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# 打造中国的国际大粮商

Build A Global Agribusiness Based in China

中糧集团2016年社会责任报告

Social Responsibility Report 2016 of COFCO Corporation



# 关于本报告

## About This Report

### 报告时间范围

2016 年 1 月 1 日至 2016 年 12 月 31 日（部分内容及数据追溯以往年份）。

### 报告参考标准

本报告按照国资委《关于中央企业履行社会责任的指导意见》要求，并参照《全球报告倡议组织 (GRI) 可持续发展报告指南》G4 版《中国企业社会责任报告编写指南 (CASS- CSR3.0)》编制。

### 报告组织范围

本报告所使用的综合性指标和案例覆盖整个中粮集团。

### 报告编写原则

本报告编写遵循重要性、完整性、可比性和利益相关方参与原则。

了解中粮集团的更多信息，请访问：<http://www.COFCO.com>  
《中粮集团 2016 年企业社会责任报告》

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### Relevant Time Horizon

January 1, 2016 to December 31, 2016 (Mainly cover calendar year 2016, with reference to major milestones in our history where appropriate.)

### Report Basis of Preparation

This report is prepared based on the *Guidance on Fulfillment of Corporate Social Responsibility of Central Enterprises* issued by the SASAC of the State Council, to *Sustainability Report Guidelines of the Global Reporting Initiative* (GRI) (G4)and *the Guide on Preparation of Corporate Social Responsibility Reports of Chinese Enterprises* (CASS-CSR3.0).

### Scope of Entities

The comprehensive indicators and cases used in this report cover headquarters and subsidiaries of COFCO Corporation.

### Principles of Writing

This report is prepared following the principles of importance, completeness, comparability and stakeholder engagement.

For more information about COFCO, please visit <http://www.COFCO.com> for "COFCO Corporate Social Responsibility Report 2016"

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# 目录 Contents

02	董事长致辞 Message from the Chairman
04	关于中粮 About COFCO
12	责任管理 Responsibility Management
16	公司治理 Corporate Governance
28	服务国家粮食安全 Serving National Food Security
36	助力农业现代化 Boosting Agricultural Modernization
44	保障食品安全 Ensuring Food Safety
50	践行绿色环保 Implementing Green Practices
56	贡献行业发展 Contributing to Industry Development
64	携手员工共进 Growing Together with Employees
70	热心社区服务 Providing Community Service

## 董事长致辞

### 做农业供给侧结构性改革标兵 做中国人自己的国际大粮商

2016 年，是十三五规划和全面建成小康社会决胜阶段的开局之年，中粮集团努力践行农业供给侧结构性改革，深入推进国有资本投资公司改革，加快推进粮油糖棉核心主业发展，充分发挥对现代农业的引领作用和维护国家粮食安全和食品安全主力军作用。为落实《中共中央国务院关于深入推进农业供给侧结构性改革 加快培育农业农村发展新动能的若干意见》精神，中粮集团围绕服务种植结构调整、加速粮食去库存工作、提供优质安全绿色产品等重要问题积极制定实施方案、快速推动重要举措落实，努力成为高效执行国家粮食安全战略的主力军、引领农业供给侧结构性改革的排头兵。

我们注重发挥中粮集团市场主体地位，引导种植结构调整，加快去库存进程，在保持粮食产能稳定基础上促进供求结构平衡，促进农业可持续发展。

我们充分发挥中粮集团对现代农业的引领作用，按“公司 + 农户 + 品牌”模式建设收储加运销一体化融合发展的 12 条粮油食品产业链，提升行业发展水平和产业链价值。

我们以农业科技为引导，加快发展现代粮食产业经济，按“科技 + 品牌 + 园区”模式建设示范农业生产科技园区、观光农业园区和食品研发科技园区，发挥粮油加工业对产业发展的引擎作用和对供给侧的调节作用。

我们积极建设与集团十三五规划和国际大粮商地位相匹配、公铁水无缝衔接、南北中协调发展、布局合理、功能完善、产销衔接、便捷高效的现代物流体系，提高流通效率，降低流通成本，在国家北粮南运中发挥新作用。

以“优质、安全、绿色”为先导，我们建立了从田间到餐桌的全链条质量安全控制系统，带动食品产业转型升级和食品质量安全管理水平整体提升，为全面提升我国农产品质量安全水平作出新贡献。

我们加快推进国际大粮商建设步伐，积极参与国际贸易和采购，完善在全球粮油主产区、重要物流节点的布局，加强“一带一路”沿线国家在农业领域的合作，动态掌控全球粮源，承担国家结构性供求调节任务。

我们还不断完善环境管理制度、加大节能减排投入，降低中粮集团在全球运营中对环境的影响。我们为员工创造广阔的发展平台，提升国际化视野，实现员工与企业的共同成长。我们积极构建与社区的良好关系，参与精准扶贫，深入开展社会回馈和公益慈善活动，传递温暖与爱心。

展望未来，我们将继续锐意改革、担当有为，扎实推进农业供给侧结构性改革，坚持稳中求进的工作基调，在稳的前提下在关键领域有所进取，在把握好度的前提下奋发有为，全力打造中国人自己的国际大粮商，以优异成绩迎接党的十九大胜利召开！

中粮集团党组书记  
董事长



## Message from the Chairman

### Setting the pace for structural reform of agricultural supply side

### Conducting to be the world’s leading agribusiness owned by Chinese people

2016 was a decisive year, marking the beginning of China’s 13th Five-Year Plan. In our efforts to implement structural reform of agricultural supply in China, COFCO initiated in-depth reform of its state-owned capital investment company, accelerated the development of its core business including grain, oilseed, cotton and sugar, and pushed for modernizing agricultural processes, while maintaining its key role in national food security. COFCO has made it a priority to be at the forefront of the reforms outlined in the “Document by CPC Central Committee and the State Council on Further Promoting the Structural Reform of the Agricultural Supply Side to Accelerate the Cultivation of the New Motivation of Agricultural and Rural Development.” Under this spirit, COFCO has adjusted its planting structure, accelerated grain destocking, and provided high-quality, safe and green products. COFCO has also actively developed plans to become the main force behind the implementation of the national food security strategy and leader in agricultural supply side reform.

We kept our focus on COFCO’s key role in the agricultural market. In order to maintain a balanced and stable grain supply and promote the sustainable development of agricultural processes, we adjusted planting structure and sped up destocking process among other initiatives.

COFCO continued to be a leader in modern agriculture. Our “Company + Farmers + Brand” model continues to succeed through supply chain integration and enhance the value of our industrial chain.

With agricultural technology serving as our guide, we have accelerated the development of the modern economy of grain industry. Our “Science & Technology + Brand + Park” model has been the key to the construction of the Agricultural Production Technology Park, Agricultural Tourism Park, and Food Research & Development Park that will serve as industrial development engines and regulatory catalysts for COFCO and for China.

We are energetically laying the groundwork to achieve the goals set out in China’s 13th Five-Year Plan and our role as a world-leading agribusiness. We are building an efficient modern logistics system that will seamlessly connect different modes of transportation (road, railway and sea), bridge north and south and meld production and marketing. Our logistics systems will be expanded to improve circulation efficiency, and play a new role in transporting grains from the north to south in China.

Guided by the principles of “quality, safety, and green”, we have established a safety control system covering the whole industry chain from farm to fork and promote the upgrading of quality and safety management in China’s food industry.

We speed up the pace to become the leading international grain trader. We are actively participating in international trade and procurement, expanding our layout in major grain and oil producing regions and key logistics hubs in the world. We also strengthen cooperation in agricultural fields with countries along “Belt and Road” Initiative. We continue to assume the national duty of ensuring structural balance of agricultural needs by sourcing around the world.

We also continue to improve our environment management system. We have increased investment in energy-saving and emission reduction initiatives, reducing the impact of COFCO on the environment. We have created a broad platform for the employees to develop an international vision and grow with the company. We are passionate about building close relationships with the community, participating in targeted poverty alleviation and other activities to feed back the society.

Looking to the future, we will continue to strive for reform in the supply side of agricultural industry, pushing forward steady and stable progress in every arena. We are making every effort to build a world leading grain business for Chinese people so as to welcome the opening of the 19th CPC National Congress!





# 关于中粮

## About COFCO



### 集团介绍

#### Introduction

中粮集团历经六十余年发展，成为以粮、油、糖、棉为核心主业的农业及粮油食品企业，主业涉及食品、金融、地产行业，在中国市场上占据领先优势，并开启了布局世界、打造国际大粮商的历程。

我们在稻谷、小麦、玉米、油脂油料、糖、棉花等十多个领域处于行业领先地位，业务遍及全球 140 多个国家和地区，已经形成了覆盖全球主要粮油产区、销区的粮油设施布局，拥有包括种植、采购、仓储、物流和港口在内的全球生产采购平台和贸易网络，为统筹利用国际国内两种资源、两个市场，稳定中国市场供应、保障粮食安全打下坚实基础。

With the growth in the past 60 years, COFCO has become an agricultural and food enterprise with grain, oilseed, sugar and cotton as our core business and food, finance and property as our major businesses. COFCO enjoys the leading edge in Chinese market and has started its journey to be an agricultural leader in the world.

We are industry leaders in rice, wheat, corn, oil & oilseeds, sugar, and cotton in over 140 countries and regions in the world. We have a global coverage of major production regions and sales regions with a sophisticated procurement platform and trade network covering plantation, sourcing, storage and ports. With its access in both domestic and international markets and resources, COFCO can ensure a stable supply for Chinese market and food security.

作为投资控股企业，中粮集团旗下拥有 11 家上市公司。  
As an investment holding company, COFCO owns 11 public subsidiaries:

#### 七家香港上市公司

7 listed in Hong Kong

中国食品 (00506.HK) China Foods Ltd.	中粮控股 (00606.HK) China Agri-Industries Holdings	蒙牛乳业 (02319.HK) Inner Mongolia Mengniu Dairy (Group) Co., Ltd.
中粮包装 (00906.HK) CPMC Holdings Limited	大悦城地产 (00207.HK) Joy City Property Ltd.	中粮肉食 (01610.HK) COFCO Meat Investment Co., Ltd.
福田实业 (00420.HK) Fountain Set		

#### 四家内地上市公司

4 listed in mainland China

中粮糖业 (600737.SH) COFCO TUNHE Sugar Co., Ltd.	酒鬼酒 (000799.SZ) Jiugui Liquor Co. Ltd.
中粮地产 (000031.SZ) COFCO Property Group Co. Ltd.	中粮生化 (000930.SZ) COFCO Biochemical

#### 品牌产品

#### Branded Products

通过日益完善的产业链条，中粮集团形成了诸多品牌产品与服务组合：福临门食用油、长城葡萄酒、家佳康肉制品、香雪面粉、大悦城 Shopping Mall、中茶茶叶、蒙牛乳业等。

Through the growing industrial chain, COFCO has created a number of brand portfolios that include Fortune Edible Oil, Great Wall Wine, Joycome meat products, XiangXue Flour, Joy City Shopping Mall, China Tea, and Mengniu Dairy.





# 2016 年集团部分荣誉

## Selected Awards

### 社会责任 Social Responsibility

- 中粮集团荣获 2016 中国年度最具社会责任雇主  
COFCO was awarded the Most Socially Responsible Employer for the Year 2016

2016 年 12 月，中粮集团荣登被誉为人力资源行业“奥斯卡”的智联招聘 2016 年度最佳雇主之最具责任雇主榜单。

In December 2016, COFCO topped the list of the most responsible employers for the year 2016 held by Zhaopin.com, also known as the "Oscar" in the human resources industry.
- 中粮集团荣获中国食品企业社会责任“金鼎奖”  
The COFCO was awarded the "Golden Tripod Award" at Annual Conference of China's Food Enterprises on Social Responsibility

2016 年 1 月，中国食品企业社会责任年会组委会发布全国食品企业社会责任评选结果，中粮集团被评为“2015 年度中国食品企业社会责任百强企业”，并荣获最高奖项“金鼎奖”。

In January 2016, COFCO was named as one of the “Top 100 Most Responsible Food Enterprises in China and awarded the "Golden Tripod Award" by the Organizing Committee of Annual Conference of China's Food Enterprises on Social Responsibility.
- 蒙牛在中国乳品企业社会责任发展指数（2016）中排名第一  
Mengniu ranked first in China's Dairy Social Responsibility Development Index (2016)

2016 年 10 月，蒙牛乳业在中国乳品企业社会责任发展指数（2016）中排名第一，同时也是 39 家食品行业样本企业中仅有的两家 5 星级企业之一。

2016 年 12 月，在第十二届中国优秀企业公民年会上，蒙牛乳业荣获“2016 中国优秀企业公民”；蒙牛牧场主大学“2016 中国企业公民优秀公益项目”（蒙牛牧场主大学）荣誉称号。

In October 2016, Mengniu Dairy ranked first in the Chinese Dairy Corporate Social Responsibility Development Index (2016). It was also one of the only two five-star enterprises among the 39 food enterprises.

In December 2016, Mengniu Dairy won the “China's Outstanding Corporate Citizenship for 2016” at the 12th China Outstanding Corporate Citizens Annual Meeting. At this meeting Mengniu Ranchi University also awarded Mengniu the honorary title of "2016 Outstanding Public Welfare Project for Chinese Citizens.”
- 中国茶叶被评为“中国质量诚信企业”  
China Tea was awarded “Enterprise of Quality and Integrity”

2016 年 9 月，中国茶叶被中国出入境检验检疫协会评定为“中国进出口质量诚信企业”。

In September 2016, China Tea was named as "Enterprise with Quality and Integrity in Import and Exports industry" by the China Entry-Exit Inspection and Quarantine Association.

### 行业地位 Industry Rankings

- 中粮连续 23 年入围《财富》世界 500 强  
COFCO has been listed in "Fortune 500" for 23 consecutive years

2016 年，中粮集团连续第 23 年入围《财富》世界 500 强，名列第 121 位，比上年上升了 151 位。

In 2016, COFCO was listed in Fortune Global 500 for the 23rd year and ranked 121st, up by 151 places compared with last year.
- 中粮获评 2015 年度中国最具影响力企业  
COFCO was awarded the Most Influential Enterprise in China for the year 2015

2016 年 1 月，中粮集团在“第十三届中国企业发展论坛暨 2015 中国企业十大新闻揭晓仪式”上获评中国最具影响力企业。这是中国企业界规模最大、层次最高、范围最广的权威性推选活动之一。

In January 2016, COFCO was awarded the Most Influential Enterprise in China at the 13th China Enterprise Development Forum by the Top Ten News Selection Committee. This is one of the largest and highest-level authoritative selection activities in the Chinese business community.
- 中粮集团 2016 年新增 3 家国家级龙头企业  
Three further subsidiaries became the leader in their respective industries in China

2016 年 12 月，中粮集团有 18 家企业审批通过并被认定为国家级龙头企业，新增 3 家国家级龙头企业。

In December 2016, 18 subsidiaries under COFCO have been approved and identified as national leading enterprises by the government, adding three new subsidiaries to this list.
- 长城葡萄酒获亚洲葡萄酒质量大赛金奖  
Greatwall Wine won Gold Prize at the Asian Wine Competition

2016 年 3 月，长城金冠鉴赏家龙眼干白葡萄酒、长城五星雷司令 / 贵人香干白葡萄酒斩获亚洲葡萄酒质量大赛金奖，长城五星赤霞珠干红葡萄酒、长城云漠酒庄品丽珠干红葡萄酒等六款美酒获得大赛银奖。

In March 2016 at At the Asian Wine Competition held in March 2016, the Greatwall Golden Crown connoisseur longan dry white wine and Greatwall five-star Riesling/elegant white wine won Gold Prizes. Six other wines including the Greatwall five-star Cabernet Sauvignon dry red wine, the Greatwall Yunyan wine Zhuang Lizhu dry red wine won Silver Prizes.
- 大悦城地产荣登 2016 年度中国商业地产百强榜  
Joy City Property ranked 4th in annual list of “China's TOP100 Commercial Real Estate Companies” for 2016

2016 年 11 月，大悦城地产入选观点指数向全行业发布的“2016 年度中国商业地产 TOP100 暨商业表现奖”获奖名单，荣登商业地产百强榜单第四名。

In November 2016, Joy City ranked 4th in China's TOP 100 Commercial Real Estate Companies” for 2016.





中粮信托荣获“最佳风险管理信托公司”奖  
COFCO Trust won "the Best Risk Management Trust Company" award

中粮信托在由金融时报社主办、中国社科院金融研究所提供学术支持及数据分析的“2016 中国金融机构金牌榜——金龙奖”评选活动中，荣获“最佳风险管理信托公司”奖。  
COFCO Trust was named as the "Best Risk Management Trust Company" at the "2016 China Financial Institution Gold Medal - Golden Dragon" awardsby Financial Times and the Chinese Academy of Social Sciences Institute of Finance.

中粮期货荣获“十佳黑色产业链期货企业”  
COFCO Futures was named one of the "Top 10 Black Industry Chain Futures Enterprises"

2016 年 10 月，中粮期货荣获 2016 年度第八届中国钢铁产业网“十佳黑色产业链期货企业”。  
In October 2016, COFCO Futures was named as one of the "Top 10 Black Industry Chain Futures Enterprises for 2016" by the 8th Annual China Iron and Steel Industry website.

中粮工科荣登“中国粮油机械制造企业 10 强”  
COFCO Engineering was named as one of the "Top 10 Chinese Machinery Manufacturing Enterprises for Grain and Oilseeds Equipments"

2016 年 10 月，中粮工科入选由中国粮食行业协会、中国粮油学会、中国粮食经济学会联合发布 2015 年度粮油机械制造企业“10 强”名单。  
In October 2016, COFCO was nominated in the TOP 10 Chinese Machinery Manufacturing Enterprises for Grain and Oilseeds Equipments jointly by China Grain Industry Association, China Grain and Oil Institute and China Food Economics Association.

中粮酒业下属中粮名庄荟被授予“年度价值企业”  
COFCO Wine & Wine under COFCO Wines and Spirits was named as the "Most ValuableEnterprise of the Year"

中粮名庄荟在 2016 年 3 月发布的“论道中国：2015~2016 中国葡萄酒市场年度榜单”上，被授予“年度价值企业”。  
In March 2016,COFCO Wine was named the "Most Valuable Enterprise of the Year,"published in the "On China: 2015-2016 China Wine Market Annual List".

品牌价值 Brand Value

中粮名列世界品牌 500 强  
COFCO ranked one of World Brand Lab's "the World's 500 Most Influential Brands for 2016"

2016 年 12 月，由世界品牌实验室（World Brand Lab）独家编制的 2016 年度（第十三届）《世界品牌 500 强》排行榜在美国纽约揭晓，中粮集团连续入选世界品牌五百强，名列 228 位。  
In December 2016, COFCO wranked 228th on the list of " the World's 500 Most Influential Brands for 2016." By World Brand Lab.

福临门连续六年荣登 BrandZ 最具价值中国品牌百强榜单  
Fortune has been among the"Most Valuable 100 Chinese Brands" by BrandZ for 6 consecutive years

2016 年 3 月，福临门再次入选第六届 BrandZ™ 最具价值中国品牌 100 强榜单。福临门连续 6 年入围该榜，成为唯一上榜粮油品牌。福临门以品牌价值 3.38 亿美金荣登榜单第 89 位，较去年增长 13%；同时，在品牌贡献一项（衡量品牌本身对收益造成的影响）的评分中得到最高分 5 分，入选品牌贡献 20 强。“BrandZ™ 最具价值中国品牌 100 强”是目前最权威和最全面的中国品牌排行榜。  
In March 2016, Fortune was nominated to the "Most Valuable 100 Chinese Brands" for the 6th consecutive year. Fortune is the only grain and oil product brand on this list. Fortune's brand was valued at USD 338 million, ranking 89th on the list, up by 13% compared with last year. BrandZ scored Fortune 5 points in terms of Brand Contribution (an indicator measuring the impact of the brand on revenue) and listed it in the "Top 20 in Brand Contribution". BrandZ's "Most Valuable 100 Chinese Brands" list is the most authoritative and comprehensive brand list in China.

中粮福临门斩获 2016 中国广告长城奖  
Fortune won China Advertising Great Wall Award for the year 2016

2016 年 10 月，福临门凭借“黄金品质，奥运信赖”奥运系列营销的出色表现斩获“2016 年中国广告长城奖·广告主奖年度营销传播案例”大奖，营销力及传播力获得业界权威认证。  
In October 2016, based on its excellent performance in the marketing of Olympic-related products and the advertisement of "Gold Quality, Olympic Trust", Fortunewas given the "China Advertising Great Wall Award: Advertising Campaign" for the year 2016.

蒙牛再次入选 BrandZ “最具价值中国品牌 20 强”  
Mengniu was nominated as one of "Most Valuable 20 Chinese Brands" by BrandZ again

2016 年 3 月，蒙牛乳业蝉联第六届 BrandZ™ 最具价值中国品牌 20 强。  
In March 2016, Mengniu was re-nominated as one of "Most Valuable 20 Chinese Brands" for 6th consecutive years by BrandZ.

中粮期货荣获期货行业品牌奖及金口碑期货公司奖  
COFCO Futures won the Brand Award and the Golden Word of Futures Company Award in Futures Industry

2017 年 1 月，中粮期货荣获 2016 年度和讯财经风云榜期货行业品牌奖及金口碑期货公司奖。  
In January 2017, COFCO Futures was awarded the Brand Award and the Golden Word of Futures Company Award in Futures Industry for the year 2016.

中英人寿连续三年荣获“最具价值保险品牌奖”  
AVIVA-COFCO Life Insurance has been awarded the "Most Valuable Insurance Brand Award" for three consecutive years

2016 年 11 月，中英人寿保险有限公司在第九届中国保险文化与品牌创新论坛荣获“最具价值保险品牌奖”。这也是中英人寿第三次摘得此项大奖。  
In November 2016, AVIVA-COFCO Life Insurancehas been awarded the "Most Valuable Insurance Brand Award" at the 9th China Insurance Culture and Brand Innovation Forum. This is the 3rd time that AVIVA-COFCO has won this award.



我买网获选 2016 “质量之光” 评选活动年度魅力品牌  
COFCO WOMAI.COM won “Quality of Light” award in “Charming Brands”

2016 年，中粮我买网在由中国质检报刊社主办的“质量之光”评选活动中获得 2016 “质量之光”评选活动年度魅力品牌。

In 2016, COFCO WOMAI.COM won “Quality of Light” award from China Quality Inspection Newspaper in their annual “Charming Brands” publication.

中粮控股旗下多个品牌荣列 2015 年度大米类市场综合占有率第一  
Many of COFCO Grain's brands enjoyed the largest market share of rice in 2015

2016 年 3 月，中粮粮谷旗下品牌（福临门、五湖、红枫、东海明珠等）荣列 2015 年度大米类市场综合占有率第一，其中“福临门”大米连续七年荣列同类产品市场综合占有率第一位。

In March 2016, COFCO Grains & Cereals' brand (Fortune, Five Lakes, Red Maple, Donghai Pearl, etc.) together enjoyed the largest market share of rice in 2015, of which Fortune rice had the largest share of the market for 7 consecutive years.

