



**M i c o l o n V I P**

绿色低碳，环保先行，迈科隆“节”尽所“能”

# 2023

## 可持续发展报告

### Sustainability Report

四川迈科隆真空新材料有限公司

Sichuan Micolon Vacuum New Material Co., Ltd

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# 报告前言

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Preface

**Micolon**  
Vacuum New Material

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# 公司简介 Company Profile

四川迈科隆真空新材料有限公司，成立于2017年1月11日，现设厂于四川达州，注册资本3214万元。主营真空绝热板、复合真空绝热材料、真空绝热设备等的研发、生产和销售。公司是技术先进的VIP真空绝热保温板、建筑用真空绝热板专业制造商，占地面积2.77万平米，现有员工500余人。公司地处风景优美的四川达州宣汉微玻纤产业园，毗邻中国最大的超细玻璃纤维棉生产商和亚洲最大的天然气生产基地，基于突出的原材料供给优势和能源优势，公司于2017年6月15日正式投产。

Sichuan Micolon Vacuum New Materials Co., Ltd. was established on January 11, 2017. The factory is now located in Dazhou City, Sichuan Province, with registered capital RMB 32.14 million. Micolon mainly engages in the research and development, production and sales of vacuum insulation panels, composite vacuum insulation materials, vacuum insulation equipment, etc. Micolon is a professional manufacturer of VIP vacuum insulation panels and building vacuum insulation panels with advanced technology, covering an area of 27,700 square meters and currently has more than 500 employees. Micolon is located in the scenic Xuanhan Microfiber Industrial Park in Dazhou City, Sichuan Province, adjacent to China's largest ultra-fine glass fiber wool producer and Asia's largest natural gas production base. Based on its outstanding raw material supply and energy advantages, the company officially went into production on June 15, 2017.

成立日期 2017年1月11日 Date of Establishment	注册资本 3214万元 Registered Capital
占地面积 2.77万 m <sup>2</sup> Covering Area	员工人数 500+ Employees





# 发展现状

## Development Status

公司产学研结合，2019 年被认定为高新技术企业，与四川大学、上海海事大学签订了产学研协议，公司自主积极培育自有的知识产权，目前总共申请专利 42 项，现已获得国家级“专精特新小巨人”称号、发明专利 6 项、实用新型专利 36 项。公司建设年产 500 万平方米 VIP 真空绝热板生产线已经投产，2023 年实现销售收入约 2.9 亿元，目前已成为 VIP 行业内的龙头公司。

The company combines industry, academia and research, and was recognized as a high-tech enterprise in 2019. It has signed industry-university-research agreements with Sichuan University and Shanghai Maritime University. Micolon actively cultivates its own intellectual property rights and has applied for a total of 42 patents. It has now obtained the national title of "Specialized, Refined and New Little Giant", 6 invention patents, and 36 utility model patents. The company's annual production capacity of 5 million square meters of VIP vacuum insulation panels has been put into production, and sales revenue of approximately RMB 290 million will be achieved in 2023. It has now become a leading company in the VIP industry.

### 国家级专精特新小巨人

National title of "Specialized, Refined and New Little Giant"

销售收入 Sales Revenue **290** Million Yuan

申请专利 Apply of a Patent **42**

实用新型专利 Utility Mode **36**

发明专利 Invention Patent **6**

合作高校 Cooperativ Universities

四川大学 SC University

上海海事大学 SM University





# 经营理念 Business Philosophy

公司倡导“以人为本”的管理原则，提供良好的工作、学习、生活环境给员工，为员工的发展和提升积极创造条件，始终坚持“为客户增值服务，与员工共创辉煌”的核心价值观。立足长远，实现科学发展，四川迈科隆真空新材料有限公司充分认识并积极履行自身所承担的责任，在开展合规经营，创造价值回报的同时，注重履行社会责任，自觉承担对顾客、员工和社会等利益相关方的责任，做一个负责任、有担当的新材料环保企业，四川迈科隆真空新材料有限公司一直以“不以盈利为最终目的，专注于提升组织管理价值和管理绩效”为经营理念。这些年来，公司在积极履行社会责任方面做了一些有益的尝试和创新。

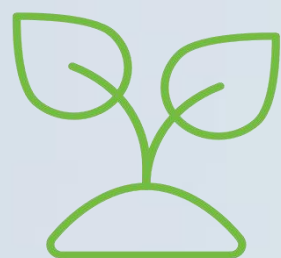
The company advocates the management principle of "people-oriented", provides employees with a good working, learning and living environment, actively creates conditions for the development and promotion of employees, and always adheres to the core value of "providing value-added services to customers and creating brilliance with employees". Based on the long-term and scientific development, Micolon fully recognizes and actively fulfills its responsibilities. While carrying out compliant operations and creating value returns, it pays attention to fulfilling social responsibilities, consciously assumes responsibilities to customers, employees, society and other stakeholders, and becomes an accountable and responsible new material environmental protection enterprise. Micolon has always been based on the business philosophy of "not taking profit as the ultimate goal, but focusing on improving organizational management value and management performance". Over the years, Micolon has made some beneficial attempts and innovations in actively fulfilling its social responsibilities.



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# 机构概况

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Introduction

**Micolon**  
Vacuum New Material

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# 机构概况 Introduction

四川迈科隆真空新材料有限公司具有独立的法人地位，统一社会信用代码为91511722MA633Q4P8H，本公司投资方均不从事本公司开展真空绝热产品制造和贸易，所从事的业务范围，不构成任何外来或内在因素干扰或影响本公司行使社会责任结果

Sichuan Micolon Vacuum New Materials Co., Ltd. has independent legal status and its unified social credit code is 91511722MA633Q4P8H. The company's investors are not engaged in the manufacture and trade of vacuum insulation products, and the business scope they are engaged in does not constitute any external or internal factors that interfere with or affect the company's exercise of social responsibility.



