



改革開放之花

THE FLOWER OF REFORM AND OPEN POLICY

順德

UNDE

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**SHUNDE**

—The Flower of Reform and Open Policy

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# 序言

跨進1991年，意味着歷史的航船已在新的“世紀之交”航行了十分之一的里程，八十年代取得輝煌成就的順德，又在九十年代第一頁譜寫出燦爛的改革開放新篇章。懷着喜悅和激動，我們編成《順德——改革開放之花》，願這束美麗的鮮花，化作“順德走向世界，世界了解順德”的媒介，香飄四季。

《順德——改革開放之花》將以主要篇幅、用圖文並茂的方式，回顧順德改革開放以來經濟建設的巨大成就，為你介紹名揚海內外的順德企業中的佼佼者，向你推薦聲譽鵬起的“順德貨”中的精品，反映順德日臻完善的投資環境，總結“順德模式”的成功經驗，並以此為佐證，籍以說明黨的十一屆三中全會以來改革開放的路線、方針和政策，確實為我們帶來了繁花似錦的春天，從而堅定信念，把握機遇，迎接九十年代新挑戰，以團結、拼搏、開拓、創新的精神，拼力奮進。

展望未來，我們豪情滿懷，信心倍增。我們深信，沿着改革開放之路，在勤勞勇敢的90萬順德人民和熱心支持家鄉建設的40萬華僑、港澳台同胞的共同努力下，建設美好新順德的理想藍圖將變成現實，未來的順德之花將開得更加燦爛、更加絢麗、更加迷人！

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# PREFACE



As we come to 1991, the ship of history has sailed closer towards a new century. Shunde, which has made significant achievements in the 1980s, is resolved to move in the direction of reform and open policy as we step into the 1990s. Filled with happiness and enthusiasm, we have compiled a book entitled "Shunde - The Flower of Reform and Open Policy", and sincerely wish that this flower will blossom all the year around and fulfill its roles of "leading Shunde to the world community and enabling the world community to understand Shunde".

Shunde - The Flower of Reform and Open Policy, packed with information and colorful pictures, reviews significant economic achievements of Shunde since it adopted the open policy, introduces to you outstanding enterprises in Shunde which have made their names in other countries and recommends to you some of the best known special selections in Shunde. The book also details the ever-attractive investment environment of Shunde and vindicates the significance of open policies and guidelines adopted in the Third Plenary Session of the Eleventh Central Committee of the Chinese Communist Party by citing the success registered by Shunde so far. The "Shunde Model" proves to bring prosperity to Shunde and from this successful experience, we shall uphold our belief and make the most of the opportunity that is offered to us in the 1990s with concerted action and in high and adventurous spirits.

Looking ahead, we are emboldened by the successful experience and are fully convinced that, by following the path of reform and open policy, the 900,000 fearless and industrious Shunde people and the 400,000 overseas Chinese and compatriots from Hong Kong, Macau and Taiwan who show great enthusiasm in supporting the development of their hometown, Shunde, will unite their efforts in realizing the blueprint of a New Shunde. We are destined to produce a more beautiful and enchanting "flower of Shunde"!



順德縣縣長 陳用志  
Chen Yongzhi, County Head

# 沿着改革開放之

DEVELOPING ALONG THE PATH OF REFOR

1978年，黨的十一屆三中全會，揭開了我國改革開放的序幕。十二年來，順德人民憑着黨的路線指引，充分發揮政策、地理和人緣的優勢，匯聚各方力量，沿着改革開放的航向，團結拼搏，力爭上游，在順德的經濟發展史上寫下了引為自豪的新篇章。

十二年，在歷史的長河中，只不過是短短的一瞬。然而這十二年，却使順德的經濟面貌發生了深刻的變化：

改革開放使順德經濟逐步適應社會主義商品經濟的運行方式，擺脫了自然經濟和產品經濟的束縛，順應人民群眾生活改善而不斷擴大的需求和世界科技發展的潮流，以市場為導向，發展了家用電器、石油氣（煤氣）燃氣用具、塑料、化工、新型機械等新興工業，並使原有工業得到脫胎換骨的改造和擴大，全縣經濟充滿了生機和活力。創出了十二年持續大幅度增長的紀錄，1990年工農業總產值達66.1億元，比1978年增長6.8倍，平均年遞增18.8%，成為順德歷史上前所未有的黃金時代。

