

CIMC TODAY

今日中集



麦伯良入选《财富》“2016 中国最具影响力的 50 位商界领袖”

中集集团8亿收购英国Retlan集团

中集安瑞科收购英国276年历史企业Briggs

2016年07月 总第214期

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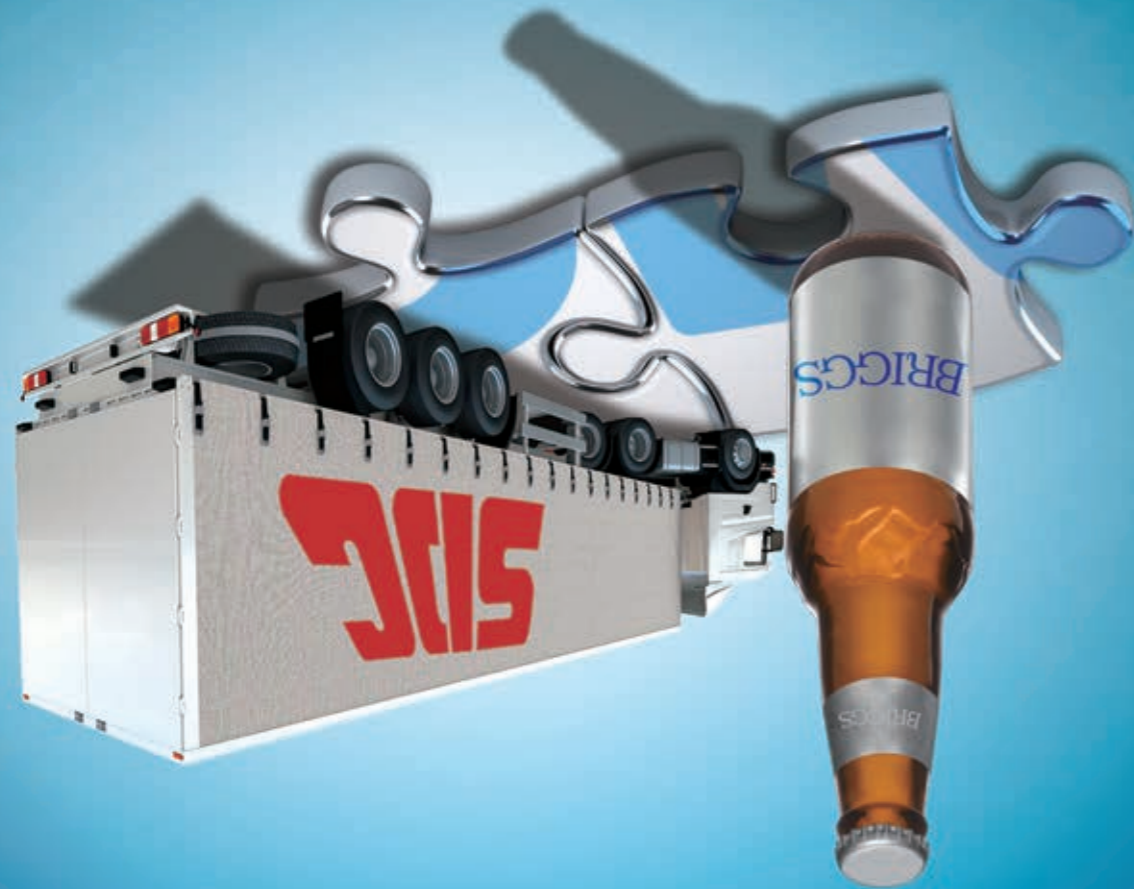
MAI BOLIANG ENTERS FORTUNE CHINA'S 50 TOP BUSINESS LEADERS IN 2016

CIMC Acquired Retlan Group at RMB800 Million

CIMC Enric Acquired UK's Briggs Group



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卷首语

不经意的转眼间，2016年已经过半。这期间，世界经济继续发生着巨大的变化，从最近举世瞩目的英国“脱欧”公投，到依然跳水的油价和变动无常的汇率，全球经济的不确定性因素持续增多。

新的全球形势下，中国制造业在走过了低成本发展阶段后，必须探寻全球资源的优化配置，建立更强大的全球竞争力，以保持基业长青。为此，中集加速完成全球的资源整合与战略布局，以应对来自未来的挑战。近期，中集先后并购英国领先的专用车制造公司 Retlan 以及拥有 276 年历史的英国食品装备公司 Briggs。并购后，中集将采取“国外品牌技术，中国制造优势”相结合的策略进行业务整合，锐意提升道路运输车辆及能源化工食品装备两大产业的核心竞争力。此外想与您分享的是，不久前中集旗下的另一家百年企业德国齐格勒集团刚刚迎来了 125 周年的生日。这家全球领先的消防救援装备公司，在 2013 年加入中集后，凭借有效的管理整合与集团资源共享，正焕发出全新的活力，在中国市场持续取得重要突破。

另一方面，中集在相关业务领域频频加强资本运作，谋求业务的更大突破。中集车辆上半年成功引入三大战略投资者，进一步优化股权结构。预计未来新的战略投资者将在海外业务拓展、供应链优化等方面发挥重要作用，优化中集车辆的全球战略布局。此外，中集旗下的中集电商公司成功完成 A 轮融资，意味着中集电商的商业模式初步获得资本市场的认可。

企业转型升级的道路从来都不是一蹴而就。中集历经多年的市场洗礼与考验，始终坚定拥抱变革与创新。我们在持续优化传统业务的同时，正在不断集聚新的增长力量，为您创造新价值。展望下半年，我们将继续奋力前行，与您并肩，合作共赢。

《今日中集》编辑部

中集集团2015年 全年业绩发布会在香港举行



2016年3月29日下午，中集集团在香港举办2015年业绩发布会，来自内地及香港的多家知名媒体及投资机构代表参加了发布会。中集集团CEO兼总裁麦伯良、集团董事会秘书于玉群、集团财务管理部总经理金建隆出席了此次会议。

受国际贸易和投资持续低迷，原油价格屡创新低，金融外汇市场波动等大环境影响；同时也由于中国经济进入“新常态”，增长放缓，国家总体结构面临较大调整压力。为应对国际及国内经济局势的挑战，中集集团提前布局，进一步优化了集团多元化的业务结构，并将符合国家战略新兴产业的业务结构比例进一步提升。此外集团在全球化运营、资本运作等方面均有突破。但集团主要业务板块仍在不同程度上受到全球经济影响，全年收入与盈利较上年同期出现下降。据年报披露，2015年，中集集团实现营业

收入人民币586.86亿元；净利润人民币19.74亿元。

在发布会上，多名记者及投资机构代表关心中集应对经济下行周期的战略思考与应对措施。麦伯良说：“中集早已不是只做集装箱，我们现在有八个业务板块，还有多家创新型企业，如中集电商、中集智能、中集新材料和中集多式联运等，中集抵御世界经济波动的能力已大大提高。研发与创新是我们中集未来发展的核心能力，我们未来在研发方面的投入会不断的加强，组建更多的研究院，中集将为客户提供更多的解决方案。未来，我们将会通过资本运营、创新型业务和存量业务三大引擎，带动‘新中集’全新启航。”

资本市场强烈关注中集的土地资源，对此麦伯良回应道：“中集拥有非常丰富且优质的土地资源，面积约有40

平方公里。这些土地资源，从价值上来说分为两大类，第一大类是一线城市土地资源，像北京、上海、深圳等城市的地块。这些地块所在的地方政府，已经明确要将土地原有用途的规划进行调整，我们会和政府密切合作，积极参与相关城市的转型升级建设。第二类，在一些二三线城市，像天津、大连、青岛等，中集的制造业存在大量土地，随着整个集团进行优化整合，会有大量的土地释出，这些土地未来发展前景良好。”

中集集团2015年度股东大会召开



2016年5月31日，中集集团2015年度股东大会在深召开。会议由集团董事长王宏主持，董事、CEO兼总裁麦伯良，独立董事潘承伟、王桂坝，监事熊波，董事会秘书于玉群等部分高级管理人员出席会议。王宏、麦伯良与全国各地慕名而来的股东、投资者、分析师进行了全面深入的沟通交流，问题涉及全球宏观经济走势、集团土地资源、创新产业、海洋工程产业以及集团转型升级等诸多方面。

会议审议并通过了议案共二十九项，包括《第八届董事会、监事会候选人议案》、《关于公司符合非公开发行A股股票条件的议案》、《二〇一五年度利润分配、分红派息的议案》。

在沟通互动环节，来自各地的股东对中集的各项业务发展表示强烈关注，王宏和麦伯良坦诚、耐心地回答了他们的问题。王宏表示，中集对招商局非常重要，招商局作为中集的创立者

及大股东，将会坚定地长期支持中集的发展。麦伯良指出，中集未来的战略要长期聚焦于有质量的增长，通过建立健全业务板块、新业务平台公司的董事会管理机制，尽快培育出一批创新的产业，和一批能独立运营的年轻团队。

就股东非常关心的深圳前海与太子湾土地问题，麦伯良表示，目前集团与深圳市政府正在积极协商中，形势越来越明朗，中集将会尽力为股东争取最大利益。

麦伯良强调，近年来，中集致力于产业的转型升级，向外界传递“新中集”形象。目前，通过管理层持股等内部创业机制的设计，中集电商、中集模块化建筑、中集新材料、中集智能等一批创新业务的发展呈良好态势。另外，面对油气价格的下跌，海洋工程板块与金融板块正协同合作，积极制定应对策略，直面严峻的市场挑战。

此外，中集正将海洋工程产业从石油勘探装备延伸至海上移动电厂、海水淡化工厂等一批海洋附加产业，从人类综合利用开发海洋资源的视角深化发展海工业务。此外，作为国家重点扶持的海工第一梯队企业，中集海工将会承接国家级工程实验室的建设和一批国家级专项项目。

最后，麦伯良总结道，感谢股东耐心持有中集的股票，尽管当前全球及中国经济较为低迷，但中集多元化业务格局已经形成，能很好地应对经济的大幅波动。未来集团将贯彻有质量增长的发展理念，立足三大引擎，加快转型升级步伐，为股东带来更大回报。“我对中集的未来充满信心！”麦伯良最后说道。

大会结束后，还有不少股东“意犹未尽”，王宏、麦伯良与他们进行了进一步的交流。

麦伯良入选《财富》“2016中国最具影响力的50位商界领袖”



“不满足于集装箱产业世界领先的定位，麦伯良执掌的中集集团未来要致力于发展高端制造业、现代服务业，实现“制造+服务”的价值链升级和全球化营运。”

2016年4月14日，《财富》(中文版)正式公布了“2016中国最具影响力的50位商界领袖”排行榜。中集集团CEO兼总裁麦伯良与马化腾、任正非、马云、王健林、董明珠等企业领袖一同入选该排行榜。

《财富》评语：不满足于集装箱产业世界领先的定位，麦伯良执掌的中集集团未来要致力于发展高端制造业、现代服务业，实现“制造+服务”的价值链升级和全球化营运。在中集的各个业务领域里，投入30亿元的中集海工业务因为持续亏损而备受压力，七年之后终于

在2014年实现了盈利，而且在2015年实现了进一步突破。2015年7月，中集建造的“中海油服兴旺号”在中国南海开钻。中集来福士已经成为了中国最大的半潜钻井平台建造基地。

《财富》表示：我们这次选出的50人，很多都具有跨界的思维与合纵连横的格局观。同时，我们发现无论起步时的技术和管理水平发展到了什么阶段，今天他们都在寻找新的工具、渠道、管理方式，以提升效率和产品、服务体验，助力公司在地理和时间的坐标轴上走得更远。

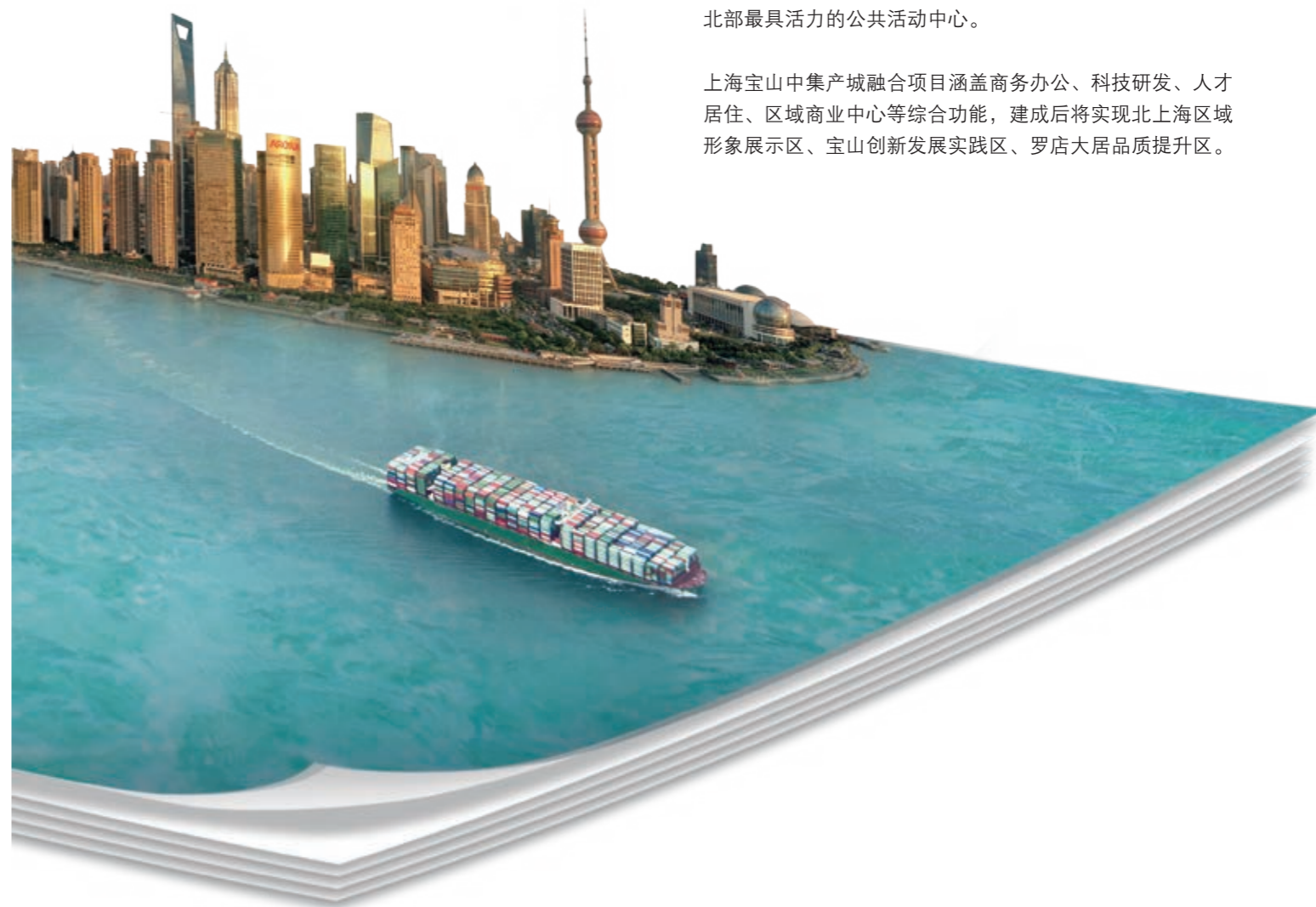
中集集团和宝山区政府达成战略合作

2016年3月24日上午，中集集团与宝山区政府签订战略合作框架协议，合作推进上海宝山中集产城融合项目，中集集团CEO兼总裁麦伯良、中集集团总裁助理秦钢、中集产城总经理禹振飞，宝山区委书记汪泓、副区长夏雨、连正华等出席签约仪式。

此次战略合作协议的签署，将开启中集集团与宝山区“政企互动、企业主体、市场运作、政府支持”的全面战略合作关系。中集集团与宝山区将进一步对接科创中心建设，充分发挥各自的综合资源优势，创新政企合作模式，加快中集产城融合项目建设，实现产业集聚发展，带动并提升周边地区的城市绿色发展，最终实现地区发展和企业成长的互利共赢。

宝山区将全力支持中集集团，将中集产城融合项目打造成产业集聚、功能完善、交通便捷、生态宜居、活力繁荣的上海北部最具活力的公共活动中心。

上海宝山中集产城融合项目涵盖商务办公、科技研发、人才居住、区域商业中心等综合功能，建成后将实现北上海区域形象展示区、宝山创新发展实践区、罗店大居品质提升区。



中集集团陪同马兴瑞书记 出访马来西亚



2016年5月26日晨，一场聚集了中国深圳市主要领导、中方企业家群体以及马来西亚总理对华特使、贸工部高官的“工作早餐会”，在马来西亚吉隆坡香格里拉酒店举行。在广东省副书记、深圳市委书记马兴瑞向总理特使介绍中集海工之后，集团副总裁于亚不失时机地向在座两国嘉宾介绍了中集集团以及中集在东南亚业务布局。

这场轻松而愉悦的早餐会，拉开了马兴瑞书记在马来西亚出访系列活动的序幕，中集集团作为五家“走出去”深圳企业的优秀代表，与华为、比亚迪等一起得以全天陪同书记行程，并获得多次推介、发言机会。

为深入落实国家“一带一路”战略，加快建设深圳现代化国际化创新型城市，经中央和省委批准，23日至28日，马兴瑞书记率团出访印尼、马来西亚两国。本次东南亚之行，也是他上任深圳市委书记以来首次率团出国访问。

之于中集而言，借助深圳市代表团出访机遇，拓展中集在东南亚以及新兴市场国家业务，密切中集与东南亚国家政府关系意义重大。于亚副总裁受集团CEO兼总裁麦伯良委托，出席深圳市相关活动并发表主题演讲，受到来自深圳市、马来当地的一致好评。

深圳“走出去”的中集样本

出访期间，马兴瑞先后会见印尼、马来西亚两国政府官员及中国驻外大使，与相关部门负责人、工商界人士、企业家代表座谈，出席双方经贸合作交流会，并就推动两地共建产业园区和项目建设等进行磋商，以此促进深圳与“一带一路”沿线国家和地区形成全方位、多层次的合作新格局，努力在“一带一路”建设中发挥好深圳经济特区的战略枢纽作用。

深圳的成功得益于高度市场化，中集无疑是这一优势的本土企业代表。得益于公司的前瞻性布局，中集多业务

遍布东南亚地区。在马来西亚，中集托盘箱畅销多年，一个小小的物流技术革新为所在国带来了一场标准化物流的革命；中集海工三座自升平台为马来西亚带来了自己的“大国重器”；中集安瑞科还与马来西亚企业，合作投标一处“压缩天然气加气站相关设备”项目。

在泰国，中集泰国车辆公司投产运营十余年，业务覆盖整个东南亚地区；2014年，中集首个海外堆场项目也落户泰国第一大港——林查班港。在新加坡，中集天达完成了对德利国际的反向收购，进一步完善了空港装备业务。在印尼，中集安瑞科为印尼国家电力公司建造的世界首艘压缩天然气运输船。

中集领衔深企马来业务

当天下午，“中国（深圳）—马来西亚（吉隆坡）经贸合作交流会”在吉隆坡洲际酒店召开，这也是深圳代表团马来西亚行程的重头戏。中国驻马来西亚大使黄惠康，马来西亚中华总商会会长戴良业，马来西亚贸易工业部第二部长黄家泉，广东省副书记、深圳市委书记马兴瑞等出席会议并先后致辞。会议由深圳市委副书记李李鑫伟主持，到会企业和嘉宾超过430人。

此次经贸交流会由深圳市政府主办，深圳市经信委与马来西亚吉隆坡暨雪兰莪中华总商会承办，马来西亚贸工部、中国驻马大使馆、马中商务理事会、马来西亚中华总商会给予了全力支持和配合。

中集集团是本次经贸交流唯一获得主题发言的企业代表，现场聚集了超过30家中资企业和近300家马来西亚本土企业。

于亚副总裁代表中集集团发表了题为《产业合作共赢发展》的主题演讲。随后签约环节，中集海工高上与马来客户签署了相关意向协议，签约金额达2亿美金。

于亚首先回顾了中集与马来西亚托盘箱、海工业务往来，介绍了中集车辆、能化、空港、物流等其他业务板块在泰国、印尼、新加坡等东南亚国家布局。他还不失时机地推介了中集模块化建筑、中集空港机场总包能力。演讲最后，于亚对深圳与马来合作机会做了积极展望，呼应马兴瑞诸多意向诉求。

值得注意的是，中集集团是本次经贸交流唯一获得主题发言的企业代表，现场聚集了超过30家中资企业和近300家马来西亚本土企业。于亚的演讲，向与会代表全面展示了中集集团这一跨国企业集团形象，以中集海工、安瑞科、模块化建筑、空港设备等为代表的产业，给马来西亚政商界带来强烈冲击，刷新了他们对中集以及中国企业的认识。



会后，大批马来西亚企业围绕中集代表，纷纷表达了期望与中集进一步探讨业务合作的意向。集团总裁办公共事务部经理马天飞接待了诸多来访企业。中集代表团还拜访了集团在马来西亚相关客户，考察了碧桂园等项目。

据了解，本次交流会引起了马来西亚及中国媒体的广泛关注，中国日报、南洋商报、星洲日报、The Star、New Straits Times、Business Times、The Sun、Malay Mail等几十家国内外媒体对活动进行了报道。



中集宝钢三项战略合作项目签约 打造工业互联网的“阿里巴巴”

打造工业互联网的“阿里巴巴”

2016年3月23日下午，中集集团和宝钢三项战略合作项目——欧冶采购、欧冶加工和模块化建筑签约仪式在上海宝钢大厦隆重举行。宝钢集团总经理、欧冶云商总经理陈德荣、中集集团CEO兼总裁麦伯良等出席签约仪式，并就深入合作交换了意见。继中集集团旗下的中集电商进军“互联网+”领域并完成A轮融资之后，中集集团又与宝钢签订合资协议与合作意向，共建欧冶采购与欧冶加工平台，意欲深度介入工业互联网电子商务平台领域。

本次签约仪式上，欧冶云商拟就欧冶采购与深圳中集同创供应链有限公司、上海云采企业管理咨询合伙企业进行股权投资合作。欧冶云商、中集集团就共同投资欧冶采购事宜签订合作框架协议。

欧冶采购前身为宝钢集团旗下面向工业企业的第三方电子采购平台。欧冶

采购以平台为纽带连接了采购企业与供应商，通过集中采购和供应商评价体系为企业提供更优质的供应链资源及降低采购成本，此外通过电子化采购流程和云端管理帮助企业构建了规范、透明、高效的阳光采购体系。

中集与宝钢合资，本着“共建共享”原则进一步优化升级自身的采购体系，以创新平台公司机制和体制，引入管理层持股，保持企业和管理层独立性，实现市场化运作。中集与宝钢将优势资源注入，开放市场，通过各自影响力吸引合作伙伴和蚂蚁客户加入平台，实现平台更快速增长。

此外，中集还与宝钢达成共建欧冶加工平台的合资合作意向，欧冶加工将钢铁加工和技术服务插上“互联网+”的翅膀，快速实现钢铁下游终端用户间的供需高效匹配、安全交易和选钢用钢技术支持。

欧冶加工平台将为钢厂、钢材贸易商、加工服务商、零部件制造商和终端装备商等用户群，提供加工能力、加工制品、加工需求的展示、匹配和交易服务，提供钢铁知识及应用技术服务及交易，实现钢铁下游终端用户间的供需高效匹配、安全交易和选钢用钢技术支持，是国内钢材加工相关的资源与需求的共享、匹配、交易服务中心。

市场分析认为，欧冶云商与中集集团的强强联手，定将助推欧冶采购和欧冶加工的稳步发展，助力欧冶云商形成全面覆盖、高效协同的钢铁服务共享生态圈。中集与宝钢通过互联网联姻，实现优势互补，资源共享，有望打造出工业采购与加工领域的阿里巴巴。

模块化建筑示范项目有望落户上海

模块化建筑被誉为“建筑史上的一次革命”。中集和宝钢在建筑工业化均开展不同建筑形式和技术解决方案的探索及实践，并在各自领域内取得了一定成果。

中集和宝钢签订模块化建筑合作备忘，在建筑工业化领域开展项目合作，加强在研发、技术、市场推广的交流与合作，充分发挥各自资源优势，强强联合，共同做大做强。双方约定，尽快在上海促成一个示范项目落地，在

示范项目落地顺利的基础上，双方将积极探索资本层面合作。

据悉，中集和宝钢从1994年开始业务合作，二十余年来，双方从单纯的集装箱材料供应合作，扩展到车辆、能化、海工等产业合作；2014年，双方第一个资本合作铁中宝公司投入运营，且实现盈利；2016年，双方在欧冶采购、欧冶加工的合作顺利签约，在模块化积极探索合资合作，双方在深层次的合作有了更多的行动。

中集集团与住友商事签署战略合作协议



历经 25 年的长期合作的相互信任、共同发展，2016 年 4 月 7 日，中集集团正式与日本三大经济集团之一的住友集团旗下企业住友商事株式会社，签署战略合作协议。双方将在中集车辆、能化装备、空港设备、模块化建筑以及中集金融等领域寻求广泛合作。中集此次携手世界 500 强成员企业，实现强强联手，将进一步提升整合双方海外资源形成合力，尤其是针对“一带一路”沿线国家、非洲等新兴市场业务拓展。

日本住友商事株式会社是住友集团的主要成员之一，该集团作为日本三大经济集团之一，有着 400 余年的悠久历史。世界 500 强企业中排名第 12 位。

协议指出，双方将延续长达 25 年友好合作的共同信任和经历，双方在海外

渠道整合、供应链、乃至金融业务方面均有着广泛合作机会；在合作领域方面，不仅仅局限于集装箱、车辆等已有的业务，双方认为，在能化装备、空港设备、模块化建筑以及中集金融等关联业务，存在更深层次的广泛合作机会。

协议强调，住友商事与中集集团希望在全球、且在双方及其集团公司的各种资源所触及到的范围内，持续进行友好战略协商。

中集集团相关负责人表示，中集此次携手世界 500 强成员企业，实现强强联手，将进一步整合双方海外资源形成合力，尤其是针对“一带一路”沿线国家、东南亚、非洲等新兴市场业务拓展；此外，双方在供应链、海外市场等方面有着诸多合作空间。

中集车辆集团董事总经理李贵平首先介绍了与住友长达 25 年的合作历程，他表示，2016 年 1 月，住友商事成为中集集团旗下中集车辆的战略投资者，这项投资不仅丰富了中集车辆的股权结构，而且将住友中国和住友自动车事业部带进了中集的全球营运。

住友商事副社长日高直辉回顾了与中集集团 CEO 兼总裁麦伯良十数年的商业合作生涯，他表示，通过双方战略合作协议签署，未来将在各种合作的可能性上予以探讨。

日本住友商事特别顾问富樫和久，中集集团 CEO 兼总裁麦伯良、中集集团总裁助理黄田化、中集战略发展部总经理陶宽以及相关公司代表出席签约仪式。

中集电商成功完成A轮融资 受资本市场认可

2016 年 3 月 25 日，中集集团旗下深圳中集电商物流科技有限公司，正式宣布成功完成 A 轮 3 亿元融资。

本次融资的高效完成，意味着公司商业模式获得资本市场的较大认可。更值得期待的是：新投资方的进入，将为中集电商引荐更多的业务合作资源。中集电商将能够和更多的互联网创业同行进行合作，包括社区服务、健康医疗、跨境电商、互联网金融等多个细分领域。

中集电商的诞生，是为了解决中国“最后一公里”快递末端投递难题。该公司通过自主研发并运营 e 栈智能交付系统，提供满足社区用户需求的快递交付、流量分发、社区周边生活等服务。公司于 2014 年底成立，依托中集集团物流装备制造优势以及“CIMC 中集”品牌效应，实现了行业内罕见的快速成长。截至 2016 年 3 月，中集电商已在广深地区铺设 4000 台 e 栈设备，入驻超过 4000 个小区，覆盖 400 万户家庭，成为深圳地区覆盖率第一、中国位居前五的社区自提柜营运商。

作为中集集团进入互联网领域的先锋企业，中集电商创始人之一、总经理程宏达表示：“中集集团是一家专注于为全球市场提供物流装备和能源装备的多元化跨国产业集团，而中集电商则为集团产业链融入了互联网基因。中集电商通过互联网为物流行业提供了高效的配套服务，极大地提升了社区居民的体验。”

程宏达说：“在未来，中集电商将逐步建立以 e 栈为原点的智慧社区生活圈的商业布局，致力成为社区生活专家。”



中集成立多式联运公司 推动中国传统物流模式变革

2016年3月，中集集团正式成立中集多式联运发展有限公司（以下简称：中集多式联运）。凭借30多年来中集在全球物流领域积累的装备制造与服务能力，中集多式联运将集聚中集的优势资源，积极推进中集在多式联运领域的创新战略，为中国及“一带一路”沿线国家的物流模式变革提供专业服务。

随着集装箱运输的高速发展，发达国家的集装箱运输链已贯穿海洋与陆地，催生出结合铁路、公路和水路多种运输形式的集装箱多式联运模式，大大提升了物流效率，显著降低了物流成本。然而，目前中国货物运输仍以散货车和箱式货车运输为主，集装箱化程度较低，集装箱内陆运输仍处于分段运输阶段，多式联运还存在巨大的发展空间。当前中国社会物流总费用约占GDP的16%，比发达国家平均

10%的水平多出近5万亿元人民币。为改变这一现状，中集多式联运将致力于以铁路为核心，围绕“上装备、开班列、进场站、搭平台”的发展战略，满足未来中国市场的多式联运需求。另一方面，中国目前正在积极推进“一带一路”战略，为集装箱多式联运的发展带来了历史性的契机。中集多式联运将加快布局铁路场站与公路、港口的配套衔接，打造具有中集特色的海铁、公铁联运物流模式，助推中国与“一带一路”沿线国家的互联互通。

“我们希望发挥中集在品牌、装备、金融、服务等方面的综合优势，搭建中国多式联运平台，为行业客户提供效率更高、成本更优的多式联运解决方案。”中集多式联运发展有限公司董事总经理丘春有说道，“在多式联运领域，我们具有三大核心竞争优势：

第一，中集在国际多式联运的装备制造和服务这两方面拥有超过30年的经验沉淀；第二，中集深耕中国市场，对目前中国物流环境存在的问题及挑战具有深刻的理解，能够准确把握行业客户的痛点；第三，自2006年开始，中集已经开始进入铁路运输领域，通过参股建设及运营铁路中心站，已具备公铁联运的专业优势。”未来，中集多式联运将致力于推动“互联网+多式联运”的战略构想，以中集现有的集装箱、道路运输车辆、能源化工及食品装备、金融及物流等产业为基础，发展成为行业领先的多式联运平台运营商，创造性地为客户提供丰富的物流解决方案，并推动中集多式联运装备的广泛应用。此外，中集多式联运将大力发展装备智能化，通过货运过程的可视化、信息化监控，提升运输的品质及安全性，为客户创造全新的物流服务体验。



中集为长征七号火箭运输 提供特种集装箱

继为中国南极科学考察提供了运输集装箱和工具箱等系列特种集装箱后，中集集团旗下的南通中集特种运输设备制造有限公司又为中国大型火箭运输提供了系列特种集装箱。

近日，备受瞩目的长征七号运载火箭前往海南发射场，南通中集为其运输提供了特种集装箱。5月8日，中央电视台《新闻联播》节目向全国进行了报道。

按需定制

本次长征七号火箭运输箱是由南通中集自行设计和生产的。根据中国航天科技集团提出的“长征七号火箭运输箱的箱体结构要区别于长征五号火箭运输箱的推入式设计，须结合长征七号火箭筒体本身的体积及筒体吊运的便利来定制、设计”的要求。南通中集特箱团队在借鉴开顶箱的设计经验上，提出了对开顶的结构设计思路，并通过迷宫式的回旋设计，加之C型的压型胶条，解决了对合处的密封要求，实现了对客户“滴水不进”的水密要求，目前这一设计已申请专利技术。

