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## 中粮集团社会责任报告

COFCO CSR REPORT



# 报告导读

## About the report

### ▪ 组织范围 Scope

本报告覆盖中粮集团有限公司（或“中粮集团”“中粮”“集团”“公司”“我们”）及所属专业化公司在经济、环境和社会等方面的履责行动和绩效，是中粮集团的第 18 份社会责任报告。

This report covers practices and performance of COFCO Corporation Limited (or “COFCO Corporation”, “COFCO”, “the Corporation”, “the Company”, “We”) and its specialized subsidiaries in assuming economic, environmental, and social responsibilities. It is COFCO’s 18<sup>th</sup> Corporate Social Responsibility (CSR) Report.

### ▪ 参考标准 Standards

国务院国资委《关于新时代中央企业高标准履行社会责任的指导意见》

中国社会科学院《中国企业社会责任报告指南 4.0 (CASS-CSR 4.0)》

全球报告倡议组织 (GRI) 《可持续发展报告标准》

《联合国可持续发展目标》 (SDGs)

Guidelines for Centrally-administered State-owned Enterprises (Central SOEs) to Fulfill Social Responsibilities with High Standards in the New Era by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)  
Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 4.0) by the Chinese Academy of Social Sciences

Sustainability Reporting Standards by the Global Reporting Initiative (GRI)

Sustainable Development Goals (SDGs) by the United Nations

### ▪ 信息来源 Sources

本报告所用信息及数据均来自公司正式文件和统计报告。报告中的财务数据以人民币为单位，特别说明除外。

The information and data disclosed in this report originate from the Company’s official documents and statistical reports. All monetary amounts in this report are denominated in yuan unless otherwise specified.

### ▪ 延伸阅读 Access

您可通过以下方式获取中粮集团更多社会责任信息：中粮集团官方网站：[www.cofco.com](http://www.cofco.com)

More information about COFCO’s social responsibility efforts is available on COFCO official website: [www.cofco.com](http://www.cofco.com)

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# 目录 CONTENTS

- 01 报告导读 About the report    04 董事长致辞 Letter from our Chairman    08 关于我们 About us    11 责任管理 CSR management    138 指标索引 Index of indicators

## 22 深入实施“八大提升工程”，开创中粮高质量发展新局面 Advancing Eight Enhancement Initiatives at full throttle to pave ways for COFCO's new high-quality development

### 24 聚焦一：持续增强改革活力，提升现代企业治理运行效能 Focus One: Energizing reform and improving corporate efficiency

- 26 深化体制机制改革，释放高质量发展内生动力  
Deepen systemic reforms to organically energize high-quality development
- 28 优化法人治理结构，提升科学规范化治理水平  
Optimize corporate structure to enhance methodical & standardized governance
- 32 发挥党建引领作用，以清正廉洁作风干事创业  
Spearhead the unsullied entrepreneurship with integrity

### 38 聚焦二：围绕现代化产业体系建设，发展培育新质生产力 Focus Two: Building a modern industry system by developing and cultivating new quality productive forces

- 40 完善顶层设计，筑牢产业格局规划支撑  
Improve top-level design to reshape industry landscape
- 42 优化体制机制，“揭榜挂帅”盘活创新资源  
Improve innovation-supportive systems through open bidding for selecting the best candidates
- 44 营造创新生态，以人为本激发活力潜能  
Foster an innovation-friendly ecosystem to stimulate talents
- 45 聚力重点攻关，突破成果惠及国计民生  
Tackle key challenges to achieve economic and social benefits
- 48 智改数转纵深落地，智慧赋能全链增效  
Transform digitally and intelligently to increase efficiency across the chain

## 52 助力全球供应链畅通，建设世界一流农粮食品企业 Facilitating the global supply chain and building a world-class agri-food enterprise

- 54 畅通供应链，带动全球农粮产业协同发展  
Grease the wheels of the supply chain to drive collaborative development of the global agri-food industry
- 61 推动现代化农业建设，助力建设农业强国  
Build up the modern agricultural powerhouse
- 68 夯实农粮战略布局，增强国内产业链韧性  
Fortify the agri-food strategic landscape and build a more resilient domestic industry chain
- 73 发挥产业链长作用，共建互利共赢生态圈  
Lead the industry chain in jointly building a mutually beneficial ecosystem

## 76 高标准服务人民美好生活，奉献营养健康好食品 Serving people's aspiration to live a better life to the highest standard with nutritious and healthy food of great quality

- 78 增强粮油食品供给能力，全链条守护食品安全  
Enhance the supply capacity of grain & oil and safeguard food safety across the chain
- 84 瞄准个性需求，明星单品闪耀营养膳食新赛道  
Star products targeting personalized demands gaining popularity in the nutritional foodstuff market
- 88 深化精深加工布局，丰富功能性健康食品供给  
Advance the deep & extensive processing business to enrich the functional health foods portfolio

## 90 点亮品牌蓬勃生命力，锻造市场所需产业与服务 Wielding brands to forge market-oriented industries and services

- 92 品牌跨界联动，将中粮企业形象传遍四海五洲  
Cross-industry collaboration to communicate the COFCO brand image across the globe
- 98 需求为中心重构产业链，做解决方案的提供者  
Reconstruct the industrial chain with the demand-centered approach and transform into a solution provider

## 102 引领全面绿色转型，全力筑牢安全生产坚实防线 Leading the comprehensive green transformation and staying committed to safe production

- 104 增强绿色发展体系，产业升级中塑造未来优势  
Strengthen the green development system and get ahead of the curve on industrial upgrades
- 111 构筑中粮特色安全管控，统筹发展与安全大局  
Solidify the COFCO safety defense line and manage the development & safety big picture

## 114 善用传统文化与中国智慧，与世界共享发展成果 Employing traditional culture and Chinese wisdom to share development achievements with the world

- 116 发挥全产业链协同优势，全力服务区域协调发展  
Leverage collaborative industry strengths to fully support coordinated regional development
- 119 灵活利用地区资源禀赋，助力乡村全面繁荣振兴  
Utilize regional resource endowments to empower rural prosperity and revitalization
- 122 恪守“农者匠心”，以仁为怀开展全球志愿服务  
Insist on benevolence and kindness in carrying out volunteer services globally
- 124 多举措参与海外履责，践行人类命运共同体使命  
Take diverse actions to fulfill responsibilities overseas and contribute to building a community with a shared future for humanity

## 128 厚植企业文化，同心致远增强中粮人凝聚力向心力 Rallying COFCOers around a cohesive and positive corporate culture

- 130 维护员工合法权益，构建和谐稳定劳动关系  
Protect employees' rights and interests and build harmonious and stable employer-employee relations
- 132 搭建多元成长平台，建设优秀专业队伍  
Build a platform of diverse growth and a team of professionals
- 134 全面加强人文关怀，护航全体员工健康成长  
Adopt people-centric methodologies and support employees' healthy growth

# 董事长致辞

## 亲爱的各位朋友：

民以食为天。与国同行 77 年来，中粮集团始终把服务国计民生作为使命担当，胸怀“国之大者”，高标准履行社会责任，扎实推动可持续发展工作。2025 年是中国“十四五”规划的收官之年，更是全球粮食体系加速转型、中国迈向农业强国的关键节点。这一年，中粮集团坚持以习近平新时代中国特色社会主义思想为指导，全面实施“八大提升工程”，全方位推进系统性革新，全球资源调度能力稳步提升，粮食产业链供应链韧性持续增强，科技创新勇攀高峰成果丰硕，品牌传播力影响力美誉度不断彰显，交出“十四五”高质量发展时代答卷。

**作为筑牢农粮供应根基的支撑者，我们持续聚焦主责、做强主业，构建起全球领先、多元均衡的农粮资产体系及购销网络，重要农产品供给保障能力不断提升。**

持续完善海内外粮食主产区、主销区和关键物流节点的战略布局，巴西桑托斯码头、江苏靖江码头、国内小麦加工、油脂加工、生猪养殖等一大批重点项目陆续建成投运。截至 2025 年底，中粮集团农粮加工能力超 1 亿吨，仓储能力超 3200 万吨，中转能力超 8000 万吨，在全球范围内构筑起顺畅的农粮流通体系。

加大力度固链延链升链，不断提升农粮食品供应链安全保障能力，有效统筹海内外两个市场、两种资源，通过多元农产品采购与高效跨国供应链，将世界各地优质农粮送往全球餐桌，在丰富国内农产品品种结构的同时，有力满足海内外消费者日益多元的饮食需求。

**作为服务人民美好生活的创造者，我们坚持以客户为中心，以科技创新驱动产品升级，持续提供营养健康食品、全场景卓越服务和综合解决方案，让人民生活更有品质、更有滋味。**

以客户需求牵引产业链重构，充分满足消费者多元化需求，努力实现从与客户面对面到与客户肩并肩、从一般性标准化产品到差异化定制化产品、从大宗产品供应商到综合解决方案提供商的转型。大力发展精深加工和功能性食品的研发与创新，自主研发 D-阿洛酮糖并实现大规模应用，亚麻籽食用油、亚麻籽猪肉、屯河番茄炒蛋“小金罐”、安糖盾益生菌等一系列营养健康产品走进千家万户餐桌厨房。

持续发展培育中粮特色新质生产力，加快推动科技创新和产业创新深度融合，扎实推进“智转数改”，全面改造提升传统产业，实现产品品质与服务体验双跃升。2025 年，中粮集团在一系列重点领域取得标志性成果，自主研发新一代大型连续式粮食烘干机，“粮仓六面主动控温系统”“益生菌乳制品制造技术”两项成果入选国务院国资委推荐目录。

全力保障全国粮油食品物资市场化供应，服务民生，并坚持用最严谨的标准、最严格的监管保障消费者“舌尖上的安全”。2025 年，中粮集团“以忠良品质为核心的六全六共全产业链质量管理模式”获得中国质量奖提名奖。

**作为助力农业强国建设的引领者，我们努力探索中国式农业现代化的新路径，以产业实践、绿色转型带动农业增效和农村发展，在广袤田野书写新时代的丰收篇章。**

统筹国家所急、农民所盼、中粮所能、发展所需，聚焦“八个关键问题”加快探索现代农业发展模式，在吉林梨树先行先试，设立农业现代化示范区，同步在小麦、稻谷等重要产区深化实践，以工业化理念重塑农业生产方式，促进种子、农事、金融等上下游协同合作，在掌控优质粮源的同时，推动农业转型、农民增收，为中国式农业现代化贡献中粮智慧与力量。

坚持因地制宜、精准施策，开展产业帮扶，充分发挥农粮全产业链优势，引导广大农民深度融入现代农业产业体系，多渠道带动农民增收致富，推动帮扶工作提质增效，为全面推进乡村振兴注入强劲动能。

牢固树立和践行绿水青山就是金山银山的理念，主动服务国家“双碳”目标和生态文明建设，助力经济社会全面绿色转型。截至 2025 年底，中粮集团共有国家级绿色工厂 82 家，全年新建国家级绿色工厂 18 家。

**作为建设世界一流企业的示范者，我们加快建立适合中粮自身特点的中国特色现代企业制度，塑造“国民信赖、全球知名”的品牌形象，奠定基业长青的坚实基础。**

全面落实“两个一以贯之”，始终坚持党的全面领导这一核心原则，以建设世界一流企业为目标，持续完善法人治理，以改革深化提升行动为总抓手，加快建设现代新国企，深入实施治理体系治理能力、业务融合等提升工程，进一步激发各类要素活力动力。截至 2025 年底，中粮集团已连续 4 年获评国务院国资委改革考核 A 级、价值创造连续两年考核获评 A 级。中粮集团董事会连续 5 年获评国务院国资委“优秀”等级。

坚持把品牌建设摆在关乎大国声誉、民生福祉和企业命运的战略高度，扎实推进“品牌建设提升工程”，精心锻造一系列“国民产品”，持续厚植品牌竞争力。积极构建“中粮良品会”智慧零售生态平台，实现全域贯通购物体验。2025 年，中粮集团品牌价值达到 1543.48 亿元，位列 2025 年《中国企业品牌价值 TOP100》榜单第 46 位，《中央企业品牌价值 TOP60》榜单第 18 位。

锻造高素质干部队伍，积极引育新质人才，让想干事者有机会、能干事者有舞台、干成事者有位置。大力践行中粮核心价值观，凝聚十四万中粮人同心同向的精神力量，让每一位员工都拥有归属感、成就感与价值认同。

山海寻梦，不觉其远；征途漫漫，惟有奋斗。时值“十五五”开局之年，中粮集团将更加紧密地团结在以习近平总书记为核心的党中央周围，聚焦新使命新目标，纵深推进“八大提升工程”，坚持战略引领、稳中求进、创新驱动，加快建设具有全球竞争力的世界一流农粮食品企业，以优异成绩迎接中国共产党成立 105 周年，在中国式现代化崭新征程上，奋力书写中粮集团高质量发展的璀璨华章。



中粮集团董事长

# Letter from our Chairman

Dear friends,

Food is of paramount importance to the people. Over the past 77 years of growing with the People's Republic of China, COFCO has always committed itself to serving the national stability and people's livelihood, striving for the greater good, fulfilling social responsibilities according to high standards, and steadily promoting sustainable development. Year 2025 marks the conclusion of China's 14<sup>th</sup> Five-Year Plan. It's also a year of critical juncture for the global food system to accelerate transformation and for China to ascend to the status of an agricultural powerhouse. The past year saw COFCO's commitment to implementing the Eight Enhancement Initiatives at full throttle and advancing a comprehensive systematic renovation. We made steady improvement on our global resource allocation capabilities, built stronger resilience to our food industry and supply chain, achieved fruitful results in sci-tech innovation, and demonstrated a more influential and reputable COFCO brand, passing the test characterized by high-quality development in the 14<sup>th</sup> Five-Year era with flying colors.

**As one of the pillars that solidify the foundation of agri-food supply, we concentrate our focus on our main responsibilities and work effortlessly to strengthen our core business by establishing a world-leading diversified agri-food asset landscape and trade network, allowing our capacity of ensuring the supply of key agricultural products to continuously grow.**

We are relentless in optimizing the strategic layout of assets across major producing areas, main markets, and key logistics nodes both domestically and internationally. A series of priority projects such as the Port of Santos in Brazil and the Jingjiang Port in Jiangsu, as well as capacity-building programs concerning wheat milling, oilseeds crushing, and pig farming, finished construction and started operation one after another. By the end of 2025, COFCO's agri-food processing capacity had exceeded 100 million tons, storage capacity 32 million tons, and transshipment capacity 80 million tons, anchoring an efficient agri-food circulation system around the globe.

Intensified efforts to solidify, extend, and elevate the supply chain have enabled COFCO to better safeguard the agri-food supply chain. By coordinating the domestic & international markets and resources through our diversified agri-food origination and efficient multinational supply chains, we deliver high-quality products from around the world to people everywhere, enriching the portfolio of domestic agricultural products and meeting the increasingly diverse dietary needs of consumers at home and abroad.

**As producers that serve people's consumption demands, we adhere to a customer-centric and sci-tech-innovation-driven approach that strengthens our ability to offer nutritious & healthy food as well as all-scenario services & solutions, thus enriching the consumption options in people's daily lives.**

We are guided by customer demands as we reconstruct the industrial chain to fully meet the diversified needs of consumers, shifting our relationship with customers from face-to-face to shoulder-to-shoulder, product methodology from generic & standardized to differentiated & customized, and positioning from a bulk product supplier to a comprehensive solution provider. We are vigorous in our R&D and sci-tech innovation efforts on deep processing and functional foods. COFCO's independently-developed D-allulose has achieved large-scale commercialization, and a series of nutritious & healthy products such as readily-edible flaxseed oil, flaxseed-fed pork, Tunhe's "golden" canned tomatoes tailor-made for tomato scrambled eggs, and Mengniu's sugar-substitute-based probiotics powder, are found in the kitchens and on the dining tables across Chinese households.

We keep exploring and developing COFCO's unique new quality productive forces, integrate sci-tech & industrial innovation, make concrete steps in digital and intelligent transformation, lead complete upgrades of traditional sectors, and elevate both product quality and service experience. In 2025, COFCO had a handful of landmark accomplishments to show for its sci-tech innovation campaign. We developed the new generation of heavy-duty continuous grain dryer, and the fully automated & surface-segmented temperature-monitoring system for grain silos, along with the probiotic-based dairy manufacturing technology, was recommended by SASAC as noteworthy sci-tech innovations from central SOEs.

We are devoted to ensuring the market-oriented supply of grain & oil and foodstuff remain sufficient. We serve people's livelihoods to the best of our ability, making sure their food safety is guaranteed under the most rigorous standards and the strictest supervision. In 2025, COFCO's whole-industry-chain management model was nominated for the China Quality Award.

**As a leading contributor to the national endeavor of becoming an agricultural powerhouse, we strive to explore new paths for agricultural modernization with Chinese characteristics, making agricultural production more efficient and rural areas more prosperous through industrial practices and green transformation, ushering in a new chapter of development across the vast farmland.**

Based on what the nation calls on, what farmers long for, what COFCO excels at, and what development requires, we've narrowed down our focus to eight key issues and taken faster steps in exploring a modern agricultural development model, which we've piloted in Lishu, Jilin. At the same time, we've amplified practices in important producing regions of wheat and rice guided by the core idea of reshaping agricultural production with industrialization methodology that promotes upstream-to-downstream collaboration from stakeholders in seeding, farming, and financing. COFCO benefits from stronger origination of high-quality crops and is able to drive agricultural transformation, increase farmers' income, and contribute our fair share of know-how to empower modern Chinese agriculture.

We bear the unique circumstances of rural areas in mind when taking precision-based measures of industrial assistance. Our business advantages across the industry chain are fully leveraged in guiding farmers to buy into the modern agri-industrial system, generating more income for farmers through different channels, improving the quality and efficiency of assistance programs, and injecting strong momentum into rural revitalization.

We are a determined practitioner of the belief that "lucid waters and lush mountains are invaluable assets" by integrating our business development into the national "dual carbon" goals, eco-civilization development, and the comprehensive green transformation of the economy and society. By the end of 2025, COFCO had 82 national-level Green Factories under its belt, among which 18 were newly built.

**As an exemplary group developing towards a world-class enterprise, we build up a modern Chinese corporate system tailored to COFCO's characteristics, putting up a brand image trusted by the people and known by the world, and laying a solid foundation for enduring success.**

To emerge successful on the objective of building a world-class enterprise, COFCO has been fine-tuning corporate governance, deepening reform, revamping systemic capabilities, pushing forward business integration, and charging up the all-hands-on-deck development. By the end of 2025, COFCO had received the highest ratings for its reform performance for the fourth consecutive year and value creation for the second consecutive year. Our board of directors has been rated "Excellent" by SASAC for five consecutive years.

Raising brand building as a strategic priority that concerns national reputation, civil prosperity, and corporate prospect, we've kick-started the brand-building enhancement initiative and given life to a number of household products as part of the effort to make our brand more competitive. "COFCO Goods Shop," a smart retail platform that seamlessly incorporates the entire COFCO consumption ecosystem, was launched to offer consumers a one-stop shopping experience. In 2025, with the brand value estimated at 154.348 billion, COFCO ranked 46<sup>th</sup> in the "2025 TOP 100 Chinese Companies by Brand Value" list and 18<sup>th</sup> in the "2025 TOP 60 Chinese Central State-owned Enterprises by Brand Value" list.

We've put greater emphasis on the quality of management teams at all levels, recruiting new talents, enabling ambitions, empowering competences, and rewarding achievements. COFCO's core values are actively promoted, rallying around 140,000 COFCO employees towards a common goal with a sense of belonging, achievement, and value realization.

No journey is too long when you pursue a dream; the only way forward is unremitting effort. As we set out to open up a new era driven by the 15<sup>th</sup> Five-Year Plan, COFCO will focus closely on the new missions and goals, keep advancing the Eight Enhancement Initiatives with strategic, steady, and innovative methods, strive to become a world-class agri-food enterprise with global competitiveness, drafting an even more brilliant chapter of high-quality development.



Li Guoqiang

Chairman of COFCO

# 关于我们

## 公司简介

作为与新中国同龄的中央直属大型国有企业，中粮集团有限公司立足农粮核心主业，同时涉足食品、金融及地产领域，已经成为全球领先的国际化农粮食品企业。

截至 2025 年底，集团资产总额超 7000 亿元，2025 年度集团整体营业总收入 5891 亿元，利润总额超 120 亿元。

全球布局、全产业链运营，是全球农粮供应链的重要组织者。中粮集团构建了覆盖跨国农粮收储、物流、加工、贸易的全产业链供应系统，业务遍及六大洲，资产分布近 40 个国家和地区，年农粮经营规模 1.8 亿吨。集团聚焦粮、油、糖、棉等品类，重点布局南美、黑海等全球最具增长潜力的优势产区和亚太、欧洲、非洲等覆盖全球一半以上人口的消费市场，投资仓储设施、港口、码头、铁路、大型现代化散粮运输船队，建设农粮加工基地，密织全球贸易网络，建立起链接东西半球的农粮贸易大通道，助力全球农粮供应更稳定更高效。

以量担当、以创新重塑传统行业，是推动中国农粮产业转型升级的领军者。中粮集团作为中国农粮进出口主渠道、“北粮南运”物流大通道重要构建者，粮食贸易经营规模在国内粮食流通企业中排名第一，油料年加工能力、食糖经营量、玉米经营量全国第一，玉米深加工能力、小麦年加工能力、棉花经营量位居全国前列，并已经形成了与量相匹配的转运能力和规模化、现代化的加工能力。在东部沿海、长江沿岸等流通关键区位，建设了北良港、靖江码头等现代化农粮物流枢纽，在中国最主要的农粮产区和销区建立起 200 余个加工基地，拥有亚洲最大的综合粮油加工产业园。集团加快培育发展农粮新质生产力，以科技创新重塑传统行业，与产业链条上几十万合作伙伴携手，共同助力建设现代化农粮产业体系。

国民品牌、满足消费升级，是优秀食品品牌的缔造者、营养健康的引领者。中粮集团为中国消费者提供小包装米、面、食用油、糖、酒、饮料、肉和肉制品、茶叶、乳制品等。新中国第一瓶干红、干白葡萄酒，第一家国有茶叶公司均诞生在这里。“福临门”、“长城”、“中茶”、“家佳康”、“酒鬼”、“悦活”、“蒙牛”等成为广受好评的国民品牌。同时，集团针对国民营养需求开展深入研究，引领膳食升级趋势。

推动产融结合、融融结合，是以服务农粮主业为特色的综合金融平台。中粮集团旗下金融产品涵盖期货、信托、保险、产业基金等业务，形成了以“产业基金+金融科技+境外业务”为有益补充的金融服务链，着重拓展供应链金融、农业金融和康养金融三大创新业务，为农业产业链和供应链发展提供金融支持。

立足城市焕新、打造新型百货业态，是城市发展与美好生活服务商。中粮集团持续驱动多业态立体联动，业务覆盖商业、住宅、产业地产、酒店、写字楼、长租公寓、物业服务等领域，布局近 40 个一、二线核心城市，构建起了业态类型丰富、城市布局完善、资产结构均衡、集人民美好生活场景于一体的“大悦”生态圈。旗下“大悦城”等商业项目落地全国超 25 个城市，在运营、在建项目总数 40 余个，引领消费场景多元化背景下的商业地产高质量发展。

未来，中粮集团将不断聚焦农粮核心主业，增强核心功能、提升核心竞争力，争当高水平科技自立自强的排头兵、建设现代化产业体系的排头兵、发展新质生产力的排头兵，深入推进企业改革，助力推动全面乡村振兴，追求更高质量的发展，加速打造具有全球竞争力影响力的世界一流企业。

## About us

### Company profile

Founded in 1949, the same year as the establishment of the People's Republic of China, COFCO Corporation Limited is a large-scale central SOE focusing on agriculture business, with significant presence in the food, finance, and real estate sectors. Years of development have now made it one of the world-leading international agri-food businesses.

At the end of 2025, the total assets of COFCO exceeded 700 billion yuan, with a revenue of 589.1 billion yuan and profits exceeding 12 billion yuan.

We are a key facilitator of the world's agri-food supply chain with businesses spreading across the globe and extending through the whole industry chain. COFCO has established an extensive multinational agri-food supply chain network covering storage, logistics, processing, and trade, with operations spanning six continents and assets distributed across nearly 40 countries and regions, enabling an agri-food operation of 180 million tons. Concentrating its product portfolio on products like grains, oils, sugars, and cotton, COFCO strategically positions itself in regions with the greatest potential of agri-food supply growth like South America and the Black Sea, as well as consumer markets in the Asia-Pacific, Europe, and Africa, which cover more than half of the global population. By investing in storage facilities, ports, terminals, railways, as well as a large modern fleet for maritime transport of bulk grains, building major agri-food processing sites, and putting together a global trade network, COFCO has established a major agri-food trade corridor that connects the Eastern and Western Hemispheres and empowers a more stable and efficient global agri-food supply.

We are a trailblazer in driving the transformation and upgrading of China's agri-food sector, leveraging both our scale and our commitment to innovation to reshape traditional industries. COFCO is both the main channel for China's agri-food imports and exports and an important constructor of the domestic Chinese logistics corridor that transports the northern grains to the south. Our domestic agricultural trade volume tops Chinese enterprises, and we are the biggest crusher of oilseeds, the largest operator of sugar and corn, and one of the top players in terms of corn deep-processing, wheat processing, and cotton operation. Our volume is supported by compatible logistics capabilities and massive modern processing capacities. In key logistics regions such as the eastern coastal areas and along the Yangtze River, we have formed modern agri-food logistics hubs, notably the Beiliang Port Dalian and the Jingjiang Terminal in Jiangsu. Across the major agri-food producing and consuming areas of China are over 200 processing facilities of COFCO, and one of the most important among them is Asia's largest grain & oil processing industrial park in Zhangjiagang, Jiangsu. We are accelerating the development of new quality productive forces in the agri-food sector, using sci-tech innovation

to reshape traditional industries. By working closely with hundreds of thousands of partners across the industry chain, we are jointly contributing to a modern agri-food industrial system.

We are a creator of outstanding food brands and a leader in nutrition and health movement as one of the most well-known and trusted Chinese brands that strive to meet consumers' evolving needs for higher-quality products. COFCO provides Chinese consumers with small-packaged products of rice, flour, edible oil, sugar, wines & spirits, beverages, meat, tea, and dairy. We produced the first bottle of dry red and dry white wine in the PRC, and the country's first state-owned tea company is a COFCO subsidiary. Brands such as Fortune, Greatwall, ChinaTea, Joycome, Jiugui, Lohas, and Mengniu have become widely acclaimed brands of national popularity. Going hand in hand with the brand-building efforts is COFCO's extensive research on the nutritional needs of Chinese consumers to get ahead of the national dietary improvement.

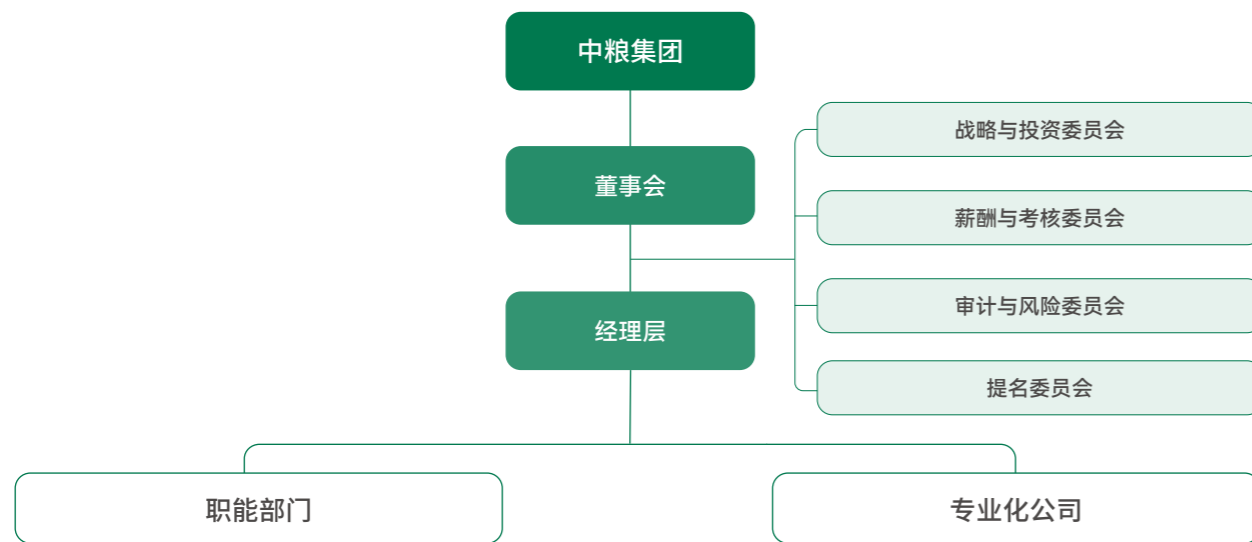
We are a comprehensive financial platform that primarily serves our core agri-food businesses and continuously advances the integration of the agri-food sector and the financial industry. Our financial services cover futures, trusts, insurance, and industrial funds. We have developed a financial service chain complemented by industrial funds, fintech, and overseas business, with a focus on three innovative areas: supply chain finance, agricultural finance, and wellness finance. These services provide financial support for the development of the agricultural industry chain and supply chain.

We are a provider of services that empower urban development and enrich lives based on a commitment to urban renewal and new retail scenarios. We continue to drive multi-sector synergy, with businesses spanning commercial complexes, residential properties, industrial real estate, hotels, office buildings, long-term rental apartments, and property services. With a presence in nearly 40 core cities across first- and second-tier markets, we are shaping a diversified Joy ecosystem that integrates diverse business formats, well-planned urban layouts, and optimized asset structures, creating lifestyle spaces for the public. Joy Cities are now open in over 25 Chinese cities, with more than 40 projects under construction and waiting to join the high-quality development of commercial real estate in a landscape defined by increasingly diverse consumer experiences.

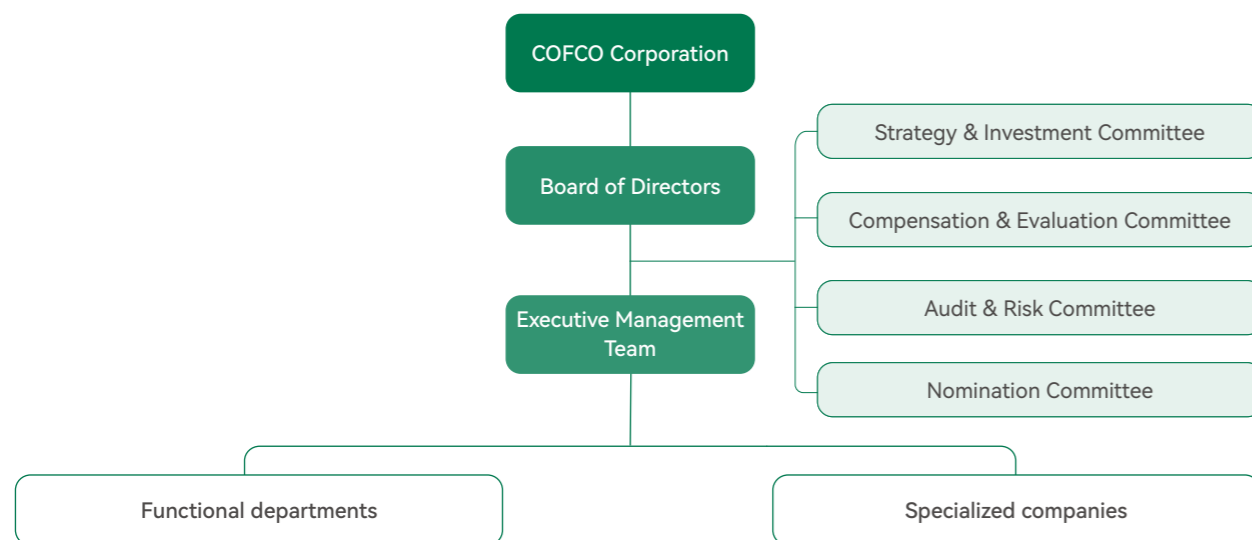
In the future, COFCO shall continue to focus and become more competitive on its core agri-food business, strive to be a leading player in the campaigns that promote sci-tech independence, modern industries, and new quality productive forces, deepen corporate reform, contribute to comprehensive rural revitalization, pursue higher quality development, and accelerate its steps towards becoming a world-class enterprise with global competitiveness and influence.

## 治理结构 Governance structure

中粮集团全面落实“两个一以贯之”重要要求，把加强党的领导和完善公司治理统一起来，建设中国特色现代企业制度，坚持权责法定、权责透明、协调运转、有效制衡的公司治理机制，推动制度优势更好地转化为治理效能，为企业高质量发展提供重要保障。



COFCO, a strong advocate of the modern Chinese corporate system, is constantly improving its corporate governance structure characterized by authority, responsibility, transparency, synergy, and effective checks and balances, translating systemic advantages into governance effectiveness that ensures the high-quality development of the enterprise.