“香雪”品牌荣获 2016 年消费者喜爱的食品品牌  
“Xiangxue” Brand won Consumer Favorite Food Brand Award for the year 2016

2016 年 10 月，“香雪”品牌在由中国食品工业协会主办的“2016 中国（国际）食品产业发展论坛”上荣获 2016 年消费者喜爱的食品品牌。

In October 2016, China Food Industry Association named “Xiang Xue” as Consumer Favorite Food Brand at “2016 China (International) Food Industry Development Forum.”

## 科技创新 Science, Technology, Innovation

中粮名庄荟摘得 2016 中国酒业模式创新奖、中国酒业品类创新奖两项荣誉  
COFCO Wine & Wine won China Wine Industry Innovation Award and China Wine Category Innovation Award in 2016

中粮酒业下属中粮名庄荟在 2016 年福州秋季糖酒会期间摘得 2016 中国酒业模式创新奖、中国酒业品类创新奖两项荣誉。

COFCO Wine, a subsidiary under COFCO Wines & Spirits, won China Wine Industry Innovation Award and the Chinese Wine Category Innovation Award at the 2016 Autumn China Food and Drinks Fair in Fuzhou.

中粮营养健康研究院蝉联中国和亚洲的 2016 年度最受尊敬的知识型组织（MAKE）奖  
COFCO Nutrition and Health Research Institute locked up China and Asia's Most Admired Knowledge Enterprise (MAKE) Award in 2016

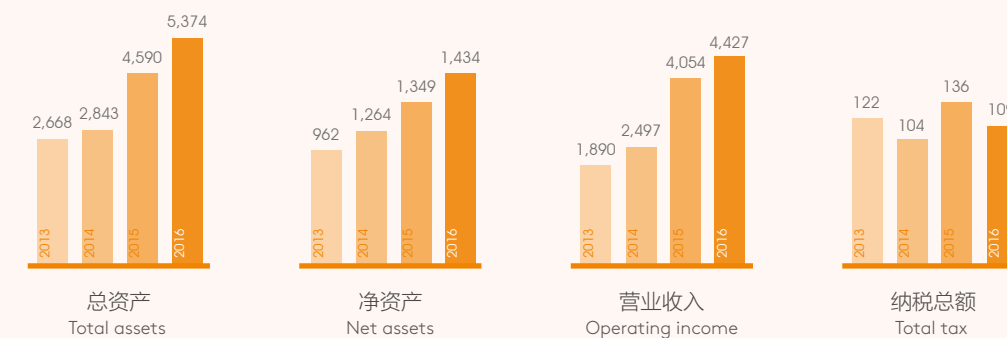
2016 年 11 月，中粮营养健康研究院蝉联中国和亚洲的 2016 年度最受尊敬的知识型组织（MAKE）奖。这是国际知识管理领域的最高荣誉奖。

In November 2016, COFCO Nutrition and Health Research Institute was re-awarded China and Asia's Most Admired Knowledge Enterprise (MAKE) award. This is the highest honor in the field of international knowledge management.



## 关键绩效 Key Financial Figures

2016 年集团经济指标（亿元）  
2016 Financial Figures (100 million RMB)



### 经济成效 Performance

Total profit (100 million RMB)  
利润总额（亿元）

61

Year-on-year growth  
同比增长

79%

### 减亏成效 Loss Reduction

Reduction of  
Legal Entities (Unit)  
减少法人（户）

70

Reduction  
(Billion RMB)  
减亏（亿元）

29.4



# 责任管理

## Responsibility Management

### 理念与战略

#### Philosophy and Strategies

#### 使命 Mission

奉献营养健康的食品和高品质的生活服务，建立行业领导地位，使客户、股东、员工价值最大化

Provide nutritious and healthy foods and superior quality lifestyle services; be a leader in the industry; maximize value for customers, shareholders and employees.

#### 战略 Strategy

将中粮集团发展成为一家国内独一无二的顾全大局、全球布局、全产业链、拥有最大市场和发展潜力的农业及粮油食品企业，成为国家粮食安全战略和食品安全战略执行主体

To be the unique agri-products and food enterprise with fully-integrated value chain, global layout, the largest market and greatest potential in China. To be the major executor of national food security and safety strategy.

#### 文化核心内涵 Company Culture

顾全大局	求真务实	从严治企	厉行节约
National Interest	Truth-seeking and Pragmatic spirit	Strict Enterprise Management	Frugality

#### 改革精神 Spirit of Reform

敢于担当	敢于负责	敢于作为
Dare to Play	Dare to Be Responsible	Dare to Accomplish

### 社会责任履行机制

#### Social Responsibility

中粮集团集团以“打造具有国际水准的全产业链粮油食品企业”为履责策略，将经济效益与社会效益置于企业可持续发展的天平之上，聚焦满足全球粮食供给、引领食品安全、贡献新型农业、为利益相关方创造共享价值等核心议题，最终实现“忠于国计、良于民生”的忠良责任，实现企业与社会、经济、环境的可持续发展。

COFCO seeks to set the international standard of social responsibility for whole industry chain grain and oil food enterprises. Global agribusinesses have economic and social responsibilities, must strive for balance and sustainable development, meet global food supply, and provide safe food products. COFCO wishes to lead new agricultural enterprises towards enshrining these issues are shared values and cultivate a feeling of responsibility amongst all agribusinesses.

做强做优做大国有企业，跻身国际大粮商第一方阵，资产业务持续拓展，盈利水平持续提升

COFCO has gained in strength with excellent performance as a large state-owned enterprise, among the first large-scale state-owned international agribusinesses. This year COFCO's assets continued to expand and profitability improved as well.

集团社会责任理念融于集团使命、愿景、战略、企业精神、企业文化中，并通过各部门、专业化公司及岗位工作得到体现、落实

Incorporate concepts of social responsibility into the group mission, vision, strategy, entrepreneurial spirit, corporate culture, and corporate culture. and act in the daily work of various departments and specialized companies.

履行央企责任：保障国家粮食安全、引领行业食品安全、现代化农业发展

创造共享价值：实现经营业绩、保护环境与资源、维护员工权益、投入社会公益

Fulfill the responsibility of the centrally-run state-owned enterprises: ensure national food security, lead the development of food safety and modern agriculture.

Create shared values: achieve business success with and through protecting the environment and resources.

Maintain the rights and interests of employees and the welfare of society.

塑造核心竞争力，坚持可持续发展，有效管理企业运营对于自然环境和利益相关方的影响

Strengthen our core competitiveness, insist upon sustainable development, and effectively manage the impact of business operations on the environment and effectively manage the impact of business operations on the environment and the stakeholders.





## 社会责任实质性议题识别

### Social Responsibility Substantive Issues Identification

中粮集团根据全球报告倡议组织可持续报告指南 GRI4.0 识别并界定社会责任实质性议题，基于集团自身的发展战略和责任管理模型，同时结合利益相关方对中粮集团承担企业社会责任的理解与期待，共识别出实质性议题 27 项。所识别出的实质性议题按照“对利益相关方的重要性”和“对中粮集团的重要性”两大维度，评估相应的重要程度和优先级别。

The COFCO Guidelines for Sustainability Reporting Based on the Global Reporting Initiative GRI 4.0 identifies issues of social responsibility based on the Group's own development strategy and liability management model, combined with an understanding of the relevant stakeholders and the expectations placed on COFCO. We have identified a total of 27 issues. These issues are then assessed and sorted by importance and priority based on two dimensions, "important for stakeholders" and "important for COFCO."

<p>议题识别</p> <p>◎ 基于 GRI4.0、ISO26000 等标准，了解全球议题管理和信息披露最新要求</p> <p>◎ 深入解读宏观政策导向和趋势</p> <p>◎ 评估自身战略和能力</p> <p>◎ 与中粮 CSR 相关的热点新闻</p>	<p>Problem identification</p> <p>◎ Understand global issue management and information disclosure of the latest requirements, based on GRI4.0, ISO26000 and other standards</p> <p>◎ In-depth interpretation of guidance and trends of macroeconomic policy</p> <p>◎ Assess our own strategy and ability</p> <p>◎ Hot news related to COFCO CSR</p>
<p>问卷调查</p> <p>◎ 在集团内外开展利益相关方（股东、管理者、普通员工、供应商、消费者、客户、农户、政府）问卷调查，根据议题对自身重要程度评分</p>	<p>Questionnaire</p> <p>◎ We carried out questionnaires with stakeholders (shareholders, managers, general employees, suppliers, consumers, customers, farmers, governments) inside and outside the Group, and have ranked them by importance to these stakeholders.</p>
<p>排序筛选</p> <p>◎ 基于实质性评估打分结果对议题进行排序，筛选出具有较强实质性的议题</p>	<p>Filtering Process</p> <p>◎ Extensive assessment of the results has given us a strong list of the most important interests to these stakeholders</p>
<p>审核确认</p> <p>◎ 经公司管理层审核，确认实质性议题，并将其作为报告披露的重点议题</p>	<p>Confirmation</p> <p>◎ These issues were then reviewed by COFCO's management, to confirm their importance and create a report to disclose those issues most important to stakeholders and to COFCO's future</p>



## 利益相关方沟通机制

### Communication with Stakeholders

与利益相关方保持充分的沟通，是中粮集团全面了解自身的社会影响、从而有针对性地履行社会责任、持续满足相关方期待的基石。

Maintaining excellent communication with stakeholders is essential to a comprehensive understanding of COFCO's social impact so as to effectively plan to fulfill our social responsibilities and continue to meet these stakeholders' expectations.

<p>政府</p> <p>Government</p>	<p>重大会议；政策咨询；情况汇报</p> <p>Meetings; policy advice; reports</p>	<p>保障粮食安全、支撑稳定粮油市场；支持新型农业、生态友好型农业发展；确保食品质量安全、提供营养健康产食品；引领粮油食品产业升级、树立行业规范</p> <p>Ensure food quality and safety; provide nutritious healthy food; lead innovations in the grain and oil food industry; establish industry norms</p>
<p>农户</p> <p>Farmers</p>	<p>社区宣传；培训</p> <p>Community involvement; training</p>	<p>推动农村产业化、规模化经营；培育新型农业经营模式；加强农业技术和金融服务带动农业持续增产、农民稳定增收</p> <p>Promote rural industrialization and scale operation; cultivate new models of agricultural management; strengthen agricultural technology and financial services</p> <p>Ensure continued agricultural production to maintain a stable income for farmers</p>
<p>股东（投资者）</p> <p>Shareholders (Investors)</p>	<p>股东大会；企业年报；csr 报告</p> <p>Shareholders' General Meeting; Annual Report; CSR Report</p>	<p>保障股东权利的实现；保证股东价值最大化，维护股东利益；规范信息披露</p> <p>Ensure shareholder rights; maximize shareholder value; safeguard the interests of the shareholders; disclose necessary information</p>
<p>消费者 / 客户</p> <p>Consumer/ Customer</p>	<p>消费者调研；社区活动；路演；媒体沟通；客户关系管理</p> <p>Consumer research; community activities; roadshows; media communication; customer relationship management</p>	<p>提供优质的产品和服务；创造家喻户晓、可信赖的品牌；提供安全、营养、健康的产食品；提供金融、信息、技术等全方位服务</p> <p>Provide quality products and services; create well-known, trustworthy brands; provide safe, nutritious, healthy food; provide financial, information, technology and other services to fully meet the needs of the people</p>
<p>员工</p> <p>Employees</p>	<p>职工代表大会；各层级岗位培训；经理人 360 调查；员工满意度调查；内刊和内网</p> <p>Workers' Congress; training at all levels; 360 survey of managers; employee satisfaction survey; internal magazine and website</p>	<p>保障员工的基本权益；保障员工的职业健康与安全；为员工提供系统规范的培训和发展平台；企业与员工共同成长</p> <p>Protect the rights and interests of employees; protect the occupational health and safety of employees; provide employees with standardized training and development platforms; enterprises and employees grow together</p>



# 公司治理

## Corporate Governance

### 公司治理结构

#### Corporate Governance Structure

2016 年，按照中央要求，结合集团投资公司改革，中粮集团修订了《党组工作规则》、《董事会工作规则》、《总裁办公会工作规则》，规范党组、董事会及总裁办公会之间相互的职责和关系；同时修订了集团章程，将坚持党的领导写入章程，进一步优化了决策机制和法人治理结构。

In 2016, in accordance with the requirements of the central authorities and in keeping with the Group's investment company reform, COFCO Group revised the "Working Rules of the Party Group," "Working Rules of the Board of Directors," "Working Rules of the President's Office," and standardized the relationships between and duties of the Party Group, the Board of Directors, and the President's Office. These relationships are designed for closer partnership with the Party Leadership and to optimize COFCO's decision-making mechanisms and corporate governance structure.

#### 党组

#### Party Group

党组在集团发挥把方向、管大局、保落实的领导核心作用，集团经营管理的重大问题，包括内部机构设置、职责、人员编制、薪酬管理体系、重大收入分配方案等事项；重大决策、重要人事任免、重大项目安排、大额资金使用等事项以及基本经营管理制度等由党组研究讨论后提交董事会研究决定。党组织研究成为决策必经的前置程序。

The Party Group will have a role in all major decisions of the Group. This will include the direction, overall management, important personnel, management of major issues including for the Group's subsidiaries, responsibilities, remuneration, and funding. The Party Group will be involved in discussions and decisions with the Board of Directors, and knowledge of the Party Group's perspective will become a prerequisite for decision-making.

#### 董事会

#### Board of Directors

董事会是集团业务经营内部决策机构，由 3 名内部董事和 4 名外部董事组成。董事会下设提名委员会、薪酬与考核委员会、审计与风险管理委员会、战略委员会四个专门委员会。董事会决定公司重大问题，应当事先听取集团党组的意见。重大经营管理事项必须经党组研究讨论后，再由董事会或经理层作出决定。

The Board of Directors is the internal business decision-making body of the Group. It consists of three internal directors and four internal directors, and four special committees: the Nomination Committee, the Remuneration and Appraisal Committee, the Audit and Risk Management Committee, and the Strategy Committee. The Board of Directors makes decisions on the major issues of the company,

2016 年，董事会共召开 4 次定期会议，签署董事会决议 8 份，审议了 20 个议案，听取了 13 个议案；董事会成员列席了集团 7 次内部会议，进行了 5 次调研，认真履行法定职权，发挥职能作用；董事会成员还参加了 4 次集体培训和董事沟通活动，提高履职能力。

and will consult the Party Group in advance of these decisions. Significant business management matters must be discussed first by the Part Group and then by the Board of Directors or the Manager before a decision is made.

In 2016, the Board of Directors held four regular meetings, signed eight resolutions, reviewed 20 motions, and heard 13 motions. The Board members attended seven internal Board meetings, carried out five research initiatives, conscientiously fulfilled their statutory duties, and played a functional role in the running of the Group. The Board members also participated in four collective trainings to improve their ability to perform their duties.

#### 总裁办公会

#### President's Office

总裁办公会是对党组、董事会负责的执行机构，负责集团整体生产经营管理及项目实施。总裁办公会受党组和董事会委托负责集团经营管理的具体执行，列入预算和计划内的项目由总裁办公会讨论决定，定期将执行情况向董事会报告，充分发挥经营层在集团经营管理方面的作用。

The President's Office is the executive body responsible for the production, operational management, and implementation of the decisions made by the Party Group and the Board of Directors. The President's Office shall be entrusted by the Party Group and the Board of Directors to be responsible for specific implementation of management. These projects will be discussed and decided by the President's Office, which will regularly report to the Board the results of such projects.

#### 监事会

#### Board of Supervisors

监事会是国资委代表国务院驻派的监督机构，履行对董事会和经营管理层的监督职责。董事会积极配合监事会工作的开展，建立了经常性的沟通机制，协调董事会和监事会的双向沟通，确保监事会对集团的财务状况、重要决策和重大事项实施有效的监督检查。

The Board of Supervisors serves as the supervisory body of the State Council, and is entrusted with overseeing the Board of Directors and the Group's management. The Board of Directors will actively cooperate with the Board of Supervisors, establishing regular communications to ensure effective supervision and inspection of the Group's financial situation and important decisions.



## 明确战略定位 Clear Strategic Positioning

2016 年，中粮集团努力践行农业供给侧结构性改革，聚焦粮油糖棉核心主业加快打造中国人自己的、有竞争力的、全产业链的国际大粮商。

In 2016, COFCO strives to implement the structural reform of the agricultural supply side, focusing on the core industry of grain, oilseeds, cotton and sugar, to speed up the construction of a competitive and leading Chinese international agribusiness with a fully-integrated value chain.

### 明确功能定位 确定发展目标

#### Clear functional positioning to identify development goals

2016 年，中粮集团在“十三五”规划目标中，明确提出“1+4”的发展定位，并确立了三大发展目标和十三五末期关键指标。一个职责：坚决履行好服务国家粮食和食品安全战略的职责。三大平台：粮油行业投资平台；粮油行业资源整合平台；海外农粮行业投资平台。四种作用：充分发挥在现代农业建设中的引领作用；在维护市场稳定中的支撑作用；在保障食品质量安全中的示范作用、在农业“走出去”中的领军作用。

2016, COFCO clearly put forward objectives for the period of the 13th Five Year Plan with a “1+4” development orientation. These objectives establish three development goals and key indicators that will be achieved in the next five years. The one major responsibility is to absolutely serve the national food security and safety strategy. This will be done through three major platforms: the grain and oil industry investment platform, grain and oil industry resource integration platform, and overseas agricultural industry investment platform. COFCO has four major roles: to push forward the development of modern agriculture, to support market stability, to protect food quality and safety, and to be a leader in the “going global” strategy in agriculture industry.

### 聚焦核心主业 做强做优做大

#### Focus on the core businesses and make them bigger, better, stronger

以粮油糖棉为核心主业，中粮集团持续扩大农粮板块市场份额。到 2020 年，中粮集团旨在实现“321155”经营目标，以量担当调控任务，主导国内需求，引领价格。

与此同时，中粮集团还将大力推进国际国内一体化、产区销区一体化、储运加工一体化，运营机制和平台适应市场竞争和提质增效需要，经营能力达到“3579”的水平。

Focusing on grain, oilseed, sugar and cotton, COFCO will continue to expand the market share of its agriculture business. By 2020, COFCO aims to achieve the “321155” business objectives, to regulate, control, and lead domestic demand and prices.

COFCO will also vigorously promote the integration of business in both home and abroad, in production regions and consumption regions and in storage, transportation and processing with our operational mechanism and platforms adapting to market competition and efficiency improvement and, operational capacity to “3579”.

“十三五”期间，中粮集团农粮产品全球总经营量将突破 2 亿吨，农业及粮油食品领域国有资本占集团国有资本比重提高到 80%。为此，中粮集团将不断推进资本和业务整合，明确未来择优投资 3 大领域：

During the period of the 13th Five-Year Plan, COFCO will increase its total global operating volume of agricultural products to over 200 million tons, and increase the percentage of state-owned capital to 80%. COFCO will continue to promote capital and business integration to achieve the goal, striding towards a clear future with investment in these three major areas:



通过不断推进资本和业务整合，提高集团的资源开发和控制能力；通过技术创新、结构升级、提质增效等举措，弥补全产业链关键环节、关键能力的短板，更好地发挥中粮集团在国家宏观调控中的主力军作用，切实提升保障国家粮食安全的能力。

COFCO will improve its resource development and control capabilities through continuous capital and business integration, gain better control over international food supply through enhancing market share and linking whole industry chain, and increase efficiency through technological innovations, structural upgrades, and quality improvements. These initiatives will enable COFCO to better protect national food security.





## 重塑管控体系 Reshaping Control System

中粮集团于 2014 年 7 月被国资委确定为国有资本投资公司试点企业。2016 年,中粮集团在“十三五”规划基础上,全面展开国有资本投资公司改革。围绕做强做优做大,推动转型升级,提高核心竞争力,中粮集团在体制机制创新、专业化公司发展等关键环节深入改革,以体制机制创新提升运营效率,实现业务可持续发展,提升履行社会责任的能力和水平。

In July 2014, COFCO was still a state-owned capital investment company pilot enterprise, as defined by the SASAC. In 2016, COFCO embarked on a comprehensive investment company reform, as prompted by the 13th Five-Year Plan. COFCO will focus on doing good and excellently doing so, in order to transform and upgrade its business. These reforms will improve the institutional catalysts to innovation, professional development, operational efficiency, sustainable business development, and social responsibility.

## 集团总部向管资本转型 Headquarter Transfers to Capital Management

2016 年,中粮集团按照“小总部,大产业”的原则,将资本管理与资产经营分开,压缩管理层级至三级,形成定位清晰且职责明确的“集团总部资本层——专业化公司资产层——生产单位执行层”三级架构;瘦身健体,优化精简集团总部,做实资产层和生产层,实现集团总部向管资本的转型。

改革后,总部不再作为运营的实体,而着重发挥资本投资功能,以战略管控和财务管控为主,通过预算、战略、考核等方式调整专业化公司的经营情况,对所出资企业履行出资人职责。

In 2016, according to the principle “small headquarter and large industry,” COFCO separated its capital and asset management arms and compressed management to three levels. The Headquarter is the Capital Management layer, then specialized companies in asset management, and production units in operations. This structure will streamline the Headquarter and increase efficiencies.

is no longer occupied by entity operations and will focus on capital investment, strategic control, and financial control. It will function as an investor for specialized companies under it through budget, strategy, and assessment.

### “集团总部资本层 – 专业化公司资产层 – 生产单位执行层”三级架构

“Group Headquarter reside in the Capital Management layer, underneath which is the specialized companies layer, and then the production unit layer” This is the three-tiered structure of COFCO.

## 打造专业化公司 Building Specialized Companies

在推进资本管理与资产经营分开过程中,依据集团三级架构及业务聚焦原则,中粮集团组建了“18+1”个专业化公司,以资产、经营、管理的专业化为核心,聚焦产业发展中的专业化经营。中粮集团将用人权、资产配置权、生产和研发创新权、考核评价权及薪酬分配权等五大类关键权力下放给专业化公司,使之享有独立完整的生产经营权,从而打造具有核心竞争力的市场主体。

中粮集团还推动下属企业引入外部投资者实现股权多元化、完善现代企业制度、优化以董事会为核心的公司治理机制,激活内部活力,找到补齐业务发展短板的关键要素,构建市场化激励机制和提高市场化选人用人水平,为企业未来的快速发展奠定坚实基础。2016 年,中粮集团下属 18 家专业化公司中已经有 12 家通过不同形式引入外部资本实行混合所有制改革(含上市)。

In the process of separating the capital and asset management and based on the principle of focusing on core business, COFCO formed “18+1” specialized companies. Five key powers have been delegated downwards to the specialized companies: personnel, asset allocation, production and R&D innovation, evaluation and assessment, and remuneration distribution. These independently-managed specialized companies will use these powers to create their own core competitiveness.

COFCO has also promoted the introduction of external investors into its subsidiaries in order to diversify equity, improve modern enterprise system, optimize corporate governance with Board of Directors as its core, activate internal energy, build incentive mechanisms, and improve market selection and employment of people for future development. This will allow for the rapid development of the specialized companies. In 2016, among the 18 specialized companies under COFCO, 12 have introduced external investors for mixed share-holding reform (including IPO).

