



Best Managed Organizations Award — Large Organizations

最佳管理機構獎 — 大型機構

Dah Chong Hong Holdings Limited

大昌行集團有限公司



大昌行集團

DAH CHONG HONG HOLDINGS

Report Summary

Provided by Dah Chong Hong Holdings Limited

Company Background

Dah Chong Hong Holdings (DCH) is an integrated trading and distribution company operating in Asia, supported by an extensive logistics network. DCH operates a wide dealership network alongside a suite of associated motor services for leading passenger car, commercial vehicle and yacht brands across Greater China and southeast Asia. DCH's consumer business comprises the manufacture, retail and distribution of food, healthcare, electrical appliances, home, personal care and lifestyle products. DCH employs over 11,000 staff with operations in 14 markets. It is a wholly owned subsidiary of CITIC Pacific Limited, which is a subsidiary of CITIC Limited (stock code: 0267.HK).

Leadership and Governance

The Group places long-standing emphasis on sound corporate governance and takes a pragmatic and prudent approach to management. Management maintains regular two-way communication with colleagues at all levels through meetings, business reviews and visits to operating units, building mutual understanding and shared purpose. The Group believes that people are the foundation of sustainable development, and it continues to strengthen talent development and succession arrangements so that colleagues can grow through their work and be well prepared for the future. Overall, the Group moves forward with a united sense of direction.



報告摘要

本報告由大昌行集團有限公司提供

公司背景

大昌行集團有限公司(大昌行)是一家亞洲綜合貿易及分銷企業，擁有廣泛的物流網絡。公司在大中華及東南亞地區為多個轎車、商務車及遊艇品牌提供領先的汽車相關服務。其消費品業務包括生產、銷售及分銷多種食品、醫藥保健品、電器及家庭生活用品。大昌行的員工超過 11,000人，業務遍及14 個市場。大昌行是中信股份（00267）旗下的中信泰富有限公司持有的全資子公司。

領導與管治

集團一向重視良好企業管治，並以務實、穩健的態度推動各項管理工作。管理層與各級同事保持經常性的雙向溝通，透過不同層面的會議、業務檢討及實地探訪，加深彼此了解，凝聚共識。集團相信人才是企業長遠發展的基礎，因此持續完善人才培育及接班安排，讓同事在工作中不斷成長，並為未來的發展作好準備。整體而言，集團上下團結一致，朝著共同目標邁進。

With a diverse portfolio spanning motors, consumer, and healthcare across 14 Asian markets, DCH's 11,000+ dedicated employees drive operational excellence and sustainable value for customers and communities.

業務涵蓋汽車、消費品及醫療保健，大昌行深耕亞洲14個市場，憑藉逾11,000名員工的專業力量與卓越營運，持續推動業務創新，為客戶及社會創造長遠價值。



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Operations

The Group's businesses span motor, healthcare, food and consumer products, supported by a well-established logistics network that offers customers integrated solutions from sourcing and distribution through to after-sales service. Day-to-day operations emphasise standardization and consistency, with business units working to established procedures so that customers receive dependable service quality. The Group also attaches importance to risk management and information security, and continues to refine business processes and system support so that operations remain smooth under varying conditions.

Workforce

Employees are the Group's most valuable asset. The Group is committed to providing a safe, healthy and respectful working environment, and offers training and development opportunities that help colleagues enhance their professional capabilities. Occupational safety is a priority, and colleagues are encouraged to make safety awareness part of their daily routine and good working habits. Over the years, the Group's efforts in people management and corporate social responsibility have been recognised by industry peers and the wider community, reflecting well on the dedication of its colleagues. The Group will continue to work alongside its people to build a caring and energetic team culture.

Customer and Markets

The Group has built a solid reputation and a stable customer base across the markets it serves. Drawing on many years of industry experience, the Group understands the needs of its customers and consumers, and maintains long-term relationships founded on integrity and professionalism. The Group also stays close to the market through both online and offline channels, so that customers can obtain the products and services they need conveniently. In a changing market environment, the Group remains flexible and adjusts its sales and service arrangements in a timely manner to create continuing value for customers and brand partners.

Organizational Learning

The Group encourages a culture of continuous learning and improvement, in the belief that there is always room to do better. Business units review their operations regularly, draw lessons from experience, and share good practices across the Group. The Group also keeps pace with industry trends, making use of digital tools and new technologies to streamline routine work so that colleagues can devote their time to higher-value activities. Through continuous learning, practice and reflection, the Group's overall standard of management steadily improves.

