

CIMC TODAY

今日中集



中集出席中美企业家圆桌会并发言
在美重组经验获汪洋副总理赞许

中集天达斩获国际国内两个过亿大单

看好新能源应用前景 中集增资入股珠海银隆
中集安瑞科承建两个世界级啤酒中国生产基地

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CIMC DELIVERED A SPEECH IN CHINA-US BUSINESS
ROUNDTABLE WITH THE RESTRICTURING EXPERIENCE
IN US APPLAUDED BY VICE PREMIER WANG YANG

CIMC TIANDA WINS TWO BOARDING BRIDGE ORDERS
WORTH OF MORE THAN 100 MILLION YUAN EACH AT
HOME AND ABROAD

Due to the Favorable Prospects of New Energy, CIMC Become a
Shareholder of Zhuhai Yinlong with Capital Increase
CIMC Enric Contracted and Built Two World-class Beer Production
Facilities in China



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Preface

The world was full of anxiety and confusion in 2016. Globally, the political and economic black swan events frequently occurred, and the geopolitical risks were on the rise, which brought more uncertainty to the global trade trends. Locally, China's economy entered the "new normal", and its supply-side structural reform was deepened and promoted continuously. It was a prevailing opinion that China's overall economy would experience an L-shape growth.

Although there are adverse conditions, we have been forging ahead with great resolutions. In the complicated and changing environment, CIMC clung to the development strategy that was highlighted by the combination of manufacture, service and finance, and made impressive business achievements. In terms of projects, CIMC Enric completed the turnkey projects of two world-class beer production facilities in China, CIMC Raffles delivered the world's most advanced ultra-deep water drilling platform, and these showcased CIMC's technical strengths. In terms of orders, CIMC Enric won orders for LNG fuel tanker containers from Singapore; CIMC Airport Facilities won two boarding bridge orders worth of more than 100 million yuan each in Beijing and Chile, the biggest ones that CIMC Tianda ever won from domestic and South American markets.

As long as an enterprise goes for long-term development, it must have future business plan in place. Optimistic about the prospects for applications of new energies, CIMC purchased shares of Zhuhai Yinlong New Energy Co., Ltd. together with Ms. Dong Mingzhu, Wanda and Jingdong, and the two sides agreed to carry out cooperation heavy trucks, refrigerator trucks, airport facilities and other businesses; Ziegler became a shareholder of a well-established Italian lift-truck platform company, and this move would further expand its current global layout of the firefighting truck business, and the accessibility and availability of the Italian platform lift truck technology would further upgrade CIMC's firefighting truck products.

Whenever there is a hill, there is a will. With the past of 2016 and looking forward to the year of 2017, CIMC is fully committed to reinvigorating itself and creating new values for its customers and partners through positive transformations. 2017 will be a remarkable year for CIMC.

Editorial Office of *CIMC Today*

Guangdong's Top Leaders Inspect CIMC, Expressing Support for the Transformation and Upgrading of the Manufacturing Industry

On the morning of December 7, 2016, Ma Xingrui, the deputy secretary of the Guangdong Provincial Committee of the Communist Party of China (CPC) and the secretary of the CPC Shenzhen City Committee, and Xu Qin, the mayor of Shenzhen Municipal Government led the team to inspect CIMC, learned about its difficulties and proposed immediate solutions.

Mai Boliang, CEO and President of CIMC, introduced the overall development of the Group, its future strategies, the progress made in its Qianhai land rearrangement work, the operations of its offshore segment, the businesses of vertical parking garage, and the projects in need of support from the government.

Ma Xingrui thought highly of CIMC's achievements in the transformation and upgrading during the past few years, stressing that the manufacturing industry is the backbone of the country. Guangdong Provincial Government and Shenzhen Municipal Government fully support CIMC's efforts to grow bigger and stronger. So far, common understanding on CIMC's Qianhai land rearrangement framework agreement has been reached, and a report will be submitted to the municipal government for review and approval. Ma Xingrui demanded that the competent government agencies should hold meetings as soon as possible to discuss and arrive at decisions on the matter. For CIMC's offshore business development plans, Ma Xingrui was optimistic that it would be a business

with bright prospects, and urged competent government agencies to provide full and solid support so that the plan would be quickly implemented. For CIMC's viable vertical parking garage solutions to the parking difficulty for buses and container trucks in Shenzhen, Ma Xingrui was very interested and supportive of the program after hearing the introductions, requesting for a number of times that "is it possible that the program immediately implemented?" "you should make it happen today"; "you must do it now!" He asked that joint efforts from the Group and the government should be made to determine and implement a pilot project as soon as possible.



Shenzhen's leaders Guo Yonghang, Tian Fu, Li Tingzhong, Du Peng and Pei Lei, Nanshan District's leader Jiang Jianjun, and chief officers from Shenzhen Development and Reform Committee, Shenzhen Commission of Economy and IT Technology, Urban Planning, Land & Resources of Shenzhen, accompanied the top leaders throughout the visit, and CIMC's top management members Gao Xiang, Yu Ya, Zeng Beihua, Qin Gang, Tao Kuan and Zheng Yuanhua were also present.

Due to the Favorable Prospects of New Energy, CIMC Become a Shareholder of Zhuhai Yinlong with Capital Increase



On December 15, 2016, the author was informed at the Chinese Manufacturing Summit held in the Great Hall of the People in Beijing, the five enterprises and individuals subordinated to CIMC Group (hereinafter referred to as CIMC) have signed capital increase agreement with Zhuhai Yinlong New Energy Co., Ltd. (hereinafter referred to as Zhuhai Yinlong). At the same time, CIMC also signed a strategic cooperation framework agreement with Zhuhai Yinlong. The subordinate companies of CIMC became the shareholders of Yinlong with the capital increase of RMB200 million, accounting for about 1.5%, and both parties have agreed to carry out business cooperation in many ways. Li Yinhui, the Vice President of CIMC Group introduced, CIMC accumulated superior resources in the fields of energy and logistics in the past more than 30 years, and have huge demand for new energy in the aspects of heavy trucks, refrigerator trucks and airport facilities. Due to the R&D and manufacturing capacity of

Zhuhai Yinlong in lithium titanate batteries, new energy vehicles and energy storage, there is tremendous cooperation space for both parties in the future.

It is reported that the parties signing the capital increase agreement with the original shareholders of Zhuhai Yinlong also include Dong Mingzhu as an individual and three famous enterprises including Beijing Yanzhao Huijin International Investment Co., Ltd., Dalian Wanda Group Co., Ltd. and Jiangsu Jingdong Bangneng Investment Management Co., Ltd. With the joint capital increase of RMB3 billion, the five units or individual acquired 22.388% of Zhuhai Yinlong's stock right.

Based on the multi-aspect cooperation potential in the future, CIMC signed a strategic cooperation framework agreement with Zhuhai Yinlong at the same time. According to the contents of agreement, both parties decided to cooperate in the

fields of new energy trucks (such as new energy wharf trailers, new energy logistics vehicles and etc.), new energy airport shuttle buses, new energy buses, passenger car design, charging piles in parking lot and etc.

Both parties believes that the cooperation will further enhance the development scale of new energy industry, increase the market shares of both parties, expand the product lines, achieve mutual benefit and win-win of both parties, and realize more business values. The relevant principal of CIMC said that with the upgrading and development of various industries, they will firmly promote the use of new energy.

CIMC Delivered a Speech in China-US Business Roundtable with the Restructuring Experience in US Applauded by Vice Premier Wang Yang



During the 27th session of the China-US Joint Commission on Commerce and Trade (JCCT), Chinese Vice Premier Wang Yang attended the China-US Business Roundtable, in Washington DC, the United States, on Nov. 22, 2016 local time. Li Guiping, Director of the Board and Managing Director of CIMC Vehicles, and Charles W. Mudd, CEO of Vanguard National Trailer Corp, one of subsidiaries of CIMC in the US, attended the event as the representatives of the Group. Li Guiping shared CIMC's restructuring of its American subsidiaries at the conference. The Group's restructuring efforts and achievements were well received by Wang Yang. During the summary stage of the conference, when talking about how Chinese enterprises notched up a win by successful restructuring of their purchased companies in the US, he raised two examples, and one of them was CIMC's case.

Eighteen Chinese and American enterprises explored ways to seek business growth

The roundtable co-hosted by China's Ministry of Commerce, the United States Department of Commerce and the Office of US Trade Representative was themed "how to adapt to challenges presented by changing business environment". The conference was of peculiar importance since it was held after the US Presidential elections.

Chinese Vice Premier Wang Yang, US Secretary of Commerce Penny Pritzker, US Trade Representative Michael Froman and other officials attended the event. They were joined by entrepreneurs from 18 industrial giants in both countries, including Dell, Wal-Mart, Emerson, Silver Airways and Alcoa from the US, and Bank of China, CRRC, CSECEC, Poly Group, BYD, CIMC and Fuyao Group from China. The Chinese and U.S. business leaders exchanged ideas on the new technical challenges facing both countries, compliance operations, merger and restructuring issues at the roundtable discussion, which was hosted by Kristin

Williams Mugford, Senior Lecturer of Harvard Business School, and former partner of Bain Capital.

