



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有限公司)

Stock Code 股份代號：1117

2019

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告



報告說明

About this Report

本報告是中國現代牧業控股有限公司[本公司]發布的環境、社會及管治(以下簡稱「ESG」)報告，重點披露本集團於報告期內，在環境及社會風險管理方面的行動和表現，以滿足利益相關方對本集團的期望和要求。

This report is the Environmental, Social and Governance (“ESG”) Report issued by China Modern Dairy Holdings Limited (the “Company”) to focus on the disclosure of the Group’s actions and performance in the aspects of environmental and social risk management during the reporting period to satisfy the expectations and requirements of the stakeholders to the Group.

本公司相信，優良的環境、高水平的社會及管治表現對未來可持續發展、達至長遠目標和為股東創造價值起着決定性影響。因此，本公司在財務表現穩健提升的同時，亦密切關注及貫徹履行企業社會責任及為集團的可持續發展而努力。

The Company believes that good environmental, high-level of social and governance performance are of paramount importance to our future sustainable growth, realizing long-term goals and creating value to our shareholders. Thus, the Company has all along been attentive and persistent in carrying out corporate and social responsibilities and has been fostering a sustainable development of the Group while steadily improving its financial performance.

報告期內，本公司遵守相關環境、社會及管治報告指南所載的條文進行披露，並沒有重大不合規事宜發生。During the reporting period, the Company has complied with the relevant disclosure requirements as set out in the ESG reporting guide and no material non-compliance is identified.

- **報告範圍**
Reporting Scope

報告範圍：本報告以中國現代牧業控股有限公司及其子公司為主體，根據重要性原則內容涵蓋本公司乳牛養殖、原奶生產及下屬各自家牧場經營。

Scope of the Report: This Report is primarily about China Modern Dairy Holdings Limited and its subsidiaries, which covers, with view to its materially, the cow breeding, production of raw milk and the operation of self-owned farms.

報告的時間範圍：2019年1月1日 – 2019年12月31日。

Reporting period: 1 January 2019 – 31 December 2019.



- **編寫依據**

Preparation Basis

報告編製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。

The Report is prepared in accordance with the *Environmental, Social and Governance Reporting Guide* of The Stock Exchange of Hong Kong, and with reference to the *Sustainability 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**

Information in this Report

報告中所有數據均來自現代牧業內部文件和相關統計資料，如數據與本公司年報的不一致，以年報為準。

All data set out in this Report are adopted from the internal documents and relevant statistics of the Company. In case of any data that are inconsistent with our annual report, the latter shall prevail.

- **指代**

Abbreviations

為便於表述和方便閱讀，「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」、「公司」、「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」。

For the convenience of presentation and reading, the words of "Modern Dairy", "company", "the Company/Group" or "we" refer to "China Modern Dairy Holdings Limited and its subsidiaries" throughout this Report. Unless otherwise specified, the currency unit "yuan" in this Report refers to "RMB".

- **確認及批准**

Confirmation and approval

本報告經管理層確認後，於2020年6月26日獲董事會通過。

This Report, after confirmation by the management, has been approved by the Board of Directors on 26 June 2020.



- **報告獲取**

Access to this Report

閣下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 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.

港交所披露官網／Official website of HKEXnews:

<https://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 discrepancies among the different versions, the Chinese version shall prevail.

公司十分重視利益相關方的意見，並歡迎讀者通過以下聯絡方式與我們聯繫。您的意見將協助我們進一步完善本報告以及提升本集團整體的環境、社會及管治表現。

We highly value the opinions from the stakeholders, and welcome readers to contact us through the following contact methods. Your opinions will assist us to further improve this Report and enhance the overall environmental, social and governance performance of the Group.

地址 : 香港銅鑼灣告士打道262號中糧大廈32樓A室

電話 : +852 2851 0525

傳真 : +852 2851 7980

電郵地址 : info@moderndairyir.com

Address : Room A, 32/F., COFCO Tower, 262 Gloucester Road, Causeway Bay, Hong Kong

Telephone : +852 2851 0525

Facsimile : +852 2851 7980

Email : info@moderndairyir.com



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總裁致辭

CEO's Statement

2019年，面對不斷變化的行業趨勢，我們立足自身、面向市場，進行大膽變革，業績全面向好，回歸盈利軌道；2019年，不僅是現代牧業不斷應對挑戰的拼搏之年，也成為現代牧業奮發向上銳意創新的機遇之年。我們依託「牧草種植、奶牛養殖、牛奶加工一體化」全產業鏈模式，引領奶牛規模化養殖行業，成為國內高品質原奶供應商及優質乳加工製造者；我們致力為社會可持續發展貢獻力量，堅持新發展理念，堅持高質量發展，積極應對風險挑戰，統籌推進各項工作，創造良好的經營業績，為股東、客戶、合作夥伴等利益相關方創造更多價值。

In 2019, facing the ever-changing industry trends, we have made bold changes that based on our own strengths and market conditions. The Group's results were turnaround and back to profitability track; In 2019, Modern Dairy made consistent efforts to deal with different challenges, while striving for innovation with various opportunities. Leveraging on the whole-industry-chain model of "Integration of Forage Planting, Cow Breeding and Milk Processing", we have spearheaded the intensive cow breeding industry and became a domestic high-quality raw milk supplier and high-quality milk processing manufacturer; We are committed to contributing to the sustainable development of the society, adhered to the new and high-quality development philosophy, we also actively responded to risks and challenges, coordinated and promoted various projects, created positive operation results, and created more values for shareholders, customers, partners and other stakeholders.

堅持純真鮮活，可持續發展需要高質量產品的支撐。

Adhering to the belief of "Purity, Genuineness, Freshness and Vitality", sustainable development requires the support of high-quality products.

我們始終堅持生產「與眾不同、純真鮮活」牛奶的信念。我們首創「種養加一體化、零距離2小時」生產模式，實現一、二、三產業的零距離無縫鏈接和有機融合，新鮮的優質原奶通過密封無菌管道直達加工車間，確保從擠奶到加工2小時內完成，最大限度地保留牛奶中的營養物質。2019年現代牧業產品「尊貴裝純牛奶」再次捧得被譽為食品界「諾貝爾獎」的世界食品品質評鑒大會(Monde Selection)金獎，創下六連冠記錄，並被授予「國際高質量獎盃」，與此同時，「金獎純牛奶」產品首次參加大會評比，也摘取了金獎的傲人成績。

We always adhere to the belief in producing "distinctive, pure, genuine, and milk. We initiated the production model of "zero-distance integration of forage grass planting, cow breeding and milk processing within two hours", achieving seamless connection with zero distance and organic integration among primary, secondary and tertiary industries. Fresh high-quality raw milk was directly supplied to the processing workshop through the sealed and sterile pipeline to ensure that the course from milking to processing is completed within two hours, which could retain the nutritious substances in the milk as much as possible. In 2019, Modern Dairy's product "Premium Pure Milk" was for the sixth consecutive year awarded the Gold Prize of Monde Selection, which is generally regarded as the "Nobel Prize" in the food industry and was also granted the "International High Quality Trophy". At the same time, the product "Gold Pure Milk" participated in the competition for the first time, and also won the Gold Prize.



推行綠色運營，可持續發展需要環保與效益的有機結合。

Promoting green operation, sustainable development requires an organic integration between environmental protection and benefits.

我們堅持技術創新，確保人、牛、自然的和諧發展，實現好草好牛產好奶。作為國內最大的奶牛養殖企業，現代牧業走出了一條環保、生態、效益相結合的創新之路。我們立足於資源節約、廢棄物零排放目標，構建起一條「飼草種植 - 奶牛養殖 - 糞污處理 - 沼氣發電 - 沼肥還田」的綠色循環產業鏈條，打造出能源自給、資源循環利用的現代高效牧場，實現「牛 - 沼 - 草」農業生態循環。

We insist on technological innovation so as to ensure the harmonious development between mankind, cows and nature, and to achieve quality milk production by raising quality grass and good cows. As the largest dairy farming enterprise, Modern Dairy has embarked a road of innovation which combines environmental protection, ecology and benefits. Based on the goals of resource conservation and zero discharge of wastes, we have built a green recycling industrial chain of "forage planting - cow breeding - manure treatment - biogas power generation - biogas recycled as fertilizer". Our advanced farms are self-sufficient in terms of energy consumption and resource recycling, and we have established an agricultural ecological cycle featured with "cows - biogas fertilizer - forage grass".

攜手員工成長，可持續發展需要人才的保駕護航。

Growing together with employees, sustainable development requires talents to help expand.

我們視員工為最重要的財富和實現共贏的基礎，堅持以人為中心的發展思路，平等僱傭，建立多樣化的人才吸引渠道，充分保障員工權益。我們關注員工健康與安全，對員工負責，關心員工工作與生活，提升員工歸屬感和幸福感。我們給員工帶來廣闊的成長機會，幫助員工成就事業，實現自我價值。

We believe that employees are the most important assets and the basis for achieving a win-win situation. We adhere to the "people-centred" development, equal employment opportunities, and diversified channels to attract talents as well as safeguard employees' rights and interests with full guarantee. Responsible for our employees, we pay attention to the health and safety of our employees and care about employees' work and lives, so as to increase employees' sense of belonging and happiness. We provide broad opportunities of the growth of employees, assist them to make career achievements and realize self-worth.



匯聚各方力量，可持續發展需要協作共贏的舉措。

Gathering synergies from all sides, sustainable development requires collaborative and win-win initiatives.

我們不斷深化全產業鏈合作，客戶、供應商、消費者，以及眾多的合作夥伴都是推動可持續發展的重要力量。2019年，現代牧業引入新希望乳業為第二大股東，繼續打造全產業鏈布局，我們的高品質原奶為客戶的高端產品提供了堅實保障，與客戶一同為消費者創造純真鮮活的體驗。同時，作為企業公民，我們積極承擔社會責任，提供就業、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。

We continue to deepen the cooperation of the whole-industry-chain. Customers, suppliers, consumers, and many partners were important forces to promote sustainable development. In 2019, Modern Dairy introduced New Hope Dairy as the second largest shareholder and continued to build the whole-industry-chain layout. Our high-quality raw milk provided a solid guarantee to customers' high-end products. We worked together with customers to create a pure, genuine, fresh and vigorous experience for consumers. At the same time, as a corporate citizen, we actively assumed social responsibility, provided jobs opportunities, carried out charity and poverty alleviation activities to promote the economic development and improve the living standard of the places where we carried out business, and shared our development achievements with the local people.

展望未來，現代牧業將在堅持「不忘現代初心、牢記牧業使命」的前提下，繼續進行科技創新，提升產品質量，承擔起與消費者科學溝通的重要職責，實現生態可持續發展，推動中國奶業轉型升級。

Looking into the future, with the belief of "keeping Modern Dairy's faith and remembering our missions firmly in mind", Modern Dairy will continue to carry out technological innovation, improve product quality, assume the important role to communicate with consumers scientifically, and achieve ecologically sustainable development and promote the transformation and upgrading of China's dairy industry.



關於現代牧業

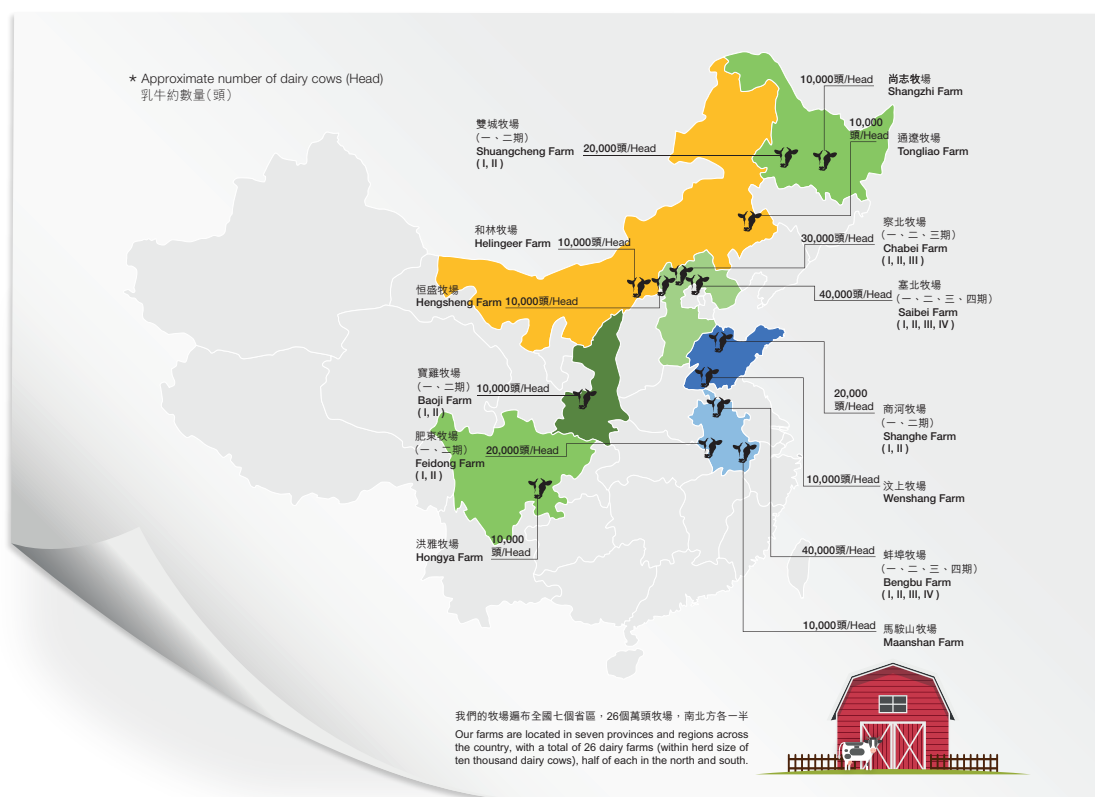
About Modern Dairy

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。依託全球獨創的「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。

Founded in September 2005, China Modern Dairy specializes in cow breeding and milk production, with headquarter in Maanshan City, Anhui Province. It was successfully listed on the Hong Kong Stock Exchange on 26 November 2010 and has become the first listed enterprise focused on dairy cow breeding in the world. Modern Dairy has become the largest dairy farming enterprise, high-quality raw milk supplier and dairy processing manufacturer in China leveraging on the world's first production model of "integration of forage planting, dairy farming 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，長期堅持「專心、專業、專注」於中國乳業發展。在公司整體發展戰略規劃的部署下，截至報告期末，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233,618頭，成乳牛135,185頭，小母牛及小牛98,433頭，年產鮮奶達139萬噸，成乳牛年平均單產10.6噸，總銷量約137萬噸。

Insisting on "attention, professionalism, concentration" philosophy, the Company is committed to the development of China dairy industry under the guidance of the operation and development strategy of "building the world's most advanced farms and producing the world's best milk". Relying on the overall development strategy and plan of the Company, as of the end of the Reporting Period, Modern Dairy has built 26 dairy farms with hard size of ten thousand and more each, with 233,618 cows in total, of which 135,185 were milkable cows, and 98,433 were heifers and calves. An annual fresh milk yield was 1.39 million tons, the average annual milk production volume of milkable cows was 10.6 tons, and the total sales volume was approximately 1.37 million tons.



2019年，現代牧業繼續協助提升中國奶業責任意識。在2019年4月開展的中國奶業發展國際論壇上，現代牧業總裁高麗娜女士做「全力打造中國原奶生產第一品牌」的主題演講，並參加「中國原奶定價機制將如何改變，利益連接路在何方」主體圓桌論壇。7月，第十屆中國奶業大會暨2019年中國奶業展覽會召開，現代牧業作為全球首家以奶牛養殖資源上市、中國最大的奶牛養殖企業亮相。11月，2019年中國奶業D20峰會召開，現代牧業總裁高麗娜女士受邀出席此次峰會，並在光明論壇發表了主題演講，與同仁共議奶業振興大計。

In 2019, Modern Dairy continued to help raising awareness of responsibility in revitalizing China's dairy industry. At the China Dairy Development International Forum held in April 2019, Ms. Gao Lina, the chief executive officer of Modern Dairy, gave a keynote speech on "Fully Building the Top Brand of China's Raw Milk Production" and participated in the key round table forum of "How China's Raw Milk Pricing Mechanism Will Change and Where the Benefits Will Connect". At the 10th Dairy Conference of China & 2020 China Dairy Exhibition was convened in July, Modern Dairy, as the first listed enterprise focused on dairy farming in the world and the largest dairy farming company in China, made its appearance. In November, the 2019 China Dairy Industry D20 Summit was convened. Ms. Gao Lina, the chief executive officer of Modern Dairy, was invited to attend the summit and gave a keynote speech at the Illuminati Forum, and discussed on the dairy industry revitalization together with peer enterprises.

2019年1月16日
16 January 2019

2019年1月16日現代牧業榮獲「金港股最具價值中小市值股公司」大獎
Modern Dairy was recognized as "Most Valuable small and Mid-Cap Company" at the Golden Hong Kong Stock Awards on 16 January 2019

2019年5月5日
5 May 2019

2019年5月5日第六屆「奶牛營養與牛奶質量」國際研討會，現代牧業榮獲「優質乳工程綠色發展獎」
At the 6th International Symposium on "Dairy Nutrition and Milk Quality", Modern Dairy won the "Green Development Award for Quality Dairy Work" on 5 May 2019

2019年4月8日
8 April 2019

2019年4月8日連續六年獲Monde Selection金獎，並捧得國際高品質獎杯
Awarded the Gold Prize of Monde Selection for the sixth consecutive year and was also granted the International High Quality Trophy on 8 April 2019

2019年7月27日
27 July 2019

2019年7月27日第三屆博鰲企業論壇暨2019博鰲女性論壇，現代牧業榮獲「中國十大領軍品牌」大獎，總裁高麗娜女士榮獲「中國經濟十大影響力女性」大獎，現代牧業作為中國奶牛規模化養殖的領先企業，再次獲得了社會各界和專家評審的一致認可。
At the 3rd Boao Enterprise Forum & 2019 Boao Women's Forum, Modern Dairy won the "Top Ten Leading Brands in China" Award, and Ms. Gao Lina, the chief executive officer, won the "Top Ten Influential Women in China Economy" Award. Modern Dairy, as the leading enterprise of large-scale dairy farming in China, has once again recognized by all circles of society and experts on 27 July 2019.



公司治理

Corporate Governance

現代牧業遵守《中華人民共和國公司法》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，建立較為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 complied with the *Company Law of the People's Republic of China* and other national laws and regulations and various regulatory requirements, formulated a complete internal management system, set up the general meeting, board of directors, the Company's 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 operation in accordance with the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange 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.

公司董事會向股東負責，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過程中的經營及財務表現，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。2019年，現代牧業共召開股東週年大會1次，董事會4次。

The board of directors of the Company is responsible to the shareholders and manages the Company in a responsible and effective 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 controlled the operation and financial performance of the Company in realizing strategic objectives, and authorized the chief executive officer and the Company's 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 business to be considered before meeting in order to improve the efficiency of the Board. In 2019, Modern Dairy held 1 annual general meeting and 4 board meetings in total.



