



华润创业有限公司
China Resources Enterprise, Limited



*Better Life
Together*

华润创业有限公司
2016 企业社会责任报告
Corporate Social Responsibility Report

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领导寄语

Message from the Chairman

欢迎阅读华润创业有限公司(简称华创,华润创业,与其附属公司合称本公司或我们)的企业社会责任报告。

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").

作为华润集团旗下的旗舰消费品及零售服务公司,华润创业专注于啤酒、食品及饮品三大核心业务,在推动企业发展壮大,让其获得商业意义上成功的同时,亦成为人们美好生活中离不开的重要组成部分,成为大众信赖和喜爱的公司。

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年是值得铭记的一年,这一年,公司啤酒业务与Anheuser-Busch InBev SA/NV达成协议,以16亿美元购入SABMiller Asia Limited持有华润雪花啤酒的49%股权,成功实现对华润雪花啤酒的全资控股。

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.

这一年,食品业务华润五丰贯彻华润集团走出去战略,积极引进海外好产品,如新西兰帝王鲑、新西兰优质苹果等。这一年,饮料业务华润怡宝持续发力全民体育战略,把马拉松运动带入了更多的中国城市。

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.

我们连续第四年以独立报告的形式就本公司履行社会责任的执行情况予以发布,接受社会大众的监督。面对莫测的未来,华润创业要创造经济价值,更要在社会价值上有所作为,实现综合价值最大化。

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.





比往年更进一步的是，我们将加强社会责任规划管理，强化社会责任评价考核，使社会责任与企业文化、发展战略、生产经营得到融合，我们将会更加关注利益相关方要求，以问题为导向，聚焦相关问题，大力推进社会责任管理。

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.

我们坚持产品质量与服务的双提高，为客户带来美好生活品质。

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

我们坚持挑战自我，积极推动环保技术革新，主动践行绿色发展理念。

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

我们坚持共同创造，与供应商、经销商平等互利，携手共创未来；坚持公平竞争，助推行业有序发展；与政府、银行、媒体等各方建立密切伙伴关系，实现合作共赢。

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.

我们坚持平等雇佣，全力保障员工权益，重视人才队伍建设，让员工感受到企业的活力与发展前景，助力员工实现自我价值。

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.

我们坚持社企协力，积极推进社区发展，参与社会公益事业，努力扶贫助困，缩小地区发展差距，促进全面建成小康社会。

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.

我们期待与消费者、股东、员工和商业伙伴携手同行，一起引领商业进步，共同筑就美好未来。

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

谢谢各位！

Thank you!

主席：陈朗

Chen Lang, Chairman



公司概況

*Company
Overview*





公司简介 Company Profile

华润创业有限公司成立于1992年，是华润(集团)有限公司综合消费品及零售服务业务的旗舰香港公司，目前主营业务包括啤酒、食品、饮品三大版块。

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.

其中啤酒业务——华润啤酒(控股)有限公司于香港联合交易所挂牌(股份代号:00291);旗下附属公司为华润雪花啤酒有限公司，是中国最大的啤酒生产及营销企业，“雪花Snow”自2008年起成为全球销量最高单一品牌。食品业务——华润五丰有限公司是优秀的综合食品企业集团，集食品研发、生产、加工、批发、零售、运输和国际贸易于一体；主要业务包括大米、肉食、冷冻食品、进口食品及现代农业产业，同时负责运营华润希望小镇产业发展项目；业务区域覆盖中国内地及香港市场，被香港市民亲切称为“香港菜篮子”。饮品业务——华润怡宝饮料(中国)有限公司是中国领先的饮料企业之一，主营“怡宝C'estbon”品牌系列饮用纯净水；“怡宝C'estbon”品牌纯净水被认定为中国名牌产品，“怡宝C'estbon”亦被认定为中国驰名商标以及最具市场竞争力品牌，致力于成为中国领先的多元化产品饮料公司。

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 "怡宝C'estbon" series of purified drinking water. The "怡宝C'estbon" purified water has been recognized as a renowned brand product in China, and "怡宝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.

展望未来，华润创业坚定实施“市场领先、业务协同、运营卓越、品牌杰出”的策略，致力于成为世界一流的综合消费品及零售服务公司。

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.





企业文化 Corporate Culture



企业使命 Our Mission

与消费者、股东、员工、商业伙伴
一起引领商业进步，共创美好生活

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



企业愿景 Corporate Vision

成为大众信赖和喜爱的
综合消费品及零售服务公司

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



价值观 Our Values

诚实守信、业绩导向、
以人为本、创新发展

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



发展理念 Development Philosophy

做实、做强、做大、
做好、做长

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



企业精神 Corporate Spirit

务实、专业、
协同、积极

Pragmatism, professionalism,
synergy, positivity



企业宣言 Corporate Declaration

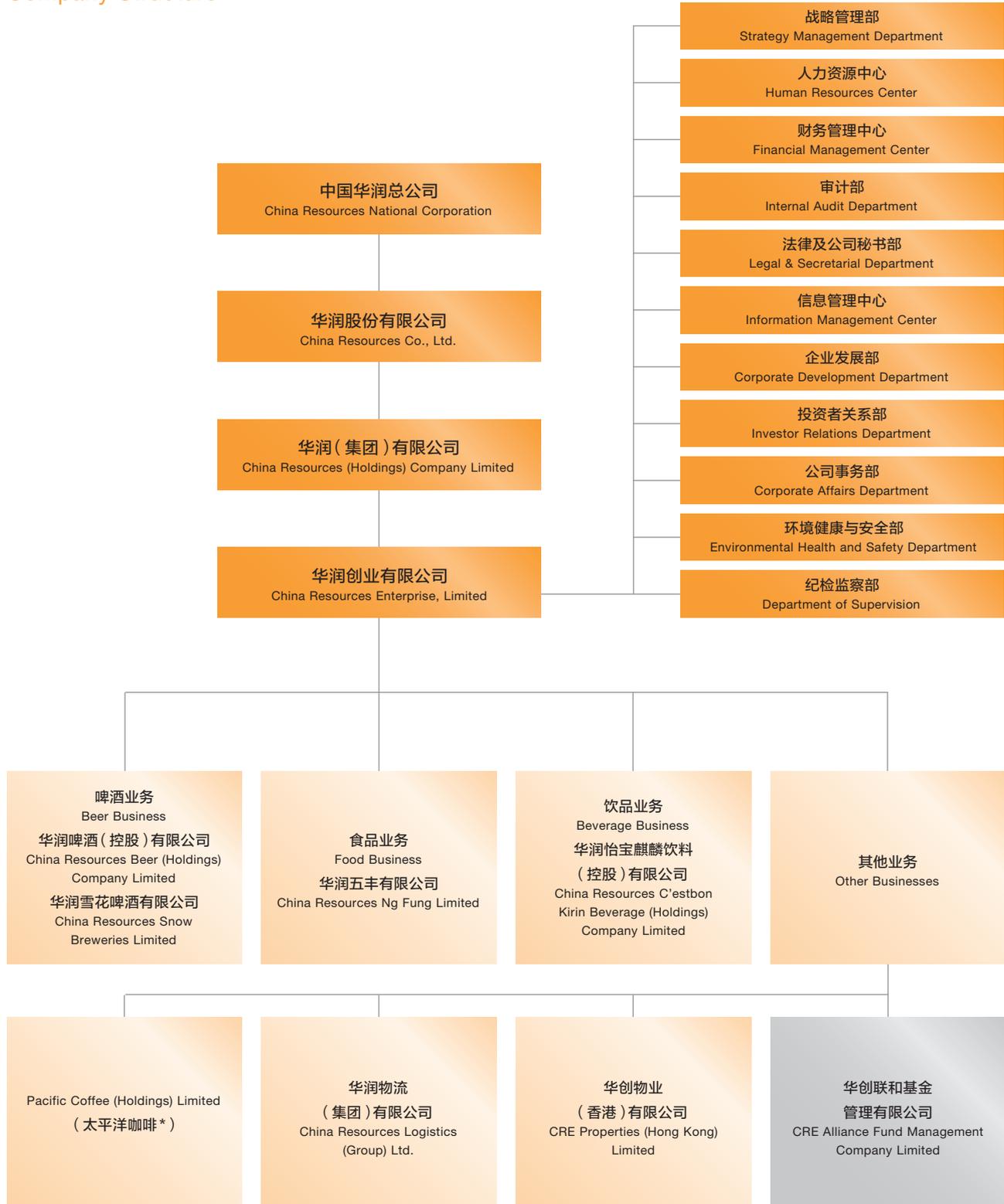
立品如山、行道如水、
守正出新、正道致远

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





公司架构 Company Structure



* 仅供识别
* For identification purpose only



2016年公司奖项及荣誉 Awards and Honors in 2016

华润啤酒 CR Beer





2016年公司奖项及荣誉 Awards and Honors in 2016

华润雪花啤酒 & 华润怡宝 CRSB & CR C'estbon





大事记

Memorabilia

企业发展历程

Development History

历史沿革

Historical Development

1992-2000 创业文化 1992-2000 Entrepreneurial Culture

1992

华润集团收购永达利企业有限公司，易名为“华润创业有限公司”，成为最早在香港上市的中资企业（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

与沈阳啤酒厂合资成立华润（沈阳）雪花啤酒有限公司，踏足啤酒行业（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

与 South African Breweries Group* 达成合营协议，共同拓展中国啤酒业务（*South African Breweries Group 于2002年收购 Miller Brewing Company，并易名为 SABMiller PLC）（拓展啤酒业务）
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

五丰行有限公司（后易名为华润五丰有限公司）于港交所上市，华润创业购入其26%股权，开展食品业务（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

收购一间纯净水制造厂的67.25%股权，开展“怡宝 C'estbon”纯净水业务（踏足饮品）
acquired 67.25% stock right of a purified water production plant and began developing the “怡宝 C'estbon” purified water business (engagement in beverage business)
分拆华润北京置地有限公司（后更名为华润置地有限公司）挂牌上市
spun off China Resources Beijing Land Limited (now known as China Resources Land Limited) for listing

1997

华润创业晋升恒生指数成份股（晋升恒指）
CRE became an HSI constituent stock (becoming an HSI constituent stock)

1999

收购华润集团之零售业务，包括中艺（香港）有限公司及华润百货公司（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

将华润北京置地有限公司（后更名为华润置地有限公司）及励致国际集团有限公司（先后更名为华润励致有限公司及华润燃气有限公司）的股权转让给华润集团，以换取华润集团的石油及化学品经销业务（退出地产）
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)
华润百货之成药部正式易名为“华润堂”经营
the pharmacy section of CRC Department Store was made an independent operation christened “CR care”



2001-2009 变革文化
2001-2009 Reformation Culture

2001

完成将五丰行有限公司(现已易名为华润五丰有限公司)纳入成华创全资附属公司,并进行私有化(完全控股五丰)
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

收购华润万家零售业务及苏果超市业务(收购华润万家)
acquired the retail business of CR Vanguard and the Suguo supermarket business (acquisition of CR Vanguard)

2003

分拆混凝土业务,与华润集团的混凝土及水泥业务整合后于港交所挂牌上市(后更名为华润水泥控股有限公司)
(分拆混凝土业务)
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”啤酒荣升中国单品牌啤酒销量第一(雪花单品牌销量第一)
“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

啤酒业务晋身全国销量最高之啤酒商(啤酒全国销量最高)
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

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

2008

“雪花Snow”品牌啤酒成为全球销量最高单一啤酒品牌(啤酒全球销量最高)
“Snow” became the best-selling single beer brand worldwide in terms of volume (best-selling beer worldwide)

2009

与华润集团资产互换,以纺织及货柜码头业务换取于中国75家大型超市及山东省一间啤酒厂,大力扩展核心零售消费品业务(资产互换)
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 创新文化
2010-FUTURE Innovation Culture

2010

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

完成出售中国的“Esprit”业务权益予思捷环球控股有限公司，至此，华润创业专注于零售、啤酒、食品、饮料四大核心零售消费品业务
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

与麒麟控股株式会社成立合营公司，华润创业占60% 权益 (与麒麟合营)

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

2012

完成收购江西洪客隆百货投资有限公司 100% 股权 (收购洪客隆)

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

2013

华润创业附属公司华润雪花完成收购金威啤酒集团有限公司的啤酒业务 (收购金威)

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

2014

与Tesco PLC 成立合资公司，在中国大力发展多种零售业务 (与TESCO 合资)

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

华润创业出售全部非啤酒业务于华润集团，上市公司更名为“华润啤酒(控股)有限公司”(专注啤酒)

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

由华润创业有限公司发起设立的第一支海外消费品产业基金——华润创业联和基金一期(有限合伙)(成立产业基金)

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

华润创业收购新建葵涌物流中心所有权益 华润国际物流中心正式投入运营

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

华润创业旗下上市公司华润啤酒收购SAB持有的华润雪花49% 股权，使华润啤酒取得旗下华润雪花啤酒的完整所有权 (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 任 责 任

*Special Responsibility
Projects*

色 项 目





作为华润集团的消费品零售业务旗舰，华润创业的企业社会责任理念与华润集团的企业愿景、使命、文化和价值观一脉相承，一直以来，我们希望与消费者一起，携手改变生活，致力将社会责任理念融入日常的业务运营，为社会、经济、环境及企业的可持续发展作出贡献。

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，雪花啤酒坚守中国传统文化的传播，持续九年支持“雪花纯生·匠心营造·古建摄影大赛”只为了更好的传承推动中国传统建筑走出尘封历史，以更新更鲜活的形象走进大众。

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，华润五丰深化“精准扶贫”项目，积极创新金融扶贫模式，建立社会金融扶贫机制，建设“基础母牛银行”，通过发放无利息贷款，按照从无到有、从小到大引导贫困群众发展养牛产业。

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，怡宝的百所图书馆计划走进第10年，持续改善乡村儿童阅读环境，并融入更多的新媒体手段。

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儿童事业，并且从贫困儿童救助、儿童成长教育、儿童生存环境、儿童身心健康等角度支持着儿童公益事业。

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.