精益求精

长征七号火箭运输箱的生产之难不仅在于其超大的尺寸，更在于其对开顶结构中上下箱体的匹配与尺寸控制。对此，生产之前，南通中集特箱工艺及生产团队就识别出了几个关键的质

量控制点，在生产过程中高标准、严要求，并不断地摸索与总结。在成功完成第一台2#箱生产之后，及时总结、固化了较为完备的对开顶箱生产经验及制造工艺。

为固定火箭筒体，保证其运输的安全性及稳定性，团队在长七火箭箱内部增设了鞍座。同时制作了一套整体模具保证鞍座面板的圆弧同心度不大于2mm，确保了筒体不会受到损伤。

创新改善

长征七号火箭运输箱从出厂到码头是通过集装箱卡车运输的。由于产品的超长尺寸，已完全超出了集卡上平板的距离，为此，南通中集运输团队想尽办法，利用货物自身的长度，并将车头与平板分开，中间通过自动连接杆与连接器将车头、货物与平板牢牢的连在一起，很好地解决了运输难题，使得整个运输过程快速、安全。



中集积极参与集装箱行业绿色环保宣言

2016 集装箱多式联运亚洲展开幕，首次设立“多式联运中国日”，并进行中国集装箱行业协会绿色环保行动签约仪式



2016集装箱多式联运亚洲展开幕

2016年3月22日，2016 集装箱多式联运亚洲展在上海世博展览馆开幕。来自50多个国家的业界人士齐聚上海，展示尖端产品、聆听论坛和拓展商机。

展会由英富曼展览集团、中国集装箱行业协会（以下简称CCIA）、中国交通运输协会联运分会主办，中集集团为主要支持单位。CCIA 理事长、中集集团 CEO 兼总裁麦伯良，中国交通运输协会副会长兼秘书长杨洪义，英富曼展览集团 CEO Charle，CCIA 常务副理事长、中集集团总裁助理黄田化，集装箱箱东协会主席 Paul Merritt，亚洲罐箱协会主席 Reg Lee 等出席开幕式。

黄田化代表 CCIA 致开幕辞。黄田化首先向远道而来的嘉宾表示热烈的欢迎

和诚挚的谢意。他表示，当前，全球多式联运重心向中国转移，我国多式联运发展正逢其时、蓄势待发。自国家发布了《物流业发展中长期规划》以来，各地都高度重视多式联运的发展，加速推进物流大通道建设、完善综合交通运输体系已成为我国多式联运发展的首要任务。中国多式联运的发展，必将加速带动周边市场的繁荣，促进国际贸易活动，助力国家“一带一路”战略。最后，他呼吁行业携手共进，不断深化交流合作，让多式联运更好地造福全人类，让世界变得更加美好。

本届展会较以往新增三大亮点：一是首次设立“多式联运中国日”，全球各地与会嘉宾共同探讨中国多式联运发展问题；二是发布中国多式联运的最新政策；

三是开幕式后将进行中国集装箱行业协会绿色环保行动签约仪式，并发布中国集装箱行业环保治理的最新方案。同时，还将同期举办40余场高规格的全球论坛演讲，组织参观上海港、太仓中集冷箱工厂等交流主题活动。

展会上，经过精心设计的中集展位吸引了大量业界人士前来洽谈，充分展示了中集的业务实力以及“新中集”的品牌形象。在内展厅及外展场，集装箱、车辆、能源化工、物流、金融、联合卡车等各个与多式联运密切相关的中集业务板块及单元协同呈现，观展嘉宾络绎不绝。

中集助集装箱行业吹出绿色环保风

在集装箱多式联运亚洲展开幕式之后。“中国集装箱行业协会绿色环保行动发布会暨 VOCs 治理自律公约签约仪式”，这一“重头戏”如期举行。

此次环保签约，是集装箱行业绿色环保发展史上的一座里程碑。中集、胜狮、新华昌、中海投资等国内15家集装箱企业全部参与缔约。麦伯良代表集装箱行业向全世界发出了坚定推行集装箱绿色环保化的铿锵之声。他表示，集装箱行业的环保不是“零和博弈”，是处于共同市场中既竞争又合作的各方共担的责任，是产业上下游企业共守的道义，是必须恪守的法律底线，是行业互信的共同基础，是健康可持续发展的基本环境，是技术进步的持久动力！

随后，麦伯良郑重宣布，中国集装箱行业确定了本阶段生产转型的三个基本原则：一是全行业一致行动，禁止溶剂型涂料，推行使用水性涂料；二是全行业一步到位，遵照相关法律对 VOCs 减排的要求，放弃过渡性方案，进行技术改造；三是统一签订《中国集装箱行业协会 VOCs 治理自律公约》，承诺自律守法，承担社会责任。

此次签约，中集集团践行环保理念，“共同承诺、共同行动”，在国内各行业中率先表态，也树立了集装箱行业在社会各界眼中的绿色新形象。水性油漆的推广，使相关岗位员工的工作环境得到极大地改善，这也是中集“以人为本”，践行企业社会责任、关爱员工的又一重大举措。



中集模块化建筑承建希尔顿酒店项目

2016年4月14日，中集集团携手希尔顿、布里斯托机场以及建造商 Kier，共同举行了项目公开日活动，受邀者汇聚了酒店集团、开发商、投资基金、酒店运营方、建造商、供应商、顾问、政府和主流媒体等数百位模块化建筑相关领域合作伙伴，共同见证了中集模块化建筑与希尔顿酒店集团强强联合，通过先进的建造技术助力希尔顿酒店在全球范围内迅速扩张，助力布里斯托机场建设快速发展。该酒店将于2016年四季度正式开业。

布里斯托机场首席执行官 Rober Sinclair，希尔顿酒店集团高级副总裁 Patrick Fitzgibbon，中集模块化建筑全球业务总监刘小葵女士，分别介绍了三方的合作优势以及未来发展方向。在参观了酒店房间和建造现场以后，数百位受邀者对中集整体式钢结构模块化建筑体系都给予了高度肯定。此次活动是中集模块化建筑既非洲酒店投资峰会以后，与希尔顿酒店集团的第二次联手，再次巩固了双方长期稳定的战略合作关系。

希尔顿酒店集团高级副总裁 Patrick Fitzgibbon 在活动演讲中对中集模块化建筑的能力表示了充分的肯定，他在采访中说：中集模块化建筑先进的建造技术可以克服很多传统建筑无法逾越的困难。除了在建造时间和成本上的优势以外，中集还可以为应用其产品的开发商提供金融服务，这无疑增加了中集在市场上的竞争力，凭借如此成熟的建造体系和完善的商务模式，希尔顿酒店集团看到了越来越多与中集合作的机会，除了英国市场以外，我们也同时期待与中集在非洲市场有所突破。



中集模块化建筑全球业务总监刘小葵女士回应道：本次与希尔顿酒店集团和布里斯托机场的合作对于中集模块化建筑来说是又一意义深远的里程碑。此次合作的成功得益于中集先进的建造技术，希尔顿全球闻名的品牌影响力，以及布里斯托机场持续不断的支持。该酒店是中集与希尔顿酒店集团建立战略合作以后动工的第一家酒店，大家将会在2016年内看到更多模块化希尔顿欢朋酒店在英国拔地而起。

中集模块化建筑一直以技术研发为主导，在保证产品质量的前提下，通过先进的钢结构整体式建筑体系技术，最大程度提高工厂装配率，加快建造速度，提高施工质量，减少环境污染。此次与希尔顿的合作，又一次向世界证明了中集的实力，中集模块化建筑期待与各领域合作伙伴一起携手，通过先进的整体式钢结构模块化建筑体系，克服传统建筑数百年来无法逾越的鸿沟，让我们的生活更加美好！

新会中集箱式移动储能充电站 亮相中国首届国际储能论坛大会

2016年5月24~26日，第十二届中国国际电池技术交流会及展览会暨中国首届国际储能论坛大会在深圳会展中心举办，由新会中集设计制造的箱式移动储能充电站在展会闪亮登场。展会首日便获得众多储能行业从业人员及媒体的高度关注，开展后展位人流络绎不绝，并引来了 CCTV 时代风向标栏目组和广东卫视等媒体的采访。

紧追新能源市场的发展态势，新会中集从2014年开始，先后开发了几十个新能源领域的客户和产品。本次箱式

移动储能充电站的成功开发及参展，标志着新会中集正式进入储能领域，成为其进入新能源领域的新起点。新会中集开发的箱式移动储能充电站，集成了多专业的多种系统设计，包括箱体结构强度分析、储能系统、热分析系统、C5-M防腐系统设计，充电桩设计，以及通风、消防、抗震、防雷、照明系统、双逃生通道等设计。其中储能系统及充电桩设计是联合储能行业龙头企业科陆电子共同开发。

该箱式移动储能充电站储能单元为磷酸铁锂电池，循环使用寿命大于5000次，一次可以提供450KWh的电量，可同时为两台电动大巴充电。还可以作为一个大型充电宝使用，用于临时的户外用电，同时可以作为应急电源提供应急援助等。



中集扬州通利荣获“2015年度 江苏省管理创新优秀企业”称号

近日，2015年度江苏省管理创新示范企业和优秀企业评定名单出炉，中集扬州通利冷藏集装箱有限公司荣获“2015年度江苏省管理创新优秀企业”称号，扬州仅有六家企业获得此项殊荣，中集扬州通利便是其中之一。

中集扬州通利一直以来致力于企业管理效益和效率的提升，注重科学管理思想的引入和尝试，深度挖掘企业管理自身的特色实践，总结提炼成功管理经验，并以开放的胸怀向外输出优

秀管理创新模式。公司在企业管理方面的努力和探索，多次获得省、市各级领导的关注和表彰。

今后，中集扬州通利将继续在促进产业转型升级、创新创造能力增强、质量效益显著提高、有效实施绿色低碳发展等方面输出更多的成果。



三大战略投资者入股中集车辆集团

三大投资者增资后持股比例：

上海太富祥中

↑ 16.822%

深圳南山大成

↑ 1.544%

住友商事株式会社

↑ 0.929%

酝酿已久的中集集团旗下第二大业务——中集车辆集团引入战略投资者顺利完成。2016年1月22日，三大投资者增资完毕，新投资者上海太富祥中、深圳南山大成、住友商事株式会社分别增资占中集车辆股本的16.822%、1.544%、0.929%。增资之后，中集车辆股权结构进一步优化，有利于促进内外部治理机制的完善和提升。

中集集团高层表示，通过本次引入新的投资股东，构建了一个多元而又制衡的多股东股权架构，使中集车辆的股权结构由原来单一股东股权的高度集中模式，向具有一定集中度且存在相对控股股东的模式转变，以促进中集车辆内外部治理机制的完善，有效提升公司的激励机制、监督机制和外部资本市场对接机制。

充分利用中国在全球制造领域的独特优势，通过全球营运形成核心竞争力是当前中国企业的必然选择。市场分析认为，中集车辆已经形成此方面较强的核心竞争力。中集车辆通过十多年的发展及行业资源整合，目前全球营运格局已初具规模。此次三大投资者入股中集车辆，为该公司提供了有效防范经济周期波动风险的机制。

据了解，上海太富祥中、深圳南山大成、住友商事株式会社分属平安集团、南山集团、住友集团，均为国内外知名企业集团成员企业之一。新投资者的进入，将极大提升中集车辆未来在全球的业务拓展能力，以及对上下游资源的并购整合能力。中集车辆将与平安集团在金融领域、投资管理、租

赁业务等方面进行合作；将与南山集团在轻型材料应用、金融及海外业务拓展等方面进行合作；将与住友商事就新一代创新产品、产业链上下游延伸产品及服务、新兴市场网点布局等方面进行合作。中集车辆的未来愿景是：成为半挂车行业优秀的世界级企业，三大战略股东将为此愿景的实现，提供切实可行的共享资源。

中集车辆高层表示，本次引入战略投资者，既能使公司获得充沛的现金支持，通过并购或其他合作模式加强海外市场的渗透拓展，又可通过与战略投资者战略层面的全方位合作，优化升级中集车辆的全球战略布局。

尤为值得关注的是：本次增资过程中，中集车辆管理层持股公司跟投占比1.544%。管理层持股公司以与战略投资者同等的市场价格跟股，表达了管理层对公司持续发展战略及再创佳绩的信心。





中集集团8亿收购英国Retlan集团

2016年6月29日，中集集团以9170万英镑（8亿多人民币）的价格完成对英国Retlan集团的全资收购。收购对象是一家以各类型半挂车生产为主业的公司，在英国处于领先地位，旗下拥有SDC和MDF两家子公司。这应是全球近十年来半挂车行业一笔最大金额的收购，而借助这次收购，中集将顺利进入英国半挂车市场，并向欧洲市场进一步拓展，继续保持在全球半挂车行业的龙头地位。

收购对象资产优质管理团队欢迎中集

中集车辆集团总经理李贵平介绍，集团自2015年6月份开始接触这家有出售意愿的Retlan公司，该公司位于北爱尔兰安特里姆郡，在英格兰的诺丁汉郡也有一个生产工厂，主要生产侧帘车、平板车等各类型的半挂车，拥有员工近千名，在英国市场占有优势

的市场份额，是当地最大的制造企业之一，业务与中集车辆高度吻合，而其在英国市场的优势地位又刚好弥补了中集半挂车在英国市场的短板，从而进入中集的收购视野。

而更难能可贵的是，中集车辆通过聘用德勤、GTM、麦肯锡等世界一流的税务和营运咨询公司调查发现，这是一家资产优质，而且保持着连年盈利纪录的企业。就在上一个财年，Retlan集团还实现了1.98亿英镑的收入，其中实现利润1400万英镑。在被收购前，Retlan集团大部分股份被JJ Donnelly及其家庭成员所持有，而首席执行官Mark Cuskeran也拥有相当一部分的股权。

这么好的企业为什么要卖掉？李贵平表示，这是一个难得的机会，作为大股东的家族股份持有人即将退休，继承人无心接管，在盈利的时候销售对其是一个好的选择，而中集集团在全

球半挂车行业的领先地位又让其对企业的下一步发展以及企业员工的发展比较放心。而Mark Cuskeran为首的管理层也欢迎中集的入股，他表示，这是Retlan集团未来进一步发展的一大契机，正在全球化的中集集团也为其留下了深刻的印象。

收购从而顺利展开，并于近日完成交割。这对于中集车辆而言，这应属近几年来收购过的最优质的一次海外资产，尽管收购金额多达8亿人民币，但李贵平认为非常值得，并判断这将翻开中集车辆业务新的篇章。

铁三角布局奠定中集在欧洲市场地位

这对于中集车辆全球化的战略具有非凡的意义，乃至对于正在不断转型升级的中集集团意义也非比寻常，因为半挂车的主力市场在欧美，按中集集

团CEO兼总裁麦伯良的要求，即使2015年中集车辆已经以10%的份额名列全球半挂车第一，但不进入欧美前三，不足以真正称第一，欧美市场举足轻重。

1996年中集集装箱生产排名全球第一后，为防范全球贸易的周期性风险，中集开始思索战略板块的调整升级，管理层在国外看到的名为Trailer（半挂车）的道路运输设备在他们眼里就像“装着轮子的集装箱”，既与中集已有业务相关，又可以克服中国道路运输车辆超载泛滥等不安全因素的弊端，市场研究也显示这个领域的市场容量是集装箱的近4倍，半挂车从而成为中集转型的开始，2002年，经过了对国外企业先进半挂车技术的考察和学习，中集正式宣布进入道路运输车辆行业。

尽量后来证明半挂车技术远不是给集装箱“装上轮子”那么简单，但中集开始在这一行业一路狂奔，从最初一年销售几千万到2010年站到了年销售额166亿的世界领先地位，成为中集除集装箱之外最大的板块。随后在全

球产能过剩的情况下，中集及时收缩，专注有质量的增长，在一片亏损的市场中一直保持盈利，2015年仍以128亿营收占据全球第一的地位。而在这一过程中，中集始终以全球营运和本土智慧的理念进行发展，贴近当地需求，进入美国、欧洲及新兴市场等，并通过一系列收购展开全球业务的布局，2003年收购的美国企业成为如今中集车辆盈利能力最强的Vanguard公司。

不过，在欧洲市场，起先布局欧洲中心的德国西南角地带受到德国制造的狙击而一度受挫，2014年中集车辆开始改变战略，暂时撤出德国，而通过此前收购的比利时LAG公司，并在波兰建立生产基地，策略性地渗透到欧洲内部，如今完成在英国北爱尔兰Retlan集团的收购，从地理位置上看，这三个点形成“三角”构架，借此有望辐射整个欧洲市场，从而逐渐建立中集车辆在欧洲的优势地位。

更加差异化的欧洲或意味着更多机会

这次收购恰好处于英国脱欧的关键节点，虽然脱欧的结果出乎全球绝大部分媒体的预料，但收购团队表示，收

购过程中对这一结果已有所预期，从中长期来看，英国脱欧不会对此次收购产生明显不利影响，也不会影响中集与该收购对象的进一步融合步伐，更不会影响中集在欧洲战略的推进。

李贵平表示，从长期来看，中集车辆仍然会坚持在全球配置资源，目前中集在欧美及新兴市场的资源配置都会大大对冲各国汇率波动带来的风险，这也是作为全球化企业的中集早已有的策略。而未来，英国市场如何，他表示还是比较乐观的，“即便英镑有10%的贬值，对于中集而言也是可以控制的，在某种程度上来说，这种情况还有利于我们在英企业对欧洲、北非、中东等地的出口。”

虽然英国脱欧不会阻挡中集布局欧洲战略的决心，但随着形势的变化，战术可能会需要调整，适应当地的市场需要更精准的市场策略。对于以前趋近一体化市场的欧洲，单一公司辐射范围会更广，而未来的欧洲市场可能更具差异化，“更加差异化的市场对中国企业在海外的发展更具挑战性，而谁的能力更强，反而就越能取得竞争优势，中集这么多年丰富的全球化经验恰恰可以在这里寻找到机会，我很肯定地说，机会大于挑战。”李贵平表示。

中集LAG罐车当选2015年英国最佳罐车

2016年3月，中集车辆集团旗下企业 LAG Trailers 生产的 LAG 罐车，凭借较高的商用价值、油耗节省以及更低的重量与强度比，荣获英国“2015年度最佳罐车”。

成功的跨国合作

LAG 新型油罐半挂车是由四家公司紧密合作创造的最佳节油环保运输车辆。这四家公司分别是 LAG Trailers, Inver Energy, Turners Transport, Williams Tanker Service。Inver Energy 公司是获奖罐车的使用者。

巨大的经济效益

LAG 新型罐车为 Inver Energy 公司带来了巨大的经济效益。通过降低罐车 2 吨的重量，罐车的运载能力增加了 2000 升。

“轻型罐箱所取得的油耗节省为我们带来了相当大的好处。不仅增加了罐车的运载能力，还降低了碳排放量，使我们能够为客户提供更有竞争力的产品。” Inver Energy 的商务总监 Tony Wilson 如是说。

创新的设计制造

LAG 的建造方法是使用验证过的防浪板及罐体设计，只需三个环缝焊道。通过消除内部跨仓焊缝及外部焊接接头从而确保容器零泄漏。通过罐箱安装托架的副架上的悬挂和车桥组件，消除直接冲击负荷。同时该罐车也优化了悬挂弹簧中心距，大大提高侧倾稳定性和控制总车高。所有的悬挂部件用螺栓连接，便于维修和后市场供应。

同时，LAG 罐车被荷兰媒体评为“2015年最上镜卡车”。



中集安瑞科交付首个LNG液化工厂整体解决方案

2016年6月6~8日，银川国际会议交流中心，中集安瑞科、宁夏长明天然气开发有限公司、宁夏吴忠市太阳山工业园区管委会与中石油西气东输银川管理处共同激活了代表宁夏吴忠市太阳山工业园区长明 LNG 液化工厂项目的水晶球—标志着能源市场一体化的采、产、供、运、销全产业链运营联合体的成立—该模式将成为国内天然气行业共同构建能源互联网生态圈的典范。

据了解，本次联合经营模式的成功发起，主要依托中石油西气东输的天然气资源，在宁夏吴忠市当地政府的支持下，中集安瑞科作为液化工厂建设的整体解决方案提供商，联合上游气源开发商中石油与下游应用运营商宁夏长明，共同筹划形成了能源基础设施建设先行、共同构建能源互联网生态圈的思路，并提出创建能源市场一体化示范、共同打造联合运营标杆、实现能源产业全球化营运、共同分享“一带一路”能源红利的合作设想。

而宁夏长明和中集安瑞科并非“远亲”，而是由中集安瑞科的母公司——中集集团的全资子公司深圳天亿投资有限公司联合宁夏远杉新能源集团有限公司共同出资成立的清洁能源公司，该公司业务涵盖太阳山工业园区民用及工业用天然气的供应、天然气运输、销售、100 万立方液化天然气工厂以及加气站相关业务。

其中的 100 万立方液化天然气工厂项目由中集安瑞科提供包括从设计、工艺、设备、施工到运营支持的全过程 EPC 总承包，将分三期完成建设，并联合中集集团另一子公司中集融资租赁公司为项目提供融资租赁业务。近日，一期工程历经两年时间顺利竣工，可实现日产液化天然气 30 万方，年生产 LNG 产品 7 万吨，并获得了宁夏长明评审专家的高度评价：项目不但符合当初的定位，对于液化工厂最重要的衡量指标综合能耗，也超出了当初的预计，包括项目现场的 HSE 也超过很多国内液化工厂。

中集集团高级顾问赵庆生也对此一体化运营项目给予高度肯定。他认为，在油气行业低迷的背景下，这种产业组合，将有助于打破产业链条之间的数据壁垒，促进产业的数据资源整合，提升基于能源统计、分析、预测等业务的时效性和准确度，加上金融、投资等行业的融合发展，对于提升整个产业的技术进步和抗风险能力都将提供很好的借鉴意义。

“此项目是中集安瑞科并购国内领先工程服务企业 YPDI 和国内领先液化工厂工程提供商哈深冷之后，第一次提供国内 LNG 液化工厂整体解决方案的实践”王怀昇说，“标志着中集安瑞科由装备制造向工程服务、整体解决方案提供方迈出了坚实的一步。”

而在未来，基于在 LNG 储运及车船动力燃料系统等下游应用设备方面的优势，中集安瑞科也具备了为一体化运营产业生态圈提供优质整体解决方案的能力。



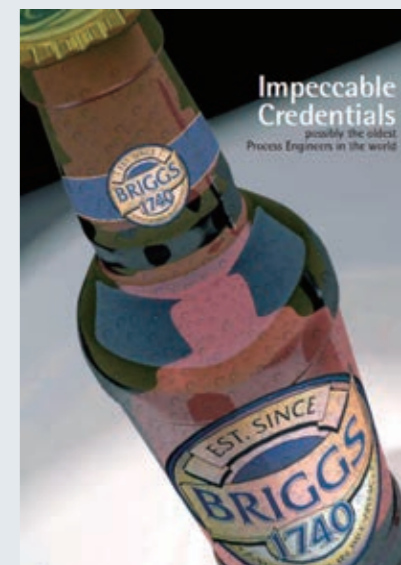
中集安瑞科收购英国276年历史企业Briggs

2016年6月3日，中集安瑞科以旗下欧洲成员 CETP 为收购主体，收购英国 Briggs Group Ltd 的全部股权，并顺利完成交割。根据股权转让协议，股权对价为最高 2300 万英镑。

这是中集安瑞科继 2012 年收购德国 Ziemann 公司以来，在液态食品装备业务又一重大的战略性资本运作。

Briggs 最早成立于 1740 年，已有 276 年历史。总部和工厂在英国伯明翰市，美国纽约有一个销售公司。公司员工 136 人，整体经营情况良好，一直保持比较好的盈利状况。最近一个财务年度，公司实现销售收入 2400 万英镑，净利润 360 万英镑。

公司主要为蒸馏、啤酒、制药、生物燃料和酵母等行业提供工程服务和关键装备，负责从设计、采购、制造、安装调试到售后等，是一家在英国相关工程装备行业具有一定品牌知名度的公司。



典型业绩包括欧洲最大的谷物蒸馏系统（位于英国卡梅伦布里奇市 Diageo 威士忌厂）、世界最大的活性干酵母系统（AB Mauri 哈尔滨厂）、美国近 30 年以来最大的啤酒工厂（美国维吉尼亚州摩森康胜啤酒厂）。

同时，公司利用其酵母技术为第二代生物制乙醇项目提供酵母系统，典型产品包括全球最早的木质纤维（秸秆）制乙醇的实验装置之一。公司可从事大型

啤酒产量经过过往几年的指数型增长，目前已进入稳产阶段，过去两年全球啤酒产量甚至略有下降，但烈性酒（威士忌、白酒等）需求则平稳增长，在酒类中的所占比例也稳步上升。烈性酒制作过程为酿造、蒸馏、冷却，最终得到高度数的酒精溶液饮品。因此，蒸馏工艺是烈性酒生产工艺中的重要一环。

另外，随着人类生活水平的提高，全球酵母市场预测未来 5 年年均增长 7% 以上，达到 42 亿美元的规模。为此，行业需要较大投资，为装备和工程带来市场潜力。

但中集安瑞科目前的液态食品装备业务过于集中于啤酒装备行业。为实现可持续发展，中集安瑞科液态食品装备业务战略确定了两个方向：一是纵向建设啤酒装备业务 EPC 能力，提升全球市场占有率；二是横向进一步拓展非啤酒装备业务。并购 Ziemann 使得纵向战略得到落实，中集安瑞科迅速成为全球啤酒酿造区领先的工程服务提供商和装备制造商。而本次并购 Briggs，则有望在横向战略上实现有效突破。尤其是可获取 Briggs 在非啤酒产业（蒸馏、酵母等）上的品牌、技术、业绩、人才等，加快中集安瑞科建设非啤酒装备领域的业务能力。

根据 Briggs 工程与设计能力较强，英国与北美市场较强，非啤酒装备业务能力较强的特点，并购后，双方可在技术、营销、售后等方面形成协同，包括共同开发全球市场、在非啤酒装备业务上承揽 EPC 工程做大规模等。

特别是中国国内烘焙行业的快速发展，使得焙烤类酵母具有较好的成长空间。另外，保健品、酶制剂等酵母衍生品业务不断成长，拓展酵母的深加工用途，增长潜力较大。因此业内普遍看好健康消费趋势带动酵母等食品原料业务市场的快速增长。

因此，本次收购，预计为中集安瑞科液态食品装备业务拓展新的平台和领域。

在能力上形成品牌的整合协同效应

自 2012 年收购 Ziemann，中集安瑞科液态食品装备业务收入从 2011 年并购前 6300 万欧元上升到 2015 年 3.2 亿欧元；净利润则从 462 万欧元上升到 2440 万欧元。并购后整合效果明显。

工程项目的总包，也可以提供撬装成套工艺设备，是以技术为牵引，以项目为依托，专业化发展的中小型工程公司。

为液态食品装备业务拓展新的领域机会

未来，随着能源、农业以及生物技术的不断进步，世界人口将每年以 1.7% 的速度平稳增长。中国等发展中国家的中产阶级人数会不断扩大，生活水平日益提高，刺激酒类消费量。其中，



全球最早的木质纤维（秸秆）制乙醇的实验装置之一

哈尔滨酵母厂，世界最大的活性干酵母系统

英国 Cameronbridge 市威士忌蒸馏系统，欧洲最大的、运营中的谷物蒸馏系统

美国维吉尼亚州啤酒厂，30 年美国本土最大的啤酒工程项目

中集安瑞科连获五个万m³以上 LNG全容罐订单

2016年3月-5月期间，中集安瑞科旗下张家港中集圣达因低温装备有限公司（圣达因）连获五个万m³以上LNG全容罐订单。

随着山东某项目LNG工程20000m³LNG全容罐项目招标公示，中集安瑞科“圣达因”又拿下了一台全容罐订单，连同此前圣达因在该项目中已取得的四

个10000m³LNG全容罐的订单，中集安瑞科在短短几个月时间，共获得五个万方以上LNG全容罐项目订单，在国内同行业企业中遥遥领先。

早在2015年初，中集安瑞科“圣达因”就按照新的《GB50183石油天然气工程设计防火规范》，在全球创先研制出了LNG双金属全容罐产品，并

共计申请了5项专利，专利主要涵盖双金属全容罐总体结构和局部结构的核心技术。

该首创研发技术为中集安瑞科抢占LNG全容罐市场获得了先机，本次中标五个万m³以上LNG全容罐订单为今年打下一个良好的开局。

中集安瑞科获1500m³乙烯低温储槽项目订单

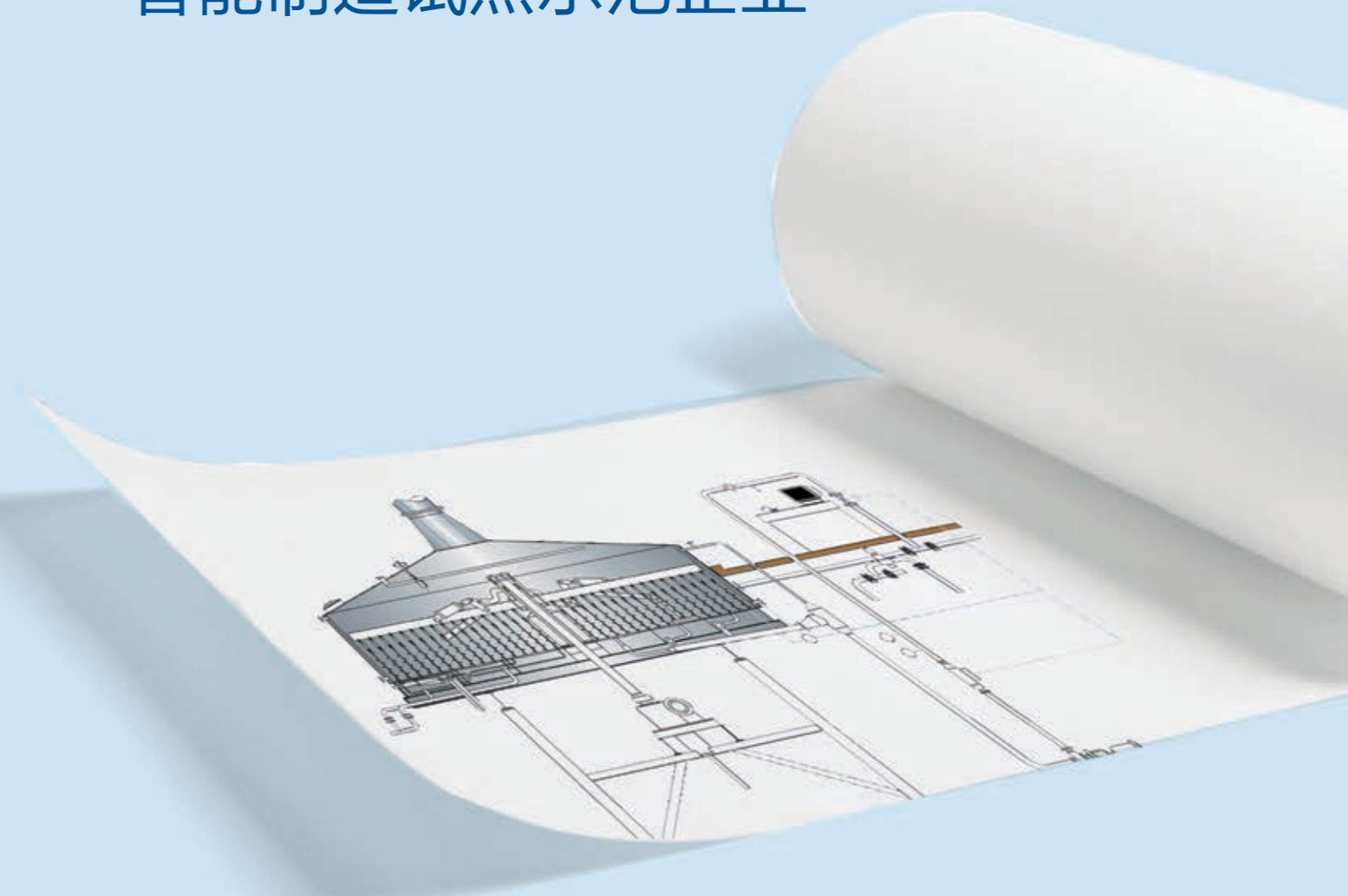
2016年4月，中集安瑞科旗下荆门宏图特种飞行器有限公司（中集安瑞科“宏图”）成功中标中石化中原石化1500m³乙烯低温储槽项目。

