

2016 企业社会责任报告

Corporate Social Responsibility Report of 2016



关于本报告

报告目的

本报告旨在呈现2016年公司在践行企业社会责任方面的表现，对公司履行企业社会责任的理念、实践和绩效与利益相关方进行坦诚有效的沟通。

报告时间范围

2016年01月01日至2016年12月31日，根据需要部分内容适当超出上述范围。

报告组织范围

本报告以天能动力国际有限公司为主体，涵盖各子分机构。

报告参考标准

香港证券交易所《环境、社会及管制报告指引》
国际标准化组织《社会责任指南（ISO26000）》
全球报告倡议组织《可持续发展报告指南（G4）》
联合国全球契约（GC）10项原则
国家质量监督检验检疫总局、国家标准化管理委员会《社会责任指南》
GB/T36000-2015、GB/T36001-2015《社会责任报告编写指南》和GB/T36002-2015《社会责任绩效分类指引》

报告数据说明

本报告使用数据来自公司年报、正式文件及统计报告。数据以2016年为主，部分包括以前年度数据。本报告中所涉及货币金额以人民币作为计量币种，特别说明的除外。

报告保证

本公司董事会及全体董事保证本报告内容不存在任何虚假记载、误导性陈述或者重大遗漏，并对其内容的真实性、准确性和完整性承担个别及连带责任。

报告形式

本报告分为简体中英文和繁体中英文两个版本，且以环保纸印刷品及电子版文档形式提供。

About the report

Report Objective

The report is intended to present our company's performance in the practice of corporate social responsibilities in 2016, and conduct candid and effective communication with the stakeholders in the aspects of idea, practices and achievements of the corporate social responsibility fulfillment.

Time Range

From January 1, 2016 to December 31, 2016, part of the contents appropriately exceeds the range as required.

Organization Scope

Tianneng Power International Co., Ltd. as the main body, the report covers all subsidiary institutions.

Reference Standard

HKSE "Guidelines on Environment, Society and Control Reports"
ISO "Social Responsibility Guidelines (ISO26000)"
GRI "Guidelines on Sustainable Development Reports(G4)"
10 Principles of United Nations Global Compact (GC) General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China, Standardization Administration of the People's Republic of China "Social Responsibility Guidelines"
GB/T36000-2015, GB/T36001-2015 "Guidelines on Social Responsibility Report Compiling" and GB/T36002-2015 "Social Responsibility Performance Classification Guideline"

Data Specification

Applied data is from annual reports, official documents and statistical reports of the company. Data is mainly of 2016; part includes the previous annual data. Related monetary amount is measured by RMB, unless the special instructions.

Report Guarantee

The company's board and all the directors guarantee that no falsehoods, misleading statements or material omissions exists in the report, and take the individual, and joint and several liabilities of authenticity, accuracy and completeness of the contents.

Report Form

This report is divided into two versions of simplified Chinese and English, and traditional Chinese and English, and is also provided in the form of green paper presswork and electronic documents.



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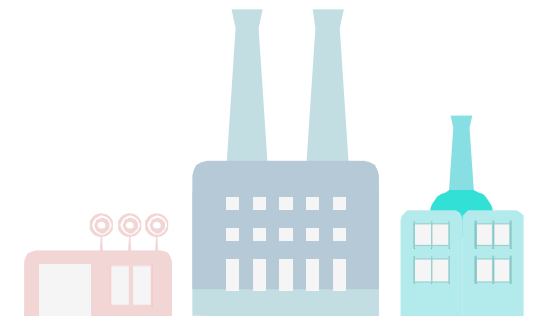
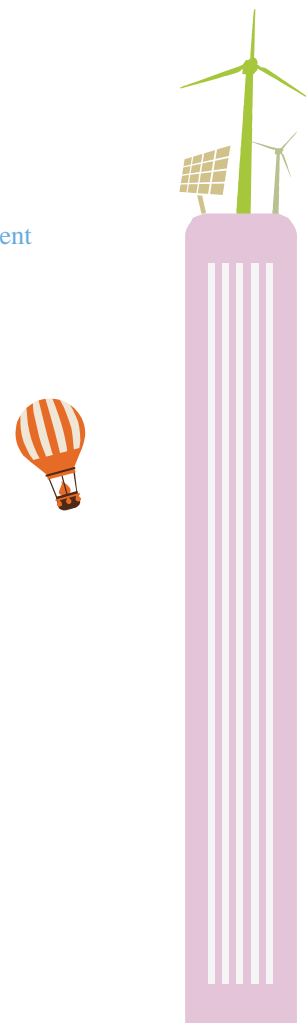
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董事局主席致辞

2016年，是天能创新创业30周年。30年来，伴随着国家改革开放的深入，天能集团坚持创新引领、工匠智造、低碳绿色的创业模式，全体天能人以奋斗者的风貌、饱满的斗志、务实的精神投身产业升级和科技创新两大“战役”中，开辟了产业发展新天地，抢占了行业科技制高点。

2016年，是“十三五”开局之年，也是天能进一步打造变革创新升级版之年。当前，我们正处于一个大变革的崭新时代，互联网、大数据、云计算等多点突破和融合互动正推动新产业、新业态、新模式的蓬勃兴起，我们只有增强忧患意识，积极拥抱变化，摆脱思维惯性和路径依赖，找准突破口，创造发展新模式，才能永葆企业的生机与活力。

勇立潮头再发力，砥砺奋进开新篇。站在新的起点上，天能大力开展“全球引智”和技术创新，持续推进精益管理，加快发展新能源锂电产业和蓄电池回收处理等循环经济。一直以来，我们坚持在改革中统一思想，在变革中增强信心，敏锐洞察经济形式变化，以质量效益为中心，以变革创新为主线，以传统产业高端化和新兴产业规模化方向，抢抓机遇，真抓实干，全力打造传统产业、新兴产业“双引擎”，确保实现企业的转型升级。

面对已经到来的下一个30年，我们将继续致力于让天能成为受人尊敬的“价值型企业”。我们将持续推动提升公司治理和精益管理水平，推动企业社会责任与企业发展战略和经营业务的融合；持续推动责任品牌战略，塑造天能能量无限、坚韧不摧、热心社会、创新进取、倡导绿色环保的企业公民形象。

凝聚大智慧，激发新动能。我们将继续以“责任为魂，创新共赢”为核心价值观，以“绿色能源、驱动世界”为企业使命，以“全球新能源行业引领者与规则制定者”为企业定位，坚持“创新、协调、绿色、开放、共享”的发展模式，矢志不渝，艰苦奋斗，成为全球领先的绿色能源解决方案商，打造天能的百年基业。

Chairman Speech

2016 is the 30th anniversary of Tianneng entrepreneurship. Over 30 years, Tianneng group has adhered to the business model of innovation and leading, craftsmen manufacturing, and low carbon green with the deepening of national reform and opening up. All Tianneng employees have thrown themselves into the two "battles" of industrial upgrading and technological innovation with striver style, full and pragmatic spirit, opened a new field to the industrial development, and grabbed the commanding heights of science and technology industry.

2016 is the start of "the thirteenth five-year plan", and is also the year that Tianneng further built the innovative and upgrading version. At present, we are in a new era of great change. The multipoint breakthroughs and interaction of the Internet, big data and cloud computing are booming new industries, new forms and new modes. Only through strengthening the suffering consciousness, actively embracing change, getting rid of the thinking inertia and path dependence, capturing sally port, creating new development model, the vigor and vitality of the enterprise could be remained.

Courageously stand at the tidehead and generate power again, temper and bravely open the new chapter. Standing at a new starting point, Tianneng vigorously carries out "global introduction of intelligence" and technological innovation, continuously advances the lean management, speeds up circular economy of the development of new energy lithium electricity industry and battery recycling. For a long time, we adhere to the unified thought in the process of reform, enhancing confidence in change, and keen insight into the economic situation changes, centered with the quality benefits, taking innovation as the main line, directed by the high-end of traditional industry and emerging industries scale, seizing opportunities, working diligently, forging "twin-engine" of traditional industries, emerging industries with full efforts, and finally make sure to realize the transformation and upgrading of the enterprise.

Facing arrival of the next 30 years, we continue to focus on making Tianneng become a respected "value-oriented enterprise". We will continue to push to improve company governance and lean management level, promote corporate social responsibilities and integration of enterprise development strategy and business; Continue to push the responsible brand strategy, shape corporate citizenship of infinite energy, perseverance, enthusiastic social, innovative and enterprising, and advocating green and environment protection.

Condense great wisdom, stimulate new energy. We will continue adhering to the core value of "responsibility as the soul, innovation and win-win", the enterprise mission of "green energy, driving the world", and the enterprise position of "global new energy industry leader and rule-maker", and adhering to development model of "innovation, coordination, green, open, sharing", unswervingly, struggle hard, to become the world's leading green energy solutions business, create the century foundation of Tianneng.