廉潔牧業人

Honest Pastoralist

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，從制定反貪污制度、成立專門部門監控、建立多元舉報渠道、業務流程中落實反貪污工作等層面不斷完善反貪污體系，保障廉潔運營。現代牧業專門設立紀檢中心，嚴格管理貪污腐敗問題，保證公司每一位成員堅守商業道德底線。報告期內，公司共組織開展廉潔培訓66次，共計參與7,000餘人次。

Modern Dairy strictly complied with the requirements of the *Criminal Law of the People's Republic of China* and the *Company Law of the People's Republic of China*, adhered to the principles of laws and implemented anti-corruption work from the formulation of an anti-corruption system, establishment of a special department for monitoring, establishment of multiple reporting channels, and business process, so as to continuously improve the anti-corruption system and to ensure corruption-resistant operation. Modern Dairy has specifically set up a discipline inspection centre to strictly manage the issues about corruption and to ensure that every member of the Company upheld to the bottom line of business ethics. During the Reporting Period, the Company totally organized 66 trainings on integrity with more than 7,000 participants.



嚴懲違紀違規案件 Keep a firm hand on cases of irregularities and disciplinary offences

- 2019年現代牧業紀檢中心共計收到案件線索36件，查處直接責任人57人，問責12人。2019年案件調查挽回經濟損失人民幣113餘萬元。
- In 2019, the discipline inspection centre of Modern Dairy received a total of 36 case clues, investigated and punished 57 directly responsible persons, questioned 12 persons. In 2019, those case investigation recovered more than RMB1.13 million in economic losses.



落實反貪污教育 Implement anti-corruption education

- 現代牧業注重教育在先，預防在前，充分發揮廉潔教育工作的作用，上下聯動，促進集團及各牧場管理人員廉潔從業，大力營造反腐倡廉的輿論氛圍。通過組織反腐倡廉大會、廉政培訓、廉潔座談及專項培訓對集團員工進行廉潔教育。
- Modern Dairy paid attention to beforehand education and prior prevention, gave full play to the role of integrity education, linked up all different levels to promote the integrity of the Group and all farm management personnel, and vigorously create an atmosphere for anti-corruption. By organizing anti-corruption conference, training on honest administration, integrity forum and special training, we provided honest education to the Group's employees.



開展專項監督檢查 Carry out specific supervision and inspection

- 針對集團重點業務，進行制度、流程梳理，篩選風險點，對重點業務、重點環節進行跟蹤調查。2019年，各牧場、中心開展招標監督活動296場，僅發現個別招標異常情況。
- For the Group's principle businesses, we sorted out the system and procedures, selected risk points, and conducted follow-up investigations on principle businesses and key stages. In 2019, various farms and centres carried out 296 supervising bidding activities and only a few abnormal circumstances were found during bidding process.

可持續發展管理

Sustainable Development Management

- 可持續發展管理體系

Sustainable Development Management System

在中國奶業高速發展、大步邁進的宏觀背景下，作為中國奶業引領者，現代牧業在打造先進模式上不斷探索。公司董事會高度重視環境、社會及管治相關工作，並對相關策略及匯報負責，包括評估及釐定環境、社會及管治風險，確保公司設立有效的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。

Under the macroscopic background of rapid development and significant advancement of dairy industry in China, as a leader in dairy industry in China, Modern Dairy continued to explore based on an advanced model. The Board paid great attention to the issues of the Company concerning environment, society and governance, and was responsible for the relevant strategies and reporting, including evaluation and determination of environmental, social and governance risks, ensuring establishment of an efficient risk management and internal monitoring system of the Company, regularly reviewing the Company's performance and approving information disclosed in the environmental, social and governance report of the Company. This report was also issued upon reviewed by the Board.

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，負責日常環境、社會及管治工作管理、執行以及績效管理和信息披露。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，參考全球報告倡議組織《GRI可持續發展報告標準》，建立公司環境、社會及管治指標體系，致力於不斷提升相關績效管理水平。

The Company, as authorized by the Board, established an environmental, social and governance working group consisting of members from the headquarter and subsidiary companies, which were responsible for the daily management and execution of environmental, social and governance tasks, performance management and information disclosure. In accordance with the requirements of *Appendix 27 "Environmental, Social and Governance Related Guide"* of the "Listing Rules" of the Hong Kong Stock Exchange and with reference to the "*GRI Sustainability Reporting Standards*" of the Global Reporting Initiative, the Company established an environmental, social and governance index system, committed to continuously improve relevant performance management standards.



願景目標

Visions and Goals

- 集行業經驗，融全球智慧，用科技管理，成就現代牧業養殖加工一體化行業領軍地位。
To combine with industry experience, integrate global wisdom, and adopt technology management to let Modern Dairy become the industry leader of farming and processing integration.

企業使命

Corporate Mission

- 創建世界最先進的牧場，生產世界最優質的牛奶，實現人與自然和諧發展。
To build the world's most advanced farm, produce the world's best milk and achieve harmonious development between human and nature.

管理理念

Management Philosophy

- 高標準、講原則、重執行、抓細節、提效率。
High standards, adhere to principles, attach importance to executions, emphasis on details, enhance efficiency.

質量理念

Quality 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 additives” from the nipple of the cows to the mouths of customers, and ensure consistent quality of the product.
- 真：每一滴原奶都來自於自有規模化牧場，確保使用最優質的工藝加工為最終產品，牛奶真品質。
Genuineness: Each drop of raw milk comes from its own large-scale farm, ensuring that the best quality process is used to produce the final product and ensuring the true quality of good milk.
- 鮮：牛奶的微生物指標越低越鮮，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：牛奶從乳頭到加工的時間越短越新鮮，「活」是可以量化的，現代牧業只用2小時完成全過程。
Vitality: The shorter time from milking to processing, the more vital the milk is. “Vitality” is quantifiable. Modern Dairy completes the whole process in two hours.



• 利益相關方溝通

Stakeholders Communication

現代牧業深知，重視利益相關方關注重點，積極回應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，從而踐行環境、社會及管治管理。

Modern Dairy believed that being attentive to stakeholders' concern and proactive to respond and fulfil their expectations are of paramount importance. We established diversified communication channels with stakeholders to reduce potential social risks, to safeguard the rights and interests of all stakeholders and to implement environmental, social and governance 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 Stock Exchange/Company 投資者會議及路演 Investor conference and roadshow 	<ul style="list-style-type: none"> 透明公開的信息披露 Transparent and open information disclosure 強化投資管理 Enhance investment management 加強企業風險管理 Strengthening enterprise risk management 持續提高價值創造能力 Continuously improve the ability to create value
政府／監管機構 Government/ regulatory agency 	<ul style="list-style-type: none"> 合規經營 Compliance 嚴格的內部控制和風險管理 Strict internal control and risk management 促進經濟發展 Promote economic development 突出社會貢獻 Extraordinary contribution to the society 安全運營 Safe operation 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 加強合規運營 Strengthen compliance operation 加強安全管理 Strengthen safety management 依法納稅 Pay taxes according to law

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
消費者 Consumers	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 公司官網 Official website of the Company 客服熱線 Customer service hotline 客戶滿意度調查 Customer satisfaction survey 	<ul style="list-style-type: none"> 保障消費者權益 Safeguard consumers' rights 保障產品質量 Product quality guarantee 生產公開透明 Open and transparent production
員工 Employees	<ul style="list-style-type: none"> 保障員工權利及權益 Safeguard the rights and interests of employees 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 	<ul style="list-style-type: none"> 勞動合同 Employment contract 信息平台 Information platform 諮詢電話與郵件 Hotline and email 內部月刊 Internal monthly magazine 投訴平台線上線下培訓交流 Online and offline training and exchange of complaint platform 	<ul style="list-style-type: none"> 堅持公平招聘 Insist on equal recruitment 開展員工培訓 Carry out training for employees 優化職業發展渠道 Optimize career development channel 開展員工活動 Carry out employee activities 充分聽取員工意見 Fully listen to all opinions of the employees
供貨商／合作夥伴 Supplier/partner	<ul style="list-style-type: none"> 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 產品質量保證 Product quality assurance 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 Insist on fair and open procurement



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
環境 Environment	<ul style="list-style-type: none"> 堅持綠色運營 Insist on green operation 最小化環境影響 Minimize environmental impact 	<ul style="list-style-type: none"> 環境檢查 Environment inspection 環境信息披露 Environment information disclosure 倡導環保理念 Advocate the idea of environmental protection 堅持可持續發展 Insist on sustainable development 	<ul style="list-style-type: none"> 加強環境及生態保護 Strengthen environmental and ecological protection 堅持可持續發展道路 Insist 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 Insist on advocate green production and office
社區 Community	<ul style="list-style-type: none"> 開展社會公益 Carry out public benefit activities 促進社區發展 Promote community development 	<ul style="list-style-type: none"> 了解社區需求 Understand community needs 制定社區服務規劃 Formulate community service plan 	<ul style="list-style-type: none"> 開展社會公益活動 Carry out public benefit activities 開展社區服務 Carry out community service 促進本地就業 Promote local employment



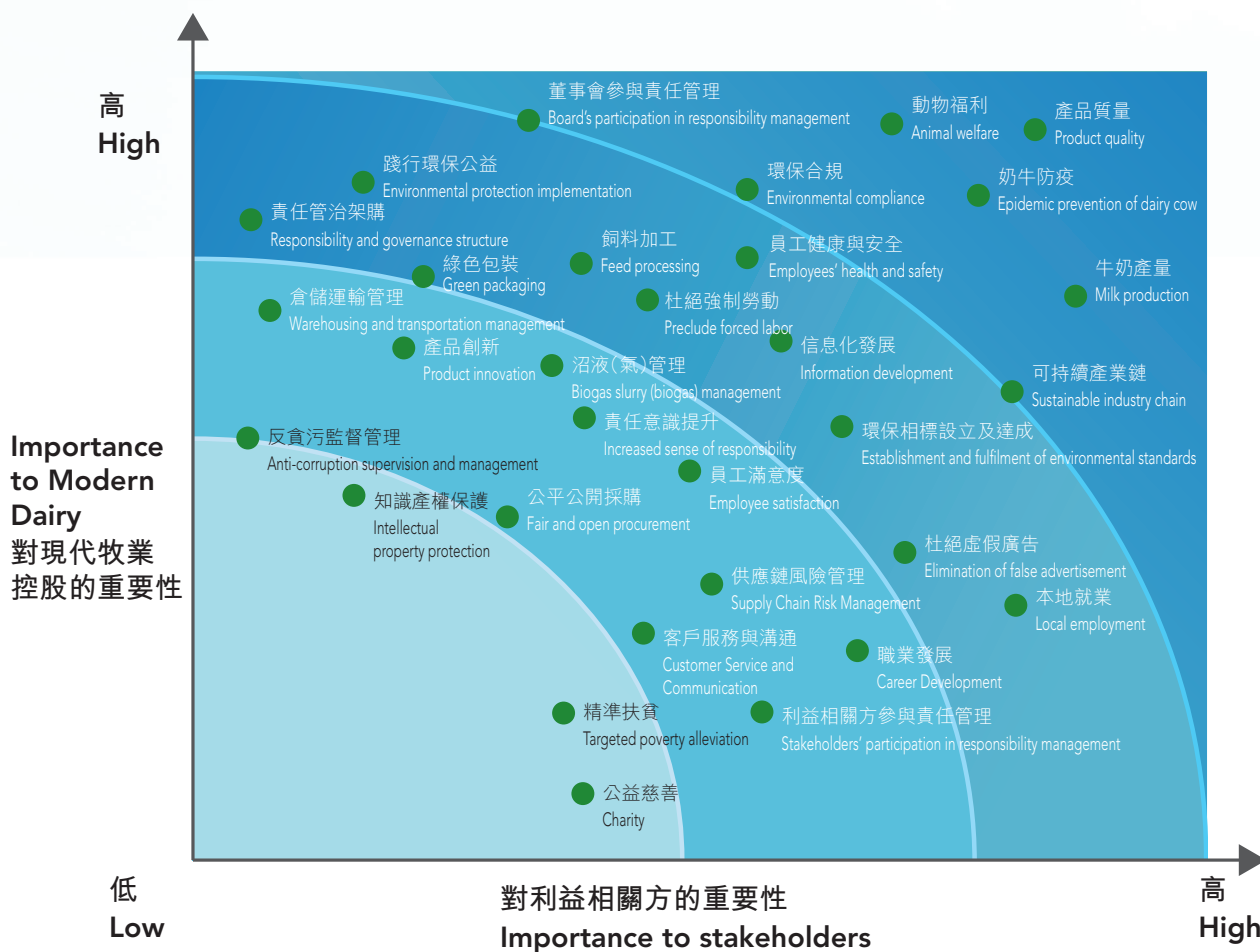
• 實質性議題識別

Identification of Material 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相結合的視角出發，根據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, society and governance, from the perspective of stakeholders and the Company's business, we ranked the issues according to the impact on stakeholders and the impact on the Company to establish the major issues matrix, and then report and formulate coping strategies.

現代牧業重大議題矩陣
Matrix of Important Topics of Modern Dairy



獎項和認可

Awards and Recognitions

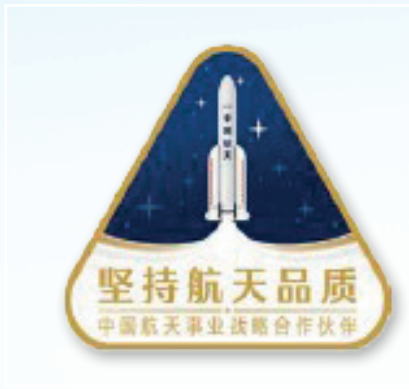
現代牧業是國內首家也是唯一一家巴氏殺菌奶和UHT滅菌奶同時通過國家「優質乳工程」驗收的企業，現代牧業產品「尊貴裝純牛奶」再次捧得Monde Selection(世界食品品質評鑒大會)金獎，創下六連冠記錄，並被授予「國際高質量獎盃」。與此同時，於2018年8月上市的「金獎純牛奶」產品首次參加大會評比，也摘取了質量金獎的傲人成績。

Modern Dairy is the first dairy enterprise whose pasteurized milk and Ultra Heat Treated (UHT) sterilized milk passed the acceptance test of "High-quality Milk Project" at the same time. The Company's "Premium Pure Milk" was for the sixth consecutive year awarded the Gold Prize of Monde Selection and was also granted the "International High Quality Trophy". Meanwhile, the product "Gold Pure Milk" which launched the market in August 2018, participated in the competition for the first time, also won the Gold Prize.



2019年，現代牧業品牌成為「中國航天事業戰略合作夥伴」，標誌著公司的高品質品牌奶充分獲得社會各界的廣泛肯定。

In 2019, the brand of Modern Dairy has been shortlisted as the “Strategic Partner of China Space”, marking that our premium quality branded milk is widely recognized by all sectors of the society.



現代牧業全國首創的頂層設計－「種植、養殖、加工一體化」模式，為瑞士通用公證行SGS認證，目前是中國首家、也是目前唯一一家一體化生產模式並通過SGS認證的企業。現代牧業先進的生產模式通過國際權威檢測機構的嚴苛檢驗後，達到世界級的高標準。

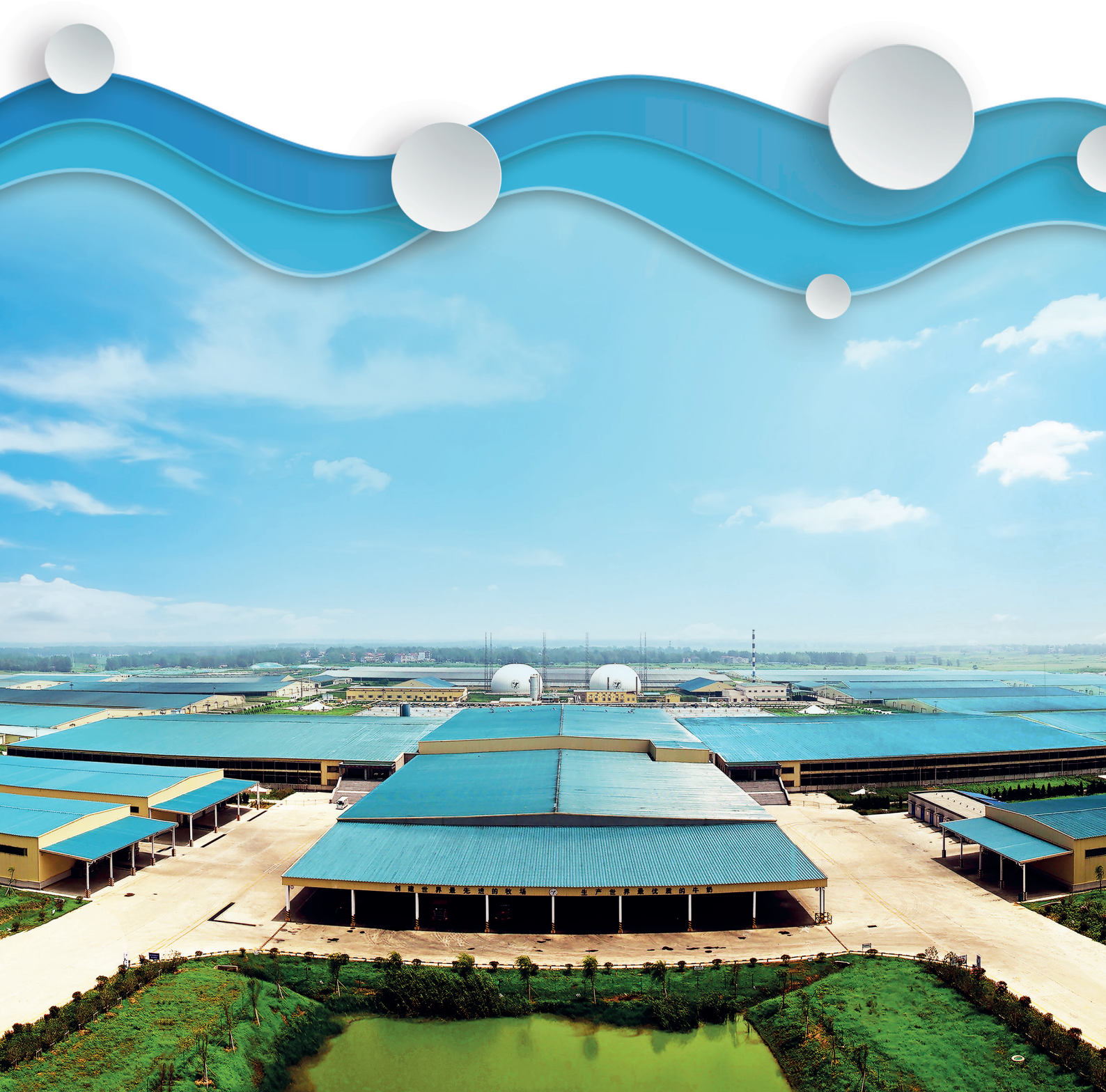
Modern Dairy’s pioneering top-level design in China – “integration of planting, breeding and processing” model, obtained the Swiss SGS certification, as the first and only enterprise at present in the PRC that applies integrated production model with SGS certification. The advanced production model of Modern Dairy has reached the world-class high standard after being strictly tested by international authoritative testing organization.



