

## Primetals Technologies——A Pioneer of Global Metallurgical Industry

# 普锐特冶金技术——全球冶金行业的领军者

—— Interview with Dr. Christian Schneider, Chief Executive Officer of Primetals Technologies China Ltd.

—— 访普锐特冶金技术（中国）有限公司首席执行官施耐德博士

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普锐特冶金技术（中国）有限公司首席执行官施耐德博士 Dr. Christian Schneider, Chief Executive Officer of Primetals Technologies China Ltd.

**普锐特冶金技术（中国）有限公司首席执行官施耐德博士：**施耐德博士于1995年进入西门子子公司位于德国慕尼黑的核心研发部门，随后相继在美国和德国负责冶金行业轧制业务销售及项目管理工作。2008年起在德国爱尔兰根担任西门子连铸轧制业务传动及自动化解决方案副总裁；2012年担任西门子（中国）有限公司冶金技术部副总裁，负责电气自动化及连铸轧制业务；2015年担任普锐特冶金技术（中国）有限公司高级副总裁兼销售总经理，负责中国地区整体销售事务。

**Dr. Christian Schneider, Chief Executive Officer of Primetals Technologies China Ltd.:** Graduated from TECHNICAL UNIVERSITY BERLIN, Germany with doctor degree in electrical engineering in 1995, Dr. Schneider started his professional career at Siemens AG in Munich in the central development division. Several assignments followed in USA and Germany for sales and project management of rolling mills in the metals industry. Vice President for drives and automation solutions for casting and rolling at Siemens AG, Erlangen from 2008; Vice President Siemens Limited China, responsible for electrical and automation as well as casting and rolling from 2012; Senior VicePresident and General Manager of Sales at Primetals Technologies China Ltd. since 2015, responsible for overall sales activities in China.

2015年年初，三菱重工与西门子合资成立了冶金行业全球性合资企业——普锐特冶金技术有限公司（Primetals Technologies, Limited）。合作双方强强联合，从成立的那一天起，普锐特冶金技术就备受市场瞩目。本着求创新、求品质、求发展的企业理念，普锐特冶金技术在成立的3年间，不断开拓中国市场，服务中国市场，为中国冶金领域贡献了自己的智慧。

2017年，迎接改革开放40周年之际，本刊记者采访了普锐特冶金技术（中国）有限公司首席执行官施耐德博士。拥有多年业

界工作经历的施耐德博士为人谦和、亲切，在近一个多小时的访谈里详细介绍了普锐特冶金技术在中国的发展历程。

据了解，普锐特冶金技术（中国）有限公司是总部位于英国伦敦的普锐特冶金技术有限公司在中国的全资子公司。三菱日立制铁机械株式会社和西门子分别持有合资公司51%和49%的股份。前者是三菱重工集团所属企业，并由日立公司和IHI公司参股。

采访伊始，施耐德博士首先介绍了普锐特冶金技术的概况，他说：“普锐特冶金技术是一家世界领先的冶金行业工程设计、工厂建设和全周期合作伙伴，业务领域涵盖了整个钢铁产业链。目前，我们在全球拥有40多个公司办事处及设计、制造和服务中心，7000多名员工。普锐特冶金技术（中国）有限公司在普锐特冶金技术全球业务中扮演着重要的角色，总部位于上海，并在北京设有分公司。公司在上海设有生产制造车间，拥有先进的机械加工和装配中心，为国内外客户提供最高品质的产品。作为冶金行业领军者，我们充满激情、不断改进、勇于挑战，以达成新目标，提升客户竞争力，为社会创造持久价值。”

本刊记者曾参加了普锐特冶金技术2015年在西安举行的技术研讨会，那是普锐特冶金技术刚刚成立十个月有余。作为一家富于先进性和创新性、业务遍及全球的技术供应商与全周期合作伙伴，普锐特冶金技术的第一次全国性研讨会可以说是群贤毕至。在为期三天的会议中，普锐特冶金技术与中国冶金领域的合作伙伴进行了广泛的交流，并对全行业表达了继续加深紧密合作的决心与承诺。如今，3年过去了，普锐特冶金技术一直致力于为国内冶金企业提供长期、可靠的专业化支持，就环境保护与能源效率、材料灵活性与质量改善、未来型技术与智能化生产以及产品与工艺等领域提供了一系列解决方案。

