



时间
的风景

Snapshots of Time

蛇口四十年瞬间

Forty Years in Shekou

总策划 许永军 刘伟
主编 狄浅

Chief Producers Xu Yongjun Liu Wei
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2018年·北京(Beijing)

序

蛇口：穿越时间的中国剧本

未来没有办法预测，但未来可以被创造。

多年以后，当人们打开这本书，相信依然会被这个著名的判断所打动——正如站在 2018 年的时间轴线之上，我们的心弦被深深触动一样。蛇口的那些光影、场景、主角及其故事，将我们一次次拉回到历史的现场和瞬间，同期声一遍遍在耳边回响，然后永远地印刻在我们的脑海中，留存在一座城市的年轮中。

1978 年 12 月——一个改变当代中国命运的年月。26 日这天，袁庚乘坐海燕 8 号交通快艇，从香港招商局中环码头出发，在蛇口公社水产码头靠岸。这段 27 海里、1 个多小时的航程之后，蛇口悄然登上中国改革开放的历史舞台。时间总是如此巧合：袁庚或许想到或许没有想到，106 年前，招商局就诞生在同一天。改革开放 40 年之后，当年深圳河两边落差悬殊的深港，已经变成了等量齐观。至于蛇口，则由当初那个因逃港而近乎凋敝的 4700 人的小渔村，蝶变为拥有近 40 万人口、GDP 超过 1200 亿元的滨海新城。蛇口模式，无疑是“中国道路”40 年探索的一个组成部分，蛇口亦成为 40 年摸索前行的“中国梦”的缩影。

“成功的花，人们只惊羡她现时的明艳！然而当初她的芽儿，浸透了奋斗的泪泉，洒遍了牺牲的血雨。”这是冰心的诗句。回望蛇口 40 年风景，一幅幅照片，一个个细节，总是让我们心中涌动着温情和敬意：在所有的光阴里，都有我们自己的影子。在那样一个禁锢已久、思想和物质一样贫瘠的年代，以袁庚为代表的创业者不仅有着超越局限的历史自觉，更有不甘平庸的行为自觉，从兴建港口到引进工厂再到聚人筑城，产业发展以及城市生长的逻辑一脉相承，并由此一发而不可收。即便是屈春华、林小静、赵燕华、郑艳萍这些平凡人物的故事，也无不上演了各自的倔强以及执着。在他们与宿命抗争的跌宕起伏中，务实和坚韧是最为朴素和不变的底色。以凯达玩具厂女工为代表的打工妹为例，实际上她们是中国初开国门之时，与万千世界的最早连接者，承载了这个国家蹒跚进入全球产业链之时所有的喜悦和痛楚、寂寞和乡愁。在她们的双手之下，个人乃至家国的命运从此嬗变。而当她们回到中国改革开放蛇口博物馆那扇时间的窗口，沧桑的面容却焕发出一种全新的昭示：奋斗者，永远年轻。正是在个人、集体和国家一同成长的历程中，蛇口完成了民族性和现代性的完美融合，而工业化、城市化、现代化的诸多奇迹仿佛只是一个自然的结果。

有人曾说，酝酿思想永远是天堂，表达思想永远是地狱。蛇口虽小，当年的改革开放也不是一句口号就能向前推动。一车 4 分钱的超产奖和一条长途电话线，都曾要最高层出面才能推进。当年蛇口竖起的“时间就是金钱，效率就是生命”那块标语牌，与其说是铿锵激励，不如说是发自内心深处对一个国家和民族的深情呐喊。所幸的是，在经历了无数炼狱之后，这里喊出的时代强音，不仅内化为蛇口以及深圳的城市基因，更成为一个国家和民族的共识，从而激发了无限的想象和创造。

时间是最好的见证者。从海上世界的变迁到邮轮母港的诞生，从南海意库的生成到南海酒店的升级，从工业区的多次转型到自贸区的又一次先行，蛇口“前港—中区—后城”的 PPC 模式越来越生动和鲜活——本书中，这是一条穿透历史和未来的逻辑线索。可以预见，在粤港澳大湾区的宏大叙事中，蛇口具有成为点睛之笔的所有潜质。

如同当年拥有多种可能性一样，作为美好生活的承载者，蛇口在一代又一代人凝聚的理念之中不断生长。面对下一个 40 年，演绎了无数中国故事的蛇口，仍将成为具有足够开放性的又一个中国剧本。

孙承铭

2018 年 7 月

Preface

Shekou: A Chinese Story of Time and Change

No fate but what we make.

We believe that when our future generations open this book, they will be just as moved by the story of Shekou as we are today in 2018. The light and shadows of Shekou, its scenes, and the characters and their stories will always draw us back to those historical sites and moments, and feel what the historical figures felt again and again, which are forever engraved in our minds, like a growth ring of the city.

On December 26, 1978, the 106th anniversary of the founding of China Merchants Group (CMG) , Yuan Geng, one of the main founders of Shekou Industrial Zone, set off on the Petrel 8 bulk carrier from the Central Pier of China Merchants Group in Hong Kong for Shekou. This hour-long 27-mile voyage would mark when Shekou became the epicenter of China's Reform and Opening Up. Time is a series of coincidences. Yuan Geng probably may or may not have realized that 106 years ago on that day, CMG was founded. At the time of Yuan Geng's trip, there was great disparity between Hong Kong and Shenzhen. Forty years into the Reform and Opening Up, cities on the banks of the Shenzhen River have become equal in importance. Forty years ago, Shekou was a small fishing village with only 4,700 people because most had fled to Hong Kong. Today, Shekou has transformed into a new coastal city with 400,000 people and a GDP of over 120 billion yuan. The Shekou model is undoubtedly an integral part of the path that China has explored over the past 40 years. Indeed, Shekou is the archetype of the current national goals that China has pursued these past 40 years.

The modern Chinese poet Bing Xin wrote, "People only admire the bright beauty of the blooming flower of success, but often forget the tears of struggle and the blood rain of sacrifice that nourished its buds." Looking back at scenes from Shekou's past 40 years, we see the best of ourselves. In that era of ideological chaos and material poverty, Yuan Geng and other entrepreneurs had not only the courage to see beyond the limits of that era, but also the awareness not to settle for mediocrity. They constructed the port, built factories, and brought people together to build a new city, ensuring the logical consistency of industrial development and urban growth, which in time became irresistible. The grassroots stories of Qu Chunhua, Lin Xiaojing, Zhao Yanhua, and Zheng Yanping also show steadiness and insistence. They faced the ups and downs of destiny by grounding themselves in pragmatic tenacity. The working girls of Kaida Toy Factory during the early years of Reform and Opening Up were the first to connect China to the world. As the country stumbled into the global industrial complex, they bore the joy and pain of an era. They changed their fate and even the fate of the country with their own hands. When they returned to the Shekou Museum of China's Reform and Opening Up, their weary faces glowed anew: fighters are forever young. As individuals, collectives and the country grew together in Shekou, a perfect fusion of nationality and modernity has emerged, rendering the miracles of industrialization, urbanization and modernization the inevitable.

It was once said that forming a thought is divine, but expressing it is hell. Shekou was a small place and carrying out the policy of Reform and Opening Up was not as easy as chanting slogans. To implement the "Four Fen" incentive program and set up the first long distance landline required the personal involvement of top officials. The Shekou billboard "Time is Money, Efficiency is Life" was more than a motivational slogan. It was a soulful cry from the heart of a nation. Not only did the cry become the urban gene of Shekou and Shenzhen, but also became the consensus of the nation, resulting in unlimited imagination and creativity.

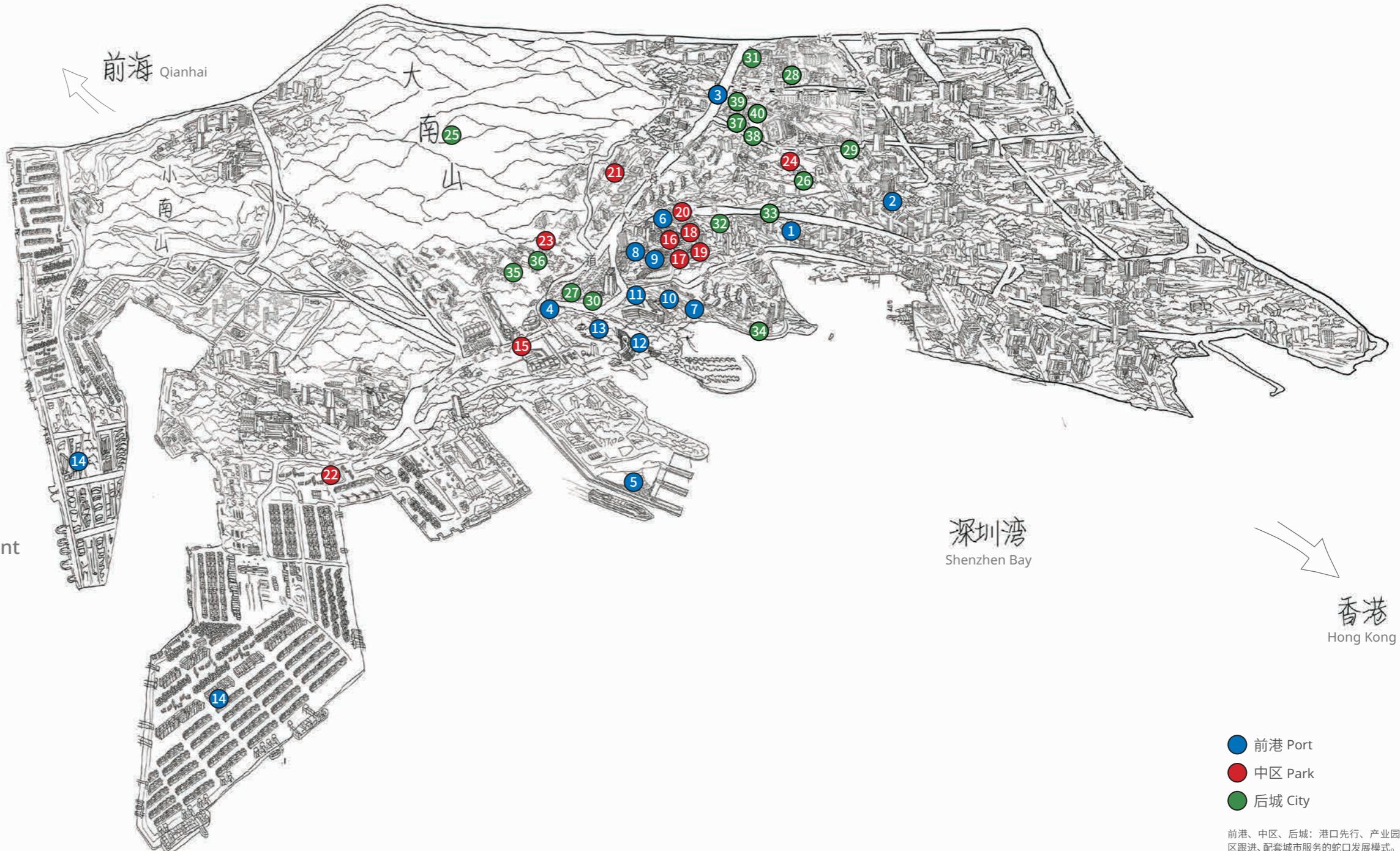
Time is the best witness. From the transformation of Sea World to the birth of its Cruise Terminal, from the creation of NH ECOOL to the renovation of Nanhai Hotel, and from the multiple transformations of the Industrial Zone to the emergence of the Free Trade Area—time and time again, the Shekou Port-Park-City (PPC) has become more and more vivid and alive. In this story, the PPC model is the logic that connects history and the future. In the grand narrative of the Guangdong-Hong Kong-Macau Greater Bay Area, Shekou has the potential to play a crucial role.

Just as Shekou was previously defined by diverse possibilities and the good life it offered, Shekou today keeps growing in the ideas emerged from each generation. In the 40 years to come, in this place where innumerable stories have already occurred, Shekou is poised to write another great Chinese narrative.

Sun Chengming
July 2018

蛇口
40 年
40 个故事
329 个瞬间
穿越时光的生长力量

Shekou
Forty Years
Forty Stories
329 Moments
Growing Stronger Every Moment



- 前港 Port
- 中区 Park
- 后城 City

前港、中区、后城：港口先行、产业园
区跟进、配套城市服务的蛇口发展模式。

The Shekou model of "Port-Park-City": a geographically sequential development from ports to industrial parks, and then to supporting urban services.

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港口——一个支点

1978年12月26日，袁庚乘船从香港来到蛇口，站在六湾回望香港，他告诉身边的同事：这里将成为中国的夏威夷。

这个想象无疑是浪漫的。与此同时，袁庚又是清醒和务实的，他同样说了这样的话：港口是蛇口的生命线，蛇口的希望就在于此。这也难怪，作为以轮船起家的招商局的常务副董事长，对于客运码头的构思几乎是一种本能——这就是“前港”的缘起。更重要的是，要使距离香港如此之近、经济状况却又如此悬殊的地方得以发展，其眼光很“毒”：港口正如阿基米德所说的那个“支点”，如果阿基米德能够撬动地球，那么他足以撬动蛇口。

因此，在招商局并不宽裕的资金中，6000万元砸向了港口码头和其他基础设施建设，这是其在蛇口最早也是最大的投资。1981年11月20日，当蛇口客运码头建成，蛇口与香港实现直达之际，人们才发现，这不是一条一般意义的普通航线。在封闭已久、国门初开，思想比物质更为匮乏的年代，这是一条能够汲取世界商业文明滋养的时空管道。由此，蛇口在区位上确立了代表开放中国的势能高点。这为蛇口带来了急需的人才、资金、技术以及先进理念——这同样为整个中国所急需。蛇口虽小，但因为连接世界，足以启迪中国。有了它，蛇口才能践行“城以港兴”的全新模式。

客运码头如同一根引线，更大的港口码头随之引爆而来。从港口码头的一次次蜕变，就能形象地看到蛇口的升级曲线图。1.0版的港口，是以散杂货为主，后来上升为以集装箱为主。而新的消费升级过程中，可停靠22万吨级邮轮的中国最大最炫的太子湾邮轮母港又在蛇口诞生。它与天津、厦门在内的邮轮母港一起，构成了中国东部海岸线的邮轮布局，成为面向世界的邮轮矩阵。

在“前港—中区—后城”的构成中，“前港”并非一个时间和空间概念，而是城市发展的内线索和先导逻辑——这是蛇口40年的切身体验。有了港口，才意味着客流、物流乃至产业和资金流动具有了可能性。只有把客流、物流搅动起来，才能实现各种市场要素的自由配置以及其后的乐业安居。唯有如此，才不会出现鬼城或者睡城，这样的城市才能持续发展。从这个脉络梳理，从蛇口客运码头开始，直到海上世界和南海酒店的诞生，无非都是这一线索之下结出的果实——这是蛇口崛起的最大密码。

互联网时代，“前港”的概念更加广泛和富有想象。其内在逻辑是，以物流和信息流为起点，来吸引资金、创意和客流。这是一个更大的空间和机遇。蛇口模式在国内乃至“一带一路”沿线的复制，印证了“前港”的不竭生命力。

Port—A Fulcrum

On December 26, 1978, Yuan Geng arrived at Shekou from Hong Kong by boat. Looking back at Hong Kong from the Bay Six, he said to his colleagues, "This place will become China's Hawaii."