01

與眾不同 深耕牧場

Deeply Cultivate Farm with Differentiation



智慧牧場全面升級

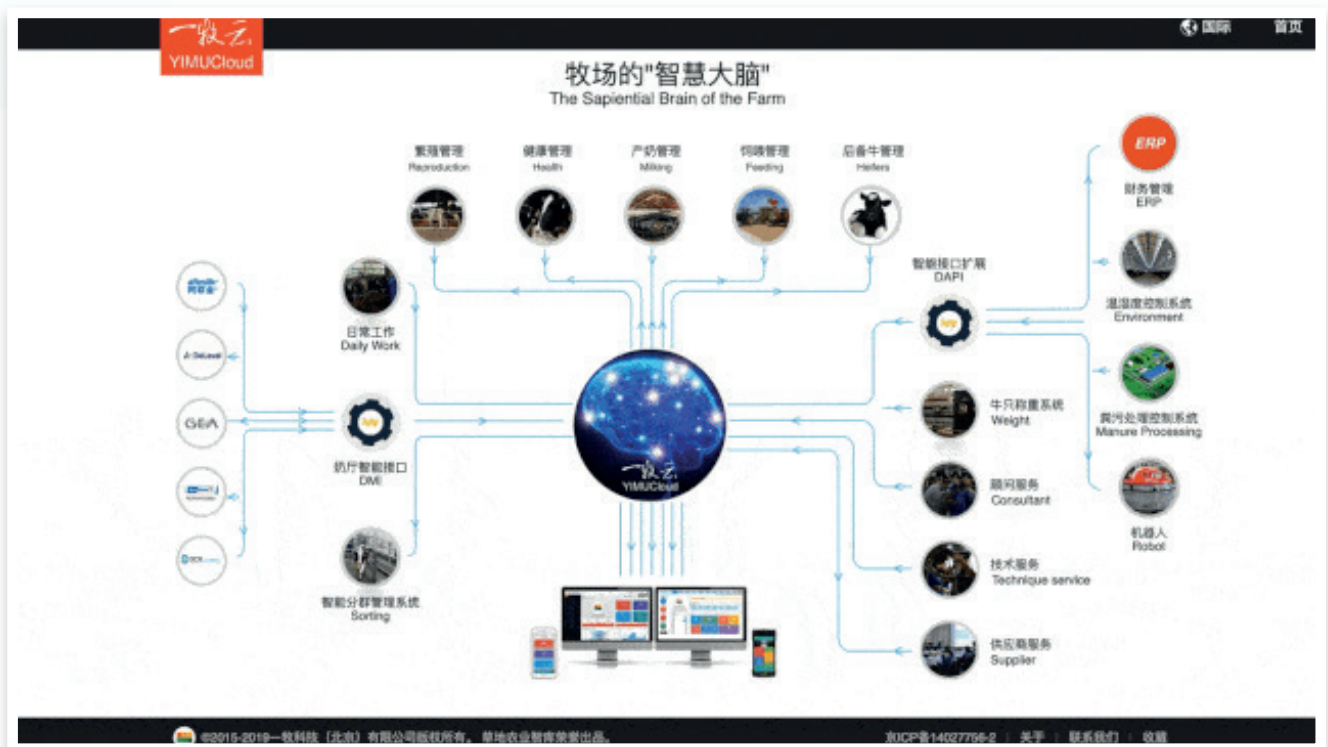
Comprehensive Upgrade of Intelligent Farm

2019年，現代牧業致力打造智慧牧場，通過上線牧場管理系統，靈活運用智能管理技術，使遍布全國的牧場體系的運營與技術可視化、流程操作標準化，將科技融入牧場高效管理工作中，利用大數據等信息技術實現傳統牧場智慧轉型。

In 2019, Modern Dairy was committed to creating intelligent farm. Through the online pasture management system and the flexible use of intelligent management technology, the operation of the pastures throughout the country are visualized and the process operation is standardized. Technology is integrated into the efficient management of the pastures, and big data and other information technologies are used to realize the intelligent transformation of traditional farms.

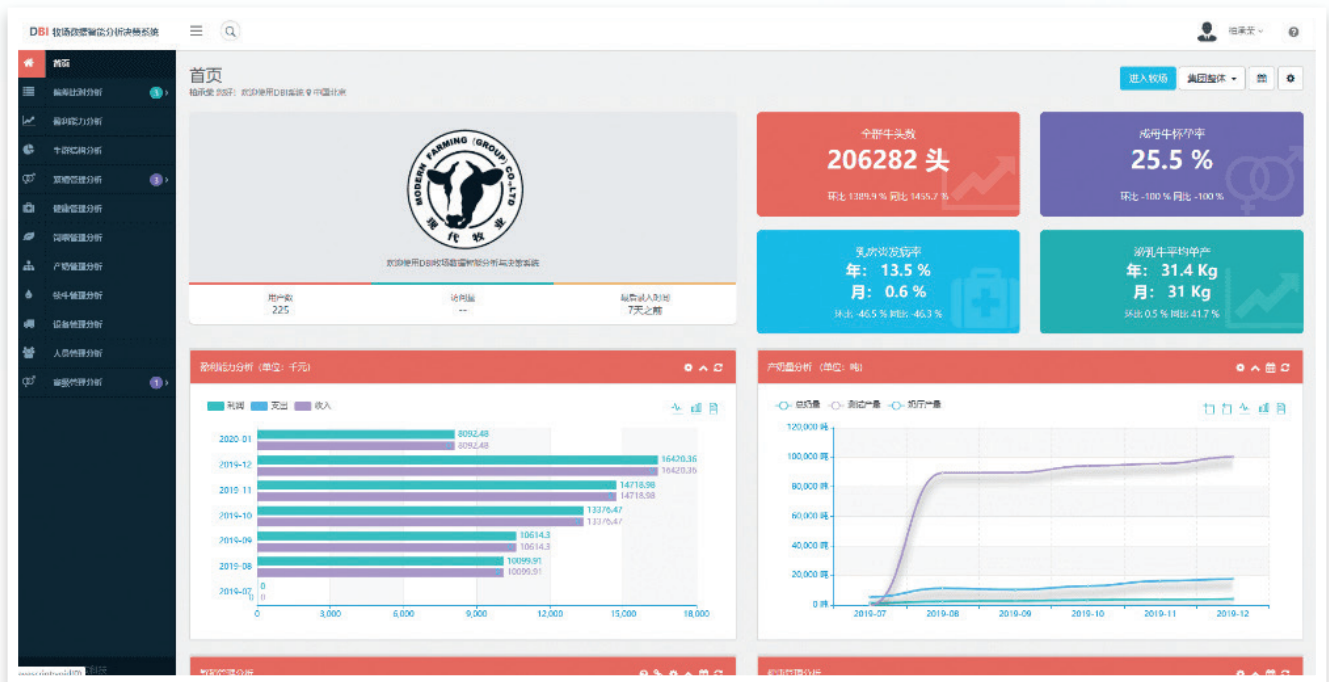
一牧雲系統：報告期內，全面統一管理平台－「一牧雲系統」已在蚌埠、合肥、汶上、馬鞍山、和林、寶鷄、洪雅、塞一、塞二、塞三、塞四、雙城、尚志、通遼等14個牧場上線。作為牧場的「智慧大腦」，能夠將牛隻的日常管理、技術系統監控以及財務等管理技能集合與一身，實現牧場高度信息化協同運作。

YIMU Cloud System: During the Reporting Period, a comprehensive unified management platform, "YIMU Cloud System", was launched in 14 farms including Bengbu, Hefei, Wenshang, Maanshan, Helin, Baoji, Hongya, Saiyi, Saier, Saisan, Saisi, Shuangcheng, Shangzhi and Tongliao. As the "Sapiential Brain" of the farms, it can integrate the daily management of cows, technical system monitoring and financial management, and realize the highly informational and cooperative operation of the farms.



DBI牧场数据智能分析决策系统：通过该系统可在线上对牧场概况如全群牛头数、成母牛怀孕率、乳房炎发病率、泌乳牛平均单产等关键KPI进行实时监控。此外，对于牛群结构分析、繁殖管理分析、健康管理分析、饲喂管理分析、产奶管理分析、犊牛管理分析等方面均可进行实时、准确的把控，对于各个牧场的管理效率及灵敏度提升起到强大的辅助作用。

DBI Farm Data Intelligent Analysis and Decision System: Key KPIs on the overview of the farm such as the total number of cows, the pregnancy rate of milkable cows, the morbidity rate of mastitis and the average milk yield of lactating cows can be monitored online on a real time basis through this system. In addition, the analysis of herd structure, breeding management, health management, feeding management, milk production management, calf management, etc. can be controlled immediately and accurately. It plays a strong complementary role in improving the management efficiency and sensitivity of each farm.



DSmart牛隻智能識別系統：系統上線前，奶牛繁育工作中的同期检查工作一個牛舍至少需要反覆兩遍：尋找牛隻並標記為一遍，打針為一遍，最後找未上頸夾的散牛。DSmart牛隻智能識別系統上線後，應用掃描棒只需一遍即可完成，無需翻耳牌找牛，掃到電子耳標即提示需要處理的方式。原來一舍牛做同期檢查需要2~3小時的工作現在僅需1小時左右就能完成，操作簡單便捷，有效節約了時間，提升了效率。

DSmart Cow Intelligent Identification System: Before the system goes online, at least two cowshed inspections are required for cow breeding: looking for the cow and marking it is counted as one time, while giving the injection is counted as another time. Finally the loose cow without the neck clamp will be identified. After the DSmart Cow Intelligent Identification System goes online, the scanning will be done by scanning the cows with the scanning stick once. There is no need to turn the ear tag to find the cow. Scanning the electronic ear tag shows the way to process it. Previously, it took 2 to 3 hours for a cowshed checking, while it only takes about 1 hour to complete the checking. The operation is simple and convenient, which effectively saves time and improves efficiency.

精準飼餵管理系統：該系統作為奶牛的「金牌廚師」，可以確保每一隻牛的投餵都適合自身狀況。此外，該系統滲透飼料原料加工、攪拌、飼養全過程，使各飼料原料轉化率及利用率最大化。

Precise Feeding Management System: As a “golden chef” for cows, the system ensures that the feed materials for each cow are suitable for their own body conditions. In addition, the system integrates the entire course of forage processing, mixing and feeding to maximize the conversion rate and utilization rate of all feed materials.

牧場到貨管理系統：牧場到貨實行一車一碼，從入場、品控採樣、出檢測結果、地磅、卸貨等環節到最後出場一單到底，對各環節進行用時分析，減少了壓車現象，提高了收貨效率。

Delivery Management System of Farm: The delivery to the pasture is carried out with one-truck-one-code mechanism, from the admission, quality control on sampling, output of test results, scales, unloading to the final delivery of the order. It gives time analysis of each session, which reduces the possibility of car crushing and improves the efficiency of receiving goods.



綠色發展貼近自然

Greenish Development with Nature

現代牧業持續踐行綠色發展理念，打造綠色循環生態牧場。本集團堅持遵循運營所在地的相關法律法規，包括《中華人民共和國環境保護法》《中華人民共和國大氣污染防治法》《中華人民共和國水污染防治法》《中華人民共和國水法》《中華人民共和國環境影響評價法》《中華人民共和國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》《消耗臭氧層物質管理條例》《建設項目環境保護管理條例》等行政法規以及其他規章，在業務及企業經營的各個環節均採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違規而導致的訴訟及相應處罰。

Modern Dairy continued to practice the concept of green development and create an ecological farm featured with green cycle. The Group strictly complied with the relevant laws and regulations of the place where we carried out business, including the laws such as "Environmental Protection Law of the People's Republic of China", "Atmospheric Pollution Prevention and Control Law of the People's Republic of China", "Water Pollution Prevention and Control Law of the People's Republic of China", "Water Law of the People's Republic of China", "Law of the People's Republic of China on Environmental Impact Assessment" and "Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste" and other administrative regulations and other rules such as "Regulation on Urban Drainage and Sewage Treatment", "Detailed Rules for the Implementation of the Water Pollution Prevention and Control", "Regulation on the Administration of Ozone Depleting Substances" and "Regulations on the Administration of Construction Project Environmental Protection". It took effective measures to reduce emission during each step of business and corporate operation. During the Reporting Period, there was no litigation against or corresponding penalty imposed on the Company due to the environment.

節能降耗，綠色減排

Energy Saving and Consumption Reduction, Green Emission Reduction

公司主要排放物為各項能源使用而產生的溫室氣體排放以及因煤炭燃燒而產生的 NO_x 、 SO_2 、煙塵等氣體排放，牧場醫療垃圾、化學試劑等危險廢棄物。針對養牛所產生的沼液、沼氣及沼渣，公司積極響應國家綠色發展號召，謹慎對待溫室氣體排放對環境造成的影響，將其作為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 included greenhouse gas emission from the use of various energy resources, gas emissions such as NO_x , SO_2 and smoke from burning of coal and hazardous waste such as medical waste and chemical reagent of the farm. For the biogas slurry, biogas and biogas residue from cow farming, the Company actively responded to the national call for green development, carefully dealt with the impact of greenhouse gas emissions on the environment, and used them as resources with high recycling value and required full utilization of such resources.



- 節能減排措施

Energy Saving and Emission Reduction Measures

現代牧業不斷完善節約式管理體系，通過及時收集場地及週邊居民意見反饋，對設備改造升級，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。2019年，通過優化升級設備，節約資源能耗，燃煤使用減少了11.43%，天然氣使用降低了42.57%，取得了顯著成效。

Modern Dairy constantly improved the conservation management system. By timely collecting feedback from the site and surrounding residents, upgrading the equipment and standardizing the operation of equipment and facilities, it reduced the consumption of water, electricity, coal, diesel and other resources. The Company also formulated assessment criteria to monitor resource consumption and carry out monthly assessment, so as to improve the saving awareness of all units and facilitate improvement of the management level. In 2019, by optimizing and upgrading equipment. It saved resources and energy consumption with the use of coal reduced by 11.43%, and the use of natural gas reduced by 42.57%, and achieved significant results.

排放物管理及減排的具體措施

Pollutant Management and Specific Measures for Emission Reduction

減少溫室氣體排放

Reduction of greenhouse gas emission



- 使用生物質能源替代熱值低、溫室氣體排放高的舊能源
Use biomass energy instead of old energy with low heat and high greenhouse gas emission

減少廢氣排放

Reduction of exhaust emission



- 來自牛舍、沼氣站和供熱鍋爐等單元的廢氣經處理後達標排放
Discharge exhaust gas from units such as cowsheds, biogas stations and heating boilers after treatment and meeting the emission standard
- 逐漸關閉燃煤鍋爐，以更清潔高效的燃氣鍋爐替代
Shut down coal-fired boilers gradually and replace it with cleaner and more efficient gas-fired boilers
- 提高對沼氣的利用水平
Improve the utilization level of biogas

排放物管理及減排的具體措施

Pollutant Management and Specific Measures for Emission Reduction

減少無害廢棄物 排放 Reduction of discharge of non-hazardous waste	燃煤鍋爐灰渣 Coal-fired boiler ash 污水 Sewage	<ul style="list-style-type: none">• 利用灰渣填平牧場道路或場地坑窪的部分 Fill the roads or potholes of the farms with ash• 廢水不外排，全部內部循環使用 Make use of the wastewater by internal recycling instead of discharging outside• 生活污水經過中水站處理後用於牛舍清洗、灌溉、降溫等 Use domestic sewage after treatment by the reclaimed water station for washing cowshed, irrigation and cooling, etc.• 牛舍用水併入糞道，稀釋沼液，與沼液一同發酵 Cowshed water flows into the dung channel to dilute the biogas slurry and be fermented with the biogas slurry
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減少有害廢棄物 排放 Reduction of discharge of hazardous waste	醫療垃圾及化驗 所用試劑瓶 Medical wastes and reagent bottles for test	<ul style="list-style-type: none">• 規定儲存標準 Specify storage standards• 建立廢棄物台賬並向環保部門備案 Prepare waste report and submit to the environmental protection department for record• 將有害廢棄物交予具有資質的處理單位進行集中處理 Deliver hazardous wastes to qualified treatment units for centralized treatment
	廢油料 Waste oil	<ul style="list-style-type: none">• 制定並實施《廢油回收管理制度》 Formulate and implement the "Waste Oil Recycling Management System"• 交由具有回收資質的公司妥善處理 Deliver to companies qualified for recycling for proper treatment
	病死牛及病害牛 Dead cows due to disease and sick cows	<ul style="list-style-type: none">• 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



Dispose cows dying from disease and sick cows 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" of Ministry of Agriculture and according to the standard treatment process and corresponding method to prevent damage to the environment and malicious use

能源
Energy

節約措施
Energy Saving Measures

電
Electricity

- 消毒室照明燈長亮，改造為人體感應開關
As the illuminating lamp in the disinfection room is always on, so it is changed into a body sensor switch
- 針對北方牧場風冷製冷機故障或功率小，造成大製冷機啓動時間增加現象，更新或修復風冷機組散熱器，加大載冷量，冬季利用風冷製冷牛奶，減少製冷機使用
Due to the failure or inefficiency of the air-cooled chillers in the northern farms, the startup time of the large chillers is increased. Upgrade or repair the radiators of the air-cooled chillers, increase the cooling capacity. Cool milk by the cold air in winter to reduce the use of the air-cooled chillers
- 將所有公共區域(辦公室、公寓)衛生間改用LED燈，安裝紅外感應、感光開關
Apply LED lights to all public areas (offices, apartments) toilets, install infrared sensors and light-sensitive switch
- 集糞井存在攪拌和泵類空轉現象，安裝浮球簡式液位開關、遠程控制、時控開關多種控制方式減少空轉
There is agitation and pump idling situation when collecting dung. Through various control methods such as installing ball float liquid level switch, remote control and time control switch to reduce idling situation



煤
Coal

- 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
Gradually eliminate coal-fired boiler in each farm and use biogas and natural gas boiler for heating to reduce coal consumption
- 各牧場將小奶廳巴殺機改造為電巴殺機，熱水改為太陽能加熱
Sterilizer for small milking parlors is changed into electric sterilizer. Use solar power to heat water
- 根據氣溫對生活區進行供暖，通過APP自動調節換熱機組回水溫度，宿舍溫度18-23°C，通過換熱機監控員工宿舍溫度
Heat the living area according to the temperature, automatically adjust the reclaimed water temperature of the heating exchange unit through the APP. Temperature for the dormitory is 18-23°C, and monitor the temperature for employee dormitory through the heating exchange unit



能源
Energy

節約措施
Energy Saving Measures

柴油
Diesel

- 將生活區柴油鍋爐改造為太陽能取暖，節能環保，降低成本
The diesel boiler in the living area is transformed into solar heating, which saves energy and is environmental-friendly and reducing costs
- 塞北四期牧場撒料用車耗油量高，通過調整原料存放位置，調整上料順序，減少車輛在攪拌站的行駛圈數合併同種牛舍撒料次數，減少車輛撒料次數，有效節省油耗
The fuel consumption of the spreading vehicle in Saibei Farm IV is high. By adjusting the storage location of raw materials and the order of feeding materials, the number of driving routes of the vehicle in the mixing station and the number of times for spreading feeding materials in the same kind of cowshed can be reduced, the number of times of the vehicle for spreading feeding materials can be reduced, which effectively save fuel consumption
- 雙城牧場對廠區各個車輛噴油器以及油泵進行校驗，並調至標準噴油量
Shuangcheng Farm verifies the fuel injectors and pumps of each vehicle in the plant area and adjusts to the standard fuel injection volume
- 馬鞍山牧場購入「金剛車」，裝料量大，減少運輸頻次，有效降低油耗
Maanshan Farm purchases "Jingang Vehicle" with large loading capacity, which reduces the frequency of transportation and effectively reduces fuel consumption



