



New Hope Group

Address: 4<sup>th</sup> Floor, Block B, Waltz Plaza 7 # Hangkong Road, Chengdu, 610041  
Sichuan, P. R. China

---

---

## Statement

As the first private enterprise who signed UN Global Compact, New Hope Group has been improving its corporate governance and management system according to 10 Principle of Global Compact and commits to assuming more corporate social responsibilities.

We always practice “developing with our employees” and we adopt a package of policies to protect employee right. In the meantime, we established promotion system so as to support their professional development. While protecting employees’ human rights and labour rights, we also stipulate appropriate policies for our foreign employees in the overseas market according to the local traditions and offer them higher salaries comparing with other local enterprises. For instance, our workers in Vietnam are permitted coffee break during working time, which is so different in China.

As for environment protection, New Hope Group implements biological planting, biological breeding and puts great effort on developing organic food industry. Food safety, energy saving and environment protection have been practiced in every aspect of our strategy so as to produce natural, safe, qualified and environment-friendly products. Due to our insistent effort placed on it, Qian Xihe, one of our controlling entities has been elected as the sole supplier of fresh frozen meat and meat products to

2008 Olympic Games.

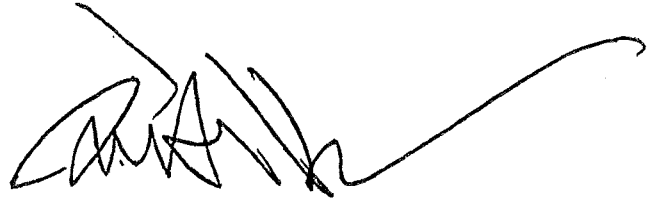
In addition, New Hope Group always takes technological development and innovation as the driving forces of strengthening the core competitiveness for meeting the goal of sustainable growth. Currently, the group is giving full play to its advantages to promote research and development as well as application of the science and technology of modern agribusiness value chains, including developing the innovative and applicable technologies in the fields of animal feeds, dairy, meat processing, chemical industry for agriculture and animal remedy; for promoting agricultural industrialization, we set up three agribusiness value chains namely swine operation, poultry and dairy industrial chains. Among them the annual production of swine operation chain amounts to 7.5 million, poultry amounts to 400 million, dairy amounts to 350,000 tons.

For bringing our practice in line with international standards, most of our entities have gained ISO Quality Management System Certificates, ISO10012 Measurement Management System Certificates, HACCP Safety Management System Certificates, ISO14001 Safety Management Certificates, HACCP Food Safety System Certificates and GMP Certificates.

As the initiator and participant of China Guangcai Program, a poverty relieving project, and the movement of Constructing New Countryside, New Hope Group assumes its corporate social responsibilities and invested RMB1.2 billion Yuan and denoted RMB110 million Yuan in the poverty striking areas and employed more than 10,000 laid-off and transferred workers. The project covers 33 villages and the number will grow into 100. Meanwhile, New Hope Group is one of the first private enterprises who issued its 2006 Corporation Social Responsibilities Report.

In the following years, New Hope Group commits to complying with the 10 Principles of Global Compact and contributes to the healthy development of Chinese

agriculture and aims at building a world-class agribusiness enterprise.

A handwritten signature in black ink, appearing to be 'Liu Yonghao', with a long, sweeping flourish extending to the right.

Liu Yonghao

President of New Hope Group

July 5, 2007

封面

新希望集团

## 2006 年度社会责任报告

New Hope Group 2006 Corporate Social Responsibility Report

新希望 2006

为耕者谋利·为食者造福

Seeking the interest for farmers and promoting the well beings for consumers

封底

千喜鹤：北京 2008 年奥运会冷鲜猪肉及猪肉制品独家供应商。

“Qian Xi He” frozen fresh pork, known as an exclusive brand for the Beijing Olympics 2008,

新希望集团董事会 编制

四川省成都市新希望路 9 号

( 028 ) 85234545 85241180

[Http://www.newhopegroup.com](http://www.newhopegroup.com)

封二

**阳光 正向 规范 创新**

HEALTHY TRANSPARENT Regulated and Innovative

序 言

## **奔向大海**

“辉煌的人生是一个不断刷新自己的过程，即便不是为追求辉煌，人生也应该是在不断扩大自己的视野和发挥自己最大潜力的过程中实现自身的价值”。我这样想着，也一直努力这样做着。十年前在“希望”经过十余年创业并获得了世人瞩目的成功之时，我开始构想一个“新希望”的梦想。当时希望已成为现实，而且大大超出了我们早先的期望，我要提出“新希望”，追求新的梦想。这个梦想，就是要走出四川的崇山峻岭，进入江汉平原，继而奔向大海的梦想；这个梦想，是将各种有效社会资源重组整合，拓展“希望”原有的饲料行业，建设产业化大农业的梦想；这个梦想，是走一条混合型经济的道路，结合不同的产权制度从而最大限度地解放生产力，实现振兴民族农业的梦想；这个梦想，是需要一批又一批能人志士共同构造一个伟大事业平台的梦想。

二十多年来，新“希望”已经做了很多，并且做得还不错。不少人

认为“希望”已经是个传奇，新希望又是另一个传奇。然而“成功”也好，“传奇”也好，这些在我看来，也只是万里长征迈出的第一步。历史属于过去，未来属于我们。在未来的事业中，还没有多少人拥有我们这样的优势。全面进入产业化农业，这就是机遇，稍纵即逝的机遇。中央提出的发展农业产业，解决“三农”问题的构想，正合我们大举进军农业的心愿。我们又一次抓住了历史的机遇，这是“新希望”之希望所在。新希望自己刻苦努力，还要和同行联合起来共同努力。

联合求发展，要有共赢的心态让我们的合作伙伴共同发展，让我们的合作伙伴尝到甜头。企业文化、利益格局、个性特点和思维方式上的差异有可能让人费心，然而，我们的共同目标是远大的。在大目标和大利益的驱使下，上述差异必然会在磨合中得到消除。这些年的经验告诉我，做小事赚小钱最容易产生矛盾，而有决心有能力做大事的人，往往是最好的合作对象。

当然，“新希望”意味着新的机制、新的管理方法，“新希望”要向现代企业制度靠拢，这些对我们的人和事都会有个否定之否定的过程，而这恰恰是我们进步所必须经历的过程。我们的合作伙伴有很多长处，我们要学习，拿来为我们所用，但这些不是我们想学就能即刻学得到的，只有通过合作才能把他们的长处融汇于我们的管理中来。新的增长点意味着各方的优势组合，产生出一个更有生命力、更有抗病力、更有高产量的新品种。

我们要奔向大海，共创辉煌，离不开更多有志之士 充满激情的参与。大事业是大家干的。不论“希望”也好，“新希望”也好，还是我们

未来新的事业板块也好，都需要一大批学有专长、朝气蓬勃、锐意开拓、踏实肯干的人才精英。我们要推出新利益结构，籍以构筑让仁人志士施展抱负与才华的“人才高速公路”，在这里，不同层次的人才将各行其道，最杰出的将畅行如风，一日千里。

我们要奔向大海，首先目标要明确，沟、塘、堰、壑不是大海，河、湖、港、湾也不是大海，不能浅尝辄止，不能知足常乐，要坚韧不拔，九死未悔，不达目的绝不罢休；其次是要有博大的胸怀，要知道奔向大海意味着自己要融入大海，而要融入大海，就要有大海般的胸怀；第三要调整心态，今后，我们必然会面临更多的挑战，但目标已经确定，任何迟疑和犹豫都是错误的。用古希腊的一句格言来形容今天的“新希望”，那就是：“愿意的，命运领着走；不愿意的，命运拖着走”。

大海在呼唤，让我们以最好的心态，以昂扬的斗志，以清醒的头脑，全力以赴奔向大海，奔向新希

Preface

## **EMBRACING THE OCEAN**

“Glorious life is nothing but refreshing oneself even through in no pursuit of sumptuousness, as life should be a track on which one to materialise his/er value in the process of constantly broadening view and exploring the unlimited potential.” I thought, and so do I as usual. While Hope achieved eye-catching accomplishments, I still launched New Hope in

pursuit of a new dream, which stimulated us to step out of inland Sichuan, penetrate into the Jiangnan plain, and subsequently embraced the ocean. This dream is about restructuring and integrating various effective social resources, expanding the previous feed business of Hope, and building up a dream of industrialised agriculture; this dream is about a path of mixed economy incorporating with different ownership systems so as to maximise productivity and about fulfilment of a dream to reinvigorate the national agriculture; and this dream is about a platform to be jointly forged by a legion of high calibres.

Many thought New Hope was a legend. Regardless either success or legend, this was just the first step of a long journey. The issues concerning agriculture, countryside and farmers raised by central government echoes our desire to march forward to modern agriculture. Hope of New Hope lies on our seizure of the historical opportunity, not only does New Hope work hard, but it parlays its savvy into development and alliances with fellow companies.

Only when an attitude towards alliances for mutual development is held can we ourselves further grow up and benefit our partners as well.

New Hope, of course, means new mechanism and management mode. Only after cooperation is established can we absorb strengths into our management practice, we would create vigorous, healthy and innovative “New Hope”.



Embracing the ocean and jointly creating rosy prospects are highly relevant to participation of increasing talents and calibres with passion. We need to roll out a new structure of shearing benefit and interest, on which they can tap everyone's potential and encourage talents to perform best.

The unquestionable target of embracing ocean requires us extensively involve into our business and further explore our market. We believe that we can become part of ocean because of our capabilities, knowledge and our open mind to all challenges. Any hesitation or doubt should not be in our way of embracing our goal. The Greek said "Ducunt Fata volentem, nolentem trahunt".

Our goal is there and the international market is calling, we are ready to answer it, with our inspiration and passion to create new hope-where the sun is rising.

## **目 录 Contents**

### **第一章 阳光、正向、规范、创新的农牧企业。Chapter I**

**Healthy, Transparent, Regulated and Innovative  
Agribusiness Enterprise**

**第二章 第二章 养育人、创财富，促进社会文明进步**

**Chapter II Our Culture**

**第三章 为耕者谋利，为食者造福**

**Chapter III Our Business**

**第四章 可持续发展的希望之路**

**Chapter IV Research and Development**

**第五章 光彩事业与新农村建设**

**Chapter V Guangcai Program: poverty relieving**

**后 记 Epilogue**

## 第一章 Chapter I

# 第二章 阳光、正向、规范、创新的农牧企业

## HEALTHY, TRANSPARENT, REGULATED AND INNOVATIVE AGRIBUSINESS ENTERPRISE

新希望集团创业于 1982 年，是中国最大的农牧企业和中国最大的民营企业之一。曾先后被评为“中国最具生命力十大企业”之一，“中国最适合职业经理成长的十大民营企业”之一，2006 年列中国 500 强企业第 187 位。董事长刘永好先生享有“最具世界影响力的中国企业领袖”、“最有社会责任感的企业家”及“全球十大杰出华商”、“CCTV 中国年度经济人物、CCTV 中国年度三农人物”等荣誉。

在 25 年的发展历程中，新希望坚持“为耕者谋利，为食者造福”的经营宗旨，秉承“阳光、正向、规范、创新”的基本价值观念，立足于基业长青，致力于正向、规范、阳光的企业治理架构，努力打造规范、环保、领先的世界级农牧企业，实现了高速和可持续发展。

在中国大陆及海外拥有 210 多家各类型企业，聘有员工 35000 名；拥有 7 个国家级农业产业化重点龙头企业；3 个中国名牌产品，2 个中国驰名商标，多数产成品为国家免检产品；2006 年，销售收入超过 200 亿元，实现利润总额超过 17 亿元，上交国家税收超过 7 亿元；

新希望以开阔的视野，坚韧的毅力，积极走出国门。新希望还是光彩事业和新农村建设的倡导者之一和实施者之一，历年投入扶贫资金 12 亿元，2006 年联系帮扶 33 个村走上了脱贫致富的道路，走在

了民营企业参与社会主义新农村建设的前列。

New Hope Group, founded in 1982, is one of the largest private agribusiness enterprises in China. New Hope Group ranks 187 among the top 500 enterprises in China and is entitled as the ‘Top 10 Most Vigorous Enterprises’. Mr. Liu Yonghao, Board Chairman of New Hope Group is regarded as the “Most Influential Business Leader in the World”, ‘CCTV Economic Figure’ and ‘CCTV Agricultural Figure’.

NHG controls more than 210 entities in Chinese mainland and overseas market with 35,000 employees. The total sales revenue has mounted to 20 billion RMB in 2006 and realized the profit of 1.7 billion RMB.

NHG has contributed 1200 million RMB for poverty relieving project. In 2006 NHG helped 33 villages becoming the pioneer in building New Countryside.

## **1. 1 历史与发展 History and Evolution**

### **1.1. 1 历史沿革 1.1.1 Our History**

“新希望”集团的前身是南方希望集团，是刘永言、刘永行、陈育新(刘永美)、刘永好四兄弟创建的大型民营企业——“希望集团”的四个分支之一。1982年，刘氏兄弟在极其困难的条件下，变卖家产筹集1000元资金，开始了艰苦的创业历程；1986年，时任国家科技部长的宋健同志为刘氏兄弟题词“中国经济的振兴寄希望于社会主义企业家”，从此，“希望”成为刘氏兄弟事业的品牌；1990年，企业初具规模时，

他们大胆调整产业，致力于饲料产品的研发和生产；1995年，希望集团依靠先进的技术、过硬的产品质量、创新的营销手段和带动广大农民致富的决心，使企业发展成为拥有6000名员工，10亿元资产规模，20亿元销售收入的大型民营企业，并成为中国饲料企业百强第一位，中国500家最大私营企业第一位。期间，刘氏兄弟两次重新划分规范了“希望”集团的产权，在南方希望资产的基础上，刘永好先生组建了“新希望”集团。

### 1.1.2 发展战略

#### ◆总体目标：打造规范、环保、领先的世界级农牧企业

新希望集团自组建以来，一直把“为耕者谋利，为食者造福”作为集团的经营宗旨。经过25年的发展，新希望已逐步成为以农牧业为根基，适度多元发展，总资产近200亿元人民币的大型民营企业集团。特别是中国加入WTO以后，为顺应我国经济日益全球化发展的趋势，提高中国民族企业的市场竞争能力，根据新希望发展规模和海外市场发展状况，在2005年初适时提出了“打造规范、环保、领先的世界级农牧企业”的战略发展目标，并将其分解为十项具体指标（见图一），力争通过3-5年时间，依托高效的组织结构、先进的管理手段和规模资金优势，在全球范围内优化整合资源。

#### ◆经营战略：高度专业化经营，适度多元化发展

高度专业化经营是集中企业和社会有效资源，用于主业产业

链完善和拓展，确保企业基业长青，做大做强的根本保证；适度多元化发展是为了确保企业专业化经营目标，减少市场波动或非人为因素给企业专业化经营带来风险的必要措施，是新希望发展的一个特点。当金融、化工和房地产等行业投资机会来临的时候，新希望抓住机遇，适当投入。

新希望的战略重点是农牧业发展。当农牧业处于低谷时期，新希望用金融和房地产等多元化投资获取的利润来平衡农牧业的风险，保持农牧产业链的健康持续发展；当国家、社会、市场对农牧业逐渐高度重视，农牧业步入快速发展通道的时候，新希望把主要的资源和管理重心向农牧业倾斜，以确保农牧业的高度专业化，力争做大产业规模，向世界级农牧企业的目标迈进。

New Hope, previous Nanfang Hope Group, is one of four independent affiliations of Hope Group, known as a large private enterprise founded by four brothers, namely Liu Yongyan, Liu Yongxing, Chen Yuxin (Liu Yongmei), and Liu Yonghao. Back in 1982, the four brothers raised 1,000 yuan by selling family properties under extremely harsh living conditions and embarked on a tough journey of business establishment. In 1986 Mr. Song Jian, the former minister of National Science and Technology, remarked ‘private entrepreneurs are the hope for national economic reinvigorating’, by which Hope Group was named after. In 1995 Hope Group has been developed into the largest animal feeds company and also the largest private enterprises in China. In the same year the ownership of

Hope Group was clearly defined and Mr. Liu established New Hope Group evolving from Nanfang Hope.

