



Report Summary – Grand Award

報告摘要 — 大獎



Company Background

A subsidiary of the Hong Kong and China Gas Company, Towngas China is a Sino-Hong Kong gas enterprise in the Mainland. We set up base in the Mainland in 1994 and, in just over two decades, we have built a vast network of nearly 100 joint ventures (JVs) in 18 provinces serving ten million customers. Towngas China's Vision is to be Asia's leading gas supplier and service provider. Our Mission is to provide our customers with a safe, reliable supply of gas and the caring, competent and efficient service they expect and deserve, while working to preserve, protect and improve our environment. Capitalising on over 150 years of solid, professional experience in Hong Kong, we aim to provide leadership to the gas industry in Mainland China, with a distinctive socially responsible approach, while maintaining commercial viability of our operations.

Leadership

Considering the vast geographic spread and the cultural diversity in China, managing and synchronising operations in nearly 100 different locations is a challenging task. Towngas China has successfully transformed the widespread JVs into a unified entity with its unique Blue Chip Management DNA. The management team at the Hong Kong and Shenzhen headquarters provides leadership from social, financial, operational, technological and quality perspectives. It has succeeded in creating a company known for the excellent quality of its services and products and has also elevated the average standards of the entire city gas industry.

Corporate social responsibility, particularly in the context of emergency or gas safety related situations, is viewed as a core function. Realising that adequate literacy levels and public awareness in areas where we operate is the best way to ensure safety, Towngas China provides

公司簡介

港華燃氣是香港中華煤氣有限公司旗下的上市公司，主要從事內地的燃氣業務投資、開發及營運。我們於1994年進軍中國市場，20餘年間成立了近百家合資公司，遍及18個省份，服務約千萬用戶。港華燃氣的目標是成為亞洲首屈一指的潔淨能源供應商及優質服務商，而我們的使命是為客戶供應安全可靠的燃氣，並提供親切、專業和高效率的服務，同時致力保護及改善環境。我們藉著在香港150餘年所累積的專業經驗，奠定在內地城市燃氣行業的領導地位，在發展業務的同時，不忘履行企業社會責任。

領導才能

中國幅員遼闊且文化多元，要管理及整合不同地區的企業極具挑戰性。港華燃氣利用「績優管理DNA」策略，將近百家遍佈各地的合資公司整合為具有共同理念及業務目標的集團。位於香港及深圳總部的團隊，提供社會、經濟、業務營運、科技及品質等多方面優質管理模式，使集團以優質服務及產品著稱，亦大為提升燃氣行業的標準。

我們視企業社會責任為公司的重要職責，尤其重視危機處理及客戶用氣安全。我們明白到提高文化水平和安全意識是確保安全的最佳方法，因此港華燃





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education for young children in remote areas and as many as 3,500 volunteers participate in social support activities at a local level.

Strategy

Towngas China's business strategy rides on Mainland China's commitment to a cleaner environment and better living standards for its citizens, and to fueling industrial and economic growth.

Organic growth is fostered by providing tailor-made solutions to different customers and building long-term partnerships with customers, government and other stakeholders. SWOT analysis is carried out for each JV and growth trajectories are aligned with the overall corporate strategy, seamlessly cascading all initiatives to regional and JV levels.

Customers

Towngas China has earned a name for providing high quality, customer-oriented, professional and efficient service. Though about 80% of revenue comes from commercial and industrial customers, a small household is as important as a large company buying gas worth millions of RMB. Call centres operate 24x7 to resolve any customer issues. Towngas China works with industrial customers to plan and anticipate growth in their consumption in the near and medium terms. Commercial and industrial customers are encouraged to switch from coal to gas by offering them economically viable propositions and solutions.

Measurement, Analysis and Knowledge Management

Towngas China goes to great lengths to measure the performance of its JVs, keep its knowledge base growing and implement its Four Foci (Finance, Market, Process & Safety and Learning & Development) in a balanced manner. The mindsets of those running newly acquired or set-up JVs are guided by emphasising the need to measure and improve performance in terms of 16 well-defined KPIs which cover performance,

氣為偏遠地區的兒童提供接受教育的機會，而公司3,500名義工積極參與不同的社會公益活動。

策略

港華燃氣的商業策略配合中國政府保護環境、提高人民生活水平，以及促進經濟增長的政策。

我們為各類客戶提供量身訂做的發展計劃，並且與客戶、政府及其他持份者建立長久的夥伴關係，使公司的業務不斷增長。同時，我們也為各地的合資公司進行SWOT分析，使其朝集團發展方向穩步成長，同時協助其採用我們系統化的制度及方法。

客戶

港華燃氣以提供高品質、專業及高效率的服務著稱。雖然公司約百分之八十的銷售收入來自工商業客戶，我們對於小型家庭客戶也同樣重視。24小時客戶服務熱線能隨時為客戶解決問題。我們也為工業客戶提供供氣方案，以滿足即時及未來的能源需求。同時，為了鼓勵工業及商業客戶由煤改用燃氣作能源，公司提供符合客戶經濟預算的方案。

評估、分析和知識管理

港華燃氣致力推動合資公司績效評估，使其專業知識持續增長，並在四大範疇（財務、市場、流程與安全、培育與發展）均衡發展。我們也引領剛成立的合資公司，根據16個涵蓋成果、創新及科技進步的關鍵績效指標以評估和改善表





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innovation and technological advancement. Emphasis is placed upon use of information technology for data collection, analysis and action.