## 责任管理 CSR management

高标准履行社会责任是新时代国有企业更好履行战略使命、更好发挥功能价值，实现高质量发展的重要途径和必然要求，是实现企业整体价值最大化的重要体现。作为与共和国同龄的国有重要骨干企业，中粮集团秉持“忠于国计，良于民生，仁于天下”企业核心价值观，将其视为企业立足于世的价值根基，坚持高标准履行社会责任，有序推进 ESG 可持续发展建设，把责任管理内化于企业发展战略与全链条生产经营各环节，推动履责工作从“有形覆盖”到“有效融入”。

Fulfilling social responsibility to a high standard in the new era is an important venue and necessity for SOEs to accomplish strategic missions, play to their functions, achieve high-quality development, and maximize corporate values. As a key SOE founded in the same year as the PRC, COFCO identifies the core corporate value on which the foundation of the company is laid as “being loyal to the nation, true to the people, and kind to the world.” We insist on high-standard CSR fulfillment and ESG sustainable development, incorporate CSR management into business strategies and operations, and gravitate from “tangible coverage” to “effective integration” of our CSR endeavor.

## 责任理念 CSR philosophy

“忠于国计，良于民生，仁于天下”十二字承载着中粮集团对土地的敬畏、对生命的热爱、对粮食的深刻理解和对人类福祉的深切关怀。中粮集团始终将守护民生福祉、构筑社会可持续未来视为核心基石，在助力农业可持续发展的同时，积极参与全球供应链管理履责实践，为耕者谋利、为食者造福，为全球农业可持续发展注入中粮力量。

中粮集团深入学习贯彻党的二十大和二十届历次全会精神，以及中央经济工作会议、中央农村工作会议、中央企业负责人会议精神，贯彻落实党中央及国务院国资委高标准履行社会责任相关工作要求，构建起“策略——目标——行动”的全链条履责行动路线，力求系统化、常态化高标准履责。

The core value of “being loyal to the nation, true to the people, and kind to the world” embodies COFCO’s reverence for the land, love for life, profound understanding of agri-food, and compassion for people’s welfare. COFCO always regards safeguarding livelihood & welfare and building a sustainable future for society as the cornerstone of any development. We facilitate sustainable agricultural development and actively participate in the global supply chain management practices, benefiting farmers and providing for consumers, injecting COFCO’s strength into the sustainable development of global agriculture.

COFCO closely follows important national meetings and protocols on the high-standard requirements for fulfilling social responsibility set by regulators, establishing a full-chain responsibility action route that outlines strategy, goals and actions in an effort to fulfill CSR systematically and routinely.



策略  
Strategy

将高标准履行社会责任全面融入企业使命、愿景与发展战略，锚定新发展理念，以全链创新塑造核心竞争力，坚持可持续发展导向，有效管控企业运营对自然环境的影响，统筹兼顾各利益相关方诉求，带动产业链生态圈共同践行社会责任，拓展高质量发展“新空间”。

Incorporating high-standard fulfillment of social responsibility into the company's mission, vision, and development strategy, anchoring on the new development philosophy, shaping core competitiveness through full-chain innovation, adhering to sustainable development in effectively managing the impact of corporate operations on the environment, balancing expectations from various stakeholders, and promoting the entire industrial chain ecosystem to jointly fulfill social responsibility, thereby expanding the space for high-quality development.



目标  
Goals

进一步增强中央企业核心功能，提升核心竞争力，加快培育发展新质生产力，建设现代化农粮产业体系，扩大高水平对外开放，加快建设强大国内市场，努力在助力农业强国建设、保障农粮市场安全稳定、服务人民美好生活中作出更大贡献，向建设世界一流农粮食品企业的目标不断迈进。

Further enhancing the core functions as a central SOE, improving core competitiveness, accelerating the cultivation and development of new quality productive forces, building a modern agri-food industry system, empowering high-standard opening-up, building up a strong domestic market, striving to make greater contributions to China's building of an agricultural powerhouse, ensuring the security and stability of the agri-food market, and serving to meet people's aspirations for a better life, as we advance towards the goal of building a world-class agri-food enterprise.



行动  
Actions

以“八大提升工程”为牵引，维护农粮产业链供应链稳定与质量安全，不断完善国内外战略布局、优化产业结构、深化改革创新、加快培育发展新质生产力；积极服务人民美好生活，紧紧围绕国民饮食生活习惯打造健康产品服务；持续助力区域协调发展，助力乡村振兴；深化国企改革，打造现代化新国企；坚定绿色转型，推进环境保护与资源节约，在应急保障、公益服务等领域彰显央企担当。

Guided by the Eight Enhancement Initiatives, stabilizing and safeguarding the agri-food industry & supply chain, continuously improving domestic and international strategic landscapes, optimizing industrial structures, deepening reform and innovation, and accelerating the cultivation and development of new quality productive forces; actively serving to meet people's aspirations for a better life and creating healthy products & services closely based on dietary habits of Chinese consumers; continuously supporting coordinated development across regions and promoting rural revitalization; deepening reform and building a modern & new SOE; transforming towards green, environmental-friendly and conservation-conscious development, shouldering responsibilities in emergency response and public welfares as a central SOE.

## 责任治理 CSR governance

中粮集团不断健全社会责任治理体系和工作机制，明确社会责任工作领导小组和相关责任部门，加强统筹管理，建立统分结合、权责明确、协调顺畅、运转高效的工作机制。在总部层面，中粮集团持续指导推动旗下企业全面履责，建立健全社会责任治理体系和工作机制，加强社会责任沟通，携手各利益相关方共同创造经济、社会、环境的综合价值，构建社会责任生态圈。

COFCO keeps improving its CSR governance system and working mechanism in which the leading and relevant responsible departments for CSR duties are made clear, strengthening top-bottom management mechanism that combines leadership, division of labor, responsibilities, coordination, and efficiency. At the corporate level, COFCO offers directions to its subsidiaries on fully fulfilling CSR, establishes a CSR governance system and working mechanism that's gradually enhanced and frequently communicated, and works closely with various stakeholders to create comprehensive economic, social, and environmental value in the CSR ecosystem.



管理层  
Leadership of COFCO

总体部署中粮集团社会责任工作，将其纳入重要议事日程。

Deploys & assigns the overall CSR program and includes it in important corporate agendas.



社会责任  
相关领域工作组织  
Relevant organizations  
responsible for CSR duties

中粮集团安委会、碳达峰工作专班、乡村振兴工作领导小组、对外捐赠领导小组和保障供应工作领导小组是社会责任相关领域工作组织，负责推进各分项领域的履责工作。

The Safety Committee, Carbon Peak Task Force, Rural Revitalization Leadership Group, Outbound Donation Leadership Group, and Supply Security Leadership Group are relevant organizations responsible for advancing the fulfillment of CSR in their respective fields.

2025 年，中粮集团结合实际建立完善社会责任工作体系，深度研究履责路径及议题，编纂印发《中粮集团高标准履行社会责任工作方案》，为中粮集团本部及下属企业明确履责路径，推动各专业化公司建立健全社会责任工作制度，推动和指导各职能部门和专业化公司参与社会责任和 ESG 相关领域理论研究、标准规则制定、指标体系构建和优秀案例申报，带动上下游企业、合作伙伴和广大客户共同履责，持续提升中粮集团高标准履责能力。

In 2025, COFCO issued the "COFCO's Work Plan on Assuming CSR to High-Standard CSR" as part of the effort to improve its social responsibility system, outlining paths and agendas for COFCO Corporation and its subsidiaries, directing specialized companies to adopt a more systemic approach, and mobilizing all COFCO entities to participate in theoretical research, standard making, index design, and best-practice sharing in the fields related to CSR and ESG. Stakeholders from upstream to downstream, including enterprises, partners, and customers, are driven to fulfill responsibilities together, thus elevating COFCO's own ability to fulfil CSR to a high standard.

## ESG 建设 ESG development

作为农粮食品产业链、供应链的重要参与者，中粮集团深刻践行促进全球可持续发展的社会责任，用负责任商业引领社会价值创新。中粮集团积极应对 ESG 发展带来的机遇和挑战，把 ESG 工作纳入社会责任工作统筹管理，主动引导旗下控股上市公司积极践行 ESG 理念，落实 ESG 各领域实践，加强高水平 ESG 信息披露。

2025 年，中粮集团有力指导下 13 家控股上市公司发布可持续发展报告或 ESG 报告，实现控股上市公司报告发布全覆盖。此外，中粮集团积极参与全球 ESG 实践经验分享，深度参与国务院国资委《中央企业上市公司 ESG 蓝皮书》课题研究，多则履责案例入选 2025 年度蓝皮书，推动旗下控股上市公司参与中央企业上市公司 ESG 培训，以专业赋能持续提升 ESG 工作质效。

As an important player in the agri-food industry & supply chain, COFCO is a committed practitioner of social responsibilities that promote global sustainable development, and responsible businesses practices that lead value innovation society-wide. COFCO is active in responding to the opportunities and challenges brought by ESG development. We incorporate ESG efforts into the overall management of social responsibility and proactively guide our public companies to practice ESG ideas across different fields and strengthen ESG information disclosure.

In 2025, all 13 of COFCO's public companies published sustainability or ESG reports. In addition, COFCO actively shares its global ESG practices and experience, by engaging in the SASAC's research in preparation of the "Blue Book on ESG of Public Companies Controlled by Central SOEs", with multiple cases selected for the 2025 annual Blue Book, and promoting our public companies to participate in ESG training for central SOEs, continuously enhancing the quality and effectiveness of ESG work through professional empowerment.

## 履责荣誉 Honors

### 中粮集团 COFCO Corporation

- “中粮集团构建可持续新格局，推动全球农粮产业链供应链稳定”  
入选国务院国资委《中央企业社会责任蓝皮书（2025）》责任实践案例

Included in the "Blue Book on Corporate Social Responsibility for Central State-owned Enterprises(2025)" by the SASAC as an exemplary case for "Building a New Sustainable Ecosystem and Promoting Stability in the Global Agri-Food Industry & Supply Chain"

- 《种可持续的大豆，赚可持续的收益 创新帮扶模式惠及巴西农民农场》  
入选第六届全球优秀减贫案例集

Included in the sixth call of the Global Solicitation on Best Poverty Reduction Practices for "Planting Sustainable Soybeans to Earn Sustainable Income: Innovative Assistance Model is Benefiting Brazilian Farmers"

- 《构建种养循环闭环，打造养殖业绿色标杆——探索养殖行业 ESG 发展新模式》获选中国  
企业改革与发展研究会联合中央广播电视总台发布的“2025 年度中国 ESG 卓越案例”

Selected as one of the "Excellent ESG Cases in China of 2025" by the China Enterprise Reform and Development Research Association in collaboration with the China Central Radio and Television Station for "Sustainable Farming-Breeding Cycle Sets a Green Benchmark for Livestock Industry - Exploring New Models for ESG Development in Livestock Industry"

- 社会责任履责实践获“2025 中国企业 300 强社会责任发展指数”最高等级五星级认定

Awarded the highest five-star rating in the "2025 Development Index of Social Responsibility for China's Top 300 Enterprises" for CSR practices

### 中粮国际 COFCO International

- 获《财资》2025 年度“可持续金融奖”

Won the Sustainable Finance Award from The Asset in 2025

- 可持续农产品认证标准获巴西农业部认可

Recognized by the Ministry of Agriculture and Livestock of Brazil for Responsible Agriculture Standard

- 获香港、新加坡两地可持续发展大奖

Granted sustainability-related awards in Hong Kong and Singapore

### 中粮贸易 COFCO Trading

- 中粮贸易灯塔库成为国内粮食仓储行业  
首个双认证“零碳”粮库

Had the first grain storage facility in China certified by both Carbon Management Systems and Carbon Neutrality Evaluation with its Lighthouse Warehouse

- 粮达网在 2025 年中国产业互联网大会获  
两项荣誉

Received two awards at the 2025 China Industrial Internet Conference for Liangdawang.com

### 中粮粮谷 COFCO Grains & Cereals

- 江西米业、建三江米业、中粮利金天津粮油入选“农业产业化国家重点龙头企业”

Made the list of "National Key Leading Enterprises in Agricultural Industrialization" with three companies in Jiangxi, Heilongjiang, and Tianjin



- 鹏泰面业公司获“示范级”零碳工厂称号
- 江阴麦芽入选“国家绿色工厂”名单

COFCO Industry (Qinhuangdao) Pangthai recognized as one of the “Exemplary Zero-Carbon Factories”

Included in the list of “National Green Factories” with Jiangyin Malt

### 中粮油脂 COFCO Oils & Oilseeds



- 中粮东海、中粮佳悦获中国质量协会颁发的“卓越绩效成熟度评价”E3 级评价

Received E3-level evaluation in the “Excellence Performance Maturity Assessment” from the China Quality Association for COFCO East Ocean and COFCO Jiayue

- 中粮佳悦获“农业产业化国家级重点龙头企业”称号

Made the list of “National Key Leading Enterprises in Agricultural Industrialization” with COFCO Jiayue

- 中粮东海入选中国粮食行业协会第十四批“放心粮油企业”

COFCO East Ocean selected as one of the “Trustworthy Grain & Oil Enterprises” in the 14<sup>th</sup> round up by the China Grain Industry Association

### 中粮生物科技 COFCO Biotechnology



- “玉米质量智能检验应用”获评国务院国资委“首批中央企业人工智能战略性高价值场景”

Recognized by SASAC as one of the “High-Value Strategic AI Scenarios from Central SOEs” for its “intelligent corn quality inspection application”

### 中粮糖业 COFCO Sugar



- 获中国上市公司协会颁发的 2025 上市公司董事会最佳实践案例

Received the Best Practice Case Award for Board of Directors from the China Association for Public Companies in 2025

- 获中国质量认证中心颁发的 ISO 37301 合规管理体系认证证书

Received the ISO 37301 Compliance Management System Certification from the China Quality Certification Center

- 江州糖业获评国家级“绿色工厂”

Certified as a national-level “Green Factory” with Jiangzhou Sugar

- 番茄工厂获行业首张再生农业认证

Received the first regenerative agriculture certification in the tomato processing industry

### 中粮科工 COFCO Technology & Industry



- 中粮科工（河南）工程装备公司“带式输送机”获 2024 年度国家专利密集型产品认定证书

Received the 2024 National Patent Intensive Product Certification for COFCO Engineering Equipment (Henan) Company’s “belt conveyors”

### 中粮酒业 COFCO Wines & Spirits



- 酒鬼酒产业园深化区域文旅协同，入选湖南省工业旅游示范点

Selected as an exemplary site for industrial tourism in Hunan Province with Jiugui Liquor Industrial Park

- 长城酒宁夏工厂入选 2025 年度国家标准化试点项目（智慧农业）

Selected as a National Standardization Pilot Project (Smart Agriculture) in 2025 for Greatwall Ningxia Winery

### 中国食品 China Foods



- 中可沈阳厂获评中国仓储与配送协会一级（三星）绿色仓库

Recognized as a Level-1 (Three-Star) Green Warehouse by the China Storage and Distribution Association for the Shenyang Plant

- 中可四川厂获评两化融合管理体系评定证书 AAA 级

Rated AAA-level for the integration of informatization and industrialization management system in the Sichuan Plant

- 中可华中厂获评国家级绿色工厂、一级（三星）绿色仓库、中国饮料行业节能优秀企业、中国饮料行业节水优秀企业

Recognized as a national-level Green Factory, Level-1 (Three-Star) Green Warehouse, and an excellent water-saving and energy-saving enterprise in the Chinese beverage industry all with the Central China Plant

### 中粮家佳康 COFCO Joycome



- 亚麻籽猪肉产品获 2025ITI 国际美味大奖

Won the 2025 ITI Superior Taste Award for flaxseed-fed pork products

- 绿色养殖实践获评 2025 中国 ESG 卓越案例

Included in the list of 2025 Excellent ESG Cases in China for green farming practices

- 中粮饲料（银川）获评国家级绿色工厂  
Certified as a national-level Green Factory for COFCO Yinchuan Feed Mill
- 获第十五届全运会“优秀供应商”荣誉称号  
Awarded “Outstanding Supplier” at the 15<sup>th</sup> National Games

### 中国茶叶 China Tea

- “世界茶叶企业品牌榜 (100 强)” 位列第 3 位  
Ranked 3<sup>rd</sup> in the “Top 100 Global Tea Brands”
- 获评“年度茶业重点企业”“茶业综合影响力骨干企业”  
Recognized as a “Key Enterprise in the Tea Industry” and “Core Enterprise with Comprehensive Influence in the Tea Industry”

### 蒙牛乳业 Mengniu Dairy

- 银川工厂、武汉工厂分获工信部卓越级智能工厂、福布斯“世界产能最大单体低温酸奶工厂”荣誉认证  
Certified as an Excellent Intelligent Factory from the Ministry of Industry and Information Technology and the World’s Largest Single Low-Temperature Yogurt Factory by Forbes for the Yinchuan Factory and the Wuhan Factory respectively
- 入选“中国 ESG 上市公司央企先锋 100”榜单  
Made the list of “China’s Top 100 ESG Pioneer Public Companies”
- “可持续消费体系构建与实践”入选生态环境部可持续消费赛道优秀案例  
Entered the pool of Sustainable Consumption Best Practices by the Ministry of Ecology and Environment for its building and practices of sustainable consumption system

### 中粮我买网 Womai.com

- 中粮福悦家圆满完成重大活动保供工作，获多方肯定  
Applauded for grand success on supplying a major event

### 中粮资本 COFCO Capital

- 获 2025 年度上市公司董事会最佳实践案例奖  
Awarded the Best Practice Award for Board of Directors on Public Companies in 2025
- 中英人寿“星星点灯·关爱儿童公益计划”获 2025 金诺·金融品牌年度社会公益项目奖  
Won the 2025 Jinnuo Award for the Annual Social Charity Project among Financial Brands with AVIVA-COFCO’s caring-for-children charity program “Twinkling Stars”

### 大悦城控股 GRANDJOY

- “中粮好房子”研发成果获评国家精瑞科学技术奖三等奖、iGreen 领航奖“年度健康建筑标杆项目”、2025 中国“好房子”营造体系典范企业和实验室室内方案设计获著作权登记认证  
Winning the third prize at the National Elite Awards and the “Annual Healthy Architecture Benchmark Project” at the iGreen Awards and recognized as an exemplary enterprise on developing good Chinese real estates for patented R&D accomplishments on high-quality modern housing scenarios
- 入选“中国房地产百强企业榜”第 20 位；“2024 年中国房地产企业销售业绩排行榜”第 23 位  
Ranked 20<sup>th</sup> in the list of “Top 100 Chinese Real Estate Companies”; 23<sup>rd</sup> on sales among Chinese real estate companies in 2024

## 利益相关方参与 Stakeholder engagement

中粮集团深化与利益相关方的沟通交流，及时回应利益相关方的意见、建议和诉求，并将利益相关方的合理期望转化为社会责任目标和行动，持续改进社会责任管理工作，着力构建和谐、稳定的利益相关方关系，树立负责任的企业形象。

COFCO deepens communication and engagement with stakeholders, promptly responding to their feedback, suggestions, and demands. We translate stakeholders’ reasonable expectations into CSR goals and actions, continuously improving our CSR management practices. We focus on building harmonious and stable relationships with stakeholders while establishing a responsible corporate image.

利益相关方 Stakeholders	期望与诉求 Expectations and demands	回应措施 Response measures	沟通渠道 Communication channels
 <b>政府</b> Government	农粮产业链供应链安全稳定 Stability and security of the agri-food industry supply chain 农业产业现代化 Modernization of the agricultural industry 维护粮油市场稳定与价格平稳 Integrity of the grain & oil market and the stability of prices 应急保供 Emergency response and supply 支持绿色农业与可持续发展 Green agriculture and sustainable development 强化食品质量安全 Food quality and safety 依法纳税 Paying taxes in accordance with the law 合规运营 Operating in compliance with regulations	战略布局 Planning strategically 多元采购 Buying from diversified origins 提升应急保障能力 Enhancing emergency support capabilities 发展绿色农业、生态循环农业 Developing green agriculture and ecological circular agriculture 加强储备和市场调控 Strengthening reserves and market allocation 完善产品质量管控 Controlling product quality 加强合规体系建设，主动接受监管 Building a stronger compliance system and welcoming regulation 提升经营业绩 Improving business performance 依法足额纳税 Paying full taxes in accordance with the law	日常工作会议 Holding daily work meetings 工作汇报 Reporting work progress 信息报送 Reporting information 专题会议及重大活动 Organizing special meetings and major events 参与行业标准制定与评审 Participating in the making and reviewing of industry standards
 <b>农户</b> Farmers	农产品销售渠道稳定 Stable sales channels for agricultural products 获得技术指导与市场对接支持 Technical guidance and market access 农业持续增产 Increasing agricultural production 农民稳定增收 Stable income growth	推广现代农业技术，开展种植培训与示范 Promoting modern agricultural technologies and offering training and demonstration on farming 发展订单农业，建设产销一体化平台 Developing contract farming and building an integrated production and sales platform 推动合作社与农户入股参与经营 Encouraging cooperatives and farmers to participate in operations as shareholders 建立农产品收益保障机制 Establishing a mechanism that protects income from agricultural products	合作共赢 Cooperating and achieving win-win outcomes 社区宣传 Promoting community awareness 信息化服务 Information technology services 技术培训 Technical training 田间指导 Field guidance
 <b>股东</b> Shareholders	企业稳健经营与持续盈利 Steady operation and sustained profitability 降低企业运营风险 Reducing operational risks 资本增值 Capital appreciation 公司治理与透明度 Corporate governance and transparency 投资者权益维护 Protecting investors' rights and interests	优化业务结构，增强核心业务竞争力 Optimizing business structure and enhancing core business competitiveness 加强风险管控 Strengthening risk management 加强公司管理 Enhancing corporate governance 加强投资者关系管理，提高信息披露质量 Enhancing investor relations management and improving the quality of information disclosure	报告与通报 Reporting and informing 及时、全面信息披露 Disclosing information promptly and comprehensively 路演与反向路演 Conducting roadshows and reverse roadshows 社会责任报告发布 Releasing CSR reports
 <b>员工</b> Employees	保障合法权益与职业安全健康 Ensuring legal rights and occupational health and safety 健康职业发展路径 Healthy career paths 健康工作环境 Healthy work environment 共享企业发展成果 Shared fruits of development	遵守法律法规 Complying with laws and regulations 健全薪酬福利体系 Improving compensation and benefits 职业发展规划 Providing career development planning 多元培训体系 Offering diverse training programs 职业健康与员工关爱 Emphasizing career health and employee well-being	职代会、民主生活会 Holding staff representative meetings and regular meetings 员工培训及座谈会 Providing employee training and holding seminars 职业技能竞赛 Professional skill contests 员工满意度调查 Employee satisfaction surveys 文体和关爱活动 Cultural & sports events and caring activities

利益相关方 Stakeholders	期望与诉求 Expectations and demands	回应措施 Response measures	沟通渠道 Communication channels
 <b>客户</b> Customers	安全优质产品及服务 Safe and high-quality products & services 畅通的沟通渠道 Smooth communication channels 客户隐私保护 Protected privacy 长期互信关系 Long-term trust-based relationships	优化产品及服务 Optimized products and services 加强信息安全建设 Strengthening information security 质量管控和品牌建设 Controlling quality and building up brands 组织客户体验活动 Organizing customer-experience activities	客户拜访 Client visits 服务热线及满意度调查 Customer service hotline and satisfaction surveys 客户隐私保护 Products that protect customer privacy 产品体验和品牌互动 Experience and brand interaction
 <b>合作伙伴</b> Partners	良好合作关系 Good partnerships 诚实守信 Honesty and integrity 价值共创 Co-creating value 资源共享 Shared resources	供应商产业链协作 Collaborating with suppliers across industrial chain 公开透明合作机制 Establishing an open and transparent cooperation mechanism 供应链协同 Enhancing supply chain synergy 加强战略合作 Strengthening strategic cooperation	走访和汇报 Visits and presentations 信息沟通与经验分享 Sharing information and experience 开展行业合作 Industry Collaboration 招投标 Bidding and tendering
 <b>社会团体</b> Social organizations	顺畅的沟通渠道 Smooth communication channels 良好合作 Good partnerships 信息沟通与公众参与 Information communication and public participation	联动开展项目 Initiating joint projects 定期信息发布 Releasing information regularly 意见反馈 Feedback 公开透明合作 Ensuring open and transparent cooperation	走访交流 Conducting visits and exchanges 专题会议 Organizing special meetings 项目参与和共建 Project participation and co-initiatives
 <b>环境</b> Environment	推进绿色低碳循环发展 Green, low-carbon, and circular development 减少资源消耗与环境污染 Reducing Resource Consumption and Environmental Pollution 保护生物多样性与生态系统 Protecting biodiversity and ecosystems 应对气候变化 Addressing Climate Change	加强环境管理 Strengthening environmental management 环境监测 Conducting environmental monitoring “双碳”管理 Managing dual-carbon 绿色运营 Promoting green operations 节能降耗 Reducing energy consumption and waste 生态修复 Restoring ecosystems	数据监测 Data monitoring 信息披露 Ensuring information disclosure 宣传走访 Conducting publicity and visits 环保活动 Environmental protection activities
 <b>社区</b> Communities	参与社区发展 Participation in community development 支持社区建设 Support on community improvement 支持就业 Support on employment 参与社会公益 Participation in charity	乡村振兴 Promoting rural revitalization 区域协同发展 Synchronizing development across regions 社区参与 Participating in community activities 公益慈善活动 Engaging in charity and welfare activities 支持教育发展 Supporting education	宣传走访 Conducting publicity and visits 公益活动 Charity and welfare activities 社区沟通 Community communication

# 深入实施“八大提升工程”，开创中粮高质量发展新局面

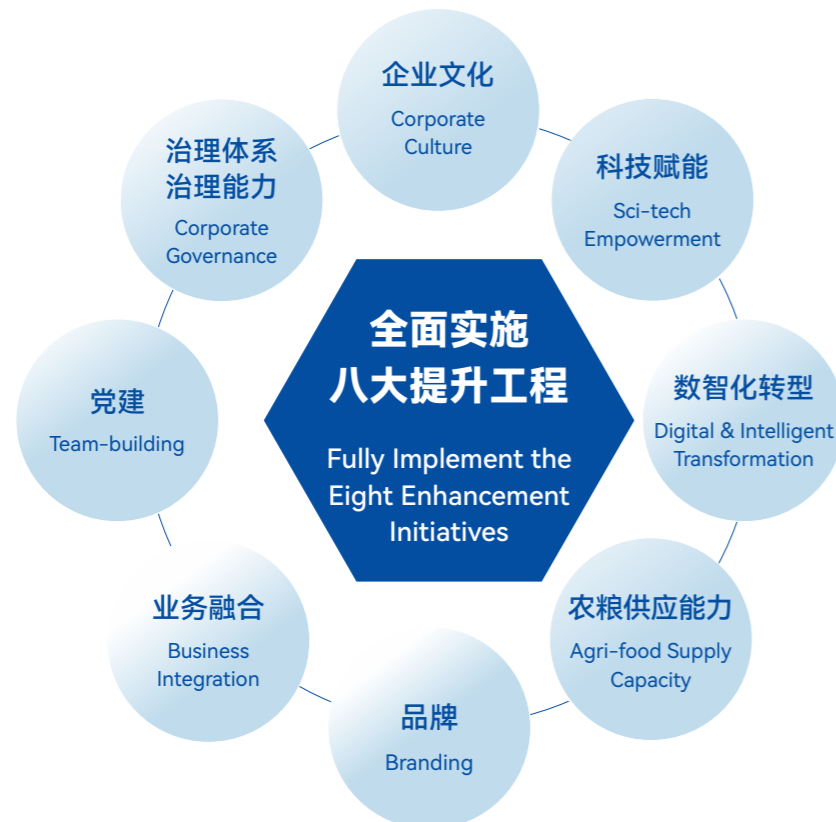
Advancing Eight Enhancement Initiatives at full throttle to pave ways for COFCO's new high-quality development

2025 年，中粮集团以习近平新时代中国特色社会主义思想为指导，明确“保障农粮市场化供给、服务人民美好生活、助力农业强国建设”使命宗旨，聚焦集团新使命新目标，全面实施“八大提升工程”，应新求变，聚力破局，担当有为，奋力搏出向上成绩单，开创高质量发展新局面。

In 2025, COFCO clarified its core missions as “ensuring the market-oriented supply of agri-food to meet people’s aspirations for a better life and supporting China’s building of an agricultural powerhouse” and realigned the new goals of development with the implementation of the Eight Enhancement Initiatives in the face of new challenges. By taking responsibility and keeping up the hard work, COFCO strives to break new grounds and pave new ways for high-quality development.

## 加快建设具有全球竞争力的世界一流农粮食品企业

Accelerate towards becoming a world-class agri-food enterprise with global competitiveness



### 召开治理体系和治理能力提升工程项目研讨会和组织文化共识研讨会

Held seminars on the governance system and governance upgrade initiatives, as well as workshops on organizational culture



### 2025 年

农粮业务利润同比增长  
**超 200%**  
Agri-food business profits growth year-on-year **+200%**

全年实现营收  
**5891 亿元**  
Annual revenue **589.1 billion yuan**

利润总额  
**超 120 亿元**  
Total profits **+12 billion yuan**

资产总额  
**7216 亿元**  
Total assets **721.6 billion yuan**

纳税总额  
**215.98 亿元**  
Total tax payment **21.598 billion yuan**

中粮集团员工  
**14 万人**  
Number of employees **140,000**

全球年农产品经营量 **1.8 亿吨**  
Global annual agri-food operating volume **180 million tons**

全球农粮加工能力 **超 1 亿吨**  
Global agri-food processing capacity **+100 million tons**

全球中转能力 **超 8000 万吨**  
Global transshipment capacity **+80 million tons**

全球仓储能力 **超 3200 万吨**  
Global storage capacity **+32 million tons**

“十五五”开局，中粮集团将锚定“打造具有全球竞争力的世界一流农粮食品企业”宏伟目标，纵深推进“八大提升工程”，努力在布局优化和结构调整上实现新突破，在治理体系和治理能力上达到新高度，在科技创新和产业创新上构筑新优势，为维护农粮产业链供应链稳定、加快建设农业强国做出更大贡献。

At the beginning of the new era themed around the 15<sup>th</sup> Five-Year Plan, COFCO will anchor its grand goal of “building a world-class agri-food enterprise with global competitiveness” and push forward the Eight Enhancement Initiatives at full throttle, aiming to achieve new breakthroughs in optimizing layout and structural adjustments, reach new heights in governance systems and capabilities, and gain new advantages in technological and industrial innovation, thereby making greater contributions to maintaining the stability of the agri-food industry supply chain and accelerating the building of a strong agricultural nation.

## 聚焦一

Focus One



# 持续增强改革活力 提升现代企业治理运行效能

Energizing reform and improving corporate efficiency

2025 年是“十四五”收官之年，也是国有企业改革深化提升行动的决胜收官之年。“十四五”期间，中粮集团坚持以习近平新时代中国特色社会主义思想为指导，深入学习贯彻习近平总书记有关重要论述精神，全面贯彻落实党中央、国务院决策部署和国务院国资委工作要求，扎实推进国有企业改革三年行动和改革深化提升行动，系统推进理念更新、机制革新、科技创新、产业焕新，为加快打造世界一流大粮商奠定坚实基础。

2025 marks the conclusion of the 14<sup>th</sup> Five-Year Plan and a critical juncture for SOEs to deepen reforms. During the 14<sup>th</sup> Five-Year Plan period, COFCO closely followed the important directions and instructions on corporate reforms for SOEs. By methodological renewal, systemic renovation, sci-tech innovation, and industrial revitalization, we've laid a solid foundation for building a world-class agri-business.

### “十四五”时期，经营效益迈上新台阶

Operational performance reached a new level during the 14<sup>th</sup> Five-Year Plan period

7000 亿元

中粮集团资产规模突破

Assets exceeded 700 billion yuan

1.8 亿吨

农产品年经营量

Annual operation of agricultural products reached 180 million tons

42%

五年平均营业收入较“十三五”时期增长

Average annual revenue over five years increased by 42% compared to the 13<sup>th</sup> Five-Year Plan period

38%

年均利润总额较“十三五”时期增长

Average annual profits over five years increased by 38% compared to the 13<sup>th</sup> Five-Year Plan period

## 深化体制机制改革 释放高质量发展内生动力

Deepen systemic reforms to organically energize high-quality development

2025 年，中粮集团坚持以习近平新时代中国特色社会主义思想为指导，深入学习贯彻党的二十届三中、四中全会关于国资国企改革等重大决策部署，以改革深化提升行动为总抓手，与实施八大提升工程深度融合，扎实推进改革重点任务，提升改革综合效能。

In 2025, COFCO closely followed the important directions and instructions on corporate reforms for SOEs and incorporated them into the implementation of the Eight Enhancement Initiatives, solidly advancing key tasks to improve the effectiveness of the reform.

