

EN ROUTE

| YUTONG NEWSLETTER |

ZHENGZHOU YUTONG BUS CO., LTD

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Yutong's 60,000th bus in 2014 rolls off the line

National Research Center on Electronic Control & Safety Engineering Technology
of Electric Buses located in Yutong

Launch ceremony of Yutong ZK6116H bus held in Singapore

Homologation, key to the overseas market exploration



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PREFACE

YUTONG CAUSE, OUR COMMON CAUSE

In 2014, the operating performance of Yutong Group saw a growth despite the feeble growth of the world economy, the domestic economic slowdown and the declination of the total sales volume of the bus industry, and hit a record high. The sales volume of the bus sector of the Yutong Group hit a historic high of 61,398 units, up 9.51 percent than the previous year.



Tang Yuxiang
President of Yutong Group

The outstanding performance has made Yutong people feel excited and encouraged, since the achievements are the result of the collective efforts made by all Yutong staff. Every achievement made by Yutong is closely related to the contribution of every employee. The success of Yutong is also the success of Yutong staff, this has been proved by Yutong's development history of the past 20 more years.

Yutong cause is our common cause, this view point can be viewed from two perspectives:

Firstly, Yutong cause is formed based on the joint efforts of all the staff. Starting from scratch, Yutong has ultimately become the leading company of China's bus industry after over 20 years of hard work and led the national bus industry to the world. As an ordinary company in an ordinary manufacturing industry, the rise of Yutong relies on the solidarity, hard work and joint efforts of all staff. The real heroes of the achievements and miracle made by Yutong in the past years are the staff, and the real heroes of the achievements and miracle Yutong will make in the future are also the staff!

Secondly, every employee's career is merged into Yutong cause, and they complement each other. What is your career? Yutong cause has become the most closely element to the development of your career the moment you became a Yutong person, and the development of the Yutong cause plays a critical role in the career development of every employee.

Yutong cause is our common cause. Yutong's development needs the wholehearted involvement of all staff. The success of Yutong in the past has proved this, and the success of Yutong in the future also needs this.

Yutong cause is our common cause. The hard work in the past years created the pride and glory of today's Yutong as well as a number of corporate heroes. In the future, the blueprint of Yutong cause will be more grand and magnificent, let us make our contribution and achievements with our faith and wisdom in the new and larger platform to fulfill the Yutong cause as well as our own careers!

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First batch of Yutong buses for Venezuela's big order shipped

The vessel that loaded 350 Yutong buses for Venezuela left Lianyungang port on November 22, 2014. These buses are the first batch of the 1,500-unit order that Yutong got in 2014 for the Venezuelan market, which is also another great achievement Yutong has made after the 2,000-unit order for Venezuela in 2013. It also showcased Yutong's steady implementation of the international strategy of key markets in a bid to become a major bus and coach supplier in the world.

In order to fulfill the urgent needs of the market, Yutong has worked out a scientific production scheduling and overcame the difficulty of insufficient production capacity due to the peak season. Every day, the progress of the production scheduling was monitored to ensure the timely delivery of this batch. Meanwhile, Yutong also prepared the shipment for these buses in advance through the bidding and worked out the rational shipment plan to make a good preparation for the shipments of buses for this order.



Paris to launch 600 hybrid buses

It is reported that Paris also joined the team to fight against the environmental pollution since the implementation of traffic restriction based on the last digit of license plate number started in March this year. Recently, Paris announced to launch 600 hybrid buses to replace the conventional internal combustion buses. It is expected to reduce the fuel consumption by 15% and CO/HC emissions by 70%.

It is learned that the reason of the traffic restriction measure is that Paris and the surrounding areas were hit by haze. The eco-friendly electric and hybrid vehicles, taxis and vehicles carrying three and more people are exempted from the restriction measure. People who violate the rule will be fined 22 euros. In spite of the argument among the public, the statistics show that this measure is effective indeed.

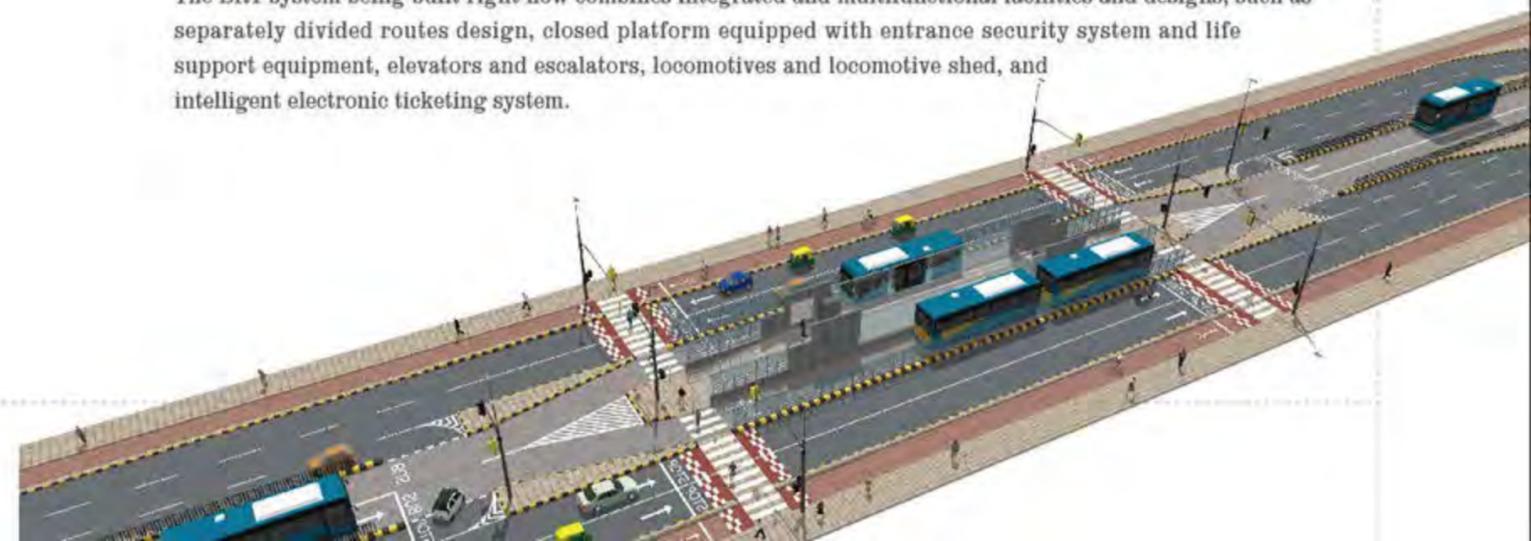


In order to protect the environment, British BAE Systems said that Paris would launch 600 hybrid buses equipped with HybriDrive Series. The HybriDrive Series system is based on the start-stop technology developed by BAE Systems, which enables the bus to cut emission, save energy and reduce noise when the bus stops. This innovative technology lays a good foundation for the transformation from hybrid buses to pure electric buses.

BRT in capital of Kazakhstan being constructed comprehensively

Astana government announced that the city's BRT construction had been started. It is planned to build 18 stations in the first phase of the project, and the route will surround Astana International Airport, Expo City, Abu Dhabi Plaza, new train station and other important locations.

The BRT system being built right now combines integrated and multifunctional facilities and designs, such as separately divided routes design, closed platform equipped with entrance security system and life support equipment, elevators and escalators, locomotives and locomotive shed, and intelligent electronic ticketing system.



Nigeria Customs impose high tariff on imported vehicles in advance

The Nigeria Customs Administration decided to impose as high as 70 percent tariff on imported vehicles.

It is reported that this tariff rate consists of two parts: a customs duty of 35 percent and a levy of another 35 percent, which used to be 22 and 2 percent respectively. The Lagos branch of Nigeria Customs Administration says that this tariff is only applied to newly built vehicles. As for used vehicles, only the 35 percent customs duty is needed.

The Nigeria federal government planned to impose the new tariff from January 1, 2015. However, the time for the plan has been moved up. According to the local media, the high tariff is aimed at protecting the development of domestic vehicle assembling and manufacturing industry. Imposing the new tariff ahead of time is to ensure the completion of the year's revenue target for the customs authority.



Promising auto industry cooperation between China and ASEAN

The 4th China-ASEAN (Liuzhou) Automobiles, Construction Equipment, Components and Parts Expo was held in Liuzhou, China. "The total vehicle output of ASEAN countries is 4.44 million units and the auto industry in some countries has not grown up. However, the automobile consumption is growing very fast. The market share of Chinese vehicles in ASEAN market is very small, so the prospect for cooperation is promising," said Ahab ·Ahmed, director of passenger car laboratory of Malaysian Institute of Road Safety Research, on the China-ASEAN Automotive Industry Cooperation and Development Forum.

"The Chinese automobiles have shown competitive advantages in the overseas market and the advantages are getting stronger. Participating in the international competition is the objective needs

of Chinese auto companies to survive and develop themselves," said Huang Yongru, chief engineer of China Automotive Technology & Research Center (CATARC). The export volume of Chinese whole vehicles has reached nearly one million units per year. At present, Ministry of Commerce, customs and local governments have issued a series of policies to strongly support the vehicle products and auto makers to go global. The auto makers should recognize and seize the opportunity.

Wang Yuzhu, researcher of National Institute of International Strategy of Chinese Academy of Social Sciences, thinks that China's auto output has ranked first in the world for many years, and China and ASEAN have very good geographical advantage, especially along with the upgrade of China-ASEAN FTA, there will be great potential for the cooperation of both sides.



Electric buses in Istanbul to account for 1/4 by 2019

LETT, an old city bus operator with more than 150-year history in Istanbul, Turkey announced that its electric buses will account for one fourth of its total bus volume by the end of 2019. So far, LETT holds 3,060 buses. Recently, LETT has started its own electrical bus test project. Besides, LETT plans to increase the CNG bus percentage of its fleet to 30% in order to replace some of the petrol and diesel buses. Mumin Kahveci, GM of LETT, announced this plan at a press conference in September 2014. Meanwhile, he stressed that it was necessary to renew the bus maintenance standard and increase the service frequency.



Thailand plans to promote the export of used vehicles

The International Trade Promotion Dept. of Thai Ministry of Commerce is preparing to explore the market of used vehicles and sell the domestic used vehicles to neighboring and African countries. It is said that the International Trade Promotion Dept. is studying the import tariff and regulations of these countries term by term. Due to the domestic economic slowdown, some used-vehicle owners need to sell vehicles to relieve financial and operational pressure, and some new vehicles are confiscated by leasing companies because of the debt default of their buyers. The used-vehicle business on which the government is focusing is aimed at decreasing the unsalable used vehicles.

The International Trade Promotion Dept. plans to promote this business so as to reduce the used vehicles and boost the domestic economy.



Bus operator in Manila to purchase 200 hybrid buses in 5 years

Green Frog Zero Emission Transportation Operating Company (Green Frog for short), the only hybrid bus operator in Manila, Philippines, decided to invest USD 26,688,000 on purchasing 200 more diesel-electric hybrid buses.

Philip Go Apostol, superintendent of Green Frog, said that Green Frog would operate its city buses on over 20 routes in Manila. Currently, 8 hybrid buses have been put into operation with a daily capacity of 6,000 persons. Regarding to the goal

programming and expectation of this investment, Philip expressed that in the following period Green Frog would build a safe, comfortable, environment friendly and world-class transportation service network, which is Manila-centered and also benefits the surrounding areas.

"We will extend our operation to other cities, such as Quezon City and Mandaluyong city, and expand our operating routes in next five years" Phillip stressed.



EU prepares new emission standard



The European Commission held a meeting on the plan for the new emission standard at the end of year 2014, which will be carried out after year 2021. At the scheduled time, all the new vehicles sold in EU will follow this standard. Also it lets the vehicle manufacturers make investment budget according to the new carbon-emission standard.

Because it may cost billions of dollars on investment, many vehicle manufacturers expressed their anxiety and said they might need more time to prepare. Martin Winterkorn, CEO of Volkswagen

Group indicated at the end of last year that the implementation of the new carbon-emission standard would greatly impact the whole auto industry. The "serious condition" could not be relieved until the stable development of EV and plug-in hybrid vehicles.

Currently, carbon-emission target set by EU is 95 g/km by 2021, however it was 132 g/km in 2012. Meanwhile the EU legislatures plan to adjust the current fuel test procedure to better simulate the fuel consumption in the real life.

