

致辞

不熟悉我们企业的朋友在初次见面时都会问我:西子联合是做什么的?这个问题还真不容易用三言两语说清楚。不过有一点是明确的:无论现在还是未来,我们的主业都是装备制造业。

装备制造业是国家的根基。美国、日本、德国等世界强国能拥有现在的国际地位,能经受金融危机的冲击而挺立不倒,和他们装备制造业的实力是分不开的。同样,我们中华民族的"伟大复兴"和"和平崛起"也需要有强大的装备制造业和一批世界级的装备制造企业作为坚实的后盾。

今天的西子已经有了一定的基础,有能力也有责任为中国装备制造业的振兴作出更多的贡献。为了实现这一使命,在战略方向上我们始终坚持"节能减排,西子先行",即把绿色节能环保作为产业发展的主导方向,相继开发了节能电梯及部件、节能锅炉、节能建筑等一大批节能减排产品和业务。除了产品创新,我们还在积极探索业务模式创新。例如杭锅集团已经从单一制造型企业向综合服务型企业转型。以西子联合大厦为样板,我们的节能服务公司还可以向客户提供节能建筑设计和改造的整体解决方案。

再先进的技术和产品都需要有可靠的品质作为保障。对于中国装备制造业来说, "从无到有"的问题已经基本解决,"以量取胜"的时代也已经过去,目前紧迫 任务是"从有到优",竞争的主流必定是"以质取胜"。加上西子联合的产品大 多属于这种设备,所以我们把提供高品质的产品和服务作为重要的社会责任。 为此,我们引进了美国联合技术公司的 ACE 管理和"金牌供应商"模式,从日本、 台湾等地聘请专家担任公司高管和顾问,还实施了"十二五"品质专项规划。 西子联合大学正在致力于"金牌车间主任"的培养。我们进入航空零部件制造 业的主要目的之一也正是学习借鉴航空产业的质量管理体系,进一步提升其他 业务产品和服务的品质。

总而言之,在我们看来节能减排和提升品质是一种责任,更是干载难逢的发展机遇,所以我们的使命和愿景是相辅相成的。西子联合在为客户、环境和整个社会创造价值、履行责任的同时,也将逐步实现走向世界、成就百年企业的愿景。

我真诚地希望有更多的朋友认识西子联合,也真诚地邀请志同道合的朋友和我 们一起加入振兴中国装备制造业的征途。

西子联合控股有限公司董事长

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Words from the Chairman

Many friends who do not know about XIZI UHC always ask me in our first meetings, what business is XIZI UHC in? Well, I feel it is difficult to give them a brief answer. However, there is one thing for sure. Our main business, no matter at present or in the future, is and will always be equipment manufacturing.

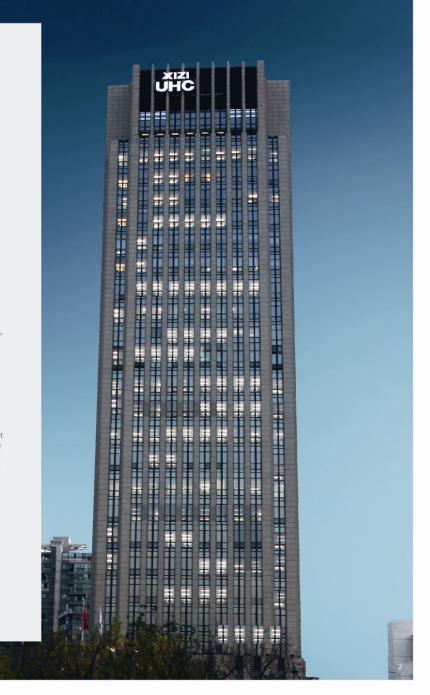
Equipment manufacturing is the foundation of a nation. World powers like the US, Japan, and Germany which have the leading international positions and which can stand against the impact of financial crisis, are largely attributed to their strength in equipment manufacturing. For us, the great rejuvenation and peaceful arising of China also require a powerful equipment manufacturing industry and a group of world class equipment manufacturing companies.

XIZI UHC has made some achievements so far. She has the responsibility and capability to make more contribution to the rejuvenation of China's equipment manufacturing industry. To realize our mission, XIZI UHC has made it a strategic priority to become a pioneer in energy conservation and emission reduction, which means that green, energy saving and environmentally friendly technologies are the company's development direction. Under this strategy, XIZI UHC has developed many energy saving and emission reducing products and businesses, including elevator and elevator components, boiler, building, etc. In addition to product innovation, we also actively explore innovations in business mode. For example, Hangzhou Boiler Group has successfully transformed itself from a simple manufacturing company to a comprehensive service-oriented company. Using XIZI UHC Building as the prototype, our energy conservation service company also offers clients with overall solutions for energy saving building design and reconstruction.

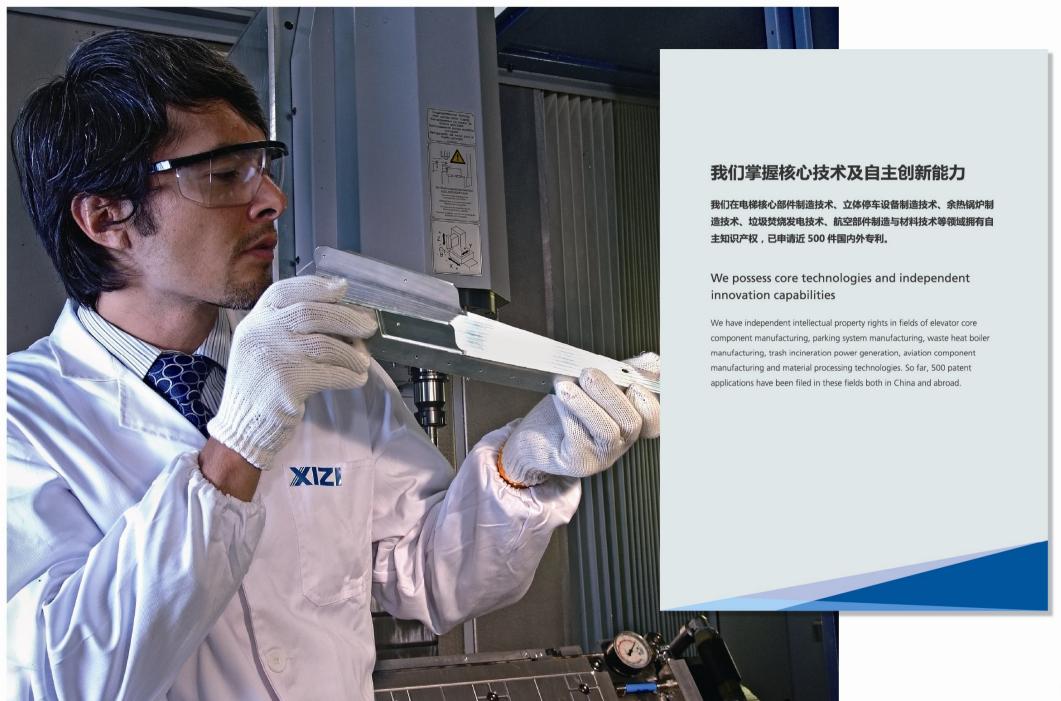
Any technology and product, no matter how advanced it is, must have a reliable quality. For China's equipment manufacturing industry, the issue of having nothing to having some has been solved, and the era favoring quantity has passed. The present urgent task is to move from having some to having something excellent. The mainstream competition will favor quality. Since XIZI UHC's main business is equipment manufacturing, we regard the supply of high quality product and service as our important social responsibility. Therefore, we introduced the ACE management and Gold Supply mode of UTC, invited experts from Japan and Taiwan to assume the role of high level company management and consultant, and carried out the special quality plan for the 12th 5-year period. XIZI UHC University is now working hard on the cultivation of Gold Workshop Directors. One of the main objectives of our entrance into aircraft part manufacturing industry is to learn the aviation industry's quality management system and apply it to the quality improvement of other products and services.

