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COFCO  
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# 建设国际一流大粮商

Strive to Become a World-Class Grain Trader

## 中粮集团2017年社会责任报告

COFCO Corporation CSR Report 2017



# 关于本报告

## About This Report

### 报告时间范围

2017 年 1 月 1 日至 2017 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.COFECO.com>

《中粮集团 2017 年企业社会责任报告》

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### Reporting Period

From January 1, 2017 to December 31, 2017 (some contents and figures may be attributable to the years prior to this period).

### Reporting Standard & References

This report is formulated in accordance with the requirements of the Guiding Opinions on the Fulfillment of Social Responsibility by Central Government-Owned Enterprises issued by the SASAC with reference to Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) G4 and Chinese CSR Report Preparation Guide (CASS-CSR3.0).

### Scope of Entities

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

### Reporting Principles

The compilation of this report follows the principles of materiality, completeness, comparability and stakeholder participation.

For more information about COFCO Corporation, please visit: <http://www.COFECO.com> for “COFCO Corporation CSR Report 2017”.

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# 目录 Contents

01	关于中粮 ..... About COFCO	04
02	以十九大精神为引领，率先确立国际一流大粮商的新时代目标 ..... Take the spirit of the 19th CPC National Congress as the guideline and establish the goal of being the first to become a world-class grain trader in the new era	18
03	牢记“中粮姓粮”的使命担当，全力维护国家粮食安全、服务国家宏观调控 .... Keep firmly in mind the mission of COFCO and spare no effort to safeguard national food supply and serve the country's macroeconomic regulation and control	32
04	聚焦重点领域、推动体制再造，为深化国企改革提供中粮方案 ..... Focus on key areas and promote institutional reengineering to provide COFCO solution for deepening the reform of state-owned enterprises	40
05	全力提质增效攻坚，企业运营效益实现历史性突破 ..... Historic breakthroughs have been made in terms of operational performance by pushing hard to improve quality and efficiency	46
06	发挥产业体系优势，坚决落实中央扶贫攻坚决策部署 ..... Give full play to the advantages of the industrial system and resolutely implement the central government's decision and deployment regarding poverty alleviation	54
07	坚持绿色发展理念，忠实履行生态文明建设和环境保护责任 ..... Adhere to the concept of green development and faithfully fulfill the responsibility of ecological civilization and environmental protection	66
08	坚持党的领导、加强企业党建，做国家发展最可信赖的重要力量 ..... Adhere to the CPC leadership and strengthen corporate CPC building to serve as the most reliable force in national development	74

## 深化国有资本投资公司改革，率先成为国际一流大粮商

2017年，党的十九大胜利召开，开启我国全面建设社会主义现代化国家新征程。从“做强做优做大国有企业”到“做强做优做大国有资本”，从“培育具有国际竞争力的国有骨干企业”到“培育具有全球竞争力的世界一流企业”，对新时代深化国企改革提出新要求；率先从经济、体制和文化三个维度成为国际一流大粮商，中粮集团确立新时代改革发展新目标。

作为国有资本投资公司改革首批试点企业，中粮集团坚决贯彻落实党中央决策部署，着力破解国企普遍存在的五大关键问题，重塑体制机制发展新格局。我们牢记中粮姓“粮”的使命担当，推动国有资本向粮油糖棉核心主业集中，不断提高主业实力和竞争力；我们坚定专业化的商业模式，实现“人财物、产供销、责权利”一体的专业化经营体制再造；我们坚持主业拉动、资本拉动、品牌拉动，聚焦核心主业、优化资本布局、提升品牌价值；我们通过“三压一降一退”，打赢提质增效攻坚战，企业活力不断增强，运营效益实现历史性突破；我们坚持“2+3>1”的混改模式，以员工持股实现利益捆绑，公司治理和运营机制得到全面优化；我们创新凝练新时期中粮文化核心内涵，“忠于国计，良于民生”的央企责任、“严严实实”的工作作风，“品牌、品质、品格”的企业经营理念已融入中粮人的血脉。

作为懂农业爱农村爱农民的“三农”领军企业，中粮集团践行农业供给侧结构性改革助力乡村振兴战略，主动担当农业新型生产服务主体，构建现代农业产业体系、生产体系和经营体系。我们坚持全产业链品质控制，以更加完善的全球布局提升市场份额，服务国内供给，促进一二三产业融合发展；我们牢固树立新发展理念，通过公司+农户的订单农业经营模式引导种植结构调整，促进小农户和现代农业发展有机衔接，提高农业发展质量效益和竞争力；我们加快现代物流体系建设、完善现代农业生产体系、积极发展循环农业、严格质量安全控制，助力农业农村可持续发展；我们坚持服务改善民生，发挥产业体系优势，探索形成“产业扶贫带动脱贫攻坚”为核心的扶贫脱贫工作体系，让广大农民有更多的获得感。

回顾2017年，中粮集团深化改革全面发力，走好了“十三五”期间关键一步，走出了一条具有中国特色的、成熟配套的粮油行业国有资本投资公司改革路子，保障国家粮食和食品安全能力进一步提升。

展望2018年，中粮集团战略升级转型发展，以习近平中国特色社会主义思想为指引，加快打造国际一流大粮商，努力谱写中华民族伟大复兴梦的“中粮篇章”。

## Deepen the reform of state-owned capital investment company and take the lead in becoming a world-class grain trader

The year of 2017 witnessed the successful convention of the nineteenth CPC National Congress, leading China to embark on a new journey for comprehensive construction of a modern socialist country. From "making state-owned enterprises bigger, stronger and better" to "making state-owned capital bigger, stronger and better", and from "cultivating state-owned key enterprises with international competitiveness" to "cultivating world-class enterprises with global competitiveness", new demands have been put forward to deepen the reform of state-owned enterprises in the new era; taking the lead in becoming a world-class major grain trader in terms of economy, system, and culture is the new goal set by COFCO Corporation for its reform and development in the new era.

As one of the first batch of pilot enterprises for the reform of state-owned capital investment companies, COFCO Corporation resolutely implements the CPC Central Committee's decisions and deployment, strives to solve the five key issues that commonly exist in state-owned enterprises, and reshapes a new landscape for structural and institutional development. We bear in mind that the mission of COFCO is focused on grain, promote the centralization of state-owned capital for the core business of grain, oil, sugar, and cotton, and constantly improve the strength and competitiveness of the main business. We firmly stick to the specialized business model to achieve re-engineering of management system that integrates "human, financial, and material resources, production, supply and sales, and accountability, power and interests". We insist on driving outcomes through main business, capital, and brand, focusing on the core business, optimizing the capital layout, and enhancing the brand value. We win the battle of increasing quality and efficiency by practicing "three cuts (of costs, inventories, and expenses), one reduction (of debt ratio) and one exit", thus continuously enhancing company's vitality and enabling operating efficiency to make historic breakthroughs. We adhere to the mixed ownership reform model of "2+3>1" to achieve the bundling of interests through employee stock ownership, and comprehensively optimize corporate governance and operating mechanisms. We innovate and condense the core essence of COFCO culture in the new era, incorporating the central state-owned enterprise's responsibility of being "loyal to national economy and beneficial to people's livelihood", the work style of being "strict, pragmatic and honest", and the business philosophy of "brand, quality, and integrity" into COFCO employees' bloodline.

As a leading enterprise dedicated to leveraging its understanding of agriculture and love for countryside and farmers to solve the three rural issues, COFCO Corporation practices agricultural supply-side structural reform to support the strategy of revitalizing the countryside, takes the initiative to assume the role of a new type of agricultural production service provider, and builds modern agricultural industrial system, production system, and management system. We adhere to the quality control of the entire value chain, increase market share through a more comprehensive global presence, serve domestic supply, and promote the integrated development of primary, secondary and tertiary industries. We firmly establish new development concepts, guide the adjustment of planting structure through the business model of company + farmer contract farming, promote organic integration of small farmers and modern agricultural development, and improve the quality, efficiency, and competitiveness of agricultural development. We must speed up the construction of a modern logistics system, improve the modern agricultural production system, actively develop circular agriculture, and strictly control quality and safety to contribute to the sustainable development of agriculture and rural areas. We insist on delivering services to improve people's livelihood, give full play to the advantages of the industrial system, and explore the formation of a poverty alleviation/anti-poverty work system centered on "poverty reduction efforts driven by poverty alleviation in industrial projects" as the core so that the vast majority of farmers have more sense of gain.

Looking back at 2017, COFCO Corporation comprehensively intensified its efforts to deepen reforms and successfully took a key step in the "13th Five-Year Plan" period. By blazing a path with Chinese characteristics for the reform of state-owned capital investment company in grain and oil industry, it has further improved its capability of ensuring national grain security and food safety.

Looking ahead to 2018, COFCO Corporation will seek strategic upgrade, transformation and growth, accelerate the development of a world-class major trader under the guidance of Xi Jinping's socialist ideology with Chinese characteristics, and work hard to compose the "COFCO chapter" in the Chinese nation's great dream of rejuvenation.

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# 关于中粮

## About COFCO

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中粮集团是一家以粮油糖棉为核心主业，覆盖稻谷、小麦、玉米、油脂油料、糖、棉花等农作物品种以及生物能源，同时涉及食品、金融、地产行业的农业及粮油食品企业，集贸易、加工、销售、研发于一体的国有投资控股公司。作为首批国有资本投资公司改革试点央企，中粮集团正在变革中前进，开启迈向世界一流大粮商的历程。2017年，集团员工达160,011人，遍及海内外。

全球布局、全产业链、拥有全球最大市场和巨大的发展潜力，成就了中粮集团独一无二的优势。中粮集团在稻谷、小麦、玉米、油脂油料、糖、棉花等十多个领域上处于行业领先地位，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。集团50%以上营业收入来自于海外业务，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、保障粮食安全打下牢固基础。

围绕做大做强粮、油、糖、棉核心业务的同时，中粮集团还建立了食品、金融和地产三大主营业务。在食品领域，中粮集团是优质产品的生产者，优质品牌的创造者，业务涵盖奶制品、肉食、酒、茶叶、食品包装，拥有福临门、蒙牛、长城、中茶等具有影响力的品牌，将世界四分之一以上人口的餐桌与全世界的农场紧密地联系在一起。中粮集团创造性地为农业发展提供金融服务，已经形成信托、期货交易代理、保险、风险管理咨询、银行、基金等金融业务链。同时中粮集团也是卓越生活空间的建设者，建设商业地产、住宅地产、酒店、旅游地产以及区域综合开发。

As a state-owned investment holding company that integrates trade, processing, sales and R&D, COFCO Corporation is an agricultural, G&O and food enterprise principally engaged in grain, oil, sugar, and cotton as its core businesses while its scope of business also covers crops such as rice, wheat, corn, oils and oilseeds, sugar, and cotton as well as bio-energy, food, finance, and real estate industries. As one of the first batch of pilot centrally-administered SOE for the reform of state-owned capital investment companies, COFCO is making progress through changes and embarking on the journey to become a world-class grain trader. In 2017, the Corporation had 160,010 employees both at home and abroad.

Its global presence, fully-integrated value chain, access to the world's largest market and huge development potential have given rise to COFCO Corporation's unique advantages. As an industry leader in more than ten sectors including rice, wheat, corn, oils and oilseeds, sugar, and cotton, COFCO Corporation operates in more than 140 countries and regions with its G&O facilities spread across the world's major grain and oil production areas and sales areas. It has a global production and procurement platform and a trading network including planting, procurement, warehousing, logistics, and ports. More than 50% of the Corporation's operating revenue comes from overseas operations, laying a solid foundation for the overall utilization of both international and domestic resources and two markets, stabilizing the Chinese market supply and ensuring grain security.

While focusing on expanding core businesses of grain, oil, sugar and cotton, COFCO Corporation has also established three main businesses of food, finance and real estate. In the food sector, COFCO Corporation is a producer of quality products and creator of premium brands. Its scope of business covers dairy products, meat, wines and spirits, tea, and food packaging. With influential brands such as Fulinmen, Mengniu, Great Wall, and China Tea, COFCO Corporation connects the tables of more than one quarter of the world's population with farms around the world. COFCO Corporation, which is quite creative in providing financial services for agricultural development, has formed a range of financial services such as trusts, futures trading brokerage, insurance, risk management consulting, banking and funds. At the same time, COFCO Corporation is also a builder of excellent living space dedicated to building commercial real estate, residential real estate, hotels, tourism real estate and regional comprehensive development.

## 作为投资控股企业，中粮集团旗下拥有 13 家上市公司

As an investment holding company, COFCO Corporation owns 13 listed companies, including



### 九家香港上市公司

Nine Hong Kong-listed companies

<b>中国食品</b> China Foods (00506. HK)	<b>中粮控股</b> China Agri-Industries Holdings (00606.HK)	<b>蒙牛乳业</b> Mengniu Dairy (02319.HK)
<b>中粮包装</b> CPMC Holdings (00906. HK)	<b>大悦城地产</b> Joy City Property (00207.HK)	<b>中粮肉食</b> COFCO Meat (01610.HK)
<b>福田实业</b> Fountain Set (00420. HK)	<b>雅士利国际</b> Yashili International (01230.HK)	<b>现代牧业</b> China Modern Farming (01117.HK)



### 四家内地上市公司

Four mainland-listed companies

<b>中粮糖业</b> COFCO Sugar (600737.SH)	<b>酒鬼酒</b> Jiugui Liquor (000799.SZ)
<b>中粮地产</b> COFCO Property (000031.SZ)	<b>中粮生化</b> COFCO Biochemical (000930.SZ)



## 品牌产品 Brand 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：福临门粮油产品，香雪面粉，中糖食用糖，家佳康肉制品，中茶茶叶，长城葡萄酒、名庄荟进口酒系列产品，悦活饮品，大悦城 ShoppingMall、金融保险等。

Through an increasingly mature value chain, COFCO Corporation has formed a number of portfolios composed of various brand products and services: Fortune edible oil, Xiangxue flour, COFCO sugar, Joycome meat products, China Tea, Great Wall Wine, Wine & Wine's series of imported products, Lohas beverage, Joy City Shopping Mall, and financial insurance, etc.



# 集团荣誉

## Corporation Honors

### 社会责任 Social Responsibility

#### 中粮集团荣获“2017 年中国企业社会责任 500 优”第一名

COFCO Corporation won the first prize in "Top 500 Chinese Enterprises with Excellent Corporate Social Responsibility Practices 2017"

2018 年 1 月，由国务院发展研究中心主办的第十六届中国企业发展高层论坛在北京钓鱼台国宾馆举行，中粮集团有限公司荣获中国企业社会评价协会颁发的“2017 年中国企业社会责任 500 优”第一名。

In January 2018, the 16th China Enterprise Development High-Level Forum sponsored by the Development Research Center of the State Council was held in Diaoyutai State Guesthouse in Beijing. COFCO Corporation won the first prize in "Top 500 Chinese Enterprises with Excellent Corporate Social Responsibility Practices 2017" issued by China Enterprises Evaluation Association (CEEA).

#### 中英人寿荣膺行动者联盟 2017 公益盛典“特别贡献奖”

Aviva-COFCO received "Special Contribution Award" at Activists Alliance 2017 Charity Gala

2017 年 12 月，在凤凰网主办的“行动者联盟 2017 公益盛典颁奖典礼”上，中英人寿凭借在“星星点灯·关爱留守儿童公益计划”中做出的积极努力和突出贡献，荣获“特别贡献奖”。

In December 2017, Aviva-COFCO received "Special Contribution Award" for its active efforts and outstanding contributions in the "Star Lighting/Caring for Left-behind Children Charity Project" at the "Activists Alliance 2017 Charity Gala Award Ceremony" sponsored by iFeng.com.

#### 蒙牛乳业蝉联“乳品企业社会责任发展指数”第一

Mengniu Dairy continued to rank No.1 in the "Dairy Enterprise Corporate Social Responsibility Development Index"

2017 年 11 月，蒙牛乳业在中国乳品企业社会责任发展指数（2017）中位列榜首，也是唯一获得五星级评价的乳品企业。这是蒙牛乳业连续两年位列乳品企业社会责任发展指数的首位。

In November 2017, Mengniu Dairy ranked No.1 in China Dairy Enterprise Corporate Social Responsibility Development Index (2017) and was the only dairy enterprise to receive a five-star rating. Mengniu Dairy has ranked number one in the Index for two consecutive years.

#### 武汉中粮肉食品有限公司检测中心获得国家 CNAS 认可资格

The inspection center of Wuhan COFCO Meat Product Co., Ltd. successfully obtained national CNAS accreditation

2017 年 10 月，武汉中粮肉食品有限公司检测中心获得中国合格评定国家认可委员会颁发的实验室认可（CNAS）证书，成为中粮肉食投资有限公司旗下首个通过 CNAS 认可的企业。

In October 2017, the inspection center of Wuhan COFCO Meat Product Co., Ltd. was awarded the Laboratory Accreditation (CNAS) Certificate issued by the China National Accreditation Service for Conformity Assessment. As a result, Wuhan COFCO Meat became COFCO Meat's first subsidiary certified by CNAS.

### 中粮粮谷五常米业种植基地获评“中国优质稻米基地”等称号

COFCO Grains & Cereals' Wuchang rice-planting base was awarded the title of "China's High Quality Rice Base"

2017年9月，在“2017中国大米品牌论坛”上，中粮粮谷下属企业中粮米业（五常）有限公司种植基地获评“中国优质稻米基地”称号。

At the "2017 China Rice Brand Forum" held in September 2017, the planting base of COFCO Rice (Wuchang) Co., Ltd., a subsidiary of COFCO Grains & Cereals, was awarded the title of "China's High Quality Rice Base".

### 中粮集团 10 家企业获评安全生产标准化一级企业

Ten enterprises of COFCO Corporation evaluated as enterprises with the first-class safety production standardization

2017年8月，中粮粮油工业（九江）有限公司、中粮麦芽（江阴）有限公司、蒙牛乳业（眉山）有限公司、蒙牛乳业（衡水）有限公司、蒙牛乳业（银川）有限公司、蒙牛乳业（太原）有限公司、蒙牛乳业（磴口巴彦高勒）有限责任公司、内蒙古蒙牛高科乳业有限公司、内蒙古蒙牛乳业包头有限责任公司、中粮包装（镇江）有限公司等10家企业入选国家安监总局公告确定的88家安全生产标准化一级企业。

In August 2017, ten enterprises of COFCO Corporation-China Agri-Industries (Jiujiang) Co., Ltd., COFCO Malt (Jiangyin) Co., Ltd., Mengniu Dairy (Meishan) Co., Ltd., Mengniu Dairy (Hengshui) Co., Ltd., Mengniu Dairy (Yinchuan) Co., Ltd., Mengniu Dairy (Taiyuan) Co., Ltd., Mengniu Dairy (Dengkou Bayangaole) Co., Ltd., Inner Mongolia Mengniu Hi-tech Dairy Co., Ltd., Inner Mongolia Mengniu Dairy Baotou Co., Ltd. and CPMC (Zhenjiang) Co., Ltd. were included in a public notice issued by the State Administration of Work Safety which identified 88 enterprises with the first-class safety production standardization.

### 蒙牛乳业获社会责任领军企业奖

Mengniu Dairy won the Leading Enterprise Award for Corporate Social Responsibility

2017年2月，在国家发改委中国发展网主办的以“责任、义利观、升级”为主题的首届中国新常态企业社会责任领袖峰会上，蒙牛乳业斩获“中国新常态企业社会责任领军企业奖”。

In February 2017, Mengniu Dairy won the "Leading Enterprise Award for Corporate Social Responsibility in China's New Normal" at the first China New Normal Corporate Social Responsibility Leaders' Summit hosted by the National Development and Reform Commission's China Development Network ([chinadevelopment.com.cn](http://chinadevelopment.com.cn)) under the theme of "Responsibility, Righteousness, and Upgrade".

● 中粮集团居“中国农业对外合作百强企业”榜首

COFCO Corporation ranked first in the list of "China's Top 100 Enterprises in Foreign Agricultural Cooperation"

2018年3月，中粮集团入选“2017年度中国农业对外合作百强企业”榜单并高居榜首。评选由中国农业国际交流协会举办，在各地推荐、专家评审、征求行业协会意见的基础上评选而出。

In March 2018, COFCO Corporation was included in the list of "China's Top 100 Enterprises in Foreign Agricultural Cooperation 2017" and topped the list by a big margin. China Agricultural Association for International Exchange compiled the list on the basis of local recommendations, expert review, and opinions solicited from industry societies.