## 构建大监督体系 Building a Supervisory System

集团总部通过建立“纪检专设、审计直管、财务清晰、董事专职”四条监督线,构建了全覆盖、垂直化、多功能的“大监督”体系,有效避免了重复监督,减少了监督盲区,节约了监督成本,提升了监督效能,为充分向下属企业授权、激发市场主体活力打下了坚实基础。

The Headquarter has established a Supervisory System that has full coverage of the business, and is integrated vertically with multiple functions. COFCO has established 4 supervision lines: discipline inspection, straight pipeline audit, financial clarity, and full-time equity director. These effectively avoid duplication while reducing blind spots in supervision, saving costs while enhancing effectiveness.



设置垂直审计

Building a Vertical Audit System

发现各类审计问题（个）  
Audit Problems Found

2509

审计问题整改率达到  
Problem Rectification Rate

63%

中粮集团设立审计垂直管理体系，对审计体系统一规划、统一计划、统一实施，通过对人员编制、制度规范、规划计划、监督策略、资源统筹、项目执行、审计整改、培训研究 8 个方面进行管理，保证审计监督目标的一致性，对国有资本进行监管、风险预警跟踪以及科学评估。

2016 年，审计体系各单位共发现各类审计问题 2509 个，当年审计问题整改率达到 63%，实现了审计成果运用水平的进一步提升；严格、严肃违法违纪追责，全年对 11 人进行了行政处分，移交司法机关案件 2 件，处罚罚款 773 万，在推动各类监督资源协同，努力搭建“大监督”格局的方面取得了阶段性成果。

COFCO has built a vertical management system for auditing, including a unified plan and implementation that covers everything from staffing, system, planning, supervision, resource planning, project implementation, training, and research. This will ensure the proper supervision of state-owned capital and lead to proper risk management and assessment.

In 2016, an audit of all units found a total of 2,509 audit problems, with a problem rectification rate of 63%. In order to improve these results, the Group is instituting strict consequences of violations, including 11 person's administrative sanctions, 2 cases transferred to judicial organs and a penalty fine of 7.73 million yuan. Our “Large-scale Supervision Vertical Audit” plan has been seen initial improvements.

设立专职股权董事

Building Full-time Equity Directors

中粮集团在各专业化公司的董事会设立专职股权董事，加强对各专业化公司董事会的监管，改进决策质量、控制经营风险。集团党组每年度和任期对专职股权董事、监事进行专项考核。目前，集团已向 12 家专业化公司派驻了股权董事，同时建立 60 多人的独立董事库，下一步将适时为专业化公司配备独立董事。

COFCO has assigned a full-time equity director in each of the specialized companies supervising the Board of Directors in each company so as to improve decision-making and control operational risks. COFCO CPC Leadership Committee evaluates and assesses there directors annually and tenurially. At present, COFCO has assigned 12 equity directors to the companies and established a talent pool with over 60 independent directors, preparing for dispatch to the companies.

完善守法规

Perfecting Legal Compliance

配合国有资本投资公司、专业化公司改革，以及企业上市融资、收购项目等工作，集团重点推进大部制整合的法律管控、系统合同基础管理机制、CIS 矩阵法律管理模式、全球合规联动等工作，完善了法律合规体系，确保了集团及各专业化公司的法律合规，有效降低了法律风险。

中粮集团继续强化日常法律管控，以法律体检推动合规管理，调查、整改、检查三个阶段工作形成闭环，提升业务法律风险防范能力，创造企业健康运营环境；不断加强知识产权、诉讼、合规业务协同管理，完善系统建设；全面开展普法培训，不断深化法治建设，增强全员法律意识。实现集团全系统法律事务信息化管理，带动精细化管理再上新台阶。

To facilitate the innovation of the capital investment companies and specialized companies, public listing financing, acquisition projects and etc., COFCO focused on carrying forward the legal management by integration of several departments, systematic contract management mechanism, CIS matrix legal management models, united global compliance and etc., which will improve the legal compliance system, in order to ensure the legal compliance of the Group and all its subsidiaries, and reduce legal risks effectively.

COFCO continues to strengthen its daily legal management by: (1) using legal checkup to carry forward compliance management, investigation, rectification and inspection, which constitute a circle, for the purpose of enhancing its risk prevention capabilities and creating a healthy business operational environment;(2)constantly improving IP, litigation and compliance cooperative management and perfecting system construction;(3)providing legal trainings, enhancing legal governance building, and improving all employees' legal awareness. COFCO shall make the refined management into a new stage by building legal online management system.

企业重大决策法律审核率  
Legal audits of corporate  
decision making

100%

普法宣传及培训场次  
Publicity and training  
sessions

306

参加普法培训人数  
Number of participants in  
law training

35570







## 强化食品质量安全体系 Strengthening Food Quality and Safety Systems

中粮集团以食品质量安全为生命线，通过完善全产业链质量安全制度和管理体系建设，明确各层级管理职责，落实安全管理责任，推进合规管理。

中粮集团重新梳理集团层面质量安全制度架构，原有 121 项制度经梳理后保留 3 个层级、9 个模块，共 86 项制度，进一步明确了集团、专业化公司质量安全管理职责与工作流程。

Food quality and safety are the lifeblood of COFCO. Through improving the quality and safety management system for the whole industry chain, clarifying managerial responsibilities, and implementing greater food safety responsibilities, COFCO will continue to produce the best and safest food for the Chinese people.

COFCO has created an original 121 system with three levels, nine modules, and a total of 70 systems to ensure quality and safe management for all specialized companies.

3 个层级  
3 Levels

规定、办法、标准指南

Regulations, Standards, Guidelines

9 个模块  
9 Modules

安全文化、总则、源头管理、过程控制、终端管理、制度标准、推进保障、考核评价、风险管理

Culture of Safety, General Rules, Source Management, Process Control, Terminal Management, System Standards, Security Promotion, Assessment and Evaluation, Risk Management

集团质量安全工作聚焦于监督管理与综合协调职能，着力构建全面质量安全管理体系统，重点推进管理体系有效性、基地管理、OEM 管理、终端管理、检验检测体系、风险管理等子系统的落地、优化。集团还修订了食品安全综合应急预案，并指导各专业化公司完成综合应急预案、专项应急预案的修订。

Our quality and safety management systems are mainly focused on supervision, management, and comprehensive coordination. We strive to build comprehensive quality and safety management systems, focusing on increasing effectiveness in our management at all levels. COFCO has also instructed specialized companies to create comprehensive contingency plans and special contingency plans.

集团全年抽检产品（批次）  
Group Sampling Products (Batch)

353

抽检产品标识（个）  
Sampling Product Identification

60

覆盖集团背书品牌  
Encompassing Group  
Endorsed Brands

100%

基层企业开展食品安全应急演练（家）

Companies that carry out  
food safety emergency drills  
(company)

22

食品及质量安全专题和综合性  
培训（次）  
Food and quality safety topics and  
comprehensive training (sessions)

8

参训人  
Participants

600

## 组织架构图 Organizational Chart

### 职能部门 Functional Departments

办公厅 Office	战略投资部 Strategic Investment Department	财务部 Finance Department	人力资源部 Human Resources Department
审计与法律风控部 Audit and Legal Department	监察部 Department of Supervision	党群工作部 Community working Group	中粮香港 COFCO (Hong Kong)

### 专业化公司（平台） Specialized Companies

中粮国际 COFCO International	中粮贸易 COFCO Trading	中粮油脂 COFCO Oil & Oilseeds	中粮粮谷 COFCO Grains & Cereals	中粮生化 COFCO Biochemical
中粮饲料 COFCO Feed	中粮糖业 COFCO Sugar	中国纺织 Chinatex	中粮工科 COFCO E&T	中粮酒业 COFCO Wines and Spirits
中可饮料 COFCO Coca-Cola	中粮肉食 COFCO Meat	中国茶叶 China Tea	蒙牛乳业 Mengniu Dairy	我买网 Womai.com
中粮包装 CPMC Holdings	中粮资本 COFCO Capital	中粮置地 COFCO Land		
中粮营养健康研究院 COFCO Nutrition & Health Research Institute				





## 加强党建工作 Increasing Party Building Work

2016 年，中粮集团进一步强化党的领导，加强党的建设，确保党组织发挥企业的领导核心和政治核心作用，从严治党、从严治企，实现国有资产保值增值，服务国家粮食安全的能力进一步增强。

In 2016, COFCO further strengthened the Party's leadership within the group, strengthening Party building and ensuring that the Party organization had a core role in the enterprise.

### 强化党的领导 Strengthening Party's Leadership

2016 年，集团修订集团章程，将坚持党的领导写入章程，进一步明确党组的核心地位，明确集团经营管理的重大问题以及基本经营管理制度等由党组研究讨论后提交董事会研究决定。

In 2016, COFCO revised the articles of association to specify Party leadership and to further clarify the core position the Party Group holds within the company and its management. No major decisions can be made without first being discussed by the Party Group.

### 加强班子和干部队伍建设 Strengthening the Team and Building Allies

中粮集团党组研究制定了《领导班子和领导人员的综合考评办法》，对专业化公司班子成员在政治素质、经营业绩、团结协作、作风形象等四个方面进行了综合考核评价；重新修订《中粮集团业绩考核办法》，以科学预算为基础制定职业经理人业绩目标，突出精细管理、突出市场、突出成长；完善集团差异化薪酬分配体系，充分发挥市场机制在激励约束中的作用，确保调动经理人干事创业的积极性和创造力；实施关键岗位后备人才中长期培养规划，加快职业经理人后备队伍培养，为集团改革和“十三五”目标的实现提供人才保障。

COFCO is developing a leading team of excellence, with professional team members of fine political quality, with strong operating performance and unity and cooperation with the Party. The Group performance assessment methods develop performance goals for professional managers that encourage fine management with a market growth focus, enthusiasm, and creativity. We have also created a key positions reserve personnel group in long-term training programs to increase the training of professional managers and to provide talent protection.

### 党建带群建 职工参与治理 Party Construction and Workers' Participation in Governance

集团党组指导集团工会组织召开七届六次职工代表大会，审议通过《中粮集团员工违纪违规行为处分暂行规定》。集团工会认真贯彻落实党组提出的员工参与集团管理、发展的要求，广泛汲取群众改革创新智慧，引导员工代表聚焦降成本、扭亏损、保增长、促效益等方面提出提案建议，动员和组织广大员工立足岗位创新创效。2016 年，基层员工提交 55 个立项提案，创造出 800 多件优秀岗位创新成果，涌现出一大批创新标兵和创新能手，丰富了员工岗位创新的内涵，提升了企业核心竞争力。

The Party Group led the Group of Trade Unions in the 7th Session of the 6 Workers Congress to adopt the "COFCO Employees Disciplinary Violations of Provisional Provisions." The unions are implementing this program to involve employees into the management and development of the Group as a whole, drawing extensively on the wisdom of the masses to guide the company towards new ways to reduce costs, reduce losses, maintain growth, and promote efficiency, while initiating new proposals to encourage employees. In 2016, COFCO employees submitted 55 project proposals to create over 800 outstanding job innovations and further enhance the core competitiveness of the company.

### 加强党风廉政建设和反腐败工作 Strengthening Party Building, Clean Government and Anti-Corruption Work

中粮集团坚持从严选拔、使用和管理干部，坚决防止“带病提拔”；坚持对新提拔任职干部进行任职政治谈话和廉洁谈话；贯彻落实《中国共产党问责条例》，坚持“一案双查”，加大问责力度，实现问责结果与业绩考核挂钩，建立责任追究月报制度。

COFCO insists on strict selection of managers and resolutely prevents "sickness promotion." All newly promoted employees adhere to the Party line and speak clearly, and are accountable to the Communist Party of China. Party accountability has been added to monthly performance assessments.

集团党组狠抓中央八项规定精神落实，坚持“不向职务妥协、不向业绩妥协、不向环境妥协、不向影响妥协”，严肃查处违反中央八项规定问题，持续释放越往后越严的信号。

The Party Group pays close attention to ensuring that the spirit of the Eight Central Provisions are implemented in the actions of COFCO, violations are seriously investigated and penalized.



# 服务国家粮食安全

## Serving National Food Security



### 持续投资布局全球业务

#### Investing to Improve Global Layout

中粮集团聚焦粮、油、糖、棉核心主业，在全球粮食主产区和主销售区布局仓储、物流设施，致力打造粮油行业投资平台、粮油行业资源整合平台和海外农粮行业投资平台，不断加强全球粮油领域上游掌控能力、物流保障能力、综合加工能力和市场覆盖能力，有效提升粮、油、糖、棉市场份额，将世界农场和消费者的餐桌有效连接，应对食品升级的需求，服务国家粮食宏观调控和粮食安全。

COFCO is committed to building integrated grain and oil industry investment and resource platforms in the main grain producing areas and major grain markets of the world. COFCO will continue to strengthen its upstream control, logistical supports, processing capacity, and market coverage, gaining market share in grain, oil, sugar, and cotton. COFCO will connect the world's farms to meet the upgraded food needs of consumers. At the largest level COFCO will serve national food security.

### 参与“一带一路”建设

#### Participating in the Construction of “Belt and Road” Initiative

2016年，中粮集团积极响应国家号召，制定“十三五”期间“一带一路”发展规划纲要。中粮集团在“一带一路”北线和中线以仓储物流布局为主，南线以农产品加工布局为主，业务基础良好，贸易规模和品类不断提升。截至2016年，中粮集团已与54个“一带一路”沿线国家开展农产品贸易，在该区域采购的大米、玉米、棕榈油、食糖、小麦、木薯淀粉占中粮集团上述农产品年度全部进口量一半以上。同时，向这些国家出口麦芽、淀粉、柠檬酸、茶叶等产品。作为“一带一路”建设的积极参与者和受益者，中粮集团不断强化与“一带一路”沿线国家和地区的投资合作，已经形成了良好局面和基础。

In 2016, COFCO actively responded to the national call and published its own “Belt and Road” development plan. COFCO has continued to build its warehousing capability along the northern and middle line and processing capability along the southern line of the “Belt and Road” countries. Business is booming, with the scale and categories of trade increasing. As of 2016, COFCO is carrying out trade in agricultural products with 54 countries along the Belt and Road, including rice, corn, palm oil, sugar, wheat, and tapioca. These countries export malt, starch, citric acid, tea, and other products, accounting for over half of COFCO's imports for the year. As an active participant and beneficiary of the construction of “Belt and Road” Initiative, COFCO has continuously strengthened its investment cooperation with the countries and regions involved, forming a good foundation in the region.

#### 案例 / Case

### 中粮与柬埔寨达成进口大米贸易

COFCO and Cambodia Cooperate in Rice Trade



2016年10月，在国家主席习近平和柬埔寨首相洪森的共同见证下，中粮集团董事长赵双连与柬埔寨商业部部长班守萨，分别代表中粮集团、绿色贸易公司签署进口柬埔寨大米贸易合作备忘录。

In October 2016, under the joint witness of President Xi Jinping and Cambodian Prime Minister Hun Sen, Mr. Zhao Shuanglian, chairman of COFCO Corporation and Mr. Pan Sorasak, the Minister of Commerce of Cambodia, signed a memorandum of cooperation on behalf of COFCO and Green Trade Company agreeing to cooperate with the Cambodian rice trade and Cambodian imports.



▲ 中国成为柬埔寨第一大进口国  
China became Cambodia's largest importer

#### 案例 / Case

### 中俄副总理“一带一路”外洽会参观中粮展厅

Chinese Vice Premier and Russian Deputy Prime Minister visited the COFCO Exhibition Hall in support of “Belt and Road” partnerships



2016年10月，首届国际产能合作论坛暨第八届中国对外投资合作洽谈会在北京展览馆开幕。会议旨在进一步推动“一带一路”建设及国际产能合作，向沿线重点国家“走出去”。

展会上，中国国务院副总理汪洋与俄罗斯副总理兼总统驻远东联邦区全权代表特鲁特涅夫参观了中粮展厅，汪洋副总理对中粮集团近年的快速发展及国际化所取得的成绩给予肯定，并期望中粮集团在服务国家粮食安全战略及食品安全战略上继续发挥好领军作用。



▲ 中俄副总理参观外洽会中粮展厅  
Russian Deputy Minister visits Trade Fair

In October 2016, the first International Production Cooperation Forum, the 8th China Foreign Investment Cooperation Fair opened in the Beijing Exhibition Hall. The Forum aimed to further promote the construction and cooperation of “Belt and Road” partnerships. These countries are key to China's “stepping out” plan.

At the exhibition, Vice Premier Wang Yang of China visited COFCO Exhibition Hall together with Yuriy Trutnev, Deputy Prime Minister of Russia and Presidential Envoy to the Far Eastern Federal District. Vice Premier Wang Yang spoke highly of the success of COFCO's recent rapid globalization, and stated his expectation for COFCO to continue to play a leading role in national food security and safety.





## 全资收购尼德拉与中粮农业 Acquisition of Nidera and COFCO Agri

2016 年，中粮国际先后全资收购中粮农业和尼德拉农业剩余股权，两家企业成为中粮国际全资子公司。中粮集团未来将通过中粮国际全面整合中粮农业和尼德拉农业，充分利用中粮农业的战略资产布局和尼德拉农业粮源掌控以及贸易网络，打造一体化经营的海外平台。

In 2016, COFCO International acquired the remaining shares of COFCO Agri and Nidera. Both companies are now wholly-owned subsidiaries of COFCO International. The companies will be fully integrated into the strategic asset layout of COFCO in future so as to create an integrated overseas platform based on the strategic asset of COFCO Agri and origination of Nidera.

## 持续优化国内业务布局 Optimizing Domestic Layout

在完善国际布局的同时，中粮集团持续在国内产业布局上发力，进一步优化收储、运输、加工、销售等环节，完善国内粮食的仓储、物流、贸易、加工体系。2016 年，中粮集团启动与中纺集团的战略重组，并积极完善国内粮食流通总体格局。

As we continue to build our international layout, COFCO continually optimizes its domestic layout, improving purchasing and storage, transportation, processing, sales, and other sectors. In 2016, COFCO launched a strategic reorganization of Chinatex and improved overall domestic grain circulation.

### 案例 / Case

## 战略重组增强中粮掌控力 Strategic Reorganization Strengthens COFCO's Control



2016 年 7 月，中粮集团与中纺集团启动战略重组。重组后，中粮集团国内油脂加工产能将达 2400 万吨，整体市场份额提升至 18%，成为国内第一，位居全球油脂加工企业产能前列。重组后的棉花业务产业链条，占据全球近 10% 市场份额。

国内油脂加工产能达（百万吨）  
Domestic oil processing capacity  
increased to (million tons)

24



▲ 中粮重组中纺是中粮整合粮油行业资源又一关键举措  
Reorganization of Chinatex is another key milestones in integrating the grain and oil industries

In July 2016, COFCO launched a strategic reorganization of Chinatex. After reorganization, COFCO's domestic oil processing capacity will reach 24 million tons and increase overall market share to rank first at 18%. COFCO will also have one of the largest production capacities of global oil processing enterprises. Meanwhile, the cotton business chain will account for nearly 10% of global market share.

### 案例 / Case

## 中粮加速打通“北粮南运”流通格局 Accelerating the Distribution Pattern of "Transporting Grain from North to South"



我国粮食流通呈现“北粮南运”的总体格局。2016 年，中粮集团积极完善布局物流节点，打造“两横三纵”物流通道，在东北产区以良港为中心建设“一主三辅”和“散集汽”联动的大东北一体化供应链体系，通过包粮、散粮、集装箱等多种途径，将北方产区的粮源输送到全国的各个主要销区。

China's grain circulation pattern is known as "Transporting Grain from North Grain Transportation to South". In 2016, we improved our layout of logistics nodes to create "two horizontal and three vertical" logistics channels, construct "one main and three auxiliary" channels in the northeast region centered by Beiliang Port, and a "scattered stream" linkage of the Northeast integrated supply chain system. The northern region's bountiful grain resources will be provided to the major sales regions of China.



▲ 中粮加速打通“北粮南运”流通格局  
COFCO accelerates distribution system "Transporting Grain from north to south"





## 构建全球一体化运营

### Build a Fully Integrated Operation in Worldwide

中粮集团以全球化的治理结构、国际化的管控体系和国内外业务一体化实现对海外企业的有效管控，将企业发展与整个世界粮食、食品的供应和需求形势连在一起，有效整合全球人才、技术、管理、资本等生产要素及自然资源，以“专业化经营、产业化发展”为先导，建立完善市场一体化、资本一体化、管理一体化、文化一体化的高效运营模式，降低运营成本，提高价值链整体利润空间，平衡农业资源分配，应对不断发展和变化的消费需求。

中粮集团持续建设和优化农业服务、仓储、加工、物流、分销等全球供应链体系，大力推进粮、油、糖、棉核心主业实现国际国内一体化，产区销区一体化，储运加工一体化，形成一体化的全球价值链和供应链体系，不断优化全球运作架构和经营布局，重塑全球产业竞争格局，有效保障国内市场供给，引领国内产业进步。

COFCO is creating a global governance structure, with international control systems and full integration of domestic and international businesses. We will achieve effective control of overseas business and connect its development with the supply and demand of world's grain and food products. We will keep "professional management and industrial development" as our guide as we integrate global talent, technology, management, capital, and resources. Further integration of markets, capital, management, culture, and operations will reduce operational costs, improve profit margins, balance resource allocation, and allow for rapid adaptation to changing consumer demands.

COFCO continues to build and optimize global integrated supply chains. Constant assessment and optimization of our global operational structure allows us to be dominant players in global agribusiness competition while effectively protecting domestic markets.



## 全球运营网络服务宏观调控

### Global Operations Network: Macro-Control

中粮集团建立高效的全球全产业链运营网络，一方面深耕世界粮食产区，全面布局抓一手粮源，保证上游粮源及原料充足稳定，做好粮食基础保障；另一方面不断完善“买全球、卖全球”的贸易物流网络、农产品加工网络，更好地服务国家宏观调控，保障国家粮食安全。

COFCO has established an efficient global industry chain to allow for simultaneous entrenchment into the world's bountiful grain-producing areas to ensure food security, and expand the reach of our "sell to the world" trade network.

## 推动储备业务和市场化业务一体化 服务国家宏观调控

### Promoting Integration of Business and Markets

多年来，国家连续实施针对小麦、稻谷的最低收购价政策和针对玉米、大豆、油菜籽的临时收储政策，中粮集团积极响应政策，在国家需要之时，倾力参与国家最低价收购或临时收储。2015—2016 年度中粮集团累计收购东北临储玉米 1050 万吨，中粮集团通过政策性收储和市场化流通双管齐下，缓解相关产区的收储压力，确保种粮农民增产之后增收。

In recent years, COFCO actively respond to national policies on agricultural products purchasing and purchased 1050 tons of corn in northeast China between 2015 and 2016. COFCO used a two-pronged approach of purchase and storage, and market circulation strategies in order to ease these areas and ensure the increase of farmers' income.

## 优化完善粮油食品加工布局 保障市场供应

### Optimizing Food Processing Layout to Protect Market Supply

2016 年中粮油脂收购菜籽、花生等国产原料约 10 万吨，大豆压榨及豆油精炼环节加工量逐年攀升，有效保障市场供应需求，为社会提供物美价廉的粮油产品，为改善国计民生做出应有的社会贡献。中粮贸易在政策收储向市场经营转变中，积极探索研究地方储备异地代储经营模式，充分发挥粮源、仓储和物流整体优势，先后与海南省、广东省合作异地储备 83.8 万吨，为维护市场稳定、保障地方储备做出贡献。

In 2016, COFCO acquired 10 million tons of domestic raw materials and increased its oil refining capabilities, enabling it to better guarantee inexpensive grain and oil products for the Chinese people. COFCO Trade actively explored a local reserve storage business model for greater logistical advantages by creating 818,000 tons of reserves in the Hainan and Guangdong Provinces. These reserves will act as a buffer to ensure market stability.





