 = 產品不良體驗投訴數量 ÷ 總產量)

(5) Business linkage: the business operation departments need to acknowledge customer complaints. By upgrading the customer service system, the service complaints are set to be reviewed by the superior management personnel, so that the business operation departments could gain a better understanding the nature of customer complaints and rectify correspondingly, building a customer-oriented beer enterprise.

In terms of customer service construction for the newly acquired baijiu business, Jinsha Jiuye has formulated and implemented the "Jinsha Jiuye Customer Service Management Measures" and "Jinsha Jiuye Damaged Alcohol Drinks Management Measures" to set up a 400-0851-999 service hotline, whereby the dedicated customer service staff of the Operations Department receives complaint information, and answers on-site the information that can be handled, and immediately edits the work order for information that needs to be handled by the professional departments to be dispatched to the professional departments. Professional department customer service counterparts need to respond to the work order within 30 minutes, contact consumers to understand the situation, and strive for the first time for customers to solve the problem. For product complaints, information about the product (pictures of the physical alcohol drinks anti-counterfeit labels, etc.) is fed back to the Operations Department and the Technology and Quality Department in the first instance to provide expert advice on how to handle the complaint. Jinsha Jiuye expects to complete the online customer complaint handling system by 2024, and to realize the integration of customer service and complaint management with the ordering and intelligent customer service center of the beer business headquarters.

In 2023, the overall complaint rate of the Group's beer business was 19.5 cases/10,000 kilolitre output. Benefiting from the continuous improvement of beer product quality, the number of complaints about defective beer products received by the Group in 2023 decreased significantly by 11% year-on-year, and the complaint rate of defective beer products* decreased from 4.4 cases/10,000 kilolitre output to 4.1 cases/10,000 kilolitre output. The overall survey score of customer satisfaction on complaints handling was 87 points, mainly due to the continuous improvement in product quality.

(* Complaint rate of defective products = number of complaints about defective products ÷ total output)

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下表為過去兩年本集團客戶服務指標統計：

The table below shows the customer service indicator for the past two years:

單位 Unit	二零二三年* 2023	二零二二年* 2022
總體不良體驗投訴數量 Number of complaint received	宗 Cases 22,058	20,607
產品不良體驗投訴數量 Number of complaints about defective product	宗 Cases 4,580	4,992
服務不良體驗投訴數量 Number of complaints about poor service	宗 Cases 17,478	15,615
客戶投訴回饋處理解決率 Customer complaint settlement rate	% 97.0%	96.0%
客戶投訴回訪率 Re-visit rate of customer complaints	% 89.8%	90.0%
呼叫中心的接通率 Effective communication rate of call center	% 99.7%	99.6%
在15秒內接通電話比率 Proportion of phone calls answered within 15 seconds	% 99.6%	99.5%
接到投訴後的回復時間 Responsive time after receiving complaint	分鐘 Minutes 30分鐘以內 Within 30 minutes	30分鐘以內 Within 30 minutes
投訴處理客戶滿意度調查得分 Survey score of customer satisfaction on complaints handling	分 Points 87.0	87.0

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

個人信息保護

本集團非常重視個人信息保護工作，嚴格遵循《中華人民共和國個人信息保護法》《中華人民共和國網絡安全法》《中華人民共和國數據安全法》等法律法規要求，執行監管規範和相關標準要求，進行個人信息保護治理工作。

在治理體系上，本集團制定了華潤啤酒《信息安全管理辦法》《個人信息保護合規指引》《員工個人信息保護管理辦法》等相關制度以及《個人信息保護政策》《個人信息保護影響評估》等範本，遵循合法、正當、必要、誠信、目的明確、最小化處理和公開透明等個人信息處理原則，進行個人信息保護管理工作。

在落實管理上，為規範本集團個人信息保護相關工作依法合規的開展，本集團在個人信息處理等各個環節中都進行全面個人信息保護合規評審，持續提升針對合規風險的發現和處理能力，落實個人信息保護責任和要求，努力確保個人信息保護問題得到全面、有效的管理和控制，以保護客戶和使用者的利益和隱私。

在業務中，本集團嚴格遵循統分結合、許可權分級管理的客戶信息保密原則，各層級只能在許可權內查看投訴和消費者信息；投訴人電話號碼對業務人員隱藏，只能通過呼叫中心平台聯繫消費者；客服業務人員向業務部門提供投訴明細時，需要刪除消費者相關信息；通過設置防火牆、入侵偵測等技術加強本集團網絡防禦能力，確保涉密信息系統在本集團內網中安全運行。本集團亦延伸管理至上游供應商，要求所有掌握客戶隱私信息的供應商均需遵守相關法律法規，最大化保障消費者個人隱私及信息安全。

Personal Information Protection

The Group attaches great importance to the protection of personal information and strictly complies with the requirements of the "Personal Information Protection Law of the People's Republic of China", the "The Cybersecurity Law of the People's Republic of China", the "Data Security Law of the People's Republic of China" and other laws and regulations, and enforces the regulatory norms and requirements of the relevant standards to carry out the governance of the protection of personal information.

In terms of governance system, the Group has formulated relevant systems such as CR Beer's "Information Security Management Measures", "Personal Information Protection Compliance Guidelines", "Employee Personal Information Protection Management Measures", as well as "Personal Information Protection Policy" and "Personal Information Protection Impact Assessment" and other templates, and follow the personal information processing principles of legality, legitimacy, necessity, integrity, clear purpose, minimal processing, and openness and transparency to carry out personal information protection and management.

In terms of implementation management, in order to standardize the Group's legal and compliance work related to personal information protection, the Group conducts comprehensive personal information protection compliance reviews in all aspects of personal information processing, continuously improves its ability to identify and handle compliance risks, implements the responsibilities and requirements for the protection of personal information, and endeavors to ensure that issues relating to the protection of personal information are managed and controlled comprehensively and effectively to protect the interests and privacy of customers and users.

In terms of its business, The Group is in strict compliance with the customer information confidentiality principle managed through combining uniform management and differential management and hierarchical management, and all levels can only view complaints and consumer information within their authority. Staff is forbidden to obtain contact numbers of consumers who initiated the complaint and can only contact consumers through call center platform. When customers file complaint details to the relevant department, our customer service officers must delete their relevant personal information. We strengthen the defense capability of the Group's network by establishing firewalls, intrusion detection and other technologies to ensure that the confidential related information system of the Group operates safely in the intranet. The Group also extends its management to its upstream suppliers, requiring all suppliers who possess customers' privacy information to comply with relevant laws and regulations, so as to maximize the protection of consumers' privacy and information security.

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在強化員工意識上，本集團通過開展個人信息保護相關培訓、開展「數據安全與個人信息保護合規專題」等專項活動，持續加強員工個人信息保護意識。

信息安全

二零二三年，本集團發佈《員工個人信息保護管理辦法》，建立員工個人信息保護制度。本集團在收集員工個人信息遵循合理化、影響最小化原則，明確員工個人信息使用範圍、流程及保密要求，提升員工個人信息安全，履行公司對員工個人信息保護義務。同時開展員工個人信息保制度培訓，加強各級部門、員工對個人信息保護的理解和重視程度。



二零二三年，本集團智能與數字化部編撰《2023網絡安全意識手冊》，涵蓋個人信息保護法，郵件信息外發合規，第三方人員信息安全管理，使用正版軟體，電子郵件安全，防範惡意軟體，防範電信詐騙，辦公安全等議題的宣傳，並組織手冊宣貫和培訓。

In terms of strengthening staff awareness, the Group has continued to enhance staff awareness of personal information protection by launching personal information protection related training and special activities such as the "Special Topic on Data Security and Personal Information Protection Compliance".

Information Security

In 2023, the Group issued the "Management Measures for the Protection of Employees' Personal Information" to establish a system for the protection of employees' personal information. The Group follows the principles of rationalization and minimization of impact in the collection of employees' personal information, and specifies the scope of use, process, and confidentiality requirements for employees' personal information, so as to enhance the security of employees' personal information and fulfill the Company's obligations in respect of the protection of employees' personal information. At the same time, training on the employee personal information protection system was launched to enhance the understanding and importance of the protection of personal information by departments and employees at all levels.

In 2023, the Group's Intelligence and Digitization Department compiled the "2023 Cyber Security Awareness Handbook", which covers publicity on topics such as the Personal Information Protection Law, compliance regulations when sending email information, third-party personnel information security management, the use of genuine software, e-mail security, prevention of malware, prevention of e-mails fraud, and office security, and organized the handbook promotion and training.

二零二三年，本集團關注員工安全意識提升，定期組織信息安全培訓，內容涵蓋意識概述、網絡安全威脅類型、網絡安全典型案例、網絡安全威脅防範等。本集團透過線上平台潤酒學堂推送線上視頻，以及定期在潤工作平台發佈有關信息安全軟文推送，向員工提供日常滴灌式培訓，以提高員工信息安全防護意識。本集團全年共計組織四次覆蓋全員線上、線下的安全意識培訓，培訓時間不低於1個小時，同時制定保證每人不少於5次防釣魚郵件培訓的工作目標。此外，華潤啤酒作為華潤集團的成員單位，全面配合華潤集團開展二零二三年國家級網絡安全攻防演練，協助集團取得優秀級成績，同時並獲得集團頒發的集體二等功及9個個人獎項。

於報告期間，本集團並無發生經證實關於侵犯客戶私隱以及竊取、外泄和丟失客戶數據或重要信息的投訴。

在營運過程中，本集團亦要求涉密人員嚴格遵守國家保密法律法規和本集團《保密工作管理制度》，客服業務人員上崗前簽署《保密承諾書》，落實保密責任制，履行保密義務，切實保障信息安全。

In 2023, the Group focused on the enhancement of employees' security awareness by organizing regular information security trainings covering awareness overview, types of cybersecurity threats, typical cases of cybersecurity and cybersecurity threat prevention, etc. The Group promotes online videos through the online platform Runjiu Academy and regularly publishes articles on information security on the Run Work Platform to provide employees with daily drip training to improve employees' awareness of information security protection. Throughout the year, the Group organized a total of 4 online and offline security awareness trainings covering all employees, with the training time being no less than one hour. It also set a goal of ensuring no less than five anti-phishing email trainings per person. In addition, as a member of China Resources Group, CR Beer fully cooperated with China Resources Group in carrying out the 2023 national-level cybersecurity attack and defense exercise, assisted the Group in achieving excellent results, and was awarded collective second-class merit and nine individual awards by the Group.

During the reporting period, the Group did not receive any substantiated complaints about infringement of customers' privacy and theft, leakage, and loss of customers' data or important information.

In the course of its operations, the Group also requires its confidential staff to strictly comply with national laws and regulations on confidentiality and the Group's "Confidentiality Management System", and customer service staff signed the "Confidentiality Commitment" before taking up their posts, so as to implement the confidentiality responsibility system, fulfill their confidentiality obligations and safeguard the security of information in a practical manner.

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數字化轉型

為滿足華潤啤酒組織二次轉型落地及未來幾年公司發展需要，本集團於二零二三年在原信息化升級委員會基礎上成立華潤啤酒數字化委員會，將數字化作為公司核心戰略之一，推動公司數字化建設和運營，利用數字化提升公司生產經營效益。數字化委員會分為領導層和專題委員會，分別負責領導決策及具體領域項目執行管理。

- 數字化委員會作為領導層，承擔引領轉型的總體責任，數字化委員會組長由本集團董事會主席擔任，執行組長由智能與數字化部總監擔任。
- 專題委員會分為智慧採購、智能製造、供應鏈控制塔、營銷數字化、共享運營、白酒+等六個專題委員會。
- 在智能與數字化部常設項目管理辦公室，具體負責委員會日常工作

Digital Transformation

In order to meet the needs of CR Beer's second organizational transformation and the development of the Company in the coming years, the Group has established the CR Beer Digitization Committee in 2023 on the basis of the former Information Technology Upgrading Committee to make digitization one of the Company's core strategies, to promote the Company's digitization construction and operation, and to enhance the Company's production and operational efficiency by using digitization. The Digitalization Committee is divided into leadership and thematic committees, which are responsible for leadership decision-making and project execution and management in specific areas respectively.

- As the leadership, the Digitalization Committee assumes the overall responsibility for leading the transformation. The Chairman of the Digitalization Committee is the Chairman of the Board of the group, and the executive team leader is the director of the Intelligence and Digital Department.
- The Special Topics Committee is divided into six Special Topics Committees: Smart Purchasing, Intelligent Manufacturing, Supply Chain Control Tower, Marketing Digitization, Shared Operations, and Baijiu+.
- A permanent project management office has been set up in the Intelligence and Digitalization Department, which is specifically responsible for the daily work of the Committee.



二零二三年度，本集團圍繞數字化轉型取得良好成效，公司數字化覆蓋率從年初44%提升至56%。依託數字化系統，採購、生產、營銷、營運等關鍵業務環節業務處理效率均有較大提升，尤其是採購訂單執行效率提升達90%，很好的發揮了數字化效能。人力、財務等共享運營建設亦卓有成果，財務報帳流程效率提升6.4%，人力工單服務效率提升37%。本集團出色的數字化建設工作，獲得華潤集團頒發的「2022–2023年度智能與數字化示範企業」獎項。旗下共享運營、啤酒製造生產管理數字化工業互聯網平臺應用項目獲得國資委組織的「國企數位場景創新專業賽獎項」。

(五) 供應鏈管理

本集團秉承誠信經營的理念，加強在採購管理、工作紀律、陽光承諾、招投標流程及規則等環節的管理，防範食品安全風險，保證採購物資符合質量標準，建立穩定的、可控的、安全的且支持本集團長期發展的供應渠道。此外，本集團細化檢查方案步驟，確保對採購質量風險的管控，推行質量優先、產業鏈延伸共創、與實力供應商達成戰略合作實現雙贏。

本集團積極回應國家政策，嚴格遵守招標投標法律法規，規範實施招標採購流程，積極回應國家優化營商環境的政策號召，防範以不合理條件限制或排斥供應商。本集團追求責任採購，制定並執行《華潤啤酒採購管理制度》《華潤雪花供應商管理辦法》《華潤酒業供應商管理辦法》《華潤酒業採購管理制度》《華潤酒業採購項目供應商資格審查管理細則》等二／三級專項供應商管理制度，確保對採購質量風險的管控，推行質量優先、產業鏈延伸共創、與實力供應商達成戰略合作實現雙贏。

In 2023, the Group achieved good results in its digital transformation, with the Company's digital coverage rate increasing from 44% at the beginning of the year to 56%. Relying on the digital system, the efficiency of business processing in key business segments such as procurement, production, sales and operation has been greatly improved, especially the efficiency of procurement order execution has been increased by 90%, thus giving full play to the effectiveness of digitization. The shared operation construction for human resources and finance has also achieved significant results, with the efficiency of the financial reporting process improved by 6.4% and the efficiency of human resources work order service improved by 37%. The Group's outstanding digitization efforts have been recognized by China Resources Group as the "Smart and Digitized Demonstration Unit 2022-2023". Its shared operation and beer manufacturing production management digital industrial internet platform application project won the "State-owned Enterprises Digital Scene Innovation Professional Competition Award" rewarded by the State-owned Assets Supervision and Administration Commission.

(V) SUPPLY CHAIN MANAGEMENT

Adhering to integrity operation, the Group strengthens management in procurement, work disciplines, sunshine undertaking, tendering and bidding process and rules, etc. so as to prevent food safety risks and to ensure that materials purchased are in compliance with quality standards, establishing a stable, controllable, secure and supportive supply channel for the Group's long-term development. In addition, the Group advances the priority of quality and extension and co-creation of the industrial chain through optimizing the inspection plan and procedure and ensuring the management and control of procurement quality risks, which help to achieve a win-win situation with strong suppliers through agreements on strategic cooperation.

The Group actively responds to national policies, strictly abides by laws and regulations on tendering and bidding, standardizes the bidding and procurement processes, actively responds to the national policy call for optimizing the business environment, and prevents any restrictions or exclusion of suppliers on the basis of unreasonable conditions. The Group pursues responsible procurement, formulates and implements second/third-level special supplier management systems such as "CR Beer Procurement Management Systems", "CRSB Administrative Measures on Suppliers", "CRWH Administrative Measures on Suppliers", "CRWH Procurement Management System" and "CRWH Rules on Supplier Qualification Review Management for Procurement Projects" in a bid to advance the priority of quality and extension and co-creation of the industrial chain through ensuring the management and control of procurement quality risks, which help to achieve win-win situation with strong suppliers through agreements on strategic cooperation.

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本集團下屬的啤酒及白酒兩條業務線均執行供應商引進、招標、公開採購、詢價等採購流程，遵循「公平、公開和公正」三大原則，責任採購比率100%。本集團通過擬定供應商篩選標準、現場認證標準以及供應商簽署《供應商承諾》的方式，引導供應商對環境保護，減少能源耗用、資源充分循環利用及人權評估等方面做出努力。

為履行本集團在供應鏈管理方面履行的社會責任承諾，加強供應商在環境、社會及管治工作的考察及管理，我們在《華潤雪花供應商管理辦法》和《華潤酒業供應商管理辦法》中均要求供應商對「供應商承諾」宣讀及蓋章確認。在開展供應商現場認證過程中，我們會對供應商的員工總數及已登記的參保人員進行核查*，並對供應商宣貫保障員工權利。（*在認證過程中詢問供應商實際員工數量，並通過網上公開信息查詢參保人數，核實數量。）

集團於二零二三年制定44個涉及食品安全、大宗製造的品類的供應商準入及認證標準，對供應商的基本資質證照（營業執照、生產許可、排污登記等）、生產能力保障（設備、場地等）、生產質量保障（工藝控制、檢驗能力等）等進行準入評估，符合要求方可參與我方採購活動。

The Group's two business lines of beer and baijiu, both implement procurement processes such as supplier introduction, bidding, public procurement and price inquiry, and follows three key principles of "fairness, openness and impartiality", with a responsible procurement ratio of 100%. By formulating standards of supplier screening and on-site accreditation as well as urging suppliers to sign the "Supplier Commitment", the Group advocates suppliers to devote themselves to environmental protection, reduction of energy consumption, full recycling of resources, human rights assessment, etc.

In order to fulfil our social responsibility with respect to supply chain management and to strengthen the consideration and management in environmental, social and governance aspects of its suppliers, we require suppliers to read out and affix seals to the "Supplier Commitment" in both the "CRSB Administrative Measures on Suppliers" and "CRWH Administrative Measures on Suppliers". During the on-site certification of suppliers, we will verify the total number of employees and registered insured persons of the supplier*, and advocate the protection of employee rights to the supplier. (*Ask the supplier about the actual number of employees during the certification, and check the number of insured people through online public information to verify the number.)

In 2023, the Group formulated 44 supplier access and certification standards for categories related to food safety and bulk manufacturing, and evaluated the access of suppliers' basic qualification certificates (business license, production license, waste discharge permits, etc.), production capacity guarantee (equipment, site, etc.), production quality guarantee (process control, inspection ability, etc.) and others. Only when they meet the requirements can they participate in our procurement activities.



此外，本集團制定了供應商評價打分表，內容涵蓋供應商在環保方面需要達到的基本要求，其中包括：

- 排污許可證；
- 環境影響評價報告；
- 當季環境監測報告；
- 廢水、廢棄物處理設施等。

此外，本集團要求旗下啤酒業務和白酒業務的所有供應商簽署的《供應商承諾書》，覆蓋以下要求：

- 廉潔採購；
- 工作環境具備安全防護措施及保障員工的職業健康；
- 生產和供應鏈過程中，能有效利用現有資源並最小化對環境造成不良影響；
- 提倡承擔環境保護責任，發展和推動與環保相關的技術應用；
- 嚴格遵守所有適用的國家相關法律法規；
- 必須尊重從業人員的人權，保障基本的員工權利及員工工作時長，保障平等僱傭；
- 不使用童工、不使用強迫性或抵債員工，遵守國家勞動合同法相關規定；
- 開展供應商應知應遵知識測試工作，強調其應遵循的廉潔自律等社會責任及義務。

In addition, the Group has developed the Supplier Evaluation Scoring Sheet, which covers the basic requirements that suppliers should meet in environmental protection, including:

- Waste discharge permit;
- Environmental impact assessment report;
- Current quarterly environmental monitoring report;
- Waste water, solid waste treatment equipment, etc.

Besides, the Group requires all suppliers for beer operations and baijiu businesses to sign the "Supplier Commitment" which covers the following requirements:

- Ethical procurement;
- Adopting safety protection measures in the working environment to ensure the occupational health of employees;
- Using effectively existing resources and minimizing negative effects on the environment in the process of production and supply chain;
- Advocating to shoulder environmental protection responsibility, developing and promoting environment-related technological application;
- Strictly complying with all applicable national laws and regulations;
- Respecting the human rights of employees, guaranteeing basic employee rights and working hours of employees, and guaranteeing equal employment;
- Not using child labour and forced or debt-paying employees, and abiding by the relevant provisions of the "Labour Contract Law of the PRC";
- Carrying out knowledge and compliance tests of suppliers and emphasizing on the social responsibility and obligations such as integrity and self-discipline they should perform.

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下表概括了本集團過去兩年供應商管理信息：

The following table summarizes the information of suppliers of the Group for the past two years:

單位 Unit	二零二三年* 2023	二零二二年* 2022
入選供應商總數目 Total selected suppliers	家 Suppliers 4,752	4,300
供應商循環動態管理 Circulation dynamics management of suppliers		
審查的供應商數量 Number of suppliers reviewed	家 Suppliers 547	347
因不合規被終止合作的供應商數量 Number of suppliers whose cooperation was terminated due to noncompliance	家 Suppliers 44	19
因不合規被否決的潛在供應商數量 Number of potential suppliers rejected due to noncompliance	家 Suppliers 92	0
按地區劃分 Breakdown by geographical location		
中國內地 Mainland China	% 99.9%	99.7%
其他地區 Other regions	% 0.1%	0.3%

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

本集團啤酒和白酒業務板塊均實施供應商目錄循環動態管理，基於引進、篩選、認證、考核、評價、淘汰等核心環節，對供應商實現制度化、標準化、專業化管理。相關管理決策報告均按規定由供應商管理委員會及採購委員會審批，包括：

The Group carries out dynamic circulatory management of suppliers' list in beer operation and baijiu business and implemented a supplier management system featuring institutionalization, standardization and specialization, based on core areas covering introduction, screening, accreditation, assessment, evaluation, elimination, etc. The relevant management decision report shall be reviewed and approved by the supplier management committee and procurement committee in accordance with the relevant regulations.

(1) 潛在供應商篩選：二零二三年，集團採購管理中心通過強化供應商的尋源、準入管理，推進供應商選擇的公開化、標準化。集團通過對原輔料、包裝物等大宗生產物資在華潤集團守正電子招標平台(以下簡稱「守正平台」)對外發佈公開徵集尋源公告，同時在守正平台與SRM系統對供應商準入標準進行了公示。二零二三年，因為社會責任不合規等原因未通過篩選的供應商有117家。

(1) Screening of potential suppliers: In 2023, the Group Procurement Management Center promoted the openness and standardization of supplier screening by strengthening the management of supplier sourcing and access. The Group issued a public solicitation and sourcing announcement for bulk production materials such as raw and auxiliary materials and packaging materials on the CRH Integrity Electronic Bidding Platform (hereinafter referred to as "Integrity Platform"), and publicized the supplier access standards on Integrity Platform and SRM System. In 2023, 117 suppliers failed in screening due to reasons such as noncompliance with social responsibilities.

- (2) 供應商認證：本集團各單位採購主責部門根據實際品類的行業特點、供需關係、物資特性等，確定供應商認證範圍。對標的物質量、貨源保障、食品安全、資產安全等有特殊要求的原輔料、包裝物等大宗物資或服務，需要開展現場認證。現場認證不合格的新供應商給予6個月內整改期限，二次認證仍不合格的，2年內不再接受現場認證申請。
- (3) 供應商合作考核：對年度內合作的供應商應進行年度考核評價，每月對供應商合作過程的合格率、及時率、準確率、拒單率、退貨率、違規行為、質量缺陷的七項指標進行考核，確保供應商有效履約。過程考核結果應用包括警示、約談、扣減貨源、暫停供貨、直接淘汰等。不合格的供應商予以淘汰，3年內禁止使用。不誠信供應商審批後進入供應商黑名單，禁止合作期限不少於5年。二零二三年，本集團共審查3,741家供應商，主動終止合作並納入黑名單管理的供應商44家。
- (4) 供應商賦能：本集團制定了《華潤雪花生產物資星級供應商管理實施細則》，對供應商進行星級評定，共同設立戰略合作協議、共用試驗基地、共用數據庫、溝通交流平臺、戰略夥伴關係等，構建與供應商合作的新模式。此外，通過現場認證後督促整改，專題會議推廣行業新技術、新設備、新方法的及時應用，以及組織培訓、對標、開展相互交流等活動幫助供應商進行問題攻關、技能提升。
- (5) 動態管理供應商目錄：本集團依據供應商綜合評價和分級管理編製華潤雪花供應商目錄，並實施動態循環管理。貴州金沙二零二三年十一月上線供應商協同管理系統，對於原貴州金沙供應商合格目錄內的供應商進行信息收集，未響應信息收集及參與培訓的供應商進行淘汰不予導入供應商協同管理系統。
- (2) Supplier certification: The procurement department of each unit of the Group determines the scope of supplier certification according to the industry characteristics, supply and demand relationship and material characteristics of actual categories. On-site certification is carried out for bulk materials or services such as raw and auxiliary materials and packaging materials with special requirements for subject matter quality, supply guarantee, food safety and asset safety. New suppliers who fail to pass the on-site certification were given a rectification period within 6 months. If they are still unqualified in the second certification, their application for on-site certification will be rejected within 2 years.
- (3) Supplier cooperation assessment: The suppliers cooperating with the Group in the year shall be assessed annually. The Group conducts monthly assessments on the cooperation with suppliers to ensure the effective performance of the suppliers in terms of seven indicators: quality, timeliness, accuracy, declined orders, returned goods, violations and flawed products. The application of process assessment results includes warning, interview, deduction of supply, suspension of supply, direct elimination, etc. Unqualified suppliers shall be eliminated and prohibited from use within 3 years. Dishonest suppliers would be included in the blacklist of suppliers after approval, with a period of no less than 5 years for cooperation cease. In 2023, the Group reviewed a total of 3,741 suppliers, and proactively terminated cooperation with 44 suppliers and added them to the "Supplier Blacklist".
- (4) Supplier empowerment: The Group has formulated the "Implementation Details regarding CRSB Management on Star-rated Suppliers of Productive Materials" to carry out star rating of suppliers. By jointly entering into a strategic cooperation agreement, we share test sites, databases and communication platforms with our strategic partners, which has been a new form of cooperation with suppliers. In addition, after on-site certification, we urged rectification, promoted the timely application of new technologies, new equipment and new methods in the industry at special meetings, and organized training, benchmarking, mutual exchanges and other activities to help suppliers tackle problems and upgrade their skills.
- (5) Dynamic management of supplier list: CRSB supplier list is prepared according to the comprehensive assessment and hierarchical management of suppliers and the circulation dynamics management has been implemented. Guizhou Jinsha launched the supplier collaborative management system in November 2023 to collect information about suppliers in the original Supplier Qualified List of Guizhou Jinsha. Suppliers on the list that do respond to information collection or participate in training will be eliminated and excluded from the supplier collaborative management system.

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二零二三年，本集團採購管理中心審查的核心生產物資供應商547家，118家獲得環境、職業安全相關的國際認證(如ISO45001/18001)的供應商數量，424家獲得廣泛認可的產品安全性／質量標準的認證(例如HACCP, ISO 9001或同等標準)。

本集團持續推動《華潤雪花供應商應知應遵知識手冊》的宣貫，以督促本集團供應商在綠色生產、持續發展、社會責任等管控過程中應遵循的新規則、新要求，倡導供應商對環境保護，減少能源耗用、資源充分循環利用。

本集團對供應商進行現場認證時，會同時對供應商相關業務人員進行培訓以及應知應遵測試，並每三年對現有供應商統一展開應知應遵測試，強化對供應商的管治力度及透明度。本集團會將未達標或未回應的企業淘汰剔除出本集團供應商目錄，規定兩年內禁止任何合作。在二零二零年完成對現有供應商全面測試後，二零二三年本集團對新加入供應商進行了「應知應遵意識」測試，並在進行認證時累計培訓69場次，累計培訓新供應商超過400人次。

In 2023, there were 547 core suppliers of production materials reviewed by the Procurement Management Center of the Group, of which, 118 suppliers have obtained international certification in environmental, occupational safety such as ISO45001/118001, and 424 suppliers have obtained widely recognized certification in product safety or quality standard such as HACCP, ISO9001 or equivalent standards.

The Group continued to facilitate the promotion of the "Knowledge Manual for CRSB Suppliers on What Should Be Understood and Followed" and urged the suppliers of the Group to follow our new rules and requirements in terms of green production, sustainable development and social responsibility. We encouraged the suppliers to implement environmental protection, reduction of energy consumption and full utilization and recycling of resources.

When conducting on-site accreditation of suppliers, the Group also organized training and test regarding what should be understood and followed for the relevant business personnel of the suppliers. A unified test regarding what should be understood and followed for the existing suppliers will be carried out every three years to intensify the governance and transparency of the suppliers. Companies who fail to meet the standard or response will be eliminated from the list of suppliers of the Group and the cooperation will be ceased for two years. Building on the comprehensive test for the existing suppliers in 2020, the Group conducted a test regarding "What Should be Understood and Followed" for newly-joint suppliers in 2023, and organized a total of 69 trainings for new suppliers joint within the year during verification, of which over 400 suppliers were trained.

	單位 Unit	二零二三年* 2023	二零二二年 2022
參與應知應遵測試的供應商 Number of suppliers participated in the test regarding what should be understood and followed	家 Suppliers	69	23
測試達標的供應商 Number of suppliers passed the test	家 Suppliers	69	23
未達標或未回應的供應商 Number of suppliers failed the test or failed to response	家 Suppliers	0	0
達標率 Pass rate	%	100%	100%
淘汰率 Elimination rate	%	0%	0%

* 二零二三年，本集團於僅對新加入的啤酒供應商進行「應知應遵意識」測試，以上數字並不包含過往已完成相關測試的供應商。

* 2023, the Group conducted a test regarding "What Should Be Understood and Followed" for newly-joint suppliers only, so the number presented above does not include suppliers who had previously completed relevant tests.

(六) 倡廉善治

商業道德和廉潔合規

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

作為華潤集團的下屬公司，本集團在生產經營中嚴格遵守和執行母公司的相關制度，切實執行《華潤集團商業行為守則》《華潤集團信訪辦理和執紀審查工作指引》《中國華潤有限公司「大監督」體系工作指引》《華潤十戒》等制度規定。同時根據市場和生產經營的實際情況，本集團制定及完善相應管理制度，並嚴格執行《華潤雪花啤酒紀檢（監察）機構信訪辦理和監督執紀工作實施細則》《信訪件和問題線索集中管理辦法》《員工違規違紀處理辦法》等相關制度流程。

本集團積極回應國務院國資委發佈的《中央企業合規管理辦法》要求，嚴格落實合規管理相關規範，參與公司重大事項決策，嚴格落實國資委要求的合同、制度、重大經營決策法律審核100%，切實防控合規風險，把好合規防線。

(VI) PROMOTING GOVERNANCE AND INTEGRITY

Business Ethics and Integrity Compliance

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

As a subsidiary of CRH, the Group strictly complies with and executes relevant systems of its parent company in its production and operation and earnestly carries out the system regulations such as the "CRH's Business Code of Practice", the "Guidance for the Handling of Complaint Letters and Visits and Discipline Execution and Examination of CRH", the "Guidance on 'Big Supervision' System Work of China Resources Company Limited", and the "Ten Directives of China Resources". Meanwhile, according to the market and production and operation conditions, the Group establishes and improves relevant management systems, and strictly implements relevant rules and procedures, including the "Implementation Rules of CRSB Disciplinary Inspection (Supervision) Agency Letters and Visits Handling and Disciplinary Work Supervision", the "Centralized Management Measures for Letters and Visits and Question Clues", and the "Employee Violation and Discipline Handling Measures".

In active response to the requirements of the "Measures for Compliance Management of Central Enterprises" issued by the State-owned Assets Supervision and Administration Commission of the State Council, the Group strictly follows the relevant norms on compliance management, participates in the decision-making of major issues about the Company, strictly conducts 100% legal review of the contracts, systems and major business decisions required by the State-owned Assets Supervision and Administration Commission, so as to effectively prevent and control compliance-related risks, and keep a good line of defense against compliance.

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本集團旗幟鮮明的打擊商業賄賂、行賄受賄、勒索、欺詐、洗黑錢等職務犯罪，預防和嚴懲各種腐敗。華潤啤酒全體員工簽訂保密承諾書，承諾恪守保密義務，遵守商業道德。此外，本集團組建專業嚴謹的法律、審計和紀檢監察隊伍，為各項業務實施、落地、推動提供支援，並充分發揮法律、審計、紀檢監察的支撐作用。

二零二三年，本集團已正式將合規要求納入員工業績考核體系，本集團法務部修訂完善相關合規管理制度《華潤啤酒防止利益衝突管理辦法》，審查和更新現有制度《華潤啤酒合規管理制度》，以確保符合最新的法規和合規要求。本集團法務部亦持續推動合同示範和合同審查，以提高業務合規管理的效率和準確性。本集團法律合規部亦計劃將更多的合規工作從線下升級為線上管理形式，以利用數字化技術和線上平台來提升合規管理的效率和便捷性。

二零二三年，本集團法律合規部共開展專業培訓17場，普法教育54場，涉及個人信息保護、知識產權保護、反不正當競爭及反壟斷、環境保護、勞動用工等領域；並組織法律條線人員參與國資委、集團組織開展的《法治講堂》《中央企業合規管理辦法》《商業秘密保護培訓》和網絡安全普法、憲法及香港基本法學習等相關培訓會，學習和掌握合規管理的前沿政策動態，汲取優秀企業的合規管理經驗，提升專業技能，強化依法合規意識。

The Group clearly combats commercial bribery, offering or taking bribes, extortion, fraud, money-laundering and other office crimes, and prevents and severely punishes corruption. All employees of CR Beer signed a confidentiality pledge, promising to abide by confidentiality obligations and business ethics. In addition, the Group has organized the setting of a professional and rigorous legal, auditing and discipline inspection team to provide support for the implementation, execution and promotion of various businesses, and give full play to the supporting role of the law, audit and discipline inspection.

In 2023, the Group has formally incorporated compliance requirements into its employee performance appraisal system, and the Legal Compliance Department of the Group has revised and improved the relevant compliance management system, the "CR Beer Management Measures for the Prevention of Conflicts of Interest", and reviewed and updated the existing system, the "CR Beer Compliance Management System", to ensure compliance with the latest regulations and compliance requirements. The Legal Compliance Department of the Group also continued to promote contract demonstration and contract review to improve the efficiency and accuracy of business compliance management. The Legal Compliance Department of the Group also plans to upgrade more compliance work from offline to online management, so as to use digital technology and online platforms to enhance the efficiency and convenience of compliance management.

In 2023, the Legal Compliance Department of the Group organized 17 professional trainings and 54 legal education sessions, covering such fields as personal information protection, intellectual property protection, anti-unfair competition and antimonopoly, environmental protection, labour and employment. The Group also organized legal personnel to participate in relevant training sessions such as the "Rule of Law Lecture" and the "Compliance Management of State-owned Enterprise", the "Trade Secret Protection Training", Cyber security popularization, the "Constitution" and the "Basic Law of the Hong Kong Special Administrative Region of the People's Republic of China" issued by the SASAC and the Group to understand the cutting-edge policy trends in compliance management, so that they can learn such experience from excellent enterprises, enhance their professional skills and strengthen the awareness of legal compliance.

本集團的審計隊伍每三年遵照各級指示與監管要求，圍繞審計定位，編製審計工作三年規劃，以「促戰略、守合規、防風險、強內控、增價值」為目標，通過經濟責任審計、專項審計等形式，聚焦重點業務與新業務、重點領域與高風險領域，以及例行監督業務或領域，開展監督工作，實現業務和管理主體的全覆蓋。

為有效防範化解重大風險，二零二三年，本集團修訂《華潤啤酒違規經營投資責任追究實施辦法》，並新建《華潤啤酒違規經營投資問題和線索移交辦理工作指引》，強化對企業權力集中、資金密集、資源富集、資產聚集部門和崗位的監督，嚴查股權投資、工程建設、資金管理等領域違規問題線索，促進企業合規經營和高質量發展。

本集團著重從源頭上控制貪污、賄賂等違法犯罪現象，正本清源，注重防微杜漸，加強對招標、採購、工程、營運、資金管理等重點領域、和關鍵崗位的預防控制。二零二三年，本集團審計部開展業務審批流程體系搭建和持續優化更新工作，助力公司「二次組織轉型」，進一步強化管控提升運行效率。

二零二三年本集團共開展18個審計項目，涵蓋反貪腐、公平競爭、利益衝突、內部交易等商業道德和廉潔相關內容，審計項目完成後並沒有發現本集團在上述議題中存有重大問題。

In accordance with the instructions and regulatory requirements at all levels, the audit team of the Group prepares a three-year audit work plan around the audit orientation every three years. Aiming at "promoting strategy, abiding by compliance, preventing risks, strengthening internal control and increasing value" and focusing on key businesses and new businesses, key areas and high-risk areas, as well as routine supervision businesses or areas through economic responsibility audits and special audits, it carries out supervision work to achieve full coverage of business and management entities.