● 蒙牛乳业进入全球乳业十强

Mengniu Dairy entered Global Dairy Top 10

2017年7月，荷兰合作银行发布2017年“全球乳业20强”榜单，蒙牛乳业凭借近年来亮眼的综合表现连续9年再度入榜，跃居榜单前10强，迈入全球乳业的第一阵营。

In July 2017, Rabobank published the list of "Global Dairy Top 20 2017". Mengniu Dairy was again included in the list for nine consecutive years with its comprehensive performance in recent years, leaping into the top 10 and becoming one of the best global dairy companies.

● 中粮集团连续24年入围世界500强 排名136位

Listed among Fortune Global 500 for 24 years, COFCO Corporation ranked 136th in 2017

2017年7月，美国《财富》杂志发布2017“世界500强”排行榜，中粮集团连续24年入围财富世界500强，名列榜单第136位。

COFCO Corporation ranked 136th on the "Global 500" list for 2017 released by the U.S. Fortune magazine in July 2017. It has been on the annual list for 24 straight years.

● 中国茶叶荣获首批中国商业特许经营AAAA级评定

China Tea won the first batch of AAAA grade of Chinese commercial franchise

2017年3月，由中国连锁经营协会主办的2017中国特许加盟大会在北京召开，中国茶叶荣获首批商业特许经营管理体系AAAA级评定。

In March 2017, the 2017 China Franchise Conference sponsored by China Chain Store & Franchise Association was held in Beijing. China Tea was awarded the first batch of AAAA grade of commercial franchise management system.

### 福临门斩获中国广告长城奖

Fulinmen won China Advertising Great Wall Award

2017 年 10 月，中粮福临门凭借“年味儿”系列营销的出色表现斩获“2017 中国广告长城奖·广告主奖年度品牌塑造案例大奖”，品牌建设及营销策略获得业界权威认可。

In October 2017, COFCO Fortune won the "2017 China Advertising Great Wall Award", gaining the title "Branding Case of the Year" granted to the advertiser for its outstanding performance in the "Year Taste" series of marketing campaigns. Its brand building and marketing strategies were recognized by the industry authority.

### 中粮集团列中国 500 最具价值品牌排行榜第 20 位

COFCO Corporation ranked 20th among China's 500 Most Valuable Brands

2017 年 6 月，世界品牌实验室（WorldBrandLab）在京发布 2017 年《中国 500 最具价值品牌》排行榜，中粮集团以 1,315.69 亿元的品牌价值位列榜单第 20 位，品牌价值较上年增长 133.32 亿元。

In June 2017, World Brand Lab announced the list of "China's 500 Most Valuable Brands" for 2017 in Beijing. COFCO Corporation ranked 20th in the list with its brand value of RMB 131.569 billion, an increase of RMB 13.332 billion over the previous year.

### 蒙牛、福临门荣登 BrandZ™ 2017 最具价值中国品牌 100 强榜单

Mengniu and Fortune listed among BrandZ™ Top 100 Most Valuable Chinese Brands 2017

2017 年 3 月，BrandZ™ 最具价值中国品牌 100 强名单在北京发布。蒙牛乳业以 5,023 百万美元的品牌价值，位列第 19 位，相较 2016 年，品牌价值增长 6%，品牌贡献率位列食品乳业板块第一，连续三年蝉联 BrandZ™ 最具价值中国品牌榜前 20 强。福临门作为连续七年唯一上榜食用油品牌，品牌价值增长 10% 至 373 百万美元，位列第 84 位，相较 2016 年，上升 5 位。

In March 2017, the list of BrandZ™ Top 100 Most Valuable Chinese Brands was announced in Beijing. Mengniu Dairy, which had the highest brand contribution rate in the food & dairy sector, ranked the 19th for its brand value of US\$5.023 billion, an increase of 6% compared with 2016. It has held onto BrandZ™ top 20 most valuable Chinese brand for three consecutive years. As the only edible oil brand that made to the list for seven consecutive years, Fortune moved up five spots compared to 2016 to 84th for its brand value which increased by 10% to US\$373 million.



#### ● 中粮糖业荣获国家科学技术进步二等奖

COFCO Sugar won the second prize of National Science and Technology Progress Award

中粮糖业与新疆农业科学院园艺作物研究所、中国农业大学等单位联合申报的“番茄加工产业化关键技术创新与应用”项目荣获 2017 年度国家科学技术进步二等奖。

The project of "Key Technological Innovation and Application for Tomato Processing Industrialization" jointly conducted by COFCO Sugar, Horticultural Research Institute of Xinjiang Academy of Agricultural Sciences and China Agricultural University won the second prize of National Science and Technology Progress Award, in 2017.

#### ● 中粮糖业获批农业部企业重点实验室

COFCO Sugar obtained the approval by the Ministry of Agriculture to set up a key enterprise laboratory

2017 年 11 月，农业部公示了企业重点实验室名单，中粮糖业与中粮营养健康研究院联合申报的“糖料与番茄加工质量安全技术研究开发重点实验室”入选为农业部企业重点实验室依托单位。

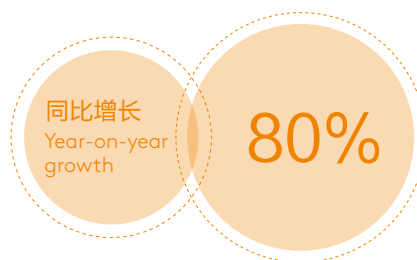
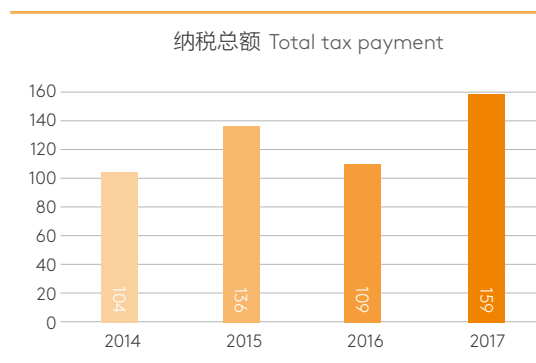
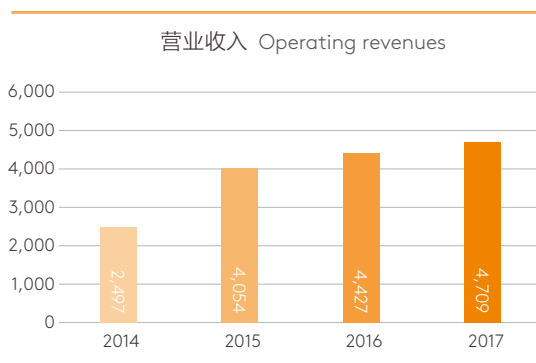
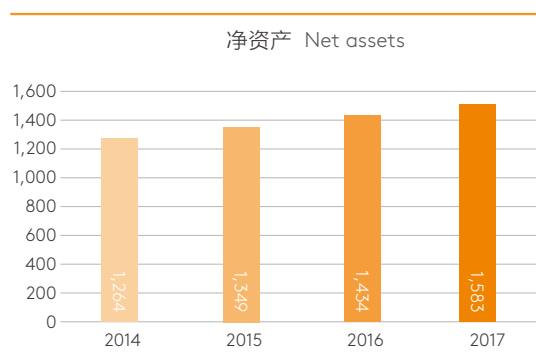
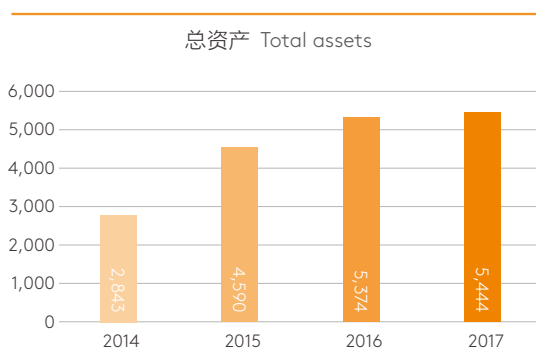
In November 2017, the Ministry of Agriculture published a list of key enterprise laboratories. The key laboratory for R&D of sugar crop and tomato processing quality and safety technology jointly applied by COFCO Sugar and COFCO NHRZ was selected as a key enterprise laboratory by the Ministry of Agriculture.

# 关键绩效

## Key Performance

### 2017 年集团经济指标 (亿元)

COFCO Corporation economic indicators 2017 ( ¥100 million)



## 责任管理 CSR Management

中粮集团秉持“忠于国计、良于民生”的忠良责任，坚定承担党和国家赋予的政治责任、经济责任和社会责任，将经济效益与社会效益置于企业可持续发展的天平之上，聚焦维护国家粮食和食品安全、服务农村供给侧改革、助力国家扶贫攻坚等核心议题，实现企业与社会、经济、环境的可持续发展。

COFCO Corporation adheres to its responsibility of being "loyal to the national economy and beneficial to people's livelihood," and firmly assumes the political, economic and social responsibilities entrusted by the party and the country. Placing economic and social benefits on the balance of sustainable corporate development, it focuses on core issues of safeguarding national grain and food supply, facilitating rural supply-side reform, and assisting the country in poverty alleviation and joint development in order to realize the sustainable development of enterprises as well as society, economy, and environment.

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

As a state-owned enterprise, COFCO Corporation is becoming stronger, better, and bigger in order to edge into the top rank of major international grain traders while continuing to expand its capital business and enhance its profitability

策略  
STRATEGIES

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

Build core competitiveness; adhere to sustainable development, and effectively manage the impact of corporate operations on the natural environment and stakeholders

绩效  
PERFORMANCE

理念  
CONCEPT

中粮集团社会责任理念融于使命、愿景、战略、企业精神、企业文化中，并通过各部门、专业化公司及员工工作得到体现

COFCO Corporation's social responsibility concept is integrated into its mission, vision, strategy, entrepreneurship and corporate culture. It is reflected through the work of various departments, specialized companies and its employees

履行央企责任：维护国家粮食和食品安全、服务农业供给侧改革、助力脱贫攻坚

创造共享价值：实现经营业绩、保护环境与资源、投入社会公益

Fulfill the responsibility of centrally-administered SOE: national grain and food supply, agricultural supply-side reform, and poverty alleviation

Create shared value: Deliver business performance, protect the environment and resources, and invest in social welfare

行动  
ACTION

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# 公司治理

## Corporate Governance

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### 公司治理结构

#### Corporate governance structure

按照中央要求，结合中粮集团《总裁办公会工作规则》、《党组工作规则》、《董事会工作规则》等文件，中粮集团积极规范党组、董事会及总裁办公会之间相互的职责和关系；优化决策机制和法人治理结构。

In accordance with the Central Government's requirements and in light of COFCO Corporation's "Work Rules of the President's Executive Meeting", "Work Rules of CPC Leadership Committee of COFCO", and "Work Rules of the Board of Directors", the Corporation actively regulates the responsibilities and relationships among COFCO's CPC Leadership Committee, the Board of Directors, and the President's executive meeting and optimizes both decision-making mechanism and corporate governance structure.

### 党组

#### Party Group

中粮集团坚持将党的领导写入公司章程。明确了党组织在公司法人治理结构中的法定地位，明确中粮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。

同时，党组在中粮集团发挥把方向、管大局、保落实的领导核心作用，党组管企业发展战略规划、企业重大并购整合方案、企业重大改革改制方案、企业年度预算、企业年度投融资计划及计划外投融资项目等经营管理重大事项，具体操作交由董事会和总裁办公会。党组和董事会在中粮集团重大问题决策职责上可有所交叉重复。

COFCO Corporation insists on incorporating the CPC leadership into its Articles of Association, which specifies the statutory status of the Party organization in the corporate governance structure and stipulates that COFCO Corporation's major operation and management issues, including internal organizational setup, responsibilities, staffing, compensation management system, major income distribution programs, major decision-making, appointment and removal of important personnel, major project arrangements, the disposal of large sums of funds, and basic operation and management system shall be researched and discussed by the CPC Leadership Committee before being submitted to the Board of Directors for deliberation and decision. Party organization's research becomes a prerequisite procedure for decision-making.

At the same time, the CPC Leadership Committee of COFCO plays a leading role in ensuring the right direction, managing the overall situation, and guaranteeing implementation. The Committee is in charge of the Corporation's major operation and management matters such as its development strategy plan, major M&A and consolidation plan, major reform plan, annual budget, annual investment and financing plan as well as unplanned investment and financing projects. Specific implementation of these matters falls into the responsibility of the Board of Directors and President's executive meeting. The Committee and the Board of Directors may have some overlapping decision-making responsibilities regarding major issues of COFCO Corporation.

## 董事会 Board of Directors

董事会是中粮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。

董事会行使职权与发挥中粮集团党组领导核心作用相结合。董事会决定公司重大问题，应当事先听取中粮集团党组的意见。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。

As the internal decision-making body for COFCO Corporation's business operations, the Board of Directors consists of three internal directors and four external directors. The Board of Directors has four special committees: the Nomination Committee, the Remuneration & Evaluation Committee, the Audit & Risk Management Committee, and the Strategy Committee.

The exercise of functions and powers by the Board of Directors is combined with COFCO CPC Leadership Committee's role of core leadership. The Board of Directors shall solicit the opinions of the Committee in advance before deciding on a major issue for the company. Major operation and management issues must be deliberated and discussed by the Committee before being decided by the Board of Directors or the management.



## 总裁办公会

President's Executive Meeting

总裁办公会是对党组、董事会负责的执行机构，负责中粮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 Executive Meeting is the executive organization accountable to CPC Leadership Committee of COFCO and the Board of Directors. It is in charge of COFCO Corporation's overall production, operation, management and project implementation. Entrusted by CPC Leadership Committee of COFCO and the Board of Directors, the President's Executive Meeting is responsible for the specific implementation of the Corporation's operation and management. Items included in the budget and plan shall be discussed and decided by the President's executive meeting, which shall report the implementation to the Board of Directors on a regular basis in order to give full play to the role of the management in business operations.

## 监事会

Board of Supervisors

监事会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，确保监事会对中粮集团的财务状况、重要决策和重大事项实施有效的监督检查。

The Board of Supervisors performs the duties of supervising the Board of Directors and the management. The Board of Directors actively cooperates with the Board of Supervisors on their work, establishing a regular communication mechanism to coordinate two-way communications between the Board of Directors and the Board of Supervisors and to ensure that the Board of Supervisors shall effectively supervise and check COFCO Corporation's financial status, important decisions and implementation of major issues.

## 组织架构 Organizational Structure



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# 以十九大精神为引领，率先确立 国际一流大粮商的新时代目标

**Take the spirit of the 19th CPC National Congress as the guideline and establish the goal of becoming the world-class grain trader in the new era**

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在以十九大精神为引领的历史新起点上，党中央对国有企业改革做出了重大部署。深化国有企业改革，发展混合所有制经济，培育具有全球竞争力的一流企业，成为了新时代国有企业发展的新目标。面对新时代新思想新方略和新要求，中粮集团以十九大精神为引领，确立了“率先成为国际一流大粮商”的新时代发展新目标，在经济维度上综合经济指标跻身国际大粮商前列；体制维度上构建国有资本投资公司运营模式；文化维度上打造中国粮油食品领域人才聚集的高地。

At the new historical starting point marked by the spirit of the 19th CPC National Congress, the Party Central Committee has made major arrangements for the reform of state-owned enterprises. Deepening the reform of state-owned enterprises, developing a mixed-ownership economy, and fostering first-rate enterprises with global competitiveness have become the new development goals for state-owned enterprises in the new era. In the face of new era, new ideas, new strategies and new requirements, COFCO Corporation has taken the spirit of the 19th CPC National Congress as the guideline and established a new development goal of “being the first to become the world-class grain trader” in the new era. In terms of comprehensive economic indicators, COFOC aims to rank among the world’s largest grain traders; in terms of institutional system, it aims to develop the operating model of state-owned capital investment company; in terms of corporate culture, it aims to build a highland for talents of China’s grain, oil, and food sectors to realize their career ambitions.

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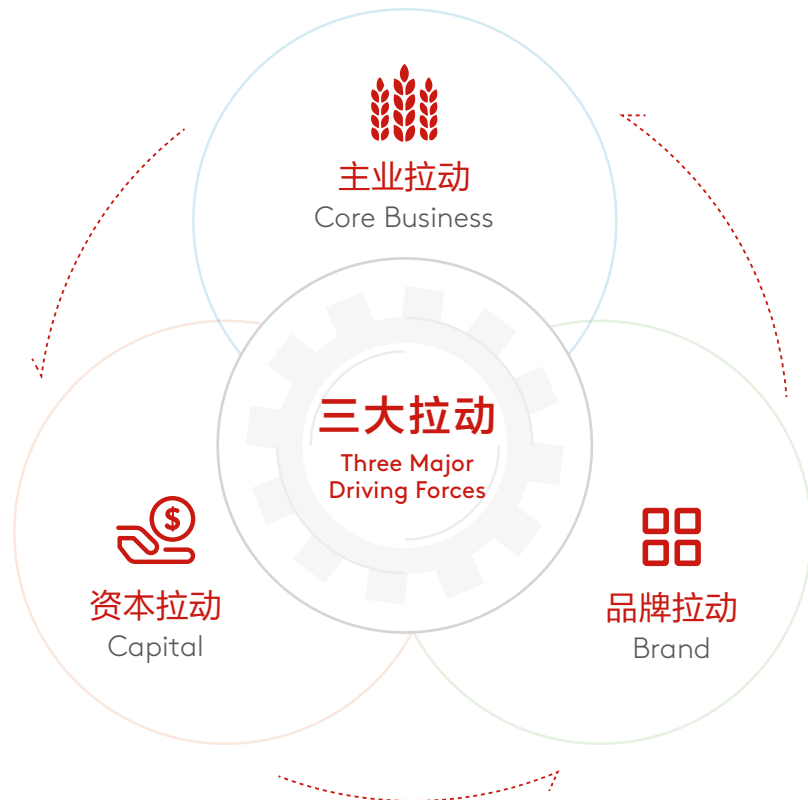
## 实施“三大拉动” Harness "Three Major Driving Forces"

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中粮集团首先姓“粮”。集团围绕服务国家粮食安全战略，聚焦核心主业发展，实施“三大拉动”战略，通过主业拉动、资本拉动、品牌拉动，引领集团经营高质量发展，提升核心主业控制力，实现“321155”经营目标，增强大宗农副产品市场竞争力，打造更多优秀品牌，实现综合经济指标处在国际大粮商前列的新时代目标。

It is worth noting that COFCO Corporation is primarily engaged in grain trading. Centering on serving the national grain supply strategy, the Corporation focuses on developing its core business and implements the strategy of harnessing "Three Major Driving Forces". The driving forces of core business, capital, and brand are harnessed to guide the Corporation in delivering high-quality business growth, improving the core business control, achieving "321155" operating goals, enhancing its competitiveness in agricultural commodity and sideline product market, creating more excellent brands, and realizing the new era goal of generating comprehensive economic indicators that put COFCO among the top major international grain traders.

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## 主业拉动

### Core Business as a Driving Force

主业拉动，就是聚焦粮油糖棉核心主业，坚持量利兼顾、适度放量，以“进”的思维和力度做好布局完善、结构调整、资产整合，提高市场份额、竞争能力和市场控制力，提升维护国家粮食安全和服务宏观调控的能力。

2017 年，中粮集团全年核心主业经营量迅猛增长，突破 1.5 亿吨大关，国内经营加工量 5,721 万吨，增加 1,377 万吨；国有资本核心主业投资额占比上升至 76%，核心主业利润总额贡献超 50 亿元。

Core business as a driving force means to focus on core business of grain, oil, sugar and cotton, stick to the balance between volume and profit while moderately increasing the volume, do a good job in layout improvement, structural adjustment, and assets consolidation with aggressive mentality and intensity, increase market share, competitiveness, and market control, and enhance our capabilities to safeguard national grain supply and serve macro-control.

In 2017, the trading volume of COFCO Corporation's core business surged beyond the 150 million-ton mark. The domestic trading and processing volume reached 57.21 million tons, an increase of 13.77 million tons. The amount of state-owned capital invested in core business increased to account for 76% of the total. The core business generated a total profit of over RMB 5 billion.