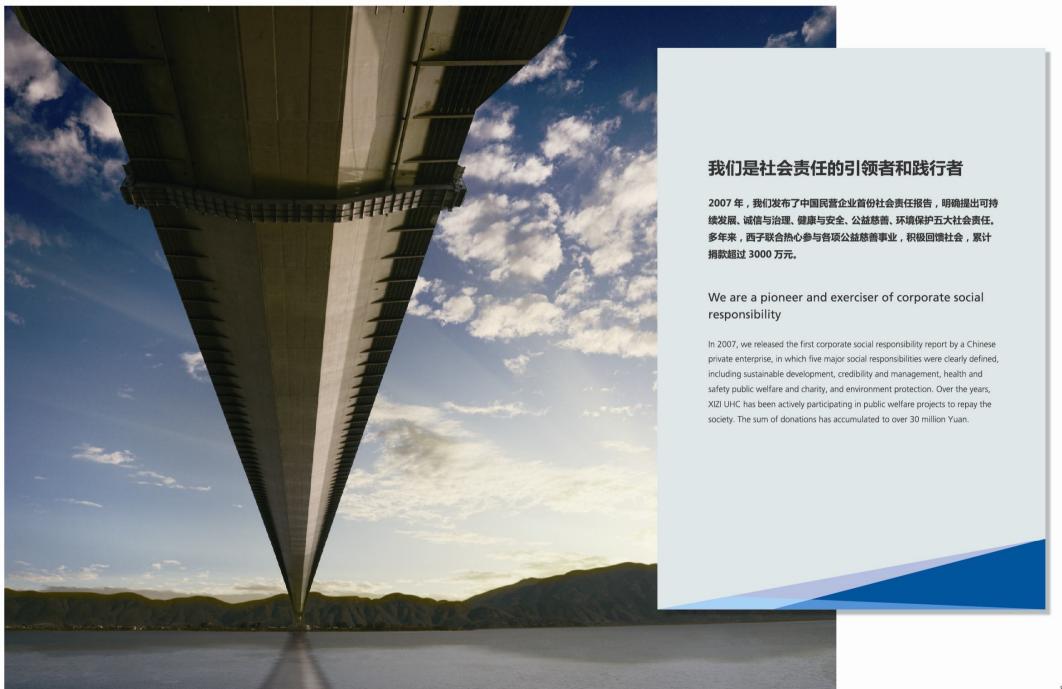
In short, we regard it not only a responsibility to save energy, reduce emission and improve quality, but also a very precious development opportunity. Our mission is in line with our vision. By creating values and fulfilling the responsibilities for our clients, the environment, and the whole society, XIZI UHC is marching toward the vision of becoming an international company and a long lasting company.

I sincerely hope that more friends can know about XIZI UHC, and I invite people who share the same goal to join us in the journey of propelling China's equipment manufacturing industry.

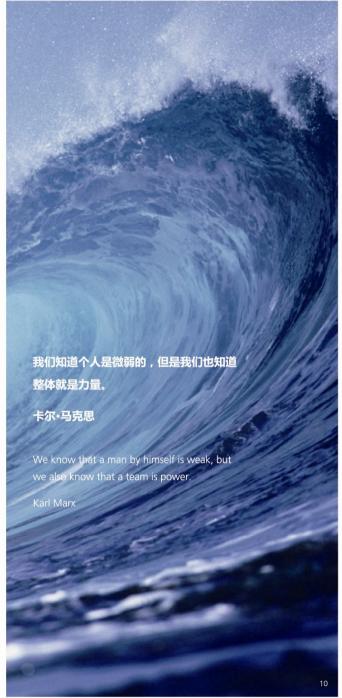


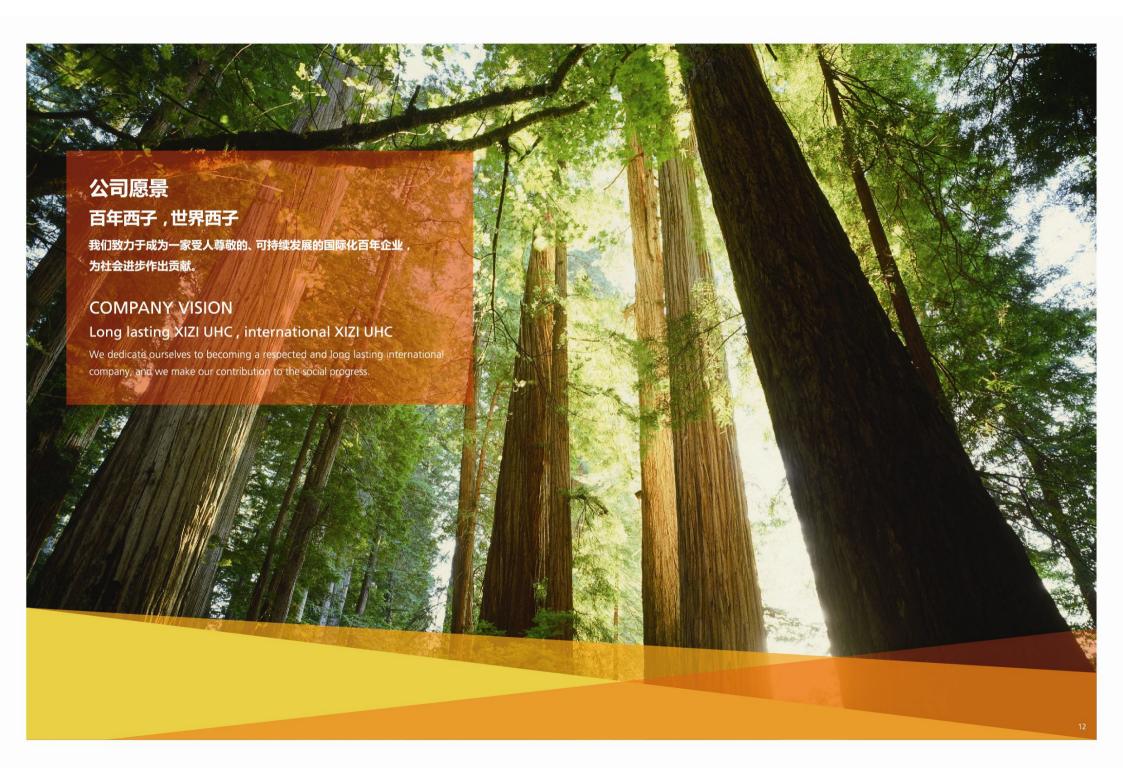












经营理念

BUSINESS CONCEPT

合作重于竞争

"合作重于竞争"是西子联合的核心理念与经营智慧。多年来,我们坚定不移地走合作共赢的发展道路,与众多优秀合作伙伴开展全方位、多形式的合资与合作,在合作中学习,在合作中提高,追求长期发展和互利共赢。我们相信,通过智慧的联合,团队的协作,将帮助我们实现优势互补,开创"百年西子、世界西子"的宏伟蓝图。

Cooperation outweighs competition

Cooperation outweighs competition is the core concept and wisdom of XIZI UHC. Over the years, we stick to the development road that is built on cooperation. By carrying out various forms of cooperation and setting up joint ventures with excellent partners, we keep learning new things and improving ourselves. We believe that through wise cooperation and teamwork, we can achieve long term development and win-win situation, and make true of great dream of building a long lasting XIZI UHC and an international XIZI UHC.