In order to effectively prevent and resolve major risks, in 2023, the Group revised the "CR Beer Measures for the Implementation of Accountability for Investment in Illegal Operation", and newly established the "CR Beer Guidelines for Handling Investment Problems and Clues in Illegal Operation", strengthening the supervision of departments and posts with concentrated power, intensive capital, rich resources and concentrated assets of enterprises, and strictly investigating clues of illegal problems in equity investment, engineering construction and fund management to promote compliance operation and high-quality development of the enterprise.

The Group focuses on controlling corruption, bribery and other delinquencies from the source to radically reform and concentrate on nipping the bud, and enhances precaution control of major areas such as bidding, procurement, construction, operation and capital management as well as key positions. In 2023, the audit department of the Group carried out the establishment and continuous optimization and update of the approval procedures in operating to facilitate the "second-time organizational transformation", and thus to further strengthen the control and the operational efficiency.

In 2023, the Group carried out a total of 18 audit programs covering anti-corruption, fair competition, conflicts of interest, internal transactions and other business ethics and integrity related fields. No material problem concerning the above issues was identified by the Group based on the audit results.

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在紀律檢查監督方面，梳理招標採購、市場營銷、重大工程項目建設等廉潔風險點作加以控制，確保本集團營運合法合規。本集團堅持有權必有責，有責必擔當，違紀必追究，失責必問責，紀檢部門嚴格依規、依紀和依法辦信辦案。

二零二三年，為了規範和防控廉潔風險，促進業務交易以誠信和廉潔的方式進行，本集團制定並執行《反貪污及反賄賂政策》《舉報政策》兩項制度，進一步完善合規制度體系。《反貪污及反賄賂政策》明確了防止賄賂的禁止行為，並規範提供利益、款待及紀念品、慈善捐款及贊助等行為。《舉報政策》適用於所有僱員，管理層、董事及有業務往來的外部第三方，明確了可舉報的行為問題、對舉報人的保護、保密、舉報渠道、匿名舉報、調查、不實舉報等內容。集團提供了多種舉報渠道，主要通過郵件、電話等形式，並且集團會對收到的信訪件進行分類處理。於報告期間，針對舉報線索本集團100%追蹤處理。

二零二三年，本集團紀委辦組織對各級員工，尤其是管理層，就保密、廉潔、反舞弊等內容進行線上培訓，並發佈《職業素養基礎課》《保密宣教微課—跟著雪娃來探「密」》《紅色警戒—經理人十誡》多門微課，學習人次超2萬，流覽量超10萬。本集團紀委辦亦開創專欄《廉潤初心》，以推進廉潔文化建設為核心，以「廉」為主題，以「初心」為主線，共設廉政信息、警示警醒、紀法課堂、大監督四個版塊，宣傳華潤啤酒廉潔文化。同時，通過轉載中紀委關於廉潔教育方面的線上視頻、製作《4分鐘教你過「廉節」》等視頻微課，向全體員工弘揚職場廉潔文化。

In respect of disciplinary inspection and monitoring, the Group has identified and controlled integrity risks in relation to bidding and procurement, marketing, and construction of major projects to ensure the legal compliance of its operation. The Group insists that power shall go with responsibility, responsibility must be taken, discipline must be pursued, and failure must be accountable; and the disciplinary inspection department of the Group resolutely punishes corruption without wavering, and handles letters and cases in strict accordance with rules, disciplines and laws.

In 2023, for the sake of regulating and preventing corruption risks and promoting business transactions to be conducted in an honest and clean manner, the Group formulated and implemented two systems, namely, the "Anti-Corruption and Anti-Bribery Policy" and the "Whistleblowing Policy", aiming at further improving the compliance system. The "Anti-Corruption and Anti-Bribery Policy" clarifies the prohibited behaviors to prevent bribery, and regulates behaviors involving offering benefits, entertainment and souvenirs, charitable donations and sponsorships. The "Whistleblowing Policy" applies to all employees, management, directors and external third parties with business dealings, clarifies the following aspects in reporting: the suspected behaviors, the protection of whistleblowers, confidentiality, reporting channels, anonymous report, investigation, false report and so on. The Group provided a variety of reporting channels, mainly through mail, telephone and other forms, and the Group would classify the letters and visits received. During the reporting period, the Group tracked 100% of cases with the reported clues.

In 2023, the Commission for Discipline Inspection of the Group organized online training for employees at all levels, especially the management, on confidentiality, integrity and anti-fraud, and issued several micro-courses, such as the "Basic Course of Professional Quality", the "Micro-course of Confidentiality Education-Exploring Secrets with Xuewa" and the "Red Alert — Ten Commandments for Managers", with over 20,000 learners and over 100,000 visitors. The Commission for Discipline Inspection of the Group has also created a column entitled "Integrity and Original Aspiration", which focuses on promoting the construction of integrity culture, takes "Integrity" as the theme and "Original Aspiration" as the main line, and sets up four sections, namely, "Integrity Information", "Warning and Vigilance", "Ethics and Law Lecture", and "Greater Supervision", to publicize the clean culture of CR Beer. At the same time, by reprinting the online video of the Central Commission for Discipline Inspection of the CCP on incorruptibility education, and producing video micro-lessons such as "Teach You to Have an Incorruptibility Festival in 4 Minutes" to promote the incorruptibility culture in the workplace to all employees.

二零二三年，本集團組織召開2次全公司範圍的警示教育大會，覆蓋管理層級員工2.5萬餘人次，持續築牢員工規矩意識。下屬二級單位分層次針對營運、銷售、採購等重點領域召開專題警示教育會議171次，涉及關鍵崗位員工1.8萬人次。同時，針對新晉升、外部引進及年輕幹部開展「家風」主題廉潔教育，共30餘人參與。此外，組織召開營銷系統、營運系統、重大工程項目廉潔文化宣講暨經銷商、承運商、承包商等合作夥伴共商共談共建專題會議，共計600餘人參加，推動廉潔合作氛圍的構建，有效防範廉潔風險。

本集團嚴格按照國家相關法律法規和內部管理制度，對員工違紀違法行為進行嚴肅處理。2023年，本集團共計10名員工犯有與腐敗有關的違規違紀行為，判處有期徒刑。本集團已依照相關制度與以上僱員解除了勞動關係，並建立了案件復盤機制，防止同類型的案件再次發生。以上案件未對本集團的業務產生重大影響。

廉潔採購

本集團遵循合規經營，向合作夥伴弘揚廉潔文化，營造廉潔工作氛圍，並向合作夥伴告知應知應遵的禁止條令、工作紀律、規章制度等，推進反腐倡廉縱深開展。本集團明確禁止違規關聯交易、以權謀私、設租尋租、貪污受賄、特定關係人經商辦企業、收受禮品禮金等違規違紀違法行為。

In 2023, the Group held two company-wide warning education conferences, covering more than 25,000 employees, including management-level staff, to continually build up employees' awareness of rules. Subordinate secondary units held 171 special warning education conferences in a hierarchical and targeted manner for key areas such as operation, sales and procurement, and covered 18,000 enrolments in key positions. At the same time, more than 30 people participated in the integrity education on the theme of "family style" for newly promoted, externally introduced and young cadres. In addition, more than 600 people attended the special meeting of publicizing the integrity culture of the marketing system, operation system and major engineering projects and discussing and co-constructing with partners such as distributors, carriers and contractors, which promoted the construction of integrity cooperation atmosphere and effectively prevented integrity risks.

The Group strictly complies with relevant national laws, regulations and internal management systems, and severely handles employees' violations of discipline and law. In 2023, a total of 10 employees of the Group committed corruption-related violations of regulations and disciplines and were sentenced to fixed-term imprisonment. The Group has terminated the employment relationship with the above employees in accordance with relevant systems and established a case review mechanism to prevent similar types of cases from happening again. The above cases have not had a significant impact on the Group's business.

Procurement Integrity

The Group, following compliance operation, is committed to creating a culture of integrity work by promoting integrity culture to its partners, while informing its partners of the prohibitions, work disciplines, rules and regulations, etc. that should be known and observed, so as to promote anti-corruption and integrity to a deeper extent. The Group clearly prohibits violations of regulations, disciplines and laws, such as illegal connected transactions, taking benefits with power, rent setting and seeking, corruption and bribery, operating enterprises by specific associates through business, and receipt of gifts.

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本集團合規匹配各單位採購業務審批流程，精準劃分採購業務事項清單與主責許可權。按採購品類許可權、審批額度開展分級授權管理。積極採用華潤集團守正電子招標平臺，推動招標採購工作與互聯網深度融合，最終實現高效、專業、規範、安全、低成本的招投標管理。

本集團在《華潤啤酒採購管理制度》及《華潤酒業採購管理制度》中明確規定供應商在編製採購檔案及合同中須將「陽光承諾」作為附件載入，要求供應商誠信合作；同時明確參與採購活動的工作組人員和評審人員，在參與採購工作前需簽署「採購人員廉潔自律承諾書」，知悉公司有關採購廉潔自律的相關規定，保證嚴格執行各項承諾內容。此外，我們在《華潤雪花供商管理辦法》及《華潤酒業供商管理辦法》中規定，須強化在對供應商進行現場認證時進行廉潔宣講，要求供應商進行「供應商承諾」宣讀及蓋章確認，承諾支持華潤雪花建立開放、公平、競爭的商業環境，尊重華潤雪花價值觀和管理原則，同時杜絕腐敗拉攏，形成風清氣正的良好合作氛圍。本集團的採購管理流程均由法律合規部嚴格審核。二零二三年，本集團新認證供應商100%簽署《陽光承諾》和《供應商承諾》，供應商現場認證人員100%簽署《廉潔守則》。

本集團在對供應商現場認證首次會議的溝通中，著重向供應商弘揚廉政採購文化，營造廉潔工作氛圍，正向傳遞供應商應知應遵的禁止條令、工作紀律、規章制度等，推進反腐倡廉向縱深開展。二零二三年，本集團對集採物資及規模物資供應商的宣傳覆蓋達到100%。

The Group allocates the procurement approval process to each unit, and accurately divides the list of procurement items and the main responsibility authority. It also carries out hierarchical license management in accordance with procurement category authority and approval limit. It actively adopts the Integrity Platform, promotes the deep integration of bidding and purchasing work with the Internet, and finally realizes efficient, professional, standardized, safe and low-cost bidding management.

In the "CR Beer Procurement Management System" and the "CRWH Procurement Management System", the Group clearly stipulates that suppliers must include "Sunshine Undertaking" as an annex in the preparation of procurement documents and contracts, requiring suppliers to cooperate in good faith; at the same time, it is clearly stipulated that the working group personnel and reviewers involved in procurement activities should sign the "Commitment Letter of Integrity and Self-discipline of Procurement Personnel" before participating in procurement, know the relevant regulations of the company on integrity and self-discipline of procurement, and ensure strict implementation of all commitments. In addition, we stipulate in the "CR Snow Measures for the Administration of Suppliers" and the "CRWH Measures for the Administration of Suppliers" that it is necessary to strengthen the publicity of integrity during the on-site certification of suppliers, require suppliers to read out and seal the "Supplier Commitment", promising to support CR Snow to establish an open, fair and competitive business environment and respect the values and management principles of CR Snow, and at the same time putting an end to corruption and win over, so as to form a good cooperation atmosphere with a clean and positive atmosphere. In 2023, 100% of newly certified suppliers of the Group signed the "Sunshine Undertaking" and the "Supplier Commitment", and 100% of the on-site certification personnel of the suppliers signed the "Code of Integrity".

During the first meeting about on-site certification of suppliers, the Group focused on promoting the culture of integrity procurement to its suppliers, creating a clean working atmosphere, and positively conveying the prohibitions, work disciplines, rules and regulations that such suppliers should know and follow, so as to promote anti-corruption and integrity to a deeper extent. In 2023, the publicity coverage of the Group towards centralized materials and suppliers of sizeable materials reached 100%.

二零二三年，本集團法律合規部結合公司業務實際，選擇了在合規風險較高的招標採購領域推廣實施合規管理體系，組織涉及招採業務領域的擬任合規官參加了合規訓練營，積極推進招採領域已完成認證的合規官履職上崗，推進合規管理體系的落地。二零二三年，本集團啤酒及白酒業務的採購管理中心堅持通過以採購制度為綱，並輔以採購中心年度中心業務會議、供應商大會、現場認證首次會議、節日廉潔通知等多種方式，對各層級員工、供應商管理層及銷售人員等核心成員，多層次開展商業道德、廉潔警示、反腐敗等教育與宣貫。

為徹底落實合規投訴舉報，進一步提高供應商、經銷商合法合規舉報意識，警示不實舉報，本集團法律合規部組織修訂了合同附件中的《陽光承諾》，明確了舉報受理事項的範疇，並對供應商及經銷商出現不實舉報行為需承擔的違約責任進行了明確約定，推進信訪舉報投訴良性運轉。

稅務風險管理

在稅務相關的財務事項上，二零二三年度，本集團除四川、西藏等地區公司享有西部大開發減免15%稅率優惠，及西藏地區公司享有民族自治地方部分免徵優惠外，啤酒整體均按照25%的法定企業所得稅稅率依法合規納稅。

本集團在二零二三年度的各項稅務風險事件均已妥善處理，並未出現重大爭議事件。

In 2023, the Legal Compliance Department of the Group, taking into account the practical business, resolved to promote and implement compliance management system in the field of bidding and procurement coming with high compliance risks, organized the proposed compliance officers involved in the field of bidding and procurement to participate in the compliance training camp, actively promoted the certified compliance officers in the field to take up the post, and advanced the implement of compliance management system. In 2023, the Procurement Management Center of the Group in beer operation and baijiu business adhered to the multi-level education and publicity of business ethics, integrity warnings and anti-corruption for core members such as employees, supplier management and sales personnel at all levels through various means, such as the procurement system as the key link, supplemented by the annual central business meeting of the Procurement Center, the supplier conference, the first meeting of on-site certification, and the holiday integrity notice.

Aiming at thoroughly implementing compliance-related complaints and reports, further improving the legal and compliance whistleblowing awareness of suppliers and distributors, and warning false whistleblowing, the Legal Compliance Department of the Group organized the revision of the "Sunshine Undertaking" in the annex to the contract, clarified the scope of acceptance matters, and clearly agreed on the liability for breach of contract for suppliers and distributors to make false reports, so as to promote the operation of complaint reporting by letters and visits.

Tax Risk Management

In terms of tax-related financial matters, in 2023, the Group's beer business as a whole was taxed in accordance with the statutory corporate income tax rate of 25%, except for companies in Sichuan, Tibet and other regions enjoying a preferential tax rate of 15% for the development of the western region, and companies in Tibet enjoying partial exemption in ethnic autonomous areas.

The Group's tax risk events in 2023 have been properly handled and no significant disputes have arisen.

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反壟斷與反不正當競爭

本集團全面落實反壟斷與反不正當競爭工作部署。二零二二年，本集團法律合規部即時跟進學習《反壟斷法》修訂，研討對公司業務可能產生的主要影響作出風險提示，並提出相應的管控建議。擬定並下發《反壟斷執法案例法律風險提示的通知》，就來年市場監管總局第一起反壟斷處罰案例進行分析，為公司業務合規提供借鑒。本集團法律合規部組織《反壟斷法》法律修訂解讀培訓及《華潤集團反壟斷與反不正當競爭管理辦法》宣貫培訓會。就公司日常經營，對新上線信息化系統、包裝、產品手冊、促銷活動方案、渠道建設等可能涉及不正當競爭的環節進行審核並提出防範建議。本集團法律合規部組織開展品牌合規體系管理、品牌代言風險防範、經銷返利、市場營銷刑事紅線等專業培訓。

在營銷及雙反風險管理方面，二零二三年，本集團法律合規部對公司高層領導進行反壟斷法律風險培訓、對公司法務團隊進行互聯網業務法律等專業培訓。在合同審核及其他業務文件審核中，關注反不正當競爭、反壟斷、商業賄賂等問題，確保業務合規開展。制定營銷類合同示範、啤酒經銷合同示範，為業務合規開展保駕護航。完成制定個人信息保護合規、數據合規等制度，防範相關法律風險。

二零二三年，本集團沒有發生因壟斷或不正當競爭被政府監管部門處罰事件。

Anti-monopoly and Anti-unfair Competition

The Group has fully implemented the arrangements of antimonopoly and anti-unfair competition. In 2022, the Legal Compliance Department of the Group followed up the revision of the "Anti-Monopoly Law" real time, discussed the possible major impacts on the Company's business, made risk warnings and gave corresponding control suggestions. The Group drafted and issued the "Notice on Legal Risk Alert in Anti-Monopoly Law Enforcement Cases", and analyzed the first antimonopoly punishment case of the General Administration of Market Regulation next year, so as to provide a reference for the Company's business compliance. The Legal Compliance Department of the Group organized the training on the interpretation of the revision of "Anti-Monopoly Law" and the training meeting on the publicity and implementation of the "Administrative Measures on Anti-Monopoly and Anti-Unfair Competition of China Resources Group". With regard to the daily operations of the Company, the Legal Compliance Department of the Group reviewed the newly launched information system, packaging, product manual, promotion plan, channel construction and other links that might involve unfair competition, and made preventive suggestions. In addition, it carried out professional training on themes such as brand compliance system management, brand endorsement risk prevention, distribution rebate and marketing criminal warning line.

In terms of risk management for marketing and anti-dumping and countervailing duty, the Legal Compliance Department of the Group conducted anti-monopoly legal risk training for the Company's senior leaders and professional training on internet business law for the company's legal team in 2023. During contract review and other business document reviews, the Group paid attention to anti-unfair competition, anti-monopoly, commercial bribery and other issues to ensure business compliance. The Group formulated model marketing contracts and model beer distribution contracts to escort business compliance. In addition, the Group formulated personal information protection compliance, data compliance and other systems to prevent relevant legal risks.

In 2023, the Group has not been punished by government regulatory authorities due to monopoly or unfair competition.

第二章 關懷員工

本集團多年來一直秉持著「以人為本」的管理及營運原則，除了嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國社會保險法》《工傷保險條例》《中華人民共和國婦女權益保障法》《中華人民共和國工會法》《中華人民共和國基本醫療衛生與健康促進法》《禁止使用童工規定》及《未成年人保護法》等法律法規之外，已制定人力資源管理體系及管理制度，並持續進行改善與提升，以妥善及有效地管理所有僱傭事務。

本集團尊重員工各項權利，依法保障員工合法權益，為員工提供完善的權益保障服務，奉行平等、非歧視的勞動用工政策，反對強迫勞動，杜絕使用童工，尊重結社自由，努力為員工提供一個安全、健康、舒適的工作環境，了解及滿足他們在工作及生活上的各種需要。本集團深刻認識員工是本集團業務發展的重要關鍵，對本集團的產品質量、食品安全及服務口碑有著重大影響，因而投放大量資源培育員工專業技能，鼓勵職業發展。

(一) 平等僱傭

本集團秉持平等的僱傭原則，不受人員的性別、年齡、國籍、民族、宗教信仰、膚色、語言、戶籍所在地等因素影響，建立一個公平、平等、競爭、擇優的招聘環境。為確保招聘及績效評價的過程透明、公開、公平、公正，本集團的員工聘用審批過程按照內部制定的《招聘管理制度》，全面覆蓋各個職位的招聘過程。

本集團亦制定有防止童工或強制勞動的政策，在招聘環節管理用工的合規性及質量，所採用的招聘信息化系統在招聘及錄用條件中設置有嚴禁招聘及僱用任何未滿18歲的人員，並在現場面試等環節確保員工在自願的基礎上參加工作或勞動。

CHAPTER 2: CARE FOR STAFF

The Group has been adhering to a people-oriented management and operation principle for many years. The Group not only strictly complies with the employment laws and regulations, such as the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", the "Social Insurance Law of the People's Republic of China", the "Regulations on Insurance for Work-related Injury", the "Law of the People's Republic of China on the Protection of Women's Rights and Interests", the "Trade Union Law of the People's Republic of China", the "Law of the People's Republic of China on the Promotion of Basic Medical and Health Care", the "Prohibition on Child Labor" and the "Law on the Protection of Minors", but also established human resources management system and management regime, continuously improving and upgrading to properly and effectively manage all employment matters.

The Group respects the rights of employees, protects their legitimate rights and interests according to law, provides comprehensive rights and interests protection services for employees, pursues an equal and non-discriminatory labor employment policy, opposes forced labor, eliminates the use of child labor, respects freedom of association, strives to provide employees with a safe, healthy and comfortable working environment, and understands and meets their various needs on work and life. The Group deeply recognizes that the staff is critical to the development of the Group's business, and is of great significance to our product quality, food safety and service reputation. Therefore, the Group has considerable investments in cultivating employees' professional skills and encourages career development.

(I) EQUAL EMPLOYMENT

The Group safeguards the employment principle of equality. We treat our employees fairly and equitably — regardless of gender, age, nationalities, ethnicity, religious belief, skin colour, language, and household registration location. We aim to build up a fair, equal, competitive and merit-based recruitment environment. To ensure the recruitment and performance evaluation process on a transparent, open, fair and justified basis, the Group's staff recruitment, review and approval process are set according to the internal policy of Recruitment Administrative and fully cover the recruitment process of various positions.

The Group also established policies on preventing child labor or forced labor and managed the compliance and quality of employment from the hiring stage. Hiring information system was adopted to restrict hiring any persons below 18 years old in the recruitment and employment condition and ensure the staff join the work or labor force on a voluntary basis during the site interview and other scenarios.

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於報告期間，本集團嚴格遵照相關法律法規及內部制度，並沒有發現違規聘用未成年及強制勞動的情況。

在人權管理層面，本集團採購管理中心在《華潤雪花供應商管理辦法》中「供應商承諾」進行約定，要求所有供應商須尊重從業人員的人權，保障基本的員工權力及員工工作時長等，並要求供應商就「供應商承諾」宣讀及蓋章確認。

本集團的業務遍佈中國各地，因此本集團採用本地化用工政策，並推出管培生、校招生制度，開展校企合作，帶動就業。此外，也鼓勵員工多元化，關愛女性，倡導殘疾人就業平權，為轉業軍人提供充分的就業機會。二零二三年，本集團啤酒及白酒業務全職員工總人數約27,232人，員工平均年齡為36.6歲，平均司齡8.1年，本科率46.9%，支持殘障人士就業共50餘人。

During the reporting period, the Group strictly complied with the relevant laws and regulations and internal policies, and was not aware of any illegal hiring of child or forced labor.

In term of human rights management, the Procurement Management Center of the Group stipulates in the "Supplier Commitment" of the "CRSB Administrative Measures on Suppliers" that all suppliers must respect the human rights of employees, protect the basic rights of employees and the working hours of employees, etc., and require suppliers to read and sign the "Supplier Commitment".

As the Group's business presence is across the country, the Group adopted a localized employment policy and introduced management trainee and school enrollment system to promote school-enterprise cooperation and employment. Moreover, the Group also encourages employee diversity, cares for women, advocates equal employment rights for people with disabilities, and provides employment opportunities for retired military personnel. In 2023, the Group had approximately 27,232 full-time staff in beer and baijiu business, with an average age of 36.6 years old and the average length of service amounting to 8.1 years. Over 46.9% of the staff had obtained a bachelor's degree. The Group is also employing more than 50 people with disabilities.

(二) 員工薪酬福利

本集團繼續遵循其完善的內部制度及指引，包括《考勤休假管理制度》、《薪酬管理制度》、《員工福利管理制度》、《幹部履職待遇和業務支出管理辦法》、《招聘管理制度》及《員工職業發展管理辦法》等，保障員工權益。本集團堅守「勤奮、專業、成長」的員工價值理念，嚴格執行國家及地方與勞動用工和薪酬管理相關的法規政策，依法為員工足額繳納各項社會保險及住房公積金。同時，本集團不斷完善及提升員工職業發展通道，建立兼具內部公平性與市場競爭性的薪酬福利體系。

(II) STAFF REMUNERATION AND BENEFIT

The Group continued to follow its well-established internal systems and guidelines, including the "Attendance and Leave Management System", the "Remuneration Management System", the "Staff Benefit Management System", the "Manager's Performance Entitlements and Business Expenses Management System", the "Recruitment Management System" and the "Staff Career Development Management Regulations", safeguarding the staff's rights and interests. The Group insists on passing the employee value proposition of "diligence, professionalism and growth", and strictly implements the national and local regulations and policies on labour and remuneration management with various social insurances and housing provident funds paid in full for employees according to law. At the same time, the Group continuously improves and enhances the career development channels of employees, with a comprehensive remuneration and benefit system established that combines internal fairness and market competitiveness.

就管理層薪酬制度而言，本集團向總裁及副總裁、總部部門正職及副職、省營銷中心總經理、核心工廠廠長、及省會及一線核心大區的銷售總經理提供員工遞延性現金等長期激勵以提升工作動能。二零二三年，本集團持續投入調薪資源，開展員工年度績效調薪，持續提升員工收入水平，提升市場競爭力。

在工作時間及假期安排上，本集團除了嚴格遵守國家及地方的法律法規外，更按照本集團內部有關員工待遇及福利的政策，包括《考勤休假管理制度》《員工福利管理制度》《員工職業發展管理辦法》，以保障員工的權益。本集團旗下的各個業務單位均制定了假期管理規定，妥善管理員工的假期安排及申請流程，如法定假期、年度休假、產假、工傷假、婚假、喪假、病事假等。二零二三年，本集團新增育兒假及子女護理假。

本集團致力為員工提供全面的福利，於本年度繼續推進全國福利體系「三個統一」(福利項目、福利標準和支付方式統一)，統一管理全國員工的福利，提升了福利基礎保障水平及內部公平性。為了保障員工健康，本集團為員工提供多種計劃，包括基本醫療保險、全員的補充商業保險；並為所有員工安排年度健康體檢與特殊工種的職業健康定期體檢。二零二三年，本集團為建立和完善員工及家屬的福利保障體系，搭建了商業保險彈性福利自選平台，員工可按需自由選擇保險升級計劃及家屬保險計劃，並通過公司辦公自動化(OA)平台發佈公告、企業微信號進行宣傳，從多方向、多維度加強員工社福保障，滿足員工對薪酬福利的期望及滿意度。

In terms of the management remuneration system, the Group provides long-term incentives such as deferred cash for employees to the President and Vice President, the chief and deputy heads of headquarters departments, the general managers of provincial marketing centers, the directors of core plants, and the sales general managers of provincial capitals and first-line core regions to enhance their work momentum. In 2023, the Group has continued to invest in pay adjustment resources and carried out annual performance based pay adjustment for employees to continuously improve employees' incomes and enhance the Group's market competitiveness.

In respect of the arrangement on staff working hours and holidays, in addition to strictly complying with the national and local laws and regulations, the Group also follow its internal policies on staff package and benefits, including the "Attendance and Leave Management System", the "Staff Benefit Management System" and the "Staff Career Development Management Regulations", to protect the rights and interests of employees. The Group's business units have established the management regulations on staff holidays, regulating the arrangement of various staff holidays and application process properly, such as statutory holidays, annual leave, maternity leave, work injury leave, marriage leave, funeral leave, sick leave and other leaves. In 2023, the Group added parental leaves and child care leaves.

The Group is committed to offering comprehensive benefit for staff, promoting the national benefit system of "three unifications" (i.e., unifications of benefit items, benefit standard and payment approach), unifying the management of the national staff benefit, and improving basic level and internal fairness for benefits. To safeguard the health of the staff, the Group provides the staff with various plans, including basic medical insurance and complementary commercial insurance of all staff, and arrange annual health examination for all staff and regular professional health examination for special types of the staff. In 2023, the Group had set up a flexible commercial insurance benefit selection platform to build and improve the welfare and security system for employees and their families, which allows employees to freely choose insurance upgrade plans and family insurance plans according to their needs, and we had published announcements on the Office Automation (OA) platform and posted articles through official WeChat account of the Company for promotion. We carry out multi-dimensional and -directional promotion of remuneration and benefit, strengthening the staff's social security and benefit, and meeting their expectations and satisfaction on remuneration and benefit.

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(三) 員工管理

本集團每年開展總部、區域及業務單位的三級用工檢查管理，持續提升改進，確保上述法規要求妥善執行。本集團安排分管勞動政策的經理人作為用工情況的協調人。員工在發現違規情況時，應第一時間通報協調人，並交由勞動政策員工實施核查及就著核查情況作出報告。協調人對情況進行分析研判，提出解決建議，匯報至人力資源部總監審批。處理完成後，協調人將確認處理結果。整體而言，本集團每年對人力資源管理系統進行系統性內外部風險評估並制定應對措施。

二零二三年，華潤雪花建立《人力資源異常信息呈現報告管理辦法》，暢通員工回饋的渠道，建立快速回應機制。當異常風險出現時，將由所在公司整理風險相關信息，包含但不限於事發單位基本情況，事件起因和性質、基本過程、影響範圍、事件發展趨勢、請求事項和處置建議。在二十四小時內，以電話及潤工作平台及時報告至華潤雪花。在重大風險事件上緩報、瞞報、漏報，有嚴重失職、瀆職行為的人員，將依違規違紀處理。同時，本集團在糾紛事件上反向建立複盤機制，每年複盤上一年度發生的勞動糾紛案件，制定整改計劃並落實，萃取優秀經驗並反思用工管理風險。

同時，本集團嚴格執行《用工爭議信息呈報管理制度》及《勞動用工規範化管理制度》，及時呈報勞動用工糾紛事件，密切跟進事件及實行改進措施，於《用工案例集》紀錄典型案例，並下發參考學習，提升人力資源管理人員對勞動用工糾紛事件的意識。二零二三年，本集團勞動合同簽訂率100%，社會保險覆蓋率100%。

在報告期內，本集團並未發現任何對其業務經營、業績、財政狀況及聲譽造成重大影響之與人權及勞工權利相關違法違規行為。

(III) STAFF MANAGEMENT

The Group held annual employment inspections and management at the three levels comprising the headquarters, regional companies and business units, and continuously promoted the improvement to ensure the proper execution of the requirements of the aforementioned regulations. The Group has designated the manager in charge of labor policies to act as coordinator during employment. Whenever breaches are identified, they shall be raised to the coordinator immediately. The cases would then be delegated to be investigated and reported relevant personnel on labor policies. The coordinator shall report and make recommendation to the director of human resources department for approval after conducting the analysis. After the above process, the coordinator will confirm the results. Overall, the Group conducts a systematic internal and external risk assessment of the human resources management system on an annual basis and formulates mitigation measures.

In 2023, CRSB established the "Measures for the Administration of Presenting and Reporting Abnormal Information by Human Resources", which facilitated the channel of employee feedback and established a quick response mechanism. When abnormal risks occur, the relevant subsidiaries will sort out the risk-related information, including but not limited to the situation of the incident unit, the cause and nature of the incident, the basic process, the scope of influence, the development trend of the incident, the requested items and the disposal suggestions. Within 24 hours, it's necessary to report to CR Snow by telephone and CR working platform in time. Those who delay reporting, conceal or omit major risk events and have serious dereliction of duty will be dealt with according to the nature of violating laws and regulations. At the same time, the Group has established a reflection mechanism for disputes, reflected on labor disputes in the previous year annually, formulated and implemented rectification plans, extracted excellent experiences and examined employment management risks.

Meanwhile, the Group strictly executed the "Management Regulations on Reporting of Employment Disputes" and the "Standardized Management System for Labour and Employment" to report promptly labour employment disputes and follow-up events closely and implement measures on improvement. Typical cases were recorded in the "Employment Case Archive" for reference and learning to raise HR personnel's awareness of the risk of labor employment disputes. In 2023, the labor contract signing rate of the Group was 100% and the social insurance coverage rate was 100%.

During the reporting period, the Group did not encounter any violation of laws and regulations in relation to human rights and labor rights, which will have significant impact to our business operation, results, financial status and reputation.

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本集團的人力資源相關員工相關數據範圍主要涵蓋本集團總部和其下屬實際控制的控股公司及附屬公司。

The scope of the Group's human resources related data mainly involve in the Group's headquarters as well as holding companies and subsidiaries ultimately controlled by its subordinates.

	單位 Unit	二零二三年* 2023	二零二二年* 2022
員工總數 Total number of employees	人 People	27,232	24,027
按性別劃分的員工總數 Total number of employees by gender			
男性 Male	人 People	19,490	17,456
女性 Female	人 People	7,742	6,571
按年齡組別劃分的員工總數 Total number of employees by age group			
29歲或以下員工 Employees with age 29 or below	人 People	7,266	5,457
30–39歲員工 Employees with age between 30 and 39	人 People	10,815	10,473
40–49歲員工 Employees with age between 40 and 49	人 People	6,874	6,189
50歲或以上員工 Employees with age 50 or above	人 People	2,277	1,908
按地區劃分的員工總數 Total number of employees by region			
中國內地 Mainland China	人 People	27,179	23,984
中國香港 Hong Kong	人 People	53	43
特殊關懷員工總數 Total number of employees with special care			
殘障人士員工總數 Total number of employees with disabilities	人 People	55	83

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。二零二二年數據已修正，不再以四捨五入呈現。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes. The data for 2022 has been corrected and is no longer presented with rounding.

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單位 Unit	二零二三年* 2023	二零二二年* 2022
按僱傭類別劃分的員工總數 Total number of employees by grade		
高層員工 Senior management	人 People	514
男性 Male	人 People	466
女性 Female	人 People	48
中層員工 Middle-level employees	人 People	2,365
男性 Male	人 People	1,961
女性 Female	人 People	404
基層員工 Junior employees	人 People	24,353
男性 Male	人 People	17,063
女性 Female	人 People	7,290

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。二零二二年數據已修正，不再以四捨五入呈現。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes. The data for 2022 has been corrected and is no longer presented with rounding.

	單位 Unit	二零二三年* 2023	二零二二年* 2022
員工主動流失率# Voluntary turnover rate of employees#	%	10.0%	8.2%
按性別劃分的員工主動流失率# Voluntary turnover rate of employees by gender#			
男性 Male	%	11.5%	9.3%
女性 Female	%	6.4%	5.3%
按年齡組別劃分的員工主動流失率# Voluntary turnover rate of employees by age group#			
29歲或以下員工 Employees with age 29 or below	%	26.9%	26.4%
30-39歲員工 Employees with age between 30 and 39	%	5.5%	4.2%
40-49歲員工 Employees with age between 40 and 49	%	2.1%	1.3%
50歲或以上員工 Employees with age 50 or above	%	1.8%	0.5%
按地區劃分的員工主動流失率# Voluntary turnover rate of employees by region#			
中國內地和香港 Mainland China and Hong Kong	%	10.0%	8.2%

主動流失率=該類別主動提出離職(辭職、合同到期等)人數÷該類別員工人數

Voluntary turnover rate = Number of employees in that category who voluntarily propose to leave (resignation, contract expiration, etc.) ÷ Number of employees in that category

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

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(四) 員工溝通與關懷

透過與員工保持緊密並良好的交流溝通，本集團積極了解員工的需要和要求，維護他們的合法權益，以創造一個平等和諧的工作環境。本集團貫徹內部溝通制度，落實一線走訪活動、總經理接待、信箱等渠道，並進一步推動信息化溝通渠道與平台建設，加強信息媒介溝通管理，運用社交媒體、微信公眾號、移動辦公鼓勵全體員工參與到本集團的運營管理，提高員工共同參與企業管治的意願，並保障他們的知情權、參與權、表達權及監督權。

本集團定期召開職工代表大會，聆聽員工的要求，確立及推廣員工為「主人翁」的地位，通過明確集團型、公司型、業務型多級職代會職能定位、權責邊界、操作規範，有效推動各級職代會充分發揮作用，有利於促進廣大職工全方位、多層次參與企業民主管理，推動企業與職工凝心聚力、共商共議，維護職工群眾合法權益，激發企業健康發展強大內生動力。

本集團尊重員工參加、組建或者不參加工會的權利，努力把工會建成合格、模範的職工之家。二零二三年，本集團完全遵循《中華人民共和國工會法》第十一條要求建立工會，員工參與率達100%。

(IV) STAFF COMMUNICATION AND CARE

The Group understands various needs and demands from staff proactively through maintaining intimate and positive communications with them and safeguarding their legitimate rights and interests to create an equal and harmonious working environment. The Group keeps a thorough internal communication system through various channels like visits to frontline operation, communication with the general manager and mail box. We further promote the informatization of communication channels and setup of a platform to strengthen the management on communication with informative media, and make use of social media, WeChat official accounts, mobile office platforms to encourage all staff's participation in the Group's operation management, increasing the staff's willingness to involve in the corporate governance and protect their rights to be informed, participate, express opinion and supervise.