### **1.1.2 Development Strategy**

◆Overall Goal: to build a regulated, environment friend and world class leading agribusiness enterprise.

Since its establishment, NHG always makes the commitment to seeking the interest for farmers and promoting the well-beings for consumers. In 2005 NHG launched the strategic goal namely, to build a regulated, environment friend and world class leading agribusiness enterprise in 3-5 years through efficient organizational structure, modern management and the advantage of scale and capital in order to integrate and optimize global resources.

◆ Strategy: Concentrating on agribusiness while making rational diversified investment

Agribusiness is always at the core of our strategic development while we are making diversified investment on Chemical, real estate and finance so as to hedge the risks faced by agribusiness.

新希望制定的达到世界级农牧企业的十项指标

## 10 Features of International Agribusiness Enterprise Defined by NHG

- 销售收入达到 500 亿元人民币
- realizing the annual sales revenue of 50 billion RMB;
- 引领中国畜牧业增长方式转变
- Leading the transition of traditional agricultural industry;
- 先进的猪、禽、奶产业链
- Advanced poultry, and dairy industry chain;
- 领先的设备及技术
- Edge-cutting equipment and technology;
- 品牌优势
- competitive brand;
- 规模采购
- Large Scale procurement;
- 高绩效团队
- well-performed team;
- 与国际接轨
- International standards
- 完善的治理结构和激励机制
- Perfecting corporate governance and incentive plan;
- 适应企业发展的文化
- suitable corporation culture.

图一：世界级农牧企业目标      Graph 1: Features of International



## Agribusiness Enterprises

### 1.2 产业结构 Business Structure

农牧业：农牧业始终是新希望的根基和主业，包括种苗、饲料、养殖服务、乳业与肉食品加工、屠宰、生物制剂、动物防疫等。新希望旗下 7 家企业被国家九部委评选为国家级农业产业化龙头企业。饲料年销量达到 600 万吨，居中国本土饲料行业第一位；具有 750 万头生猪的屠宰能力，年屠宰、加工和销售鸡鸭能力超过 4 亿只，是中国最大的肉禽类加工、屠宰企业；乳业年产能达 80 万吨，是中国西南最大的乳业联合企业；新希望的“美好”牌肉食品在中国西部市场占有绝对主导地位；新希望农业股份公司控股的千喜鹤肉食品公司是 2008 奥运会冷鲜猪肉独家供应商。

从 1996 年开始，新希望开始考察在国外投资。1999 年，在越南建厂。至今，在越南、菲律宾、孟加拉和印尼等地已建或在建 8 家工厂，总投资超过 4 亿元，投资效益良好。

化工业：新希望与世界银行国际金融公司 ( IFC ) 合资组建的成都华融化工有限公司，是亚洲最大的高纯氢氧化钾生产企业，其产品出口占中国总出口量的 60%；新希望在中国云南、湖北投资建设的磷化工厂，是中国最大的磷化工生产企业之一；新希望化工已投产和正在建设的 P V C 生产能力达 40 万吨；新希望兽用药原料和成品药产销量均名列国内前茅。在国际合作伙伴的支持下，新希望的化工产业注

重环境友好、环保先进，发挥后发优势，积极发展循环经济项目。

地产与基础设施建设：新希望地产主要在大连、成都、上海、呼和浩特、昆明、南宁、沈阳等城市展开。新希望在昆明、南宁建设的“大商汇”项目，通过改变商业格局、提高物流效率、改善城市面貌、提升城市定位，致力于项目和城市的和谐相融。

金融业：新希望是较早投资金融业的中国民营企业，是中国民生银行、中国民生人寿保险公司以及联华国际信托投资公司的主要股东。新希望始终严格自律，做规范的投资人。

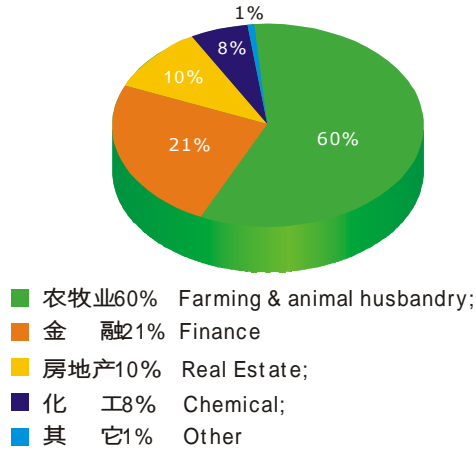
Agribusiness: Agribusiness is always our core business which includes breeding, animal feed, breeding service, dairy and meat processing, slaughtering and animal medicine etc. NHG is China's largest animal feeds manufacturer with the annual sales volume of 6 million tons. Meanwhile NHG is the largest meat processing and slaughtering company with the processing capacity of 400 million chickens and ducks annually. The group produces 800,000 tons of dairy products per year becoming the biggest dairy combined venture in southwest China. In addition, Qian Xihe which is subsidiary of NHG is the sole meat supplier for Beijing 2008 Olympic Games.

NHG initiated its overseas strategy since 1996 and set up the first overseas' plant in Vietnam in 1999. Today NHG has established 8 overseas plants in Vietnam, Bangladesh, Philippines and Indonesia with RMB 400 million and has gained very good return.

Chemical: In collaboration with IFC, NHG founded Chengdu Huarong Chemical Co Ltd, the largest enterprise producing highly pure potassium hydroxide in Asia, and accounts for 60% of China's total exports. NHG is also one of the largest phosphor manufacturers for animal feed utilization in Asia; the production capacity of PVC has reached 400,000 tons; Sales turnover of raw material for veterinary medicine and finished medicine takes a lead in the domestic market. With the facilitation of int'l partners, NHG always gives top priority to environment protection to develop recycling economy.

Real Estate Development and Infrastructure: NHG mainly deployed its real estate in Dalian, Chengdu, Huhehote, and Kunming etc and develops O-Park, a commercial real estate project in Kunming and Nanning.

Finance: Compared with other private enterprises NHG began to tap on the financial market in very early stage and it is the Largest shareholder of China China Minsheng Bank, Minsheng Life Insurance and Union & Trust Ltd. NHG gains very good return from this sector due to its regulated management.



图二：新希望集团投资结构示意图  
Graph 2: Pie Chart of New Hope's Investment Structure

### 1.3 管理体制 Management System

◆ 希望涉及多个行业，区域分布遍及全国，为降低经营管理成本，提高经营管理效率，公司根据行业特点进行分类，采取总裁直接领导下的事业部管理模式。

- ◆ 在民营企业中，较早规范董事会制度，产权和经营管理权相分离，克服家族企业老板一人说了算的不足，引入职业经理人治理公司；
- ◆ 在孵化新业务时坚持稳健经营策略，实行总裁直接领导下的“项目负责制”，条件成熟时再纳入事业部管理，实施公司化运作；
- ◆ 率先在全国推行“片区化”和“线路化”管理，建立完善的“分级授权”管理体制。

#### 1.3.1 集团化结构，产权与管理权明晰

新希望集团采取集团化管理模式，即，由集团统一管理下属各实业分公司。并明确产权人，各级管理机构的责、权、利，为实施科学管理提供组织保障。

集团董事会是集团最高决策机构。主要负责集团发展战略的制定与修改，经营管理机制的确立和完善，经营管理策略的配套和修订。

集团总部为集团最高管理机构，由行政支持部、人力资源部、财务部、经营管理部、投资发展部和审计监察部6个部门组成。主要负责为董事会经营决策提供信息支撑和科学依据，及时准确地把董事会决策变成执行规划，组织相关资源，指导和协调各事业部抓落实，并在执行过程中，监控和反馈决策执行情况，调控和协调解决执行决策过程中的矛盾。

新希望下设四个事业部，分别是农牧事业部、化工事业部、地产与基础设施事业部和金融投资事业部。各事业部直接对集团总裁班子负责，指导所属企业研发、推广、宣传和销售本专业产品，并根据授权实施本专业板块的其它经营和管理工作。

各实业分公司是集团经营实体，直接负责集团产品的生产、运输和销售工作。

### **NHG adopts vertical management system.**

- ◆ It established the system of board of directors at the fairly early stage among fellow private companies, divesting management authority from ownership, overcoming the shortcoming of only one voice of boss

of family company, and introducing professional manager;

- ◆ It carried out the prudent and sound strategy in incubating new business and implemented the “project oriented system” directly led by president, only when conditions are mature can the new business project be transferred to the routine management;

- ◆ It took the lead to disseminate the “regional” and “line” management mode and established and improved the “sharing power by full authorization” system to reduce overhead cost and heighten management efficiency.

### **1.3.1 Well Define Ownership and Management**

New Hope adopts a grouping management mode, i.e. all affiliations are under control of the group, which explicitly defined ownership as well as responsibility, right, and interest of management at all levels, laying a solid foundation for the execution of scientific management system.

The board of directors is considered the paramount decision-making organ of the group responsible for drafting and modifying the development strategy, stipulating and improving the operational and management system, and supplementing and revising the operational and management strategy.

The headquarters is considered the paramount management organ of

the group consisting of administration, HR, finance, operation & management, investment, and auditing and supervision departments etc. It is obliged to proffer information and scientific evidence to the board for decision making; timely and accurately translate the board's resolutions to plans; organise relevant resources, coach and coordinate each department to put action plans in place. In the process of implementation, it holds accountable for monitoring and debriefing the execution of decisions, and controlling and facilitating tackling problems in this regard.

New Hope falls into four strategic business unit, namely agribusiness, chemical, real estate & infrastructure, and financial investment. Each unit directly reports to president office. These departments coach their respective enterprise to conduct R&D, dissemination, publicity, and marketing of products, and undertake other operational and managerial work of their respective department in line with authorisation.

Every subordinate company is operational entity of the group, directly responsible for production, transportation, and marketing of products.

总裁班子 President Board

行政支持 Admin

财务部 Finance

人力资源部 HR

经营管理部 Operational mgt

投资发展部 Investment

审计监察部 Auditing & Supervision

农牧事业部 Farming & husbandry

化工事业部 Chemical

地产与基础设施事业部 Realty & Infrastructure

金融投资事业部 Financial investment

猪产业链 Pork industry chain

禽产业链 Poultry industry chain

奶产业链 Dairy industry chain

农村营销网 Rural marketing Network

其 它 Other

磷化工事业 Phosphor chemical

钾化工事业及 P V C Potassium chemical

其 它 Other

住宅地产 Residential project

商业园区 Commercial Park

物业管理 Property mgt



商业管理 Business mgt

金融投资管理 Financial stock ownership mgt

信托投资平台 Trust investment platform

财务投资管理 Financial investment mgt

图三：管理组织结构示意图 Graph 3: Diagram of Management Organisational Structure

### 1.3.2 标准化运作，强化现代管理手段

#### Standardised Operation to Strengthen Modern Management Means

新希望集团注重标准化运作，在集团采购、资金管理、投资管理、品牌管理、无形资产管理和人力资源管理等方面，形成了一套较为成熟的，与国际企业管理逐步接轨的标准化程序。其中，重大事件决策过程中的“三次否定”决策模式，为集团经营决策的稳定性与可靠性提供了有效保证；7S 现场管理标准，为所属制造型企业规范管理程序提供了依据；以国内外同行企业相关数据为标准的“对标管理”，使企业管理从定性化管理逐步向定量化管理转变，并为企业经营决策和人力资源管理提供了量化依据；多条渠道、统一归口，适时信息管理体系，为集团高层管理人员掌握企业和市场动态，及时了解决策执行情况，为发现问题并适时纠偏提供了准确依据；基于计算机网络的资金管理平台和人力资源管理平台，为集团集中管理资金和发现挖掘优秀人才，提供了信息化的保障手段；全面预算管理，保障了有效经费

资源的合理利用，提高了资金利用率；绩效管理的使用，推动了员工培养和发展体系的不断完善，为调动员工工作积极性，起到了促进作用。

New Hope placed heavy emphasis upon standardised operation and, in the realms of procurement, capital management, investment management, brand management, intangible assets management, and HR management etc, formed a complete set of standardised procedures . Among them the “three times of negation” in the cause of agreeing upon significant issues effectively ensured stability and reliability of the group in decision making; 7S management models provided evidence for the manufacturing enterprise to adopt the regulated procedures; benchmark management based on data of the domestic and int’l fellow companies converted the enterprise from qualitative to quantitative management and offered decision makers and HR management as well with quantitative evidence; multidimensional channels, centralised management, and real-time information management system provided the senior management with precise evidence to have a better understanding of enterprise and marketplace, a full mastery of the implementation of decisions, and prompt solutions to problems occurred; the computer-based cash management and HR management platforms cascaded information for the

group to centrally manage cash and seek high calibres; total budget management laid a solid foundation for reasonable utilisation of capital and increase of turnover rate; and the introduction of performance appraisal system not only gave a strong push to the ongoing improvement of employee training and career development, but also stimulated their initiatives.