改革開放使順德經濟打破了封閉的局限，走向了世界。與外界的經濟交往日益頻繁，一大批產品進入了國際市場，產品出口比例日益提高，1990年出口產品總值已佔全縣生產總值的30%，外商投資不斷增加，“三資”企業越來越多，1990年底已達452家，這些企業的年產值佔全縣年工業產值的20%，外向型經濟格局初步形成。

改革開放使順德經濟從傳統的小生產邁向了社會化的大生產，通過引進國外先進技術、設備和管理經驗，改造傳統工業，發展新興產業，形成了一個比較現代化的工農業生產體系。

改革開放促進了順德的基础建設，共投資十多億元建設港口、公路、橋樑、通訊、電力等設施，形成了良好的投資環境，為經濟的進一步發展打下了堅實的基礎。

“到此已是千里目，豈知方上一層樓”，在過去的十二年，我們邁進了一大步，盡管距離國際先進水平還很遠，但我們有足够的勇氣和信心去迎接九十年代新的挑戰，我們已制訂了第八個五年計劃（1991-1995），在這五年中，我們要不斷深化改革，擴大對外開放，加快科技進步，優化產業結構，加快外向型經濟發展，把我縣經濟提高到一个新水平。計劃工業總產值每年平均遞增12%以上，農業每年遞增4%，國民生產總值遞增8%，工農業產品出口佔總產值的比例達到40%。為本世紀末實現小康水平奠定基礎。

在今後的五年裏，我縣的經濟將實行發展與提高相結合的方針，以達到優化結構、穩步協調發展的目的。我們將引導產業結構逐步從勞動力密集型，向勞動力與技術結合型，乃至科技、知識、資金密集型轉變，以“三電一氣一機”（家用電器、電訊器材、電子產品、燃氣用具和機械製造）為起步點，予以優先發展，並實行產業傾斜政策，鼓勵發展高科技、高附加值產業，進一步優化產業結構，提高經濟現代化水平。

為實現“八五”的目標，我們將堅定不移地貫徹執行改革開放的方針，將繼續引進先進設備技術和先進管理經驗，進一步引進外資和發展出口，縣政府去年已頒佈了鼓勵外資的十三條優惠措施，採取更靈活、更優惠、更開放的政策，歡迎廣大華僑、港、澳、台同胞和外國商人前來投資經商，特別歡迎發達國家和地區的大企業家、大財團前來投資。投資形式不拘一格，既可合資、合作、獨資辦廠，又可搞來料加工、補償貿易；既可購買地皮建廠，又可租賃廠房設廠；還可聯合開拓國際市場，擴大出口，總之要通過進一步的開放，力促外向型經濟的發展。

為適應“八五”期間經濟的發展，我縣早在1990年已開始進行第二輪基礎設施建設，容奇港集裝箱碼頭正着手擴建，港口吞吐量年內可擴大一倍；在目前敞開供電的基礎上，為適應新的需求，正在籌辦第四電廠，同時還參加省集資辦電；程控電話擴容正穩步進行，今年可擴至7.1萬門；公路建設也緊鑼施工，改善縣內中、南部地區交通的中線公路已完成規劃，即將動工。縣及鎮的工業開發區也已作出規劃，逐步實施建設。教育事業發展的步伐正在加快，在1989年普及初中教育基礎上，將着力發展高中及職業高中教育，使勞動者的素質進一步提高，以適應經濟發展的需要。

在八十年代，我們順德人民乘改革開放的東風，以自己的勞動和智慧創造了無愧於時代的業績，我們堅信，祇要我們沿着改革開放之路，再接再勵，團結奮發，在“八五”期間以至整個九十年代，順德將繼續高歌猛進，邁向更輝煌的明天！

# 之路 邁向更輝煌的明天

## REFORM AND OPEN POLICY MARCHING TOWARDS A BRIGHTER FUTURE

The Third Plenary Session of the Eleventh Central Committee of the Chinese Communist Party in 1978 marked the beginning of the reform and open policy in China. For 12 years, people in Shunde has followed closely the guidelines of the Party and incorporated the advantageous positions that we have in terms of policy-making, geographical location and human resources. We have also coordinated efforts from various sides and set our mind on developing Shunde along the lines of the open policy. We are determined to turn a new page in the history of economic development of Shunde which we can take pride in.