华润创业旗下啤酒、食品及饮品等核心业务在服务民生之余，更从实际出发，结合自身业务与外部需求，通过一点一滴的努力，积极践行企业社会责任，真正做到与您携手，改变生活。

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.





责任专题

Responsibility Themes

雪花啤酒：九年古建保护公益路

CRSB: Protection of Ancient Architecture over the Past Nine Years

中华优秀传统文化，积淀着中华民族最深沉的精神追求，代表着中华民族独特的精神标识。中国古建筑艺术是世界上延续历史最长、分布地域最广、风格鲜明的独特建筑艺术体系。我们希望通过资助“中国古代建筑知识普及与传承系列丛书”出版、举办古建摄影大赛活动，推动中国传统建筑走出尘封历史，以更新更鲜活的形象走进大众，促进中国传统文化的传播。激励我们传承古代“工匠精神”，以精雕细琢态度实现“第一酿造”，生产出最适合国人体质的最优啤酒；以精益求精的精神为客户提供最优服务，不断超越客户的需求。

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国古建筑、展现中国原生文化的精神、气质和性格，并把这种中国经典原生文化普及并传承下去。”

"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."

——华润雪花啤酒助理总经理曾申平

- Zeng Shenping, the assistant general manager of CRSB

项目背景

Project Background

2008年，雪花开始联合清华大学建筑历史与文物建筑保护研究所，合作开展“普及与传承——中国古建筑研究与传播合作项目”，开启中国古建筑保护的公益之路。自2009年到2016年，雪花啤酒以中国古建筑为拍摄主体，连续举办八届中国古建筑摄影大赛，吸引超过470万人参加，累计收到超过890万幅作品，使中国古建筑摄影大赛已成为中国规模大、影响广的摄影赛事之一，并资助“中国古代建筑知识普及与传承系列丛书”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".





项目发展

Project Development

2009年 举办首届“雪花纯生·匠心营造·古建摄影大赛”。

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

《北京五书》(含《北京紫禁城》、《北京颐和园》、《北京天坛》、《北京四合院》、《北京古建筑地图(上)》)出版发行, 被国家新闻出版署列为“经典中国国际出版工程”。

Five Books on Ancient Architecture in Beijing (《北京五书》), including The Forbidden City (《北京紫禁城》), Summer Palace (《北京颐和园》), Temple of Heaven (《北京天坛》), Beijing Courtyards (《北京四合院》) and the Historical Architectural Map of Beijing (Volume 1) (《北京古建筑地图(上)》), were published and entered the list of “China Classics International” of the Administration of Press and Publication.

2010年 举办第二届“雪花纯生·匠心营造·古建摄影大赛”。

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

《民居五书》(含《北方民居》、《浙江民居》、《福建民居》、《赣粤民居》、《西南民居》)出版发行, 被评为“全国文化遗产最佳普及图书”。

The Chinese Vernacular House series (《民居五书》), 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 (《赣粤民居》) and Southwest Residential Buildings (《西南民居》), were published and rated as “the Best Books for Popularization of National Cultural Heritage”.

2011年 举办第三届“雪花纯生·匠心营造·古建摄影大赛”, 吸引160万人参与、征集参赛作品超过18万幅。

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.

《装饰五书》(含《千门之美》、《户牖之花》、《雕梁画栋》、《砖雕石刻》、《装饰之道》)出版发行, 授权台湾地区出版繁体字。

The Chinese Ancient Architecture Decoration series (《装饰五书》), including the Beauty of Gates (《千门之美》), the Patterns of Doors and Windows (《户牖之花》), the Carved Beams and Painted Rafters (《雕梁画栋》), the Brick and Stone Carvings (《砖雕石刻》) and the Philosophy of Decoration (《装饰之道》), were published. Such books were licensed to be published in traditional Chinese in Taiwan.

2012年 举办第四届“雪花纯生·匠心营造·古建摄影大赛”。

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

《古都五书》(含《古都北京》、《古都洛阳》、《古都西安》、《古都南京》、《装饰之道》)出版发行, 后荣获中国大学出版社图书奖优秀、被列为“经典中国国际出版工程”。

The Five Books on Ancient Capitals (《古都五书》), including the Ancient Capital, Beijing (《古都北京》), the Ancient Capital, Luoyang (《古都洛阳》), the Ancient Capital, Xi'an (《古都西安》), the Ancient Capital, Nanjing (《古都南京》) and the Philosophy of Decoration (《装饰之道》), 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“寻踪营造学社之路”主题，希望通过更具体的古建元素，唤起社会各界对传统古建筑的保护意识。

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.

《园林五书》(含《北方私家园林》、《岭南私家园林》、《中国皇家园林》、《江南私家园林》、《闽台私家园林》)。

The Five Books on Gardens (《园林五书》), including Northern Private Garden (《北方私家园林》), The Private Garden of Lingnan (《岭南私家园林》), Royal Gardens in China (《中国皇家园林》), Private Gardens in the South of the Yangtze River (《江南私家园林》) and Private Gardens in Fujian and Taiwan (《闽台私家园林》), were published.

2014年 古建摄影大赛冠以“光影园林”主题，吸引了来自全国及海外近136万人参赛，征集作品238万余幅。

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 古建摄影大赛冠以“斗拱”主题，共向78名摄影师颁发“古建·传承奖”与“匠心营造·斗拱奖”。

In 2015, the ancient building photo competition featured the theme of “Dougong (斗拱)” and awarded “Ancient Architecture • Inheritance Award (古建·传承奖)” and “Ingenuity in Craft • Dougong Award (匠心营造·斗拱奖)” to 78 photographers in total.

与清华大学合作出版第六套“中国古代建筑知识普及与传承系列丛书”——《中国古代建筑地图(第一套)》。

We worked with Tsinghua University to publish the sixth “Traditional Chinese Architecture Series” — the Chinese Ancient Architecture Map (First Volume) (《中国古代建筑地图(第一套)》)。

2016年 古建摄影大赛冠以“户牖”主题，共收到来自全球112万名摄影爱好者的221万幅投稿作品，其中“户牖”类作品量更是高达82万幅。

In 2016, the theme for the photo competition on ancient buildings was “Huyou (户牖)”. 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.

与清华大学建筑学院合作出版第二套《古建筑地图》系列图书、第七套“古代建筑知识普及与传承系列图书”。

We worked with the School of Architecture of Tsinghua University to co-publish the Map of the Ancient Architecture (《古建筑地图》) in its second series, which was also the seventh series of the “Traditional Chinese Architecture Series”.





华润五丰：创新扶贫 幸福你我

CR Ng Fung: Innovative Poverty Alleviation for Happiness

项目背景

Project Background

根据国务院扶贫开发领导小组的安排部署，华润定点帮扶宁夏回族自治区海原县，为了确保帮扶工作取得实效，集团协调各相关利润中心，多次到海原县开展实地考察工作，并与中卫市、海原县政府多次沟通，初步拟定了华润定点帮扶海原县发展的五年规划纲要。规划纲要从产业扶贫、投资扶贫、公益扶贫、人才扶贫四方面着手，其中，产业扶贫以养牛项目为核心，规划期内由华润集团投入约3.85亿元人民币，由华润集团负责协调，由华润五丰具体实施。

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.

项目发展

Project Development

华润结合自治区正在实施的“5•30”养殖计划（即每家能养5头牛或每家能养30只羊就可达到脱贫标准），积极创新金融扶贫模式，建立社会金融扶贫机制，建设“基础母牛银行”，通过发放无利息贷款，按照从无到有、从小到大引导贫困群众发展养牛产业。这样的模式既提高了农户基础母牛的质量和标准，解决了群众资金困难的问题，降低了养殖风险和压力，提高了农户发展养殖业的积极性，也大大增强了农户自觉融入市场的发展能力。

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.





当事人的故事 Real Story

杨金龙，宁夏回族自治区中卫市海原县郑旗乡郑旗村村民，今年26岁。家中有6口人，包括父母、妻子和两个孩子，大儿子4岁，小儿子仅7个月。杨金龙原来在内蒙古煤矿下煤矿、开铲车，工资每月3,500元，然而并没有五险一金，一整年也只能回家两次，福利与安全都得不到保障。2015年所在煤矿发生塌方事故后，由于家人担心他的安全，杨金龙就回到海原就近打零工为生。就在2016年1月，海原华润农业有限公司曹洼肉牛育肥繁育基地投入试运营，杨金龙应聘成为我司巡夜临时工。后来公司发掘出他的开铲车的技能，便开始培养成为TMR自动饲喂设备及清粪车机手，经过考察后转为了海原基地正式工，每月工资从原来的2,400元涨至3,500元，公司包吃住且为他购买了五险一金。比起从前漂泊无依的生活，现在离家仅15分钟车程，可以经常回家照顾父母妻儿，杨金龙对将来充满了信心。

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.

杨金龙的父亲杨忠福，50岁，母亲李成花，48岁。老两口原本在银川租房打工，为建筑工地拉砖、运木材等，勉强可以维持生计。2013年因为身体原因返回海原，开始养羊，后来由于封山禁牧，转为养牛，恰好赶上海原基地进行基础母牛除销。老两口自筹了1.5万元，我司贷款2.4万元，在2016年4月从我司赊销了4头基础母牛。截至到目前，已有3头母牛产犊，剩下1头也将在4月生产。老两口另外还种植有3亩玉米、20亩苜蓿，基本可以满足所养牛只的饲草需求。预计到今年底，产下的牛犊即可产生4万元左右的收益，母牛价值可达到6万元，刨除成本后共可产生6万余元收入。海原基地的精准扶贫模式让杨金龙一家人生活收入都有了支持保障，彻底改变了原来奔波劳累、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.





华润怡宝：“怡起悦读，陪伴成长” 怡宝百图计划

CR C'estbon: “C'estbon reading accompanies you to grow up!”

C'estbon 100 Library Program

项目背景

Project Background

2007年，华润怡宝启动“百所图书馆计划”，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年间，华润怡宝百图计划已发展为品牌公益项目，且在儿童公益领域有较高知名度和良好口碑。2016年，众多新举措的实施，不仅提升百图计划的公益品牌效应，更巩固了华润怡宝在儿童公益领域领导者地位。

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.

项目发展

Project Development

华润怡宝百所图书馆计划的目标绝不仅仅是建设100所华润怡宝图书馆，更希望的是能够改善乡村儿童的阅读环境。

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.

首次联合外部第三方 NGO 组织，开放百图计划社会公益大门

Opening the gate for public welfare of the “100 Library Program”

by cooperating with an external third party NGOs for the first time

2016百图计划尝试更开放，与全社会所有致力于儿童公益的公益组织、社会机构连接合作。在第十年之际，宣布与陶行知基金会战略合作，定向为全国最美乡村教师所在学校建馆募书。通过陶行知基金会在教育系统的专业力量和资源，更深入与更多乡村学校、老师群体互动。同时，联合蜻蜓FM，开展线上募集电子书，创新开建声音电子图书馆，通过“互联网+公益”，和走入城市小学等渠道面向社会深入贯彻百图公益理念，吸引更多社会力量参与其中。

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.



