

CHINA BUILDING MATERIAL MAGAZINE

中国建材通讯

• 2018 8-9 131-132 •

宋志平：我的改革心路（五）

宋志平 中国建材集团党委书记、董事长

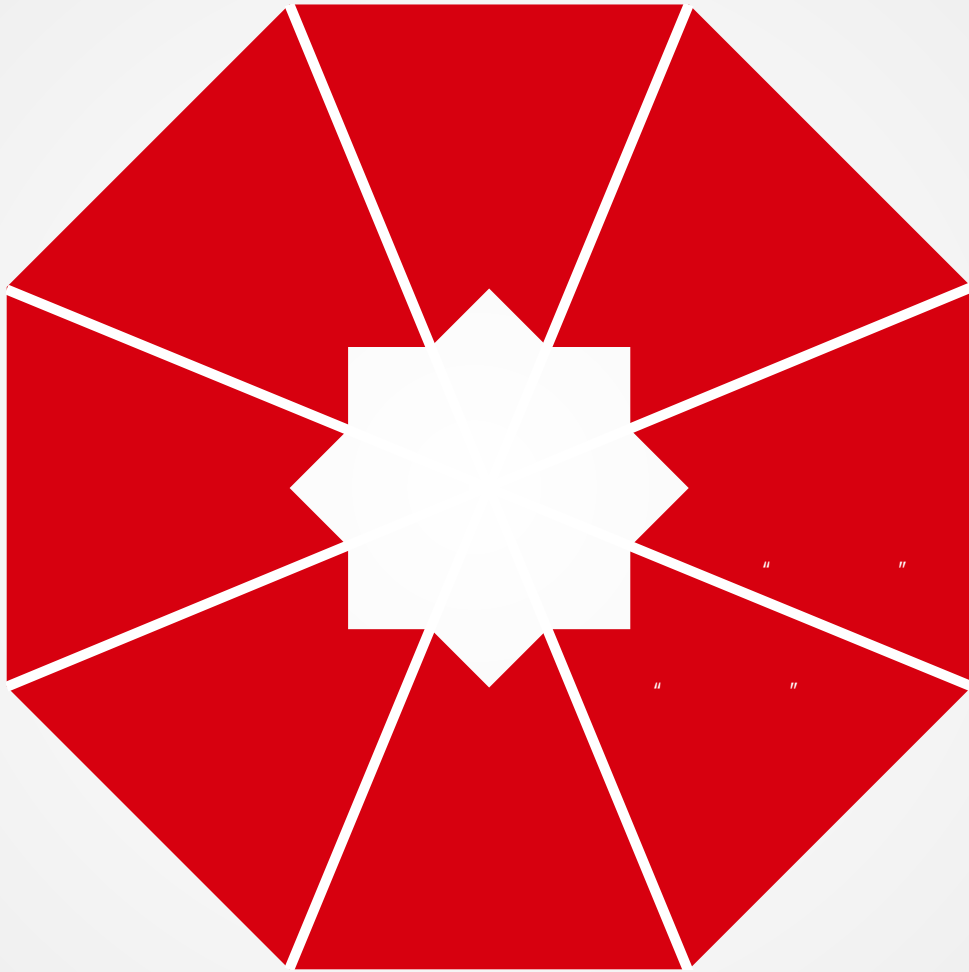


0615-L0074号

准印



中国建材集团有限公司
China National Building Material Group Co.,Ltd.





Contents

2018 8 9 131-132



1

4

5

6

7

500 CEO

8

9

10

" " " CEO"

11

2018

12



20



50

68

2018

18

54

" "

71

58

" "

" "

61

"

"

66



“

”



GOE

GOE

“

”

“

”

“

”

GOE



12
10000

9



500 CEO

500

500



500 CEO

500

“ ”

“ ”

500

”

500

500

“ 500 ”

“ 2018 CEO ”

CEO FORTUNE CEO LIFETIME
ACHIEVEMENT AWARD

500 CEO

40

“ CEO ”

“ ”

500

CEO

“ CEO ”

40

40

33

16

500

5

500

2007

9

2013

2016

500



”

“



Mbande

”
2015 10 10

“

2000

33

“ ”

“ ”

“

”

300





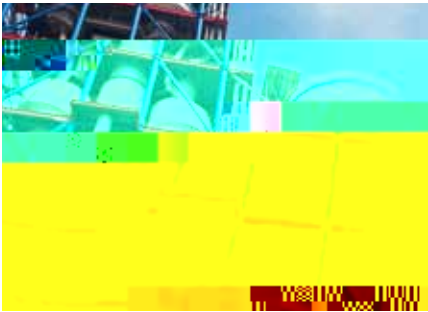
“ “

“ CEO”

“ ” “ ”

CEO”

“ CEO”



(Institutional

Invest or)

“ ”