E-CASH 和 E-HR 管理平台 : E-CASH and E-HR Platform:

为贯彻落实集团董事会的资金集中管理原则，集团于 2004 年启动了资金集中管理平台 ( E-CASH ) 项目，并于 2005 年投入使用。该平台的运行降低了财务管理费用，提高了资金使用效率，确保了资金安全运作。

着眼于对人及人才的有效管理，集团于 2006 年完成人力资源集中管理平台( E-HR ) 项目。该平台支持有效管理集团日益庞大的员工体系，亦有助于对优秀人才的发掘和培养。

Echoing a centralised cash management principle raised by the board, New Hope kicked off an E-CASH project in 2004, which was run into operation in 2005. The successful operation of the platform reduced financial management cost, improved the efficiency, and ensured safe operation of capital.

New Hope, catering for effective management of employee and talents, completed an E-HR project in 2006. The platform effectively supports the HR system with growing employees and is conducive to developing and training excellent talents.

7S 现场管理 7S Management

整理 ( Seiri )

将必需物品与非必需品区分开，在岗位上只放置必需物品。

To separate necessary from unnecessary, only the former is allowed to be placed in post.

### 整顿 ( Seiton )

将必需物品置于任何人都能立即取到和立即放回的状态。即寻找时间为零，放回时间为零。

To place necessary somewhere everyone can immediately reached and returned back,i.e. nil time to seek and nil time to replace.

### 清扫 ( Seiso )

将岗位变得无垃圾、无灰尘，干净整洁，将设备保养得锃亮完好，创造一个一尘不染的工作环境。

To make post no garbage and no dust, clean and tidy, keep equipment constantly very well performed, and create a working environment without any dust

### 清洁 ( Seikeetsu )

将整理、整顿、清扫进行到底，并且标准化、制度化。

To carry out cleaning and arrangement to an end in a standardised and institutional manner.

### 安全 ( safety )

清除隐患，排除险情，预防事故的发生，保障员工的人身安全和生产的正常运行。

To clear up hidden trouble, eliminate risk, prevent accident, and ensure personal safety of employee and normal operation of production.

### 速度 ( Speed )

强化执行力，发挥人、机、物的最大潜力，提高生产效率。

To strengthen enforcement, make full play of labour, machine, and material, and improve efficiency.

### 素养 ( Shitsuke )

对于规定了的事情，大家都按要求去执行，并养成一种习惯。

Everyone is required to abide by rules and regulations and to cultivate a habit.

## 图五：新希望集团制造型企业推行的“7S”现场管理

Graph 5: 7S On-site Management Implemented by Manufacturing Enterprises of the Group

## 第二章 Chapter II

# 养育人、创财富，促进社会文明进步

## OUR CULTURE

“养育人、创财富、促进社会文明进步”是新希望的精神理念。

利润，是确保企业在市场经济社会中生存、发展和基业长青的基础。但企业财富积累到一定程度的时候，其价值将更多的体现在对社会所承担的责任，体现在振兴民族产业，促进社会进步所起的作用。企业需要赚钱，但不是仅为赚钱而存在，企业要赚的是对民族、对民族产业发展的一颗颗赤诚之心，是一个经得起历史检验的评价。唯有如此，企业才能不断发展、基业长青，我们的社会才能持续进步。

“Training Employee, Creating fortune and Promoting social civilisation” is spiritual concept of New Hope.

## 2.1 企业文化 Corporate Culture

### 2.1.1 阳光、正向、规范、创新

“阳光、正向、规范、创新”是企业文化的基本价值观念。

阳光的心态：思想要阳光，行动要阳光，做任何事情要在“阳光”

下进行。新希望集团及旗下公司均聘请具有专业资质的会计师事务所（如普华永道等）审计公司财务，内部高度重视审计监察体系建设，数十名专职人员不间断的进行巡回审计监察。新希望 210 余家法人实体，均资产明晰、账目清楚。

正向的思维：考虑问题、判断事情要主动考虑正向性因素，建立以正向激励为主导的文化氛围。在新希望正向思维的激励下，20 多年来，新希望已为所属企业和社会培养了上万名精通管理、专业规范的职业经理人，通过产业辐射，带动了数百万客户群体走上了致富道路。

规范的管理：治理结构、管理模式、发展手段等均以法律法规和国际标准为指南，依托现代企业制度促进企业的持续发展。新希望是中国较早建立专业董事会的民营企业之一，也是国内较早设立上市公司的民营企业集团之一。近年来，新希望形成了由内部培养和社会引进相结合的职业经理人高层管理团队。

创新的环境：不因循守旧，不拘泥于形式，鼓励员工创新、发挥自身最大的潜力。2006 年，新希望在职业经理人队伍中开展“创新十佳”评选活动，以此调动了职业经理人和广大员工的创新积极性。

### 2.1.1 Transparent, Healthy, Regulated and Innovative

The group adheres to a “Transparent, Healthy, Regulated and Innovative”.

Transparent system: To fairly disclose to the public and our partners, New

Hope and its affiliations contracted the certified accounting firm (PriceWaterHouseCoopers etc) to audit its financial reports.

Healthy mindset: New Hope trained more than 10,000 professionals with positive mind over past two decades. With a ripple effect, it brought millions of clients onto track of wealth creation.

Regulated management: New Hope is one of the earliest private enterprises to establish the board of directors in China, so was one of private enterprises to go public in China at the early stage.

Innovative environment: In 2006, New Hope kicked off a campaign of selecting “10 Best Innovators” from employees to mobilise innovative initiatives of employees as well as managers.

### **2.1.2 一个家庭，一所学校，一支军队**

新希望在企业文化建设上，始终努力打造“一个家庭，一所学校，一支军队”，用家人般的温暖和包容之心对待每一位员工，投入大量的资金和时间培养提高员工的生产和管理技能，用钢铁般的纪律维护和约束企业经营和管理秩序。这是新希望集团一直以来塑造的企业形象，是新希望企业文化的三个层次。

像家庭：“企业应该像家庭一样，和睦温馨，团结一致，但必须避免家族式的管理。”刘永好常讲一个故事，他有一个表弟，在公司干了十多年，成绩也不错，但一直升不上去。表弟难免有怨言，但新希望的规定是家族成员不能担任重要管理职务，刘永好也无能为力。“对于

表弟来说这是不公平、不公正的，但利益受损的、牺牲的只是少数人，得益的却是企业，是更多有学识、有才华的社会人才。”“我们这个企业，要像家庭一样互相友爱。母、子、父、女、兄弟之间，要互相关爱，互相支持，互相帮助，同甘共苦。我们这个企业就是一个家庭，一个温暖的大家庭。”中国是一个家庭观念十分强的国家，新希望集团提倡企业文化要像家庭，就是提倡一种有凝聚力的亲情文化。

像军队：“好的企业应该像军队一样，纪律严明，令行禁止。”在工作中应按这个原则去做：定一个规则后，对的就要肯定，错的就要批评。新希望在管理上坚定不移地抓住了两个关键点：一是财务独立，子公司的财务一律接受总部直接领导。严格的财务制度使集团能够充分了解和把握下属公司的情况，杜绝了许多问题。二是推行技术的垂直管理体系，保障了新希望的技术创新，有效地扼制了只顾眼前利益的短期行为。企业规模做大之后，集团式的管理首先需要的是严明的制度和纪律，新希望集团倡导企业文化要像军队，就是要倡导一种有执行力的严格文化。

像学校：“优秀的企业也应该如同一所学校，让它的员工能够不断成长、提高。学校的概念是什么呢？就是有老师、有同学、要学习。我们要学习新东西、学习做人、学习科技、学习企业管理，还要学习怎么样去遵守国家的法规和企业的纪律。”现代企业不学习就落伍，学习首先要学习做人，好的人品决定好的产品，好的产品才会打造出好的企业品牌。在此情况下，新希望成立了自己的商学院，选拔优秀的基层管理人才进行深造，合格的学员给予更大的舞台。新希望倡导企



业文化要像学校，就是提倡一种有生命力的学习文化。

### 2.1.2 A family, A School, and An Army

Since it has been established, New Hope has been keeping working on shaping up culture of “ a family, a school, and an army”, that treat every employee as a member of family, train and develop employee’s knowledge and skills as in school; discipline employee’s activities and performs by clear defined rules as in army.

## 2.2 员工队伍 Employee

### 2.2.1 人员现状

新希望集团现有员工 3.5 万名，分布在全国及东南亚等地。面对跨行业、管理幅度大、文化差异等挑战，新希望视“员工是内部客户”，致力于发展完善的人力资源管理体系，并为员工创造良好的工作环境和机会。

### 2.2.1 Status Quo

New Hope employed 35000 nationwide and in South-east Asian

### 2.2.2 招聘培训

新希望事业发展，需要新生力量的补充和加盟。我们通过广泛的招聘渠道与社会各界优秀人才、青年学子及海外人才建立良好的联系，形成“外部人才储备库”，并在适当时机向他们发出诚挚邀请。

2006 年，新希望接收新员工 3216 名，其中农村富余劳动力 1800

人(含新希望联络帮助、扶持的农民工),下岗工人 720 名、大学生 512 名、海外归来人士 10 名。

引进高级人才时推行“顾问制”。实践表明,高级人才先以顾问身份参与工作、熟悉环境,能更好地融入新希望,更充分地发挥价值。本项制度的实施已为新希望成功引进近 10 名高级人才。

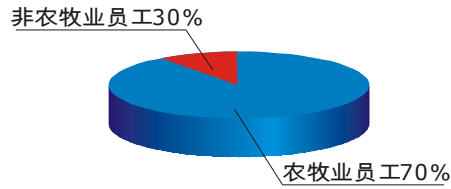
2006 年集团在员工培训方面的投入超过 2000 万。

2005 - 2006 年新希望商学院与清华大学、中国人民大学等知名高校联合举行了 6 期“农牧业高级人才研修班”,培训学员近 500 人。

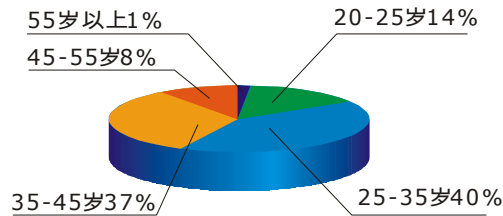
建立“内训师”制度,发掘有培训潜力的员工,使其结合自身经验成为新希望的内训师,传播管理经验以发挥员工更大价值。

在中国农大、四川农大等主要农科院校设立“新希望奖学金”,资助品学兼优的大学生完成学业。

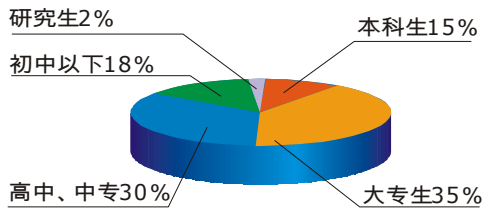
2006 年实施“管理培训生计划”(简称 MT 计划),招募优秀学生干部和专业人才通过专门通道进入新希望,并给予特别培养,争取 3-5 年辅导其成为新希望的中高层管理人员。



图七：从事农牧业及非农牧业员工比例  
Graph 7: Pie Chart of Employee Engaged in Farming & Husbandry and Non-Farming & Husbandry Business.



图八：员工年龄层次比例 Graph 8: Pie Chart of Employee by Age



图九：员工学历结构  
Graph 9: Pie Chart of Employee by Educational Level

### 2.2.2 Recruit and Training

In the year 2006, New Hope recruited 3,216 employees, including 1,800 extra labour forces from villages, 720 previously laid-off workers, 512 university graduates, and 10 overseas-returned scholars.

New Hope invested more than 20 million RMB to train employee in 2006.

From 2005 to 2006, cooperated with Tsinghua University and Renmin

University of China, New Hope Business School launched 6 classes to train more than 500 senior agriculture professionals.

The“New Hope Scholarship”,a high visible college endowment has been established in agriculture colleges including China Agricultural University and Sichuan Agricultural University to help outstanding student complete their education.

时 期	工作形态	培养辅导措施
每年7月前实习 轮岗锻炼	实 习	轮岗锻炼
初入职	试 用	“ 1+1” 导师制度
6个月- 1年	集中培养	“ 大学生基地” 集中培养
1- 3年	分散锻炼	辅助职业发展规划
3- 5年	在岗(深造)	新希望商学院

### 2.2.3 激励机制

建立目标责任制，分级传导，落实组织及员工绩效标准，定期考核并适时激励。目前绩效考核在全集团推广比例达 100%。

2006 年全集团开展了“新希望之星”活动，共评出 100 名岗位标兵、管理 10 杰、创新 10 佳及 10 个优秀团队，树立起“阳光、正向”的企业氛围。

### 2.2.3 Incentive Plan

New Hope established a “Management by Objective” (MBO) system, cascade the rules to all levels, implemented performance appraisal system; conduct evaluation and give appropriate incentive on

the regular basis. The performance appraisal system has covered whole group.

The group kicked off a campaign of selecting “Star of New Hope” in 2006, in which 100 outstanding workers, top 10 managers, 10 best innovators, and 10 excellent teams stood out. The activities has re-confirmed the culture of “Transparent, Healthy, regulated and Innovative” to all employees.

#### **2.2.4 其它举措**

建立人力资源信息化系统 ( E-HR ), 实施“对标管理”, 在新希望及业界优秀公司之间开展人力资源指标比较, 提升管理水平, 提高人均效率。

在人力资源体系加强预算管理。通过编制年初 HR 计划、设定量化指标 ( 如人员编制、薪酬调控等 ), 加强过程管理, 并阶段性予以考核, 确保工作任务 ( 指标 ) 完成。

总之, 员工是我们与客户之间的联系纽带, 是我们管理思想和创新的宝贵源泉。我们正不断努力, 一起成长, 一起辛勤耕耘着我们热爱的农牧事业, 在快乐中体现个人价值!

#### **2.2.4 Others**

The E-HR system and benchmark management mechanism were set up to improve the managerial skills and increase productivity.

