



# China Modern Dairy Holdings Ltd.

中國現代牧業控股有限公司

Incorporated in the Cayman Islands with limited liability  
(於開曼群島註冊成立之公司)

Stock Code 股份代码: 01117

## 環境、社會及管治報告 Environmental, Social and Governance Report 2018



# 報告說明

## About this Report

本公司相信，健康的環境、社會及管治表現對我們未來可持續發展、達成我們長期目標和為股東創造長遠價值起著決定性的影響。本公司在提升穩健有力的財務表現的同時，密切關注企業社會責任的履行與可持續發展。

The Company believes that good environmental, social and governance performance has a great impact on our future sustainable growth, realizing our long-term objectives, and bringing long-term interests to the shareholders. The Company pays close attention to the performance of social responsibility and sustainable development of the Company while improving financial performance.

報告期間，本集團遵守ESG報告指南所載的條文進行披露，並無有關環境問題、社會及管治的重大不合規事宜。

During the reporting period, the Group complied with the disclosure requirement set out in the ESG Reporting Guide and no material instances of non-compliance concerning environment, social and governance are identified with the Group.

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## 報告範圍

### Reporting Scope

報告的組織範圍：本報告以中國現代牧業控股有限公司及其子公司為主體，根據重要性原則涵蓋本公司主要營收來源 – 奶產品生產經營業務，涵蓋現代牧業下屬各牧場。

Scope of this Report: This Report is primarily about China Modern Dairy Holdings Limited and its subsidiaries. It covers the source of main business income across each pasture operated by modern dairy, and production and operation of dairy products according to the materiality principle.

報告的時間範圍：2018年1月1日—2018年12月31日。

Reporting period: January 1, 2018 – December 31, 2018.

## 編寫依據

### Preparation Basis

報告編制根據香港聯合交易所《環境、社會及管治報告指引》，同時參考全球報告倡議組織GRI《可持續發展報告標準》及其食品加工行業補充指引要求的披露指標。

This Report is prepared in accordance with the Environment, Social and Governance Reporting Guide of The Stock Exchange of Hong Kong Limited, and with reference to the Sustainable Development Reporting Guidelines of Global Reporting Initiative (GRI) and the disclosure indicators required by the additional guidance of the food processing industry.

## 數據說明

### Data in this Report

報告中所有數據來自現代牧業正式文件和統計報告，如與年報數據不一致，請以年報為準。

All data in this Report are adopted from the official documents and statistical report of Modern Dairy. In case of any inconsistency with its annual report, the annual report shall prevail.

## 指代

### Abbreviations

為了便于表述和方便閱讀，“中國現代牧業控股有限公司及其子公司”在本報告中以“現代牧業”、“本公司/本集團”或“我們”表示。非特殊說明，報告中貨幣單位“元”即“人民幣元”。

To facilitate the presentation, the definition of "Modern Dairy/Modern Farming", the "Company Group" or "we" refer to "China Modern Dairy Holdings limited and its subsidiaries" throughout this Report. The currency "Yuan" in this Report refers to "CNY" unless otherwise specified.

## 報告獲取

### Access to this Report

您可以在港交所網站及現代牧業網站主頁獲取本報告的中、英文PDF版本。

You can access to this Report in Chinese and English in PDF on the website of Hong Kong Exchanges and Clearing Limited and the home page of Modern Dairy.

港交所披露易官網/ Official website of HKEXnews:

<http://www.hkexnews.hk/>

現代牧業官網/ Official website of Modern Dairy:

<http://www.xiandaimuye.com/>

<http://www.moderndairyir.com/>

本報告以中英文兩種文字出版，在對兩種文本理解發生歧義時，請以中文文本為準。

This report is published in both Chinese and English, in case of any discrepancy the Chinese version shall prevail.

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# 總裁致辭

## Chairman's Statement



Ms. GAO Lina  
高麗娜女士  
Chief Executive Officer  
總裁

作為國內規模化牧場的開拓者，多年來，我們堅持探索、不斷完善，創新建立“種-養-加”一體化的生產模式，致力於實現全產業鏈、各環節零距離無縫鏈接，不斷提升企業發展質量。在實現經濟價值的同時，我們積極承擔社會責任，高度重視可持續發展，促進經濟環境和社會責任的協調，為股東、客戶、合作夥伴等利益相關方創造更多價值。

As a pioneer of large-scale farm in China, we have been, for many years, insisted on exploring, improving, innovating, and creating the production mode integrated with “forage planting-breeding-processing”, and have been dedicated to achieving a seamless between the whole industry chain and various steps so as to improve the development quality of the Company. When realizing economic value, we also have actively assumed social responsibility, paid great attention to sustainable development, coordinated the economic environment and social responsibility, and created more values for shareholders, customers, partners, and other stakeholders.

堅持“純真鮮活”。我們堅持“種-養-加”一體化和擠奶到加工2小時完成的生產模式，積極發展規模化、現代化、標準化的養殖，從奶牛培育和養殖、安全防疫、原奶質量控制等方面進行全流程管理，堅持“養殖規模最大、牛奶品質最優、管理最先進、飼養最科學”的目標。2018年，我們“純真鮮活”的產品品質再次得到外部認可，現代牧業純牛奶連續五年榮獲被譽為食品業“諾貝爾獎”的世界食品品質評鑒大會（Monde Selection）金獎，報告期共有4支產品同時斬獲金獎。

Insisting on “Purity, Genuineness, Freshness, and Vitality”. We have insisted on the production mode integrated with “planting-breeding-processing” and milking to processing within 2 hours, actively promoted large-scale, modernized, and standardized farming, and insisted on the objective of “largest scale of farming, optimum milk quality, most advanced management, and most scientific feeding” of the whole-process management in the aspects of breeding and farming of dairy cows, the safety and epidemic prevention, and quality control of raw milk. Our product quality of “purity, genuineness, freshness, and vitality” again won public recognition in 2018. The pure milk of Modern Farming has been awarded with the gold prize for five consecutive years at Monde Selection, which is generally regarded as the “Nobel Prize” in the food industry. There were 4 series of products winning the gold award during the reporting period.

**推進綠色運營。**現代牧業發展離不開自然生態的饋贈，在我們眼裏，取之于自然更要回饋自然，與自然形成良性互動，才能提高生產效率與生產品質。我們不斷強化環境管理體系，推進節能減排和綠色運營，同時我們積極探索循環牧場，促進與生態環境和諧，最小化運營對環境的影響。

Promoting Green Operation. The development of Modern Dairy cannot succeed without the gift of natural ecology. We believe that we have to pay back the nature for what we have taken from it, and create good interactions with the nature so as to improve our production efficiency and quality. We have been strengthening the environment management system, promoting energy saving and emission reduction and green operation, and also actively exploring recycling farms and facilitating the harmony with the ecological environment to minimize the impact of our operations on the environment.

**携手員工成長。**我們深知員工是企業實現可持續發展的不竭動力，我們堅持平等僱傭，建立多樣化的人才吸引渠道，充分保障員工權益；不斷通暢職業發展渠道，完善培訓機制，員工充分發揮價值，為員工提供成長和發展機會；同時，我們關注員工健康與安全，盡力幫助員工平衡工作與生活，提升員工歸屬感和幸福感。在助力員工實現自我價值的同時，鑄就企業持續發展。

Growing together with Employees. We deeply believe that employees are the unexhausted power for sustainable development of an enterprise. We have insisted on equal employment and building diversified channels to attract talents, and safeguarding employees' rights and interests with full guarantee; clearing the career development channels and improving training mechanism to enable the employees to fully demonstrate their abilities and provide opportunities of growth and development for employees; we have also paid attention to the health and security of the employees, and tried our best to help them to balance work and lives, so as to increase their sense of belonging and happiness. Sustainable development of the enterprise is achieved while helping employees to achieve self-worth.

**促進行業社區發展。**我們致力於構建負責任的供應鏈，持續強化價值鏈管理，不斷深化產業上下游合作，携手供應商及合作伙伴共贏發展，為行業穩定、健康、繁榮發展貢獻力量；作為負責任的企業公民，我們積極承擔社會責任，提供就業、發展農業循環經濟、開展公益慈善及扶貧活動，促進運營所在地區經濟發展及生活改善，與當地共享發展成果。

Promoting Industrial and Community Development. We have been dedicated to build a responsible supply chain, strengthening value chain management, deepening cooperation between upstream and downstream in the industry, and have achieved win-win development with the suppliers and partners, and made a contribution to steady, healthy, and prosperous development of the industry; as a responsible corporate citizen, we actively assumed social responsibility, provided jobs, developed agricultural circular economy, carried out charity and poverty alleviation activities to promote the economic development and improve the living standard of the place where we carried out business, and shared our achievements with the local.

未來，我們繼續以“規模世界級、品牌國際化、產業可持續”為目標，實幹托舉夢想，奮鬥鑄就輝煌。

We will insist on the objective of “world-class scale, international brand, and sustainable industry” in the future and make our dreams come true by solid work and create a splendid future by hard work.

# 01

## 關於現代牧業

About Modern Dairy



# 公司簡介

## Company Profile

現代牧業成立於2005年9月，是一家專門從事奶牛養殖和牛奶生產的企業，總部位於安徽省馬鞍山。2010年11月26日在香港聯交所成功上市，是全球第一家以奶牛養殖資源上市的企業。依托全球獨創的“牧草種植、奶牛養殖、牛奶加工一體化”生產模式，現代牧業已經發展成為國內規模最大的奶牛養殖企業、高品質原奶供應商及優質乳加工製造者。

Modern Dairy was founded in September of 2005. It is specialized in cow breeding and milk production and headquartered in Maanshan City, Anhui Province. It was successfully listed on the Stock Exchange of Hong Kong Ltd. on November 26, 2010, making itself the world's first company listed using dairy farming resources. Modern Dairy has become the largest cow farming enterprise, high-quality raw milk supplier, and superior milk producer in China relying on its globally original production mode “integrating with forage grass planting, cow breeding, and milk processing”.

我們以“創建世界最先進的牧場，生產世界最優質的牛奶”的經營發展戰略為指導，現代牧業人長期堅持“專心、專業、專注”於中國乳業發展。現代牧業榮獲由金港股頒發的“最具社會責任上市公司獎”“中國融資大獎-年度最佳企業領袖獎”，獲得中國乳製品工業協會頒發的“中國乳製品工業協會會員證書”，以及取得“安徽省著名商標”“中國奶業協會副會長單位”“農業產業化國家重點龍頭企業”等稱號。在公司整體發展戰略規劃的部署下，截至目前，現代牧業已在全國共建萬頭規模奶牛養殖牧場26個，奶牛存欄數231,530頭，成乳牛134,315頭，小母牛及小牛97,215頭，日產原奶3,500噸，奶牛年平均單產10.1噸，總對外銷量122.54萬噸。

We have been “concentrating on, specializing on, and devoting to” the development of the dairy industry of China under the guidance of the operation and development strategy of “building the world's most advanced farms and producing the world's best milk”. Modern Dairy was awarded the “Award for the Most Social Responsible Listed Company” and “China Financing Grand Prize- Best Business Leader Award of the Year” by Golden Hong Kong Stock, the “Membership Certificate of China Dairy Industry Association” by China Dairy Industry Association, and was honored with “Famous Trademark of Anhui Province”, “Vice President Unit of Dairy Association of China”, and “National Key Leading Enterprises in Agricultural Industrialization”. Relying on overall development strategy and plan of the Company, Modern Farming had built 26 dairy farms with hard size of ten thousand and more, with 231.5 thousand cows among, which 134.3 thousand were milkable cows and 97.2 thousand were heifers and calves. Daily milk yield was 3,500 tons, and annual milk yield per milkable cow was 10.1 tons. Total external sales volume was 1,225.4 thousand tons.





# 公司治理

## Corporate Governance

現代牧業遵守《公司法》等國家法律法規及各項監管規定，按照香港聯合證券交易所上市規則和現代企業管理制度要求，建立完善的內部管理體系，設置股東大會、董事會、公司管理層，建立決策權、監督權和經營權之間權責分明、各司其職、運轉協調的運行機制，保障公司運作高效、規範、有序，兼顧各利益相關方的利益。

Modern Dairy formulated a complete internal management system, set up the general meeting, board of directors, company management, and established an operation mechanism which specifies clear rights and obligations, functions, and coordinated operation among the right of decision-making, right of supervision, and right of management in accordance with the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, the Company Law, and other national laws, regulations and management system for modern enterprises, so as to ensure an efficient, standard, well-ordered operation of the Company, in consideration of the interests of all stakeholders.

本公司董事會（“董事會”）向股東負責，以負責任及有效的方式管理公司。每名董事均致力為現代牧業最佳發展貢獻自身專業技能及知識。董事會決定公司目標和策略，監察及控制公司在實踐策略性目標時的經營及財務表現，並授權行政總裁及公司管理層在公司董事會監督下負責公司業務的日常管理。董事會下設薪酬委員會、審核委員會、提名委員會、戰略及發展委員會等四個專門委員會，在董事會召開前對審議事項提前審議，提高董事會運作效率。董事會做出決議後，公司秘書根據董事會主席的授權負責跟進董事會決議的執行進展情況。2018年，現代牧業共召開股東周年大會1次，股東大會1次，董事會4次。

The board of directors(the"Board") of the Company is responsible to the shareholders and manages the Company in a responsible and efficient manner. Each director has contributed to the maximum development of Modern Dairy with their own professional skills and knowledge. The Board decided on objectives and strategies of the Company, supervised and managed the operation and financial performance of the Company in realizing strategic objectives, and authorized the chief executive officer and the management to carry out daily management work of the Company under the supervision of the Board. The Board has four special committees, including remuneration committee, audit committee, nomination committee as well as strategy and development committee, which discuss businesses to be considered before the meeting in order to improve the efficiency of the Board. After the Board makes a resolution, the Company Secretary is responsible for following up the execution progress of the Board resolution according to the authority given by the Chairman of the Board. Modern Dairy held one annual general meeting, one general meeting, and four board meetings in 2018.

公司董事會高度重視公司的環境、社會及管治相關工作，並對環境、社會及管治策略及匯報負責，包括識別與評估公司有關環境、社會及管治的風險，確保公司設立有效的環境、社會及管治風險管理和內部監控系統，定期檢討公司的表現，並審批公司環境、社會及管治報告內的披露資料。本報告亦經過董事會審閱發布。

The Board paid great attention to the issues of the Company concerning environment, social, and governance, and was responsible for the environment, social, and governance strategy and reporting, including evaluation and determination of risks for environment, social, and governance faced by the Company, ensuring establishment of an efficient environment, social, and governance risk management and internal monitoring system of the Company, and approving materials disclosed in the environment, social, and governance report of the Company. This Report is also issued upon review by the Board.

# 廉潔誠信運營

## Honest Operation

現代牧業嚴格遵守《中華人民共和國刑法》《中華人民共和國公司法》等要求，堅持以法律為準繩，認真貫徹關於廉政建設的基本工作制度、條例、辦法，開展自律意識調研、發布廉政工作指示等，不斷強化公司管理人員帶頭執行公司各項制度的意識，樹立企業優良、廉潔的工作作風。同時，公司利用國家及企業典型案例與視頻相結合的方法，對各單位主管以上人員系統、全面、持續的進行企業文化以及職業道德教育。公司建立監督機制，暢通投訴舉報渠道，全面受理、調查群眾的各項舉報，做到有報必接，有接必查，有查必果，有果必處。

Modern Dairy carried out self-disciplined awareness investigation and issued instructions on anti-corruption and honest administration to increase the awareness of the managers to take the lead in executing systems of the Company and create a fine and honest style of work in the Company, as required by the Criminal Law of the People's Republic of China and the Company Law of the People's Republic of China, adhering to the principle of laws, and in accordance with the basic working system, regulations, and measures for construction of an anti-corruption and honest administration. Meanwhile, with typical national and enterprise cases and videos, the Company also educated personnel above head of a unit systematically, comprehensively, and continuously for corporate culture and professional ethics, with typical national and enterprise cases and videos. The Company has set up a monitoring mechanism, offered a smooth complaint and reporting pipeline to fully accept and investigate all reports made by the people, so that all report will be handled, investigated, led to results, and led to penalties.

本公司強化重點環節檢查和審核，確保全面推進合規廉潔運營發展。2018年，針對招標活動，現場參加監督各牧場、中心組織的招標活動共216場，每場均安排人員進行監督檢查，嚴格按照招標制度進行審查，共發現22次招標異常情況，將49家供應商拉入黑名單。

The Company strengthens the inspection and audit of key steps to ensure a compliance and clean and honest operation environment. With respect to bidding activities, we attended the on-site supervision of 216 bidding activities organized by the farms and centers in 2018. We appointed staff to supervise and check each bidding activity strictly in accordance with the bidding system and found 22 abnormalities in bidding and blacklisting 49 suppliers.