水資源
Water resource

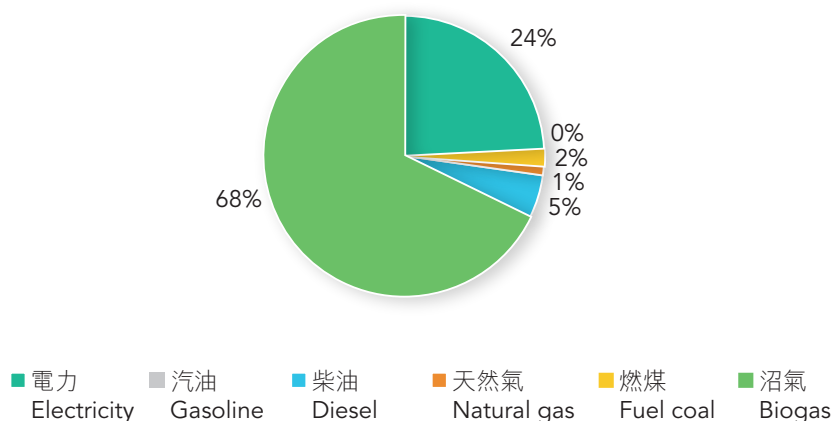
- 制定2019年《用水管理制度》，針對各牧場不同區域設定用水標準，將用水量納入牧場及奶廳的場長和分管助理的考評範圍
Formulate 2019 "Water Management System" to set water standards for each farm in different areas, and include water consumption in the assessment scope of the head and assistant in charge of the farms and milking parlors
- 察北一期牧場改造洗車廠水管噴頭，節約用水量
Chabei Farm I renovates the water pipe nozzle of the car washing plant to save water consumption
- 塞北四期牧場每班次轉盤及擠奶廳現場清理用水量大，將奶廳CIP及軟化水、反沖洗水回收再利用
Large volume of water is used for the clean-up of the turntables and milking parlors in the Saibei Farm IV, CIP and demineralize water and recycle backwash water in the milking parlors



表：2019現代牧業排放物指標
Table: Emission indicators of Modern Farming of 2019

指標 Indicator	單位 Unit	2019年 2019	2018年 2018
主要危險廢棄物產生量 Production of major hazardous waste	噸 tons	397.92	371.5
百萬營收主要危險廢棄物產生量 Production of major hazardous waste per million revenue	噸/百萬元 ton/million	72.17	78.77
病死牛無害化處理牛 Harmless disposal of cows died due to diseases	頭 heads	15,109	11,349
廢氣中NO _x 排放量 NO _x emissions in exhaust gas	噸 tons	155.91	155.06
廢氣中SO ₂ 排放量 SO ₂ emissions in exhaust gas	噸 tons	86.04	88.14
廢氣中煙塵排放量 Soot emissions in exhaust gas	噸 tons	0.60	0.68
溫室氣體排放總量 Total emissions of greenhouse gas	tCO ₂ e	954,121.66	929,787.18
溫室氣體範圍一排放量 Emissions of greenhouse gas (scope I)	tCO ₂ e	781,081.79	768,843.05
溫室氣體範圍二排放量 Emissions of greenhouse gas (scope II)	tCO ₂ e	173,039.87	160,944.13
百萬營收溫室氣體排放量 Emissions of greenhouse gas per million revenue	tCO ₂ e/百萬元 tCO ₂ e/million	173.04	197.16

2019年現代牧業主要能源結構
Main Energy Structure of Modern Farming of 2019



表：2019現代牧業資源消耗量指標
Table: Energy consumption Indicators of Modern Farming of 2019

指標 Indicators	2019年 2019	2018年 2018
外購用電總量(萬千瓦時) Total amount of outsourced electricity (Ten thousand kWh)	25,481.34	23,689.61
燃煤(萬噸) Fuel coal (Ten thousand tons)	0.44	0.49
天然氣(萬立方米) Natural gas (Ten thousand cubic meters)	120.90	210.54
柴油(萬升) Diesel (Ten thousand liters)	667.29	608.53
汽油(萬升) Gasoline (Ten thousand liters)	20.47	18.25
沼氣消耗量(萬立方米) Biogas consumption (Ten thousand cubic meters)	15,050.08	14,602.73
綜合能源消費總量(萬噸標煤) Total energy consumption (Ten thousand tons of standard coal)	15.77	14.75
百萬營收綜合能源消費總量(噸標煤/百萬元) Total energy consumption per million revenue (Tons of standard coal/million)	28.60	31.28
用水總量(萬噸) Total water consumption (Ten thousand tons)	988.75	1,011.47
百萬營收用水量(萬噸/百萬元) Water consumption per million revenue (Ten thousand tons/million)	0.18	0.21

生態環境保護

Protecting Ecological Environment

- 科學選址保護生物多樣性
Scientific Siting to Preserve Biodiversity

現代牧業牧場選址充分考慮生物多樣性保護，嚴格按照國家土地規劃建設降低對週邊自然及人文環境的影響。牧場地勢選擇高燥、背風向陽且帶有坡度，有利於避免環境潮濕，減少對奶牛健康的影響。牧場週邊環境須與居民區的距離保持在2,000米以上，遠離居民污水排放口及存在污染的工廠，避免風險疊加。此外，牧場週邊水源須充分符合衛生要求，週邊土地需具備足夠的面積及排污條件。

Preservation of biodiversity was taken into full account when selecting location of farms of Modern Farming, it strictly complied with ecological planning to mitigate the impacts on the surrounding natural and cultural environment. Our farms are situated in dry, leeward and sunny location which is high in altitude with slope, which is good for avoiding humid environment and lowering the impact on the health of cows. In order to prevent risk superposition, areas surrounding dairy farms shall be at least 2,000 meters away from residential areas, sewage discharge outlets of residential areas and factories which cause pollution. In addition, water in surrounding area shall fully comply with the hygienic requirements and land nearby should be large enough and meet pollutant discharge conditions.



- 發展生態循環農業

Development of Ecological Cycling Agriculture

現代牧業堅持「環保優先、服務當地、發展帶動」的理念，對牛糞進行資源化綜合利用，探索可持續發展的綠色循環經濟之路。我們採用「能源生態型」處理工藝，將牛糞經厭氧發酵處理後作為農田水肥利用，實現沼氣發電、沼渣墊料、有機液肥還田。在沼肥推廣應用方面，我們採取龍頭企業加種植基地的運作模式，與週邊34家經營主體建立產業化聯合體，形成「牛－沼－草」生態循環生產模式，實現「化肥零增長目標」。我們鼓勵合作戶開發多元化沼肥利用新模式，提高種植效益，主動將沼肥作為寶貴資源進行利用，在有機肥代替化肥的目標上着重發力。公司各牧場相繼取得循環經濟龍頭企業稱號，現代牧業(集團)有限公司也成為國家級循環經濟龍頭企業。此外，洪雅、塞北、商河、蚌埠牧場列入循環經濟示範牧場。

Modern Dairy adhered to the concept of “prioritising environment protection, serving locals, driving developments”, applying integrated waste resources utilisation to cow’s manure and exploring an eco-friendly, cycling and economic way for sustainable development. We adopted the “ecological energy” treatment process to utilize the fertilizer produced by cow dung after anaerobic fermentation, to realize biogas power generation, to use biogas residue as cow bedding and to restore lands with organic liquid fertilizer. In respect of the promotion and application of biogas fertilizer, we adopted the leading enterprise and planting base operation model and established industrial consortium with 34 operating entities in the surroundings, forming an ecological cycling production model featured with “cows – biogas fertilizer – forage grass” and realizing the goal of zero-growth in chemical fertilizer consumption. We encouraged partners to develop diversified and new utilisation model of biogas fertilizer so as to improve the effectiveness of planting, to treat biogas fertilizer as a precious resource and to actively make use of it and to focus on the goal of replacing chemical fertilizer with the organic ones. All farms of the Company successively received the title of cycling economic leading enterprise, Modern Farming (Group) Co., Ltd. had also become a national cycling economic leading enterprise. Furthermore, Hongya, Saibei, Shanghe and Bengbu farm had been included in the pilot demonstration farms.

報告期內，我們共產生沼肥556.53萬立方米；產生並消耗沼氣15,050.08萬立方米，沼氣發電4,554.96萬KWH，產生蒸汽88.70萬噸，產生沼渣171.74萬噸。

During the Reporting Period, we produced a total of 5.5653 million cubic meters of biogas fertilizer; 150.5008 million cubic meters of biogas was produced and consumed, and biogas power generation was 45.5496 million kWh, generating 887 thousand tons of steam; and producing 1.7174 million tons of biogas residue.



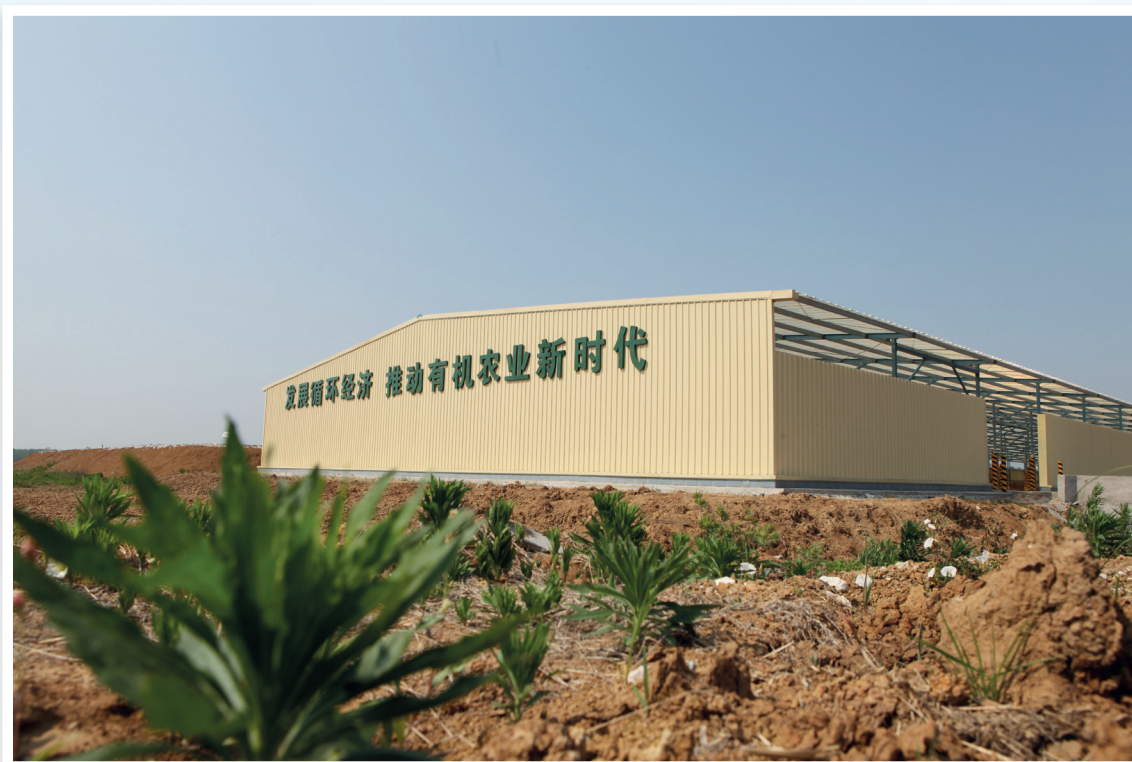


圖：現代牧業蚌埠牧場沼氣綜合利用。牛舍糞污經收集後進行厭氧發酵產生沼氣，沼氣經脫硫、脫水、脫雜等淨化過程後用於沼氣鍋爐、沼氣發電機等設備。

Picture: The integrated utilisation of biogas in Bengbu farm of Modern Farming. After collecting manure from cowshed, the manure would undergo anaerobic fermentation to produce biogas. The biogas would then undergo purification processes such as desulfurization, dehydration and impurities removal and would be used in equipment which included biogas boiler and biogas power generator.

現代牧業開展多渠道發展沼肥「牛－沼－草、牛－沼－茶、牛－沼－菜」綜合利用

Modern Dairy commenced multi-channels development of the integrated utilisation of biogas fertilizer, namely “cows – biogas fertilizer – forage grass”, “cows – biogas fertilizer – tea” and “cows – biogas fertilizer – vegetables”



沼肥還田。牧場加大沼肥管道建設，使用管道對土地進行沼肥還田利用，改良土壤、提升作物產量。

Restoring Lands with Biogas Fertilizer. The scale of pipeline constructions in farms had been enlarged, it made use of pipelines to restore biogas fertilizer in fields so as to improve the soil fertility and increase the yield of crops.

洪雅牧場採用「畜－沼－田」綠色循環農業新模式，把養殖場的糞污集中收集，把沼渣沼液通過管道輸送到田間地頭，農戶只需在地裏打開管道閥門就可以免費使用。這種農家有機肥在替代化肥的同時，一畝地可節本增效約300元，形成了「牧場有機糞肥+有機蔬菜與有機茶等」最佳結合模式，減少環境污染，降低成本。

Hongya farm adopted “animals-biogas-fields”, an eco-friendly and new cycling agriculture model, which centralized the collection of manure from cowshed, and transported biogas residue and biogas fertilizer to fields through the pipeline network. Farmers would only need to open the valve of pipeline to use the contents for free. Not only this kind of organic fertilizer from farms could substitute chemical fertilizer, it could also save the cost of approximately RMB300 per acre of land. It formed the best combination model of “organic fertilizer from farms+ organic vegetables and organic tea”, which lowered environment pollutions as well as the cost.



青貯收購。牧場每年在週邊收購約140萬噸青貯飼料，進一步完善「牛－沼－草」循環模式。2019年，青貯品質實現了進一步關鍵提升，乾物質含量從30-35%提升到32%-36%，乾物質區間質量、需求澱粉區間佔比雙雙提升至60%等。各個牧場在青貯玉米搶收的季節高效協作，降低極端天氣對玉米收成產生的影響。

Procurement of Silage. Farms procured approximately 1.4 million tons of silage from surrounding areas every year to further develop the “cows – biogas fertilizer – forage grass” model. In 2019, there were some significant improvements of the quality of silage that the content of dry matters was increased from 30-35% to 32%-36% and the percentage of silage quality and demand of starch both increased to 60%. In order to mitigate the impact of extreme weather on the corn harvest, every farm collaborated effectively during the harvest season of silage corn.

打造可持續產業鏈

Building Sustainable Industry Chain

現代牧業致力於構建原奶生產全鏈條布局，樹立作為奶業人的大局觀，以行業共同利益為先，以民族奶業振興為重，實現責任供應鏈。

Modern Farming adhered to establishing a full chain layout for raw milk production and an overall mindset for participants in the dairy industry which was putting the mutual benefit of the industry in the highest priority, focusing on the development of China's dairy industry and achieving responsible supply chain.

深耕上游，促進協同，構建原奶生產全鏈條布局

Developing Upstream Farming Business, Facilitating Synergies, Establishing a Full Chain Layout for Raw Milk Production

現代牧業在原奶生產、下游運營、品質監控不斷加強上下游協同，持續打造原奶生產全產業鏈布局。「15年堅持只做牧場奶」的定位重新推出市場，專注上游養殖與原奶生產，協助下游品牌奶業務增長，為下遊客戶提供高端奶及鮮奶的高品質原奶保障，一同為消費者創造純真鮮活的體驗。

Modern Dairy continuously enhanced the synergies between upstream and downstream in respect of raw milk production, downstream operations and quality control and established full chain layout for raw milk production. The position of "fifteen-year persistence on exclusively producing pasture milk" was relaunched in the market, focusing on upstream farming and raw milk production, facilitating the growth of dairy business of downstream brands, providing downstream customers with high-quality raw milk guarantee of high-end milk and fresh milk, to create pure and fresh experience for consumers.

我們着力整合資源，根據下遊客戶需求靈活擴大牛群規模，增群擴產，滿足國內不斷增長的高端原奶需求，根據淡旺季規律調節供奶量，優化原奶調運布局。我們專注貼合客戶需求，為下遊客戶提供低溫奶、A2牛奶等高端品的原奶，增加產品附加值，打造中國原奶第一品牌。

We consolidated resources and flexibly expanded the herd size, increased number of herd and production based on the demand of downstream customers, to satisfy the increasing demand of high-end raw milk in China. We also adjusted the milk supply according to the season pattern which optimized the allocation of raw milk. We concentrated on the needs of customers and provided high-end raw milk such as pasteurized milk and A2 milk, increasing the value of products, to build a leading brand of raw milk in China.



案例：新希望乳業戰略入股現代牧業

Case Study: New Hope Dairy made strategic equity investment in Modern Dairy

2019年7月18日，公司宣布新希望乳業戰略入股，是現代牧業深耕上游、加強上下游協同、實現上下游聯動雙贏的又一戰略舉措，顯示公司構建奶業全鏈條布局、全力打造中國原奶第一品牌的決心。

On 18 July 2019, the Company announced that New Hope Dairy made strategic equity investment in Modern Dairy, which was another strategic measure for Modern Dairy to focus on its upstream business, strengthened synergies of its upstream and downstream businesses and achieved a win-win situation for its upstream and downstream businesses. It showed the Company's determination to build a full-chain layout in the dairy industry and to build a leading brand of raw milk in China.

從財務角度，通過股權融資，可進一步降低現代牧業的財務槓桿，減少財務費用，提高運營效率。從運營角度，新希望成為現代牧業原奶銷售的又一大客戶，有助於為公司的原奶銷售提供更可靠的客戶保障。站在戰略角度，本次合作有利於現代牧業整合資源，未來根據下遊客戶需求靈活擴大牛群規模，增群擴產，滿足國內不斷增長的高端原奶需求，實現市場競爭力的又一次飛躍。

From a financial standpoint, through equity financing, it could further reduce the financial leverage of Modern Dairy, reduce financial expenses, and improve operational efficiency. From an operational standpoint, New Hope became another major customer in Modern Dairy's raw milk sales, which helped to provide a more reliable customer protection for the Company's raw milk sales. From a strategic standpoint, this cooperation was conducive to the integration of resources by Modern Dairy, which would flexibly expand the herd size and increase herds and production according to the needs of downstream customers to meet the growing domestic demand for high-end raw milk and achieve another leap in market competitiveness in the future.



案例：現代牧業與中信環境合作能源項目

Case Study: Cooperative Energy Project between Modern Farming and CITIC Environment

2019年12月31日，現代牧業宣布與中信環境下屬環境基金成立合資公司，並向合資公司出售旗下蚌埠、肥東牧場的能源資產公司股權，宣告現代牧業與中信環境合作的能源項目進入全新階段。

On 31 December 2019, Modern Farming announced the formation of a joint venture with an environmental fund designated by CITIC Environment and the disposal of the equity of Bengbu and Feidong Farms' energy asset companies to the joint venture, which marked a new stage for the Cooperative Energy Project between Modern Farming and CITIC Environment.

隨著綠色能源、循環經濟發展理念的提倡與普及，規模化牧場的糞污處理經歷了「變廢為寶」的觀念升級。此次合作旨在對現代牧業現有糞污厭氧發酵系統進行升級改造，提高沼氣產出效率，並將新建熱電聯產機組，產生蒸汽供現代牧業生產及使用，以充分發揮糞污中的能源價值，為開拓全鏈條布局提供技術依託。

As the concept of green energy and circular economy development was being raised and promoted, the treatment of manure in standardized farms experienced an upgrade in the concept of "making waste profitable". This project aimed at upgrading and improving the existing anaerobic fermentation system of Modern Dairy which raised the biogas production efficiency and set up new heat co-generation units which produced steam for Modern Dairy's usage. It fully utilized the energy value of manure and laid a foundation for the development of full chain layout.