公司概况

COMPANY PROFILE

公司简介
About Us

发展理念
Development Idea

组织框架
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年度荣誉
Annual Honors

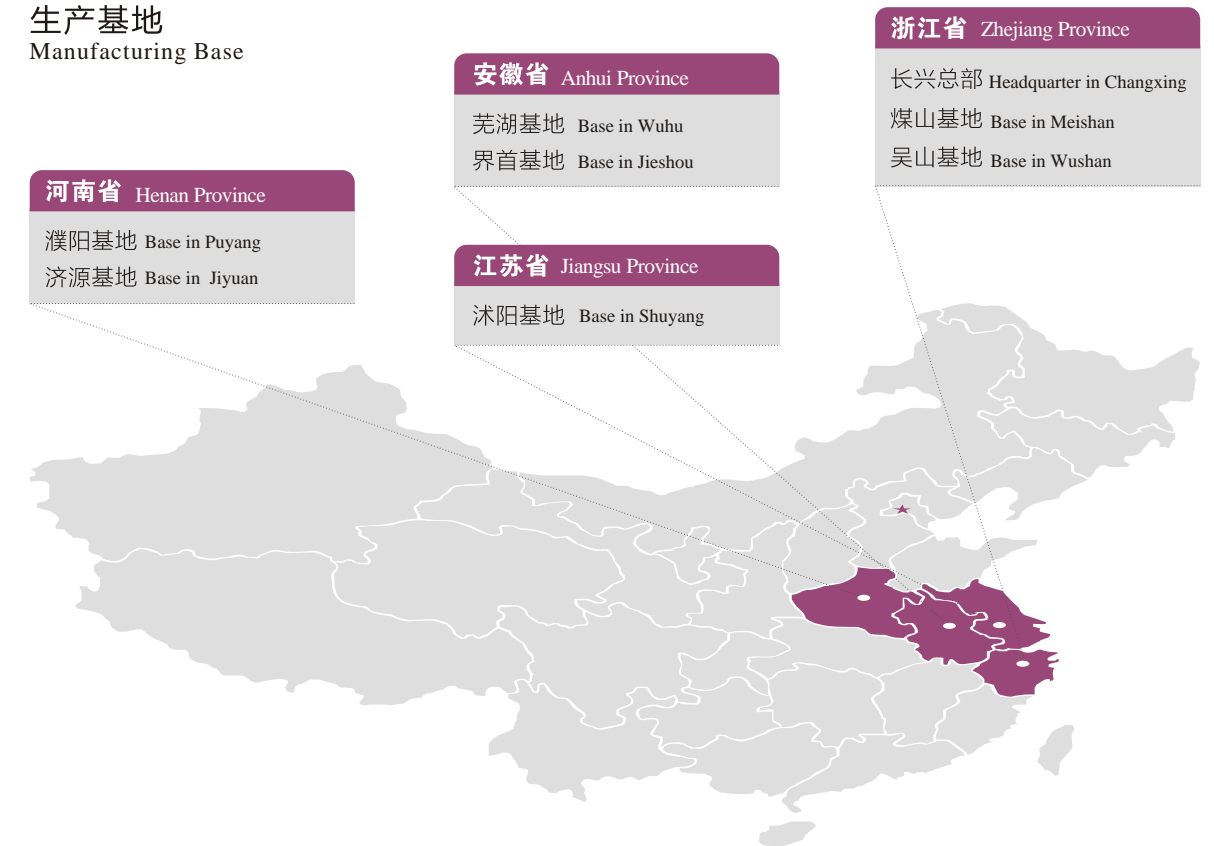
公司简介 About Us

天能成立于1986年，地处长三角腹地——“中国绿色动力能源中心”的浙江长兴，经过三十年的发展壮大，已成为以电动车环保动力电池制造为主，集锂离子电池，风能、太阳能储能电池以及再生铅资源回收、循环利用等新能源的研发、生产、销售为一体的实业集团，是中国最大电动车动力电池供应商。2007年6月11日，天能动力在香港主板成功上市（00819.HK）。公司现已拥有浙、苏、皖、豫四省八大生产基地、23家境内子公司、3家境外子公司、近2万名员工，总资产120亿元，综合实力位居世界环保与新能源产业中国影响力企业100强、全球新能源企业500强、中国企业500强、中国制造业企业100强、中国民营企业500强、中国电池工业10强。2016年，公司销售收入突破215亿元。

Tianneng was established in 1986, located at Changxing, Zhejiang Province, which is hinterland of Yangtze River Delta - "China Green Power Energy Center". After three decades of development, it has become an industrial group integrating research and development, production, and sales of electric power battery, lithium-ion batteries, wind energy and solar energy storage battery and lead renewable resources recovery, recycling and other new energy, and has become China's largest electric power battery supplier. On June 11, 2007, Tianneng was successfully listed on Hong Kong mainboard (00819 HK). At present, the company has eight production bases distributed at Zhejiang, Jiangsu, Anhui, and Henan, 23 wholly owned subsidiaries, three overseas subsidiaries, nearly 20000 employees, and total assets of 12 billion Yuan. As for comprehensive strength, the company occupies the world environmental protection and new energy industry influence Top 100, global new energy enterprises Top 500, China enterprises Top 500, China manufacturing enterprises Top 100, China private enterprises Top 500, China battery industry Top 10. In 2016, the company's sales revenue breakthrough 215 million yuan.



生产基地 Manufacturing Base



产品布局 Product Composition



业务布局 Business Layout



天能深耕国内市场，积极布局全球业务，形成了较为完善的全球化营销网络系统。

在国内，天能建有近2000家独家分销商，形成了经营实力雄厚、稳定扎实的营销合作伙伴网络。

国际上，天能电池通过配套出口及自营出口等多种形式成功进入国际市场，业务已深入欧洲、中东、东南亚、美洲等市场。

Tianneng elaborately cultivates the domestic market, actively distributes global business, and has formed a relatively perfect global marketing network system.

At home, Tianneng has built nearly 2000 exclusive distributors, and formed stable and solid marketing partner network with strong management strength.

Internationally, through mating exports and self-support exports, etc., Tianneng battery has successfully entered the international market, the business has deepened into Europe, the Middle East, southeast Asia, the Americas and other markets.

发展理念 Development Idea

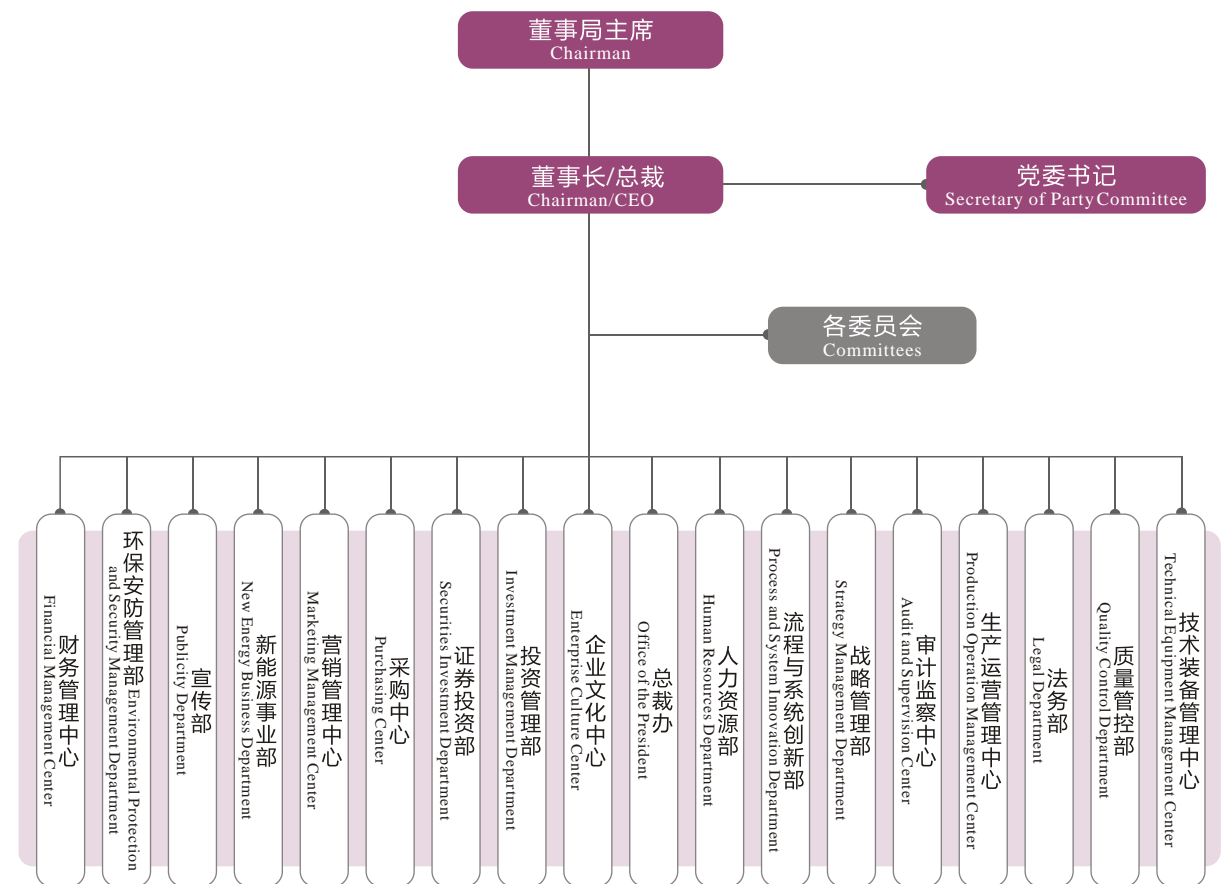


组织架构 Organizational Structure

在天能电池集团有限公司的基础上，天能动力负责管理天能出资建设的八大生产基地（包括天能电池集团有限公司），建立了完善的法人治理机构，形成了各司其职、各负其责、有效制衡的运营机制，依法经营和维护各相关方的利益。

Based on Tianneng Battery Group Co., Ltd., Tianneng Power is responsible for the eight major production bases (including Tianneng Battery Group Co., Ltd.) in 2010, which is invested and constructed by Tianneng. We have set up perfect corporate governance mechanism, formed the operation mechanism of each performing its own functions, individually taking its own responsibilities and effective checks and balances, operated and maintained the interests of all parties in accordance with the law.

天能集团总部组织架构图
Tianneng Group Headquarter Organization Chart





年度荣誉 Annual Honors

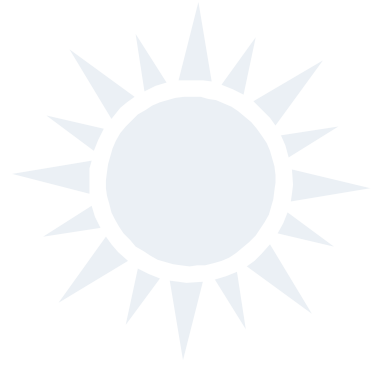
2016年天能获得荣誉 Tianneng Honors of 2016

荣誉名称 Honor Name	颁发部门 Issue Department
国家知识产权运用标杆企业 Benchmarking Enterprise Of State Intellectual Property Utilization	工信部 Ministry of Industry and Information Technology
国家专利运营试点企业 Pilot Enterprise of State Patent Operation	国知局 State Intellectual Property Office of the P.R.C
国家铅蓄电池责任者延伸试点 Extending Pilot of State Lead Accumulator Author	工信部 Ministry of Industry and Information Technology
中国轻工业百强14位 14th of China Light Industry Top 100 Enterprises	中国轻工业联合会 China National Light Industry Council

荣誉名称 Honor Name	颁发部门 Issue Department
2016浙商全国500强 National Top 500 of Zhejiang Merchants in 2016	浙商 Zhejiang Merchants
中国质量标杆企业 China Quality Benchmarking Enterprise	工信部 Ministry of Industry and Information Technology
2016年两化融合管理体系贯标试点企业 Pilot Enterprise of Implementing Standard of Management System of Integration of Information Technology and Industrialization of 2016	工信部 Ministry of Industry and Information Technology
中国电子信息百强企业（11位） China Electronic Information Top 100 Enterprises(11th)	中国电子信息行业联合会 China Information Technology Industry Federation
2016年中国500强（297位） China Top 500 of 2016(297th)	《财富》 “Fortune”
2015年中国电池行业百强企业（2位） China Battery Industry Top 100 Enterprises of 2015(2nd)	化学与物理电源行业协会 China Industrial Association of Power Sources
2016年中国民营企业500强（19位） China Top 500 Private Enterprises of 2016(19th)	全国工商联 All-China Federation of Industry & Commerce
中国企业500强（191位） China Top 500 Enterprises(191th)	中国企业家联合会 China Enterprise Directors Association
中国制造业500强（90位） China Top 500 Industries(90th)	中国企业家联合会 China Enterprise Directors Association
天能品牌价值电池行业位列第一 Tianneng Brand Value ranked 1st in battery industry	中国品牌建设促进会 China Council for Brand Development
2016年绿色增长型企业 Green Growth Enterprise of 2016	中国工业产品生态（绿色）设计与绿色制造协会 China Industrial Product Zoology(Green) Design and Green Manufacturing Association
国家技术创新示范企业（复评） National Technology Innovation Model Enterprise Re-evaluation	工信部办公厅 General Office of Ministry of Industry and Information Technology
发明创业奖金奖（电动汽车用纳米气相二氧化硅复合胶体蓄电池） Invent Entrepreneurship Award(nanometer gas phase silicon dioxide compositing gel battery applied in electric car)	中国发明学会 China Invent Society
知识产权贯标复审通过 Pass Intellectual Property Implementing Standard Re-evolution	中知（北京）认证有限公司 Zhongzhi (Beijing) Authentication Co.,Ltd.
张天任同志“（2015-2016年度）全国优秀企业家” Zhang Tianren “2015-2016 Nationwide Excellent Entrepreneur”	中企联 China Enterprise Confederation
张天任“2016年全国电子信息行业优秀企业家” Zhang Tianren “2016 Nationwide Excellent Entrepreneur in Electronic Information Industry”	中国电子企业协会 China Electronics Enterprise Association

