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2022 山鹰国际  
年度画册

SHANYING INTL  
BROCHURE OF THE YEAR 2022





回望跌宕起伏的2022, 我们亲历了国际诸多百年未遇的大事件、大变局, 见证着祖国与人民战胜困难的信心、勇气与毅力, 更加感受着山鹰人坚守初心、追光而行的笃定、胆识与魄力。

我们在不确定与困难中摸索前行, 在变局中谋新机, 于破局中开新局。一体化、数字化、绿色循环、低碳发展的目标更加明确, 共创共享共赢、国际化的战略更加坚定; 积极投入数字化转型, 赋能产业发展; 大力推进组织变革, 促进个人能力提升; 锚定“双碳”目标, 勇当“破路先锋”……

我们迎难而上, 逆势勇进; 携手奋战, 聚力转型, 创造了众多值得铭记的高光时刻, 留下了一帧帧精彩的画面。2022画册主题为“立”, 亦是取“不破不立, 破而后立, 大破大立, 晓喻新生”之意。多年以后, 当我们回望当前百年大变局的关键时期, 定会为自身在这个时期展现的顽强生命力赞叹不已!

Looking back on the ups and downs in 2022, we experienced many major events and changes that were unprecedented in the past century, witnessed the confidence, courage, and persistence of our motherland and Chinese people to overcome difficulties, and saw Shanyingers' firmness, insight, and force in staying true to the original aspirations and following the light.

We found our way forward in uncertainties and difficulties, sought new chances in changes, and developed new patterns with breakout ideas. With more specific targets in integration, digitization, green circulation, and low-carbon development, we adopted the manner of co-creation, sharing, and mutual benefit, and stood even firmer to the international strategy of investing positively in digital transformation and enabling industrial development. Besides, we have strongly motivated organizational reform and individual capability improvement; defined the “carbon peaking and carbon neutrality goals”, and pioneered the decarbonization journey.

we rose to the challenges, braved the headwinds, joined hands to forge ahead, gathered strength to change, and created a great number of memorable highlights and brilliant results. The Album 2022 is themed “Rise Up”, implying “break the old to make way for new chances to rise up”. We will be certainly amazed at our tenacious vitality during this critical revolution when recalling it many years later.

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Break the Old for New Chances to Rise Up



行稳致远 追光而行  
Follow the Light for Steady Progress and Far Reaching



精益运营 创新突破  
Adopt Lean Operation for Innovative Breakthroughs



奋斗底色 榜样力量  
Strive to Unleash the Power of Role Model



快乐工作 幸福生活  
Happy Work and Happy Life



# 第一章 破而后立 晓喻新生

Break the Old for New Chances to Rise Up

2022年

山鹰国际坚定信心, 攻坚克难

在复杂多变的形势下

聚焦“双碳”目标

布局新产能

稳步推进数字化转型

打造山鹰百年长青基业

In 2022,

Shanying International proceeded with confidence and overcame difficulties.

Under complicated and changeable conditions,

we focused on the “carbon peaking and carbon neutrality” goals,

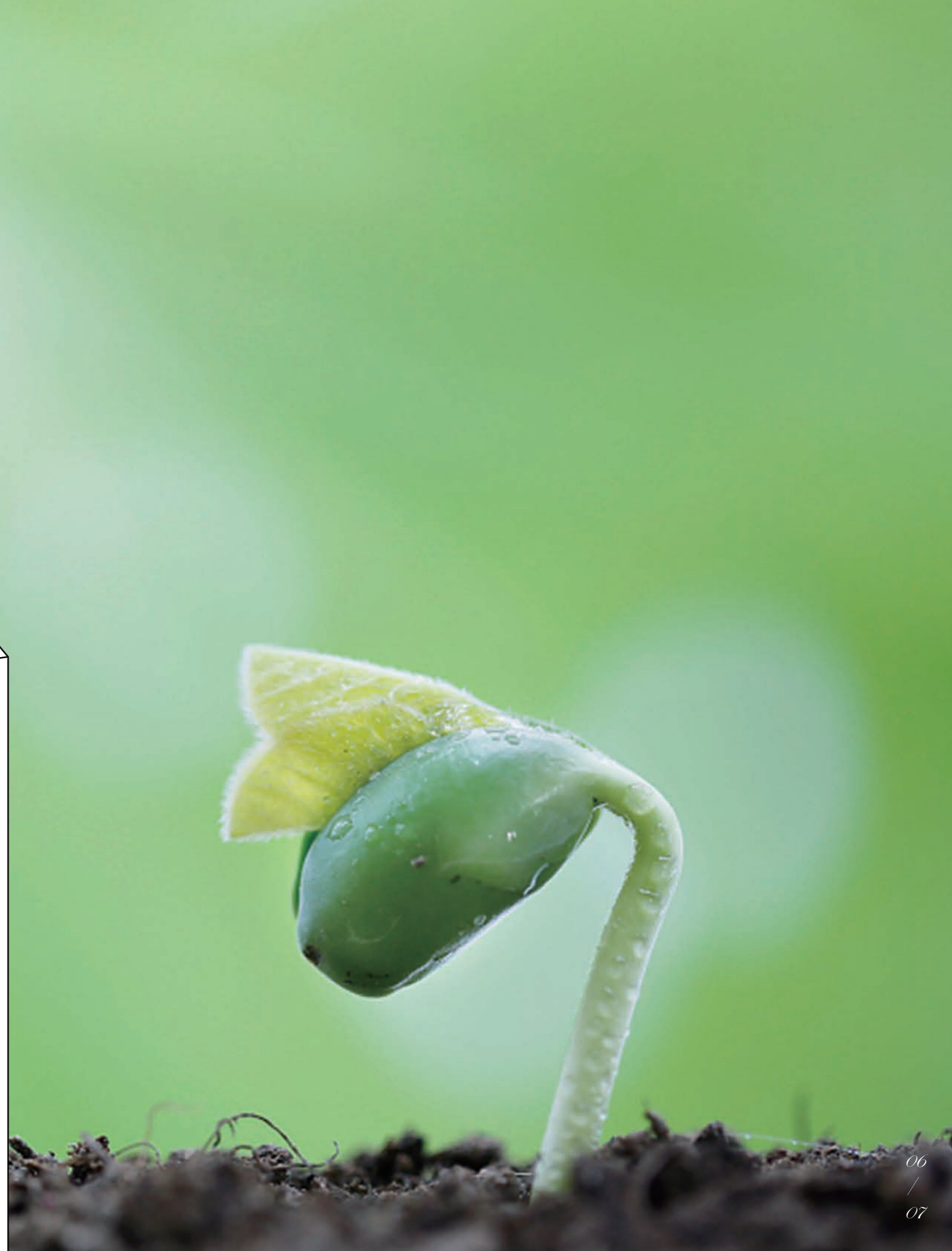
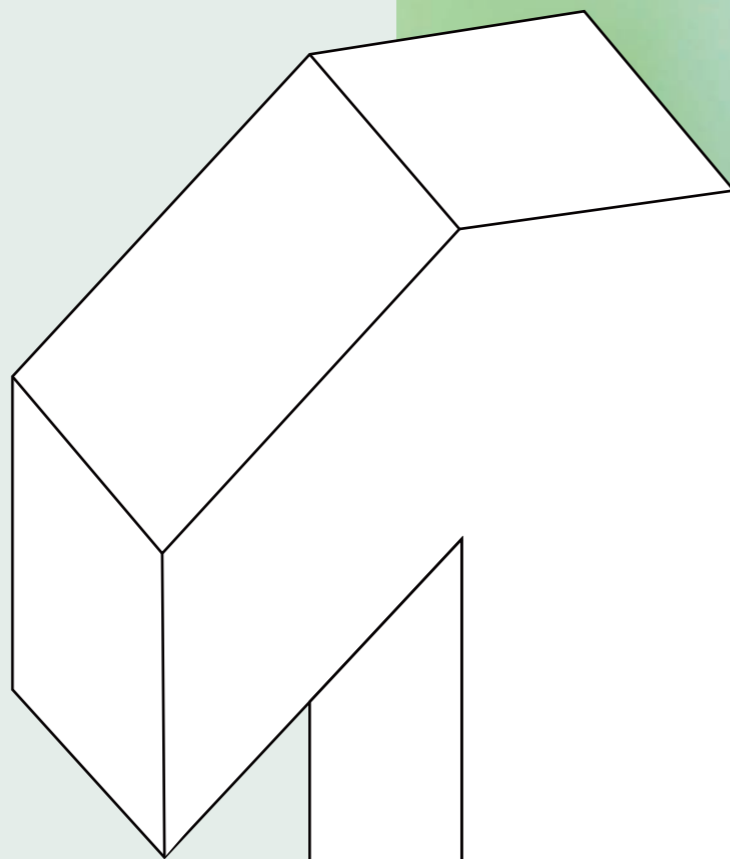
deployed new production capacity,

and boosted digital transformation steadily

for a centennial foundation built to last.

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# 2022山鹰财务数据

## Shanying's Financial Data in 2022



### 340.14亿

2022年山鹰国际营业收入达340.14亿元,较上年同比增长2.97%。

In 2022, the operating revenue of Shanying International reached 34.014 billion RMB, an increase of 2.97% over the previous year.

### 21.47亿

包装板块年产量21.47亿平方米,同比增长8.02%,位居中国第二,销量21.36亿平方米,同比增长5.49%,包装板块产销率99.44%,实现逆势增长。

The annual output of the packaging BU was 2.147 billion square meters, up 8.02% year-on-year, ranking No.2 in China; the sales volume was 2.136 billion square meters, up 5.49% year-on-year; and the production-sales ratio of the packaging BU was 99.44%, achieving a countertrend growth.

### 700万

国内已建成五大造纸基地,现有落地产能700万吨,位列中国第二。原纸板块产量614.81万吨,同比增长2.11%,销量616.29万吨,同比增长5.88%,原纸板块产销率100.24%,实现产销均衡增长。

Five papermaking bases have been built in China, with an existing production capacity of 7 million tons, ranking No.2 in the country. The output of base paper was 6.148,100 tons, up 2.11% year-on-year; the sales volume was 6.162,900 tons, up 5.88% year-on-year; the production-sales ratio of base paper was 100.24%, presenting a balanced growth of production and sales.

# 第二章 行稳致远 追光而行

Follow the Light for Steady Progress and Far Reaching

岁月流金, 步履不停

2022, 我们追光而行

感知时代变局中的机遇

凝聚力量, 坚守初心

努力达成业绩

全力开拓业务

汇聚成山鹰国际2022年度最具影响力事件

Despite time flies, we keep moving on.

In 2022, we followed the light,

perceived opportunities in changing times,

gathered strength and stayed true to our original aspiration.

