



2021

環境、社會及管治報告 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

環境、社會及管治理念 ENVIRONMENTAL, SOCIAL AND GOVERNANCE PHILOSOPHY

本集團堅持「生命健康至上，綠色低碳發展」的理念，
追求「零污染、零缺陷、零傷害、零事故」的管理目標，
持續完善以價值創造為導向的環境、社會和管治管理體系。

以「引領產業發展，釀造美好生活」為使命，
本集團致力於成為消費者信賴、員工自豪、行業領先的國際化綠色釀酒企業。

Adhering to the philosophy of "life and health first, green and low carbon development",
the Group pursues the management goal of
"zero pollution, zero defects, zero injuries and zero accidents"
and continue to improve a value-creating-oriented
environmental, social and governance management system.

With the mission of "leading industrial development, brewing a better life",
the Group strives to become an industrial-leading, international and green brewery enterprise
which has earned consumers' trust and is the pride of our staff.



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關於本報告

ABOUT THIS REPORT

報告概覽

本報告為華潤啤酒(控股)有限公司(「本公司」、「華潤啤酒」，連同其附屬公司，統稱「本集團」所發佈的年度環境、社會及管治報告(「本報告」)，旨在就本集團由二零二一年一月一日至二零二一年十二月三十一日(「報告期間」、「二零二一年財政年度」、「二零二一年」)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，請參閱本集團的二零二一年年報。

編制依據

本報告按照了香港聯合交易所有限公司《主板上市公司規則》附錄二十七《環境、社會及管治報告指引》(「上市規則」)，並參考全球報告倡議組織(Global Reporting Initiative · GRI)《可持續發展報告指南》(「GRI準則」)進行編制。本報告符合上市規則的「重要性」、「量化」、「平衡」，以及「一致性」的匯報原則編制而成：

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 2021 to 31 December 2021 (the "reporting period", "FY2021", or "2021"). For more information relating to the Group's business and its corporate governance practices, please refer to the Group's 2021 Annual Report.

BASIS OF PREPARATION

The Report is prepared in accordance with the "Environmental, Social and Governance Reporting Guide" under Appendix 27 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (the "Listing Rules") and by reference to the Sustainable Development Report Guide of Global Reporting Initiative (GRI) (the "GRI standards"). The Report is prepared in accordance with the reporting principles of "materiality", "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，報告編制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。二零二一年重要議題的識別過程及分析結果已分別呈列於「重要議題識別」及「重大性議題矩陣及列表」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 identification process and analysis results in 2021 have been presented in the sections headed "Identification of Material Issues" and "Materiality Matrix and Table", respectively.
量化 Quantitative	本集團各部門協力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%。相關計算標準及方式請參照相關章節。 Each department of the Group co-ordinates 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 measurement standards and methods.
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體績效。 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.
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統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 this 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.

報告範圍

除非另有說明，本報告的政策、案例及數據所涉及的範圍主要涵蓋本集團總部和其下屬實際控制的控股公司及附屬公司。報告時間跨度為二零二一年一月一日至十二月三十一日。

報告目的

本報告為華潤啤酒（控股）有限公司正式發佈的第六份年度環境、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二零二一年在可持續發展環境、社會及管治（「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。

編制流程

本報告參照上市規則訂立了一套系統性的報告流程，通過與主要利益相關方定期溝通，針對本集團的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、統計報告與財務報告中，從而統計分析並編制本報告。

版本信息

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

意見回饋

如對本報告及其內容有任何疑問或意見，歡迎通過以下聯繫方式與我們聯繫。

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SCOPE OF THE REPORT

Unless otherwise specified, the policies, cases and data of the Report mainly involve in the Group's headquarters as well as holding companies and subsidiaries ultimately controlled by its subordinates. The Report covers the period from 1 January to 31 December 2021.

PURPOSE OF THE REPORT

This is the sixth 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 2021 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 and financial reports of the Company for statistical analysis and preparation of the Report.

VERSIONS OF THE REPORT

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

FEEDBACK

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

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前言

FOREWORD

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。

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.

引領產業發展，釀造美好生活

中國啤酒行業已進入高質量大繁榮的時代。繁榮與機遇之下，挑戰也隨之而來。無論是企業自身還是整個啤酒行業，勢必要用時代的命題來應對啤酒新世界提出的全新挑戰。

為配合第二個三年「決戰高端」的策略，二零二一年本集團依託自身優勢，積極擁抱啤酒行業升級和品類多元化的時代；並持續完善中國與國際雙品牌的啤酒組合，成功建立高端大客戶平臺，進一步提升成本效益等。本集團已做好充分準備，在第三個三年裡「決勝高端」，繼續引領產業發展，成為啤酒新世界中的領導者！

LEADING INDUSTRIAL DEVELOPMENT, BREWING A BETTER LIFE

The beer industry in China has entered an era of high quality and prosperity. With prosperity and opportunities come challenges. Whether it is the enterprise itself or the entire beer industry, it is necessary to develop competitive advantages in a timely manner to withstand the new challenges posed by the new world of beer.

Adhering to the strategy of "achieving success in premiumization" for the second three-year period, the Group relied on its unique advantages to actively embrace the new era of beer industry upgrade and category diversification. The Group also established a more robust brand portfolio with both Chinese and international brands, successfully creating a premium key customers platform and further enhancing its cost-effectiveness. The Group is well-prepared to "win at premium segment" during the third three-year period to become the leader of the new world of beer industry.

飲水思源，我們深刻認識到本集團的每一次進步、每一點成績的取得，都與我們對利益相關方的責任感息息相關，也逐步成為我們業務健康發展的基石。因此，我們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。

As the saying goes, "never forget the source when you drink water", we are deeply aware that every progress and achievement of CR Beer 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.

為了滿足不斷變化的消費者需求，我們積極完善品牌組合，提供高質量啤酒，倡導理性飲酒、綠色消費和健康生活。我們也保持優於行業水平的品牌投入，構築各類啤酒消費場景，以富有創意的消費體驗，吸引更多年輕消費者群體，並提升旗下高端啤酒的品牌形象。

員工是企業最寶貴的財富。我們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。我們重視安全生產，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，追求「零傷害、零事故」。

本集團致力推動中國啤酒產業鏈健康發展，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、創立高端大客戶平臺等方式，帶領供應商和渠道夥伴共同成長，共拓啤酒新世界。

我們時刻不忘環保責任，建立嚴格的環境管理體系，重視綠色生產和節能減排。二零二一年，本集團正式將綠色低碳發展納入企業發展戰略，以積極回應政府碳達峰碳中和政策。

作為負責任的企業公民，我們心系社會，熱心公益事業。二零二一年，本集團延續追蹤382項社會責任關鍵指標，組織開展形式多樣的志願者服務活動，積極參與抗擊疫情、扶貧攻堅、鄉村振興等，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我們的企業文化之中，融入到工作的每一個細節當中。惟其如此，我們才能順利地推進高端化戰略，讓本集團成長為世界一流的啤酒企業，成為廣受社會尊重的企業公民，實現可持續發展。

Consumer needs are becoming increasingly diversified, and we are actively enriching portfolio of brands and providing high quality beer, promoting rational drinking, green consumption and healthy lifestyle. We have maintained our brand building investment higher than industry level to attract more young consumers by building various beer consumption scenarios with innovative consumption experience, which further enhances the image of our premium beer brands.

Employees are the most valuable asset of an enterprise. We care about the physical and mental health as well as career development of our employees, and strive to create conditions to build a happy, harmonious and warm working environment. We emphasize safety production and always adhere to the occupational health and safety management concept of "people-oriented and safe development" in pursuit of "zero injury and zero accident".

The Group is committed to promote the healthy development of China's beer industrial chain that 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 building premium key customers platform, we lead suppliers and channel partners to grow together and build a new world of beer.

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. In 2021, the Group formally incorporated green and low-carbon development into its corporate development strategy to actively respond to the government's carbon emission peak and carbon neutrality policy.

As a responsible corporate citizen, we care about the society and are enthusiastic about public welfare. In 2021, the Group continued to track 382 key social responsibility indicators, organized various forms of volunteer service activities, and actively participated in the fight against the epidemic, poverty alleviation, and rural revitalization, etc. We are committed to make our part of contribution to the harmonious development of society and the improvement of social well-being.

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 successfully advance our premiumization strategy, enable the Group to grow into a world-class beer enterprise, become a corporate citizen widely respected by society, and achieve sustainable development.

產品及營運慣例

PRODUCTS AND OPERATING PRACTICES

- 本集團憑藉具有華潤雪花特色的質量和食品安全管理體系(簡稱SnowMS·QFS)通過FSSC22000、ISO、HACCP等國際體系認證95項。

The Group established a quality and food safety management system with characteristics of CRSB (short as SnowMS·QFS) passed a total of 95 international systems certifications such as FSSC22000, ISO, HACCP, etc.

- 華潤雪花啤酒產品及服務投訴數量較去年大幅減少41.2%；投訴處理客戶滿意度調查得分為86.3分。

The number of complaints received by CRSB regarding products and services decreased largely by 41.2% compared with last year. Rating of customers' satisfaction in complaints handling process was 86.3 points.

- 所有啤酒產品出廠質量合格率、國家監督抽查合格率均達到100%，所有產品均符合《啤酒》行業國家標準。

All beer products achieved 100% pass rate in both ex-factory quality test and the spot tests under national supervision. All products were in compliance with the industrial and national standard of "Beer".

關懷員工

Care for Staff

- 安全生產：連續兩年因工亡故的人數為零，及千人傷害率少於千分之0.6。

Safety production: Injury rate per thousand staff has been less than 0.06% with zero work-related fatalities for the two consecutive years.

- 員工培訓：全職員工人均線上學習時長和培訓投入分別為29.8小時和人民幣352元。

Staff training: Average online training hours and cost for each full-time staff are 29.8 hours and RMB352, respectively.

- 對員工提供安全教育培訓約35.4萬課時；對供應商、分包商及承建商等相關方人員提供安全教育培訓約19.5萬課時。

Approximately 354 thousand hours of safety education and training were provided to staff, while approximately 195 thousand hours of safety education and training were provided to suppliers, subcontractors and contractors and other related parties, respectively.

環境保護

Environmental Protection

- 單位綜合能耗密度為0.0206噸標準煤／千升產量，較去年降低3.1%。

Consolidated energy consumption intensity per unit was 0.0206 tons of standard coal per kilolitre output, decreased by 3.1% over last year.

- 溫室氣體排放密度(範圍1+2)為0.083每千升產量噸二氧化碳當量，較去年降低0.9%。

Greenhouse gas emission intensity (scope 1+2) was 0.083 tons of carbon dioxide (CO₂) equivalent per kilolitre output, decreased by 0.9% over last year.

- 無害廢棄物回收利用：乾酒糟和乾廢酵母回收率均為100%。

Non-hazardous waste recycling: 100% recycle rate of dried distiller's grains and dried waste yeasts.

- 可再生能源使用：回收約837萬立方米沼氣，使用光伏發電量459萬千瓦時。

Adoption of renewable energy: approximately 8.37 million cubic meters of biogas recovered and 4.59 million kilowatts hours of photovoltaic power generated.

- 二氧化硫和氮氧化物排放量較去年分別減少43.4%和27.8%。

Sulphur dioxide (SO₂) and nitrogen oxides (NO_x) emission decreased by 43.4% and 27.8% respectively over last year.

- 啤酒污水排入自然水體的工廠由5家降至2家，並積極推動啤酒廢水資源化利用。

The number of plants discharging beer sewage into natural waters decreased from 5 to 2 with active promotion of the resource utilisation of brewery waste water.

社會責任

Social Responsibilities

- 員工參與志願活動的時間達2,200小時。
A total of 2,200 hours of staff participation in volunteer events.

公司概況

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

業務介紹

本集團自一九九三年開始在中國發展啤酒業務，以質量為基礎追求精緻創新的匠心釀造。二零二一年，本集團在中國營運65家啤酒廠房，啤酒年產能為18.2百萬千升，全年啤酒銷量達到11.056百萬千升。

本集團於二零二一年的綜合營業額為人民幣333.87億元，按年增長6.2%。而本集團二零二一年的本公司股東應佔綜合溢利及未計利息及稅項前盈利，按年分別上升119.1%及94.6%至人民幣45.87億元及人民幣59.91億元。

於回顧年度內，本集團持續推進決戰高端戰略落地，豐富多元品牌組合。二零二一年本集團次高檔及以上啤酒銷量約186.6萬千升，按年增長27.8%，產品結構顯著提升。

展望未來，面對疫情的不確定性，本集團將繼續做好積極應對局部疫情反覆的準備。面對原材料與包裝物價格上漲，本集團亦將持續緊密跟蹤國內外原材料與包裝物料市場動態，採取擇機合理儲備及推行錯峰採購等措施，以應對價格上漲的壓力。本集團將以「決戰高端、質量發展」戰略管理主題，於二零二二年計劃推出多個新產品，其中包括「雪花全麥純生」和「喜力®0.0無醇啤酒」，豐富產品多樣性，以滿足消費者不同的需求。此外，為應對行業競爭對手在酒吧和小酒館的佈局，本集團

OVERVIEW OF THE COMPANY

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

BUSINESS OF THE COMPANY

The Group has been in the beer business in China since 1993, pursuing fine and innovative craft brew with quality as its foundation. In 2021, the Group operated 65 breweries in China with an annual beer production capacity of 18.2 million kilolitres and a total annual sales volume of 11.056 million kilolitres.

In 2021, the Group recorded consolidated turnover of RMB33,387 million, representing a year-on-year increase of 6.2%, while the consolidated profit attributable to the Company's shareholders and earnings before interest and taxation of the Group in 2021 increased year-on-year by 119.1% and 94.6% to RMB4,587 million and RMB5,991 million, respectively.

During the year under review, the Group continued the promotion of its premiumization strategy and enrichment of its diversified brand portfolio. In 2021, the sales volume of the sub-premium beer segment and above reached approximately 1,866 thousand kilolitres, representing a year-on-year increase of 27.8% with a significant improvement in the product mix.

Looking ahead, despite the uncertainty associated with the ongoing pandemic, the Group will be well-prepared to actively respond to the pandemic recurrence at certain regions. In response to the rising prices of raw materials and packaging materials, the Group will continue to closely monitor the market dynamics of domestic and foreign raw materials and packaging materials, and replenish stocks reasonably at appropriate times and implement staggered peak procurement to mitigate the pressure of rising prices. The Group will adhere to its strategic management philosophy of "Quality Development for Success in Premium Segment", planning to launch various new products in 2022, including "Snow Draft Pure Malt Beer"

亦會積極研究拓展小酒館業務，開拓啤酒產品新營銷渠道。同時，本集團亦將繼續做好中國品牌和國際品牌的推廣和渠道營銷，推動人才四化、卓越製造、信息化升級、營運變革及營銷數字化等業務舉措落地，提升本集團的競爭地位。本集團亦會持續關注合適非啤酒酒精類飲品的發展機會，通過有限多元化發展，發掘潛在的協同效益，進一步拓展業務。

作為華潤集團的一份子，我們矢志與消費者、股東、員工和商業夥伴一起引領商業進步，共創美好生活，成為大眾信賴和喜愛的啤酒企業。

and "Heineken®0.0", to enrich product diversity and address different consumer needs. In addition, in response to the business development of competitors in bars and bistros, the Group will actively explore the expansion of its bistro business and develop new marketing channels for beer products. At the same time, the Group will continue to effectively strengthen the promotion and channel marketing of its domestic and international brands, promote the implementation of business initiatives such as the four standards of talent selection, manufacturing excellence, upgrading informatization, operational reforms and marketing digitization to enhance the Group's competitive position. The Group will also continue to pay attention to the development opportunities for appropriate non-beer alcoholic beverages in the pursuit of well defined diversified development to explore potential synergies and further expand its business.

As a member of CRH, we are dedicated to leading the business progress and building a better life together with our consumers, shareholders, staff and business partners, and make the Group a trusted and beloved beer enterprise.





生產基地分佈

於二零二一年十二月三十一日，華潤啤酒營運啤酒廠房數目為65家，啤酒廠房分佈區域如下表：

省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries
四川 Sichuan	8
浙江 Zhejiang	5
遼寧 Liaoning	8
河北 Hebei	2
廣東 Guangdong	4
黑龍江 Heilongjiang	3
江蘇 Jiangsu	4
安徽 Anhui	5
湖北 Hubei	3
河南 Henan	3
貴州 Guizhou	3
山東 Shandong	3
上海 Shanghai	1

GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

As at 31 December 2021, CR Beer had 65 breweries in operation, the geographic distribution of which is indicated in the following table:

省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries
吉林 Jilin	1
天津 Tianjin	1
山西 Shanxi	1
甘肅 Gansu	1
內蒙古 Inner Mongolia	2
湖南 Hunan	2
寧夏 Ningxia	1
陝西 Shaanxi	1
廣西 Guangxi	1
海南 Hainan	1
西藏 Tibet	1
總計 Total	65

* 不包括年內停止營運和管理層決定關閉的啤酒廠

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

相關主要獎項及榮譽

RELEVANT MAJOR AWARDS AND ACCOLADES

獎項 Award	獲獎單位／項目 Awarded entity/project
環保、健康及安全管理類 For environmental, health and safety management	
<p>香港環保促進會「香港綠色企業大獎」 “Hong Kong Green Awards” by Hong Kong Green Council</p> <ul style="list-style-type: none"> 超卓環保安全健康獎金獎 Environmental, Health and Safety Award – Gold 優越環保管理獎銀獎 Green Management Award – Silver 優越環保管理獎銀獎 Green Management Award – Silver 	<p>華潤雪花啤酒(黑龍江)有限公司 China Resources Snow Breweries (Heilongjiang) Co., Ltd.</p> <p>華潤雪花啤酒(廣東)有限公司 China Resources Snow Breweries (Guangdong) Co., Ltd.</p> <p>華潤雪花啤酒(四川)有限責任公司遂寧分公司 China Resources Snow Breweries (Sichuan) Co., Ltd. Suining Branch</p>
<p>上海市發改委和經信委評定「綠色工廠」 “Green Plant” recognized by Development and Reform Commission and Economic and Information Commission in Shanghai</p>	<p>華潤雪花啤酒(上海)有限公司 China Resources Snow Breweries (Shanghai) Co., Ltd.</p>
<p>發改委、工信部、水利部和市場監管總局評定「2020年重點用水企業水效領跑者」 “2020 Leading Water Efficient Enterprise” recognized by Development and Reform Commission, Ministry of Industry and Information Technology, Ministry of Water Resources and General Administration of Market Regulation</p>	<p>華潤雪花啤酒(上海)有限公司 China Resources Snow Breweries (Shanghai) Co., Ltd.</p>
<p>廣東省水利廳評定「廣東省節水型企業」 “Guangdong Province Water-saving Enterprise” awarded by Water Supplies Bureau of Guangdong Province</p>	<p>雪花啤酒(東莞)有限公司 Snow Breweries (Dongguan) Co., Ltd.</p>
<p>廣東省住建廳和發改委評定「節水型企業」 “Water-saving Enterprises” recognized by Department of Housing and Construction and Development and Reform Commission of Guangdong Province</p>	<p>華潤雪花啤酒(廣東)有限公司 China Resources Snow Breweries (Guangdong) Co., Ltd.</p>
<p>安徽省水利廳和經信廳評定「節水型企業」 “Water-saving Enterprises” recognized by Water Supplies Bureau and Economic and Information Department of Anhui Province</p>	<p>華潤雪花啤酒(安徽)有限公司蚌埠分公司 China Resources Snow Breweries (Anhui) Co., Ltd. Bengbu Branch</p>
<p>浙江省經信廳評定「節水型企業」 “Water-saving Enterprises” recognized by Economic and Information Department of Zhejiang Province</p>	<p>華潤雪花啤酒(浙江)有限公司 China Resources Snow Breweries (Zhejiang) Co., Ltd.</p> <p>華潤雪花啤酒(溫州)有限公司 China Resources Snow Breweries (Wenzhou) Co., Ltd.</p>

獎項 Award	獲獎單位／項目 Awarded entity/project
產品質量類 For product quality	
中國酒業協會 China Alcoholic Drinks Association <ul style="list-style-type: none"> 中國酒業科技進步特別獎之「中國酒業科技突出貢獻獎」 "Outstanding Contribution Award in Science and Technology Advancement of China Alcoholic Drinks" under Special Award for Science and Technology Advancement 「國際先進水平」 "International Advanced Level" 	華潤雪花啤酒 CRSB 「消費升級下的啤酒瓶設計與質量保障關鍵技術研究與應用」項目 The project "Research and Application of Key Technologies for Beer Bottle Design and Quality Assurance under Consumption Upgrade"
中國質量協會 China Quality Association <ul style="list-style-type: none"> 「2021年中國企業品牌創新成果獎」 "China Enterprise Brand Innovation Achievement Award 2021" 最高星級「五星現場」 The highest star rating of "Five Star Plant" 六西格瑪綠帶、QC成果發表賽「專業級」、「改進級」獎項 "Professional Level" and "Improvement Level" in Six Sigma Green Belt Recognition and the QC Achievement Presentation Competition 	 「高端多元化產品創新，引領啤酒產業高質量發展」項目 The project of "Premium Diversified Product Innovation to Lead the High-quality Development of the Beer Industry" 貴州省龍里工廠釀造車間 Longli plant in Guizhou Province 「提高鮮酒總氧TPO合格率」等多項改進成果 "Improving the TPO (Total Packaging Oxygen) qualification rate of fresh beer" and other improvement projects
寧波市奉化區「質量獎」 The Ningbo Fenghua District "Quality Award"	浙江省寧波工廠 The Ningbo plant in Zhejiang Province
湘西自治州「州長質量獎」 The Xiangxi Autonomous Prefecture "Governor's Quality Award"	湖南省湘西工廠 The Xiangxi plant in Hunan Province

獎項 Award	獲獎單位／項目 Awarded entity/project
社會責任獎 For social responsibility award	
第十一屆中國公益節－企業社會責任行業典範獎 The 11th China Charity Festival – Corporate Social Responsibility Industry Model Award	華潤雪花啤酒 CRSB
2021肯耐珂薩星耀獎－人材發展最佳實踐獎、最佳僱主獎 The 2021 KNX X Awards – Best Practice in Talent Development and Best Employer Award 中國人力資源開發研究會「企業人力資源開發與管理優秀企業」 The “Outstanding Enterprise in Human Resources Development and Quality Assurance Award” by the China Human Resource Development Association 中國企業公民論壇「年度優秀企業文化」獎 The “Outstanding Corporate Culture of the Year” by the China Corporate Citizenship Forum	「雪花企業文化建設」 The “Snow Corporate Culture Construction”
「中國示範性企業大學」榮譽認證 The honorary certification of “China Exemplary Enterprise University” 《培訓》雜誌「2020-2021年度中國人才發展菁英獎·標桿單位」、「最佳學習項目」 The “2020-2021 China Talent Development Elite Award – Benchmark Unit” and “Best Learning Project” by Training Magazine HRoot「2021大中華區學習與發展卓越實踐獎(HRBP)」 The “Best Practice of Learning and Development (HRBP) in Greater China 2021” by HRoot CSTD「第六屆中國學習設計大賽金獎」 The “6th China Learning Design Competition Gold Award” by Chinese Society for Talent Development (CSTD)	「華潤雪花學習與創新中心」 The “CRB Learning and Innovation Centre”

獎項 Award	獲獎單位／項目 Awarded entity/project
<p>《每日經濟新聞》2021中國酒業金樽獎 Golden Goblet Awards of China Liquor Industry 2021 by "National Business Daily"</p> <ul style="list-style-type: none"> 最佳投資回報上市公司 Listed Company with the Best Return on Investment 明星產品－雪花純生 Star Product – Snow Draft Beer 	華潤啤酒 CR Beer
<p>《福布斯》雜誌全球2,000強企業名列第1,865位 Ranked 1865th among Global 2000 by "Forbes"</p>	華潤啤酒 CR Beer
<p>《財富中國》雜誌中國500強企業名列第330位 Ranked 330th among Fortune China 500 by "Fortune China"</p>	華潤啤酒 CR Beer
<p>香港投資者關係協會第七屆香港投資者關係大獎 HKIRA 7th Investor Relations Awards by Hong Kong Investor Relations Association</p> <ul style="list-style-type: none"> 整體最佳投資者關係公司大獎－大型股 Overall Best IR Company Awards – Large Cap ESG卓越大獎－大型股 Grand ESG Award – Large Cap 最佳投資者關係公司－大型股 Best IR Company – Large Cap 最佳投資者關係(首席執行官)－大型股 Best IR by CEO – Large Cap 最佳投資者關係(首席財務官)－大型股 Best IR by CFO – Large Cap 最佳投資者團隊－大型股 Best IR Team – Large Cap 最佳投資者關係專員－大型股 Best IRO (Investor Relations Officer) – Large Cap 最佳環境、社會及管治(環境)－大型股 Best ESG (E) – Large Cap 最佳環境、社會及管治(社會)－大型股 Best ESG (S) – Large Cap 最佳環境、社會及管治(管治)－大型股 Best ESG (G) – Large Cap 最佳投資者會議－大型股 Best Investor Meeting – Large Cap 最佳投資者關係推介材料－大型股 Best Investor Presentation Material – Large Cap 最佳年報－大型股 Best Annual Report – Large Cap 最佳投資者關係5年獎－大型股 5 years IR Awards Winning Company – Large Cap 	華潤啤酒 CR Beer