The Group holds regular meetings with staff representatives to listen to their appeals, and establishes and promotes their sense of ownership. By clarifying the functional positioning, power and responsibility boundaries and operation specifications of multi-level staff representative meetings such as group, company and business meetings, the Group effectively promotes the full play of staff representative meetings at all levels, which is conducive to promoting the all-round and multi-level participation of employees in the democratic management of the Group, promoting the cohesion and consultation between enterprises and employees, safeguarding the legitimate rights and interests of employees, and stimulating a strong endogenous driving force for the healthy development of enterprises.

The Group respects staff's rights to participate, establish, and refusal of participation in a labor union, striving to ensure that the labor union is a qualified and exemplary home for employees. In 2023, the Group had been in full compliance with the requirements under Section 11 of the "Trade Union Law of the People's Republic of China" to establish union with 100% rate on staff participation in the union.

為關懷及促進員工彼此間的溝通，本集團制訂了員工關愛工作指引，並以有效、順暢的內部溝通制度及全面落實本集團團隊建設指引制度等方式，全方位關懷員工的安全、情感和自我實現。本集團透過每年進行企業文化認同度調研，以及其他不同渠道，如企業負責人訪談日活動、員工滿意度調查、總經理信箱等方式，鼓勵員工表達意見和要求，從而了解員工對工作的滿意程度。本集團自二零一八年起，已連續五年每年開展企業文化認同度的員工調研。二零二三年，華潤雪花員工參與率84%，敬業度81分位值，較上一年度有所提升。二零二三年，貴州金沙員工參與率94.5%，結果顯示金沙酒業員工對公司戰略發展目標及企業文化普遍認可，總體滿意度89.49分。二零二三年，本集團繼續開展「高層走一線」活動，管理層在活動中深入走訪基層一線員工，了解其需求及對公司期望，深化對員工關愛並強化團隊建設。

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

本集團亦關注員工的身心健康及安全福祉，透過提供各種非金錢性報酬以鼓勵員工，致力促進員工工作與生活的平衡，包括提供女性員工關懷、育兒假、學習及培訓機會、職業生涯輔導、免費身體檢查及職業病防範檢查服務等。在精神健康層面，本集團在二零二三年開展員工心理諮詢服務，並建立「員工心聲」反饋機制以關顧員工精神健康及作相應檢討。

To consider and facilitate communications between staff, the Group has set up work guidance about staff care and realizes the all-round care to staff's safety, emotion and self-realization through the construction of effective and smooth internal communication regulations, as well as the thorough implementation of the regulations on the guidance to build up teamwork and other methods. The Group encouraged the staff to express opinions and demands through annual research on corporate culture recognition and various channels, such as interview days with corporate leaders, survey of staff satisfaction, and mailbox of the general manager, so as to understand the staff's satisfaction with their roles and responsibilities. Since 2018, the Group has conducted employee surveys on corporate culture identity every year for five consecutive years. In 2023, 84% staff of CRSB participated in the survey, with an overall improved score of 81 on job satisfaction and respect. 94.5% staff of Guizhou Jinsha participated in the 2023 survey, the results of which showed that the employees of Guizhou Jinsha generally recognized the company's strategic development goals and corporate culture, with an overall satisfaction score of 89.49. In 2023, the Group continued the activities that our senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs and expectations on the company, meanwhile, deepening staff care and strengthening team building.

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

The Group is dedicated to promoting the work-life balance and ensuring the physical health, safety, and well-being of its staff by providing various non-monetary benefits to motivate and encourage them. These benefits include the provision of care for female employees, parental leave, learning and training opportunities, career counselling, free body examinations, occupational disease prevention examination services, etc., which contribute to the physical and mental health and career development of employees, and ensure the long-term stable performance of employees at all levels. In terms of mental health, the Group launched psychological counselling services for employees in 2023 and established a feedback mechanism of "employee voice" to take care of the mental health of employees and conduct corresponding reviews.

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案例：華潤啤酒總部工會組織在京員工開展「乘風破浪未來可期」主題團建活動，近200名在京員工參與本次活動。

Case: The labor union of China Resources Beer Headquarters organized employees in Beijing to carry out a team building activity with the theme of "Riding the Winds and Waves for a Bright Future", and nearly 200 employees in Beijing participated in this activity.



案例：華潤啤酒技術研究院啤酒產品總監劉月琴同志榮獲全國婦聯頒發的「全國巾幘建功標兵」稱號。「劉月琴創新工作室」授牌儀式於華潤啤酒河北工廠成功舉辦。

Case: Miss Liu Yueqin, Director of Beer Products of CRB Institute of Technology, was awarded the title of "National women's Meritorious Model" by the All-China Women's Federation. The awarding ceremony of "Liu Yueqin Innovation Studio" was successfully held in Hebei Plant.



案例：華潤啤酒總部「職工關愛服務站」二零二三年八月舉行揭牌儀式並正式啟用。10月在北京、成都兩地舉辦應急救援(AHA認證)培訓，24名員工參訓並考取國際急救員證書。

Case: The "Staff Care Service Station" of China Resources Beer Headquarters was unveiled in August 2023 and officially opened. In October, emergency rescue (AHA certification) training was held in Beijing and Chengdu, and 24 employees participated in the training and obtained the International First Aid Certificate.



案例：「夏日 FUN，露營派對」為主題的「青春聯歡日」青年聯誼活動圓滿舉辦。通過組織品味獨特的主題派對、輕鬆有趣的戶外露營、青春活躍的遊戲互動，為140多位青年員工搭建起一個展示自我、結交朋友的潮流社交平台。

Case: The networking event, "Youth Gala Day", with the theme of "Summer FUN, Camping Party" were successfully held. Through organizing relaxed and interesting outdoor camping and youthful and active game interaction, a trendy social platform has been built for young employees with 140 young people participated in this unique thematic party.



案例：二零二三年十二月十六日，本集團如期舉辦「雪花日」活動，共慶華潤啤酒30週年。

Case: On 16 December 2023, the Group held "Snow Day" event as scheduled to celebrate the 30th anniversary of China Resources Beer.



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(五) 員工培訓及發展

本集團深明員工成長是業務發展的關鍵，一直採納「人才強企」的發展戰略，致力為員工提供多元的培訓及發展機會，並以「全面覆蓋，重點突出」為人才培訓及發展原則，努力構建並不斷優化其培訓體系。

基於「決戰高端，質量發展」的企業發展戰略和「人才發展，變革創新」的人力資源策略，本集團學習與創新中心以「戰略承接、梯隊培養、資源建設、平台建設、技術賦能」為五大定位，優化人才培養體系，豐富學習資源建設，推動數字化學習，夯實學習管理體系。本集團不但為所有員工提供培訓，更會按照其工作崗位及資歷提供具有針對性的技能指導及培訓課程，提升他們的工作能力及表現，長遠支持本集團的戰略轉型和促進高質量的業務發展。

本集團擁有一支成熟的體系化的培訓師隊伍，專業的學習設計和培訓運營團隊，並創新提煉出有華潤啤酒特色、適配企業戰略的組織學習方法論和人才培養機制，打造出一批契合本集團戰略和業務發展的優秀人才培養項目。本集團從課程質量、數量、培訓師素質等方面均達致行業領先水平，相關自主探索的人才培養方法論獲國家版權局著作權登記，並在《培訓》雜誌、CSTD等中國知名企業培訓平臺獲得人才培養最佳實踐獎項。

(V) STAFF TRAINING AND DEVELOPMENT

To the best of the Group's knowledge, staff growth is the key to business development. In this regard, the Group has been adhering to the development strategy of "building a strong enterprise through talents" and is committed to offering diverse training and development opportunities to our staff. Furthermore, the Group adopted the principle of talent training and development of "full coverage and highlighted priorities" and strived to construct and continuously optimize our training systems.

Based on the enterprise development strategy of "Quality Development for Success in Premiumization" and the human resources strategy of "Talent Development for Transformation and Innovation", the Group's Learning and Innovation Center takes "strategy undertaking, leaders nurturing, resource building, platform establishment and technology empowerment" as its five major positionings to optimize the talent training system, enrich the construction of learning resources, promote digitalization learning, and consolidate the learning management system. The Group not only provided training to all employees, but also offered targeted skills guidance and training courses according to their job positions and qualifications to enhance their working ability and performance, so as to support the Group's strategic transformation and promote high-quality business development in the long run.

The Group has a mature and systematic team of trainers, professional learning design and training operation team, and innovatively refined the organizational learning methodology and talent training mechanism with the characteristics of CR Beer and adapted to the corporate strategy, to create a number of outstanding talent training programmes that are in line with the Group's strategy and business development. The Group reaches leading level in the industry in terms of course quality, quantity and trainer quality. The Group's self-explored talent training methodology has been registered as a copyright by the National Copyright Administration, and has won series of Best Practice Award for Talent Training by "Training" magazine, CSTD and other well-known enterprise training platforms in China.

華潤啤酒學習與創新中心於二零二三年以華潤啤酒新時代3+3+3戰略落地為出發點，圍繞「高端制勝、卓越發展」戰略管理主題及「人才制勝、引領變革」人力資源策略，通過踐行「從業務中來、到業務中去」的學習理念，統籌組織華潤啤酒各職能條線、銷售事業部、片區生產部、白酒項目公司，圍繞「梯隊建設、啤白賦能、數字學習、培訓管理」，開展「分類分級、全面覆蓋」的人才培養工作。在組織重塑、轉型升級的大背景下，本集團以「潤酒學堂」線上學習平台為載體，結合線下培訓項目與工作坊，以「強梯隊、雙賦能、拓線上、優管理」為著力點，完善學習管理機制、增強人才質量、提升組織智能、創造業務價值，助力高端制勝。

二零二三年，本集團共開展面授培訓項目451個，員工參與培訓項目平均滿意度4.85分。相關培訓資料包含線上及線下，其中線上培訓透過本集團自行開發的線上學習平台「潤酒學堂」進行。

In 2023, CR Beer Learning and Innovation Center took the CR Beer 3+3+3 Strategy in the New Era as the starting point, the strategic management theme of "Excellent Development for Success in Premiumization" and the human resources strategy of "Leading Change for Success in Talents", practiced the learning concept of "From Business to Business" and organized all functional lines, sales divisions, regional production departments and Baijiu project company of CR Beer as a whole to carry out the talent training work by "category, classification and comprehensive coverage" around "team construction, beer and baijiu empowerment, digital learning and training management". Under the background of organizational reshaping, transformation and upgrading, the Group fully utilizes the resources of online learning platform of "CR Beer Academy of Beer & Baijiu" and offline training programs and workshops, to achieve the goal of "strengthening the talent team, dual empowerment, online expansion and excellent management" to improve the learning management mechanism, enhance the quality of talents, improve organizational efficiency, create business value, and promote premiumization development.

In 2023, the Group carried out a total of 451 face-to-face training programs with an average satisfaction score of 4.85 points for employees participating in training programs. Relevant training data contains online and offline training programs. The online training programs were carried out through the Group's self-developed online learning platform – "Runjiu Academy".



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強梯隊

Strengthening the talent team

領軍人才100項目

打造一支能打仗、打勝仗的高級指揮人才隊伍，導入具有中國深度、全球廣度的商科教育內容，建設一支面向未來的年輕化、專業化、市場化、國際化的領導人才梯隊。二零二二年及二零二三年兩屆共覆蓋約454人次。

卓越生產廠長項目

助推組織二次轉型，確保生產工廠轉型步調的平穩性和統一性，輸出實操性強、適用性高的精品課程、典型案例等。二零二三年覆蓋約270人次。

「採購+」人才培養項目

洞察外部行業趨勢，貫徹採購戰略意圖；吸收外部前沿實踐，對標提升採購能力，二零二三年覆蓋約200人次。

生產績優中層項目

滿足生產系統業務發展和智能轉型的需求，切實提升生產系統績優中層管理能力，構建高質量的生產系統人才梯隊。二零二三年覆蓋約140人次。

管培生「無畏生」培養項目和 「未來之星」訓練營

建立完善的後備管理人才梯隊，滿足公司業務發展對中層管理幹部的培養需要。二零二三年分別覆蓋約270人次和228人次。

Leading Talent 100

The Group has developed a team of senior command talents who can cope with challenges and help the Group to succeed, introduced business education with in-depth Chinese and global educational content, and built a young, professional, market-oriented and international leadership talent pool oriented to the future. The classes of 2022 and 2023 covered about 454 person-times.

Excellent Production Director Project

It aimed to promote the second-time organizational transformation, ensure the stability and unity of the transformation pace of the production plant, and produce excellent courses and typical cases with strong practicality and high applicability. In 2023, about 270 person-times were covered.

“Purchasing +” talent training project

It aimed to take insight into external industry trends and implement purchasing strategic intentions; absorbed external frontier practice, and improved purchasing ability by benchmarking. In 2023, about 200 person-times were covered.

High-performance middle-level project in the production system

It aimed to meet the needs of production system business development and intelligent transformation, effectively improve the management ability of high-performance middle-level management in the production system, and build a high-quality talent echelon for the production system. In 2023, about 140 person-times were covered.

Management trainee training program of “Fearless Trainees” and “Future Stars” training camp

It aimed to establish a comprehensive supporting management talent echelon to meet the training needs of the Company's business development for middle-level management. In 2023, 270 and 228 person-times were covered, respectively.



雙賦能

Dual Empowerment

終端整體操作工作坊

結合全國優秀營銷中心終端費用投入模式，總結並探索一套適用於全國的終端整體操作方式。二零二三年共開展4期工作坊。

Terminal Integrated Operation Workshop

Referring to terminal cost input modes of national excellent marketing centers, the Group summarized and explored a set of terminal integrated operation modes suitable for the whole country. Four workshops were held in 2023.

ITBP 賦能項目

推動組織二次轉型，推進「數智化企業」建設，打造一支專業的ITBP團隊。二零二三年覆蓋約160人次。

ITBP Empowerment Project

It aimed to promote the second-time organizational transformation, facilitate the construction of "digital intelligent enterprises", and build a professional ITBP team. In 2023, about 160 person-times were covered.

「白骨精」白酒銷售骨幹人才培養項目

打造1個訓戰結合的平臺，培養1批優秀的中層人員，開發1套技能知識的圖譜，建立1套經驗共享的機製。二零二三年覆蓋約360人次。

"White Bone Demon" Backbone Talents Training Project of Baijiu Sales

The Group created a platform combining training with practice, trained a group of excellent middle-level personnel, developed a set of skills and knowledge maps, and established a set of experience-sharing mechanisms. In 2023, about 360 person-times were covered.

「白賦美」內訓師培養項目

秉承「有育有用、以用為先」的原則，助力白酒師課同建。二零二三年覆蓋約105人次。

"Baijiu Empowering Beauty" Internal Trainer Training Project

Adhering to the principle of "being useful and educated, putting use first", the Group helped to develop baijiu trainer sessions. In 2023, about 105 person-times were covered.

「白如玉」白酒培訓工作者能力提升項目

提升白酒培訓工作者培訓專業能力，助力白酒項目公司人才發展工作開展。二零二三年覆蓋約72人次。

"Baijiu as White as Jade" Baijiu Trainers' Ability Improvement Project

It aimed to improve the training professional ability of baijiu trainers, and help baijiu project companies to carry out talent development. In 2023, about 72 person-times were covered.



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拓線上 Online extension

雪花大講堂

將各業務單元一把手的實踐經驗轉化成組織的經驗與能力。二零二三年共開展5期雪花大講堂線上直播培訓活動。

啤酒新世界商業案例開發

根據華潤啤酒三十年砥礪奮進的發展史，萃取在商業競爭中關鍵節點發生的歷史性、標誌性事件，撰寫成商業案例與課程。二零二三年完成3篇商業案例課程開發。

華潤雪花HRBP微課大賽

沉澱學習資源、增加學習便捷性、打造堅實的HRBP隊伍。二零二三年共產出13門精品專業課程，35節視頻微課。

白酒通識系列微課開發

構建白酒通識微課，啟動員工學習成長，講好白酒產品故事、傳播白酒品牌聲音。二零二三年產出17門白酒通識系列微課，課程總學習時長達200分鐘。

「彩練當空」渠道營銷優秀案例線上課

沉澱組織智能，深挖案例背後經驗，擴大案例傳播聲量。二零二三年產出13門渠道營銷最佳組織經驗案例課程。

“Snow Lecture Hall”

It aimed to transform the practical experience of the leaders of each business unit into the experience and capabilities of the organization. In 2023, we carried out five live training broadcasts of “Snow Lecture Hall”.

Development of Beer New World Business Case

According to the 30-year development history of China Resources Beer, the historical and landmark events at key nodes in the business competition were extracted and written into business cases and courses. In 2023, three business case courses were developed.

CR Snow HRBP Micro-course Competition

It aimed to precipitate learning resources, increase learning convenience and build a solid HRBP team. In 2023, a total of 13 professional courses and 35 video micro-courses were produced.

Development of Micro-course Series on Baijiu's General Knowledge

It aimed to develop micro-courses of baijiu general knowledge, start employees' learning and growth, tell baijiu product stories well, and spread baijiu brand voices. In 2023, 17 micro-course series on Baijiu's general knowledge were produced, with a total learning time of 200 minutes.

“Rehearsal and Practice” of Excellent Cases of Online Channel Marketing Courses

It aimed to precipitate organizational intelligence, delve into the experience behind cases, and expand the sound volume of case dissemination. In 2023, 13 case courses on the best organizational experience of channel marketing were produced.



優管理

Optimizing the management

學習制度體系建設

完善培訓制度體系，助力培訓業務開展，二零二三年完成華潤啤酒14項制度體系優化，其中一級管理制度1個，二級管理辦法6個，三級培訓技術與操作指引7個。

潤酒學堂平台管理

「潤酒學堂」全面推廣使用，實現從計劃制定、實施、評估的培訓管理線上全流程管控，二零二三年平台新增視頻課件1,000餘門，完成三個模組25項功能優化與開發。

內訓師大賽及內訓師培養

二零二三年內訓師管理錨定「建影響」、「強管理」兩個目標，以「好講師」大賽為牽引，提升內訓師團隊影響力，提高講師活躍度；通過線上化動態管控，落實激勵、晉升、淘汰機制，強化對內訓師團隊的管理。

學習者大會

通過內外部專家分享、項目大賽、分會場議題共創等形式，拓寬啤+白雙賦能創新思維模式，形成優秀項目設計案例集，助力各單位開展人才賦能工作。

Learning System Construction

It aimed to improve the training system to help the training business. In 2023, 14 system optimizations of China Resources Beer were completed, including 1 first-level management system, 6 second-level management methods and 7 third-level training technology and operation guidelines.

Runjiu Academy Platform Management

The "Runjiu Academy" has been fully promoted and used, realizing the whole process control online of training management from plan formulation, implementation and evaluation. In 2023, more than 1,000 video courseware were added to the platform, and 25 functions of three modules were optimized and developed.

Internal Trainer Competition and Internal Trainer Training

In 2023, driven by the "Good Lecturer" competition, the management of internal trainers anchors the two goals of "building influence" to enhance the influence of internal trainers and improved the activity of lecturers; through online dynamic management, we implemented incentive, promotion and elimination mechanisms, and strengthened the management of the internal trainer team.

Learner Conference

Through the sharing of internal and external experts, project competitions, and the co-creation of sub-venue topics, it broadened the innovative thinking mode of beer + baijiu dual empowerment, and formed a set of excellent project design cases to help each unit carry out talent empowerment.



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	單位 Unit	二零二三年* 2023	二零二二年* 2022
受訓員工人數 Total number of employees trained	人 People	27,232	24,027
員工培訓覆蓋率 Training coverage rate of employees	%	100%	100%
按性別劃分的培訓覆蓋率[#] Training coverage rate by gender[#]			
男性 Male	%	100%	100%
女性 Female	%	100%	100%
按級別劃分的培訓覆蓋率[#] Training coverage rate by grade[#]			
高層員工 Senior management	%	100%	100%
中層員工 Middle-level employees	%	100%	100%
基層員工 Junior employees	%	100%	100%

培訓覆蓋率=該類別受訓員工人數÷該類別員工人數

Training coverage rate = Number of employees trained in that category ÷ Number of employees in that category

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙。二零二二年數據已修正，不再以四捨五入呈現。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not. The data for 2022 has been corrected and is no longer presented with rounding.

	單位 Unit	二零二三年* 2023	二零二二年* 2022
培訓投入 Training cost			
員工培訓總投入	人民幣元 RMB	24,222,603	15,736,000
Total training cost of employees			
員工人均培訓投入			
Average training cost per employee	人民幣元 RMB	890	655
培訓時數 Training hours			
員工培訓總時長	小時 Hours	966,066	761,500
Total training hours of employees			
員工人均培訓時長**	小時 Hours	35.5	31.7
Average training hours per employee**			
員工人均培訓時長一按性別拆分** Average training hours by gender**			
男性	小時 Hours	35.7	32.0
Male			
女性	小時 Hours	34.9	30.7
Female			
員工人均培訓時長一按級別拆分** Average training hours by grade**			
高層員工	小時 Hours	37.6	28.4
Senior management			
中層員工	小時 Hours	36.8	30.2
Middle-level employees			
基層員工	小時 Hours	35.3	32.0
Junior employees			

* 相關培訓中約45%為行業相關專業培訓，約38%為職業通用培訓，約11%為企業文化培訓，約6%為領導力文化培訓。

相關培訓中約92%與改善ESG管理水平相關。

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

** 員工人均培訓時長=(員工培訓總時長×該類別員工佔比)÷該類別員工人數

Among the training, approximately 45% is for industry-related professional training, approximately 38% is for occupational general training, approximately 11% is for corporate culture training, and approximately 6% is for leadership training.

Among the training, approximately 92% is related to ESG management improvement.

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

** Average training time per employee = (Total training hours of employees × Proportion of employees trained in that category) ÷ Number of employees in that category

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為了激勵人才和確保本集團的穩定發展，本集團制定了全面及完善的人才梯隊建設計劃及針對各階層員工的管理和領導力發展培訓計劃，持續拓寬員工職業發展通道，使員工能與本集團攜手共進、共同成長。

本集團持續優化人才晉升機制和階梯，完善績效考核體系以促進員工的事業發展。二零二三年度，本集團通過不斷完善華潤啤酒上市公司架構下的幹部管理制度體系及日常監督制度，積極落實三年人才規劃標準，滿足組織需求同時兼顧員工職業發展，持續建立啤酒人才優勢。通過持續打造「領軍100」等各類梯隊人才培養項目，構建管理人才梯隊，開展管培生和應屆生全國統一招聘，補充人才蓄水池。此外，不斷完善人才標準，使用多種測評工具開展人才測評，完善人才標準與評價體系。同時，完善員工職業發展管理辦法，推動專業總監評聘管理，完善晉升路徑，建強職業發展雙通道，提升人才技能水平。

In order to motivate talents and ensure the stable development of the Group, the Group has formulated a comprehensive and well-developed talent team-building plan and management and leadership development training programs for employees at all levels to enhance the upward mobility of employees within the Company. The Group continued to expand the occupational development of the staff, enabling them to progress and grow with the Group.

The Group constantly optimizes the talent promotion system and ladder, and modifies the performance assessment system to promote the career development of the staff. In 2023, the Group actively implemented the three-year talent planning standard by continuously improving the manager management system and daily supervision system under the structure of the listed company CR Beer, so as to meet the needs of the organization, take into account the career development of employees, and continue to build up the advantages of beer talents. By continuing to build various talent team training programmes such as "Leading Talent 100", we will build an echelon of management talents, carry out unified recruitment of management trainees and fresh graduates across the country, and replenish the talent reservoir. In addition, we continued to improve talent standards, used a variety of assessment tools to carry out talent assessment, and improved talent standards and evaluation systems. At the same time, we improved the management measures for employee career development, promote the evaluation and recruitment management of professional directors, improved the promotion path, built a strong dual channel for career development, and enhanced the skill level of talents.

(六) 職業健康與安全生產

本集團一直堅持「以人為本、安全發展」的工作管理理念，把保障員工健康和安全作為本集團安全管理的首要任務，追求「零傷害、零事故」。本集團嚴格執行國家有關安全生產、職業健康的法律和行政法規，遵守《中華人民共和國安全生產法》《中華人民共和國消防法》《中華人民共和國職業病防治法》等相關法律法規及行業安全標準規範，包括《生產經營單位安全培訓規定》《生產安全事故信息報告和處置辦法》等，緊守安全優先的管理理念。

(VI) OCCUPATIONAL HEALTH AND SAFETY PRODUCTION

The Group has been continuously adhering to the work management philosophy of "people oriented and safe development", regarding the safeguarding staff health and safety as primary task for its safety management and pursuing "zero injuries and zero incidents". The Group strictly implemented the national laws and regulations pertaining to production safety and occupational health, complied with relevant laws and regulation and safety standards and specifications of the industry such as the "Production Safety Law of the People's Republic of China", the "Fire Protection Law of the People's Republic of China" and the "Law of the People's Republic of China on Prevention and Control of Occupational Diseases", including the "Regulations on Safety Training of Production Operation Units" and the "Information Report and Treatment of Production Safety Incidents", and acted in diligence based on the safety-first management principle.

在相關法律法規的指引下，本集團嚴格落實企業安全生產和職業健康主體責任，建立健全具有華潤集團特色、華潤雪花啤酒特點的安全生產和職業健康管理體系，通過責任體系、監督保障、教育培訓、風險管控等機制的建立和完善，保障政策落實，不斷提升企業的安全管理水平。

本集團已把職業健康和安全績效、風險指標績效作為制定管理層薪酬和員工獎金的考慮因素，以反映高管在提升本集團職業健康和安全表現的責任。二零二三年，本集團並無因任何上述職業健康與安全相關法律法規的重大違法違規而收到任何政府部門的投訴或通知。

安全生產

安全生產是營運中重要的一環，以「零傷害、零事故」為管理方向，本集團已訂立零因工亡故的安全生產目標。二零二三年，本集團沒有發生造成員工死亡或重傷的生產安全事故事件，已連續四年守住安全生產底線。

過去兩年因工亡故統計如下表：

單位 Unit	二零二三年* 2023	二零二二年* 2022	二零二一年* 2021
因工亡故的員工人數 Number of work-related fatalities	人 People 0	0	0

* 二零二三年數據包含貴州金沙，二零二二年及二零二一年數據未包含貴州金沙。

此外，本集團亦持續對輕傷及以下的傷害事件進行管控，訂立千人傷害率少於1.65‰的「非零」目標。二零二三年，本集團記錄工傷員工30人，因工傷損失工作日數為906天，千人傷害率0.84‰(千人傷害率=工傷員工人數÷公司員工總人數×1,000)。

Under the guidance of relevant laws and regulations, the Group strictly carried out main responsibility for corporate safety, production and occupational health, and established a sound safety, production and occupational health management system with CRH characteristics and CRSB's features. Through the establishment and improvement of a responsibility system, oversight security, education training, risk control and other systems, we ensured the implementation of policies and enhanced continuously the corporate's safety management level.

The Group has included occupational health and safety performance and performance of risk indicators as one of the considerations in the formulation of executive remuneration and employee bonus to reflect the responsibility of executives in enhancing the Group's occupational health and safety performance. In 2023, the Group has not received any complaints or notifications from any government authorities for any material violations of occupational health and safety-related laws and regulations as mentioned above.

SAFETY PRODUCTION

Safety production is an important part of the operation. With "Zero Injuries and Zero Incidents" as its management direction, the Group has set a safety production target of zero work-related fatalities. In 2023, the Group had no production safety incident resulting in the death or serious injury of employees, holding the bottom line of safety production for four consecutive years.

Statistics on work-related fatalities in the past two years:

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 and 2021 does not.

In addition, the Group continued to control injuries of minor injuries and below with a "non-zero" control target of keeping the injury rate per thousand employees of less than 1.65‰. In 2023, the Group recorded 30 employees with work-related injuries and the number of working days lost due to work-related injuries was 906 days. The injury rate per thousand employees was 0.84‰ (injury rate per thousand employees = No. of employees with work-related injuries ÷ No. of employees in the company × 1,000).

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於回顧期內營銷系統員工不幸發生14起交通事故，導致損失工作日400天。為嚴格管控營銷安全風險，本集團後續開展營銷安全三年專項行動，確定交通安全的管理流程及標準要求，並在集團內所有單位推廣落地執行。

此外，針對營銷系統的安全基礎建設，本集團下發了《營銷EHS綜合管理辦法(試行)》、《營銷外租辦公場所EHS管理指引》、《營銷系統團建活動安全管理指引》、《華潤啤酒營銷系統交通安全安全管理指引》、《華潤啤酒營銷系統消防安全管理指引》、《關於落實各銷售大區兼職安全管理員工作職責的通知》等多個制度，規範華潤雪花各省營銷中心、華潤酒業營銷管理中心及下屬項目公司營銷中心EHS管理工作，對營銷外租辦公場所安全管理、團建活動安全管理、日常EHS綜合管理等工作要求、工作流程進行明確。

During the reporting period, there were 14 traffic accidents among employees of the marketing system, resulting in 400 working days lost. In order to strictly control the marketing safety risks, the Group subsequently launched a three-year special campaign on marketing safety, determined the management process and standard requirements of traffic safety, and promoted and implemented it in all units within the Group.

In addition, in term of the safety infrastructure of the marketing system, the Group issued a number of systems, such as the "Comprehensive Management Measures for Marketing EHS (Trial)", the "EHS Management Guidelines for Marketing Leased Office Space", the "Safety Management Guidelines for Marketing System Team-building Activities", the "Traffic Safety Management Guidelines for China Resources Beer Marketing System", the "Fire Safety Management Guidelines for China Resources Beer Marketing System" and the "Notice on Implementing Job Responsibilities of Part-time Safety Administrators in Sales Regions", in a bid to standardize the EHS management of marketing centers of CR Snow, CRWH Marketing Management Center and marketing centers of subordinate project companies in provinces, and clarified the work requirements and workflow of safety management for marketing rented office space and team-building activities as well as daily EHS comprehensive management.

案例：二零二三年六月，本集團在武漢舉辦了為期三天的營銷系統EHS研討交流會，結合營銷安全管理現階段存在的痛點、難點工作進行專題研討與成果總結，華潤啤酒在全國30個省級營銷單位的55名營銷系統主要負責人和安全專職管理人員參加。

Case: In June, 2023, the Group held a three-day marketing system EHS seminar and exchange meeting in Wuhan, which discussed and summarized in combination with the pain points and difficulties in the current stage of marketing safety management, and was attended by 55 marketing system principals and full-time safety managers from 30 provincial marketing units of China Resources Beer.



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本集團致力改善職業健康及安全管理相關的管理體系，務求使本集團的安全管理水平符合國家認證標準並獲得國際認可。本集團通過外部認證的工廠數目統計如下：

The Group are committed to improving our management systems related to occupational health and safety management so that the Group's safety management standards meet national certification standards and are recognized internationally. The statistics of the number of plants of the Group that have passed external certification are as follows:

外部認證項目 External certifications	單位 Unit	二零二三年* 2023	二零二二年* 2022
通過國家安全生產標準達標認證工作的工廠數目 Number of plants that passed the assessment and review by the National Production Safety Standardization	家 Plants	61	59
認證細分 Certification breakdown	獲得「二級企業」認證的工廠數目 Number of plants that recognized as "the second-class enterprise"	家 Plants	29
	獲得「三級企業」認證工廠數目 Number of plants that recognized as "the third-class enterprise"	家 Plants	32
獲得ISO45001職業健康安全管理體系認證的工廠數目 Number of plants that obtained ISO45001 occupational health and safety management system certification	家 Plants	27	16

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not.

本集團堅持做好供應商及分包商的職安健監督管理工作，在實現公司業務系統化、規範化、專業化管理的同時，對EHS風險進行再辨識、再評估，採取有針對性的風險控制措施，加強相關方安全管理。在《華潤酒業供應商管理辦法》中，本集團指明供應商員工所處的工作環境需具備安全防護措施及保障員工的職業健康。嚴格把關準入和審查，按照「誰審查誰把關、誰批准誰負責」的原則，對供應商及分包商(承建商)職安健的資格預審、服務前準備、作業過程檢查監督、提供的產品、技術服務、表現評估、續用等進行全面監督管理。

The Group insisted on the supervision and management of the occupational safety and health of suppliers and subcontractors while realizing the systematic, standardized and professional management of the company's business. Through re-identifying and re-evaluating EHS risks, the Group takes targeted risk control measures to strengthen the safety management of related parties. In the "CRWH Measures for the Administration of Suppliers", the Group specifies that the working environment of suppliers and employees shall be subjected to safety precautions and protection of employees' occupational health. The Group strictly controls the entry and review gates in accordance with the principle of "whoever reviews is the gatekeeper and whoever approves is responsible", and carries out comprehensive supervision and management of the occupational safety and health of suppliers and subcontractors (contractors) in terms of pre-qualification, pre-service preparation, inspection and supervision during operation, products, technical services, performance evaluation and renewal.

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此外，本集團有關安全生產管理的要求，同樣適用於供應鏈，確保供應鏈中的工作人員在生產過程中受到健康與安全的保障。例如，本集團按照「四統一」原則對供應商進行管控，要求供應商遵守本集團安全守則，在重傷及以上人身傷害事故、火災事故、場內交通重傷及以上事故等控制指標上，向本集團報告事故信息。

In addition, the Group's requirements for safe production management are also applicable to the supply chain to ensure that workers in the supply chain are protected in terms of health and safety during the production process. For example, the Group controlled its suppliers in accordance with the "four unified" principle, requiring them to comply with the Group's safety guidelines and report to the Group according to the control indicators such as serious injuries and above, fire accidents and onsite traffic accidents with serious injuries and above.

案例：新都工廠智能化人員違章警示系統

Case: Intelligent Personnel Violation Warning System of Xindu Plant

新都工廠在包裝部碼垛機防護欄內安裝人員識別監控，有人員違規進入區域內將發出聲光報警提示，同時現場與辦公室監控視頻將收到報警信息，一直到人員離開危險區，實現人機聯動功能。

Xindu Plant installs personnel identification and monitoring system in the palletizer fence of the packaging department. If personnel enter the area illegally, it will send out sound and light alarm prompts, and at the same time, the on-site and office monitoring videos will receive alarm information until the personnel leave the dangerous area, thus realizing the man-machine linkage function.



本集團已把相關方安全管理納入信息化二期建設項目中，將通過信息化賦能確保相關方的整體管控能夠統一標準、統一流程。

The Group has incorporated the safety management of related parties into the second phase of the informatization construction project, and will ensure that the overall management and control of related parties can unify standards and processes through informatization empowerment.

本集團亦以「預防為主，常備不懈」的應急管理原則，加強對應急預案的編製、評審、培訓、演練和應急救援隊伍的建設工作，落實預案責任和應急救援裝備、器材、物資，提高企業應急管理能力。本集團更會安排員工參與安全活動，持續開展全員參與的危險源、危害因素辨識和行為安全觀察活動，注重過程控制，規範從業人員安全行為，創新安全檢查方式，通過開展飛行檢查、回看視頻監控檢查等方式，排查和整改安全隱患，推動安全生產各項工作落實。

The Group also adopts the emergency management principle of "preventive-oriented and constant preparedness" to strengthen the preparation, evaluation, training and drills of emergency plans and the construction of emergency rescue teams, to implement the responsibilities of the plans and emergency rescue equipment, devices and materials, and to improve the emergency management capability of the enterprise. The Group also arranged for staff to participate in safety activities, continuously carried out safety observation activities for hazard source and hazard factor identification and behaviour with full participation, focused on process control, regulated staff's safety behavior as well as innovated safety inspection methods. The Group also identified and rectified potential dangers through flight inspection and review video monitoring to implement safe production.