Great endeavors to meet targets and expand business

have been manifested in the most Influential Events of Shanying International in 2022.

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# Most Influential Events of Shanying International in 2022

## 山鹰国际2022年度最具影响力事件



01 山鹰国际蝉联“2022年《财富》中国500强”、“中国民营企业500强”、“中国制造业500强”称号。  
Shanying International continued to be listed in "Fortune China 500", "China's Top 500 Private Enterprises" and "China's Top 500 Manufacturing Enterprises".



中国民营企业500强第

350名



中国制造业500强第

220名



# 奋进之光

Light of Endeavour

## 02

广东山鹰年产100万吨包装纸项目顺利投产；浙江祥恒智慧工厂一期竣工，宜宾祥泰纸塑工厂、佛山东大二期数字化工厂、越南中健二级厂顺利投产。

The packaging paper project of Guangdong Shanying with one-million-ton annual output was put into production smoothly; Zhejiang Xiangheng Smart Factory (Phase I) was completed; Yibin XiangTai Paper Plastic Plant, Foshan Digital Factory (Phase II) and Zhongjian Vietnam Factory were put into operation successfully.



▲浙江祥恒智慧工厂一期竣工



▲宜宾祥泰纸塑工厂顺利投产



▲广东山鹰年产100万吨包装纸项目顺利投产



▲佛山东大二期数字化工厂顺利投产



▲越南中健二级厂顺利投产



### 03

包装集团夯实3C、家电、啤酒等绩优赛道，成功签约食品、饮料等高潜赛道头部客户。

The packaging group further consolidated its business in the outperforming 3C, home appliances and beer sectors, as well as successfully signed contracts with leading companies in the high-potential food & beverage industry.



### 04

凤凰纸业齐心协力，不断优化产品结构，稳步提升运营效率，实现业绩扭亏，凤凰新生。

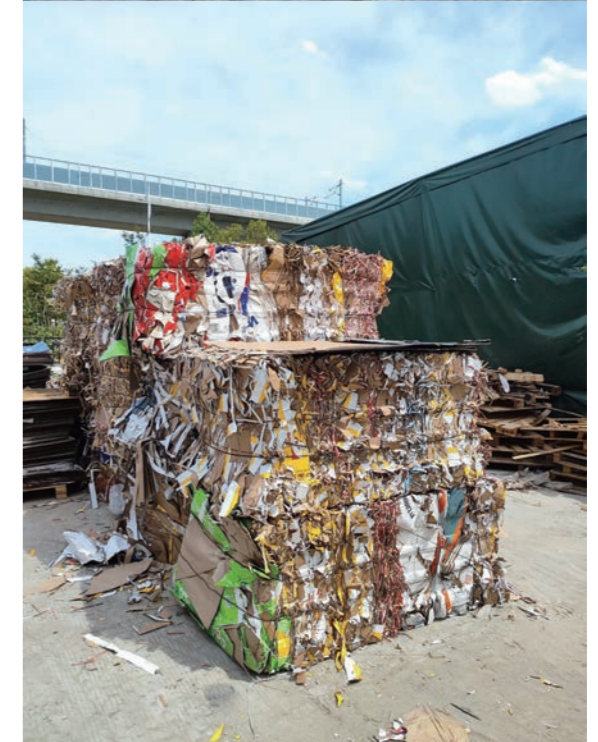
Phoenix Paper made concerted efforts to continuously optimize the product structure, steadily improve the operating efficiency, and realize the performance turnaround and the rebirth of Phoenix.



### 05

山鹰国际开展数字化转型必赢之战——数字化固废采购积极推动包站渠道建设，节降废纸采购成本；数字化营销变革为客户提供“产品+服务”的综合解决方案。

Shanying International launched the must-win battle of digital transformation-- the digital procurement of domestic recycled paper was actively promoted to build channels for partner stations and help them reduce the procurement cost; digital marketing reform provided customers with the integrated solution of "product + service"



# 06

山鹰国际发挥集团造纸包装产业链协同优势，与宜家、迪卡侬、海信、TCL等客户共同探索一体化服务终端大客户的全新商业模式。

Shanying International gave full play to the synergies of the group's papermaking and packaging industry chain, and explored a new business model of integrated service terminal for key accounts jointly with customers such as IKEA, Decathlon, Hisense and TCL.



## 协同之光 Light of Collaboration

# 07

山鹰国际IT系统遭受勒索病毒攻击，数字化中心、各企业、销售、厂商闻令而动，高效协同，以最短的时间，最快的速度打赢了勒索病毒阻击战。

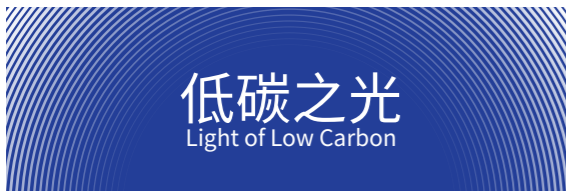
Shanying International IT system was attacked by a ransomware virus. The digital center, all affiliated enterprises, sales forces and manufacturers acted on commands and collaborated efficiently to win the ransomware sniper war in the shortest time and at the fastest speed.



08

山鹰国际积极推广原纸虚拟仓项目,对内提升造纸包装协同效率,降低原纸库存;对外优化客户库存,实现长约合作。

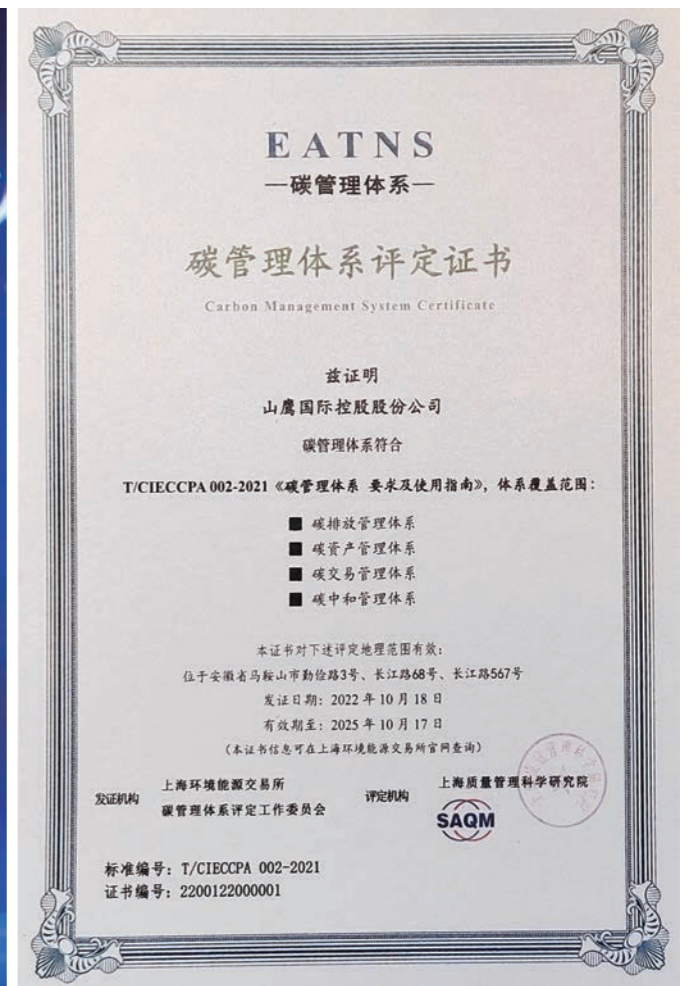
Shanying International popularized the base paper virtual warehouse project to internally improve the collaborative efficiency of paper making & packaging and reduce the base paper inventory; externally optimize customer stock for long-term partnership.



09

山鹰国际远低于2°C的科学碳目标承诺获得SBTi国际组织审核通过,成为国内率先承诺的造纸企业;成为全国第一批制造企业暨行业内首家获得碳管理标准化体系认证的企业。

Shanying International's commitment to scientific carbon target far below 2°C was approved by SBTi, which made us the first paper enterprise in China to make this commitment. We became one of the first manufacturing enterprises and the first in paper industry across the nation to obtain the certification of carbon management system.



# 公益之光 Light of Charity

10

山鹰国际以公益善举践行企业社会责任，为抗击新冠疫情，总部及企业合计捐资捐物 500 余万元。

Shanying International practised corporate social responsibility with charitable deeds. In order to fight against COVID pandemic, the head-quarters and affiliated enterprises donated more than 5 million yuan in funds and materials.



# 创新之光 Light of Innovation

11

山鹰国际推进精益管理和产品创新，开发50克高瓦、优质紫杉、金杉、高防水金桂等新产品，获取差异化优势。

Shanying International advanced lean management and product innovation, and developed new products such as 50g high-grade corrugated paper, premium "Zishan", "Jinshan", etc. to differentiate ourselves from competitors.



## 12 山鹰国际携手交银资本，设立交汇基金，向华中山鹰增资 15 亿元，开创投贷联动新模式。

Shanying International partnered with Bank of Communications Financial Assets Investment to set up the Jiaohui Fund to increase the capital of Huazhong Shanying by 1.5 billion yuan, creating a new mode of investment and loan linkage.



## 智造之光 Light of Smart Manufacturing

## 13 山鹰国际坚持数字化技术赋能生产运营，与合作伙伴共创ERP智能化解决方案，建立“一单到底”模式，让制造更加智能。

Shanying International adhered to empowering production and operation with digital technology, co-created intelligent ERP solutions with partners, and established the "one order to the end" model to make manufacturing more intelligent.



# 第三章 精益运营 创新突破

Adopt Lean Operation for Innovative Breakthroughs

精益生产 稳中求进

2022年, 在各项生产经营中

山鹰人创新突破 稳中求进

实干创新 务实高效

压责任、降成本、增效益

全面提升管理效能, 激发全员创效活力

唱响降本增效“主旋律”, 推动“精益生产”见实效

We adopted lean production and sought improvement in stability.

In all kinds of production and operating activities in 2022,

Shanyingers achieved innovative breakthroughs and steady progress

with pragmatic and efficient endeavors.

Accountability, cost reduction and incremental benefits

boosted the management performance in an all-round way and

motivated all to create benefits.

Bearing cost cut and efficiency improvement in mind,

we vigorously impelled “lean production” to generate substantial outcomes.

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# 「聚力攻坚 锐意创新」

Gather Strength for Tackling Challenges and Inspiring Innovations

## 山鹰国际连续四年获评“中国卓越管理公司”

Shanying International Awarded China's Best Managed Company for 4 Consecutive Years

德勤中国以“聚力共拓，齐享未来”为主题，在北京举行了第四届中国卓越管理公司 (Best Managed Companies, 简称“BMC”) 颁奖盛典，山鹰国际连续四年获得 BMC 殊荣。山鹰国际首席财务官 (CFO) 许云、首席数字官 (CDO) 游知代表公司领奖。

On the Fourth Best Managed Companies (BMC) awarding ceremony themed "Stronger Together for Our Shared Future" and held by Deloitte China in Beijing, Shanying International won BMC award for a fourth consecutive year. Shanying International CFO Xu Yun and CDO You Zhi accepted the prize on behalf of the company.



