

中国企业集团

ENTERPRISE
GROUPS
OF

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★ ★ CHINA ★ ★
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国家计委宏观经济管理编辑部编

中 国 企 业 集 团

国家计委宏观经济管理编辑部编

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中国企业集团

致序

前言

企业集团化是现代市场经济和社会化大生产发展的一大趋势，也是实现经济现代化的重要标志。纵观当今世界各国的发展，特别是一些发展中国家实现工业化的成功经验，无一不是通过发展大型企业集团，迅速增强国家的经济实力，提高经济运行质量，实现超越发展的战略的。中国企业集团的发展始于八十年代初期。伴随着中国改革开放的进程，特别是市场机制在资源配置中的基础性作用的增强，企业生产经营自主权的扩大，企业集团应运而生。中国企业集团从诞生的那一天起，就显示出了强大的生命力，她的蓬勃发展，对推动中国经济发展起了十分重要的作用。

为了重点扶持一批符合国家产业政策、带动产业发展、促进产业结构调整的企业集团，国家从1991年起，决定选择一百家大型企业集团进行试点，并在计划、投资、物资、融资、进出口贸易、外事等方面为他们提供更好的环境和条件。从首批进行试点的55家企业集团的情况看，取得的效果是显著的。一方面推动了企业改革的深化和政府职能的转变，为建立符合社会主义市场经济发展要求的现代企业制度进行了有益的探索；另一方面，促进了生产要素的合理流动和资源的优化配置，提高了企业规模经营的程度，增强了国际竞争能力，推动了社会生产力的发展。首批国家试点企业集团大都已成为本行业的“排头兵”，并成为国家经济发展中的“主力军”。但是也应看到，

中国企业集团的发展正处于起步阶段，与世界一些发达国家相比，在生产规模、经济实力、管理素质等方面，还存在差距。

当今世界经济正在朝着区域化、集团化、全球化方向发展。为了更好地赶上世界经济发展的潮流，中国的企业集团应更多地走上世界舞台，积极参与世界经济活动，在国际竞争中立于不败之地。向世界展示自己、宣传自己、树立起中国企业集团的良好形象，是中国企业集团走向世界的第一步。由国家计委《宏观经济管理》编辑部组织编辑出版的《中国企业集团》大型画册，首次将中国企业集团作为一个独立的整体展示给国内外人士，这是为扩大对外开放所做的一件有意义的事情。收入画册的50家企业集团，大多数是国家试点企业集团，其中相当一部分是计划单列企业集团。他们的成就和实力从一个侧面反映了中国改革开放的成就，以及中国经济发展取得的进步。我们深信，通过这本画册，将使更多的国内外人士和朋友对中国的企业集团有一个深入的了解；同时，通过这个“窗口”，也为企业集团拓展一个更加广阔的发展空间。祝中国的企业集团兴旺发达。

编者
1995年3月

001

INTRODUCTION

INTRODUCTION

The forming of conglomerates has become the main trend in the development of large-scale socialized production in modern market economies. It also symbolizes economic modernization. A survey of economic development in various countries, the industrialization of certain developing countries in particular, shows that success in all cases stems from the experience of developing large enterprise groups to quickly strengthen the national economy, raise the quality of economic operation and overreach the development goal.

Chinese conglomerates appeared in the early 1980s. Enterprise groups emerged during the process of reform and opening to the outside world and were especially encouraged by the enhanced basic function of market mechanism in the disposition of resources and the increase of enterprises' decision-making power in production and business operation. Chinese conglomerates have from their very beginning demonstrated great vitality, playing a very important role in promoting Chinese economy.

In 1991, the Chinese government selected 100 large enterprise groups as experimental models, providing full support, so that these enterprises could lead production in each industry and promote the structural readjustment of that industry. These enterprises have since benefited from the policies in various sectors, including planning, investment, materials, fund raising, import and export and foreign affairs. Experience in the first 55 models shows remarkable achievement. This experience has promoted enterprise reform and the changes in the government's role. It has prepared for building a modern enterprise system meeting the demands of a socialist market economy. Also, by encouraging rational circulation of productive factors and effective disposition of resources, the experiment has expanded the scale of specialized production, promoted enterprises' international competitiveness and the

development of China's overall productivity. Most of the selected enterprises have become good models in their particular industry and in the nation's economic development. However, the forming of conglomerates in China remains at a primary stage, not yet up to those in certain developed countries in terms of productivity, economic strength and managerial quality.