獎項 Award	獲獎單位／項目 Awarded entity/project
《經濟一週》雜誌2021年度香港傑出上市企業傑出啤酒企業獎 <i>Hong Kong Outstanding Listed Enterprises 2021 Outstanding Beer Enterprise Award by "Economic Digest" magazine</i>	華潤啤酒 CR Beer
《am730》《亞洲公關》《鳳凰網港股》傑出上市公司大獎2021 <i>Listed Company Excellence Awards 2021 by "am730", "PR Asia" and "IFENG HK STOCKS"</i>	華潤啤酒 CR Beer
《機構投資者》雜誌2021年度亞洲區公司管理團隊調查 <i>2021 All-Asia Executive Team survey by "Institutional Investor"</i> <ul style="list-style-type: none"> • 最受尊崇企業(必需消費品行業) Most Honored Company (Consumer Staples Sector) • 最佳首席執行官(必需消費品行業第一名) Best CEO (First Place in Consumer Staples Sector) • 最佳首席財務官(必需消費品行業第一名) Best CFO (First Place in Consumer Staples Sector) • 最佳投資者關係人員(必需消費品行業第二名) Best Investor Relations Professional (Second Place in Consumer Staples Sector) • 最佳投資者關係人員(必需消費品行業第三名) Best Investor Relations Professional (Third Place in Consumer Staples Sector) • 最佳投資者關係團隊(必需消費品行業第一名) Best Investor Relations Team (First Place in Consumer Staples Sector) • 最佳環境、社會及管治(必需消費品行業第一名) Best ESG (First Place in Consumer Staples Sector) • 最佳投資者關係工作(必需消費品行業第一名) Best Investor Relations Program (First Place in Consumer Staples Sector) 	華潤啤酒 CR Beer
《亞洲企業管治》雜誌2021年度亞洲卓越表現表揚大獎 <i>Asian Excellence Recognition Awards 2021 by "Corporate Governance Asia"</i> <ul style="list-style-type: none"> • 亞洲最佳首席執行官(投資者關係) Asia's Best CEO (Investor Relations) • 亞洲最佳首席財務官(投資者關係) Asia's Best CFO (Investor Relations) • 最佳投資者關係企業 Best Investor Relations Company • 最佳環境責任獎 Best Environmental Responsibility • 最佳投資者關係人員 Best Investor Relations Professional 	華潤啤酒 CR Beer

獎項 Award	獲獎單位／項目 Awarded entity/project
《亞洲企業管治》雜誌2021年度亞洲環境、社會及管治大獎 Asian ESG Awards 2021 by "Corporate Governance Asia" <ul style="list-style-type: none"> • 亞洲企業管治典範 Asia's Icon on Corporate Governance • 環境、社會及管治具影響力企業 ESG Influencer • 亞洲企業董事表揚大獎 Asian Corporate Director Recognition Awards 	華潤啤酒 CR Beer
《鏡報》第九屆傑出企業社會責任獎 The 9th Outstanding Corporate Social Responsibility Award by "The Mirror" <ul style="list-style-type: none"> • 傑出企業社會責任獎 Outstanding Corporate Social Responsibility Award 	華潤啤酒 CR Beer
《IR Magazine》獎項 – 2021年大中華地區 IR Magazine Awards – Greater China 2021 by "IR Magazine" <ul style="list-style-type: none"> • 最佳整體投資者關係大獎(大型企業) Best Overall Investor Relations (Large Cap) • 最佳投資者關係人員大獎(大型企業) Best Investor Relations Officer (Large Cap) • 最佳投資者關係大獎：消費品 Best in Sector: Consumer Staples 	華潤啤酒 CR Beer
《亞洲貨幣》2021年亞洲最佳上市公司評選 Asia's Outstanding Companies Poll 2021 by "Asiamoney" <ul style="list-style-type: none"> • 香港最佳消費品行業上市公司 Most Outstanding Company in Hong Kong – Consumer Staples Sector 	華潤啤酒 CR Beer
雪球2021年金牌企業榜 – 投資價值TOP榜 2021 Gold Enterprise Ranking by Snowball – TOP Investment Value Ranking	華潤啤酒 CR Beer
《每日經濟新聞》和清華大學經濟管理學院中國企業研究中心2021上市公司品牌價值榜 – 總榜TOP100 2021 List of Chinese Listed Companies by Brand Value TOP100 by "National Business Daily" and "Tsinghua SEM China Business Research Center"	華潤啤酒 CR Beer
世界品牌實驗室(World Brand Lab)頒發「2021中國品牌年度大獎啤酒NO.1」 "Chinese Brand Annual Award – No.1 in Beer Industry 2021" by World Brand Lab	華潤雪花啤酒 CRSB
入圍凱度發佈的「2021 BrandZ™最具價值中國品牌百強」，位列總榜單第28名。 Ranked 28th in the "BrandZ™ Top 100 Most Valuable Chinese Brands 2021" by Kantar	華潤雪花啤酒 CRSB

環境、社會及管治體系

ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

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

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

ESG管理架構和董事會聲明

為達到利益相關方對企業的ESG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，監督本公司每年評估潛在ESG議題對本集團的影響和相關風險，以及督促本公司確切及持續地實施相關ESG政策。

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。以下為四個層級的職能設置和具體職責：

ESG MANAGEMENT STRUCTURE AND THE BOARD STATEMENT

To meet stakeholders' expectations regarding ESG, 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, supervises the Company's annual assessment of the impact of potential ESG issues on the Group and related risks, and urges the Company to implement relevant ESG policies accurately and continuously.

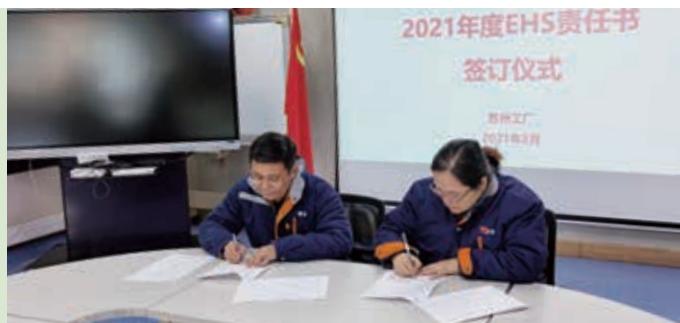
The Group regards environment, health and safety ("EHS") as one of the cores of its business. The EHS Department of the Group clarifies management responsibilities, strengthens the management effectiveness on specific projects, as well as establishes comprehensive EHS management component system. The 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 and carried out its undertakings to various stakeholders through the following four work levels of functional settings, specific duties and responsibilities:

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 to 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

工作層級 Work level	職能設置 Functions	具體職責 Specific duties and responsibilities
決策層 Decision-making level	高級管理層 The senior management	<ul style="list-style-type: none"> 討論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 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
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	各部門及地方公司的工作小組 Working groups of various departments and local companies	<ul style="list-style-type: none"> 按監督層的方向，完成職能範圍內的相關工作 To complete assigned tasks within own functions in accordance with the direction set by the supervision level 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

董事會除了要求ESG報告需要符合監管機構新修訂條款外，還建議本集團需要合理地兼顧投資者對ESG報告的期望，考慮自願披露更多在社會責任和企業管治的工作內容，以及回應「碳中和」減排方面的管理目標，同時考慮加強ESG資料的內部審核、加強對原材料供應商在ESG方面的審核、加強本公司董事及高管ESG相關培訓和參與度等。報告團隊已聽取有關意見並將相關內容融入本報告中。

Apart from requiring the ESG report shall be in compliance with the newly revised terms of the regulator, the Board also suggests the Group to reasonably take into account the expectations of investors towards the ESG report, by considering voluntarily disclosure on the content of the work in respect of social responsibilities and corporate governance as well as the management targets of emission reduction in response to "carbon neutrality", while at the same time strengthening the internal review of ESG information, the review of raw material suppliers in terms of ESG aspects, and the relevant ESG-related trainings and participation of the directors and senior managements of the Company. The report team has listened to these relevant suggestions and incorporated the related contents into this Report.



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，以及在二零二一年七月香港聯合交易所有限公司《上市規則附錄二十七》最新修訂（「新修訂」）的生效，我們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，制定了本集團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、人力資源部、營運中心、生產中心等部門負責於有關ESG目標的執行，定期召開總結會議，向首席執行官匯報進度。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。

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 effectiveness of the latest amendments to Appendix 27 of the Listing Rules of the Stock Exchange of Hong Kong Limited in July 2021, the Group has formally incorporated green and low-carbon development into its development strategies. By reference to the practices adopted by the international leading enterprises in the industry and the actual business conditions of the Group, we have formulated the Group's 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.

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 Chief Executive Officer. The relevant ESG results and material ESG issues have been reported regularly to the Board for target review and effective supervision of the Board.

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 2025 Targets	二零二零年 2020	五年期間 變化 Changes in five years	
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 Tons of standard coal/kilolitre output	0.019	0.021	-9.5%	
總耗水密度 Intensity of total water consumption	立方米／千升產量 Cubic metres/kilolitre output	2.50	2.69	-7.1%
溫室氣體排放總量 ² Total greenhouse gas emissions ²	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	825	914	-9.7%
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 Tons of CO ₂ equivalent/kilolitre output	0.075	0.084	-10.7%
二氧化硫(SO ₂) Sulphur dioxide (SO ₂)	噸 Tons	20	23	-13.0%
氮氧化物(NO _x) Nitrogen oxides (NO _x)	噸 Tons	100	117	-14.5%
乾酒糟回收率 Recycling rate of dried distiller's grains	%	100%	100%	-
乾廢酵母回收率 Recycling rate of dried waste yeast	%	100%	100%	-
社會(4項) Social (4 items)				
全年全職員工人均培訓時長 ³ Average training hours for each full-time staff in full year ³	小時 Hours	36.1	29.3	23.2%
全職員工培訓總時長 ³ Total training hours for full-time staff ³	千小時 Thousand hours	866	779	11.2%
全職員工人均培訓投入 Average training cost for each full-time staff	人民幣元 RMB	426	341	24.9%
因工亡故的人數 Number of work-related fatalities	人 People	0	0	-

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參照中國國家發展和改革委員會出版之《2012區域電網基準線排放因子》《中國食品、煙草及酒、飲料和精製茶企業溫室氣體核算方法與報告指南(試行)》及香港聯合交易所有限公司發出之《環境關鍵績效指標匯報指引》。範圍1溫室氣體的計算範圍包括煤炭、汽油、柴油及天然氣耗用量。範圍2溫室氣體的計算範圍包括外購電力及外購熱力消耗量。

自二零二一年起，本集團自願主動披露更多碳排放相關資料，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量計入原溫室氣體排放的統計範圍，並以相同口徑調整本報告所呈列的二零二零年數據。

3. 相關培訓透過本集團自行開發的線上學習平台「雪花啤酒學習與創新中心」進行。

利益相關方溝通

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

1. The consolidated energy consumption intensity per unit is presented with the unit of tons 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 with reference to the "2012 Baseline Emission Factors for Regional Power Grids" and the "Guidelines for Accounting and Reporting Greenhouse Gas Emissions from China Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial)" published by the National Development and Reform Commission of the PRC, and the "Reporting Guidance on Environmental KPIs" published by the Stock Exchange of Hong Kong Limited. The calculation of GHG scope 1 includes coal, gasoline, diesel and natural gas consumption. The calculation of GHG scope 2 includes externally sourced electricity and heat consumption.

From 2021 onwards, the Group voluntarily discloses more information in relation to carbon emission that we have included 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 waste water into the original statistical scope of greenhouse gas emissions. Therefore, GHG data of 2020 presented in this report is also adjusted with the same caliber.

3. The relevant training was carried out through the Group's self-developed Online Learning Platform – "Snow Breweries Learning and Innovation Center".

COMMUNICATION WITH STAKEHOLDERS

The Group understands the significant importance of stakeholders to the Group's business management and development. We have regular communication with stakeholders to understand their opinions on the related 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.

主要利益相關方 Major stakeholders	溝通方式 Means of communication
政府及監管機構 Government and regulatory authorities	定期交流 Regular exchange 閱讀政策文件 Study of policy documents 回應諮詢 Response to consultation processes
股東 Shareholders	定期發佈財務報告 Regular publication of financial reports 召開股東大會 Convening of general meetings 投資者關係溝通 Investor relations communication
消費者 Consumers	客戶服務熱線 Customer service hotline 產品標籤 Product labels 郵件及社交媒體 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

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「對企業可持續發展的重要性」與「對利益相關方的重要性」兩個維度對所有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 the sustainable development of CR Beer" and "Materiality to stakeholders", 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.



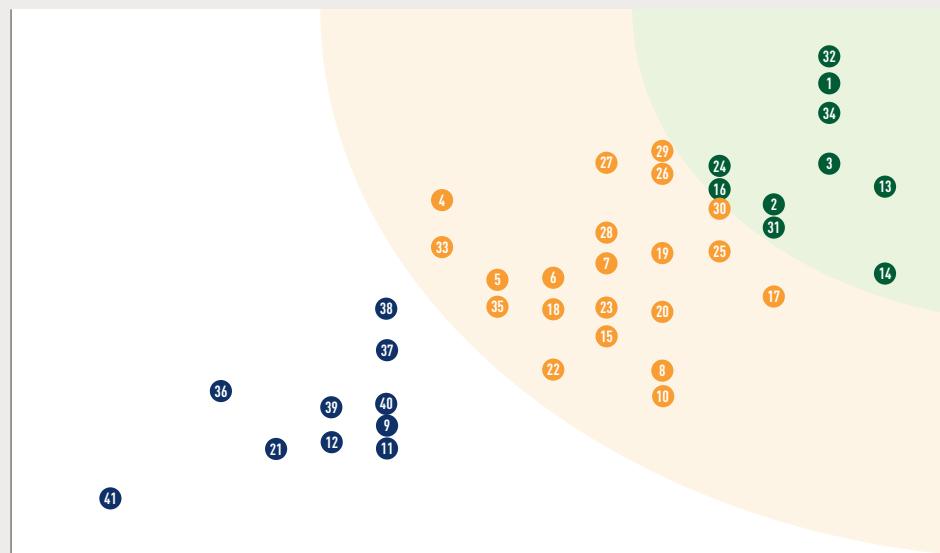
通過內部審查及考慮到自身業務類型及運營地點的穩定性，二零二一年的重要性議題列表列出了利益相關方的不同關注點。本報告以下各章節將詳細說明有關各個重大性議題的政策、措施及績效，回應利益相關方對我們的期望，並進一步調整未來的可持續發展策略、內部風險評估與監控。

After internal review and consideration of the stability of its own business and operating location, the list of material issues in 2021 outlined the different concerns of stakeholders. In the following chapters of the Report, we will elaborate on the policies, measures and performance in relation to each material issue in detail, in order to respond to the expectations of stakeholders 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

對利益相關方的重要性
Materiality to Stakeholders



對企業可持續發展的重要性
Materiality to Sustainable Development of CR Beer

高度重要性議題
High Materiality

- 1 誠信合規經營
Integrity and compliance
- 2 公司治理風險管控
Control of corporate governance risk
- 3 反貪腐
Anti-corruptions
- 13 環境合規
Environmental compliance
- 14 低碳運營
Low-carbon operation
- 產生有害及無害廢棄物管理
Control of hazardous and non-hazardous waste generation
- 24 勞工標準及勞工關係
Labour standards and labour relations
- 31 產品與技術創新
Product and technological innovation
- 32 產品健康及食品安全
Product Health and Food safety
- 34 產品質量和安全管理
Product quality and safety management
- 4 供應商管理
Supply chain management
- 5 反壟斷與公平競爭
Anti-trust and fair competition
- 6 供應商多使用環保產品及服務
Use of more eco-friendly products and services by suppliers
- 7 供應鏈責任管理
Supply chain responsibility management

中度重要性議題
Moderate Materiality

- 8 營銷收益
Marketing revenue
- 10 產品多元化
Product diversification
- 15 重大氣候變化對業務之影響
Impact of significant climate change to business
- 17 生產工藝效能提升
Efficiency enhancement for production processes
- 18 資源善用、回收再用
Proper use and recycling of resources
- 19 水資源使用
Use of water resources
- 20 包裝材料使用量及回收
Consumption and recycling of packaging materials
- 22 環境補償機制
Environment remediation mechanism
- 23 生態保護和生物多樣性保護
Protection of ecology and biodiversity
- 25 員工發展及培訓
Staff development and training
- 26 職業健康與安全
Occupational health and safety
- 27 員工薪酬和福利
Staff remunerations and benefits
- 28 員工溝通
Staff communications

低度重要性議題
Low Materiality

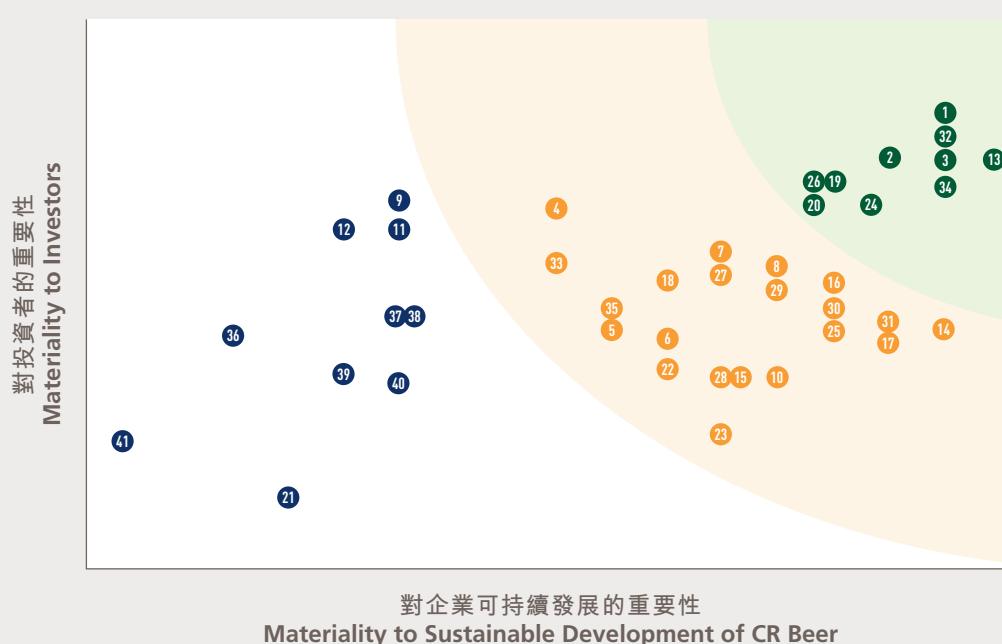
- 29 客戶服務
Customer services
- 30 客戶隱私保護
Protection of customer privacy
- 33 原材料供應穩定性
Stability of raw materials supply
- 35 公司資產運營效率
Operational efficiency of corporate assets
- 9 產能優化
Capacity optimization
- 11 生產成本控制
Control of production costs
- 12 材料成本控制
Control of material costs
- 21 倡導本地生產及銷售
Advocating localized production and sales
- 36 理性飲酒倡導
Advocating rational drinking
- 37 責任消費
Responsible consumptions
- 38 社會公益
Social welfare
- 39 社區溝通與參與
Community communication and involvement
- 40 服務地方經濟
Serving local economies
- 41 鄉村振興
Rural revitalizations

投資者重大性議題矩陣及列表

為回應董事會建議本集團需要合理地兼顧投資者對ESG報告的期望，本集團特別列舉投資者群體對ESG議題的關注，重要議題識別如下：

MATERIALITY MATRIX AND TABLE OF INVESTORS

In response to the Board's recommendation to the Group regarding reasonably taking the expectations of investors towards the ESG Report into account, the Group has specifically listed the concerns on ESG issues of investors, under which the material issues are as follow:



對企業可持續發展的重要性
Materiality to Sustainable Development of CR Beer

高度重要性議題 High Materiality	中度重要性議題 Moderate Materiality	低度重要性議題 Low Materiality
<p>1 誠信合規經營 Integrity and compliance</p> <p>2 公司治理風險管控 Control of corporate governance risk</p> <p>3 反貪腐 Anti-corruptions</p> <p>13 環境合規 Environmental compliance</p> <p>19 水資源使用 Use of water resources</p> <p>20 包裝材料使用量及回收 Consumption and recycling of packaging materials</p> <p>24 勞工標準及勞工關係 Labour standards and labour relations</p> <p>26 職業健康與安全 Occupational health and safety</p> <p>32 產品健康及食品安全 Product Health and Food safety</p> <p>34 產品質量和安全管理 Product quality and safety management</p> <p>4 供應商管理 Management of Suppliers</p> <p>5 反壟斷與公平競爭 Anti-trust and fair competition</p> <p>6 供應商多使用環保產品及服務 Use of more eco-friendly products and services by suppliers</p> <p>7 供應鏈責任管理 Supply chain responsibility management</p>	<p>8 銷銷收益 Marketing revenue</p> <p>10 產品多元化 Product diversification</p> <p>14 低碳運營 Low-carbon operation</p> <p>15 重大氣候變化對業務之影響 Impact of significant climate change to business</p> <p>16 產生有害及無害廢棄物管理 Control of hazardous and non-hazardous waste generation</p> <p>17 生產工藝效能提升 Efficiency enhancement for production processes</p> <p>18 資源善用、回收再用 Proper use and recycling of resources</p> <p>22 環境補償機制 Environment remediation mechanism</p> <p>23 生態保護和生物多樣性保護 Protection of ecology and biodiversity</p> <p>25 員工發展及培訓 Staff development and training</p> <p>27 員工薪酬和福利 Staff remunerations and benefits</p> <p>28 員工溝通 Staff communications</p> <p>29 客戶服務 Customer services</p>	<p>30 客戶隱私保護 Protection of customer privacy</p> <p>31 產品與技術創新 Product and technological innovation</p> <p>33 原材料供應穩定性 Stability of raw materials supply</p> <p>35 公司資產運營效率 Operational efficiency of corporate assets</p> <p>9 產能優化 Capacity optimization</p> <p>11 生產成本控制 Control of production costs</p> <p>12 材料成本控制 Control of material costs</p> <p>21 倡導本地生產及銷售 Advocating localized production and sales</p> <p>36 理性飲酒倡導 Advocating rational drinking</p> <p>37 責任消費 Responsible consumptions</p> <p>38 社會公益 Social welfare</p> <p>39 社區溝通與參與 Community communication and involvement</p> <p>40 服務地方經濟 Serving local economies</p> <p>41 鄉村振興 Rural revitalizations</p>

第一章 產品及營運慣例

CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

華潤啤酒作為食品行業的一員，深明優質的產品和服務是企業成功的根本，嚴格控制食品安全與質量，為廣大市場客戶帶來最優質的啤酒產品。我們積極創新，保護知識產權，領導行業滿足不斷變化的市場需求。我們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我們的運營管理核心。本集團嚴格遵守中華人民共和國食品安全和質量相關法律法規，如《中華人民共和國食品安全法》及其相關條例《中華人民共和國產品質量法》《中華人民共和國標準化法》《食品安全國家標準食品生產通用衛生規範(GB14881)》《生活飲用水衛生標準(GB5749)》《食品安全國家標準食品添加劑使用標準(GB2760)》《消毒產品生產企業衛生許可規定》《啤酒(GB/T4927)》等。

體系認證及標準建設

本集團以「做世界一流啤酒企業，做世界最好的啤酒」為質量目標，秉持「質量第一，消費者至上，勇於創新，追求卓越，踐行社會責任」為質量方針，致力於提供高質量產品。為促進本集團與國際接軌，本集團與第三方專業機構合作，構建華潤雪花特色質量和食品安全管理體系(簡稱SnowMS·QFS)。該體系遵循華潤集團EHS管理要素，在華潤雪花啤酒過去二十多年的質量管制經驗基礎上，與國際體系要求接軌，已通過FSSC22000、ISO、HACCP等國際體系認證95項(二零二零年：54項)。為實現一個工廠式管理，達到卓越製造，二零二一年本集團旗下所有工廠已全面推廣落實SnowMS·QFS體系。

As a member of the food industry, CR Beer deeply understands that quality products and services are fundamental to an enterprise's success. We strictly control the safety and quality of food to provide beer products of the best quality in the market to customers. We make innovation actively, protect intellectual property rights, and lead the industry to meet evolving market needs. We encourage consumers to drink in a proper manner to promote a healthy and civilized lifestyle together with the industry associations.

(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 relevant laws and regulations of PRC on food safety and quality, including, among others, the "Food Safety Law of the PRC" and its relevant regulations, the "Product Quality Law of the PRC", the "Standardization Law of the PRC", the "General Hygiene Regulations for Food Production of the National Food Safety Standard (GB14881)", the "Sanitary Standards for Drinking Water (GB5749)", the "Standards for the Use of Food Additives of the National Food Safety Standard (GB2760)", the "Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products", and the "Beer (GB/T4927)".

SYSTEM ACCREDITATION AND STANDARD SETTING

The Group upholds the quality goal of "be an outstanding enterprise to brew the best beer in the world", and maintains the quality philosophy of "quality first, consumers as priority, be innovative and pursue excellence and social responsibilities", striving to offer quality products. To propel the connection between the Group and the globe, the Group co-operates with third-party professional institutions to establish CRSB featured quality and food safety management system (short as SnowMS·QFS). This system abides by CRH's EHS management elements and based on CRSB's past experience of quality management of more than 20 years, integrating with international standards that it has passed a total of 95 international system certifications such as FSSC22000, ISO and HACCP (2020: 54 certifications). In 2021, the SnowMS·QFS system has been applied to all plants of the Group in order to realize one-stop management and achieve manufacturing excellence.

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環境、社會及管治體系
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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。二零二一年本集團共識別獲取133份法規文件，解讀《食品安全國家標準預包裝食品標籤通則》等法規文件48份。為規範及提升管理，本集團不斷完善技術質量標準建設，強化「標準值」、「內控值」管理，本集團二零二一年優化原輔料標準、生產工藝標準、產品標準等文件98份（制定新標準文件23份，修訂標準文件75份）。本集團還組織開展體系標準學習及內審員培訓10餘場，共有105人獲得內審員資格，保障產品安全及質量合規性。

用料質量管理

為進一步推動高質量發展，我們堅持全供應鏈質量管控，在物資供應端持續開展供應商質量延伸管理，牢固樹立「來料物資質量穩定、好用」的管理目標，進行食品安全抽檢、現場質量審核、質量問題專項攻關等。二零二一年，本集團對麥芽、易拉罐等230餘批次入廠物資進行抽檢；對280餘家供應商開展現場質量審核和整改，開展啤酒瓶質量專項攻關，保障了來料物資的質量穩定與提升，從源頭助力高質量發展。

本集團制定《生產工廠設計規範》，以「零污染、低能耗、清潔生產」為設計原則，要求工廠周邊兩公里範圍內無污染性企業、無水污染和土地無重金屬和放射性物質污染。本集團對水源的水質進行嚴格的指標控制，生產所用水源採用市政供水和自採水，每年均委託專業的第三方機構作水質全指標監測，並定期開展水質自檢和品嚐，以確保產品質量及安全。

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 benchmarking against national standards and industry standards intensively. In 2021, the Group has identified a total of 133 regulatory documents and interpreted 48 regulatory documents including the "National Food Safety – Standard General Standard for the Labeling of Prepackaged Foods". The Group continuously improves the setting of technical quality standards by strengthens various standards and internal control benchmarks to standardize and improve management. The Group has revised 98 documents (23 newly developed documents and 75 revised documents) covering raw material standards, production processes and product during 2021. Besides, more than 10 training sessions for system standards learning and internal auditors with a total of 105 people were qualified as internal auditors, which ensures product safety and quality compliance.