## 聚力共拓 齐享未来

## 2022中国卓越管理公司颁奖盛典

## Stronger Together For Our Shared Future

## China Best Managed Companies Award Ceremony



## 莆田祥恒与莆田学院举行研究生联合培养协议签约暨基地揭牌仪式

Putian Xiangheng and Putian University Held Joint Postgraduate Training Agreement Signing and Training Base Inauguration Ceremony

莆田祥恒与莆田学院环境与生物工程学院研究生联合培养协议签约暨基地揭牌仪式在莆田祥恒公司举行。今后，莆田祥恒与莆田学院环生院将依托研究生联合培养基地，实施专业学位高层次应用人才培养计划，构建互利共赢的产学研合作培养新机制，为研究生打造创新能力飞跃提升的平台，为深入实施新时代人才强省建设新局面提供有力支撑。同时，也将不断整合双方优势资源，持续推进产学研深度融合和协同创新，促成一批产学研合作项目，加快促进科技成果的实用化转化，凝聚发展动力，提高核心竞争力，推动环保事业高质量发展。



The signing ceremony for joint postgraduate training agreement between Putian Xiangheng and the School of Environmental and Biological Engineering of Putian University and the inauguration ceremony of the training base was held at Putian Xiangheng Company. In the future, Putian Xiangheng and the School of Environmental and Biological Engineering of Putian University will take advantage of the joint postgraduate training base to train high-level applied talents with professional degrees, build a new industry-academy cooperative training model with mutual benefits, create a platform for postgraduates to dramatically enhance their innovative capability, and substantially support the shaping of a new pattern in constructing a talent-rich province in the new era. Meanwhile, superior resources of the two parties will be continuously integrated to drive in-depth industry-university-research cooperation and coordinated innovation to facilitate a number of projects, accelerate the applicability and transformation of scientific and technological achievements, gather momentum for development, enhance core competitiveness and boost the high-quality development of environmental protection industry.

## 山鹰国际荣获“国家级绿色设计产品”

Shanying International Won "National Green Design Product" Award

工业和信息化部公布了“2021 年度绿色制造名单”，其中，山鹰国际自主研发的挂面箱板纸 (T 纸)、红杉牛皮箱板纸、银杉牛皮箱板纸、紫杉牛皮箱板纸四大产品，被列入国家级绿色设计产品。

The Ministry of Industry and Information Technology announced the "2021 Green Manufacturing List", among which, "T" Test Liner, Hongshan Kraft Liner, "Yinshan" Kraft Liner, and Yinshan Kraft Liner, the four products developed independently by Shanying International, were listed as National Green Design Products.



## 山鹰国际新增 2 家高新技术企业

Shanying International Granted 2 New Certificates of High-tech Enterprises

武汉祥恒、浙江祥恒双双获得 2022 年度高新技术企业证书。至此，山鹰国际已有 9 家子公司获评国家高新技术企业。

Wuhan Xiangheng and Zhejiang Xiangheng were granted Certificates of High-tech Enterprises in 2022. So far, nine subsidiaries of Shanying International have been rated as national high-tech enterprises.



### 山鹰国际荣膺“2021年度中国轻工业造纸行业十强企业”称号

Shanying International Won "China's Top 10 Papermaking Enterprise in Light Industry"

中国造纸协会公布了《关于表彰“2021年度中国轻工业造纸行业十强企业”的决定》。根据评价标准，经对参评企业2021年度主营业务收入、利润总额、主营业务收入利润率、主营业务收入增速和产量五项指标进行统一评价，并报中国轻工业联合会批准，决定授予山鹰国际控股股份公司“2021年度中国轻工业造纸行业十强企业”称号。

The China Paper Association announced the Decision on Awarding China's Top 10 Papermaking Enterprises in Light Industry 2021. According to the evaluation criteria, all candidate enterprises were evaluated from 5 indicators including main business revenue, total profit, profit margin of main business revenue, growth rate of main business revenue, and yield. Upon approval by the China National Light Industry Council, Shanying International Holdings Co., Ltd. was listed into "China's Top 10 Papermaking Enterprises in Light Industry".



### 山鹰国际知识产权领域再获硕果

Shanying International Made Great Achievements in IP Field Again

国家知识产权局发布《关于第二十三届中国专利奖授奖的决定》，山鹰国际发明专利“一种造纸废气的处理工艺”再次获中国专利奖优秀奖；发布“2022年度国家知识产权优势企业和示范企业”评定结果，山鹰国际入选“2022年度国家知识产权示范企业”。旗下子公司华南山鹰入选“2022年度国家知识产权优势企业”。

According to the Decision on The 23rd China Patent Award Winners released by the China National Intellectual Property Administration, Shanying International's invention patent of "a waste gas treatment process for papermaking" won the Excellence Award of China Patent Award again. And according to the evaluation results for China's Dominant and Demonstrative IP Enterprises 2022, Shanying International was listed into "China's Demonstrative IP Enterprises 2022", while Huanan Shanying, a subsidiary of Shanying international, was listed into "China's Dominant IP Enterprises 2022".

### 浙江山鹰连续五年荣膺高新技术企业创新能力百强、行业十强双项荣誉

Zhejiang Shanying Listed into Top 100 High-tech Enterprises in Innovative Capability and Top 10 Papermaking Enterprises in the Industry for 5 Consecutive Years

浙江山鹰连续5年荣膺浙江省高新技术企业创新能力百强、行业十强榜单双项荣誉。

Zhejiang Shanying has been listed into Top 100 High-tech Enterprises in Innovative Capability and Top 10 Papermaking Enterprises in the Industry for 5 consecutive years.



### 浙江山鹰荣膺2021年度海盐县优秀民营企业及海盐县百强工业企业

Zhejiang Shanying Listed into Excellent Private Enterprises 2021 and Top 100 Industrial Enterprises of Haiyan County 2021

海盐召开全县三级干部大会暨全县民营经济发展大会，会上表彰了2021年度先进集体、先进个人和各类优秀企业。浙江山鹰纸业股份有限公司上榜2021年度海盐县优秀民营企业光荣榜及2021年度海盐县百强工业企业排行榜。

Haiyan held the County Level Three Cadre Meeting and the County Private Economy Development Conference, and commended advanced collectives and individuals, and excellent enterprises in 2021. Zhejiang Shanying Paper Co., Ltd. was listed into Excellent Private Enterprises and Top 100 Industrial Enterprises of Haiyan County 2021.



### 浙江山鹰荣获“嘉兴市博士创新站”称号

Zhejiang Shanying Granted the Title "Jiaxing Doctoral Innovation Station"

浙江山鹰被嘉兴市科学技术协会认定为“嘉兴市博士创新站”并授牌。

Zhejiang Shanying was certified and granted the title "Jiaxing Doctoral Innovation Station" by Jiaxing Science and Technology Association.



### 浙江山鹰成功入选2022年浙江省未来工厂

Zhejiang Shanying Listed into Future Factories of Zhejiang Province 2022

浙江山鹰从浙江省申报的100多家企业中经过激烈的评选，成功入选2022年浙江省未来工厂35家试点名单。

Zhejiang Shanying stood out in an intense appraisal of over 100 enterprises in Zhejiang Province and was successfully selected as one of the 35 pilot Future Factories of Zhejiang Province in 2022.



### 浙江山鹰荣获2021年数字经济发展示范企业

Zhejiang Shanying Awarded Demonstrative Enterprise in Digital Economy Development 2021

海盐县召开了2022年工业大会暨专精特新发展大会，会上，浙江山鹰纸业股份有限公司荣获“2021年数字经济发展示范企业”。

Haiyan County held Industrial Conference and Specialized, Refined, Differential and Innovative Development Conference 2022, on which Zhejiang Shanying Paper Co., Ltd. was awarded the Demonstrative Enterprise in Digital Economy Development 2021.





### 华南山鹰同漳职大战略合作协议签订

Huanan Shanying Signed A Strategic Cooperation Agreement with Zhangzhou Institute of Technology

华南山鹰与漳州职业技术学院智能制造学院签订《校企战略合作协议》，这标志着华南山鹰成为漳州职业技术学院的合作伙伴，双方将着力探索和发展校企合作的新领域、新途径，为企业、学校的发展带来新的飞跃。

Huanan Shanying and the School of Intelligent Manufacturing of Zhangzhou Institute of Technology signed the Institute-Enterprise Strategic Cooperation Agreement, marking a partnership shaped and the two sides will focus on exploring and developing new fields and new ways of cooperation, and bringing a new leap forward for future development.



### 中国环宇与广东山鹰通力合作突破二类纸收购业务瓶颈

Cycle Link China Joined Hands with Guangdong Shanying to Break Business Bottleneck in Purchasing Category II Paper

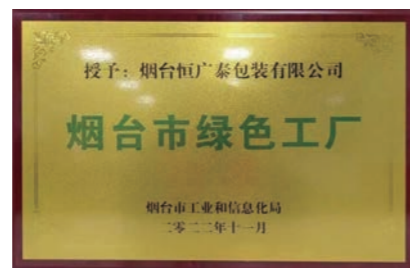
为攻克原料采购难题，中国环宇与广东山鹰成立专项小组：由造纸事业部中台提供价格策略支持、后台操作辅助，中国环宇片区锁定潜在客户群体，广东基地克服场地、人员局限全力保障二类纸进厂加班验收装卸工作，最终实现二类纸种由月供应量不足 500 吨至超额完成当月基地采购 5000 吨需求，并成功转化为潜在客户并进行长期配合。

To overcome the difficulty in purchasing raw materials, Cycle Link China and Guangdong Shanying established a task force. With Paper BU's Middle Office backup in pricing strategy and background operation, Cycle Link China identified the potential customer groups, while Guangdong Base got over restrictions in site and manpower to fully ensure the acceptance and unloading of category II paper. They finally uplifted the purchase volume of category II paper to 5,000 tons in the month, getting rid of the dilemma that previous monthly supply was less than 500 tons, and succeeded in converting potential customers into long-term partners.



