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中粮集团 2018 年社会责任报告

COFCO CSR Report 2018



关于本报告

About This Report

报告时间范围

2018 年 1 月 1 日至 2018 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 版和《中国企业社会责任报告编写指南 (CASS - CSR3.0)》编制。

报告组织范围

本报告所使用的综合性指标和案例覆盖整个中粮集团。

报告编写原则

本报告编写遵循重要性、完整性、可比性和利益相关方参与原则。

了解中粮集团的更多信息，请访问：

<http://www.cofco.com>

《中粮集团 2018 年社会责任报告》

联系方式：

中粮集团办公厅

地址：北京市朝阳区朝阳门南大街 8 号

中粮福临门大厦

邮政编码：100020

电话：8610 85006688、400-810-6180

传真：8610 85610700

Reporting Period

From January 1, 2018 to December 31, 2018 (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-CSR 3.0).

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.

<http://www.cofco.com>

For more information about COFCO, please visit: <http://www.cofco.com> for "COFCO CSR Report 2018".

Contact:

COFCO Corporate Office

Address: COFCO Fortune Plaza, No. 8 Chaoyangmen South Street, Chaoyang District, Beijing, China 100020

Tel: 8610 85006688, 400-810-6180

Fax: 8610 85610700

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致利益相关方的一封信



亲爱的各位朋友：



岁月不居，时节如流。2018 年，我们迎来了改革开放四十周年，站在新时代的起点上，变革、机遇与挑战并存。



这一年，十六万中粮人面对复杂严峻的形势，在大宗商品价格剧烈波动的大背景下，克服融资成本上涨、非洲猪瘟等不利因素，以“志之所趋，无远弗届”的干劲，瞄准打造具有全球竞争力的世界一流大粮商这一奋斗目标，直面挑战、化危为机，聚焦主业、优化运营、提质增效、深化改革，企业发展动力、内生活力和综合实力持续增强。2018 年实现营业收入 4711 亿元，利润总额 129 亿元，再创历史新高。



中粮以粮为本，在七十年发展历程中，始终不忘“忠于国计 良于民生”的初心，顺应时代潮流、不断创新成长，通过创造可持续价值的商业模式，为利益相关方实现价值创造，服务经济社会的可持续发展。



作为全球粮油食品行业的领导者之一，我们希望能为推动全球粮食供求平衡做出更多贡献。不断优化全球粮油糖棉产业布局，完善供应链和仓储物流体系，将我们的发展与整个世界的粮食、食品的供应和需求形势连在一起，通过自身高效率、高质量的发展，核心竞争力的增强，带动产业链条上下游各环节更加广泛深入地合作，为粮食安全提供有效的解决之道。

“民以食为天”，作为中国最大的食品供应商，守护国人餐桌安全是我们肩上的责任。我们严抓全供应链质量管控，保障舌尖上的安全，

同时根据消费者健康饮食和个性消费快速增长的变化趋势，大力丰富产品线和产品种类，强化品牌，研发创新，引领消费升级，满足人民美好生活需要。

我们自觉履行打赢脱贫攻坚战的政治责任和社会责任，充分发挥农业龙头企业的产业体系优势，勇挑重担、迎难而上，全力推进脱贫攻坚，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。

作为传统行业，在新时代更要强化创新驱动，提升全产业链要素产出率，我们希望探索生态优先、绿色发展的新路子，达成人与自然和谐共生，实现可持续的绿色增长。

十六万中粮员工是中粮持续向前的最强保障，希望我们提供更加广阔的平台和机遇，使员工能够随着企业发展而发展，实现自我价值。

使命、责任、担当一路驱动着我们向前，在通向未来的道路上我们将更加积极直面变化，与客户、股东、员工、投资者、各方参与者携手并进，创造价值、回馈社会，坚守初心、行稳致远。

吕 宁

中粮集团董事长

A Letter to Stakeholders

Dear friends,

Time stops for no one, and the seasons keep changing. The year of 2018 marks the 40th anniversary of China's reform and opening up. Transformations, opportunities and challenges exist side by side at the starting point of a new era.

In 2018, faced with a complicated and grim situation coupled with a macro backdrop of drastically fluctuating commodity prices, COFCO's 160,000 employees set their eyes on the goal of building a world-class grain trader with global competitiveness, concentrated on main businesses and optimized operation, thus achieving sustained growth of corporate comprehensive strength. In 2018, COFCO had operating revenue of RMB 475.8 billion and a total profit of RMB 12.9 billion, hitting another historic high.

Over its course of seven decades of development, COFCO has conformed to the historical trend of the time, continued to innovate and grow, created value for stakeholders and contributed to sustained economic and social development by building business models with sustained value.

As one of leading companies in global G&O and food industry, we hope to make more contributions to promoting global grain supply-demand balance as well as global grain security. Our efforts to constantly optimize global presence of G&O, sugar and cotton industries and improve supply chain as well as warehousing and logistics system have linked our growth with the whole world's grain and food supply-demand scenario. Our highly efficient and quality-oriented growth coupled with enhanced core competitiveness has brought about more extensive and in-depth cooperation among upstream and downstream players on the value chain, providing effective solution to grain security.

As China's largest food provider, we deem it our responsibility to ensure the safety of what's served on Chinese people's dinner table. Besides exercising strict control over quality management throughout the value chain, we vigorously enrich product lines and increase

product types based on changing trends in consumers' healthy diet and the rise of individualized consumption so as to take the lead in consumption upgrade and meet people's need for a better life.

By giving full play to our advantages of industrial system enjoyed by leading agricultural enterprise, we have spared no efforts to advance poverty relief and conducted tentative explorations on this issue, forming a poverty alleviation and eradication work system with "poverty relief through poverty alleviation driven by industrial development" as the core.

As a traditional sector player, we should strengthen innovation as a driving force and enhance total value chain factor productivity in the new era. We hope to blaze a new trail in green development with priority given to ecology so as to achieve harmonious coexistence between man and nature and realize sustained green development.

COFCO's 160,000 employees are our best guarantee to ensure sustained progress. We hope to offer a bigger platform with more opportunities that enables our employees to achieve career growth along with the enterprise development and realize their value.

Driven by our mission, duty and responsibility along the way, we will face changes more proactively on the path to the future and forge ahead with our clients, shareholders, employees, investors and various parties to create value and contribute to the society by providing services. In a word, steady and sustained long-term growth can be achieved by sticking to our original aspiration.

Lv Jun

Chairman of COFCO



公司概况

Company Profile

概要介绍

Brief introduction

中粮集团有限公司是全球布局、全产业链、拥有最大市场和发展潜力的农业及粮油食品企业，业务遍及全球 140 多个国家和地区。作为集贸易、加工、销售、研发于一体的投资控股公司，业务涉及农粮、食品、地产、金融行业，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，同时积极发展肉食和乳制品业务。

中粮集团积极履行社会责任，推动集团高质量发展，打造具有全球竞争力的世界一流大粮商。2018 年，中粮集团深化企业改革，持续优化管控关系、推动转型升级、加强风险防控，企业发展迈上新台阶，全年实现利润总额 129 亿元，再创历史新高。

As an agricultural, G&O and food enterprise with global presence, fully-integrated value chain, access to the world's largest market and huge development potential, COFCO Corporation (COFCO) operates in more than 140 countries and regions. As an investment holding company that integrates trade, processing, sales and R&D, COFCO is engaged in agri-grain, food, real estate, and financial industries with G&O, 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 meat and dairy products under active development.

COFCO actively fulfills its social responsibility and promotes high-quality corporate development to build a world-class grain trader with global competitiveness. In 2018, by deepening enterprise reform and continuing to optimize control relationship, push for transformation and upgrade, and strengthen risk prevention and control, COFCO Corporation entered a new stage of corporate growth and registered a total annual profit of RMB 12.9 billion, hitting another historic high.

组织架构

Organizational Structure



品牌与产品 Brands and Products

中粮集团不断完善产业链条，形成诸多品牌和服务组合，业务涵盖米、面、油、糖、奶制品、肉食、酒、茶叶、食品包装等，拥有福临门粮油产品、香雪面粉、中粮食用糖、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、大悦城等品牌，持续扩大市场占有率、影响力和控制力。

With constant improvement of its value chain, COFCO has formed portfolios of various brands and services in rice, wheat flour, oil, sugar, dairy product, meat, liquor, tea and food packaging businesses with branded products such as **Fortune** grain & edible oil, **Xiangxue** flour, **COFCO Sugar**, **Joycome** meat products, **China Tea**, **Great Wall** Wine, **Wine & Wine**, **Lohas** beverage, and **Joy City** Shopping Mall, thus constantly expanding its market share, influence and control.



福临门
Fortune

中国小包装粮油产品的开拓者和领导者，大米市场综合占有率第一。

The pioneer and leader of China's small-package G&O products with the largest comprehensive market share in the rice market.



香雪
Xiangxue

品牌定位面制食品领域，销量及市场份额在全国同业中名列前茅。

Ranking among the best in China's wheat milling industry in terms of sales and market share with brand positioned in flour-made food sector.



家佳康
Joycome

中国领先的全产业链肉类企业，高端生鲜猪肉和肉制品领导品牌。

China's leading meat enterprise with fully-integrated value chain; A leading brand of high-end fresh pork and meat products.



蒙牛
Mengniu

中国领先的乳制品品牌，世界乳业十强。

China's leading brand of dairy products and one of the Top Ten dairy companies in the world.



长城
Great Wall

中国葡萄酒行业领导品牌，国有大事，必饮长城。

A leading brand in China's wine industry that is bound to be served on major national occasions.



酒鬼酒
Jiugui Liquor

中国文化酒的引领者，中国馥郁香型白酒的始创者。

A leading liquor brand featuring Chinese culture; the founder of China's fragrant flavor liquor.



中茶
China Tea

中华老字号唯一全品类茶叶公司，匠心传承，国礼之选。

As a China long-standing brand, China Tea is the only company that offers a full range of tea products. Top pick for official gift embodying craftsmanship and heritage.



大悦城
Joy City

中国商业地产品牌强度第一名，引领城市居民消费和生活方式升级。

China's top commercial property operator in terms of brand strength taking the lead in urbanite consumption and lifestyle upgrade.



我买网
womai.com

全国食品电商领先品牌，专注全球美食。

A leading brand among China's food e-commerce operators with a focus on global delicacies.

数读 2018

Key Performance

第**122**位
世界 500 强排名
No. 122 in Fortune
Global 500

第**1**位
全球农粮食品行业资产、
经营量排名
No. 1 in the global ranking of
agri-grain & food industry in terms
of assets and sales volume

4711 亿元
营业收入
Operating revenue: RMB 471.1
billion

5606 亿元
资产总额
Total assets: RMB 560.6
billion

160 亿元
纳税总额
Total tax amount paid:
RMB 16 billion

129 亿元
利润总额
Total profit: RMB 12.9 billion

1.6 亿吨
年经营量
Annual sales volume: 160
million tons

14 家
上市公司
14 Listed
companies



荣誉奖项

Awards and Honors



5 月，在“2018 比利时布鲁塞尔国际葡萄酒大奖赛”颁奖典礼上，中粮酒业长城海岸赤霞珠·马瑟兰干红葡萄酒，荣获全球顶级赛事最高奖项大金奖

In May, Great Wall Grape Coasts Cabernet Sauvignon – Marselan dry wine, produced by COFCO Wines and Spirits, was awarded gold prize at the 2018 Brussels World Wine Competition (Concours Mondial).

5 月，中粮集团获由国务院国资委综合局主办、中国质量协会承办的首届中央企业品牌故事大赛“最佳组织企业”

In May, COFCO was recognized as the “Best Organized Enterprise” at the first centrally-administered SOE brand story competition sponsored by SASAC Bureau of Affairs and organized by China Association for Quality.

5 月，中粮集团刘井福等 24 名员工被授予“中央企业技术能手”荣誉称号，项立平等 16 名员工被授予“中央企业青年岗位能手”荣誉称号

In May, twenty-four employees of COFCO received the honorary title of “Technology Expert of Centrally-Administered SOE” and sixteen employees received the honorary title of “Youth Post Expert of Centrally-Administered SOE”.

7 月，中粮集团位列《财富》“世界 500 强”排行榜，第 122 位，比上一年度上升 14 位

In July, COFCO was ranked 122nd on the “Global 500” list for 2018 released by Fortune magazine, moving up 14 positions from its 2017 ranking.

9 月，在《财富》（中文版）和光辉国际联合发布的“2018 年度最受赞赏的中国公司”排行榜，中粮集团位列 32 位

In September, COFCO notched 32nd place in the annual ranking of China's Most Admired Companies in 2018.

10 月，中粮集团厦门海嘉面粉有限公司在由中国粮油学会举办的“中国粮油学会第八次全国代表大会暨第九届学会年会”上获得“中国粮油学会第一届青年科技奖”

In October, COFCO Xiamen Haijia Flour Co., Ltd. was awarded “First Youth Science and Technology Prize of Chinese Cereals and Oils Association” at the eighth national general congress and the ninth annual meeting of Chinese Cereals and Oils Association held by Chinese Cereals and Oils Association.

11 月，在由观点地产新媒体主办的“新商业浪潮：重新连接——2018 观点商业年会”上，中粮集团旗下大悦城地产有限公司凭借优异的商业运营管理能力及业界影响力，荣获 2018 年中国商业地产年度影响力企业大奖，并入围中国商业地产 TOP 100 前 10 名

In November, Joy City Property of COFCO was awarded the prize of 2018 Annual Influential Enterprise in China's commercial property industry and made it to the top ten of Top 100 Chinese commercial property operators.

12 月，在由《财资》(The Asset) 举办的“2018 年企业大奖”(Corporate Awards 2018) 评选中，中国粮油控股有限公司凭借在企业管治、社会责任、环境责任以及投资者关系方面的工作成果荣获“2018 企业管治钛金奖”(2018 The Asset Titanium Awards)

In December, China Agri-Industries Holdings received the 2018 Asset Titanium Award in the selection process for Corporate Awards 2018.

12 月，在由中国企业评价协会主办的首届中国满意品牌高峰论坛上，中粮集团旗下长城葡萄酒、福临门、香雪品牌荣获“中国满意品牌”称号

In December, COFCO's Great Wall wine, Fortune, and Xiangxue brands were selected as the "Satisfying China Brand" at the first China Brand Satisfaction 100 Forum hosted by China Enterprises Evaluation Association (CEEA).

12 月，中粮集团在由北京清博大数据科技有限公司举办的“2019 清博盛典暨新媒体大数据 AI 峰会”上获得“2018 中国企业网络声量奖”

In December, COFCO won "2018 China Enterprise Award for Internet Buzz Volume" at the 2019 GSData Gala & New Media, Big Data and AI Summit.

12 月，在由国资委新闻中心、中央企业媒体联盟主办的第六届中国企业新媒体年会上，中粮集团媒体账号获得“中央企业最具影响力新媒体账号”

In December, COFCO was recognized as the "Centrally-Administered SOE's Most Influential New Media Account" at the Sixth Annual Chinese Enterprise New Media Conference.

12 月，第八届中国证券金紫荆奖在香港举行颁奖典礼，中粮集团旗下大悦城地产凭借优秀市场表现及品牌价值荣获“最具品牌价值上市公司”奖项

In December, Joy City Property won the prize of "Listed Company with Most Brand Value" for its stellar market performance and brand value at the award ceremony of the 8th China Securities Gold Bauhinia award series.





创造可持续价值的商业模式

Business Model for Creating Sustainable Value

中粮集团改变了中国传统农业的面貌。我们的产业链连接粮源产地与农产品消费市场，覆盖了从田间到餐桌的各个环节，并通过不断升级产业链条，帮助生产者增加就业、扩大生产、开拓市场，实现更好的资源配置，更大的协同，更顺畅的连接，更低的成本和更高的效率。

田间是农产品供应链的起点。我们将农户从种植到销售的农业投入—产出链条进行细分，在种植订单、农资投入、农业金融、农机服务、粮食销售等五大类需求的基础上，携手化肥生产企业、种子公司、农机合作社、银行、担保公司等社会合作伙伴，为农民提供全方位的服务，形成一对一的商业关系，保障农资需求和农民收益。

我们充分发挥科技创新引领作用，致力于农业产品种植过程中的技术改进、产品研发，推动农业现代化发展；同时将信息化与业务发展融合，发展农业科技以及持续发展互联网+农业，以数字化、信息化带动农业发展、农民增收。

Connecting crop regions with agricultural products consumption market, COFCO's value chain covers every link from farm to fork and helps producers to increase jobs opportunities, expand production and develop market through constant upgrade of industrial value chain so as to achieve better allocation of resources, greater synergy, smoother connection, lower cost and higher efficiency.

Based on five major types of needs – contract farming, investment in agricultural means of production, agricultural finance, farm machinery service and grain sales into which agricultural input-output chain ranging from farmers and plantation to sale is segmented, we team up with social partners such as chemical fertilizer manufacturers, seed companies, farm machinery co-ops, banks, and guarantee corporations to provide farmers with all-round service, establish one-to-one business relationship, and ensure demand for agricultural means of production and earnings of farmers.

By fully leveraging the leading role of scientific and technological innovation, we are committed to technological improvement and product R&D in the process of cultivating agricultural products to advance agricultural modernization. Meanwhile, we integrate informatization with business growth, develop agricultural technology and continue to expand Internet+ farming, thus driving agricultural development and farmers' income by means of digitalization and informatization.



探索试点“公司 + 农户”模式

案例

Exploring the Business Model of “Company+Farmer”

中国纺织利用自身在棉花销售端的优势和影响力,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 3333 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,极大促进了当地植棉大户的生产积极性。

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,合作社规模化经营能力得到了极大提升。

ChinaTex actively explores the cotton business model of “company + farmer” in Yuli County, Kurla of southern Xinjiang. By establishing local co-ops and joining hands with large farming households throughout the County for a pilot scheme involving 3,333 hectares of cotton field, ChinaTex provides farmers with all-round service ranging from agricultural means of production, cotton seed selection and breeding, and technical management to cotton purchase. Since cotton is cultivated according to uniform standards under this model and a mechanism is established to connect value chain links including cotton production, processing and sale, the cotton quality has been continuously improved, significantly boosting the enthusiasm of major local cotton growers.

The Collective Capital Trust Plan jointly initiated by agricultural finance department of Xinjiang COFCO Trust and ChinaTex Xinjiang provides trust loan and support for seed cotton contract involving 467 hectares of farmland, greatly enhancing the large-scale operational capability of co-ops.



中国纺织积极探索“公司 + 农户”的棉花经营模式,棉花品质不断提升,极大促进了当地植棉大户的生产积极性。

ChinaTex actively explores the cotton business model of “Company + Farmer” continuously improving the cotton quality and significantly boosting the enthusiasm of major local cotton growers.