As a representative of CIMC, Li Guiping delivered a speech at the conference and introduced CIMC's global business expansion and its restructuring of American companies acquired in the US. With a focus on the Group's successful restructuring of Vanguard, he made a detailed description of how CIMC transformed its American subsidiary from a dreadful loser into a big winner by implementing the "Midway Island Scheme" between 2009 and 2011, and elaborated on the operation principle of "Global Operation, Local Wisdom". Mr. Li said that the success of Vanguard tremendously bolstered CIMC's confidence in its globalization and shaped its unique operation principle. Over the past 5 years, CIMC's investments in overseas markets have outnumbered those in China. In 2015, its revenue from overseas operations represented more than 50% of the Group's total. Today, CIMC has over 6,000 foreign employees, and it has completely reshaped its corporate image.

CIMC's experience is the focus of attention

CIMC's success aroused the curiosity of many participants, and the hostess of the roundtable was one of them. She directly asked whether the successful restructuring experience in the US had been applied to CIMC's companies in other countries including China. Li Guiping said that actually Vanguard was restructured when it was acquired by CIMC in 2003, then it was restructured for the second time in 2009, and the restructuring that lasted for such a long time accumulated a wealth of experiences for the Group; in particular, the experience gained from the second

restructuring was later used for CIMC's subsidiaries in China, Europe and other global emerging markets, and it was pretty awesome.

Vice Premier Wang Yang noted CIMC's success in his summary remarks. When talking about Chinese enterprises' restructuring of their American subsidiaries, he said "CIMC has done a good job. Now it has five companies in the US, and they pay over more than US\$10 million taxes a year." In particular, Wang Yang has a couple of minutes' small talk with Li Guiping before leaving, "I specially took CIMC's success as an example in my speech. CIMC has received a like from me", said the Vice Premier.

In 2015, CIMC's revenue from overseas operations accounted for more than **50%** of the Group's total



CIMC-Baowu 2016 Strategic Cooperation Annual Conference Opens

The 2016 CIMC-Baowu Strategic Cooperation Annual Conference opened in Shenzhen on December 22, 2016. A total number of 70 people, including Baowu Group's General Manager Chen Derong, CIMC's CEO and President Mai Boliang, top leaders from the two groups, and strategic cooperation program representatives, attended the conference.

This meeting was themed with "working together in good earnest, forging ahead with past achievement". At the conference, the two sides expressed the hope that by implementing the long-term cooperation mechanism, for example, the strategic cooperation conference, the connotation of cooperation will be further enriched, and the cooperation itself will be taken to a deeper level, pushed into a newer phase, and brought up to a higher position.

Strategy-focused reports

The conference was chaired by Qin Gang, President Assistant of CIMC Group. After the conference started, the two sides exchanged views on the progresses made in the implementation of the "The Belt and Road" (B&R) and the "Innovation & Start-ups" Program, and had active discussions on cooperation projects. At first, Tao Kuan, manager of CIMC's Strategic Development Department, made the report of the "Summary of Performances on CIMC-Baowu Strategic Cooperation in 2016 and Plans for Strategic Cooperation in 2017". And then, Chen Zaigen, Vice President of Baosteel Engineering & Technology Group Co., Ltd. specially talked about the progresses made and the problems identified in the implementation of the OBOR Initiative; Wei Jun, Deputy General Manager of CIMC Industry & City Development Group Co., Ltd, shared the success experience of CIMC Park; and Qiu Chunyou, General Manager of CIMC Intermodal Development Co., Ltd., shared the cases of its successful implementation of intermodal projects. At last, Yang Ana, Head of Hot-rolled Products Research Institute, Baowu's Research Center, made an in-depth report on CIMC-Baowu Joint Vehicle Laboratory.



Presentation of awards to the units of excellent project development in 2016 and signing of strategic cooperation agreement

In 2016, CIMC and Baowu responded appropriately to the huge and serious challenges arising from the big changes in their internal and external environments. In 2016, the two groups' jointly launched 22 projects went smoothly and significant achievements, thanks to growing communication and deepening cooperation.

The CIMC-Baowu Strategic Cooperation Working Group picked out two excellent cooperation projects, namely the project of joint investments and cooperation on integrated axles, and the project of building the supply chain of steel for CIMC Vehicles, and presented the awards to the working units responsible for the two projects. The first project was jointly run by CIMC Vehicles and Baosteel Metal Co., Ltd., and the second by CIMC's Procurement and Shared Service Center and Baosteel Marketing Center. Baowu Group's General Manager Chen Derong and CIMC's CEO and

President Mai Boliang presented awards to the representatives of the winners.

Afterwards, CIMC's President Assistant Qin Gang and Baosteel's Deputy General Manager Wang Jing signed the *Strategic Cooperation Agreement between CIMC Group and Baowu Group*.

Unveiling of CIMC-Baowu Joint Vehicle Laboratory

With the further implementation of OBOR Initiative, the demands from the logistics sector will rise, and huge business development opportunities will emerge in the special purpose vehicle market. With the formulation of new policies and industrial standards by the central government, there will be a growing tendency for special-purpose vehicles to be lightweight. Baowu's high strength steel products and its corresponding packaged EVI technological solutions are ideal for the light weight of vehicles. In these contexts, CIMC-Baowu Joint Vehicle Laboratory was established.

Sumitomo President's Visit to CIMC Further Boosted Cooperation



On December 2, 2016, Sumitomo president Kuniharu Nakamura paid a visit to CIMC, who was received by Mai Boliang, CIMC CEO and president of CIMC, Huang Tianhua, president assistant of CIMC, Liu Bin, general manager of CIMC Purchasing & Sharing Center, Tao Kuan, General Manager of CIMC Strategic Development Department, Zheng Zuhua, director of Airport Facilities Segment Executive Committee, Ye Jianfeng, General Manager Assistant of CIMC Vehicles Group. Since the strategic cooperation agreement was signed this year, CIMC and Sumitomo have actively engaged in exchange and cooperation, jointly promoted project implementation and made significant progress in some projects. Sumitomo president's visit aims to enhance mutual understanding and build strong ties.

On April 7, 2016, CIMC and Sumitomo Corporation entered into a strategic cooperation agreement. So far, both sides have worked together in 20 projects involving vehicles, ENRIC, Airport Facilities,

finance and other businesses. The strong partnership has led to a significant progress made in Vehicles Group's sales channel and market, raw material lightweight technology cooperation, airport stereo garage, high value-added materials & parts supply project. In addition, both sides are also working together on refrigerator truck development, CIMC cross-border e-commerce, IOT, finance lease, natural gas fuelled power generation, modular construction, etc.

Sumitomo president Kuniharu Nakamura said, "CIMC is more than a container manufacturer. It has grown into a diversified transnational corporation. I am quite impressed by CIMC's great manufacturing prowess and rich experience in market development. Sumitomo engages in many fields, so we can broaden our cooperation. We hope to further deepen cooperation and accelerate the process." Besides, Kuniharu Nakamura also showed strong interest in modular construction and expressed his intent of cooperation in the future.

Mai Boliang said, "CIMC and Sumitomo are strongly complementary, which is why both sides have been committed to close cooperation and exchanges in the last two decades. Both CIMC and Sumitomo are the leader in their own fields, so they have great influence in their fields. With open market, capital exchange and cooperation, both sides will embrace broader and deeper cooperation."

Both sides reached the consensus at the meeting that CIMC and Sumitomo have a good foundation and broad prospect for cooperation. They will establish regular communication mechanism to review cooperation projects, and build sound cooperation mechanism to explore more projects.

Sumitomo Corporation is one of Japan's three largest general trading companies. Incorporated more than 400 years ago, it ranks 12th on the list of the world's top 500 companies. The cooperation between CIMC and Sumitomo can be traced back as early as 1993. Over the following years, the two groups have entered into strategic partnership featuring sincere cooperation, mutual benefit and win-win.

CIMC and Nanshan Aluminum Establish a Lightweight Aluminum Laboratory

The Signing Ceremony for the Establishment of CIMC-Nanshan Aluminum Joint Lightweight Aluminum Laboratory was held at Yantai Longkou Nanshan Aluminum Technical Center on February 13, 2017. A total number of over 30 people, including Lv Bo, deputy secretary of the Longkou Municipal Committee of the Communist Party of China and the mayor of Longkou Municipal Government, Cheng Rence, the Executive Director and Chairman of the Board of Shandong Nanshan Aluminum Co., Ltd., Huang Tianhua, President Assistant of CIMC Group, Li Guiping, Managing Director of CIMC Vehicles Group Co., Ltd., Liu Bin, the General Manager of CIMC's Procurement and Shared Service Center, and representatives of the senior management teams of the two companies, attended the signing ceremony.

The joint Lightweight Aluminum laboratory will make best use of Nanshan Aluminum's technical advantage in aluminum alloy

products and CIMC's experience in manufacturing businesses to provide the two companies with the platform for the technical work and communication of research and development, application research and quality improvement of aluminum alloy products needed for container, vehicle, energy and chemical equipment, and offshore engineering equipment businesses, explore the application potential of aluminum alloy materials in the lightweight and structural innovation of special-purpose vehicles, promote the research and development, manufacturing and application, and quality improvement of aluminum alloy vehicle products, expand business cooperation opportunities, serve the purposes of two companies' production, operation and technical progress, and achieve the objectives of mutual benefit, cooperation, and win-win.



CIMC Yangzhou Tonglee Supports the Reconstruction of Brazilian Antarctic Station

Brazilian Antarctic Station, also known as Comandante Ferraz Antarctic Station, is located on King George Island, South Shetland Islands. The station was founded in 1984 and went smoothly afterwards. However, a fire destroyed 70% of the complex in 2012. The Brazilian navy kicked off an international bidding for the reconstruction of its Antarctic base, and China National Electronics Imports and Exports Corporation (CEIEC) was awarded the bid.