防範風險，開展專項巡察 Prevent Risks and Carry out Special Inspection	開展施肥、淘牛、安全等專項檢查活動並進行整改 Special inspections including fertilization, cow culling, and safety were carried out and corrections were made.
開展反貪污培訓 Carry out Anti-corruption Training	通過網絡、現場等培訓方式，對品控中心及各牧場進行了 專項廉政培訓，培訓14場次，累計參加培訓471人次 Special trainings on anti-corruption and honest administration for the quality control centers and farms were carried out for 14 times by on-line and on-site training, and totally 471 persons attended the training.
建立制度及檔案管理機制 Establish Various Systems and File Management Mechanism	對《廉政管理制度》《禮品上交制度》進行修訂下發，並 就落實內容進行實時跟蹤 The Anti-corruption Management System and Gift Hand-in System were revised and issued, and works done were followed up in a real time.

# 可持續發展管理

## Sustainable Development Management

### 可持續發展管理體系

#### Sustainable Development Management System

在董事會授權下，公司成立環境、社會及管治工作小組，成員覆蓋總部部門及附屬公司，負責日常ESG工作管理、執行以及ESG績效管理及信息披露。2018年，ESG工作小組根據香港聯合交易所“上市規則”附錄27《環境、社會及管治相關指引》要求，整合利益相關方關注重點與公司業務影響重要性，制定匯報策略和內容。

The Company, as authorized by the Board, established an environment, social, and governance working group consisting of members from the headquarter and affiliated companies, which was responsible for the management and execution of ESG tasks, ESG performance management and information disclosure. In 2018, the ESG working group developed the reporting strategy and contents in consideration of the focus of the stakeholders and the significance of impact on business of the Company in accordance with the requirements of Appendix 27 "Environmental, Social and Governance Reporting Guide" of the Listing Rules.

#### 願景目標 Visions and Goals

- ★ 創建世界最先進的牧場、生產世界最優質的牛奶、實現天地人畜和諧發展
- ★ To build the world's most advanced farm, produce the world's best milk, and to achieve harmonious development between the nature, humans, and cows.
- ★ 實現“規模世界級、品牌國際化、產業可持續”的目標，成為“集約化養殖加工一體化”的全球行業引領者
- ★ To achieve the goal of “world-class scale, international brand, and sustainable industry”, and become a leader of “integration of intensive breeding and processing” in the world.

#### 企業責任 Corporate Responsibility

- ★ 以“數字化的標準、看得見的品質”要求自己，天天接受監督
- ★ “Digitalized standard and visible quality” requiring ourselves to be supervised every day.
- ★ 引領行業“集約化養殖與加工一體化”的變革，這是一種大擔當、更是一種大責任
- ★ Take the lead in the transformation of “intensive farming and processing integration” in the industry, which is a big challenge, but also a great responsibility.

#### 企業宗旨 Corporate Mission

- ★ 科學養殖，善待奶牛，生產世界最優質牛奶
- ★ Scientific breeding, be kind to cows, and producing the world's premium quality milk.
- ★ 應用行業先進的管理設施和技術，提供最值得信賴的安全奶源
- ★ Apply advanced management facilities and technology of the industry to provide a reliable and safe source of milk.

#### 管理理念 Management Philosophy

- ★ 奶源是牛奶品質的第一道防綫
- ★ Milk source is the first line of defense of milk quality.
- ★ 看得見品質，數字化的標準，確保每一滴奶都新鮮
- ★ Visible quality with digitalized standard to ensure the freshness of every drop of milk.

#### 市場理念 Market Philosophy

- ★ 純：從奶牛的乳頭到百姓的口頭確保“零添加”，做到產品始終如一
- ★ Purity: Ensure zero additive from the nipple of the cow to the mouths of customers, and ensure consistent quality of the product.
- ★ 真：說實話、辦實事，把產品最真實的信息告訴消費者
- ★ Genuineness: Speak truly, do solid tasks, and provide the realest information to the consumers.
- ★ 鮮：牛奶的微生物指標越低越新鮮，現代牧業量化的標準才是看得見的鮮
- ★ Freshness: The lower the microbial indicators of milk, the fresher the milk is. The quantitative standard of Modern Dairy assures the freshness.
- ★ 活：牛奶從乳頭到加工耗時越短越活，現代牧業祇用兩小時完成全過程
- ★ Vitality: The shorter time from milking to processing, the more vital the milk is. Modern Dairy completes the whole process in two hours.

## 利益相關方溝通

### Stakeholders Communication

對於積極回應投資者，重視利益相關方關注的重點並滿足其期望至關重要。我們與利益相關方建立多元溝通渠道，以減少潛在社會風險，保障各利益相關方權益，踐行ESG管理。

Being proactive and attentive to investors and stakeholders' concern and fulfillment of their expectations are of paramount importance. We established diversified channels for communication with stakeholders to reduce potential social risks, safeguard the rights and interests of the stakeholders, and fulfill ESG management.

利益相關方 Stakeholders	期望與訴求 Expectations and Demands	溝通方式 Communication Mode	我們的回應 Our Response
股東 / 投資者 Shareholders/investors	保障股東權益 Safeguard the rights and interests of shareholders 優異的業績 Outstanding performance 持續穩定增長的投資回報 Sustained and steady increase of return on investment 廉潔透明的運營 Honest and transparent operation	股東大會 General meeting 定期信息披露 Regular information disclosure 聯交所/公司網站 Website of the The Stock Exchange of Hong Kong Ltd. / Company 投資者會議及路演 Investor conference and road show	透明公開的信息披露 Transparent and open information disclosure 強化投資管理 Enhancing investment management 加強企業風險管理 Strengthening enterprise risk management 持續提高價值創造能力 Keeping improving the ability to create value
政府 / 監管機構 Government/ regulatory agency	合規經營 Compliant operation 嚴格的內部控制和風險管理 Strict internal control and risk management 促進經濟發展 Promoting economic development 突出社會貢獻 Extraordinary contribution to the society 安全運營 Safe operation	信息報送 Information submission 合規報告 Compliance report 參與會議 / 研討會 Attending meeting/seminar 特別查詢 / 檢查 Special inquiry/inspection 遞交文件 Submission of documents 公司秘書處 Company Secretarial Office	加強合規運營 Strengthening compliant operation 加強安全管理 Strengthen safety management 依法納稅 Pay taxes 監察及諮詢合規事項 Monitor and advise on compliance issues
消費者 Consumers	個人隱私保護 Personal privacy protection 食品安全 Food safety 優質服務體驗 Superior service experience 營養健康多樣的產品選擇 Availability of nutrient, healthy, and diversified products	公司官網 Official website of the Company 客服熱綫 Customer service hotline 客戶滿意度調查 Customer satisfaction survey	保障消費者權益 Safeguarding consumers' rights 保障產品質量 Product quality guarantee 生產公開透明 Open and transparent production

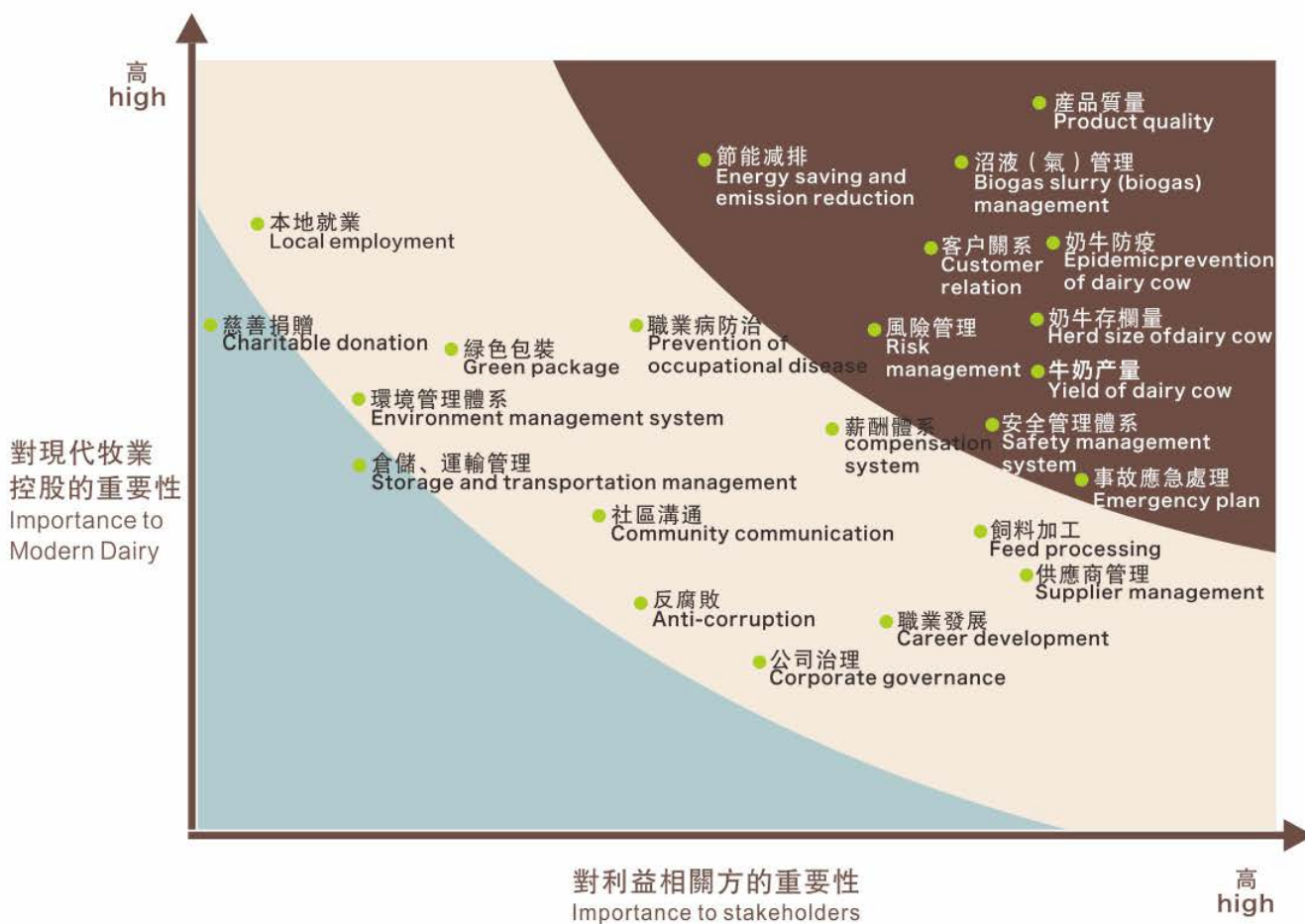
<p>員工 Employees</p>	<p>保障員工權利及權益 Safeguard employees' rights and interests 職業健康及安全 Occupational health and safety 改善員工福利 Improve employee benefits 平等就業機會及多元化發展 Equal employment opportunities and diversified developments</p>	<p>勞動合同 Employment contract 信息平臺 Information platform 諮詢電話與郵件 Hotline and email 內部月刊 Internal monthly magazine 投訴平臺線上綫下培訓交流 Training and communication on and off the compliant platform road show</p>	<p>堅持公平招聘 Insisting on equal recruitment 開展員工培訓 Carrying out training for employees 優化職業發展渠道 Optimizing career development channel 開展員工活動 Carrying out employee activities 充分聽取員工意見 Listening to all opinions of the employees</p>
<p>供貨商/合作伙伴 Supplier/partner</p>	<p>建立長期業務關係 Establish long-term business relationship 公平採購、誠信履約 Fair procurement and honest performance of contracts 產品質量保證 Product quality assurance</p>	<p>供應商評估 Evaluation of suppliers 實地考察 On-site visit 定期供應商會議 Regular supplier meeting</p>	<p>嚴格供應鏈管理 Strict supply chain management 嚴選牧場 Strict selection of farm 堅持公平公開的採購 Insisting on fair and open procurement</p>
<p>環境 Environment</p>	<p>生態環境保護 Ecological environment protection 低碳綠色運營 Low-carbon green operation</p>	<p>環境檢查 Environment inspection 環境信息披露 Environment information disclosure 倡導環保理念 Advocating the idea of environmental protection 堅持可持續發展 Insisting on sustainable development</p>	<p>加強環境及生態保護 Strengthening environment and ecology protection 堅持可持續發展道路 Insisting on the path of sustainable development 病死牛嚴格管理 Strict management of dead cows due to disease 堅持倡導綠色生產辦公 Insisting on advocating green production and office</p>
<p>社區 Community</p>	<p>開展社會公益，促進和諧發展 Carry out public benefit activities and promoting harmonious development 堅持綠色運營</p>	<p>社區活動 Community activities 社區服務 Community service 公益活動 Public benefit activity 堅持綠色運營 Insisting on green operation</p>	<p>開展社會公益活動 Carrying out public benefit activities 加強餐廳安全管理 Strengthening safety management of the dining room</p>

## 重要議題識別

### Identification of Important Topics

針對相關環境、社會及管治議題，我們從利益相關方及公司業務本身兩個維度結合的視角出發，對利益相關方的影響以及對公司影響角度對議題進行綜合排序，形成現代牧業重大議題矩陣，並進行匯報以及制定應對策略。

With respect to topics concerning the environment, social, and governance, we ranked the topics from the perspective of combination of the stakeholders and company business, and from the perspective of impact on the stakeholders and on the Company to form a matrix of important topics of Modern Dairy, and then reported the topics and worked out countermeasures.





# 02

—高標準—

“以牛爲本” 保奶源

—High Standard—

Protecting the Milk Source Cow-Oriented

# 精心培育

Devoting to cow breeding

本公司專業的奶牛繁育師從國外精心挑選優質奶牛引進國內，應用先進配種技術及管理技術，從奶牛的出生開始精心培育，“以牛為本”養好牛。

Our professional cow breeders pick out superior dairy cow from abroad, and take meticulous care of the dairy cow from the birth with advanced hybridization technique and management technique to ensure “cow-oriented”.

## 規範牛犢培育程序

公司制定《犢牛飼養中心制度匯編》規範犢牛的培育程序，為保證奶牛順利分娩，保證優種奶牛安全延續，公司採取嚴格的接產管理流程，對犢牛進行全方位照料與呵護，並將犢牛安置在新生犢牛暫放區進行管理。同時，公司針對犢牛脫離哺乳期後的飲食做出了細致的規定，從飲食的質量、溫度、清潔情況、營養情況等方面進行計劃。

**Standardizing calves nurturing procedures.** The Company formulates the Compilation of Calf Breeding Center System to regulate the nurturing procedures and to ensure successful delivery of the dairy cow and safe continuation of the superior dairy cow. The Company adopted strict midwifery management process to provide comprehensive care and nurturing for the calves. The calves live in the newborn calf area for management. The Company also makes specifications for the diet of calves after the suckling period and prepared diet plans for quality, temperature, cleanliness, and nutrition.

## 信息化管理

在每個犢牛出生前，公司便開始對牛建立檔案，以便記錄對其“一生”的培育與管理。公司根據牧場實際需求，致力於發揮打造信息化養殖、標準化管理，注重科技應用在牧場經營中的關鍵作用，我們自主開發MIS信息系統、建設信息化硬件設施設備、完善信息管理制度流程，實現數據采集、錄入、匯總、分析的統一，使牧場可以集中化實施監控奶牛狀態，提高奶牛的管理效率。

**Informationization management.** The Company creates files for each calf before its birth to record its breeding and management throughout its “whole life”. The Company dedicates to build informationized breeding and standard management according to actual demands of the farms and pay attention to the key role of science and technology in farm operation. We developed the MIS information system, constructed informationization hardware facilities and equipment, and improved the information management system and process independently to achieve unification of data acquisition, entry, summary, and analysis and enable centralized monitoring of the status of the dairy cow by the farms and improvement of the management efficiency of the dairy cow.

產前準備 Predelivery preparation	巡欄 Yard patrol	轉移待產牛 Transfer of predelivery cow	人員防護 Personnel protection	接產 Midwifery	新生犢牛護理 Saving calf nurturing
人員防護着裝及產牛犢牛護理 Personal protective clothing and nurturing of newborn calves	每小時巡查防止意外生產 Hourly patrol to prevent accidents during the delivery	保證臨產牛狀態穩定 Ensure stable status of the parturient cow	保證工作人員操作安全 Ensure safe operation of the workers	區分順產難產並採取相應措施 Distinguish between natural labor and difficult labor and taking corresponding measures	清潔、護理、檢查等工作 Cleaning, nursing, and inspection



## ● 提供清潔分娩環境，進行周全接產管理

Provide clean delivery environment and considerate midwifery management



## ● 保持整體牧場通風，建立完備糞道

Keeping the farms ventilated and constructing complete dung channels

## ● 進行牛捨建設、提供舒適卧床墊料

Construct cowshed and provide comfortable bedding material

### 青貯收貯信息一體化 Silage Storage Information Integration

2018年我們延續進行青貯收貯信息一體化項目，并對相應系統程序進行定期優化升級，從合同及地塊信息登記，到地塊開割檢測，再到地頭發車、感官檢測、過磅、近紅外檢測指標、提交檢測結果，全程使用手機APP軟件掃描二維碼操作，信息登記後數據自動傳遞，并形成相關報表。

We continued the silage storage information integration project in 2018, and optimized and upgraded relevant system programs regularly. The whole process, from registration of information about contract and parcel to splitting and inspection of the parcel and to shipment at field, sensory evaluation, weighing, near-infrared test index, and submission of test results, is completed by scanning QR code with mobile APP. The data were transferred automatically upon registration of the information and relevant statements were generated.