Despite this indubitably romantic imagination, Yuan Geng was actually pragmatic, and he added, "The port is Shekou's lifeline and hope." It is no wonder that having taken charge of CMG, which had started with steamboats, Yuan Geng had the idea of a passenger terminal, which was the origin of the Port of Shekou. More importantly, he had the sharp insight to develop a place which was so close to and yet so economically different from Hong Kong. As the fulcrum enabled Archimedes to move the world, the port enabled Yuan Geng to move Shekou.

Therefore, CMG invested RMB 60 million from its limited funds to build the port and other infrastructure, which was the earliest and largest investment in Shekou. On November 20, 1981, the Shekou Passenger Terminal was completed, allowing direct navigation between Shekou and Hong Kong. People realized that this ferry line was extraordinary. At a time when the country was opening after being closed off for so long and when innovation was even scarcer than material goods, the ferry line was a pipeline through space and time, drawing inspiration from outside China. In this way, Shekou took the high ground, representing an open China and introducing much-needed talent, capital, technology and advanced concepts. Although small, by connecting with the world, Shekou was large enough to inspire China. Indeed, this was the basis of Shekou's "using the port to develop the city" mode.

The Passenger Terminal was the fuse and once lit, a bigger port exploded into being. The transformation of the port was a material expression of Shekou's upgrades. The version 1.0 of the port processed bulk cargo and was subsequently upgraded to handle containers. As Shekou upgraded consumption, China's largest and most dazzling cruise ship terminal—Prince Bay Cruise Homeport was built to accommodate 220,000-ton freighters. Together with cruise homeports in Tianjin and Xiamen, the Prince Bay Cruise Homeport comprises China's cruise ship route that stretches along China's east coast.

According to Shekou's forty years of experience, in the Port-Park-City model, the Port is not a concept of time and space, but rather the internal thread and guiding logic of city development. Only with the Port do passenger, material, industrial, and capital flows become viable possibilities. Passenger and material flows allow for the free allocation of market factors and the improving of life for everyone. Only in this way was it possible to avoid Shekou from becoming a ghost town, which in turn led to sustainable urban development. The Shekou Passenger Terminal, Sea World and the Nanhai Hotel were the fruits of this logic, which was the recipe for Shekou's sharp rise.

In the age of the Internet, the Port concept will be more extensive and imaginatively rich. Its driving force is to apply information and material resources to attract investment, creativity and visitors. The Port is a large space and an opportunity. Some cities in China and along the "Belt and Road" countries have copied the Shekou model, testifying to the limitless vitality of the Port.

蛇口漁村

Shekou Fishing Villages



(扫码看实景)
(Scan the QR code to see the scene)

For millennia, Shekou fishing villages did not differ from others along China's coast—fishing from dawn to dusk.

千百年来，蛇口是中国海岸线上的一处典型渔村。



摄影 霍维新 Photo by courtesy of Huo Weixin

北海打鱼 Fishing at Beihai Sea

1974年秋天，在蛇口公社教办任职的摄影爱好者霍维新，跟随渔一村村民到广西北海打鱼，一网收起一吨鱼的瞬间，定格了蛇口农耕时代的丰收情景。

Huo Weixin was a photographer working in the teaching office of the Shekou Commune. He often went with Yuyi villagers on their expeditions to the Beihai Sea in Guangxi. In the autumn of 1974, he photographed the villagers bringing in a big catch.



摄影 霍维新 Photo by courtesy of Huo Weixin

上天的馈赠 Gift from Heaven

1975年夏天，渔一村村民在蛇口水产码头加工咸鱼。蛇口处于深圳湾畔，是深圳257公里海岸线上渔业资源最丰富的区域，这是上天给予蛇口的馈赠。

In the summer of 1975, villagers of Yuyi Village were processing salted fish at the Shekou Fishing Wharf. Located at Shenzhen Bay, Shekou had some of the richest fishery resources along Shenzhen's 257-kilometer coastline. The fishery is a heaven-sent natural resource for Shekou.

4700人的公社 A Community of 4,700

人们常说，深圳曾是一个小渔村。其实这里所说的深圳，代入的却是依山傍海的蛇口。1979年前的蛇口，7个生产队组成蛇口公社，共有4700本地人口。

It is often said that Shenzhen was a small fishing village. However in this case, Shenzhen refers to Shekou, which is located between the mountains and the sea. Before 1979, Shekou Commune comprised of seven production teams with 4,700 locals.



摄影 霍维新 Photo by courtesy of Huo Weixin

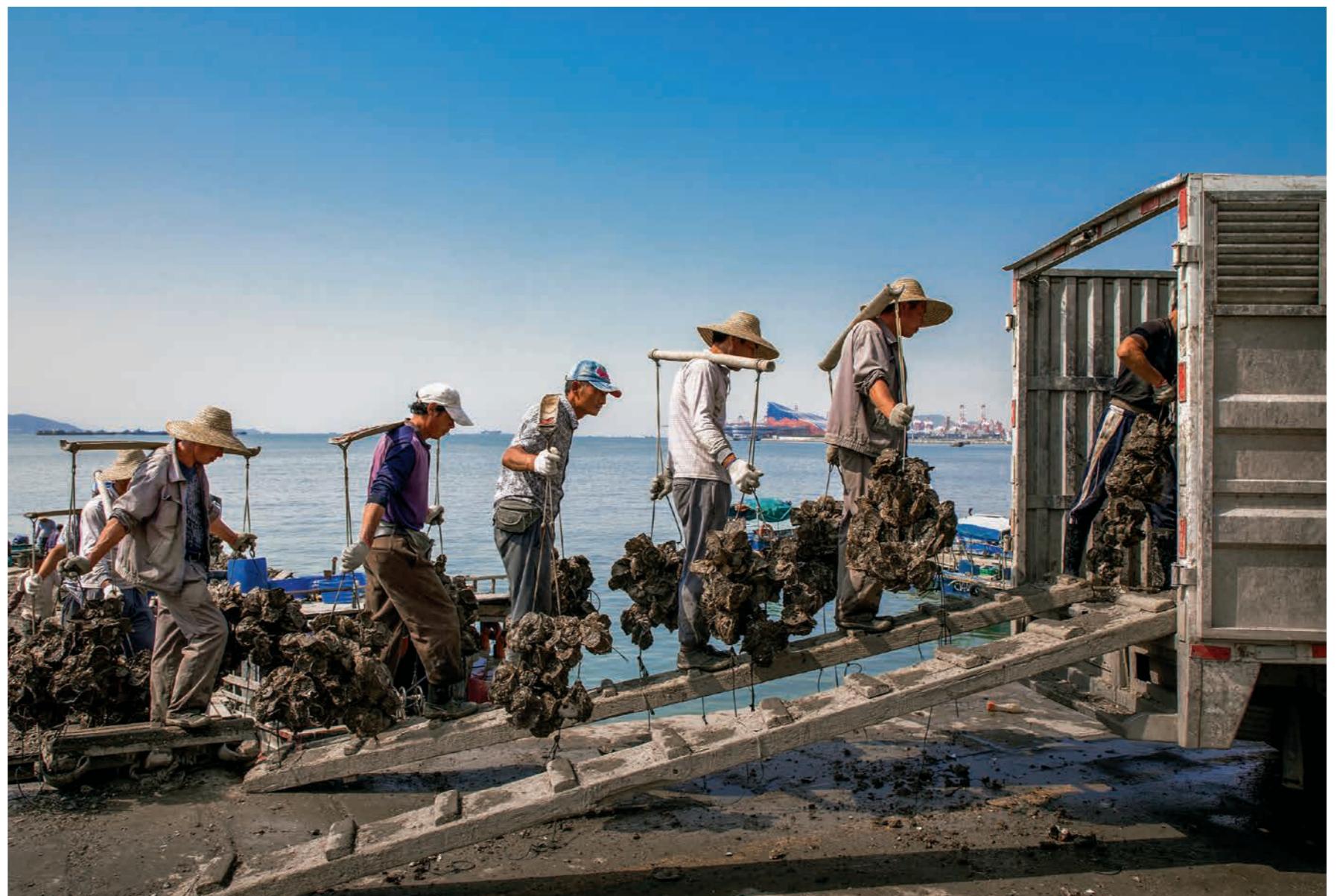
背景更换 Changing Landscape



摄影 杨展江 Photo by courtesy of Yang Zhanjiang

2007年夏天，蛇口渔港迎来繁忙的一天。和从前相比，渔船依旧，只是背后的风景已经更换。

A busy day for the Shekou Fishing Port in the summer of 2007. Compared with the previous image, fishing boats were still present, but the landscape had dramatically changed.



摄影 杜海彬 Photo by courtesy of Du Haibin

采蚝 Harvesting Oysters

2018年3月23日，蛇口渔港码头，蚝民将刚从深圳湾海域采集的最后一批春蚝送上岸。之后，蚝进入繁殖季节，等到秋季来临才能再采集。蛇口采蚝，年复一年，从未改变。40年后的这片海湾，渔船与邮轮共栖，落霞与候鸟齐飞。

On March 23, 2018, villagers harvested the last batch of Spring oysters from Shenzhen Bay and brought them to the Shekou Fishing Port. Later, the oyster breeding season would begin. In autumn, another round of oysters will be harvested. The Shekou oyster harvest has continued year in and year out. Even forty years after the establishment of the Industrial Zone, fishing boats and cruise ships are docked side by side, amongst evening sky and migrating birds.

屈春华

Qu Chunhua

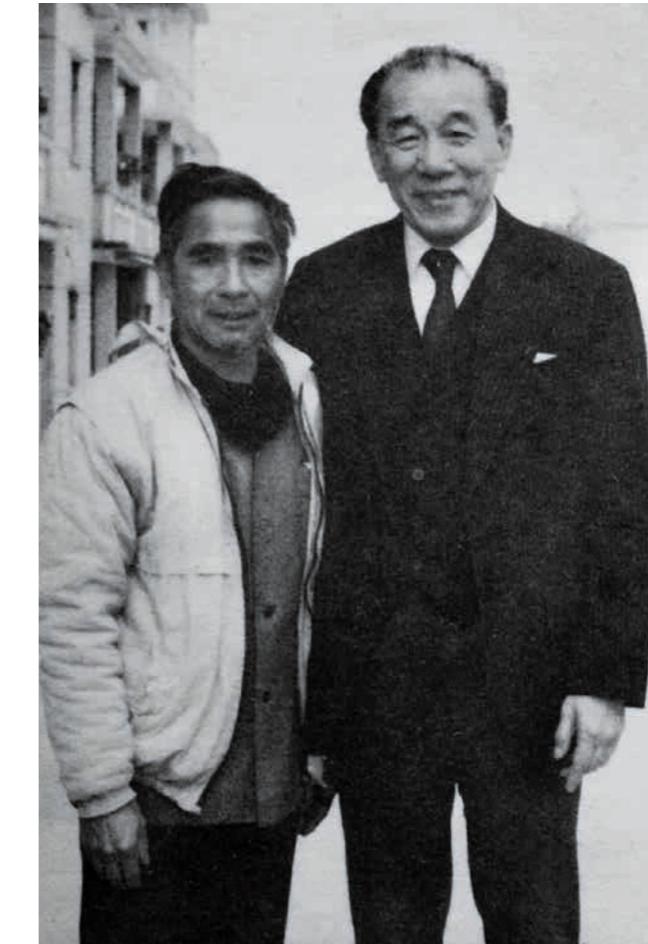


Before 1979, six of Qu's seven children fled to Hong Kong.

1979 年八月，屈春华的七个孩子中，有六个逃港。



(扫码看实景)
(Scan the QR code to see the scene)



摄影 霍维新 Photo by courtesy of Huo Weixin

重逢 Reunion

1949 年 11 月 15 日，蛇口海湾村村民屈春华（图左）驾渔船载着袁庚（图右）率领的炮兵团攻打大铲岛。1980 年大年初一，袁庚代表蛇口工业区到海湾村村民家拜年，当年的船工一眼认出了老团长。时光流转 30 年，袁庚与屈春华在蛇口重逢。

On November 15, 1949, Haiwan villager Qu Chunhua (left) sailed a fishing boat that had been loaded with the Artillery Regiment led by Yuan Geng (right). The goal was to attack Dachan Island. On the first day of the lunar year of 1980, Yuan Geng paid a New Year visit to villagers of Haiwan Village on behalf of the Shekou Industrial Zone. Qu recognized Yuan at the first sight. Thirty years after their first meeting, Yuan Geng and Qu Chunhua took a photo together.



摄影 谢根和 Photo by courtesy of Xie Genhe

距离香港 3.24 海里 3.24 Nautical Miles from Hong Kong

屈春华的家在后海湾边的树林中，距离香港最近的地方仅 3.24 海里。在逃港者眼中，这里是跨到香港的跳板。

Qu Chunhua's home, Haiwan Village, Shekou, was located in the woods by the deep bay, a mere 3.24 nautical miles from Hong Kong. For those bound for Hong Kong, this place was an ideal springboard.

屈镇泉 Qu Zhenquan

屈春华有七个孩子，屈镇泉排行第六。1978 年的一天，16 岁的屈镇泉在后海种蚝，从香港回来探亲的伯伯为他拍下了这张照片。一周之后，屈镇泉从家门口下海，顺着落潮游了五个半小时后到达香港。屈春华原本担任村支书，这一年被降为副支书。降职原因是，他的七个孩子中有六个逃港，其中两人还将村里的一条小船开到了香港，用当时的话语定性——挖社会主义墙脚。

Qu Chunhua has seven children, and Qu Zhenquan is his sixth child. One day in 1978, the 16-year-old Qu Zhenquan was cultivating oysters in the bay. His uncle came from Hong Kong to visit relatives, and took this picture of him. One week later, Qu Zhenquan went to sea and followed the ebbing tide, swimming for five and a half hours before he finally arrived in Hong Kong. Qu Chunhua was the village CPC secretary, but was then demoted as the deputy village CPC secretary in that year because six of his seven children had fled to Hong Kong. Two of them had even escaped to Hong Kong on a boat of the village. At the time, this action was defined as undermining the socialist foundation.