基于与中集安瑞科“宏图”在液化石油气罐车方面建立的长久合作关系，中石化首次在低温工程产品方面牵手

中集安瑞科。此次1500m³乙烯储槽项目，技术要求高、工期短，对业界来说是一项巨大的挑战。中集安瑞科“宏图”特安排技术骨干常驻SEI参与技术对接，最终，中集安瑞科以过硬的技术实力和严谨的工作态度打动了客户，在四家同行竞争中脱颖而出，成功中标。

此次1500m³乙烯储槽项目中标，实现了中集安瑞科低温产品与中国石化的首次合作，对提高中集安瑞科的行业知名度和影响力，进一步拓展市场具有重要意义。

中集安瑞科荣获“中国食品工业智能制造试点示范企业”



在2016年5月25-26日召开的（中国）食品安全技术装备专业委员会第一届理事会暨2016中国食品工业互联网峰会上，中集安瑞科旗下南通中集安瑞科食品装备有限公司（Ziemann & Holvrieka 亚洲公司）被授予“中国食品工业智能制造试点示范企业”。

食品工业互联网是指食品全产业链生产过程中，通过网络可以连接的所有生产设备、控制模块、各种软件系统、数据、存储器、智能终端等。工业互

联网峰会上，国家工信部、行业协会领导，知名食品生产企业、食品装备企业负责人，工业互联网、智能制造、大数据、智慧工厂等领域的企业代表共300余人，针对“食品工业智能制造实践与方向、食品装备与工业互联网的深度融合、以及大数据、互联网深度改变食品安全”等专题进行了深入探讨。

中集安瑞科作为国内食品行业龙头企业代表在会上发言，共同探讨智能工

厂、食品智能装备、工业互联网、食品安全质量追溯等新模式和新业态在我国食品工业领域的技术应用和发展趋势。同时提出：“中集集团作为民族制造业的先进代表，进入目前以民营企业为主力军的国内食品装备行业市场，其具备的优势以及中欧互动技术、国际化的研发活动，一定为民族食品工业的振兴和发展带来一股强劲动力。”

中集海工与先进制造产业投资基金 签署投资协议



2016年6月8日，由国家发改委、财政部及工信部牵头发起的中国先进制造产业投资基金在北京召开成立。

中国先进制造产业投资基金以中央财政资金为引导，吸收社会资本投入，通过市场化运作和灵活多样的投资方式，重点投资先进制造业、传统产业升级和产业布局的重大项目，加快培育高端制造业，促进传统制造业转型升级，推动供给侧改革，培育经济发展新动能。首期募集资金200亿元，其中中央财政出资60亿元。

成立大会由国家开发投资公司王会生董事长主持，国家发改委林念修副主任、财政部刘昆副部长、工信部辛国斌副部长出席并做重要讲话，广东、江苏等八个省市和工商银行总行领导在大会上发言，深圳市市长许勤出席并讲话。与首期基金签约的企业代表出席大会，中集集团副总裁于亚和中集海工财务总监詹文松出席。

在该基金与首批14家企业的投资协议签约仪式上，中集集团副总裁于亚与先进制造产业投资基金管理人——国投创新公司签订了合作框架协议。

中集海工成为先进制造业投资基金拟投资的首家海工装备企业，表明中集集团的海工业务将获得国家产业基金的直接扶持。这将有助于中集海工在高端海工装备研发设计和总装建造，以及带动核心装备国产化上实现新的突破，使中集海工落实国家海洋战略和创新发展的动能与能力再度提升。

中集来福士与中国石化签署 战略合作协议

2016年3月22日，中国石化战略合作供应商会议暨合作协议签字仪式在北京召开。中集来福士作为战略合作供应商参加了会议。中集集团副总裁于亚、中集来福士总裁王建中参加会议。

参与此次中国石化签约的战略合作供应商共39家。中集来福士作为中国石化重要装备供应商，已经累计为中国石化提供了近30亿元的装备物资。目前正在为中国石化承接胜利90米、勘探7号两座自升式钻井平台的建造任务。于亚副总裁与中国石化集团公司副总经理焦方正代表双方签署战略合作协议。

此次签约旨在构建供应链紧密的战略合作联盟，协同作战、共谋发展，进一步深化双方合作内涵、加大合作力度、提高合作质量，拓展新型合作领域，提高战略合作水平，打造升级版战略合作模式，推动双方战略合作向更高层次、更宽领域迈进。



中集海工荣获2015年 海洋工程科学技术一等奖

2016年5月22日，中国海洋工程咨询协会（以下简称协会）在北京召开第二次会员代表大会，中集集团旗下的烟台中集来福士海洋工程有限公司与哈尔滨工程大学完成的“深水半潜式钻井平台设计建造关键技术及应用”项目，荣获2015年度海洋工程科学技术一等奖。

全国政协副主席罗富和、十一届全国人大常委会副委员长周铁农出席会议并为获奖代表颁奖，国家海洋局党组书记、局长王宏出席会议并讲话，国家海洋局党组成员、副局长房建孟，协会第一届理事会会长孙志辉，协会第二届理事会会长周茂平出席会议。

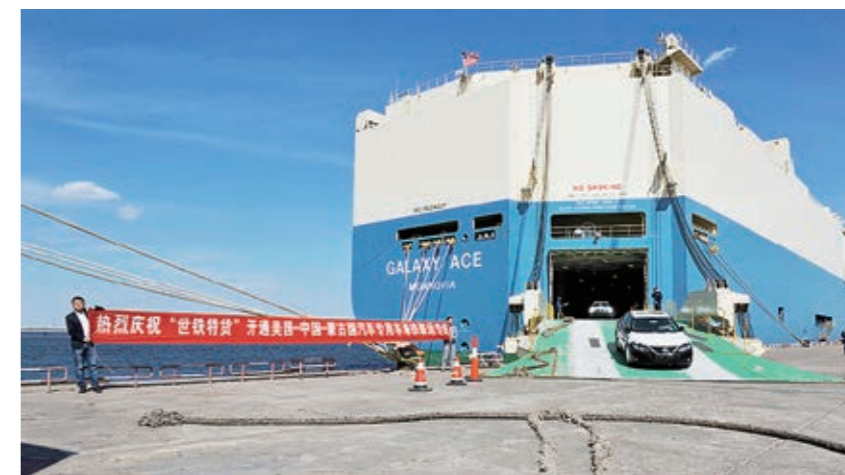
中集来福士荣获“2015 年度烟台市市长质量奖”

2016年6月7日，烟台市政府召开全市质量工作会议，宣布2015年度烟台市市长质量奖获奖企业名单。中集来福士在七家获奖企业中排名第一。中集来福士副总裁赵晖代表公司出席会议领奖，并作为获奖企业代表在大会上发言。



中集物流国际海铁联运专线 成功开通运行

2016年4月20日，60辆崭新美国日产天籁轿车由美国长滩港抵达天津新港滚装船卸港，顺利装载至铁路双层商品车专用运输车，4月21日正式向蒙古乌兰巴托起运，4月22日经由二连浩特换装，4月23日顺利通过蒙古扎门乌德口岸并于4月26日抵达终点乌兰巴托，运输列车全程运行1700公里，顺利完成“美国-中国-蒙古（俄罗斯）”国际海铁联运专线首次运行，填补了中国大小陆桥在车辆专业运输船只（RO-RO滚装船）海运+汽车专用车铁运的跨境物流运输领域的空白。



为贯彻国家“一带一路”战略，中集物流中世运公司充分发挥国际铁路运输服务优势，围绕客户需求、经过反复研究论证，制定了美国-中国-蒙古（俄罗斯）汽车专用车国际海铁联运专线物流解决方案。

该国际海铁联运专线已经获得蒙古市场的广泛认可，截至目前，又有近100台车辆运输合同已下订单。通过参与各方的共同努力，一条经济快捷、高效稳定的国际专用车运输通道已畅通运行。

在铁路主管部门和沿线铁路、海关、港口、中集物流各单位的支持下，中世运（北京）国际物流有限公司按照海铁联运一体化的运营模式，由中世运与中铁特货共同组建的合资公司世铁特货物流公司负责在蒙古国与汽车企业、汽车贸易商深入研讨，组织货源，并签订了长期海铁国际多式联运物流服务合同。

商品汽车通过海铁联运的形式，由北美港口经滚装船（RO-RO型船）运输至中国港口，完成转关、倒运、装车后通过中国铁路发往第三国尚属首次。虽然天津新港拥有地理位置及中国铁路网运力优势，但因集装箱运输流程复杂等诸多因素影响，此前商品车运输仍然完全通过俄罗斯东方港、伊朗阿巴斯港等国港口进行转运至俄罗斯远东、蒙古国及中亚五国。

此次国际海铁联运专线的开通，将彻底改变原有运输路径及模式，搭建了中国铁路特种车承运过境车辆的新通道，打造了具有核心竞争力的“稳定线路、稳定货源、稳定班次”的高附加值、长生命周期产品，为中国铁路、天津港带来了新的货运增量，为践行国家“一带一路”战略、进一步推动中国铁路资源“走出去”做出了积极贡献。



中集物流两条铁路集装箱班列首发



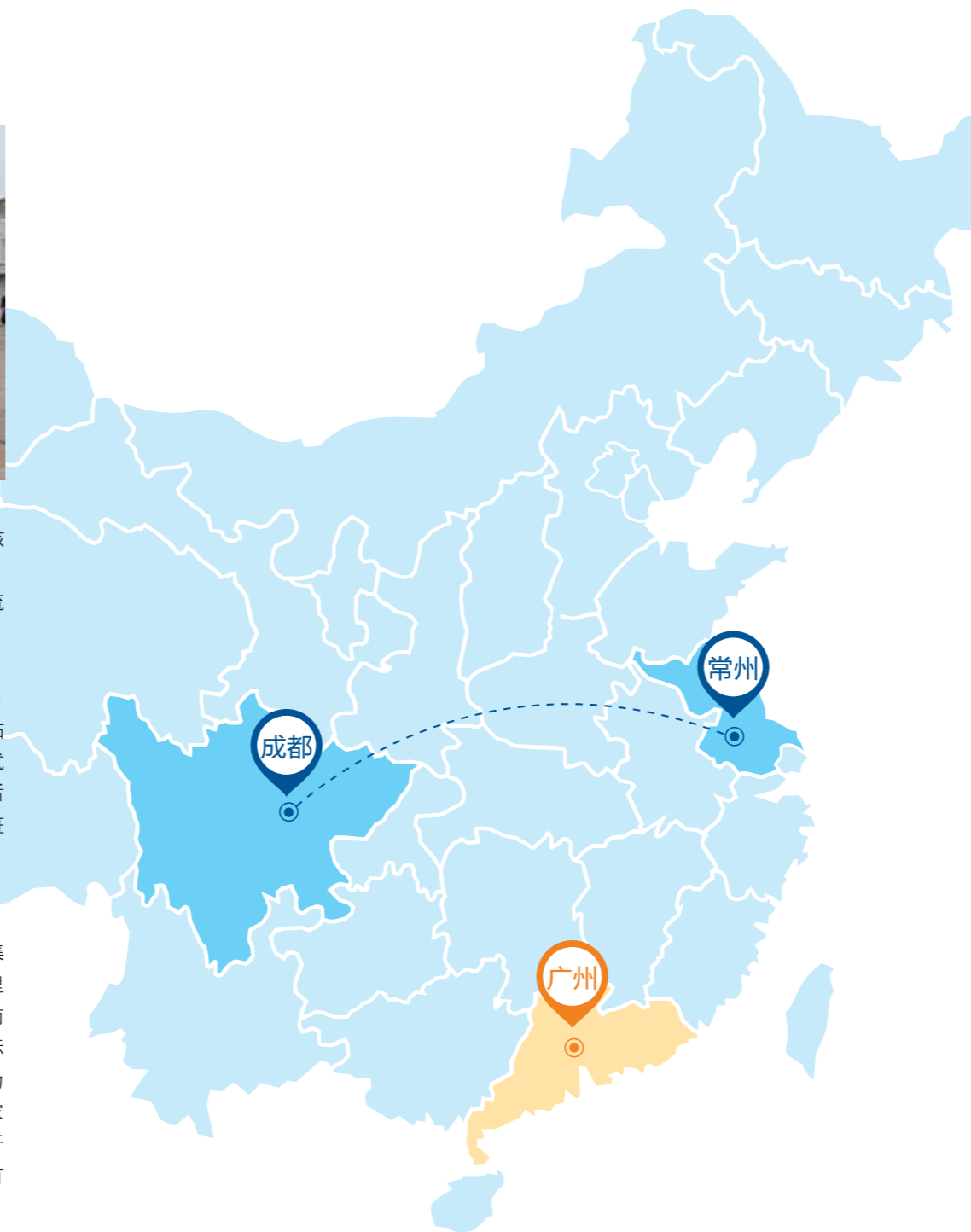
2016年4月13日上午10时，中集物流“常州-成都”铁路集装箱班列经过紧张有序的筹备，首发仪式在常州铁路货运站正式揭幕。上海铁路局南京货运中心常州经营部刘学涛主任，中集物流副总经理戴军、总助席军、凯通物流总经理王柏林等相关领导参加仪式并剪彩。开行的铁路集装箱班列自常州站发车后，运行48小时后抵达成都，每周运行5班。

在首发仪式上，上海铁路局南京货运中心常州经营部主任刘学涛表示，在一带一路/长江经济带国家战略深入推进的大背景下，中集物流积极投身于中国多式联运的发展，上海铁路局表示由衷的赞赏和全力支持，并将一如既往的与中集物流这样优秀的企业开展深层次、稳定长久的战略合作，实现双方互利共赢。中集物流副总经理戴军表示，中集物流一直致力于中国多式联运事业的发展，凭借自身物流装备、集装箱服务体系和铁总及各

路局等的资源优势，搭建以铁路为核心的水铁联运/公铁联运等平台体系，为降低企业物流成本，提高国家物流效率贡献自己的力量！

4月15日上午10点，中集物流“南宁-深圳”铁路集装箱班列，在南宁南站货运中心装车，将于23点30分正式发车。这是继“常州-成都”班列后中集物流开通的第二条铁路集装箱班列专线。本次班列自南宁站发车后，运行30小时后抵达深圳。

“南宁-深圳”班列的开通，是中集物流落实多式联运发展战略的又一里程碑，对未来进一步开通“越南-南宁-深圳”国际铁路专线、畅通国际物流通道奠定了坚实基础，同时也为加强我国西南、华南地区与东盟国家密切沟通往来创造了有利条件，对于打开中国西南区域对外沟通交流具有重要的现实意义。



中集多式联运公司首趟铁路特需班列启运

2016年4月16日下午，中集多式联运发展有限公司（以下简称：中集多式联运）首列铁路特需班列装车完毕后正式开出。对于上月刚刚诞生的中集多式联运来说，这是一个全新的起点，具有里程碑式的意义。广铁集团广州货运中心、中集多式联运及新会中集的有关领导，参加了启运仪式，见证了历史性的时刻。

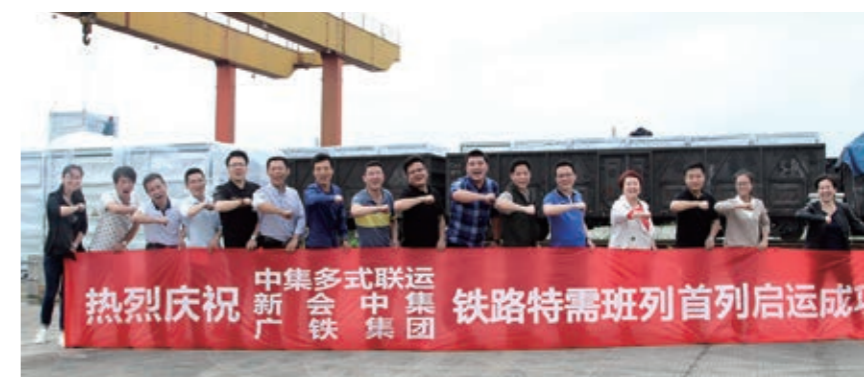
铁路集团积极响应“一带一路”国家战略，以实际行动携手中集加速推进中国多式联运，展现出了积极、开放的态度。中集多式联运的首列特需班列获得了广铁集团正式批文，由广州铁路局实施具体操作运营，从调度、装卸人员、操作时间等方面给予了大力支持，保障了装车的时效性和安全性。

中集多式联运公司借力新会中集等内部相关资源，充分发挥中集在品牌、装备、金融、服务上的资源及协同优势，根据行业客户需求制定运输专线，提供专业化装卸、包装的物流解决方案，从而有效降低物流成本及缩短运输时间，提高货物在运输过程中的安全性，为行业客户创造全新的货运体验与价值。本次首列特需班列的正式启运，标志着中集多式联运开始进军国内铁路货运行业，实现“上装备、开班列、进场站、搭平台”战略规划的落地。

以全球发达国家已成熟的多式联运模式为标杆，中国物流效率的提升仍然存在很大的空间。作为提升物流效率、降低物流成本的有效途径，多式联运近几年被国家提升到战略层面的新高度。当前，中集集团明确了优化存量业务、加强资本运作及探索创新创业机制的“三大引擎”发展战略，驱动集团加速转型升级。中集多式联运在此背景下应运而生，于2016年3月底注册成立。该公司得到集团高层的高度关注与支持，并对未来发展寄予了厚望，将成为集团业务增长的主力军之一。

作为中集“创新创业机制”孵化出的新锐创业公司，创立至今仅半个月时间。公司克服人手不足、资源匮乏等种种困难，迅速开通了首趟班列，为新公司的成立送上一份漂亮的礼物。

后续，中集多式联运将继续开拓新的班列专线，并加快布局铁路场站与公路、港口的配套衔接，努力打造具有中集特色的国内、国际的海铁、公铁联运物流模式，助推中国与“一带一路”沿线国家的互联互通，为中国及“一带一路”沿线国家的物流模式变革提供专业服务。



中集智谷荣获“全国示范基地产业园区”大奖

2016年4月16日，中国国际产业园区发展高峰论坛暨中国产业园区大会（华南站）在深圳会展中心隆重召开。大会以“构筑智慧科技，生态创新之路”为主题，齐聚了政府官员，国内产业园区、投融资、政策咨询、互联网等领域的知名专家和学者的领头羊，大会还吸引了凤凰网、新华网等各路媒体，参会人员约350人。共同深入探讨中国产业园区创新发展未来趋势，同时招商引资和推动产业园区创新联盟发展、打造顶尖交流平台也是本次大会的一大重点。

本次大会评选出了：全国十佳创客空间、全国示范基地产业园区、全国最具发展潜力产业园区等各类产业地产界重磅奖项。其中，中集智谷以“中

国制造 2025 示范园区”的创新定位、国际视野的生态规划以及国际领先的创新运营服务模式，荣获“全国示范基地产业园区”大奖，这是继荣获“2015年度中国产业地产”大奖之后，再一次荣登中国产业地产的荣誉殿堂，获此殊荣的还有蛇口网谷、星河城 WORLD、天安数码城、宝能科技园等特色产业园区。

中集智谷的全新模式，引起了在场专家、学者、同行的深度共鸣，与会代表互相交流和探讨产业园区创新发展新趋势，参加本次高峰论坛对于进一步开拓园区视野，促进园区对外的合作交流，宣传中集品牌和提升中集智谷园区的知名度有着重要意义。



联合卡车2016新型智能环保渣土车 亮相合肥



2016年4月24日，由联合卡车主办的“生态科技·共建未来——2016合肥新型智能环保城市渣土车推介会”在安徽国际会展中心举办，全新发布联合卡车新型智能环保城市渣土车。

下午3时，推介会正式开幕，场内座无虚席。推介会伊始，来自合肥城管局、渣管处、联合卡车等七位领导人登台，共同为新型智能环保城市渣土车发布启动仪式。

启动仪式后，合肥城管局副局长陈海斌首先登台致辞。陈副局长介绍，在城市工程建设中，渣土运输车辆功不可没，作出了巨大贡献。但是城市建设取得傲人成绩的同时，我们也看到作为城市建设有功之臣的渣土运输行业所带来的问题：传统的老式渣土车砸运输中的抛洒、滴漏、扬尘成为城市的流动污染源；现有营运的车辆多为国二、国三排放标准的柴油车辆，在运行过程中产生大量尾气，排放严重超标，加剧了雾霾天气的增多。更受社会公众关注的是安全问题，渣土车交通事故频发。

陈副局长表示，积极探究高效环保城市渣土运输解决方案，则是城建系统管理者们的主要责任，下一步，合肥将进一步加强城市渣土车运输车辆交通执法管理，合肥二环以内以及滨湖区、政务区的政府工程项目将全部采用新型环保渣土车运输。

联合卡车营销公司总经理助理丁传满发言表示，联合卡车作为中集集团旗下骨干企业，一直秉承“制造高端产品，提供优质服务，创立一流品牌”的理念，有责任也有义务去研发及推广智能环保产品，为客户提供物流运输装备及服务一体化解决方案。此次带来的“新型智能环保渣土车”，正是联合卡车专为城市建设开发的战略产品，其采用新型渣土车U型货箱、盲区雷达、车载监控等全新技术，以提高渣土车运营效率、创造环保又安全的城市环境。

此次在推介会展出的新型智能环保渣土车，笼式车身结构、满足欧洲碰撞法规要求，安全可靠、经济环保、智能高效、动力强劲。其根据渣土车作

业运距短，举升频次高的特点，重新对车厢和副车架进行了低重心设计，使得整个箱体重心在原有的基础上降低了7公分，大大提高了举升的稳定性，有效的避免了转弯侧翻的风险。另外，它采用了PVC篷布电动密封顶盖系统，开启速度快，收缩体积小，篷布强度大，使用寿命长；加装全景高清影像系统和右侧盲区雷达，提高了行车及行人的安全。

通过本次推介会，联合卡车新型智能环保城市渣土车得到了更多的关注。会后，大家纷纷走到场外联合卡车展区，观摩参观新型智能环保城市渣土车并咨询，很多用户还上车试驾，亲身感受了联合卡车新型智能环保渣土车的品牌实力和高品质魅力。

齐格勒

125 周年专题



齐格勒——全情投入消防领域，延续125年的可靠品质

作为全球领先的消防车辆和装备生产商之一，齐格勒不仅仅关注产品本身，同时还关注每天生产产品的员工——这一传统一直延续了125年。

在布伦茨（德国）总装车间，各种功能强大的消防车辆正在等待高科技内部配件以及最终的精整加工处理。今年20岁的斯蒂芬妮·科赫（Stefanie Koch）女士是一位充满工作热情的齐格勒员工，每天从事消防车辆的相关工作。她负责为专为国际市场设计的消防车辆安装重型设备伸缩滑轨。“我在2011年9月来到齐格勒，开始了车身和车辆构造技工的学徒生涯，这对我来说是非常明智选择。”科赫讲述道。科赫在孩提时就对消防车辆很感兴趣。如今，她已圆满结束学徒期，并且得到了众多男同事的充分认可。科赫表示：“我想这就是最好的职业，而且如果我能齐格勒这样一个传统企业工作，那就更完美了。”

125年前，一切始于 KLINGELMÜHLE——位于德国金根的一家旧工厂。

齐格勒拥有超过125年的历史，其创始人阿尔伯特·齐格勒（Albert Ziegler）在19世纪最后二十年就职于当地消防部门。1891年，齐格勒的重点业务是生产软管，公司因此在欧洲消防界脱颖而出。齐格勒消防软管在1894年安特卫普世界博览会上获得铜牌。1901年，齐格勒软管在柏林国际消防和救援展览中获得银牌。“当时软管的首选材料是大麻纤维，这种材料在湿润状态下韧性更强，在作业中能保证软管的密封性。”齐格勒软管织造

“当时软管的首选材料是大麻纤维，这种材料在湿润状态下韧性更强，在作业中能保证软管的密封性。圆形织造工艺从1950年开始盛行，当时还引入了聚酯纤维材料。但因为聚酯纤维的性能不佳，我们不得不在一个高科技工艺中增加一种弹性纤维作为软管的内衬，以此确保软管的密封性。”

沃尔夫冈·伍德勒 (Wolfgang Wunderle)

部门主管、专家沃尔夫冈·伍德勒 (Wolfgang Wunderle) 解释称。

伍德勒先生在齐格勒已经工作了30多年。在学徒期间，他接受了钢结构钳工方面的培训。他的钳工技能对于软管制造同样有很大帮助。他现在负责20多架圆织机，每天生产约6000米各种类型的消防软管。

沃尔夫冈·伍德勒称：“圆形织造工艺从1950年开始盛行，当时还引入了聚酯纤维材料。但因为聚酯纤维的性能不佳，我们不得不在一个高科技工艺中增加一种弹性纤维作为软管的内衬，以此确保软管的密封性。”显然，软管制造仍是齐格勒传统业务的重要组成部分。到目前为止，齐格勒共生产了6000万米软管，大约可以绕地球一圈半。

从软管到消防泵，再到装备齐全的消防车辆。

库尔特·齐格勒（Kurt Ziegler），阿尔伯特·西格之子，在1922年调整了公司的业务重点。库尔特与消防部门保持着良好的关系，他决定在这一细分市场投入更多产品。

因此，他在织机旁设置了一个机械车间，开始研发一种新产品——离心消防泵和便携式离心消防泵。公司经营异常红火，Klingelmühle的设施很快就无法满足产能需求。因此，齐格勒在1923年完成搬迁。1925年，公司生产出第一台轻便泵。“当然，几十年来，公司不断生产出新的、更现代并且技术更复杂的型号，比如1953年推出的8/8轻便泵至今仍然得到消防员的高度评价。”在齐格勒销售部拥有三十多年工作经验的汉斯·迈尔（Hans Mayr）指出。2011年，汉斯·迈尔全面负责德国地区的销售。

“当然，几十年来，公司不断生产出新的、更现代并且技术更复杂的型号，比如1953年推出的8/8轻便泵至今仍然得到消防员的高度评价。公司当前的核心竞争力归根结底来源于甘瑟·齐格勒（Günther Ziegler）的一个想法。甘瑟是库尔特·齐格勒的儿子，他在1953年决定开始制造消防车辆，进而为消防部门提供整套消防产品。”

汉斯·迈尔 (Hans Mayr)

“公司当前的核心竞争力归根结底来源于甘瑟·齐格勒 (Günther Ziegler) 的一个想法。甘瑟是库尔特·齐格勒的儿子，他在 1953 年决定开始制造消防车辆，进而为消防部门提供整套消防产品。” 汉斯·迈尔补充道。齐格勒每年在德国市场售出 500 辆各种类型的消防车辆，占据了德国市场约 30% 的市场份额。

如今的高科技车辆与齐格勒 1953 年在欧宝闪电卡车底盘基础上制造的第一辆消防车已不可同日而语。齐格勒引以为傲的专利铝板系统 ALPAS 为所有上部构造提供高质量的灵活底盘。无论是每分钟输送 10000 升水且使用相当便利的离心消防泵，还是宽敞的齐格勒乘员舱 Z-Cab (以装备安全性作为关注焦点)，都彰显出齐格勒几十年来在所有细节方面的丰富经验。

20世纪90年代以来，齐格勒逐步走向国际化道路。

1991 年，在成立 100 周年之际，齐格勒在伦茨堡开设了一家工厂。在接下来的几年里，齐格勒进一步在慕劳、荷兰、印尼和克罗地亚增设生产基地。目前，齐格勒在意大利、斯洛文尼亚和捷克共和国设有营业部，并于 2014 年在中国设立营业部。公司员工数量已经增加到 1100 多人，其中布伦茨公司总部员工约 600 名。

对公司怀有特殊感情的冈特·多尔福林格 (Günter Dörflinger) 自 2011 年以来担任公司国际销售部的负责人。他的父亲同样在齐格勒度过了职业生涯。冈特·多尔福林格在齐格勒完成了他的工业职员学徒生涯，后来获得了商业学位。学徒期结束后，他一直在国际销售部工作。作为这个部门的负责人，他在 2013 年中集集团收购齐格勒后看到了极大的市场机会，特别是在中国的市场机会。

齐格勒喜迎125周年庆典



2016 年 6 月 17 日，德国布伦茨河畔的金根市门庭若市，热闹非凡。总部位于当地的老牌消防车制造企业，齐格勒集团迎来了 125 周年庆典。

德国消防协会主席 Hartmut Ziebs, IG Metall 工会海登海姆地区分会主席 Ralf Willeck, 金根市市长 Gerrit Elser, 齐格勒董事总经理栾有钧, 齐格勒执委会成员, 以及来自德国消防行业代表、政界代表、客户代表、合作伙伴、员工亲友, 退休员工代表, 消防行业及消防专业杂志的记者等, 共 2500 人参与了此次庆典。

作为中集集团的成员，齐格勒得到充足资金并确定了极佳的未来定位。因此，齐格勒在 2015 年已经接受了大量投资，尤其是在德国生产能力方面的投资，以及在生产和研发方面的投资。有了资金支持，齐格勒将为世界各地的客户继续提供安全可靠的消防车辆和消防装备。

记者招待会

开幕式后，公司召开了面向消防行业及消防专业杂志的记者招待会。公司执委会介绍了齐格勒的悠久历史、经营现状及未来的发展方向。随后，执委会成员还与记者进行了轻松愉快地现场互动，详细回答了他们的问题。招待会结束后，齐格勒员工带领他们参观公司的生产车间。

VIP之夜

庆典的重头戏是当晚的 VIP 之夜。公司将历史博物馆装饰一新，并邀请了各界 VIP 代表在此共进晚餐。栾有钧代表齐格勒，对到来的嘉宾表示热烈的欢迎，并发表了演讲。他说：“今天是齐格勒 125 岁生日，作为齐格勒的总经理，我和 1200 名充满激情、责任的员工一起工作，我们生产服务于人民安全的消防产品，我深感自豪。”

德国消防协会主席 Hartmut Ziebs, 金根市市长 Gerrit Elser 等分别上台致词，并对齐格勒 125 周年庆典表达了衷心地祝贺。随后，德国消防协会主席 Hartmut Ziebs 向齐格勒赠送了纪念品。

值得一提的是，德国柏林 Hilfe fuer Helfer 基金会一直致力于为德国消防员的心理辅导与信心重建提供支持，帮助他们走出救援失败的阴影，齐格勒深知这项工作的重要意义。晚宴上，栾有钧代表齐格勒向该基金会理事 Ziebs 先生捐赠 12500 欧元。

作为齐格勒集团百年历史的见证人，退休老员工们的到来成为了当晚的一大亮点。这些老员工们曾服务于齐格勒集团几十年，虽年事已高、退休已久，但仍关注着公司的发展。他们用诙谐、幽默的语言，为现场的客人们呈现了一台精彩绝伦的脱口秀，并赢得了满堂的掌声与喝彩。

当晚的另一大特色是夜间的齐格勒消防车展示。夜幕降临，齐格勒消防车辆展示正式开启。按照生产年份的顺序，齐格勒 KLF 6, LF 16 TS, LF/GW, HLF 20 型消防车依次登场。霎时间，光影交汇、五彩斑斓，为庆典的 VIP 之夜增添了一抹靓丽的色彩。