營運

集團的業務涵蓋汽車、醫藥保健、食品及消費品等範疇，並以完善的物流網絡作支持，為客戶提供由採購、分銷至售後服務的一站式方案。日常營運強調規範化及標準化，各業務單位按既定程序運作，務求以穩定的質素回應客戶需要。集團同時重視風險管理及資訊保安，並持續優化業務流程及系統支援，確保業務在不同環境下均能維持順暢運作。

工作團隊

員工是集團最寶貴的資產。集團致力營造安全、健康及互相尊重的工作環境，並透過各種培訓及發展機會，協助同事提升專業能力。集團重視職業安全，鼓勵同事把安全意識融入日常工作之中，養成良好習慣。多年來，集團在人才管理及企業社會責任方面獲得業界及社會的認同，反映同事的努力得到肯定。集團將繼續與同事並肩前行，共同建設關愛而有活力的團隊文化。

客戶與市場

集團在所服務的多個市場均建立了良好的商譽及穩固的客戶基礎。憑藉長年累積的行業經驗，集團深入了解客戶及消費者的需要，並以誠信及專業的態度維繫長遠合作關係。集團亦透過線上及線下不同渠道貼近市場，讓顧客可以隨時隨地選購所需的產品及服務。面對市場變化，集團保持靈活，適時調整銷售及服務安排，務求持續為客戶及品牌夥伴創造價值。

組織學習

集團鼓勵持續學習及不斷改善的文化，相信每項工作都有進步的空間。各業務單位定期檢視營運情況，總結經驗，並把好的做法在集團內分享推廣。集團亦順應行業趨勢，善用數碼工具及新技術優化日常工作，讓同事把時間集中於更有價值的事情上。透過不斷學習、實踐及反思，集團的整體管理水平得以逐步提升。



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Community Relationships

The Group sees itself as part of the community and gives back in practical ways. It takes an active part in industry organizations and community activities, and maintains links with tertiary institutions to provide internship and employment opportunities for young people. Colleagues also take part enthusiastically in volunteer service, showing care for the community through action. On the environmental side, the Group values energy saving, waste reduction and green operations, and promotes environmental awareness in everyday work. Believing that business and society are mutually reinforcing, the Group will continue to work with all stakeholders towards a sustainable future.



社區連結

集團視自己為社會的一分子，一直以務實的方式回饋社會。集團積極參與行業組織及社區活動，並與大專院校保持聯繫，為年輕人提供實習及就業機會。同事亦熱心參與各類義工服務，以行動關懷社區。在環境方面，集團重視節能減廢及綠色營運，並在日常工作中推動環保意識。集團深信企業與社會相輔相成，將繼續與各界攜手，共建可持續的未來。

Dah Chong Hong Holdings hosted its Annual IT Conference in Hong Kong, bringing together IT talents from Mainland China, Japan, Southeast Asia, and Taiwan. Through deep exchange and team-building, the event marked a new milestone in DCH's digital transformation and highlighted the power of cross-market synergy.

大昌行集團舉辦年度資訊科技會議，匯聚來自內地、日本、東南亞及台灣等地的IT精英齊集香港，透過深度交流與團建活動，共築數字化轉型新里程，彰顯跨區域協作的管理優勢。

Report from the Board of Examiners

Established in the 1950s, Dah Chong Hong Holdings Limited (DCH) is a diversified conglomerate with major businesses spanning motors, consumer products and healthcare across Hong Kong, mainland China and other Asian markets. Following a strategic management transition in 2024, DCH embarked on a comprehensive transformation to sharpen strategic focus, strengthen governance, improve operational efficiency and build a more unified "One DCH" culture across its diverse businesses and geographies.

It has stipulated and introduced its 234 Strategic Framework, its Trade to Brand and Distribution to Services transformation agenda successfully. The company presents a comprehensive and systematic strategic planning approach by defining its 5-Step strategic planning process which integrates operational, financial and operational considerations, while strategic investments in overseas expansion, new energy vehicle partnerships, digital transformation, shared services and portfolio redefine may support sustainable growth and its long-term competitiveness.

DCH identifies clear performance management mechanisms, including the use of Return on Equity (ROE) as a unifying performance metric and stop-loss actions. These measures, together with regular KPIs reviews, may support performance monitoring, accountability and enabling timely corrective actions.

評審委員會報告

大昌行集團有限公司(大昌行)成立於1950年代，是一家業務多元化的綜合企業，主要業務涵蓋汽車、消費品及醫療保健，遍及香港、中國內地及其他亞洲市場。2024年經歷策略管理過渡後，大昌行展開全面轉型，以提升策略焦點、強化管治、改善營運效率，並在不同業務及地區建立更統一的「One DCH」文化。

該公司制定並推行了「234策略框架」，並成功推進「從貿易到品牌」及「從分銷到服務」的轉型議程。其系統化的5步策略規劃流程整合了營運、財務及管治考量，而策略性投資則涵蓋海外擴展、新能源汽車合作、數碼轉型、共享服務及投資組合重整，有助支持可持續增長及長期競爭力。

大昌行建立了清晰的績效管理機制，包括採用股東權益回報率(ROE)作為統一績效指標及止損行動。這些措施配合定期關鍵績效指標(KPI)檢討，有助監察表現、問責及適時採取糾正措施。