四川迈科隆真空新材料有限公司依据国家法律法规有关规定和经营范围授权,开展认证工作并严格遵守真空绝热板行业管理规定。

Sichuan Micolon Vacuum New Materials Co., Ltd. has a group of experienced managers in the vacuum insulation panel industry, all of whom possess the necessary education, training, technical knowledge, and experience that are suitable for the work they undertake.

四川迈科隆真空新材料有限公司拥有一批经验丰富的真空绝热板行业管理人员，上述人员均具备与承担的工作相适应的必要的教育、培训、技术知识和经历。

Sichuan Micolon Vacuum New Materials Co., Ltd. adheres to the working principles of fairness, accuracy, high quality and efficiency, honesty and practicality, and standardized service.

四川迈科隆真空新材料有限公司坚持公正准确、优质高效、诚信求实、规范、服务的工作方针。

Sichuan Micolon Vacuum New Materials Co., Ltd. is authorized to carry out certification work in accordance with relevant national laws and regulations and business scope, and strictly adheres to the management regulations of the vacuum insulation panel industry.





# 发展内涵

The Connotation of Sustainable Development

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# 发展内涵 The Connotation of Sustainable Development

企业可持续发展是指在一个较长的时期内，根据对企业“生态-经济-社会”复合系统的各种因素、条件的估量，从关系企业可持续发展全局的各个方面出发，使这个系统的计划和行动过程能够保证企业经济健康运行、整体协调、持续增长、能力增强、全面发展，达到企业发展的生态代价和社会成本最低，并使企业发展目标同生态发展和社会发展的目标相协调。

Sustainable development of enterprises refers to the estimation of various factors and conditions of the "ecological economic social" composite system of enterprises over a long period of time, starting from various aspects related to the overall sustainable development of enterprises, so that the planning and action process of this system can ensure the healthy operation, overall coordination, sustained growth, capacity enhancement, and comprehensive development of the enterprise's economy, achieve the lowest ecological and social costs of enterprise development, and coordinate the development goals of enterprises with those of ecological and social development.

企业必须根据自身实际情况制定符合企业发展状况的可持续发展战略。企业可持续发展战略的制定要遵循两个基本原则。

Enterprises must formulate sustainable development strategies that are in line with their actual situation and are in line with their development status. The formulation of sustainable development strategies for enterprises should follow two basic principles.



1.要考虑企业目前的发展现状，还要预估企业未来发展中可能面对的问题，既满足当代人的需要，又不对后代人满足其需要的能力构成危害的发展

It is necessary to not only consider the current development status of the enterprise, but also estimate the problems that the enterprise may face in its future development, which not only meets the needs of contemporary people, but also does not pose a threat to the ability of future generations to meet their needs.



2.要实现企业自身的发展，还要对国家、社会和自然生态负责，要有长远眼观，实现企业可持续发展。

Enterprises should not only to achieve the development of the enterprise itself, but also to be responsible for the country, society, and natural ecology, to have a long-term perspective, and to achieve sustainable development of the enterprise.







# 发展必要性

Necessity of Sustainable Development

# Micolon

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# 发展必要性 Necessity of Sustainable Development



企业可持续发展战略是在国家可持续发展战略的前提下提出的。改革开放以来，我国社会经济得到飞跃式发展，但是不可否认，社会经济的发展也造成了严重的环境问题。我国政府在这种情况下提出可持续发展战略，具有重要的现实意义。可持续发展战略不单纯强调自然资源的可持续发展，更重要的希望实现人民生活质量的全面提升，实现人与自然的和谐发展。具体到企业可持续发展战略，其迫切性和必要性，主要体现在三个方面。

The sustainable development strategy of enterprises is proposed under the premise of the national sustainable development strategy. Since the reform and opening up, China's social and economic development has made a leap forward, but it cannot be denied that the development of social and economic development has also caused serious environmental problems. The proposal of a sustainable development strategy by the Chinese government in this situation has significant practical significance. The sustainable development strategy not only emphasizes the sustainable development of natural resources, but also hopes to achieve a comprehensive improvement in people's quality of life and achieve harmonious development between humans and nature. Specifically, when it comes to the sustainable development strategy of enterprises, its urgency and necessity are mainly reflected in the following three aspects.

I

经济全球化  
Economic Globalization

II

保护生态环境  
Protecting the Ecological Environment

III

消费市场的需求  
Demand of the Consumer Market



# 发展必要性 Necessity of Sustainable Development



## 经济全球化的要求

在我国加入世界贸易组织之后，我国企业与国际社会的交往越来越频繁，为了不断适应经济全球化的发展趋势，我国也开始学习国外先进经验，在各种法律法规和规章制度方面严格规范企业行为，在保证企业合法权益的同时更加强调企业的可持续发展。

After China's accession to the World Trade Organization, the interaction between Chinese enterprises and the international community has become increasingly frequent. In order to continuously adapt to the trend of economic globalization, China has also begun to learn from advanced foreign experience, strictly regulate corporate behavior in various laws, regulations, and rules, and emphasize the sustainable development of enterprises while ensuring their legitimate rights and interests.