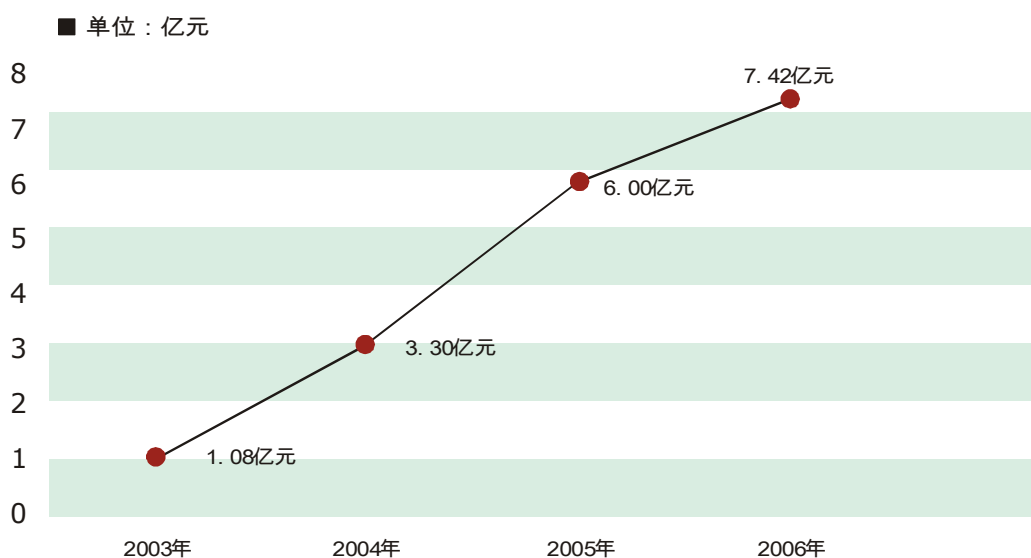
Budget management mechanism has been adopted into HR system.

In short, employee serves as a bridge between the client and us, and as a valuable source of our management team and innovation. While we are working hard on our devoted agribusiness, the personal value has also been realized with our business and career growth.

### 1.3 依法纳税，造福社会 Tax Paying and Social Responsibility

新希望集团近几年盈利水平不断提高，利税总额均成倍增长。过去4年累计纳税超过22亿元，是所在省市的纳税模范。2006年实现利润总额17.1亿元，缴纳税收总额7.42亿元。

With the increase of profit, NHG has paid RMB 2.2 billion yuan accumulatively over past 4 years setting the example in local province. In 2006, NHG realized the profit of RMB 1.71 billion yuan paying tax of RMB 742 million yuan.



图十：2003至2006年新希望集团纳税总额  
Graph 10: Total Tax Payment by New Hope between 2003 and 2006

### 第三章Chapter III

## 为耕者谋利，为食者造福      OUR BUSINESS

“为耕者谋利，为食者造福”是企业成立以来始终不变的经营宗旨。

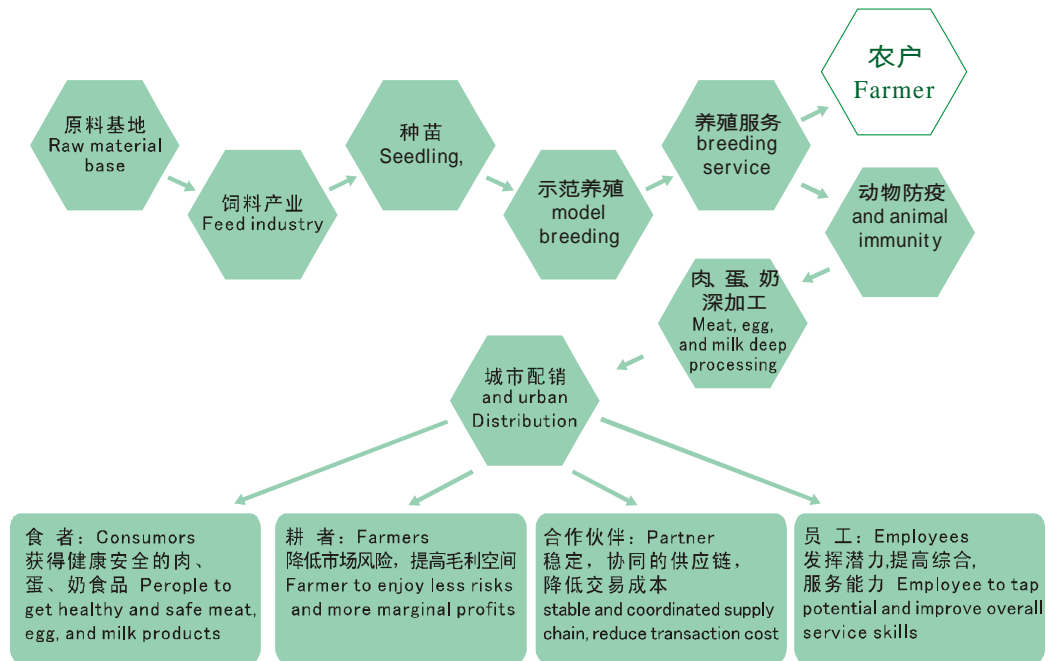
“耕者”是指广大的农民朋友，是企业员工，是农牧产业链上下游的关联企业，是新农村建设的主力军。“为耕者谋利”就是帮助农民朋友富起来，提供更多的就业岗位，帮助合作伙伴发展。“食者”就是全国食品消费者。“为食者造福”就是作为肉、蛋、奶食品的制造者和供应商，肩负起历史和社会的责任，让全国人民吃到更多的放心肉、放心奶、放心蛋。

作为肉、蛋、奶的生产和销售企业，新希望所关心的安全，已不仅仅是某个生产环节的安全，而是整个产业链的安全。新希望利用在农业领域发展的产业优势和市场优势，从一开始就整体布局，致力于安全、无公害产品，切实提高产品质量。

“Seeking the interest for farmers, and promoting the well beings for consumers” has long been the culture sought by our Group

“Farmer” refers to all farmers, employees of Agribusiness Company and related agribusiness companies that are part of the

agribusiness value chain. They play critical roles in new countryside resurging. “Seeking the interest for farmers” means to enrich “Farmer”, to pay the tax, and to provide employment opportunities. “Consumers” means the client we served. “Promoting the well beings for consumers” indicates our historical and social responsibility; being a manufacturer and a supplier of meat, egg, and dairy products, we have our responsibility to provide safe meat, milk, and egg to our clients.



图十一：新希望农牧（猪、禽、奶牛）产业链  
Graph 11: Farming & Animal Husbandry (Pig, Poultry, and Cow) Industry Chain of New Hope

原料基地 Raw material base

饲料产业 Feed industry

种苗 Seedling

示范养殖 model breeding



养殖服务 breeding service

农户 Farmer

动物防疫 and animal immunity

肉、蛋、奶深加工 Meat, egg, and milk deep processing

城市配销 and urban Distribution

食者 : Consumers

获得健康安全的肉、蛋、奶食品

People to get healthy and safe meat, egg, and milk products

耕者 : Farmers

降低市场风险，提高毛利空间

Farmer to enjoy less risks and more marginal profits

合作伙伴 : Partner

稳定，协同的供应链，降低交易成本

stable and coordinated supply chain, reduce transaction cost

员工 : Employees

发挥潜力,提高综合,服务能力

Employee to tap potential and improve overall service skills

图十一：新希望农牧（猪、禽、奶牛）产业链

Graph 11: Farming & Animal Husbandry (Pig, Poultry, and Cow) Industry Chain of New Hope

## 1. 1 原料供应安全 Safety of Raw Material

农牧产业链的源头是原料，环保、安全、稳定的原料供应是持续

经营的前提，也是产业链建设的开端。

- ◆统一原料使用规范，向所有生产公司和原料供应商颁发《新希望原料使用规范》。

- ◆建立农药的使用种类、残留量、毒性检测方法数据库。

- ◆建立原料监测检验中心及预警系统。

- ◆农户按公司要求种植，公司按合同标准收购。

The stable supply of environment-friendly and safe raw material for animal feed manufacturing is the premise for sustainable operation since it is the starting point of the whole industrial chain. Improving raw material supply thus becomes the first task of industrial chain building.

- ◆To standardise the specifications of raw material, issued “New Hope Regulations of Raw Material Utilization”.

- ◆Establish a database to track the type of pesticide, level of residue, and toxicity analysis;

- ◆Set up a testing centre to monitor raw material and provide early-alarming;

- ◆ The company will procure the raw material from farmers based on the contract.

息烽小坝镇：

公司+基地+农户 = 农民受益

“种植玉米，政府补助，农技人员跟踪服务，公司高价收购还奖励彩电。如今咱种粮农民享受星级服务了。”12月8日，对于息烽县小寨坝镇石桥村种粮农民吴晓江来说，是个比过年还喜庆的日子，这天他运了2320公斤“黔单11号”优质蛋白玉米到贵阳新希望农业科技有限公司设在该镇的收购点来交销，公司以1.5元/公斤回收，卖得现金3480元，并得到公司奖励的29英寸彩电1台。

小寨坝镇试种“黔单11号”优质蛋白玉米已多年并取得成功。今年初，经贵阳市产业办牵线搭桥，该镇与贵阳新希望农业科技有限公司合作，采取“公司+基地+农户”的运作模式，在石桥村建立了首个5000亩种植基地，与各种植户签订了1.4元/公斤保底收购合同，让种植户吃下“定心丸”。为真正发挥企业带动基地的辐射效应，该镇依势借势，在全镇推广种植15000亩，并在王家坪、潮水等村搞了19个100—300亩示范区种植。政府每公斤种子补贴10元，每亩补助三元复合肥10公斤，无偿为石桥村提供种子5000公斤，累计投入资金18万元。镇里抽派精干农技人员驻村开展培训指导，在遇特大干旱的情况下，经相关部门实地测产，平均亩产达262公斤。

“买种政府补贴，生产中还有农技人员指导。”公司订单收购，卖价还高过本地市场价。”当天，在新希望公司设立的收购现场，卖粮农民们围着笔者七嘴八舌的说开了。笔者了解到，公司以1.5元/公斤的单价现场收购，平均每公斤高于本地市场价0.2元。石桥村方国英卖了1740.5公斤“黔单11”号优质蛋白玉米，收入2610.75元。“种植‘黔单11号’优质蛋白玉米，销路不愁。明年我还要扩大面积种植。”数着20多张崭新百元钞票，方国英笑得合不拢嘴。

来源：贵州新华网

Xifeng County, delivered corns with high protein (Qiandan No.11) of 2,320 kg to a purchasing station of New Hope (Guiyang) Agricultural Tech Co Ltd. The company purchased the corns at 1.5 yuan/kg for 3,480 RMB and simultaneously rewarded Mr Wu a 29" TV. Mr. Wu is the one of the first farmers that received Star-rated services from company after the company and township has formed alliance to adopted "company+base+farmer" operational model. It is said that, in 2006, New Hope has signed guarantee agreements to pay the price of 1.4/kg with corn farmers to establish the first 5000 Mu corn base in Shiqian village.

Source: Guizhou Xinhua Net

- ◆ 长江豆粕“移库”计划：需方提前约 15 天向供方提出书面需求计划，供方按照需方计划准备货源，从需方报出计划之日起到货物送达需求公司码头，在此期间需方公司根据市场行情变化及供方每日报价随时锁定采购价格，与国际市场先进的定价方式接轨，实施“双赢”的购销机制。
- ◆ Yangtze bean pulp “mobilisation” plan: The buyer needs place the order in written to supplier 15 days in advance without fixed price, then the supplier prepare goods per the order. From the date the buyer placed the plan to the date goods are delivered to the harbour designated by the buyer, the buyer can lock the purchase price from time to time according to the change of the market condition and daily quoted price from the supplier during this time. The scheme brings the procuring system up to the international standards and create “win-win” situation for buyer and seller.

### 3.2 生产过程透明 Transparent Production Process

2005 年,新希望集团积极在下属各片区实施 7S 管理 ,以塑造整齐清爽、简洁有序的工作环境。

所有生产企业都经过 ISO9000、9002 质量认证 , ISO14001 环保认证 , 在各价值环节全面贯彻 HACCP ( 关键控制点危害分析系统 ) 管理。

ProcessAll affiliates has obtained ISO9000 and 9002 quality certification as well as ISO14001 environmental protection certification.

电子屏泄露“美好”秘密

‘美好’火腿肠我们本来就非常喜欢，现在亲眼看到了它的整个生产过程，吃起来就更放心了！’

12月13日上午，成都希望食品有限公司大门口赫然出现了一个诺大的电子屏幕，吸引了不少路过的群众，他们纷纷竖起大拇指称赞：“希望食品真是为消费者着想，是咱老百姓信得过的产品！”

32个监控点分布于厂区的各条生产线，从原料进厂、灌装、包装、杀菌到成品出厂……每一个环节都清清楚楚地呈现在显示屏上，没有任何疏漏可以逃过这个严密的“法眼”。——这套耗资200多万的新型装备是成都希望食品有限公司的最新“武器”。它运用网络、光纤、微波等传播手段，将“美好”火腿肠的生产流程与世界连接。无论你身在何处，只要拥有一台与互联网连接的电脑，就可以看到整个生产流程的“现场直播”。

将产品生产的全部流程如此详实地公之于众，这在国内乃至全球都可算得上首开先河，美好食品为什么要这样做？公司总经理杜诚斌说：“在全国同行业中，作为首家荣获‘国家免检’和‘中国名牌’证书，并且率先通过ISO9002国际质量认证书的食品企业，我们有责任和义务捍卫‘国家免检’和‘中国名牌’的信誉度和含金量，做实施国家《食品安全法》的表率。经过多年的实践证明：80年代有产品就有市场，90年代有广告就有市场，现在有品牌有诚信才有市场。只有真正打造出具有持久生命力和独特企业文化的品牌，才能在未来的市场上拥有话语权。现在我们通过这种形式，切实体现了诚信生产，并得到消费者的充分认可，对企业的发展壮大将起到有益作用。”

长期以来，成都希望食品公司坚持以质量赢得市场，以品质铸就名牌，成为民营企业发展的成功典范。连年保持产销量增长的良好势头，以 45.2% 的市场销售份额和 37% 的市场综合占有率，雄居西南肉食品加工企业冠军宝座。今年，产品更是多次出现供不应求的局面，在 10 月份就完成了全年生产量，销售和利润都得以翻番。

据悉，监控屏将摆上全国各大城市大型商场的专柜，各地的顾客可以先看生产过程，再掏钱买“放心食品”。而任何一个关注“美好”的人，都可随时随地上网查看。具体查看的网址和方法，公司将在时机成熟时告之于众。

消息来源：天府早报

Monitoring Screen to Unveil Secrets of “Meihao” Chengdu Hope Food Co Ltd setup as many as 32 cameras throughout its plant to cover all production lines, and broadcast the real-time image to the public by means of network, optical fibre, and microwave etc. Wherever you are, you are able to watch the “live broadcasting” of the entire process as long as you are log onto the web

Source: Tian Fu Morning Post

### 3.3 养殖标准规范 Standardised Breeding Regulations

在整个猪、鸡产品生产过程中，新希望与农户签订合同，为农户提供饲料、种苗、疫苗、技术服务，以及回收产品屠宰加工，农户则负责按照与新希望的约定建设圈舍并组织标准化养殖。新希望已在全国建立了标准化养殖基地 300 余个。

每批猪、鸡的生产都要求养殖户做好养殖记录，包括天气、鸡舍温度、免疫、采食、饮水、死亡和淘汰等情况如实记录。

通过这种方式，猪、鸡的成活率高，生产过程完全受控，可追溯性强，既增加了农户的收益，也提高了食品的安全性。

- ◆ 用户培训班及养殖座谈会：新希望每年投资数千万元针对大
- ◆ 养殖户、经销商、供应商等合作伙伴举办定期或不定期培训班及养殖座谈会。内容包括行业形势分析、专题技术讲座、人品修养与事业成功等。开办至今，已举办较大规模的培训班和座谈会 10 万多期（次），共 1000 多万人次参加。
- ◆ “保值合同鸡”模式：新希望农牧体系之一的六和集团在山东和江苏建立了 19 个大型冷藏厂，各厂均实施了产业“一条龙”运作，与养殖户建立起一套适应市场经济的合作制度，实行“保值合同鸡”政策，即当市场价高于合同价时，企业对合同鸡采取随行就市收购，保证养殖户的利益；当市场价低于合同价格时，按合同价收购，风险由企业承担。如出现“禽流感”疫情导致养殖行情低迷时，公司仍执行养殖合同，切实保护了农民利益。

A standard contract is signed by New Hope and farmer to provide the latter with feed, breeding animals, vaccine, and technical service in the entire process of production of raising animals. New Hope is responsible for buying back, slaughtering, and processing products. The farmers are liable for building animal farm and carry out standardised procedure to provide animals in accordance with the contract. More than 300 standardised bases were set up nationwide.