雙方進一步擴大合作範圍，實現優勢互補、共贏發展，聯手打造農業環境板塊標桿項目，推動農業環境領域糞污處置產業化升級。在合作中，中信環境將充分發揮在農業領域的知識、經驗和資源，利用在節能環保領域的優勢，提升畜禽養殖廢棄物資源化利用效率，解決農業環境問題；也是現代牧業深耕上游奶牛養殖、提高運營效率的有力體現，彰顯了公司建設規模化、專業化、生態化牧場的堅定決心。

The involved parties further expanded the scale of cooperation, achieving complementary advantages and a win-win development, and jointly established the agricultural environment sector benchmark project, boosting the industrial upgrade in manure treatment in the agricultural environment sector. During the cooperation, CITIC Environment fully made use of its knowledge, experience and resources in the agriculture sector and utilized its advantages in the energy-saving and environment protection sector, to enhance the utilisation efficiency of animal waste and to solve problems in the agricultural environment. Not only the cooperation showed the success of Modern Dairy in the development of upstream dairy cows breeding and in boosting the operation efficiency, it as well showed the Company's determination to create standardized, professional and ecological farms.



紮實責任供應鏈，推進戰略合作

Solidifying Responsible Supply Chain, Pushing Forward the Strategic Cooperation

作為全球第一家以奶牛養殖資源上市的企業，現代牧業致力於打造優質責任供應鏈，嚴格供應商管理，對供應商提供的飼料原料、品控、藥品、物流等產品及服務嚴格把關，建立了完備的供應商管理體系。公司2019年修訂《供應商准入管理制度》，按照品類建立詳細完整的供應商目錄，與所有供應商簽訂《反商業賄賂合同》，遵循公平、公正、公開的採購原則，篩選環保優質的供應商，尋求共贏發展機遇。

Being the first listed enterprise focused on dairy cow breeding in the world, Modern Dairy strived to build qualified responsible supply chain, to establish strict supplier management and to safeguard the products and services provided by suppliers such as raw forage, quality control, medications and logistics, forming a well-established management system of suppliers. In 2019, The Company amended the *Supplier Entry Management System*, created a detailed and complete list of suppliers by product categories and signed *Anti-commercial Bribery Agreement* with all suppliers, adhering to the principle of fair and open procurement, selecting green and qualified suppliers, to capture a win-win development opportunity.

- 供應商准入管理
Supplier Entry Management

公司對新進供應商100%進行准入評審，並對其進行定期篩查。公司在年初制定飼料採購計劃，明確質量標準，保證粗飼料採購質量，穩定供應高品質牧草。針對國內及國外供應商的不同特性制定相應SOP，明確負責人須前往貨源地對供應產品進行實地考察。

The Company conducted entry review and regular screening for every new supplier. The Forage Procurement Plan formulated by the Company in beginning of this year stipulated a clear standard of product quality, which ensured the procurement quality of roughage and stabilized the supply of high-quality forage grass. Respective SOP was formulated according to various characteristics of domestic and foreign suppliers. Designated People in-charge would have to undergo on-site product inspections at the source of supply.

- 供應商產品質量檢測
Supplier Product Quality Inspection

公司制定《青貯玉米收購標準管理制度》等內部標準，提升青貯質量標準。對到場產品檢測執行標準化收購流程，確保收購全程安全環保，如對飼料原料進行合規性檢查、感官檢測、衛生指標檢測、理化指標檢測，通過原料判定APP將檢測結果自動推送至多方管理人員，均判定合格後由品控中心進行毒素抽檢，層層把關。

The Company formulated internal standards such as the *Silage Corn Procurement Standard Management System* to optimize the quality standard of silage. Products received would be inspected and undergo standardized procurement process to ensure the entire procurement process was safe and eco-friendly, for example, compliance check, sensory examination, hygienic indicator inspection, scientific indicator inspection of raw forage. The inspection results would be sent to different management personnel through the raw material judgement APP. Raw forage would then undergo a random check of toxins by the quality control centre after passing the aforementioned inspections.



- 供應商後評價機制
Supplier Post Appraisal System

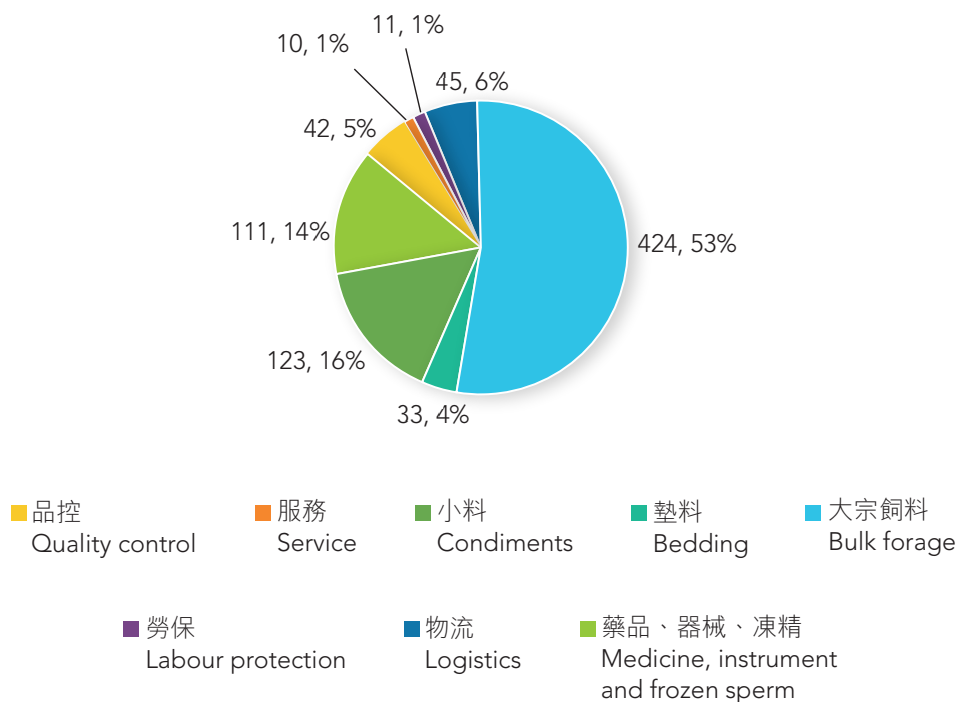
對供應商進行分級管理，並通過定期質檢及溝通，形成《供應商綜合評價表》，最終以供應商評價為依據，制定繼續合作的決策，產品質量多次不合格、出現違法違紀現象的供應商一律列入不合格供應商名錄，不予合作。

Supplier Comprehensive Evaluation Form was created after adopting the supplier hierarchical management and conducting quality checks and communications. The decision of whether to continue the cooperation or not was based on the evaluation of the supplier. If the quality of products failed to meet the standard for several times, or there was indication that the supplier was breaching laws and regulations, they would be put in the list of unqualified supplier and banned for future cooperation.

公司積極與國內大型飼料企業合作，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。截至報告期末，公司共合作供應商510家，其中國外供應商22家。

The Company actively worked with big-scale forage enterprises in China and entered into long-term cooperation contracts with local forage manufacturers, obtaining high-quality and stable forage supply with low transportation costs and facilitating local economy development. As of the end of the Reporting Period, the Company had a total of 510 suppliers in collaboration, among which 22 were foreign suppliers.

按類別劃分供應商數量及百分比
Number and percentage of suppliers by category



02

以牛為本 安全健康 Cows-oriented, Safeguarding its Safety and Health



舒適的飼養環境

Comfortable Breeding Environment

本公司基於「以牛為本」的理念，充分尊重奶牛的生理學特性，通過科學嚴格的管理標準，專注為奶牛打造舒適的成長環境，最大程度保證奶牛的健康。我們堅信，維護最高標準的動物福利，就是保障奶源的根本。

The Company adhered to the concept of “cows-oriented” and respected physiologic characters of dairy cows. Through scientific and stringent management standards, we built comfortable breeding environment for dairy cows and safeguarded their health in all aspects. We strongly believed that maintaining the highest standard of animal welfare was the foundation to protect the milk source.

牛舍舒適度提升

Improving the Conditions of Cowshed

- 犏牛島建設

Construction of Heifers' Hut

哺乳犏牛在散欄、獨欄、犏牛島中進行管理，臥床墊料根據犏牛接受哺乳狀況及季節氣候、地理位置等因素選擇不同厚度及不同材質，營造冬暖夏涼的成長環境。犏牛島的設計為「一牛一間」，同時每隻犏牛均有專人進行照料，保證犏牛生長環境的通風乾燥，並定期對臥床進行徹底清洗消毒，從而預防疾病。

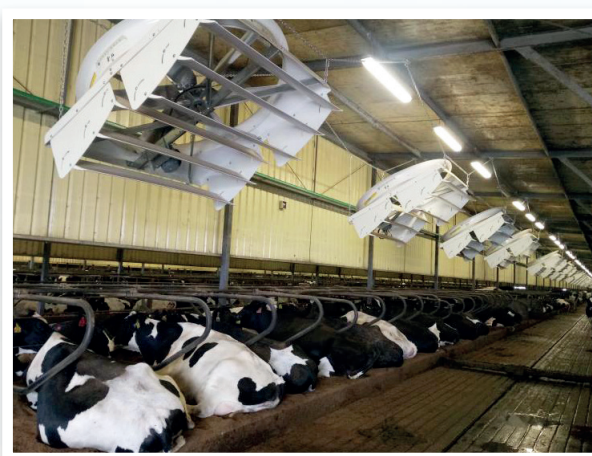
Heifers were kept and managed in free stall, individual stall and heifers' hut. The thickness and material selection of bedding was done according to factors such as heifer's lactation status, season and weather and geographical locations, creating a comfortable breeding environment for them. The heifers' hut had a design of “one cow one hut”. Meanwhile, in order to avoid heifers from suffering from diseases, there was designated personnel to be responsible for each heifer's well-being. They ensured that the heifers' breeding environment was dry with good ventilation. They also cleaned and disinfected the bedding regularly.



- 全封閉恒溫牛舍建設
Fully-closed and Regular Temperature Constructions and Facilities

為創造零下4攝氏度至21攝氏度之間的最佳生長溫度，避免奶牛產生「熱應激反應」，牧場建造恒溫牛舍，採取先進的強通風空調系統。

To create the best breeding temperature i.e. -4°C to 21°C and prevent the “heat stress reaction” of dairy cows, the farms were built with regular temperature cowshed and adopted advanced and strong ventilation conditioning system.

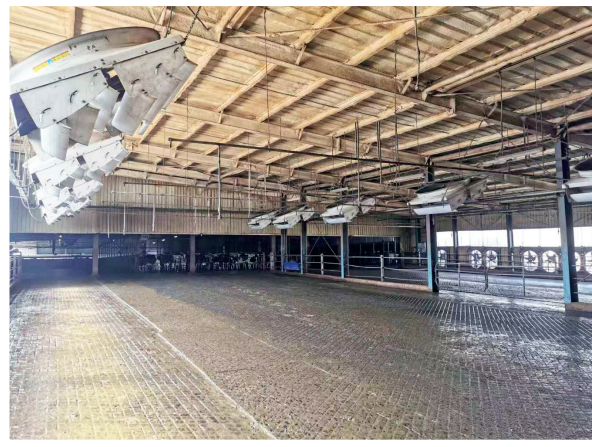


新風系統。牛舍一側是清涼的水幕濕簾，另一側是負壓風機，通過負壓風機抽風、水揮發吸熱進行降溫，既保證了牛舍與外界的通風換氣，又能加濕降溫。

Fresh Air System. Cool water curtain was installed on a side of the cowshed while negative-pressure air fan was installed on the other side. Water absorbed heat and vaporized, and the negative-pressure air fan vented out the water vapour. This ensured the air exchange between cowshed and the outside areas, achieving humidifying and cooling effect.

大風機。牛舍內和趕牛通道安裝先進的大風機，使空氣更加流通。

Big Wind Turbines. Advanced big wind turbines were installed in the cowshed and aisles so as to facilitate the air exchange.



淋浴系統。牧場在待擠區及趕牛通道增加了噴淋設施，保證奶牛體溫穩定的同時起到清潔作用。

Shower System. Farms were added water sprinkle and shower facilities in cows' waiting hall and aisles to maintain stable temperature of dairy cows and clean them up at the same time.



水源清潔、電力供應穩定。公司投資8,800多萬元用於熱應激設備改造，保障設備穩定運行。

Clean Water Sources and Steady Electricity Supply. The Company invested around RMB88 million for the reformation of heat stress alleviation facilities, to ensure stable operation of facilities.

牛舍環境清潔保障

Protecting the Clean Environment of Cowshed

牧場以最嚴格的標準對牛舍環境進行日常清潔與消毒。原則上要求每天對牛舍內(包括但不限於產房、病牛舍)進行至少1次噴霧消毒；各牧場應常備兩種以上消毒藥品，每週交替使用，並填寫「牧場消毒記錄」；牧場可以根據發病情況、空氣濕度、通風等情況制定牧場消毒程序，經技術支持中心審批後執行。

Our farms conducted daily cleaning and disinfection of cowshed areas under the most stringent standard. Cowshed (which included but not limited to delivery rooms and shed for sick cow) was subject to at least 1 spray disinfection per day; Every farm should always keep more than two disinfectants in place and use them alternately every week and fill the "Disinfection Record of Farm"; Farms personnels could formulate a farm disinfection system based on the incidence rate, humidity and ventilation, while the system would be subject to the approval of technical support centre.

先進的飼養方式

Advanced Breeding Method

公司堅信精心培育奶牛是保障優質奶源的根本，通過嚴格的奶牛分娩技術及科學的飼料引進投餵方式，保證犏牛繁育的健康標準及成年奶牛的優質產出。

The Company believed that devoting to cow breeding was the foundation to safeguard high quality milk sources. By strictly adopting delivery techniques of dairy cows and introducing the scientific feeding model, the standard of cow breeding and the high quality of milk produced by dairy cows were guaranteed.

奶牛分娩

Delivery of Dairy Cows

- 優質牛種引進
Importing Quality Dairy Cows

由專業的奶牛繁育師從國外精心挑選優質奶牛引進國內，使用健康、高產、優秀的公牛凍精和胚胎進行品種改良，精心打造自有核心奶牛群。

High quality dairy cows were carefully selected and imported from overseas by professional dairy cow breeders. By making further breed improvement of cows with the frozen semen of high-yield thoroughbred bull and embryos, the Company devotes itself to building its own core breeding herds.

- 規範培育程序
Regulating the Breeding Process

公司制定《犏牛飼養中心制度彙編》保證奶牛接種及順利分娩，從選種、選配、妊娠、分娩及培育等階段採取嚴格的全鏈條管理流程。

The Company prepared the *Compilation of the Cow Breeding Centre System* to make sure dairy cows were successfully bred and delivered, and the full chain management process was strict adopted in every stage such as cows selection, matching, pregnancy, delivery and cultivation.



飼料優選

Selecting High Quality Feed

- 嚴格的飼料質量控制程序
Strict Feed Quality Control System

到場原料需首先進行合規性檢查；合格後，由專業品控採樣人員依據《現代牧業品控中心原料質量控制操作指導書》現場進行感官驗收；最後對接受使用的原料進行現場取樣，依據《現代牧業品控中心原料檢測計劃》進行衛生指標檢測。

Raw feed compliance examination would be first conducted; After passing the test, professional quality control sampling staff would conduct sensory examination according to the *Guidance on the Modern Farming Quality Control Centre Raw Forage Quality Control Operation*; Lastly, the accepted raw feed would undergo an on-site sampling and the selected raw forage would undergo the hygienic indicators inspection based on the *Modern Farming Quality Control Centre Raw Forage Examination Plan*.

- 平衡飼料配方營養結構
Balancing Nutrients of the Feed Formula

犢牛出生後食用高質量牛乳，奶溫保持在38攝氏度至40攝氏度之間，飲用水溫則是10攝氏度至20攝氏度之間。此外，基於營養全面充足、「因牛而異」的原則，營養中心利用全球最先進的CPM-Dairy軟件，按照奶牛是否泌乳及奶牛生長的不同階段，進行泌乳牛配方和非泌乳牛配方設計。牧場嚴格按照營養中心下發配方製作配料表，製作全日混合糧。

After its birth, calves took high quality milk which had been stored in the temperature between 38°C–40°C, while the temperature of their drinking water lied between 10°C–20°C. In addition, adhering to the principle of sufficient nutrients in all aspects and “cow-oriented feed modifications”, the nutrition centre used the most advanced software in the world, CPM-Dairy to design the feed formula of lactating cows and non-lactating cows based on their lactation status and their respective stage of growth. Farms strictly followed the formula recipe distributed by the nutrition centre when preparing the Total Mixed Ration.

- 精準投餵飼料
Precise and Timely Feeding

由專業人員按照規定送料時間準確投餵，採食道上飼料須保持均勻，撒料時按照牛舍安裝的撒料表規範進行。

Professional staff would feed cows with designated forage as scheduled. Forage in the feeding channels needed to be evenly distributed. Distribution of feed was done in accordance with the distribution standard showing in the cowshed.

可靠的安全保證

Reliable Safety Guarantee

公司嚴格遵守《中華人民共和國動物防疫法》《中華人民共和國畜牧法》及《動物檢疫管理辦法》《中華人民共和國防疫法》《中華人民共和國病害動物和病害動物產品生物安全處理規程》等法律法規及《國家中長期動物疫病防治規劃(2012-2020年)》文件要求，加強對動物防疫的管理，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，建設奶牛防疫安全體系，從源頭上避免奶源安全風險事件發生。

The Company adhered to the requirements stipulated in 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, Epidemic Prevention Law of the People's Republic of China, Biosafety Regulations for Diseased Animals and Diseased Animal Products of the People's Republic of China and other laws and regulations as well as the requirements of the Chinese National Medium and Long-term Plan Animal Epidemic Prevention and Control (2012-2020), focusing on the management of animal epidemic prevention and the prevention, control and combat of animal diseases. This facilitated the development of the agriculture industry, protecting the well-being of people and safeguarding the public health. Establishment of a safe system in respect of dairy cows epidemic prevention could effectively avoid any exposure to incidents of milk sources.

奶牛安全防疫

Safe Epidemic Prevention of Dairy Cows

- 奶牛免疫檢疫計劃
Immunization and Quarantine Program for Dairy Cows

公司結合各牧場實際情況，制定嚴格的奶牛免疫檢疫計劃，要求所有牧場每年定期進行口蹄疫免疫；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流行性疾病，根據其所在地區的情況制定有針對性的免疫計劃。

The Company had developed a stringent program on dairy cow immunization and quarantine in combination with the actual situation of farms. Each year, all farms must vaccinate cows regularly against FMD, one of animal epidemics with the execution of national compulsory immunization and carry out immunization of state-specified zoonosis. Besides, we formulated immunization and quarantine plans against bovine ephemeral fever and other diseases according to the epidemic situation on farms.

- 完善防疫制度
Well-formulated Epidemic Prevention system

公司制定《防疫管理制度》《人員防護管理制度》《牧場出入口管理制度》及《消毒室管理制度》。各牧場在生產區、生活管理區、病畜管理區及糞污處理區嚴格實行進出口排查、消毒防護等封閉式管理模式。

Modern Dairy had formulated *Management Regulations on Epidemic Prevention, Management Rules for Staff Protection, Epidemic Prevention Rules for Entry-Exit of Farm, and Management Rules for Disinfection Room*. The rational layout of the production area, life management area, waste treatment area, ailing animal area of all farms were required to conduct closed-end management mode such as effective inspection, disinfection and protection at the entrance or exit of farms.



- **設立病牛區**

- **Setting Up Area for Diseased Cows**

牧場嚴格管理病牛區，病牛區設立在犏牛舍下風向並且遠離新生犏牛飼養區域。公司將症狀嚴重病牛轉入病牛區並嚴格管理和治療，治愈牛連續觀察一週後，沒有異常可轉歸健康牛群。

Farms strictly managed the diseased cow area, which was built in the lee of cowshed and far away from new-born cow's breeding area. The Company allocated diseased cows which showed serious symptoms of infection to the diseased cow area for management and treatment. After being monitored for a week, cows did not show any abnormalities would be sent back to its original herd.