国外发达国家的发展经验告诉我们，先污染后治理的发展道路是行不通的，要想实现企业的健康、长远发展就必须转变发展观念和发展方式，坚持可持续发展战略，以适应经济全球化的发展大潮，实现人与自然的和谐发展。

The development experience of developed countries abroad tells us that the development path of pollution first and then treatment is not feasible. In order to achieve healthy and long-term development of enterprises, it is necessary to change the development concept and mode, adhere to the sustainable development strategy, adapt to the development trend of economic globalization, and achieve harmonious development between humans and nature.



# 发展必要性 Necessity of Sustainable Development



## 保护生态环境的要求

我国生态环境问题是随着我国经济发展而产生的，也必须在经济发展过程中加以解决。毋庸置疑，近年来我国社会经济实现了大发展大繁荣，可是资源枯竭、环境污染等问题也随之而来，如果不加以重视，形式会更加严峻，不仅会影响我国经济的健康发展，更重要的是会危害人民群众的生活质量和生命安全。所以企业必须坚持可持续发展战略，转变传统的高投入、高消耗、高污染、低产出的发展方式，努力发展低投入、高产出的集约型绿色经济，保护生态环境，实现人与自然的和谐发展

The ecological environment problems in our country have emerged with the development of our economy and must also be addressed during the process of economic development. Undoubtedly, in recent years, China's social economy has achieved great development and prosperity, but problems such as resource depletion and environmental pollution have also emerged. If not taken seriously, the situation will become even more severe, which will not only affect the healthy development of China's economy, but more importantly, it will endanger the quality of life and safety of the people. Therefore, enterprises must adhere to the sustainable development strategy, transform the traditional development mode of high input, high consumption, high pollution, and low output, strive to develop an intensive and green economy with low input and high output, protect the ecological environment, and achieve harmonious development between humans and nature.



## 消费市场的需求

随着社会经济的发展，人民生活水平和生活质量的提高，人们对各种生产生活用品的要求越来越高。在政府和媒体的宣传引导之下，越来越多的消费者开始推崇对环境零污染或者少污染的绿色产品。面对消费市场的巨大转变，企业必须转变发展战略，走可持续发展道路，生产绿色产品，以适应消费者的需求，增加自身产品的市场份额，提高企业的市场竞争力，最终实现企业的长远发展。

With the development of social economy and the improvement of people's living standards and quality of life, people's requirements for various production and daily necessities are becoming increasingly high. Under the guidance and promotion of the government and media, more and more consumers are beginning to advocate for green products that have zero or minimal environmental pollution. Faced with the huge changes in the consumer market, enterprises must transform their development strategies, take the path of sustainable development, produce green products to meet the needs of consumers, increase their market share, enhance their market competitiveness, and ultimately achieve long-term development of the enterprise.





# 战略内容

Strategy Content

# Micolon

Vacuum New Material

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# 战略内容

## Strategy Content

随着“碳达峰、碳中和”倒计时的提出，公司不断深耕环保新材料，研发绿色健康产品，紧跟时代低碳步伐，不断激发绿色潜力。同时，公司坚持站在科技的风口前沿，利用5G时代的数字化技术，不断优化、持续迭代现有生产方式、产品品质，提高生产效率，同时与同业伙伴及用户一起分享信息、分享资源、共享技术，发挥共生优势。公司领导一直以科学发展、和谐发展和可持续发展为理念，十分重视环境、资源的保护和节约，坚持经济效益和社会效益并重，始终把节能降耗作为企业做强做大的有效途径，通过走精细化管理之路，积极依靠科技进步进行节能技改，能耗统计详见图一。

With the proposal of the countdown to "carbon peak and carbon neutrality", the company continues to deepen its cultivation of environmentally friendly new materials, develop green and healthy products, keep up with the low-carbon pace of the times, and constantly stimulate green potential. At the same time, the company insists on standing at the forefront of technology, utilizing digital technology in the 5G era to continuously optimize and iterate existing production methods and product quality, improve production efficiency, and share information, resources, and technologies with industry partners and users to leverage symbiotic advantages. The company's leadership has always adhered to the concepts of scientific development, harmonious development, and sustainable development, attaching great importance to the protection and conservation of the environment, resources, etc., insisting on equal emphasis on economic and social benefits, and always taking energy conservation and consumption reduction as an effective way to strengthen and expand the enterprise. By taking the path of refined management and actively relying on technological progress for energy-saving and technological transformation, the following is the energy consumption statistics of the company from 2021 to 2023.

图一  
Figure 1

### 公司能耗统计

能源类型	2021 年	2022 年	2023 年
用电 KWh	17130700	13798000	16634964
柴油 Lt	18610.7	10106.69	9265.01
能耗 (TOE/产值) TOE / Euro Turnover	0.00002828	0.00003072	0.00003580
TOE/产能 TOE / Number of Production	0.000129767	0.00013429	0.00013065
TOE	146	108	115
节能量 %	10	9	8
危废 Ton	5.5695	2.6055	1.89
非危废 Ton	170.06	140	288.83
包装废物 Ton	307.04	218.107	146.635
总废物/产量 Tonne / Product	0.000042	0.000041	0.000040
用水 m³	54174.1	37708	39850
用水/产量 m³ / Product	0.00471038	0.003619437	0.003619437
排水量 m³	3818.88	3774.82	3062.448



# 战略内容 Strategy Content

图二  
Figure 2

## 2024年目标

能源类型	2024年
用电KWh	17000000
柴油Lt	10000
能耗(TOE/产值)TOE /Euro Turnover	0.00003613
TOE/产能TOE /Number of Production	0.00013013
TOE	117
节能量%	8
危废Ton	1.9
非危废Ton	300
包装废物Ton	160
总废物/产量Tonne /Product	0.000041
用水 m <sup>3</sup>	40000
用水/产量m <sup>3</sup> /Product	0.003539823
排水量 m <sup>3</sup>	3157.92