二零二三年，本集團組織開展華潤啤酒安全生產月暨安全生產大檢查活動，由華潤啤酒EHS部組建16個EHS檢查組，於三季度分別對華潤雪花46家生產工廠、6家營銷中心進行現場檢查，共檢查問題隱患1,677和35項，大部分已整改完畢。本集團要求各單位舉一反三，持續強化全員安全意識，及時發現和消除EHS隱患，防範各類EHS事故事件發生。

二零二三年，本集團全面修訂危險作業安全管理制度，啟動動火作業、吊裝作業、高處作業與跌落防護作業整治項目，搭建成危險作業安全管理信息化系統，推動危險作業從申請、審批、監護、驗收全流程監管機制的建立，夯實安全管理基礎。例如，於九月組織召開華潤啤酒高處作業與墜落防護整治項目啟動會，並在旗下工廠組織培訓，針對高處作業與墜落防護標準、流程和管理要求進行詳細說明，明確後期高處作業各類設施的改造等內容。

為提高從業人員的安全意識，本集團就職業健康及安全開展了多個項目及活動，包括「相關方及危險作業百日行動」、「華潤啤酒安全生產月」、「金沙酒業急救知識專題培訓」等，以排查職業安全相關重大風險，並透過培訓及設備更新等方法處理潛在危機。

二零二三年，針對可能造成安全環保重大事故事件的隱患，如消防、氨製冷、粉塵、污水管理等方面，本集團加大檢查次數，加強安全生產資金投入，保障安全生產底線。

In 2023, the Group organized the safety production month and safety production inspection activities of China Resources Beer. 16 EHS inspection teams were set up by the EHS Department. In the third quarter, 46 production plants and 6 marketing centers of CR Snow were inspected on site, and a total of 1,677 and 35 hidden problems were inspected respectively, most of which were rectified. The Group required all units to draw inferences from others, continuously strengthen the safety awareness of all employees, discover and eliminate EHS hidden dangers in time, and prevent various EHS accidents.

In 2023, the Group comprehensively revised the hazardous operations safety management system, launched remediation projects on hot work operations, hoisting work operations, working at heights and fall protection, established an information system for hazardous operations safety management, and promoted the establishment of a full-process supervision mechanism for hazardous operations from application, approval, supervision, and acceptance to consolidate the foundation for safety management. For example, in September, the Group organized a kick-off meeting the launch of CR Beer Remediation Projects on Working-at-Heights and Fall Protection, organized training at its factories to give detail explanation on the standards, processes and management requirements for high-altitude operation and fall protection operation, and clarified the subsequent transformation of various facilities, etc.

In order to enhance the safety awareness of employees, the Group has carried out a number of projects and activities on occupational health and safety, including the "100-Day Campaign for Related Parties and Hazardous Operations", the "China Resources Beer Safety Production Month", the "Special Training on First Aid Knowledge of Jinsha Wine Industry", etc., in order to investigate major risks related to occupational safety and deal with potential crises through training and equipment renewal.

In 2023, in view of the hidden dangers that may cause major accidents in safety and environmental protection, such as fire protection, ammonia refrigeration, dust and sewage management, the Group increased the number of inspections, strengthened investment in safety production funds, and ensured the bottom line of safety production.

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過去兩年本集團啤酒業務的職業健康及安全管理相關數據如下，白酒業務數據將於下一年度按同口徑收集披露：

The relevant data on occupational health and safety management of the Group's beer business in the past two years are as follows. The data of baijiu business shall be collected and disclosed on the same basis in the next year:

	單位 Unit	二零二三年 2023	二零二二年 2022
安全檢查次數 Safety check-up times	次 Times	3,070	1,053
安全生產投入專項資金 Exclusive funds for safe production purposes	人民幣萬元 RMB'000	9,287	5,285
安全教育培訓時長 Safety education and training hours	小時 Hours	425,700	642,000
員工安全培訓人次 Safety training times to employees	人次 Times	53,215	55,304
供應商、分包商及承建商等相關方安全培訓人次 Safety training times to suppliers, subcontractors, contractors and other related parties	人次 Times	23,799	24,975
組織安全應急演練 Safety and Emergency drills	次 Times	604	600
	參與人次 Participants	11,683	11,800
安全教育培訓覆蓋率 Safety education training rate	%	100%	100%
職業病防治體檢率 Occupational disease-related health check-up rate	%	100%	100%
工作場所職業危害告知和警示標識設置率 Coverage rate of occupational hazard notification and warning sign placement in the workplace	%	100%	100%

本集團鼓勵各級單位EHS管理人員提升業務水平，部署安排各持註冊安全工程師資格證人員的繼續教育培訓。二零二三年，本集團各級企業負責人、安全管理人員全部獲得安全管理資格證書，其中專職安全管理人員115人，並另有國家註冊安全工程師90人。另外，所有特種工作人員均持有相關有效資格證書。

The Group encouraged EHS managers at all levels to improve their business level, and arranged continuing education and training for those with registered safety engineer qualification certificates. In 2023, all corporate officers and safety management personnel at all levels of the Group obtained safety management certificates, 115 of them are dedicated security management staff, and 90 of them are registered safety engineers. Besides, all specialties employees hold valid qualification certificates.

職業健康

本集團關注職工職業健康管理，設置職業衛生管理機構，配置職業衛生管理人員，監測工作場所職業病危害因素，制定職業病防治計劃和實施方案，建立健全職業衛生管理制度、操作規程、檔案、評價及制度應急救援預案。

在職工職業健康管理方面，本集團編製《職業危害與職業病防治管理規定》及《職業健康檢查表》。本集團推動全員健康活動，宣導健康生活方式，開展員工健康教育，營造企業健康文化，協調好企業發展與員工健康。為員工營造良好的工作環境，大力推行5S現場管理，盡可能為員工創造舒適、愉快的工作環境。

在改善工作環境方面，本集團落實《工作場所職業衛生管理規定》等標準，加強職業病防護設施管理，切實改善作業環境；尤其是要採取科學措施，加大對噪聲、粉塵等職業病危害因素的治理和控制。二零二三年，本集團承繼上年度開展的噪聲治理項目，保障員工職業暴露的噪聲強度等效聲級保持在80dB(A)以下。本集團建立標準化的生產工廠雜訊治理與監測過程檔案，根據生產現場噪聲風險等級繪製啤酒行業噪聲地圖，建立噪聲作業員工聽力損失預警檔案，輔助各單位提前預判接噪人員聽力損失情況，提前提醒員工加強日常個人聽力保護等，建立有效的聽力保護計劃。

本集團為員工提供安全工作環境，制定保障僱員避免職業性危害的政策，組織各生產工廠積極參與「健康企業」建設工作，積極參與國家衛生健康委員會組織「健康企業建設優秀案例」的申報工作，獲得國家級健康企業建設優秀案例工廠1家、省級健康企業1家、市級健康企業7家。此外，本集團亦定期組織員工參加「註冊職業衛生師」培訓並鼓勵考取證書。

OCCUPATIONAL HEALTH

The Group pays attention to the occupational health management of employees and improves management by setting up occupational health management institutions and allocate occupational health management personnel. The Group monitors occupational hazards in the workplace and formulate occupational disease prevention and control plans and implementation plans accordingly. The Group is establishing and improving the occupational health management system, operating procedures, files, evaluation and system emergency rescue plan.

In terms of the occupational health management of employees, the Group has compiled the "Administrative Regulations on "Occupational Health Checklist". The Group promoted health activities for all employees, advocated a healthy lifestyle, carried out employee health education, created a corporate culture that incorporates health considerations, and coordinated corporate development with employee health; built a good working environment for employees, vigorously implemented 5S on-site management, and created a comfortable and pleasant working environment for employees as much as possible.

In terms of improving the working environment, the Group has implemented standards such as the "Regulations on the Administration of Occupational Health in the Workplace", strengthened the management of occupational disease prevention facilities, and effectively improved the working environment. In particular, scientific measures have been taken to strengthen the treatment and control of occupational disease hazards such as noise and dust. In 2023, the Group continued noise control projects of the previous year to ensure that the equivalent sound level of noise intensity exposed to employees at work remained below 80dB(A). The Group has established standardized production plant noise control and monitoring process documents, drawn a noise map of the beer industry according to the noise risk level of the production site, established an early warning file for hearing loss of workers exposed to noise, assisted all units to predict the hearing loss of those workers in advance, reminded employees in advance to strengthen daily personal hearing protection, and established an effective hearing protection plan.

The Group provided employees with a safe working environment and formulated policies to protect employees from occupational hazards, organized various production plants to actively participate in the construction of "Healthy Enterprises", and actively participated in the application for "Excellent Cases of Healthy Enterprise Construction" organized by the National Health Commission of the People's Republic of China. China Resources Beer has won one excellent case plant for national health enterprise construction, one provincial health enterprise and seven municipal health enterprises. In addition, the Group also regularly organizes employees to participate in "Registered Occupational Health Specialist" training and encourages employees to obtain the certificate.

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第三章 環境保護

本集團以環境保護為己任，在管理及營運過程中堅持保護環境及確保資源的可持續發展。本集團嚴格遵守國家及地方相關環境保護法律法規，其中包括《環境保護法》《大氣污染防治法》《水污染防治法》《固體廢物污染環境防治法》《土壤污染防治法》等；同時嚴格遵守相關污染物排放標準，如《啤酒工業污染物排放標準》《發酵酒精和白酒工業水污染物排放標準》《鍋爐大氣污染物排放標準》《一般工業固體廢物貯存、處置場污染控制標準》。本集團致力建立健全環境管理體系及完善環境相關政策，實踐行之有效的環境營運及監督慣例，並執行嚴於國家或地方政府污染物排放標準的企業內控標準，達成最佳的環境績效。

(一) 環境管治監督體系

結合業務需求，本集團搭建完善的環境保護管理制度體系，成立生態環境保護制度優化工作組，研討優化環保制度框架，二零二三年完成水污染防治、大氣污染防治、固體廢物管理、噪聲污染防治、排污(水)管理辦法等制度修訂工作，涵蓋白酒業務的EHS管理，並統一管理標準、模版。截至二零二三年，本集團合計實施67個EHS制度，包括安全消防管理制度40個，食品安全管理制度20個，環境保護制度7個。

CHAPTER 3: ENVIRONMENTAL PROTECTION

The Group takes environmental protection as its own responsibility, and adheres to environmental protection and ensure the sustainability of resources during its management and operation process. The Group strictly follows the national and local laws and regulations on environmental protection, including the "Environmental Protection Law", the "Law on Prevention and Control of Atmospheric Pollution", the "Law on Prevention and Control of Water Pollution", the "Law on Prevention and Control of Environmental Pollution by Solid Wastes" and the "Law on Prevention and Control of Soil Pollution", as well as the relevant pollutant discharge standards, such as the "Discharge Standard of Pollutants for Beer Industry", the "Discharge Standard of Water pollutants for Fermentation Alcohol and Distilled Spirits Industry", the "Emission Standard of Air Pollutants for Boiler" and the "Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Wastes". The Group aims to develop a sound environmental management system and improve environment-related policies, adopts effective environmental operation and supervision rules, and implements internal control standards that are stricter than national or local government standards for pollutant emissions, with a view to achieving the best environmental performance.

(I) SUPERVISION SYSTEM ON ENVIRONMENTAL GOVERNANCE

In conjunction with the business needs, the Group set up a comprehensive environmental protection management system and established an ecological environmental protection system optimization working group to discuss the optimization of the environmental protection system framework. In 2023, the Group completed the revision of rules and regulations for water pollution prevention and control, air pollution prevention and control, solid waste management, noise pollution prevention and control, and pollutant (sewage) management measures, which covered the EHS management of the baijiu business, and unified the management standards and templates. As of 2023, the Group implemented a total of 67 EHS systems, including 40 fire safety management systems, 20 food safety management systems and 7 environmental protection systems.

於回顧期內，本集團發佈《華潤啤酒生態環境保護「六禁令」》，並將違令行為納入重大環保風險判斷範疇。制定並下發《華潤雪花碳排放管理辦法》《華潤酒業EHS責任管理辦法》《貴州金沙EHS責任制管理制度》《華潤啤酒水污染防治三年攻堅行動方案》等制度，並首次結合在建項目建立EHS綜合性管理制度，下發《建設項目EHS管理制度徵求意見稿》，標誌著華潤啤酒在建工程項目EHS管理專業化邁入新的階段。完成修訂並下發《華潤啤酒生態環境保護監督管理辦法》《華潤啤酒生態環境保護檢查標準》《華潤啤酒固體廢棄物管理制度》《華潤啤酒排污(水)許可管理辦法》等制度，推動環境管制體系化、標準化。二零二三年，本集團累計組織環保法律法規、典型案例等環保相關培訓共計8次。

二零二三年，本集團按照總部統籌、區域負責、工廠落實的工作機制，推進生態環境保護和節能減排工作扎實有效開展，並著重排污許可合規性、固體廢物全過程管理、加強環境保護監督檢查、加強污水源頭管控、噪音風險防控、產能優化工廠環保監管等九項重點工作。

為積極改變EHS工作局面，系統提升公司EHS風險管控治理能力，二零二三年，集團成立EHS風險管控治理小組，由董事會主席侯孝海先生任組長，負責研究部署公司EHS風險管控治理的規劃，定期檢視風險管控中長期規劃、事故事件管理及輿情應對、EHS資金投入以及上級工作要求的執行情況，進行EHS風險管控治理工作。根據華潤雪花啤酒組織架構設置方案，成立華潤啤酒(控股)有限公司EHS委員會，對各級EHS管理架構及管理職責進行明確。華潤雪花和下屬生產工廠、營銷中心也依要求成立相應的EHS委員會。

During the period under review, the Group issued the "CRB Six Prohibitions on Ecological Environmental Protection" and included non-compliance in the judgement of significant environmental protection risks. The Group formulated and issued the "CRSB Measures for Management of Carbon Emissions", "CRWH EHS Responsibility Management Measures", "Guizhou Jinsha EHS Responsibility Management System", "CR Beer Three-Year Action Plan for the Prevention and Control of Water Pollution" and other rules and regulations. For the first time, it established a comprehensive EHS management system in conjunction with the construction projects in progress, and issued the "Draft for Comments of EHS Management System for Construction Projects", which marked the beginning of a new phase of specialized EHS management of CR Beer construction projects in progress. The Group completed the revision and issuance of the "CR Beer Measures for Supervision and Management of Ecological Environmental Protection", the "CR Beer Inspection Standards for Ecological Environmental Protection", the "CR Beer Solid Waste Management System" and the "CR Beer Measures for Management of Permitting of Pollutant (Sewage) Discharges" to promote the systematic and standardized management of environmental protection. In 2023, the Group organized a total of 8 training sessions on environmental protection laws and regulations, typical cases and relevant matters.

In 2023, the Group promoted ecological environment protection, energy conservation and emission reduction work in a solid and effective manner in accordance with the working mechanism of overall planning by the headquarters, overall responsibility by the region, and implementation by plants. The Group focused on 9 key tasks including the compliance of pollutant discharge permits, the whole process management of solid waste, strengthening environmental protection supervision and inspection, strengthening sewage source control, prevention and control of noises, environmental protection supervision of plants to be optimized.

In order to actively change the EHS work situation and systematically improve the Company's EHS risk control and management capability, the Group set up an EHS Risk Management and Control Governance Team in 2023, headed by Mr Hou Xiaohai, Chairman of the Board, which is responsible for researching and laying out the planning of the Company's EHS risk management and control and regularly reviewing the implementation of medium- and long-term risk control planning, accident and incident management and response to public opinion, EHS funding and implementation of work requirements of the higher level, and carrying out EHS risk management and control. According to the organizational structure of CRSB, the EHS Committee of China Resources Beer (Holdings) Company Limited was established to clearly define the EHS management structure and management responsibilities at all levels. CRSB, its production plants and marketing centers also set up corresponding EHS committees in accordance with the requirements.

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本集團定期組織召開EHS專題會議，總結EHS工作，部署EHS任務。二零二三年首次召開華潤啤酒ESG專項工作組會議和碳管理專題研討會，並分別召開EHS委員會（擴大）會議、EHS季度工作會議、二零二三年上半年EHS工作總結暨業務研討會、EHS風險管控治理小組階段會議、《華潤啤酒碳達峰行動方案》二零二三年上半年執行情況總結會議。本集團總裁及高管團隊、總部各職能部門／中心、各區域、各工廠負責人及EHS職能人員通過線下、線上的形式參加會議。本集團EHS部門每月撰寫《華潤雪花EHS管理月報》，傳達工作要求，反映業務動態、分享工作經驗，溝通上下信息為主要內容。在項目公司EHS管理方面，二零二三年，集團組織召開華潤酒業項目公司EHS檢查整改再強調會議，針對華潤酒業根據《華潤酒業項目公司EHS檢查報告的通知》內容做出的整改措施提出具體要求，快速推進EHS隱患整改，夯實EHS管理，確保酒業各項目公司EHS風險可控。

本集團執行《華潤雪花啤酒崗位EHS責任制度》《華潤酒業EHS責任管理辦法》等，就環境、氣候變化等相關指標開展覆蓋各層級、各部門、全員EHS責任書簽訂，由EHS部跨部門協調生產中心及下級組織機構（如生產片區、工廠等），依據公司總體碳排放強度年度計劃，訂立碳排放強度年度考核目標。考核覆蓋所有生產體系，包括片區生產中心負責人，片區生產總監、工廠廠長、EHS業務經理在內的工廠全體員工。考核還覆蓋公司管理團隊，其中包括董事會主席及總裁。二零二三年，本集團EHS責任書增設單位產品碳排放量（範圍一+範圍二）、使用清潔能源電量與總用電量之比兩項指標。二零二三年，本集團在崗員工EHS責任書簽署率達100%。

在環保培訓方面，二零二三年，本集團組織開展環境保護、水、大氣、固廢、噪聲等相關制度、集團直報系統中生態環境保護統計報表報告、生態環境通用檢查要點等培訓宣貫共計8次，各單位共有1,199人次參加培訓和考試。

The Group regularly organizes EHS meetings to summarize EHS work and deploy EHS tasks. In 2023, the Group held the ESG Task Force meeting and the carbon management thematic seminar for the first time and has respectively held the EHS Committee (Enlarged) meeting, the EHS quarterly working meeting, the EHS work summary and business seminar in the first half of 2023, the stage meeting of the EHS Risk Management and Control Governance Team, and the summary meeting for the implementation status of the CRB Carbon Peak Action Plan for the first half of 2023. The Group's President and senior management team, the heads and EHS functional personnel from each functional department/center in the headquarters, from each region and each plant participated in the meetings through offline and online forms. The Group's EHS department prepares "CRSB EHS Management Monthly Report" every month to convey work requirements, reflect business trends, share work experience, and communicate information from top to bottom. In terms of EHS management of project companies, the Group organized and held a meeting to re-emphasize the EHS inspection and rectification of CRWH project companies in 2023, and put forward specific requirements for the rectification measures made by CRWH based on the content of the "Notice on EHS Inspection Report of CRWH Project Companies", so as to rapidly promote the rectification of EHS hazards, consolidate the EHS management, and control the EHS risks of CRWH project companies.

The Group carried out the "CRSB Regulation on EHS Responsibility of Position", the "WH EHS Responsibility Management Measures", and other rules and regulations organized all levels, departments, and employees to sign the EHS Responsibility Statement with respect to the environment, climate change and other related KPIs. The EHS department coordinates the Production Center and its lower-level organizations (such as production zones, plants, etc.) to set annual carbon emission intensity assessment targets based on the company's overall carbon emission intensity annual plan. The assessment covers all production systems, including the head of regional production centers, regional production directors, plant leaders, EHS managers and all plant employees. The assessment also covers the Company's management team, which includes the Chairman of the board and president. In 2023, there were two indicators added to the EHS Responsibility Statement: carbon emissions (Scope 1 + Scope 2) per unit of output, and the ratio of clean energy usage to total electricity consumption. In 2023, the signing rate of EHS Responsibility Statement of the Group's employees is 100%.

In terms of environmental protection training, in 2023, the Group organized a total of 8 training and publicity sessions on environmental protection, water, air, solid waste, noise and other related systems, ecological and environmental protection statistical reporting in the Group's direct reporting system, and key inspection points of ecological environment, with a total of 1,199 personnel from all units participating in the training and examinations.

二零二三年九月二十六日，華潤啤酒組織開展習近平生態文明思想線上培訓工作，重點介紹習近平生態文明思想的形成、原則、重要要求；碳達峰碳中和目標的最新政策和要求，企業實現綠色低碳高質量發展的路徑和方式；同時結合即將開展的第三輪中央生態環境保護督察的要求，介紹企業在做好迎接中央生態環境保護督察工作注意的事項，共計413人參加會議。

為充分發揮專業人才在生態環境保護工作中的監督管理工作，二零二三年，本集團下發《關於華潤啤酒環保專家入庫的通知》，組成華潤啤酒環保專家庫，專家庫下設合規性管理、污水系統管理、綜合管理3個專家組。通過資格審核、專業技能和綜合能力多維度評價，首批入庫污水專家5人，合規專家3人，綜合專家3人。

隨著組織二次轉型的全面落地，為更好的消除EHS管理盲區，防範化解重大EHS風險，結合包保對接工作的需要，環保專家對黔南、東莞、蘭州、合肥、商丘、海南等10餘家生產工廠提出的風險問題進行幫扶和業務指導。

二零二三年，本集團下發《關於進一步明確環境保護事件報告標準和報告要求的通知》，結合華潤啤酒EHS事故事件管理辦法進一步明確環保事件報告標準、報告時限、報告方式、報告流程等內容。二零二三年內，本集團未收到任何重大環境污染事故的報告。

On 26 September 2023, CR Beer organized the online training on Xi Jinping's Thought on ecological civilization, focusing on the formation, principles and important requirements of Xi Jinping's Thought on ecological civilization, the latest policies and requirements of the carbon peaking and carbon neutrality goals, as well as the enterprise's paths and ways to achieve green, low-carbon and high-quality development. Meanwhile, in light of the requirements of the upcoming third round of the central inspection of ecological and environmental protection, CR Beer introduced matters that the enterprise should pay attention to in meeting the central inspection of ecological and environmental protection. A total of 413 personnel participated in the training.

In order to give full play to the role of talents in the supervision and management of ecological and environmental protection work, in 2023, the Group issued the "Notice on the Entry of CR Beer Environmental Protection Experts into the Talent Pool", forming the CR Beer Environmental Protection Expert Pool, which consists of three expert groups: Compliance Management, Wastewater System Management and Comprehensive Management. Through multi-dimensional evaluation of qualifications, professional skills and comprehensive ability, the first batch of 5 sewage experts, 3 compliance experts and 3 comprehensive experts were introduced in the talent pool.

With the full implementation of the second transformation of the organization, in order to better eliminate the blind spots of EHS management and prevent and resolve major EHS risks, combined with the need for responsible interaction, the environmental protection experts provided assistance and business guidance on the risk issues raised by more than 10 production plants in Qiannan, Dongguan, Lanzhou, Hefei, Shangqiu and Hainan.

In 2023, the Group issued the "Notice on Further Clarifying Reporting Standards and Reporting Requirements for Environmental Protection Incidents", further clarifying the reporting standards, reporting time limits, reporting methods and reporting processes for environmental protection incidents in combination with the "CR Beer Measures on EHS Accident and Incident Management". In 2023, the Group was not aware of any major incident relating to environmental protection.

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本集團以工廠自查、區域檢查、總部抽查、「回頭看」等多种方式全面推進各級單位開展生態環境保護督察，實現所有工廠全覆蓋。

二零二三年，本集團制定下發《關於轉發集團切實強化固體廢棄物管理警示的通知》《關於轉送集團組織進行排污排水許可管理合規問題專項排查整治的通知》《關於開展生態環境保護項目檢查舉一反三自查自糾的通知》《關於進一步加強環保工作合規管理的通知》等排查工作要求，對建設項目環境影響評估、一般工業固體廢物合規處置、建設項目揚塵治理、排污排水等環保合規性管理進行風險警示，強調環保工作合規管理要求，深入排查環保風險和隱患。

二零二三年，本集團組織開展污染物排放自行監測合規專項整治。十月份，組織各單位逐項、逐條深入合規排查整治工作，共排查問題項175項。同時，進一步細化完善了《污染物排放自行監測合規問題專項排查清單》，開展專題培訓，並抽查黔南等8家工廠污水、大氣、固體廢物排放量核算原始單據材料。

The Group promoted the inspection of ecological and environmental protection in units at all levels by means of plant self-inspection, regional inspection, headquarters random inspection, and "look-back projects" to achieve full coverage of all plants.

In 2023, the Group issued investigation work requirements including "Notice on Forwarding the Group's Warn to Effectively Strengthen Solid Waste Management", "Forwarding Group's Notice on Carrying out Special Investigation and Rectification of Compliance Issues of Sewage and Drainage Permit Management", "Notice on conducting Self-Investigation and Self-Correction of Ecological and Environmental Protection Project Inspections", and "Notice on Further Strengthening Compliance Management of Environmental Protection Work". The Group gave risk warning on environmental impact assessment of construction projects, compliant disposal of general industrial solid waste, dust management of construction projects, sewage and drainage and other environmental protection compliance management, emphasized the compliance management requirements of environmental protection work, and conducted in-depth investigations of environmental risks and hidden dangers.

In 2023, the Group organized special compliance rectification of self-monitoring of pollutant discharge. In October, the Group organized each unit to carry out an in-depth compliance investigation and rectification work item by item, with a total of 175 problems being investigated. Meanwhile, the Group further refined the "Special Checklist for Self-monitoring of Pollutant Discharge Compliance Issues" and carried out special training. In addition, the regular verification of original accounting documents and materials on discharge data of sewage, air, solid waste was carried out in 8 plants, with Qiannan Plant being one of them.

華潤啤酒環境數據三步管理流程：
Three-step management procedures for environmental data of CR Beer

第一步：制定檢測標準及委託第三方檢測

Step 1: Formulation of inspection standards and engagement of collaborating manufacturers for inspection

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

The Group develops and implements inspection and testing standards for pollutant discharge. Each production plant establishes an online monitoring system according to the national standards or corporate standards, conducts self-monitoring on pollutants on a daily basis, and shares data with the local ecological environmental supervision platform. Meanwhile, the Group regularly entrusts third-party agencies with professional qualifications to carry out inspections on each production unit. The inspection scope covers water pollutants, air pollutants, noise, etc., and the relevant environmental information and the environmental performance of the plants subject to key supervision would be publicly disclosed.



第二步：建立數據檢測及內部數據直報系統

Step 2: Establishment of system for data inspection and direct reporting of internal data

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

Units at all levels of the Group inspect various environmental data regularly. By utilizing the environmental data reporting system, primary-level units (plants) report the data directly, which is subject to the review and statistical analysis by the departments, plants, regional companies and the headquarters to ensure its accuracy.



第三步：開展環境現場檢查

Step 3: On-site environmental checks

工廠單位定期開展環境現場檢查，對內部檢數據、線上監測數據、委託檢測結果、政府報送環境數據等真實性、準確性、一致性進行檢查和審核。現場檢查實現所有工廠全覆蓋。

The plants conducted regular on-site environmental checks to check and review the truthfulness, accuracy and consistency of internal inspected data, online monitored data, results of entrusted inspection, and environmental data reported to the government. On-site checks have been conducted in all plants.



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環境數據範圍：
The scope of environmental data:

除另有標注範圍外，本集團環境數據的統計範圍主要涵蓋華潤啤酒(控股)有限公司及下屬各級單位的生產部門。

本集團於二零二三年一月十日完成對貴州金沙窖酒酒業有限公司(「貴州金沙」)的收購，納入旗下華潤酒業白酒業務板塊管理。貴州金沙二零二三年數據已按相關制度收集、審核及納入本年度ESG報告匯報範圍，二零二二年同期不屬於本集團附屬公司，數據無法收集及披露。

由於本集團非生產部門(包括總部和區域公司、銷售中心、事業部等)的環境影響相對於集團的整體營運並不顯著，故不包含在統計範圍內。

Unless otherwise indicated, the scope of the Group's environmental data mainly covers China Resources Beer (Holdings) Company Limited and the production plants of subordinate units at all levels.

The Group completed the acquisition of Guizhou Jinsha Jiaojiu Winery Industry Co., Ltd.* (貴州金沙窖酒酒業有限公司, "Guizhou Jinsha") on 10 January 2023, and incorporated it into CRWH's baijiu business sector for management. The data of Guizhou Jinsha for the year 2023 has been collected, audited and included in the ESG reporting scope of the year in accordance with the relevant system, but the information for the same period in 2022 could not be collected and disclosed since Guizhou Jinsha had not yet joined as a subsidiary of the Group.

The environmental impacts of the non-production departments (including the headquarters and regional companies, sales centers, business departments, etc.) are not material to that of the overall operation of the Group, thus are excluded from the data scope.

(二) 綠色低碳發展

綠色低碳運營

自二零二一年起，本集團正式將綠色低碳發展納入本公司發展戰略，明確碳排放管理職能部門及職責，組織開展「碳達峰、碳中和」專項課題研究，對本集團歷史碳排放基礎數據進行收集、整理和分析，並結合本公司發展戰略，對標國際一流啤酒集團碳排放目標，初步制定「十四五」期間的降碳目標和相應的降碳技術方案。本集團將繼續根據「十四五」方案，以不同的方式實施節能減排，包括積極調整能源結構、優化生產工藝、增加清潔能源及可再生能源使用比例等。

(II) GREEN AND LOW-CARBON DEVELOPMENT

Green and low-carbon operation

Since 2021, the Group formally incorporated green and low-carbon development into the Company's development strategy, clarified its carbon emission management functions and responsibilities, organized a special study on "carbon emission peak and carbon neutrality", collected, organized and analyzed the Group's historical carbon emission base data, combined with the Company's development strategy, benchmarked the carbon emission targets of international top-tier beer groups, and initially formulated the carbon reduction targets and corresponding carbon reduction technology plans for the "14th Five-Year". The Group will continue to implement energy saving and emission reduction in various ways in accordance with the "14th Five-Year" Plan, including adjusting energy structure, optimizing production processes, and increasing the proportion of clean energy and renewable energy use.



本集團持續推動優化產能佈局，加快淘汰高碳產能，穩步提高產能利用率。完善產能優化綜合評價標準體系，將污染物排放量、碳排放強度、環境敏感性等作為篩選優化工廠的重要指標。同時，嚴控搬遷、新建工廠碳排放標準，新建工廠碳排放強度需滿足當地生態環境局的環評要求，推進基地、主力工廠綠色轉型升級。於回顧年度內，本集團已停止營運2間啤酒廠及新設1間位於安徽蚌埠市的智能化工廠。於二零二三年底，本集團的啤酒業務在中國內地24個省、市、自治區營運62間啤酒廠，白酒業務在中國內地貴州省營運2個白酒生產廠區。

本集團推進工藝升級，降低生產環節碳排放。二零二三年，本集團推進釀造CIP冷清洗技術工藝調研，並於四季度正式實施工藝調整，實施工藝升級的啤酒工廠佔比超過90%。本集團推動設備降碳改造，穩步淘汰高排放設備。二零二三年，本集團已全部汰換高排放設備，所有傳動裝置均按照一級能效配置，旗下一級二級工廠已全部開展全廠熱能平衡規劃佈局。

本集團正積極開展生產領域智能製造，加快推進啤酒生產工廠裝備更新、自動化升級、數據採集與分析、集中監控系統建設等裝備智能化升級，並計劃在二零二五年前完成生產工廠全面推廣MDCS應用生產數據採集系統，推動自動化、信息化融合，以整合現有資源，減少碳排放。二零二三年，本集團旗下8家工廠成功上線SCADA數據採集系統，項目總體目標完成26.7%。

在生產裝備智能化升級方面，二零二三年，本集團旗下10家工廠完成裝備智能化升級項目的實施，14家工廠已簽訂合同。在推進智能化系統建設方面，二零二三年，本集團完成鄭州工廠智能化項目系統建設，已正式投入使用。

The Group continued to promote the optimization of production capacity, accelerate the elimination of high-carbon capacity and steadily increase capacity utilization rates. The Group improved the comprehensive evaluation standard system for production capacity optimization, and viewed pollutant emissions, carbon emission intensity and environmental sensitivity as important indicators for screening optimized plants. Meanwhile, carbon emission standards for relocated and newly-built plants were strictly controlled, and the carbon emission intensity of newly-built plants was required to pass the environmental impact assessment implemented by the local Ecology and Environment Bureau, so as to promote the green transformation and upgrading of bases and major plants. During the year under review, the Group ceased the operation of two breweries and established a new intelligent chemical plant in Bengbu, Anhui Province. At the end of 2023, the Group's beer business operated 62 breweries in 24 provinces, municipalities and autonomous regions in Mainland China, and 2 baijiu production plants in Guizhou Province in Mainland China.

The Group promoted process upgrades to reduce carbon emissions in the production process. In 2023, the Group promoted a study on the CIP (Clean-In-Place) cold cleaning technology and formally implemented process adjustments in the fourth quarter, with process upgrades implemented in 90% of breweries. The Group promoted the transformation of equipment to reduce carbon emissions and steadily phased out high-emission equipment. In 2023, the Group replaced all high-emission equipment, all transmission devices were configured in accordance with the standards of Grade I energy efficiency, and plant-wide heat energy balance planning and layout was carried out in all of its Grade I and Grade II plants.

The Group has been actively carrying out intelligent manufacturing in the field of production, accelerating the intelligent upgrading of equipment such as equipment renewal, automation upgrading, data collection and analysis, and construction of centralized monitoring systems in beer production plants, etc. The Group plans to complete MDCS (Manufacturing Data Collection & Status Management) in all production plants by 2025 to promote automation and information integration, integrate existing resources and reduce carbon emissions. In 2023, eight of the Group's plants successfully launched the SCADA (Supervisory Control and Data Acquisition), with 26.7% of the overall project target achieved.

With respect to the intelligent upgrading of production equipment, in 2023, 10 of the Group's plants completed the implementation of the equipment intelligent upgrading project, and 14 plants have signed contracts. In terms of promoting the construction of intelligent systems, in 2023, the Group completed the system construction of intelligent projects in Zhengzhou Plant, which has been formally put into operation.

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此外，本集團嚴控建築節能標準，開展建築節能改造，蚌埠、涼山、廈門和濟南等新建工廠100%採購節能環保型建築材料，所有新建項目全部進行建築節能評估，選用獲得綠色建材認證標識的產品。

本集團重視宣導低碳行政辦公，二零二三年以線上會議代替線下會議104,938次，線下報銷同比減少15,538單。

二零二三年，本集團持續推動「綠色工廠」建設項目，制定《華潤啤酒綠色工廠建設方案》，計劃到二零二五年底，建成15家國家級綠色工廠、30家省綠色工廠、市級綠色工廠100%覆蓋。截至二零二四年一月，集團共有9家工廠獲得省級「綠色工廠」稱號，其中的黑龍江、鄭州、新都、黔南、武漢5家工廠更榮獲國家級「綠色工廠」稱號。

本集團積極推「碳中和工廠」建設項目，依據ISO 14068-1 (PAS 2060) 碳中和實施標準，計劃在二零二四年底建設至少2家「碳中和工廠」並取得認證。於回顧期內，本集團已完成項目立項、專家評審，招投標等，並邀請第三方機構完成對11家工廠的前期現場調研，部分工廠已完成「碳中和工廠」建設方案確認。

綠色低碳供應鏈

本集團鼓勵供應商綠色生產，承擔環境責任。在《供應商承諾書》中明確要求供應商在生產和供應鏈過程中有效利用現有資源並最小化對環境造成不良影響；提倡承擔環境保護責任，發展和推動與環保相關的技術應用。

本集團鼓勵綠色物流，積極推廣長途貨運中應用鐵路、貨船等多式聯運，減少長途運輸使用貨車的比例。根據生態環境部發佈的《中國產品全生命週期溫室氣體排放系數集(2022)》計算碳減量，二零二三年，本集團因多式聯運碳減排量共計11,940噸二氧化碳當量，其中海運碳減排量為1,650噸二氧化碳當量，鐵運碳減排量為10,290噸二氧化碳當量。二零二三年，本集團完成全國倉網規劃項目的平台建設並上線運行。

In addition, the Group strictly controls building energy efficiency standards and carries out building energy efficiency renovation. 100% of the newly-built plants in Bengbu, Liangshan, Xiamen and Jinan purchased energy-saving and environmentally-friendly building materials, and building energy efficiency assessments have been carried out in all newly-built projects and products selected have passed the green building materials certification.

The Group advocates a low-carbon administrative office. In 2023, 104,938 offline meetings were replaced by online meetings, and offline reimbursements were reduced by 15,538 sheets year-on-year.

In 2023, the Group continued to promote the "Green Plant" construction project and formulated the "CR Beer Green Plant Construction Program", with a plan to build 15 national green plants, 30 provincial green plants and realize 100% coverage of municipal green plants by the end of 2025. As of January 2024, 9 of the Group's plants have been awarded the title of provincial "Green Plant", among which 5 plants in Heilongjiang, Zhengzhou, Xindu, Qiannan and Wuhan have been awarded the title of national "Green Plant".