12 years may be only a very short time considering the long history of China, but these 12 years witnessed profound changes in the economy of Shunde. The open policy has enabled Shunde to adapt to the way of operation of a commodity economy under a socialist system and to break away from the constraints imposed by a capitalist natural economy. It gives force to the people's aspiration for a better life and meet the ever increasing demands of the people. The open policy in fact attunes to the fashion of world technological development and uses the market as a guiding force. As a result, new industries such as those related to household appliances and LPG - or gas-fueled facilities and the plastics, chemical and new machinery industries have been developed one after another and original industries have been either expanded or renovated. People in the whole county have become more enterprising, producing a growth rate of an unprecedented scale in the gross product figure of the county. In 1990 the total product value in the industrial and agricultural sectors amounted to Renminbi 6.61 billion, or a 6.8-time-increase over that of the year 1978. The average annual increase turns out to be 18.8%, which marks the beginning of a golden age in the history of Shunde.

The open policy breaks the impasse in Shunde economic development and since its adoption, Shunde's economic contact with the outside world has increased tremendously. A wide range of Shunde products are now put into the international market and the export ratio rises day after day. In 1990, total export took up 30% of the gross product value of the county, and foreign investment has also been pouring in. More and more enterprises with foreign investment are established in Shunde. By the end of the year 1990, a total of 452 enterprises with foreign investment have been established in Shunde, the total annual production of which accounted for 20% of the gross industrial output of the county in the same year. An export-oriented economy has basically taken form.

The open policy has promoted Shunde economy from the traditional small scale production to the socialist-style large scale production. Through the import of foreign advanced technology, facilities and management skills, traditional industries have been renovated and new industries have been developed and consequently, a relatively modernized industrial and agricultural production framework has evolved.

The policy of reform encourages infrastructural construction in Shunde, where over Renminbi 1 billion has been invested in constructing ports, highways, bridges, communication and electric facilities, thus producing a better investment environment and laying a solid foundation for further economic development.

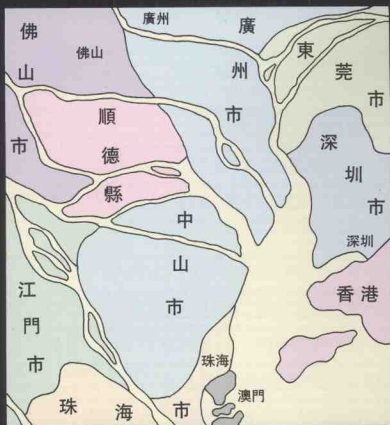
There is a Chinese saying to the effect that sometimes we think we have reached the top of everything, but we soon realize that there is still a long way to go. Over the past 12 years, although we have taken a big leap forward, we are still lagging far behind our counterparts in advanced industrialized countries. However, we are full of confidence and enthusiasm in meeting challenges of the 1990s and have formulated an Eighth Five-Year Plan (1991-1995). In the next five years, we are determined to institute more reforms, to expand the scope of our open policy and to accelerate the pace of scientific progress and improve the industrial structure. We will promote the development of our export-oriented economy and lift our county's economy to a new dimension. The planned average annual increase in the gross industrial product value is estimated at 12% or above, 4% for the agricultural sector, 8% for the gross county product and 40% for the proportion of industrial and agricultural exports over gross product. We hope that the Five-Year Plan could lay a firm foundation for a well-off economy by the end of this century.