As the world economy progresses toward ever closer relationships, China aims to participate in the world's market economy aggressively so as to take a more active part in international competition. This pictorial, *Enterprise Groups of China*, edited by the Macroeconomy Management Editorial Department of the State Planning Commission, is the first of its kind to introduce major Chinese conglomerates to both Chinese and foreign readers. The publication of this pictorial is a significant event in expanding openness to the outside world. Most of the 50 enterprise groups introduced here are state-run experimental models, the planning and production of many of which being under the direct leadership of the State Council. The achievements and economic strength displayed by these groups also reflect the achievements and progress China has obtained in its economic development through reform and opening to the outside world.

This pictorial aims to provide Chinese and foreign readers with a realistic understanding of China's governmental enterprise groups and promote her conglomerates.

The Editor
March 1995

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集团总经理：耿明杰
Geng Mingjie, general manager

中国 第一汽车集团

CHINA NO.1 AUTOMOBILE GROUP

中国第一汽车制造厂（简称“一汽”）是1953年动工兴建，1956年投产的中国第一个汽车工业基地，被誉为中国汽车工业的摇篮。40年来生产190万辆各种汽车；向国家输送近两万名各类人才。

改革开放以后，一汽走上企业集团化的道路。以第一汽车集团公司（第一汽车制造厂）为核心，在横向联合的基础上，组建起具有产品开发、生产经营、集资融资、外经外贸等综合功能的汽车工业企业集团——这个过程是在老企业换型改造、产品结构调整过程中完成的。

以产品为龙头，经过技术改造，形成年产12万辆中型载货汽车能力。新“解放”取代了老“解放”。采取轻、轿结合，自主开发与技术引进相结合，兼并吉林、长春两市4个厂，建设起年产6万辆的轻型车基地，从大“解放”到小“解放”；改造老厂房建设起一轿、二轿厂，生产“红旗”和“奥迪”轿车；与德国大众公司合资合作建设年产15万辆“捷达”牌普及型轿车基地，从卡车时代迈向轿车时代。形成中、轻、轿全面发展的新格局。1992年7月，经国务院批准成立中国第一汽车集

团（公司）。一汽以崭新产品结构进入国内国际两个市场：中型车CA141、CA142；轻型车从1吨到2吨半、双排座载货车和厢式面包车；轿车，红旗、奥迪、捷达，这些产品都是系列化产品，都是用户首选产品。销售收入在全国500家大企业1992年排在第6位。

与轿车产品结构相适应，建设起具有当代先进水平的第二铸造厂；从美国克莱斯勒公司引进的第二发动机厂成为轻、轿发展的基础，此外还有从德国引进的化油器、车轮和自主开发的散热器、轻轿车变速器等一批零部件生产基

图：第一汽车制造厂 No. 1 Automobile Manufacturing Plant: a frontal view



CHINA NO.1 AUTOMOBILE GROUP

地，不仅在国内配套，并且进入国际市场，同中型车一起出口到20多个国家和地区。

以产品为纽带，一汽集团以合资、合作、参股、控股、企业兼并等为途径，优化产品结构，以技术协作、联合科研开发等形式，以资源合理配置为前提，先后发展一批整车制造、客车、专用改装车，总成、零部件厂家及大专院校、科研单位加入集团，一汽集团扩展到生产、科研、供应、销售、金融和人才开发等领域。

目前，一汽集团共有263个成员，分布全国27个省、市、自治区，职工总数约38万人；每年生产汽车近30万辆，零部件50亿元；工业总产值达350.6亿元。目前，按照三层次、三中心要配套改革，完善集团化体制建设。

