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On July 13th, 2012, Sany officially signed an equipment agreement for National Workplace Emergency Management Center as its exclusive nominated lifting equipment supplier. As recognition of the high reliability of Sany cranes, the event shows the image of a company with great social responsibility.

In addition, the product of its joint venture partner Palfinger PK16000 has participated in the lifting the re-entry capsule of Shenzhou Spacecraft for several times. By joining hands with each other, Sany and Palfinger aim at the No. 1 brand in five series of products: mobile crane, all-terrain crane, cross-country crane, special crane and lorry crane.

**Innovation is the key**

Innovation is the engine of development. All the products that took part in the bidding of National Workplace Emergency Management Center are revolutionary ones in the market. Among them, SRC350 is the most successful model developed jointly by China and the US. It is the twin product of SRC865, the one that won the 2011 Top 100 of American construction equipment and has had outstanding performance in the US, Brazil, Southeast Asia and Africa.

SAC1800, SAC2200 and SAC3500 are all leaders in the market share of large tonnage all-terrain cranes. SAC1800 and SAC2200 are the only two models of its kind that have five axles and lifting height of over 100 meters. SAC2200 has earned its reputation by being the first one which climbed up to Baofeng lake of Zhangjiajie and Tian Shan of Xinjiang for lifting operation. As for SAC3500, it is the only six-axle and six-
section-boom all-terrain crane. All three models have compact vehicle body, super-long boom and excellent lifting performance. They have helped Sany Mobile Crane to take the No. 1 position in domestic large-tonnage crane market as star products. Innovative technologies is the key to success.

**Palfinger crane completed its task in the recovery of Shenzhou 9**
Recently, a picture of Palfinger crane lifting the re-entry capsule of Shenzhou 9 has drawn the attention of construction machinery enthusiasts. According to the Sales Director of Palfinger China Wang Shoujun, it is a knuckle boom crane of Palfinger PK16000. It is also reported that the cooperation of Sany and Palfinger has achieved interim development. A product similar to PK16000 will come off the production line of Sany-Palfinger Company.

On Jun 29th, the re-entry capsule of Shenzhou 9 landed in Siziwang Banner of Inner Mongolia with three astronauts safe and well. After the astronauts got off board, PK16000 lifted the capsule steadily and loaded it onto the dedicated train back to Beijing.

According to Wang Shoujun, it is the fourth time that PK16000 lifted re-entry capsule of spacecraft. Since Shenzhou 6 in 2005 till Shenzhou 9 today, the lifting job during the recovery has always been taken by PK16000 because of its high quality and reliability. “It is able to complete the lifting task even under tough environmental conditions. The PK16000 has served in China for seven years without a single problem,” said Wang Shoujun, “the product quality will be even higher with the cooperation of Sany and Palfinger.”

Sany Initiated this February, the cooperation has been carried out smoothly. According to the GM of Sany-Palfinger Wang Xinyou, the mid-term plan of capacity is 10,000 units. It is now planning the first phase project of 2,000-unit capacity. “We will produce a crane similar to PK16000 by the end of this year.”

Through the cooperation with Palfinger, Sany has obtained powerful technological support and distribution channels while Palfinger is able to further penetrate Chinese market by the high manufacturing capacity and brand reputation.

Currently, mobile cranes, all-terrain cranes, cross-country cranes and special cranes have very strong growth momentum, among which large-tonnage cranes has gained the second place of domestic sales volume. The joint venture with Palfinger will further strengthen the position of Sany by adding lorry crane to the product portfolio.

“There are two directions for the future development of crane, large-tonnage and small-tonnage or lorry crane. Sany has taken both opportunities, and lorry crane could become a new business growth point,” researcher from Southwest Research Institute Li Hui thinks highly of the future development of both sides.
On August 13th, FORTUNEChina officially released the List of Most Innovative Companies 2012. Tencent Holdings tops the list and Sany Heavy Industry (600031) is the third, highest in domestic construction machinery industry.

**Constant innovation with heavy investment**

16 out of the 25 companies on the list are new entries. “Only nine on the last year’s list have kept their places this year. Such drastic changes indicate that innovation requires constant input. Any slackness will make you left behind your competitors,” one from FORTUNEChina said.

As a representative of constant innovation in construction machinery industry, Sany Heavy Industry has ascended from the 13th last year to the 3rd this year. “Sany started from scratch 18 years ago to the No.1 in China and No. 6 in the world. Innovation is the core drive and our comprehensive competitiveness,” said the President of Sany Heavy Industry Xiang Wenbo, “Innovation cannot be measured by profit. It is hard to calculate its cost and process, but innovation of management, technology and service together amount to integrated competitiveness and profitability.” It is reported that the R&D input at Sany Heavy Industry is 5%-7% of its sales revenue, while that rate of some world-class construction machinery enterprises is less than 4%.

Investment higher than the average of the industry has made Sany realize endogenous growth with lessened reliance on external economic conditions. Sany’s innovation features in a system of technological innovation...
platforms. The system includes hardware platforms of “Innovation Base”, “Innovation Institution”, “Innovation Alliance” and software platforms of “Management System” and “Innovation Culture”. It took 13 years and more than 5 billion RMB to build such a system, which won the “National Science and Technology Progress Award” last year.

Recognition as the industrial leader of innovation

“Originally Sany’s innovative genes are tied to its entrepreneurs. They believe that only by doing things others are not able to do can they obtain market opportunities and high profit. This is how our basic business concept is formed,” Xiang Wenbo told the reporter.

“Things others are not able to do” mentioned by Xiang is to replace import. When Sany entered construction machinery industry in 1994, more than 90% of the domestic market was occupied by a few multi-national companies. Within only 20 years or so, Sany has turned itself into the world’s largest concrete machinery manufacturing base and the listed company with the highest market value in the industry. Sany’s innovation has led technological development of the whole industry and retrieved the market share from those multi-national companies. Nowadays, above 95% of the market is taken by Chinese brands.