Bio-Bus powered by human waste

Britain's first bus powered by human waste has taken to the streets. It is learned that using the typical annual waste of just five people is enough to power the vehicle for 305km.

The 40-seater Bio-Bus is fuelled by biomethane gas, generated by the treatment of sewage and food waste at a processing plant in the southwestern Britain. Experts said the groundbreaking vehicle will improve air quality, and it proves that there is value in human feces. It is said that the vehicles powered by this kind of fuel will have more than 30% less carbon emissions than that powered by conventional fuels.



Yutong granted the title of ELI Sample Enterprise

The awarding ceremony of "China Export Leading Indicator (ELI) Sample Enterprise" was held at the meeting room of Zhengzhou Customs on November 18, 2014.

The title of ELI Sample Enterprise designated by the General Administration of Customs showcases the trust of the General Administration of Customs in Yutong brand and its products, and is also a high praise for Yutong's export business. The General Administration of Customs will provide the sample enterprises free membership of China Customs Information Network, give them priority to apply customs qualifications, waive their statistical consulting fees, etc. These preferential policies will be helpful for Yutong to explore the international market and further enhance the competitiveness of Yutong's products in the international market.



Yutong sets up used-vehicle business department

In order to meet demands of second-hand vehicles in China and some overseas markets, Yutong established the used vehicle business department at the end of 2014. The department is responsible for the operation and management of Yutong second-hand vehicles. The release of the news aroused strong repercussions in the industry.



Through in-depth research and judgment of the overall situation in the domestic and international markets, Yutong's entry into the second-hand vehicle market has obtained positive feedback from the market. In the foreseeable future, the used-vehicle business will become a new and strong growth factor of Yutong.

With powerful corporate strength and mature market management and operating philosophy, Yutong has optimized the internal processes and external institution. Through the cooperation of sales people and related departments, Yutong has gone through the customs clearance procedure, transfer of vehicle ownership, assessment of legal risk and so on. At the beginning of 2015, Yutong successfully signed a second-hand vehicle contract with a Laotian customer.

According to the preliminary planning, Yutong's second-hand vehicle business and management platform will be further optimized and the business scope of the department will also expand to other related areas as the market demand grows in a bid to comprehensively enhance Yutong's brand influence and market share.

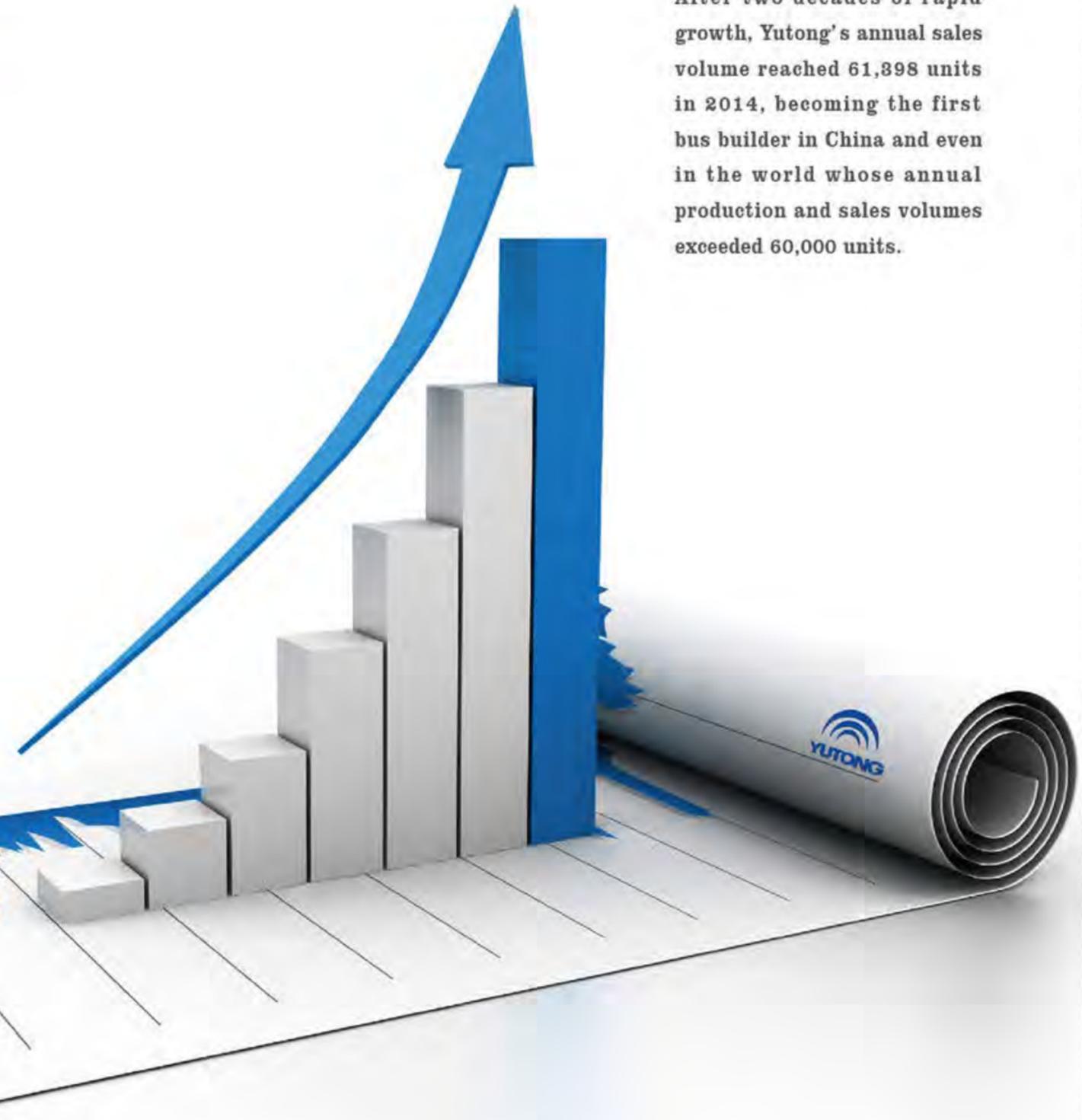
Yutong Bus releases output and sales data of 2014

	Dec. 2014(unit)	Jan- Dec.2014 (unit)	Y-o-y growth of Jan.- Dec.
Output	8,522	59,346	2.83%
Large Bus	5,118	27,121	5.87%
Medium Bus	2,814	25,008	-3.62%
Light Bus	590	7,217	17.39%
Sales	10,459	61,398	9.51%
Large Bus	5,775	27,398	7.09%
Medium Bus	3,581	25,880	3.44%
Light Bus	1,103	8,120	48.61%

Note: This table shows the express data, the final report is subject to the company's regular report

From the above table we can see, 10,459 buses and coaches were delivered in December. From January to December, the accumulated sales volume hit a historic high of 61,398 units, up 9.51 percent than the previous year.

After two decades of rapid growth, Yutong's annual sales volume reached 61,398 units in 2014, becoming the first bus builder in China and even in the world whose annual production and sales volumes exceeded 60,000 units.





Yutong's 60,000th bus in 2014 rolls off the line

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Yutong's 60,000th bus in 2014 rolled off the line in Yutong New Energy Bus Plant on December 26, 2014. Four years ago, Yutong's 40,000th bus in 2010 rolled off the line. Different from the grand roll-off ceremony at that time, this time Yutong invited the staff representatives from the workshops to sign their names on the vehicle and take group photos with the vehicle. The low-profile celebration showcased that today's Yutong has become more mature and confident.

It is worth mentioning that Yutong's 60,000th bus in 2014 is right the revolutionary new energy product launched this year - pure electric bus E7. Meanwhile, the statistics showed that the total sales volume of Yutong's new energy buses has reached over 10,000 units, which means that Yutong is not only the first bus builder in the world whose annual production and sales volumes exceeded 60,000 units, but also the first one whose sales volume of new energy buses reached over 10,000 units.



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60,000 buses a year, not unexpected

Watched by the staff representatives, the 60,000th bus of this year rolled off the line in the workshop of Yutong New Energy Bus Plant at 9:00 am on December 26. The representatives went toward the vehicle, signed their names on the vehicle and took photos with vehicle to mark the occasion.

Reviewing the past, we can find some amazing coincidences. The same day four years ago, December 26, Yutong's 40,000th in 2010 rolled off the line and Yutong became the first bus builder in China whose production and sales volumes exceeded 40,000 units. Two years later, Yutong's annual sales volume reached over 50,000 units in 2012. Just after two years, Yutong once again set a new record in terms of the annual sales volume in the world's bus industry.

Why is Yutong so successful?

Tang Yuxiang, president of Yutong Group, once said that Yutong's rapid development relies on the corporate philosophy of "customer-orientation, staff-orientation", which provides sustainable growth momentum to the company.

From the first sleeper bus launched in 1992 to the revolutionary pure electric product E7 launched in

2014, from the annual sales volume of less than 700 units to over 60,000 units, Yutong always adheres to the corporate philosophy of "customer-orientation, staff-orientation" and is dedicated to creating maximum value for the customers, the industry and the community through innovative and quality products, good service, application of new technologies and proactive development mode.

In addition, Yutong has gradually formed the corporate motto of "Morality, Cooperation and Innovation". Through the internal corporate culture construction and extensive social welfare activities, Yutong is continuously enhancing the cohesive force and responsibility sense of the staff, and trying to improve the motivation, initiative and creativity of employees to the maximum. Choosing the ordinary staff to be the representatives at this historic moment showcased Yutong's recognition on the value created by the staff.

It is learned that Yutong has totally donated more than 126 million yuan of money and goods to the society up to now and offered aids to over 54,000 people, including disaster-hit areas, Hope Schools, seriously ill people, left-behind elderly, handicapped people, needy students and so on.

Sales volume of over 10,000 new energy buses scale new height

The leader's performance often reflects the development of the industry. Yutong's 60,000th bus of this year is coincidentally the pure electric bus E7, which also showcases the new development trend of China's bus industry.

In recent years, under the advocacy of the Chinese government, the new energy vehicles have become an emerging strategic industry in China and the new energy buses usher in an unprecedented development opportunity. From the first pure electric bus launched in 1999 to now, Yutong not only undertook the key project in the National 863 Program, but also built the largest base of energy-saving and new energy buses in Asia with an investment of 3.86 billion yuan. In November 2013, Yutong launched the ReCtrl - the important technology of new energy buses independently developed by Yutong. In May 2014, Yutong's new electric product E7 made its debut at China Beijing International Bus & Truck Expo and caused a sensation in the industry. In November 2014, the National Research Center on Electronic Control & Safety Engineering Technology of Electric Buses was designated to be located in

Yutong, marking Yutong's powerful strength in the development of new energy vehicles. In the same month, Yutong launched the first integrated solution program of electric buses in China. The statistics showed that along with the 60,000th Yutong bus rolled off the line, Yutong's total sales volume of new energy buses has reached over 10,000 units. Yutong has become the first bus builder in China's whose sales volume of energy buses exceeded 10,000 units.

Right on the day when the historic vehicle rolled off the line, it has passed rigorous inspection and been delivered to Yutong's reception department. It will be used for receiving the customers who visit Yutong to share Yutong's development achievements together with them.

In fact, either the 60,000 annual sales volume or the over 10,000 sales volume of new energy buses is only a phase during Yutong's development history. The year of 2014 is drawing to a close while the year of 2015 is approaching, and Yutong is expected to bring new surprises to us in the future.



National Research Center on Electronic Control & Safety Engineering Technology of Electric Buses located in Yutong



The National Research Center on Electronic Control & Safety Engineering Technology of Electric Buses is designated to be located in Yutong and the construction launch ceremony was held on November 1. With an investment of 330 million yuan, the National Research Center is mainly specialized in researching the electronic control technology and safety technology of electric buses to improve the economical efficiency, reliability and safety of electric buses, and technically solve the problem of low popularity of new energy buses.

It is learned the target of the newly established national research center is to commercialize the

research findings on the electronic control and safety engineering technology of electric buses, further reduce the energy consumption of whole vehicles, improve the energy efficiency and reliability of electric buses, and meet the industrialization needs of electric buses.

"Electronic control is the core technical system of electric buses, and the safety technology is the precondition and guarantee for the popularization of electric buses," said Li Gaopeng, deputy director of the National Research Center on Electronic Control & Safety Engineering Technology of Electric Buses.