中国第一汽车集团拥有全国最大的汽车研究所、汽车工厂设计院和以职工大学、技工学校为基础的培训中心；装备设计、专用机、工具、模具中心、计算机、通讯等技术后方与产品开发紧密结合，使核心层具有较强的技术辐射力，带动集团的技术发展。

为进一步加强集团市场竞争能力，耿昭杰总经理把精益生产方式放在重要战略地位全面推行，从生产方式的变革上，走出自己的道路。到下个世纪初叶，一汽集团将建成百万辆级的民族汽车工业集团，以跻身世界汽车工业之林。



皮尔摩化油器生产线 A production line for carburetors



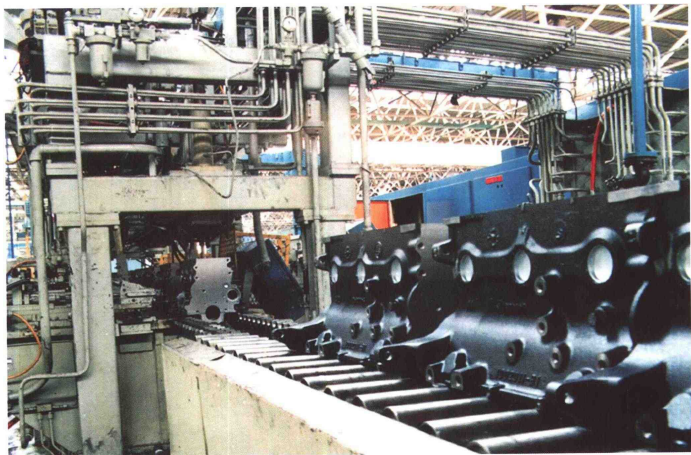
China No. 1 Automobile Manufacturing Plant (NAMP), launched in 1953 and completed in 1956, is the cradle of China's auto industry. Over the past 40 years, it has manufactured 1.9 million automobiles of various kinds and has trained about 20,000 technicians.

With the introduction of the reform and opening up policy, NAMP formed an enterprise group that combines manufacturing with the development of new products, marketing, financing and foreign trade. This transformation was achieved by upgrading the old enterprises and adjusting

Volkswagen, it is capable of manufacturing 150,000 Jettas a year.

With approval of the State Council, the China No.1 Automobile Group (Co.) was founded in July 1992. It now produces medium-sized trucks CA141 and CA142, and small Jettas. Of China's top 500 enterprises of 1992, the group ranked sixth in sales volume.

An advanced casting plant has been established to facilitate car assembly. The No. 2 Engine Plant, with its Chrysler equipment, has become the locomotive for light-truck and car development. In addition,



自动装配线 An automated assembly line

the structure of its products.

Thanks to technological innovation, the plant now produces 120,000 medium-load trucks per year, replacing the old Liberation models with new ones. In addition, it also produces light-duty trucks with an annual capacity of 60,000 units. This was achieved after merging with four smaller plants in Jilin and Changchun. On the premises of the old workshops, two car-assembly workshops have been erected to produce Red Flags and Audis. After forming a joint venture with

a series of parts-producing projects involving carburetors, wheels, radiators and gears, with German technology, have been launched. Their products are sold in China and also in over 20 countries and regions.

Through joint partnership and cooperation in the form of share holding and fusions, the group has successfully optimized product variety. Technological and research cooperation with other institutions have further consolidated the status of the group. Now it produces and transforms various

CHINA NO.1 AUTOMOBILE GROUP

奥迪轿车 Audi

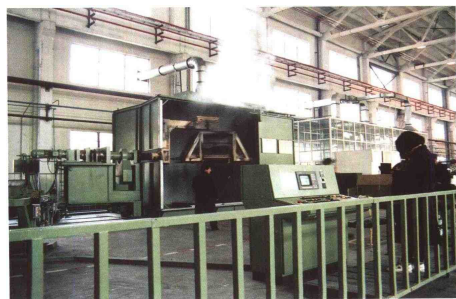


models of cars, buses and trucks, and their parts. It has extended its scope of business from production to research, supply, sales, finance and human resource development.

