



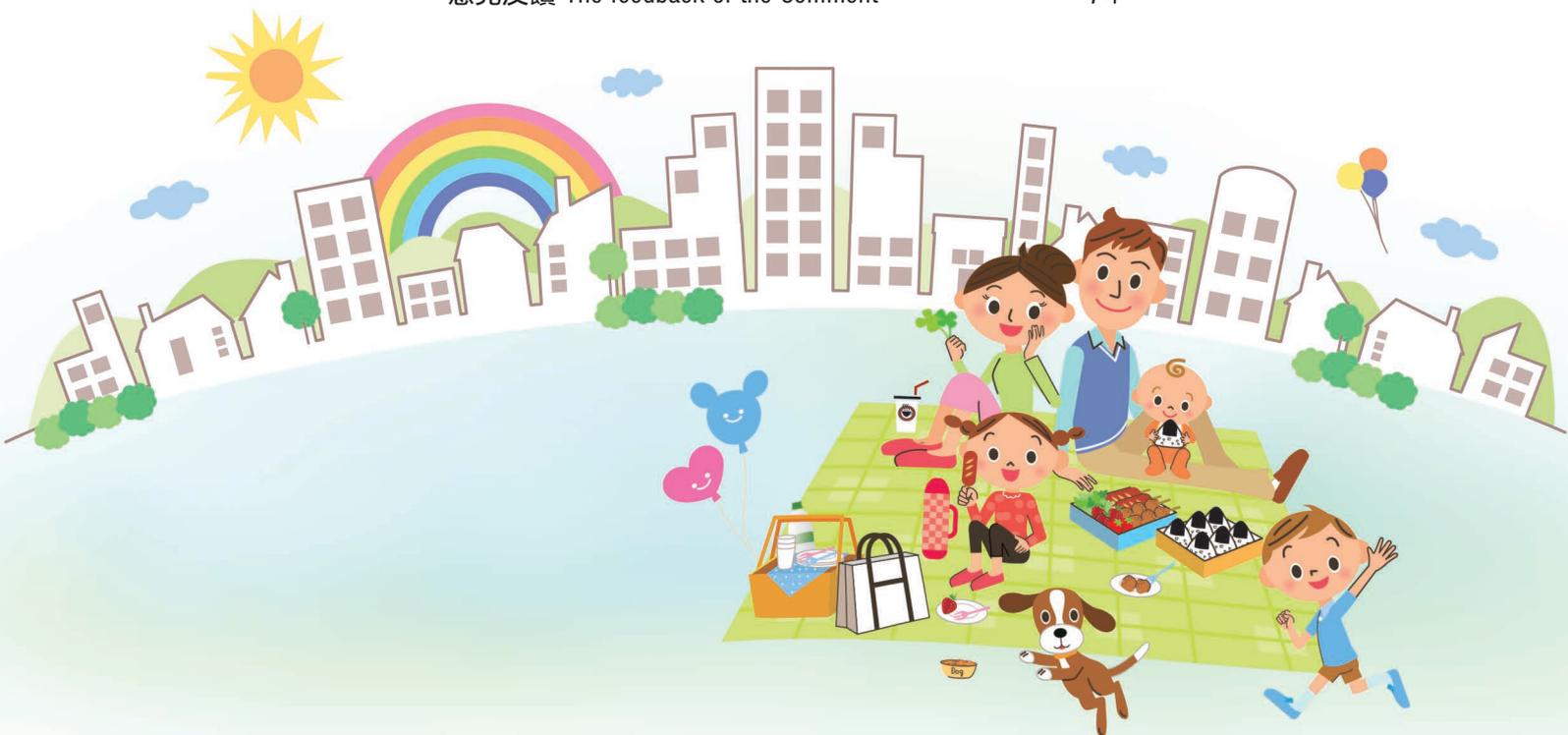
華潤創業有限公司
China Resources Enterprise, Limited



華潤創業有限公司
2016 企業社會責任報告
Corporate Social Responsibility Report

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領導寄語

Message from the Chairman

歡迎閱讀華潤創業有限公司（簡稱華創，華潤創業，與其附屬公司合稱本公司或我們）的企業社會責任報告。

Welcome to read the "Corporate Social Responsibility Report" of China Resources Enterprise, Limited (called "CRE" for short; together with its subsidiaries, shall be referred to as the "Company" or "we/us").

作為華潤集團旗下的旗艦消費品及零售服務公司，華潤創業專注於啤酒、食品及飲品三大核心業務，在推動企業發展壯大，讓其獲得商業意義上成功的同時，亦成為人們美好生活中離不開的重要組成部份，成為大眾信賴和喜愛的公司。

As China Resources Group's flagship consumer products and retail services company, CRE focuses on three core businesses: beer, food and beverage. We hope to make the Company become a stronger, trustworthy, popular company and an indispensable part of people's life while achieving its business success.

2016年是值得銘記的一年，這一年，公司啤酒業務與Anheuser-Busch InBev SA/NV達成協議，以16億美元購入SABMiller Asia Limited持有華潤雪花啤酒的49%股權，成功實現對華潤雪花啤酒的全資控股。

The year 2016 was a memorable year. In 2016, our beer business reached an agreement with Anheuser-Busch InBev SA/NV to acquire 49% stake of CRSB held by SABMiller Asia Limited at a consideration of US\$1.6 billion. The acquisition changed CRSB into our wholly-owned subsidiary.

這一年，食品業務華潤五豐貫徹華潤集團走出去戰略，積極引進海外好產品，如新西蘭帝王鮭、新西蘭優質蘋果等。這一年，飲料業務華潤怡寶持續發力全民體育戰略，把馬拉松運動帶入了更多的中國城市。

In 2016, with regard to the food business, CR Ng Fung implemented the "going global" strategy of CRH by actively introducing oversea quality products, such as New Zealand King Salmon and New Zealand quality apples. In 2016, with regard to the beverage business, CR C'estbon continued to implement the strategy of "Sports for all", introducing marathon to more cities in China.

我們連續第四年以獨立報告的形式就本公司履行社會責任的執行情況予以發佈，接受社會大眾的監督。面對莫測的未來，華潤創業要創造經濟價值，更要在社會價值上有所作為，實現綜合價值最大化。

In the form of an independent report, we have released the Company's fulfillment of social responsibility for four years in a row to subject ourselves to public supervision. Facing an uncertain future, CRE creates not only economic values but also the social values, as to maximize the comprehensive value.





比往年更進一步的是，我們將加強社會責任規劃管理，強化社會責任評價考核，使社會責任與企業文化、發展戰略、生產經營得到融合，我們將會更加關注利益相關方要求，以問題為導向，聚焦相關問題，大力推進社會責任管理。

Working harder than ever before, we will strengthen the planning and management of social responsibility, reinforce the evaluation and examination of social responsibility, so as to incorporate it into the Company's culture, development strategies, production and management. We will pay much more attention to the demands of stakeholders and vigorously promote social responsibility management based on solving problems.

我們堅持產品質量與服務的雙提高，為客戶帶來美好生活品質。

We persist in improving both product quality and service to create a better quality of life for customers.

我們堅持挑戰自我，積極推動環保技術革新，主動踐行綠色發展理念。

We persist in surpassing ourselves to promote environmental technology innovation and take the initiative to put green development concept in practice.

我們堅持共同創造，與供應商、經銷商平等互利，攜手共創未來；堅持公平競爭，助推行業有序發展；與政府、銀行、媒體等各方建立密切夥伴關係，實現合作共贏。

We persist in common development. By joining hands in creating the future, we achieve mutual benefits with suppliers and distributors; we persist in fair competition to foster orderly development within the industry; we establish close ties with various governments, banks, media and other parties to achieve win-win cooperation.

我們堅持平等僱傭，全力保障員工權益，重視人才隊伍建設，讓員工感受到企業的活力與發展前景，助力員工實現自我價值。

We persist in equal opportunity employment to fully protect the rights and interests of employees, and place great emphasis on the development of our talent pool, so that employees can feel the vitality of our company and development prospects, ultimately assisting employees to realize their personal values.

我們堅持社企協力，積極推進社區發展，參與社會公益事業，努力扶貧助困，縮小地區發展差距，促進全面建成小康社會。

We persist in cooperation with social enterprises to vigorously promote community development. Through active participation in charity activities, we strive to combat poverty and help those in need to narrow the interregional gap and facilitate in building a well-off society.

我們期待與消費者、股東、員工和商業夥伴攜手同行，一起引領商業進步，共同築就美好未來。

We look forward to working with consumers, shareholders, employees and business partners to make business progress and create a better future together.

謝謝各位！

Thank you!

主席：陳朗

Chen Lang, Chairman



公司概況

*Company
Overview*





公司簡介

Company Profile

華潤創業有限公司成立於1992年，是華潤(集團)有限公司綜合消費品及零售服務業務的旗艦香港公司，目前主營業務包括啤酒、食品、飲品三大版塊。

Established in 1992, China Resources Enterprise, Limited ("CRE") is the Hong Kong flagship subsidiary of China Resources (Holdings) Company Limited in the comprehensive consumer goods and retail services businesses. The Company focuses on three businesses: beer, food and beverage.

其中啤酒業務——華潤啤酒(控股)有限公司於香港聯合交易所掛牌(股份代號：00291)；旗下附屬公司為華潤雪花啤酒有限公司，是中國最大的啤酒生產及營銷企業，「雪花Snow」自2008年起成為全球銷量最高單一品牌。食品業務——華潤五豐有限公司是優秀的綜合食品企業集團，集食品研發、生產、加工、批發、零售、運輸和國際貿易於一體；主要業務包括大米、肉食、冷凍食品、進口食品及現代農業產業，同時負責運營華潤希望小鎮產業發展項目；業務區域覆蓋中國內地及香港市場，被香港市民親切稱為「香港菜籃子」。飲品業務——華潤怡寶飲料(中國)有限公司是中國領先的飲料企業之一，主營「怡寶C'estbon」品牌系列飲用純淨水；「怡寶C'estbon」品牌純淨水被認為中國名牌產品，「怡寶C'estbon」亦被認為中國馳名商標以及最具市場競爭力品牌，致力於成為中國領先的多元化產品飲料公司。

For the beer business, China Resources Beer (Holdings) Company Limited (stock code: 00291) is listed on The Stock Exchange of Hong Kong Limited, and its subsidiary, China Resources Snow Breweries Limited ("CRSB"), is the largest beer manufacturer, seller and distributor in China. Since 2008, "Snow Snow" has become the world's best-selling single beer brand in terms of volume. For the food business, China Resources Ng Fung Limited is an outstanding integrated food products enterprise, which integrates food research and development, production, processing, wholesale, retail, logistics and international trade as a whole. It is primarily engaged in the businesses of rice, meat, frozen food, imported food and modern agriculture industry. Ng Fung is also responsible for operating the CR Hope Village development project. Its scope of business covers markets in mainland China and Hong Kong. It has an affable name given by Hong Kong people as "the food basket of Hong Kong". For the beverage business, China Resources C'estbon Beverage (China) Co., Ltd. is one of the leading beverage companies in China. Its main products are the "怡寶C'estbon" series of purified drinking water. The "怡寶C'estbon" purified water has been recognized as a renowned brand product in China, and "怡寶C'estbon" also a famous and most competitive brand in China. It strives to build itself into a leading Chinese beverage company with diversified products.

展望未來，華潤創業堅定實施「市場領先、業務協同、運營卓越、品牌傑出」的策略，致力於成為世界一流的綜合消費品及零售服務公司。

Looking ahead, CRE will continue to build on the strategy of "market leadership with outstanding brands, operational excellence and synergies among its businesses", and endeavor to become the world's first-class company for comprehensive consumer goods and retail services.





企業文化

Corporate Culture



企業使命 Our Mission

與消費者、股東、員工、商業夥伴
一起引領商業進步，共創美好生活

Lead the business progress and build a better
life together with consumer, shareholder, staff
and business partner



企業願景 Corporate Vision

成為大眾信賴和喜愛的
綜合消費品及零售服務公司

To be an integrated consumer products and
retail services company that wins public trust
and popularity



價值觀 Our Values

誠實守信、業績導向、
以人為本、創新發展

Honesty and integrity, performance
orientation, people first, innovative
development



發展理念 Development Philosophy

做實、做強、做大、
做好、做長

Make it solid, make it stronger, make it bigger,
make it good and make it longer



企業精神 Corporate Spirit

務實、專業、
協同、積極

Pragmatism, professionalism,
synergy, positivity



企業宣言 Corporate Declaration

立品如山、行道如水、
守正出新、正道致遠

With high probity we stand like mountain
With great virtues we flow like water
Innovate, while upholding integrity
Perseverance, without straying
from the right path





公司架構 Company Structure



* 僅供識別

* For identification purpose only



2016年公司獎項及榮譽

Awards and Honors in 2016

華潤啤酒

CR Beer





2016年公司獎項及榮譽 Awards and Honors in 2016

華潤雪花啤酒 & 華潤怡寶 CRSB & CR C'estbon





大事記

Memorabilia

企業發展歷程

Development History

歷史沿革

Historical Development

1992-2000 創業文化 1992-2000 Entrepreneurial Culture

1992

華潤集團收購永達利企業有限公司，易名為「華潤創業有限公司」，成為最早在香港上市的中資企業（成立）
China Resources (Holdings) Company Limited ("CRH") acquired Winland Investment Limited and renamed it "China Resources Enterprise, Limited (CRE)"; CRE was among the first Chinese enterprises to be listed in Hong Kong (establishment)

1993

與瀋陽啤酒廠合資成立華潤（瀋陽）雪花啤酒有限公司，踏足啤酒行業（踏足啤酒）
founded the joint company China Resources (Shenyang) Snowflake Brewery Co. Ltd. with Shenyang brewery, engaged in beer business. (engagement in beer business)

1994

與 South African Breweries Group* 達成合營協議，共同拓展中國啤酒業務（*South African Breweries Group 於 2002 年收購 Miller Brewing Company，並易名為 SABMiller PLC）（拓展啤酒業務）
concluded a joint adventure agreement with South African Breweries Group* to jointly develop beer business in China (*South African Breweries Group acquired Miller Brewing Company in 2002 and changed its name to SABMiller PLC) (expansion of beer business)

1995

五豐行有限公司（後易名為華潤五豐有限公司）於港交所上市，華潤創業購入其 26% 股權，開展食品業務（踏足食品）
Ng Fung Hong Limited (now known as China Resources Ng Fung Limited) was listed in the HKEx. CRE acquired 26% stock right of the company and began operating food business (engagement in food business)

1996

收購一間純淨水製造廠的 67.25% 股權，開展「怡寶 C'estbon」純淨水業務（踏足飲品）
acquired 67.25% stock right of a purified water production plant and began developing the "怡寶 C'estbon" purified water business (engagement in beverage business)
分拆華潤北京置地有限公司（後更名為華潤置地有限公司）掛牌上市
spun off China Resources Beijing Land Limited (now known as China Resources Land Limited) for listing

1997

華潤創業晉升恒生指數成份股（晉升恒指）
CRE became an HSI constituent stock (becoming an HSI constituent stock)

1999

收購華潤集團之零售業務，包括中藝（香港）有限公司及華潤百貨公司（踏足零售）
acquired the retail business of CRH including Chinese Arts & Crafts (H.K.) Limited and CRC Department Store Limited (engagement in retail business)

2000

將華潤北京置地有限公司（後更名為華潤置地有限公司）及勵致國際集團有限公司（先後更名為華潤勵致有限公司及華潤燃氣有限公司）的股權轉讓給華潤集團，以換取華潤集團的石油及化學品經銷業務（退出地產）
transferred stock right of China Resources Beijing Land Limited (now known as China Resources Land Limited) and Logic International Holdings Limited (which was subsequently renamed China Resources Logic Limited and China Resources Gas Group Limited) to CRH in exchange for petroleum and chemical distribution business (quitting real estate business)
華潤百貨之成藥部正式易名為「華潤堂」經營
the pharmacy section of CRC Department Store was made an independent operation christened "CR care"



2001-2009 變革文化 2001-2009 Reformation Culture

2001

完成將五豐行有限公司(現已易名為華潤五豐有限公司)納入成華創全資附屬公司,並進行私有化(完全控股五豐)
completed the incorporation of Ng Fung Hong Limited (now China Resources Ng Fung Limited) into a wholly-owned subsidiary of CRE and conducted privatization of it (wholly-owned Ng Fung)

2002

收購華潤萬家零售業務及蘇果超市業務(收購華潤萬家)
acquired the retail business of CR Vanguard and the Suguo supermarket business (acquisition of CR Vanguard)

2003

分拆混凝土業務,與華潤集團的混凝土及水泥業務整合後於港交所掛牌上市(後更名為華潤水泥控股有限公司)
(分拆混凝土業務)
spun off concrete business, which was listed in the HKEx after integrating its business with the concrete and cement businesses of CRH (subsequently renamed China Resources Cement Holdings Limited) (spinning off concrete business)

2005

[雪花 Snow]啤酒榮升中國單品牌啤酒銷量第一(雪花單品牌銷量第一)
“雪花 Snow” beer became the best-selling single beer brand in China in terms of volume (“Snow” becoming the best-selling single beer brand)

2006

啤酒業務晉身全國銷量最高之啤酒商(啤酒全國銷量最高)
beer business topped the list of best-selling beer producers in the country in terms of volume (best-selling beer producer in the country)

2007

完成出售所有石化業務(退出石化)
completed sales of all petrochemical business (quitting petrochemical business)

2008

[雪花 Snow]品牌啤酒成為全球銷量最高單一啤酒品牌(啤酒全球銷量最高)
“Snow” became the best-selling single beer brand worldwide in terms of volume (best-selling beer worldwide)

2009

與華潤集團資產互換,以紡織及貨櫃碼頭業務換取於中國75家大型超市及山東省一間啤酒廠,大力擴展核心零售消費品業務(資產互換)
swapped asset with CRH with textile and container terminal businesses for 75 hypermarkets in China and a brewery in Shandong province, to boost core retail and consumer goods businesses (swap of asset)





2010-FUTURE 創新文化
2010-FUTURE Innovation Culture

2010

收購Pacific Coffee (Holdings) Limited 80% 權益 (踏足咖啡)
acquired 80% equity of Pacific Coffee (Holdings) Limited (engagement in coffee business)

完成出售中國的「 Esprit 」業務權益予思捷環球控股有限公司，至此，華潤創業專注於零售、啤酒、食品、飲料四大核心零售消費品業務
completed selling equity of “Esprit” business in China to Esprit Holdings Limited, and from then on, CRE focused on four core retail and consumer goods businesses namely retail, beer, food and beverage

2011

與麒麟控股株式會社成立合營公司，華潤創業佔60% 權益 (與麒麟合營)

set up a joint venture company with Kirin Holdings Company, Limited, with CRE holding 60% equity (setting up a joint venture with Kirin)

2012

完成收購江西洪客隆百貨投資有限公司 100% 股權 (收購洪客隆)

completed acquisition of 100% stock right of Jiangxi Hongkelong Department Store Investment Company Limited (acquisition of Hongkelong)

2013

華潤創業附屬公司華潤雪花完成收購金威啤酒集團有限公司的啤酒業務 (收購金威)

CRSB, a subsidiary of CRE, completed acquisition of beer business of Kingway Brewery Holdings Limited (acquisition of Kingway)

2014

與Tesco PLC 成立合資公司，在中國大力發展多種類零售業務 (與TESCO 合資)

set up a joint venture company with Tesco PLC to vigorously develop various kinds of retail business in China (setting up a joint venture with TESCO)

2015

華潤創業出售全部非啤酒業務於華潤集團，上市公司更名為「華潤啤酒 (控股) 有限公司」(專注啤酒)

CRE sold its entire non-beer businesses to CRH with the listed company renamed China Resources Beer (Holdings) Company Limited (focus on beer business)

2016

由華潤創業有限公司發起設立的第一支海外消費品產業基金——華潤創業聯和基金一期 (有限合夥) (成立產業基金)

CRE sponsored and established its first overseas consumer sector fund, CRE Alliance Fund I L.P. (establishment of sector fund)

華潤創業收購新創建葵涌物流中心所有權益 華潤國際物流中心正式投入運營

CRE acquired all equity of NWS Kwai Chung Logistics Centre; China Resources International Logistics Centre officially commenced operation

華潤創業旗下上市公司華潤啤酒收購SAB持有的華潤雪花49% 股權，使華潤啤酒取得旗下華潤雪花啤酒的完整所有權 (完全控股雪花)

the listed company CR Beer under CRE completed the acquisition 49% stock right of CRSB held by SAB, enabling CR Beer acquiring the full ownership of CRSB (wholly-owned CRSB)

特責任

*Special Responsibility
Projects*

特色項目





作為華潤集團的消費品零售業務旗艦，華潤創業的企業社會責任理念與華潤集團的企業願景、使命、文化和價值觀一脈相承，一直以來，我們希望與消費者一起，攜手改變生活，致力將社會責任理念融入日常的業務運營，為社會、經濟、環境及企業的可持續發展作出貢獻。

As CRH's flagship consumer products and retail services company with corporate social responsibility philosophy originated from the corporate vision, mission, culture and values of CRH, CRE hopes to work with consumers and join hands to create a better life. We are committed to integrating the concept of social responsibility into our daily business operations and make contributions to the sustainable development of the society, economy, environment and the Company.

2016年，雪花啤酒堅守中國傳統文化傳播，持續九年支持「雪花純生•匠心營造•古建攝影大賽」只為了更好的傳承推動中國傳統建築走出塵封歷史，以更新更鮮活的形象走進大眾。

In 2016, adhering to the propagation of Chinese traditional culture, CRSB continued to support the "Snow Draft Beer Ingenuity in Craft" photo competition on Chinese ancient buildings for the ninth consecutive year so as to push the traditional Chinese architecture out of the dust-laden history and embrace the general public with a new and fresh image.

2016年，華潤五豐深化「精準扶貧」項目，積極創新金融扶貧模式，建立社會金融扶貧機制，建設「基礎母牛銀行」，通過發放無利息貸款，按照從無到有、從小到大引導貧困群眾發展養牛產業。

In 2016, CR Ng Fung refined its "Targeted Poverty Alleviation" project and actively innovated the financial poverty-alleviation model by establishing the social financial poverty-alleviation mechanism and setting up the "basic cow bank", which led poor people to develop the cattle rearing industry following the guidance of development from nothing and expansion from small to big by issuing interest-free loans.