中粮  
COFCO

# 全球领先的国际化农粮食品企业

### 深入实施三项制度改革

Implementing three systemic reforms

#### 大力推进选人用人市场化改革

Promoting market-oriented human resources management

#### 树牢制度文化、实施刚性考核、强化全程管理

Establishing a strong institutional culture, enforcing clear-cut assessments, and strengthening full-process monitoring

#### 打造忠诚干净担当高素质干部队伍

Building a high-quality management team with loyalty, integrity, and responsibility

### 深入推进全价值链成本管理

Managing costs across the value chain

#### 连续两年获评中央企业采购与供应链管理对标评估 A 级

Rated A in the "Benchmarking Assessment of Procurement and Supply Chain Management for Central SOEs" for two consecutive years

### 国企改革“成绩单”

Results from official reform assessments for SOEs

#### 连续四年获评国务院国资委中央企业改革深化提升行动考核 A 级

Rated A in SASAC's assessment on deepening reforms for four consecutive years

#### 连续两年获评国务院国资委对标世界一流企业价值创造行动考核 A 级

Rated A in SASAC's assessment on creating value benchmarked against world-class enterprises for two consecutive years

#### 连续四年获评国务院国资委三项制度改革考核一级 (A 类)

Rated Level A (Class A) in SASAC's assessment on three-system reforms for four consecutive years

#### 中粮集团董事会连续五年获评国务院国资委“优秀”等次

Rated "Excellent" in SASAC's assessment on COFCO's board of directors for five consecutive years

#### “科改企业” 中粮科工

COFCO Technology & Industry

#### “双百企业” 会展公司

COFCO's exhibition company

#### 获评国务院国资委专项考核“优秀”

Rated "Excellent" in SASAC's assessment

# 产业链好产品

## 优化法人治理结构 提升科学规范化治理水平

Optimize corporate structure to enhance methodical & standardized governance

2025 年，中粮集团深入贯彻落实中共中央办公厅、国务院办公厅《关于完善中国特色现代企业制度的意见》要求，持续构建与战略发展、国际化经营、风险防控需要相匹配的公司治理体系，持续提升审计监督质效，恪守法律法规诚信经营，努力打造现代新国企。

In 2025, COFCO closely followed the important top-bottom instructions for Chinese companies to improve corporate systems with Chinese characteristics by continuously aligning its corporate governance system with the directions of strategic development, international operations, and risk control, keeping enhancing audit supervision, and staying within laws & regulations with integrity, as part of the efforts to create a modern SOE that fits the circumstances of the new era.



## 更高水平推动公司治理

Promote corporate governance

中粮集团始终坚持构建与战略发展、国际化经营、风险防控需要相匹配的公司治理体系，持续完善中国特色现代企业制度，优化公司治理机制，以实现长远价值为目标，构建符合国际化市场化企业发展管控需求的公司治理结构，不断提升治理水平和治理能力，为企业可持续发展提供有力支撑。

COFCO keeps aligning its corporate governance system with the directions of strategic development, international operations, and risk control as it improves the corporate system with Chinese characteristics and optimizes governance mechanism & structure based on long-term value achievement and management needs for international & market-oriented enterprises, supporting sustainable business development.

国务院国资委对 2024 年度集团董事会评价等次为“优秀”

COFCO Board of Directors was rated as “Excellent” by SASAC for 2024 performance

连续 5 年获评国务院国资委“优秀”等次

COFCO Board of Directors received the “Excellent” rating from SASAC for five consecutive years

经集团党组前置研究讨论的重大经营事项，提交董事会审议通过率 100%

Every major business matter pre-studied and discussed by the Leadership Team gained approval at Board Meetings

## 推进公司治理体系现代化建设

Modernize the governance system

中粮集团严格按照新《公司法》等法律法规、监管规则要求，厘清不同治理主体的权责边界，保障治理主体依法行权履职。通过方案规则的完善和制定，中粮集团构建起以公司章程为核心、基本制度为支撑的治理制度体系，有效发挥董事会“定战略、作决策、防风险”作用，集团与党组“把方向、管大局、保落实”和经理层“谋经营、抓落实、强管理”的作用发挥实现精准耦合、同向发力，形成合规高效顺畅的治理运行体系。

COFCO strictly follows the new Company Law and relevant laws & regulations to clarify the boundaries of rights and responsibilities between different governance entities to ensure that powers and duties are exercised legally. Having made and improved plans & rules, COFCO established a governance system based on the Articles of Association and supported by the fundamental systems, enabling the Board of Directors to fulfill its roles in “setting strategies, making decisions, and preventing risks,” the Leadership Team “controlling the wheel, managing the big picture, and ensuring the implementation,” and the Executive Team “focusing on operations, implementing decisions, and strengthening management.” The synergy compounded by coordinated efforts contributed to a compliant, efficient, and smooth governance system.

制定完善 Made and improved

党组前置研究讨论重大经营管理事项清单

The List of Major Business Management Items to be Pre-Studied and Discussed by the Leadership Team

董事会授权管理规定

Rules on Managing Authorizations from the Board of Directors

经理层工作规则

Rules of Operation for the Executive Team

## 持续加强子企业董事会建设 Strengthen board structures across subsidiaries

中粮集团持续加强子企业董事会建设，修订子企业在完善公司治理中加强党的领导的相关规定，进一步明确党委决定与前置研究讨论事项范围、途径和方式；落实新《公司法》要求，分层分类督导子企业开展监事会改革，强化董事会监督职能；修订相关制度规定，明晰子企业各治理主体权责边界，统一治理标准与流程，进一步完善股东意图传导与落实机制；健全外派董事管理体系，组织开展董事履职能力提升专题培训，提升董事履职专业化水平，以治理能力提升推动高质量发展。

COFCO is constantly strengthening the structures of the boards of directors across subsidiaries, revising relevant rules on corporate governance, and clarifying the scope, approaches, and methods of Leadership Teams on important items to be pre-studied and discussed. In implementing the new Company Law, COFCO offers layered directions to its subsidiaries on renovating supervisory boards and strengthening the role of supervision for boards of directors. By revising relevant rules and guidelines, we make clear the boundaries of rights, duties, and responsibilities of various governing entities across COFCO subsidiaries with unified standards and processes, making sure that intentions of shareholders are conveyed and implemented. With improvements on the administrative system for External Directors and specialized training sessions to enhance directors' abilities to perform duties, we are equipped with a more professional Board of Directors, who promotes high-quality development through greater governance.

**完成修订**  
Completed revisions on

**子企业董事会  
规范建设管理办法**  
Administrative Measures on  
Permissible Establishment  
of Subsidiary Boards

**外派董事管理办法**  
Administrative Measures for  
External Directors

## 持续提升审计监督质效 Promote more effective supervision by audits

面对新形势新变化，中粮集团严格依法合规推进集团各领域审计工作，积极服务公司治理，深化内控穿透评价，切实强化常态化境外审计监督，加快推进审计数智化转型，为企业合规稳健经营保驾护航。

Facing new circumstances, COFCO strictly follows relevant law and regulations in promoting auditing tasks to serve corporate governance. We are strengthening penetrating internal control evaluation, conducting routine overseas audits, and accelerating the digital transformation of auditing to safeguard compliant and stable business operations.

**获国务院国资委  
2024 年内审工作 A 级评价**  
Received the A-level evaluation from SASAC  
for internal audit performance in 2024

- **筑牢公司治理根基**  
Solidify foundation of governance
- **强化境外审计监督**  
Strengthen overseas auditing
- **深化内控穿透评价**  
Deepen penetrating evaluation  
of internal control
- **加快审计数智化转型**  
Accelerate digital  
transformation of auditing

## 恪守法律法规诚信经营

Comply with laws and regulations and operate with integrity

中粮集团将依法合规经营置于企业治理体系的核心位置，严格恪守国家法律法规及国资监管要求，坚决杜绝不正当竞争、商业贿赂、等违法违规行为，确保各项经营活动合法合规运行，维护国有资产安全与保值增值。

COFCO places compliance at the core of its governance system as it strictly adheres to national laws & regulations and rules for SOEs specifically. We are firmly against unfair competition, bribery, and other illegal activities. We work to ensure that all business activities are in compliance with laws & regulations and that the security, preservation and appreciation of state-owned assets are not compromised.

**中粮集团与旗下三家企业顺利通过中国海关最高信用级别“AEO 高级认证企业”认证复核**  
COFCO Corporation and three COFCO subsidiaries obtained the AEO (Authorized Economic Operator) certification from GACC

**持续配合海关统计调研工作，获“中国海关贸易景气统计调查进出口样本企业”授牌**  
Recognized as an “Exemplary Import-and-Export Enterprise in China Customs’ Statistical Survey on Trade Prosperity” for continuous cooperation with customs on statistical research

## 保护和运用知识产权

Protect and utilize intellectual property

中粮集团持续深化知识产权保护与运用，着力构建商标、版权、域名和专利管理体系，在体系化建设层面，打造“中粮”“福临门”“长城”等多个核心品牌的全球商标注册矩阵，持续推动知识产权管理创新和数智化升级，不断提升企业知识产权风险防控能力和主动维权能力。

COFCO protects and utilizes intellectual properties by focusing on building an administrative system that encompasses trademarks, copyrights, domain names, and patents. The systematic approaches are supported by a global trademark registration matrix for multiple core brands such as COFCO, Fortune, and Greatwall, digital & intelligent innovation on IP management, and efforts to improve the corporate ability of preventing IP risks and protecting legal rights proactively.

**获“2025 年中国知识产权保护优质企业 Top100”**  
Named one of the “Top 100 Chinese Enterprises on Protecting Intellectual Property in 2025”

## 发挥党建引领作用 以清正廉洁作风干事创业

Spearhead the unsullied  
entrepreneurship with integrity

坚持党的领导、加强党的建设是国有企业的“根”和“魂”。中粮集团深入学习贯彻习近平新时代中国特色社会主义思想，认真落实党的二十大和二十届二中、三中、四中全会精神，扎实开展深入贯彻中央八项规定精神学习教育，全面夯实党建根基，加强党员队伍建设，不断创新党组织和党员作用发挥载体平台，推动党建工作与生产经营深度融合，同时严格落实全面从严治党主体责任，持之以恒抓好党风廉政建设，以高质量党建引领保障企业高质量发展。

COFCO is committed to implementing important instructions on team building with creative methods to energize teams at different layers, promoting the integration of team building with business operations, and safeguarding the bottom line of corporate integrity.

A级

连续 5 年在中央企业  
党建责任制考核中获评

Rated A for five consecutive years in the official  
assessment of central SOEs



## 强化理论武装，筑牢思想根基

Solidify the ideological foundation with strengthened methodologies

中粮集团坚持不懈用党的创新理论凝心铸魂，系统学习习近平总书记关于国家粮食安全、农业强国建设、高质量发展、全面从严治党等重要论述，持续抓好党的二十届四中全会精神学习宣传，扎实开展深入贯彻中央八项规定精神学习教育，建强用好集团各类舆论阵地，打通学习研讨、宣传宣讲、辅导培训、调查研究、督导落实全链条，把学习成果转化为推动工作的强大动能。

COFCO is an active student of theories concerning building an agricultural powerhouse and high-quality development, holding regular seminars, training sessions, and research tasks to translate learning into results.

中粮集团组织召开学习贯彻  
党的二十届四中全会精  
神宣讲报告会

COFCO's meeting on the spirit  
of the fourth plenary session of  
the 20<sup>th</sup> Central Committee of  
the CPC



基层党组织举办党的二十届四中全会精神宣讲研讨

COFCO entities discussing the spirit of the fourth plenary session of the 20<sup>th</sup> Central Committee of the CPC



中粮集团召开深入贯彻  
中央八项规定精神学习  
教育专题党课

COFCO's all-hands session on  
implementing the Eight-point  
Decision on Improving Work  
Conduct

中粮集团深入贯彻中央八项规定精神学习教育  
专题党课



## 2025 年，中粮集团党组深入一线调研重点工作，指明方向解决实际问题，推动调研成果转化落地

In 2025, COFCO's leadership conducted in-depth research on key tasks at the grassroots level, clarifying future directions on delivering results

### 围绕农粮产品生产加工、仓储物流业务

On processing, production, storage, and logistics of agri-food products



### 围绕科技创新、智转数改业务

On sci-tech innovation and digital & intelligent transformation



### 围绕品牌建设、打造健康营养食品业务

On brand building and healthy & nutritious foodstuff



### 围绕金融产品与服务、多业态地产业务

On financial products & services and diverse real estate business



## 夯实基层党建基础

Reinforce team-building at the grassroots level

2025 年，中粮集团全面贯彻新时代党的建设总要求，持续深化落实全国国有企业党的建设工作会议精神，深入实施“党建提升工程”，切实履行管党治党政治责任，持续夯实党建根基，充分发挥党建工作的引领保障作用，确保党中央精神和国务院国资委部署要求落实落地。

In 2025, COFCO began its initiative on enhancing team building as part of the effort to spearhead the top-bottom implementation.

## 压实工作责任

Nail down responsibilities

中粮集团通过定期召开党建工作领导小组会议等方式，及时学习传达上级会议和文件通知精神，研究党建工作议题，对中粮集团各单位党建工作提出具体工作要求。同时，不断强化对旗下企业党建重点工作的督促指导，持续开展党组织书记抓党建工作述职和党建责任制考核，让党建工作与经营业绩考核挂钩，与领导班子综合考评挂钩，形成闭环管理。

COFCO promptly learns and conveys the spirit of higher-level meetings and document notifications, researches team building work topics, and proposes specific work requirements.

## 强化“三支队伍”建设

Strengthen team building

2025 年，中粮集团持续提升履职尽责能力，积极引导党员干部学习榜样、立足岗位建功立业，各级党组织强化使命担当、带头攻坚克难。坚持把政治标准放在首位，注重从青年职工和产业工人等群体中发展党员，严把发展程序，通过举办入党积极分子示范培训班提升后备力量素质，不断壮大集团党员队伍，夯实基层战斗堡垒。

In 2025, COFCO continued assuming duties and responsibilities at a high level, guiding COFCOers to learn from role models and keep up the entrepreneurship at different positions as they stay committed to missions and overcome challenges.

举办 2 期基层党支部  
书记、党务工作者示  
范培训班

Held two training sessions  
at the corporate level



带动旗下专业化公  
司举办常规轮训  
23 期

Instructed subsidiaries to  
hold 23 training sessions



开展“优秀共产党员、  
优秀党务工作者和先进  
基层党组织”评选表彰

Organized selections and  
commendations



## 推动党建赋能发展

Empower development through team building

2025 年，中粮集团持续推动党建工作与生产经营深度融合，积极搭建党组织和党员作用发挥平台，通过创新实践载体，丰富工作路径，切实把党的政治优势转化为企业发展优势，以高质量党建引领企业高质量发展。

In 2025, COFCO kept integrating team building with business operations by establishing platforms and exploring paths through innovative practices, thereby translating political advantages to business development.

### 开展党建项目制

Carry out project-based team building

中粮集团引导基层党组织聚焦发展新质生产力、增强核心功能、提高核心竞争力等领域，围绕科技创新、数智化转型、发展战新产业等重点工作，设立党建项目，在生产经营中充分发挥党组织和党员作用。

COFCO encourages its affiliated companies to explore new and distinctive team-building models that align with their business traits. COFCO guides grassroots teams to focus on key tasks such as sci-tech innovation, digital & intelligent transformation, and entries to strategic emerging industries.

基层党组织围绕科技创新、  
数智化转型、发展战新产业

设立 1400 余个党建项目

Over 1,400 team-building projects at  
the grassroots level

### 推进产业链供应链创新链党建

Promote team-building across the industry,  
supply, and innovation chains

中粮集团引导基层企业党组织聚焦自身业务实际，与上下游客户、合作伙伴等目标单位党组织定期开展联建共建，充分挖掘各方优势，加强各方业务联动，推动解决工作中遇到的实际问题，促进共同发展、合作共赢。

COFCO guides teams at the grassroots level to conduct regular team-building activities in collaboration with upstream & downstream clients and partners based on business needs to address practical issues and fully tap into complementary advantages with win-win synergy.



2025 年开展党组织联建  
共建 600 余个

Over 600 joint team-building activities carried  
out in 2025 to maximize exemplary roles

### 发挥党员先锋模范作用

Follow role models

中粮集团指导企业党组织从实际需求出发，结合党员岗位职责，广泛设立党员示范岗、责任区、先锋队，有力推动了广大党员在急难险重任务中积极主动亮身份、作表率。旗下中粮油脂费县党支部将花生产业拓展与帮农助农结合，推动种植基地建设；蒙牛乳业应用研发“党员先锋队”发挥模范示范作用，在实验室攻坚科学难题。

COFCO mobilizes team at all levels to rise up to urgent and challenging tasks. For examples, the Fei County branch at COFCO Oils & Oilseeds incorporates expanding the peanut business with assisting farmers, and Mengniu Dairy's R&D "vanguard Team" tackles sci-tech challenges at labs.

2025 年设立党员示范岗 2600 余个、责任区 1500 余个、先锋队 600 余个  
Over 2,600 exemplary roles, 1,500 responsibility zones, and 600 vanguard teams in 2025

### 创新党建特色品牌

Innovate distinctive team-building models

作为中粮集团参股企业，旗下蒙牛乳业创新打造混合所有制党建模式，将党建工作延伸至田间地头、牛舍奶厅，将党的政治优势深度转化为企业发展优势，让“乳香伴着党旗飘”。旗下大悦城控股打破传统党建壁垒，创新构建商圈党建模式，将党员商户与购物中心党组织有机融合，把“党员示范岗”建立到店铺中去，让“红星店铺”更好地服务人民消费者，把红色优势转化为商业发展动能。

Mengniu Dairy is innovating the mixed-ownership model for team building. GRANDJOY breaks barriers by organically integrating merchants with shopping malls in team building to better serve consumers.

中粮集团鼓励所属企业结合自身业务特点，积极探索创新党建模式，形成各具特色的党建品牌  
COFCO encourages its affiliated companies to explore new and distinctive team-building models that align with their business traits



### 加强党风廉政，营造风清气正氛围

Focus on integrity and maintain the unsullied atmosphere

中粮集团严格落实党风廉政建设责任制，持之以恒抓好正风肃纪反腐，压实管党治党政治责任；常态长效推进中央巡视整改，强化以巡促改以巡促建以巡促治；扎实开展深入贯彻中央八项规定精神学习教育，坚持学查改一体推进，丰富警示教育载体，筑牢作风建设堤坝；高质量推进党组巡视，聚焦重点领域深化专项整治，着力铲除腐败滋生的土壤和条件。

COFCO strictly follows the top-bottom responsibility chain in consistently promoting good conduct, enforcing discipline, and combating corruption, abides by key rectification tasks laid out in the official disciplinary inspection to improve team building and governance, and focuses on key areas of rectification in rooting out corruption.



## 聚焦二

Focus Two



# 围绕现代化产业体系建设 发展培育新质生产力

Building a modern industry system by developing and cultivating new quality productive forces

科技兴则民族兴，科技强则国家强。推动高质量发展，最重要是加快高水平科技自立自强，积极发展新质生产力。作为农粮食品行业领军企业，中粮集团深入学习贯彻习近平总书记关于科技创新、发展新质生产力、建设数字中国的重要论述，深入实施“科技赋能提升”和“数智化转型提升”工程，以全球视野和全球资源谋划推进科技创新，聚焦主责主业锻造农粮新质生产力，以系统思维和数字技术加速赋能经营管理和产业升级，激活高质量发展引擎。

A nation will prosper only when its science and technologies thrive. The key to high-quality development is high-level sci-tech autonomy and developing new quality productive forces. As a leading agri-food company, COFCO is placing sci-tech innovation and the development of new quality productive forces at the strategic level. We are seeking upgrades in sci-tech empowerment and digital & intelligent transformation with a global vision and all of our resources. The development of new quality productive forces is based on COFCO's focus on core responsibilities in relation to the agri-food industry. The business operations and the industrial upgrade are empowered by a systematic methodology and digital technologies, thus energizing high-quality development.

### 2025 年，科技创新取得丰硕成果

In 2025, COFCO's sci-tech innovation campaign bore remarkable fruits

全年荣获中国专利银奖 **1** 项、省部级科技奖 **7** 项、行业协会科技奖 **31** 项，新获批省部级科研平台 **4** 个，**2** 人获评省部级科研人才称号

1 silver award at the China Patent Awards, 7 sci-tech honors of provincial or ministerial levels, and 31 sci-tech recognitions given by industry associations, 4 newly-approved research platforms of provincial or ministerial levels, and 2 individuals awarded the title of "Scientific Talent" at provincial or ministerial levels

#### 自主研发酶法生产 D-阿洛酮糖获批新食品原料

COFCO's self-developed, enzyme-based D-allulose approved as a new food ingredient

#### 粮仓六面主动控温系统、益生菌乳制品制造技术 入选国务院国资委 2024 年中央企业科技创新成果推荐目录

The fully automated & surface-segmented temperature-monitoring system for grain silos and the probiotic-based dairy manufacturing technology recommended by SASAC as noteworthy sci-tech innovations from central SOEs in 2024

#### 全谷物粉及制品创制关键技术研究及产业化推广项目 入选国家粮食局“十大粮食节约减损典型案例”

Key R&D and industrialization project on whole-grain flour products selected as one of the "Top 10 Exemplary Cases on Grain Conservation and Food Loss Reduction" by NAFRA

#### 创新 DHA 添加技术，推动儿童乳制品产业升级 获第二十五届中国专利银奖、2025 年中国外观设计优秀奖

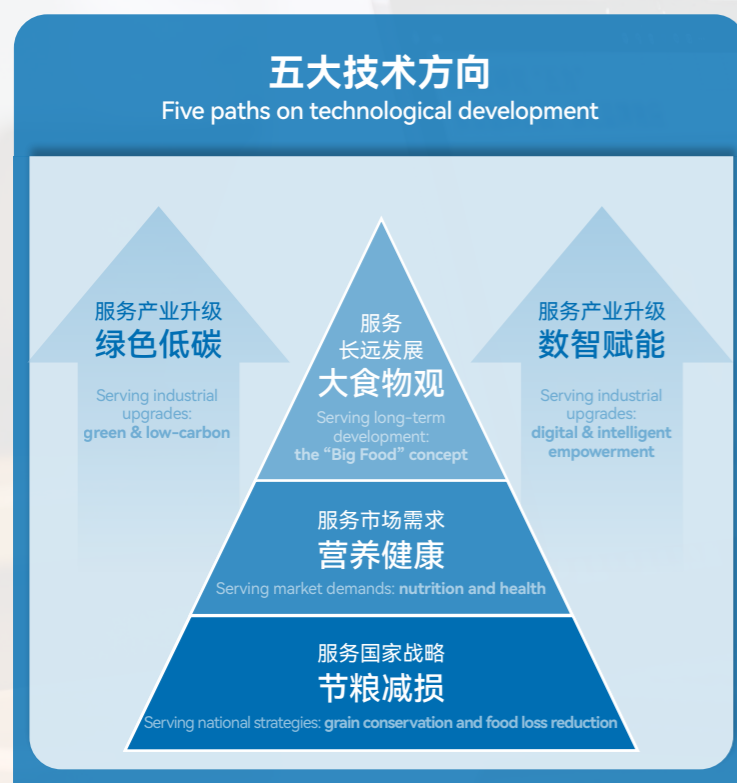
Innovative DHA-addition method that promotes the industry upgrade for children's dairy products granted the Silver Award at the 25<sup>th</sup> China Patent Awards and the Excellent Award for Chinese Design in 2025

## 完善顶层设计 筑牢产业格局规划支撑

### Improve top-level design to reshape industry landscape

2025 年，中粮集团深入实施“科技赋能提升工程”，全力构建起“战略引领、多元参与、产研融合”创新体系，锚定国计民生需求，系统谋划科技兴“粮”总体目标与方向布局，为传统农粮产业转型升级、战略性新兴产业培育壮大筑牢支撑。

In 2025, COFCO started the initiative on sci-tech empowerment and established an innovation system characterized by strategic guidance, diversified stakeholders, and R&D-industry integration. Anchoring on economic and social development of the nation & people, big-picture objectives and future paths of technology-driven agri-food business development are laid out, supporting the traditional agri-food industry in its transformation & upgrade, as well as strategic emerging industries in their continuous growth.



## 中粮粮谷实验室通过 CNAS 认可，为品质管控与技术创新提供技术支持

### COFCO Grains & Cereals' CNAS-accredited Laboratory providing technical support for quality control and technological innovation

2025 年 5 月，中粮粮谷厦门海嘉面业实验室通过中国合格评定国家认可委员会（CNAS）现场评审。海嘉面业实验室构建了理化检验、品质分析、有机检验、无机检验功能区，全面覆盖原料、生产及成品的检测需求，可独立开展检测工作并发布检验报告。

In May 2025, COFCO Haijia (Xiamen) Noodle Industry Co., Ltd, a daughter company to COFCO Grain & Cereals, passed the on-site laboratory evaluation by the China National Accreditation Service for Conformity Assessment (CNAS). Haijia's laboratory has functional areas for physical and chemical testing, quality analysis, organic testing, and inorganic testing, which cover the testing needs of raw materials, production, and finished products, allowing it to independently test and report results.

## 中粮糖业联合中粮营养健康研究院打造研发创新平台，解决技术难题

### COFCO Sugar collaborating with COFCO Nutrition and Health Research Institute in creating an innovative R&D platform to address technical challenges

2025 年 11 月，由中粮崇左糖业联合研究院打造的科技创新平台获评中国轻工业联合会公布的第四批中国轻工业平台名单，助力解决行业发展的技术瓶颈问题，实现产业转型升级目标。

In November 2025, the sci-tech innovation platform co-founded by COFCO Chongzuo Sugar and COFCO NHRI was included in the fourth aggregation of light-industry platforms announced by the China National Light Industry Council for its mission of addressing technical bottlenecks that limit industry transformation and upgrading.

## 中粮科工产学研结合，聚力推动粮食装备技术创新和产业升级

### COFCO Technology & Industry connecting industry, academia, and R&D to innovate grain handling equipment and elevate industry standards

2025 年 12 月，中粮科工（河南）装备公司获批河南省粮食装备创新联合体。该联合体由河南装备公司牵头，河南工业大学、中粮科工郑州公司、检测公司郑州分公司等产学研用优质单位共同组建，将集中力量推动粮食装备技术创新和产业升级。

In December 2025, COFCO Technology & Industry (Henan) Equipment Company was included as a member of the Grain Handling Equipment Innovation Consortium of Henan Province. The consortium, led by the Henan Equipment Company, was jointly established by entities from industry, academia, and R&D sectors, including Henan University of Technology, COFCO Technology & Industry Zhengzhou Company, and COFCO Testing Zhengzhou Branch, with a focus on innovating grain handling equipment and elevating industry standards.

## 优化体制机制 “揭榜挂帅”盘活创新资源

Improve innovation-supportive systems through open bidding for selecting the best candidates

2025年，中粮集团有序推动科创体制机制深化改革，持续健全研发项目管理机制，出台有力政策、完善评价体系，增强企业科技创新内生发展动力。通过探索建立重大科技项目“揭榜挂帅”机制，中粮集团利用“外脑内智”整合创新资源的能力进一步提升，将制度创新的力度转化为科技创新的效度。

In 2025, COFCO deepened system and mechanism reforms on scientific and technological innovation by improving management measures for R&D projects, introducing effective policies, and refining the evaluation system to stimulate organic growth of technological innovation at the corporate level. Through open bidding for selecting the best candidates on major sci-tech projects, COFCO is able to mobilize more available resources, external and internal alike, as we translate strong systemic renovation into effective sci-tech innovation.

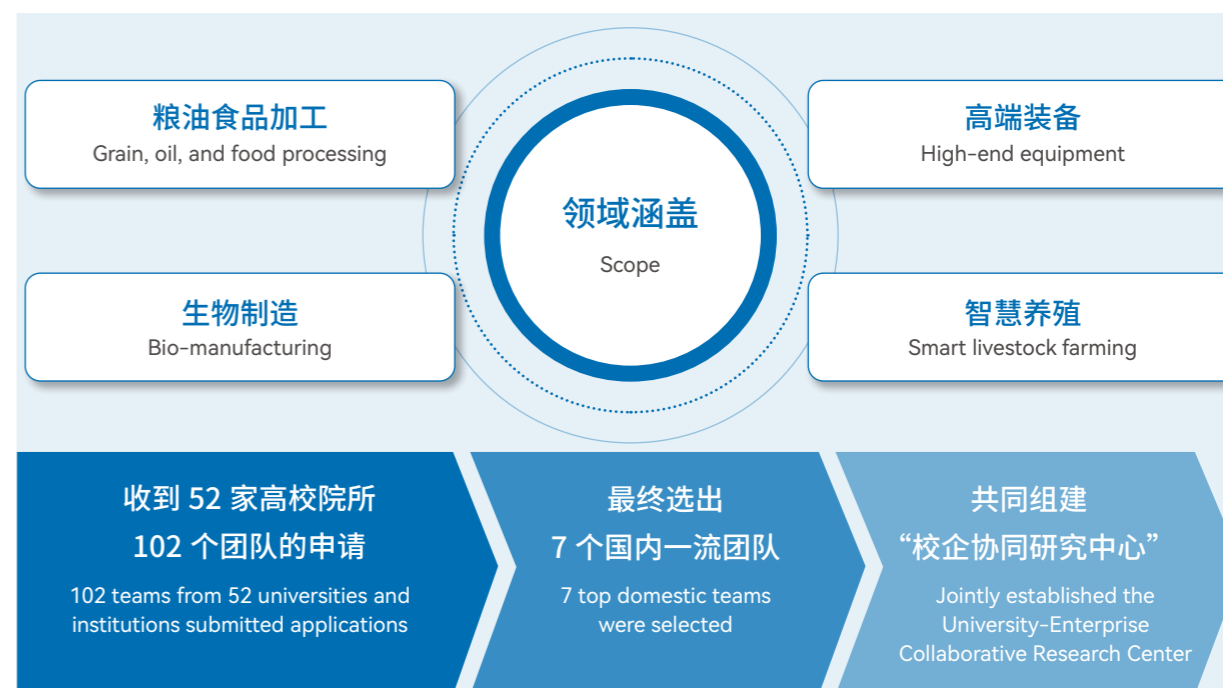
## 2025年3月对外发布“揭榜挂帅”任务

Open bidding was initiated in March, 2025

### 揭榜任务清单

List of open-bidding projects

- 1 粮仓环境下基于多传感器融合的自动作业机器人技术**  
Automatic robot technology based on multi-sensor fusion in grain storage environments
- 2 亚麻籽油营养调控与蛋白及副产物高效制取与高值化利用**  
Nutritional modification of flaxseed oil and efficient production and high-value utilization of protein and by-products
- 3 生物法生产阿洛酮糖工艺开发**  
Process development on a biological method for producing D-allulose
- 4 工业菌株基因组高效编辑技术开发及应用**  
Development and application of the efficient editing technology for genome of industrial strains
- 5 高品质载药丸芯制备工艺优选及性能评估研究**  
Research on the selection and evaluation process of high-quality pharmaceutical carrier spheres
- 6 基于 CT 扫描和高光谱技术的猪肉品质性状智能测定系统的研发与应用**  
Research and application of an intelligent measurement system for pork quality and traits based on CT scanning and hyper-spectral technology
- 7 猪舍环境调控与养殖生产效率优化研究**  
Research on environmental control of piggeries and optimizing pig farming efficiency
- 8 节粮、抗热应激奶牛基因组遗传评估体系及主要生产性状常规遗传评估体系建设与应用**  
Building and applying a genome evaluation system for feed-conserving, heat-stress-tolerant dairy cows and a routine genetic evaluation system for major production traits



## 营造创新生态 以人为本激发活力潜能

Foster an innovation-friendly ecosystem to stimulate talents

人才是创新的根基，是创新的核心要素。2025 年，中粮集团坚持“人才是第一资源”理念，持续锻造懂技术、善管理、能落地的科技人才队伍，通过人才培养、引进高层次创新人才等手段，积极营造鼓励创新、激励人才的生态环境，持续激发科技工作者创新活力潜能，为科研人员投身创新研究提供坚实保障，同时鼓励基层青年科技人才立足岗位实际开展技术探索与创新实践，激发青年人才创新活力。

Talent is the heart and soul of innovation. In 2025, COFCO, with the belief that talent is the number one asset, made repeated efforts to cultivate a team of sci-tech talents who know technologies, excel at managing, and get things done, through developing internal talents and recruiting external high-level talents. COFCO has created an innovation-friendly ecosystem that energizes, motivates, and empowers R&D talents, while encouraging and inspiring young sci-tech talents at the grassroots level to explore technologies and innovate practices based on job responsibilities.