## 发挥市场主体地位 加快去库存进程 Implementing Market-Oriented Acquisitions

随着长达 9 年的国家玉米临储政策的终结，2016 年玉米从政策性收购转向市场化，这在我国粮食行业历史上具有标志性意义。玉米结构调整事关国家农业供给侧改革的成败。作为国家粮食安全的执行主体，中粮集团全力组织实施，最终圆满实现了当年的市场化收购及销售任务，有效配合国家玉米结构的调整。

2016 was the end of the 9-year national corn storage policy, shifting corn from policy-based acquisitions to market-based. This is a historic year in the history of Chinese grain. Adjusting how corn is grown is a key point in supply-side agricultural reform. COFCO organized the execution of this ultimately successful transition to a market-based corn environment, effectively coordinating the State to ensure a smooth transition.

## 动态掌控全球粮源 承担国家结构性供求调节任务 Serving Macroscopic Adjustment of Cereals & Grains Market

2016 年，中粮全球运营网络逐步显示出服务国内粮食宏观调控的作用。中粮油脂继续推动覆盖全球的原料采购体系建设，完善与 ADM、嘉吉、邦吉、路易达孚等供应商的良好合作关系，从全球多地采购大豆、菜籽、豆油、棕榈油逾 1,000 万吨；中粮贸易服务国内市场需求，积极拓展国际优质小麦进口业务，全年累计进口 230 余万吨，同比增加近 20%，有效保障国内小麦市场的结构性供求平衡；中粮粮谷签订 50 万吨大米出口合同，为国家粮食市场宏观调控做出了应有贡献，获得国家领导人和有关部委的表扬和认可。

COFCO's global operations network became key to domestic macro-control of grain in 2016. COFCO continues to promote greater sources of raw materials around the world, improving cooperation with ADM, Cargill, Bunge, Louis Dreyfus, and other suppliers for over 10 million tons of agricultural raw materials. COFCO Trade ultimate services domestic market demand, and with the expansion of international high-quality wheat imports increased its annual total imports to over 230 million tons, an increase of nearly 20%. These imports served to effectively protect the domestic wheat market. In addition COFCO Grains & Cereals signed export contracts for 500,000 tons of rice.

同比增加  
Year-on-year increase

20%

全年累计进口小麦（百万吨）  
Annual imports of wheat  
(million tons).

2.3+

### 案例 / Case

## 积极响应农业供给侧改革粮食去库存工作 圆满完成玉米市场化收购 Active Agricultural Supply-side Reform



2016 年，玉米行业供过于求，市场风险、客户风险管控难度加大。中粮贸易抓住购销节点，明确收购策略，制定严谨的方案；积极探索与大客户的代收代储、精品玉米等新合作模式，利用成都产业园，突破最薄弱的西南区域，做大销售出口；充分发挥中粮集团系统作用，实现一体化运作，完成玉米秋粮市场化收购。

截止 2017 年 2 月，中粮集团在东北三省一区累计购进玉米 834 万吨，以实际行动创造性地服务了国家粮食政策改革，维护了国家粮食市场稳定。

In 2016 the corn industry was faced with oversupply, creating market risks. COFCO Trade used its extensive logistics nodes and a clear acquisition strategy to seek out and cooperate with corn suppliers. COFCO's integrated operations utilized logistics nodes and Chengdu Industrial Park to influence the northeast region and achieve completion of the planned corn market transformation.

As of February 2017, COFCO has purchased 8.34 million tons of corn in the three northeastern provinces, creatively serving national grain policy reform while maintaining the stability of the national corn market.

东北三省累计购进玉米（百万吨）  
Northeast provinces accumulated  
corn (million tons)

8.34



▲ 中粮贸易秋粮收购创造性地服务了国家粮食政策改革，维护国家粮食市场稳定  
COFCO Trade's corn acquisition strategy creatively served national food policy reform and maintained market stability



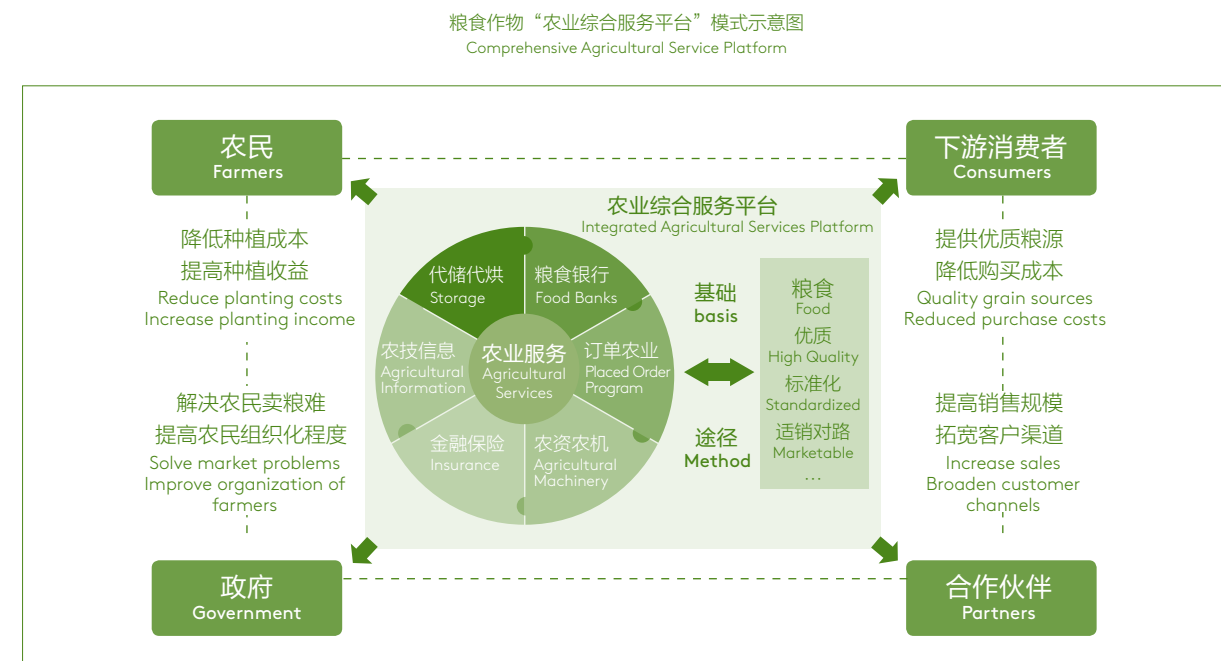
# 助力农业现代化

## Boosting Agricultural Modernization

### 粮食作物的中粮农业产业化“生态圈” Creation of an Ecosystem of Agricultural Industrialization

中粮集团积极探索“农业综合服务平台”模式，以粮食为载体，以市场化、企业化、标准化运营的农业服务平台为核心，以农资、农机、金融、粮食银行以及订单农业、代储代烘、农业技术、农业信息等 4 大类、11 项业务为途径，创建中粮农业产业化“生态圈”，促进产业资源融合，服务好“农民、消费者、政府和合作伙伴”四方需求，加快促进粮食生产由“生产导向”向“消费导向”的转变。

COFCO is actively exploring an “integrated agricultural services platform” model. This model will standardize operations for each step of agricultural production and sales. Standardizing the businesses will eventually create an industrial “eco-circle” to promote industrial resource integration, service “farmers, consumers, government, and partners,” meet demand, and shift grain production from production-oriented to consumer-oriented.



中粮“农业综合服务平台”模式在东北、华北两个区域聚焦于玉米、小麦，根据不同区域、不同品种特点，本着先试点、后推广的原则，推进业务链条延伸，不断优化服务内容，建立农业产业化运营管理体系和覆盖 300 家种植者客户、42 家供应商、18 家金融保障类客户的服务体系，为合作社农户提供逾 100 场专业培训和业务宣讲，加强与政府部门、农业合作社、科研机构以及银行、保险、农资、农机企业间交流合作，发挥中粮资源整合者、组织者的作用，促进产业融合。

COFCO's Integrated Agricultural Services Platform has begun as a pilot test in the northeast of China. These regions focus on corn and wheat, with various varieties depending on the region. This pilot program has begun promoting business chain extensions and optimizing services. The pilot area provides 300 types of seeds, 42 suppliers, and 18 financial services to provide cooperating farmers with over 100 types of professional and business training on how to strengthen cooperation with the government and other agricultural enterprises, scientific research institutions, banks, and others. COFCO will act as organizer and promoter of industrial integration.

该模式 2016 年惠及农民（万户）  
Farmers who benefited from  
2016 pilot (10,000's)

40

土地（万亩）  
Land (mu or 1.5 hectare)

315

中粮贸易 2016 年东北、华北农业产业化实践效果

The Effects of Agricultural Industrialization in Northeast China and the North of China in 2016

粮食银行 Food Banks	农机服务 Machinery Services	农资服务 Seed Services	农业金融 Financial Services	订单农业 Placed Order Program
228 万亩（Mu）	48 万亩（Mu）	4.55 万亩（Mu）	2.29 万亩（Mu）	26 万亩（Mu）







## 糖料作物的“一站式服务订单农业” Providing One-Stop Service for Contract Farming of Sugar

中粮集团发挥国家级糖业农业产业化龙头企业专业化的引领作用，在新疆地区的业务聚焦甜菜品种，打造以平台为支撑、以科技为牵引、以金融为纽带、以体系为保障的“农户 + 农业订单 + 公司”新型“一站式服务订单农业”模式，带动农户开展专业化、标准化、规模化、集约化种植，促进产销衔接和深加工产业发展，提升综合效益和产业竞争力，服务农民持续增收和农村经济全面发展。

“一站式服务订单农业”模式有效提升了甜菜单产量，2016年中粮甜菜原料基地平均单产达到 4.42 吨 / 亩，整体竞争力提升，逐步向发达国家水平靠拢，为确保食糖自给能力提供了保障。与此同时，该模式解决了农产品“卖难”问题，带动了集约化经营的发展，种植甜菜成为农民稳定增收重要来源；引领了全疆机采种植模式的基本普及，并为地方发展注入智力资本；带动了与此相关的运输、养殖等关联产业的发展，促进了农村经济从单一的种植逐步向种植、运输、养殖、商贸等多个领域延展。

COFCO has played a leading role in the industrialization of the national sugar industry. In the Xinjiang region, a producer of sugar beet varieties, the Group is currently building a platform that will serve as an efficient link between farmers and buyers. This one-stop order model is aimed at promoting specialized, standardized, large-scale intensely cultivated farms. It also aims to promote convergence between production, marketing , and development, to enhance the Group's competitiveness and create sustained income for the rural economy.

The One-stop Placed Order model has effectively enhanced sugar beet yields. In 2016, COFCO reached 4.42 tons/mu for beet raw materials. This upgrades the competitiveness of sugar beet farms, moving closer to the level of more developed countries and providing greater assurance of guaranteed sugar in China. At the same time this model solves the problem of high cost marketing and sales. The cultivation of sugar beets has become an important source of stable income for farmers, and popularized the mechanized planting model in Xinjiang. Other industrialization has now also begun in Xinjiang, moving the rural economy from a single seed to a strong network of fields.

项目 project	2013	2014	2015	2016
大户种植面积（万亩） Large planting areas (mu)	20.85	27.25	28.22	39.01
大户种植面积占比（%） Population Ratio (%)	37.62	45.26	51.52	60.96
自控种子占比（%） Controlled Seeds (%)	41.07	55.75	67.91	75.16
丸粒化单粒种占比（%） Pill grain (%)	31.00	50.15	71.27	80.00
机械化采收面积（万亩） Mechanized harvest area (mu)	22.78	28.70	43.54	58.90
机械化采收占比（%） Mechanized harvest (%)	41.65	49.17	80.10	92.38
甜菜种植单产量（吨 / 亩） Beet Planting Yield (tons/mu)	3.60	3.86	4.18	4.42



## 奶牛养殖的“循环经济”模式 The “Circular Economy” Model of Dairy Farming

中粮集团积极探索农业“循环经济”模式。现代牧业是全球第一家以奶牛养殖资源上市的企业，依托全球首创“牧草种植、奶牛养殖、牛奶加工一体化”模式，通过青贮种植 - 牛粪发酵 - 优质沼肥 - 青贮施肥 - 回购青贮，实现企业增效、农民增收、环境改良，打造“牛 - 沼 - 草”生态农业循环经济模式，将动物粪便从“无害化处理”升级为“资源化利用”。

In the field of dairy farming, COFCO is exploring a “circular economy” model. COFCO holds some of the world's first listed dairy farming resource companies, and relies on a first of its kind “forage cultivation, dairy farming, milk processing integration” model. Silage cultivation achieves greater efficiencies, higher farmers’ incomes, and less environmental impact through cultivation of dung fermentation, quality biogas manure, silage fertilization, and repurchased silage. We have created a “cattle – marsh – grass” circular model for full resource utilization of dairy farms.



2016 年，现代牧业与 219 家合作社签订 50 万余亩青贮玉米种植，收购青贮玉米 110 万吨和秸秆，对牧场周边 30 公里内农作物配套使用 564.2 万方有机沼肥，100% 用于农业种植，每亩减少化肥用量 20-25 公斤，为农户带来农业直接收益 5.7 亿元。

In 2016, 219 cooperatives signed over 50 acres of silage corn cultivation, acquired 1.1 million tons of silage corn and straw, dedicated 30 kilometers to support biogas fertilizer, reducing the amount of fertilizer by 20-25 kg/ranch. Together, this brought an increase in income to farmers of 570 million RMB.

为农户带来直接收益（亿元）  
Direct income for farmers  
(100 million RMB)

5.7



## 农业科技园的“智慧农业”模式

### “Intelligent Agriculture” model of Science and Technology Parks

2010 年 11 月，北京市政府与中粮集团签订《关于建设“中国北京农业生态谷”协议》，重点建设“一场一园一镇”，即中粮智慧农场、健康生态科技园和智慧小镇。中粮智慧农场已于 2015 年 10 月开园，目前已成为中国农业科技示范的窗口，获得良好的社会效益。智慧农场以“农业科技高精尖、农业休闲高品位”为战略目标，着力打造世界领先的、有商业模式的、可复制的现代都市农业示范中心，打造中国第一个世界级生态农场。

In November of 2010, the Beijing Municipal Government and COFCO signed an agreement for the construction of Beijing's Agricultural Eco-valley. The focus of this agreement was to build a park that is also a town, nominally the COFCO Wisdom Farm, or the Health and Ecological Science and Technology Park. The COFCO Wisdom Farm was opened in October 2015 and has now become China's agricultural science and technology demonstration window. The Wisdom Farm's goal is to advance agricultural science and technology as well as agricultural leisure. This business model can be copied to modern urban agricultural demonstration centers and for China to build world-class ecological farms.

在园区现有基础上，2016 年中粮生态谷进一步梳理完善政策机制，形成适应国家农业科技园区建设要求的园区管理体制。以“健康智慧农业”为核心，高度集聚技术、人才、资金、信息等资源，开展技术引进示范、研发孵化、成果转化、科技服务和教育培训，为辐射带动其他区域发展提供模式示范和技术支撑，促进农业提质增效。同时通过园区建设，整体改善农民居住环境，实现农民就业增收，为国家统筹解决三农问题、促进城乡一体化建设提供有益探索和示范样本。

In 2016, COFCO introduced new policies and management systems to further improve Beijing's Agricultural Eco-Valley. Getting to the core of “health and wisdom agriculture” means a high concentration of technology, talent, capital, information, and other resources for research, incubation, and demonstrations of transformative results. This Valley is able to provide services, education, and training for other regional implementations of more efficient processes. The park has also been improved to achieve greater overall satisfaction in a living environment.



## 创新农业金融服务模式

### Innovative Agricultural Financial Services Model

中粮集团不断创新金融服务、产地采购加产地加工的模式，帮助中小企业及农户、合作社扩大规模，促进一二三产业融合，推动农业产业化发展。

COFCO continuously provides innovative financial services, improves the purchasing and processing business model, helps small-and medium-sized enterprises, farmers and other cooperatives to expand their business, devotes to the integration of the primary, secondary and tertiary industries, and promotes industrialization of agriculture.

## 中粮信托支持建立农业食品企业生态圈

### COFCO Trust Supports to Establish Agricultural Food Enterprise Ecosystem

年度 Year	发行 数量 Number of issues	发行规模 (亿元) Issuance ( 100 million yuan )	龙头企业 客户数 Number of leading enterprise clients	中小企业 客户数 Number of small-and medium - sized clients	合作社 客户数 Number of cooperative clients	农户 客户数 Number of farmer clients	涉及耕地 亩数 Cultivated land Involved (mu)
2013	23	31.49	16	21	5	3,485	93,295
2014	27	47.53	18	60	0	2	20,660
2015	45	58.15	26	121	3	0	7,000
2016	24	77.12	18	62	3	0	10,000
累计数 Cumulative number	189	267.9	101	298	27	13,887	350,955

### 供应链系列信托：产融结合，扶持中小企业

Series of supply chain trust: an integration of industry and finance to support small-and medium-sized enterprises

该模式基于“产融结合，服务主业”的发展理念，通过发行供应链信托为集团产业链上下游的中小企业提供融资服务，一方面践行金融扶持小微的金融政策，另一方面有助于优化供应链生态环境。供应链系列全年累计向集团旗下各专业化公司下游客户发放信托贷款 4.5 亿元，同比增长 64%，覆盖东北、华中、华东、西南、西北、华南等区域近 100 家二三线城市中小企业。

The financial services model is based on the concept of “serving main business by integrating industry and finance”. Financing COFCO's upstream and downstream small-and medium-sized enterprises in the supply chain not only benefit the implement of financial policy in support small-and medium-sized enterprises, but optimize the supply chain ecosystem. COFCO has issued a total of RMB 450 million in trust loans to clients in 2016, with a 64% year-on-year growth. It covers approximately 100 small-and medium-sized enterprises in second and third tier cities nationwide.



## 农事服务一体化信托：土地流转信托的创新产品

Integrated agricultural services trust: innovative products for land circulation trusts

2016年6月，中粮信托发行2期玉米种植贷，发行规模600万元，涉及土地面积近万亩，信托资金用于向吉林省公主岭三家玉米种植合作社发放信托贷款，支付流转土地价款，切实有效地解决农村合作社支付土地流转价款融资难的问题。

In June 2016, COFCO Trust issued two corn planting loans with a total amount of 6 million yuan and involved more than 1600 acres of farm land. These funds substantially eased 3 agricultural businesses' financing difficulties in Gongzhuling, Jilin province by providing with fund for rural land circulation payments.

## 中粮期货为农业提供收益保障保险

COFCO Futures provides agricultural income-guarantee insurance

中粮期货积极响应2016年一号文件开展金融支农服务的重要指示，参与多个“保险+期货”服务三农项目。中粮期货先后参与广西糖料蔗价格指数保险、内蒙古兴安盟等地玉米期货价格保险、云南地区白糖价格保险以及内蒙古甜叶菜糖料的种植“收益保障保险”共4个项目研发创新。2016年末，广西糖料、内蒙古玉米两个项目顺利落地，获得交易所近200万专项资金支持，实现共计2万吨糖料、1.5万吨玉米的保险规模。

In response of the No.1 document in 2006, COFCO Futures participates in a number of “insurance + futures” projects to provide services to agriculture, rural areas and farmers. COFCO Futures participated in the research of 4 income-guarantee insurance projects: Guangxi sugar and sugarcane price index insurance, Inner Mongolia Xing'an League corn futures price insurances, Yunnan sugar price insurance and Inner Mongolia sugar price insurance. By the end of 2016, the project of Guangxi Sugar and Inner Mongolia corn were successfully initiated. The futures exchange provided approximately 2 million RMB to support the insurance projects, and the insurance covered 20,000 tons of sugar and 15,000 tons of corn.

## 案例 / Case

### 内蒙玉米“保险+期货”模式

Inner Mongolia corn project model: “insurance + futures”



中粮期货与内蒙兴安盟合作社签订1.5万吨试点数量，保价期为2016年9月底至11月底，保险挂钩玉米期货1701元/吨的价格合约，赔付价格为1500元/吨（按保价期内均价结算），投保时玉米1701价格已跌破1430元/吨。在投保期间玉米价格逆势上涨，最终投保户以较高的均价卖出了玉米，中粮期货通过对冲也基本把成本控制在预设范围内，双方取得了共赢。

COFCO Futures and Inner Mongolia Xing'an League signed an insurance contract to insure 15,000 tons of corn from the end of September 2016 to the end of November 2016. This insurance referred to the price of corn futures contract at 1701 yuan/ton, the compensation price would be 1,500 yuan/ton, while the price of corn was lower than 1430 yuan/ton when they signed the contract. The price of corn increased during the insurance period. Ultimately, Inner Mongolia Xing'an league sold their corn with a price higher than market price and COFCO Futures hedged their risk in futures markets. That project was proved a win-win result for both parties.



## 发展互联网+农业

### Developing "Internet + Agriculture"

我买网及粮达网是中粮集团在互联网+农业方面积极探索的重要成果。两家电商平台积极利用自身特性和优势带动农业发展，对相关领域产生较大促进。

WOMAI.COM and LIANGDAWANG.COM are COFCO's main exploration in "Internet + Agriculture". Their own characteristics and advantages drive agricultural development and promote relevant areas.

## 我买网支持贫困地区产业发展

### WOMAI.COM Supports Industrial Development of Poverty-stricken Areas

中粮我买网借助自身电商平台的优势帮扶河北魏县鸭梨触网，实现产供销一体，并且将爱心公益售卖款返给梨农。我买网运用互联网+的创新援助方式，将青海乌兰县茶卡扶贫产业园绿色高品质的产品特性与我买网消费群体的饮食需求对接，帮助其实现销售渠道和品牌建设。

With its E-commerce platform advantage, WOMAI.COM supports pear farmers of Wei county, Hebei province to sell their products online and make farmers to get paid, which also achieve pear planting integration of production, supply and marketing. Moreover, using Internet+ to create aid for Qinghai Wulan county, WOMAI.COM is able to drive consumer needs towards high-quality products from Wulan's poverty reduction industrial park, as well as build its brand and distribution channels.

## 粮达网构建新型农业生产经营体系

### Construction of a New Agricultural Production and Management System

粮达网旨在构建新型农业生产经营体系，搭建农粮现货交易和交收平台、第三方物流管控平台、供应链金融服务平台、行业资讯服务平台及线下配套体系，实现基于大数据需求分析和预调配模式的创新农粮经营体系，为产业环节上出现的问题提供帮助和解决方案。截至2016年底，粮达网已注册交易商2000多家，线上累计交易量达166万吨，交易额35亿元。

Liangdawang.com aims to build a new type of agricultural production and management system that includes spot trading and grain settlement platforms, a third-party logistics control platform, financial services platform, industry informational services platform, and supporting systems. Providing these services will also give Liangdawang.com access to more data, which will allow it to create even more innovative management system solutions for common industry problems. As of the end of 2016, Liangdawang.com has registered over 2,000 traders with an online trading volume of 1.66 million tons and transaction volume of 3.5 billion.