Yutong launches integrated solution program of electric buses

The launch ceremony of "Yutong integrated solution program of pure electric buses" was grandly held in Zhengzhou on November 28, 2014. As a leading company of new energy buses, Yutong launched the first "integrated solution program of pure electric buses" in China, proposing the systematic operation way in terms of products, ancillary facilities, services and financing to promote the commercialization of new energy buses. Currently, the program has been successfully applied in Tianjin, Nanjing, Zhengzhou and other cities.

"Hard standards" set quality benchmark of electric buses

As the core of the solution program, the electric buses with high quality are by all means the top priority. However, there are electric buses with good and bad quality in the market, and the issues like battery quality and charging ways are always the difficult problems in the industry. As the leader of the industry, Yutong, with its own leading technical strength and sustained investment in R&D area, launched E-series electric bus products. The buses have finished the improvement and demonstration run phases and are available for being launched in the market.

Li Gaopeng, chief engineer of the National Research Center on Electronic Control & Safety Engineering Technology of Electric Buses, said that the strict performance parameter indexes of Yutong E-series electric buses in terms of product safety, battery performance, electronic control technology, reliability of whole vehicle and so on have set the first ever "Hard standards" for China's bus industry.

Firstly, Yutong's unique all-in-one system safety technology of whole vehicles can ensure the safety of products. It is a system supported by a number of indexes. At the beginning of the engineering, it already took into account the structural safety, high voltage safety, functional safety and so on. It

also adopted three-level verification system, namely components, powertrain systems and whole vehicles, greatly improving the reliability and durability of vehicles.

The batteries used for Yutong E-series electric buses have gone through a number of destructive tests, like high temperature, crush, puncture, short circuit, soak and overshoot, to guarantee the operational safety. The adoption of structural safety design makes the rollover test angle reach 45 degrees, far beyond 28 degrees stipulated by the national standards. The protection class of key components like motors and electronic control system has reached IP67, the highest level of wiring in the electronic industry.

Regarding to the performance of whole vehicles, Yutong's electric buses have fully met the requirements of conventional roads. Taking E7 as an example, it takes only 8.22 seconds to bring the vehicle speed from 0km/h to 50km/h, and the vehicle can also easily pass the rampway with 20% gradient.

We can say that the multiple "hard standards" not only ensure the high quality of Yutong electric bus products, but also set a quality benchmark of electric buses for the industry.

"Soft power" guarantees the easy operation of electric buses

In respect of ancillary facilities, Yutong creatively proposed three sets of programs for the construction of charging stations based on the four big systems of the construction of charging stations. Customers can choose from them based their actual situations and Yutong can tailor-make the proposal based on customers' specific needs, provide whole-process assistance and even have it constructed for customers, thus effectively addressing customers' difficulties on ancillary facilities. Meanwhile, Yutong also developed the remote monitoring and diagnostic system, enabling users to conduct automatic management of battery charging while staying indoors.

Yutong's new energy buses have covered 20 exemplary

cities and city agglomerations and also 38 non-exemplary cities. From September 2013 to now, Yutong has promoted over 5,800 new energy buses and achieved good effect in Tianjin, Nanjing, Zhengzhou and many other cities.

Industry experts said that China's electric buses have begun to develop and the integrated solution program of electric buses launched by Yutong is expected to speed up the development of electric buses. During this process, Yutong, as the leader of China's new energy bus industry, actively explored the development path of electric buses, firstly launched the solution program that promoted the development of the industry and gave full play to its leading role in the industry.



Yutong's fuel cell bus project passes the inspection by UN experts

On December 18, Eugenia Katsigris, senior advisor of Global Environment Facility (GEF) and United Nations Development Program (UNDP), Manuel Soriano, technical chief, Dr. Zhang Weidong from the representative office in China, as well as the related people from the Ministry of Science and Technology of China responsible for GEF project, visited Yutong and inspected the application progress situation of "China Fuel Cell Vehicle Joint Demonstration Project".

The expert delegation visited the experiment center, took Yutong's 2nd-generation fuel cell bus and listened to the report on Yutong's development situation of fuel cell buses. The experts found that the power system of the Yutong EV consisting of fuel cell and batteries represents the international development trend of fuel cell buses. In the afternoon,

the experts also visited Yutong's hydrogen refilling station that is under construction. Through the on-site inspection, the UN experts appraised Yutong's development on fuel cell buses as well as the construction progress of the hydrogen refilling station.

It is learned Yutong decided the technical route from hybrid buses to electric buses to fuel cell buses early in 2009. Up to now, Yutong has completed the development of two generations of fuel cell buses and the overall performances of whole vehicles have reached the leading level in China. In 2014, Yutong joined the Technology Innovation Alliance of China Fuel Cell Automobile Industry, was involved in the application of "Industrialization of Fuel Cell Power System" project and successfully passed the first factory qualification inspection of fuel cell buses in China's bus industry.



Striking Appearance

Upgraded Space Superior Comfort



ZK6122H9

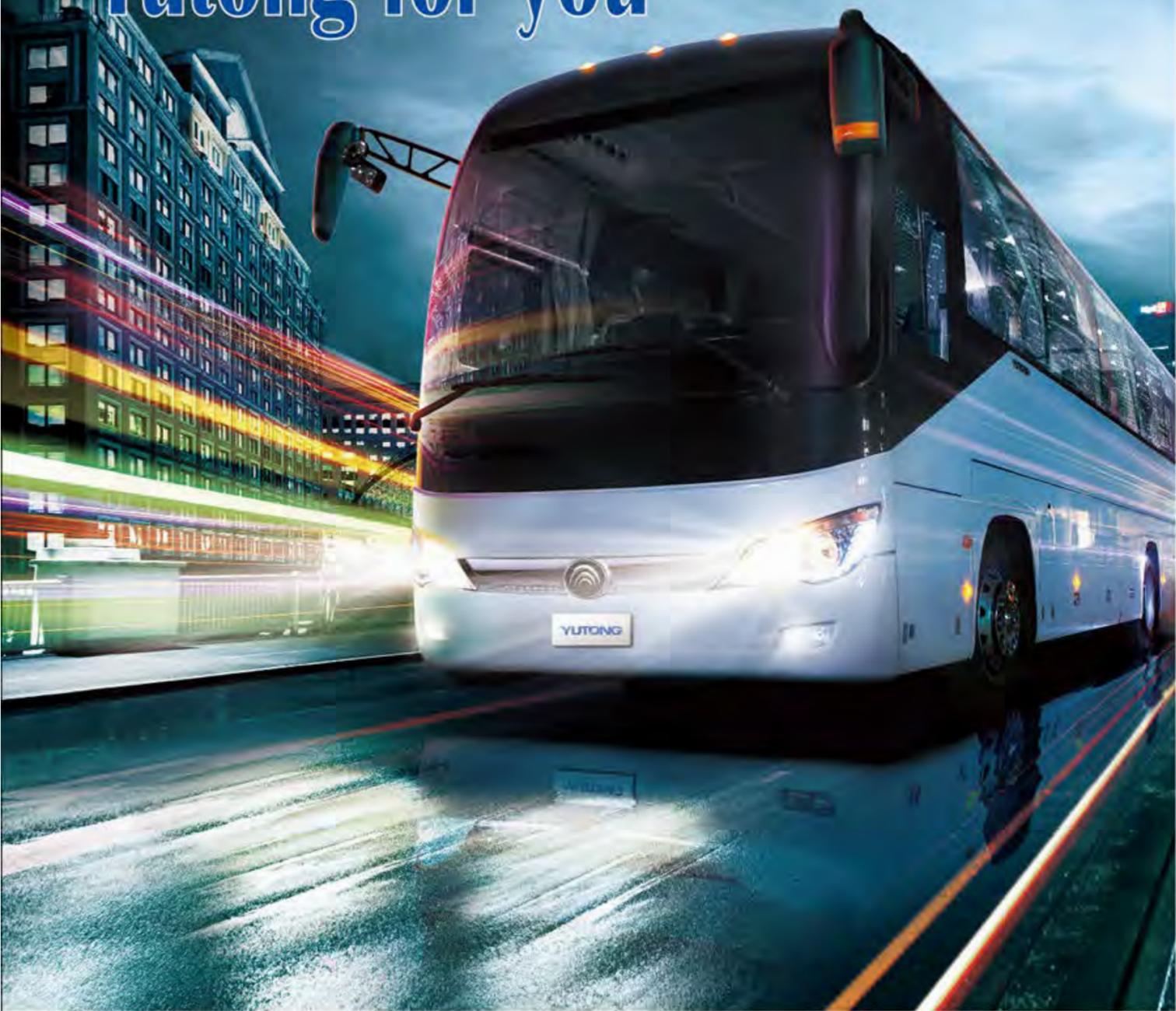
Eye-catching appearance with relaxing ergonomic seats and large windows enables you to fully enjoy the comfort and scenery along your journey.

The passenger compartment has been upgraded to provide with more space and comfort. Seats with comfortable foam padding and two-point seat belt ensure your safety. In addition, the one-button fresh air system offers a more comfortable ride to you. The super large space meets various operational demands, thus creating more value for you.

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Yutong for you



Yutong, your trusted partner

As the world's major bus and coach supplier, Yutong is a large-scale enterprise mainly specialized in bus business and also covers areas of construction machinery, special vehicles, auto parts and components, real estate and other investment business.



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Launch ceremony of Yutong ZK6116H bus held in Singapore



Known as "Lion City", Singapore is a beautiful and modern city. After Yutong buses entered the Singaporean market in 2006, Yutong is always dedicated to providing good-looking, comfortable, safe, reliable and environment-friendly bus products to customers. In order to survive in the fierce competition of the Singaporean market, Yutong always insists on continuously improving the product quality, reducing the product life cycle costs (LCC), enhancing the cost performance and increasing the service level.

On January 18, 2015, Yutong and Woodlands Transport Service Pte Ltd jointly held a launch ceremony of Yutong ZK6116H bus in Singapore. The ZK6116H bus model launched this time is an intercity bus specially designed based on customers' requirements on specifications, convenience of boarding and alighting, fuel efficiency and so on. This bus model meets the needs of local transport companies on labor buses and is expected to be put into operation in 2015.

As a benchmark transport company in the local area, the vehicle needs of Woodlands Transport Service Pte Ltd may guide the demand of other end users. Therefore, in order to make the ZK6116H bus model enter the market smoothly, the launch ceremony jointly held by Woodlands Transport

Service Pte Ltd and Yutong has invited the local school bus leasing association, automobile industry trade union and other customers and operators. Besides the ZK6116H bus, Yutong's classic bus model ZK6122HE9 was also showcased on site.

As the world's largest bus manufacturer and also a leading brand in China's bus industry, Yutong is actively exploring the overseas markets in recent years. As an important part of Yutong's overseas market, the Singaporean market is always concerned by the company. Through the launch ceremony, Yutong has collected comprehensive and in-depth information of the local market and learned about the diverse needs of customers, thus laying a solid foundation for the sales of Yutong buses in the Singaporean market in the future. In addition, the promotional activities during the launch ceremony also further enhanced Yutong's brand influence in the local market and played an important role in exploring the target customers and maintaining the relationship with end users.



Yutong brings 3 buses to AUTOCAR EXPO SHOW 2014



Themed with "Traveling with the world's No.1", the AUTOCAR EXPO SHOW 2014 was held in Lyon, France on October 15, 2014. The fair is co-sponsored by ten companies and is held every two years. This year is the fourth time of the fair.

On the first day of the fair, the French government announced that the domestic passenger transportation market will be opened in the coming period and the operation routes can be applied for at the relevant departments in 2015. Prior to this, there were only markets for school buses, intercity buses, tour coaches and international passenger transportation in France. Due to the well-developed railway network in France, the development of the



domestic passenger transportation market is feeble. At present, the economic slowdown in France and the rising maintenance costs of railways have seriously affected the long-distance travel of ordinary people. Therefore, the policy announced by the French government is a good news for the passenger transportation market.

Taking the opportunity of the policy announcement, Yutong comprehensively showcased its quality products, service and corporate culture to customers during the fair, marking that Yutong has made a steady step towards the target of becoming the world-class brands of buses and coaches. >>>>>

Yutong attached great importance to the fair. Organized by Yutong's dealer DCG company, Yutong people from related sales, technology and service departments were all available on the site. Yutong's booth on the fair covered an area of about 500 m² with Euro VI products and Chinese elements like green trees, plum blossom and Bauhinia patterns as its highlights. The three exhibited buses are 9-meter, 12-meter and 13-meter long respectively. During the fair, there were totally over 300 customers coming to Yutong booth, and more than 200 customers conducted detailed communication with Yutong staff and expressed their interest in Yutong's exhibited buses. At the end of the fair, Yutong had got orders of 20 buses.