棉田试点 (公顷)

Pilot Cotton Field
(hectares)

3333





“种植贷” 农粮供应链金融服务，破解新型农业经营主体融资难题

案例

Planting Loan: Solving the Financial Problem of Agriculture Operators

中粮贸易辽宁公司始终以客户需求为导向，面对制约新型农业经营主体发展亟待解决的农业金融“贷款难、融资贵”问题，联合金融机构，构建“中粮 + 新型农业经营主体 + 银行 + 担保机构”的农粮供应链金融服务模式，为合作社等新型农业经营主体提供“种植贷”。通过农粮供应链金融闭环设计，贷款资金受托支付，保证了贷款资金使用安全，化解了农业金融存在的风险，有效破解因农业信贷抵押物不足，难以贷款融资的问题，支持产业链上下游合作农户以及新型农业经营主体持续稳定经营。

2018 年“种植贷”金融服务已在辽宁省 5 个县（市、区）试点成功，为 6 家种植合作社提供贷款 500 余万元，帮助其扩大土地种植面积 1.2 万亩。该模式得到了种植农户的广泛认可，引起社会强烈反响。

Faced with urgent issues in agricultural finance such as the difficulty of getting a loan or raising capital that inhibit the growth of new type of agricultural operating entity, COFCO Trading Liaoning teams up with financial institutions to construct agri-grain supply chain financial service model and provide "Planting Loan", thus eliminating risks inherent in agricultural finance and effectively solving the difficulty of getting a loan or raising capital caused by insufficient collateral for agricultural credit. This effort lends support to sustained and steady operation of cooperating farmers in the upstream and downstream of value chain and new type of agricultural operating entities.

In 2018, "Planting Loan" financial service experiment proved successful in five counties (municipalities and districts), issuing over RMB 5 million loan to six farming co-ops and enabling them to increase cultivation area by 12,000 mu. Widely recognized by farmers, this model evoked strong repercussions in the local community.



提供种植贷（百万元）

Provide Planting Loan
(RMB million)

5

扩大种植面积（万亩）

Expand Cultivation Area
(10,000 mu)

1.2

2019 年，中粮贸易辽宁公司将完善“种植贷”农粮供应链金融服务模式，吸引其他多方涉农服务组织参与，形成标准化供应链金融服务产品，为新型农业经营主体提供“低成本、少环节、成批量、可持续”农粮供应链的系统性金融解决方案，大力扶持合作社等新型农业经营主体做大、做强，助力乡村振兴。

In 2019, COFCO Trading Liaoning will improve "Planting Loan" agri-grain supply chain financial service model by attracting the participation of various agriculture-related service organizations to develop standard supply chain financial service products, provide systematic financial solution, and vigorously encouraging new type of agricultural operating entity such as co-op to become bigger and stronger.



中粮贸易为合作社等新型农业经营主体提供“种植贷”。有效破解因农业信贷抵押物不足，难以贷款融资的问题，支持产业链上下游合作农户以及新型农业经营主体持续稳定经营。

COFCO Trading provides "Planting Loan" to new types of agricultural operating entity such as co-ops, thus effectively solving the difficulty of getting a loan or raising capital caused by insufficient collateral for agricultural credit. This effort lends support to sustained and steady operation of cooperating farmers in the upstream and downstream of value chain and new type of agricultural operating entities.





米业订单种植助力三农发展

案例

Contracted Rice Planting Helps the Development of Agriculture, Countryside and Farmers

中粮粮谷发挥上游产业链优势，加强与企业、机构、农户的种业研发和种植合作，开展订单农业，通过“公司+农户”的订单农业经营模式引导种植结构调整，通过种植农户与加工企业的订单种植合作，信息互通，加工企业将市场消费需求传导至上游种植环节，种植农户根据市场需求开展精准生产，优化了品种种类，有效解决了上游原料种植端与下游加工及市场消费端的信息传导问题，真正帮助农民增产增收。

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 7200 公顷，锁定优质粮源 5.4 万吨，其中五优稻 4 号推广 4867 公顷、五常长粒 1333 公顷、松粳 22 号 1000 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 1340 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 10667 公顷，直接带动农民增收 2400 万元。

COFCO Grains & Cereals leverages the contract farming business model of “company + farmer” to induce the adjustment of cultivation structure, enabling farming households to conduct contract farming cooperation and exchange information with processing enterprises. In this way, market consumption needs are communicated by processing enterprises to upstream cultivation link, where farming households can be engaged in targeted production accordingly and optimize crop strains and types. By effectively solving the issue of information communication between upstream end of raw material cultivation and downstream end of processing and market consumption, this model has helped farmers increase both output and income.

In the 2017-2018 season, Wuchang Rice signed farming contracts with nine professional rice cultivation co-ops to lock 54,000 tons of quality grain grown on 7,200 hectares of farmland. Among them, Wuchang premium rice-4 was grown on 4,867 hectares of farmland; Wuchang long-grain rice was grown on 1,333 hectares of farmland; and Songjing-22 was grown on 1,000 hectares of farmland, accounting for 72% of annual purchase plan. As a result, the contract farming enabled Wuchang Daohuaxiang rice growers increase income by about RMB 13.4 million. Meanwhile, Wuchang Rice also took the lead in organizing contract farming of premium rice on a total area of 10,667 hectares in several major grain-producing counties in Heilongjiang Province, directly boosting farmers' income by RMB 24 million.

签订种植面积
(公顷)

Contracted
Cultivation Area
(hectares)

7200



带动农民增收
(万元)

Increased
Farmers' Income
(10,000 yuan)

2400



中粮粮谷通过“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。

COFCO Grains & Cereals leverages the contract farming business model of “company + farmer” to induce the adjustment of cultivation structure, thus helping farmers increase income.



变废为宝，陈粮加工燃料乙醇

案例

Make Value out of Waste Material – Produce Fuel Ethanol from Stale Grain

中粮生化利用现有燃料乙醇装置成功研发出陈化水稻加工生产燃料乙醇的工艺。2018 年中粮生化共采购陈水稻 363.04 万吨。目前，中粮生化积极在旗下广西、安徽和黑龙江工厂推广陈化转化技术，全年加工陈稻能力超过 500 万吨，为陈粮转化发挥了积极作用。

中粮生化近年来不断完善体系建设、增加研发投入，全面推进研发创新工作，其中《特种产品研发与推广应用项目》《淀粉质柠檬酸新工艺技术开发项目》《陈水稻综合利用项目》《微生物发酵饲料项目》《高浓液化项目》分别在榆树、公主岭、黄龙、龙江、安徽、衡水实现项目转化，增利效果显著。2019 年，中粮生化将重点推进差异化淀粉糖开发及市场执行项目、变性淀粉项目、生物基制品项目、柠檬酸高效能生产新技术的优化与创新项目、生物饲料项目、酒精生产新技术研究及应用项目、纤维素乙醇技术升级项目和新产品开发项目等项目成果产业化。进一步打造运行有效的创新体系，大力促进建设创新型人才队伍，积极扩大科技开放合作，全力以赴提高科技成果产出，以更多的创新成果转化助推中粮生化产业升级、创新再发展。

By using its existing fuel ethanol production facility, COFCO Biochemical successfully developed the process technology of making fuel ethanol out of stale rice. In 2018, COFCO Biochemical purchased a total of 3.63 million tons of stale rice. At present, COFCO Biochemical actively spreads this technology to its factories in Guangxi, Anhui and Heilongjiang, ratcheting up annual stale rice processing capacity to over 5 million tons and playing an active role in making use of stale rice.

In recent years, COFCO Biochemical has continuously improved system building and increased R&D investment, driving R&D innovation work in an all-round manner. In 2019, COFCO Biochemical will prioritize the implementation and industrialization of differentiated starch sugar development and marketing execution program, modified starch program, bio-based product program, optimization and innovation program on efficient new technology of making citric acid, bio-feed program, research and application program on new technology of alcohol production, cellulosic ethanol technology upgrade program and new product development program. It will actively expand openness and cooperation in technology and spare no effort in increasing the output of scientific and technological achievements.



陈稻消耗 (百万吨)
Consumption of Stale Rice
(million tons)

3.63

陈稻加工能力 (百万吨)
Stale Rice Processing
Capacity (million tons)

5





品种更新，蜡质玉米增加收入

案例

Introducing New Species Waxy Corn to Increase Income

中粮集团从商业运营和科技创新方面推动玉米结构调整。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；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。

蜡质型玉米又称糯玉米，具有较高的经济价值、营养价值和加工价值，属于特种玉米产品。2018 年，中粮生化与 8 个农民合作社共建订单基地，蜡质玉米种植面积达到 3 万亩，回收 1.3 万吨。中粮生化蜡质玉米各项质量指标均优于行业水平，2018 年加工蜡质玉米淀粉 2900 吨，实现了蜡质玉米原料供给、深度加工、市场销售全面突破。在企业实现经济效益增长的同时，“工厂 + 合作社”的经营模式，推动了粮农脱贫致富，取得明显社会效益。受惠农户 1200 人，带动合作社和当地农户增收 500 余万元。

COFCO promotes the adjustment of corn structure in terms of business operation and technological innovation. On one hand, it is engaged in constant R&D and innovation to explore intensive corn processing technology and new approaches to comprehensive corn utilization, thus turning corn output into effective supply. On the other hand, it guides farmers to adjust cultivation structure by means of contract farming and grow waxy corn with higher added-value.

Waxy corn or glutinous corn, which is of high economic, nutritional and processing value. In 2018, COFCO Biochemical teamed up with eight farmer co-ops to build a contract base, growing 30,000 mu of waxy corn, purchasing 13,000 tons of waxy corn and processing 2,900 tons of waxy corn starch. Besides achieving an increase of economic results, it benefited 1,200 farmers and raised the income of co-ops and local farmers by over RMB 5 million.



蜡质玉米淀粉
加工 (吨)

Processed Waxy Corn
Starch (tons)

2900

带动增收 (百万元)

Boosted Income
(RMB million)

5



2018 年，中粮生化实现了蜡质玉米原料供给、深度加工、市场销售全面突破。

In 2018, COFCO Biochemical achieved all-round breakthroughs in terms of waxy corn raw material supply, intensive processing and market sale.



“粮圈儿”，服务乡村振兴的“粮食银行之路”

案例

Grain Circle, An Access to Grain Bank to Facilitate Rural Vitalization

5月25日，中粮贸易旗下APP“粮圈儿”运营人员接到一个陌生号码发来的短信：“我是黑龙江省双鸭山市的一个农户，了解到中粮集团通过粮圈儿APP推进了‘粮食银行+’业务，我们非常激动，第一时间下载了粮圈儿APP，感谢中粮集团能够为我们农民创建一个这么好的平台，真是太有帮助了”。

“粮圈儿”APP是由中粮贸易大数据农业公司面向“互联网+农业”推出的综合性农业服务，借助手机互联网技术整合农户、农机和农资等优质资源，提供涵盖农业种植各阶段的服务。其功能特点包含三个：一是农户足不出户，便可以了解粮库实时收购情况；二是含有价格提醒、预约送粮，改变传统模式，提高收购效率；三是提供“服务资讯”“农技指导”“无人机直播”“智慧种植”等贴心服务。通过“粮圈儿”APP，农民能够实现全流程线上操作，粮食“零损耗、省运费、线上卖”，还可以查看实时粮价和存粮价值。

中粮贸易通过粮食银行与“粮圈儿”APP进行惠农服务，改变了过去坐在家收粮当“坐商”的模式，实现了农业生产与现代化大市场的结合，为农民打造了新型粮食圈生态。

On May 25, the operation staff of COFCO Trading's App "Grain Circle" received an appreciation message, from an unknown number thanking COFCO Corporation for creating such a useful and helpful platform for farmers.

"Grain Circle" App is a comprehensive agricultural service launched by COFCO Trading's Big Data Agricultural Company to target "Internet + Agriculture". It leverages mobile Internet technology to integrate quality resources such as farmers, farming machinery, and agricultural means of production and provides services covering all phases of agricultural cultivation. Through "Grain Circle" App, farmers can operate online during the whole process to "Sell grain online, Incur zero spoilage and Save transportation cost". They can also check real-time grain prices and value of stored grains.

By means of grain bank and "Liangquan'er" App, COFCO Trading offers services to benefit farmers instead of being a sedentary merchant to collect grain like it used to do in the past. The combination of agricultural production and modern macro market has created a new type of ecology of grain circle for farmers.





推动全球粮食供求平衡的主力军

Main Force to Balance the Global Supply and Demand of Agricultural Products

全球的粮油食品供应商都面临一个挑战——如何才能更加贴近消费者，满足他们对粮油食品安全和品质日益增长的需求，为他们提供更多的选择？

中粮集团的答案是——尽量拉近生产者和消费者之间的距离。在最适合的时间，最适合的地点，生产最适合的食品及农产品，并以更高的效率送到消费者手中。

我们坚信，在全球范围内建立起生产者和消费者之间稳定的供应链条，拉近他们之间的距离，才是解决这种供求差异问题的关键。全球农产品生产与消费的区域不平衡和结构不平衡正在加剧，中粮集团就是一条纽带，将生产者与消费者更加紧密联结起来。我们一直努力让这条纽带更坚固，在风云变化的全球粮油食品市场上为星罗棋布的生产者和数以亿计的消费者建立起稳定的联系，使得消费者无论身在何处，都能获得高品质的粮油食品。

目前，中粮集团已经建立起链接东南亚、远东、南北美洲、澳大利亚、黑海等世界粮食核心产区的运营网络、关键物流节点和贸易通道，形成了覆盖全球主要粮油产区、销区的粮油设施布局。截至 2018 年底，中粮集团海外农产品经营量超过 1 亿吨，海外营业收入超过 2300 亿元，约占企业整体营业收入的 50%，成为巴西、阿根廷、乌拉圭、罗马尼亚、乌克兰等国主要出口商之一。

All G&O and food suppliers in the world face a common challenge: How to get closer to consumers, meet their increasing demand for safety and quality of G&O and food, and provide them with more options?

It is our belief that the key point to address this issue of supply-demand difference is to establish stable worldwide supply chain to connect producers with consumers and shorten their distance. In response to intensifying regional and structural imbalance between global agri-produce production and consumption, COFCO serves as a bond that binds producers and consumers even more closer.

At present, COFCO has established operating networks, key logistics nodes and trade channels linking the world's core grain-producing regions such as Southeast Asia, the Far East, South and North Americas, Australia and the Black Sea with its presence of G&O facilities covering major global G&O producing and marketing regions. By the end of 2018, COFCO had traded over 100 million tons of overseas agri-products and registered over RMB 230 billion of overseas operating revenue, approximately accounting for 50% of its overall operating revenue and becoming one of major exporters in Brazil, Argentina, Uruguay, Romania, and Ukraine.



开拓远东农业合作

案例

Expanding Agricultural Cooperation in the Far East

9月11日-13日，在俄罗斯符拉迪沃斯托克举办的第四届东方经济论坛上，中俄之间多领域的务实合作颇为亮眼，中粮集团在远东地区的农业合作正在成为快速崛起的增长点。

近年来，中粮集团在黑海等粮食传统产区开展粮食贸易的同时，积极参与俄罗斯远东和西伯利亚地区的农业项目开发，重点发展大宗粮食贸易，同时关注在仓储物流、食品进口、农产品加工等领域的合作。中粮与远东勘察加海港公司、贝加尔海港公司合作生产的“中可·勘察加”饮用水和“中可·贝加尔”饮用水进入中国市场。中粮新良海运“良河”轮靠泊在俄罗斯符拉迪沃斯托克港五一码头，执行了中俄间第一单海运散装玉米贸易的运输任务。

中粮集团发挥传统贸易优势与俄开展合作，并依托全球网络布局计划进一步投资建设粮食仓储物流体系，有望进一步提高俄罗斯粮食出口竞争力。同时，中粮集团积极引进与国内消费需求高度互补的远东地区优质农产品，满足国内消费升级需求。

On September 11-13, at the fourth Eastern Economic Forum held in Vladivostok, Russia the pragmatic cooperation between China and Russia in many areas was quite impressive. The agricultural cooperation undertaken by COFCO in the Far East became a growth point achieving rapid increase.

In recent years, besides conducting grain trade in traditional production regions such as the Black Sea, COFCO has actively participated in agricultural project development in Russia's Far East and Siberian region with a focus on grain commodities trade while paying close attention to cooperation in warehousing logistics, food import and agri-produce processing. "COFCO Coca-Cola-Kamchatka" drinking water and "COFCO Coca-Cola-Baikal" drinking water produced by COFCO in cooperation with Far East Petropavlovsk-Kamchatsky Sea Trading Port and Baikal Sea Company respectively entered Chinese market. COFCO Xin Liang Shipping's grain liner ship "Lianghe" berthed at May 1st Pier of Vladivostok Port to transport the first marine bulk corn traded between China and Russia.

Meanwhile, COFCO actively introduces from the Far East quality agri-produce that is highly supplementary to domestic consumption needs so as to meet the needs of domestic consumption upgrade.





中葡两国元首见证中粮“卓越中心”落户葡萄牙

案例

Chinese and Portuguese Heads of State Witness the Launch of COFCO “Center of Excellence” in Portugal

12月7日，国家主席习近平对葡萄牙进行国事访问期间，中粮集团董事长吕军和葡萄牙贸易与投资促进局局长路易斯·卡斯特罗·恩里克斯在习近平主席和葡萄牙总理安东尼奥·科斯塔的共同见证下，代表双方签署合作谅解备忘录。中粮集团将在葡萄牙波尔图大区设立为旗下中粮国际提供共享服务的“卓越中心”，加速打造世界一流粮商。

“卓越中心”为中粮集团的全球粮油糖棉的交易、仓储、物流和加工业务提供统一、专业、透明和标准化的高效服务，为当地创造400个新的工作岗位，覆盖IT、采购、人力资源和财务等多个领域。

未来，“卓越中心”将为中粮集团全球粮食业务增长提供强有力的支持，创造更高附加值，推动效益提升，同时为当地经济发展和就业做出更多贡献，也为中葡两国经贸合作树立新的典范。

On December 7, Chinese President Xi Jinping, who was on a state visit to Portugal, and Portuguese Prime Minister Antonio Costa witnessed the signing of cooperation MOU by COFCO chairman Lv Jun and Portugal's Trade and Investment Agency CEO Luis Castro Henriques on behalf of each party. Under the MOU, COFCO will establish Center of Excellence to provide its subsidiary COFCO International with corporate shared services in the Porto region, Portugal.

The Center of Excellence will create up to 400 new jobs across IT, procurement, HR and finance, providing unified, professional, transparent and standardized efficient services to COFCO's businesses globally ranging from trade, warehousing, logistics and processing of grain, oils, sugar and cotton.

In the future, the Center of Excellence will give strong support to COFCO's global grain business growth, creating higher added value and boosting its economic results. Meanwhile, it will not only make more contributions to local economic growth and employment but also set a new example for economic and trade cooperation between China and Portugal.



中粮集团董事长吕军和葡萄牙贸易与投资促进局局长路易斯·卡斯特罗·恩里克斯在习近平主席和葡萄牙总理安东尼奥·科斯塔的共同见证下，代表双方签署合作谅解备忘录。

Chinese President Xi Jinping and Portuguese Prime Minister Antonio Costa witnessed the signing of cooperation MOU by COFCO chairman Lv Jun and Portugal's Trade and Investment Agency CEO Luis Castro Henriques.