家庭日

6 月 18 日，齐格勒邀请全体员工及他们的家人、朋友参加家庭日活动。除了参观金根工厂的生产线，客人们还亲身坐进齐格勒的消防车驾驶室，体

验了一把驾驶齐格勒消防车的乐趣。当天在户外展示的主角是齐格勒历代消防车，它们吸引了来客的眼球，不少家庭纷纷与之合影留念。小朋友们也在工作人员的指导下，体验了齐格勒消防水带喷水 and 灭火等项目，并学习了消防救援的基本知识。除了产品的亲身体验与互动，美味可口的食物更是必不可少。啤酒、烤肠、面包应有尽有！

齐格勒 125 周年庆典，一场家庭与事业连接的欢乐盛宴。



南方日报

中集何以频频并购全球老牌企业？ “全球运营，本土智慧”理念成就17项世界第一

——策划：刘丽 撰文：马芳

6月初，中集集团耗资人民币2.18亿元收购了一家成立于清乾隆年间的英国企业。这家名为Briggs的公司拥有276年历史。此前，中集旗下已有另外两家百年企业——1891年成立的德国齐格勒消防车公司(Ziegler)、1852年成立的德国吉曼公司(Ziemann)。

不久前，创办125年的齐格勒陆续迎来140辆服役长达30年的“高龄”消防车，这些车辆回厂接受一系列检修服务后，将再次返岗服役，产品质量可见一斑。牵手德国制造，中集不仅实现“国外品牌技术中国制造资源”的结合，而且按照全球运营的理念完成业务和管理整合。齐格勒2015年在中国市场新获订单超过100辆消防车，这是其在中国市场前所未有的纪录。

相较之下，1980年成立于深圳的中集堪称“年轻”。面对全球经济格局的瞬息万变和产业周期的波澜起伏，从整合中国资源到整合全球资

源，中集逐渐成为年均产值约600亿元的大企业。集装箱产销量连续20年居全球行业第一。但中集不满足于此，21世纪初还谋求多元化转型，连续布局了道路运输车辆、空港设备、能化与食品装备、海洋工程、物流服务、融资租赁等业务，向以能源与物流装备相关的产业链条延伸，运用数十起跨国并购方式，提升自身高端装备制造的水平，以全球战略应对全球化。

记者近日从中集获悉，近年该集团的跨国收购行为涉及到美、亚、欧、澳等各大洲，海外业务收入已占60%以上，业务遍及全球100多个国家或地区，拥有旗下成员单位约300家。中集集团的转型升级近年已初见成效，集装箱业务的营收比例已下降至集团约1/3，其他板块增长日见成效，登机桥、道路运输车辆等产品在17个细分市场都已做到全球第一。

1. 一家合资企业诞生 国际化基因与生俱来

中集集团的总部位于深圳蛇口客运码头附近。“时间就是金钱、效率就是生命”的巨型标语牌，20年来一直矗立中集总部大楼旁。

鲜为人知的是，这家与深圳经济特区同龄的跨国企业，是中国改革开放后的第二家中外合资企业，首任董事长是招商局集团有限公司原常务副董事长袁庚。他也参与了项目引进的全过程。

除了“时间就是金钱、效率就是生命”，袁庚的另一个经典观点让中集集团总裁麦伯良非常难忘——“不要闭门去研究别人已经发明的东西”。1982年，当时23岁的麦伯良刚加入中集时，公司总经理是丹麦人，直接上司是英国人。外方不仅带来了先进的技术、管理理念和国际化视野，更让麦伯良等人深



刻地体会到什么是市场经济、国际惯例和文化差异。

中集创立时就植入了市场化、国际化的蛇口基因，没有选择为别人代工的发展路径，在十分弱小的时候，就主动融入全球市场，直面全球竞争的压力，在全球经济的海洋中学会游泳、航行。

麦伯良大学毕业后成为中集唯一的集装箱设计工程师，1992年成为中集总经理，带领中集从一家曾濒临倒闭的小厂发展成为初步具备世界级地位的中国企业，寻求全球最佳的产业资源和市场资源，构建了全球化的企业运营体系。

他回忆说：“1980年，招商局和丹麦宝隆洋行合资成立了中集集装箱公司，从西方引进了公司的经营方式和管理制度。中集在诞生之初，

就自带国际化基因，成长了一大批国际化人才，公司为此受益无穷。”

除了1996年至今一直占据全球50%以上市场份额的集装箱产品，中集2002年宣布进入车辆业务后只用了短短4年时间，就向北美、日本、澳洲销售了近10万辆半挂车。车辆成为中集集团产品序列中新的冠军产品。2015年，中集道路运输车辆业务收入超过128.6亿元，占集团收入的21.92%，已是中集集装箱业务之外的第二大业务板块。

每进入一个细分市场，中集通常都会通过收购该行业内最先进的企业实现快速切入。从集装箱行业开始，中集在上世纪90年代通过在国内的三次并购，1996年超过韩国现代精工(HYUNDAI)和韩国进道(JINDO)这两个全球规模最大的集装

箱制造企业，成为世界产销量最大的集装箱制造企业。

中集集团副总裁于亚告诉记者，中集收购的着眼点不是财务控制，不是简单的规模扩张，而是业务整合，紧扣公司的产业规划去创造一个有竞争力的国际合作模式。

中集通过收购兼并等做法成为集装箱行业和车辆行业的世界第一，并通过收购兼并进入能源化工装备和海洋工程领域。中集2002年正式进入道路运输车辆业务，2007年生产能力和规模位居全球第一，通过收购荷兰博格、美国挂车行业内排名第8位的HPA Monon等公司，中集加快了在全球范围内的生产布局。

以全球资源迎接全球市场，如中集将从欧洲获取的第三代技术用于美

好收成 好收入

出壳

国 Vanguard 和其他车辆生产子公司的技术提升，被长江商学院创办院长项兵认为是“全球供应链、全球技术研发、全球资金供给、全球物流、全球人才配给”的全球运营理念的最好诠释。

“中集每一个产业的突破性成长和重大创新，都是首先把国际市场打下来、赢得全球主流市场的认可。我们的主要业务集装箱、能源化工食品装备、道路运输车辆、海洋工程等等，都是遵循这样一种发展路径。”麦伯良说，30多年来，中集的事业之所以能够取得成功，很大程度上是因为在国际市场的突出表现。

他感慨道：“国际客户从不相信你到认同你，再到尊重你、尊敬你、追随你，是一件非常困难但也非常有意思的事情。”

2. 国内收购样本

一分钱没花就收购了一家企业

近几年来，中集旗下的多个板块如中集安瑞科、中集车辆、中集空港等都在不断探索海外并购之路，使中集在短短十余年内成为全球知名的能源与物流装备及服务领域的跨国集团。多元化的发展也使得中集能够对抗单一业务的周期波动。

回看中集早期的集装箱业务发展之路，中集在上世纪九十年代就通过收购，充分借力被收购企业的客户和市场资源。

按投产时间计算，中集是国内第4家集装箱工厂，与同时期成立的国有企业相比投资规模没有优势，用的设备也是德国进口的二手设备，早期每天只能生产8个集装箱。

进入21世纪，与中集同时期成立的另外3家最早的集装箱厂，都因无法盈利先后退出市场，而中集却能在激烈的竞争中长期保持稳健增长，市场份额逐年攀升，到2004年已占据全球集装箱市场份额的55.96%。

中集是当时唯一建在特区的集装箱厂，瞅准集装箱制造中心将转向中国的历史性机遇，于1990年确立了“做集装箱制造业的世界第一”的战略目标，但当时它的集装箱产量还不到全球产量的1.46%，而且集装箱市场供过于求的局面已经形成。中集如何在几年之间改变了全球集装箱的竞争格局？

麦伯良认为，中集要在竞争中取得话语权，必须要有足够的量满足客户需求，较低的制造成本和随时可以满足客户需求的场地成为中集发展集装箱的两大战略。



由于运输成本在集装箱价格中占有很大的比例，集装箱生产出来后需要运输到最近的港口装货出口。当时国内集装箱生产厂已在中国沿海地区投产，主要港口基本上都被占领。除了在成本管理、质量管理等方面发力，中集选择了并购整合的路径，这样既符合公司区域布局的需要，可以扩大公司产能，也可以减少竞争。中集的股份化改造以及上市融资则为公司兼并收购与发展奠定了基础。

上世纪90年代初期，中集经过对大连、南通、新会三家企业的并购，生产布局基本上形成了华北、华东、华南三大产业基地。1996年，中集超过韩国的知名集装箱制造企业，成为世界产销量最大的集装箱制造企业。

在收购的过程中，中集也采取了灵活的做法。据郑贤玲在《中集：可以复制的世界冠军》一书中记载，由于缺乏资金，中集采取了先承包经营、通过生产经营就地获取资金再全面收购的思路，大连集装箱厂的收购是中集历史上输出管理、负成本收购的一个典型案例。中集答应收购大连集装箱厂51%的股份，原有股东必须同意中集两个条件，

第一个条件是中集出资300万美元购买51%的股份，第二个条件是中集成本管理一年，保证第一年的利润100万美元，原股东能分到49万美元。

通过一年的努力运作，大连中集赢利400多万美元，按协议分给原股东49万美元，中集等于一分钱没花就拿到了一个企业。对于被收购的企业而言，与中集合作避免了公司破产，保障了员工就业。中集输入的管理和订单，让企业得到了发展，干部员工在能力上也都得到了提升。

全球化下的中国制造业，在走过了低成本发展阶段后，必须探寻全球资源的优化配置，建立全球竞争力。麦伯良说，中集一直践行“全球资源配置”的理念，将冷藏箱、罐箱等技术从西方引进到中国，在中集手里又经历了升级换代，这些产品都为中集取得了世界第一，商业模式获得巨大成功。

3. 海外并购样本

制造升级从参与国际并购开始

今年2月，著名媒体人秦朔在距离德国慕尼黑不到两个小时车程的小

城金根采访齐格勒总部。调研后他写道：“中国制造升级的路径，或许可以发挥资金、市场的优势，直接参与国际并购，而不是自己从头开始做研发。国外有很多制造业的明珠，把它们好好串起来，也是一条升级之路。”

齐格勒集团创立于1891年，比中集集团第一大股东招商局的创办时间仅晚了19年，是德国最大的消防车生产商。不过，齐格勒虽然技术优良，却一度因经营不善陷入困境，2011年实体申请破产后，遇到寻找海外并购机会希望扩张空港地面装备业务的中集集团。

当时，中集集团已在机场登机桥领域全球综合实力排名第一，产品进入全球各大机场。而出于丰富产品系列的需求，正在布局全方位的空港地面装备。经过接触后，中集发现虽然德国齐格勒只有部分机场消防车产品符合中集空港板块布局需求，但仍认为消防救援车辆是个值得深耕的“高端制造业金矿”。

2013年12月，中集以约5亿港元的价格最终完成了对齐格勒的收购，正式步入消防车领域。中集相关负责人表示：“收购后双方企业



的融合非常重要，我们会在收购前确保管理团队和核心员工的稳定，中外双方在设计、采购、市场、售后都进行无缝对接，将海外企业逐渐拉入到中集的总体运营体系里来，但又保持其本地企业的差异性和地方优势。”

据中集派驻的齐格勒集团董事总经理栾有钧介绍，在中集完成对齐格勒的收购后，通过成本结构的改善和管理的优化，已经基本完成业务和管理整合，订单饱满，经营形势向好，其中德国一间最大的工厂原来有 500 多名员工，现在增加到了 600 多名。

2015 年初，齐格勒公司向广西南宁市公安消防队交付 17 台大型多功能城市主战消防车。齐格勒当年在中国市场新获订单超过 100 台，这是齐格勒在中国市场历史上前所未有的纪录。

收购齐格勒之后，中集在消防车领域一路挺进。在中集的布局里，美

国、中国、德国这三大消防车市场都是其最重要的目标。2015 年 7 月，中集通过股权置换获得中国消防 30% 的股权。中集希望通过对中国消防的收购逐渐完成对中国中小消防车公司的整合，力争在国内消防车市场占比达到 30% 以上。

“中集并购海外企业，可以实现‘德国品牌技术 中国制造资源’的结合，扭转消防特种装备进口难、国际定价过高的局面。”栾有钧表示，齐格勒作为德国最大的消防车企业，在德国市场所占份额超过 30%，而眼下中集同时在布局美国市场，如果这三个市场都能成功实现较大比例的市场份额，那么中集在消防车领域就有望成为领先者。

中集钻井平台“维京龙”号将挺进北极圈

中集海工总部将落户深圳前海

华为在北极圈内的挪威属地斯瓦尔巴特群岛上开通了全球最北的 LTE

站点，比亚迪生产的电动大巴行驶在穿越北极圈 7 个国家的道路上，未来，中集来福士建造的中国首座可在北极海域作业的深水半潜式钻井平台“维京龙”号也将挺进北极圈。

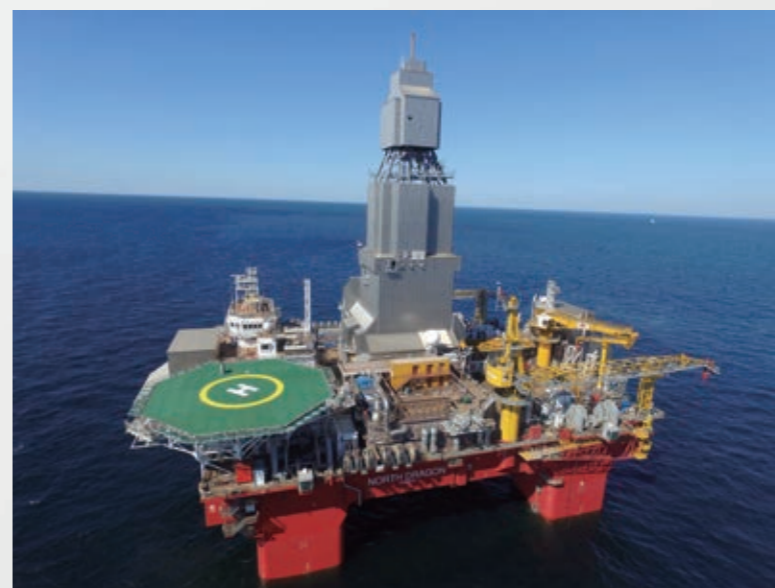
记者近日从中集获悉，“维京龙”号能在零下 20 度环境下作业，最大工作水深 500 米，可升级到 1200 米，最大钻井深度 8000 米，符合北海、巴伦支海海域作业要求，能够抵御北海百年一遇的风暴，2015 年 10 月已完成试航。

自 2008 年进入海工领域后，中集连续 5 年亏损。2014 年，中集海工板块实现销售收入超过 110 亿元，终于扭亏为盈。然而 2015 年全球原油市场供大于求，油价持续在低位徘徊，中集海洋工程业务收入同比下降 30% 以上。在 5 月底举办的中集集团 2015 年度股东大会上，一些投资者再次就海洋工程业务向麦伯良提问。

“中集的发展要顺应时代潮流，符合国家战略。即使有一些暂时的困难、暂时的波动，中集在海工方面继续发展的信心也不会动摇。”麦伯良说，国家制定的海洋强国战略是非常正确的，海洋约占地球表面积的 70%，人类需要开发海洋是毋庸置疑的。他预计全球海工市场有望从 2016 年底改善，2017 年起全球油气勘探和开发支出将恢复增长。

“没有这个家底，不轻易进入这个行业”

在中集开展多元化业务的进程中，让麦伯良感到最艰难、最寄予厚望



的事业是海洋工程，该业务板块被称为“中集的明天”。麦伯良深知中国海工要付出巨大代价，他说：“如果中集没有这个家底，是不轻易进入这个行业的。”

麦伯良早在 1999 年考虑中集产业升级时，就曾考虑过船舶产业。随着时间的推移，学工程的他开始认识到海洋工程这一高端产业对中集产业升级的意义。2008 年 3 月，中集公告收购手持 18 亿美元订单的烟台莱佛士船舶股份有限公司，该

公司是新加坡烟台莱佛士造船公司的子公司。

进入到陌生的海洋工程领域，中集完全不像收购集装箱企业那样从容。过往的经验难以复制，组织能力等也遭遇挑战。尽管每个国家进入海工都要经历战略性亏损阶段，但与集装箱行业投资回收快、投资回报高不同，海洋工程行业的投入大、投入期长，产业升级的严峻性、艰巨性、复杂性的表现让一些人难以接受。

“我们对于要素的丧失，对于经济和市场的逆转已经难以适应，我们甚至对短期的挫折也不能容忍，甚至倍感焦虑。中集海工业务的亏损受到外界很多的不解，连很多中集人也难以接受，而这恰恰是产生升级严峻性、艰巨性和复杂性的表现。”麦伯良表示，新的时期，中集将不刻意追求销售收入的增长，更多追求资产质量、资产回报、股东回报等。

在严峻的全球经济形势下，中集来福士 2010 年至 2015 年底已交付的半潜式钻井平台和在建半潜式钻井平台数量在国内市场的份额均超过 60%，分布在挪威北海、巴西、墨西哥湾等全球主要油气领域，其中在挪威北海作业的 COSL 系列半潜钻井平台七次获得综合性能评比排名第一。

2013 年 12 月，中集集团全资收购了瑞典知名海工设计企业 BT 公司 (Bassoe Technology AB)。通过收购与自建，中集在国内上海、烟台的研发团队与国际团队联合设计，在迎接全球海工产业的新一轮转移中占据了主动。

如今，中集来福士已成为中国最大的半潜式钻井平台建造基地，也是国内唯一一家具备批量设计和建造深水半潜式钻井平台能力的海工企业，建立起研发技术平台和研发体系。

实现世界级企业必须跨越的门槛

本月底，中集海工总部将落户深圳前海，中集海洋工程集团深圳前海办公楼将在前海启用。据于亚介绍，中集计划在深圳前海打造海洋金融及高端服务聚集区。

好收成 好收入

出壳彩



深圳 2013 年将海洋产业列为未来产业之一，出台了《深圳市海洋产业发展规划（2013 - 2020 年）》。深圳是南海区域经济最发达的城市之一，是我国实施南海开发最具条件的城市，同时毗邻香港，与香港在海洋科技、教育、人才引进等方面的合作具有得天独厚的优势。

“中集跟深圳有了更多的共同点，越来越合拍。”于亚告诉记者，深圳有可能成为国家南海开发的重要支撑城市，中集的产业 50% 是物流装备，50% 是海洋装备和能源装备，如果深圳的定位在海洋中心城市、能源中心城市，那将是中集最大的发展机遇。

在距离深圳东南约 290 公里的海面上，由中集设计建造的深水半潜式钻井平台“兴旺号”2015 年 7 月开钻。“兴旺号”堪称海工装备里的航空母舰，甲板面积超过一个标准足球场大小，平台上电缆总长度 900 公里；作业水深 1500 米，相当于深圳第一高楼平安金融中心高度的近 3 倍，最大钻井深度 8000 米，且首次开钻就直接挑战难度系数极

高的油气层钻井和测试作业，并创下中国南海钻井作业起管速度新纪录。

“进入海工市场后，中集始终将目光聚焦在产业高端。”于亚告诉记者，中集依托深圳来发展海洋工程，除了产融结合的优势，更多的是准备在深圳建成国家实验室来做集成创新，使深圳成为中集和国际上共同协同创新的交会点，这也是国际产业合作的一部分重要内容。

海洋工程装备是非常复杂的系统工程，属于资金密集型的高新技术产业，发展海工等高端制造业不仅可以提升企业竞争力，而且对全社会科研教育、配套服务和基础制造都具有非常重要的意义，也被中集人看成是实现世界级企业必须跨越的门槛。

“从核电、高铁、航天、大飞机甚至海洋工程装备可以看到，中国开始通过在重大装备上的自主创新来拉动‘中国制造’的升级，并且集成全球的制造能力形成‘中国制造’的新优势。”于亚认为，如今

中国制造业龙头企业不仅包括全球一流的设计生产企业，也会陆续出现一批拥有自主创新能力的总装企业，他们站在产业链高端拉动设备配套企业整体提升产业的国际竞争力，同时也在构造中国制造新的生态。

麦伯良告诉记者，一座深水钻井平台造价三四十亿元人民币，与大飞机相比有过之而无不及，即使是空中“巨无霸”A380，价格也仅有钻井平台的约 1/2。“中国集国家之力研制大飞机，而我们就靠自己的力量，遵循市场的规则，去学习和竞争，大飞机和钻井平台都成功了，我们国家才真正‘上天入海’，中国制造业才真正上了一个阶梯。”

■观点

中集海外并购的意义：“中国制造”上升为“全球制造”

三十多年来，中国经济与世界经济发生了巨大的变化。在风云变幻

中，中集专注于全球制造资源整合，通过多年探索积累了比较成熟的海外企业并购及管理经验，其主要理念便是“全球运营，本土智慧”。

中集一位拥有丰富并购经验的负责人告诉记者，一方面，中集作为一体化的企业进行全球化的运营，发挥统一协作的优势，打通内部管理体系，在市场拓展、采购等业务谈判上整合公司所有资源提升市场地位；另一方面，对于所有收购的海外企业，中集主要通过董事会治理结构进行管理，不干预具体经营决策，管理团队以当地人员为主，发挥本地经营优势。

中集车辆（集团）有限公司董事总经理李贵平曾表示：“如果将中集车辆未来的营运模式比作一串项链，‘全球营运’就是主线，‘本土智慧’则是颗颗珠宝。没有‘全球营运’，‘本土智慧’就会失去应有的价值；而失去‘本土智慧’，‘全球营运’也将毫无光彩。”

以中集车辆业务的核心零部件采购为例，2010 年，中集车辆通过海外收购而设立的美国 Vanguard 公司在与提供核心零部件的美国供应商 CEO 谈判时，最初按既有的谈判套路提出让对方在原价 2500 美元副的基础上降价 4%，即 100 美元，但多轮谈判下来，对方只答应降价 50 美元。

然而，戏剧性的转折是，当中集车辆负责人提出将中集车辆全球供应链的集中采购面向供应商后，对方很快就答应再降价 300 美元、让利 14%，达成了 2150 美元的采购价。而这家原本陷入亏损的企业，在中

集几年的运营后已经扭亏为盈，甚至已成为中集车辆集团盈利能力最强的企业。2015 年，Vanguard 产量由 2009 年的 1715 台提升至 10919 台，公司销量在美国挂车行业排名跃居至第四位。

业内人士认为，通过多起海外并购，中集这个著名的“中国制造”品牌在某种意义上也成为了“全球制造”的象征。通过并购吸纳整合的方式，中国企业同样可以将国外的核心技术引进，对已有的国内制造进行升级改造。这样比以往“偷偷拿来”进行改造更加大方，风险更小。

中集相关负责人也表示，“中国制造”并不一定是中国人要在各种工艺上自主创新，或者引入别人的工艺进行细微改造变成自己的。“只要企业的主体是中国的，通过海外并购同样树立的是中国企业的牌子，‘中国制造’并不一定是‘中国造’，也可以是‘全球造’。”

■对话

中集集团副总裁于亚：我们收购企业是业务整合，不是财务控制
南方日报：中集非常强调全球资源配置的能力，这一风格是如何形成的？

于亚：中集在 1980 年诞生之初，血液里就流着国际化的基因，成长了一大批国际化人才。三十多年来，中集事业之所以能够取得成功，在很大程度上突出表现是国际市场。中集每进入一个新的产业，都是自身成长的节点，很多突破性成长和重大创新都是首先把国

际市场打下来、赢得全球主流市场的认可，在海洋工程、集装箱等主要业务上都是遵循这样一种发展路径。

每当我们在一个领域创新时，都会考虑如何用国际视野形成一种创新模式。一个企业的国际竞争力不是只看简单的市场、订单，也不是国内、国外的简单结合，而是要创造一个更具有竞争力的国际合作模式。

如今的全球资源配置包括硬资源、软资源的配置，包括技术资源、市场资源、全球创新等等，为什么要强调这些资源的配置能力？这是产业发展到一定阶段的特征，如果没有这样的配置能力，是很难实现诉求的。

中集对于在跨国收购的企业，也力求最大限度发挥他们的优势，让他们感觉到中国人做企业同样能让他们有更好的创造性、更优秀的资源配置能力和新的发展空间。我们收购企业的着眼点是业务整合而不是财务控制，不是产能扩张，而是模式的变化，希望国内外资源的结合能够发生化学性的变化。

南方日报：过去三十多年中，中集的全球资源配置能力经历了怎样的变化？

于亚：深圳也曾是个什么资源都没有的城市，天生具备开放的基因和擅长配置资源的基因。中集也是一直面向全球市场发展，比如海洋工程产业就是高度国际资源配置的产业，要以非常开放的态度去配置全球资源来实现目标。

三十多年来，我们的产业角色在不断变化。最初中集是一个产品制造者，逐渐变成这个产品行业的一个领导者，比如中集在集装箱行业自1996年就稳居全球第一，世界上每两个集装箱就有一个是中集制造的。

2002年开始，中集开始寻求从战略发展上考虑逐渐减少对集装箱业务的过度依赖，实施相关业务多元化战略。近年来，中集的业务已遍及集装箱、道路运输车辆、能源、化工及食品装备、海洋工程、空港设备、物流服务、金融服务、地产等八大板块，在更多领域创造了世界第一。

当中集进入车辆领域时，已经不仅仅是进入一个新产业或者复制模式，而是开始全球资源配置，与多个国家进行研发、制造、市场层面的合作。2007年，中集正式收购香港上市公司安瑞科控股有限公司后又有所不同，除了产品层面的合作外，也进入工程总包领域，还收购最强的设计工程公司，以工程服务来拉动产品，2008年开始做海工也是这样的。

一路发展下来，中集有两个能力不断提升，一个是技术能力，另一个则是模式的创新能力，即使在中集最“古老”的集装箱业务，现在依然在研究创新模式。正是因为这些原因，中集的整体业态越来越年轻，创新的空间越来越大，在海洋工程、模块化建筑等领域有很大的想象空间和发展前景。

南方日报：中集2008年开展的海洋工程业务对全球资源配置的能力要求尤其高，中集来福士如何应对

目前的挑战？你如何看待中集海工业务的发展趋势？

于亚：在低油价的情况下，海工业务受到了极大的挑战，这种挑战是全球性的挑战，不只是对中国的挑战，必将引起行业的深度调整。

眼下我们面临两个问题，一是如何战胜现在的严冬活下去，我们安排了很多适应性的调整来保证业务能够连续，储备好力量。同时，我们也在积极加大研发投入。这种研发投入更多是瞄准未来，如何面对未来石油价格下降、多元化能源格局下，以更有效、更经济的形式开发，高效、高质量的经济型装备成为我们调整后新的竞争力。

中集在做产业，而不只是做产品。中集也不是只做自己，我们很大的投入是在做行业性投入，培育供应商和主要合作者，帮助他们从对深海一无所知到进入深海，进入国外市场，我们承担了大量培育成本、风险成本，是在为行业花代价。

中集是一个制造业的守护者，但制造业也是一个可以不断创新的产业，魅力在于创造也有不断创新的空间。社会进步、工业发展都离不开不断创新的制造业做支撑。中集一轮一轮地进行产业更替、提升，新的挑战不断出现，这时候就会拉动企业的进步。

中集在海工业务上交了不少学费，除了交付不少产品之外，最主要的是形成了产业创新能力，已经成型了，优势在扩大。就像我国造大飞机并非只是为造几架飞机，而是通过造大飞机的过程形成在航空领域的开发能力，我们也有信心通过努

力为海洋产业发展能提供更强的支撑能力，通过平台的建立发展未来产业。

- **1993年**
首次实施跨区域并购策略，收购大连货柜工业51.18%的股权
此后，收购兼并成为中集战略扩张的主要方式
 - **2003年**
收购美国排名第8的半挂车制造企业万格勒(Hpa Monon)公司，成立中集车辆集团美国公司
 - **2007年**
收购荷兰博格工业公司和安瑞科能源装备控股有限公司
其中，对安瑞科的重组使中集集团旗下拥有了第一家上市公司
 - **2008年**
收购烟台来福士公司29.9%的股份，成为该公司的最大股东
标志着中集正式进入特殊船舶和海洋工程的建造业务领域
 - **2012年**
成功收购德国老牌企业Ziemann，使集团食品装备业务迅速发展
 - **2013年**
收购德国消防救援车辆百年老店Ziegler，正式步入消防车领域
 - **2014年**
中集集团完成对新加坡德利国际的反向收购
中集天达海外上市成功，并成为中集旗下第二家上市公司
 - **2016年**
全资收购具有276年历史的英国企业Briggs，这是中集收购的企业中最古老的一家
- 注：除了多次收购国内企业，据不完全统计，中集进行的海外并购项目或在海外建立的子公司不少于30家。

好收成 好收入

CIMC Today Issue No. 214

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Preface

How time flies! Now the first half of 2016 has passed. Within the past 6 months, the global economy continues to undergo dramatic changes: the fears from the stunning British vote to leave EU, and the nail-biting anxieties from oil price slump and volatile exchange rates. And the global economy is confronted with increasing uncertainties.

In the context of the extremely complicated and challenging international environment, China's manufacturing industry bid a tearful farewell to the golden age of growth with low costs and had to set its feet on the way of seeking the optimization and allocation of global resources to enhance its global presence and sustain its worldwide dominance. Recently, CIMC completed its acquisition of Retlan Group, a UK-based leading special-purpose vehicle manufacturer, and Briggs Group, a well-established British food equipment designer and producer with 276 years of history. After the purchase, CIMC will embark on business integration by combining the foreign brands and technologies with domestic manufacturing resources, in an attempt to build up the core competitiveness of its vehicles and energy, chemical and food equipment businesses. But this is not the end of the whole story. Ziegler, a firefighting truck and rescue vehicle manufacturing specialist in Germany, has celebrated its 125th birthday. This is pretty awesome. Happy Birthday, Ziegler! After it became a member of CIMC in 2013, Ziegler has made big breakthroughs on China's market, and this is attributable to the efficient management consolidation and to the sharing of parent company's resources.

Inside, CIMC has intensified its capital operation efforts, a move aiming at nicer business performances. In 2016's first half, three strategic investors purchased newly issued shares of CIMC Vehicles, which will further optimize the company's shareholding structure. The new investors will be playing important roles in extending CIMC Vehicles' reach into more areas, improving its supply chains and optimizing its global strategic layout. In addition, Shenzhen CIMC E-commerce & Logistics Technology Co., Ltd. successfully completed its "A" round financing, which means CIMC E-commerce's business pattern was initially well received by investors.

There is no shortcut to a successful transformation and upgrading. Over the years of bitterness and sweetness, CIMC is a firm believer of reforms and innovations. In the second half of 2016, we will continue to improve traditional businesses and make concerted and intensified efforts, hoping to create new value for the community. Hand in hand, shoulder to shoulder, let's rush for a win-win.

Editorial Office of *CIMC Today*

CIMC Holds 2015 Results Conference in Hong Kong



CIMC held the 2015 Results Conference in Hong Kong on the afternoon of March 29, 2016. Representatives from many famous media outlets and investment firms in Chinese mainland and Hong Kong, and CIMC's top leaders including Mr. Mai Boliang, CEO and President, Mr. Yu Yuqun, Secretary of CIMC's Board of Directors, and Mr. Jin Jianlong, General Manager of Financial Management Department, attended the press conference.

Internationally, the international trades and investments continue to slow down, the crude oil prices hit record lows, and financial and foreign exchange markets were stricken by unusual volatility; nationally, China's economy has entered a period of new normal and will move forward with a slower growth, and the nation's general economic structure is under great adjustment pressure. In the face of such economic challenges both at home and abroad, CIMC has taken an early step forward to further optimize its multiple business structure, increased the proportion of emerging businesses conforming to the nation's development strategies in its business structures, and made breakthroughs in global operations, capital operations and other aspects. However, CIMC's major business segments were more or less impacted by the economic downturn across the world, and their sales revenues and profits decreased compared with those in the same period last year. CIMC's annual report shows that in 2015, CIMC earned operating

revenue of 58.686 billion yuan and net profit of 1,974 million yuan.