2016年，怡寶的百所圖書館計劃走進第10年，持續改善鄉村兒童閱讀環境，並融入更多的新媒體手段。

In 2016, "C'estbon 100 Library Program" was successively conducted for ten years and the efforts to improve rural children's reading environment would be continued while incorporating a variety of new media channels.

2016年，太平洋咖啡一如既往注重兒童事業，並且從貧困兒童救助、兒童成長教育、兒童生存環境、兒童身心健康等角度支持着兒童公益事業。

In 2016, Pacific Coffee, as always, paid attention to children affairs and supported children welfare in respect of poverty relief, development and education, living environment and physical and mental health of children.

華潤創業旗下啤酒、食品及飲品等核心業務在服務民生之餘，更從實際出發，結合自身業務與外部需求，通過一點一滴的努力，積極踐行企業社會責任，真正做到與您攜手，改變生活。

While serving for people's livelihood, CRE's beer, food, beverage and other core businesses also proceeded from the actual situation, combined our own businesses with external demands and positively practiced corporate social responsibility through a little bit of effort so as to better life together.





責任專題

Responsibility Themes

雪花啤酒：九年古建保護公益路

CRSB: Protection of Ancient Architecture over the Past Nine Years

中華優秀傳統文化，積淀着中華民族最深沉的精神追求，代表着中華民族獨特的精神標識。中國古建築藝術是世界上延續歷史最長、分佈地域最廣、風格鮮明的獨特建築藝術體系。我們希望通過資助「中國古代建築知識普及與傳承系列叢書」出版、舉辦古建攝影大賽活動，推動中國傳統建築走出塵封歷史，以更新更鮮活的形象走進大眾，促進中國傳統文化傳播。激勵我們傳承古代「工匠精神」，以精雕細琢態度實現「第一釀造」，生產出最適合國人體質的最優啤酒；以精益求精的精神為客戶提供最優服務，不斷超越客戶的需求。

China's outstanding traditional culture harbors the deepest spiritual pursuit of the Chinese nation and represents the unique spirit of the Chinese nation. Ancient Chinese architecture is a unique architecture system which has the longest history in the most extensive geographical distribution with distinctive style in the world. By sponsoring the publication of the "Traditional Chinese Architecture Series" and organizing the photo competition on ancient Chinese architecture, we hope to push the traditional Chinese architecture out of the dust-laden history and embrace the general public with a new and fresh image so as to foster the propagation of Chinese traditional culture. Being inspired to inherit the spirit of a craftsman in ancient times, we aim at "No. 1 in brewing" with care and precision to produce the best beer which is the most suitable for Chinese people in terms of health. We also aim at providing the best service for customers by making perfection more perfect to provide services beyond customers' expectations.

「用智慧和情感展示中國古建築、展現中國原生文化的精神、氣質和性格，並把這種中國經典原生文化普及並傳承下去。」

"We want to exhibit the ancient Chinese architecture with wisdom and emotion, which reflect the spirit, temperament and character of China's native culture, in order to popularize and inherit such traditional native culture."

——華潤雪花啤酒助理總經理曾申平

- Zeng Shenping, the assistant general manager of CRSB

項目背景

Project Background

2008年，雪花開始聯合清華大學建築歷史與文物建築保護研究所，合作開展「普及與傳承——中國古建築研究與傳播合作項目」，開啟中國古建築保護的公益之路。自2009年到2016年，雪花啤酒以中國古建築為拍攝主體，連續舉辦八屆中國古建築攝影大賽，吸引超過470萬人參加，累計收到超過890萬幅作品，使中國古建築攝影大賽已成為中國規模大、影響廣的攝影賽事之一，並資助「中國古代建築知識普及與傳承系列叢書」的出版。

In 2008, CRSB started to work with the Institute of Architectural History and Cultural Heritage Conservation of Tsinghua University on the "Popularization and Inheritance - Ancient Chinese Architecture Research and Propagation Cooperation Project", opening the way for the protection of ancient Chinese architecture. From 2009 to 2016, CRSB organized eight consecutive sessions of photo competition on Chinese ancient buildings, which attracted over 4.7 million participants with more than 8.9 million entries. The competition has become one of the largest photo competitions with the greatest influence in China. CRSB also sponsored the publication of the "Traditional Chinese Architecture Series".





項目發展

Project Development

2009年 舉辦首屆「雪花純生•匠心營造•古建攝影大賽」。

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

《北京五書》(含《北京紫禁城》、《北京頤和園》、《北京天壇》、《北京四合院》、《北京古建築地圖(上)》)出版發行,被國家新聞出版署列為「經典中國國際出版工程」。

Five Books on Ancient Architecture in Beijing (《北京五書》), including The Forbidden City (《北京紫禁城》), Summer Palace (《北京頤和園》), Temple of Heaven (《北京天壇》), Beijing Courtyards (《北京四合院》) and the Historical Architectural Map of Beijing (Volume 1) (《北京古建築地圖(上)》), were published and entered the list of "China Classics International" of the Administration of Press and Publication.

2010年 舉辦第二屆「雪花純生•匠心營造•古建攝影大賽」。

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

《民居五書》(含《北方民居》、《浙江民居》、《福建民居》、《贛粵民居》、《西南民居》)出版發行,被評為「全國文化遺產最佳普及圖書」。

The Chinese Vernacular House series (《民居五書》), including Northern Residential Buildings (《北方民居》), Zhejiang Residential Buildings (《浙江民居》), Fujian Residential Buildings (《福建民居》), Residential Buildings in Jiangxi and Guangdong (《贛粵民居》) and Southwest Residential Buildings (《西南民居》), were published and rated as "the Best Books for Popularization of National Cultural Heritage".

2011年 舉辦第三屆「雪花純生•匠心營造•古建攝影大賽」,吸引160萬人參與、徵集參賽作品超過18萬幅。

In 2011, we organized the third "Snow Draft Beer Ingenuity in Craft" photo competition on Chinese ancient buildings, which attracted over 1.6 million participants with 180,000 entries.

《裝飾五書》(含《千門之美》、《戶牖之花》、《雕梁畫棟》、《磚雕石刻》、《裝飾之道》)出版發行,授權台灣地區出版繁體字。

The Chinese Ancient Architecture Decoration series (《裝飾五書》), including the Beauty of Gates (《千門之美》), the Patterns of Doors and Windows (《戶牖之花》), the Carved Beams and Painted Rafters (《雕梁畫棟》), the Brick and Stone Carvings (《磚雕石刻》) and the Philosophy of Decoration (《裝飾之道》), were published. Such books were licensed to be published in traditional Chinese in Taiwan.

2012年 舉辦第四屆「雪花純生•匠心營造•古建攝影大賽」。

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

《古都五書》(含《古都北京》、《古都洛陽》、《古都西安》、《古都南京》、《裝飾之道》)出版發行,後榮獲中國大學出版社圖書獎優秀、被列為「經典中國國際出版工程」。

The Five Books on Ancient Capitals (《古都五書》), including the Ancient Capital, Beijing (《古都北京》), the Ancient Capital, Luoyang (《古都洛陽》), the Ancient Capital, Xi'an (《古都西安》), the Ancient Capital, Nanjing (《古都南京》) and the Philosophy of Decoration (《裝飾之道》), were published. The books were then awarded the outstanding book award of China University Presses and entered the list of "China Classics International".



● 2013年 首次冠以「尋蹤營造學社之路」主題，希望通過更具體的古建元素，喚起社會各界對傳統古建築的保護意識。

In 2013, we organized the photo competition with a theme of "Tracing the Society for the Study of Chinese Architecture" for the first time, aiming to arouse the public awareness for the protection of traditional ancient buildings with more specific ancient architecture elements.

《園林五書》(含《北方私家園林》、《嶺南私家園林》、《中國皇家園林》、《江南私家園林》、《閩台私家園林》)。

The Five Books on Gardens (《園林五書》), including Northern Private Garden (《北方私家園林》), The Private Garden of Lingnan (《嶺南私家園林》), Royal Gardens in China (《中國皇家園林》), Private Gardens in the South of the Yangtze River (《江南私家園林》) and Private Gardens in Fujian and Taiwan (《閩台私家園林》), were published.

● 2014年 古建攝影大賽冠以「光影園林」主題，吸引了來自全國及海外近136萬人參賽，徵集作品238萬餘幅。

In 2014, we organized the ancient building photo competition themed "Light and Shadow of Gardens", which attracted nearly 1.36 million participants with 2.38 million entries in China and overseas.

● 2015年 古建攝影大賽冠以「斗拱」主題，共向78名攝影師頒發「古建•傳承獎」與「匠心營造•斗拱獎」。

In 2015, the ancient building photo competition featured the theme of "Dougong (斗拱)" and awarded "Ancient Architecture • Inheritance Award (古建•傳承獎)" and "Ingenuity in Craft • Dougong Award (匠心營造•斗拱獎)" to 78 photographers in total.

與清華大學合作出版第六套「中國古代建築知識普及與傳承系列叢書」——《中國古代建築地圖(第一套)》。

We worked with Tsinghua University to publish the sixth "Traditional Chinese Architecture Series" — the Chinese Ancient Architecture Map (First Volume) (《中國古代建築地圖(第一套)》)。

● 2016年 古建攝影大賽冠以「戶牖」主題，共收到來自全球112萬名攝影愛好者的221萬幅投稿作品，其中「戶牖」類作品量更是高達82萬幅。

In 2016, the theme for the photo competition on ancient buildings was "Huyou (戶牖)". The competition received 2.21 million entries from 1.12 million photography enthusiasts around the world. In particular, entries in the "Huyou" category even reached 820,000.

與清華大學建築學院合作出版第二套《古建築地圖》系列圖書、第七套「古代建築知識普及與傳承系列圖書」。

We worked with the School of Architecture of Tsinghua University to co-publish the Map of the Ancient Architecture (《古建築地圖》) in its second series, which was also the seventh series of the "Traditional Chinese Architecture Series".





華潤五豐：創新扶貧 幸福你我

CR Ng Fung: Innovative Poverty Alleviation for Happiness

項目背景

Project Background

根據國務院扶貧開發領導小組的安排部署，華潤定點幫扶寧夏回族自治區海原縣，為了確保幫扶工作取得實效，集團協調各相關利潤中心，多次到海原縣開展實地考察工作，並與中衛市、海原縣政府多次溝通，初步擬定了華潤定點幫扶海原縣發展的五年規劃綱要。規劃綱要從產業扶貧、投資扶貧、公益扶貧、人才扶貧四方面着手，其中，產業扶貧以養牛項目為核心，規劃期內由華潤集團投入約3.85億元人民幣，由華潤集團負責協調，由華潤五豐具體實施。

According to the arrangement and deployment of the State Council Leading Group of Poverty Alleviation and Development, CR targets to help Haiyuan County, Ningxia Hui Autonomous Region, out of poverty. In order to obtain the actual effect in alleviation work, CR coordinated with each related profit center. After many times of field work in Haiyuan County and many rounds of communications with Zhongwei municipal government and the government of Haiyuan County, the Group proposed an Initial Five Year Development Program on Poverty Alleviation for Haiyuan County. The Program mainly focuses on the poverty alleviation through industries, investment, public welfare and talents. Among them, the poverty alleviation through industries is targeted on cattle breeding project. In the planning period, CRH invested about RMB385 million. CR is responsible for coordination and CR Ng Fung conducts the specific implementation work.

項目發展

Project Development

華潤結合自治區正在實施的「5•30」養殖計劃（即每家能養5頭牛或每家能養30只羊就可達到脫貧標準），積極創新金融扶貧模式，建立社會金融扶貧機制，建設「基礎母牛銀行」，通過發放無利息貸款，按照從無到有、從小到大引導貧困群眾發展養牛產業。這樣的模式既提高了農戶基礎母牛的質量和標準，解決了群眾資金困難的問題，降低了養殖風險和壓力，提高了農戶發展養殖業的積極性，也大大增強了農戶自覺融入市場的發展能力。

In light of the ongoing "5•30" breeding plan (meaning each family being able to keep 5 cows or 30 sheep can meet the standard of lifting out of predicament) in the autonomous region, CR actively innovated the financial poverty-alleviation model by establishing the social financial poverty-alleviation mechanism and setting up the "basic cow bank", which led poor people to develop the cattle rearing industry following the guidance of development from nothing and expansion from small to big by issuing interest-free loans. Such a model has not only improved the quality and standards of farmers' basic cows, solved their problem of capital shortage, lowered breeding risk and pressure and stimulated farmers' initiatives to develop the breeding industry, but also enhanced farmers' development capability of integration into market.





當事人的故事 Real Story

楊金龍，寧夏回族自治區中衛市海原縣鄭旗鄉鄭旗村村民，今年26歲。家中有6口人，包括父母、妻子和兩個孩子，大兒子4歲，小兒子僅7個月。楊金龍原來在內蒙古煤礦下煤礦、開鏟車，工資每月3,500元，然而並沒有五險一金，一整年也只能回家兩次，福利與安全都得不到保障。2015年所在煤礦發生塌方事故後，由於家人擔心他的安全，楊金龍就回到海原就近打零工為生。就在2016年1月，海原華潤農業有限公司曹窪肉牛育肥繁育基地投入試運營，楊金龍應聘成為我司巡夜臨時工。後來公司發掘出他的開鏟車的技能，便開始培養成為TMR自動飼喂設備及清糞車機手，經過考察後轉為了海原基地正式工，每月工資從原來的2,400元漲至3,500元，公司包吃住且為他購買了五險一金。比起從前漂泊無依的生活，現在離家僅15分鐘車程，可以經常回家照顧父母妻兒，楊金龍對將來充滿了信心。

Yang Jinlong, a villager in Zhengqi Village, Zhengqi Township, Haiyuan County, Zhongwei City, Ningxia Hui Autonomous Region, is now 26 years old. There are six people in his family, including the parents, his wife and two children. The elder son is 4 years old and the younger one is only seven months old. Yang Jinlong once worked in a coal mine in Inner Mongolia and operated a forklift down there at a monthly pay of RMB3,500 without insurances and housing fund and could return home only twice every year. Both welfare and safety were not guaranteed. The coal mine he worked in collapsed in 2015. As his family was worried about his safety, Yang Jinlong came back to Haiyuan and did odd jobs nearby. In January 2016, Caowa Cattle Fattening Breeding Base of Haiyuan China Resources Agriculture Co., Ltd. was put into trial operation, and Yang Jinlong was engaged as a temporary night patroller in the company. Later, the company learned about his skill of operating a forklift and began to cultivate him as an operator of TMR automatic feeding equipment and nightsoil collector. After inspection, Yang Jinlong became a formal employee in Haiyuan Base, and his monthly pay increased from the original RMB2,400 to RMB3,500. Besides, the company provided board and lodging services and bought insurances and housing fund for him. As compared with the original rootless wandering life, the current work is only 15 minutes' drive from his home, and he can often go home to take care of his family. Therefore, Yang Jinlong is full of confidence of a bright future.

楊金龍的父親楊忠福，50歲，母親李成花，48歲。老兩口原本在銀川租房打工，為建築工地拉磚、運木材等，勉強可以維持生計。2013年因為身體原因返回海原，開始養羊，後來由於封山禁牧，轉為養牛，恰好趕上海原基地進行基礎母牛除銷。老兩口自籌了1.5萬元，我司貸款2.4萬元，在2016年4月從我司除銷了4頭基礎母牛。截至到目前，已有3頭母牛產犢，剩下1頭也將在於4月生產。老兩口另外還種植有3畝玉米、20畝苜蓿，基本可以滿足所養牛只的飼草需求。預計到今年底，產下的牛犢即可產生4萬元左右的收益，母牛價值可達到6萬元，刨除成本後共可產生6萬餘元收入。海原基地的精準扶貧模式讓楊金龍一家人生活收入都有了支持保障，徹底改變了原來奔波勞累、拮据不安的生活。

Yang Zhongfu, father of Yang Jinlong, is 50 years old, and Yang Jinlong's mother Li Chenghua is 48 years old. The old couple originally rented a house in Yinchuan and made ends meet by transporting bricks and woods for construction sites. In 2013, the old couple returned to Haiyuan for health reason and began to keep sheep. But later, because of hill-closure and grazing prohibition, they shifted to cattle rearing, just in time for the charge sale of basic cows sponsored by Haiyuan Base. The old couple raised RMB15,000 by themselves and borrowed RMB24,000 from the company and bought four basic cows on credit in April 2016. Until now, three cows calved, and the rest one would calve in the coming April. In addition, the old couple planted 3 mu of corn and 20 mu of alfalfa (1 mu = 0.0667 hectare), basically meeting the needs from the cows raised for forage grass. It is expected that at the end of 2017, the calves born will generate profits of around RMB40,000 and the cows will be valued at RMB60,000. The income will come to more than RMB60,000 after deduction of cost. The targeted poverty-alleviation model of Haiyuan Base has provided support and guarantee for Yang Jinlong and his family in respect of life and income and completely changed his previous hard and cash-strapped life.





華潤怡寶：「怡起悅讀，陪伴成長」怡寶百圖計劃

CR C'estbon: "C'estbon reading accompanies you to grow up!"
C'estbon 100 Library Program

項目背景

Project Background

2007年，華潤怡寶啟動「百所圖書館計劃」，至今已步入第十年。

In 2007, CR C'estbon launched the "100 Library Program". Now the program has entered its tenth year.

10年間，華潤怡寶百圖計劃已發展為品牌公益項目，且在兒童公益領域有較高知名度和良好口碑。2016年，眾多新舉措的實施，不僅提升百圖計劃的公益品牌效應，更鞏固了華潤怡寶在兒童公益領域領導者地位。

Over the ten years, CR C'estbon's "100 Library Program" has developed into a signature welfare project with high reputation and recognition in children welfare affairs. In 2016, with the implementation of various new measures, the welfare brand effect of the "100 Library Program" was enhanced while consolidating the leading position of CR C'estbon in children welfare affairs.

項目發展

Project Development

華潤怡寶百所圖書館計劃的目標絕不僅僅是建設100所華潤怡寶圖書館，更希望的是能夠改善鄉村兒童的閱讀環境。

Nevertheless, the goal of CR C'estbon's "100 Library Program" is not only to build 100 libraries but to improve children's reading environment in rural areas.

首次聯合外部第三方 NGO 組織，開放百圖計劃社會公益大門

Opening the gate for public welfare of the "100 Library Program"
by cooperating with an external third party NGOs for the first time

2016百圖計劃嘗試更開放，與全社會所有致力於兒童公益的公益組織、社會機構連接合作。在第十年之際，宣佈與陶行知基金會戰略合作，定向為全國最美鄉村教師所在學校建館募書。通過陶行知基金會在教育系統的專業力量和資源，更深入與更多鄉村學校、老師群體互動。同時，聯合蜻蜓FM，開展線上募集電子書，創新開建聲音電子圖書館，通過「互聯網+公益」，和走入城市小學等渠道面向社會深入貫徹百圖公益理念，吸引更多社會力量參與其中。

In 2016, the "100 Library Program" made an effort to connect and cooperate with all public welfare and social organizations committing to children welfare in the society in a more open manner. When entering its tenth year, the program announced its strategic cooperation with Tao XingZhi Education Foundation on building a library and receiving book donations in the schools where the most beautiful rural teachers in the country work at. Leveraging the expertise and resources of Tao XingZhi Education Foundation in the education system, the program was able to have better access to more rural schools and teachers. At the same time, by cooperating with QingTing FM, the program received online donations of electronic books and set up an innovative sound and electronic library. In order to motivate social participation, the program also made use the "Internet + Public Welfare" mode and entered into urban primary schools to promote its charity philosophy to the society.



孩子們在怡寶圖書館收聽有聲圖書
Children were listening to an audio book in a C'estbon library



蜻蜓FM上的「華潤怡寶百所圖書館計劃」專區
The special column for CR C'estbon's "100 Library Program" on QingTing FM



聘請最美鄉村教師作為代言人盤活圖書館，深化從「書的陪伴」到「人的陪伴」

Inviting the most beautiful rural teachers as promotion ambassadors to vitalize libraries to extend the significance from “accompanying by books” to “accompanying by people”

始於2007年的百圖計劃，通過為教育匱乏地區中小學校捐建圖書館，和捐贈圖書，使困難地區孩子有書讀。直至2014年，數年間百圖計劃一直秉持和踐行這一宗旨和目標，可以說這是「書的陪伴」階段。2015年，項目提出「怡成長 陪伴悅讀」的理念，首次提出「人的陪伴」，2016年進一步深入實現「人的陪伴」，聯合最美鄉村教師群體，聘請到8位最美鄉村教師擔任百圖代言人——擔當所在學校圖書館管理員，從而盤活當地圖書館的使用率，真正實現和拓展「人的陪伴」。

Starting from 2007, the “100 Library Program” donated for the construction of libraries as well as books to the primary and secondary schools which were short of education resources such that the children in distressed areas can have books to read. Up to 2014, the “100 Library Program” had adhered to and put such mission and objective in practice over the years. Such period can be called as a stage of “accompanying by books”. In 2015, the program proposed the idea of “C’est bon reading accompanies you to grow up!” that firstly suggested the concept of “accompanying by people”. In 2016, “accompanying by people” was further achieved with the most beautiful rural teachers. The program invited eight of the most beautiful rural teachers as its promotion ambassadors by serving as the librarians of the schools in which they work at, so as to improve the utilization rate of the libraries and achieve and extend the significance of “accompanying by people”.