- **合理處置無飼養價值奶牛及病死牛**

- **Reasonable Disposal of Worthless Dairy Cows and Dead Cows Due to Diseases**

依照國家規定，公司對長期低產、公犏牛等對於原奶生產無飼養價值的群體，按淘汰流程提出淘汰申報計劃，體況檢測合格並經當地畜牧局檢疫合格後進行出售。對於病死牛或死因不明的牛隻堅決不買賣、不運輸、不加工、不食用，進行無害化處理。報告期內，本公司共銷售戰略淘汰牛隻111,384隻，均為檢疫合格後進行出售的戰略淘汰牛隻。

Following the national requirements, the Company proposed a declaration plan in accordance with the procedures to phase out cow herds that suffered from long-term low-yield or bull which were worthless for raw milk production. The culled cow in qualified body condition would be sent for sale after the official veterinary quarantine. In no circumstances did we have intention to sell, transport, process and eat dead cows died of disease or for unknown reasons. They would be given innocent treatment after death. During the Reporting Period, the Company sold 111,384 culled cows in total, all of them were sold after passing the official veterinary quarantine.

03

純真鮮活 振興奶業

Boosting the Dairy Industry with Purity,
Genuineness, Freshness and Vitality



嚴守好奶

Strict Control of Quality Milk

本公司嚴格遵循《中華人民共和國食品安全法》、《中華人民共和國產品質量法》、《中華人民共和國畜牧法》等國家法律法規，從源頭控制、過程監控、終端把控三方面對原奶生產的全過程進行嚴格的質量把關。我們用近乎苛刻的質量追求，藉由先進科技、嚴格標準和規範管理，確保每一滴牛奶的「純真鮮活」和航天品質。

The Company strictly abided by the *Food Safety Law of the PRC*, the *Product Quality Law of the PRC*, the *Animal Husbandry Law of the PRC* and other national laws and regulations. We tightly controlled and monitored the whole process of raw milk production in three stages: at the source, during the production and at the final stage. We were highly devoted to achieving perfect quality. With the aid of advanced technology, strict standards and standardized management, we ensured every drop of milk would be pure, genuine, fresh and vital.

原奶品質把控

Quality Control of Raw Milk

- 源頭控制

Control at the Source

現代牧業積極響應國務院辦公廳201843號文件要求加強源頭管理，嚴格奶牛養殖環節飼料、獸藥等投入品使用和監管，建立健全乳品質量安全風險評估制度，定期制定專項評審，及時發現並消除風險隱患。

Modern Dairy actively responded to the requirements of State Council General Office 2018 Document No. 43 to strengthen its management and control at the source, closely monitor and control the feed and veterinary drugs used in cows breeding, establish a comprehensive safety and risks evaluation system for dairy products, regularly conduct project review and timely spot and eliminate any potential risks.

- 過程監控

Process Control

現代牧業根據牧場生產的實際情況，建立以過程為導向的質量管理體系，在關鍵生產環節建立CCP點（Critical Control Point關鍵危害點），同時設置過程性食品安全指標進行監控，並針對潛在風險及時整改、跟蹤，降低隱患，確保原奶質量。

Based on the actual production conditions of farms, Modern Dairy established process-oriented quality management system, established Critical Control Point on key production stages, and set process food safety indicators for monitoring, and timely rectified and tracked the potential risks discovered so as to ensure the quality of raw milk.



專業的擠奶操作
Professional Milking

擠奶過程中，我們通過對奶牛進行局部藥浴、要求擠奶人員手及手臂完全消毒、每月對擠奶機真空脈動進行檢測、乳房炎牛奶不進入奶倉，所有與牛奶直接接觸的物件要求為食品級等等措施，2小時內安全完成從擠奶到加工的全過程，盡量縮短牛奶擠出後的加工時間，保留更多活性物質，將營養更豐富的牛奶提供給客戶。

When milking, we prepared medication bath for dairy cows, required the one who was responsible for milking to disinfect his hands and arms, conducted monthly check of milking machines, prohibited mastitis milk to be stored in milk inventory and required every item in contact with milk was food-grade level. The two-hour milking to processing time maintained active substances in the milk as much as possible, bringing healthy and nutritious milk to customers.

「種養加」一體化模式
Integration Model of
“Planting, Breeding
and Processing”

公司採用獲SGS(瑞士通用公證行)認證的「種植 - 養殖 - 加工」一體化的獨創模式，從擠奶到加工零距離無縫對接兩小時完成，最大限度地保留了牛奶中地活性物質。The Company adopted the innovative integration model of planting, breeding and processing qualified by SGS and let the entire production process to be completed in two hours, which greatly retained active substances in milk.



- **終端把控**
Terminal Control

我們採用全鏈條質量追溯系統，在質量控制工作中廣泛應用「二維碼」，質量信息化平台實現了從原料到入庫、再到出庫飼餵、上廳擠奶到原奶出場的全鏈條「二維碼」質量信息追溯，保證每一滴原奶實現原料採購到原奶出場的全程追溯。

We adopted full chain quality tracking system and broadly applied QR code when conducting quality control and management. From raw feed acceptance to feeding cows, from milking to releasing raw milk, the quality information platform realized the traceability of the entire process of raw milk production.

現代牧業在生鮮乳運輸上深入貫徹「奶以安為要」的基本準則，嚴格執行「最嚴謹的標準、最嚴格的監管」生產理念。因生鮮乳拉運屬於特種車輛專業運輸，2019年現代牧業通過招標選取國內資質較好的9家物流公司進行合作，擁有調運奶車300餘輛；奶車硬件上，現代牧業要求車頭必須符合國家環保標準《重型柴油車污染物排放限值及測量方法(中國第六階段)》(GB17691-2018)；奶罐符合《中華人民共和國汽車行業標準 - 鮮奶運輸車輛(QC/T 23-2014)》規定；凡與牛奶接觸的零部件，其材料均為304食品級不銹鋼並達到車間工藝；軟件提升上，2019年公司進一步升級物流監控系統，實現了生鮮乳從牧場到工廠的全過程透明化監管，包括智能優化運輸線路，運輸過程多級預警，後台大數據合理分析等，大大提高了運輸效率，降低了運輸成本。

Modern Dairy adhered to the basic principle of “putting milk safety in the highest priority” when transporting fresh milk and strictly followed the production concept of “strictest standards and strictest control”. As milk carriers had been classified as special and professional transportation, Modern Dairy, in 2019, selected 9 logistic companies which had better track record through tendering for cooperation purpose, and it owned around 300 milk carriers. In respect of the hardware of milk carriers, Modern Dairy required the front of the vehicle must comply with Limits and Measurement Methods for Pollutant Emissions of Heavy-Duty Diesel Vehicles (Sixth Phase) (GB17691-2018), the national environmental protection standard; In respect of the milk tank, it was required to meet the requirements of Automotive Industry Standards-Fresh Milk Transport Vehicles of the People’s Republic of China (QC/T 23-2014); In respect of parts in contact with milk, they had to be made by 304 food-grade level stainless steel and reached the workshop standard; In respect of software-upgrading, the Company further upgraded the logistic monitoring system in 2019, which included the intelligent and optimized transportation route and multi-level early warning, realizing a transparent control of fresh milk from farm to factories, increasing the efficiency and lowering the cost of transportation.

原奶質量檢測

Quality Examination of Raw Milk

- 完善全面的質檢體系
Well-formulated Quality Examination System

在現代牧業質檢體系中，我們共設有原奶出場諸多檢測監控，全面控制原奶質量，確保不合格原奶不出場。

Among all quality examination systems of Modern Farming, there were a series of inspections and controls to comprehensively control the quality of raw milk and ensure unqualified raw milk would not be released.

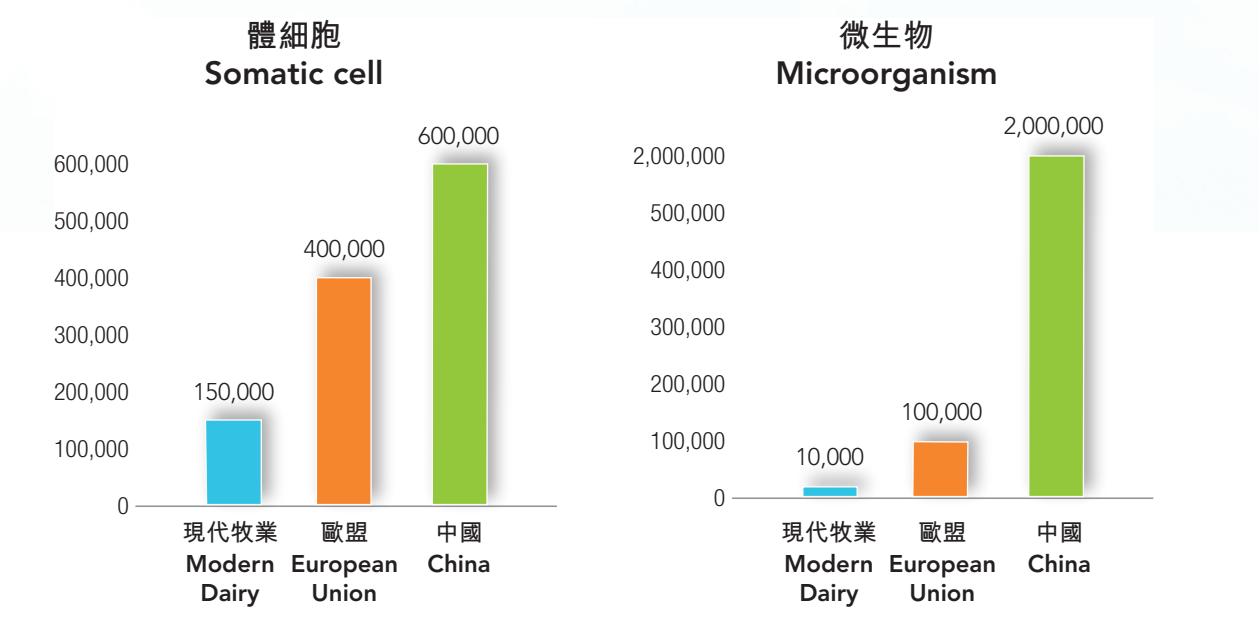


- **最嚴格的原奶質量標準**

The Strictest Quality Standard of Raw Milk

現代牧業確保質量管理科學可控，站在全球視角，堅持高起點、高定位、高標準，讓牛奶品質以量化的數據與消費者溝通。我們完全利用自產原奶生產自有品牌牛奶產品，所有原奶從擠奶、製冷及運輸、生產過程各個環節都在監控措施下完成，並以全球最嚴格的標準確保原奶質量。2019年，現代牧業原奶毒素、獸殘、藥殘、污染物相關檢測項目全部合格，未造成原奶質量安全事故。

Modern Dairy ensured the quality management and control were scientifically controllable and adhered to the principle of high starting point, high positioning and high standard, keeping consumers to be informed with quantitative data of milk. We produced our own dairy products using our own raw milk. Every procedure in the production of raw milk e.g. milking, refrigeration and transportation was completed with monitoring measures and the strictest standard in the world adopted, the quality of raw milk was therefore guaranteed. In 2019, all tests in respect of toxins, veterinary drug residue, drug residue and pollutants passed and no quality safety accident of raw milk occurred.



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15萬，高於中國和歐盟標準。

The number of somatic cell is 600 thousand according to Chinese guidelines, 400 thousand in the European Union, and less than 150 thousand in Modern Dairy. The standard of Modern Dairy is higher than those of China and European Union.

微生物方面，歐盟的標準是不能高於10萬，中國的微生物指標在三聚氰胺事件發生以後，要求不能高於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 Melamine Event, and that of Modern Dairy is less than 10 thousand.

真誠待人

Being Sincere and Creditable

本公司堅持「說真話、辦實事」，對消費者保持最真誠的態度，向社會傳播最真實的信息。公司嚴格遵守《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，維護消費者合法權益。

The Company adhered to the idea that enterprise should “tell the truth and do practical thing”, maintained a sincere attitude towards consumers and kept the society informed of the most real and accurate information. The Company strictly followed the requirements stipulated in laws and regulations such as Law on the Protection of Consumer Rights and Interests of the People’s Republic of China and Advertising Law of the People’s Republic of China and established internal systems e.g. Management Measures of Product Complaint and Inventory Replenishment, to protect the legal rights of consumers.

公司十分重視客戶及消費者的隱私安全，嚴禁利用消費者隱私信息獲取利益的行為。此外，我們通過追蹤現代牧業奶產品在網絡平台的銷售評價，進行消費者滿意度分析，深入洞察消費者對奶產品的需求，努力為對消費者提供更美味、更優質的奶產品。我們通過官方網站及「現代牧業」微信公眾號等平台，向消費者及時更新牧場及奶產品的最新相關信息，並在線上、線下多渠道向消費者及大眾宣揚健康營養的生活方式，為提高大眾健康飲食意識、增強抵抗力提供合理引導。

The Company treasured the privacy of customers and consumers and prohibited any act to take advantage from the private information of consumers. Furthermore, we analysed consumers’ satisfaction and spotted their needs towards dairy products by tracking the comments of Modern Dairy’s dairy products on online platforms, so as to produce and launch dairy products with better taste and better quality. Through platforms such as our official website and WeChat official account “Modern Farming”, we timely provided consumers with the latest information of new farms and dairy products. Promoting healthy lifestyle to consumers and the public in multi-channels (i.e. online and off-line) could raise their awareness of healthy diet and provide them with reasonable guidance to build up immunity.



04

扶貧攻堅 創造幸福

Participating in Poverty Alleviation,
Bringing Happiness to People



健康的「養牛人」

Healthy "Cow Keeper"

現代牧業視員工為寶貴財富，員工是公司不斷成長的實踐者和受益者。公司對每一個員工負責，注重員工權益保護，為員工提供舒適安全的工作環境，使員工以最佳狀態開展生產和經營。

Modern Farming valued its employees and considered them as great treasure, they benefited by, and benefited the development of the Company. The Company was responsible for each of its employees and aware of the protection of staff's interests. It provided comfortable and safe working environment for its employees, hoping them to take up duties in their best condition.

員工權益保護

Protecting Rights and Interests of Employees

堅決維護員工合法權益，是激發員工才能的根本要素，也是良心企業立足市場的根基之一。本公司在嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》的基礎上，制定《人力資源制度彙編》《員工行為準則》《基礎員工管理手冊》《離職操作手冊》等內部制度及管理辦法。

Protection of the legal rights and interests of all employees was the basic element to cultivate talents of them as well as the foundation for a good enterprise to maintain its position in the market. The Company prepared internal systems and management methods such as the *Human Resources System Compilation, Codes of Conduct for Employee, Employee Basic Management Manual and Resignation Manual* in strict accordance with the *labour Law of the People's Republic of China, Labour Contract Law of the People's Republic of China* and other laws and regulations.

- 堅持合法用工及多元化僱傭

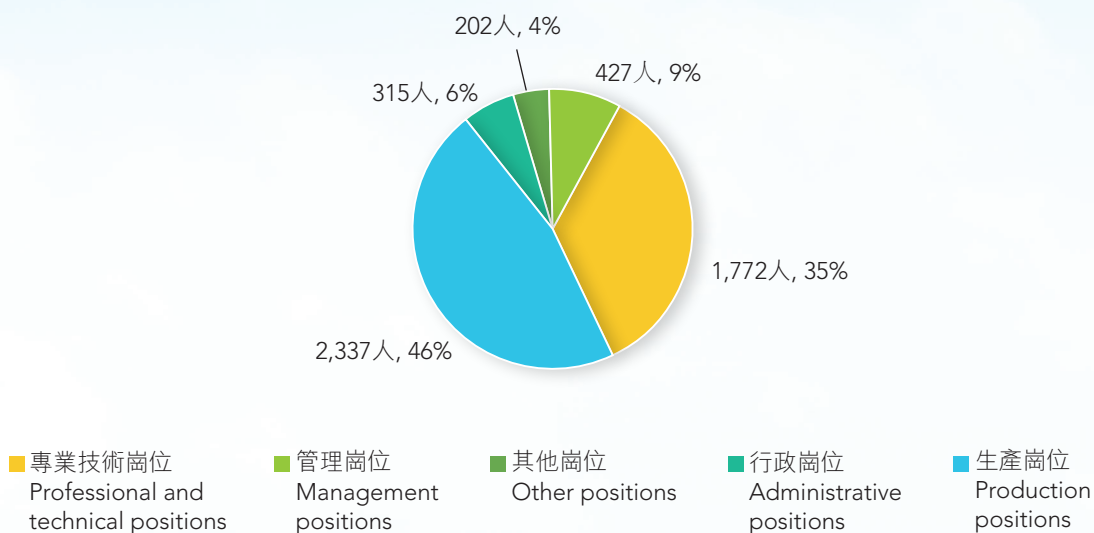
Insisting on Legal and Diversified Employment

本公司嚴格遵循勞工準則，堅決杜絕使用童工和強制勞動。平等僱傭、同工同酬是公司一貫堅守的原則，避免因性別、種族、民族等因素而產生的就業歧視現象，以「成為一名合格的養牛人」為基本原則吸納人才。截至報告期末，本公司共有員工5,053人，按僱傭類型及年齡劃分的分佈較為合理。

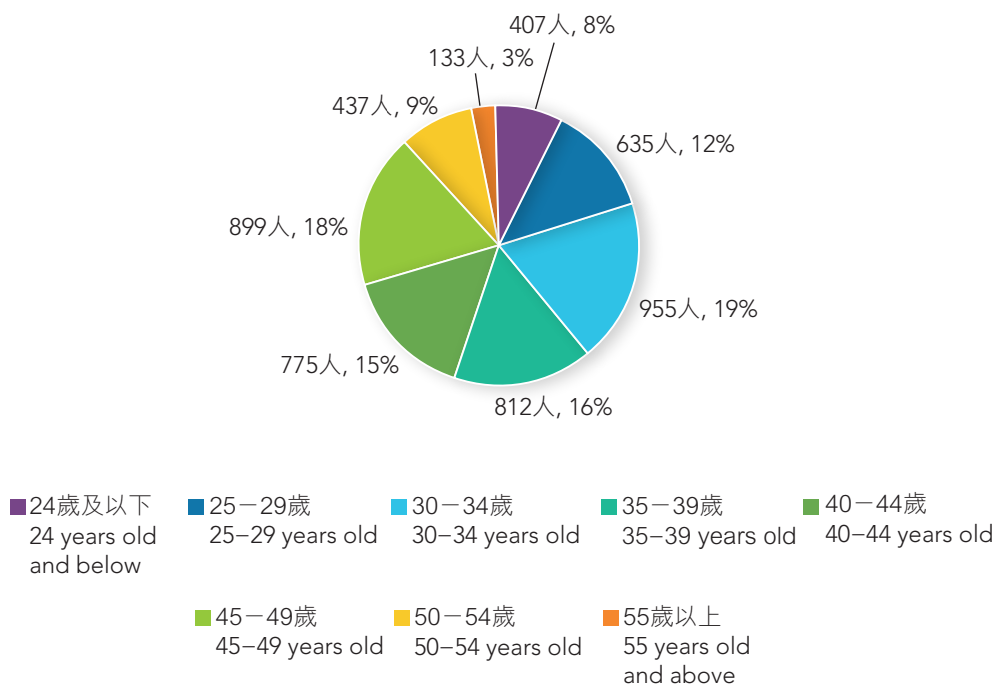
The Company forbade use of child labour and forced labour in accordance with the labour practice. The Company adhered to the principle of equal opportunities and equal pay for equal work and avoided employment discrimination based on gender, race and nationality. We hoped to employ talents based on the principle of "being a qualified cow keeper". As of the end of the Reporting Period, the Company had 5,053 employees in total, the distributions of which by employment type and age were relatively reasonable.