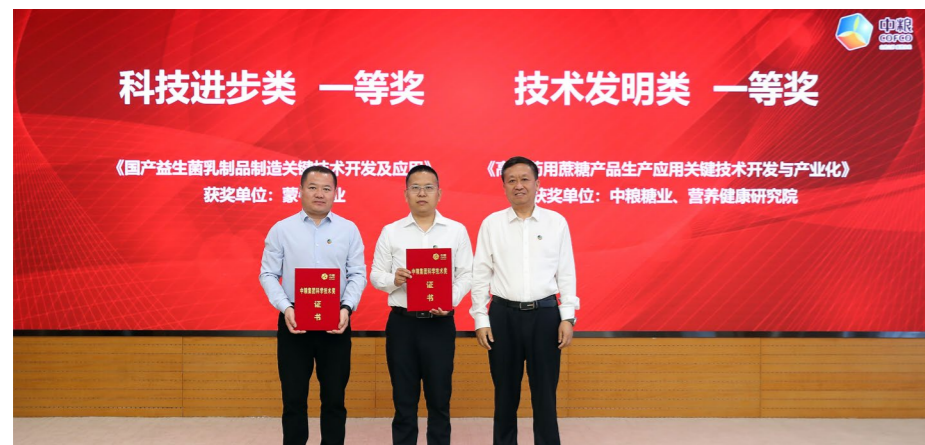
自主培养本地人才  
Cultivate internal talents



大力引进高端人才  
Recruit external high-level talents



精准激活各类人才  
Energize diverse talents



中粮集团党组书记、  
董事长李国强在集团  
科技创新大会为科技  
工作者颁奖

Li Guoqiang, Chairman of  
COFCO, granting honors  
to employees in the sci-  
tech field at the Corporate  
Sci-Tech Innovation  
Conference

## 聚力重点攻关 突破成果惠及国计民生

Tackle key challenges to achieve economic and social benefits

2025 年，中粮集团瞄准高水平科技自立自强，聚焦国计民生关键领域，加强统筹协同和对外合作，发挥产业协作优势，有效促进产学研用深度融合，在生物制造、生物育种、智慧农业、营养健康食品等新兴业务领域加快布局，集中资源推进关键核心技术攻关，取得一批突破性创新成果，全面赋能新兴产业发展和产业转型升级，让创新成果惠及民生。

In 2025, with an aim at sci-tech autonomy and strength on a high level, as well as a focus on key economic and social areas, COFCO sped up efforts in internal & industrial synergy and external collaboration, promoted deep integration of industry, academia, and research, increasing presence in emerging sectors such as bio-manufacturing, biological breeding, smart agriculture, and nutritious & healthy foods, and devoting itself to overcoming key technological barriers. Great progress on innovation was made to fully empower the development of emerging industries and the transformation & upgrade of traditional industries, while ensuring that innovative accomplishments benefit people's welfare.

### 通过酶法工艺实现阿洛酮糖规模化生产，成为国内首家规模化生产企业

Becoming the first Chinese enterprise to produce D-allulose on a large scale through the enzymatic method

2025 年 7 月，中粮集团自主研发的酶法生产 D-阿洛酮糖正式获批新食品原料。中粮集团成为全国首家酶法生产阿洛酮糖获得批准上市的生产企业。成果突破了国产阿洛酮糖“只供出口、难上国民餐桌”的困境，让代糖更经济地触达控糖人群。

In July 2025, COFCO's self-developed enzyme-based D-allulose was officially approved as a new food ingredient. COFCO became the first enterprise in China to receive market approval for the enzyme-based D-allulose. With COFCO's achievement, Chinese D-allulose was no longer for-export only or inaccessible to Chinese consumers. This sugar substitute became more affordable to the sugar-conscious population.



显微镜下的产酶菌株  
Enzyme-producing strains under the microscope

### 研发高效血糖管理益生菌菌株，打破国外技术长期垄断

Developing probiotics for blood sugar control to break up the previously long-standing non-Chinese technical monopolies

2025 年 8 月，蒙牛乳业发布自主研发副干酪乳酪杆菌 Lc19 新型益生菌菌株及其突破性控糖机制，实现中国乳制品行业领域的核心突破，为糖尿病前期及 II 型糖尿病患者提供营养干预的新选择。成果已经转化为悠瑞安糖盾益生菌粉产品上市销售。



悠瑞安糖盾益生菌粉产品  
Mengniu's Ease & Comfort Sugar-Shield Probiotics Powder product

In August 2025, Mengniu Dairy announced its independent R&D accomplishment on probiotic-based Lactobacillus helveticus Lc19. With its groundbreaking glucose control mechanism, a breakthrough for China's dairy industry, the new probiotics offer a new nutritional option in intervention against pre-diabetes and Type II diabetes. This new technical achievement has already hit the market with Mengniu's Ease & Comfort Sugar-Shield Probiotics Powder product.

### 自主研发两款高值化功能性饲用蛋白新品上市

Introducing two self-developed high-value functional feed protein products to the market

2025 年 8 月，中粮集团旗下多家企业联合研发的两款高值化功能性饲用蛋白新品——发酵豆粕和大豆酶解蛋白正式生产上市。发酵豆粕采用绿色工艺筑牢安全屏障，增殖益生元提高动物免疫力；大豆酶解蛋白以生物科技突破吸收壁垒，降低仔猪腹泻应激反应。

In August 2025, 2 high-value functional feed protein products, fermented soybean meals and soy protein hydrolysates, jointly developed by several COFCO entities, officially entered the market. Fermented soybean meals, processed with a green method, safely amplify prebiotics' immunity-strengthening effects in animals. Soy protein hydrolysates increase absorption efficiency with biotech solutions and reduce weaning stress for piglets.

### 探索“充氮工艺改良”，技改推动储粮环节降本增效

Exploring nitrogen preservation to reduce cost and increase efficiency in grain storage

粮食仓储既是粮食供应链安全稳定的基础工程，也是粮食供应链升级发展的关键环节。为增强中粮贸易防城港库在充氮环节中的仓房气密性，研发团队探索研究充氮工艺改造，最终实现单仓充氮气调效率高、进气均匀、排气成本低的良好效果。

Grain storage represents the key link that ensures security, stability, and development of the grain supply chain. COFCO Trading's R&D team worked to solve the problem around gas-tightness during the nitrogenation process in their Fangchenggang storage facility by optimizing operational techniques, which allowed more efficient generation, balanced concentration, and lower costs.

### 科技创新赋能粮食联运体系，中粮集团多式联运助力粮运提效

Empowering the inter-modal grain transport system with COFCO's efficient multi-modal method

高效的粮食联运不仅能有效降低物流成本、提升生产效率，还对节粮减损、推动传统粮物流产业转型升级发挥重要作用。中粮科工积极开展粮物流多式联运高效衔接装备研发，为粮食联运提供从技术研发到落地示范的全链条解决方案。粮食流通将从被动调配走向主动配置、精细管理，从而支撑更高水准的粮食保障，提升农业附加值。

Efficient intermodal grain transport, which reduces logistics costs and improves production efficiency, has been playing an important role in conserving grain & reducing food loss and promoting the transformation & upgrade of the traditional grain logistics industry. COFCO Technology & Industry is active in its R&D efforts on connecting equipment that supports multi-modal grain transport, providing a full-chain solution from R&D to application. The grain circulation network is no longer passive but active with precision, thereby supporting a higher level of food security and greater added value in agriculture.

### 研发新一代大型粮食烘干机，引领粮食产后技术革新

Developing the new-generation heavy-duty grain dryer to innovate post-harvest grain handling technologies



中粮科工粮食烘干机  
COFCO Technology & Industry's grain dryer

中粮科工自主研发的新一代大型连续式粮食烘干机，采用负压干燥工艺和全镀锌装配式结构，具有高效、节能、低碳、清洁的特点，烘干后粮食水分均匀，外观接近自然晾晒，避免过度干燥或干燥不足对粮食品质的不利影响。

The new-generation heavy-duty continuous grain dryer independently developed by COFCO Technology & Industry, adopting a negative-pressure drying method and equipped with a galvanized bolt link, is efficient, energy-saving, low-carbon, and clean. It ensures moisture removal uniformity and is close to conventional sun-drying in its appearance, avoiding adverse effects on grain quality that might otherwise arise from excessive drying or insufficient drying.

#### 相较于传统设备

Compared to conventional models

烘干效率提升 15% 以上  
+15% more efficient



减少污染物排放 80% 以上  
+80% less polluting



## 智改数转纵深落地 智慧赋能全链增效

Transform digitally and intelligently to increase efficiency across the chain

当前，数智化转型已经成为企业提升经济效能、驱动高质量发展的强劲引擎。2025 年，中粮集团将数智化转型提升至核心竞争力战略高度，纵深推进“数智化转型提升工程”，推动数智工程向全产业链、多业务板块纵深落地。旗下企业紧扣生产经营实际需求开展数智化创新，实现 AI 业务赋能与数字化协同全方位突破。

Digital & intelligent transformation has become a powerful engine for enterprises to drive economic and high-quality development. In 2025, COFCO strategically elevated digital & intelligent transformation to a part of its core competitiveness, advancing an upgrade initiative on digital & intelligent transformation across the entire industry chain and multiple business sectors. COFCO entities, focusing on production and operational needs, have been carrying out digital & intelligent innovation to achieve breakthroughs in AI business empowerment and digital collaboration.



### “中粮智胜”行业大模型落地应用，农粮业务数智化转型赋能

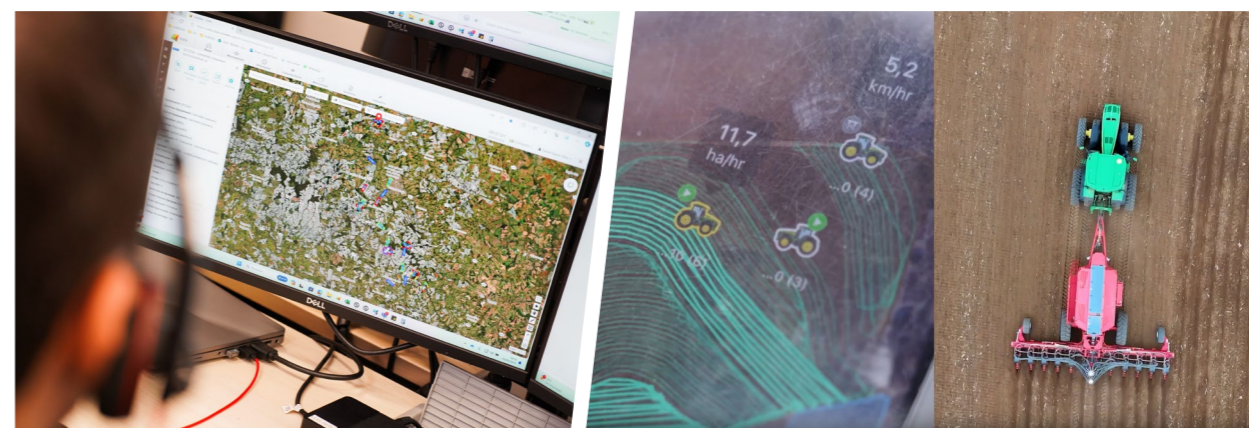
COFCO empowering the digital & intelligent transformation of the agri-food business with the full-on application of the industrial large model “Smartwin”

2025 年，中粮集团深入推进“人工智能+”专项行动，打造以商情为核心的“中粮智胜”行业大模型集，统筹建设 AI 智能体平台及算力资源平台，全面支撑集团商情、营销、生产等高价值场景应用，为中粮集团农粮业务数智化转型赋能。

In advancing the “AI plus” campaign of 2025, COFCO built an industrial large model centered on business intelligence, “COFCO Smartwin,” which is an integrated application of AI agents and computing resources that can fully support COFCO’s high-value scenarios like business intelligence, marketing, and production, empowering COFCO’s agri-food business digital & intelligent transformation.

### 中粮国际深耕海外农业数智化建设，助力全球农粮产业现代化转型

COFCO International contributing to the modernization of the global agri-food industry with efforts overseas in making agriculture digital and intelligent



中粮国际数智化应用实践

Digital & intelligent applications by COFCO International

近年来，中粮国际持续推动海外数智化建设，在南非合作农场、巴西糖厂、阿根廷粮油交易和海运业务中应用智能化技术手段，为更大范围布局应用人工智能技术奠定基础。其中，SAP 系统通过对关键物流节点和资源的精准把控，可实时监测全球粮油脉搏，平抑市场波动，为全球粮食供应链韧性与安全提供“海外支点”。

In recent years, COFCO International has made continuous efforts to promote digital & intelligent agriculture overseas with its applications of intelligent technologies in cooperative farms in South Africa, sugar mills in Brazil, grain & oil trading in Argentina, and maritime logistics, laying the foundation for more AI applications on a broader scope. CIL’s SAP system, for example, with its grasp on key logistics nodes and resources, enables the monitoring of grain & oil markets globally to hedge against market fluctuations, positioning CIL in line with the resilient and secured global food supply chain.

### “玉米质量智能检验应用”入选首批央企人工智能战略高价值场景

The intelligent corn quality inspection application making the list of the “High-Value Strategic AI Scenarios from Central SOEs”

2025 年 7 月，国务院国资委在企业人工智能产业发展论坛发布首批 40 项央企人工智能战略性高价值场景。中粮生物科技“玉米质量智能检验应用”入选。该应用以人工智能视觉分析技术为核心，有效减少送粮农户等待时间，检验结果客观公正，为合理定价提供可靠依据。

In July 2025, the SASAC announced 40 High-Value Strategic AI Scenarios from Central SOEs at the Corporate AI Industry Development Forum during the 2025 World Artificial Intelligence Conference. COFCO Biotechnology's application on the intelligent quality inspection of corn was selected as one of the scenarios. The AI-empowered visual analytical technology adopted in the application reduces the inspection time for farmers and provides impartial results for reasonable reference on pricing.

1.2 亿个玉米颗粒  
形态特征模型

Morphologically characterizing and classifying 120 million corn kernels

完成 5 万余次检验  
Over 50,000 inspections

100 克样本检验时间  
8 分钟缩至 1 分钟

Time required to inspect a 100-gram sample reduced from 8 minutes to 1 minute

### 中粮科工数字化破局，从传统工程师到产业重构者

COFCO Technology & Industry restructuring the industry with a shift from purely engineering through digital avenues

2025 年，中粮科工成功完成从传统工程服务商到数字化解决方案提供者的转型升级。在大连油脂工厂数字化改造与中水金枪鱼研发加工中心项目，中粮科工通过数字化转型，显著提升人工效能、降低运行与能耗等成本，为传统产业转型升级注入强劲动能。

In 2025, COFCO Technology & Industry completed its transformation from a traditional engineering service provider to a digital solution provider. In delivering on two separate projects concerning the digital transformation of oilseeds crushing in Dalian and the R&D and processing of tuna in Zhoushan, COFCO Technology & Industry significantly enhanced labor efficiency and reduced operational and energy costs, energizing traditional industries with strong growth momentum.

### 蒙牛乳业武汉工厂获评“产能最大的单体低温酸奶工厂”世界纪录认证

Mengniu's Wuhan factory certificated as the world's highest-capacity single-site chilled yogurt facility

2025 年 8 月，蒙牛武汉工厂获“世界上产能最大的单体低温酸奶工厂”FWRC 福布斯世界纪录认证。武汉工厂内全面部署全球领先智能化柔性生产线，显著提升排产效率，并构建 72 小时黄金供应链，确保全球最大单体产能的稳定输出。

In August 2025, Mengniu Hi-Tech Dairy Wuhan was certified by Forbes World Records Certification as the world's highest-capacity single-site chilled yogurt facility. The facility fully deploys a world-leading intelligent flexible production line to achieve significantly higher production scheduling efficiency and a 72-hour golden supply chain to ensure stable output from the world's largest single-site capacity.

### 中粮可口可乐首家全链路数智化工厂在陕西投产落地

COFCO Coca-Cola launching first fully digital & intelligent bottling plant



中粮可口可乐  
陕西数智化新厂

COFCO Coca-Cola's new digital & intelligent Shaanxi facility

2025 年，中粮可口可乐成功在陕西建成并投产公司首家全链路数智化标杆工厂，实现从智慧计划、采购到生产、物流及运维的全流程智能化运营，通过供应链各环节的深度数智覆盖，为饮料行业树立转型升级实践典范。

In 2025, COFCO Coca-Cola's first fully digital & intelligent flagship factory in Shaanxi started operations, supported by full-process intelligence from planning and procurement to production, logistics, and maintenance. The extensive digital & intelligent coverage across the supply chain sets a beverage industry benchmark for future transformation and upgrade.

### “AI+ 养殖”，中粮家佳康智慧养猪重新定义现代化养殖

COFCO Joycome redefining modern livestock farming with AI

中粮家佳康在吉林探索数智化转型，建成行业最大规模一次性完整的数智化养殖工程，可对 150 万头猪的精准饲喂与健康监控降低生产成本，提升业务运营效率。智慧养殖相关研究项目成功获批国家“十四五”重点研发专项，入选中企研“企业新质生产力发展优秀案例”。

COFCO Joycome's digital and intelligent endeavors in Jilin include building a completely digital & intelligent pig farming project of the industry's largest scale. Through precise feeding and health monitoring, the operational costs and efficiency to manage 1.5 million pigs are optimized. Joycome's research project on intelligent livestock farming is certified as a Key R&D Patent of the National 14<sup>th</sup> Five-Year Plan and included as one of the “Exemplary Cases of Developing New Quality Productive Forces from Companies” by China Enterprise Research.



# 助力全球供应链畅通 建设世界一流农粮食品企业

Facilitating the global supply chain and building a world-class agri-food enterprise

顺畅、高效、有韧性的农粮供应链是推动世界经济发展的重要保障。在全球农业体系经历深刻变革的当下，维护粮食产业链、供应链的畅通稳定对全球农粮业务的有序发展有着重要意义。中粮集团始终是全球农产品产业链的重要参与者。2025年，中粮集团以“八大提升工程”为指引，有效统筹海内外两个市场、两种资源，在完善主销区资产体系和全球贸易网络的同时，不断提高农粮食品的就地加工转化能力和买卖能力，以多种手段满足海内外消费者对农粮食品的差异化需求，维护全球产业链供应链稳定畅通。

在海外，中粮集团持续健全全球主要产销区的购销网络，积极参与国际农粮合作与贸易往来，将种植者、生产者和消费者有机衔接在一起，让农粮资源在更大范围内高效流动。在国内，中粮集团聚焦关键领域，不断夯实产业基础，增强重要农产品稳定供给能力，努力构建开放共赢的产业生态，有力维护全球粮食供应链稳定畅通。

A smooth, efficient, and resilient agri-food supply chain serves to ensure global economic development. With the global agricultural structure experiencing profound changes, ensuring the efficiency and stability of the agri-food industry & supply chain is of great significance for the steady development of global agri-food businesses. COFCO has always taken an active part in the global industry chain of agricultural products. In 2025, guided by the Eight Enhancement Initiatives, COFCO boosted the synergy between domestic and international markets & resources and expanded its asset landscape across major distribution areas with the global trade network, while building up its capacity to process agri-food products locally and trade globally. Using a variety of methods and tools, COFCO stays committed to meeting the differentiated domestic & international agri-food consumption demands and facilitating the global agri-food industry & supply chain.

Overseas, COFCO continues to improve the purchasing and sales networks in major global production and sales areas, actively participating in international agri-food cooperation and trade, connecting growers, producers, and consumers, and allowing agri-food resources to flow efficiently over a larger area. Domestically, COFCO focuses on key areas, continuously strengthening the industrial foundation, enhancing the stable supply capacity of important agricultural products, striving to build an open and win-win industrial ecosystem, and maintaining the stability and smooth operation of the global food supply chain.



## 全球农粮经营情况（不含食品）

COFCO's global agri-business operation in numbers

超 **4000** 万吨

全球粮食海运经营量

Running a global maritime transport operation of **+40** million tons

近 **3000** 万吨

海外农产品加工能力

Capable of processing nearly **30** million tons overseas

超 **3000** 万吨

海外码头中转能力

Capable of handling **+30** million tons at ports overseas

超 **7000** 万吨

国内农产品加工能力

Capable of processing **+70** million tons in China

超 **4000** 万吨

国内码头中转能力

Capable of handling **+40** million tons at ports in China

## 畅通供应链 带动全球农粮产业协同发展

Grease the wheels of the supply chain to drive collaborative development of the global agri-food industry

全球化布局是畅通贸易通道、建设可持续农业体系、更好服务全球消费需求的有力路径之一。2025 年，中粮集团持续发挥农粮食品企业优势，稳步推进海外市场布局，助力搭建起顺畅、高效的农粮供应链。通过与全球伙伴的互联互通和贸易合作，中粮集团有序推动多元化农产品采购，以多种手段满足海内外消费者对农粮产品的新需求。

Global development is an effective path to facilitating trade channels, building a sustainable agricultural system, and meeting global consumption demands. In 2025, COFCO continued to leverage its agri-food business advantages in steadily building up its overseas market presence and helping to facilitate the agri-food supply chain. By connecting and trading with global partners, COFCO meets new demands from domestic and international consumers for agri-food products with diversified procurement.



## 加快完善海外全链条布局，增强流通效能

Bulk up the full-chain overseas landscape with bigger strides and greater circulation efficiency

近年来，作为全球农粮供应链的重要组织者，中粮集团在海外持续构建多元均衡的全产业链购销网络，加快在全球主要港口和交通枢纽建立仓储和物流中心。截至 2025 年底，中粮集团农粮业务遍及六大洲，资产分布近 40 个国家和地区，全球年经营量 1.8 亿吨，仓储能力超 3200 万吨，粮食海运经营量超 4000 万吨，中转能力超 8000 万吨，搭建起顺畅、高效的全球农粮产业链条。

As one of the most important coordinators of the global agri-food supply chain, COFCO has been diversifying and balancing its full-chain trade network overseas, building more storage and logistics facilities at major ports and transport hubs across the world. By the end of 2025, with the agri-business spanning six continents and assets distributed across nearly 40 countries and regions, COFCO's global annual operation stood at 180 million tons, storage capacity +32 million tons, maritime transport operation +40 million tons, and transshipment capacity +80 million tons, thereby establishing a smooth and efficient global agri-food industry chain.

## 巴西桑托斯 STS11 码头扩建项目稳步推进，为畅通全球供应链提供新动能

Making steady progress on the STS11 terminal at the Port of Santos in Brazil to inject new momentum into the global supply chain



中粮国际巴西桑托斯 STS11 码头现状

COFCO International's STS11 Terminal at the Port of Santos in Brazil

2025 年 5 月，中粮国际巴西桑托斯 STS11 码头项目完成第一阶段交付并投入使用。项目于 2023 年 8 月开工，边建设边运营，在原有码头 T12A 业绩保持优异的同时保持高效推进。项目二期计划于 2027 年前完工投产，届时中粮集团在桑托斯港的年中转能力将从 300 万吨增长到 1400 万吨。目前，中粮集团在巴西建立集收储、加工、物流、贸易于一体的全产业链布局，成为巴西玉米、大豆、糖等农产品主要出口商和加工商。

In May 2025, COFCO International inaugurated the first phase of its STS11 terminal at the Port of Santos in Brazil. Since the expansion project broke ground in August 2023, the original T12A Terminal has been operational at the same time as the construction, ensuring both its business performance and expansion progress. The second phase is expected to finish construction by 2027. Upon its eventual operation, COFCO's annual transshipment capacity at the Port of Santos will increase to 14 million tons in comparison to 3 million before expansion. COFCO's current Brazilian operation covers the complete industrial chain, integrating collection, storage, processing, logistics, and trade, enabling COFCO to become a major exporter and processor of agricultural products such as corn, soybeans, and sugar in Brazil.

## 完成罗马尼亚港口疏浚并启用自有内河驳船船队

Dredging port terminals and building a barge fleet for inland river transports in Romania



中粮国际在罗马尼亚建设的自有驳船队

COFCO International's own barge fleet in Romania

2025 年 7 月，中粮国际顺利完成罗马尼亚康斯坦察港的港池疏浚与泊位加固工程，同步启用自有内河驳船船队，大幅提升港口的装卸效率和出口能力。该工程旨在解决港池水深不足、泊位无法停靠大型船舶等历史问题。同时，为保障物流通道畅通，公司自 2022 年起投资建设自有驳船队，以满足每年超 200 万吨的粮食运输需求。

In July 2025, COFCO International completed Project Nautilus, in which the previously inadequate channel depth for larger vessels at the Port of Constanța in Romania was addressed through dredging and berth reinforcement, in order to increase cargo efficiency and export capacity. In the meantime, Project Nomad kicked off in 2022 with the aim of maximizing logistics efficiency. By building its own barge fleet, the Romanian operation expects to fully meet the logistics demand of over 2 million tons of agricultural products.

## 与巴西铁路运营商合作，助力提升巴西铁路物流货运效能

Partnering with Brazilian railway operators for more efficient railway logistics in Brazil

中粮国际与巴西最大铁路运营商 Rumo 公司合作，从巴西中西部地区、圣保罗州内陆区向桑托斯港运输谷物和糖，预计年运输量可达 400 万吨，有力提升内陆产粮区向桑托斯港的铁路货运能力，改善当地农粮产业物流运输规模。

COFCO International has partnered with Rumo, Brazil's largest railway operator, on transporting grains, oilseeds, and sugar from the midwest region of Brazil and the inland areas of São Paulo to the Port of Santos, with an expected annual transport volume of up to 4 million tons. The partnership significantly enhances COFCO's railway freight capacity from the inland grain-producing areas to the Port of Santos, further scaling up the logistics and transport operations of the agri-food industry in Brazil.



合作将提升内陆产粮区向桑托斯港的铁路货运能力

The partnership expects to enhance COFCO's railway freight capacity from the inland grain-producing areas to the Port of Santos

## 紧密链接全球资源与市场，全球买全球卖

Closely connect resources with markets by trading globally

在全球人民对多元粮食需求日益增长的今天，中粮集团凭借领先的国际散粮运力优势，构建起覆盖全球的物流和采购网络，将来自世界各地的农粮食品资源，通过高效的跨国物流供应链送往全球消费者的餐桌。2025 年，中粮集团不断加强与“一带一路”沿线国家的农业多元贸易合作，立足两个市场、两种资源采购多元农产品，为进一步丰富国内农产品品种结构、有效满足国内消费者多样化饮食需求贡献力量。

The growing demand for a diverse portfolio of agri-food products calls on COFCO to leverage its world-leading bulk transport capacity and build up the global logistics and procurement network in supplying agri-food products globally through an efficient multi-national logistics supply chain. In 2025, COFCO continued to strengthen diversified trade partnerships with the Belt and Road countries as it amplified domestic and international synergy in procuring agricultural products from a variety of origins, helping to diversify the agri-food portfolio in China and meet the diverse dietary needs of domestic consumers.

6000 万吨

具备每年进口农产品的全链条组织能力

Capable of importing 60 million tons of agricultural products annually with the full-chain operation

五分之一

2023-2025 年主要农产品进口量占中国进口总量的

Imported 1/5 of China's total key agricultural imports from 2023-2025

## 进博会签约超百亿元，进一步丰富百姓餐桌

Signing contracts for +10 billion yuan of products at CIIE to enrich agri-food consumption choices

在 2025 年第八届“进博会”上，中粮集团积极发挥全产业链优势，深度参与全球贸易合作，与 ADM、邦吉、嘉吉、路易达孚等企业再度携手，旗下专业化公司与合作伙伴集中签约，总额超百亿元人民币，推动农粮贸易向“共链共生”深度融合发展。

At the 8<sup>th</sup> China International Import Expo in 2025, COFCO played to its strength as an integrated industry player in engaging in global trade partnerships. COFCO entities signed contracts totaling over 10 billion yuan with companies like ADM, Bunge, Cargill, and Louis Dreyfus, achieving mutually beneficial development across the industry chain.

### 巴西可持续大豆运往中国，向打造绿色粮食供应链迈出重要一步

Shipping sustainable Brazilian soybeans to China in moving towards a green agri-food supply chain



交付工作团队在货船合影

Photo of the delivery team on the ship loaded with sustainable Brazilian soybeans

2025年5月，载有巴西可持续大豆的“山东福义”号散货船自中粮国际桑托斯港 STS11 码头启航。这是中粮国际与蒙牛签署可持续大豆战略合作协议后，首船按协议要求发运的货物，标志着双方在携手打造绿色粮食供应链上迈出重要一步。

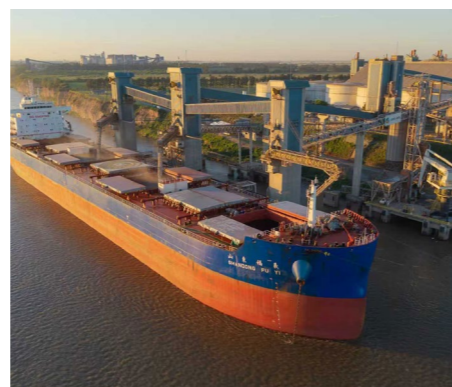
In May 2025, the bulk carrier “Shandong Fuyi,” which carried sustainable soybeans from Brazil, set sail from COFCO International’s STS11 terminal at the Port of Santos. It marks the first shipment under the strategic cooperation agreement on sustainable soybeans signed between COFCO International and Mengniu Dairy, symbolizing an important step in jointly building a green food supply chain.

### 首船阿根廷小麦启运中国，合作开创更加稳定多元的出口市场

Exporting the first shipment of Argentine wheat to China to create a more stable and diversified export market with collaborative efforts

2025年12月，中粮集团首船阿根廷小麦于提布斯港装船启程运往中国，标志着中阿两国新的贸易通道正式开启。该批小麦用于供应国内制粉企业。此举将进一步丰富中阿农产品贸易合作品类，标志着双方在农业产业链层面的合作迈上新台阶。该贸易通道的开通将提升农产品附加值与抗风险能力，推动两国农业合作实现互利共赢。

In December 2025, COFCO’s first shipment of Argentine wheat departed from the Port of Timbúes on a mission to China to meet the demands of Chinese milling companies. The shipment, which marks the official opening of a new China-Argentina trade channel, takes the mutually beneficial bilateral agricultural partnership to a new level with an enriched portfolio of more resilient products of greater added value.



载有阿根廷小麦的散货船启程

The bulk carrier loaded with Argentine wheat ready to set sail

### 完成全国首次散船加拿大杜伦小麦采购，进一步丰富品类

Completing China’s first bulk shipment of Canadian durum wheat for varied options

2025年5月，中粮集团首次从加拿大散船进口加拿大杜伦小麦。加拿大是全球最大的杜伦小麦出口国，出产的杜伦小麦色泽良好、出粉率高，受到各国消费者青睐。本次进口的杜伦小麦由旗下中粮国际采购，旨在进一步丰富进口小麦品类，满足国内市场对高品质进口小麦的需求。

In May 2025, COFCO made the first import of Canadian durum wheat by bulk carrier from Canada. Canada is the world’s largest durum wheat exporter. The intense color and high semolina yield make it popular among consumers across the world. The shipment was purchased by COFCO International, who intended to meet the domestic market’s demand for high-quality imported wheat with increased varieties available.



载有加拿大杜伦小麦的散货船完成停泊

The bulk carrier loaded with Canadian durum wheat at berth

### 首次以铁路散粮车进口哈萨克斯坦小麦，满足西北市场需求

Importing Kazakhstani wheat in grain hopper cars for the first time to supply China’s northwest market



中粮集团首次以铁路散粮车进口哈萨克斯坦小麦

COFCO importing the first batch of Kazakhstani wheat transported in grain hopper cars

2025年4月，中粮集团首次以散粮车方式进口哈萨克斯坦小麦。我国进口哈萨克斯坦小麦既能为国内市场提供更丰富的高品质小麦原料品种，也能进一步拓宽农产品进口多元化渠道，增强农粮供应链韧性。至此，中粮集团已实现棚车包粮、中欧/中亚集装箱班列和散粮车三种方式进口哈萨克斯坦小麦。

In April 2025, COFCO made its first import of Kazakhstani wheat using grain hopper cars. China’s import of Kazakhstan wheat adds to the high-quality wheat supply in the Chinese market, further diversifies agri-food origination, and enhances the resilience of the supply chain. With the shipment, COFCO has achieved imports of Kazakhstani wheat through three transportation vehicles: covered wagons, The China-Europe/China-Central Asia Railway Express, and hopper cars.

### 首船柬埔寨木薯干片运抵广西，持续深化“一带一路”经贸关系

Making the first shipment of Cambodian dried cassava chips to Guangxi to deepen economic and trade ties under the Belt and Road Initiative

2025 年 3 月，中粮生物科技采购的首船柬埔寨木薯干片顺利抵达广西北海，进一步拓宽了木薯原料采购渠道，深化了与“一带一路”沿线国家和地区的经贸联系，实现互利共赢。

In March 2025, the first shipment of dried cassava chips purchased by COFCO Biotechnology arrived in Beihai, Guangxi, expanding China's procurement of cassava raw materials, deepening mutually beneficial economic and trade ties with the Belt and Road countries and regions.