# 1.5

核心主业经营量突破（亿吨）

Trading volume of core business above (100 million tons)

# 50

核心主业利润总额（亿元）

Total profit of core business (RMB 100 million)

# 5,721

国内经营加工量（万吨）

Domestic trading and processing volume (10,000 tons)



## 核心主业发展“321155”经营目标

Business objectives of “321155” for main business development

30



百万吨玉米  
Corn (million tons)

20



百万吨大豆  
Soybean (million tons)

10



百万吨小麦  
Wheat (million tons)

10



百万吨水稻  
Rice (million tons)

5



百万吨食糖  
Sugar (million tons)

50



百万吨海外一手粮源掌控能力  
Access to overseas first-hand sources of grain  
(million tons)

## 重点品种国内经营量占比

Proportion of COFCO Corporation's domestic business volume for key categories

169.5%



玉米经营量同比增长  
YOY growth of business volume for corn

144.8%



稻谷经营量同比增长  
YOY growth of business volume for paddy

32.2%



食糖经营量同比增长  
YOY growth of business volume for sugar

100%



棉花贸易量同比增长  
YOY growth of trading volume for cotton

## 中国纺织重组一年，棉花经营量和整体经营业绩创历史新高

Cotton trading volume hit record high one year after regrouping of Chinatex

全年实现棉花经营量（万吨）

Annual cotton trading  
volume (10,000 tons)

64

营收（亿元）

Operating revenue  
(RMB 100 million)

201

利润（亿元）

Profit (RMB 100 million)

5.67

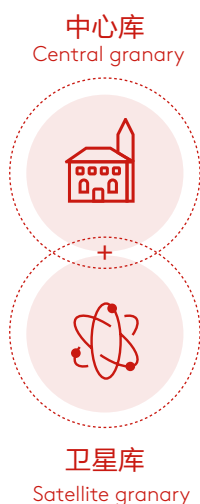
中国纺织并入中粮集团后，将打造棉花和面料印染两大主业作为改革发展的核心要务。2017年初，中国纺织通过剥离粮食贸易、油料压榨、饲料加工等业务，探索坚持国内和国际相结合、期货和现货相结合、市场和政策相结合、公司和农户相结合的商业模式，以棉花为主业的发展战略不断聚焦，战略布局不断完善，一手棉源掌控能力进一步提升。2017年，中国纺织的棉花经营量达到64万吨，创历史新高；公司整体实现营收201亿元，利润5.67亿元，创历史新高。

Since its absorption into COFCO Corporation, Chinatex has prioritized building two core businesses of cotton and fabric printing and dyeing as its core task of reform and development. In early 2017, Chinatex explored the business model of combining domestic and foreign trade, futures and spots trade, market and policy, companies and farmers through divestiture of businesses such as grain trading, extraction of oilseeds, and feeds processing. As a result, its strategy of developing cotton as the main business has been continuously focused, its strategic layout has been continuously improved, and its access to first-hand source of cotton has been further enhanced. In 2017, Chinatex hit a new historic high with 640,000 tons of cotton trading volume; the Company overall achieved RMB 20.1 billion of operating revenue and RMB 567 million of profit, both of which reached historic high.



## 中粮贸易做大做强原粮贸易

COFCO Trading expanded and strengthened unprocessed grains trade



2017 年，中粮贸易以“做大做强原粮贸易”为目标，一体化运营机制不断优化，“中心库 + 卫星库”布局和北粮南销、内外一体的商业模式逐步完善，大贸易体系改革和“大采购、大物流、大销售”三大平台建设初见成效。借力粮食银行，不断探索新型农业经营主体商业模式，一手粮源掌控能力不断提升。

In 2017, COFCO Trading set the goal of “expanding and strengthening unprocessed grain trade”, constantly optimized the integrated operation mechanism, and gradually improved the “central granary + satellite granary” layout as well as the business model of selling northern grains in southern market and integrating domestic with overseas operations. As a result, the reform of the large trade system and the construction of three major platforms of “procurement, logistics, and sales” achieved initial success. By leveraging grain banks, COFCO Trading has kept exploring business models for new types of agricultural operating entities and continuously enhanced its access to origination.



大力推进玉米一体化运营管控体系转型。玉米是中粮贸易的最大经营品种，是必须做大做强原粮贸易的品种。2017年，中粮贸易推动实现玉米经营体系转型，建立了一体化运营协调委员会，强化了一体化统筹指挥，不断提升玉米一体化经营水平，增强整体经营决策与管控能力，提升运营效率。

持续推进大采购、大物流、大销售三大平台建设。中粮贸易“中心库+卫星库”建设初见成效，设置了43个中心库，525个卫星库及采购点，收购能力超过2,400万吨，通过扩大粮食银行和订单农业，加大力度掌控精品玉米和优质小麦；加强东北烘干体系、环渤海物流控制体系等七条仓储物流体系建设，开通中粮华南号，中粮华东号，盘活散粮车资产，玉米海运量和散粮车运量均增长60%以上；坚持“大客户保规模、中小客户做增量、精品粮做利润、地销业务作为新的增长点”的基本思路，以多种方式提升大客户销量，突破500万吨。

强化内外贸结合及政策性业务与市场化业务结合。重点创新内外贸小麦、优质麦与普通麦的组合营销方式，积极推进哈麦、俄麦进口，全年进口小麦207万吨；着重加大拓展小麦、稻谷政策储备，全年增加小麦储备28.14万吨、稻谷103.02万吨；实现市场化经营小麦437万吨、稻谷120万吨。

2017年，中粮贸易利润总额14亿元，原粮贸易销量2,577万吨，同比增加950万吨；物流中转量3,046万吨，同比增加756万吨。中粮贸易市场化贸易体量与能力已大幅超越历史。

Vigorously push for transformation of corn's integrated operation, management and control system. As the largest business category of COFCO Trading, corn is a type of unprocessed grain that must be traded on a bigger and more powerful scale. In 2017, COFCO Trading promoted the transformation of corn business system, established an integrated operation coordination committee, strengthened integrated and unified command, continuously improved the level of integrated corn operation, enhanced overall business decision-making and control capabilities, and increased operating efficiency.

Continue to promote the construction of three major platforms of procurement, logistics and sales. COFCO Trading's construction of "central granary + satellite granary" has achieved initial success with 43 central granaries and 525 satellite granaries as well as procurement points in place, driving up its procurement capacity over 24 million tons. Through the expansion of grain banks and contract farming, it has stepped up efforts to control premium corn and quality wheat; strengthened the construction of northeast drying system and seven warehousing logistics systems including the Bohai Sea logistics control system, launched COFCO Huanan (South China) and COFCO Huadong (East China) cargo trains, and revitalized bulk grain vehicle assets, leading to an increase of over 60% for corn shipment volume and bulk grain transport volume. By following the basic approach of "maintaining the scale of large customers, seeking incremental progress with small and medium-sized customers, generating profits from premium grains, and developing local sales business into new growth points", it adopted various means to increase the sales with major customers by 5 million tons.

Continue to enhance the combination of domestic and overseas trade as well as integration of policy-oriented business with market-oriented business. COFCO Trading focused on innovating the combo marketing strategy for domestic and foreign wheat, high-quality wheat, and ordinary wheat. It actively promoted wheat imports from Kazakhstan and Russia, importing 2.07 million tons of wheat throughout the year; made a great effort to expand the policy-guided reserve of wheat and rice, increasing wheat reserve by 281,400 tons and rice reserve by 1.03 million tons; and achieved market-oriented trading of wheat and rice at 4.37 million tons and 1.2 million tons respectively.

In 2017, the total profit of COFCO Trading reached RMB 1.4 billion. The sales volume of unprocessed grains was 25.77 million tons, a y-o-y increase of 9.5 million tons. The amount of logistics transfer was 30.46 million tons, a y-o-y increase of 7.56 million tons. COFCO Trading's market-based trade volume and capabilities have significantly surpassed its history.



## 资本拉动 Capital as a Driving Force

2017 年，中粮集团着力解决国有企业普遍存在的资本与资产关系不清的问题，集团总部职能由“管资产”转向“管资本”，通过强化“管资本”的能力，建立国有资本在农粮食品领域的“投资、融资、整合”资本运营平台，让资本投资收益最大化。

In 2017, COFCO Corporation focused its efforts on resolving the problem of muddled relationship between capital and assets common to state-owned enterprises. The functions of Corporation headquarters shifted from “management of assets” to “management of capital”. By strengthening the ability to “manage capital”, the Corporation established state-owned capital operation platform of “investment, financing and integration” in agro-grain and food sectors in order to maximize capital investment returns.

### 中粮集团资本运营平台定位

The positioning of COFCO Corporation’s capital operation platform



中粮集团实施资产重组，成立了以产品线为核心的十八个专业化公司，并将资产运营权下放至专业化公司，打造人财物、产供销、责权利一体化的专业化商业模式。到 2017 年底，十八家专业化平台已全部改造成为独立的法人主体，通过并购整合外部资产的方式实现主业优化布局和快速扩张，真正实现了管资本与管资产分离，使资产运营企业成为独立市场竞争主体。

2017 年中粮集团开展 18 项重点资产整合工作，涉及资产 1,816 亿元，涉及 11 家上市公司，占集团总资产的三分之一。

Through assets restructuring, COFCO Corporation established 18 specialized companies with product lines as the core and delegated assets operating rights to these specialized companies, creating a specialized business model integrating human, financial, and material resources, production, supply, and sales as well as responsibilities, power and interests. By the end of 2017, all of 18 companies have been transformed into independent legal entities. By integrating external assets through M&A, they achieved layout optimization and rapid expansion of their main businesses and truly separated capital management from assets management, turning assets operating companies into independent competing entities in the market.

In 2017, COFCO Corporation carried out 18 key asset consolidation tasks involving assets worth RMB 181.6 billion from 11 listed companies accounting for one-third of the Corporation's total assets.

# 1,816

资产整合涉及（亿元）

Assets consolidation involved (RMB 100 million)





## 品牌拉动 Brand as a Driving Force



2017年11月10日，集团召开“品牌与市场”头脑风暴会

On November 10, 2017, the Corporation held a "Brand and Market" brainstorming session

中粮集团以“品牌、品质、品格”的经营理念推动产业进步，占领国内大宗粮油食品品牌品质制高点。

2017年，中粮集团持续增加投入，不断研发创新，开发培育出了多个有影响力的超级单品，通过品牌拉动企业发展，提升市场占有率。

COFCO Corporation promotes industrial progress through the business philosophy of "brand, quality, integrity" in order to capture the commanding heights of domestic bulk G&O and food sectors in terms of brand and quality.

In 2017, COFCO Corporation continued to increase its investment and pursue R&D and innovation, developed and cultivated a number of influential super product-brands, driving the corporate growth through brands to expand its market share.



## 中粮福临门打造“营养家”新品油，引领食用油行业

COFCO Fortune launched a new type of oil “Nutritionist” to lead the edible oil sector

面对广大消费者对“餐桌安全”和“膳食营养”的期许，中粮福临门推出全新福临门营养家食用调和油，并公布该产品配方比例与营养成分。

营养家食用调和油采用由中粮营养健康研究院、中粮油脂平台研发中心、中粮福临门食品营销有限公司共同创新研发的“营养环”配方工艺，优选中粮集团全产业链高品质原料，依靠适度精炼、恒温灌装、充氮保鲜及抗紫外线包装等多项技术，提升原料中维生素 E、植物甾醇、谷维素和角鲨烯等营养元素保留率，锁存原生营养。

福临门营养家调和油的研发技术和产品质量得到行业内的认可，在引领食用油行业营养升级的同时，也让老百姓吃上更加放心的油，努力满足人民对日益增长的美好生活的需要。

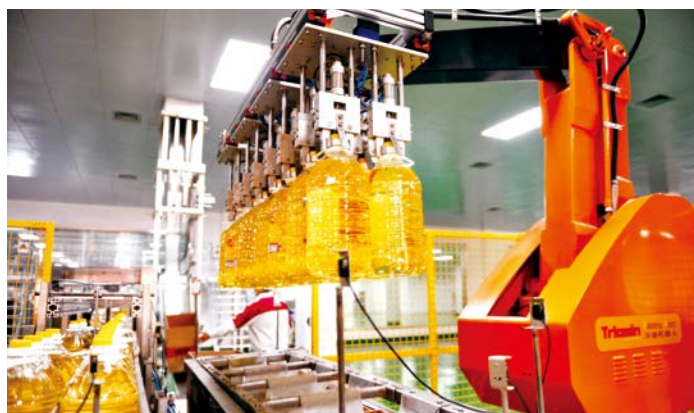
Faced with consumer expectations regarding “food safety” and “diet nutrition”, COFCO Fortune launched brand-new Fortune “Nutritionist” edible blend oil and released the formula and nutritional composition of the product.

Nutritionist edible blend oil is made by adopting the “nutrition ring” formula technology jointly innovated and developed by COFCO Nutrition and Health Research Institute, COFCO oil & oilseeds R&D Center and COFCO Fortune Food Marketing Co., Ltd., cherry-picking high-quality raw materials of COFCO Corporation’s fully-integrated value chain, and relying on many technologies including moderate refining, constant-temperature filling, nitrogen filling for freshness, anti-UV packaging to improve the retention of nutrients such as vitamin E, phytosterol, oryzanol and squalene contained in raw materials and to lock in the original nutrition.

The R&D technology and product quality of Fortune Nutritionist blend oil have won recognition within the industry. While leading the nutrition upgrade in the edible oil sector, Fortune strives to meet people’s growing needs for a better life by offering more reassuring oil products to consumers.

中粮福临门粮油产品坚持创新，立足从产品质量、服务等方面全方位发展，获得了消费者的广泛认可

COFCO Fortune-branded G&O products have won extensive recognition from consumers by sticking to innovation and seeking comprehensive growth in terms of product quality and service





## 中粮全产业链打造“稻花香”大米

COFCO produces “Daohuaxiang” rice by leveraging its fully-integrated value chain

“五常稻花香大米”是五常水稻王国里诸多优质稻中的一种特产高端稻。为了寻找适合优质五常稻花香种植的生态农田作为种植基地，中粮我买网遍访五常各产区，同时邀请 87 岁高龄“稻花香”之父田永太先生担任品牌专家顾问，全程指导稻花香每个关键种植过程。中粮悠采、初萃“稻花香”大米基地严格按照种植前先深翻土层、采取自然杀虫法或生态治理避免污染等方式管理土壤和种植，“重品质、味道而不重产量”，同时以中粮我买网 7C 全产业链品质提升管理体系为保障体系，严格把控选种、种植、采收、贮运、加工、包装、服务 7 个关键点中的每一个细节，全产业链打造全程可追溯，味道正宗、品质新鲜、安全的稻花香大米，得到市场认可。

“Wuchang Daohuaxiang (scented) Rice” is a high-end gourmet rice among many high-quality rice varieties in the town of Wuchang. In order to locate an ecological farmland suitable for the cultivation of high-quality Wuchang scented rice as a planting base, COFCO Womai.com combed through all production areas of Wuchang and retained Mr. Tian Yongtai, the father of “Daohuaxiang” at the age of 87 as brand consultant to guide all key processes of cultivating scented rice. COFCO YOUCAI and CHUCUI “Daohuaxiang” rice bases manage soil and planting in a strict manner: deep-turning the layer of soil before planting and using natural insecticides or ecological treatments to avoid pollution. With “emphasis on quality and taste rather than the amount of output” as well as support of COFCO Womai.com’s 7C fully-integrated value chain quality improvement management system, we strictly control every detail of seven key points – seed selection, planting, harvesting, storage & transportation, processing, packaging and service – and leverage our fully-integrated value chain to produce traceable, authentic, fresh, and safe scented rice that enjoys considerable market recognition.

# 推动四大转型

## Promote Four Major Transformations

事业发展没有止境，深化改革没有穷期。中粮集团在新阶段坚定不移走高质量发展之路，坚持稳中求进的总基调，实现高速度增长与高质量发展的统一，继续深化国有资本投资公司改革，在体制维度上构建具有中粮集团特色的成熟定型的国有资本投资公司运营模式和现代企业法人治理结构。

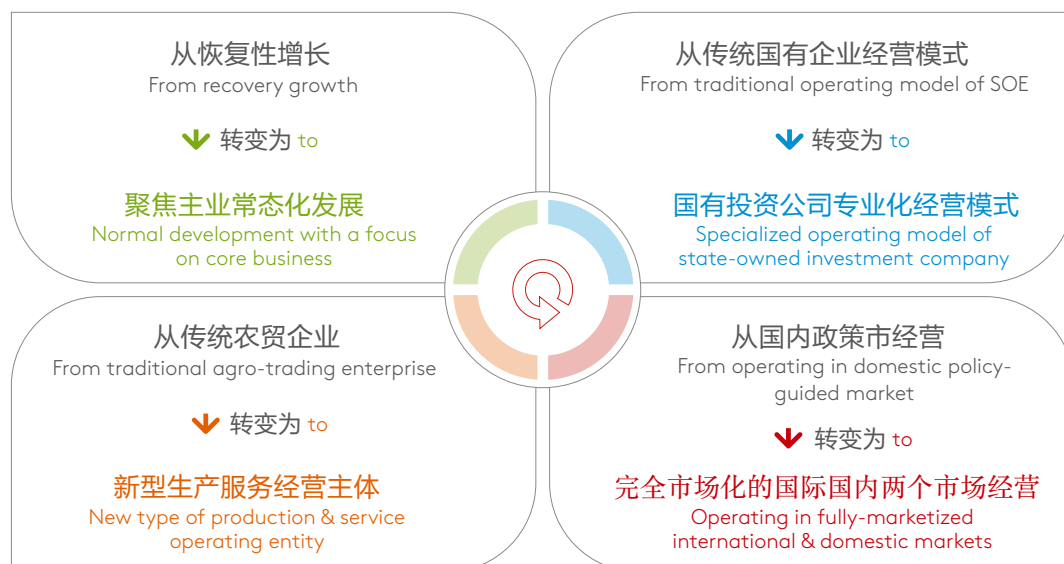
推动“四大转型”是中粮集团审时度势，把握新时代经济发展新特征，对中粮集团整体发展趋势的科学判断，通过转型赢取市场竞争主动权。

There is no end to either entrepreneurial development or deepening of reforms. During the new phase, COFCO Corporation unwaveringly pursues the path of high quality growth and adheres to the general guideline of making progress while ensuring stability in order to achieve the unification of high-speed growth and high-quality development. In terms of institutional dimension, we continue to deepen the reform of state-owned capital investment companies in order to establish mature and final state-owned capital investment company operating model and modern corporate governance structure with COFCO characteristics.

Promoting “four major transformations” is a scientific judgement made by COFCO Corporation regarding its overall development trend after sizing up the situation and grasping new features of economic development in the new era in order to earn the advantages of market competition through transformation.

### 四大转型

#### Four major transformations



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## 建设中粮新文化

### Building the New Culture of COFCO

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党的十九大报告指出，中国特色社会主义进入新时代。在此背景下，中粮集团也迈入改革发展的新时期。国有资本投资公司改革过程中逐步形成了新时期中粮集团文化。新时期中粮文化既是对六十多年中粮文化的继承和发展，也是在历史新起点上对全体中粮人奋发进取的动员和号召，为中粮人提供深厚的精神滋养和发展动力。

The report of the 19th CPC National Congress pointed out that socialism with Chinese characteristics has entered a new era. In this context, COFCO Corporation has also entered a new period of reform and development. COFCO Corporation's culture of the new era gradually came into being in the process of state-owned capital investment company reform. It not only inherits and develops more than sixty years of COFCO Corporate culture but also mobilizes and calls on all COFCO people to forge ahead from the new historical starting point, providing them with profound spiritual nourishment and development impetus.

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### 新时期中粮文化

#### COFCO culture of the new era

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核心内涵  
Core essence

“忠于国计，良于民生”  
的央企责任

centrally-administered  
SOE responsibility of being  
"loyal to national economy  
and beneficial to people's  
livelihood"



工作作风  
Workstyle

“严、实、廉”

"Strict, pragmatic, honest"



企业经营理念  
Business philosophy

“品牌、品质、品格”

"Brand, quality, integrity"

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# 牢记“中粮姓粮”的使命担当， 全力维护国家粮食安全、服务 国家宏观调控

**Keep firmly in mind the mission of COFCO  
and spare no effort to safeguard national  
food supply and serve the country's  
macroeconomic regulation and control**

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党的十九大报告明确提出要“确保国家粮食安全，把中国人的饭碗牢牢端在自己手中”。中粮集团作为粮食行业最大的市场化央企、中国粮食行业的领军企业，在服务国家战略、保障粮食安全上责无旁贷。“中粮姓粮”，集团充分运用多年农业产业化的实践探索经验和整体优势，切实推进农业供给侧改革，努力成为高效执行国家粮食安全战略的主力军，坚决承担起党和国家赋予的政治责任、经济责任和社会责任。

The report of the 19th CPC National Congress explicitly stated that “national grain supply should be ensured and Chinese people’s rice bowls should be firmly in their own hands”. As the largest market-oriented enterprise in the grain sector and a leading enterprise in China’s grain industry, COFCO Corporation is duty bound to serve the country’s strategy and ensure grain supply. With its grain-centered mission, COFCO Corporation fully utilizes its practices and experiences and overall advantages of agricultural industrialization over the years, effectively promotes agricultural supply-side reform, strives to become the main force for efficient implementation of national grain supply strategy, and firmly assumes the political, economic and social responsibilities entrusted by CPC and the country.