The innovation achievements of Sany has been recognized and approved by the Government. On May 17th 2012, member of Standing Committee of the Political Bureau of the CPC Central Committee Li Changchun visited Sany Marine Heavy Industry in Zhuhai. He acknowledged Sany’s innovation capability and expressed that the media should give wide coverage of the company to promote China’s independent innovation.

It is more worth mentioning that authority media did report frequently these days about Sany’s innovation experience. On June 3rd, People’s Daily published on its front page an article titled Sany Group – Aiming at First Class with Innovation, introducing Sany’s intelligent control and ECC center as an example for the achievements and experience of industrial upgrade driven by synergized innovation in Hunan Province.

(Sany Group)
The Colombia GECELCA 3 coal-fired power plant is located in the Province of Cordoba in Colombia. The owner of the project is Generadora y Comercializadora de Energia del Caribe S.A. The project occupies an area of 68.5 hectares, with a net capacity of 1X185 MW. It is estimated to be the fourth largest coal-fired power plant upon completion, outstandingly contributing to the prosperous development of Colombian economy.

The contractor of GECELCA 3 coal-fired power plant is China United Engineering Corporation, which possesses construction experiences both in domestic and international large-scale projects. From the very beginning of the construction of GECELCA 3 coal-fired power plant, the contractor already started selecting construction equipment. Sany crawler crane SCC2500C has gained the client’s fondness with its superior lifting capacity and its stability in construction. This equipment will be mainly responsible for the boiler installation of the main power station and for hoisting large components. The largest single component weighs hundreds of tons. It is expected to complete the installation of about 7,000 tons in the six-month construction. The trailer pump HBT 60C, as an important force of the client in the construction of main building of the project, daily pumping 300 cubic meters to guarantee the speed of construction. With its stable performance, Sany’s equipment in Colombia provides a strong support for the smooth progress of the client’s construction.
Aug 21st, 2012, a Sany mobile crane STC550EYR arrived at the office of Sunway Enterprise (1988) Sdn Bhd, one of our dealers in Malaysia. It is the second one of its type sold in this country. STC550EYR is specially designed for Singapore and Malaysia markets. It adopts half right hand drive cabin with maximum lifting capacity of up to 55t. The 5-section boom made by high-strength steel could be extended to 42.5m. A very special feature is that the jib is positioned below the boom and can be extended directly from there. It is able to work with narrow space and conforms to the habits of Malaysian operators.

With main parts and components of world famous brands such as Parker and Kawasaki, the vehicle has stable and reliable performance.

The first STC550EYR in Malaysia was bought by HANDY CRANE SERVICES SDN BHD, a big heavy equipment leasing company. According to the customer, STC550EYR can meet the market needs of Malaysia.

(Sany Malaysia)
One of the biggest construction companies in Brazil, A. Gaspar, got his first piece of Sany equipment, a crawler crane SCC800C. The new machine began operation last month in Três Lagoas, city located in brazilian centerwest, to build a 1.3km bridge over Parana River, which will connect the state of Mato Grosso do Sul to São Paulo. This investment of USD 50 million is supported by the Federal Government.

The crawler crane is working over a raft in the river and hoisting concrete poles. "The crane lifts over 30 tons per day, after that it will support the foundation stage. The whole operation will take place inside the ferry-boat because there is no land for the movement of the crane", explains Remerson Rocha, manager of A. Gaspar. According to him, the SCC800C is configured with 72 meters of main boom and works for 8-9 hours per day. The company expect to finish this job in the second half of 2013.

Rocha says that they chose Sany after observing some yellow line equipment in a great work in the state of Amazonas (near to Amazon Forest). "We got good references, including those about aftersales. We observed that Sany is a reliable company and serves customers in remore regions of the country."
With the largest market share of 45% among its competitors, Sany port machinery of reach stacker and empty container handler has represented the top brand in the industry in South Africa.

South Africa has been ranked as a middle-developed country by WTO because of its advanced technology and industrial economic system. As the only developed country in the continent, South Africa contributes 25% of the GDP of Africa with 5% of its population. South Africa ranks the second in highway length per capita in the world. It is the world’s largest automobile manufacturing base and the second largest automobile exporter. Its construction machinery manufacturer BELL is among the top 50 in the world as a famous brand of mining dump truck.

South Africa takes the lead in many industrial fields in the world. The first successful heart transplant was performed in South Africa; it has the most advanced coal-to-liquids and deep mining technologies; Max Theiler, a South African virologist won a Nobel Prize for developing yellow fever vaccine. South Africa has been adopting European standards on product quality and safety.

Because of the advanced technologies and high quality standards, it had been very hard for Chinese brands to penetrate into the market and become mainstream brands. Sany port machinery started its promotion in South Africa in 2007. After three years of effort, it finally got Transnet agreed to try out its products.

During the half-year trial, Sany port machinery successfully passed the strict loading test and SABS certification. The results completely changed the first impression on Transnet. They praised that Sany reach
stacker is the best Chinese product they have even seen.

As the largest state-owned enterprise, Transnet is in charge of five state-owned companies such as National Harbor Bureau and Railway Bureau. It is the main operator of port and railway transportation in South Africa. The extraordinary mechanical performance exceeds the quality standard of Transnet. Meanwhile, we have improved the equipment according to their strict requirement on paint coating. Sany's high-quality service has earned good reputation and trust of Transnet. Therefore, it has become an official strategic partner and a prioritized supplier of Transnet. Sany port machinery finally started to make its expansion in the market.