进博会“买全球”，参与全球农粮产业链构建

案例

Participating CIIE to Build a Global Agricultural Value Chain

11月6日，在首届中国国际进口博览会上，中粮集团与57家外商现场签约，采购来自全球29个国家和地区的84家供应商的产品，包括谷物、油料、植物油、食糖、肉类、乳制品、水果、酒类、木薯、棉花等。此次在中粮集团的采购订单中，油料、粮食和肉奶占比位列前三。在此基础上，进口酒、茶叶、水果、休闲食品的数量也明显增加，既有来自法国、意大利、西班牙的酒，也有来自南非、智利的水果与来自印度、斯里兰卡的红茶。进博会“买全球”，顺应了国内消费升级趋势，培育中高端消费新增长点，持续释放国内市场潜力，推进进口来源多元化，为国内消费者提供高质优价的产品。

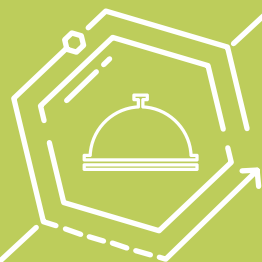
At the first China International Import Expo (CIIE) held on November 6, COFCO signed agreements on the spot with fifty-seven foreign companies to purchase products from eighty-four suppliers in twenty-nine countries and regions around the world including grains, oilseeds, vegetable oil, sugar, meat, dairy products, fruits, wines and liquors, cassava, and cotton. The proportions of oilseeds, grains, meat and milk ranked top three in COFCO's procurement order. In addition, there was an obvious increase in the quantity of imported liquors, tea, fruits and leisure foods. By Participating CIIE, COFCO complies with the trend of domestic consumption upgrade, nurtures new growth point of medium- and high-end consumption, continues to unlock domestic market potential, promotes diversification of import sources, and provides domestic consumers with premium products at competitive prices.

我们将积极顺应开放合作、互利共赢的趋势，充分依托进博会这个平台，乘农业领域深化开放之势，通过更大范围、更深层次的贸易和投资，深入融合参与全球农粮产品产业链条构建，促进全球农粮产能提升、消费升级、健康可持续发展。

We will actively conform to the trend of openness and cooperation as well as mutual benefit and win-win, fully rely on the platform of CIIE, and deeply integrate and participate in building global agri-grain products value chain to elevate global agri-grain production capacity, promote consumption upgrade and drive healthy and sustainable growth.

—— 中粮集团董事长 吕军
Lv Jun, Chairman of COFCO





国民餐桌安全健康的守护者

Guardians of Dining Table's Safety & Healthiness

中粮集团始终将食品安全置于第一位，以最严谨的标准、最严格的监管、最严厉的处罚、最严肃的问责不断完善食品安全管理体系、加强生产全程可追溯，守护国民餐桌，让消费者吃的放心，吃的安心，不断提高人民群众的获得感、幸福感、安全感。

COFCO has always prioritized food safety over everything else by constantly improving food safety management system and strengthening traceability of whole production process with the most meticulous standards, the most stringent supervision, the harshest punishment and the most severe accountability. With COFCO to guard the dinner table of Chinese people, consumers can enjoy quality-assured food with ease, thus constantly increasing their sense of gain, happiness and security.



强化风险管控，夯实食品安全管理基础

案例

Strengthening Risk Control and Laying a Solid Foundation For Food Safety Management

为有效保障食品安全，加强食品生产事前、事中、事后管控。中粮集团学习借鉴全球食品安全倡议成员企业的成功经验，并结合中国国情，建立了由7个模块、17个子系统构成的食品安全管理体系，基于产业链条长、涉及环节多、相关方复杂、社会影响大的管理风险，开发了原料风险监测地图、产业链风险控制大纲、终端成熟度评估模型等管理工具，全面识别全链条食品安全风险，强化风险监测和研判，实现全程无缝衔接，不断夯实食品安全管理基础，确保对生产的所有环节实现有效监控，保障消费者“舌尖上的安全”。

2018年11月6日，第七届“全球食品安全倡议(GFSI)中国主题日”在上海举办。作为GFSI的董事会成员，中粮集团是最早加入GFSI的中国企业之一，这已是连续第七年承办中国主题日活动。

GFSI成立于2000年，是独立的非盈利国际组织，旨在以食品安全为原则，主要目标是加强全球食品安全，切实保护消费者，增强消费者的信任度，建立必要的食品安全计划，通过食品供应链改进效能。本次活动以“新兴挑战 & 食品安全的未来”为主题，聚集了350名来自全球的食品制造、零售和服务企业以及政府部门、国际组织及食品安全专家，就持续推进食品安全交流合作，应对食品安全未来挑战展开探讨。

中粮集团将不断完善和优化食品安全管理体系，积极引领和带动行业整体提升，不断提高人民群众的获得感、幸福感、安全感。

In order to effectively ensure food safety, COFCO strengthens the management and control prior to, during and after food production. By learning from successful experiences of member enterprises of the Global Food Safety Initiative and taking into consideration China's national conditions, COFCO established its food safety management system consisting of seven modules and seventeen subsystems to ensure effective monitoring of all production links and guarantee consumers "Safety at the Tip of Their Tongues".

On November 6, 2018, the 7th Edition China Focus Day of Global Food Safety Initiative was held in Shanghai. As a member of GFSI board, COFCO is one of the first batch of Chinese enterprises to join GFSI. COFCO has hosted GFSI Focus Day China for the seventh consecutive year.





建立“可追溯体系”企业标准

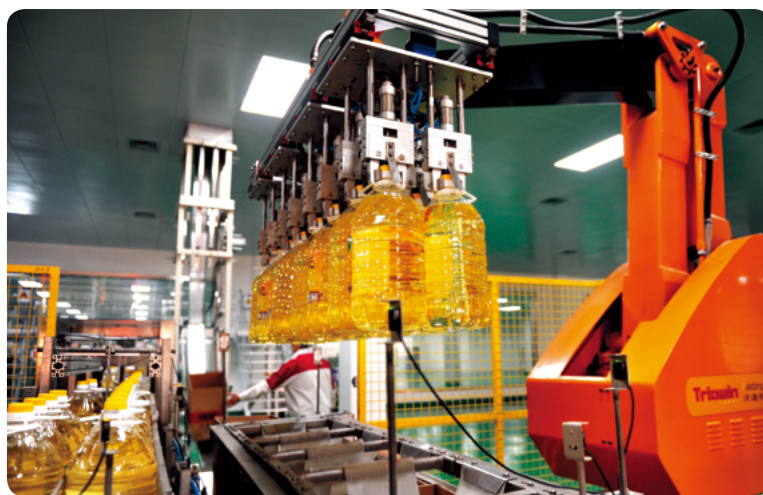
案例

Establishing “Traceability System” as Enterprise Standard

福临门食用油致力于为民众提供安全放心的农产品及食品，率先建立了严格“可追溯体系”的企业标准，并积极在全球范围内推动提高食品行业的整体安全标准。福临门产品每批次在出厂前都会留足 18 箱产品，作为每个月实时检验与追踪的样本，一旦发现问题，可根据每桶油的编码及追溯体系找到市场上留存的所有产品；如果市场反馈产品有问题，也可以根据编码查找到这桶油的生产日期、生产线等一系列基础信息及市场中同一批次的产品流向。福临门食用油的“可追溯标准”，实现了对产品的实时监控，为食品质量安全提供了有力保障。

2018 年，作为中国体育代表团供应商、中国航天事业战略合作伙伴，福临门食用油凭借全产业链保障的高品质，频繁出现于上海世博会、G20 峰会、金砖峰会等国家级食品安全的重大事件中。其中福临门营养家食用调和油、福临门“家香味”土榨花生油通过层层考验，成为上海合作组织青岛峰会指定用品，再次代表中国粮油行业礼遇世界。

Fortune edible oil, which takes the lead in establishing stringent “traceability system” as enterprise standard, is committed to provide people with safe and quality-assured agri-produce and food. Fortune keeps eighteen boxes of every batch of products before they are dispatched from the factory as samples for monthly real-time inspection and tracking. In case there is any problem, all products that remain in the market can be located through the code on each bottle of oil and traceability system. In case market feedback indicates any problem with a product, a series of basic information regarding the bottle of oil such as its production date and product line as well as the whereabouts of products of the same batch in the market can also be identified through the code. Fortune edible oil's traceability standard brings about real-time monitoring of products and offers powerful guarantee for food quality and safety.



中粮福临门食用油可追溯标准，实现了对产品的实时监控，为食品质量安全提供了有力保障。

COFCO Fortune edible oil's traceability standard brings about real-time monitoring of products and offers powerful guarantee for food quality and safety.



用心塑造好产品，与世界共享中国味道

案例

Building Great Products to Share China Taste with the World

作为中国乳业的高端品质代言，蒙牛乳业执着于食品安全与品质提升，为全球消费者提供安全、营养、美味的食品。

蒙牛乳业依据 ISO9001、FSSC22000、HACCP 等标准体系，形成了从供应商到消费者、覆盖全产业链的质量安全与策划、质量支持与保障、质量审核与评价、质量绩效与改进的 4Q 管理体系；建立了从集团到事业部、工厂的三级质量安全管理架构，质量安全管理体系统不断完善与优化，从根本上有力地保障了蒙牛乳业全产业链的质量安全。

2018 年蒙牛乳业在兽药管理、异物管理和冷链管理等方面制定了专项改进方案，各个项目达成指标均优于去年同期水平。与此同时，打造质量业务综合信息化管理平台，实现质量管理数字化、可视化、精准化、高效化，全力服务和支持集团全面质量管理。蒙牛乳业以 SAP 系统、LIMS 系统为依托，通过批次关联码，将物料/产品数量、检测结果，以及工厂、供应商（牧场）、经销商信息进行串联，实现端到端、全链条信息化追溯。坚持质量第一是蒙牛乳业对消费者的郑重承诺。蒙牛乳业 100% 的工厂通过 ISO9001 质量管理体系认证，58% 的工厂申请并通过 HACCP 体系认证，36% 的工厂申请并通过 FSSC22000 体系认证。

2018 年蒙牛乳业成为世界杯首个来自乳业的官方赞助商，成功出现在足球运动最高舞台上。据第三方数据显示，通过世界杯战役，蒙牛品牌力提升了 11.4%，品牌力首次位列行业第一。世界杯后，全国消费者对蒙牛品牌喜好度提升了 22%，品牌购买意愿提升了 20%，蒙牛让世界杯第一次有了“中国声音”。

As the embodiment of high-end quality in China's dairy industry, Mengniu Dairy is dedicated to improving food safety and quality and providing global consumers with safe, nutritious and tasty foods.

By following standards and systems such as ISO9001, FSSC22000 and HACCP, Mengniu Dairy forms 4Q (quality safety and planning; quality support and guarantee; quality verification and assessment; and quality performance and improvement) management system covering the whole value chain from suppliers to consumers and established three-tiered (corporation, business departments and factories) quality & safety management framework. The continuous improvement and optimization of quality and safety management system thoroughly and effectively guarantees the quality and safety of Mengniu Dairy's fully-integrated value chain.

In 2018, Mengniu Dairy drew up special plans to improve the management of veterinary medicines, impurity and cold chain, each of which achieved better goals than the same period of last year. Meanwhile, a comprehensive information management platform for quality business was built to make quality management digital, visual, precise and efficient, thus serving and supporting the Corporation's comprehensive quality management with full strength. 100% of Mengniu Dairy's factories passed ISO9001 quality management system certification; 58% of its factories applied for and passed HACCP system certification; and 36% of its factories applied for and passed FSSC22000 system certification.

In 2018, Mengniu Dairy became the World Cup's first official sponsor from the dairy industry and made it to the highest stage of football sports.



蒙牛品牌力提升

Mengniu's Brand
Power up by

11.4%

品牌喜好度提升

Brand Preference
up by

22%

品牌购买意愿提升

Brand Purchase
Intention up by

20%



满足人民美好生活的需要

Meeting People's Pursuit for a Better Life

收入的提高使人们对膳食质量和生活品质的需求不断提升。为满足人民美好生活的需要，让客户享受到更高品质的产品和服务，中粮集团完善客户服务体系，不断拓展生活服务，打造卓越生活空间，让更多的人实现膳食健康，快乐生活。

With rising income, people have increasingly higher needs for diet quality and life quality. In order to satisfy people's needs for a better life and deliver products and services of higher quality to customers, COFCO improves customer service system, constantly expands life service, and builds outstanding life space to enable more people for a healthier diet and a happier life.





做高品质空间和服务的缔造者

案例

The Architect of High-quality Space to Deliver Premium Service

大悦城控股传承中粮集团“忠于国计 良于民生”的使命担当，坚持“城市运营商与美好生活服务商”的战略方向，肩负“创造城市永续价值，追求可持续性幸福”的企业使命，力争成为更具持续发展能力的城市美好生活创造者。

大悦城控股旗下中粮广场坚持以科技创新为把手，提升服务品质。为了让空间内部的需求得到点对点的高效解决，中粮广场研发智慧空间服务系统——Coffice，该系统基于大数据的智慧化、物联化、资源化、服务化的办公体验闭环，帮助楼内用户使用移动端实现办公空间租赁、社区通行、空间预定、活动报名、服务购买、物业保修、投诉建议等，同时还可以汇集大量数据，分析用户行为，从而实现更加精准的服务推送，达到反哺用户的目的。

西安大悦城位于西安的城市名片大雁塔旁，通过 600 多天的改造，定位为“十三潮主场”，以潮流时尚人群为城市消费意识形态及消费行为的引领者、以庞大人流基数的旅游客群为精准旅游消费的实践者、以项目周边高品质生活客群为日常到访型消费的体验者，共同成为项目多维业态、空间、活动的综合型“参与者”，真正实现“质的飞跃”，为西安曲江新城带来新的生机与活力。

大悦城控股始终以国家赋予央企的使命为担当，以造福社会民生为己任，通过对品质追求和价值创造，力争为国家社会、城市价值、人民美好生活做出持续贡献。

Joy City Property inherits and takes on COFCO's mission of being "Loyal to the Nation and Beneficial to the People", pursues the strategic direction of "Urban Operator and Service Provider of Beautiful Life", undertakes the corporate mission of "Creating Perpetual Urban Value and Seeking Sustainable Happiness", and strives to become a more sustainable creator of beautiful urban life.

COFCO Plaza perseveres in scientific and technological innovation as a driving force to enhance service quality. In order to effectively meet the needs inside the space on a point-to-point basis, COFCO Plaza developed Coffice, a smart space service system. The users inside the building could rent office space, gain access to the community, book space, sign up for events, purchase service, request for repairs, and file complaints and offer suggestions with their mobile device. Meanwhile, the system can pool a huge amount of users' data for the analysis of their behavior, thus pushing more accurate services and repaying users.

Situated next to the iconic building of Xi'an - Giant Wild Goose Pagoda and positioned as "main venue of 13 trends", Xi'an Joy City has brought new vigor and vitality to Qujiang New District of Xi'an after undertaking over 600 days of renovation. With trendy people guiding the pattern of urban consumption awareness and consumption behavior, with a large number of tourists targeted for precise tourism consumption practice, and with groups of customers from surrounding areas in pursuit of high quality life paying routine visit for experience, Xi'an Joy City has become a comprehensive player participating in the project's multi-dimensional forms of business operation, space and events.

Joy City Property has always regarded bringing benefits to society and people's livelihood as its duty. By pursuing quality and creating value, it strives to make sustained contributions to the society, urban value and people's beautiful life.





“皇家粮仓” 促进消费升级

案例

Launching “Imperial Granary” to Meet Consumption Upgrade

近年来，国内大米市场趋于饱和，但特定市场（如餐饮米市场）反呈上升态势。同时，自 2012 年以来，国内大米进口量以 11% 的增幅逐年上涨，进口大米不断抢占市场份额。在这样的市场行情下，为从传统的价格战转向价值战，用品牌化的手段突破市场瓶颈，促进消费结构实现新升级，中粮粮谷聚焦打造了全新自有品牌体系——“皇家粮仓”，以一个母品牌统领 18 家大米工厂子品牌，针对不同产地特色，发挥源头把控品质的优势，重点服务餐饮、农批、团购等渠道，强化消费者认知。

中粮集团已有王牌大米品牌“福临门”，主要针对 B2C 市场，面向广大终端消费者家庭的餐桌；而“皇家粮仓”则针对 B2B 餐饮渠道，与“福临门”优势互补，既填补了中粮大米品牌布局上的空缺，未来还将通过专业厨房影响家庭厨房，强强联合，带动大米消费升级。

2019 年 4 月 16 日，中粮粮谷基于全新的供应链模式和品牌模式而打造的“皇家粮仓”系列大米新品，在北京皇家粮仓旧址——南新仓隆重举办了发布会。发布会现场，中粮粮谷就“皇家粮仓”系列产品在生产、

In recent years, domestic rice market has gravitated from price war to value war. COFCO Grains & Cereals concentrated its efforts to build a brand-new self-owned brand system – “Imperial Granary”, a parent brand with eighteen rice factories’ sub-brands. We give full play to the characteristics of different origins and quality control from the source, and mainly serve channels such as catering, agricultural wholesalers and group procurement to reinforce consumers’ awareness.

COFCO has already had an elite rice brand “Fortune” mainly targeting B2C market served on the dinner tables of many end consumers while “Imperial Granary” targets B2B catering channels and complements with “Fortune”. This not only fills the gap of COFCO rice brand’s presence but also influences family kitchen through professional kitchen. When these two powerful brands join forces, they will drive the rice consumption upgrade.

At the news conference for “Imperial Granary” series of rice products, COFCO Grains & Cereals shared with the guests on how to guarantee the quality at production, processing and distribution links and achieve tailor – made marketing. Heads of COFCO Grains & Cereals’ eighteen rice factories made

加工、销售各个环节中，如何把好质量关，实现定制化营销与到场嘉宾进行了分享，并由来自中粮粮谷 18 家大米厂的负责人对产品质量做出郑重承诺。在随后的拍卖、商务洽谈环节，广大客户积极参与其中，现场共拍卖“皇家粮仓”品牌产品 2000 吨，客户现场协议订货量高达 11000 吨。

为了让寻常百姓也能品尝到“皇家粮仓”的优质大米，满足“吃好饭”这项人们日益增长的品质生活需要里的头等大事，皇家粮仓品牌将以“好米不贵”的产品定位来服务普通老百姓，打破人们心中“好米必贵”的思维定式，让“皇家粮仓”品牌有高度，产品有厚度，品质有强度，价格有温度。

solemn promise regarding product quality. Many clients actively participated in the auction and business negotiation with 2,000 tons of “Imperial Granary” branded product being auctioned there and the total order volume reached 11,000 tons.



“皇家粮仓”系列大米
新品发布会

The news conference
for “Imperial Granary”
series of rice products





持续创新，开创国内高端乳制品新时代

案例

Usher In New Era of Domestic High-End Dairy Products Through Sustained Innovation

蒙牛乳业始终坚持把创新升级作为企业发展的根本动力，多维度推进企业各项业务全面创新升级。

在基础创新领域，蒙牛乳业主持国家技术标准创新基地建设，通过标准创新，在降低成本、优结构、提质量、创品牌、增活力等方面发力，以世界级标准促进世界级品质，带动全行业做大做强，振兴中国乳业，推动全球乳业技术进步。

在产品创新领域，为了满足高端化、营养化、健康化的消费升级需求，蒙牛乳业从口味、功能、包装等方面进行大规模的产品升级和推新，给乳制品赋予健康、享受、快乐等更多丰富的文化内涵。

2018 年特仑苏有机奶提出“懂自然，自然更好”的品牌主张，特仑苏有机奶再一次刷新行业新高度，以更高标准严格要求，不断树立行业新标准，持续为消费者打造高品质产品。全新梦幻盖包装上市的特仑苏有机奶颠覆传统的吸管饮用形式，让喝牛奶这件事变得更方便更简单，营养更易得到。全新包装的梦幻盖，即开即饮，更适合在途饮用，这是牛奶饮用市场的一个新纪元。冠益乳是由国家食品药品监督管理局认证的中国唯一一款保健双功能酸奶，可以“调节肠道菌群、增强免疫力”。2018 年，冠益乳定位“内在力量、活出真我”的品牌主张，坚持通过“冠菌”甄选体系及专业配方，为消费者的不同需求提供更专业的日常健康解决方案，使消费者由内而外做更好的自己。

特仑苏牛奶、冠益乳功能酸奶产品升级均占据行业领导地位，开创了国内高端乳制品新时代。

Mengniu Dairy has always deemed innovation and upgrade as the fundamental driving force for growth and promoted comprehensive innovation and upgrade in every business through multiple dimensions.