2367

102 “

5

” Honored Companies

H

3323.HK

“ CEO’ Best CEOs

“ CEO’

” Best

IR Professionals

“ ”

2017

1163

3536

18

2174

107

H

982

18

1385

“ ”



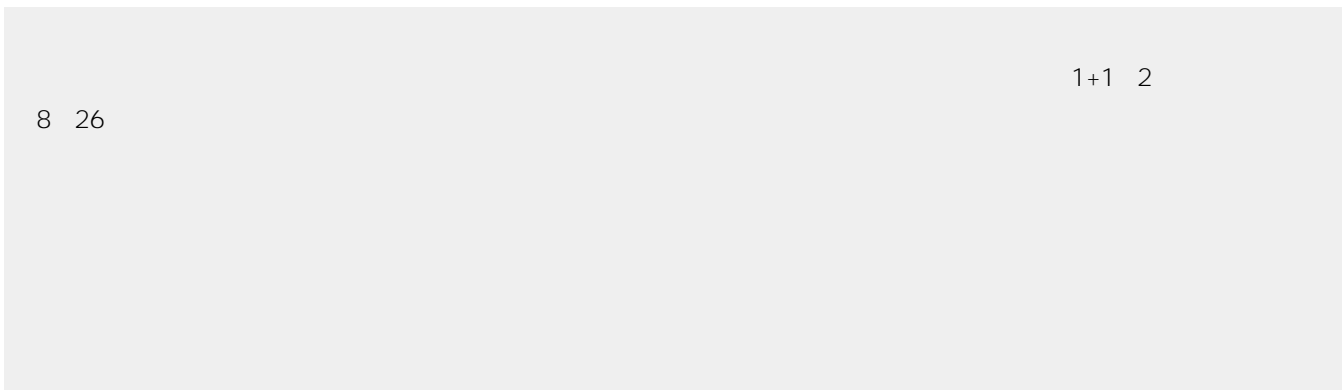
159.8% 952.28 22% 38.12
 1.61 4200 1400 8.66
 115 2025 154.09

HK3323 2018

22% 38.12 952.28 159.8%
 1.61 4200 1400
 8.66 115
 2025 154.09

/ 28.5% 311
 " " "
 " " " +
 " " " 8.66
 1.5%

20



8 26

1+1 2

"

1+1>2

"

2016

81

2695

600

2017

151

3021

1

668

92

4

2017

A

500

243

1+1>2

85.9

2017

1561

"

70



2020 " 1"
 10 10
 10 100
 100 EPC

" "

6

GOE CIGS "

T1000 0.12

14.8 34
 GOE

"
 "
 "
 "
 "
 "
 "
 "
 "
 "
 "
 "

65% 10
 60 14
 30



GOE 6000



8

“ ”

“ ”

02

•

“

”

“

”

“

”

“

”

“

”

“

”

“

“ ”

”

“

” ”

“

3

2300

“

”

“

”

A

1
0.85
H 2017
7
2017 12

99%
A
" "
5
H

" "
" "

H

" "



70%

E14

" "

3

1345

35

"

03

"

"



"

"

2017 7

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

"

“ ” “ ”

“ ”

“

6

“ ” “ ” “ ”

“ ” “ ”

“

“

KPI

“ ”

€ a l

“



"

"

"

"

500

126

120

52

40

500

" "