### 携手中交集团合作采购乌干达咖啡豆，央企协作推动进口业务稳步发展

Working with China Communications Construction on purchasing Ugandan coffee beans to promote imports

2025 年，中国纺织与中交集团旗下企业合作采购乌干达咖啡豆，持续深化央企间协作，不断推动非洲进口业务稳步向常态化发展，共同服务高水平对外开放与更具韧性的供应链体系建设。

In 2025, Chinatex partnered with China Communications Construction on purchasing Ugandan coffee beans, marking another step forward for Africa to become a regular origin for Chinese imports, as they jointly served the higher-standard opening up and a more resilient supply chain from one central SOE to another.

### 首次进口落地加工大麦，实现“过路经济”到“落地经济”新突破

Making the first "origin-to-process" import of barley to benefit the local economy

2025 年 12 月，中粮家佳康旗下中粮饲料成功进口内蒙古首列哈萨克斯坦落地加工大麦。大麦主要用于供给中粮饲料呼市工厂饲料生产，有效拓展中粮饲料原料供应渠道，实现降本增效，助力区域实现进口粮食渠道与品类新突破。该专列运输用时仅 10 余天，实现跨境班列由“过路经济”向“落地经济”的重大转变。

In December 2025, COFCO Joycome made the first import of Kazakhstani barley that was bound for processing upon arrival in Inner Mongolia. The cargo destined for COFCO's Hohhot feed mill expanded the raw material supply for COFCO Feed with better cost effectiveness and assisted the region in making new breakthroughs in grain origination and varieties. It took approximately only 10 days for the cargo to be delivered by the Express service, marking a significant shift for cross-border expresses to retain the greatest economic value at the destination, instead of making the destination merely one of the stops.

畅通供应链，带动全球农粮产业协同发展



## 推动现代化农业建设 助力建设农业强国

Build up the modern agricultural powerhouse

农业农村现代化关系到中国式现代化的全局和成色。作为联结亿万农民与广阔市场的关键纽带，中粮集团将助力农业强国作为重要使命，统筹国家所急、农民所盼、中粮所能和发展所需，研究总结制约农业现代化的八个关键问题，以工业化思维推动传统农业生产方式向标准化、集约化、数智化、绿色化转型升级，全力探索具有中粮特色的中国式农业现代化之路。

The modernization of agriculture and rural areas is a matter of the modernization of China as a whole. As a key link connecting millions of farmers with vast markets, COFCO is committed to promoting China's endeavor of rising to an agricultural powerhouse based on what the nation calls on, what farmers long for, what COFCO excels at, and what development requires. After extensive research, COFCO has concluded that there were eight key issues concerning the prospect of modern agricultural development and worked to address them behind the core idea of reshaping agricultural production with industrialization methodology towards standard, intensive, digital & intelligent, and green upgrades, exploring a path of Chinese agricultural modernization with COFCO characteristics.

37 家

集团及旗下企业入选农业产业化国家重点龙头企业名单

37 COFCO entities included in the list of "National Key Leading Enterprises in Agricultural Industrialization"

## 持续深化现代农业体系管理实践

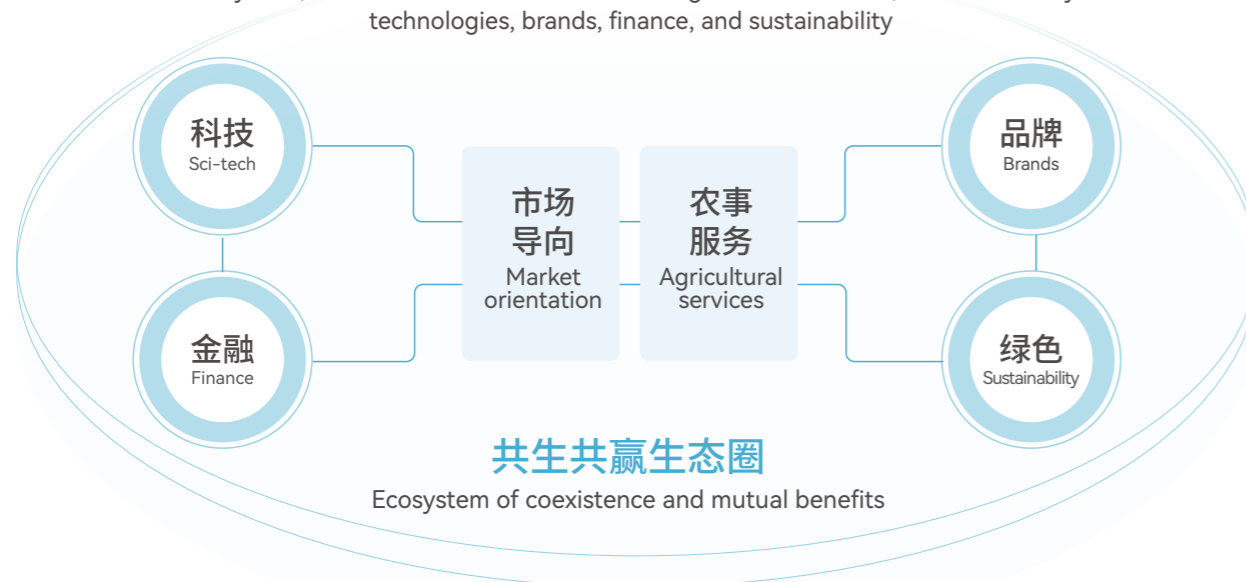
Deepening modern agricultural practices



With a focus on the “big three crops” – corn, wheat, and rice

### 打造“一圈双核四驱动”现代农业管理模式

Building a modern agricultural management system which involves a mutually beneficial ecosystem, focuses on market demands and agricultural services, and is driven by technologies, brands, finance, and sustainability



中粮集团党组书记、董事长李国强在甜菜、番茄种植现场了解种植规划、种子研发、田间管理、农机服务、数智农业等中粮现代农业建设现状

Li Guoqiang, Chairman of COFCO, visiting the beets and tomatoes farms to examine plans, seed R&D, field management, agricultural machinery services, and digital agriculture in COFCO's modern agricultural endeavor

### 打造“中粮·梨树”现代化农业示范区，让新模式在黑土地开花结果

Pilot the COFCO modern agricultural demonstration zone in Lishu to bear fruit on the black soil



吉林省四平市梨树县是我国重要的粮食主产区  
Lishu County, Siping City, Jilin Province, an important producing area of grain & oilseeds in China

“要坚持新发展理念深入实施东北振兴战略，加快推动新时代吉林全面振兴全方位振兴”；“要加快转变农业发展方式，在探索现代农业发展道路上创造更多经验。”

2020年7月22日，习近平总书记在梨树县考察调研时作重要指示  
(来源：新华通讯社)

“We must stick to China's new development philosophy in further implementing the strategy of revitalizing Northeast China and accelerate Jilin's full revitalization in the new era.” “We must accelerate the transformation of agricultural development and provide more experience in developing modern agriculture.”

On July 22, 2020, President Xi Jinping made important instructions during his inspection and research in Lishu County  
(Source: Xinhua News Agency)

吉林省四平市梨树县地处世界黄金玉米带，是我国重要的粮食主产区，具备规模化种植的优势和条件，是现代农业生产模式落地的理想区域。2025年，中粮集团深入贯彻落实习近平总书记关于大力发展现代化大农业的指示要求，围绕制约农业现代化的八个关键问题研究破题，充分发挥自身产业优势，通过“订单+服务”模式，在梨树县打造“龙头企业+政府+新型农业经营主体”的现代农业示范区，将已成功实践的“一圈双核四驱动”模式在此复制升级，让中国式农业现代化在北方沃土生根发芽。

Lishu County, under the jurisdiction of Siping City in Jilin Province, is situated on the renowned golden maize belt as an important producing area of grain & oilseeds in China. It enjoys favorable conditions for large-scale farming, making it an ideal region for implementing the modern agricultural model. In 2025, committed to promoting China's modern agricultural endeavor, COFCO narrowed down its focus on eight key issues that restrict agricultural modernization as it leveraged its industry-leading role in piloting the modern agricultural demonstration zone in Lishu County based on the “contracts plus services” model that incorporates efforts from leading companies, authorities, new operational entities, allowing Chinese agricultural modernization to take root and flourish in the fertile northern soil.

## 种植端

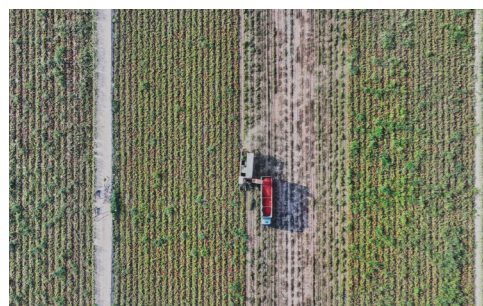
Farming

全国规模化种植面积 **314 万亩**，广泛服务上下游客户

3.14 million acres planted across China to serve a wide range of upstream & downstream customers

### 中粮糖业探索构筑新型农业生态圈，智慧农业实现多方共赢

COFCO Sugar exploring the win-win agricultural ecosystem with intelligent agriculture



中粮糖业建立起覆盖“全要素、全链条、全区域”的智慧农业管理平台

COFCO Sugar leveraging an intelligent platform to manage agriculture across elements, links, and regions

2025 年，中粮糖业积极探索构筑农业生态圈，与农药、农机、农技、金融等上下游关联主体深度合作，通过建立覆盖“全要素、全链条、全区域”的智慧农业管理平台、为农户提供创新农业保险等多种方式，建立多方共赢的利益连接机制，重构传统农业生态。

In 2025, COFCO Sugar explored building its own agricultural ecosystem that involves upstream and downstream entities in relation to pesticides, machinery, technologies, and financing. By establishing an intelligent platform to manage agriculture across elements, links, and regions, as well as offering innovative agricultural insurance services to farmers, COFCO Sugar has created mutually beneficial partnerships in the revamped agricultural ecosystem.

## 收购端

Origination

- 稻谷领域以“**优质优价**”市场化收购优质原粮

Purchasing high-quality rice with market-based fair price

- **约 2 万家**

玉米、小麦累计开发粮源客户

Developed 20,000 suppliers for corn and wheat origination

- **超 117 万亩**

签约订单面积

Signed contracts for +1.17 million acres of crops



### 中粮贸易、中粮粮谷积极组织夏粮收购，“向前一公里”切实提升农民受益

COFCO Trading and COFCO Grains & Cereals proactively organizing the origination of summer crops by going door to door to benefit farmers



全国小麦收购量超1亿吨



全国小麦收购量超1亿吨

中央广播电视总台报道中粮集团夏粮收购

China Central Television reporting on COFCO's origination of summer crops

夏粮收购期间，中粮贸易充分运用智慧收粮手段，在小麦主产省直接化验、现场定价，减少流通环节，有力推动粮食增产、提高农户售粮收益。中粮粮谷聚焦检验称重、仓储装卸、粮款结算等环节，通过升级智能化系统、开辟专属通道等手段提升农户售粮效率与交易体验，做到有人收粮、有仓收粮、有车运粮。

During the summer grain procurement period, COFCO Trading fully utilized intelligent grain collection methods, conducting on-site testing and pricing directly in major wheat-producing provinces, reducing circulation links, and effectively promoting grain production while increasing farmers' selling profits. COFCO Grains & Cereals focused on inspection & weighing, storage & handling, and payment in upgrading its intelligent systems and building dedicated channels to make the origination more efficient and the transaction more friendly for farmers, who were made care-free with regards to origination, storage, and logistics.

## 仓储物流端

Storage and logistics



锻造现代粮食  
物流供应链

Building the  
modern grain  
logistics chain



提升流通效率，  
降低物流成本

Improving circulation  
efficiency and reducing  
logistics costs



打通粮运“最后  
一公里”堵点

Addressing the “last  
mile” in agricultural  
transports

## 全国首列粮食多式联运“一站直达”班列发车，合力构建高效粮食物流体系

China's first inter-modal "one-stop" express for grain transport supporting an efficient agricultural logistics system

2025年5月，全国首列粮食多式联运“一单制”班列正式发车。满载玉米的班列从吉林榆树驶向营口港，有效压缩综合物流成本，全程运输时间从18天缩至13天。此举将助力构建畅通高效物流体系，降低全社会物流成本。

In May 2025, China's first inter-modal grain train based on the "One-Bill Coverage System" departed from the station. The corn-carrying express left Yushu, Jilin on a direct mission to the Yingkou Port. The logistics costs were managed, and the total transportation time was reduced from 18 days to 13 days. This initiative helps to make the logistics system smoother and more efficient and to lower the logistics costs for society as a whole.



粮食多式联运“一单制”班列  
Inter-modal grain train based on the "One-Bill Coverage System"

## 交易端

Trading

结算周期缩短至最快**4秒**

Payment settlements taking only **4 seconds**

每一粒粮食有“智”可依

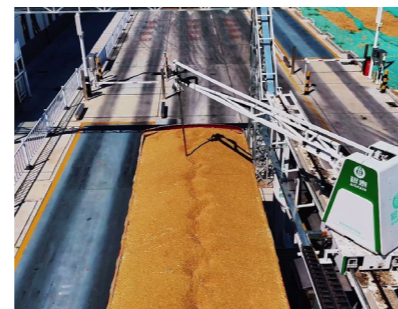
Every transaction empowered intelligently

## 数智化创新助力中粮贸易打造采购到物流全程现代化农粮交易体系

Digital and intelligent innovation empowering COFCO Trading to create a modernized agri-food trading system covering key links from procurement to logistics

由中粮贸易、招商港口、中粮资本合资成立的大宗农粮交易一站式服务平台——粮达网，依托全链路数智化能力，打通资讯、交易、物流与金融关键环节，实现粮食贸易全流程数字化与可视化。中粮贸易开发的“粮闪付”系统将结算周期缩短至最快4秒，粮情监测系统为保管员配备“透视眼”，让每一粒粮食皆有“智”可依。

Liangdawang.com is a one-stop service platform co-founded by COFCO Trading, China Merchants Port, and COFCO Capital for trading agri-food commodities. The platform leverages full-chain intelligent capabilities to connect key links such as information, trading, logistics, and finance, making agri-food trading completely digital and traceable throughout the process. The flash-payment system developed by COFCO Trading shortens the time for settlement to 4 seconds, while the crop monitoring system enhances transparency for customers' decision-making.



全链路数智化技术实现粮食运输的全流程数字化与可视化

The full-chain intelligent technology making agri-food logistics completely digital and traceable throughout the process

## 金融端

Finance



金融服务  
实体产业相结合  
Integrating financial services with the real economy

近**300**余场  
为客户累计开展培训

Conducted nearly **300** training sessions for clients

近**3**万人  
服务人次

Served nearly **30,000** customers

**19**个

推进“保险+期货”项目

Advanced **19** "Insurance + Futures" programs

超**5.8**亿元  
累计承保货值

Over yuan **580** million of insured value

## “以融促链，以链促产”，中粮资本供应链金融平台累计服务规模突破百亿

COFCO Capital's finance platform offering over 10 billion yuan of services to agri-food supply chain stakeholders

2025年10月，中粮资本供应链金融平台“升悦”累计放款规模突破100亿元。作为连接农粮产业链上下游的金融纽带，平台依托真实贸易数据，整合交易、物流、仓储等多维信息，为上下游合作伙伴提供高效便捷的融资服务。

In October 2025, COFCO Capital offered loans of over 10 billion yuan through its supply-chain-based finance platform "Shengyue." As a financial link connecting the upstream and downstream of the agri-food industry chain, the platform relies on real trading data to integrate multi-dimensional information related to transactions, logistics, and storage, providing efficient and convenient financing services for partners across the industry chain.

## “保险+期货”模式让农民收益有保障，获国家部委及主流媒体关注报道

The "Insurance + Futures" model safeguarding farmers' income and attracting attention from national ministries and mainstream media

中粮资本旗下中粮期货在黑龙江北安、双城等地试点创新“订单+保险+期货+信贷”模式，不仅解决农户卖粮和贷款两大难题，帮助农户稳产增收，也激发农民种植积极性，实现“农民收益有保障、生产资金有供给、粮食销售有兜底、信贷风控有抓手”。该案例获《农民日报》专题报道。

COFCO Futures, a subsidiary of COFCO Capital, is piloting an innovative model that incorporates contracts, insurances, futures, and credits in Beian and Shuangcheng of Heilongjiang Province, addressing farmers' difficulties in selling products and getting loans. The model helps farmers maintain production and increase income by ensuring that the revenue ultimately generated from farming is guaranteed, funds taken care of, sales secured, and credit risks well controlled. The practice was a special feature on the Farmers' Daily.

## 夯实农粮战略布局 增强国内产业链韧性

Fortify the agri-food strategic landscape and build a more resilient domestic industry chain

2025 年，中粮集团深入学习贯彻习近平总书记关于“三农”工作的重要论述和指示精神，坚定落实农业农村现代化战略部署，围绕做强粮、油、糖、棉、肉、乳核心主业持续发力，精准聚焦国内重要粮食产区和消费市场，加大关键物流节点及加工产能布局，力求构筑高效、稳定、安全、富有韧性的产业链供应链体系。

In 2025, COFCO continued to focus on agricultural development, rural modernization, and farmers' welfare by strengthening grain, oil, sugar, cotton, meat, and dairy businesses across the domestic agri-food producing areas and consumer markets, and building up key logistics assets and processing capacity. COFCO strives to build an efficient, stable, safe, and resilient industry & supply chain.



## 中粮油脂长春油料加工项目完成主体施工，为北部地区提供稳定油粕供应

COFCO Oils & Oilseeds finishing the bulk part of its crushing project in Changchun to stably supply the northern region with oilseeds and meals



中粮集团党组书记、董事长李国强在项目了解项目筹备、数智化工厂建设及后续投产情况  
COFCO's Chairman Li Guoqiang gathering information on the project's preparation, digital & intelligent design, and operational prospect at the construction site

中粮集团在东北布局的首个综合性油脂油料加工基地完成核心设施基础施工，主体建筑全面转入后续建设阶段。项目建成后将有效保障东北地区市场化粮油供应安全，为东北三省、蒙东及京津晋冀地区提供稳定油粕供应，带动周边饲料加工、包装制造、物流运输等产业协同发展。

COFCO's first comprehensive oils & oilseeds processing base in Northeast China finished building infrastructures as it entered the next phase of construction. The project, once fully operated, sets out to ensure the security of market-oriented grain & oil supply in Northeast China with its stable supply of oilseeds and meals to regions including Heilongjiang, Jilin, Liaoning, eastern Inner Mongolia, Beijing, Tianjin, Shanxi, and Hebei, where relevant industries such as feed processing, package manufacturing, and logistics should benefit from the coordinated development promoted by the project.

## 传统制造到智能制造，中粮油脂大连饲料蛋白加工项目榨油厂顺利封顶

COFCO Oils & Oilseeds closing in on the construction of the crushing facility for feed protein in Dalian to embrace intelligent manufacturing

中粮油脂大连饲料蛋白加工项目深度融合国际领先的自动化装备、数字化管理系统与智能物流技术，构建起覆盖“原料 - 生产 - 成品”全生命周期的智能制造体系，实现生产效率与品质的双重跃升。项目投产后，将有力保障东北地区饲料蛋白和油脂稳定供应，助力提升国内粮油加工行业现代化水平。

COFCO Oils & Oilseeds' feed protein processing project in Dalian utilizes world-leading automation equipment, digital management systems, and intelligent logistics technologies in establishing an intelligent manufacturing framework that covers the entire production cycle with greatly improved efficiency and quality. The project upon completion is anchoring the supply of feed protein & oils to Northeast China as a new benchmark of the domestic grain & oil processing industry.

### 中粮油脂连云港赣榆港区粮油码头完成沉箱安装，迈入上部结构建设新阶段

COFCO Oils & Oilseeds entering the new construction phase of its grain & oil terminal with installed caissons at the Ganyu Port in Lianyungang

2025 年 10 月，中粮油脂连云港赣榆港区粮油码头项目沉箱安装作业顺利完成，标志着项目从基础施工阶段迈入上部结构建设新阶段。项目建成后，将进一步提升连云港粮油接卸、仓储及中转能力，助力完善地区粮油供应链布局，为推动临港产业高质量发展注入新动能。

In October 2025, COFCO Oils & Oilseeds installed caissons for the infrastructure of its grain & oil terminal project at the Ganyu Port in Lianyungang as the construction moved to the superstructure. The project expects to improve COFCO's capacity of handling, storing, and transshipping grain & oil products through port terminals in Lianyungang and helps strengthen the regional grain & oil supply chain, energizing new development of the port industry.



中粮油脂连云港赣榆港区粮油码头项目沉箱安装顺利完成

COFCO Oils & Oilseeds' grain & oil terminal project with installed caissons at the Ganyu Port in Lianyungang

### 中粮生物科技多地淀粉糖项目如期推进，赋能两个区域重要布局

COFCO Biotechnology making timely progress on projects of starch-based sweeteners to empower development in two regions



位于成都的  
中粮生物科技二期

COFCO Biotechnology  
Chengdu Phase II

2025 年 9 月，全国最大调味糖生产基地，位于成都的中粮生物科技二期 15 万吨 / 年淀粉糖扩建项目顺利建成，可同时生产 3 种配方产品，单条生产线产能从 3.6 万吨 / 年提升至 8 万吨 / 年。10 月，苏州太仓新建 55 万吨 / 年淀粉糖项目桩基工程开工，预计于 2026 年底全面投产，进一步完善中粮集团淀粉糖业务全国产业布局，为华东区域食品产业提供稳定高质原料供给。

In September 2025, COFCO Biotechnology completed its Phase II project in Chengdu to launch China's largest production base of sweeteners with an annual production capacity of 150,000 tons of three varieties of starch-based formula sweeteners. The capacity of a single production line increased from 36,000 tons/year to 80,000 tons/year. In October, COFCO commenced constructing the foundation for the 550,000 tons/year starch-based sweetener project in Taicang, Suzhou. As part of COFCO's efforts to expand its starch-based sweetener business in China, the new facility, scheduled for operation by the end of 2026, expects to stably supply the food industry in East China with high-quality raw ingredients.

### 中粮贸易靖江码头建设有序推进，为供应链智能化建设提供有力支撑

COFCO Trading advancing the Jingjiang Terminal project in building the intelligent supply chain

2025 年，中粮贸易依托长三角区位及靖江长江黄金岸线物流优势，深耕科技赋能供应链，有序推进靖江码头项目建设。截至 12 月底，40 万吨筒仓全面完工，装卸船机安装到位，信息化及智能化系统成功试用，为供应链智能化建设提质增效提供有力支撑。

In 2025, COFCO Trading, leveraging the geographical advantages proposed by the Yangtze River Delta and Jingjiang along the Yangtze Golden Waterway, advanced the construction on its Jingjiang terminal in the sci-tech-empowered agri-food supply chain. By the end of December, the project had made tremendous progress with the completion of silos with 400,000-ton storage capacity, the installation of ship loaders & unloaders, and successful applications of the information & intelligent systems, supporting an efficient & intelligent supply chain.



靖江码头正在执行卸船机安装

A ship unloader being installed at the Jingjiang Terminal

### 中粮粮谷多地小麦加工项目首批产品上市，推动区域粮食加工产业转型升级

COFCO Grains & Cereals launching wheat-milling products in multiple regions to promote the transformation and upgrading of regional grain-processing industries

2025 年 4 月，中粮集团在重庆的第一个小麦加工项目完成首批面粉生产加工，运往市场。项目投产将会进一步促进重庆市粮食加工产业的转型升级，有效保障市场供应稳定。同期，中粮集团在陕西布局的第一个面粉加工项目生产的首批产品上市，进一步带动陕西省及周边区域粮食加工及相关产业转型升级，提升食品加工能力，保障市场供应稳定。

In April 2025, COFCO's first wheat-milling project in Chongqing delivered the first batch of flour products for market consumption, while the first batch of products produced by COFCO's first flour mill in Shaanxi also hit the market. The projects promote the transformation and upgrading of the grain-processing industries in Shaanxi and Chongqing with increased food processing capacities and stable market supplies.

### 中粮东海粮油张家港新建筒仓项目竣工投用，打造数智化粮油集散地

COFCO East Ocean launching new silos in Zhangjiagang in creating a digital & intelligent grain & oil hub

2025年12月，中粮油脂旗下中粮东海粮油新建15万吨筒仓及配套项目完成竣工验收。项目投用后，将成为长江沿线规模最大的粮油仓储基地之一。项目依托长三角区位优势和水路交通网络，运用智慧绿色储粮技术，实现对温湿度、虫害、霉变等粮情参数的实时监测预警，让每一粒粮食得到全生命周期的呵护。



项目将有力保障东北地区饲料蛋白和油脂稳定供应

The project poised to provide Northeast China with a stable supply of feed protein and oils

In December 2025, COFCO Oils & Oilseeds' East Ocean complex concluded construction on its 150,000-ton-capacity silos and related facilities, making the complex one of the largest grain & oil storage bases along the Yangtze River once operational. The project leverages the geographical advantages of the Yangtze River Delta and its waterway networks in utilizing intelligent and green grain storage technologies for real-time monitoring of temperature, humidity, pests, and mold conditions to ensure food safety throughout the cycle.

### 有序推进生猪养殖产能规模，肉食全产业链布局更加完善

Scaling up pig farming capacities and strengthening the meat industry chain



建设中的中粮家佳康吉林工厂

COFCO Joycome's Jilin facility under construction

2025年，中粮家佳康在吉林、湖北、河北、江苏等地持续完善肉食全产业链布局。其中吉林洮南、长岭的新建项目充分运用数智化设备和人工智能技术。于7月并购的平湖工厂与东台一期、二期工厂构建起高质量肉制品供应矩阵，进一步提升肉制品加工水平，响应华东及周边地区市场需求。

In 2025, COFCO Joycome expanded its meat industry presence in regions including Jilin, Hubei, Hebei, and Jiangsu. Joycome's new projects in Taonan and Changling, two counties in Jilin, are adopting intelligent equipment and AI technologies to the full extent. The Pinghu plant Joycome acquired in July, along with the Dongtai phase I and II factories, uphold a high-quality supply matrix of meat products that enable a faster response to market demands in East China and the surrounding areas with greater processing capabilities.



## 发挥产业链长作用 共建互利共赢生态圈

Lead the industry chain in jointly building a mutually beneficial ecosystem

2025年，中粮集团不断发挥粮食供应安全现代产业链领军作用，顺应竞合共生、跨界融合趋势，在人工智能、科研创新、交通物流、粮食贸易、综合金融等领域积极搭建交流平台，深化与产业链上中下游企业的全方位合作，构建起优势互补、利益共享的粮食产业生态圈。

In 2025, COFCO continued to play a leading role in the modern industry chain dedicated to safeguarding food security. Following the trends of "collaboration in competition" and "cross-industry integration," COFCO built platforms for industry players to engage in a wide range of partnerships on areas such as AI, sci-tech research & innovation, transports & logistics, agri-food trade, and comprehensive finance, thereby holding an agri-food ecosystem with complementary advantages and shared benefits.

## 央地携手提升粮食稳产保供力，中国粮食交易大会为农粮产业搭建交流平台

Working with regional bodies to increase food supply capacity at the China Grain Trade Conference



中粮集团携旗下产品  
参展中国粮食交易大会

COFCO products  
exhibiting at the China  
Grain Trade Conference

2025年7月，以“粮安天下聚合力，产销融通促发展”为主题的第七届中国粮食交易大会在辽宁沈阳举办，包括中粮集团在内的多家农粮食品央企参展，全国参展企业超4000家。中粮集团现场展示“产购储加销”全链条布局及科技创新和数字化转型成果，与来自全国各省、自治区、直辖市的政府代表团现场交流分享农粮业务。

In July 2025, the 7<sup>th</sup> China Grain Trade Conference themed around collaboration and integration was held in Shenyang, Liaoning. Several agri-food SOEs, including COFCO, were exhibitors at the event along with over 4,000 enterprises. COFCO showed its full-chain capabilities across production, procurement, storage, and sales, and exhibited achievements on sci-tech innovation and digital transformation. At the Conference, COFCO shared experiences and practices in the agri-food sector with government delegations from various provinces, autonomous regions, and municipalities.

## 中粮贸易为下游客户量身定制服务，大豆供应链再延伸

COFCO Trading customizing services for downstream clients in extending the soybean supply chain

2025年，中粮贸易以定向种植、全程IP追溯与联合监管模式，满足下游重要合作伙伴对高品质大豆的需求，推进大豆供应链从订单农业向定制农业跃升，成为供应链服务模式升级的可参考样本。

In 2025, COFCO Trading strived to meet the demands on high-quality soybeans from important downstream partners through targeted farming, full-process IP traceability, and a joint supervision model, advancing the soybean supply chain towards customized agriculture from contract farming, establishing a supply-chain-service model for others to follow.

## 粮达网助力农粮行业构建开放协同数字农粮新生态

Liangdawang.com contributing to an open and collaborative digital agri-food ecosystem

中粮贸易联合招商港口、中粮资本共同打造大宗农粮交易一站式服务平台粮达网，有效解决大宗农粮流通过程信息传递、定价方式、合同签批、资金支付、物流运输、商务处理、履约保证等方面存在的痛点和堵点。

Liangdawang.com is a one-stop service platform co-founded by COFCO Trading, China Merchants Port, and COFCO Capital for trading agri-food commodities. It addresses challenges across the circulation of agricultural commodities with regards to information, pricing, contract, payment, logistics, business, and default.



粮达网有效解决大宗农粮物流存在的痛点和堵点  
Liangdawang.com addressing challenges concerning the  
logistics of agri-food commodities

超 1.9 万家  
认证交易商

Over 19,000 certified traders

超 7 万户  
注册用户

Over 70,000 registered users

超 2600 万吨  
平台交易服务量

Over 26 million tons transacted on  
the platform

## 中粮工业食品参与全球首个数字化托收合作项目落地

COFCO Industrial Food participating in the world's first project on interoperable digital documents against payment for paperless live trades

2025年6月，中粮工业食品参与的全球首个互操作数字化托收的无纸贸易实单合作项目落地。该项目由中国（北京）自由贸易试验区、国家服务业扩大开放综合示范区工作领导小组办公室，以及新加坡资讯通信媒体发展局共同推动。项目与新加坡 TradeTrust 平台对接，实现跨链互操作，使电子提单等贸易文件在船东、货主、银行间高效流转。数字化托收将货款回收时间从20天缩短至5天。

In June 2025, the world's first project on interoperable digital documents against payment (D/P) for paperless live trades, in which COFCO Industrial Food (also known as China Processed Food Import and Export) participated, was officially launched. Jointly driven by the Office of the Leading Group for the Work of the China (Beijing) Pilot Free Trade Zone, the Integrated National Demonstration Zone for Opening up the Services Sector, and Singapore's Infocomm Media Development Authority, the project connects with the TradeTrust platform in Singapore to achieve cross-platforms interoperability between different digital trade infrastructures and enable efficient trade documents exchange among carriers, cargo owners, banks, and other stakeholders, slashing the period from shipment to payment settlement from 20 days to just 5 days.



## 高标准服务人民美好生活 奉献营养健康好食品

Serving people's aspiration to live a better life to the highest standard with nutritious and healthy food of great quality

作为国内领先的农粮食品企业，中粮集团持续深耕打造优质品牌，满足消费者多样化饮食需求。多年来，旗下福临门米面油、家佳康肉制品、蒙牛奶制品、长城葡萄酒、中茶茶叶、酒鬼酒、悦活饮品等一系列“国民产品”陆续走进万家餐桌，深入百姓心中。

2025年，中粮集团深入贯彻落实党中央关于民生保障和食品安全的各项重要指示批示精神，以“八大提升工程”为指引，全力保障全国粮油食品物资市场化供应，并坚持用最严谨的标准、最严格的监管保障消费者“舌尖上的安全”。同时，中粮集团深刻洞察营养膳食趋势和消费者偏好，研发出多元创新食品回应百姓差异化饮食需求，着眼未来深耕高营养、高价值的功能性食品和精深加工领域，努力打造更多契合国民口味的营养健康食品，服务人民美好生活。

As a leading agri-food enterprise in China, COFCO is committed to meeting the diverse dietary needs of consumers with prominent COFCO brands. Over the years, a series of COFCO brands with national recognition such as Fortune (rice, flour, and oil), Joycome (meat), Mengniu (dairy), GreatWall (wine), China Tea, Jiugui Liquor, and Lohas (beverage) have won the trust of consumers with their prevalence in Chinese households and consumption scenarios.

In 2025, COFCO spearheaded the Eight Enhancement Initiatives, in which supplying the nation with grain, oil, and foodstuff products nationwide and safeguarding food safety against the most rigorous standards and strictest supervision are prioritized. Meanwhile, COFCO keeps studying nutritional trends and consumer preferences to develop a diverse and innovative portfolio of foodstuff products to respond to the differentiated dietary demands from the public. COFCO has identified deep processing and functional foods with high nutritional value as key business territories going forward as it strives to create more nutritious and healthy foods that align with Chinese consumers' preferences and serve people's aspiration to live a better life.