孩子们在怡宝图书馆收听有声图书
Children were listening to an audio book in a C'estbon library



蜻蜓FM上的“华润怡宝百所图书馆计划”专区
The special column for CR C'estbon's “100 Library Program” on QingTing FM



聘请最美乡村教师作为代言人盘活图书馆，深化从“书的陪伴”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”

始于2007年的百图计划，通过为教育匮乏地区中小学校捐建图书馆，和捐赠图书，使困难地区孩子有书读。直至2014年，数年间百图计划一直秉持和践行这一宗旨和目标，可以说这是“书的陪伴”阶段。2015年，项目提出“怡起成长 陪伴悦读”的理念，首次提出“人的陪伴”，2016年进一步深入实现“人的陪伴”，联合最美乡村教师群体，聘请到8位最美乡村教师担任百图代言人——担当所在学校图书馆管理员，从而盘活当地图书馆的使用率，真正实现和拓展“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”.



中国最美乡村教师陈美荣在百图乡村儿童读书会上
Chen Meirong, one of the most beautiful rural teachers in China, at a reading event for rural children of the “100 Library Program”

联合名师资源组成百图名师巡讲团，走进全国35所重点小学和8所乡村学校

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

为了募集8所最美乡村教师图书馆书籍，更为了确保募集到的图书适合乡村孩子们阅读，百图计划募书活动得到全国各大城市重点小学的支持，双方携手正式展开城市学校读书会和图书募集活动。除了分享阅读，现场还展开了主题绘画活动。同时，百图计划还为捐赠图书的爱心小朋友精心准备了儿童绘本《水中的童话》，并为他们颁发志愿者证书。

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 (《水中的童话》), and a volunteer certificate to those caring children who donated their books.



百图小志愿者
A young volunteer of the “100 Library Program”

此外，百图计划还充分利用社会各界资源走进全国35所中小学，发起图书募集活动。为培养孩子们节俭、爱惜图书的意识，现场还会开展旧书翻新课堂，由老师带领小朋友们包书皮，现场给旧书穿新衣。图书募集方式也较以往有所创新，将采用分类募集的方式，一类为2016年百图计划推出的百本书单中的书籍，一类为其他类型的书籍。

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.



太平洋咖啡：持续发力儿童保护

Pacific Coffee: Continued Efforts in Children Protection

项目背景

Project Background

自创建以来，太平洋咖啡一直注重儿童事业，并且从贫困儿童救助、儿童成长教育、儿童生存环境、儿童身心健康等角度支持着儿童公益事业。

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.

项目发展

Project Development

太平洋咖啡在2016年以捐赠等方式分别支持了以救助贫困儿童，助力儿童成长教育，改善儿童生存环境，关注儿童身心健康为目的的不同机构或活动，全方位致力儿童保护，维持品牌初心。

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. 救助贫困儿童

Helping Poor Children

1、支持“2016 苗圃挑战 12 小时慈善越野马拉松”活动

Supporting "Sowers Action Challenging 12 Hours Charity Marathon 2016"

太平洋咖啡为2016苗圃挑战12小时慈善越野马拉松捐赠奖品——胶囊机（包32盒胶囊）以及2,800张买一赠一券。“苗圃挑战12小时”在过去17届共有逾29,300人次参加，筹款总额超过3,630万港币。去年有逾2,329名参加者，共筹得助学善款314万港币。2016年“苗圃挑战小时12小时”为儿童青少年福利项目筹款。儿童青少年福利项目的主要服务对象是中国山区的孤儿及困境儿童，他们没有家人的照顾，吃不饱、穿不暖，更遑论上学的机会。受惠项目是云南省昭通市水富县的儿童福利院。

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、支持苗圃行动，在香港 120 多间分店摆放捐款箱，筹资港币 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多间分店摆放捐款箱，共募得善款港币35,002元，用于重建危校、学生资助、教师培训等助学项目。

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、支持联合国儿童基金会的儿童工作

Supporting children affairs of the United Nations Children's Fund

- 2016年11&12月，在全港130间分店摆放捐款箱，筹得港币75,000元

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

- 2017年台历销售捐赠(每销售一本，捐赠10元)，筹得港币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 包高質養生薑。
為 22 名兒童提供一日的午餐



B. 助力成长教育 Supporting Personal Growth Education

1、支持香港国际青少年绘画比赛 Supporting International Children Painting Competition in Hong Kong

- 2016年7月为比赛颁奖典礼提供场地食品
In July 2016, Pacific Coffee provided food for the award presentation ceremony
- 8-10月免费提供场地展示得奖作品
In August to October, Pacific Coffee provided a venue to exhibit winning entries free of charge



共收集到来自30个国家及地区逾11,400幅投画，从中选出逾百幅优秀作品进入下一阶段比赛。30位海外得奖小画家来自捷克、立陶宛、马来西亚、波兰、罗马尼亚、俄罗斯、塞尔维亚、泰国、乌克兰，年龄仅13岁至18岁。他们与本港的30位得奖小画家于7月10日至15日，到著名古迹及文艺景点进行现场写生比赛，角逐“个人冠、亚军”、“最佳海外团队”及“优异奖”等奖项。

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、参与蝴蝶助学团义卖活动 Participating in Butterfly Education Aid Charity Bazaar

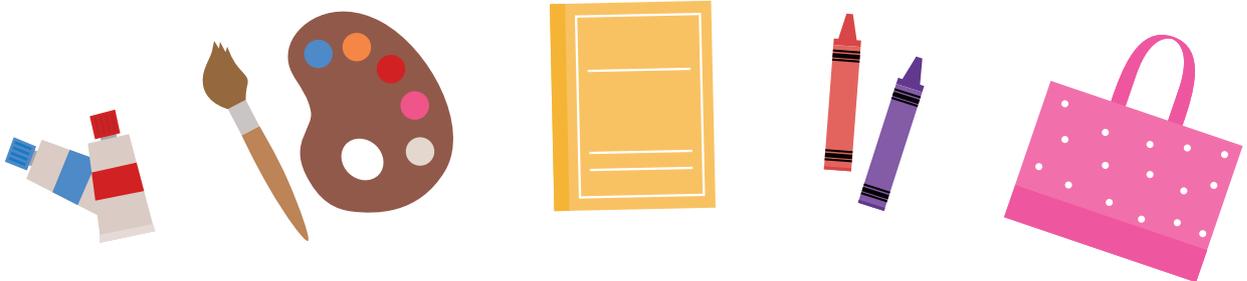
参与广东公益恤孤助学促进会的蝴蝶助学团义卖会活动。该义卖会为危校重建及其他项目筹款专场。蝴蝶助学通过每年大型主题义卖会向都市圈中人传播“开心助人，快乐助学”的公益理念。

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、支持扶贫基金会“爱心包裹”活动(捐赠人民币4.3万元) Supporting the Care Package Project of China Foundation for Poverty Alleviation (donation of RMB43,000)

捐助内蒙古通辽市固日班花苏木中心小学和得胜学区中心校学生，合计430个美术包。

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. 改善生存环境 Improving Living Environment

1、“点滴太平洋”项目为贫困地区校园安全用水工程 “A Drop of Pacific Coffee” project for drinking water safety in campus in impoverished regions

- 宁夏固原 张程小学 捐款人民币 10 万元
Donated RMB100,000 to Zhang Cheng Primary School in Guyuan, Ningxia
- 四川泸州 黑尼完全小学 正在筹集中
Raising money for Heini Complete Primary School in Luzhou, Sichuan



2、“Thought of The Farm Fund” 活动支持 Supporting “Thought of The Farm Fund”

2016年共募得捐款港币12万元；2016年8月，其中港币1.9万元用于在哥斯达黎加圣埃伦娜建造一个校园操场给当地的儿童。

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.

注：香港Pacific Coffee于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. 关注身心健康

Caring About Physical and Mental Health

1、“善学慈善基金为微笑行动”筹款，所筹得善款将协助推动“微笑行动”在中国的农村地区组织更多医疗行动，让更多内地患有兔唇的小朋友可以接受免费的唇腭裂纠正手术。

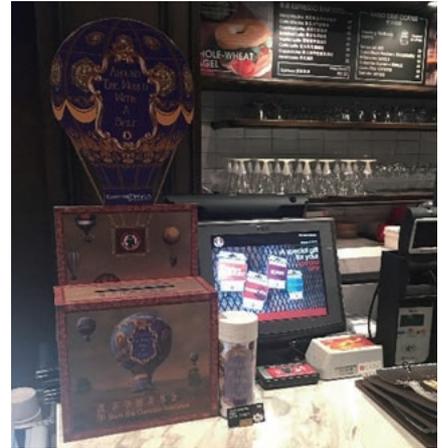
Fund raising for “Operation Smile of Sheen Hok Charitable Foundation” to support “Operation Smile” organizing more medical actions in rural regions in China for providing free surgeries for more children in China who suffer from facial deformities (cleft lip and palate).

- 2016年9-12月在香港1881广场门店摆放捐款箱

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

- 善学慈善基金版旅行杯销售捐赠，共港币3,250元

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



2、“他们心中的世界”流动美术馆展览

“World in Their Mind (他们心中的世界)” mobile art exhibition

携手北京金羽翼残障儿童艺术康复服务中心，进行主题名为“他们心中的世界”流动美术馆展览。除展出部分残障孩子们的画作外，首次展览了由孩子们绘画作品开发而成的衍生品，通过作品销售，实现残障儿童艺术理想及人生价值。

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”，为家庭贫困身患唇腭裂的小患者筹集手术费用

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

太平洋咖啡首次与嫣然天使基金合作，参与嫣然10周年特别定制款1,010包捐赠项目，捐赠1,010包的爱心网友都会同时获得由太平洋咖啡提供的中秋礼品。

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 donors for the 1,010 bag project also received the mid-autumn presents provided by Pacific Coffee.

4、携手“看见爱视光健康专项基金”，参与视力健康科普活动

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

太平洋咖啡上海部分员工与“看见爱视光健康专项基金”组织工作人员，一起进驻小学1-2年级为小学生传播视觉健康的课程。

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 责 任

*Social Responsibility
Management*

公 司 管 理





责任文化 Responsibility Culture

责任使命、愿景与理念 Responsibility Mission, Vision and Concept

社会责任理念是指导华润创业责任实践的行动指南。华润创业社会责任文化与华润文化一脉相承，遵循《华润集团社会责任工作管理办法》，将华润创业社会责任工作与企业战略发展、企业文化建设相融合。“十三五”期间，华润创业将紧跟华润集团“十三五”社会责任规划编制要求，并结合自身的业务特点和社会责任履行的实际，立足战略高度全面部署华润创业“十三五”期间的社会责任工作，明确工作总体思路及推进路径，不断增强责任意识，推动责任践行，促进责任融合，助力华润创业“成为最受尊敬的消费品及零售企业”的愿景实现。

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".

华润创业社会责任模型 Social Responsibility Model of CRE



责任规划 Responsibility Planning

责任组织体系 Responsibility Organization System

2016年，华润创业成立了社会责任和企业文化委员会，是社会责任组织体系的领导决策机构。开始对各职能部门、各利润中心的职责进行深度梳理，构建华润创业社会责任矩阵式管理组织体系，积极推动落实社会责任。

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.