20%
20%

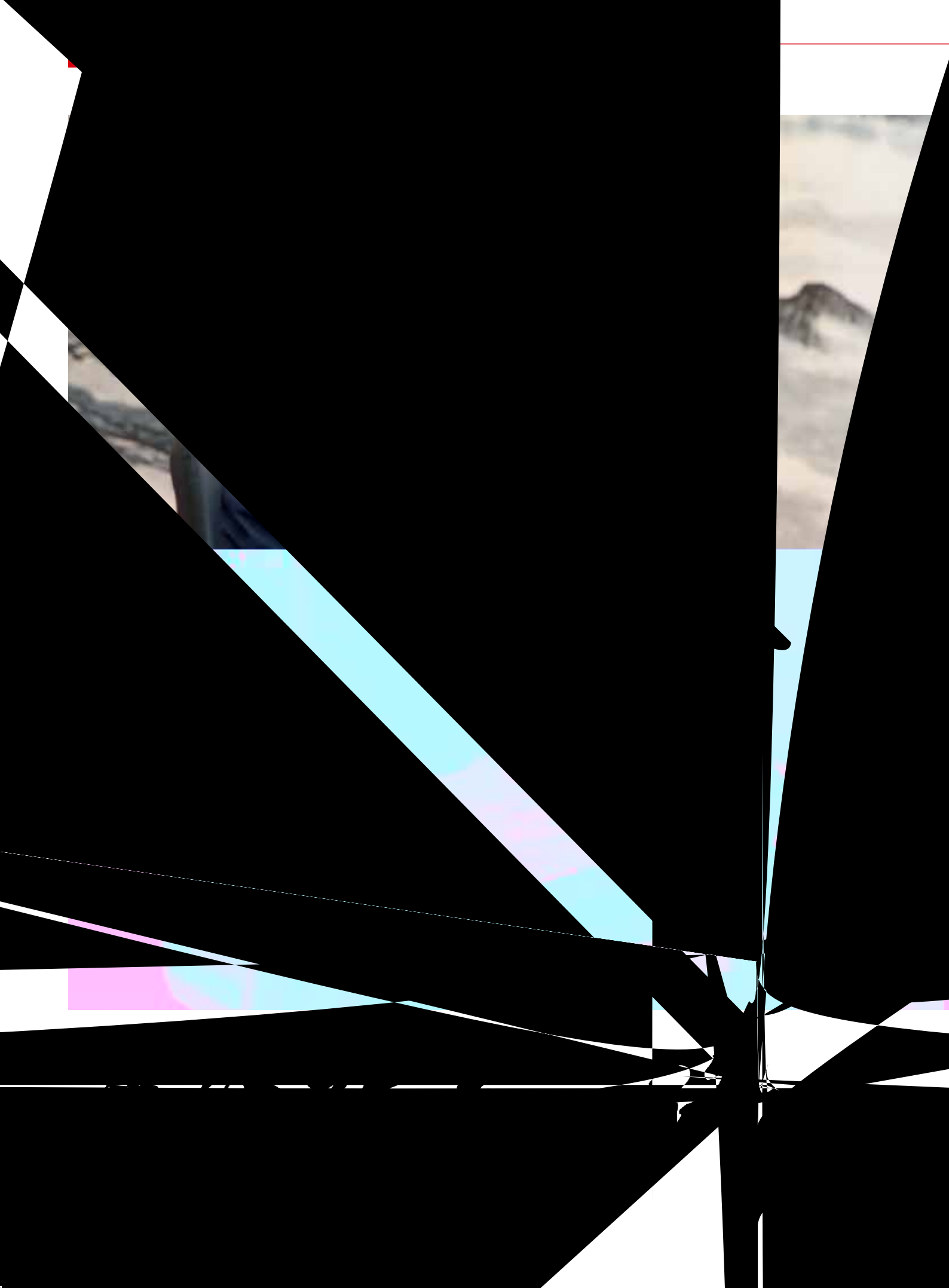
" " " " "

" " " "

40

40

J





3

3

1

24

"

"

"

"

"

"

"

"

"

"

2000

65%

2009 7

"

"

"

"

"

"

"

"

"

"

"

"

"

"

60



2011 100 " "

1000 " "



" "

" "

" "

2011

2012

2011

1992



" "

1.2

90

4000

23

5

3

23

3

3





1

3

"

"

20

100

"

"

1.2

7500

100

35

24

30%

2015 5

CRH

CEO

"

"



25

50

200

"

"