At the repress conference, a number of reporters and representatives from investment firms showed their concern about CIMC's strategic thoughts about and countermeasures against the economic downturn. Mr. Mai Boliang responded to such concerns in an optimistic manner: "CIMC does not merely revolve around the container production any longer. Today, we have 8 business segments and many innovation-oriented enterprises, such as CIMC E-commerce, CIMC Intelligent Technology, CIMC New Materials and CIMC Intermodal, so we have the ability to effectively diminish or even revisit the impact of global market volatility tremendously improved. Research, development and innovation are CIMC's core capabilities, essential for our better business performance in the future. Therefore, we will make intensified our investment efforts to build more research centers, hoping that we can provide our customers and clients across the world with more solutions. In the future, we will take advantage of the "three engines", namely the capital operation, innovative service and stock business, to set the "New CIMC" on the path of sound and sustained development."

Mr. Mai also responded to the capital markets' concern about CIMC's land resources, saying "we have rich and high-quality land resources of about 40 square kilometers.

These resources can be divided into two categories according to specific value: the first type of land resources are those in first-tier cities such as Beijing, Shanghai and Shenzhen. Now, the local governments have regulated that the original purpose for the acquired land should be adjusted. CIMC will work closely with competent agencies and contribute to the transformation, upgrading and construction of these cities. The second type of land resources are those in the second and third-tier cities, such as Tianjin, Dalian and Qingdao. As CIMC continues to deepen its industrial optimization and integration, a large quantity of land resources possessed by CIMC's manufacturing units will be available and will contribute to the business growth of the entire Group."

CIMC Holds 2015 Annual General Meeting



The CIMC 2015 Annual General Meeting took place on May 31, 2016 in Shenzhen. The meeting was presided over by CIMC's Chairman Wang Hong, and was attended by the Group's top leaders including Mr. Mai Boliang, CIMC's CEO and President, Mr. Pan Chengwei and Mr. Wang Guixun, CIMC's independent directors, Mr. Xiong Bo, CIMC's staff representative supervisor, and Mr. Yu Yuqun, Secretary of CIMC's Board of Directors. Wang Hong and Mai Boliang conducted in-depth communication and exchanged viewpoints on global macro-economic trends, CIMC's land resources, innovation industries, offshore projects and transformation of business growth patterns with shareholders, investors and analysts.

A total number of 29 proposals including the *Proposal for Candidates to the Eighth Board of Directors and to the Eighth Board of Supervisors*, the *Proposal concerning CIMC's Conformity with the Requirements for Non-public Issue of A Shares*, and the *Proposal for Distribution of Profits and Dividends for Fiscal Year of 2015*, were deliberated and approved at the meeting.

During the communication, shareholders expressed great concern about the Group's businesses. Chairman Wang Hong and CEO and President Mai Boliang honestly and patiently answered their questions. Mr. Wang said that CIMC is of significant

importance for China Merchants Group (CMG). As the founder and substantial shareholder of CIMC, CMG will continue to support CIMC's development unswervingly and wholeheartedly. Mr. Mai pointed out that CIMC will focus more on qualitative increase in the long run; and by improving the business segments and establishing the mechanism of management by board of directors at new business units, foster the growth of a number of innovative industries and cultivate a team of young talents capable of independently operating.

As for the land use issues at Qianhai and Taizuiwan which the shareholders are much concerned about, he said that a clear picture has emerged now; CIMC is working closely with Shenzhen municipal government to solve the problem and seek maximum interests for its shareholders.

Mai Boliang stressed that in recent years, CIMC has been committed to the industrial transformation and upgrading and to the buildup of the "New CIMC" brand image. At present, CIMC's innovative businesses including E-commerce, modular building, new materials and SSC are on the rise due to the introduction of internal business startup mechanism such as the management shareholding system. In addition, CIMC's Offshore Segment and Finance Segments are jointly development measures against

sustained drops oil and gas prices. Also, CIMC is extending its offshore engineering business from petroleum exploration equipment to highly value-added industries such as mobile offshore power plants and seawater desalination factories, and deepening its offshore business from the perspective of comprehensive use and development of marine resources. Moreover, CIMC Offshore, a member in the elite grouping that is entitled to the policy and fund support from the central government, will undertake the construction of the national-level engineering laboratories and a series of national science and technology major projects.

Mai Boliang expressed his heartfelt thanks for shareholder's purchasing and holding of CIMC's shares. Though the global economy and China's economy remain mired in a deep malaise, CIMC has formed a multiple business layout, an effective safeguard against higher market volatility. In the future, CIMC will stick to the quality-based development principle, give full play to its three major business segments, speed up the industrial transformation and upgrading, and earn more gains for its shareholders. "I am 100 percent confident in CIMC's future", added Mai Boliang.

Wang Hong and Mai Boliang further communicated with some shareholders after the conclusion of the meeting.

Mai Boliang Enters Fortune China's 50 Top Business Leaders in 2016



“Not content with its positioning as a leader in the world's container sector, Mai Boliang's CIMC will be committed to the development of high-end manufacturing and modern service businesses, the upgrading of value chain featuring the combination of manufacturing and service, and the global operation.”

CIMC's CEO & President Mai Boliang entered the list of Fortune China's 50 Most Influential Business Leaders in China which was issued on April 14. Those joining Mr. Mai on the list are the business leaders include Ma Huateng, Ren Zhengfei, Ma Yun, Wang Jianlin and Dong Mingzhu.

When referring to Mr. Mai, *Fortune China* commented: not content with its positioning as a leader in the world's container sector, Mai Boliang's CIMC will be committed to the development of high-end manufacturing and modern service businesses, the upgrading of value chain featuring the combination of manufacturing and service, and the global operation. CIMC Offshore, a business segment with an investment of 3 billion yuan, was under

great pressure after straight yearly loss. Seven years late, it finally made profits in 2014; and in 2015, it made another step further. In July 2015, COSL Prospector, a deepwater semisubmersible drilling platform developed and manufactured by CIMC, began to work on the South China Sea. Today, CIMC Raffles has become the nation's largest semisubmersible drilling platform manufacturing base.

Fortune China said that those joining Mr. Mai on the list are all business leaders with cross-industry visions and concepts. They have always been making effort to search for new tools, channels and management methods to improve efficiency and customer experience, and furnish their companies with more geographic dominance and time-honored grace.

CIMC and Baoshan District Government Enter into Strategic Partnership

CIMC and Shanghai Baoshan District People's Government signed the strategic cooperation framework agreement on the morning of March 24, 2016, aiming to jointly promote CIMC's industry-city integration project. The signing ceremony were attended by leaders including CIMC's CEO and President Mai Boliang, Assistant to CIMC's President Qin Gang, CIMC Industry-City General Manager Yu Zhenfei, CPC Baoshan District Committee Wang Hong, and Xia Yu and Lian Zhenghua, Baoshan District Deputy Mayors.

The signing of the agreement marks the beginning of full strategic cooperation between CIMC and Baoshan District People's Government featuring that the enterprises and government agencies should interactive positively with each other, the enterprises' leading status should be respected and enhanced, the market-based operating principles should be followed, and the government agencies should

provide unreserved support when and where necessary. CIMC and Baoshan District People's Government will further share viewpoints and resources necessary for the construction of the Scientific Innovation Center, give full play to their own comprehensive resource advantages respectively, innovate the enterprise-government agency cooperation patters, accelerate the construction of CIMC Industry-City integration project, achieve the development based on industrial clusters, benefit and promote the green development of neighboring regions, and ultimately achieve the win-win situation favorable for local development and business growth of the enterprise.

Baoshan District People's Government will fully support CIMC. With the concerted and intensified efforts from the two sides, the CIMC's Industry-City integration project will be developed into a public activity center in the north of Shanghai, which will boast industrial clusters, comprehensive functions, convenient transportation, ecologically livable environment, vitality and prosperity.

Shanghai Baoshan CIMC Industry-City integration project will cover an array of comprehensive functions such as commercial building, scientific and technological innovations, settlement of talents, regional commercial centers. After the construction completes, it will serve as an area to build up the image of the northern Shanghai, to embrace innovative development practices of Baoshan District, and to improve the living quality of Luodian Daju.



Vice President of CIMC Accompanied Secretary Ma Xingrui on a Visit to Malaysia



Major officials of Shenzhen, Chinese entrepreneurs, Malaysian Prime Minister's Special Envoy to China and senior officials of Ministry of International Trade and Industry gathered at the "working breakfast meeting" held at Shangri-La Hotel Kuala Lumpur on the morning of May 26, 2016. Yu Ya, Vice President of CIMC, seized the chance to present an overview of CIMC and its business operations in Southeast Asia to the guests of two countries after CIMC Offshore was introduced to Malaysian Prime Minister's Special Envoy by Ma Xingrui, deputy secretary of Guangdong provincial party committee and secretary of Shenzhen municipal party committee.

The relaxing event marked the beginning of Secretary Ma Xingrui's visit to Malaysia. As one of the five "Go Global" enterprise representatives in Shenzhen, CIMC, Huawei and BYD accompanied Secretary Ma Xingrui throughout the journey and got a few chances to present themselves.

To implement national strategy of "One Belt On Road" and build Shenzhen into a modern international innovative city, Secretary Ma Xingrui led a delegation on a visit to Indonesia and Malaysia between May 23 and 28 under the approval of the Central Government and provincial party committee. It was for the first time that Ma Xingrui had led a delegation heading abroad since he served as secretary of Shenzhen municipal party committee.

For CIMC, it is of great significance to seize this opportunity to expand its presence in southeast Asia and emerging markets and forge close ties with the governments of southeast Asian countries. Entrusted by CIMC CEO and President Mai Boliang, vice president Yu Ya attended relating activities of Shenzhen and delivered a keynote speech, which won widespread acclaim in Shenzhen and Malaysia.

CIMC'S CENTERPIECES "GO GLOBAL"

During the visit, Ma Xingrui met government officials of both countries and Chinese ambassadors, talked with relevant department heads, industrial and commercial elites and entrepreneur representatives, attended the Economic and Trade Cooperation Conference and discussed joint construction of industrial parks and projects in Indonesia and Malaysia so as to facilitate all-round and multi-level cooperation between Shenzhen and the countries and regions along "One Belt One Road" and bring into full play the strategic and pivotal role of Shenzhen Special Economic Zone during the construction of "One Belt One Road".

The success of Shenzhen is attributed to its high level of marketization. CIMC is without doubt the representative of highly marketized Shenzhen-based enterprises. Thanks to the forward-looking vision, CIMC has its business operations

in southeast Asia. In Malaysia, CIMC pallets sell well for years, and a small innovation of logistic technology has brought a standardized logistic revolution for this country; the three jack-up drilling rigs built by CIMC Offshore have brought Malaysia "national key equipment"; CIMC Enric and one Malaysian enterprise are involved in a joint bidding for the project of "relating equipment of CNG replenishing station".

In Thailand, CIMC Vehicles (Thailand) Co., Ltd. has operated for over a decade to serve the entire southeast Asia; in 2014, CIMC's first overseas yard project was finalized at Thailand's biggest port - Laem Chabang Port. In Singapore, CIMC-Tianda completed the acquisition of Deli International to further complement its airport equipment business. In Indonesia, CIMC Enric built the world's first CNG carrier for PLN.

CIMC PLAYS A LEADING ROLE IN MALAYSIAN BUSINESS OPERATIONS AMONG SHENZHEN-BASED ENTERPRISES

On that afternoon, "China (Shenzhen)-Malaysia (Kuala Lumpur) Economic and Trade Cooperation Conference" took place at Intercontinental Kuala Lumpur, which was the top agenda for Shenzhen delegation. The event was attended by Chinese Ambassador to Malaysia Huang Huikang, president of Malaysia-China Chamber of Commerce Datuk Ter Leong Yap, No. 2 Minister of International Trade and Industry (Malaysia) Ong Ka Chuan and Secretary Ma Xingrui, and they gave speeches one after another. The conference was chaired by deputy secretary general of Shenzhen municipal party committee Li Xinwei and attended by more than 430 people.

This event was co-hosted by Shenzhen municipal government, Economy, Trade and Information Commission of Shenzhen Municipality and the Chinese Chamber of Commerce and Industry of Kuala Lumpur and Selangor and received full support from Malaysian Ministry of International Trade and Industry, the Embassy of the People's Republic of China in Malaysia, Malaysia-China Business Council and Malaysia-China Chamber of Commerce.

CIMC was the only enterprise representative to be given the opportunity to deliver a keynote speech at the event, which gathered 30 plus Chinese enterprises and nearly 300 Malaysian ones.

Vice president Yu Ya made a keynote address titled Industrial Cooperation & Win-win Development on behalf of CIMC. At the signing ceremony, Gao Shang of CIMC Offshore and Malaysian clients signed the agreement of intent valued at 200 million USD.

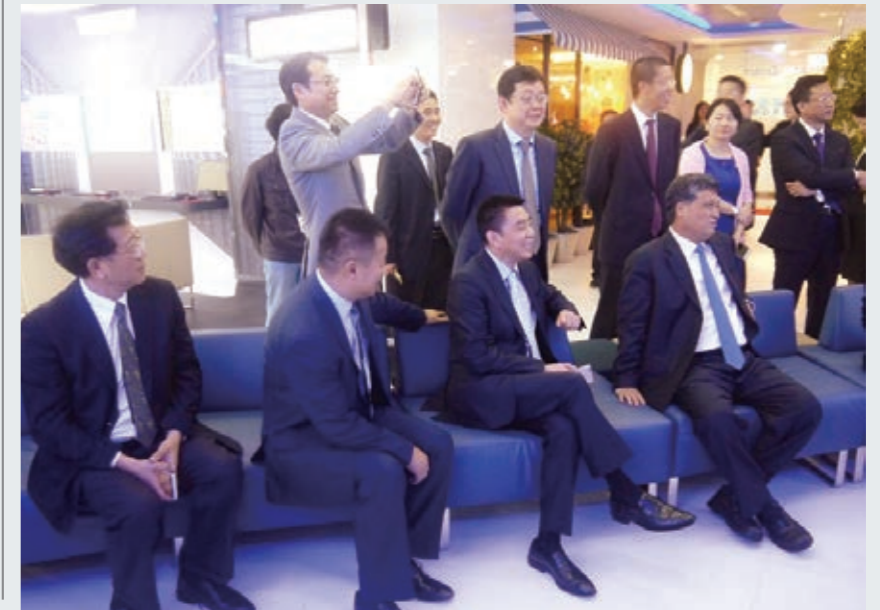
Yu Ya began his speech with an introduction of CIMC's pallet and offshore business in Malaysia as well as business operations of CIMC's Vehicles, Energy, Chemical, Airport, Logistics and other segments in Southeast Asian countries like Thailand, Indonesia, Singapore. He seized the opportunity to highlight CIMC's modular building and airport EPC capability. He closed his speech by casting a positive prospect over the cooperation between Shenzhen and Malaysia, which echoed Ma Xingrui's call for deepened cooperation.

It should be noted that CIMC was the only enterprise representative to be given the opportunity to deliver a keynote speech at the event, which gathered 30 plus Chinese enterprises and nearly 300 Malaysian ones. Yu Ya's speech fully showed to the attendees CIMC's company image and the strong influence of CIMC's Offshore, Enric, Modular Building, Airport Facilities on Malaysian politics and business, offering them new insights into CIMC and Chinese enterprises.



After the meeting, a lot of Malaysian enterprises came to CIMC's delegation, expressing their intent for further business cooperation with CIMC. They were received by Ma Tianfei, manager of Public Affairs Department, President Office, CIMC. CIMC's delegation also paid a visit to clients in Malaysia and Country Garden project.

This conference drew immense attention of Malaysian and Chinese media, which was covered by scores of media agencies at home and abroad, e.g. China Daily, Nanyang Business, Sin Chew Daily, The Star, New Straits Times, Business Times, The Sun, Malay Mail, etc.



CIMC and Baosteel Work Together to Create an Industrial Internet Giant

CREATE AN INDUSTRIAL INTERNET GIANT

On the afternoon of March 23, 2016, the signing ceremony between CIMC and Shanghai Baosteel Group Corporation Baosteel Group on three strategic programs, namely ouyeelbuy, ouyeelig and modular building, was held at Shanghai Baosteel Mansion. Chen Derong, General Manager of Baosteel Group and Ouyeel, and Mai Boliang, CEO and President of CIMC attended the signing ceremony and exchanged viewpoints on mutual cooperation. Further to CIMC E-commerce's access to "Internet+" business and initial round of financing, CIMC and Baosteel Group entered into the joint venture agreement and a letter of intent for business cooperation to jointly build the ouyeelbuy and ouyeelig platforms, aiming to get more involved in industrial Internet and e-commerce platform fields.

At the ceremony, Ouyeel proposed the plan to conduct equity cooperation with Shenzhen CIMC Tongchuang Supply Chain Co., Ltd. and Shanghai Yuncai Enterprise Management Consulting Partnership Co., Ltd. Ouyeel and CIMC entered into cooperation framework agreement on joint investments in ouyeelig.

Ouyeelig was previously Baosteel's third party electronic purchase platform for industrial enterprises. It connects purchasers

and suppliers, provides enterprises with higher quality supply chain resources and cuts purchase costs with centralized purchase and supplier evaluation system. Also, Ouyeel helps enterprises establish their own standard, transparent and efficient sunshine purchase system with electronic purchase processes and cloud terminal management.

Through the establishment of a joint venture together with Baosteel Group, CIMC intends to further optimize its purchase system based on the principle of "building together, sharing together" so as to innovate its platforms, mechanisms and systems, maintain the independence of the enterprise and its management by introducing the management shareholding system so as to realize market-oriented operation. The two sides will pool their high-quality resources together, open markets, and exercise their influences to attract partners and clients to join in the platform so that the platform will achieve a faster growth.

In addition, CIMC and Baosteel Group signed the letter of intent for business cooperation to jointly build the ouyeelig platform. Ouyeelig empowers the iron and steel manufacturing enterprises and relevant technical service providers with "Internet+", enabling efficient matching of supply to demands among terminal users at the downstream of the iron and steel industrial chain, safe transactions and technical support for steel selections and applications.

Ouyeelig will provide user groups such as steel works, steel traders, processing service providers, parts and components manufacturers and terminal end equipment manufacturers with the presentation of processing abilities, matching of processing demands and transaction of processing products, offer them steel knowledge and application technical service and transactions, enabling efficient matching of supply to demands among terminal users at the downstream of the iron and steel industrial chain, safe transactions and technical support for steel selections and applications. It is the service center for sharing, matching and trading of steel-processing-related resources and demands in China.

Market analysis shows that the alliance between Ouyeel and CIMC will benefit the steady development of ouyeelbuy and ouyeelig, contribute to Ouyeel's building of a fully-covered, highly-coordinated and service-oriented ecosystem of the steel industry. CIMC and Baosteel, complementing each other and sharing resources with each other, will create a giant in industrial purchase and processing field.

MODULAR BUILDING DEMONSTRATION PROJECT MAY SETTLE IN SHANGHAI

The modular building is considered a revolution in the history of architecture. CIMC and Baosteel have carried out explorations and practices of different building forms and technical solutions, and both have made achievements in their own field.

CIMC and Baosteel Group signed the memorandum on cooperation in modular building. The two sides will carry out cooperation in the industrialization of buildings, strengthen the communication and cooperation in R&D, technology and marketing, and give full play to their own resource advantages, so as to grow bigger and stronger. The two sides agree to start the implementation of a demonstration project in Shanghai as fast as possible. On the basis of the successful implementation of the

project, the two sides will further discuss capital partnership.

CIMC and Baosteel Group have started their business cooperation since 1994. Over the past 20 years, the two sides have successfully enlarged their cooperation scope from container materials supply to vehicles, energy and chemical, offshore businesses; in 2014, Baosteel CIMC Company, the first capital partnership program between the two sides, formally started its operation and made profits; in 2016, the two sides have more deeper-level cooperation, such as the execution of the agreement on the cooperation in ouyeelbuy and ouyeelig, and the discussion about joint investments and cooperation in modular business.

CIMC and Sumitomo Corporation Signs a Strategic Cooperation Agreement



Thanks to the long-term cooperation and mutual trust built up over the past 25 years, CIMC and Sumitomo Corporation – a business unit of Sumitomo Group, one of the top three economic groups in Japan, entered into strategic cooperation agreement. According to the agreement, the two sides will seek extensive cooperation in fields of vehicles, energy and chemical equipment, airport facilities, modular buildings and finance. The cooperation between CIMC and a member enterprise of a group listed in Global 500 will further integrate the overseas resources of the two sides to make joint efforts to extend their reach into countries covered by the State's Belt and Road Initiative and emerging markets in Africa and other regions.

Sumitomo Corporation is a major business unit of Sumitomo Group with 400 years of history, which is one of the top three economic groups in Japan, and ranked No. 12 in Global Top 500 Enterprises.

According to the agreement, the two sides will seek cooperation in the integration of overseas channels, supply chains and

even financial businesses on the basis of the mutual trust built up over the past 25 years. In addition to the current container and vehicle businesses, the two sides believe that there will be deeper and more extensive cooperation in energy and chemical equipment, airport facilities and modular buildings as well as CIMC's financial businesses.

The agreement stresses that Sumitomo Corporation and CIMC hope to maintain friendly and strategic negotiations about their businesses across the world and within the reach of their and the group's resources.

CIMC's relevant person said that the cooperation will further integrate the overseas resources of the two sides to make joint efforts to extend their reach into countries covered by the State's Belt and Road Initiative and emerging markets in Africa and other regions; in addition, the two sides have found more cooperation opportunities in supply chains, overseas markets and some other fields.

Li Guiping, Director of the Board and Managing Director of CIMC Vehicles, reviewed the cooperation between the two sides over the past 25 years. He commented that Sumitomo's strategic investment in CIMC Vehicles in January 2016 has not only diversified the shareholding structures of his company, but also integrated Sumitomo Corporation China Group and Sumitomo Automobile Division into CIMC's global operations.

Naoki Hidaka, Executive Vice President of Sumitomo Corporation, reviewed his cooperation with Mai Boliang, CIMC's CEO and President, over the past decades. He said that the execution of the agreement enables the both sides to communicate more about cooperation abilities.

Makoto Horie, special consultant of Sumitomo Corporation; Mai Boliang, CIMC's CEO and President; Huang Tianhua, President Assistant of CIMC's President; Tao Kuan, General Manager of CIMC's Strategic Development Department, and representatives of relevant companies attended the ceremony.

CIMC E-commerce Completes the Initial Round of Financing and Wins Investors' Recognition

Shenzhen CIMC E-commerce & Logistics Technology Co., Ltd., a business unit of CIMC, announced that it has successfully completed its "A" round financing of 300 million yuan on March 25, 2016.

The success indicates that CIMC E-commerce's business patterns were highly recognized by investors. Moreover, the new investors will bring more businesses and cooperation resources for the company. CIMC E-commerce will be able to work together with more startup enterprises in the Internet field, covering the business segments of community service, health & medical care, cross-border E-commerce, Internet financing, etc.

CIMC E-commerce is specially established to solve the problem of delivery difficulty at the "last kilometer" express delivery terminal. Today, the company provides community residents with express delivery handover, traffic assignment and neighboring-store-supported services that will meet the residents' demands. Since its establishment at the end of 2014, CIMC E-commerce has achieved unusually fast development in the sector by making best use of CIMC's logistics equipment advantages and the brand effect of "CIMC". As of March 2016, the company has erected 4,000 electronic express delivery picking machines, extended its reach into over 4,000 residential quarters and served 4 million families, ranking first in Shenzhen in terms of coverage and among top 5 electronic express delivery picking machines in China.

CIMC E-commerce is the pioneer on CIMC's way to Internet businesses. "CIMC is multiple and transnational industrial group that is committed to providing global consumers with logistics equipment and energy equipment, and CIMC E-commerce has brought the Internet elements into the Group. By making best use of the Internet, we have provided the logistics sector with highly efficient supporting services and improved the experiences of community residents", said Cheng Hongda, one of founders and General Manager of CIMC E-commerce.

"In the future, CIMC E-commerce will gradually establish the commercial layout of intelligent community living circle with the electronic express delivery picking machines as the base point and make its best to growth into an expert in this regard", added Mr. Cheng.



CIMC Sets up CIMC Intermodal to Drive the Reform of China's Traditional Mode of Logistics

In March 2016, CIMC officially established CIMC Intermodal Development Co., Ltd. (hereinafter referred to as CIMC Intermodal). Thanks to its more than 30 years' experience in equipment manufacturing and service capability in the global logistics sector, CIMC Intermodal will tap into CIMC's superior resources, actively advance CIMC's innovation strategy in intermodal transport field and provide professional services for the reform of China's logistics mode and those along the "One Belt One Road".

With the rapid development of container transport, the container transport chains in developed countries have connected their sea routes and land routes and brought about the container-based intermodal transport mode that combines railway, highway and waterway, greatly boosting the logistic efficiency and significantly reducing the logistic cost. However, in China cargo transport is still predominantly bulk cargo truck and van truck transport with a low level of containerization, and container inland transport remains to be fragmented transport, which instead presents huge room for the development of intermodal transport. Currently, total cost of social logistics in China accounts for about 16% of the GDP, which is

RMB5 trillion higher than that in developed countries (10% on average). In order to change this situation, CIMC Intermodal will focus on railway and follow the development strategy of "provide equipment and rail services, enter stations, build platform" so as to meet future intermodal transport demands in Chinese market. On the other hand, China is actively promoting the strategy of "One Belt One Road", which has brought a historic opportunity for the development of container intermodal transport. CIMC intermodal will step up efforts to establish connection with railway stations, highway and ports, build unique logistics mode of sea-railway, highway-railway and make China well connected with the countries along the "One Belt One Road".

"We hope to maximize CIMC's overall strengths in brand, equipment, finance and services, build the Chinese intermodal transport platform and provide clients with quicker and more cost-effective intermodal transport solutions." Qiu Chunyou, managing director of CIMC Intermodal Development Co., Ltd., said "We possess three core competitiveness in intermodal transport field: first, CIMC has more than three decades of experience in equipment manufacturing

and services for international intermodal transport; second, China-based CIMC has a deep understanding of problems and challenges in China's logistics environment, so it is sensitive to clients' real needs; third, since 2006, CIMC has entered railway transport field and possessed professional advantages in highway-railway combined transport by participating in the construction and operation of railway central station." In the future, CIMC Intermodal will be committed to promoting the strategic vision of "internet + intermodal transport", developing itself into an industry-leading intermodal transport platform operator, providing ample creative logistics solutions for clients and driving extensive application of CIMC intermodal transport equipment based on CIMC's existing strengths in container, road transport vehicle, energy, chemical and food equipment, finance and logistics. In addition, CIMC Intermodal will vigorously develop intelligent equipment to improve transportation quality and safety through visualizing and informatizing the whole transportation process, which will be a completely new logistics service experience for clients.



CIMC Tailors Special Containers for Long March 7 Carrier Rocket

Nantong CIMC Special Transportation Equipment Manufacture Co., Ltd. (NSSC) manufactured a series of special containers for China's large-size carrier rockets after it provided transportation containers and tool kits for China's scientists conducting scientific researches at South Pole.

Recently, the noteworthy Long March 7 Carrier Rocket was transported to the satellite launch center in Hainan. NSSC's provision of the special containers for the rocket was reported in the CCTV's *News Broadcast* on May 8.

CUSTOMIZATION ACCORDING TO CUSTOMER'S DEMANDS

The transportation tank of the rocket was independently designed and manufactured by NSSC. According to the requirement of China Aerospace Science & Technology Corporation that the body structure of the transportation tank on Long March 7 should be different from the push-type transportation tank used on Long March 5, and it should be designed and customized with the volume of the rocket body and the convenience necessary for lifting the rocket body taken into account, NSSC proposed the design thought of oppositely open top tanks based on its design experience of open top containers, and solved the problem of sealing the joints with the convolution design resembling a labyrinth and C-type pressing strips. By doing so, NSSC fulfilled the customer's demands that there should be no water penetration, for which the company has filed a patent application.

PURSUIT OF TECHNICAL EXCELLENCE

The difficulty in the production of the transportation tank for Long March 7 is not merely about its ultra-large dimensions, but the matching between the upper and lower tank bodies and the dimension control. To solve the prole, NSSC's technique and production team identified several key quality control points prior to the production, and stuck to high standard and rigorous requirements, and

made consistent studies and summarizations. After successfully completing the production of the No. 2 tank, NSSC timely summarized and fixed the perfect production experiences and manufacturing techniques for oppositely open top tanks.

In order to secure the rocket body and ensure its transportation safety and stability, NSSC's teams specially set a saddle inside the rocket. In the meantime, the teams specially made a complete set of molds to make sure the concentricity of the arc of the saddle's panel is no larger than 2mm, which will ensure that the rocket body will not be damaged.

INNOVATIONS & IMPROVEMENTS

The tanks were sent to the port by container truck. Since its ultra-large dimensions exceed the length of the flat, NSSC's transportation team made best use of the length of the tanks, separated the driving cab from the flat, and used automatic connection road and connector to tightly secure the driving cab, the tanks and the flat. This solved the problem and led to a fast and safe transport.



CIMC Vows to Pursue Green Growth and Contribute to Environmental Protection

Intermodal Asia 2016 was opened, in which set up "Intermodal China Day" and held the signing ceremony of the Actions of China Container Industry Association for Green Growth and Environmental Protection.



INTERMODAL ASIA 2016 OPENS

On March 2016, the Intermodal Asia 2016 opened at Shanghai World Expo Exhibition Hall, bringing together participants from container, transport and logistics industries in over 50 countries. The participants would view the cutting-edge products, attend panel discussions and expand their businesses.

The Intermodal Asia 2016 was jointly hosted by informa exhibitions, China Container Industry Association (CCIA) and Intermodal Transportation Branch of China Transport Association, and mainly supported by CIMC. CCIA's Chairman, CIMC's CEO and President Mai Boliang, Vice Chairman and Secretary-general of China Transport Association Yang Hongyi, informa exhibitions' CEO Charle, CCIA's Executive Vice Chairman and CIMC's President Assistant Huang Tianhua, Chairman of Container Owners Association Paul Merritt, Chairman of Asia Tank Association Reg Lee, attended the opening ceremony.

Huang Tianhua delivered the opening speech on behalf of CCIA. He extended warm welcome and heartfelt thanks to all participants. During his speech, he said that the global intermodal

business has shifted its center to China, which means an unprecedented opportunity for domestic enterprises. Since the release of the *Medium and Long-term Development Strategy of Logistics Industry* by the central government, local governments and enterprises have paid more attention to the development of intermodal businesses. The primary task for developing China's intermodal businesses is to accelerate the construction of large logistics channels and improve comprehensive transportation systems. The development of China's intermodal businesses will contribute to the prosperity of neighboring markets, benefit international trades, and help with the implementation of the State's Belt and Road Initiative. He called on the players in the industry to work together, deepen communication and cooperation, so that the intermodal businesses will serve for the well-being of the all the people across the world and shape a better world.

Compared with previous events, the Intermodal Asia 2016 had three highlights: firstly, the creation of Intermodal China's Day, for which the participants from different countries would hold talks about how to develop China's intermodal

businesses; secondly, the release of the latest policies for intermodal businesses by the central government; thirdly, CCIA's Green Growth and Environmental Protection Agreement Signing Ceremony would be held after the opening ceremony of the event, with the release of CCIA's latest environmental protection schemes. In the meantime, there would be over 40 top-level global forums and speeches, the visit to Shanghai Harbor and Taicang CIMC Reefer Containers Co., Ltd. and other communication activities.

At the exhibition, CIMC's elaborately designed stand attracted a large number of enterprise representatives for business talks, fully showcasing CIMC's business strength of the brand image of the "New CIMC". In the interior exhibition area and at the outdoor exhibition place, CIMC's business segments that closely relate to intermodal businesses, such as container, vehicles, energy and chemicals, logistics, finance and C&C, made a spectacular and harmonious presence, which received numerous visits from viewers.

