

柳工新动态 WHAT'S NEW

CHAIRMAN ZENG GUANG'AN ELECTED AS DEPUTY TO THE 13TH NATIONAL PEOPLE'S CONGRESS

柳工集团党委书记、董事长曾光安当选第十三届全国人大代表

At the 3rd Plenary Session of the 1st Conference for the 13th National People's Congress (NPC) for Guangxi Zhuang Autonomous Region, which was held in Nanning in the morning of January 31, Zeng Guang'an, the 12th and 13th Deputy of District People's Congress, Secretary of the Party committee and Chairman of LiuGong Group, was elected as the Deputy to the 13th NPC for Guangxi Zhuang Autonomous Region.

The National People's Congress (NPC) of the People's Republic of China (PRC) is the supreme organ of state power in

China. It is composed of NPC deputies who are elected from 35 electoral units from the people's congresses of provinces, autonomous regions, municipalities directly under the Central Government, the People's Liberation Army, the deputy election council of the Hong Kong Special Administrative Region and the Taiwan compatriots' consultation election council. Each congress is elected for a term of five years. A total of 2,980 deputies were elected in 2018 to the 13th NPC of PRC.

1月31日上午，在南宁召开的广西壮族自治区十三届人大一次会议第三次全体会议上，选举产生了广西壮族自治区出席第十三届全国人民代表大会的代表。

广西壮族自治区十二届、十三届人大代表，柳工集团党委书记、董事长曾光安当选第十三届全国人民代表大会代表。

全国人民代表大会是国家最高权力机构。全国人民代表大会由全国35个省、自治区、直辖市、特别行政区和军队选出的代表组成。全国人民代表大会每届任期五年，每年举行一次会议。2018年的第13届全国人民代表大会共选举2980名代表参会。

柳工中国 LIUGONG IN CHINA

LIUGONG EQUIPMENT CONTRIBUTED TO THE CONSTRUCTION OF THE CHINA'S 5TH SCIENTIFIC RESEARCH BASE

柳工机械助力中国第五个南极科考站选址奠基

On 7th Feb., China's 5th Polar Station - Ross Sea Station laid its foundation at Enkesibao Island in Antarctic. "The LiuGong equipment has been integral in helping us to build our base on this isolated island." said Xia Limin, Vice-Captain of China's 34th Antarctic Expedition Team. In order to prepare for potential typhoons that could hit the area, LiuGong equipment has been working constantly for more than 20 days to build a temporary dock and shelters.

LiuGong has worked closely with China Polar Center since 2008 and sent both equipment and skilled experts devoted to the Polar research in one of the world's toughest and most extreme locations.

2月7日，中国第五个南极科考站——罗斯海新站在恩克斯堡岛正式选址奠基。

“这些重型机械上岛以后，我们的岛上就有动力了。”中国第34次南极考察队副领队夏立民说。此前，柳工设备已经连续奋战20多天，和南极“台风天”抢工期，为基地建设临时码头和建筑。

柳工从2008年开始，与极地中心紧密合作，不断为科考事业输送着设备和人员，用大国重器建设大国工程。



LIUGONG ANTARCTIC HEROES CHALLENGE THE IMPOSSIBLE ON CCTV

柳工南极勇士挑战“不可能”

Recently, two LiuGong engineers who returned from Antarctic, Mr. Fang Jie (Zhongshan Station, 2011) and Mr. Wei Yonghao (Zhongshan Station, 2013) participated in a TV show named Challenge the Impossible on CCTV. They successfully drove a 5 ton excavator up to a 22 tonnage wheel loader and had the excavator's track hover in the air for more than 10 second. The entire performance was completed on a 9-meter platform, which imitates the extreme operations they've been through in Antarctic. Bravo, LiuGong Heroes! To view the show, please visit:

[here](#)

近日，柳工南极英雄方杰（中山站，2011）和韦勇豪（中山站，2013）参加了央视“挑战不可能”节目：驾驶 22 吨重装载机和 5 吨重挖掘机在 9 米高台成功完成履带悬空的叠罗汉倒立表演，重现柳工设备在南极恶劣工况下的极限表现，完成挑战！

[精彩表现，请点击“这里”](#)

柳工海外 LIUGONG AROUND WORLD

LIUGONG LARGE SCALE EXCAVATORS ENTERED INDIAN MARKET

柳工大型挖掘机挺进印度市场

At the end of 2017, LiuGong India successfully delivered a CLG950E to a large coal mine in India, which is the initial delivery of 3 large tone excavators, marking a breakthrough for the large scale excavator in the Indian market.