中國最美鄉村教師陳美榮在百圖鄉村兒童讀書會上
Chen Meirong, one of the most beautiful rural teachers in China, at a reading event for rural children of the “100 Library Program”

聯合名師資源組成百圖名師巡講團，走進全國35所重點小學和8所鄉村學校

Forming “100 Library Program” lecture tours with famous teachers around 35 major primary schools and 8 rural schools across the country

為了募集8所最美鄉村教師圖書館書籍，更為確保募集到的圖書適合鄉村孩子們閱讀，百圖計劃募書活動得到全國各大城市重點小學的支持，雙方攜手正式展開城市學校讀書會和圖書募集活動。除了分享閱讀，現場還展開了主題繪畫活動。同時，百圖計劃還為捐贈圖書的愛心小朋友精心準備了兒童繪本《水中的童話》，並為他們頒發志願者證書。

In order to collect books for the eight libraries of the most beautiful rural teachers and ensure the books collected being suitable for rural children to read, the book collection activity of the “100 Library Program” gained support from the major primary schools in various major cities across the country. They joined hands and initiated reading events and book collection activities in urban schools. In addition to shared book reading, themed drawing activities were also conducted. Besides, the “100 Library Program” also gave out a children’s picture book, *Water Fairy Tales* (《水中的童話》), and a volunteer certificate to those caring children who donated their books.

此外，百圖計劃還充分利用社會各界資源走進全國35所中小學，發起圖書募集活動。為培養孩子們節儉、愛惜圖書的意識，現場還會開展舊書翻新課堂，由老師帶領小朋友們包書皮，現場給舊書穿新衣。圖書募集方式也較以往有所創新，將採用分類募集的方式，一類為2016年百圖計劃推出的百本書單中的書籍，一類為其他類型的書籍。

Moreover, the “100 Library Program” also entered into 35 primary and secondary schools across the country for book collection activities by making full use of the resources in the society. In order to encourage the children to better cherish their books, there were lessons on refurbishing books. In the lessons, the teachers taught the children how to cover their books and the old books could wear “new clothes”. The way of collecting books was also more innovative than before. Books were collected in two categories. One category was books on the 100-book list of the “100 Library Program” in 2016 and the other category comprised the remaining books.



百圖小志願者
A young volunteer of the “100 Library Program”



太平洋咖啡：持續發力兒童保護

Pacific Coffee: Continued Efforts in Children Protection

項目背景

Project Background

自創建以來，太平洋咖啡一直注重兒童事業，並且從貧困兒童救助、兒童成長教育、兒童生存環境、兒童身心健康等角度支持着兒童公益事業。

Since its establishment, Pacific Coffee has paid attention to children affairs and supported children welfare in respect of poverty relief, development and education, living environment and physical and mental health of children.

項目發展

Project Development

太平洋咖啡在2016年以捐贈等方式分別支持了以救助貧困兒童，助力兒童成長教育，改善兒童生存環境，關注兒童身心健康為目的的不同機構或活動，全方位致力兒童保護，維持品牌初心。

Being committed to all-round children protection and bearing its mission in mind, Pacific Coffee supported various organizations and activities aiming at helping poor children, supporting children development and education, improving children's living environment and caring about children's physical and mental health by donation and other ways in 2016.

A. 救助貧困兒童

Helping Poor Children

1、支持「2016 苗圃挑戰 12 小時慈善越野馬拉松」活動

Supporting "Sowers Action Challenging 12 Hours Charity Marathon 2016"

太平洋咖啡為2016苗圃挑戰12小時慈善越野馬拉松捐贈獎品——膠囊機（包32盒膠囊）以及2,800張買一贈一券。「苗圃挑戰12小時」在過去17屆共有逾29,300人次參加，籌款總額超過3,630萬港幣。去年有逾2,329名參加者，共籌得助學善款314萬港幣。2016年「苗圃挑戰12小時」為兒童青少年福利項目籌款。兒童青少年福利項目的主要服務對象是中國山區的孤兒及困境兒童，他們沒有家人的照顧，吃不飽、穿不暖，更遑論上學的機會。受惠項目是雲南省昭通市水富縣的兒童福利院。

Pacific Coffee donated capsule coffee machines (including 32 boxes of capsules) and 2,800 "buy one, get one free" coupons as the prizes for "Sowers Action Challenging 12 Hours Charity Marathon 2016". There were a total of 29,300 entrants over the past 17 sessions of "Sowers Action Challenging 12 Hours", raising more than HKD36.30 million in total. In the previous year, there were more than 2,329 entrants, raising HKD3.14 million for providing education aid. The "Sowers Action Challenging 12 Hours" in 2016 raised money for children and teenager welfare projects. The projects targeted at the orphans and poor children in the mountainous areas in China who had no family members to take care of them and did not have enough food to eat and clothes to wear, not to mention the chance of receiving education. The beneficiary was a children's home in Shuifu County, Zhaotong City, Yunnan.





2、支持苗圃行動，在香港 120 多間分店擺放捐款箱，籌資港幣 35,002 元
Supporting Sowers Action by placing donation boxes in over 120 stores in Hong Kong which raised HKD35,002

2016年2月在全港120多間分店擺放捐款箱，共募得善款港幣35,002元，用於重建危校、學生資助、教師培訓等助學項目。

In February 2016, donation boxes were placed in over 120 stores in Hong Kong, raising proceeds of HKD35,002 in total which was used in education aid projects including reconstruction of condemned schools, student aid and teacher training.

3、支持聯合國兒童基金會的兒童工作

Supporting children affairs of the United Nations Children's Fund

- 2016年11&12月，在全港130間分店擺放捐款箱，籌得港幣75,000元

In November and December 2016, donation boxes were placed in 130 stores in Hong Kong, raising HKD75,000

- 2017年台曆銷售捐贈(每銷售一本，捐贈10元)，籌得港幣13,500元

HKD10 was donated for selling each of the 2017 calendars and HKD13,500 was raised



了解更多有關聯合國兒童基金會及「兒童之友」每月捐款計劃
每月捐款 HK\$250 = 可獲供 66 包高營養花生露，為 22 名兒童提供一日的營養



B. 助力成長教育 Supporting Personal Growth Education

1、支持香港國際青少年繪畫比賽 Supporting International Children Painting Competition in Hong Kong

- 2016年7月為比賽頒獎典禮提供場地食品
In July 2016, Pacific Coffee provided food for the award presentation ceremony
- 8-10月免費提供場地展示得獎作品
In August to October, Pacific Coffee provided a venue to exhibit winning entries free of charge



共收集到來自30個國家及地區逾11,400幅投畫，從中選出逾百幅優秀作品進入下一階段比賽。30位海外得獎小畫家來自捷克、立陶宛、馬來西亞、波蘭、羅馬尼亞、俄羅斯、塞爾維亞、泰國、烏克蘭，年齡僅13歲至18歲。他們與本港的30位得獎小畫家於7月10日至15日，到著名古跡及文藝景點進行現場寫生比賽，角逐「個人冠、亞、季軍」、「最佳海外團隊」及「優異獎」等獎項。

More than 11,400 entries were received from 30 countries and regions in total, and over 100 outstanding entries of them were selected for the next round of competition. 30 overseas award-winning young artists aged from 13 to 18 came from Czech Republic, Lithuania, Malaysia, Poland, Romania, Russia, Serbia, Thailand and Ukraine. From 10 to 15 July, these overseas young artists and 30 award-winning young artists in Hong Kong attended the on-site sketching competition in famous monuments and cultural attractions to contend for prizes including "Individual Champion, First Runner-Up and Second Runner-Up", "Best Oversea Team" and "Merit Award".

2、參與蝴蝶助學團義賣活動 Participating in Butterfly Education Aid Charity Bazaar

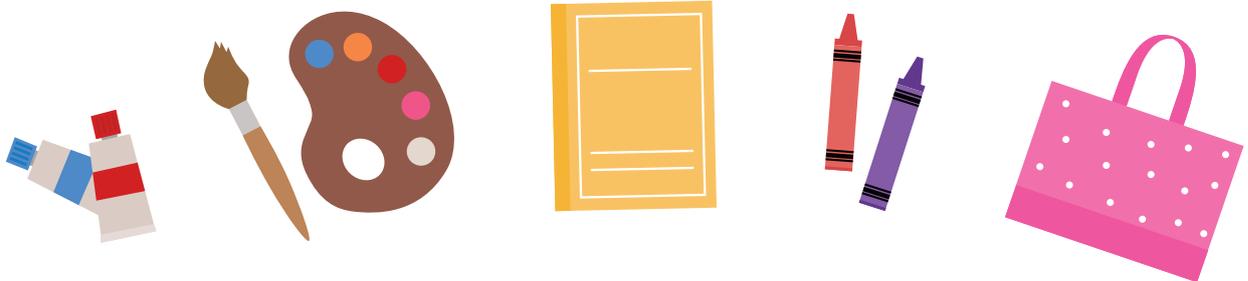
參與廣東公益恤孤助學促進會的蝴蝶助學團義賣會活動。該義賣會為危校重建及其他項目籌款專場。蝴蝶助學通過每年大型主題義賣會向都市圈中人傳播「開心助人，快樂助學」的公益理念。

Pacific Coffee participated in the Butterfly Education Aid Charity Bazaar of Orphan Education Society Guangdong. The charity bazaar raised money for the reconstruction of condemned schools and other projects. Butterfly Education Aid promotes its public welfare mission of "Happy to Help People, Happy to Help Studying" to metropolitans through a large themed charity bazaar every year.

3、支持扶貧基金會「愛心包裹」活動（捐贈人民幣4.3萬元） Supporting the Care Package Project of China Foundation for Poverty Alleviation (donation of RMB43,000)

捐助內蒙古通遼市固日班花蘇木中心小學和得勝學區中心校學生，合計430個美術包。

Pacific Coffee donated a total of 430 packs of art supplies for the students of Guribanhua Central Primary School and Desheng School District Central School in Tongliao City, Inner Mongolia.





C. 改善生存環境

Improving Living Environment

1. 「點滴太平洋」項目為貧困地區校園安全用水工程

“A Drop of Pacific Coffee” project for drinking water safety in campus in impoverished regions

- 寧夏固原 張程小學 捐款人民幣10萬元

Donated RMB100,000 to Zhang Cheng Primary School in Guyuan, Ningxia

- 四川瀘州 黑尼完全小學 正在籌集中

Raising money for Heini Complete Primary School in Luzhou, Sichuan



2. 「Thought of The Farm Fund」活動支持

Supporting “Thought of The Farm Fund”

2016年共募得捐款港幣12萬元；2016年8月，其中港幣1.9萬元用於在哥斯達黎加聖埃倫娜建造一個校園操場給當地的兒童。

In 2016, Pacific Coffee raised donations amounting to HKD120,000 in total. In August 2016, HKD19,000 was used in the construction of a campus playground in Santa Elena, Costa Rica for local children.

註：香港Pacific Coffee於2015年1月份正式成立Thought of the Farm慈善基金。

Note: Pacific Coffee Hong Kong officially established Thought of the Farm Charity Fund in January 2015.





D. 關注身心健康

Caring About Physical and Mental Health

1、「善學慈善基金為微笑行動」籌款，所籌得善款將協助推動「微笑行動」在中國的農村地區組織更多醫療行動，讓更多內地患有兔唇的小朋友可以接受免費的唇腭裂糾正手術。

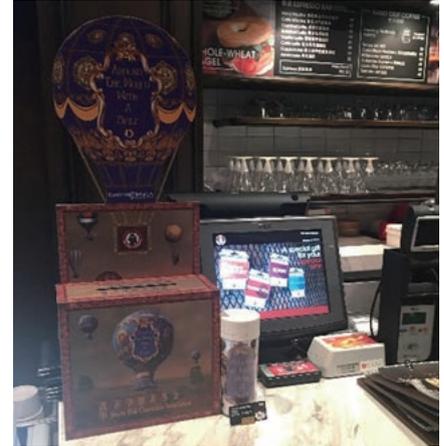
Fund raising for "Operation Smile of Sheen Hok Charitable Foundation" to support "Operation Smile" organizing more medical actions in rural regions in China for providing free surgeries for more children in China who suffer from facial deformities (cleft lip and palate).

- 2016年9-12月在香港 1881 廣場門店擺放捐款箱

Donation boxes were placed in the store of 1881 Heritage Plaza in Hong Kong from September to December 2016

- 善學慈善基金版旅行杯銷售捐贈，共港幣3,250元

A total of HKD3,250 was raised from selling travel mugs (Sheen Hok Charitable Foundation edition)



2、「他們心中的世界」流動美術館展覽

"World in Their Mind (他們心中的世界)" mobile art exhibition

攜手北京金羽翼殘障兒童藝術康復服務中心，進行主題名為「他們心中的世界」流動美術館展覽。除展出部份殘障孩子們的畫作外，首次展覽了由孩子們繪畫作品開發而成的衍生品，通過作品銷售，實現殘障兒童藝術理想及人生價值。

Pacific Coffee joined hands with Beijing Golden Wings Art Rehabilitation Service Center for Disabled Children to organize the "World in Their Mind" mobile art exhibition. In addition to exhibiting some artworks by disabled children, the exhibition also showcase some products originated from children's artworks for the first time so as to realize the artistic ideals and life values of disabled children by selling artworks.



3、捐助「嫣然天使基金」，為家庭貧困身患唇腭裂的小患者籌集手術費用

Donating to "Smile Angel Foundation" to raise surgery fees for young patients suffering from cleft lip and palate in impoverished families

太平洋咖啡首次與嫣然天使基金合作，參與嫣然10週年特別定製款1,010包捐贈項目，捐贈1,010包的愛心網友都會同時獲得由太平洋咖啡提供的中秋禮品。

Cooperating with Smile Angel Foundation for the first time, Pacific Coffee participated in the donation project of the specially designed 1,010 bag for the 10th anniversary of Smile Angel. All donators for the 1,010 bag project also received the mid-autumn presents provided by Pacific Coffee.

4、攜手「看見愛視光健康專項基金」，參與視力健康科普活動

Joining hands with "Eye Love Optometry Health Special Fund" to participate in vision health promotion activities

太平洋咖啡上海部份員工與「看見愛視光健康專項基金」組織工作人員，一起進駐小學1-2年級為小學生傳播視覺健康的課程。

Some employees of Pacific Coffee Shanghai worked with the staff of "Eye Love Optometry Health Special Fund" organization to provide lessons on promoting vision health for first and second grades students.



社 責 任

*Social Responsibility
Management*

會 管 理





責任文化 Responsibility Culture

責任使命、願景與理念 Responsibility Mission, Vision and Concept

社會責任理念是指導華潤創業責任實踐的行動指南。華潤創業社會責任文化與華潤文化一脈相承，遵循《華潤集團社會責任工作管理辦法》，將華潤創業社會責任工作與企業戰略發展、企業文化建設相融合。「十三五」期間，華潤創業將緊跟華潤集團「十三五」社會責任規劃編製要求，並結合自身的業務特點和社會責任履行的實際，立足戰略高度全面部署華潤創業「十三五」期間的社會責任工作，明確工作總體思路及推進路徑，不斷增強責任意識，推動責任踐行，促進責任融合，助力華潤創業「成為最受尊敬的消費品及零售企業」的願景實現。

Social responsibility is an operation guidance for guiding CRE to practice the responsibility. CRE corporate social responsibility and CR culture are consistent with each other. We follow the Measures for CSR Work Management of China Resources Group and incorporate the CSR work in the enterprise's strategic development and culture construction. In the "13th Five-Year Plan" period, CRE will strictly comply with the planning and formulation requirements for the "13th Five-Year Plan" of CRH, integrate its own business features and actual performance of social responsibility, and comprehensively arrange the social responsibility works of CRE during the "13th Five-Year Plan" period from a standpoint of strategy. CRE will also specify the overall direction and progress path for the works, keep enhancing responsibility awareness, promote responsibility performance and facilitate responsibility integration in order to help CRE realize the vision of "being the most respected consumer goods and retail enterprise".

華潤創業社會責任模型 Social Responsibility Model of CRE



責任規劃 Responsibility Planning

責任組織體系 Responsibility Organization System

2016年，華潤創業成立了社會責任和企業文化委員會，是社會責任組織體系的領導決策機構。開始對各職能部室、各利潤中心的職責進行深度梳理，構建華潤創業社會責任矩陣式管理組織體系，積極推動落實社會責任。

In 2016, CRE established the Social Responsibility and Corporate Culture Committee as the leadership and decision-making body for the social responsibility organization system, defined the duties of respective functional departments and profit centers, and set up a social responsibility matrix management system to fulfill its social responsibilities.



責任組織與制度 Responsibility Organization and System

領導機構 Leadership

2016年，華潤創業籌建「華潤創業社會責任指導委員會」，成員名單如下：

In 2016, CRE proposed to set up "CRE Social Responsibility Guiding Committee". The committee members are as follows:

主任：陳朗	Director: Chen Lang
副主任：王維勇	Deputy director: Wang Weiyong
執行副主任：劉岫軍	Executive deputy director: Liu Xiujun
成員：黎寬聲、劉昌平、程大勇、謝丹瀚、 王昕、李茵、童彤、郭華、湯洪濤	Members: Lai Po Shing, Liu Changping, Cheng Dayong, Tse Tan Hon, Wang Xin, Li Han, Tung Tung, Guo Hua, Tang Hongtao

責任組織體系 Responsibility Organization System

華創企業文化與社會責任指導委員會具體職能分佈：

The specific function distribution of CRE Corporate Culture and Social Responsibility Guiding Committee is as follows:

華創企業文化與社會責任指導委員會是相關事項的決策領導機構，其日常管理職能放在公司事務部，公司其他職能部室及各利潤中心是各項工作的推動、實踐和監管部門。主要職能包括：

CRE Corporate Culture and Social Responsibility Guiding Committee is the leadership and policy-making body on relevant matters, and its daily management functions lie in the Corporate Affairs Department. The other functional department offices and profit centers are the departments which are responsible for promotion, implementation and supervision work. Major functions include:

 戰略管理部 Strategy Management Department	<p>在投資發展、戰略規劃、戰略合作、結構優化、創新發展等各方面踐行公司企業文化，確保自身及合作方遵守社會責任。</p> <p>Puts into practice, among other things, the corporate culture in terms of investment and development, strategic planning, strategic cooperation, structure optimization, innovation and development, and ensures itself and partners to fulfil social responsibility.</p>
 人力資源中心 Human Resources Center	<p>協助公司事務部做好企業文化與社會責任的宣貫工作，在員工權益保護、成長與培訓、員工關愛、民主管理、職業健康與安全等方面作出承諾與努力。</p> <p>Assists the Corporate Affairs Department to perform the publicity and fulfillment of corporate culture and social responsibility and makes commitments and efforts in aspects of the protection of the rights and interests, the growth and training, care, democratic management, occupational health and safety of staff.</p>
 財務管理中心 Financial Management Center	<p>在資本/資產管理、股東權益保護、依法納稅等方面做到依法合規。</p> <p>Manages the capital/assets, protects the rights and interests of shareholders and makes tax payment in compliance with the laws and regulations.</p>



 <p>審計部 Internal Audit Department</p>	<p>在合規審計、風險管理等方面做出努力，維護公司利益。</p> <p>Safeguards the company's interests in terms of, among other things, compliance audit and risk management.</p>
 <p>法律及公司秘書部 Legal & Secretarial Department</p>	<p>在依法治企、合規經營、權益保護等方面發揮好監督與促進作用。</p> <p>Exercises its regulatory and promotion function to ensure the corporate governance, management and operation are in compliance with the laws, and protects the rights and interests under the law.</p>
 <p>信息管理中心 Information Management Center</p>	<p>保證信息安全，為相關工作開展提供必要的信息技術支持。</p> <p>Safeguards information security and provides necessary information and technological support for related work.</p>
 <p>企業發展部 Corporate Development Department</p>	<p>在公司投資項目管理上，做到戰略符合、風險可控、財務達標、遵守公司社會責任承諾、使得股東投資回報最大化，保護股東權益。</p> <p>Ensures the corporate investment project meet the requirements of the corporate strategy, controllable risk and financial standards, and complies with the CSR commitment so as to maximize shareholder's returns and protect the rights and interests of shareholders.</p>
 <p>投資者關係部 Investor Relations Department</p>	<p>在股東權益保護、輿情信息披露等方面遵守公司企業文化與社會責任承諾，並對相關工作給予宣傳推廣及促進。</p> <p>Complies with the corporate culture and social responsibility commitment in terms of the protection of the rights and interests of shareholders, the public opinion information disclosure, and promotes the publicity and popularization of related work.</p>
 <p>公司事務部 Corporate Affairs Department</p>	<p>企業文化與社會責任日常管理責任部門，牽頭組織建立與之相關的規章制度及管理機制等，確保公司企業文化與社會責任相關工作得以推進、落實；組織編製每年度企業社會責任報告。</p> <p>A department responsible for the daily management of corporate culture and social responsibility, as the leader to establish the related rules, regulations and management mechanism to ensure the work related to corporate culture and social responsibility is pushing ahead and implemented; and organization and compilation of annual corporate social responsibility report.</p>
 <p>環境健康與安全部 Environment Health and Safety Department</p>	<p>在節能減排、綠色發展、食品安全、生產安全等方面推進效能監察與風險管控工作，促進各項工作良好有序發展。</p> <p>Promotes the efficiency supervision and risk control work in terms of energy conservation, emission reduction, green development, food safety and safety production, and ensures all work conducted in an orderly manner.</p>
 <p>紀檢監察部 Department of Supervision</p>	<p>督促建立廉潔自律的企業文化與工作氛圍，為企業健康發展保駕護航。</p> <p>Urges to establish a clean and self-disciplined corporate culture and working atmosphere for the sound development of the enterprise.</p>

經濟責任

*Economic
Responsibility*





創造股東價值 Create Shareholder Value

推動業務成長 Promote Business Growth

投資併購、市場協同 Investment, Mergers & Acquisitions and Market Synergy

繼2015年向華潤集團出售非啤酒業務後，成功轉型為上市公司專注於啤酒業務，積極通過不同方法為股東締造更高價值。

After the disposal of non-beer business to CRH in 2015 and the successful transformation to a listed company focusing only on beer business, we actively created higher value for shareholders by different means.

49% 股權 49% stake

華潤啤酒與Anheuser-Busch InBev SA/NV達成協議，以16億美元購入SABMiller Asia Limited持有華潤雪花啤酒的49%股權。

CR Beer acquired the 49% stake in CRSB held by SABMiller Asia Limited at a consideration of USD1.6 billion.