In the field of fundamental innovation, Mengniu Dairy has built national technology standard innovation base, making headway in cost reduction, structure optimization, quality elevation, brand building and vitality enhancement through innovation of standards. With world-class standard promoting world-class quality, Mengniu Dairy spurs the whole industry to become bigger and stronger, vigorously developing China's dairy industry and driving global dairy industry to make technological progress.

In product innovation, in order to satisfy the nutritious and healthy needs of high-end consumption upgrade, Mengniu Dairy embarked on large-scale product upgrade and launch of new products in terms of flavor, function and packaging, endowing dairy products with richer cultural meanings such as health, enjoyment and happiness.

In 2018, Deluxe organic milk made the brand proposal of "Clear Nature Concept, Naturally Better Milk". Deluxe organic milk again reached a new height in the industry by strictly following higher standards and continuously establishing new standards to develop high-quality products for consumers. Packaged with brand-new magic cap, Deluxe organic milk uses the open-to-drink cap to replace the traditional straw, makes drinking easier and more suitable to drink on the go, which ushers in a new era of milk drinking market. As China's only healthcare double-function yogurt certified by China Food and Drug Administration, Champion yogurt can "modulate the gut microbiota and enhance immunity." In 2018, Champion yogurt positioned itself with the brand proposal of "bringing out my true self with inner strength", adhered to selecting system and professional formula through "Champion probiotics", and provided more professional daily health solution to meet different needs of consumers, empowering consumers to become a better self from inside to outside.

The product upgrade of both Deluxe milk and Champion function yogurt enjoys a leading position in the industry, ushering a new era of domestic high-end dairy products.



打造航天品质，守护国人饭碗

案例

Build Aerospace Quality to Protect the Rice Bowl of Chinese People

中粮福临门食用油自创立以来一直坚守诚信经营和安全理念，从产品研发到市场供给，从质量检测到产品安全追溯，做好食品安全“把关人”，把食品安全理念落实到每一个环节，为守护国人健康饮食生活贡献力量。

中粮福临门食用油依托全产业链优势，建立了完善的产品供应体系，产品覆盖调和油、花生油、玉米油、葵花籽油、菜籽油、大豆油、芝麻油、橄榄油等多个品类。

食用油中的脂肪酸含量与比例是影响人体健康的关键因素，其中， α -亚麻酸和亚油酸两种必需脂肪酸只能依靠外界摄取补充。中粮福临门“营养家食用调和油”解决了脂肪酸组成和产品配方相协调的历史难题，率先实现了新型食用植物调和油升级换代，持续为市场提供多样化的产品以及优质服务，满足消费者日趋多样化的产品消费需求，以优质产品的供应，优化粮油市场供给结构，让人民享受高品质饮食生活，提升“幸福感”。

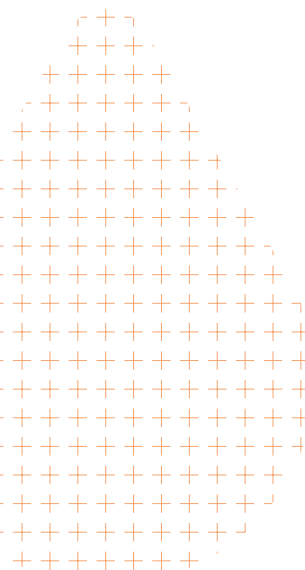
中粮福临门食用油在食品安全领域的坚守得到了社会的认可，以“零失误、零缺陷”的航天级标准成为中国航天事业战略合作伙伴。2018年3月15日，在国际消费者权益日开启“健康大换油”活动，旨在保障消费者知情权，帮助消费者建立“买调和，看配方”的消费观念，培养从“没数”到“有数”的消费习惯。中粮福临门“营养家食用调和油”将营养成分和配方比例清晰标注在标签上，让百姓明白消费，心里有数。通过强化“多样营养、配方有数”这一产品理念，力求将消费者“多样、均衡、全面、丰富”的饮食需求落到实处，让调和油的营养吃得到，配方看得见。

Since its inception, COFCO Fortune edible oil has always adhered to honest business operation and the concept of safety. From product R&D to market supply, from quality inspection to product traceability, Fortune strives to ensure food safety in every link, doing its bit for safeguarding Chinese people's healthy diet and life.

Banking on its advantages of fully-integrated value chain, Fortune edible oil has established perfect product supply system covering many categories including blended oil, peanut oil, corn oil, sunflower seed oil, rapeseed oil, soybean oil, sesame oil and olive oil, etc..

The content and percentage of fatty acid in the edible oil are key factors affecting human health. Among them, α -linolenic acid and linoleic acid are two kinds of necessary fatty acid that can only be absorbed from outside and supplemented by external sources. Fortune "Nutritionist Blended Edible Oil" solved the historic difficulty in coordinating fatty acid composition with product formula and took the lead in achieving upgrade and launching a new generation of edible vegetable oil, thus optimizing G&O market supply structure with the supply of premium products.

Fortune edible oil's perseverance in the food safety field has won social recognition. Thanks to its aerospace quality standard of "zero error and zero defect", Fulinmen became strategic partner of China's aerospace cause. On March 15, 2018, Fortune "Nutritionist Blended Edible Oil" launched a campaign of "exchange for healthy oil" to celebrate the World Consumer Rights Day, enlightening consumers with explicit nutrition information and formula on the label.





打造产业精准扶贫新模式

Creating a New Model of Industrial Poverty Alleviation

中粮集团充分发挥自身经济、资源、人才优势，突出产业帮扶特色，加大投入力度，为助力贫困地区打赢精准脱贫攻坚战贡献中粮力量。

中粮集团承担扶贫攻坚任务，定点扶贫、对口援助 9 县 1 兵团。2018 年，集团党组会、总经理办公会先后 8 次专题研究扶贫攻坚工作，制定《关于进一步落实打赢脱贫攻坚战三年行动的实施意见》和中粮集团《2018-2020 精准扶贫工作规划》，通过将扶贫攻坚工作纳入年度绩效考核、与单位奖惩挂钩等激励措施，充分发挥集团品牌、技术、人才、渠道、资金等综合优势，积极探索产业精准扶贫新模式。

Fully leveraging its economic, resource and talent advantages, COFCO stepped up its effort to help impoverished areas win the tough war of targeted poverty elimination.

COFCO undertakes the task of poverty alleviation with nine counties and one Construction Corps for targeted poverty alleviation. In 2018, poverty alleviation was elaborated as a special topic at eight Corporation Leading Party Committee's meetings and General Manager meetings, where "Opinions on Further Implementation of Three-year Action Program to Win the Tough War of Poverty Elimination" and "2018-2020 Precision Poverty Alleviation Work Plan" of COFCO were drafted. Through incentive measures such as integrating poverty alleviation work into annual performance assessment and linking it with rewards and punishment of the unit, COFCO fully leverages its comprehensive advantages in terms of brand, technology, talent, channel and capital to actively explore new models of precise poverty alleviation driven by industrial development.



「“输血”又“造血”，聚焦产业扶贫

Focusing on Poverty Alleviation Driven by Industrial Development

中粮集团充分研究贫困地区行业、产业特点，依靠当地自然资源和劳动力资源优势，因地制宜，实施特色农业产业项目，初步形成以“产业扶贫带动脱贫攻坚”为核心的扶贫工作模式，既解决当前亟需又兼顾长远发展，既“输血”又“造血”，确保帮扶资源效用最大化、贫困群众受益最大化，推动精准扶贫落实落地。

COFCO thoroughly researched features of its industries and sectors, relied on poverty-stricken areas' advantages in terms of natural resources, land and labor force, executed strategies based on local conditions, and implemented special agricultural and industrial projects to drive poverty alleviation. After preliminary explorations, COFCO formed a poverty alleviation model to solve urgent issues with long-term growth, ensuring the maximization of aid resources' utility as well as benefits for impoverished population, thus promoting the implementation of precision poverty alleviation with full efforts.

中粮集团扶贫援助任务

COFCO Tasks of Poverty Alleviation

定点扶贫

集团定点帮扶 7 个国家级贫困县，包括黑龙江省延寿县、绥滨县，江西省修水县，四川省甘孜县、石渠县，广西自治区隆安县，新疆自治区乌什县，其中甘孜县、石渠县、乌什县为国家级深度贫困县。

Targeted Poverty Alleviation

COFCO aids seven national-level impoverished counties, including Yanshou County and Suibin County of Heilongjiang Province, Xiushui County of Jiangxi Province, Ganzi County and Shiqu County of Sichuan Province, Long'an County of Guangxi Zhuang Autonomous Region, and Wushi County of Xinjiang Uygur Autonomous Region. Among them, Ganzi County, Shiqu County and Wushi County are national-level deeply impoverished counties.

行业扶贫

中粮期货承担期货业协会在陕西延长县的部分扶贫任务。

Poverty Alleviation by a Sector

COFCO Futures is responsible for part of poverty alleviation in Yanchang County, Sha'anxi on behalf of China Futures Association.

对口支援

集团承担援疆援藏援青任务，包括西藏洛扎县、青海省门源县、新疆建设兵团国有资产经营管理公司和新疆建设兵团十二师国有资产经营管理公司。

Partner Assistance

COFCO gives assistance to Xinjiang, Tibet and Qinghai, including Luozha County of Tibet, Menyuan County of Qinghai Province, State-owned Assets Management Company and 12th Division State-owned Assets Management Company of Xinjiang Construction Corps.

地方扶贫

中粮糖业在喀什地区叶城县承担自治区给中央驻疆单位下达的定点扶贫任务。

Poverty Alleviation Assigned by Local Government

COFCO Sugar undertakes the fixed-point poverty alleviation task in Yecheng County of Kashi assigned by the autonomous region to Xinjiang-based units of central authorities.

新型扶贫

集团担负金融系统援助四川、西老革等帮扶援助任务，包括四川省金融局、四川阿坝自治州、江西九江市等。

New Type of Poverty Alleviation

COFCO is tasked with financial system's assistance targeting Sichuan and Western regions, old industrial bases and old revolutionary base areas, including Sichuan Provincial Finance Bureau, Sichuan Ngawa Tibetan and Qiang autonomous prefecture, and Jiujiang city of Jiangxi.

自主扶贫

集团在国家确定的 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，开展产业扶贫，带动当地脱贫攻坚。

Independent Poverty Alleviation

COFCO is engaged in poverty alleviation driven by industrial development in fourteen concentrated and contiguous special impoverished regions, national-level deeply impoverished regions (“three regions and three prefectures”) as well as ethnic minority regions, border regions and old revolutionary base areas so as to help lift local communities out of poverty.



中粮贸易（绥滨）农业发展有限公司揭牌

案例

Signboard of COFCO Trading (Suibin) Agricultural Development Ltd. Unveiled

9月16日，集团董事长吕军与黑龙江省委书记张庆伟共同为中粮贸易（绥滨）农业发展有限公司揭牌。

2016年至今，中粮集团通过拨付扶贫捐助专项款、建设农产品加工和检测设施、推动乡村休闲旅游产业等多种方式带动贫困户脱贫、帮助贫困户脱困。中粮贸易（绥滨）农业发展有限公司由中粮集团和绥滨县等共同组建，是立足于脱贫攻坚、发展农业现代化的扶贫项目。公司采取“公司+合作社+农户（贫困户）”机制，创新“让贫困户当股东”的产业脱贫新模式。

中粮集团将自身经营管理优势，与绥滨县当地的农业生产资源禀赋有机结合起来，在组建中粮贸易（绥滨）农业发展有限公司的基础上，进一步整合内外部资源，围绕绥滨县“优质水稻、玉米和大豆”三个重点品种，推进“优质大米加工、农业产业化经营和粮食收储贸易”三项核心业务，发挥“规模、管理和品牌”三种要素驱动，努力构建产销结合的粮食经营体系，创新产业扶贫的良好模式，带动绥滨县农户稳收增收、脱贫致富。

On September 16, COFCO Chairman. Lv Jun and Party Secretary of Heilongjiang Province Mr. Zhang Qingwei unveiled the signboard of COFCO Trading (Suibin) Agricultural Development Ltd.

Since 2016, COFCO has adopted many approaches such as allocating special fund for poverty alleviation, constructing agri-product processing and inspection facilities, and promoting rural leisure tourism to help destitute families shake off poverty. Jointly established by COFCO and Suibin County, COFCO Trading (Suibin) Agricultural Development Ltd. is a poverty alleviation project designed to help local farmers shake off poverty and develop modern agriculture. By adopting the mechanism of "Company + Co-op + Farmer (destitute family)", the Company has an innovative model of "Having Destitute Families as Shareholders" to eliminate poverty.

COFCO organically combines its own business management advantages with Suibin County's local agricultural production resources and natural endowment. Besides establishing COFCO Trading (Suibin) Agricultural Development Ltd., it further integrates internal and external resources and focuses on Suibin County's three key products "quality rice, corn and soybean" to advance three core businesses – "processing of quality rice, industrialized operation of agriculture, and purchase, storage and trade of grain". With three factors of "scale, management and brand" as driving forces, the Company strives to build a grain operation system integrating production with distribution and innovates the sound model of poverty alleviation driven by industrial development so as to help Suibin County's farmers achieve steady increase of income, shake off poverty and build up a fortune.

中粮贸易（绥滨）农业发展有限公司揭牌仪式

Ceremony to unveil the signboard of COFCO Trading (Suibin) Agricultural Development Ltd.



拓展新型渠道，推进电商扶贫

Expand Into New Types of Channels to Advance E-commerce Poverty Alleviation

中粮集团发挥行业优势，积极利用互联网 + 思维，充分发挥中粮我买网的电子商务作用，将消费者需求有效传至贫苦地区生产者，帮助对口扶贫地区农牧产品对口销售，积极培育符合市场需求的品牌及特色产品。

COFCO leverages its industrial advantages, actively utilizes "Internet+" thinking, gives full play to the e-commerce function of COFCO Womai.com, effectively communicates consumer needs to producers in impoverished regions, helps market farming and animal husbandry products from fixed-point poverty alleviation regions, and actively nurtures special products and brands that satisfy market needs.



电商扶贫提高扶贫的精准度和实效性

案例

E-commerce Poverty Alleviation Boosts Accuracy and Efficiency of Poverty Relief

我买网作为中粮集团旗下唯一食品电商平台，秉承“忠于国计 良于民生”的精神，以服务贫困地区为己任，发挥产业链优势，上线近千余款扶贫产品，带动原产地产品集中化、产业化、标准化，并利用我买网品牌优势、宣传渠道，帮助对口扶贫地区农牧产品对口销售，促进贫困地区脱贫致富。2018 年，我买网继续推广魏县鸭梨及特色产品，将扶贫公益与线上资源结合，帮助当地果农脱贫，推动魏县鸭梨特色产业走向全国；与凉山彝族自治州合作，通过电商将雷波脐橙推广到全国各地；深入四川甘孜、石渠，青海门源，黑龙江绥滨、延寿等进行定点扶贫和对口支援地，进行结对帮扶工作，成功将优质的洛扎藏鸡蛋引入平台。通过打造扶贫专区频道，提高电商扶贫精准度和实效性，同时也将成为有需求、有条件的贫困区县与电商平台进行匹配的统一入口，让更多消费者认识贫困地区的品牌和产品。

截至 2018 年 11 月，我买网电商扶贫足迹覆盖全国 16 个省，29 个国家级贫困县。我买网销售国家级贫困县特色农产品 2283 万元，惠及建档立卡贫困户 1677 户，5592 人。

As the only e-commerce platform under COFCO Womai.com carries on the spirit of being "Loyal to the Nation and Beneficial to the People", shoulders the responsibility of serving impoverished regions, and gives full play to its value chain advantages. By putting online nearly 1,000 types of poverty alleviation products, Womai.com leverages its brand and channels to help market farming and animal husbandry products from poverty alleviation regions and enable them to shake off poverty and build up a fortune. In 2018, Womai.com put online Wei County's white pear and other special products by integrating poverty relief with online resources to help local fruit farmers shake off poverty and promote Wei County's white pear throughout China. It worked with Liangshan Yi Autonomous Prefecture to promote via e-commerce Leibo navel orange throughout China. It went deep into Mengyuan of Qinghai, Suibin and Yanshou of Heilongjiang and partner assistance destinations to conduct fixed-point poverty alleviation and extend aid to partners, thus successfully introducing Tibetan eggs from Luozha to the e-commerce platform. By creating a special channel for poverty alleviation, the e-commerce operator boosted the accuracy and efficiency of its poverty relief efforts. Meanwhile, the special channel also became a unified entry where impoverished counties with sufficient needs and conditions could match with e-commerce platform, making more consumers aware of brands and products from impoverished regions.

By November 2018, Womai.com's e-commerce poverty relief efforts extended to twenty-nine national-level impoverished counties in sixteen provinces across China. Womai.com sold special agri-produce grown in national-level impoverished counties worth of RMB 22.83 million and benefitted 5,592 people from 1,677 destitute households filed in the archive.

电商扶贫覆盖省份
(个)

The Provinces
Covered by
E-commerce
Poverty-alleviation

16

销售国家级贫困县
特色农产品
(百万元)

Sale of special
agri-produce grown
in national-level
impoverished counties
(RMB million)

2.28

「强化素质培养，扶贫扶智相结合

Strengthen Cultivation of Qualities to Combine Poverty Alleviation with Access to Education」

为切实明确定点帮扶县需求，中粮集团选派后备干部到定点贫困县挂职，深度调查研究贫困县特点，真抓实干，积极做好定点扶贫和对口援助地区相关人员的培训工作，把扶贫同扶志、扶智相结合，提升贫困地区人员主动脱贫的意识和致富能力。

In order to clarify the needs of assisted counties, COFCO selects and dispatches reserve cadres to take temporary position in these counties, where they conduct in-depth investigation on features of impoverished counties, put in real efforts and do solid work, and actively carry out training of relevant personnel in the regions. Combining poverty alleviation with access to education strengthens the awareness of people to actively shake off poverty and enhance their ability to build up a fortune.



技术扶贫扶智助力新疆乌什县农民增收

案例

Poverty Alleviation and Access to Education Through Technology Boost Income of Farmers in Wushi County of Xinjiang

新疆乌什县是中粮集团的定点扶贫县。在扶贫工作中，中粮糖业驻村工作队借助农民夜校等平台，开设果蔬种植、畜牧养殖相关课程，积极联系自治区农科院、乌什果蔬公司种植专家多次进行村民种植技术培训，讲授育苗移栽技术、田间管理方法，并通过现场观摩，学习剪枝、嫁接、病虫害防治，提升农民种植专业技术水平，提高产量，引导农民走上科学致富之路。截至 2018 年底，参加培训农民累计 700 余人次，参加农民夜校 8285 人次。

Wushi County of Xinjiang is one of COFCO's targeted poverty alleviation regions. In poverty relief, COFCO Sugar's village-based work team utilized the farmers' night school to teach lessons on fruit and vegetable cultivation and animal husbandry, and invited cultivation experts from Xinjiang Academy of Agricultural Sciences and Wushi Fruit & Vegetable Company to train villagers on cultivation technologies and field management methods for several times. Through on-the-spot observation, villagers learned how to prune branches, graft, prevent and control plant diseases and eliminate pests, thus making a fortune through science with enhanced professional cultivation skills and increased output. By the end of 2018, the total number of trained farmers reached 700 person-times and the number of farmers attending night school reached 8,285 person-times.