CIMC Yangzhou Tonglee contracted with CEIEC for the design and production of the modularized and integrated houses of the new base. Thanks to its successful experience in modularized and integrated houses accumulated over the years, Tonglee possesses enormous advantage in designing and manufacturing modularized and integrated houses and abundant experience

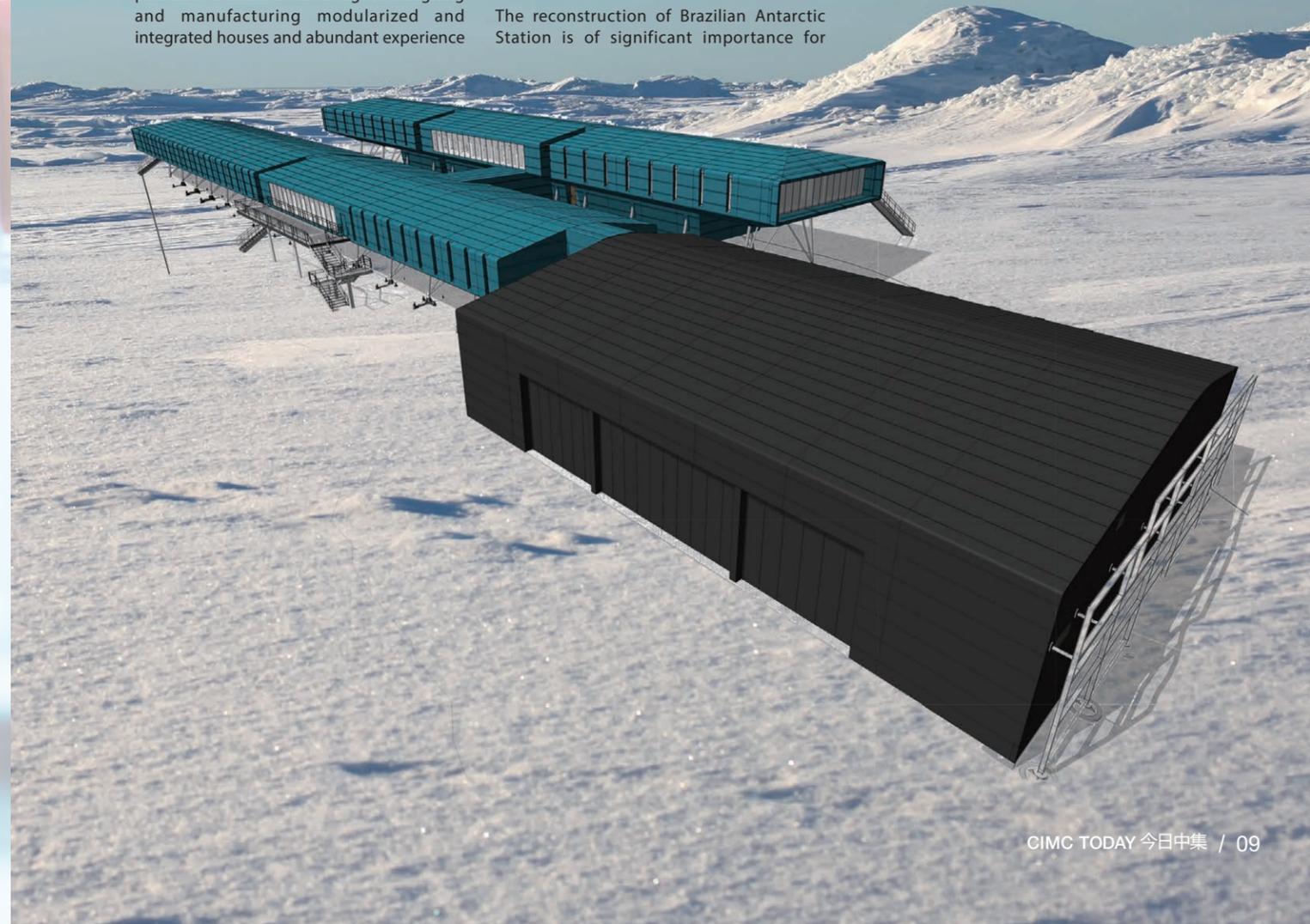
in successful project implementation across the world. In particular, it has conducted considerable research on building standards of different countries and relevant material conformities. The company has begun to export modular buildings since 2005. Its customized mine camps for the well-established Rio Tinto Group in Australia, the camps for the United Nations Peacekeeping Forces and other projects were highly praised by its industrial peers.

The new base will be built on the site of the old base. Its main buildings will cover an area of 4,500m² to house 64 people, 18 research laboratories, 7 environment and atmosphere monitoring spots, the wind turbine power, the tarmac and other facilities.

The reconstruction of Brazilian Antarctic Station is of significant importance for

Chinese enterprises, because it is the first time for them to build such a base for a foreign country. Brazilian base cover a total area of 5,000 m², including the 4,500 m² of main building plus other buildings for other facilities, making it a bigger one among the Antarctic stations. Altogether 244 containers of modular houses in standard 20-foot size will be provided, including bedrooms, kitchen, dining room, clinic, fitness center, library, scientific laboratories, combustion chamber, boilers and power generation system, making it a miniature city.

So far, the sample container has been manufactured, sent to Shanghai site for construction, and inspected and accepted by the property owner. The following modular will be produced in March 2017.



CIMC Attended the “Intermodal Asia 2017”

CIMC Fully Shows Integrated Solution of “Manufacture+Service+Finance”



On March 21, 2017, the Intermodal Asia 2017 that brings together global container, transport and logistics industry was opened at Shanghai World Expo Exhibition & Convention Center. The intermodal transport solution and tool involving multiple means of transport from the land to the sea to the sky fully demonstrates the entire intermodal transport industry chain.

The intermodal transport development has become national strategy

This event was hosted by Informa Exhibitions, CCIA (China Container Industry Association), branch of CCTA (China Communications and Transportation Association) and supported by CIMC. The opening ceremony was attended by Huang Tianhua, executive vice president of CCIA, president assistant of CIMC, Yang Hongyi, vice president and secretary general of CCTA, Peter Hall, general manager of Informa Exhibitions, Brian Darnoski, president of COA (Container Owners Association), Reginald Lee, president of Asia

Tank Container Association, Li Muyuan, vice president and secretary general of CCIA, executive vice president and secretary general of CCTA branch.

At 10:00 am, Huang Tianhua made an opening address and extended warm welcome and sincere appreciation to participating guests. He said, in the beginning of 2017, the 18 departments (e.g. Ministry of Transport) jointly issued the *Notice on Further Encouraging the Development of Intermodal Transport*, marking that China has regarded the development of intermodal transport as national strategy. With the implementation of *Notice* requirements, intermodal transport development will be greeted with a golden period. On one hand, the implementation of intermodal transport will push Chinese logistics industry to a new stage and social logistics resources will be fully used, which will considerably boost Chinese logistics efficiency. On the other hand, the development of intermodal transport,

especially sea-land transport through sea-rail transport and road-rail transport, will further bolster China’s “The Belt and Road Initiative” and drive socioeconomic development of countries along the “The Belt and Road”.

Industry giants discuss present situation and development trend of container transport industry

During the event, “Industry Leaders Strategy Summit”, “Water-based Paint Environmental Forum” and “Logistics Industry Development Forum” will be held, which provides an important international platform for global container transport and intermodal industry professionals to exchange viewpoints on strategic trend and problems of global market and strengthen business communication. In addition, the problems facing the shift of China’s container industry to water-based paint system will also be discussed, e.g. economic effect of the use of water-based paint system on factories and buyers, the effect of paint system selection

