

Continuous Development and Transform 不断发展 不断变革

—— 访阿波制纸（上海）有限公司董事总经理、
滁州市国丰阿波滤材有限公司董事副总经理东 俊二先生

—— Interview with Shunji Azuma, Managing Director of Awa Paper (Shanghai) Co. Ltd. and
Deputy Managing Director of Chuzhou Guofeng Awa Filtering Materials Co., Ltd.

□记者 李莉



阿波制纸（上海）有限公司董事总经理、滁州市国丰阿波滤材有限公司董事副总经理东 俊二先生 Shunji Azuma, Managing Director of Awa Paper (Shanghai) Co. Ltd. and Deputy Managing Director of Chuzhou Guofeng Awa Filtering Materials Co., Ltd.

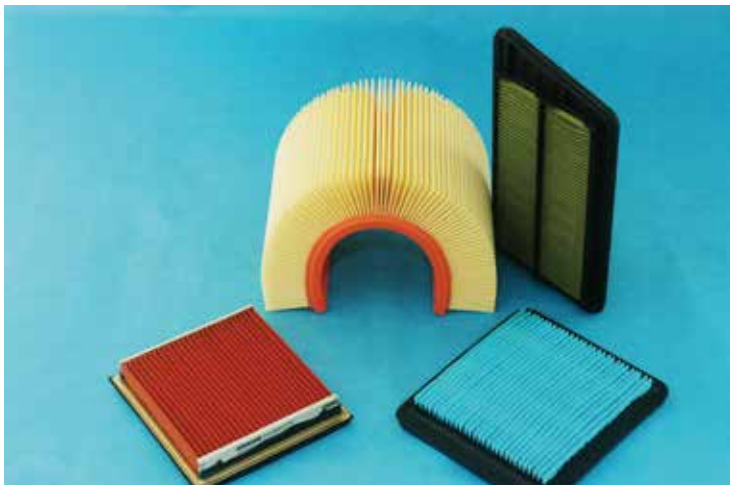
“阿波制纸株式会社成立于1916年2月，总部位于日本德岛县德岛市南矢三町，在2016年我们公司庆祝创立100周年之际，阿波制定了新的徽标。徽标的色彩，以‘蓝色’作为基色，用鲜明的色调，表现了我们公司的创业和瞄准浪峰（即顶部）的强烈意志。我们的目标是‘不断发展，不断变革’。在百年的历史长河中，我们不断加大海外投资力度，相继在日本、泰国和中国设有生产工厂，主要从事滤纸、蓄电池隔离纸、无机纤维纸、合成纤维纸及特殊纸、功能纸的开发及制造。目前，法人代表是三木康弘社长，年营业额163亿日元，员工655人，2016年10月在东京证券交易所主板上市，2003年在中国上海星火开发区设立全资子公司阿波制纸（上海）有限公司（滤纸事业），改变了中国长期以来依赖进口滤纸和OEM滤纸的局面，2017年在中国成立合资企业滁州市国丰阿波滤材有限公司，以生产汽车发动机用滤纸为主。”

产品是企业生命线。东 俊二总经理说，阿波公司的三大主力产品是汽车发动机用滤纸、海水淡化分离膜支持体和用于机械零部件的相关产品，其中汽车发动机用滤纸以天然纸浆、合成纤维为主要原料，不但可以阻隔大气中的尘埃、控制车辆尾气的排放、包括润滑油的碳黑、金属粉、燃料中的粉尘和水分等，还能为发动机提供洁净空气和燃料，保持机油的润滑性能。海水淡化分离膜支持体是



改 革开放40年的辉煌历程，我国经济飞速发展，国力显著增强，人民生活水平大大提高。今天的中国正处于由中国制造大国向中国创造强国转变的历史性时刻，经济体制深刻变革，思想观念深刻变化。百年阿波积极推行内部变革，实施“归核战略”即集中资源，培育核心能力，大力发展核心主业，把主业做大、做强、做精，实现了阿波的永续经营。

阿波制纸（上海）有限公司董事总经理东 俊二先生向记者介绍说：



由 100% 聚酯纤维制成，平整性和通气度极佳。机械零部件相关产品是用于汽车自动变速箱中的摩擦系统用的摩擦纸，汽车在进行变速时完全依靠这种摩擦材料，它的好坏直接影响到汽车的安全性。除此之外，阿波公司近年来还研发了适用于电气装置、电子产品的散热、导热、阻隔有害电波和磁场的非木浆特殊功能纸，这些产品具有超薄超轻的特点；抗菌杀菌纸和甲醛吸附分解消臭纸等产品在业内也具有重要影响。新产品 CARMIX 炭素复合材料片包括石墨纸、活性炭纸、活性炭纤维纸、炭素纤维纸，是我社先进的抄纸技术和技工技术制造的高性能湿式炭素复合材料，由粉末状和纤维状的炭素材料混合而成，能够适合各种功能的需要，利用炭素材料的高耐热性、导电性、热传导性、耐药性、吸附性，高强度的特性创造出形影的功能。