CIMC PAINTS MORE "GREEN" TO CONTAINER SECTOR'S ENVIRONMENTAL PROTECTION PICTURE

After the opening ceremony of Intermodal Asia 2016, the scheduled Press Conference on the Actions of China Container Industry Association for Green Growth and Environmental Protection and the VOCs Control and Self-discipline Convention Signing Ceremony was held.

This event is a milestone in the green growth and environment protection history of China Container Industry Association (CCIA). A total number of 15 domestic container enterprises including CIMC, Singamas, CXIC Group and China Shipping Investment Co., Ltd. all signed the treaty. On behalf of CCIA and China's container enterprises, Mai Boliang expressed the resolution to pursue green growth and contribute to environmental protection. He said that the environmental protection in the container industry is not "a zero or a game"; on the contrary, it is the responsibility shouldered by all parties that compete and cooperate with one another on the common markets, it is the moral obligation that all downstream and upstream enterprises in the industrial chain will fulfill, it is the bottom line that all enterprises to the Convention will stand by, and it is the basis for mutual trust, the basic environment for sound and sustained development, and the lasting force driving the technologies move forward.

Mai Boliang announced that CCIA has formulated three basic principles applicable that every enterprise must stick to during its current production transformation: firstly, all enterprises in the industry should take concerted actions and are prohibited from using the solvent based coating, but the water-based coating; secondly, all enterprises in the industry should take thorough actions, abide by the requirements for VOCs emissions reduction stipulated in relevant laws, give up transitional schemes, and carry out technical transformations; thirdly, all enterprises in the industry should sign the *VOCs Control and Self-discipline Convention for Member Enterprises of China Container Industry Association*.

The container industry's taking the lead in signing the Convention in China's industries and businesses has established its new and green image in the public. In the meantime, the signing of the Convention enables CIMC to have fully illustrated its environmental protection philosophy of "Let's Green Together"; the promotion of the water-based coating will tremendously improve the working environment for employees taking relevant jobs, and it is another significant approach for CIMC to implement its "people-oriented" philosophy, fulfill its corporate social responsibility, and care about employees.



CIMC Modular Building Builds Hilton Hotel

On April 14, 2016, CIMC, Hilton, Bristol Airport and building company Kier jointly held an Open Day event. Hundreds of representatives from hotel groups, developers, investment funds, hotel operators, builders, suppliers, consulting firms, government agencies and mainstream media and partners in the modular building sector were invited to the event. The participants witnessed the cooperation between the two giants and how CIMC helped Hilton Hotel expansion across the world and accelerated the construction of Bristol Airport with its advanced building technology. The Hilton Hotel will open to the public in the fourth quarter this year.

Robert Sinclair, CEO of Bristol Airport Project, Patrick Fitzgibbon, Senior Vice President of Hilton Hotel Group, and Ms. Liu Xiaokui, Global Business Director of CIMC Modular Building, respectively introduced their own cooperative advantages and future development orientations. The guests gave greater recognition for CIMC's monolithic steel-structure modular building system after being shown around the hotel rooms and construction sites. This was the second cooperation between CIMC and Hilton after CIMC Modular Building & African Hotel Investment Summit, further consolidating the long-term and strategic business ties.

Patrick Fitzgibbon sufficiently recognized the competency of CIMC Modular Building in his speech. During the interview, he said that CIMC Modular Building's advanced building technology is capable of many difficulties that the tradition one cannot handle. In addition to the advantages in building periods and costs, CIMC also provides developers with financing services, which has tremendously CIMC's competitiveness on markets. Also, Hilton Hotel Group has found more cooperation opportunities from CIMC's mature building system and complete business models. Besides the cooperation on the UK's market, Hilton looks forward to working with CIMC more in Africa.



Liu Xiaokui said that the cooperation with Hilton Group and Bristol Airport is important milestone for CIMC Modular Building. The success comes from CIMC's advanced building technologies, Hilton's brand influence, and Bristol Airport's support. The Hotel, the first one after CIMC and Hilton Hotel Group entered into strategic partnership, and more modular Hilton hotels will be seen in the UK in 2016.

CIMC Modular Building has been taking technical R&D as its core. Besides the ensurance of product quality, with advanced monolithic steel-structure construction system and technology, CIMC Modular building will maximally improve the prefabrication rate of factories, accelerate the building, raise the construction quality, and reduce pollution to environment. Its cooperation with Hilton has shown CIMC's strength. CIMC Modular Building is looking forward to working together with partners from different fields and sectors for a better tomorrow.

CIMC Xinhui's Container-type Mobile Storage Charging Station Debuts

CIMC Xinhui designed and manufactured container-type mobile storage charging station debuted at the 12th China International Battery Fair & 1st China International Storage Forum held at Shenzhen Exhibition Center from May 24 to 26, 2016.

Closely following the development trends on new energy markets, CIMC Xinhui has developed dozens of new energy clients and products since 2014. The successful

development and debut of the container-type mobile storage charging station marks CIMC Xinhui's formal entry into the energy storage field. The charging station integrates multi-disciplinary design of different systems, including the analysis of the strength of the case body structure, energy storage system, heat analyzing system, C5-M anti-corrosion system, charging pile design, and the design of ventilation, fire fighting, resistance to vibration, lightning protection, lighting, and double escape exits. Among them, the designs of energy storage system and the charging piles are jointly developed by CIMC Xinhui and Clou Electronics, a leader in the energy storage sector.

The energy storage unit in the container-type mobile storage charging station is lithium iron phosphate battery with cycle life large than 5,000 times. It provides the electricity of 450KWh and charge two electric buses each time. Also, it is a large charger for temporary outdoor uses, and can function as emergency power resource to provide emergency assistance.



CIMC Yangzhou Tonglee Rated as 2015 Jiangsu Provincial Excellent Management Innovation Enterprise

Recently, the list of winners of 2015 Jiangsu Provincial Management Innovation Demonstration Enterprises and Excellent Enterprise was revealed. CIMC Yangzhou Tonglee Refrigerated Container Co., Ltd was awarded the honorary title of "2015 Jiangsu Provincial Excellent Management Innovation Enterprise". Altogether there were 6 winners from Yangzhou, and CIMC Yangzhou Tonglee was one of them.

CIMC Yangzhou Tonglee has been centering on the improvement management benefit and efficiency, focusing on the introduction of scientific management ideas and attempts, carrying out featured practices, summarizing successful management experiences, and sharing its excellent management

innovation modes. With its efforts and explorations in this regard, the company has been recognized and awarded by leaders from provincial and municipal government agencies.

In the future, CIMC Yangzhou Tonglee will continue to share its results in promoting industrial transformation and upgrading, strengthening innovation and creation abilities, raising quality benefits and implementing green and low-carbon development strategies.



Three Strategic Investors Hold New Shares of CIMC Vehicles

Three Investors' Shareholding Ratio After Capital Increase:

Shanghai Taifu Xiangzhong

↑ 16.822%

Shenzhen Nanshan Dacheng

↑ 1.544%

Sumitomo Corporation

↑ 0.929%

The efforts of CIMC Vehicles Group Co., Ltd., the second largest business unit of CIMC, to introduce strategic investors, have been properly rewarded. The three new investors, namely Shanghai Taifu Xiangzhong, Shenzhen Nanshan Dacheng and Sumitomo Corporation respectively accounted for 16.822%, 1.544% and 0.929% of the Company's shares after the purchase of newly issued shares. With their investments, CIMC Vehicles' shareholding structures will be further optimized, favorable for the improvement of its internal and external governance mechanisms.

CIMC Vehicles' executives said that the introduction of new investors has created a diversified yet well-balanced multi-shareholder structure, shifted the Company's shareholding structure from a highly centralized pattern of single shareholder and ownership to a relatively centralized pattern with the existence of relatively controlling shareholder, which will improve the Company's internal and external governance mechanisms including the incentive mechanism, supervision mechanism and the mechanism for connection with external capital markets.

Today it is an inevitable choice for China's enterprises to make best use of the country's unique advantages in the global manufacturing industries and build up their core competitiveness by means of operating globally. CIMC Vehicles has, as was shown by market analysis, done a remarkable job in this regards and preliminarily completed its global layout thanks to the development and resource integration in the past ten years.

Respectively, Shanghai Taifu Xiangzhong, Shenzhen Nanshan Dacheng and Sumitomo Corporation are member companies of well-known domestic and foreign groups: Ping'an, Nanshan, and Sumitomo. The introduction of the new investors will tremendously improve CIMC Vehicles' ability to expand its business across the world and acquire and integrate upstream and downstream resources. The Company will cooperate with Ping'an Group in finance, investment management and lease businesses; in the application of light materials, financial business and overseas

business expansion with Nanshan Group; in the product and service extension to upstream and downstream of the industrial chain and the layout of sales and service network on emerging markets. Also, the three new strategic investors will share resources of practical values with CIMC Vehicles to jointly achieve its target that the Company will make effort to become an excellent and world-class trailer manufacturer.

CIMC Vehicles' executives said that the introduction of strategic investors will bring sufficient cash, enabling the Company to enhance its overseas market penetration and expansion through acquisition and other cooperative forms and to optimize its global strategic layout through comprehensive strategic cooperation with the new investors.

It is noteworthy that the round of funding was also backed by CIMC Vehicles' management team confident in the sustainable development and further progress of the Company, who held 1.544% of the Company's shares after the purchase of newly issued shares at the same market price as the strategic investors had afforded.





CIMC Acquired Retlan Group at RMB800 Million

On June 29, 2016, China International Marine Containers (Group) Ltd. ("CIMC") acquired Retlan Manufacturing Limited ("Retlan Group"), a UK's leading semitrailer manufacturer and owners of SDC Trailer and MDF Engineering, at £91.7 million (over 800 million yuan). Thanks to the deal, the biggest in the global semitrailer industry in recent ten years, CIMC will be able to extend its reach into the UK's market, expand its business into Europe, and retain its position as a semitrailer world leader.

GOOD QUALITY ASSET AWAITS AND HIGH QUALITY MANAGEMENT TEAM WELCOMES CIMC

According to Li Guiping, General Manager of CIMC Vehicles, the Retlan Group is a specialist in the production of semitrailers such as flat transport semitrailers and curtain-side semitrailers; it has production plants at Antrim in Northern Ireland and Nottinghamshire in England and employs nearly 1,000 staff members. CIMC Vehicles finds close connection in business with the Retlan Group, which will complement to CIMC Vehicle's semitrailer business portfolio in the UK with its advantages in local markets.

The purchase talks started in June 2015.

Deloitte & Touche, GTM and McKinsey & Company, parts of the world's first-class taxation and operation firms engaged by CIMC vehicles to conduct necessary investigations to finalize the deal, reported that in addition to good quality assets, the Retlan Group has been trading successfully in recent years. It achieved sales revenue of £198 million and profit of £14 million for latest financial year. Before the acquisition, JJ Donnelly and his family held a large share in the group, while CEO Mark Cuskeran also owned a certain proportion.

People might be perplexed and feel curious about why a company with such brilliant performance will be sold out. However, Li Guiping said that the owner of the group has made a right decision. The majority shareholder from the JJ Donnelly family is about to retire, but the heir refuses to continue running the business. Therefore, it is a smart choice to sell the group when it is making profits. In the meantime, CIMC's leading position in the global semitrailer industry has reassured the majority shareholder about the company's future development and the employees' well-

being. Mark Cuskeran, CEO of Retlan Group, together with other management team members, has been impressed by the approach of CIMC Vehicles to the acquisition, believing that the acquisition is an important step forward for the Retlan Group and a significant opportunity for the company, its staff and for the future.

The business talks went smoothly, and the deal was finalized recently. The purchase cost CIMC Vehicles more than 800 million yuan, but Li Guiping commented that the deal was worth a lot more, and it is an acquisition of best overseas assets in recent years and will mark an exciting new chapter in CIMC Vehicles' history.

THREE GEOGRAPHICALLY ADVANTAGEOUS POSITIONS HELP CIMC STAND OUT IN EUROPE

Indeed, the acquisition is of significant importance to CIMC Vehicles, which is seeking to put the global strategy into practice, and to CIMC, which aims to transform and upgrade its business growth patterns. CIMC Vehicles ended its 2015 with an amazing 10 percent market share and the first place

worldwide, but the result did not satisfy Mai Boliang, the president of CIMC. He pointed out that the major buyers of semitrailers were from Europe and America, so if CIMC could not make it to the top three on European and American markets, its ranking was not that convincing.

After CIMC ranked the first place for its output of containers in 1996, the management teams began to explore the ways to transform and update its business growth patterns in an attempt to stay alert to and avoid the periodic risks of global trades. The management team once saw trailers abroad and considered them to be wheeled containers. The trailers were closely connected with CIMC's existing business and could overcome the disadvantages of China's road transport vehicles, for example, the overloading issues. Also, the market survey indicated that the trailer market capacity was nearly as much as four times of that of containers. Therefore, they finally decided to switch to the trailer business. In 2002, CIMC formally started its production and sales of road transportation vehicles after absorption and renovation of foreign advanced trailer technologies.

It was later proved that the trailer was not so simple as to install wheels to containers, but CIMC has made enormous strides. At the beginning, its sales revenue amounted to millions of dollars; in 2010, the turnover jumped to \$16.6 billion, which established the trailers as the second largest business segment of the group. In the face of global

trailer overcapacity, CIMC coped with the problem by reducing its production and focusing on quality growth, and its trailer business remained to be profitable despite the wide-spread gain loss in the industry. In 2015, CIMC ranked the first place in the world for group turnover of \$12.8 billion. During this process, the group has been sticking to the policy of "global operations, local knowledge". Being able to satisfying the demands of local customers, CIMC entered American, European and emerging markets, and seeks business growth on a global scale through a series of acquisitions. Vanguard, the American company purchased in 2003 has become the company of CIMC Vehicles with the greatest earning power.

However, CIMC Vehicles' plan to localize the production in the southwest of Germany, the central part of the Continental Europe, was frustrated by the soaring "Made in Germany" at the beginning. In this case, CIMC Vehicles temporarily terminated its business in Germany in 2014. Afterwards, it tactically penetrated the European markets with the help of its previously acquired LAG in Belgium and through the setup of a production plant in Poland. After the successful acquisition of the Retlan Group, the three positions, geographically in a triangle shape, will be complementary to one another, which will bring CIMC Vehicles significant business growth on a European scale and put it in an advantageous position.

A MORE DIFFERENTIATED EUROPE MAY BRING MORE OPPORTUNITIES

It is noteworthy that the acquisition took place at the time of Brexit referendum.

Though the Britain's departure from the European Union is totally unexpected for most of the media outlets worldwide, CIMC's acquisition team said that they have made full preparation for the outcome during the purchase process. In the long run, Brexit will impose no obviously adverse impact on the acquisition, the consolidation between the two groups and on further implementation of CIMC's European strategies.

Li Guiping said that CIMC Vehicles will continue to make intensified efforts to improve its global presence. At present, the group's resource allocations on American, European and emerging markets are able to minimize the risks of exchange rate fluctuations, an approach that CIMC has developed and proved to be effective. Mr. Li was optimistic about CIMC Vehicles' future on the UK's markets: "even if the British pounds depreciate by 10 percent, it is in our hands. To some extent, the depreciation will benefit export sales of the UK-based company to other European countries, North Africa, and the Middle East."

CIMC's resolution to seek business growth and expansion in Europe will not be shattered by Brexit, but it may make necessary strategic adjustments and adapt to local customers' demands with more accurate market strategies. Previously, a stand-alone company may serve a larger area in Europe featuring regional market integration, but in the future, the European markets may become more differentiated. "A differentiated market means considerable challenges for China's enterprises, and only those capable ones will be the winners in the fierce competition. CIMC's excellent track records in pursuit of globalization will do good to us. I am confident that for CIMC, a differentiated Europe means an opportunity instead of a tragedy", Mr. Li Guiping.

LAG Tanker Rated UK's Best in 2015

The LAG tanker, manufactured by LAG Trailers under CIMC Vehicles, was rated as the "UK's Best Tanker in 2015" for its high commercial value, low fuel consumption and lower ratio between weight and strength in March 2016.

SUCCESSFUL TRANSNATIONAL SUCCESS

The new-type LAG tanker semitrailer is a transport vehicle featuring best fuel economy and environmental protection, jointly developed by LAG Trailers, Inver Energy, Turners Transport and Williams Tanker Service. Among them, Inver Energy is the user of the prize-winning vehicle.

HUGE ECONOMIC RETURNS

The LAG tanker brings huge economic returns to Inver Energy. The reduction in the tanker's weight by two tons has increased its loading capacity by 2,000 liters.

"A lighter oil tank means a lot to us. It cuts fuel consumptions, increases loading capacities and reduces carbon emissions. With it, we could offer more competitive products to customers", said Tony Wilson, Business Director of Inver Energy.

INNOVATIVE DESIGNS & MANUFACTURING TECHNIQUES

The LAG tanker, which is manufactured with tested water boards and proven tanker body designs, only needs three circumferential welding seams. The elimination of internal cross-compartment welding seams and external welding joints will ensure zero leakage of the container; the suspension on the sub-frame of the container's installation bracket and axle components will eliminate direct impact load; the optimization of the center distance of the suspension spring will tremendously improve the side stability and control the total height of the vehicle. All the suspension parts, connected with bolts, will facilitate maintenance and after-market supply.

The LAG tanker was also rated as the "Truck with Best Looks in 2015" by Holland media outlets.



CIMC Enric Delivers Its First LNG Plant Solution Package

The representatives from CIMC Enric, Ningxia Changming Natural Gas Development Co., Ltd., the Administration Committee of Taiyangshan Industrial Zone, Wuzhong City, Ningxia Hui Nationality Autonomous Region, and CNPC's West-East Gas Pipeline Project Yinchuan Administration Center, jointly illuminated the crystal ball that represented Changming LNG Plant Project in Taiyangshan Industrial Zone, Wuzhong City, Ningxia Hui Nationality Autonomous Region from June 6 to 8, marking the establishment of a complex operating covering all the links in the industrial chain from mining, production, supply, transportation and sales. The pattern will become an example for domestic natural gas sector to jointly create an ecological circle for the energy Internet.

The successful start of the joint operation pattern was underpinned by the natural resources transmitted by CNPC's West-East Gas Pipeline Project. With the support from Wuzhong Municipal Government, CIMC Enric, the supplier of the LNG plant solution package; CNPC, the natural gas resource developer at the upstream of the industrial chain; Ningxia Changming, the application operator at the downstream, have come up with the thoughts to jointly create an ecological circle for the energy Internet by starting with the construction of energy infrastructure, and proposed the cooperative idea to set an example for the integration of energy market, establish joint operation benchmark, achieve the global operation of energy sector, and share the energy dividends of the "One Belt One Road" Initiative.

Ningxia Changming is no "stranger" to CIMC Enric. As a clean energy company jointly invested by Shenzhen Tianyi Investment Co., Ltd., a wholly-owned subsidiary of CIMC and Ningxia Yuanbin New Energy Group Co., Ltd., Ningxia Changming is engaged in the supply of natural gas to residents and enterprises at Taiyangshan Industrial Zone, transportation and sales of natural gas, operation of a 1 million-m³ LNG plant and gas stations.

The 1 million-m³ LNG plant project will be implemented in the form of EPC contract from design, techniques, equipment, construction to operating support by CIMC Enric. The contractor will complete the project in three phases, and work together with CIMC Financing Leasing Co., Ltd. to the project. The first phase of project completed quite recently after two years' construction will produce 0.3 million-m³ LNG each day and 70,000 tons of LNG products, and it is highly accredited by experts from Ningxia Changming: the project has not only lived up to the preset standards but also exceeded the expectations in terms of comprehensive energy consumption, the most important measurement indicator for a LNG plant; also, the on-site HSE outperforms that of many domestic LNG plants.

Mr. Zhao Qingsheng, a senior consultant of CIMC, thinks highly of the project, saying that in the face of growth slowdown in the oil and gas sector, the industrial combination will help break data barrier among industrial chains, promote the integration of data resources in the sector, improve the timeliness and correctness of businesses based on energy statistics, analysis and forecast, and with the integral development in such sectors as finance and investment, represent an exemplary case for enhancing the technical progress and risk-proof abilities of the entire sector.

"The project is CIMC Enric's first attempt to offer solution package for a domestic LNG plant after its acquisition of YPDI, a leading engineering service supplier, and Liaoning Hashenleng Gas Liquefaction Plant Co., Ltd., a leading supplier of gas liquefaction plant project supplier", said Wang Huaisheng, "this marks that CIMC Enric has made a big step forward to shift from an equipment manufacturer to the supplier of engineering service and solution package."

In the future, CIMC Enric will be capable of providing high-quality solution package for integrated operation of ecological circle in the sector thanks to its advantages in downstream application equipment, such as the LNG storage and transportation equipment and vehicle vessel power fuel systems.



CIMC Enric Acquired UK's Briggs Group

CIMC Enric Tank & Process B.V. (CETP), a subsidiary of CIMC Enric Holdings Ltd., successfully completed its acquisition of 100% shares of the UK-based Briggs Group Limited (Briggs) on June 3, 2016 for a maximum consideration of £23 million under the deal mutually agreed earlier.

This is CIMC Enric's another significant strategic transaction and initiative in liquid food equipment business after its acquisition of Germany Ziemann Group in 2012.

Briggs began its operations in 1740 and has a history of 276 years. It has its headquarters and plant in Birmingham and sets up a sales outlet in New York. Currently, Briggs has 136 employees and a sound operation. It reported sales revenue of £24 million and net profit of £3.6 million in 2015.

Briggs and its subsidiaries are mainly involved in the brewing, distilling, pharmaceutical, ferment and biofuels markets, covering a broad spectrum of provision of process engineering solutions and key equipment including design, purchase/manufacturing, installation, commissioning and after-sales services to the world's leading companies. It is a well-established and well-known company in the sector in the UK.

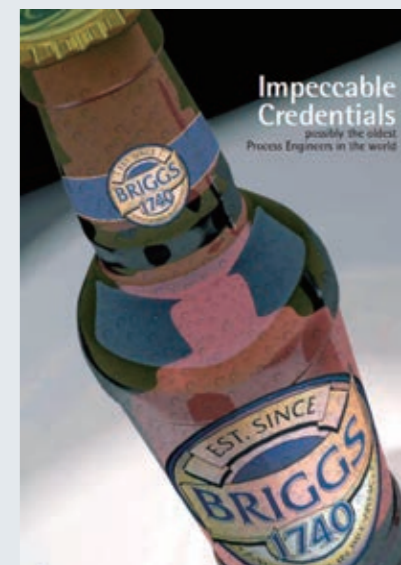


Briggs' proven track records include the biggest grain distilling system in Europe (Diageo plc, an alcoholic and beverage company in Cameron Bridge), the biggest alcohol-fermentum active dry yeast system in the world (AB Mauri Harbin, China), and the biggest beer plant within the past 30 years in the U.S. (Molson Coors Brewing Company in Virginia).

Also, Briggs' particular expertise in yeast propagation technology makes it capable of providing yeast system for second-generation bioethanol plants, and it takes great pride in commissioning the world's first demonstration scale lignocellulosic (straw) ethanol facility. Briggs' long experience

the improvement in living standards and a boost to the consumption of alcoholic beverage. Recently, the output of beer remains steady after successive exponential growth and even decreases a little in the past two years, while there is steadily increasing demand for spirits (whisky, distilled beverage, etc.), and this makes the output a of spirits account for more proportion in that of alcoholic beverage. Spirits is an alcoholic beverage that has a higher alcoholic content of ABV, and it is produced through the processes of brewing, distilling and cooling. Therefore, the distilling technique is very important for the production of spirits.

In addition, with the improvement in people's living standards, the global yeast market will embrace a yearly growth rate of over 7 percent on average in next 5 years, up to 4.2 billion dollars, promoting larger investments in the industry and bringing huge market potential for relevant equipment manufacturers and engineering service suppliers.



However, CIMC Enric's liquid food equipment business concentrates far too much on beer equipment. To achieve sustainable development, CIMC Enric decides to take two directions: vertically, to build up the ECP ability of beer equipment business and improve its global market shares; horizontally, to further expand non-beer equipment businesses. Through the acquisition of Ziemann, CIMC Enric is able to implement its development strategy in the vertical direction and quickly grow into a leading engineering service supplier and equipment manufacturer in the world's beer-brewing sector. The acquisition of Briggs will help CIMC Enric make breakthroughs in horizontal directions. In particular, the acquisition of brands, technologies, achievements and talents of Briggs' non-beer businesses (distilling, yeast, etc.) will accelerate CIMC Enric's buildup of its abilities in the non-beer equipment field.

Due to Briggs' exceptional engineering and designing ability, strong presence in UK and North American markets and excellent performance in non-beer equipment business, CIMC Enric and Briggs will be able to complement each other in terms of technologies, marketing and after-sales services, including jointly developing the world's markets and undertaking EPC contract of non-beer equipment business.

In particular, the rapid development in China's baking sector indicates that there is larger space favorable for the growth of yeast derivative businesses such as healthcare products and enzyme preparations has widened the use of deeply processed yeast products and generated huge growth potential. So, industrial experts and players are both optimistic that the consumption of healthcare products will contribute to the rapid growth of raw materials of food including yeast.

CIMC's acquisition of Briggs will be able to expand new platforms and fields for CIMC Enric's liquid food equipment business.

The acquisition will produce the ability-based consolidation and synergy effect

Since its acquisition of Ziemann in 2012, CIMC Enric earned from its liquid food equipment business the operating revenue of 320 million euros in 2015 from 63 million euros in 2011, a net profit of 24.4 million euros from 4.62 million euros. These figures indicate a spectacular success of acquisition and consolidation.

and particular expertise in the EPC contract of large-scale projects and in the provision of complete set of prying equipment can bring sustainable benefits to small and medium technology-oriented and project-dominated engineering companies looking to develop or improve in a specialized manner.

The acquisition will bring new opportunities for liquid food equipment business

It is estimated that, in the future, the number of people in the world will grow steadily at a yearly rate of 1.7 percent due to energy, agricultural and biological progress. In the meantime, the number of middle-class and affluent households in developing countries including China will continue to rise, meaning

One of the world's first lignocellulosic (straw) ethanol experimental facility

AB Mauri Harbin, the biggest active dry yeast system

Whisky distilling system in Cameron Bridge of the US, the biggest grain distilling system under operation in Europe

Virginia beer factory, the biggest beer plant within the past 30 years in the U.S.

CIMC Enric Secures Its Fifth 10,000 m³-level Bimetallic Full Containment LNG Tank

Zhangjiagang CIMC Sanctum Cryogenic Equipment Co., Ltd. (CIMC Enric Sanctum) obtained five orders of over 10,000-m³ bimetallic full containment LNG tank in a row from March to May 2016.

CIMC Enric Sanctum secured its fifth order after winning the bid for a 20,000-m³ bimetallic full containment LNG tank for a LNG project in Shandong. With the previous four orders, the manufacturer has obtained a

total number of five orders of over 10,000-m³ bimetallic full containment LNG tanks within a few months, outperforming its domestic competitors.

CIMC Enric Sanctum successfully developed the world's first dual-layer stainless steel full containment tank in accordance with the *GB50183 Fire Prevention Norm in Oil and Gas Engineering Design* in early 2015. The manufacturer has filed 5 patent applications

for the product, mainly covering the core technologies for its general and partial structures.

The innovative technology offers CIMC Enric Sanctum a head start in occupying the full containment LNG tank market, while the five orders will lay excellent foundations for the manufacturer's business success in the year.

CIMC Enric Secures Awarded the Bid for 1,500 m³ Ethylene Cryogenic Storage Tanks

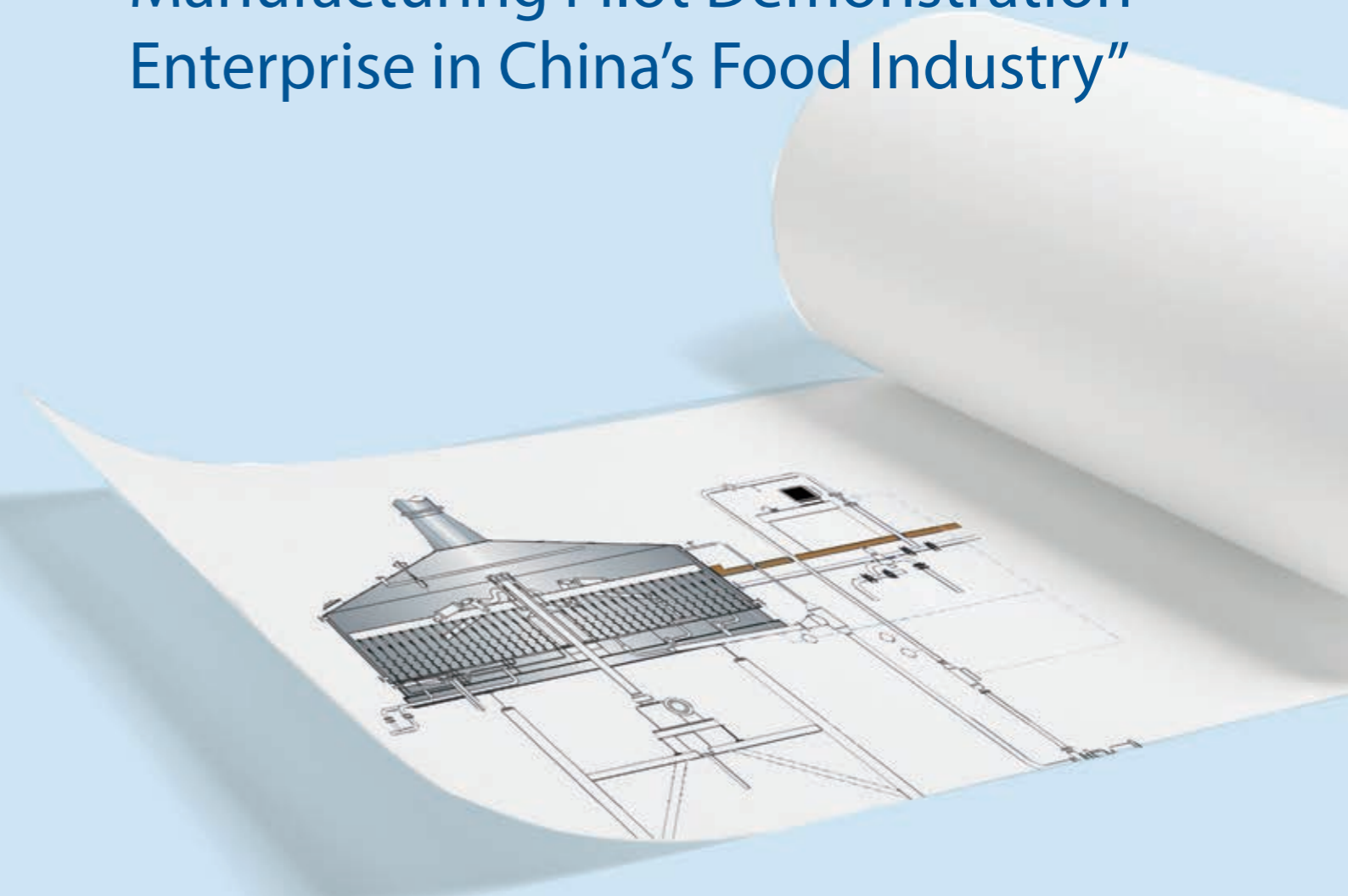
CIMC Jingmen Hongtu Special Aircraft Manufacturing Co., Ltd. (CIMC Enric Hongtu) was awarded the bid by Sinopec Zhongyuan Petrochemical Corp. Ltd. for its 1,500 m³ ethylene cryogenic storage tanks in April 2016.

CIMC Enric Hongtu and Sinopec have cooperated long in the area of liquefied petroleum gas tanker, but never in the

cryogenic products. The 1,500-m³ ethylene storage tanks project is challenging for bidders due to its high technical requirements and limited time for construction. Therefore, CIMC Enric Hongtu specially assigned its top technicians to the SEI for technical communication, and won the bid for its unmatched technical strength and serious working attitude.