荣誉名称 Honor Name	颁发部门 Issue Department
中国首批轻工业重点实验室(锂离子动力电池及系统) China's First Batch of Light Industry Key Laboratories(Lithium-ion battery and system)	中轻联 China Light Industry Council
国家知识产权贯标 National Intellectual Property Implementing Standard	中知认证 Zhongzhi (Beijing) Authentication Co.,Ltd.
入选《汽车动力蓄电池行业规范条件》企业目录第三批 Be selected by the third batch of "Automobile power storage battery industry specifications" enterprise catalogue	工信部 Ministry of Industry and Information Technology
发明创业奖金奖(新能源汽车用高性能磷酸铁锂动力电池及系统) Invent Entrepreneurship Award(high performance lithium iron phosphate power battery and system applied by new energy vehicles)	中国发明学会 China Invent Society
发明创业奖金奖(新能源汽车用高比能高功率锂离子电池) Invent Entrepreneurship Award(high performance lithium ion battery applied by new energy vehicles)	中国发明学会 China Invent Society
第九届国际发明展览会优秀发明项目专项奖 Excellent Invent Special Project Award of 9th International Invent Expo	中国发明学会 China Invent Society
国家知识产权优势企业 Superior Enterprise of National Intellectual Property	知识产权局 Intellectual Property Office
中国专利优秀奖(一种蓄电池回收处理系统) Honorable Mention of China Patent (a storage battery recycling and disposal system)	科技部 Ministry of Science and Technology
国家铅蓄电池责任者延伸试点 Extending Pilot of State Lead Accumulator Author	工信部 Ministry of Industry and Information Technology
国家级高新技术企业 National Level New High-tech Enterprise	江苏省科技厅 Science and Technology Agency of Jiangsu Province
国家知识产权优势企业 Superior Enterprise of National Intellectual Property	知识产权局 Intellectual Property Office
全国民营企业文化杰出贡献奖 Outstanding Contribution Award of National Private Enterprise Culture	中国企业文化研究会 China Research Institute of Enterprise Culture
全国民营企业文化建设三十佳企业 Top 30 of National Private Enterprise Culture Construction	中国企业文化研究会 China Research Institute of Enterprise Culture
全国民营企业文化建设优秀人物(张天任) Model of National Private Enterprise Culture Construction(Zhang Tianren)	中国企业文化研究会 China Research Institute of Enterprise Culture

荣誉名称 Honor Name	颁发部门 Issue Department
浙江省制造业网络营销示范企业 Model of Zhejiang Manufacture Industry Network Marketing	浙江省经信委 Economy and Information Committee of Zhejiang Province
浙江省工业大奖 Industry Award of Zhejiang Province	浙江省三会 Three Committee of Zhejiang Province
浙江省信用管理示范企业 Model of Credit Management of Zhejiang Province	浙江省信用促进会 Credit Promotion Committee of Zhejiang Province
浙江省名牌(电动助力车用密封铅酸蓄电池) Zhejiang Famous Brand(Sealed lead-acid battery applied by electric moped car)	浙江名牌战略推进委员会 Brand-name Strategy Promotion Committee of Zhejiang Province
2016年浙江省专利保护重点联系单位 Important Contact Enterprise of Patent Protection of Zhejiang in 2016	浙江省科技厅 Science and Technology Agency of Zhejiang Province
2016年省级两化融合示范企业 Model of Provincial Level of Integration of Information Technology and Industrialization	浙江省经信委 Economy and Information Committee of Zhejiang Province
浙江省领军型创新团队 Leading Innovative Team of Zhejiang	浙江省科技厅 Science and Technology Agency of Zhejiang Province
浙江省名牌(电动汽车用锂离子电池) Zhejiang Famous Brand(lithium ion battery applied by electric car)	浙江名牌战略推进委员会 Brand-name Strategy Promotion Committee of Zhejiang Province
浙江省管理创新试点企业 Pilot Enterprise of Management Innovation of Zhejiang	浙江省经信委 Economy and Information Committee of Zhejiang Province
浙江省高端装备制造制造业骨干企业 Key Enterprise of High-point Equipment Manufacturing Industry of Zhejiang	浙高端装备办 High-point Equipment Office of Zhejiang Province
浙江省专利奖(锂镍钴锰钒氧电极材料的制备方法) Zhejiang Patent Award(preparing method of lithium nickel manganese cobalt vanadium oxide electrode materials)	浙江省知识产权局 Intellectual Property Office of Zhejiang Province
浙江省优秀工业产品 Zhejiang Excellent Industrial Product	浙江省优秀工业产品评选委员会 Excellent Industrial Product Selecting Committee of Zhejiang Province
2016年浙江省专利示范企业 Zhejiang Patent Model of 2016	浙江省知识产权局 Intellectual Property Office of Zhejiang Province
浙江省企业社会责任促进会副会长单位 Associate President Enterprise of Enterprise Social Responsibility Promotion Committee of Zhejiang Province	浙江省企业社会责任促进会 Enterprise Social Responsibility Promotion Committee of Zhejiang Province



创新转型 提高可持续发展能力

INNOVATION AND TRANSFORMATION SHARPEN
THE ABILITY OF SUSTAINABLE DEVELOPMENT

聚力创新转型模式

Focus on innovative and transformative pattern

提高绩效管理

Improve performance management level

强化精益运营能力

Intensify lean operation capability

聚力创新转型模式 Focus on innovative and transformative pattern

创新和荣誉成果

重视技术和产品创新，近年来在产品创新、工艺创新均在行业处于领先地位。

近年来，天能先后建立并被评定为国家认定企业技术中心、全国示范院士专家工作站、国家级博士后工作站、省级重点研究院、浙江省绿色动力电源与材料工程技术研究中心、浙江省创新型试点企业、浙江省转型升级引领示范企业等。

Innovative and Honorable Achievements

Attach great importance to the technology and product innovation. In recent years, the company has taken the leading position in product and process innovation in the industry.

Tianneng has successively established and is rated the national enterprise technology center, national experts recognized workstation, national post doctor research station, provincial level key institute, Zhejiang green power source and material engineering technology research center, Zhejiang innovative pilot enterprise, Zhejiang transformation and upgrading demonstration enterprise, etc.



目前，天能已承担了13项国家重点新产品项目，11项国家火炬计划和4项国家星火计划项目，列入省级新产品和高新技术产品130余项。累计拥有授权专利1681项，参与制定各类国家级行业标准50余项。

Now, Tianneng has undertaken 13 national key new product projects, 11 national torch plan and 4 national spark plan project, and has more than 130 items included in the provincial new products and high-tech products. The company has accumulative total 1681 authorized patents, and participated in the compilation of more than 50 items of various national industry standards.

提升绩效管理 Improve performance management level

天能坚持走质量效益型和创新道路，通过绩效改进执行“制订改进计划、实施改进项目、评价改进成果”三个步骤，确保战略管理层、系统管理层、操作执行层三个层次的绩效改进。

通过有组织有计划的实施过程保证，激发广大员工参与的积极性，并有序推进改进活动步入良性循环通道。

Tianneng adheres to the road of quality-benefit type and innovation and development. Through the performance improvement, the company performs three steps of "making improvement plan, implementing improvement project, evaluating improvement efforts", to ensure performance improvement of three levels of strategic management, system management, and operation execution.

Through guarantee of organized and planned implementation process, the company has aroused the enthusiasm of the employees to participate in, and orderly advanced improvement activities into the benign circulation channel.

绩效组织体系 责权清晰 Performance Organizational System Distinct Rights and Obligations

建立职能制度体系 确保职能清晰 Establish function system, ensure clear functions	建立目标责任体系 确保责任对等 Set up target responsibility system, ensure the equal responsibility	建立权限分配体系 确保权利均衡 Set up permissions distribution system, ensure the right balance
<p>本着权责对等的原则，努力营造授权氛围，鼓励授权，提高工作效率，并使之制度化，在《公司章程》、《组织架构图》以及《岗位说明书》中，明确了各岗位的权利和责任。</p> <p>Based on the principle of accrual equivalence, the company pays efforts to build authorized atmosphere, encourages authorization, improves work efficiency, and makes it institutionalization, the "company's articles of association", "organization chart" and "job description" have explicated the rights and responsibilities of each position.</p>	<p>天能把年度目标责任书分解为两大指标体系（经济指标、管理指标）共六项指标，各分管领导与公司签订目标责任书，作为各分管系统年度目标任务。分管领导把目标责任书进行分解并与分管下属职能部门负责人签订目标责任书，各职能部门再进一步分解落实。做到千斤重担人人挑、人人肩上有指标的目标管理模式及责任体系。</p> <p>Tianneng has divided the annual target liability statement into two major index systems (economic indicators, management index), a total of six indicators. Each leader need to sign the target liability statement with the company as the annual goal task of the system. Each leader decomposes the target liability statement, and signed target liability statement with the subordinate functional department, which takes further decomposition. Through this, the target management mode and responsibility system that each employee has their own indicators is founded.</p>	<p>建立实施权限分配体系，确保权利均衡。建立了完善的法人治理机构，设有股东大会、董事会、监事会、相关委员会和经理层；制定实施《内控管理制度》、《财务管理制度》等，对各级管理人员的财务审批等权限进行规定和约束；按公司各类管理制度及管理职责规定，承担相应责任和义务。</p> <p>Set up and implement permissions distribution system, ensure the right balance. Set up perfect corporate governance institutions, with the shareholders meeting, board of directors, board of supervisors, the relevant committee and managers; Implement "the system of internal control management", "the system of financial management", etc., conduct rules and constraints of financial examination and other approval authorities of all levels of management personnel; According to the provisions of the administrative duties and all kinds of management system, undertake corresponding responsibilities and obligations.</p>

绩效评审机制 目标明确 Performance evaluation mechanism for specific goals

对“质量指标”的评审 Review of "quality indicators"	主要是对产品综合合格率相关指标的达成情况进行分析，评价质量管理工作业绩； mainly analyze achievement of product comprehensive percent of pass related index, evaluate the quality management work performance;
对“产量指标”的评审 Review of "yield index"	主要是分析月度计划、年度计划的达成情况，评审计划产量的达成率； mainly analyze the monthly plan, the annual plan, review plan production yield rate;
对“成本指标”的评审 Review of "cost index"	主要通过与上一年度对比，分析本年度的月度、年度产品单位制造成本和管理费用比上一年度下降目标的实际差距，确定改进的方向和措施办法； mainly compared with the previous year, analyze the actual gap of this year's monthly, annual product unit production costs and management costs lower than the previous year target, determine the direction and measures of improvement;
对“人力资源管理指标”的评审 Review of "human resource management index"	主要通过员工流失率和生产运营系统关键岗位员工稳定率来评价人力资源管理工作的有效性； evaluate the effectiveness of the human resources management work mainly through the staff turnover and key position employee stability factor of production operation system;
对“企业管理指标”的评审 Review of "enterprise management index"	主要通过管理执行力、考核工作推进情况、管理体系建设、公关关系管理、企业文化建设、重大项目建设等工作的实施进度及成效来评价企业管理工作的有效性； evaluate the effectiveness of the enterprise management work mainly through the implementation situation and achievements of administrative execution and the inspection work, management system construction, public relations management, enterprise culture construction, major projects implementation, etc.;
对“安全指标”的评审 Review of "safety indicators"	主要通过安全事故损失、工伤事故和安全标准化体系建设等管理工作成效来评价安全管理工作成果。 evaluate the safety management work mainly through safety accident loss, industrial injury accident and safety standardization system construction.