摄影 谢根和 Photo by courtesy of Xie Genhe



屈镇泉供图 Photo by courtesy of Qu Zhenquan

香港一家 A Family in Hong Kong

1995年，屈镇泉（右二）在香港家里庆祝33岁生日。一家四口手握在一起的幸福感，说明了那个年代人们逃港的缘由。屈镇泉在香港的工厂从事珠宝加工，从学徒一直做到师傅。

In 1995, Qu Zhenquan (second from right) celebrated his 33rd birthday with his family at his Hong Kong home. Their smile and the happiness of reunion was the reason why people fled to Hong Kong at that time. Qu worked at a jewelry processing plant in Hong Kong, growing from apprentice to master.



屈镇泉供图 Photo by courtesy of Qu Zhenquan

回归 Return

在见证香港回归之后，屈镇泉（右一）面临个人的回归。1998年，屈镇泉举家从香港搬回蛇口，开店做珠宝生意。如同历史的兜兜转转，当年逃港的海湾村村民们，有一半以上陆续回归家乡。

After witnessing the return of Hong Kong to Chinese sovereignty in 1997, Qu Zhenquan (first from right) began to consider his return. In 1998, he and his family moved back to Shekou from Hong Kong, and opened a jewelry shop. Like history moving in circles, more than half of the Haian villagers who had fled to Hong Kong ultimately returned home.

屈兆麟 Qu Zhaolin

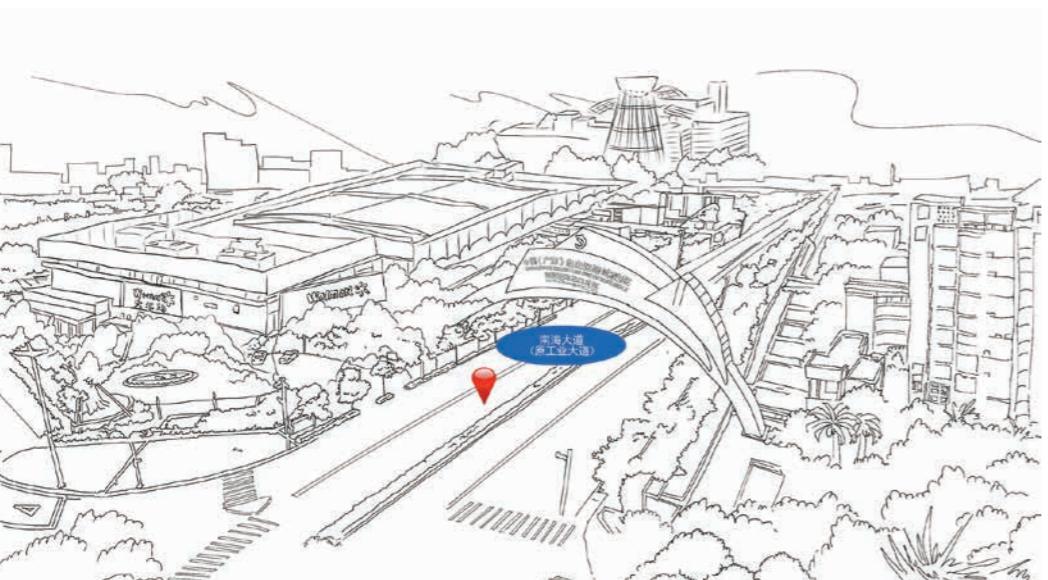
2018年，在蛇口港湾创业大厦，屈镇泉（图右）的大儿子屈兆麟（图左）经营了一家网络珠宝公司，屈镇泉协助儿子做珠宝鉴定。他们的家就在办公楼旁边——一栋7层高的城中村楼房。从屈春华、屈镇泉到屈兆麟，蛇口渔村的一家三代人，经历了40年的时代变迁，无论坚守还是离开、务农抑或从商，追寻更好生活的热切渴望代代传承，从未改变。

In 2018, Qu Zhaolin (left), the eldest son of Qu Zhenquan (right), runs a jewelry company in Gangwan Chuangye Building in Shekou. The father helped his son with jewelry appraisal. Their home, a seven-story tenement, was located next to Chuangye Building. Three generations of Qu's—Qu Chunhua, Qu Zhenquan, Qu Zhaolin—experienced 40 years of change. In the process of staying or leaving, farming or doing business, one thing remained unchanged—the pursuit of a better life.



摄影 杜海彬 Photo by courtesy of Du Haibin

Shekou Industrial Avenue

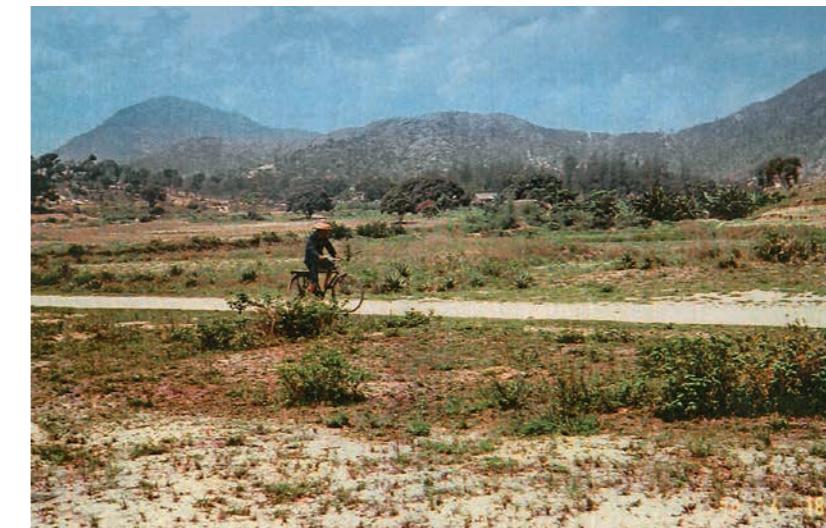


On this traffic artery, the past and the future of Shekou rush forward in a never-ending stream.

在这根大动脉上，蛇口的历史与未来，在其中，奔流不息。



(扫码看实景)
(Scan the QR code to see the scene)



摄影 张晖 Photo by courtesy of Zhang Hui

山路 Hilly Road

1979年4月18日，一位港商拍下了工业大道建造之前的蛇口原始路况。

On April 18, 1979 a businessman from Hong Kong photographed the original road conditions before the construction of Shekou Industrial Avenue.



摄影 朱玉坤 Photo by courtesy of Zhu Yukun

第一炮 The First Blast

1979年7月，蛇口工业区炸响的开山炮，炸开了微波山和大南山之间的山隘，打通了腹地和海岸之间的联系。逢山开路、遇水架桥，这次炸山的出发点，和任何一次普通的搬山动土并没有两样，这也是一座城市诞生之初的简单逻辑。1980年代拍摄的纪录片《蛇口奏鸣曲》，出现了“中国改革开放第一炮”的定性，这次炸山的意义不断发酵，“第一炮”因而镌刻于改革开放的历史中。

In July 1979, the pass between Microwave Mountain and Nanshan Mountain was detonated by the first explosion in Shekou, connecting the hinterland to the coast. As a saying goes, "when they came to a hill, they cut a road; when they came to water, they built a bridge." Like the detonation of any mountain, the detonation at Shekou was an expression of the birth of a city. In the 1980s, the documentary, *Shekou Sonata*, described this blast as the first mark of China's Reform and Opening Up. Since then, the significance of this mountain explosion has constantly deepened, ultimately becoming a part of Reform and Opening Up narrative.



招商局档案馆供图 Photo by courtesy of the Archive Center of China Merchants Group (CMG Archive Center)

4 分钱 4 Fen (Cents)

风起于青萍之末。中国历史上的观念突破，往往发生于生存常识的细枝末节之中。炸山的石头被用来就近填入五湾海域，兴建顺岸码头。然而，码头填海工程进展缓慢。到 1979 年 8 月，情急之下的袁庚下令，运载土石方的车辆，每超产一车奖励 4 分钱。最后，在中南海的支持下，4 分钱超产奖得以实现，中国实行了 30 年之久的计划经济体制出现瓦解之势。

"A strong wind develops from the gentle breeze." Breakthrough of concepts often occurs in the minutiae of everyday life. The rubble of mountains were used to reclaim the coastal areas of Bay Five and construct the Shun'an Pier. In August 1979, the land reclamation project progressed slower than planned. To speed up the construction, Yuan Geng motivated workers transporting earth and stone by offering an incentive of 4 fen for every truckload above their quota. With the support of Chinese government, the 4-fen incentive was allowed to continue, marking the collapse of the planned economy that had been in place for 30 years in China.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

初心 Beginner's Mind

工业大道穿越山坳直达码头，码头北侧的中集、华美钢厂已经投产，微波山下的蛇口工业区大厦投入使用，南海酒店工地正在填土。1983 年中，从天空俯瞰蛇口，可以看见以港兴城的蛇口初心。

In the middle of 1983, a bird's eye view of Shekou reveals the emergence of the Port-Park-City model of urbanization. Shekou Industrial Avenue led directly to the pier; the China International Marine Containers and Shenzhen Welmetal Iron and Steel Group Co., Ltd. north of the pier had been put into production; the Shekou Industrial Zone Tower at the base of Microwave Mountain had come online, and the Nanhai Hotel was under construction.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

路牌 Entrance Sign

1990年初，“招商局蛇口工业区”的路牌设在工业十路（东滨路）与工业大道交会处。蛇口工业区的面积，由最初的300亩（0.2平方公里）不断扩展到超过10平方公里。

In early 1990, the gate at the intersection of the Gongye 10th Road (Dongbin Road) and the Shekou Industrial Avenue, indicated that the Shekou Industrial Zone had expanded from its original 300 mu (0.2 square kilometer) to over 10 square kilometers.

自贸区 Free Trade Zone

2015年4月27日，东滨路（原工业十路）与南海大道（工业大道于2004年改名为南海大道）交会处竖起一道蓝色拱门——中国（广东）自由贸易试验区深圳前海蛇口片区由此诞生。拱门以南是11.23平方公里的蛇口自贸区。从工业区到自贸区，在粤港澳大湾区的构想中，蛇口站立在新的起点之上。

On April 27, 2015, a blue archway was erected at the intersection of Dongbin Road (formerly Gongye 10th Road) and Nanhai Avenue (Shekou Industrial Avenue was so renamed in 2004), indicating that the Shenzhen Qianhai-Shekou Area in China (Guangdong) Pilot Free Trade Zone had been born. Covering an area of 11.23 square kilometers, the Shekou Free Trade Zone lies south of the archway. From the industrial zone to the free trade zone, within the context of the Guangdong-Hong Kong-Macau Greater Bay Area, Shekou serves as a new starting point.



摄影 佚名 Photo by courtesy of Someone Anonymous

万家灯火 Night View

2018年2月14日，俯瞰南海大道以南，近40万人生活在这片土地上。从一片滩涂到滨海之城，蛇口人的激情与梦想，一直在这条路上奔流不息。

On February 14, 2018, overlooking the southern area of Nanhai Avenue, you would see the bustling scenes of this area where nearly 400,000 people live. Seeing the place change from beaches to a coastal city, Shekou people, with their passion and dreams, will keep going on this path.



摄影 杜海彬 Photo by courtesy of Du Haibin

时间广场

Time Square

『蛇口』的风景，始终在蛇口的路上。

The theme of "Time" is often seen on the streets of Shekou.



(扫码看实景)
(Scan the QR code to see the scene)



摄影 何煌友 Photo by courtesy of He Huangyou

改变中国的“时间” "Time" That Changed China

对于 1981 年的蛇口工业区和袁庚而言，既有开天辟地的万丈豪情，也有探索新路的巨大压力，唯有速度和效益，可以超越世人的冷眼旁观和是非评判。这年 3 月下旬的一天，袁庚在香港到蛇口的船上草拟了六句话：时间就是金钱，效率就是生命；事事有人管，人人有事管；安全就是法律，顾客就是上帝。随后，蛇口工业区在工业一路和工业大道交会处竖立了这块牌子，“时间”的风景从此诞生。

For the Shekou Industrial Zone and Yuan Geng, the year 1981 brought both a lofty spirit and the soaring determination to create a new world, and also the overwhelming pressure to tread this new path. Only speed and efficiency could transcend the rigidity of tradition. One day in late March, 1981, Yuan Geng drafted the following words when on the boat from Hong Kong to Shekou, they were: Time is money, and efficiency is life; everything is under management, and everyone manages something; safety is law, the customer is king. Subsequently, a billboard with those words was erected at the intersection of the First Gongye Road and Shekou Industrial Avenue, marking the first of many lookings of "time" in Shekou.



林捷供图 Photo by courtesy of Lin Jie

肯定 Affirmation

1983年9月，这块红底白字的标语牌竖立在工业大道旁的港务公司办公楼前。1984年1月26日，邓小平视察蛇口时看到了这块标语牌，后来在北京的一次讲话中肯定了蛇口提出的这一观念。

In September 1983, a billboard erected on Shekou Industrial Avenue in front of the administrative building of the Port Service Company reads: "Time is Money, Efficiency is Life." Deng Xiaoping saw this billboard during his inspection tour in Shekou. Later, he endorsed this idea in one of his speeches to government officials in Beijing.



林延 | 谭筑熙 | 卢金生 供图 Photos by courtesy of Lin Yan | Tan Zhuxi | Lu Jinsheng

拆与立 Demolition and Restoration

伴随着中国改革开放进程的跌宕起伏，事关中国“姓社姓资”的路线之争，工业大道上的时间标语牌历经反复拆除和竖立的过程。

With the ups and downs of China's Reform and Opening Up, the "Time" billboard at the Shekou Industrial Avenue was repeatedly dismantled and then restored due to the "socialism versus capitalism" debate over China's correct development path.