On the evening of October 17, all Yutong staff attended the Alsace Night held by the exhibition organizer. They dressed in traditional French costumes of the Alsace region and interacted warmly with the customers, media and exhibitors, creating an enthusiastic and friendly atmosphere. The Alsace Night added a splendid touch to the fair.



Yutong appears at EURO BUS EXPO 2014



The EURO BUS EXPO 2014 was held in Birmingham, UK on November 4-6, 2014. Yutong, together with its local dealer, jointly attended this fair.

The EURO BUS EXPO held in Birmingham is the only professional exhibition of buses in UK and is held once a year. During the fair, a number of European mainstream suppliers including EVOBUS, MAN and VOLVO as well as some local suppliers like Dennis, Wright Bus, Optare and so on were also present at the fair.

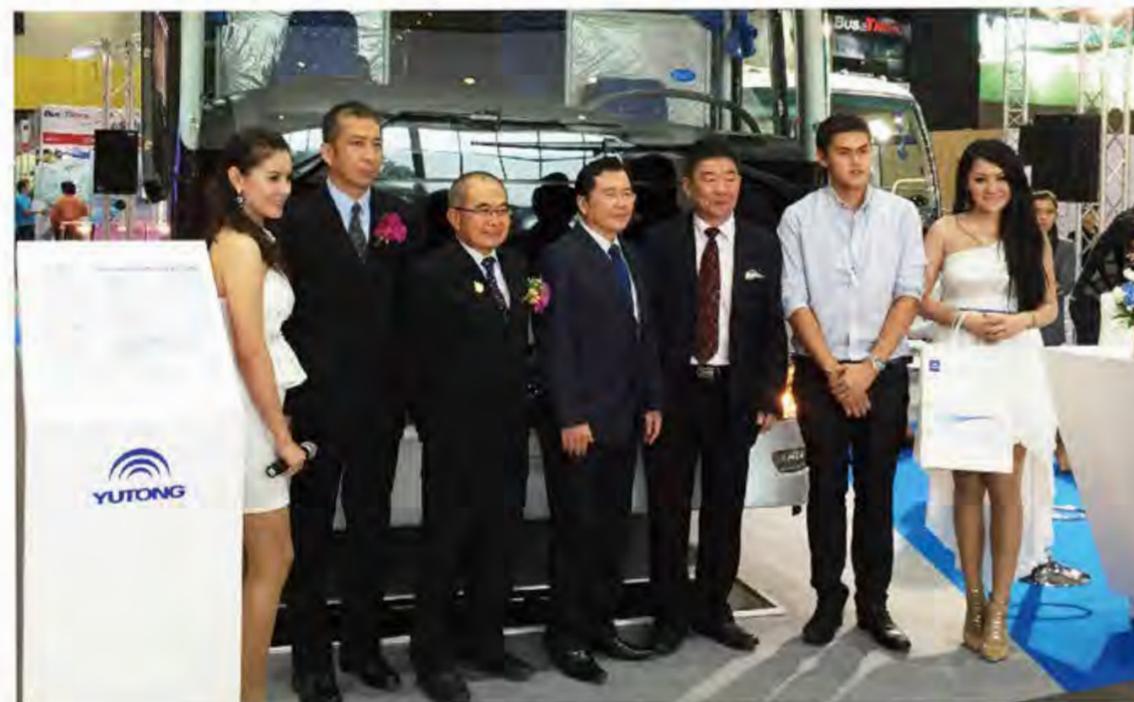
Yutong brought two coaches to the fair, namely ZK6129HQ and ZK6938HQ. In addition, Yutong also provided another ZK6938HQ coach for test drive. The two newly launched exhibited coaches are all Euro VI buses and got a lot of attention during the fair. The ZK6938HQ was especially striking since it fully meets the needs of market

segment of small coaches and therefore was favored by many customers.

On the evening of November 14, Yutong invited more than 15 customers to participate the dinner held by Yutong, and the scene was grand and magnificent. During the fair, Yutong has held press conference in the local area and also received some big customers to recommend them Yutong brand and its exhibited buses. Meanwhile, Yutong also invited the British officials of Transportation Department from different cities as well as private clients to come to Yutong stand so as to learn about Yutong brand and its exhibited buses.

A number of British professional media have covered Yutong's brand culture and its exhibited buses. The fair has helped Yutong to get some orders and also played a positive role in promoting Yutong brand in the British market.

Yutong shines at BUS & TRUCK 2014 held in Thailand



The BUS & TRUCK 2014 was held at the International Exhibition Center, Bangkok, Thailand on November 6-8, 2014. The fair was in moderate size and about 50 exhibitors of trucks, buses, RVs, light buses as well as parts suppliers attended the fair. Exhibitors were allowed to carry out brand promotion activities. Yutong brought two exhibited buses, ZK6122H9 and ZK6608D, to the fair and both are the main bus models of Yutong for the Thai market.

Yutong booth covered an area of about 100 m² on the fair that was divided into several functional areas like product showcasing, reception, negotiation, video display and so on. Among all the exhibitors, Yutong's booth layout and its activity arrangements were the most attractive and interactive. During the fair, Yutong also invited a number of important people from the local bus industry to visit Yutong booth, which also played a positive role in enhancing the fame of Yutong brand in the bus industry of Thailand.

During the three-day fair, Yutong staff conducted one-to-one introduction to customers coming to the Yutong booth. Meanwhile, show girls were also available next to the Yutong exhibited buses. Every day at 11:30 am and 2:30 pm, the quiz activities were held at the Yutong booth to attract the visitors and enhance the attention of the Yutong booth.

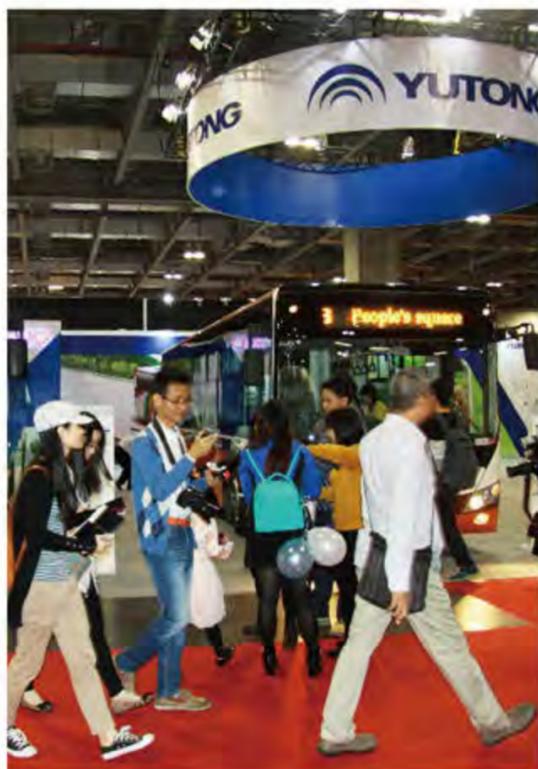
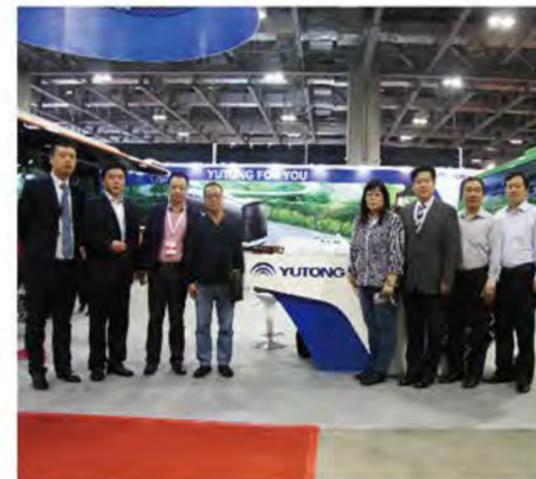
The appearance of Yutong at the BUS & TRUCK 2014 is aimed to not only promote Yutong's main bus models in Thailand and expand Yutong's fame and brand influence in the bus market of Thailand, but also support the sales of Yutong buses distributed by TKC, Yutong's dealer in Thailand. According to statistics, at the end of the fair, there were totally more than 1,000 visitors coming to the Yutong booth and over 100 people left their information which would be very helpful for the sales of Yutong buses in the Thai market in the future.

Yutong appears at Macau Auto Expo 2014



The 4th China (Macau)-Asia Pacific Auto Summit and Self-owned Brand Industrial Development Forum themed with "Cooperation, Actual and Practice" was also held during the expo, comprehensively discussing the commercialization problems of new energy vehicles as well as their solutions. Yutong's representative also attended the forum and conducted a speech on "Yutong's new energy bus technology and its application", making the audience have a new understanding of the concept "Made in China". In addition, the speech has also been praised by the leaders on the spot.

Through this event, Yutong deepened the relationship with the old customers in Hongkong and Macao, and also got to know some new customers and it will play a positive role in developing the Southeast Asian market, establishing the customer relationships and promoting the status and influence throughout Southeast Asia.



With the theme of "Brand, Bridge and Opportunity", the 4th China (Macau) International Automobile Exposition was held at the Venetian Macao Cotai Expo Center on November 7-9, 2014. A number of mainstream automobile brands from 15 countries and regions including the USA, Germany, Japan, Italy, Korea, UK, France, Sweden, China mainland, Hongkong and Taiwan attended the auto expo. The number of the exhibited vehicles rose to 400 units from 300 units in the last expo.

Besides the world's major luxury car brands, in China Automobile Hall, the Chinese proprietary brands like Yutong, Dongfeng and GAC have formed a powerful line-up, showcasing the strength of China to the visitors from around the world. Yutong has brought three buses, namely ZK6120CHEVNPG4 new energy bus, ZK6118HGE and ZK6790HG1, to the expo, showcasing Yutong's series products and technical strength in terms of the public transportation. >>>>>



Yutong's fuel efficiency campaign in Sri Lanka ends successfully

The 4-month Yutong fuel efficiency campaign in Sri Lanka came to an end in August, 2014. Starting in May, the campaign was carried out specially based on the characteristics of Yutong's major customers in Sri Lanka. The drivers were trained on driving skills and maintenance instruction, and then attended the fuel-saving driving contest. The campaign is aimed to help the customers set up repair and maintenance network, optimize driving habits of drivers and improve the operational efficiency.



During the four months of the campaign, the preparation and implementation of the campaign have enhanced the sustainable optimization of the repair and maintenance network of the customers, and improved the driving and troubleshooting skills of drivers.

During the preparation period, Yutong team visited the depots one after another, and held meeting with the customers to discuss about the preparation issues of the campaign. Meanwhile, Yutong technical team had conducted training on drivers and service people of the customers to further improve their operation and service capabilities, which would benefit both the customers and Yutong to achieve a mutual progress.

After the contest ended, Yutong invited the Sri Lankan Minister of Transport, representative from the Chinese Embassy in Sri Lanka and top management of the Sri Lankan customers to participate the closing ceremony. During the ceremony, the minister has met with the representatives of Yutong, delivered the winners the awards and made a speech. He spoke highly of Yutong's product quality and service efficiency and praised the operating philosophy of Yutong company.

At the invitation of the Chinese Embassy in Sri Lanka, Yutong also attended the closing ceremony of the cooperation and exchange activity between Sri Lanka and Chinese enterprises, and was granted the Contribution Award, marking that Yutong's performance in Sri Lanka was recognized by the embassy. Through the long period and widespread concern of the fuel efficiency campaign, the influence of Yutong brand has been greatly enhanced in the market of Sri Lanka.



Yutong attends SIVI held in Algeria

The 9th Salon International du Véhicule Industriel (SIVI) was held at SAFEX Exhibition Center, Algiers, capital city of Algeria, on September 24, 2015. The fair was jointly organized by SAFEX company and French EQUIP AUTO company. More than 200 exhibitors from around the world including Yutong attended the fair.

Regarding to the professional customers from Algerian bus industry and the corresponding market segments, Yutong brought two models of buses, namely ZK6118HGA and ZK6741HGA9, to the fair. These two models are specially prepared for the local school bus market and urban city bus customers in Algeria.



Yutong and its local dealer TVM company had jointly prepared for the fair. Yutong booth covered an area of about 200 m². Compared with the previous year, the booth design has been greatly optimized and the booth was divided into customer reception area, exhibition area, materials area and so on. There were totally three buses on site, two ZK6118HGA buses and one ZK6741HGA9 bus. The sound area division, ample promotional materials, standby staff and good service helped to promote the Yutong brand in the local area.