第一次500强合作 1997年3月12日,西子与美国奥的 斯电梯公司成功合资,揭开了西子与世界500强携手合作的序幕。

First cooperation with Top 500 Company
On March 12, 1997, XIZI UHC set up a joint
venture with OTIS Elevator of America, which
kicked off XIZI UHC's cooperation with top
500 companies.



第二次 500 强合作

2004年3月,西子与世界500强企业日本石川岛合资成立西子石川岛停车设备有限公司。

Second cooperation with Top 500 Company
In March 2004, XIZI UHC and Japanese IUK,
a top 500 company, set up a joint venture of
XIZI IUK Parking System Co., Ltd.



第三次 500 强合作

2011 年 3 月,西子与世界 500 强中航工业沈飞签署战略合作协议,双方在航空制造产业领域开展全面合作。

Third cooperation with Top 500 Company In March 2011, XIZI UHC signed strategic cooperation agreement with Shenyang Aircraft Factory under AVIC. The two parties will carry out comprehensive cooperation in both aviation manufacturing field.



公司价值观 COMPANY VALUES

合作:用心合作、主动分享、平等互利、追求共同成长。

开放:保持开放心态、兼容并蓄、注重多元文化融合、相互尊重、学习与沟通。

责任:诚实守信、忠诚敬业、尊重规则、勇于承担责任。

创新:锐意创新、拥抱变化、拼搏进取、富有激情、努力实现自身价值。

精益:高效务实、快速响应、强调绩效导向、对过程、细节精益求精、追求完美。

Cooperation: cooperate with true heart, share with others, equal and mutual benefiting, common growth.

Open: keep an open mind, be compatible, aware of diversified cultures, respect each other, learn and communicate.

Responsibility: honest and reliable, faithful and good occupational ethics, respect rules

and brave to take responsibility.

Innovation: keen to innovation, embrace changes, strive for progress, passionate, work hard to realize personal value.

Lean: efficient and practical, fast to respond, performance oriented, constantly make improvement in process and details, pursue perfection.

以人为本

以人为本是西子联合成功的关键要素。西子通过现代人力资源管理充分挖掘员工潜能、优化人才结构。同时,致力于为员工打造舒适便捷的工作环境。

PEOPLE ORIENTED

The concept of people oriented is the key element of XIZI UHC's success. XIZI UHC taps employees' potential and optimizes talent structure through human resource management. At the same time, it takes efforts to build a comfortable working atmosphere for employees.

西子首期人才公寓于 2010 年 12 月在江 干科技经济园正式交付,该项目建筑面积 48811 平方米,由五幢单体建筑组成, 共有 706 套 40-70 平米的住房,全部为 精装修公寓,包括西子外来员工在内的申 请人拿到了入住新居的"金钥匙"。另外, 为使更多的员工可以申请到住房,享受舒 适的生活环境,西子联合正在积极规划滨 江人才公寓和临安人才公寓。

The phase 1 XIZI Talent Apartment was handed over for use in Jianggan Science & Technology Economic Zone in December 2010. With a total construction area of 48,811 square meters, the project consists of 5 standalone buildings, accommodating 706 well-decorated apartments with an area from 40 to 70 square meters. Applicants who are migrant workers in Jianggan District including those working in XIZI UHC received apartment keys. In order to provide a comfortable living condition for more workers, XIZI UHC is actively planning the talent apartment projects in Binjiang and Lin' an.







可持续发展

我们立足长远,坚持走环境、资源、公司经营三者平衡 发展、和谐促进的道路。

诚信与治理

我们以诚信经营为前提,遵纪守法,恪守商业道德规范, 坚持公司经营公开透明,提升公司与股东价值,承担为 社会大众服务的责任。

健康与安全

我们将健康安全问题作为发展起点,保障员工人身安全 与职业健康。我们承诺提供高品质的产品和服务,以确 保客户的使用安全和人身健康。

公益慈善

我们满怀感恩之心,始终坚持回报社会的理念,热心参 加公益慈善事业,帮助弱势群体,奉献爱心。

环境保护

我们尊重自然,生产绿色环保产品,减少浪费和污染物 排放,通过实施积极的环境保护和恢复活动,承担保护 地球环境的责任。

Sustainable development

with a long-sighted vision, we stick to the development road which achieves a harmony and balance among environment, resource and company operation.

Credibility and management

With good business integrity as the principle, we abide by laws and business ethics, keep transparent of the company operation, increase company and shareholder value, and fulfill the duties to serve the public.

Health and safety

We always take the issue of health and safety as the basis of development. We spare no efforts to ensure the safety and occupational health of our employees, and we promise to provide high quality products and services to safeguard our clients' safety and health.

Public welfare and charity

With deep gratitude toward society, we always remember to return to the society by actively participating in public welfare and charity projects, helping people in need, and extending our love to the society.

Environment protection

We respect the nature, develop products that are green and environmentally friendly, reduce waste and emission of contaminating materials, and actively fulfill our obligation of environment protection through all kinds of protection and recovering activities.



2010年3月12日,西子绿色节能产业基地开工典礼在西子重工海宁新工厂举行,并开展植树活动,播种绿色,放飞希望。

On March 12, 2010, the commencement ceremony for XIZI green and energy saving industry base was held in the new factory of XIZI Heavy Industry in Haining. Trees were planted on the day, as a symbol of sowing the seed of green hope.



2007 年 6 月,国际劳工组织总干事索马维亚与王水福董事长在第 96 届世界劳工大会会场合影。

In June 2007, Chairman Wang Shuifu attended the 96th World Labor Conference and met with Mr. Juan Somavia, Director-General of International Labor Organization



2004 年 7 月,王水福董事长参与杭州市孤儿基金会成立十周年《关 爱大地的孩子》行动。

In July 2004, Chairman Wang Shuifu attended the 10th anniversary activity of Hangzhou Orphan Fund.



2008 年 5 月,王水福董事长作为 2008 北京奥运火炬传递杭州站第 32 号火炬手传递圣火。

On May 18, 2008, Chairman Wang Shuifu participated in the 2008 Beijing Olympic Torch Relay in Hangzhou as the No.32 torch bearer.



2010 年 7 月,西子奥的斯"绿色中国行"全国巡展活动在北京正式 启动,以巡展巴士搭载全套绿色建筑交通解决方案进行流动展示,引 领绿色节能与低碳生活理念。

In July 2010, Green XIZI OTIS Green China national tour kicked off in Beijing. It promoted the concept of green and low carbon life through green building transportation solutions exhibited on the bus.



2004 年 5 月,陈夏鑫总裁参加杭州首次"光明行动"暨结对帮扶签约仪式。

In May 2004, President Chen Xiaxin attended signing ceremony of the first one-help-one Brightness Activity in Hangzhou.



2008 年 5 月,汶川大地震发生之后,西子联合第一时间组织捐款近270万元。

In May 2008, right after the Wenchuan earthquake, XIZI UHC donated RMB2.7 million in the first place.



2007 年, 西子联合志愿者服务站成立, 先后开展了无偿献血、赈灾 义卖、敬老爱幼、扶贫帮困和社区义务劳动等多种形式的志愿者活动。

In 2007, XIZI UHC Volunteer Station was established. It has carried out various kinds of volunteer activities including voluntary blood donation, fundraising sale for disaster relief, caring for aged and young people, helping people in poverty and need, voluntary work for communities.







APHES 220H

2004 雅典奥运会

西子奥的斯为雅典奥运会特别订制。 会XOPE会需天事型公交自动转换

2004 Athens Olympic Game

XIZI OTIS provided 4 tailor-made XOPI outdoor heavy public transportation esca lators for Athens Olympic Games.





2008 北京奥运会

西子奥的斯为北京奥运会 697 台电 扶梯设备提供安全保障和维护保养。

2008 Beijing Olympic Games

XIZI OTIS provided safety and maintenance service for 697 elevators and escalators used in Beijing Olympic Games.