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## 践行农业供给侧结构改革

### Carry out agricultural supply-side structural reform

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2017 年中央经济工作会议提出要把要素市场作为供给侧结构性改革的主战场，重点在“破”“立”“降”上下功夫，供给侧结构性改革维度更广、层次更深、空间更大、针对性更强。中粮集团积极践行农业供给侧改革，推动农村现代农业产业体系、生产体系、经营体系构建，提高农业创新力、竞争力和全要素生产率，助力国家由农业大国向农业强国转变。

中粮集团主动担当农业生产体系新型生产服务经营主体，通过订单农业、“公司 + 基地 + 农户”、“科技 + 品牌 + 园区”三种主要生产经营模式，统筹兼顾培育新型农业经营主体和扶持小农户，促进小农户和现代农业发展有机衔接。

The 2017 Central Economic Work Conference proposed to use factor markets as the main battlefield for supply-side structural reform, focusing on “breaking”, “establishing” and “decreasing”. The supply-side structural reform thus has broader dimensions, deeper levels, greater space and more specific targets. COFCO Corporation actively implements agricultural supply side reform, promotes the construction of rural modern agricultural industrial system, production system, and operating system, and improves agricultural innovation, competitiveness and total factor productivity in order to help the country transform from a large agricultural country to a strong agricultural country.

COFCO Corporation takes the initiative to serve as a new type of production and service operating entity in the agricultural production system. Through three major production and operation models of contract farming, “company + base + farmer” and “technology + brand + park”, the Corporation takes into account both development of new agricultural operating entities and support for small farmers in order to promote the organic dovetailing of small farmers with the development of modern agriculture.





CASE 案例

## 中粮粮谷：米业订单种植助力三农发展

COFCO Grains & Cereals: Rice contract farming helps agricultural, rural and farmer development

作为中粮粮谷大米业务在黑龙江省优质水稻产区布局的核心企业，中粮米业（五常）有限公司通过订单农业开展原粮采购业务，提升上游环节优质粮源掌控能力，同时推动五常地区水稻“优质优价”，带动农民增收，助力三农发展。

2017-2018 粮食年度，五常米业与 9 个水稻种植专业合作社签订合同种植 7,200 公顷，锁定优质粮源 5.4 万吨，其中五优稻 4 号推广 4,867 公顷、五常长粒 1,333 公顷、松粳 22 号 1,000 公顷，占全年度采购计划的 72%。通过订单种植，带动五常稻花香水稻种植户增收约 1,340 万元。同时，五常米业还牵头组织在黑龙江省内多个产粮大县开展优质水稻订单种植共计 10,667 公顷，计划回收 8 万吨，直接带动农民增收 2,400 万元。

As a core enterprise of COFCO Grains & Cereals' rice business based in the high-quality rice production region in Heilongjiang province, COFCO Rice (Wuchang) Co., Ltd. carries out the purchase of raw grains through contract farming, enhances the control of upstream quality grain sources, and promotes "better quality with better price" of rice in Wuchang, increasing farmers' income and contributing to the development of agriculture, countryside and farmers.

In the crop year of 2017-2018, Wuchang Rice signed contracts with nine rice planting professional cooperatives to plant 7,200 ha of rice to lock in 54,000 tons of high-quality grain source, of which 4,867 ha is for promotion of Wuchang No. 4 quality rice, 1,333 ha is for planting Wuchang long-grain rice, and 1,000 ha is for planting Songjing No. 22, accounting for 72% of the annual procurement plan. Through contract planting, the rice growers of Wuchang Daohuaxiang increased their income by about RMB 13.4 million. At the same time, Wuchang Rice also took the lead in organizing a number of major grain-producing counties in Heilongjiang province to carry out contract farming of quality rice covering a total of 10,667 ha of land and planned to purchase 80,000 tons of output, directly helping farmers increase their income by RMB 24 million.



## 中粮糖业：现代农业产业模式

COFCO Sugar: Model of modern agricultural industry

中粮糖业对新疆甜菜糖业务进行改革，立足农业供给侧提升，逐步建立“订单农业 + 大户种植 + 种植服务（农机 + 技术）+ 农业金融”的现代农业产业模式。经过几年努力，甜菜农户田间作业由传统种植习惯逐渐向专业化、规模化、标准化种植方式转变，种植效率有较大提高。尤其甜菜糖农业优势明显，2017 年机采比例接近 95%，大户种植占总面积的 65%，产糖率创造 10 年新高。

COFCO Sugar reformed the beet sugar business in Xinjiang, based itself on the improvement of agricultural supply side, and gradually established the modern agricultural industry model of “contract farming + large-scale planting + planting services (farming machinery + technology) + agricultural finance”. After several years of hard work, the field operation by sugar beet farmers gradually changed from traditional cultivation practice to specialized, large-scale and standardized planting methods, significantly boosting the planting efficiency. In particular, beet sugar has obvious agricultural advantages. In 2017, the ratio of machine harvesting was close to 95%, households with large farms planted 65% of the total area, and the sugar yield hit a 10-year high.

95%

机采比例  
Ratio of machine  
harvesting

65%

大户种植占比  
Proportion of planting area by  
households with large farms

中粮糖业在种植加工和机械化引入等方面加大投入力度，既降低了生产成本，又为农户节约大量资金

COFCO Sugar stepped up investment in planting, processing, and mechanization, not only reducing production costs but also saving considerable funds for farmers



## 中粮信托：吉林玉米种植和新疆棉花种植供应链农事综合服务一体化信托

COFCO Trust: Integrated trust of comprehensive agricultural services for supply chain of corn planting in Jilin and cotton planting in Xinjiang

2017 年，中粮信托农金部与中粮生化合作成立“中粮信托·吉林玉米种植供应链农事综合服务一体化集合资金信托计划 3 期”项目，通过一体化信托整合农事服务资源，为玉米种植的产前、产中、产后提供全方位的农事服务信托，把生产者纳入全产业链。在生产前向中粮生化上游的农民专业合作社发放贷款，产后粮食销售环节则为合作社提供订单支持，定向销售给中粮生化，直接用于中粮生化下属工厂当期使用，为合作社节省了 2% 的粮食损耗。信托项目服务于吉林省公主岭市多家合作社，涉及耕地面积 733 公顷，提供贷款 1,220 万元，后续还将在吉林省和东北其他省玉米主产区复制推广。

按同样模式，当年在新疆中粮信托农金部与中纺新疆公司合作成立“中粮信托·新疆棉花种植供应链农事综合服务一体化集合资金信托计划 1 期”项目，项目服务于中纺新疆公司的上游新疆库尔勒尉犁县的棉花种植合作社，提供信托贷款和籽棉订单支持，涉及耕地面积 467 公顷，提供贷款 1,600 万元，使合作社的规模化经营能力得到了提升。

涉及土地面积（公顷） Area of land (ha) **467**

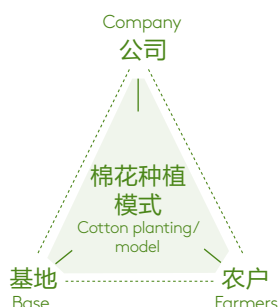
节省粮食损耗 Reduced grain spoilage **2%**

In 2017, COFCO Trust's agricultural financial department teamed up with COFCO Biochemical to establish "COFCO Trust - Integrated collective fund trust plan phase 3 of comprehensive agricultural services for supply chain of corn planting in Jilin", consolidating agricultural service resources through an integrated trust and providing comprehensive agricultural service trust for corn cultivation prior to, during and post the production in order to include producers in the fully integrated value chain. Prior to the production, loans are granted to farmers' professional cooperatives in the upstream of COFCO Biochemical. During the grain sales period after production, cooperatives are given support in signing contracts for targeted sales to COFCO Biochemical and direct use of crops by its factories, reducing grain spoilage by 2% for these cooperatives. The trust project serves a number of cooperatives in Gongzhuling City, Jilin Province, covering over 733 ha of land and providing loans of RMB 12.2 million. In the future, this practice will be replicated and promoted in other major corn producing areas in Jilin Province and other provinces in Northeast China.

By following the same model, Xinjiang COFCO Trust's agricultural financial department and Chinatex (Xinjiang) jointly launched the project of "COFCO Trust - Integrated collective fund trust plan phase 1 of comprehensive agricultural services for supply chain of cotton planting in Xinjiang" to serve cotton planting cooperatives in Yuli county, Kurla City, Xinjiang in the upstream of Chinatex (Xinjiang) and provide support in terms of trust loans and seed cotton contracts. By offering RMB 16 million in loans used in planting cotton in over 3,333 ha of land, the project enhanced the cooperatives' capability in large-scale operation.

## 中国纺织：在新疆优质棉花主产区探索试点“公司 + 农户”模式

Chinatex: Pilot trial of "company + farmers" model in Xinjiang's major quality cotton production regions



中国纺织利用自身在棉花销售端的优势和在新疆的影响力，在南疆库尔勒尉犁县积极探索“公司 + 农户”的棉花经营模式。在当地成立合作社，联合全县农业大户试点 3,333 公顷棉田，进行统一种植、统一田间管理、统一收割和统一加工，形成了基地效应与规模。合作社为农户提供从农资、棉种选育、技术管理到棉花回收的全方位服务。这种模式按照统一的标准种植棉花，并建立起贯通棉花生产、加工和销售环节的价值链接机制，棉花品质不断提升，极大地促进了当地植棉大户的生产积极性，也提升了公司一手棉源的掌控能力。



By leveraging its advantage at cotton sales end and its influence in Xinjiang, Chinatex actively explored cotton planting model “company + farmers” in Yuli County, Kurla City. Local cooperatives have been set up to unite major farmers throughout the county to cultivate, manage, harvest and process 3,333 ha of cotton field in a uniform manner in order to generate base effects and scale. Cooperatives provide farmers with a full range of services from buying means of agricultural production, selective breeding of cottonseed, and technology management to cotton procurement. In this model, cotton is cultivated in accordance with uniform standards and a mechanism for linking value chains of cotton production, processing and sales is also in place, constantly improving the quality of cotton, significantly boosting proactive spirit of local major cotton farmers and enhancing Chinatex’s control of first-hand cotton source.

## CASE 案例

### 中粮肉食：在江苏响水建设有机循环现代农业示范园区

COFCO Meat: Building an organic & circular modern agricultural demonstration garden in Xiangshui, Jiangsu

2017 年 10 月 30 日，江苏省盐城市人民政府和响水县人民政府与中粮集团及旗下中粮肉食投资有限公司签署合作协议，共同建设 1,333 公顷有机循环现代农业示范园区。该园区将利用中粮家佳康（盐城）有限公司 20 万头生猪养殖基地无害化处理后的沼液作为有机肥，对周边区域土地逐步实行规模流转，再按照中粮米业（盐城）有限公司指定品种种植有机水稻。中粮米业（盐城）有限公司将按照订单农业方式进行收购，生产高端品牌的有机稻米，投放上海、南京、杭州等地市场，在增加企业效益的同时提高农民收入，互利共赢。

On October 30, 2017, the municipal government of Yancheng, Jiangsu province and Xiangshui county government signed cooperation agreement with COFCO Corporation and its subsidiary COFCO Meat Investment Co., Ltd. to jointly build an organic & circular modern agricultural demonstration garden covering an area of 1,333 ha. The garden will use non-hazardous biogas slurry from COFCO Joycome (Yancheng) Co., Ltd.’s pig breeding base with 200,000 pigs as organic fertilizer, gradually implement scaled transfer of land in surrounding areas, and plant organic rice of certain varieties specified by COFCO Rice (Yancheng) Co., Ltd., which will purchase the rice by means of contract farming to produce high-end brands of organic rice for markets in Shanghai, Nanjing, and Hangzhou. In this way, we hope to raise farmers’ income and achieve mutual benefits and win-win while increasing efficiency of the enterprise.

1,333 有机循环现代农业示范园区（公顷）  
Organic & circular modern agricultural demonstration garden (ha)



养殖粪污经发酵变成沼液，沼液还田用于种植，沼气用于发电，有效解决了困扰行业发展的养殖污染问题

The biogas slurry from fermented manure is used in the field for planting and the biogas is used for power generation, effectively solving the problem of aquaculture pollution that plagues the development of the industry

## 服务国家粮食宏观调控

### Serve the country's macro-control

中粮集团积极承担国家政策性收储任务，服务国家宏观调控，充分发挥维护粮油市场稳定的支撑作用和应急保障作用。只有国家粮油市场稳定了，才能真正把人民饭碗端牢，国家粮食安全才不会是一句空话。

COFCO Corporation actively takes on the purchase and storage task mandated by China's policy, serves the country's macro-control, and brings into full play its supportive role in case of emergency in order to maintain the G&O market stability. Only when the national G&O market is stable can people hold their rice bowl firmly in their hands, making national grain security a reality instead of empty talk.

CASE 案例

### 中粮集团打赢粮食收储改革“玉米之战”

COFCO Corporation won the "corn battle" in grain purchase & storage reform



2016 年，长达 9 年的国家玉米临储政策宣告终结，玉米政策调整为“市场定价，价补分离”。一些收购企业在没有了价格保之后，对收购选择观望等待的态度。收购主体减少，农民卖粮难问题凸显。“玉米之战”是国家粮食收储制度改革首当其冲的一场硬仗。中粮集团积极入市，传递正向信号，破除玉米价格持续下跌的预期，稳定市场信心，带动更多市场主体入市收购。

“你有多少玉米，我就收多少！”2016 年 9 月末潮粮一上市，中粮集团立即挂牌敞开收购玉米，“率先入市、积极托市、始终在市”，从未因价格波动而停止，也绝不把因价格波动带来的损失转加到农民身上，影响农民的收益，并深入村屯多处设点增加收购量，切实解决农民卖粮难问题。2016/17 产季，中粮集团在东北三省一区收购玉米 1,550 万吨，是最大收购主体。

与此同时，中粮集团还积极响应国家政策号召，从商业运营和科技创新方面推动国家玉米结构调整。一方面，持续开展研发创新，探索玉米深加工技术及玉米综合利用新思路，将玉米产出转化为有效供给，缓解玉米库存压力；另一方面，积极通过订单农业引导农民调整种植结构，种植具有更高附加值的蜡质玉米。中粮生化 2017 年研发投入 6,586 万元，其聚乳酸项目研发出 10 余个新品种、新配方，并获多项专利，2017 年成功引导农户试种 1,133 公顷蜡质玉米，为发展特种变性淀粉增加了有效原料供给。

1,550 东北三省玉米收购（万吨）  
Corn purchased in three Northeastern provinces  
(10,000 tons)

1,133 引导农户试种蜡质玉米（公顷）  
Area of waxy corn planting by farmers (ha)

The year of 2016 witnessed the end of state temporary corn reserve policy that had been implemented for nine years. The corn policy was adjusted so that “pricing shall be determined by the market and price shall be separated from subsidy”. Some companies engaged in corn purchase chose to wait and see without price guarantee. The reduction in the number of purchase entities made it more difficult for farmers to sell grain. The “corn battle” turned out to be the first hard battle for the reform of state grain purchase and storage system. COFCO Corporation actively participated in the market and sent a positive signal, disrupting the expectation of continuously falling corn price, stabilizing market confidence and attracting more market players to procure in the market.

“I will buy as much as you have!” At the end of September 2016 when harvested grain was up for sale, COFCO

Corporation immediately started to purchase corn without restriction. It not only was “the first to participate in the market, but also actively shored up the market and remained in the market”, never ceasing its operation due to price fluctuations and never shifting losses caused by price fluctuations to farmers. In order to protect farmers’ interests, purchase points were set up extensively in towns and villages to increase purchase volume, thus effectively making it easier for farmers to sell grain. During 2016/2017 production season, COFCO purchased 15.5 million tons of corn in three northeastern provinces becoming the largest buyer of corn.

At the same time, COFCO also actively responded to the call of state policy to promote the adjustment of national corn structure in terms of business operation and scientific and technological innovation. On the one hand, we continued to carry out R&D and innovation work, explored technologies for intensive processing of corn and new approach for comprehensive utilization of corn, and translated corn output into effective supply, thus easing the pressure on corn inventories. On the other hand, COFCO actively guided farmers to adjust the planting structure by cultivating waxy corn with higher added-value through contract farming. COFCO Biochemical invested RMB 65.86 million in R&D in 2017. Its polylactic project developed more than 10 new varieties and new formulas, and obtained a number of patents. In 2017, farmers were successfully guided to plant 1,133 ha of waxy corn, which increased the effective supply of raw materials for the development of special modified starch.

中粮粮谷发挥上游产业链优势，通过“公司+农户”的订单农业经营模式引导种植结构调整，帮助农民增收

In order to help farmers increase their income, COFCO Grains & Cereals takes advantage of the upstream industrial chain and guides the adjustment of planting structure through the "company +farmer" model of contract farming operation



#### CASE 案例

### 坚决执行国家粮食去库存任务 库存稻谷定向加工燃料乙醇

Resolutely carry out the national task to destock grain by processing it into fuel ethanol

中粮集团利用现有燃料乙醇装置，成功开发成套全水稻加工生产燃料乙醇的工艺技术。2017年4-6月，通过技术研发、生产装置试验和 DDGS 饲料市场推广，实现了全水稻生产燃料乙醇及饲料生产工艺的可行路径。示范装置共投入全水稻 3.9 万吨，产出乙醇 1 万吨、水稻 DDGS 1 万吨，生产运营稳定，工艺和市场均已具备规模化推广条件。

中粮旗下多家燃料乙醇生产企业利用库存水稻生产燃料乙醇，按照现有 140 万吨 / 年产能，每年可以消耗库存水稻 520 万吨。

By utilizing the existing fuel ethanol facilities, COFCO Corporation successfully developed a set of technology to process whole rice and produce fuel ethanol. From April to June of 2017, we came up with a feasible path of technology to produce fuel ethanol and feed out of whole rice through technological R&D, experiment with production facility and marketing of DDGS feed. The demo facility processed a total of 39,000 tons of whole rice and produced 10,000 tons of fuel ethanol and 10,000 tons of rice DDGS. With stable production and operation, we have right conditions to promote our technology and expand our market on a large scale.

Given the existing capacity of producing 1.4 million tons per year of fuel ethanol out of stocked rice, several fuel ethanol production enterprises under COFCO Corporation can use 5.2 million tons of stocked rice every year to produce fuel ethanol.

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# 聚焦重点领域、推动体制再造， 为深化国企改革提供中粮方案

**Focus on key areas and promote institutional  
reengineering to provide COFCO solution for  
deepening the reform of state-owned enterprises**

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作为国有资本投资公司首批试点企业，中粮集团坚决贯彻落实党的部署和要求，持续深化国有资本投资公司改革，启动“改革 2.0”方案，着力通过顶层设计和机制创新破解矛盾，通过体制再造实现自我重塑，提交了一份成功的国企改革“中粮方案”，得到社会各界肯定，并得到中央电视台新闻联播、人民日报、新华网等权威媒体广泛宣传推广，发挥了国企改革的示范作用。

As one of the first batch of pilot enterprises among state-owned capital investment companies, COFCO Corporation resolutely implemented the Party's deployment and requirements, continued to deepen the reform of state-owned capital investment companies, launched the version 2.0 of the reform, strived to resolve contradictions through top-down design and mechanism innovation, and reconstructed itself through institutional reengineering. By delivering a successful "COFCO Plan" for SOE reform, which has been recognized by all walks of the society and widely publicized and promoted by CCTV Network News, People's Daily, Xinhua.net and other authoritative media outlets, COFCO Corporation has played an exemplary role in SOE reform.

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# 围绕五大关键问题推进改革

## Promote reforms around five key issues

2017 年，中粮集团紧紧围绕解决五大关键问题推进改革，实现重塑体制机制的发展新格局。

In 2017, COFCO Corporation focused on solving five key issues to advance reforms and realize a new pattern of reshaped institution and mechanisms.