通过对环境的保护、强大的合作和技术的应用，我们长期致力于减少业务运营对环境造成的影响。我们还展开与政府、企业、供应商等机构的广泛合作，帮助其他各方减少对环境的影响。我们中期目标 2025 年、长期目标 2030 年的战略方向亦在响应“采取更紧迫行动”的呼吁，通过进一步努力，实现碳中和计算目标，实现水资源的有效利用，实现减少废弃物填埋总量，在显著扩大制造能力的同时进一步降低绝对碳排放量。以下为公司 2024 年的目标（图二）及中期目标 2025 年、长期目标 2030 年的预测对比（图三）：

We are committed to reducing the impact of our business operations on the environment through environmental protection, strong collaboration, and the application of technology. We also engage in extensive cooperation with government, enterprises, suppliers, and other organizations to help other parties reduce their impact on the environment. Our strategic direction for the mid-term goal of 2025 and the long-term goal of 2030 is also responding to the call for "taking more urgent action". Through further efforts, we aim to achieve carbon neutrality goals, effectively utilize water resources, reduce the total amount of waste landfilled, and significantly expand manufacturing capacity while further reducing absolute carbon emissions. The following is a comparison of the company's goals for 2024 (figure 2), mid-term goals for 2025, and long-term goals for 2030(figure 3):

图三  
Figure 3

## 预测对比目标

能源类型	2023年	2025年	2030年
总废物/产量Tonne Product	0.000040	0.000048	0.000045
用水/产量m <sup>3</sup>	0.003619437	0.00541692	0.005146074
TOE/产量TOE /Number of Production	0.00013065	0.00012887	0.000122427

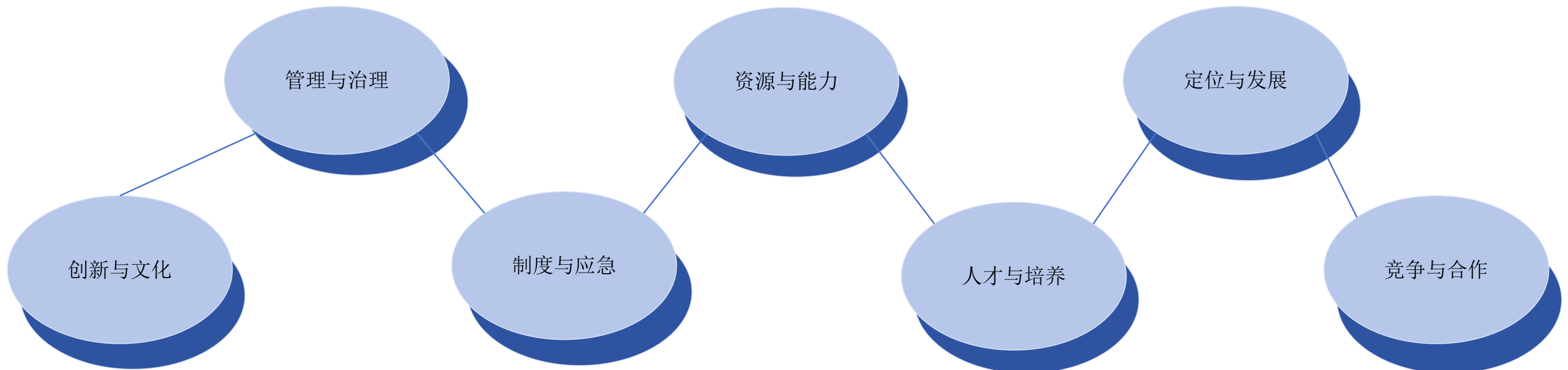
# 战略内容 Strategy Content



## 可持续发展战略

要建立全面的公司可持续发展计划，首先要分析公司某些要素的增长与公司发展之间的联系与区别。公司的发展，更多地表现为公司整体上转化资源、增加价值的能力的提高，这种能力的提高，既有量的变化，又有质的变化。实际中较为常见的，公司的可持续发展是按照“调整”的方式实现的。在调整过程中，公司的资源、工艺、组织结构等因素的变化，都是以公司盈利能力的提高、公司的未来利益最大化为指导的。公司可持续性发展应是“渐进式”的改革战略而且这种“渐进式”的战略在目前公司中有其现实的接受性、操作性。

To establish a comprehensive sustainable development plan for a company, the first step is to analyze the relationship and differences between the growth of certain elements of the company and its development. The development of a company is more reflected in the overall improvement of its ability to transform resources and increase value, which involves both quantitative and qualitative changes. In practice, it is common for companies to achieve sustainable development through "adjustment". During the adjustment process, changes in the company's resources, processes, organizational structure, and other factors are guided by the improvement of the company's profitability and the maximization of its future interests. The sustainable development of a company should be a "gradual" reform strategy, and this "gradual" strategy has its practical acceptance and operability in current companies.