责任组织与制度 Responsibility Organization and System

领导机构 Leadership

2016年，华润创业筹建“华润创业社会责任指导委员会”，成员名单如下：

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

主任：陈朗	Director: Chen Lang
副主任：王维勇	Deputy director: Wang Weiyong
执行副主任：刘岫军	Executive deputy director: Liu Xiujun
成员：黎宝声、刘昌平、程大勇、谢丹瀚、 王昕、李菡、童彤、郭华、汤洪涛	Members: Lai Po Shing, Liu Changping, Cheng Dayong, Tse Tan Hon, Wang Xin, Li Han, Tung Tung, Guo Hua, Tang Hongtao

责任组织体系 Responsibility Organization System

华创企业文化与社会责任指导委员会具体职能分布：

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

华创企业文化与社会责任指导委员会是相关事项的决策领导机构，其日常管理职能放在公司事务部，公司其他职能部门及各利润中心是各项工作的推动、实践和监管部门。主要职能包括：

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:

 战略管理部 Strategy Management Department	<p>在投资发展、战略规划、战略合作、结构优化、创新发展等各方面践行公司企业文化，确保自身及合作方遵守社会责任。</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>
 人力资源中心 Human Resources Center	<p>协助公司事务部做好企业文化与社会责任的宣贯工作，在员工权益保护、成长与培训、员工关爱、民主管理、职业健康与安全等方面作出承诺与努力。</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>
 财务管理中心 Financial Management Center	<p>在资本/资产管理、股东权益保护、依法纳税等方面做到依法合规。</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>审计部 Internal Audit Department</p>	<p>在合规审计、风险管理等方面做出努力，维护公司利益。</p> <p>Safeguards the company's interests in terms of, among other things, compliance audit and risk management.</p>
 <p>法律及公司秘书部 Legal & Secretarial Department</p>	<p>在依法治企、合规经营、权益保护等方面发挥好监督与促进作用。</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>保证信息安全，为相关工作开展提供必要的信息技术支持。</p> <p>Safeguards information security and provides necessary information and technological support for related work.</p>
 <p>企业发展部 Corporate Development Department</p>	<p>在公司投资项目管理上，做到战略符合、风险可控、财务达标、遵守公司社会责任承诺、使得股东投资回报最大化，保护股东权益。</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>投资者关系部 Investor Relations Department</p>	<p>在股东权益保护、舆情信息披露等方面遵守公司企业文化与社会责任承诺，并对相关工作给予宣传推广及促进。</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>公司事务部 Corporate Affairs Department</p>	<p>企业文化与社会责任日常管理责任部门，牵头组织建立与之相关的规章制度及管理机制等，确保公司企业文化与社会责任相关工作得以推进、落实；组织编制每年度企业社会责任报告。</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>环境健康与安全部 Environment Health and Safety Department</p>	<p>在节能减排、绿色发展、食品安全、生产安全等方面推进效能监察与风险管控工作，促进各项工作良好有序发展。</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>纪检监察部 Department of Supervision</p>	<p>督促建立廉洁自律的企业文化与工作氛围，为企业健康发展保驾护航。</p> <p>Urges to establish a clean and self-disciplined corporate culture and working atmosphere for the sound development of the enterprise.</p>

经济责任

*Economic
Responsibility*





创造股东价值 Create Shareholder Value

推动业务成长 Promote Business Growth

投资并购、市场协同 Investment, Mergers & Acquisitions and Market Synergy

继2015年向华润集团出售非啤酒业务后，成功转型为上市公司专注于啤酒业务，积极通过不同方法为股东缔造更高价值。

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% 股权 49% stake

华润啤酒与Anheuser-Busch InBev SA/NV达成协议，以16亿美元购入SABMiller Asia Limited持有华润雪花啤酒的49%股权。

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

啤酒业务方面，由于2015年11月11日ABI正式宣布收购SAB，为了尽快通过各地的反垄断审查，ABI陆续出售部份受反垄断审查的资产，包括SAB与华润啤酒共同持有雪花的股份。华润啤酒在2016年3月宣布与Anheuser-Busch InBev SA/NV达成协议，以16亿美元购入SABMiller Asia Limited持有华润雪花啤酒的49%股权。消息公布后，市场的反应亦非常正面，分析员均认为华创能以远低于市价的价格收购华润雪花49%的股权，是一项非常成功的交易，收购亦有助长远的并购及发展。消息公布当日，股价较上一个交易日收市价最高升幅接近35%，收盘价较上一个交易日上升19%。本交易最终于2016年10月在全部先决条件达成的情况下完成，标志着上市公司华润啤酒取得华润雪花啤酒的完整所有权，以确保于中国的发展策略有效实施。

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.

为加强上市公司的资本基础，并为未来出现任何可发展及扩展机遇时提供更大灵活性，上市公司于2016年7月宣布拟以每持有三股股份获发一股股份的基准，按每股供股股份港币11.73元进行供股。此次供股是为股东提供平等机会参与啤酒业务未来长远发展的较佳方式，并确保其股权不被摊薄。虽然过程中遇到英国脱欧，令投资情绪转弱，但经华创观察其影响后，在确保不会违约及不会过早提出供股中取得平衡，在非正式宣布通过反垄断审查后立刻启动，并得到华润集团悉数包销供股股份，以展示其对啤酒业务的未来及增长前景的信心及承担。资本市场对本次供股反应非常良好，供股股份最终获得超额认购，成功筹集超过港币95亿元的资金。

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% 股权 15% equity interest

认购全球最大的帝王三文鱼生产商
New Zealand King Salmon 约 15%
股权

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

食品业务方面，2016年华润五丰完成了多项的海外投资，以实现引进国际优质食品至国内市场，包括认购新西兰最主要的蜂蜜生产商 Comvita 约 9% 股权、新西兰最大的苹果全产业链生产商 Scales 约 15% 股权及全球最大的帝王三文鱼生产商 New Zealand King Salmon 约 15% 股权。

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).

物流业务方面，在 2016 年 6 月，华创向新创建集团有限公司收购了建于 2011 年、面积达一百万尺的葵涌物流中心。此项交易有助于华润物流提升市场份额，实现稳定的业务发展。

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.

税务筹划增加效益方面，2016 年，华创通过政策研究和分析，推行新法规下的应对措施，防范风险的同时充分享受国家“营改增”的税收红利，助力企业发展。此外，华创结合所处行业的特点，推行了一系列税务筹划。特别是在海外投资项目中，通过合理搭建税务架构，充分利用国际间税收协定，节约海外税负，实现价值创造。

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.





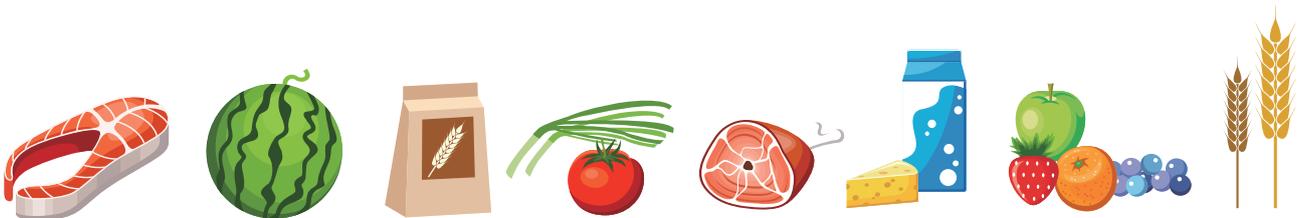
提升管理效益 Enhance Management Efficiency

业务创新 Business Innovation

食品业务，华润五丰进行了传统业务优化创新努力提升加工工艺、开发高附加值的创新产品，积极推动生产工艺精益化、生产技术先进化与产品高端化，打造具备竞争力的生产力及产品力，推动各项业务的快速发展。

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>大米业务 Rice business</p>	<p>品牌塑造，深耕核心渠道，强化渠道拓展，优化产品结构，强化小包装米销售占比考核，实现有质量的销售。 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>国际分销业务 International distribution business</p>	<p>梳理产品结构，选择性淘汰不适用产品，积极拓展电商及餐饮渠道，并开发新产品约150余款，增加营业额3,000余万港币。 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>香港肉食业务 Hong Kong meat business</p>	<p>活畜经销方面，以南方供港货源产地为切入点，优化货源结构，提升供应商产品质量，发展优质供应商。 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>内地肉食业务 Mainland meat business</p>	<p>杭州五丰成为G20杭州峰会官方指定的供应商，是主会场及宴会用猪肉的唯一供应企业。 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. 同时，杭州五丰抢抓上海迪士尼商机，在长达两年的时间里，按照迪士尼的需求研发了百余种产品，年化销售额约3,000万元人民币。 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>内地综合食品业务 Mainland comprehensive food business</p>	<p>五丰冷食通过优化产品结构的方式不断提高“拿破仑”等高毛利产品销售占比，五丰富春积极拓展热卖产品销售，提高淡季热卖产品储备生产量，降低单位成本。 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>希望小镇产业发展业务 Hope Town industrial development business</p>	<p>通过产业调整，结合优质产品分销，使各产业实现协调发展，资源得到合理和优质配置。 Accomplished coordinated development of each industry and proper and optimal configuration of resources through industrial adjustment and high-quality product distribution.</p>





精益协同

Excellence with Synergy

华创目前各职能部门保持充分沟通，实现跨职能资源共享，而食品业务华润五丰施行了全面预算管理，并推动价值型财务管理体系的建立，建设财务共享服务中心，构建共享财务、业务财务和专业财务三位一体的管理体系，更好地服务和支持公司业务发展。

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.

饮品业务方面，2016年华润怡宝充分利用集团的资源，进行优势互补，新建生产基地项目，与华润建筑采用新的协同合作模式，充分发挥华润建筑的工程建设管理专长，以合约形式对组织、成本、进度、质量、安全等方面进行管控，加强对项目监管，确保工程质量及工程进度。

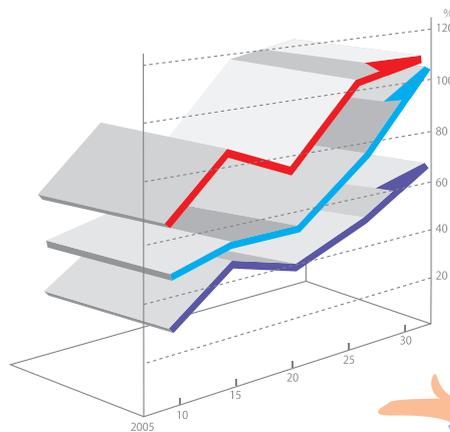
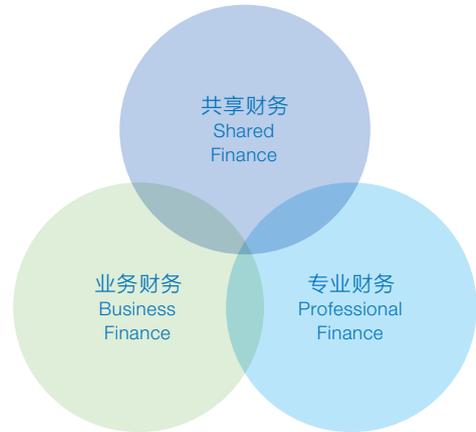
With regard to the beverage business, in 2016, CR C'estbon fully leveraged the Group's resources to achieve complementary strengths, and launched new production base projects. It adopted new synergic cooperation model with CR Construction, fully leveraged the construction management expertise of CR Construction, 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，与华润化工进行深入的合作与交流，采购华润化工PET原料占总采购量的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.

而在华创内部，华润怡宝总部工厂管理部通过到华润啤酒余杭工厂交流，学习了啤酒推进精益生产的八个统一、工厂KPI三级分解（工厂、部门、班组），团队建设和改善推进等内容。

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.





防止经营风险

Prevention of Operational Risks

内控体系建设

Internal Control System Building

华创内部控制以内部监督、制度建设、风险评估与内控评价的方式开展，旨在通过发现内控缺陷，促其整改，完善内部控制制度，强化管理人员合规经营意识，防范重大风险。

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年对下属业务单位进行了年度内控评估，从评价结果看，内控运行良好。在年度内控评估基础上，聚焦对专项风险的管控。华创总部开展了销售费用和大米存货管理风险治理及内控评价专项项目，下属业务单位自行开展了销售费用检查、财务检查、供应商管理等专项项目。通过系统识别和梳理流程中的管理漏洞和存在的主要风险，提出风险治理补充措施，促进下属业务单位建立或修订采购管理、招标管理、供应商管理、工程建设、EHS等方面制度流程139项。

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.

同时华创的内部审计将风险管理和内部控制紧密结合起来，以专项审计为主，以问题为导向，聚焦合规、注重审计整改，审计报告签发后6个月内被审计单位须提交正式的审计整改报告；项目组针对整改完成情况进行沟通，以此督促被审计单位在限期内落实审计整改；审计整改率纳入下属业务单位的业绩合同，促进审计结果转化为管理成果。同时，总结最佳实践，为业务单位提供专业培训，发挥管理咨询服务的作用。

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年华创对下属业务开展了13个审计项目。侧重工程建设审计、物流与销售费用审计、招标管理审计、经责审计等，审计发现问题330个，提出审计整改建议508条，审计整改率96%，下属业务单位通过举一反三的整改，完善制度87项。（按审计类型分为工程管理审计3个，物流与销售费用审计3个，招标管理审计2个，经责审计2个，运营审计、资金检查专项、后续跟进审计各1个。）

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.)