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## 定型专业化经营商业模式

### Finalized the specialized business model

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2017 年，中粮集团深化国有资本投资公司改革，真正实现了管资本与管资产分离，使资产运营企业成为独立市场竞争主体，确定了人财物、产供销、责权利一体化的专业化商业模式。

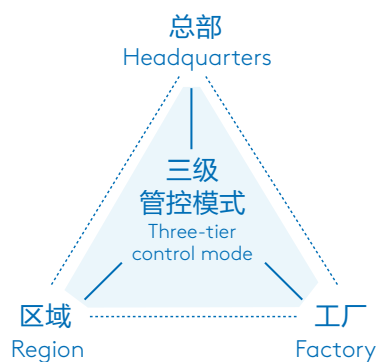
In 2017, COFCO Corporation deepened the reform of state-owned capital investment companies, truly separated management of capital from that of assets, turned assets operation companies into major independent entities in market competitions, and established a specialized business model integrating human, financial and material resources, production, supply and sales, and responsibilities, power and interests.

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## 中粮油脂统一包装油生产销售

COFCO Oils & Oilseeds unified production & sales of packaged oil



2017 年，中粮油脂通过对集团内部油脂资产的整合，建立了产供销一体、期现货一体的油脂专业化公司。中粮油脂将 30 家下属企业，按照地域属性和业务相似性，重新划分为七大经营区域，构建并完善了中粮油脂“总部—区域—工厂”三级管控模式，推进业务层面整合和区域一体化运营，推动区域向完整的经营实体转变，从产权归属和体制机制上解决了生产、采购、销售上下游割裂、出现问题无法追责的问题，包装油业务实现了新的发展。

In 2017, COFCO Oils & Oilseeds developed itself into a specialized oils & oilseeds company integrating not only production, supply and sales but also futures and spots by consolidating Corporation's internal oils and oilseeds assets. In line with their regional location and business similarity, 30 subsidiaries of COFCO Oils & Oilseeds were regrouped into seven major operating regions which made up and improved its three-tier control mode of "headquarters – region – factory". By advancing business consolidation and regional integrated operation and facilitating transformation of regional companies into complete operating entities, COFCO Oils & Oilseeds solved issues such as separation of production and purchase (upstream) from sales (downstream) and inability to hold accountable by adjusting ownership of property rights and institution and mechanisms, thus achieving new growth for packaged oil business.





## 混改激发内生动力

Internal motivation stimulated by mixed-ownership reform

股权运作引资（亿元）  
Capital for equity operation  
(RMB 100 million)

270

完成混改（家）  
Number of companies  
that completed mixed  
ownership reform

14

中粮集团把推进混合所有制改革作为深化国有资本投资公司改革的重要突破口，紧紧抓住职能转型本质，全面优化各专业化公司治理和运营机制；除承担保障国家粮食安全任务的核心主业外，其他业务不强求绝对控股，防止“一股独大”和“假混改”，探索形成“2+3>1”（中粮集团以外的第二大股东和第三大股东股份之和超过第一大股东中粮集团）的中粮模式。

2017年，6家专业化公司通过混改、上市和设立基金等股权运作方式引资270亿元。截止2017年底，共有14家专业化公司完成混改或实现股权多元化。

COFCO Corporation regarded the advancement of mixed ownership reform as an important breakthrough in deepening the reform of state-owned capital investment companies, firmly grasped the essence of functional transformation, and comprehensively optimized the governance and operating mechanisms of all specialized companies. Except core business tasked with safeguarding national grain supply, COFCO don't seek absolute control over other businesses to prevent the "emergence of one dominant shareholder" and "pseudo-mixed ownership reform". As a result, COFCO model of "2+3>1" (the sum of the shares of the second largest shareholder and third largest shareholder other than COFCO Corporation exceeds the shares of the largest shareholder COFCO Corporation) has been formed through extensive exploration.

In 2017, six specialized companies introduced RMB 27 billion capital investment through equity operations such as mixed ownership reform, listing, and setup of funds. By the end of 2017, a total of 14 specialized companies had completed mixed ownership reform or achieved equity diversification.



## 中国茶叶混改焕发生机

China Tea bursts with vitality after mixed-ownership reform

2017 年，中粮集团旗下中国茶叶顺利完成混合所有制改革，全面优化资本结构及竞争力，在“十三五”发展规划基础上，明确“三年翻一番”发展目标。中国茶叶通过混改引入了厚朴、中国人寿、中信农业产业基金等五家战略投资者，原大股东中粮集团持股比例由原有的 100% 大幅降至 40%，不再“一股独大”。投资主体的多元化，成为建立灵活高效的市场化经营机制、提升市场竞争力强有力的推手。与之相应的规范的法人治理结构也很快建立起来，做实董事会，将董事会的科学决策职能充分释放和体现。

混改后，中国茶叶的发展从自上而下的推动变成了自下而上的自发需求，员工成为企业“主人翁”，团队活力得到释放，企业发展也焕发了新的生机和活力，在业绩普遍下滑的行业大背景下，实现了销售与利润双双增长。

In 2017, China Tea, a subsidiary of COFCO Corporation, successfully completed the mixed ownership reform, comprehensively optimized capital structure and competitiveness, and specified the development target of “doubling in three years” based on “13th Five-Year” development program. China Tea introduced five strategic investors including Hopu, China Life Insurance and CITIC Agricultural Industrial Fund through mixed ownership reform, significantly reducing former major shareholder COFCO Corporation’s shareholding ratio from 100% to 40% and making it no longer the sole dominant shareholder. The diversification of investment entities has become a powerful driver for establishing a flexible and efficient market-based operating mechanism and enhancing its market competitiveness. Correspondingly, the legal person governance structure was also soon in place, giving teeth to the Board of Directors and fully releasing and reflecting its scientific decision-making function.

After mixed ownership reform, instead of pushing down from the top, the development of China Tea has become the spontaneous demand of its employees from the bottom up. Employees have become self-motivated masters of the enterprise. As a result, the team’s vitality has been fully unleashed, reinvigorating the development of China Tea with new energy. Despite the industry background of general declining business performance, China Tea registered increase of both sales and profits.



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# 全力提质增效攻坚，企业运营效益实现历史性突破

**Historic breakthroughs have been made in terms of operational performance by pushing hard to improve quality and efficiency**

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推进供给侧结构性改革，实现国有企业瘦身健体、提质增效是党中央的要求。中粮集团上下坚决贯彻落实党中央、国务院决策部署和国资委工作要求，加快改革，坚决打赢国企改革提质增效攻坚战，降成本、压两金、控风险、收入收益双增长，企业运营效益实现历史性突破。

The CPC Central Committee spelled out the requirements to push ahead supply-side structural reform, make SOEs slim and fit, and improve their quality and efficiency. COFCO Corporation firmly implements the decisions and plans of the CPC Central Committee and the State Council as well as the requirements of SASAC across the board, accelerates reforms, and is bent on winning the battle of SOE reform to improve quality and efficiency. By cutting costs, lowering receivables & inventories, controlling risks, and delivering both income and profit growth, COFCO Corporation made a historic breakthrough in terms of operational performance.

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## 经济效益与资产规模同步发展

### Simultaneous growth of economic benefits and asset scale

2017 年，中粮集团紧盯“三压一降一退”，实现减亏 33.4 亿元，处置亏损企业和低效无效资产约 53.5 亿元，亏损企业户数减少至 137 户，负债率控制在 70.54%，企业运营效益实现历史性突破。全年实现营业收入 4,825.2 亿元，同比增长 9%；利润总额从 2016 年的 66 亿元增加至 118.3 亿元，同比增长 80%；总资产从 2016 年的 5,009 亿元增至 5,388 亿元，同比增长 7%。

中粮集团粮油糖棉核心业务进一步发展，销售加工量从 2016 年的 4,344 万吨提高到 5,721 万吨，同比增长 32%，产业发展与国家需求不匹配的问题得到明显改善，中粮服务国家粮食安全和市场调控的能力进一步增强。

In 2017, COFCO riveted its attention on “three cuts (of costs, inventories, and expenses), one reduction (of debt ratio) and one exit”, achieved a loss reduction of RMB 3.34 billion, disposed of loss-making enterprises and inefficient & non-performing assets of RMB 5.35 billion, and reduced the number of loss-making enterprises to 137. With debt ratio below 70.54%, COFCO Corporation made a historic breakthrough in terms of operational performance. The operating revenue for 2017 was RMB 482.52 billion (+9% y-o-y); total profits increased from RMB 6.6 billion in 2016 to RMB 11.83 billion (+80% y-o-y); total assets rose from RMB 500.9 billion in 2016 to RMB 538.8 billion (+7% y-o-y).

COFCO Corporation further developed its core business of grain, oil, sugar and cotton with sales and processing volume up to 57.21 million tons from 43.44 million tons in 2016 (+32% y-o-y). The mismatch between industrial development and national demand has been significantly improved, further enhancing COFCO's capability to serve national grain supply and market regulation.

33.4 实现减亏（亿元）  
Reduced losses (RMB 100 million )



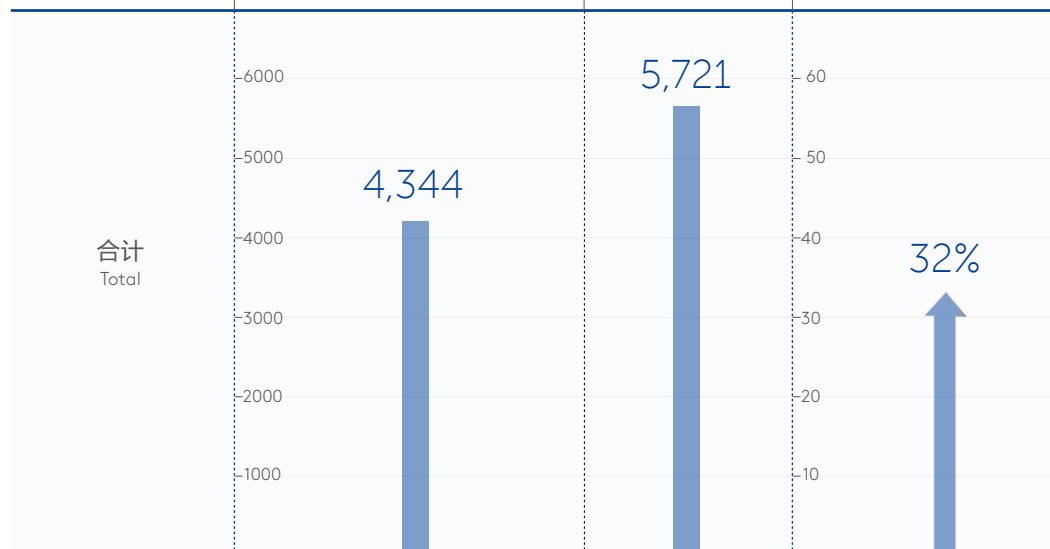
53.5 处置亏损企业和低效无效资产（亿元）  
Disposal of loss-making enterprises and inefficient & non-performing assets (RMB 100 million )



7% 总资产同比增长  
Increase of total assets year-on-year



	<b>2016 年销量</b> Sales in 2016	<b>2017 年销量</b> Sales in 2017	<b>2017 年同比增长</b> 2017 y-o-y growth
中粮贸易 COFCO Trading	1,792	2,820	57%
中粮油脂 COFCO Oils & Oilseeds	1,198	1,651	38%
中粮粮谷 COFCO Grains & Cereals	598	749	25%
中粮糖业 COFCO Sugar	215	341	59%
中国纺织 Chinatex	32+653 粮油业务 G&O business	64	100%
中粮生化 COFCO Biochemical	521	532	2%



注：中粮油脂、中粮粮谷和中粮生化为所有产品销量合计，含副产品

Note: COFCO Oils & Oilseeds, COFCO Grains & Cereals, and COFCO Biochemical figures refer to total sales for all products, including by-products



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## 国内外业务协同发展

### Coordinated development of domestic and foreign business

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2017 年，中粮集团海外业务深度整合，国内外业务一体化进程加快。集团海外业务发展立足国内，在全球更广阔的市场进行资源优化配置，主要粮源产地的供应链资产布局进一步完善，海外粮源掌控能力不断增强，保障国家粮食安全的能力持续提升，同时，将世界农场与国内消费者的餐桌有效连接，不断服务人民对食品升级的需求。

In 2017, COFCO Corporation conducted in-depth consolidation of its overseas business and accelerated integration of its domestic and foreign business. Based on its growth in domestic market, the Corporation's overseas arm optimized resource allocation in the broader global market, gradually improved the layout of its supply chain assets in major grain-producing regions, continuously strengthened the control of overseas sources of grain, and enhanced its capability of ensuring national grain supply. Meanwhile, it effectively connected the tables of domestic consumers with the world's farms and continuously served the people's need for food upgrade.

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中粮国际阿根廷罗萨里奥油籽加工综合产业园

COFCO International's comprehensive industrial park for oilseeds processing in Rosario, Argentina

## 中粮国际加速整合全球业务

COFCO International accelerated global business integration

经过近两年的深度整合，2017 年 4 月 24 日，中粮国际将总部迁至瑞士日内瓦。整合后的中粮国际业务涵盖谷物，油籽，糖，棉花等产品线，资产和业务覆盖全球 140 多个国家和地区，在全球拥有粮油糖加工设施 22 处，年加工能力 3,000 万吨；56 处内陆仓储，静态库容 250 万吨；13 个持股码头，年中转能力 3,300 万吨。

中粮国际植根中国市场，创造出全球供应链与中国需求相结合的特有商业模式。以稳定超过 3,000 万吨的国内采购量为支撑，通过掌控全球主要产粮国的关键仓储物流节点，在南美、东欧等优势产区掌控粮源；通过整合贸易体系，将国内需求与国际粮源及全球粮食贸易网络相结合，基本形成了连接 6 大洲的贸易渠道，海外粮油经营量超过 1 亿吨，约占全球贸易量的 12%。

资产和业务覆盖全球

Global presence of assets and business in over

**140** 多个国家和地区  
countries and regions

年加工能力（百万吨）

Annual processing capacity (million tons)

**30**

在全球拥有粮油糖加工设施（处）

Number of G&O and sugar processing facilities in the world

**22**

内陆仓储（处）

Inland storage facilities

**56**

静态库容（万吨）

Static storage capacity  
(10,000 tons)

**250**

持股码头（个）

Ports in which COFCO  
has stakes

**13**

年中转能力（百万吨）

Annual transfer  
capacity (million tons)

**33**

On April 24, 2017, COFCO International moved its headquarters to Geneva, Switzerland upon completion of nearly two-year in-depth integration. After the integration, COFCO International operates in a range of businesses including product lines such as grain, oilseeds, sugar, and cotton with assets and operation in over 140 countries and regions, 22 G&O and sugar processing facilities around the world, and annual processing capacity of 30 million tons. In addition, it has 56 inland storage facilities with static storage capacity of 2.5 million tons and stakes in 13 ports with annual transfer capacity of 33 million tons.

Rooted in the Chinese market, COFCO International has created a unique business model that combines global supply chain with China's needs. Supported by over 30 million tons of stable domestic purchase, it has secured access to grain sources in superior production regions such

as South America and Eastern Europe through control of key storage and logistics nodes in major grain-producing countries. By consolidating trading system and integrating domestic demand with international grain source and global grain trading network, COFCO International has basically formed a trading channel connecting six major continents with over 100 million tons of overseas G&O trading volume, accounting for 12% of global trading volume.

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CASE 案例

## 中粮国际完善全球供应链布局

COFCO International: Improve global supply chain layout

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中粮国际在南美、北美和黑海三大粮食主产区逐步树立并稳固了重要粮商的地位，进一步完善了全球供应链布局。2017 年，在阿根廷，中粮国际粮油出口量超过 1,000 万吨，力压嘉吉成为排名第一的出口商；在巴西，中粮国际对中国的大豆出口量超过 1,000 万吨，高居巴西首位；在黑海地区，中粮国际在罗马尼亚、乌克兰等地均逐步成为了市场份额领先的粮商；在美国，中粮国际通过与 ADM，Growmark 等大力发展战略合作伙伴关系，行业地位逐步提升。

COFCO International has gradually established itself as a major grain trader in three main grain producing regions (South America, North America and Black Sea), further improving its global supply chain layout. In 2017, COFCO International exported over 10 million tons of G&O in Argentina, beating Cargill to become the top exporter; in Brazil, COFCO International exported over 10 million tons of soybean to China, ranking first in Brazil; in the Black Sea region, COFCO International gradually became a grain trader with leading market share in Romania and Ukraine; in the U.S., COFCO International gradually elevated its industrial standing by vigorously developing strategic partnerships with ADM and Growmark.

10



粮油出口量超过（百万吨）

G&O export over (million tons)

## 深化“一带一路”合作

Deepen the "Belt and Road" cooperation

党的十九大将实施“一带一路”倡议作为经济建设的重要组成部分。中粮集团积极落实党中央部署,坚定“走出去”战略,深化“一带一路”农业合作,不断发挥粮油产业投资主体作用。“一带一路”倡议提出前,中粮集团通过全球布局,已经在南北美洲、澳大利亚等世界粮食核心产区建设了仓储、码头、物流设施等一批战略资源;“一带一路”倡议提出后,中粮集团的国际经营战略更加关注在黑海地区、中亚地区和南亚地区进行贸易和投资,加速在中亚、远东及黑海建设仓储物流设施,在东南亚地区建设农产品加工设施,推动“一带一路”农业经贸交流和产业协同发展。

The 19th CPC National Congress took the construction and the implementation of “Belt and Road” initiative as an important component of economic construction. COFCO Corporation actively implements the Party Central Committee’s deployment, resolutely adheres to the “going global” strategy, deepens the “Belt and Road” agricultural cooperation, and plays its role as a major investment entity in G&O industry. Before the “Belt and Road” initiative was proposed, COFCO had expanded its global presence by building a number of strategic resources such as warehousing, ports and logistics facilities in core grain producing regions such as North and South America and Australia. After the “Belt and Road” initiative was proposed, COFCO Corporation’s international business strategy focused more on trade and investment in the Black Sea, Central Asia and South Asian regions. By speeding up the construction of warehousing and logistics facilities in Central Asia, the Far East of Russia and the Black Sea and building agricultural product processing facilities in Southeast Asia, COFCO Corporation has promoted the agricultural economic and trade exchange and industrial coordinated development along “Belt and Road”.

CASE 案例

### 中粮集团承担首批“一带一路”高峰论坛粮食援助任务

COFCO assumed the task of providing first batch of grain aid pledged by the Belt and Road Forum for International Cooperation

2017年6月2日,由中粮集团加工生产的2,821.75吨援助大米在上海启运,沿海上丝绸之路运抵非洲国家索马里,为那里受旱灾影响的约22.35万民众提供为期4个月的救济。这是“一带一路”国际合作高峰论坛之后,中国政府落实论坛有关粮食援助承诺的具体行动。在此次论坛上,中国提出将在未来3年向参与“一带一路”建设的发展中国家和国际组织提供600亿元人民币援助,其中包括向“一带一路”沿线发展中国家提供20亿元人民币紧急粮食援助。

中粮集团作为粮食领域的骨干央企,一直积极参与执行对外粮食援助任务。5月17日,在接到联合国世界粮食计划署援助大米的中标通知后,仅用了14天时间就快速高效地完成了加工备货工作,6月2日首批援粮出运。同时,中粮粮谷以高度的政治觉悟、全产业链的质量管控、现代化的加工工艺确保了援助大米的加工质量,获得了出入境检验检疫局及SGS的高度认可,提升了中国大米和中国政府的国际形象和影响力。

On June 2th, 2017, a shipment of 2,821.75 tons of rice produced by COFCO Corporation departed Shanghai and arrived in Somali, Africa via the Maritime Silk Road as aid for about 223,500 draught-ravaged people over a period of four months. This is a concrete step taken by Chinese government to fulfill its pledge of grain aid made at the Belt and Road Forum for International Cooperation, where China proposed to provide RMB 60 billion worth of aid over the next three years to developing countries and international organizations that joined the "Belt and Road" initiative. The aid included RMB 2 billion worth of emergency grain aid to developing countries along the “Belt and Road”.

As a backbone central enterprise in the grain sector, COFCO has always been actively involved in providing grain aid to foreign countries. On May 17, COFCO received the bid-winning notice regarding rice aid from U.N. World Food Program. It took only 14 days to complete the processing and preparation work in a highly efficient manner before the first batch



of grain was shipped on June 2. Meanwhile, COFCO Grains & Cereals displayed a high level of political awareness and ensured the processing quality of the rice through fully integrated value chain's quality control and modern processing technique. It not only received a high level of recognition from Entry-exit Inspection and Quarantine Bureau but also enhanced Chinese rice and Chinese government's international image and influence.