Every animal farm is required to record all relevant factors including weather, temperature, immunity, digestion, water, death rate, and elimination through selection etc.

The survival rate of pig and poultry has increased dramatically by the controlled process. The traceable products not only increase benefits of farmers but also improve safety of food.

- ◆ User's training class and breeding workshop: the group with an
- ◆ annual investment of scores of million yuan organises the training class and breeding workshop on either the regular or irregular basis for the large-sized breeding household, agent, and supplier etc. Its contents cover current situations, specialised technology, moral quality, and successful business etc. Up to date, more than 100,000 times of training class and workshop were held for over 10 million attendees.
- ◆“Value-assured chicken by contract” mode: Liuhe of New Hope established 19 large refrigeration plants in Shangdong and Jiangsu, each of which employed a coordinated process mode and built a cooperation system catering to the market economy, together with the poultry breeding farmer, in an endeavour to execute a “value-assured chicken by contract” policy. This is to say, when the market price is higher than the contracted price, the enterprise purchases chicken back at the market place to hold the farmer's



interest harmless, when the market price is lower than the contracted price, the contacted price is executed so that risks would be shouldered by the enterprise. For instance, when the “bird flu” plagues resulted in a down market, the company still insisted on performing the contract and substantially guaranteed the farmer’s interest.

召开技术宣讲会 Tech workshop	参训农户 Participating farmers	制作保温箱 Fabrication of insulation can	安装保温灯 Erection of insulation lamp	安装自动饮水器 Erection of automatic water drinking machine
36次 36 times	3200户/次 3,200 households/times	500个 500 sets	600盏 600 units	1000套 1,000 sets

图十二：“保姆工程”实施期间主要活动  
Graph 12: Main Activities of “Baby-sister” during the Period

召开技术宣讲会 Tech workshop 36次 36 times

参训农户 Participating farmers  
3200 户/次 3,200 households/times

制作保温箱 Fabrication of insulation can 500 个 500 sets

安装保温灯 Erection of insulation lamp 600 盏 600 units

安装自动饮水器 Erection of automatic water drinking machine  
1000 套 1,000 sets

### 希望之星★保姆工程

新希望下属川渝片区的饲料生产企业于 2005 年 4 月开始，在泸州、南充、达州、荣昌等地开展“希望之星·保姆工程”营销服

务活动，由 20 多名公司技术人员组成“希望之星·保姆工程”小组，分别进驻农户和养殖小区，为猪场提供“三阶段、三种料”、散养农户提供“两种料、三阶段”的“希望之星·仔猪标准化养殖模式”、母猪按“后备母猪（空怀母猪）、妊娠母猪、泌乳母猪”分七阶段规范饲养。为养殖户提供配套的“品种改良、圈舍改造、母猪保健、仔猪保健”等养殖方案并帮助实施。

## 2. 4 产业链现状 Value Chain

### 3.4.1 猪产业链——中国最大的生猪养殖服务商之一

- ◆ 种源建设：2 个与世界最先进基因体系合作的核心种猪养殖场；1 个国内优良本土品种荣昌猪的保种场。可生产商品猪约 2000 万头，为约 10 万个规模养殖猪场提供先进、安全、环保的种苗。
- ◆ “国雄”牌猪饲料，是中国名牌、国家免检产品
- ◆ 以西部、长三角、珠三角、京津塘区域为主，建立了遍布全国的生猪养殖服务体系。
- ◆ 具有 750 万头生猪的屠宰能力。屠宰生产线主要生产设备从荷兰、德国、丹麦、意大利、奥地利等国引进，采用欧盟先进的生产工艺，各项操作均符合国际标准。
- ◆ “千喜鹤”冷鲜肉——2008 北京奥运会冷鲜猪肉独家供应品牌，

是 2006 年北京市场最受消费者欢迎的肉类食品品牌。

- ◆ “美好”牌肉食品，连续 6 年荣获中国名牌产品和国家免检产品。

3.4.1 Value Chain of swine Operation –one of the biggest pork suppliers in China

- ◆Breeding Animals: Cooperated with the most advanced genetic system , we have built two the most advanced nucleus herds breeding farms and 1 race keeping base housing domestic excellent breed – Rongchang Pig. We can produce approximate 20 million commodity pigs and provide leading, safe, and environmental friend piglets to around 100,000 animal farms;

- ◆ “Guoxiong” pig feed is China’s famous brand and free from national inspection;

- ◆ Based on West China, Yangtze River Delta, Peal River Delta, and Beijing-Tianjin-Tanggu area, a swine operation service system was established across the country;

- ◆ Our annual capacity of slaughtering is 7.5 million pigs. The main equipments were imported from Netherlands, Germany, Denmark, Italy, and Austria etc. New Hope has adopted the EU’s leading technology and compiled with the requirements of international Standards;

- ◆“Qian Xi He” frozen fresh pork, known as an exclusive brand for the Beijing Olympics 2008, was ranked the most welcomed pork in Beijing in 2006.
- ◆ “Meihao” meat product was awarded the famous brand and the product free from national inspection for 6 consecutive years.

#### 良种繁育基地建设标准

环境优美的山区，公司3公里范围内无人居住，完全无污染

猪种为LY三元杂交猪，从加拿大引进，经过严格检验、检疫，设备和培育方法采用国际先进标准技术

通过基因改良，每头猪较地方猪提高瘦肉率10%，料肉比降低0.25

生长快，风味良好，直接降低养殖成本，增加社会效益

### 3.4.2 禽产业链——中国最大的肉禽类加工企业

- ◆ 与英国企业合作，引进樱桃谷祖代种鸭。
- ◆“六和”牌禽饲料是中国名牌产品，中国驰名商标。
- ◆收购辽宁阜新大江资产，联合广大农户共同打造完整禽产业链。
- ◆ 禽产业链建设基地集中在东北、华北、中原和华东区域。
- ◆ **3.4.2 Poultry Value Chain – the biggest poultry processing enterprise in China**
- ◆ Cooperated with British Cherry Village Co Ltd to set up Grand Parental Breeding Company to introduce the one of the best duck race into China;
- ◆“Liuhe” poultry feed was honoured the famous brand in China and

China's well-known brand;

- ◆ acquired Liaoning Fuxin Dajiang Group, combined with farmers to complete an integrated poultry chain.

帮助养殖户抗击禽流感：新希望应对禽流感的亿元计划

2005 年到 2006 年，禽流感两度袭击饲养业，农牧企业和农民都面临冲击，新希望坚持按原合同约定的价格收购家禽，将销售饲料的利润让利三分之一给养殖的农民，并派出 5000 多名技术人员帮助农民防病治病，普及防控禽流感的知识。一年来，新希望前后让利 1.6 亿元帮助农民度过难关，力保禽产业链的基础不受影响，有效控制了病禽流入市场，帮助养殖户减少因禽流感造成的损失。

消息来源：《21 世纪经济报道》

New Hope:

100 Million RMB Plan for Resisting Bird Flu

Attacked by aviation flu twice in 2005 and 2006, the poultry farmers faced enlarged risks of giant loss. New Hope purchased the poultry from farmer based on the contracted price that is much lower than the then market price. By doing this, New Hope gave away one third of its profits. Meanwhile, the Group dispatched 5,000 technicians to help farmers in disease prevention and treatment, these personnel has brought the knowledge of how to control and prevent bird flu to the farmers. Over the course, New Hope gave away a total of 160 million RMB of profits to farmers to help them out, and protect the value chain, effectively control the outbreak of aviation flu into the market and mitigate loss of the farmer. Source of news: 21 Century Economy Report

### 3.4.3 奶牛产业链——中国西南最大的乳业联合企业

- ◆ 11 个自办牧场，其中四川洪雅阳坪奶牛场获得 GAP( 国家良好农业规范认证示范牧场 ) 一级认证。
- ◆ 5 个学生奶基地：新希望华西、昆明雪兰、杭州双峰、大理蝶

泉、安徽白帝。

- ◆ 液奶年生产能力超过 80 万吨，设备从瑞典、法国、德国进口，包装从美国和瑞典进口，符合世界卫生组织要求。
- ◆ 通过订单合同收购方式，联系约 6 万多个奶牛养殖户，年收购鲜奶超过 30 万吨。在四川洪雅，当地群众把发展奶牛养殖概括为“户养二头牛，三年一栋楼”。

### **3.4.3 Dairy Value Chain—the biggest complex in Southwest China**

- ◆ There are 11 self-owned cow farm, among which Sichuan's Hongya Yangping Milk Cow Farm was accredited with GAP Grade I certification;
- ◆ There are 5 student milk bases, namely New Hope Huaxi, Kunming Xuelan, Hangzhou Shuangfeng, Dali Diequan, and Anhui Baidi;
- ◆ Its annual production of milk exceeded 800,000 tons with all equipment imported from Sweden, France, and Germany and packing material from USA and Sweden, absolutely complied with the requirements of the WHO.
- ◆ A purchasing mode of “Contracting” is signed with approximate 60,000 milk cow farms, and its annual capacity exceeds over 300,000 tons of fresh milk. In Sichuan's Hongya, local people

dubbed the cow breeding business as “breeding two cows a household, getting a building in three years”.

## 高原的“世外桃源”

“洱源”，是大理白族自治州的一个县。顾名思义，这里是洱海的源头，是一个山清水秀，民风淳朴的地方。为了保护洱海的生态环境，大理州有严格的规定：发展经济必须兼顾社会效益和经济利益，必须环境保护和可持续发展并重。根据以上要求，洱源的发展建设难度可谓不小，但在对邓川蝶泉乳业的采访过程中，记者却看到了新兴经济发展的一种崭新模式，也看到了未来健康生活的导向。

### 高原的“世外桃源”

“没有污染、没有废水排放，海菜花在清澈的茈碧湖里盛开，山坡上奶牛成群……”云南省环境科学研究院编制的《洱源县农业循环经济示范区规划》描绘出了一个高原的“世外桃源”。

新希望集团云南邓川蝶泉乳业有限公司总经理周贤忠在介绍洱源的乳业生产时谈及更多的是这里的循环经济链和农民与企业的关联利益。他说，做企业并不是以污染环境为代价的，经济发展的前提也并不是环境的被破坏。从发展乳业的角度来看，一头奶牛就是一个小型的生产工厂：奶牛吃草，挤牛奶，是加工生产的第一要素；同时，奶牛也生产粪便，这些东西可以反作用于种植业，带动绿色经济的循环利用和发展。

据记者了解，洱源因为有了邓川蝶泉乳业，因而有了大规模的奶牛养殖。农民除了向企业提供牛奶可以获得丰厚的收入以外，还可以利用奶牛养殖的附属产品来发展

种植业和加工业。比如：利用牛粪来进行纯天然的大蒜种植，不仅进行了“废物利用”，而且实现了“变废为宝”；再延伸拓展以牛、牛奶和大蒜为核心的加工业，增加产品的附加价值，实现了效益增收，打造了一条包含养殖业、种植业、加工业等多个行业在内的完整经济循环链条，实现了环境保护和经济发展并重。这样的经济发展污染很低、容易实现，多元化和有针对性，且一条完整的产业链带动了很多附属行业的发展和完备，用最少的投入，产生了最广泛的效益。

目前，洱源有近4万人养牛，间接涉及到十多万人的相关利益。由邓川蝶泉乳业的龙头发展为先导，当地农村正在走一条多元化绿色经济发展的道路。

#### 努力构建人居生存的和谐环境

最后，从相关资料和专家的规划中记者还看到，其实洱源想要实现的“循环经济”还不止于此。其中更重要的一环是当地生活环境也“绿色循环”化。以“低消耗，低污染，高效益，能循环”为目标，合理布局生态农业和生态工业，通过道路、排水沟渠、公共旱厕、垃圾池、沼气池、污水处理和绿化等的改造和建设，改善农村人居环境。最终不但要实现绿色经济的发展，而且也要为人的生存提供一个舒适和美丽的空间。

可以看出，从“乳业”入手，在细微的层面上做足文章，洱源已经闯出了一条可持续发展的新路，为新农村建设提供了一个良好的典范。

信息来源：云南新闻中心网

## Highland “Xanadu”

Mr Zhou Xianzhong General Manager of New Hope Group Yunnan Dengchuan Diequan Dairy Co Ltd mainly touched upon the local cycle economic chain and stakeholding interest between farmer and enterprise when he gave introduction to the dairy production in Eryuan. He emphasised, it's absolutely unnecessary to run an enterprise at a price of environment, and the premise of economic development is not to destroy environment. From the dairy industry's perspective, a



cow is just like a small-sized plant: cow eats grass and generates milk, which is considered the first essentiality of processing production, meanwhile, cow produces excrements that are in return used for the planting industry to give a push to cycle utilisation and development of green economy.