After the fair, Yutong and TVM company jointly held a 2-week tour show and went to eight capital cities in Algeria to showcase the ZK6741HGA9 bus. During the tour show, Yutong people also visited the old and new customers met at the SIVI, and worked out information archive of customers together with the dealer. In the future, Yutong will contact them to provide related service and product information. It is believed that these steps will lay a good foundation for Yutong's sales performance in the Algerian market in the future.

Arrival of Yutong buses makes Venezuela Yutong's largest overseas market

The ship carrying 262 Yutong buses and 35 Yutong wreckers arrived at Puerto Cabello, Venezuela on January 18, 2015. Officials of Venezuelan Ministry of Transportation, end users and Yutong people had waited at the port, expecting the arrival of the historic moment. It marked that Venezuela has overtaken Cuba and become Yutong's largest overseas market in terms of the sales volume of Yutong buses.

Venezuela is a beautiful country in South America and is especially famous for its blue sky, white clouds and rich petroleum reserves. However, the local economy is not so developed due to various

reasons, and most buses running in the country are old buses of ten to twenty years. The appearance of Yutong buses in the Venezuelan market has greatly improved the travel conditions of local people.

These vehicles are the second batch of the 1,500-unit order signed between Venezuelan Ministry of Transportation and Yutong in July, 2014. The first batch of 350 buses had arrived in Venezuela on December 19, 2014. These buses are specially made for the Venezuelan market with high quality, bright colors and attractive appearance so as to provide comfortable and pleasant experience for passengers.

In order to ensure the smooth arrival of the vehicles, Yutong had sent 14 people to Venezuela to help with the disembarking work of the vehicles. In spite of the high temperature in the local area, all of them were fully involved in the work. Seeing the vehicles roll off the vessel smoothly and thumb-up gesture posed by the customers, all Yutong people felt proud and happy.

It is learned that another two batches of total 463 Yutong buses are expected to arrive in Venezuela at the end of January, 2015. In order to get all buses pass the port inspection timely and deliver to the customers the soonest, there will be totally 15 Yutong people staying there during the Chinese Spring Festival. With all the concerted efforts, Yutong's overseas market will have a bright prospect in the future.





TAKE YOU WHERE YOU WANT TO GO

TC12 provides the perfect layout for any type of work to every choice of destination. The maximum capacity 55 seat TC 12 might be ideal for a day trip from school. Alternatively, the 51 seat version with toilet would be the perfect choice for long journeys. Yutong takes you where you want to go.



FOCUS ON TC12 – COACHING'S NEW BENCHMARK

The 12.3m Yutong TC12 sets a new industry benchmark. The bodywork is fully monocoque construction, maximizing strength, safety and luggage capacity whilst also reducing unladen weight and making routine maintenance easier. Passenger comfort is further guaranteed thanks to large windows with grey tinted glass, low noise levels, seats that are width-adjustable and powerful air conditioning. Interior headlining storage is generous too, making this coach as practical as it is luxurious.



ZK6107H



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EN ROUTE

DURABILITY MAKES IT STAND OUT

The inborn features of durability and rigidity are noticeable from the moment of its launch. Yutong reinforced ZK6107H manufactured by China's No. 1 bus brand is tailor-made for you. With the characteristic of durability, its quality is far beyond your imagination. Every design contributes to your operation while every detail shows the humanity. Such a wonderful vehicle will create extraordinary profits for you.

STANDING OUT WITH DISTINCTIVE APPEARANCE

It gives you a deep impression at first glance. Inheriting the styling characteristic of Lion's Star, the reinforced version of Yutong ZK6107H adds kinds of Greek style, making it stand out among other counterparts.



ALL-AROUND CARE

The reinforced version of Yutong ZK6107H also cares the details besides the eye-catching appearance. Yutong is the first one in the industry to use the premium audio system of passenger cars on the vehicle. In respect of ride comfort, it takes the needs of both passengers and drivers into consideration. Such thoughtful consideration improves the satisfaction of customers and shows our concerns on them.



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EN ROUTE

ERGONOMIC INTERIORS DESIGN

Rational layout of interiors has elegant and harmonious color combination. Ergonomic designs, pressure-balanced seats, body-fitting backrests and high-resilience foam seat cushions ensure the ride comfort of long-time journey. Multiple user-friendly facilities create extraordinary travel experience and every detail is taken into account.



ZK6122H



STRIKING APPEARANCE

Full rounded appearance is eye-catching. The large side windows expand your visual range and enable you fully enjoy sceneries along the way. Relaxing on ergonomic seats and surrounded by comfortable circumstance, your journey starts.



UPGRADED SPACE, SUPERIOR COMFORT

The passenger compartment has been upgraded to provide more space and comfort. Seats with comfortable foams and two-point safety belts ensure you the best in safety. Additionally, a one-button fresh air system offers a more comfortable ride for passengers with long journeys. The large internal space meets your various operational needs, creating more value for you and your passengers.



OPTIMIZED CONTROL AND OPERATION

Thoughtful dashboard design makes the control buttons easy to access. Three-dimension ergonomic research improves driver's visual capability. In addition, the imported high-precision and high-sensitivity instruments like dynamometer steering wheel, gyro, sensors for shifting force and pedaling force, etc. greatly reduce the driver's operating force. The self-developed axle system with disc brake will greatly enhance the braking deceleration and braking stability.



Luggage Compartment

The newly upgraded super large run-through luggage compartment has a volume up to 12.5 cubic meters. Without increasing the dimensions of the whole vehicle, the interior space has been used to the maximum through optimizing the layout of seats, luggage rack and so on, ensuring your comfort and convenience.





• Albert Lim

- Deputy Managing Director
- Woodlands Transport Service Pte Ltd

1. When did you begin to use Yutong buses? Could you please tell us how you got to know Yutong company?

On October 17, 2014, eight Yutong ZK6126HGA low floor buses that Woodlands Transport Service Pte Ltd (Woodlands Transport) purchased began the trial operation at Singapore Changi Airport to provide the shuttle service for the travelers coming around the world. From 2008 to 2013, through contacting with Yutong sales people and Think One Yutong Bus - Yutong's dealer in Singapore, we had got to know about the lean production, R&D and operation scale of Yutong. At the invitation of Yutong, the management team of Woodlands Transport visited Yutong on September 15, 2013 and attended the delivery ceremony of sample bus for KMB HK, which deepened our understanding of Yutong company. At the beginning of 2014, the reconstruction project of T1 parking lot of Changi Airport provided a cooperation opportunity for Woodlands Transport and Yutong. After bilateral communication and consultation, Woodlands Transport decided to purchase 8 airport shuttle buses and opened the gateway for the sustained cooperation of both parties.

2. In your opinion, what are the advantages of Yutong? How is the quality of Yutong buses? Which aspects of Yutong buses still need to be improved for the Singaporean market?

Yutong implements very strict process control in material selection, manufacturing technique, anti-corrosive electrocoating technique of whole vehicles, product control and service guarantee system, which ensure the products to meet the requirements on reliability, fuel-efficiency, safety and environmental friendliness, and also meet the needs of local segment market and end users. As the volume of Yutong buses in Singapore is increasing, it is hoped that Yutong could further improve in the humanization design, interiors colors matching, fineness of workmanship, specification consistency and service ability so as to meet the demand of high-end market and achieve sustainable growth.

3. As for the bus industry, the reliable products are the basis and the trusted service is the guarantee. How do you evaluate the after-sales service of Yutong?

So long as the buses are running on the road, it will eventually break down due to parts or technical problems. The trusted service for customers is that the service solution could be proposed in time to recover the operation of the buses as soon as possible. Therefore, the parts reservation and the timely troubleshooting are very necessary. Through the cooperation, we found that Yutong's service has well fulfilled operation requirement of Woodlands Transport. As the buses in operation are increasing, Yutong needs to make a long-term plan, improve the skill and management level of the service engineers and strengthen the parts reservation so as to guarantee the timely service. Through creating an efficient service system that covers wide area, Yutong could be able to provide powerful service support for customers and relieve their worries.

4. What impressed you most during the corporation with Yutong?

The large-scale production, advanced manufacturing technology, strict quality control and standardized process have impressed us deeply.

5. How do you think about the development trend of the passenger transportation market in Singapore?

The steps that the Singapore government took recently, including holding public tender for routes and earlier replacement subsidies, have stimulated the bus replacement demand to some extent. However as the overall economic of Singapore slows down in future, the labor demand, especially for the shipbuilding and construction industry, will be influenced, as a result the rental demand of vehicles will be reduced and the competition in the bus market will become more fierce. As the largest bus manufacturer worldwide, Yutong needs to improve the fineness of workmanship, humanization design, service ability and cost performance to ensure the sustainable growth. Only in this way can Yutong have a share in the passenger transportation market of Singapore.



Woodlands Transport Service Pte Ltd (WTS) had its humble beginnings as a bus transport partnership in 1974. Since incorporation, WTS has successfully positioned itself as the leading private transport service provider in Singapore. Today the Company manages a fleet of more than 1,000 transport vehicles that include buses, tour coaches, lorry cranes, prime movers, trailers, concrete mixer trucks, cement tankers and tipper trucks.

Over the last 40 years, the Company has also diversified its operations into other industries including travel and tourism, pawnshops, laundry and automotive services.



• Ho CHAK Meng

- General Manager
- China Commercial Vehicles Trading Ltd.



Q 1. Could you please talk about how you got to know Yutong and the process of cooperating with Yutong during these years ?

A I started to contact with Yutong early in 2005. The Macau's tourism industry has begun to develop rapidly since 2003. In 2005, I was involved in the coach business. At that time, a customer planned to buy 11 units of Korean buses. Given that Chinese bus makers including Yutong were capable of fulfilling customers' requirements on manufacturing technique, delivery cycle, cost performance and so on, I had recommended Yutong buses to the customer. After a series of investigation and research, the customer ultimately chose Yutong buses and purchased 11 units of Yutong ZK6831 with one order. This deal triggered the sale of Yutong buses in Macau.

The bus market is a niche market and the market volume of Macau is not so large. Therefore, the bus brand, performance and volume of the bus owners in the industry are very clear for the insiders. Therefore, if a brand has a bad name, it will have a widespread negative impact. Why we have cooperated with Yutong for years, besides the superior quality of products, Yutong's excellent soft power is also an important factor.

Q 2. In this process, do you have any special experiences or feelings that you want to share with us ?

A For bus operating companies, what kind of buses is regarded as a good bus? In my opinion, buses that take the driving habits of drivers and road conditions into account and have low failure rate, low maintenance cost and thoughtful details, are good buses. Yutong did pretty well in this regard. I can give you an example. In Macau, the buses are not allowed to drive above 60km/h. Different from other bus makers, Yutong noticed this point and launched appropriate products to meet the market needs. As a large-sized company, Yutong could come down off its high horse and adjust its products to local conditions and even customized for some specific needs of customers, no wonder Yutong can have such a wonderful market performance.

Q 3. From the perspective of a customer, what do you think Yutong should do to further improve its market performance ?

A From the second half of 2014 to the present, Yutong has launched products like ZK6938, ZK6119, hybrid bus, ZK6116 and so on in Macau, which are all adapted to the needs of the market. This should be attributed to the investigation in the local area, development of new bus models and consideration of customers' demands. The new product ZK6938 has achieved good sales performance in the market and gained a good reputation. Regarding to the new product development, I know Yutong has its own standardized management procedure, but I still hope that Yutong could be more flexible in this regard to meet the individual demands of the market. This might be a challenge for Yutong, and meanwhile it can also serve as a good opportunity.

Q 4. Every year, Yutong invites customers to participate in the Yutong Cup Golf Invitational Tournament held in different places. The tournament has developed into a very sophisticated activity for customers' communication. Could you please share with us your feelings about it ?

A Speaking of that, I'd like to express my gratitude to the tournament that provided me the opportunity to get to know and be fond of the sport. The tournament offers a good platform for insiders of the bus industry to exchange views with each other. In addition, I also set up my own relationships through this sport.



China Commercial Vehicles Trading Ltd.

China Commercial Vehicles Trading Ltd. is a large company specialized in the import and export business of automobiles. It is Yutong's general agency in Macau and has been distributing products of Yutong brand over the years. China Commercial Vehicles Trading Ltd. has made great contribution to the expansion of Yutong's business in Macau and also has put great efforts into the development of Macau's tourism industry.