The first cooperation between CIMC Enric and Sinopec in 1,500 m³ ethylene cryogenic storage tanks is of significant importance for the bid winner to enhance its reputation and influence in the sector.

CIMC Enric Recognized as "Intelligent Manufacturing Pilot Demonstration Enterprise in China's Food Industry"



Nantong CIMC Enric Food Equipment Co., Ltd. (Ziemann & Holvrieka Asia) was included in the list of "Intelligent Manufacturing Pilot Demonstration Enterprises in China's Food Industry" at the Meeting for the First Meeting of the Council of China Food Safety Technology and Equipment Association & 2016 China Food Industrial Internet Summit held from May 25 to 26.

The food industrial Internet means all production equipment, control modules, software systems, data, storage devices and intelligent terminals that can be connected via network during the production throughout the whole industrial chain. At the Summit, more than 300 delegates including

the leaders from China's Ministry of Industry and Information Technology, the Association, well-known food production companies and food equipment manufacturing enterprises and the participants from the industrial Internet, intelligent manufacturing, big data businesses and intelligent factories attended the two day meeting, and held in-depth discussions on "intelligent manufacturing practice and orientation in the food industry, the deep integration between food equipment and industrial Internet, big data, and profound changes to food safety by the Internet" and other relevant issues.

The representative from CIMC Enric spoke at the meeting on behalf of leading

enterprises in domestic food industry and discussed the technical applications and development of new patterns and business trends such intelligent factories, intelligent food equipment, industrial Internet and food safety traceability with the participants, saying "CIMC, as a leading representative of the nation's manufacturing industry, its access to domestic food equipment market in which the privately owned enterprises are playing a major role, will bring great momentum to the rejuvenation and development of the nation's food industry with its advantages, the interactive technology between China and the Europe and global R&D activities."

CIMC Offshore Signs an Investment Agreement with Advanced Manufacturing Investment Fund



China's National Development and Reform Commission (NDRC), Ministry of Finance (MOF), Ministry of Industry and Information Technology (MIIT) teamed up and established China's Advanced Manufacturing Investment Fund on June 8, 2016.

The fund, a public-private partnership one as its money comes from the central treasury and private investors, is embarked for backing companies and projects related to advanced manufacturing, upgrading of traditional industries and industrial layout, accelerating the cultivation of high-end manufacturing sector, promoting the transformation and upgrading of traditional manufacturing sector, boosting the reform supply-side reform, and building up the momentum for economic growth. Initial funding of 20 billion yuan will include 6 billion yuan from the central treasury, with the rest coming from investors.

Wang Huisheng, Chairman of the State Development & Investment Corp, moderated the fund establishment meeting. NDRC's Vice Chairman Lin Nianxiu, MOF's Vice Minister Liu Kun and MIIT's Vice Minister Xin Guobin were present and made important speeches at the meeting. Leaders from eight provinces and cities including Guangdong and Jiangsu and from the headquarters of the Industrial & Commercial Bank of China spoke at the meeting, and Shenzhen Mayor Xu Qin attended the meeting and delivered a speech. CIMC's Vice President Yu Ya, CIMC Offshore's Director of Finance Zhan Wensong, and other 13 representatives from the enterprises that will be backed by the first round of funding attended the meeting.

At the investment agreement signing ceremony, Yu Ya and SDIC Fund Management Co., Ltd., the manager of the fund, entered into the cooperation framework agreement.

The execution of the agreement means that CIMC's offshore business will be directly backed by the nation's industrial fund. It will help with CIMC Offshore's R&D, general assembly and construction of high-end offshore equipment, give it a boost in to making new breakthroughs in the localization of core equipment, and improve its momentum and capability to implement the State's maritime strategy and seek innovative development.

CIMC Raffles and Sinopec Sign a Strategic Cooperation Agreement

The Sinopec's Strategic Cooperation Supplier Conference and Cooperation Agreement Signing Ceremony were convened on March 22, 2016. Yu Ya, CIMC Raffles, as a strategic cooperation supplier of Sinopec, attended the meeting. Yu Ya, CIMC's Vice President, and Wang Jianzhong, President of CIMC' Raffles, a strategic cooperation supplier of Sinopec, attended the meeting.

A total number of 39 strategic cooperation suppliers attended the agreement signing ceremony. As an important equipment supplier to Sinopec, CIMC Raffles has cumulatively provided the equipment and materials worth nearly 3 billion yuan to Sinopec. At present, CIMC Raffles is building the 90-meter-deep and No. 7 Exploration self-elevating drilling platforms for Sinopec's Shengli Oilfield. CIMC's Vice President Yu Ya and Sinopec's Vice President Jiao Fang formally signed the strategic cooperation agreement on behalf of the two sides.

With the execution of the agreement, the two sides will establish a strategic cooperation alliance featuring close business ties among different links in the industrial chain, collaborate to seek common progress, further deepen the cooperation connotations, intensify the cooperative efforts, improve cooperation quality, extend the cooperation into new fields, improve strategic cooperation levels, create an updated strategic cooperation pattern, and bring the cooperation to a higher and wider level.



CIMC Offshore Wins First Prize of the 2015 Oceanic Engineering Science Awards

On May 22 2016, China Association of Oceanic Engineering (CAOE) held its 2nd member's representative conference in Beijing. At the conference, the "Technologies Crucial for the Design and Construction of Deep-water Semi-submersible Drilling Platform and its Application", a program jointly completed by Yantai CIMC Raffles Offshore Limited and Harbin Engineering University, won the first prize of the 2015 Oceanic Engineering Science Awards.

CPPCC Vice Chairman Luo Fuhe and Vice Chairman of the Standing Committee of the National People's Congress Zhou Tienong attended the conference and presented awards to the winners. Party Committee Secretary and Director of State Oceanic Administration Wang Hong, Party Committee Member and Deputy Director of State Oceanic Administration Fang Jianmeng, Chairman of CAOE's First Council Sun Zhihui and Chairman of the Second Council Zhou Maoping were present at the conference.



CIMC Raffles Wins "2015 Yantai Mayor Quality Award"

On June 7, 2016, Yantai Municipal People's Government held its quality work meeting, announcing the list of winners for 2015 Yantai Mayor Quality Award. CIMC Raffles ranked first in seven winners. CIMC Raffles' Vice President Zhao Hui attended the meeting, received the award, and addressed the participants on behalf of the winners.

CIMC Logistics SWL's US-Mongolia (Russia) International Sea-rail Intermodal Transportation Line Successfully Opens

On April 20, 2016, 60 new Nissan Teana cars transported from Long Beach in the U.S. to China were unloaded from RO-RO ships at Tianjin New Seaport Area, and then successfully loaded on double-decker trains special for the transportation of commercial vehicles; on April 21, the trainset left for Ulaanbaatar, Capital of Mongolia; on April 22, the train set reached Erenhot and changed bogies in here; on April 23, the trainset crossed the Zamyn-Üüd's Port; on April 26, the trainset arrived at Ulaanbaatar, completing a trip of 1,700 kilometers and marking a successful debut of SWL's US-Mongolia (Russia) International Sea-rail Intermodal Transportation Line. The success filled in the blank of the nation's land bridge transport and mini land bridge transport businesses in the cross-border logistics transportation featuring the use of ships (RO-RO ships) special for transportation of vehicles and trains special for transportation of cars.



In order to implement the State's Belt and Road Initiative, CIMC Logistics SWL has given full play to its advantages in international railway transportation services, taken clients' demands into consideration, and come up with the US-Mongolia (Russia) International sea-rail intermodal transportation line solutions through numerous verifications and argumentations.

The international sea-rail intermodal transportation line has gained recognitions on Mongolian markets. so far, the logistics service provider has received an order for another nearly 100 vehicles. Thanks to the joint efforts of all the parties concerned, an economic, convenient, efficient and stable international line special for transportation of vehicles is running smoothly.

With the support from competent railway authorities and railway units along the line, customs, harbor units and CIMC Logistics, SWL Railway Special Cargo Logistics Service Co., Ltd, a joint venture established by Sino-Worlink (Beijing) International Logistics Co., Ltd and China Railway Special Cargo Services Co., Ltd in an attempt to promote the integrated development of sea-rail intermodal transportation, is responsible for business talks with vehicle manufacturers and traders in Mongolia and for acquisition and finalization of orders, and has entered into long-term international sea-rail intermodal transportation service contracts.

It is the first time in the sector that the commercial vehicles are transported in the form of sea-rail intermodal transportation, from a North American harbor by RO-RO ships to a Chinese port where the customs transfer, reshipment and loading procedures are performed, and then to a third country via railway in China. Though Tianjin New Seaport Area boasts geographical advantages and China's railway has extensive transportation network and enormous transportation strength, yet in the past, the commercial vehicles were reshipped to the East, Mongolia and five countries in Central Asia via Port of Vostochny in Russia, Bandar Abbas in Iran and other foreign ports, due to the complex container transportation procedures and other factors.

The success of the international sea-rail intermodal transportation has thoroughly changed the original transportation routes and modes, built a new channel for China's special vehicle transportation trains to transport in-transit vehicles, created a product of highly added value and long service life that features core competitiveness of stable lines, source of orders and transportation frequencies, brought new cargo transportation increase to China's railway and Tianjin port, and contributed significantly to the implementation of the State's Belt and Road Initiative and the promotion of the "going out" of China's railway resources.



CIMC Logistics' Two Railway Container Block Trains Start to Run



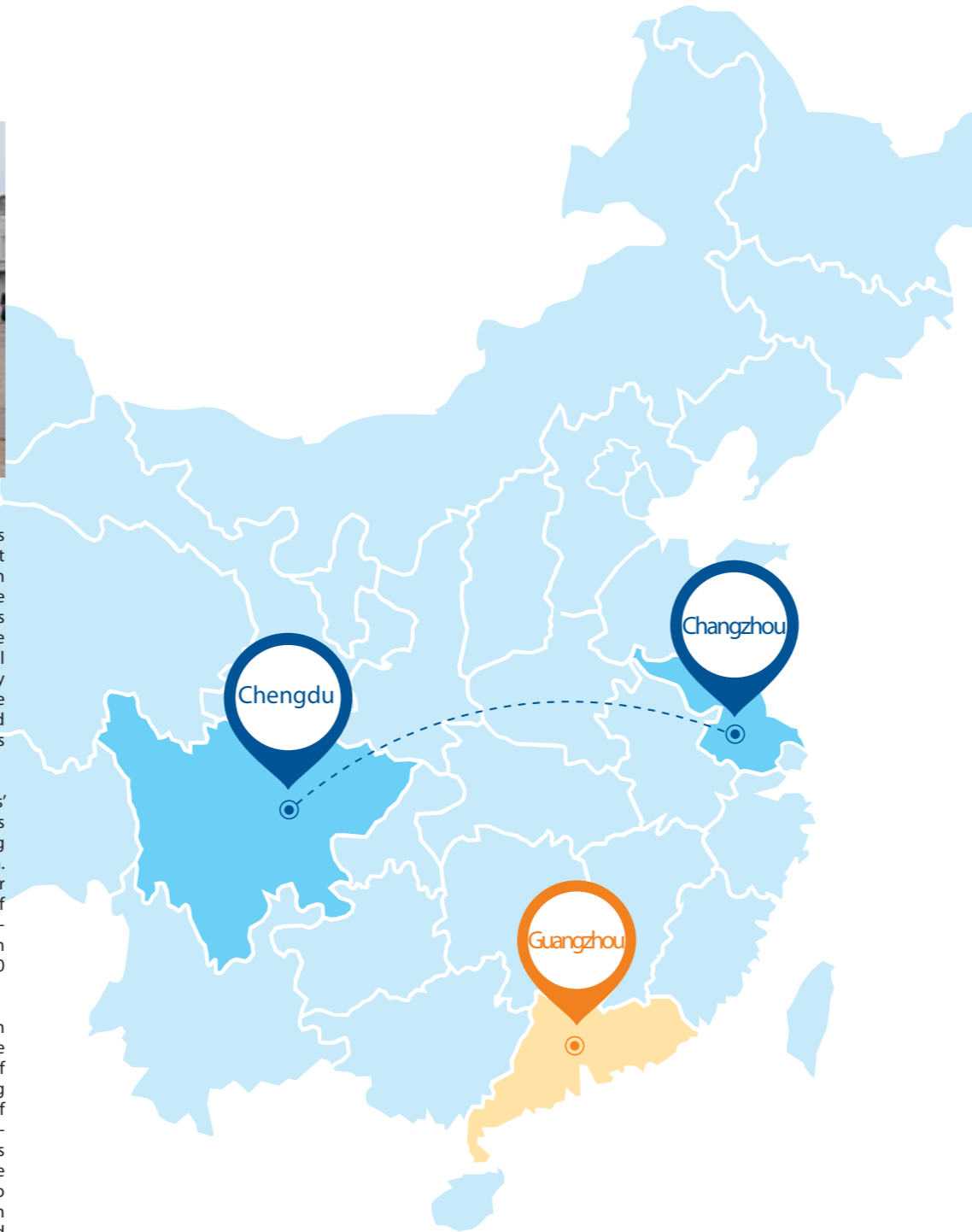
At 10 a.m. on April 13, 2016, the inauguration and ribbon-cutting ceremony for CIMC Logistics' first Changzhou-Chengdu container block train was held at Changzhou Railway Station's freight center after elaborate preparations. The ceremony was attended by leaders including Liu Xuetao, Director of Changzhou Operation Department, Nanjing Freight Center, Shanghai Railway Bureau; Dai Jun, CIMC Logistics' Deputy Manager; Xi Jun, Assistant to Manager of CIMC Logistics; Wang Bolin, General Manager of KaiTong Logistics Service Co., Ltd. The container block trains start from Changzhou Station and arrive at Chengdu after running for 48 hours, and the transportation frequency will be five times per week.

At the ceremony, Director of Changzhou Operation Department Liu Xuetao said that when the implementations of the State's Belt and Road Initiative and Yangtze River Economic Belt Strategy are in full swing, Shanghai Railway Bureau fully appreciates CIMC Logistics' effort to promote the development of the nation's intermodal transportation, and will give the supplier its wholehearted support and continue to carry out deeper, more stable and longer cooperation with companies aligned with the excellence of CIMC Logistics. At last, CIMC Logistics' Deputy Manager expressed heartfelt thanks to the support from the National Railway Administration and Shanghai Railway Bureau, and the confidence from the pragmatic and effective working attitude of Shanghai Railway Bureau shown from the initiation, preparation and approval of the project. CIMC Logistics has been

committed to the development of China's intermodal transportation, and has built water-rail/road-rail combine transportation platform systems with the railway as the core based on its resource advantages in logistics equipment, container service system and close ties with the National Railway Administration and local railway bureaus, and contributed its share to the reduction of logistics costs of enterprises and the improvement of the nation's logistics efficiency.

At 10 a.m. on April 15, 2016, CIMC Logistics' Nanning-Shenzhen container block trains were loaded at the freight center of Nanning South Station and would start on 23:30 p.m. This is CIMC Logistics' second container block trains after the successful running of Changzhou-Chengdu trains. The Nanning-Shenzhen container block trains start from Nanning Station and arrive at Shenzhen 30 hours later.

The successful running of Nanning-Shenzhen container block trains is another milestone for CIMC Logistics' implementation of intermodal transportation strategies, laying solid foundations for the establishment of the international railway line of Vietnam-Nanning-Shenzhen and broadening is international logistics channels. In the meantime, it will be favorable conditions to strengthen the communication between China's southwest and southern parts and ASEAN countries, and of significant and realistic meaning to open the doors of communication and exchange with outside world for the southwest of China.



CIMC Intermodal 1st Railway Special Block Trains Start to Run

On the afternoon of April 16, the first railway special-needs block trains of CIMC Intermodal Development Co., Ltd (CIMC Intermodal) formally started after being fully loaded. This is a new start and milestone for CIMC Intermodal, a company newly established in March. Leaders from Guangzhou Freight Center of Guangzhou Railway (Group) Corporation, CIMC Intermodal and CIMC Xinhui attended the ceremony and witnessed the historic moment.

Guangzhou Railway Group's cooperation with CIMC to promote the development of China's intermodal businesses is an answer to the call of the State's Belt and Road Initiative and shows the positive and open attitude. The first special-needs block trains has won formal approval from Guangzhou Railway Group, arranged and operated by Guangzhou Railway Bureau, in addition, the dispatching, loading and operating time supports from Guangzhou Railway bureau have ensured the safe loading within the specified time limit.

Depending on the internal resources of CIMC Xinhui and giving full play to CIMC's resources and synergy advantages in brand, equipment, finance and service, CIMC Intermodal is capable of arranging transportation lines to meet customers' demands and providing logistics solutions incorporating professional loading and packaging. By doing so, CIMC Intermodal has effectively reduced logistics costs and transportation periods, improved the safety of cargoes during the transportation process, and created new freight experiences and value for industrial clients. The successful opening of the line marks CIMC Intermodal's entry into domestic railway freight sector, and the specific implementation of the strategic plan of "making best use of CIMC's equipment advantages, arranging block trains upon customers'

requests, loading and unloading at freight terminals and building a platform for industrial clients".

Compared with the mature intermodal patterns in developed countries, China's logistics sector has found that there are sufficient spaces for improvement. As an efficient approach to improve logistics efficiency and reduce logistics costs, the intermodal service has been lifted to a strategic level by the State. At present, CIMC has set its "three engines" development strategies of optimizing inventory, strengthening capital operation and exploring innovation and startup mechanisms, which will give a boost to the Group's transformation and upgrading of its economic growth patterns. In this case, CIMC Intermodal was established at the end of March 2016. It receives great attention and support from top leaders of the Group, embraces favorable development prospects, and will become one of major enterprises that will contribute to the Group's business growth.

As a new startup company that was incubated by CIMC's innovation and business startup system, CIMC Intermodal overcame the difficulties such as insufficient employees and resources and successfully opened the first block trains, which can be viewed as a nice gift to the new company.

In the future, CIMC Intermodal will continue to open new lines and accelerate the connection between railway freight stations and roads and harbors, and try its best to create national and international seal-rail/road-rail intermodal logistics patterns with CIMC characteristics, promote the connections between China and those countries covered by the State's Belt and Road Initiative, and contribute to the transformation of logistics patterns both at home and abroad.



CIMC Park Wins “National Demonstration Bases & Industrial Park Award”

China International Industrial Park Development Summit & China Industrial Park Conference (Southern China) was convened on April 16, 2016. With the theme of “Paving out a Path of Intelligence, Science and Ecological Innovations”, the event was attended by about 350 participants, including leaders from government agencies, famous experts and scholars in domestic industrial parks, investment and financing, policy consultation and Internet, and reporters from ifeng.com, xinhuanet.com and other media outlets. The event highlighted the in-depth discussions about the future tendency for the innovative development of domestic industrial parks, the bid for investments, the promotion of the development industrial park innovation alliance, and the creation of a top-level communication platform.

Major industrial awards, such as China’s Top 10 Maker Spaces, National Demonstration Bases & Industrial Parks and China’s Industrial Parks with Most Development Potential,

was presented at the conference. CIMC Park won the “National Demonstration Bases & Industrial Parks Award” for its innovative positioning as a “Demonstration Park for Made in China 2025 Plan”, ecological planning with international vision and the world’s leading innovative operation patterns, another top award after the “2015 Real Estate Award”. Other winners included Shekou Net-Valley, Galaxy World, Tianan Cyber Park, and Baoneng Science Park.

CIMC Park’s new patterns were echoed by experts, scholars and competitors. At the conference, the participants had numerous discussions about the innovative development tendency of industrial parks. The participation in the summit was of significant importance to further widen the visions of CIMC Park, promote its communication and cooperation with external world, increase the brand awareness of CIMC, and enhance the reputation of CIMC Park.



C&C Trucks' New Construction Waste Transportation Vehicle Debuts in Hefei



On April 24, 2016, the "Ecological Science·Jointly Building a Bright Future – 2016 Hefei New-type, Intelligent and Environmentally Friendly Urban Construction Waste Transportation Vehicle Promotion Conference" was held at Anhui International Exhibition Center, an event hosted by C&C Trucks to launch its new-type, intelligent and environmentally friendly urban construction waste transportation vehicles.

The conference began at 15:00 p.m. Seven leaders from Hefei Municipal Bureau of City Administration and Law Enforcement, the Division for the Administration of Construction Waste Transportation and C&C Trucks jointly kicked off the launch ceremony.

Afterwards, Chen Haibin, Deputy Chief of Hefei Municipal Bureau of City Administration and Law Enforcement, delivered a speech. According to Mr. Chen, the construction waste transportation vehicles have played important roles in urban construction, but there are a large number of problems: the traditional vehicles have become moving pollution sources for cities due to the dripping, leakage and dust particles in the transportation; most vehicles in operation are the diesel ones that only meet national II and III emissions control standards, and they will discharge a impermissibly large volume of waste gas, resulting in the increase of toxic haze; most important of all, due to the frequent occurrence of accidents, it has become a safety threat to the public.

Mr. Chen said that his office has been working on solutions about efficient and environmentally friendly urban construction waste transportation. The municipal government will strengthen the conformity to the relevant traffic laws by urban construction waste transportation vehicles, and require that the wastes from municipal government's construction projects within the second ring of the city, Binhu District and Zhengwu District must be transported by new-type vehicles favorable for environmental protection.

Ding Chuanman, the assistant to general manager of C&C marketing company, said that as a major business unit of CIMC, C&C has been carrying forward its philosophy of "manufacturing high-end products, proving high-quality services, and building up first-class brands", shouldering its responsibility to research, develop and promote intelligent and environmentally friendly products, and offering solutions integrating logistics transportation equipment and services. The newly launched vehicle is one of C&C's products of strategic meaning. Its U-shape cargo compartment, radar system to monitor blind areas, and onboard monitoring devices and other new technologies will improve the transportation efficiency and create a nice environment featuring environmental protection and safety.

The newly launched vehicle in safety cage design conforms to the impact requirements

of the European Union, boasting safety, reliability, economy, environmental protection, intelligence, efficiency and excellent power performance. Considering the shorter transportation distance and greater raising frequencies, C&C has used the low center of gravity design in the compartment and sub-frame of the vehicle so that the center of gravity of the compartment body has been reduced by 7 centimeters compared with last-generation products, which will tremendously improve the raising stability and effectively prevent the vehicle from a roll over when it makes a turn on roads. In addition, its PVC canopy electrically powered roof cover system opens quickly, and retracts in a small volume, with powerful strength and long service life of canopy; its full-panorama and HD imaging system and right-side blind area radar monitoring system has improved the driving safety and safety of pedestrians.

C&C's New-type, intelligent and environmentally friendly urban construction waste transportation vehicle has attracted great attention at the conference. After the conference, the participants took a close look at the vehicle parked at the outdoor exhibition area and raised many questions, and some even made a test driving to experience the brand strength of C&C and the glamour of its new vehicle.

Ziegler

125 Anniversary

Special Coverage



Ziegler – 125 Years of Quality, Reliability and Burning Passion for Fire Fighting

As one of the world's leading producer of fire fighting vehicles and equipment Ziegler thinks beyond the product of those who work with it every day – since 125 years.

In the final assembly hall in Giengen (Germany) powerful fire fighting vehicles of different types are just waiting to get their high-tech interior and the final finishing. Mrs. Stefanie Koch is a passionate Ziegler employee who is working with the fire fighting vehicles every day. She is in charge of the installation of the telescopic slides for heavy equipment in a fire fighting vehicle that is designed especially for the international market. "It was an absolutely logical step for me to start an apprenticeship as a vehicle body and vehicle construction mechanic in September 2011 at Ziegler", explains the now 20-year-old woman. Already as a child she was very interested in fire fighting vehicles. Now she has successfully completed her apprenticeship and is fully accepted by the predominantly male colleagues. "I can imagine no better profession", she says, "and if I can work in such a traditional company like Ziegler – this is even better".

125 YEARS AGO EVERYTHING STARTED IN THE KLINGELMÜHLE, AN OLD MILL IN GIENGEN, GERMANY.

The history of Ziegler extends over 125 years and goes back to the founder Albert Ziegler, who was active in the local fire department in the last two decades of the nineteenth century. In 1891 the focus was on the manufacturing of hoses. The firm's hoses made it famous in the circle of European fire fighters. Ziegler fire hoses won a bronze medal at the Antwerp World's Fair of 1894. In 1901 the hoses received the silver medal at the International Exhibition for Fire Prevention and Rescue in Berlin. "The preferred material was hemp, which welled up in wet state and provided the tightness of the hose during operation", explains expert

“ The preferred material was hemp, which welled up in wet state and provided the tightness of the hose during operation. The circular weaving process has prevailed from the 1950”, reported Wolfgang Wunderle, “and likewise also polyester was introduced at that time as fibre material. But as polyester fibers do not well.”

Wolfgang Wunderle

Wolfgang Wunderle, head of the hose weaving at Ziegler.

Mr. Wunderle is working at Ziegler for more than 30 years. He has completed his apprenticeship to a steel construction locksmith. His locksmith skills are also beneficial in the hose manufacturing, where he is now responsible for more than 20 circular looms that produce about 6,000 metres of fire hoses at a wide range of variants a day.

“The circular weaving process has prevailed from the 1950”, reported Wolfgang Wunderle, “and likewise also polyester was introduced at that time as fibre material. But as polyester fibers do not well”, he added, “an elastomer has to be inserted as inner lining in the tube in a high-tech procedure to ensure the tightness.” Apparently, for Ziegler the hose manufacturing is still an important traditional branch of the company. With the till-today produced 60 million meters of hose you could wrap around the world for about one and a half time.

FROM THE HOSE TO THE PUMP UP TO THE FULLY EQUIPPED FIRE FIGHTING VEHICLE.

Kurt Ziegler, the son of Albert Ziegler shifted the company's focus in 1922. He had good relations with the fire departments and decided to offer more products for this market segment.

Therefore, he installed a mechanical workshop besides the looms and started developing a new product – the centrifugal fire pumps and portable centrifugal fire pumps. The company was doing so well that its facilities in the Klingelmühle were soon far too small. Ziegler moved to new premises, a move that was completed in 1923. In 1925 the first portable pump could be delivered. “Of course new, more modern and technically sophisticated models emerged in the course of many decades, although for example the 1953 developed portable pump 8/8 is still a highly valued product the fire fighters”, notes Hans Mayr, who benefits from over 30 years of experience in the sales department at Ziegler. In 2011 he has assumed overall responsibility for the sales in Germany.

“ Of course new, more modern and technically sophisticated models emerged in the course of many decades, although for example the 1953 developed portable pump 8/8 is still a highly valued product the fire fighters. Today's core competence of the company is certainly based on an idea by Günther Ziegler, the son of Kurt Ziegler. In 1953 he made the decision to start the construction of the fire fighting vehicles and thus to become a full supplier for the fire departments.”

Hans Mayr

"Today's core competence of the company is certainly based on an idea by Günther Ziegler, the son of Kurt Ziegler. In 1953 he made the decision to start the construction of the fire fighting vehicles and thus to become a full supplier for the fire departments," adds Hans Mayr. On the German market Ziegler sells up to 500 fire fighting vehicles of various types a year. This constitutes a market share of about 30% in Germany.

Nowadays high-tech vehicles do not have much in common with the first Ziegler fire fighting vehicle which was built in 1953 on an Opel-Blitz chassis. Ziegler is particularly proud of the patented aluminium-panel system ALPAS, which offers a high-quality and flexible base for all superstructures. Whether this is the centrifugal fire pump, which delivers up to 10,000 liters per minute and is very easy to use, or the Ziegler crew cabin Z-Cab that is spacious and equipped with safety in mind, demonstrating the company's decades of experience in all the details.

SINCE THE 1990S, IT IS BECOMING INCREASINGLY INTERNATIONAL AT ZIEGLER.

It started with the company's 100th anniversary when Ziegler opened a production facility in Rendsburg in 1991. In the following years further production sites in Mühlau, the Netherlands, Indonesia and Croatia were added. Sales offices are currently located in Italy, Slovenia, the Czech Republic and since 2014 also in China. The number of employees has thus grown to more than 1,100 people, where still about 600 are employed at the headquarters in Giengen.

Günter Dörflinger, who has a special affinity to the company is leading the international sales department since 2011. His father also spent his career at Ziegler. Günter Dörflinger has completed his apprenticeship as industrial clerk at Ziegler, and later acquired a business degree. After his apprenticeship he has always been working in the international sales department. As head of this department, he sees great market opportunities particularly on the Chinese market after the acquisition of the CIMC Group in 2013.

Ziegler Celebrates the 125th Anniversary



On June 17, Giengen an der Brenz in Germany was crowded with visitors. Ziegler Group, the local fire truck manufacturer, was celebrating the 125th anniversary.

About 2,500 people attended the celebration, including: Hartmut Ziebs, Chairman of the German Fire Protection Association, Ralf Willeck, Chairman of IG Metall Trade Union Heidenheim an der Brenz Branch, Gerrit Elser, Mayor of Giengen an der Brenz, Luan Youjun, Director and General Manager of Ziegler and also Member of Ziegler's Executive Committee, as well as representatives from the German fire industry and political circle, customer representatives, partners, employees and friends, representatives of retired employees, and journalists from fire industry and fire journals, etc.

As part of CIMC, Ziegler is well funded and excellently positioned for the future. Consequently, large investments were already made especially in the production capacities in Germany, as well as in manufacturing and development during 2015. This also supports Ziegler to provide customers all over the world with reliable and robust fire fighting vehicles and equipment.

PRESS CONFERENCE

After the opening ceremony, the Company held a press conference attended by journalists from the fire industry and professional fire journals. The Company's Executive Committee introduced Ziegler's time-honored history, operation status and future development direction. Subsequently, members of the Executive Committee conducted relaxed and happy site interactions with journalists, and also answered their questions in detail. After the press conference, Ziegler staffs led them to visit the Company's production workshop.

VIP NIGHT

The highlight of the celebration was the VIP Night. The Company had decorated the History Museum and invited VIP representatives from all walks of life to have a dinner together. Luan Youjun, on behalf of Ziegler, extended warm welcome to all guests and then delivered a speech. "Today is the 125th anniversary of Ziegler, as the General Manager of Ziegler, I have worked together with 1,200 passionate and responsible staffs. Moreover, I am proud that we can provide fire products for the people", he said in the speech.



Hartmut Ziebs, Chairman of German Fire Protection Association, and Gerrit Elser, Mayor of Giengen an der Brenz, gave their speeches respectively, and also expressed their heartfelt congratulations on the 125th anniversary of Ziegler. Afterwards, Hartmut Ziebs presented a souvenir to Ziegler.

It is noteworthy that Berlin Hilfe fuer Helfer Foundation has been always providing support in psychological guidance and confidence reconstruction for German firefighters, and helped them go out of the shadows of rescue failures. Ziegler has deeply understood the importance of this work. At the dinner, Luan Youjun, on behalf of Ziegler, donated Euros 12,500 to Mr. Ziebs, Director of the Foundation.

As the witnesses of Ziegler's century-old history, the arrival of the retired employees became a major highlight. These older employees had worked in Ziegler Group for several decades; despite their advanced ages, they are still concerned about the Company's development. They used witty and humorous language to present a fantastic talk show for site guests, and won rapturous applauds and cheers.

Another highlight at that night was the demonstration of Ziegler fire trucks. As night fell, Ziegler fire truck show was officially opened. According to the sequence of productive year, Ziegler KLF 6, LF 16 TS, LF/GW and HLF 20 fire trucks are demonstrated one by one. All of a sudden, the colorful scene added the beautiful colors to the Night of VIP.

FAMILY DAY

On June 18, Ziegler invited all employees, their families and friends to participate in the Family Day. In addition to visiting the production lines in Giengen an der Brenz factory, the guests also got the chance to sit inside the fire truck cab to personally

experience the pleasure of driving Ziegler fire trucks. Ziegler's various fire trucks, mainly demonstrated outdoor at that day, attracted the attention from the guests, and many families took group photos with them. Under the guidance of the staff, the children also experienced Ziegler's fire sprayers and sprinklers, and learned the basic knowledge on fire rescue. In addition to personal experience and interaction, delicious foods like beers, sausages, and breads are also essential.