啤酒業務方面，由於2015年11月11日ABI正式宣佈收購SAB，為了盡快通過各地的反壟斷審查，ABI陸續出售部份受反壟斷審查的資產，包括SAB與華潤啤酒共同持有雪花的股份。華潤啤酒在2016年3月宣佈與Anheuser-Busch InBev SA/NV達成協議，以16億美元購入SABMiller Asia Limited持有華潤雪花啤酒的49%股權。消息公佈後，市場的反應亦非常正面，分析員均認為華創能以遠低於市價的價格收購華潤雪花49%的股權，是一項非常成功的交易，收購亦有助長遠的併購及發展。消息公佈當日，股價較上一個交易日收市價最高升幅接近35%，收盤價較上一個交易日上升19%。本交易最終於2016年10月在全部先決條件達成的情況下完成，標誌着上市公司華潤啤酒取得華潤雪花啤酒的完整所有權，以確保於中國的發展策略有效實施。

For the beer business, as ABI officially announced to acquire SAB on 11 November 2015, ABI gradually disposed of certain assets under the antitrust scrutiny, including the stake in CRSB jointly held by SAB and CR Beer, in order to pass the antitrust scrutiny of different places as soon as possible. CR Beer announced the agreement entered into with Anheuser-Busch InBev SA/NV in March 2016, pursuant to which CR Beer acquired the 49% stake in CRSB held by SABMiller Asia Limited at a consideration of USD1.6 billion. The announcement of the news received significantly positive market reactions. Analysts generally considered that was a very successful transaction as CRE purchased the 49% equity in CRSB with a consideration which was far lower than the market price, and the acquisition could facilitate the merger and acquisition as well as the development in the long run. On the date of news publication, the stock price increased by at most approximately 35% over the closing price of the last trading day, and the closing price increased by 19% over the last trading day. The transaction was finally completed in October 2016 upon the fulfillment of all precedent conditions, and the listed company, CR Beer, became the full ownership of CRSB such that can implement its development in China.

為加強上市公司的資本基礎，並為未來出現任何可發展及擴展機遇時提供更大靈活性，上市公司於2016年7月宣佈擬以每持有三股股份獲發一股股份的基準，按每股供股股份港幣11.73元進行供股。此次供股是為股東提供平等機會參與啤酒業務未來長遠發展的較佳方式，並確保其股權不被攤薄。雖然過程中遇到英國退歐，令投資情緒轉弱，但經華創觀察其影響後，在確保不會違約及不會過早提出供股中取得平衡，在南非正式宣佈通過反壟斷審查後立刻啟動，並得到華潤集團悉數包銷供股股份，以展示其對啤酒業務的未來及增長前景的信心及承擔。資本市場對本次供股反應非常良好，供股股份最終獲得超額認購，成功籌集超過港幣95億元的資金。

To strengthen the capital foundation of the listed company, and to enhance the flexibility in case of any developmental and expandable opportunities, in July 2016, the listed company announced the proposed rights issue at HKD11.73 per rights share on the basis of one share for every three shares held by the shareholders. The rights issue was a better way to offer an equal opportunity to shareholders to participate in the future long-term development of the beer business, while ensuring their equity interest not to be diluted. Even though the investment sentiment was weakened by the Brexit before the rights issue, CRE, after observing the impacts created by the Brexit, found the way to prevent the breach of contract while not carrying out the rights issue untimely. CRE carried out the rights issue immediately after the official announcement on passing the antitrust scrutiny in South Africa, and CRH fully underwrote the rights shares so as to demonstrate its confidence and commitments to the future prospects and growth of the beer business. The capital market showed a favorable reaction to the rights issue. The rights shares were eventually oversubscribed with proceeds of over HKD9.5 billion.





15% 股權 15% equity interest

認購全球最大的帝王三文魚生產商
New Zealand King Salmon 約 15%
股權

Acquiring approximately 15% equity
interest in New Zealand King Salmon (the
biggest king salmon producer in the world)

食品業務方面，2016年華潤五豐完成了多項的海外投資，以實現引進國際優質食品至國內市場，包括認購新西蘭最主要的蜂蜜生產商 Comvita 約 9% 股權、新西蘭最大的蘋果全產業鏈生產商 Scales 約 15% 股權及全球最大的帝王三文魚生產商 New Zealand King Salmon 約 15% 股權。

For the food business, CR Ng Fung completed various oversea investments in 2016 to realize the introduction of international quality food to the domestic market, including acquiring approximately 9% equity interest in Comvita (a major honey producer in New Zealand), approximately 15% equity interest in Scales (the biggest producer of the whole industrial chain of apple products in New Zealand) and approximately 15% equity interest in New Zealand King Salmon (the biggest king salmon producer in the world).

物流業務方面，在 2016 年 6 月，華創向新創建集團有限公司收購了建於 2011 年、面積達一百萬尺的葵涌物流中心。此項交易有助於華潤物流提升市場份額，實現穩定的業務發展。

For the logistic business, in June 2016, CRE acquired the Kwai Chung Logistics Center constructed in 2011 with area of approximately 1 million square feet from NWS Holdings Limited. The transaction is beneficial to China Resources Logistics for boosting its market share and realizing the steady business development.

稅務籌劃增加效益方面，2016 年，華創通過政策研究和分析，推行新法規下的應對措施，防範風險的同時充分享受國家「營改增」的稅收紅利，助力企業發展。此外，華創結合所處行業的特點，推行了一系列稅務籌劃。特別是在海外投資項目中，通過合理搭建稅務架構，充分利用國際間稅收協定，節約海外稅負，實現價值創造。

In respect of enhanced efficiency by taxation planning, in 2016, CRE carried out the countermeasures under the new regulations after policy study and analysis to prevent the risks while fully enjoying the tax revenue and bonus from the national policy of "replacing business tax with value-added tax", facilitating the development of the enterprise. In addition, CRE combined the features of the industries it engaged in and launched a series of taxation planning. In particular, in the oversea investment projects, CRE saved the oversea tax burden and realize the value creation by reasonably establishing taxation structure and fully utilizing the international taxation agreements.





提升管理效益 Enhance Management Efficiency

業務創新 Business Innovation

食品業務，華潤五豐進行了傳統業務優化創新努力提升加工工藝、開發高附加值的創新產品，積極推動生產工藝精益化、生產技術先進化與產品高端化，打造具備競爭力的生產力及產品力，推動各項業務的快速發展。

For the food business, CR NG Fung innovated the traditional businesses, strived to improve processing technique, developed high value-added innovative products, actively refined manufacturing technique, advanced production technology, developed high-end products, developed competitive productivity and products, and promoted the rapid development of various businesses.

<p>大米業務 Rice business</p>	<p>品牌塑造，深耕核心渠道，強化渠道拓展，優化產品結構，強化小包裝米銷售佔比考核，實現有質量的銷售。 Built up brand, deepened core channels, strengthened channel expansion, optimized the product structure, and strengthened assessment of sales ratio of consumer-pack rice to realize sales with high quality.</p>
<p>國際分銷業務 International distribution business</p>	<p>梳理產品結構，選擇性淘汰不適用產品，積極拓展電商及餐飲渠道，並開發新產品約150餘款，增加營業額3,000餘萬港幣。 Teased out product structure, selectively eliminated the inapplicable products, positively expanded online business and food service channel, developed about 150 new products, and increased turnover of more than HKD30 million.</p>
<p>香港肉食業務 Hong Kong meat business</p>	<p>活畜經銷方面，以南方供港貨源產地為切入點，優化貨源結構，提升供應商產品質量，發展優質供應商。 As for livestock distribution, based on southern areas as sources of supplies to Hong Kong, optimized the structure of sources of supplies, improved quality of suppliers' products and developed qualified suppliers.</p>
<p>內地肉食業務 Mainland meat business</p>	<p>杭州五豐成為G20杭州峰會官方指定的供應商，是主會場及宴會用豬肉的唯一供應企業。 Hangzhou Ng Fung United Meat Co., Ltd was officially designated as the supplier for G20 summit in Hangzhou, and was the sole supplier of pork for main venue and banquet. 同時，杭州五豐搶抓上海迪士尼商機，在長達兩年的時間里，按照迪士尼的需求研發了百餘種產品，年化銷售額約3,000萬元人民幣。 Meanwhile, Hangzhou Ng Fung United Meat Co., Ltd. captured the business opportunity of Shanghai Disneyland and developed more than one hundred kinds of products as per the requirements of Disney during two years, with the sales annualized at about RMB30 million.</p>
<p>內地綜合食品業務 Mainland comprehensive food business</p>	<p>五豐冷食通過優化產品結構的方式不斷提高「拿破侖」等高毛利產品銷售佔比，五豐富春積極拓展熱賣產品銷售，提高淡季熱賣產品儲備生產量，降低單位成本。 Ng Fung Refrigerated Food constantly increased the sales ratio of high margin products, such as "napoleon", by improving the product structure, Ng Fung Fu Chun positively expanded the sales of hot products, improved the off-season reserve and production of hot products and reduced the unit cost.</p>
<p>希望小鎮產業發展業務 Hope Town industrial development business</p>	<p>通過產業調整，結合優質產品分銷，使各產業實現協調發展，資源得到合理和優質配置。 Accomplished coordinated development of each industry and proper and optimal configuration of resources through industrial adjustment and high-quality product distribution.</p>





精益協同

Excellence with Synergy

華創目前各職能部門保持充分溝通，實現跨職能資源共享，而食品業務華潤五豐施行了全面預算管理，並推動價值型財務管理體系的建立，建設財務共享服務中心，構建共享財務、業務財務和專業財務三位一體的管理體系，更好地服務和支持公司業務發展。

Currently, each of the functional departments of CRE maintains sufficient communications, realizing cross-functional resources sharing. For the food business, CR Ng Fung has adopted a comprehensive budget management system, promoted the establishment of a value-based financial management system, established a financial shared service center and built a management system that integrates shared finance, business finance and professional finance, so as to better serve and support the company's business development.

飲品業務方面，2016年華潤怡寶充分利用集團的資源，進行優勢互補，新建生產基地項目，與華潤建築採用新的協同合作模式，充分發揮華潤建築的工程建設管理專長，以合約形式對組織、成本、進度、質量、安全等方面進行管控，加強對項目監管，確保工程質量及工程進度。

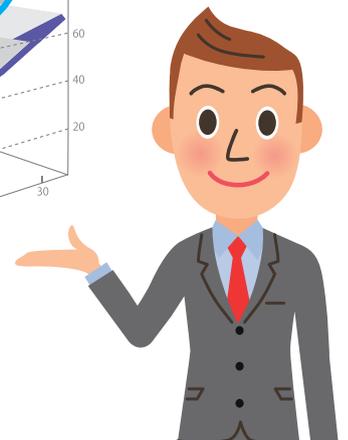
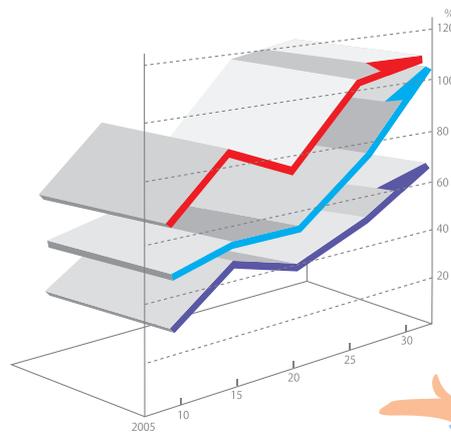
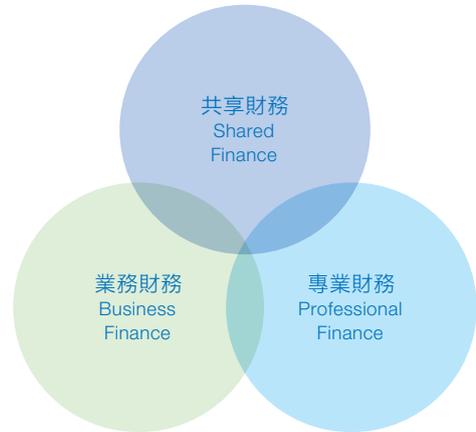
With regard to the beverage business, in 2016, CR C'estbon fully leveraged the Group's resources to achieve complementary strengths, and launched new production base projects. It adopted new synergic cooperation model with CR Construction, fully leveraged the construction management expertise of CR Construction, managed and controlled various aspects including organization, costs, progress, quality and safety by the contractual form, enhanced the supervision on projects, and ensured the construction quality and progress.

同年，與華潤化工進行深入的合作與交流，採購華潤化工PET原料佔總採購量的85%。

Meanwhile, in 2016, CR C'estbon deeply cooperated and communicated with CR Chemicals. The raw materials purchased by CR C'estbon from CR Chemicals PET Raw Materials Station accounted for 85% of its total purchases.

而在華創內部，華潤怡寶總部工廠管理部通過到華潤啤酒余杭工廠交流，學習了啤酒推進精益生產的八個統一、工廠KPI三級分解（工廠、部門、班組），團隊建設和改善推進等內容。

With regard to the internal development of CRE, the factory management department of the head office of CR C'estbon visited the Yuhang factory of CR Beer and learnt various production knowledge, including the eight consistencies, factory KPI 3-level structure (factory, department, group), team building and kaizen promotion, which helped CR Beer facilitate excellence in production.





防止經營風險

Prevention of Operational Risks

內控體系建設

Internal Control System Building

華創內部控制以內部監督、制度建設、風險評估與內控評價的方式開展，旨在通過發現內控缺陷，促其整改，完善內部控制制度，強化管理人員合規經營意識，防範重大風險。

CRE conducts its internal control by means of internal monitoring, system establishment, risk assessment, internal control assessment, aiming to promote the implementation of corrective measures, improve the internal control system, enhance the compliance operation awareness of management personnel, and prevent significant risks through identifying the defects of internal control.

2016年對下屬業務單位進行了年度內控評估，從評價結果看，內控運行良好。在年度內控評估基礎上，聚焦對專項風險的管控。華創總部開展了銷售費用和大米存貨管理風險治理及內控評價專項項目，下屬業務單位自行開展了銷售費用檢查、財務檢查、供應商管理等專項項目。通過系統識別和梳理流程中的管理漏洞和存在的主要風險，提出風險治理補充措施，促進下屬業務單位建立或修訂採購管理、招標管理、供應商管理、工程建設、EHS等方面制度流程139項。

In 2016, CRE conducted an annual internal control assessment on subordinate business units, and the assessment results reflected the favorable operation of internal control system. CRE focused on the monitoring and control of the specific risks based on the annual internal control assessment. The headquarters of CRE initiated the sales expenses and rice inventory management risk governance and internal control assessment project, while the subordinate business units actively initiated different projects such as sales expenses checks, financial checks and supplier management checks. Upon the identification and organization of the management defects and major risks existed in the process through the system, CRE proposed the supplemental measures for the risk governance and procured the subordinate business units to formulate or amend 139 system procedures regarding various aspects such as procurement management, bidding management, supplier management, project engineering management and EHS.

同時華創的內部審計將風險管理和內部控制緊密結合起來，以專項審計為主，以問題為導向，聚焦合規、注重審計整改，審計報告簽發後6個月內被審計單位須提交正式的審計整改報告；項目組針對整改完成情況進行溝通，以此督促被審計單位在限期內落實審計整改；審計整改率納入下屬業務單位的業績合同，促進審計結果轉化為管理成果。同時，總結最佳實踐，為業務單位提供專業培訓，發揮管理諮詢服務的作用。

Meanwhile, the internal audit department of CRE closely combined risk management and internal control with special audit as the main theme and problems as the direction to focus on compliance and lay importance on auditing corrections. The audited units shall submit the formal audit correction report within the six months after the issuance of the audit report, and the project team would communicate with the units for the implementation of corrections in order to supervise the audited units to carry out the audit corrections before the deadline. The performance contracts of the subordinate business units included the audit correction rate to facilitate the conversion of audit results into management outcome. Meantime, CRE concluded the best implementation cases, and provided the business units with professional training, functioning as a management consultant.

2016年華創對下屬業務開展了13個審計項目。側重工程建設審計、物流與銷售費用審計、招標管理審計、經責審計等，審計發現問題330個，提出審計整改建議508條，審計整改率96%，下屬業務單位通過舉一反三的整改，完善制度87項。（按審計類型分為工程管理審計3個，物流與銷售費用審計3個，招標管理審計2個，經責審計2個，運營審計、資金檢查專項、後續跟進審計各1個。）

In 2016, CRE initiated 13 audit projects for subordinate businesses. With emphasis on engineering construction audit, logistic and sales expenses audit, bidding management audit and accountability audit, 330 problems were found during the audit, 508 audit corrections were proposed, and the audit correction rate reached 96%. The subordinate business units improved 87 items of the system through the multipurpose corrections. (The audit projects can be divided by audit types into 3 construction management audits, 3 logistic and sales expenses audits, 2 bidding management audits, 2 accountability audits, and one for each operation audit, capital check special audit and follow-up audit.)





財務管理

Financial Management

<p>費用報銷流程 Expense reimbursement procedure</p>	<p>為使公司的各項費用報銷及支付能得到有效的規範，華創財務管理中心制定及持續執行《費用報銷及付款審批操作指引》以作為處理所有合乎華創的《經理人職務消費管理辦法》及《總部費用報銷管理辦法》等有關制度的費用報銷及付款申請的基礎。該操作指引加強規範費用報銷及付款審批流程、授權及職責，要求費用報銷申請人按規定提交付款申請，夾附有效發票或支持文件及按審批權限及額度安排各部門主管、分管領導及/或董事會主席審批。</p> <p>In order to effectively regulate the various expense reimbursement and payment of the Company, CRE Financial Management Center formulated and kept on carrying out the "Operating Guidelines for Expense Reimbursement and Payment Approval" as the foundation for managing all expense reimbursement and payment which had conformed to the CRE systems such as the "Measures for Managers' Expenses Management" and the "Measures for Headquarters Expenditure Reimbursement Management". The operating guideline strengthened the regulations on the approval procedures, authorization and duties of expense reimbursement. It required the applicants of expense reimbursement to submit the payment application according to the regulations that they should attach valid invoice or supporting documents to the applications, and the Company would then, according to the approval permission and limit, arrange the director of each division, departmental leaders and/or the chairman of the board of directors to approve the applications.</p>
<p>空白支票管理 Blank cheque management</p>	<p>華潤集團2015年對華創開展了制度專項評價，根據集團出具的《華潤創業有限公司制度評價報告》，專門制定了境內及境外空白支票管理操作指引，對空白支票實行全流程管理，具體管理範圍包括空白支票的購買、登記、保管、使用、作廢、盤點等環節，該兩項指引已於2016年7月下發執行。</p> <p>CRH initiated specific system assessment on CRE in 2015. The operating guidelines for domestic and oversea blank cheque management were specifically formulated according to the "System Assessment Report of China Resources Enterprise, Limited" issued by the Group, in order to implement the full-process management for the blank cheque. The specific management range covers different sections including purchase, registration, custody, use, cancellation and stock taking of blank cheques. The two guidelines were issued and executed in July 2016.</p>
<p>派息管理 Dividend payout management</p>	<p>2016年上半年，華創積極組織及統籌下屬各業務單元的派息計劃工作從派息各項影響因素綜合分析及評估各業務單元派息的可行性和建議金額。為提高華創及各業務單元派息管理水平，規範派息管理的業務流程，明確派息管理職責，維護並提升公司價值，依據《華潤集團派息指引》要求，並結合華創實際情況，制定《華創派息管理辦法》，逐步實現派息管理制度化與規範化。下屬業務單元編製了派息管理辦法細則。2016年12月末華創統一編製派息工作總結，總結內容包括但不限於派息工作執行情況，取得成效，與派息計劃的差異及原因，存在問題及下一步的計劃。</p> <p>In the first half of 2016, CRE actively organized and coordinated the dividend payout plans for subordinate business units, including the overall analysis of various affecting factors regarding dividend payout and the evaluation on the feasibility and suggested the amounts of dividend payout by the business units. To enhance the dividend payout management level of CRE and all business units, CRE regulated the business process of dividend payout management, defined the dividend payout management duties, maintained and lifted the Company's value, and formulated "Regulations on Dividend Payout Management of China Resources Enterprise" according to the requirements of the "Dividend Payout Guidelines of CRH" and the actual situations of CRE to gradually realize the systematization and standardization of dividend payout management. The subordinate business units formulated the provisions of measures for dividend payout management. As at the end of December of 2016, CRE issued the conclusion of the dividend payout works, the content of which included but not limited to the execution and efficiency of the dividend payout works, the differences between the dividend payout works and plans and the reasons thereof, the existing problems and the next plans.</p>



財務風險監控 Financial Risk Monitoring and Control

2016年，中國採取更加嚴格的政策限制資本外流，人民幣兌美元貶值壓力持續，中長期匯率走勢仍然存在不確定性。華創通過建立匯率風險防控指引、建立風險預警指標及日常監控機制、完善匯率風險分析模型並每季度發佈《人民幣匯率風險專題分析報告》等措施，有效管控匯率風險。資金管控方面，華創持續推進兩金壓控（應收賬款及存貨）工作方案，每月統計餘額及追蹤，通過監督加快應收專款和存貨的流量，減少資金佔用並順利完成年度壓控目標。同時，華創下屬利潤中心就壓控工作方案進行總結回顧，並提出有效管理措施，鞏固資金流轉效率。

In 2016, China adopted stricter policy to limit capital outflow, and the pressure of depreciation of RMB against U.S. dollar persisted, resulting in the continuous uncertainty risk of the exchange rate in the medium to long term. CRE effectively monitored and controlled the exchange rate risk by different measures such as establishing the Guideline for Prevention and Control of Exchange Rate Risk, the Risk Alert in Advance Indicator and the Daily Monitoring and Control Mechanism, optimizing the analysis model of exchange rate risk and issuing Analysis Report on Exchange Rate Risk of Renminbi quarterly. In respect of the capital management and control, CRE consistently launched the proposals of "two funds" (receivables and inventory) suppression and control, conducted monthly statistics on the balance and tracked the two funds. Through supervising and accelerating the flow of receivables and inventories, CRE decreased the capital occupation and successfully completed the annual reduction and control targets. Meanwhile, the subordinate profit center of CRE conducted work summary review on the reduction and control proposals, and proposed effective management measures to consolidate the capital flow efficiency.