东俊二总经理积极推动技术改造、节能改造、减少排放等工作，公司环境质量取得明显提高。作为一家设计年生产能力为汽车用滤纸 4000 吨的大型制纸公司，在获得经济效益的同时，也为同行提供了践行绿色的路径选择。他说，去年 12 月 23 日环境保护部与国家质监总局联合发布了国家污染物排放标准《轻型汽车污染物排放限值及测量方法》（所谓“国 6”），自 2020 年 7 月 1 日起，所有销售和注册登记的轻型汽车应符合此标准 6a 限值要求，自 2023 年 7 月 1 日起，所有销售和注册登记的轻型汽车应符合此标准 6b 限值要求。不管对消费者还是对汽车行业，执行国 6 的力度会非常大。“今后我们须研究公司将对此标准如何对应。”

东俊二总经理认为，要取得事半功倍的成就，必须专一，必须要有工匠精神，才能立于不败之地。在他的职业生涯中，首次就职于

在日本具有 300 多年历史的著名跨国纸张贸易公司——株式会社冈本（现：新生纸张纸浆商事株式会社）。经过有效的具有分析力的说明，并结合公司的长期发展的战略目标，最终和公司经营层达成共识，在香港回归祖国的 1997 年成为株式会社冈本在中国的创始人并担任了第一任首席代表，积极有效地促成了中日两国造纸行业的技术交流。2001 年起，东俊二总经理多次陪同阿波制纸株式会社的社长访问中国，拜访中国的同行，调研中国汽车用滤纸的市场，研究探讨投资中国的时机和投资后的产品定位及目标等等。使全世界第三位、全日本第一位并具有百年历史的阿波制纸株式会社，将其主要产品之一的汽车（空气滤清器、机油滤清器、燃油滤清器）用滤纸生产线投资中国，在上海成立了阿波制纸（上海）有限公司，改变了中国长期以来进口滤纸和 OEM 滤纸的局面，成为中国汽车用滤纸的专业生产厂商。东俊二自此加盟阿波制纸（上海）有限公司，一干就是 15 年，



阿波（上海）年营业额达到一亿元左右，在中国的汽车用滤纸行业中获得了不可取代的地位和影响力。成为在中国同行业中的一流企业，受到了当地政府相关部门的好评和表彰。他在做企业的同时，还兼任日本德岛县上海同乡会会长，另外，还承担了一家律师事务所的顾问。他经常参加上海海外中日峰会等活动，希望让中国人了解日本，日本人了解中国。

东俊二总经理最后说：“日中两国首脑时隔八年之久，以李克强总理 2018 年 5 月 8 日访问日本为契机，必将加大两国和平友好进程，促进两国的经贸发展。我对中国市场更加充满了信心。”



Since the reform and opening up was launched 40 years ago, China has achieved rapid economic development, strengthened state power, and improved people's living conditions greatly. Today's China is experiencing a historical shift from a manufacturing giant to a manufacturing superpower with great change in economic system and people's ideology. With a century's development history, Awa Group places an emphasis on internal transform through the implementation of its Refocusing Strategy, which is enhancing core business power through resources centralization and core capability increase to achieve long term development of the group.

Shunji Azuma, Managing Director of Awa Paper (Shanghai) Co., Ltd. introduced to the journalist that "Awa Paper & Technology Company, Inc. (Awa Paper) was established in February, 1916 on its base Minamiyaso-cho, Tokushima-shi, Tokushima. In year 2016, just the 100th anniversary of its



establishment, Awa Paper adopted a new logo. Sea blue as the logo's color highlights our company's strong pioneering willing to reach the crest of wave (the top). Throughout our long history of development, we aim for a 'constant development and transform', also invest and build factories in Thailand and China. In these factories, we focus on the development and manufacturing of filter paper, battery separator paper, inorganic fibre paper, synthetic fibre paper, special paper, and functional paper. Awa Paper was listed on the Tokyo Stock Exchange (TSE) Main Board in October, 2016. The company's current legal representative is Mitsuki Yasuhiro. It has 655 staffs and creates an annual sale of 16,300,000,000 Yen. In 2003, Its wholly-owned subsidiary Awa Paper (Shanghai) Co., Ltd. was established in Xinghuo Development Zone, Shanghai."