# 战略内容 Strategy Content

公司可持续发展战略的提出应当是一个系统性的工程，并涉及到公司的方方面面，下面就对这几个方面进行简述：

The proposal of a company's sustainable development strategy should be a systematic project that involves all aspects of the company. The following will briefly describe these aspects:



## 创新与文化 Innovation and Culture

创新是公司保持活力和竞争力的基本驱动力。在管理、市场、组织上的创新是公司发展的推动力和成果标志。技术创新是公司的核心任务，管理创新和制度创新是保障和服务。创新是不断否定现有事物的前进脚步，而文化则是对过去和现有的积淀和固化。正确处理好创新与文化的关系，就是要处理好继承和发扬、传统与新生、守持与变革的关系，防止邯郸学步或新陈代谢掌握不当，出现组织混乱和机能失调现象，甚至引发一些危机，威胁公司的生存和发展。在公司哲学和宗旨上、处理内外事情重要性和优先性的取舍原则上、员工的基本准则、作风，基本管理制度以及环境、风貌等建设中，点点滴滴中提炼、催化、巩固有利组织的公司文化，是公司培育核心竞争力与可持续发展能力的关键要素之一。

Innovation is the fundamental driving force for companies to maintain vitality and competitiveness. Innovation in management, marketing, and organization is the driving force and achievement symbol of a company's development. Technological innovation is the core task of the company, while management innovation and institutional innovation are the guarantee and service. Innovation is the continuous negation of existing things, while culture is the accumulation and solidification of the past and present. To properly handle the relationship between innovation and culture, it is necessary to handle the relationship between inheritance and development, tradition and rebirth, and adherence and change, in order to prevent organizational chaos and functional disorders caused by improper learning or metabolism, and even trigger crises that threaten the survival and development of the company. Extracting, catalyzing, and consolidating a favorable organizational culture from the company philosophy and purpose, the principle of balancing the importance and priority of handling internal and external affairs, the basic principles and style of employees, the basic management system, and the construction of environment and style, is one of the key elements for the company to cultivate core competitiveness and sustainable development capabilities.



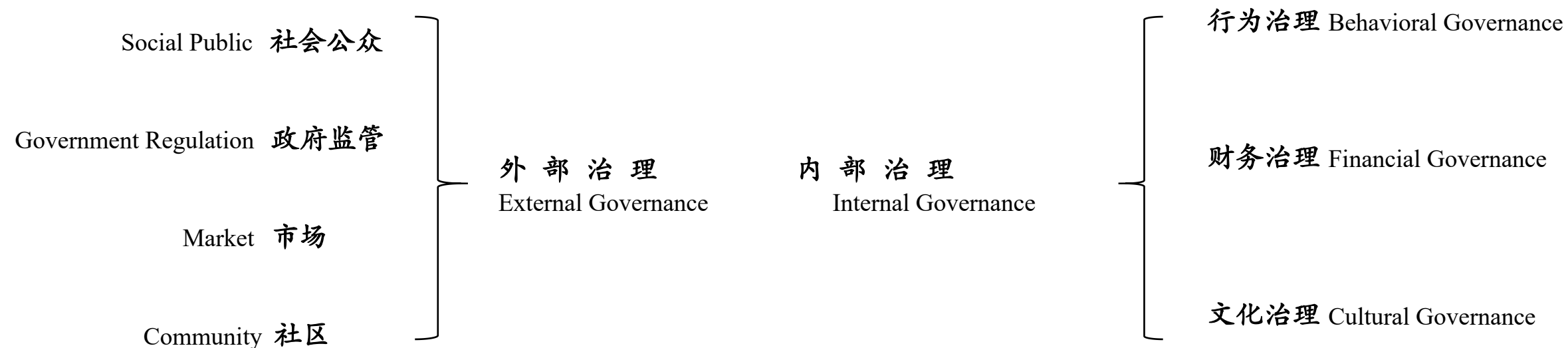
# 战略内容 Strategy Content



## 管理与治理 Management and Governance

在产品过剩、资本过剩的时代，对大多数公司来说，制约公司发展主要因素已经 不是资金和生产能力，而是公司的技术创新和管理能力，是公司技术知识和管理知识 对公司的贡献大小。为了增强公司的灵活性和应变性，公司将不再贪大求全，应降低管理费用、提高管理效率、调动员工的积极性、创造性，公司的组织结构出现前所未有的变化-----一方面是组织结构从金字塔式更加扁平化，另一方面公司部门要根据形式的变化而不断增减。公司治理有外部治理和内部治理，治理的本质是内外各种关系的正确协调处理。

In the era of product surplus and capital surplus, for most companies, the main factors restricting their development are no longer capital and production capacity, but rather their technological innovation and management capabilities, and the contribution of their technical and management knowledge to the company. In order to enhance the flexibility and adaptability of the company, it will no longer be greedy for big things and should reduce management costs, improve management efficiency, mobilize employee enthusiasm and creativity. The company's organizational structure has undergone unprecedented changes - on the one hand, the organizational structure has become flatter from a pyramid, and on the other hand, the company's departments need to constantly increase or decrease according to changes in form. Corporate governance includes external governance and internal governance.,The essence of governance is the correct coordination and handling of various internal and external relationships.





# 战略内容 Strategy Content



## 管理与治理 Management and Governance

外部有社会公众、社区、政府监管、市场等，内部则有投资者、经营者、监督者在决策、执行、监督方面分工协作、相互制衡的机制安排。内部治理有行为治理、财务治理以及文化治理，重在建立和完善如决策、监督、利益、风险、行为规范、投资、筹资、审计、信息披露、资本结构和股权管理、激励约束等机制，机制的目的和作用根本在于提高人本和资本的效率。法人治理结构完善了，就能充分发挥公司的智慧和人力资源，决策、执行、监督专门化和专业化，提高运行效率，把事情做对做好，防范风险。管理在广义上包含治理，在狭义上则专指具体的经营管理，如战略、生产、营销、人力资源与组织、筹资投资、技术、公司行为等的专业化管理，以及各种基础管理。

Externally, there are social public, community, government regulation, market, etc., while internally, there are mechanisms for investors, operators, and supervisors to collaborate and balance each other in decision-making, execution, and supervision. Internal governance includes behavioral governance, financial governance, and cultural governance, with a focus on establishing and improving mechanisms such as decision-making, supervision, interests, risks, behavioral norms, investment, fundraising, auditing, information disclosure, capital structure and equity management, incentive constraints, etc. The purpose and function of these mechanisms are fundamentally to improve the efficiency of human and capital. When the corporate governance structure is improved, the company's wisdom and human resources can be fully utilized, decision-making, execution, and supervision can be specialized and professionalized, operational efficiency can be improved, things can be done correctly and risks can be prevented. Management in a broad sense includes governance, while in a narrow sense it specifically refers to specific business management, such as specialized management of strategy, production, marketing, human resources and organization, fundraising and investment, technology, company behavior, and various basic management.