线上累计交易量达（万吨）  
Online trading volume (10,000 tons)

166

交易额（亿元）  
Trading volume (Billion RMB)

35





# 保障食品安全

## Ensuring Food Safety

### 完善全产业链追溯管理

#### Perfecting Traceability Management of the Fully-Integrated Value Chain

食品安全可追溯体系，是助力保障食品全产业链安全的有效工具。中粮集团高度重视和发展食品生产全过程可追溯，强化可追溯管理，确保消费者“舌尖上的安全”。

集团根据《中粮集团可追溯体系建设现状评估与规划方案》、《中粮集团可追溯体系建设通用指南》和《中粮集团可追溯体系评估标准》的要求，持续加强对各专业化公司的可追溯体系建设的指导，开展对各专业化公司的可追溯体系成熟度评估和演练，促进各专业化公司可追溯体系建设逐步完善。

Food traceability systems are an effective tool to help ensure the safety of the entire food industry chain. COFCO attaches great importance to the development of industry chains in which the entire food production process can be traced, always with the consumer in mind.

COFCO has continued to strengthen its traceability system for its specialized companies, according to the requirements of the "COAG Group's Current Situation Assessment and Planning Program for Traceability System Construction", "General Guidance for the Construction of Traceability System of COFCO" and "Evaluation Criteria for Traceability of COFCO." The company will gradually improve this system, bringing it to full maturity.

#### 案例 / Case

##### 长城葡萄酒可追溯精度提升到“瓶” Improved Greatwall Wine traceability to "Bottle"



2016年，中粮酒业旗下长城葡萄酒七个主产区编制《中国食品葡萄基地质量安全标准》，将葡萄种植过程中、采收前的质量、农残指标纳入实时监测，确保榨季葡萄酒质量安全监督抽查100%合格，葡萄酒产品农残、重金属等安全可控。在此基础上，中粮酒业开发的SAP-QM模块将二维码技术应用到所有葡萄酒工厂，可追溯的精度从“生产批”转变为“瓶”，极大提升了工厂质量安全的可追溯性，其管理在行业内处于领先水平。

Based on research and practical experience from Greatwall Wine's seven main producing areas, COFCO Wines and Spirits compiled "China's Edible Grape Base Quality and Safety Management Standards" in 2016. According to these standards, quality controlling and pesticide residues index in grape growing process and pre-harvest would be real-time monitored, to ensure 100% reliable wine quality, and make sure that heavy metals and other chemicals are safely under control. ACOFCO-developed SAP-QM module applied QR code technology to all our wine factories, thus we increased traceability precision from production batch to each bottle.

#### 案例 / Case

##### 蒙牛乳业进口液态奶信息可同步查询

Mengniu Dairy Prints Import Information onto Liquid Milk Package



2016年，蒙牛乳业进口液态奶质量可追溯体系进一步得到完善。蒙牛乳业与北京出入境检验检疫局联合推进“北京国检局质量安全追溯系统蒙牛项目”，蒙牛特仑苏品牌进口液态奶上线北京国检局质量安全追溯系统。项目实施后，蒙牛的特仑苏SAP系统也将与北京出入境检验检疫局的质量安全追溯系统做无缝对接与信息传输，消费者可以实现通过扫描蒙牛特仑苏品牌进口液态奶产品每个独立包装上印制的二维码，就可同步查询到产品基础信息与检验状态，这极大地加强政府对进口液态奶产品的监管力度。



▲ 蒙牛乳业进口液态奶信息可同步查询  
Mengniu Dairy prints import information onto liquid milk

In 2016, Mengniu Dairy improved its liquid milk imports quality traceability system. Mengniu Dairy and the Beijing Entry-Exit Inspection and Quarantine Bureau jointly promoted the "Beijing State Bureau of Quality and Safety Traceability system Mengniu project", a Mengniu special traceability system. Upon the implementation of the project, Mengniu's SAP system will be utilized with the Beijing Entry-Exit Inspection and Quarantine Bureau for seamless docking and information transmission. Consumers can scan codes printed on the Telunsu brand imported liquid milk products on each individual packaging to check the product's basic information and inspection status, greatly enhancing the government's regulation of imported liquid milk products.







## 引领粮油食品消费升级 Leading Food Consumption Upgrades

面对日趋激烈的国内外市场竞争环境，中粮集团以市场化的指引，通过全球产区布局、原粮特性研究、消费者洞察以及价值营销引领，大力加强增品种、提品质工作，不断开发和丰富产品线和产品种类，倡导食品营养健康，引领粮油食品消费升级，为客户和消费者提供具有美好感官体验的营养健康的食品和服务。

In the face of domestic and overseas increasingly fierce market competition environment, COFCO does the work that vigorously increase varieties and quality, develop and colorful the product line and product category, according to the market demand, through the global industrial distribution, raw grain characteristic research, the leading of consumer insight and value marketing. COFCO also advocates healthy and nutrient diet, leads consumption upgrade of oil and grain food stuffs, and provides better sensory experience of nutritional health food and service to our customers and consumers.

### 丰富营养健康产品种类 Enrich the Variety of Nutritious and Healthy Products

开发低反式脂肪酸专用油脂。随着人们对反式脂肪酸危害的关注以及营养健康的追求，开发低反式脂肪酸油脂替代氢化油脂，成为食品专用油产品的发展趋势。糖果巧克力专用油脂以及焙烤专用油脂是食品专用油脂的两大类别，使用量约占专用油脂的 80%。为此，中粮油脂以糖果巧克力用代可可脂和烘焙油脂为切入点，开发低反式脂肪酸的代可可脂及焙烤油脂，使得焙烤油脂中的反式脂肪酸含量由平均 10% 左右降低至 1% 以下。

开发植物甾醇玉米油技术。植物甾醇具有能够抑制人体对胆固醇的吸收、促进胆固醇的降解代谢、抑制胆固醇的生化合成等作用，中粮油脂突破了植物甾醇酯分解成游离甾醇的技术瓶颈，解决了甾醇在玉米油中的析出问题，开发植物甾醇玉米油生产技术。

开发营养均衡米伴侣。中粮粮谷深挖宁夏优质大米和当地特色小杂粮功能特性，推出创新型混合杂粮——中粮金盈牌十二谷米伴侣。通过对十二种谷物进行科学配比实现膳食营养均衡，并用科技手段对其中难熟谷物进行预熟化处理，最终实现与米饭同蒸同熟，打造了差异化、高溢价的特色单品。

填补国内全麦粉空白。长期摄入全谷物食品，可增加膳食纤维摄入，有效降低心血管疾病、糖尿病、结肠癌和脑卒中的发病率。中粮粮谷采用全套瑞士布勒设备和工艺，通过超细微粉碎技术和稳定化技术，成功开发出口感好、质量优的全麦粉及其制品，弥补国内真正意义上全麦粉的空白。

Develop lipids with low contents of trans fatty acids (TFAs). With the rising concerns about the negative health effects of TFAs, oil industries tend to produce low-TFAs lipids as the substitute of hydrogenated vegetable oil. Lipids in bakery and confectionary products represent more than 80% of market shares of lipids in processed foods. The TFAs contents of cocoa butter replacer and margarine developed by COFCO Oils and COFCO NHRI were lower than 1%, while the average TFAs contents of commercial products were 10%.

Develop the processing technology of phytosterol esters-enriched corn oil. Phytosterols in free and esterified forms can inhibit the bio-synthesis and absorption of cholesterol, and promote its degradation and metabolism in vivo. Phytosterol esters are the major occurring form in corn oil. However, they tend to degrade into free form, which would lead to the formation of precipitations. COFCO Oils successfully developed novel processing technologies, by which phytosterol esters can be reserved maximally.

Develop nutrition balanced Rice Mate. An innovative and profitable product, named as COFCO Jinying Rice Mate, was developed by COFCO Grains & Cereals and COFCO NHRI, based on the functional characteristics of grains and the recommendation of Dietary Guidelines of Chinese Residents. Twelve varieties of grains are mixed in a scientific proportion for balancing nutrition. Meanwhile, the pre-treated technique allows unsoaked legumes and grains to be cooked simultaneously with rice.

Fill up the gap of whole wheat flour in China. A long-term whole grain diet can increase the intake of dietary fiber, which can effectively reduce the risks of cardiovascular diseases, diabetes, colon cancer and stroke. COFCO Grains & Cereals successfully developed high quality whole wheat flour with enjoyable mouth feeling, by employing ultrafine comminution and stabilization technology, and therefore filled up the gap of whole wheat flour in China.

## 建立营养健康科普平台 Establish Nutrition and Health Science Popularization Platform

2016 年，中粮集团举办了一系列学术会议、青少年教育活动，并通过发布会和自媒体，向消费者传播科学知识，引领营养健康新趋势。

From the dissemination of technological culture, leading a nutrition and health consumption new trend. Since 2016, COFCO Nutrition and Health Research Institute (NHRI) organized series of academic conferences, youth education interactions.

- 举办“营养健康食品技术创新高峰论坛”、“营养健康大讲堂”等学术会累计受众 2000 余人次，为营养健康产品开发提供科技支撑；  
By organizing "Nutrition and Health Food Technology Innovation Summit", "Nutrition and Health Forum" and other academic activities, accumulated more than 2,000 audiences, supporting the development of nutrition and health products by scientific technique.
- 组织召开营养健康与食品安全北京市重点实验室学术年会；  
Successfully organized the annual academic meeting of "Beijing Key Laboratory of Nutrition, Health and Food Safety".
- 与中华预防医学会、国家 CDC 营养与健康所联合主办“2016 营养健康与慢病预防学术研讨会暨中国粮油学会粮油营养分会年会”；  
Jointly hosted "2016 Symposium on nutrition, health and chronic disease prevention", "2016 Annual meeting of Cereals and Oils Nutrition Sub-Association of Chinese Cereals and Oils Association" with Chinese Preventive Medicine Association and Chinese Center for Disease Control and Prevention.
- 承办人社部营养与健康高级研修班培训，为来自全国各地的中学生举办“青少年高校科学专题营”活动；  
Undertook professional senior personnel training program of Ministry of Human Resources and Social Security of PRC. Organize "University Youth Scientist Camp" for students from all over the country.
- 协助国家粮食局举办国家粮食科技活动周；  
Assist organizing "National Grain, Foodstuff Science and Technology Week" for State Administration of Grain every year.
- 通过“食营养”刊物、“粮油与营养”微信公众号等向广大消费者提供科普宣传；  
Provide consumers with popular science propaganda through publications such as quarterly magazine "A bite of nutrition", self-media "grain and oil nutrition" WeChat Subscription.





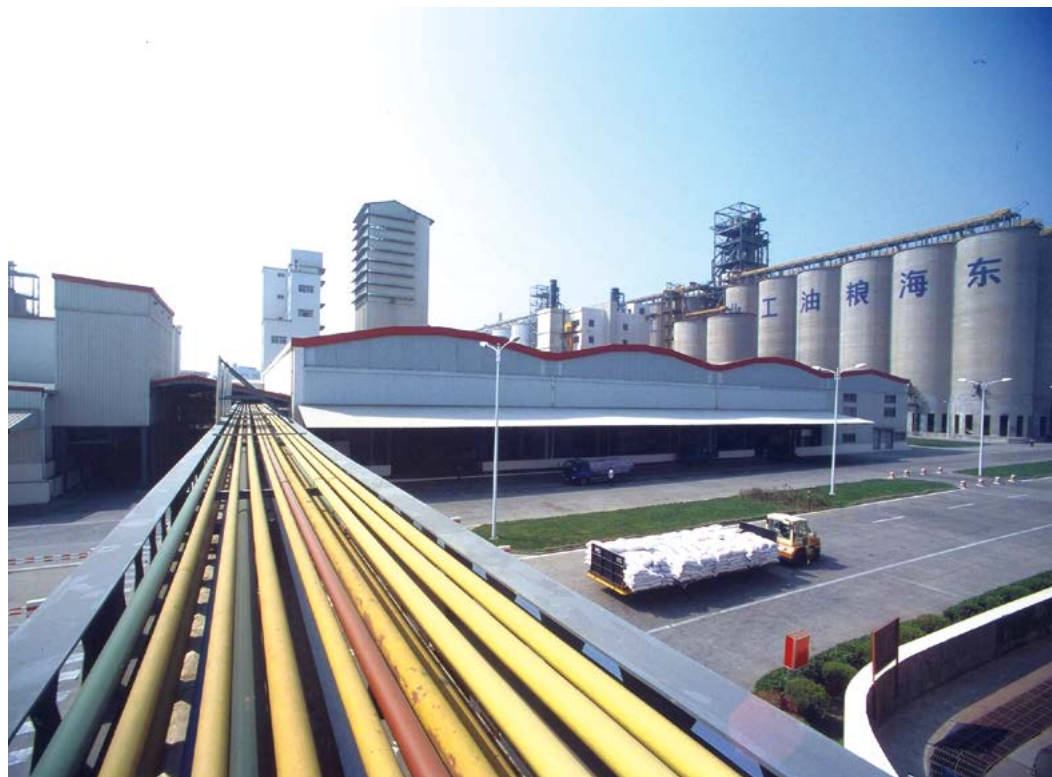
## 塑造可信赖粮油品牌 Creating Reliable Brands

面对消费者不断升级的消费需求，中粮集团在构筑产品安全基础上，不断注入新的营养健康理念，让中粮好产品深入人心。2016 年福临门连续 6 年、蒙牛连续 2 年入选中国最权威的 BrandZ™ 最具价值中国品牌 100 强，长城葡萄酒获亚洲葡萄酒质量大赛金奖，证明了消费者和行业对中粮产品的高度认可。

2016 年，中粮将品牌建设纳入“十三五”发展规划，从战略高度予以筹划推进，积极探索新的发展策略，进一步扩大一批重点产品和知名品牌的市场占有率和行业影响力，使中粮产品真正成为消费者可信赖的产品和品牌。

COFCO has cultivated a brand around nutrition, health, and product safety. COFCO's products are deeply rooted in these ideas, and Fortune oil and Mengniu Dairy have been listed six and two years respectively in China's most authoritative brand list: BrandZ's Most Valuable Chinese Brands. Greatwall Wine won the Asian Wine Quality Competition's Gold Award, proving that there is high recognition of COFCO's brands by the consumers and industry.

In 2016, COFCO achieved the 13th Five-year Plan goals, promoted key products and expanding market share and industry influence. The COFCO brand has truly become one known as trustworthy to consumers.



### 案例 / Case

#### 我买网构建绿色安全食品平台

WOMAI.COM Builds Safe Green Food Platform



2016 年，中粮我买网承接集团进口食品营销平台搭建工作，整合海外公司资源，拓展国内外销售渠道，努力打造产销一体化进口食品大平台。

依托中粮集团品牌优势及供应链优势，我买网持续强化自主品牌，大力倡导绿色产品消费，推出自有品牌新商品，目前已覆盖了坚果、干脆小食、果汁、主食、进口肉等。移动端购物已逐渐成为年轻消费者的首选，我买网着力优化移动端购物流程，优化搜索，丰富功能，打通购物车等，不断提升消费者的购物体验。目前，我买网已经将生鲜配送范围扩大到 317 个城市，缩短配送时间，同时配送实现一日两配、预约配送、晚间配送、配送员打分评价等服务与功能，提升了消费者体验。

In 2016, WOMAI.COM undertook the building of import food marketing platform to integrate resources of overseas companies, expand domestic and international sales channels, and build an integrated platform of imported food production and marketing.

Relying on COFCO's advantages on brand and supply chain, WOMAI.COM continued to strengthen its own brands and promote the consumption of green products. Its own brands now cover nuts, snacks, fruit juices, staple foods, and imported meats. Since mobile shopping is becoming the first choice for young consumers, WOMAI.COM is optimizing shopping process, improving products search, enriching service functions to improve consumer shopping experience. At present, the fresh delivery coverage of WOMAI.COM covers 317 cities and the delivery costs less time than before. Furthermore, service and functions like twice delivery one day, appointment delivery, evening delivery and evaluation of deliveryman are improving consumer experience.





# 践行绿色环保

## Implementing Green Practices

### 强化绿色发展

#### Strengthening the Concept of Green Development

2016 年，中粮继续坚持“绿色产业链、低碳好产品”发展理念，努力建设“资源节约型、环境友好型”企业，将环境保护作为企业发展的重要内容，不断加大环保投入，积极抢占绿色和可持续发展制高点。

In 2016, COFCO implemented the environmental protection responsibility system, a starting point to further strengthen environmental compliance management.

### 以管理和技术创新引领绿色发展

#### Leading Green Development by Management & Technology Innovation

中粮集团印发了《关于加强环境保护工作的通知》（环保“十八条”），进一步明确环保责任，狠抓污染防治，强化合规管理，严格环保监管，引导各级企业加快走向绿色发展、生态文明之路，提高企业绿色竞争力。

中粮集团制定了严于国家和行业相关标准要求的企业环保核查标准，并组织 66 家环保重点监控企业对照自查，以规范企业环保行为，确保企业环保风险可知、可防和可控。中粮集团制定了严于国家和行业相关标准要求的企业环保核查标准，并组织 66 家环保重点监控企业对照自查，以规范企业环保行为，确保企业环保风险可知、可防和可控。

COFCO issued a notice on strengthening environmental protection work (Environmental Protection "18"), established an environmental protection responsibility system, a unit responsible person and the responsibility of the relevant personnel.

COFCO organized 66 environmental protection evaluations amongst its enterprises and found 96 problems, all resolved within the deadline to rectification standards. The Group improved the "COFCO Environmental Risk Assessment Report," "COFCO Pollution Prevention and Control Technology Directory," and the "COFCO Environmental Supervision and Inspection Standards" to strengthen the on-site inspection of environmental protection compliance.

### 环保监测

#### Environmental Monitoring

中粮集团实行环保分级分类管理，将所有下属企业划分为国家重点监控企业、中粮集团重点监控企业和其他企业三类，并率先在行业内组织对国家重点监控企业和集团重点监控企业的污染源实行监督性监测。全年，委托第三方机构对 50 家企业开展了 75 次污染源监督性监测，进一步确保企业实现稳定、持续达标排放。

COFCO established a monitoring mechanism for environmental supervision and commissioned a third party to 50 enterprises to carry out 75 tests of pollution sources, forcing enterprises to continue to stabilize the standard discharge.

### 推进节能减排

#### Promoting Energy Conservation

通过实施全面节能诊断，推进重点节能工程等措施，中粮集团节能减排工作取得良好成效，2016 年 6 月，国务院国有资产监督管理委员会授予中粮集团“节能减排优秀企业”荣誉称号。

COFCO energy-saving emission reduction work achieved good results through the implementation of a comprehensive energy-saving diagnosis, key energy-saving projects and other initiatives. In June 2016, SASAC granted COFCO the honorary title of "excellent energy-saving emission reduction enterprise."

### 节能诊断

#### Energy Saving Diagnosis

9 个主要用能板块全覆盖节能诊断同时制定《中粮集团节能诊断标准》，指导企业自主开展节能诊断工作。此外，集团定期发布《中粮集团重点用能单位主要产品单位能耗和单位取水量统计表》，要求各产业链内能效水平最低和能耗水耗前后偏差最大的基层企业开展节能诊断。为提升能源管理负责人能力建设，集团同国家发改委国家节能中心联合举办了能源管理师培训，培训 108 人。

The development of "COFCO energy-saving diagnostic standards" will guide enterprises to carry out energy-saving diagnostic work. In addition, the Group regularly issues reports on COFCO's energy use, including energy and water consumption statistics.

In order to enhance the energy management capacity of decision-makers, the Group jointly organized the energy management division training and training with the National Energy Conservation Center of the National Development and Reform Commission, in total training 96 people. These 96 people were qualified to implement energy-saving diagnoses and form more than 70 autonomous energy-saving diagnostic reports.

### 节能工程

#### Energy Saving Projects

中粮集团重点推进分布式光伏发电、工艺节能优化、锅炉节能改造、余热回收、电机系统及变压器能效提升等节能增效工程。节能技术的进步进一步降低了单位产品的能源消耗。

COFCO is focused on promoting energy efficient processes, such as boiler energy saving, waste heat recovery, and energy efficient motor systems and transformers. Advances in energy-saving technologies further reduce energy consumption.

能源管理师培训（人）  
Energy Manager Trained (people)

108



## 案 例 / Case

### 中国粮油多项措施减排明显

Significant Emissions Reduction Measures



2016 年，中国粮油通过多项节能技术改造措施，使得综合能耗量在前两年下降的基础上，持续减少 296256 吨标煤；SO<sub>2</sub> 排量较上年度减少 2714 吨；氨氮排量较上年减少 71 吨；COD 排量较上年减少 1424 吨。

In 2016, China Agri-Industries Holdings Limited significantly reduced its comprehensive energy consumption through several measures of energy-saving technology improvement based on the drop over the previous two years, reducing 296256 tons of standard coal, decreasing SO<sub>2</sub> emissions by 2714 tons compared with the previous year, and decreasing COD emissions by 1424 tons over the previous year.

SO<sub>2</sub> 排量较上年度减少 (吨)  
SO<sub>2</sub> emissions decreased over  
the previous year (tons)

2714



## 案 例 / Case

### 中粮置地打造绿色建筑

COFCO Land to Build Green Building



中粮置地践行“绿色低碳、环境保护”理念，采取多项节能环保技术，打造绿色建筑。中粮广场项目至今已运营 20 多年，但受限于建筑年限，能耗提升存有较大空间。为实现更加高效的绿色运行，中粮置地于 2016 年对大厦进行了升级改造。方案从可持续性、节水、能源与大气、室内环境品质等多个维度出发，引入了多项“绿色、节能、低碳”的技术措施，目前已经取得了 LEED 金级预认证。

COFCO Land is to practice a "green low-carbon, environmental protection" building concept. The COFCO Plaza project has been operating for more than 20 years, but is limited by the energy consumption required to maintain a large space. In order to achieve a more efficient green operation, COFCO Land upgraded the building in 2016. The program has introduced a number of "green, energy saving and low carbon" technical measures from the aspects of sustainability, water saving, energy and atmosphere, indoor environment quality and so on. At present, the building has achieved a LEED gold level pre-certification.



## 发展循环经济

Developing a Circular Economy

中粮集团旗下各专业化公司结合各自业务运营特点，通过推动废料资源化、使用可再生能源等方式，促进资源的循环利用。

COFCO's specialized companies combine their business operations to promote resources through the promotion of waste recycling, the use of renewable energy, etc.

## 案 例 / Case

### 我买网、中粮包装包材回收再利用

WOMAI.COM's recycling of packaging materials



2016 年，我买网、中粮包装持续开展包装回收工作，减少包装物消耗。我买网回收利用客户返还的纸箱及库内商品原包装箱共计 1444367 个，其他气枕、气柱等耗材共计 51798 个；库内叉车全部使用电动叉车，做到“零污染零排放”。中粮包装托盘回收率在 80% 以上，中粮包装还与上游供应商合作通过设备、技术改造共同推进金属废料回炉重新再利用。

In 2016, WOMAI.COM and COFCO Packaging carried out packaging and recycling work to reduce the consumption of packaging. WOMAI.COM prompted customers to return cartons and the original goods to the warehouse, with a total of 1,444,367 products returned, and other gas supplies totaling 51,798. The warehouse uses all electric forklifts for "zero pollution zero emissions".