QUALITY MANAGEMENT ON RAW MATERIALS

To further promote high-quality development, we adhere to quality control of the entire supply chain and continues to build a supplier quality extension management work circle at the material supply side to firmly establish the management objective of "ensuring good and stable quality on raw material purchased and conduct random inspections and onsite quality check for food safety, and implementing special research projects for quality issues. In 2021, the Group conducted food safety inspections on more than 230 batches of incoming materials such as malt and beer cans, performed on-site quality audits and rectifications on more than 280 suppliers and conducted special research on beer bottle quality, which effectively improved the safety and stability of material quality and provided guarantees for product quality from the source.

The Group has formulated the "Design Specifications for Production Plants" based on the design principles of "zero pollution, low energy consumption, and clean production", requiring no polluting enterprises, no pollution of water sources and no land pollution by heavy metals and radioactive substances within two kilometers around the plants. The Group strictly controls the water quality of the water source. The water sources of the Group for production are municipal water supply and self-collected water. We entrust professional third party agency to monitor all-rounded water quality indicators annually, and regularly conducts water quality self-inspection and tasting to ensure product quality and safety, enhance product quality and continue to increase customers' satisfaction.

過程質量管理

二零二一年，本集團就產品和服務的健康與安全影響的評估，開創性地制定了華潤雪花啤酒危害分析和關鍵控制點技術規範「4ACCP控制計劃」，具體包含HACCP(食品危害分析與關鍵控制點)、QACCP(質量分析與關鍵控制點)、TACCP(食品威脅分析與關鍵控制點)和VACCP(食品欺詐分析與關鍵控制點)四大要素。本集團「4ACCP控制計劃」統一了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。本集團亦於年內成立專門的食品安全小組，依據技術規範進行危害分析，制定並執行對危害控制計劃。年內，本集團按已制定的EHS管理「十四五」規劃，啟動食品安全風險分級管控項目，排查生產經營各環節涉及到的物理、化學、微生物污染等食源性疾病風險，當前確立有66個食品安全生產關鍵控制點，有效預防並化解食品安全風險。

此外，本集團在生產過程中制定了《生產質量控制管理規定》，還採用自檢、互檢、下道工序對上道工序進行檢驗的三級檢驗制度。二零二一年，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；在生產線上實施啤酒瓶、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。

本集團已採用延伸質量管理，總部統一策劃、附近區域管理、信息匯總共享，以達致總部、區域、工廠三級有效合作。

PROCESS QUALITY MANAGEMENT

During 2021, the Group formulated CRSB technical specifications on hazard analysis and critical control points, "4ACCP Control Plan", which specifically included 4 elements consisting of HACCP (Hazard Analysis and Critical Control Points), QACCP (Quality Analysis and Critical Control Points), TACCP (Threat Analysis and Critical Control Points) and VACCP (Vulnerability Assessment and Critical Control Points). The Group's "4ACCP Control Plan" 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 during the year to carry out hazard analysis based on the technical specification and formulate and execute hazard control plan. The Group also commenced hierarchical management of food safety and risks based on the established EHS management "14th Five-Year Plan" to investigate and identify foodborne illness risks which may arise from physical, chemical and microbial contamination involved in all aspects of production and operation. Currently, 66 key control points for food safety production have been established to effectively prevent and resolve food safety risks.

In addition, the Group formulated the "Management Regulations on Control of Production Quality", while a three-tier inspection system comprising self-inspection, mutual inspection and inspection by comparing downstream processes against upstream processes had been adopted for the production process. In 2021, 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 on food tracking.

The Group has adopted an extended quality management approach to achieve centralized planning at the headquarters, management by regional companies nearby and shared use of consolidated information, such that the three levels of headquarters, regional companies and breweries can co-operate efficiently.

本集團持續建立開展供應商質量延伸管理、工序質量評估、消費者質量評價、質量體系審核等全供應鏈監督體系。本集團組織落實監督體系要求，採用總部抽查與區域自查的方式對相關標準在工廠的執行情況進行檢查。雖受疫情影響，二零二一年本集團仍推動線下檢查40廠次，檢查項目5,000餘項。同時，本集團運用精益管理工具解決質量痛點，共開展微小改善和精益改善項目1,500餘項。

為了維持質量監控，本集團持續提升檢驗及檢測的能力。二零二一年，啟動名為「雪花之星」的良好實驗室規範(SSGLP)和實驗室信息管理系統(LIMS)建設工作，按照ISO17025標準要求規範管理實驗室。「雪花之星」包含25個質量檢定及產品回收的項目，覆蓋原料入廠、過程監控、成品檢驗等啤酒的生產過程，並持續開展內外部檢驗對標，提升實驗室的管理水平。二零二一年「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21家供應商的實驗室，提升檢驗及檢測的能力。

截至二零二一年年末，本集團擁有一支共36名國家級評委的國內一流品酒師隊伍，其中包括5名終身榮譽評委。此外，本集團擁有總部、區域、工廠三級品酒師隊伍，實現對原輔料、半成品、成品全生產過程的感官質量控制。

The Group continued to establish and carry out extended supplier quality management, work process quality assessment, consumer quality assessment, quality system review and other full supply chain supervision systems. The Group implemented the requirements of supervision system to conduct random inspections at the headquarters and self-inspections at each region with regard to the implementation of relevant standards in plants. Despite the impact of the pandemic, the Group managed to implement on-site inspections of 40 plant times and more than 5,000 inspection items. Furthermore, the Group resolved quality problems by using refined management method with over 1,500 minor and refined improvement conducted in 2021.

In order to maintain quality monitor and control, the Group has been persistently enhancing the accreditation and testing capabilities. The Group launched the construction of "Snow Star" Good Laboratory Practice (SSGLP) and Laboratory Information Management System (LIMS) during 2021 to standardize laboratory management in accordance with ISO17025 standard requirements. "Snow Star" includes 25 quality verification and product return items, which covers the beer production process such as purchasing raw materials and transporting to the factories, process monitoring, output inspection, etc. We have continued to conduct internal and external verification and benchmarking and enhanced laboratory management standard. During 2021, "Snow Star" verified and benchmarked beer, malt, hops etc., and an accumulated total of 68 subordinate laboratories and 21 supplier laboratories were verified for improvement of inspection and testing capabilities.

As of the end of 2021, the Group has a first-class team of beer tasters in China with a total of 36 national-level judges, 5 of which are lifetime honorary judges. In addition, the Group has established a three-tier team of beer tasters at headquarters, regional and factory respectively to achieve sensory quality control of the entire production process of raw and auxiliary materials, semi-finished products and finished products.



為提升產品質量，繼續提升客戶滿意度，本集團於二零二一年持續推進「消滅雜質酒」行動，在工廠推行「總經理負責制」，由工廠總經理帶隊，深入一線，在瓶源質量、洗瓶質量、過程控制、設備工況等方面有效監督改善。同時，通過穩定洗瓶劑質量、三大系統協同、杜絕麻包瓶、提升瓶源質量、做好產品防護等措施，杜絕雜質酒的產生。為提升過程質量管理水平，本集團於二零二一年組織80餘名工廠質量管理者進行了「精細化釀造賦能培訓」，邀請外部專家從用水處理、清洗消毒、微生物控制等方面完善質量管理人員的理論和實踐知識。

本集團制訂《食品安全應急預案》和《產品召回管理制度》等相關食品安全管理制度，對召回產品進行三級管理，對不同召回等級提出不同的召回要求。二零二一年，本集團所有啤酒產品出廠質量合格率、國家監督抽查合格率均達到100%，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。年內無召回已售或已運送產品的情況，質量投訴處理率也達到100%。二零二一年，本集團沒有發生重大食品安全事件，保障消費者合法權益，守住食品安全事件零發生的底線。

二零二一年，本集團組織安排各單位進行食品安全應急演練，各工廠演練開展率100%。通過現場演練及視頻教學的方式展示如何應對食品安全突發事件，使各部門提升協調配合、責任委派、應變處理上的能力。透過演練，提高了一線人員的食品安全意識，強化應對食品安全事件的處置方式，把好每一道防線，為消費者提供安全、可靠、高質量的啤酒。

With an effort to improve product quality, the Group continued to promote the action of "elimination of impure beer" and implemented the "General Manager Responsibility System" in the plant in 2021, in which the general manager of the plant takes the lead to stand at the frontline and effectively monitors the improvement of the bottle quality, bottle cleaning, process control and equipment working conditions, etc. At the same time, the Group continues to improve customer satisfaction by eliminating the production of impurity beer through measures such as stabilizing the quality of bottle wash, synergizing the three major systems, eliminating the use of hemp bags for recycle bottles, improving the quality of bottle sources, and providing product protection. The Group organized a "Refined Brewing Process Training" for over 80 factory quality managers in 2021, inviting external experts to enrich the theoretical and practical knowledge of quality managers in water treatment, cleaning and disinfection, microbial control, etc.

The Group has formed pertinent food safety management regulations such as the "Contingency Plan on Food Safety" and "Management Regulations on Product Recall". The Group has conducted three tier management of the recalled products and put forward different recall requirements for different recall levels. In 2021, all beer products of the Group achieved 100% pass rate in both ex-factory quality test and the spot tests under national supervision. All products were in compliance with the industrial and national standard of "Beer". The total oxygen content of the products was controlled below 40 parts per billion (40 ppb), achieving the leading level in the industry. There was no return of products sold or delivered during the year, and the handling rate of quality related complaints reached 100%. The Group did not encounter any significant food safety incident in 2021 and the legitimate interests of consumers had been safeguard by maintaining the bottom line of zero food safety incident.

In addition, the Group organized food safety emergency drill across all departments with a 100% implementation rate in each factory. Through on-site drills and video-assisted learning to demonstrate how to handle unexpected food safety incident, all departments promoted the capabilities of co-ordination, responsibility delegation and emergency response. We increased the food safety awareness of frontline staff and strengthen the way of handling of food safety incident through the drills to safeguard each line of defense, so as to provide consumers with safe, reliable and high-quality beer.

疫情下的供應鏈管理

SUPPLY CHAIN MANAGEMENT UNDER PANDEMIC

- 為貫徹落實國務院對進口冷鏈食品預防性全面消毒工作要求，有效防範新冠肺炎疫情通過進口冷鏈食品輸入風險，本集團嚴格按照國家防疫要求，制定下發《關於對進口酒花和酶製劑全面消毒的通知》，對通過冷鏈進口的顆粒酒花以及酶製劑進行全面消毒，實現全流程閉環管控可追溯。

To consistently implement the requirements of preventive and comprehensive disinfection work on imported cold chain food issued by the State Council and effectively prevent the input risks of the pandemic through imported cold chain food, the Group strictly abide by the pandemic prevention requirements of the nation and established and announced "Notice in relation to Full Disinfection of Imported Hop and Zymin" to fully disinfect particles hop and zymin imported via cold chain and to achieve full-process, closed-loop and traceable control.

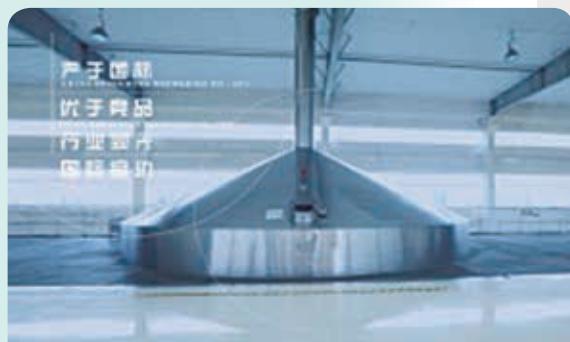


質量宣傳

QUALITY PROPAGANDA

- 為提高全員質量意識、提升質量水平和創新能力，本集團定期開展微信公眾號分享、視頻培訓、現場活動等多種形式宣傳培訓，組織了5場專題培訓交流活動，包括工藝標準和洗瓶質量研討、CIP及深度清洗經驗分享等，同時通過製作《精細化釀造在路上》宣傳視頻，深度記錄技術質量人員在精細化釀造上取得的成績。

To enhance the awareness of quality within all staff and increase quality level and innovation capability, the Group regularly conducted various propaganda trainings, such as WeChat official public accounts sharing, video trainings and on-site events. The Group organized 5 special training and sharing activities, including discussions of production process standards and bottle cleaning quality, sharings of CIP and thorough cleaning experiences, etc., while at the same time produced promotion video titled "On the Way to Refined Brewing" to record the achievements made by technical and quality control personnel in refined brewing.



(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。為保障和維護知識產權，本集團在中華人民共和國《商標法》《商標法實施條例》《專利法》《專利法實施細則》《著作權法》《著作權法實施條例》等法律法規的指引下開展知識產權申請、維護、維權工作。為了提高在啤酒行業的知識產權管理水平，本集團適時修訂了《知識產權管理制度》，並制定了《商標使用證據收集工作指引》《商標打假維權操作指引》《產品標識標註審核工作指引》《功能變數名稱、通用網址和無線網址管理制度》《知識產權交易管理辦法(試行)》等規章制度，為本集團的知識產權維護、維權工作提供了制度保障。

為驅動持續創新，本集團制定《技術研發管理規定》《新產品研發管理辦法》等創新制度，就新產品的發起、調研、試制、結果驗證、量產、上市等環節進行規範管理，打造鼓勵創新的企業文化氛圍。本集團亦會對新研發的產品在上市前進行酒體和包裝物的食品安全評估，評估內容包括酒體微生物測試、口味測試、食品安全檢驗；包裝物的性能測試、食品安全驗證等。二零二一年，本集團共組織了10次消費者品鑒活動，邀請不同年齡、職業和地區的消費者代表參加。本集團按月開展啤酒質量綜合測評，於回顧年度內共對1,407批產品進行了測評，覆蓋136個銷售城市和所有下屬工廠，質量綜合測評與消費者品鑒結果為產品質量改進和新品研發提供了有力支持。

(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. To safeguard and maintain intellectual property rights, the Group has conducted application, maintenance and protection of intellectual property rights under the guidance of the laws and regulations of the PRC, such as the "Trademark Law", the "Regulations for the Implementation of the Trademark Law", the "Patent Law", the "Regulation for the Implementation of the Patent Law", the "Copyright Law" and the "Regulations for the Implementation of the Copyright Law". To improve the management standard of intellectual property rights in the beer industry, the Group has timely revised the "Regulations for the Administration of Intellectual Property Rights" and established the "Guidelines on Collection of Evidence for Use of Trademark", the "Guidelines on Anti-counterfeit and Rights Protection of Trademark", the "Guidelines on Examination of Product Labels and Remarks", the "Management System for Domain Name, Universal URL and Wireless URL", the "Management Measures on Trading of Intellectual Property Rights (Trial)" and other rules and systems, providing system guarantee for the Group's protection and maintenance of intellectual property rights.

To drive continuous innovations, the Group has formulated various innovation systems, including the "Management Requirements for Technical Research and Development", the "Administrative Measures for New Product Research and Development", which standardized the management of all stages from new product initiation, research, trial production, result verification, mass production and launch, in order to nurture an innovative corporate culture. Before launching of newly developed products, the beer and packaging materials will undergo food safety assessment, which includes testing of microorganism in beer, taste testing, food safety inspection, functional testing of packaging materials, food safety verification, etc. The Group organized 10 consumer tasting events in 2021, inviting consumer representatives of different ages, occupations and regions to participate. The Group performed thorough monthly quality assessments by pulling out in total 1,407 batches of products from 136 sales cities and regions and all subsidiary factories for quality evaluation during the year under review. The holistic quality assessment and consumer appraisal results underpin the Group's product quality improvement and new product research and development.

二零二一年，本集團研發投入超過人民幣8,500萬元，科研工作人員達103人，產學研合作支出人民幣100萬元。

本集團秉承著「決戰高端、質量發展」的戰略，於二零二一年推出多個新品牌產品。二月，推出零酒精碳酸飲料「雪花小啤汽」。四月，推出超高端新品「醴」和首款果啤產品「黑獅果啤」(#485玫瑰紅)，並引進國際品牌「紅爵」啤酒。十月，引進國際品牌「悠世」。

In 2021, the investment made to research and development by the Group exceeded RMB85 million, the number of scientific research staff amounted to 103 and the expenses on industrial, academic and research co-operation was RMB1 million.

Adhering to the strategies of "Quality Development for Success in Premium Segment", the Group launched various new brands of product in 2021. In February, the carbonated beverage "Snow Xiao Pi Qi" with zero alcohol was launched. In April, a super-premium new product, "Li", and the first fruity beer product "Löwen Fruit Beer" (#485 Rosé) were launched. The international brand, "Amstel", was introduced. In October, the international brand "Edelweiss" was introduced.

啤酒品鑒會 BEER TASTING EVENT

- 配合新產品上市及產品研發需要，本集團於年內組織多場啤酒品鑒會，邀請客戶、媒體、專家等一同品鑒。

For the purpose of new product launching and product research and development, the Group has organized a number of beer tasting sessions during the year, inviting customers, media, experts and others to taste.



產品創新與傳統文化傳承 PRODUCT INNOVATION AND TRADITIONAL CULTURE HERITAGE

- 本集團二零二一年新品「醴」，重現源自5,000年前的中華啤酒釀造技術，為消費者獻上正宗的「中國啤酒」。本次新品發佈，不僅傳承古人「酒以成禮」的文化內涵，還弘揚了民族自信，重塑中國高檔啤酒品牌形象。

Launched in 2021, the Group's new product "Li" reproduces the beer brewing technology from ancient China 5,000 years ago, offering consumers the authentic "Chinese beer", which not only inherits the cultural connotation of the ancients "wine as a gift", but also promotes national self-confidence and reshapes China's premium beer brand image.



二零二一年，本集團新申請包含「醴」、「黑獅果啤」(#485玫瑰紅)和「拉維邦黑啤」等商標255件，並維護境外商標涉及美國、歐盟、韓國、日本和澳大利亞等30餘個世界主要國家和地區，為本集團產品出口海外進行知識產權佈局。二零二一年本集團已通過註冊的商標總數達3,495件，授權專利83件，已登記著作權71件。

截至二零二一年年末，本集團嚴格遵守所有關於商標、專利和知識產權保護等對本集團具有重大影響的相關法律及規例，並無發現任何重大違規情況。

In 2021, the Group has applied for a total of new 255 trademarks under "Li", "Löwen Fruit Beer" (#485 Rosé) and "Lovibond Dark Beer" and maintain overseas trademarks involving the United States, the European Union, South Korea, Japan and Australia, etc. More than 30 major countries and regions in the world have carried out intellectual property layout for the Group's products exported overseas. In 2021, the Group process 3,495 registered trademarks, 83 authorized patents and 71 registered copyrights.

As of the end of 2021, the Group strictly complies with the relevant laws and regulations in relation to trademarks, patents and intelligent properties which are significant to the Group, and no material breach thereof has been reported.



(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。除了在產品包裝上明確標示成分及酒精含量，我們也刊印「過度飲酒有害健康」及「孕婦和兒童不宜飲酒」等勸說性質的標識及字句，主動給與潛在風險提示。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。我們已連續7年與中國酒業協會合作，以中國酒業協會酒與社會責任促進聯盟(China SAO)會員的身份呼籲更多人理性飲酒。二零二一年，本集團積極參加二零二一全國理性飲酒宣傳周活動，在北京、上海、深圳、寶雞、承德5個主會場外，在550個縣級以上規模城市同步開展，引發社會對「理性飲酒，拒絕酒駕」議題的廣泛關注。

(III) ADVOCATING RATIONAL DRINKING AND RESPONSIBLE MARKETING

As a brewing enterprise with a strong sense of social responsibility, the Group highly responds to the advocation of rational drinking behavior with a healthy and edified lifestyle and strived to provide fair, reliable and responsible promotional information. The Group proactively gives potential risk warning that in addition to clearly indicating the ingredients and alcohol content on package, the Group also print "excessive drinking is harmful to health", "pregnant women and children should not drink alcohol" and other persuasive sentences or icons on packages. In addition, the official website of CRSSB has set up an age limit to prohibit minors from browsing. We have been co-operating with China Alcoholic Drinks Association for 7 years in a row and appealed to more people to attach importance to rational drinking as a member of China SAO. In 2021, the Group actively participated in the 2021 National Responsible Drinking Publicity Week, which has been held simultaneously in 550 cities above the county level in addition to the 5 main venues in Beijing, Shanghai, Shenzhen, Baoji and Chengde, which has aroused wide in the society on the issue of "drinking rationally and rejecting drinking and driving".

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

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

此外，本集團已建立從上至下的管理機制，對各區域的責任營銷行為進行監管。同時，員工也承擔著責任營銷的監察職責，一旦發現轉發不實廣告，將及時舉報妥善處理，將社會影響降至最低，並開展調查追責，從源頭杜絕虛假營銷。二零二一年，本集團沒有發生任何涉及廣告宣傳方面的重大違法犯罪情況。

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

- No induction or encouragement on drinking or promotion of uncontrolled drinking;
- No appearance of drinking behaviors;
- No appearance of minors images;
- No potentially dangerous activities such as driving a car, boat or airplane;
- No unscientific expression or implication that drinking has the effect of eliminating tension and anxiety, increasing physical strength, and others;
- No expression or implication that drinking contributes to the success of personal, business, society, sport, sexual life and others.

In addition, the Group has established a top-down management mechanism for monitoring responsible marketing activities in various regions. In the meantime, employees are responsible for the monitoring of responsible marketing. Once the false advertisements are found forwarded, they will be reported and properly handled in a timely manner to minimize social impact, and investigation and accountability will be conducted to eliminate false marketing from the source. The Group did not involve any material breach of regulations in relations to advertising and promotion in 2021.

(四) 客戶服務及隱私保護

「以客戶為先」乃本集團秉承的經營理念，為此我們一直以來致力提升客戶滿意度，建立良好而長遠的客戶關係。二零二一年，我們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。我們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：呼叫中心及時調度投訴工單，客服顧問接到客戶投訴或反饋後，須在30分鐘內聯繫消費者了解情況，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，在72小時內見到涉及投訴的實物酒並上傳投訴事實至客戶服務系統。
- (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。
- (3) 督促整改：客服團隊會實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。截至二零二一年年末，本集團涉投訴實物酒返廠率已經達到了97%。
- (5) 業務聯動：業務營運部門需了解客戶投訴問題，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了解客戶投訴問題根源，真正打造客戶需求主導型啤酒企業。

(IV) CUSTOMER SERVICES AND PROTECTION OF PRIVACY

Upholding the operating philosophy of "Prioritizing Customers", the Group has been striving to improve customer satisfaction and build good and long-term customer relationships. In 2021, we continued to optimize our customer service system and improved our rapid response system for client complaints. We undertake to protect the legitimate interests of consumers and safeguard the business of the Group by adopting the following measures:

- (1) Rapid response: our call center handles complaints on a timely basis. Once receiving complaints from customers, our customer service officers must contact the customer within 30 minutes to understand and resolve the issue right away to avoid worsening the problem. In respect of bad product experience, our customer service officers must obtain the beer involved in physical form and upload the complaint description form to our customer service system within 72 hours.
- (2) System upgrade: through system upgrade, all product and service complaint process are recorded online, which enable customer service center to conduct effective tracking and regular reporting of consolidated case data, thereby supervising relevant department to improve.
- (3) Rectification: our 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 unsatisfactory product experience, our customer service team facilitates timely return of the beer involved in physical form to the factory. The factory should analyze and rectify each bottle or can of beer in physical form. As of the end of 2021, the return rate of beer involving the complaints in physical form reached 97%.
- (5) Business linkage: the business operation departments need to understand 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.

受益於產品質量的持續提升，二零二一年本集團收到投訴數量同比大幅減少41.2%，並通過提高投訴回訪率、呼叫中心接通率等方法提升客戶滿意度。本集團下一步會重點關注服務投訴及諮詢解答的滿意度。

Benefiting from the continuous improvement of product quality, the number of complaints received by the Group decreased significantly by 41.2% in 2021, and the customer satisfaction survey score has been improved by increasing the complaint return visit rate and call center connection rate. The Group will focus on the satisfaction of service complaints and consultation answers in the next steps.