### 山鹰国际华北一区工厂荣获烟台市首批绿色工厂荣誉称号

Shanying International North China I Listed into the First Green Factories in Yantai



为搭建绿色发展体系，山鹰国际华北一区烟台恒广泰包装有限公司积极参与 2022 年度烟台市绿色工厂（第一批）申报工作，经过主管部门审核、专家评审论证、企业现场答辩等环节，于近期入选烟台市首批绿色工厂，成为目前区域内包装行业内唯一获此殊荣的企业。

To establish a green development system, Yantai Hengguangtai Packaging Co., Ltd. of Shanying International North China I participated proactively in the 2022 annual Yantai Green factory (the first batch) application. After audit by regulatory authorities, expert review and argument, and oral defense on site, it was recently listed into the first Green Factories in Yantai, becoming the only one in the packaging industry in the region that has ever won the title.

## 「淬炼技能 筑牢基石」

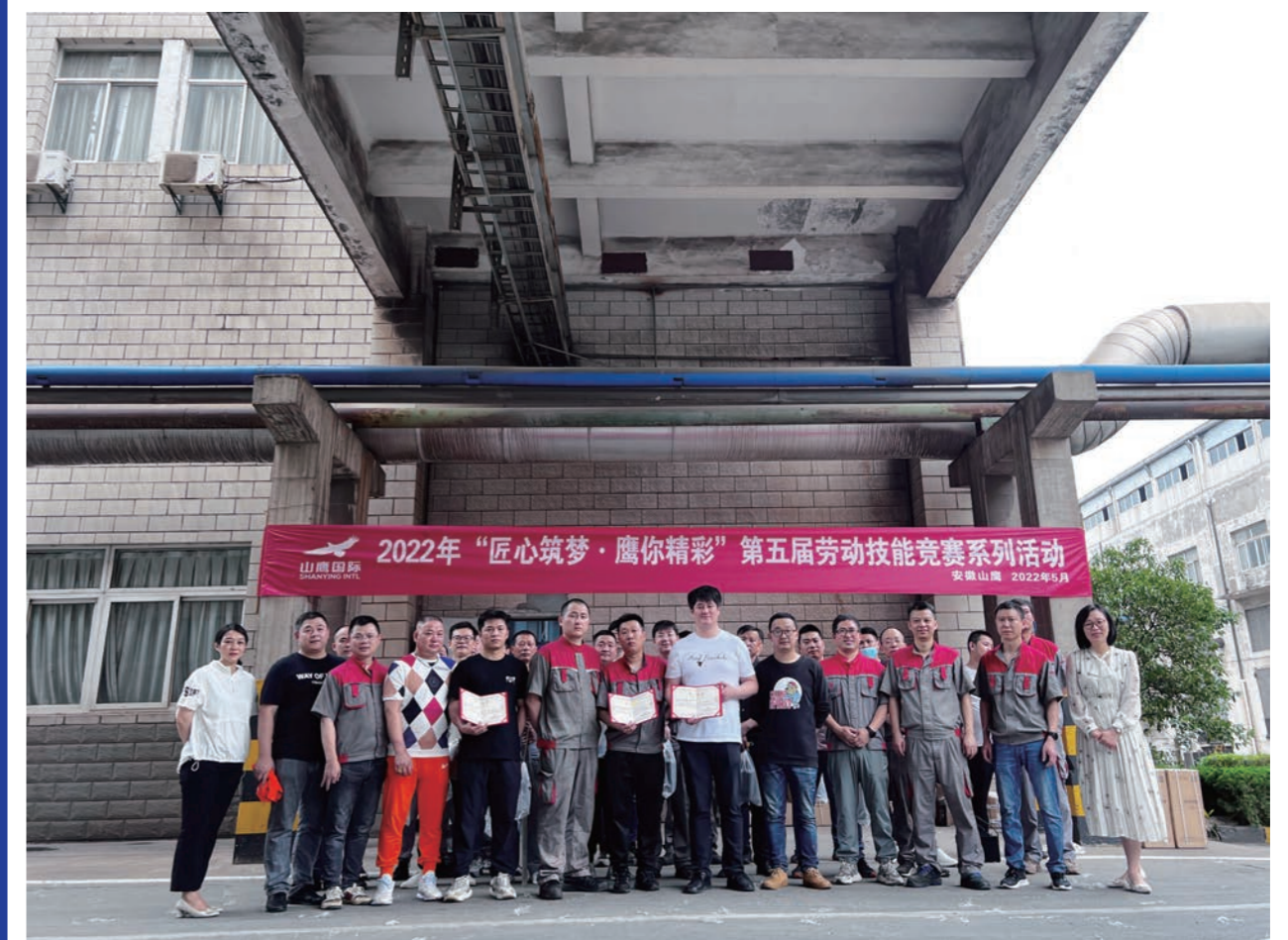
Sharpen Skills for Solidifying Foundation

### 安徽山鹰第五届劳动技能竞赛系列活动圆满完成

The 5<sup>th</sup> Labor Skill Competition Series Activities Accomplished at Anhui Shanying

为进一步提升企业核心竞争力，充分发挥职工劳动竞赛对提高工人素质、推动企业进步的重要作用，提升全员的业务技能素质，提高公司技能人才专业水平，帮助员工岗位成才，推动企业全面发展，安徽山鹰举办了 2022 年“匠心筑梦·鹰你精彩”第五届劳动技能竞赛系列活动。

Anhui Shanying launched the 5<sup>th</sup> Labor Skill Competition Series Activities 2022 themed "Build Dream with You", to further enhance the enterprise's core competitiveness, give full play to the labor competition's role in driving the improvement of labor quality and enterprise development, enhance the business skill and quality of all employees, improve the proficiency of technical talents, support employees to excel themselves, and boost the full-scale development of the enterprise.



### 华中山鹰热电部开展检修专业比武大赛

Huazhong Shanying Heating and Power Department Launched Maintenance Skill Contest

为进一步提高员工的检修技能，充分激发和调动员工学技术、学业务的积极性和主动性，华中山鹰热电部组织开展阀门检修技能竞赛，来自机务检修的16名选手参加了比赛。

Huazhong Shanying Heating and Power Department launched valve maintenance skill contest to further enhance employees' maintenance skills and fully motivate their enthusiasm and initiative to improve and learn techniques. 16 contestants from maintenance sector participated in the contest.



### 安徽山鹰举办成纸面层挂浆分层技能竞赛

Anhui Shanying Held Skill Contest for Forming a Web of Fibers on a Thin Screen Layer by Layer

为全面提高员工岗位技能水平和实操能力，提升员工综合素质，形成“比、学、赶、帮、超”的良好工作气氛，不断提高产品质量，由安徽山鹰工会和品管部联合举办了成纸面层挂浆分层技能竞赛。

The Labor Union and Quality Management Department of Anhui Shanying co-launched the skill contest for forming a web of fibers on a thin screen layer by layer, to facilitate the technical competency and practical capability of employees at full scale, enhance their comprehensive quality, shape a great workplace atmosphere of “comparing with, learning from, catching up, helping, and overperforming each other”, and constantly enhance product quality.



### 杭州祥恒参加“临平工匠杯”企业人力资源管理者职业技能竞赛

Hangzhou Xiangheng Attended “Linping Craftsman Cup” Enterprise HR Manager Vocational Skill Contest

由区总工会、区委人才办、区人社局、区财政局主办，杭州诚工职业技能培训学校协办的“临平工匠杯”企业人力资源管理者职业技能竞赛举行，共有来自全区63家人力资源管理相关企业的100余名职工同台竞技，杭州祥恒踊跃报名。通过紧张激烈地角逐，最终，杭州祥恒员工李阿敏取得了第三名的成绩，荣获“临平区技术能手”称号。

Sponsored by the District Federation of Trade Union, Talent Office of the District Committee, District HR and Social Security Bureau, and District Financial Bureau, and co-organized by Hangzhou Chengong Vocational Skill Training School, the “Linping Craftsman Cup” Enterprise HR Manager Vocational Skill Contest, was held, with over 100 employees from 63 HR management enterprises, including Hangzhou Xiangheng, participating in the contest. After the fierce competition, Li Amin, an employee of Hangzhou Xiangheng, won the third place and the title of “Technical Expert of Linping District”.



### 华南山鹰 PM32 开展安全知识竞赛

Huanan Shanying PM32 Launched Safety Knowledge Contest

华南山鹰 PM32 于全国安全宣传咨询日在培训室开展安全月安全知识竞赛，以此弘扬安全文化，提高全员安全意识。

On the National Production Safety Promotion and Consultation Day, Huanan Shanying PM32 launched safety knowledge contest as a part of the safety month activity in the training room, in order to promote the safety culture and enhance employees' safety awareness.

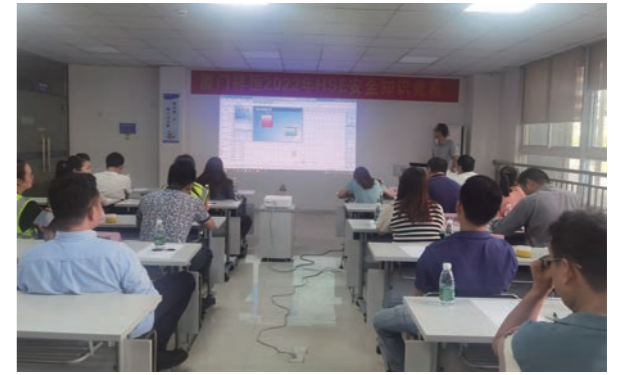


### 厦门祥恒开展 2022 年 HSE 知识竞赛活动

Xiamen Xiangheng Launched HSE Knowledge Contest 2022

为进一步普及安全生产知识，提高员工安全生产意识，厦门祥恒在办公楼二楼培训室举办 2022 年厦门祥恒 HSE 知识小组竞赛活动，各部门组织员工踊跃报名参加，共 16 名员工代表组成 8 支代表队参加。

Xiamen Xiangheng launched Xiamen Xiangheng HSE Knowledge Contest 2022 in the training room on the second floor of the office building, to further popularize knowledge about production safety and enhance employees' safety awareness. As all departments had proactively motivated employees to sign up for the contest, there were 8 teams of 16 employees participating in the activity.



# 第四章 奋斗底色 榜样力量

Strive to Unleash the Power of Role Model

奋斗成就梦想

实干铸就不凡

在山鹰,有这么一批人

在岗位上恪守“守信、协作,求精,成就”的山鹰文化

发扬奉献精神 践行使命担当

做行动的主人 做事业的先锋

Endeavours make dreams come true.

Solid work results in extraordinary performance.

A group of people in Shanying

abide by Shanying culture of “Integrity, Cooperation, Excellence, and Achievement”,

exercise the spirit of dedication, fulfill the mission,

shoulder responsibilities, take bold actions and pioneer in career .