手持機的使用  
Use of handset

牧場實現了手持機的全場區無線覆蓋，對牧場運營效率提升起到關鍵作用，手持機掃描牛祇佩戴的高頻電子耳牌或者是輸入耳號，可查詢牛祇信息；根據手持機業務邏輯提醒，進行配種、修蹄等各項操作，并實時錄入；手持機錄入的數據會及時上傳MIS系統。報告期內，我們更新手持機設備，定期升級更新系統，由信息中心進行平臺更新、開發小程序，提高牧場管理信息化程度。

Wireless signal of the handset covers the whole pasture, which plays a key role in improving operation efficiency of the farm. Information about the cow may be inquired by scanning the high-frequency electronic ear card with the handset or entering the ear code to the handset; hybridization, foot paring and entry in time was made through business logic of the handset reminded works; data entered by the handset will be uploaded to the MIS system timely . We updated the handset, upgraded and updated the system regularly during the reporting period, and the information center updated and developed mini applications to improve the informationization degree of farm management.

磅秤一體化  
Platform Scale  
Integration

全公司稱重軟件實現了的統一和集中管理，并形成了統一的稱重記錄查詢平臺，稱重與監控視頻聯動，通過掃碼自動過磅，語音遠程輔助，為青貯收貯一體化流程的順利執行的有力保障。

The weighing software of the Company was under the unified and centralized management system and created a unified weighing record inquiry platform. The linkage of weighing and surveillance video, weighing by scanning the code, and the remote voice assistance provided strong guarantee for successful execution of the process of silage storage integration.



# 科學飼養

## Scientific Breeding

現代牧業現總存欄23.15萬頭牛，成乳牛13.43萬頭，青年牛和犢牛9.72萬頭，“萬頭牧場”的大規模養殖要求我們在牛祇飼養工作上精益求精，通過科學管理保障動物福利，充分尊重奶牛的生理學特性。

Modern Dairy has a herd size of 231.5 thousand, of which 134.3 thousand were milkable cows and 97.2 thousand were heifers and calves. The large-scale breeding of the “farm of ten thousand herd of cows” required us to make perfection more perfect in cow breeding, and safeguard animal welfares through scientific management and fully respect the physiologic characters of dairy cows.

- ★ 確保飼料採購質量。爲了讓奶牛攝入充足、營養均衡，我們一方面嚴格篩選飼料供貨商，從多國選購優質的苜蓿、燕麥等飼料，另一方面審慎考察牧場周邊環境，在具備地理優勢的牧場周邊種植大量飼草，從源頭上確保飼料質量。
- ★ **Ensure feed quality.** For providing sufficient food and balanced nutrients to the dairy cows, we selected feed suppliers strictly and purchased superior alfalfa, oat, and other feeds from several countries on the one hand, and investigated surrounding environment of the farm carefully and planted forage grass nearby farms with geological advantages on the other hand to ensure feed quality from the source.

### 原料質量控制 Quality control of raw materials

公司根據不同飼料原料的質量控制制定了相應標準（品控中心飼料原料檢測制度細則）建立了嚴格的飼料篩選、控制機制，更加精確的識別不合格品，以確保原料的高品質。同時，公司嚴格把關飼料原料供應商，優先選擇質量穩定、具備出場檢驗能力，或質量管理體系得到第三方認證的供應商作爲合作伙伴。

The Company formulated corresponding standard (detailed rules of the feed and raw materials detection system of the quality control center) and established strict feed selection and control mechanism for the quality control of different feeds and raw materials, for the purpose of identifying disqualified products more accurately so as to ensure high-quality raw materials. The Company strictly selected the feed and raw material suppliers, and gave priority to suppliers with stable quality, ex-work inspection ability or a third party certification regarding to the quality management system.

### 飼料配方與執行 Feed formula and execution

爲滿足不同階段奶牛的營養需求，公司使用CPM和AMTS奶牛配方軟件，結合奶牛的生長生理營養需求、生產性能、泌乳規律及特定生理對配方進行分類，并根據牛群的實際情況，對配方營養成分進行調整。

The Company used the CPM&ATMS cow formula software (CPM-Dairy) to classify the formula in consideration of the nutritional requirements for growth and physiology, productivity, lactation rules and specific physiologic characteristics of dairy cows, and adjust the nutrients of the formula based on the practices of the herds to meet the nutritional requirements of dairy cows during different stages.

### 飼料投放與倉儲 Feed delivery and storage

飼料制作完成後，爲保證其高品質、延長飼料保質期，公司在投放飼喂過程中反復篩查，并注重對倉儲環境的管理。檢驗合格的精飼料、粗飼料，方可進入投料、飼喂程序。使用過程中發現霉變粗飼料，進行揀選轉移到不合格品存放區暫存。牧場飼喂人員每日對飼喂道

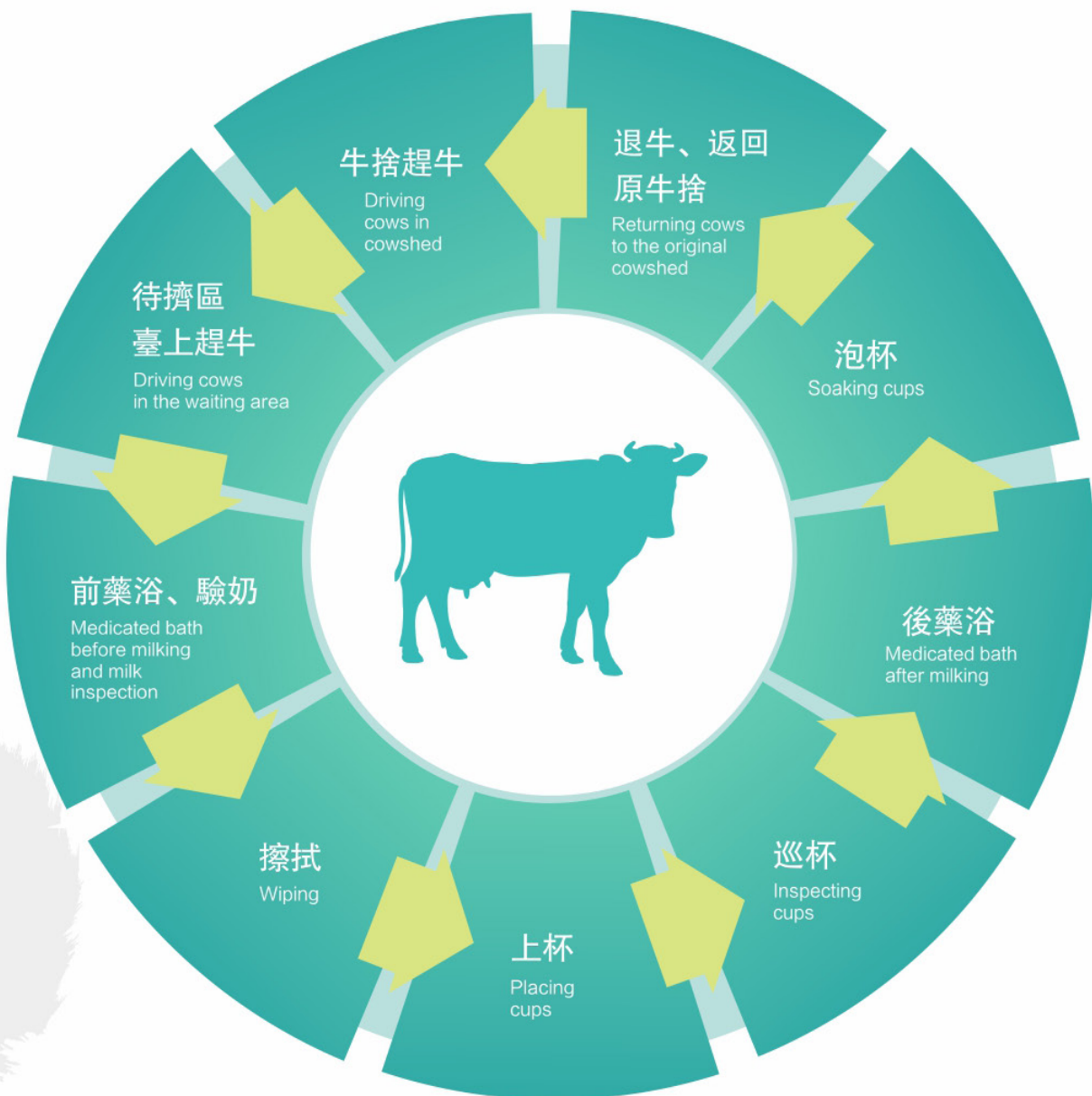
TMR日糧進行感官檢查，牧場品控處依據檢驗計劃對TMR日糧相關指標進行監控。

To ensure the high quality and extend the shelf life of the feed after completion of the feed, the Company scanned the feed repeatedly in the feeding process and focused on the management of the storage environment. Only those qualified concentrated feed and coarse feed can proceed to the delivery and feeding process. Any coarse feed found with mould during using were selected and transferred to the storage area for disqualified product for temporary storage. Breeder of the farm carried out sensory examination of the TMR daily ration of the feeding channel, and the quality control center of the farm monitored indicators of the TMR daily ratio according to the inspection plan.

- ★ 安全、清潔的環境。基于公司“以牛為本”的理念，我們專注于為牛打造舒適的成長環境，使牛在養殖密度高的牧場中依然享有安全、清潔的住宿條件。
- ★ **Safe and Clean Environment.** We dedicate to creating a conformable living environment for the cows based on the concept of “cow-oriented” and providing safe and clean living conditions for cows in the farms with high density.

牛捨建設 Construction of Cowshed	建立室內、室外犢牛島。各牧場采取群養飼喂模式，根據不同的氣候條件選取不同墊料。 Indoor and outdoor calf islands were constructed. The farms adopted herd farming. Different bedding materials are selected depending on the weather.
臥床舒適度 Bedding Comfortability	哺乳犢牛臥床建設——犢牛臥床（包括散欄、獨欄、犢牛島）規定墊料厚度標準。管理人員保持臥床幹淨、幹燥、舒適，對不同墊料的雜質、水份、質量等標準及季節與地域有針對性指標要求。 Beds for sucking calves were constructed— specify standard bedding material thickness for beds of calves (including free stall, individual stall, and calf hutch). The administrators keep the beds clean, dry and comfortable, and propose specific requirements for the sundries, water, and quality of different bedding material and different seasons and regions.
通風與糞道 Ventilation and Dung Channel	通風管在關閉卷簾情況下使用，保障了冬季保暖與通風平衡，減少了呼吸道疾病發生；及時清理糞道，可以在一定程度上緩解犢牛臥床壓力、降低發病率。 Vent pipe were used when the roller shutters were closed to keep warm and ventilated in winter, reducing the incidence of respiratory disease; clearing of the dung channel in a timely manner could relieve the pressure of beds for calves and reduce the incidence rate.
疾病防治與治療 Disease Prevention and Treatment	保障環境 降低發病以飼養、預防為主、治療為輔，日常對奶牛臥床進行消毒、及時洗曬奶桶。 Ensure a safe and clean environment and insist on the principle of feeding and prevention first and supplementing by treatment. Beds for the dairy cows were sterilized usually, and milk barrels were wash and dried in a timely manner.

- ★ 國際先進的擠奶方式。各牧場引進具有世界領先水平的80位、48位、60位轉盤式擠奶機、2×32位、2×50並列式擠奶機，實現擠奶過程中完成奶牛乳房檢測和擠奶計量。我們要求擠奶員工統一穿着工作服，擠奶前後對擠奶設備進行嚴格消毒，通過自動器械完成水量、溫度、酸鹼度和時間的標準操作，達到100%機械擠奶、100%誠心待牛、100%清潔規範。
- ★ **World's Advanced Milking Method.** The farms introduced the world's leading 80-position, 48-position and 60-position rotary milking machine, 2×32-position and 2x50 position parallel milking machines to complete breast inspection and milk measurement during milking. Milkers wore uniforms and sterilized the milking equipment before and after milking as required. Standard operations for measuring water amount, temperature, pH value and time were completed by automatic machines. We realized 100% mechanical milking, 100% sincerity to cows, and 100% cleanliness.



# 安全防疫

## Safety and Epidemic Prevention

防疫是牧場的安全之本，現代牧業嚴格遵守《中華人民共和國動物防疫法》《中華人民共和國畜牧法》和《動物檢疫管理辦法》等法律法規及《國家中長期動物疫病防治規劃（2012—2020年）》等文件要求，本着“預防為主，防重于治”的原則，採用行業先進的技術管理經驗，制定出一整套完整的防疫體系，通過嚴格、規範的防疫管理，最大程度保證奶牛健康，奶源安全。

Epidemic prevention is the foundation of the safety of a farm. Modern Dairy, following the principle of “prevention comes first, and override cure”, formulated a whole set of epidemic prevention system based on its industry's advanced technology and management experience strictly in accordance with the Animal Epidemic Prevention Law of the People's Republic of China, Animal Husbandry Law of the People's Republic of China, Measures for the Administration of Animal Quarantine and other laws and regulations and the requirements of Chinese National Medium and Long-term Plan Animal Epidemic Prevention and Control (2012–2020) and other documents, in order to ensure the health of the dairy cows and safety of the milk source to the greatest extent.

- ★ 完善防疫制度。本公司制定嚴格的《防疫管理制度》《人員防護管理制度》《牧場出入口進出防疫制度》及《消毒室管理制度》，要求各牧場重視生產區、生活管理區、糞污處理區、病畜管理區等的合理布局與規劃，配套以封閉式管理模式，認真落實進出口排查、消毒防護等工作。
- ★ **Improving Epidemic Prevention System.** The Company formulated strict Epidemic Prevention Management System, Personnel Protection Management System, Farm Entrance and Exit Epidemic Prevention System and Sterilizing Room Management System, requiring farms to pay attention to reasonable layout and planning of the production area, living and administrative area, dung and waste disposal area, and sick animals administrative area, adopt closed management mode, and implement entrance and exit inspection as well as sterilization and protection carefully.
- ★ 制定奶牛免疫檢疫計劃。根據動物防疫相關法律及《國家中長期動物疫病防治規（2012—2020年）》等文件要求，結合本公司各牧場實際情況，我們制定了嚴格的奶牛免疫檢疫計劃：針對國家強制免疫病種口蹄疫，所有牧場每年都定期進行免疫；針對國家規定的人畜共患病，每年實施檢疫；針對牛流行熱等其他疾病，我們會根據牧場所在地區流行情況，制定免疫計劃并實施免疫。
- ★ **Preparing Dairy Cow Immunization and Quarantine Plan.** We prepared strict dairy cow immunization and quarantine plan based on the practical situation of the farms according to the laws concerning animal epidemic prevention and the requirements of the Chinese National Medium and Long-term Plan Animal Epidemic Prevention and Control (2012–2020) and other documents: with respect to the foot-and-mouth disease, which is a disease subjected to compulsory immunization, all the farms immunized regularly every year; with respect to zoonosis as specified by China, quarantine was performed every year; with respect to other diseases such as Bovine epizootic fever, we prepared and performed immunization plan according to the epidemic situation of the region where the farm was located.
- ★ 強化奶牛健康管理。獸醫中心對奶牛健康狀況進行常規檢查，包括巡欄、新產牛護理等；針對疫情突發等狀況，嚴格按照中華人民共和國動物防疫法，加強對動物防疫活動的管理，預防、控制和撲滅動物疫病，促進養殖業發展，保護人體健康，維護公共衛生安全。
- ★ **Strengthening Health Management for Dairy Cows.** The veterinary center carried out routine examination for the dairy cows, including yard patrol, nursing of newborn calves; with respect to outbreak of epidemics, we strengthened the management of animal epidemic prevention, prevented, controlled and eliminated animal epidemic diseases, promoted development of the farming industry, protecting human health, and maintained public health and safety strictly in accordance with the Animal Epidemic Prevention Law of the People's Republic of China.
- ★ 合理處置無飼養價值奶牛及病死牛。按照國家規定，公司在多部門的整體聯動下，對長期低產、公犏牛等對於原奶生產無飼養價值的奶牛，按淘汰牛流程提出淘汰申報計劃，體況檢測合格、并經當地畜牧局檢疫合格後，進行招標出售。對病死牛或死因不明牛做到堅決不買賣、不運輸、不加工、不食用，進行無害化處理。

- ★ **Properly Disposing Cows without Breeding Value and Dead Cows due to Disease.** To dairy cows of long term low productivity and bull calves which have no breeding value for raw milk production, we prepared the culling plan according to the national stipulations by collaboration of multiple departments, and those passing the physical examination and the quarantine inspection conducted by local bureau of animal husbandry were sold by bidding. We never sold, transported, processed or ate cows dying from disease or cows dead from unknown reasons, and carried out harmless disposal of such cows.