财务管理

Financial Management

<p>费用报销流程 Expense reimbursement procedure</p>	<p>为使公司的各项费用报销及支付能得到有效的规范，华创财务管理中心制定及持续执行《费用报销及付款审批操作指引》以作为处理所有合乎华创的《经理人职务消费管理办法》及《总部费用报销管理办法》等有关制度的费用报销及付款申请的基础。该操作指引加强规范费用报销及付款审批流程、授权及职责，要求费用报销申请人按规定提交付款申请，夹附有效发票或支持文件及按审批权限及额度安排各部门主管、分管领导及/或董事会主席审批。</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>华润集团2015年对华创开展了制度专项评价，根据集团出具的《华润创业有限公司制度评价报告》，专门制定了境内及境外空白支票管理操作指引，对空白支票实行全流程管理，具体管理范围包括空白支票的购买、登记、保管、使用、作废、盘点等环节，该两项指引已于2016年7月下发执行。</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，华创积极组织及统筹下属各业务单元的派息计划工作从派息各项影响因素综合分析及评估各业务单元派息的可行性和建议金额。为提高华创及各业务单元派息管理水平，规范派息管理的业务流程，明确派息管理职责，维护并提升公司价值，依据《华润集团派息指引》要求，并结合华创实际情况，制定《华创派息管理办法》，逐步实现派息管理制度化与规范化。下属业务单元编制了派息管理办法细则。2016年12月末华创统一编制派息工作总结，总结内容包括但不限于派息工作执行情况，取得成效，与派息计划的差异及原因，存在问题及下一步的计划。</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>



<p>财务风险监控 Financial Risk Monitoring and Control</p>	<p>2016年，中国采取更加严格的政策限制资本外流，人民币兑美元贬值压力持续，中长期汇率走势仍然存在不确定性。华创通过建立汇率风险防控指引、建立风险预警指标及日常监控机制、完善汇率风险分析模型并每季度发布《人民币汇率风险专题分析报告》等措施，有效管控汇率风险。资金管控方面，华创持续推进两金压控（应收账款及存货）工作方案，每月统计余额及追踪，通过监督加快应收专款和存货的流量，减少资金占用并顺利完成年度压控目标。同时，华创下属利润中心就压控工作方案进行总结回顾，并提出有效管理措施，巩固资金流转效率。</p> <p>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.</p>
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此外，华创定期与下属利润中心沟通营运资金情况，下属利润中心每季度需向华创总部提交现金创造分析报告，制定改善计划及加强营运资金管理方面的举措。

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.

全面风险管理

Comprehensive Risk Management

华创风险管理工作致力防患于未然，风险管理体系建设以夯实基础管理和实现风险可视为目标，以年度评估的重大专项风险为抓手，以全面风险管控为依托，已建立重大风险跟进机制，注重风险培训，促动风险管控。

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.

年度风险评估

Annual Risk Assessment

- √ 华创总部组织和统筹年度风险评估工作计划，对下属业务单位提供评估方法、工具模板、最佳实践等方面专题培训；

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;

- √ 评估范围100%覆盖全业务流程，自下而上，全员参与评估；

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

- √ 华创总部从战略、宏观经济形势等方面评估风险，下属业务单位根据业务特点，从市场、行业、竞争、运营、财务等方面评估风险，形成华创年度十大风险，并建立应对措施，落实到岗位；

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;

- √ 针对年度十大风险，建立半年度重大风险动态回顾机制，检讨风险防范措施，确保对重大风险的管理水平控制在合理的范围。

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.



风险管理专项培训

Risk Management Specific Training

培训对象 Trainees	风险管理培训 Risk Management Training
<p>华润啤酒 CR Beer</p>	<p>对华润啤酒四川区域开展香港上市公司管治规则、风险管理与内部控制评估流程方法进行培训；物流风险介绍及专题案例培训，共74人参加培训。</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>华润怡宝 CR C'estbon</p>	<p>根据工程建设风险管理项目实践，开展了《风险管理嵌入业务流程，实现管理提升》的培训，共33人参加。</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>华润五丰 CR Ng Fung</p>	<p>在EHS大会上，结合应收账款、存货管理以及工程管理项目审计实践，开展《从审计案例看企业风险管控》的培训。</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>工程建设风险管理培训，物流部、财务部、法务部共26人参加。</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>华润万家 CR Vanguard</p>	<p>对万家总部防损部共23人开展企业内部控制管理规范、准则及工作流程及信息系统内部控制培训。</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>华创总部及下属业务单位 风险管理 Risk management staff in headquarters of CRE and the subordinate business units</p>	<p>2017年度风险评估专题培训，华创职能部门及华创系6个利润中心共26人参加。对集团风险管理规划进行宣讲，分析以往风险评估存在的问问题，介绍了2017年度风险评估模板和工具介绍；分享了如何将风险管理工作融入到工作当中并进行风险防范的最佳实践。</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>



股东及投资者沟通

Communication between Shareholders and Investors

我们切实保障股东的知情权，积极执行与股东及投资界有效而多渠道的沟通机制，公正、客观、全面地向投资界披露公司重大战略决策、运营表现及重大业务发展情况，便于股东评估公司的营运及表现，持续增强股东对公司的信赖与信心。

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.



华润啤酒召开股东大会

CR Beer Convening General Shareholders Meetings



香港董事学会周年晚宴暨“2016年度杰出董事奖”颁奖典礼

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

2016年，我们与接近1,400名分析员和基金经理进行约350次会面。我们在投资者关系方面的杰出表现亦持续受到业界赞誉，连续六年获得《亚洲企业管治》杂志颁发“最佳投资者关系企业”。

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.

“作为一名外资消费品研究员，我已与华润啤酒打交道将近8个年头。除了稳健的公司业绩，完善健全的公司治理体制和高瞻远瞩的管理层之外，给我最大的印象就是公司始终把股东放在心上，切实持续的维护好股东利益，并努力通过合理有效的市场措施实现股东价值的最大化。”

“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.”

——美林证券消费品分析员 龙元元(Tina Long)
- Tina Long, Consumer Goods Analyst of Merrill Lynch



完善公司治理 Improvement in Corporate Governance

三重一大风险控制机制 “Three Importance and One Greatness” Risk Control Mechanism

现华创董事会全面负责建立及维持稳健的风险管理、内部监控及管治制度，确保有效及有效率地达成公司目标与宗旨，保障华创资产及股东利益，以及确保财务及企业报告的可靠性。华创2016年进一步完善了“三重一大”任免决策流程，对于集团直管经理人的任免提案、华创直管经理人的任用决定实现了100%上会民主审议。对于华创直管经理人的晋升管理，完整覆盖“提案制定”-“考察调研”-“民主决议”-“任前公示”-“新任谈话”各个关键环节，流程完备，操作规范，体现了“三重一大”人事任免工作的科学性和严谨性，严格控制了用人失察风险。

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

华创一直非常重视全面提升公司依法治企的能力，通过华创法律及公司秘书部协助公司充分利用各种场合和机会进行依法治企的宣贯，为深入推进依法治企营造良好氛围，实际性推进依法治企的相关工作。采取的措施包括但不限于：

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. 通过制度化建设举措，比如协助修订华创规章制度管理办法、外聘律师管理办法、投资项目审批工作细则等规章制度及工作指引，协助公司将依法治企的要求纳入公司的规章制度，嵌入公司的管理流程，保障企业内规章制度合法性、严密性和可操作性，发挥基础效能，确保依法治企目标的实现；

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. 通过为公司的传统业务项目以及新增创新项目提供法律支持和保障，严格防范法律风险。

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

2017年公司将持续关注国家政策法规及海外投资并购政策的最新动向，进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.



保值增值绩效

Results of Value Maintaining and Increasing

本年初华润万家有限公司划归华润(集团)有限公司直接管理, 华润创业有限公司业务调整为啤酒、食品、饮品三大一级利润中心以及太平洋咖啡、华润物流、华创物业三家直属业务单元。此外, 遵循华润集团“双擎两翼”战略发展构想, 华润创业积极打造“产业×资本”双轮模式, 加速转型实现产业转型与国际化发展。2016年5月18日华创联和基金主体公司完成设立, 6月30日基金完成首期交割, 基金正式启动运营。

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.



营业额

336.58 亿
港币

Turnover

HKD33.658
billion

2016年年底, 华润啤酒厂总数达到98间, 遍布中国内地25个省、市、自治区, 年产能约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.

本集团旗下“雪花Snow”为中国及全球销量最大的单一啤酒品牌。2016年华润雪花全年完成营业额336.58亿港币、经常性EBIT23.73亿港币、ROIC6.8%。2016年进一步提升塑造品牌、市场拓展能力、公司文化建设能力, 持续开展业务改进, 改善公司经营效率, 华润雪花2016年实际产销量1,172万千升, 市场份额提高约一个百分点, 雪花品牌价值进一步提升。2016年年底, 华润雪花啤酒厂总数达到98间, 遍布中国内地25个省、市、自治区、直辖市, 年产能约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年华润五丰全年完成营业额127.57亿港币、经常性EBIT3.60亿港币、ROIC2.7%。在香港, 华润五丰是最大的中国食品经销商之一, 鲜肉、冻肉及中国特色食品在香港市场占主导地位, 拥有香港最大屠房上水屠房的经营权, 对维护香港社会的繁荣稳定发挥了重要作用; 在国内, 华润五丰开展种植、养殖、屠宰及食品研发、加工等业务, 目前已进入全国重点区域。在河南、江西、广东共有11个供港养殖场, 年供港数量12万头; 在杭州拥有2个自建养殖场, 生猪年出栏量2.7万头; 共有内地年屠宰能力847万头; 肉制品年加工能力1.55万吨。此外, 华润五丰还积极开展进口食品的代理及分销业务。

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, processing, 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.



营业额

127.57 亿
港币

Turnover

HKD12.757
billion

2016年华润五丰全年完成营业额127.57亿港币、经常性EBIT3.60亿港币、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%.



营业额
108.64 亿港币
Turnover
HKD10.864 billion

截止2016年9月，怡宝瓶装水全国销量份额达19.4%，行业排名第二。

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

2016年华润怡宝全年完成营业额108.64亿港币、经常性EBIT6.65亿港币、ROIC18.0%。华润怡宝主要经营品类包括纯净水、矿泉水、奶茶、咖啡、功能性饮料。截止2016年9月，怡宝瓶装水全国销量份额达19.4%，行业排名第二，已经成为具有全国影响力的知名品牌。华润怡宝目前共有工厂42个，其中自有工厂10个、OEM工厂32个、生产线121条、年产能达1,519万吨。

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营业额11.22亿港币、经常性EBIT-1.43亿港币、ROIC-26.4%；华创物业全年完成营业额9.54亿港币、经常性EBIT8.19亿港币、ROIC5.0%；华润物流全年完成营业额7.70亿港币（不包括1.4亿港币集团管理费收入）、经常性EBIT2.44亿港币、ROIC5.7%。

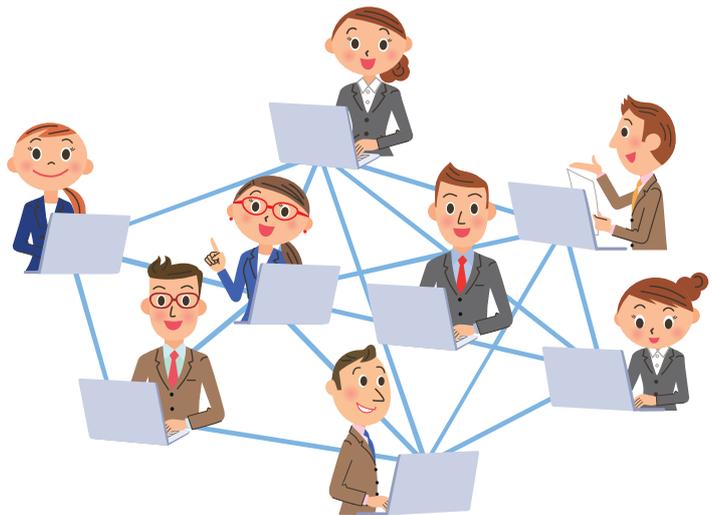
In 2016, Pacific Coffee achieved an annual turnover of HKD1.122 billion, a recurring EBIT of HKD-143 million and ROIC of -26.4%. CRE Properties achieved an annual turnover of HKD954 million, a recurring EBIT of HKD819 million and ROIC of 5.0%. China Resources Logistics has an annual turnover of HKD770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



营业额
11.22 亿港币
Turnover
HKD1.122 billion

2016年太平洋咖啡全年完成营业额11.22亿港币、经常性EBIT-1.43亿港币、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%.



诚信合规 Integrity and Compliance

华创以集团合规、审慎、严谨、系统的管理文化为核心，通过持续开展道德诚信教育、案例专题培训、内控自查风险管理交流会议等形式提升员工的风险管控意识。例如华润啤酒持续开展道德诚信、风险内控、流程等培训，通过开展专项检查、制度评价、内控评价等项目，对项目部门或区域的相关业务岗位人员进行培训，学习制度，树立合规意识。

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.

对外方面，华创积极建设和维护媒体关系，严格执行《危机管理及新闻发言人管理办法》，确保对外信息沟通的准确性，又设定新闻发言人管理机制，统一口径及渠道，维持诚信合规。

Externally, CRE proactively establishes and maintains media relationships, strictly complies with Management Method of Crisis Management and News Spokesman《危机管理及新闻发言人管理办法》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





华创最宝贵的财富是人，因此本公司重视员工的培养、发展，亦关注员工的身心健康，并用各项制度，落实各项措施，而不仅仅让维护员工权益成为口号。华创期待用切实的员工权益保护，帮助员工取得工作及生活的平衡，提升员工的归属感，以令员工能更好发挥其才能，进而提升企业人力资源价值，强化本公司的竞争力及生产力。

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.