以纸为媒 让生活更美好

BETTER PAPER BETTER LIFE



# President's Award

总裁奖



他们无畏困难，无私奉献  
 他们逆流而上，不言放弃  
 2022 面对困境  
 他们风雨兼程，凝聚力量  
 他们攻坚克难，聚沙成塔  
 追求点滴进步，成就价值贡献  
 他们是 2022 年度山鹰国际总裁奖的获得者。

They fear no difficulty and make selfless sacrifice,  
 They swim upstream bravely and never give up.  
 Facing all kinds of hardships in 2022,  
 They worked through thick and thin to gather strength,  
 They overcame challenges and work wonders with diligence,  
 Many a little makes a mickle.  
 Congratulations to the President's Award of Shanying International for the year 2022.



## 获奖名单

### LIST OF AWARDS

刘文明  
Liu Wenming

汲正翠  
Ji Zhengcui

林宗潘  
Lin Zongpan

隋光  
Sui Guang

许庆华  
Xu Qinghua

凤凰纸业  
Phoenix Paper

包装集团  
Xiangheng Packaging BU

环宇国际  
Cycle Link

## Outstanding managers

杰出经理人



他们敏捷应变，促进协作。  
他们知人善用，果断担责。  
面对未知，以身作则是他们的信条。  
团队之中，敢于担当是他们的信念。  
以奋斗姿态激扬向前，不负时代，不负华年。  
他们是 2022 年度山鹰国际杰出经理人的获得者。

They are nimble in coping with changes and vigorous in facilitating cooperation.

They get the right person for the right job by understanding subordinates' personality traits and unique talents and are determined to take on their own responsibilities.

Amid uncertainties, they uphold the belief of being a role model.

In their belief, they are courageous to take on their own responsibilities to contribute to their teams.

They are struggling to advance, live up to the calling of the era, and never idle away their precious time.

Congratulations to the outstanding managers of Shanying International for the year 2022.



### 获奖名单

#### LIST OF AWARDS

企业名称	姓名	部门
总部 IBS	王娜 Wang Na	卓越经营中心 Operational Excellence Center
总部 IBS	汤林华 Tang Linhua	数字化中心 Digital Center
总部 IBS	徐锦泉 Xu Jinquan	数字化中心 Digital Center
广东山鹰 Guangdong Shanying	严军 Yan Jun	总经理室 General Manager Office
华南一区 South China I	谢玉成 Xie Yucheng	生产部 Production Department
浙江祥恒 Zhejiang Xiangheng	彭涛 Peng Tao	总经理室 General Manager Office
无锡新祥恒 Wuxi XinXiangheng	CHAN CHING MUN	大客户中心 Key Account Center
无锡新祥恒 Wuxi XinXiangheng	罗爱华 Luo Aihua	大客户中心 Key Account Center
合肥祥恒 Hefei Xiangheng	许炜 Xu Wei	总经理室 General Manager Office
美国环宇 Cycle Link USA	Jacky Fong	计划运营中心 Planning & Operation Center

## Outstanding staff

优秀员工



他们敢于突破，勇创佳绩，  
他们积极创新、兢兢业业。  
他们有滴水穿石的毅力，坚持降本增效。  
他们有愚公移山的志气，维护公司利益。  
路虽远，行则将至。  
事虽难，做则必成。  
他们是 2022 年度山鹰国际优秀员工的获得者。

They are ambitious in making breakthroughs and achieving feats.  
They are striving to be innovative with a conscientious attitude.  
Their persistent effort brings success in reducing costs and increasing efficiency.  
In protecting the interests of the company, they have the determination to win victory and the courage to surmount every difficulty.  
Although the destination is far away, we will reach it as long as we keep going.  
Although challenges are tough, we are bound to succeed as long as we keep endeavoring.  
Congratulations to the outstanding staff of Shanying International for the year 2022.



## 获奖名单

### LIST OF AWARDS

企业名称	姓名	部门	企业名称	姓名	部门
总部 IBS	孙树军 Sun Shujun	亚太造纸事业部 APAC Paper BU	常州祥恒 Changzhou Xiangheng	潘明凤 Pan Mingfeng	市场营销部 Marketing Department
	范晟铭 Fan Shengming	公共事务中心 Public Affairs Center	浙江山鹰 Zhejiang Shanying	高雷 Gao Lei	综合管理部 Comprehensive Management Department
	柴呈琨 Chai Chengkun	审计督察中心 Audit Supervision Center		刘兰香 Liu Lanxiang	品管部 Quality Management Department
	王亮 Wang Liang	包装集团 Xiangheng Packaging BU		王来平 Wang Laiping	PM13
	王婧 Wang Jing	包装集团 Xiangheng Packaging BU		王丙信 Wang Bingxin	项目部 Project Department
	耿玉雪 Geng Yuxue	数字化中心 Digital Center	安徽山鹰 Anhui Shanying	鲍远宝 Bao Yuanbao	PM1
	徐欣蕾 Xu Xinlei	财经中心 Financial Center		陶齐和 Tao Qihe	PM3
	王泽俊 Wang Zejun	数字化中心 Digital Center		李震 Li Zhen	技术部 Technology Department
无锡新祥恒 Wuxi XinXiangheng	高营 Gao Ying	大客户中心 Key Account Center		孙颖 Sun Ying	热电部 Heating & Power Department
	胡大鹏 Hu Dapeng	大客户中心 Key Account Center	华中山鹰 Huazhong Shanying	叶龙 Ye Long	PM21
四川祥恒 Sichuan Xiangheng	叶闯 Ye Shuan	市场营销部 Marketing Department		景念 Jing Nian	原物料部 Raw Material Department
马鞍山祥恒 Maanshan Xiangheng	程刚 Cheng Gang	市场营销部 Marketing Department		朱思嵩 Zhu Sisong	热电部 Heating & Power Department
武汉祥恒 Wuhan Xiangheng	黄亚苒 Huang Yaran	计划管理部 Planning Management Department	华南山鹰 Huanan Shanying	林福泉 Lin Fuquan	设备部 Equipment Department
武汉蔡甸 Wuhan Caidian	韩世平 Han Shiping	蜂窝部门 Honeycomb Cardboard Department		张坤 Zhang Kun	综合管理部 Comprehensive Management Department
合肥华东 Hefei Huadong	王辉 Wang Hui	市场营销科 Marketing Section	广东山鹰 Guangdong Shanying	朱保鑫 Zhu Baoxin	水处理 Water Treatment
杭州祥恒 Hangzhou Xiangheng	张天志 Zhang Tianzhi	市场营销部 Marketing Department		韦先贵 Wei Xiangui	设备部 Equipment Department
嘉善祥恒 Jiashan Xiangheng	范益明 Fan Yiming	计划管理部 Planning Management Department	吉林山鹰 Jilin Shanying	左瑞娜 Zuo Ruina	人力资源部 Human Resources Department
浙江祥恒 Zhejiang Xiangheng	余文光 Yu Wenguang	制箱车间 Carton-making Workshop	宿州山鹰 Shanying Suzhou	丰子润 Feng Zirun	造纸项目部 Papermaking Project Department
华北一区 North China I	王盈超 Wang Yingchao	市场营销部 Marketing Department	销售公司 Shanying Paper Sales Company	魏伯城 Wei Bocheng	浙江一区 Zhejiang I
	吴月凯 Wu Yuekai	市场营销部 Marketing Department	中国环宇 Cycle Link China	蒋波 Jiang Bo	固废运营中心 OCC Operation Center
苏州山鹰 Suzhou Shanying	刘玲 Liu Ling	市场营销部 Marketing Department	天顺港口 Maanshan Tianshun	付明 Fu Ming	生产部 Production Department
天津祥恒 Tianjin Xiangheng	祝洪华 Zhu Honghua	生产部 Production Department	云融 Yunrong Technology	丁翼寅 Ding Yiyin	产品部 Product Department
扬州祥恒 Yangzhou Xiangheng	白磊 Bai Lei	生产部 Production Department	环宇国际 Cycle Link	赵紫凌 Zhao Ziling	金鹤金龙 Jinhe Jinlong
华南一区 South China I	陈振雄 Chen Zhenxiong	生产部 Production Department	上海供应链 Shanghai Supply Chain Company	鞠敏 Ju Min	风控部 Risk Control Department
	庄延民 Zhuang Yanmin	总务组 General Affairs Team			



直面困难，他们义无反顾、奋勇争先。  
 挑战之下，他们变革创新、节能增效。  
 他们心往一处想，他们劲往一处使。  
 他们会荣辱与共，他们常携手并进。  
 力量源于团结，协作凝聚希望。  
 他们是 2022 年度山鹰国际优秀团队的获得者。

Facing difficulties, they proceed without hesitation and summon up all their courage and energy to be the best.  
 Facing challenges, they save energy and improve efficiency through reform and innovation.  
 They have the same goals toward which they work as a whole.  
 They are willing to share weal and woe and move forward through a joint effort.  
 Strength stems from unity, and teamwork makes dreams realizable.  
 Congratulations to the excellent teams of Shanying International for the year 2022.



### 获奖名单

### LIST OF AWARDS

企业名称	姓名	部门
第一名 First Prize	安徽山鹰 Anhui Shanying	资源综合利用发电项目团队 Power Generation with Comprehensive Resources Utilization Project Team
第二名 Second Prize	安徽山鹰 Anhui Shanying	研产供销团队 Research, Production, Supply, and Marketing Team
第三名 Third Prize	华中山鹰 Huazhong Shanying	50克高瓦开发团队 50g High-grade Corrugated Paper Development Team
第四名 Fourth Prize	华中山鹰 Huazhong Shanying	废纸收购发票自动开具系统研发团队 Research and Development Team of Automated Invoicing System for Recycled Paper Procurement
第五名 Fifth Prize	华南山鹰 Huanan Shanying	国废收购小组 OCC Acquisition Team

## The Most Beautiful Shanyingers 最美山鹰人



为了确保车间在有限的时间内能够安全、优质、高效的完成检修任务，安徽山鹰 PM2 车间各专业穿插进行各项工作，确保检修工作按计划有序进行。检修期间，大家夜以继日，不畏艰辛，为了那份责任坚持着。

To ensure workshop can complete maintenance task in a safe, high-quality and efficient way within limited time, all sections of Anhui Shanying PM2 Workshop conducted their works alternately to guarantee orderly maintenance going on as planned. During the overhaul, they worked day and night despite hardships, upholding a great sense of responsibility.

吴巍，一名朴实无华的高压焊工工作者，如今已为浙江山鹰奉献了七年之久。高压焊工是个特殊工种，出于严格的保护措施，每天必须穿厚厚的工作服，戴重重的工作帽。炎炎酷暑，他在车间挥汗如雨；三九寒冬，他在工位低头奋斗；春去秋来，他辛勤劳作从未有一句怨言。

Wu Wei, an unpretentious high-pressure welder, has been dedicated to Zhejiang Shanying for seven years. High pressure welder is a special profession requiring strict protection measures. He has to wear heavy clothes and hat every day. Dripping with sweat in hot summer and bowing over his workstation in cold winter, he has always been working hard all year round without any complaint.