## 现代管理趋势

Trends of modern management.

创新集成化 Innovative Itegration

柔性化 Flexibility

人性化 Humanization

系统化 Systematization

信息化 Informatization

扁平化 Flattening

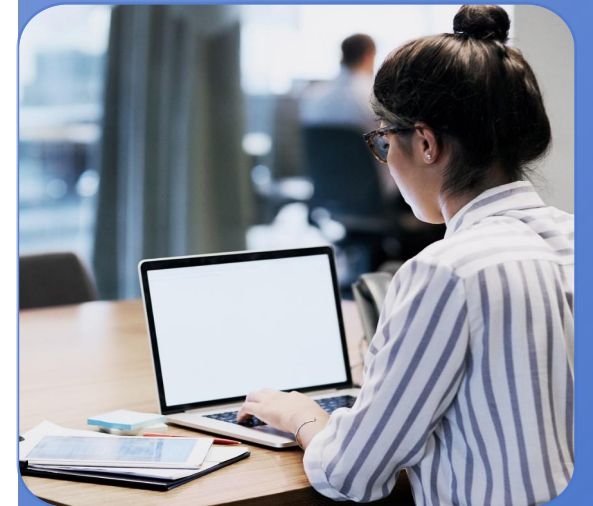
# 战略内容 Strategy Content



## 制度与应急 System and Emergency Response

制度是公司管理的具体表现，是公司运营的基础。良好全面的制度体系能够合理的分配管理公司的各项资源，保证各项工作的正常运行，所以完善现有制度，并根据发展现状和未来发展计划对制度体系进行调整是公司可持续发展的重要组成部分。良好的制度体系应该包括内部管理、人员管理、公司运营、工作流程管理、信息管理、市场管理、客户管理、财务管理等方面。每一个方面都应建立独立的管理流程和制度文件，让日常工作有据可依。此外从公司整体角度出发，对各个方面应综合的形成公司制度管理总则，对公司的行为和工作模式的主要纲领和主要内容进行确定，从而形成统一的管理理念，保证公司的正常发展。并且制度体系中还应包含应急处理制度，对各个方面出现突发事件或紧急状况时的处理方法和工作流程进行确定，从而保证公司在面对突发事件时能够管理有序。

System is the concrete manifestation of company management and the foundation of company operation. A sound and comprehensive institutional system can allocate and manage various resources of the company in a reasonable manner, ensuring the normal operation of all work. Therefore, improving the existing system and adjusting it according to the current development status and future development plans is an important component of the company's sustainable development. A good institutional system should include internal management, personnel management, company operations, workflow management, information management, market management, customer management, financial management, and other aspects. Each aspect should establish independent management processes and institutional documents to provide a basis for daily work. In addition, from the perspective of the overall company, a comprehensive company system management general principle should be formed for all aspects, and the main program and content of all company behaviors and work modes should be determined to form a unified management concept and ensure the normal development of the company. And the institutional system should also include an emergency response system to determine the methods and workflow for handling unexpected events or emergencies in various aspects, so as to ensure that the company can manage them in an orderly manner when facing emergencies.





# 战略内容 Strategy Content



## 人才与培养 Talent and cultivation

人是公司经营的第一要素，因此人力资源管理成为公司管理的重中只重，主要集中在公司的薪筹设计、绩效考核、工作分析、素质模型、激励约束、竞争淘汰、招聘引进、培训开发等方面，主要的目的是为了充分调动员工的积极性、凝聚力和向心力。首先要调整人才引进政策，积极通过各种渠道引进人才，用政策吸引人才，补充人力资源。

People are the first element of company management, so human resource management has become the top priority of company management, mainly focusing on salary planning, performance evaluation, job analysis, quality models, incentive constraints, competitive elimination, recruitment and introduction, training and development, etc. The main purpose is to fully mobilize employees' enthusiasm, cohesion and centripetal force. Firstly, we need to adjust the talent introduction policy, actively introduce talents through various channels, attract talents with policies, and supplement human resources.

紧紧抓住公司重组、业务调整、人才交流之机，根据公司发展的需要，引进管理、专业技术人才，培养成公司的骨干和中坚力量。

Seize the opportunity of company restructuring, business adjustment, and talent exchange, introduce management and professional technical talents according to the needs of company development, and cultivate them into the backbone and backbone of the company

通过重点工作锻炼人、培养人，建立全面的培养方案，通过科学合理的培养和实际工作经验，提高员工素质和公司管理水平。

Train and develop people through key work, establish a comprehensive training plan, and improve employee quality and company management level through scientific and reasonable training and practical work experience.