2010 上海世博会

西子奥的斯成功服务上海世博会日本产业馆、委内瑞拉波利瓦尔共和国馆。

2010 Shanghai World Expo

XIZI OTIS successful served Japanese Industry Pavilion and Bolivarian Republic of Venezuela Pavilion in Shanghai World Expo.





2011 广州亚运会

西子奥的斯成功服务广州亚运会,为 亚运公建项目提供 200 多台电扶梯和 运营保障服务。

2011 Guangzhou Asian Games

XIZI OTIS provided over 200 elevators and escalators for public construction projects of the Asian Games and ensured their safe

西子奥的斯服务国际性赛事盛会

作为节能电梯领域的引领者,西子奥的斯着力打造绿色电梯产业链,为客户创造最大价值,公司生产的电梯及自动扶梯产品已远销全球60多个国家。

凭借着可靠的品质、先进的技术和完善的售后服务, 西子 奥的斯赢得了客户的广泛认同与尊重,并多次为重大交通 枢纽工程和国际性赛事盛会提供电梯产品和维保服务。

XIZI OTIS serves international events

As a leader in energy saving elevator field, XIZI OTIS dedicates itself to building a green elevator industry chain and creating maximum value for clients. Its elevator and escalator products have been sold to more than 60 countries worldwide.

With reliable product quality, advanced technology and complete after-sales service, XIZI OTIS has won wide recognition and respect from clients. It has provided elevator products and maintenance services for major transportation hub projects and international events.

电梯部件

中国专业的电梯部件供应商 电梯部件中国第一

ELEVATOR COMPONENT

Specialized elevator component supplier in China No.1 in Chinese elevator component market

核心部件

门机、曳引机、控制系统和人机界面、轿厢装潢和 LED 轿厢照明

Core components

Door motor, traction machine, control system and human-machine interface, car decoration and LED car lighting



Door motor



曳引机 Traction machine



轿厢装潢 Car decoration

LED轿厢照明 LED car lighting



人机界面 Human machine interface 控制系统 Control system





门机

西子孚信是中国最专业的门系统制作基地,目前全国每 4 台电梯中就有一台应用到西子孚信的门机产品。

Door motor

XIZI Trust Tech is the most specialized door motor manufacturing base in China. At present, one out of every 4 elevators in China uses its door motor product.



曳引机

2009 年, 西子富沃德成功研发国内首创 7m/s 高速电梯主 机,打破了国外超高速电梯曳引机对国内高速电梯市场的 垄断。

Traction machine

In 2009, XIZI Forvorda successfully developed the first domestic 7m/s high speed elevator traction machine, ending foreign company's monopoly of high speed elevator traction machines in Chinese high speed elevator market.



控制系统和人机界面

西子优迈主要从事电梯控制系统和人机界面的开发制造,其 开发设计的两款新型电梯召唤盒荣获 2009 年度德国 IF 设计 大奖。

Control system and human machine interface

XIZI Optimax is specialized in the development and manufacturing of elevator control system and human machine interface. Its two elevator calling boxes won the 2009 German IF Design Award.



轿厢装潢

西子孚信装潢主要从事电梯轿厢内的装饰,拥有40多项外 观设计专利,精湛工艺,个性化设计,引领行业潮流。

Car decoration

XIZI Trust Tech is specialized in elevator car interior decoration. It has more than 40 design patents, exquisite processing technologies, and individualized design, enabling it to lead the industry trend.





余热锅炉

杭锅集团是中国最大的余热锅炉研究、开发和制造基地深交所中小板上市公司(股票代码:002534)

WASTE HEAT BOILER

Hangzhou Boiler Group is the largest base for the research, development and manufacturing of waste heat boilers in China

It is listed in the SME Board of Shenzhen Stock Exchange (stock code 002534)



柬埔寨 KCC 水泥余热电厂项目

CAMBODIA

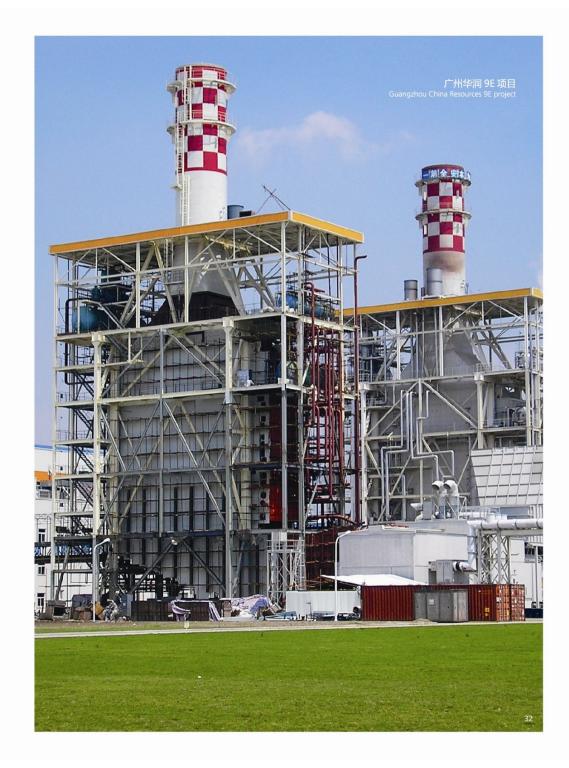
KCC cement waste heat power plant project

印度 ESSAR 9E 项目

INDIA ESSAR 9E project 泰国 PPPC CFB 锅炉岛项目

THAILAND PPPC CFB boiler island project 越南 VKPC CFB 锅炉岛项目

VIETNAM VKPC CFB boiler island project



联合工程

专业从事电力、机械项目咨询设计及工程总承包

UNITED ENGINEERING

Specialized in consultancy, design and engineering general contract of power and mechanical projects



国内首创双压干熄焦余热发电 EPC 总包项目

ANYANG STEEL

Double pressure dry-extinguishing coke waste heat. power generation EPC project in Anyang Steel, first such project in China



邯郸钢铁

国内首创双压双通道烧结环冷机余热发电 EPC 总包项目

HANDAN STEEL

Double pressure double channel sintering circular-cooler waste heat power generation EPC in Handan Steel, first such project in China



中天钢铁

低温余热利用发电工程项目

ZHONGTIAN STEEL

Low temperature waste heat power generation project in Zhongtian Steel



泰国 PPPC 公司

CFB 生物质发电锅炉岛项目

PPPC COMPANY

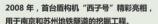
CFB biomass power generation boiler island project of PPPC company in Thailand

盾构机

中国领先的盾构整机制造商

TUNNEL SHIELD MACHINE

A leading manufacturer of tunnel shield machine in China



In 2008, its first tunnel shield machine named XIZI was completed construction and was used in the subway construction in Nanjing and Suzhou.



汽轮机

青岛捷能汽轮机集团是西子联合 的战略合作伙伴,它是中国最大 的热电联产汽轮机供应商,中小 型汽轮机市场占有率中国第一。

STEAM TURBINE

Qingdao Jieneng Steam Turbine Group is a strategic partner of XIZI UHC. It is the largest supplier of combined heat and power generation steam turbines in China, and holds the biggest market share of small and medium steam turbines.







中国 C919 大型客机

我们为中国 C919 大型客机提供 APU 舱门和 RAT 舱门。APU 舱门是进入飞机辅助动力装置(APU)机舱的通道,该门设计采用国际先进的碳纤维PMI泡沫夹芯复材结构,涉及多项国际先进复合材料制造技术。RAT舱门的作用是对飞机应急发电机(RAT)进行保护并支撑其工作。

CHINA C919 JUMBO JET

We supply APU door and RAT door for China C919 jumbo jet. APU door leads to the auxiliary power unit of the airplane. The door uses internationally advanced carbon fiber PMI foam sandwich composites structure, involving multiple advanced composite material processing technologies. The RAT door protects and supports the operation of the aircraft's emergency electrical generator.