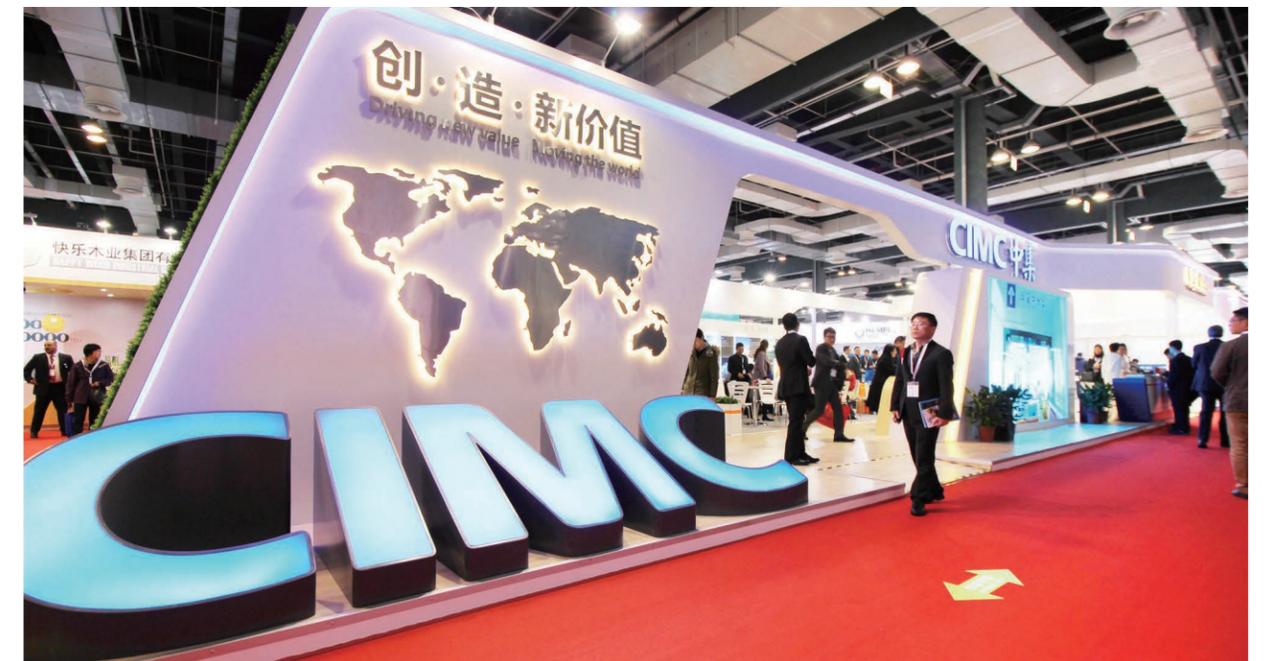
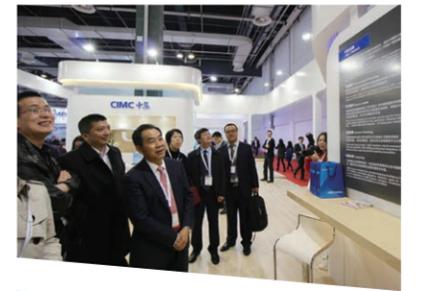
on production capacity, how to overcome technical problem of “flash rust”, etc. They will discuss how to provide premium container for buyers, improve air quality and achieve sustained profitability when China is shifting to the paint system with low VOC emission.

CIMC business segments work together to show CIMC’s soft power in leading intermodal transport development

During the “Intermodal Asia 2017”, CIMC showed up at the event with its segments closely related to intermodal transport, such as Container, Vehicles, Energy and Chemical, Logistics, C&C Trucks, CIMC Intelligent, CIMC E-commerce, fully demonstrating CIMC’s integrated service capabilities of “Manufacture+Service+Finance”. The booth reflecting the concept of eco-friendly container gathered a large number of industry participants.

The event offered more chances for CIMC to have in-depth talks with professionals from all over the world. A procurement manager from some Dutch shipping company said he had attended the Intermodal Shanghai every year since it was first held, and they paid much attention to the logistics product and technology showcased by industry-leading CIMC.

In the future, as the event goes on and becomes more widely known, each level of government and market players in China will have a better understanding of container-based intermodal transport; moreover, with further implementation of China’s “The Belt and Road Initiative”, rapid development of intermodal transport will surely inject new vigor and opportunity into logistics equipment manufacturing and service industry.



CIMC Vehicles Attends 2016 Guangzhou International Commercial Vehicle Exhibition



The 3rd Guangzhou International Commercial Vehicle Exhibition, which is co-hosted by China Foreign Trade Center, China Machinery Industry Federation and China Association of Automobile Manufactures, was grandly opened in Guangzhou on January 18, 2017. CIMC Vehicles exhibited its 8 latest vehicle models and PSI automatic tyre inflating system at the booth covering an area of 1,530m² in No. 13.2 exhibition hall, Zone B. The Group attends the event for three consecutive times in a row.

Products are always the best business languages, and CIMC Vehicles has spoken them loudly. Each of its vehicle models exhibited at the event reflects the opportunity and tendency of the business development in the future, and conforms to the requirements to tighten the control on transportation vehicles by the central government after it released the new GB1589 standard, one of the basic technical rules about the manufacture of vehicles.

China Council for the Promotion of International Trade hosted the "2016 Logistics and Transportation Vehicle Summit & CIMC Night" Dinner at the opening day of the event. CIMC Vehicles' Managing Director Li Guiping was invited to the dinner, and he delivered the keynote speech "Jointly Create New Values in the Fragmented Markets". Centering round the newly released amendments to the GB1589 standard, he shared with the participants the typical cases of how CIMC Vehicles created values for customers in the fragmented markets, talked about how the Group made visionary predictions about the industrial and market tendencies and how it successfully fulfilled such predictions by upgrading the iron tank trucks to aluminum tank trucks, how its lightweight 48-foot steel and aluminum frame vehicles filled the gap in the industry and became popular with users and customers on the markets, and how it completed the reasonable allocation of resources and strengths supporting the

production of center-axle trailers for the transportation of cars through the internal competition mechanism.

Mr. Li pointed out that when China's economy has entered a "new normal", and the government has intensified its efforts to push forward the supply-side reform, the enterprises in the automobile industry should find out what it is beneath the temporary boom, make continued efforts to promote structural upgrading and develop innovative businesses, and create global operation layouts by "going out and capturing market". The constant optimization of industrial structures, persistent upgrading of technologies and continuous improvement of product quality will all lift China's automobile industry to a new level. In short, the special-purpose vehicle segment is in the crucial stage of transformation and upgrading, and this means both challenge and opportunity for the enterprises in the industry.

CIMC Enric Contracted and Built Two World-class Beer Production Facilities in China

Two beer production bases in Baoding (Hebei) and Jishui (Jiangxi) of one global top beer manufacturer were completed and went into operation. The "turn-key projects" of the two world-class beer production facilities were built by Ziemann Holvrieka Asia Co., Ltd., the Asian base of CIMC Enric's previously acquired two overseas subsidiaries: Ziemann and Holvrieka.

Ziemann is a well-established German brand with 160 years of operating history, and it is currently a world leading supplier of brewery "turn-key solutions" and saccharification workshop technology; Holvrieka was established in 1947 and grew into a leading enterprise in the

businesses of development, manufacture and installation of stainless steel storage tanks in Netherlands.

Over the past few years, the two companies have made significant breakthroughs in China. Among them, Ziemann has seen an increase in its share in China's market to 15%, while Holvrieka has got 40% for its beer tank business. In the meantime, CIMC Enric has achieved a noticeable business growth in the markets of Mexico, Vietnam, Nigeria, and other countries and regions. Ziemann was invited to perform the "turn-key project" for a global top beer manufacturer's Mexican production facility in 2013, and it entered a 5-year exclusive

supply agreement for another top beer manufacturer's brewing facilities distributed around the world.

Today, CIMC Enric has established 7 food equipment research and development centers in Asia and Europe to provide equipment and engineering services to world's renowned beer factories. It has successfully fulfilled over 100 beer brewing EPC projects for clients in 33 countries and regions, and obtained over 30% of orders in the world. In particular, it is noteworthy that CIMC Enric has held 100% share of the European market for its stainless steel storage tank business.



CIMC Enric Wins Orders of LNG Fuel Tanker Containers from Singapore

Nantong CIMC Energy Equipment Co., Ltd., a business unit of CIMC Enric, entered into the agreement with Singapore G Company for provision of LNG fuel equipment and system for two towing ships in November 2016.

The deal was finalized after 12 months' business talks. The representatives from the Cryogenic Technology Department and the International Operation Department of Nantong CIMC Energy Equipment Co., Ltd. and those of the ship owner and the classification society had numerous arguments about the feasibility, safety and advantage of filling technology if the LNG tank container is used as a ship fuel tank, and conducted numerous discussions about the scheme for the tank container structure and the overall solution of fuel filling and techniques. In the end, CIMC Enric won the recognition from the ship owner and the classification society for its innovative technology to supply gas for LNG-powered ships with ship fuel tank container, and obtained the order for building the LNG tank containers for the first batch of two LNG-powered towing ships.

Singapore Port is an important transit hub in the world, and it has been promoting the use of clean energy by ships over the years. The finalization of the agreement is a milestone for Singapore Port to promote the overwater use of clean energy. The successful implementation of the project will be of significant demonstration effect to the promotion of using tank containers as the gas supply equipment for LNG-powered ships.

The design and manufacture of the ship fuel tank container should meet the IMDG's tank container criteria and IGF's ship fuel tank container standards simultaneously; since the product must obtain the tank container certification and the certification from a classification society at the same time, it will be considered a significant technical barrier and have enormous market competition advantage. In the meantime, the product has such strong points as replacement and refilling, stacking and expansion, and onshore maintenance of fuel tank containers for LNG-powered ships, so it will have bright market prospects.



CIMC Enric Conducts the Sea Trial of China's First 14,000-m³ LNG Carrier

The sea trial of China's first 14,000-m³ LNG carrier ended in great success. CIMC Enric Sanctum and Hongtu jointly provided the liquid cargo tanks for the carrier. As one of the twenty LNG inner feeder carriers in the world, it fills several technical gaps in China and has milestone significance in the improvement of the country's LNG industrial chain.

The 14,000-m³ LNG carrier is designed to meet the demands of unlimited navigating zones, adopts the wholly-refrigerated and semi-pressurized concept, and can transport many types of cargos including LNG. The carrier has a length of 126m, breadth of 23m, and designed draught of 6.5m. Two independent liquid cargo tanks are arranged in a single-line array in the cabin, with a volume of 7,000m³ each. It is the largest size that has ever made for carriers of the same kind. CIMC Enric Sanctum and Hongtu contracted and built the liquid cargo tanks and completed the construction in March this year. The successful delivery has sufficiently ensured the sea trial.