在報告期內，共銷售戰略淘汰牛祇114,088頭，均為經過檢疫合格并進行出售的戰略淘汰牛。  
During the reporting year, we disposed 114,088 culled cows, 114,088 of which culled cows passed the quarantine inspection.

**案例**  
Example

現代牧業采取植入式耳標淘牛項目并進行測試  
Modern Dairy adopted and tested the implanted ear tag cow culling project

現代牧業采取植入式耳標淘牛項目并進行測試，與第三方合作，研發Android系統智能手機奶牛基礎信息采集系統及研發Android系統智能手機奶牛基礎信息采集系統。牧場為犏牛植入二維碼電子標識并采集相關信息包括耳號、二維碼號和正側面兩張帶有水印二維碼號的照片。牧場進行日常免疫及檢疫信息的批量錄入工作。

Modern Dairy adopted and tested the implanted ear tag cow culling project. Modern Dairy cooperated with third parties to research and develop the cow basic information acquisition system of smart phones based on Android system, and research and develop the cow basic information acquisition system of smart phones based on Android system. The farms implanted QR code electronic identification and acquired relevant information, such as ear number, QR code number, photos taken from the front and side printed with QR code number. The farm completed batch entry of routine immunization and quarantine information.



# 03

— 高品質 —

“純真鮮活” 享好奶

— High Quality —

Taste our distinctive milk of “Purity, Genuineness, Freshness and Vitality”





# 純 · 致享受

Purity · Assurance of Delicate Taste

我們嚴格遵循《中華人民共和國食品安全法》《乳質量安全監督管理例條》等食品安全法律法規要求，不斷完善奶制品安全管理體系，基于種植端、養殖端、加工端設立約500條標準；強化質量監督管理，在原奶、品牌奶生產過程中嚴格按照生產標準進行操作，對所有品牌奶生產的全部環節進行把控與監督，確保牛奶“零添加”。

We improved the dairy product safety management system and formulated about 500 standards based on the planting end, farming end, and processing end, strengthened quality supervision and management, strictly complying with the production standards during the production of raw milk and brand milk and controlling and supervised all steps of production of brand milk to ensure “zero additive” in the milk, in accordance with the Food Safety Law of the People's Republic of China, the Regulations for Supervision and Administration of the Quality and Safety of Dairy Products and the requirements of other laws and regulations concerning food safety.

2018年，第57屆“世界食品品質評選大會（World Selection of Food Product -VALENCIA2018）”中，現代牧業“2小時1升裝鮮奶”“2小時250毫升裝”“白奶”以及“鮮語白奶”等四項產品摘獲食品類金獎五連冠。

During the 57th “World Selection of Food Product -VALENCIA2018” in 2018, the “2h 1L fresh milk”, “2h 250ml fresh milk”, “white milk” and “fresh white milk” of Modern Farming were awarded with the gold prize in food categories the fifth year.



# 真·愛顧客

Genuineness · Assurance of Care

我們根據《中華人民共和國消費者權益保護法》《中華人民共和國廣告法》等法律法規的要求，制定《產品投訴補貨管理辦法》等內部制度，堅持說真話、辦實事，拒絕雜虛假信息，合理適度進行廣告宣傳，讓消費者充分了解自己所享用牛奶的源頭，維護消費者權益。

We formulated the Measures for Management of Product Complaint and Replenishment and other internal systems in accordance with the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and Advertisement Law of the People's Republic of China, insisted on telling the truth and doing actual work, refused false information, and carried out advertising and promotion reasonably and properly to inform customers of the source of milk which they buy, and protected the rights and interests of consumers.

我們建立并不斷完善消費者渠道與售後服務體系，創建現代牧業官方網站與“現代牧業”微信公眾號，及時為消費者展現奶產品新動態；積極開展消費者滿意度調查，主動了解消費者對奶產品的需求，并進行針對性改善。接到消費者關於產品及服務的投訴時嚴格遵照管理辦法進行及時處理。公司對消費者隱私給予高度尊重，嚴禁利用消費者隱私信息獲取利益行為，保證消費者隱私信息安全。

We established and improved the consumer channels and after-sales service system, created the official website of Modern Farming and the WeChat official account “Modern Farming” to display news about dairy products to the consumers; carried out consumer satisfaction investigation, initiatively found out consumer's demands for dairy products, and made specific improvement. We handled complaints of consumers about the products and services strictly in accordance with the management measures timely r. We highly respected the privacy of consumers ,forbid the use of private information of the consumers for benefits andensure the security of private information of consumers.



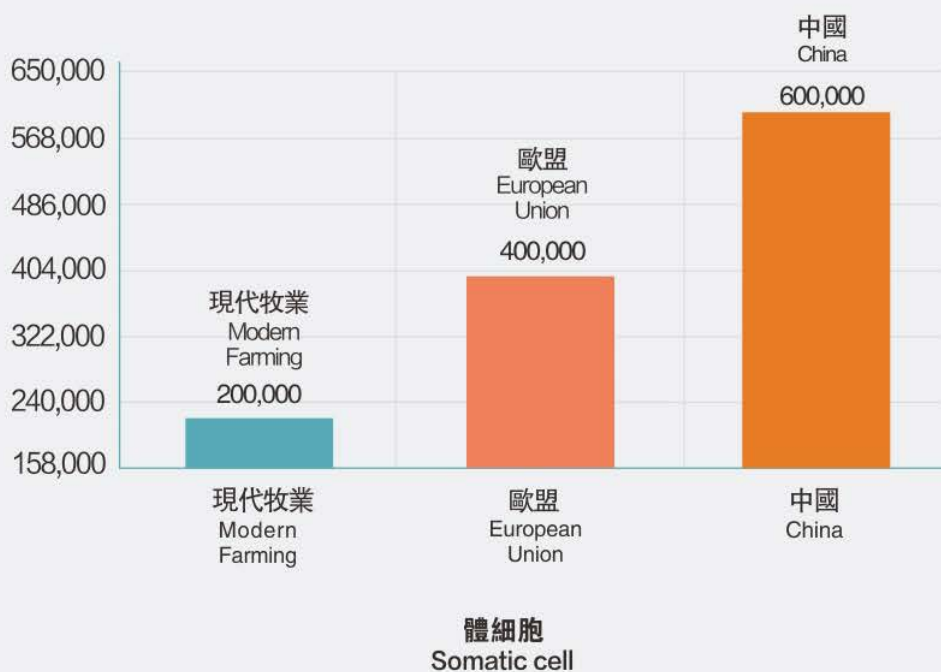
# 鮮 · 美品質

Freshness · Assurance of Quality

爲了確保牛奶新鮮，我們不斷強化微生物檢測與管控，建立了量化標準，對原奶的美味、新鮮與營養進行嚴格的管控。2018年相關檢測項目均合格，未造成原奶質量安全事故。

To ensure freshness of the milk, we enhanced the microbiological detection and monitoring and established a quantitative standard to strictly control the taste, freshness, and nutrient of raw milk. In 2018, all the test items were qualified and no safety accident caused by raw milk quality occurred.

- ★ 嚴格微生物標準。遵循《生鮮乳銷售管理制度》，執行嚴格的原奶質量標準（體細胞 $\leq 20$ 萬；微生物 $\leq 1$ 萬），所有原奶從擠奶、制冷及運輸、生產過程各個環節都在監控措施下，根據全球原奶質量標準確保原奶質量。
- ★ **Strict Microbial Standard.** We complied with the Fresh and Raw Milk Sales Management System and executed strict raw milk quality standard (somatic cells  $\leq 200$  thousand; microorganism  $\leq 10$  thousand). All the raw milk during the whole process from milking, refrigeration and transportation to production was under monitoring in order to ensure the raw milk quality in accordance with the global raw milk quality standard.



體細胞指標目前在中國指導要求是60萬，在歐盟是40萬，現代牧業要求小於20萬，高於中國和歐盟標準。

The number of somatic cells is 600 thousand according to Chinese guidelines, 400 thousand in the European Union, and less than 200 thousand in Modern Farming. The standard of Modern Farming is higher than those of China and European Union.



微生物  
Microorganism

微生物方面，歐盟的標準是不能高于10萬，中國的微生物指標在三聚氰胺事件發生後，要求不能高于200萬，現代牧業牛奶微生物總數1萬以下。

With respect to microorganism, the standard of the European Union is no more than 100 thousand, and that of China is no more than 2 million after the Melmine Event, and that of Modern Farming is less than 10 thousand.

- ★ 原奶運輸質量保證。為了保障公司原奶運輸質量安全，要求拉運奶車卸奶結束後必須在交奶工廠內清洗完畢，并確保各奶罐內壁清洗幹淨。裝奶前對各奶車清洗做塗抹實驗檢測，合格後方可裝車，不合格則重新CIP清洗，確保打奶前奶車塗抹合格。
- ★ **Quality Assurance of Raw Milk during Transportation.** To ensure the quality and safety of raw milk during transportation, the milk truck must be washed at the delivery factory after unloading the milk and interior sides of the milk containers must be clean. Before loading, the milk trucks were washed and subject to a smear test and could only be loaded after passing the test. Those failing the test were subject to CIP washing again to ensure the trucks pass the smear test before loading.
- ★ 制定原奶銷售管理制度。為保證生鮮乳的優質生產與供應，公司針對生鮮乳的生產、運輸、銷售等各個環節採取清晰的問責與獎懲機制，同時明確客戶溝通渠道，維護公司內部及與客戶的良好合作關係。在生鮮乳銷售過程中出現異常情況時，牧場第一負責人需將異常情況分析、排查情況匯報集團領導；2018年生鮮乳合格率為99.78%。
- ★ **Formulating Raw Milk Sales Management System.** To ensure high-quality production and supply of fresh and raw milk, the Company adopted clear responsibility system as well as reward and punishment mechanism for each stage, including production, transportation, and sales of fresh and raw milk, and specified communication channels with customers to maintain good cooperation relationship between the Company and its customers. In case of any abnormality in the course of sales of fresh and raw milk, the head of the farm analyzed and investigated the abnormality and reported it to the leader of the Group; in 2018, the qualified rate of fresh and raw milk was 99.78%.

# 活 · 享健康

Vitality · Assurance of Health

着眼于未來產業發展的趨勢，現代牧業依托“種養加”零距離一體化生產模式及“2小時生產綫”，以世界最高端為目標，制定嚴格的原奶標準，確保牛奶健康、鮮活。

With a view to future development trend of the industry, Modern Farming formulated the strict raw milk standard to ensure health and freshness, and vitality of the milk relying on the zero-distance production mode integrated with “planting-farming-processing” and 2h production line, expecting to become the world's best.

- ★ “一體化”模式。建立了種植生產加工一體化的模式，將對奶源的外部管理變化為內部管理；使產品的食品安全責任由企業承擔，強化了企業管控程度；促進原奶供應商和乳製品加工商聯動，更有利于產業安定；實現牧草種植和牧場養殖實現零距離對接，保證了牧草的品質，降低了奶牛養殖的風險和成本。
- ★ “Integration” Mode. We established the mode integrated with planting, production, and processing to change external management of the milk source into internal management; assumed the responsibility for food safety of the product, and strengthened the management and control of enterprise; promoted the linkage between raw milk suppliers and dairy product manufacturers to stabilize the industry; realized zero-distance from forage grass planting to farming, ensuring quality of the forage grass and reducing the risks and costs of dairy cow farming.
- ★ “2小時”生產綫。我們建立的“擠奶到加工2小時完成”的生產模式，省去了原奶存儲運輸、預巴殺、高溫閃蒸等冗餘環節，使牛奶在最低的菌落水平下生產，從而決定了更低的殺菌強度，進而使牛奶的蛋白變性達到最低，最大限度保留了牛奶中的活性營養物質，極大提升了牛奶品質。
- ★ “2h” Production Line. We established the production mode of “milking to processing within 2h”, saving such redundant steps as storage and transportation, pre-pasteurization, high-temperature flashing of raw milk, enabling production of milk at the lowest bacteria level and reducing the sterilization intensity to minimize the albuminous degeneration of milk and maximize active nutrients in the milk, so as to improve the milk quality to a great extent.





# 04

—高規格—

循環節約保綠色

—High Standard—

Recycling and Saving to Protect Environment

# 降低污染排放

## Reducing Pollutant Emissions

本公司堅持遵循運營所在地的《環境保護法》《大氣污染防治法》《水污染防治法》《環境影響評價法》《固體廢物污染環境防治法》等法律和《城鎮排水與污水處理條例》《水污染防治法實施細則》等行政法規以及其他規章，制定了《危險廢物管理制度》《廢油回收管理制度》等環保制度，在業務及企業經營的各個環節均采取了有效舉措來減少排放物。報告期內，本公司未發生因環境問題違規而導致的訴訟及相應處罰。

The Company formulated environmental protection systems, including Hazardous Waste Management System and Waste Oil Recovery Management System and took effective measures to reduce emission during each step of business and operation in accordance with the Environmental Protection Law, Atmospheric Pollution Prevention law, Water Pollution Prevention Law, Environmental Impact Assessment Law, Prevention and Control of Environment Pollution Caused by Solid Wastes, and other laws of the place of business, and the Regulation of Urban Drainage and Sewage Treatment, Detailed Rules for the Implementation of the Water Pollution Prevention and Control Law, and other administrative regulations and rules. During the reporting period, the Company was not subject to any action and punished due to environmental problems.

公司主要的排放物為各項能源使用而產生的溫室氣體以及因煤炭、天然氣、沼氣燃燒而產生的NO<sub>x</sub>、SO<sub>2</sub>、煙塵等氣體，牧場醫療垃圾、化學試劑等危險廢棄物，因本年度液奶加工廠控制權轉移及停產的原因，本公司主要生產原奶，所以報告期內的包裝材料消耗量對本公司不適用。至於養牛所產生的沼液、沼氣及沼渣，我們認為這些是具有高循環利用價值的資源，要求全部得到充分利用。

Major pollutants of the Company include greenhouse gas emission from use of various energy resources, gas emissions such as NO<sub>x</sub>, SO<sub>2</sub> and smoke from burning of coal, natural gas or biogas and hazardous waste such as medical waste and chemical reagent of the farm. The Company only produced raw milks during report period because of the transfer of control and suspension of production of the liquid milk processing plant in the year. Therefore, the consumption of packaging materials during the reporting period is not applicable to the Company. We believed that the biogas slurry, biogas, and biogas residue from cow farming were resources with high recycling value and required full utilization of such resources.

公司各牧場2018年主要的危險廢棄物產生量為371.5噸，病死牛無害化處理牛數為11,349頭；廢氣中NO<sub>x</sub>排放量為155.06噸，SO<sub>2</sub>為88.14噸，煙塵為0.68噸；公司不外排廢水，所有廢水經中水處理後經再次循環利用匯入沼液，用作沼液稀釋。公司2018年度溫室氣體排放量如下：

Main hazardous wastes of the farms of the Company were 371.5 tons in 2018, and the number of dead cows due to disease and cows subjected to harmless disposal was 11,349. The NO<sub>x</sub> emission in exhaust was 155.06 tons, 88.14 tons for SO<sub>2</sub>, and 0.68 tons for smoke; the Company did not discharge wastewater outside, and all wastewater after treatment by reclaimed water flowed to the biogas slurry for dilution. The greenhouse gas emission of the Company in 2018 was as below:

指標 Indicator	單位 Unit	2018	2017
溫室氣體排放總量 Total emission of greenhouse gas	tCO <sub>2</sub> e	929,787.18	902,707
溫室氣體範圍一排放量 Emission of greenhouse gas from scope I	tCO <sub>2</sub> e	768,843.05	N/A
溫室氣體範圍二排放量 Emission of greenhouse gas from scope II	tCO <sub>2</sub> e	160,944.13	N/A

2018年公司的各項廢氣排放量重新厘定計算及統計方法，口徑範圍擴大到所有的鍋爐產生的廢氣。

The calculation and statistical method for exhaust emissions of the Company were redetermined in 2018, covering the exhaust of all boiler.