培训农民 (人)
Number of Trained
Farmers

700

农民夜校 (人)
Number of Farmers Attending
Night School

8285



2018 年度精准扶贫工作大数据

Big Data of Targeted Poverty Alleviation Work for 2018

集团层面直接投入扶贫资金 **4744 万元**
同比增 **25.3%**

Direct investment in poverty relief reached RMB 47.44 million, an increase of 25.3% year on year.

扶贫挂职干部 **22 名**
派驻扶贫工作人员 **39 名**

22 cadres took a temporary position to alleviate poverty; 39 workers were dispatched to alleviate poverty.

培训基层干部 **185 人次**
培训技术人员 **369 人次**

The number of trained grass-roots level cadres was 185 person-times and the number of trained technical personnel was 369 person-times.

采购贫困地区农产品
8764.6 万元

COFCO purchased agri-products worth of RMB 87.646 million from impoverished regions.

帮助销售贫困地区农产品
2528.6 万元

COFCO helped market agri-products worth of RMB 25.286 million from impoverished regions.



产业扶贫重振茶马古道辉煌

案例

Poverty Alleviation Driven by Industrial Development Restores the Glory of the Ancient Tea-horse Road

作为农村经济的重要支柱产业，“茶叶之乡”云南正在实施“千亿云茶”计划，以期突破过去品牌杂、企业小、生产技术落后的桎梏，带动茶产业高质量发展，为众多茶农带来脱贫致富的希望。3月19日，中粮集团与云南省政府在京签署战略合作框架协议，按照“大产业+新主体+新平台”和“科研+种养+深加工+流通”的思路，发挥云南资源优势、区位优势和中粮集团产业优势、市场优势，重振“茶马古道”辉煌，帮助当地摆脱贫困。

作为战略合作落地的一步，中国茶叶在勐海的新工厂于3月20日正式投产。未来，中国茶叶将以中粮集团的行业优势、品牌优势、市场优势为切入点，借助“一带一路”发展机遇，为重振“茶马古道”辉煌贡献力量。

Since tea is a major pillar industry in rural economy, Yunnan as the "Land of Tea", is carrying out a plan of "100 billion Yunnan tea" to break through the shackles imposed by less-known and inferior brands, small enterprises and obsolete production technology, drive high quality growth of tea industry, and bring hope of shaking off poverty and building up fortune to numerous tea farmers. On March 19, COFCO and Yunnan Provincial Government signed in Beijing a strategic cooperation framework agreement to pursue the approach of "macro industry + new entity + new platform" and "scientific research + planting and cultivating + intensive processing + distribution". By fully using Yunnan's resources and locations as well as COFCO's industrial and market advantages COFCO would help local community out of poverty and restore the glory of the Ancient Tea-horse Road.

As the first step to implement the strategic cooperation, China Tea under COFCO reached equity cooperation agreement with Dali Xiaguan Tuocha Tea Co., Ltd. to consolidate Pu'er tea resources, upgrade local tea industry and boost tea farmers' income. On March 20, China Tea's new factory in Menghai went into operation. In the future, China Tea will rely on COFCO's advantages in industry, brand and market and seize the growth opportunities offered by the "Belt and Road" initiative to contribute to the restoration of the Ancient Tea-horse Road's glory.



扶持湘酒品牌，帮助农民增收



Support Hunan Liquor Brand to Boost Farmers' Income

中粮酒业下属酒鬼酒公司所在地湘西自治州是习近平总书记“精准扶贫”思想的首倡地，酒鬼酒公司积极响应地方政府号召，结合自身优势，确立了“通过扶持湘酒品牌，推动湘酒做大做强，助力产业扶贫，履行扶贫攻坚社会责任”的扶贫思路，与泸溪县马王溪村结成对子，实施产业项目精准扶贫，推动贫困村级企业转型升级，使当地一家长期处于亏损状态的紫砂陶瓷厂，连续三年实现 40% 的增长，2018 年，当地 50 名精准扶贫建档立卡户全部脱贫。通过发展壮大陶瓷产业，还带动了马王溪村以及周边旅游、养殖、种植等产业发展。

为发展湘西州高粱产业，帮助当地精准脱贫，同时也提高酒鬼酒酿酒原料自给率，2018 年，酒鬼酒与湘西州农科院在花垣县合作开展酿酒高粱新品种品比试验，共引进试验品种 28 个，其中北方品种 6 个，南方品种 22 个。通过此项目合作，充分利用土地资源，发展生态旅游，增加农民收入，同时还加强研发力度，促进了湘西州与酒鬼酒的可持续发展。

Located in Xiangxi Tujia & Miao Autonomous Prefecture where General Secretary Xi Jinping first advocated the concept of "precision poverty alleviation", Jiugui Liquor of COFCO Wines and Spirits proactively identified its approach to poverty alleviation based on its own advantages as "growing Hunan liquor brand to bigger and stronger to facilitate poverty alleviation driven by industrial development". It collaborated with Mawangxi Village of Luxi County to implement an industrial project for targeted poverty alleviation, and upgrade the impoverished village-based enterprises. As a result, a local purple clay and ceramic factory that used to make losses over a long period registered 40% growth for three consecutive years. In 2018, all of fifty local households filed in the archive for targeted poverty alleviation were out of poverty. The growth of ceramic industry also contributed to tourism, animal breeding and cultivation in Mawangxi Village and surrounding areas.

In order to develop Xiangxi Prefecture's sorghum industry, help the local community out of poverty, and meanwhile provide Jiugui Liquor with raw material, Jiugui Liquor worked with Xiangxi Prefecture Academy of Agricultural Sciences to conduct experiment comparing new varieties of sorghum used for alcoholic fermented beverage in Huayuan County. They introduced twenty-eight varieties for experiment, six of which are from north and twenty-two from south of China. The cooperation made full use of land resources, developed ecological tourism, increased farmers' income, strengthened R&D efforts, and promoted sustainable development of Xiangxi Prefecture and Jiugui Liquor.





实现绿色生态健康发展

Focusing on Green Ecological Development

中粮集团坚持绿色发展，在布局产业，服务经济社会发展的同时，加强环境管理体系建设，完善污染防治体系，主动开展内部环保核查，实施节能诊断，为打赢污染防治攻坚战贡献中粮力量。

With its perseverance in green development, COFCO strengthens environment management system and improves pollution prevention and control system while extending its industrial presence and serving economic and social development. It takes initiative to conduct internal check on environmental protection and carry out energy-saving diagnosis, contributing to the tough war of pollution prevention and control.

「完善污染防治体系」 Improve Pollution Prevention and Control System

中粮集团将污染防治与日常工作紧密结合，把生态环境风险防控纳入常态化管理，完善污染防治体系，落实绿色发展理念，注重源头把控，对拟投资项目进行节能环保论证与评价，不符合政策法规要求的“一票否决”。2018年，组织制定《集团全面排查治理生态环境保护问题工作方案》，明确生态环境保护工作要求。召开中粮集团生态环保专项行动总结现场会，专题研究国家污染防治形势和政策要求，在集团内分享各单位污染防治最佳实践，形成全集团生态环境保护长效机制，全面推进产业生态化。

By closely integrating pollution prevention and control with routine work and incorporating ecological and environmental risk prevention and control into regular management, COFCO improves pollution prevention and control system, implements the concept of green development, and pays great attention to source control. All planned investment projects are subject to energy-saving and environment demonstration and evaluation. Projects that fail to comply with policy and law requirements will be one-vote veto. In 2018, COFCO formulated "Work Plan for Comprehensive Inspection and Control of Ecologic & Environmental Protection" and clarified requirements for ecologic and environmental protection. COFCO held an on-the-spot meeting to summarize its special campaign on ecologic and environmental protection, studied national situation and policy requirements on this aspect, shared each unit's best practices and established a long-term mechanism throughout Corporation for ecologic and environmental protection.





创新绿色开发模式入选中国最佳节能实践

案例

Selected as China's Best Energy-Saving Practice

大悦城控股一直关注和研究商业建筑“能耗过高、能效低下”的解决方法，于 2012 年首次提出了“能效目标全过程管理”这一创新绿色开发模式。2017 年 9 月，历时 50 个月的成都大悦城“能效目标全过程管理”实践顺利完成。最终，该项目比预期提前一年实现“全年节能率 30% 以上”的目标，能效运行水平达业内前 10%，比同规模项目节约能源费用 500 万元 / 年。同时，由于该绿色开发模式的实施，项目不仅确保了室内环境舒适度的提升和客户满意度的大幅提高，并在设计阶段直接节约初投资造价约 1200 万元。

Having closely followed and researched solutions to the issue of commercial building's "high energy consumption and low energy efficiency", Joy City Property proposed for the first time an innovative green development model of "whole-process management of energy efficiency targets" in 2012. In September 2017, Chengdu Joy City successfully practiced "whole-process management of energy efficiency targets" after fifty months' of efforts. As indicated by the results, this project achieved the target of "annual energy saving rate > 30%", one year earlier than expected. Its operating energy efficiency made to the top 10% of the commercial property industry, saving energy cost by RMB 5 million per year compared with projects of the same scale. Meanwhile, thanks to the implementation of this green development model, the project not only ensured enhanced comfort of indoor environment and significant improvement of client satisfaction but also directly saved initial investment and construction cost of around RMB 12 million during the design stage.



大悦城控股“能效目标全过程管理”的绿色开发模式，确保了室内环境舒适度的提升和客户满意度的大幅提高。Joy City Property's green development model of "complete process management of energy efficiency targets" ensured enhanced comfort of indoor environment and significant improvement of client satisfaction.



节约能源费用
(百万元 / 年)

Saved Energy Cost
(RMB million/year)

5

节约初投资造价
(百万元)

Saved Initial
Investment and
Construction Cost
(RMB million/year)

12

2018年6月12日，在由国家发改委主办的国家重点最佳节能技术和最佳节能实践（简称“双十佳”）征集和更新工作中，大悦城控股凭借“能效目标全过程管理”创新理念和实践，成功入选中国“双十佳”最佳节能实践，成为全国范围内成功入选的十项实践案例之一。

On June 12, 2018, in the solicitation and upgrade of key national best energy-saving technology and practice ("Double Top Ten") organized by the National Development and Reform Commission, the property arm of COFCO was successfully recognized as China's "Double Top Ten" best energy-saving practice for its innovative concept and practice of "whole-process management of energy efficiency targets" and became one of the top ten nation-wide selected practice cases.



「发展循环经济」 Develop Circular Economy」

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。2018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。

Circular economy is the inevitable choice in realizing sustainable development. In 2018, in response to the nation's call for developing circular economy, COFCO conducted active exploration in various modes regarding agricultural circular economy.



优化蔗糖生产流程，打造循环经济

案例

Optimizing Cane Sugar Production Process to Build a Circular Economy

中粮国际是巴西最大的蔗糖生产商之一，在巴西圣保罗州运营的四家糖厂年生产蔗糖 100 万吨。糖厂积极探索蔗糖生产副产品的循环利用，可持续发展模式初见成效。

甘蔗收获后，糖厂在清洗过程中将洗掉的泥土和甘蔗叶搜集起来作为自然肥料重新用于种植园，并给甘蔗地施以甘蔗叶、甘蔗渣灰、酒糟和滤饼等有机残留物，大大减少甘蔗对矿物肥料的需求。与此同时，种植场引入甘蔗害虫的自然天敌，以减少杀虫剂使用，有效保护土壤和环境。

为实现能源自足，糖厂将甘蔗渣作为蒸汽锅炉燃料，通过产生的高压蒸汽带动发电机，每年可向市场销售 60 万兆瓦时来自甘蔗渣的清洁能源，可以满足 33 万家庭用电需求。与此同时，甘蔗渣燃烧的灰渣也被运回种植园作为土壤补充养分继续使用。而甘蔗汁生产和加工为生物乙醇，每年约向运营所在地及国际市场提供约 50 万吨生物乙醇，获得一定经济效益。

COFCO International is one of the largest sugar producers in Brazil, operating four sugar mills with a total production of 1 million tons of sugar each year in the State of São Paulo, Brazil. The mills actively explored circular utilization of by-products of sugar production and achieved initial success with their sustainable development model.

The mills collect soil and sugarcane leaves removed from harvested sugarcane during the cleaning process to apply back on the plantations as natural fertilizers. The use of organic residues (sugarcane leaves, bagasse ash, vinasse and filtered cake) in sugarcane fields has greatly reduced the need for mineral fertilizers. Meanwhile, natural predators of sugarcane pests are introduced to substitute pesticide use to conserve the soil and environment.

In order to become energy self-sufficient, the sugar mills use bagasse as feedstock for steam boilers, which produce high-pressure steam to run electricity generators. Each year, COFCO International sells over 600,000 MWh excessive clean energy from bagasse to the market, enough to power over 330,000 households. Meanwhile, the ash from burnt bagasse also goes back to the plantations to replenish soil nutrients. Part of the extracted cane juice is used to produce around 500,000 tons of bioethanol each year, being supplied to the local and international markets with considerable economic returns.



年生产蔗糖
(万吨)

Annual Cane Sugar
Production
(10,000 tons)

100

对于生产过程中产生的废水，糖厂通过去除沉淀物并分解有机物质，用于浇灌甘蔗地，确保大部分使用的水资源返回生态系统，极大改善了水资源的使用效率，最大限度减少在该地区的水足迹。

中粮国际还积极致力于保护森林和生物多样性。2018 年，公司对自营种植园和附近的供应农场进行了卫星制图，并引入无人机从空中绘制自营种植园及供应农场内的永久保护区和更新造林情况，帮助农民有效监测土地的植被覆盖，加强中粮国际可持续发展风险监测。到目前为止，中粮国际在甘蔗种植园周边终止了超过 160 万株的当地原生植物，当地森林和植被得到了有效恢复。

Effluent from the sugar production is treated onsite to remove sludge and decompose organic matters. The treated effluent is applied to sugarcane fields for irrigation, ensuring that the majority of the withdrawn water resource goes back to the system. This hugely improves the water use efficiency and minimizes our water footprint in the region.

COFCO International is also actively engaged in protecting forests and biodiversity. Since 2018, COFCO International has invested in satellite geo-mapping for tracking of land use, using drones to map areas of permanent preservation or reforestation on its own farms as well as supplying farms. Drone footage helps farmers better monitor native vegetation land cover and strengthens sustainability risks monitoring framework. As of now, over 1.6 million varieties of sugarcane have been planted on COFCO International's farm and local forests and native vegetation have been recovered.



中粮国际是巴西最大的蔗糖生产商之一，在巴西圣保罗州运营的四家糖厂年生产蔗糖 100 万吨。

COFCO International is one of the largest sugar producers in Brazil. Its 4 sugar mills in the State of São Paulo, Brazil produce over 1 million tons of sugar each year.



销售甘蔗渣
清洁能源
(万兆瓦时)

Sale of Clean Energy
from Bagasse
(MWh)

60



「开展内部环保核查
Conduct Internal Check on Environmental Protection」

为深入贯彻《环境保护法》，有效防范污染物超标排放、“按日计罚”、环保行政拘留等环保法律风险，督促各单位践行绿色发展理念，落实国家法规和《集团节能环保管理规定》，中粮集团聚焦环保重大和较大风险的产业链，对中粮生化、中粮糖业、中粮肉食、蒙牛乳业 4 家专业化公司的 44 家基层企业开展了生态环保现场核查，摸清风险底数，对发现的问题进行挂牌督办，同时明确企业主体责任，建立能效评价常态化机制，持续开展环保核查监测，全面推进节能增效、提标改造。

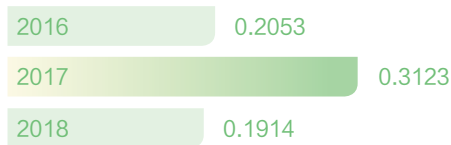
2018 年，中粮集团节能环保万元增加值综合能耗、化学需氧量排放量、二氧化硫排放量指标均完成国资委 3 年任期考核目标。

To implement “Environmental Protection Law”, and prevent relevant risks, COFCO urges each unit to practice the green development according to relevant national laws and regulations and “Management Rules on Energy-saving and Environmental Protection”. COFCO focused on sections of value chain with major or relatively big environmental risks and conducted on-the-spot check at 44 grass-root enterprises of four subsidiaries (COFCO Biochemical, COFCO Sugar, COFCO Meat, and Mengniu Dairy) to get a clear picture of the risks and tag identified issues for supervision and handling. Meanwhile, the Corporation made clear the principal responsibility of enterprises, established permanent mechanism for energy efficiency assessment, and continued to conduct environmental check and monitoring to comprehensively promote energy-saving, improve efficiency, raise discharge standard and drive renovation.

In 2018, COFCO fulfilled the three-year tenure assessment targets set by the SASAC in terms of energy-saving and environmental protection regarding comprehensive energy consumption per 10,000-yuan value added, chemical oxygen demand emission, and sulfur dioxide emission.

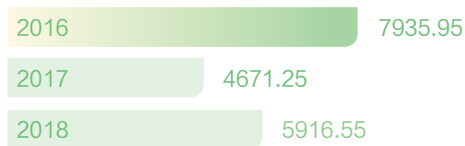
2016–2018 年万元产值综合能耗（吨标煤 / 万元）

2016-2018 comprehensive energy consumption per 10,000-yuan output value (ton of standard coal/10,000 yuan)



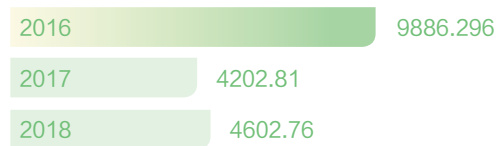
2016–2018 年化学需氧量排放量（吨）

2016-2018 chemical oxygen demand emission (tons)



2016–2018 年二氧化硫排放量（吨）

2016-2018 sulfur dioxide emission (tons)





持续开展环保重点监控企业自查行动

案例

Conduct Environmental Self-Check of Key Monitored Enterprises on a Continuous Basis

中粮集团将生态环保问题排查治理与规范生产经营相结合，建立环保监督性监测机制，并持续开展环保核查和监督性监测，倒逼企业环保提标改造。2018 年，中粮集团从顶层设计、环保核查、现场会议三方面入手，开展生态环保核查和专项整治行动。

顶层设计方面，中粮集团党组两次组织专题学习，审议通过《全面排查治理生态环境保护问题工作方案》，明确生态环境保护的工作要求。

环保核查方面，按照国资委通知对中粮生化、中粮糖业、中粮肉食 3 家专业化公司下属的 33 家企业开展全面生态环保核查，发现问题和风险点 294 个，将相关单位整改落实情况纳入业绩考核，并对 6 家专业化公司选点开展电机能效诊断评估。

现场会议方面，在马鞍山召开节能环保专项行动总结现场会，安排部署中粮集团安全环保工作，专题研究国家污染防治形势和政策要求，分享各单位污染防治最佳实践。

COFCO integrated identification and treatment of environmental issues with production and operation, established supervisory and monitoring mechanism and continued to inspect and supervise to force enterprises raise environmental standards and embark on renovation. In 2018, COFCO conducted environmental check and special improvement campaign from three aspects: top-down design, environmental check and on-site meeting.

As to top-down design, COFCO Party Leadership Group organized two special sessions to study this issue, deliberated and approved "Work Plan for Comprehensive Identification and Treatment of Ecologic and Environmental Protection Issues", and clarified requirements for ecological and environmental protection.