谈到普锐特冶金技术在中国的发展，施耐德博士介绍说：“在普锐特冶金技术成立前，两家母公司就是冶金行业实力雄厚的技术供应商和可靠的合作伙伴，合资公司成立后，普锐特冶金技术继续为中国客户提供全面的技术、产品和服务，包括综合性电气、自动化和环保方案，涵盖了钢铁产业链从原料到成品的每一个环节，以及适用于有色金属领域的先进轧制方案。当前，国内钢铁行业正处在‘去产能’的大背景下，一些小型钢铁企业被迫关停，一些大型钢铁企业也面临着转型升级的考验。普锐特冶金技术与国内客户紧密合作，从客户的角度思考，从而针对当前和不断变化的市场需要为客户提供最佳的技术方案。我们在中国市场做了很多积极的尝试，



### 环形球团技术

使用铁矿粉，通过干燥、混料、制球和焙烧而生产球团的经济型方案。球团可以用作不同炼铁工艺的原料。

### CIRCULAR PELLETIZING

Economic solution to produce pellets from iron ore fines through drying, mixing, balling and baking. Pellets serve as feedstock for various ironmaking processes.



### 阿维迪连续带钢生产

全球范围内唯一成熟的以连续模式生产HRC（热轧卷）的工艺，具有出色的节能效果。

### ARVEDI ENDLESS STRIP PRODUCTION

World's only proven process which produces HRC (Hot Rolled Coils) in endless mode, saving energy.



### 电弧炉 (EAF)

EAF Quantum 是利用大电流电弧熔炼废钢的效率最高的设备。

### ELECTRIC ARC FURNACE (EAF)

The EAF Quantum is the most efficient melting aggregate for steel scrap using high current electric arcs.



### 电气、自动化和信息技术

先进的电气和自动化硬件及智能软件/信息技术解决方案是生产优质钢的关键。

### ELECTRICS, AUTOMATION & IT

Highly advanced Electrics and Automation hardware and intelligent software / IT solutions are key to produce high quality steel.

比如我们和河钢唐钢合资成立了普锐特（唐山）冶金技术服务有限公司，提供全面的板坯连铸机技术服务。合资公司的成立标志着一种全新观念在中国得到成功推广，相信其他企业也会复制我们的模式。总之，我们为顺应中国市场制定并实施了很多积极有效的策略。”

近年来，中国政府对环保不断加大力度，其实普锐特冶金技术在相关领域拥有强大的研发能力，在二、三十年前就已经开始针对节能环保领域研发新技术。普锐特冶金技术为中国钢铁生产企业提供全面的节能环保解决方案，先进的技术和设备，帮助他们将环境影响降到最低，提高能源效率，并加强副产品管理。正如在采访中，施耐德博士一直强调的那样，普锐特冶金技术拥有独特的技术与工艺，是中国钢铁行业的最佳合作伙伴。

改革开放40年来，中国钢铁企业对升级换代、技术进步的需求越来越大。普锐特冶金技术有效地把握契机，与中国经济同步发展壮大。然而，市场充满机会也极具挑战。如何能有效把握市场、增强市场竞争力、拓展企业品牌、留住高素质人才，这些问题也是施耐德博士重点考量的。那么施耐德博士的管理哲学有哪些呢？他说：“我们非常重视人才的培养。我们拥有完善的人力资源发展计划，每年都会和员工沟通这一年的发展目标、进程、个人潜能等，尽可能多地倾听员工的想法，为员工提供发展的机会。我们还为员工提

供各种交流和学习的机会，如委派到国外工作等，希望大家从不同文化中汲取更多有用的知识。”施耐德博士话语真挚，让记者感受到他所带来的开放与包容的普锐特冶金技术文化。正是这种公平和发展的企业文化才让普锐特冶金技术人才辈出，技术领先。