此外，華創定期與下屬利潤中心溝通營運資金情況，下屬利潤中心每季度需向華創總部提交現金創造分析報告，制定改善計劃及加強營運資本管理方面的舉措。

In addition, CRE regularly communicated with subordinate profit centers on conditions of operative capital, while the subordinate profit centers needed to quarterly submit cash generation analysis report to the headquarters, and develop improvement plan and measures for strengthening operational capital management.

全面風險管理 Comprehensive Risk Management

華創風險管理工作致力防患於未然，風險管理體系建設以夯實基礎管理和實現風險可視為目標，以年度評估的重大專項風險為抓手，以全面風險管控為依托，已建立重大風險跟進機制，注重風險培訓，促動風險管控。

CRE risk management lays emphasis on prevention. The risk management system is established with the aim of consolidating foundation management and realizing risk foreseeability, focusing on the significant specific risks spotted by the annual assessment and relying on the comprehensive risk management and control. CRE has set up the follow-up mechanism for significant risks, focused on risk training and promoted risk management and control.

年度風險評估 Annual Risk Assessment

- √ 華創總部組織和統籌年度風險評估工作計劃，對下屬業務單位提供評估方法、工具模板、最佳實踐等方面專題培訓；

The headquarters of CRE organizes and coordinates annual risk assessment proposals, providing the subordinate business units with specific training in different aspects such as assessment methods, instruments and templates, and the best implementation cases;

- √ 評估範圍 100% 覆蓋全業務流程，自下而上，全員參與評估；

The assessment range fully covers the whole business flow, and all staff are required to participate in the bottom-up assessment;

- √ 華創總部從戰略、宏觀經濟形勢等方面評估風險，下屬業務單位根據業務特點，從市場、行業、競爭、運營、財務等方面評估風險，形成華創年度十大風險，並建立應對措施，落實到崗位；

The headquarters of CRE assesses the risks from different angles such as strategy and macro economy. The subordinate business units assess the risks from various angles including market, industry, competition, operation and finance according to the business features to define the top ten risks for the year of CRE, form the countermeasures accordingly and apply them to different positions;

- √ 針對年度十大風險，建立半年度重大風險動態回顧機制，檢討風險防範措施，確保對重大風險的管理水平控制在合理的範圍。

CRE has found a semi-annual dynamic review mechanism against the top ten risks for the year to review the risk prevention measures and ensure the level of significant risk management within a reasonable range.



風險管理專項培訓
Risk Management Specific Training

培訓對象 Trainees	風險管理培訓 Risk Management Training
<p>華潤啤酒 CR Beer</p>	<p>對華潤啤酒四川區域開展香港上市公司管治規則、風險管理與內部控制評估流程方法進行培訓；物流風險介紹及專題案例培訓，共74人參加培訓。</p> <p>Initiated training regarding the governance rules of Hong Kong listed companies, the assessment flow and methods of risk management and internal control, logistic risk introduction and case studies for CR Beer's operation areas in Sichuan with the attendance of 74 staff members in total.</p>
<p>華潤怡寶 CR C'estbon</p>	<p>根據工程建設風險管理項目實踐，開展了《風險管理嵌入業務流程，實現管理提升》的培訓，共33人參加。</p> <p>Initiated the training of "Risk Management Imbedding Business Flow to Realize Management Upgrade" according to the implementation of engineering construction risk management projects with the attendance of 33 staff members in total.</p>
<p>華潤五豐 CR Ng Fung</p>	<p>在EHS大會上，結合應收賬款、存貨管理以及工程管理項目審計實踐，開展《從審計案例看企業風險管控》的培訓。</p> <p>On the EHS meeting, CRE combined the audit practices of receivables, inventory management and construction management projects and launched the training of "Study Corporate Risk Management and Control from Audit Cases".</p> <p>工程建設風險管理培訓，物流部、財務部、法務部共26人參加。</p> <p>Engineering construction risk management training with the attendance of 26 staff members in total from logistic departments, finance department and legal department.</p>
<p>華潤萬家 CR Vanguard</p>	<p>對萬家總部防損部共23人開展企業內部控制管理規範、準則及工作流程及信息系統內部控制培訓。</p> <p>Conducted training related to the regulations, standards and workflow of corporate internal control management, and information system internal control, for totally 23 staff members from the loss prevention department of the CR Vanguard headquarters.</p>
<p>華創總部及下屬業務單位 風險管理人員 Risk management staff in headquarters of CRE and the subordinate business units</p>	<p>2017年度風險評估專題培訓，華創職能部門及華創系6個利潤中心共26人參加。對集團風險管理規劃進行宣講，分析以往風險評估存在的問題，介紹了2017年度風險評估模板和工具介紹；分享了如何將風險管理工作融入到工作當中並進行風險防範的最佳實踐。</p> <p>2017 Risk assessment specific training was conducted with the attendance of 26 staff members in total from six profit centers of CRE and the functional departments of CRE. CRE conducted a talk in respect of the Group's risk management plans to analyze the problems existing in the past risk assessment, introduce the risk assessment templates and instruments for 2017, and share the experience of applying risk management to works and demonstrate the best implementation cases regarding risk prevention.</p>



股東及投資者溝通

Communication between Shareholders and Investors

我們切實保障股東的知情權，積極執行與股東及投資界有效而多渠道的溝通機制，公正、客觀、全面地向投資界披露公司重大戰略決策、運營表現及重大業務發展情況，便於股東評估公司的營運及表現，持續增強股東對公司的信賴與信心。

We practically protect the rights to information, actively execute the effective and multi-channeled communication mechanism for shareholders and investors, fairly, objectively and comprehensively disclose our significant strategic decisions, operating performance and major business development to investors in order to allow shareholders to evaluate the operation and performance of the Company and consistently strengthen shareholders' trust and confidence in the Company.



華潤啤酒召開股東大會

CR Beer Convening General Shareholders Meetings



香港董事學會週年晚宴暨「2016年度傑出董事獎」頒獎典禮

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

2016年，我們與接近1,400名分析員和基金經理進行約350次會面。我們在投資者關係方面的傑出表現亦持續受到業界贊譽，連續六年獲得《亞洲企業管治》雜誌頒發「最佳投資者關係企業」。

In 2016, we conducted about 350 meetings with approximately 1,400 analysts and fund managers. We constantly drew praise for our outstanding performance in investor relations, and we were named Best Investor Relations Company by Corporate Governance Asia for the sixth consecutive year.

[作為一名外資消費品研究員，我已與華潤啤酒打交道將近8個年頭。除了穩健的公司業績，完善健全的公司治理體制和高瞻遠矚的管理層之外，給我最大的印象就是公司始終把股東放在心上，切實持續的維護好股東利益，並努力通過合理有效的市場措施實現股東價值的最大化。]

“As an analyst in the consumer goods sector at foreign-funded institutions, I have made contact with CR Beer for almost 8 years. In addition to the steady performance, the comprehensive and sound governance system of the Company and the forward-looking management, the most impressive point of CR Beer to me is that the Company always bears the shareholders in mind, practically and constantly protects the shareholders' interests and strives to maximize the shareholders' value through reasonable and effective measures.”

——美林證券消費品分析員 龍元元(Tina Long)
- Tina Long, Consumer Goods Analyst of Merrill Lynch



完善公司治理 Improvement in Corporate Governance

三重一大風險控制機制 “Three Importance and One Greatness” Risk Control Mechanism

現華創董事會全面負責建立及維持穩健的風險管理、內部監控及管治制度，確保有效及有效率地達成公司目標與宗旨，保障華創資產及股東利益，以及確保財務及企業報告的可靠性。華創2016年進一步完善了「三重一大」任免決策流程，對於集團直管經理人的任免提案、華創直管經理人的任用決定實現了100%上會民主審議。對於華創直管經理人的晉升管理，完整覆蓋「提案制定」-「考察調研」-「民主決議」-「任前公示」-「新任談話」各個關鍵環節，流程完備，操作規範，體現了「三重一大」人事任免工作的科學性和嚴謹性，嚴格控制了用人失察風險。

The current board of directors of CRE is comprehensively in charge of the establishment and maintenance of a solid risk management, internal control and governance system to ensure the objectives and purposes of the Company to be effectively achieved, safeguard the assets of CRE and interests of shareholders, and ensure the reliability of financial and enterprise reports. In 2016, CRE further improved the appointment & dismissal and decision-making procedure of “Three Importance and One Greatness”, which realized the fully democratic deliberation on the appointment & dismissal of the direct manager of the Group and the appointment of the direct manager of CRE. The promotion management for CRE direct manager comprehensively covers various key sections, namely “proposal making”, “investigation and research”, “democratic decision”, “advanced notice prior to appointment” and “conversation for new appointment”, with complete procedures and regulated operations. The management also actualized the scientific and precise personnel appointment & dismissal works of “Three Importance and One Greatness” and strictly controlled the risk of oversight mistakes in personnel appointment.

公司治理文化 Corporate Governance Culture

華創一直非常重視全面提升公司依法治企的能力，通過華創法律及公司秘書部協助公司充分利用各種場合和機會進行依法治企的宣貫，為深入推進依法治企營造良好氛圍，實際性推進依法治企的相關工作。採取的措施包括但不限於：

CRE has been focusing on comprehensively improving the Company’s capability to carry out corporate governance based on rules. With the assistance of the Legal & Secretarial Department of CRE, the Company fully made use of all occasions and opportunities to communicate our goal of adhering to rules, creating a positive environment to step into the actual implementation of the relevant work, including but not limited to:

- A. 通過制度化建設舉措，比如協助修訂華創規章制度管理辦法、外聘律師管理辦法、投資項目審批工作細則等規章制度及工作指引，協助公司將依法治企的要求納入公司的規章制度，嵌入公司的管理流程，保障企業內規章制度合法性、嚴密性和可操作性，發揮基礎效能，確保依法治企目標的實現；

Ensuring the fulfilment of the goal of adhering to rules by amending different methods and guidelines such as the Management Method of the Rules and Regulations of CRE, the Management Method of External Lawyers and the Article of Approving Investment Projects, adding the requirement of conducting corporate governance based on rules as well as the management process of the Company into the rules and regulations of the Company so as to ensure the legality, intensity and operability of the rules and regulations of the Company and optimize performance;

- B. 通過為公司的傳統業務項目以及新增創新項目提供法律支持和保障，嚴格防範法律風險。

Mitigating the legal risks strictly by providing legal supports and protections to both the existing and new business segments of the Company.

2017年公司将持續關注國家政策法規及海外投資併購政策的最新動向，進一步完善依法治企的能力。

In 2017, the Company will continue to keep abreast of the latest development of the national policies and regulations as well as the overseas merger policies, further improving the capabilities of our corporate governance.



保值增值績效

Results of Value Maintaining and Increasing

本年初華潤萬家有限公司劃歸華潤(集團)有限公司直接管理,華潤創業有限公司業務調整為啤酒、食品、飲品三大一級利潤中心以及太平洋咖啡、華潤物流、華創物業三家直屬業務單元。此外,遵循華潤集團「雙擎兩翼」戰略發展構想,華潤創業積極打造「產業×資本」雙輪模式,加速轉型實現產業轉型與國際化發展。2016年5月18日華創聯和基金主體公司完成設立,6月30日基金完成首期交割,基金正式啟動運營。

At the beginning of the Year, CR Vanguard Co., Ltd handed over its business to the direct management under China Resources (Holdings) Company Limited while the core profit centers of China Resources Enterprise Limited restructured as beer, food and beverage as well as the direct business unites of Pacific Coffee, China Resources Logistics and CRE Properties. Besides, in accordance with the strategic planning guidance of "twin engines with two wings" of CRH, China Resources Enterprise proactively created the dual development modal of "industry × capital", boosting the industrial transformation and the process of going international. On 18 May 2016, the subject company of CRE Alliance Fund was established and the first settlement of its fund completed on 30 June. The operation of the fund officially commenced.



2016年年底,華潤啤酒廠總數達到98間,遍佈中國內地25個省、市、自治區,年產能約22,000,000千升。

At the end of 2016, CR Beer operated 98 breweries in 25 provinces, directly administered municipalities and autonomous regions in mainland China, with an aggregate annual production capacity of approximately 22,000,000,000 kiloliters.

本集團旗下「雪花Snow」為中國及全球銷量最大的單一啤酒品牌。2016年華潤雪花全年完成營業額336.58億港幣、經常性EBIT23.73億港幣、ROIC6.8%。2016年進一步提升塑造品牌、市場拓展能力、公司文化建設能力,持續開展業務改進,改善公司經營效率,華潤雪花2016年實際產銷量1,172萬千升,市場份額提高約一個百分點,雪花品牌價值進一步提升。2016年年底,華潤雪花啤酒廠總數達到98間,遍佈中國內地25個省、市、自治區、直轄市,年產能約22,000,000千升。

「雪花Snow」of the Group is the sole beer brand with the highest sales volume in the PRC and over the globe. In 2016, CRSB achieved a turnover of HKD33.658 billion, a recurring EBIT of HKD2.373 billion and ROIC of 6.8%. During the Year, the Group further improved its brand building work, marketing capabilities, culture building capabilities, the way it conducts business and the operation efficiency. In 2016, the beer sales volume amounted to 11.72 million kiloliters. The market shares increased by approximately 1 percentage point and the brand value further increased. At the end of 2016, CRSB operated 98 breweries in 25 provinces, cities, autonomous regions and municipalities in mainland China, with an aggregate annual production capacity of approximately 22,000,000,000 kiloliters.

2016年華潤五豐全年完成營業額127.57億港幣、經常性EBIT3.60億港幣、ROIC2.7%。在香港,華潤五豐是最大的中國食品經銷商之一,鮮肉、凍肉及中國特色食品在香港市場佔主導地位,擁有香港最大屠房上水屠房的經營權,對維護香港社會的繁榮穩定發揮了重要作用;在國內,華潤五豐開展種植、養殖、屠宰及食品研發、加工等業務,目前已進入全國重點區域。在河南、江西、廣東共有11個供港養殖場,年供港數量12萬頭;在杭州擁有2個自建養殖場,生豬年出欄量2.7萬頭;共有內地年屠宰能力847萬頭;肉製品年加工能力1.55萬噸。此外,華潤五豐還積極開展進口食品的代理及分銷業務。

In 2016, CR Ng Fung achieved an annual turnover of HKD12.757 billion, a recurring EBIT of HKD360 million and ROIC of 2.7%. In Hong Kong, CR Ng Fung is one of the largest Chinese food distributors, whose fresh meat, frozen meat, and foods with Chinese characteristics dominate the Hong Kong market. We have the operating rights to run the Sheung Shui Slaughterhouse and we also play an important role in maintaining the prosperity and stability of Hong Kong society. In Mainland China, CR Ng Fung has launched planting, breeding, butchery, and food research and development, and production businesses, which have entered into the focus areas of China. In Henan, Jiangxi and Guangdong, it has 11 farms supplying to Hong Kong in total with an annual supply of 120,000 heads. In Hangzhou, it has 2 own farms with a live pig throughput of 27,000 heads. In Mainland China, the annual throughput of slaughtering is 8,470,000 heads and the annual processing capabilities of meat products are 15,500 tones. Besides, CR Ng Fung has actively developed agent and distribution business of imported foods to consumers.



2016年華潤五豐全年完成營業額127.57億港幣、經常性EBIT3.60億港幣、ROIC2.7%。

In 2016, CR Ng Fung achieved an annual turnover of HKD12.757 billion, a recurring EBIT of HKD360 million and ROIC of 2.7%.



營業額

108.64 億
港幣

Turnover

HKD10.864
billion

截止2016年9月，怡寶瓶裝水全國銷量份額達19.4%，行業排名第二。

As of September 2016, the national sales share of C'estbon bottled water reached 19.4%, ranking the second in the industry.



營業額

11.22 億
港幣

Turnover

HKD1.122
billion

2016年太平洋咖啡全年完成營業額11.22億港幣、經常性EBIT-1.43億港幣、ROIC-26.4%。

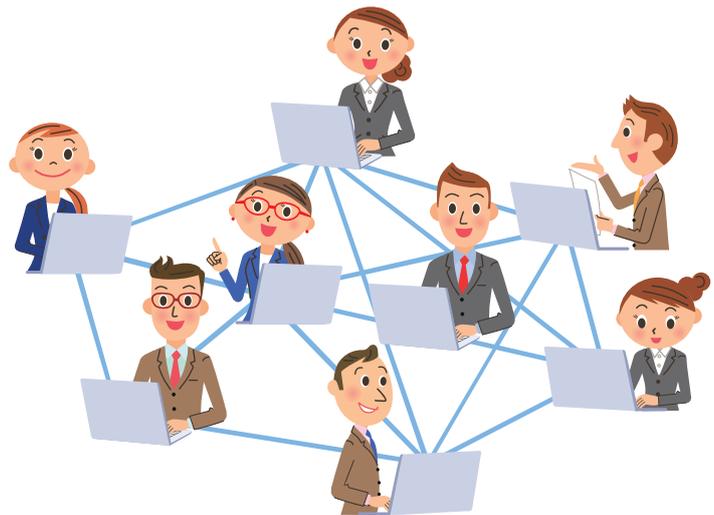
In 2016, Pacific Coffee achieved an annual turnover of HKD1.122 billion, a recurring EBIT of HKD-143 million and ROIC of -26.4%.

2016年華潤怡寶全年完成營業額108.64億港幣、經常性EBIT6.65億港幣、ROIC18.0%。華潤怡寶主要經營品類包括純淨水、礦泉水、奶茶、咖啡、功能性飲料。截止2016年9月，怡寶瓶裝水全國銷量份額達19.4%，行業排名第二，已經成為具有全國影響力的知名品牌。華潤怡寶目前共有工廠42個，其中自有工廠10個、OEM工廠32個、生產線121條、年產能達1,519萬噸。

In 2016, CR C'estbon achieved an annual turnover of HKD10.864 billion, a recurring EBIT of HKD665 million and ROIC of 18.0%. CR C'estbon is principally engaged in the brands of distilled water, mineral water, milk tea, coffee and functional drinks. As of September 2016, the national sales share of C'estbon bottled water reached 19.4%, ranking the second in the industry, becoming the most influential popular brand in China. Currently, the CR C'estbon has 42 factories, of which 10 are self-owned, 32 are OEM, and 121 production lines, reaching an annual production volume of 15,190,000 tones.

2016年太平洋咖啡全年完成營業額11.22億港幣、經常性EBIT-1.43億港幣、ROIC-26.4%；華創物業全年完成營業額9.54億港幣、經常性EBIT8.19億港幣、ROIC5.0%；華潤物流全年完成營業額7.70億港幣（不包括1.4億港幣集團管理費收入）、經常性EBIT2.44億港幣、ROIC5.7%。

In 2016, Pacific Coffee achieved an annual turnover of HKD1.122 billion, a recurring EBIT of HKD-143 million and ROIC of -26.4%. CRE Properties achieved an annual turnover of HKD954 million, a recurring EBIT of HKD819 million and ROIC of 5.0%. China Resources Logistics has an annual turnover of HKD770 million (excluding HKD140 million of management fee of the Group), a recurring EBIT of HKD244 million and ROIC of 5.7%.



誠信合規

Integrity and Compliance

華創以集團合規、審慎、嚴謹、系統的管理文化為核心，通過持續開展道德誠信教育、案例專題培訓、內控自查風險管理交流會議等形式提升員工的風險管控意識。例如華潤啤酒持續開展道德誠信、風險內控、流程等培訓，通過開展專項檢查、制度評價、內控評價等項目，對項目部門或區域的相關業務崗位人員進行培訓，學習制度，樹立合規意識。

CRE see the compliance, prudent, rigorous and systematic management culture as our core value. We enhance the employees' awareness of risk management and control by means of constant moral and ethical education, case study training, internal control and self-assessment, and risk management seminars. For example, CR Beer conducts moral and ethical education, internal risks control and procedural training continuously and provides the employees in relevant positions of the project departments or regions with training through different programs including special inspection, system assessment and internal control assessment, in order to learn the system and raise their compliance awareness.

對外方面，華創積極建設和維護媒體關係，嚴格執行《危機管理及新聞發言人管理辦法》，確保對外信息溝通的準確性，又設定新聞發言人管理機制，統一口徑及渠道，維持誠信合規。

Externally, CRE proactively establishes and maintains media relationships, strictly complies with Management Method of Crisis Management and News Spokesman《危機管理及新聞發言人管理辦法》in order to ensure the accuracy of the published information, and sets up a management mechanism of spokesman to release news in one voice, one channel, maintaining the integrity and compliance.

幸福

*Happy
Employees*

工





華創最寶貴的財富是人，因此本公司重視員工的培養、發展，亦關注員工的身心健康，並用各項制度，落實各項措施，而不僅僅讓維護員工權益成為口號。華創期待用切實的員工權益保護，幫助員工取得工作及生活的平衡，提升員工的歸屬感，以令員工能更好發揮其才能，進而提升企業人力資源價值，強化本公司的競爭力及生產力。

The most valuable asset of CRE is its staff. The Company attaches great importance to the cultivation and development of employees as well as their mental and physical health. There are rules formulated by the Company to protect the rights and interests of employees, which made it not a mere slogan. CRE looks forward to practically protecting the rights and interests of its employees to help them achieve balance between work and life, improve their sense of belonging, thus to make them have a full use of their talents, improving HR value of the Company and improving its competitiveness and productivity.

員工權益保護 Protection of Rights and Interests of Employees

華潤創業一直將保障員工權益作為要務，首先保障員工的基本權益，包括簽訂正式正規的勞動合同，繳納國家規定的社會保險，包括養老保險、醫療保險、失業保險、工傷保險和生育保險及住房公積金，香港員工繳納強積金。除此之外，還給員工購買商業保險。

Protection of rights and interests of employees has always been considered as a priority of CRE. We protect their basic rights and interests including signing formal and standard labor contracts, buying social insurance, including pensions insurance, medical insurance, unemployment insurance, work-related injury insurance and maternity insurance and housing fund and contributing to the MPF for Hong Kong employees, in accordance with the law and extra commercial insurance.