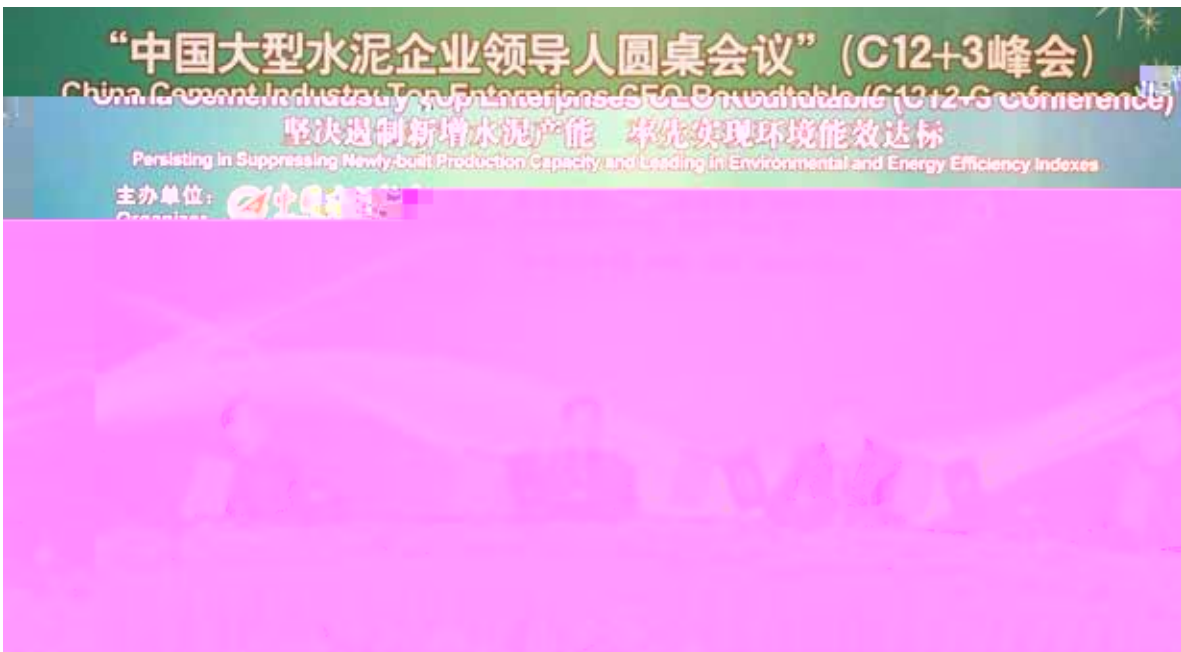
30% 70%



60%

“ ”

2015 3



C12+3



" 12+3"

" " " " " "

" "

1

10

80% 60% 34
 " 2016 2017 "
 518 877 "
 " 3
 32.5

2 “ ”



“ 1+1>2 ”

2000

" "

" "

2014 5

" "

" "

" "

"

10

269

150

27

12

32

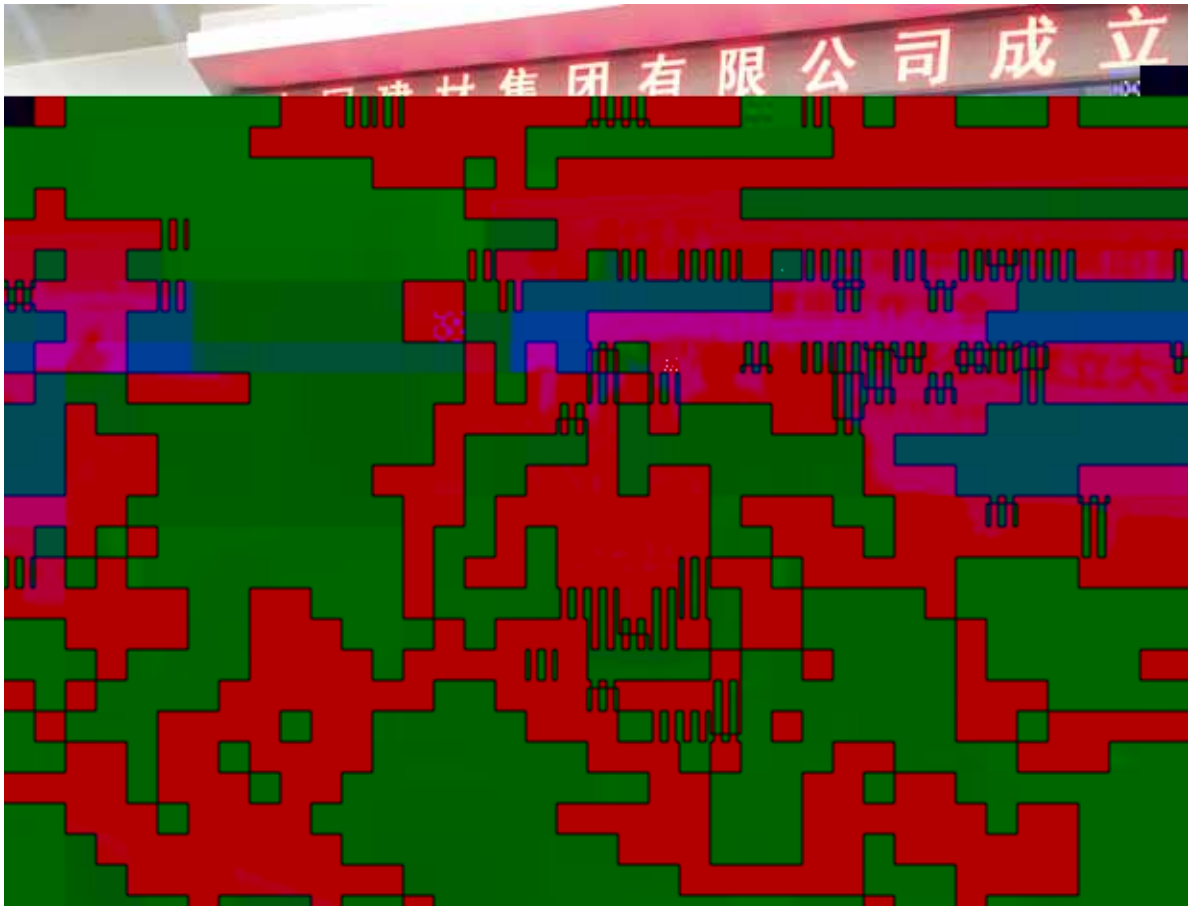
12

30 40

" "

2016 8 " "

" " " 1+1>2 "



" "

" "