Workforce

The omnipresent Towngas China culture has taken shape largely because of the company's focus on its workforce, which passionately maintains Service and Quality standards. Nearly 70% of JVs have less than 100 employees and therefore we gently guide the diverse mindsets into a common mainstream that assures all employees fair opportunities for career growth. Our performance rewards are not only just and equitable but are also seen to be so by the employees. Our developmental and well-orchestrated approach towards employees is generally able to do away with the need for any retrenchments in new JVs. The reason our Blue Chip Management DNA has flourished over the years is that we meticulously ensure synergy between Hong Kong and Mainland staff, as well as across JVs in different parts of the Mainland. With our fair and transparent HR policies, our overall attrition rate is less than 5% and is less than 1% at management level, which in itself ensures loyalty and smooth operations.

When acquiring new JVs, we rigorously adhere to a policy of no redundancy by redeploying surplus staff to new business or regular safety inspection. This culture of harmony creates trust and respect for all stakeholders.

Operations

Our top priority continues to be “safe operations” with uncompromising standards of safety. Towngas China continues educating its customers to ensure that they are part of the safety performance of the system.

Maintenance and operational efficiency are assured in advance by anticipating future demand. Over 90% of materials are purchased by JVs through joint purchasing contracts which facilitates cost management, quality control and adherence to business ethics. In fact,

我們着重運用資訊科技，分析所蒐集的大量資料並作深入探討。

工作團隊

人力資源的重視是港華燃氣的重點發展方針之一。擁有優秀的團隊，才能達到公司追求的卓越品質。港華大約百分之七十的合資公司，僱員數目都少於一百人，我們努力協助其制定共同的發展方針，確保所有僱員都獲得公平機會發展事業，而我們公平的業績獎勵機制也普遍獲得僱員認同。正因人力資源編排及發展計劃奏效，我們在新的合資公司幾乎無須考慮裁員。我們的「績優管理DNA」策略之所以能在近年帶領公司蓬勃發展，主因是香港與內地僱員，以及內地不同合資公司的僱員能通力合作。我們的人力資源政策公平透明，僱員整體流失率低於百分之五，而管理層更低於百分之一，能確保僱員的忠誠，並可維持公司運作順暢。

成立新合資公司時，我們堅守不裁員的原則，將過剩的人員經再培訓後調派到相關部門，從事新業務或定期安全檢查的工作。這種重視和諧的文化贏得僱員的信任及尊重。

營運

安全運作一直是公司的首要重任，我們對於維持高度安全標準絕不妥協。客戶在提升安全表現方面能發揮重要作用，因此港華燃氣不斷向客戶提供有關燃氣安全的知識，以防止意外發生。

我們預計未來需求並且作好準備，因此在維修工作及企業營運均能保持高效率。合





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the process of transference of best practices to new JVs has become so smooth that it is now viewed as a “repeatable, teachable process”. Towngas China has had a strong influence as a “standard setter” in the industry and as a change agent for public safety awareness.

Results

The well-thought-out systems and procedures devised by corporate leadership have also yielded sterling financial results. During the five years to 2014, revenue increased 1.7 times, net profit rose three times and earnings per share increased two times. Since 2014, we have been converting over 300 coal-fired boilers into gas-based boilers every year. Incidents of gas leakage have declined consistently and initiatives have been taken to replace nearly 2,300 km of old pipelines. Towngas China has played a leading role in defining national and industrial standards and our Towngas Engineering Academy is authorised by the government to accredit gas technicians.

Since Towngas China has always taken a holistic view of the interests of all stakeholders, including the people we serve, it is not surprising that our Chairman, Mr. Alfred Chan was recognised as one of the World’s 100 Best Performing CEOs by Harvard Business Review, 2015. In addition, we received the “Company of the Year Award” in 2014 from the Energy and Utilities Alliance (EUA) & the Institution of Gas Engineers and Managers (IGEM), United Kingdom, as well as the “Hong Kong Corporate Governance Excellence Award” from The Chamber of Hong Kong Listed Companies in 2013.

資公司所購買百分之九十以上的材料都是根據已簽訂的聯合採購合約供應，有助企業管理成本、控制品質及遵循商業道德原則。事實上，我們推展至內地的最佳運作模式在新合資公司相當成功，這樣的經驗傳承已成為具有延續性且富含教育意義的過程。港華燃氣已成為業界權威，推動業界提高水平，並且在提高公眾安全意識方面扮演重要角色。

業績

領導層制定的完善制度及運作程序，為公司帶來了可觀的回報。至2014年的五年期間，公司收益增加了1.7倍，淨利躍升3倍，每股盈利也增加兩倍。自2014年起，我們每年將300餘個燃煤鍋爐轉為天然氣鍋爐，並更換了近2,300公里的舊管網，而燃氣洩漏意外發生率也持續下降。港華燃氣在建立全國業界標準發揮了主導作用。我們開設的中華煤氣工程學院也獲內地政府授權，負責燃氣技術人員的認證。

港華燃氣一向思慮周詳，能全面關顧所有持份者的利益，因此主席陳永堅 (Alfred Chan) 於2015年獲《哈佛商業評論》選為全球百大最佳行政總裁之一。此外，港華燃氣也榮獲能源及公用事業聯盟和英國燃氣專業學會於2014年頒發的「最佳燃氣公司」；以及香港上市公司商會於2013年頒發的「香港公司管治卓越獎」等獎項。