制定公平、合理的晋升制度，科学合理地调配人才，把成熟的技术、管理人才应用到合理的岗位上，从而对人力资源进行合理的调配，做到人尽其才、才尽其用。

Establish a fair and reasonable promotion system, scientifically and reasonably allocate talents, apply mature technical and management talents to reasonable positions, and reasonably allocate human resources to achieve the full utilization of talents.

积极接收大学（专）毕业生，提高大专以上学历人员在职工总数中的比例。

Actively accept college graduates and increase the proportion of personnel with college degrees or above in the total number of employees

通过组织多层次、多技能培训提高员工素质，创造条件，鼓励员工参加各类学历教育。

Improve the quality of employees through organizing multi-level and multi skill training, creating conditions, and encouraging employees to participate in various educational programs.

初步建立人力资源管理体系。通过几年来的改革实践，不断总结经验，进一步完善了人事、用工、分配、考核等配套制度。初步建立了符合现代公司制度的人力资源管理体系。按照不同部门的技术类型去完善人力资源管理，实现培训与绩效管理工作的差异化和精细化。

Establish a preliminary human resource management system. Through years of reform practice and continuous summarization of experience, we have further improved supporting systems such as personnel, employment, distribution, and assessment, and initially established a human resources management system that is in line with modern company systems. Improve human resource management according to the technical types of different departments, and achieve differentiation and refinement in training and performance management.

# 战略内容 Strategy Content



## 资源与能力 Resources and capabilities

核心竞争力的两个基本理论中，一个是资源理论，另一个是学习理论。前者主要观点是公司的核心竞争力来自公司掌握的资源，资源越稀缺、公司占有的越多，那公司的核心竞争力就越强。巧妇难做无米之炊，没有原料，高价买进或干脆就买不着，那自然就生产不出产品或有价格竞争力的产品。后者是强调公司以学习为核心的能力，公司只有不断学习新东西并且学的比别人快，比别人好，才能做到人无我有，人有我优，人优我专。这里的学习实际就是公司的各种能力，对环境变化的反应，新技术的吸收开发，管理上体制与机制的变革，流程和资源的整合，学习型组织的建立和员工素质持续提升，文化上的调整，战略上的权变等。



The two fundamental theories of core competitiveness are resource theory and learning theory. The main viewpoint of the former is that the core competitiveness of a company comes from the resources it possesses. The rarer the resources and the more the company owns, the stronger the company's core competitiveness. A clever woman cannot cook a meal without rice. Without raw materials, if one buys at a high price or simply cannot buy it, then naturally they cannot produce products or products with competitive prices. The latter emphasizes the company's ability to focus on learning. Only by constantly learning new things and learning faster and better than others, can the company achieve the goal of "what others have, what others have, I excel, and what others excel, I specialize". The learning here actually refers to the company's various abilities, response to environmental changes, absorption and development of new technologies, changes in management systems and mechanisms, integration of processes and resources, establishment of a learning organization and continuous improvement of employee quality, cultural adjustments, strategic flexibility, etc.



# 战略内容 Strategy Content



## 定位与发展 Positioning and Development

任何事物都不是孤立的，一般都有属于与自己相同或类似以及相关的群体。群体中个体对其他个体的影响力奠定了该个体在群体中的地位。公司战略中我们关注的三个地位是为了分析战略优势和劣势，是公司在特定时点的静态定位。业务在公司中、公司在行业中、行业在国民经济中，这三个关系的理清与竞争战略、总体战略紧密相关。战略是对未来的筹划，而公司的未来基本上就是公司成长性的表现。地位反映公司过去的积累和现在的实力，成长性建立在地位和最佳走势之上。地位一般通过主要指标重要性反映如产量占行业产量、市场占有份额、产品的差异性和独特性等，成长性则通过增长性来判断，如收益增长、利润增长、资产增长、权益增长、销售额增长等。成长性的考虑需要综合国民经济增长速度、地区经济和行业发展速度以及本公司的具体情况等诸多因素，是一个预测性和价值判断的重要指标，它涉及具体的筹资、投资和人力资源、营销部署等具体职能战略，科学合理的成长性判断是研究公司战略的关键之一。对于成长性的判断还有一点是对其周期的考虑。经济周期、行业周期或产品周期、公司周期在很大程度上影响着公司的成长。

Nothing is isolated, generally there are groups that belong to the same or similar and related to oneself. The influence of individuals within a group on other individuals establishes their position within the group. The three positions we focus on in company strategy are to analyze strategic advantages and disadvantages, and are the static positioning of the company at a specific point in time. The clarification of these three relationships, namely business within the company, industry within the company, and industry within the national economy, is closely related to competitive strategy and overall strategy. Strategy is the planning for the future, and the future of a company is essentially a manifestation of its growth potential. Status reflects the company's past accumulation and current strength, and growth is built on status and the best trend. Status is generally reflected by the importance of key indicators such as output as a percentage of industry output, market share, product differentiation and uniqueness, while growth is judged by growth, such as revenue growth, profit growth, asset growth, equity growth, sales growth, etc. The consideration of growth needs to take into account various factors such as the national economic growth rate, regional economic and industry development speed, and the specific situation of the company. It is an important indicator for prediction and value judgment, which involves specific functional strategies such as fundraising, investment, human resources, and marketing deployment. Scientific and reasonable growth judgment is one of the key factors in studying company strategy. Another important aspect of assessing growth is considering its cycle. The economic cycle, industry cycle, product cycle, and company cycle greatly affect the growth of a company.