排放物管理及減排的具體措施

Pollutant Management and Specific Measures for Emission Reduction

<p>減少溫室氣體排放 Reduction of emission of greenhouse gas</p>	<ul style="list-style-type: none"> <li>★ 使用生物質能源替代熱值低、溫室氣體排放高的舊能源</li> <li>★ Using biomass energy instead of old energy which has low heat and high greenhouse gas emission.</li> </ul>	
<p>減少廢氣排放 Reduction of exhaust emission</p>	<ul style="list-style-type: none"> <li>★ 來自牛捨、沼氣站和供熱鍋爐等單元的廢氣經處理後達標排放</li> <li>★ Discharging exhaust gas from the cowshed, biogas station, and heating boiler after treatment and meeting the emission standard.</li> <li>★ 逐漸關閉燃煤鍋爐，以更清潔高效的燃氣鍋爐替代</li> <li>★ Closing the coal-fired boiler gradually and replacing it with gas-fired boiler which is more clean and efficient.</li> <li>★ 提高對沼氣的利用水平</li> <li>★ Increasing the utilization of biogas.</li> </ul>	
<p>減少無害廢棄物排放 Reduction of non-hazardous wastes</p>	<ul style="list-style-type: none"> <li>★ 利用灰渣填平牧場道路或場地坑窪的部分</li> <li>★ Filling the roads or sites on the farms with ash.</li> </ul>	
<p>減少污水排放 Reduction of Sewage</p>	<ul style="list-style-type: none"> <li>★ 廢水不外排，全部內部循環使用</li> <li>★ Making use of the waste water by internal recycling instead of discharging outside.</li> <li>★ 生活污水經過中水站處理後用於牛捨清洗、灌溉、降溫等</li> <li>★ Using domestic sewage after treatment by the reclaimed water station for washing cowshed, irrigation, and cooling.</li> <li>★ 牛捨用水並入糞道，稀釋沼液，與沼液一同發酵</li> <li>★ Cowshed water flows into the dung channel to dilute the biogas slurry and be fermented with the biogas slurry .</li> </ul>	
<p>減少有害廢棄物排放 Reduction of hazardous wastes</p>	<p>醫療垃圾及化驗所用試劑瓶 Medical wastes and reagent bottles for test</p>	<ul style="list-style-type: none"> <li>★ 規定儲存標準</li> <li>★ Specifying the storage standards</li> <li>★ 建立廢棄物臺賬并向環保部門備案</li> <li>★ Preparing waste report and submit to the environmental protection department for record</li> <li>★ 將有害廢棄物交予具有資質的處理單位進行集中處理</li> <li>★ Delivering hazardous wastes to qualified treatment unit for centralized treatment</li> </ul>
	<p>廢油料 Waste oil</p>	<ul style="list-style-type: none"> <li>★ 制定并實施《廢油回收管理制度》</li> <li>★ Formulating and implementing the Waste Oil Recycling Management System</li> <li>★ 交由具有回收資質的公司妥善處理</li> <li>★ Delivering to companies qualified for recycling for proper treatment</li> </ul>
	<p>病死牛及病害牛 Dead cows due to disease and sick cows</p>	<ul style="list-style-type: none"> <li>★ 病死及病害牛的處理嚴格遵照《中華人民共和國病死及死因不明動物處置辦法》及農業部《病死及病害動物無害化技術規範》等，按照處理流程標準，進行相應方法的處置，防止對環境造成危害以及被惡意利用。</li> <li>★ Disposing cows dying from disease and sick cows following the standard treatment process and using corresponding method strictly in accordance with the Measures for Treatment of Dead Animals due to Disease and for Unknown Reasons of the People's Republic of China and the Technical Specification for Harmless Treatment of Dead Animals due to Disease and Sick Animals, to prevent damage to the environment and malicious use.</li> </ul>



# 節約資源消耗

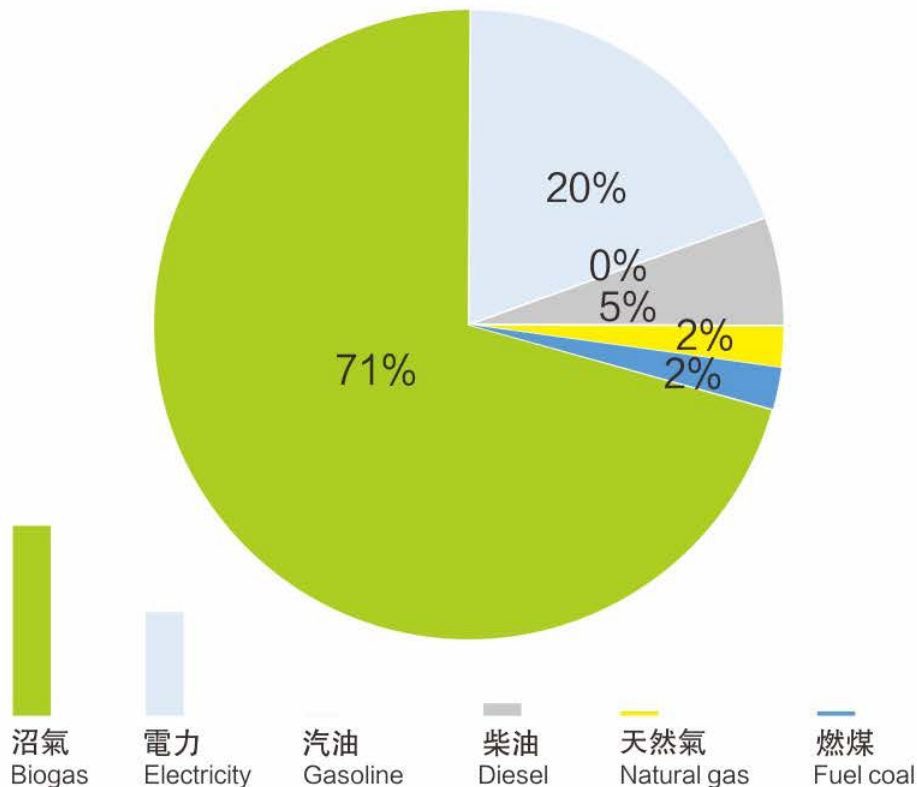
## Reducing Resources Consumption

現代牧業不斷完善節約式管理體系，通過實施設備改造升級，規範設備設施操作，減少對水、電、煤、柴油等資源的消耗。同時通過制定考核標準，監測資源使用量，實施月度評比，增強各單位的節約意識，促進管理水平的提升。2018年，通過優化升級設備，節約資源能耗，我們在牧場範圍內的奶牛養殖及原奶銷售業務單位營收的綜合能源消耗量為31.28噸標準煤/百萬元，相比上年減少了0.86%，其中單位營收燃煤使用減少了49.87%，通過能源結構的調整，我們取得了更高效的生產水平及環境管理效益。

Modern Farming improved the economical management system, and reduced the consumption of water, electricity, coal, and diesel resources by upgrading the equipment and standard operation of the equipment and facilities. The Company also formulated assessment criteria to monitor resource consumption and carry out monthly assessment, so as to improve the saving awareness of the units and facilitate improvement of the management level. In 2018, by optimizing and upgrading equipment and saving resources and energy consumption, the comprehensive energy consumption of our dairy farming and raw milk sales business units in the range of farms was 31.28 tons of standard coal per million yuan, which was reduced compared with the previous year at 0.86%, of which coal consumption per unit of revenue was reduced by 49.87%. Through the adjustment of energy structure, we have achieved more efficient production levels and environmental management benefits.

### 2018年現代牧業主要能源結構

#### Main Energy Structure of Modern Farming of 2018



能源 Energy	節能措施 Energy Saving Measures
電 Electricity	<ul style="list-style-type: none"> <li>★ 在蚌埠牧場推廣LED照明的改造</li> <li>★ Promoting the transformation of LED lighting at Bengbu Farm</li> <li>★ 在雙城牧場使用風冷裝置進行牛奶預冷</li> <li>★ Precooling milk with air cooling device at Shuangcheng Farm</li> <li>★ 制定用电标准，提高设备效率，严格将实际发生控制在标准内</li> <li>★ Formulating electricity consumption standards, improving the efficiency of equipment and strictly controlling the actual occurrence within the standard.</li> </ul>
煤 Coal	<ul style="list-style-type: none"> <li>★ 各牧場逐步取消燃煤鍋爐，改用沼氣、天然氣鍋爐供暖，降低煤炭使用量，煤炭使用量相較上年減少43.02%</li> <li>★ The farms eliminated coal-fired boiler gradually and used biogas and natural gas boiler for heating to reduce coal consumption</li> <li>★ 太陽能替代蒸汽加熱生活用水</li> <li>★ Heating domestic water with solar energy instead of steam heating</li> </ul>
柴油 Diesel	<ul style="list-style-type: none"> <li>★ 統一柴油管理，實行一車一卡，嚴格控制車輛用油量</li> <li>★ Unifying diesel management by implementing one-car-one-card to strictly control diesel consumption of vehicles</li> <li>★ 在尚志牧場中，利用淘汰老舊車輛，使用容量更大的飼喂車和吸糞車，減少拉運次數</li> <li>★ Shangzhi Farm, recycled outdated vehicles, and used feeding trucks and manure suction trucks with larger capacity to reduce the number of transportation</li> </ul>
水 Water	<ul style="list-style-type: none"> <li>★ 制定水耗用標準，嚴格將實際發生控制在標準內</li> <li>★ Formulating water consumption standard to strictly control the actual water consumption within the standard</li> </ul>

本年度公司生產單位的資源消耗量：  
Energy consumption of production units of the Company this year:

指標 Indicator	單位 Unit	2018	2017
外購用電總量 Total amount of outsourced electricity	萬千瓦時 Ten thousand kWh	23,689.61	24,874.00
燃煤 Coal	萬噸 Ten thousand tons	0.49	0.86
天然氣 Natural gas	萬立方米 Ten thousand cubic meters	210.54	548.41
柴油 Diesel	萬升 Ten thousand liters	608.53	546.94
汽油 Gasoline	萬升 Ten thousand liters	18.25	20.08
沼氣消耗量 Biogas consumption	萬立方米 Ten thousand cubic meters	14,602.73	13,964.00
綜合能源消費總量 Total energy consumption	萬噸標煤 Ten thousand tons of standard coal	14.75	15.07
用水總量 Total water consumption	萬噸 Ten thousand tons	1,011.47	1,005.75

# 保護生態環境

## Protecting Ecological Environment

作為“集約化養殖與加工一體化”的奶牛養殖企業，現代牧業的發展離不開自然生態的饋贈，在我們眼裏，取之于自然更要回饋自然，與自然形成良性互動，才能提高生產效率與生產品質。

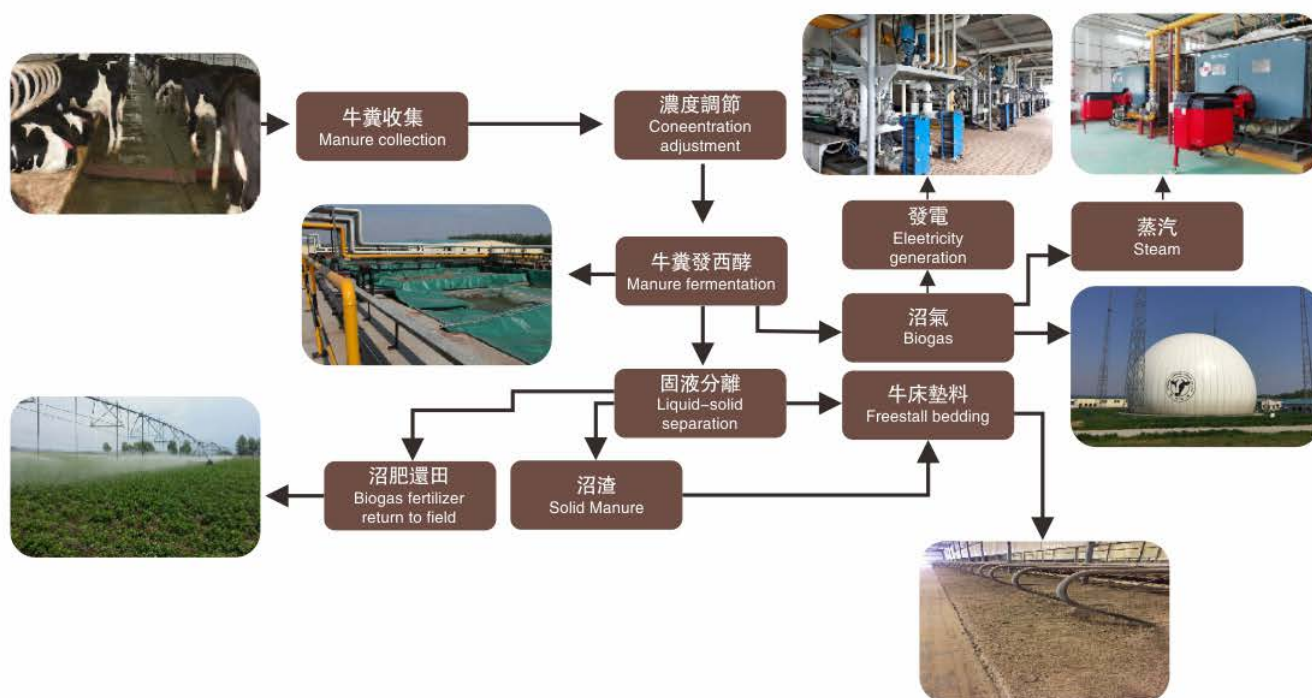
As a dairy cow farming enterprise with "integrated farming and processing system", the development of Modern Farming cannot succeed without the gift from natural ecology. We believe that we have to pay back to the nature for what we take from it and create good interactions with the nature so that we can improve our production efficiency and quality.

- ★ 牧場建設選址方面考慮對自然、環境的影響。我們的牧場選址以保護環境為指向，從地形地勢、周邊環境、防疫、水源、土質、配套土地、氣候、飼料資源、交通、供電等維度全方位考量，降低對環境的負面影響，盡可能為環境帶來正面協同效益。如在周邊環境考量方面，由于奶牛的某些傳染病為人畜共患病，所以奶牛牧場與居民區的距離要保持在2000米以上，並且要離開居民點污水排放出口；防疫要求上場區距鐵路、高速公路、交通幹綫不小于1000米；距一般道路不小于500米；距其他畜牧場、獸醫機構、畜禽屠宰廠不小于2000米；距居民區不小于3000米，並且應位于居民區及公共建築群常年主導風向的下風向處。
- ★ **Construction and Location of Farm Take the Impact on Nature and Environment into Consideration.** Siting of our farms is environmental protection oriented and gives full consideration to topography and terrain, surroundings, epidemic prevention, water source, soil property, supporting land, climate, feed resources, transportation, and power supply to minimize negative impacts of the environment and maximize the positive benefit of synergy to the environment. With respect to surroundings, the farm should be more than 2000m away from the residential area and away from the sewage discharge exit of the residential area since some epidemic diseases of dairy cows are zoonosis; with respect to epidemic prevention, the farm should be no less than 1000m away from railway, highway, and main road ; no less than 500m away from ordinary road; no less than 2000m away from other farms, veterinary institution, livestock and poultry slaughter house; no less than 3000m away from residential area, and should be located at downwind area of the prevailing wind direction of the residential area and public buildings.

相比上年，本公司原有3家液奶加工廠因控制權轉移及停產的原因，所以本報告期內的環境績效數據口徑僅為所有牧場範圍，能源結構也發生了一定的變化。

Compared with last year, the environmental performance data during the reporting period covered only the farms due to transfer of control and suspension of production of the three liquid milk processing plants of the Company. There were also changes in the energy structure.

- ★ 建立循環牧場。現代牧業嚴格遵守《畜禽規模養殖污染防治條例》的要求，下屬的牧場均具備淨污分離、配套建設完善的糞污無害化處理系統，採用“能源生態型”處理利用工藝，使牛糞經中溫厭氧發酵後產生的沼氣、沼渣和沼肥均實現100%資源化利用。報告期內，我們共產生沼肥640.41萬立方米；產生并消耗沼氣14,602.73萬立方米，沼氣發電共計48,37.19萬KWH，產生蒸汽88.39萬噸；產生沼渣共計178.37噸。
- ★ **Establishing Recycling Farms.** As required by the Regulation on the Prevention and Control of Pollution from Large-scale Breeding of Livestock and Poultry, the farms of Modern Farming all had feces harmless disposal system equipped clean water and sewage separation and complete supporting facilities, and adopted the “ecological energy” treatment and utilization technology to realize 100% utilization of the biogas, biogas residue, and biogas manure produced by cow dung after anaerobic fermentation at medium temperature. During the reporting period, we produced a total of 6.4041 million cubic meters of biogas fertilizer; 146.0273 million cubic meters of biogas was produced and consumed, and biogas power generation was 48.3719 million KWH in all, generating 883.9 thousand tons of steam; and producing 178.37 tons of biogas residue.