赛斯纳 L162 飞机

我们提供了美国赛斯纳 L162 飞机 80% 的机加零件、100% 的复合材料零件和 100% 的部件装配服务。

CESSNA L162 AIRCRAFT

We supply 80% machining parts, 100% composite parts and 100% assembling service for the American Cessna L162 aircraft.



波音 B737-NG 客机

我们成功试制美国波音 B737-NG 客机两个双曲面簿壁肋板零件,并通过上飞首件检验。

BOEING B737-NG PASSENGER AIRCRAFT

We successfully developed two hyperboloid thin rib parts for trial production, which passed the first article inspection by Shanghai Aircraft Factory.









商贸

百大集团秉承"创业、诚信、专业、共赢"的核心价值观,以商业地产为核心业务, 以商贸运营和酒店连锁为延伸业务,以金融投资为支持业务,造就最具成长性的现 代服务业集团。

上海证券交易所上市公司(股票代码:600865)

COMMERCE

Holding to the core values of enterprising spirit, credibility, professionalism, and mutual benefiting, Baida Group strives to become a fast growing modern service group that puts commercial property development as the core business, retail and hotel operation as the derived business, and financial investment as the supporting business.

Listed in Shanghai Stock Exchange (stock code: 600865)

房产

西子房产成立于 1995 年,是一家以住宅地产、商业综合体、工业地产和项目代建 为主营业务的大型综合房产集团。依托控股公司的国际化管理背景和雄厚的资金后 盾。西子房产与绿城房产、金都房产、金成房产、宋都房产等优秀房企进行深入合作, 开发了郁金香岸、锦兰公寓、青山湖玫瑰园、西溪海、大奇山郡、籣园等精品项目, 取得了较好的业绩和社会影响力。

PROPERTY DEVELOPMENT

Founded in 1995, XIZI Real Estate is a large comprehensive property development group with residence property, commercial complex, industrial property and project construction agency as the main businesses. With the support of international management experience and strong financial strength, XIZI Real Estate has been carrying out deep cooperation with excellent real estate companies including Green Town, Jindu, Jincheng, and Songdu to develop classical property projects such as Tulip Bank, Orchid Apartment, Qingshan Lake Rose Garden, Xixi Sea, Daqishan County, and Lan Garden, which have achieved good sales and public recognition.

金融

西子金融致力于成为专业的金融中介服务提供商。自 2004 年成立以来, 西子金融已成功入股民生人寿、浙南银行、浙南证券、杭州工商信托、贝因美等公司。

FINANCE

XIZI Finance dedicates itself to becoming a specialized financial intermediation service provider. Since the establishment in 2004, XIZI Finance has successfully acquire shares in Minsheng Life Insurance, Zheshang Bank, Zheshang Securities, Hangzhou Trust, Beingmate, and so on.

事业分布

近年来,西子联合积极推进全国性业务布局,以杭州、上海为营运中心,先后在成都、沈阳、 天津、青岛、新疆建立起多个重要生产基地和区域中心。

同时,西子联合积极进军国际市场,主要产品销往欧美、俄罗斯、日本、东南亚、中东、 非洲等100多个国家和地区,"XIZI"西子商标实现了在全球55个主要国家的注册。

BUSINESS LAYOUT

In recent years, XIZI UHC has been actively march forward the course of building a nation wide business layout. With Hangzhou and Shanghai as the operation centers, it has established manufacturing bases and regional centers in a bunch of cities including Chengdu, Shenyang, Tianjin, Qingdao, and Xinjiang.

At the same time, XIZI UHC works hard to explore the international market. The products are sold to more than 100 countries and regions in Europe, America, South-East Asia, Middle East, and Africa. And XIZI brand has been registered in major 55 countries in the world.

走向世界

MOVING FOWARD TO THE WORLD



卓越品质

"品质是和平占领市场的最有效武器。"

西子联合坚持最严格的质量标准,遵循科学严谨的检验程序,确保我们每一件产品都达到行业最高品质标准。多年的努力,使西子联合的品质管理一直处于行业领先水平,达到并超过众多世界 500 强公司的全球最高采购标准。

2008 年,西子联合进入航空制造领域以来,吸引与借鉴航空品质管理标准的先进经验,并将其在装备制造领域推广深化,提出了实现"航空品质标准"的更高追求。目前,西子联合品质管理由最高决策委员会统一直接领导,通过在品质管理领域加大投资,持续提高产品质量,始终追求卓越。

EXCELLENT QUALITY

"Quality is the most effective weapon to seize the market peacefully."

XIZI UHC holds to the most stringent quality standard and applies scientific inspection rules to ensure that each and every product reaches the highest quality standard in the industry. Years of hard work strengthens XIZI UHC's leading position of quality management in the industry, which meets and even exceeds the highest global resource purchase standard of many top 500 companies.

Since its entry into the aviation manufacturing area in 2008, XIZI UHC has absorbed and brought the advanced practices of aviation quality management system into its equipment manufacturing, with the goal of reaching aviation quality standard. Presently the quality management work is under the direct leadership of the company's top steering committee. By putting more investments in quality management, XIZI UHC will constantly improve product quality and never stop seeking excellence.



西子联合质量控制目标

XIZI UHC QUALITY CONTROL OBJECTIVES

1	质量 Quality	质量缺陷控制目标 ≤ 250 PPM	连续12个月内 Maintain for 12 months	XIZI UHC
2	交货期 On time delivery	99.5% 符合交付要求 99.5% OTD	连续12个月内 Maintain for 12 months	XIZI UHC
3	客户满意度 Customer Satisfaction	客户满意度≥ 6.0 分 Customer Satisfaction > 6	总体绩效 Overall performance 产品质量 Product quality 业务便捷性 Business convenience 成本竞争力 Cost competitiveness	对客户的反应 Response 准时交付率 On time delivery 对客户的支持 Support and service 灵活性 Business flexibility
4	精益评估 Lean Process Evaluation	精益评估分数 ≥ 350(MFG) Lean Performance Score > 350 (MFG)	标准化工作 Operation standardization 产品质量 Product quality 过程认证 Process certification 持续改进 Continuous improvement 5S TPM RRCA	准备工时的减少 Setup reduction 世界级工厂 20 principles 20个原则 of world class mfg 价值流图析 VSM

附:岭澳核电 LIN'AO NUCLEAR POWER PLANT PROJECT

杭锅集团为岭澳核电站 1 期 1000MW 级核电项目成功制造了常规岛高压加热器、伍压加热器、冷凝器、除氧器等设备,总重近4000吨,产品被原国家计委、科技部、财政部等部门评为国家"九五"科技攻关重大科技成果。该产品无故障使用超过 10 年,经受住了核工业严苛的质量要求,为杭锅进一步提高整体质量水平,成功进入核工业领域奠定了基础。

Hangshou Beller Group supplied equipments for Lin'an nuclear plant's pare one 1000MW nuclear power project. Including conventional island high pressure heater, low pressure heater, low pressure heater, to have read deserator, with a total weight of almost 4,000 ton. The products were selected 9th five-year national major scientific and technological fruits by the former State Planning Commission, Ministry of Science and Technology, and Ministry of Finance. They have been in service for 10 years without any problem. By meeting the nuclear power industry's stringent quality standard, Hangzhou Boiler Group improves its overall quality standard and lays a good foundation for entering the nuclear industry.