Since 2011, we have sold 40 reach stackers, four empty container handlers and two 16-ton forklift trucks in South Africa, 15 reach stackers in Mozambique and 22 reach stackers in Angola. Southern Africa has become the region with the largest number of Sany port machines and the most successful sales among the other overseas markets. Sany is worthy of the top brand of Port machinery in South Africa. The success indicates that our products are well capable to be widely accepted in developed countries. With such encouragement, we firmly believe that Sany could achieve the same in other regions to realize globalization.
On July 16th, the new product release conference and conferment ceremony for Guotuo Machinery of Sany Heavy Industry was grandly held in Phnom Penh, Cambodia. Chinese ambassador to Cambodia Pan Guangxue, commercial consular of China’s embassy to Cambodia Jin Yuan presented at the ceremony and witnessed Sany’s powerful entry of Cambodia market along with several local Chinese companies, China Hydraulic, Datang Power Equipment, China Gezhouba Group, Yunnan Construction Engineering, Shanghai Engineering, China Road & Bridge Corporation etc and local major clients CANADIA BANK PLC, Marco Concrete etc.

Commercial consular of China’s embassy to Cambodia Jin Yuan said, it is because of the great effort made by many private enterprises like Sany in innovation and overseas market exploration that Chinese products are becoming more familiarized by the world. He also expressed the wish that more and more powerful Chinese enterprises like Sany will come to Cambodia to explore the market and further promote the development of trade between China and Cambodia.

At present, the investment and construction industry in Cambodia market are led by Chinese companies. The powerful entry of Sany to Cambodia will better satisfy the product demand of Chinese companies and local clients, and provide better after-sales service to them.
Through product release conference and multiple media interviews of the general manager of Sany Asia Pacific Mr. Xie Feng, our clients are able to get a deeper understanding of Sany and Sany’s products. The news coverage of Xinghua.net.com, Evening paper of Phnom Penh, The Commercial News of Cambodia and Jianhua Daily have aroused great resonance in the local industry. Chinese clients such as China Hydraulic and China Gezhouba Group instantly discussed the purchase of 5 truck mixers and 3 Trailer-mounted Concrete Pumps with Sany and Cambodia CANADIA BANK PLC also expressed the wish to purchase Sany’s Mixing Plant HZS120.

(Sany Thailand)

8 Sany Heavy Equipment Held Product Promotion in Ukraine

On June 28th, Sany Heavy Equipment held a product promotion in Ukraine. More than 200 guests including the President of Sany Heavy Industry Xiang Wenbo, GM of Sany Heavy Equipment Zhou Wanchun, and Commercial Counselor of Chinese Embassy in Ukraine Luo Weidong attended the event.

In his speech, Xiang Wenbo acknowledged Sany’s improvement in service after the establishment of an international spare parts center and an overhaul workshop in Ukraine. As the only Chinese mining machine company that has received coal mine safety certification in Ukraine, Sany Heavy Equipment and its products “Made in China” have drawn great attention in the country. The company will stick to the concept of “Quality Changes the World” and “All for Customers” and produce even better machines for the market. It aims at winning the Ukrainian market with high-grade advanced technologies and expanding its business to the neighboring countries.

Commercial Counselor of Chinese Embassy in Ukraine Luo Weidong spoke highly of the achievements of Sany Heavy Equipment in the country. He encouraged the company to further explore the market and contribute more to the bi-lateral trade and economy.

It is reported that Sany Heavy Equipment has supplied over 20 road headers to the largest private coal mining and energy corporation DTEK since 2010. Having experienced the quality of the products and service, DTEK signed a framework cooperation agreement with Sany at the end of 2011. Another two coal mining companies also signed framework and technical agreements at the promotion.

Xiang Wenbo and Zhou Wanchun expressed their determination to serve the coal mining industry in Ukraine when they are interviewed by CCTV.
Since August 2011, a Sany stationary concrete pump HBT90C2122D has been working over a year for Abeno Harukas. Now the concrete pumping operation is closing to its end and the main structure of the building has reached 300 meters.

The senior management of Sany attaches great importance to the participation in the construction. They ensured technical support from equipment selection and construction planning, and sent a premier service engineer to stand by at the site 24 hours a day. With technical training of the operator and timely maintenance, the equipment has been pumping the concrete perfectly without a tiny problem.

After working for more than a year, Sany's stationary concrete pump has won the approval of its Japanese customer with impressive performance, high reliability and excellent service. The brand of Sany has thus been promoted in the Japanese Market.
September 3rd-7th, Sany and Putzmeister jointly appeared at China-Eurasia Expo, drawing attention of many exhibitors. The 2,680m² booth of Sany with 17 star products put on a full display of the Company’s strength.

**Popularity of the concrete pump truck of Putzmeister**
As the largest exhibitor of Hunan Province, Sany has brought various products to the Expo, among which the 49m concrete pump truck of Putzmeister drew the most customers. Mr. Wang, a visitor from Gansu, told the reporter that he had seen the M-shape boom of the pump truck at the entrance of the Expo. The maximum pumping volume of the pump truck reaches 148m³ per hour. With RZ folded five-section boom and compact telescopic outriggers, it is flexible even within narrow space for operation. Four pump trucks were ordered on-site on the second day of the Expo, demonstrating the joint brand value of Sany and Putzmeister.

This January, Sany Heavy Industry acquired Putzmeister, a half-century old industrial leader of concrete machinery. The two sides have integrated their distribution channels and service resources through the acquisition, and Sany Heavy Industry has started to extend Putzmeister’s product portfolio. On June 23rd 2012, Putzmeister purchased 100% stock of Intermix GmbH with 8.1 million euro to start the business of truck mixers. Statistics indicates that Putzmeister has achieved exceptional performance with a 10%-15% increase in sales in spite of the Euro crisis. It has greatly promoted the globalization process of Sany.

In addition, Sany and Putzmeister has held a global road show during the past four month, creating many new records of Chinese construction machinery exhibition with 300,000 visitors and over six billion RMB on-site turnover. The synergy of Sany and Putzmeister has realized extraordinary effects.