受疫情影响，高速卡口管控升级，物流送货严重受阻，面对如此严峻的形势，浙江祥恒市场部、人事行政部、采购组主动派人协同物流部，安排人员实行两班倒、点对点接车，想方设法把货送到客户手中，为物流循环畅通提供强有力的保障，用实际行动书写了山鹰人的责任与担当。

Affected by COVID-19 pandemic, expressway checkpoints were strictly controlled that severely hindered the logistics and shipments. Under such tough circumstances, the Market Department, HR & Admin Department, and Procurement Team of Zhejiang Xiangheng proactively assigned people to support the Logistics Department by implementing two shifts and point-to-point pickup, and trying every mean to deliver goods to customers. The smooth flow of logistics was strongly ensured by Shanyingers' practical actions and great sense of responsibility.



PM52 项目进入开机倒计时，各项工作都在争分夺秒地推进，广东山鹰现场作业热火朝天，综合管理部多次组织非生产部门人员协助 PM52 进行开机前的卫生清扫工作，为项目的开机贡献一份力量。

When PM52 project was approaching startup, all works on site were pushed against time and onsite operations at Guangdong Shanying were in full swing. The Comprehensive Management Department repeatedly organized non-production people to support the cleaning work before PM52 startup, making their contributions to the project.



面对疫情管控措施可能造成的物流影响，面临原纸原料输入、成品输出运输车辆道路封闭和驾驶员、货运车辆运力资源短缺的局面，马鞍山祥恒立刻建立疫情期间保生产卡口指挥小组，并安排值班小组人员每班 2 人，由 1 名管理团队人员带队，“两班两运转” 24 小时值守 205 卡国道、太白高速口，负责过往车辆的登记、取号、接送、封条核销工作，从天亮战斗至天黑，不间断的保障了战略客户生产不停线。

Faced with potential difficulties in logistics caused by pandemic control, the shortage of raw paper materials, the closure of roads that transport vehicles of finished products must take, and the insufficiency of drivers and trucking capacity, Ma' anshan Xiangheng immediately established a commanding team to ensure production activity and assigned 2 duty members per shift, led by 1 manager to work 24 hours per day at the checkpoints of 205 national highway and Taibai Expressway, responsible for the recording, coding, transferring and verification of passing vehicles. They worked from dawn to dark uninterruptedly to ensure strategic customers' ongoing production.

烈日高挂，高不过他们工作的热情，炎热酷暑，抵挡不了他们心中奋斗的执著。高温炙烤，汗水挥洒，他们从不退缩，始终如一的坚守在嘉善祥恒生产车间奋斗一线。

Their passion and persistence for work could not be dispelled by the blazing sun in hot summer. They never hold back by the intense heat and dripping sweat but consistently stick to the frontline of Jiashan Xiangheng' s production workshop.



近期，集团遭遇电脑病毒攻击，各个系统瘫痪，华南山鹰仓储部协同销售部、信息部以及生产部等多部门进行紧急商讨出货对策，并决定以手工出库的方式及时满足客户需求。因数据量大，易出错，多部门人员通力协作，加班加点，共同参与数据录入，多重把关，层层核对，以确保数据准确，产品及时出库装车。

Recently, a computer virus attack to the Group has disabled all systems. The Warehousing Department of Huanan Shanying worked with Sales Department, Information Department and Production Department to discuss emergency shipment countermeasures, and decided to proceed with delivery of cargo from storage manually to meet customer needs in a timely manner. As it was error-prone due to the massive size of data, people from multiple departments cooperated with each other and worked overtime, to co-accomplish data input, crosscheck and verification, so as to ensure the accuracy of data and timely loading and shipment of products.





# 于细微处见精神 ——走近山鹰前台林靖雯

文 / 编辑部



一个企业的前台就是一片名片，是一个企业对外的形象窗口，甚至有人说看前台便可看出这个企业的企业文化。这次，我们一同走近山鹰总部前台林靖雯，说说她的故事。

## 简单不等于容易

进入总部，映入眼帘的首先是端庄典雅的前台形象。热情而亲切的笑脸，让人倍感温暖；宾客来到时彬彬有

礼的接待，更是让人感受到公司管理的规范。

如林靖雯所言，正是前台这一形象，常给一些不了解前台岗位的人留下“花瓶”印象，认为前台工作与能力大小并无多大关系。而对这样的错误认知和定位，靖雯用一句很简洁的话语来给自己正名：“简单不等于容易，做好前台这个岗位并非易事。”

前台的日常工作都是一些繁琐而细项工作：来访接待、快递收发、电话转接、名片制订、餐券、停车券发放……甚至还承担了部分行政共享和服务工作，例如：门禁卡制作，用

餐门禁权限的开通；总部与各家子公司的行政费用提报工作；停车位管理工作；高管与餐厅员工的宿舍管理工作；外部收款开票工作和接待工作等等。

这一项项说起来无足轻重，可要把这每一件小事做好却不容易。“最初接触到这些工作，有时当事情赶在一起甚至会有种应接不暇的感觉，显得手忙脚乱。”

但她不断反思，善于从挫折中总结经验，经过不断地摸索和总结，她意识到要想高效率、高质量的完成这些工作，首先要把工作从全局统筹好，再从细节入手，做好月计划、周计划、日计划，同时尽可能每天都留出一些空闲时间来处理一些紧急的突发情况。“好记性不如烂笔头，每天将自己要完成的工作记录下来，才不容易有疏忽。

## 凡事无小事

即便前台的工作总是和琐碎、繁杂捆绑在一起，归根到底还是小事的集合，但是在靖雯的眼中，凡事无小事。“只有把每一件小事都处理好，才能真正体现出前台的岗位价值。”

就以总机接听为例，每天前台接到的电话百余个，这些电话中除了领导、同事打来的内部电话，更多的是林林总总的外部电话，有的是冒充公司领导来攀谈业务的，有的是推销某类产品的，有的是找相关部门寻求合作的……如此种种，如何做到辨识真伪且不影响实际工作？不可不谓是技术活。

说到前台接待，靖雯时刻提醒自己注意保持素质和礼貌，保持良好的工作状态，才能提升服务质量。

前不久，靖雯接待了一位访客，上门询问是否有办公室出租时，她对于访客提出的问题耐心解答。正是因为她热情细心的服务，给对方留下了极好的印象，不仅对于租赁硬件条件十分满意，更感受到了山鹰服务的周到与真诚。最终经过深入协商与沟通，成功引进该名优质租户。

是多向前走一步还是驻足观望，也许在某些时候并

不会影响事情进展，但对于服务对象是会有切身体会的。

这些工作中的小琐碎、不经意间的小考验，一点点积聚到一起，便形成了前台岗位的大价值。在这名前台姑娘的眼中，工作无小事，只有从每件小事入手，将每件事做实、做透、做到位，才能“细中见精”、“小中见大”，最终在实现岗位价值的同时，也实现自我的成长。

## 共情沟通 四心缺一不可

爽快、爱笑、客气……这是大家对靖雯的第一印象，在她身上，终保持着对工作的高度热情，积极主动去接待每一位需要帮助的人，让对方如沐春风。

她提到，在保持礼貌的前提下，尽可能地避免一些非必要的时间浪费，可以极大程度的提高彼此的工作效率。例如，在咨询业务上的困惑时，表明疑惑的关键点，让对方一目了然，明白所需解答的方向究竟在哪；在解决问题时，如果遇到对方表述含糊的情况，可以适当的靠自己的猜测引导接下来的对话；在日常工作沟通时，不要以主观揣测作为最终判断结果，多换位思考，互相尊重，互相理解。顺利沟通，良好互动，团结协作，不仅能解决问题、提高工作效率，也能让同事与同事之间，甚至是与部门之间关系更为和谐。这样带有同理心的沟通，令沟通更顺畅，工作效率更高。

问及前台需具备哪些能力，靖雯说“细心、耐心、恒心、热心，”这么多的“心”，听起来似乎和客服的工作关联性更强。可是她却说前台的工作还真少不了这四心。前台工作之繁杂注定要细心，接待访客少不了耐心，在前台这个岗位上持之以恒的做好需要恒心，帮领导、同事处理解决问题时要有百分之百的热心。

而这四心弹奏出的交响曲，正是靖雯作为一名优秀前台的可贵不易之处。

# 以奋斗者之姿， 竭奋斗者之能

## ——广东山鹰总经理王立海专访



2015年，山鹰正驶入高速发展的快车道。同一年，王立海加入山鹰，追寻自己的职业理想。光阴荏苒，他一路见证了山鹰的蓬勃发展，从华中山鹰到广东山鹰，他以身作则、亲力亲为，带领团队披荆斩棘，攻破难关。

本期人物专访带您走近广东山鹰总经理王立海，了解他和广东山鹰的奋斗故事。

### 躬身入局，信念坚定

2020年王立海调离华中山鹰，任广东山鹰总经理，彼时的广东山鹰刚成立不久，“厂区内荒草丛生毒虫出没，基础设施陈旧；一百万吨的新项目亟待上马筹建，而场地环评等手续也在办理交接中；人员上仅有几十名老员工前途迷茫人心涣散……”各种困难似乎在同一时间扑面而来。

回忆起那段百废待兴的时光，王立海感慨万千。尽管困难重重，他抱着“咬定青山不放松”的信念，在总部和事业部的支持下，制订了广东山鹰“两条腿走路，迈开步子往前走”的总方针。力保PM51稳定运行正常生产，新项目定方案及早规划建设；启动人才招聘，做好新老员工的力量融合；做好后勤保障，粉刷宿舍，清洁卫生，提升餐饮水

平。一声令下，全力以赴，赶好了生产、人力、后勤三驾马车，广东山鹰的各项工作也逐步平稳开展起来。

### 面对挑战，主动出击

奋斗的时光总是在汗水和激情中飞逝。从广东山鹰成立起，确保PM51正常运行、提升利润率、建设百万吨高档包装生产线，王立海几乎从未停歇过脚步。繁忙、焦灼、困境……面对挑战，他主动出击，凝聚广东团队上下一心，“两手抓，两手都要硬”。

他组织力量协调时间分批次的更换PM51年久失修的零件；将机台中电机、真空泵等高耗能设备逐步淘汰更换为更为节能的设备；筹备了合理的设备备件，保证了生产稳定运行，目前生产上车速直创新高。

针对PM51产品市场份额小、品牌单一、盈利少等问题，他带领技术团队集思广益研发新产品，先后开发出来吸管纸、雪杉高透纸、云杉高透纸，尤其是雪杉高透纸完全替代了进口产品，在国内市场占有率60%以上，盈利能力也大为提升。