2017 年底，柳工向印度某大型煤矿企业用户交付了一台柳工 CLG950E 挖掘机。据悉，客户向柳工一次性订购了三台大型挖掘机。首台设备的送达实现了柳工大型挖掘机在印度市场零的突破。



LIUGONG MADE NEW PROGRESS IN THE INTERNATIONAL TALENT CULTIVATION

柳工和柳职院合作共建沙特 AHQ 学院

After 2 years' preparation, AHQ College, which was co-formed by LiuGong, Liuzhou Vocational and Technical College (LVTC) and AHQ Group, LiuGong's dealer of Saudi Arab, started its countdown to the operation in October. Initial enrollment will be around 200 students and specialized in construction machinery service and maintenance.

The project, which is headed by LiuGong Global Customer Experience Center and has been coordinated with LiuGong Global dealer resources, is a new initiative to cultivate internationalized talent in CE industry. The college will be based on Saudi Arab and make contributions to its nearby countries to continuously improve the service capabilities of LiuGong dealers. Additionally, the college will gradually expand its curriculum to include manufacturing, service and other disciplines, demonstrating Chinese enterprises commitment to develop sustainably in overseas markets.

经过 2 年筹备，广西柳工机械股份有限公司、柳州职业技术学院与柳工沙特经销商 AHQ 集团共建沙特 AHQ 学院的合作事宜在 1 月底由三方论定实施细则。首批两年制工程机械专业学生约两百名将于 2018 年 10 月招生就学。

该项目由柳工全球客户体验中心牵头，联合柳工全球经销商资源培养国际化工程机械领域人才。建成后将立足沙特，辐射周边国家，培养本地专业工程机械人才，提升经销商服务能力。同时，学院也将逐步向制造业、服务业等扩展办学，为中国企业的海外可持续发展提供范本也进一步提升中国化标准的国际影响力。



Roda Group Officially Launched Sales of Dressta Construction Equipment in Bolivia

罗达集团成为锐斯塔设备玻利维亚经销商

On February 24th, Viaggio Motor SA, a company of Roda Group from Santa Cruz, celebrated the launch of sales of Dressta construction equipment in Bolivia.

The presentation of the brand and products was carried out in Viaggio's facilities at Cristo Redentor and Eighth Ring Avenue. During the event, a Dressta TD-15M Extra was presented to let the attendees get to know its features.

"Having Dressta in our line of machinery is a great opportunity. Dressta is a brand with 70 years of experience and respected throughout the world. We are satisfied because we have all the support of the factory, which we will put at the service of all future customers", explained General Manager of Viaggio Motor SA, Erwin Gabriel Roda. In Bolivia, Viaggio will supply after-sales service, spare parts, extensive experience and customer service to all its customers. And Dressta sees great opportunities in

the country in the sectors of infrastructure, mining, forest management, landfill operations, gas and oil projects.

"Our structure with a global presence allows us to support all our potential in the Bolivian market and invest through our local partner Viaggio Motor," announced Pawel Werens, Dressta Product Manager, regarding the official start-up of the brand in the country. "We will deliver all the support for the market, adopting the same principles of quality that we use throughout our business," Roda said.

2月24日，罗达集团旗下Viaggio设备公司在圣克鲁斯举办了一场生动的活动，庆祝公司在玻利维亚正式销售锐斯塔设备。

活动在Viaggio公司场地举行，现场进行了品牌和产品的宣讲。同时展示了锐斯塔TD-15M Extra推土机，来宾们可以近距离的观赏设备。

“锐斯塔设备的加盟对我们事业的发展是一个很好的机会。锐斯塔品牌已经有70年历史了，在全球都享有盛誉。我们的位置可以便利地获得工厂的全部支持，我们也将把这些便利带给我们的客户。”Viaggio公司总经理Erwin Gabriel