员工权益保护 Protection of Rights and Interests of Employees

华润创业一直将保障员工权益作为要务，首先保障员工的基本权益，包括签订正式正规的劳动合同，缴纳国家规定的社会保险，包括养老保险、医疗保险、失业保险、工伤保险和生育保险及住房公积金，香港员工缴纳强积金。除此之外，还给员工购买商业保险。

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.

华润创业恪守平等雇佣的原则，保证公正公平地雇佣，保障员工的劳动报酬权，包括每月按时支付给员工足额的劳动报酬。为落实业绩导向的华润文化，推进全员绩效管理，明确员工绩效管理政策，提升绩效管理水平和，制定了绩效管理手册，不断完善薪酬激励机制。2017年1月正式出台《华创年度绩效奖金管理办法》，明确了华创年度绩效奖金的管理要求；出台了华创直管利润中心超额利润奖金方案和太平洋咖啡、华润物流、华创物业2016年超额利润奖金/减亏方案；搭建了华创联和基金公司薪酬体系和长期激励方案。

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《华创年度绩效奖金管理办法》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

啤酒业务，雪花啤酒推行公开透明的阳光政策，对员工的绩效考评情况定期进行公示，提前向员工披露公司重大战略运营决策的信息，全力保障员工的知情权、参与权；注重倾听员工心声，通过意见箱、座谈会等形式了解和回应员工期望与诉求；不断创新员工沟通方式，主动公布员工申诉渠道，保障员工的申诉权。

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.

职业健康与安全

Occupational Health & Safety

员工身心职业健康与安全是公司实现可持续发展的保障。我们努力按照各项业务的特点，制定内部的职业健康安全指引和政策，为全员提供理想的工作环境，保障员工的职业安全。

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.



全年职业健康安全培训

17,200 人次

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



职业病体检及健康档案覆盖率

100%

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

reached 100%



职业危害告知率和警示标识设置率

100%

The rates for notification of occupational hazard and warning sign installation

reached 100%

啤酒业务，雪花啤酒开展了旨在增强用人单位法律意识和社会责任感、提高员工自我保护意识的职业健康宣传教育，全年职业健康安全培训 17,200 人次。每年给全体员工提供专业机构的免费体检一次。华润雪花啤酒职业病体检及健康档案覆盖率 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%.

采取各种技术措施改善工作场所作业环境，努力消除和减少作业环境中的职业危害因素，为员工创造健康的工作环境，工作场所职业危害告知率和警示标识设置率达到 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%.

依法为员工参加工伤保险，对从事接触职业病危害作业的员工，组织其进行岗前、在岗期间和离岗时的职业健康检查，将检查结果如实告知本人。

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.

饮品业务，2016 年华润怡宝明确了职业危害告知与培训、职业危害控制、职业健康监护、档案管理等内容，并将职业健康管理相关工作内容纳入安全工作计划中，继续加强员工职业健康工作管理，预防、控制和消除职业危害对员工健康的损害，切实保障员工身心健康。

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.



员工成长 Development of Employees

华润创业持续强化华创系人才规划及人才库建设工作。制定了华创人才盘点及高潜人才库构建方案，在华创及利润中心层面试点构建高潜人才库。华润创业在2016年开展了各类培训，针对不同的员工启动不同的培养项目，包括国际化人才培养项目、创将班一期温故知新活动、华创系财务管理职能、信息管理职能的领导力发展项目，推广华创电子学习平台和创新能力的培养项目。

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.

啤酒业务：雪花啤酒
Beer business: Snow Beer

<p>01 针对新员工 For new employees</p>	<p>开展“未来之星”培训计划，令新员工尽快了解公司业务及企业文化。 Arranged the training program “Rising Star” for new employees, helping them understand our operations and adapt to our corporate culture quickly.</p>
<p>02 针对中层管理人员 For middle-management</p>	<p>实施胜任力提升项目，系统地提升中层管理人员的胜任能力。 Provided competence enhancement program for middle level management, which improves the competence of middle level management in a systematic manner.</p>
<p>03 针对高层管理人员 For top-management</p>	<p>持续开展自办领导力项目。 Continued to arrange our self-organised leadership program for senior management.</p>
<p>04 针对精益人才 For Lean talent</p>	<p>开展精益黄带、绿带培训和讲师认证，持续开展精益项目改善。 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>



雪花组织开展职业培训
Snow Beer Conducting Occupational Training

食品业务：华润五丰不仅针对经理人开展各种培训，更定期组织新员工入职培训，持续实施与跟进团队发展计划。为关注员工成长，不仅组织培训活动，还深耕日常电子学习平台，在I-Learning平台上开发3门财务类课程，组织6次在线考试项目；升级在线课件制作工具，引进articulate制作工具；在M-Learning项目中引进知鸟学习平台，引进2门移动学习课程；我们积极配合华润大学建设移动学习平台工作，为员工提供发展工具与平台。

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 (知鸟) 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.



五丰大米事业部首期领导力发展项目心灵之旅
Inspiring Journey - First Leadership Development Project of Rice Business Unit



人才培养体系共计培养销售经理

39名

Successor cultivation program with

a total of **39** sales managers cultivated

饮品业务：华润怡宝升级小灶计划项目，推动销售经理、销售主管的培养，完善梯队人才培养体系，共计培养销售经理39名，形成小微案例集、IDP计划和工作总结各39个。

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.

同时开展四期2016年讲师系列活动：寻找身边的讲师、认识身边的讲师、讲师培养、讲师对阵。系列活动期间共盘点讲师124名，新增培养、认证讲师42名，新增开发项目课程课件35个，助推公司项目落地。

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年讲师系列活动期间共盘点讲师

124名

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

而2016年公司招聘大学生113人，承办2016年未来之星训练营，共同推动新员工3年持续发展机制完善，致力于培养助力公司未来持续发展，认同公司文化，阳光、有责任，激情、有梦想的后备人才队伍。本次办营绩效考核综合排名集团第三、华创第一。办营期间共培养21名有办营经验的项目管理者和35名营地讲师，并形成31个未来之星课件。

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年公司招聘大学生

113人

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



承办2016未来之星训练营
Undertaking 2016 Rising Star Training Camp



员工关爱 Care for the Employees

华润创业一直以来实施民主管理制度，保持简单积极快乐的工作氛围。公司有专门的员工关系组，作为公司与员工间沟通的桥梁，积极保持与所有员工的沟通，给予员工正能量，倾听员工的意见和建议，并将意见和建议反馈给相关部门负责人。

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.

困难员工帮扶 Implement the Helping and Supporting Work for the Employees in Difficulties

食品业务，五丰设立了“华润五丰爱心基金”，用于帮助遇到重大疾病和遭受灾害的员工家庭，于每年8月份组织募捐，在2016年有2,744名员工参与捐款，捐款总额为人民币184,000.56元，截至2016年底，共有23名员工得到了人民币64.5万元的救助。

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.

帮扶案例简报 Helping and Supporting Work Report

案例一 CASE 1

陈振荣——清远五丰公司饲料加工车间一位普通员工的病情，牵动着每位河南五丰人的心。

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

陈振荣于2015年12月入职清远五丰公司，从事饲料加工工作，在工作中，他团结有爱、尽职尽责。在2016年底，他偶感不适，本以为只是小问题，请假去了医院检查，检查结果却犹如晴天霹雳——肝癌晚期，已不具备手术条件。陈振荣无妻无子，家里只有70多岁的老母亲，家境困难，无钱进行后续医治，情绪一度陷入低谷。

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.

得知了这个消息，清远五丰党组织、工会发出号召：病魔无情同事有爱，由党员领导带头，广大职工纷纷响应，共同伸出援助之手，短短一周的时间，河南五丰公司约90%的职工——600人参与捐助活动，共捐善款22,190元，涓涓细流汇入陈振荣家中，带去了组织的关怀、同事的关爱和大家虔诚的祈福。

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

华润怡宝自2009年起，成立了公司“员工互助基金”项目，旨在帮助那些遇到重大疾病、重大意外、重大灾害的员工家庭。项目自2009年成立以来，得到了公司各级领导及员工的大力支持，也在大家的监督下正常运作七年。截止2016年9月30日，互助基金共资助65个怡宝员工家庭，发放互助基金172.4万元，较大程度上帮助了发生重大疾病、重大灾难、重大意外事故等的怡宝家庭。

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 RMB1.724 million, supporting those C'estbon families when suffering from major diseases and disasters in a relatively large extent.



怡宝互助基金帮助受困怡宝家庭
The mutual-aid fund of C'estbon helped employees in difficulties



特殊人员及女员工关爱(女员工、残疾人、农民工等)

Care for Employees with Disabilities, Female Employees and Farmers

食品业务, 华润五丰严格执行国家女职工保护条例以及公司相关管理制度规定, 五丰冷食和杭州五丰为女职工购买特殊医疗保险, 五丰黎红为了维护女员工合法权益成立了女职工委员会, 为一线岗位孕期哺乳期女员工提供特殊照顾, 同时五丰黎红为 147 名农民工缴纳五险一金、缴存公积金, 五丰黎红还缴纳残疾人就业保障金 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.

饮品业务, 华润怡宝针对女性职工严格按照《女职工劳动保护特别规定》执行, 不断改善女性职工工作环境和各项福利。在公司薪酬及考勤制度中也明确了女职工可以享受的相关福利, 如: 哺乳假、产假、计划生育假、产检假、妇女节假期等。同时不安排夜班、加班。女职工与男职工一样享受公平的职业发展机会。每年员工健康体检中, 为女职工加入女性健康检查, 预防女性疾病。

Beverage business: CR C'estbon strictly compile with the Special Rules on the Labor Protection of Female Employees (《女职工劳动保护特别规定》) 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, 开展员工文化娱乐活动

Strike Balance between Work and Life and Carry out Cultural and Entertainment Activities

华润创业长期秉承关爱员工和以人为本的理念, 积极贯彻集团关于落实国务院全民健身计划(2016-2020年)的通知, 坚持给全体正式员工提供专业机构年度免费体检。

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 (国务院全民健身计划(2016-2020年)通知) and providing all full time employees with an annual health check in professional institutions.

在华创总部成立了“华创阅跑会”, 通过微信群进行管理并激励员工个体的日常阅读与健身活动, 在2016年成立了篮球俱乐部和羽毛球俱乐部, 每周定期举行篮球和羽毛球活动, 并定期组织和兄弟单位的比赛联谊活动。华润创业组织员工参与各类马拉松活动, 包括深圳、武汉、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.

华润创业注重工作生活平衡, 积极开展员工文化娱乐活动。每周定期在“华创阅跑会”微信群中播出员工自制的“创夜谈”电台节目, 涵盖工作、读书、音乐、生活等内容, 丰富员工的生活, 加强同事间的沟通 and 交流。且在2016年组织了多次活动, 包括各节日庆祝活动、南丫岛团建活动、“亲自然 赏绿色 踏深圳最美绿道”活动等, 让员工在华润大家庭中感到温暖和快乐。

CRE puts emphasis of striking balance work and life and carrying out cultural and entertainment activities. We broadcast Night's Talk 创夜谈, 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.

客责任

*Client
Responsibility*





以顾客为重心一直是华创坚守的经营理念。

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

提供优质产品和服务 Providing Products and Services with High Quality

保证优质产品 Ensuring High Quality Products

作为一家具有社会责任感的公司，华润创业旗下企业均视产品质量为生命。

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

啤酒业务，雪花从2014年开始启动“雪花·第一酿造”品牌活动，通过向社会公众开放公司位于全国各地有特色的生产工厂，让消费者亲身体验华润雪花啤酒销量全国第一背后的奥秘。2016年，雪花啤酒诚邀不同领域的消费者参观了公司位于上海、通化和湘西的工厂。

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.



在上海工厂，华润雪花啤酒的“啤酒国嘴”——国家级品酒师，与来自香港的大学生们进行互动，详细解读“一看二闻三尝”的品酒之道，接受大学生发起的啤酒辨识挑战，辨识味道极其接近的四款啤酒。

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.



在通化工厂，雪花带领到访者参观从灌装到贴标仅需9.2秒的核心工序。这短时间内的每一个环节都要最大程度地隔绝氧气，保证内部空气的洁净，防止杂菌与酒液接触；而每一次贴标仅仅1-2毫米的误差，要求操作人员必须有极其扎实的基本功。

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.