華潤創業恪守平等僱傭的原則，保證公正公平地僱傭，保障員工的勞動報酬權，包括每月按時支付給員工足額的勞動報酬。為落實業績導向的華潤文化，推進全員績效管理，明確員工績效管理政策，提升績效管理水平，制定了績效管理手冊，不斷完善薪酬激勵管理機制。2017年1月正式出台《華創年度績效獎金管理辦法》，明確了華創年度績效獎金的管理要求；出台了華創直管利潤中心超額利潤獎金方案和太平洋咖啡、華潤物流、華創物業2016年超額利潤獎金/減虧方案；搭建了華創聯和基金公司薪酬體系和長期激勵方案。

CRE adheres to the principle of equal employment to guarantee fair and just employment. We also ensure the right of remuneration of employees and pay full remuneration to them in time monthly. We've established performance management manual and reasonable remuneration increase mechanism to carry out the performance oriented culture of CRH, enhance performance management of all staffs, specify performance management policy and improve performance management level. In January 2017, Management Method of CRE Annual Bonus《華創年度績效獎金管理辦法》clearly stating the management requirements for receiving CRE annual performance bonus was officially published. The policy on distributing the profit surplus of the three profit centers, Pacific Coffee, China Resources Logistics and CRE Properties, and their 2016 profit/loss was also published, paving that way to CRE Alliance Fund's remuneration package and its long-term incentive policy.





民主管理 Democratic Management

啤酒業務，雪花啤酒推行公開透明的陽光政策，對員工的績效考評情況定期進行公示，提前向員工披露公司重大戰略運營決策的信息，全力保障員工的知情權、參與權；注重傾聽員工心聲，通過意見箱、座談會等形式了解和回應員工期望與訴求；不斷創新員工溝通方式，主動公佈員工申訴渠道，保障員工的申訴權。

Beer business: Snow Beer implements open, transparent policies and publishes regular announcement on performance appraisal for employees, thus fully protects employees' right to know and right to participate. Snow Beer focuses on listening to employees' opinions. Snow Beer understands and responds to employees' expectations and requests through opinion box and talks. Snow Beer continues to create innovative communications methods with employees, and actively announces compliant channels for employees, thereby protecting employees' right to appeal.

職業健康與安全 Occupational Health & Safety

員工身心職業健康與安全是公司實現可持續發展的保障。我們努力按照各項業務的特點，制定內部的職業健康安全指引和政策，為全員提供理想的工作環境，保障員工的職業安全。

Occupational health, both physically and mentally, and safety of employees is the safeguard for the sustainable development of the Company. We have formulated the internal occupational health and safety guidelines and policies based on the characteristics of different operations. We provide an ideal working environment to employees and protect their occupational safety.



全年職業健康安全培訓

17,200 人次

Throughout the year, 17,200 participants attended the occupational health and safety training



職業病體檢及健康檔案覆蓋率

100%

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

reached 100%



職業危害告知率和警示標識設置率

100%

The rates for notification of occupational hazard and warning sign installation

reached 100%

啤酒業務，雪花啤酒開展了旨在增強用人單位法律意識和社會責任感、提高員工自我保護意識的職業健康宣傳教育，全年職業健康安全培訓 17,200 人次。每年給全體員工提供專業機構的免費體檢一次。華潤雪花啤酒職業病體檢及健康檔案覆蓋率 100%。

Beer business: In order to enhance the consciousness of legality and the sense of social responsibility of the employer and the awareness on self-protection of employees, CRSB has conducted promotional and educational campaigns on occupational health. Throughout the year, 17,200 participants attended the occupational health and safety training institution. All employees are entitled to free body check by professional institution for one time every year. The coverage rate for body check on occupational diseases and health records of CRSB reached 100%.

採取各種技術措施改善工作場所作業環境，努力消除和減少作業環境中的職業危害因素，為員工創造健康的工作環境，工作場所職業危害告知率和警示標識設置率達到 100%。

We have adopted different technical measures to improve the environment of workplace and working sites. We strive to eliminate and minimize the occupational hazards in working environment, aiming to create a healthy working environment for employees. The rates for notification of occupational hazard and warning sign installation at workplace reached 100%.

依法為員工參加工傷保險，對從事接觸職業病危害作業的員工，組織其進行崗前、在崗期間和離崗時的職業健康檢查，將檢查結果如實告知本人。

We have offered employment injury insurance for our employees. We also provide occupational health checks to employees who are more vulnerable to occupational hazards before employment, during employment and when leaving the company, and notify the employees of the actual check results.

飲品業務，2016 年華潤怡寶明確了職業危害告知與培訓、職業危害控制、職業健康監護、檔案管理等內容，並將職業健康管理相關工作內容納入安全工作計劃中，繼續加強員工職業健康工作管理，預防、控制和消除職業危害對員工健康的損害，切實保障員工身心健康。

Beverage business: in 2016, CR C'estbon conducted training on occupational hazard information, occupational health control, occupational health monitoring and file management etc. Meanwhile, occupational health management related work was included into the work safety plan, further enhancing the employees' occupational health management as well as preventing and eliminating the work hazard to the employees so that their physical and mental health can be assured.



員工成長 Development of Employees

華潤創業持續強化華創系人才規劃及人才庫建設工作。制定了華創人才盤點及高潛人才庫構建方案，在華創及利潤中心層面試點構建高潛人才庫。華潤創業在2016年開展了各類培訓，針對不同的員工啟動不同的培養項目，包括國際化人才培養項目、創將班一期溫故知新活動、華創系財務管理職能、信息管理職能的領導力發展項目，推廣華創電子學習平台和創新能力培養項目。

CRE continues to strengthen its talent planning and talent pool building. It stipulated plans to review talents and dig high potentials at CRE and the profit center level. CRE carried out different training sessions in 2016 and initialized different cultivation projects targeting at different employees, including international talent cultivation items, pioneer management recalling and moving on, CRE financial management functions and IT management development solutions to promote the online training platform and innovation capabilities cultivation items of CRE.

啤酒業務：雪花啤酒
Beer business: Snow Beer

<p>01 針對新員工 For new employees</p>	<p>開展「未來之星」培訓計劃，令新員工盡快了解公司業務及企業文化。 Arranged the training program "Rising Star" for new employees, helping them understand our operations and adapt to our corporate culture quickly.</p>
<p>02 針對中層管理人員 For middle-management</p>	<p>實施勝任力提升項目，系統地提升中層管理人員的勝任能力。 Provided competence enhancement program for middle level management, which improves the competence of middle level management in a systematic manner.</p>
<p>03 針對高層管理人員 For top-management</p>	<p>持續開展自辦領導力項目。 Continued to arrange our self-organised leadership program for senior management.</p>
<p>04 針對精益人才 For Lean talent</p>	<p>開展精益黃帶、綠帶培訓和講師認證，持續開展精益項目改善。 Organized yellow belt and green belt training and lecturer certification for elites on lean management, and continue to improve our elite program on lean management.</p>



雪花組織開展職業培訓
Snow Beer Conducting Occupational Training

食品業務：華潤五豐不僅針對經理人開展各種培訓，更定期組織新員工入職培訓，持續實施與跟進團隊發展計劃。為關注員工成長，不僅組織培訓活動，還深耕日常電子學習平台，在I-Learning平台上開發3門財務類課程，組織6次在線考試項目；升級在線課件製作工具，引進articulate製作工具；在M-Learning項目中引進知鳥學習平台，引進2門移動學習課程；我們積極配合華潤大學建設移動學習平台工作，為員工提供發展工具與平台。

Food business: CR Ng Fung conducted different training sessions for managers, and arranged lean training for new comers regularly. We continued to implemented and follow-up team development plans. For the sake of our employees' development, we not only arranged training activities, but also conducted research and development work for the daily online learning platforms. We created 3 categories of financial courses at I-Learning, arranged 6 online examinations, upgraded online course creating tools, introduced articulate creating tools, introduced online learning platform Zhiniao (知鳥) for M-Learning items and introduced 2 mobile learning courses. We work closely with China Resources University in building mobile learning platform, providing a development tool and platform for our employees.



五豐大米事業部首期領導力發展項目心靈之旅
Inspiring Journey - First Leadership Development Project of Rice Business Unit



人才培養體系共計培養銷售經理

39名

Successor cultivation program with

a total of **39** sales managers cultivated

飲品業務：華潤怡寶升級小灶計劃項目，推動銷售經理、銷售主管的培養，完善梯隊人才培養體系，共計培養銷售經理39名，形成小微案例集、IDP計劃和市場工作總結各39個。

Beverage Business: CR C'estbon upgraded the small training plan, boosting the sales manager and sales chief cultivation, further developed successor cultivation program with a total of 39 sales managers cultivated and prepared 39 items for each of the small case series, the IDP plan and the market summarization.

同時開展四期2016年講師系列活動：尋找身邊的講師、認識身邊的講師、講師培養、講師對陣。系列活動期間共盤點講師124名，新增培養、認證講師42名，新增開發項目課程課件35個，助推公司項目落地。

Meanwhile, the fourth lecturers' series in 2016 commenced, activities of which includes discovering lecturers, knowing your lecturers, lecturer cultivation, lecturers' talk. During the activities, a total of 124 lecturers were reviewed and 42 lecturers were newly cultivated and certificated. There were 35 new courses, which helps putting the Company's project forward.



2016年講師系列活動期間共盤點講師

124名

A total of **124** lecturers were reviewed during the lecturers' series activities in 2016

而2016年公司招聘大學生113人，承辦2016年未來之星訓練營，共同推動新員工3年持續發展機制完善，致力於培養助力公司未來持續發展，認同公司文化，陽光、有責任、激情、有夢想的後備人才隊伍。本次辦營績效考核綜合排名集團第三、華創第一。辦營期間共培養21名有辦營經驗的項目管理者和35名營地講師，並形成31個未來之星課件。

In 2016, the Company recruited 113 university graduates, undertook the 2016 "Rising Star" training camp and aimed to improve the 3-year development mechanism for new employees, cultivate more reserve talents team who are sunny, responsible, passionate and have dreams for future sustainable development of the Company and who recognized the corporate culture. The Group ranks the third and CRE ranks the first in the performance assessment. During the camp, a total of 21 project managers who participate in organizing the camp and 35 camp coaches were trained, preparing 31 courses for the "Rising Star".



2016年公司招聘大學生

113人

In 2016, the Company recruited **113** university graduates



承辦2016未來之星訓練營
Undertaking 2016 Rising Star Training Camp



員工關愛 Care for the Employees

華潤創業一直以來實施民主管理制度，保持簡單積極快樂的工作氛圍。公司有專門的員工關係組，作為公司與員工間溝通的橋梁，積極保持與所有員工的溝通，給予員工正能量，傾聽員工的意見和建議，並將意見和建議反饋給相關部門負責人。

CRE has always kept the democratic management system to keep a simple, positive and happy work atmosphere. The Company has an employee relationship team, as a bridge linking the Company and employees, to maintain communications with all the employees, deliver positive energy to them, listen to their comments and suggestions and feed them back to the Company.

困難員工幫扶 Implement the Helping and Supporting Work for the Employees in Difficulties

食品業務，五豐設立了「華潤五豐愛心基金」，用於幫助遇到重大疾病和遭受災害的員工家庭，於每年8月份組織募捐，在2016年有2,744名員工參與捐款，捐款總額為人民幣184,000.56元，截至2016年底，共有23名員工得到了人民幣64.5萬元的救助。

Food business: set up "CR Ng Fung Care Fund" to organize donation in each August for employees who suffered from major diseases and disasters. In 2016, 2,744 employees donated a total of RMB184,000.56. By the end of 2016, 23 employees received RMB645,000 of relief fund.

幫扶案例簡報 Helping and Supporting Work Report

案例一 CASE 1

陳振榮——清遠五豐公司飼料加工車間一位普通員工的病情，牽動着每位河南五豐人的心。

Chen Zhenrong – the illness of this grassroots fodder processing employee at Qingyuan Ng Fung worries every Henan Ng Fung members.

陳振榮於2015年12月入職清遠五豐公司，從事飼料加工工作，在工作中，他團結有愛、盡職盡責。在2016年底，他偶感不適，本以為只是小問題，請假去了醫院檢查，檢查結果卻猶如晴天霹靂——肝癌晚期，已不具備手術條件。陳振榮無妻無子，家里只有70多歲的老母親，家境困難，無錢進行後續醫治，情緒一度陷入低谷。

Chen Zhenrong joined Qingyuan Ng Fung under Henan Ng Fung in December 2015 and was engaged in fodder processing. He loved and was devoted to his job. At the end of 2016, he felt minor discomfort and didn't take it seriously. He asked for a leave and went to the hospital for inspection. He was shocked by the result – terminal liver cancer, not suitable for operation. Without wife or child, Chen Zhenrong's 70-year-old mother was left unattended. Without money for subsequent treatment, he reached the depth of despair in life.

得知了這個消息，清遠五豐黨組織、工會發出號召：病魔無情同事有愛，由黨員領導帶頭，廣大職工紛紛響應，共同伸出援助之手，短短一週的時間，河南五豐公司約90%的職工——600人參與捐助活動，共捐善款22,190元，涓涓細流匯入陳振榮家中，帶去了組織的關懷、同事的關愛和大家虔誠的祈福。

At this, the party organization and labor union of Henan Ng Fung called on the colleagues to offer a helping hand, showing stirring and touching to the utmost. In just a week, 600 people, about 90% of the employees in Henan Ng Fung donated RMB22,190. Carried with the care of the organization and love of the colleagues, the money was sent to Chen Zhenrong's home.

案例二 CASE 2

華潤怡寶自2009年起，成立了公司「員工互助基金」項目，旨在幫助那些遇到重大疾病、重大意外、重大災害的員工家庭。項目自2009年成立以來，得到了公司各級領導及員工的大力支持，也在大家的監督下正常運作七年。截止2016年9月30日，互助基金共資助65個怡寶員工家庭，發放互助基金172.4萬元，較程度上幫助了發生重大疾病、重大災難、重大意外事故等的怡寶家庭。

CR C'estbon established a mutual-aid fund in 2009, aiming at helping those who suffer from major diseases and disasters. Since its establishment, the fund has been greatly supported by the Management as well as the employees of the Company and running smoothly throughout the past seven years. As of 30 September 2016, mutual-aid fund has already helped 65 C'estbon employee's families releasing RMB172.4 million, supporting those C'estbon families when suffering from major diseases and disasters in a relatively large extent.



怡寶互助基金幫助受困怡寶家庭
The mutual-aid fund of C'estbon helped employees in difficulties



特殊人員及女員工關愛(女員工、殘疾人、農民工等) Care for Employees with Disabilities, Female Employees and Farmers

食品業務，華潤五豐嚴格執行國家女職工保護條例以及公司相關管理制度規定，五豐冷食和杭州五豐為女職工購買特殊醫療保險，五豐黎紅為了維護女員工合法權益成立了女職工委員會，為一線崗位孕期哺乳期女員工提供特殊照顧，同時五豐黎紅為147名農民工繳納五險一金、繳存公積金，五豐黎紅還繳納殘疾人就業保障金310,982.11元。

Food business: CR Ng Fung strictly implements National protection regulations for female employees and provisions of relevant management policies of the Company. Ng Fung Refrigerated Food and Hang Zhou Ng Fung purchased special medical insurance for female employees. To maintain legal rights and interests of female employees, Ng Fung Li Hong set up the female employee committee which provides special care for the frontline female employees during their pregnancy and lactation. At the same time, Ng Fung Li Hong paid for 147 farmers for insurances and housing fund and public reserve funds. Ng Fung Li Hong also paid employment security funds for the disabled of RMB310,982.11.

飲品業務，華潤怡寶針對女性職工嚴格按照《女職工勞動保護特別規定》執行，不斷改善女性職工工作環境和各項福利。在公司薪酬及考勤制度中也明確了女職工可以享受的相關福利，如：哺乳假、產假、計劃生育假、產檢假、婦女節假期等。同時不安排夜班、加班。女職工與男職工一樣享受公平的職業發展機會。每年員工健康體檢中，為女職工加入女性健康檢查，預防女性疾病。

Beverage business: CR C'estbon strictly compile with the Special Rules on the Labor Protection of Female Employees (《女職工勞動保護特別規定》) to protect the rights of female employees and continuously improve the work environment and all benefits of them. Their rights such as lactation leave, maternity leave, family planning leave and woman's day leave are also stated clearly in the Company's remuneration and attendance rules. No night shift and over-time work is needed. Female workers have the same opportunities of career advancement as that of male workers. In the annual health check, woman diseases are also added to the list of checking.



注重工作生活平衡，開展員工文化娛樂活動 Strike Balance between Work and Life and Carry out Cultural and Entertainment Activities

華潤創業長期秉承關愛員工和以人為本的理念，積極貫徹集團關於落實國務院全民健身計劃(2016-2020年)的通知，堅持給全體正式員工提供專業機構年度免費體檢。

CRE has always been adhering to the motto of caring for the employees and employee-oriented, proactively implementing the Sport for All Initiative (2016-2020) by the State Council of the PRC (國務院全民健身計劃(2016-2020年)通知) and providing all full time employees with an annual health check in professional institutions.

在華創總部成立了「華創閱跑會」，通過微信群進行管理並激勵員工個體的日常閱讀與健身活動，在2016年成立了籃球俱樂部和羽毛球俱樂部，每週定期舉行籃球和羽毛球活動，並定期組織和兄弟單位的比賽聯誼活動。華潤創業組織員工參與各類馬拉松活動，包括深圳、武漢、上海、北京等。

CRE headquarters has set up the "Running Club" managed by Wechat group to encourage employees to do daily reading and sport activities and established a basketball club and a badminton club in 2016 arranging basketball and badminton activities every week and holding inter- and intra-group competitions. CRE arranged the employees to participate in different marathon activities in Shenzhen, Wuhan, Shanghai, Beijing etc.

華潤創業注重工作生活平衡，積極開展員工文化娛樂活動。每週定期在「華創閱跑會」微信群中播出員工自製的「創夜談」電台節目，涵蓋工作、讀書、音樂、生活等內容，豐富員工的生活，加強同事間的溝通和交流。且在2016年組織了多次活動，包括各節日慶祝活動、南丫島團建活動、「親自然 賞綠色 踏深圳最美綠道」活動等，讓員工在華潤大家庭中感到溫暖和快樂。

CRE puts emphasis of striking balance work and life and carrying out cultural and entertainment activities. We broadcast Night's Talk 創夜談, a radio program produced by our employees, in the WeChat group "Running Club" every week, covering topics of work, study, music, life, etc. to diversify the employees' life and foster the communication between colleagues. Several activities were also carried out in 2016, including all the festival celebrations, team building activities on Lamma Island, "Explore the Nature, Step into the Great Greenery in Shenzhen" etc., to feel the warmth and happiness in the big family of China Resources.

客責任

*Client
Responsibility*





以顧客為重心一直是華創堅守的經營理念。

Customer-oriented concept has always been the operational concept of CRE.

提供優質產品和服務 Providing Products and Services with High Quality

保證優質產品 Ensuring High Quality Products

作為一家具有社會責任感的公司，華潤創業旗下企業均視產品質量為生命。

As a social responsible corporation, all subsidiaries under China Resources Enterprise treat product quality as the top priority.

啤酒業務，雪花從2014年開始啟動「雪花•第一釀造」品牌活動，通過向社會公眾開放公司位於全國各地有特色的生產工廠，讓消費者親身體驗華潤雪花啤酒銷量全國第一背後的奧秘。2016年，雪花啤酒誠邀不同領域的消費者參觀了公司位於上海、通化和湘西的工廠。

Regarding beer business, Snow has launched the "Snow · No. 1 in Brewing" brand campaign since 2014. CRSB factories with distinct features across the country are open to the public so that the consumers can physically experience the secrets behind CRSB's No. 1 sales volume in China. In 2016, Snow Beer invited consumers from different fields to visit the factories of CRSB in Shanghai, Tonghua and Xiangxi.



在上海工廠，華潤雪花啤酒的「啤酒國嘴」——國家級品酒師，與來自香港的大學生們進行互動，詳細解讀「一看二聞三嘗」的品酒之道，接受大學生發起的啤酒辨識挑戰，辨識味道極其接近的四款啤酒。

In Shanghai factory, the state-level beer taste testers" of CRSB, the state-level sommeliers interacted with the university students from Hong Kong. In addition to explaining the ways to taste beer in detail, the sommeliers also took up the beer identification challenge mounted by university students to identify 4 types of beer which taste extremely similar to each other.



在通化工廠，雪花帶領到訪者參觀從灌酒到貼標僅需9.2秒的核心工序。這短短時間內的每一個環節都要最大程度地隔絕氧氣，保證內部空氣的潔淨，防止雜菌與酒液接觸；而每一次貼標僅僅1-2毫米的誤差，要求操作人員必須有極其紮實的基本功。

In Tonghua factory, the visitors were led to observe the core process which takes only 9.2 seconds to complete the process from bottle filling to labeling in a CRSB factory. Within such a short period of time, every section requires the maximum isolation of oxygen to ensure the cleanliness of the internal air and prevent bacteria from getting into alcohol. Also, only 1 to 2 millimeter error for each time of labeling can be allowed, which requires the operators to have sound basic skills.



在湘西工廠，雪花啤酒向消費者展示新建成的生產控制系統。工廠僅有90餘名員工，在150平米總控室里通過16台電腦控制着佔地面積相當於18個足球廠大小的工廠里的所有生產環節。每個班次需要完成300多個程序步驟、設置1,000餘個參數、控制500多次閥門變化，才能最後完成相當於45萬瓶啤酒的麥汁釀造。

In Xiangxi factory, we demonstrated the newly established production control system to the consumers. There was only over 90 staff in a central control room of 150 square meters to control all the production sectors of the factory, which covered an area equivalent to 18 football pitches, with 16 computers. Every shift needed to complete over 300 procedural steps, set up over 1,000 parameters, and control the valve movement for over 500 times, to complete the brewing of wort for 450,000 bottles of beer.



2016年全年消費者質量責任投訴率為：百萬分之零點零四。

In 2016, the consumer complaint rate of product quality was 0.04ppm.