Length: **126m**

Breadth: **23m**

Designed Draught: **6.5m**



CIMC Raffles Delivers the World's Most Advanced Ultradeep-water Drilling Platform

"Blue Whale One", a semi-submersible drilling platform manufactured by Yantai CIMC Raffles Offshore Limited (CIMC Raffles), was named and delivered to the project owner at Yantai on February 13, 2017. Equipped with two drilling towers, the platform is the most advanced semi-submersible drilling platform on earth, breaking the world's records for its operating depth and drilling depth. In the meantime, it is the first "turnkey project" completed by a Chinese shipbuilder in the ultradeep water field, marking a milestone in the nation's offshore engineering sector. The platform will be jointly operated by Blue Whale and CNPC Offshore Engineering Company Limited (CPOE) for ocean energy exploration according to a previously signed service agreement between the two sides.

"Blue Whale One" is another "turn-key project" of CIMC Raffles. The EPC contractor completes all the activities from design, procurement, construction, to commissioning and handover of the project to its owner. The project successfully passed CPOE's safety

operation management system certification and was immediately put into operation after the handover. CIMC Raffles incorporated Frigstad D90 in the basic design of the platform, and completed all the detailed designs, construction engineering, building and commissioning. The platform is equipped with the DP3 dynamic positioning system and meets the certification requirements of Det Norske Veritas. With a length of 117m, a width of 92.7m, and a height of 118m, the platform features a maximum operating depth of 3,658m, a maximum drilling depth of 15,240m, and it is a semi-submersible drilling platform with the greatest operating depth and drilling depth in the world, suitable for deepwater operation all over the earth. Compared with traditional single drill tower platform, D90# drilling platform is equipped with highly efficient double hydraulic drill towers and Siemens closed-loop power system, capable of improving the working efficiency by 30 percent and saving fuel consumption by 10 percent.

The platform successfully won the Best Drilling Technology Award from the World Oil in 2014 and the Best Design Highlight Prize from the OTC in 2016. In particular, when Chinese Premier Li Keqiang visited Chinese Equipment Manufacturing Industry Exposition in Brazil in May 2015, he had a close look at the model of "Blue Whale One" and thumbed up for it.

"Blue Whale One" embraces 27,354 working units, over 40,000 pipelines, and more than 50,000 MCC inspection and report points, and especially its electric cable has a pull extension length of 1.2 million meters. As the world's most advanced ultra-deep water double-tower semi-submersible drilling platform, it not only surpasses other projects in terms of the physical quantity, but also overcomes a great many of challenges including the solution to technical difficulties, project management, global procurement and practical working and application performances.

The drilling system of "Blue Whale One" incorporate a large number of cutting-edge technologies such as two drilling towers, hydraulic lifting, shale recovery, and ultra-high-pressure well control. For the first time, CIMC Raffles has got deeply involved in the key processes of the drilling platform construction including the design, unpacked procurement, installation of equipment, MC and commissioning, and completed a larger part of independent designs and fully independent construction and drilling commissioning, signaling that CIMC Raffles has successfully gone through all EPC processes of deepwater semi-submersible drilling platforms.

"Blue Whale One" is the ninth deepwater semi-submersible drilling platform that CIMC Raffles has delivered, which has further enhanced its abilities of batch deliveries in the semi-submersible drilling platforms, and cultivated a team of high-caliber project management and implementation talents. CIMC Raffles will continue to contribute to the implementation of China's deep-sea strategy and provide more high-quality and cutting-edge deep-sea equipment for the nation's ocean energy development.



CIMC Raffles Contracts to Build the World's Most Advanced Semi-submersible Decommissioning Vessels



Yantai CIMC Raffles Offshore Limited (CIMC Raffles) and Shandong Twin Marine (SDTM), a subsidiary of Shandong Marine engineering Equipment Co., Ltd. under Shandong Marine Group Ltd. (SDMG), entered into the TML (twin marine lifer) construction contract on November 18, 2016. The new offshore platform decommissioning project, dependent on the world's most advanced decommissioning concept that "two vessels make the heavy lifting, and three vessels complete the decommissioning, will be deployed to install and dismantle fixed offshore platforms. After the delivery, the three vessels will serve in the UK North Sea.

The TML project consists of three DP3 decommissioning semi-submersible vessels. Two of the vessels to be built will be used for offshore platform decommissioning and a third will be used for the transportation of dismantled parts. CIMC Raffles will conduct detailed design, engineering design and construction of the three vessels. Each heavy semi-submersible vessel has a length of 206.3m, breadth of 42m, depth of 12.5m, and designed draught of 9.5m, and it will house a fix number of 200 people. The

two decommissioning semi-submersible vessels will be equipped with many heavy lifters with maximum lifting capacity of 34,000 tons. These heavy lifters will be used independently or in combination according to the size of a platform.

The global decommissioning market offers huge opportunities in the Gulf of Mexico, the North Sea, Southeast Asia, Brazil and other key offshore oilfield locations. The market for decommissioning has become more active as many offshore platforms are nearing end of life. The patented TML technology is mainly used for the installation and dismantling of fixed offshore platforms. Compared with tradition decommissioning technologies, it is much safer, more economical and efficient, and is used in larger fields. In the next decades, there will be huge demands for decommissioning over 10 million tons of offshore structures across the world. The dismantling of abandoned offshore platforms will be the right direction for the offshore sector.

SDMG is established upon the approval of Shandong Provincial Government and is

subject to the supervision and management of State-owned Assets Supervision and Administration Commission of Shandong Province. It is China's first large state-owned enterprise that specializes in the investment in the marine industry. Shandong Marine engineering Equipment Co., Ltd. is a controlled subsidiary invested and established by SDMG. It is now a high-end marine engineering equipment specialist, wholly controls the North Drilling Co., Ltd. in Huston, the U.S., and implements and operates the TML project through the joint development of SDTM.

An officer with SDMG said that the TML system is the most cutting-edge technologies and equipment in today's offshore engineering sector, embraces advanced scientific and technological contents, and represents the development direction CIMC Raffles has the leading offshore construction technology in the world, excellent working team with abundant experience, and strict standard quality control mechanism. The investment and construction of the TML will help promote the transformation and upgrading of the manufacture of high-end equipment.

CIMC Raffles Delivers China's First Mobile Offshore Production Testing Platform

Yantai CIMC Raffles Offshore Limited (CIMC Raffles) delivered the China's first mobile offshore production testing platform, the "Ocean Oil 162", to CNOOC Energy Technology & Services-Oil Production Services Co. (oil production company) on February 24, 2017. The platform is a mobile offshore production testing equipment with most complete functions in the world, and its successful delivery has brought China's marine engineering equipment development and innovation abilities to a higher new level.

"Ocean Oil 162" platform has a large number of independent intellectual property rights. It has made three firsts in China, namely the domestication and application of crude export hoses pipes, the domestication of central control system and its application on offshore applications, and production testing platform integrating the functions of production testing, oil and gas processing, crude oil storage, and well restoration; 98%

of equipment and parts of the platform are made domestically. In particular, the core equipment such as the central control system, crude export reels and crude export hoses are domestically made for the first time, which has greatly reduced investment and construction costs, and improved the abilities of domestication of key systems and supporting devices of ocean oil and gas development equipment.

The platform was jointly designed by the Research Institute of Shengli Oilfield and CIMC Raffles, and built and commissioned by CIMC Raffles itself. Over the 12 months from the signing of the agreement to the delivery of the platform, CIMC Raffles fulfilled the safety objective of no property damage or personal injury accidents for 1.3 million labor hours throughout the construction and commission of the project; the company successfully ensured higher rate of passing product inspections through strict process control, and among them, the passing

rate in the first inspection by the project owner was 98.6%, 99.2% by the competent authority, and 99.8% by NDT. In the face of the short period of time for construction, CIMC Raffles gives the absolute rights to leaders of different teams, carries out lean management, adopts the crowdfunding model among team members for the first time, advocates the cultural concept that "it is up to an employee himself to make the call in his expertise zone, and it is up to all employees themselves to make the project done".

Wang Jianzhong, CIMC Raffles' President, said that "the successful delivery is attributable to the optimization of building techniques, efficient use of resources, and innovation of management models such as the crowdfunding. It has enriched our production EPC experiences, and offered us more competition advantages in drilling, production, engineering and supporting equipment required for all links in the offshore industrial chain".



Advanced Manufacturing Fund (AMF) Invested in CIMC Offshore

On December 7, 2016, AMF entered into an capital increase agreement with CIMC Offshore Holdings Limited (CIMC Offshore), under which it intended to invest RMB1 billion in the latter.

Jointly launched by NDRC, Ministry of Finance and MIIT and Central Finance Funds on June 8, 2016, AMF absorbs social capital and investment and operates in a market-based and flexible way. It focuses on investing in advanced manufacturing industry indicated in the plan Made in China 2025, aiming to accelerate the fostering of high-end manufacturing industry, promote the supply-side reform and develop the economy. It has raised RMB20 billion in the first stage, of which RMB6 billion came from Central Finance Funds; it was independently managed by the State Development & Investment Corporation in accordance with the market-oriented principle. CIMC Offshore became its first investment in offshore engineering equipment enterprises.