### 案例 Example

#### 安徽牧場提升沼肥貯存及處理能力 Anhui Farms Improved the Biogas Manure Storage and Treatment Capacity

2018年3季度，馬鞍山、合肥、寶鷄、蚌埠等牧場應當地環保局的要求，現代牧業擴建沼液儲存池，增強貯存及處理能力。因時間緊，工程量大，且儲存池建設標準較高。工程中心積極調配各方面資源，中心人員不分晝夜施工趕建，歷時15天，新建沼肥池6座，容量14.5萬方，以及5萬立方沼液應急池鋪設覆蓋膜；新建1600米長沼氣收集系統管道及配套設備等，提升了各牧場的沼肥貯存及處理能力，減少對周邊環境的影響。

In the third quarter of 2018, Modern Farming expanded the biogas slurry storage pool of the farms in Maanshan, Hefei, Baoji, and Bengbu to increase the storage and treatment capacity, as required by local environmental protection bureau. The construction standard of the storage pool was high but the time was limited and work load was heavy. The engineering center coordinated the resources actively and expedited the work day and night. Six new biogas manure pools of 145 thousand cubic meters were completed and biogas slurry emergency pool of 50 thousand cubic meters was covered with film; and a pipeline of 1600m long of the biogas collection system and supporting equipment was completed after 15 days, improving the biogas slurry storage and treatment capacity of the farms and mitigating the impact on the surroundings.



- ★ 促進所在地的生態發展及建設。現代牧業的沼肥經發酵處理達到無害化標準後，利用施肥車、管網、噴灌設備等方式，運向周圍農戶及合作企業，對農作物進行施肥。我們對使用沼肥施肥的飼草料公司生產的草料進行回購，並且向周圍農戶收購秸秆等廢棄的農副作物，作為奶牛養殖的飼料，不僅保護了生態環境，還減少了焚燒秸秆造成的環境污染，實現了“牛-沼-草”的綠色農業經濟循環模式。
- ★ Promoting Ecological Development and Construction of the Place Where the Farms are Located in. The biogas manure of Modern Farming after fermentation and meeting the harmless standard was delivered with tumbrel, pipe network, and sprinkler equipment to surrounding farmers and cooperative enterprises for fertilization of crops. We bought back the forage produced by fodder grass companies using the biogas manure, and recycled waste agricultural by-products such as straw from surrounding farmers, as feed for dairy cow farming, which did not only protect the ecological environment but also reduced environmental pollution caused by burning of straw and realized the green agricultural economy recycling mode of “cow-biogas-grass” .

## 案例 Example

### 塞北牧場農業訂單經濟模式 The Agricultural Order Economic Mode of Saibei Farm

塞北牧場，年產沼肥85萬方。自牧場成立以來，對周邊土豆、玉米、蔬菜、牧草、小麥等20萬餘畝耕地進行施肥，還簽訂了1.3萬畝沼肥養魚合同。在當地政府的大力支持下，建設了噴灌、管道等施肥設備，種植的牧草、青貯等飼料回收，實現了農業訂單經濟模式。

Saibei Farm produced biogas manure of 850 thousand cubic meters per year. It has provided fertilizer for cultivated land planted with tomato, corn, vegetable, forage grass, and wheat of more than 200 thousand mu and signed contracts for biogas manure fish farming of 13 thousand mu since its establishment. It has built the fertilization equipment such as sprinkling irrigation and pipeline under the support of local government, bought back forage grass and silage fertilized with its biogas manure, and realized the agricultural order economic mode.



## 案例 Example

### 汶上牧場沼肥就近利用還田 Biogas Manure of Wenshang Farm was Used to the Field Nearby

汶上牧場，年產沼肥15萬方。汶上牧場自建場以來沼肥還田就實現了資源就近利用。為方便沼肥施用，牧場投資建設施肥管道7000餘米，輻射土地面積3000畝，用于周邊小麥、玉米、苗木等施肥。周邊種植戶與汶上牧場簽約購買沼肥，其中簽約的4000畝核桃基地年使用沼肥在6萬方以上，使用沼肥的核桃每畝可增產30-50斤。

Wenshang Farm produced biogas manure of 150 thousand cubic meters per year. The biogas manure of Wenshang Farm has been used to the field nearby since its establishment. To facilitate application of the biogas manual, the farm invested and constructed pipelines of more than 7000m long, covering an area of 3000mu, for fertilization of the wheat, coil, and nursery plants nearby. Farmers nearby entered into contract with Wenshang Farm for purchasing biogas manure. The walnut base of 4000mu used more than 60 thousand cubic meters of biogas manure, making yield of the walnut increase by 30-50 jin per mu.



# 05

—高福利—

携手員工共成長

—High Welfare—

Growing together with Employees

# 維護合法權益

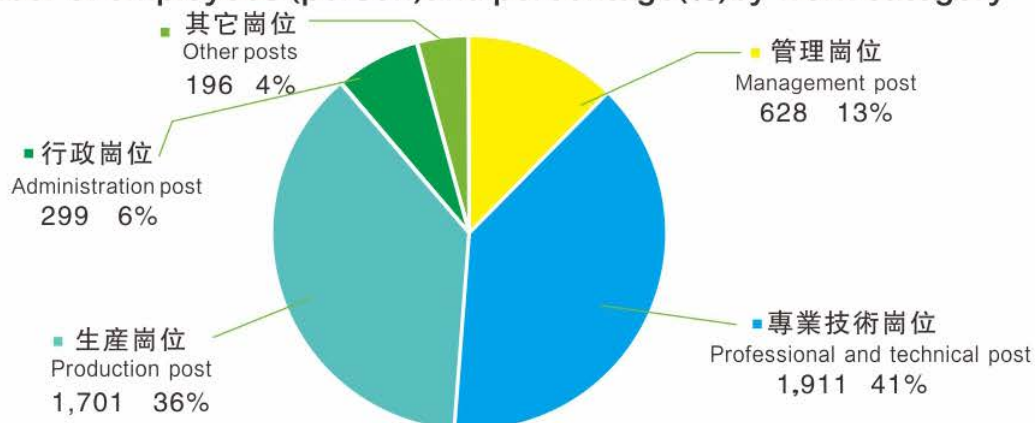
## Safeguarding Legal Rights and Interests

本公司認為，員工是企業實現可持續發展的動力與源泉。我們嚴格根據《中華人民共和國勞動法》《中華人民共和國勞動合同法》等國家法律法規，制定了《人力資源制度匯編》《員工行為準則》等制度，編制《員工基礎管理手冊》《離職操作手冊》等內部制度，規範用工、并尊重和保護所有員工的合法權益。

The Company believes that employees are the motive power and sources for sustainable development of the enterprise. We have prepared the Human Resources System Compilation, Codes of Conduct for Employee, Employee Basic Management Manual, and Resignation Manual in accordance with the Labor Law of the People's Republic of China, Labor Contract Law of the People's Republic of China, and other national laws and regulations, to regulate the employment, respect and protect the legal rights and interests of all employees.

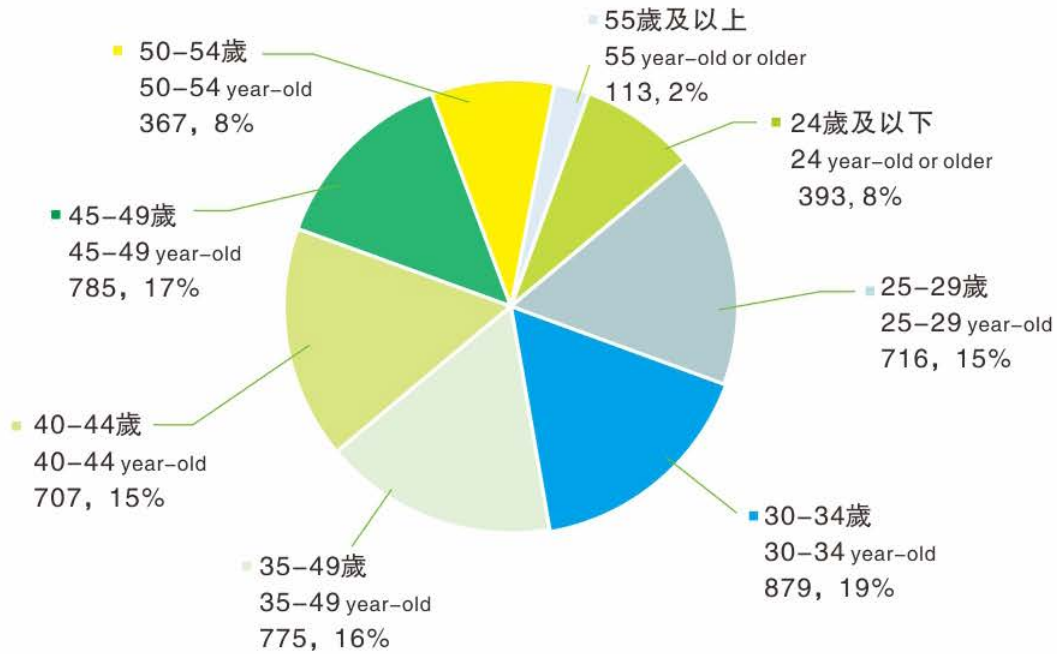
- ★ **堅持平等招聘及勞工實踐。**公司遵循勞工實踐，堅決杜絕使用童工和強迫勞動；制定完善的招聘流程，建立社招、校招和內招相結合的多元化招聘路徑；堅守平等僱傭、同工同酬的原則，避免因性別、種族、民族等產生的就業歧視，選人用人綜合考慮人員能力、價值觀。截至報告期，共有員工4,735人，各類型員工劃分比例合理，且在各年齡段基本均勻分布。
- ★ **Insisting on Equal Recruitment and Labor Practice.** The Company forbade use of child labor and forced labor in accordance with the labor practice; formulated complete recruitment process and created a diversified recruitment path combined with social recruitment, campus recruitment, and internal recruitment; insisted on the principle of equal opportunity and equal pay for equal work, avoided employment discrimination based on gender, race, and nationality, and gave overall consideration to the ability and values of the candidates. The Company has 4,735 employees as of the reporting period, and the number of employees of each category is reasonable and is basically evenly distributed to all ages.
- ★ **保護員工權益。**完善薪酬體系，保障員工獲得薪資權利；公司定期組織員工體檢，關注員工健康；按規定為員工繳納五險一金；按照法律規定保障員工帶薪休假的權力。本公司在不斷發展的同時，努力營造一種和諧的工作環境，創建高效、團結的員工隊伍。
- ★ **Protecting Rights and Interests of Employees.** The Company improved the compensation system to assure the right of employees to receive compensations; organized physical examination for employees regularly and paid attention to the health of employees; contributed to the five social insurances and one housing fund for the employees as specified; and assured the right of employees to enjoy paid leave according to the laws. The Company has been striving for creating a harmonious working environment, building a high-efficient and united team with development of the Company.

按僱傭類型劃分的員工人數（人）及比例（%）  
Number of employees (person) and percentage (%) by work category

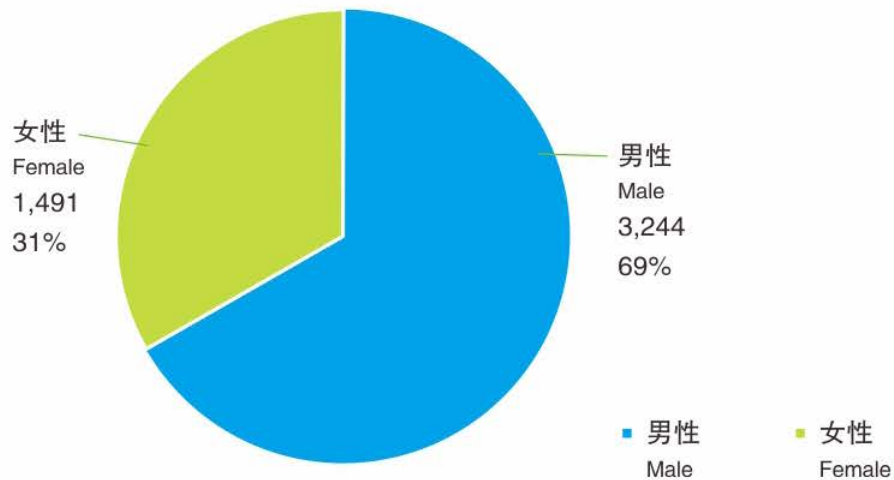




按年齡組別劃分的員工數量（人）及比例（%）  
 Number (person) and ratio (%) of employees by age



按性別劃分的員工人數（人）及比例（%）  
 Number (person) and percentage (%) of employees by gender



# 保障安全健康

## Ensuring the Safety and Health of Employees

現代牧業構建了完善的職業安全與健康管理體系，在改善員工工作環境、降低工傷人數、保障員工身體健康方面做出巨大努力。公司嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》《生產安全事故報告和調查處理條例》等國家法律法規，並制定了《安全生產管理制度匯編》，在職業健康安全、防疫安全、食品安全、生產安全、環保安全等方面進行了明確的規定。

Modern Farming has established a complete occupational safety and health management system and made great efforts to improve working environment, reduce the number of occupational injury, and assure the health of employees. The Company strictly complied with the Production Safety Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, and the production Accident Reporting and Handling Regulation, and formulated the Safety Production Management System Compilation and made express provisions for occupational health and safety, epidemic safety, food safety, production safety, and environmental protection safety.

- ★ 注重常規基建安全，加強安全監督。我們建立《安全管理考評方案》，加強對牧場的安全生產管理，確保安全生產方針和目標實現；我們建立了全流程的安全管理，工程建設階段，施工現場人員防護措施完善，統一佩戴符合規定的安全帽、登高帶和制服，且在施工現場樹立警示牌；生產階段，制定《防疫防護管理制度》，在產前、產中、產後對物品進行消毒，切斷病菌的傳播途徑，避免生產區的污染；員工進入產區，要求佩戴符合國家或行業標準的防護用具。
- ★ **Focusing on the Safety of Routine Civil Work and Strengthening Safety Supervision.** We prepared the Safety Management and Assessment Program to the safety production management of the farms and ensure implementation of the safety production guideline and achievement of the objectives; we set up a whole-process safety management, and workers on the site had complete protective equipment and put on uniform helmets, safety belts and uniforms during the construction stage, and there were warning signs on the site; the Company prepared the Epidemic Prevention and Protection Management System for the production stage and carried out sterilization before, during, and after the production to cut off the transmission route of bacteria and prevent pollution of the production area; people entering the production area must put on protective equipment meeting the national or industrial standard.
- ★ 強化職業健康管理。我們按《中華人民共和國國家職業衛生標準》的規定，制定《員工體檢制度》等內部制度，定期組織員工體檢，建立清潔衛生的工作環境，提倡健康工作、健康生產。報告期內職業病體檢覆蓋率達100%，補充醫療保險覆蓋率達93.23%，補充商業保險覆蓋率100%。
- ★ **Strengthening Occupational Health Management.** We prepared Employee Physical Examination System and other internal systems in accordance with the Occupational Hygiene Standard of the People's Republic of China, organized physical examinations for employees regularly, created a clean and sanitary working environment, and advocated healthy work and healthy production. The coverage rate of occupational disease examination reached 100%; that of supplementary medical insurance reached 93.23%, and that of supplementary commercial insurance reached 100%.



# 助力成長成才

## Contributing to Employee's Growth and Success

公司重視員工成長成才，一方面構建并不斷優化培訓體系，使員工有所學、有所用；另一方面公司為員工提供透明通暢的晉升渠道，給予員工與能力相匹配的職位及目標，使員工獲得施展能力的平臺。

The Company paid attention to the growth and success of employees. It constructed and improved the training system to provide training to the employees and used what they learned to work on the one hand; and provided a transparent and smooth promotion channel for employees and offered employees with positions and objectives matching with their abilities on the other hand, providing a platform for employees to give full play to their abilities.

### 培訓

#### Training

聚焦業務的需求及公司發展目標，一方面基于業務需求，提高技術能力，解決當下問題，另一方面基于組織發展，提高管理水平，儲備經營人才是人力資源中心在2018年培訓工作中追求的目標。

The training focused on business requirements and development objective of the Company, and was based on business requirements on the one hand to improve technical skills and solve existing problems and based on organizational development on the other hand to improve the management level. The objective of the human resources center in the trainings in 2018 was to reserve operation personnel.