## 增强粮油食品供给能力 全链条守护食品安全

Enhance the supply capacity of grain & oil and safeguard food safety across the chain

食品行业是保障民生需求的核心行业。粮油食品供给是民生之本，食品安全是民生之基。中粮集团坚守食品安全底线，强化粮油食品市场化供应能力，以优质产品供给满足人民群众日益增长的美好生活需求，以实际行动筑牢民生保障防线。

The food industry is fundamental to ensuring people's livelihoods. Supply and security of grain & oil and food products is the core and foundation of people's livelihoods. As a staunch defender of the food safety bottom line and devoted market-oriented supplier of grain & oil products, COFCO strives to meet people's growing aspiration to live a better life and takes concrete actions to solidify social security.



## 保障粮油食品市场化供应，满足民生所需

Satisfy people's basic needs with the market-oriented supply of grain & oil and foodstuff products

2025 年，中粮集团深入贯彻落实中央企业应急保供工作相关要求，持续发挥自身专业技术优势，全力参与粮油食品的市场化供应，积极投身应急救援粮食保供，以质的保证、点的覆盖和量的担当高质量满足百姓需求。

In 2025, COFCO continued to assume responsibilities for emergency supply as a central SOE, while keeping playing the role as an important market-oriented supplier of grain & oil and foodstuff products by leveraging expertise, making emergency relief efforts, and meeting the public's needs with quality, coverage, and commitment.

截至 2026 年 1 月，米面油产品终端售点数量超 60 万家

+600,000 retail stores for rice, flour, and oil products as of January 2026

## 中粮油脂海南保供仓正式投入运营，提升市场化保供效能

COFCO Oils & Oilseeds' emergency-supply warehouse in Hainan put into operations to improve market-oriented efficiency

2025 年 3 月，中粮油脂海南保供仓正式投入运营，通过构建智能仓储管理系统、优化智慧物流网络，进一步提升应急保供与市场调控效能。

In March 2025, COFCO Oils & Oilseeds commenced operations for its emergency-supply warehouse in Hainan. The warehouse adopted an intelligent storage & logistics system, aiming to enhance its capability as a supplier in face of emergencies or market turbulence.

## 中粮家佳康为全国运动健将提供亚麻籽猪肉食品

COFCO Joycome supplying flaxseed-fed pork to national-level athletes

2025 年全运会期间，中粮家佳康全程保障广州、香港、澳门等九大赛区冷鲜猪肉供应，服务国家体育事业。9 月，家佳康在国家体育总局训练局运动员餐厅举办“一口家味月更圆”中秋主题活动，为田径、体操、游泳、乒乓球运动健将提供营养健康菜肴。

COFCO Joycome was the supplier of chilled pork to nine competition zones at the 2025 National Games, including Guangzhou, Hong Kong, and Macau, as it promoted sports at the national level. In September, Joycome held a Mid-Autumn themed event at the athletes' canteen inside the General Administration of Sport of China (GASC), where nutritious and healthy dishes were served to national-level athletes in athletics, gymnastics, swimming, and table tennis.



参与活动的运动员与厨师团队在现场合影

Group photo of athletes and chefs at a Joycome event

### 中粮家佳康走进香港超市，亚麻籽猪肉香飘香江

COFCO Joycome entering Hong Kong supermarkets with attractive flaxseed-fed pork products

2025 年 9 月，中粮家佳康生产的亚麻籽猪肉盒装产品顺利抵港，正式供应香港市场，首批已覆盖香港头部商超 60 家门店。

In September 2025, the flaxseed-fed pork boxed products from COFCO Joycome were officially available in Hong Kong as they entered 60 top supermarkets & stores.



### 有力保障紧急状态下的民生物资供应

Supplying essential goods during emergencies



中粮油脂、中粮粮谷、中粮可口可乐、蒙牛乳业  
将食用油、大米、饮用水、牛奶等物资运至受灾地区

COFCO Oils & Oilseeds, COFCO Grains & Cereals, COFCO Coca-Cola, and Mengniu Dairy transporting essential goods such as edible oil, rice, bottled water, and milk to the disaster-affected areas



### 血脉相连抗灾情，中粮集团与香港受灾同胞和衷共济

COFCO standing in solidarity with the disaster-affected Hong Kong citizens

2025 年 12 月，香港发生重大火灾后，中粮集团第一时间组建义工队赶赴大埔社区中心，支援香港公益组织和各界义工参与物资分类、登记核对、卸货码放及精准配送工作，并组织旗下企业捐赠 1000 万港元现金，全力支持居民渡过难关、重建家园。

In response to the deadly blaze in Hong Kong in December 2025, COFCO quickly formed a team of volunteers who rushed to the community center at the Tai Po district to help local charitable organizations and volunteers with handling and transporting supplies, as well as organizing its subsidiaries to donate HKD 10 million in cash to fully support residents in overcoming difficulties and rebuilding their homes.



中粮集团义工服务队现场协调物资配送等事宜  
COFCO volunteers coordinating supplies on the scene

### 全链守护食品安全，打造“幸福餐桌”

Safeguard food quality and safety across the chain to offer reassuring options

食品安全关系到千家万户的安康幸福。2025 年，中粮集团深入贯彻落实习近平总书记关于食品安全“四个最严”等重要指示批示精神，不断探索中粮特色的食品安全管理之道，完善全链条风险管控机制，全方位守护广大消费者“舌尖上的安全”。

Food safety is a matter of well-being and happiness for every family. In 2025, COFCO continued to place food safety at the top of the agenda as it kept exploring a food safety methodology most suitable to COFCO, improving the full-chain risk control mechanism, and comprehensively safeguarding safety in providing high-quality products to consumers.



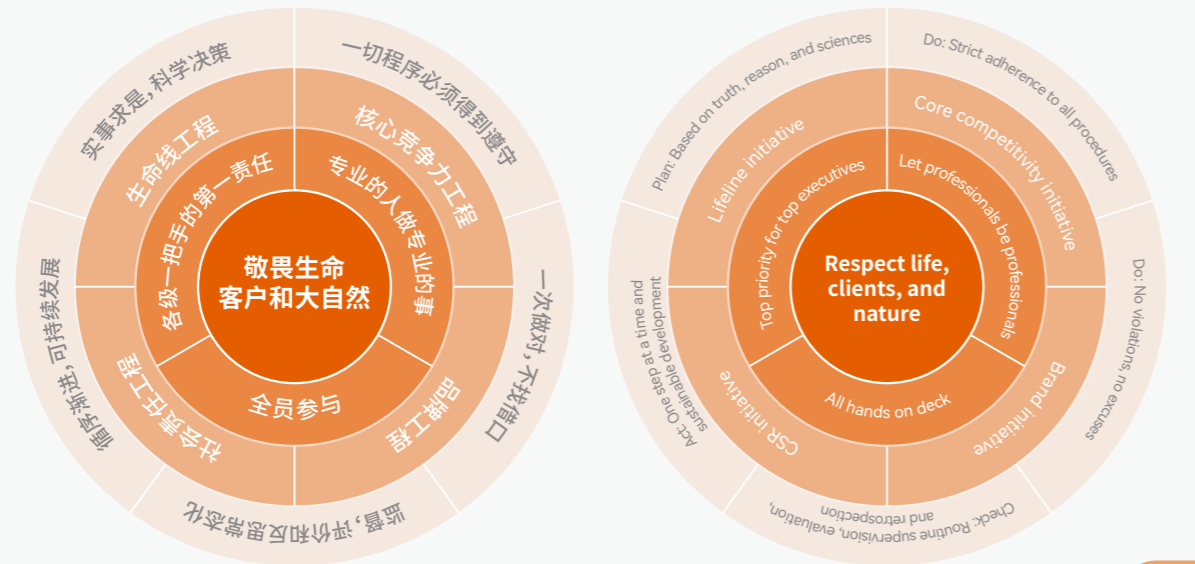
中粮集团  
“以忠良品质为核心的六全六共全产业链质量管理模式”  
获第五届中国质量奖提名奖

COFCO winning the 5<sup>th</sup> China Quality Award Nomination for its full-industry-chain corporate-culture-based quality management model



### 发布“忠良环”食品安全 12 项基本原则 作为指导全体中粮人的食品安全行为准则

Releasing 12 basic principles of food safety titled “The COFCO Integrity Diagram” as a guiding code of conduct concerning food safety for all COFCO employees



### 中粮集团引领食品企业数智化标准建设

COFCO leading food enterprises on making standards digital and intelligent

2025 年，中粮集团参与制定《食品数字化工厂通用技术要求》国家标准，填补食品行业空白。中粮集团旗下 28 家企业入选《食品数字化工厂建设案例集》，为食品行业中最多。

In 2025, COFCO participated in the making of “general technical requirements for food digital factories” to fill in the industry gap. 28 COFCO companies were selected as the “best practices in building food digital factories,” the most among food enterprises in China.

### 福临门食用油连续 16 年获中国食品安全大会重大奖项

Fortune edible oil winning top awards at the China Food Safety Conference for 16 consecutive years

2025 年 2 月，在第二十二届中国食品安全大会暨 2024 全国食品工业科技进步大会上，中粮福临门获得“2024 年度食品安全承诺单位”“2024 年度食品安全管理创新三十佳案例”两项重大奖项，是福临门食用油连续 16 年获奖。

At the 22<sup>nd</sup> China Food Safety Conference, also known as the 2024 Conference of Progress on National Food Industry Science and Technology in February 2025, COFCO Fortune received two major honors for its food safety commitment and food safety management innovation, marking the 16<sup>th</sup> consecutive award-winning year for the edible oil brand.

### 国贸食品科学研究院公司连续多年中标国家级、市级食品安全抽检核心项目

The International Trade Food Science Research Institute winning the bids on key national- and municipal-level programs of food safety sampling for consecutive years

2025 年，国贸食品科学研究院公司完成样品检测 8.7 万批次，覆盖指标 84 万个；连续 4 年中标国家级、7 年中标北京市级食品安全抽检核心项目，为守护人民群众“舌尖上的安全”提供技术支撑。

In 2025, the International Trade Food Science (ITFS) Research Institute completed testing on 87,000 batches of samples using 840,000 indicators. Providing technical support to safeguard food safety, the ITFS Research Institute has won the bids for key food safety sampling programs at the national level for four consecutive years and at the Beijing municipal level for seven straight years.

### 中粮集团大力推广食品数字标签，响应国家数字化倡议

COFCO promoting digital food labeling to support the national initiative

中粮集团充分响应国家卫健委“食品数字标签推广”倡议，通过内外协作，推动搭建数字标签承载平台，并组织激励旗下专业化公司发布 38 款产品数字标签，涵盖花生油、小麦粉、番茄酱、白砂糖、乳品和婴幼儿配方乳粉等品类，通过“码上变革”，用数字化方式讲述品质故事。

COFCO fully supports the National Health Commission’s initiative on promoting digital food labels by establishing a digital label platform and mobilizing subsidiaries to launch 38 digital labels for products such as peanut oil, wheat flour, ketchup, white sugar, dairy, and infant formula milk powder, enabling food quality to be digitally visible.



## 瞄准个性需求 明星单品闪耀营养膳食新赛道

Star products targeting personalized demands gaining popularity in the nutritional foodstuff market

2025 年，中粮集团紧扣人民群众美好生活需要，准确把握消费市场新变化和健康食品发展新趋势，立足国人饮食喜好和生活习惯，推出满足不同消费者个性化、差异化、品质化需求的优质单品。以亚麻籽食用油、亚麻籽猪肉为代表的“明星单品”深受市场欢迎。

In 2025, COFCO aligned itself with people's aspiration to live a better life, grasping new changes in the consumer market and new trends in the healthy food industry. Based on the dietary preferences and habits of Chinese consumers, COFCO launched a series of high-quality products that could meet the personalized, differentiated, and quality demands from consumers. Star products like flaxseed edible oil and flaxseed-fed pork gained great market popularity.



## 六城千人调研测评，番茄炒蛋“小金罐”深度影响百姓烹饪习惯

Thousands surveyed across six cities referring to COFCO's "golden canned" tomatoes as a cooking game changer

中粮糖业屯河番茄在业内率先落地“番茄专用品种 + 菜肴专属解决方案”，推出“小金罐”炒蛋专用调味番茄丁。在广泛调研消费者饮食习惯后，研发团队确立了 21-24 黄金甜酸比，酸甜口感比普通番茄丁提升 40% 以上，汤汁浓稠度大幅提升 30%，开罐即用，翻炒 25 秒即刻出锅，省去清洗、去皮、切块、调味的繁琐，创新性填补市场空白。



COFCO Tunhe Tomato, a COFCO Sugar subsidiary, became the first industry player to incorporate special tomato varieties and cooking solutions as they launched the "golden canned" product that contains tomato concassé tailor-made with the scrambled eggs recipe. After extensive research on consumers' dietary habits, Tunhe's R&D team identified the golden sweet-sour ratio as 21-24 and made its tomato concassé 40% sweeter & sourer and its sauce 30% thicker compared to regular solutions. The tomato concassé is ready to be cooked with scrambled eggs straight from the can, making the dish ready in just 25 seconds without the hassle of washing, peeling, cutting, and seasoning, which makes the product a market pioneer.



中粮集团党组书记、董事长李国强在中粮屯河番茄公司研究中心向厨务工程师团队详细了解“小金罐”产品情况

Li Guoqiang, Chairman of COFCO, inquiring Tunhe's culinary R&D team on the "golden canned tomatoes" at the research center



新产品受到各年龄段消费者喜爱  
The new product winning over consumers of different age groups

## 满足消费者多场景需求，亚麻籽油小包装产品销量喜人

Small-packaged flaxseed oil products selling well for consumption in diverse scenarios

2025 年，中粮福临门亚麻籽油持续升级产品线，推出新品“亚麻籽健脂 3g 油”。单袋 3 克的精准分装兼具抗氧化和防漏洒，完整保留亚麻籽油营养成分，适配家庭烹饪、户外露营等多场景需求。同年，PE 瓶包装版福临门零反冷榨亚麻籽油顺利面世，受高端市场欢迎。

In 2025, COFCO Fortune continues to upgrade its product portfolio with the "small-packaged (3-gram) healthy flaxseed oil." The 3-gram-per-serving packaging is both antioxidant and leak-proof, fully preserving the nutritional properties of flaxseed oil, making it compatible with various scenarios such as home cooking and outdoor camping. In the same year, Fortune's PE-bottled cold-pressed trans-fat-free flaxseed oil debuted and became popular in the high-end market.

### 福临门营养餐植物调和油为学生成长“加油”助力

Fortune's blended vegetable oil supporting students' nutritional needs

福临门学生营养餐专用食用植物调和油是专为学生群体开发的食用植物油产品，产品重点关注学生群体“脂肪酸摄入不均衡”“隐性饥饿”等问题，精选优质葵花籽油、亚麻籽油及非转基因玉米油等原料，强化 VA、富含 VE，为学生提供全面均衡的营养支持。

Fortune's blended vegetable oil special-made for cooking nutritional school meals addresses issues like imbalanced fatty acid intake and hidden hunger among students by incorporating high-quality sunflower seed oil, flaxseed oil, and non-GMO corn oil as raw materials. Their rich vitamin A and E support students' nutritional needs comprehensively.

### 有效控制胆固醇摄入，营养家活粒鲜胚玉米胚芽油成为三高人群新选择

Fortune Nutrition's corn germ oil trending among consumers suffering from hypertension, hyperlipidemia, or hyperglycemia with its effective control on cholesterol intake

中粮油脂研发推出福临门营养家活粒鲜胚玉米胚芽油，精选东北丰产区非转基因玉米鲜胚芽榨取，烟点高、油烟少，炒菜清爽不油腻，产品中植物甾醇的含量相当于胡萝卜植物甾醇含量的 47 倍，帮助降低坏胆固醇，对心血管友好，能有效抑制类脂物质的吸收。

Fortune Nutrition, a COFCO Oils & Oilseeds brand, has launched a corn germ oil product originated from the non-GMO corn producing areas in Northeast China. It has a high smoke point, thus producing less smoke without making the stir-frying greasy. The plant sterol content in the product is 47 times that of a carrot, helping to lower bad cholesterol as a cardiovascular-friendly and adipoid-defensive option.



活粒鲜胚玉米胚芽油产品照

Fortune Nutrition's corn germ oil

### 针对饮食痛点开发个性化谷物主食，惠及不同营养需求群体

Customizing solutions on grain-based staple foods to address dietary challenges and meet different nutritional needs

中粮粮谷通过持续尝试和探索，研发出针对血糖异常、超重等客群的功能性健康产品。针对血糖调控人群，团队同步成功推出低 GI 预拌粉产品及应用（烘焙蒸煮产品）技术解决方案。

After relentless R&D attempts, COFCO Grains & Cereals has developed functional healthy products targeting consumers with abnormal blood glucose levels or overweight problems. For consumers that try to manage the blood glucose level, COFCO Grains & Cereals introduced low-GI pre-mixed powder products and solutions (for baking and steaming).

### 蒙牛冠益乳瞄准消费者健康轻负担，成功打造“吨吨桶”低温爆品

Mengniu's Guan Yi Ru low-temperature "Mini Bucket" going viral as a healthy yogurt alternative

蒙牛冠益乳低温新品“吨吨桶”产品精准切入当代消费者对“健康轻负担”“随时治愈”的心理诉求，以“大容量满足感”“便捷营养补给”为触点，在单一渠道实现销量突破两亿，成为低温乳品赛道的现象级爆款。

Mengniu Dairy's low-temperature "Mini Bucket", a product under its yogurt brand Guan Yi Ru, cut into the market trend on healthy alternatives and convenient pressure-free options with its readily available large-volume nutritional replenishment, achieving single-channel sales of over 200 million yuan as it went viral in the low-temperature dairy market.

### 中粮家佳康亚麻籽猪肉产品满足消费者对健康与口感双重需求

COFCO Joycome's flaxseed-fed pork offering both health and taste

面对消费分级与健康需求增长的趋势，中粮家佳康亚麻籽猪肉系列产品，通过在饲料中添加亚麻籽等，喂养出含有丰富的 α 亚麻酸的健康猪肉，实现产品价值显著提升，精准切入高端健康肉品市场，满足消费者对安全、健康与口感的综合需求。

In the face of consumer segmentation and growing demands for healthy choices, COFCO Joycome added flaxseed to the feeding of pigs, resulting in healthy pork rich in alpha-linolenic acid. The value-added product made their way to the high-end healthy meat market to satisfy consumers' layered needs for safety, health, and taste.



家佳康亚麻籽猪肉产品销量、营收连续 3 年高速增长

Joycome's flaxseed-fed pork products achieving great growth on sales and revenue for three consecutive years

### 顺应体重管理新趋势，中粮悠采为瘦身群体定制无糖高纤奇亚籽饼干

COFCO Youcai making sugar-free & high-fiber chia seed biscuits for fit-conscious consumers in following weight management trends

2025 年，中粮悠采推出无糖高纤奇亚籽谷物饼干。产品添加 20% 墨西哥奇亚籽，精选成熟度高、颗粒饱满、看得见的谷物，其中每 100 克饼干含 13.2 克膳食纤维，助于维持正常的肠道功能，是早餐和代餐的好选择。

In 2025, COFCO Youcai launched sugar-free high-fiber chia seed grain biscuits. The product is made of 20% Mexican chia seeds and highly mature, plump, visible grains, with each 100 grams of biscuits containing 13.2 grams of dietary fiber. It helps to regulate intestinal barrier integrity as a great choice for breakfast and meal alternatives.

## 深化精深加工布局 丰富功能性健康食品供给

Advance the deep & extensive processing business to enrich the functional health foods portfolio

随着国民生活水平的提高，消费者对食品的品质和健康关注度不断提升。精深加工和功能性食品因具有更高的营养价值和健康功能，逐渐吸引消费者的关注和尝试。中粮集团敏锐洞察这一未来膳食趋势，大力发展精深加工和功能性食品的研发与创新，并于2025年成功推动相关产品转化落地，用好产品回应未来消费新趋势。

As the average living standard improves in China, consumers have become more conscious of food quality and health. Deeply & extensively processed and functional foods are winning over consumers with their higher nutritional value and health benefits. COFCO keeps tabs on this dietary trend and pushes forward R&D in deeply and extensively processed and functional foods. In 2025, COFCO's R&D efforts translated into real-life applications and products that followed the new consumption momentum.



## 中粮集团自主研发 D-阿洛酮糖产品与消费者见面

COFCO's self-developed D-allulose product entering the market

2026年6月，中粮集团自主研发的D-阿洛酮糖产品“悦棠”正式销售，为中国消费者提供健康美味新选择。产品深受不同年龄段消费者喜爱。中粮集团是国内首家通过酶法工艺实现阿洛酮糖规模化生产的企业。

Starting in June 2026, COFCO's independently developed D-allulose product "Yue Tang" will be officially available for purchase in the market, offering Chinese consumers with a new sugar alternative that's healthy and delicious. The product's popularity is found across different age groups. COFCO is the first company in China to achieve large-scale production of D-allulose through the enzymatic process.



悦棠产品示意图

COFCO's D-allulose product named Yue Tang

## 攻破烘焙口感难题，中粮粮谷创新推出全麦粉系列新品

COFCO Grains & Cereals tackling bakery-related obstacles to launch a new series of whole wheat flour products

### 全麦粉保质期从3个月延长至9个月以上

The shelf life of whole wheat flour extended from 3 months to over 9 months

针对全麦粉口感及风味不佳、保质期短等难题，中粮粮谷创建国内首条规模化稳态化全麦粉生产线，推出金焙全麦粉、金焙高纤预拌粉等系列新品，有效改善全麦制品口感，通过微粉碎技术使全麦粉中麸皮粉粒度在200μm以下的部分占90%以上，美味健康两不误。

COFCO Grains & Cereals opened the first large-scale & consistent production line of whole wheat flour in China to address the variety's taste and expiration issues. A series of new products such as Jinbei whole wheat flour and Jinbei high-fiber premix, which offer better taste through micro-grinding – a technology that keeps the size of over 90% of the bran particles within the whole wheat flour under 200μm, were introduced to the market with both deliciousness and health benefits.

## 以技术赋能传统主食，70%+黑青稞挂面成为杂粮主食精深加工新典范

COFCO's noodle product that's 70% made from hulless barley setting a new benchmark for deep processing of whole grain foods with technological empowerment

中粮粮谷突破高杂粮添加易粗糙、难成型的技术痛点，打造出福临门70%+黑青稞挂面。产品通过整粒破碎、低温低速物理研磨等70余种工艺迭代，最大限度保留糊粉层中β-葡聚糖、膳食纤维、花青素与矿物质，兼顾高营养与爽滑筋道的食用体验，成功将特色杂粮转化为标准化、高品质、大众化的健康食品。

COFCO Grains & Cereals overcame the texture and shaping challenges associated with high whole grain content to create a noodles product that's 70% made from hulless barley (qingke). The product underwent over 70 processes such as whole-crushing and low-temperature & low-speed grinding to maximize the retention of β-glucan, dietary fiber, chlorophyll, and minerals in the ingredients, ensuring a high nutritional value and a smooth & chewy taste at the same time. It made the local speciality into a standardized, high-quality, and accessible food product of health benefits.



70%+黑青稞挂面兼顾高营养与爽滑筋道的食用体验

The noodle product that's 70% made from hulless barley (qingke) offering great nutrition while retaining the smooth and chewy taste

# 点亮品牌蓬勃生命力 锻造市场所需产业与服务

Welding brands to forge market-oriented industries and services

以消费者为核心、以客户为中心打造优质品牌和服务, 是企业提升核心竞争力的关键所在。2025年, 中粮集团坚定树立“以客户为中心”理念, 精准对接并高效响应客户个性化需求, 以品牌硬实力锻造适配市场需求的产业与服务能力, 坚定不移向专业的综合解决方案提供商转型。

Building quality brands and services centered around client needs is key to enhancing the core business competitiveness. In 2025, COFCO firmly endorsed the customer-centric philosophy with precise responses to differentiated customer needs and efforts in strengthening brands to forge market-compatible industrial and service capabilities, as it transformed into a professional and comprehensive solution provider.



## 品牌跨界联动 将中粮企业形象传遍四海五洲

Cross-industry collaboration to communicate the COFCO brand image across the globe

2025 年, 中粮集团深入学习贯彻习近平总书记关于品牌建设的重要指示批示精神, 落实“品牌建设提升工程”要求, 持续探索品牌发展的新路径、新模式, 通过多种手段推进品牌建设, 力求点亮“中粮”金招牌, 做百姓心中优质食品生产者和优质品牌创造者。

In 2025, COFCO advanced the initiative on upgrading brand-building capabilities as it explored new paths and models for brand development, promoted brand-building through various means, and strived to become a high-quality food producer and a reliable COFCO brand trusted by the public.



### 连续 4 年获新华社品牌工程、 凯度生态品牌认证

Included in the “National Brand Project” by Xinhua News Agency and certified by Kantar’s “Ecosystem Brand Evaluation” for four straight years



### 《2025 中国企业品牌价值 TOP100》榜单第 46 位

Ranked 46<sup>th</sup> on the “Top 100 Chinese Enterprises by Brand Value in 2025” list



### 《中央企业品牌价值 TOP60》 第 18 位

Ranked 18<sup>th</sup> among the “Top 60 Central SOEs by Brand Value”



### 家佳康、大悦城品牌获评 国务院国资委央企品牌引领 行动第二批优秀创建成果

Joycome and Joy City recognized as outstanding achievements in SASAC’s campaign on brand-leading development for central SOEs

### 深化中央广播电视总台“品牌强国工程”合作

整合优质传播资源, 精准化、系统化、规模化传播

Deepening the partnership with CCTV on the “Brands Strengthening China Project” initiative  
Integrating quality media resources for precise, systematic, and scaled publicity



### 拓宽品牌影响覆盖, 满足不同客群消费需要

“外贸优品中华行”, 助力外贸企业对接国内市场

Expanding brand coverage to meet diverse consumer needs  
Assisting foreign-trade enterprises in connecting with the Chinese domestic market with the campaign on introducing quality imported products to China

### 全国糖酒会为中小企业搭建交流平台, 为区域市民创造消费活力

The China Food & Drinks Fair injecting vitality into local consumption with the communication platform for small and medium enterprises

2025年, 全国糖酒会在成都、南京举办, 吸引来自全球的食品企业参展。通过糖酒会平台, 许多民营企业和中小企业在此交流业务, 确定合作意向。中粮集团以“全家福”形式参展的同时, 与成都市、南京市政府联动, 为客商、市民创造更多消费互动场景, 激发城市消费活力, 将展会“流量热度”转化为推动区域发展的“经济增量”。

In 2025, the China Food & Drinks Fair was held in Chengdu and Nanjing, where food enterprises from around the world exhibited their products. It served as a platform for many private and small to medium-sized enterprises to discuss business and explore partnerships. COFCO sent its full line-up to exhibit at the Fair, while working with the municipal governments of Chengdu and Nanjing to create more interactive scenarios between merchants and citizens, stimulating urban consumption vitality and turning the popularity of the Fair into regional economic growth.



成都大悦城悦街前的中粮市集风貌  
The COFCO fair outside Joy City Chengdu

### 蒙牛乳业携手米兰冬奥会, 最新电视广告致敬冰雪运动与中国年

Mengniu Dairy partnering with the Milano Cortina 2026 Olympic Winter Games in paying tribute to ice & snow sports and the Chinese New Year with TV ads



蒙牛携手张艺谋导演团队发布的主题电视广告片截图  
A screenshot from the Mengniu TV ad directed by Zhang Yimou's team

2026年2月, 2026年米兰-科尔蒂纳丹佩佐冬奥会开幕。奥林匹克全球合作伙伴蒙牛乳业再次携手张艺谋导演团队, 发布本届冬奥会的开幕主题电视广告片《开幕》, 邀请全球亿万观众于冰雪竞技的世界舞台, 感受中国年的团圆温情, 共同见证“要强”与“欢聚”的双向奔赴。

As an Olympic Worldwide Partner, Mengniu Dairy worked with the production team from the renowned director Zhang Yimou for the second time to make and air the TV advertisement “Opening,” which was themed around the opening of the Milano Cortina 2026 Olympic Winter Games in February 2026. The TV ad, featuring a reunion element of the Chinese New Year, invited billions of viewers worldwide to get together and enjoy the competitive and cheerful ice & snow sports at the world’s highest level.

### “中粮良品会”智慧零售打造全域贯通购物体验

Intelligent retail platform “COFCO Goods” offering a seamless shopping experience



消费者驻足中粮良品会零售机器前探索试用

Consumers trying out the COFCO Goods vending machine

2025年, “中粮良品会”智慧零售生态平台成功落地, 零售机器完成在北京、广州、深圳、成都等十余个城市的落地投放。该设备突破传统自动售货机仅售实体商品的局限, 创新引入虚拟商品, 实现线上线下无缝融合, 还可根据品牌需求, 量身定制个性化促销。

In 2025, “COFCO Goods,” a smart retail platform based on COFCO’s ecosystem, commenced operations with vending machines deployed in over ten cities, including Beijing, Guangzhou, Shenzhen, and Chengdu. “COFCO Goods” vending machines are different from traditional solutions in that they not only sell physical goods but also offer virtual products to achieve seamless online & offline integration. They also support customized promotion solutions based on needs from specific brands.

### 中粮粮谷联合香港五丰行推出“金丰年特等五常大米”，丰富香港食品供给

COFCO Grains & Cereals collaborating with Ng Fung in introducing special grade Wuchang rice to Hong Kong to enrich the foodstuff supply in Hong Kong

2026年1月，中粮粮谷携手香港五丰行面向香港市场推出“金丰年特等五常大米”新品，精选黑龙江五常核心产区优质稻种，是全港首个同时获得“国家地理标志”与“五常产地认证”双重认证的大米，从源头确保每一粒米的纯正品质。

In January 2026, COFCO Grains & Cereals collaborated with China Resources Ng Fung in introducing the brand new “Jin Feng Nian Special Grade Wuchang Rice” product to the Hong Kong market. Originated from the high-quality & core rice-producing area of Wuchang, Heilongjiang, it's the first rice product in Hong Kong that received both the national geographic indication and the Wuchang Origin certifications, ensuring quality from the source.



“金丰年特等五常大米”精选黑龙江五常核心产区优质稻种，是全港首个同时获得“国家地理标志”与“五常产地认证”双重认证的大米

As the first rice product in Hong Kong that received both the national geographic indication and the Wuchang Origin certifications, “Jin Feng Nian Special Grade Wuchang Rice” is originated from the high-quality & core rice-producing area of Wuchang

### 中粮家佳康聚焦亚麻籽猪核心单品，携手食品品牌打造联名商品

COFCO Joycome focusing on flaxseed-fed pork in collaborating with famous food brands

中粮家佳康锚定休闲卤味“健康化+营养化”升级需求，联合王家渡、煌上煌、天福号、吉祥馄饨等品牌推出亚麻籽猪肉联名产品，在行业开辟一条“原料研发-联名共创-场景落地”的健康肉食创新路径。

With close attention to the healthy & nutritious trend for braised food snacks, COFCO Joycome collaborated with brands such as Wong's, Huangshanghuang, Tianfuhao and JiXiangWonton to launch co-branded flaxseed-fed pork products, paving a new path for the healthy meat industry to innovate R&D, IP collaboration, and consumption efforts.



产品包装效果图

The products in illustrations

### 中粮酒鬼酒联合胖东来打造专属联名新品，线上线下持续热销

COFCO Jiugui Liquor collaborating with Pang Donglai for co-branded products that sold well online and offline



胖东来超市酒鬼酒柜台前客流涌动

Business booming for the Jiugui Liquor booth at a Pang Donglai supermarket

2025年，酒鬼酒以用户需求为导向，与胖东来联名打造“酒鬼·自由爱”馥郁香型白酒，产品在胖东来13家商超、官方小程序和抖音平台销售后持续热销，销售过亿，深受消费者喜爱与市场认可。

COFCO Jiugui Liquor adopted the customer-centric methodology in 2025 to join hands with Pang Donglai on IP collaboration. The “Free Love” layered-aroma-based baijiu product became available for purchase in 13 Pang Donglai supermarkets, as well as on their official mini-program and Douyin account, where the product's popularity is backed by over 100 million yuan in sales.

### 致敬国潮，消费者在西单大悦城沉浸式体验非遗文化魅力

Joy City Xidan embracing China chic to provide consumers with immersive experience brought by Intangible Cultural Heritage



西单大悦城国潮活动现场精彩回顾

Highlights from the China chic campaign at Joy City Xidan

2025年，西单大悦城举办“壹出好戏·捌方来潮”活动，特邀国家级皮影大师在西单大悦城打造8米高巨型空中皮影花灯。消费者通过各类互动游戏与NPC互动对诗猜谜，民族乐器与电子音乐、机器人演奏破壁融合，让传统文化在当代商业空间焕发全新生命力。

In 2025, Joy City Xidan hosted the China chic campaign with an 8-meter-tall giant aerial shadow puppet lantern created by national-level shadow puppet masters. At the event, consumers were engaging with NPCs through various interactive games about Chinese poetry & riddles, and traditional Chinese musical instruments were performed in mixture with electronic music & robots, revitalizing traditional culture in the contemporary commercial space.