2018

" "

" "

" "

6000

25

3000

6



" "

10

" "

2006

"

"

2015

12

2014

4.0



"
"
5000
20 " "
噫 800
1600 噫
2013 " "
2017 " "
"
" " " "
" "

2017

“ ”
“ ”
3

“ ”



“ ”
2017 70 2018
100 + EPC
“ ” “ ”

10

10

“ ” “ ”





26 3.8 18 NOI 2000

NOI 3

6.5 NOI SINOI

2006 100 500

3000 NOI 500

NOI 2014 Avancis

20



SINOI

Avancis Avancis

Avancis
Avancis
4.0
2
50
100
20



0.12

2018 4

0.12

" "

TFT

98%

T800

" " " "

0.85

H

1

10%

40%

99.9%

2017

2018 5 3

" "

H

6 13



" "

" "

H

" "

" "

62

" "



“ ”

“ ”

2004

13

“ ”

11

10

“ ”

“ ”

“ ”

“ ”

A

1

2016 8 26

2017 7

1

2017 7

2018

5

1

“ ”

A

3

“ ”

“ ” H

15%



70%

80%

13.8

"

"

"

"

2008

"

"

4.0

2017

"

"

"

"

2016

23.4

23.4

"

"





2016

10

“ ”

“ ”

“ ”

“ ”

“ ”

“ ”

“

”

“ ”

“

”

“ ”

“ ”

“ ”

“ ”



70 80

2018

10

" "



2018 3 25

"

"

—



15

" "

15

" " "

40

"

"

" "

2002 GDP 10 2017
82.7



" " "

2015



2017

2013

"

"

70

1750

2100

2

1

4 5





20

3000

2008 5 12

300

5

2005

5.2

300

"

"

"

"

500

"

"

2008

1

10

2017

“ ”

500

KPI

KPI



"

"

"

"

2006

"

"

"

"

"

"



39

16

— —

5



A

" "

260

220

500

" "

" "

CRH

" Never,never,never,never give up"

27

27

10

2018



2006

30

12

10

4

5

100

5

MBA

... 1

...



1.75 /
1.01 /
285

2016 6

	4.01 /				2016
	5.16				
1.16 /		6.99	2015	5.47 /	2017
/	65				2015
2.06 /			20.5 /		
"					2016
	"		2015	2.89 /	2017
					2015
1.			3.92 /		
2017	2015		2017		
5.34 /		5.44		2.96	0.51
/		8.24 /		2.84	
	20.5 /		2.07		
2.08 /			1.18		
2.5 /					"
2.					"
2017	2015				
4.82 /					
4.40 /		6.60			
/		3.92 /			



4 30

2013

2014 12

"

BUA

"





2005



BUA

BUA

BUA

2015

2000

10000

BUA

400 20
70

1500

BUA

8





“ ”
“ ”

90%



Z

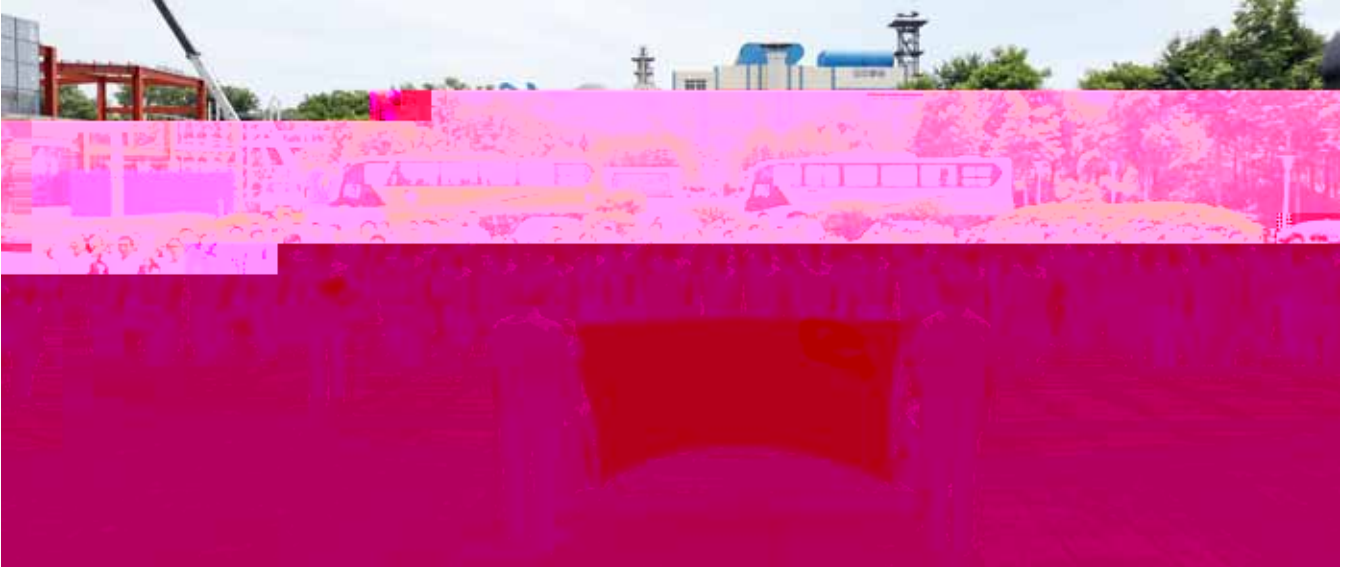


24



“

”