精益制造

从与国际公司合资合作过程中,西子联合学习了先进制造技术与管理理念,并在长期实践经验的基础上,结合自身特点,开发并创新了西子专有的质量管理办法:LTS—Lead to Success—迈向成功。LTS 精益管理方法强调将客户导向、价值流动、品质为先、持续改进作为连续的过程,在保证产品质量的同时,实现价值的创造。

通过实施 LTS 精益管理方法, 西子联合提升了精益生产和柔性制造能力, 极大地发掘了生产潜能, 优化了现场管理,提升了工作效率, 高效先进的管理手段同时也为产品品质提供了可靠保障。今天, 精益思想已经深入每一位西子人的心里, 作为公司最为重要的战略能力, 精益制造为西子联合的快速发展提供了重要的战略支撑和收益保障。



LEAN PRODUCTION

XIZI UHC has learned advanced manufacturing technologies and management concepts from its cooperation with international companies. By integrating those to its own features, XIZI UHC developed a unique quality management method named LTS, i.e. Lead to Success. The LTS method stresses a continuous process of customer orientation, value flow, quality first and continuous improvement. It aims to create values at the same time of ensuring product quality.

By implementing LTS method, XIZI UHC successfully improved its lean production and flexible manufacturing capabilities, tapped production potentials, optimized on-site management and increased work efficiency. The efficient and advanced management measures also ensured the reliability of product quality. Now lean production concept has been deeply rooted in every XIZI UHC employee, and has become the company's most important strategic strength. Lean production gives important strategic support and ensures good income for XIZI UHC's fast growth.







附:西子富沃德的环形流水线

西子富沃德是国内最大的永磁同步无齿轮曳引机制造基地,拥有中国第一条自主开发的主机生产流水线,年产量可达80,000台以上。

该环形流水线实现了曳引机装配的半自动化,采用动力线、拉动式装配, 有利于标准化作业,深化了精益生产,提高了效率。与传统生产线比较, 新线装配工人减少了50%,而生产效率提高了200%。

XIZI FORVORDA RING SHAPE PRODUCTION LINE

XIZI Forvorda is the largest manufacturing base of permanent magnetic synchronized gearless traction machine in China. It has China's first independently developed traction machine production line, with an annual capacity of 80,000 units.

The ring shape production line realizes semi-automatic assembly of traction machines, using power line and pulling assembly, which is good for operation standardization, lean production and efficiency increase. Compared with convention production lines, the new line cuts off 50% workers, while increases the work efficiency by 200%.



技术创新

"技术创新是企业发展的强大引擎,是成就百年西子的重要基石。"

我们强调自主研发创新,致力于向客户提供创新、可靠的产品和解决方案。关注客户需求,将"领先于客户满意"作为我们技术应用的起点,主动思考如何更好地为客户创造附加价值。为此,我们成立了多个国家级实验室和检测中心,研发覆盖了电梯、电梯部件、电子系统、立体车库、余热锅炉、航空部件等领域。

在强调产品应用创新的同时,我们关注前沿技术的发展趋势,通过与知名高校展开紧密合作,有效加快我们的创新步伐,实现知识和技能的互补。2010年,浙江大学西子研究院成立,主要在飞机零部件制造、复合材料、节能与智能建筑、高端机电设备和管理输出等专业领域开展研究。

人,是一切创造力的原点。我们鼓励创新,在公司内部努力营造拥抱革新、鼓励尝试、积极进取的 工作氛围,让西子联合成为蕴育创新的土壤。

TECHNICAL INNOVATION

"Technical innovation is the powerful engine of company development and the important cornerstone to build a long-lasting XIZI UHC."

We emphasize independent research and innovation, and provide innovative reliable product and solution to our clients. We pay attention to the needs of clients, which is the start point of our technology applications, and we take initiatives in thinking how to create additional values for our clients. Therefore, we established several state level laboratories and testing centers, and our research covers elevator, elevator component, electronic system, parking system, waste heat boiler, aviation parts, and so on.

When emphasizing innovation in product application, we also follow closely the technological development trend. By carrying out close cooperation with famous universities, we accelerate the process of innovation and the complementarity of knowledge and skill. In 2010, XIZI Research Institute of Zhejiang University was established, which carries out research work in areas of aircraft component manufacturing, composite material, energy saving and intelligent building, high-end electromechanical equipment and management output.

Human being is the origin of all kinds of creativity. We encourage innovation and are working hard to build a working atmosphere that embraces innovation, experimentation and enterprising. XIZI UHC strives to become the cradle of innovations.

院校合作 COOPERATION WITH UNIVERSITIES



曳引机项目 Traction machine



风力发电项目 Wind power



生物质循环流化床 Biomass circulating fluidized bed



煤粉加压气化炉 Pressurized coal gasification boiler



航空关键铆接项目 Key aviation rivet jointing



太阳能坝E Solar power









绿色节能

关注我们生存的地球,应对环境与气候挑战,是人类社会面临的共同课题。

作为一家装备制造公司,我们将绿色节能技术的产品开发置于公司发展战略的首位。 坚持绿色节能导向的技术创新,在技术开发中强调解决方案的可持续性和节能降耗的需求,是我们发展绿色技术的动力所在。

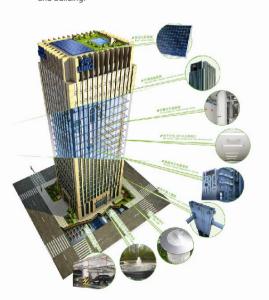
我们努力探索设计制造过程中更具可持续性的替代材料和先进技术,坚持走节能减排之路,成功开发多种创新型绿色节能产品,涵盖节能电梯及部件、节能锅炉、节能建筑等多个领域。

ENERGY CONSERVATION

It is a common task of all human beings to protect the earth and cope with environmental and climate challenges.

As an equipment manufacturing company, we put the development of green and energy saving products to the top of our company strategy. By holding to energy conservation oriented technical innovations, we value sustainability and energy conservation in our technology development, which is the motive of our efforts in green technologies.

In the process of design and manufacturing, we work hard to explore alternative materials and advanced technologies that are more sustainable and more energy saving. We have successfully developed new energy saving products which are used in elevator, elevator component, boiler, and building.



西子联合大厦率先采用太阳能发电系统、中水回用技术、外墙保温系统、全热交换空调系统、冰蓄冷 VAV 变风量低温送风系统、蓄电池系统等多项高效节能再生技术,使大厦的综合节能率达到了65%以上,被建设部和美国能源基金会评为"绿色建筑和低能耗建筑十佳设计项目"。

XIZI UHC Building adopts various highly efficient energy saving and regenerative technologies including solar power generation, reclaimed water usage, exterior wall heat preservation, full heat exchange air conditioning, ice storage variable air volume low temperature air supply, and battery system. The total energy saving rate of the building reaches over 65%, and it is awarded Best Ten Green Building and Low Energy Consumption Design Project by Ministry of Construction and America Energy Fund.



锐进能源再生电梯

西子奧的斯推出的 Regen 能源再生电梯,实现了电梯从节能向造能的 革命性转变,最高节能可达 70%。

Regen Energy Regenerative Elevator

The Regen energy regenerative elevator developed by XIZI OTIS has achieved revolutionary transform of elevators from energy saving to energy regeneration. The energy saving rate can reach up to 70%.



永磁同步无齿轮曳引机

西子富沃德生产的电梯电机综合节能可达 40%,油田电机综合节能可 法 35%

Permanent Magnetic Synchronized Gearless Machine

The elevator machine produced by XIZI Forvorda can save energy by 40%, and the oil field motor can save energy by 35%.



能源回馈控制系统

西子优迈推出的 GPF-GC 新型电梯控制系统综合节电率达 40%。

nergy Feedback Control System

The GPF-GC elevator control system developed by XIZI Optimax can save energy by 40%.



LED 照明产品

西子光电 LED 产品具有照明节电、环保、长寿命的优势。

LED Lights

The LED products of XIZI OPTO feature at energy saving, environmental friendly and long product life.