飲料業務，華潤怡寶一直實行SPM全方位質量管理，嚴把產品質量關。2016年怡寶產品除日常出廠檢驗外，還會主動將產品進行第三方送檢，接受政府部門第三方抽檢，到目前為止，內部出廠檢測及外部送檢的檢測合格率均為100%。2016年各級政府部門所進行的質量監督抽查中，怡寶瓶裝水、桶裝水、飲料所有產品共被抽檢130批次，目前已出的結果均為合格。近三年來，怡寶產品未出現質量安全事故。2015年全年消費者質量責任投訴率為百萬分之零點零五，2016年全年消費者質量責任投訴率為百萬分之零點零四。

Regarding beverage business, CR C'estbon always implements the SPM all-rounded quality management and strictly monitors product quality. In 2016, apart from daily outgoing inspection for products, CR C'estbon also actively delivered products to third party for inspection, and accepted third party inspection from government departments. Currently, the pass rate for both internal outgoing inspections and external inspections was 100%. In 2016, under the random quality inspections conducted by government departments at different levels, random inspections were conducted for a total of 130 batches of bottle water, barrel water and beverage of CR C'estbon, with all current announced results were pass. Over the past three years, there was no safety accident about the quality of beverage of CR C'estbon. In 2015, the consumer complaint rate of product quality was 0.05ppm. In 2016, the consumer complaint rate of product quality was 0.04ppm.

提供優質服務

Providing Services with High Quality

為消費者提供優質服務亦是華創一直以來的追求。啤酒業務，華潤雪花制訂並發佈《產品投訴補償管理規定》《產品投訴信息管理制度》，解決因產品問題為利益相關方帶來的困擾，同時對問題原因進行自查、改進，保證產品與服務質量。我們從供給側持續優化產品質量服務，將雜質酒投訴率列為品質考核指標，改變回瓶方式、優化瓶源管理，從源頭降低生產雜質酒的潛在危機，為客戶提供更優質產品；加強產品投訴處理機制，組建統一服務團隊，開展「從消費者開始反向追蹤，降低產品投訴」的創新服務項目，提升客戶滿意度。2016年，華潤雪花啤酒接收客戶投訴28,336件，處理率99.98%。

China Resources Enterprise always strives to provide high quality services for consumers. Regarding beer business, CRSB formulated and issued the Administrative Rules on Compensation for Product Complaints and the Information Management System for Product Complaints, which solved the problems encountered by stakeholders due to product issues. Meanwhile, in response to the reasons behind the product issues, CRSB conduct self-inspection and improvement so as to ensure the good quality of our products and services. We continued to improve the quality of products and services from the supply side. The complaints rate of contaminated beer has been categorized into the quality assessment. We changed our bottle re-collection method and optimized bottle management at source. We mitigate the potential risk of producing contaminated beer in the first place by changing the recycling methods and optimizing the source management of beer bottles, thereby offering products with better quality for customers. We strengthened the product complaint handling mechanism, established a central service team and launched the innovative service project, namely "Trace back from the customer end so as to reduce product complaints", aiming to improve customer satisfaction. In 2016, CRSB received 28,336 complaints from customers, with a handling rate of 99.98%.

飲料業務方面，華潤怡寶客服中心2016年共提供服務53,765次，服務總量較去年同期上升20.98%；客服熱線在服務量大幅上升的情況下，全力滿足客戶需求並保證服務質量，實現了全年熱線服務質量0投訴。

Regarding beverage business, in 2016, the customer service center of CR C'estbon has offered service for 53,765 times, representing an increase of 20.98% as compared with the corresponding period of last year. With significant increase in handling rate of customer hotline, they put their greatest efforts in fulfilling customers' requirements and ensure service quality, thus achieving zero complaint at hotline throughout the year.

保護消費者信息安全

Protecting the Information Security of Consumers

飲料業務方面，華潤怡寶也十分注重保護消費者的信息安全和隱私。在市場調研、一瓶一碼等活動時，消費者信息統一都儲存在集團數據庫里，只有公司和合作供應商的項目專人擁有訪問權限。公司的項目專人需簽署具有法律效益的保密協議，與合作供應商之間簽署的項目合同中有明確約定關於消費者信息保護的條款。

Regarding beverage business, CR C'estbon also attaches great importance to the protection of information security and privacy of consumers. When conducting market research, "one bottle with one bar code" and other events, information about customers will be saved at the centralized data base of the Group. Only the responsible personnel of the Company and supplier partner can access such information. Responsible personnel of the Company have to sign the legally enforceable confidential agreement. Under the project agreement to be entered into with supplier partner, there will be the term(s) regarding the protection of information security of consumers.



創新發展 Innovation Development

技術創新 Technology Innovation

啤酒業務，華潤雪花主持完成多項技術開發與創新項目，並榮獲相應獎項，其中最具有代表性的為「啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範」項目。

Regarding beer business, CRSB organized and completed numerous technology development and innovation projects, and won the relevant awards. The most representative project was the "Efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration project" (啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範).



服務創新 Service Innovation

飲料業務，華潤怡寶在2016年繼續積極推動產品和服務創新，

Regarding beverage business, in 2016, CR C'estbon continued to actively facilitate product and service innovation,

從消費者需求出發，豐富產品結構，提供多樣化的包裝水產品組合。並通過「新款迷你飲水機+產品的組合」、「創意瓶蓋」等創新方式，提升消費者使用便捷，加強與消費者的情感聯繫，轉變和提升消費者對怡寶產品的認知；

- Starting from the demands of consumers, CR C'estbon has enriched its product structure and offered diversified packaging water portfolio. Through innovative methods such as "the combination of new mini water dispenser + product" and "innovative bottle cap" etc., consumers can use the products in a more convenient way, the bonding with consumers can be strengthened, and the impression of consumers on products of CR C'estbon can be changed and improved;



咖啡產品升級，從口感、健康等「消費者體驗」角度進行產品研發和升級，豐富產品結構，提升競爭力，真正做到「創新驅動」；

- Upgrade of coffee product: From the aspect of "consumers' experience" such as taste and healthy etc., CR C'estbon conducted product research and upgrade, enriched product structure and improved competitiveness, thus achieving "innovation-driven" operations;

與大眾點評平台進行深入合作，以大眾點評券、微信紅包、流量包等廣受移動平台歡迎的獎品進行刺激，降低領取門檻，拿來即用，滿足實用性，又真正讓利消費者，使消費者獲得不一樣的暢爽體驗。

- Through in-depth cooperation with public commentary platforms, CR C'estbon offered popular mobile platform prizes for consumers as incentive, such as public commentary coupon, WeChat Red Packets and data package etc. The barriers for getting those incentives are reduced and incentives can be used immediately. This is very practicable and beneficial to consumers. In addition, consumers will have a different experience.

環境責任

*Environmental
Responsibility*





華潤創業一直把環境管理及資源節約的政策和行動融入業務發展，貫徹可持續發展的原則，致力減少業務營運對環境所產生的負擔，並透過舉辦及支持各類環保活動，將環保概念推廣至客戶、供貨商及社會各階層，攜手同心為創造更好的環境共同努力。

China Resource Enterprise always integrates the policies and actions of environmental management and resource saving into the business development, carries out the principle of sustainable development, and devotes to decreasing the burden generated by the business operation towards environment. Besides, China Resource Enterprise promotes the concept of environmental protection to clients, suppliers and people from all walks of life through holding and supporting various events of environmental protection, joining hands to create a better environment with concerted effort.

節能減排 Energy Conservation and Emission Reduction

2016年度，華潤創業工業企業（含華潤雪花、華潤五豐、華潤怡寶）萬元產值綜合能耗（可比價）同比下降16.26%，萬元增加值綜合能耗（可比價）同比下降24%。本年度兩項主要舉措，一手抓軟件管理，一手抓硬件升級改造，各項污染物排放均達到政府要求。

In 2016, regarding the industrial enterprises of China Resources Enterprise (including CR Snow, CR Ng Fung, CR C'estbon), the comprehensive energy consumption per ten thousand Yuan output value (comparable prices) registered a year-on-year drop of 16.26%, the comprehensive energy consumption per ten thousand Yuan value added (comparable prices) a year-on-year decline of 24%. There were two major measures during the year, namely software management and hardware transformation and upgrade. All pollutant emissions were in compliance with the government regulations.

01

軟件方面，各利潤中心均修訂完善節能減排管理方面制度，不斷促進節能減排管理規範化和制度化；制定年度節能減排控制目標，並層層細化下達，直至車間班組。

In the aspect of software, each profit center amended and optimized the regulatory regime of energy conservation and emission reduction, and continuously promoted the normalization and standardization of the management on energy conservation and emission reduction. Each profit center also formulated its own annual control objective, streamlined and transmitted to lower levels, level by level to the teams and groups in the workshop.

02

硬件方面，各利潤中心開展環保、能源管理的系統評估和持續改進，進行技術改造升級，不斷提升節能減排管理水平。華潤創業2016年節能減排投入資金合計約港幣5,996萬元（其中，雪花3,423萬，五豐2,105萬，怡寶468萬）。

In the aspect of hardware, each profit center carried out the systematic assessment and constant improvement of environmental protection and energy conservation and technology transformation and upgrade so as to continuously promote the management level of energy conservation and emission reduction. China Resources Enterprise invested about HKD59.96 million (of which HKD34.23 million, HKD21.05 million and HKD4.68 million attributable to CR Snow, CR Ng Fung and CR C'estbon respectively) in energy conservation and emission reduction in 2016.





16家 16 plants

截至2016年年底，已有16家華潤雪花啤酒工廠配置沼氣鍋爐，回收利用污水沼氣。

As at the end of 2016, there were 16 CRSB factories equipped with biogas boilers for the recycling of biogas generated from sewage treatment.

可再生能源利用 Utilization of Renewable Energy

可再生能源的利用能有效提高能源效率，減少對環境的影響。啤酒業務就積極探索可再生能源的利用，其積極推廣污水沼氣的回收利用，將充分回收的生物能源用於生產，降低溫室氣體的排放。截至2016年年底，已有16家華潤雪花啤酒工廠配置沼氣鍋爐，回收利用污水沼氣。

The utilization of renewable energy can effectively enhance energy efficiency, thus reducing the influence on the environment. Our beer business actively explored the use of renewable energy, actively promote the recycling of biogas generated from sewage treatment. Bioenergy will be fully recycled and used in production, thus lowering the emission of greenhouse gases. As at the end of 2016, there were 16 CRSB factories equipped with biogas boilers for the recycling of biogas generated from sewage treatment.



沼氣收集裝置
Biogas collector



沼氣淨化加壓裝置
Biogas purifying compressor



物流業務的碼頭噪聲及光污染治理項目榮獲2016年香港綠色企業大獎「超卓環保安全健康獎」銀獎。

The noise and light pollution management project for piers of the logistics business won the Silver Prize of Environmental, Health and Safety Award under the 2016 Hong Kong Green Awards.

環境管理 Environment Management

貫徹華潤集團的「安全就是生命，環保就是價值，健康就是福祉」理念。2016年度，華潤創業及時關注企業自身與周邊環境，多角度多措施嘗試共同維護公共環境。

Striving to the philosophy of "safety is essential for life, environmental protection creates values and healthy brings happiness" of CR Group. In 2016, China Resource Enterprise focused on corporate environment and surrounding areas, and attempted to maintain the public environment through various measures as different dimensions.

物流業務採用噪聲減排管理措施及改善夜間碼頭照明措施，同步監控有關措施的落實，以降低和減少香港潤發碼頭發出的聲音與燈光對周邊環境及公眾的影響及滋擾。該項目榮獲2016年香港綠色企業大獎「超卓環保安全健康獎」銀獎。

The logistics business has adopted noise and emission reduction management measure and improved the lighting system for piers at night. The implementation of relevant measures was monitored simultaneously, thereby reducing and minimizing the impacts and disturbance on surrounding area and the public by the noise and lighting at Yuen Fat Wharf in Hong Kong. Such project won the Silver Prize of Environmental, Health and Safety Award under the 2016 Hong Kong Green Awards.



夥伴責任

*Partner
Responsibility*





與合作夥伴共同成長

Growing Together with Cooperative Partners

產融協同解決經銷商融資貸款難問題

Solving the Difficulties in Obtaining Loans by Distributors through Collaborative Development of Industry and Finance

飲料業務，為滿足下游大量經銷商應收賬款融資、訂單融資的需求，華潤怡寶積極與兄弟單位華潤銀行進行協商合作。通過多次研討、溝通，基於大數據分析的聯合風控模式，為經銷商提供流動資金融資。2016年6月，通過華潤銀行給予的1.5億元授信額度，有力支持了怡寶下游經銷商，惠及廣東、廣西、海南、福建、江西、湖南、湖北7個省份，有力地解決了中小企業貸款難的問題，促進了怡寶的市場推廣，實現了銀行、怡寶、經銷商的多方共贏。

Regarding the beverage business, CR C'estbon actively negotiated and cooperated with its affiliate CR Bank in order to fulfill the demand of numerous lower-stream distributors on trade receivable financing and order financing. Through several rounds of discussion and communication, together with the joint risk management mode established based on big data analysis, distributors were provided with working capital loans. In June 2016, with the credit line of 150 million granted by CR Bank, the lower-stream distributors of CR C'estbon in seven provinces, namely Guangdong, Guangxi, Hainan, Fujian, Jiangxi, Hunan and Hubei, were benefited. This has solved the problem of difficulty in obtaining loans by small and medium enterprises (SMEs), promoted the marketing of CR C'estbon, and achieved win-win situation between CR Bank, CR C'estbon and distributors.

建立合格供應商庫

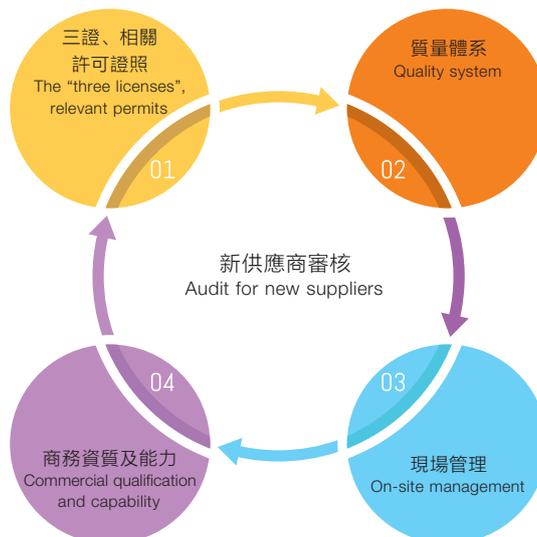
Establishing Database of Qualified Supplier

飲料業務，2016年華潤怡寶依據公司《合格供應商選擇規範》對平台報名供應商總共進行了多次資質審核（其中兩次為常規定期資質審核），通過資質審核供應商，根據開發需求，經現場審核並通過的供應商進入備選目錄，按規範要求，完成並通過全部審核後進入合格供應商名錄。

Regarding the beverage business, in 2016, CR C'estbon carried out several qualification audits in total (two of them was conventional qualification audit at regular intervals) on the platform reported suppliers in accordance with the Selection Standards of the Qualified Supplier. Through this way, the suppliers were audited on their qualifications. According to the development requirements, the suppliers who passed the on-site audit would enter the alternative catalog, and those suppliers completed and passed all audit would enter the qualified supplier directory by the requirements of the Selection Standards.

對於新供應商，在資質審核、現場審核環節，審核小組從供應商的三證、相關許可證照、質量體系、現場管理、商務資質及能力等多方面對供應商進行綜合評審。

For new suppliers, in respect of qualification audit and on-site audit, the audit team conducted comprehensive evaluation on suppliers from different aspects, including the "three licenses", relevant permits, quality system, on-site management, commercial qualification and capability of the supplier.





共建平台 Cooperative Platforms

啤酒業務，華潤雪花搭建共享機制及平台，與政府、企業、科研單位等開展合作，實現共同發展，向行業輸出經驗和智慧，實現良性競爭中的合作共贏。

Regarding beer business, in order to achieve co-development, and share industry experiences and knowledge so as to achieve win-win situation in benign competition, CRSB has established sharing mechanisms and platforms, and cooperated with governments, enterprises and research institutions etc.

合作類型 Type of cooperation	合作內容 Details of cooperation
政府合作 Cooperation with government	推動綠色工廠建造，促進當地經濟發展，提高當地人民生活品質，助力保護當地環境 Facilitate green factory construction, promote local economy development, enhance life quality of local citizens and contribute to local environmental protection
企業間合作 Cooperation between enterprises	與啤酒設備供應商、同行合作，共同提升啤酒品質 Cooperate with beer equipment suppliers and industry peers in order to jointly improve beer quality
校企合作 Cooperation between school and enterprise	共同建立產學研合作平台，不斷提高啤酒品質 Jointly establish industry and academic cooperative research platform and continue to improve beer quality

如華潤雪花遼寧區域公司一直堅持與瀋陽、大連、鐵嶺、葫蘆島市本地大專院校合作，建立校企合作關係。與瀋陽裝備製造工程學校、大連輕工業學校、鐵嶺市職業技術學校、興城市職業教育培訓中心開展校企人才交流、校企聯合辦學活動16年。

For example, the regional companies of CRSB in Liaoning have always strived to cooperate with local colleges in Shenyang, Dalian, Tieling and Huludao, and established cooperative relationship between schools and enterprises. They have conducted talent exchange program and joint education program with Shenyang Equipment Manufacturing Engineering School, Dalian Light Industry School, Tieling Occupation School and Xingcheng Occupation Training Center for 16 years.

規避商業舞弊、建立供應鏈反腐機制 Preventing Commercial Corruption and Establishing Anti-Corruption System for Supply Chain

禁止商業賄賂 Prohibiting Commercial Bribery

2016年，食品業務，華潤五豐在修訂範本合同時明確加入「反商業賄賂」條款，明確與華潤五豐合作的合作方均不得通過金錢、物質及其他形式的賄賂獲取不正當權益。

Regarding food business, in 2016, while modifying its model contract, CR NG Fung also clearly added the "anti-commercial bribery" clause, specifying that partners, who are cooperating with CR NG Fung, cannot obtain improper rights and interests by monetary or material means or other forms of bribery.

開展陽光宣言 Stipulating Sunlight Declaration

2016年華潤五豐嚴格執行華潤集團的《招標採購管理制度》，所有招標文件和採購合同中均附帶「陽光宣言」，要求所有投標人遵守。華潤五豐所有參與招標採購活動的人員均以承諾函的方式簽署「廉潔從業準則」，從制度和要求上強化從業人員自律。

CR NG Fung strictly implemented The Regulatory System of Bidding and Procurement of CRH in 2016. "The Sunshine Declaration" was attached into all bidding documents and procurement contract, which must be abided by all bidders. All relevant staff of CR NG Fung participated in the procurement and bidding work should sign the "Honest Employment Code" by the way of commitment letter, intensifying the employees' self-discipline from the system and requirements.



改善媒體關係

Improving Media Relations

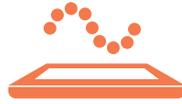


輿情管理

Management of Public Opinion

飲料業務，華潤怡寶在24小時輿情監測基礎上，建立輿情週報制度，梳理品牌所有相關信息的輿情動態，為公司管理層提供行業和競品信息；為市場和公關行為，及品牌負面應對提供及時有效的信息和數據支持。

Regarding beverage business, on the basis of 24-hour public opinion monitor, CR C'estbon has established weekly reporting system on public opinion, and managed the trend of public opinion on all relevant brand information, thus providing information about industry and competitive products for the management of the company. This also timely provided effective information and data for marketing and public relation activities and responses to unfavorable brand events.



媒體合作

Media Cooperation

2016年華潤怡寶已形成了媒體關係管理CRM，建立媒體資源庫，有效對央級、全國性、地方性媒體分級管理，成功搭建與CCTV、新華網、新浪、騰訊、南方週末等多家全國性重要媒體溝通合作橋梁。同時，還根據各區域需求，拓展鞏固了重點區域的媒體資源。

In 2016, CR C'estbon has formulated the CRM media relation management system and established media resource database, thus effectively managed media through the classification of central media, national media and local media. CR C'estbon has successfully established cooperative relationships with numerous national major media, including CCTV, XinhuaNet, Sina, Tencent and Southern Weekly etc. Meanwhile, CR C'estbon has also expanded and strengthened the media resources in key areas based on the needs of different regions.



對外宣傳

Publicity

食品業務，華潤五豐積極組織、參與第三方全國性品牌推廣活動，自2012年起連續5年參與第一財經舉辦的「中國食品健康七星獎」活動，2016年在眾多競爭者中脫穎而出，入圍「年度健康引領獎」。此外，在2016年，華潤五豐榮獲「G20杭州峰會食材總倉供應企業」、「香港TVB榮獲最強人氣副食品代理商」、「中國商業聯合會——企業信用評價AAA級企業」榮譽。

Regarding food business, CR Ng Fung actively organized and participated in third-party national brand promotion activities. It has participated in the activity of "Awards for Outstanding Contribution in Food Safety and Public Health" held by yicai.com for the 5th consecutive year since 2012 and was shortlisted for "Annual Health Leadership Award" by standing out from the competition in 2016. In 2016, CR Ng Fung won multiple honors such as "G20 Hangzhou Summit Ingredients Supplier", "Agent of the Most Popular Non-staple Food by Hong Kong TVB", "China General Chamber of Commerce - AAA Grade Credit Enterprise".



公責 共 任

*Public
Responsibility*





政府責任 The Governmental Responsibility

依法納稅 Paying Tax According to Law

華創在已有的基礎上進一步鞏固和完善稅負管理，以及加強制度流程的全面梳理，提升日常稅務處理的集中化、系統化和合規化，以有效防止相關的稅務風險，切實履行依法納稅的社會責任。2016年，華創納稅總額合計人民幣77.44億元，為國家持續創造稅收。

China Resources Enterprise has further strengthened and optimized the existing tax liability management, and enhanced comprehensive optimization on system and procedures. The daily tax handling was promoted and made it centralized, systematic and legally complied, thus effectively prevented related operational risks, and earnestly implemented the social responsibility of paying tax according to law. In 2016, the total sum of the tax paid by China Resources Enterprise amounted to RMB7.744 billion, continuing to contributing tax revenue for China.

此外，在收購雪花啤酒49%股權的交易中，華創配合稅務機關提供資訊，積極推動外方交易對手完成其在中國的稅款申報和繳納。

In addition, in respect of the acquisition of 49% equity interest in CR Beer, China Resources Enterprises cooperated with tax authority in providing relevant information, and actively facilitated the completion of tax declaration and contribution in China by external counterparties.