“ ”

“ ” + “ ”
“ ” “ ” “ ” “ ”
“ ” “ ” “ ” “ ”

“ ”

“ ” “ ”
“ ” “ ” “ ” “ ”

“ ” “ ” “ ” “ ”
“ ” “ ” “ ” “ ”

“ ”

1-2

“ ” “ ” “ ” “ ”



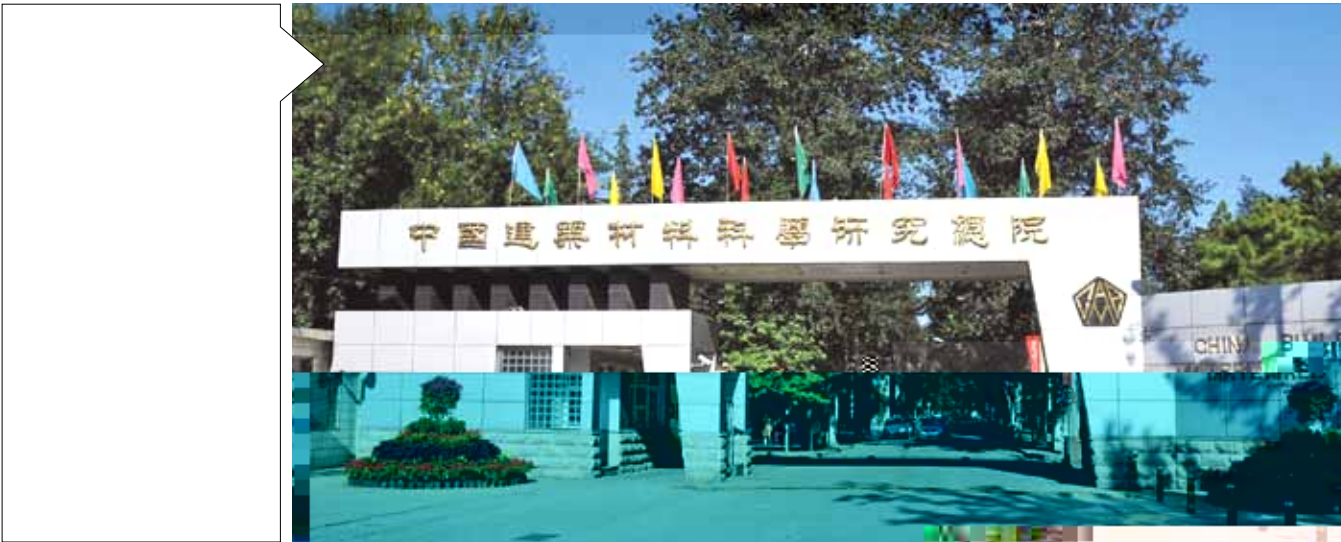
1.

2.

3.

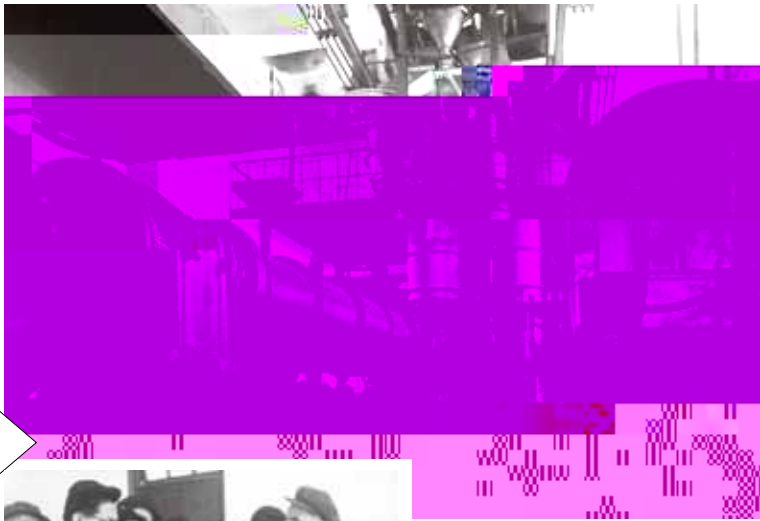
“ ” “ ”
“ ” “ ” E8 95G Pa 4. “ ”
2. 100 14
20
“ ” 8
2019
“ ” “ ” 5.
1. 3.
“ ” “ ”
“ ” “ ”
“ ” “ ”