国家共识 National Consensus

1984年夏天，蛇口工业区接到通知，赶制一辆彩车参加国庆巡游。时任蛇口工业区管委会副主任的王金贵负责彩车制作。车身设计了13个企业的LOGO，展现蛇口的工业理想，石油钻井架则体现了蛇口服务南海石油开发的理念。彩车即将完工之时，袁庚决定把“时间就是金钱，效率就是生命”的口号打上去。10月1日，彩车在亿万人的瞩目中驶过天安门广场。于此，由蛇口发端的发展理念，变成了国家共识。



招商局档案馆供图 Photo by courtesy of CMG Archive Center

实干兴邦 Practical Work Vitalizes the Nation

1992年，在邓小平发表南方谈话之后不久，工业大道与工业七路交会处竖立起另一块标语牌：空谈误国，实干兴邦。它和时间标语牌相距不到一公里，共同为成长中的蛇口植入了价值基因，并深刻影响和改变了中国人的观念。

In 1992, shortly after Deng Xiaoping's talks in his south China inspections, another billboard—Empty Talk Harms the Country, Practical Work Vitalizes the Nation—was erected at the junction of Shekou Industrial Avenue and the Seventh Gongye Road. Less than one kilometer from the "Time" billboard, this billboard and "Time" billboard, implanted the principle of value into the development of Shekou and have impacted and changed the mindset of Chinese.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



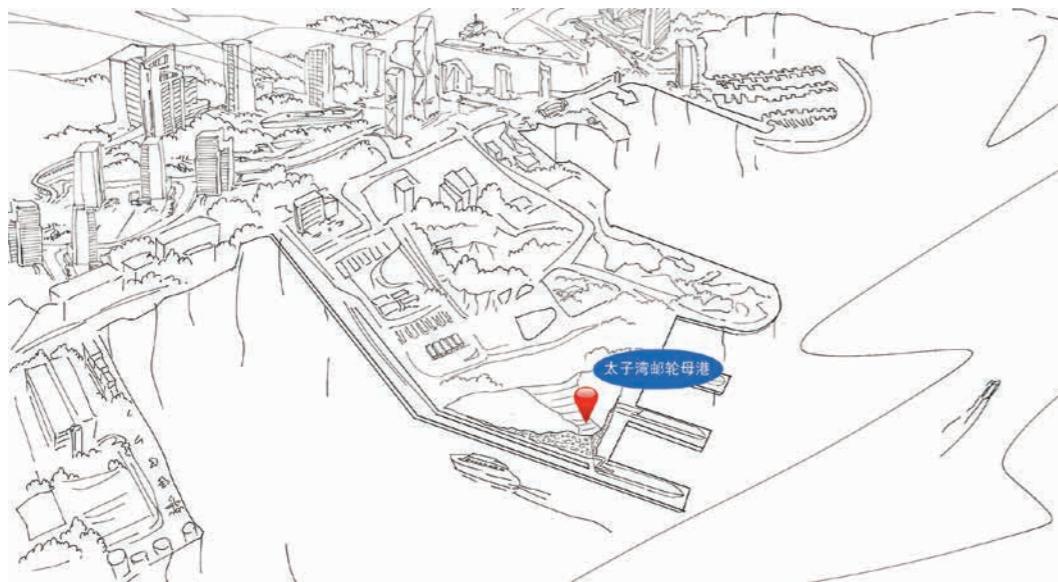
摄影 杜海彬 Photo by courtesy of Du Haibin

回到原点 Back to Our Roots

40年转瞬而过，时间的风景不断变化。在经历多次迁址之后，12个鎏金大字最终落脚时间广场——这里正是1979年7月炸响中国改革开放第一炮的原点。今天，蛇口的“时间”继续在路上奔腾不息，同时也载入了改革史册：这一观念的出现是深圳精神的逻辑起点，也是中国社会主义市场经济破壳的标志。

Forty years have passed in the blink of an eye, and the times continue to change. After repeated relocations, twelve golden Chinese characters were finally placed at the Time Square, the site of “the first blast that signaled the beginning of China’s Reform and Opening Up” in July, 1979. Today, Shekou’s “Time” is endlessly reproduced and has secured its place in the annals of Reform. The emergence of this concept can be regarded as the root of the Shenzhen Spirit, and the symbol of the emergence of China’s socialist market economy.

The Shekou Ferry Terminal



(扫码看实景)
(Scan the QR code to see the scene)

Our forefathers came from here, and our descendants will set out from here. A city began here, where people from the whole world come and go.

先辈从这里来，后人从这里出发。一座城从这里发源，伟大的在这里开始。



招商局档案馆供图 Photo by courtesy of CMG Archive Center

27 海里 27 Nautical Miles

1978年12月26日，袁庚乘坐海燕8号交通快艇，从香港招商局中环码头出发，在蛇口公社水产码头登陆。随行人员做了一个测算：从中环到蛇口，只有27海里。为了这一天的到来，诞生于1872年12月26日的招商局，等待了106年。

On December 26, 1978, the 106th anniversary of the founding of CMG, Yuan Geng set off on the Petrel 8 bulk carrier from the Central Pier of CMG in Hong Kong for the Fishing Wharf of Shekou Commune. This hour-long 27-mile voyage marks the end of the 106 years of waiting.



摄影 朱玉坤 Photo by courtesy of Zhu Yukun

本能 Instinct

正如很难想象没有轮船的招商局是什么模样，人们也很难想象，没有港口的蛇口会是什么样子。当年，就是这个样子。对于以轮船起家的招商局来说，建造港口和码头是一种本能。

Just as it is difficult to imagine what the CMG would be like without ships, it is also difficult to imagine what Shekou would be like without its port. For CMG, which had begun with ships, it was its instinct to build ports and piers.

建港 Port Construction

经过反复遴选之后，五湾最终被确定为客运码头所在地。1979年8月，交通部四航局工程队炸掉海里的礁石，深挖水道建港。

After a process of careful siting study, the decision was made to locate the passenger terminal in the Bay Five. In August 1979, the construction team of CCCC Fourth Harbor Engineering Co., Ltd. blasted rocks under the sea to excavate into the depth of the sea.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



摄影 佚名 Photo by courtesy of Someone Anonymous

通航 Open to Navigation

1981年11月20日，香港至蛇口客运航线开通。这条对外海上航线，是汲取世界商业文明滋养的管道，它带来了蛇口急需的人才、资金、技术以及先进理念——这同样为整个中国所急需。

On November 20, 1981, the passenger route from Hong Kong to Shekou opened to navigation. Opening to the outside world, this sea route was a channel for global commercial resources, bringing in much-needed talent, capital, technology and advanced concepts, which China badly needed.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

边检站 Border Inspection Station

1983年的蛇口客运码头，乘客过关手续在一间平房里办理。一张桌子、一枚印章，就是一个边检站。

In 1983, the Shekou Passenger Terminal conducted all border checks in a one-story building. At that time, a border inspection station comprised a desk and a seal.



杜琼梅供图 Photo by courtesy of Du Qiongmei

欢迎画 Welcome Sign

最初的客运码头只是一间棚屋。在封闭已久、国门初开的年代，竖立在码头门口的欢迎画，表达了蛇口人打开大门、连接世界的热切渴望。

At first, the passenger terminal was just a small shack. As the country opened after its prolonged closure, the welcome sign in front of that shack expressed the eagerness of Shekou people to open the door and connect to the world.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

海上枢纽 Maritime Hub

1992年1月23日上午，邓小平在蛇口码头说：
你们要搞快一点！这仿佛是对整个中国的叮咛。邓
小平两次视察深圳，都是从这里经过。1990年代，
蛇口客运码头成为连接粤港澳的海上枢纽。

On the morning of January 23, 1992, Deng Xiaoping, chief architect of China's Reform and Opening Up, stood at the Shekou Port and said, "You need to speed up!" His words seemed like a reminder to the whole of China. During both his inspection tours of Shenzhen, Deng came to Shekou. In the 1990s, the Shekou Passenger Ferry Terminal was a maritime hub joining Guangdong, Hong Kong and Macau.

告别 Farewell

2016年10月30日，风和日丽的一天，已完成搬迁的蛇口客运码头正式关闭。35年里，上亿人次的旅客从这里出发，或归来。

On October 30, 2016, a warm and sunny day, the Shekou Passenger Ferry Terminal was officially closed. Over the course of 35 years, hundreds of millions of passengers have departed from or arrived at this terminal.



摄影 罗康林 Photo by courtesy of Luo Kanglin

邮轮母港 Cruise Ship Terminal

2016年11月13日，中国最大的邮轮母港——太子湾邮轮母港开港。傍晚时分，一轮满月高挂苍穹，处女星号载着千名游客驶向远方。太子湾邮轮母港是“再造新蛇口”的战略性项目，2011年开工填土，历时五年建成。太子湾邮轮母港与天津、厦门邮轮母港一起，布局中国东部海岸。蛇口，因此握有了迈向消费升级的国际邮轮的船票。而这一切，如同历史的回声——袁庚早就预言：港口是蛇口的生命线。

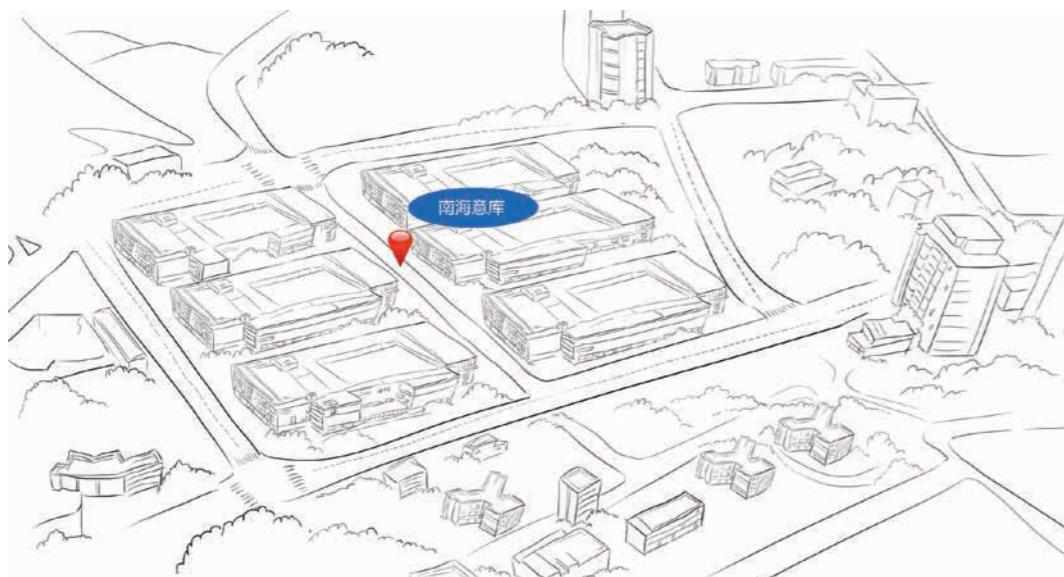
China's largest cruise ship terminal, the Prince Bay Cruise Homeport opened on November 13, 2016. At dusk, under the bright moon, the SuperStar Virgo, with thousands of passengers on board, sailed towards the distant horizon. The Prince Bay Cruise Homeport is part of a strategic project for forging a new Shekou. The project started construction in 2011, taking five years to complete. Together with the cruise homeports in Xiamen and Tianjin, the Prince Bay Cruise Homeport is also located on China's eastern coast. This port has allowed Shekou to upgrade its consumption level, joining the ranks of international cruise destinations. Yuan Geng once envisioned: "The Port is Shekou's lifeline."



摄影 肖佩 Photo by courtesy of Xiao Pei

从铁皮房到南海意库

Relocating Headquarters



(扫码看实景)
(Scan the QR code to see the scene)

From corrugated metal houses to NH ECOOL, the Shekou Industrial Zone (China Merchants Shekou Holdings Co., Ltd. CMSK) is innovating and growing.

从铁皮房到南海意库，它们开创了蛇口工业区（招商蛇口），使其历久弥新，不断生长。



招商局档案馆供图 Photo by courtesy of CMG Archive Center

蚝民房 Oyster Harvester Housing

1979年4月1日，招商局成立蛇口工业区建设指挥部，编制25人。指挥部花费8万元人民币购买了六湾海边的8栋蚝民房作为办公场所，蛇口工业区开始落地生根。

On April 1, 1979, the Construction Headquarter of the Shekou Industrial Zone was set up by the CMG, with an authorized size of twenty-five persons. The headquarter spent 80,000 yuan to buy eight houses from oyster farmers. These houses were located next to Bay Six and served as office buildings. In this way, the Shekou Industrial Zone began to take root.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

三栋铁皮房 Three Corrugated Metal Buildings

1979 年中，蛇口工业区建设指挥部在蚝民房侧建造了三栋铁皮房：第一栋用于办公，第二栋和第三栋是工作人员的住所和接待用房。

In the middle of 1979, the Construction Headquarter of Shekou Industrial Zone built three corrugated metal structures next to the oyster farmers' houses. The first structure was used as an office building, and the second and third were used as staff quarter and guest house.

蛇口工业区大厦 Shekou Industrial Zone Tower

1981 年 5 月 20 日，蛇口工业区建设指挥部更名为广东省深圳特区招商局蛇口工业区管理委员会。1983 年 6 月，蛇口工业区大厦建成，管委会搬进大厦。毕业于清华大学土木工程系的王志宏夫妇从武汉应聘到蛇口工业区。从这一年开始，奔赴蛇口成为热潮。中国当代历史上规模最大的一次人口迁徙浪潮，发端于改革开放，起源于奔赴蛇口，至今还在进程中。

On May 20, 1981, the Construction Headquarter of Shekou Industrial Zone was renamed the Management Committee of China Merchants Shekou Industrial Zone, Shenzhen Special Economic Zone, Guangdong. In June 1983, the Shekou Industrial Zone Tower was completed, and the Management Committee moved into the building. Wang Zhihong and his wife, who graduated from the Department of Civil Engineering, Tsinghua University, began to work here after moving from Wuhan. Beginning in 1983, people were rushing to Shekou. Indeed, the largest migration in contemporary Chinese history started with the Reform and Opening Up, and originated with the mass migration to Shekou. This migration is still ongoing.



王志宏供图 Photo by courtesy of Wang Zhihong

招商大厦 China Merchants Tower

1986年，蛇口工业区管委会搬进招商大厦。1987年，管委会改制为招商局蛇口工业区有限公司董事会，蛇口工业区从政企合一主体转型为单一企业主体。

In 1986, the Management Committee of Shekou Industrial Zone moved to the China Merchants Tower; in 1987, the Committee was restructured and became the Board of Directors of China Merchants Shekou Industrial Zone Holdings Co., Ltd., whereupon the Shekou Industrial Zone transitioned from an administrative and corporate entity to one that dedicated to corporate management.



招商蛇口供图 Photo by courtesy of the China Merchants Shekou Industrial Zone Holdings Co., Ltd. (CMSK)



招商蛇口供图 Photo by courtesy of CMSK

新时代广场 New Era Square

1997年10月，新时代广场建成（中间高楼），成为蛇口的新地标，招商局蛇口工业区有限公司迁至这里。经过长时间酝酿之后，蛇口工业区于2009年启动了“再造新蛇口”计划。

The newest Shekou landmark, the New Era Square (center) was completed in October 1997. Subsequently, CMSK moved in. After an extended period of preparation, the Shekou Industrial Zone initiated the project of “Forging a New Shekou” in 2009.

南海意库 NH ECOOL

2018年5月1日，南海意库3号楼外蔚然满目。2015年12月30日，蛇口工业区吸收合并招商地产整体上市，更名为招商局蛇口工业区控股股份有限公司（简称“招商蛇口”），总部设在南海意库。招商蛇口积累40年经验而创造的“前港—中区—后城”的城市发展模式，被复制推广到众多城市和国家。

This photo shows building No. 3, NH ECOOL, on May 1, 2018. On December 30, 2015, the Shekou Industrial Zone merged with China Merchants Property and had its IPO with the new name CMSK, and headquartered in NH ECOOL. Based on forty years of experience, China Merchants Shekou Industrial Zone created a “Port-Park-City” model of urban development, which has been replicated in various cities and countries.