**Glamour of the “Transformer”**
Another highlight at the Expo is the debut of Sany’s conceptual excavator, the “Transformer”, in Northwest China. Within less than a day, tens of thousands of visitors came to see the superstar and more than 1,000 pictures had been taken. “We saw the giant robot yesterday on TV, so I took my children here today,” said a visitor from Urumqi, “It is so eye-catching and dynamic.” The 8m high conceptual robot origins from Sany’s
excavator SY215. It has a drilling rig as the left hand, a bucket as the right hand and the chassis as the body. The movement of the head and arms can be controlled at the driving cab in the center. The revolutionary exterior design embodies Sany's passion for innovation. It is with such passion that Sany smashed up the monopoly of foreign excavator brands for more than 20 years by achieving sales of over 20,000 excavators, the No.1 in domestic market in 2011.

In the survey of China Quality Association in 2011, Sany excavator has the highest fuel economy with the same working efficiency with Caterpillar and Komatsu. Under the same power rate, Sany excavator is 8% higher in working efficiency and 11% lower in fuel consumption. Apart from domestic market, Sany excavator has also high sales volumes in Middle East, Russia and Africa thanks to its outstanding performances.

Prospect of Sany Northwest Industrial Park
In 2011, Sany participated in China-Eurasia Expo for the first time as the largest exhibitor. It had an on-site sales of 7.6 million RMB with much attention on its concrete pump trucks, mining vehicles and excavators. After one year of development in Xinjiang, the market shares of Sany concrete pump truck and excavator have reached the No. 1 in local market. One of Sany’s dealer in Xinjiang Zhongtai has made leap-frog development for three consecutive years. Its sales volume has increased from 640 million RMB in 2010 to 1.557 billion RMB in 2011. The sales volume of January to May this year has exceeded that of the last year. The market share is way higher than its competitors.

Another dealer of Sany Jinghong has stepped from the ninth place of local market hare up to the fourth, increasing 337%. From January to May, the demand of excavators in Xinjiang market is 2627 units, and Jinghong achieved the top sales of 506 units. It is indeed a miracle in machinery sales in Xinjiang.

Sany Northwest Industrial Park with an investment of five billion RMB will be put into practice this October, producing concrete machinery, excavators, mobile cranes and pile driving machinery. It is estimated that the industrial park will have an annual capacity of 4,000 concrete machines, 2,500 excavators, 1,500 mining vehicles by 2016. The output value will reach 12 billion RMB and 5,000 job opportunities will be created. Significant contribution will be made to accelerate the industrial construction and enhance equipment manufacturing industry in Xinjiang. According to the strategic plan of the Company, the industrial park will aim at the market of Middle Asia with Xinjiang as its base.

On May 15th, Standing Committee Member of the Political Bureau and Secretary of Committee of Political and Legislative Affairs of the CPC Central Committee Zhou Yongkang visited Sany Northeast Industrial Park. He called Sany as “National Backbone” and wished Sany Heavy Industry better economic and social benefits to make even greater contribution to Xinjiang and China.

(Sany Group)
From Sep 10th to 14th, the Electra Mining Africa 2012 was held at International Exhibition Center, in Johannesburg, the economic center city of South Africa. The exhibition held this year covers an area of more than 50,000 m² with well-known exhibitors such as Caterpillar, Volvo, DBT and Sandvic. It has received over 48,000 visitors.

South Africa International Exhibition of Construction & Mining Machinery is held twice a year by two exhibition companies Specialised and Allworld. It is the largest construction machinery, mining machinery, engineering vehicles and spare parts exhibition in South Africa.

Sany South Africa participated in the exhibition together with its dealers DE, SAXENI and GHM. The 450 m² booth of Sany is located at the entrance of the exhibition, next to Putzmeister, Manitowoc and Sandvic. Seven main products of Sany South Africa, SRT55C, SY700, SMG200, SSR120, SRC550H, STC300 and RSC45, were highlighted. The booth has drawn attention of many visitors and exhibitors, effectively promoting the brand of Sany. Five machines were ordered at the exhibition, and information of over 300 customers has been collected.

The exhibition has consolidated the global brand image of Sany and has much significance for its development in South Africa.
From Sep 15th to 18th, the 12th Iran Confair was held at International Exhibition Center in Teheran, the capital of Iran. The annual event Confair is known as the largest construction equipment exhibition in Iran, attracting visitors and exhibitors from Iran and many neighboring countries including Turkey, Iraq, Azerbaijan and Afghanistan. Over 1,500 companies and 160,000 industry professionals attended Iran Confair this year.

Sany amazed the public again following the stunning performance at last Iran Confair in 2011. Sany brought 10 of its star products to the exhibition, including excavator, rough terrain crane, concrete pump, trailer pump, placing boom, excavator, and grader. All of these products were showcased in a 3,000m² field, which is the most favorable position at the exhibition. Meanwhile, Sany highlighted the boom, arm, bucket of excavator made by its dealers.

At the exhibition, Sany kept the style of last Iran Confair in terms of booth design and live performance, which enforces SANY image of high quality, localization, and internationalization. At the same time, Sany performance was received favorably and splashed across the front page of the newspaper. During the four-day exhibition, Sany received several purchase orders covering series of pumping machinery, truck crane and received intention orders of 2 crawler cranes and 20 excavators.

Senior officials from Sepasad, an affiliate of the Iranian Military, visited Sany booth. Mr. Bahman Hashemi, a famous television presenter in Iran, hosted all kinds of site activities, making an enthusiastic atmosphere on the site. The success of Iran Confair 2012 has consolidated its reputation in Iranian construction equipment industry and plays an important role in pushing further development of Chinese brand in Iran.
- Motor grader cannot be started
- Abnormal sound in gearbox of truck crane
- Leakage at contact face of truck mixer control valve
■ Motor grader cannot be started

**Failure symptoms:**
A motor grader in Chuantie Company (Equipment number: 08PY00540309) had a problem on April 19, 2011 and couldn’t be started up.

**Failure analysis:**
First we switched on the power and the display screen was turned on. When the machine was put into gear, there was no change in PLC input. Then we opened the electrical cabinet and found the PLC input indicators lights were not on. We checked 1M input point and found there was no voltage input, and the circuit board stabilizer U1 was highly heated.