Roda如是说。

在玻利维亚，Viaggio公司在售后，配件，行业经验以及客户服务等各方面都符合锐斯塔标准。同时，锐斯塔也在玻利维亚的基建，矿业，林业，废物处理，天然气及油田开采等领域发现了巨大的市场潜力。在启动活动上，锐斯塔产品经理Pawel Werens说道：“柳工锐斯塔布局全球的营销服务网络可以帮助我们的经销商在玻利维亚获得更好的发展；同时我们也通过经销商更好的投资市场服务客户。”Roda先生表示：“我们将为玻利维亚的客户提供国际化标准的优质服务。”



领袖观点 LEADER'S PERSPECTIVE

LiuGong Zeng Guang'an: Growing Globally, Chinese Enterprises Should Understand and Respect International Markets

LiuGong Chairman, Zeng Guang'an, had an interview with China Construction Machinery at the beginning of 2018, the following script is edited according to the interview.

CCM: What adjustments or changes do you think a Chinese CE manufacturer need to do during its globalization?

Zeng Guang'an: The priority is to know our advantages and disadvantages. In my experience over the past years, the Chinese CE manufacturers do have space to promote. The first thing is to change the ideas. The "low price" tactic, which normally used in domestic and emerging markets, is quite different and less persuasive in overseas markets, especially in developed markets where price is not the only evaluation of value. Perhaps in the past, manufacturing cost is our major advantage and has helped us to produce competitive products with a lower cost. However, with the increase of both visible and invisible costs, this model is no longer sustainable, which requires us to create new value from technology innovation, management and a company's operations.

Then, how to choose your foothold overseas? Whether to enter the developing markets or the developed markets or together? These questions also need to be considered carefully before action. Chinese brands are still in a weak position in Europe and America, thus to break these prejudices Chinese enterprises must be aware of and ready for a long process, during which we should constantly invest in R&D, talent cultivation and build an internationalized operating system.

One of the important experiences that LiuGong learned from its global business is the expansion must keep pace with the company's strategy. The strategy should be step-by-step and consistent; otherwise the internationalized efforts will be blind and risky. Because of this, early in 2002, LiuGong initiated to build "an open and internationalized LiuGong", which we have strived to follow from then on. LiuGong always treats the overseas markets with awe and respect. We study the marketing regulations and its differences to the Chinese market before entering a foreign market. We strive to build a respectful and international brand, reflecting our values no matter the way we do our business or the way we think and act.

CCM: What do you think of LiuGong's development in 2017?

Zeng Guang'an: 2017 is a turning point. The market is recovering and LiuGong has seized the opportunity. In the market, our R&D has made several breakthroughs after long-term dedication to innovation; and in the company, our organization is more effective than ever and renewed with vitality. We had our wheel loaders' accumulated sales exceeded 350,000 units and a year-on-year increase of 150% in the excavator sales. The total revenue of LiuGong Group reached 15 billion RMB.

In conjunction with national structural reforms of the supplying side, LiuGong has carried out an action of "second-time undertaking", not only created new growth points in the strategic emerging industries, but also upgraded its traditional manufacturing through integrating the intelligent manufacturing and technology innovation. Last year, LiuGong launched 26 new products. Our large-scale wheel loaders and excavators gained good market position and our revolutionary vertical lift wheel loader, VL80A, is listed in the National Innovation List as a major achievement. All these have showed our determination and strength to build a sustainable developing company.

In addition, in 2017, our globalization also stepped into a new era. To embrace the national initiative of "The Belt and Road", LiuGong has optimized its global sales and support network and reinforced its channel construction. LiuGong has kept a higher growth rate than the world's average, among which, LiuGong India maintained its growth in both production and sales in 2017 whilst LiuGong Poland extended its manufacturing capabilities and strengthened its presence in Europe. LiuGong has a localized business network consists of more than 300 dealers in over 100 countries globally.

CCM: How is LiuGong preparing to meet with the future challenges? What's LiuGong's next goal?