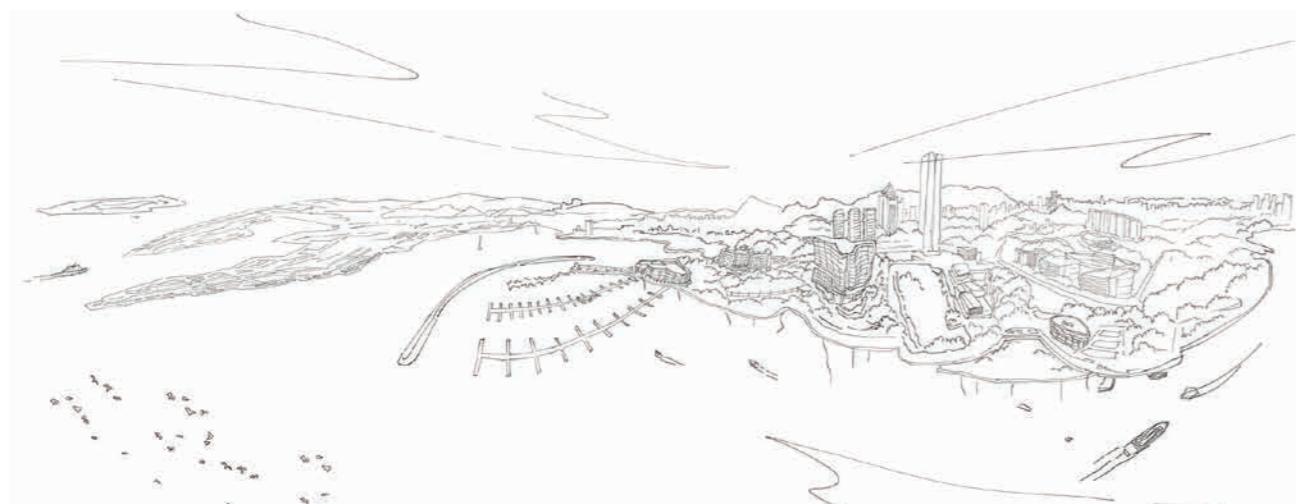
摄影 杜海彬 Photo by courtesy of Du Haibin

林小静

Lin Xiaojing

从文件到文献，见证蛇口 40 年。

Archiving 40 years of history in Shekou.



(扫码看实景)
(Scan the QR code to see the scene)



林小静供图 Photo by courtesy of Lin Xiaojing

选择 Choice

1979 年，蛇口海面涌动着两股截然相反的浪潮，一边是大批年轻人从蛇口海滩游向香港；另一边是招商局筹建人员不断从香港乘船来到蛇口，他们的落脚点正好是逃港者的出发地。蛇口中学 1979 届毕业班的 37 名同学中，有 18 人在这一年夏天逃港。16 岁的林小静（第二排右二）选择留在蛇口，入职刚创立的蛇口工业区。

In 1979, the coasts of Shekou saw two opposite tides. On the one hand, many young people swam to Hong Kong from the beaches of Shekou. On the other hand, preparatory personnel of CMG kept coming to Shekou from Hong Kong by sea. The point of their arrival happened to be the deserters' point of departure. Of the 37 students graduated from Shekou Middle School in 1979, 18 slipped across the border to Hong Kong that summer. Sixteen-year-old Lin Xiaojing (second from right in the second row) chose to stay, and joined the newly established Shekou Industrial Zone.



林小静供图 Photo by courtesy of Lin Xiaojing

双鸽牌打字机 The Shuangge (Twin Pigeon) Typewriter

林小静最初在打印室担任打字员，蛇口工业区早期的文件，都是她用双鸽牌打字机打出来的，当时用的字符是繁体字。

Lin Xiaojing first worked as a typist in the printing room. All the early documents of the Shekou Industrial Zone were typed by her on a Shuangge typewriter, in traditional Chinese characters.



林小静供图 Photo by courtesy of Lin Xiaojing

花裙子 Colorful Dresses

1980年，林小静（左二）和三名同事在办公室前留影。简陋的铁皮房，在花裙子的映衬之下也有了春日的色彩。

In 1980, Lin Xiaojing (second from left) and three of her colleagues had a picture taken in front of their office. The bright colors of their dresses brought a hue of spring to the simple corrugated metal backdrops.



林小静供图 Photo by courtesy of Lin Xiaojing

联想电脑 The Lenovo Computer

到 2009 年，林小静在蛇口工业区档案室工作了整整 30 年。从双鸽牌打字机到联想电脑，她以不同的书写方式，记录和保存了蛇口的变迁轨迹。

By 2009, Lin Xiaojing had worked for 30 years in the archives office of the Shekou Industrial Zone, where she had documented the changes of Shekou by different means of writing, ranging from a Shuangge typewriter to a Lenovo computer.

馆藏文献 A Collection of Documents

2017 年 12 月 26 日，中国改革开放蛇口博物馆在海上世界文化艺术中心开馆。林小静从前打印的诸多文件，变成了博物馆馆藏文献，由她亲手挂上展墙。退休之后，林小静在这里担任顾问和义务讲解员，将她亲历的故事还原给后人。

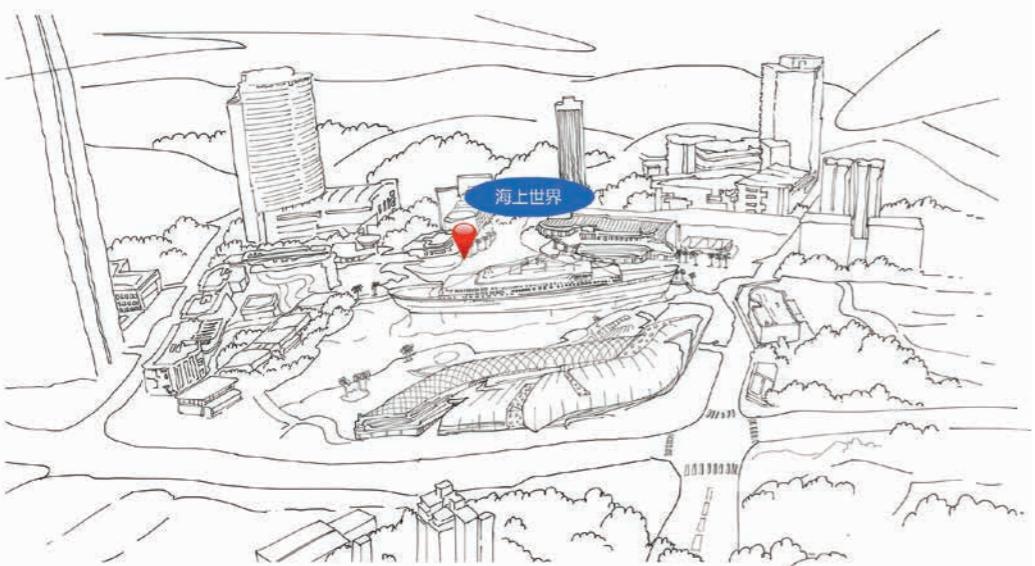
On December 26, 2017, the Shekou Museum of China's Reform and Opening Up was opened at the Culture and Art Center of the Sea World. The documents Lin Xiaojing had typed became part of the museum's collection. She put these documents on the exhibition boards with her own hands. Having retired, she now works here as a consultant and volunteer docent to tell visitors her own story in Shekou.



摄影 杜海彬 Photo by courtesy of Du Haibin

海上世界

The Sea World



从明华轮到海上世界，这艘船历经几度兴衰，成为改革开放进程中的传奇和历史坐标。

From Minghua Cruise Ship to the Sea World, this ship, through ups and downs, has become a legend and a witness of the history of China's Reform and Opening Up.



摄影 罗沛 Photo by courtesy of Luo Pei

罾 (zēng) The Fishing Net

1983年8月，蛇口渔民用罾在六湾捕鱼。这种古老的渔网，只要放入海里半个小时后捞起，就会有数斤鱼虾落入网中。摄影师罗沛拍完这张照片之后不久，罾所在的位置迎来了一艘大船。

In August 1983, a fisherman of Shekou was fishing with a net at Bay Six. This old-fashioned fishing net would catch several pounds of fish and shrimps after being left in the sea for half an hour. Soon after Luo Pei, the photographer, took this picture, a large ship arrived where the fishing net had been.



(扫码看实景)
(Scan the QR code to see the scene)

坐滩 Docking

1983年，蛇口工业区从中国远洋广州分公司购入明华轮。蛇口工业区买船的初衷是：提供一站式的食宿与游乐设施，留住那些原本早出晚归的香港商人。同年8月27日，明华轮抵达蛇口海域，交通部四航局花了三个月时间才将它拖进六湾。坐滩之后的明华轮再没有挪动半米，但它的生命和航程从此变成了无限。

In 1983, the Shekou Industrial Zone bought the Minghua Cruise Ship from COSCO Guangzhou to provide one-stop lodging and entertainment to business people from Hong Kong, who used to arrive in the morning and return at night. On August 27, the Minghua Cruise Ship arrived near the coast of Shekou. It took the CCCC Fourth Harbor Engineering Co., Ltd. three months to drag it into Bay Six. Once the Minghua Cruise Ship was docked, it never moved an inch. But it seems that her life and voyage has been extended to infinity.



摄影 霍维新 Photo by courtesy of Huo Weixin

命名 The Name

1984年1月26日，邓小平登上明华轮，题写了“海上世界”。几天之后，身在广州的邓小平写下了那句著名的论断：“深圳的发展和经验证明，我们建立经济特区的政策是正确的。”一艘退役邮轮由此变成了一个精神地标，见证了中国融入世界的磅礴开端。

On January 26, 1984, Deng Xiaoping boarded the Minghua Cruise Ship and wrote down the name "Sea World". A couple of days later, Deng Xiaoping wrote down the famous statement in Guangzhou, "The development and experience of Shenzhen has proved that our policy to establish the special economic zone is correct." Thus this retired cruise ship became a symbolic landmark that witnessed the beginning of China's integration into the world.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



摄影 张新民 Photo by courtesy of Zhang Xinmin

眺望对岸 A View of the Other Side

一海一世界，一镜一乾坤。十年之内，上百万人通过明华轮上的这个望远镜眺望对岸的香港，憧憬着外面的世界。

It is a different world on the other side, a different view through the telescope lens. For ten years, over a million people observed Hong Kong on the other side through this telescope on Minghua Cruise Ship. They were fascinated by the outside world.



摄影 张新民 Photo by courtesy of Zhang Xinmin

扩展 The Expansion

1989 年，明华轮的西侧建造了女娲补天雕塑和海滨浴场，海上世界开始向海上拓展，一个以其为核心的“城市客厅”初步呈现。

In 1989, the Sculpture of Nüwa (the mother goddess in Chinese mythology) and the bathing beach were built to the west of the Minghua Cruise Ship. The Sea World began to expand towards the sea. The city's "living room" with the Sea World at the center was coming into being.

填海 Land Reclamation

从 1962 年下水开始，这艘邮轮出入过全球 100 多个国家和地区的港口，即便 1983 年坐滩蛇口，也没有离开过大海的怀抱。1994 年，海上世界周边开始填海。第二年夏，明华轮告别大海，以城为家。

20 世纪 90 年代中期的深圳，土地价值面临全面重估，城市空间一直紧约束的蛇口一度考虑将明华轮拆除，就像拆除违章建筑。所幸，在历史的长河中，这只是一个闪念，否则蛇口将失去一个永远的传说。

Since her launch in 1962, the Minghua Cruise Ship had been to the ports of over a hundred countries and regions. Even when she was docked in 1983, she was still in the arms of the sea. In 1994, land reclamation began in the area around the Sea World. In the summer of the next year, the Minghua Cruise Ship bid farewell to the sea and made the city her home.

In Shenzhen of the mid 1990s, land was to be revalued. Under the pressure of limited urban space, Shekou once considered dismantling the Minghua Cruise Ship as if it were an illegal building. Fortunately, it turned out to be a soon forgotten idea in the long process of history. Otherwise Shekou would have lost a lasting legend.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



摄影 罗康林 Photo by courtesy of Luo Kanglin

灯火阑珊处 Where the Lights Last

1995年之后，海上世界的南侧改成高尔夫练习场。逃过拆除一劫的海上世界虽然沉寂，但保留了通向新世纪的种种可能。蓦然回首，一船仍在灯火阑珊处。

After 1995, the south side of the Sea World was turned into a golf driving range. The Sea World, which had a narrow escape from demolition, was left in the cold, but all kinds of possibilities were in store for the new century. Looking back, one would find her where the lights last.



摄影 佚名 Photo by courtesy of Someone Anonymous

重塑 Rebuilding

21世纪的到来，尤其是互联网的一日千里，颠覆了人们对固有世界的所有想象。全球视野之下，海上世界的价值被重新定义和发现。金融海啸刚刚过去的2009年，蛇口工业区确立了“再造新蛇口”战略，海上世界重回蛇口舞台中央。经过反复论证和多轮国际咨询之后，以海上世界为核心的蛇口城市风貌开始重塑。

The dawn of the 21st Century, especially the rapid development of the Internet, has completely changed all preconceived ideas of the world. From the global perspective, the value of Sea World was redefined and rediscovered. In 2009, soon after the financial crisis, the Shekou Industrial Zone made a plan to build a new Shekou. The Sea World came back to the center stage. After repeated discussions and several rounds of consultation on an international scale, the rebuilding of Shekou's urban landscape with the Sea World at the center began.



摄影 黄雪波 Photo by courtesy of Huang Xuebo

归来 The Return

蛰伏多年，海上世界盛装归来。2016年元旦，超过10万市民参加了灯光节，呈现在人们面前的是一个梦幻般的斑斓之城。

After years of dormancy, the Sea World returned with an elegant look. On the New Year's Day of 2016, over a hundred thousand citizens attended the Festival of Lights to see the dreamlike city in dazzling colors.

传奇新一幕 A New Stage of the Legend

从1995年到2015年，20年的时光沉淀和思索，也是最深情的诉说和告白。海上世界，还给蛇口人传奇新一幕。

Between 1995 and 2015, it was the twenty years of reflections and thoughts, and twenty years of the sincerest confiding and confessing. The Sea World has entered a new phase of the legend for the people of Shekou.



《蛇口消息报》供图 Photo by courtesy of Shekou News

时间读本
A Book of Time



摄影 杜海彬 Photo by courtesy of Du Haibin

2018年2月8日
在离海上世界一公里的海面
北望蛇口
恍如一本40年的
时间读本
静谧、辽阔、蔚蓝、深远
船、港、城、天
一切如人所想
一切又在想象之外

February 8, 2018
When you look northward at Shekou
On the sea a kilometer from the Sea World
Shekou, is like reading a book of time
A book of forty years
The tranquility, the vastness, the azure, the far-reaching
The ship, the port, the city, the sky
All as imagined
And yet all beyond imagination

赵艳华

Zhao Yanhua

34 年后，赵艳华依然清晰记得，
邓小平在她的提示下写下日期：
一九八四年一月廿六日。

Thirty-four years have passed and Zhao Yanhua still clearly remembers how Deng Xiaoping, at her hint, wrote down the date:
January 26, 1984.