在湘西工厂，雪花啤酒向消费者展示新建成的生产控制系统。工厂仅有90余名员工，在150平米总控室里通过16台电脑控制着占地面积相当于18个足球场大小的工厂里的所有生产环节。每个班次需要完成300多个程序步骤、设置1,000余个参数、控制500多次阀门变化，才能最后完成相当于45万瓶啤酒的麦汁酿造。

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年全年消费者质量责任投诉率为：百万分之零点零四。

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

饮料业务，华润怡宝一直实行SPM全方位质量管理，严把产品质量关。2016年怡宝产品除日常出厂检验外，还会主动将产品进行第三方送检，接受政府部门第三方抽检，到目前为止，内部出厂检测及外部送检的检测合格率均为100%。2016年各级政府部门所进行的质量监督抽查中，怡宝瓶装水、桶装水、饮料所有产品共被抽检130批次，目前已出的结果均为合格。近三年来，怡宝产品未出现质量安全事故。2015年全年消费者质量责任投诉率为百万分之零点零五，2016年全年消费者质量责任投诉率为百万分之零点零四。

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.

提供优质服务

Providing Services with High Quality

为消费者提供优质服务亦是华创一直以来的追求。啤酒业务，华润雪花制订并发布《产品投诉补偿管理规定》《产品投诉信息管理制度》，解决因产品问题为利益相关方带来的困扰，同时对问题原因进行自查、改进，保证产品与服务质量。我们从供给侧持续优化产品质量服务，将杂质酒投诉率列为品质考核指标，改变回瓶方式、优化瓶源管理，从源头降低生产杂质酒的潜在危机，为客户提供更优质产品；加强产品投诉处理机制，组建统一服务团队，开展“从消费者开始反向追踪，降低产品投诉”的创新服务项目，提升客户满意度。2016年，华润雪花啤酒接收客户投诉28,336件，处理率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%.

饮料业务方面，华润怡宝客服中心2016年共提供服务53,765次，服务总量较去年同期上升20.98%；客服热线在服务量大幅上升的情况下，全力满足客户需求并保证服务质量，实现了全年热线服务质量0投诉。

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.

保护消费者信息安全

Protecting the Information Security of Consumers

饮料业务方面，华润怡宝也十分注重保护消费者的信息安全和隐私。在市场调研、一瓶一码等活动时，消费者信息统一都储存在集团数据库里，只有公司和合作供应商的项目专人拥有访问权限。公司的项目专人需签署具有法律效益的保密协议，与合作供应商之间签署的项目合同中有明确约定关于消费者信息保护的条款。

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.



创新发展 Innovation Development

技术创新 Technology Innovation

啤酒业务，华润雪花主持完成多项技术开发与创新项目，并荣获相应奖项，其中最具有代表性的为“啤酒二氧化碳高效、优质回收与利用技术的研究及工程示范”项目。

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、优质回收与利用技术的研究及工程示范).



服务创新 Service Innovation

饮料业务，华润怡宝在2016年继续积极推动产品和服务创新，

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

从消费者需求出发，丰富产品结构，提供多样化的包装水产品组合。并通过“新款迷你饮水机+产品的组合”、“创意瓶盖”等创新方式，提升消费者使用便捷，加强与消费者的情感联系，转变和提升消费者对怡宝产品的认知；

- 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;



咖啡产品升级，从口感、健康等“消费者体验”角度进行产品研发和升级，丰富产品结构，提升竞争力，真正做到“创新驱动”；

- 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;

与大众点评平台进行深入合作，以大众点评券、微信红包、流量包等广受移动平台欢迎的奖品进行刺激，降低领取门槛，拿来即用，满足实用性，又真正让利消费者，使消费者获得不一样的畅爽体验。

- 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.

环境责任

*Environmental
Responsibility*





华润创业一直把环境管理及资源节约的政策和行动融入业务发展，贯彻可持续发展的原则，致力减少业务营运对环境所产生的负担，并透过举办及支持各类环保活动，将环保概念推广至客户、供货商及社会各阶层，携手同心为创造更好的环境共同努力。

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.

节能减排

Energy Conservation and Emission Reduction

2016年度，华润创业工业企业（含华润雪花、华润五丰、华润怡宝）万元产值综合能耗（可比价）同比下降16.26%，万元增加值综合能耗（可比价）同比下降24%。本年度两项主要举措，一手抓软件管理，一手抓硬件升级改造，各项污染物排放均达到政府要求。

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

软件方面，各利润中心均修订完善节能减排管理方面制度，不断促进节能减排管理规范化和制度化；制定年度节能减排控制目标，并层层细化下达，直至车间班组。

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，各利润中心开展环保、能源管理的系统评估和持续改进，进行技术改造升级，不断提升节能减排管理水平。华润创业2016年节能减排投入资金合计约港币5,996万元（其中，雪花3,423万，五丰2,105万，怡宝468万）。

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家华润雪花啤酒工厂配置沼气锅炉，回收利用污水沼气。

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，减少对环境的影响。啤酒业务就积极探索可再生能源的利用，其积极推广污水沼气的回收利用，将充分回收的生物能源用于生产，降低温室气体的排放。截至2016年年底，已有16家华润雪花啤酒工厂配置沼气锅炉，回收利用污水沼气。

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.



沼气收集装置
Biogas collector



沼气净化加压装置
Biogas purifying compressor



物流业务的码头噪声及光污染治理项目荣获2016年香港绿色企业大奖“超卓环保安全健康奖”银奖。

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.

环境管理 Environment Management

贯彻华润集团的“安全就是生命，环保就是价值，健康就是福祉”理念。2016年度，华润创业及时关注企业自身与周边环境，多角度多措施尝试共同维护公共环境。

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.

物流业务采用噪音减排管理措施及改善夜间码头照明措施，同步监控有关措施的落实，以降低和减少香港润发码头发出的声音与灯光对周边环境及公众的影响及滋扰。该项目荣获2016年香港绿色企业大奖“超卓环保安全健康奖”银奖。

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.



伙责任 伴任

*Partner
Responsibility*





与合作伙伴共同成长

Growing Together with Cooperative Partners

产融协同解决经销商融资贷款难问题

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

饮料业务，为满足下游大量经销商应收账款融资、订单融资的需求，华润怡宝积极与兄弟单位华润银行进行协商合作。通过多次研讨、沟通，基于大数据分析的联合风控模式，为经销商提供流动资金融资。2016年6月，通过华润银行给予的1.5亿元授信额度，有力支持了怡宝下游经销商，惠及广东、广西、海南、福建、江西、湖南、湖北7个省份，有力地解决了中小企业贷款难的问题，促进了怡宝的市场推广，实现了银行、怡宝、经销商的多方共赢。

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.

建立合格供应商库

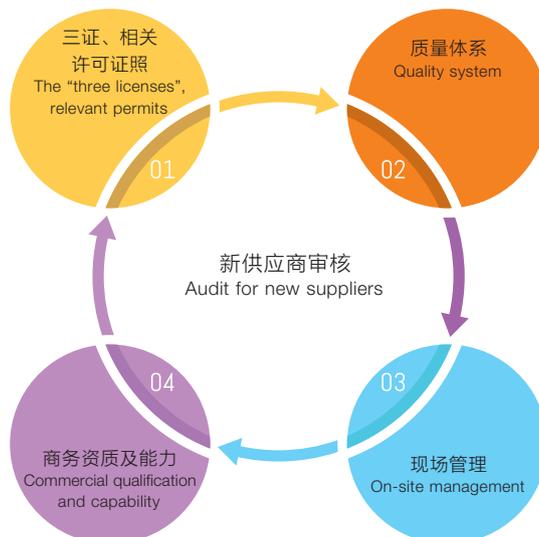
Establishing Database of Qualified Supplier

饮料业务，2016年华润怡宝依据公司《合格供应商选择规范》对平台报名供应商总共进行了多次资质审核（其中两次为常规定期资质审核），通过资质审核供应商，根据开发需求，经现场审核并通过的供应商进入备选目录，按规范要求，完成并通过全部审核后进入合格供应商名录。

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.

对于新供应商，在资质审核、现场审核环节，审核小组从供应商的三证、相关许可证照、质量体系、现场管理、商务资质及能力等多方面对供应商进行综合评审。

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

啤酒业务，华润雪花搭建共享机制及平台，与政府、企业、科研单位等开展合作，实现共同发展，向行业输出经验和智慧，实现良性竞争中的合作共赢。

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.

合作类型 Type of cooperation	合作内容 Details of cooperation
政府合作 Cooperation with government	推动绿色工厂建造，促进当地经济发展，提高当地人民生活品质，助力保护当地环境 Facilitate green factory construction, promote local economy development, enhance life quality of local citizens and contribute to local environmental protection
企业间合作 Cooperation between enterprises	与啤酒设备供应商、同行合作，共同提升啤酒品质 Cooperate with beer equipment suppliers and industry peers in order to jointly improve beer quality
校企合作 Cooperation between school and enterprise	共同建立产学研合作平台，不断提高啤酒品质 Jointly establish industry and academic cooperative research platform and continue to improve beer quality

如华润雪花辽宁区域公司一直坚持与沈阳、大连、铁岭、葫芦岛市本地大专院校合作，建立校企合作关系。与沈阳装备制造工程学校、大连轻工业学校、铁岭市职业技术学校、兴城市职业教育培训中心开展校企人才交流、校企联合办学活动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.

规避商业舞弊、建立供应链反腐机制

Preventing Commercial Corruption and Establishing Anti-Corruption System for Supply Chain

禁止商业贿赂

Prohibiting Commercial Bribery

2016年，食品业务，华润五丰在修订范本合同时明确加入“反商业贿赂”条款，明确与华润五丰合作的合作方均不得通过金钱、物质及其他形式的贿赂获取不正当权益。

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.

开展阳光宣言

Stipulating Sunlight Declaration

2016年华润五丰严格执行华润集团的《招标采购管理制度》，所有招标文件和采购合同中均附带“阳光宣言”，要求所有投标人遵守。华润五丰所有参与招标采购活动的人员均以承诺函的方式签署“廉洁从业准则”，从制度和要求上强化从业人员自律。

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.



改善媒体关系

Improving Media Relations

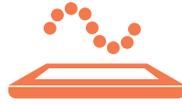


舆情管理

Management of Public Opinion

饮料业务，华润怡宝在24小时舆情监测基础上，建立舆情周报制度，梳理品牌所有相关信息的舆情动态，为公司管理层提供行业和竞品信息；为市场和公关行为，及品牌负面应对提供及时有效的信息和数据支持。

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.



媒体合作

Media Cooperation

2016年华润怡宝已形成了媒体关系管理CRM，建立媒体资源库，有效对央级、全国性、地方性媒体分级管理，成功搭建与CCTV、新华网、新浪、腾讯、南方周末等多家全国性重要媒体沟通合作桥梁。同时，还根据各区域需求，拓展巩固了重点区域的媒体资源。

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.



对外宣传

Publicity

食品业务，华润五丰积极组织、参与第三方全国性品牌推广活动，自2012年起连续5年参与第一财经举办的“中国食品健康七星奖”活动，2016年在众多竞争者中脱颖而出，入围“年度健康引领奖”。此外，在2016年，华润五丰荣获“G20杭州峰会食材总仓供应企业”、“香港TVB荣获最强人气副食品代理商”、“中国商业联合会——企业信用评价AAA级企业”荣誉。

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 共 责 任

*Public
Responsibility*





政府责任

The Governmental Responsibility

依法纳税

Paying Tax According to Law

华创在已有的基础上进一步巩固和完善税负管理，以及加强制度流程的全面梳理，提升日常税务处理的集中化、系统化和合规化，以有效防止相关的税务风险，切实履行依法纳税的社会责任。2016年，华创纳税总额合计人民币77.44亿元，为国家持续创造税收。

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，在收购雪花啤酒49%股权的交易中，华创配合税务机关提供资讯，积极推动外方交易对手完成其在中国的税款申报和缴纳。

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.