**Possible reason for the failure:**
Based on the above tests, it can be inferred that there was short circuit in line 302 in the part when circuit passed stabilizer U1.

**Trouble-shooting process:**
Output end of line 302 is divided in four sub-lines – 1M input point, left and right speed sensors and oil-water separator. After measuring one by one, it was found that the oil-water separator circuit has a short circuit. Through further checking, it’s found that the short circuit lied in the connection plug. We replaced the plug and the problem was solved.

■ Abnormal sound in gearbox of truck crane

**Failure symptoms:**
When joystick of a truck crane was set at low-speed gears (1st-4th gear), the equipment could travel normally at all gears. When joystick was set at high-speed gears (5th – 8th gear), the equipment could not drive, and there was a big clucking sound coming from the gearbox.

**Failure analysis:**
The fact that, the machine worked normally when the gearbox is set at low-speed gears (1st-4th gear), but could not travel when set at high-speed gears (5th – 8th gear), indicated that the auxiliary transmission synchronizer could not be set at high gear.

**Possible reason for the failure:**
1. There was insufficient pressure in the gas circuit or the gas circuit was blocked.
2. Auxiliary transmission synchronizer damaged, or high-gear friction tape of synchronizer damaged.

**Trouble-shooting process:**
1. Switch between high and low gears by pushing buttons on the joystick. If there is sound of gas vent at the cylinder and sound of clucking gears, it can be inferred that there is no problem with the gas circuit.
2. Open the auxiliary transmission and check the synchronizer. It was found that high-gear friction tape was completely ground away and turned black. We asked service staff from FAST (gearbox producer) to change a new synchronizer and the equipment worked normally.

**Knowledge gained:**
When there is strange sound from the gearbox, first check where the sound comes from by listening. Then figure out specific reason by switching gears. If it’s found that it works normally at low-speed gears (1st – 4th gears), but abnormally at high-speed gears (5th – 8th gear), or the opposite, it can be inferred that there is problem with the synchronizer. Then carry out corresponding inspections to confirm.

■ Leakage at contact face of truck mixer control valve

**Failure symptoms:**
Oil leakage from contact face of truck mixer control valve.

**Possible reason for the failure:**
The operator operated in an rough way, the sealing pad or O-ring at contact surface were damaged;

**Handling:**
Steps for replacing sealing pad or O-ring:
1. Take off handle of control valve;
2. Loosen 5 fixing bolts;
3. Change plane seal and O-ring 6.02×2.62;
4. Insert bolt again for fixing;
5. Fasten the 4 side bolts with half-torque;
6. Then fasten the top bolt. Finally fasten side bolts.

To replace sealing pad or O-ring, connecting flange and shaft gland need to be disassembled.
Please implement as follows:
1. Remove pressure pad;
2. Heat the connecting sleeve to 200 °C;
3. Use three M10 bolts to take out the connecting sleeve;
4. Use clip forceps to take out the snap ring;
5. Use self-tapping screw to drive in the nonmetal shaft gland point and remove the shaft gland.

Instructions on oil pump connecting flange and shaft gland assembly
1. Apply grease when replacing shaft gland;
2. When assembling connecting flange, apply glue on fastening bolt for spline hub and pressure plate.

(Sany Group)
In the afternoon of the August 8th, when Sany’s service engineer in Myanmar subsidiary Xie Jieke picked up his ringing phone, there was a Chinese voice lacks of fluency coming from the other end of the phone “hello, are you Sany’s service engineer?” After a few minutes of talking, Xie Jieke got to know the call was from a Myanmarese Chinese in Mandalay who bought a new pump truck from China. Because of some unknown troubles, the machine suddenly stopped and the outriggers were unable to work. As the Customer requested Sany’s personnel to provide support on site through the phone, he instantly booked a bus ticket and prepared himself to solve the problem. However, only a few minutes later, the customer called again, informing Xie Jieke to cancel the trip for he had already hired some help himself.

At noon of August 9th, Xie Jieke’s phone rang again, coming from the same customer called yesterday, “Mr. Xie, the Myanmar workers we hired couldn’t repair the machine, please come to help us”.

Again Xie Jieke booked the ticket from Yangon to Mandalay as soon as possible, leaving at 8:00 pm and arriving at the construction site at 6:00 am the next day. After a rough night on the road, as much tired as he was, he went directly to check the machine on the site without putting down his luggage. After a few words with the customer, the savvy engineer started working on the machine. He understood the problem was far more serious than the customer described after seeing the system show “sudden stop”, “problem on CAN”, “problem on angel sensor of boom”. Soon he diagnosed the cause of the problem and climbed to the boom and found many loosing adaptors of boom sensor. The minute he fastened the adaptors, 2 pieces of information of trouble were gone.

Then, he checked information of trouble again on LED and found the cause of sudden stop was because the machine was under the status of remote control. He judged it was due to the damage on the toggle switch of remote control and close range control. This theory was then proven right when a small hole on waterproof switch was detected after he dissembled the switch. The hole made the switch stay on a disconnected position, and a replacement of the switch would solve the problem.

However, another problem came along, how to solve the problem without the spare part? Xie Jieke decided to replace it with preheating switch because the latter was a dispensable part in Myanmar. But after replacement, the service personnel from dealer found a new problem during
the testing. The operation speed went up rapidly as soon as it was turned on which caused a high pressure of the system and eventually led to failure of operation.

Xie Jieke remained calm under this circumstance. He started checking relevant information on the display again, and found nothing was out of ordinary except the main oil cylinder was working. He wondered if the switch for oil cylinder was damaged. However, it was then confirmed that there was no damage on the switch. “Could it be the electric line?” He went under the chassis to check the line, yet nothing was found wrong about it. Hours had passed in the excruciating heat of 40 Celsius degree through constant examinations and speculations. Before he realized it, it has already come to afternoon. He started doubting whether the information shown on the display was wrong. So he checked the schematic, and found the schematic was not consistent to the new equipments.