拥有持续的创新能力是企业稳健发展的保证。精准的战略眼光是一个企业保持长期发展的先决条件。普锐特冶金技术成立3年多来，以不断适应中国市场来调整战略。普锐特冶金技术不断加强中国本地化服务，凭借普锐特冶金技术全球冶金专家与技术人员的丰富经验，进一步加深与中国冶金企业的合作交流，为中国钢铁企业提供了长期、可靠的专业化支持，有效地应对了冶金企业面临的升级换代的挑战。

随着中国经济的快速崛起，中国的市场地位在全球变得越来越重要。谈到未来5年的发展，施耐德博士充满信心，他表示，普锐特冶金技术会继续把握中国市场发展节奏，顺应中国市场的变化来进行战略上的调整。普锐特冶金技术会继续为实现“中国制造2025、智能制造”等目标提供全面的解决方案。施耐德博士告诉记者，他们还有很多工作要做，对于未来在中国的发展，他本人充满信心，他和他的团队时刻准备着，为中国冶金企业达成新目标 and 在未来冶金市场中占据优势地位提供支持。



At the beginning of 2015, MHI and Siemens established a new joint venture company—Primetals Technologies Limited, a worldwide leading partner for the metals industry. By combining the strengths of both parties, Primetals Technologies attracts the industrial attentions since its inauguration. With the corporate principles of innovation, quality and development, Primetals Technologies has been expanding its presence in Chinese market and serving and contributing its competencies to Chinese metallurgical industry in the last three years.

In 2017—the 40th year since the reform and opening-up—we conducted an interview with Dr. Christian Schneider, Chief Executive Officer of Primetals Technologies China Ltd. In the interview lasting for more than one hour, Dr. Schneider, who is modest and gracious and has years of industrial experience, presented in detail the development story of the company in China.

Primetals Technologies China Ltd. is a wholly-owned subsidiary of Primetals Technologies Limited headquartered in London, United Kingdom. Mitsubishi-Hitachi Metals Machinery—an MHI consolidated group company with equity participation by Hitachi, Ltd. and the IHI Corporation – holds a 51% stake and Siemens a 49% stake in the joint venture company.

At first, Dr. Schneider gave an overview of the company. He said, "Primetals Technologies is a worldwide leading engineering, plant-building and lifecycle services partner for the metals industry with the portfolio that covers the entire value chain of the metals production. Currently we have more than 40 company offices and engineering, workshops and service centers and around 7,000 employees worldwide. With headquarters in Shanghai and a branch in Beijing, Primetals Technologies China Ltd. plays an important role in the global operations of the company. It also owns a manufacturing plant in Shanghai, which is equipped with state of the art machining and assembly facilities and offers high quality products to local and international customers. As a world leader in metallurgical industry, we work passionately to continuously improve and challenge ourselves to accomplish new goals, increase our customers' competitiveness, and make a lasting contribution to society."

In 2015 we attended the Primetals Technologies Symposium held in Xi'an, when Primetals Technologies was founded only 10 months. As a leading and innovative technology provider and lifecycle partner with a worldwide presence, Primetals Technologies' first national symposium attracted many industrial professionals. In the three-day conferences Primetals Technologies discussed a wide range of topics with Chinese metallurgical partners and expressed its desire and commitment to further strengthen the

cooperation. After three years, now Primetals Technologies still aims to provide long-term, reliable and dedicated support to local metal producers, and have furnished varieties of technical solutions in the fields of environmental and energy efficiency, material flexibility and quality improvement, future technologies and intelligent productions well as products and processes.

Talking about the development of Primetals Technologies in China, Dr. Schneider said, "Prior to the foundation of Primetals Technologies, both of the parent companies have been the competent technology provider and trustworthy partner of metallurgical industry. After its establishment, Primetals Technologies continues to offer a complete technology, product and service portfolio that includes integrated electrics, automation and environmental solutions covering every step of the iron and steel production chain from the raw materials to the finished product, as well as the latest



#### 酸洗线

采用模块化设计的连续酸洗线依靠先进技术（比如 i-Box 酸洗）确保带钢表面清洁无锈，工艺运行高效经济。

#### PICKLING LINE

Modularly designed continuous pickling lines for clean and scale-free surfaces built for efficient and economic operations with advanced technologies such as i-Box pickling.