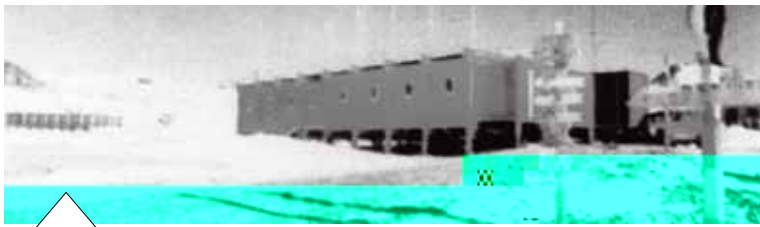
50
—
1957



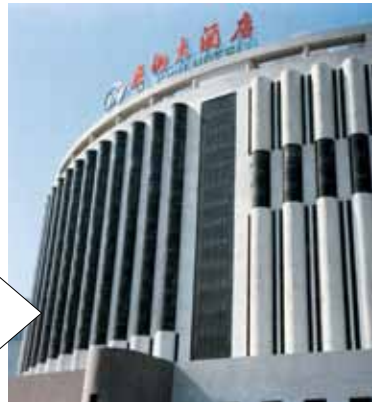
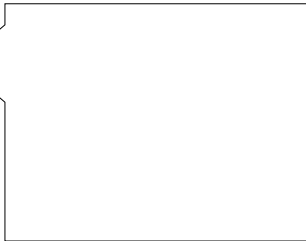
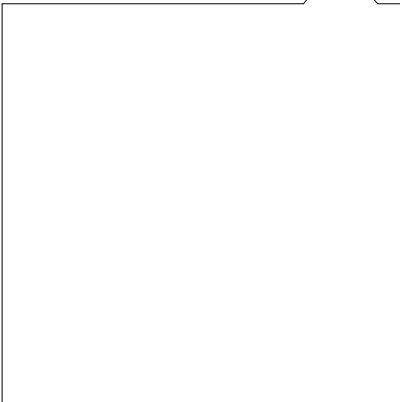
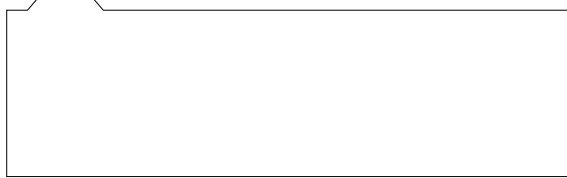
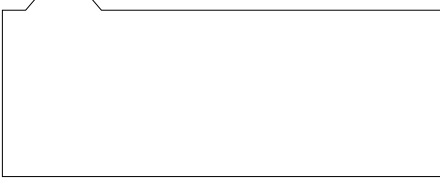
—



1956



60

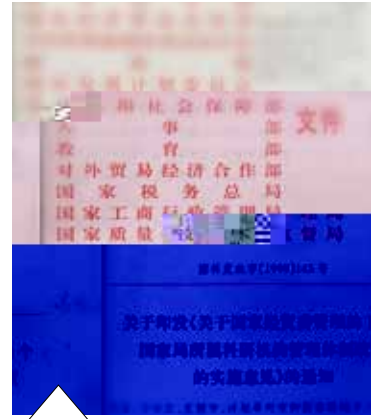




1990

1991

45



1992

1999

700

2004



21

2004

“

”

2016 12

“

”

“

”

“

” “

”

“

”

“

”



“

”

“

”

“

”

“

”

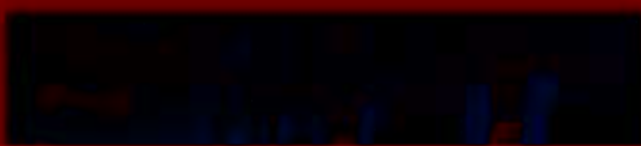
“

”

”

”