再回首新项目建设这段岁月，王立海仍然历历在目：上天入地，困难无处不在：在这一百亩的土地上一次性建两条生产线、污水、原料等基础设施。怎样布局规划，一遍遍的论证，几经波折。连久经沙场的长沙设计院都感慨



说：“是第一次这么小的地方做设计。简直是螺蛳壳里做道场。”但山鹰人，不服输，不放弃！面临时间紧、任务重、疫情反复的境况，王立海的运筹帷幄和以身作则让团队安下了心。确定方案敲定后团队迁高压线、移蒸汽管、搭物流门、修路渠、堵溶洞、挡流沙、保安全，协调施工队伍进场，确保了项目如期开工。

奋斗愈加努力，成功也会随之而来。当高透纸从PM51生产出来那一刻，当PM52第一卷纸上卷时现场员工不由自主地欢呼雀跃，呐喊甚至流泪时，王立海深深为奋斗者自豪。这光芒背后，是他们无数场战役的团队协同和精诚协作。

### 精细管理 以文化企

广东山鹰成立至今，短短3年不到，与其他造纸基地相比，较为年轻。如何保障这样一个年轻的组织顺利运转，为山鹰创造更多利润，王立海有自己的思考。

“办企业就是为了盈利，企业只有盈利了才能更好地服务社会，员工才能受益才能提高幸福指数，才能体现企业的价值”，他提出了“安全管控不断加强，生产管理稳步提升，经营管理日趋高效，重点工程高速推进”的精细管理要求，制订了严格细致的考核指标，并层层拆解，让每位员工切实感受到压力和努力的方向。

万物有时，而文化之树常青。在王立海看来，企业文化可以为企业发展熔铸坚强的精神力量，让新成立的公司，快速凝聚成一支有凝聚力、有战斗力的团队。

因此王立海特别重视团队的文化建设，他也希望在企业文化的影响下，把广东山鹰建设成为建成厂区硬件环境优美、员工精神特质一流，具有先进企业文化的现代化粤港澳大湾区一流标杆造纸企业。



在广东山鹰是如何依靠文化来熔炼团队呢？“营造奋斗者氛围，淬炼风清气正的管理团队，重视人才储备，打造有执行力的队伍……”在王立海的带领下，企业文化已扎根团队成员心中，成为了团队不可或缺的软实力，成为了广东山鹰人奋勇拼

搏的不竭动力源泉。

道阻且长，行则将至。对于广东山鹰的未来，王立海也有清晰的规划。“稳生产、降成本、抓安全，促环保……”作为勇毅前行的山鹰人，他将带领着广东团队，以归零之心对待成绩，以居火屋、行漏船之心对待挑战，不断向着下一个目标继续奋斗！



## 刘春雷：“秸”尽所能，奉献自我



吉林省是世界三大黄金玉米带之一，现阶段玉米秸秆年产量超过3200万吨，其中除少部分用于燃料、青储饲料、还田外，大部分废弃或焚烧。“玉米可以吃，那这秸秆能有什么用？如果能回收再利用将带来多么大的经济效益啊。”这是年轻时候刘春雷经常思考的问题。

2000年，怀揣梦想的刘春雷从吉林工商学院粮食化工系粮食化工专业毕业后，即投身玉米秸秆综合利用的研究工作中，这一干就是20多年，他沉下心，扎下根，潜心于秸秆制浆、秸秆制糖、秸秆浆造纸领域，做了大量的科学实验及科技创新工作，让普通不起眼的玉米秸秆创造了无限的价值。在实现他秸秆变废为宝的梦想的同时，刘春雷也与吉林山鹰结下了一段深厚的缘份。

### 你刚好需要，我正好专业

2020年，为优化产业布局，充分利用东北丰富的农业秸秆资源，吉林山鹰成立，建设100万吨制浆及100万吨工业包装纸项目，用秆浆替代进口再生纤维，实现可持续发展。项目启动，需要大量的人才，彼时刘春雷从新闻上看到这则消息时，激动无比，“你刚好需要，我正好专业”，2021年3月份，他加入吉林山鹰，继续从事他所热爱的秸

秆综合利用这项事业。加入后，正值项目建设初期，他目睹同事们为了抢工期，经常工作到深夜，从没有人叫苦叫累。这也深深感染了刘春雷，也更加坚定了他奉献山鹰、奉献秸秆综合利用的决心。

### 以务实的态度接受一切挑战

遇事无难易，而勇于敢为。吉林山鹰秸秆化机浆项目尚属全球首例，没有成熟的应用案例可以借鉴，虽然刘春雷做过秸秆预处理的研究、实验，但和现在的工艺完全不同，一切都需要重新做起，每一项都充满挑战。

办法总比困难多，为保证工艺流程设计最先进，刘春雷和团队进行了大量的实地考察、试验、调研、咨询，与供应商、设计院等进行了大量的技术交流，最终确定了秸秆化机浆整体工艺流程。先后走访了广东、广西、河南、江苏、浙江、江苏、河北、山东等地，借鉴同行中先进经验，与秸秆制浆生产工艺比较相近草浆类生产厂家进行了技术交流，并对秸秆化机浆流程、杨木半化学浆流程、秸秆化机浆兼杨木半化学浆流程，进行了详细的投资预算、盈利分析表；同时与南京林化所专家展开工艺流程的探讨，对工艺流程不断优化与完善，最终确定了整条生产线的生产方案。

由于秸秆化机浆生产所需设备选型没有成功的经验可以借鉴，只能凭借经验借鉴草浆设备选型同时通过实验进行验证设备选型的合理性，为了选择适合本条生产线的各种设备，刘春雷配合制浆项目组进行了反复论证，为攻克技术难关，他们通宵达旦的做各种实验，实验室经常灯火通明。功夫不负有心人，他们最终完成备料车间、制浆车间、MVR蒸发车间所有主体设备的订货；依据多年积累下来的项目经验，积极协调邀请有经验供应商与设计院就设从厂房投资及设备布置合理性备布置图进行讨论，给出了建设性意见，最终确定了设备的整体布局，受到了同行业专家的高度评价。

2022年疫情期间，刘春雷逆风前行，行动快速高效。为保证项目建设进度，刘春雷针对生产秸秆化机浆产出黑液处理难题，积极与设备厂家技术人员、设计院工程师进行多次线上视频交流，在一次次严谨求证后，给出最终解决方案，将疫情的影响降到最低，保证项目建设进度按计划进行，实现了从不可能到可能的扭转，而这也更加坚定了刘春雷的信念和心态，“没有退路，必须迎难而上”。

### 众志成城，同心同行创价值

面对工作，刘春雷始终保持初心，在他看来这不仅仅是一份工作，更是他为之奋斗的终身事业。满腔的热情和激情付出终有回报，刘春雷也得到了公司同事、领导，以及社会的认可，在2022年被吉林省总工会授予“吉林省五一劳动奖章”获得者荣誉称号。

“世界上任何一个人的力量都是渺小的，只有融入团队，和团队一起奋斗，你才能成就自己，实现个人价值的最大化。”面对成绩，刘春雷如是说。在他看来，加入吉林山鹰，成为山鹰人，是他职业生涯中的重要一步，在这里，他找到了自我提升的平台，结识了一帮团结互助的战友，同心同行，“秸”尽所能，奉献自我，为吉林山鹰的美好明天脚踏实地地努力；他们众志成城，披荆斩棘，坚信秸秆制浆、秸秆造纸项目一定会一次性开车成功，必将成为我国造纸行业的标杆！

注：2020年9月26日，吉林山鹰100万吨制浆和100万吨工业包装纸项目正式开工，拟建设的秸秆制浆项目将采用先进的高效清洁制浆技术，综合利用当地的秸秆资



源，生产秸秆浆及相关生物炼制副产品。用秸秆浆替代进口再生纤维，推进循环经济可持续发展。项目一期工程投产后，将有效改变东北地区秸秆焚烧及废弃等处置方式，减轻大气污染，提高秸秆资源利用率，促进农民增收，改善生态环境，实现农业、工业、生态一体化，真正做到绿色发展，实现经济效益和社会效益双赢。

通过清洁制浆技术生产的秸秆浆，应用于高强度箱板瓦楞原纸生产，形成生产箱板瓦楞纸所需优质纤维原料的重要补充，并可缓解国内纤维原料供应紧张的压力。在制浆过程中，山鹰公司还将采用先进技术回收利用秸秆制浆废液与备料产生的有机固废，加工生产单细胞蛋白饲料、生物质燃料、建筑材料添加剂及糠醛等高附加值产品。

吉林山鹰100万吨制浆和100万吨工业包装纸项目的生物质电厂的燃料为玉米秸秆渣、木屑和废纸浆渣，实现对废弃物进行循环利用。秸秆生物质发电所产生的炉灰也是优质的肥料，可用于农业生产，改善土壤的保水、通透性，可实现灰渣全部综合利用，从而实现秸秆资源的全质利用的目标。



## 第五章 快乐工作 幸福生活

一滴水只有流进大海,才永远不会干涸  
一个人只有融入团队之中,才能不断创造价值  
我们来自五湖四海,在山鹰这片天地相遇  
虽从事不同岗位的工作  
但每一次团建都拉近了彼此  
镜头下,山鹰人的笑脸犹如一幅幅美丽的画面

A drop of water would never dry only when it flows into the sea.

A person would be able to create value constantly only when he or she blends into the team.