塔式立体车库

西子石川岛生产的塔式立体车库能有效解决城市停车难题,极大节约土 地资源。

Tower Parking System

The tower parking system produced by XIZI IUK can effectively solve the parking problem in cities and can save land substantially.



余热锅炉

杭锅累计生产1000多套节能环保型余热锅炉,每年可节约标准煤3000万吨,年发电总量与三峡电站的年发电量基本相当。

Waste Heat Recovery Boile

langzhou Boiler Group has produced more than 1,000 sets of waste heat recovery toilers, which can save 30 million tons of standard coal a year, almost equaling the early electric power generated by the Three Gorges Power Station.



垃圾焚烧锅炉

杭锅累计生产100 多台垃圾焚烧炉,每年可处理垃圾700 多万吨,减少垃圾1000 多万立方米。

Refuse Incineration Boiler

Hangzhou Boiler Group has produced more than 100 refuse incineration boilers, capable of processing over 70 million tons of waste, reducing 10 million cubic meters of waste.

领导关怀

西子联合的成长和发展一直得到各级党委和政府的热情关怀和大力支持。多年来,党和国家 领导人先后视察西子联合,对公司在装备制造和节能减排领域的努力给予充分肯定,这对西 子联合是巨大的鼓舞和鞭策。

CARE FROM LEADERS

XIZI UHC has been enjoying great care and support from governments. Over the years, Party and State leaders have paid frequent visits to XIZI UHC, and gave high praise on XIZI UHC's efforts in equipment manufacturing and energy conservation and emission reduction. These are enormous encouragement for XIZI UHC.



2007 年 7 月 28 日,胡锦涛总书记视察西子联合,对西子坚持将节能降 耗理念贯穿产品设计和生产过程的做法十分满意。

On July 28, 2007, CPC General Secretary Hu Jintao visited XIZI UHC, and was very satisfied at XIZI UHC's practice of implementing energy conservation concept in the whole process from product design to manufacturing.



2010年6月25日,温家宝总理视察西子联合,并勉励公司"多出第一,勇创第一,还要保持第一"。

On June 25, 2010, Prime Minister Wen Jiabao visited XIZI UHC and encouraged the company to have more No.1s and keep the leading positions in industries.



2009 年 4 月 26 日,江泽民同志视察杭锅集团,鼓励公司要继续做好高效节能减排产品,打造技术先进的重大装备制造业基地。

On April 26, 2009, Mr. Jiang Zeming visited Hangzhou Boiler Group and encouraged the company to continue producing highly efficient energy conserving and emission reducing products, and to build Hangzhou Boiler Group into a technologically advanced manufacturing base for major equipments.



2009年3月31日,国务院副总理张德江视察西子联合,并题词"节能减排,西子先行"。

On March 31 2009, Vice Prime Minister Zhang Dejiang visited XIZI UHC and wrote down that XIZI UHC is a pioneer in energy conservation and emission reduction.

企业荣誉

COMPANY HONORS

时间/YEAR	所获荣誉 AWARD NAME	颁发机构 AWARDED BY
1998	浙江省名牌产品、浙江省著名商标 Zhejiang Famous Brand, Zhejiang Famous Trademark	浙江省政府 Zhejiang Provincial Government
2000	国家级火炬计划重点高新技术企业 Key High-Tech Enterprise of State Torch Plan	国家科学技术部 Ministry of Science and Technology
2000	王水福同志被评为全国劳动模范 Chairman Wang Shuifu awarded National Model Worker	
2001	全国民营企业500强第99位 No.99 of Top 500 Private Chinese Enterprises	
2001	陈夏鑫总裁被评为浙江省十大杰出青年 President Chen Xiaxin awarded Ten Outstanding Young People Prize of Zhejiang	
2003	国家高技能人才培训基地 National High-Skill Talent Training Base	国家劳动和社会保障部 Ministry of Labor and Social Security . PRC
2003	全国质量效益型先进企业 National Advanced Enterprise in Quality and Profitability	中国质量协会 China Association for Quality
2004	全国守合同重信用企业 National Good Credibility Enterprise	国家工商行政管理总局 State Administration of Industry and Commerce
2004	中国民营企业竞争力50强 Top 50 Most Competitive Private Companies	中国社会科学院 China Academy of Social Sciences
2005	中国信息化500强 Top 500 Companies in Information Technology	CECA国家信息化测评中心 CECA National Information Evaluation Center
2006	中国最佳诚信企业 China Most Credible Enterprise	中国企业联合会 Chinese Enterprise Confederation
2006 陈夏鑫总裁被评为 "第三届中国优秀民营企业家" President Chen Xlaxin awarded The Third China Excellent Private Entrepreneur		
2006	浙江省百强企业、浙江省纳税百强企业、浙江省制造业百强企业 Top 100 Enterprise in Zhejiang: Top 100 Enterprise in Zhejiang in Taxation; Top 100 Manufacturing Enterprise in Zhejiang	浙江省政府 Zhejiang Provincial Government
2006	浙江省"最具社会责任感企业" The Most Responsible Enterprise in Zhejiang	
2007	中国纳税企业500强 Top 500 Chinese Enterprise in Taxation	国家税务总局 State Administration of Taxation
2008	"XIZI" 商标认定为中国驰名商标 XIZI brand certified as Chinese Famous Brand	
2009	王水福董事长被评为中国特色社会主义事业优秀建设者 Chairman Wang Shuffu awarded Excellent Builder for the Socialist Cause with Chinese Characteristics	
2009	浙江省工业行业龙头骨干企业 Zhejiang Provincial Leading Industrial Enterprise	浙江省政府 Zhejiang Provincial Government
2007-2009	中国机械500强 Top 500 Machinery Enterprise	中国机械工业企业管理协会 China Machinery Enterprise Management Association
2006-2009	中国民营企业500强 China Federation of Industry and Commerce	中华全国工商业联合会 All China Federation of Industry and Commerce
2008-2010	中国制造业企业500强 Top 500 Chinese Manufacturing Enterprise	中国企业联合会 China Enterprise Confederation
2009-2010	中国企业500强	中国企业联合会