## CASE 案例

### 中粮集团打造中亚、中东面粉走廊

COFCO Corporation: Build wheat flour corridor in Central Asia & Middle East

首次以散粮集装箱方式进口  
哈萨克斯坦小麦（吨）

Kazakh wheat imported  
for the first time in bulk  
grain containers (tons)

4,000

破题俄罗斯小麦进口（吨）

Groundbreaking import  
of Russian wheat (tons)

500

2017年3月，中粮集团首次以散粮集装箱方式进口的4,000吨哈萨克斯坦小麦，从哈萨克斯坦科斯塔奈州发出，搭载中欧返程班列，顺利抵达西安国际港务区。绿色安全的进口哈麦为中国小麦进口提供了多元化的渠道选择，不仅有助于促进我国西北部地区面粉加工业的产品品质及竞争力的提升，也进一步丰富了中国市场不同品种高品质小麦的供应。

同年4月，中粮集团成功破题俄罗斯小麦进口。500吨俄罗斯小麦抵达内蒙古自治区满洲里口岸。进口俄罗斯春小麦是对我国北方地区优质高筋小麦原料的有益补充，进一步丰富了中国小麦市场优质品种的供给，同时，也对国际市场小麦贸易格局带来深远影响。

11月，中粮集团在新疆成立中粮八一面业（呼图壁）有限公司，并发布了多款新疆产区小麦粉，借助新疆地缘优势，将优质面粉产品通过中巴经济走廊瓜达尔港推向中东市场。通过打造中亚、中东小麦走廊，中粮集团国家粮油产业投资主体作用进一步增强，同时也对拉动“一带一路”沿线国家和地区经济发展做出了应有贡献。

In March 2017, 4,000 tons of Kazakh wheat imported by COFCO Corporation for the first time in bulk grain containers, picked up by China-Europe return freight train in Kostanay Province of Kazakhstan, successfully arrived at Xi'an International Logistics Park. The import of green and safe Kazakh wheat provides an extra option for diversified channels of China's wheat imports, not only helping to enhance product quality and competitiveness of wheat flour processing industry in the northwestern region of China but also enriching the supply of high-quality wheat of different varieties in the Chinese market.

April of the same year witnessed the groundbreaking import of Russian wheat. 500 tons of Russian wheat arrived at Manzhouli port in Inner Mongolia Autonomous Region. As a beneficial supplement to the high-quality, high-gluten wheat raw material in northern China, the imported Russian spring wheat will further enrich the supply of high-quality varieties in China's wheat market while having a profound impact on the landscape of wheat trade in the international market.

In November, COFCO Corporation established COFCO Bayi Flour (Hutubi) Co., Ltd. in Xinjiang and launched a number of wheat flour products from Xinjiang production areas. Leveraging Xinjiang's geographical advantage, it will market high-quality flour products in the Middle East market via China-Pakistan economic corridor and Gwadar Port. By building wheat corridors in Central Asia and Middle East, COFCO Corporation has further enhanced its role as national G&O industry investment entity while making due contributions to the economic development of countries and regions along the "Belt and Road".

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# 发挥产业体系优势，坚决落实中央扶贫攻坚决策部署

**Give full play to the advantages of the industrial system and resolutely implement central government's decision and deployment regarding poverty alleviation**

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党的十九大报告中指出，要动员全党全国全社会力量，坚持精准扶贫、精准脱贫方略，重点攻克深度贫困地区脱贫任务，确保到 2020 年我国现行标准下农村贫困人口实现脱贫，贫困县全部摘帽。中粮集团作为国有重要骨干企业，坚决落实中央扶贫攻坚决策部署，发挥产业体系优势，初步探索形成了“产业扶贫带动脱贫攻坚”为核心的扶贫脱贫工作体系，为党和国家实现 2020 年脱贫目标贡献中粮力量。同时，集团也积极投身于社（区）会公益，助力社会和谐发展。

According to the report of the 19th CPC National Congress, we should mobilize the energies of our whole Party, our whole country, and our whole society, and continue to implement targeted poverty reduction and alleviation measures. We should also provide focused assistance to areas of extreme poverty and must ensure that by the year 2020, all rural residents living below the current poverty line will have been lifted out of poverty, and poverty is eliminated in all poor counties and regions. As an important state-owned backbone enterprise, COFCO Corporation resolutely implements the central government's poverty alleviation decision and deployment and utilizes its advantages of industrial system. It has initially explored and formed a poverty alleviation work system centering on "poverty elimination driven by industry-assisted poverty alleviation", contributing to the Party and the country's 2020 goal of poverty reduction. Meanwhile, the Corporation also actively devotes itself to the welfare of communities to boost harmonious development of the society.

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## 产业扶贫，带动脱贫攻坚

### Poverty elimination driven by industry-assisted poverty alleviation

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中粮集团坚持精准扶贫、精准脱贫基本方略，主动履行央企的责任担当，一方面坚决承担党中央国务院赋予集团的三类扶贫攻坚任务：定点扶贫国务院扶贫办指定的7个贫困县，对口支援中组部指定的2县1单位，承担中组部会同有关单位下达的金融系统扶贫、科技扶贫、东北振兴等新型扶贫任务；另一方面，还在国家确定的14个集中连片特殊贫困地区、国家深度特困地区（三区三州）以及民族地区、边疆地区、革命老区利用当地资源优势，通过自主产业扶贫带动当地脱贫攻坚。

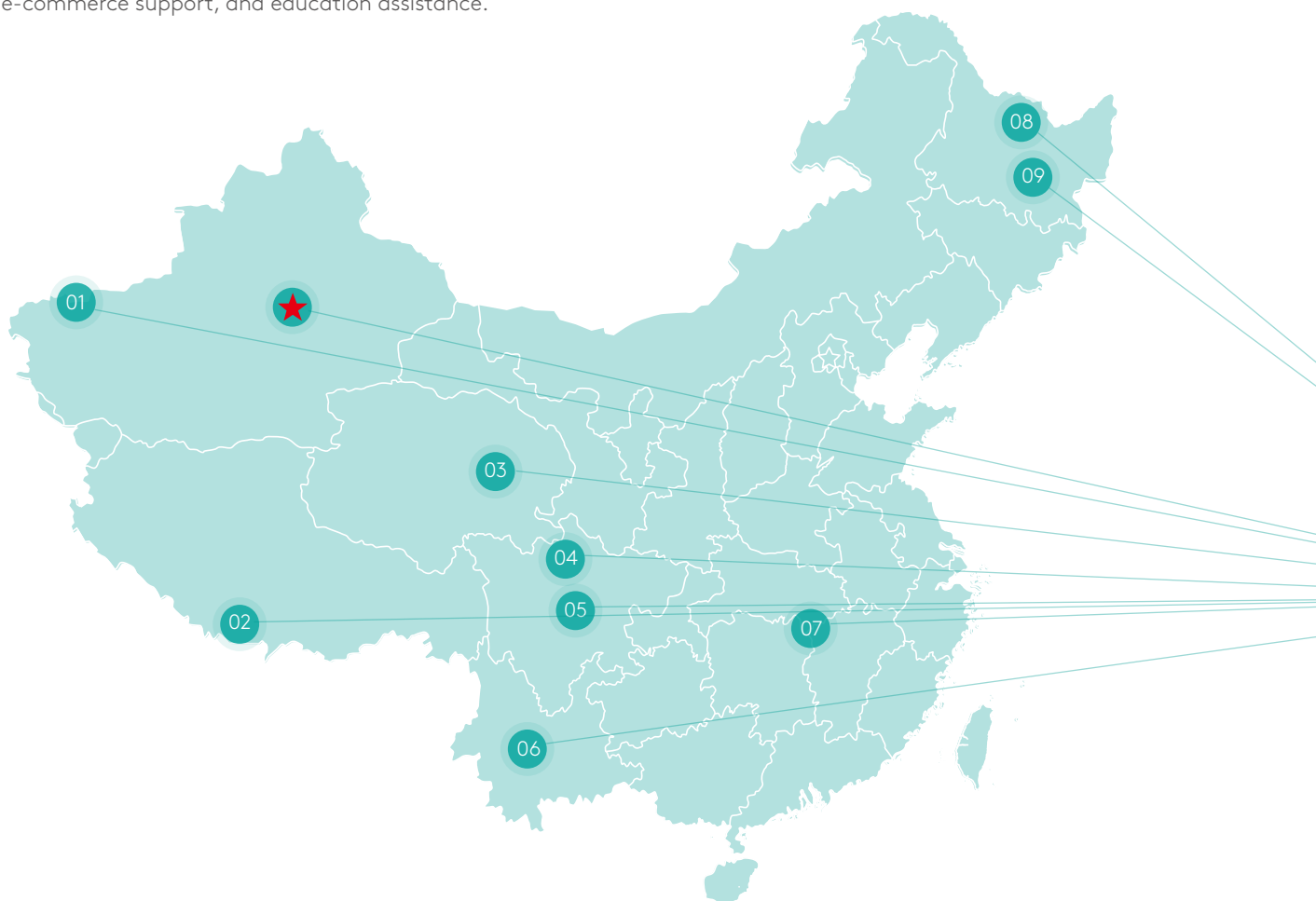
COFCO Corporation adheres to the overall fundamental strategy of targeted poverty alleviation and elimination and takes the initiative to fulfill the responsibilities of SOE. On the one hand, it firmly undertakes three types of poverty alleviation tasks entrusted to the Corporation by the Party Central Committee and the State Council: assisting seven poor counties designated by the State Council Leading Group Office of Poverty Alleviation and Development; providing targeted aid to two counties and one unit designated by the Organization Department of the CPC Central Committee; and taking on new types of poverty alleviation tasks assigned by the Organization Department of the CPC Central Committee together with related organizations including poverty alleviation by financial system, through science and technology, and the revitalization of China's Northeast. On the other hand, COFCO Corporation also leverages local resource advantages in 14 special poverty-stricken areas that form a continuous belt, China's deeply destitute areas (three regions and three prefectures) as well as ethnic regions, border regions and old revolutionary bases to help eliminate local poverty through poverty alleviation driven by COFCO's own industries.

## 加强扶贫制度建设

### Strengthen the construction of poverty alleviation system

中粮集团党组及董事会形成定期专题研究扶贫攻坚任务机制和党组成员带队实地调研走访机制，形成了选派后备干部到定点贫困县挂职机制；调整原有援疆援藏援青扶贫工作领导小组及办公室，明确下属各专业化公司结对帮扶，并将扶贫效果纳入年度党建考核；建立扶贫资金投入拨付机制和资金管理办法。同时出资 1 亿元参与国资委发起的“中央企业贫困地区产业扶贫基金”，为探索产业帮扶、电商帮扶、教育帮扶等扶贫脱贫新模式奠定制度保障。

COFCO Corporation's CPC Leadership Committee and the Board of Directors not only formed a regular special research mechanism for poverty alleviation as well as a field investigation and visiting mechanism led by Committee members, but also established a mechanism for temporary assignment of reserve cadres to designated poverty-stricken counties. COFCO made adjustment to the original leading group and office for assisting Xinjiang, Tibet, and Qinghai in poverty relief, specified the match between our specialized subsidiaries and poverty-stricken areas to facilitate targeted aid, and included the results of poverty alleviation in the annual Party building evaluation. We established a mechanism for investment and allocation of poverty-alleviation fund and laid down fund management measures. Meanwhile, we contributed RMB 100 million to the "Industrial Poverty Alleviation Fund by Centrally-administered Enterprises for Poverty-stricken Regions" initiated by the SASAC, providing institutional guarantee for exploring new models of poverty alleviation and elimination such as industrial assistance, e-commerce support, and education assistance.



## 中可饮料魏来挂职石渠县副县长，扎根扶贫最前线

Wei Lai from COFCO Coca-Cola Beverages took a temporary position as deputy county head in Shiqu County and worked at the forefront of poverty alleviation

精准扶贫项目（个）  
Targeted poverty  
alleviation projects

10

成功摘帽“贫困村”（个）  
Poor villages "that  
successfully got rid of  
poverty

5

中可饮料魏来主动奔赴有“生命禁区”之称的四川省石渠县挂职，以中粮人务实担当的精神，攻坚克难，自 2016-2018 先后紧贴石渠县当地精准扶贫主攻产业项目、援建与援助了高原畜牧业（藏系绵羊、藏猪、藏鸡、虫·草土蛋鸡）乳品加工（牦牛酸奶）、农林科技产业示范园、旅游景区开发等 12 个精准扶贫项目点，截止 2018 年第一季度，已在全县共同脱贫攻坚的整体布局中帮扶 5 个村成功摘帽“贫困村”，将扶贫成果惠及更多贫困群众并为石渠县农畜牧、旅游产业发展起到积极推动作用。

Wei Lai from COFCO Coca-Cola Beverages volunteered to take a temporary position in Shiqu County, Sichuan Province, which is known as a "no-man's land". With a pragmatic and responsible spirit typical of COFCO employees, he assisted with and provided aid to 12 precision poverty alleviation project points including plateau animal husbandry (Tibetan sheep, Tibetan pig, Tibetan chicken, caterpillar fungus, eggs of free-range chicken), dairy product processing (yak yogurt), farming & forestry scientific industrial demonstration park, and development of scenic spots from 2016 to 2018, all of which are closely related to Shiqu County's major precision poverty alleviation industrial projects. By H1, 2018, he has helped five villages get rid of the title of "poor village" in the County's overall drive to jointly shake off poverty, enabling more impoverished people to benefit from the results of poverty alleviation and promoting the growth of animal husbandry and tourism in Shiqu County.

## 集团定点扶贫、对口援助“9 县一兵团”

"9 counties and 1 production & construction corps" assigned to the Corporation for targeted poverty alleviation and matched assistance

### 对口支援新疆

Matched assistance to Xinjiang



（新疆建设兵团）  
(Xinjiang production & construction corps)

### 定点扶贫四川省

Targeted poverty alleviation in Sichuan Province



04 甘孜县  
Ganzi County



05 石渠县  
Shiqu County

### 定点扶贫新疆阿克苏

Targeted poverty alleviation in Aksu, Xinjiang



01 乌什县  
Wushi County

### 定点扶贫广西南宁

Targeted poverty alleviation in Nanning, Guangxi



06 隆安县  
Longan County

### 对口支援西藏山南市

Matched assistance to Shannan City, Tibet



02 洛扎县  
Lhazha County

### 中纺定点扶贫江西省

Targeted poverty alleviation by Chinatex in Jiangxi Province



07 修水县  
Xiushui County

### 对口支援青海海北州

Matched assistance to Haibei Prefecture, Qinghai



03 门源县  
Menyuan County

### 定点扶贫黑龙江省

Targeted poverty alleviation in Heilongjiang Province



08 延寿县  
Yanshou County



09 绥滨县  
Suibin County

带动脱贫人口（人）  
Number of people lifted  
out of poverty (people)

228,000

投入资金近（亿元）  
Invested funds nearly  
(RMB 100 million )

10.2

## 探索产业扶贫模式

Explore the model of poverty alleviation through the development of industry

中粮集团及下属专业化公司将在种植、养殖、生产加工、金融服务、电商扶贫等领域的产业优势和贫困地区、定点帮扶的贫困县资源优势相结合,强化资源整合,完善扶贫机制,初步形成了以“产业扶贫带动脱贫攻坚”为核心的扶贫脱贫工作体系,并取得了突出成绩。

截止 2017 年底,中粮集团在国家指定的扶贫援助地区以及国家确定的 14 个集中连片特殊贫困地区,共计开展产业扶贫项目 28 个,投入资金近 10.2 亿元,带动贫困地区贫困村 478 个、贫困户超过 4.5 万个、贫困人口 22.8 万人左右脱贫致富。

COFCO Corporation and its affiliated specialized companies will combine their industrial advantages in planting, breeding, production and processing, financial services, and poverty alleviation-related e-commerce with the resource advantages of poverty-stricken counties which they are assigned to assist to reinforce resource consolidation and improve poverty alleviation mechanism. As of now, we have initially formed a poverty alleviation work system centered on “poverty elimination driven by poverty alleviation through the development of industry” and achieved outstanding results.

By the end of 2017, COFCO Corporation had launched a total of 28 industrial poverty alleviation projects in areas designated by the country to receive poverty alleviation aid and 14 special poverty-stricken areas identified by the country. The total amount of funds invested reached nearly RMB 1.02 billion, which benefited 478 poverty-stricken villages in poverty-stricken areas with more than 45,000 impoverished households. As a result, about 228,000 poor people were lifted out of poverty and became rich.

## 中粮集团各定点帮扶地区产业扶贫举措

COFCO Corporation's poverty alleviation initiatives for targeted aid-receiving regions

定点帮扶地区 Targeted aid-receiving regions	产业扶贫举措 Industrial poverty alleviation initiatives
黑龙江省延寿县 Yanshou County, Heilongjiang Province	<p>打造百里香米长廊带动农业水稻种植项目：开展覆膜田大米项目试验基地 133 公顷，预计每公顷增收 9,000-10,000 元，带动 3 个村 22 户 60 人脱贫</p> <p>Build hundred-mile long rice promenade to drive agricultural rice planting project: develop a 133 ha experimental base for rice growing in film-covered field; it is estimated that the revenue will increase by RMB 9,000-10,000 per ha, lifting 60 people of 22 households in 3 villages out of poverty.</p>
黑龙江省绥滨县 Suibin County, Heilongjiang Province	<p>筹划组建绥粮集团，开展产业扶贫，形成长期有效带动贫困户脱贫致富的可持续精准扶贫模式。</p> <p>借助中粮米业在黑龙江地区生产、加工、销售有效渠道，带动绥滨县水稻种植，一条有机富硒大米生产线项目已经开工建设</p> <p>The establishment of Suibin Grain Group is planned to alleviate poverty through industry and create sustainable precision poverty alleviation model that can effectively lift impoverished households out of poverty on a long-term basis.</p> <p>By leveraging COFCO Rice's effective production, processing and sales channels in Heilongjiang, we help promote rice cultivation in Suibin County. A project of organic selenium-rich rice production line is under construction.</p>
新疆维吾尔自治区乌什县 Wushi County, Xinjiang Uygur Autonomous Region	<p>开展番茄育苗移栽产业种植项目，每公顷番茄单产达到 80-90 吨，平均提高公顷产 37.5 吨，每公顷增收近 15,000 元</p> <p>Launched an industry planting project for tomato seedling transplantation; the tomato yield per ha reached 80-90 tons with an average increase of 37.5 tons per ha, raising income by nearly RMB 15,000 per ha.</p>
四川省石渠县 Shiqu County, Sichuan Province	<p>牦牛乳品加工、藏系绵羊、藏香猪和藏鸡野山鸡等产业精准扶贫项目全部完成</p> <p>Targeted alleviation projects through the development of industry such as processing of yak dairy products, Tibetan sheep, Tibetan fragrant pigs, Tibetan chickens and wild pheasant were all completed.</p>
西藏自治区洛扎县 Lhzhag County, Tibet Autonomous Region	<p>藏鸡养殖、黄粉虫养殖和蔬菜种植三位一体农业循环项目，被洛扎县确定为产业扶贫的示范项目</p> <p>Three-in-one agricultural circular project of Tibetan chicken breeding, Tenebrio farming, and vegetable planting was identified by Lhzhag County as a demonstration project for poverty alleviation through the development of industry.</p>
广西壮族自治区隆安县 Longan County, Guangxi Zhuang Autonomous Region	<p>中粮糖业将其糖业主体业务纳入中粮南糖业务范围，统筹规划生产销售</p> <p>COFCO Sugar incorporated the local sugar business into COFCO's Southern Sugar's business to achieve overall planning for production and sales</p>



## 中粮贸易建设兴达米业，探索产业扶贫新途径

COFCO Trading set up Xingda Rice to explore new ways of poverty alleviation through the development of industry

捐助及自筹资金共  
(百万元)

Donations and self-raised  
funds (RMB million)

22.5

签订高端米种植订单  
(公顷)

Contracts signed for  
planting high-end rice  
(ha)

133

2017 年，中粮贸易在黑龙江省鹤岗市绥滨县捐助及自筹资金共 2,250 万元，建设兴达米业现代化米厂。兴达米业与建边、和田等多家合作社签订了 133 公顷的高端米种植订单，在秋粮收购时中粮贸易将以高于市场的价格进行收购，销售后将把销售利润的 20% 返利给贫困户，带动更多的贫困户增收。

In 2017, COFCO Trading donated and self-raised a total of RMB 22.5 million in Suibin County, Hegang City, Heilongjiang Province to set up Xingda Rice modern rice factory. Xingda Rice has signed contracts of 133 ha of high-end rice planting orders with a number of cooperatives including Jianbian and Hetian. COFCO Trading will purchase autumn grain at a price higher than the market price and give 20% of its sales profit to poor households, helping more poor households to increase their income.