## 案 例 / Case

### 中粮油脂废弃物循环利用见成效

COFCO Oils & Oilseeds' waste recycling sees results



中粮油脂下属加工企业将产生的废弃物，如废水处理产生的污泥、原辅材料的废包装袋、废白土、生活垃圾等，回收再利用形成副产品，在下游产品中作为原料利用，或对外销售作为下游加工企业的生产原料，实现了内部工厂间和外界企业之间的综合利用、循环流动。

COFCO Oils & Oilseeds' processing produces waste, such as Sludge generated during the wastewater treatment process, packaging waste from raw and auxiliary materials, used bleaching clay, household garbage, and other wastes from factories can be recycled as by-products and used as raw materials for downstream products or sold to downstream companies as raw materials. This can help realize the comprehensive utilization and circular flow of resources among plants within the Division and other enterprises.





## 案例 / Case

### 中国茶叶构建生态茶园

China Tea builds an ecological tea garden



中国茶叶旗下林场茶园是获得农业可持续发展管理项目认证的生态茶园。2016 年，认证体系所包括的茶园生态系统保护、野生动植物保护、水源保护、职业健康、农作物综合管理、土壤保护、废弃物综合管理、农化品安全使用、各项应急预案及保护措施等 100 多项指标，均得到了完善与发展，有力推进了茶业的可持续发展。

China Tea Forest Garden Tea Garden is an ecological tea garden certified by the Agricultural Sustainable Development Management Project. In 2016, the Tea Garden was certified for its ecosystem protection, wildlife protection, water conservation, occupational health, integrated crop management, soil protection, integrated management of waste, the use of agricultural safety, contingency plans and protection measures. We hope this serves as a strong impetus to the tea industry.

## 案例 / Case

### 中粮肉食综合利用养殖废弃物

COFCO Meat Comprehensive Utilization of Recycling Wastes



中粮肉食在全国建成 13 座与养殖场配套的沼气站，采用 CSTR 中温厌氧发酵技术，将生猪养殖过程产生的粪污发酵成沼气用于发电上网、替代柴油供锅炉燃用及布网外销，并将产生的沼液用于还田利用，完成养殖粪污的资源化利用。

COFCO Meat has built 13 farm supporting biogas stations, using CSTR medium temperature anaerobic fermentation technology to turn pig fecal fermentation into biogas for power generation, use alternative diesel for boiler fuel and cloth for export, and the resulting biogas slurry for field use.



## 关注气候变化

### Participating in Carbon Trading

中粮集团关注气候变化，积极完善碳排放监测系统，建立碳盘查机制，参与国家碳交易试点建设工作，借助市场机制减少二氧化碳的排放；同时还开展生物多样性保护的工作，通过生态保护，应对气候变化。

COFCO is concerned about climate change, actively improving our carbon emission monitoring system, carbon inventory mechanisms. We participate in the national carbon trading pilot, using market mechanisms to reduce carbon dioxide emissions. We also carry out the work of biodiversity conservation through ecological protection.

## 案例 / Case

### 中粮出席瑞士达沃斯论坛 与国际社会共谋应对气候变化

COFCO attended the Swiss Davos Forum, working with the international community to tackle climate change



2017 年 1 月，中粮集团总裁于旭波出席在瑞士达沃斯举行的世界经济论坛 2017 “气候行动新篇章”分论坛。阐述了气候变化对中国农业的影响以及世界农业行业面临的独特挑战，并介绍了中粮集团应对气候变化所采取的积极行动。中粮集团采用高效节能技术减少整体排放量，使用清洁能源，建立碳足迹排查机制；从可持续发展地区进行农业商品采购，在供应链中不涉及土地用途转换或森林砍伐，在生产过程中采取回收再利用机制实现循环经济；同时，作为清洁燃料的大型生产商，中粮还生产燃料乙醇和生物柴油。



▲ 中粮坚持“绿色产业链、低碳好产品”的发展理念。  
COFCO adheres to the green industry chain, low-carbon concept of development

In January 2017, COFCO President Yu Xubo attended the World Economic Forum 2017 "New chapter on climate action" in Davos, Switzerland. Expounding on the impact of climate change on China's agriculture and the unique challenges facing the world's agricultural industry, President Yu introduced COFCO's positive actions to address climate change. COFCO uses energy efficient technology to reduce overall emissions and has established a carbon footprint investigation mechanism. Our supply chain does not involve land use conversion or deforestation, and recycles throughout the production. As a large producer of clean fuels, COFCO also produces fuel ethanol and biodiesel.



# 贡献行业发展

## Contributing to Industry Development

### 注重合作发展

#### Cooperative Development

中粮集团与行业上下游龙头和知名企业加强交流与合作，聚合发展优势，共享客户资源，推进优势互补、互利共赢，实现协同有效发展。

COFCO leads upstream and downstream enterprises to strengthen exchanges and cooperation, sharing customer resources, promoting complementary advantages, in order to achieve coordinated and effective development.

### 案例 / Case

#### 强强联合提升糖业国际影响力

##### Strong Collaboration Enhanced the International Influence of the Sugar Industry

2016年8月，中粮糖业与营口北方糖业签署合作框架协议。中粮糖业是中粮集团旗下主营食糖业务的专业公司，在国内外具有较为完善的产业布局。营口北方糖业是中国北方最大的食糖供应商和生产商，拥有国储糖加工和国储糖仓储的双重资质。双方合作将进一步提升在东北乃至国内食糖市场的竞争优势，不仅增强了满足国内食糖消费的能力，也为提升我国制糖企业在国际市场的影响力奠定基础。

In August 2016, COFCO Sugar and Yingkou North Sugar signed a cooperative agreement. COFCO Sugar is the main subsidiary of the COFCO sugar business, at home and abroad with a more complete industrial layout. Yingkou North Sugar is the largest supplier and producer of sugar in northern China, with the dual capacity of the State Reserve Sugar Processing and the State Reserve Sugar Storage. The two companies will further enhance their cooperation in the northeast, not only to enhance our ability to meet domestic sugar consumption, but also to enhance China's sugar companies in the international market.



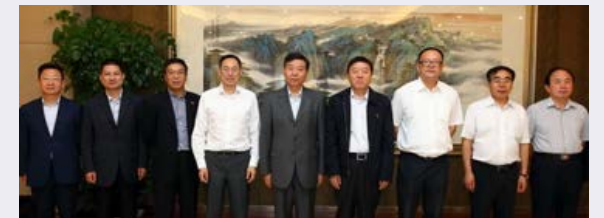
▲ 中粮糖业与营口北方糖业公司实现优势资源互补  
COFCO Sugar and Yingkou North Sugar complement resource advantages

### 案例 / Case

#### 中粮与农发行合作协同服务国家战略

##### COFCO and the Agricultural Development Bank Cooperate to Implement National Strategy

2016年7月，中粮集团、中国农业发展银行签署战略合作框架协议。协议签署后，双方将重点围绕国家粮食安全、食品安全、农业现代化、城乡一体化涉及的相关领域，长期开展战略合作。双方加强战略合作关系，将对充分发挥政策性金融机构与大型央企集团在服务国家战略规划等领域的协同功能，具有引领和示范作用。



▲ 中粮与中国农业发展银行将开展深度战略合作  
COFCO and China Agricultural Development Bank will carry out in-depth strategic cooperation

In July 2016, COFCO and the China Agricultural Development Bank signed a strategic cooperation agreement. The two parties will build long-term cooperation that covers national food security and safety, agricultural modernization, integration of urban and rural area. China Agricultural Development Bank is a policy-based financial institution and COFCO is a state-owned company, the cooperation will benefit two parties when implementing the national strategies and play a leading role in the whole industry.

### 案例 / Case

#### 中粮品牌集体亮相展实力

##### COFCO Brands Debut Strength and Exhibitions

2016年9月，中粮集团旗下福临门、香雪、家佳康、中茶、长城、名庄荟、酒鬼酒、蒙牛等众多品牌参展第25届中国食品博览会暨中国（武汉）国际食品交易会。中粮展位生动展示了中粮全球产业链布局、“十三五”规划及在湖北的业务规模和实力，全面展示集团国际化大粮商形象及主要品牌、产品及服务。在博览会上，中粮集团及旗下产品品牌获评9项大奖。

In September 2016, Fortune, Hoshone, Jiaokang, China Tea, Greatwall, Mingguo Hui, Jiu Gui, Mengniu and other brands attended the 25th China Food Fair and China (Wuhan) International Food Fair. The COFCO booth vividly showed the COFCO global industrial chain layout, "13th Five-Year Plan" and the scale of business in Hubei and strength, a comprehensive display of the Group's international image of large grain merchants and major brands, products and services. At the fair, COFCO and its product brands were given nine awards.







## 推行责任采购

### Implementing a Responsibility to Purchase

2016 年，中粮集团进一步推进战略供应商管理，各专业化公司在集团指导下，组织战略供应商管理研讨会，开展战略供应商问卷调查，并制定意见，指导各产业链加强战略供应商管理，创新工作方法，供应商管理结构得到进一步优化，有效提升了供应商管理绩效。

In 2016, COFCO further promoted strategic supplier management. The specialized companies under the guidance of the Group, organized strategic supplier management seminar, opened supplier surveys, and further optimized operations to effectively enhance the supplier management performance.

#### 案例 / Case

##### 中粮糖业携手供应商提升产品质量

COFCO Sugar Improve Product Quality with Suppliers



中粮糖业曾由于编织袋异味问题发生过整批退货，对供需双方都造成了很大损失。为解决糖产品异味问题，中粮糖业组织编织袋供应商、编织袋使用单位、采购主管部门参与，进行配方改进。改进后，彻底解决了编织袋异味问题，再未发生过因异味而导致的产品不合格问题，实现了与供应商的共同发展。

The COFCO Sugar industry has suffered from woven bags with odors returned, causing great losses. In order to solve the odor problem, COFCO Sugar asked suppliers and procurement authorities to participate in formula improvement. This completely solved the problem of the bag odor and resulted in common development with suppliers.



▲ 中粮糖业携手供应商提升产品质量  
COFCO Sugar's suppliers improved product quality

#### 案例 / Case

##### 中粮包装与供应商共建质量安全管理链

COFCO Packaging and Suppliers Built Quality Safe Management Chain Together



中粮包装携手供应商对产品的食品安全风险管控前移，与供应商签订包含食品安全条款的技术协议，使食品安全承诺与符合性声明在整个供应链上得到有效传递。同时，通过增加供应商在线监测装置强化生产过程控制，加强实验室投入，提升检验能力，定期委托权威机构做第三方检测，通过开展供应商的现场审核、评价考核，召开供应商质量安全会议等活动，不断提升供应商的质量安全意识与管理水平。

COFCO Packaging entered into a technical agreement with their suppliers that contains the provisions of food safety, guarantees higher level of food safety and the whole supply chain was all well-known and effectively executed the quality safety protocol. By increasing the investment of suppliers' in-line monitor equipment and strengthening the production process control, the suppliers were able to continuously improve the quality and safety management level.

#### 案例 / Case

##### 酒鬼酒与供应商实现双赢

Jiugui and Suppliers Achieved Win-Win Cooperation



2016 年 4 月，酒鬼酒邀请了丁亥版和封坛酒鬼的酒瓶厂商共同召开了技术改进的专题研讨会。针对酒瓶和瓶盖的配套问题进行了研讨，对酒瓶和瓶盖的相关技术参数进行了修正和统一。改进后的瓶盖确保了产品质量的稳定，真正实现了供需双赢。

In April 2016, Jiugui invited several bottle suppliers to jointly convene a technical improvement seminar. Bottle matching issues were discussed, the relevant technical problems were amended and unified. Improved bottle caps ensured the stability of product quality, and the groups truly achieved a win-win situation.



## 引领行业发展 Leading Industry Development

中粮集团持续推动科技创新体系改革和行业转型升级；同时，通过直接参与行业标准制定、参与论坛等方式，促进行业交流，加快与国际接轨，切实维护食品市场秩序，持续发挥现代农业的引领作用、维护市场稳定的支撑作用、保障食品安全的示范作用和农业“走出去”的领军作用。

COFCO continued to promote the reform of science and technology innovation system and industry restructuring and upgrading. Through direct participation in industry standards setting, attending forums and industry exchanges, continuing to play the leading role of modern agriculture, COFCO is able to maintain market stability and protect the safety of food as an agricultural "stepping out" leader.

## 以科技创新引领发展 Developing with Science and Technology Innovation

2016 年，中粮集团继续深化科技创新体制机制改革，聚焦集团重大项目、创造突破性新产品、新技术，提升产业产品技术竞争力，推动行业转型升级，服务国家粮油食品安全和消费者食品营养与健康。

COFCO NHRI continued to deepen its reform of the system of scientific and technological innovation, focusing on COFCO major research projects, creating new products and new technologies breakthrough, enhancing industry technical competitiveness, promoting the transformation and upgrading of the industry, serving the national with grain and oil food safety and support the consumer with nutrition and healthy.



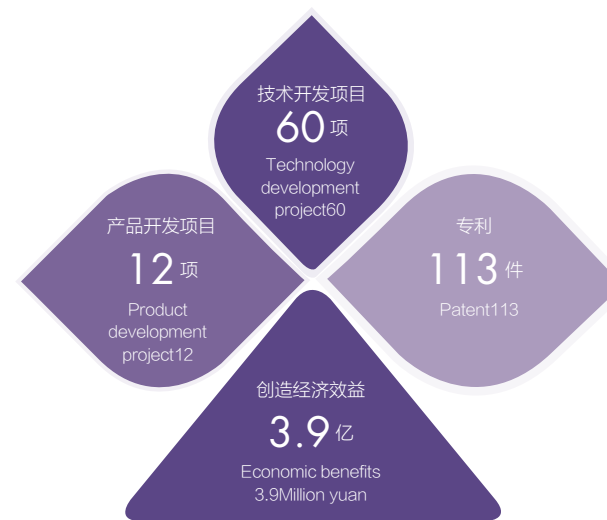
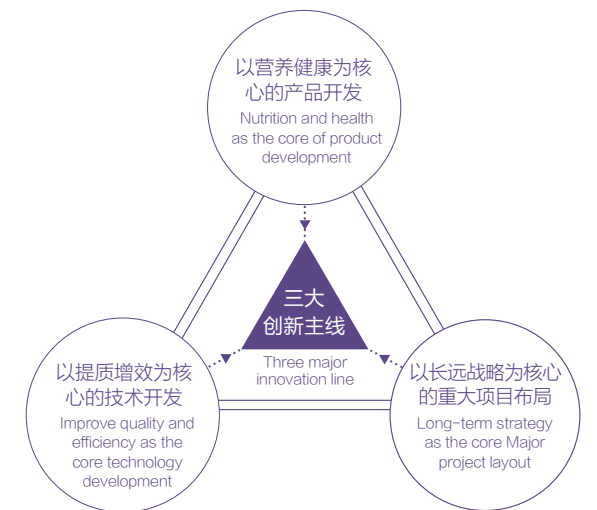
## 八大研发中心 三大创新主线 Eight R&D Centers, Three Innovation Lines

中粮集团对主力承载研发创新工作的中粮营养健康研究院进行市场化改革，以期实现公司化运营、重大项目研究开发与资本化创业孵化，打造粮油食品行业国际化的开放式研发创新平台。

COFCO carried out market-oriented reform of COFCO Nutrition and Health Research Institute, which carries out the main innovation and development work, in order to realize better research and development for the entire company.

经过改革，中粮营养健康研究院设立了八大研发中心，确定三大研发主线，涵盖集团旗下核心及食品业务研发的主要领域及主要环节。研究院还拥有国家级、市级实施室或实验室，并与不同检验检测主体合作，贡献行业产品、技术发展，如拥有国家能源生物液体燃料研发（实验）中心、营养健康与食品安全北京市重点实验室等研究主体，并且是中国粮油学会粮油营养分会、中国仪器仪表学会食品质量安全检测仪器与技术应用分会挂靠单位，牵头成立营养健康食品产业技术创新战略联盟等。

COFCO carried out market-oriented reform of COFCO Nutrition and Health Research Institute, which carries out the main innovation and development work, in order to realize better research and development for the entire company. Post-reform, COFCO Nutrition and Health Research Institute set up eight research and development centers to cover three innovation lines, covering the core of the Group and the food business research.



强大的研发团队、支持体系及研发规划，提升了中粮集团引领行业向营养健康食品及生产技术升级的能力。2016 年研究院组织遴选 4 项重大项目，开展技术开发项目 60 项，产品开发项目 12 项；申请专利 113 件，其中发明专利占 82.2%，承担和申报标准制修订 21 项；通过成果转化为集团创造经济效益 3.9 亿元。

A strong R&D team, support system and R&D planning to enhances COFCO's leading industry position with nutrition and health food and production technology upgrades. In 2016 the Institute selected four major projects and will carry out 60 technical development projects, product development projects 12; apply for patent 113, of which 82.2% of invention patents, commitment and declaration of standard system revised 21. Through these results the group will generate economic benefits of 390 million yuan.



## 案 例 / Case

### 中粮带动行业研发和检测检测升级

R&D Drive Supervision and Testing Upgrades

中粮集团强大的研发和检测能力不断促进行业检测能力与水平的升级。中粮营养健康研究院 2016 年开展了北京市食药局抽检、商务部储备糖公检以及各社会机构大客户的委托检测工作，继续成为北京市食药局 2017 年 – 2019 年监督抽检的委托检测机构中标单位。

COFCO's strong R&D and testing capabilities continue to promote the industry testing capabilities. In 2016, COFCO NHRI carried out sampling inspection for Beijing Food and Drug Administration, undertake entrust sugar testing service for Ministry of Commerce of the PRC, and Entrusted services for relevant social institutions. Continued to be the winning entrust unit for Beijing Food and Drug Administration 2017-2019.

## 推动行业标准发展 Promote the Development of Industry Standards

粮油食品行业标准化对食品安全意义重大。中粮集团凭借自身优势，始终站在行业发展的高度，通过参与国际标准大会、制定国内农业及食品标准等方式，发挥了国际大粮商的影响力，在推动行业标准发展方面起到了重要作用。

Standardization of food safety in grain and oil food industry is of great significance. COFCO, with its own advantages, always stands at the height of the development of the industry through participation in international standards activity, preformed as an important role in the development of domestic agriculture and food standards cause.

## 案 例 / Case

### 中粮推动食品安全国际标准交流与合作

COFCO Promotes International Standards for Food Safety and Collaboration

中粮集团是最早加入全球食品安全倡议 (GFSI) 的中国企业之一，并促成了 GFSI 正式承认中国 HACCP 认证制度。2016 年，GFSI 第五届“全球食品安全倡议 (GFSI) 中国主题日”活动以“提高中国和全球的食品安全”为主题，中粮集团作为 GFSI 在中国食品生产企业中唯一一家董事会成员，已连续五年承办此项活动，持续推动食品安全领域国际交流与合作。中粮集团还作为唯一获邀的国内粮油食品企业的代表参与了第 39 届 ISO 大会。利用自身在全球粮食贸易中的地位，中粮集团不断地强化中国标准，维护国家利益。

COFCO is one of the first Chinese companies to join the Global Food Safety Initiative (GFSI) and has made great contribution to GFSI.

China HACCP Certification system has been formally recognized by GFSI through COFCO's efforts. In 2016, GFSI's 5th Global Food Safety Initiative (GFSI) China Theme Day event was hosted, with a focus on "improving food safety in China and the world."

COFCO also participated in the 39th ISO Conference as the only representative of domestic grain and oil food business. Utilizing its position in global food trade, COFCO has continuously strengthened China's standards to safeguard the interests of the state and fairness of international trade.

## 案 例 / Case

### 中粮引领全产业链标准化建设

Standardization of Whole Industry Chain Construction

2016 年，中粮集团与国家标准委签署《关于推动中粮全产业链标准化建设合作备忘录》。双方将在建立健全中粮标准体系、实质参与国际标准化活动、全面提升粮油标准化服务等方面开展深入合作。其中，中粮集团将发挥企业在建立农业标准化生产制度、实施农产品安全标准化工程等方面的领军作用和典型示范作用，推动高质量、高水平的粮食标准和严谨的粮食标准体系建立和完善，提升国家食品安全水平，确保老百姓“舌尖上的安全”。



▲ 中粮积极运用标准化手段，推动企业战略落地  
Actively promote the use of standardized means of food, to promote corporate strategic landing

In 2016, COFCO and the Standardization Administration of the PRC has signed a Memorandum of Understanding on "Promoting the Standardization of COFCO Industry Chain". Both side will establish a sound COFCO standard system, substantive participation in international standardization activities, to enhance the standardization of grain and oil services in depth cooperation.

Among them, COFCO will play a leading role in the establishment of agricultural standardized production system, the implementation of agricultural safety standards and other aspects of the leading role and a typical demonstration role to promote high-quality, high level of food standards and strict food standards system, to enhance the level of national food safety .

近些年，中粮集团先后参与制定、修订国际、国家和行业标准 635 项，涵盖农产品、食品、食品机械以及食品检测等多个领域。作为主要起草人，中粮集团制定的稻米、小麦等国际标准实现了我国涉农领域主导修订国际标准零的突破。

中粮集团不仅制定标准，还成功将这些标准推向全球。在巴西，中粮集团拥有 17 万公顷甘蔗种植园，从选种、育苗、施肥、浇水到收割，全部采用中国标准；在南美洲、欧洲，中粮集团按照中国标准规范大豆、小麦加工业务，年加工能力超过 2800 万吨。

In recent years, COFCO has participated in the development, revision of 635 international, national and industry standards, covering agricultural products, food, food machinery and food testing and other fields. As the main drafters, COFCO developed rice, wheat and other international standards to lead the revision of China's agriculture-related areas in international standards.

COFCO has not only set standards, but also successfully put these standards to the world. In Brazil, COFCO has 170,000 hectares of sugar cane plantations, from selection, nursery, fertilization, watering to harvesting, all using Chinese standards; in South America, Europe, COFCO is in accordance with Chinese standards for soybean, wheat processing business, with a processing capacity of more than 28 million tons.