● MORRIS YANG

● CEO

● TRINITY DEVELOP GROUP CO., LTD.

Q 1. In your opinion, what are the advantages of Yutong? How is the quality of Yutong buses? Which aspects of Yutong buses still need to be improved for the Singaporean market?

A Yutong is the leading brand in China's bus industry with the market share as high as 30% and has been developing very fast in these years. Entering into the Taiwan market in 2010, Yutong has already sold more than 500 buses of different models.

Taiwan is influenced deeply by Japanese culture and economy, and Japanese bus brands have been dominating the market for a long time. Comparing with Japanese chassis and local body makers, Yutong has strong competitive advantages:

Firstly, Yutong owns a full range of product lineup, which could meet the demand of every market segment. So far we have sold ZK6129H, low floor ZK6128HG, low entry ZK6128HG, ZK6180HG(BRT), ZK6858H and other models. In Taiwan, Yutong owns the most comprehensive product coverage among mainland bus brands.

Secondly, the safety of Yutong buses is high, as the chassis is reliable and stable and the body is strong and durable. On the contrary, in Taiwan the chassis and body are made by different manufacturers. Meanwhile most of the products have not been tested via practical rollover test and strict inspection, so the safety is weak.

Thirdly, Yutong's electrocoating technique greatly enhances the anti-corrosion ability of body and chassis, which the Taiwan body makers do not possess. The advanced production lines and large production capacity greatly improve the reliability of vehicles and shorten the delivery cycle.

However, compared with local and Japanese brands, Yutong still need to make further adjustment to meet the customers' need.

The bus certification regulation in Taiwan is very complicated, which integrates European, American and Japanese standards, and the technical barrier is very high. The Taiwan tourism practitioners request individual interiors and unique usage demand. If Yutong wants to be the mainstream bus supplier in Taiwan, it needs to study the certification regulation and customers' need carefully so as to improve the adaptability of the products.

Q 2. As for the bus industry, the reliable products are the basis and the trusted service is the guarantee. How do you comment on Yutong's after-sales service?

A The Yutong service people stay in Taiwan to give technical and service support all the year. To guarantee the operating rate and customers' satisfaction, they always appear at the forefront of the market. Where there is a problem, there will be Yutong service people. They are very professional and dedicated to work. Especially after the first batch of BRT was delivered to Taichung, Yutong dispatched the service people to give "full-care" service to guarantee the smooth operation of buses. According to the feedback from Taichung BRT operator, they choose to continue the cooperation with Yutong due to the high quality products and excellent after-sales service of Yutong.

Q 3. During the cooperation process with Yutong, what impressed you most?

A So far TRINITY has been cooperating with Yutong for 4 years. At first TRINITY just distributed one low floor ZK6128HG bus, but now 8 models including city bus, passenger transport bus, tour bus, BRT bus and hybrid bus. With the most comprehensive product coverage among mainland bus brands, Yutong covers all the market segments in Taiwan. For this purpose, Yutong has invested a lot of R&D resources and costs. Being highly responsible for customers and the result of products' operation all the time, Yutong's work team insists on implementing the life cycle cost management. As for the deficiencies of products, Yutong is brave and able to take the responsibility, which is very valuable and gains customers' trust.

As the dealer, we usually face great delivery pressure for the urgent orders. At this moment, Yutong's sales, technical and KD team always give us full support to guarantee the delivery with high quality. Facing with problems, we do not fight alone, and Yutong is our strong supporter.

Q 4. Please introduce the current market situation of Taiwan.

A In 2010, the new buses registration is less than 2,000 units. But after that the bus demand has been increasing very fast, one reason is that the government encourages to replace the old buses with new low floor buses due to the aging population, the other reason is that the fast growing travelers stimulate the demand for tour buses. In 2012, the new buses registration exceeded 4,000 units, and 3,046 in 2013. It is estimated that the bus demand in 2014 will be almost the same as in 2013.

Q 5. How do you think about the development trend of passenger transportation market?

A According to ECFA (Economic Cooperation Framework Agreement), in Taiwan the bus importation will tend to the complete vehicles, which would reduce the logistics and assembly cost and improve the competitiveness of mainland Chinese buses.

As Taiwan Tour Policy is opened for more and more Chinese mainland cities, more and more mainland people will travel to Taiwan. The increasing mainland travelers would influence the travel agencies and passenger transport operators to choose the tour bus model, and the buses which are adapted to mainland travelers' usage characteristics and needs will be increased. The Taiwan government has introduced the subsidy policy on electric buses purchasing, and the market demand for full electric buses is increasing. It is hoped that Yutong could seize this opportunity and launch the electric buses which meet the Taiwan certification and subsidy standards as soon as possible.

Trinity Develop Group Co., Ltd.

Founded in May 1997, Trinity Develop Group Co., Ltd. began to be involved in the sales market of city buses and coaches in 2009 and acted as a dealer of Zhengzhou Yutong Bus Co., Ltd. In 2011, it set up Taiwan Yutong Vehicle Co., Ltd. which is specialized in the assembling of buses provided by Yutong. Up to now, Taiwan Yutong Vehicle Co., Ltd. has assembled over 500 units of low floor city buses and passed the ISO 9001:2008 quality certification in 2013.



• Avi Lee

General Manager
of Asian-Pacific Division II
Zhengzhou Yutong Bus Co., Ltd.

1. Could you briefly introduce the performance of Yutong in the market of Asia-Pacific Division II?

Asia-Pacific Division II (APD II, for short) covers a wide range of markets, where there are both emerging markets and fully developed markets. In the past few years, Yutong has developed very fast in the emerging markets and turned from market exploration stage to operation management stage. At the same time in the high-end markets like Australia, the overall layout and operation management have been led to the right track by setting up affiliate companies.

In the last few years, Yutong has increased the market share in APD II continuously. In 2014, Yutong has surpassed other competitors and ranked first in the area in terms of the market share. However, meticulous management on the market has just started, and there is still much room for the improvement of the market in future.

2. Yutong has become the world's largest bus manufacturer, do you think what Yutong's core competitiveness is? And what actions Yutong need to take to ensure the continuous improvement of its competitiveness?

Yutong's products and service are part of our core competitiveness. Yutong's investment on R&D, quality assurance and other fields is remarkable. Even during the global economic crisis in 2008, Yutong still invested a lot on R&D and improvement of its manufacturing technique, i.e. building of the Experiment Center, the electrocoating line of whole vehicles and so on, which showcased the "Quality Foremost" philosophy Yutong has been holding all the time. Meanwhile, the after-sales service also has been one part of Yutong's core competitiveness, which is inseparable from the efforts Yutong has contributed to the after-sales service. The after-sales service division is the biggest team of Yutong International Business Department (IBD). The sound service brings the customers worry-free trust towards Yutong and creates value for customers through providing them with unobstructed operation.

The quality and guideline of after-sales service job are deeply imprinted in every Yutong IBD employee's heart. Before entering a market, Yutong will firstly set up and improve the service system to guarantee the after-sales ability, and sales are not allowed when the relative service ability is not available. This is a strict self-regulating guideline Yutong sets for operating overseas market.

If the product and service ability are visible, then what invisible is the deep and comprehensive understanding of markets and customers' needs. Our capability of product development, manufacturing and service is based on that we can truly understand the markets and customers' needs. In future, we will strictly implement the corporate operation principle "Customer-oriented, Staff-oriented" in the area of APD II and solidly carry out customer management job. Starting with deep and comprehensive understanding of customers' needs, we will integrate the customers' needs into products and service via the strong resource integration capability of the company. Also we will exactly respond the market trend, try to exceed customers' expectation and achieve win-win cooperation.

Besides, all the work must be pushed forward and implemented by teams which is in comply with Yutong's "Customer-oriented, Staff-oriented" principle. Team building is a long-term work for the company, and improving the abilities of the regional team is also very important. We will strive to put the corporate culture into practice and transform it into the competitiveness of the business team. Beginning with the needs from market, we will make contribution to the virtuous circle of the corporate development and further promote Yutong's competitiveness in the international market.

3. Yutong insists on "Customer-oriented" operation principle and being customers' trusted partner. In some Asian countries, Yutong and its partners have built a number of KD factories. What do you think of the role of KD business in bus export trade?

KD is a form of export business and aims at meeting the market requirement and improving the competitiveness. As a result, it is a win-win cooperation among Yutong, customers, cooperative partners and other stakeholders, which is also part of the market operation and management. However, whether KD should be carried out in a particular market, where and in what form, these are supposed to be a science-based decision making process according to above-mentioned objective and win-win principle.

4. How do you think about the market development trend of APD II in future?

The markets of APD II mainly rely on ASEAN economies and some emerging countries, and the economy in these countries will keep developing steadily. Meanwhile, the intermittent political turbulence in some countries turns normal. It will impact the market demand, but the overall stable development will still be the mainstream. We are optimistic towards the future market demand, but at the same time we have to face fierce competition from Chinese counterparts in this area due to relatively low market threshold, special

geographical features and long and rooted historical reasons. We will create greater value for customers through Yutong products, service and other related solutions. Also we will try to gradually knock out inferior brands and products and lead the healthy and sustainable development of the market.

5. It is heard that you were in charge of Middle East market and then moved to Asian market due to the job demand. Does your work experience in Middle East help your current work?

The two markets are same or similar in many aspects, such as value-maximized appeal on products, service and overall provision. Referring to the differences, religious culture maybe one of them, since the two regions are in different cultural environment. Understanding religion and culture is one important aspect of understanding the market. Though I worked in different regions, but the gain is same. Managing a regional market, we need to constantly recognize and understand the market with different perspectives, such as understanding of people, culture and intercultural communication and service. It is also what the internationalization development of Yutong requires on us.





• Scott Riley

- Owner
- North Sydney Bus Charter



1. When did you start to use Yutong buses? Could you please tell us how you got to know Yutong Company?

We commenced in February 2014 with the purchase of six 27 seat buses. We agreed in June to purchase 20 buses for the first year when we met with the Yutong board in China. The bosses have proven to be really reliable and operating efficiently in Sydney so we have exceeded our 20 bus acquisition in the first year. We are heading for 30 buses in year 2.

2. For the bus industry, the reliable products are the basis while the trusted service is the guarantee. How do you evaluate the after-sales service of Yutong?

Neil and his team have been very dedicated and committed to assisting us at all times.

3. You also used the buses of other Chinese brands. In your opinion, what are the advantages of Yutong Company or Yutong products?