下表為過去兩年本集團客戶服務指標統計：

The table below is the statistics of customer service indicator for the past two years:

單位 Unit	二零二一年 2021		二零二零年 2020
產品及服務投訴數量 Number of products and service complaints	宗 Cases	21,000	36,000
客戶投訴反饋處理解決率 Customer complaint settlement rate	%	95.0%	100%
客戶投訴回訪率 Re-visit rate of customer complaints	%	90.0%	72.1%
呼叫中心的接通率 Effective communication rate of call center	%	99.5%	96.8%
在15秒內接通電話比率 Proportion of phone calls answered within 15 seconds	%	98.5%	91.9%
接到投訴後的回覆時間 Responsive time after receiving complaint	-	30分鐘內 Within 30 minutes	30分鐘內 Within 30 minutes
投訴處理客戶滿意度調查得分 Rating of customers' satisfaction in complaints handling process	分 Points	86.3	86.2

下表為過去三年本集團接到投訴性質分類：

The table below is the breakdown of the complaints by nature received by the Group for the past three years:

單位 Unit	二零二一年 2021		二零二零年 2020	二零一九年 2019
產品不良體驗佔比 Proportion of unsatisfactory product experience	%	46%	41%	32%
服務不良體驗佔比 Proportion of unsatisfactory service experience	%	54%	59%	68%

此外，我們理解客戶對個人隱私保護的重視。因此，我們嚴格遵循統分結合、使用權限分級管理的客戶信息保密原則，各層級只能在權限內查看投訴和消費者信息；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、入侵檢測等技術加強本集團網絡防禦能力，確保涉密信息系統在本集團內網中安全運行。在營運過程中，我們亦要求涉密人員嚴格遵守國家保密法律法規和本集團《保密工作管理制度》，本集團要求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。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、外洩和丟失客戶資料或重要信息的投訴。

In addition, we understand that the importance of our customers put on the protection of their personal information. Therefore, we are in strict compliance with the customer information confidentiality principle managed through combining uniform management and differential management and hierarchical management. Staff of different level could only access to information relating to complaints and consumer within authorized right. Staff are forbidden to obtain contact numbers of consumers and can only contact consumers through call center platform. When submitting complaint details to the relevant department, our customer service officers must delete the relevant personal information of the consumers. 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. During the operation, we also require relevant staff to comply with national laws and regulations on confidentiality and the "Confidentiality Work Management System" of the Group, as well as to sign the "Confidentiality Undertaking". The accountability on confidentiality is implemented for the fulfillment of our confidentiality obligation and the safeguard of information security. During the reporting period, the Group did not receive any complaint involving attested invasion of customers' privacy and hacking, leakage or loss of customer information or important information.

(五) 供應鏈責任管理和供應商管理

本集團秉承誠信經營的理念，加強在採購管理、工作紀律、陽光宣言、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、安全的且支持我們長期發展的供應渠道。此外，我們細化檢查方案步驟，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。

(V) SUPPLY CHAIN RESPONSIBILITY MANAGEMENT AND MANAGEMENT OF SUPPLIERS

Adhering to integrity operation, the Group strengthens management in procurement, work disciplines, sunshine declaration, tendering and bidding process, 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 our long-term development. In addition, we advance the priority of quality through optimizing the inspection plan and procedure, which helps to achieve win-win situation with strong suppliers through agreement on strategic co-operation.



本集團生產物資供應鏈管理遵循《華潤雪花生產物資採購招標管理規定》和《華潤雪花生產物資供應商管理辦法》等制度規定執行招標、詢價等採購流程，遵循「公平、公開和公正」三大原則。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，為社會綠色健康發展做出努力。

為履行本集團在供應鏈管理方面應履行的社會責任承諾，加強對供應商在環境、社會及管治方面工作的考察及管理，自二零二零年起，本集團已在供應商入選及認證標準中明確了環境保護項目，其中包括：

- 排污許可證；
- 環境評估報告；
- 當季環境監測報告；
- 廢水／廢氣處理設施等。
- Waste discharge permit;
- Environmental assessment report;
- Current quarterly environmental monitoring report;
- Waste water/waste gas treatment equipment, etc.

此外，我們要求所有供應商簽署的《供應商承諾書》覆蓋以下要求：

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

The Group's administration on supply chain of productive materials complies with the regulations of "CRSB Administrative Regulations on Procurement Tenders of Productive Materials" and "CRSB Administrative Measures on Suppliers of Productive Materials" and other systems for the procurement process including tendering and price inquiry based on three key principles of "fair, open and justice". By formulating standards of supplier screening and on-site accreditation as well as urging suppliers to sign the "Supplier Commitment", the Group advocates for suppliers to devote to environmental protection, reduction of energy consumption, and full recycling of resources, so as to contribute to the green and healthy development of society.

In order to fulfill our social responsibility in respect of supply chain management and to strengthen the consideration and management in environmental, social and governance aspects of its suppliers, starting from 2020, we have emphasized environment protection in the suppliers' selection and certification criteria, including:

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

下表概括了本集團過去兩年供應商信息：

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

單位 Unit	二零二一年 2021		二零二零年 2020
入選供應商總數目 Total selected suppliers	家 Suppliers	4,800	4,800
供應商循環動態管理 Circulation dynamics management of suppliers			
引進率 Introduction rate	%	9.0%	18.0%
淘汰率 Elimination rate	%	11.0%	15.5%
按地區劃分 Breakdown by geographical location			
中國內地 Mainland China	%	99.7%	99.7%
其他地區 Others regions	%	0.3%	0.3%
按供貨類別劃分 Breakdown by types of products supplied			
生產性物資供應商 (含原輔料、包裝物、添加劑等) Suppliers of productive materials (including raw and auxiliary materials, packaging materials and additives, etc.)	家 Suppliers	1,100	1,100
非生產性物資供應商 Suppliers of non-productive materials	家 Suppliers	3,700	3,700

本集團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。

The Group carries out circulation dynamics management of suppliers' list and implemented supplier management system featuring institutionalization, standardization and specialization, based on core areas covering introduction, screening, accreditation, assessment, evaluation and 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：通過區域上報、供應商自薦、總部發掘等方式篩選潛在供應商。二零二一年，因為社會責任不合規等原因未通過篩選的供應商有51家。

- (1) Screening of potential suppliers: potential suppliers will undergo screening through regional reporting, self-recommendation, scout by headquarters, etc. In 2021, 51 suppliers failed in screening due to reasons such as non-compliance with social responsibilities.

- (2) 現場考察認證：二零二一年，本集團組織進行10次大規模現場考察認證，涵蓋新供應商和合作供應商，並提出建議改進項目。
- (3) 供應商合作考核：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。
- (4) 供應商綜合評價：每年對供應商進行綜合評價，建立有《不合作供應商目錄》，如供應商在採購招標、合作過程中發生嚴重違規違紀行為，將被取消合作資格並列入該目錄，五年內禁止合作。目前該目錄內共有34家供應商。
- (5) 供應商分級管理：二零二一年，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、溝通交流平台、戰略夥伴關係等，構建與供應商合作的新模式。
- (6) 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制華潤雪花供應商目錄，並實施動態循環管理。
- (2) On-site inspection and accreditation: in 2021, the Group organized 10 large-scaled on-site inspections and accreditations covering new suppliers and co-operative suppliers with recommendations for improvements given.
- (3) Supplier co-operation assessment: the Group conducts monthly assessments on the co-operation with suppliers to ensure effective performance of the suppliers in terms of seven indicators: quality, timeliness, accuracy, declined orders, returned goods, violations and flawed products.
- (4) Comprehensive evaluation of supplier: the Group conducts annual comprehensive evaluation of suppliers and has established a "Non-co-operative Supplier Catalog" that those suppliers who commit serious violations of regulations and disciplines during the process of procurement bidding and co-operation shall be disqualified and included into the catalog with 5 years of prohibition time. There are currently total 34 suppliers in the catalog.
- (5) Hierarchical management of suppliers: in 2021, the Group 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 strategic co-operation agreement, we share test sites, database and communication platform with our strategic partners, which has been a new form of co-operation with suppliers.
- (6) Dynamic management of supplier list: CSBR supplier list is prepared according to the comprehensive assessment and hierarchical management of suppliers and the circulation dynamics management has been implemented.

二零二一年，本集團採購部直接管理的核心生產品質供應商有418家，均獲得廣泛認可的環境、職業安全、產品安全性或質量標準的認證，例如HACCP、ISO9001或同等標準。

二零二一年，本集團生產中心質量部全年審核供應商數量575家次，產品質量監控數量1,315批次，生產物資第三方安全檢查檢測樣品數量261份，檢測項目7,793項，標準執行檢查項目數量3,600項。

In 2021, there were 418 core suppliers of productive materials under direct management of the Procurement Department of the Group, all of which have obtained widely recognized certification in environmental, occupational safety, product safety or quality standard such as HACCP, ISO9001 or equivalent standards.

During 2021, the Quality Department under the Production Center of the Group had conducted 575 times of inspections on suppliers and 1,315 batches of product. We have invited third party to test 261 product samples and 7,793 items regarding the product safety. There were 3,600 items been inspected regarding the implementation of standards.

本集團生產中心質量部對麥芽、酒花等9種主要物料供應商每年進行現場審核，審核內容分為四個類別：質量保障、HACCP保障、生產過程控制和實驗室管理。二零二一年審核發現問題5,300條，並跟蹤供應商全部完成改進，實現了對供應商衛生和HACCP的有效管理。

此外，受國內外市場環境變化及全球新冠疫情反覆的持續影響，二零二一年大宗原料價格大幅上升。為應對挑戰，本集團及時提出針對易拉罐、瓶蓋、玻璃瓶等包裝材料的保障生產安全採購預案，保證採購物資符合質量標準，進一步防範食品安全風險，並建立長期穩定可控的供應渠道。二零二一年，本集團與關鍵物資供應商達成戰略合作，簽訂國產酒花採購長期合作協議4份，進口酒花採購長期合作協議11份。

供應商責任管理

二零二一年，我們進一步推動《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，為社會綠色健康發展做出努力。

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，二零二一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67場次，累計培訓新供應商超過300人次。

The Quality Department under the Production Center of the Group conducts annual on-site inspection of suppliers providing 9 major raw materials including malt, hops, etc. The inspection is based on four categories: quality guarantee, HACCP guarantee, production process control and laboratory management. 5,300 issues were discovered throughout 2021 and all have been rectified, achieving an effective management on the hygiene and HACCP of the suppliers.

In addition, affected by the changes in the domestic and foreign market environments and the continued impact of the pandemic, the prices of bulk raw materials increased significantly during 2021. To tackle the challenges, the Group timely proposed a production safety procurement plan for packaging materials such as cans, bottle caps and glass bottles to ensure that purchased materials are in line with quality standards, to further prevent food safety risk, as well as to establish long-term stable and controllable supply channels. In 2021, the Group has reached strategic co-operation with key raw material suppliers and signed 4 long-term co-operation agreements for domestic hops procurement and 11 long-term co-operation agreements for imported hops procurement.

SUPPLY CHAIN RESPONSIBILITY MANAGEMENT

In 2021, we further facilitated the promotion of the "Knowledge Manual for CRSB Suppliers on What Should Understand and Follow" 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 devote effort in the development of green and healthy society through 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 understand and follow for the relevant business personnel of the suppliers. A unified test regarding what should understand and follow 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 supplies of the Group and the co-operation will be ceased for two years. Building on the comprehensive test for the existing suppliers in 2020, the Group had organized a total of 67 trainings for new suppliers joint within the year during verification, of which over 300 participants been trained.

下表概括了本集團過去兩年主要生產物資供應商應知應遵知識測試結果：

The following table summarizes the result of the test regarding what should understand and follow for the major productive material suppliers for the past two years:

單位 Unit	二零二一年 2021	二零二零年 2020
參與應知應遵測試的供應商 Number of suppliers participated in the test regarding what should understand and follow	家 Suppliers	26 818
測試達標的供應商 Number of suppliers passed the test	家 Suppliers	26 732
未達標或未回應的供應商 Number of suppliers failed the test or failed to response	家 Suppliers	0 86
達標率 Pass rate	%	100% 89.5%
淘汰率 Elimination rate	%	0% 10.5%

* 本集團已於二零二零年完成對現有主要生產物資供應商的全面「應知應遵意識」測試，二零二一年僅對新加入供應商進行相關測試，因而數字較去年少。

* The Group has completed a comprehensive test regarding what should understand and follow for the major existing productive material suppliers in 2020. In 2021, relevant tests were carried out to newly-joined suppliers only, so the number was lower than last year.

扶持國產大麥行業

作為行業龍頭企業，本集團積極踐行企業使命和擔當，於年內啟動促進恢復國內大麥產業鏈發展的前期工作，包括率先現場調研國產大麥產區，組織使用中國西北大麥三個品種進行制麥實驗並完成後期的釀酒實驗，繼續收集國內主要大麥品種和材料完成篩選品種的實驗，與育種院所合作繁育新的優質大麥品種等。通過與包括育種、種植、麥芽加工和使用的產業鏈上游企業，啤酒企業、政府相關部門和行業協會一起研討，群策群力，我們將共同探索國產大麥行業的振興之道。

SUPPORTING DOMESTIC BARLEY INDUSTRY

As an industrial leader, the Group takes an active role in realizing its mission and commitment by initiating preparation works for the revitalization of domestic barley industrial chain during the year. The Group has taken the lead in conducting on-site research on domestic barley production areas, put on barley production experiments using three species of barley from Northwest China regions, under which the post brewery experiments had also been completed. The Group continued to collect major domestic barley species and materials to complete the experiments of species screenings and co-operating with breeding institute to breed new and high-quality barley species. Through joint research and discussion with upstream industry chain players such as breeding, planting, malt processing and malt use enterprises, as well as the beer companies, relevant government departments and industry associations, we will work together to explore the revitalization of the domestic barley industry.

(六) 反貪腐及倡廉善治

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

作為華潤集團的下屬公司，本集團在生產經營中嚴格遵守和執行母公司的相關制度文件，切實執行《中國華潤有限公司信訪件和問題線索集中管理辦法(試行)》《華潤集團信訪辦理和執紀審查工作指引》《集團新任職經理人廉政談話制度》《華潤集團職工違紀違規處理暫行規定》《中國華潤有限公司「大監督」體系工作指引》《華潤十誠》等制度規定。同時根據市場和生產經營的實際情況，本集團制定及完善相應管理制度，並嚴格執行《華潤雪花啤酒紀檢(監察)機構信訪辦理和監督執紀工作實施細則》《信訪件和問題線索集中管理辦法(試行)》《員工違規違紀處理辦法》《華潤雪花啤酒對不實檢舉控告的澄清工作指引》《華潤集團商業行為守則》《華潤雪花啤酒關於對管理人員進行談話和函詢的實施細則》等相關制度流程。本集團旗幟鮮明的打擊商業賄賂、行賄受賄、勒索、欺詐、洗黑錢等職務犯罪，預防和嚴懲各種腐敗。本集團組建了專業嚴謹的法律、審計和紀檢監察隊伍，為各項業務實施、落地、推動提供支援，並充分發揮法律、審計、紀檢監察的支撐作用。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、中央八項規定精神等廉潔風險點作加以控制，確保本集團營運合法合規。

(VI) ANTI-CORRUPTION AND GOVERNANCE OF INTEGRITY

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

As a subsidiary of CRH, the Group strictly complies with and performs relevant systems and documents of its parent company in its production and operation, including the "Centralized Management Measures for Letters and Visits and Question Clues of China Resources Company Limited (Trial)", the "Guidance for the Handling of Complaint Letters and Visits and Discipline Execution and Examination of CRH", the "Integrity Talk System for CRH's New Managers", the "China Resources Group Provisional Regulations for Staff Violation of Disciplines and Regulations", the "Guidance on 'Big Supervision' System Work of China Resources Company Limited" and the "Ten Directives of China Resources", etc. Meanwhile, according to the market and production and operation conditions, the Group establishes and improves relevant management systems, and strictly implements relevant rules and procedures, including the "Implementation Rules of CRSB Disciplinary Inspection (Supervision) Agency Letters and Visits Handling and Disciplinary Work Supervision", the "Centralized Management Measures for Letters and Visits and Question Clues (Trial)", the "Employee Violation and Discipline Handling Measures", the "CRSB's Guidelines for Clarification of False Report and Accusation", the "CRH's Business Code of Practice" and the CRSB's Implementation Rules on Interviews and Inquiries with the Management" etc. The Group clearly combats commercial bribery, offering or taking bribe, extortion, fraud, money-laundering and other office crimes, and prevents and severely punishes corruptions. In addition, the Group has built a professional and rigorous legal, auditing and discipline inspection team to provide support for the implementation, execution and promotion of various businesses, and give full play to the supporting role of the law, audit and discipline inspection. In respect of disciplinary inspection and monitoring, the Group has identified and controlled integrity risks in relation to bidding and procurement, marketing, construction of major projects and spirit of the "Eight Point Regulations" of the Central Government to ensure the legal compliance of its operation.

本集團注重從源頭上控制貪污、賄賂等違法犯罪現象，正本清源，注重防微杜漸，加強對招標、採購、工程、營運、資金管理等重點領域、和關鍵崗位的預防控制，開展廉潔文化教育活動，開展「一崗雙責」廉潔警示教育。於報告期間內，本集團開展商業道德、反貪污和廉潔相關培訓，覆蓋中高層人員及工程項目、採購、財務、銷售等關鍵員工崗位，共超過19,600人次參加，相關培訓的總時數超過27,500小時。

本集團紀檢部也通過召開供應商大會，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。二零二一年，本集團對集採物資及規模物資供應商的宣傳覆蓋達到100%。

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。本集團要求超過採購物資金額不少於人民幣50萬元，必須進行招標；採購非物資金額不少於人民幣100萬元的，必須採用招標的方式確定供應商。

此外，供應商需在投標文件和採購合同的文件中簽署《陽光承諾書》，我們對供應商現場認證的工作人員均須簽署《供應商現場認證廉潔守則》，向供應商明確提出需要遵守的與反貪腐、賄賂相關的法規條款，以簽約方式進行互相約束，弘揚廉潔正氣。二零二一年，本集團新認證供應商100%簽署《陽光承諾》，供應商現場認證人員100%簽署《廉潔守則》。

The Group focuses on controlling corruption, bribery and other delinquencies from the source to radically reform and concentrate on nipping the bud, enhances precaution control of major areas such as bidding, procurement, engineering, operation and capital management as well as key positions. The Group has conducted integrity cultural education events, carried out integrity alarming education of "Dual Duties in One Position". During the reporting period, the Group organized trainings relating to business ethics, anti-corruptions and integrity in which over 19,600 enrolments participated the trainings, covering medium and senior management personnel and key staff positions of engineering projects, procurement, finance, sales, etc., with a total of over 27,500 training hours.

The Discipline Inspection Department of the Group convened suppliers' meeting to advocate integrity procurement culture to create a working atmosphere free from corruption and pass on the prohibitions, work disciplines, rules and regulation which should be understand and comply with to the suppliers so as to facilitate in-depth development of anti-corruption and integrity environment. The Group has reached 100% advocacy coverage of the suppliers for centralized and scaled procurement 2021.

The Group clearly prohibits violations of regulations, disciplines and laws, such as illegal related transactions, taking benefits with power, rent setting and seeking, corruption and bribery, operating enterprises by specific associates through business, receipt of gifts. A call for tender is required to be conducted for procurement of materials with an amount of not less than RMB500,000; while suppliers for non-material procurement with an amount of not less than RMB1 million shall be confirmed through tender.

Besides, suppliers are required to sign a "Sunshine Undertaking" when signing the procurement contract and submitting the tender documents. Meanwhile our staff in charge of suppliers' inspection and validation are required to sign an "Integrity Code for On-Site Certification of Suppliers". These kind of mutual constraints by signing contracts promotes honesty and integrity, with the anti-corruption and bribery-related regulations and provisions that suppliers need to be complied with clearly stated. In 2021, 100% of the new certified suppliers of the Group signed the "Sunshine Commitment", and 100% of the suppliers' on-site certification personnel signed the "Code of Integrity".

下表為本集團生產中心採購部，過去兩年集中招標採購公開招標的數據統計：

The following table shows the statistical data of the centralized procurement tenders organized by the Procurement Department under the Production Center of the Group in the past two years:

	單位 Unit	二零二一年 2021		二零二零年 2020
生產中心採購部採購招標次數 Number of procurement tenders organized by the Procurement Department under the Production Center	次 Tenders	56		23
參與投標的供應商數量 Number of suppliers participated	家 Suppliers	196		182
簽訂合同或協議數量 Contracts or agreements signed	份 Contracts	181		141
供應商「陽光承諾書」的簽署率 Signing rate of "Sunshine Undertaking" by suppliers	%	100%		100%

二零二一年，本集團共開展了12個商業道德和廉潔相關的審計項目，包括1個財務及運營管理審計，6個營銷及營運業務專項審計，2個工程管理審計，1個資金管理審計，1個研發及科技投入審計，1個信息化審計項目。在審計過程中，我們關注反貪腐、公平競爭、利益衝突、內部交易等商業道德和廉潔相關內容，並沒有發現本集團在上述議題中存有重大問題。於報告期間，本集團沒有發生任何涉及貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件，以及重大違法犯罪情況。

本集團要求所有員工嚴守商業道德和商業秘密，保護本集團信息安全，並必須定期參與有關道德守則的培訓，增強自我約束和廉潔從業的意識。透過開展「聯潤我心」主題活動、簽訂《廉潔承諾》、製作微視頻和廉潔文化宣傳欄等活動，進一步加強了對員工的廉政教育。此外，每逢節假日前，本集團均透過下發通知、微信公眾號和工作微信群推文等，提醒和教育廣大員工反貪倡廉，營造風清氣正的廉潔文化氛圍。

In 2021, the Group conducted a total of 12 audit programs in relation with business ethics and integrity, including 1 financial and operational management audits, 6 marketing and operational business project audits, 2 engineering management audits, 1 capital management audit, 1 research and development and technology investment audit and 1 informationization audit. In the course of the audit, we focused on anti-corruption, fair competition, conflict of interest, internal transaction, etc., and did not find that the Group had any material problem in these issues. During the reporting period, the Group was not subject to any litigation involving corruption, bribery, extortion, fraud and money-laundering, nor were any cases of material violation and crime reported.

The Group requires all staff to abide by business ethics and business secrets, keep safety of the Group's information, and participate in regular trainings on code of ethics to enhance awareness of self-restraint and integrity work. Through organizing events such as "Integrity Nurturing My Heart" propaganda education event, execution of "Integrity Undertaking", producing micro videos, photography works and propaganda column for integrity culture, we further enhanced integrity education on employees. In addition, prior to festival holidays, the Group would remind and educate employees on anti-corruption issues through issuing notifications as well as pushing articles on WeChat official accounts and working WeChat groups to create a clean and honest culture.

第二章 關懷員工

CHAPTER 2: CARE FOR STAFF

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

(一) 平等僱傭政策及員工薪酬 福利

員工是本集團業務發展的重要關鍵，對我們的產品質量、食品安全及服務口碑有著重大影響。故此，本集團投放大量資源培育員工才成，並致力維護員工應有的待遇及法律保障。我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國社會保險法》《工傷保險條例》等法律法規，秉持平等的僱傭原則，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。本集團旗下的公司已制定相應的管理制度，妥善及有效地管理所有僱傭事務。二零二一年，本集團繼續修訂《員工福利管理制度》，並下發《華潤雪花勞動合同解除操作指引》《華潤雪花招聘實施管理操作指引》《人才推薦管理辦法》等，為員工繳納社會保險及住房公積金，同時限制勞務派遣員工、非全日制用工的工作時間，保障員工權益。

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

(I) EQUAL EMPLOYMENT POLICY AND STAFF REMUNERATION AND BENEFIT

The staff is critical to the development of the Group's business, and is of great significance to our product quality, food safety and service reputation. Therefore, the Group has considerable investments in cultivation of the staff and is dedicated to safeguarding the staff's appropriate treatment and law protection. We strictly complied with the employment laws and regulations, such as the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", "Social Insurance Law of the People's Republic of China", and the "Regulations on Insurance for Work-related Injury", in order to safeguard the employment principle of equality. We treat our employees fairly and equitably – regardless of age, gender, nationalities, ethnicity, religious belief, skin color, language, and household registration location. We aim to build up a fair, equal, competitive and merit-based recruitment environment. The companies under the Group have set up relevant management regulations in order to manage all employment issues in a proper and effective way. In 2021, the Group continued to amend the "Staff Benefit Management System" and announced the "CSBR's Guidelines for Termination of Labor Contract", the "CSBR's Guidelines for Recruitment Management" and the "Administrative Measures for Talent Recommendation", etc., and made contributions to the social insurance and housing provident fund for the staff. In the meantime, the Group restricts working time of labour assignment staff and non-full-time workers, thereby safeguarding the staff's rights and interests.



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，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。按照本集團第二個三年戰略部署，我們目前已完成全體員工的薪酬福利體系的改革，尤其是以崗位價值為基準，與員工專業職級評價及年度績效等級相結合的中基層薪酬福利體系。

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

本集團致力為員工提供全面的福利，於本年度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，我們為員工提供多種計劃，包括基本醫療保險、全員的補充商業保險；並為所有員工安排年度健康體檢與特殊工種的職業健康定期體檢。本集團已於二零二零年完成統一住房公積金繳存比例，從多方向、多維度地開展薪酬福利推廣，加強員工社福保障，並滿足員工對薪酬福利的期望及滿意度。

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。

The Group insists on passing the employee value concept of "diligence, professionalism and growth", strictly implemented 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, we continuously improve and enhance the career development channels of employees, with a comprehensive remuneration and benefit system established that combines internal fairness and market competitiveness. In accordance with the second three-year strategic deployment of the Group, we have completed the reform of the remuneration and benefit system for all employees, especially the one designed for the middle and junior level employees which is based on value of work position, evaluation of professional grading and annual performance ranking.

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

The Group is committed to offering comprehensive benefit for the staff, promoting the national benefit system of "three unifications" (i.e. unifications of benefit project, benefit standard and payment approach) for the first time, unifying the management of the national staff benefit, and improving basic safeguard level and internal fairness for benefits. To safeguard the health of the staff, we provide the staff with various plans, including basic healthcare insurance and complementary commercial insurance of all staff, and arrange annual health examination for all staff and annual professional health examination for special types of the staff. We have unified the housing provident fund payment and deposit ratio since 2020. We carry out the promotion of remuneration and benefit from multi-direction and multi-dimension, strengthening the staff's social and benefit security, and meet their expectations and satisfaction on remuneration and benefit.