Zeng Guang'an: We will maintain our "developing" perspective. The economic developing mode and structure should adhere to the macro environment and to improve the efficiency and the execution of the national supplying side structural transformation. LiuGong has been dedicated in improving efficiency, quality and sustainability. Through the implementation of company's 13th five-year strategy and the execution of "second-time undertaking", LiuGong is to increase its global competitiveness of both products and service, to improve the operating efficiency and profitability, to optimize the industry and investment structure, and to actively develop new businesses like robotics, agricultural equipment and others. 2018 is the 60th anniversary of LiuGong and we determine to challenge a 20 billion of sales revenue in the year.

曾光安：深入海外，中国企业要有敬畏心

柳工集团董事长曾光安先生在新年伊始接受《中国工程机械》的采访，以下是采访实录：

CCM: 您认为，在中国工程机械制造商进入全球市场时，应该做出哪些适应性地调整与改变？

曾光安: 做出调整的前提是，我们需要理性审视自身的长短板。从过去多年中国工程机械制造商出海积累的经验看，我们确实有亟待提升的地方。首当其冲的，就是要改变理念。中国工程机械行业多年形成的“价格为先”的商业模式，和海外，特别是发达市场“价值制胜”的模式有很大差异。也许过去，我们能够凭借更低的成本，制造更有价格竞争力的产品。但随着各种要素成本，包括一些隐形成本上升，中国工程机械行业的低成本优势已经难以维系。这就要求我们必须向技术创新、向管理、向运营模式要价值。

如何选择海外落脚点，到底是先进入发展中国家而后开拓发达市场，还是同步走，这些问题同样需要审慎思考。中国品牌在欧美地区还处于弱势地位，要想打破海外用户对中国产品、中国品牌的偏见，中国企业不仅要在技术创新上、人才建设上、国际化运营体系构建上下更多功夫，更需要不计较一时得失的战略定力和韧性。

柳工之所以能在海外市场取得一定的成绩，其中一条重要经验就是：必须有战略规划的引领。如果没有稳扎稳打、步步为营的理念，国际化努力就会变成盲目试错的过程。正因如此，早在2002年，我们就提出了“建设开放的、国际化的柳工”，并且在日后的海外拓展中，力求做到富有前瞻性、提前预判、提前规避。

柳工对海外市场一直心存敬畏，耐心、认真地探究国外市场的运作规律和国内外市场的差异性，力求从一开始就构建一个国际化的品牌形象，从一开始就以国际化的运营模式参与全球竞争，而非沿用国内的思维方式开拓海外市场。

CCM: 您如何评价柳工过去一年的发展？

曾光安: 2017年是柳工的转折年。外部市场环境好转，柳工亦抓住机会，外抓市场创新突破、内促运营提效变革，不仅实现了装载机全球销量累计突破35万台的好成绩，也在挖掘机市场实现了销量同比增长150%和集团营收达150亿元的目标。

具体而言，2017年我们以实施“二次创业”为契机，积极推动供给侧结构性改革和战略性新兴产业发展，打造产业新的增长点，也借助智能制造和技术创新，助推产业升级。这一年柳工共推出了26款新产品，不仅大型装载机、挖掘机取得了良好的市场反响，开创行业先河的VL80A垂直举升轮式装载机还被列入了国家重大装备创新名录。这些都展现了柳工在技术创新上的积累和释放。

更重要的是，2017年，柳工的国际化拓展又上了新台阶。在“一带一路”倡议指引下，柳工推动营销变革、渠道变革，使增长率先全球平均水平。柳工印度产销量持续增长；柳工波兰加快制造体系、营销模式变革；在全球超过100个国家，柳工都已经建立了本地化代理商体系，全球经销商数量超过300家。

CCM: 面对未来，柳工给自己定下了怎样的发展目标？

曾光安: 我们要坚持以新发展理念引领经济发展新常态，加快转变经济发展方式、调整经济发展结构、提高经济发展效益，着力推进供给侧结构性改革，推动公司更有效率、更有质量、更可持续地发展，我们将持续推进公司“十三五”战略和“二次创业”总体规划的执行与落地，进一步提高公司产品和服务的全球竞争力和市场地位、提升公司的运营效率和盈利水平、优化产业和投资结构、积极推动机器人系统、农业装备等新业务的快速发展。2018年是柳工成立60周年，我们也将向营业收入突破200亿元发起挑战。