According to the journalist, Eryuan claims a large-sized milk cow breeding industry simply because of New Hope Dengchuan Diequan Dairy. Besides supplying milk to earn considerable income, the farmer may take advantage of the manure by-products of cow breeding to further develop the cultivating and other industry. For instance, cattle manure can be used to fertilize the organic garlic, by which wastes can not only be utilised but also be treasures. The extension product line of cow, milk, and garlic will increase the value of multi value chains and accomplish the cycle economy to balance the developing economy and protecting environment.

Presently, there are nearly 40,000 farmers breeding cow in Eryuan, which indirectly benefit more than 100,000 people. As a result, the company takes a lead to move forward to the track of multidimensional green economic development locally.

Source: Yunnan News Centre Net

#### 第四章 Chapter IV

### 可持续发展的希望之路

## RESEARCH AND DEVELOPMENT

新希望把技术开发与创新作为塑造企业核心竞争力的源泉和可

持续发展的保障，发挥从事农牧业领域开发经营多年形成的产业优势，关注现代农牧业产业链先进科学技术的研发和集成运用，积极开发饲料、乳业、肉食品加工、农用化工、动物防疫等领域的创新技术和应用技术；对传统技术进行改造升级，确保新希望各事业板块产品的技术领先优势。同时，新希望把食品安全、资源节约、环境保护作为集团发展的重中之重，以“绿色、安全、优质、环保”为总体目标，并贯穿于公司发展战略、规划设计、施工建设、生产运行和客户服务等各个环节，为推动我国农牧产业安全健康、环境友好、资源节约的跨越式可持续发展做出了贡献。

New Hope has always think the core competence rooted from the technology development and innovation,.. The improvement of technology enhanced the market position of New Hope and also improves industrial standard. Meanwhile, New Hope always emphasized on food safety,natural resources preservation, and environmental protection . Its general objective has always been “producing natural, safe, qualified and environment-friendly agricultural products”. These concepts have been adopted into the the whole process including strategy, planning, construction, operation and customer service.

### **3. 1 创新成果显著 Innovative Accomplishments**

新希望每年将销售收入的 2-3%用于技术创新，研发经费投入超过行业平均水平。开展了科技研发项目 100 余项，技改项目

5 项。其中，承担国家级科研项目 8 项，省级科研项目 18 项，市级科研项目 9 项。取得了国际先进成果 2 项，国内领先成果 1 项。

New Hope has invested its 2-3% of revenue into R&D, which is far beyond average spending of the industry. It has initiated more than 100 R&D projects and 5 technology renovation projects. Among them, eight of them has met with state level, and eighteen are at provincial level. The R&D department obtained two international prizes and one domestic prize. New Hope obtained 33 state patents and enjoyed 3 inventive patents.

◆技术创新成果显著 The result of technology innovation is apparent

饲料及饲料添加剂	Fodder and fodder additive
新型无公害饲料配方20余个	More than 20 new type nuisance free fodder formulations
二次熟化高维乳仔猪系列饲料	2 <sup>nd</sup> -time cured high vitamin piglet series fodder
无公害中草药饲料添加剂	Nuisance free traditional Chinese medicine fodder additive
微生态制剂添加剂3个	3 micro-ecological preparation additives
天然叶黄素晶体	Natural lutein crystal
枫调复合酶制剂	Fenglan compound enzyme preparation
枫调复合酸化剂	Fenglan compound acidating agent
高效安全动物保健产品	Highly effective and safe animal health preservation products
喘康	Chuan Kang
兽用有机微量元素	Veterinary orgnic microelement
兽用复方板蓝根注射液	Veterinary compound recipe Banlangen injection
微生态、复合兽用酶制剂	Micro-ecological compound veterinary enzyme preparation
乳炎康注射液	Ruyankang injection
生物蛋白	Biologic albumen
植酸酶	Phytase
健康牛乳制品	Healthy cow milk products
初乳及免疫乳制品	Colostrums and immunized milk products
西门塔尔高端乳制品	Simmental high end mild products
奶牛体外性控胚胎移植新技术	Cow in vitro sex control embryo transfer new technology
牧草新品种筛选及种植新技术	New grazing grass brand screening and plantation technology
液态奶及乳饮料系列产品	Liquid milk and milk beverage series products

图十三：主要技术开发创新成果 Graph 13: Main Technology Development and Innovation Results

◆技术创新成果显著 The result of technology innovation is apparent

饲料及饲料添加剂 Fodder and fodder additive

新型无公害饲料配方 20 余个 More than 20 new type nuisance free fodder formulations

二次熟化高维乳仔猪系列饲料

2nd-time cured high vitamin piglet series fodder

无公害中草药饲料添加剂 Nuisance free traditional Chinese medicine fodder additive

微生态制剂添加剂 3 个 3 micro-ecological preparation additives

天然叶黄素晶体 Natural lutein crystal

枫澜复合酶制剂 Fenglan compound enzyme preparation

枫澜复合酸化剂 Fenglan compound acidating agent

高效安全动物保健产品 Highly effective and safe animal health preservation products

喘 康 Chuan Kang

兽用有机微量元素 Veterinary organic microelement

兽用复方板蓝根注射液 Veterinary compound recipe Banlangen injection

微生态、复合兽用酶制剂 Micro-ecological compound veterinary enzyme preparation

乳炎康注射液 Ruyankang injection

生物蛋白 Biologic albumen

植酸酶 Phytase

健康牛乳制品 Healthy cow milk products

初乳及免疫乳制品 Colostrums and immunized milk products

西门塔尔高端乳制品 Simmental high end mild products

奶牛体外性控胚胎移植新技术 Cow in vitro sex control embryo transfer new technology

牧草新品种筛选及种植新技术 New grazing grass brand screening and plantation technology

液态奶及乳饮料系列产品 Liquid milk and milk beverage series products

图十三：主要技术开发创新成果 Graph 13: Main Technology Development and Innovation Results

#### ◆专利战略初见成效

新希望已申请国家专利 33 项，其中发明专利 3 项，分别是：

- 1、天然叶黄素晶体（黄晶晶），专利申请号 200410046057.1；
- 2、由万寿菊干花制备叶黄素晶体的方法，专利申请号 200510022402.2；
- 3、裸胚冷冻技术，专利申请号 200410035488.8。

## 4.2 研发基础完备

### 4.2.1 创建省级研究中心

#### ◆ 建立省级技术研究中心

2004 年 3 月组建，2006 年 5 月报请四川省经委批准认定，设立了“四川省新希望集团技术中心”，从原来单纯和单一解决产业生产经

营的技术难题，转变为解决各类产业上下延伸产业链当中的技术难题，为国家乃至国际农牧行业共性和个性问题提供新技术、新产品和解决方案。

- ◆ 建立省级工程技术研究中心

为提高饲料和乳业事业板块的科技水平和产品科技含量，用现代生物技术和工程技术改造传统的农牧产业，新希望利用较强的产业优势和研发优势，联合四川农业大学、四川畜牧科技研究院、四川大学、四川省饲料工作总站等高等院校、科研机构和专业管理单位，共同组建了“四川省高效安全新型饲料工程技术研究中心”、“四川省乳业工程技术研究中心”，并通过了四川省科技厅组织的专家论证，批准为省级工程技术研究中心。

## **4.2 Sound Base of R&D**

### 4.2.1 Setting up Technology Center Certificated by the Provincial Government

- ◆ Setting up Technology Center Certificated by the Provincial Government

The “Sichuan New Hope Group Technology Center” was established in March 2004. The Center has change its original role of purely product oriented to value chain oriented and has constantly provided new technology, new product and general solutions for common as well as unique issues in domestic or international agriculture and husbandry

industry.

- ◆ Provincial Engineering and Research Centers

Cooperated with Sichuan Agricultural University, Sichuan husbandry Research Institute, Sichuan University, and Sichuan General Work shop of Animal Feeds, New Hope has established the “Sichuan Engineering, Technology and Research Center for New High Efficient and Safe Animal Feeds” and “Sichuan Milk Industry Engineering, Technology and Research Center”. The research centers have been accredited by provincial government.

#### 4.2.2 技术开发环境优越

新希望建成的“企业技术中心”具备完善的硬件条件和设施，拥有价值 3000 余万元的仪器设备，还投入 5000 多万元建成了占地总面积近 600 亩的 8 个试验研究基地，研发环境处于国内同行业前列。

为提高研发能力，新希望与中国农科院饲料研究所联合建立了“中国猪营养与饲料研究中心”、“新希望集团-中国农科院博士后流动站”，与内蒙古农业大学建立了“新希望乳品研发中心”。同时，与美国联合饲料、加拿大海波尔 ( Hypor ) 公司、英特尔(Intel)有限公司、中国农业大学、中国科学院遗传研究所、中国农科院畜牧研究所、中国农科院饲料研究所、山东农业大学、南京农业大学、莱阳农学院、四川农大动物营养研究所、四川农大动物科技学院、四川大学生命科学

学院、四川省畜牧科技研究院等国内外科研单位、高等院校和专业公司等建立了产学研合作关系。

2006年，新希望与美国联合饲料公司和国际顶级种猪公司合作，在山东和四川各建立1个具有国际一流水平的育种基地和乳猪预混料加工厂，在中国和美国各建立1个完全实现数据交换的猪业研究中心，使种猪繁育和乳猪预混料技术全球领先。

#### 4.2.2 Excellent Researching Environment

The “Technology Center” built by New Hope has excellent equipments, the total investment of equipments are more than 30 million RMB, at same time New Hope has also invested more than 50 million RMB to build eight test and research bases that occupied land of 600 Mu. The research and development environment topped its domestic peers’ facilities.

To improve the capability of research and development, New Hope co-established the “China Pig Nutrition and feeds Research Center” and “New Hope Group–Chinese Academy of Agriculture Sciences Postdoctoral Station” with Chinese Academy of Agriculture Sciences Feeds Research Institute and established the “New Hope Milk Product Research and Development Center” by cooperating with Neimenggu Agriculture University. Meanwhile, it has also established strategic partnership with domestic and foreign scientific research institute,



universities and colleges, and professional companies like American United Feed, Canada Hypor Co., Ltd., Intel, China Agriculture University, Chinese Academy of Science Inheritance Research Institute, Chinese Academy of Agriculture Sciences and Husbandry Research Institute, Chinese Academy of Agriculture Sciences Feed Research Institute, Shandong Agriculture University, Nanjing Agriculture University, Laiyang Agriculture College, Sichuan Agriculture University Animal Nutrition Research Institute, College of Animal Technology of Sichuan Agriculture University, College of Life Science of Sichuan University, Sichuan Husbandry Research Institute etc.

#### **4.2.3 研发管理模式灵活**

在研发工作中大胆起用骨干科技人才，除新希望自有的一大批高学历资深专家外，还以顾问、聘请的方式，广泛引进和使用外部技术资源。对重点研究项目采取课题负责制，充分授权、全面支持，计划管理、严格督促。

新希望各产业科研项目立项均经过科学论证，保持一贯的产业导向，密切结合企业实际，兼顾应用性、先进性和独创性(见图十五)。

#### **4.2.3 Flexible R&D Model**

New Hope adopted different means into research projects such as external consulting, internal employee to gain exposure to the wider resources.

Especially in the critical projects, talents have been fully authorized to run his own project with full support and close monitoring.

All research projects of New Hope have been scientifically debated, emphasized on industrial subject and balanced among application, advancement and innovation.

新希望研发中心主要研发内容			
饲料产业	乳 业	肉食品深加工	兽 药
★ 畜、禽、水产、反刍动物常规饲料的质量改进；	★ 乳酸菌菌种资源库建设；	★ 冷却肉、冰鲜禽肉、发酵肉制品、传统肉制品、熟食等产品的精深加工与物流配送技术；	★ 新型高效低毒无公害兽药开发；
★ 高效无公害饲料新品种开发；	★ 传统乳制品工业化生产研究；	★ 畜禽副产品综合利用；	★ 靶型专用兽药；
★ 新型资源性饲料原料的开发与利用；	★ 液奶和奶粉产品的升级改造；	★ 肉食品加工全程质量控制技术；	★ 兽药加工剂型研究；
★ 畜禽饲料安全技术体系建设；	★ 干酪产品的研发；	★ 熟食加工和保鲜技术；	★ 新型兽用生物制品；
★ 日粮营养生理调控与全混合日粮配制技术；	★ 南方奶牛饲养技术规范；	★ 肉食品中微生物快速检测及溯源技术。	★ 中草药制剂；
★ 安全功能性饲料添加剂；	★ 奶牛抗热应激技术；		★ 中兽药及中西合成兽药；
★ 饲料加工工艺研究；	★ 南方豆科饲草品种的选育和栽培；		★ 药物饲料添加剂；
★ 反刍动物颗粒化全混合日粮研究与开发；	★ 乳品干燥；		★ 微生态制剂；
★ 质量监控技术研究；	★ 保存技术研究。		★ 复合酶制剂；
★ 饲料标准体系建设。			★ 生物肥料。

图十五：研发中心主要研究内容

#### 4.2.4 研发技术突出重点

##### ◆ 新型微生态饲料的研制技术

利用生物工程技术改造菌群遗传基因并选育优良菌种,使其具有抗酸、抗热等能力；

改善功能菌株的规模化发酵工艺,建立具有现代发酵水平的高效生产技术体系和产品质量控制体系;

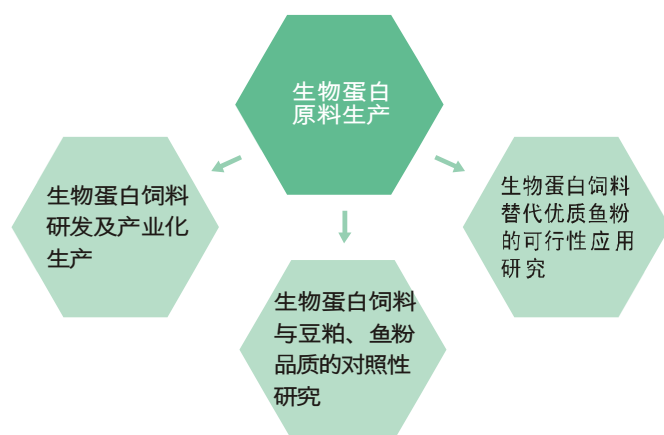
进行微生态制剂研究以改善微生态制剂生产和使用。

◆ 生物饲料蛋白原料的生产

主要对植物蛋白中的抗营养因子、有毒有害成分和植物蛋白进行发酵和生物学酶解,使之大规模产业化生产为生物蛋白饲料,从而消除饲料原料中的抗营养因子,提高植物蛋白含量和蛋白质消化利用率。

◆ 节约环保型饲料研制技术

随着现代营养研究的发展,动物日粮采用可消化养分来配制,并添加一些酶类以补充动物体内分泌的不足,促进动物对营养元素的吸收利用和消化,减少大量的磷、铜、锌等金属矿物元素被排放到环境中,造成环境压力。



图十六: 生物蛋白原料生产

#### 4.2.4 Critical Points in R&D technology

◆ Development of new Micro-ecological feeds

- ◆ Protein sources of Biological Feeds

High technology method that can massively produce digestible Protein that easily digested by animals.