“When will you be able to get the machine working?” the customer asked Xie Jieke anxiously, “the equipments got to work in the evening” He replied “I’ll give you answer in half a hour” At this moment raindrops started to fall down, He stepped aside and sunk into deep thinking. A few minutes later, he came back to the machine, opened his tool box and started checking again. Finally, he found out the replaced preheating switch was not connected. Usually, the machine would stop working once the switch was disconnected. So he came to the conclusion that the method of controlling must have been changed. The minute it was connected, the equipment resumed its normal function.

Seeing machine start running again, a relieving smile finally appeared on the face of the customer’s. When he came up to express his gratitude, Xie Jieke had already been exhausted. But he still took the imitative to teach the customer how to operation, maintain the machine and prevent trouble from happening. Seeing the machine was moving out of the factory, Xie smiled, without a single shred of exhaustion could be seen on his face.

This is a typical Sany’s employee, who always strike fast and regards slow reaction as a crime. With his action, Xie Fully demonstrated the spirit of all Sany’s service staff.

(Sany Asia-pacific)
CROSS-COUNTRY SERVICE TOUR

Since 2010, the “Cross-country Service Tour” campaign has received good social response. It has made substantial promotion to the brand of Sany and its service.

As the largest market in Middle East, Saudi Arabia has a total of over 200 units of Sany machines. In order to strengthen the customers’ confidence in our product quality and understanding of our after-sales service, the “Cross-country Service Tour” campaign in Saudi Arabia was started on June 23rd. Up to now, with Jeddah as the central point, the campaign team has travelled 5,000 km in more than 20 days, visiting 11 customers in 18 cities and towns. Along the journey, they inspected 62 machines, updated information of six customers, and finished 20 service satisfaction degree questionnaires. Eleven new construction sites and six new customers were found. One customer bought from us for the second time after the technical marketing activities.

Customer visiting, equipment inspection and operation training have gained widely recognition and praises from the customers. There are still over 100 machines to be inspected, but our service team in Saudi Arabia will carry on the campaign with passion and commitment, and make service the best brand of Sany's globalization.

(Sany Middle East)
As a huge step of Sany’s internationalization process, the Global Call Centre has started establishing its second overseas subsidiary in Brazil since July 2012. In order to realize the no-time-lag customer service mechanism, the Brazilian Call Center’s business will cover the whole America continent, which mainly include the Portuguese, Spanish and English-speaking countries, such as USA, Canada, Chile, Peru, Venezuela and Brazil etc.

Up to now, Sany has already built an overseas call centre in India, which has undertaken 40% of customer visiting task of Sany. After the completion of the Brazilian Call Center, the coverage of customer information files will achieve 95% and success rate of customer survey will reach 70%. It is aimed to strengthen and optimize our service capability in these areas.

We are looking forward to your constructive advice; your valuable opinions will be highly appreciated. Sany has constantly devoted itself to improve customer service since the day it was born, and always devotes her efforts to implement the slogan of “Everything for customer” and digs out the real needs of them, we are happy to witness the triumph of our customer and regard it as our big success.
July 28th-20th, Sany Brazil held a training session for operators at its factory in San Jose. It explained and made presentations on how to best operate the machines, including subjects of operation safety, lessening malfunction and optimizing productivity.

The program of the first day includes reception, introduction of Sany, tour of assembly line and theoretical lecture about rules, laws, safety and maintenance. Two lecturers from SEST / Senat and an employee of Sany Manoel Korrquian were invited to be the trainers. "Our goal is to maintain the good equipment performance and lessen the stoppage time caused by inappropriate operation, so that we could have higher working efficiency and productivity with less operation cost," said Darlan Octani, who is responsible for organizing the training.

It was the first time for operator Enrique from South Brazil to take part in such training. For him, the activity is essential. "I've worked as an operator for years. It's the first time I saw a company offered such an opportunity. I appreciate it as the certificate I will receive can bring job opportunities at any project site in the country."

The key activity on the second day is simulated operation of excavators SY75 and SY215, in which operators were able to operate for themselves and examine the machines. At the end of the training, they were awarded official certificates that is valid around the country, allowing them to operate equipment in any multi-national company.
Aug. 1st 2012 is a good day. Today SANY Asian-Pacific Myanmar branch held the first anniversary of dealership between SANY and dealer “Regency Material Trading Co., Ltd” (Regency) at Traders Hotel. Asia World Company Limited (Asia World) General Manager Maung Kyay and Regency General Manager Jonathan with Asia World project managers presented the celebration.

Maung Kyay gave a warmly opening speech. He gave a brief introduction the current situation and history of Asia World. Meanwhile he expressed that his great honor to have chance cooperate with SANY listed in FT Global 500 as the leading company in Chinese engineering machinery industry.

Regency General Manager Jonathan who is also Asia World senior executive showed SANY and Regency cooperative history by PPT. Jonathan recognized SANY brand and support system especially appreciated SANY high configuration and high-performance products in general. Jonathan expressed we still got long way to go through a meaningful story.

SANY Asia-Pacific Myanmar branch market director Ai Huada represented Xie Feng, SANY Asia-Pacific General Manager to deliver a congratulatory address to thank the dealer’s hard work and sacrifice in the last year. Lately, Mr. Ai played SANY latest video and showed SANY Group history, development, advantage and achievement by PPT. Mr. Ai introduced SANY Asia-Pacific BU’s 5 years plan and latest support policy.
SANY will persist in developing dealers and helping our global partners succeed. Dealer sales and service as center is our main principle. SANY headquarters assign professional sales, service and spare parts representatives to support global dealers. Mr. Ai emphasized SANY Asia-Pacific planning as follows:

1. **Sales target:** 3,000 units of equipment over 4 billions RMB excludes concrete machine in 2016 according regional economy condition, market demand and group strategy.