As to environmental check, the Corporation conducted comprehensive environmental check on 33 business units of three specialized companies (COFCO Biochemical, COFCO Sugar and COFCO Meat), identified 294 issues and risk points, incorporated their improvement and implementation results into performance assessment, and sampled sites from six specialized companies to diagnose and assess electrical machinery's energy efficiency.

As to on-site meeting, one such meeting was held in Ma'anshan to summarize a special campaign for energy-saving and environmental protection, plan and deploy relevant work, study China's pollution prevention and control situation and policy requirements as a special topic, and share best practices. 180 people attended this meeting.

开展全面生态环保核查企业（家）

Number of Enterprises Covered by Comprehensive Ecologic and Environmental Protection Check

33



问题和风险点（个）

Number of Issues and Risk Points

294



实施节能诊断工程

Implement the Project of Energy-Saving Diagnosis

中粮集团认真贯彻国家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，开展“三高”项目统筹管理。对不满足国家政策法规要求的“高能耗、高污染、高风险”项目实行“一票否决”。

中粮集团重视节能减排技术研发及推广应用，试点分布式光伏发电、生物质发电等新能源和可再生能源利用，推进工艺节能优化、锅炉节能改造、余热回收、电机系统及变压器能效提升等重点节能工程，以实现节能增效。

2018 年，中粮集团累计投入节能环保改造资金 7.61 亿元，完成节能减排改造项目 544 个，可实现年节能 10.36 万吨标煤，年节水量 344.38 万吨，年经济效益 1.36 亿元。

COFCO regards energy-saving and emission reduction as a major starting point as well as breakthrough to optimize economic structure, promote green, circular and low-carbon growth, and accelerate the building of ecologic civilization, comprehensively advances energy-saving and emission reduction within COFCO, and manages “three-high” projects as a whole. A project will be one- vote veto if it is a “high energy consumption, high pollution and high risk” project that fails to comply with national policies and legal requirements.

COFCO attaches great importance to R&D, promotion and application of energy-saving and emission reduction technology, experiments the use of new and renewable energy such as distributed photovoltaic power generation and biomass power generation, and advances key energy-saving projects such as optimizing technology, renovating boilers, recovering residue heat, and enhancing electric machinery system and transformer to achieve energy-saving and efficiency.

In 2018, COFCO invested an accumulated total of RMB 761 million in energy-saving and environmental protection, and completed 544 relevant projects, thus being able to save 103,600 tons of standard coal energy, 3.4438 million tons of water, and generate economic benefits of RMB 136 million per year.



中粮集团推进锅炉节能改造、电机系统及变压器能效提升等重点节能工程，以实现节能增效。

COFCO advances key energy-saving projects such as energy-saving renovation of boilers and energy-efficiency enhancement of electric machinery system and transformer to achieve energy-saving and enhance efficiency.



全力打造绿色循环农业产业链

案例

Build Green Circular Agricultural Value Chain with Full Strength

中粮肉食是中粮集团打造“全产业链粮油食品企业”的重要组成部分。多年来，中粮肉食在规模化养殖的道路上不断探索，走出了一条饲料 - 养殖 - 屠宰 - 环保 - 生态循环农业的路径。

中粮肉食绿色循环农业产业链既降低了沼液处理成本，还降低了农业生产成本，有效解决了畜禽粪便对环境产生的污染问题，实现了零排放、高附加值的循环经济模式。中粮肉食（江苏）有限公司生态环保项目每年可发电 1200 万度，产生经济效益 800 万元，年处理粪污 80 万吨，减排二氧化碳 14 万吨。

COFCO Meat is an important component of “G&O and food enterprise with fully-integrated value chain” built by COFCO. Over the years, COFCO Meat constantly explored the path of large-scale breeding and blazed a trail of feedstock – breeding – slaughter – environmental protection – ecologic & circular agriculture.

COFCO Meat's green and circular agricultural value chain reduces not only the treatment cost of biogas slurry but also the agricultural production cost, effectively solving the pollution caused by livestock and poultry manure to the environment and achieving circular economic model of zero emission and high added value. Every year, COFCO Meat generates power of 12 million KWH, creates economic profit of RMB 8 million, treat manure of 800,000 tons and reduces carbon dioxide emission by 140,000 tons.

中粮肉食规模化绿色养殖措施

Large Scale Green Breeding of COFCO Meat

聘请粪污和沼气处理专家共同研讨工艺方案

Invite manure & biogas treatment experts to jointly research and discuss technology plan

运用热电联产技术，回收利用沼气

Apply combined heat and power technology to recover and use biogas

坚持推进沼液返田，大力发展循环农业

Vigorously develop circular agriculture by applying biogas slurry back to farmland

自主研发病死猪无害化处理工艺设备

Independent R&D technology and equipment for sanitation treatment of diseased and dead swine

01

02

03

04

采用禽畜养殖污染防治结合的技术方案，将产生的沼气回收利用，沼液则作为液体农家肥返田

Adopt the technology plan combining pollution prevention and control of livestock and poultry breeding, recover and use generated biogas, and apply biogas slurry as liquid farm manure back to field

发酵后产生的沼气采用热电联产技术并网发电，并配套余热回收系统，将沼气转化为电能和热能

Adopt combined heat and power technology to integrate power generated by biogas resulting from fermentation, and turn biogas into electric and heat energy with the support of residue heat recovery system

在沼气发电厂和各养殖场之间，铺设粪污和沼液双向输送管道，把粪污从养猪场收集起来处理后，又利用管道返回农田

Lay two-way pipes to move manure and biogas slurry between biogas power plant and each breeding farm; collect manure from swine farms for treatment and then return it back to the farmland

开创了肉食行业病死猪无害化处理的新思路，并荣获国家新型实用专利

Pioneered a new approach to sanitation treatment of diseased and dead swine in the meat industry and received national utility model patent



节能改造项目助力企业绿色发展

案例

Energy-Saving Renovation Project Facilitates Green Development of Enterprise

中粮生化能源（肇东）有限公司现有合计生产能力 25.5 万吨 / 年的一、二期精馏装置。为了落实节能减排政策，促进绿色发展，2018 年，公司开展了节能技术改造项目，新建一套精馏脱水系统，配套分子筛塔及相应设备，新增 6000m³/h 循环水装置，同时将原二期电站中控室改造为本项目装置主控楼。改造后燃料乙醇精馏脱水装置蒸汽单耗预计下降 1.5 吨 / 吨产品，节能 40339 吨标煤。目前项目已进入试生产阶段，截至 2018 年 12 月，装置负荷 97.3%，蒸汽单耗由 2.8 吨 / 吨产品下降至 1.43 吨 / 吨产品。

COFCO Biochemical Energy (Zhaodong) Co., Ltd. now has stage-one and stage-two distillation facility with a combined production capacity of 255,000 tons per year. To save energy and reduce emission, and to promote green development, the Company launched technological renovation project in 2018 by building a new set of distillation & dehydration system supported with molecular sieve column and other relevant equipment, added 6000 m³/h circulating water installation, and transformed the central control room of previous second-stage power plant into main control building of the project. After renovation, unit steam consumption of fuel ethanol distillation and dehydration device is estimated to drop by 1.5 tons/ton of products and save 40,330 tons of standard coal. At present, the project has entered the trial production stage. By the end of December 2018, the installation is loaded 97.3% with unit steam consumption going down to 1.43 from 2.8 tons/ton of products.



精馏脱水系统投资（百万元）

Investment in Distillation &
Dehydration System (RMB million)

79.91



装置负荷
Installation Load

97.3%



标煤节能量（吨）
Saved Standard Coal Energy (tons)

40339



推动新技术应用，助力末端治理

案例

Promote Application of New Technology to Help End-of-Pipe Treatment

中粮包装深入贯彻落实集团打赢污染防治战要求，制定三年治污规划，组织推动各所属公司积极排查 VOCs 污染源，制定合理的处理方案，在关键环节进行技术创新，对材料技术发展和环保趋势进行分析，重点研发 LED-UV/ 水性 / 覆膜工艺在相关产品线应用，针对平湖项目水性漆污水处理，全程参与污水站设计及运行工艺制定，整套系统稳定运行，废水水质指标达到排放要求。2018 年，中粮包装实施包括节材技术、节能环保技术、UV 印刷技术、自动化技术等在内的节能环保项目共 38 项，相关治理项目得到有效实施，从源头降低 VOCs 排放，为后续减排奠定基础，全年累计减少 VOCs 排放 270 吨，有效促进了资源节约和环境保护。

CPMC Holdings thoroughly implemented the requirement set by the Corporation to win the war of pollution prevention and control, formulated a three-year plan, organized its subsidiaries to actively identify VOCs pollution source and treatment plans, embarked on technological innovations at key links, analyzed the development and environmental protection trends of material technology, focused R&D on the application of LED/UV/waterborne coating technology to relevant product lines, and participated in the design of effluent treatment plant and formulation of operating technology for Pinghu project's waterborne paint effluent treatment. As a result, the whole set of system is operating in a steady manner and the water quality index of the effluent meets the discharge requirements. In 2018, CPMC Holdings carried out 38 energy saving and environmental protection projects including technologies about material saving, energy-saving, UV printing, and automation to effectively reduce the emission of VOCs from the source by 270 tons for the whole year.



节能环保（项）

Number of Energy-saving &
Environmental Protection Projects

38

累计减少 VOCs 排放（吨）

Accumulated Reduction of VOCs
Emission (tons)

270



2018 年中粮包装节能环保项目节能减排数据

Energy-Saving and Emission Reduction Data of CPMC Holdings' in 2018

| 内容 | Contents | 数据 | Data |
|----------------------------|--|----|-------|
| 实施节能环保项目（项） | Implemented energy-saving & environmental protection projects (number) | | 38 |
| 耗电总量（万 kw · h） | Total power consumption (10,000 kwh) | | 15344 |
| 节电量（万 kw · h） | Amount of saved power (10,000 kwh) | | 208 |
| 耗气总量（万立方米） | Total steam consumption (10,000 cubic meter) | | 2136 |
| 节气量（万立方米） | Amount of saved steam (10,000 cubic meter) | | 90 |
| 耗水总量（万吨） | Total water consumption (10,000 tons) | | 124 |
| 节水量（万吨） | Amount of saved water (10,000 tons) | | 1.6 |
| 减少 CO ₂ 排放量（万吨） | Reduced CO2 emission (ton) | | 1+ |



加入世界可持续发展工商理事会，应对可持续挑战

案例

COFCO International Joins World Business Council for Sustainable Development to Tackle Sustainability Challenge

面对全球人口和对粮食增长的需求给农业供应链和土地使用带来的巨大挑战，中粮国际以负责任的方式为全世界提供粮食，通过制定和实施可持续发展战略，在满足当下粮食需求的同时，保护生态环境，以保障未来的粮食和农业生产。

中粮国际坚信，要在保障粮食生产的同时实现可持续战略目标，需要农粮业价值链上所有利益相关方的紧密合作。因此，中粮国际本着合作与可持续的价值观，与利益相关方共同努力，打造合作伙伴关系，于2019年2月加入世界可持续发展工商理事会，共同为全球尽快实现可持续发展积极努力。中粮国际还加入该理事会的软商品论坛（SCF），与全球领先的农商企业一起同政府、农民、消费者和非政府组织等一道，为创造一个更安全、更可持续的粮食系统而共同努力。

面对解决巴西塞拉多地区大豆生产中潜在的森林滥伐问题，中粮国际同其他软商品论坛的成员企业一道，报告从滥伐风险较高的巴西塞拉多地区采购的大豆在整个巴西采购大豆中的占比，并每六个月对数据进行更新。通过与世界可持续发展工商理事会成员企业交流，中粮国际深化与各利益相关方和同行的合作，为推动农业可持续发展贡献力量。

Faced with daunting challenges on agricultural supply chain and land use by the global population and their increasing need for grain, COFCO International provides grain to the whole world in a responsible manner and draws up sustainable development strategy to protect the environment while meeting the demand for grain now and in future.

COFCO International firmly believes that all stakeholders of the whole value chain are required to work closely together in order to reach the goal of sustainability strategy while providing agri-products. Therefore, abiding by the values of cooperation and sustainability, COFCO International makes joint efforts with stakeholders and builds partnerships. In late February 2018, COFCO International joined the World Business Council for Sustainable Development (WBCSD), making active efforts to usher the world into a sustainable society as quickly as possible. COFCO International also joined its Soft Commodities Forum (SCF), teaming up with the world's leading soft commodities companies to work with governments, producers, consumers and civil societies to create a safer and more sustainable grain system.

Faced with the challenge to solve the land use issues caused by soybean production in Cerrado, Brazil, COFCO International together with other members reported to the Forum the percentage of soybean purchased from Cerrado region in all the soybeans purchased from Brazil and upgraded the data every six months. By exchanging information with member enterprises of WBCSD, COFCO International deepened cooperation with its stakeholders and counterparts, contributing to agricultural sustainable development.





点滴公益建设和谐社会

Building a Harmonious Society Via Providing Public Services

中粮集团坚持自身发展成果与社会共享，充分发挥自身经济、资源、人才优势，并鼓励员工积极开展志愿公益活动，投身社区公益事业，助力社会人才培养、传播生态文明理念，携手社区共同奔向全面小康社会。

COFCO insists on sharing its development with the society, gives play to its economic, resource, and talent advantages, encourages its employees to actively engage in volunteer and public services, dedicates itself to community welfare, facilitates the cultivation of social talents, communicates the concept of ecologic civilization, and teams up with the community to march toward a moderately well-off society in an all-round way.



「关注青少年教育」 Pay Attention to Youth Education

中粮集团将儿童和青少年健康成长及教育成才作为社会贡献的重要方面，并充分发挥资金、人才及粮食企业营养健康的专业优势，通过形式多样的公益活动，普及儿童营养健康知识文化，创造更为优质的教育环境，促进青少年全面发展。

COFCO regards healthy growth and education of children and youth as important social contribution. By giving full play to its capital, talent, and nutrition and health expertise, COFCO Corporation disseminates children nutrition and health knowledge and culture, creates better education environment, and promotes comprehensive growth of youth through various public services.



举办 2018 年全国青少年高校科学营粮农专题营活动

案例

Sponsor 2018 National Youth Grain & Agriculture-Themed Science Camp in College

2018 年 7 月 18 日，中粮开放日之科学营体验活动在中粮贸易职业教育学院举行。科学营成员们参观了保管员实验室、检验员实验室，学习与粮食检验有关的化学检验知识以及相关仪器的操作，并开展了一场与粮食知识有关的竞赛。活动为青少年学生们打开了了解中粮和普及粮油食品科技知识的窗口，鼓励他们树立远大志向，未来投身祖国现代农业发展事业当中，展现了中粮集团作为粮油食品领军企业的责任与担当。

On July 18, 2018, the science camp of "COFCO Open Day" was held at COFCO Trading Vocational Education College. Members of the science camp visited storekeeper lab and inspector lab, learned about chemical examination knowledge related to grain testing and the operation of relevant instruments, and held a contest on knowledge about grains. The camp opened a window for young students to have a glimpse of COFCO and familiarize themselves with knowledge about G&O and food technology.



中粮开放日之科学营体验活动在中粮贸易职业教育学院举行，为青少年学生们打开了了解中粮和普及粮油食品科技知识的窗口，展现了中粮集团作为粮油食品领军企业的责任与担当。

The science camp of "COFCO Open Day" was held at COFCO Trading Vocational Education College, opening a window for young students to have a glimpse of COFCO and familiarize themselves with knowledge about G&O and food technology, and showcasing COFCO duty and responsibility as a leading G&O and food enterprise.

「奉献环保公益」

Dedication to Environmental Protection

中粮集团重视环境保护及环保宣传，积极向社区居民及孩子们传递环境保护知识，传播生态文明理念，提高公众的环保意识。

COFCO attaches great importance to environmental protection, actively communicates relevant concept and knowhow to the residents and children of the community to raise the public awareness.



晒空碗全球微公益活动

案例

A Global Campaign of Micro Public Good to Show off an Empty Bowl

2018 年 7 月 31 日，中粮晒空碗行动在北京西单大悦城成功举办，活动采取西单大悦城内部“晒空碗”式改造、网络直播、用户在微博 + 微信朋友圈晒出空碗图片等方式，号召更多节粮爱粮的小伙伴一起晒美食、晒空碗。晒空碗行动展示了中粮作为农粮食品行业领军者的担当以及坚持微公益的初心，增强了大众珍惜粮食的意识和对平凡生活的热爱。

On July 31, 2018, the 8th campaign was launched in Xidan GRANDJOY, Beijing. By showing off an empty bowl inside Xidan GRANDJOY, live broadcast on the Internet, and posting pictures of empty bowls by users on Weibo + Wechat moments, COFCO on more people to show off tasty food and empty bowls to save grains. The campaign demonstrates COFCO's responsibility as a leader in agri-grain and food industry as well as its original aspiration to persevere in micro public good and strengthens public awareness of cherishing grains and their passion for ordinary life.



晒空碗行动展示了中粮作为农粮食品行业领军者的担当以及坚持微公益的初心，增强了大众珍惜粮食的意识和对平凡生活的热爱。

The campaign to show off empty bowls demonstrates COFCO's responsibility as a leader in agri-grain and food industry as well as its original aspiration to persevere in small acts of charity and strengthens public awareness of cherishing grains and their passion for ordinary life.

「热心志愿服务

A Passion for Volunteer Service」

中粮集团始终将回馈社会视为企业应尽的责任，并组织开展多样化社会公益实践活动，发挥员工志愿者力量，携手公益慈善机构，用爱心和实际行动，为社会带来积极和持久的改善，贡献社会发展。

COFCO has always deemed contribution back to the society as its responsibility and organized various social services to give play to its employee volunteers' strength. By teaming up with social welfare philanthropic organizations, COFCO employees bring positive and enduring improvements to the society with their love and action, thus contributing to the social development.



国际手语日手语志愿者爱心传递温暖

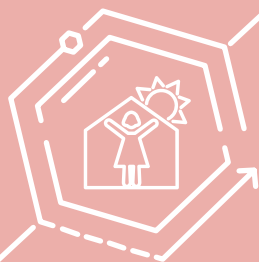
案例

Volunteers with Sign Language Skills Pass on Love and Warmth During International Week of the Deaf

9月23日是国际手语日。2018年9月22日，中粮可口可乐饮料（山东）有限公司联合威海市残联及山大威海分校的志愿者们在威海大世界步行街现场举办“让沟通无障碍，让爱看得见”手语教授公益活动，以提高社会各界对聋人群体的关注，活动得到中粮可口可乐的员工及广大市民的积极参与。本次活动帮助市民用简单的手语与听力障碍的聋人交流沟通，号召更多的人去理解聋人世界，关心、帮助聋人。

September 23, 2018 is the International Day of the Deaf. On September 22, 2018, COFCO Coca-Cola Beverages (Shandong) Co., Ltd. joined with Weihai Municipal Disabled Persons' Federation and volunteers from Weihai branch of Shandong University to hold a public sign language teaching event of "making love visible by removing communication obstacles" on the big world pedestrian street of Weihai to raise social awareness of deaf people. COFCO Coca-Cola employees and many residents actively participated in this event. This helps residents communicate with deaf people in simple sign language, and calls on more people to understand the world where deaf people live so as to care for and help them.