At present, the group has a membership of 263 enterprises, located in 27 provinces, municipalities and autonomous regions, with a total work force of 380,000. Its annual capacity is 300,000 units and 5 billion yuan worth of parts. The group's total industrial output stands at 35.06 billion yuan. The group boasts the nation's largest automobile research institute, a design institute for auto plants and a training system composed of a workers' university and several technical schools. With the help of modern equipment such as computers and telecommunications, the group consistently develops new products, raising the technological level of the group as a whole.

The group, under the direction of General Manager Geng Zhaojie, is further strengthening its competitiveness by means of a precise and efficiency-oriented management style. By the early 21st century, the No. 1 Automobile Group will be one of the top auto manufacturers in the world with a production capacity of over 1 million units per year.

奥迪焊接线 Audi welding line



引进的奥迪轿车仪表板生产线
Imported equipment for Audi panels production



检车台
A testing platform



车身装配线
An assembly line



箱式面包车
A Liberation van

老式红旗轿车
An old model Red Flag



捷达轿车
A Jetta



新式红旗轿车
A new model Red Flag



中型卡车
A medium-load truck



轻型卡车
A light truck



东风总经理：马跃
Ma Yao, general manager of the group

东风汽车集团（原名二汽集团）于1981年4月8日成立，是以东风汽车公司（原第二汽车制造厂）为核心，以汽车产品为主业，以资产、经营、生产和技术为主要联结纽带的跨部门、跨地区、跨行业的具有科研、开发、生产、销售、技术服务、信息、金融、房地产开发等多功能特大型企业集团。已被列为国家首批55家大型试点企业集团和股份制改造的单位之一。截止1993年底，东风集团拥有：

集团成员企业：332家，其中全资及控股子公司25家，参股企业45家，关联企业262家。职工35万人。成员企业分布于28个省、市、自治区。

固定资产（原值）：80亿元。主要设备8万台（套），其中包括生产自动线200条，并含有国际当代水平的铸

造、锻造自动线。

生产能力：中重型卡车30万辆，各类专用车、乘用车20万辆，汽车零部件年产值达50亿元。

技术力量：工程技术人员4万，汽车工程研究院1个，汽车研究所（含特种车）2个，产品开发部门100多个，工厂设计部2个（含有2个分院），现代化试车场1个，汽车学院、干部管理学院各一所，中德合办的技术学校及其他中专、技校30多所。并与美国的通用、福特、日本的丰田、法国的雷诺、德国的大众等400多家企业建立了技术交流和贸易往来，引进技术42项，利用外资4000万美元。

汽车产品：以东风汽车工程研究院为主导，集结一批成员企业的开发力量，形成了庞大的、门类齐全的产

东风 汽车 集团

DONGFENG AUTOMOBILE GROUP

东风卡车 Dongfeng trucks





品开发体系。现已开发中重型车基本车型12种，变型车133种，底盘83种，专用车、乘用车300种；汽、柴油发动机分别有4缸、6缸系列10多种。轿车有1.36~1.9升ZX型神龙富康系列品种。形成了中、重、轻、轿结合，汽油、柴油并举，客、货、改装齐全，多品种、宽型谱的东风产品系列。

东风汽车集团以“质量第一、用户第一”为宗旨，创造了东风系列名牌产品，名扬神州，誉满海外。在国内建立了北京、上海、武汉、广州、沈阳、西安等中心城市为依托的53个贸易分公司，与30个省、市、自治区建立了贸易关系，并在全国设立322个技术服务

站，形成了市场广阔的销售及技术服务网络。卡车销售量占全国65%以上。在国外，利用东风产品和东风集团具有独立外贸自主权的优势，把触角伸向东南亚、南北美及欧洲的广阔市场，行销60多个国家和地区。

东风汽车集团1993年汽车及零部件销售额达320亿元，实现利税30亿元，其中核心企业与紧密层企业的汽车产量23.8万辆，比上年增长20%；汽车销量23.4万辆，比上年增长24%；销售额183亿元，比上年增长85.6%；实现利税20亿元，比上年增长17%；利润14亿元，比上年增长19%；出口创汇1800万美元（仅东风汽车公司），不仅是国内机械