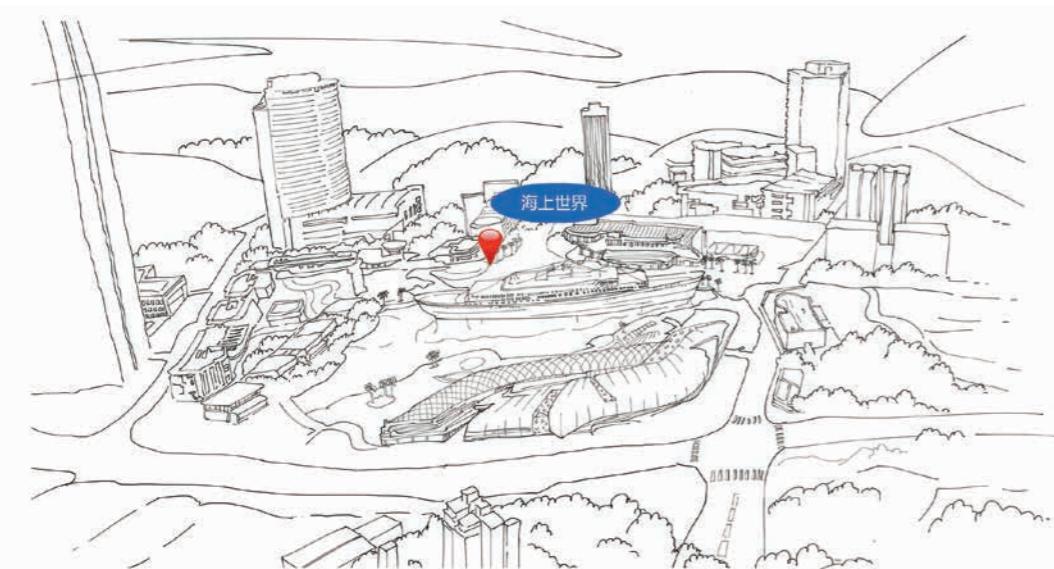


赵艳华供图 Photo by courtesy of Zhao Yanhua

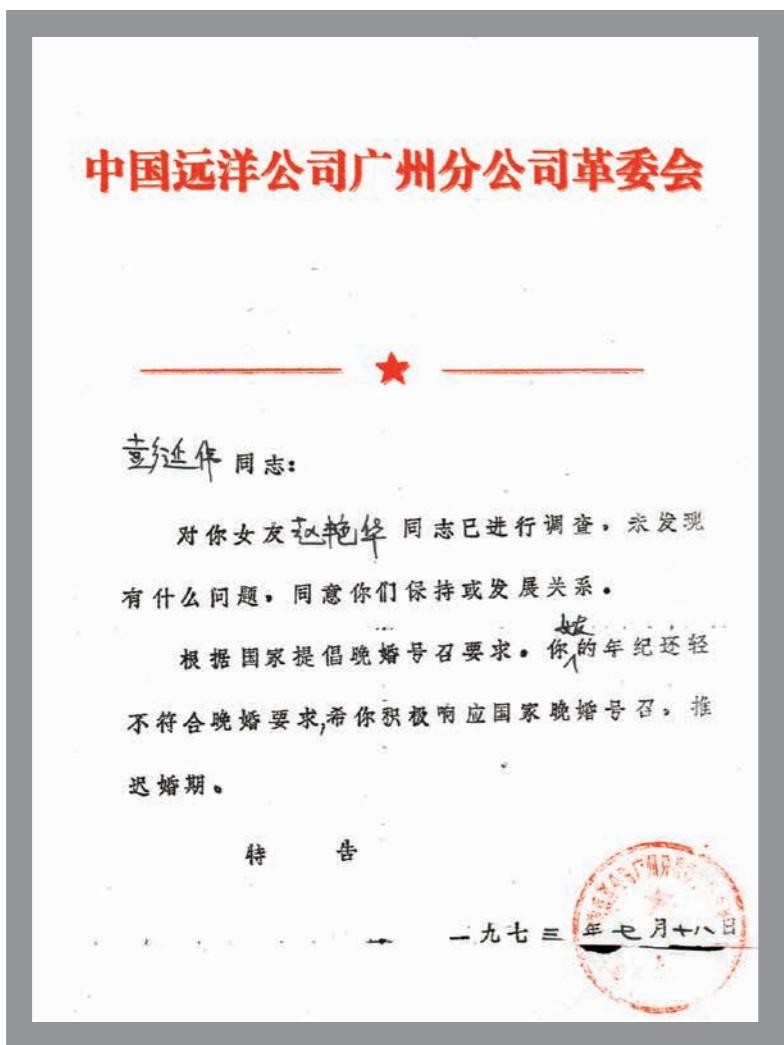
四马架公社 The Simajia Commune

1973年，23岁的吉林省扶余县四马架公社妇女主任赵艳华（第三排右二）遇到了两件大事：在白城地区计划生育工作评比中，她获得了第一名；更重要的是，公社同事给她介绍了对象彭延伟，她的人生将因此改变。

In 1973, two big events took place in the life of the 23-year-old Zhao Yanhua (second from right in the third row), the then director of Women's Federation at the Simajia Commune of Fuyu County, Jilin Province. One was that she came out in the first place in the Baicheng regional evaluation of the family control administration. The other, more importantly, was that one of her colleagues at the commune arranged for her a date with Peng Yanwei. Her life was about to be changed.



(扫码看实景)
(Scan the QR code to see the scene)



批准恋爱 An Approved Relationship

赵艳华的男友彭延伟是中国远洋公司广州分公司的会计，属于涉外岗位，谈恋爱需要组织调查审批。1973年夏天，他们的恋爱关系正式确定之后不久，彭延伟被调至香港，在招商局旗下的海通公司工作。

Zhao Yanhua's boyfriend Peng Yanwei was an accountant at COSCO Guangzhou. As his work was foreign-related, the love affair had to go through the Party's investigation before their relationship was approved. In the summer of 1973, soon after they became serious with the relationship, Peng was transferred to Hong Kong to work for Hoi Tung Trading Co., Ltd., a subsidiary of China Merchants Group.

上船 Woking on Board

为解决夫妻两地分居，赵艳华被蛇口工业区调到蛇口。1983年11月，明华轮进港之后，赵艳华成为第一批上船工作的员工。

The Shekou Industrial Zone transferred Zhao Yanhua to Shekou so that she could join her husband. When the Minghua Cruise Ship was docked in November 1983, Zhao Yanhua became one of the first staff members working on board.



赵艳华供图 Photo by courtesy of Zhao Yanhua

1984 年 1 月 26 日 January 26, 1984

作为海上世界副总经理，接待邓小平并见证题词是赵艳华（前排右一）一生中的至亮时刻。当天中午，邓小平来到明华轮龙凤餐厅。席间，邓小平兴致很高。赵艳华适时上前说：“请首长给我们题个词。”邓小平欣然起身，赵艳华把墨砚端上桌子。邓小平问：“写什么？”这时有人说：“海上世界！”邓小平一挥而就，此时旁边又有人说：“没签名，没签名。”赵艳华说：“首长要签名！”邓小平签名之后，在赵艳华的提示下写下日期：一九八四年一月廿六日。

The highlight of the career of Zhao Yanhua (first from right in the front row) as Vice General Manager of the Sea World was the day when she received Deng Xiaoping and witnessed his inscription. At noon that day, Deng Xiaoping visited the Phoenix Restaurant on the Minghua Cruise Ship. During the luncheon, Deng Xiaoping was in high spirits. Seizing the chance, Zhao Yanhua went up to him and said, "Would you please write something for us?" Deng Xiaoping agreed gladly. When he stood up, Zhao Yanhua brought the ink stone to the table. Deng Xiaoping asked, "What should I write?" Someone said "Sea World!" Deng Xiaoping finished the inscription with a flourish of the writing brush. Then someone said, "Don't forget the signature!" Zhao Yanhua reminded him, "Would you please sign it?" Deng Xiaoping signed the inscription and, at Zhao Yanhua's hint, wrote down the date under the signature: January 26, 1984.



摄影 江式高 Photo by courtesy of Jiang Shigao

跌宕起伏 Ups and Downs



赵艳华供图 Photo by courtesy of Zhao Yanhua

1984年夏，赵艳华离开了海上世界。在风云激荡的时代浪潮中，她开始了漫长的创业之路，到香港做贸易生意，红火的时候3天挣了25万美元。1998年，香港爆发金融风暴，赵艳华在股市亏光了全部所得。2000年，历经跌宕起伏的赵艳华夫妻，前往加拿大与两个儿子团聚，在温哥华经营一家比萨店，度过平凡而温暖的8年时光。

In the summer of 1984, Zhao Yanhua left the Sea World. In a time of unpredictable changes, she embarked on a long journey to develop her own business. She started with trading businesses in Hong Kong. In her best times, she once made 250,000 US dollars in three days. When the financial crisis hit Hong Kong in 1998, Zhao Yanhua lost everything in the stock market. In 2000, after all the ups and downs, Zhao Yanhua and her husband went to Canada to reunite with their two sons. There they spent 8 peaceful and heart-warming years, running a pizzeria in Vancouver.



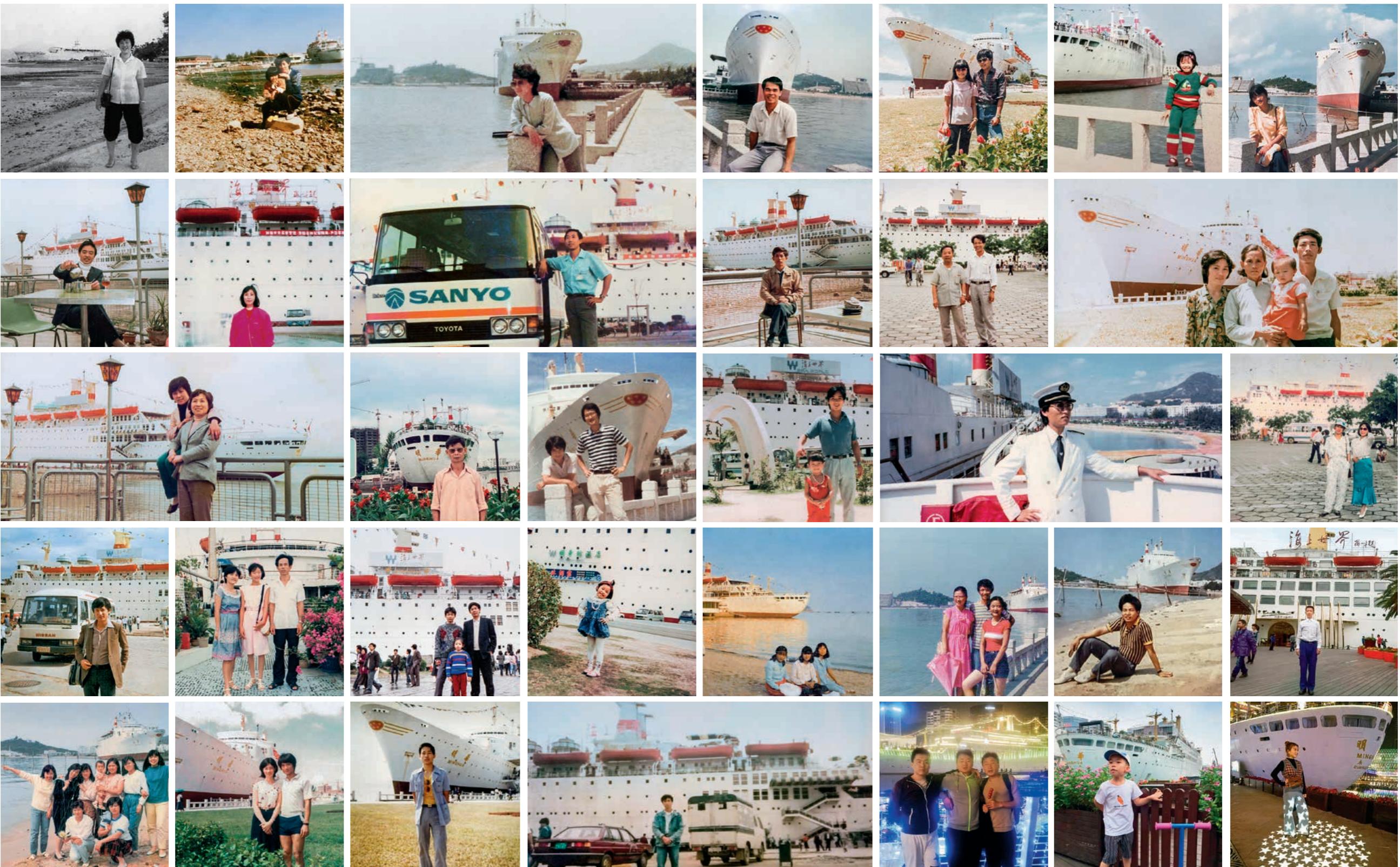
摄影 杨延康 Photo by courtesy of Yang Yankang

再相逢 The Reunion

2018年1月26日，赵艳华夫妇像平常一样，到海上世界一家餐厅喝早茶。在古稀之年，走过全世界的赵艳华回到蛇口定居，与海上世界再相逢，恍如隔世，又像昨日。

On January 26, 2018, Zhang Yanhua and her husband went to a cafeteria in the Sea World for dim sum as usual. In her seventies, Zhao Yanhua settled down in Shekou after years of travelling around the world. When she was back here again, her years in the Sea World seemed like a life time ago, but also like yesterday.

Every resident of Shekou has his/her own memory of the Sea World
每个蛇口人心中都有一个海上世界



武音 | 姜达人 | 狄浅 | 罗沛 | 谭子青 | 张玲 | 何炳泉 | 王丹阳 | 林枢
陈远霞 | 梁爱珀 | 许秋坤 | 李燕华 | 张爱华 | 钟秀香 | 魏敏璇 供图

Photos by courtesy of Wu Yin | Jiang Daren | Di Qian | Luo Pei | Tan Ziqing | Zhang Ling | He Bingquan | Wang Danyang | Lin Shu
Chen Yuanxia | Liang Aipo | Xu Qiukun | Li Yanhua | Zhang Aihua | Zhong Xiuxiang | Wei Minxuan

女娲补天

Sculpture of Nüwa



(扫码看实景)
(Scan the QR code to see the scene)

Nüwa made the first human out of dust and mud, and inspired life into all living beings. She is the Mother Goddess guarding Shekou.