The Group actively carried out the "Carbon-neutral Plant" construction project. The Group plans to complete the construction of at least 2 "Carbon-neutral Plant" by the end of 2024 and obtain certification in accordance with the ISO 14068-1 (PAS 2060) Carbon Neutral Implementation Standard. During the period under review, the Group has completed the project approval, expert review, bidding, and invited third party organizations to complete the preliminary on-site investigation of 11 plants, and some of the plants have completed the confirmation of the "Carbon-neutral Plant" construction plan.

Green and Low-carbon Supply Chain

The Group encourages suppliers to produce in a green way and assume environmental responsibility. In the "Supplier Commitment", suppliers are expressly required to use effectively existing resources and minimize negative effect on the environment in the process of production and supply chain; and to advocate to shoulder environmental protection responsibility, develop and promote environment-related technological application.

The Group also encourages green logistics by actively promoting the use of multimodal transport such as railways and cargo ships in long-distance freight transportation to reduce the proportion of trucks used in long-distance transportation. According to the "China Products Carbon Footprint Factors Database (2022)" issued by the Ministry of Ecology and Environment, the Group's carbon emission reduction resulted from multimodal transport totaled 11,940 tonnes CO₂ equivalent in 2023, of which the carbon emission reductions from marine transport and railway transport were 1,650 tonnes CO₂ equivalent and 10,290 tonnes CO₂ equivalent, respectively. In 2023, the Group completed the construction of the platform for the national warehouse network planning project and put it into operation.

本集團亦延伸綠色低碳管理至下游渠道營銷，通過定向採購一級能效的定製冷櫃，降低下游渠道能耗，減少碳排放。

本集團優化玻璃瓶回瓶模式，從物流運輸路徑設計和運量整合方面入手，縮減理瓶、洗瓶等中間環節，提高周轉率，提高玻璃瓶回收使用率，減少新瓶採購，降低包裝物碳排放影響。

The Group extended its green and low-carbon management to downstream channel marketing by targeted procurement of Grade I energy-efficient customized freezers to reduce energy consumption and carbon emissions in downstream channels.

The Group optimized the glass bottle recycling model by reducing the intermediate stages such as bottle handling and washing from the design of logistics and transportation routes and the integration of shipping capacity, so as to increase the turnover rate and the recycling rate of glass bottles, and to reduce the procurement of new bottles and the impact of carbon emissions from packaging materials.

案例：蘭州銷售大區試點推進回瓶渠道改革

Case: Lanzhou sales region promoted the reform of the bottle recycling channel

當前經銷商回瓶參與度低，市場上多以社會渠道(如拾荒匠、回收瓶商等)以麻袋形式回收舊瓶到工廠，瓶源破損高，質量差。二零二三年八月，本集團啟動回瓶渠道改造項目，將回瓶層級扁平化，縮短中間環節，推廣碼垛回瓶，提高回瓶質量。通過重新搭建以經銷商為主的回瓶體系，使回瓶業務成為經銷商新的利潤獲利點，提升經銷商對終端的服務質量。蘭州銷售大區作為試點大區，17家經銷商中已有13家啟動回瓶，62%的經銷商已完全推行瓶托碼垛回瓶。隨著各營銷中心和銷售大區的逐步跟進，本集團將帶領啤酒回瓶行業徹底告別麻袋、紙箱回瓶的舊時代，全面進入經銷商碼垛回瓶的新時代。

Currently, the participation rate of distributors in bottle recycling is low, and the market is mostly dominated by social channels (e.g. scavengers, bottle recyclers, etc.) that recycle waste bottles in sacks and return them to the plant, with high bottle damage and poor quality. In August 2023, the Group launched a bottle recycling channel reconstruction project to flatten the bottle recycling structure, shorten the intermediate links, promote palletising of recycled bottles and improve the quality of recycled bottles. By re-establishing the distributor-based bottle recycling system, the bottle recycling business will become a new profit-making point for the distributors and improve the service quality of the distributors to the terminals. In Lanzhou sales region, a pilot region, 13 out of 17 distributors have set out for bottle recycling, 62% of the distributors have fully implemented the palletised bottle recycling mode. With the gradual follow-up of the marketing centers and sales regions, the Group will lead the beer bottle recycling industry to bid farewell to the old era of bottle recycling in sacks and cartons, and fully usher in the new era of distributor-based palletised bottle recycling.



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二零二三年，本集團招聘產品碳足跡相關專家，完成價值鏈協同降碳路徑研究項目的立項、審批、專家論證等工作，初步完成了對產品碳足跡的業務規劃。

本集團推進供應鏈耦合協同降碳，積極了解星級供應商、集團類供應商碳排放管理及ESG報告情況和編製現狀，形成調研統計表。

本集團正在研究採用「實地+理論計算」兩種方式，對範圍三碳排放總量和碳排放強度進行全面梳理，逐步推進對範圍三碳排放數據的統計。

本集團計劃在二零二四年，依照全生命周期LCA原則邀請專業機構對旗下核心產品開展碳足跡評價工作，以此為基礎開啟價值鏈協同降碳路徑研究，梳理啤酒和白酒業務價值鏈上下游碳排放分佈情況，量化全價值鏈碳排放重點環節的碳排放量，幫助企業對價值鏈上下游企業進行碳排放管理體系搭建。以長遠的視角考慮低碳轉型的風險與機遇，按部門進行職責分工，逐級建立供應商管理檔案，並發佈經第三方認證的產品碳足跡聲明CFP和環境產品聲明EPD。

優化能源結構

本集團持續優化能源管理體系，二零二三年，本集團旗下六安、吉林、哈爾濱、黑龍江、興安、濱海、河北、寧波8間工廠獲得「能源管理體系認證」。

在能源計量方面，本集團已實現能源三級（總表、二級計量表、三級計量表）的計量器具配置齊全。二零二三年，本集團啟動智能化工廠項目建設，總投資達到人民幣5,395萬元，推進能源智能管理系統模組的實施，以實現耗能數據自動採集及分析功能。截至二零二三年底，本集團旗下25家啤酒企業已實現能源數據自動採集，計劃二零二六年前實現所有啤酒企業全覆蓋。

In 2023, the Group recruited experts in the field of product carbon footprint, completed the launch, approval and expert verification of the value chain synergistic carbon reduction path research project, and initially completed the business planning for product carbon footprint.

The Group promoted supply chain coupling and collaborative carbon reduction, and actively understood the carbon emission management and ESG report situation and preparation status of star-rated suppliers and group-type suppliers, and formed a research and statistical table.

The Group is studying the adoption of "on-site + theoretical calculation" methods to comprehensively sort out the total amount of Scope 3 carbon emissions and carbon emission intensity, and gradually promote the statistics on Scope 3 carbon emission data.

The Group plans to invite professional organizations to carry out carbon footprint assessments of its core products in accordance with the LCA (Life Cycle Assessment) principle in 2024, based on which it will start the research on value chain synergistic carbon reduction path, sort out the distribution of carbon emissions in upstream and downstream channels of the value chain of the beer and baijiu businesses, and quantify the carbon emissions in key carbon emission segments of the entire value chain, so as to assist the enterprise in building a carbon emission management system for the upstream and downstream companies in the value chain. The Group considers the risks and opportunities of low-carbon transformation from a long-term perspective, divides responsibilities by department, establishes supplier management documents at each level, and issues third-party certified CFP (Carbon Footprint of Product) and EPD (Environmental Product Declaration).

Optimize Energy Structure

The Group continued to optimize its energy management system. In 2023, 8 of the Group's plants in Lu'an, Jilin, Harbin, Heilongjiang, Xing'an, Binhai, Hebei and Ningbo were awarded the "Energy Management System Certification".

In terms of energy metering, the Group has achieved a complete configuration of three-level metering instruments (master meter, secondary meter and tertiary meter). In 2023, the Group initiated the construction of an intelligent plant project with a total investment of RMB53.95 million to promote the implementation of an intelligent energy management system module for the automatic collection and analysis of energy consumption data. At the end of 2023, 25 breweries affiliated to the Group implemented automatic collection of energy data and it is planned to achieve full coverage by 2026.

為降低能耗，低碳生產，本集團持續推進能耗解碼。二零二三年，本集團組織召開蒸汽消耗、提升沼氣產蒸汽和製冷高效運行等專題工作坊，持續推進能耗改善。在蒸汽和電耗使用方面，依據能量守恆原則，結合啤酒工藝特點和最佳運行模式，研究並輸出重點工序耗能理應值。本集團亦積極推進熱能回收系統，把釀造的餘熱供應給包裝。此外，本集團持續推進多維度的能耗對標管理，包括對標理應消耗值，拉通工廠間橫向比較等，找出水／熱平衡、熱損失、熱效率方面的異常，挖掘業務短板，予以改進。

In order to reduce energy consumption and achieve low-carbon production, the Group continued to promote energy decoding. In 2023, the Group organized workshops on steam consumption, enhancement of steam production from biogas and efficient refrigeration operation to continuously promote energy consumption improvement. In respect of the use of steam and electricity, based on the principle of conservation of energy and taking into account the characteristics of the brewing process and the optimal operation mode, the Group studied and output the desirable values of energy consumption in key processes. The Group also actively promoted heat recovery systems to supply waste heat from brewing to packaging. In addition, the Group continued to promote multi-dimensional benchmarking management of energy consumption, including benchmarking of desirable consumption values and horizontal comparisons among plants, to identify anomalies in water/heat balances, heat losses and thermal efficiency, and to identify shortcomings in the business and make improvements.

蒸汽解碼 Steam decoding	電耗解碼 Electricity consumption decoding	二氧化碳的回收利用 Carbon dioxide recycling
糖化蒸汽消耗解碼； 沼氣產蒸汽解碼； 包裝玻璃瓶線解碼； Saccharification steam consumption decoding; Biogas-generated steam decoding; Glass bottle packaging line decoding.	包裝玻璃瓶線解碼； 包裝罐裝聽線解碼； 包裝電耗理論計算； 製冷電耗衡算； 冰水脫氧分段。 Glass bottle packaging line decoding; Cans and jars packaging line decoding; Theoretical calculation of electrical consumption for packaging; Refrigeration power consumption accounting; Ice-water deoxygenation segmentation.	理應回收量解碼； 理應使用量解碼； 規範二氧化碳外購標準。 Decoding of desirable recycling quantities; Decoding of desirable use quantities; Standardization of carbon dioxide outsourcing.

本集團自二零二一年起已全面實現燃煤零消耗，致力降低汽油、柴油、天然氣等不可再生的天然資源的使用消耗，提升清潔能源、可再生能源使用比例。二零二三年，本集團成功實現：

- 全面實施公務用車改革：推行公務包車業務，工廠單位基本取消大部分公務用車，減少公司公務車使用，啤酒業務的汽油消耗量同比下降20.4%；

The Group has fully achieved zero coal consumption since 2021, being committed to reducing the use of non-renewable natural resources such as gasoline, diesel and natural gas, and increasing the proportion of clean energy and renewable energy used. In 2023, the Group made successful achievements as below:

- The reform of company-owned vehicles has been fully implemented. The chartered vehicle business was introduced, with most of the company-owned vehicles basically cancelled in plants. Gasoline consumption of beer business decreased by 20.4% year on year due to the reduction of company-owned vehicles.

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- 積極推廣使用電叉車替代柴油叉車，工廠使用的柴油叉車量減少；進行工廠叉車運營業務外包，註銷廠內柴油叉車，引起柴油消耗量同比下降 69.1%；
- 29家使用天然氣工廠，其中6家工廠配置外購蒸汽管線和天然氣鍋爐熱力的雙供應系統，可根據能源供應情況進行調整以保證用能穩定和經濟性，回顧期內天然氣消耗量同比下降 12.4%。

本集團在過去兩年的能源消耗如下：

The energy consumption of the Group in the past two years is set out as follows:

單位 Unit	二零二三年* 2023	二零二二年* 2022	同比變幅** Year-on-year Change	
總能源消耗量 Total Energy Consumption	1,000 千瓦時 1,000 kWh	1,848,696	1,804,685	+2.4%
直接能源消耗量 – 非可再生能源來源 Direct Energy Consumption – Non-renewable energy sources	1,000 千瓦時 1,000 kWh	358,313	410,293	-12.7%
直接能源消耗量 – 可再生能源來源 Direct Energy Consumption – Renewable energy sources	1,000 千瓦時 1,000 kWh	8,466	7,318	+15.7%
間接能源消耗量 – 外購電力 Indirect Energy Consumption – Electricity purchased	1,000 千瓦時 1,000 kWh	551,235	565,551	-2.5%
間接能源消耗量 – 外購蒸汽能源 Indirect Energy Consumption – Imported steam	1,000 千瓦時 1,000 kWh	930,683	821,523	+13.3%
單位綜合能耗密度 [#] Consolidated energy consumption intensity per unit [#]	1,000 千瓦時／ 千升產量 1,000 kWh/kilotitre output	0.1708	0.1584	+7.8%

* 單位綜合能耗密度與第 72 頁為同一欄目，僅此處以 1,000 千瓦時的單位表達。

Same item of consolidated energy consumption intensity per unit has been listed as on page 72 but presented in the unit of 1,000 kWh.

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙。白酒與啤酒的生產過程和工藝與啤酒存在顯著差異，因此同比變幅出現的波動是來自能源及資源消耗密度較高的白酒產品。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not. The production processes and procedures for baijiu differ significantly from those for beer, so the year-on-year fluctuations arise from baijiu products with more intensive energy and resource consumption.

** 以上部份同比變幅與所呈列的數字直接計算的結果未必相等，因所呈列數據經四捨五入，但百分比變幅是以原始數據做計算。

** Some of the year-on-year changes may not be equal to the results of direct calculation of the figures presented above, as the figures presented are rounded, while the percentage changes are calculated based on the raw data.

可再生能源

本集團積極推動下屬工廠回收利用污水厭氧處理後產生的沼氣，通過沼氣鍋爐產生蒸汽供生產使用，減少對環境的污染和能源的消耗。本集團已成立「污水厭氧沼氣產蒸汽系統優化研究」項目組，進一步提升污水沼氣產率的最佳實施指南和標準，推廣良好實踐經驗和做法，提高各生產工廠沼氣產率，經過多年研究，已形成成熟技術及最佳運行模式。二零二三年，本集團進一步推進沼氣產蒸汽系統優化研究，通過加強源頭控制能力，提升厭氧處理能力和提升鍋爐產汽能力的三步動作，建立污水沼氣產率的最佳實踐指南和標準，在下屬企業中全面推廣。二零二三年，本集團新增3間啤酒工廠配置沼氣鍋爐，總配置數達到38間啤酒工廠，啤酒企業配置率達62%，沼氣產蒸汽量約13.2萬噸，節省外購蒸汽成本約人民幣3,517萬元。

Renewable Energy

The Group has actively promoted its subsidiaries' plants to recover and utilize biogas generated from anaerobic digestion of sewage treatment, and then generated steam for production use from biogas boilers, which acts as a renewable energy source to reduce environmental pollution and energy consumption. The project team of "Research on the Optimization of Sewage Anaerobic Biogas Steam Production System" was established to further improve the best implementation guidelines and standards for sewage biogas yield, promote good practice experience and practices, improve the biogas yield of each production plant, resulting in mature technologies and best operation models after years of research. In 2023, the Group further promoted the optimization study of the biogas-generated steam system and established the best implementation guidelines and standards for sewage biogas yield through a three-step action of strengthening the source control capability, enhancing the anaerobic treatment capability and improving the boiler's steam production capability, which was fully promoted among its subsidiaries. In 2023, the Group newly equipped 3 breweries with biogas boilers, bringing the total number to 38 and the deployment rate to 62%, generating approximately 132,000 tonnes of steam from biogas and saving approximately RMB35.17 million in cost of purchasing external steam.

本集團穩步推進光伏發電儲能項目，積極提升光伏發電量和使用電量。自二零一九年起在浙江蕭山工廠開展第一個廠區光伏發電項目試點以來，本集團積極推進新建工廠或在生產工廠實施光伏發電項目，與華潤電力控股有限公司簽訂框架協議，推動首批24家工廠開展光伏項目合作。二零二三年，蕭山、南京、蚌埠工廠已經投入使用，濟南工廠已完成光合同簽訂並處於建設中。項目完成後，預計年發電量8,653萬千瓦時，每年減少碳排放7.28萬噸。

The Group steadily promotes photovoltaic power generation and energy storage projects, increasing the amount of photovoltaic power generation and electricity consumption actively. Since the first pilot photovoltaic power generation project was launched in Xiaoshan Plant in Zhejiang in 2019, the Group actively promotes the implementation of photovoltaic power generation projects in new plants to be built as well as plants in operation, and signed a framework agreement with China Resources Power Holdings Company Limited to promote photovoltaic project cooperation among the first batch of 24 plants. In 2023, Xiaoshan, Nanjing and Bengbu plants were put into operation and Jinan Plant signed the photovoltaic power generation contract with the project under construction. Upon completion of the project, it is expected to generate 86.53 million kWh of electricity annually and reduce carbon emissions by 72,800 tonnes each year.

此外，本集團繼續統籌推進綠電採購，因地制宜使用可再生能源。本集團正在有序推進風電、水電、太陽能發電、核電等綠電中長期戰略採購，依據各地上網電價變動情況及時調整採購比例。二零二三年，本集團統籌推動旗下21家工廠採購綠電，部分工廠已實現100%綠電。

In addition, the Group continued to coordinate the procurement of green power, making use of renewable energy according to local conditions. The Group is promoting medium-to-long-term strategic procurement of green power such as wind power, hydropower, solar power, and nuclear power in an orderly manner, with timely adjustment of the proportion of procurement according to changes in local on-grid electricity prices. In 2023, the Group coordinated and promoted the procurement of green power in 21 of its plants, with some plants having achieved 100% green power.

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二零二三年，通過積極推進光伏發電項目和綠電採購，本集團累計使用電量中的6,892萬千瓦時為可再生能源電量，總計佔啤酒總用電量的12.38%。本集團已設定目標，要求全年新能源電量佔總用電量之比不低於9%，長期目標爭取突破15%。

In 2023, through the active promotion of photovoltaic power generation projects and the procurement of green power, the total electricity used by the Group from renewable energy amounted to 68.92 million kWh, accounting for 12.38% of the total electricity consumption by the beer business. The Group has set a target to increase the proportion of new-energy electricity consumption to total electricity consumption to be no less than 9% for the year, with a long-term target to increase the proportion to 15%.

案例：濱海工廠100%綠電直購

Case: 100% green power direct purchase of Binhai Plant

二零二三年，華潤雪花啤酒濱海工廠積極尋求外部綠色能源渠道，與華潤(北京)電力銷售有限公司簽署了全綠電直購協議，最終確定以100%綠電進行供應，將助力華潤雪花啤酒濱海工廠在二零二四年實現「零碳」用電工廠的目標，標誌著華潤雪花啤酒在綠色低碳發展道路上取得新的突破。

In 2023, CRSB Binhai Plant actively sought external green energy channels, and signed an all-green power direct purchase agreement with China Resources (Beijing) Electric Power Sales Co., Ltd. (華潤(北京)電力銷售有限公司) to finalize the supply of 100% green power, which will facilitate CRSB Binhai Plant in achieving the goal of becoming a "zero-carbon" power plant in 2024, marking a new breakthrough for CRSB in the path of green and low-carbon development.



大氣污染物排放管理

本集團已制定《大氣污染防治管理辦法》，明確防治大氣污染的職責、要求、管理及監控措施等。本集團旗下所有工廠均已淘汰燃煤鍋爐，二零二三年煤炭量消耗量繼續為零。此外，本集團通過提高沼氣回收利用效率，提高可再生能源的使用，減少化石能源如天然氣的消耗等。

二零二三年，本集團天然氣消耗量同比減少12.4%，部分工廠外購天然氣含硫量低，帶動二氧化硫排放量同比下降8.6%。

Atmospheric Pollutant Emission Management

The Group has formulated the "Measures for the Management of Air Pollution Prevention and Control" to clarify the responsibilities, requirements, management and monitoring measures for the prevention and control of air pollution. All of the Group's plants have phased out their coal-fired boilers, and the amount of coal consumption in 2023 continued to be zero. In addition, the Group reduced its consumption of fossil fuels such as natural gas by improving the efficiency of biogas recycling and utilization, and increasing the use of renewable energy.

In 2023, the Group's natural gas consumption decreased by 12.4% year-on-year, and the low sulphur content of the natural gas purchased by some of its plants drove down sulphur dioxide emissions by 8.6% year-on-year.

此外，本集團於近年持續推進燃氣鍋爐的低氮燃燒改造，二零二三年，11家工廠對燃氣（沼氣）鍋爐實施低氮燃燒改造，減少了大氣污染物排放量，帶動氮氧化物(NOx)的排放同比下降10.2%。

二零二三年，華潤啤酒加大工廠污水臭氣治理工作，旗下9家工廠投入約892萬元進行新增除臭或除臭設備升級改造，減少周邊居民臭氣投訴。其他臭氣如酵母烘乾、注塑廢氣同步也進行收集處置，累計投入約240萬元用於沼氣收集及利用改造。

本集團廢氣排放物主要來自啤酒生產過程中提供熱能時的燃料燃燒，過去兩年廢氣排放物數據如下：

單位 Unit	2023	二零二三年*	二零二二年*	同比變幅** Year-on-year Change
		2022		
二氧化硫(SO ₂) Sulphur dioxide (SO ₂)	噸 Tonnes	8	9	-8.6%
氮氧化物(NO _x) Nitrogen oxides (NO _x)	噸 Tonnes	60	67	-10.2%

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙。

** 以上部份同比變幅與所呈列的數字直接計算的結果未必相等，因所呈列數據經四捨五入，但百分比變幅是以原始數據做計算。

溫室氣體排放管理

本集團已將綠色低碳發展納入本集團發展戰略，相應制定碳排放強度分解任務，並加入戰略盤點與考核。本集團於二零二二年成立華潤啤酒碳達峰行動方案編制組，編制並發佈《華潤啤酒碳達峰行動方案》，在實施路徑和量化指標方面明確了八個主要方向和25項關鍵措施，保障公司在未來三年內實現持續降碳，努力實現綠色轉型、高質量發展。

In addition, the Group continued to implement low-nitrogen combustion conversion for gas-fired boilers in recent years. In 2023, 11 plants implemented low-nitrogen combustion renovation of gas (biogas) boilers, which reduced the emission of atmospheric pollutants and led to a year-on-year decrease of 10.2% in nitrogen oxides (NOx) emissions.

In 2023, CR Beer stepped up its efforts in sewage and odour management, with 9 of its plants investing approximately RMB8.92 million in newly-added deodorization equipment or upgrading of deodorization equipment to reduce odour complaints from neighbouring residents. Other odorous gases such as waste gases from yeast drying and injection moulding were also collected and disposed of simultaneously, and a cumulative investment of approximately RMB2.4 million was made for renovation in biogas collection and utilization.

The Group's air emissions was mainly generated from the burning of fuels for heat energy required in the beer production process, data of air emissions in the past two years are set out as follows:

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not.

** Some of the year-on-year changes may not be equal to the results of direct calculation of the figures presented above, as the figures presented are rounded, while the percentage changes are calculated based on the raw data.

GHG Emission Management

The Group has incorporated green and low-carbon development into its development strategy, formulated carbon emission intensity decomposition tasks accordingly and added them to the strategic review and evaluation. In 2022, the Group established the working group to formulate and issue the "CR Beer Carbon Peak Action Plan", which clearly defined 8 major directions and 25 key measures in terms of the implementation path and quantitative guidelines, with a view to ensuring that the Company will achieve sustained carbon reduction in the next three years, and striving to achieve green transformation and high-quality development.

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二零二三年，本集團持續監督《碳達峰行動方案》執行，定期評估25項關鍵措施的具體工作進度，根據華潤啤酒組織二次轉型後部門和人員職責的變化，重新整理明確各部門對接人，並調整目標和實施計劃，並對東莞、蚌埠、新都和南京等4家工廠現場幫扶檢查。《華潤啤酒碳達峰行動方案》主要目標及完成情況如下：

2025 主要目標 2025 Key Objectives	2023 完成情況 2023 Completion Status
<ul style="list-style-type: none"> • 探索「碳中和工廠」建設方案，開展2至3家碳中和示範工廠試點建設。 • Explore "Carbon-neutral Plant" construction program and carry out pilot construction of 2 to 3 carbon-neutral demonstration plants. • 低碳運營，推動建設「綠色工廠」，力爭3至4家工廠獲得「綠色工廠」稱號。 • Promote low-carbon operations and the construction of "Green Plant" with a goal to gain thereof title in 3 to 4 plants. • 「十四五」期間，單位產品碳排放量(範圍一和範圍二)較二零二零年下降12%。 • During the "14th Five-Year Plan", reduce carbon emissions per unit of product (Scope 1 and Scope 2) by 12% compared with 2020. • 使用新能源電量佔總用電量之比不低於9%，長期目標爭取突破15%。 • To increase the proportion of new-energy electricity consumption in total electricity consumption to no less than 9%, with a long-term goal to exceed 15%. 	<ul style="list-style-type: none"> • 涼山、蚌埠和武漢共3家試點工廠「碳中和工廠」建設方案的制訂，目前正推動實施。 • "Carbon-neutral Plant" construction program for three pilot plants in Liangshan, Bengbu and Wuhan were formulated and are now being promoted for implementation. • 黑龍江、鄭州、新都和黔南共4家工廠獲評二零二三年度國家級「綠色工廠」；河北、內江和黔東南共3家工廠獲評二零二三年度省級「綠色工廠」。 • A total of 4 plants in Heilongjiang, Zhengzhou, Xindu and Qiannan were awarded the title of 2023 National "Green Plant"; a total of 3 plants in Hebei, Neijiang and Qiandongnan were awarded the title of 2023 Provincial "Green Plant". • 二零二三年華潤雪花單位產品碳排放強度為68.5 千克二氧化碳當量／千升產量，較二零二零年下降19.4%。 • The carbon emission intensity per unit of product of CRSB in 2023 was 68.5 kg CO₂ equivalent/kilolitre output, a decrease of 19.4% compared with 2020. • 二零二三年使用新能源電量6,892萬千瓦時，佔總用電量之比為12.38%。 • 68.92 million kWh of new-energy electricity was used in 2023, accounting for 12.38% of total electricity consumption.

二零二三年，本集團制定並下發《華潤雪花碳排放管理辦法》，對碳排放管理機構及職責、碳排放數據管理、碳資產交易等提出具體要求，健全碳排放管理制度。在碳排放管理組織架構方面，本集團引入國內外碳排放管理專業人才，並對專職碳管理職位進行設定，明確在9家碳排放2.6萬噸以上工廠EHS部單獨設置碳排放管理崗位。此外，本集團開展碳資產交易經濟政策研究分析，完成碳資產內部盤點估算1次，與資金部門溝通1次；完成碳管理培訓6次，培養具備碳盤查能力的人員78名。

In 2023, the Group continued to monitor the implementation of the "Carbon Peak Action Plan", regularly assessed the specific work progress of the 25 key measures, re-arranged and clarified the contact person of each department and adjusted the objectives and implementation plan in accordance with the changes in the responsibilities of departments and personnel after the second transformation of CR Beer, and conducted on-site assistance and inspections at the four plants in Dongguan, Bengbu, Xindu and Nanjing. The main objectives and completion status of the "CR Beer Carbon Peak Action Plan" are set out as follows:

**2025 主要目標
2025 Key Objectives**

- 探索「碳中和工廠」建設方案，開展2至3家碳中和示範工廠試點建設。
- Explore "Carbon-neutral Plant" construction program and carry out pilot construction of 2 to 3 carbon-neutral demonstration plants.

- 低碳運營，推動建設「綠色工廠」，力爭3至4家工廠獲得「綠色工廠」稱號。
- Promote low-carbon operations and the construction of "Green Plant" with a goal to gain thereof title in 3 to 4 plants.

- 「十四五」期間，單位產品碳排放量(範圍一和範圍二)較二零二零年下降12%。
- During the "14th Five-Year Plan", reduce carbon emissions per unit of product (Scope 1 and Scope 2) by 12% compared with 2020.

- 使用新能源電量佔總用電量之比不低於9%，長期目標爭取突破15%。
- To increase the proportion of new-energy electricity consumption in total electricity consumption to no less than 9%, with a long-term goal to exceed 15%.

**2023 完成情況
2023 Completion Status**

- 涼山、蚌埠和武漢共3家試點工廠「碳中和工廠」建設方案的制訂，目前正推動實施。
- "Carbon-neutral Plant" construction program for three pilot plants in Liangshan, Bengbu and Wuhan were formulated and are now being promoted for implementation.

- 黑龍江、鄭州、新都和黔南共4家工廠獲評二零二三年度國家級「綠色工廠」；河北、內江和黔東南共3家工廠獲評二零二三年度省級「綠色工廠」。
- A total of 4 plants in Heilongjiang, Zhengzhou, Xindu and Qiannan were awarded the title of 2023 National "Green Plant"; a total of 3 plants in Hebei, Neijiang and Qiandongnan were awarded the title of 2023 Provincial "Green Plant".

- 二零二三年華潤雪花單位產品碳排放強度為68.5 千克二氧化碳當量／千升產量，較二零二零年下降19.4%。
- The carbon emission intensity per unit of product of CRSB in 2023 was 68.5 kg CO₂ equivalent/kilolitre output, a decrease of 19.4% compared with 2020.

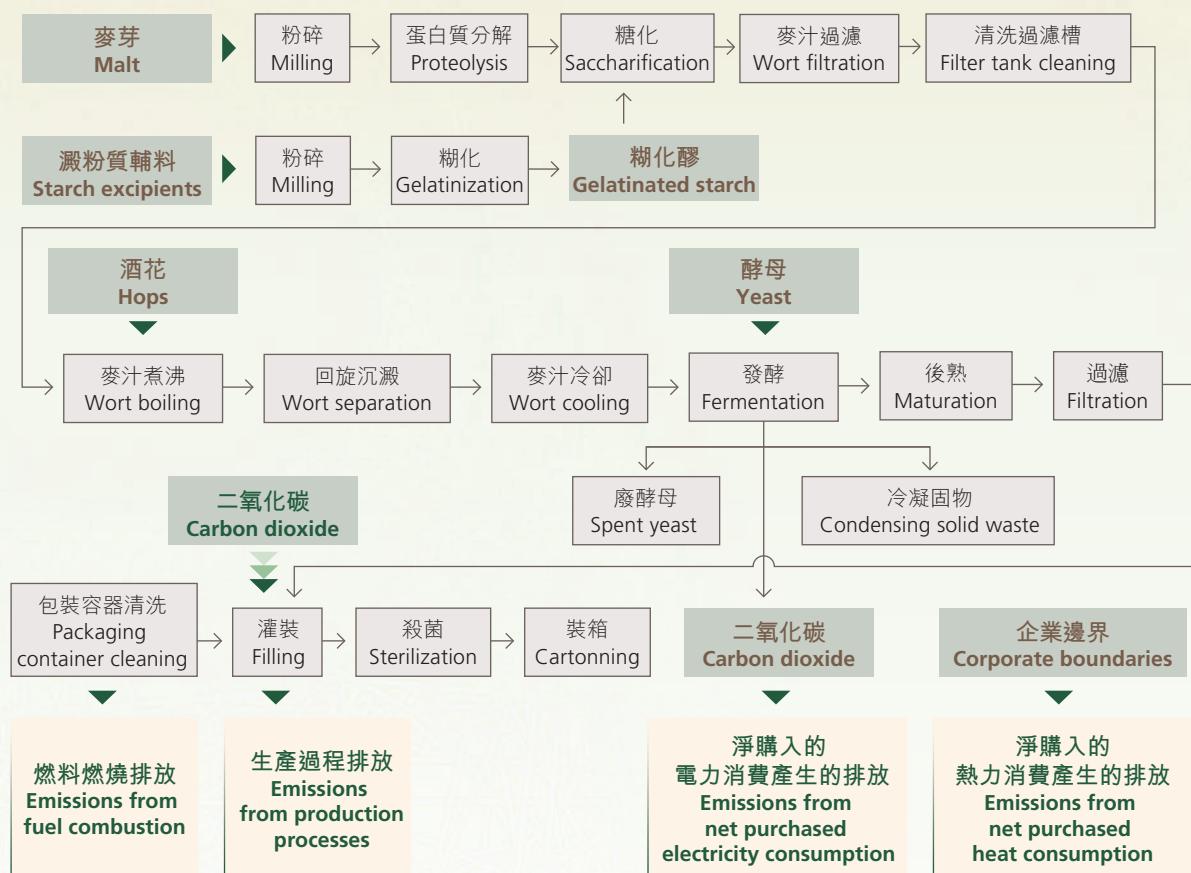
- 二零二三年使用新能源電量6,892萬千瓦時，佔總用電量之比為12.38%。
- 68.92 million kWh of new-energy electricity was used in 2023, accounting for 12.38% of total electricity consumption.

In 2023, the Group formulated and issued the "CRSB Measures for Management of Carbon Emissions", which set out specific requirements for carbon emission management organizations and responsibilities, carbon emission data management, carbon asset trading, etc., and improved the carbon emission management system. In terms of the organizational structure of carbon emission management, the Group introduced domestic and foreign carbon emission management professionals, defined full-time carbon management positions, and clearly set up separate carbon emission management positions in the EHS departments of 9 plants with carbon emissions of 26,000 tonnes or more. In addition, the Group conducted research and analysis of economic policies on carbon asset trading, completed one internal inventory estimation of carbon assets, and communicated with the finance department once; completed 6 carbon management training sessions, and trained 78 personnel with carbon inventory capabilities.

二零二三年，本集團修訂發佈《華潤啤酒碳排放數據統計核算指引》，強化碳排放數據監測、統計與會計過程的標準化管理，完善碳排放核算的合規性，為實施《華潤啤酒碳達峰行動方案》及履行企業社會責任提供基礎支撐。該方法規定本集團的碳排放核算範圍是華潤啤酒(控股)有限公司及下屬各級單位在生產過程中的二氧化碳及甲烷排放，包含啤酒業務及白酒業務。

In 2023, the Group revised and issued the "CR Beer Carbon Emissions Data Accounting and Calculation Guidelines" to strengthen the standardized management of the monitoring, statistical and accounting processes of carbon emission information, improve the compliance of carbon emission accounting, which provides basic support for the implementation of the "CR Beer Carbon Peak Action Plan" and for the fulfilment of corporate social responsibility. The methodology stipulates that the scope of accounting of the Group's carbon emissions is carbon dioxide and methane emissions generated during the production process of China Resources Breweries (Holdings) Company Limited and its subsidiaries at all levels, including the beer business and baijiu business.

啤酒生產過程中的碳排放示意圖
The diagram of the carbon emissions during beer production process



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本集團自願主動披露更多碳排放相關數據，自二零二一年起將啤酒生產過程中外購二氧化碳作為原料在使用過程中的損耗產生的排放和啤酒廢水厭氧處理過程中產生的甲烷排放納入溫室氣體排放的統計範圍。

二零二三年，本集團完成對貴州金沙窖酒酒業有限公司的收購，劃入華潤酒業以下的白酒業務板塊統籌管理，因而本集團將包括華潤雪花及貴州金沙在內的華潤啤酒(控股)有限公司及下屬各級單位在生產過程中的溫室氣體排放全部納入統計範圍。

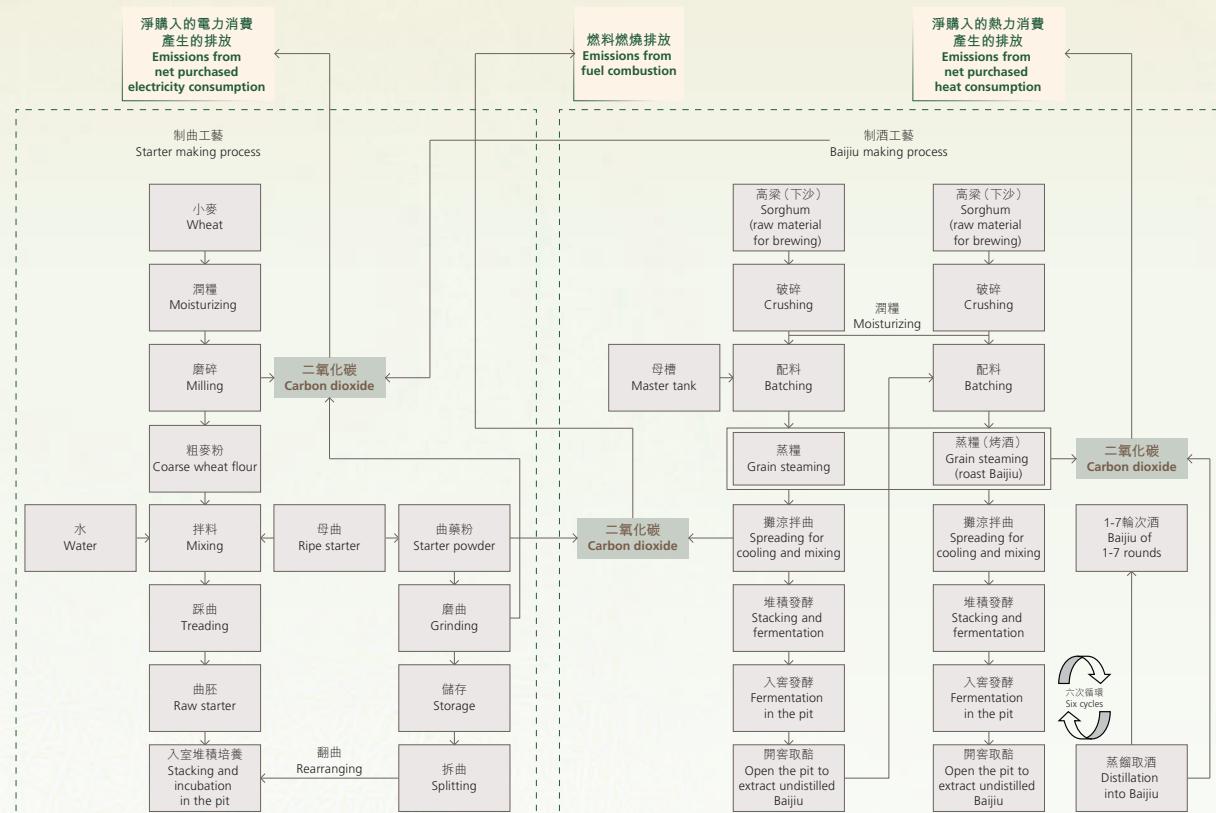
數據統計範圍的擴大反映了本集團對企業經營活動對氣候產生影響的重視，並採用審慎的態度衡量，積極採取措施，爭取可持續發展。

The Group voluntarily and proactively discloses more information related to carbon emissions, and since 2021 the emissions from the loss of purchased carbon dioxide ("CO₂") as raw material during the beer production process as well as the methane emission generated during the anaerobic treatment process of brewery wastewater have been included into the original statistical scope of greenhouse gas emissions.