强化精益运营能力 Intensify lean operation capability

天能以战略目标为导向，以最大限度地满足顾客、员工、供应商/合作伙伴、社会、股东等利益相关方的要求为关注点，从“设计”、“实施”、“改进”三个阶段对过程进行系统、有效管理。

天能相继引入质量管理体系、环境管理体系、职业健康安全管理体系，采用“PDCA”的管理思想来管理公司的各个过程，对每个过程均按照“识别过程类型、明确过程要求、规范过程流程、评价过程能力、改善过程业绩”的方法来管理和创新各过程。

根据发展方向、战略目标和内外部顾客和各利益相关方的要求，结合市场供求信息、国家、行业相关政策，同时考虑相关过程的技术和能力方面的数据信息，识别、确定了十个价值创造过程的主要要求。

Tianneng is guided by strategic goal, focuses on maximally satisfy the requirements of customers, employees, suppliers/partners, society and the shareholders, and carries out systematical and effective management from three stages of "design", "implementation", "improvement".

Tianneng successively introduced the quality management system, environmental management system, occupational health and safety management system, adopted the idea of "PDCA" to manage each process. For each process, in accordance with "identify process type, explicit process requirements, specify process flow, evaluate process capability, improve process performance evaluation", the company manages and innovates each process.

According to the development direction, strategic objectives and the requirements of internal and external customers and all stakeholders, combining with market supply and demand information, and related policy of the country and industry, at the same time, considering the data of related process technology and the ability, the company has identified and confirmed ten main requirements in the process of value creation.

信息化智能化“两化”融合

集团拥有院士、国家千人计划专才、省千人计划专才、112工程专才、美日韩电池专家、博士等1000人组成的研发团队，依托国家级技术中心、国家认可实验室、国家首批工程研究中心、国家首批锂电池重点实验室、国家级博士后科研工作站、国家级院士专家工作站等高端研发平台，报告期内顺利完成了高镍、NCA三元电池、3500Mah锂电芯、软包电池、轻量化PACK工艺、智能BMS、真黑金铅电池、H6衡科技电池、铅电池连铸连轧等项目研发，累计拥有授权专利1681项，参与制定各类国家级行业标准50余项。报告期内荣获国家优秀专利奖、国家发明创新金奖，并获评“工信部质量标杆企业”、“国家技术创新示范企业”。

Integration of Information Technology and Intelligentize

The Group owns a research and development team consisting 1000 specialists of academicians, national one thousand program specialist, provincial planning specialist, 112 engineering professionals, the United States, Japan and South Korea battery experts, and doctors. Relying on high-end research and development platform of state-level technology center, national recognized laboratories, national first-batch engineering research center, national first batch key laboratory of lithium-ion batteries, state-level post-doctoral scientific research workstation, national experts workstations, during the reporting period, the company has successfully completed the research and development projects of high nickel, NCA ternary batteries, 3500 Mah lithium batteries, soft package battery, lightweight PACK technology, intelligent BMS, real black lead batteries, H6 technical battery, lead batteries continuous casting and rolling project, has accumulative total 1681 authorized patents, taken part in the compilation of more than 50 items of national industry standards. During the reporting period, the company has won the national outstanding patent award, national invention gold award, and was rated as "MIIT quality benchmarking enterprise", "national technology innovation demonstration enterprise".

2016年5月30日，天能集团入选中国工信部2016年两化融合管理体系贯标试点企业，是浙江唯一一家入选榜单的电池生产企业。

On May 30, 2016, Tianneng Group was selected Pilot Enterprise of Implementing Standard of Management System of Integration of Information Technology and Industrialization of 2016 of MIIT, and was the only one to be included in the list of battery production enterprises of Zhejiang Province.

十二五”期间，天能集团大力推进信息化建设，促进信息化和工业化相互渗透、相互融合，将信息技术、自动化技术、现代管理技术相结合，带动电池生产过程控制、产品研发、财务管理、市场销售和物流等信息化和数字化水平。天能集团于2014年启动“机器换人”，对旗下主要生产工艺进行自动化、机械化改造，生产效率获得极大提高。2015年，与来自德国的全球第一大企业管理软件供应商SAP签署了战略合作协议。2016年，借助SAP提供的信息一体化平台，天能全面优化研发、生产、供应链、销售及售后服务等核心业务流程，并在此基础上进一步完善了内部管理，降低了运营成本。

During the "Twelfth Five-year Plan" period, Tianneng Group promoted the building of informatization, promoted the informatization and industrialization mutual penetration, integration, combined the information technology, automation technology, modern management technology, led battery production process control, product research and development, financial management, marketing and logistics informatization and digitization level. Tianneng Group started "machine substitution" in 2014, conducted automotive, mechanized renovation on its main production process, which has greatly improved production efficiency. In 2015, the company signed a strategic cooperation agreement with the world's largest enterprise management software supplier SAP from Germany. In 2016, with the help of SAP information integration platform, Tianneng comprehensively optimized core business processes of research and development, production, supply chain, sales and after-sales service, etc., and on this basis, further improved the internal management, and finally reduced the operating costs.



“一带一路”战略拓展新市场

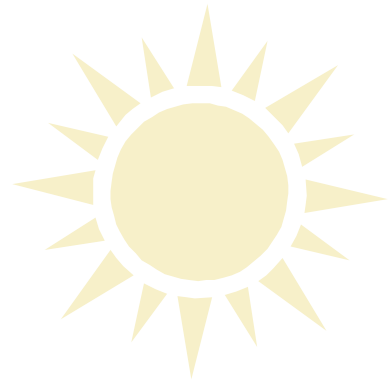
2016年内天能集团实现外贸收入1.32亿元人民币，同比增长8倍，外贸产品主要沿“一带一路”销往越南、印度、菲律宾、马来西亚、孟加拉、土耳其、巴西等国家。

2016年9月13日，天能集团与TREE Movement公司在第十三届中国-东盟博览会的马来西亚馆举行签约仪式，共同推进马来西亚“智慧城市”建设和电动车产业发展。同时本集团积极和施耐德、伊顿等跨国集团合作，为电厂、银行、通信运营商供应工业电池，以及为国际维和部队提供整体电力解决方案。

"One Belt One Road" strategy to expand new markets

Within 2016, Tianneng Group realized foreign trade income of 1.32 million yuan, with year-on-year increase eight times, foreign trade mainly goes along the "One Belt One Road" and exported to Vietnam, India, Philippines, Malaysia, Bangladesh, Turkey, Brazil and other countries.

On September 13, 2016, Tianneng Group and TREE Movement held a signing ceremony in the hall of Malaysia of 13th China-Asean Expo, jointly promote Malaysia "wisdom city" construction and the development of electric vehicle industry. At the same time, the group actively and multinationally cooperates with transnational groups such as Schneider, Eaton to supply industrial battery for power plants, banks, telecommunications operators, and provide the overall power solutions for international peacekeepers.



公司治理 提升产品与服务质量

CORPORATE GOVERNANCE
PROMOTE PRODUCT AND SERVICE QUALITY

诚信合规 强化风险控制
Integrity and Compliance Strengthen risk control

保障产品品质 满足客户需求
Guarantee products quality Meet customer requirements

提升客户服务水平
Improve customer service level

诚信合规 强化风险控制 Integrity and Compliance Strengthen risk control

天能始终把“依法治企、合法经营”作为公司的行为准则，倡导诚信经营，切实按照《公司法》、《产品质量法》、《环境保护法》、《劳动法》等法律法规规范运作，并被评为“浙江省诚信示范企业”。公司聘请了专业的政府机构法律工作者作为公司常年法律顾问，并设立了法务部、审计部，实时对公司的经营决策、经营过程和内部规章制度进行监督、审核。

建立了所有权、经营权和监督权分离和制衡的法人治理结构，并以《公司法》为指导，建立起由股东大会、董事会、监事会、经理层构成的相互依赖又相互制衡的法人治理结构，制定了《公司章程》作为公司治理机构的运行规范。由六位执行董事和三位独立非执行董事组成董事会，明确界定董事、监事及各经营管理层成员，在具体治理和决策过程的权责关系。

Tianneng always adopts the 'managing and operation legally' as the standard of behaviour, advocating faith management according to "Company Law", "Product Quality Law", "Environmental Protection Law", "Labor Law" and other laws and regulations. And was awarded as the "Zhejiang enterprises in good faith management demonstration unit." The company hired a professional government agency legal workers as the company's perennial legal adviser, and set up the Ministry of Justice and the Ministry of Audit to monitor and audit the company's decision-making, business processes and internal rules and regulations timely.

Establishing the Corporate Governance for seperating and restricting of ownership, management and supervision, and establishing the Corporate Governance contained by the shareholders of the General Assembly, board of directors, board of supervisors and managers for interdependence and mutual restrictedness guiding as the "Company Law", making the "Articles of Association" as the operating specifications of governance institutions. Board of directors is gouped by six executive directors and three independent non-executive directors of the board of directors, defining the members of directors, supervisors and management members clearly for making the specific governance and decision-making process of the power relationship.