行业标准 ( 项 )  
Industry standards

635

年加工能力超过 ( 百万吨 )  
Annual processing capacity  
(million tons)

28





# 携手员工共进

## Growing Together with Employees

### 员工构成

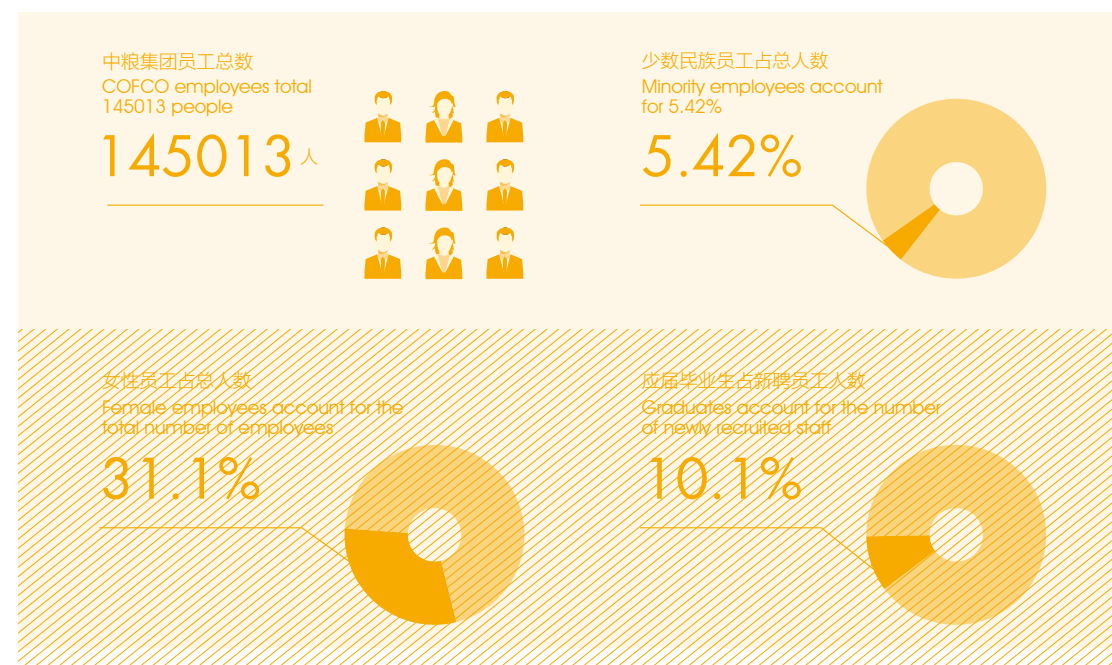
#### Staff Composition

中粮集团坚持平等雇佣、多元融合的用人原则，为不同性别、民族、教育背景的优秀人才提供平等的就业机会，共同推动中粮集团的发展。

2016 年，中粮集团员工总数 145013 人，其中少数民族员工 7856 人，占总人数的 5.42 %；女性员工 45082 人，占总人数的 31.1 %；新聘员工 24860 人，其中应届毕业生占 10.1 %。

COFCO adheres to the principles of equal employment and diversity, and provides equal employment opportunities for talents of different genders, ethnicities and educational backgrounds and promote the development of COFCO.

In 2016, COFCO employees totaled 145013 people, including 7856 ethnic minorities, accounting for 5.42% of the total, and 45082 female employees, 31.1% of employees. There were 24860 new recruits, of which graduates accounted for 10.1%.



### 薪酬福利

#### Compensation and Benefits

#### 优化薪酬体系，激励员工成长

##### Optimizing Compensation System Motivates Staff to Grow

中粮集团始终致力于打造阳光透明的企业文化，让每一位员工收获价值、回报和个人发展。2016 年，集团与专业机构合作开展薪酬体系优化项目，突出市场化对标和业绩导向，构建科学化市场化的薪酬体系，为员工提供全方位的保障和激励。

2016 年，中粮集团修订完善了《业绩考核管理办法》，严格预算考核。在合理利用薪酬资源、调整薪酬结构等方面进行了改善和优化，有针对性地激发员工的创造力、战斗力和活力，实现企业与员工的共同成长。

COFCO has always been committed to creating a sunny corporate culture, so that each employee harvests value, returns and personal development. In 2016, the Group cooperated with professional organizations to carry out a compensation system optimization project, highlighting the benchmark and performance guidance, to build a scientific market-oriented compensation system and provide staff with a full range of protection and incentives.

In 2016, COFCO revised and improved the "performance appraisal management approach", a strict budget assessment. In the rational use of salary resources, COFCO adjusted the pay structure and other aspects of the improvement and optimization, targeted to stimulate the creativity of employees, combat effectiveness and vitality, to achieve the common growth of enterprises and employees.

#### 完善福利体系，保障员工权益

##### Protecting the Welfare System

中粮集团关注员工权益，为员工提供多项福利保障。除依法为员工建立各项基本社会保险、住房公积金外，根据企业经营效益和职工实际需要为职工建立补充医疗保险和人身意外险、家庭财产险等补充福利。同时，积极关爱离退休员工，保障离退休职工的合法权益的同时丰富其晚年生活。

COFCO cares about the rights and interests of employees, and provides staff with a number of welfare protections. In addition to the establishment of basic social insurance for employees, housing funds, according to the enterprise operating efficiency and the actual needs of workers COFCO establishes supplementary medical insurance and personal accident insurance, family property insurance and other supplementary benefits. At the same time, the company actively cares for retired employees to protect the legitimate rights and interests of retired workers when they reach old.

#### 案例 / Case

#### 中粮新沙粮油解决为员工解决春运购票难题

##### COFCO Grain and Oil Solved Ticket Problems for Staff During Spring Festival



中粮新沙粮油工业(东莞)有限公司以外地员工为主，受地域影响，员工春节回家的火车票一票难求。为解决这个问题，中粮新沙与广铁集团进行接洽，签署购票协议，由公司统一组织购票，降低购票难度，满足员工购票需求。

COFCO Grain and Oil's main staff in Xin Sha, affected by the region, found tickets to return home during Spring Festival hard to find. To solve this problem, COFCO Xin Sha and the Guangzhou Railway Group signed a ticket agreement, the company unified organization tickets, reducing the difficulty of booking to meet the needs of the staff and allow everyone to return home.



## 员工发展 Employee Development

### 开展系统培训，提高专业能力

### Developing Systematic Training and Improve Professional Competence

中粮集团秉承“服务业务，助力培训”的理念，积极开展员工培训，重点推进领导力培训与标杆管理工作，创新培训模式，深化培训效果，助力“提质增效”。2016 年全年直接组织培训班近百个，培训人员 3300 余人，通过转训间接覆盖人群超过 1 万人，有力地提高了公司员工的业务能力。

The COFCO upholds the "To Service Business, Improve Training" concept, and actively carries out staff training, focusing on leadership training and benchmarking management. Innovative training model deepen the training effect and help to "improve quality and efficiency." In 2016 there were direct training courses of nearly 100, training staff of more than 3,300 people, and training indirectly more than 1 million people. This effectively improved the company's business capacity.

#### 集团培训

- ◎ 后备人才培养项目  
提升综合管理能力，培养“十三五”规划关键岗位后备人才
- ◎ 董监事培训班  
提高专业化公司董事会决策和监管水平
- ◎ 国际化人才培训项目  
提升国际化工作能力，建立国际化人才梯队
- ◎ 职能部门新员工培训  
充分理解并认同忠良文化，掌握并认同中粮员工职业化精神
- ◎ 标杆管理培训  
培育对标改善专业人才

#### Group training

- ◎ Reserve personnel training projects  
Reserve personnel training projects to enhance the comprehensive management capacity, training "thirteen five" planning key positions reserve talent
- ◎ Supervisor training class  
Improve the decision-making and supervision of the board of directors of specialized companies
- ◎ International talent training program  
Enhance the international work ability, the establishment of international talent echelon
- ◎ New staff training in functional departments  
Fully understand and agree with COFCO culture, master and agree with COFCO staff Professionalism
- ◎ Benchmark management training  
Cultivate standards to improve professional talents

#### 案例 / Case

### 中粮糖业分层培养 优化人才梯队

COFCO Sugar Stratification Culture and Talent Optimization



2016 年，中粮糖业持续提升组织核心竞争力：

#### 高层战略领导力培训

系统提升公司高层经理人的国际化视野与战略决策能力，强化开拓创新精神，提高领导艺术与管理能力。

#### 国际化人才培养

中粮糖业持续国际化人才储备。2016 年优化选拔流程，选出外派动力强的青年人才着重培养；设计针对性的全链条学习轮岗计划，满足个性化发展需要；制定并优化海外派驻人员的薪酬标准和福利政策，为国际化人才培养提供机制保障。

#### 销售贸易业务骨干人才培养项目

从专业与管理两个维度同步培养，锻造组织强大的营销能力。

#### 生产系统“砺剑计划”

培养分子公司经理人一步一步达到一把手、区域总经理的能力跨越。

#### 新员工“启明星”计划

开展总部、各事业部新员工培训，促进新员工快速成长。

#### 新经理人“优课品读”计划

促进公司新经理人更快的适应，也为公司加速培养一批高胜任的中层管理人才。

#### 专业技术“星光计划”

针对专业技术经理，提炼梳理核心技术骨干在岗位工作中多年形成的经验和智慧，促进了最佳实践经验在公司内部的传承迭代，以及专业水平的不断进步和组织能力的持续提升。

In 2016, COFCO Sugar continues to enhance the core competitiveness of the organization:

#### High-level strategic leadership training

System to enhance the company's high-level managers of the international perspective and strategic decision-making capacity, strengthen the pioneering spirit of innovation, improve the leadership's management capabilities.

#### International Talents Developing program

COFCO Sugar continued attracting an international talent pool. In 2016 COFCO Sugar selected young people dedicated to the deployment of strong focus on training; design targeted all-chain study of rotation plans to meet the needs of individual development. Also included was the development and optimization of overseas staff salaries and welfare policies for the international employees.

#### Sales trade personnel training project

Simultaneously training from the professional and management, forging a strong marketing organization.

#### Production system "grind sword plan"

The training of molecular managers to step by step to reach the number one manager, regional general manager with the ability to cross.

#### New employee "Venus" program

New staff training to promote the rapid growth of new employees.

#### New Manager "Excellent Course Reading" Program

Allow the company's new managers to adapt faster, also for the company to accelerate the training of a number of high-qualified middle management personnel.

#### Professional "Starlight"

For professional and technical managers, refining the core technology backbone in the past work for many years to form the experience and wisdom to promote the best practical experience in the company's internal heritage iteration, as well as professional level of continuous progress and organizational capacity of continuous improvement.






组织文化活动，提高公司凝聚力  
Organizing Cultural Activities to Improve Corporate Cohesion

中粮集团努力为员工创造健康向上的工作氛围，积极面向员工开展各种类型的文化活动，丰富员工的文化生活，深受员工支持和喜爱。

COFCO strives to create a healthy working environment for employees, and actively carries out various types of cultural activities for employees to enrich the cultural life of employees.

案 例 / Case

中粮期货打造员工团队建设  
Team Building of COFCO Futures



2016 年，中粮期货通过开展“创先争优、提质增效”辩论大赛、“提质增效、青年建功”演讲比赛、“团队建设促活力、提质增效求发展”等团建活动使团队工作氛围进一步活跃，团队建设得到强化，员工凝聚力不断提升。此外，中粮期货组织了 3 次“风雨同舟二十载”健步走活动，进一步提高了员工身体素质，搭建了交流平台，展现了中粮期货人精神风貌。

In 2016, COFCO futures held the “Quality and Efficiency” debate contest, “Quality, Efficiency and Leadership” speech contest and other team building activities. Those team building activities strengthen the company’s culture, improve the cohesion of teams. In addition, COFCO futures organized 3 walking activities to celebrate the company’s 20th anniversary which improved employee’s physical quality and mental relations.

职业健康安全  
Occupational Health and Safety

2016 年，中粮集团继续落实对员工职业健康与安全的各项保障措施，加强安全生产专项治理和行为安全管理，稳步推进隐患排查治理体系建设，强化生产安全，防控安全事故，保障员工的健康安全。

为遏制重特大事故，集团继续开展消防、粉尘防爆、液氨快速冻结装置、幕墙等重大隐患治理。同时引入作业安全分析、行为安全观察两项方法，对各单位安全管理人员进行培训，还重点推动了产业链隐患排查标准、员工隐患排查奖励两项工作。

In 2016, COFCO continued to implement safeguard measures for occupational health and safety of employees, strengthened the special management and safety management of safety production, steadily promoted the construction of hidden trouble investigation and management system, strengthened production safety, and managed safety accidents, and safeguarded the health of employees.

In order to curb major accidents, the Group continued to carry out tests for fire, dust explosion, liquid ammonia rapid freezing device, curtain wall and other major hidden dangers. At the same time the Group introduced operational safety analysis, two methods of behavior safety, and safety management personnel training, while identifying hidden hazards in the industry chain.

案 例 / Case

中粮粮谷小麦部强化职业安全责任  
COFCO Wheat Strengthened Occupational Safety Responsibility



2016 年，小麦加工部在中粮面业（秦皇岛）鹏泰有限公司为试点基础上，增设中粮（郑州）粮油工业有限公司为职业卫生建设试点企业。两家企业结合集团《用人单位职业卫生基础建设试点工作内容及检查方法》及现场情况，开展职业卫生专项对标，职业卫生基础建设 60 项自查内容中合格项为 55 项，合格率 91%。同时，两家企业重新辨识梳理各岗位职业危害因素，重新修订职业危害防护用品发放的标准，扩大发放范围，改善防护用品佩戴的舒适性，提高劳动防护用品佩戴使用率，有效预防职业危害因素对从业人员的产生的侵害。

In 2016, the Wheat Processing Division announced that COFCO (Zhengzhou) Oils & Grains Industries Co., Ltd. was another company piloting occupational health construction, in addition to COFCO Flour Industry (Qinhuangdao) Pangtai Co., Ltd. The two companies carried out occupational health benchmarking in line with COFCO’s “Rules on the Content and Inspection Measures for the Pilot Construction of Infrastructure for Occupational Health” and their actual conditions, during which 55 of 60 self-inspected items in occupational health infrastructure construction were qualified, with the qualification rate reaching 91%. Moreover, the two companies re-identified and sorted out occupational hazard factors in all posts. Meanwhile, they revised the standards for giving out protective equipment against occupational hazards and expanded the scope of giving. They also improved the comfort of protective equipment wearing to increase the utilization ratio of the protective equipment, effectively preventing employees from occupational hazards.



# 热心社区服务

## Providing Community Service

### 精准扶贫

#### Precise Poverty Alleviation

在习近平总书记关于扶贫开发工作的战略思想的指导下，中粮集团认真贯彻落实党中央、国务院关于扶贫工作的一系列方针政策，创新扶贫模式，积极开展“精准扶贫、精准脱贫”工作。

中粮集团负责对口援助西藏洛扎县、青海门源县、新疆生产建设兵团，定点扶贫黑龙江省延寿县、绥滨县，新疆自治区乌什县，广西自治区隆安县，江西省修水县，四川省甘孜县、石渠县，共 9 县 1 单位，任务量排名居中央企业第二位。2016 年集团首次完成帮扶工作全覆盖，对集团援助、扶贫地区全部派出挂职干部，共计 14 人和 1 个工作组。

Under the guidance of General Secretary Xi Jinping's strategic thinking on poverty alleviation and development work, COFCO has conscientiously implemented a series of policies and policies on poverty alleviation work of the COFCO Central Committee and the State Council, innovating in the field of poverty alleviation and actively pursuing "precise poverty alleviation."

COFCO is responsible for assistance to Tibet Luozha County, Qinghai Menyuan County, Xinjiang Production and Construction Corps, fixed-point poverty alleviation in Heilongjiang Province Yanshou County, Suibin County, Xinjiang Autonomous Region Wushi County, Guangxi Autonomous County Longan County, Jiangxi Province Xiushui County, Sichuan Province Ganzi County, Shiqu County. COFCO has impacted a total of 9 counties. In 2016, the Group completed the full coverage of the helping hand, and all cadres were sent to poverty alleviation areas for a total of 14 people and 1 working group.

### 定点扶贫

#### Fixed-Point Poverty Alleviation

中粮集团按照“地域相邻、业务相关”原则，将集团专业化公司纳入产业帮扶规划，组织有关业务单位与地方结对共建，推动精准扶贫落实，有力支持了当地经济的发展。

COFCO in accordance with the "geographical adjacent, business-related" principle, has grouped the specialized companies into the industry to help planning, organization of business units and local twinning to promote the implementation of accurate poverty alleviation and support local economic development.

2016 年拨付精准  
扶贫项目资金（万元）  
2016 Precision Poverty Alleviation  
Work

Poverty alleviation project funds  
(ten thousand yuan)

2479.22

### 案例 / Case

#### 集团领导深入扶贫点开展调研

Group Leaders Carry out Investigation and Research in Poverty Alleviation Areas



▲ 中粮集团班子成员深入扶贫一线调研  
COFCO team members carry out investigation and research in Longan, Guangxi.

2016 年 4 月，中粮集团党组书记、董事长赵双连一行到中粮集团定点帮扶的广西壮族自治区南宁市隆安县调研。赵双连表示，中粮集团作为一家中央企业，在履行保障粮油食品供给和食品安全、“中国人的饭碗牢牢端在中国人的手上”重要使命的同时，要认真贯彻习近平总书记关于精准扶贫、精准脱贫一系列重要指示精神，动员各方面力量，积极参与扶贫开发工作，积极履行央企的社会担当。

2016 年 9 月，集团党组成员、副总裁迟京涛赴黑龙江延寿县调研对口扶贫工作。调研组指出，今后的扶贫工作要把握好三个方向：一是要形成规划，二是要精准扶贫，三是积极探索产业帮扶工作。同时要求选派的两位扶贫挂职干部要尽快融入新的工作环境，适应新的工作角色，发挥好中粮集团和延寿县扶贫开发的桥梁纽带作用，为延寿早日脱贫发挥更重要作用。

In April 2016, COFCO party secretary and chairman Zhao Shuanglian and his party to the COFCO sentinel to help the Guangxi Zhuang Autonomous Region Nanning City Longan County research. Zhao Shuanglian said that COFCO as a central enterprise, in the implementation of the protection of grain and oil food supply and food safety, "the Chinese people's rice bowl firmly in the hands of the Chinese people," the important mission at the same time, we must conscientiously carry out Xi Jinping general secretary on precision poverty alleviation.

In September 2016, the group of party members, vice president Chi Jingtao went to Yanchang County, Heilongjiang for research into poverty alleviation work. The research group pointed out that the future of poverty alleviation work is to grasp three directions: first, to form a plan, the second is to precision poverty alleviation, the third is to actively explore the industry to help work. At the same time, it is necessary to select the two pillars of poverty alleviation as soon as possible into the new working environment, to adapt to the new role, to play the COFCO and Yanshou County poverty alleviation and development of the role of the bridge for the extension of life as soon as possible to play a more important role.





## 案例 / Case

### 中粮开展“扶贫日”系列活动 COFCO Launched "Poverty Alleviation Day"



中粮集团在 2016 年“扶贫日”，组织开展了精准扶贫系列活动，包括与中国扶贫基金会合作，启动了“福临门油”捐赠活动，在中粮集团负责的 7 个县进行食用油进学生餐桌活动；利用品牌优势，开展“天下没有远方，有爱就是天堂”捐款活动，为藏区贫困家庭儿童捐款 30 万；面向京内外单位开展“衣旧情深”捐赠活动，收到衣物近 9 吨，已经全部送到贫困群众手中。

COFCO organized a series of precision poverty alleviation activities in 2016, including the cooperation with the China Foundation for Poverty Alleviation, launching the "blessing door oil" donation activities. COFCO is responsible for seven counties gaining oil. The use of brand advantage to carry out "the world is not far away, there is love is heaven" donation activities for the poor families of Tibetan children resulted in 300,000 yuan worth of donations. The company also carried out "old love" donation activities, receiving nearly 9 tons of clothing which have all been sent to the hands of the impoverished.

捐助衣物近 (吨)  
Donated clothing near (tons)

9

为藏区贫困家庭儿童捐款 (万元)  
Donation for children of poor families  
in Tibetan areas (ten thousand yuan)

30



▲ 中粮集团举办“天下没有远方，有爱就有天堂”扶贫捐款活动  
COFCO held "the world is not far away, there is love there paradise" poverty alleviation activities

## 对口援藏 Aid for Tibet

作为援藏央企，中粮集团积极响应中央号召、顺应西藏发展需要，开展产业援藏项目。2016 年，在开展援藏工作的基础上，第六批援藏工作队集中资源和精力在民生改善和产业扶持方面开展工作，切实改善藏区人民的生活、经济条件。

As the aid of the central government, COFCO actively responded to the call of the central government, responding to the development needs of Tibet and carrying out industrial aid projects. In 2016, on the basis of carrying out aid work, the sixth batch of aid mission team focused on resources and energy in the improvement of people's livelihood and industrial support work, and effectively improved the Tibetan people's living and economic conditions.

## 案例 / Case

### 中粮产业扶持为藏区增收扶贫 COFCO Industry Poverty Alleviation Projects Increase Tibetans' Income



产业扶贫是脱贫致富的重要途径之一，中粮集团投入 430 多万元用于开展产业援藏工作，对蔬菜大棚进行能效改造、黄粉虫的养殖开发等不同方面培训支持，依托全产业链的优势，促进种养殖项目生产。2016 年由援藏扶持的种养殖项目销售蔬菜、藏鸡蛋、藏鸡等产品累计已达 130 多万元，吸引当地农牧民群众务工 2600 人次，支付务工工资 87 万元，各种形式分红 16 万元，同时还承担了 39 户贫困户脱贫任务，大大促进了当地种养殖业的发展和农牧民的经济水平改善。

Industry poverty alleviation is one way to get rid of poverty. COFCO has invested more than 430 million for industrial aid work, efficient vegetable greenhouses, Tenebrio breeding development and other aspects of training support, relying on the advantages of the whole industry chain to promote breeding projects. In 2016 by the aid of the species of farming projects to support the sale of vegetables, possession of eggs, Tibetan chicken and other products have accumulated more than 130 million, attracting 2600 local farmers and herdsmen, who received labor wages of 870,000 yuan, various forms of dividends of 16 Million, and bore 39 poor households out of poverty, greatly promoting the development of local farming to improve the economics of the region.

援藏扶持累计 (万元)  
Aid support accumulated  
(million RMB)

130+

分红 (万元)  
Dividend (ten thousand RMB)

16



▲ 中粮集团援藏扶贫为当地经济水平改善做出了巨大贡献  
COFCO's aid to poverty alleviation has made great contributions to the improvement of local economic level



## 社区公益 Community Welfare

在响应国家号召，开展精准扶贫的同时，中粮集团也关注社区公益的开展。2016 年，中粮集团及旗下各公司积极开展各类社区公益活动，奉献爱心，回馈社会。

COFCO is also concerned about the development of community public welfare. In 2016, COFCO and its companies actively carried out various types of community public welfare activities to contribute to the community.

### 中粮置地“悦城跑”活动 COFCO Land " Joy City Run" Activities

2016 年 9 月，中粮置地大悦城地产举办首届“悦城跑”品牌活动，线上联合咕咚 APP，线下携手北京长安街 W 酒店、北京朝阳大悦城举办两场落地活动，积极倡导健康、时尚的生活方式，线上部分累计 91993 人参与。活动现场，大悦城地产还通过参加喜达屋集团与联合国儿童基金会共同发起的“点点滴滴为儿童”挑战赛，向联合国儿童基金会捐赠了人民币 10 万元，用于其在中国地区相关儿童关爱项目的实施，以实际行动践行企业社会责任。

In September 2016, Joy City real estate held the first " Joy City Run" brand activities, online joint Codoon APP, line together with Beijing Changan Street W Hotel, Beijing Chaoyang. Joy City held two landing activities, actively promoting health, fashionable lifestyle, cumulatively 91993 people involved. At the event, Joy City Real Estate donated RMB 100,000 to UNICEF, participating in the " Check out for children" challenge sponsored by the Starwood Group and the United Nations Children's Fund for its children in China.