#### 热轧机（先进的成对交叉轧机）

优化产能、提高质量、改善操作性能和降低消耗的先进技术。成对交叉辊技术能够确保板型和平直度的最佳控制。

#### HOT ROLLING MILL (ADVANCED PAIR CROSS MILL)

State-of-the-art technology for optimized throughput, advanced quality and improved operability with lower consumption. Pair cross technology ensures optimum control of profile and flatness.



#### 串列式冷轧机

先进的冷轧技术保证了提高产品收得率，实现灵活生产，降低运行成本，简化维修工作。热轧带钢被轧制到超薄规格，即使是高等级钢种（比如 AHSS）也能满足最为严格的公差要求。

#### TANDEM COLD MILL

Advanced cold rolling technology for high product yields combined with flexible production, low operational costs and simplified maintenance work. The hot rolled strip is rolled ultra thin for tightest tolerance demands and for highest steel grades such as AHSS.

rolling solutions for the nonferrous metals sector. Nowadays the local steel producers are working on cutting over capacity. Not only are some small sized companies shut down, but also some larger ones are facing the challenge of transformation and upgrading. By closely cooperating with local producers and thinking from their viewpoints, Primetals Technologies customizes the best technical solutions to meet the current and ever changing market demands. We have tried a lot in Chinese market; for example, together with HBIS Tangshan we founded a joint venture-Primetals Tangshan Technology Services Ltd.-to provide comprehensive technical services for slab casters. The foundation of the new joint venture represents the successful implementation of an innovative new concept in China, and we believe that other companies will copy our model. In a word, we have formulated and implemented many effective strategies to meet the market demands in China."

In recent years Chinese government pays more and

more attentions to environment protection. Actually, Primetals Technologies has a very strong R&D competence in this field and started to develop innovative energy-saving and environmental technologies decades ago. Primetals Technologies provides comprehensive energy-saving and environmental solutions as well as latest technologies and equipment to Chinese steel companies to help them minimize environment impact, increase energy efficiency, and improve by-product management. Just as repeatedly emphasized by Dr. Schneider in the interview, Primetals Technologies owns unique technologies and processes and is the best partner for Chinese steel industry.

In the 40 years since the start of reform and opening-up, Chinese steel companies demand more and more for upgrading and technological progress. Primetals Technologies takes the opportunity to grow up in parallel with Chinese economy. However, there are many challenges in addition to opportunities in the market. How to follow the market trends, enhance competitiveness, promote company brand, retain qualified employees, etc., are the issues that Dr. Schneider has to handle. Then what is his managerial philosophy? He said, "We pay much attention to personnel training. We have comprehensive human resources development plans; communicate with employees annually on their development goals, progress and personal potentials; listen to their thoughts; and provide development opportunities to them. We also arrange exchanges and studies for employees, such as overseas job assignment, and hope they can learn much useful knowledge from different cultures." From what Dr. Schneider said, we are impressed by Primetals Technologies' culture featuring open and inclusive. It is this spirit of fairness and development in the company culture that makes Primetals Technologies rich in talents and innovations.

For a company, the sustainable innovation capability is the guarantee of stable growth, and a forward-looking strategy is the prerequisite of long-term development. In the three years since its foundation, Primetals Technologies adjusts its strategy continuously to adapt to Chinese market. The company keeps strengthening the localized services and expanding cooperation and communication with Chinese metal producers on the basis of decades of experience, and helps the customers facing the upgrading challenges with long-term, reliable and dedicated support.

With the rapid rise of economy, China holds a more and more important position in the world market. Dr. Schneider is confident about the company development in the next five years. He expressed that Primetals Technologies will continue to follow the development of Chinese market, adjust its strategy to adapt to Chinese market, and provide advanced solutions to support the programs such as Made in China 2025 and Intelligent Manufacturing. He told us that they will have a lot of work to do. For the future development in China he is confident and he and his team are ready to support Chinese metal producers to reach new targets and be competitive in the future metallurgical market.