CIMC Offshore is professional marine engineering enterprise dedicated to the manufacturing of high-end offshore engineering equipment. It has delivered 10 deepwater semi-submersible platforms and 11 jack-up drilling rigs that are operating in main marine oil and gas producing areas, such as North Sea, Brazil, west Africa, Persian Gulf, Gulf of Mexico, Caspian Sea, South China Sea, etc. The deepwater semi-submersible drilling platforms under construction in CIMC Offshore make up 25% of global market share. As one of the first seven enterprises in the "White List of Offshore Engineering Enterprises" approved by the MIIT, CIMC is now leading the national key project of "the 7th generation of ultra-deepwater drilling platform"; it independently designs the world's state-of-the-art ultra-deepwater drilling platform, participates in the establishment of industry standards for the latest generation of ultra-deepwater platform and realizes the goal of China making core equipment

independently; meanwhile, it co-establishes the "National Engineering Laboratory of Offshore Engineering Assembly, R&D and Design", takes charge of the construction of offshore engineering big data lab and improves the intelligentization of offshore engineering design, construction and full-life-cycle services.

In the face of severe challenges in global offshore engineering equipment, the industry is undergoing in-depth adjustment coupled with a series of major M&A and restructuring operations as well as new technological surge in the world. It is China's national strategy to become a strong maritime power, and offshore engineering is one of the top ten industries emphasized in the plan Made in China 2025 in the next ten years, so AMF's investment in CIMC Offshore represents the paradigm of following market-oriented mechanism and national planning, guiding the industry leader to access international industry opportunity and lead industrial upgrading.

CIMC Logistics' Stainless Steel IBC Solutions to be Used in Shipbuilding Industry

Shenzhen South CIMC Logistics Co., Ltd. (CIMC Logistics) and Shanghai Waigaoqiao Shipbuilding Co., Ltd. (SWS) signed the cooperation agreement on the stainless steel BPC program on October 31, 2016. Zhu Weidong, Executive Deputy General Manager of CIMC Logistics, and Xu Zifu, Assistant Chief Engineer of Waigaoqiao, and their respective members were present at the event.

The conclusion of the agreement marks the start of cooperation between CIMC Logistics and China State Shipbuilding Corporation (CSSC), and a big move for the two sides to contribute more and further to environmental protection. It is expected

that the cooperation will generate positive economic and social benefits in the long run.

As a wholly-controlled subsidiary of CSSC, SWS is a large ship general assembly factory with the highest modernization level in China, with annual total shipbuilding production over 8 million DWT. Currently, SWS is the only shipbuilder in China that has its total shipbuilding production and holding orders both rank among the world's top ten, making it the No. 1 Shipbuilder in China.

At the signing ceremony, Xu Zifu said that "due to large use of paints on ships,

SWS spends over 10 million yuan on the treatment of hazardous and waste paints. Even so, we were bothered by it for quite a long period of time. The CIMC Logistics' IBC paint package solutions have been proven to be extremely successful, and it will make the trouble go away."

In the future, SWS will apply to CSSC and Shanghai Municipal Government for Innovation awards with the cooperation program.

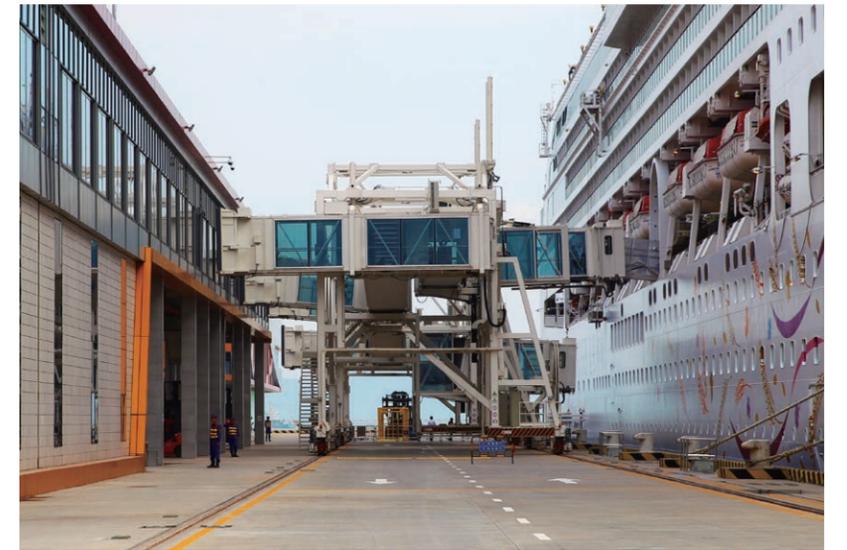
CIMC's Ship Boarding System Endorses the Success of Shenzhen Prince Bay Cruise

Shekou Prince Bay Cruise Homeport, the waterway passenger transportation junction of Shenzhen, officially started operations on November 12, 2016, marking a milestone in the takeoff of the city's cruise industry.

The homeport, a nearly 10 billion yuan (US\$1.67 billion) project of China Merchants Shekou Industrial Zone Holdings Ltd, is the only homeport in Southern China to have a comprehensive sea, land, air and train transportation connection. Its biggest berth can allow the world's biggest, 220,000-metric-tons grand cruise liners, to call. After the final stage of the construction is completed, the ferry terminal will become the largest cruise homeport in China and a first-class one across the world.

SuperStar Virgo, the flagship of Star Cruises' Asian fleet, dropped its anchor at the ferry terminal on November 13, making it the first international cruise liner to choose Shenzhen as its homeport. About 2,000 international tourists bought the tickets for the maiden voyage. They were thrilled and excited at seeing the SuperStar Virgo docked nearby. Now, their dream journey was within easy reach: they would walk across the ship boarding bridges (SBB) manufactured by CIMC Tianda, board the luxurious ship, and embarked on the long-awaited journey.

SBB is a mobile connection system for boarding and disembarking passengers from ships. The SBBs manufactured by CIMC Tianda can automatically adjust the gangway height to the terminal floor, so as to provide tourists with comfortable and safe walking space. The completely transparent gangways enable tourists to view the landscape of the ferry port, and its unique appearance complements with the entire buildings of the port. The SBBs earn their manufacturer a wealth of good comments from the operator of the Prince Bay Cruise Homeport and other homeports both at home and abroad. In addition, the Company also provides the baggage handling system for the Homeport.



Prince Bay Cruise Homeport will have 8 more international passenger ship lines in January next year. The first six-star cruise liner in China, the Silver Shadow, one of the most luxurious ships from Silversea Cruises, is also expected to set sail from the homeport then, allowing tourists to travel around the world in a more comfortable way. The initial estimate indicates that, by 2020, the overall number of cruise passengers will hit 1.5 million. During the sustainable development of the Homeport, the SBBs and baggage handling system provided by CIMC Tianda will continue to offer exceptionally excellent and quality service to tourists.

Mr. Chang Shaomin, CEO of Pteris Global Limited and General Manager of CIMC Tianda, said that as a multi-national company, CIMC is committed to providing high-quality equipment and systematic solutions for enterprises in modern transportation and logistics industries. Since the headquarters of CIMC is very close to the construction sites of Prince Bay Cruise Homeport, the Group has given full play to the location advantage and played a much

more important and positive role in the construction than expected. Its specially tailored and customized advanced SBBs and baggage handling system will provide high-quality service to tourists from different parts of the world after the Homeport opens.

According to Chen Zhe, Deputy General Manager of CIMC Tianda, the Company is the only specialist capable of independently providing one-stop solutions incorporating SBB consultation, design, manufacturing, installation, commissioning and maintenance in China. So far, CIMC Tianda has 13 SBB patents for inventions and utility models.

CIMC Tianda has delivered over 4,000 unites of passenger boarding bridges for more than 200 airports worldwide. Also as an SBB manufacturing specialist, CIMC Tianda has provided SBBs for cruise homeports in Shanghai, Shenzhen, Xiamen, Tianjin, Haikou, Yantai, Dalian, Zhoushan and Marseille, marking the Company's SBB product and technology have reached the international advanced level.

CIMC Tianda Wins Two Boarding Bridge Orders Worth of More Than 100 Million Yuan Each at Home and Abroad

CIMC Tianda won two boarding bridge orders worth of more than 100 million yuan each in Beijing and Chile in February 2017. The amount of contract for the provision of over 50 boarding bridges for San Diego Airport exceeds 130 million yuan, the biggest ever that CIMC Tianda has won from the South American market. The amount of contract for the provision of over 100 boarding bridges for Beijing Daxing International Airport exceeds 170 million yuan, the biggest ever for a single order in China. CIMC Tianda's boarding bridges will meet the designed passenger traffic of 100 million person-time for Beijing's new airport.

So far, CIMC has successfully sold its boarding bridge products to 259 airports across the world with CIMC Tianda as the platform, which covers 69 countries and regions and includes 119 international airports. With its revenue from international operations accounting for 50% of the company's total, CIMC Tianda's 5,441 boarding bridges represents the half of the global market.

CIMC Tianda Beat Its German and Spanish Rivals in Bidding for a Chilean Contract

According to Lin Pohui, manager of CIMC Tianda's International Market Department, air travel demands go up in South America thanks to its consumption upgrading. CIMC Tianda's boarding bridge products accessed to South American market in 2007. Over the past 10 years, the company has extended its reach to Ecuador, Guatemala, Panama, Brazil and other countries and regions. It is able to win orders from the Continent almost every year, accounting for about 50% share of the South American market.

"However, the order from Arturo Merino Benitez International Airport in San Diego, the capital city of Chile, is something really different for us. We were awarded the contract for the design and manufacture of over 50 boarding bridges and air conditioning systems. The order was worth about US\$20 million (about RMB130 million). This is the biggest order that Tianda has received from the South American market. The project will be the hallmark of Tianda, and it also imposes higher requirements on our service and EPC contractor supporting abilities", said Lin Pohui.