In the next five years, our county will adopt a policy which develops and promotes the economy at the same time, so as to reach the goals of perfecting the industrial structure and ensuring a stable economy. We shall gradually transform our industrial structure from labour-intensive to labour-and-technology-intensive and eventually to technology-knowledge-and-capital-intensive. We shall start with three types of electrical appliances (namely, household appliances, telecommunication equipment and electronic products), gas appliances and machinery manufacture. Industries producing such appliances will be given preferential terms and a lopsided industrial policy will be formulated to encourage the development of technologically-advanced and high value-added industries. It is hoped that the reform in the industrial structure can upgrade the level of modernization of the economy.

In order to materialize the goals of the Eighth Five-Year Plan, we shall resolutely implement the open policy and shall continue to import advanced equipment, technology and management skills, encourage foreign investment and develop export. Last year, the county government promulgated the 13 Preferential Measures for the Encouragement of Foreign Investment, which call for more flexible, preferential and open policies. The county government also stated very clearly (in the Measures) that all overseas Chinese, compatriots from Hong Kong, Macau and Taiwan and foreigners are welcome to invest in Shunde, in particular, large enterprises and consortia from industrialized countries and regions. There is no restriction on the form of investment. Investors can choose to establish equity joint ventures, cooperative joint ventures, and wholly owned foreign enterprises, or to conclude contracts for the processing of supplied materials and compensation trade. Investors may also lease land for establishing plants or lease premises for this purpose. Investors may also join forces with domestic enterprises to break into the international market and expand export. To sum up, the overall purpose is to further open Shunde to the outside world and to promote the development of an export-oriented economy.

In order to conform to the economic development scheme detailed in the Eighth Five-Year Plan, our economy, as early as in 1990, has started the second round of infrastructural construction projects. Rong Qi Port Container Pier is presently under expansion, with an estimated 100% increase in capacity after the project is finished. In order to fulfill the upsurge in demand for more electricity supply, a fourth power station is being planned and foreign parties are invited to invest in the project. There is also an increase in supply of long distance dial telephones, which can now accommodate 71,000 telephones. Highway construction is also being emphasised, and a mid-lane highway plan to improve the traffic in the central and southern part of Shunde is already drawn up and construction will begin soon. Urban plans have also been drafted for industrial development zones in the county and towns within the county, and construction projects will be carried out gradually. The pace of education promotion is also being quickened. Having succeeded in providing lower-form secondary education for all in 1989, in the next five year, efforts will be concentrated on promoting upper-form secondary education and vocational training, so as to improved the quality of our workers to meet the needs of economic development.

In the 1980s, we people in Shunde have taken full advantage of the open policy and made remarkable achievements with our labours and wisdom. We firmly believe that so long as we follow closely the open policy and act in solidarity, we will be able to reach another peak in economic development, and during the period of the Eighth Five Year-Plan as well as the whole of the 1990s, Shunde will march towards a brighter "tomorrow".



順德縣地理位置示意圖





# RETROSPECT

回顧篇

黨的十一屆三中全會以來，順德人民乘改革開放的東風，以辛勤勞動和智慧換來了經濟建設的巨大成就，迎來了經濟發展的黃金時代。

生產迅猛發展，經濟實力大大增強。1990年全縣工業農業總產值（按1980年不變價計算）達到66.1億元，比1978年增長6.8倍，以年均18.8%的比例遞增。工業在工農業總產值中的比重大幅度提高，由1978年的67%，提高到1990年的93%。1979年以來，全縣新增固定資產33億多元，形成家用電器、電子、塑料製品、製糖、機械、電機、紡織、服裝、食品、石油氣用具等近30個行業的現代工業生產體系。一批規模大、技術設備先進、管理水平較高的骨幹企業相繼湧現，在1990年全國十大鄉鎮企業中，順德佔了6席，初步形成了以縣鎮集體骨幹企業為主，協調而頗具活力的工業格局。

經濟素質顯著提高。全縣共引進2萬多台（套）總值近3億美元的先進設備，引進了一批先進技術、科研成果和科技人員，建立起新的主導產業、骨幹企業和拳頭產品。目前全縣骨幹企業的主要生產設備均達到七十年代末、八十年代初的國際、國內先進水平，企業管理朝着國際先進水平邁進。企業素質和產品質量發生了質的飛躍，全縣現有國家一級企業1家、二級企業17家，省級先進企業87家，國家計量定級企業308家，有319個產品被評為優質產品。勞動者素質也有新的提高。全縣普及了九年義務教育，開展了對職工的全面培訓，職工普遍具有操作使用現代先進技術、生產設備的能力，為生產的發展奠定了基礎。