女娲抟土造人，并化生万物，是保护蛇口的大地女神。



刘梦虎供图 Photo by courtesy of Liu Menghu

举石于天 Raising a Rock towards the Sky

1989年，蛇口工业区走过了十年艰难历程之后，在海上世界西侧竖立了一尊由艺术家傅天仇设计的女娲补天雕塑，蛇口人有担当、无畏惧、开创新纪元的雄心，通过举石于天的女娲彰显于世。

In 1989, after the Shekou Industrial Zone went through ten years of hardships, a Sculpture of Nüwa designed by artist Fu Tianchou was erected to the west of the Sea World. The Shekou people's responsibility, bravery, and ambition to start a new era are embodied in the image of the Mother Goddess raising a rock towards the sky.



摄影 吴南森 Photo by courtesy of Wu Nansen

流连 A Public Leisure Space

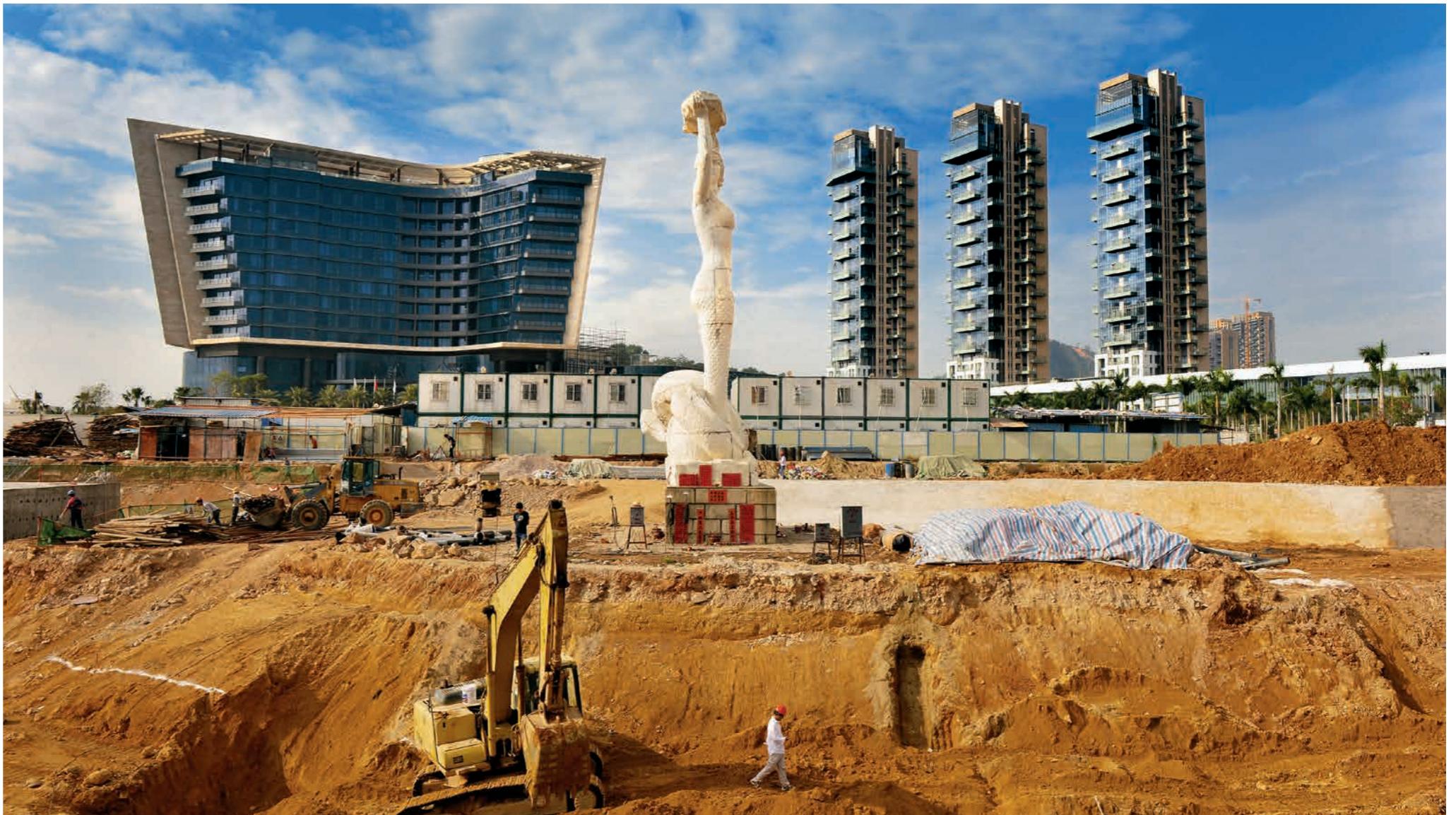
面朝大海，循古追今。女娲广场成为蛇口市民最愿意流连的公共休闲空间。

With a view of the sea and a sense of history, the Nüwa Square has become the favorite public leisure space for the people of Shekou.

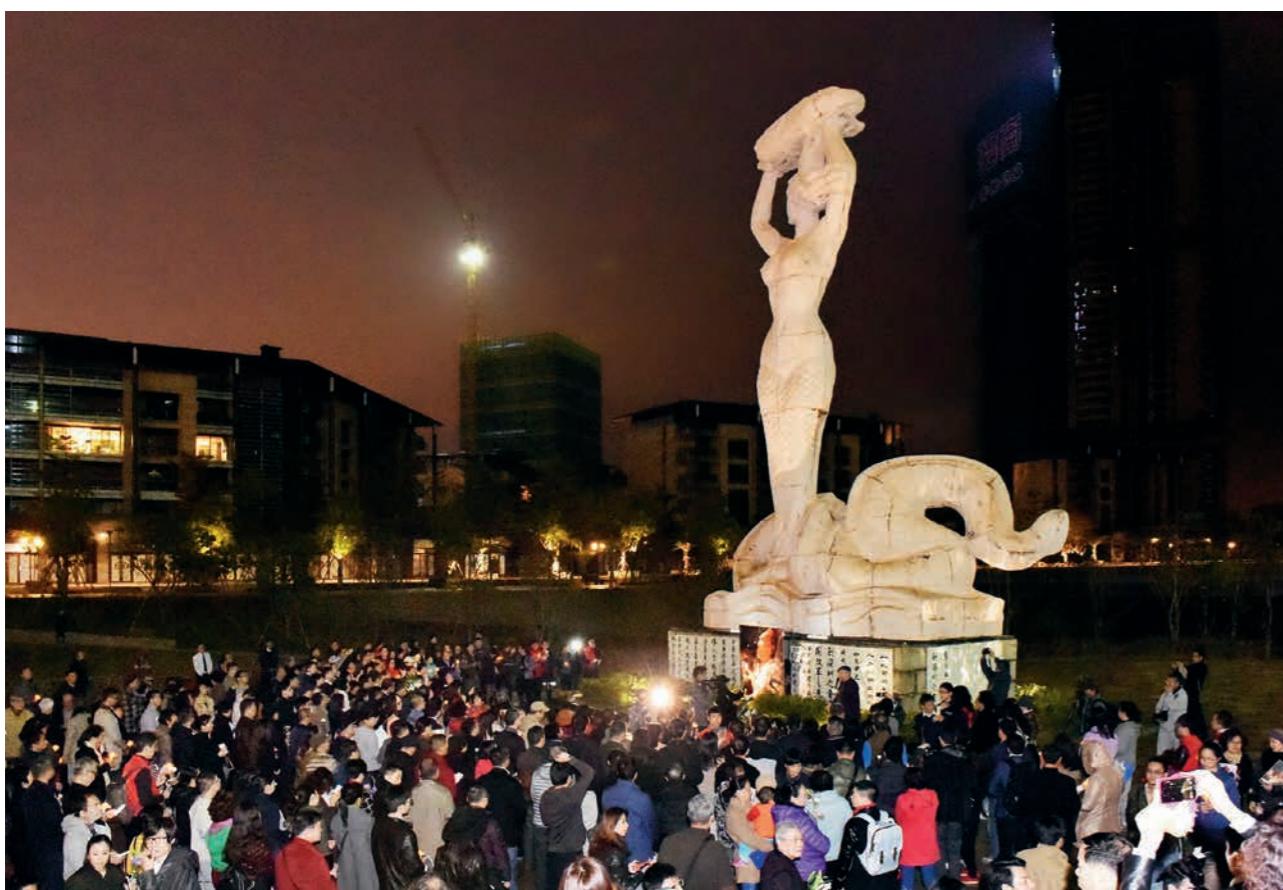
女娲的目光 The Gaze of Nüwa

2014年，随着“再造新蛇口”的推进，女娲静静地凝视着周边的变化。

In 2014, with the implementation of the plan to build a new Shekou, the area was gradually changed in the silent gaze of Nüwa the Mother Goddess.



摄影 罗康林 Photo by courtesy of Luo Kanglin



摄影 罗康林 Photo by courtesy of Luo Kanglin

送别 Mourning

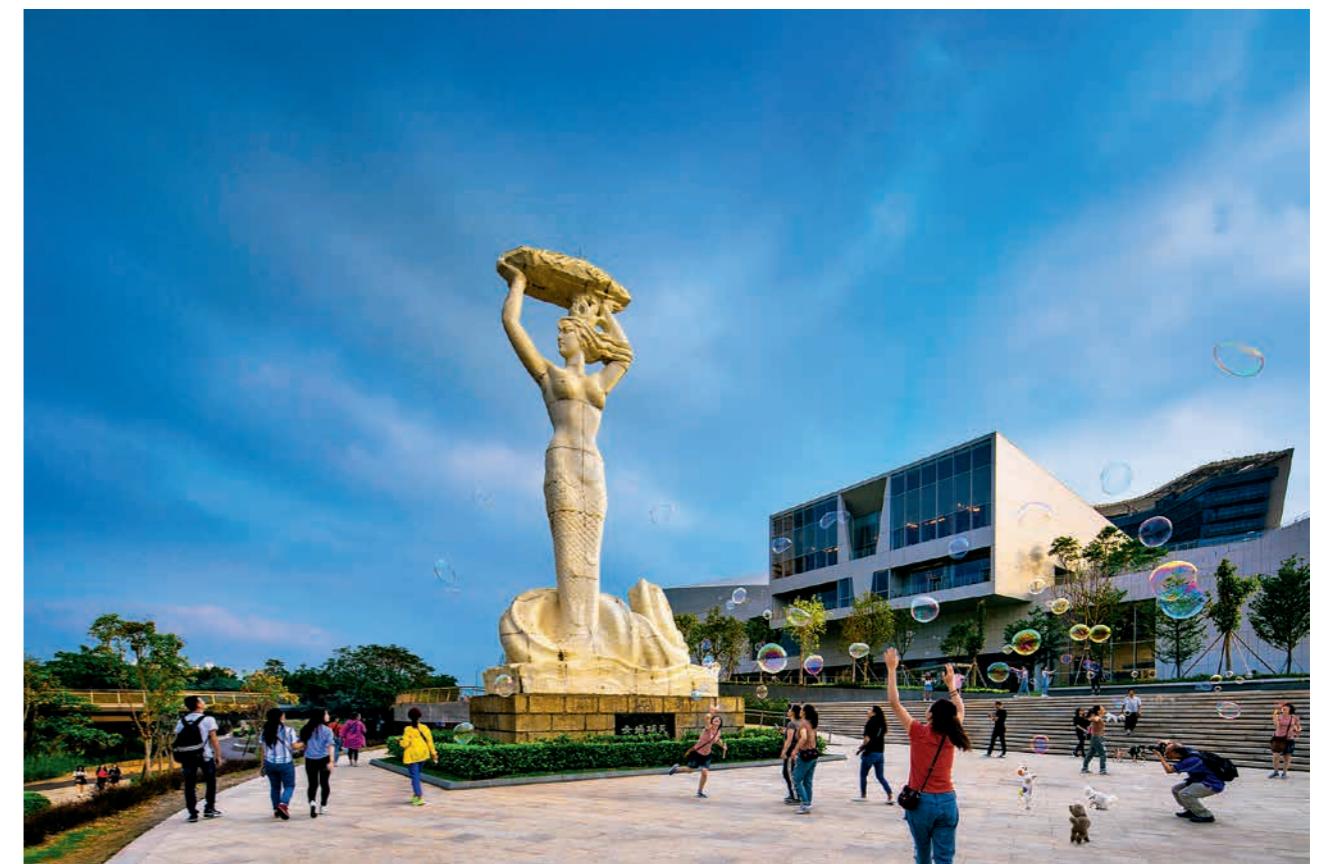
生于斯，殒于斯，袁庚仿佛历史之于蛇口的馈赠以及成全。
2016年1月31日，袁庚在他一手创建的蛇口工业区逝世。当天晚上，
蛇口居民聚集女娲广场，举烛送别袁庚。

Here he came to the world. Here he left the world. Yuan Geng was like a gift from history to Shekou. On January 31, 2016, Yuan Geng passed away in the Shekou Industrial Zone, which he founded with his own hands. On that night, people of Shekou gathered on the Nüwa Square with candles in their hands to mourn for Yuan.

日常 An Ordinary Day

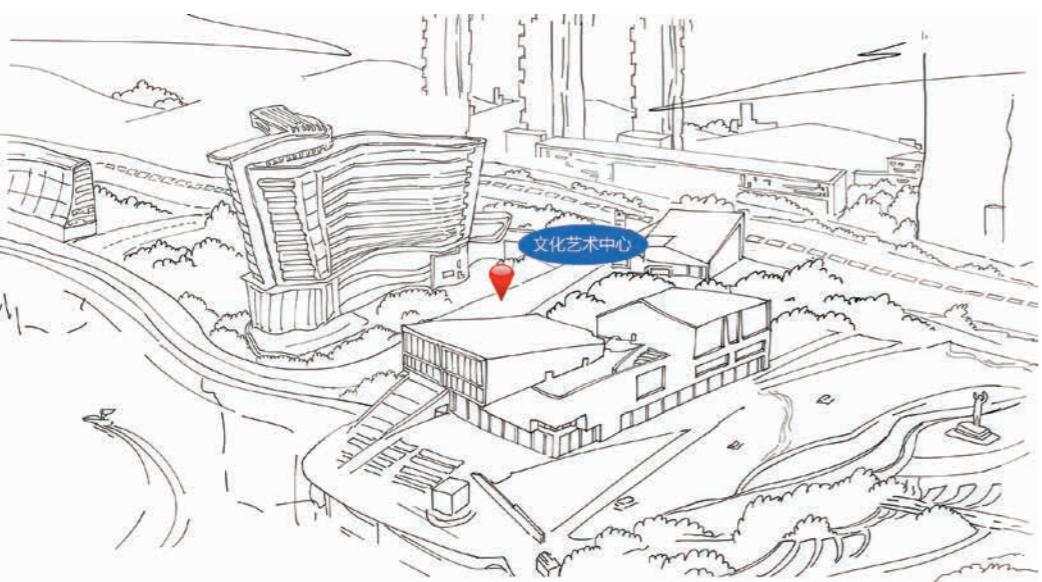
2018年5月1日，恰逢节日小长假，多日阴雨之后迎来如洗的碧空，女娲身旁是蛇口人安闲自在的日常生活。时光荏苒，女娲不老，至今她依然在催促着招商蛇口人一往无前的脚步。

May 1, 2018 was a holiday. The sky cleared after days of rain. At the foot of the Sculpture of Nüwa, people of Shekou spent the leisurely and carefree day as usual. Time flies, but the goddess is always young. Today, she is still urging the people of CMSK to keep moving forward.