## 中粮我买网上线精准扶贫频道，“互联网+”扶贫焕发新活力

COFCO Womai launched online poverty alleviation channel: “Internet +” bursting with new vitality in poverty alleviation

2017 年，中粮我买网以服务、对接好贫困地区农牧产品为己任，统一采购、策划，集中产业链优势，打造“我买爱心”品牌、搭建全国电商扶贫销售渠道，带动原产地产品集中化、产业化、标准化，让好产品和好品牌走出来。专区首批对接的有来自青海、新疆、内蒙古、宁夏及安徽等地的共计 42 款农牧产品。

In 2017, COFCO Womai took upon itself to serve and dovetail agricultural and animal husbandry products in impoverished areas, unified procurement and planning, leveraged its advantages of value chain, created “Womai love” brand, built national sales channels for poverty alleviation through e-commerce, and promoted centralization, industrialization, and standardization of products labelled with the place of origin in order to make good products and good brands available to the outside world. The first batch of 42 agricultural and husbandry products are from Qinghai, Xinjiang, Inner Mongolia, Ningxia and Anhui.

## 中粮肉食推动生猪合作养殖项目，助力赤峰脱贫

COFCO Meat promoted pig cooperative breeding project to help Chifeng rid of poverty

2017年8月，中粮肉食与翁牛特旗政府签订《生猪养殖产业扶贫战略合作框架协议》，项目共计划建设41处猪场，涉及5个乡镇、29个自然村，满产后可实现年出栏15万头商品猪规模，带动1,191户贫困户共2,697人脱贫，为翁旗的经济发展做出贡献。

In August 2017, COFCO Meat signed "Poverty alleviation strategic cooperation framework agreement for pig breeding industry" with Wengniute Banner government. The project, which plans to build 41 pig farms covering 5 townships and 29 villages, can raise RMB 150,000 heads of pigs for sale annually after production in full capacity. It is expected to help 2,697 people from 1,191 poverty-stricken households out of poverty and contribute to the economic development of Weng Banner.



# 41

建设猪场（处）

Number of pig farms to be constructed

# 1,191

带动贫困户（户）

Number of impoverished households to benefit from the project

# 2,697

脱贫（人）

Number of people to be lifted out of



河北魏县鸭梨网上销售扶贫项目，为当地创收23万余元

Poverty alleviation project of online sales of Chinese white pear grown in Wei County, Hebei Province generates more than RMB 230,000 for local people



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## 社区公益，构建和谐社会

Build a harmonious society through community charity

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在经营、改革取得成绩的同时，中粮集团时刻铭记自己的国企责任，积极投身社区公益，通过行动助力和谐社会构建。

While achieving results in business operation and reform, COFCO Corporation always bears in mind its responsibility as a state-owned enterprise and actively participates in community charity to help boost the building of a harmonious society through its actions.

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## 中英人寿：科技点亮留守儿童未来

Aviva-COFCO: Technology brightens the future of left-behind children

关爱留守儿童（万名）

Number of left-behind children  
receiving care from COFCO (10,000)

13

2017 年,中英人寿“星星点灯关爱留守儿童公益计划”以“科技点亮未来”为主题走进河南、安徽等 13 个省区。此次活动为留守儿童量身打造了智享课堂科技课程,并通过机器人互动、无人机操控,VR 游戏体验等一系列有趣的科普活动,为留守儿童开拓了精彩的科技视界。自 2010 年开始,“星星点灯公益计划”已连续运营八年,为超过 13 万名留守儿童送去了诚挚的心灵关爱和物质援助。

In 2017, Aviva-COFCO's "Starlight charity project of care for left-behind children" reached out to 13 provinces and regions in Henan and Anhui with the theme of "Technology brightens the future". This event tailor-made technology curriculum of intellectual classroom for left-behind children, presenting a wonderful science and technology landscape to left-behind children through a series of interesting popular science activities such as robot interaction, drone control, and VR game experience. Since 2010, the "Starlight charity project" has been in operation for eight successive years, offering sincere care and material assistance to more than 130,000 left-behind children.

## 中可饮料：“净水 24 小时”应急饮水救援机制助力救灾

COFCO Coca-cola Beverages: "24-hour supply of clean water" emergency drinking water rescue mechanism to help disaster relief



2017 年 8 月 8 日,九寨沟发生 7.0 级强震。地震发生后的六个小时,中粮集团旗下中可饮料启动应急饮水救援机制,陆续将 84,672 瓶饮用水送达九寨沟政府救灾点。8 月 9 日,新疆博尔塔拉州精河县发生 6.6 级地震,中粮可口可乐饮料(新疆)有限公司第一时间了解灾区现状及饮水需求,紧急调运 6,000 瓶可口可乐冰露饮用水支援灾区。

On the night of August 8th, 2017, a 7.0 magnitude earthquake hit Jiuzhaigou Valley. Six hours after the earthquake, COFCO Coca-Cola Beverages activated emergency drinking water rescue mechanism by delivering 84,672 bottles of drinking water in several batches to Jiuzhai County government relief site. On August 9th, a 6.6 magnitude earthquake hit Jinghe County, Bortala Prefecture, Xinjiang. COFCO Coca-Cola Beverages (Xinjiang) Co., Ltd. immediately learned about the situation and drinking water demand in the disaster area, and quickly transported 6,000 bottles of Coca Cola "Ice Dew" drinking water to support the disaster area.



## 中粮置地：“悦城跑”让公益成为一种时尚

COFCO Land: “Joy City Run” makes charity a fashion

中粮置地“悦城跑”活动于2017年7月18日在苏州正式启幕，在20天内共吸引22万名跑友参加，累积255万公里公益里程。“悦城跑”VIP盛典活动现场，向国际公益组织奥比斯捐赠六万港元现金，为眼疾患者重现光明奉献爱心。

COFCO Land “Joy City Run” 2017 officially kicked off in Suzhou on July 18, attracting a total of 220,000 runners in 20 days and accumulating 2.55 million kilometers for charity purpose. At “Joy City Run” VIP Gala, Joy City Property donated HK\$ 60,000 in cash to the international charity organization ORBIS to provide care and love for patients with eye diseases.

22 万名跑友  
220,000 runners



累积 255 万公里公益里程  
Accumulated 2.55 million kilometers

捐赠 6 万港元现金  
Donated HK\$60,000 in cash

## 蒙牛乳业：捐赠 480 万盒学生奶助力“小康牛奶行动”

Mengniu Dairy: Donation of 4.8 million boxes of milk to students to boost “Milk Action to Build a Well-off Society in China”

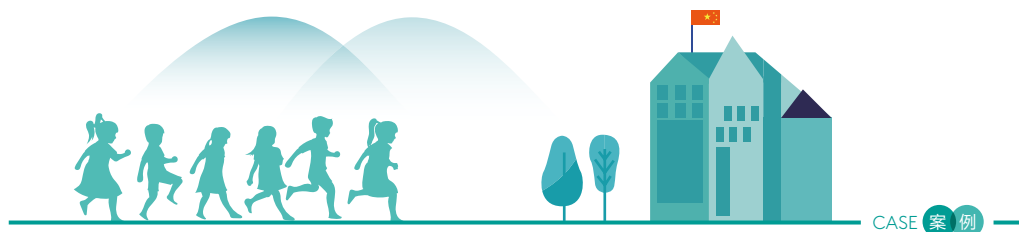
捐赠学生奶（百万盒）  
Milk donated to students  
(millions boxes)

4.8

2017年2月21日，“中国小康牛奶行动”正式启动，蒙牛现场宣布向全国22个省份近百个县城的乡村学校捐赠480万盒（20万提）学生奶。蒙牛通过精准的捐赠人群定位，严格的流程把控，高效且专业的落地活动，真正务实于乡村公益，让每一盒牛奶为“小康助学公益”活动提供实实在在的营养支持。

On February 21st, 2017, the “Milk Action to Build a Well-off Society in China” was officially launched. Mengniu announced on-site that it would donate 4.8 million boxes (200,000 packages) of milk to students of rural schools in nearly 100 counties in 22 provinces across China. Through accurate location of donees, strict process control, and efficient and professional execution, Mengniu hopes to make pragmatic contributions to rural charity by providing down-to-earth nutritional support in the form of boxes of milk to Milk Action’s charity campaign targeting students.





CASE 案例

## 中粮粮谷成都产业园：深入凉山开展爱心助学活动

COFCO Grains & Cereals Chengdu Industrial Park: Carry out philanthropic education aid in Liangshan

2017 年 12 月 11 日，中粮粮谷成都产业园党、团员代表 16 人来到位于四川省凉山彝族自治州昭觉县色底乡的阿莫村瓦姑小学，开展题为“中粮公益，助学山区”的爱心助学活动，为孩子们带去急需的课桌座椅、文具设备、保暖衣帽以及工厂自产的放心米面粮油等学习、生活必需品，同时和孩子们一起重新布置了教室，参与了升旗仪式和体育娱乐活动，为贫困学生送去温暖。

On February 11, 2017, 16 Party members and youth league representatives from Chengdu Industrial Park of COFCO Grains & Cereals visited Wagu Primary School in Amo Village, Sedi Township, Zhaojue County, Liangshan Yi Autonomous Prefecture, Sichuan Province to carry out philanthropic education aid project "COFCO charity to aid education in mountains". They not only brought with them urgently needed learning and living necessities such as desks, seats, stationery, warm clothing, and self-produced rice, flour, and edible oil to students but also re-arranged classrooms with students and participated in the flag-raising ceremony and sports and entertainment activities, making impoverished students feel the warmth of COFCO.



2016 年 11 月，蒙牛雅士利新西兰工厂正式开业，雅士利将逐步以新西兰原罐原装产品替代现有国产产品，加速产品升级  
In November 2016, Mengniu Yashili factory went into operation in New Zealand. Yashili will gradually replace existing domestic products with products canned and packaged in New Zealand to accelerate product upgrade



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# 坚持绿色发展理念，忠实履行 生态文明建设和环境保护责任

**Adhere to the concept of green development and  
faithfully fulfill the responsibility of ecological  
civilization construction and environmental  
protection**

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“环境就是民生，青山就是美丽。绿水青山就是金山银山。”  
中粮集团牢固树立保护生态环境就是保护生产力、改善生态环境就是发展生产力的理念，自觉推动绿色发展、循环发展，忠实履行生态文明建设和环境保护责任，助力国家走向社会主义文明新时代。

“Environment is people’s livelihood, and green mountains are beauty. Green mountains and clear water are as good as mountains of gold and silver.” COFCO Corporation firmly establishes the concept that protecting ecological environment is to protect productivity and improving the ecological environment is to develop productivity. It consciously promotes green and circular development, faithfully fulfills its responsibility for ecological civilization construction and environmental protection, and helps the country march toward a new era of socialist civilization.

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## 加强环保管理

### Strengthen environmental protection management

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中粮集团严格落实绿色发展要求，将环境保护作为企业发展的重要内容，高度重视日常生产经营中的环保工作，实行环保分级分类管理，并邀请外部专业机构对环保重点监控企业进行检测，努力构建“环境友好型”企业。

2017 年，中粮集团组织环保部环境科学研究院专家对集团下属 10 家企业进行了环保核查，内容包括建设项目环境影响评价和“三同时”制度执行情况；排污情况；达标排放、总量控制、工业固体废物处理处置等情况。集团还委托中国检验检疫科学研究院对 72 家环保重点监控企业开展了污染源监督性监测。

COFCO Corporation strictly carries out the requirements for green development, regards it as a key component of corporate growth, attaches great importance to environmental protection in daily production and operation, implements graded and classified management, and invites external professional organizations to conduct tests on key subsidiaries for environmental protection monitoring to build “environment-friendly” enterprises.

In 2017, experts from the Environmental Protection Research Institute of the Ministry of Environmental Protection were organized by COFCO Corporation to conduct environmental protection verification on COFCO's 10 subsidiaries, including environmental impact assessment of construction projects and the implementation of the “Three Simultaneous” systems; discharge of pollutants; emission compliance with standards, total control, and industrial solid waste disposal. The Corporation also commissioned the China Academy of Inspection and Quarantine to carry out supervising & monitoring of pollution sources on 72 subsidiaries flagged for key environmental protection monitoring.



## 推进节能减排

### Promote energy saving and emission reduction

中粮集团认真贯彻党中央关于节能减排工作的决策部署，把节能减排作为优化经济结构、推动绿色循环低碳发展、加快生态文明建设的重要抓手和突破口，在集团内部全面推进节能减排工作，围绕节能减排进行自主创新，坚持清洁发展、节约发展，在生产经营的同时厉行资源节约和环境保护。

COFCO Corporation conscientiously implements the CPC Central Committee's decision and deployment regarding energy-saving and emission-reduction work, regards it as an important starting point and breakthrough for optimizing economic structure, promoting green, circular and low-carbon development, and accelerating the construction of ecological civilization, and comprehensively promotes energy-saving and emission reduction within the Corporation. Furthermore, we carry out independent innovations around energy saving and emission reduction, adhere to clean development in an economical manner, and achieve resource conservation and environmental protection while being engaged in production and operation.

#### CASE 案例

#### 中可饮料辽宁公司投资千万元节能减排

COFCO Coca-Cola Beverages (Liaoning) invests 10 million RMB in energy-saving & emission reduction

中可饮料辽宁公司投资千万元用于节能技改，新工艺水处理系统、中水回收、管道清洗工艺改善、变频及光控技术的应用、余热回收、余压利用等各项环保新技术在中可辽宁现身和投入使用，实现了减排、降低能耗的环保目标。

2017 年实施系统节水改造项目，年综合节水量 18,766 吨；同时计划实施中水外供热电厂实现污水零排放，预计年污水减排量 16 万吨。



By investing over 10 million RMB in upgrading energy-saving technologies, new environmental protection technologies such as new technology for water-processing system, recovery of recycled water, improvement of pipeline cleaning process, application of frequency conversion and light control technology, waste heat recovery, and residual pressure utilization were made available and put into use in COFCO Coca-Cola Beverages (Liaoning), achieving the environmental protection goals of reducing emissions and cutting down on energy consumption.

In 2017, systematic water-saving renovation project was implemented. The annual comprehensive water-saving capacity reached 18,766 tons. Meanwhile, the Company planned to supply recycled water to external thermal power plant in order to achieve zero discharge of sewage with estimated reduction of annual wastewater emission by 160,000 tons.

## 蒙牛乳业建设绿色工厂

Mengniu Dairy: Construction of green factory



2018年2月6日，集团党组书记、董事长赵双连赴蒙牛乳制品武汉有限责任公司调研

On February 6, 2018, Mr. Zhao Shuanglian, Chairman of COFCO corporation, visited Mengniu Dairy Products (Wuhan) Co., Ltd

蒙牛乳业在工厂建设中采取诸多举措推进绿色工厂的建设，包括引进环保节能设备、加强清洁生产过程管理等。凭借在绿色制造方面的良好表现，2017年9月12日，蒙牛乳业成为全国绿色工厂推进联盟首届理事单位成员中唯一乳品企业。

Mengniu Dairy has taken many measures to promote green factory, including introduction of environmental protection and energy-saving equipments and management of clean production process. Thanks to its good performance in green manufacturing, Mengniu Dairy became the only dairy company among the members of the first board of governors of the National Green Factory Promotion Alliance on September 12, 2017.

## 蒙牛乳业绿色制造举措

Mengniu Dairy's green manufacturing measures



### 工厂用地集约化

Intensive land use for factory

在工厂建设中引进立体仓库装备、办公区建在车间二层等

Introducing 3-D warehouse equipment in factory construction; building office space on the second floor of the workshop, etc



### 废物资源化

Waste turned into resources

中水回用、包材回收、生物质燃料锅炉应用、沼气回收、粪污回田等

Reuse of recycled water, recycle of packaging materials, use of bio-fuel in boiler, recovery of biogas, and use of manure in fields, etc



### 生产洁净化

Clean production

清洁生产审核、能源审计、优化 CIP 清洗程序、改进生产工艺等

Clean production assessment, energy audit, optimization of CIP cleaning procedure, improvement of production process



### 能源低碳化

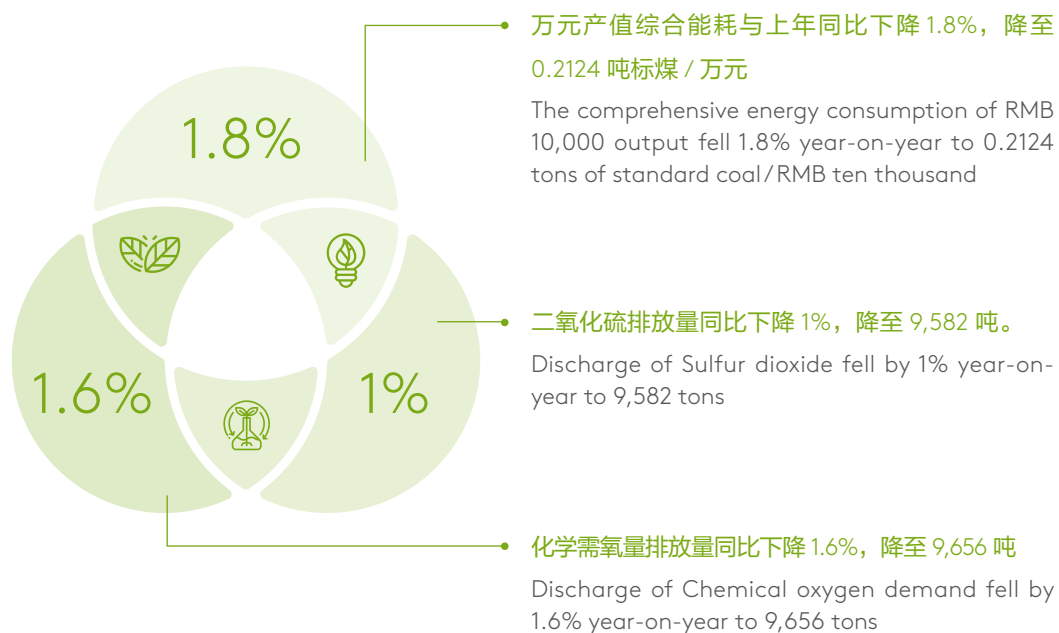
Low-carbon footprint

推广国家重点节能技术、可再生和清洁能源应用等

Promotion of national key energy-saving technology, renewable and clean energy application

## 中粮集团 2017 年节能减排数据

COFCO Corporation energy-saving and emission reduction data for 2017



### 资源能源及污染物动态监控和管理

Dynamic monitoring and management of resources, energy and pollutants

建设 ISO14001 环境管理体系和 ISO50001 能源管理体系、建设环境在线监控系统和能源管理信息系统等措施，推行资源能源环境数字化、智能化管控系统

We established ISO14001 environment management system and ISO50001 energy management system, built online monitoring system and energy management system, and promoted digital and smart control system for resource, energy and environment.



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## 发展循环经济

### Develop circular economy

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在全面建成小康社会的战略决胜期，发展循环经济是推进生态文明建设战略部署，实现可持续发展的必然选择。2017 年，中粮集团响应国家发展循环经济的号召，针对农业循环经济开展了多种模式的积极探索。

During the critical period of strategic completion of building a well-off society in an all-round way, the development of circular economy is an inevitable choice for promoting the strategic deployment of ecological civilization construction and achieving sustainable development. In 2017, COFCO Corporation responded to the country's call for the development of circular economy and actively explored multiple models for agricultural circular economy.