## 需求为中心重构产业链 做解决方案的提供者

Reconstruct the industrial chain with the demand-centered approach and transform into a solution provider

2025 年, 面对趋于服务同质化的行业形势, 中粮集团迅速调整服务理念, 以满足客户需求为目标, 从批量生产一般性标准化产品的模式转变为定制差异化产品, 以差异化定制服务的方式寻求解决问题最佳路径, 满足行业多元化需求。通过产业链重塑, 中粮集团正在向成为全场景综合解决方案提供商的目标不断迈进。

COFCO identified the increasingly uniform services in the industry in 2025 and adjusted its business philosophy towards a customer-centric approach in providing services. The previous mass production of general standardized products shifted towards the customization of differentiated products and solutions that are the best problem solvers to the diverse demands from the industry. By reshaping the industrial chain, COFCO is making consistent progress towards providing comprehensive solutions across all scenarios.



# 喜家德®



## 为客户解决农粮产品物流难题, 中粮贸易打造海南粮食供应链新模式

COFCO Trading building a new agri-food supply chain model in Hainan to address logistics challenges from clients

2025 年, 中粮贸易以客户为中心, 协同海南洋浦码头, 积极推动港口进口粮食入境与存放资质, 助力解决港口仓容等问题, 首次实现海外进口农粮产品在海南洋浦码头靠泊, 破解物流难题, 提供高效经济运输选择, 助力供应链价值进一步提升。

In 2025, COFCO Trading focused on customer needs and worked with the port authority to obtain the qualification for imported grain entry and storage and raise the storage capacity at the Yangpu Port in Hainan. As a result, imported agri-food products berthed at the Yangpu Port for the first time in history with logistics challenges overcome. COFCO Trading provided an efficient and cost-effective transport option, thereby enhancing the value of the supply chain.



进口粮食在海南洋浦码头完成装车  
Imported grains loaded for transport at the Yangpu Port in Hainan

## 打造适合中国人的披萨酱, 中粮糖业成为国内披萨酱龙头供应商

COFCO Sugar making pizza sauce suitable for Chinese consumers as the leading domestic supplier



中粮屯河番茄厨房  
工程师团队针对风味  
开展产品研究

The COFCO Tunhe  
Tomato Culinary R&D  
Team experimenting on  
product flavor

中粮糖业与中粮营养健康研究院、中粮家佳康、中粮粮谷、蒙牛乳业通力协作, 各自发挥技术优势, 从品种选育、工艺创新、配方调试多维度发力, 通过反复调试粘度、风味与酸甜平衡, 实现披萨酱的风味突破。公司已成为国内披萨酱领域规模最大的全面解决方案供应商。

The joint R&D project by COFCO Sugar, COFCO NHRI, COFCO Joycome, COFCO Grains & Cereals, and Mengniu Dairy played to their respective technological advantages in dimensions such as breeding, process, and formula through repeated adjustments on viscosity, flavor, and the sweet-sour balance, achieving a flavor upgrade on the pizza sauce. The company has become the largest comprehensive pizza sauce solution provider in China.

### 中粮生物科技精准匹配客户需求, 为茶饮市场提供解决方案

COFCO Biotechnology providing tea beverage solutions that meet customer needs precisely

面对传统淀粉糖市场同质化严重的现状, 中粮生物科技从传统大宗产品制造商转型为定制化服务商, 为客户提供全方位定制化应用解决方案, 打造出低糖、低卡、低GI的L-阿拉伯糖浆等高附加值功能糖, 成为茶百道、书亦烧仙草西部区域供应商, 并与霸王茶姬建立全球供应链合作。

To break the stagnant starch-based sweetener market, COFCO Biotechnology transformed from a traditional bulk product manufacturer to a customized service provider by offering a wide range of customized solutions. For example, they've developed high-value functional sugar products such as the low-sugar, low-calorie, and low-GI L-arabinose syrup to become a regional supplier for ChaPanda & Shuyi Tealicious in West China and a global supply chain partner of CHAGEE.

### 中粮科工深耕海外农粮工程服务, 助力全球粮食产业链供应链稳定发展

COFCO Technology & Industry committed to offering agri-food engineering services overseas in supporting the stable development of the global industry & supply chain

中粮科工武汉公司深耕海外农粮工程领域, 为嘉吉澳大利亚公司纽卡斯尔“Bathurst”项目提供专业服务, 为全球粮食产业链供应链稳定发展贡献专业力量。

COFCO Technology & Industry's Wuhan branch, specializing in agri-food engineering projects overseas, is a service provider for Cargill's Bathurst project in Newcastle, Australia, contributing its professional expertise to the stable development of the global agri-food industrial chain and supply chain.

### 引入海南首台购物中心外币兑换机, 三亚大悦城打造“无国界”消费新体验

Joy City Sanya becoming Hainan's first shopping mall to have a foreign currency exchange machine in making shopping experience “borderless”

2025年, 三亚大悦城率先引入海南省首台购物中心外币兑换机, 支持英镑、美元、欧元等九大主流货币“零预约”现钞即时兑换, 3分钟内即可完成操作, 日均服务超百名外国游客, 有效激活境外游客的即时消费力, 进一步优化国际游客消费体验。

Joy City Sanya became Hainan's first shopping mall to provide a dedicated foreign currency exchange machine in 2025, supporting instant cash exchange in less than three minutes for nine major currencies including the British pound, US dollar, and Euro, which would require reservations in a regular setting. The service receives over a hundred foreign tourists on a daily basis, whose shopping experience is empowered and spending potential unlocked.



三亚大悦城日均服务超百名外国游客  
Joy City Sanya receiving over 100 foreign tourists daily

### 以客户需求为中心打造“中粮好房子”, 4.0住宅赋能国人美好生活

Building good COFCO houses centered on customer needs in enhancing people's living quality with the fourth-generation solution

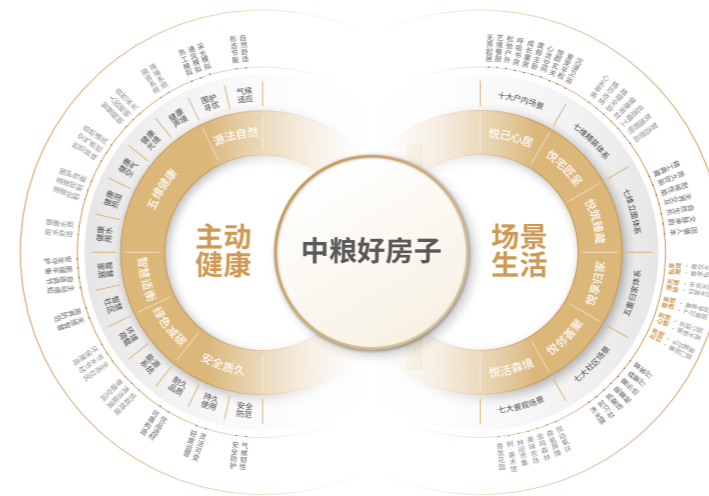


大悦城控股产品团队以客户需求为基础、以创造城市永续价值为目标, 探索健康人居新模式

The customer-oriented product team at GRANDJOY with a focus on creating sustainable urban experience and exploring new healthy lifestyles

打造“第四代好房子”是满足人民群众对美好生活向往的重要责任。近年来, 大悦城控股产品团队与清华大学、中粮营养健康研究院成立联合研发中心, 探索以客户需求为核心的健康人居新模式。“中粮好房子场景实验室”在北京中粮广场落地, 消费者可通过踏入十大场景模块, 体验最新前沿技术为生活带来的改变。该实践获科技、健康及设计各领域专业认可。

Building the “fourth generation” houses stands as an important responsibility to meet people's aspirations for a better life. In recent years, the product team of GRANDJOY has established a joint research and development center with Tsinghua University and COFCO NHRI, exploring a new model of healthy living centered around customer needs. GRANDJOY took its “Good COFCO House Experience Center” to COFCO Plaza in Beijing, where consumers can try out ten living scenarios empowered by the cutting-edge interior technologies. This practice received recognition in the technology, health, and design sectors.



研发成果获评  
国家精瑞科学技术奖三等奖

Awarded the Third Prize at the National Elite Sci-Tech Awards for the R&D achievement

1000+ 位访谈领先用户

Over 1,000 interviews with leading users

10000+ 次入户观察

Over 10,000 home visits conducted

20000+ 调研数据

Over 20,000 inputs of research data



# 引领全面绿色转型 全力筑牢安全生产坚实防线

Leading the comprehensive green transformation and staying committed to safe production

全面推进绿色发展、统筹发展与安全是推动企业稳健运营、可持续发展的关键举措。中粮集团牢固树立和践行绿水青山就是金山银山的理念, 以“八大提升工程”为牵引, 全面服务国家“双碳目标”和生态文明建设, 助力经济社会全面绿色转型。同时, 中粮集团秉持“人民至上、生命至上”理念, 构筑起中粮特色安全管理体系, 牢牢守住安全生产底线。

Thoroughly promoting green and safe development is the key measure to ensure stable business operations and sustainable development. COFCO firmly rallies behind the idea that “lucid waters and lush mountains are invaluable assets” in advancing the Eight Enhancement Initiatives, fully supporting China’s “dual carbon” goals and the Chinese path to an ecological civilization, and aiding the comprehensive green economic & social transformation. COFCO prioritizes people’s interest and safety in establishing a safety management system most suited to COFCO’s unique circumstances to solidify the last line of defense in safe production.



**230个**  
完成节能改造项目

230 energy-saving renovation projects completed

**125万吨**  
年节约水量

1.25 million tons of water conserved

**7万吨**  
年节能标准煤

70,000 TCE saved

**18家**  
全年新建国家级绿色工厂

18 new national-level green factories built

**近50万吨**  
减排二氧化碳

Nearly 500,000 tons of CO2 emissions reduced

**82家**  
旗下共有国家级绿色工厂

82 national-level green factories across the COFCO ecosystem

## 增强绿色发展体系 产业升级中塑造未来优势

Strengthen the green development system and get ahead of the curve on industrial upgrades

2025 年, 中粮集团以习近平生态文明思想为指导, 统筹应对气候变化、产业结构调整、污染治理和生态保护, 积极推进碳达峰碳中和行动, 在绿色转型与产业升级中塑造未来优势。

Guided by the ecological civilization plan in 2025, COFCO made steady progress in addressing climate change, tweaking the industrial structure, controlling pollution, protecting the ecosystem, promoting carbon peak & neutrality actions, and getting ahead of the curve on industrial upgrades and green transformation.



## 深耕节能减排, 加快绿色低碳转型发展

Advocate energy conservation and emission reduction to accelerate green & low-carbon transformation

中粮集团坚持把绿色发展理念融入企业发展战略与生产经营全过程, 在能源清洁转型、产业低碳升级、资源集约利用、绿色技术创新、气候变化应对等方面持续深化实践, 着力打造绿色低碳农粮产业标杆, 构建可持续发展的绿色产业生态。

COFCO firmly incorporates the green philosophy throughout corporate strategy-making and business operations in shifting towards clean energy, upgrading towards a low-carbon industry, utilizing resources intensively, innovating green technologies, and responding to climate change. COFCO strives to set the green & low-carbon benchmark in the agri-food industry and build a sustainable green industrial ecosystem.

## 推动节能降耗

Conserve energy and cut emissions

中粮集团始终坚持节约集约原则, 持续推进能源绿色低碳转型, 强化能源采购、运输、使用、回用全价值链成本管理, 开展工艺增效、节能改造和提效降碳专项行动, 加大生物质、沼气、绿电、光伏等清洁能源占比, 推动形成清洁低碳的用能体系。

COFCO consistently adheres to the principles of conservation and intensive use by advancing its green & low carbon energy transformation campaign, strengthening cost management across the entire energy value chain of procurement, transmission, usage, and reuse, streamlining processes, conducting energy-saving renovations, reducing carbon emissions, and increasing the proportion of clean energy such as biomass, biogas, green electricity, and photovoltaics in COFCO's energy system characterized by clean & low-carbon usage.

### ▶ 推进全价值链能源成本管控

Energy-cost control campaign advanced across the entire value chain

### ▶ 对 26 家企业开展节能诊断

Energy-saving examinations conducted for 26 enterprises

### ▶ 5000 余台高效机电设备

+5,000 efficient electromechanical devices installed



## 中粮可口可乐推进绿色包装革新, 助力生态系统保护

COFCO Coca-Cola innovating ecosystem-friendly green packaging

中粮可口可乐聚焦包装环节绿色升级, 构建塑料瓶盖原料外包装循环利用体系, 系统性降低供应链的资源消耗与碳排放, 有效缓解林木资源采伐压力, 助力生态系统保护。

COFCO Coca-Cola, focusing on the green upgrade of packaging, established a recycling system for the raw materials of plastic bottle caps to systematically reduce waste and carbon emissions in the supply chain, alleviating the pressure on timber forest resources with an ecosystem-friendly approach.

覆盖 18 家工厂

59 条生产线

18 factories and  
59 production lines covered

年均减少纸箱耗用

约 262 万个

Approximately 2.62 million  
cardboard boxes conserved

折算减少砍伐树木

5244 棵

Equivalent to 5,244  
trees saved

## 应对气候变化

Address climate change

近年来, 全球极端天气频发, 携手应对气候变化已经成为共识。中粮集团立足农粮产业特点, 持续降低全球业务运营中的碳排放, 积极参与应对气候变化国际合作与交流, 加强零碳低碳创新和“零碳工厂”建设, 构建具有气候适应力的韧性企业, 助力全球气候治理。

Frequent extreme weather has characterized the globe in recent years, and there is a growing consensus on the need for joint actions to address climate change. COFCO aligns its climate change relief efforts with the conditions of the agri-food industry chain by reducing carbon emissions across global business operations, collaborating with international partners on best practices, speeding up zero-carbon & low-carbon innovation, building “zero-carbon” factories, and creating a resilient climate-compatible COFCO ecosystem to support global climate governance.

## 中粮国际与华侨银行达成“碳减排挂钩”可持续发展贷款协议

COFCO International partnering with OCBC on sustainability-linked financing to reduce carbon emissions

中粮国际与华侨银行达成“碳减排挂钩”可持续发展贷款协议, 该笔贷款是全球首个与“科学碳目标倡议 (SBTi)”认证的农林行业 1.5°C 温控目标挂钩的可持续发展贷款。目前, 公司已全面达成该贷款项下首年关键绩效指标。

COFCO International and OCBC reached an agreement on the first financing facility with interest rate incentives tied to Science Based Targets initiative (SBTi)-validated FLAG targets for 1.5°C climate alignment. At the moment, COFCO International has qualified for interest discounts by achieving all key performance indicators.

## 中粮国际土地利用绿色贷款案例获世界自然基金会赞誉

COFCO International's green land-use loan receiving nods from the World Wildlife Fund



世界自然基金会在报告《世界前 100 个与土地利用相关的碳减排目标》中, 点赞中粮国际“碳减排挂钩”贷款

WWF commending COFCO International's sustainability-linked financing practice in “The First 100+ FLAG Targets: Forests, Land and Agriculture Under the Science Based Targets Initiative” report

2025 年 4 月, 世界自然基金会 (WWF) 发布的报告《世界前 100 个与土地利用相关的碳减排目标》中提到, 中粮国际获得的 6 亿美元可持续发展贷款是全球首个与土地利用相关减排目标挂钩的绿色贷款项目, 越来越多的企业为应对气候变化承诺减排。

In April 2025, the World Wildlife Fund (WWF) issued “The First 100+ FLAG Targets: Forests, Land and Agriculture Under the Science Based Targets Initiative,” in which the \$600 million sustainability-linked loan issued to COFCO International was described as the first FLAG-contingent green financing project, an achievement that spoke volume of the increasing corporate climate mitigation commitments.

## 中粮长城葡萄酒宁夏葡萄园种植项目完成行业首笔碳普惠减排量交易

COFCO GreatWall Ningxia vineyard completing the industry-first carbon inclusion transaction



中粮酒业旗下长城天赋酒庄启动全国首个葡萄园种植碳普惠项目

COFCO Wines & Spirits' GreatWall Terroir winery launching China's first vineyard-farming carbon inclusion project

2025 年, 由中粮长城葡萄酒宁夏工厂开发的葡萄园种植碳普惠项目, 通过植株光合作用、土壤固碳等方式形成持续稳定碳汇资源, 涉及碳汇量 40 吨二氧化碳, 协议单价 75 元 / 吨, 总成交金额 3000 元, 是全国首个完成交易的葡萄园种植碳普惠项目。

In 2025, the COFCO GreatWall Ningxia winery developed a carbon inclusion project for farming by forming continuous and stable carbon sink resources through plant photosynthesis and soil carbon sequestration, involving a carbon sink capacity of 40 tons of carbon dioxide at 75 yuan per ton that came to 3,000 yuan for the final transaction, making it China's first completed carbon inclusion project for vineyard farming.

## 保护生态环境, 推动人与自然和谐共生

Protect eco-environment and promote harmonious human-nature coexistence

2025 年, 中粮集团全面落实国家精准治污、科学治污、依法治污管理要求, 持续深入推进污染防治攻坚战行动, 降低污染物排放总量和强度, 大力发展循环经济, 提高资源利用效率, 打造绿色低碳产业链供应链, 实现经济效益、环境效益和社会效益的有机融合。

In 2025, COFCO fully abided by requirements on precise pollution control, science-based pollution management, and pollution governance from the national level in continuously taking actions against pollution to reduce the total amount and intensity of pollutant emissions. At the same time, as a strong advocate for the circular economy, COFCO kept improving resource utilization efficiency, and creating a green low-carbon industrial chain and supply chain to achieve the organic integration of economic, environmental, and social benefits.

### 中粮国际多项农业创新举措入选世界经济论坛农业创新案例

COFCO International's innovative agricultural practices entering the World Economic Forum

2025 年 7 月, 世界经济论坛于第十六届夏季达沃斯论坛期间发布报告《破解匮乏困局: 亚洲与中东地区粮食与水资源创新实践》。中粮国际凭借在土壤改良、农作物和水循环利用、商业模式创新三个方面的农业创新举措, 入选报告示范案例。报告指出, 此案例加速了农业减排, 提高公司业务韧性, 并为解决粮食与水资源挑战提供路径示范。

报告介绍, 在土壤改良方面, 中粮国际巴西圣保罗州甘蔗种植园已有超 2 万公顷实施了大豆轮作; 在农作物和水循环利用方面, 巴西糖厂通过酒糟浓缩机实现水循环, 并使用浓缩酒糟替代化肥, 甘蔗产量五年增长 10%; 在商业模式创新方面, 中粮国际建设农产品可追溯体系, 避免采购涉毁林或植被破坏的大豆和玉米, 带动农民向可持续农业转型; 引入绿色金融工具, 2024 年与新加坡华侨银行达成全球首笔与土地利用相关减排目标挂钩的可持续发展贷款。

In July 2025, the World Economic Forum released a report titled "From Scarcity to Solutions: Food-Water Innovation in Asia and the Middle East" at the 16<sup>th</sup> Annual Meeting of the New Champions 2025, commonly known as the Summer Davos Forum. COFCO International (CIL) was included in the report as one of the corporate case studies for its innovative practices in soil improvement, food and water circularity, and business models, which help to reduce agricultural emissions and enhance operational resilience as a good example of addressing challenges regarding food and water resources.

On soil improvement, over 20,000 hectares of sugarcane plantations in São Paulo, Brazil managed by CIL are under crop rotation with soybean. On food and water circularity, CIL's sugar mills in Brazil utilize organic sources such as nitrogen from vinasse by-products of sugar processing and compost to gradually replace mineral-sourced nitrogen, resulting in 10% gains in sugar cane production over five years. On business model innovations, CIL avoids sourcing soybeans and corn linked to deforestation or conversion with its traceability system that guides farmers towards sustainable agriculture. CIL also adopts green financial instruments like the sustainability-linked loan it secured with Singapore's OCBC Bank in 2024. The qualifications of the loan are tied to land-use emissions targets.



报告封面截图  
Cover of the report

### 中粮国际可持续农产品认证标准获巴西农业部认可

COFCO International's standard on sustainable agricultural products recognized by the Brazilian Ministry of Agriculture

2025 年 7 月, 巴西农业和畜牧业部官方宣布认可中粮国际自主制定的可持续农产品认证标准, 并将该标准纳入巴西政府“良好农业规范”项目。目前, 中粮国际已向中国、欧盟、阿根廷和泰国的客户发运通过标准认证的可持续大豆。

In July 2025, the Ministry of Agriculture and Livestock of Brazil (MAPA) officially included the COFCO International Responsible Agriculture Standard in its Boas Práticas Agrícolas (Good Agriculture Practices programme). To date, CIL has already shipped certified sustainable soybeans under the standard to China, the EU, Argentina and Thailand.



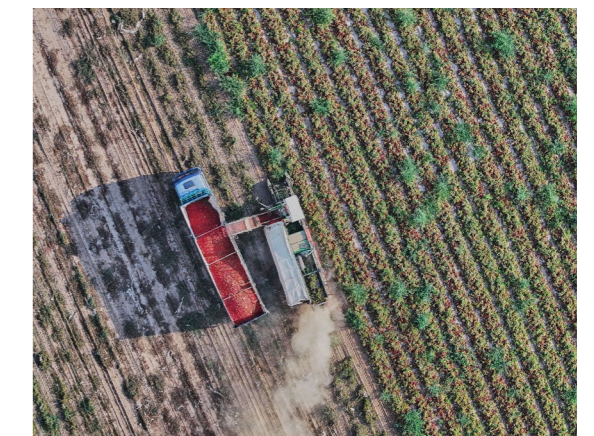
《中粮国际负责农业标准》封面及目录  
COFCO International Responsible Agriculture Standard

### 中粮糖业创造中国番茄行业再生农业认证“零突破”

COFCO Sugar becoming the first Chinese tomato business to receive regenerative agriculture certification

2025 年, 中粮糖业旗下中粮屯河获中国番茄行业首个再生农业管理体系认证。团队推行“番茄-绿肥轮作”模式, 通过在绿肥盛花期翻压还田的科学举措, 显著增强土壤固氮能力与微生物活性, 为行业提供再生农业实践样板。

COFCO Tunhe, a COFCO Sugar subsidiary, became the first Chinese tomato business certified under the regenerative agriculture management system in 2025. The Tunhe team implements a rotation model for tomatoes and green manure crops with enhanced soil nitrogen capacity and microbial activity by returning green manures to the soil during their flowering period. The practice stands as a good example of regenerative agriculture for the tomato industry.



采收番茄作业现场  
COFCO Sugar harvesting tomatoes



肥料用量减少 10% 10% less fertilizer used

### 中粮生物科技工艺用水资源化利用技术改造实现节约能源

COFCO Biotechnology achieving energy conservation by efficiently utilizing processed water

中粮生物科技组织旗下武汉、融氏、公主岭、成都、衡水、榆树公司全面实施酸碱水回收利用改造, 将再生后部分酸碱进行二次回用, 每年降低酸消耗约 750 吨, 碱消耗约 940 吨, 新鲜水消耗约 23 万吨。

COFCO Biotechnology instructed its branches in Wuhan, Rongshi, Gongzhuling, Chengdu, Hengshui, and Yushu to comprehensively recover and utilize acidic and alkaline water by extracting the regenerated acid and alkali, reducing acid consumption by approximately 750 tons, alkali 940 tons, and fresh water 230,000 tons on a yearly basis.

### 中粮家佳康种养循环模式打造生态保护样板, 带动农户增收

COFCO Joycome's eco-friendly livestock & crop circular model generating more income for farmers



种养循环实践入选中国环境保护产业协会“生态环境保护示范工程”, 于 2025 年获评中企研“中国 ESG 卓越案例”

The livestock & crop circular farming practice making the list of "Exemplary Eco-Environment Protection Projects" by the China Environmental Protection Industry Association and the "Excellent ESG Cases in China" by the China Enterprise Research Institute in 2025

中粮家佳康创新采用“减负还田”处理模式, 持续推动粪污资源化利用, 100% 集中收集沼气用于高效供热和发电, 2025 年至今共产生沼气近 2600 万立方米。同时持续以种养循环带动农民增收, 帮助农户科学使用沼肥, 扩大沼肥施用面积。

COFCO Joycome alleviates pressure on the ecosystem by efficiently utilizing wastes from livestock farming. 100% of biogas collected from the operation is used for heating and power generation. The numbers show that nearly 26 million cubic meters of biogas were produced from 2025 to date. At the same time, COFCO Joycome brings more income to farmers through the livestock & crop circular farming model, which helps farmers to scientifically use and expand the areas for biogas fertilizers.

### 中国茶叶龙冠茶园生态优先理念“从茶园到茶杯”

China Tea's Longguan Tea Garden prioritizing ecological benefits throughout its operational chain

中国茶叶旗下龙冠茶园拥有占比超 10% 的生态林面积, 积极引入喷灌系统、防霜风扇、物联网智慧茶园管理系统, 精准感知环境、土壤与病虫害, 为茶叶生长提供科学呵护。

The Longguan Tea Garden under China Tea, which has over 10% of its area designated as ecological forest, introduces sprinkler irrigation, frost-preventative fans, and intelligent IoT management system to its operation for an accurate grasp on the environment, soil, and pests, and to ensure the science-based growth of tea plants.

## 构筑中粮特色安全管控 统筹发展与安全大局

Solidify the COFCO safety defense line and manage the development & safety big picture

2025 年, 中粮集团坚持深入学习贯彻习近平总书记关于安全生产重要论述和重要指示批示精神, 持续梳理、总结、提炼安全管理理论和实践, 通过一系列工具方法推动管理体系在各级企业落地生根, 有效化解风险、筑牢安全屏障, 护航企业高质量发展。

In 2025, COFCO stayed committed to production safety according to important safety management methodologies and practices at all levels of business operations through a series of tools, effectively mitigating risks, strengthening safety barriers, and ensuring high-quality business development.





2025 年, 中粮集团党组带队开展“四不两直”检查 50 余家次, 专业化公司班子带队开展检查 500 余家次, 发现并整改问题 4000 余项

During the year, the COFCO Leadership team led over 50 unannounced inspections, and the executive teams at COFCO specialized companies conducted over 500 inspections. More than 4,000 issues were identified and rectified



### 中粮可口可乐“智安达”系统为安全管理装上“智能哨兵”

COFCO Coca-Cola's smart safety system acting as an "intelligent sentinel"

中粮可口可乐自主研发以大数据和 AI 智能分析为核心的“智安达”系统, 实现对三违行为实施 24 小时不间断监控, 自动精准识别并抓拍违章行为, 准确率超过 95%。系统上线运行以来, 为企业安全生产建起屏障。

COFCO Coca-Cola independently developed its smart safety system based on big data and AI analysis, enabling 24/7 uninterrupted monitoring to automatically identify and capture safety violations with a +95% accuracy rate as a production safety barrier.

### 蒙牛乳业宁夏工厂智慧消防巡检机器人, 以科技之力守护“灯塔”

Mengniu Dairy's Ningxia Lighthouse Factory deploying smart robots to safeguard against fire hazards

蒙牛乳业宁夏工厂积极探索数智化转型新模式, 引入智慧消防巡检四足机器人。此设备通过自主导航巡逻对整个园区及管廊等 6 大场景执行火焰侦测、AI 不安全行为侦测、故障声音辨识、跑冒滴漏监测、仪器仪表数据辨识等任务, 重新定义工业场景。

Mengniu Dairy's Ningxia factory has introduced smart firefighting quadruped robots in its digital & intelligent transformation. The device autonomously navigates and patrols around six major workplace situations to detect flame, unsafe behavior, fault alarms, leakage, and instrument data, redefining industrial environments.



机器狗实景图

The robotic dog in action

### 数智化安全管理赋能大悦城营造舒心放心消费环境

Joy City creating comfortable and relaxing shopping environment with digital & intelligent safety management

为消费者提供安全规范有序的购物体验, 大悦城控股系统推进安全管理数智化建设, 初步建成主动预警、总部可视、响应高效的垂直穿透式安全风险防控平台, 实现重大消防风险“看得见、盯得紧、管得住”。

To provide consumers with a safe and sound shopping experience, GRANDJOY advances its digital & intelligent safety management system by establishing a vertical safety control platform that proactively warns, efficiently responds, and transparently answers to the headquarters, ensuring that major fire hazards are visible, monitored, and managed.

### 中粮家佳康“天网 + 地巡 + 智控”立体监管模式

COFCO Joycome's vertical supervision model incorporating monitoring, patrolling, and intelligence

中粮家佳康统筹部署安防平台建设, 集成 15 项 AI 智能三违识别算法, 形成无死角、全覆盖的视频监控网络, 实现总部、业务部及基层企业视频信息集中汇聚, 构建起覆盖全域、实时可视的“天网”监管体系, 切实发挥风险前端预警、隐患早期处置的关键作用。

COFCO Joycome integrated 15 AI-powered intelligent violation-identifying algorithms onto its safety platforms to congregate a 24/7 video surveillance network with no blind spots and full coverage across the headquarters, various business units, and grassroots subsidiaries. The all-encompassing monitoring system plays a key role in identifying potential risks and addressing hidden dangers before the fact.



2025 年发送预警信息近 2000 条

Nearly 2,000 early warnings notified in 2025

预警准确率 93.7%

93.70% of early warnings proven to be accurate



## 善用传统文化与中国智慧 与世界共享发展成果

Employing traditional culture and Chinese wisdom to share development achievements with the world

与全球人民共享发展成果，实现共同繁荣，是中国推动全球共同发展的重要理念。2025 年，中粮集团认真贯彻落实习近平总书记关于服务民生、区域协调发展、推进乡村振兴和构建人类命运共同体的重要指示精神，以“八大提升工程”为指引，在国内全力支持区域协调发展和乡村全面振兴，在全球开展志愿服务，为破解发展难题、推动构建人类命运共同体注入持久动力。

Sharing development achievements with people around the globe to achieve common prosperity is an important Chinese philosophy on promoting shared global development. In 2025, COFCO earnestly implemented the important national instructions on serving people's livelihoods, promoting coordinated regional development, advancing rural revitalization, and building a community with a shared future for humanity. Guided by the Eight Enhancement Initiatives, COFCO has been putting in more efforts to support coordinated regional development and comprehensive rural revitalization in China, while conducting volunteer services around the world to inject lasting momentum into global development and help build a community with a shared future for humanity.



## 发挥全产业链协同优势 全力服务区域协调发展

Leverage collaborative industry strengths to fully support coordinated regional development

区域协调发展是实现中国式现代化的内在要求。2025年, 中粮集团坚决贯彻落实党中央决策部署, 自觉将企业发展融入国家发展大局, 积极服务国家区域发展战略, 协同各职能部门、专业化公司及全国31个区域平台, 推动区域协同工作向更深层次、更宽领域、更实成效迈进, 持续推动央地合作走深走实。

Achieving coordinated regional development is an inherent requirement for Chinese modernization. In 2025, COFCO continued to consciously integrate business development into China's big picture and regional development strategy by mobilizing corporate departments, specialized companies, and 31 regional platforms to deepen and broaden regional synergy to achieve more tangible results.



### “五位一体”工作格局

The Five-in-One methodology

战略引领  
Strategic guidance

机制保障  
Systemic support

功能建设  
Functional building

能力赋能  
Capability empowerment

价值创造  
Value creation

### 高位推动, 加强组织领导

Top-down leadership

确保“全国一盘棋”协同网络高效运转  
Ensuring efficient synergy between regions

### 深化战略合作, 拓展发展空间

Deepen strategic partnerships and pave more paths for development

- 推动 10 余个区域平台与地方重点客户签署合作协议  
Instructing over 10 regional platforms to sign partnership agreements with key local clients
- 与各省级政府常态化对接机制实现全国覆盖  
Establishing regular communication mechanisms with provincial governments across China
- 累计与三十余省、市政府签署战略合作协议  
Over 30 strategic partnership agreements signed with provincial and municipal governments

### 中粮集团辽宁区域协同平台荣获辽宁省表彰

COFCO's Liaoning regional collaborative platform awarded by Liaoning Province

2025年5月, 中粮集团辽宁区域协同平台在2025辽宁省企业大会获“在全面振兴新突破三年行动攻坚之年做出突出贡献”表彰。多年来, 中粮集团深入贯彻落实党中央关于推动新时代东北全面振兴的战略部署, 助力辽宁产业结构调整优化, 建设食品工业大省, 为辽宁省民生改善提供重要保障。

In May 2025, COFCO's Liaoning regional collaborative platform was awarded at the 2025 Liaoning Provincial Enterprise Conference for its "outstanding contributions in the key year of the three-year campaign on full revitalization of Northeast China." For years, COFCO has been committed to implementing the national strategic initiative on the full revitalization of Northeast China. In Liaoning, COFCO has made contributions to optimizing the industry structure, building up the provincial food industry, and safeguarding the livelihoods of the people.