安全生产

Safety in Production

<p>组织架构梳理 Optimization of organizational structure</p>	<p>安全生产的组织建设依附于EHS组织建设工作的开展，2016年8月22日，华创总部启动华创EHS管控体系建设项目。根据公司人事任免公告，及时颁发调整华创EHS委员会成员的通知。</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>检查部署落实 Inspections on strategy implementation</p>	<p>华创总部主导完成4次EHS检查工作。为保证检查的独立性与客观性，其中2016年安全月大检查聘请专业第三方开展，并组织华创企业对集团大检查结果和隐患整改“回头看”。</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>专项工作推进 Facilitation of special works</p>	<p>结合华创业务特点，针对作为企业共性重大危险源的叉车与液氨，通过专项安全管理项目，规范、固化叉车与液氨安全管理，进一步防止发生事故。</p> <p>啤酒业务通过厂区道路规范化设计与应用项目，对厂区出现的多种机动车辆、管理人员与作业人员、承运商与供货商等相关方，持续进行人车分流与安全改造，从而提高了厂区安全系数，政府代表、客户、相关方等进入厂区后，也可以直观感受到对安全管理工作的重视，并荣获(2015-2016)华润集团·卓越EHS奖的项目成效奖。</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>制度培训保障 Protection of training system</p>	<p>逐步完善华润创业EHS管理规章制度。2016年12月底，华创组织下属企业聘请第三方专业机构开展叉车与液氨安全管理新标准的培训。</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>



社区建设

Construction of Community

为了践行央企的社会责任，探索中国农业产业化道路，食品业务，华润五丰积极发展希望小镇业务，选取经济落后乡镇进行产业发展与帮扶。目前在广西百色、河北西柏坡、湖南韶山、福建古田、贵州遵义、安徽金寨等已建设完成的希望小镇，开工建设万亩圣女果种植基地、百万羽林下鸡养殖基地、50万羽蛋鸡养殖基地与东山羊种羊培育养殖基地，有效的实现当地村民收入的提升与生活品质的提高，并帮助华润五丰培育了精通“三农”问题的专业团队，为探索现代农业奠定了基础。华润希望小镇模式正在全国逐渐扩展，江西井冈山希望小镇和宁夏海原关桥希望小镇也正在建设中。

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

我们积极参与慈善公益，发挥关爱社会的精神，我们鼓励员工、消费者和供应商一起积极参与公益活动，共同回馈社会。

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.





公益事务

Public Welfare

2016年1月，华润啤酒赞助及支持慈善团体乐施会举办“乐施扶贫同乐行”，组织员工及家人一同于大埔白石角海滨长廊，参与慈善步行来呼吁社会关注全球贫穷及社会不公现状，响应乐施会的扶贫发展、人道救援及公众教育工作。

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.

灾后救援

Post-Disaster Rescue

饮料业务，华润怡宝已建立并形成一套救灾公益快速响应机制。在灾难发生的所在区域第一时间主动做出反应，协调当地业务团队和经销商资源快速调配救灾物质进行救援。自2016年2月份至9月中旬，共参与包括凯里剑河2•20火灾，贵州黎平6•15洪灾，华北大面积洪水灾害等在内的重大灾害救助多达10余场，横跨华东、华中、京津、华南等区域，共捐助怡宝纯净水26,000余箱。

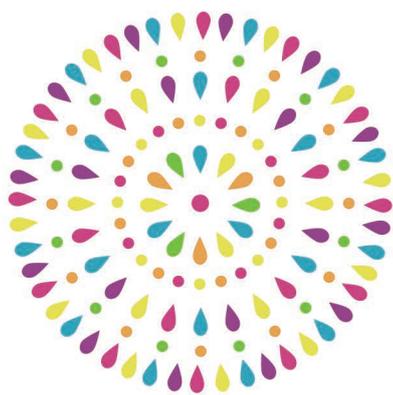
Regarding the beverage business, CR C'estbon has established and formulated a series of instant response system for disasters. Companies located in affected area where disaster occurred will make prompt response and coordinate with local business teams and distributors in order to deliver rescue materials 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.

时间 Date	灾害事件 Disaster	捐助数量(箱) Donation (box)
2月20日 20 February	凯里剑河2•20火灾 The 20th February Kaili Jianhe Fire	1,000
5月24日 24 May	吉安洪灾公益捐赠 Charity donation for Jian flood	3,000
6月15日 15 June	黎平县6•15黎平洪灾 The 15th June Liping Flood in Liping County	600
6月21日 21 June	安徽皖南地区洪水灾害捐助 Donation for flood in Southern Anhui	625
6月21日 21 June	华中地区洪水灾害捐助 Donation for flood in Central China	13,400
7月21日 21 July	铜仁地区下溪乡和瓦屋侗族乡水灾 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	儋州抗风救灾行动 Typhoon rescue campaign in Danzhou	1,000
9月16日 16 September	厦门抗风救灾 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	云南省大姚县发生强降雨灾害 Extreme heavy rain in Dayao County, Yunnan Province	1,000

展未来 展望

*Looking into
the Future*

来





经济责任

Economic Responsibility

- 密切跟踪宏观经济形势和行业趋势变化，开展行业对标，加强分析研究，增强快速反应和灵活应变能力。

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.
- 全力推进集团国际化战略，充分利用两个市场、两种资源促进业务发展为股东创造价值。

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.
- 通过组织变革，实现三级矩阵管理落地；以协同为抓手，推动业务创新。

With the organizational reform, it will realize the launching of three-level matrix management; with the cooperation, it will push forward the business innovation.



幸福员工

Employees Working with Happiness

- 不断完善人才管理体系，规范选人用人工作机制，持续开展人才梯队建设，持续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.
- 优化激励机制，持续推进全员绩效管理，搭建多层次、多维度、多手段、多结果的多元激励体系。

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.
- 倾听员工诉求，实行民主管理，关注员工职业健康、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.



客户责任

Client Responsibility

- 加强客户管理体系建设，积极应对投诉，提升产品和服务质量。

It will strengthen the construction of management system of client, positively respond to the complaint, thus to promote the quality of products and services.
- 持续开展客户满意度调查，加强客户权益保护。

It will continue to carry out the investigation of clients' satisfaction, and reinforce the protection of the rights and interests of the clients.
- 完善产品质量安全机制。

It will optimize its product quality and safety system.
- 加大研发投入，推动品牌创新、产品创新、技术工艺创新，为消费者提供更多元化的选择。

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.



伙伴责任

Partner Responsibility

- 坚持“诚实守信”的价值观，恪守商业信用，反对不正当竞争。

It will uphold the value of "honesty and credibility", act credibly in its commercial activities and fight against unfair competitions.
- 恪守“华润十戒”，杜绝商业活动中的腐败行为。

It will adhere to the "10 Don'ts of China Resources" and strictly prohibit corruption in commercial activities.
- 加强供应链管理，与供应商实现共赢。

It will strengthen supply chain management and strive to achieve win-win situation with suppliers.



环保责任 Environmental Responsibility

- 推进企业安全生产标准化达标工作。
It will push forward the work of accomplishing normalized safety in production for the enterprise.
- 积极推进节能减排工作。
It will positively push forward the work of energy conservation and emission reduction.
- 加强企业环境保护工作，加强项目建设中的环境评估、生态保护工作。
It will strengthen the environmental protection work of the enterprise, reinforce the environmental assessment and ecological protection work in the construction of the projects.



公共责任 Public Responsibility

- 配合华润希望小镇项目，积极参与希望小镇的建设工作。
It will cooperate with the CR Hope Town project and actively participate in the construction work of the Hope Town.
- 持续开展有特色的社会责任项目。
It will continue to launch characterized social responsibility projects.
- 持续关注公益慈善，进行有效资源配置。
It will continue to focus on charity works and allocate its resources effectively.



责任管理 Responsibility Management

- 宣贯《华润集团社会责任管理办法》，增强全公司社会责任意识，提升社会责任管理能力。
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.
- 推进社会责任与企业文化相融合的有效途径，完善落地机制。
It will facilitate the effective means for the integration of social responsibility and corporate culture, and optimize implemented measures.
- 加强培训交流、案例编写、专题研究等工作力度。
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.
- 加强社会责任评价考核、改善社会责任薄弱环节、继续完善社会责任组织体系。
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.
- 梳理完善华润创业社会责任理念，提炼总结社会责任实践，促进社会责任内外部沟通与交流，加强社会责任知识的宣贯普及。
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.





关键绩效表

Key Performance Indicator

关键绩效指标 Key Performance Indicator	单位 Unit	2014年 Year 2014	2015年 Year 2015	2016年 Year 2016
经济责任 Economic Responsibility				
资产总额 Total Assets	亿港元 HKD (a hundred million)	1,815	1,618	899
净资产 Net Assets	亿港元 HKD (a hundred million)	640	361	236
净资产收益率 Rate of Return for Net Assets	%	0.52	(11.17)	(19.82)
营业收入 Operation Revenue	亿港元 HKD (a hundred million)	1,689	1,736	1,393
利润总额(税前) Total Profits (before tax)	亿港元 HKD (a hundred million)	18	(41)	(45)
总资产报酬率 Rate of Return on Total Assets	%	0.99	(1.97)	(3.24)
国有资产保值增值率 Rate of Value Maintaining and Increasing on the State-owned Assets	%	127	62	79
固定资产总投资 Total Investment of Fixed Assets	亿港元 HKD (a hundred million)	87	82	41
社会贡献 Social Contribution				
员工总人数 Total Number of the Employees	人 people	256,000	269,715	100,754
新增就业人数 The Number of Newly Increased Employment	人 people	41,500	13,715	16,530
本年实际上缴税金总额 The Total Amount of Taxes Actually Paid for the Year	亿港元 HKD (a hundred million)	21	23	19
慈善公益支出 Expenditure of Charity and Public Welfare	亿港元 HKD (a hundred million)	0.13	0.07	0.05
员工责任 Employee Responsibility				
劳动合同签订率 The Signing Rate of Labor Contract	%	100	100	100
社会保险覆盖率 The Rate of Coverage of Social Insurance	%	100	100	100
体检覆盖率 The Rate of Coverage of Health Check	%	84	79	100
员工培训覆盖率 The Rate of Coverage of Employee Training	%	100	100	100



关键绩效指标 Key Performance Indicator	单位 Unit	2014年 Year 2014	2015年 Year 2015	2016年 Year 2016
员工培训投入总额 The Total Amount of the Input on the Employee Training	万港币 / 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
困难员工帮扶 (包括资助困难员工子女入学, 走访慰问困难员工家庭, 救助困难员工) 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)	万港币 HKD (ten thousand)	750	409	232
客户责任 Client Responsibility				
客户投诉反馈处理数占投诉数比重 The Proportion of Dealing the Feedback on the Client Complaint Accounting for the Complaint Number	%	100	100	99
安全生产及环境责任 Safety in Production & Environmental Responsibility				
工伤事故发生数 The Number of the Occurrence of the Industrial Accident	次 time	1,133	155	52
员工伤亡人数 The Number of Casualties of Employees	人 people	3	6	1
安全培训 Safety Training	人次 person-time	1,396,865	2,801,246	338,209 (其中五丰为 82,800万学时, 非 人次) (in which CR Ng Fung accounted for 828 million class hours instead of person-time)
安全生产投入 The Input on Safety in Production	万港币 HKD (ten thousand)	18,155	14,805	7,826
安全培训覆盖率 The Rate of Coverage of Safety Training	%	100	100	100
节能减排技术改造投入 The Input on Technological Transformation of Energy Conservation and Emission Reduction	万港币 HKD (ten thousand)	12,125	16,685	5,996

注：安全生产投入 / 节能减排技术改造投入 / 员工培训总额 / 困难员工帮扶，无直接港币数据，所以按0.85514的港币汇率换算得出。

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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本报告说明

Statement of the Report

本报告是华润创业独立发布的企业社会责任报告。报告根据《华润集团社会责任工作管理办法》之规定，主要介绍华润创业开展责任管理，履行股东责任、员工责任、客户责任、伙伴责任、环境责任、社会责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.

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报告时间范围

The Time Frame of the Report

2016年1月1日至12月31日，部分内容超出上述范围。

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

报告发布周期

The Issuing Period of the Report

华润创业企业社会责任报告为年度报告。

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

报告数据说明

The Statement of the Report Data

报告中的数据来源于公司内部文件和信息统计系统数据。

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

报告参照标准

The Reference Standards of the Report

中国社会科学院《中国企业社会责任报告编制指南》(CASS-CSR3.0)《华润集团社会责任管理办法》。

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*.

报告称谓说明

The Title Statement of the Report

“华润(集团)有限公司”以“华润集团”、“华润”、“集团”表示。

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

“华润创业有限公司”以“华润创业”、“华创”表示。

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

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报告获取

Access to the Report

可直接登录华润创业官方网站(www.cre.com.hk)获取。

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



意见反馈

The Feedback of the Comment

尊敬的读者：

Dear readers,

您好！感谢您阅读本报告。为持续改进华润创业社会责任工作及企业社会责任报告编制工作，我们特别希望倾听您的意见和建议。请您协助完成意见反馈表中提出的相关问题，并传真到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.

- 您对本公司企业社会责任报告的总体评价是
What is your general evaluation on the corporate social responsibility report of the Company?

好 Good 较好 Better 一般 General
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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
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高 High 较高 Higher 一般 General 较低 Lower 低 Low
- 您认为本公司在服务客户、保护相关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 较好 Better 一般 General 差 Bad 不了解 Not familiar with
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Your comments and suggestions on the company's social responsibility and the report are appreciated to put forward in this section:

华润创业有限公司

China Resources Enterprise, Limited

2017年9月28日

28 September 2017