阳光文化打造温暖家园

Building Sunshine Corporate Culture

中粮集团视员工为可持续发展重要动力，依法保障员工权益、建立健全培训及晋升制度体系、关注员工健康安全，打造阳光透明的企业文化，让员工与企业共同成长，携手共进，收获价值、回报和个人发展。

COFCO deems its employees as a major driving force of sustainable development. It safeguards employees' rights and interests according to law, establishes and improves training and promotion mechanism and system, pays attention to employees' health and safety, creates optimistic and transparent corporate culture, and enables employees to grow with the enterprise hand in hand so as to reap values, rewards and personal career development.

「保障员工权益 Guarantee Employee Rights and Interests」

中粮集团坚持平等开放的多元化人才战略，营造先进的管理理念和多元包容的企业文化，坚持平等雇佣、多元融合的用人原则，尊重保障每位员工获得劳动报酬、职业健康等权益，为员工搭建民主沟通渠道，建立有竞争力的薪酬管理体系，确保员工高质量的生活。

COFCO sticks to diversified talent strategy based on equality and openness, fosters advanced management concepts and diverse and tolerant corporate culture, insists on HR principles of equal employment, diversity and harmony, respects and guarantees every employee's rights and interests, builds communication channel for employees, and establishes competitive remuneration system to ensure high quality life of its employees.





中粮国际获评 2018 巴西人力资源管理最佳企业

案例

COFCO International Ranked Among Companies with Best HR Practices in Brazil in 2018

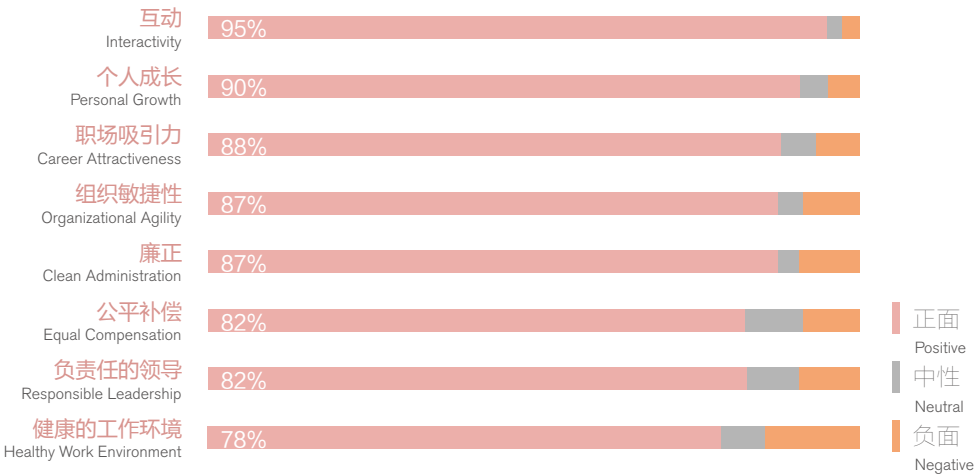
2018 年，全球领先的咨询公司美世（Mercer）与巴西《经济价值报》（Valor Econômico）联合开展了一项 2018 巴西人力资源管理最佳企业调查。调查结果显示，在巴西拥有 3001 至 7000 名员工数量等级的企业中，中粮国际位列人力资源管理最佳企业第三名。在互动性与发展程度两大调查维度中，中粮国际在受访员工中的平均认可度分别达到 95% 及 85%，显示出企业强大的凝聚力及其在巴西的发展程度。

The world leading consulting firm Mercer and Brazilian Valor Econômico jointly conducted a survey on best enterprises for HR management in Brazil in 2018. As indicated by survey results, among enterprises whose number of employees range from 3,001 to 7,000 in Brazil, COFCO International ranked the third among best enterprises for HR management. Regarding two major survey dimensions of interactivity and prosperity, COFCO International's average degrees of approval among respondents reached 95% and 85% respectively, demonstrating its powerful cohesion and its degree of prosperity in Brazil.

中粮国际被选为 2018 巴西人力资源管理最佳企业之一

COFCO International Ranked Among Companies with Best HR Practices in Brazil in 2018

| 互动 Interactivity | | 繁荣 Prosperity | |
|-----------------------------|--------------------------------------|-----------------------------|--------------------------------------|
| 中粮国际 COFCO International | 35 间最好的企业 Top 35 Best Enterprises | 中粮国际 COFCO International | 35 间最好的企业 Top 35 Best Enterprises |
| 95% | 94% | 85% | 85% |



* 该调查由美世咨询和巴西《经济价值报》联合进行
The survey was jointly conducted by Mercer and Valor Econômico

此项调查涵盖巴西所有产业，有 1000 余家企业参与，其中得分最高的 35 家企业被评选为人力资源管理最佳企业。

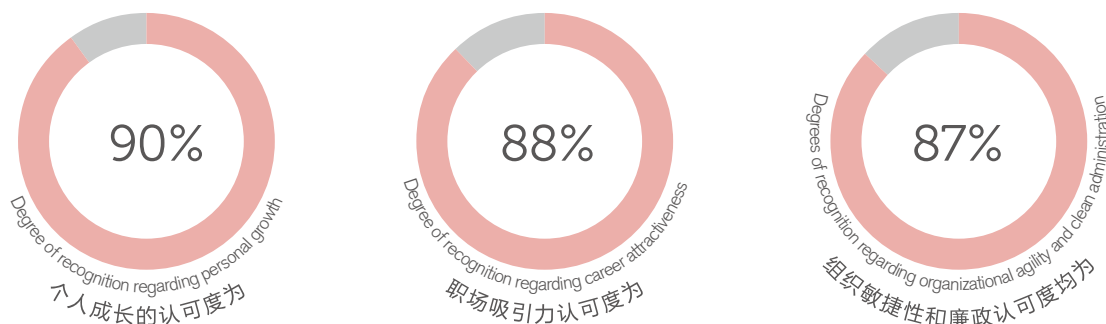
调查问卷围绕互动性和发展程度两大维度展开。其中，互动性包括了员工自豪感、认同感和企业激发性等；发展程度则包括了企业活力、社会贡献和福利待遇等。调查结果显示，在互动性这一维度上，受访员工对中粮国际的认可度为 95%，略高于前 35 家巴西人力资源管理最佳企业的综合平均值 94%；在发展程度这一维度上，受访员工的认可度为 85%，与前 35 家巴西人力资源管理最佳企业的综合平均值持平。

在调查的细分项中，中粮国际受访员工关于个人成长的认可度为 90%，职场吸引力认可度为 88%，组织敏捷性和廉政认可度均为 87%，公平补偿和负责任的领导认可度均为 82%，健康的工作环境认可度为 78%。

The survey covered all industries in Brazil, where over 1,000 enterprises took part and only 35 enterprises with the highest scores were recognized as the best enterprises for HR management.

The survey questionnaire revolved around two major dimensions: interactivity and prosperity. Interactivity included employees' sense of pride, sense of identity and enterprise's capability to inspire; prosperity included enterprise's vitality, social contribution and welfare. Survey results indicated that in the interactivity dimension the respondents' degree of recognition regarding COFCO International reached 95%, slightly higher than 94% -- the comprehensive average of top 35 best enterprises for HR management in Brazil. In the prosperity dimension, the respondents' degree of recognition reached 85%, on a par with the comprehensive average of top 35 best enterprises for HR management in Brazil.

In the survey's subdivided questions, 90% of COFCO International's respondents acknowledged the company's efforts in personal growth, 88% for career attractiveness 87% for organizational agility and clean administration, 82% for equal compensation and responsible leadership and 78% for healthy work environment.



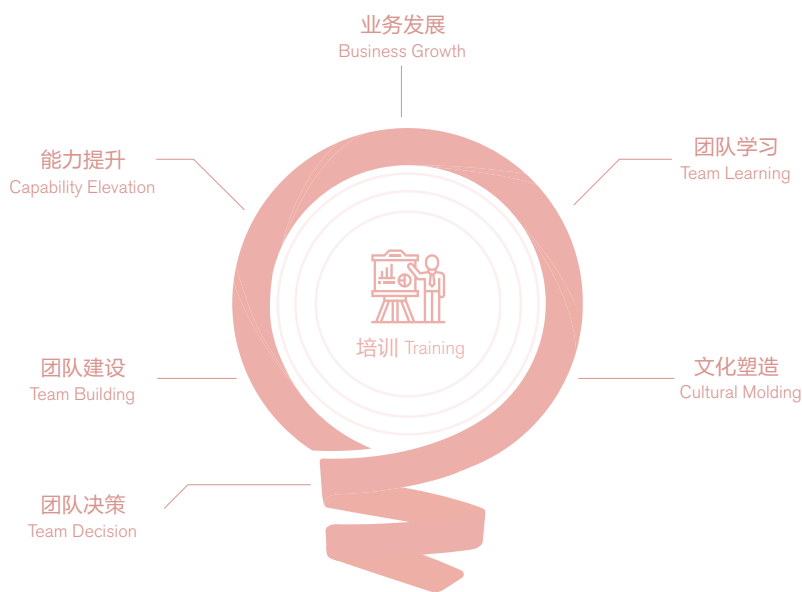
助力员工成长 Boost Career Growth of Employees

中粮集团将“做员工成长的促进者”视为企业的使命，建立市场化、专业化的职业发展路径，把培训作为提升员工能力素质进而促进业务的主要途径，建立分层、分类的培训体系，不断提高员工的专业知识储备和专业技能，为员工提供成长成才的舞台，助力员工职业新发展。

COFCO deems “boosting employee growth” as its corporate mission, builds market-oriented and professional career development paths for its employees and regards training as the major approach to elevating employees' capability and the business. COFCO has established a training system consisting of different layers and categories to enhance employees' professional knowledge base and skills and provide employees with a stage to grow.

培训在中粮的作用

Role of Training at COFCO



业务层面
战略转型
解决重大问题
团队决策

Business Level
Strategic Transformation
Solving Big Issues
Team Decision



组织层面
团队融合
团队建设
建设学习型组织文化塑造

Organization Level
Team Integration
Team Building
Build Learning Organization
Cultural Molding



个人层面
领导力提升

Personal Level
Leadership Elevation

中粮集团建立分类分级的干部人才培养体系，依托“晨光计划”，加强关键岗位后备队伍建设，每年选拔一批政治素质优、工作业绩好、发展潜力大的优秀年轻干部通过“3个月集中培训+6个月挂职锻炼”的形式，帮助学员加强党性修养，让学员在实践中成长，提高工作能力。“晨光计划”被国资委中国企业高管培训发展联盟评为“优秀管理类培训项目”。

COFCO has established a classified and graded management and talent cultivation system. Relying on “Twilight Program”, COFCO strengthens talent reserve for key posts and selects a batch of outstanding young talents with excellent quality, decent work performance, and great potential to undergo “3-month off the training + 6-month temporary positions for field practice”. The training enables the employees to grow through practice and raise their work capability and was rated as “excellent management training program” by China’s Association for Executives Development under SASAC.

「关爱员工生活」 Care for Employees' Life

中粮集团倡导快乐工作、快乐生活的理念，努力为员工营造良好的工作和生活氛围，组织员工开展丰富多样的文体活动，传播忠诚文化，并主动帮扶困难员工，以真诚之心与员工共建幸福温暖的大家庭。

COFCO advocates the concept of happy work and happy life, strives to create sound work and life atmosphere for employees, organizes a great variety of recreational and sports activities, disseminates the loyalty and quality culture, actively helps the needy employees, and works jointly to build a big, happy and warm family with sincerity.





首届职业技能竞赛火热开赛

案例

Kickoff of First Vocational Skills Contest

2018 年 9 月 27 日—28 日，首届中粮集团职业技能竞赛隆重开赛。制米工、制粉工、饲料加工三个竞赛工种的选手们在保证安全操作和技术指标的前提下，争分夺秒、奋勇争先，向在场的观众和同事们展示了丰富的理论知识、高超的职业技能和勇于拼搏的职业精神。本次竞赛围绕“良工巧匠”争创活动，大力选树先进典型和模范标杆，提升了中粮员工的行业自信，让崇尚技能的工作氛围更加浓厚，让精益求精的工匠精神更加深入人心，为建设知识型、技能型、创新型劳动者大军，推动粮油加工专业技术进步作出了贡献。

On September 27-28, 2018, the first vocational skills contest of COFCO was held. Under the condition of safe operation candidates from three groups of rice milling, flour grinding, and feedstock processing - raced against the time, summoned up all their courage and energy, and vied to be the first. By demonstrating to the audience and colleagues their rich theoretic knowledge, superb vocational skills and professionalism, the contest encouraged the spirits of striving to be the best "outstanding worker and skillful craftsman", vigorously screened and set up advanced role models and benchmarks, raised COFCO employees' confidence in their career, intensified the skills admiration, impressed more deeply upon everyone's mind with craftsman's spirit of seeking perfection, and contributed to building an educated, skilled, and innovative workforce as well as promoting G&O processing technology.



“良工巧匠”争创活动，为建设知识型、技能型、创新型劳动者大军，推动粮油加工专业技术进步作出了贡献。
The campaign to strive to be the "outstanding worker and skillful craftsman" made contributions to building an educated, skilled, and innovative workforce as well as promoting progress of professional G&O processing technology.



守望相助困难员工

案例

Give Mutual Help to Employees in Tight Situation

中粮包装切实保障员工切身利益，认真落实员工关怀工作，在员工困难之时，及时给予帮扶。2018 年开展困难职工慰问约 300 人次。昆山公司一名员工的妻子患急性髓系白血病，住院治疗的高额费用成为员工家庭的沉重负担。昆山公司党支部了解情况后，联合工会组织开展爱心募捐活动，向全体员工发出倡议，为员工捐款，同时，昆山公司也给予一定的慰问金，给予员工的家庭一些经济上的帮助和精神上的支持，帮助他们走过人生的困难时期。

CPMC conscientiously guarantees the immediate interests of employees, carefully carries out work to care for employees, and offers timely help and aid to employees in tight situation. In 2018, the Company helped around 300 employees in difficulties. The wife of an employee with Kunshan Company was attacked by acute myeloid leukemia and the exorbitant treatment bills became a heavy burden on his family. When Kunshan Company learned about this, it teamed with trade union to organize a charitable event to collect donations, proposing to all employees to donate. Meanwhile, Kunshan Company also provided donation to the employee's family to support them go through the difficult period.

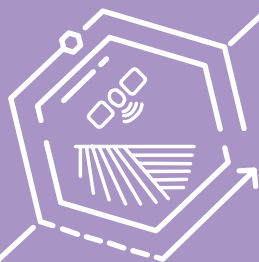


慰问困难职工
(人次)

Conveyed Sympathy
and Solicitude to
300 Employees in
Difficulties

300



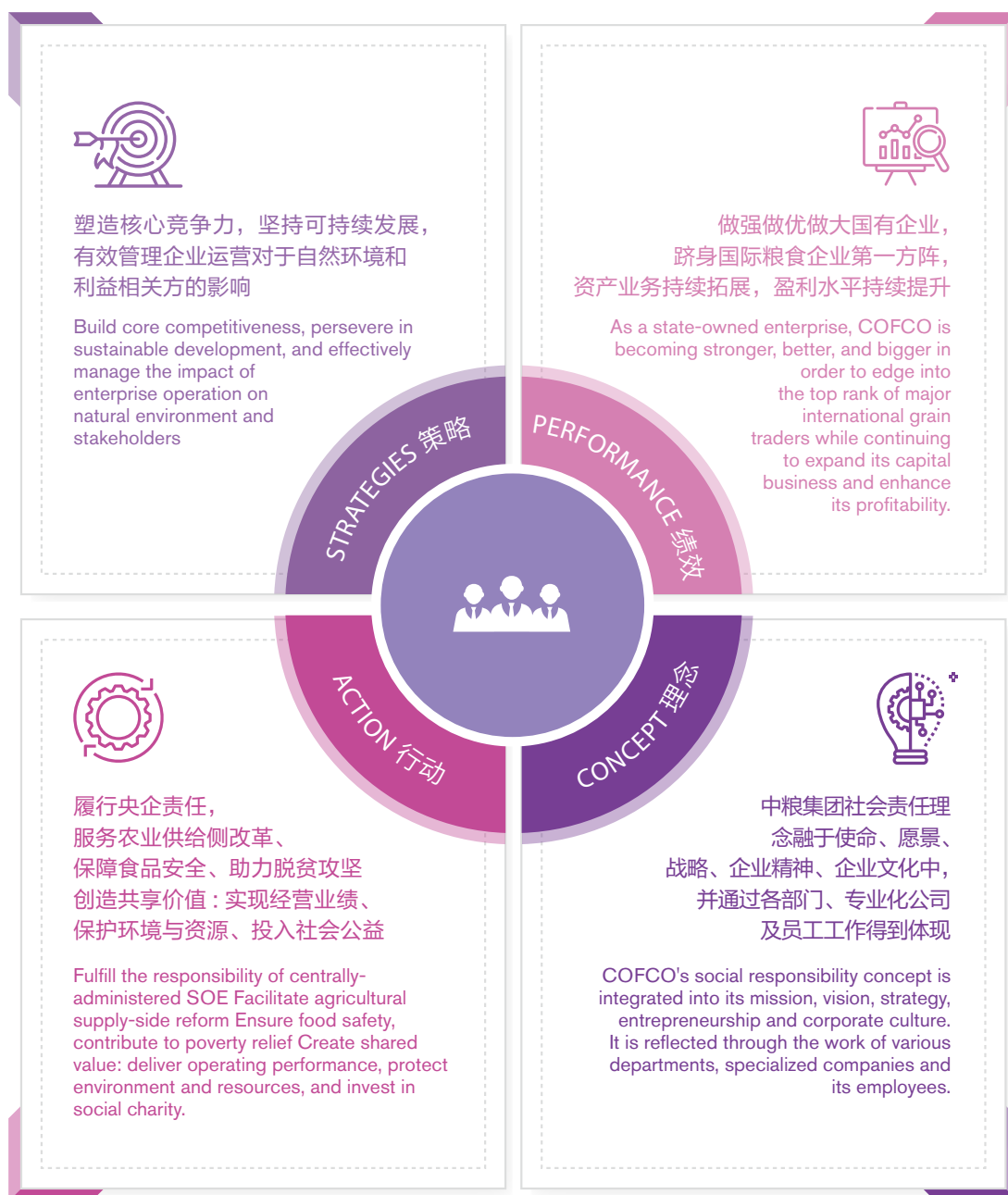


社会责任观

View of Social Responsibility

中粮集团始终贯彻将社会责任理念和企业发展战略相结合的理念，制定全面可持续发展计划，积极履行企业社会责任，最终实现“忠于国计 良于民生”的忠良责任，实现企业与社会、经济、环境的可持续发展。

COFCO has always integrated social responsibility with corporate strategy, formulated comprehensive sustainable development plan, actively fulfilled corporate social responsibility, and finally performed the responsibility of “being Loyal to the Nation and Beneficial to the People” and achieving sustainable development of the enterprise, society, economy and environment.



社会责任管理体系

Social Responsibility Management System

中粮集团以“打造具有国际水准的全产业链粮油食品企业”为履责策略，将经济效益与社会效益置于企业可持续发展的天平之上，强化社会责任管理，建立健全社会责任体系，通过建立多渠道的沟通方式，了解利益相关方期望，不断提升满足利益相关方需求的能力，实现管理绩效持续改进。

With the strategy of “building a world class G&O and food enterprise with fully-integrated value chain” to perform its responsibility, COFCO puts economic and social benefits on the scale of corporate sustainable development, reinforces its management and system construction, understands expectations of stakeholders through different channels of communication, and constantly enhances its capability to meet the needs of stakeholders and continuously improve performance.