落实财务责任

根据《公司章程》和国家有关财务管理的政策法规，建立健全公司财务管理体系，并对董事会人员、经理层的财务责任、日常资金运作的审批权限进行了明确规定，通过建立和完善《财务审批管理制度》、《发票报销入账管理办法》、《关于防范往来账款损失风险管理的有关规定》、《内部资金借贷管理制度》等相关财务制度，不断健全和完善财务管理体系和运作流程，规范财务运作；根据《公司章程》和相关财务管理制度，监事会会同审计部对董事会及经理层的财务管理行为实施监督，以规避公司财务风险。

透明经营管理

为维护股东合法的知情权，公司制定了严格的信息披露制度及措施。信息披露的内容分为定期报告和临时报告，定期报告每年披露两次，包括中期报告、年度报告、社会责任报告、环境信息披露报告等；

独立内、外部审计

公司设立了董事长直接领导的独立审计机构，制定了《审计监察管理制度》，明确了各项审计流程。审计部独立开展公司内部的经营管理审计、专项审计、工程承包审计、采购审计、销售审计和财务情况审计等工作，不受任何其它部门的干预和限制。审计部直接向董事会出具审计报告，对审计中发现的问题，及时下达审计决策和整改建议，并进行跟踪检查，形成闭环管理。

天能每年聘请香港德勤会计师事务所为公司提供会计报表审计、净资产验证等相关审计服务。聘请香港天职会计师事务所进行内控审计。外部审计结果由事务所人员直接向董事会汇报，以避免违法违规现象的发生，同时公司积极配合政府相关部门对公司开展的各项审计抽检工作。历年来，在政府部门的审计监督和财税检查中均未发现违规问题，企业形象良好。

Implement the financial responsibilities

Establishing the perfect financial management system of the company and made the financial responsibility of directors and managers and the approval authorities of the operation of the daily funds clearly according to the Articles of Association and the relevant policies and regulations on national financial management, improving the financial management system and operational processes constantly, standardizing the financial operation by establishment and improvement of the "financial approval management system", "invoice reimbursement management approach", "regulations on the loss of accounts receivable risk management," "internal capital loan management system". The Supervisory Committee and the Audit Department supervises the financial management of the board of directors and the managers to avoid corporate financial risks in accordance with the Articles of Association and the relevant financial management system.

Transparent management

In order to protect the legal right to know information of shareholders, the company developed a strict information disclosure system and measures. The contents of the information disclosure are divided into periodic reports and interim reports. The periodic reports are disclosed twice each year, including interim reports, annual reports, social responsibility reports and environmental information disclosure reports and soon.

Independent internal and external audit departments

The company set up the independent audit department lead by the board of directors, ordering the "audit supervision and management system", clearing the audit processes. The Audit Department carries out the internal management audit, special audit, project contract audit, procurement audit, sales audit and financial audit independently, which is out of intervened and limited of other departments. Audit Department issued an audit report to the board of directors directly, and issuing the audit decision and rectification proposals timely once there is any the questions during the audition, and inspection following to be the enclosed management.

Tianneng employs the Hong Kong Deloitte Touche Tohmatsu for the company to provide with the accounting statements audit and net assets verification yearly. Hiring the Baker Tilly China Certified Public Accountants for internal control and audition. The results of the external audit reported by the staff to the board of directors directly to avoid the occurrence of illegal acts, meanwhile, the company cooperates with the relevant government departments to carry out the audit of the company's work actively. There is no irregularities found during the audit supervision and tax inspection and being in good corporate image.

保障产品品质 满足客户需求 Guarantee products quality Meet customer requirements

产品特点

■ 多样化、规格全：公司不断丰富产品种类，适应顾客的需求，从原有的几个型号，发展至目前的60多种规格型号产品。

■ 天能电池具有使用寿命长，深充放性能好等显著优点，产品拥有多项国家专利保护技术，如铅酸蓄电池具有高性能、长寿命，居世界领先水平。

■ 铅酸、锂电池、回收产业：研发推出衡电池、长寿王、长跑王、载重王等新型铅酸产品，真黑金电池荣获国家发明专利授权。三元材料动力锂电池销售量位居中国第四名，成功晋升全国第一方阵。同时积极推进废旧电池回收、固废回收、废水回收、电能回收、废酸液回收，采用国际先进的智能化全自动锂电池生产线和生产工艺，锂电技术和产品性能接近国际先进水平。

Product features

■ Product diversification and with all specifications: the company enriches the product types continuously to meet with the requirements of customers developing from several models to more than 60 kinds products.

■ Tianneng batteries are with the feature of long life, deep charging and in good performance, other significant advantages, the battery is in possession of a number of national patent protection technologies, for example, the lead-acid battery is with high performance and long life, leading the authorities all over the world.

■ Lead-acid battery, lithium battery and being as a recycling industry: Developing the Lead-acid battery, such as Balance battery, Changshou Wang, Changpao Wang and Zaizhong Wang and so on. The Real Black Gold battery won the authority of national invention patent. The sales of The lithium battery with the power of Ternary material ranked the fourth in China, promoting to be the first square formation natioanly. Pushing the recycling of waste batteries, solid waste, waste water, energy and waste acid, using the international advanced intelligent automatic lithium battery production lines and production processes, lithium technologies and making the product performance closed to the international advanced level actively at the same time.



新产品持续发力

各生产基地广泛运用了连铸连轧、绿色内化成、集中供铅浇铸、全自动密封式制铅粉、全密封自动化和膏、机械化分板刷板、机械化包板、自动铸焊等新技术、新装备、新工艺，铅酸生产线成功实现自动化、封闭化、负压化，同时积极推进废旧电池回收、固废回收、废水回收、电能回收、废酸液回收，全员、全过程、全方位推行信息化管理，强化自主经营体建设，降低OEM产能占比，大大提升了生产效率、减少材料损耗和能耗、改善了产品质量、减少了环保风险。同时，新增了工业电池、储能电池生产设备，扩大了铅酸电池的应用推广领域。

2016年，顺利完成了高镍、NCA三元电池、3500Mah锂电芯、软包电池、轻量化PACK工艺、智能BMS、真黑金铅酸电池、H6衡科技电池、铅酸电池连铸连轧等项目研发，累计拥有授权专利1681项，参与制定各类国家级行业标准50余项。

The new products continue to play a role

Every production base used the continuous casting direct rolling widely, formation within green, cast coated with lead centralizedly, lead powder sealed automatically, paste sealed automatically, brush board mechanizedly, pallet mechanizedly, new technologies, new equipment and new technology for automatic welding. Achieving automation, enclosure and subatmospheric for the production line of lead battery successfully, and promoting the recycling of waste batteries, solid waste, waste water, energy, waste acid actively at the same time, carrying out the information management collectively, processly and integratedly, strengthening the owner management, reducing OEM production ratio to enhance the production efficiency greatly, reduce the material loss and energy consumption, improve the product quality and reduce the environmental risks, adding the industrial batteries and the production equipment of energy storage battery, expanding the application field of lead batteries.

Have successfully completed project development of nickelic, NCA ternary battery, 3500Mah lithium core, soft-packing battery, lightweight PACK technology, intelligent BMS, excide battery with genuine? black gold, H6 H-technology battery, continuous casting and rolling for excide battery and other projects, accumulatively obtained 1681 items of authorized patents, and participated in formulating over 50 items of various state-level industry standards in 2016.



2016年12月，天能集团在浙江长兴新建的3GWh新能源汽车动力（储能）锂电池工厂开始投产，全部达产后锂电池总产能将达到5.5GWh。

Tianneng Group began to producing in the new 3GWh new energy vehicle power (energy storage) lithium battery factory in Changxing, Zhejiang in December, 2016. The total production capacity of lithium batteries will be up to 5.5GWh after achieving the output.

提升客户服务水平

Improve customer service level

服务特色 Service Characteristics



公司在全国各地分别设立了超过2000个总经销，负责各地的市场开拓、产品销售服务。
The company has set up almost 2,000 general distributions across the country, and they are responsible for market development and product sales service.



公司在全国各地设立80000家专卖店，统一品牌形象标准，统一标准VI门头，统一宣传海报，条幅等终端物料。增加产品曝光率和消费者亲密接触。
The company has set up 80,000 exclusive shops across the country. Unify brand image standard, standard VI storefront signboard, propaganda poster and scroll and some other terminal materials. Increase product exposure rate and intimate contact with customer.



线上线下结合：天能集团还积极完善营销网络建设。经过30年的努力，天能集团目前已建立起遍布全国的数十万个销售终端所构成的庞大营销服务网络，形成了经营实力较为雄厚、稳定扎实的营销合作伙伴网络，有计划地推进品牌建设进程。
Combination of online and offline development: Tianneng Group also actively perfect the construction of marketing network. Through 30 years of efforts, so far, Tianneng Group has established a large marketing service network composed of hundreds of thousands of sales terminals across the country, formed strong business capacity and stable and firm network for marketing partners and promoted the brand construction progress as schedule.



公司专设物流部门，全部产品实行物流配送服务，并逐年扩大物流车队规模，与专业物流公司合作，配送质量提升。
The company sets up a special logistics department. Through conducting logistics distribution service for all products, expanding the scales of logistics fleet gradually and cooperating with professional logistics companies, the distribution quality has been improved.

顾客关系管理

为加强顾客关系管理，发现和赢得销售机会，天能由营销部门负责定期对市场进行调研，通过调研细分市场，以确定目标顾客和顾客需求，同时通过市场调研得到的数据和信息，制定销售政策。根据销售政策的传达，各销售人员通过各种方式建立营销渠道，并定期向市场部上报顾客资料，建立顾客档案。对顾客反馈的质量、技术问题，营销部及时与质量、技术、生产部沟通协调，并及时与顾客取得联系，给予明确妥善答复，从不推诿和延误。天能坚定不移的把顾客的要求及建议作为质量优先改进的方向和目标，这些都充分体现了以顾客为关注焦点的工作理念。天能依赖优质的服务质量，获得了顾客的充分信任和支持。

Customer relationship management

In order to strengthen customer relationship management, find and win sales chances, marketing department of Tianneng is responsible for researching the market regularly. Through research and market segment, confirm target customer and customer's demands, meanwhile formulate sales policies depending on the data and information obtained from market research. According to the sales policies, various sales personnel try to set up marketing channels through different ways, regularly submit customer materials to the market department and establish customer files. As for the problems on quality and technique fed back by customer, marketing department shall communicate and coordinate with the department of quality, technique and production in time, and then contact the customer to give the customer a clear and proper reply in time. Never shuffle or delay. Tianneng steadfastly regard customer's requirements and advices as the direction and target for preferentially promoting quality, which fully embodies the customer-oriented working philosophy. By virtue of high-quality services, Tianneng has obtained customer's full trust and support.

售后服务和顾客信息管理

建立了400-8788-188免费服务热线，为顾客提供及时快捷的优质服务，并导入产品追溯技术，建立产品条形码管理系统。顾客可以根据电池编号、型号、生产日期、总成号、发货单号中的任何一个信息均可追溯到每只电池的生产、品保、销售等相关信息。此外，天能对出库发运的电池通过编码进行校验，确保不发错货，并有效防止跨区域窜货销售，确保市场秩序不乱，保证各级经销商及分销商的合理利益，确保售后服务的及时、快捷、可靠。

After-sale service and customer information management

Free service hotline of 400-8788-188 has been opened to provide customer rapid and high-quality services in time. By introducing product tracing technology, product bar code management system has been set up. Customer can trace the information on production, quality assurance and sales of every battery according to any one among serial number, model, production date, assembly number and delivery order number. In addition, Tianneng conducts warehouse-out verification for batteries through their serial numbers to avoid any mistake in delivery and prevent cross-regional goods fleeing sales, so that market order, proper interests of dealers and distributors at all levels and timeliness, rapidness and reliability of after-sale service can be ensured.