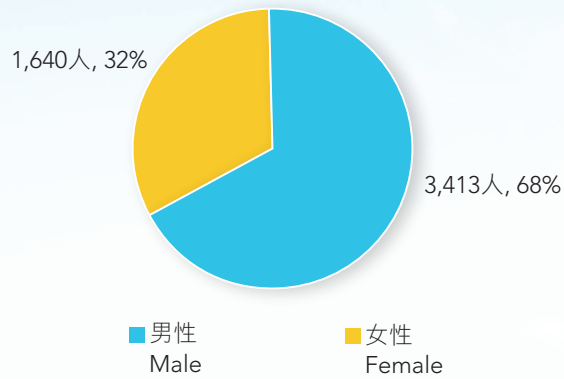
按僱用類型劃分的員工人數及比例 Number and percentage of staff by employment type



按年齡組別劃分的員工數量及比例 Number and percentage of staff by age group



按性別劃分的員工數量及比例 Number and percentage of staff by gender



在招聘方面，公司積極提升形象，廣泛發佈招聘信息，同時配合集團發展戰略與目標，通過招聘農業大學教育背景的大學生，擴充專業人才梯隊，為集團快速發展提供有力的人才支撐。

In terms of recruitment, the Company actively increase its image, widely spread recruitment information, as well as to cope with the Group's development strategy and goal. Through recruiting university students with agriculture university education background, we expand professional talent pool and provide strong talent support for the Group's rapid growth.

案例
Case Study

「初生牛犢不怕WHO」主題校園招聘活動
“New-born calf is not afraid of WHO” themed campus
recruitment activity

2019年9月，確定各單位需求計劃，籌備活動，完成宣傳材料。

In September 2019, to confirm requirement plan of each units, prepare for the events and complete promotion materials.

2019年10月，確定主要招聘目標院校17所，高效組建招聘小組。

In October 2019, to confirm 17 major target recruitment institutions and efficiently build a recruiting team.

2019年11月，通過「校園雙選會」「校園招聘會」，借助招聘網站、社交媒體、APP等平台，為吸引大學生進行宣傳，通過簡歷篩選、筆試及面試，與合格者簽署三方協議後進行錄取。

In November 2019, to publicize by ways of campus job fair “Bi-election of Campus” and platforms like recruitment website, social media, APP for the purpose of attracting university students.

2019年12月，為保證合格人才順利入職，我們與合格者保持有效的溝通，推動三方協議簽訂工作，並通過郵件建檔。

In December 2019, in order to ensure the successful entry of qualified talent, we maintain effective communication with the qualified, help each third parties agreement signing work and build an email list.

最終，從12所高校中總計錄取65人，總體招聘達成率72%。

Finally, we recruited 65 candidates from 12 high schools, accounting for 72% of overall recruitment achievement rate.



- **維護員工合法權益**

Safeguarding the Rights and Interests of Employees

薪酬方面，公司堅決避免拖欠工資等損害員工合法權利的行為，依照國家及地方人社局規定繳納五險一金，同時保持合理的薪酬增長幅度以提高員工滿意度，2019年人均工資水平整體上漲；福利方面，公司定期組織員工體檢，鼓勵員工認真對待個人身體健康狀態，在工作環境中提供良好的辦公氛圍、環保綠色的硬件設施，並按照法律規定保障員工帶薪休假的權利。

In terms of remuneration, the Company shall not damage the rights of employees such as unpaid payroll. We make contributions to “Five Social Insurances and One Housing Fund” (「五險一金」) for employees in accordance with regulations of National and Local Human Resources and Social Security Bureau as well as maintain reasonable rate of salary increase to improve employee satisfaction. The average salary has raised in 2019; in terms of benefits, the Company organized staff health check periodically, encouraged staff to consider their own health condition seriously. We also provide good working atmosphere, environmental and green hardware facilities within working environment and protect employees paid leave right in accordance with the law.

職業健康與生產安全

Occupational Health and Production Safety

本公司在牧場維護、牛隻飼養及原奶生產工作中需要大量一線工作人員，由於勞動密集特性，職業健康與安全是員工管理的要點課題。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《安全生產管理制度彙編》，包括《安全生產事故管理制度》《安全生產應急管理制度》等內容，從職業安全、防疫安全、食品安全、生產安全及環保安全各個方面為員工提供多方位保障。

The Company requires lots of front-line workers for the Farm maintenance, cow breeding and raw milk production. Due to the labour-intensive nature, occupational health and safety is a key issue for employee management. The Company strictly abides by the national laws and regulations such as the “People’s Republic of China Work Safety Law” (《中華人民共和國安全生產法》), “People’s Republic of China Occupational Disease Prevention Law” (《中華人民共和國職業病防治法》), “Regulations on the Reporting, Investigation and Disposition of Work Safety Accidents” (《生產安全事故報告和調查處理條例》), and has formulated “Compilation of Safe Production Management Systems” (《安全生產管理制度彙編》), including “Safety Production Accidents Management System” (《安全生產事故管理制度》), “Safety Production Emergency Management System” (《安全生產應急管理制度》) and other contents to provide employees with multi-faceted protection from all aspects of occupational safety, epidemic prevention safety, food safety, production safety and environmental protection safety.



- **加強生產安全及職業健康培訓的數量及質量要求，降低安全事故的發生率**
Strengthen the number and quality requirement of the production safety and occupational health training to decrease the rate of safety incidents

公司要求各大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，課程具體內容和培訓時間由各牧場根據需求自行擬定，但要求至少一次授課講師為牧場場長，培訓對象覆蓋牧場全體員工；各牧場須每月提交上個月的生產安全及職業健康培訓見證性材料，公司人力資源中心不定期電話或現場抽查各牧場員工培訓執行情況。

The Company requires all farms conduct at least one production safety training and occupational health training for all employees each month. The specific content and training time of the courses are determined by each farm according to their needs but at least one lecturer is required to be the farm manager. The training items cover all employees of the farm; each farm must submit the witness materials of the production safety and occupational health training of the previous month every month. The Company's Human Resources Center will call or conduct on-site inspection to review the implementation of the employee training status of each farm.

- **注重工程安全維護，強化監督管理**
Focus on engineering safety maintenance, strengthen supervision and management

報告期內，公司制定《安全文明管理制度》，將「零安全事故」目標逐級落實到各個牧場項目部。為加強安全隱患排查，工程中心組織了7次以上全集團性質的專項安全隱患排查行動，包括牛舍鋼結構腐蝕情況排查、牛舍地面損壞情況排查、雪災場區建築物安全情況排查、熱應激用電安全檢查、犢牛舍通風設施安全隱患排查、沼液池壩體安全大檢查、青貯窖汁液腐蝕地面及積液溝情況排查等。

During the Reporting Period, the Company formulated the "Safe and Civilized Management System" (《安全文明管理制度》), and implemented the goal of "zero safety accidents" ("零安全事故") to the project department of each farms. In order to strengthen the investigation of hidden safety hazards, the Engineering Center has organized more than seven group-wide special investigations of hidden safety hazards, including the investigation of the corrosion of the steel structure of the cow house, the investigation of the damage to the ground of the cow house, the safety of the buildings in the snow disaster area, the safety inspection of the heat stress electricity, the investigation of the hidden safety of the ventilation facilities of the calf house, and the safety inspection of the biogas slurry dam, inspection of the situation of silage silos' liquids corroding the ground and effluent ditch, etc.



- 2019年維護日常生產安全主要措施
Major Measures of Maintenance of Daily Production Safety in 2019

嚴格執行動火、受限空間、吊裝、高處、臨時用電、動土、深基坑等危險作業安全許可、票證簽批制度。
Strictly implement safety permit and certificate approval system such as ignition, restricted space, lifting, high level, temporary use of electricity, foundation, deep excavations, etc.

工人須購買意外傷害保險、現場必須配備規範施工標誌牌。
The workers must purchase accidental injury insurance and wear regulated construction signage.

增加招投標中對供應安全管理水平的考量，引進安全施工管理水平優質的供應商。
Increase the consideration of supplier safety management standards in bidding and tendering, and introduce high-quality suppliers with safe construction management standards.

重點區域動火必須指定現場監火人，落實安全防護措施，配備消防滅火器材，作業後留人觀察消除火種。
Ignition in key areas must be designated on-site fire supervisors, implement safety protection measures, be equipped with fire-fighting equipment, and leave people to observe and distinguish fire after the operation.

2019年度，本公司未發生重傷及以上生產安全事故，未發生火災事故、設備運行事故、職業衛生及防疫事故及勞資糾紛事件。

In 2019, the Company recorded no production safety-related accident resulting in serious injury or worse, fire incidents, equipment operations incidents, occupational hygiene and prevention of epidemic incidents and labour dispute event.

- 加強職業病防範及處置
Strengthen Occupational Disease Protection and Handling

公司在《中華人民共和國國家職業衛生標準》的指引下，制定《員工體檢制度》等內部管理制度，定期組織員工體檢，對於職業病早發現、嚴防範。報告期內，職業病體檢覆蓋率為100%，補充醫療保險覆蓋率達100%，補充商業保險覆蓋率為100%。

Under the guidance of the National Occupational Health Standards of the People's Republic of China(《中華人民共和國國家職業衛生標準》), the Company adopted internal management system such as "Employee Body Check System" (《員工體檢制度》), organized employee body check periodically, early detection and strict prevention of occupational diseases. During the Reporting Period, occupational disease body check coverage rate is 100%, supplementary medical insurance coverage rate up to 100%, supplementary commercial insurance coverage rate is 100%.

積極的「養牛人」

Proactive "Cow Keeper"

員工是公司發展壯大的基石，現代牧業為員工提供多元化的發展平台，助力員工在職業生涯中和公司一起前進，實現個人價值的同時也提升了集團價值。此外，公司心繫員工生活，努力幫助員工保持身心健康，保持工作與生活的和諧。

Employees are the cornerstone of the Company's growth. Modern Dairy provides employees with diversified development platform to help employees to move forward together with the Company in their careers, realizing personal value while also enhancing the Group's value. Furthermore, the Company cares about the lives of employees, and strives to help them to maintain physical and mental health, and maintain harmony between work and life.

助力員工成長與發展

Help Growth and Development of the Employees

2019年，公司着力吸納新生力量、鞏固人才資本，從專業技術能力提升及管理協作能力強化方面開展分層級、分主題的培訓，打造公平透明的晉升體系，為新員工創造融入途徑，為老員工提供前進動力。

In 2019, the Company focuses on inviting new forces and consolidating talent capital; carry out hierarchical and thematic training from the aspects of professional technical ability improvement and management collaboration ability enhancement; create a fair and transparent promotion system that create integration channels for new employees and provide motivation for experienced employees.

- **加強人員流動控制**
Strengthen Personnel Flow Control

招聘到崗後，公司嚴格執行新員工培訓流程及適職流程，開展部門溝通會，從生活和工作上及時幫助新員工適應，融入部門團隊。公司實施人員流失績效考核方案，結合每月實際人員流動情況對相關的部門負責人進行考核，對於流失率低的單位給予正激勵，流失率高的單位給予負激勵。同時，公司還建立了關鍵崗位人才關懷機制，包括心理和事業兩個方面，通過月度或季度的溝通會及時了解員工的健康狀況。身心健康方面，直接上級要適時與員工進行思想溝通，及時了解、解決員工生活和工作上的困難，緩解其工作和精神壓力；事業發展方面，要充分傳達企業發展信息，展示企業發展前景，鼓勵團隊精誠團結，推動企業快速發展。報告期內，員工流失率為2.53%。

After entering the Company, the Company strictly implemented the new employee training process and adaptation process such as commenced department communication meeting to help new employees adapt to life and work in a timely manner and integrate in department team. The Company implements a staff turnover performance evaluation plan, and evaluates the relevant department heads with the actual monthly staff turnover. It gives positive incentives to units with low turnover rates and negative incentives to units with high turnover rates. At the same time, the Company also established key position talent caring system, including both aspects of psychological and career. We know the health status of employees in time through monthly or quarterly communication. In terms of physical and mental health, direct supervisors should communicate with employees in a timely manner and resolve their difficulties in life and work, and relieve their work and mental pressure. In terms of career development, it is required to fully convey enterprise development information, display the development prospects of the enterprise, encourage the team to be sincere and united, and promote the rapid development of the enterprise. During the Reporting Period, the employee turnover rate was 2.53%.



- **建立關鍵崗位人才梯隊**
Establish Key Position Talent Pool

本公司為實現人才無斷層，保證企業正常生產運行，針對關鍵崗位建立人才儲備庫，組織各單位有序開展人才儲備工作，根據部門人員、崗位特性，設立崗位年齡、專業、工作經驗等任職資格要求。

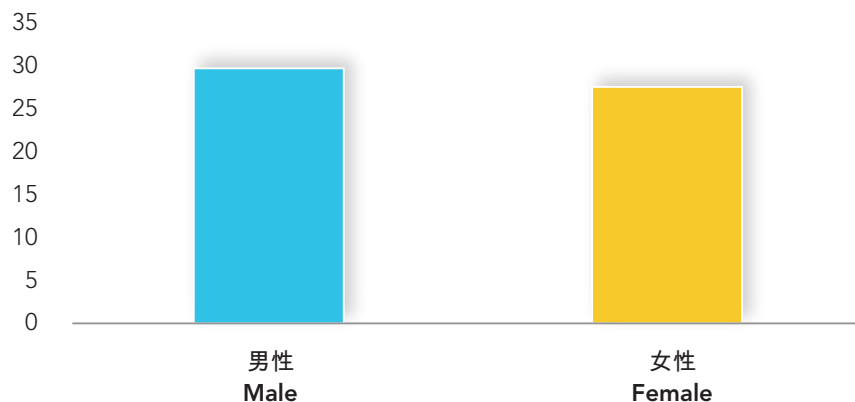
In order to achieve uninterrupted talents and ensure the normal production and operation of the Company, the Company establish a talent reserve database for key positions, organizes all units to carry out talent reserve work in an ordinary manner, and establishes job qualifications such as age, profession, and work experience according to department personnel and job characteristics.

- **不斷完善培訓體系**
Perfect the Building of Training Structure

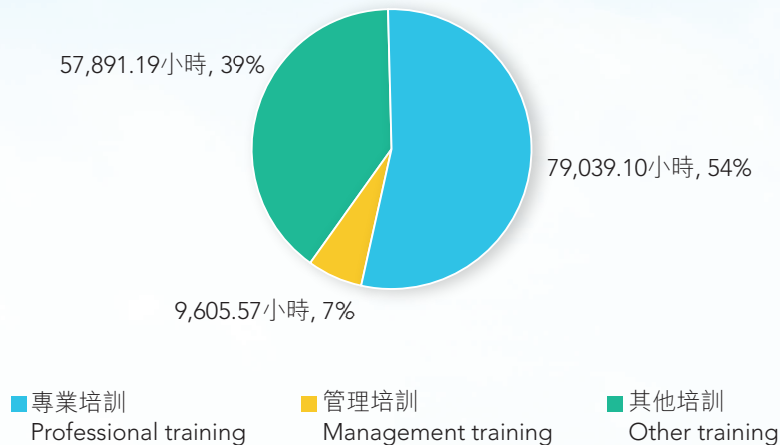
報告期內，我們通過每月培訓目標細化，及時回顧進展，整體培訓人次及培訓時長均有進一步提升。2019年全公司培訓人次達到136,674人次，培訓總時長達到146,515.87小時，每位員工平均受訓時數29小時，培訓經費支出金額約為人民幣12萬元。

During the Reporting Period, through the refinement of the monthly training target and review the progress in a timely manner, we achieved the further improvement of the overall number of training and training hours. The number of training of the whole Company reached 136,674, the total training hours reached 146,515.87 hours, the average training hours of each employees was 29 hours and the amount of training expenditures was approximately RMB120,000 in 2019.

按性別劃分員工人均培訓時長（小時）
Average staff training hours by gender (Hours)



按培訓類別劃分培訓時長(小時)
Training hours by training category (Hours)



新生人才引導
Guidance for new talents

開啓新員工90天導航項目，優化新員工培訓內容，包括延長培訓週期、明確培訓流程、驗證標準及責任人，新人入職標準化流程等，培訓內容主要包括企業文化、安全防疫制度、基本行為規範等。通過入職導航及培訓流程，新員工工作能力有了很大提升。此外，對新員工還開展了場級、車間級、班組級安全教育，提升其安全意識。

Start a 90-day navigation project for new employees and optimize the training content for new employees, including extending the training cycle, clarifying the training process, verification standards and responsible persons, and the standardization process for new recruits. The training content mainly includes corporate culture, safe epidemic prevention systems, and basic code of conduct, etc.. Through the onboarding navigation and training process, the capability of new employees has been greatly improved. In addition, new employees have also conducted field-level, workshop-level, and team-level safety education to enhance their safety awareness.

硬核技能提升
Enhance hardcore skill

加強技術支持中心(獸醫、繁育、犢牛、擠奶)、信息中心、品控中心、營養中心、總裁辦、設備能源中心、財務中心、安環中心等各中心駐牧場分管處室月度培訓管控，提升基層單位業務技術水平，加強中心與執行單位的內部溝通，促進技術水平迭代。

Strengthen monthly training management control of the technical support centers (veterinary, breeding, calf, milking), information center, quality control center, nutrition center, president office, equipment energy center, financial center, security center and other centers in the ranch branch office.

凝聚中心管理
Concentrate center management

針對部門負責人、中心副主任、中心部長或主管，推動中心內部培訓管理，加速中心能力水平提升，強化中心專業技術水平，提高對各單位的支持及服務水平。

For department heads, deputy directors of the center, directors or supervisors of the center, promote the internal training management of the center, accelerate the improvement of the center's ability level, strengthen the center's professional technical level, and improve the level of support and service to all units.

發揮集團引領
Play a leading role by the Group

調整集團統一培訓時間，減少工作衝突，擴大培訓受眾，提高集團統一培訓的講師水平和內容實用性，傳遞集團經營理念和文化。針對集團行政級、主辦級、主管級、部長級、中心(副)主任級人員，由人力資源中心組織進行全集團統一視頻網絡培訓，由中心副主任級以上人員負責講授，培訓內容主要為通用管理課程及集團相關制度解析等，每個季度舉行高管講堂，由副總裁級以上人員進行講授。

Adjust the group's unified training time, reduce work conflicts, expand the training audience, improve the group's unified training instructor level and content practicality, and convey the group's business philosophy and culture. For the group's administrative level, management level, supervisor level, department head level, center (deputy) director level personnel, the human resources center organizes the group-wide unified online video training, and the center deputy director level or above is responsible for teaching, the training content is mainly general management courses and analysis of the group's relevant systems, etc., are held every quarter in a senior management lecture, which will be taught by personnel above the level of vice president.

借助創新渠道
Assisted by innovative channel

在發揮內部培訓力量的基礎上，公司開拓視野，整合外部培訓資源，如與先進企業開展公開課、開展兼職培訓師項目，為現代牧業人才培養提供新思路、注入新思想。

On the basis of exerting internal training power, the company broadens its horizons and integrates external training resources, such as open courses with advanced companies and part-time trainer projects, to provide new ideas and inject new ideas for the cultivation of talents of Modern Dairy.