实质性议题识别

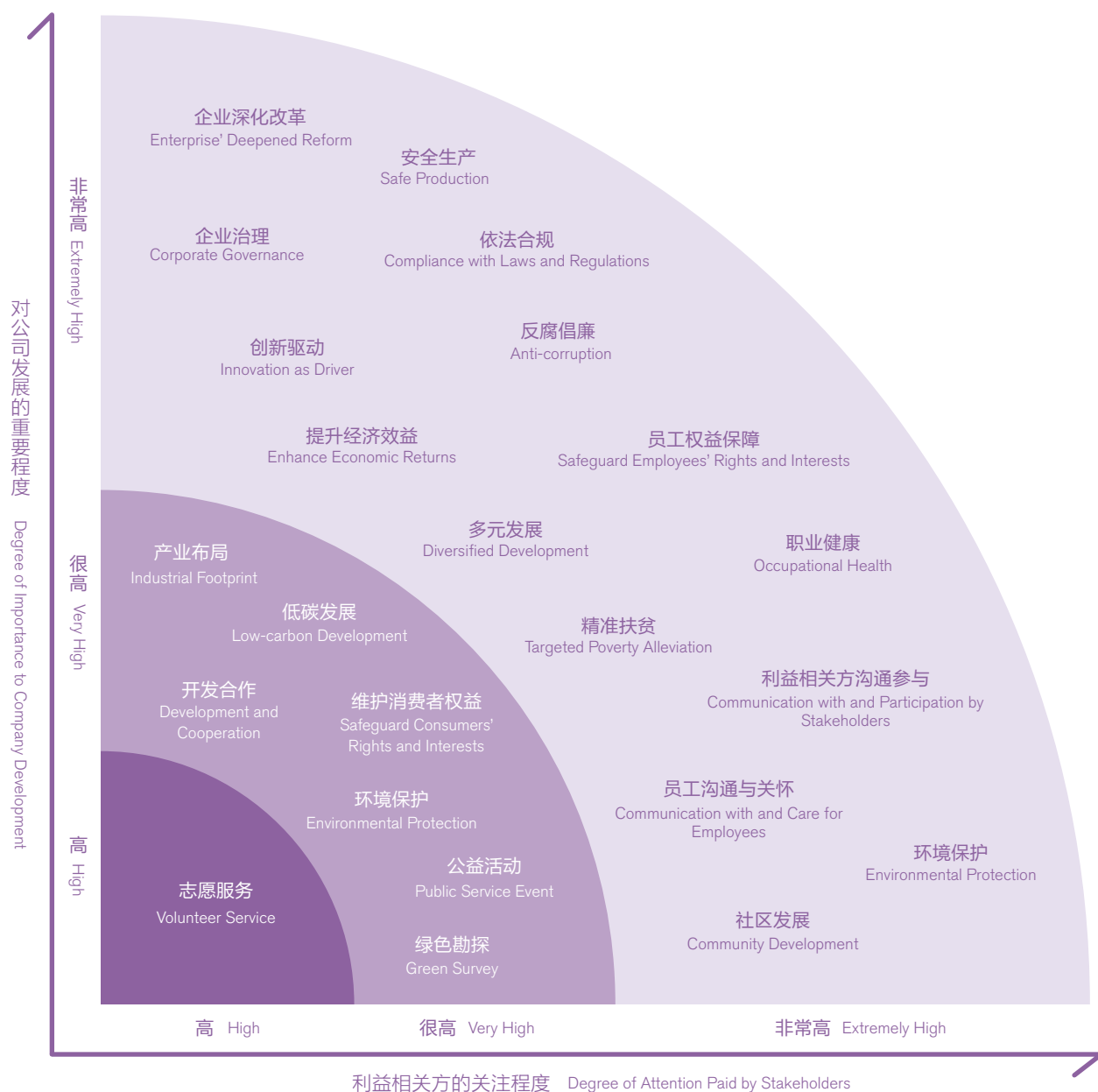
Identification of Substantial Issues

中粮集团从利益相关方角度出发，结合行业发展实际、集团发展战略规划，梳理国内外社会责任标准，识别并筛选出对集团和利益相关方都重要的实质性议题，绘制实质性矩阵，指导公司有的放矢地开展社会工作，以及为集团业务运营提供帮助。

From the perspectives of stakeholders, COFCO took into consideration the reality of development in the industry and its plan of development strategy, sorted out domestic and foreign social responsibility standards, identified and screened substantial issues that are important to both the Corporation and stakeholders, and designed a matrix of substantial issues to guide companies in carrying out social work with a definite objective and help the Corporation with business operation.

社会责任实质性议题矩阵

Matrix of Substantial Issues Concerning Social Responsibility



利益相关方沟通

Communication with Stakeholders

中粮集团致力于与利益相关方构建常态化沟通机制，积极回应政府、股东（投资者）、员工、农户、消费者 / 客户，合作伙伴、社会团体、社区等利益相关方的期望和诉求，争取利益相关方的信任和支持，推动社会责任的持续改进。

COFCO Corporation dedicates itself to establishing regular communication mechanism with stakeholders, actively responds to the expectations and appeals of stakeholders such as government, shareholders (investors), employees, farmers, consumers/clients, partners, social organizations and communities, strives to win the trust and support of stakeholders, and pushes for continuous improvement of social responsibility.

| 利益相关方 Stakeholders | 期望与诉求 Expectations and Appeals | 回应措施 Measures in Response | 沟通参与方式与渠道 Methods and Channels of Communication and Participation |
|-----------------------|--|--|--|
| 政府 Government | 保障粮食安全、支撑稳定粮油市场 支持新型农业、生态友好型农业发展 确保食品质量安全 Guarantee grain security & bolster a stable G&O market Support the development of new type of agriculture and ecology-friendly agriculture Ensure food quality and safety | 保障食品安全 发展新型农业和生态友好型农业 引导行业规范发展 Guarantee food safety Develop new type of agriculture and ecology-friendly agriculture Guide the regulated development of the industry | 日常工作会议 信息报送 专题会议及重大活动 Routine work meeting Reporting and submitting information Conference on special topic and major event |
| 农户 Farmers | 农业持续增产 农民稳定增收 Continuous increase of agricultural output Steady increase of farmers' income | 推动农村产业化、集约化经营 培育新型农业经营模式 Promote rural industrialization and intensification of operation Nurture new models of agricultural operation | 社区宣传 培训 合作共赢 Community publicity Training Cooperation and win-win |
| 股东 Shareholders | 降低企业运营风险 资本增值 投资者权益维护 Reduce enterprise's operational risks Increase the value of capital Safeguard investors' rights and interests | 加强风险管控 提升企业盈利能力 加强公司管理 Strengthen risk management and control Enhance enterprise's profitability Strengthens corporate management | 报告与通报 及时、全面信息披露 路演与反向路演 Report & circular Timely and complete information disclosure Roadshow and reverse roadshow |

| | | | |
|------------------------------|---|--|--|
| 员工 Employees | 基本权益保障 良好职业发展路径 健康舒适工作环境 Guarantee fundamental rights and interests Desirable career development path Healthy and comfortable workplace environment | 遵守法律法规 职业发展规划 职业健康与员工关爱 Abide by laws & regulations Career development plan Occupational health and care for employees | 职代会、民主生活会 员工培训及座谈会 关爱活动 Workers congress and democratic life meeting Employee training and informal discussion Event to show care and love |
| 客户 Clients | 优质产品及服务 良好的客户信息保护 Quality product and service Sound protection of client information | 提升产品质量及服务 加强信息安全建设 Improve product quality and service Strengthen information security | 客户拜访 服务热线及满意度调查 客户隐私保护 Visit to clients Service hotline and survey on degree of satisfaction Protection of client privacy |
| 合作伙伴 Partners | 良好合作关系 共同发展 Sound cooperative relations Mutual development | 公开透明合作机制 加强战略合作 Open & transparent cooperation mechanism Strengthen strategic partnership | 走访 信息沟通与经验分享 开展合作 Visit Information communication & experience sharing Conduct cooperation |
| 社会团体 Social organizations | 顺畅的沟通渠道 良好合作氛围 Smooth communication channels Sound ambience for cooperation | 定期信息发布 公开透明合作 Regular disclosure of information Open and transparent cooperation | 走访交流 专题会议 合作 Visit & exchange Special themed meeting Cooperation |
| 环境 Environment | 可持续运营 环境保护 Sustainable operation Environmental protection | 加强环境管理 绿色运营 节能降耗 Strengthen environmental management Green operation Energy-saving and consumption reduction | 宣传 开展活动 Publicity Hold events |
| 社区 Communities | 参与社区发展 支持社区建设 参与社会公益 Participate in community development Support community construction Participate in social public welfare | 精准扶贫 社区参与 支持教育发展 Targeted poverty alleviation Participation in community affairs Support development of education | 宣传走访 开展活动 Publicity & visit Hold events |



GRI Standards 内容索引

GRI Standards 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: In the column of Disclosures, ● Full disclosure, ● Partial disclosure, ○ COFCO does not report on this indicator, N/A This indicator is not applicable to COFCO.

| 指标编号 Indicator No. | 描述 Description | 对应页码 Pages | 披露情况 Disclosures |
|---------------------------|--|----------------------------|---------------------|
| GRI 101 | 基础 Foundation | | |
| GRI 102 | 一般披露 General Disclosures | | |
| 组织概况 Corporate Profile | | | |
| 102-1 | 组织名称 Name of the organization | 06 | ● |
| 102-2 | 活动、品牌、产品与服务 Activities, brands, products, and services | 06,08 | ● |
| 102-3 | 总部位置 Location of headquarters | 关于本报告 About This Report | ● |
| 102-4 | 营运位置 Location of operations | | ○ |
| 102-5 | 所有权与法律形式 Ownership and legal form | 06-07 | ● |
| 102-6 | 服务的市场 Markets served | 12-19 | ● |
| 102-7 | 组织规模 Scale of the organization | 06,09 | ● |
| 102-8 | 关于员工和其他工作者的信息 Information on employees and other workers | 61-67 | ● |
| 102-9 | 供应链 Supply chain | 22 | ● |
| 102-10 | 组织及其供应链的重大变化 Significant changes to the organization and its supply chain | | ○ |
| 102-11 | 预警原则或方针 Precautionary principle or approach | | ○ |
| 102-12 | 外部倡议 External initiatives | | ○ |
| 102-13 | 协会的成员资格 Membership of associations | | ○ |

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| 指标编号 Indicator No. | 描述 Description | 对应页码 Pages | 披露情况 Disclosures |
|---|---|----------------------------|---------------------|
| 战略 Strategy | | | |
| 102-14 | 高级决策者的声明 Statement from senior decision-maker | 04 | ● |
| 102-15 | 关键影响、风险和机遇 Key impacts, risks, and opportunities | 04 | ● |
| 管治 Governance | | | |
| 102-16 | 管理架构 Governance structure | 07 | ● |
| 102-17 | 经济、环境和社会议题的评审 Review of economic, environmental, and social topics | 71 | ● |
| 利益相关方沟通 Communication with Stakeholders | | | |
| 102-18 | 利益相关方群体列表 List of stakeholder groups | 72-73 | ● |
| 102-19 | 集体谈判协议 Collective bargaining agreements | | ○ |
| 102-20 | 利益相关方的识别和遴选 Identifying and selecting stakeholders | | ○ |
| 102-21 | 利益相关方参与方针 Approach to stakeholder engagement | 72-73 | ● |
| 102-22 | 提出的主要议题和关切问题 Key topics and concerns raised | 72-73 | ● |
| 报告实践 Reporting Practice | | | |
| 102-23 | 合并财务报表中所涵盖的实体 Entities included in the consolidated financial statements | | ○ |
| 102-24 | 界定报告内容和议题边界 Defining report content and topic boundaries | 70-71 | ● |
| 102-25 | 实质性议题列表 List of material topics | 71 | ● |
| 102-26 | 信息重述 Restatements of information | | ○ |
| 102-27 | 报告变化 Changes in reporting | | ○ |
| 102-28 | 报告期 Reporting period | | ○ |
| 102-29 | 最近报告日期 Date of most recent report | 关于本报告 About This Report | ● |



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| 指标编号 Indicator No. | 描述 Description | 对应页码 Pages | 披露情况 Disclosures |
|-----------------------|--|----------------------------|---------------------|
| 102-30 | 报告周期 Reporting cycle | 关于本报告 About This Report | ● |
| 102-31 | 有关本报告问题的联系人信息 Contact point for questions regarding the report | 关于本报告 About This Report | ● |
| 102-32 | 符合 GRI 标准进行报告的声明 Claims of reporting in accordance with the GRI Standards | | ○ |
| 102-33 | GRI 内容索引 GRI content index | | ● |
| 102-34 | 外部鉴证 External assurance | | ○ |
| GRI 200 | 经济 Economy | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 12 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| GRI 201 | 间接经济影响 Indirect Economic Impacts | | |
| 201-1 | 基础设施投资和支持性服务 Infrastructure investments and services supported | 13-15 | ● |
| 201-2 | 重要间接经济影响 Significant indirect economic impacts | 16 | ● |
| GRI 202 | 采购实践 Procurement Practices | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 22 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| 202-1 | 向当地供应商采购支出的比例 Proportion of spending on local suppliers | | ○ |

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| 指标编号 Indicator No. | 描述 Description | 对应页码 Pages | 披露情况 Disclosures |
|-----------------------|--|---------------|---------------------|
| GRI 203 | 反腐败 Anti-corruption | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 42-55 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| 203-1 | 已进行腐败风险评估的运营点 Operations assessed for risks related to corruption | | ○ |
| 203-2 | 反腐败政策和程序的传达及培训 Communication and training about anti-corruption policies and procedures | | ○ |
| 203-3 | 经确认的腐败事件和采取的行动 Confirmed incidents of corruption and actions taken | | ○ |
| GRI 300 | 环境 Environment | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 42-55 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| GRI 301 | 物料 Materials | | |
| 301-1 | 所用物料的重量或体积 Materials used by weight or volume | | ○ |
| 301-2 | 所使用的回收进料 Recycled input materials used | 51 | ● |
| 301-3 | 回收产品及其包装材料 Reclaimed products and their packaging materials | | ○ |
| GRI 302 | 能源 Energy | | |
| 302-1 | 组织内部的能源消耗量 Energy consumption within the organization | 47 | ● |



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| 指标编号 Indicator No. | 描述 Description | 对应页码 Pages | 披露情况 Disclosures |
|-----------------------|---|---------------|---------------------|
| 302-2 | 组织外部的能源消耗量 Energy consumption outside of the organization | | ○ |
| 302-3 | 能源强度 Energy intensity | | ○ |
| 302-4 | 减少能源消耗量 Reduction of energy consumption | 50 | ● |
| 302-5 | 降低产品和服务的能源需求 Reductions in energy requirements of products and services | 49-50 | ● |
| GRI 303 | 水资源 Water | | |
| 303-1 | 按源头划分的取水 Water withdrawal by source | | ○ |
| 303-2 | 因取水而受重大影响的水源 Water sources significantly affected by withdrawal of water | | N/A |
| 303-3 | 水循环与再利用 Water recycled and reused | 52 | ● |
| GRI 304 | 排放 Emission | | |
| 304-1 | 直接（范畴 1）温室气体排放 Direct (Scope 1) GHG emissions | 47 | ● |
| 304-2 | 能源间接（范畴 2）温室气体排放 Energy indirect (Scope 2) GHG emissions | | ○ |
| 304-3 | 其他间接（范畴 3）温室气体排放 Other indirect (Scope 3) GHG emissions | | ○ |
| 304-4 | 温室气体排放强度 GHG emissions intensity | | ○ |
| 304-5 | 温室气体减排量 Reduction of GHG emissions | 51 | ● |
| 304-6 | 臭氧消耗物质（ODS）的排放 Emissions of ozone-depleting substances (ODS) | | N/A |
| 304-7 | 氮氧化物（NOx）、硫氧化物（SOx）和其他重大气体排放 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | | ○ |
| GRI 400 | 社会 Society | | |
| GRI 103 | 管理方法 Management Approach | | |

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| 指标编号 Indicator No. | 描述 Description | 对应页码 Pages | 披露情况 Disclosures |
|-----------------------|--|---------------|---------------------|
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 56-59 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| GRI 401 | 雇佣 Employment | | |
| 401-1 | 新进员工和员工流动率 New employee hires and employee turnover | | ○ |
| 401-2 | 提供给全职员工（不包括临时或兼职员工）的福利 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 61,67 | ● |
| 401-3 | 育儿假 Parental leave | | ○ |
| GRI 402 | 培训与教育 Training and Education | | |
| 402-1 | 每名员工每年接受培训的平均小时数 Average hours of training per year per employee | | ○ |
| 402-2 | 员工技能提升方案和过渡协助方案 Programs for upgrading employee skills and transition assistance programs | 65 | ● |
| 402-3 | 定期接受绩效和职业发展考核的员工百分比 Percentage of employees receiving regular performance and career development reviews | | ○ |
| GRI 403 | 多元化与平等机会 Diversity and Equal Opportunity | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | | ○ |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| 403-1 | 管治机构与员工的多元化 Diversity of governance bodies and employees | 61 | ● |
| 403-2 | 男女基本工资和报酬的比例 Ratio of basic salary and remuneration of women to men | | ○ |



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|-----------------------|---|---------------|---------------------|
| GRI 404 | 当地社区 Local Communities | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 56-59 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| 404-1 | 有当地社区参与、影响评估和发展计划的运营点 Operations with local community engagement, impact assessments, and development programs | | ○ |
| 404-2 | 对当地社区有实际或潜在重大负面影响的运营点 Operations with significant actual and potential negative impacts on local communities | | ○ |
| GRI 405 | 客户健康与安全 Customer Health and Safety | | |
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | 24 | ● |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 24 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| 405-1 | 对产品和服务类别的健康与安全影响的评估 Assessment of the health and safety impacts of product and service categories | 27 | ● |
| 405-2 | 涉及产品和服务的健康与安全影响的违规事件 Incidents of non-compliance concerning the health and safety impacts of products and services | | ○ |
| GRI 406 | 营销与标识 Marketing and Labeling | | |
| 406-1 | 对产品和服务信息与标识的要求 Requirements for product and service information and labeling | 08 | ● |
| 406-2 | 涉及产品和服务信息与标识的违规事件 Incidents of non-compliance concerning product and service information and labeling | | ○ |
| 406-3 | 涉及市场营销的违规事件 Incidents of non-compliance concerning marketing communications | | ○ |
| GRI 407 | 社会经济合规 Socioeconomic Compliance | | |

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|-----------------------|---|---------------|---------------------|
| GRI 103 | 管理方法 Management Approach | | |
| 103-1 | 对实质性议题及其边界的说明 Explanation of the material topic and its boundary | | ○ |
| 103-2 | 管理方法及其组成部分 The management approach and its components | 12 | ● |
| 103-3 | 管理方法的评估 Evaluation of the management approach | | ○ |
| 407-1 | 违反社会与经济领域的法律和法规 Non-compliance with laws and regulations in the social and economic area | | ○ |





官方网站 / Website
www.cofco.com



电话 / Tel
8610 85006688 400 810 6180



传真 / Fax
8610 85610700



《中粮集团2018年社会责任报告》联系方式

中粮集团办公厅

地址：北京市朝阳区朝阳门南大街8号中粮福临门大厦

邮政编码：100020

"COFCO CSR Report 2018" Contact

COFCO Corporate Office

Address : COFCO Fortune Plaza, No. 8 Chaoyangmen

South Street, Chaoyang District, Beijing, China 100020



官方微博 / Weibo



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