Ziegler's 125th anniversary celebration is a happy feast in combination with family and career.



南方日报

Why is the “Young” CIMC keen on the “Old”? “Global operation, local wisdom” philosophy wins 17 champions

—Planned by: Liu li Written by: Ma Fang, reporter of Nanfang Daily

In early June, CIMC acquired the entire share capital of Briggs, a group with an engineering heritage dating back 276 years ago, for a maximum consideration of £23 million (about 218 million yuan). The purchase vividly illustrates CIMC's keenness on the “elderly”, for it has already taken over two companies with a history of over 100 years, namely, Ziegler, a firefighting truck manufacturing company established in 1891, and Ziemann, a brew technology and turnkey-solution company established in 1852.

Recently, the 125-year-old Ziegler has held a cheerful reunion with its family members, the 140 firefighting trucks that have served in the army for 30 years. These high-quality vehicles will continue to function after a series of inspections and repairs. By taking advantage of “Made in Germany”, CIMC has not only successfully combined foreign brands and technologies with domestic manufacturing resources, but also completed the business and management mergers according to its global operating principles. In 2015, three years after the acquisition, Ziegler received new orders for over 100 firefighting trucks on China markets, a record high in its marketing history in the country.

Comparatively speaking, CIMC, a multinational company established in 1980 in Shenzhen, is very “young”. Over the years, in the face of fast changing economic situations in the world and the periodic rise and fall in the industry, CIMC

has been sticking to the integration of its domestic and overseas resources and has gradually grown into a giant with annual production value of about 60 billion yuan. In particular, its production and sales of container ranks the first place in the world for consecutive 20 years. However, the container titan is not content with what it has achieved. CIMC has sought to transform the business growth pattern from relying on a single business to making progress in an array of fields since the beginning of the 21st century. It successively extends its reach into vehicle, airport facilities, energy, chemical and food equipment, offshore, logistics, financing and leasing businesses, and into the industrial links that feature close business ties with energy and logistics equipment. CIMC has improved its high-end equipment manufacturing competence through dozens of international acquisitions and mergers. In general, CIMC responds to global challenges with global strategies.

It is reported recently that CIMC has successfully acquired companies in America, Asia, Europe and Australia. Today, it has earned over 60% of revenues from overseas businesses, extended its businesses into more than 100 countries and regions, and had about 300 member subsidiaries. CIMC has made initial success in its transformation and upgrading. The sales revenue from container business accounts for about one third of the Group's total. Its boarding bridges, vehicles and other products have ranked number one respectively in 17 market segments.

1. A JOINT VENTURE

born with internationalization genes

CIMC is headquartered near Shenzhen Shekou Ferry Terminal. Behind its office building, there stands an ultra large board bearing the famous motto of Mr. Yuan Geng, one of China's most prominent economic reformers, that “time is money, and efficiency is life”, which has witnessed the Group's growth from zero into hero in the past 20 years.

It is rarely known that CIMC, a multinational company established in the same year as Shenzhen did, is the second Sino-foreign joint venture after China's opening up and reform policy came into effect. Mr. Yuan Geng, then executive vice chairman of the board of directors of China Merchants Group (CMG), was CIMC's first chairman. He personally participated in the whole process of the introduction of the joint venture program.

Mr. Mai Boliang, CIMC's present CEO and president, was deeply impressed by Yuan Geng's another classic viewpoint that people should do not shut the doors behind them and bury their heads in researches, because they may waste their precious time on something that has been already invented. In 1982, Mai Boliang, a young man of 23 years old, became an employee of CIMC. At that time, the general manager was a Dane, and the boss to whom he directly reported was a Briton. The foreigners not only brought advanced technologies, management concepts and international



visions, but also enabled Mai Boliang and his peers to gain deeper understanding of market economy, international conventions and cultural differences.

Born with the Shekou genes characterized by marketization and internationalization, CIMC did not choose to be contract manufacturing service supplier; on the contrary, little and weak as it was, it directly accessed to international markets and learned how to compete with leading industrial players and world-famous brands.

After graduating from the university, Mai Boliang became CIMC's only container designer. In 1992, he was elected the general manager. Since then, he has been leading CIMC's employees to build the Group from a small factory that was going to bankrupt into a world-class Chinese enterprise. Now, CIMC is seeking the best industrial and market resources in the world and has successfully built a global operating system.

“In 1980, CIMC, a joint venture invested by CMG and the East Asiatic Company, introduced advanced operating patterns and management systems from western countries. It can be said that CIMC was born with internationalization genes,

and this has cultivated a large number of talents with international visions and laid solid foundations for the future development of the Group”, recalled Mr. Mai Boliang.

CIMC's container products have been holding over 50% shares of global container markets since 1996. Besides that, CIMC sold nearly 100,000 semitrailers to customers and clients in North America, Japan and Australia within 4 years after it decided to get into the vehicle production and sales business in 2002, thereby making the vehicle the new number one in CIMC's product line-up. CIMC earned sales revenue of more than 12.86 billion yuan from its vehicle businesses, accounting for 21.92% of the Group's total, which marked that the Vehicle Segment has become the second largest one in the Group.

Normally, CIMC's access to a specific market segment starts with its acquisition of the most advanced enterprise in the sector. Taking the container sector as an example, CIMC completed 3 acquisitions in China in 1990s, and this made it surpass its major competitors – Hyundai and Jindo, the world's largest two container

manufacturing enterprises and become the world's number one in 1996.

CIMC's Vice President Yu Ya said that CIMC does not focus on financial control or the expansion in scales; on the contrary, it adheres great importance to the integration of businesses and the creation of a competitive international cooperation pattern that centers on the Group's industrial plans.

The acquisition and merger have brought CIMC to the top places in the world's container and vehicle industries and enabled it to enter energy and chemical equipment and offshore fields. CIMC formally started its vehicle business in 2002, and ranked first place in the world in terms of production capacity and scale. Through the acquisition of Burg Industries B.V. in Netherlands and HPA Monon, the eighth largest semitrailer manufacturing company in the U.S., CIMC speeds up its localization of products across the world.

CIMC has been sticking to the access to international markets by taking advantage of global resources. Its application of the third-generation technologies acquired from Europe to improve the technologies of American Vanguard and other vehicle production

subsidiaries is rated by Mr. Xiang Bing, the founding president of Cheung Kong Graduate School of Business, as the perfect illustration of a global operating principle featuring "global supply chains, global technological research and development, global funds provision, global logistics services and global talent recruitment and flow".

"The spectacular growth and significant innovations achieved in each of CIMC's industries cannot be alienated from the Group's strategy to access to international markets and win recognition from customers and clients on the world's mainstream markets. This is how we developed the container businesses, energy, chemical and food equipment businesses, vehicles businesses and offshore services", said Mai Boliang. Over the past 30 years, CIMC's success is largely attributable to its outstanding performance on international markets.

Mai Boliang said emotionally: "the international customers and clients did not believe you at the very first beginning, and they came to know you, respect you and at last, decide to follow you; this is a hard but very interesting process."

2. A CLASSIC DOMESTIC ACQUISITION CASE:

purchasing a company without paying a penny

In recent years, CIMC's business segments including CIMC Enric, CIMC Vehicles and CIMC Airport have positively performed overseas acquisitions, making CIMC a world famous multinational group in energy and logistics equipment fields and service sectors. The business diversification has enabled CIMC to effectively safeguard against the periodic volatility of a single business segment.

When we look back at how CIMC develops its container businesses in the early days, we may find that CIMC took advantage of acquisitions to gain necessary customer and market resources in 1990s.

In terms of time for the start of formal operation, CIMC is the fourth container manufacturer in China. Compared with the state-owned enterprises established in the same period, it did not have any advantage in investments. Besides, it used second-hand equipment imported from Germany and could only produce 8 containers a day.

In the 21st century, the other three earliest containers manufacturing factories suffered from economic loss and had to terminate their production and sales. In contrast, CIMC maintained a long-term steady growth in the fierce competition, with its market shares increasing annually. By 2004, CIMC held 55.96% of the world's container market shares.

CIMC was the only container manufacturing company in Shenzhen. In the face of historic opportunity that China would become a global container manufacturing center, it set the strategic target to rank the first place in the world in 1990, but its container output was less than 1.46% of the world's total, and there was excessive supply on container markets. So, how did CIMC miraculously change and picture the competition situations on global container markets within a few years?

Mai Boliang believed that as long as CIMC had sufficient amount to meet the demands of its customers and clients, it would have more say; therefore, the lower production cost and the places that could meet the demands of customers and clients from time to time became the two major strategies for CIMC to develop its container business.



Transportation cost is a major part in the containers' prices, since all containers will be transported, loaded and exported at a nearest harbor. During that period, domestic container manufacturers started production in China's coastal areas and built close business ties with almost all major harbors. In the face of such grave situations, CIMC continued to improve its cost management and quality management and resorted to acquisition and consolidation approach, which could meet its needs of regional layout, expand the company's production capacity and reduce the pressure of competition. In the meantime, the shareholding restructuring, going public and financing laid solid foundations for CIMC's acquisition and merger.

In the early 1990s, CIMC completed its acquisitions of three companies respectively situated in Dalian, Nantong and Xinhui, initially forming the three industrial bases in North China, East China and South China. In 1996, CIMC became the world's largest container manufacturer and seller.

CIMC adopted flexible measures during the acquisition. Ms. Zheng Xianling revealed in her book—*CIMC: A World-class Champion Enterprise that can be Copied*, due to the lack of funds necessary for acquisition, CIMC came up with the idea to operate a company to be acquired under a contract agreement, earn the funds necessary for acquisition through the operation, and then finalize the acquisition. This was perfectly illustrated by its acquisition of Dalian Container Manufacturing Co., Ltd without paying a penny but management efforts. CIMC promised to purchase 51% shares of Dalian Container Manufacturing Co., Ltd, and offered its shareholders two options: first, CIMC would purchase the 51% share with \$3 million; secondly, CIMC would

operate the company for year with its own expenses, and guarantee that it would earn profit of \$1 million, and the shareholders would get \$490,000.

CIMC Dalian made a profit of over \$4 million one year later, and gave the sum of money to the shareholder as mutually agreed. That is to say, CIMC got a company without paying a penny. For the acquired company, its cooperation with CIMC eliminated the risk of bankruptcy and guaranteed that its employees would be able to continue earning decent salaries. Furthermore, CIMC's management and orders sustained the development of the acquired company and improved the ability of its leaders and employees.

In the face of globalization, China's manufacturing industries have to seek the optimization and re-allocation of global resources after benefiting from the low-cost growth and enhance their global presence. Mai Boliang said that CIMC has been carrying forward the principle of "allocation of global resources", and has introduced and renovated western technologies for refrigerated container, tank container and other products. Today, CIMC is the number one in the respective market segments of such products, and its business patterns turn out to be a huge success.

3. A CLASSIC OVERSEAS ACQUISITION CASE:

manufacturing upgrading starts by participating in international acquisitions

In February 2016, the media celebrity Qin Shuo visited Ziegler's headquarters in Giengen, a small city near Munich. After the visit, he commented "For those Chinese enterprises seeking manufacture

upgrading, they may take advantage of funds and markets and directly start with international acquisitions instead of performing R&D activities by themselves. There are a large number of well-established and reputed foreign manufacturing companies, if we are lucky enough to purchase one or more of them, we will have been on the way to upgrading."

Ziegler Group was established in 1891, 19 years younger than CMG, the substantial shareholder CIMC. Although it is the largest firefighting truck manufacturing company in Germany and possesses excellent manufacturing technologies and process flows, it got into scrapes due to poor operations. After it filed the application for substantive bankruptcy, the shareholders received visits from leaders of CIMC that looked for overseas acquisition opportunities to expand the aviation ground equipment businesses.

At that time, CIMC was at the top of the world's boarding bridge industry in terms of comprehensive strength, and had its products installed and used by airports worldwide. To diversify the product portfolio, CIMC was making preparation for the access to the all-around aviation ground equipment businesses. Through business talks, CIMC found connections in business of airport firefighting trucks between the two sides, but it considered the firefighting trucks and rescue vehicles valuable high-end manufacturing business that demanded a good try.

In December 2013, CIMC finalized its deal to purchase Ziegler, a time-honored firefighting truck manufacturer, for 500 million Hong Kong dollars, marking CIMC's formal access to firefighting truck manufacturing business. "It is important to consolidate the two sides after the acquisition. We will ensure the



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stability of management teams and core staff members, so that we both can have seamless connections in design, purchase, market and after-sales services. By doing so, the overseas companies will be brought into the general operating system of CIMC, and retain their local features, differences and advantages", said a responsible individual at CIMC.

According to Luan Youjun, CIMC's appointed general manager to Ziegler Group, after the acquisition, Ziegler has basically completed the business and management merger through the improvement of cost structures and optimization of management, received a large amount of orders and made increasingly satisfactory economic performance. In particular, the number of employees in its largest factory in Germany rises from 500 to 600.

In early 2015, Ziegler delivered 17 large-size and multi-functional major types of firefighting trucks to the Fire Fighting Fleets of Nanning Public Security Bureau, and won orders for over 100 firefighting trucks on domestic markets, a record high in its marketing history in the country.

After the acquisition, CIMC has made tremendous progress in the firefighting trucks field. For CIMC, the U.S., China and Germany are the three most important firefighting truck markets. In July 2015, CIMC acquired 30% share of China Fire Safety Enterprise Group Limited (CFE) through share swap, in the hope that the purchase of CFE shares

will help CIMC gradually integrate the medium and small-size firefighting truck manufacturing companies in China and obtain more than 30% of domestic market shares.

"This acquisition will help to realize the combination between German's brands and technologies and China's manufacturing resources, and overcome the difficulties that it is hard to import special purpose firefighting trucks and the internationally famous products are excessively highly priced." Ziegler, the largest fire fighting vehicle manufacturing company in Germany, accounts for more than 30% shares of the local markets. According to Mr. Luan, CIMC is now focusing on American markets; and if CIMC can hold larger proportion of shares on Germany, U.S. and China's markets, it will probably become the leader in the firefighting trucks field.

CIMC's drilling platform "North Dragon" will be erected in Arctic Circle

CIMC Offshore's headquarters will settle in Qianhai, Shenzhen

Two Chinese companies have set their feet onto the land of Arctic Circle: Huawei has set the world's northernmost LTE station on Svalbard archipelago, BYD's electric bus is driving on the roads in 7 countries that extend into and cross the Arctic circle, and in the very near future, another Chinese company will join them: the "North Dragon" built by CIMC Raffles,

the first China-made deep-water semi-submersible drilling platform applicable to arctic waters operation, will be working there in the Arctic Circle.

The "North Dragon" is suitable for operations in North Sea and Barents Sea and capable of withstanding the once-in-a-century storm in North Sea. The platform features a largest operating depth of 500 meters, which can be lifted up to 1200 meters, a maximum drilling depth of 8,000 meters, and minimum service temperature of -20 . The trial voyage was completed in October 2015.

CIMC was struck by a consecutive five years of deficits after its entry into the offshore field in 2008. CIMC Offshore Segment earned sales revenue of over 11 billion yuan in 2014, the first ever profit in its history. CIMC's revenue from its offshore business in 2015 greatly decreased, a year-on-year fall of over 30%, since the provision of crude oil exceeds the demands, and the oil price hit record lows. At the Annual Shareholder's Meeting 2015 of CIMC, some shareholders questioned Mai Boliang about the offshore businesses.

Mr. Mai Boliang said: "CIMC's development is required to follow the trend of the times and comply with the national strategy. The temporary difficulties and fluctuations would never waiver CIMC's confidence to proceed in offshore field." It is absolutely right for China to develop a strategy of building a maritime power. Human beings have an undoubted demand for ocean exploitation as it covers 70% of the earth surface." He estimated that the global offshore market is expected to improve at the end of 2016, and the world's expenditure on petroleum and gas exploration and development will continue to rise in 2017.

"The reason that CIMC enters into the offshore field is that it has been sufficiently powerful and capable."

During CIMC's pursuit of business diversification, Mai Boliang takes the development of offshore business as the hardest task but the most promising cause. The Offshore Segment is considered as the "Creator of CIMC's Tomorrow". Having deeply realized that the development of offshore businesses in China will consume a lot, he said "the reason that CIMC enters into the offshore field is that it has been sufficiently powerful and capable."



Mai Boliang considered the access to shipbuilding business as early as in 1999 when he designed the industrial transformation and upgrading route for the Group, and he gradually realized the significant importance of the offshore businesses for CIMC. In March 2008, CIMC announced it successfully purchased Yantai Raffles Ship Co., Ltd. and would bring fat orders worth \$1.8 billion to the new subsidiary.

CIMC did not behave that cool after entering offshore field as it did during the purchase of container enterprises. The old experiences did not function,

and the organization abilities were under severe test. Even though each country has to suffer from the strategic losses, the offshore businesses take huge investments, long investment periods, which is quite different from the faster and higher returns on investments in the container sector. Moreover, the graveness, difficulty and complexity in the industrial upgrading in the offshore businesses are really torturous for many people.

"We are no longer accustomed to the loss of elements and to the unfavorable change in economic and market

performances. We even cannot tolerate setbacks in the short period of time, and become surprisingly worried. CIMC Offshore's losses were questioned by outsiders, and even by our leaders and employees. However, this clearly illustrates the graveness, difficulty and complexity of the industrial upgrading," said Mai Boliang. In the new period, CIMC will not purposefully pursuit the growth in sales revenue, and it will care more about the capital quality, return of capital, return for shareholders, etc.

In the face of gloomy economic situation in the world, the number of semi-submersible drilling platforms delivered and being built by CIMC Raffles exceeded 60% of the nation's total from 2010 to 2015. These platforms are mainly distributed in main oil and gas areas in the world, including the North Sea in Norway, Brazil and Mexico Gulf. In particular, the COSL semi-submersible drilling platform operating in the North Sea in Norway ranked first for seven times in overall performance assessment.

In December 2013, CIMC bought out Basso Technology AB, a famous offshore designing company in Sweden. Thanks to the acquisition and self-construction, CIMC's domestic R&D teams at Shanghai and Yantai will work together with their international fellows, enabling CIMC to take an earlier step forward in the new round of world's offshore business shift.

So far, CIMC Raffles has become China's largest semi-submersible drilling platforms and the only offshore enterprise that boasts the ability of mass design and construction of deepwater semi-submersible drilling platforms in the country, with perfect R&D platforms and systems.

CIMC is passing through the gateway to fame and glory

At the end of this month, CIMC Offshore will be headquartered in Qianhai, Shenzhen. According to Yu Ya, CIMC plans to build an offshore finance and high-end service cluster at Qianhai.

Shenzhen Municipal People's Government listed the offshore industry as one of future industries in 2013, and specially issued the "Development Plan of Shenzhen Municipal People's Government on the Development of Offshore Industry (2013-2020)". Shenzhen is one of the most developed cities in South China



Sea's economic circle, it has all conditions necessary and most favorable for the development of the South China Sea. Moreover, since it is adjacent to Hong Kong, it embraces unique advantages in cooperation with Hong Kong on marine science and technology, education, introduction of talents, etc.

"CIMC and Shenzhen have many things in common, and the government-enterprise cooperation becomes much more harmonious", said Yu Ya. Shenzhen will probably become an important backbone supporting the State's development of South China Sea. Since 50% of CIMC's industries are logistics equipment business, and another 50% is offshore equipment and energy equipment, CIMC will have huge development opportunities if Shenzhen is rated as the center of offshore industry and the center of energy industry.

In July 2015, drilling operations on the deepwater semi-submersible drilling platform "Prospector" designed and built by CIMC commenced on the sea about 290 kilometers southeast to Shenzhen. Prospector is an equivalent "aircraft carrier" in offshore equipment; it features the 900km cable and a deck larger than a standard football field, an operating water depth of 1,500 meters, nearly 3 times higher than the highest building PingAn Financial Center in Shenzhen, and maximum drilling depth of 8,000 meters; it directly challenged hydrocarbon reservoir drilling and testing

with a higher degree of difficulty. It also set the new tripping record for drilling operations on South China Sea.

"CIMC has been focusing on the top end of the industry after its access to the offshore markets", said Yu Ya. CIMC will develop its offshore businesses by making best use of Shenzhen's unique advantages, for example, the advantages in the combination of industries and finance. Besides, CIMC plans to build its national-level laboratory in Shenzhen, and the move, a part of international industrial cooperation, will make Shenzhen the conjunction for the synergy and joint innovation between CIMC and its international partners.

Offshore equipment is a very complicated and systematic project, and it is a fund-intensive and high-tech industry. The development of high-end manufacturing industries such as offshore businesses will not only improve the competitiveness of a company, but also contribute significantly to the scientific research, education, supporting service and basic manufacturing. Therefore, the offshore businesses are considered to be a critical threshold that CIMC must cross on its way to a world-class enterprise.

Yu Ya said "From nuclear power, high-speed rail, aviation, large-size airplanes to offshore equipment, we can see that China is stimulating the upgrading of 'Made in China' through the independent innovation of major and significant

equipment and building up the new advantages in 'Made in China' through the integration of the manufacturing abilities of elite groups across the world." He thinks that nowadays, China's leading manufacturing enterprises will not only include the world's top designers and manufacturers, but also a number of general assemblers with independent innovation abilities. The general assembling enterprises will be able to lift the equipment-supporting product manufacturers and service suppliers to a higher level and improve the international competence of the industries; in the meantime, they are creating the new ecological environment for "Made in China".

According to Mai Boliang, the cost for a deepwater drilling platform will cost about 3 to 4 billion yuan, much higher than that of large-sized airplanes. Airbus A380, the largest passenger airline in the world, will cost only half of a drilling platform. "Now, China is making concerted efforts to develop large-sized airplanes, while CIMC is making intensified efforts to develop drilling platforms. Only when the development of large-sized airplanes and drilling platforms succeeds, can we call China an 'Oriental Dragon' that can dive deep into the sea and fly high in the sky and can we say that China's manufacturing industries step onto a new level", said Mai Boliang with great patriotic sentiment.

■ OPINION

Significance of CIMC's overseas acquisitions: turn "Made in China" into "Made across the World"

Over the past 30 years, dramatic changes have taken place in the national and international economy. Despite the ups and downs, CIMC has been dedicated to the integration of global manufacturing resources and accumulated abundant and mature overseas acquisition and management experiences over the years, which is known to the public as "global operation, local wisdom".

A responsible individual at CIMC with rich acquisition experience told the reporter that CIMC performs global operation as an integrated company, gives full play to its advantages in uniform synergy, streamlines its internal management systems, and integrates all resources for business negotiations relating to market expansion and procurement to improve its status on markets; on the other hand, CIMC manages all acquired overseas companies by way of the governance structure of board of directors, and does not interfere with specific operating decisions; in the meantime, it recruits local talents for the management teams, and makes best use of local operating advantages.

Li Guiping, Director of the Board and Managing Director of CIMC Vehicles, has every said "if we take CIMC Vehicles' future operating pattern as a pearl necklace, 'global operation' will be the string, while 'local wisdom' will be the pearls. Without 'global operation', 'local wisdom' will lose its value; without 'local wisdom', 'global operation' will lose its cluster."

Taking CIMC's purchase of core parts and components as an example, in 2010, CIMC Vehicles held business talks with the CEO of its core parts and components supplier through Vanguard, a U.S. subsidiary established after overseas acquisition, the CIMC delegations proposed that the supplier should lower their prices of \$2,500 per pair by 4%, a discount of \$100. However, after multiple rounds of negotiations, the American side only offered a price cut of \$50.

Dramatically, when CIMC Vehicles' responsible officer proposed that the supplier would be given a prime consideration in CIMC Vehicles' centralized procurement, the American side immediately promised another \$300

cut, equaling to a discount rate of 14%. Finally, the two sides agreed upon the purchase price of \$2,150 per pair. Thanks to the success, Vanguard, a company that suffered from sustained losses, was able to get cheaper parts and components for its products, and gradually turned losses into profits. At last, it became a CIMC subsidiary with strongest profit-making ability. In 2015, Vanguard's output increased from 1,715 units in 2009 to 10,919 units, and its sales volume ranked fourth in the U.S.'s trailer industry.

Insiders think that through the overseas acquisitions, CIMC, a well-known "Made in China" brand, has become an icon of "Global Manufacturing" to some extent. With acquisition and consolidation, Chinese enterprises can also introduce advanced and core technologies into China, and then upgrade domestic manufacturing techniques after renovation of the introduced ones, but it is a decent and less risky act compared with the copycatting act.

"Made in China" does not mean that Chinese people should make every innovation for every technique or introduce a technique, renovate a little and then consider it as one's own. "As long as the main part of the enterprise is Chinese, the overseas acquisition will help build up the awareness of the brand of a Chinese enterprise". He further commented that "Made in China" does not necessarily mean that the product must come from China; on the contrary, it may be "Made across the world", said the responsible individual at CIMC.

■ DIALOGUE

CIMC's Vice President Yu Ya: CIMC aims at business integrations instead of financial controls in its acquisition

Nanfang Daily: CIMC stresses more about the ability to allocate global resources. Why is that?

Yu Ya: CIMC is a company with internationalization genes, and it remains so since the very inception in 1980. And naturally, it has cultivated a large number of talents with international visions. Over the past 30 years, the reason that CIMC can make such a big success is largely attributable to our excellent performance on international markets. Each time we enter a new industry, we consider it as a milestone for our growth and development. The spectacular growth and significant innovations achieved in

each of CIMC's industries cannot be alienated from the Group's strategy to access to international markets and win recognition from customers and clients on the world's mainstream markets. This is how we developed the container businesses, energy and offshore services.

When we innovate in a specific field, we will think about how to create an innovative pattern by giving full play to our international visions. A company's competitiveness on international markets does not simply refer to market shares, number and value of orders or the mere combination between a foreign company and a domestic one; on the contrary, what counts most is to create a more competitive international cooperation pattern.

Today, the allocation of global resources includes the allocation of hard resources and soft resources, including technical and market resources as well as global innovations. Why has been CIMC paying special attention to the ability of allocating such resources? It is the hallmark that an industry has developed to a certain stage; without such ability, a company may not be able to find resources necessary for further growth and development.

CIMC tries its best to give full play to the advantages of the acquired foreign companies, and make them realize that though in a framework designed and created by Chinese, if they try, they will become more creative, develop more excellent resource allocation ability and find new development space. When purchasing enterprises, we do not focus on financial control or the expansion in production capacity; on the contrary, we care more about the changes in patterns, and hope that the combination of foreign and domestic resources will bring about changes in nature instead of in forms.

Nanfang Daily: please introduce the changes in CIMC's global resource allocation ability in the past 30 years.

Yu Ya: Shenzhen was not a city with everything, but it was gifted with the genes for opening-up and allocation of resources. CIMC has been extending its reread into global markets. For example, the offshore business is the one that demands highly reasonable and superior allocation of international

resources, so we should hold an open attitude towards the allocation of global resources. Only by doing so can we achieve the preset targets.

Over the past 30 years, our roles in the industries have been changing. CIMC was a product maker at the very first beginning, and it gradually grows up to be in industrial leader. For example, CIMC has been holding the first place in the world's container industry since 1996. That is to say, for every two containers manufactured and distributed worldwide, one of them will be built by us.

Since 2002, CIMC began to purposefully reduce its excessive dependence on container businesses. Strategically, it turned to business diversification. In recent years, CIMC's businesses have covered container, vehicles, energy, chemical and food equipment, offshore, airport facilities, logistics services, financial services and real estate, and we have achieved many more the world's number ones in these market segments.

When CIMC enters the vehicles field, we do not merely start a new business or copy the business patterns from others. To be more precise, we participate in the allocation of global resources and conduct R&D, manufacturing and marketing cooperation with our business partners in many countries and regions. In 2007, CIMC formally purchased Enric Holdings Ltd., a company listed in Hong Kong. After that, there is something different. Besides the cooperation on products, we started to offer ECP services. In addition, we purchased the well-established designing company with proven track records, so as to stimulate the sales of products with engineering services. We followed the same path when we started the offshore businesses in 2008.

Over the past 30 years, CIMC has its two abilities constantly improved: the technical competence and the ability to innovate patterns. We are working on the pattern innovations for different industries including the container businesses, the "oldest" one of CIMC. Thanks to the improvement in these two abilities, CIMC remains to be young, vigorous and fresh, and we are capable of finding larger space for innovations. For example, our offshore and modular building businesses stimulate imaginations and boast good development prospects.

Nanfang Daily: CIMC started to offer offshore businesses in 2008. It requires

higher ability for the allocation of global resources. Therefore, how will CIMC Raffles respond to current challenges? And how do you think about the development tendencies for CIMC's offshore businesses?

Yu Ya: the drop in oil prices poses considerable challenge on our offshore businesses. However, this challenge is universal and global, and it is not merely for Chinese enterprises or even for CIMC. I think that there must be significant adjustment to the industry.

At present, we have two problems: firstly, how to survive. We have made taken many adaptive adjustments to ensure the sustainability and continuity of our businesses and make preparations for future prosperity. On the other hand, we are intensifying efforts to invest more in R&D activities. Such investment is future-oriented: how to carry out development activities in a more effective and economical manner in the face of oil price drops and use of traditional and new energies. The development of efficient, high-quality and economic equipment will become our new competitiveness after the adjustment.

CIMC is nurturing industries but not merely making products. Also, CIMC is not merely behaving nicely or professional itself. We are making great efforts to cultivate industries, help and educate suppliers and major business partners, so that they will grow from an outsider of the offshore businesses to an expert, compete with foreign competitors. These cultivation costs and risk costs borne by CIMC directly benefit the industry, and we never regret it.

CIMC is the guardian of manufacturing industries. As we all know, the manufacturing industries have witnessed constant innovations, because there are always spaces for innovations. The social progress and industrial development cannot be achieved without manufacturing industries that have been seeking innovation and perfection. During our industrial adjustment and improvement, there are always challenges; and once these problems are solved, CIMC advances and then benefits the communities.

CIMC has done a great deal in its offshore businesses. Besides the delivery of a large number of products, we have developed the industrial innovation ability and gain more advantage. For example, China is working hard on the large-size airplanes, but it is not about the manufacturing of

planes itself; it is about the buildup of the nation's development competence in the aviation field during the manufacturing process. This also applies to CIMC. We are confident that CIMC will contribute more to the nation's offshore industry through its hard work and benefit the industrial development through the establishment of platforms.

1993
CIMC conducts its first-ever cross-region acquisition and successfully purchased 51.18 percent of shares of Dalian Container Manufacturing Co., Ltd.

Afterwards, the acquisition and merger becomes CIMC's major approach for strategic expansion

2003
CIMC acquired HPA Monon, the eighth largest semitrailer manufacturing company in the U.S., and established CIMC Vehicles America

2007
CIMC acquired Burg Industries B.V. in Netherlands and Enric Energy Equipment Holdings Ltd.
The successful restructured Enric became the first listed business unit of CIMC

2008
CIMC purchased 29.9% of shares of Yantai Raffles and became its largest shareholder
This represents CIMC's formal access to the building of special vehicles and for offshore engineering services

2012
CIMC acquired the well-established Ziemann and quickly developed the Group's food equipment businesses

2013
CIMC acquired the well-established Ziegler, a firefighting trucks and rescue vehicles manufacturing company, making its formal entry into the firefighting trucks field

2014
CIMC completed the reverse acquisition of Pteris Global Limited
CIMC Tianda was successfully listed overseas, and became the second listed business unit of CIMC

2016
CIMC bought out Briggs Group Limited, a UK company with 276 years of history, making it the "eldest" one in CIMC's acquisition history.

Note: The incomplete statistics show that the number of companies acquired or established by CIMC abroad is no less than 30 (CIMC's acquisitions of domestic enterprises are excluded)

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