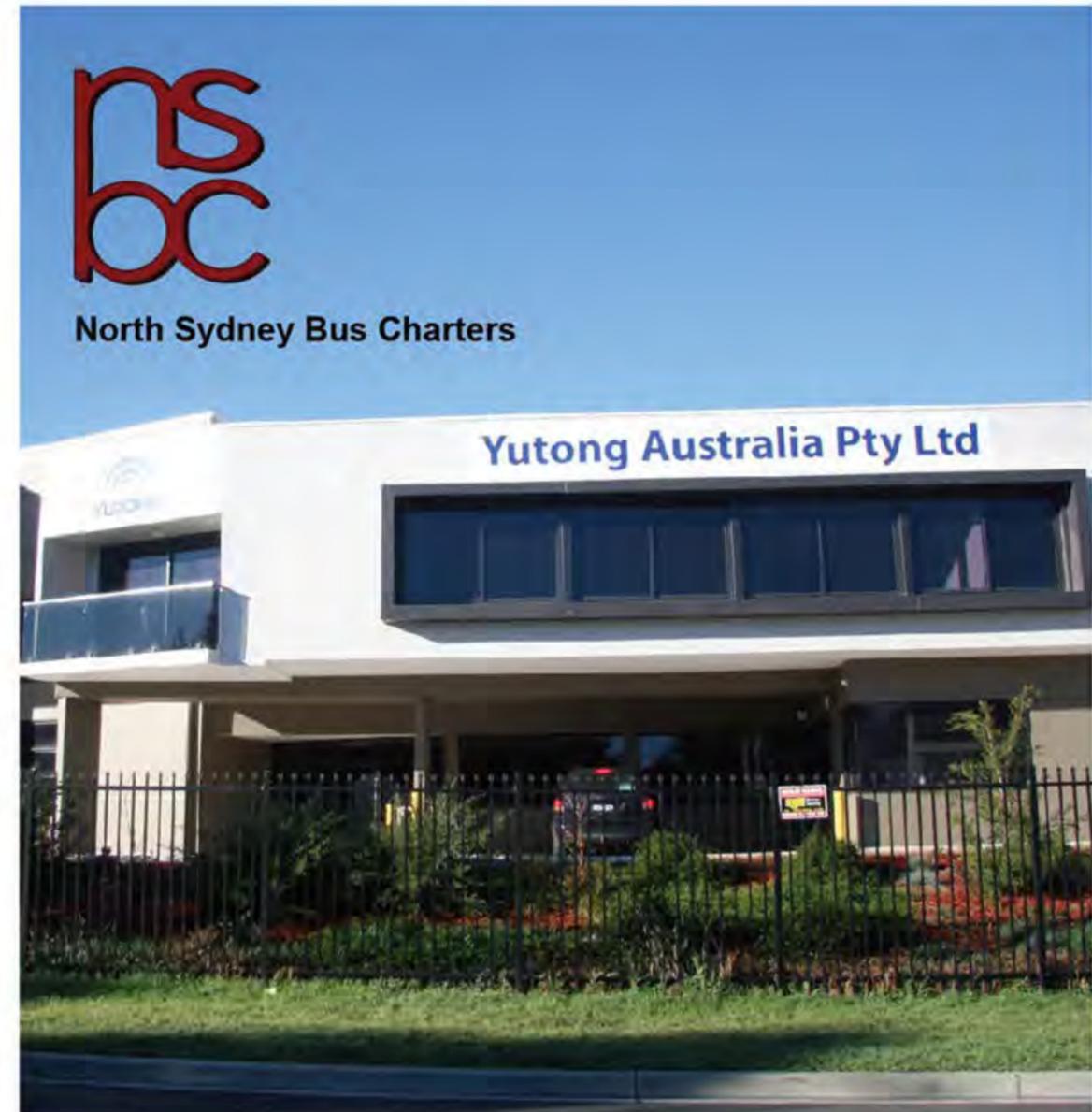
The Yutong buses are more robust and better built compared to competitors. The test will be the longevity of the buses (ie if they last 15 years without significant capital investment).

4. To achieve a win-win situation is our constant target. How do you see the cooperation relationship with Yutong in the future?

I need to personalise our purchases to fit our market. Yutong needs to allocate the time & resources to meet annually to plan growth and strategic planning. We would also need to discuss and evaluate the previous 12 months.

5. As far as I know you also run a tennis court. What are the commonality between running tennis court and running bus operation, and how could you do both of them so successfully?

Being former tennis professionals a large amount of our charter work is linked with our tennis clients and schools to provide transport services. We recently provided player and spectator buses for the Apia Sydney International.



North Sydney Bus Charters

North Sydney Bus Charters is a company devoted to round-the-clock transportation and customer satisfaction. Our charters may be scheduled for any time throughout the year, day or night, with an impressive fleet of mini buses and coach buses to choose from.

Our experienced and helpful staff always strive to make it easy for event organisers to arrange safe, reliable and customised transportation. In addition, our repeat customers and contracts with schools and businesses in the Sydney area speak volumes about our friendly and excellent service.



• Pete White

- CEO
- Bus Stop Brisbane



1. Comparing with other counterparts of bus brands, why did you choose to cooperate with Yutong? Could you talk about the process how you knew Yutong at the beginning and ultimately cooperated with Yutong?

The Yutong partnership was very attractive to expand our bus portfolio by adding a value-based bus that was of higher build quality already than its competitors. As Yutong has size, scale and was developing its sales and support network, the partnership was adopted quickly and has flourished. The initial contact to partner was made through discussions with the Yutong National Sales Manager, Neil Wang, who we easily build trust with and wanted to further develop this relationship.

2. For the bus industry, the reliable products are the basis while the trusted service is the guarantee. How do you evaluate the products and after-sales service of Yutong?

The Yutong product continues to evolve and this evolution will ensure that the buses are fully suitable for the demanding Australian conditions and buyers. As Australia has a long history of building buses to meet each customer's needs, the customer can often be demanding and expects quality, service and support. The after sales support from Yutong is positive and is improving.

We hope to further assist to improve the build quality, design and product consistency to ensure that our demanding customers continue to be purchase our products.

3. Localization cooperation is a trend for the development of multinational companies. How do you think Yutong should further carry out the localization cooperation so as to make its own products and services more in line with the demand characteristics of local customers?

A huge challenge for Australian bus retailers relates to the fact that our customers have very high standards and ADR rules are strict. This is due to government regulation, and the continuous development and improvement of Australian built buses over the last 25 years. Across all companies, the challenge for imported bus builders is that manufacturers do not recognize this and bus designs and specifications are similar to other markets for production consistency rather than customised for the local market. It is important that

experienced Australian staff are used during the initial product development, design and pre-delivery. For example, every Yutong bus delivered to Australia is wheel aligned to Chinese road conditions and not to Australian conditions. To correct this is expensive.

I believe this is one area that we can improve to fully support Yutong Australia and dealers in this area.

4. How do you think of the development trend of the bus market in Australia in the future? What efforts should Yutong make to win the market under this trend?

It is important to note that an Australian manufactured bus is the best and most innovative built bus in the world. This also makes them the most expensive. The trend will be for value-based buses such as Chinese made to improve their quality to meet the locally built buses. Yutong is a leader in the value segment here however to be competitive we will need to continue to evolve and improve quality, design and consistency. To win, a multi level sales strategy is needed. This initially needs to be based on price and service and are currently not leaders in either area, which is challenging. Whilst reducing price and subsequent short-term profits is not initially attractive, we must capture market share now to build size and

scale in order to be successful. Product quality needs to continually improve, product consistency needs to improve and also all of the existing models need to be refined to meet the needs of the market and match our competitors. We can then work to develop the models to lead the market and exceed the needs of our potential customers which will inevitably increase sales.

5. Finally, please talk about your most impressive feelings during the process of doing business with Yutong Company? What kind of relationship would you like to develop with Yutong Company in the future?

Building personal relationships with the Yutong Australia team has been a highlight to doing business with the company. The potential for success is significant if we continue to invest in our relationship, people and product.

In the future, the opportunity exists for Yutong to overtake the other Chinese brands to become the leader. After this time, we need to target the European brands with products such as the Low Floor. To be successful here, the factory, Yutong Australia, dealers and sellers need to continue to improve our products and after sales service for success. I enjoy working with Yutong everyday and believe that we made right decision to partner with the company. I look forward to joint success in the future.



Bus Stop Brisbane

Bus Stop Brisbane is an Australian owned and operated business based at Archerfield, Queensland. Bus Stop Brisbane is the appointed sales representative of Yutong vehicles for Queensland and northern New South Wales.

Bus Stop Brisbane is headed by company Director Pete White who is supported by a collective team who bring over 50 years of bus body building and industry experience to the customer. In addition to the Yutong products, Bus Stop Brisbane also specialises in selling used buses and motorhomes across Australia.

Bus Stop Brisbane's Archerfield facility holds extensive parts that are readily available for distribution. This ensures that our After Sales Support is effective to satisfy our customer's needs.

Homologation, key to the overseas market exploration

Going to the overseas markets is for Yutong not an easy way. To enter a certain market, your products must fulfill the regulations of the market and finish the homologation process of the market. The thresholds or barriers of the homologations in the overseas markets are not the same. The American and European countries have high-level certification regulations, so their thresholds are very high. The economy and certification regulations of the Third World and emerging countries are all in development phase, therefore, the difficulty of homologation is not so great. But the homologation still varies from country to country, which we need to study and fulfill. In this respect, the homologation is the key to the overseas market exploration.

Since there are a variety of overseas target markets, the overseas regulations are also diverse. Some are lower than the Chinese standards and some are higher. Some regulations change very frequently while the others update in a long interval. All these bring challenges to Yutong to meet the regulations of different markets. The management of overseas regulations is very important while exploring the overseas markets. The products developed by Yutong can only be sold when they meet the regulations of corresponding overseas markets. Therefore, the timely collection, validity and completeness of the overseas regulations are very critical for checking the conformity of Yutong products, which are also the key point of our management.

Who is close to the market and can ensure the timely collection, validity and completeness of the overseas regulations? Obviously, Yutong's overseas dealers, importers and representatives as well as Yutong's overseas offices, they are close to the market and also the main role to collect the overseas regulations. Meanwhile, they are also



Jianli Zhang / Manager of Overseas Homologation Dept.

responsible for the timeliness, validity and completeness of the collected overseas regulations.

The regulation management is a very important step, and it acts as a "ruler" to check whether the products meet the requirements of overseas regulations or not. Only if the products "have been measured", can you prove the conformity of the products. The product development is a process, consisting of several steps like market investigation, product engineering, prototype



production and homologation. The homologation is the last barrier. Only when the products pass the homologation can they be sold in the corresponding markets.

The homologation is the precondition to launch a product, so it is highly required on the timeliness and cost-effectiveness of the homologation management. The homologation cost is included in the selfcost of the product. Through the homologation management, we try to make the product fulfill the requirements of overseas regulation and certification at one time, and reduce the repeated test times and modification of the prototype, thus saving the costs for the company. Meeting the needs of customers is the top priority. In some cases, the customers need the buses very

urgently, which requires us to speed up the homologation process and get the "key" to the market as soon as possible.

The homologation management also includes the management of product consistency. Simply speaking, it means that the products produced in the following time should be in consistent with the first product used for the homologation. The homologation department in the company needs to set up a set of management system to control different steps like engineering, procurement, incoming inspection, warehousing, assembling, whole vehicle inspection and so on. The implementation of the management system can be ensured through trainings and supervision, thus making the product consistency management become a routine work of related departments. At present, Yutong is effectively carrying out this management practice.

Yutong is a learning and innovative company and our homologation team is also a learning and innovative team. During Yutong's process of going global, this team, under the leadership team of foreign expert, will gradually reach the leading level in China in terms of the management of regulations, homologation and consistency, and compare favorably with the world-class bus manufacturers.



CHANGE AS REQUIRED



Alin Jiang / International Business Dept.

Bold innovation and moderate advance, adapt to the terrain you land in and change as required. Over the years, taking the "customers' needs" as the starting point and "meet the needs of customers" as the end point, Yutong not only provides the most suitable products to customers, but also offers them a full range of solutions for vehicles. Dedicated to growing and developing together with its customers, Yutong turned from No.1 in China and Asia to No.1 in the world.

The annual output of over 60,000 units enables Yutong to have a strong and efficient delivery capacity. With the expansion of Yutong's overseas markets, the needs of customers from worldwide also become diverse. What Yutong needs to do is taking the combination four "internationalization & localization" as its "tips" to carry out Yutong's layout in the global market.

1. Products: Yutong needs to adapt its products to meet the local market demands and manufacture products that are most suited to the local area so as to achieve the internationalization of products.

2. Services: Yutong advocates operating the market and the main part of operating the market is the after-sales service. Yutong provides customers with trusted service and service guiding programs, as well as training of local people so as to achieve the internationalization of services and quick responded local service.

3. Brand: Shouldering the responsibility of maximizing the benefits of its partners, Yutong strives to jointly form an international cooperation community together with its global customers to build a "people-oriented" brand and localize the brand with adapted products and excellent services.

4. Finance: Along with the change of the global economy, Yutong needs to achieve the internationalization of finance and set up a series of financial solutions based on the actual economic situation of individual countries, thus achieving the financial localization.

The four "internationalization & localization" is the formula of Yutong's customer value. What is the customer value that Yutong values? Yutong's interpretation is "Customers are willing to buy and can afford, Yutong is capable to produce". Based on the needs from different local areas, Yutong should take full use of its powerful R&D and production capability and provide products in comply with the current and future demands in the local markets so as to make customers be willing to buy; Yutong should apply its technology on its internationalized products in large scale, provide appropriate configuration and best financing solutions so as to make customers be able to afford the products; Yutong should use its internationalized technology to ensure the superior quality of Yutong buses, reach and surpass the international level, and provide the most suitable products to customers.

The market is changing all the time as the world changes every moment. Always insisting on creating value for customers and changing as required, Yutong has stepped into the phase of rapid growth and development to achieve win-win situation with the customers. It is a long-lasting philosophy rooted in Yutong corporate culture and will help Yutong to create more new milestones and take up more important missions.



Yutong lends a helping hand in Malaysia floods



Starting from December 2014, Malaysia suffered persistent rains which led to the worst flood in past forty five years. There are eight states and more than two hundred thousand local people in the country affected by this disaster. On January 7th, 2015, one of Yutong's customer in Malaysia informed Yutong that they planned to transfer volunteers to Kelantan-the worst hit area with ten Yutong ZK6118HGA city buses one week later and hoped Yutong could join this event and provide some support.