2. **Key market sales target:** to realize top 4 sales volumes on excavator, truck crane, crawler crane and piling machine; Piling machine, reach stacker, crawler crane and truck crane cover top 4 market share according to main engines sales task and group double-focus strategy.

3. **Sales channels building:** integrating resources and persist in dealer sales as center mode. To strengthen cultivate good dealers and help them to success in the confident, generous and genuine manner.

4. **Services building:** integrating resources and persist in dealer service as center mode. To strengthen dealer’s services skill training and realize all service provided from dealers.

5. **Brand building:** To improve SANY brand Image and recognition adopting promotion, exhibition, products presence and media publicity. To build up SANY Asia-Pacific BU as the best export platform.

6. **Talent introduction and cultivation:** To establish a talent pool as SANY Asia-Pacific first-class think tank by introducing high-level international talents externally and cultivating senior executive internally.

Mr. Thura Win as Regency sales director showed Myanmar market sales status by PPT. He put forward sales team building concept and got plan to divide salesmen into 3 teams according to different products. He emphasized products knowledge training. Sales network should be increased mentioned in his future plan. He mentioned to speed up 4S shop building in Yangon, branch office
SANY / DEALERSHIP DEVELOPMENT

set up in Mandalay. SANY perseveres to explore and improve regarding how to cultivate and support dealers. “Management representative” concept was put forward by Mr. Liang Wengen as SANY Group Chairman of the Board. SANY headquarters assign sales, service and spare parts management representatives to local market. These professional representatives assist dealers improve management, collect market information, improve products adoptability and offer overall training using SANY advanced management system. Mr. Xie Feng introduced some SANY elites to Dealer Company according to the concept of the Chairman Mr. Thura Win was SANY Myanmar sales director. He was introduced to the Dealer’s Company recently.

Mr. Tun Tun Latt as Regency Assistant GM showed service and spare parts building situation by PPT. He totally accepted SANY service culture. SANY service is the No. 1 brand in China. SANY devotes the most service resource in Myanmar compare with other Chinese brands. He presented 2013 service and spare parts plan. He mentioned service training priority. Over 40 time local training and 2 times training in China. Over USD1, 500,000 in spare parts sale volume and realize over USD300, 000 profits.

All guests shared and enjoyed lunch together with SANY and Regency employees at last. SANY got good news one piece after another in recent years. Strategy cooperative agreement signed between Liang Wengen SANY Group Chairman of the Board and Mr. Luo Bingzhong Asia World chairman of the board on November 2010. Meanwhile, China Harbor Engineering Company Ltd (CHEC) signed triple cooperation agreement Memo with SANY and Asia World.

In 2011, SANY, Asia World and CHEC signed a equipments purchase contract over USD 20 million to build Myanmar symbol project--- Naypyidaw capital international airport.

Asia World is the large-scale group in Myanmar. Business covers Mining, energy, Telecommunication, agriculture and so on. Asian world are running projects including Yangon airport, Naypyidaw capital international airport, Myanmar largest quay, and over thousands kilometer road construction.
In February 2012, Myanmar Minister of Construction Mr. U Khin Maung Myint visited SANY. He made comprehensive consensus with SANY senior vice president Mr. Zhou Fugui and SANY vice president Mr. Liang Linhe regarding cooperation. Mr. U Khin Maung Myint was quiet impressed by SANY R&D capability and high quality products. He expressed that got plan to go forward and deepen cooperation to promote Myanmar infrastructure construction. Mr. Zhou Fugui expressed that SANY attach importance to Myanmar market since Myanmar economy grow fast recently. SANY top management executive reviewed Myanmar market once. SANY top management executive was impressed by Myanmar investment environmental and preferential policy. SANY is going to make contribution to Myanmar economy and engineering machine industry through increase investment and enhance market explore.

(Sany Asia-pacific)
THE REAL LEADERSHIP LESSONS OF STEVE JOBS (IV)

IMPULSE

Jobs’s early mentor Mike Markkula wrote him a memo in 1979 that urged three principles. The first two were “empathy” and “focus.” The third was an awkward word, “impute,” but it became one of Jobs’s key doctrines. He knew that people form an opinion about a product or a company on the basis of how it is presented and packaged. “Mike taught me that people do judge a book by its cover,” he told me.

When he was getting ready to ship the Macintosh in 1984, he obsessed over the colors and design of the box. Similarly, he personally spent time designing and redesigning the jewellike boxes that cradle the iPod and the iPhone and listed himself on the patents for them. He and Ive believed that unpacking was a ritual like theater and heralded the glory of the product. “When you open the box of an iPhone or iPad, we want that tactile experience to set the tone for how you perceive the product,” Jobs said.

Sometimes Jobs used the design of a machine to “impute” a signal rather than to be merely functional. For example, when he was creating the new and playful iMac, after his return to Apple, he was shown a design by Ive that had a little recessed handle nestled in the top. It was more semiotic than useful. This was a desktop computer. Not many people were really going to carry it around. But Jobs and Ive realized that a lot of people were still intimidated by computers. If it had a handle, the new machine would seem friendly, deferential, and at one’s service. The handle signaled permission to touch the iMac. The manufacturing team was opposed to the extra cost, but Jobs simply announced, “No, we’re doing this.” He didn’t even try to explain.

PUSH FOR PERFECTION

During the development of almost every product he ever created, Jobs at a certain point “hit the pause button” and went back to the drawing board because he felt it wasn’t perfect. That happened even with the movie Toy Story. After Jeff Katzenberg and the team at Disney, which had bought the rights to the movie, pushed the Pixar team to make it edgier and darker, Jobs and the director, John Lasseter, finally stopped production.
and rewrote the story to make it friendlier. When he was about to launch Apple Stores, he and his store guru, Ron Johnson, suddenly decided to delay everything a few months so that the stores’ layouts could be reorganized around activities and not just product categories.