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

(二) 人才招聘及管理

為確保招聘及績效評價的過程透明、公開、公平、公正，本集團已制定人資管理體系及管理制度，並持續進行改善與提升。本集團的員工聘用審批制度全面覆蓋各個職位的招聘過程，包括勞務派遣員工和非全日制員工。我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國就業促進法》的法規要求以及其他對本集團有重大影響的相關法律法規。我們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，並確保員工在自願的基礎上參加工作或勞動。同時，本集團每年開展總部、區域及業務單位的三級用工檢查管理，持續提升改進，確保上述法規要求妥善執行。於報告期間，本集團嚴格遵照相關法律法規及內部制度，並沒有發現違規聘用未成年及強制勞動的情況。

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，提升員工對勞動用工糾紛事件的意識。二零二一年，本集團勞動合同簽訂率100%，社會保險覆蓋率100%。

本集團通過使用不同系統及措施妥善管理員工，如招聘和考勤的信息，制定信息系統數據質量與系統應用評價指標，並進行季度檢查考核，確保相關統計數據的準確性與數據質量理想。本集團每月不定期對關鍵詞段信息進行檢查，定期組織相關培訓，確保系統運作正常及員工能妥善操作系統。二零二一年，本集團全職員工總人數約25,000人，員工平均年齡為37.4歲，大專及以上學歷佔比超過67%，員工離職率約8%。

(II) TALENTS RECRUITMENT AND MANAGEMENT

To assure the recruitment and performance evaluation process on a transparent, open, fair and justice basis, the Group has developed human resources management systems and management regulations as well as continued to improve and upgrade. The Group's staff recruitment, review and approval regulations fully cover the recruitment process of various positions, including contractors and part-time staff. We strictly complied with the requirements of the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", the "Employment Promotion Law of the People's Republic of China" and other relevant laws and regulations which had a significant impact on the Group. We have established policies on preventing child labour or forced labour and managed the compliance and quality of employment from the hiring stage. Hiring informatization system was adopted to restrict hiring any persons below 18 years old in the recruitment and employment condition and ensure the staff join the work or labour force on a voluntary basis. In the meantime, the Group held annual employment inspections and management at the three levels comprising the headquarters, regional companies and business units, and continuously promoted the improvement to ensure the proper execution of the requirements of the aforementioned regulations. During the reporting period, the Group strictly complied with the relevant laws and regulations and internal policies, and was not aware of any illegal hiring of child or forced labour.

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 the awareness of staff on labour employment disputes. In 2021, the labor contract signing rate of the Group was 100% and the social insurance coverage rate was 100%.

The Group properly managed the staff's information, such as recruitment and attendance, through various systems and measures, formulating information system data quality and system application appraisal indicators and conducting inspections and assessments quarterly to ensure the accuracy and quality of relevant statistics. At the same time, key data information was checked on an irregular basis each month by the Group and relevant regular training was organized to ensure the system operate normally and can be operated by the staff properly. In 2021, the Group had approximately 25,000 full-time staff, with an average age of 37.4 years old. Over 67% of the staff had received college qualifications or above, while the turnover rate was approximately 8%.

單位 Unit	二零二一年 2021	二零二零年 2020
僱員數據 Staff figures		
員工總人數 Total number of staff		
人 People	26,900	28,900
按僱傭類型劃分的員工總數 Total number of staff by type		
全職員工 Full-time staff	人 People	25,000
26,600		
兼職員工 Part-time staff	人 People	1,900
2,300		
按性別劃分的全職員工總數 Total number of full-time staff by gender		
男員工 Male staff	人 People	18,000
19,000		
女員工 Female staff	人 People	7,000
7,600		
按年齡組別劃分的全職員工總數 Total number of full-time staff by age group		
29歲或以下員工 Staff with age 29 or below	人 People	5,200
4,800		
30–39歲員工 Staff with age between 30 and 39	人 People	11,300
12,400		
40–49歲員工 Staff with age between 40 and 49	人 People	6,500
7,100		
50歲或以上員工 Staff with age 50 or above	人 People	2,000
2,300		
按地區劃分的全職員工總數 Total number of full-time staff by region		
中國內地和香港 Mainland China and Hong Kong	人 People	25,000
26,600		
本地化僱傭率* Local employment rate *	%	95%
		95%

* 本地化僱傭率為估算值，指在當地招聘後留在當地工作的僱員比例。

以上員工人數經四捨五入。

* Local employment rate is an estimated figure which represents staff working locally upon employment.

The number of employees presented above is rounded up.

單位 Unit	二零二一年 2021	二零二零年 2020		
按僱傭類別劃分的全職員工總數 Total number of full-time staff by grade				
高層員工 Senior management	人 People	900		
中層員工 Middle-level staff	人 People	2,400		
基層員工 Junior staff	人 People	21,700		
管理層員工(中層+高層) Management staff (middle-level + senior-level)	人 People	3,300		
按性別劃分的管理層員工總數 Total number of management staff by gender				
男性管理層員工 Male management staff	人 People	2,800		
女性管理層員工 Female management staff	人 People	500		
員工主動流失率數據 Volunteer turnover rate of staff				
全職員工 Full-time staff	%	8.4%		
		6.0%		
# 以上員工人數經四捨五入。	# The number of employees presented above is rounded up.			
按性別劃分的全職員工主動流失率 Volunteer turnover rate of full-time staff by gender				
男員工 Male staff		11.6%		
女員工 Female staff		6.8%		
按年齡組別劃分的全職員工主動流失率 Volunteer turnover rate of full-time staff by age group				
29歲或以下員工 Staff with age 29 or below		23.8%		
30–39歲員工 Staff with age between 30 and 39		6.5%		
40–49歲員工 Staff with age between 40 and 49		1.9%		
50歲或以上員工 Staff with age 50 or above		0.4%		

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，關注當地居民的就業情況，為社區提供就業機會，以推動當地經濟增長。二零二一年，浙江嘉善工廠10萬千升產能擴建項目和溫州工廠每小時9萬罐罐裝線項目正式投產運營。華潤雪花啤酒(中國)有限公司(「華潤雪花」)總部基地暨華潤雪花小鎮建設項目也已於二零二一年八月正式啟動。此外，還有4個搬遷新建或升級改造項目正式啟動(分別位於蚌埠、涼山、杭州及黔南)和3個新建項目正式簽約(分別位於濟南，湖南及廈門)。這些生產基地主要吸納本地員工以及外出務工人員回鄉就業員工，並為其搭建職業培訓平台，提供培訓計劃。二零二一年，本集團新增招聘員工全部為當地招聘當地就業，本地化僱傭率約為95%。

Due to the Group's business presence across the country, the Group adopted a localized employment policy and paid attention to the employment situation of local citizens to offer job opportunity for the community to promote local economy. In 2021, the projects in Zhejiang were officially put in operation, including the 100,000 kilolitres capacity expansion project at the Jiashan plant and the 90,000 cans per hour production line project at the Wenzhou plant. The construction of the China Resources Snow Breweries (China) Co., Ltd. ("CR Snow") headquarter and CR Snow beer town was officially launched in August 2021. In addition, 4 relocation or upgrading projects were officially launched (located in Bengbu, Anhui, Liangshan, Hangzhou and Qiannan) and 3 new projects were officially signed (located in Jinan, Hunan and Xiamen respectively). These production bases mainly accommodate local employees and migrant workers back to their hometown for employment. Also, we set up vocational training platform for them and provide training plans. In 2021, all newly employed staff of the Group were recruited and working locally, and the local employment rate of the Group achieved approximately 95%.

(三) 員工溝通與關懷

透過與員工保持緊密並良好的交流溝通，本集團積極了解員工的需要和要求，維護他們的合法權益，以創造一個平等和諧的工作環境。我們貫徹內部溝通制度，落實一線走訪活動、總經理接待、信箱等渠道，並進一步推動信息化溝通渠道與平臺建設，加強信息媒介溝通管理，運用社交媒体、微信公眾號、移動辦公鼓勵全體員工參與到本集團的運營管理，提高員工共同參與企業管治的意願，並保障他們的知情權、參與權、表達權及監督權。就此，本集團定期召開職工代表大會，聆聽員工的要求，確立及推廣員工為「主人翁」的地位，鼓勵員工參與民主管理，以完全發揮職工代表大會及各部門的溝通協調作用。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。二零二一年，本集團100%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95%。

(III) STAFF COMMUNICATION AND CARE

The Group understands actively various needs and demands from staff through maintaining close and good communications with them and safeguarding their legitimate rights and interests to create an equal and harmonious working environment. We keep a thorough internal communication system through various channels like the visits to frontline operation, communication with the general manager and mail box. We further promote the informatization of communication channel and setup of platform to strengthen the management on communication with informative media, and make use of social media, WeChat official accounts, mobile office platforms to encourage all staff's participation in the Group's operation management, increasing the staff's willingness to involve in the corporate governance and protect their rights to know, participate, express opinion and monitor. In this regard, the Group holds regular meetings with staff representatives to listen to their appeals, and establishes and promotes their sense of ownership and encourages them to participate in democratic management, giving full play to the communication and co-ordination of the union and various departments. The Group respects the right of the staff to participate, organize, or refuse to participate, the union is respected to enable the union to become a qualified and exemplary home of employees. In 2021, the Group had been in 100% compliance with the requirements under Section 11 of the "Trade Union Law of the People's Republic of China" to establish union with 95% 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。二零二一年，我們繼續開展「高層走一線」活動，管理層在活動中深入走訪基層一線員工，了解其需求及對公司期望，深化對員工關愛並強化團隊建設。我們又持續強化信息化溝通渠道與平臺建設，落實全面企業文化宣傳平台，以內部刊物、多媒體、微信公眾號等，使員工能更多了解企業動態發展。

For staff care and promoting communication with each other, the Group has set up work guidance about staff care and realizes the all-round care to staff safety, emotion and self-realization through the construction of effective and smooth internal communication regulations, as well as the thorough implementation of the regulations on the guidance to build up team work and other methods. The Group encouraged the staff to express opinions and demands through various channels, such as interview days with corporate leaders, survey of staff satisfaction, mailbox of general manager, etc. In 2021, we continued the activities that our senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs and expectations on the company, meanwhile, deepened staff care and strengthened team building. We also continuously strengthened the construction of informatization communication channel and platform and implemented comprehensive corporate culture promotion platform, as well as communicated with the staff through internal publications, multi-media and WeChat official accounts and other channels, which also enables the staff to have more understanding on the dynamic development of the enterprise.

本集團關注員工的身心健康及安全福祉，致力促進員工工作與生活的平衡。我們定期組織舉辦各項的文化或體育活動，如運動會、興趣班及聯歡活動等，向員工推廣健康生活及促進員工之間的交流，加強員工的團隊精神。我們又為員工提供健康檢查，不定時舉辦健康培訓及相關活動，如在夏日開展「送清涼」活動，為一線生產員工送上防暑品；在節慶時慰問生產、銷售一線員工，又會走訪慰問困難員工，提醒員工慎防職業病，並定期開展各項拓展及員工俱樂部活動，平衡員工的工作與生活，促進員工身心健康。

The Group cares for the physical health and safety and wellbeing of the staff, and is committed to promoting their work-life balance. We regularly organized and held various cultural or sports activities, like sport days, interest groups and party gatherings, to advocate a healthy life, promote the communication among staff, and strengthen their teamwork spirit. We also provided health examinations for the staff and held health training and relevant activities on an irregular basis, such as carrying out a "Cool Gift" campaign in summer to distribute heat-stroke preventives to frontline workers, and during the festivals and holidays, we expressed appreciation for the frontline production and sales staff and visited the staff in need, reminding the staff to prevent occupational disease, as well as conducted regularly various expansion and staff club activities, striking a balance between work and life and promoting the physical and mental health of the staff.



本集團於二零零六年成立「雪花救助金」，透過內部捐贈的形式為生活或健康方面遇到困難的員工及家庭提供緊急支援，以解員工的燃眉之急，致力建立一個充滿關愛的工作環境。同時，我們已建立員工幫扶長效機制和管理制度，如《工會經費管理規定》及《華潤集團老幹部走訪慰問及團拜工作指引》等，密切關愛及慰問員工，使他們能感受到本集團的關懷和溫暖。我們每年定期走訪，了解員工所需並盡力解決員工在工作和生活上的疑難，慰問生病住院或遇上直系親屬亡故的員工。二零二一年，本集團全年救助困難員工402人次、走訪慰問困難員工家庭232戶、資助困難員工子女助學24人次、救助患病員工125人次，累計資助金額超過人民幣87萬元。

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

With an aim to create a caring working environment, the Group has set up the "Snow Relieve Fund" since 2006 to provide, by way of internal donations, emergency support to those staff and their families with difficulties in their livelihood or health for their immediate relief. Meanwhile, we have established long-term staff help and support system and management regulations, such as the "Management Regulations on Expenditure about Staff Union" and the "Working Guidance on Visit and Care of the Veteran Cadres in CRH", to closely care for and condole with the staff and deliver the Group's care and warmth to them. We had regular visits every year to understand the staff's needs and devote to resolve the problem of the staff on work and livelihood, and took care of those staff who are in sick or stay in hospital, or have direct relatives passed away. In 2021, the Group helped 402 staff with difficulties, visited 232 households of staff with difficulties, provide financial aid to 24 children of staff with difficulties in their schooling, and assisted 125 staff in sick, with an accumulative spending amount of over RMB870,000.

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

企業文化建設 BUILDING CORPORATE CULTURE

- 二零二一年十二月，本集團舉辦首屆「雪花日」活動，共慶華潤雪花啤酒28歲生日。這是本集團歷史規模最大的員工活動之一，有效提升員工對本集團的企業文化認同，營造良好工作氛圍。

In December 2021, the Group held its first "Snow Day" event to celebrate CRSB's 28th birthday, which was one of the largest-scale staff activities in the history of the Group. The event had effectively enhanced employees' recognition of the Group's corporate culture and created a good working atmosphere.



(四) 員工發展及培訓

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

本集團秉持「學習推動成長、反思促進發展」、「從業務中來、到業務中去」的人才培養理念，持續提升員工的業務與管理能力，圍繞「戰略承接、梯隊培養、資源建設、平台運營、技術賦能」開展人才培養工作，以配合本集團的「決戰高端、質量發展」的戰略推行與發展。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針對性的技能指導及培訓課程，提升他們的工作能力及表現，長遠支持本集團的戰略轉型和促進高質量的業務發展。

受疫情影響，本集團投入更多資源打造線上學習平台「華潤雪花學習與創新中心」，便利開展相關員工培訓。二零二一年全新上線《CEO講戰略》等21個系列共約400項課程資源，讓員工在疫情期間也能獲取知識及提升技能。二零二一年，約27,000名員工登錄學習，全職員工線上學習人均時長29.8小時。

此外，本集團面向人力資源系統、環境健康與安全系統開展專題社會責任培訓，線上線下累計超過500人次參加，增加員工對社會責任的認知。

(IV) STAFF DEVELOPMENT AND TRAINING

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

The Group adheres to the talent development philosophy of "learning promotes growth, and reflection promotes development" and "learning from and applying to the business practices" and continuously improving the business and management abilities of the staff. The Group's strategy focuses on the following key elements: "strategy undertaking, leaders nurturing, resource building, platform operation and technology empowerment" to carry out talent development work so as to co-operate with the Group's policy of "Quality Development for Success in Premium Segment" for strategic promotion and development. The Group not only provides all staff with trainings, but also offers tailored skill guidance and training programs in accordance with their job positions and qualifications to improve their working ability and performance, supporting the Group's long-term strategic transformation and quality business development.

Affected by the pandemic, the Group invested more resources to build the online learning platform – "CRB Learning and Innovation Center" to facilitate relevant staff training. Approximately 400 lessons under 21 series of trainings such as "CEO's Strategy Talk" were launched in 2021 to enable staff to gain knowledge and improve skills even during pandemic. In 2021, there has been approximately 27,000 staff registered for learning with the online learning hours for each full-time staff in full year was 29.8 hours.

Furthermore, the Group launched social responsibility training for human resources, environment, health and safety systems, with over 500 online and offline participants, to increase employees' awareness of social responsibility.

ESG高管培訓 ESG EXECUTIVE TRAINING

二零二一年五月，本集團為所有ESG工作參與，包括EHS部、人力資源部、生產中心採購部、風險管理部、營銷中心、行政管理部等，提供ESG專業培訓，更邀請外部專業機構進行培訓交流，讓管理層了解香港上市公司需要履行的ESG合規披露工作要求、香港聯合交易所的ESG新修訂、資本市場關注重點、本集團現狀，以及國際同行最佳實踐等信息。

In May 2021, the Group provided ESG professional training to all departments involved in ESG, including the EHS Department, Human Resources Department, Production Center of Purchasing Department, Risk Management Department, Sales and Marketing Center and Administration Department, and invited external professional organizations to conduct training and exchanges to enable management to understand the ESG compliance disclosure requirements for Hong Kong listed companies, the new amendments of the ESG regulations of the Stock Exchange of Hong Kong, capital market concerns, the Group's current status and international peer best practices and other information.

因應香港聯合交易所及資本市場對上市公司的ESG披露期望，本集團亦檢討了ESG報告合規披露情況，針對現時表現擬定持續改進的方案，更參考同行企業在ESG報告中的披露現況，提升本集團的ESG管理。本集團提供的培訓交流進一步加深了負責同事對於ESG工作的認知，使他們更全面掌握ESG工作的最新要求，以持續改善本集團的ESG表現，達至更有效實施ESG管理提升工作，爭取在國際具有影響力ESG評級機構獲得更具競爭力的評分及盡快達到國際一流啤酒企業的ESG評分水平。

In response to the ESG disclosure expectations of the Stock Exchange of Hong Kong and the capital markets for listed companies, the Group also reviewed its ESG compliance disclosure status, proposed continuous improvement solutions according to its current performance, made references to the status of ESG disclosure by peer companies, so as to improve the Group's ESG management. The training provided by the Group further enhanced the knowledge of ESG work of the responsible colleagues and enabled them to comprehensively grasp the latest requirements of ESG work, so as to continuously improve the Group's ESG performance, to achieve more effective implementation of ESG management improvement work, to strive to obtain more competitive scores from international influential ESG rating agencies and to reach the ESG rating level of international top-tier beer enterprises as soon as possible.

本集團理解，向主要利益相關方傳達願景和長遠戰略部署是本集團達成可持續發展的主要推動力，故本集團在年內持續通過內網、官網、海報、會議、社交媒體和電郵等各種溝通渠道傳達ESG議題的方向、目標、願景和戰略部署，幫助利益相關方建立ESG使命感，確保所倡導的文化能鼓勵利益相關方配合本集團的ESG重要關注事項及關鍵問題。

The Group understands that communicating the vision and long-term strategic plans to key stakeholders is a key driver for the Group to achieve sustainable development. Therefore, the Group continued to communicate the direction, targets, vision and strategic plans of ESG issues through various communication channels such as the intranet, official website, posters, meetings, social media and emails during the year to help stakeholders build a sense of ESG mission and ensure that the culture promoted by the Group encourages stakeholders to co-operate with the Group on important ESG concerns and key issues.

為積極主動回應外部投資機構對ESG議題的重視，二零二一年本集團邀請國際領先的碳排放專業研究機構開展碳排放調查問卷的專項培訓。

In order to actively respond to external institutional investors' increasing awareness of ESG issues, the Group has invited leading international carbon emission professional research institute to conduct special training on carbon emission questionnaires in 2021.

**針對不同類型的員工，本集團實施一系列的培訓措施：
A series of training measures to address different types of employees:**

**新入職員工
Newly recruited staff**

- 為增強基層崗位員工隊伍培養，本集團開發了獨特的一對一培訓方式—「師帶徒」，在員工入職或轉崗後，針對員工實際需要為其選擇師傅，匹配並簽約成為一對師徒，進行師帶徒培養，幫助員工盡快成為能獨當一面的合格員工。

To enhance development of junior staff team, the Group has developed a unique one-on-one training method – apprenticeship. After induction or redesignation of a staff, a mentor will be selected for such staff according to his/her actual needs. Such two persons will be matched to contractually form an apprenticeship which will help the staff to quickly become an independent and qualified staff.

- 組織274名應屆新員工參與2021屆「未來之星訓練營」，通過文化輸入、職場職業素養、在崗實踐、輪崗及溝通會等方式，建立長效培養的機制。

Organized 274 new employees to participate in the 2021 "Future Stars Training Camp", which established a long-term training mechanism through cultural input, workplace professionalism, on-the-job practice, job rotation and communication meetings.

**層管理人員
Middle-level management**

- 針對所有中層管理人員舉辦培訓及個人發展計劃(IDP)。

Trainings and Individual Development Program (IDP) are organized for all middle-level management personnel.

- 針對高端餐飲和高端夜場中層經理崗位98人的「兩個風火輪」人才培養項目，增強本集團的高端組織能力。

"Two Drive Wheels" talent development project for over 98 middle-level manager positions of premium catering and premium nightlife channels to enhance the premiumization ability of the Group.

**高層管理人員
Senior management**

- 組織全國31個中心城市銷售大區總經理參與「戰略中心城市業務發展工作坊」，助力輸出中心城市高端決戰解決方案。

CRSB's Strategic Central City Business Development Workshop was organized to cover general managers to 31 central city sales regions across China, enhancing central cities' capabilities in premiumization development.

- 面向區域總經理、營銷中心總經理、銷售大區總經理等126人的2021屆「三級一把手」人才培養項目。

Organized the "Three Level Leaders" 2021 catered to 126 employees including general managers of regional companies, Sales and Marketing Center, as well as regional sale.

- 面向年輕高層管理者48人的2021屆「年輕經理人培養項目」，提升個人、團隊、組織的領導力。

Organized the "Young Managers Training Program" 2021 catered to 48 young senior managers to enhance the leadership of individuals, teams and organization.

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

- 針對渠道營銷骨幹崗位的2021屆「混天綾」人才培養項目成功完成79人培訓，培養人才、案例輸出和活動範本三管齊下。

The 2021 "Channel Magic Weapon" talent development project tailored to 79 people from key channel marketing positions has been completed with the three outputs of talent training, case study and activity templates at the same time.

- 開展人力資源業務夥伴培養、TOP財務總監班等培訓班，強化人力資源，促進財務轉型。

Human resources business partner cultivation, TOP Financial Director Training and other training classes are carried out to strengthen human resources so as to promote financial transformation.

**一線業務員工
Frontline operational staff**

- 為一線業務員工和生產工廠班組長提供線上微課、線下專業技能培訓，組織微課大賽，培養微課開發師，不斷豐富員工學習資源與方式。

Provided online micro-courses and offline expertise trainings, organizing micro-course competitions and cultivating micro-course developers for frontline operational staff and team leaders in breweries to continuously enrich staff learning resources and methods.

下表顯示員工過去兩年的線上學習平台培訓數據：

The following table shows the online learning platform training figures for staff in the past two years:

單位 Unit	二零二一年 2021	二零二零年 2020
員工線上學習平台培訓數據 Online learning platform training figures		
全職員工培訓覆蓋率 %		
Training coverage rate of full-time employees	100%	100%
按性別劃分的受訓全職員工比率 Training coverage rate of full-time employees by gender		
男員工 %	100%	100%
Male staff		
女員工 %	100%	100%
Female staff		
按僱傭類別劃分的受訓全職員工比率 Training coverage rate of full-time employees by employment category		
高層員工 %	100%	100%
Senior management		
中層員工 %	100%	100%
Middle-level staff		
基層員工 %	100%	100%
Junior staff		
培訓時長 Training hours		
全職員工全年人均培訓時長* 小時		
Average training hours for each full-time staff in full year* Hours	29.8	29.3
全職員工培訓總時長* 小時		
Total training hours for full-time staff* Hours	744,900	779,100

* 相關培訓透過本集團自行開發的線上學習平台「華潤雪花學習與創新中心」進行。

The relevant training was carried out through the Group's self-developed online learning platform – "CRB Learning and Innovation Center".

相關培訓中約65%為行業相關專業培訓，約10%為職業通用培訓，約5%為企業文化培訓，約20%為領導力文化培訓。

Among the training, approximately 65% is for industry related professional training, approximately 10% is for occupational general training, approximately 5% is for corporate culture training, and approximately 20% is for leadership training.

相關培訓中約90%與改善ESG管理水平相關。

Among the training, approximately 90% is related to ESG management improvement.

單位 Unit	二零二一年 2021	二零二零年 2020	
按性別劃分的受訓全職員工平均培訓時間 Average training hours completed per full-time staff by gender			
男員工 Male staff	小時 Hours	29.9	28.2
女員工 Female staff	小時 Hours	29.1	30.5
按僱傭類別劃分的受訓全職員工平均培訓時間 Average training hours completed per full-time staff by employment category			
高層員工 Senior management	小時 Hours	28.1	25.4
中層員工 Middle-level staff	小時 Hours	28.8	29.6
基層員工 Junior staff	小時 Hours	32.3	32.4
培訓投入 Training Investment			
全職員工人均培訓投入 Average training cost for each full-time staff	人民幣元 RMB	352	341
全職員工培訓投入總額 Total amount of training cost for full-time staff	人民幣元 RMB	9,065,000	9,069,000

本集團持續優化人才晉升機制和階梯，完善績效考核體系以促進員工的事業發展。本集團按照員工的績效、專業知識、專業技能等多個不同範圍進行評價考核，提供員工足夠及平等的晉升機會，發展事業。二零二一年度，本集團繼續開展人才評定工作，鼓勵員工的事業發展。我們又設立了針對一線基層崗位的人才評價與激勵機制，提升基層銷售團隊業務技能和銷售業績，而本集團旗下區域公司也落實了評定方案，如《員工職業發展體系框架方案》，為員工構建職業發展雙通道，鼓勵員工發展事業。同時，本集團建設了完善的高層人員管理體系，當中的《經理人選拔任用制度》明確經理人的選拔、任用、競聘、績效考核、培訓培養等標準，確保經理人平等的發展機會，而《經理人任期及輪崗管理辦法》及《老幹部管理服務實施辦法》則維護了高層管理人員的權責利益。

The Group constantly optimizes the talent promotion system and ladder, and modifies the performance assessment system to promote the development of the staff. The Group assesses the staff based on their performance, professional knowledge and skills, etc. to provide adequate and equal promotion opportunity to them for developing career. In 2021, the Group successively conducted talent assessments, encouraging staff's career development. For those frontline junior staff, we have set up a talent assessment and incentive mechanism for junior sales teams to advance their business skills and sales performance. The Group's regional companies have also formulated assessment proposals, such as the "Framework Plan for Staff Occupational Development System", which established a comprehensive dual path for occupational development of the staff, encouraging them to develop their career. Meanwhile, the Group has also formulated a comprehensive management system for senior officers, of which the "Regulation for Selecting and Appointing Managers" clearly states the standards on the selection, appointment, competition, performance appraisal and training of managers to ensure equal opportunities for their development. The "Administrative Measures on Tenure and Rotation of Managers" and the "Implementation Rules on Management and Services for Veteran Cadres" protect the rights, duties and interests of senior management.