全员参与质量管理活动

在鼓励员工参与质量管理活动方面，公司从2006年开始，先后先后导入了6S管理、品质管理项目（品质管理委员会）、QCC品管圈、精益生产、提案改善、科技创新项目评选、“五小”创新等管理项目；日常开展了质量知识竞赛、劳动技能竞赛、6S知识竞赛、QCC成果发表会、6S成果发表会、质检师评定评选、质检员技能考试、充电机人员考试竞聘上岗等专业性的质量活动。通过有效实施和开展这些质量文化建设，积极鼓励员工提出合理化建议，参与群众性质量管理活动，改善作业流程，使得全体员工的精神面貌焕然一新，员工素养和责任心得到了显著提高，管理技能和现场管理水平得到了明显提升。且在公司上下形成了全员参与质量管理的良好氛围，真正调动起了员工关心质量、参与质量管理的自觉性、主动性、积极性，使产品质量始终处于持续上升的态势，进而保证产品质量始终满足顾客需求。

All staff participation in quality management activities

As for encouraging staff to participate in quality management activities, the company has successively introduced 6S management, quality management project (quality management committee), QCC quality control circles, lean production, proposal improvement, selection of scientific and technological innovation projects and "five small" innovation and some other management projects since 2006. The company also routinely develops professional quality activities, such as quality knowledge contest, labor skill contest, 6S knowledge contest, QCC achievement presentation, 6S achievement presentation, assessment and selection of quality inspectors, skill examination for quality inspectors and examination and competition for a post for personnel in battering charging machine room, etc. Through effectively carry out and develop these quality culture constructions, actively encourage staff to propose reasonable advices, participate in mass quality management activities and perfect operating procedures. Thus, mental outlook of the staff has been refreshed, quality and responsibility of staff have been obviously improved and management skills and field management level have also been improved obviously. In addition, the favorable atmosphere of all staff participation in quality management has been formed, which really arouses staff's consciousness, initiative and enthusiasm in concerning quality and participation in quality management, keeps constant improvement of the product quality and further ensures that the product quality can always meet customer's demands.



本质安全 节能环保

INTRINSIC SAFETY ENERGY
CONSERVATION AND ENVIRONMENT PROTECTION

健全安全生产管理体系

Improve safe production management system

引领行业绿色循环经济

Lead green circular economy of the industry

践行绿色发展模式

Practice green development pattern

健全安全生产管理体系 Improve safe production management system

天能对于生产全过程始终坚持以“PDCA”循环为管理思路，采取以“走动式”管理（巡查）和制度管理（工艺规程、奖罚制度）相结合的管理模式实施全过程监控，并根据生产流程严格进行控制和管理，确保生产的均衡和稳定。公司凭着多的销量、好的质量和优质的服务在市场上赢得良好口碑。

Tianneng always sticks to the ‘PDCA’ circulation management method, and combine the ‘walking around’ management (Round Check) and systematic management (production instructions and rewards system), implement whole process monitoring and strictly control and manage the production process to ensure balanced and stable production. With more sales, good quality and quality service, the company win a good reputation in the market.



安全和职业健康安全管理过程的设计

按照“安全第一、预防为主、综合治理、和谐发展”的原则，秉着安全生产责任重于泰山，预防胜于救治的理念，天能对安全和职业健康安全管理过程进行合理有效的策划和设计，全面开展安全和职业健康安全管理。

The Design of Management Process of Security and Occupational Health Safety

Fellow the principle of ‘safety first, prevention first, comprehensive management and harmonious development’ and the ideals of ‘Responsibility for production safety is weightier than Mount Tai, and prevention is better than cure’, Tianneng reasonably and effectively plan and design the Management Process of Security and Occupational Health Safety and Comprehensively manage safety and occupational health and safety.

建立应急响应系统，规避风险

根据环境因素、危险源分析和风险评价的结果，公司对可能出现的紧急状态组织起草和修订了事故应急预案（包括综合预案、专项预案、岗位现场应急处置方案），同时，公司每年组织一次应急演练，验证和完善应急预案。

公司建有较为完善的应急救援组织，配备有足够的应急设施设备，定专人负责维护保养，确保需要时能及时提供使用。

Establish Emergency Response System to Avoid Risks

According to the environment factors, analysis of dangerous sources and risk evaluation, the company draft and revise the Accident Emergency Plan (Comprehensive plan, special plan, site emergency response plan). At the same time, the company organizes an emergency drill every year to verify and perfect the emergency plan.

The company has a more complete emergency rescue organization, equipped with adequate emergency facilities and equipment, designated person responsible for maintenance to ensure timely use when necessary.



引领行业绿色循环经济 Lead green circular economy of the industry

2016年12月，天能集团新增回收处理15万吨/年废铅蓄电池清洁化再生技术改造项目成功投产。本集团在浙江、河南的二大回收处理基地南北呼应，旧电池回收处理总产能达到40万吨/年，已经成为全国最大的无害化回收处理废旧铅电池的标杆企业，被国家发改委认定为“全国资源综合利用企业”、“国家循环经济试点企业”、“国家产业振兴重点技术改造项目”，被工信部列为“国家两化融合促进节能减排重点推进项目”，被科技部列为“国家科技支撑计划项目”，经济效益、社会效益、生态效益日益明显。

In December 2016, the Tianneng group successfully modify the 150 thousand tons / year of waste lead-acid battery recycling technology renovation project and successfully put it into production. The group has two recovery processing base in Zhejiang province and Henan province, the capacity of recycling processing old battery totally achieve 400 thousand tons / year. The group has become the biggest benchmark enterprise of harmless recovery and treatment of waste lead batteries in china and be pointed as the ‘National Comprehensive Utilization Enterprise’, ‘National Circular Economy Pilot Enterprises’, ‘National Key Technical Renovation Project’ by National Development and Reform Commission and ‘National Integration of Informatization and Industrialization to Promote Energy Saving and Emission Reduction’ by MIIT, and ‘National Science and Technology Support Program’ by Ministry of Science and Technology. Its economic benefits, social benefits and ecological benefits are increasingly clear.

推行现场6S管理

多年来，先后投入了120余万元与台湾健峰企管集团合作，在全公司范围导入并积极推行6S管理，大力整顿现场工作环境。6S管理的推广应用，不仅改善现场硬环境，最重要的是广大员工的素质和责任心得到了显著提高，管理人员的观念得到了更新，有效的提高了现场管理水平；实现了一流现场、物流畅通、优质高效、展示素养的目标。



Implement Site 6S Management

Over the years, the company has invested more than 1,200,000 yuan to cooperate with Taiwan Jianfeng Business Management Group and introduce 6S Management to the whole company to rectify the work environment. The introduction of 6S Management not just improve the hard environment, but also significantly improve the quality of the staff and their sense of responsibility. The concept of management has been updated and their management level has been effectively improved. 6S Management have achieved the company's goal of first-class scene, smooth flow of logistics, high quality and high efficiency, and display quality.



开展EOCM管理

率先导入实施了EOCM（有效益的环境成本管理），这是中德政府合作的“浙江省企业环保咨询”项目，天能产能全面通过工信部行业准入核查。天能是行业内首家清洁生产试点企业，经过大力整改和布局调整，在2006年10月通过了中德合作项目办、省环保厅、省经贸委的联合审核验收。随着EOCM项目多年来在公司的长期、持续不断开展，“三废”排放量和非产品产出得到大幅度的减少，源头控制成效显著，实现了经济效益、环境效益和组织效益的三赢目标。

Carry out EOCM Management

The company took the lead in the implementation of EOCM (environmental cost management). EOCM is the 'Zhejiang Province Environmental Protection Consulting' project between the government of China and Germany. Tianneng's production capacity through the Ministry of industry access verification. Tianneng is the first cleaner production pilot enterprises in this industry and get through the joint audit acceptance of Sino German cooperation project office, the provincial environmental protection department and the provincial economic and Trade Commission. With the long-term and continuous development of EOCM projects, the "three wastes" emissions and non product output has been greatly reduced, the source is effectively controlled, and the win-win-win goals of economic benefits, environmental benefits and organizational benefits is achieved.

践行绿色发展模式 Practice green development pattern

公司坚持绿色经营，通过环境保护、产品安全、清洁生产，节能减排四大模块践行企业的社会责任。

多年来，公司以高度的社会责任感和行业使命感，认真贯彻和执行国家蓄电池行业关于蓄电池行业环保整顿工作的任务，积极响应国家大力发展循环经济的号召，聘请有资质的单位进行设计和安装环保设施，积极推行清洁生产，重点从改革工艺设计及引进高新设备着手，通过着力加强环保设施建设、加大科技投入改进生产工艺，引进先进生产设备等工程措施，将“三废”消灭在工艺过程之中。同时，通过安装环保在线监控系统、建立内部定期监测制度及日常检查制度，保证环保工作有序开展，致力打造行业环境友好型企业模范。另一方面，天能又根据环境保护以及公司整体发展需要，进行新一轮产业布局规划调整和加快产业结构优化升级，先后投入1.5亿元进行技术改造升级，积极致力于高能环保的新型动力电池——锂离子电池、太阳能风能储能电池的研发和生产，从根本上杜绝污染的产生。不仅解决自身产品的循环利用问题，更是为社会解决了大量废电池回收利用，极大避免因铅污染而出现的社会不稳定现象。同时公司先后顺利通过了浙江省811环境整治验收和浙江省经贸委组织的清洁生产阶段性工作验收，为行业发展树立了榜样，并实现了生态环境保护、职工健康保障、企业生产效率的同步提高，确保了天能的可持续发展。

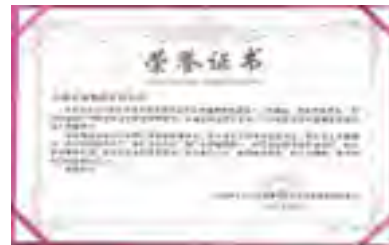
The company adheres to the green business and practice its social responsibility through environmental protection, product safety, clean production, energy saving and emission reduction.