参与线上累计（人）  
Participate in online  
accumulate (person)

91993

向联合国儿童基金会捐赠（万元）  
Donated to the United Nations  
Children's Fund (ten thousand RMB)

10



▲ 中粮置地大悦城践行企业责任，为“点点滴滴为儿童”行动捐款  
COFCO Land and Joy City practice corporate responsibility, for the " Check out for children" action donations

### 中英人寿关爱留守儿童 AVIVA-COFCO Life Insurance Cares for Left-behind Children

2016 年，中英人寿联手凤凰网公益频道，邀请乒乓球奥运冠军、世界冠军等明星共同开展“星星点灯·关爱留守儿童公益计划”。项目以小小的“乒乓球”为介质，成就留守儿童健康、积极、向上大大的精神力量，促进留守儿童健康成长。

AVIVA-COFCO Life Insurance combined with public welfare channel of Phoenix Net in 2016, inviting Olympic table tennis champion & world table tennis champion to carry out the project of "Twinkling Stars · Care for Left-behind Children".

Using a project with a small "table tennis" as the medium, AVIVA-COFCO Life Insurance hopes the project will bring healthy, positive attitude and spirits to left-behind children.



▲ 中英人寿为留守儿童献爱心  
Aviva-COFCO Life Insurance sends left behind children love

### 蒙牛乳业邀冠军为家乡儿童上课 Mengniu Dairy Invited Champions for Hometown Children

为了帮扶乡村教育发展，蒙牛乳业发起“我回老家上堂课”行动，联合网络和社会的公益力量，解决乡村孩子们在精神层面对知识的渴望。2016 年，蒙牛乳业邀请三位冠军参与活动，为家乡的孩子上课，增强了公众对留守儿童的关注和对公益事业的参与。

In order to help the development of rural education, Mengniu Dairy launched the "I go back home" action, the joint network and social public welfare, to solve the rural children in need of better education. In 2016, Mengniu Dairy invited three champions to participate in activities for children in their hometown, to enhance the public's attention to the left-behind children and the participation of public welfare undertakings.

### 中国粮油香港为孤寡老人送爱心 COFCO Oil Sends Love to the Elderly in Hong Kong

2016 年在端午佳节来临之际，中国粮油香港平台举办关爱老人端午派米活动，组织员工给居住在香港特别行政区新蒲岗东头村的老人送去本公司在港销售的金盈品牌大米，通过实际行动更好地回馈社会、帮助弱势群体，在香港社区民众中取得良好效果。

In 2016 during the Dragon Boat Festival, COFCO Oil in Hong Kong held care for the elderly Dragon Boat Festival activities, organizing staff who live in the Hong Kong Special Administrative Region San Po Kong Tung Tau Village. The elderly sent were given Jinying brand rice. Through practical actions we can help vulnerable groups in the community of Hong Kong.



GRI 指标索引 | GRI Content Index

说明：披露一栏中，●表示完全披露 ●表示部分披露 ○表示没有披露 N/A 表示不适用  
Note: ● Full disclosure, ● Partial disclosure, ○ None disclosure, N/A not applicable

指标编号 Disclosure Number	指标内容 GRI Standard	对应页码 Page number(s)	披露情况 Disclosure levels
G4-1	机构最高决策者致辞 Statement from senior decision-maker	02-03	●
G4-2	描述主要影响、风险及机遇 Key impacts, risks and opportunities	02-03	●
G4-3	报告组织名称 Name of the organizational	04, 25	●
G4-4	主要品牌、产品和服务 Primary brands, products and services	04-05	●
G4-5	报告组织总部所在地 Location of headquarters	关于本报告 About COFCO	●
G4-6	报告组织经营地所在国家的数量和名称，包括组织在当地具有重要经营行为的，以及与报告中可持续发展议题有特殊联系的国家 Location of operations: Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report	28-35	●
G4-7	报告组织所有制和法律形式 Ownership and legal form	04-05, 16-27	●
G4-8	报告组织服务的市场 Markets served	04 28-35	●
G4-9	报告组织规模 Scale of the organization	04-05, 11, 64	●
G4-10	雇佣员工总人数与比例 Total number of employees by employment contract	64	●
G4-11	集体谈判协议涵盖的员工总数百分比 Percentage of total employees covered by collective bargaining agreements		N/A
G4-12	描述组织的供应链 Supply chain	44-45, 58-59	●
G4-13	报告期内，机构规模、架构、所有权或供应链的重要变化 Significant changes to the organization's size, structure ownership or supply chain	16-27	●
G4-14	报告组织是否设立预防措施或原则，并如何实现处理 Whether and how the organization applies the Precautionary Principle or approach	21-24, 26-27,	●
G4-15	组织参与或支持的外界发起的经济、环境、社会公约、原则或其他倡议 A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.		N/A
G4-16	组织加入的协会（如行业协会）和国家或国际性倡议机构 A list of the main memberships of industry or other associations, and national or international advocacy organizations	62-63	●

指标编号 Disclosure Number	指标内容 GRI Standard	对应页码 Page number(s)	披露情况 Disclosure levels
G4-17	1) 列举包括组织合并报表或其他相关文件中的所有实体； 2) 报告任何出现在组织合并报表或其他相关文件中，而报告没有覆盖的实体 A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	25	●
G4-18	说明界定报告内容和方面边界的过程 An explanation of the process for defining the report content and the topic Boundaries	12-14	●
G4-19	列举定义报告内容过程中确定的所有实质性指标方面 A list of the material topics identified in the process for defining report content	14	●
G4-20	对于每个实质性方面，说明组织内部指标方面边界 Explain the internal topic Boundaries for each material topic		○
G4-21	对于每个实质性方面，说明组织外部方面边界 Explain the external topic Boundaries for each material topic		○
G4-22	报告任何对以前报告中信息进行重申的作用，以及重申的理由 The effect of any restatements of information given in previous reports, and the reasons for such restatements		N/A
G4-23	报告与之前报告期间在范围和指标方面边界的重大变化 Significant changes from previous reporting periods in the list of material topics and topic Boundaries.		N/A
G4-24	组织的利益相关方列表 List of stakeholder groups engaged by the organization	15	●
G4-25	就所选定的利益相关方，说明识别和选择的根据 The basis for identifying and selecting stakeholders with whom to engage	15	●
G4-26	利益相关方参与的方式 Approach to stakeholder engagement	15	●
G4-27	利益相关方参与的过程中提出的关键议题和关注，以及组织回应的方式 Key topics and concerns that have been raised through stakeholder engagement, including how the organization has responded	15	●
G4-28	所提供信息的报告期 Reporting period	关于本报告 About COFCO	●
G4-29	最近一期报告的日期 Date of most recent report		○
G4-30	报告周期 Reporting cycle	关于本报告 About COFCO	●
G4-31	提供联系方式以便对报告和内容进行询问 Contact point for questions regarding the report or its contents	关于本报告 About COFCO	●

GRI 指标索引 | GRI Content Index

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指标编号 Disclosure Number	指标内容 GRI Standard	对应页码 Page number(s)	披露情况 Disclosure levels
G4-32	说明组织选择的“符合”方案，针对所选方案的 GRI 内容索引，如有，引述外部鉴证报告 The claim made by the organization, if it has prepared a report in accordance with the GRI Standards. If the report has been externally assured, a reference to the external assurance report		N/A
G4-33	组织为报告寻求外部鉴证的政策和目前的做法 A description of the organization's policy and current practice with regard to seeking external assurance for the report.		N/A
G4-34	组织的治理架构 Governance structure	16-17	●
G4-35	说明从最高治理机构授权高级管理人员和其他员工管理经济、环境和社会议题的过程 Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees		○
G4-36	组织是否任命了行政层级的高管负责经济、环境和社会议题 Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics		○
G4-37	利益相关方和最高治理机构就经济、环境和社会议题磋商的过程 Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics	16-17	●
G4-38	按分类说明最高治理机构及其委员会的组成 Composition of the highest governance body and its committees	16-17	●
G4-39	最高治理机构的主席是否兼任行政职位 Whether the chair of the highest governance body is also an executive officer in the organization		○
G4-40	最高治理机构及其委员会的提名和甄选过程 Nomination and selection processes for the highest governance body and its committees		○
G4-41	最高治理机构确保避免和控制利益冲突的程序，是否向利益相关方披露利益冲突 Processes for the highest governance body to ensure conflicts of interest are avoided and managed		○
G4-42	在制定、批准、更新与经济、环境、社会影响有关的宗旨、价值观或使命、战略、政策与目标方面，最高治理机构和高级管理人员的角色 Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social topics	16-17	●
G4-43	为加强最高治理机构对于经济、环境和社会主题的集体认识而采取的措施 Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics	26-27	●

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G4-44	评估最高治理机构管理经济、环境和社会议题绩效的流程，以及评估的应对措施 Processes for and actions taken in response to evaluate the highest governance body's performance with respect to governance of economic, environmental, and social topics		○
G4-45	在识别和管理经济、环境和社会的影响、风险和机遇方面，最高治理机构的角色，以及是否使用利益相关方咨询 Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities and whether stakeholders consultation is used.		○
G4-46	在评估有关经济、环境和社会议题的风险管理流程的效果方面，最高治理机构的角色 Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics		○
G4-47	最高治理机构评估经济、环境和社会的影响、风险和机遇的频率 Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities		○
G4-48	正式审阅和批准机构可持续发展报告并确保已涵盖所有实质性方面的最高委员会或职位 The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	16	●
G4-49	说明与最高治理机构沟通重要关切问题的流程 Process for communicating critical concerns to the highest governance body	16-17	●
G4-50	说明向最高治理机构沟通的重要关切问题的性质和总数，以及采取的处理和解决机制 Total number and nature of critical concerns that were communicated to the highest governance body, and Mechanism(s) used to address and resolve critical concerns		○
G4-51	按类型说明最高治理机构和高级管理人员的薪酬政策 Remuneration policies for the highest governance body and senior executives for the different types of remuneration		○
G4-52	说明决定薪酬的过程。说明是否有薪酬顾问参与薪酬的决定，他们是否独立于管理层 Process for determining remuneration. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management		○
G4-53	说明如何征询并考虑利益相关方对于薪酬的意见 How stakeholders' views are sought and taken into account regarding remuneration		○

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G4-54	在组织具有重要业务运营的每个国家，薪酬最高个人的年度总收入与机构在该国其他所有员工平均年度总收入的比率 Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees in the same country		○
G4-55	在组织具有重要业务运营的每个国家，薪酬最高个人的年度总收入增幅与机构在该国其他所有员工平均年度总收入增幅的比率 Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees in the same country		○
G4-56	说明组织的价值观、原则、标准和行为规范 A description of the organization's values, principles, standards, and norms of behavior	12	●
G4-57	寻求道德与合法行为建议的内外部机制，以及与机构诚信有关的事务 A description of internal and external mechanisms for seeking advice about ethical and lawful behavior and organizational integrity	21-24, 26-27	●
G4-58	举报不道德或非法行为的内外部机制，以及与机构诚信有关的事务 A description of internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and organizational integrity.	21-24, 26-27	●
G4-EC1	创造与分配的直接经济价值 Direct economic value generated and distributed	11	●
G4-EC2	气候变化对组织活动产生的财务影响及其风险、机遇 Financial implications and other risks and opportunities due to climate change		N/A
G4-EC3	组织制定福利计划的覆盖面 Coverage of benefit plans by the organization	65	●
G4-EC4	政府给予的财务补贴 Financial assistance received from government		○
G4-EC5	不同性别的工资起薪水平与重要运营地点当地的最低工资水平的比率 Ratios of standard entry level wage by gender compared to local minimum wage		N/A
G4-EC6	重要运营地点聘用的当地高层管理人员所占比例 Percentage of senior management at significant locations of operation that are hired from the local community		○
G4-EC7	开展基础设施投资与支持性服务的情况及其影响 Extent, Current or expected impacts of development of significant infrastructure investments and services supported	28-35, 36-43	●
G4-EC8	重要间接经济影响 Significant indirect economic impacts	28-35, 36-43	●

指标编号 Disclosure Number	指标内容 GRI Standard	对应页码 Page number(s)	披露情况 Disclosure levels
G4-EC9	在重要运营地点，向当地供应商采购支出的比例 Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation		○
G4-EN1	所用物料的重量或体积 Materials used by weight or volume		○
G4-EN2	投入可再生材料的比例 Recycled input materials used	53-54	●
G4-EN3	组织内部的能源消耗量 Energy consumption within the organization		○
G4-EN4	组织外部的能源消耗量 Energy consumption outside of the organization		○
G4-EN5	能源强度 Energy intensity		○
G4-EN6	减少的能源消耗量 Reduction of energy consumption	52	●
G4-EN7	产品和服务所需能源的降低 Reduction in energy requirements of products and services	52-54	●
G4-EN8	不同来源用水总量 Total volume of water withdrawn		○
G4-EN9	因取水而受重大影响的水源 Water sources significantly affected by withdrawal of water		N/A
G4-EN10	循环及再利用水的百分比及总量 Total volume of water recycled and reused and its percentage of the total water withdrawal		○
G4-EN11	组织在环境保护区或其他具有重要生物多样性价值的地区或其毗邻地区 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		N/A
G4-EN12	组织的活动、产品及服务在生物多样性方面的重大影响 Significant impacts of activities, products, and services on biodiversity		N/A
G4-EN13	受保护或经修复的栖息地 Habitats protected or restored		N/A
G4-EN14	说明栖息地受组织运营影响的列入国际自然保护联盟 (IUCN) 红色名录及国家保护名册的物种总数 IUCN Red List species and national conservation list species with habitats in areas affected by operations		N/A
G4-EN15	直接温室气体排放量（范畴一） Direct (Scope 1) GHG emissions		○



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G4-EN16	能源间接温室气体排放量（范畴二） Energy indirect (Scope 2) GHG emissions		○
G4-EN17	其他间接温室气体排放量（范畴三） Other indirect (Scope 3) GHG emissions		○
G4-EN18	温室气体排放强度 GHG emissions intensity		○
G4-EN19	减少的温室气体排放量 Reduction of GHG emissions		○
G4-EN20	臭氧消耗物质 (ODS) 的排放 Emissions of ozone-depleting substances (ODS)		N/A
G4-EN21	氮氧化物、硫氧化物和其他主要气体的排放量 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	52	●
G4-EN22	按水质及排放目的地分类的污水排放总量 Water discharge by quality and destination		○
G4-EN23	按类别及处理方法分类的废弃物总重量 Waste by type and disposal method	53-54	●
G4-EN24	重要泄漏物的总数量和总体积 Total number and total volume of recorded significant spills		N/A
G4-EN25	按照《巴塞尔公约》附录 I、II、III、VIII 的条款视为有害废弃物经运输、输入、输出或处理的重量 Total weight for Hazardous waste transported, imported, exported and treated under the terms of the Basel Convention Annex I, II, III, and VIII		N/A
G4-EN26	受组织水及其他（地表）径流排放严重影响的水体及相关栖息地的位置、面积、保护状态及生物多样性价值 Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on size, location, the biodiversity value and whether a nationally or internationally protected area		N/A
G4-EN27	降低产品和服务环境影响的程度 Reduction of the impact on environment by products and services	52	●
G4-EN28	按类别说明，回收售出产品及其包装物料的百分比 Percentage of reclaimed products and their packaging materials for each product category	53-54	●
G4-EN29	违反环境法律法规被处重大罚款的金额，以及所受非经济处罚的次数 Total Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and/or regulations, and cases brought through dispute resolution mechanisms		N/A
G4-EN30	为组织运营而运输产品、其他货物及物料以及员工交通所产生的重大影响 Significant environment impact caused by operations, including transportation of products, materials and employees		○

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G4-EN31	按类别说明总环保支出及投资 Total spending and investment on environment protection by category		○
G4-EN32	使用环境标准筛选的新供应商的比例 Percentage of new suppliers that were screened using environmental criteria.		○
G4-EN33	供应链对环境的重大实际和潜在负面影响，以及采取的措施 Significant actual and potential negative environmental impacts in the supply chain and actions taken		○
G4-EN34	经由正式申诉机制提交、处理和解决的环境影响申诉的数量 Number of appeals related to environment impact submitted, handled and solved through formal appeal mechanism		○
G4-LA1	新雇佣员工总数和比例，以及不同年龄、性别和地区的人员流动总数 Total number and rate of new employee hired and employee turnover during the reporting period, by age group, gender and region.	64	●
G4-LA2	按重要运营地点划分，不提供给临时或兼职员工，只提供给全职员工的福利 Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation	65	●
G4-LA3	按性别划分，产假 / 陪产假后回到工作和保留工作的比例 Return to work and retention rates of employees that took parental leave, by gender		○
G4-LA4	有关重大运营变化的最短通知期，包括该通知期是否在集体协议中具体说明 Minimum notice periods regarding significant operational changes and whether the notice period is specified in collective agreements		○
G4-LA5	由劳资双方组建的职工健康与安全委员会中，能帮助员工监督和评价健康与安全相关项目的员工代表所占的百分比 Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees		○
G4-LA6	按地区和性别划分的工伤类别、工伤、职业病、误工及缺勤比例，以及和因公死亡人数 Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by region and gender		○
G4-LA7	从事职业病高发职业或高职业病风险职业的工人 Whether there are workers whose work, or workplace, is controlled by the organization, involved in occupational activities who have a high incidence or high risk of specific diseases		○
G4-LA8	与工会的正式协议中覆盖的健康安全议题 Whether formal agreements with trade unions cover health and safety		○
G4-LA9	按性别和员工类别划分，每名员工每年接受培训的平均小时数 Average hours of training that the organization's employees have undertaken during the reporting period, by: gender and employee category	66	●

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G4-LA10	为加强员工持续就业能力及协助员工管理职业生涯终止的技能管理及终生学习计划 Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	66-67	●
G4-LA11	按性别和员工类别划分，接受定期绩效及职业发展考评的员工的百分比 Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.		○
G4-LA12	按性别、年龄组别、少数族裔成员及其他多元化指标划分，治理机构成员和各类员工的组成 Percentage of individuals within the organization's governance bodies and employees per employee category by gender, age group, minority and other indicators of diversity where relevant	64	●
G4-LA13	按员工类别和重要运营地点划分，男女基本薪金和报酬比率 Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation		○
G4-LA14	使用劳工实践标准筛选的新供应商所占比例 Percentage of new suppliers that were screened using labor standards		○
G4-LA15	供应链对劳工实践的重大实际和潜在负面影响，以及采取的措施 Significant actual and potential negative impacts on labor practices in the supply chain and actions taken		○
G4-LA16	经由正式申诉机制提交、处理和解决的劳工问题申诉的数量 Number of appeals related to labor issues submitted, handled and solved through formal appeal mechanism		○
G4-HR1	含有人权条款或已进行人权审查的重要投资协议和合约的总数及百分比 Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		N/A
G4-HR2	就经营相关的人权政策及程序，员工接受培训的总小时数，以及受培训员工的百分比 Percentage and total training hours of employee who have received training in the organization's human rights policies or specific procedures		N/A
G4-HR3	歧视事件的总数，以及机构采取的纠正行动 Total number of incidents of discrimination and corrective actions taken		N/A
G4-HR4	已发现可能违反或严重危及结社自由及集体谈判的运营点或供应商，以及保障这些权利的行动 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk and measures taken		N/A
G4-HR5	已发现具有严重使用童工风险的运营点和供应商，以及有助于有效杜绝使用童工情况的措施 Operations and suppliers at significant risk for incidents of child labor and measures taken intended to contribute to the effective abolition of child labor		N/A

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G4-HR6	已发现具有严重强迫或强制劳动事件风险的运营点和供应商，以及有助于消除一切形式的强迫或强制劳动的措施 Operations and suppliers at significant risk for incidents of forced or compulsory labor and Measures taken intended to contribute to the elimination of all forms of forced or compulsory labor		N/A
G4-HR7	安保人员在运营相关的人权政策及程序方面接受培训的百分比 Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security		N/A
G4-HR8	涉及侵犯原住民权利的事件总数，以及机构采取的行动 Total number of identified incidents of violations involving the rights of indigenous peoples and measures taken		N/A
G4-HR9	接受人权审查或影响评估的运营点的总数和百分比 Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments		N/A
G4-HR10	使用人权标准筛选的新供应商的比例 Percentage of new suppliers that were screened using human rights standards		N/A
G4-HR11	供应链对人权的重大实际和潜在负面影响，以及采取的措施 Significant actual and potential negative social impacts in the supply chain and actions taken		N/A
G4-HR12	经由正式申诉机制提交、处理和解决的人权影响申诉的数量 Number of appeals related to human rights submitted, handled and solved through formal appeal mechanism		N/A
G4-SO1	实施了当地社区参与、影响评估和发展计划的运营点比例 Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	36-42	●
G4-SO2	对当地社区具有重大实际和潜在负面影响的运营点 Operations with significant actual and potential negative impacts on local communities		N/A
G4-SO3	已进行腐败风险评估的运营点的总数及百分比，以及所识别出的重大风险 Total number and percentage of operations assessed for risks related to corruption and significant risks related to corruption identified through the risk assessment		N/A
G4-SO4	反腐败政策和程序的传达及培训 Communication and training about anti-corruption policies and procedures	27	●
G4-SO5	确认的腐败事件和采取的行动 Confirmed incidents of corruption and actions taken		N/A
G4-SO6	按国家和接受者 / 受益者划分的政治性捐赠的总值 Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.		N/A

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G4-SO7	涉及反竞争行为、反托拉斯和垄断做法的法律诉讼的总数及其结果 Number and main outcomes of legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant		○
G4-SO8	违反法律法规被处重大罚款的金额，以及所受非经济处罚的次数 Total Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with e laws and/or regulations		N/A
G4-SO9	使用社会影响标准筛选的新供应商的比例 Percentage of new suppliers that were screened using social criteria		○
G4-SO10	供应链对社会的重大实际和潜在负面影响，以及采取的措施 Significant actual and potential negative social impacts in the supply chain and actions taken	58-59	●
G4-SO11	经由正式申诉机制提交、处理和解决的社会影响申诉的数量 Number of appeals related to social impact submitted, handled and solved through formal appeal mechanism		○
G4-PR1	为改进现状而接受健康与安全影响评估的重要产品和服务类别的百分比 Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	44-49	●
G4-PR2	按后果类别说明，违反有关产品和服务健康与安全影响的法规和自愿性准则的事件总数 Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services by results		N/A
G4-PR3	组织的产品服务信息标签程序要求的产品服务类型，以及符合此类信息要求的重要产品服务的百分比 Requirements for product and service information and labeling, and percentage of significant product or service categories covered by and assessed for compliance with such procedures.		N/A
G4-PR4	按后果类别说明，违反有关产品和服务信息及标识的法规和自愿性准则的事件总数 Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling by results		N/A
G4-PR5	用户满意度调查的结果 Result of customer satisfactory rate survey	66	●
G4-PR6	禁售或有争议产品的销售 Sales of lock-up or Controversial products		N/A
G4-PR7	按后果类别划分，违反有关市场推广的法规及自愿性准则的事件总数 Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications by result		N/A
G4-PR8	经证实的侵犯用户隐私权及遗失用户资料的投诉总数 Total number of substantiated complaints received concerning breaches of customer privacy, categorized by results		N/A

指标编号 Disclosure Number	指标内容 GRI Standard	对应页码 Page number(s)	披露情况 Disclosure levels
G4-PR9	如有违反提供及使用产品与服务的有关法律法规，说明相关重大罚款的总金额 Total Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and/or regulations concerning product and service		N/A



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