The Company completed the acquisition of Guizhou Jinsha Jiaojiu Winery Industry Co., Ltd.* (貴州金沙窖酒酒業有限公司, "Guizhou Jinsha") in 2023, and incorporated it into CRWH's baijiu business sector for coordinated management, thus the GHG emissions generated by China Resources Beer (Holdings) Company Limited (including CRSB and Guizhou Jinsha) and its subsidiaries at all levels during the production process were included in the scope of statistics.

The expansion of data scope reflected that the Group has attached great importance to the climate impact of its business activities. With a prudent attitude in assessing the impact, the Group strives to achieve sustainable development by implementing appropriate.

白酒生產過程中的碳排放示意圖
The diagram of the carbon emissions during baijiu production process



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本集團在過去兩年的溫室氣體總排放量及密度如下：

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

	單位 Unit	二零二三年* 2023	二零二二年* Year-on-year		同比變幅** Change
			2022	Change	
溫室氣體排放總量# Total green-house gas emission#	(範圍1) (Scope 1) 千噸二氧化碳當量 1,000 tonnes CO ₂ equivalent	177	202	-12.8%	
	(範圍2) (Scope 2)	629	648	-2.9%	
	(範圍1+2) (Scope 1+2)	806	850	-5.2%	
單位溫室氣體排放密度 Greenhouse gas emissions intensity per unit	(範圍1) (Scope 1) 噸二氧化碳當量／千升產量 Tonnes of CO ₂ equivalent/ kilolitre output	0.016	0.018	-9.4%	
	(範圍2) (Scope 2)	0.058	0.057	+1.9%	
	(範圍1+2) (Scope 1+2)	0.074	0.075	-0.4%	

溫室氣體排放之計算按照華潤啤酒內部的《華潤啤酒碳排放數據統計核算指引》。為更精確地計算，該辦法已於二零二三年更新，並參照了中國生態環境部辦公廳發佈之《關於做好2023-2025年發電行業企業溫室氣體排放報告管理有關工作的通知》、《中國食品、煙草及酒、飲料和精制茶企業溫室氣體核算方法與報告指南(試行)》及香港聯合交易所有限公司發出之《環境關鍵績效指標匯報指引》。

The greenhouse gas ("GHG") emission was calculated according to the internal "CR Beer Carbon Emissions Data Accounting and Calculation Guidelines". To enhance accuracy, the calculation method has been updated in 2023 with reference to the "Notice on the Management of Greenhouse Gas Emission Reporting of Enterprises in the Power Generation Industry from 2023 to 2025" issued by the General Office of the Ministry of Ecology and Environment of the People's Republic of China, the "Guidelines for Accounting and Reporting Greenhouse Gas Emissions from China Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial)", and the "Reporting Guidance on Environmental KPIs" issued by The Stock Exchange of Hong Kong Limited.

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not.

** 以上部份同比變幅與所呈列的數字直接計算的結果未必相等，因所呈列數據經四捨五入，但百分比變幅是以原始數據做計算。

** Some of the year-on-year changes may not be equal to the results of direct calculation of the figures presented above, as the figures presented are rounded, while the percentage changes are calculated based on the raw data.

二零二三年，即使在包含新收購白酒項目公司貴州金沙排放資料的情況下，本集團溫室氣體排放總量(範圍1+2)較二零二二年同比依然下降5.2%。雖然白酒業務的生產工藝與啤酒相比存在顯著差異，白酒產品較啤酒產品能源及資源消耗密度較高，得益於本集團積極有效的溫室氣體排放管理措施，本集團單位產品溫室氣體總排放密度(範圍1+2)仍然同比下降0.4%。

Total GHG emissions (Scope 1+2) of the Group decreased by 5.2% year on year in 2023 compared to 2022, despite the effect brought by inclusion of data from the newly acquired baijiu project company, Guizhou Jinsha. Though there is significant difference in the production process of baijiu business as compared with that of beer, and baijiu products are of higher energy and resource consumption intensity as compared with beer products, the Group's GHG emissions intensity per unit product was decreased by 0.4% year on year, thanks to the Group's active and effective greenhouse gas emission management measures.

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不計新收購白酒企業貴州金沙的影響，本集團啤酒業務溫室氣體排放總量(範圍1+2)較二零二二年同比減少約13%，主要是受本集團積極回應國家號召，大力推動價值鏈各環節的減排減碳措施，並持續推進光伏發電項目和綠電採購的影響。

本集團自二零二二年起，將萬元產值碳排放量(單位：噸／萬元)列入對各級下屬單位年度業績考核指標，並按月度統計完成情況，考核結果應用於工廠月度績效評比排名和主要負責人績效，實現了內部碳定價。

二零二三年，本集團積極推進二氧化碳的回收利用，綜合考慮不同工廠生產產品品種結構的變化，規範二氧化碳外購標準，促進回收和使用的平衡，促進生產環節碳中和。二零二三年，本集團旗下8間啤酒工廠已實現二氧化碳零採購，集團整體外購量同比下降0.6千克／千升產量，同比下降約10%。

本集團通過加強包裝材料的回收利用，推進包裝材料輕量化應用等，減少包裝材料的碳排放影響。本集團所使用的包裝物資中，瓶蓋、易拉罐和紙箱等均為可回收物資，玻瓶為重複利用物資。二零二三年，本集團新採購玻璃瓶使用量同比下降5.97%，成功回收使用106.9億個玻璃瓶，全年減少玻璃使用約4,488千噸；鋁制易拉罐使用量亦同比下降1.78%。

Regardless of the impact of the newly acquired baijiu enterprise, Guizhou Jinsha, the Group's beer business recorded a year-on-year decrease of approximately 13% in total GHG emissions (Scope 1+2) as compared with that of 2022, which was mainly attributable to the impact of the Group's proactive response to the call of the State to vigorously promote emission reduction and carbon mitigation measures at all levels of the value chain and its continuous promotion of the photovoltaic power generation project and the procurement of green power.

Since 2022, the Group has included carbon emissions per RMB10,000 of production value (in tonnes per RMB10,000) in the annual KPIs for its subsidiaries at all levels for monthly statistics, with the appraisal results being applied in the ranking of the monthly performance of plants and key responsible persons, thus realizing internal carbon pricing.

In 2023, the Group actively promoted the recycling and utilization of carbon dioxide and standardized the criteria for purchasing carbon dioxide taking into account the changes in the product mix of different plants, so as to promote a balance between recycling and utilization and facilitate carbon neutrality in the production chain. In 2023, 8 of the Group's breweries achieved zero carbon dioxide procurement, and the Group's overall outsourcing ratio decreased by 0.6 kg/kilolitre output, representing a year-on-year decrease of approximately 10%.

The Group reduced the carbon emission impact of packaging materials by enhancing the recycling of packaging materials and promoting the application of light-weighting packaging materials. Among the packaging materials used by the Group, caps, cans and cartons are recyclable materials and glass bottles are reused materials. In 2023, the Group's use of newly purchased glass bottles decreased by 5.97% year-on-year, and 10.69 billion glass bottles were successfully recycled, reducing the use of glass by approximately 4,488 kilotonnes for the year; the use of aluminium cans also decreased by 1.78% year-on-year.

案例：華潤啤酒首次碳管理專題研討會召開

Case: CR Beer held the first carbon management thematic seminar

二零二三年四月十一至十二日，華潤啤酒碳管理工作研討會暨「碳中和工廠」建設項目啟動會在華潤雪花啤酒武漢工廠舉行。華潤啤酒管理層，華潤集團EHS部碳管理職能管理層級員工，華潤啤酒技術研究院、華潤啤酒區域公司、華潤雪花生產中心片區、碳排放重點類工廠代表，共計51人參會。

此次會議是華潤啤酒組織舉辦的碳管理首次專題研討會，是華潤啤酒以綠色低碳強力提升品牌價值和市場競爭力的重要開端。會議分析了華潤啤酒碳達峰碳中和面臨的情況和存在的問題，科學、合理、有序推進華潤啤酒碳達峰碳中和工作順利進行。此次會議也正式啟動「華潤啤酒碳中和工廠建設項目」。

On 11-12 April 2023, a seminar on the carbon management work of CR Beer and the kick-off meeting of the carbon-neutral plant construction project was held at CR Beer Wuhan Plant. A total of 51 participants attended the meeting, including the CR Beer management, management-level employees of the carbon management function of the EHS Department of CRH, representatives of the CRB Institute of Technology, CR Beer regional companies, CRSB Production Center Area, and key carbon emission plants.

This meeting is the first thematic seminar on carbon management organized by CR Beer, and it is an important start for CR Beer to enhance its brand value and market competitiveness with green and low-carbon concepts. The meeting analyzed the situation and problems faced by CR Beer in achieving carbon neutrality, and promoted the smooth progress of CR Beer's carbon neutrality work in a scientific, reasonable and orderly manner. The meeting is also an official launch of the "CR Beer Carbon-neutral Plant Construction Project".



華潤啤酒時任首席執行官侯孝海先生指出，華潤啤酒作為中央企業和上市公司，要腳踏實地推動降碳舉措落地，爭取用三年時間，推動公司碳管理水平邁上新臺階。

Mr. Hou Xiaohai, the then CEO of CR Beer, pointed out that CR Beer, as a central enterprise and a listed company, should be down-to-earth in promoting the implementation of its carbon reduction initiatives, and strive to promote its carbon management to a new level in three years.

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案例：助力「雙碳」，華潤啤酒碳中和研發中心正式揭牌成立

Case: Official inauguration of CR Beer Carbon Neutrality R&D Center to boost the “dual carbon” initiative

順應酒業綠色發展的趨勢，華潤啤酒碳中和研發中心二零二四年一月十九日正式揭牌成立，是全國範圍內唯一一家跨不同酒種、專門致力於啤、白領域碳中和創新工作的研究中心，研究任務主要包括：

- 軟科學研究：國家「雙碳」政策規劃、「啤酒+白酒」產業上下游現狀分析及重點企業和院校的技術研究與應用情況調查研究。
- 開展「雙碳」領域研發項目：挖掘創新項目，開展綠色清潔能源高效利用、低碳和零碳工業（商業）流程再造、低碳建築、綠色建材、低碳新材料、CCUS碳捕集利用與封存(Carbon Capture Utilisation and Storage)、工廠生態環境治理與修復、生態碳匯、碳源碳匯監測與評估、碳資產管理與開發等技術領域的研發項目。
- 建立碳中和產學研合作平台：通過與高校、科研院所合作，共同開展「雙碳」領域技術攻關工作。

作為國內啤酒業龍頭企業，華潤啤酒通過加速啤酒、白酒產業推進碳中和綠色技術研究轉化應用，為國家「雙碳」目標的實現貢獻華潤力量。

In line with the trend of green development in the wine industry, CR Beer Carbon Neutrality R&D Center was officially inaugurated on 19 January 2024. It is the only research centre in the country for different types of wines that is dedicated to carbon neutrality innovations in the field of beer and baijiu, and its research tasks mainly include:

- Soft science research: national “dual carbon” policy planning, analysis of the current situation of the upstream and downstream channels of the “beer + baijiu” industry, and investigation and research on the technological research and application of key enterprises and institutions.
- R&D projects in the field of “dual carbon”: tapping into innovative projects to carry out research on the efficient use of green and clean energy, low-carbon and zero-carbon industrial (commercial) process re-engineering, low-carbon buildings, green building materials, low-carbon new materials, CCUS (Carbon Capture Utilization and Storage), ecological environment management and restoration in plants, ecological environment management and restoration, and ecological environment governance and restoration, eco-carbon sinks, monitoring and assessment of carbon sources and sinks, carbon asset management and development, and other technologies.
- Establishment of a carbon-neutral industry-academia-research cooperation platform: carrying out technological research work in the field of “dual carbon” jointly with universities and research institutes through cooperation.

As a leading enterprise in the domestic beer industry, CR Beer has made its contributions to the realization of the national “dual carbon” goals by accelerating the research, transformation and application of green carbon-neutral technologies in the beer and baijiu industries.



(三) 氣候變化風險及機遇

本集團意識到氣候變化對企業帶來長期和重大的影響和風險，正著力制定策略應對，盡量避免對業務運營造成負面影響。在董事會層面，審核委員會透過每半年度的會議，與高級管理層及內部審計職能審視與ESG相關的業務風險。在業務層面，審計部和EHS部定期對包括氣候相關風險在內的所有公司重大風險的評估、變化與應對情況進行審查、監督和指導。本集團董事會主席對氣候變化相關問題的管理負責。

本集團於每年年末開展下一年度重大風險的識別、評估和應對工作；每季度開展重大風險監測；每月度預測自然災害風險形勢並下發各單位。本集團對包括氣候風險在內的重大風險管理流程包括：資訊收集、風險評估、風險應對、風險監控預警和風險管理監督與改進的五個步驟。華潤啤酒各單位全面、及時地收集氣候變化相關的內部、外部信息和風險事件，包括歷史數據和未來預測，對風險進行辨識、分析、評價，以確定重大氣候變化風險清單。從管理目標和現狀出發，本集團根據風險管理策略，實施氣候風險應對方案，定期跟蹤氣候風險變化情況和評估管控的有效性，發現缺陷，督促整改。

本集團每年度更新《華潤啤酒風險分類框架》，將氣候風險相關內容整合至ESG相關風險中，如針對以高溫熱浪、洪水、颱風以及極端暴雨為表現的急性物理風險通過安全生產風險、職業健康風險進行關注，以海平面上升、平均氣溫上升和海洋酸化為表現的慢性物理風險，通過環境保護風險、雙碳管理風險進行關注。集團在氣候風險管理時參考氣候相關財務揭露(TCFD)建議，從治理、戰略、風險管理及指標和目標四個核心要素出發，與氣候相關的風險與機遇。

(III) RISKS AND OPPORTUNITIES OF CLIMATE CHANGE

The Group recognizes that climate change has long-term and material impacts and risks on an enterprise, so we commit to developing corresponding strategies in order to avoid negative impacts on business operations. At the Board level, the Audit Committee hold semi-annual meetings, in which ESG-related business risk would be reviewed with senior management and the internal audit function. At business operation level, the audit department and EHS department of the Group regularly review, oversee and guide the assessment, change and response of all the significant risks of the Company including climate-related risks. The Chairman of the Board of the Group is responsible for the management of issues related to climate change.

As at the end of each year, the Group carries out the identification, assessment and mitigation of significant risks of the ensuing year; monitors significant risks on a quarterly basis; and forecast natural disaster risk situations on a monthly basis and issue them to all units. The Group's management processes for major risks, including climate risks, include five steps: information collection, risk assessment, risk mitigation, risk monitoring & early warning, and risk management supervision and improvement. Each unit of CR Beer comprehensively and timely collects internal and external information and risk events related to climate change, including historical data and future predictions, and identifies, analyzes and evaluates risks to determine a list of major climate change risks. Starting from the management objectives and current situation, the Group implements climate risk mitigation plans based on risk management strategies, regularly track changes in climate risk, evaluates management and control effectiveness, identifies deficiencies, and urges rectification.

The Group updates "CR Beer Risk Classification Framework" on an annual basis, integrating contents related to climate risks into ESG-related risks. For example, acute physical risks such as heat waves, floods, typhoons and extreme precipitation are treated as production safety risks and occupational health risks, chronic physical risks in the form of sea level rise, average temperature rise and ocean acidification are addressed as environmental protection risks and dual carbon management risks. The Group refers to the TCFD (Task Force on Climate-related Financial Disclosures) framework for climate risk management, starting from the four core elements, i.e. governance, strategy, risk management and metrics & targets, as well as climate-related risks and opportunities.

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氣候變化情景分析

氣候情景分析是幫助集團瞭解自身業務在不同排放情景下所受影響的強大工具，開展氣候情景分析可幫助華潤啤酒明確重要的氣候相關機會和風險，理解當前及未來發展趨勢，制定長、中及短期的氣候變化應對策略，並將氣候相關機會和風險因素整合至集團整體戰略。

二零二三年度，華潤啤酒參考TCFD建議開展氣候情景分析，採用定性和定量的方法，確定最重要的物理風險對自身資產和運營可能造成的財務影響。本集團確認的最重要物理風險包括：

- 水資源短缺：因氣候變遷引起的長期乾旱導致無法生產。
- 極端高溫：因平均氣溫升高和高溫日數增加而導致無法生產。

為評估水資源短缺的氣候物理風險，本集團使用世界資源研究所(WRI) Aqueduct Water Risk Atlas作為評估工具，以2050年為預測時間框架，評估低排放(RCP2.6)及高排放(RPC8.5)情景下水資源短缺的整體風險。以本集團所有工廠的經緯座標為本，經定量計算和定性評估，精準識別出截至二零二三年底，華潤啤酒旗下共16家工廠在華北區域、東北區域、華東區域、西南區域、華中區域和西北區域的8個省份面臨水資源短缺的極高風險，佔所有工廠總數的24%。有鑑於此，本集團近年逐步關閉在水資源短缺地區的作業工廠，並注重提升在該地區工廠的水耗效益。截至二零二三年底，位於黑龍江、遼寧、四川的3家高風險工廠已經優化停產。

為評估極端高溫的氣候物理風險，本集團使用聯合國IPCC WGI Interactive Atlas作為評估工具，以2041–2060年為預測時間框架，評估高排放(RPC8.5)情景下極端高溫的整體風險。經過定量計算並結合定性分析，最終得出華潤啤酒旗下共9家工廠在華北區域和西北區域的7個省份因極端高溫面臨高風險，佔其所有工廠總數的13%。

Scenario Analysis of Climate Change

Climate scenario analysis is a powerful tool which can help CR Beer understand the impacts of its business under different emission scenarios, identify significant climate-related opportunities and risks, understand current and future development trends, develop long-term, medium-term and short-term strategies to cope with climate change, and integrate climate-related opportunities and risk factors into the Group's overall strategy.

In 2023, CR Beer carried out climate scenario analysis in accordance with TCFD suggestions and adopted qualitative and quantitative methods to determine possible financial impacts of the most significant physical risks on its assets and operations. The most significant physical risks identified by the Group include:

- Water scarcity: Long-term drought caused by climate change, making it impossible to produce.
- Extreme heat: Rising average temperatures and increasing number of hot days, making it impossible to produce.

To assess the physical climate risks of water scarcity, the Group assesses overall risks of water scarcity under low emission (RCP2.6) and high emission (RPC8.5) scenarios with the year of 2050 as the forecast time frame, adopting World Resources Institute (WRI) Aqueduct Water Risk Atlas as an assessment tool. Based on the coordinates of all the Group's plants, through quantitative calculation and qualitative assessment, it is accurately identified that, as of the end of 2023, a total of 16 plants under the Group were at high risk of water scarcity in eight provinces in North China, Northeast China, East China, Southwest China, Central China and Northwest China, accounting for 24% of the total plants. To this end, the Group has gradually closed its operating plants in water-scarce areas and improved the water consumption efficiency of operating plants in these areas in recent years. As at the end of 2023, three high-risk plants in Heilongjiang, Liaoning and Sichuan had been shut down for optimization.

To assess the physical climate risks of extreme heat, the Group assesses overall risks of extreme heat under high emission (RPC8.5) scenarios with the year of 2041–2060 as the forecast time frame, adopting IPCC WGI Interactive Atlas of the United Nations as an assessment tool. Through quantitative calculation and qualitative assessment, it was determined that a total of 9 plants of CR Beer were at high risk of extreme heat in seven provinces in North China and Northwest China, accounting for 13% of the total plants.



經整合匯總，本集團識別出自身目前有2家位於河北省和陝西省的工廠同時面臨水資源短缺極高風險和極端高溫高風險。未來，華潤啤酒將加強對位於高氣候風險省份的工廠管理和戰略調整，以期更有效地管控集團在水資源短缺和極端天氣等方面的氣候風險，從而確保生產效率和可持續發展目標能夠在不斷變化的氣候環境條件下得以實現。

二零二三年，本集團邀請第三方機構對二零二二年整體碳排放數據進行核查，出具碳核查報告，按照ISO14064等標準對華潤啤酒碳排放源進行了分析和匯總，並依據源頭制定碳中和實施路徑，主要由能源節約，設備改造，綠色能源轉型，綠色能源採購，新技術新工藝探索等組成。華潤啤酒已對「2050、2060碳中和」情景作初步分析，涵蓋碳排放源分析，碳中和實施路徑、成本分析、情景預測，重點項目減碳量估算等內容。

為加強對氣候變化風險的管控，華潤啤酒計劃開展基於1.5/2攝氏度的情景分析和基於科學碳目標SBT的情景分析，並制定長、中及短期的氣候變化應對策略，將適時對外發佈。

重大氣候變化對業務影響之應對

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

Through integration and summary, the Group identified that two plants in Hebei Province and Shaanxi Province were faced with high risks of both water scarcity and extreme heat. In future, CR Beer will strengthen the plant management and strategic adjustment in provinces with high climate risks, with a view to conducting more effective management of its climate risks such as water scarcity and extreme weather, and ensuring that production efficiency and sustainable development goals can be achieved in a changing climate environment.

In 2023, the Group invited third-party organizations to verify the overall carbon emission data in 2022, issue a carbon verification report, analyse and summarize carbon emission sources of CR Beer as per ISO14064 and other standards, and formulated carbon neutrality implementation approaches according to the source, which mainly comprised energy conservation, equipment renovation, green transformation, green energy purchasing, new technology and new process exploration, etc. CR Beer has made preliminary scenario analysis on "2050, 2060 Carbon Neutrality", covering analysis on carbon emission sources, carbon neutrality implementation approaches, cost analysis, scenario prediction, carbon reduction estimation of key projects, etc.

In order to strengthen the control of climate change risks, CR Beer plans to carry out scenario analysis based on 1.5/2 centigrade and SBT (Science Based Target), and develop long-term, medium-term and short-term strategies to cope with climate change, which will be released in due course.

Response to Impacts of Significant Climate Change on Business

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

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

二零二三年，華潤啤酒結合國家有關氣象部門、應急管理部門發佈的氣象、地質災害等信息，根據業務實際，按月度頻次編製下發《自然災害風險形勢預測的通知》，應需召開《關於做好極端天氣風險防範應對工作》的緊急會議。對各片區、各單位所處區域存在的自然災害進行分析，就相關工作提出警示。

二零二三年，華潤啤酒制定並下發《關於做好夏季防汛、防暑安全環保工作的通知》，對夏季防汛、極端天氣應對、防暑降溫等工作進行部署要求。轉發華潤集團《防範應對職業性凍傷事件的警示》予各下屬單位，要求各單位提前部署和安排防寒保暖工作，著力預防和控制因低溫作業或低溫天氣作業造成員工職業健康危害事件的發生。編製下發《關於進一步加強安全生產和消防安全工作的通知》，要求各單位全面加強冬季防火安全管理，及時開展隱患排查整治工作。提高員工的火災防範意識，普及火災常識，掌握火災逃生自救知識和技能。

本集團要求各單位加強極端性災害天氣(如暴雨、山洪、高溫及低溫天氣、地質災害)的風險識別，提升災害風險防範意識，推動風險治理向事前預防轉變，落實好自然災害應對的各項防範措施和自救互救技能訓練，並做好災害發生後的應急處置工作。

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

In 2023, CR Beer formulated and issued the "Notice on Situation Prediction of Natural Disaster Risks" on a monthly basis according to actual business situations in combination with the meteorological and geological disaster information released by the relevant national meteorological departments and emergency management departments, and held an emergency meeting on the "Prevention and Response to Extreme Weather Risks" if necessary. The Group analysed the natural disasters in the areas where all the regional companies and units are located, and gave warnings on relevant work.

In 2023, CR Beer formulated and issued the "Notice on the Safety and Environmental Protection of Summer Flood Prevention and Heatstroke Prevention", providing arrangement requirements for summer flood prevention, extreme weather response, heatstroke prevention; forwarded the CRH "Warning on the Prevention and Response to Occupational Frostbite" to all the subordinate units, requiring each unit to make deployments and arrange cold prevention in advance, and focus on the prevention and control of occupational health hazards arising from low-temperature operation or operation in cold weather; formulated and issued the "Notice on Further Strengthening the Production Safety and Fire Safety", requiring each unit to comprehensively strengthen the fire safety management in winter, promptly identify and rectify potential dangers, enhance employees' fire prevention awareness, popularize common sense of fire prevention, and master the fire escape and self-rescue knowledge and skills.

The Group required all units to strengthen the risk identification of extreme disaster weather (such as rainstorm, mountain torrents, high and low-temperature weather, and geological disasters), enhance the disaster risk prevention awareness, promote the transformation from risk governance to prevention in advance, implement various preventive measures for natural disasters and self-rescue and mutual rescue skill training, and make emergency response after disasters.

(四) 水資源管理及污水處理

水資源管理

水資源稀缺是本集團關注的重大環境議題之一。在全球水資源日漸匱乏的情況下，本集團致力保護珍貴的水資源。為了加強水資源管理，本集團根據國家標準制定了17項管理指標，當中包括反滲透廢水率、冷凝水回收率、循環利用率、重複利用率等，更有效地進行統一監管及統計，並由公司總裁和副總裁負責監督所有與水資源管理相關的總部部門。本集團不斷投入資源發展創新的節水科技，並將相關科技應用到所有的作業工廠，以減少耗水量並提高用水效率。本集團開展的項目包括：

- 精益生產，減少CIP清洗次數；
- 包裝主耗水設備(如洗瓶機、殺菌機)進行水平衡／熱平衡改造；
- 回收利用糖化二次蒸汽；
- 北方冬季製冷用風冷，降冷卻水耗；
- 利用冷凝水用於包裝主機熱交換等。

本集團在保證工藝及啤酒產品質量的前提下，積極推行水資源循環利用，減少水資源的浪費。二零二三年，本集團循環水使用總量達到38,084萬噸，循環用水量約為新鮮水耗量的13倍。

循環水主要用於以下生產環節：

- 輔助工序(製冷、空壓、二氧化碳回收、鍋爐冷卻水)循環使用。
- 糖化麥汁冷卻水用於投料水；
- 包裝真空泵冷卻水循環使用；
- 污水處理後中水用於污泥壓濾沖洗水。

(IV) WATER RESOURCES MANAGEMENT AND SEWAGE TREATMENT

Water Resources Management

Water shortage is one of the major environmental issues concerning the Group. Under the situation of gradual shortage of global water resources, the Group commits to protecting valuable water resources. To strengthen water resources management, the Group formulated 17 management indicators, including reverse osmosis sewage rate, condensate water recycling rate, water recycling rate and reuse rate according to national standards, and included them for unified supervision and calculation. The President and Vice-President of the Company are responsible for supervising all departments in the headquarters related to water resources management. The Group also continuously invested resources to develop and innovate energy-saving technology and applied relevant technology into all operating plants to reduce the water consumption and improve the utilization efficiency of water resources. Our launched projects include:

- Lean production to reduce the frequency of CIP cleaning;
- Transformation of Water/thermal balance for major water-consuming equipment used in the packaging process (i.e. bottle washing machine, sterilizer);
- Recycling steam in the saccharification process;
- Air cooling in winter in the north to reduce cooling water consumption;
- Utilizing condensed water for heat exchange of packaging machines, etc.

The Group actively promotes the recycling and utilization of water resources and reduces the waste of water resources while ensuring the process and quality of beer products. In 2023, the recycled water consumption of the Group amounted to 380,840,000 tonnes, 13 times the freshwater consumption.

The recycled water is mainly used for the following production process:

- Recycling in the auxiliary procedures (cooling, air pressure, CO₂ recycling and boiler cooling water).
- Using wort cooling water in the saccharification process for feeding;
- Recycling cooling water in the packaging vacuum pump;
- Utilizing reclaimed water after sewage treatment as the flushing water of the sludge filter press.

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新收購白酒業務的用水管理方面，貴州金沙廠區生活用水主要來自於市政供水、地表水及循環用水。生產用水主要來自於地下水，嚴格遵循當地取水許可制度，並已取得取水許可。通過建設非常規水利用系統，收集洗瓶水及周邊雨水，通過泵房、管網用於廠區綠化、沖洗、防塵，貴州金沙減少原水使用，增加了雨水、再生水的利用。此外，將用水計量設施接入電子信息化平台，實施用水監控管理，在日常生活辦公設施上更換節水型器具，控制用水量。貴州金沙已順利通過省級「節水型標杆企業」驗收。

二零二三年，本集團繼續推動工廠開展節水型工廠建設，鼓勵有條件的工廠樹立先進典型，提升工業用水效率。二零二三年，本集團旗下杭州、六安、新都、濱州、黔東南5家工廠獲得省級「節水型企業」稱號。二零二三年三月，旗下武漢工廠獲授國家級「水效領跑者」稱號，為中國最高等級的節水榮譽。

二零二三年，本集團用新水量下降1.9%，單位產品水耗同比上升3.2%，主要因為新增白酒業務的數據統計。首先白酒產品的生產過程和工藝與啤酒啤酒存在顯著差異，單位白酒產品水耗較高；其次是啤酒產品結構調整，增加清洗頻次和用水消耗。不計白酒業務的影響，啤酒業務的單位產品水耗(同比原口徑)由二零一六年的3.25立方米／每千升產量減少至二零二三年的2.77立方米／每千升產量，處於國內同行領先水平，並與國際同行比肩。

本集團地下水使用量則由二零二二年的3,130千立方米使用量(約佔總用水量的10.1%)減至二零二三年的2,260千立方米(約佔總用水量的7.4%)，累計減少地下水使用量達870千立方米。二零二三年，本集團地下水單位產品消耗為0.21立方米／每千升產量。

In respect of water management of the newly acquired baijiu business, the domestic water in Guizhou Jinsha is mainly from the municipal water supply, surface water and recycled water. The production water is mainly from the underground water obtained in strict compliance with the local water withdrawal license system. Guizhou Jinsha collects bottle washing water and surrounding rainwater by building an unconventional water utilization system, and uses them for plant greening, flushing and dust prevention via pump houses and pipe network, which reduces usage of raw water and increases the utilization of rainwater and reclaimed water. In addition, it connects water measurement facilities to the electronic information platform for water consumption monitoring and management, and replaces working facilities with energy-saving appliances to control water consumption. Guizhou Jinsha has successfully passed the inspection of the "Provincial Water-saving Benchmark Enterprise".

In 2023, the Group started the construction of water-saving plants, encouraging qualified plants to set up advanced models and improving the efficiency of industrial water use. In 2023, five plants of the Group in Hangzhou, Lu'an, Xindu, Binzhou and Qiandongnan won the title of provincial "water-saving enterprise". In March 2023, Wuhan Plant was awarded the title of "National Water Efficiency Leading Enterprise", the highest water-saving honor in China.

In 2023, the amount of new water used decreased by 1.9%, and the water consumption intensity per unit increased by 3.2% year-on-year, mainly due to the data statistics of new baijiu business. Firstly, the production process and technology of baijiu products are significantly different from beer, and the water consumption per baijiu product is higher. Secondly, the structure of beer products is adjusted to increase the cleaning frequency and water consumption. Not taking the baijiu business into consideration, the water consumption intensity per unit (on a year-on-year basis) decreased from 3.25 cubic metres/kilolitre output in 2016 to 2.77 cubic metres/kilolitre output in 2023, which is leading among the domestic industry peers and comparable to the international peers.

The underground water consumption of the Group decreased from over 3.13 million cubic metres in 2022 (representing approximately 10.1% of the total water consumption) to 2.26 million cubic metres in 2023 (representing approximately 7.4% of the total water consumption), with the cumulative reduction of underground water consumption of more than 870,000 cubic metres. In 2023, the Group's underground water consumption intensity per unit was 0.21 cubic meters per kilolitre output.

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本集團在二零二三年和二零二二年的用水及取水數據如下：

The water consumption and withdrawal data of the Group in 2023 and 2022 are set out as follows:

單位 Unit	二零二三年* 2023	二零二二年* 2022	同比變幅 Year-on-year change	
			2022	change
用新水量 Water consumption	千立方米 1,000 cubic metres	30,337	30,923	-1.9%
總產量 (=啤酒產量+白酒產量+飲料產量) Total output (=beer output + baijiu output + beverage output)	千升 Kilolitre	10,825,134	11,385,064	-4.9%
單位產品水耗 Water consumption intensity per unit	立方米／每千升產量 Cubic metres/kilolitre output	2.80	2.72	+3.2%

單位 Unit	二零二三年* 2023	二零二二年* 2022	同比變幅 Year-on-year change	
			2022	change
取水量 Water withdrawal	千立方米 1,000 cubic metres	30,337	30,923	-1.9%
取水量—地表水 Water withdrawal from surface water	千立方米 1,000 cubic metres	948	865	+9.6%
佔取水量比例—地表水 Proportion of water withdrawal from surface water	%	3.1%	2.8%	+11.7%
取水量—地下水 Water withdrawal from underground water	千立方米 1,000 cubic metres	2,260	3,130	-27.8%
佔取水量比例—地下水 Proportion of water withdrawal from underground water	%	7.4%	10.1%	-26.4%
取水量—市政水廠 Water withdrawal from municipal water plants	千立方米 1,000 cubic metres	27,128	26,928	+0.7%
佔取水量比例—市政水廠 Proportion of water withdrawal from municipal water plants	%	89.4%	87.1%	+2.7%

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

二零二二年取水量數據總量不變，取水量拆分數據經核對後重列。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

The total amount of water withdrawal in 2022 remained unchanged, but the breakdown of water withdrawal was relisted upon verification.

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污水排放管理

二零二三年，本集團發佈《華潤啤酒水污染防治三年攻堅行動方案》，規劃污水線上監測合規管控、污水預警與應急處置能力建設、污水分類分級管控、重點流域／領域專項攻擊等六方面任務；推進實施污水線上監測、污水異常攔截、環保專業人員訓練營三個重點項目。為進一步落實生態環境保護要求，強化水污染防治合規管理，防範化解環境風險，本集團就污水排放管理設定目標如下：

- 不發生污水超標排放、水污染違法違規排放事件；
- 污水內控達標排放率 100%；
- 污水規範化指數提升至 90。

在污水處理方面，本集團嚴格遵守國家或地方污水排放標準，內部制定有《華潤啤酒排污(水)許可管理辦法》、《華潤啤酒水污染防治管理辦法》所有工廠均配置有污水處理系統，並制定嚴於合規要求的內控指標，管控污水排放風險。所有工廠污水排放口均設置有化學需氧量(COD)、氨氮、總磷、總氮檢測設備，並與所在地生態環境保護監管部門聯網，實時傳送pH值和污水流量等指標數據，確保數據準確及有效監督。

二零二三年，本集團推進華潤啤酒污水線上監測及預警平台的信息化系統建設，完成污水移動端應用原型設計開發，即時監控污水排放數據，實現異常、超標自動預警及處置，已在14家試點工廠開展第一批推廣上線。

Sewage Discharge Management

In 2023, the Group released the "CR Beer Three-year Action Plan for Water Pollution Prevention and Control", covering six tasks in terms of compliance management of online sewage monitoring, sewage warning and emergency treatment capability building, classified and hierarchical sewage management, special action in key basins/areas. It also promoted three key projects, i.e. online sewage monitoring, abnormal sewage interception and environmental protection specialist training camp. In order to further implement the requirements of eco-environmental protection, strengthen the compliance management of water pollution prevention and treatment, and prevent and resolve environmental risks, the Group has set the following objectives in terms of sewage discharge management:

- No excessive sewage discharge or water pollution discharge in violation of laws and regulations;
- 100% compliance of sewage discharge in the internal control;
- Sewage standardization index rose to 90.