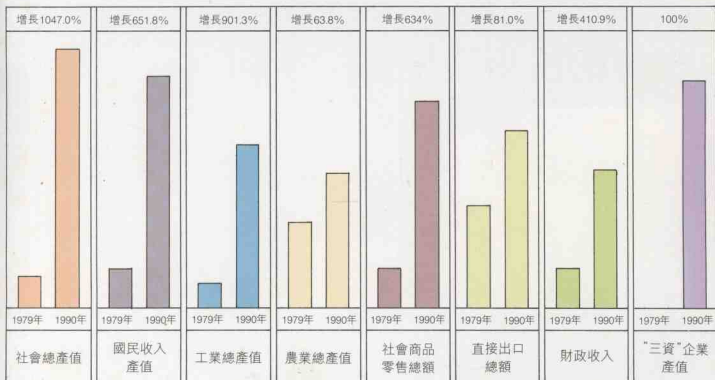
對外經濟交往日益發展，初步形成了外向型經濟的格局。產品出口連年增長，全縣有100多個品類的產品直接或間接出口到五大洲150多個國家和地區，年出口值達到20多億元，佔工農業總產值的四份之一。農業建起出口加工基地100多個，為農副產品的出口創造了先決條件。利用外資規模日趨擴大，“三資”企業如雨後春筍，不斷發展壯大，而且朝着規模大，外商出資比例高或獨資經營的方向發展。1990年底已辦起外商獨資企業21家，合資合作企業431家，“三來一補”企業596家，外商協議投資3億多美元，順德已成為外商投資的熱點。

基礎建設不斷加強，投資環境日臻完善，建起了四通八達的水陸運輸網和設備齊全的對外口岸容奇港；開通程控電話4.6萬門，在全國率先實現了全縣城鄉電話程控化；開通了移動電話、傳呼機、圖文傳真和郵政專遞等業務；辦起了裝機總容量為12萬千瓦的火力發電廠，實現了散開供電；同時各鎮建起11萬伏輸變電站，成為全國第一個鎮鎮有11萬伏輸變電站的縣；生活服務設施完備，有一批賓館，其中仙泉酒店是全國首家縣級四星級酒店。縣還制訂了《鼓勵外商投資優惠措施》，簡化了外商投資企業的審批程序，鼓勵和方便外商投資，同時抓好了社會的各項管理，為經濟建設創造了良好的環境。

Since the Third Plenary Session of the Eleventh Central Committee of the Chinese Communist Party, people in Shunde have taken advantage of the open policy and contributed much efforts and wisdom to economic construction in the county, thus signifying the beginning of a golden age in economic development in Shunde.

Rapid development in production has brought about an upsurge in economic power. In 1990, the total output value for the industrial and agricultural sectors reached Renminbi 6.61 billion (calculated on the basis of 1980 constant price level), or a 6.8-time-increase over that of 1978, with an average yearly increase of 18.8%. The proportion of industrial output in the industrial-agricultural total output value has also increased tremendously, from 67% in 1978 to 93% in 1990. Since 1979, there has been a total of over Renminbi 3.3 billion increase in newly invested capital assets in the county, and consequently, a modern industrial framework incorporating over 30 industries has been established. These industries include those related to household appliances, electronic products, plastics, sugar-making, machinery, electrical machinery, textile products, clothing, food and LPG appliances. A series of large, technologically-advanced and efficiently-managed backbone enterprises emerged in Shunde one after another. Among the 10 biggest township enterprises in China in the year 1990, 6 are located in Shunde. The industrial framework in Shunde is primarily based on backbone township enterprises, supported by a vigorous economy.