Adhering to the principle of acting as a responsible enterprise, Yutong's management attached great importance to this event and required Yutong Malaysian team to ensure that the vehicles can successfully complete the transportation task. In addition, the team was also required to join the flood relief and reconstruction work. After receiving the task, Yutong Malaysian team soon contacted with the customer to learn about the actual road conditions and travel demand, on the other hand, the technical experts at the headquarters analyzed the vehicle performance data and worked out two sets of service assurance

solutions according to the road condition, vehicle condition and customer needs.

The roads to the disaster area are mainly mountain roads which have mudslides and water-covered roads destroyed by the flood. Since Yutong had worked out a comprehensive service program in advance, the three hundred volunteers reached the destination smoothly.

Besides the bus checking and maintenance work, Yutong staff also joined the volunteers to clean up the schools and houses, and distributed the relief materials to victims, like mineral water, bread, edible oil and so on. They hoped they could do something for the victims with their efforts and helped them tide over the disaster. After five days of endeavor, 300 tired volunteers finished their work in the disaster area and went back by comfortable Yutong buses. No matter how rough the road is, Yutong buses will ensure your smooth arrival to the destination. The event not only deepened the friendship between Malaysia and China, but also enhanced the reputation of Yutong brand in Malaysia.



THOSE DAYS SPENT IN AFRICA



Mark Sun / International Business Dept.

Have you ever been to Africa? How is Africa look like in your impression?

In my mind, Africa is wonderful and there are fascinating twilight, brilliant sunshine and endless savannas, staying there, even the breathing feels fresh and comfortable. In my mind, Africa is amazing and there are elephants, zebras, lions and many other animals I can not tell their names, as well as passionate dance of local people. In my mind, African is a land carrying hopes and dreams. In one word, all the things in Africa are gorgeous in my mind.

However, the impression is not consistent with reality all the time. On this matter, my colleague Zhao Yao had a deep feeling.

In order to launch the new product ZK6120D1, Zhao Yao, the marketing promotion member of Yutong's Overseas Marketing Division went to Tanzania on April 12, 2014. But instead of sunshine and lovely animals, Zhao encountered rainstorm mixed with hot air, muddy and tough road after the flood disaster, and extremely noisy whistle of

vehicles. He lost sleep when he arrived in Africa on the first day. Due to the poor accommodation condition, Zhao lived in a small room without windows and air conditioner, and lay on a wooden board supported by a few bricks on which he could hardly turn over. His mobile phone was broken due to the unstable voltage. What's worse was that the mosquitoes buzzing around all over the night which you could not drive them away at all.

Such a tough environment has not impacted his passion on work. In order to better prepare the new bus launch ceremony, he worked out a detailed plan to visit the various customers in the local area. Within one week, he had visited all planned customers in Dar es Salaam, capital city of Tanzania, and cordially invited them to attend the ceremony to be launched in the local area. On April 21, 2014, the launch ceremony of Yutong's new bus ZK6120D1 was held in Dar es Salaam as scheduled. It was gratifying that the local government leaders, a number of media and customers were present on site and spoke highly on the ceremony.

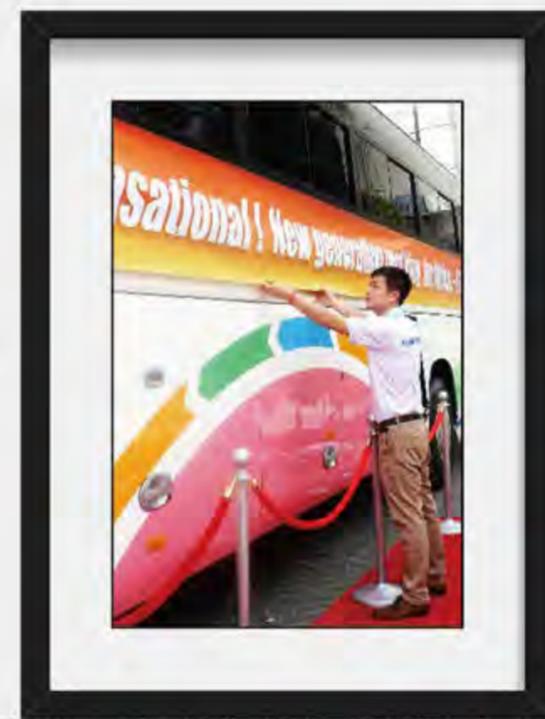
Right after the successful conclusion of the launch ceremony in Dar es Salaam, Zhao continually visited Dodoma, Moshi, Arusha and other Tanzanian cities to prepare for the tour show of the Yutong bus in Tanzania. During this process, sometimes he missed meals due to the limited conditions of the local area. Sometimes it took him



one whole day to move from one city to another with bus. After the arrival, he directly began to prepare the ceremony of the next day without any rest, and often went to bed at 1 or 2 o'clock a.m. In the mind of Zhao and his colleagues, the job for them is not a task that needs to be fulfilled, but rather a passionate career and a sense of responsibility.

Hard work did pay off. With superior quality, sound solution program tailored for overseas customers, as well as the promotional work carried out in the local areas, the sales volume of the newly-launched ZK6120D1 bus has reached over 100 units up to now.

Seeing the achievements we have made, all the tiredness and hardship seemed to be not so terrible and turned out to be cherished experience in their hearts. Here, I'd like to extend my loftiest respect to my colleagues working in the frontline of the overseas market and wish them all the best!





OVERSEAS SERVICE STORY



Louise Zhang / International Business Dept.

In order to provide overseas customers with the most timely and professional services, Yutong's service engineers work in the front line of the markets and have left their footprints in very corner of the overseas markets. They almost have no weekends and their mobile phones are turned on 24 hours a day so as to provide professional service support in a standby state. Now, I'd like to tell you the story about one of our overseas service engineers.

In April of the same year, Zhu went to the junction area between Chile and Bolivia alone to collect the road condition information for the Bolivia project. One section of the road in this area is deemed as "road of death". The road is steep and surrounded by canyons and abyss with the highest altitude of 4,500 meters. There is even the risk of falling stones. In order to make the vehicles to be produced by Yutong more adapted to local road conditions, he risked his life to collect the road conditions and port information of the local area and made many reasonable suggestions based on his personal experience for the decision-making of the leaders. All these have provided a strong guarantee for the vehicles to be developed to better adapted to local road conditions and enhance the safety performance of the vehicles to the maximum.

In March 2013, a Chilean customer asked for service support for the machineries sold by Yutong Heavy Industries to the mining area in the local market. Zhu Baizhong, the service engineer of Yutong Bus Company for this market, immediately contacted the local service provider and tried to provide support through their service network of construction machinery. Meanwhile, he personally flew to the mining area located in the north of Chile to be involved in the service support process. The local mining area features high altitude and sandy and windy weather. The tough climate condition has brought great difficulties and inconvenience to the after-sales service work. After several rounds of efforts, they ultimately troubleshot the problem and provided satisfactory service to the customer, thus illustrating Yutong's "trusted service" concept with their practical action. The service engineers often take full use of the locally available resources to carry out services and fulfill the task assigned by the company with good quality so as to create value for customers and reduce their losses. Due to their efforts, Yutong brand and service team are highly praised by the customers.

Since the overseas service engineers are always abroad and can not reunite with their family members even in festivals and holidays. When we are playing with our children and enjoying our family relationships at home, they might troubleshoot issue for customers in hot summer or chilly winter; when we kiss the forehead of the children before they fall asleep, they can only look at the photos of their children saved in the mobile phone and imagine their smiles. We do not know how many people like Zhu are working in Yutong, but what we know is that all of them are active and initiative while encountering problems without any delay. They are the best presentation of Yutong's corporate culture and they are also the lovable people of Yutong!



FOLLOW YOUR HEART

—Reflections from a foreigner at Yutong in China



Johnny GRUNDIN
Overseas Homologation Dept. of Yutong

When I said YES to move to China and work for YUTONG I got several comments from my friends. To leave Sweden for China was unthinkable for almost all of them. "What could China offer you?" For me the answer was simple. I just followed my heart and my heart said GO! "So here I am."

To get an offer to work for the biggest bus manufacturer in the whole world is a challenge in itself. At the same time it was also a trust from YUTONG to employ me. They believed in me and my abilities to add something to their organization. And that is what I am going to do. I am here to work with my heart.

To use my knowledge and experience to make a difference. To act honest and trustful to workmates inside YUTONG and to contacts outside. To always make my best. To add value.

In my field of competence, Homologation, honest

and trust are key elements. Without the understanding and the meaning of these two simple words you get nowhere. The Overseas Homologation Department is one of the most important departments in YUTONG and they gave me a warm welcome. Without their help it would have been very difficult to get settled in YUTONG. The importance of the Overseas Homologation Department could easily be described in "Without certificates, no registration and without registration, no sales/buyers". So the homologation job is important and that is my task here at YUTONG.

Otherwise, how is it to be a foreigner in a country like China? Is it complicated? Yes, sometimes. Is it exciting? Yes, all of the time. Do I regret that I did come here? Not a single minute!

The key is to do your best to adapt to the situation. You can't love all you see but you have to find things in your China life which you value and could develop. Most things differ to my previous life in Sweden. That doesn't mean it is better or worse. It just differs. And that is my drive. IT DIFFERS! To me it adds a new dimension of life.

The most complicated is the language. Here I see two ways. Either you learn nothing and at the same time let the burden fall on others to take care of you. Or you do your best and learn as much as possible so that you at least partly can take care of yourself. I belong to the latter. I have tried to learn but it is not easy. Perhaps YUTONG could help the next generation foreigners with some language help??

The second most complicated item is the social codes, the culture. Here I can only hope that the people I get in contact with understand how difficult it is and excuse me for all mistakes I made.



The third most complicated item in China is the traffic. I have traveled a lot and I thought I had seen all types of traffic but I was wrong. The first days I sat stunned in the car while the driver took me to and from work. I was more or less sure that he couldn't make it. But he did. It seems to exist some kind of secret understanding among the drivers that they can handle this in their way even if the traffic rules are set aside. In EU it is not possible to be in the far left lane on a 4-lane street and turn right at the next corner. Here in China that is no problem at all. And all scooters, mopeds and other 2 or 3 wheeled vehicles who not only go in one direction but sometimes go cross with the traffic or in the opposite direction. Amazing!!

Another strange feeling is the number of people. In the whole of Sweden we have a population of a little more than 9 million people. Zhengzhou with surroundings has more or less the same. So when I look out from my hotel window I could say that over there we have a "Gothenburg" and to the left we see "Stockholm" and if you look straight forward you has "Copenhagen" or "Oslo".

To walk around in Zhengzhou or at the YUTONG factory area is also something extra. People are looking at me. They see you are different. Not in a negative way but still looking. I have been posing on pictures with young girls who have found it interesting to be photographed with a "strange foreigner". Now I know how some of the celebrities feel when they are photographed all the time.

The work also differs compared to EU. YUTONG has grown very fast and the underlying routines and processes are not always in line with the real situation. This will change. YUTONG seems to have set an ambitious target and now it is up to all of us to do our best to fulfill the ambitions.

Some of my friends at home in Sweden wonder when I will go back home to Sweden. For me it is only one reply. As long as my heart or the YUTONG management would like me to stay, I will stay. I see no reason to leave and I encourage others who are willing to see and learn something different to come here and make a difference. We could and should not be only No.1 in China but in the whole world.

YUTONG



FOR YOU





Call-up



EN ROUTE contributors wanted

Here

your every word has the opportunity to be listened by the world;

Here

your every point of view might trigger a resonance;

Here

different perspective and ideas coexist harmoniously.

Anytime, no matter where you are, as long as you have a point of view and are willing to share it,
we will be "responsible for spreading it".

EN ROUTE is expecting your involvement!

Requirements on articles:

- 1) The articles shall be the original work of the author and never published elsewhere (if an article is sent to many journals or has been published, please specify.)
- 2) Comments of the hotspots of the bus industry and analysis of the industrial status quo and trend at home and abroad are welcome. Articles with unique perspective which make sense are preferred.
- 3) Original photography and articles related with the bus industry are welcome. (We reserve the right to amend the articles.)
- 4) Please leave the author's real name, address, zip code and contact way.
- 5) Please send you articles to enroute@yutong.com