2018年，我們圍繞公司發展戰略，結合員工發展需求，面向全體員工開展分層、分類、分級培訓，構建全面、完善的培訓體系，為員工實現自身發展、提升專業能力搭建平臺，也為公司的良好運營儲備大量優秀人才。

In 2018, in combination with development demands of the employees, we carried out staged, classified, and leveled training to all employees centered on the development strategy of the Company. We constructed an all-around and complete training system to provide a platform for employees to realize self-development and improve their professional ability, and to reserve outstanding talents for good operation of the Company.

#### 聚焦安全 Focus on Safety

各牧場每月各進行至少一次全員生產安全培訓、職業健康培訓，要求牧場場長必須參與進安全培訓工作中。

Each farm carried out at least one production safety training and occupational health training for all employees each month. The head of farm must attend the safety training.

#### 聚焦技術 Focus on Technology

一方面，各牧場各部門每月至少自發組織一次部門全員內部技術培訓；另一方面，公司技術中心、品控中心、營養中心的專家、領導定期駐場指導并培訓工作。

On one hand, each department of each farm organized at least one internal technical training for all employees; on the other hand, experts and leaders of the technical center, quality control center, and nutrition center of the Company regularly provided instructions on the site and attended the training.

聚焦文化  
Focus on Culture

公司建設內部傳播平臺，每月底進行全公司統一視頻網絡培訓，培訓內容以企業文化（牧業優秀事迹講述、企業大事記等）、相關制度解析等為主，營造積極向上且合規的企業文化，宣傳正能量。

The Company constructed an internal transmission platform to carry out uniform video on-line training to the whole company at the end of each month. The training contents focused on corporate culture (narration of outstanding events of the husbandry industry and big news about the Company) and explanation of relevant systems to create an optimistic and compliant corporate culture and promote positive energy.

聚焦管理  
Focus on Management

2018年，公司為高層管理人員提供量身學習課程，總完成學時達1,051小時，人均完成課程門數33門。公司通過企業微信搭建“共享學習平臺”，2018年公布貼近生活化的7門課程，閱讀量達1.1萬餘次。

In 2018, the Company provided customized courses for the senior management. The total hours finished were 1,051 hours, and each person finished 33 subjects on the average. The Company established a “shared study platform” through enterprise WeChat. The reading times of the 7 courses published in 2018 which were close to life were more than 11 thousand.

報告期內，我們通過每月培訓目標細化，及時回顧進展，整體培訓人次及時間均有了明顯提升。2018年全公司培訓計劃完成率為96.93%，參訓率為90.17%，培訓人次達到113,937人次，培訓總時長達到104,547小時。

In 2018, the number of trainees and time of training increased because we refined the training objective of each month and reviewed the progress in a timely manner. The completion rate of training plan of the Company in 2018 was 96.93%; the attendance rate was 90.17%; the number of trainees reached 113,937, and the total hours of training reached 104,547 hours.

另外，為真正了解員工對培訓是否滿意，以及員工對2019年度培訓的期望要求，公司開展了不記名的全員線上調研工作，共收集到有效問卷3,049人次，占總人數的64.34%，培訓滿意率為92.75%。

In addition, the Company carried out anonymous on-line investigation on all employees to find out whether the employees were satisfied about the training and the expectations of employees for training in 2019. A total of 3,049 questionnaires were received, taking up 64.34% of the total number, and the satisfaction of the training was 92.75%.

## 晉升 Promotion

公司為員工提供透明化的晉升途徑，制定《儲備主管培養方案》，為公司提供後備人才，其培訓形式分為集中培訓和輪崗學習兩部分。公司期望通過此方案，實現基層工作人員從技術崗轉向管理崗的飛躍，做好團隊的建設工作。公司在保證員工平等性和多樣性的基礎上，積極促進員工個人潛力的挖掘，鼓勵員工在參與公司日常生產建設的同時，進行個人能力、技術的提升，推動內部人才的職業化、專業化發展。2018年，我們在公司內部開展運營儲備管理人員的相關工作，經過各單位自主報名、公開選拔，共產生31名學員，開展了為期兩天的儲備主管培訓。

The Company provided transparent promotion path and prepared the Reserve Supervisor Training Program to provide reserve talents for the group. The training was divided into centralized training and shift learning. The Group expected that basic-level workers may shift from technical position to management position and build a team through this program. The Company promoted exploration of the potential of the employees on the basis of ensuring equality and diversification of employees, and encouraged employees to improve their abilities and skills while attending routine production and construction of the Company, with the purpose of promoting the professionalization and specialization of internal employees. In 2018, we worked for reserving operation managers in the Company and chose 31 trainees based on the applications submitted by each unit and public election. Those trainees received two-day reserve supervisor training.

公司制定《人力資源工作考評方案》等制度，建立完善的員工晉升機制，針對不同崗位員工制訂多種晉升路綫，打造多通道的員工晉升發展平臺，保證不同類型員工晉升的公平性和競爭性。

The Company formulated the Human Resources Assessment Program and other systems to create a complete employee promotion mechanism. The Company formulated several promotion paths from different posts and created a multi-patch promotion platform for employees, ensuring the equality and competitiveness of promotion for different employees.

### 管理路綫

Path for Management Personnel



### 技術路綫

Path for Technical Personnel



# 平衡工作生活

## Balancing Work and Life

現代牧業注重對員工的人文關懷，努力改善員工生活條件，注重身心健康發展，通過舉辦多種文體活動豐富員工業餘生活，平衡員工的工作與生活。牧場配備生活娛樂設施，公司定期舉辦團隊建設、聯誼晚會，鼓勵員工融入集體，不斷提升活力，加強團隊精神。同時為員工精心策劃、組織各類文體活動，助其緩解工作壓力，促進彼此交流，提升幸福感，打造和諧、融洽、有向心力的公司氛圍。

Modern Farming focused on the humanistic care brought to the employees, endeavored to improve their living condition, paid attention to their physical and psychological health, and balanced their work and life by holding various recreational and sports activities to enrich their spare time. The farms were provided with living and recreational facilities. The Company organized team building and sociality regularly to encourage employees to join the big family, improve the vitality and enhance team spirit. The Company also planned and organized various recreational and sports activities for the employees to relieve their work pressure, promote communication, improve the sense of happiness, and create a harmonious, friendly, and concentrated atmosphere.

### 案例 Example

#### 現代牧業總裁辦公室于2018年4月舉辦了“牧光”攝影比賽

The President Office of Modern Farming Held the “Farming Light” Photo Contest in April, 2018

現代牧業總裁辦公室于4月舉辦了“牧光”攝影比賽，本次活動旨在讓現代牧業的風景、人物、牛群等影像永久的保留下來，並分享給公司及社會各界，對內拉近牧場與牧場之間的距離，對外揭開牧場的神秘面紗。

The president office of Modern Farming held the “Farming Light” photo contest in April, with the purpose of keeping the photos of sceneries, people, and herd of Modern Farming forever and sharing with the Group and all walks of life, shortening the distance between farms and revealing the farms to the public.

參與本次攝影比賽的作品，可能只是公司的員工在某一天上班或下班的路上，用手機偶然的一次捕捉；也可能是在工作中某一個激情澎湃的時刻，十分用心的拍攝；還可能是在疲憊困倦時，隨處張望而發現了一份美好。無論是出自于哪一種鏡頭、哪一人之手，通過這些照片展現給我們的，都是員工對生活的積極、對工作的熱愛。感謝這些匯集視線、成就“牧光”，分散在天南海北的同事，祇有心在這裏，“牧光”才在這裏。

Works participating in this photo contest might be taken by employees of the Group on their way to work or back home someday; or an exciting moment in work being taken by heart; or a surprise found around when being tired. These photos, no matter took by which camera and whom, showed us the enthusiasm for life and love for work of the employees. Thanks to colleagues all over China who gathered such sights and made “Farming Light” a success. “Farming Light” could only be successful with the hearted devotion of the employees.



**案例**  
Example

馬鞍山牧場舉辦“實力見證 團結必勝”主題拔河比賽

Ma On Shan Farm Held a Tug-of-War Themed “Witness by Strength, Unity Makes Success”

2018年7月27日下午，馬鞍山牧場工會組織舉辦了主題為“實力見證，團結必勝”的拔河比賽，共有60名員工報名參加。

The labor union of Maanshan Farm organized a tug-of-war themed “Witness by Strength, Unity Makes Success” in the afternoon of July 27, 2018. 60 employees signed up and participated in this competition.

本次比賽男子組共分四組：擠奶、飼養、品控一組；設備、犢牛、財務一組；環保、能源、信息一組；繁育、獸醫、辦公室一組，採用抽籤循環賽制。女子組分兩組，採用三局兩勝賽制。每名員工飽含熱情參加比賽，並且通過每個人的堅持不懈，為公司榮譽貢獻了自己的力量，展現出了良好的團隊意識和集體榮譽感。

There were four men's teams in the game: one team from the milking, feeding, and quality control departments; one team from the equipment, calf, and financial departments; one team from the environmental protection, energy, and information departments; and one team from the breeding, veterinarian, and administration office. The game followed the round robin system by ballot. There were two women's teams. The game followed the best two out of three system. All employees took part in the game with zest and made contribution to win honor for the Group through endless efforts. They showed good team work and collective sense of honor.



# 06

—高視野—

促行業社區發展

—High Vision—

Promoting Industry and Community Development





# 培育農業社區

## Fostering Farming Community

本公司積極履行社會責任，秉持安全質量為先的原則，積極開發及實施現代化的科學養殖及喂飼技術。努力在發展業務與社會責任之間取得平衡，讓廣大消費者感受到現代牧業傳遞的關愛和幸福。公司推行“企業+基地+農戶”的飼草產業化經營模式，以簽訂保護價收購合同的方式在種植戶和養殖戶之間構建起緊密關係，輻射帶動牧場周邊貧困農戶從事飼草種植，有效增加了農戶收入。

The Group performed social responsibility actively, insisted on the principle of safety and quality first, developed and implemented modern scientific breeding and feeding technology actively. The Company strives to balance the development of business and social responsibility, and delivers love and happiness to the consumers. The Group promoted the forage grass industrialization business mode of “enterprise+base+farms” and established close relations between the planters and breeders by entering into contract for purchase at protected prices. The Group drove poor farmers nearby to plant forage grass to increase the income of farmers.

- ★ 提高當地就業。現代牧業在全國八個省共建萬頭規模奶牛養殖牧場26個，為當地就業率的提升做出突出貢獻。
- ★ **Enhancing Local Employment.** Modern Farming has 26 dairy cow farms of ten-thousand scale in eight provinces of China and makes outstanding contribution to local employment.
- ★ 提倡苜蓿草的大量使用。帶動國內規模化草業公司苜蓿基地的建設，公司圍繞種養加一體化的發展需要，堅持以養殖創新助推草業創新，使得國內苜蓿草行業加快構建以企業為主的科技創新體系，推動企業產業化科技水平和經濟水平的增長和發展。
- ★ **Promoting Large-scale Utilization of Alfalfa.** The Company drives the construction of alfalfa base of large-scale grass company. The Company, being centered on the development requirements for integration of planting, farming, and processing, insisted on promoting the innovation of grass industry by innovative farming, fastening the establishment of the enterprise-oriented scientific and technological innovation system in the alfalfa industry of China and promoting the improvement of the scientific and technological level and economic level of enterprise industrialization.
- ★ 推進秸秆類再利用。秸秆有效利用對帶動農業循環經濟，改善農村居民生產生活條件，增加農民收入具有可觀效益。同時，秸秆類再利用減少了秸秆燃燒向空氣中排放的煙塵，降低空氣污染，保護生態環境。
- ★ **Promoting Recycling of Straw.** Effective utilization of straw brought great benefit to drive the agricultural recycling economy, improve production and living condition of rural residents and increase incomes of the farmers. In addition, recycling of straw reduced the emission of smoke caused by burning of straw, reduces air pollution, and protects ecological environment.

2018年，公司與牧場周圍的358家合作社簽約青貯玉米種植面積100萬餘畝，收購青貯玉米140萬餘噸，在公司的種植基地配套使用有機沼肥，每畝減少20-25kg化肥用量，並將沼肥提供給周邊農戶使用，進一步降低了因焚燒秸秆帶來的環境污染，這種綠色農業經濟循環模式在2018年為農戶帶來直接收益超過6.2億元，于上一年度增長約一倍收益。

In 2018, the Company signed contracts with 358 cooperatives near the farms for planting of more than 1 million mu of silage corn and purchasing more than 1.4 million tons of silage corn. The use of organic biogas manure at planting base of the Company reduced the amount of fertilizer by 20-25kg per mu. Biogas manure was provided to nearby farmers to further reduce the environmental pollution caused by burning of straw. Such green agricultural recycling economy mode brought a direct benefit of more than 620 million Yuan for farmers in 2018, double income compared with that of the previous year.

**案例**  
Example

現代牧業與環境類及農業類產業基金簽署農業環保項目合作框架意向書  
Modern Dairy Entered into Cooperation Framework Letter of Intent for Agricultural  
Environmental Protection Project with Environmental and Agricultural Industrial Funds

2018年9月28日，現代牧業與環境類及農業類產業基金簽署農業環保項目合作框架意向書，在主管業務持續穩定經營的現狀下，擬對旗下能源資產進行整合出售，以提升能源資產的利用效率，並在保障生產運營的基礎上達到資產產能最大化。此舉回應了國務院辦公廳《國務院辦公廳關於加快推進畜禽養殖廢棄物資源化利用的意見》等文件。

Modern Dairy entered into the cooperation framework letter of intent for agricultural environmental protection project with environmental and agricultural industrial funds on September 28, 2018. The Company planned to integrate and sell the energy assets under its control while keeping continuous and stable operation of the main businesses, so as to increase utilization of the energy assets and maximize capacity of the assets on the basis of assuring production and operation. This was a response to the Opinions of the General Office of the State Council on Promoting Wastes Recycling of Livestock Breeding and other documents.

本項目將對現有糞污厭氧發酵系統進行升級改造，提高產沼氣效率，並投入新建熱電聯產機組，產生蒸汽供應現代牧業生產，以充分利用糞污中的能源價值、成為農業環境領域的創新示範。

The project will upgrade existing feces anaerobic fermentation system to improve biogas production efficiency and will put the new cogeneration units into operation to produce steam which will be supplied to Modern Farming for production, so as to make full use of the energy of feces and become a demonstration innovation project in the agricultural environment.

- ★ 踐行慈善精準扶貧、開展志願活動送溫暖。我們在保證自身穩健運營的同時，積極履行企業社會責任。我們走訪多地貧困家庭，並對困難戶伸出援助之手，發揮我們乳業企業的優勢，向社會傳達企業力量。
- ★ Charitable Targeted Poverty Alleviation and Voluntary Activities to Deliver Warmth. We actively performed enterprise social responsibility while ensuring our steady operation. We visited poor families in many places, provided support to the poor, and took the advantages as a dairy enterprise to deliver the power of an enterprise to the society.

**案例**  
Example

塞北牧場認領扶貧活動  
Saibei Farm Claimed Poverty Alleviation Activity

2019年1月10日在塞北管理區黨組織部楊海濱書記帶領下，現代牧業（張家口）有限公司認領走訪塞北管理區5戶貧困對象。現代牧業辦公室主任張佳維與認領對象互留聯系方式，積極鼓勵認領對象要克服困難，堅定信心，盡快擺脫貧困，並在生活、就業方面予以最大幫助。

Modern Dairy (Zhangjiakou) Co., Ltd., under the lead of Yang Haibin, secretary of the Organization Department of the Party of Saibei District, claimed and visited 5 poor families in Saibei District on January 10, 2019. Zhang Jiawei, office director of Modern Farming, exchanged contact information with the poverty alleviation object and actively encouraged the object to overcome difficulties, enhance confidence, and get rid of poverty as soon as possible, and provided the best help in living and employment.

案例  
Example

西辛營鄉扶貧活動  
Poverty Alleviation of Xixinying Township

2018年8月7日由塞北管理區政府帶領現代牧業（張家口）有限公司，深入西辛營黃蓋淖，走訪慰問貧困戶，并與貧困戶進行了交流，了解近期生活狀況，詳細介紹了國家的資助政策，鼓勵貧困戶要克服困難，堅定信心，盡快擺脫貧困，為他們送去黨和政府的溫暖和祝福，并為他們發放牛奶等物品。

On August 7, 2018, Modern Farming (Zhangjiakou) Co., Ltd., under the lead of the government of Saibei District, visited and communicated with poor families in Huanggainao of Xixinying to find out their living conditions and introduced the assistance policy of China, encouraged the poor families to overcome difficulties, enhance confidence, and get rid of poverty as soon as possible, and delivered the warmth and regards of the Party and the government to them, as well as issued milk and other things to them.