Over the years, the company has a high sense of social responsibility and industry mission, and conscientiously implement the environmental protection rectification work on battery industry, responds to the government's call of vigorously develop the circular economy, hires qualified units for design and install environmental protection facilities, promotes clean production, and destroys the "three wastes" in the process by strengthening the construction of environmental protection facilities, increasing investment in science and technology to improve production process, introducing advanced production equipment. At the same time, the company efforts to build environment-friendly enterprise model through installing online monitoring system of environmental protection, establishing internal periodic monitoring system and routine inspection system to ensure the orderly implement of environmental protection work. On the other hand, according to the environmental protection and the needs of overall development, Tianneng carry out a new round of industrial layout adjustment and accelerates the optimization and upgrading of industrial structure. The company invests 150 million to carry out technological transformation and upgrading, and actively committed to the research, development and production of new power batteries - lithium ion batteries, solar wind energy storage battery, fundamentally eliminate pollution. Fundamentally eliminate pollution. These measures not only solve the problem of recycling of our own products, but also recycling a large number of waste battery for the whole society and greatly avoid the social instability caused by lead pollution. At the same time, the company has successfully passed the '811 Environmental Rectification Work of Zhejiang province' and 'Cleaner Production Stage Acceptance work' organized by Zhejiang Province Economic and Trade Commission organization, set a good example for the development of the industry, and protected the ecological environmental and the health of workers, improved the production efficiency of enterprises and ensured the sustainable development of Tianneng.



公司长期以来一直秉承“以人为本”的管理理念，践行“责任为魂、创新共赢”的核心价值观，在人才招聘、培养选拔、绩效管理、薪酬管理、员工关系等方面建立了具有天能特色的管理文化，积极营造良好的工作环境和人文环境，使员工的个人职业发展与公司的战略规划和规划和发展有机结合。

Constantly adhering to the governing concept of “People First” and practicing the core value of “Responsibility as the fundamental, win-win through innovation”, the company has built up management culture of its own characteristics from the aspects of talent recruitment, talent development and promotion, performance management, and colleagueship. The good working and cultural environment based on it coordinates individual professional development with the company’s strategy planning and development.



幸福企业 增强员工获得感

HAPPINESS CORPORATION
ENHANCE EMPLOYEES’ ACHIEVABILITY

保障员工权益

Safeguard the rights and interests of employees

员工职业发展

Emphasize career development of employees

员工职业健康安全保护

Protect occupational health and safety of employees

增强员工满意度

Enhance satisfaction of employees

保障员工权益 Safeguard the rights and interests of employees

天能认真贯彻执行《劳动法》和《劳动法实施细则》，依法与全体员工签订劳动合同，并将涉及员工利益的基本报酬、工作时间、休假、劳动安全、社会保险与福利、职业培训等内容进行具体规定，有效维护了员工的合法权益，切实落实最低工资、员工养老、医疗、生育、工伤等保障性权益。天能每年召开职工代表大会和工会会员代表大会，通报公司的经营情况和其他相关信息，保证公司的运营透明度，以及员工的参与权、知情权等各项民主权利，执行职工协商等制度，签订《职工工资协商协议》等保障性条款。

Tianneng strictly adheres to and carries out Labor Law and Implementation Rules of Labor Law, and enter into labor contract with all employees based on them, in which specific stipulations are set forth, such as employee basic remuneration, working hours, holiday, social insurance and welfare, professional training and the like. Based on that, employees' legal rights and interests are safeguarded and the company indeed maintains those protection rights and interests such as minimum salary, pension, medical care, maternity and work injury. Tianneng annually holds employee representative meeting and labor union representative meeting to announce its operation status and other relevant information, which ensures its operating transparency, employees' rights to participate and to be informed and other democratic rights, implementation of the system of consultation with employees, and the conclusion of Employee Salary Negotiation Agreement and other guaranty clauses.



员工职业发展 Emphasize career development of employees

天能始终坚持以人为本，不断加大人才培养力度，优化人力资源结构，为公司的持续发展和转型升级提供有力的人力资源支撑和保障。

Consistently based on "People First", Tianneng has gradually put on more efforts on developing talents and optimizing human resources structure, in order to provide solid human resources support for its sustainable development and transformation.

公司一直致力于创建学习型组织，根据战略和目标改进的需要，分层次对各类人员进行系统培训，除定期开展上岗和职业技能知识培训外，还定期地开展技术比武、组织人员进行专业进修、委外培训、到外单位参观学习等多种形式的学习培训活动，扩大视野，丰富知识，提高员工职业技能；同时为了培养和激发公司员工振兴天能、努力创新的开拓精神，进一步提升天能创新能力，促进天能发展，公司制定实施了鼓励员工、奖励员工学习的管理制度及办法，这些鼓励员工学习和创新的措施为提高企业管理水平奠定良好的基础。如公司高层领导带头学习，参加浙江大学、中央党校等著名高校开设的高级总裁班、财务总监班、企业家研修班；管理人员报考研究生、各种职称，参加高级总裁班培训、参加电大学习，工作达到一定年限公司给予报销学费。

公司从2007年即与台湾健峰集团建立合作关系，每年在精益生产、QC活动、团队管理等方面开展有针对性的培训，通过对员工进行有效的培训以及对培训经费的投入，公司所提供与员工的培训次数也逐年增加，公司员工的学历结构逐年提高

The company has been always committed to building up a learning organization. According to strategic and target improvement needs, it divides the employees into different levels and trains them accordingly. Except for regular on-the-job training and professional skills training, the company also conducts skill competition, and for organizing personnel, professional continuing education, outsourcing training, visiting other working units and other learning and training activities from time to time. Those activities broaden employees' vision, enrich their knowledge and improve their professional skills; at the meantime, in order to develop and motivate employees to revitalize it with pioneering spirit, further promote its innovation capacity and development, the company establishes and implements management systems and methods to encourage and reward employees to learn new things, which forges good foundation for enhancing management level. For instance, the management takes the lead in learning; participates advanced CEO classes, CFO classes, entrepreneur training classes set up by Zhejiang University, Party School of the CPC Central Committee and other well-known universities; takes graduate entrance exam and various professional qualification tests and takes advanced CEO training and attend open universities. For the abovementioned learning activities, the company remunerates those who has worked for the company for defined years for their training expenses.

The company established cooperation relationship with Tianwan Jianfeng Group in 2007 and annually conducted specific training in the fields of precision production, QC activity, team management and the like. Through effective trainings for employees and with investment in training costs, those employees got more training by years, and the company's education background structure has been improved by years.



员工职业健康安全保护 Protect occupational health and safety of employees

公司严格执行国家的《中华人民共和国劳动法》、《中华人民共和国安全生产法》、《中华人民共和国职业病防治法》等劳动、安全生产法律法规，对关键工作场所的影响因素进行了识别，并定期进行测量和控制。不断改善员工工作环境中的职业健康安全条件，公司在2009年建立实施了GB/T28001-2001职业健康安全管理体系，在2009年12月份通过了认证，目前管理体系运行成效显著。

天能高度重视安全管理和员工的职业健康安全工作，近年来通过持续改进管理过程，取得了良好的成效。

Strictly adhering to Labor Law of the People's Republic of China, Law of the People's Republic of China on Safe Production, Law of Occupation Disease Prevention and Treatment of the People's Republic of China and other laws and rules on labor and safe production, the company identifies factors influencing key workplaces, and regularly conducts survey and control of them. In addition, it implemented the professional health and safety management system GB/T28001-2001 in 2009 to improve employees' working conditions. The system passed certification in December of 2009, and currently operates with significant effects. Tianneng highly emphasizes safety management and professional health and safety management of employees. In recent years, it received good effects from constant improvement of management process.



增强员工满意度 Enhance satisfaction of employees

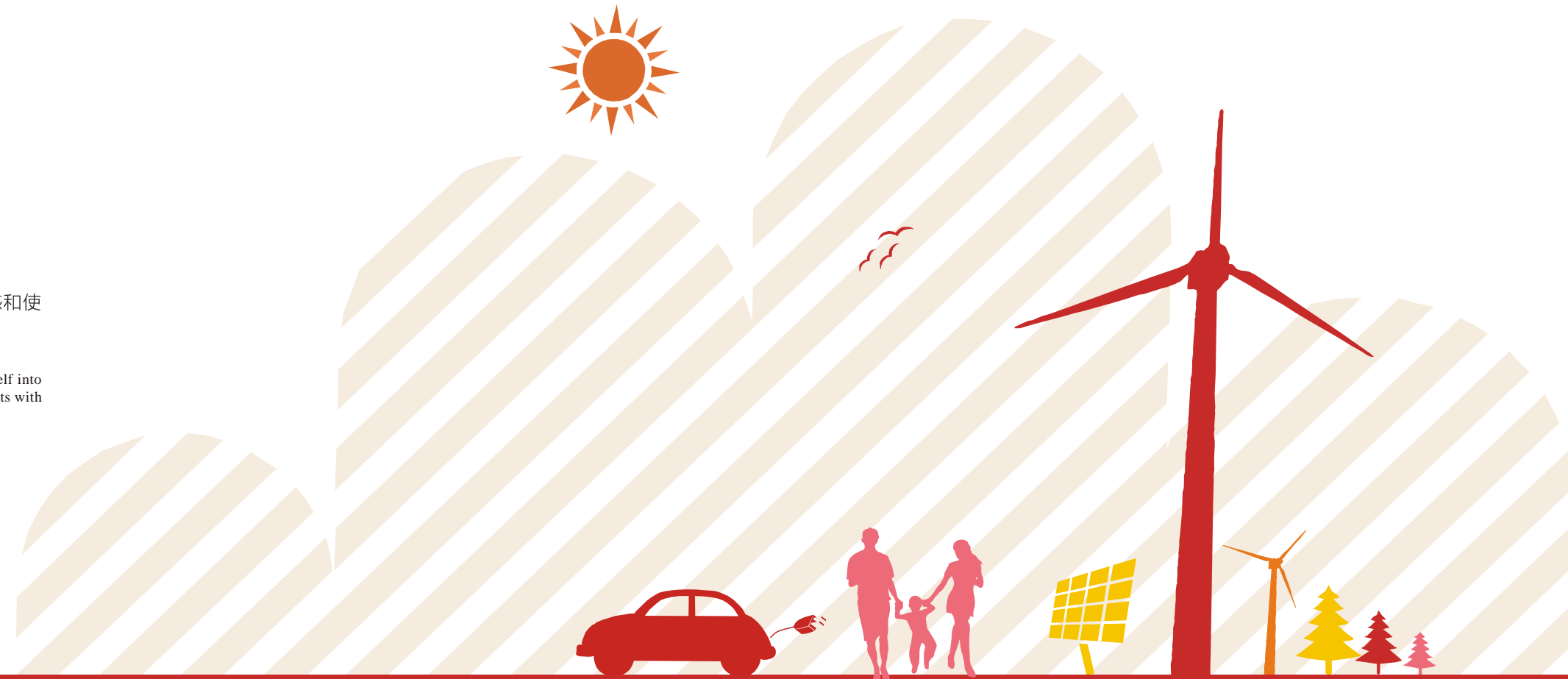
随着公司制度的不断完善，在对员工权益方面提供了强有力的保障。公司不断重视员工权益的保护，提供清洁整洁的员工就业环境，改善员工生活质量，创造和谐的员工办公气氛，推动合理化建议进程以及各类工会组织的活动，关注员工身体健康，定期定点对员工进行体检，为员工答疑解惑，及时处理员工之间的矛盾和意见，并得到了长足的进步。

With the continuous improvement in the company system, a strong guarantee is provided in the employee rights and interests. The company continuously pays attention to the protection of the employee rights and interests, provides a clean and tidy employment environment for the employees, improves the life quality of the employees, creates a harmonious office atmosphere for the employees, promotes the course of reasonable advice and activities organized by the various labor unions, cares for the health of employees, regularly organizes physical examinations for the employees, answers questions for the employees, deals with the contradictions and opinions among the employees and obtains significant progress.