### 长城天赋酒庄获评国家 4A 级旅游景区

The GreatWall Terroir winery designated as a National 4A-Level Tourist Attraction

2026 年 1 月，长城天赋酒庄景区被评为国家 4A 级旅游景区。酒庄坐落于宁夏贺兰山东麓，游客可在葡萄园中感受运动之乐与自然之美。酒庄通过技术培训、劳务就业等手段持续助力闽宁镇人民增收。

In January 2026, the GreatWall Terroir winery, located on the eastern foothills of Helan Mountain in Ningxia, was designated as a "National 4A-Level Tourist Attraction" for the incredible vineyard that allows visitors to enjoy outdoor activities amidst nature. The winery also helps citizens from Minning Town to increase their income by providing technical training and employment opportunities.

### 酒鬼酒产业园深化区域文旅协同，入选湖南省工业旅游示范点

The Jiugui Liquor Industrial Park selected as an exemplary industrial tourism site of Hunan Province with cultural & tourism regional synergy

酒鬼酒生态文化产业园是集基酒酿造、物流包装、生态景观、工业旅游为一体的生态酿酒工业园区，游客可深入了解湘西文化和民俗，参加品酒和调酒体验。2025 年 1 月，产业园被评为“湖南省级工业旅游示范点”。

The Jiugui Liquor Ecological & Cultural & Industrial Park integrates the business operations of brewing, packaging, and logistics with industrial tourism, offering visitors an immersive experience of the Xiangxi culture & customs of Xiangxi with spirit-tasting and cocktail-making. In January 2025, the Park was recognized as "an exemplary provincial industrial tourism site of Hunan."

### 香港青年粮食安全教育考察团访问中粮集团，交流分享粮食安全理念

Hong Kong's youth delegation on food security educational program visiting COFCO for people-people exchanges

2025 年 4 月，2025 香港青年粮食安全教育考察团访问中粮集团，先后参观司史展、体验馆、北京忠良书院博物馆等地，前往张家港学习了解中粮在安全生产、智能生产流程、质量管控及产品研发等方面的先进经验。

In April 2025, a youth delegation on a food security educational mission from Hong Kong traveled to Beijing, where they visited COFCO facilities such as the history gallery & product experience center at the corporate headquarters and the museum at the COFCO Beijing Academy. They also visited Zhangjiagang in Jiangsu Province, where they learned about COFCO's best practices and experiences in safe production, intelligent processes, quality control, and R&D.



考察团在共建单位双山岛老圩村开展农耕体验活动

The delegation going through agricultural activities in COFCO's regional team-building partner at Laoxu Village, Shuangshan Island, Zhangjiagang



## 灵活利用地区资源禀赋 助力乡村全面繁荣振兴

Utilize regional resource endowments to empower rural prosperity and revitalization

2025 年，中粮集团充分发挥农粮领域全产业链优势，通过多种方式促进农民增收，引导和组织农民融入现代农业产业体系，拓宽增收致富渠道，努力推动帮扶工作取得更大成效，为助力乡村全面振兴做出新贡献。

In 2025, COFCO continued to fully leverage its advantages across the entire agri-food industry chain to promote income growth through various means, including guiding & mobilizing farmers to buy into the modern agro-industry, broadening channels through which farmers could generate income, and making more pairing-assistance efforts. COFCO is committed to making new contributions to the comprehensive rural revitalization.

### 中粮集团党组成员带队对 6 个定点帮扶县 3 个对口支援县调研全覆盖

Research trips from COFCO Leadership to all nine paired-up assistance counties

### 联合主办“吉聚振兴之力 共绘富民图景”央企消费帮扶行动

Co-host of central SOEs' campaign on consumption-oriented assistance in Jilin Province

### 在产业、教育、医疗、人才领域多举措帮扶

Diverse assistance based on industry, education, healthcare, and human resources



### 多种形式为 6 个定点帮扶县培训 1.3 万人次

13,000 people trained in 6 paired-up assistance counties

### “丰兴系列”慈善信托为乡村振兴注入强劲金融动能

Energizing rural revitalization financially with “Feng Xing Series” charitable trust

中粮信托设立“丰兴系列”主题慈善信托, 聚焦产业、教育、医疗等关键领域, 以“基金会+慈善信托”的管理模式, 覆盖 9 个省市县域地区, 累计支持项目超百个, 惠及数百万人民群众, 成为跨区域、广覆盖的乡村振兴公益品牌。

COFCO Trust's “Feng Xing Series” integrates foundation with charitable trust to support over 100 projects in key areas like industry, education, and healthcare across 9 provinces, cities, and counties, benefiting millions of people as a rural revitalization brand.



### 2025 年新增公益支出超 7000 万元

+70 million yuan of new public welfare expenditures in 2025

### 借力“全国糖酒会”平台, 助推脱贫地区农特产品走向全国市场

Leveraging the China Food & Drinks Fair to promote special agricultural products from poverty-ridden areas

2025 年, 中粮集团在第 112、113 届糖酒会升级打造“百县千品万家福”助力乡村振兴专门展区, 共计 60 个县(市) 324 家企业参展, 超 3500 种特色农产品, 达成意向金额超 1 亿元。

At the 112<sup>th</sup> and 113<sup>th</sup> China Food & Drinks Fairs in 2025, COFCO upgraded a special exhibition booth to support rural revitalization. 3,500 special agricultural products from 324 enterprises in 60 counties (cities) exhibited at the booth to achieve an intended transaction of +100 million yuan.



糖酒会上展出的帮扶产品

Products from paired-up assistance areas being exhibited at the China Food & Drinks Fair

### 因地制宜加强产业帮扶, 打造具有地方特色和竞争力农特产品

Strengthening industry-based paired-up assistance efforts according to local conditions to create special agricultural products with market competitiveness

2025 年, 中粮营养健康研究院等单位积极支持多个帮扶地区的特色产业发展, 先后研发牦牛肉酱、白菌酱、卡瓦龙曲高原蜂蜜、青稞饼干等几十种特色农产品, 促进农产品精深加工和渠道建设。

COFCO NHRI and other COFCO entities made R&D progress on special agricultural products such as yak beef sauce, white fungus sauce, Kawaluori honey, and hulless barley biscuits in 2025 to support the deep processing business and market access of the specialty industries in paired-up assistance areas.



中粮集团旗下企业参与研发的黑青稞米产品

Black-hulless-barely-based rice product involving COFCO's R&D effort

### 积极参与“和美乡途”央企文旅帮扶平台建设

Participating in building the culture & tourism paired-up assistance platform for central SOEs, “Harmonious Rural Journey”

2025 年 5 月, “和美乡途”央企文旅帮扶平台发布会在北京举办, 旨在支持国资央企援扶地区乡村文旅产业发展。中粮集团帮扶县旅游线路入选首批上线重点推介线路。

The press conference for the launch of “Harmonious Rural Journey,” a culture & tourism paired-up assistance platform for central SOEs, was held in Beijing in May 2025. The platform, aiming to support SOEs' paired-up assistance efforts with rural culture & tourism, included one of COFCO's paired-up assistance counties in its initial list of recommended tourism routes.

## 恪守“农者匠心” 以仁为怀开展全球志愿服务

Insist on benevolence and kindness in carrying out volunteer services globally

志愿服务是社会文明进步的重要标志，是贡献智慧力量、创造美好生活、实现奋斗目标的生动实践。2025年，中粮集团大力弘扬“奉献、友爱、互助、进步”志愿精神，以“社会所急、中粮所能”为切入点，积极投身社会公益，在节粮爱粮、教育助学等公益领域持续开展全球志愿服务，助力满足人民美好生活。

Volunteer services symbolize progress of the human civilization and embody contributions of wisdom, strength, resilience, and hard work. In 2025, COFCO continued to live by spirits of dedication, fraternity, reciprocation, and progress in actively engaging in charitable activities needed by society with COFCO's strengths. By continuously carrying out volunteer services globally in areas benefiting public welfare, such as grain saving and education assistance, COFCO helps to meet the people's aspirations for a better life.



2025年，各级企业开展志愿服务460余次  
+460 volunteer services delivered by COFCO entities in 2025



## 多举措参与海外履责 践行人类命运共同体使命

Take diverse actions to fulfill responsibilities overseas and contribute to building a community with a shared future for humanity

推动构建人类命运共同体是顺应时代潮流的正确路径, 是世界各国人民的前途所在。作为全球化布局的国际粮商, 中粮集团深知肩负促进全球可持续发展的社会责任, 努力践行人类命运共同体理念的使命担当, 携手全球农民、社区、供应商等各利益相关方互利共赢, 促进全球经济、社会和环境的可持续发展。

Promoting building a community with a shared future for humanity is the correct path in following the trend of times for people across the world. As an international agri-business with global presence, COFCO is conscious and mindful of its social responsibility in promoting sustainable global development and fulfilling its mission of building a community with a shared future for humanity. COFCO works hand in hand with farmers, communities, suppliers, and other stakeholders around the globe for win-win, sustainable, economic, social, and environmental development of the world.



## 中粮国际践行本地化雇佣, 高标准建设国际化人才队伍

COFCO International building up a high-standard international team with localized employment

2025年, 中粮国际遵循全球法律法规, 在35个国家和地区继续实施市场化用工机制, 推动本地化雇佣。所有员工按当地法规签订劳动合同, 确保公平待遇, 享受平等发展机会。同时, 中粮国际通过领导力发展学院(LDA)和在线学习系统, 提供个性化培训, 高标准建设国际化人才队伍。

CIL continued with market-oriented employment and hiring locally in accordance with laws & regulations across 35 jurisdictions in 2025. CIL employees sign labor contracts with the company in accordance with local laws & regulations, which ensures fair treatment and equal development opportunities. At the same time, CIL provides personalized training through its Leadership Development Academy (LDA) and online learning system to build up an international talent team to a high standard.



截至2025年底, 中粮集团位于全球的外籍员工1万余人  
+10,000 non-Chinese COFCO employees as of 2025

海外本土化员工占比 **98.2%**

98.2% of overseas COFCO employees hired locally

统一全球招聘制度

A unified global recruitment system

超 **1800** 人  
2025年新录用员工

+1,800 new employees in 2025

超 **16000** 人次  
累计培训

+16,000 trainees

**100%**  
公开招聘比例

100% recruited publicly

**35** 个国家  
外籍员工来自

35 nationalities among non-Chinese employees

## 海外农业可持续履责实践获选联合国全球减贫最佳案例

COFCO's sustainable & responsible agricultural practices overseas recognized as one of the Best Poverty Reduction Practices by the United Nations

中粮集团旗下中粮国际与其他 5 家全球粮商共同开展“以农民为中心的植被保护”帮扶，鼓励巴西大豆生产者用行动保护塞拉多地区的森林和植被，通过保护生态为农户增收和乡村的发展提供有力支持。该举措入选第六届全球最佳减贫案例。

CIL has been working with five other international agri-food businesses in a farmer-centered vegetation protection initiative, providing soybean producers in Brazil with incentives to protect the forests and vegetation in the Cerrado region. The ecosystem-friendly approach drives income growth for farmers and promotes rural development. The initiative was included in the Sixth Call of Global Solicitation on the Best Poverty Reduction Practices.



中粮国际可持续发展团队与巴西农民进行实地调研

CIL's sustainable development team conducting field research with Brazilian farmers

## 建设桑托斯码头市民广场，历史建筑搬迁重建

Creating recreational space for citizens at the Port of Santos in relocation of historical buildings

中粮国际在巴西桑托斯 STS11 码头项目附近建设 Valongo 市民广场，开展石屋及 7 号仓库历史建筑搬迁重建等惠民工程。Valongo 市民广场开放以来，累计接待市民超 50 万人次，成为当地文化休闲新地标。

Close to the Santos STS11 terminal in Brazil sits Valongo Park, a recreational space built by COFCO International, who was responsible for relocating and revamping historical buildings such as Stone House and Warehouse 7 at the Santos Port. Valongo Park has received over 500,000 visitors since its opening, as it now stands as a new cultural and recreational landmark.



位于巴西桑托斯码头周边的市民广场

Valongo Park at the Port of Santos in Brazil

## 深化金砖国家农业科技领域交流合作，两项政策建议写入金砖年度报告

Deepening agricultural sci-tech exchange among BRICS countries with two Policy Recommendations included in the BRICS Business Council Annual Report

2025 年，中粮集团牵头国内成员单位参与金砖轮值主席国巴西举办的小组会议，主笔两项重要政策建议被写入《金砖国家工商理事会年度报告》；牵头组织国内相关单位参与金砖国家解决方案大赛，推送 7 个中方优秀案例，深化金砖国家农业科技领域交流合作、推动中国农业优秀实践走向国际舞台。

During Brazil's presidency of the BRICS Business Council in 2025, COFCO led Chinese members of the Council to participate in the group meetings and authored two important policy recommendations that were included in the BRICS Business Council Annual Report. COFCO also mobilized relevant bodies in China to apply for and ultimately win seven BRICS Solutions Awards to showcase China's best agricultural practices on the international stage in deepening agricultural sci-tech exchange among BRICS countries.

## 积极开展海外履责，以多种方式改善社区生活条件

Actively fulfilling CSR overseas and improving living conditions of communities in various ways

2025 年，中粮国际积极开展海外履责，在阿根廷、巴西、越南、南非等十余个国家开展公益捐赠活动约 48 次，在阿根廷公益组织捐赠 2.8 万公斤高蛋白大豆蛋白粉，可制作成约 22 万份餐食；在越南贫困地区捐赠净水器、援建卫生间，切实改善民生。

In 2025, CIL actively assumed CSR overseas by making approximately 48 donations to effectively improve people's livelihoods in more than ten countries including Argentina, where COFCO donated 28,000 kilograms of high-protein soybean protein powder that could be made into about 220,000 meals to charitable organizations, and Vietnam, where COFCO donated water purifiers and assisted in building toilets in impoverished areas, as well as Brazil and South Africa.



中粮海外员工利用业余时间积极开展公益活动，惠及社区居民

COFCO's employees overseas actively participating in charitable activities during non-working hours to benefit communities

## 中粮家佳康与巴西牛肉生产商合作，合力构建可持续全球肉类供应链

COFCO Joycome partnering with Brazilian beef producers to jointly build a sustainable global meat supply chain

2025 年 5 月，中粮家佳康与巴西领先牛肉生产商马夫瑞集团达成合作，就共同建立可追溯的“森林友好型”牛肉供应链达成合作意向。合作将重点建立从养殖到屠宰的全流程溯源监管，助力中粮家佳康进一步优化可持续供应链建设，推动行业绿色转型。

In May 2025, COFCO Joycome established a partnership with Marfrig, a leading Brazilian beef producer, on establishing a traceable “forest-friendly” beef supply chain. The partnership focuses on full-process traceability from breeding to slaughter as part of the effort from COFCO Joycome to optimize its sustainable supply chain and promote the green transformation of the industry.

## 中粮糖业在澳企业深度参与当地就业及教育事业，惠及社区居民

COFCO Sugar contributing to local employment and education in Australia to benefit local communities

中粮糖业旗下塔利糖业将促进当地经济发展视为首要任务，积极参与公益教育事业，在当地小学以移动压榨机的实地操作演示作为实践课程，推广科学和农业活动，让学龄儿童了解甘蔗制糖业。塔利糖业的职员为本地高中提供无偿演讲，帮助学生掌握农业知识。

COFCO Sugar's subsidiary, Tully Sugar, prioritizes local economic development and actively participates in public education initiatives such as opening practical courses in local primary schools about operating mobile sugarcane crushers, taking school-age children closer to the sugarcane industry with more knowledge on science and agriculture. Tully Sugar employees also give free lectures at local high schools to help students acquire agricultural knowledge.

# 厚植企业文化 同心致远增强中粮人凝聚力向心力

Rallying COFCOers around a cohesive and positive corporate culture

人才是企业高质量发展的第一资源。中粮集团深入贯彻党中央相关重要指示批示精神，胸怀“忠于国计，良于民生，仁于天下”企业核心价值观，牢固树立人才引领发展的战略定位，着力构建和谐稳定的劳动关系，系统搭建人才多元成长平台，为集团高质量发展持续储备专业人才。中粮集团深入践行习近平总书记关于工人阶级和工会工作的重要论述精神，坚决落实中华全国总工会“559”工作部署，扎实推进深化产业工人队伍建设改革，凝聚职工力量，努力开创高质量发展新局面。

Talent is the primary resource for high-quality development of enterprises. Staying committed to the cause, truthful to the people, and benevolent to the world, COFCO abides by these core corporate values in solidifying the strategy of talent-led development, building harmonious and stable employer-employee relations, and creating a platform for the diverse growth for its talents to enlarge the professional pool for COFCO's high-quality development. COFCO makes relentless efforts to implement important national instructions on the working class and labor unions, reforming its team of industrial staff, uniting the strength of all employees to open up a new chapter of high-quality development.



## 维护员工合法权益 构建和谐稳定劳动关系

Protect employees' rights and interests  
and build harmonious and stable  
employer-employee relations

人才是经济社会发展的第一资源。2025 年, 中粮集团坚定实施“人才强企”战略, 加大招聘力度, 拓宽就业渠道, 促进高质量充分就业, 汇聚天下英才用之。中粮集团积极落实劳动用工规范管理要求, 建立健全薪酬体系, 畅通员工诉求表达渠道, 为构建和谐稳定的劳动关系提供坚实保障。

Talent is the primary resource for economic and social development. In 2025, COFCO committed itself to the talent empowerment strategy by increasing recruitment efforts, broadening the scope of jobs, promoting high-quality and sufficient employment, and attracting talents from diverse channels. COFCO earnestly abides by labor laws and regulations with its adequate compensation system and transparent communication channels to lay a solid foundation for building harmonious and stable employer-employee relations.



中粮集团

入选“2025 中国年度最佳雇主”十强  
COFCO as one of the “Top Ten Best Employers in  
China 2025”

获评“最受大学生关注雇主”  
“The Most Popular Employer among College Students”



## 促进高质量充分就业

Promote high-quality and sufficient employment

2025 年, 中粮集团深入贯彻落实党中央、国务院稳就业保就业决策部署, 坚持广纳英才, 树立公开、平等、竞争、择优招聘理念, 严格招聘标准、规范招聘程序, 加大招聘力度和就业指导, 努力创造更多就业机会, 拓宽高校毕业生等青年就业创业渠道, 做好退役军人安置和就业服务, 实现队伍建设与高质量就业“互促进”。

In 2025, COFCO thoroughly implemented important national policy decisions on stabilizing and ensuring employment by building diverse channels for recruitment that are open, equal, competitive, and merit-based according to strict standards and procedures. COFCO continuously speeds up its recruitment efforts, offers official guidance to job-seekers, strives to create more job opportunities, broadens channels of employment and start-ups for college students and the younger generation, and takes good care of veterans' employment, as it builds up its talent team with and for high-quality employment.

## 充分保护员工权益

Protect rights of employees

2025 年, 中粮集团模范遵守国家法律法规, 强化劳动用工契约化规范管理, 践行平等雇佣原则, 建立健全薪酬福利体系和激励机制, 保障员工隐私权, 持续推进以职工代表大会和厂务公开为主要形式的民主管理, 畅通员工诉求表达渠道, 着力构建和谐稳定的劳动关系。中粮集团认真履行维权服务基本职责, 持续加强民主管理、保障职工合法权益, 组织动员职工群众岗位建功创新创造, 切实为职工群众解决急难愁盼问题, 不断增强中粮职工获得感、幸福感和安全感。

During 2025, COFCO continued to be an exemplary enforcer of national laws and regulations in strengthening standardized, equal, and contractual management of employees, providing employees with protected compensation, benefits, and incentives, protecting employees' rights to privacy, promoting democratic management primarily through employee representative assemblies and keeping employees informed, facilitating channels for employees to express demands, and building harmonious and stable employer-employee relations. COFCO fulfills its fundamental responsibilities of protecting employee rights with strengthened democratic management. By organizing and mobilizing employees to excel and innovate at their jobs, addressing the urgent and pressing issues troubling the workforce, COFCO keeps enhancing the sense of gain, happiness, and security for employees.

### 召开中粮集团第七届职工代表大会

Holding the Seventh COFCO Employee Representative Assembly

加强厂务公开

拓展信息发布渠道

Keeping employees informed  
on corporate affairs

集团现有职工代表 110 人

2025 年各级工会办理提案 800 余件

Having 110 employee representatives  
Over 800 proposals processed across labor  
unions at different levels in 2025

畅通职工建言献策渠道

多形式收集采纳意见建议

Facilitating channels for employees to  
suggest and advise  
Soliciting and implementing suggestions  
and advice through various forms

## 搭建多元成长平台 建设优秀专业队伍

Build a platform of diverse growth and a team of professionals

2025 年, 中粮集团着力构建科学完善的职业发展体系, 拓宽职业发展通道, 持续提升员工综合素质与职业能力, 紧扣改革发展重点领域开展学习, 开展职业技能竞赛和创新创效活动, 夯实高素质专业化人才梯队根基。

In 2025, COFCO focused on establishing a science-based career development system that broadens career paths and enables employees to improve individually and professionally. With learning activities closely aligned with key areas of reform and development, as well as vocational skills competitions and campaigns on innovation and value-creation, COFCO works to solidify the foundation of a high-quality and specialized talent team.



### 锻造高素质干部队伍

Forging high-quality management teams at all levels

坚持“公开、民主、竞争、择优”原则

Being open, democratic, competitive, and merit-based in promoting talents

让想干事者有机会、能干事者有舞台、干成事者有位置

Enabling ambitions, empowering competences, and rewarding achievements

### 举办福临门大讲堂

Launching a series of company-wide lectures

数智化转型、品牌营销、科技创新、领导力提升、中华优秀传统文化  
The lectures cover topics such as digital & intelligent transformation, brand marketing, sci-tech innovation, leadership improvement, and traditional Chinese cultures



### 举办“百人百课”微课大赛

Holding a micro-tutorial competition

掌握 AI 数字化工具、开发 120 门优质短视频微课  
Solicited 120 excellent short videos of tutorials developed by AI digital tools



### 连续 8 年主办全国职业技能竞赛

Hosting the National Skills Competition for eight straight years

赛事涵盖多个职业领域

The competition covers a variety of industries



合计培养 50 余名全国技术能手和 800 余名技术能手

Cultivated over 50 national technical experts and over 800 skilled technicians in a wide range of industries

## 全面加强人文关怀 护航全体员工健康成长

Adopt people-centric methodologies and support employees' healthy growth

2025年，中粮集团以“企业文化提升工程”为牵引，持续深化“521员工关爱工程”，切实做好帮扶慰问工作，用心用情关爱和慰问职工，开展丰富多样的文体活动，重视工作与生活的平衡，营造健康舒适顺心的工作环境。

In 2025, COFCO spearheaded the initiative on enhancing the corporate culture. Under the initiative, COFCO has been devoting more care and assistance to employees, holding a variety of cultural and sports activities, putting more emphasis on work-life balance, and creating a healthy, comfortable, and pleasant working environment.



## 中粮集团旗下六家单位获“全国文明单位”称号 Six COFCO entities awarded the title of "National Civilized Unit"

- 解决急难愁盼问题 **1000** 余件  
Over 1,000 troubling or urgent matters that challenged employees resolved
- 举办文体活动 **100** 余场次  
Over 100 cultural & sports activities held
- 为 **1.3** 万名困难职工送温暖  
Over 13,000 employees offered assistance or support
- 为 **50** 个基层单位高温班组送防暑降温产品  
50 grassroots teams working in high-temperature environments provided with cooling supplies



2025年，中粮集团党组  
前往海内外业务一线慰  
问基层员工  
COFCO Leadership paying  
visits to grassroots-level  
employees overseas



### 推出“中粮人社区”内部短视频平台，打造职工交流新场域

Launching the internal short-video platform “COFCO Community” to create a new vocal space for employees

2025 年，为充分发挥中粮职工主人翁作用，中粮集团开发推出“中粮人社区”内部短视频平台，鼓励干部员工踊跃表达意见、分享经验、建言献策。平台聚焦改革发展重点工作，定期推出“我为十五五献一策”等意见建议征集活动，动员职工充分表达所思所想，积极参与公司治理。

In maximizing employees' role as the master of the enterprise, COFCO launched the internal short-video platform “COFCO Community” in 2025, encouraging members of the big COFCO family to be more vocal with their opinions, experiences, and suggestions. With a focus on key reform and development tasks, the platform regularly launches campaigns such as “My Two Cents for the 15<sup>th</sup> Five-Year Plan” to solicit opinions and suggestions from employees whose thoughts are fully encouraged and appreciated in corporate governance.



“中粮人社区”发布海报  
Poster announcing the launch of “COFCO Community”

### ▶ 2025 年 6 月，中粮集团党组亲切慰问 2025 年全国劳动模范高淑荣、刘帅，中粮集团见义勇为先进个人王世军

The COFCO Leadership honoring the 2025 National Model Workers: Gao Shurong and Liu Shuai, as well as the “COFCO Samaritan” Wang Shijun in June 2025



### ▶ 举办集团职工球类拔河比赛

COFCO's badminton and tug-of-war competitions



### ▶ 创新性推出线上“青创成果云展览”，采用虚拟参观、交互体验等方式集中展示 2024-2025 年度集团职工创新创效优秀项目

Introducing the cloud-based exhibition of outstanding employee achievements on innovation and corporate efficiency during 2024-2025 through virtual tours and interactive experiences



### ▶ 2025 年 8 月，中粮集团举办宝贝暑期托管班，课程涵盖艺术、科技、体育等内容，共计 182 名职工子女报名参加

COFCO's “summer care program” in August 2025, with 182 employees' children enrolled for arts, science, and sports activities



# 指标索引

目录	联合国可持续发展目标	GRI 可持续发展报告标准	中国企业社会责任报告指南 4.0	
报告导读	—	2-2,2-3	P1.1-1.3	
董事长致辞	—	2-22,2-23	P2.1-2.2,P3.1-3.2	
关于我们	—	2-1,2-2,2-6	P4.1-4.4	
责任管理	目标 17	2-6,2-14,2-16,2-29,2-22	G1.2,G2.1-2.4,G3.1-3.3,G5.1-5.2,G6.1-6.3	
深入实施“八大提升工程”，开创中粮高质量发展新局面	—	—	—	
聚焦一： 持续增强改革活力，提升现代企业治理运行效能	目标 9,11,12,16	201-1,203-2	M1.1,M1.3,M2.4,M3.6	
聚焦二： 围绕现代化产业体系建设，发展培育新质生产力	目标 2,3,9,11,12,16	203-1,203-2	M2.4-2.7	
助力全球供应链畅通，建设世界一流农粮食品企业	目标 2,9,10,12,16,17	畅通供应链，带动全球农粮产业协同发展	203-1,203-2	M1.6,M2.1,M2.4,S4.5,E1.6
		推动现代化农业建设，助力建设农业强国	203-1,203-2	M1.6,M2.1,M2.4,E1.6
		夯实农粮战略布局，增强国内产业链韧性		M1.6,M2.1,M2.4,S4.5
		发挥产业链长作用，共建互利共赢生态圈	201-1,203-2	M2.1,M3.1,M3.6
高标准服务人民美好生活，奉献营养健康好食品	目标 2,3,9,12	增强粮油食品供给能力，全链条守护食品安全	203-1,203-2	M2.4,M3.6
		瞄准个性需求，明星单品闪耀营养膳食新赛道	203-2	M2.4,M2.18
		深化精深加工布局，丰富功能性健康食品供给	201-1,203-1	M2.4

目录	联合国可持续发展目标	GRI 可持续发展报告标准	中国企业社会责任报告指南 4.0	
点亮品牌蓬勃生命力，锻造市场所需产业与服务	目标 9,16,17	品牌跨界联动，将中粮企业形象传遍四海五洲	201-1,203-2	M2.1,M2.2,M3.5
		需求为中心重构产业链，做解决方案的提供者	203-1,203-2	M1.6,M2.1,M2.4
引领全面绿色转型，全力筑牢安全生产坚实防线	目标 2,9,12,13,17	增强绿色发展体系，产业升级中塑造未来优势	301-3,302-1,303-3	E2.3-2.4,E2.7,E2.9,E2.18
		构筑中粮特色安全管控，统筹发展与安全大局	403-2,403-4	S3.1-3.3,E2.18
善用传统文化与中国智慧，与世界共享发展成果	目标 1,2,9,10,16,17	发挥全产业链协同优势，全力服务区域协调发展	2-6,203-2	M1.6,M2.1,S4.6
		灵活利用地区资源禀赋，助力乡村全面繁荣振兴	412-1,412-3,413-1	S4.6,S4.8
		恪守“农者匠心”，以仁为怀开展全球志愿服务	401-2,404-1	S4.10-4.11
		多举措参与海外履责，践行人类命运共同体使命	2-6,102-15	M1.6-1.8,M3.6
厚植企业文化，同心致远增强中粮人凝聚力向心力	目标 8,10,16	维护员工合法权益，构建和谐稳定劳动关系	401-2,403-4	S2.2,S2.10-2.12
		搭建多元成长平台，建设优秀专业人才队伍	2-9,2-27	S2.4,S2.8,S2.14-2.16
		全面加强人文关怀，护航全体员工健康成长	403-2,404-2	S2.17-2.18
指标索引	—	—	A5	

## Index of indicators

CONTENTS		SDGs	GRI Standards	CASS-CSR4.0
About the report		—	2-2,2-3	P1.1-1.3
Letter from our Chairman		—	2-22,2-23	P2.1-2.2,P3.1-3.2
About us		—	2-1,2-2,2-6	P4.1-4.4
CSR management		Goal 17	2-6,2-14,2-16,2-29,2-22	G1.2,G2.1-2.4,G3.1-3.3,G5.1-5.2,G6.1-6.3
Advancing Eight Enhancement Initiatives at full throttle to pave ways for COFCO's new high-quality development		—	—	—
Focus One: Energizing reform and improving corporate efficiency		Goal 9,11,12,16	201-1,203-2	M1.1,M1.3,M2.4,M3.6
Focus Two: Building a modern industry system by developing and cultivating new quality productive forces		Goal 2,3,9,11,12,16	203-1,203-2	M2.4-2.7
Facilitating the global supply chain and building a world-class agri-food enterprise	Grease the wheels of the supply chain to drive collaborative development of the global agri-food industry	Goal 2,9,10,12,16,17	203-1,203-2	M1.6,M2.1,M2.4,S4.5,E1.6
	Build up the modern agricultural powerhouse		203-1,203-2	M1.6,M2.1,M2.4,E1.6
	Fortify the agri-food strategic landscape and build a more resilient domestic industry chain			M1.6,M2.1,M2.4,S4.5
	Lead the industry chain in jointly building a mutually beneficial ecosystem		201-1,203-2	M2.1,M3.1,M3.6
Serving people's aspiration to live a better life to the highest standard with nutritious and healthy food of great quality	Enhance the supply capacity of grain & oil and safeguard food safety across the chain	Goal 2,3,9,12	203-1,203-2	M2.4,M3.6
	Star products targeting personalized demands gaining popularity in the nutritional foodstuff market		203-2	M2.4,M2.18
	Advance the deep & extensive processing business to enrich the functional health foods portfolio		201-1,203-1	M2.4

CONTENTS		SDGs	GRI Standards	CASS-CSR4.0
Wielding brands to forge market-oriented industries and services	Cross-industry collaboration to communicate the COFCO brand image across the globe	Goal 9,16,17	201-1,203-2	M2.1,M2.2,M3.5
	Reconstruct the industrial chain with the demand-centered approach and transform into a solution provider		203-1,203-2	M1.6,M2.1,M2.4
Leading the comprehensive green transformation and staying committed to safe production	Strengthen the green development system and get ahead of the curve on industrial upgrades	Goal 2,9,12,13,17	301-3,302-1,303-3	E2.3-2.4,E2.7,E2.9,E2.18
	Solidify the COFCO safety defense line and manage the development & safety big picture		403-2,403-4	S3.1-3.3,E2.18
Employing traditional culture and Chinese wisdom to share development achievements with the world	Leverage collaborative industry strengths to fully support coordinated regional development	Goal 1,2,9,10,16,17	2-6,203-2	M1.6,M2.1,S4.6
	Utilize regional resource endowments to empower rural prosperity and revitalization		412-1,412-3,413-1	S4.6,S4.8
	Insist on benevolence and kindness in carrying out volunteer services globally		401-2,404-1	S4.10-4.11
Rallying COFCOers around a cohesive and positive corporate culture	Take diverse actions to fulfill responsibilities overseas and contribute to building a community with a shared future for humanity	Goal 8,10,16	2-6,102-15	M1.6-1.8,M3.6
	Protect employees' rights and interests and build harmonious and stable employer-employee relations		401-2,403-4	S2.2,S2.10-2.12
	Build a platform of diverse growth and a team of professionals		2-9,2-27	S2.4,S2.8,S2.14-2.16
	Adopt people-centric methodologies and support employees' healthy growth		403-2,404-2	S2.17-2.18
Index of indicators		—	—	A5



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