Investor Conference
Linda Qian
People VP, APAC
**Name**
Linda Qian

**Education**
Master of Human Resource Management, UK
Chartered Member of Institution of Personnel Management

**Hire date**
12/03/2007

**Working Location**
ZHQ

**Position**
People VP, APAC

**Career Path**

- **03/2007 - 12/2008:** People Director, Supply & Industrial Relations
- **01/2009 - 03/2010:** People Director, TSC & Management System
- **03/2010 - 12/2010:** People Director, Sales
- **01/2011 – Present:** People VP, APAC
Connection with Strategy

Dream: #1 in Asia

Pillar

Bonding with Consumers & Trade Up
Expansion
Maximize Strongholds
Sales Machine
Disruptive Growth
Operational Efficiency
Better World
People Pipeline
Build a strong People Pipeline to enable sustainable Top Line Growth!

People Dream

- Recruitment & Selection
- Talent & Career Management
- Learning & Development
- Rewards
- Work Environment & Engagement
- System & Structure
- Business Excellence & Continuous Improvement
Who we are – at a glance

- 3 BUs - China, Korea, ISEA
- 8 Countries & Territories
- 55 Breweries
- 29,000 Employees
- 6 Languages
A Company composed of engaged employees

**Turnover Rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>9.2</td>
<td>13.3</td>
<td>11.2</td>
<td>10.0</td>
<td>9.2</td>
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</table>

**Engagement Score**

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Score</td>
<td>65</td>
<td>66</td>
<td>79</td>
<td>82</td>
<td>83</td>
<td>84</td>
<td>88</td>
</tr>
</tbody>
</table>

NO 1 in ABI

![Great Place to Work](logo.png)

![Best HRM Companies](logo2.png)
A Company which attracts and retains talent
A Company with a meritocracy culture

70% of managerial level promoted from within

87% of partners promoted from within

- Internal Promotion: 904 / 30%
- Other: 2,094 / 70%

- Internal Promotion / Transfer: 13 / 13%
- Market Hire: 90 / 87%

DREAM BIG
A Company which provides a learning platform for employees to grow

Developing the Best People!

Classroom - Participants

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,828</td>
<td>6,344</td>
<td>7,775</td>
<td>8,896</td>
<td>9,328</td>
<td>9,392</td>
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</table>

Training Hours (K hrs)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td></td>
<td>61</td>
<td>118</td>
<td>129</td>
<td>142</td>
<td>177</td>
<td>175</td>
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</table>

Internal Trainers

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
<td></td>
<td>87</td>
<td>127</td>
<td>196</td>
<td>248</td>
<td>364</td>
<td>376</td>
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</table>

LMS - Assigned Course Completion Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>73%</td>
<td>92%</td>
<td>93%</td>
<td>97%</td>
</tr>
</tbody>
</table>
A Company which provides a platform for employees to grow
A Company which develops problem solving capabilities

Belt Training (# of Individuals)

<table>
<thead>
<tr>
<th>Year</th>
<th>New Trained Green Belt</th>
<th>New Trained Black Belt</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>2011</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td>2012</td>
<td>34</td>
<td>6</td>
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<td>2013</td>
<td>40</td>
<td>5</td>
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<tr>
<td>2014</td>
<td>40</td>
<td>4</td>
</tr>
<tr>
<td>2015</td>
<td>62</td>
<td>4</td>
</tr>
</tbody>
</table>

- Certified White Belt: 3280
- Certified Black Belt: 6
- Certified Green Belt: 65
Best Practice is Part of Excellence Program Management Pillar

Create an "Innovation Mindset" fostering our people’s ideas

Recognize creativity, simplicity and innovative initiatives

Improve company results in an efficient way, avoiding “waste”
Good Practice to Best Practice

New Idea from Routine Work
Ideas from Innovative Projects
Ideas form Green Belt / Black Belt / PDCA Projects

Each department selects Good Practice to share and implement

Global Best Practice (SLC) Zone Best Practice (LPC)

Implementation Good/Best practice is KEY to improving our daily routine

Employees submit practices to department Excellence Program SPOC/local people team
2015 Best Practice Submission

- **Validated Department Good Practices**
- **Submission for BP Selection at LPC**
- **Selected BPs for Zone Sharing at LPC**
- **Top 1 for Each Category Competition in LPC**

198
25
12
3
## Best Practices

<table>
<thead>
<tr>
<th>#</th>
<th>Best Practice</th>
<th>Presenter</th>
<th>Group</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Supreme Circle</td>
<td>Tiger Zong</td>
<td>Green Belt Candidate</td>
</tr>
<tr>
<td>2</td>
<td>Grow Barley</td>
<td>Peter Xiao</td>
<td>Certified Black Belt</td>
</tr>
<tr>
<td>3</td>
<td>Designated Driver Campaign YidaCo Cooperation</td>
<td>Dolly Huang, Laura Zhang</td>
<td>Global Management Trainee/Green Belt Candidate</td>
</tr>
<tr>
<td>4</td>
<td>Budweiser 2015 Chinese New Year Campaign</td>
<td>Elaine Liu</td>
<td>Global Management Trainee</td>
</tr>
</tbody>
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