(五) 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」。我們嚴格執行國家有關安全生產、職業健康的法律和行政法規，遵守《中華人民共和國安全生產法》《中華人民共和國消防法》《中華人民共和國職業病防治法》等相關法律法規及行業安全標準規範，包括《生產經營單位安全培訓規定》《生產安全事故信息報告和處置辦法》等，堅守安全優先的管理理念。同時，我們嚴格落實企業安全生產和職業健康主體責任，建立健全具有華潤集團特色、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。

安全生產是營運中重要的一環，因此，本集團制定了EHS管理「十四五」戰略規劃目標，以不發生造成員工和供應商及分包商（承建商）重傷、死亡的生產安全事故為目標進行管理。二零二一年，本集團沒有發生造成員工和供應商及分包商（承建商）死亡的生產安全事故事件，已連續兩年守住安全生產底線。

(V) OCCUPATIONAL HEALTH AND SAFETY PRODUCTION

The Group still adheres to work management philosophy of "people oriented and safety development", regards safeguarding staff health and safety as primary task for its safety management and pursues "zero injury and zero incident". We strictly implemented the national laws and regulations pertaining to production safety and occupational health, complied with relevant laws and regulation and safety standards and specifications of the industry such as the "Production Safety Law of the People's Republic of China", 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 insisted on the safety-first management principle. At the same time, we 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 responsible system, oversight security, education training, risk control and other systems, we ensured the implementation of policies and enhanced continuously the corporate's safety management level.

Safety production is an important part of the operation. Therefore, the Group has set the "14th-Five Year" strategic planning target for EHS management, with the goal of no production safety accidents causing serious injury or death to employees, suppliers and subcontractors (contractors). In 2021, the Group recorded zero production safety incident resulting in the death of employees, suppliers and subcontractors (contractors), holding the bottom line of safety production for two consecutive years.

單位 Unit	二零二一年 2021			二零二零年 2020	二零一九年 2019
過去三年因工亡故統計 Statistics on work-related fatalities in past three years					
因工亡故的人數 Number of work-related fatalities	人 People		0	0	1
因工亡故的比率 Rate of work-related fatalities	%	0%	0%	0.003%	

本集團二零二一年因工傷損失工作日數為330天，較二零二零年因工傷損失工作日數增加，主要因為年內發生一宗員工跌落事故和一宗員工滑跌事故，員工因傷導致骨折，需要較長時間康復所致。本集團持續對輕傷及以下的傷害事件進行管控，管控目標為千人傷害率少於千分之0.6。

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

The number of working days lost due to work-related injuries in 2021 was 330 days, which is higher than that in 2020 mainly due to a fall accident and a slip and fall accident happened during the year, in which the employees suffered fracture due to the injury and required a longer recovery period. The Group continued to control injuries of minor injuries and below with a control target of keeping the injury rate per thousand staff of less than 0.06%.

We are committed to improving our management systems related to occupational health and safety management so that our 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	二零二一年 2021
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
其中， Of which,	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 26
	獲得「三級企業」認證工廠數目 Number of plants that recognized as "the third-class enterprise"	家 Plants 35
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	15

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

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. 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. 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.

第二章 關懷員工 | CHAPTER 2: CARE FOR STAFF

我們早於二零一四年制定了《生產工廠設計規範》，規範本集團的新建、改擴建工廠設計，確保所有工廠符合安全建設的要求，以及具備足夠的安全設施配置。

為提高從業人員的安全意識，本集團積極開展預防工作及各項職業健康培訓。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制、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。二零二一年，本集團充分利用線上會議系統，組織開展EHS專業能力提升培訓，對各單位累計4,780人次進行專項培訓及安全管理課程，內容包含集團《EHS要素執行指導書》應用、機械防護與安全聯鎖、廠區人車分流管控、燃氣安全管理、LOTO工作坊、安全可記錄事故事件管理等，強化從業人員的安全意識。二零二一年本集團組織職業衛生檢查290次，職業健康培訓參與13,020人次。

本集團繼續執行《華潤雪花啤酒崗位EHS責任制度》，組織簽訂各層級安全生產責任書，並制定各職級的安全生產目標，落實到個人。本集團也安排各職級員工簽訂年度EHS責任書，確保員工了解其工作崗位的責任及EHS責任相關的更新。二零二一年，本集團在崗員工EHS責任書簽署率達100%。

本集團鼓勵員工考取相關的專業資格。二零二一年，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135人，並另有國家註冊安全工程師142人。另外，所有特種工作人員均持有相關有效資格證書。

We have formulated "Production Plant Design Specifications" as early as 2014 to regulate the design of new and expanded plants of the Group, ensuring that all plants meet the requirements for safe construction and have adequate safety facilities.

In order to raise safe awareness of our employee, the Group actively carried out preventive work and vocational health training. 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 behavior with full participation, focused on process control and regulated staff's safety behaviors as well as innovating safety inspection methods. The Group also identified and rectified potential dangers through flight inspection and review video monitoring to implement safe production. In 2021, the Group made good use of online meeting system to carry out EHS professional capacity enhancement training, and conducted special training and safety management courses for a total of 4,780 people from all units, covering topics such as the application of the Group's "EHS Elements Implementation Guide", mechanical protection and safety interlocking, people-vehicle diversion control in the plants, gas safety management, LOTO workshops, and safety recordable accident management, etc. to enable employees to build up their safety knowledge and skills and emergency handling capabilities, and to strengthen the safety awareness of employees. In 2021, the Group has organized 290 occupational health inspections and provided occupational health training to 13,020 attendances.

The Group continued to carry out "CRSB Regulation on EHS Responsibility of Position", organized to sign the safety and production responsibility letter at each level, and set the safety and production goals for each position to implement the safety and production goal indicators and responsibilities to each post and each employee. The Group also arranges employees of all ranks to sign annual EHS responsibility letters to ensure that employees are aware of their job responsibilities and updates related to EHS responsibilities. In 2021, the signing rate of EHS responsibility letter for the Group's employees is 100%.

The Group encouraged its staff to obtain relevant professional qualification. In 2021, all corporate officers and safety management personnel at all levels of the Group obtained safety management certificates, 135 of them are dedicated security management staff, and 142 of them are registered safety engineers. Besides, all specialties employees hold valid qualification certificates.

過去兩年本集團的安全培訓績效如下：

The Group's performance in safety training of the past two years:

	單位 Unit	二零二一年 2021	二零二零年 2020
安全生產投入專項資金 Exclusive funds for safe production purposes	人民幣萬元 RMB'000	6,900	7,850
對員工提供安全教育培訓 Provision of safety education and training to staff	課時 Training hours	354,000	390,000
對供應商、分包商及承建商等 相關方人員提供安全教育培訓 Provision of safety education and training to suppliers, subcontractors and contractors and other related parties	課時 Training hours	195,000	140,000
組織應急演練 Emergency drills	次 Times 參與人次 Participants	600 13,000	610 13,500
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 checkup 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 workplace	%	100%	100%

二零二一年，本集團在各個層級進行了共5,548次安全檢查，按照檢查結果持續改進，不斷提升安全管理成效。為減低環境事故風險，本集團旗下華潤雪花啤酒的EHS部門於二零二一年實施氨製冷系統、消防系統、監控視頻系統安全升級改造項目，全年投入資金人民幣2,230餘萬元，以提升安全管理和確保啤酒工廠安全生產。我們通過建立「一人一檔」的職業健康檔案，確保從業人員在安全生產過程的合規情況。

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。

The Group conducted over 5,548 safety inspections at various levels in 2021 and made ongoing improvements based on the inspection results to continuously enhance the effectiveness of safety management. To reduce our environmental risks, the EHS Department of CRSB under the Group in 2021 upgraded and renovated ammonia refrigeration system, firefighting system and video monitoring system for the sake of safety, with investment amount of over RMB22.30 million to improve safety management, in order to ensure safe production at the brewing plants. We ensured the compliance of safety production process of the staff by establishing "One person, one file" occupational health file.

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.

本集團以環境保護為己任，在管理及營運過程中堅持保護環境及確保資源的可持續發展。我們嚴格遵守國家及地方相關環境保護法律法規，其中包括《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》《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。二零二一年內，本集團沒有發生任何重大環境污染事故。

The Group takes environmental protection as its own responsibility, and adheres to protect environment and ensure the sustainability of resources during its management and operation process. We strictly followed the national and local laws and regulations on environmental protection, including the "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 "Pollutant Discharge Standard for Beer Industry", the "Emission Standard of Air Pollutants for Boilers" and the "Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Wastes". The Group aims to develop a sound environmental management system and improve environment-related policies, adopted effective environmental operation and supervision rules, and implemented internal control standards for enterprises that are stricter than national or local government standards for pollutant emissions, with a view to achieving the best environmental performance. In 2021, the Group was not aware of any major incident relating to environmental protection.

(一) 環境管治監督體系

本集團繼續完善並實施環境保護制度標準體系。二零二一年，本集團按照中央生態環境督查的標準和要求，細化適用性標準，制定並下發《華潤雪花生態環境保護督查要點》和《華潤雪花啤酒生態環境保護檢查標準》，推進生態環境保護問題排查治理。根據二零二一年新修訂的《固體廢物污染環境防治法》，制定並下發《華潤雪花啤酒固體廢物管理制度》以規範固體廢物的源頭、收集、貯存、處理、處置管理。同時，本集團編制《排污許可管理辦法》，規範工廠排污許可證申請、變更、延續、執行、註銷等許可管理。此外，本集團亦將單位產品碳排放量納入EHS管理「十四五」規劃，制定並下發《碳排放核算辦法》和碳排放核算範本，規範碳排放核算範圍、標準及口徑，組織開展各單位碳排放量核算核查，並落實分解至各個區域年度EHS績效考核中。

(I) SUPERVISION SYSTEM ON ENVIRONMENTAL GOVERNANCE

The Group continued to improve and implement the system on environmental protection regulation and standards. In 2021, the Group refined the applicable standards in accordance with the standards and requirements of the Central Ecological Environment Supervision, formulated and issued the "CRSB Ecological Environment Protection Supervision Key Points" and "CRSB Inspection of Ecological and Environmental Protection" to promote the investigation and treatment of ecological environmental protection issues. The "CRSB Solid Waste Management System" has been formulated and issued to regulate the management of solid waste at source, collection, storage, treatment and disposal in accordance with the "Law on Prevention and Control of Environmental Pollution by Solid Waste" which was newly revised in 2021. At the same time, the Group has prepared the "Emission Permit Management Regulations" to regulate the application, change, renewal, enforcement and cancellation of plant emission permits. The Group also included the indicator of carbon emissions per unit product into its EHS management "14th Five-Year Plan", formulated and issued the "CRSB Carbon Emission Calculation Standard" and template to set the scope and standard of carbon emission calculation. The Group then carried out the carbon emission calculation and verification at each unit, which would be a major component of their annual review on EHS work.

本集團每年年初召開EHS工作年會，部署全年EHS工作安排；年中召開半年總結會，對EHS工作開展再警示、再審視、再部署、再提升、再思考。本集團高管、EHS部和生產中心工程部相關人員、各區域公司和生產工廠的相關人員參加會議。本集團積極開展環保培訓，二零二一年總部組織開展圍繞中央生態環保督查典型案例、《固體廢物污染防治法》《華潤雪花啤酒固體廢物管理制度》《華潤雪花生態環境保護檢查標準》、碳達峰碳中和政策宣貫和CDP碳排放等專題的專業培訓共計18次，參加培訓人員共3,427人次。

二零二一年，本集團組織成立總部、區域、工廠三級督查工作小組，全面推進各單位開展生態環境保護督查工作。為配合全面督查工作落實落細，提升各級專業人員監督檢查的技能，本集團組織開展14場關於檢查標準的專題培訓，累計約有1,500人參加了培訓。同時，督查工作小組以工廠自查、區域檢查、總部抽查的方式，累計排查各類問題2,194項，截至二零二一年年末基本整改完成。

另外，本集團也非常重視工廠在環保及節能的工作表現，在日常污染物排放報表的基礎上，根據目前監管要求，加強節能減排指標攻關，實施專項管理。二零二一年七月，本集團抽調65名專業人員，組成11個檢查小組對所轄14間綜合型區域公司和22間工廠開展了環境保護和能源節約交叉檢查。本次交叉檢查共排查問題隱患689項，截至二零二一年年末基本整改完成。

「十三五」期間，本集團各生產工廠用於設置能源節約與生態保護設備設施、污染物處理和處置等費用累計達到人民幣5.46億元。踏入「十四五」新階段，本集團將繼續延續對環保整改的重視，二零二一年環保總投入費用達人民幣9,883萬元。

The Group regularly hold annual EHS meeting at the beginning of each year to deploy the annual EHS work arrangement. A regular semi-annual meeting would also be held to summarize the EHS work done in the first half, with a view to re-warning, reviewing, redeploying, re-improving and rethinking for the conduct of EHS work. Senior management of the Company, relevant personnel of EHS Department and Engineering Department of Production Center, relevant personnel of regional companies and production plants attended the meeting. The Group actively carried out environmental protection training. In 2021, the headquarters organized 18 sets of professional trainings for 3,427 participants on the topics of Typical Cases of Central Ecological and Environmental Protection Supervision, the "Law on Prevention and Control of Pollution by Solid Waste", the "CRSB Solid Waste Management System", the "CRSB Inspection Standards of Ecological and Environmental Protection", publicity and implementation of carbon emission peak and carbon neutrality, CDP carbon emission, etc.

In 2021, the Group organized a supervision working group at three-level of headquarters, regional and plant respectively, promoting comprehensive inspection of ecological environmental protection at all units. For better implementation of inspection work into details, the Group organized 14 special training sessions on the inspection standards developed with approximately 1,500 participants. The supervision working group has investigated a total of 2,194 issues by conducting factory self-inspection, regional inspection and headquarter random inspection, which have almost been rectified by the end of 2021.

In addition, the Group also attached great importance to the work performance in environmental protection and energy saving. On the basis of the regular statement about pollutant emission, the Group strengthened energy saving and emission reduction targets, and implement special project management. In July 2021, the Group designated 65 professional personnel as required by the current regulatory requirements to form 11 inspection groups to cross-check the environmental protection and energy saving by a total of 14 comprehensive regional companies and 22 plants. During the cross-check, 689 potential issues were found and rectifications were completed as of the end of 2021.

During the period of the "13th Five-Year" Plan, all production plants of the Group incurred expenses amounting to RMB546 million in aggregate about installation of equipment and facilities for energy saving and ecological environmental protection and disposal and treatment of pollutants. As we enter the new phase of the "14th Five-Year Plan", the Group will continue to place emphasis on environmental protection and has spent a total of RMB98.83 million in environmental protection in 2021.

華潤雪花啤酒總部參考二零二零年針對節能減排監管方面的主要風險分析，結合政府監管主要方向，確定二零二一年環保專項費用規劃，規劃實施專項費用共計人民幣3,500萬元。截至二零二一年末，本集團已實施26個項目，投資費用近人民幣3,000萬元，主要用於主要用於提升污水處理系統標準改造、污水沼氣回收利用項目和污泥隔膜壓濾項目。

於報告期間，本集團執行了多項處理及減低產生有害及無害廢棄物的措施，開展總部、區域、工廠、車間、班組五級EHS監督檢查，從嚴檢查制度執行與落實情況。於二零二一年，各單位共排查各類EHS問題隱患超過47,500項，整改完成率達99.9%。此外，本集團為有效控制產能優化過程中安全環保風險，組織開展對產能優化工廠的EHS合規性排查工作，針對固體廢物、危險廢物、液氨等處理處置情況等開展排查，排查解決各類風險59項。

The headquarter of CRSB determined the planning for 2021 environmental protection special funds by reference to the principal risks of energy saving and emission reduction supervision in 2020 combined with the major regulatory directions of the government, and planned to implement specialized funds of RMB35 million in total. By the end of 2021, the Group had implemented 26 projects at an investment cost of nearly RMB30 million, mainly for upgrading sewage treatment system to comply with the new standard, sewage biogas recovery and utilization project and sludge membrane filter press project.

During the reporting period, the Group implemented numerous measures to address and reduce the production of hazardous and non-hazardous waste. These included five levels of EHS monitoring and inspection at headquarters, regional companies, factories, production units and working teams to strictly evaluate the implementation of the EHS system. In 2021, a total of more than 47,500 EHS problems were identified among all units and 99.9% of which has been rectified. In order to effectively control the safety and environmental risks in the process of production capacity optimization, the Group carried out the EHS compliance inspection on capacity-optimized plants, evaluating the treatment and disposal of solid waste, hazardous waste and liquid ammonia with 59 types of various risks identified.

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協力廠商檢測

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在線監測系統，每日開展污染物自行監測，並與所在地方生態環境監管平台聯網分享數據。同時，本集團定期為各生產工廠委託具有專業資質能力的協力廠商單位開展檢測，其中包括水體污染物、大氣污染物、噪音等進行委託檢測，並公開相關環境信息與重點監管工廠的環境績效。

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

第二步：建立數據檢測及內部數據直報系統

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

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

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

第三步：開展環境現場檢查

Step 3: On-site environmental checks

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

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

(二)「碳中和」目標及廢氣排放物管理

低碳營運

二零二一年，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資料進行收集、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。

本集團堅持高標準、高目標、高站位、細謀劃，深入推進低碳營運。二零二一年，本集團自願主動披露更多碳排放相關資料，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量，計入原溫室氣體排放的統計範圍。資料統計的擴大反映了我們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。

我們持續推動產能優化，優先淘汰、關停效能低、水和大氣等污染物排放偏高、碳排放強度偏高、周邊居民和環境敏感的工廠。這不但提升本集團的生產，成本效益，更達致控制碳排放。二零二一年，本集團根據本公司產能優化規劃，先後推動葫蘆島、德陽、泉州、淮北、無錫等5家工廠全面停產。

(II) “CARBON NEUTRALITY” TARGET AND FLUE GAS EMISSION MANAGEMENT

LOW CARBON OPERATION

In 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 implemented various initiatives in response to the requirements of energy saving and emission reduction, including actively adjusting energy structure, optimizing manufacturing processes, increasing the utilization proportion of clean energy and renewable energy.

The Group insists on high standards, high targets, high positions and careful planning to achieve low-carbon operation. In 2021, the Group voluntarily disclosed more carbon emission related information by including emissions from the loss of purchased CO₂ as raw material during the beer production process as well as the methane emission generated during the anaerobic treatment process of brewery wastewater into the original statistical scope of greenhouse gas emissions. The expansion of date collection 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 measures.

We continuously promote the optimization of production capacity and prioritize to phase out and close down the plants with low energy efficiency, high pollutant emissions including water, air and high carbon emission intensity, and sensitivity to nearby residents and environment. These measures not only increase the Group's efficiency of production costs, but also reach the target of controlling carbon emissions. In 2021, the Group has shut down five plants in Huludao, Deyang, Quanzhou, Huabei and Wuxi in accordance with the Company's capacity optimization plan.

二零二一年，本集團已經完全淘汰燃煤鍋爐的使用，全面實現燃煤零消耗。在此基礎上，我們致力提升清潔能源使用比例，在所有生產工廠推動使用外購蒸汽，並繼續降低汽油、柴油、天然氣等不可再生的天然資源的使用消耗。二零二一年，本集團成功實現：

- 通過公務用車改革，減少公司公務車使用，汽油消耗量同比下降58.9%；
- 在各工廠改用電叉車替代柴油叉車，合理規劃廠內物流減少運輸距離，柴油消耗量同比下降35.5%；
- 使用更多外購蒸汽，天然氣消耗量同比下降21.1%。

本集團在過去兩年的能源使用種類及消耗如下：

能源使用	單位	二零二一年	二零二零年	同比變幅
Energy consumption	Unit	2021	2020	Year-on-year Change
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	-	0.2	-
用電量(外購電力) Electricity consumption (electricity purchased)	千萬千瓦時 10,000,000 kilowatt hours	56.4	54.1	4.2%
用電量(光伏發電) Electricity consumption (electricity generated by photovoltaic power)	千萬千瓦時 10,000,000 kilowatt hours	0.46	0.45	3.0%
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	4.8	6.1	-21.1%
汽油 Gasoline	千噸 1,000 tons	0.1	0.4	-58.9%
柴油 Diesel	千噸 1,000 tons	1.4	2.2	-35.5%
熱力消耗 Heat consumption	十億千焦耳 1,000,000,000 KJ	2,966.9	2,514.9	18.0%
單位綜合能耗密度 Consolidated energy consumption intensity per unit	噸標準煤／千升產量 Tons of standard coal/kilolitre output	0.0206	0.0213	-3.1%

The Group has completely phased out the use of coal-fired boilers, achieving zero coal consumption comprehensively. We are committed to increasing the proportion of clean energy used by promoting the use of purchased steam in the operation of all production plants and reducing the consumption of fossil energy such as gasoline, diesel, and natural gas. Below are the achievements of the Group in 2021:

- The reform of company-owned vehicles has been completed to reduce the use of company-owned vehicles. Gasoline consumption decreased by 58.9% year-on-year;
- The reform of company-owned logistics vehicle has been completed by switching from diesel forklifts to electric forklifts in all plants. Rational planning of in-plant logistics also helps reducing driving distance. Diesel consumption decreased by 35.5% year-on-year;
- Natural gas consumption decreased by 21.1% year-on-year with more purchased steam used.

Energy consumption types and data of the Group in the past two years are set out as follows:

在可再生能源的使用上，本集團自二零一四年開始積極推動下屬工廠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。二零二一年，本集團推進武漢、廣東、黔南等多家工廠開展提高污水處理效率、提升污水沼氣產量的精益管理項目，提高沼氣產蒸汽量。二零二一年，本集團下屬35家工廠累積已配置共46台沼氣鍋爐，其鍋爐配置能力46.5蒸噸。二零二一年，本集團共回收約8,369,480立方米的沼氣，並轉化為90,244噸蒸汽量作為工廠生產能源。

此外，本集團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後，積極提升光伏發電量和使用電量。該試點項目建設面積達6.09萬平方米，額定發電量6兆瓦。二零二一年，蕭山工廠累計利用光伏發電總電量459萬千瓦時，光伏使用量相較二零二零年上升3%。使用光伏發電的總電量佔該工廠總用電量的比例達到14%，全年減少碳排放3,229噸。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。目前，濟南新建項目、蚌埠新建項目等已制定光伏發電項目實施方案，希望於未來進一步提高可再生能源的使用比例。

On the use of renewable energy, since 2014, 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. In 2021, we have promoted lean management projects to improve the efficiency of sewage treatment, and biogas production at several plants in Wuhan, Guangdong and Qiannan to increase the amount of biogas steam produced. In 2021, a total of 46 biogas boilers have been installed in 35 plants of the Group with a total boiler capacity of 46.5 tons of steam. In 2021, the Group has recovered approximately 8,369,480 cubic metres of biogas and converted it into 90,244 tons of steam for energy use in plants.

Besides, the Group has been actively increasing its photovoltaic capacity and electricity usage since 2019 its first pilot photovoltaic power generation project launched in Xiaoshan Plant in Zhejiang, whose construction area reached 60,900 square meters and rated power generation volume amounted to 6 megawatts. The Xiaoshan Plant has used a total of 4.59 million kilowatts hours of photovoltaic power in 2021, representing an increase of 3% compared to 2020. The total electricity generated by photovoltaics accounts for 14% of the total electricity consumption of the Xiaoshan Plant, reducing carbon emissions by 3,229 tons for the whole year. The Group actively promotes the implementation of photovoltaic power generation projects in new plants or plants in operation. Currently, we are planning to carry out photovoltaic power generation projects in the new construction projects in Jinan and Bengbu, hoping to further improve the usage proportion of renewable resources in the future.

溫室氣體排放管理

本集團在過去兩年的溫室氣體總排放量及密度如下：

GHG EMISSION MANAGEMENT

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

項目 Subjects	單位 Unit	二零二一年 2021		二零二零年 2020	同比變幅 Year-on-year Change
		2021	2020		
溫室氣體排放量 GHG emission	(範圍1) (Scope 1)	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	110	147	-24.8%
	(範圍2) (Scope 2)		821	767	7.1%
	(範圍1 + 2) (Scope 1 + 2)		932	914	2.0%
溫室氣體排放密度 Intensity of GHG emission	(範圍1) (Scope 1)	噸二氧化碳當量／千升產量 Tons of CO ₂ equivalent/kilolitre output	0.010	0.013	-26.9%
	(範圍2) (Scope 2)		0.073	0.070	4.0%
	(範圍1 + 2) (Scope 1 + 2)		0.083	0.084	-0.9%

* 二零二一年，本集團自願主動披露更多碳排放相關資料，數據口徑擴大，因而二零二零年溫室氣體排放基準資料較二零二零年ESG報告披露資料有差異。

* In 2021, the Group voluntarily disclosed more carbon emission related information that the data caliber has been expanded. Therefore, there is difference between the baseline data of greenhouse gas emission for 2020 and the information disclosed in 2020 ESG Report.

二零二一年，本集團溫室氣體排放總量(範圍1 + 2)較二零二零年同比增長約2.0%，主要因為產量同比增加2.9%。按單位產品溫室氣體總排放密度(範圍1 + 2)看，按年同比下降0.9%，主要得益於全面淘汰燃煤的基礎上，我們加強可再生能源的使用。

廢氣排放物管理

大氣污染物排放方面，本集團所有工廠均已淘汰燃煤鍋爐，二零二一年煤炭量消耗量為零。此外，本集團於近年逐步推進燃氣鍋爐的低氮燃燒改造，成功進一步降低氮氧化物(NO_x)的排放。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，二零二一年實現二氧化硫(SO_2)和氮氧化物(NO_x)排放量分別同比下降43.4%和27.8%。過去兩年相關排放物數據如下：

Total GHG emissions (Scope 1 + 2) of the Group increased by approximately 2.0% year-on-year in 2021 compared to 2020, primarily due to a 2.9% year-on-year increase in production volume. Judging from total GHG emissions intensity per unit of product (Scope 1 + 2), we have achieved a 0.9% year-on-year decrease, thanks to the increasing use of renewable energy on the basis of the complete elimination of coal combustion.