The passenger traffic of the Chilean airport has exceeded 20 million, so it has to work in full capacity. The phase one and two projects under construction will be respectively completed at the end of 2018 and in 2020. After put into operation, the airport will be able to serve 40 million passengers enplaned and deplaned and direct-transit passengers. More than 50 boarding bridges to be built and provided by CIMC Tianda will both meet the demands of the phase one and two projects construction.

According to Chang Shaomin, General Manager of CIMC Tianda, the Chilean airport management paid great attention to the project. It picked out a European company as the EPC contractor of the expansion project. In the following international bidding for boarding bridge products, CIMC Tianda won recognition from the property owner and successfully beat its German and Spanish rivals in the five-month public bidding process, thanks to its many years of business experience on European market, its familiarity with EU standards; in addition, its provision of boarding bridge products to South American airports for 10 years, its reputation on the international boarding bridge market, its product quality and its EPC contractor supporting abilities. The

order has established CIMC Tianda itself on South American market. It is convinced that with the further development of the region's aviation market, the company will have more business opportunities.

CIMC Tianda Wins Beijing New Airport's 170-million-yuan Order that is Rarely Seen in China

When CIMC Tianda was awarded the contract from the Chilean airport, it also won a big order from China almost at the same time. It was for Beijing's Daxing Airport, the ultra-large one in the country's capital city that is planned to be able to handle 100 million passengers a year. The new airport is a large international transportation hub that will be built in Lixian Town and Yudai Town of Beijing's Daxing District and part of Guangyang District in Langfang City, Hebei Province. It will eliminate the bottleneck in Beijing's aviation hardware and promote the integrated development of Beijing-Tianjing-Hebei region.

According to Chen Zhe, the 170 million yuan order is for the purchase of over 100 boarding bridges, making it the biggest one ever in China. After the new airport is put into operation, it will be the largest airport in the world and the new landmark in China. In the meantime, CIMC's boarding bridges will be the first or last place for passengers entering or leaving the new airport.

Chen Zhe said that a fierce competition was inevitable in the public building process for such a large-scale project. In the end, CIMC Tianda beat its rivals with its well-earned reputation in domestic market, proven track record of product quality, customized construction and service delivery abilities. This is the first big project that CIMC Tianda contracts to build after the State issued its newest boarding bridge construction standard in 2016, which meant that the products to be provided for the new airport would be of higher safety.

The contract amount of over 50 boarding bridges for San Diego Airport exceeds **130 million** yuan

The contract amount of over 100 boarding bridges for Beijing Daxing International Airport exceeds **170 million** yuan

CIMC Tianda's 5,441 boarding bridges accounted for **50%** of the global market share



CIMC to Upgrade its Firefighting Trucks after Becoming a Shareholder of a Well-established Italian Platform Lift Truck Company

Albert Ziegler GmbH, a worldwide leading provider for firefighting and emergency management solutions under CIMC, became the strategic shareholder of CELA Srl after it concluded the agreement to purchase 25% share of the well-established Italian platform lift truck company. The important move means that based on the bright market prospects, Ziegler will further expand its current global layout of the firefighting truck business, and the accessibility and availability of the Italian platform lift truck technology will further upgrade CIMC's firefighting truck products, marking a solid step forward on CIMC's way ahead to become a world's top firefighting truck manufacturer.

Officers with the two groups said that the equity cooperation will enable the two sides to make best use of their respective advantages and jointly develop, produce and sell platform lift trucks under the brands of Ziegler and CELA Srl. With the cooperation, Ziegler will be able to further expand and improve its product line in the field of aerial firefighting platforms

and water tower firefighting vehicles, and provide first-class aerial firefighting and rescue vehicles to users all over the world.

Through innovations and advanced technical solutions, Ziegler is currently able to provide different types of aerial firefighting and rescue platform trucks with working heights from 22m to 72m and aerial spraying arms with heights from 18m to 72m. In addition, the Germany subsidiary can develop and manufacture customized products according to the specific and special demands of users.

"The cooperation with CELA Srl will bring new members to our product family, so that we can provide more products and services to our customers across the world. CELA Srl is a specialist with a long history and rich working experience in platform lift trucks and aerial spraying fields in the world. We are pleased the two sides have established close strategic equity cooperation, and this is a good start. With the deepening of the cooperation, we will make more efforts to further consolidate", said Mr. Luan Youjun,



Chairman of the Executive Committee and CEO of Ziegler.

"I believe the cooperation between the two groups will create excellent synergy effect and benefit our development. In addition, we share the same objectives for producing high-quality products and making continuous innovations, and this has laid solid foundations for the cooperation", commented Mr. Paolo Troni, CEO of CELA Srl.



CIMC Park Rated as a State-level Scientific and Technical Enterprises Incubator

On January 4, 2017, in the "Notice of the Ministry of Science and Technology on Releasing the List of 2016 Scientific and Technical Enterprises Incubators at the National Level", CIMC Park was rated as a state-level scientific and technical enterprises incubator after over one year of successful operation. It is the first incubator that has been rated as a national-one within the shortest period of time.

CIMC Park is planned to cover an area of 530mu (353,333m²) with building areas of more than 500,000m² and a total investment of 6 billion yuan, and it is expected to achieve annual output value of 45 billion yuan. It is one of the four major industrial bases that CIMC will spend 18 billion yuan to build in Dongguan. Positioned as a "Demonstration Zone of Made in China 2025", CIMC Park will focus on the cultivation and introduction of intelligent equipment, robots, mobile Internet and other high-end scientific and technical industrial clusters and build itself into a demonstration zone for intelligent science and technologies in China.

CIMC Yunchuang is the first asset-light operating company for the industrial parks

of CIMC Industry-City, fully responsible for the operation of CIMC Park and the service of enterprises. At present, it has gradually developed the Yunchuang service system that can be used for other industrial parks. The construction of different types of financial, scientific and technical and industrial platforms provides value-added services to medium and small-sized enterprises in the park, and brings about the combined brand effects of Park and Service. In 2016, CIMC Yunchuang acquired nearly 30 million yuan (investments, financing and government funds) for its tenants and provided different services to nearly 200 enterprises and teams. The start-up teams coached by CIMC Yunchuang won champions in four industries and a number of second and third awards in the National Innovation Competition Dongguan Regional Contest, which significantly improved the park's customer stickiness and expansion.

CIMC Park and CIMC Yunchuang will make best use of the opportunity to be rated as a state-level incubator, improve their service abilities, and provide the complete incubation chain featuring the combination of Hackspace (garden), incubator, accelerator

and industrial chain for external enterprises and teams based on CIMC's industrial advantages in equipment manufacturing business, and ensure the provision of the development resources throughout the whole life cycle of enterprises from the start-up, growth, maturity and going public. The two companies will take the promotion of commercialization of scientific and technological researches and the cultivation of hi-tech enterprises as the mission, establish the incubation and growth service portfolio of "industrial incubation, start-up investment, going public cultivation" throughout the whole industrial chain, ensure the high-speed growth of enterprises in an all-round manner, promote the common development of enterprises at the upstream and downstream of the industrial chain, and boost the transformation and upgrading of industries in Dongguan and Pearl River Delta.



C&C Trucks' Products Rated as "2017 Chinese Truck Users' Mostly Preferred and Trusted Hazardous Chemicals Transportation Vehicles"

The "Discovery & Trust – Truck Owners Survey and Appraisal Awards Ceremony" was held in Beijing on February 21, 2017. C&C Trucks' U380 horsepower 6x4 tow tractor won the "Chinese Truck Users' mostly Preferred and Trusted Hazardous Chemicals Transportation Vehicles Grand Award", its U460 won the "2017 Chinese Truck Users' Recommended Truck Model with Excellent Safety Performance Award", and its combined power engines won the "2017 Chinese Truck Users' mostly Preferred and Trusted Heavy-duty Engine Grand Award".

The "Discovery & Trust – Truck Owners Survey and Appraisal" is an event that takes paying attention to the real comments of truck users as the start point, helping truck manufacturers to understand the actual demands of users as the core, and promoting the healthy development of the truck sector as the objective. Different from previous events, this year's appraisal of candidates for winners highlights the segment of truck models and takes users' comments seriously, so that the most appropriate models for different segments.

During the survey and appraisal, the organization committee received a great many recommendations for C&C Trucks. Thanks to their trust, confidence and support, the U380 horsepower 6x4 tow tractor was rated as "Chinese Truck Users' mostly Preferred and Trusted Hazardous Chemicals Transportation Vehicles". The product features high stability and low fuel consumption, and it more fits for the needs of users in the hazardous chemicals sector. In the meantime, the whole truck owns perfectly tuned power assembly in addition to the body design of light weight and less wind resistance, and wins users' recognition with its energy efficient, safe and reliable performance.

At the award presentation ceremony, C&C Trucks' U460 tow tractor won the "2017 Chinese Truck Users' Recommended Truck Model with Excellent Safety Performance Award". Since it was launched in domestic

market 6 year ago, the U460 has won users' trust for its excellent safety and established its advantages in the vision safety, braking safety, operating safety, impact safety and third party safety protection; it is also China's first truck that passes the tests required by the ECE-R29 Code for front impact, side impact, roof pressure, and 240mm distance crumpling during the impact of the driver's cab, and its safety is highly praised by the users nationwide.