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附录:西子联合大事记

• 1981 年 7 月	花园农机厂注册成立"杭州西子电梯厂"。	
• 1981年5月	西子第一台手拉交栅门货梯安装于浙江省土特产公司。	
• 1983 年 6 月	西子第一台 KT05-XPM 载客电梯安装于郑州红光纸箱厂。	
• 1989年9月	西子第一台自动扶梯安装于杭州百货大楼。	
• 1993年3月	西子第一台电梯运往越南。	
• 1994年10月	浙江西子电梯集团公司成立。	
• 1995 年	浙江西子房地产开发有限公司成立。	
• 1996年	杭州西子立体车库有限公司成立。并成功试制西子第一台立体车库。	
• 1997年3月	西子与全球第一的美国奥的斯电梯公司成功合资,揭开了西子与世界500强携手合作的序幕。	
• 1999年8月	成立西子电梯集团有限公司。	
• 2001年12月	杭州西子孚信科技有限公司成立。	
• 2002年	投资成立杭州西子典当有限公司和杭州西子担保有限公司。	
• 2003年3月	西子联合控股有限公司成立。杭锅集团加盟西子。	
• 2004年3月	西子联合与日本石川岛合资成立西子石川岛停车设备有限公司。	
• 2004年5月	浙江西子富沃德电机有限公司成立。	
• 2004年5月	杭州起重机械有限公司加盟西子。	
• 2004年7月	西子联合与日本三菱重工签订盾构机合作协议。	
・2005年5月	由杭锅制造的中国第一台 9FA 重型燃气轮发电机组在浙江半山天然气发电厂点火成功。	
• 2006年4月	杭锅集团与三菱重工合作开发的两台高品质地铁盾构机刀盘首次出口日本用于地铁项目。	
• 2006年7月	西子奥的斯新厂区在九堡举行落成典礼。	
• 2006年8月	西子联合成为百大集团(股票代码:600865)第一大股东。	
- 2006年8月	浙江西子重工钢构有限公司成立。	
• 2006年9月	西子联合和绿城集团共同成立绿城西子房产集团。	
• 2007年2月	西子联合发布国内民营企业首份企业社会责任报告。	
• 2007年7月	胡锦涛总书记视察西子联合。	
• 2007年10月	西子孚信成为第一家参与香港地铁屏蔽门项目建设的中国民营企业。	
• 2007年12月	杭州优迈科技有限公司成立。	
• 2008年9月	首台用于南京、苏州地铁隧道挖掘工程的盾构机"西子号"诞生。	
• 2008年	"XIZI"商标认定为中国驰名商标。	
• 2009年2月	杭锅集团开工制造价值 1.8 亿元的广东阳江核电站工程常规岛加热器设备。	
• 2009 年 4 月	西子石川岛研发 PCS52-XI 型超高速垂直升降停车设备创亚洲单库容车量新记录。	
• 2009年5月	西子联合成为九家入围中国大型客机 C919 项目首批供应商的唯一的民营企业。	
• 2009年9月	沈阳西子航空产业有限公司成立。	
• 2009年10月	西子富沃德成功研发国内首创 7m/s 高速电梯主机。	
• 2010年3月	西子航空工业有限公司取得浙江省首份航空工业有限公司工商营业执照。	
• 2010 年 5 月	浙江大学西子研究院授牌成立。	
• 2010年5月	杭锅集团举行象征振兴民族工业新成果的首台国产30万吨年甲醇气化炉发运仪式。	
• 2010年6月	温家宝总理莅临考察了西子富沃德电机有限公司。	
• 2010年8月	西子联合总部迁入西子联合大厦, 迈入钱江发展时代。	
• 2010年12月	西子联合北方综合制造基地启动奠基仪式。	
• 2010年12月	西子联合西南制造基地完成布局。	
• 2010年	西子联合入股青岛捷能汽轮机集团股份有限公司。	
• 2010年	0年 杭锅集团开工制造全球单台容量最大的广东台山 2×1755MW 核电机组常规岛高压加热器和	
	水换热器设备。	
• 2011年1月	杭锅集团(股票代码:002534)在深交所中小板挂牌上市。	
• 2011年3月	西子联合电梯部件产业园在临安经济开发区正式奠基。	

APPENDIX: XIZI UHC MILESTONES

• 2011.3

• 1981.7	Hangzhou XIZI Elevator Plant was officially founded on the basis of Garden Agricultural Machinery Plant.
• 1981.5	The first hand-pull freight elevator produced by XIZI was installed in Zhejiang Special Local Product Company.
• 1983.6	The first passenger elevator of model KT05-XPM produced by XIZI was installed in Zhengzhou Hongguang Carton Plant.
• 1989.9	The first escalator produced by XIZI was installed in Hangzhou Department Store.
• 1993.3	XIZI exported its first elevator to Vietnam.
• 1994.10	Zhejiang XIZI Elevator Group was founded.
• 1995	Zhejiang XIZI Real Estate Development Corporation was founded.
• 1996	Hangzhou XIZI Parking System Corporation was founded. It produced the first parking system product in the same year.
• 1997.3	XIZI and OTIS Elevator Company of America, the world No.1 elevator company, set up a joint venture, kicking off the cooperation journey
	of XIZI with world top 500 companies.
• 1999.8	XIZI Elevator Group was founded.
• 2001.12	Hangzhou XIZI Trust Tech Co., Ltd. was founded.
• 2002	Hangzhou XIZI Pawn Corporation, and Hangzhou XIZI Guarantee Corporation were founded.
• 2003.3	XIZI United Holding Corporation was founded. Hangzhou Boiler Group joined XIZI UHC.
• 2004.3	XIZI UHC and Japan IUK Company set up a joint venture of XIZI IUK Parking System Co., Ltd.
• 2004.5	Zhejiang XIZI Forvorda Electrical Machinery Co., Ltd. was founded.
• 2004.5	Hangzhou Hoisting Machinery Co., Ltd. joined XIZI UHC.
• 2004.7	XIZI UHC signed tunnel boring machine cooperation agreement with Mitsubishi Heavy Industry Company of Japan.
• 2005.5	The first Chinese 9FA heavy gas turbine power generator set manufactured by Hangzhou Boiler Group was successfully ignited in
	Zhejiang Banshan Gas Power Plant.
• 2006.4	Hangzhou Boiler Group worked with Mitsubishi Heavy Industry to produce high quality cutting wheels for tunnel boring machine, which
	were exported to Japan for subway construction.
• 2006.7	The completion ceremony of XIZI OTIS new factory area was held.
• 2006.8	XIZI UHC became the major share holder of Baida Group (stock code: 600865).
• 2006.8	Zhejiang Xizi Heavy Industry Steel Structure Co., Ltd. was founded.
• 2006.9	XIZI UHC and Green Town Group set up a joint venture of Green Town XIZI Real Estate Group.
• 2007.2	XIZI UHC released the first corporate social responsibility report among all private Chinese companies.
• 2007.7	CPC General Secretary Hu Jintao visited XIZI UHC.
• 2007.10	XIZI Trust Tech became the first Chinese private company to take part in the subway platform screen door project in Hongkong.
• 2007.12	Hangzhou Optimax Tech Co., Ltd. was founded.
• 2008.9	The first tunnel boring machine named XIZI was produced to be used for subway construction in Nanjing and Suzhou.
• 2008	XIZI brand was selected as Chinese famous brand.
• 2009.2	Hangzhou Boiler Group started the production of conventional island heater for Guangdong Yangjiang Nuclear Power Plant with a value
	of RMB 180 million.
• 2009.4	The PCS52-XI super speed vertical parking system developed by XIZI IUK set a new Asian record of most vehicles accommodated by one
	single parking system.
• 2009.5	XIZI UHC became the only private among the 9 tier-1 suppliers of China's jumbo jet C919 project.
• 2009.9	Shenyang XIZI Aviation Industry Co., Ltd. was founded.
• 2009.10	XIZI Forvorda successfully developed the first 7m/s high speed elevator drive in China.
• 2010.3	XIZI Aviation Industry Co., Ltd. obtained the first business license of aviation industry limited company in Zhejiang.
• 2010.5	Zhejiang University of XIZI Research Institute was founded.
• 2010.5	The shipping ceremony of China's first 300 thousand ton per year methanol gasification boiler, a symbol of Chinese national industry
	rejuvenation, was held in Hangzhou Boiler Group.
• 2010.6	Premier Wen Jiabao visited XIZI Forvorda Electrical Machinery Co., Ltd.
• 2010.8	XIZI UHC relocated its headquarter into XIZI UHC Building, indicating the commencement of company development in Qiantang River era.
• 2010.12	The corner stone laying ceremony of XIZI UHC North China Comprehensive Manufacturing Base was held.
• 2010.12	XIZI UHC South-West China Manufacturing Base was completed.
• 2010	XIZI UHC acquired shares of Qingdao Jieneng Steam Turbine Group Co., Ltd.
• 2010	Hangzhou Boiler Group started production of conventional island high pressure heater and water-water heat exchanger for the world's
	largest single unit 2x1755MW nuclear power generator set in Taishang, Guangdong province.
• 2011.1	Stocks of Hangzhou Boiler Group (code: 002534) were listed for trade in SME Board of Shenzhen Stock Exchange.

The corner stone laying ceremony of XIZI UHC Elevator Component Industrial Park was held in Lin' an Economic Development Zone.



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