In respect to sewage treatment, the Group strictly complies with the national or local sewage discharge standards, and formulates the "CR Beer Measures for Management of Permitting of Pollutant (Sewage) Discharges" and the "Management Measures for Water Pollution Prevention and Control", with all plants equipped with sewage treatment systems. The Group also formulates the internal control index in compliance with regulations and requirements, effectively controlling sewage discharge risks. Devices for the inspection and testing of Chemical Oxygen Demand (COD), ammonia nitrogen, total phosphorus and total nitrogen have been installed at sewage outlets at all plants, which are connected to the local ecological and environmental protection supervision department for real-time data transfer of indicators such as pH value and discharging volume to ensure accurate data and effective supervision.

In 2023, the Group enhanced construction of the information system of the online sewage monitoring and warning platform of CR Beer, and completed the prototype design and development of the sewage mobile application, which can conduct real-time monitoring of sewage discharge data, and realize the automatic warning and disposal of abnormal and exceeding standards. The application has been launched in the first batch of 14 pilot plants.

二零二三年，華潤啤酒實施污水異常攔截項目，「超標不外排」，組織開展生產工廠污水異常排放預警、攔截回流設施現狀調研，建立生產工廠改造內容和費用投入排查清單；制定污水異常排放預警攔截改造總體規劃方案，建立改造統一標準及要求，統籌設備選型及驗收標準。截至二零二三年底，已有43家工廠完成污水超標攔截項目招標工作。

二零二三年，本集團組織開展組織開展排污排水許可管理合規問題專項排查整治工作，制定並下發《排污(水)許可合規性專項排查方案》和《排污(水)許可合規性排查內容和排查標準》，規範排污排水行為。截至二零二三年底，共排查問題246項，基本整改完成。

二零二三年，本集團強化白酒業務對水源地水質及管污染物排放的管控，制定並下發《華潤酒業排污(水)許可管理辦法》《華潤酒業水污染防治管理辦法》等二級制度，以及其他節水管理制度、循環水管理制度、水污染防治管理方案等。

本集團將生產工廠的環境績效表現作為是否實施產能優化的重要依據之一，逐步關停污水排入自然水體的工廠；或者在地方政府的大力支持下，持續投入資金改造工廠的污水外排管線，將污水排入市政污水集中處理設施，減少排放污水至自然水體。

截至二零二三年底，本集團僅餘啤酒業務的2家工廠（西藏和東莞）和白酒業務1家工廠（貴州金沙）有污水排入自然水體。

於回顧期內，本集團僅有2.8%的污水（經工廠初步處理達標後）排放至自然水體，其餘97.2%的污水排放至市政管網等污水集中處理設施。

In 2023, CR Beer implemented the abnormal sewage interception project to prevent discharge exceeding standards, organized investigations on current conditions of the facilities used for warning and interception of abnormal sewage discharge in production plants, and made an investigation list of production plant renovation contents and expenses. It also formulated the overall renovation plan for abnormal sewage discharge warning and interception, establish unified standards and requirements for renovation, and coordinate equipment selection and inspection standards. As at the end of 2023, 43 plants had completed the bidding for excessive sewage interception project.

In 2023, the Group organized compliance investigations and corrective actions of sewage discharge and water drainage permit management, formulated and issued the Pollutant Discharge (Water) Permit Compliance Investigation Plan, and Pollutant Discharge (Water) Permit Compliance Investigation Contents and Standards to standardize the discharge and drainage. As at the end of 2023, 246 problems had been found, all of which were basically rectified.

In 2023, the Group strengthened management of the baijiu business in terms of water quality in water source and pollutant discharge, formulated and issued secondary regulations such as the "CR Beer Management Measures for Pollutant Discharge (Water) Permit" and the "WH Management Measures for Water Pollution Prevention and Control", as well as other systems such as water-saving management system, recycled water management system and water pollution prevention and control plan.

The Group regards the environmental performance of operating plants as one of the important criteria for capacity optimization consideration and shuts down plants that discharge sewage into natural waters step by step. Or, with strong support from the local government, the Group continuously invest in the pipeline transformation so that sewage could be discharged into the centralized treatment facilities for urban sewage treatment and less would be discharged into nature waters.

As of the end of 2023, the Group had only 2 beer plants (Tibet and Dongguan) and 1 baijiu plant (Guizhou Jinsha) that discharged sewage into natural waters.

During the period under review, only 2.8% of the sewage was discharged to natural waters (after preliminary treatment by the plants), and the remaining 97.2% was discharged to municipal sewers such as municipal pipe networks.



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	單位 Unit	二零二三年*	二零二二年*	同比變幅** Year-on-year change
		2023	2022	
污水排放總量 Total amount of sewage discharge	噸 Tonnes	19,719,807	18,901,871	+4.3%
污水排放量(排入市政管網) Amount of sewage discharged into municipal sewers	噸 Tonnes	19,166,471	18,673,132	+2.6%
污水排放量(排入自然水體) Amount of sewage discharged into natural waters	噸 Tonnes	553,336	228,739	+141.9%
	單位 Unit	二零二三年*	二零二二年*	同比變幅** Year-on-year change
		2023	2022	
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 Tonnes	789	892	-11.5%
化學需氧量(排入市政管網) COD (discharged into municipal sewers)	噸 Tonnes	765	886	-13.7%
化學需氧量(排入自然水體) COD (discharged into natural waters)	噸 Tonnes	25	6	323.5%
氨氮排放總量 Total ammonia nitrogen emissions	噸 Tonnes	82	90	-9.2%
氨氮排放量(排入市政管網) Ammonia nitrogen emissions (discharged into municipal sewers)	噸 Tonnes	82	89.9	-9.2%
氨氮排放量(排入自然水體) Ammonia nitrogen emissions (discharged into natural waters)	噸 Tonnes	0.17	0.2	-25.6%

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

** 以上部份同比變幅與所呈列的數字直接計算的結果未必相等，因所呈列數據經四捨五入，但百分比變幅是以原始數據做計算。

二零二三年，受新增白酒業務的數據統計影響，本集團污水排放總量同比增長。其中污水排放量(排入自然水體)同比變動較大，主要因為新增白酒業務數據統計影響。貴州金沙廠區所在地缺乏配套的污水處理市政管網，因此由工廠對污水採取更高處理標準進行處理，達到自然水體排放要求後排放至自然水體。不計白酒業務的影響，二零二三年，本集團啤酒業務排入自然水體的污水排放量同比減少1.0%。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

** Some of the year-on-year changes may not be equal to the results of direct calculation of the figures presented above, as the figures presented are rounded, while the percentage changes are calculated based on the raw data.

In 2023, the Group's total amount of sewage discharge had year-on-year increase due to the data statistics of new baijiu business. The sewage discharge (into natural waters) had a significant year-on-year change, mainly due to the data statistics of new baijiu business. The location of Guizhou Jinsha lacks supporting municipal sewers for sewage treatment, therefore, the plant adopts higher standards for sewage treatment to discharge sewage into natural waters upon satisfaction with relevant emission requirements. Not taking the baijiu business into consideration, the Group's sewage discharged into natural waters from the beer business dropped by 1.0% year-on-year in 2023.

不計白酒業務的影響，二零二三年，本集團啤酒業務排入自然水體的化學需氧量(COD)和氨氮分別同比減少5.9%和68.9%，主要原因是個別工廠排水COD和氨氮較同期降低，以及個別工廠外排渠道有所調整導致。

本集團積極推動啤酒廢水資源化利用，遵守國家《啤酒工業污染物排放標準》和《發酵酒精和白酒工業水污染物排放標準》，與下游污水處理廠通過簽訂具有法律效力的書面合同，就有機廢水協商約定間接排放濃度限值。截至二零二三年末，本集團啤酒業務旗下16家工廠實施「協商限值」。相關污染物指標的自行監測數據及時共用至生態環境主管部門和下游污水處理廠運營單位，有效實現執法監管和公眾監督。

展望未來，本集團將繼續重視水資源管理，對啤酒生產工藝步驟進行梳理，持續提升用水效能，加大用水循環，加強節水改造，爭取水耗表現達到行業領先水平。此外，重點提升污水處理系統管理，提升污水線上監測能力，加強啤酒廢水綜合利用，促進經濟與環境雙贏。

(五) 包裝材料及廢棄物處理

本集團致力加強廢棄物及包裝材料的管理，從包裝設計、生產、物流和零售等範疇減少資源使用。本集團在運營過程中產生的主要廢棄物為酒糟、廢酵母，而包裝材料主要包括玻璃瓶、鋁制易拉罐、紙箱和塑膜。為妥善處理以上資源，本集團制定一系列的管理制度，如《華潤啤酒固體廢物管理制度》《華潤酒業固體廢物管理制度》《華潤雪花啤酒副產物及廢舊物資管理規定》等。

Not taking the baijiu business into consideration, the amount of Chemical Oxygen Demand (COD) and ammonia nitrogen emissions of the Group discharged into natural waters from the beer business respectively recorded a year-on-year decrease of 5.9% and 68.9% in 2023, mainly due to the decrease of COD and ammonia nitrogen emissions by some plants and slight adjustments of discharge pipelines of some plants.

The Group actively promotes the resourceful utilization of beer wastewater in accordance with the national "Discharge Standard of Pollutants for Beer Industry" and "Discharge Standard of Water Pollutants for Fermentation Alcohol and Distilled Spirits Industry", and enters into legally valid written contracts with downstream sewage treatment facilities to agree on the indirect discharge concentration limit of organic wastewater. As at the end of 2023, 16 beer plants subordinate to the Group had implemented "negotiated discharging limit". The self-monitoring data of relevant pollutant indexes are promptly shared with the competent department for ecological environment and downstream sewage treatment plants for effective supervision by law enforcement departments and the public.

Looking ahead, the Group will continue to focus on water resources management. By sorting out the beer production process steps, improving water efficiency, increasing water recycling, strengthening water-saving renovations, the Group strives to achieve industry-leading in terms of water consumption performance. In addition, it will focus on improving sewage treatment system management and sewage online monitoring capabilities, strengthen comprehensive utilization of brewery wastewater, and promote the mutual benefits in terms of economy and environmental protection.

(V) PACKAGING MATERIAL AND WASTE TREATMENT

The Group stays committed to enhancing the management of the waste and packaging material to reduce the resources used in areas such as packaging design, production, logistics and retailing. The waste generated during the Group's operation mainly includes spent grains and spent yeasts, while the packaging materials mainly include glass bottles, aluminum cans, cartons and plastic films. In order to properly dispose of the above resources, the Group have formulated a series of management regulations such as the "CR Beer Solid Waste Management System", "CRWH Solid Waste Management System" and the "Regulations on the Management of By-products and Waste Materials of CRSB".

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推動綠色包裝材料理念

本集團主要使用的包裝材料包括玻璃瓶、陶瓷瓶、鋁制易拉罐、紙箱和紙袋、塑膜等。在保持質量要求的前提下，本集團多年來一直努力透過產品包裝的設計及物料選用過程，達致包裝物料輕量化，實施源頭減廢，並取得以下進展：

Promote the Concept of Green Package

The Group's packaging materials mainly include glass bottles, ceramic bottles, aluminum cans, cartons, paper bags and plastic films. On the premise of maintaining quality requirements, the Group has been striving to achieve the lighter weight of packaging materials through product packaging design and material selection process over the years. By implementing the reduction of waste at source, achievements have been made as follows:

易拉罐輕量化

Light cans

目標推動罐體厚度減薄0.010mm :

Promote reduction of can body thickness by 0.010mm;

罐蓋厚度減薄0.016mm :

Reduce can cap thickness by 0.016mm;

帶動易拉罐減重0.35克／個 :

Reduce can weight by 0.35g/can;

預計二零二四年底可運用落地 :

Predicted to be available at the end of 2024;

按照認領二零二三年度全年採購量推算，項目落地後本集團每年可通過採購輕量易拉罐減少鋁材使用約3,300噸

Estimated as per the annual quantity purchased in 2023, the Group will reduce the use of aluminum by 3,300 tonnes every year by purchasing light cans after the project implementation

玻璃瓶輕量化

Light glass bottles

250毫升容量的「喜力®」輕量瓶為例，較普通瓶減重20g／個 :

Taking 250mL Heineken® light bottle for example, one light bottle is 20g lighter than one ordinary bottle;

二零二三年通過採購輕量玻璃瓶減少玻璃使用約83噸 :

The Group reduced the use of glass by approximately 83 tonnes by purchasing light glass bottles in 2023;

已進一步啟動500毫升、580毫升容量的輕量瓶研發，目標減重至少10g／個

Further research and development of 500mL and 580mL light bottles to reduce the weight by 10g/bottle at least

玻璃瓶回收機制

Glass bottle recycling mechanism

優化玻璃瓶回收機制，並由以前散裝回收轉變為承包商回收，高效快捷 :

Optimize the glass bottle recycling mechanism, and switch from separate recycling to recycling by contractors which is efficient and fast;

不斷研發輕量化玻璃瓶，增加輕量瓶採購，減重減能耗減碳排放 :

Conduct continuous research and development on light glass bottle and increase the purchase of light bottles, in order to reduce weight, energy consumption and carbon emission;

二零二三年成功回收106.9億個玻璃瓶，全年減少玻璃使用約4,488千噸

The Group successfully recycled 10.69 billion glass bottles in 2023, reducing the use of glass by approximately 4,488,000 tonnes.

二零二三年，本集團繼續積極推進並踐行綠色、可持續發展理念，協同供應鏈生態建設，積極推進再生鋁、輕量化啤酒瓶開發研究、易拉罐戰略合作項目等工作。本集團旗下貴州金沙承諾推動包裝物減重、減塑、減油墨、拒絕過度包裝。

In 2023, the Group continued to implement the concept of green and sustainable development, coordinated the ecological construction of supply chain, actively promoted the research and development of recycled aluminum and lightweight beer bottles and strategic cooperation for cans. The Group's subordinate Guizhou Jinsha promised to promote the reduction of packaging weight, plastic and printing ink, and prevent excessive packaging.

此外，本年度，華潤啤酒繼續推進輕量啤酒瓶的研究與推廣應用，在保證質量性能的基礎上，實現不同瓶型料重降低0%至5%。以250毫升喜力輕量瓶為例，可實現較普通瓶減重20g／個，二零二三年輕量瓶採購量約415萬個；減少原材料使用約83噸，二零二四年將全面推動喜力輕量瓶使用。本年度，雪花玻瓶減重項目也已啟動，目標為實現500毫升、580毫升瓶型減重10g／個，計劃二零二四年内項目完成。

本年度，集團技術研究院聯合採購管理中心、生產中心技術質量部開展皇冠瓶蓋減薄及粒料國產化研究應用項目，在確保實現瓶蓋質量與密封性能不降低的條件下，研究減薄鐵材和墊片原材料的國產化替代，在實現減量、降碳的同時，達到降本增效的目標。按本集團當前全年採購瓶蓋量測算，若成功實現0.23mm瓶蓋厚度減薄至0.20mm，每年可節約鐵用量4,030噸。墊片原材料國產化替代進口，不僅可以應對海外進口原料採購的不穩定性和風險性，還可以減少海外運輸的碳足跡。

此外，考慮到再生鋁錠製作過程中的碳排放量僅佔原生鋁錠加工的11.3%，本集團技術研究院已啟動「再生鋁質易拉罐開放及使用質量保障研究項目」。

In addition, the Group continued to carry out the R&D and application of lightweight beer bottles during the year, which can reduce the weight of different bottle types by 0% to 5% while ensuring quality and performance. Taking 250mL Heineken® lightweight bottles for example, the weight can be 20g/bottle lighter than the ordinary bottle. Approximately 4.15 million lightweight bottles were purchased in 2023, reducing use of raw materials by approximately 83 tonnes. The Heineken® lightweight bottles will be comprehensively promoted in 2024. During the year, the weight reduction project of Snow glass bottles was launched with a view to reducing the weight of 500mL and 580mL bottles by 10g/bottle, which will be completed within 2024.

During the year, the CRB Institute of Technology of the Group, together with the Procurement Management Center and the Technical Quality Department of the Production Center, carried out research and application project for the reduction of the thickness of crown caps and localization of granules, aiming to reduce the thickness of iron materials and replace gasket raw materials with domestic materials while ensuring the quality and sealing performance of caps, thus reducing cost and enhancing efficiency while reducing the quantity and carbon. Based on the Group's current annual purchase quantity of caps, if the cap thickness is successfully reduced from 0.23mm to 0.20mm, 4,030 tonnes of iron can be saved annually. The replacement of imported gasket raw materials with domestic materials can not only tackle the instability and risks of imported raw materials, but also reduce the carbon footprint of overseas transportation.

In addition, considering that the carbon emission during the processing with recycled aluminum ingot only accounts for 11.3% of the processing with raw aluminum ingot, the Group's CRB Institute of Technology has launched the Research Project on the Quality Assurance of Open and Applicable Recycled Aluminum Cans.

環境、社會及管治報告
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本集團在過去兩年的產品包裝材料消耗量
數據如下：

The data on the Group's consumption of product packaging materials in the past two years are set out as follows:

單位 Unit	2023	二零二三年*	二零二二年*	同比變幅** Year-on-year change
		2022		
玻璃瓶—新瓶 Glass bottles-new bottles	千噸 1,000 tonnes	5,818	6,182	-5.9%
玻璃瓶—回收瓶 ¹ Glass bottles-recycled bottles ¹	千噸 1,000 tonnes	4,488	4,734	-5.2%
陶瓷瓶 Ceramic bottles	千噸 1,000 tonnes	4	/	/
鋁制易拉罐 Aluminum cans	千噸 1,000 tonnes	158	160	-1.5%
紙質包裝物 ² Paper packages ²	千噸 1,000 tonnes	331	342	-3.3%
塑膜 Plastic films	千噸 1,000 tonnes	12	14	-13.0%

¹ 由於採購全新玻璃瓶會對環境造成一定影響，所
以本集團加大玻璃瓶回收力度，清潔消毒後重複
使用。

² 二零二二和二零二三年度，本集團披露的紙質包
裝物主要為啤酒業務的紙箱。二零二三年度本集
團披露的紙質包裝物亦包含白酒業務的紙箱、紙
盒、手提袋等。

* 二零二三年數據包含貴州金沙，二零二二年數據
未包含貴州金沙，導致同比變幅出現波動。

** 以上部份同比變幅與所呈列的數字直接計算的
結果未必相等，因所呈列數據經四捨五入，但百分
比變幅是以原始數據做計算。

本集團目前所使用的包裝物資中，瓶蓋、易
拉罐和紙箱等均為可回收物資。玻璃瓶為可
回收再用物資，本集團把回收得到的玻璃瓶
進行清潔消毒後再度使用。

自《啤酒瓶》新國標二零二一年八月一日起正
式實施，為響應國家節能減排號召及公司高
質量發展戰略需求，本集團重點構建供應鏈
回瓶商體系，提升玻瓶回收效能，提高玻瓶
流轉價值，充分合規利用可回收啤酒瓶，減少
流通過程中質量衰減，減少物料和能源浪
費。

¹ Since purchasing new glass bottles would make certain impact on the environment,
the Group increases the recycling of glass bottles and reuse them after cleaning
and disinfection.

² In 2022 and 2023, the paper packaging reported by the Group was mainly cartons
from the beer business. The paper packaging reported by the Group in 2023
includes cartons, boxes, handbags, etc. from the Baijiu business.

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not,
resulting in fluctuations in year-on-year changes.

** Some of the year-on-year changes may not be equal to the results of direct
calculation of the figures presented above, as the figures presented are rounded,
while the percentage changes are calculated based on the raw data.

Currently, among the packaging materials used by the Group, bottle caps, cans and cartons are recyclable materials. The glass bottles are reusable materials that the Group cleaned and sanitized the recycled
glass bottles and reused them.

In response to the new national standard of "Beer Bottle" implemented officially on 1 August 2021, and the national call for energy saving and emission reduction and the Group's strategic promotion of high-quality product, the Group focuses on building a recycling glass bottle system along the supply chain making full use of recyclable beer bottles in compliance with regulations. By increasing the recycling efficiency and circulation value of glass bottles, reducing quality decay during circulation, the Group can reduce material and energy waste.



為推進包裝材料資源化利用，本集團於二零二三年完成了全國9個片區回瓶渠道改造方案的審核，二零二三年全年回瓶率完成80%。加強不可再生資源循環利用的項目完成率達到100%，整體完成率80%。同時，本年度完成了再生鋁基材和原鋁基材以及製成罐的對比分析，完成製成罐罐裝成品三個月的測試跟蹤，發現再生鋁罐與對照罐相比無異常，最終完成再生鋁團體標準的發佈。

此外，本集團對所有入場包裝材料進行質量監控，針對未能通過內部質量監控的包裝材料作退回供應商或銷毀處理。工廠對生產過程中產生的廢棄易拉罐、玻璃渣及廢紙箱進行100%回收處理，並重新投入生產過程中，實現生產過程零浪費。

本集團正積極調整產品包裝結構及產能結構，以降低碳排放量。本集團將逐步淘汰工藝落後、能耗較高的玻璃瓶生產線，新增工藝先進、能耗達到國際先進水平的易拉罐生產線，逐步提高易拉罐產品比重，降低碳足跡較高的玻璃瓶使用量。

本集團已就包裝物料的綠色採購和回收再用確定目標：在二零二五年或之前，瓶蓋和紙箱的綠色包裝採購率達到100%。綠色包裝是指外包裝材料可實現回收作為廢舊物資售賣，循環使用，綠色環保。截至二零二三年底，本集團已達成該目標，瓶蓋和紙箱的綠色包裝採購率已達到100%。本集團亦積極推動供應商減少使用包裝物，如要求上游供應商在運輸麥芽的過程中減少使用獨立包裝，以減少本集團進口原材料時導致產生的包裝材料。目前，華潤雪花麥芽採購運輸方式主要由袋裝和散裝，二零二三年，本集團進口麥芽散裝運輸比率約為42%。由於散裝汽運具有降低庫存成本、減少資金佔用、節約人工費用、提高工作效率、減低環境污染等優勢，二零二三年，估算共節約723萬個包裝袋。

In order to promote the resourceful utilization of packaging materials, the Group completed the audit of the bottle recycling pipeline renovation plan in 9 regional companies across the country in 2023, achieving an annual bottle recycling rate of 80% in 2023. The completion rate of the non-renewable resource recycling project reached 100% and the overall completion rate was 80%. Meanwhile, the Group completed the comparative analysis of recycled aluminum-base materials, raw aluminum-base materials and manufactured cans, conducted three-month testing and follow-up of canned products, and finally released the group standards of recycled aluminum when it was found that there was no difference between recycled aluminum cans and the control group of cans.

In addition, the Group conducts quality control on all incoming packaging materials and returns or destroys packaging materials that fail to pass internal quality control. All discarded cans, glass slags and waste cartons from the production process shall be 100% recycled and treated, which could be put back to use later, achieving zero waste in the production process.

The Group is actively adjusting the structure of the product package and production capacity to lower its carbon emissions. By phasing out production lines of beer in glass bottles with outdated technology and high energy consumption, while adding more production lines of beer in cans with advanced technology and energy consumption reaching the international advanced level, the Group shall gradually increase the proportion of product in cans and reduce the use of glass bottles which is of higher carbon footprint.

The Group has set the following targets in terms of the green procurement and recycling of packaging materials: In or before 2025, the procurement rate of bottle caps and cartons for green packaging shall reach 100%. Green packaging refers to external packaging materials that can be sold as waste materials and recycled as green and environment-friendly materials. As at the end of 2023, the Group had fulfilled the objective, with the procurement rate of bottle caps and cartons for green packaging reaching 100%. The Group also actively encourages suppliers to reduce the use of packaging materials. For example, the Group requires upstream suppliers to reduce the use of individual packaging during the transportation of malt, so as to reduce the packaging materials generated when the Group imports raw materials. At present, the malt of CRSB mainly adopts bagged transportation and bulk transportation. In 2023, the bulk transportation ratio of the Group's imported malt using individual packaging was approximately 42%. The automobile bulk transportation can effectively reduce inventory cost and funds occupation, save labor cost, improve working efficiency, reduce environmental pollution, etc. In 2023, it was estimated that a total of about 7.23 million packaging bags were saved.

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本集團也與上游物資供應商在包裝物方面加強環保合作。二零二三年，本集團技術研究院組織，聯合多家玻瓶供應商啟動的「喜力輕量化啤酒瓶研發測試項目」成功結題。通過工廠和第三方理化性能檢測、類比生產測試、模擬流通測試等，輕量瓶質量表現與現與常規啤酒瓶相比無顯著差異，並100%符合相關國家、國際質量標準。本集團除了推動「喜力®」輕量瓶使用，亦正在加快推進本集團雪花臉譜、匠心營造、老雪、黑獅白啤等其他品牌系列的玻瓶減重項目。

固廢危廢管理

本集團減廢工作遵循減量化、資源化、無害化的原則，從採購到銷售，實施全流程的綠色運營模式，落實危廢廢物和固廢廢物全過程規範化管理。

在危險廢物管理方面，二零二三年，本集團制定危險廢物全過程規範化管理工作方案，成立工作組，並選取南京工廠為試點工廠實施方案。本集團根據行業特點制定危險廢物清單指引和分級管理要求，編製及發佈危險廢物標識管理要求、危險廢物貯存點、貯存庫建設和管理指引，統一啤酒危險廢物管理台賬，規範危險廢物全過程管理標準。目前各工廠已按照標準，制定改造方案。

本集團要求各單位應當將危險廢物委託給有資質的單位處置，確保轉移危險廢物的過程符合國家標準要求，採取相關措施防止擴散、流失及洩漏，不得擅自傾倒、堆放、丟棄、遺撒危險廢物，以防止或者減少危險廢物對環境的污染。本集團亦要求各單位對危險廢物受託方實際運輸、處理處置過程情況開展定期檢查。

The Group also strengthens environmental protection cooperation with upstream material suppliers in terms of packaging. In 2023, the "Heineken Lightweight Beer Bottle R&D Testing Project" organized by the CRB Institute of Technology of the Group and launched by several glass bottle suppliers was successfully concluded. It is proved through physical and chemical property testing, simulated production testing and simulated circulation testing by factories and third parties that, lightweight beer bottles have no obvious difference from ordinary beer bottles, and 100% comply with relevant national and international quality standards. In addition to the popularization of Heineken® lightweight bottles, the Group also accelerates weight reduction projects for glass bottles of other brands including Snow Opera Mask, Jiangxin Yingzao, Old Snow, and Löwen White Beer.

Solid Waste and Hazardous Waste Management

The Group implements whole process standardized management on hazardous waste and solid waste with a green operation model covering the entire process from procurement to sale, following the principles of reduction, resourcefulness, and harmlessness.

In terms of hazardous waste management, in 2023, the Group formulated the Working Plan for Whole Process Standardized Management of Hazardous Waste, established the working team, and selected Nanjing Plant as the pilot plant to implement the working plan. According to the characteristics of the industry, the Group formulated the hazardous waste checklist guidelines and classified management requirements, prepared and released management requirements of hazardous waste labels, guidelines on construction and management of hazardous waste storage sites and stations, unified hazardous beer waste management ledgers, and standardized the whole process management standards of hazardous waste. At present, all the plants have developed renovation plans in accordance with the standards.

The Group requires all units to entrust hazardous waste to qualified units for disposal, so as to ensure that the process of transferring hazardous waste meets the requirements of national standards. The Group also requires all units to take relevant measures to prevent proliferation, loss and leakage, and shall not allow to dump, pile, discard or scatter hazardous waste without authorization, so as to prevent or reduce the pollution of hazardous waste to the environment. What's more, the Group requires all units to also carry out regular inspections of the actual transportation, treatment, and disposal process of hazardous waste contractors.

二零二三年，本集團生產過程中並無顯著數量的危險廢棄物產生。本集團產生的危險廢物全部按國家相關法規要求，嚴格委託給有資質的外部機構作無害化處理及處置。

在固體廢物管理方面，二零二三年，本集團修訂下發《華潤啤酒固體廢棄物管理制度》，規定一般工業固體廢物、危險廢物、生活垃圾、建築垃圾等固體廢物辨識、收集、貯存、利用、處置等方面管理要求；下發《關於下發一般工業固體廢棄物污染防治風險提示的通知》，就固廢污染防治的紅線風險警示及固廢管理流程中存在的問題進行風險提示；下發《關於轉發集團切實強化固體廢棄物管理警報的通知》，組織各單位進行固廢合規管理風險排查工作，共排查問題192項。

為規範固廢處理資質，華潤啤酒EHS部與啤酒法律合規部、雪花採購管理中心聯合明確固體廢物利用、處置管控流程，確定各級EHS監督管理部門管控職責；協助制訂利用、處置單位主體資格和技術能力判定標準，及污染防治要求。二零二三年，華潤啤酒先後兩次開展固體廢物合規問題專項排查整治和風險警報工作，對固廢風險防控措施再規範：一是推進運輸車輛GPS安裝及追溯；二是進一步規範收集資質的要求及管控；三是針對特殊作業的廠內廢塑膠製品粉碎、注塑環保進行特別要求。

There is no significant amount of hazardous waste generated during the Group's production process in 2023. All the hazardous waste generated by the Group was entrusted to external professional agencies for harmless treatment and disposal in accordance with relevant national regulations.

In terms of solid waste management, the Group revised and issued "CR Beer Solid Waste Management System" in 2023, stipulating the management requirements for the identification, collection, storage, utilization, and disposal of solid waste such as general industrial solid waste, hazardous waste, domestic waste, and construction waste; issued the "Notice on Giving Risk Alerts on General Industrial Solid Waste Pollution Prevention and Control", giving risk alerts on the red line of solid waste pollution prevention and control and existing problems in solid waste management processes; issued the "Notice on Forwarding the Group's Warnings on Strengthening Solid Waste Management", organizing all units to conduct risk investigation on solid waste compliance management, during which 192 problems were found.

In order to standardize the solid waste treatment qualification, the EHS Department of CR Beer, jointly with the Legal Compliance Department of the beer business and Snow Procurement Management Center, specified solid waste utilization and disposal management processes, and determined management responsibilities of EHS supervision and management departments at all levels; provided assistance in the formulation of criteria for qualification and technical capability of utilization and disposal units, as well as pollution prevention and control requirements. In 2023, CR Beer successively carried out two special inspections, rectifications and risk warnings on solid waste compliance, and re-standardized the solid waste risk prevention measures: firstly, promote the GPS installation and tracking of transportation vehicles; secondly, further standardize the requirements and management on the collection qualification; thirdly, raise special environmental protection requirements during the milling of waste plastic products and injection molding in special operation plants.

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本集團主要通過減少污泥等填埋量，增加固體廢物回收利用，目標在「十四五」期間工業固體廢物綜合利用率不低於98.0%。二零二三年，本集團一般固體廢物綜合利用率達99.9%，比去年同期略有提升，主要原因是工廠減少污泥和生活垃圾的填埋。相關數據如下：

The Group aims to achieve a comprehensive utilization rate of industrial solid waste of not less than 98.0% during the "14th Five-Year Plan" period by reducing the amount of sludge and other landfills and increasing the recycling of solid waste. In 2023, the general solid waste integrated utilization rate of the Group reached 99.9%, with a slight rise as compared with the corresponding period of last year, mainly due to reduced landfilling of sludge and domestic garbage by plants. The relevant data are as follows:

單位 Unit	二零二三年* 2023	二零二二年* 2022	同比變幅 Year-on-year change	
一般固體廢物產生量 General solid waste production	千噸 1,000 tonnes	1,482.5	1,525.2	-2.8%
綜合利用固體廢物利用量 Integrated use of solid waste utilization	千噸 1,000 tonnes	1,480.3	1,519.8	-2.6%
一般固體廢物綜合利用率 General solid waste integrated utilization rate	%	99.9%	99.6%	+0.2%
單位產品一般固體廢物產生強度 General solid waste production intensity per unit	噸／每千升產量 tonnes/kilolitre output	0.14	0.13	+2.2%
危險廢物產生量 Hazardous waste production	千噸 1,000 tonnes	0.239	0.229	+4.5%

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.

本集團持續推動環保回收工作，把啤酒生產過程中所產生的廢料循環再用。二零二三年度，本集團啤酒生產過程中產生的副產物及廢舊物資均按照國家相關法規要求全部回收、收集，作為可再生資源進行利用。其中廢酒糟(啤酒業務主要為麥糟，白酒業務主要為高粱糟)、廢酵母烘乾後主要用於飼料行業；廢紙、廢玻璃、廢塑膠等均作為可再生資源，回收後至造紙廠、玻瓶廠以及塑膠製品廠作為原料。二零二三年，本集團全年再生資源銷售金額為7.8億元，與上一年度持平。此外，對於生產過程中所產生的副廢物資，本集團十分重視新技術、新產品、新用途的研究、開發和利用，目前正在開展啤酒糟用於蛋白、膳食纖維或皮革等產品的開發利用。

The Group continues to promote environmental protection and recycling to reuse the waste generated in brewing process. In 2023, all the by-products and waste materials generated by the Group in brewing process were recycled, collected and reused as renewable resources in accordance with relevant national regulations. The spent grains (the beer business mainly consists of barley grains, and the Baijiu business mainly consists of sorghum grains) and dried spent yeasts were mainly used for the feed industry; waste paper, waste glass slags and waste plastics were recycled as renewable resources and reused as raw materials in the paper-making factories, and manufacturers of glass bottles and plastic products. In 2023, the annual sales amount of renewable resources of the Group was RMB780 million, basically the same as last year. In addition, as for the by-products generated in the production process, the Group focuses on the research, development and utilization of new technology, new products and new purposes. Currently, the Group is conducting development and utilization of spent grains for protein, dietary fiber or leather products.

本集團採購管理中心副廢銷售主要依據《華潤啤酒固體廢物管理制度》《華潤啤酒採購管理制度》《華潤雪花啤酒副產物及廢舊物資管理規定》等相關規定進行售賣。另外，本集團執行《華潤雪花啤酒副產物及廢舊物資管理規定》，要求按類別貯存不同的固體廢棄物，通過對廢舊物資回收、分類、鑒定、貯存、保管、售賣和處理等全流程進行細化規定，達到防滲漏、防流失及防揚散的三防標準。本集團在回收酒糟時，要求酒糟承銷商的運輸車輛具備防止酒糟滴漏的防護措施；並鼓勵承銷商安裝烘乾設備，一旦未能即時處理，進行暫時烘乾，避免造成環境污染。

The Group's Procurement Management Center mainly sells the by-products in accordance with the "CR Beer Solid Waste Management System", "CR Beer Procurement Management Systems", "Regulations on the Management of By-products and Waste Materials of CRSB", etc. In addition, the Group implements the "Regulations on the Management of By-products and Waste Materials of CRSB" to require that different solid wastes should be stored by category. Through the detailed regulation for the whole process of recycling, classification, identification, storage, maintenance, sale, and treatment of waste materials, the Group can meet with the three prevention standards, that is, leakage prevention, loss prevention and scattering prevention. In terms of recycling spent grains, contract vendors are required to adopt protective measures for their trucks to prevent leakage or dripping. The Group also encourages the vendors to install drying equipment, so that spent grains that cannot be disposed of for the time being can be dried temporarily to prevent pollution of the environment.

本集團過去兩年可回收廢棄物數據如下：

The data on the Group's recyclable waste in the past two years are as follows:

單位 Unit	二零二三年* 2023	二零二二年* 2022	同比變幅 Year-on-year change	
			2023	2022
乾酒糟產生量 [#] Output of dried spent grains [#]	千噸 1,000 tonnes	206	191	+7.7%
乾酒糟回收率 Recycling rate of dried spent grains	%	100%	100%	0.0%
乾廢酵母產生量 Output of dried waste yeasts	千噸 1,000 tonnes	17	17	0.0%
乾廢酵母回收率 Recycling rate of dried waste yeasts	%	100%	100%	0.0%
廢曲草產生量 Output of spent yeast grass	千噸 1,000 tonnes	3	/	/
廢曲草回收率 Recycling rate of spent yeast grass	%	100%	/	/

白酒業務的乾酒糟產生量按照含水量比例60%的濕酒糟產生量估算得出。

The output of dried spent grains from Baijiu business is estimated based on the output of wet spent grains with a assumed water content ratio at 60%.