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## 中粮肉食赤峰公司积极探索沼气、沼渣液循环利用之路

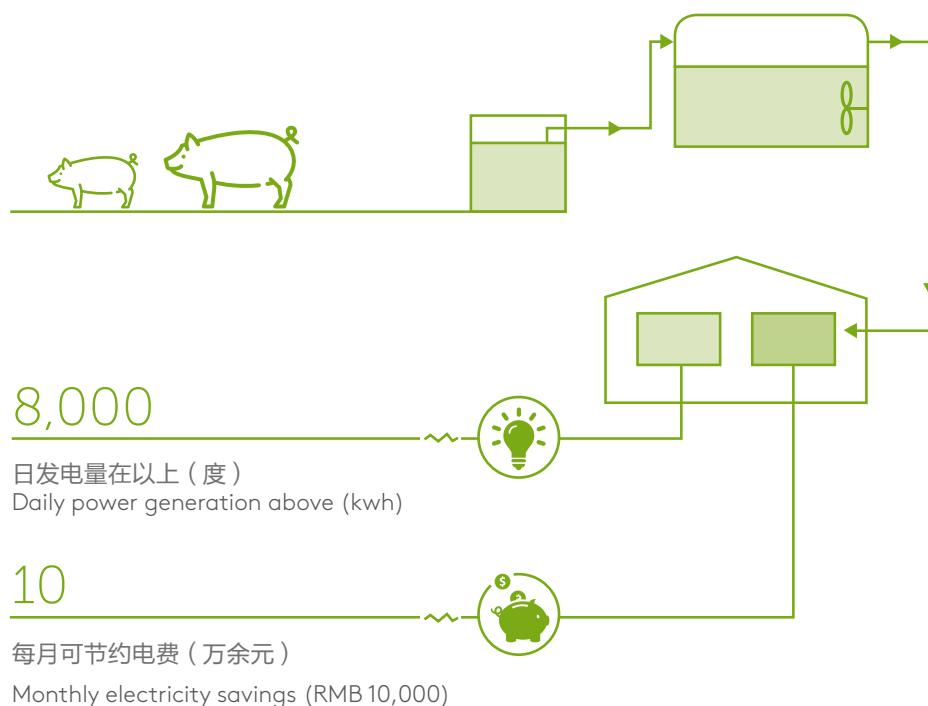
COFCO Meat Chifeng actively explores the recycling of biogas and biogas slurry

2017 年下半年，中粮肉食赤峰公司全面落实环保整改工作，按照行业最高标准配套完善生猪养殖粪液综合处理设施，积极探索沼气、沼渣液循环利用之路。从农作物种植前沼液施肥方案的科学制定，到播种后每次作物用肥时节，中粮肉食全程参与、全程保障，“种养结合、综合利用、循环发展”的运营模式初见成效。

In the second half of 2017, COFCO Meat Chifeng Company fully carried out environmental protection rectification work, built comprehensive treatment facilities for pig manure in accordance with the highest industry standards, and actively explored the recycling of biogas and biogas slurry. From scientific formulation of biogas slurry fertilization plan before planting crops to each time when the fertilizer is applied to crops after sowing, COFCO Meat participates in the whole process to make sure nothings goes amiss. The operation model of “combination of planting and breeding, comprehensive utilization, and circular development” has achieved initial results.

### 赤峰一期 20 万头生猪养殖项目沼气发电设备数据

Data of biogas power generation equipment for Phase 1 of Chifeng breeding project with 200,000 pigs



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# 坚持党的领导、加强企业党建， 做国家发展最可信赖的重要力量

**Adhere to the Party's leadership and strengthen  
corporate Party building to serve as the most  
reliable major force in national development**

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国有企业是党领导的国家治理体系的重要组成部分，坚持党对国有企业的领导是重大政治原则。中粮集团全面贯彻落实全国国有企业党的建设工作会议精神，始终坚持“全党看中央，集团看党组”，坚持和强化党的领导，加强企业党建，将队伍锻造成国家发展最可信赖的重要力量。

State-owned enterprises are important parts of the Party-led national governance system. Adherence to Party's leadership over state-owned enterprises is a major political principle. COFCO Corporation fully implements the spirit of the national meeting on building the role of the Party within SOEs, always adheres to the principle of "all Party members aligning themselves with the Party Central Committee and the Corporation aligning itself with the COFCO's leadership Committee". It insists on and reinforces the Party's leadership, and strengthens the building of the Party's role within the Corporation in order to forge the team into the most reliable major force for the development of the country.

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## 有机融合党的领导与企业法人治理

### Organically integrate the Party's leadership with corporate governance

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2017 年，中粮集团进一步明确党组、董事会、总裁办公会的定位、权责和相互关系，确立了党组在“三重一大”问题上前置决策的法定地位。事关改革发展大计的重要发展方向、重大战略布局，由集团党组研究谋篇决策。集团董事会也进一步提高公司风险识别和风险控制能力，重大经营、改革议题在董事会上都得到充分讨论，确保集团大运行体系的健康运行。

与此同时，中粮集团坚持把党的领导落实在基层党建各个环节，设立党委的企业，支部设在车间，党小组设在班组，着力推动党组织全覆盖，并通过党组宣讲、支部宣讲、互动交流、定期召开基层党组织“两学一做”学习教育推进会等方式将全面从严治党向基层延伸。

In 2017, COFCO Corporation further clarified the positioning, powers & responsibilities, and mutual relations among the CPC Leadership Committee of COFCO, the Board of Directors, and the president's executive meeting and established the CPC Leadership Committee of COFCO statutory status in predetermining "three major issues". The CPC Leadership Committee of COFCO of the Corporation deliberates, plans and decides on the important development direction and major strategic layout concerning reform and development plan. The Board of Directors also further improved the company's risk identification, prevention and control capabilities. Major business and reform issues were fully discussed on the Board of Directors to ensure healthy operation of the Corporation's.

At the same time, COFCO Corporation insisted on implementing Party's leadership in all aspects of Party building at the grassroots level. Within subsidiaries where Party committees were set up, the Party branch was set up in the workshop and the Party group was set up in the team to promote the full coverage of the Party organization. Through Party group presentation, branch presentation, interactive exchanges, and meetings to promote "Two Studies, One Action" learning & education regularly held by grass-roots level Party organizations, COFCO Corporation fully strengthened the Party discipline all the way to the grassroots level.

## 中粮集团加强境外党组织建设

COFCO Corporation strengthened Party's role in overseas subsidiaries

中粮集团在中粮国际、中国纺织、中粮酒业、中粮我买网等涉外业务企业中，分层分类设置党组织，实现党的建设与境外业务工作“同步合拍”。目前，中粮国际设立党委，下设 5 个党支部，全面落实党建工作各项要求，将海外企业党建工作和加强海外员工管理工作结合起来进行重点研究、部署，确保海外企业建设到哪里，党支部就建设到哪里。

COFCO Corporation set up Party organizations according to different levels and types in subsidiaries with overseas business operations such as COFCO International, Chinatex, COFCO Wines & Spirits and COFCO Womai, realizing the “synchronization & alignment” of the building of Party's role with overseas business operations. At present, COFCO International sets up its Party committee with five Party branches under it in order to fully implement various requirements regarding the building of the Party's role. By making focused research and plan in combining the building of Party's role in overseas enterprises with strengthening the management of overseas employees, COFCO International has ensured that Party branch should be set up wherever overseas enterprises extend their footprints.

### 5 中粮国际下设党支部（个）

Number of Party branches in COFCO International

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## 深化干部人事制度改革

### Deepen the reform of cadre & personnel system

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中粮集团坚持党管干部，深化人事制度改革，探索建立市场化选人用人机制，稳步推行职业经理人制度，业绩考核动真格、推进干部年轻化，坚持下基层、进工厂、广泛听取群众意见，干部选用充分尊重民意，为企业发展创造新的活力。

COFCO Corporation adheres to the Party's management of cadres, deepens the reform of personnel system, explores the establishment of a market-based mechanism for selecting and employing people, steadily implements the professional manager system, makes performance assessments in real earnest, promotes younger cadres, and sticks to the practice of going to the grassroots and factories to solicit public opinions. The selection and appointment of cadres is fully based on respect for public opinions, create new vitality for the development of the enterprise.

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#### CASE 案例

#### 推行职业经理人制度：让听得到枪声的人指挥战斗

Promotion of professional manager system: Let those who can hear the gunshot take command of the battle

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2017年6月，中国茶叶公开招聘总经理，中粮酒业、中粮国际、中粮肉食、蒙牛乳业、中粮资本等集团下属公司也进行人事任用的社会“海选”。集团将人事权下放到专业化公司，推动专业化公司实现职业经理人制度，强化全体经理人市场意识和契约意识，真正实现了收入能增能减，职务上能上能下和人员能进能出，将绩效评价推向市场，真正通过业绩对标和经营表现择选经理人，实现位置与业绩挂钩，薪酬与市场接轨。

In June 2017, China Tea announced a vacancy for general manager available to public. COFCO Wines & Spirits, COFCO International, COFCO Meat, Mengniu Dairy, and COFCO Capital's affiliated companies also conducted "mass elections" for personnel appointments. The Corporation has delegated its personnel rights to specialized companies, pushed them to implement a professional manager system, and strengthened all managers' market awareness and contractual awareness, thus truly making it possible to either increase or reduce income, to work either at a higher or lower position, and to be appointed or dismissed. By making market-based performance evaluation, we are able to select managers through performance benchmark and operating performance, thus truly linking position with performance and giving remuneration according to market standard.



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## 落实“五个严格”要求

### Implement “five strict” requirements

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2017年,中粮集团将从严治企作为集团年度工作主题之一,提出“五个严格”要求:严格预算考核、严格改革措施落地、严格班子干部管理、严格风险控制、严格查办违纪违法案件;纪检组、监察部落实党组要求,推动各专业化公司党委切实履行主体责任。

中粮集团以内部巡视为抓手,推动全面从严治党和从严治企措施落地。2017年集团开展两轮企业内部巡视,聚焦中粮集团改革政策措施落地、贯彻中央八项规定精神、违规选人用人、以权谋私等重点问题,从严监管查处,推进党风廉政建设,营造透明廉洁的活力文化。

In 2017, COFCO Corporation listed strict enterprise management as one of its annual work topics and put forward “five strict” requirements: strict budget assessment, strict implementation of reform measures, strict leadership & cadre management, strict risk control, and strict investigation of cases of violating discipline and laws. The discipline inspection team and the Supervision Department fulfilled the requirements of pushing the party committees of all specialized companies to fulfill their responsibilities for strict party management.

COFCO Corporation regards internal inspection tour as the starting point to promote the implementation of comprehensive strengthening of Party discipline and the strict management of enterprises. In 2017, two rounds of corporate internal inspection tours were conducted with focus on the implementation of COFCO Corporation’s reform policies & measures as well as key issues such as the implementation of the Party Central Committee’s eight regulations, the violation of regulations in selecting and appointing personnel, and the use of power for personal gains. By conducting strict supervision, investigation and dealing with accordingly, we have promoted Party discipline and clean governance and created a transparent, clean and vibrant culture.

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9 次 9 times

集团党组会 9 次专题学习和研究党风廉政建设和反腐败工作

CPC Leadership Committee of COFCO held 9 special study and research sessions on construction of Party discipline, clean governance, and anti-corruption work



172 次 172 times

党组下基层调研 172 次

CPC Leadership Committee of COFCO conducted 172 investigation tours at the grassroots



101 人次 101 people

党组书记与党组管理经理人谈话 101 人次

The Party secretary had face-to-face talk with 101 managers under the CPC Leadership Committee of COFCO



32 次 32 times

32 次听取巡视、纪律审查工作汇报

Thirty-two briefings on inspection tours and disciplinary review reports



103 次 103 times

党组对纪检监察工作作出批示 103 次

103 written instructions on disciplinary inspection and supervision work

# 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 Provide a statement from the most senior decision-maker of the organization	02-03	●
G4-2	描述主要影响、风险及机遇 Provide a description of key impacts, risks, and opportunities	02-03	●
G4-3	报告组织名称 Report the name of the organization	04, 17	●
G4-4	主要品牌、产品和服务 Report the primary brands, products, and services	04-06	●
G4-5	报告组织总部所在地 Report the location of the organization's 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 Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	46-53	○
G4-7	报告组织所有制和法律形式 Report the nature of ownership and legal form	04-06, 14-17, 74-79	●
G4-8	报告组织服务的市场 Report the markets served	04, 46-53	●
G4-9	报告组织规模 Report the scale of the organization	04-06, 12	●
G4-10	雇佣员工总人数与比例 Report the total number of employees and the proportion		○
G4-11	集体谈判协议涵盖的员工总数百分比 Report the percentage of total employees covered by collective bargaining agreements		N/A
G4-12	描述组织的供应链 Describe the organization's supply chain	43, 28-29	○
G4-13	报告期内，机构规模、架构、所有权或供应链的重要变化 Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	14-17, 74-79	●
G4-14	报告组织是否设立预防措施或原则，并如何实现处理 Report whether and how the precautionary approach or principle is addressed by the organization	74-79	○

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

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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
G4-15	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 List 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 List memberships of associations (such as industry associations) and national or international advocacy organizations		○
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 all entities included in the organization's consolidated financial statements or equivalent documents; b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report	17	●
G4-18	说明界定报告内容和方面边界的过程 Explain the process for defining the report content and the Aspect Boundaries	13	●
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 List all the material Aspects identified in the process for defining report content		○
G4-20	对于每个实质性方面，说明组织内部指标方面边界 For each material Aspect, report the Aspect Boundary within the organization		○
G4-21	对于每个实质性方面，说明组织外部方面边界 For each material Aspect, report the Aspect Boundary outside the organization		○
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 Report the effect of any restatements of information provided 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 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries		N/A
G4-24	组织的利益相关方列表 Provide a list of stakeholder groups engaged by the organization		○
G4-25	就所选定的利益相关方，说明识别和选择的根据 Report the basis for identification and selection of stakeholders with whom to engage		○
G4-26	利益相关方参与的方式 Report the organization's approach to stakeholder engagement		○
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 Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns		○
G4-28	所提供信息的报告期 Reporting period (such as fiscal or calendar year) for information provided	关于本报告 About COFCO	●
G4-29	最近一期报告的日期 Date of most recent previous 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 Provide the contact point for questions regarding the report or its contents	关于本报告 About COFCO	●

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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 Report the 'in accordance' option the organization has chosen; report the GRI Content Index for the chosen option; Report the reference to the External Assurance Report, if the report has been externally assured		N/A
G4-33	组织为报告寻求外部鉴证的政策和目前的做法 Report 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 Report the governance structure of the organization	14-16	●
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 Report the 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 Report 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 Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	14-16	●
G4-38	按分类说明最高治理机构及其委员会的组成 Report the composition of the highest governance body and its committees	14-16	●
G4-39	最高治理机构的主席是否兼任行政职位 Report whether the Chair of the highest governance body is also an executive officer		○
G4-40	最高治理机构及其委员会的提名和甄选过程 Report the 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 Report processes for the highest governance body to ensure conflicts of interest are avoided and managed; report whether conflicts of interest are disclosed to stakeholders		○
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 Report the 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 impacts	14-16	●
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 Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	74-79	●
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 Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics; report actions taken in response to evaluation		○

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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
G4-45	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 Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities, and whether stakeholder 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 Report the 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 Report the frequency of the highest governance body's review of economic, environmental and social 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 Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	14	●
G4-49	说明与最高治理机构沟通重要关切问题的流程 Report the process for communicating critical concerns to the highest governance body	14-16	●
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 Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them		○
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 Report the remuneration policies for the highest governance body and senior executives		○
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 Report the process for determining remuneration; report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization		○
G4-53	说明如何征询并考虑利益相关方对于薪酬的意见 Report how stakeholders' views are sought and taken into account regarding remuneration		○
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 Report the 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 (excluding the highest-paid individual) 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 Report the ratio of 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 (excluding the highest-paid individual) in the same country		○



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G4-56	说明组织的价值观、原则、标准和行为规范 Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	13	●
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 Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	74-79	●
G4-58	举报不道德或不合法行为的内外部机制，以及与机构诚信有关的事务 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	74-79	●
G4-EC1	创造与分配的直接经济价值 Report the direct economic value generated and distributed	12	●
G4-EC2	气候变化对组织活动产生的财务影响及其风险、机遇 Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure		N/A
G4-EC3	组织制定福利计划的覆盖面 Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities		○
G4-EC4	政府给予的财务补贴 Report the total monetary value of financial assistance received by the organization from governments during the reporting period		○
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 When a significant proportion of the workforce is compensated based on wages subject to minimum wage rules, report the ratio of the entry level wage by gender at significant locations of operation to the 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 Report the 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 Report the extent of development of significant infrastructure investments and services supported	46-53, 32-39, 54-61	●
G4-EC8	重要间接经济影响 Report examples of the significant identified positive and negative indirect economic impacts the organization has	32-39, 46-53, 54-61	◐
G4-EC9	在重要运营地点，向当地供应商采购支出的比例 Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation		○
G4-EN1	所用物料的重量或体积 Report the total weight or volume of materials		○
G4-EN2	投入可再生材料的比例 Report the percentage of recycled input materials	72-73	◐
G4-EN3	组织内部的能源消耗量 Report the energy consumption within the organization		○

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G4-EN4	组织外部的能源消耗量 Report the energy consumption outside the organization		○
G4-EN5	能源强度 Energy intensity		○
G4-EN6	减少的能源消耗量 Reduction of energy consumption	71	●
G4-EN7	产品和服务所需能源的降低 Reduction of energy requirements of production and services	71-73	●
G4-EN8	不同来源用水总量 Total water withdrawal by source		○
G4-EN9	因取水而受重大影响的水源 Report the total number of water sources significantly affected by withdrawal		N/A
G4-EN10	循环及再利用水的百分比及总量 Report the total volume of water recycled and reused		○
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 Description of significant impact 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 Total numbers of 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 greenhouse gas (GHG) emissions (scope 1)		○
G4-EN16	能源间接温室气体排放量（范畴二） Energy indirect greenhouse gas (GHG) emissions (scope 2)		○
G4-EN17	其他间接温室气体排放量（范畴三） Other indirect greenhouse gas (GHG) emissions (scope 3)		○
G4-EN18	温室气体排放强度 Greenhouse gas (GHG) emissions intensity		○
G4-EN19	减少的温室气体排放量 Reduction of greenhouse gas (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 NOX, SOX, and other significant air emissions	71	●
G4-EN22	按水质及排放目的地分类的污水排放总量 Total water discharge by quality and destination		○

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G4-EN23	按类别及处理方法分类的废弃物总重量 Total weight of waste by type and disposal method	72-73	●
G4-EN24	重要泄漏物的总数量和总体积 Total number and volume of 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 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the basel convention2 annex i, ii, iii, and viii, and percentage of transported waste shipped internationally		N/A
G4-EN26	受机组织水及其他（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 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff		N/A
G4-EN27	降低产品和服务环境影响的程度 Extent of impact mitigation of environmental impacts of products and services	71	●
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 products sold and their packaging materials that are reclaimed by category	72-73	○
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 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		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环境影响 Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce		○
G4-EN31	按类别说明总环保支出及投资 Total environmental protection expenditures and investments by type		○
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 grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		○
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 rates of new employee hires and employee turnover by age group, gender and region		○
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 provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation		○
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 after parental leave, by gender		○

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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 operational changes, including whether these are 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 total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs		○
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 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender		○
G4-LA7	从事职业病高发职业或高职业病风险职业的工人 Workers with high incidence or high risk of diseases related to their occupation		○
G4-LA8	与工会的正式协议中覆盖的健康安全议题 Health and safety topics covered in formal agreements with trade unions		○
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 per year per employee by gender, and by employee category		○
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 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		○
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 employees receiving regular performance and career development reviews, by gender and by employee category		○
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 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity		○
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 basic salary and remuneration of women to men by 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 practices criteria		○
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 for 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 grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms		○
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 Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained		N/A

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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 identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights		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 identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor		N/A
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 identified as having significant risk for incidents of forced or compulsory labor, and measures 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 trained in the organization's human rights policies or procedures that are relevant to operations		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 incidents of violations involving rights of indigenous peoples and actions 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 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 criteria		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 human rights 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 grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms		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 development programs	32-39	◐
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 the significant risks identified		N/A
G4-SO4	反腐败政策和程序的传达及培训 Communication and training on anti-corruption policies and procedures	78-79	◐
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 value of political contributions 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 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes		○
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 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and 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 criteria for impacts on society		○
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 impacts on society in the supply chain and actions taken		○
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 grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms		○
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	40-45	●
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 voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes		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 Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		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及自愿性准则的事件总数 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		N/A
G4-PR5	用户满意度调查的结果 Results of surveys measuring customer satisfaction		○
G4-PR6	禁售或有争议产品的销售 Sale of banned or disputed 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 voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes		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 regarding breaches of customer privacy and losses of customer data		N/A
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 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services		N/A





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