案例  
Example

塞北牧場慰問敬老院  
Saibei Farm Condole with Nursing Home

2018年10月17日現代牧業塞北三四期辦公室在黨支部宣傳委員張佳維同志的帶領下，在塞北管理區敬老院開展了“情滿九月九 愛在夕陽紅”活動，活動圍繞着“送溫暖、送關愛”的主題，為敬老院的老人們送上現代牧業牛奶、水果、茶葉等食品，給敬老院打掃衛生，并和老人們一起合唱紅色歌曲，活動現場其樂融融。

On October 17, 2018, Office of Saibei Phase III and IV of Modern Farming, under the lead of Zhang Jiawei, member of publicity branch, carried out the “Love in September, Care to the Elderly” activity at the nursing house of Saibei District. The activity, being themed “deliver warmth and care”, sent milk of Modern Farming, fruit, tea, and other food to the elderly in the nursing house, cleaned the nursing house, and sang revolutionary songs with the elderly. Joy was overflowing on the site.



# 携手伙伴共赢

## Achieving Win-win Results with Partners

作為中國最大的原奶供應商，現代牧業始終致力於構建責任供應鏈。企業通過對飼料原料、包裝、物流等質量的嚴格把關，督促運營所在地農業企業的管理，確保奶牛健康與牛奶品質；通過推進苜蓿草和秸稈類的使用，深化產業上下游合作機制，推動行業穩定、健康、繁榮發展。

Modern Farming, as the largest raw milk suppliers in China, has been dedicated to build a responsible supply chain. The Company supervised the management of local agricultural enterprises of the place of operation to ensure the health of dairy cows and the quality of milk by strictly controlling the quality of raw materials of feed, package, and logistics; and deepened the cooperation between the upstream and downstream of the industry and promoted steady, healthy, and prosperous development of the industry by promoting the use of alfalfa and straw.

公司主動承擔社會責任，携手供應商規範運營、共謀發展。公司通過多種形式加強與供應商的溝通交流，保障供應商的基本權益，扶持和帶動產業鏈發展。同時，公司邀請供應商參與到公司庫存調整戰略中，改變採購的短期思路，向長期、戰略性的供應鏈管理思路轉變，實現與供應商的合作共赢。

The Company actively assumed social responsibility and standardized the operation, and sought for development together with the suppliers. The Company strengthened communications with the supplier by various means, safeguarded basic rights and interests of the suppliers, and supported and drove development of the industry chain. In addition, the Company invited suppliers to attend the inventory adjustment strategy of the Company, changed from short-term thinking of procurement to the thinking of long-term and strategic supply chain management, and achieved win-win results with the suppliers.

- ★ 制定嚴格的供應商準入、準出及管理制度。在審查材料過程中，公司祇將具有合規證件及完善生產制度的供應商納入考量範圍；2018年新修訂《供應商準入準出制度》，建立對供應商的評估標準與物料供應商目錄，并對目錄內的供應商進行定期篩選與評估。
- ★ **Strict Supplier Entrance, Exit and Management System.** The Company only took into account suppliers with certificate of compliance and complete production system during review of materials; In the Supplier Entrance and Exit System revised in 2018, the Company set out the evaluation standard for suppliers and the list of material suppliers, and regularly screened and evaluated the suppliers on the list.
- ★ 建立和完善供應商管理體系。公司建立起運營管理辦公室牽頭、採購中心、技術中心、品控中心加強了對招標比價過程的監督力度，優化企業的供應商隊伍，提高採購質量和效率；制訂《青貯玉米收購標準管理制度》，標準化原材料收購流程，確保收購過程安全、環保；加強供應商之間的溝通交流，在保障產品質量的前提下，提高供應商的基本權益，共享發展成果，實現兩方合作共赢的結果。
- ★ **Establishing and Improving the Supplier Management System.** The Company established an operational supervision office which led the procurement center, technology center, and quality control center to increase the supervision over the bidding and price comparison process, so as to optimize the supplier team and improve the procedure quality and efficiency; established the Management System of Coil Silage Acquisition Standard, standardized the raw material acquisition process, and ensured the safety and environmental protection during the acquisition; strengthened communications among suppliers, and increased basic rights and interests of the supplier, shared the development achievements, and achieved win-win cooperations under the premise of assurance of product quality.

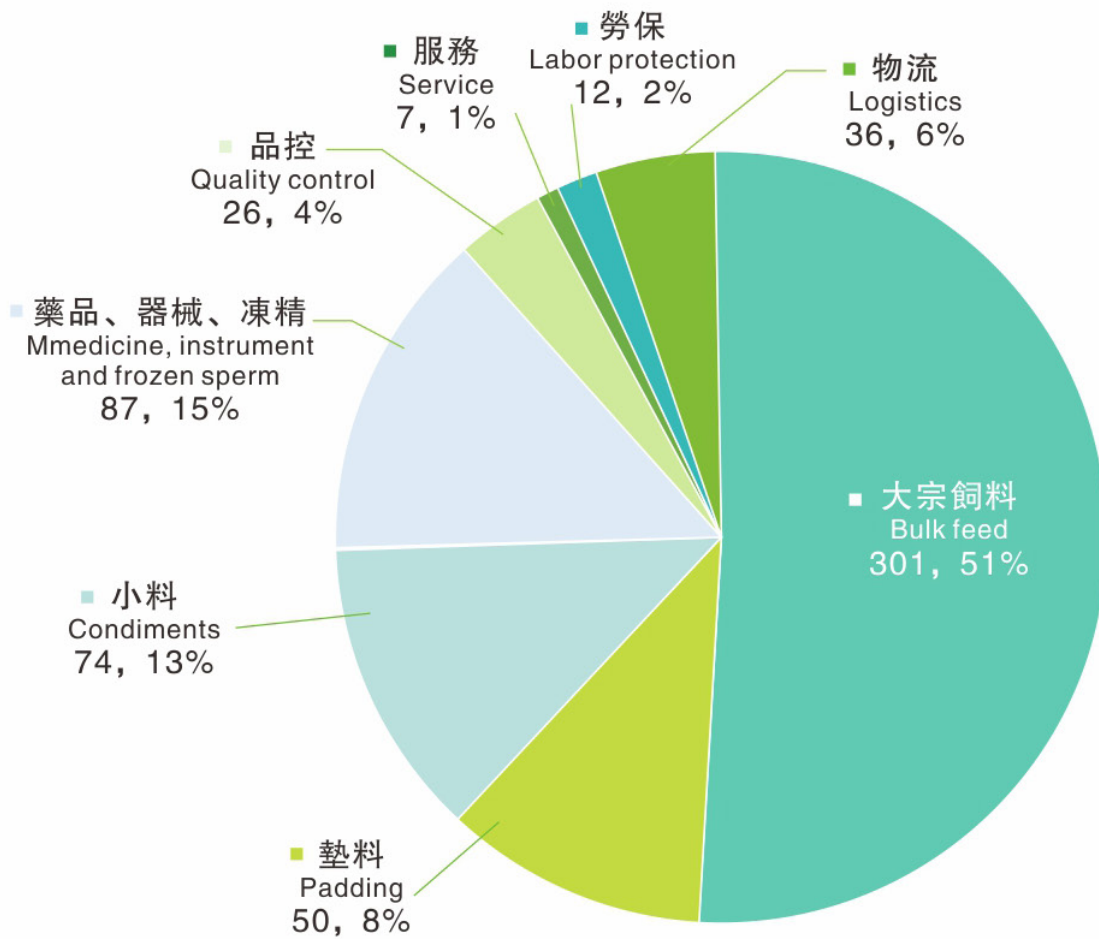
- ★ 推進供應商評價機制。公司根據內部的《供應商管理制度》對供應商進行分級管理，並定期進行質量抽檢和評估，反饋存在的問題並監督整改；按照供應商綜合評價表，進行現場評價、打分，並出具報告；對於抽檢不合格的供應商執行“休眠期”，進入供應商備選名單，屢次不改則拉入黑名單不予合作。
- ★ **Promoting the Supplier Evaluation Mechanism.** The Company performed level-to-level administration for the suppliers in accordance with its internal Supplier Management System, carried out quality inspection and assessment regularly and reflected and supervised the correction of problems found; carried out on-site evaluation and scoring and issued a report according to the supplier comprehensive evaluation table; executed “dormancy period” for suppliers failing to pass the inspection and listed them on the list of alternative suppliers, and blacklisted those failing to make corrections.

截至報告期末，公司共合作供應商593家，其中國外供應商17家。公司積極與國內大型飼料企業合作，在保證原料質量的同時，積極參與行業內的價格分析及市場競爭。公司與當地飼料生產商簽訂長期合作合同，以低運輸成本獲得高質量穩定供貨源，同時對促進當地的經濟發展起到了積極的作用。

As of the end of the reporting period, the Company cooperated with 593 suppliers, among which 17 were foreign suppliers. The Company actively cooperated with large domestic feed enterprises and took part in the price analysis and market competition of the industry under the premises of assurance of quality of the raw materials. The Company entered into the long-term cooperation contract with local feed producers to obtain high-quality and stable sources of supply at low transportation cost, and played a positive role in promoting local economic development.

供應商 Suppliers	
國內 Domestic	576 家 576 Companies
國外 Foreign	17 家 17 Companies
合計 Total	593 家 593 Companies

按類別劃分的供應商數目  
Number of suppliers by category



# 未來展望

## Prospects

展望2019年，作為中國奶業引領者，現代牧業將堅守“創建世界最先進的牧場、生產世界最優質的牛奶、實現天地人畜和諧發展”的企業目標，積極把握中國奶業高速發展、大步邁進的宏觀背景，一如既往地嚴格把控產品質量、努力打造先進模式、繼續加強產業協同、持續提高生產環境效益。

Looking forward into 2019, Modern Farming, as the leader in the dairy industry of China, we will insist on the objective of “build the world's most advanced farms, produce the world's best milk, and achieve harmonious development between the nature, humans, and cows”, take advantages of the macro-background of fast and leaping development of the dairy industry of China, and strictly control product quality, create a state-of-the-art mode, continue to enhance industrial synergy, and improve the environmental benefit of production as we did before.

保障奶源。現代牧業將持續深耕“牧草種植 – 奶牛養殖 – 產品加工”的產業一體化發展模式，採用行業先進的技術管理經驗，繼續優化奶牛飼料配方，並不斷優化完善防疫體系，通過嚴格、規範的防疫管理，最大程度保證奶牛健康，奶源安全。

**Assuring Milk Source.** Modern Farming will further develop the development mode integrated with “pasture planting – dairy cow farming – product processing”, continue to optimize the formula of dairy cow feed with advanced technology and management experience of the industry, and continue to optimize and improve the epidemic system to ensure the health of the dairy cow and the safety of the milk source to the greatest extent through strict and standard epidemic prevention management.

專注品質。我們將繼續依托“種養加”零距離一體化生產模式，制定全球最嚴格的原奶標準，持續以工匠精神打造品質好奶，以全球最快的生產速度，生產高品質的牛奶。我們堅持真誠的服務態度，專注技術研發，2019年推出“低溫奶”產品，致力於為消費者提供更多優質乳品。

**Focus on Quality.** We will, rely on the zero-distance production mode integrated with “planting, farming and processing”, continue to produce superior milk with the spirit of craftsman and produce high-quality milk at the world's fastest speed. We will continue to provide sincere service, focus on technology research and development, and will introduce “low-temperature milk” in 2019 and will be dedicated to provide more superior dairy products to the consumers.

綠色經營。我們在2019年不斷深化可持續發展理念，構建完善ESG管理體系，加強管理層對可持續發展戰略的帶動。積極嘗試多渠道構築減排體系，擴大清潔能源的利用比例，加強廢棄物無害化處理技術，提高資源循環使用能力，不斷完善節約式管理體系，減少對資源能源的消耗。同時，我們依托循環牧場，構建生態農業的循環經濟，促進所在地的生態發展及建設。

**Green Operation.** In 2019, we will further deepen the concept of sustainable development, build and improve the ESG management system, and enhance the leading role of the management in driving the sustainable development strategy. We will actively try to build the emission reduction system through multiple ways, increase the utilization of clean energy, strengthen the harmless disposal technology, improve resource recycling ability, and continue to improve the saving management system to reduce energy consumption. In addition, we will build the recycling economy of ecological agriculture relying on recycling farms, and promote local ecological development and construction.

服務社會。我們將持續踐行社會責任，誠信經營，扶持和帶動相關產業鏈發展，促進農牧產業鏈融合，積極創造就業崗位，帶領農民致富；確保所有的員工都享受平等待遇，營造和諧、健康的工作環境，保障員工合法權益；開展更多類型的公益活動，打造完整的公益平臺，熱心回饋社會，將現代牧業的使命帶入到各個牧區，形成積極協同效應。

Serving Society. We will continue to fulfill our social responsibility, operate the company in good faith, support and drive the development of relevant industry chains, boost the combination of agriculture and husbandry, create jobs actively, and help farmers to get rich; ensure equal treatment to all employees, create a harmonious and healthy work environment, and safeguard legal rights and interests of the employees; carry out more public benefit activities, build a complete public benefit platform, give back to the society actively, and take the mission of Modern Farming to each farm to create a positive synergy effect.



# ESG指標索引

ESG Indicators Index

層面 Level	內容 Contents	披露位置 Disclosing Section
A1 排放物 Pollutant	一般披露 General disclosure	4.1 降低污染排放 Reducing Pollutant Emissions
	A1.1	4.1 降低污染排放 Reducing Pollutant Emissions
	A1.2	4.1 降低污染排放 Reducing Pollutant Emissions
	A1.3	4.1 降低污染排放 Reducing Pollutant Emissions
	A1.4	4.1 降低污染排放 Reducing Pollutant Emissions
	A1.5	4.1 降低污染排放 Reducing Pollutant Emissions
	A1.6	4.1 降低污染排放 Reducing Pollutant Emissions

A2 資源使用 Resource utilization	一般披露 General disclosure	4.2 節約資源消耗 Reducing Resources Consumption
	A2.1	4.2 節約資源消耗 Reducing Resources Consumption
	A2.2	4.2 節約資源消耗 Reducing Resources Consumption
	A2.3	4.2 節約資源消耗 Reducing Resources Consumption
	A2.4	4.2 節約資源消耗 Reducing Resources Consumption
	A2.5	不適用 Not applicable
A3 環境及 天然資源 Environment and natural resources	一般披露 General disclosure	4.3 保護生態環境 Protecting Ecological Environment
	A3.1	4.3 保護生態環境 Protecting Ecological Environment
B1 僱傭 Employment	一般披露 General disclosure	5.1 維護合法權益 Safeguarding Legal Rights and Interests
	B1.1	5.1 維護合法權益 Safeguarding Legal Rights and Interests
	B1.2	計劃于未來披露 Plan to disclose in the future

B2 健康與安全 Health and safety	一般披露 General disclosure	5.2 保障安全健康 Ensuring the Safety and Health of Employees
	B2.1	5.2 保障安全健康 Ensuring the Safety and Health of Employees
	B2.2	5.2 保障安全健康 Ensuring the Safety and Health of Employees
	B2.3	5.2 保障安全健康 Ensuring the Safety and Health of Employees
B3 發展及培訓 Development and training	一般披露 General disclosure	5.3 助力成長成才 Contributing to Employee's Growth and Success
	B3.1	計劃于未來披露 Plan to disclose in the future
	B3.2	計劃于未來披露 Plan to disclose in the future
B4 勞工準則 Labor standard	一般披露 General disclosure	5.1 維護合法權益 Safeguarding Legal Rights and Interests
	B4.1	5.1 維護合法權益 Safeguarding Legal Rights and Interests
	B4.2	計劃于未來披露 Plan to disclose in the future
B5 供應鏈管理 Supply chain management	一般披露 General disclosure	6.2 攜手伙伴共贏 Achieving Win-win Results with Partners
	B5.1	6.2 攜手伙伴共贏 Achieving Win-win Results with Partners
	B5.2	6.2 攜手伙伴共贏 Achieving Win-win Results with Partners

B6 產品責任 Product liability	一般披露 General disclosure	2.3 安全防疫 Safety and Epidemic Prevention 3.1 純致享受 Purity · Assurance of Delicate Taste
	B6.1	不適用 Not applicable
	B6.2	3.2 真 · 愛顧客 Genuineness · Assurance of Care
	B6.3	不適用 Not applicable
	B6.4	3.3 鮮 · 美品質 Freshness · Assurance of Quality
	B6.5	3.2 真 · 愛顧客 Genuineness · Assurance of Care
B7 反貪污 Anti-corruption	一般披露 General disclosure	1.3 廉潔誠信運營 Honesty and Integrity Operation
	B7.1	不適用 Not applicable
	B7.2	1.3 廉潔誠信運營 Honesty and Integrity Operation
B8 社區投資 Community investment	一般披露 General disclosure	6.1 培育農業社區 Fostering Farming Community
	B8.1	6.1 培育農業社區 Fostering Farming Community
	B8.2	6.1 培育農業社區 Fostering Farming Community