# 战略内容 Strategy Content



## 竞争与合作 Competition and Cooperation

公司是一个营利为目的经济组织，内外各种关系都可以归结为两类。一类为有利因素，通过合作取得共同利益的合作关系；一类可归结为不利，这种不利本质上是争抢利益，即通过互相排斥对抗来实现各自利益的竞争关系。处理好竞争与合作关系，就是要处理好公司的公共关系，公司是各种社会关系的总和。一个公司会有同行竞争关系、顾客关系、社区关系、资源关系、金融关系、媒体关系、政府关系、教育科研关系、国际关系、名流关系、员工关系、股东关系等各种内外关系，不同关系面对不同特点的公众，需要使用不同管理职能和沟通途径与手段去理顺关系，把握好竞争与合作的尺度。现实中，更多的是竞争与合作的交叉关系，有利和不利的并存，妥善处理竞争和合作，不仅是基本的战略问题，也是灵活多样、与时俱进的经营管理艺术。

A company is a for-profit economic organization, and various internal and external relationships can be classified into two categories. One type is a cooperative relationship where favorable factors are obtained through cooperation to achieve common interests; One type can be attributed to disadvantage, which is essentially a competition for benefits, that is, a competitive relationship between each other's interests through mutual exclusion and confrontation. To handle competition and cooperation well is to handle the company's public relations well. The company is the sum of various social relations. A company will have various internal and external relationships such as peer competition, customer relations, community relations, resource relations, financial relations, media relations, government relations, education and research relations, international relations, celebrity relations, employee relations, shareholder relations, etc. Different relationships face different characteristics of the public, and different management functions and communication channels and means need to be used to streamline relationships and grasp the scale of competition and cooperation. In reality, there is more of a cross relationship between competition and cooperation, with both advantages and disadvantages coexisting. Properly handling competition and cooperation is not only a fundamental strategic issue, but also a flexible, diverse, and up-to-date management art.







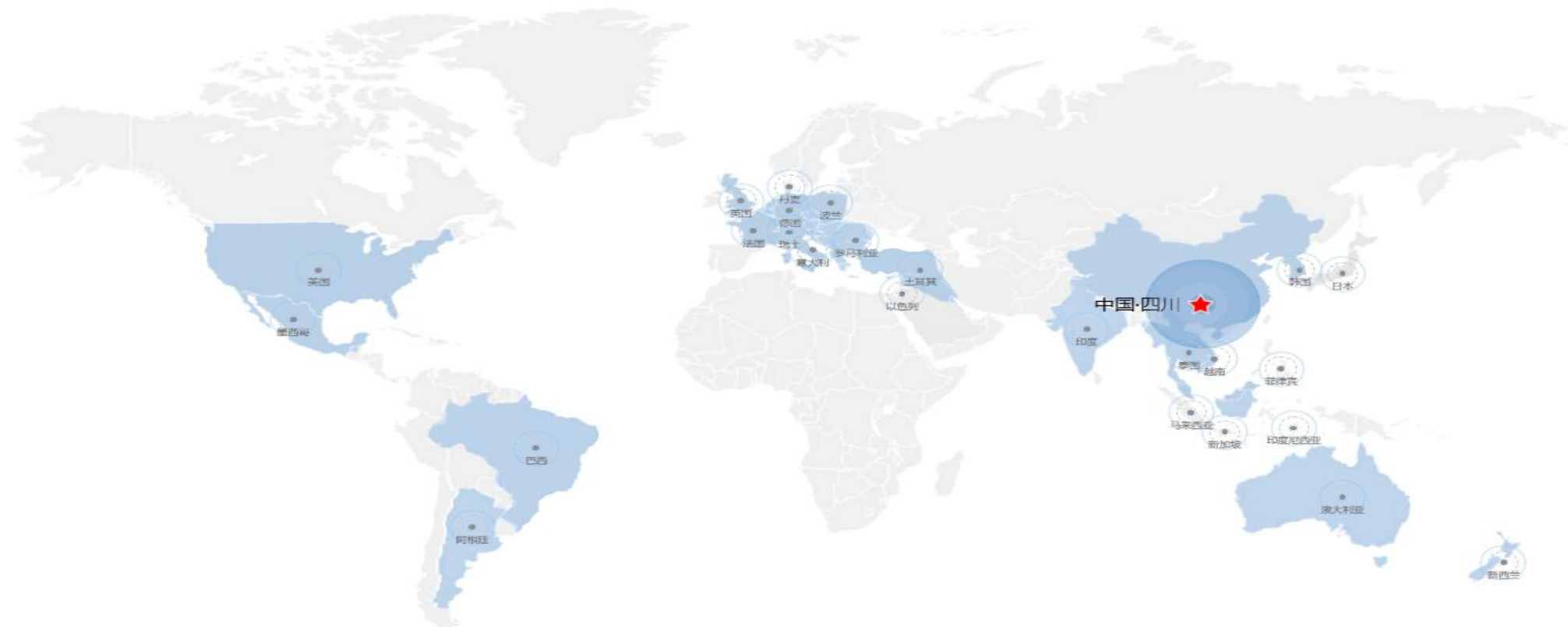
# 结语 Conclusion

迈科隆将持续以不竭的创新力，为大家营造洁净的生活、生产、运营环境，与客户、伙伴、员工、股东共同成长，铸造未来的节能世界。未来美好生活，由迈科隆开启！

Micolon will continue to create a clean living, production, and operational environment with inexhaustible innovation, grow together with customers, partners, employees, and shareholders, and forge a future energy-saving world. The future of a better life begins with Micolon

## 深耕市场 驱动世界

节尽所能 让世界有所不同



60<sup>+</sup>  
知识产权

25<sup>+</sup>  
合作国家

800<sup>+</sup>  
合作伙伴

3000<sup>+</sup>  
年产量(万片)