## 順德縣改革開放的巨大變化

The economy has also turned for the better. Over 20,000 sets of advanced equipment have been imported into Shunde, which are valued at approximately US\$ 300 million in total. Moreover, a range of advanced technologies, scientific research results, and scientists and technicians have been imported from abroad to build up new mainstay industries and backbone enterprises and to develop best-selling products. At present, the main production equipment used by backbone enterprises in the county is comparable to the world technological level during late 1970s and early 1980s, and our management is approaching advanced international standards. We have already endeavoured to improve the quality of enterprises and their products. Presently, there are altogether 1 first-class state-level enterprises, 17 second-class state-level enterprises, 87 province-level advanced enterprises and 308 state-metrology-level enterprises. 319 products have been branded quality products. There has also been improvement in the quality of workers. Shunde has carried out 9-year compulsory education and provided comprehensive training for workers. The average workers are capable of operating modern advanced technology and production equipment, thus building a firm foundation for production development.

There has also been gradual improvement in foreign relations, providing initial outlets for an export-oriented economy. Exports have been increasing year by year. More than 100 types of commodity are exported directly or indirectly to over 150 countries and regions in the Five Continents, with an annual export value of over Renminbi 2 billion, or 25% of the industrial-agricultural total product value. The agricultural sector has also established over 100 export processing bases in order to provide the necessary preconditions for export of agricultural sidelines. More and more foreign investments are pouring in, as evidenced by the mushrooming of enterprises with foreign investment. These enterprises are gradually expanding in scale, and new enterprises are characterized by higher proportion of foreign investment in joint ventures or being solely owned by foreigners. By the end of 1990, there are altogether 21 wholly owned foreign enterprises, 431 equity and cooperative joint ventures and 596 enterprises which are engaged in the processing and assembly industry and compensation trade. A total of over US\$ 300 million of agreed investment has been or is to be contributed by foreigners. Shunde has virtually become a hotbed for foreign investment.

With the continual strengthening of infrastructure, the investment environment in Shunde is getting more and more attractive. Efficient water and land transportation network and well-equipped port facilities have been established. 46,000 long distance dial telephone sets are now installed in Shunde, which renders Shunde among the first places in China which realize the state target of installing long distance dial telephones in the whole county. Moreover, mobile phones, pagers, fax machines and special delivery mail services can also be found in Shunde. A fossil fuel plant with a capacity of 120,000 kW has also been established, fulfilling the goal of efficient electricity supply for the whole county. In various towns of the county, transmission and transformer power stations with a capacity of 110,000 V have been installed (Shunde is the first county in China which has its own 110,000 V power stations). The service industry has also been developed, with a number of high-quality hotels being in operation, among which Xianqun Hotel is the first county-level 4 star hotel in China. Shunde has also formulated the Encouraging Foreign Investment Preferential Measures and simplified the examination and approval procedures for enterprises with foreign investment. These measures are aimed at encouraging and facilitating foreign investment, thereby creating a better atmosphere for economic development.

# 良好的投資環境



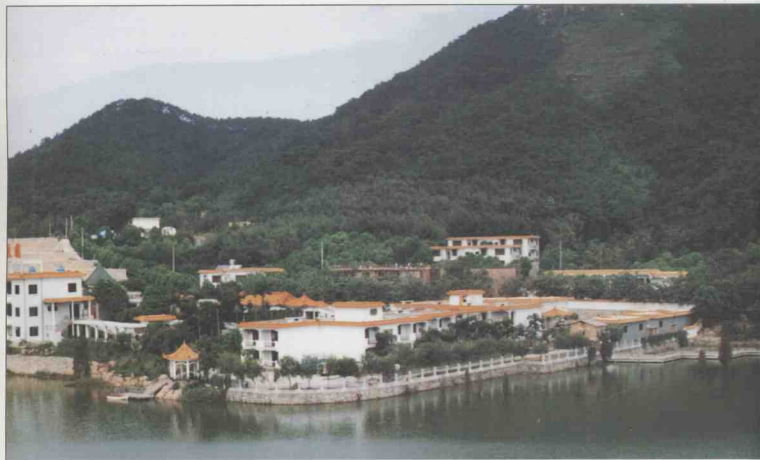
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THE SUPER STAR OF  
SHUNDE'S ENTERPRISES



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