Besides, C&C Trucks' 6K12 engine is popular among users for the strong power performance, and has won the "2017 Chinese Truck Users' mostly Preferred and Trusted Heavy-duty Engine" Grand Award".



CIMC's Electronic Express Delivery Picking Machines Win China Logistics "Golden Pegasus" Award

On November 17, 2016, the online vote organized by China Logistics Times for the "Most Popular Electronic Express Delivery Picking Machine" kicked off. CIMC's electronic express delivery picking machines won China Logistics "Golden Pegasus" Award – the most favorite one of the public, and attended the award presentation ceremony held during "2016 Bo Ao International Logistics Forum" as the representative of winners on December 1. The 2016 "Golden Pegasus" Award – the 2016 most favorite electronic express delivery picking machines award is based on China Logistics Festival, directed by China Communications and Transportation Association, and hosted by the organization committee of China Logistics Festival and China Logistics Times Press. It is one of the most influential award in domestic logistics industry.

This was also the first electronic delivery picking machine award based on public

votes. With CIMC's electronic delivery picking machines further improved and placed inside residential quarters of the first-tier cities such as Beijing, Shanghai, Guangzhou and Shenzhen, CIMC's products provide more convenient picking services for users and receives more good comments. At the opening day of the 2016 Bo Ao International Logistics Forum, CIMC's representative attended the award presentation ceremony, saying that CIMC sticks to the provision of high-quality to its users, and will further improve the picking machine products and services, raise the product quality and offer better service.

CIMC E-commerce was established in December 2014 with the first round of 400 million investment from CIMC. The company is dedicated to the construction of logistics-terminal infrastructure such as the electronic express delivery picking machines, the automatic picking of express packages, and

solution to the problem of delivery difficulty at the "last 100 kilometers". Over more than 1 year, it has erected 17,000 electronic express delivery picking machines, picked and delivered over 100 million packages, and service over 10 million people. And it wins recognition of the industry and many awards during its improvement of products and customer satisfaction. CIMC E-commerce won the "2016 China Logistics Top Ten Service Innovation Award" in June 2016 and the "2016 Excellent E-commerce Logistics Service Supplier" in October. In the meantime, the company has made great contributions to the public welfare programs. From June to October, through the "Bring Warmth to Kids in the Western Part of China" campaign, it called the users in residential quarters to donate their unnecessary cloths and transported them to the poverty-stricken areas in the west to help the poor kids there.



深圳商报

Shenzhen Economic Daily: How the Steel Giant is Erected

—Reporter: Chen Faqing

"Blue Whale One", a semi-submersible drilling platform manufactured by CIMC, was named and delivered to the project owner at Yantai on February 13, 2017. It is the first "turn-key project" completed by a Chinese shipbuilder in the ultra-deep water field. So far, CIMC Offshore is taking advantage of its technical innovation and industrial capital advantage at Qianhai, Shenzhen, gradually bringing in the funds from the I government and different industrial funds, and making efforts to build itself into a world first-class comprehensive marine service supplier and marine engineering equipment manufacturer.

CIMC Offshore delivered

10 deepwater semi-submersible platforms

11 self-elevating platforms

Holding orders for deepwater semi-submersible platforms accounted for

25% of the world market

CIMC acquired Raffles and created its offshore platform without caring too much about costs

The offshore business is not a regular business and not much known to the public. However, it is actually an emerging strategic industry with an output value of US\$300 billion a year, so it is a large market for enterprises which specializes in relevant fields. Long before CIMC's start of the offshore business in 2008, the Group's containers had ranked first place in the world for a long period of time. However, the container is within the category of traditional manufacturing industries and does not have too many technical contents. After careful consideration and numerous argumentation, the Group chose offshore engineering as the extension of its marine strategy, aiming to achieve the industrial upgrading and provide high-end products and services so that it can grow into a world-class company.

Different from regular development path of other companies, CIMC's offshore segment is not born within; on the contrary, it moves forward through acquisitions. In 2008, CIMC successfully finalized the acquisition of Yantai Raffles (a Singapore company). "We acquired Raffles with only US\$480 million yuan, and most important of all, it had orders worth of US\$1.8 billion in hand. This meant a great deal for us", said Pan Xilu, Senior Manager of CIMC Offshore Segment's Strategic Development

Department and Project Expansion Department. The US\$1.8 billion orders for 6 semi-submersible enabled CIMC to quickly step into the sector, and laid a foundation for refitting, designing and building platforms later. The offshore sector is very conservative. Large oil companies do not care too much about what an offshore engineering company can build, but what it has ever built. For Raffles, it engaged in the offshore engineering business for 15 years, and has gantry cranes with the world's largest lifting capacity up to 20,000 tons and a deepwater wharf of 18m depth, which made CIMC's later leapfrog development possible.

"Among the 6 platforms, there were 5 steel ones. The basic structure design in Europe or the U.S. was adopted, the major equipment and parts were purchased by the property owners, and CIMC just assembled them", said Pan Xilu. Though the general assembling of a steel platform was a job demanding techniques and skills, building a semi-submersible drilling platform that was so complicated and risky did not qualify CIMC to be an "engineer", and it was still a senior "assistant". A semi-submersible platform costs about US\$500 million, 60% of which was spent on equipment. When the basic design was completed, the major

equipment suppliers were also determined, and CIMC did not have ability to bargain.

However, an "assistant" will have the chance to become an "engineer" as long as he has sufficient perseverance and intelligence. After CIMC accumulated enough experiences through the general assembly of the 5 platforms, it had the chance to step further into the front-end design of a semi-submersible platform and owned the power to make decisions on the modeling and purchase of equipment. "It is not easy for CIMC Offshore to make this far. When we built the first 5 platforms, we paid too much. We totally invested over 3 billion yuan, and got 5 million yuan profit until 2014", said Pan Xilu. CIMC Offshore's development was firstly dependent on Yantai Raffles, but later benefits from the construction, research of platforms and accumulation of experiences.

Establish and Acquire R&D Centers, and Make CIMC Offshore Bigger and Stronger

The research and development is the crucial part for an offshore engineering company. In 2010, CIMC began to create its own pool of designers, and established Shanghai Offshore Engineering Design Center, which consisted of senior offshore engineering technicians from China State Shipbuilding Corporation No.708 Research Institute. And it also established the state-level Yantai Offshore Engineering Design Center. It was noteworthy that CIMC acquired 90% share of Basso Technology AB (BTAB) – an excellent offshore engineering design company in Sweden at the end of 2013, and further acquired Norwegian offshore engineering design company BE in 2015, which further enhanced the Group's offshore engineering equipment manufacturing foundation and brought its designing competence to the internationally advanced level.

The high costs of offshore engineering platforms also make the financing and lease of relevant equipment possible. In 2013, CIMC began to offer the offshore engineering equipment financing and lease services. In April and May of 2014, Yantai CIMC Raffles respectively delivered the "Ocean Oil 932" and the "Gulf Drilling and Exploring Platform One" self-elevating drilling platform to China Oilfield Services Limited. Normally, it takes 4 to 5 years for CIMC to recover the cost if it leases a self-elevating drilling platform or a semi-submersible drilling platform to other company. However, Yu Ya, Vice President of CIMC, told Shenzhen Economic Daily that "the financing and lease is not merely a business service model based on the design and manufacture; most important of all, it enables CIMC to learn about how a large offshore engineering company operates with reference to the successful operations of combining production and financing in Norway"





CIMC Offshore Undertakes the State's Tasks and Realizes Industrial Promotion

With the rise in offshore engineering sector, CIMC has extended its reach into the front end of offshore engineering equipment design and manufacture, and outperformed its domestic competitors. In particular, after it completed the successful delivery of 5 semi-submersible platforms in 2014, the Group received more orders. With development and announcement of the State's maritime strategy, CIMC receives great attention from the State's capital and industrial capital.

After the offshore engineering industry is made one of the 10 major industries that the State will prioritize to achieve the objective set in its "Made in China 2025" Strategy, CIMC is given more important tasks from the central government. In 2015, China's Ministry of Industry and Information Technology released the white list of the first batch of offshore

engineering enterprises. Yantai CIMC Raffles and other 6 central enterprises that met the "Regulations and Conditions for Offshore Engineering Equipment (Platform Category) Industry" were included in the list. Moreover, CIMC Offshore has taken the lead to carry out the research and development for the national science and technology major project of "the seventh ultra-deep water drilling platforms", independently designed the world's most advanced ultra-deep water drilling platforms, participated in the development of the industrial standard for the latest ultra-deep water drilling platforms, and achieved the domestication of core equipment; CIMC has also joined hands with other units to establish the National Engineering Laboratory for the General Assembly, R&D of Marine Projects, managed the construction of marine engineering big data laboratory, improved the

intelligent competence of design, construction and whole life-cycle service of marine projects. "After ceaseless explorations, CIMC Offshore got the attention from the State and the industry. In the future, we will make intensified and concerted efforts to build CIMC Offshore into a world leading enterprise in the offshore engineering field", said Pan Xilu. So far, CIMC has successfully delivered 10 deepwater semi-submersible platforms and 11 self-elevating platforms, which are working in the world's major ocean oil and gas production zones including the North Sea in Norway, Brazil, West Africa, Persian Gulf, Mexican Gulf, Caspian Sea and South China Sea. Its holding orders for deepwater semi-submersible platforms have accounted for 25% of the world market. CIMC Offshore has become the pacemaker of China's offshore platform industry.

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