FLUE GAS EMISSION MANAGEMENT

In respect of atmospheric pollutant emissions, the Group has phased out coal-fired boilers in all plants, achieving zero coal consumption in 2021. In addition, the Group has implemented low-nitrogen combustion conversion for gas-fired boilers in recent years so as to further decrease nitrogen oxides (NO_x) emissions. The Group is also improving the efficiency of biogas recovery and utilization, increasing the proportion of renewable energy used, and reducing the consumption of fossil energy such as natural gas. In 2021, the Group's sulfur dioxide (SO_2) and nitrogen oxides (NO_x) emissions decreased by 43.4% and 27.8% year-on-year, respectively. Relevant emission data in past two years are set out as follows:

廢氣排放物種類 Type of air emissions	單位 Unit	二零二一年 2021		二零二零年 2020	同比變幅 Year-on-year Change
		2021	2020		
二氧化硫(SO_2)* Sulphur dioxide (SO_2)*	噸 Tons	13	23	-43.4%	
氮氧化物(NO_x)* Nitrogen oxides (NO_x)*	噸 Tons	84	117	-27.8%	

* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生。

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

展望未來，本集團將繼續推動能源結構優化，提升清潔能源使用比例，尤其是可再生能源的使用比例。我們將繼續提升沼氣回收利用效率，在更多工廠實施光伏發電，並探索其他可再生能源的使用。在低碳運營方面，本集團爭取二零二五年溫室氣體排放總量和排放密度較二零二零年分別下降9.7%和10.7%。在減少廢氣排放方面，本集團爭取二零二五年二氧化硫(SO_2)和氮氧化物(NO_x)較二零二零年分別下降13.0%和14.5%。

Looking ahead, the Group will continue optimization of energy structure and increase the proportion of clean energy use, especially the use of renewable energy. We will continue to improve the efficiency of biogas recovery and utilization, implement photovoltaic power generation in more factories, and explore the use of other renewable energy sources. In terms of low-carbon operation, the Group strives to achieve low-carbon operations by reducing the total amount of greenhouse gas emissions and emission intensity by 9.7% and 10.7% respectively compared with 2020 in 2025. In terms of reducing air emissions, the Group strives to lower down SO_2 and NO_x by 13.0% and 14.5% respectively compared with 2020 in 2025.

(三) 氣候變化風險及機遇

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

本集團在二零一六年至二零一七年開展啤酒全生命周期碳足跡研究及核查試點，並與國際同行足跡參考對比。參考研究及核查對比結果，我們在產品結構、能源結構、原材料結構等方面實施降碳舉措。比如，我們發現同容量的玻璃瓶產品碳足跡比鋁罐的碳足跡高80%，因而逐步調整產品結構，逐步提高鋁罐產品比重，降低玻璃瓶使用，加強包裝材料的回收利用等方式減少包裝材料的碳排放影響。當前，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。二零二一年玻璃瓶使用量同比下降3.3%，鋁罐使用量同比上升4.7%。而玻璃瓶使用量中，約80%的酒瓶來自市場回收。另外，我們持續檢討能源結構佔比，希望能在營運生產中減少碳足跡，因此實行產能及能源結構優化項目，提高可再生能源和清潔能源使用比例。

此外，本集團積極與核心供應商溝通，選取麥芽、玻璃、紙品等重點供應商編制其適用性的碳排放核算基礎表格，初步拉動主要重點供應商的碳排放統計。二零二一年已完成麥芽核心供應商的碳排放、能源消耗初步統計分析工作。

(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 the business operations.

The Group conducted researches for the life cycle of beer's carbon footprint and pilot verifications from 2016 to 2017, and also compared to those of international peers. By referring to the results of such researches, verifications and comparisons, we implemented carbon reduction measures in terms of product structure, energy structure, and raw material structure. For instance, we found out that the carbon footprint of glass bottle products of the same capacity was 80% higher than that of aluminum cans, so we gradually adjusted the product structure by gradually increasing the proportion of aluminum cans, and reducing the use of glass bottles, enhance the recycling of packaging materials to reduce the carbon impact of packaging materials. Currently, among the packaging materials used by the Group, bottle caps, cans and cartons are recyclable materials and glass bottles are reusable materials. In 2021, the use of glass bottles decreased by 3.3% year-on-year, while the use of aluminum cans increased by 4.7% year-on-year. Approximately 80% of the glass bottles used were recycled from the market. In addition, we continue to review our energy structure in order to reduce our carbon footprint in our operations, and have therefore implemented capacity and energy structure optimization projects to increase the use of clean energy as well as renewable energy.

In addition, the Group actively communicated with its core suppliers and selected key suppliers of malt, glass and paper product among others to compile their applicable carbon emission calculation basic forms to initially pull the carbon emission statistics of major key suppliers. The preliminary statistical analysis of carbon emission and energy consumption of core malt suppliers has been completed in 2021.

重大氣候變化對業務之影響

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

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。展望未來，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。

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

IMPACT OF SIGNIFICANT CLIMATE CHANGE ON OUR 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 chain such as the import of raw materials. Given this situation, the Procurement Department of the Group continuously conducted monitoring and risk assessment on extreme weathers. Once extreme weathers such as drought and flood are found in raw material regions, the department will assess the impacts of the events on the production of each local agricultural product, including raw materials like barley, hops, auxiliary materials and rice, which enables us to not only avoid the brewing beer raw material shortage problem, but also effectively respond to uncertainties like rising of prices and production costs. To safeguard the stability of future operation and supply, the Group ensures supply sources of raw materials from various places, with a view to avoiding excessively depending on the suppliers in a single area and further improving the tenacity of supply chain for responding to climate change.

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

The Group is actively considering and comprehensively analyzing, in a scientific way, the actual impacts of climate change which will be caused on the industry and our own future development. This action will help strengthen the management and control of the Group on climate change risks, and develop long-term, medium-term and short-term strategies to cope with climate change. At the same time, in line with China's "14th Five-Year" Plan vision, we will formulate our plan of further reducing carbon emissions and saving resources used in our production process, taking into account the requirements of the Stock Exchange of Hong Kong and the regulatory authorities. The Group will continue to actively implement the clean energy project, reduce the carbon footprint in whole life cycle of products, aiming at providing quality and low-carbon products and services to consumers.

(四) 水資源管理及污水處理

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

水資源管理

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

本集團十分關注在水資源短缺地區營運過程中的水資源管理，避免過度提取當地水源。二零二一年，本集團參照中國國家水利部發佈的二零二零年水資源公告，國家統計局發佈的第七次人口普查統計資料，以及全球水資源論壇的界定，更精細地識別出中國有10個省、市、自治區面臨水資源短缺。按此口徑界定，本集團當前在水資源短缺地區的作業工廠數目為24家。

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。二零二一年，本集團關閉兩家位於水資源短缺地區的低效工廠葫蘆島工廠和無錫工廠，本集團在水資源短缺地區的作業工廠的平均水耗為每千升產量2.65立方米，較本集團整體平均水耗低，在啤酒行業中表現突出。

(IV) WATER RESOURCES MANAGEMENT AND SEWAGE TREATMENT

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

WATER RESOURCES MANAGEMENT

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

The Group paid great attention to water resources management during the process of operation in water-scarce areas to avoid excessive extraction of local water resources. In 2021, the Group has identified more precisely 10 provinces, cities and autonomous regions in the PRC that are experiencing water scarcity by making reference to the China Water Resources Bulletin 2020 published by Ministry of Water Resources of the People's Republic of China, the seventh National Population Census issued by National Bureau of Statistics, and the definitions of the World Water Forum. According to the new definition, the Group currently operates 24 plants in water-scarce areas.

In recent years, the Group has gradually closed its operating plants in water-scarce areas. while focusing on improving the water consumption efficiency of its plants in these areas. In 2021, the Group has shut down two inefficient plants located in water-scarce areas, namely Huludao Plant and Wuxi Plant. The average water consumption of the Group's operating plants in water-scarce areas was 2.65 cubic metres per kilolitre output, which was lower than the Group's overall average water consumption and was an outstanding performance in the beer industry.

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

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

除此之外，我們同時推行各種循環用水的措施，例如：

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

透過以上節水技術和工藝，本集團的總用水量由二零一六年的38,781千立方米減少至二零二一年的30,837千立方米；每千升產量總用水密度由二零一六年的3.25立方米減少至二零二一年的2.74立方米，處於國內同行領先水平，並與國際同行比肩。本集團的地下水使用量則由二零一六年的1,500餘萬立方米使用量(約佔總用水量的41%)減至二零二一年的380餘萬立方米(約佔總用水量的13%)，累計減少地下水使用量達1,120餘萬立方米。

本集團在二零二零年和二零二一年的用水量數據如下：

	單位 Unit	二零二一年		同比變幅 Year-on-year Change
		2021	二零二零年 2020	
用水量 Water consumption	千立方米 1,000 cubic metres	30,837	29,330	5.1%
水耗密度 Water consumption intensity	立方米／每千升產量 Cubic metres per kilolitre output	2.74	2.69	2.0%

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

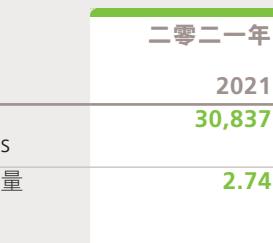
- Water-saving transformation of packaging bottle washer;
- Heat balance transformation of packaging sterilization machine;
- Steam condensate water recycling and comprehensive utilization of the whole plant, etc.

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

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

Through the aforesaid water saving technologies and processes, the total water consumption of the Group decreased from 38,781 thousand cubic metres in 2016 to 30,837 thousand cubic metres in 2021; the total water intensity per kilolitre output decreased from 3.25 cubic metres in 2016 to 2.74 cubic metres in 2021, which is leading among the domestic industry peers and comparable to the international peers. The underground water consumption of the Group decreased from over 15 million cubic metres in 2016 (representing approximately 41% of the total water consumption) to over 3.8 million cubic metres in 2021 (representing approximately 13% of the total water consumption), with the cumulative reduction of underground water consumption of more than 11.20 million cubic metres.

The water consumption data of the Group in 2020 and 2021 is set out as follows:



污水排放管理

在污水處理方面，本集團嚴格遵守國家或地方污水排放標準，並制定嚴於合規要求的內控指標，管控污水排放風險。本集團將工廠環境績效表現作為選擇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接管線，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。二零二一年，污水排入自然水體的德陽工廠和葫蘆島工廠已關停；東城工廠的污水由排入自然水體改造為排入市政污水集中處理設施。

為避免污水直接流入自然水體，我們於各廠區採取「清污分流、雨污分流」等措施。截至二零二一年末，華潤啤酒僅餘2家(二零二零年：5家)工廠的污水排入自然水體。兩家工廠均配置有污水處理系統，污水經處理達到當地規定的標準後，才可排入自然水體中。此外，每家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。

SEWAGE DISCHARGE MANAGEMENT

In respect to sewage treatment, the Group strictly complied with the national or local sewage discharge standards, formulated the internal control index in compliance with regulations and requirements, managed and controlled sewage discharge risks. The Group regards the environmental performance of 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, we 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. In 2021, Deyang Plant and Huludao Plant whose sewage was discharged into natural waters have been closed, while Dongcheng Plant has switched from discharging into natural waters to discharging into centralized municipal sewage treatment.

To avoid sewage discharged into nature waters directly, we took various measures such as the "separation of clean water and sewage, separation of rainwater and sewage" in all plants. As of the end of 2021, CR Beer had only 2 plants (2020: 5 plants) that discharged its sewage into natural waters. Both plants have been equipped with sewage treatment systems, and the sewage shall only be discharged into natural waters after being treated to reach the standard set locally. In addition, 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 each plant, which is 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.



整體而言，本集團二零二一年污水產生量達1,915萬噸，其中經工廠初步處理達標後排放至市政污水集中處理設施的廢水量約1,866萬噸，佔比達97.4%。受益於此，本集團二零二一年排入自然水體的化學需氧量(COD)和氨氮分別同比下降43.2%和31.8%。

In 2021, the amount of sewage generated by the Group reached 19.15 million tons, of which the amount of sewage discharged into the centralized municipal sewage treatment after initial treatment to required discharge limit at the factory was 18.66 million tons, representing 97.4% of the total. Benefitted from this, the amount of Chemical Oxygen Demand (COD) and ammonia nitrogen emissions of the Group being discharged into natural waters recorded a year-on-year decrease of 43.2% and 31.8%, respectively.

排放物種類	單位	二零二一年	二零二零年	同比變幅 Year-on-year Change
Emission type	Unit	2021	2020	
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 Tons	879	959	-8.4%
化學需氧量(排入市政管網) COD (discharged into municipal sewers)	噸 Tons	851	911	-6.5%
化學需氧量(排入自然水體) COD (discharged into natural waters)	噸 Tons	28	49	-43.2%
氨氮排放總量 Total ammonia nitrogen emissions	噸 Tons	92	94	-1.4%
氨氮排放量(排入市政管網) Ammonia nitrogen emissions (discharged into municipal sewers)	噸 Tons	91	91	-0.6%
氨氮排放量(排入自然水體) Ammonia nitrogen emissions (discharged into natural waters)	噸 Tons	2	2	-31.8%

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, as the figures presented are rounded, but the percentage changes are calculated based on the raw data.

啤酒廢水資源化利用

本集團積極推動啤酒廢水資源化利用，響應國家水污染物排放標準中，關於生化性較好的污水排入至集中污水處理設施可以執行「協商限值」的新政策。因此，本集團積極推進各工廠與下游污水處理廠溝通合作，推動工廠執行污水「協商限值」排放。污水「協商限值」排放是一個互惠互利的新政策，一方面可以有效資源化利用啤酒廢水，降低企業污水處理成本，減少碳排放；另一方面也協助下游污水處理廠可以減少營養物質的添加，節約向外購買碳源的成本，穩定水質的同時降低運營成本。截至二零二一年末，本集團下屬蘇州、常州、濱州、綿陽、宜昌等工廠已實施「協商限值」，另有秦皇島等工廠正在積極溝通協同。

RESOURCEFUL UTILIZATION OF BEER WASTE WATER

The Group actively promoted the resourceful utilization of beer waste water in respond to the new policy stated in National Water Pollutant Discharge Standard that sewage with better biochemical properties discharging into centralized sewage treatment facilities can apply "negotiated discharging limit". Therefore, the Group has been actively enhancing the communication and co-operation between each plants and downstream sewage treatments facilities to promote the implementation of "negotiated discharging limit". "Negotiated discharging limit" for sewage is a new policy of mutual benefit. On the one hand, it can effectively recycle brewery wastewater, reduce the cost of enterprise sewage treatment, and reduce carbon emissions. On the other hand, downstream sewage treatments facilities can reduce the addition of nutrients and save the cost of purchasing carbon source externally, which can stabilize water quality while lowering operational costs. As of the end of 2021, the subsidiary plants in Suzhou, Changzhou, Binzhou, Mianyang, Yichang and other cities had implemented "negotiated discharging limit" while plants in Qinhuangdao and other cities are in active communication and co-ordination.

同時，為規範「協商限值」實施所帶來的風險，本集團制定《華潤雪花啤酒污水執行協商限值指引》，規範事前、事中、事後等執行協商限值過程中的操作要求和注意事項，特別是重點關注污水全指標評估、總量限值變更以及經濟效益評估等方面的要求。

二零二一年五月，本集團與華潤科學技術研究院、深圳清華大學研究院共同立項開展「工業廢水處理關鍵技術研發與示範」，研究如何針對啤酒廢水特質，資源化處理的同時，達到降本增效的目的。該技術研發項目已初步完成實驗室階段，並在華潤啤酒佛山、煙台兩家工廠開展試驗。

展望未來，本集團將繼續重視水資源管理，對啤酒生產工程進行梳理，加強內部能效管理，持續提升用水效能，加大用水循環，加強節水改造。我們也將繼續研究啤酒廢水綜合利用，變廢為寶，有效循環利用資源。此外，本集團在考慮搬遷、新建工廠時，除了考核水質指標是否達到工藝要求外，會更為注重工廠選址、建設對周邊生態環境造成的影響評估。

(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，以減少資源使用。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、易拉罐、紙箱和塑膜。為妥善處理以上資源，我們制定了一系列的管理制度，如《華潤雪花啤酒固體廢物管理制度》《華潤雪花啤酒副產品及廢舊物資管理規定》等。

At the same time, in order to regulate the risk brought by the implementation of "negotiated discharging limit", the Group had formulated the "CRSB Guidelines for the Implementation of Sewage Negotiated Discharging Limit", which standardizes the operation requirements and precautions in the execution process before, during, and after the implementation of "Negotiated Discharging Limit". In particular, it focuses on the requirements for the evaluation of all indicators of sewage, the change of the total amount limit, and the evaluation of economic benefits.

In May 2021, the Group has co-operated with China Resources Science and Tsinghua University Graduate School in Shenzhen to launch the "R&D and Demonstration of Key Technology for Industrial Sewage Treatment". The project researched on how to recycle and utilize resources according to the characteristics of brewery wastewater, aiming to reduce cost and increase efficiency. The laboratory experiment of the project has been initially completed, following with two pilot tests carried out in Foshan Plant and Yantai Plant of CR Beer.

In the future, the Group will continue to sort out beer production projects, strengthen internal energy efficiency management, continue to improve water efficiency, increase water recycling, and strengthen watersaving renovations. In addition, we will continue to study the comprehensive utilization of brewery wastewater effectively, turning waste into treasure and recycling resources effectively. When considering relocation and new factories construction, in addition to assessing whether the water quality indicators meet the production requirements, the Group shall pay more attention to the impact assessment of factory site selection and construction on the surrounding ecological environment.

(V) PACKAGING MATERIAL AND WASTE TREATMENT

The Group stays committed to enhancing the management of the waste and packaging material to reduce the use of resources. The waste generated during the Group's operation mainly includes distiller's grains and waste yeasts, while the packaging materials mainly include glass bottles, cans, cartons and plastic films. In order to properly dispose of the above resources, we have formulated a series of management regulations such as the "Solid Waste Management System of CRSB" and the "Regulations on the Management of By-products and Waste Materials of CRSB".

減少包裝材料的產生

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，並取得以下成果：

REDUCE THE OUTPUT OF PACKAGING MATERIALS

On the premise of maintaining quality requirements, the Group has been labouring 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:

鋁罐 Aluminum Cans	鋁罐厚度由0.265毫米降低至0.260毫米。 The thickness of aluminum cans reduced from 0.265mm to 0.260mm.
紙箱 Cartons	採用低克重、高強度原紙： Use low-gram, high-strength base paper; 推動預印紙箱替代膠印紙箱，紙箱克重由215克降低到200克： Promote pre-printed cartons to replace offset cartons, decreasing the weight of carton from 215 grams to 200 grams; 使用預印紙箱量的比率從前期的37%提升至二零二一年的82%。 The proportion of the use of pre-printed cartons increases from 37% in the previous period to 82% in 2021.
托盤 Pallets	所有木製托盤、鐵製托盤已被塑膠托盤替代。 All wooden pallets and iron pallets have been replaced by plastic pallets.
玻璃瓶 Glass Bottles	建立玻璃瓶回收機制，並由以前散裝回收轉變為承包商回收，高效快捷。 Develop a glass 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，減重減能耗減碳排放。 Research and development on light glass bottle to reduce weight, energy consumption and carbon emission.

二零二一年，本集團在嘉善工廠成功開展330毫升「喜力®」輕量瓶生產使用測試。該項目的輕量化啤酒瓶在保障啤酒瓶質量和容量不變的前提下，實現瓶身減重17%，每單位啤酒瓶能耗與碳排放減少18%。本集團在過去兩年的產品包裝材料消耗量數據如下：

In 2021, the Group successfully carried out the production and use test of the 330 milliliters "Heineken®" lightweight bottle in the Jiashan Plant. Under the premise of ensuring the quality and capacity of the beer bottle remain unchanged, the lightweight beer bottle of this project achieved a 17% reduction in bottle weight with energy consumption and carbon emissions per unit of beer bottle decreased by 18%. The data on the Group's consumption of product packaging materials in the past two years are set out as follows:

單位	Unit	二零二一年	二零二零年	同比變幅 Year-on-year change
		2021	2020	
玻璃瓶*	千噸 1,000 tons	6,436	6,655	-3.3%
鋁罐	千噸 1,000 tons	114	109	4.7%
紙箱	千噸 1,000 tons	326	300	8.6%
塑膜	千噸 1,000 tons	12	12	-2.5%

* 由於採購全新玻璃瓶會對環境造成一定影響，所以我們加大玻璃瓶回收力度，清潔消毒後重複使用。二零二一年本集團使用的玻璃瓶數量中，約80%為回收再利用的舊瓶，約20%為新採購的新瓶。

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。

* Since purchasing new glass bottles would make certain impact on the environment, we increase the recycling of glass bottles put them into use again after cleaning and disinfection. Approximately 80% of the glass bottles used by the Group in 2021 were recycled and approximately 20% were newly purchased.

Some 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.

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；玻璃瓶為重複利用物資。我們把回收得到的玻璃瓶進行清潔消毒後再度使用。考慮到玻璃瓶產品碳足跡比鋁罐的碳足跡高80%，本集團逐步調整使用更多鋁罐替代玻璃瓶包裝。二零二一年玻璃瓶使用量同比下降3.3%，鋁罐使用量同比上升4.7%。此外，針對未能通過內部質量監控的包裝材料，工廠對其廢棄鋁罐、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。

《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，本集團於二零二一年進一步完善全流程回收瓶質量管制體系。通過細化回收瓶標準，開展回收瓶質量延伸管理，推動毛細血管式快速回瓶渠道建立，創新聚丙烯箱代替袋裝回瓶等多重舉措的有效推動實施，本集團有效減少玻璃瓶使用，充分合規利用可回收啤酒瓶，減少流通過程中質量衰減，降低啤酒瓶生產造成的物料和能源浪費。

我們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。二零二一年，本集團進口麥芽散裝運輸比率由二零二零年的49%繼續減低至47%，節約共800萬個包裝袋。

Among the packing materials currently used by the Group, caps, cans and cartons are all recyclable materials; glass bottles are reusable materials. We cleaned and sanitized the recycled glass bottles and reused them. Considering carbon footprint of glass bottle products of the same volume was 80% higher than that of aluminum cans, the Group has gradually adjusted to use more aluminum cans to replace glass bottle packaging. In 2021, the use of glass bottles decreased by 3.3% year-on-year and the use of aluminum cans increased by 4.7% year-on-year. In addition, for the packaging materials that fails to pass the internal quality control, the plant recycles 100% of the discarded aluminum cans, glass slags and waste cartons, and puts them back into the production process to achieve zero waste in the production process.

In response to the new national standard of "Beer Bottle" implemented officially on 1 August 2021, the national call for energy saving and emission reduction and the Group's strategic promotion of high-quality product, the Group has further improved its quality control system for the recycling glass bottle in whole flow. Various initiatives such as refining the standards for recycled bottles, carrying out extended quality management on recycled bottles, promoting the establishment of the capillary-type rapid bottle-returning channels and replacing bag packaging with innovative polypropylene box for returning transportation are promoted and implemented effectively. By making full use of recyclable glass bottles in compliance with regulations with the help of above-mentioned initiatives, the Group has effectively reduced the use of glass bottles and lowered down the quality degradation during the recycling flow, which in turn reduces material and energy waste caused by use of beer bottle.

We also actively encourage suppliers to reduce the use of packaging materials. For example, we require 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. In 2021, the bulk transportation ratio of the Group's imported malt using individual packaging continued to decrease from 49% in 2020 to 47%, saving a total of 8 million packaging bags.



固廢危廢管理

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%。二零二一年，本集團一般固體廢物綜合利用率達99.4%，比去年同期提升2個百分點。相關數據如下：

SOLID WASTE AND HAZARDOUS WASTE MANAGEMENT

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 2021, the general solid waste integrated utilization rate of the Group was 99.4%, representing an increase of 2 percentage points over the same period last year. The relevant data is as follows:

單位 Unit	二零二一年 2021	二零二零年 2020	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 tons	1,521.6	1,486.9 2.3%
綜合利用固體廢物利用量 Integrated use of solid waste utilization	千噸 1,000 tons	1,513.0	1,449.0 4.4%
一般固體廢物綜合利用率 General solid waste integrated utilization rate	%	99.4%	97.5% 2百分點 2% point

本集團生產過程中並無顯著數量的危險廢棄物產生。二零二一年本集團危險廢物產生量約280.4噸(二零二零年：288.6噸)，全部按國家相關要求委託給有資質的外部機構作無害化處置。

There is no significant amount of hazardous waste generated during the Group's production process. The Group generated approximately 280.4 tons (2020: 288.6 tons) of hazardous waste in 2021, all of which were entrusted to external professional agencies for environmentally friendly disposal in accordance with relevant national requirements.

我們持續推動環保回收工作，把啤酒生產過程中所產生的物料循環再用。於二零二一年，乾酒糟和乾廢酵母的回收率穩定維持在100%。回收再利用不但能減少廢棄物的產生，更能為本集團創造了約人民幣4.2億元的經濟價值，其中，回收的酒糟及廢酵母各貢獻人民幣2.5億元及人民幣0.8億元。我們積極爭取在EHS管理「十四五」計劃期間，100%回收乾酒糟和乾廢酵母。

We continue to promote environmental protection and recycling to reuse the materials generated in brewing process. In 2021, the recycle rate of dried distiller's grains and dried waste yeasts remained stable at 100%. Recycling not only reduces the generation of wastes but also creates an economic value of approximately RMB420 million for the Group, of which the recycled distiller's grains and waste yeast contribute RMB250 million and RMB80 million respectively. We strive to achieve 100% recycle rate of dried distiller's grain and dried waste yeast in period of the "14th Five-Year" Plan under the EHS management.