长期以来，天能集团积极响应党和政府的号召，以高度的社会责任感和使命感，积极投身慈善文化建设，推动慈善公益事业健康发展。

For a long time, Tianneng Group actively responds to the call of party and government, devotes itself into the charity culture construction and promotes the healthy development of charities and public benefits with high sense of social responsibilities and mission.



责任公益 推进慈善事业

RESPONSIBILITY AND
PUBLIC BENEFIT PROMOTE CHARITIES

村企共建

Co-build villages and enterprises

改善民生

Improve people's livelihood

社会慈善

Implement social charity

村企共建 Co-build villages and enterprises

新川村，是浙江长兴县煤山镇的一个小山村。以前村民们主要靠卖毛竹的微薄收入维持生计，日子十分贫穷。天能早期是新川村村办企业，是在村级本土上发展壮大的。现在，天能已经成为一个藤在外、瓜在内的‘地瓜型’企业。为感恩家乡、回报村民，天能集团党委书记、董事长张天任亲自兼任新川村党支部书记，带领村民共同建设“美丽乡村”。天能年年拿出不菲资金，并无偿提供各种工程设备，用于村级道路、水渠、小学、公园等基础设施的建设。截止2016年底，天能集团已累计出资近3000万元用于新川村环境的美化、绿化、亮化、洁化、硬化工程。依托村企共建，新川村先后获得了长兴县“奔小康示范村”，湖州市“八有保障”示范村、“文明村”，浙江省“卫生村”、“文明村”、“示范村”、“全面小康建设示范村”等荣誉称号。村民年人均收入达10万元以上。光是新川村就涌现了上百个“百万元户”，十多个“千万元户”。

Xinchuan Village is a small village in Meishan Town, Changxin County, Zhejiang. The villagers mainly used to make a living by the slender income earned from selling moso bamboo. The villagers were very poor. At the early stage, Tianneng is a village enterprise established in Xinchuan Village. Tianneng develops and grows based on the local village level. Now, Tianneng has become a “sweet-potato-type” enterprise with its vines growing outside and potatoes growing in the ground. In order to thank hometown and pay back the villagers, Zhang Tianren, the Secretary of Party Committee and director of Tianneng Group, leads the villagers to jointly construct a “beautiful village”. Tianneng provides good funds to the village every year and provides various engineering equipment for free to develop the village-level roads, channels, primary schools, parks and many other infrastructure. As of the end of 2016, Tianneng Group has accumulatively contributed for nearly 30 million Yuan for the construction of beautifying, greening, brightening, cleaning and hardening in the environment of Xinchuan Village. Relying on the joint construction between the village and enterprise, Xinchuan Village has successively obtained “A model village striving to become the well-to-do” in Changxin Town, a model village of “eight guarantees” and a “civilized village” in Huzhou City, a “hygienic village”, “model village”, “model village with comprehensive well-to-do construction” and many other titles of honor in Zhejiang Province. The average per capita income of the villagers is above 100 thousand Yuan. There are hundreds of millionaires and more than ten-million-Yuan households only in Xinchuan Village.



改善民生 Improve people's livelihood



天能通过办好经济实体，吸纳、安置了近2万名员工就业。其中，长兴籍就有4000多名村民进厂务工。为了将发展成果让职工群众共享，天能集团坚持做到职工收入增加与企业发展速度成正比，职工工资年均增长幅度达10%以上，并对上千名中高层次管理和技术人才实行了股权和期权激励。

为了让员工工作好、生活好，近年来，集团投入资金兴建了图书馆阅览室、健身活动中心，改造升级了员工食堂，建起一栋栋高规格职工公寓，改善了员工生活区；经常组织举办一些员工喜闻乐见的文体活动；为员工建立健康档案，每年安排全体员工体检；开展结对帮扶，设立爱心基金；员工过生日，企业送上蛋糕券，员工生病，公司领导到家里慰问；还组织员工外出旅游和休闲拓展等，增强了员工的归属感。

Through the well development of economic entity, Tianneng has absorbed and arranged employment for almost 20 thousand employees. There are more than four thousand villages coming from Changxingji working in the factory. In order to have the employees shared the development results, Tianneng Group insists that the increase of employee income shall be directly proportional to the developing speed of the enterprise. The average growth range of the employee wages is more than 10%. Besides, Tianneng Group carries out stock and option incentives towards thousands of middle and high level executives and technicians.

In order to have the employees had a good work and life, the Group invests fund to build a library reading room and a fitting center, upgrades the dinning hall for employees, builds a lot of high-standard employee apartment, and improves the living area for employees; often organizes and hosts many cultural and physical activities that the employees are delighted to see; builds healthy records for employees and arranges annual physical examination for staff; expands pair assistance and sets the caring fund; delivers birthday cakes as a present for any employees who celebrate their birthday, and sends condolence in person to the employees who are ill; as well as enhances the sense of belonging by organizing traveling and leisure expansion for employees etc.

社会慈善 Implement social charity

天能积极投身抗震救灾、春蕾儿童助学计划、大学生贫困助学、“好人有好报”道德模范基金等多项社会慈善公益事业。在光彩助学活动中，张天任董事长就一次性结对资助了24位大、中、小学生。2008年汶川、2013年芦山大地震后，天能迅速组织开展向灾区人民和本公司受灾川籍员工的爱心募捐活动。上百名家庭受灾的川籍员工接过公司每人3000元的捐助款时，感动得当场落泪，不约而同地向公司领导深深鞠躬；每年农历大年三十，董事长张天任都会放下手中工作，不是前往煤山镇敬老院给孤寡老人拜年，就是到天能周边的村庄，看望慰问老、弱、病、残等弱势群体。新川村的老人们自1997年以来，已连续19年收到张天任送来的慰问金。

2016年，集团市场营销板块本着“合作共赢，风雨同舟”的理念，通过员工捐助、企业投入等多种渠道，设立了公益基金，定向帮扶市场板块的相关困难人员，与企业共享发展，实施人文关怀。

Tianneng actively devotes itself into earthquake relief work, children study aiding plan of Chunlei, study aiding plan for college students in poverty, moral model fund of “Being good then returning good(Hao Ren Hao Bao)” and various careers related to social charities and public benefits. In one Guangcai study aiding activity, the president Zhang Tianren financially aids 24 college students, middle school students and primary students by paring with the other party. Sichuan employees representing hundred of households from the disaster area are touched into tears while accepting 3000 donor money per people from Tianneng. They happen to make deep bows to the leaders. Every year in the New Year’s eve, the president Zhang Tianren will leave out all his works instead giving New Year’s greetings to the aged people in nursing home of Meishan Town, or visiting the aged, weak, sick, disabled and other vulnerable groups. The aged from Xinchuan Village have received the condolence payment from Zhang Tianren for consecutive 19 years since 1997.

In 2016, based on the idea of “cooperation and mutual benefits, standing together regardless of situations”, the marketing department of the Group has set a non-profit foundation by staff donations, enterprise investment and many other channels to provide directional assistance to employees in difficult conditions from marketing department so that to have them shared the development of enterprise and transact humanistic care.

	3年内认捐数(投资额) 合计(万元) Subscription Amount within 3 years(invested amount) Total(10000RMB)	3年内实际到位数额 (万元) Practical Amount within 3 years(10000RMB)	历年累计到位数额 (万元) Accumulative Amount over the years(10000RMB)
公益(光彩)事业情况 (不重复统计) Public Benefit(Glory) Career(Without Repetive Statistics)	公益事业 Public Benefit Career 500.00	592.53	5800.00 (含实物折价) (including entity converting into money)
	光彩事业 Glory Career 100.00	108.60	360.10
	实施光彩项目投资 Investment of implementing glory project 300.00	300.00	2800.00 (含实物折价) (including entity converting into money)



未来展望

VISION OF THE FUTURE

愿景：全球领先的绿色能源解决方案商

Vision: Leading global green energy solutions provider

坚守实业不动摇，坚持创新不停步，坚持稳中求进总基调，坚持质量效益为中心，坚持创新变革为主线，重点打造铅电池产业集群、新能源锂电池产业集群、循环经济产业集群，加快由生产制造向服务制造转型、由传统企业向平台型企业转型，加快实施“2020发展战略”，加快推进“信息化、精益化、全球化”进程，加快建设行业领先、社会尊重、员工满意的国际化新能源集团。

Stick to industry and stand firm, insist on innovation and never stop, adhere to overall tone of seeking improvement in stability, center on the quality benefits, adhere to innovation as the main line. Focus on building the lead battery industry cluster, new energy lithium battery industry cluster, and the circular economy industry cluster. Accelerate the transformation from product manufacturing to service manufacturing, from traditional enterprise to platform type, speed up the implementation of the "2020 development strategy", accelerate the "informatization, lean, globalization" process, and speed up the construction of international new energy group that is industry-leading, enjoying social esteem and employee satisfaction.



环境、社会及管治报告索引

Reporting guidelines of Environment, society and Governance

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读者反馈表

Feedbacks

尊敬的读者：

感谢您阅读本报告。我们希望倾听您对本报告的意见和建议，以便我们持续改进和提高社会责任工作。

Dear readers:

Thank you for reading the report. We hope to hear your opinions and suggestions on this report, so that we can continue to improve and enhance the social responsibility of ourselves.

1、您认为报告总体上：

In your opinion, overall the report is:

很好 Very good 较好 Good 一般 Average 较差 Poor

2、您认为报告在结构上：

In your opinion, the structure of the report is:

很好 Very good 较好 Good 一般 Average 较差 Poor

3、您认为报告的可读性：

In your opinion, the report is:

很好 Very good 较好 Good 一般 Average 较差 Poor

4、您认为报告的版式设计是否有助于您的阅读：

In your opinion, the format design is:

很好 Very good 较好 Good 一般 Average 较差 Poor

5、您认为报告披露的社会责任信息：

In your opinion, the disclosed information on social responsibilities in this report is:

很好 Very good 较好 Good 一般 Average 较差 Poor

6、您通过报告是否了解公司的可持续发展理念和实践特点：

In your opinion, the concept of sustainable development and practical characteristics are:

很好 Very good 较好 Good 一般 Average 较差 Poor

7、您认为报告对利益相关方关注的问题进行回应和披露的程度：

In your opinion, the extent of information disclosure and response to problems the stakeholders are concerned about is:

很好 Very good 较好 Good 一般 Average 较差 Poor



1、您对报告中哪一部分最感兴趣：
The part you are most interested in:

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2、您想进一步了解的信息：
Information you want to learn much more:

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3、您对我们今后社会责任工作及社会责任报告改进意见：
Your advice to improve our future work of social responsibility and social responsibility report:

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