The same was true for the iPhone. The initial design had the glass screen set into an aluminum case. One Monday morning Jobs went over to see Ive. “I didn’t sleep last night,” he said, “because I realized that I just don’t love it.” Ive, to his dismay, instantly saw that Jobs was right. “I remember feeling absolutely embarrassed that he had to make the observation,” he says. The problem was that the iPhone should have been all about the display, but in its current design the case competed with the display instead of getting out of the way. The whole device felt too masculine, task-driven, efficient. “Guys, you’ve killed yourselves over this design for the last nine months, but we’re going to change it,” Jobs told Ive’s team. “We’re all going to have to work nights and weekends, and if you want, we can hand out some guns so you can kill us now.” Instead of balking, the team agreed. “It was one of my proudest moments at Apple,” Jobs recalled.

A similar thing happened as Jobs and Ive were finishing the iPad. At one point Jobs looked at the model and felt slightly dissatisfied. It didn’t seem casual and friendly enough to scoop up and whisk away. They needed to signal that you could grab it with one hand, on impulse. They decided that the bottom edge should be slightly rounded, so that a user would feel comfortable just grabbing it up rather than lifting it carefully. That meant engineering had to design the necessary connection ports and buttons in a thin, simple lip that sloped away gently underneath. Jobs delayed the product until the change could be made.

Jobs’s perfectionism extended even to the parts unseen. As a young boy, he had helped his father build a fence around their backyard, and he was told they had to use just as much care on the back of the fence as on the front. “Nobody will ever know,” Steve said. His father replied, “But you will know.” A true craftsman uses a good piece of wood even for the back of a cabinet against the wall, his father explained, and they should do the same for the back of the fence. It was the mark of an artist to have such a passion for perfection. In overseeing the Apple II and the Macintosh, Jobs applied this lesson to the circuit board inside the machine. In both instances he sent the engineers back to make the chips line up neatly so the board would look nice. This seemed particularly odd to the engineers of the Macintosh, because Jobs had decreed that the machine be tightly sealed. “Nobody is going to see the PC board,” one of them protested. Jobs reacted as his father had: “I want it to be as beautiful as possible, even if it’s inside the box. A great carpenter isn’t going to use lousy wood for the back of a cabinet, even though nobody’s going to see it.” They were true artists, he said, and should act that way. And once the board was redesigned, he had the engineers and other members of the Macintosh team sign their names so that they could be engraved inside the case. “Real artists sign their work,” he said.

TOLERATE ONLY “A” PLAYERS

Jobs was famously impatient, petulant, and tough with the people around him. But his treatment of people, though not laudable, emanated from his passion for perfection and his desire to work with only the best. It was his way of preventing what he called “the bozo explosion,” in which managers are so polite that mediocre people feel comfortable sticking around. “I don’t think I run roughshod over people,” he said, “but if something sucks, I tell people to their face. It’s my job to be honest.” When I pressed him on whether he could have gotten the same results while being nicer, he said perhaps so. “But it’s not who I am,” he said. “Maybe there’s a better way—a gentlemen’s club where we all wear ties and speak in this Brahmin language and velvet code words—but I don’t know that way, because I am middle-class from California.”
Was all his stormy and abusive behavior necessary? Probably not. There were other ways he could have motivated his team. “Steve’s contributions could have been made without so many stories about him terrorizing folks,” Apple’s cofounder, Wozniak, said. “I like being more patient and not having so many conflicts. I think a company can be a good family.” But then he added something that is undeniably true: “If the Macintosh project had been run my way, things probably would have been a mess.”

It’s important to appreciate that Jobs’s rudeness and roughness were accompanied by an ability to be inspirational. He infused Apple employees with an abiding passion to create groundbreaking products and a belief that they could accomplish what seemed impossible. And we have to judge him by the outcome. Jobs had a close-knit family, and so it was at Apple: His top players tended to stick around longer and be more loyal than those at other companies, including ones led by bosses who were kinder and gentler. CEOs who study Jobs and decide to emulate his roughness without understanding his ability to generate loyalty make a dangerous mistake.

“I’ve learned over the years that when you have really good people, you don’t have to baby them,” Jobs told me. “By expecting them to do great things, you can get them to do great things. Ask any member of that Mac team. They will tell you it was worth the pain.” Most of them do. “He would shout at a meeting, ‘You asshole, you never do anything right,’” Debi Coleman recalls. “Yet I consider myself the absolute luckiest person in the world to have worked with him.”

**ENGAGE FACE-TO-FACE**

Despite being a denizen of the digital world, or maybe because he knew all too well its potential to be isolating, Jobs was a strong believer in face-to-face meetings. “There’s a temptation in our networked age to think that ideas can be developed by e-mail and iChat,” he told me. “That’s crazy. Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘Wow,’ and soon you’re cooking up all sorts of ideas.”

He had the Pixar building designed to promote unplanned encounters and collaborations. “If a building doesn’t encourage that, you’ll lose a lot of innovation and the magic that’s sparked by serendipity,” he said. “So we designed the building to make people get out of their offices and mingle in the central atrium with people they might not otherwise see.” The front doors and main stairs and corridors all led to the atrium; the café and the mailboxes were there; the conference rooms had windows that looked out onto it; and the 600-seat theater and two smaller screening rooms all spilled into it. “Steve’s theory worked from day one,” Lasseter recalls. “I kept running into people I hadn’t seen for months. I’ve never seen a building that promoted collaboration and creativity as well as this one.”

Jobs hated formal presentations, but he loved freewheeling face-to-face meetings. He gathered his executive team every week to kick around ideas without a formal agenda, and he spent every Wednesday afternoon doing the same with his marketing and advertising team. Slide shows were banned. “I hate the way people use slide presentations instead of thinking,” Jobs recalled. “People would confront a problem by creating a presentation. I wanted them to engage, to hash things out at the table, rather than show a bunch of slides. People who know what they’re talking about don’t need PowerPoint.

To be continued
Please think before you print!