本集團過去兩年可回收廢棄物數據如下：

The data of recyclable waste in the past two years are as follows:

可回收廢棄物種類 Type of recyclable waste	單位 Unit	二零二一年 2021		二零二零年 2020	
		產生量 Output	回收率 Recycling rate	產生量 Output	回收率 Recycling rate
乾酒糟 Dried distiller's grains	千噸 1,000 tons	185	100%	169	100%
乾廢酵母 Dried waste yeasts	千噸 1,000 tons	16	100%	16	100%

妥善處置廢棄物

於二零二一年，本集團依照《中華人民共和國固體廢物污染環境防治法》修定了《華潤雪花啤酒固體廢物管理制度》，更有效地管理固體廢物。本集團減廢工作主要遵循減量化、資源化、無害化的原則，從採購到銷售，實施全流程的綠色運營模式。危險廢物的處理、處置及運輸單位均通過公開招標方式，選擇具備相關資質能力的單位進行處置和運輸，並按照國家相關法律法規要求辦理轉移手續。為了對運輸過程及最終處置去向進行有效監管，工廠採用在運輸車輛加裝全球定位系統(GPS)定位、運輸過程抽查、線路跟蹤等方式進行抽樣監管，確保廢棄物得到妥善的處理。

另外，我們繼續執行《華潤雪花啤酒副產物及廢舊物資管理規定》，要求按類別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，一旦未能實時處理，進行暫時烘乾，避免造成環境污染。

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

(六) 環保宣傳教育

二零二一年，本集團積極在各級公司組織開展系列線上培訓及公益活動，提高員工的環保意識。例如：

- 組織環境日、全國節能宣傳周和全國低碳日等環保宣傳教育活動；
- 組織線上環保專項檢查培訓、環境監測管理辦法制度培訓、環境風險排查及填報培訓和環保檢查工作要點培訓等。

PROPERLY DISPOSE OF WASTES

In 2021, the Group formulated the "Solid Waste Management System of CRSB" in accordance with the newly amended "Law of the PRC on the Prevention and Control of Environment Pollution Caused by Solid Wastes" to manage solid wastes more effectively. The Group's waste reduction efforts mainly follow the principles of reduction, resourcefulness and harmlessness. We have implemented green operation model covering entire process from procurement to sale. The units for hazardous waste treatment, disposal and transport were selected through public tender by which the units with relevant capacity were selected conduct disposal and transport, and the transfer registration was made in accordance with relevant laws and regulations of the country. In order to effectively monitor the transport process and the final disposal location, factories adopted Global Positioning System (GPS) positioning on transport vehicles, sampling in the transport process, route tracking, etc. to carry out sampling regulation, with an aim to ensure the appropriate disposal of wastes.

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

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

(VI) PROMOTION AND EDUCATION OF ENVIRONMENTAL PROTECTION

To improve the environmental awareness of staff, the Group carried out series of online training programs and charity events at all levels within the companies in 2021, such as:

- Organized environmental protection publicity and education events such as Environmental Day, National Energy Saving Promotional Week and National Low-carbon Day;
- Organized online training in special environmental inspections, environmental monitoring management measures and systems, environmental risk identification and filling process, environmental inspection, etc.

第四章 社會責任

CHAPTER 4: SOCIAL RESPONSIBILITY

長期以來，本集團一直致力於推動社區關愛慈善公益事務，支持賑災濟難、扶助貧困，促進教育、保護環境等方面來關注社區。二零二一年，本集團秉持「釀造美好生活」的責任及理念，在原有慈善公益活動實施細則和社會責任管理制度基礎上，讓員工參與關愛社區活動，在利益相關方提升價值的同時，也為環境和社會帶來綠色和諧發展。二零二一年，本集團延續追蹤382項社會責任關鍵指標，其中針對社區關愛提出24項關鍵指標，鼓勵本集團各單位按照指標開展關愛社區行動。二零二一年，本集團全年開展慈善公益相關活動，以扶貧、救災募捐和防疫為核心，參與志願活動725人次，員工參與志願活動的時間2,200小時。

For a long time, the Group has been committed to promoting community caring charity affairs, and have paid attention to the community development in several fields including disaster relief and poverty alleviation, education promotion and environmental protection. In 2021, upholding the responsibility and concept of "Brewing a Better Life", the Group, on the basis of existing implementation rules for charitable activities and social responsibility management system, encouraged employees to engage in community caring activities, bringing green and harmonious development to the environment and society while enhancing stakeholders' value. In 2021, the Group continued to follow 382 key indicators for social responsibility, of which 24 key indicators were for community caring, and encouraged each unit of the Group to carry out community caring actions in accordance with the guidelines. In 2021, the Group conducted charity events for the entire year, with poverty support, rescue and donation and pandemic prevention as their core. A total of 725 volunteers participated and 2,200 hours recorded for volunteer events.

(一) 社會公益

本集團在賑災扶貧、促進教育及保護環境方面，一直推動關愛社會慈善公益事務，積極關注社區發展。於二零二一年，本集團鼓勵內部各單位開展形式多樣的項目，包括：

- 黔南工廠的關愛留守兒童項目；
- 依蘭工廠的「環境日」宣傳和「安全月」宣傳活動；
- 鞍山銷售大區組織「獻溫暖」活動，向鋼城環衛工人贈送禦寒抗饑物資；
- 福建區域公司開展系列公益活動，包括「學雷鋒」志願服務、社區大掃除、愛心獻血、抗疫志願服務等；
- 哈爾濱工廠與尚志市公安局反詐中心聯合開展電信網絡詐騙防範宣傳。

(I) SOCIAL WELFARE

In disaster relief and poverty alleviation, education promotion and environmental protection, the Group has been promoting social charity affairs and has actively paid attention to the community development. In 2021, the Group encouraged each internal unit to carry out various types of project, including:

- Care for Left-behind Children Project of Qiannan Plant;
- "Environmental Day" and "Safety Month" promotional event at Yilan Plant;
- Anshan Sales Region organized a "Warmth Dedication" event to donate warm clothes and food to Gangcheng sanitation workers;
- Fujian Regional Company commenced a series of public welfare activities, including "Learn from Lei Feng" volunteer service, community cleaning, blood donation, anti-pandemic volunteer service, etc.;
- Harbin Plant and Anti-Fraud Center of Shangzhi City Public Security Bureau jointly launched a prevention publicity on telecom and internet scam.

扶貧助學

POVERTY ALLEVIATION AND EDUCATION SUPPORT ACTIVITY

- 本集團支持撫順市聚沙公益紅十字志願服務隊開展扶貧助學活動，捐款人民幣12,000元，並榮獲撫順市聚沙社區服務中心特殊貢獻獎。

The Group supported the Fushun City Jusha Charity Red Cross Volunteer Services Team and commenced a poverty and education support activity, with donation of RMB12,000, awarded the Special Contribution Award by Fushun City Jusha Social Services Centre.



抗洪救災

FIGHTING FLOOD AND HELPING RESCUING

- 二零二一年七月，河南汛災嚴重，河南運城工廠積極開展防汛救災募捐活動，共捐款人民幣9,550元。另外，遼寧營銷中心下屬錦州餐飲業務部組織成立雪花錦州志願服務隊，與錦州當地雛鷹志願服務隊合作，共同助力河南救災。

In July 2021, Henan Province was affected by serious flood. The Yuncheng factory in Henan actively commence the donation event for flood prevention and rescue and donated in total RMB9,550. Moreover, Jinzhou Catering Business Department under Liaoning Sales and Marketing Center established Snow Jinzhou Volunteer Services Team, who co-operated with the local Eaglet Volunteer Services Team, to offer assistance in rescue in Henan Province.



愛心獻血

LOVE BLOOD DONATION

- 二零二一年雷鋒紀念日到來之際，瀋陽工廠發出無償獻血愛心倡議，組織共27人愛心獻血幫助有需要的人。

On the occasion of the Lei Fung's Memorial Day in 2021, the Shenyang factory announced the voluntary blood donation love initiative and organized a total of 27 people to take part in the voluntary blood donation event, in order to help people in need.



(二) 社區溝通與參與

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

為響應國家政策的號召，本集團在疫情壓力下推出一系列就業計劃，助力緩解地方受疫情衝擊導致的就業問題，為經濟復甦提供動力。二零二一年，華潤雪花總部基地暨華潤雪花小鎮建設項目正式開工，並在蚌埠、涼山、杭州、黔南、濟南、湖南、廈門等生產基地進行產能升級或搬遷新建專案，吸納本地員工以及外出務工人員回鄉就業。此外，本集團也於近年開展校園招聘，招聘本地應屆大學生及本地人員，帶動大學生及當地就業的同時，也為本集團業務發展儲蓄人才。另外，我們積極與當地院校合作，通過學業及就業支援、專業技能培訓等方式，提升本地居民的職業技能及就業機會。

(II) COMMUNITY COMMUNICATION AND ENGAGEMENT

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

In response to the national policy, the Group launched a series of employment programs under the pressure of the pandemic, to solve local employment problems caused by pandemic and boost the economic recovery. In 2021, the construction of CR Snow headquarters and CR Snow beer town construction project had been commenced. There have been relocation and construction projects and capacity upgrade projects in plants including Bengbu, Liangshan, Hangzhou, Qiannan, Hunan and Xiamen. These production projects are expected to help recruiting local employees and migrant workers to return to their hometowns for employment. In addition, the Group has also carried out on-campus recruitment in recent years, recruiting local fresh graduates and local personnel, which not only promotes the employment of university students and locals, but also attracts talents for the Group's business development. Besides, we actively co-operated with local universities and colleges to improve local residents' vocational skills and increase their employment opportunities through academic and employment support, and professional skills training.

校園招聘 ON-CAMPUS RECRUITMENT

- 華潤雪花2022屆秋季校招圓滿收官，完成28所高校宣講，累計收取簡歷11,599份，有望招徠更多新鮮血液，為本集團帶來更多活力。

The 2022 autumn on-campus recruitment of CR Snow has ended successfully with 28 colleges and universities visited and 11,599 resumes received, which is expected to attract more fresh blood and bring more vitality to the Group.



產教融合、校企合作

INDUSTRY-EDUCATION INTEGRATION, SCHOOL-ENTERPRISE CO-OPERATION

- 二零二一年，本集團分別與吉林大學、華中農業大學、湖北師範大學、浙江工商大學和長江大學等學院合作，組織學生到華潤雪花啤酒旗下工廠現場參觀學習。本集團很自豪可以成為大學生社會實踐基地，宣傳華潤雪花啤酒文化，吸引優質人才。

In 2021, the Group co-operated with institutions including Jilin University, Huazhong Agricultural University, Hubei Normal University, Zhejiang Gongshang University and Yangtze University, organized students for on-site education tours at the plants under CRSB. The Group is proud to flourish as a social practice base for university students, promoting CRSB culture and attracting quality talents at the same time.



(三) 抗疫防控工作

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

應對疫情挑戰，本集團建立有「外防輸入內防擴散」的常態管理機制，以嚴防疫情輸入及在社區爆發。我們根據國家最新政策公佈條款定立機制細節，結合地方政策的實際情況，本集團組織返崗復工人員健康管理，常態化疫情防控措施，切實推進本集團各單位順利復工復產，減低傳播風險。同時，本集團仍然實施彈性工作制，避免員工於通勤及辦公空間群聚，並允許個別員工因應疫情關係採取遠程辦公。疫情下，我們也十分關心員工的心理健康，透過內部「潤工作—e潤心坊」模塊，為員工提供心理健康疏導。

(III) PREVENTION AND CONTROL OF COVID-19

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

In response to the challenges imposed by the pandemic, the Group has established a normalized pandemic management mechanism of "preventing imported cases and internal spreading", in order to prevent imported infection and outbreak in communities. We formulated a detailed mechanism in accordance with the latest national policy announcements. In combination with local policies and actual conditions, the Group conducts health management for staff returning to work and implements normalized pandemic prevention and control measures, effectively promoting smooth resumption of work and production in all units of the Group and reducing the risk of spreading. Meanwhile, the Group still implements a flexible working system to avoid the staff gathering in the commuting and office space and allows certain employees working in remote offices due to the pandemic. We care about the mental health of employees under pandemic by providing mental health counseling through the internal "R work – e-Resources Mind Workshop" module.

第四章 社會責任 | CHAPTER 4: SOCIAL RESPONSIBILITY

本集團矢志為員工創造符合國家職業衛生標準和衛生要求的工作環境，也視持續支援各部門的防疫措施為必要的工作，疫情期間積極定期採購防疫的醫療物資，確認防疫用品清單，為員工提供口罩、消毒液等必要的防疫用品，確保員工有足夠安全的防護。本集團重視各個辦公區域、生產工地和公共區域的衛生管理，每日安排專人進行殺菌消毒，確保員工有一個整潔的工作環境。同時，本集團亦通過線上線下結合的方式，向員工宣傳防疫知識，傳播防護技能，提升員工自我保護意識。

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

二零二一年，本集團除了在內部嚴格落實防疫工作外，亦鼓勵員工投身志願者活動，積極加入社區防疫工作。如本集團大連工廠對參加防疫志願活動的員工視同正常出勤，並通報嘉獎。同時，本集團各下屬單位也向全國各地衛生防疫部門捐贈防疫物資和生活保障物資，樹立負責任、有擔當的企業形象。其中，本集團甘青藏區域公司於二零二一年十月組織「情係金城、共抗疫情者」抗疫物資捐贈活動，向蘭州市安寧區捐贈醫用防護服等物資500套，價值人民幣30,000元。該公司為所在社區抗擊疫情貢獻一份力量，因此榮獲蘭州市安寧區慈善協會頒發的「抗擊疫情貢獻單位」榮譽稱號。

In 2021, in addition to the strict implementation of the internal pandemic prevention work, the Group also encourage employees to participate in volunteer activities and actively participate in community pandemic prevention work. For example, the Dalian Plant of the Group has taken the employees who participated in pandemic prevention volunteer activities as normal attendance to work and issued order of commendation accordingly. At the same time, all subsidiaries of the Group also donated anti-pandemic materials and living support materials to health and anti-pandemic departments across the country, establishing a responsible and reliable corporate image. Among which, the Ganqinghai-Tibet regional company of the Group organized the "Love in Jincheng, Fight against the Pandemic Together" anti-pandemic material donation activity in October 2021, donating 500 sets of medical protective clothing and other materials which amounted to RMB30,000 to Anning District, Lanzhou City. That company was therefore awarded the honorary title of "Enterprise Devoted to the Fight against the Pandemic" by Lanzhou Anning District Charity Association due to its contribution to the local community.



附錄：香港交易所《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

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	<p>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：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例。</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(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.</p>	<p>GRI103 : 管理方針：披露項目 103-2(c-i) (使用於GRI 305：排放及GRI306：污水及廢棄物)</p> <p>GRI305：排放：管理方針披露指引</p> <p>GRI307：有關環境保護的法規遵守：披露項目 307-1</p> <p>GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 305: Emissions, and GRI 306: Effluents and Waste)</p> <p>GRI 305: Emissions: Management approach disclosures guidance</p> <p>GRI 307: Environmental Compliance: Disclosure 307-1</p>	63-80
A1.1	排放物種類及相關排放資料。 The types of emissions and respective emissions information.	<p>GRI305：排放：披露項目305-1,305-2,305-3</p> <p>GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3,</p>	68-69, 74-75
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).	<p>GRI305：排放：披露項目 305-1,305-2,305-3 及 305-4</p> <p>GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-4</p>	68
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).	<p>GRI306：污水及廢棄物：披露項目 306-2(a)</p> <p>GRI 306: Effluents and Waste: Disclosure 306-2(a)</p>	79-80
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).	<p>GRI306：污水及廢棄物：披露項目 306-2(b)</p> <p>GRI 306: Effluents and Waste: Disclosure 306-2(b)</p>	79
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.	<p>GRI103 : 管理方針：披露項目 103-2 (使用於 GRI305 : 排放) GRI305 : 排放：匯報要求1.2及披露項目 305-5</p> <p>GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 305: Emissions)</p> <p>GRI 305: Emissions: Clause 1.2 and Disclosure 305-5</p>	19, 66-69, 74-76
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 nonhazardous wastes are handled, and description of reduction target(s) set and steps taken to achieve them.	<p>GRI103 : 管理方針：披露項目 103-2 (使用於 GRI306: 污水及廢棄物) GRI306 : 污水及廢棄物：披露項目 306-2 及 306-4</p> <p>GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 306: Effluents and Waste)</p> <p>GRI 306: Effluents and Waste: Disclosures 306-2 and 306-4</p>	19, 65, 79-80

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A2 資源使用Use of Resources

一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	GRI103 : 管理方針：披露項目103-2(c-i)(使用於GRI301: 物料, GRI302: 能源及GRI303: 水) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 301: Materials, GRI 302: Energy, and GRI 303: Water)	63-80
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：披露項目302-1及302-3 GRI 302: Energy: Disclosures 302-1 and 302-3	67
A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	不適用 N/A	73
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.	GRI103 : 管理方針：披露項目103-2(使用於GRI302 : 能源)GRI302 : 能源：披露項目302-4及302-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 302: Energy) GRI 302: Energy: Disclosures 302-4 and 302-5	19, 66-69
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.	GRI103 : 管理方針：披露項目103-2(使用於GRI303 : 水)GRI303 : 水：披露項目303-3 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water) GRI 303: Water: Disclosure 303-3	19, 72-76
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：披露項目301-1 GRI 301: Materials: Disclosure 301-1	76-78

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.	GRI103 : 管理方針：披露項目103-2(c-i)(使用於GRI301 : 物料, GRI302 : 能源, GRI303 : 水, GRI304 : 生物多樣性, GRI305 : 排放及GRI306 : 污水及廢棄物) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste).	66-80
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.	GRI103 : 管理方針：披露項目103-1及103-2(使用於GRI301 : 物料, GRI302 : 能源, GRI303 : 水, GRI304 : 生物多樣性, GRI305 : 排放及GRI306 : 污水及廢棄物)GRI303 : 水：披露項目303-2GRI304 : 生物多樣性：披露項目304-2GRI306 : 污水及廢棄物：披露項目306-3(c)及306-5 GRI 103: Management Approach: Disclosures 103-1 and 103-2 (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 303: Water: Disclosure 303-2 GRI 304: Biodiversity: Disclosure 304-2 GRI 306: Effluents and Waste: Disclosures 306-3(c) and 306-5	66-80

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A4 氣候變化Climate Change		
一般披露 General Disclosure	<p>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。</p> <p>Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.</p>	<p>GRI103 : 管理方針：披露項目 103-2(c-i) (使用於 GRI201: 經濟績效)GRI 102 : 一般揭露：披露項目 102-29</p> <p>GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 201: Economic Performance)GRI 102: General Disclosures: Disclosure 102-29</p>
A4.1	<p>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。</p> <p>Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.</p>	<p>GRI201 : 經濟表現：披露項目 201-2氣候變遷所產生的財務影響及其他風險與機會</p> <p>GRI201: Economic Performance Disclosure 201-2 Financial implications and other risks and opportunities due to climate change.</p>
B. 社會 B. Social		
B1 僱傭Employment		
一般披露 General Disclosure	<p>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：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(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.</p>	<p>GRI103 : 管理方針：披露項目 103-2(c-i) (使用於 GRI202 : 市場地位, GRI401 : 僱傭, GRI405 : 員工多元化與平等機會及GRI406: 反歧視)GRI419: 遵守社會及經濟領域的法規：披露項目 419-1</p> <p>GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 202: Market Presence, GRI 401: Employment, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination)</p> <p>GRI 419: Socioeconomic Compliance: Disclosure 419-1</p>
B1.1	<p>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。</p> <p>Total workforce by gender, employment type (for example, full-time or part-time), age group and geographical region.</p>	<p>GRI102 : 一般披露：披露項目 102-8(a), 102-8(b) 及 102-8(c)GRI405 : 員工多元化與平等機會：披露項目 405-1(b-ii)</p> <p>GRI 102: General Disclosures: Disclosures 102-8(a), 102-8(b), and 102-8(c)</p> <p>GRI 405: Diversity and Equal Opportunity: Disclosure 405-1(b-ii)</p>
B1.2	<p>按性別、年齡組別及地區劃分的僱員流失比率。</p> <p>Employee turnover rate by gender, age group and geographical region.</p>	<p>GRI401 : 僱傭：披露項目 401-1(b)</p> <p>GRI 401: Employment: Disclosure 401-1(b)</p>
B2 健康與安全Health and Safety		
一般披露 General Disclosure	<p>有關提供安全工作環境及保障僱員避免職業性危害的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(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.</p>	<p>GRI103 : 管理方針：披露項目 103-2(c-i) (使用於 GRI403: 職業健康及安全)GRI419: 遵守社會及經濟領域的法規：披露項目 419-1</p> <p>GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 403: Occupational Health and Safety)</p> <p>GRI 419: Socioeconomic Compliance: Disclosure 419-1</p>

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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 : 職業健康及安全：披露項目403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	59
B2.2	因工傷損失工作日數。 Lost days due to work injury.	GRI403 : 職業健康及安全：披露項目：403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	60
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.	GRI103 : 管理方針：披露項目 103-2 及 103-3(a-i) (使用於 GRI403 : 職業健康及安全) GRI 103: Management Approach: Disclosure 103-2 and 103-3(a-i) (used together with GRI 403: Occupational Health and Safety)	59-62
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.	GRI103 : 管理方針：披露項目 103-2(c-i) (使用於 GRI404: 訓練與教育) GRI404: 訓練與教育：披露項目 404-2(a) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 404: Training and Education) GRI 404: Training and Education: Disclosure 404-2(a)	54-58
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 : 訓練與教育：披露項目404-1 GRI 404: Training and Education: Disclosure 404-1	57
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 : 訓練與教育：披露項目404-1 GRI 404: Training and Education: Disclosure 404-1	58
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.	GRI103 : 管理方針：披露項目 103-2(c-i) (使用於 GRI408: 童工及 GRI409: 強迫或強制勞動) GRI419 : 遵守社會及經濟領域的法規：披露項目419- GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 419: Socioeconomic Compliance: Disclosure 419-1	48

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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.	GRI103 : 管理方針：披露項目 103-2 (使用於 GRI408: 童工及 GRI409: 強迫或強制勞動) GRI408: 童工：披露項目 408-1(c) GRI409: 強迫或強制勞動：披露項目 409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	48	
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.	GRI103 : 管理方針：披露項目 103-2 (使用於 GRI408: 童工及 GRI409: 強迫或強制勞動) GRI408: 童工：披露項目 408-1(c) GRI409: 強迫或強制勞動：披露項目 409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	48	
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.	GRI103 : 管理方針：披露項目 103-2(c-i) (使用於 GRI308: 供應商環境評估及 GRI414: 供應商社會評估) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment)	37-42
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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.	GRI103 : 管理方針：披露項目 103-2 (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：披露項目 308-1 及 308-2 GRI414: 供應商社會評估：披露項目 414-1 及 414-2 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment) GRI 308: Supplier Environmental Assessment: Disclosures 308-1 and 308-2 GRI 414: Supplier Social Assessment: Disclosures 414-1 and 414-2	37-42	

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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.	GRI103：管理方針：披露項目103-2(c-i)(使用於GRI416：顧客健康與安全，GRI417：行銷與標示及GRI418：客戶私隱)GRI416：顧客健康與安全：披露項目416-2GRI417：行銷與標示：披露項目417-2及417-3GRI418：客戶私隱：披露項目418-1GRI419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 416: Customer Health and Safety, GRI 417: Marketing and Labelling, and GRI 418: Customer Privacy) GRI 416: Customer Health and Safety: Disclosure 416-2 GRI 417: Marketing and Labelling: Disclosures 417-2 and 417-3 GRI 418: Customer Privacy: Disclosure 418-1 GRI 419: Socioeconomic Compliance: Disclosure 419-1	25-29, 33-37
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	29
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.	GRI102：一般披露：披露項目102-43及102-44GRI103：管理方針：披露項目103-2(c-vi)GRI418：客戶私隱：披露項目418-1 GRI 102: General Disclosures: Disclosures 102-43 and 102-44 GRI 103: Management Approach: Disclosure 103-2(c-vi) GRI 418: Customer Privacy: Disclosure 418-1	35-36
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	31, 33
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	不適用 N/A	25-29
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.	GRI103：管理方針：披露項目103-2及103-3(a-i)(使用於GRI418：客戶私隱) GRI 103: Management Approach: Disclosures 103-2 and 103-3(a-i) (used together with GRI 418: Customer Privacy)	35-37

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.	GRI103：管理方針：披露項目 103–2(c-i)(使用於GRI205：反貪污)GRI205：反貪污：披露項目 205–3GRI419：遵守社會及經濟領域的法規：披露項目419–1 GRI 103: Management Approach: Disclosure 103–2(c-i) (used together with GRI 205: Anti-corruption) GRI 205 Anti-corruption: Disclosure 205–3 GRI 419: Socioeconomic Compliance: Disclosure 419–1	43-45
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：披露項目205–3 GRI 205: Anti-corruption: Disclosure 205–3	45
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	GRI102：一般披露：披露項目 102–17GRI103：管理方針：披露項目 103–2 及 103–3(a-i)(使用於GRI205：反貪污)GRI205：反貪污：匯報要求1.2 GRI 102: General Disclosures: Disclosure 102–17 GRI 103: Management Approach: Disclosures 103–2 and 103–3(a-i) (used together with GRI 205: Anti-corruption) GRI 205: Anti-corruption: Clause 1.2	43-45
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.	GRI103：管理方針：披露項目 103–2(c-i)(使用於GRI413：本地社區) GRI 103: Management Approach: Disclosures 103–2(c-i) (used together with GRI 413: Local Communities)	44

B8 社區投資Community Investment

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.	GRI103：管理方針：披露項目 103–2(c-i)(使用於GRI413：本地社區) GRI 103: Management Approach: Disclosure 103–2(c-i) (used together with GRI 413: Local Communities)	81-85
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：披露項目203–1(a) GRI 203: Indirect Economic Impacts: Disclosure 203–1(a)	32, 81-85
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：經濟表現：披露項目201–1(a-ii) GRI 201: Economic Performance: Disclosure 201–1(a-ii)	81-82, 85



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