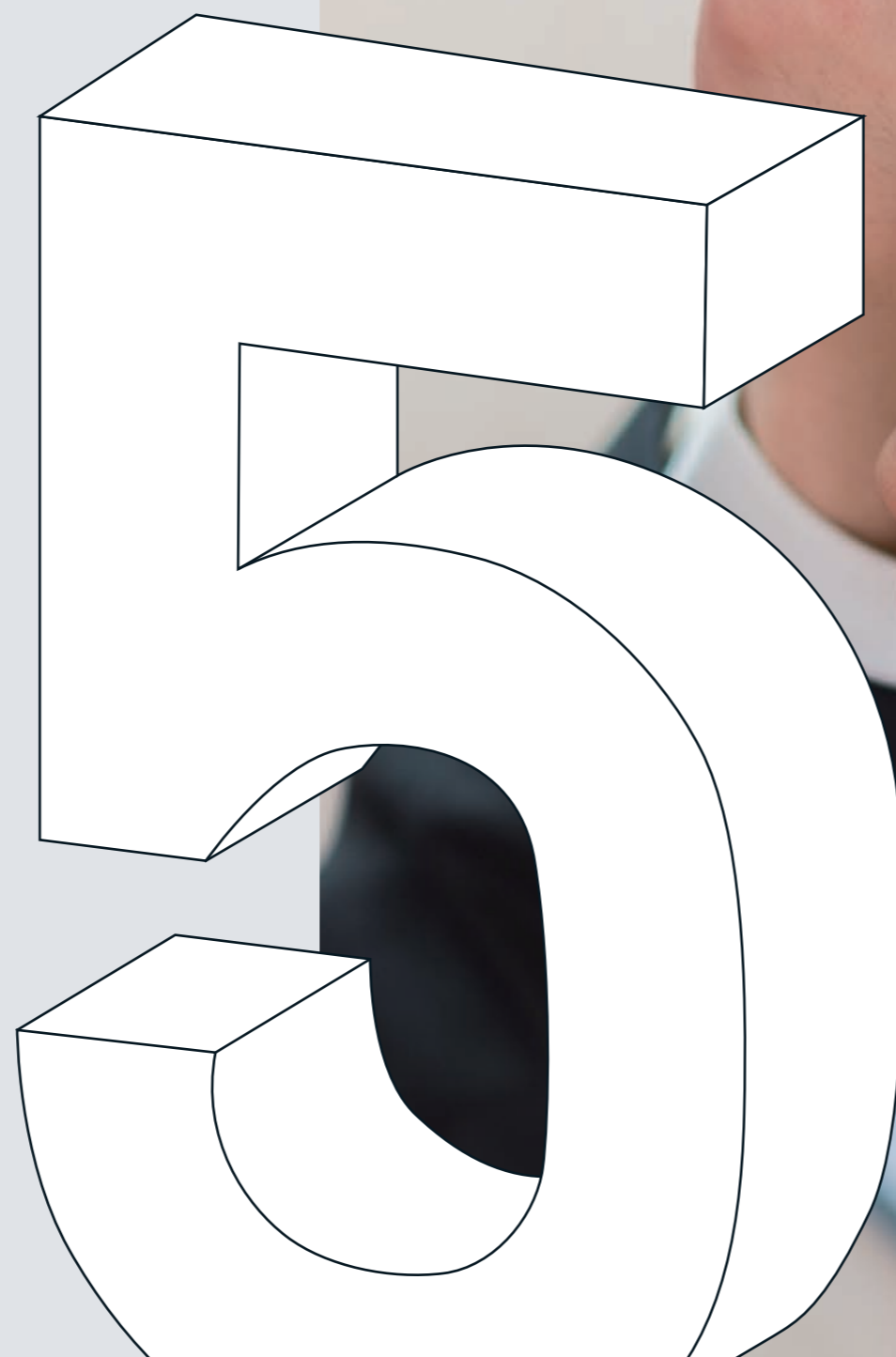
We come from all corners of the world and meet on the land of Shanying.

Though we work on different posts,

we are closer to each other in each team building.

In the camera, Shanyingers' smiling faces converge into beautiful pictures.

以纸为媒 让生活更美好  
BETTER PAPER BETTER LIFE



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1. 华中山鹰成功举办了以“迎新年激情飞扬、争荆鹰共创共享”为主题的第三届趣味运动会。  
The 3rd Session Fun Sports Meeting of Huazhong Shanying themed "Great Passion in A New Year and Co-creation and Sharing in Shanying" was successfully held.
2. 由安徽山鹰工会组织开展的“寅虎开年·山鹰展翅”迎春系列活动圆满完成。  
A series of Spring Festival activities themed "Flying Shanying in the Year of Tiger" organized by the Labor Union of Anhui Shanying reached a successful conclusion.
3. 浙江山鹰在春节期间开展徒步烧烤活动。  
Zhejiang Shanying launched hiking and barbecue activity during the Spring Festival.



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4. 山鹰国际总部举办了以“虎力全开，奔赴未来”为主题的元宵节游园会。  
The HQ of Shanying International launched a garden party themed "Full Vitality to Meet Future" at the Lantern Festival.
5. 在妇女节到来之际，山鹰国际各企业开展了各式各样的节日活动。  
Upon the arrival of Women's Day, all subordinated enterprises of Shanying International launched a variety of activities for celebration.
6. 华中山鹰工会在多功能活动中心成功组织第二届“荆鹰杯”职工乒乓球比赛。  
The Labor Union of Huazhong Shanying held the 2nd Thorn Eagle Cup Employee Table Tennis Competition at the Multi-functional Activity Center.
7. 常州祥恒组织公司主管级以上及销售人员开展了年度首次户外团建活动。



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1. 华中山鹰组织单身青年员工在桃花山风景区开展团建活动。  
Huazhong Shanying launched a team building activity for single young employees at Peach Blossom Mountain scenic spot.
2. 华南山鹰开展大学生团建活动。  
Huanan Shanying held a team building activity for fresh graduates.
3. 安徽山鹰“鹰勇无畏·篮下争霸”第八届男子篮球比赛圆满落幕。  
The 8th Men's Basketball Competition of Anhui Shanying themed "Courage and Conquest" came to a successful end.
4. 华南山鹰开展“夏日炎炎，有你超甜”六一节主题活动。  
Huanan Shanying launched Children's Day activity themed "A Hot and Sweet Summer".



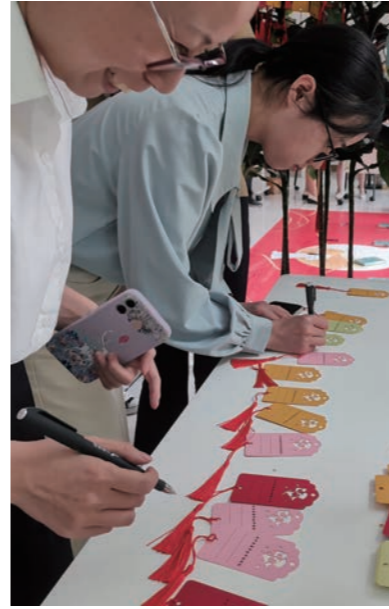
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5. 华中山鹰举办了以“乘竞技之篮，求荆鹰之飞，赛激情之风，创‘四化’企业”为主题的第二届“荆鹰杯”职工男子篮球赛。  
Huazhong Shanying held the 2nd Thorn Eagle Cup Male Employee Basketball Competition themed "Shaping Passion for Creating a Modularized, Digitized, Automated, and Intelligent Enterprise with Basketball Competition and Thorn Eagle Culture Building".
6. 吉林山鹰在扶余市陶赖昭镇第一中学举行了以“凝心聚力砥砺前行，乘风破浪至在巅峰”为主题的 2022 年度夏季团建活动。  
Jilin Shanying held the summer team building activity 2022 themed "Gathering Strength to Forge Ahead and Riding Waves and Winds to Peak" at the First Middle School of Taolaizhao Township, Fuyu.
7. 山鹰国际党委组织 7 个支部 40 名党员前往濮塘革命烈士陵园，向纪念碑敬献花篮，缅怀革命先烈，重温入党誓词。  
The Party Committee of Shanying International led 40 party members from 7 branches to visit Putang Cemetery of Revolutionary Martyrs, present flower baskets to the monument, cherish the memory of revolutionary martyrs, and review the admission oath of the CPC.



1. 广东山鹰举办第二届“山鹰杯”运动会。  
Guangdong Shanying held the sports meet themed "Shanying Cuppppp".
2. 华南山鹰 PM32 车间利用停产时间举办了第二届生产、机、电、仪篮球友谊赛。  
Huanan Shanying PM32 Workshop held the 2nd basketball friendship contest among production, mechanical, electrical, and instrument sections during the shutdown.
3. 华中山鹰携手优 D 妞妞联合举办了“自己动手、焙感幸福”亲子 DIY 烘焙主题活动。  
Huazhong Shanying worked with Your Dear Nunu to hold a parent-child DIY baking activity themed "Bake It Yourself with Happiness" .
4. 浙江山鹰举办 2022 年度球王争霸赛。  
Zhejiang Shanying held Table Tennis Competition 2022.

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5. 山鹰国际总部及各下属企业开展了低碳中秋主题活动。  
The HQ and all subordinated enterprises of Shanying International launched low-carbon Mid-autumn festival activities.
6. 苏州山鹰全体员工共赴穹窿山 5A 景区，开展了积极而有意义的低碳行动团建活动。  
All employees of Suzhou Shanying visited the 5A scenic spot Qionglong Mountain and carried out a positive and meaningful low-carbon team building activity.
7. 浙江山鹰第二届读书分享会圆满结束。  
The 2<sup>nd</sup> Reading Sharing Session of Zhejiang Shanying was successfully concluded.
8. 为了庆祝公司二十周年，杭州祥恒组织开展了一场以“砥砺前行，一路有你”为主题的徒步团建活动。  
To celebrate the 20<sup>th</sup> anniversary of the company, Hangzhou Xiangheng organized a team-building hiking activity themed "Forging Ahead Together" .





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1. 浙江山鹰举办 2022 年度趣味运动会。  
Zhejiang Shanying held fun sports meeting 2022.

2. 祥恒包装华南一区以“凝心聚力 攻坚克难 砥砺前行 再创佳绩”为主题的 2022 年秋季拓展暨 Q4 销售目标冲刺启动会在莆田美丽的大洋乡正式启动。  
The Autumn Outward Development 2022 and Kick-off of Q4 Sales Sprint of Xingheng Packaging South China I themed “Gathering Strength, Overcoming Difficulties, Forging Ahead, and Creating New Heights” was officially launched in the beautiful Dayang Town, Putian.

3. 由总部公共事务中心、人力资源中心携手主办的以“百年基业，文化长青”为主题的第二届山鹰国际 2022 企业文化季圆满结束。  
The 2<sup>nd</sup> Corporate Culture Season 2022 of Shanying International co-organized by the Public Affairs Center and the Human Resources Center of HQ themed “Centennial Foundation and Evergreen Culture” reached a successful conclusion.



4. 以“‘碳’寻美好，‘纸’为新生”为主题的 2022 山鹰国际低碳行动季圆满收官。  
Shanying International Low Carbon Season 2022 themed “Lower Carbon, Better Paper” came to a successful end.

5. 为了丰富员工封控在厂区期间的业余文化生活，武汉祥恒组织了一场拔河比赛。  
Wuhan Xiangheng organized a tug-of-war competition to enrich employees’ amateur cultural life during the lockdown in the factory.

6. 安徽山鹰第一届职工冬季趣味运动会如期举行。  
The 1<sup>st</sup> Employee Fun Sports Meeting of Anhui Shanying was held as scheduled.

7. 马鞍山祥恒工会在桃花村党建文化广场开展“凝心聚力、携手共进、共创佳绩”主题团建活动。  
The Labor Union of Ma’ anshan Xiangheng launched a team-building activity themed “Gather Strength and Join Hands to Create Excellence” at the Party Building Culture Square of Taohua Village.

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