安全生產 Safety in Production

<p>組織架構梳理 Optimization of organizational structure</p>	<p>安全生產的組織建設依附於EHS組織建設工作的開展，2016年8月22日，華創總部啟動華創EHS管控體系建設項目。根據公司人事任免公告，及時頒發調整華創EHS委員會成員的通知。</p> <p>The establishment of safety production department is subordinated with the commencement of EHS department establishment. On 22 August, 2016, the headquarters of China Resources Enterprise commenced the establishment of the EHS Management and Control System. Based on the personnel appointment and dismissal announcement of the company, the Notice on Adjusting the Members of the EHS Committee of China Resources Enterprise was issued.</p>
<p>檢查部署落實 Inspections on strategy implementation</p>	<p>華創總部主導完成4次EHS檢查工作。為保證檢查的獨立性與客觀性，其中2016年安全月大檢查聘請專業第三方開展，並組織華創企業對集團大檢查結果和隱患整改「回頭看」。</p> <p>The headquarters of China Resources Enterprise conducted four EHS inspections. In order to ensure the independence and objectiveness of the inspection, the professional third party institution was appointed to conduct major inspection in the month of safety during 2016. In addition, it also arranged "review" on the result of major inspection of the Group and relevant rectification for enterprises under China Resources Enterprise.</p>
<p>專項工作推進 Facilitation of special works</p>	<p>結合華創業務特點，針對作為企業共性重大危險源的叉車與液氨，通過專項安全管理項目，規範、固化叉車與液氨安全管理，進一步防止發生事故。</p> <p>啤酒業務通過廠區道路規範化設計與應用項目，對廠區出現的多種機動車輛、管理人員與作業人員、承運商與供貨商等相關方，持續進行人車分流與安全改造，從而提高了廠區安全系數，政府代表、客戶、相關方等進入廠區後，也可以直觀感受到對安全管理工作的重視，並榮獲(2015-2016)華潤集團•卓越EHS獎的項目成效獎。</p> <p>Based on the operation characteristics of CRE, with the focus on similar major risk exposures from forklift and ammonia liquid exposed to the Company, China Resources Enterprise has regulated and strengthened the safety management on forklift and ammonia liquid through special safety management project, thus further preventing the occurrence of accidents. For the beer business, in respect of numerous types of motor vehicles, administrators and operations, as well as related parties such as contractors and suppliers accessing the plant zones, China Resources Enterprise continued with its works on separation of vehicles and pedestrians and safety upgrade through the project on standardization of road design and relevant application in plant zones, thus improving the safety factor in plant zone. Government representatives, customers and related parties can feel the importance of safety management under our works after they have entered into the plant zone. Moreover, the aforesaid project has won the Project Performance Award under the CR Group Outstanding EHS Award (2015-2016).</p>
<p>制度培訓保障 Protection of training system</p>	<p>逐步完善華潤創業EHS管理規章制度。2016年12月底，華創組織下屬企業聘請第三方專業機構開展叉車與液氨安全管理新標準的培訓。</p> <p>CRE gradually optimizes its corporate EHS management system. As at the end of December 2016, China Resources Enterprise, along with its subsidiaries, appointed professional third-party institutions to conduct training on the new standard for safety management on forklift and ammonia liquid.</p>



社區建設

Construction of Community

為了踐行央企的社會責任，探索中國農業產業化道路，食品業務，華潤五豐積極發展希望小鎮業務，選取經濟落後鄉鎮進行產業發展與幫扶。目前在廣西百色、河北西柏坡、湖南韶山、福建古田、貴州遵義、安徽金寨等已建設完成的希望小鎮，開工建設萬畝聖女果種植基地、百萬羽林下雞養殖基地、50萬羽蛋雞養殖基地與東山羊種羊培育養殖基地，有效的實現當地村民收入的提升與生活品質的提高，並幫助華潤五豐培育了精通「三農」問題的專業團隊，為探索現代農業奠定了基礎。華潤希望小鎮模式正在全國逐漸擴展，江西井岡山希望小鎮和寧夏海原關橋希望小鎮也正在建設中。

Regarding general food business, to practice the social responsibility as a centrally governed enterprise and explore the road of agricultural industrialization in China, CR Ng Fung actively developed the Hope Town business and selected economically backward towns for industrial development and support. Now, CR Ng Fung has completed construction of Hope Town in various areas such as Baise (Guangxi), Xibaipo (Hebei), Shaoshan (Hunan), Gutian (Fujian), Zunyi (Guizhou) and Jinzhai (Anhui), and commenced the construction of 10,000-mu cherry tomato planting base, breeding farms for chicken output of 1,000,000 and egg output of 500,000 and the cultivation and breeding farm for Dongshan goat, which effectively improved local villagers' income and quality of life, and cultivated a team well versed in "issues of agriculture, farmer and rural area", which provided the foundation for exploring modern agriculture. CR Hope Town model is gradually expanding throughout the country. Meanwhile, the Hope Town in Jinggangshan (Jiangxi) and the Hope Town in Guanqiao, Haiyuan (Ningxia) is under construction.

慈善公益

Charity and Public Welfare

我們積極參與慈善公益，發揮關愛社會的精神，我們鼓勵員工、消費者和供應商一起積極參與公益活動，共同回饋社會。

We actively participated in charity works and gave full play to the spirit of caring the society. Employees, consumers and suppliers are encouraged to actively participate in charity works and contribute to the society together.





公益事務 Public Welfare

2016年1月，華潤啤酒贊助及支持慈善團體樂施會舉辦「樂施扶貧同樂行」，組織員工及家人一同於大埔白石角海濱長廊，參與慈善步行來呼籲社會關注全球貧窮及社會不公現狀，響應樂施會的扶貧發展、人道救援及公眾教育工作。

In January 2016, CR Beer sponsored and supported the "Oxfam Walkathon" organized by Oxfam, a charity organization. Employees of CR Beer and their family participated in the Walkathon at Pak Shek Kok Promenade in Tai Po, aiming to raise public awareness about global poverty and social injustices, and response to Oxfam's works on poverty alleviation, humanitarian aid and public education.

災後救援 Post-Disaster Rescue

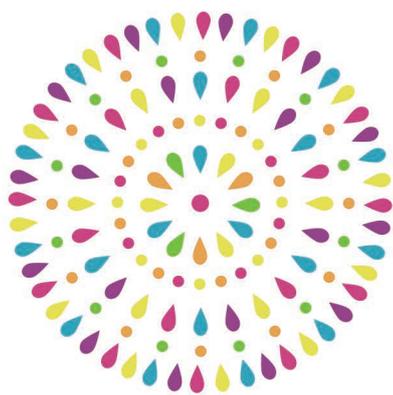
飲料業務，華潤怡寶已建立並形成一套救災公益快速響應機制。在災難發生的所在區域第一時間主動做出反應，協調當地業務團隊和經銷商資源快速調配救災物資進行救援。自2016年2月份至9月中旬，共參與包括凱里劍河2•20火災，貴州黎平6•15洪災，華北大面積洪水災害等在內的重大災害救助多達10餘場，橫跨華東、華中、京津、華南等區域，共捐助怡寶純淨水26,000餘箱。

Regarding the beverage business, CR C'estbon has established and formulated a series of instant response system for disasters. Companies located in affected area where disaster occurred will make prompt response and coordinate with local business teams and distributors in order to deliver rescue materials quickly. From February to mid-September 2016, CR C'estbon has participated in over 10 rescue campaigns form major disasters, including the 20th February Kaili Jianhe Fire, the 15th June Guizhou Liping Flood and the Great Flood in Northern China, covering areas in Eastern China, Central China, Beijing and Tianjin, and Southern China etc. Over 26,000 boxes of C'estbon purified drinking water were donated.

時間 Date	災害事件 Disaster	捐助數量(箱) Donation (box)
2月20日 20 February	凱里劍河2•20火災 The 20th February Kaili Jianhe Fire	1,000
5月24日 24 May	吉安洪災公益捐贈 Charity donation for Jian flood	3,000
6月15日 15 June	黎平縣6•15黎平洪災 The 15th June Liping Flood in Liping County	600
6月21日 21 June	安徽皖南地區洪水災害捐助 Donation for flood in Southern Anhui	625
6月21日 21 June	華中地區洪水災害捐助 Donation for flood in Central China	13,400
7月21日 21 July	銅仁地區下溪鄉和瓦屋侗族鄉水災 Flood in Xiayi County and Wawu Dongzu County in Tongren	400
7月23日 23 July	河北邢台抗洪 Flood-fighting in Xingtai, Hebei	3,000
8月16日 16 August	儋州抗風救災行動 Typhoon rescue campaign in Danzhou	1,000
9月16日 16 September	廈門抗風救災 Typhoon rescue campaign in Xiamen	1,000
9月18日 18 September	攀枝花市洪水 Flood in Panzhihua	1,000
9月22日 22 September	雲南省大姚縣發生強降雨災害 Extreme heavy rain in Dayao County, Yunnan Province	1,000

展未來 望

*Looking into
the Future*





經濟責任

Economic Responsibility

- 密切跟蹤宏觀經濟形勢和行業趨勢變化，開展行業對標，加強分析研究，增強快速反應和靈活應變能力。
It will keep a close tracking of the macro-economic situation and industrial trends and changes, carry out the industrial benchmarking, reinforce the analysis and research, and enhance the capabilities of fast reaction and flexible adaptation.
- 全力推進集團國際化戰略，充分利用兩個市場、兩種資源促進業務發展為股東創造價值。
It will fully facilitate the implementation of internationalization strategy of the Group, and create values for its shareholders by promoting business development using the two markets and two kinds of resources.
- 通過組織變革，實現三級矩陣管理落地；以協同為抓手，推動業務創新。
With the organizational reform, it will realize the launching of three-level matrix management; with the cooperation, it will push forward the business innovation.



幸福員工

Employees Working with Happiness

- 不斷完善人才管理體系，規範選人用人工作機制，持續開展人才梯隊建設，持續提升人才管理工作效能。
It will continue to improve its talent management system, standardize the mechanism for recruitment and human resources allocation, and continue to build up its talent team and enhance the efficiency of talent management.
- 優化激勵機制，持續推進全員績效管理，搭建多層次、多維度、多手段、多結果的多元激勵體系。
It will optimize its incentive system, continue to promote performance management on all employees, and establish the multi-levels, multi-dimensions, multi-means and multi-results diversified incentive system.
- 傾聽員工訴求，實行民主管理，關注員工職業健康、心理健康。
It will listen to the demands of the employees, implement democratic management and pay close attention to employees' occupational health and mental health.



客戶責任

Client Responsibility

- 加強客戶管理體系建設，積極應對投訴，提升產品和服務質量。
It will strengthen the construction of management system of client, positively respond to the complaint, thus to promote the quality of products and services.
- 持續開展客戶滿意度調查，加強客戶權益保護。
It will continue to carry out the investigation of clients' satisfaction, and reinforce the protection of the rights and interests of the clients.
- 完善產品質量安全機制。
It will optimize its product quality and safety system.
- 加大研發投入，推動品牌創新、產品創新、技術工藝創新，為消費者提供更多元化的選擇。
It will increase the investment of R&D, promote the innovation of brand, products and technological crafts, thus to provide more diversified options for the consumers.



夥伴責任

Partner Responsibility

- 堅持「誠實守信」的價值觀，恪守商業信用，反對不正當競爭。
It will uphold the value of "honesty and credibility", act credibly in its commercial activities and fight against unfair competitions.
- 恪守「華潤十戒」，杜絕商業活動中的腐敗行為。
It will adhere to the "10 Don'ts of China Resources" and strictly prohibit corruption in commercial activities.
- 加強供應鏈管理，與供應商實現共贏。
It will strengthen supply chain management and strive to achieve win-win situation with suppliers.



環保責任 Environmental Responsibility

- 推進企業安全生產標準化達標工作。
It will push forward the work of accomplishing normalized safety in production for the enterprise.
- 積極推進節能減排工作。
It will positively push forward the work of energy conservation and emission reduction.
- 加強企業環境保護工作，加強項目建設中的環境評估、生態保護工作。
It will strengthen the environmental protection work of the enterprise, reinforce the environmental assessment and ecological protection work in the construction of the projects.



公共責任 Public Responsibility

- 配合華潤希望小鎮項目，積極參與希望小鎮的建設工作。
It will cooperate with the CR Hope Town project and actively participate in the construction work of the Hope Town.
- 持續開展有特色的社會責任項目。
It will continue to launch characterized social responsibility projects.
- 持續關注公益慈善，進行有效資源配置。
It will continue to focus on charity works and allocate its resources effectively.



責任管理 Responsibility Management

- 宣貫《華潤集團社會責任管理辦法》，增強全公司社會責任意識，提升社會責任管理能力。
It will publicize and implement the Administrative Measures on the Social Responsibility of CRH, thus to enhance the awareness of social responsibility of the entire company, and promote the capability of social responsibility management.
- 推進社會責任與企業文化相融合的有效途徑，完善落地機制。
It will facilitate the effective means for the integration of social responsibility and corporate culture, and optimize implemented measures.
- 加強培訓交流、案例編寫、專題研究等工作力度。
It will increase the opportunities for training and exchange and the compilation of the case of social responsibility, and enhance the work of special study.
- 加強社會責任評價考核、改善社會責任薄弱環節、繼續完善社會責任組織體系。
It will reinforce the appraisal and examination on the social responsibility, improve the weakness in social responsibility and continue to optimize the social responsibility organization and system.
- 梳理完善華潤創業社會責任理念，提煉總結社會責任實踐，促進社會責任內外部溝通與交流，加強社會責任知識的宣貫普及。
It will regulate and perfect the idea of social responsibility of China Resources Enterprise, extract and summarize the practice of social responsibility, promote the inside and outside communication and exchanges of the social responsibility, and strengthen the publicity, implementation and popularization of the knowledge of social responsibility.





關鍵績效表

Key Performance Indicator

關鍵績效指標 Key Performance Indicator	單位 Unit	2014年 Year 2014	2015年 Year 2015	2016年 Year 2016
經濟責任 Economic Responsibility				
資產總額 Total Assets	億港幣 HKD (a hundred million)	1,815	1,618	899
淨資產 Net Assets	億港幣 HKD (a hundred million)	640	361	236
淨資產收益率 Rate of Return for Net Assets	%	0.52	(11.17)	(19.82)
營業收入 Operation Revenue	億港幣 HKD (a hundred million)	1,689	1,736	1,393
利潤總額(稅前) Total Profits (before tax)	億港幣 HKD (a hundred million)	18	(41)	(45)
總資產報酬率 Rate of Return on Total Assets	%	0.99	(1.97)	(3.24)
國有資產保值增值率 Rate of Value Maintaining and Increasing on the State-owned Assets	%	127	62	79
固定資產總投資 Total Investment of Fixed Assets	億港幣 HKD (a hundred million)	87	82	41
社會貢獻 Social Contribution				
員工總人數 Total Number of the Employees	人 people	256,000	269,715	100,754
新增就業人數 The Number of Newly Increased Employment	人 people	41,500	13,715	16,530
本年實際上繳稅金總額 The Total Amount of Taxes Actually Paid for the Year	億港幣 HKD (a hundred million)	21	23	19
慈善公益支出 Expenditure of Charity and Public Welfare	億港幣 HKD (a hundred million)	0.13	0.07	0.05
員工責任 Employee Responsibility				
勞動合同簽訂率 The Signing Rate of Labor Contract	%	100	100	100
社會保險覆蓋率 The Rate of Coverage of Social Insurance	%	100	100	100
體檢覆蓋率 The Rate of Coverage of Health Check	%	84	79	100
員工培訓覆蓋率 The Rate of Coverage of Employee Training	%	100	100	100



關鍵績效指標 Key Performance Indicator	單位 Unit	2014年 Year 2014	2015年 Year 2015	2016年 Year 2016
員工培訓投入總額 The Total Amount of the Input on the Employee Training	萬港幣 / 年 (ten thousand HKD/year)	217	399	270
女性管理者比例 The Proportion of the Female Administrator	%	21	26.5	22
困難員工幫扶 (包括資助困難員工子女入學, 走訪慰問困難員家庭, 救助困難員工) The Input on Helping and Supporting for Employees in Difficulties (Contains subsidizing the children of the employees in difficulties to go to school, paying a visit and conveying greetings to the family members of the employees in difficulties, and helping the employees in difficulties)	萬港幣 HKD (ten thousand)	750	409	232
客戶責任 Client Responsibility				
客戶投訴反饋處理數佔投訴數比重 The Proportion of Dealing the Feedback on the Client Complaint Accounting for the Complaint Number	%	100	100	99
安全生產及環境責任 Safety in Production & Environmental Responsibility				
工傷事故發生數 The Number of the Occurrence of the Industrial Accident	次 time	1,133	155	52
員工傷亡人數 The Number of Casualties of Employees	人 people	3	6	1
安全培訓 Safety Training	人次 person-time	1,396,865	2,801,246	338,209 (其中五豐為 82,800萬學時, 非 人次) (in which CR Ng Fung accounted for 828 million class hours instead of person-time)
安全生產投入 The Input on Safety in Production	萬港幣 HKD (ten thousand)	18,155	14,805	7,826
安全培訓覆蓋率 The Rate of Coverage of Safety Training	%	100	100	100
節能減排技術改造投入 The Input on Technological Transformation of Energy Conservation and Emission Reduction	萬港幣 HKD (ten thousand)	12,125	16,685	5,996

註：安全生產投入 / 節能減排技術改造投入 / 員工培訓總額 / 困難員工幫扶，無直接港幣數據，所以按0.85514的港幣匯率換算得出。

Note: There is no statistics in HKD for The Input on Safety in Production/The Input on Technological Transformation of Energy Conservation and Emission Reduction/The Total Amount of the Input on the Employee Training/The Input on Helping and Supporting for Employees in Difficulties, figures are converted based on the exchange rate of RMB0.85514 to HK\$1.



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本報告說明

Statement of the Report

本報告是華潤創業獨立發佈的企業社會責任報告。報告根據《華潤集團社會責任工作管理辦法》之規定，主要介紹華潤創業開展責任管理，履行股東責任、員工責任、客戶責任、夥伴責任、環境責任、社會責任等方面的重要信息。

This report is a corporate social responsibility report independently issued by China Resources Enterprise. In accordance with the regulations of the *Administrative Measures on the Social Responsibilities of China Resources Group*, this report mainly describes the responsibility management implemented by China Resources Enterprise and key information from the aspects of implementing the shareholder responsibility, the employee responsibility, the client responsibility, the partner responsibility, the environmental responsibility and social responsibility.

報告可靠性保證

The Reliability Assurance of the Report

公司承諾本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，並對其內容真實性、準確性和完整性負責。

The company makes a promise that there shall be none false records, misleading statements or major omissions in this report, and it shall be responsible for the authenticity, accuracy and completeness of the contents.

報告時間範圍

The Time Frame of the Report

2016年1月1日至12月31日，部份內容超出上述範圍。

From 1 January, 2016 to 31 December, 2016, partial contents exceed the above mentioned scope.

報告發佈週期

The Issuing Period of the Report

華潤創業企業社會責任報告為年度報告。

The corporate social responsibility report of China Resources Enterprise is the annual report.

報告數據說明

The Statement of the Report Data

報告中的數據來源於公司內部文件和信息統計系統數據。

The data in the report comes from the company's internal document and the data from the statistical information system.

報告參照標準

The Reference Standards of the Report

中國社會科學院《中國企業社會責任報告編製指南》(CASS-CSR3.0)《華潤集團社會責任管理辦法》。

Chinese Academy of Social Sciences (CASS-Compilation Guideline of the Chinese Enterprise Social Responsibility (CASS-CSR3.0) *The Administrative Measures of Social Responsibilities of China Resources Group*.

報告稱謂說明

The Title Statement of the Report

[華潤(集團)有限公司]以[華潤集團]、[華潤]、[集團]表示。

"China Resources (Group) Limited Company" shall be referred to as "China Resources Group", "CR" or "Group".

[華潤創業有限公司]以[華潤創業]、[華創]表示。

"China Resources Enterprise Limited Company" shall be referred to as "China Resources Enterprise" and "CRE".

報告編製小組

The Compilation Group of the Report

劉岫軍、田恬、李惠儀

Liu Xiujun, Tian Tian, Lee Wai Yi

報告獲取

Access to the Report

可直接登錄華潤創業官方網站(www.cre.com.hk)獲取。

Please log into the official website of China Resources Enterprise (www.cre.com.hk) for direct access.



意見反饋

The Feedback of the Comment

尊敬的讀者：

Dear readers,

您好！感謝您閱讀本報告。為持續改進華潤創業社會責任工作及企業社會責任報告編製工作，我們特別希望傾聽您的意見和建議。請您協助完成意見反饋表中提出的相關問題，並傳真到0755-25988453。

Thank you for reading this report. Any of your provided comments and suggestions is greatly appreciated to make a continual improvement on the work of social responsibility and the compilation work on corporate social responsibility report by China Resources Enterprise. Please assist with filling the answers of the relative questions listed in the comment feedback form and fax to 0755-25988453.

1. 您對本公司企業社會責任報告的總體評價是
What is your general evaluation on the corporate social responsibility report of the Company?
 好 Good 較好 Better 一般 General
2. 您認為本報告是否能反映本公司對經濟、社會和環境的重大影響
Do you think this report could reflect the significant impact on the economy, society and environment by the Company?
 能 Yes 一般 Generally 不了解 Not familiar with
3. 您認為本報告所披露信息、數據、指標的清晰、準確、完整度如何
How do you think of the clearness, accuracy and completeness of the disclosed information, data and indicator by this report?
 高 High 較高 Higher 一般 General 較低 Lower 低 Low
4. 您認為本公司在服務客戶、保護相關方利益方面做得如何
What is your comment on the aspects of client service and related parties' rights protection by the Company?
 能 Can 較好 Better 一般 General 差 Bad 不了解 Not familiar with
5. 您對公司社會責任工作和本報告的意見和建議，歡迎在此提出：
Your comments and suggestions on the company's social responsibility and the report are appreciated to put forward in this section:

華潤創業有限公司

China Resources Enterprise, Limited

2017年9月28日

28 September 2017