- ◆ Economical and environment-friendly feed research and producing technology

As modern nutrition research is being developed, animals' daily feeds are being prepared by using digestible nutrients, and some enzymes are added to complement the insufficient endocrine of animals' bodies and promote absorption and utilization and digestion of nutrition elements, preventing large quantity of metal mineral elements like phosphorus, copper, and zinc etc from being discharged into environment and then causing environmental pressure.

#### **4.3 人才队伍完善 Talent Staff**

新希望拥有科研人员 7000 人，其中专职研发工作人员 1000 人。研发人员均具大学本科以上文凭，有博士和硕士约 700 人，具有高级专业技术职称的人员 241 名，中级专业技术职称的人员 359 名。

There are about 7,000 employees are working in R&D area in New Hope, among them, there are about 1,000 full-time scientists engaged in R&D processes. All R&D personnel have college degree. There are about 700 graduate degrees research staffs, 241 personnel

owned senior professional certificates, and 359 personnel have intermediate professional certificates.

#### **4.4 节约降耗环保 Energy Saving and Environment Friend**

新希望在各产业发展过程中,高度重视节能降耗以及对生态环境的保护工作,所有建设项目通过严格的环境节能评价,建设及投产运行均严格遵守国家及当地的有关环境节能的法律、法规及条例。

- ◆ 在生产工厂设备安装和工艺改进中,大力推广应用节约资源的新技术、新工艺、新设备和新材料,实现资源的高效利用。如重庆希望公司,在国内所有饲料生产企业锅炉燃料都使用煤碳时,率先使用燃油,虽然短期提升了生产成本,但促进了当地环境的改善,在客户中塑造了良好的形象。
- ◆ 强化水、电和原材料等的考核与管理,制定了“节能降耗考核制度”。同时,加强设备的维护,对老设备加快淘汰,降低消耗,减少环境污染,提高能源利用效率,仅2006年,就节能降耗达1000余万元。
- ◆ 按照“技术先进、设计优化、标准统一、节约土地”的原则,在工程勘探、规划设计中重视环境保护,率先使用环保节能型材料,减少对环境的影响。
- ◆ 化工企业通过“减量化、再利用、资源化”的循环经济发展理念,形成从采矿、选矿、尾矿利用、化工产品深加工、副产物再利用的生产链循环结合发展模式,达到不产生废渣排放的资源环保型、科技型、出口型企业标准。成都华融化工等企业多次被当地政府评为“环境保

护先进单位”。

During our development, New Hope has paid great attention on energy saving and Environment protection. All construction projects must pass strict environmental and energy saving assessment. Construction and operation must strictly abide by state and local laws and regulations related to environment and energy saving.

- ◆Through our renovation, new techniques, new equipments, and new materials are promoted and applied to better utilize different resources.

- ◆Because of new examining system has been implemented, every production has been closely inspected, in 2006 along, we save energy cost of more than 10 million RMB.

- ◆ According to the principle of “advanced technology, optimized design, standardized specifications, less land usage”, we have greatly emphasized environmental protection in the processes of new plant construction, we are the industry pioneer that adopted environment friend and energy-saving materials to reduce pollution.

- ◆Our chemical company, based on the economic principle of “Reducing, Reusing and Resourcing”, has accepted the idea of cycle economy of to optimizes its workflow that all byproducts has been re-processed into useful production to avoid the pollution. Chengdu Huarong Chemical Company, a subsidiary of our Group, has been awarded “Excellent

Environmental Protection Company” for several times by local government.

#### **4.5 质量体系领先 Leading quality system**

新希望重视产品的质量认证和必要的国际质量认证。

- ◆中国质量检测协会“全国产品质量售后服务双达标先进企业”。
- ◆四川省工商行政管理局“企业年检免检”、“四川省质量 AAA 级企业”。
- ◆成都希望食品公司获“全国质量效益先进型企业”。
- ◆饲料产品被核定为“全国质量检验稳定合格产品”、“2005-2008 年产品质量国家免检”。
- ◆饲料生产企业继 1999 年率先通过 ISO9001 质量体系认证后，又通过了 ISO10012 测量管理体系认证，部份企业通过 HACCP 安全管理体系认证。
- ◆乳品和肉食品企业全部通过 QS 质量安全认证和 ISO9001 质量管理体系认证，部分通过 ISO14001 安全体系认证和 HACCP 食品安全体系认证，多数品牌荣获“绿色食品证书”。
- ◆动物防疫、农药和化工生产企业全部通过了 ISO9001 质量体系认证。
- ◆兽药企业通过 GMP 认证。

New Hope has accredited by domestic and international quality control institutes.

- ◆China Quality Control Association rewarded New Hope “National

## Pioneer in Product Quality and Excellent After Sale Service”

- ◆Sichuan Provincial Industrial and Commercial Administration Bureau rewarded New Hope “Certificate of Exemption of Annual Inspection”, “Sichuan Enterprise of AAA Quality”
- ◆Animal Feed were certified as “National High Quality Product”, “2005 – 2008 Certificate of Exemption of National Inspection of Product Quality”, Guoxiong pig feed was awarded “China Famous Brand Product”
- ◆After firstly getting certification of the ISO9001 in 1999, our feed mills have gotten certification of ISO10012, some enterprises have gotten certification of HACCP.
- ◆All dairy processing and meat processing enterprises have gotten QS certificates and ISO9001 certificates, some enterprises have gotten ISO14001 certificates and HACCP safety food certificates, most of brands have been awarded “Green Food Certificate”.
- ◆Animal medicine companies have gotten the GMP certificates.



## 第五章Chapter V

# 光彩事业与新农村建设

### GUANGCAI PROGRAM: POVERTY RELIEVING

刘永好先生曾经说过：当企业的财富积累超过一定数额时，比如1000 万元的时候，企业就已不再属于个人，而更多的属于民族和社会。此时，企业的经营要在保证持续发展的基础上，拿出更多的财富回馈社会，承担起社会赋予企业的责任。十多年来，新希望时刻牢记责任，和社会各界许许多多的民营企业一起，走过了一段政府满意，农民受益的光彩之路。倡议和发起的社会主义新农村建设，得到了全国政协、中央统战部、全国工商联的大力支持，并在全国范围内得到推广。

Mr. Liu Yonghao once said: the enterprise has to assume the social responsibility for the people and the nation when it grows to certain degree based on its sustainable development.

## 5.1 光彩事业与新农村建设发起者

Initiation of Guangcai Program and Building New Countryside

### 5.1.1 光彩事业

1994年4月，时任全国工商联副主席的刘永好先生在全国工商联常委会上谈了一个想法：希望发挥民营企业的优势为贫困地区做点实实在在的事情。与会的10位民营企业家一致赞同这个建议，并联名发出了《让我们投身于扶贫的光彩事业中来》的倡议，从此，拉开了中国光彩事业的序幕。至2006年上半年，中国光彩事业已有19982位民营企业家及港、澳、台、侨工商界人士参与，投资1247.13亿元，帮助、带动769.81万人实现了脱贫。

同年5月，光彩事业的扶贫倡议发布一个月后，刘永好先生即到中国西部四川省凉山彝族自治州考察，并将第一个光彩项目实施地点定在凉山。1994年11月15日破土动工，只用了63天，由希望集团投资1500万元，年产10万吨饲料的西昌希望饲料有限公司便建成投产。该厂被称为中国光彩事业的第一号工程。

此后，希望集团采取同样的方式先后投资2.4亿元，在新疆、甘肃、宁夏、四川、重庆、贵州、湖北、湖南、云南、江西、海南、河南、山西、山东等地建造了20家同类型光彩事业扶贫工厂。中国“光彩事业”如星火燎原，吸引了越来越多的民营企业家投身其中。

### 5.1.1 Guangcai Program

As the deputy chairman of All China Federation of Industry and

Commerce in April 1994, Mr. Liu Yonghao delivered a speech on a conference of the standing committee where he advocated entrepreneurs to do some practical charitable works by giving full play to the advantage of private enterprises. This idea was immediately supported by 10 private entrepreneurs and then initiated Guangcai Program.

In May 1994, one month after the poverty reduction proposal of Guangcai Program was issued Mr. Liu Yonghao carried out the field inspection to Liangshan Yi Autonomous Region in Sichuan Province and made the commitment to launch the first project in the region. Mr. Liu invested 15 million RMB to build an animal feed mill with the capacity of 100,000 tons. The project is regarded as the No.1 Project of the program .

After that, Hope Group invested 240 million yuan in a similar way and constructed 20 plants in the areas like Xinjiang, Gansu, Ningxia, Sichuan, Chongqing, Guizhou, Hubei, Hunan, Yunan, Jiangxi, Hainan, Henan, Shanxi, and Shandong etc. In the same time the Program was largely developed and involved more and more entrepreneurs.

### **5.1.2 新农村建设**

2006 年“两会”期间 ,刘永好先生联合 38 位全国政协委员和人大代表 ,发出了《让我们积极投身到社会主义新农村建设中来》的倡议 ,提出“一帮一、手牵手”, 一个企业带动一个村 , 有条件的企业带动若干村发展 , 得到了全国政协、中央统战部、全国工商联的大力支持 ,

并在全国范围内得到推广。

作为发起人,新希望集团率先行动,计划在3年内帮助100个村。2006年,新希望启动了“政企共建,村企联动,打造社会主义新农村建设新模式”项目,截至12月底,已在四川、重庆、贵州、云南、山东等省市农村逐步开展产业带动的帮扶工作,联系和帮扶33个村走上了致富之路,发展建设原料种植、养殖基地3.2万亩,辐射带动的基地共280万亩、农户200多万户,使所在地农村农民年平均增收500元以上。

### **5.1.2 Building New Countryside**

In 2006 Mr. Liu Yonghao together with other 38 members of CPPCC and NPC proposed another poverty relieving project, namely Building up New Countryside. He proposed that each enterprise will help one village. This proposal has gained strong support from society including government.

For the purpose of putting the “proposal” into practice, New Hope Group took leading action as an initiator. It planned to help 100 villages in 3 years. In 2006, New Hope launched the project of “Joint Force by government and enterprise, Joint Force by village and enterprise, create new mode of Building New Socialism Village”, by the end of December, it has gradually carried out relieving works driven by industrialization in villages of Sichuan, Chongqing, Guizhou, Yunan, and

Shandong etc.. There are 33 villages obtained help and are on the track of well-being. NHG has developed and constructed 32,000mu raw material plantation and cultivation bases, extending positive influence to 2.8 –million-mu bases and more than 2 million villagers’ families, raising chickens, pigs, and cows, increasing average annual income of local villagers by more than 500 RMB.

### 5.1.3 全球契约计划首批中国参与者

新希望还是联合国全球契约计划的中国首批签约企业。在 1999 年 1 月召开的达沃斯世界经济论坛上，联合国秘书长科菲·安南提出了“全球契约”计划，并于 2000 年 7 月正式启动。“全球契约”计划的目的是要“在人权、劳动权和环境方面通过、坚持和实施一整套必要的社会规则”，“使得各企业与联合国各机构、国际劳工组织、非政府组织、以及其他有关各方一起结成合作伙伴关系，以建立一个更加广泛和平等的世界市场。

“全球契约”的核心是要求企业在各自的影响范围内遵守、支持以及实施一套在人权、劳工标准及环境三个方面的 9 项基本原则：一是人权方面：①企业应该尊重和维护国际公认的各项人权。②绝不参与任何漠视和践踏人权的行爲。二是劳工标准方面：③企业应该维护结社自由，承认劳资结社谈判的权利。④彻底消除各种形式的强迫劳动。⑤废除童工劳动。⑥杜绝在就业和职业方面的任何歧视行爲。三是环境保护方面：⑦企业应对环境挑战未雨绸缪。⑧主动增加对环保所承

担的责任。⑨鼓励无害环境技术的发展与推广。九项原则分别来源于《世界人权宣言》、《国际劳工组织关于工作中的基本原则和权利宣言》以及关于环境和发展的《里约原则》。

### **5.1.3 Taking Initiative to Participate UN Global Compact**

New Hope is also among first batch of Chinese enterprises that signed the UN Global Compact. (At the Davo's World Economic Forum held in Jan. 1999, Kofi Annan, UN Secretary General proposed the "Global Compact" which was formally launched in July 2000. The purpose of the "Global Compact" was to establish a package of rules in the field of human right, labor right and environment protection in order to set up a wider and more equal international market by connecting enterprises with UN institutions, labor institutions, non-governmental organizations and other institutions.

## **5.2 新希望 13 年光彩路**

Thirteen Years' Nonstop Effort on Guangcai Program

13 年来，新希望为光彩事业总投资已达 12 亿元，并安置国有企业下岗、转岗员工、农民工共 11600 多人。

- ◆ 1995 年 10 月，出资 170 万元在四川的新津、邛崃、蒲江捐建三所光彩事业小学。2000、2002、2006 年，西昌新希望公司三次向西昌

洛古坡乡小学捐款、捐赠教学用品和器材，并从 2002 年开始，对两所学校的优秀学生进行资助；

- ◆ 1997 年 8 月，向中国扶贫基金会捐资 100 万元用作四川凉山彝族自治州的扶贫开发；

- ◆ 1997 年 9 月，由中国扶贫基金会、《半月谈》杂志社组织的第四届全国“十大扶贫状员表彰会”在京举行，刘永好先生荣获“十大扶贫状元”称号。同月，获全国“光彩事业奖章”；

- ◆ 1994 迄今，新希望先后在四川凉山彝族自治州、贵阳、达县，赣县、永丰、西昌、三峡地区、大理、怀化、遵义、曲靖、南昌、都匀等地建立了 20 多家光彩扶贫工厂；

- ◆ 1998 年，长江、松花江、嫩江发生史无前例的特大洪灾，新希望及时向灾区人民巨额捐赠；

- ◆ 2004 年 8 月，向中国光促会捐款以支持四川巴中革命老区建设红军革命展览馆。2005 年 7 月，倡议成立“光彩事业巴中革命老区三农基金”；

- ◆ 2005 年 1 月，刘永好先生向印度洋地震海啸受灾国家和人民捐款；

- ◆ 2005 年 12 月，新希望集团向成都低保家庭捐赠牛奶等食品；

- ◆ 2006 年 8 月，向北京市美疆助学基金会捐赠，帮助新疆维吾尔自治区贫困地区女孩求学；

- ◆ 2006 年 9 月，新希望集团在开国元勋朱德故乡捐建桥梁等基础设施。

- ◆ In October 1995, New Hope invested 1.7 million RMB to establish three Elementary Schools in Xinjin, Qionglai, and Pujiang of Sichuan

province. In 2000, 2002, and 2006, Xichang New Hope Co. owned by the Group donated money, books and apparatus to two elementary schools invested and built by the Group in Luogupo village in Xichang, and since 2002, it has also provided financial support to the excellent students Of the two schools.