不忘初心



1

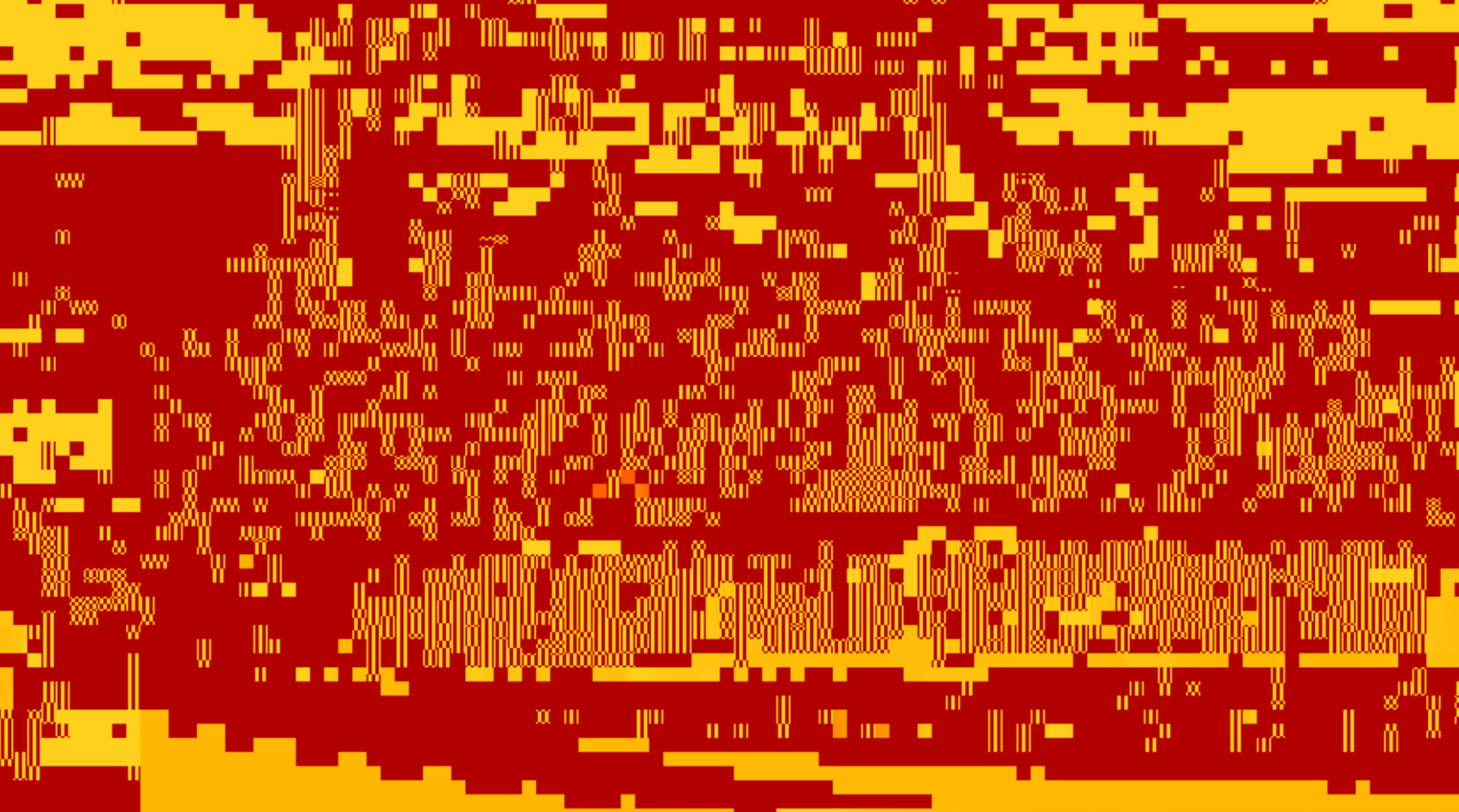
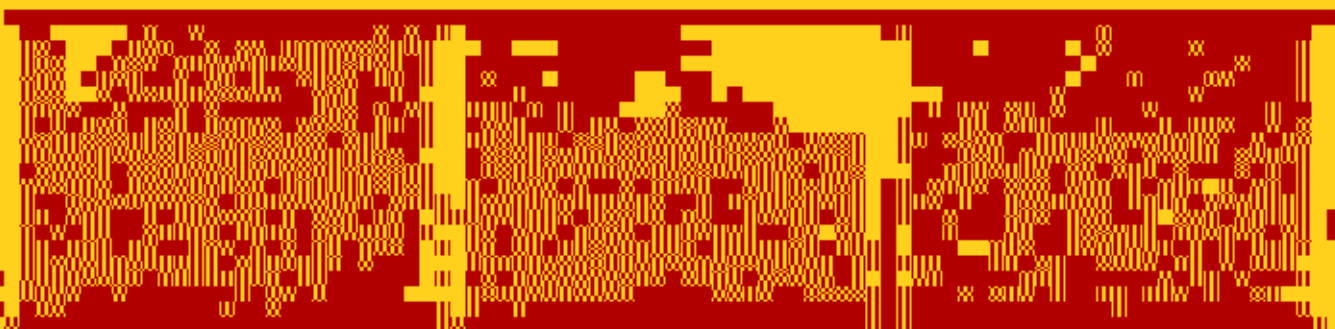
不忘初心

牢记使命

W

W

11



牢记使命



中国建材集团总部“不忘初心 牢记使命”主题教育培训班(第二期)

中国建材集团总部“不忘初心 牢记使命”
主题教育培训班(第二期)