* 二零二三年數據包含貴州金沙，二零二二年數據未包含貴州金沙，導致同比變幅出現波動。

* The data for 2023 includes Guizhou Jinsha, but the data for 2022 does not, resulting in fluctuations in year-on-year changes.



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(六) 保護生態系統與生物多樣性

華潤啤酒積極履行保護生態系統與生物多樣性的承諾，通過實施一系列政策和措施彰顯其在生態恢復方面的環境責任。二零二三年，本集團修訂並下發《生態環境保護監督管理辦法》，適用範圍覆蓋集團及其下屬各級子公司、分公司，及華潤啤酒其他在中國大陸境內的生產工廠。該辦法要求各級單位在進行新建、改建或擴建項目時，廠房選址與設備設施規劃佈局必須符合規範要求，避開生態環境敏感區域，探索並採納對生態影響更小的替代方案，以減少生產經營活動對周邊生態環境的負面影響。同時，積極採用生態友好型技術，並結合相關配套政策，以減少對生物多樣性和生態系統的直接、間接及累積影響。在原料採購、資源消耗和綜合利用，以及污染物的產生與處理等環節中，優先選用能降低環境負荷的清潔生產技術和工藝，不斷推動污染控制設備和技術創新，選配先進智能設備及最佳可行的污染防治技術，控制污染物排放的持續時間、強度和範圍。此外，合理開發與利用自然資源，依法擬定生態保護及恢復治理的方案，並確保這些方案得到有效執行。

此外，本集團發佈《華潤啤酒生態環境保護「六禁令」》，補充完善《華潤啤酒生態環境保護檢查標準》，將新收購白酒業務也納入標準範圍內，明確生態環境保護的嚴禁事項和行為，要求全員遵守，共同推進環境保護工作的合規有效開展。本集團亦下發《關於開展生態環境保護項目檢查舉一反三自查自糾的通知》，組織工廠開展自我檢查和自我糾正的監督行動，於回顧期內累計排查並整改1,135項生態環境保護問題。

(VI) PROTECTION OF ECOSYSTEM AND BIODIVERSITY

Committed to protecting the ecosystems and biodiversity, the Group has been fulfilling its environmental protection responsibilities in terms of ecological restoration through a series of policies and measures. In 2023, the Group revised and issued the "Supervision and Management Measures for Ecological Environment Protection", covering the Group and its subsidiaries and branches, and other CR Beer plants of in mainland China. It is stipulated that units at all levels should carry out new, reconstruction or expansion projects, plant site selection and equipment and facilities layout according to relevant requirements, avoid the eco-environment sensitive areas, explore and adopt alternative solutions with less ecological impacts, in order to reduce negative impacts of production and business activities on the surrounding eco-environment. Meanwhile, eco-friendly technology should be actively adopted in combination with relevant supporting policies to reduce the direct, indirect and accumulative impacts on biodiversity and ecosystem. During raw material procurement, resource consumption and comprehensive utilization, as well as pollutant generation and treatment, etc., priority should be given to clean production technology and processes that can reduce environmental load, and efforts should be made to continuously promote innovation in pollution control equipment and technology, select advanced intelligent equipment and the best feasible pollution prevention technology, and control the duration, intensity and scope of pollutant emission. In addition, natural resources should be reasonably developed and utilized, and ecological protection and governance restoration plans should be formulated in accordance with the law and then effectively implemented.

Besides, the Group released the "Six Bans of Ecological and Environmental Protection of CR Beer", supplemented "CR Beer Ecological and Environmental Protection Inspection Standards" by including newly acquired baijiu business into the scope, specified prohibitions in ecological and environmental protection to all staff for implementation, and promoted the compliance of environmental protection. The Group also issued the "Notice on Conducting Self-Inspection and Self-correction of Ecological and Environmental Protection Inspections", organizing plants to conduct self-inspection and self-correction. During the period under review, it inspected and rectified 1,135 ecological and environmental protection problems.

此外，本集團組織召開長江黃河流域生態環境保護項目整治行動部署工作會議，對照《中央企業長江黃河流域生態環境保護專項整治行動要點》《華潤啤酒生態環境保護通用檢查要點》深入排查污水達標排放、雨污分流、線上監測、污泥等固體廢物合規處置等方面生態環境保護問題。組織開展對長江黃河流域31家生產工廠的專項排查，並制定整改計劃和方案。於回顧期內，本集團對生產經營環節造成的生態系統及生物多樣性損害進行補救和修復，累計整改完成31個項目。

In addition, the Group organized a working conference on the deployment of rectification action for ecological and environmental protection projects in the Yangtze River and Yellow River Basin, deeply inspecting ecological and environmental protection problems such as sewage standard discharge, rain and sewage diversion, online monitoring, sludge and other solid waste disposal in compliance with regulations in accordance with the "Key Points of Special Rectification Action for Ecological and Environmental Protection of the Yangtze River and Yellow River Basin of Central Enterprises" and "CR Beer General Inspection Key Points of Ecological and Environmental Protection". The Group organized special investigations in 31 production plants in the Yangtze River and Yellow River Basin, and formulated rectification plans. During the period under review, the Group repaired and restored the damage to the ecosystem and biodiversity during the production and operation process, accumulatively completing the rectification of 31 projects.

(七) 環保宣傳教育

本集團積極在各級公司組織開展系列活動，提高員工的環保意識，培育全員綠色低碳文化，宣貫綠色消費理念。例如各工廠每年定期組織六五環境日、全國節能宣傳周和全國低碳日等環保宣傳教育活動。

(VII) EDUCATION OF ENVIRONMENTAL PROTECTION

To improve the environmental awareness of staff, the Group actively carries out series of events, cultivates the green and low-carbon culture of all employees, and publicizes the green consumption concept at all levels within the Group. For example, all plants organize environmental protection publicity and education events such as 5th June Environmental Day, National Energy Saving Promotional Week and National Low-carbon Day on a yearly basis.

In 2023, the Group organized "5 June Environment Day" with the theme of "Building Modernization with Harmonious Coexistence between Human and Nature", releasing an open letter to all employees of China Resources Beer on "5 June Environment Day" via internal and external platforms such as the internal website of CR Beer and WeChat official account. It publicized the theme of "Environment Day" in various forms including films, posters, slogans, publicity films, bulletin boards, photos, essays, knowledge contests and open day activities, and advocated for all employees to jointly adopt the green and low-carbon lifestyles and actively publicize and implement the ecological civilization concept.

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第四章 社會責任

本集團熱心公益事業，積極參與環境保護、賑災濟難、扶助貧困，促進教育、鄉村振興等工作，傳遞大愛，創造美好。報告期內，本集團開展社會公益事業的資金總額(含捐贈物資折價)266.5萬元人民幣。具體開展活動如下：

(一) 扶持就業，振興鄉村

作為一家具有影響力的全國性啤酒企業，本集團透過不同方式努力推動當地經濟和改善本地居民的就業情況，達致社區共建。

為幫扶中國四川省涼山彝族自治州雷波縣發展肉牛養殖產業，集團與雷波縣合作，通過捐贈啤酒糟等物資，支持當地實施「基礎肉牛銀行模式」產業幫扶方案。二零二三年，集團向雷波縣定向捐贈了價值120萬元人民幣的啤酒糟，有效促進了家庭分散養殖模式的發展，為雷波縣脫貧攻堅後的鄉村振興產業發展注入了新動力。

二零二三年，本集團在西藏自治區昌都市開發區新建雪花啤酒廠，項目總投資額3.48億元人民幣，旨在帶動產業發展，擴大當地稅收，積極提供就業機會。於回顧期內，我們招錄西藏籍高校畢業生4人，各業務相關方吸納當地群眾就業二十多人。此外，本集團積極響應昌都市政府關於全面推進鄉村振興重點工作要求，派出第十二批駐村隊員前往昌都市卡若區妥壩鄉康巴村開展駐村扶貧工作。本集團亦積極支持當地政府持續增加農牧民收入的工作，分派昌都工廠公益幫扶15戶，每戶增收3,000元人民幣。

本集團在青海省共提供就業崗位106個，招收青海籍員工76人，共招收青海籍高校畢業生5人，其中新招青海籍員工5名，少數民族員工3名。

CHAPTER 4: SOCIAL RESPONSIBILITY

The Group has been enthusiastic about community investment and actively participated in environmental protection, disaster relief and poverty alleviation, education promotion, the fight against the pandemic, rural revitalization, etc., to send a message of love and bring greater good to the society. During the reporting period, the Group's community investment funds (including donated materials) amounted to RMB2,665,000. Specific activities are as follows:

(I) SUPPORTING EMPLOYMENT AND REVITALIZING RURAL AREAS

As an influential national beer company, the Group strives to promote the local economy and improve the employment of locals to achieve joint community construction.

In order to provide assistance in the cattle breeding industry in Leibo County, Liangshan Yi Autonomous Prefecture, Sichuan Province, China, the Group cooperated with Leibo County to support the implementation of the industrial support plan of "basic cattle bank mode" in local regions by donating spent grains and other materials. In 2023, the Group donated spent grains worth RMB1.2 million to Leibo County, which effectively promoted the development of a scattered family breeding model, and injected new vigor into the urban rejuvenation after poverty alleviation of Leibo County.

In 2023, the Group built a new Snow Brewery in the Development Zone of Changdu City, Tibet Autonomous Region with a total investment of RMB348 million, aiming to promote industrial development, increase local tax revenue and actively provide employment opportunities. During the period under review, we recruited 4 native university graduates, and related business units employed more than 20 local citizens. In addition, the Group dispatched the 12th batch of members for poverty alleviation in Kangba Village, Tuoba Town, Karuo District, Changdu City in active response to the Key Working Requirements of Changdu Municipal Government on Comprehensively Promoting Rural Rejuvenation. The Group also provided active support for the local government to continuously increase the income of farmers and herdsmen, and assigned Changdu Factory to provide public welfare assistance to 15 households, helping each household increase their income by RMB3,000.

The Group provided a total of 106 jobs in Qinghai Province, recruited 76 native employees of Qinghai Province and five native university graduates of Qinghai Province, including 5 new native employees of Qinghai Province and 3 ethnic minority employees.

本集團在甘孜州、阿壩州大力開展銷售業務，二零二三年於甘孜州和阿壩州的銷售額超過3億元人民幣，扶持當地經銷商58戶，有效推動當地快消品行業升級，進一步促進當地經濟持續發展。該公司積極招收四川雲南甘肅涉藏州縣籍高校畢業生，吸納當地群眾就業，於回顧期內在甘孜州、阿壩州共管理當地在職員工26人，其中當地戶籍員工6人，少數民族員工3人。

(二) 热心公益，促進教育

二零二三年，華潤啤酒董事會主席侯孝海先生親自率領公司員工代表積極參與了「樂施毅行者」的衍生活動「樂施領袖行」。樂施會自一九八六年以來每年舉辦的「毅行者」遠足籌款活動，致力支持在中國香港、中國內地、非洲及亞洲其他地區推行扶貧救災和倡議工作。

The Group vigorously carried out sales business in Ganzi Prefecture and Aba Prefecture, with sales of over RMB300 million in Ganzi Prefecture and Aba Prefecture in 2023, supporting 58 local distributors, which effectively promoted the upgrade of the local FMCG industry and further enhanced the sustainable development of the local economy. The Company actively recruited university graduates who are natives of Tibetan counties of Sichuan, Yunnan and Gansu, and employed local people. During the period under review, it had 26 incumbent local employees from Ganzi Prefecture and Aba Prefecture, including 6 local employees and 3 ethnic employees.

(II) DEDICATION TO COMMUNITY INVESTMENT AND EDUCATION PROMOTION

In 2023, Mr. Hou Xiaohai, Chairman of Board of CR Beer led the employee representatives to participate in the "Oxfam Leader's Walk", a spin-off event of "Oxfam Trailwalker". "Trailwalker" is an annual fundraising hike organized by Oxfam since 1986 to support poverty alleviation, disaster relief and initiatives in Hong Kong, China, the mainland China, Africa and other regions of Asia.



自二零一三年起，華潤啤酒連續多年支持青年音樂訓練基金 Music for Our Young Foundation，通過音樂培養6歲至21歲青少年的素養，鼓勵年青學員努力不懈、力求上進。華潤啤酒亦於二零二三年八月捐款支持在南沙舉辦了「飲水思源VI:奏響灣區」演奏會，關愛在港弱勢社群的兒童及青少年，鼓勵發展較緩慢地區的音樂訓練活動，培育下一代年輕人的德育和素養。

Since 2013, CR Beer has supported the Music for Our Young Foundation for several consecutive years, in order to encourage young students to make unremitting efforts for great progress by cultivating the musical attainment of the young people ranging from 6 to 21 years old. CR Beer also donated money to support the concert "Thank you, for Everything VI Series: Concert in Nansha" in Nansha in August 2023, providing care for underprivileged children and teenagers in Hong Kong, encouraging music training activities in slowly developed regions, and cultivating morality and attainments of the next-generation young people.

華潤啤酒自二零一四年起連續多年支持獲香港政府認可的慈善機構 Rainbow Foundation，為在港弱勢社群的兒童及青少年設計有意義的活動，並提供資助。除了金錢捐款以外，本集團亦積極參加二零二三年十一月舉辦的「童SEN科學探索」邁向15週年慈善步行活動，以行動支持基金及在港弱勢群體。

Since 2014, CR Beer has been supporting Rainbow Foundation, a charity recognized by the Hong Kong Government, in order to design and fund meaningful activities for children and youth from underprivileged groups in Hong Kong. In addition to monetary donations, the Group also actively participated in the "Explore science with SEN" Charity Walk Towards 15th Anniversary held in November 2023 to support the Foundation and underprivileged groups in Hong Kong.

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本集團於二零二三年六月捐贈資金予深水埗左鄰右里關愛社，贊助其舉行「慶祝香港回歸祖國26週年暨6.1國際兒童節贈送小禮物」的公益活動經費，為深水埗基層孩子們帶來歡樂，共享回歸喜悅。

(三) 建設華潤希望小鎮

二零二三年五月，本集團向位於貴州省遵義市習水縣的遵義華潤希望小鎮定向捐贈20萬元，捐贈款已經實際兌付給土城縣政府，主要用於改造社區服務中心排污系統，增設社區文化宣傳牌、安裝足球場籃球場設施和添置華潤幼兒園設備等，改善遵義希望小鎮的人居環境。

二零二三年，本集團支持建設位於四川省巴中市南江縣的南江華潤希望小鎮，為建設「勇闖天涯路」及建設精釀坊等捐贈費用約65萬元人民幣。通過配合華潤集團逐步規劃捐建米蘭花酒店、龍泉味道鄉村餐廳、希望茶莊、青年旅社、村集體民宿等第三產業服務配套建築，有效帶動小鎮村集體經濟創收，村民收入實現進一步增長。

(四) 可持續金融

本集團積極參與並支持可持續金融，助推社會與企業的綠色發展。報告期內，本集團參與三菱日聯銀行(MUFG Bank, Ltd.)的綠色存款項目並投放人民幣120,000,000元的綠色存款。作為一種可持續金融解決方案，綠色存款不僅保證本集團的資金帳戶靈活性，還彰顯本集團對推廣可再生能源、節能增效、綠色建築、降低排放、環境與資源管理、生物多樣性保護等可持續發展目標和議題的積極踐行。

In June 2023, the Group donated funds to the Sham Shui Po Neighborhood Care Association to sponsor its public welfare activity "Celebrating the 26th Anniversary of the Handover of Hong Kong to the Motherland and Offering Small Gifts on 1st June International Children's Day", bringing joy to children in Sham Shui Po and sharing the joy of the handover with them.

(III) BUILDING CR HOPE TOWN

In May 2023, the Group donated RMB200,000 to Zunyi CR Hope Town in Xishui County, Zunyi City, Guizhou Province, which the payment to the Tucheng County Government has been completed, and mainly used to renovate the sewer system in the service center of the residential area, add cultural publicity boards, install football and basketball field facilities, and add equipment to CR Kindergarten, and improve the living environment of Zunyi Hope Town.

In 2023, the Group supported the construction of Nanjiang CR Hope Town in Nanjiang County, Bazhong City, Sichuan Province, and donated approximately RMB650,000 for the construction of "Road to Brave the World" and a brewing workshop. Through cooperation with CRH in gradual planning and donation for the construction of Milan Hotel, Longquan Taste Rural Restaurant, Hope Tea House, Youth Hostel, rural collective guesthouses and other tertiary industry service supporting buildings, the Group effectively stimulated revenue generation by the rural collective economy and further increased villagers' income.

(IV) GREEN FINANCE

The Group actively participates in and supports sustainable finance to promote green development for both society and businesses. During the reporting period, the Group proactively engaged in and fully supported Mitsubishi UFJ Bank's Green Deposit Program by successfully placing a green deposit of RMB120,000,000, which demonstrated the Group's commitment to promoting and implementing sustainable development goals and issues such as renewable energy, energy saving and efficiency improvement, green buildings, emission reduction, environmental and resource management, and biodiversity conservation.



核實聲明

範圍及目的

香港品質保證局已對華潤啤酒(控股)有限公司(「華潤啤酒」)的二零二三年環境、社會及管治報告(「報告」)內容進行有限保證。報告覆蓋日期為二零二三年一月一日至二零二三年十二月三十一日。

報告是根據香港聯合交易所有限公司的證券上市規例附錄C2《環境、社會及管治報告指引》(「環境、社會及管治報告指引」)中所列的要求和參考全球報告倡議組織(GRI)標準2021(「GRI標準2021」)使用所選取之GRI準則的要求編製而成。

香港品質保證局的責任是對報告中所載述的數據和資料的完整性、準確性及可靠性提供核實結論，核實的目的是：

- 核實報告是否遵守《環境、社會及管治報告指引》載列的所有強制披露規定及「不遵守就解釋」條文；
- 檢閱報告是否參考GRI標準2021就所選取之GRI準則的要求編製；
- 評定報告所選載的數據及陳述是否準確；和
- 檢討用以編製報告的數據及資料管理機制是否可靠。

保證程度和核實方法

此次驗證工作是根據國際審計與核證準則委員會發佈的《國際核證聘用準則3000》(修訂版)「歷史財務資料審計或審閱以外的核證聘用」執行。收集核實證據的幅度是參考國際準則所訂定進行有限保證的原則而制定以確保能擬定核實結論。此外，核實過程是按照《環境、社會及管治報告指引》及GRI標準2021就所選取之GRI準則的要求而定。

VERIFICATION STATEMENT

SCOPE AND OBJECTIVE

Hong Kong Quality Assurance Agency ("HKQAA") performed a limited assurance engagement on the sustainability disclosures stated in the Environmental, Social and Governance Report 2023 (the Report") of China Resources Beer (Holdings) Company Limited ("CR Beer") for the period from 1st January 2023 to 31st December 2023.

The Report is prepared in accordance with the Environmental, Social and Governance Reporting Guide ("ESG Reporting Guide") set out in the Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (SEHK), and with reference to the Global Reporting Initiative ("GRI") Standards 2021 for the selected GRI Standards.

HKQAA's responsibility is to express an assurance conclusion on the completeness, accuracy and reliability of the sustainability data and information stated in the Report. The objectives are to:

- verify the fulfillment in addressing all mandatory disclosure requirements and "comply or explain" provisions outlined in the ESG Reporting Guide;
- review the referencing of the selected GRI Standards of the GRI Standards 2021;
- evaluate the accuracy of the selected data and information presented in the Report; and
- review the reliability of the data and information management mechanism for preparing the Report.

LEVEL OF ASSURANCE AND METHODOLOGY

The process applied in this verification was based on the International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board. Our evidence gathering process was designed to obtain a limited level of assurance for devising the verification conclusion. The extent of this verification process undertaken covered the criteria set in the ESG Reporting Guide and GRI Standards 2021 (Selected GRI Standards).

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核實過程包括驗證了華潤啤酒的可持續發展表現數據收集、計算和匯報的系統和程序，檢閱有關文件資料，與負責編製報告內容的代表面談及選取具有代表性的數據和資料進行查核。

獨立性

華潤啤酒負責收集和準備所有在報告內陳述的資料。香港品質保證局不涉及收集和計算此報告內的數據或參與編撰此報告。香港品質保證局的核實過程是獨立於華潤啤酒。就提供此核實服務而言，香港品質保證局與華潤啤酒之間並無任何會影響香港品質保證局獨立性的關係。

結論

基於是次的驗證結果，香港品質保證局對報告作出有限保證並總結，核實小組沒有發現任何證據顯示：

- 報告沒有遵守《環境、社會及管治報告指引》載列的所有強制披露規定及「不遵守就解釋」條文；及
- 報告沒有參照GRI標準2021披露內容。

香港品質保證局代表簽署

沈小茵

沈小茵
審核主管
二零二四年三月

The verification process included verifying the systems and processes implemented for collecting, collating and reporting the sustainability performance data, reviewing relevant documentation, interviewing responsible personnel with accountability for preparing the reporting contents and verifying selected representative sample of data and information.

INDEPENDENCE

CR Beer is responsible for the collection and presentation of the information presented. HKQAA is not involved in the collection and calculation of data or the compilation of the reporting contents where HKQAA's verification activities were entirely independent from CR Beer. There was no relationship between HKQAA and CR Beer that would affect the independence of HKQAA for providing the verification service.

CONCLUSION

Based on the verification results and in accordance with the verification procedures undertaken, HKQAA has obtained a limited level of assurance and is in the opinion that, nothing has come to the verification team's attention that:

- The Report has not complied with all the mandatory disclosure requirements and "comply or explain" provisions outlined in the ESG Reporting Guide; and
- The Report has not been prepared with reference to the GRI Standards 2021 for disclosure.

Signed on behalf of Hong Kong Quality Assurance Agency

Connie Sham

Connie Sham
Head of Audit
March 2024



附錄

香港聯合交易所有限公司《主板上市公司規則》附錄C2《環境、社會及管治報告指引》索引

APPENDIX

**INDEX OF CONTENTS ACCORDING TO THE ESG REPORTING
GUIDE OF HONG KONG STOCK EXCHANGE SET OUT IN
THE APPENDIX C2 OF THE MAINBOARD RULES
GOVERNING THE LISTING OF SECURITIES ON THE STOCK
EXCHANGE OF HONG KONG LIMITED**

環境、社會及管治指標索引 Index of ESG Indicators	GRI 準則內容索引 Index of GRI Indicators	披露頁碼 Page number
A 環境 A Environmental		
A1 排放物 Emission		
一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land , and generation of hazardous and non-hazardous waste.	GRI3-3 : 實質性議題的管理：披露項3-3(c) (使用於GRI303 : 水資源和污水、GRI305 : 排放及 GRI306 : 廢棄物) GRI305 : 排放 GRI2-27 : 遵守法律法規 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI303: Water and Effluents, GRI305: Emissions, and GRI306: Waste) GRI305: Emissions GRI2-27: laws and regulations Compliance
A1.1	排放物種類及相關排放資料。 The types of emissions and respective emissions information.	GRI305 : 排放 : 披露項305-1,305-2,305-3,305-4,305-5 及 305-7 GRI305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-4, 305-5, 305-7
A1.2	直接(範圍1)及能源間接(範圍2)排放溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI305 : 排放 : 披露項305-1,305-2,305-3 及 305-4 GRI305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-4
A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI306 : 廢棄物 GRI306: Waste
A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI306 : 廢棄物 GRI306: Waste

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環境、社會及管治指標索引 Index of ESG Indicators	GRI準則內容索引 Index of GRI Indicators	披露頁碼 Page number
A1.5 描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of the emissions target(s) set and steps taken to achieve them.	GRI3-3 : 實質性議題的管理： 披露項3-3(c),3-3(d)及3-3(e) (使用於GRI305：排放) GRI305 : 排放 GRI3-3: Management of material topics: Disclosure 3-3(c), 3-3(d) and 3-3(e) (used together with GRI 305:Emissions) GRI305: Emissions	72,145-161
A1.6 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and description of reduction target(s) set and steps taken to achieve them.	GRI3-3 : 實質性議題的管理： 披露項3-3(c),3-3(d)及3-3(e) (使用於GRI306：廢棄物) GRI306 : 廢棄物 GRI3-3: Management of material topics: Disclosure 3-3(c), 3-3(d) and 3-3(e) (used together with GRI306: Effluents and Waste) GRI306: Waste	172-180
A2 資源使用 Use of Resources		
A2.1 一般披露 General Disclosure 有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	GRI3-3 : 實質性議題的管理：披露項3-3(c) (使用於GRI301：物料，GRI302：能源及GRI303：水資源和污水) GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI301: Materials, GRI302: Energy, and GRI303: Water and Effluents)	153-156, 166-172
A2.1 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI302 : 能源：披露項302-1及302-3 GRI302: Energy: Disclosures 302-1 and 302-3	151
A2.2 總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	GRI303 : 水資源和污水 GRI303: Water and Effluents	168
A2.3 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of the energy use efficiency target(s) set, and steps taken to achieve them.	GRI3-3 : 實質性議題的管理 (使用於GRI302：能源) GRI302 : 能源：披露項302-4及302-5 GRI3-3: Management of material topics (used together with GRI 302: Energy) GRI302: Energy: Disclosures 302-4 and 302-5	72, 149-151
A2.4 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	GRI3-3 : 實質性議題的管理 (使用於GRI303 : 水資源和污水) GRI303 : 水資源和污水：披露項303-3 GRI3-3: Management of material topics (used together with GRI303: Water and Effluents) GRI303: Water and Effluents: Disclosure 303-3	72, 166-172

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A2.5 製成品所用包裝材料的總量(以噸計算)及(如適用) 每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI301 : 物料 : 披露項301-1 GRI301: Materials: Disclosure 301-1	175	
A3 環境及天然資源 The Environment and Natural Resources			
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	GRI3-3 : 實質性議題的管理 : 披露項3-3(c)(使用於GRI301 : 物料, GRI302 : 能源, GRI303 : 水資源和污水, GRI304 : 生物多樣性, GRI305 : 排放及 GRI306 : 廢棄物) GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI301: Materials, GRI302: Energy, GRI303: Water and Effluents, GRI304: Biodiversity, GRI305: Emissions, and GRI306: Waste)	139-144, 181-182
A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI3-3 : 實質性議題的管理 (使用於GRI301 : 物料, GRI302 : 能源, GRI303 : 水資源和污水, GRI304 : 生物多樣性, GRI305 : 排放及GRI306 : 廢棄物) GRI303 : 水資源和污水 : 披露項303-2 GRI304 : 生物多樣性 : 披露項304-2 GRI306 : 廢棄物 : 披露項306-3(c)及306-5 GRI3-3: Management of material topics (used together with GRI301: Materials, GRI302: Energy, GRI303: Water and Effluents, GRI304: Biodiversity, GRI305: Emissions, and GRI306: Waste) GRI303: Water and Effluents: Disclosure: 303-2 GRI304: Biodiversity: Disclosure 304-2 GRI306: Waste: Disclosure 306-3(c) and 306-5	139-144, 181-182	
A4 氣候變化 Climate Change			
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	GRI3-3 : 實質性議題的管理 : 披露項3-3(c) (使用於GRI201 : 經濟績效) GRI2-12 : 在管理影響方面, 最高管治機構的監督作用 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI 201: Economic Performance) GRI2-12: Role of the highest governance body in overseeing the management of impacts	162-165
A4.1 描述已經及可能會對發行人產生影響的重大氣候相關事宜, 及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	GRI201 : 經濟績效 : 披露項201-2氣候變化帶來的財務影響及其他風險和機遇 GRI201: Economic Performance: Disclosure 201-2 Financial implications and other risks and opportunities due to climate change	162-165	

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B. 社會 B. Social		
B1 僱傭 Employment		
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI3-3 : 實質性議題的管理：披露項3-3(c) (使用於GRI202：市場表現，GRI401：僱傭，GRI405：多元化與平等機會及GRI406：反歧視) GRI2-27：遵守法律法規 GRI3-3 : Management of material topics : Disclosure 3-3(c) (used together with GRI 202: Market Presence, GRI 401: Employment, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination) GRI2-27: Compliance with laws and regulations
B1.1	按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full-time or part-time), age group and geographical region.	GRI2-7 : 員工 GRI405 : 多元化與平等機會： 披露項405-1 (b-ii) GRI2-7:Employees GRI405:Diversity and Equal Opportunity: Disclosure 405-1(b-ii)
B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	GRI401 : 僱傭：披露項401-1(b) GRI401: Employment: Disclosure 401-1(b)
B2 健康與安全 Health and Safety		
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	GRI3-3 : 實質性議題的管理：披露項3-3(c) (使用於GRI403：職業健康與安全) GRI2-27：遵守法律法規 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI403: Occupational Health and Safety) GRI2-27: Compliance with laws and regulations
B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years (including reporting years).	GRI403 : 職業健康與安全：披露項403-2 GRI403:Occupational Health and Safety: Disclosure 403-2
B2.2	因工傷損失工作日數。 Lost days due to work injury.	GRI403 : 職業健康與安全：披露項：403-2 GRI403: Occupational Health and Safety: Disclosure: 403-2

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B2.3 描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	GRI3-3 : 實質性議題的管理 (使用於 GRI403 : 職業健康與安全) GRI3-3: Management of material topics (used together with GRI403: Occupational Health and Safety)	131-138	
B3 發展培訓 Development and Training			
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。 描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	GRI3-3 : 實質性議題的管理 : 披露項 3-3(c) (使用於 GRI404 : 培訓與教育) GRI404 : 培訓與教育 : 披露項 404-2(a) GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI404:Training and Education) GRI404:Training and Education: Disclosure 404-2(a)	123-131
B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	GRI404 : 培訓與教育 : 披露項 404-1 GRI404:Training and Education: Disclosure 404-1	129-130
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	GRI404 : 培訓與教育 : 披露項 404-1 GRI404:Training and Education: Disclosure 404-1	129-130
B4 勞工準則 Labour Standards			
一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	GRI3-3 : 實質性議題的管理 : 披露項 3-3(c)(使用於 GRI408 : 童工及 GRI409 : 強迫或強制勞動) GRI2-27 : 遵守法律法規 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI408: Child Labour and GRI409: Forced or Compulsory Labour) GRI2-27: GRI2-27: Compliance with laws and regulations	112-113
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	GRI3-3 : 實質性議題的管理 (使用於 GRI408 : 童工及 GRI409 : 強迫或強制勞動) GRI408 : 童工 : 披露項 408-1(c) GRI409 : 強迫或強制勞動 : 披露項 409-1(b) GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI408: Child Labour and GRI409: Forced or Compulsory Labour)	112-113

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B4.2 描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered	GRI3-3 : 實質性議題的管理 (使用於 GRI408 : 童工及 GRI409 : 強迫或強制勞動) GRI408 : 童工 : 披露項 408-1(c) GRI409 : 強迫或強制勞動 : 披露項 409-1(b) GRI3-3: Management of material topics (used together with GRI408: Child Labour and GRI409: Forced or Compulsory Labour) GRI408: Child Labour: Disclosure 408-1(c) GRI409: Forced or Compulsory Labour: Disclosure 409-1(b)	115	
B5 供應鏈管理 Supply Chain Management			
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	GRI3-3 : 實質性議題的管理 : 披露項 3-3(c) (使用於 GRI308 : 供應商環境評估及 GRI414 : 供應商社會評估) GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI308: Supplier Environmental Assessment and GRI414: Supplier Social Assessment)	98-103
B5.1 按地區劃分的供應商數目。 Number of suppliers by geographical region.	GRI2-6 : 活動、價值鏈和其他商業關係 GRI2-6: Activities, Value Chains and Other Business Relations	101	
B5.2 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	GRI3-3 : 實質性議題的管理 (使用於 GRI308 : 供應商環境評估及 GRI414 : 供應商社會評估) GRI308 : 供應商環境評估 : 披露項 308-1 及 308-2 GRI414 : 供應商社會評估 : 披露項 414-1 及 414-2 GRI3-3: Management of material topics (used together with GRI308: Supplier Environmental Assessment and GRI414: Supplier Social Assessment) GRI308:Supplier Environmental Assessment: Disclosure 308-1 and 308-2 GRI414: Supplier Social Assessment: Disclosure 414-1 and 414-2	98-103	
B5.3 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practises used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	GRI3-3 : 實質性議題的管理 (使用於 GRI303 : 水資源和污水, GRI308 : 供應商環境評估及 GRI414 : 供應商社會評估) GRI303 : 水資源和污水 : 披露項 303-1(c) GRI308 : 供應商環境評估 : 披露項 308-1 及 308-2 GRI414 : 供應商社會評估 : 披露項 414-1 及 414-2 GRI3-3: Management of material topics (used together with GRI303: Water and Effluents, GRI308: Supplier Environmental Assessment and GRI414: Supplier Social Assessment) GRI303: Water and Effluents: Disclosure 303-1(c) GRI308: Supplier Environmental Assessment: Disclosure 308-1 and 308-2 GRI414: Supplier Social Assessment: Disclosure 414-1 and 414-2	98-103	

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B5.4 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	GRI3-3 : 實質性議題的管理 (使用於 GRI306 : 廢棄物及 GRI308 : 供應商環境評估) GRI3-3: Management of material topics (used together with GRI306: Waste and GRI308: Supplier Environmental Assessment)	100	
B6 產品責任 Product responsibility			
一般披露 General Disclosure	有關所提供的產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	GRI3-3 : 實質性議題的管理： 披露項3-3(c)(使用於 GRI416 : 客戶健康與安全, GRI417 : 營銷與標識及 GRI418 : 客戶隱私) GRI416 : 客戶健康與安全：披露項416-2 GRI417 : 營銷與標識：披露項417-2及417-3 GRI418 : 客戶私隱：披露項418-1 GRI2-27 : 遵守法律法規 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI416: Customer Health and Safety, GRI417: Marketing and Labelling and GRI418: Customer Privacy) GRI416:Customer Health and Safety: Disclosure 416-2 GRI417:Marketing and Labelling: Disclosure 417-2 and 417-3 GRI418:Customer Privacy: Disclosure 418-1 GRI2-27: Compliance with laws and regulations	87-93
B6.1 已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 N/A	93	
B6.2 接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service-related complaints received and how they are dealt with.	GRI2-25 : 補救負面影響的過程 GRI2-29 : 利益相關方參與的方法 GRI418 : 客戶隱私：披露項418-1 GRI2-25: Procedures to Redress for Negative Impacts GRI2-29: Approaches to Stakeholders Engagement GRI418:Customer Privacy: Disclosure 418-1	91-93	
B6.3 描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	不適用 N/A	84-86	
B6.4 描述質量檢定過程及產品回收過程。 Description of quality assurance process and recall procedures.	不適用 N/A	78-83, 91-92	
B6.5 描述消費者資料保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	GRI3-3 : 實質性議題的管理 (使用於 GRI418 : 客戶隱私) GRI3-3: Management of material topics (used together with GRI418: Customer Privacy)	91-95	

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B7 反貪污 Anti-corruption		
一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	GRI3-3 : 實質性議題的管理： 披露項3-3(c)(使用於GRI205：反貪污) GRI205 : 反貪污：披露項205-3 GRI2-27 : 遵守法律法規 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI205: Anti-corruption) GRI205: Anti-corruption: Disclosure 205-3 GRI2-27: Compliance with laws and regulations
B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	GRI205 : 反貪污：披露項205-3 GRI205: Anti-corruption: Disclosure 205-3
B7.2	描述防範措施及舉報過程，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	GRI2 : 一般披露：披露項2-26 GRI3-3 : 實質性議題的管理：披露項3-3 (使用於GRI205：反貪污) GRI205 : 反貪污 GRI2: General Disclosure 2021: Disclosure 2-26 GRI3-3: Management of material topics: Disclosure 3-3 (used together with GRI205: Anti-corruption) GRI205: Anti-corruption
B7.3	描述向董事及員工提供的反貪污培訓。 Description of anticorruption training provided to directors and staff.	GRI3-3 : 實質性議題的管理：披露項3-3(c) (使用於GRI205：反貪污) GRI205 : 反貪污：披露項205-2 GRI3-3: Management of material topics: Disclosure 3-3(c) (used together with GRI205: Anti-corruption) GRI205: Anti-corruption: Disclosure 205-2
B8 社區投資 100		
一般披露 General Disclosure	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the operation is located and to ensure its activities take into consideration the communities' interests.	GRI3-3 : 實質性議題的管理：披露項3-3(c)(使用於GRI413：當地社區) GRI413 : 當地社區 GRI3-3: Management of material topics: Disclosure 3-3 (c) (used together with GRI413: Local Communities)
B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI203 : 間接經濟影響：披露項203-1(a) GRI203: Indirect Economic Impacts: Disclosure 203-1(a)
B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	GRI201 : 經濟績效：披露項201-1 (a-ii) GRI201: Economic Performance: Disclosure 201-1(a-ii)



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