行业规模最大、经济实力最强的特大型企业集团，而且已成为世界最大的中型卡车生产集团之一。

目前，东风汽车集团正在贯彻落实国家产业政策，制订中长期发展规划。集团将用15年的时间建成年产汽车突破100万辆，年销售额超过2000亿元、年出口创汇3亿美元的具有国际竞争实力的汽车工业集团。

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东风卡车
Dongfeng truck

Dongfeng Automobile Group, originally known as No. 2 Automobile Manufacturers Group, was established on April 8, 1981.

Dongfeng Group is a large, multi-functional group with the former No. 2 Manufacturing Plant at its center.

Encompassing different sectors and regions focused on auto production, it is engaged in research, development, production, sales, technical service, information, finance and real estate.

Dongfeng Automobile Group is among the first batch of large enterprise groups selected by the state to test group management transformation and implement a shareholding system.

By the end of 1993, the Group boasted 332

Dongfeng Group has technological and business relations with more than 400 foreign companies such as General Motors and Cummins of the United States, Nissan and Honda of Japan, Citroen of France and Volkswagen of Germany. It has introduced 42 advanced technologies and made use of US\$40 million of foreign capital.

The Auto Engineering Research Institute, supported by member companies, has a strong development system for various products. It has developed 12 basic heavy-duty auto models, 133 models of varieties, 83 kinds of chassis, 300 kinds of special-purpose vehicles and passenger carriers and 10 kinds of four/six-cylinder gasoline/diesel engines. It also produces 1.36-

volume reached 18.3 billion yuan, an 85.6 percent increase over 1992. The profit taxes totalled 2 billion yuan, a 17 percent rise over 1992 and the profits were 1.4 billion yuan a 19 percent rise over the previous year. The Dongfeng Auto Co. alone earned US\$18 million through exports.

The group is not only the largest enterprise association of China's machine-building industry, but also one of the largest groups producing medium trucks in the world.

The group is implementing China's industrial policies and working out its 15-year development program -- an internationally competitive auto group capable of making more than 1 million automobiles with 200 billion yuan in annual sales and US\$300 million in export earnings.

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东风卡车 A Dongfeng truck

member companies in 28 provinces, autonomous regions and municipalities, including 25 fully-owned or holding companies, 45 partially-owned and 262 affiliated companies.

The group has a total of 350,000 employees, with 8 billion yuan of fixed assets (original value). Furthermore, the Group owns 80,000 sets of major equipment, including 200 production lines. Its casting and forging equipment meets the most advanced standard.

The group produces 300,000 medium/heavy duty trucks and 200,000 special-purpose vehicles and passenger carriers annually. The value of the auto parts produced amounts to 5 billion yuan each year.

The group, armed with 40,000 technicians and engineers, supports one auto engineering research institute, two auto research institutes and about 100 sections for product design and development and two design institutes attached to the plants.

In addition, there is a modern auto test ground, an auto college, a management training college and over 30 technical and vocational schools.

1.9-litre Citroen ZX series Volcanic cars.

The group's product series include a wide range of vehicles -- light/medium/heavy duty automobiles powered with gasoline or diesel engines and trucks.

The group's motto is "quality and consumer first." It has set up 53 branch trading companies in Beijing, Shanghai, Wuhan, Guangzhou, Shenyang and Xian. It has trade links with 30 provinces, municipalities and autonomous regions. Its 322 technical service centers throughout the country constitute an extensive network of sales and technical service.

The sales volume of trucks represents 65 percent of the domestic market. With the power to engage in foreign trade, the group has exported products to more than 60 countries and regions in Europe, Southeast Asia, and the Americas.

In 1993, the group's sales volume amounted to 32 billion yuan, with 3 billion yuan of profit tax. In 1993, its core and closely-linked enterprises produced 238,000 vehicles, an increase of 20 percent over 1992. About 234,000 autos were sold, an increase of 24 percent over the previous year and the sales

DONGFENG AUTOMOBILE GROUP