案例 Case Study

兼職內訓師體系建設 Part-time internal trainer system building

2019年8月，人力資源中心開展了「夠牛你就來」兼職內訓師培養工作，分擔總部人力資源中心的人才壓力，將人力資源培訓力更加深入地覆蓋到各個牧場。

In August 2019, Human Resources Center started a part-time internal trainer cultivation program "Come if You Dare" ("夠牛你就來") to share personnel pressure of Headquarter Human Resources Center and distributed in-depth human resources training into all farms.

選拔階段：公司在全集團徵集兼職內訓師，共有71人報名，經過兩輪篩選，共選拔出兼職內訓師候選人44人。

Selection stage: The company recruited part-time internal trainers in the whole group, a total of 71 people signed up. After two rounds of selection, a total of 44 part-time internal trainer candidates were selected.

培訓階段：邀請資深講師圍繞經驗萃取、課程設計、課堂呈現對44名兼職內訓師進行了三天三晚的培訓。

Training stage: Experienced lecturers were invited to train 44 part-time internal trainers for 3D3N on experience extraction, course design, and classroom presentation.

認證階段：培訓結束後，42名兼職內訓師進行了授課展示，成功獲得認證並獲聘為2020年度兼職內訓師。

Qualification stage: After the training, 42 part time internal trainers gave lectures and were successfully qualified and hired as part time internal trainers in 2020.

運用階段：在2020年，本次聘用的44名兼職內訓師將廣泛出現在部門內部培訓、中心駐牧場分管處室培訓和總部現場培訓的講台上，協助人力資源中心推動培訓工作的發展。

Application stage: In 2020, the 44 part-time internal trainers employed this time will widely appear on the podiums of the internal training of the department, the training of the centre's farm branch office and the on-site training of the headquarters to assist the human resources centre to promote the development of training.





案例
Case Study

開展公開課
Start Open Course

2019年，公司借助蒙牛提供的領導力與核心通用力公開課，推動建設管理團隊，開展通用管理能力培訓。蒙牛共提供了18門領導力與核心通用力公開課，參訓人員以牧場場長為主，共有18名中心副主任級以上人員參加了公開課的學習。

In 2019, the company uses the leadership and core general skills provided by Mengniu to promote the construction of management teams and carry out general management ability training. Mengniu provided a total of 18 open courses on leadership and core general skills. The participants were mainly farm managers. A total of 18 personnel with deputy director level or above participated in the open courses.

- **平衡工作與生活**

Balance of Work and Life

本公司不斷豐富員工生活業餘生活，完善牧場生活娛樂配套設施，組織員工開展娛樂活動、團隊比賽或職業技能競賽，有效鼓舞了員工情緒，同時關心員工家庭生活，協助員工安排好家庭及工作的關係，解決員工實際問題和後顧之憂，讓員工快樂、安心工作。

The Company continuously enriches the after-work life of employees, improves farm life and entertainment facilities, organizes employees to carry out recreational activities, team competitions or vocational skills competitions, which effectively encourages employees' emotions. At the same time, we care about their family life, assist them in arranging the relationship between family and work, solve practical problems and worries of employees, and make them work happily and at ease.

案例
Case Study

現代牧業尚志牧場參加尚志市「迷你馬拉松」活動
Modern Dairy Shangzhi Farm participated "Mini Marathon"
activity in Shangzhi City

2019年5月1日尚志市總工會舉辦「尚志市2019「騰飛盃」迷你馬拉松」比賽，尚志牧場工會也積極響應，組織員工進行報名參加。此次比賽在團結「養牛人」感情的同時，鼓勵員工強身健體，培養積極健康的生活方式。

On 1 May 2019, the Shangzhi City Federation of Trade Unions held the "Shangzhi City 2019" Tengfei Cup "Mini Marathon" competition. The Shangzhi Farm Trade Union also responded positively and organized employees to register. This competition, while uniting friendship of "cow raisers", encourages employees to stay fit and cultivate an active and healthy lifestyle.



案例
Case Study

通遼牧場開展素質拓展訓練
Tongliu Farm conducted personality development training

2019年6月29日，現代牧業通遼團隊與運營管理辦公室攜手參加了野外素拓培訓活動，通過需要信任與團隊協作的遊戲，讓員工放鬆身心，消除隔閡，彼此信任，互相扶持，讓新的同事能夠快速融入團隊，感受團隊溫暖。

On 29 June 2019, the Modern Dairy Tongliao team and the operation and management office participated in the outdoor personality development training activity. The game requires trust and teamwork that enable the employees to relax and eliminate barriers, trust each other, support each other and enable new colleagues integrate in team quickly and feel the warmth of the team.



有愛的「養牛人」

Kind-hearted "Cow Keeper"

十幾年來，現代牧業以吸收貧困戶就業、走訪困難戶、為困難戶贈送犢牛，傳授養殖技術、參加各類公益活動、捐贈牛奶等方式，切實落實扶貧工作。

For more than ten years, Modern Dairy has effectively implemented poverty alleviation by recruitment from the poor, visiting difficult households, donating calves to difficult households, imparting breeding techniques, participating in various charity activities, and donating milk.

- **「種養加」一體化，帶動行業扶貧**

The Integration of "Planting, Breeding and Processing", drive the industry to poor alleviation

作為國內最大的養殖企業，本公司肩負着引導養殖業回饋社會並起到良好帶頭作用的重任。為響應國家「一控兩減三基本」的政策，同時為解決好奶牛的飼草問題，公司推行「企業+基地+農戶」的飼草產業化經營模式。2019年，企業訂單飼草種植面積107萬畝，輻射帶動牧場週邊6萬餘農戶從事飼草種植，為農戶帶來直接收益超過6.8億元。

As the largest aquaculture enterprise in China, the Company bears the important task of guiding the aquaculture industry to give back to the society and play a good leading role. In response to the national policy of "one control, two reductions and three basics", and at the same time, in order to solve the cow's forage problem, the Company promotes the "enterprise + base + farmers" forage industrialization management model. In 2019, enterprises ordered 1.07 million mu of forage planting area, which radiated more than 60,000 farmers around the farms to engage in forage planting and brought direct income of more than RMB680 million.

- **解決當地貧困戶就業、一對一社會扶貧**

Solve the employment of the local poor, one-to-one social poverty alleviation

公司通過捐贈飼料與奶牛、解決當地貧困戶就業等「授人以漁」的扶貧方式，對週邊農牧民實行精準扶貧。公司各牧場均對當地貧困群體開放企業部分崗位，每個牧場優先為貧困戶提供就業崗位20個左右，人均工資達到月工資2,500元／人以上，可為貧困家庭增收至少3萬元／年。15年來，現代牧業以奶牛養殖為產業鏈條，帶動週邊經濟展，解決就業5,000餘人，直接或間接幫扶脫貧1,000餘戶。

The company implements targeted poverty alleviation to surrounding farmers and herdsman by donating feed and cows, and solving the poor's employment and other "Teach people to self-help" poverty alleviation methods. Each farm of the Company opens some vacancies to local poor groups. Each farm gives priority to about 20 vacancies for the poor. The average monthly salary is RMB2,500 or more per person, which the annual income can be increase by at least RMB30,000. In the past 15 years, Modern Dairy has taken dairy farming as an industrial chain, has driven the surrounding economy, solved more than 5,000 unemployment, and directly or indirectly helped more than 1,000 households out of poverty.



案例
Case Study

尚志牧場助力精準扶貧，向烏吉密鄉貧困戶捐贈斷奶小公牛
Targeted poor alleviation conducted by Shangzhi Farm,
donation of weaned bulls to poor households
in Wujimi Township

2019年，現代牧業(尚志)有限公司為烏吉密鄉89戶貧困戶捐贈30頭斷奶小公牛，助力精準扶貧，為讓貧困戶飼養更優質、健康的小公牛。公司將新出生小公牛採取留養方式，斷奶後再交由烏吉密鄉政府接收轉入奶牛養殖合作社進行飼養，確保了小公牛的健康成長，也為當地貧困戶解決了飼養困難的問題。

In 2019, Modern Dairy (Shangzhi) Co., Ltd. donated 30 weaned bulls to 89 poor households in Ujimi Township to assist in targeted poverty alleviation and to enable poor households to raise better quality and healthier bulls. The Company will keep the new-born bulls in rearing mode, and after weaning, they will be handed over to the Wujimi Township Government to be transferred to dairy farming cooperatives for breeding, which ensures the healthy growth of the baby bulls and solves the problem of feeding difficulties for the local poor households.



- 踐行公益，傳播大愛
Implementation of Precision Poverty Alleviation, Spread the Spirit of Love

在發揮產能帶動力量之餘，公司遍佈各地的牧場通過捐贈現代牧業自產牛奶物資、改善鄉村基礎設施建設等方式，將「牧業養牛人」的淳樸大愛傳播至力所能及之地。

In addition to giving full play to the driving force of production capacity, the Company's farms all over the country spread the simple love of "cow raisers in the industry" to the best of their ability by donating Modern Dairy produced milk materials and improving rural infrastructure construction.



蚌埠牧場每年節日期間為週邊村莊的貧困戶送去牛奶等物資。

Bengbu Farm delivers milk and other materials to the poor in the surrounding villages during the annual festival.

現代牧業傾情助力「我為中國優質乳代言—越野牛人公益行」活動，通過民間公益代言、捐贈牛奶等形式，提振牛奶消費信心、振興民族奶業。

Modern Dairy is devoted to sponsor "I speak for China's high-quality milk-cross-country cow charity" activities, through private charity endorsements, donation of milk and other forms to boost milk consumption confidence and revitalize the national dairy industry.

案例 Case Study

助力鄉村基建發展，商河牧場建設受損鄉間道路 Assistance in rural infrastructure development and construction of damaged country road by Shanghe Farm

商河沙河鎮大仇村是牧業飼草重要種植基地村之一，但由於村落原有沙石路面年久失修，損壞嚴重，給車輛出入帶來不便。為加強基礎設施建設，2019年現代牧業捐贈20萬元人民幣幫扶資金，協助政府建設鄉間道路。

Dazhang Village, Shahe Town, Shanghe is one of the important base villages for pasture forage, however, the original gravel road in the village has been in disrepair for many years, which was damaged seriously, and vehicles were not able to pass through smoothly. In order to strengthen infrastructure construction, in 2019, Modern Dairy donated RMB200,000 as aid funds to help the government build country roads.

- 抗擊疫情，共克時艱
Fight Against Epidemic, Overcome Difficulties Together

作為國內最大的原奶生產商，現代牧業緊密關注疫情發展，與社會共度時艱，積極承擔社會責任。現代牧業積極響應國家號召，第一時間加入捐贈行列，累計捐贈價值1,000萬元現代牧業品牌系列奶類產品，馳援醫院、疾控中心、治安崗亭、監測站、車站等防疫現場，為防疫一線提供營養支撐。我們堅持以專業報社會，以品質獻力量，全「現」出擊，積極抗「疫」。未來，現代牧業也將在保障自身運營基礎上，恪盡社會責任，全力支持疫情防控工作。

As the largest raw milk producer in China, Modern Dairy closely follows the development of the epidemic situation, works through the difficulties with the society, and actively assumes social responsibilities. Modern Dairy has actively responded to the national call and immediately made donations. To provide nutritional support for the epidemic prevention front line, we cumulatively donated RMB10 million worth of milk products series under Modern Dairy brand and sent it to hospitals, disease control centers, security posts, monitoring stations, stations and other epidemic prevention sites. We insist on serving the society with professionalism, dedicating our strength to quality, "Modern Dairy" fully and actively fights against "epidemic". In the future, Modern Dairy will also fulfill its social responsibilities on the basis of safeguarding its own operations and fully support the prevention and control of epidemic diseases.



未來展望

Outlook

2020年，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，持續對標聯合國《2030可持續發展議程》，完善共享健康可持續發展體系，提升可持續發展管理指標，加強可持續發展實踐探索，力爭樹立全球可持續發展行業典範。未來，我們將從經濟、環境、社會三方面入手，推動現代牧業可持續發展工作從「引入期」過渡到「鞏固期」，再向「成型期」邁進。

In 2020, Modern Dairy will adhere to the corporate goal of “building a world class and the most sophisticated farms, producing the best quality milk, and achieving the harmonious development between nature, mankind and animals”, continue to benchmark the “2030 Agenda for Sustainable Development” (《2030可持續發展議程》) issued by the United Nations, and improve shared health and sustainable development system, improve sustainable development management indicators, strengthen the implementation and exploration of sustainable development, and strive to set a global industry model with sustainable development. In the future, we will start from the three aspects of economy, environment and society, to promote the sustainable development of Modern Dairy from the “introduction period” to the “consolidation period”, and then move toward the “forming period”.

經濟上，我們將持續深耕「牧草種植 - 奶牛養殖 - 牛奶加工」的產業一體化發展模式，採用行業先進的技術管理經驗，保證奶牛健康，奶源安全；我們將依託「種養加」零距離一體化生產模式，生產高品質的牛奶；我們在加強全產業鏈建設，實現自身發展的同時，將與上下游合作夥伴繼續深入合作共贏，帶動產業鏈的健康成長。

Economically, we will continue to deeply cultivate the industrial integration development model of “forage planting-cow breeding-milk processing”, adopt the industry’s advanced technology management experience to ensure the health of cows and the safety of milk sources. We will rely on the “planting and raising” zero-distance integrated production model to produce high-quality milk; while strengthening the construction of the entire industry chain and achieving our own development, we will continue to cooperate with our upstream and downstream partners to achieve win-win cooperation, driving the healthy growth of the industry chain.

環境上，我們將牢牢把握「綠水青山就是金山銀山」的生態環境保護理念，構建完善的責任管理體系，加強管理層對可持續發展戰略的帶動作用，持續開展節能減排、安全清潔生產，促進企業安全低碳運營，助力環境友好型企業建設，為生態文明建設貢獻力量。

Environmentally, we will firmly grasp the ecological and environmental protection concept of “Lucid waters and lush mountains are invaluable assets”. We will build a comprehensive responsibility management system, strengthen the management’s leading role in the sustainable development strategy, continue to carry out energy conservation and emission reduction, safe and clean production, promote the safe and low-carbon operation of enterprises, assist in the construction of environmentally friendly enterprises, and contribute to the construction of ecological civilization.



社會上，我們將持續踐行社會責任，誠信經營，助力員工職業發展，深化人文關懷，促進企業和員工的共同發展；努力打造責任供應鏈，繼續推進戰略合作，實現互利共贏；繼續響應2020年全面脫貧的國家戰略目標，進一步深耕精準扶貧，推動公益慈善事業，竭誠回報社會。

In the society, we will continue to practice social responsibility, operate in good faith, foster career development of employees, deepen human care, and promote the mutual development of enterprises and employees; strive to build a responsible supply chain, continue to promote strategic cooperation, and achieve mutual benefits and win-win situation. In response to 2020 national strategic goal of all-round poverty alleviation, we will put further efforts in targeted poverty alleviation, promotion of charity business, and dedication to society.

奶業是健康中國戰略不可或缺的產業，中國奶業要做大做強，安全和品質是關鍵。規模化、生態化牧場的建設，則是奶業壯大的必經之路。現代牧業將繼續堅持可持續發展之路，引入專業技術，確保人、牛、自然的和諧發展，實現好草好牛產好奶，牢牢把握奶業發展週期，為經濟可持續發展、資源循環利用、綠色能源經濟的發展貢獻一份堅實的力量。

The dairy industry is an indispensable industry for a healthy China strategy. Safety and quality are the key to make China's dairy industry bigger and stronger. The construction of large-scale and ecological farms is a must for the development of the dairy industry. Modern Dairy will continue to adhere to the road of sustainable development, introduce professional technology, ensure the harmonious development between mankind, cows, and nature, achieve quality milk production by raising quality grass and excellent cows, firmly grasp the development cycle of the dairy industry, so as to contribute a solid force for the sustainable economic development, the resource recycling and utilization and the development of green energy economy.



ESG 指標索引

ESG Indicators Index

層面 Level	內容 Content	披露位置 Disclosure
A1 排放物 Emissions	一般披露 General disclosure	1.2 綠色發展貼近自然 Greenish Development with Nature
	A1.1	1.2 綠色發展貼近自然 Greenish Development with Nature
	A1.2	1.2 綠色發展貼近自然 Greenish Development with Nature
	A1.3	1.2 綠色發展貼近自然 Greenish Development with Nature
	A1.4	1.2 綠色發展貼近自然 Greenish Development with Nature
	A1.5	1.2 綠色發展貼近自然 Greenish Development with Nature
	A1.6	1.2 綠色發展貼近自然 Greenish Development with Nature
A2 資源使用 Use of Resource	一般披露 General disclosure	1.2 綠色發展貼近自然 Greenish Development with Nature
	A2.1	1.2 綠色發展貼近自然 Greenish Development with Nature
	A2.2	1.2 綠色發展貼近自然 Greenish Development with Nature
	A2.3	1.2 綠色發展貼近自然 Greenish Development with Nature
	A2.4	1.2 綠色發展貼近自然 Greenish Development with Nature
	A2.5	不適用 NA
A3 環境及天然資源 The Environment and Natural Resources	一般披露 General disclosure	1.2 綠色發展貼近自然 Greenish Development with Nature
	A3.1	1.2 綠色發展貼近自然 Greenish Development with Nature

層面 Level	內容 Content	披露位置 Disclosure
B1 僱傭 Employment	一般披露 General disclosure	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B1.1	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B1.2	建議披露項，計劃於未來披露 Recommended disclosure item, to be disclosed in the future
B2 健康與安全 Health and Safety	一般披露 General disclosure	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B2.1	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B2.2	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B2.3	4.1 健康的「養牛人」 Healthy "Cow Keeper"
B3 發展及培訓 Development and Training	一般披露 General disclosure	4.2 積極的「養牛人」 Proactive "Cow Keeper"
	B3.1	建議披露項，計劃於未來披露 Recommended disclosure item, to be disclosed in the future
	B3.2	4.2 積極的「養牛人」 Proactive "Cow Keeper"
B4 勞工準則 Labour Standards	一般披露 General disclosure	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B4.1	4.1 健康的「養牛人」 Healthy "Cow Keeper"
	B4.2	建議披露項 Recommended disclosure item
B5 供應鏈管理 Supply Chain Management	一般披露 General disclosure	1.3 打造可持續產業鏈 Building Sustainable Industry Chain
	B5.1	1.3 打造可持續產業鏈 Building Sustainable Industry Chain
	B5.2	1.3 打造可持續產業鏈 Building Sustainable Industry Chain

層面 Level	內容 Content	披露位置 Disclosure
B6 產品責任 Product Reliability	一般披露 General disclosure	2.3 可靠的安全保證 Reliable Safety Guarantee 3.1 嚴守好奶 Strict Control of Quality Milk 3.2 真誠待人 Being Sincere and Creditable
	B6.1	不適用 NA
	B6.2	3.2 真誠待人 Being Sincere and Creditable
	B6.3	不適用 NA
	B6.4	3.1 嚴守好奶 Strict Control of Quality Milk
	B6.5	3.1 嚴守好奶 Strict Control of Quality Milk
B7 反貪污 Anti-corruption	一般披露 General disclosure	廉潔牧業人 Honest Pastoralist
	B7.1	不適用 NA
	B7.2	廉潔牧業人 Honest Pastoralist
B8 社區投資 Community Investment	一般披露 General disclosure	4.3 有愛的「養牛人」 Kind-hearted "Cow Keeper"
	B8.1	4.3 有愛的「養牛人」 Kind-hearted "Cow Keeper"
	B8.2	4.3 有愛的「養牛人」 Kind-hearted "Cow Keeper"