Product quality is the lifeline of an enterprise. Azuma said that: "We offer three major product series: automotive filter paper, seawater desalination separation membrane support media, and ones for mechanical components. Made of natural



paper pulp and synthetic fibre, automotive air filter papers can block the dust in air and capture car emission particulates, such as carbon black, metal powder from lubricating oil, and dust and water from fuel. In addition, it also guarantees that engines are supplied with clean air and fuel and lubricated with fine engine for smooth operation. Seawater desalination separation membrane support media consists of 100 percent polyester with great smoothness and air permeability. The products for mechanical components are automotive friction papers used in friction system of automatic gearbox. As the only wear-resistant material automobiles rely on in speed changing, it plays a vital role for safe driving. We also offer non-wood special paper with features including heat dissipation, heat transfer and harmful electric wave-proofing and magnetic field-proofing that are super thin and light for electrical and electronic devices. Our anti-microbial and germicidal paper, and methanal absorbant and ordor repellent paper are also famous in the industry. Our new product CARMIX carbon composite plate, including paper made from graphitic, activated carbon, activated carbon fibre, and carbon fibre, is a high-performance wet carbon composite material produced through advanced papermaking technology



and techniques. It is made from a mixture of carbon materials in the form of powder or fibre to achieve multifunction. The products also have better shape and profile performances realized by high heat resistance, electrical conductivity, thermal conductivity, drug resistance, absorbability and high strength of their materials.

Azuma takes great efforts to promote technology renovation, energy saving reconstruction, and emission reduction, which has resulted in apparent increase of environment quality of company. As a large papermaking company with an annual output of 4000 tons of automotive filter papers, Awa Paper achieves economic benefits while serves as a role model for green development in the industry. He said that under Limits and Measurement Methods for Emissions from Light-duty Vehicles - a national pollutant emission standards jointly issued by Ministry of Environmental Protection and



Co., Ltd. and serve as its chief representative in 1997 when Hong Kong returned to China. This plays an important role in the technological communication between the papermaking companies of China and Japan. Azuma has also accompanied the president of Awa Paper on his visit to China for many times since 2001, during which he would visit other Chinese papermaking companies and investigate the automobile paper market in China. He would also discuss issues such as when it is good timing to invest in China, and the following product positioning and its objective. As a result of this, Awa Paper, the world's third and Japan's No. 1 paper making company decided to establish the Awa Paper (Shanghai) Co., Ltd. which focuses on the production of automotive filter paper, including air filter media, engine oil filter media and fuel filter media. As a professional manufacturer of automotive filter paper in China, Awa has changed the situation where China relied on export and OEM filter paper. Azuma has been serving in Awa Paper Shanghai for 15 years since then, during which he has helped the company to achieve a total of 100 million annual sale, making Awa Paper irreplaceable in the Chinese automotive filter paper market and a leading company in the industry that has been recognized and praised by the local Chinese governments. Apart from his role as a business leader, he also serves as director of Shanghai fellow countryman committee in Tokushima, Japan, and consultant in a law firm. He is a frequent attendee to activities such as Shanghai overseas summits, dedicated to getting Chinese and Japanese to know each other more.

At the end of the interview, Azuma added that: "It has been 8 years since the leaders of Japan and China visited each other. Therefore, Premier Li Keqiang's visit to Japan in May 8, 2018 is a great opportunity to deepen our friendship and economic and trade development. Besides, I am very optimistic about the development of Chinese market."



General Administration of Quality Supervision, Inspection and Quarantine of P.R.C. (AQSIQ), it specifies that since July 1, 2020, all of the light-duty vehicles in the market and registered ones shall comply with requirements stated under 6a in the standard; since July 1, 2023, all of the light-duty vehicles in the market and registered ones shall comply with requirements stated under 6b in the standard. Therefore, the implementation of the standard will have a great impact on both automotive customers and the industry itself. "Our company will take actions to conform to this standard," said Azuma.

Azuma thinks that in order to achieve high efficiency and long term success, you have to be dedicated to your work with an artisan spirit. His first employer is the famous multinational paper trading company — Okamoto Co., Ltd., who is currently known as Japan New Paper & Pulp Co., Ltd. with a history of over 300 years. With an in-depth analysis and the long term strategic goal of the company, Azuma reached an agreement with the company that he will start up a new company, Okamoto



我们坚信
“纸有着无限的可能性”

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