- ◆ In August 1997, New Hope donated 1 million RMB to China Poverty Relieving Fund for developing Yi autonomous region in Liangshan, Sichuan Province;

- ★ In September 1997, the 4th national “Top 10 Poverty Relieving Champions Rearing Conference ” organized by China Poverty Relieving Fund and “Half Month Discussion” magazine was held in Beijing, Mr. Liu Yonghao was awarded the honorable title of “Top 10 Poverty Reduction Champion”. In the same month, he won the national “Guangcai Program Medal”;

- ★ Since 1994, New Hope has established plants for purpose of poverty relieving in Sichuan Liangshan Yi Autonomous Region, Guiyang, Daxian, Ganxian, Yongfeng, Xichang, Three Gorges region, Dali, Huaihua, Zunyi, Qujing, Nanchang, and Duyun etc;

- ★ In 1998, unprecedented flood roared in Changjiang River, Songari River, and Nenjiang River, under the circumstance that its plants were severely damaged by the disasters, New Hope Group donated relieving fund and supplies to people in the disaster area and built 15 disaster



shield houses to people in Songari River region;

★In June 2000, Mr. Liu Yonghao introduced Guangcai Relieving Program and carried out by Chinese private in Geneva, Switzerland;

★In August 2004, New Hope donated to China Guangcai Program Promotion Association to support construction of Red Army Revolution Museum in old Bazhong revolutionary region.

★In Jan. 2005, Mr. Liu Yonghao made denotation to the countries which suffered earthquake and tsunami in Indian Ocean;

★In Dec. 2005, NHG denoted milk to low-income families in Chengdu;

★In August 2006, New Hope donated money to Beijing Meijiang Education Fund, supporting girls in Xinjiang Uigur autonomous region to go to school;

★ In Sept. 2006, New Hope donated a bridge to the hometown of Zhu De, the late general of P.R.China.

### **5.3 新农村建设形式多样    Various types of devdoping of new countryside**

#### **5.3.1 产业引导型**

新希望企业分布广泛，根据各地的区域优势特征，逐步形成以产业为主导，结合产业发展，促进农村经济发展模式的转变，带动农民增收致富。

◆政企联手实施“12345 工程”，洪雅边远地区新农村新面貌

四川的洪雅生态良好，具有奶牛养殖基础。新希望与洪雅县政府联手启动“新希望、新农村 12345 工程”；总投资和捐助 1.5 亿元人民币，建设 1500 头奶牛的现代化养牛示范场，发展 5 万亩良种草场，建设 3 个新农村建设示范村，依托乳业产业，提高农业效益和农民收入，带动周边农户致富。

◆扶持少数民族贫困地区，“蝶泉”奶粉香飘国际

在云南大理开展“1255”工程（创建一个驰名商标、十一五末出口创汇 2000 万美元，奶粉出口 5 个国家、致富 5 万农户）；公司每年出资 180 万元，总计投入 500 余万元，建立“奶牛发展基金”，促进奶牛养殖发展；建立乳业基地，与奶农签订《生鲜奶牛奶购销合同》，实行鲜奶收购最低保护价，帮助少数民族贫困地区经济发展。

◆贵州边远山区生态产业链蓬勃兴起

结合贵州高原山区退耕还林、还草工作，在息峰县建立无公害原料基地，推广种植优质玉米品种、双低油菜和高产优质牧草，并承诺以高于市场价 10% 的保底价格回收农民种植的玉米、油菜和牧草，既保护当地的生态环境，并同时带动 3 个村的 1000 户农户。与政府和养殖户合作，实施“千村养殖示范工程”，在贵州省建立三个养殖基地，目前，已累计投入资金 246 万元，培养普通养殖示范村 217 个，重点规模养殖村 12 个。通过产业链把种植户、养殖户有机联系起来，使农民增收有了保障。

### 5.3.1 Industry-oriented type

### **Sichuan Hongya New Hope–New Village “12345” Project**

Invest in 100 million yuan to construct student milk production line as

basis of industrial chain; Help to introduce 2 international aid projects;

Support 3 new village construction model villages;

Invest in 40 million yuan to establish modern cow raising model place;

Construct 50,000mu fine breed pasture land

### **Yunnan Dali “1255” Project**

Create a famous brand;

Amount of exportation reaches USD20 million at the end of “11th 5-year plan”;

Export milk powder to 5 countries;

Let 50,000 villagers to become rich

### **Guizhou “One-thousand Village Cultivation Model Project”**

Invested capital: 2.46 million yuan;

Establish 3 cultivation bases in the whole province;

Establish 217 ordinary model cultivation villages;

Establish 12 important cultivation villages.

### **5.3.2 科技引导型**

- ◆ 新希望在四川江油和山东海阳分别成立海波尔种猪育种核心群猪

场，引进世界顶级育种成果的原种母猪和原种公猪，在中国建立具世界一流水平的育种核心群和种猪繁育体系。该体系将形成年生产优质纯种猪 18500 头、年提供纯二元母猪 20 万头、年出栏 2000 万头以上优质安全三元杂交商品猪的生产规模，为我国大规模的猪种改良，农民增收和新农村建设提供新的产业支撑和技术支撑，每年至少产生 21 亿元的社会经济效益。

- ◆ 在重庆市荣昌县建立 300 头优良地方猪保种基地，以此带动建立 4-5 个荣昌猪资源保护区。同时积极开发具有中国特色和自主知识产权种猪配套系统，满足不同饲养水平和消费市场对种猪及其产品安全、营养、口味与风味等的多种要求。该项目对于提高人民生活水平，增强我国养猪业国际竞争力、保护地方品种资源、保证经济可持续发展，促进西部地区实现跨越式发展将发挥不可替代的积极作用。

- ◆ 新希望根据 25 年来在农村市场营销网络建设的经验，利用企业在农牧业经营的产业优势和网络，将市场、资本、信息、人才、服务按农业产业化发展和现代农业营销体系的要求重新设计和集成，把现代信息技术引入到农村市场营销体系建设之中，联合 IBM、Intel 等共同建设“新希望快车——农村电子商务平台”。

### **5.3.2 Technology-oriented type**

Introducing top nucleus Herds from Hypor, which provides farmers with

edge-cutting technologies.

New Hope Group voluntarily invested to bear the important responsibility by creating 300 excellent local pig gene protection base in Fenggao Town, Rongchang County, Chongqing City to drive the establishment of four to five Rongchang pig race protection zones. Meanwhile, it also actively develops breed pig supporting system with Chinese features and independent intellectual property right to meet requirements of constantly changing markets and product safety, nutrition, taste, and flavor etc. This project will exert irreplaceable positive effects for improving people's living level, increasing international competitive force of pig raising industry of our country, protecting local breed resources, ensuring sustainable development of economy, and promoting crossover development western region.

Drawing upon 25-year's experiences of rural sales distribution network construction and giving full play to the industrial advantages and network, we are going to integrate information technology with rural marketing system by re-designing and collecting market, capital, information, talent and service.

### **5.3.3 无偿帮扶型**

在相关领域和地区 ,联合政府和企业、机构采用无偿帮助的形式 ,为养殖户提供支持和全方位服务。如捐赠医疗设施、树苗、学生电脑 ,

为乡村铺设自来水管道路，改善村民饮水条件。

- ◆ 为积极参与成都市的城乡一体化建设，新希望协同成都市锦江区政府，在锦江区三圣乡的驸马村“东篱菊园”开展菊花产业链建设，并在金堂县赵镇建立“锦金·新希望”菊花产业基地。新希望通过投资和补贴等方式，鼓励“东篱菊园”农民引进珍贵菊花品种、扩大种植面积，建立菊花种植、加工产业链；在金堂县鼓励当地农民调整产业结构，规模化发展花卉产业，提高土地产出效益。

- ◆ 对 2005 年底，2006 年初禽流感带来的行业危机，新希望坚持诚信经营，担当起龙头企业的社会责任和使命，切实保护农民利益，并贡献 1.6 亿元帮助农户应对危机。

- ◆ 针对养殖业市场和疫情风险，新希望旗下的山东六和集团为推进山东省养殖业的进一步健康稳定发展，正联合政府部门及国内外投资机构共同出资组建农业担保公司，为养殖户改善养殖模式和扩大饲养规模提供各种担保，也为养殖户发展生产所必须的固定资产贷款提供担保，填补我国农业金融的空白，为养殖户提供金融支持和全方位生产及营销服务，引导其更新养殖观念、扩大养殖规模、提高生产技术、改善经营管理。

此外，新希望和世界银行国际金融公司合作，向奶农无偿提供分层次的技术推广与服务，全面提高奶牛养殖管理水平。

### **5.3.3 Non-Profit Operation**

Provide comprehensive service and support for farmers together with relevant government intuitions and enterprises including denoting

medical equipments, trees, computers and constructing tap water pipe in order to improving the condition of drinking water in rural area.

◆ For the purpose of actively participating in the construction of integration of city and village, Group coordinated with Chengdu Jinjiang District Government to carry out construction of chrysanthemum industry chain at “Dongli Chrysanthemum Garden” in Fuma village in Sansheng Town Jinjiang District and established “Jinjin-New Hope” chrysanthemum industry base in Zhao Town in Jintang country. Group encourages villagers in “Dongli Chrysanthemum Garden” to introduce precious chrysanthemum breeds, expand plantation area, and establish chrysanthemum plantation and processing industry chain by means of investment and allowances etc; Group also encourages local villagers to adjust industrial structure, develop scale flower industry, and increase output benefit of land in Jintang county, exerting positive effects on increasing villagers’ benefits and accelerating the process of integration of city and town.

◆ For assuming social responsibility, NHG contributed 160 million yuan to combat bird flu in 2006 so as to protect farmers’ interest.

◆ For controlling market risks, Shangdong Liuhe Group owned by NHG is now working with government and investment institutions all over the world to set up Guaranty Company which will provide credit guaranty for farmers’ loan application.

◆ In addition, cooperating with IFC NHG provides all-level services to dairy farmers so as to upgrading the management of dairy cattle raising.

## 后 记 Epilogue

### 为打造世界级农牧企业而奋斗

#### ENDEAVORING TO CREATE WORLD CLASS AGRICULTURE AND STOCK RAISING ENTERPRISE

回顾过去，新希望在优秀企业公民的定位指引下，全力推进企业社会责任的落实，以实际行动赢得了成就与肯定。面向未来，我们力争做一名更为积极、更为成功的企业社会责任实践者，进一步扩大新希望社会责任的实施成效，为构建和谐社会做出贡献。

新希望将坚定不移的执行打造世界级农牧企业的目标，继续以农牧事业为核心业务。通过不断扩大生产规模和强强联合，通过 3 - 5 年的左右的努力，在新希望体系内，供给猪苗 1000 万头，禽苗 10 亿只，饲料 1000 万吨；合同奶牛 15 万头，牛奶加工 80 万吨，猪肉食



品加工 100 万吨，禽肉食品加工 120 万吨；产业同时涉及上游原料基地、示范养殖，以及下游食品深加工和城市分销；联系 1000 万农民朋友，通过农牧业走上致富道路；未来 5 年内，力争在种植、饲料、养殖、食品加工以及整个产业链上可合并年销售收入达 500 亿元，其中来自海外的应占 10%。

化工事业将成为新希望的第二主业，在西部地区建成至少 5 个核心基地，实现年销售收入 90 亿元以上。

地产和基础设施事业、金融投资事业及其他事业，将在现金流、投资来源和资产安全性等方面为新希望主业提供强大支持，形成近 200 亿元的资产规模。

新希望每年新增约 1000 个就业岗位，其中包括吸收 500 名左右的大学毕业生。

继续实践光彩事业和新农村建设倡议。以产业带动、科技引导和无偿援助等方式帮助农村经济发展。未来 5 年，新希望计划累计新增 10 - 20 亿元投入到新农村建设中，计划新增产值 80 - 100 亿元。在与畜牧业关联发展有重点的帮助 100 个村发展，对其他地区，更多地通过产业带动等形式帮助农村发展。

继续推进新希望集团企业的环保认证工作。完善和改进现有企业的环保设施，尤其是新建化工类企业，坚决按循环经济理念，建设绿色环保企业。

New Hope will firmly advance to its goal of becoming world class

agribusiness enterprise and concentrate our resources to agribusiness as core businesses. By cooperating with our partners and increasing our product scale, through three to five years' efforts, we will supply 10 million piglets, 1 billion Boar, 10 million tons feeds, 150,000 cows, 800,000 tons milk, 1 million tons pork, 1.2 million tons of processed poultry meat; New Hope will expand its business from upstream raw material base, model farms, to downstream of deep processing of food, and urban distribution channels; We will help 10 million villagers to accumulate fortune. In five years, we shall accomplish annual sales of 50 billion RMB in agribusiness value chains, among them, the revenue from overseas should account for 10%.

Chemical industry will become the second core business of New Hope, we shall construct at least 5 chemical hubs in western region and accomplish annual sales of more than 9 billion RMB.

The cash flow, investment, and balanced asset structure from Real estate and infrastructure, financial investment, and other business will provide strong support for our core businesses, and eventually expand our asset to 20 billion RMB.

New Hope will provide about 1,000 new positions each year, including about 500 college graduates.

We will continually participate in the Guangcai Poverty Relieving Program and new countryside resurging. We will develop rural economy by

driving forces of industrialization, technology and free assistance. In five years, New Hope is planning to invest one to two billion RMB in building new countryside and to increase productivity of 8 billion to 10 billion RMB. We will help 100 villages to get better off. We promised we will develop the economy in countryside driven by industrialization.

We will continuously work on environment issues, improve the environmental protection facilities in existing subsidiary, especially for those newly-built chemical plants, we will fully apply the principle of cyclic economy to build environment friend company.