摄影 杜海彬 Photo by courtesy of Du Haibin

Bathing Beach



Where the oyster farm and the bathing beach used to be is now the Culture and Arts Center. Nostalgic and romantic memories of Shekou dwell there.

从蚝田、渔民渔场到文化中心，
栖息着蚝口的愁和情。



(扫码看实景)
(Scan the QR code to see the scene)



摄影 罗沛 Photo by courtesy of Luo Pei

拾贝 Collecting Shells

1985年，海上世界的西侧还是一片蚝田，南水村的蚝民在此种蚝，工业区的孩子们则在岸边拾贝壳。文明赓续，乡愁犹在。

Back in 1985, an oyster farm lay to the west of the Sea World. Oyster farmers of the Nanshui Village cultivated oysters here, while children of the Industrial Zone collected shells on the beach. The world changes, but people's affection for this land remains unchanged.

体验 Fun

1990年，蛇口工业区运来大量白沙，将蚝田改造成海滨浴场。这里离工厂和住宅不到一公里，孩子们放学之后、工人们下班之后，骑着自行车一溜烟就到了，它给蛇口人带来了滨海生活的快乐体验。

In 1990, tons of white sand was shipped to the Shekou Industrial Zone and the oyster farm was turned into a bathing beach. It was less than a kilometer from the factories and the residential buildings. Children and workers could get here in a minute by bicycle after school or after work. It brought a lot of fun to the people of Shekou.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



摄影 张新民 Photo by courtesy of Zhang Xinmin

封存 The Closure

1995年，由于附近海域水质污染严重，大肠杆菌严重超标，海滨浴场被迫关闭。2003年，为适应填海造城的需要，海滨浴场被填为平地，一段属于蛇口人的浪漫记忆就此封存。

In 1995, due to the serious pollution in the nearby waters, the escherichia coli density exceeded the standard level and the bathing beach had to be closed. In 2003, for the need of land reclamation, the bathing beach was filled and leveled up. A romantic memory of the people of Shekou was sealed up.



摄影 罗康林 Photo by courtesy of Luo Kanglin



摄影 杜海彬 Photo by courtesy of Du Haibin

文化艺术中心 Culture and Arts Center

2010年，填平后的海滨浴场开始动工，北侧建蛇口新地标——招商局广场；南侧建文化艺术中心，同时这里成为深圳湾15公里滨海栈道的起点。世界著名建筑大师槙文彦设计的文化艺术中心，建筑主体分别面向山、海、城，空间格局开放、互联、共享。2017年12月，文化艺术中心开馆，设计互联进驻，蛇口拥有了张世界级的文化艺术名片。

In 2010, construction began on the levelled bathing beach. China Merchants Tower—a new landmark of Shekou—was built on the northern side. The Culture and Arts Center was built on the southern side, which was the starting point of the 15-kilometer costal boardwalk of the Shenzhen Bay. The Culture and Arts Center, designed by the world-famous architect Fumihiko Maki, faces respectively the mountain, the sea and the city on different sides, featuring an open, connected and shared spatial pattern. In December 2017, the Culture and Arts Center was opened and Design Society moved in. Shekou now has a world-class cultural name card.

中国改革开放蛇口博物馆 Shekou Museum of China's Reform and Opening up

物质不灭，精神永存。2017年12月26日，中国改革开放蛇口博物馆开馆，为文化艺术中心注入了招商血脉和蛇口基因。

Matter is constant and the spirit is everlasting. On December 26, 2017, the Shekou Museum of China's Reform and Opening Up was opened, injecting China Merchants business philosophy and innovative genes of Shekou into the Culture and Arts Center.



摄影 杜海彬 Photo by courtesy of Du Haibin

Nanhai Hotel



In the last thirty years, countless travelers have remembered the sound of the sea waves as the melody of Shekou.

30多年来，无数过客铭心底，都存有一曲皆涛枕海的蛇口旋律。



(扫码看实景)
(Scan the QR code to see the scene)



蛇口希尔顿南海酒店供图 Photo by courtesy of the Shekou Hilton Nanhai Hotel

合资共建 A Joint Venture

1983年夏天，由招商局集团、香港美丽华酒店等四家股东共同投资的南海酒店开工，目的是为开发南海石油的外商提供服务。这是深圳建造的第一家五星级酒店。

In the summer of 1983, the construction of the Nanhai Hotel began. Invested by four stockholders, including the CMG and the Mira Hong Kong Hotel, the Nanhai Hotel was to provide service to foreign business people exploring oil in the South China Sea. It was the first five-star hotel in Shenzhen.



摄影 张颖 Photo by courtesy of Zhang Ying

第一任钢琴师 The First Pianist

1985年，南海酒店从全国各地招聘了首批300名员工，27岁的钢琴师武音（左一）是其中之一。酒店开业后，武音成为第一任钢琴师。

In 1985, the Nanhai Hotel recruited the first 300 employees from all over China. Among them was the 27-year-old pianist Wu Yin (first from left). When the hotel opened, Wu Yin became its first pianist.

风帆造型 The Sail-like Design

面朝大海，碧波连天，南海酒店门前的泳池，是1980年代中国时尚生活的标志。酒店独特的风帆造型是华森设计的陈世民设计的。

Facing the blue waves of the sea, the swimming pool in front of the Nanhai Hotel was a symbol of fashionable life in China of the 1980s. The unique sail-like structure was designed by Chen Shimin from Huasen Architectural & Engineering Designing Consultants Ltd.



蛇口希尔顿南海酒店供图 Photo by courtesy of the Shekou Hilton Nanhai Hotel



蛇口希尔顿南海酒店供图 Photo by courtesy of the Shekou Hilton Nanhai Hotel

员工客人 Employees as Guests

2017年7月，蛇口希尔顿南海酒店南海翼开业，它的首批300名客人是原南海酒店的老员工。2013年，南海酒店在连续经营了27年之后歇业，改造之后由希尔顿接手管理，管理风格从最初的港式转变为美式。

In July 2017, Shekou Hilton Nanhai Hotel opened. Its first 300 guests were former employees of the Nanhai Hotel. In 2013, the Nanhai Hotel discontinued its 27 years of operation and got ready for a turning point. It was renovated and was then taken over by Hilton. It was to be managed in the American way rather than the Hong Kong style.

穿越岁月 The Timeless Melody

2018年3月23日，60岁的武音应蛇口希尔顿南海酒店的邀请，回到酒店为客人弹奏了邓丽君的歌曲，穿越岁月的旋律在希尔顿辉煌的大堂内回响。武音于1986年离开南海酒店，远赴法国深造钢琴，32年后从巴黎回到这里，被聘为终身演奏师。

On March 23, 2018, the 60-year-old Wu Yin returned to the hotel at the invitation of Shekou Hilton Nanhai Hotel. He played Teresa Teng's songs for the guests. The timeless melodies hung over the splendid hotel lobby. Wu Yin left the Nanhai Hotel in 1986 to study piano in France. 32 years later, he came back from Paris as a tenured musician.



摄影 杜海彬 Photo by courtesy of Du Haibin

听涛枕海 Sound of Sea Waves

2018年4月12日，蛇口希尔顿南海酒店沉浸夜色中，六湾的海水弥漫着粤港澳大湾区的气息。无论是从事石油开发的旧友，还是做科技研发的新朋，无数过客的心底，都存有一曲听涛枕海的蛇口旋律。

The Shekou Hilton Nanhai Hotel was immersed in the night of April 12, 2018. The atmosphere of the Guangdong-Hong Kong-Macau Greater Bay Area pervades Bay Six. Countless travelers, be they old friends in the oil exploration business or new guests in the research and development career, remember the sound of sea waves as the melody of Shekou.



摄影 杜海彬 Photo by courtesy of Du Haibin

微波山

Microwave Mountain

Although literally named as a mountain of small waves, this hill witnessed an avalanche of progress.

蛇口小山头上竖旗帜，迎来新时代进步的巨变。



(扫码看实景)
(Scan the QR code to see the scene)



招商局档案馆供图 Photo by courtesy of CMG Archive Center

俯瞰 Bird's Eye View

微波山原本是无名小山丘，从大南山伸向海滨，将五湾和六湾分割。它是蛇口最便利的观景台。往东俯瞰，1970年代的六湾有如天地初开。

Previously an unnamed hill, the Microwave Mountain extends from the Nanshan Mountain to the coast, dividing Bay Five and Bay Six. It is the most convenient observation deck in Shekou. In the 1970s, overlooking east from Microwave Mountain, Bay Six seemed poised at the Earth's end.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



招商局档案馆供图 Photo by courtesy of CMG Archive Center

1980 年代中期，明华轮已坐滩六湾，碧涛苑刚落成，城市开始生长。

By the middle of the 1980s, the Minghua Cruise Ship had been docked eternally next to the recently completed Bay Six and the residential community of Bitao yuan (Green Wave Garden). The city grew vigorously.

微波通讯站 Microwave Communications Station

1981年初，蛇口工业区与香港大东电报局合作建设微波通讯站，开通企业急需的国际长途电话。当年8月13日，香港的微波信号接入蛇口，内地与外部世界电信连接的严格管控破冰，这座山因而得名微波山。

In early 1981, the Shekou Industrial Zone cooperated with Hong Kong Cable & Wireless to construct a microwave communications station in order to open international telephone lines that were urgently needed by enterprises. On August 13, 1981, the microwave signal from Hong Kong reached Shekou. This hill was named Microwave Mountain to commemorate the end of strict control over telecommunications between Mainland of China and the outside world.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

1990 年代末，城市地标浮出地面，沧海开始变桑田。

By the end of the 1990s, the city's landmarks towered over the ground, as time continued to bring great changes.



摄影 杜海彬 Photo by courtesy of Du Haibin

仰望 Looking Up

2018年3月12日，从微波山山顶再看六湾，俯瞰变成了仰望，蛇口长大了。

On March 12, 2018, standing on the top of Microwave Mountain, one had to look up rather than down to see the whole of Bay Six; Shekou had grown taller.

The Chiwan Port Area and the SCT



(扫码看实景)
(Scan the QR code to see the scene)

Connected with over 200 ports from five continents, the Chiwan Port Area and the Shekou Container Terminal (SCT) is one of the busiest container ports in the world.

赤湾港和蛇口集装箱码头(SCT码头)连接五大洲
200多个港口，是全球最繁忙的集装箱港口之一。



招商局港口供图 Photo by courtesy of China Merchants' Port Holdings Company Limited (CMPort)

首家股份制企业 The First Joint-stock Enterprise

1982年6月，香港招商局、中国南海东部石油、深圳经济特区发展公司等八家单位，集资组成中国首家股份制企业——中国南山开发股份有限公司，拟在赤湾兴建海上石油勘探开发服务基地，以及为外贸服务的综合性多功能深水港。

In June 1982, eight entities including CMG, Nanhai East Oil Corporation and Shenzhen Special Economic Zone Development Corporation raised funds to establish China's first joint-stock enterprise, China Nanshan Development Incorporation, which was to build at Chiwan a service base for offshore oil exploration and a multifunctional deep-water port for foreign trade.



招商局港口供图 Photo by courtesy of CMPort

图纸 The Drawing

1984年，蛇口一湾、二湾开山填海。1990年代初，袁庚和蛇口工业区的同事们在工地上研究建港细节。铺在地上的图纸是在广州打印的，规划师每天抱着它去工地上班，图纸在哪里，规划师的办公室就在哪里。

In 1984, the project of land reclamation started in Bay One and Bay Two of Shekou. In the early 1990s, Yuan Geng and his colleagues in the Shekou Industrial Zone were discussing details of the construction at the site. The drawing on the ground was printed in Guangzhou. The planners carried it to the construction site every day. Their office was where the drawing was.

手工填海 Filling the Sea by Hand

中瑞机械工程有限公司的施工队就近炸山开石用
来填海，工人们用手工方式将石头一块一块推进海里。

The rocks to fill the sea were mined in the nearby
mountains with explosives by workers of Zhongrui
Machinery Engineering Co., Ltd. The workers pushed
the rocks into the sea piece by piece with their hands.



招商局港口供图 Photo by courtesy of CMPort

300 万标箱 Three Million TEUs

2004 年，赤湾港集装箱年吞吐量达到 300 万标箱，成为华南地区重要的集装箱码头。

In 2004, the Chiwan Port Area handled three million TEUs (Twenty-foot Equivalent Unit) a year, and became the most important container terminal in Southern China.



招商局港口供图 Photo by courtesy of CMPort



摄影 王春阳 Photo by courtesy of Wang Chunyang

引航 12500 艘次 12,500 Pilotages

2016 年 7 月 21 日，全国优秀引航员陈业俭（左一）引导一艘万吨级班轮进入赤湾港。25 年来，在以赤湾港和 SCT 码头为主的深圳西部港区，陈业俭引航船舶达 12500 艘次，见证了港口的高速成长。

On July 21, 2016, China's top pilot Chen Yejian (first from left) was piloting a 10,000-ton class liner ship into the Chiwan Port Area. In the past 25 years, Chen Yejian has piloted 12,500 ships in the western port of Shenzhen, mainly at the Chiwan Port Area and the SCT. This was his way to witness the fast growth of the ports.



摄影 王春阳 Photo by courtesy of Wang Chunyang

世界最繁忙港区 The Busiest Port in the World

2018 年 2 月 6 日，一艘 10 万吨级油气运输船正在进入赤湾港集装箱码头停靠。深圳港集装箱吞吐量已连续五年位居世界第三，其中西部港区通达五大洲 200 多个港口，200 多条国际班轮航线日夜穿梭。这里是全世界最繁忙的集装箱港口之一。

On February 6, 2018, a 100,000-ton class oil and gas carrier was entering the Chiwan Port Area and was being docked at the container terminal. The container traffic at the Port of Shenzhen has ranked the third in the world for five consecutive years. The western port is connected with more than 200 ports in five continents, with more than 200 international sea routes. This is one of the busiest container ports in the world.

产业——一个生态

如果说城市是人类最伟大的发明，那么创造价值则是城市的灵魂。40年前，这张考卷摆在了近乎一无所有的蛇口面前。

创办工业区，让蛇口从农耕文明一步跨入工业文明，这是一个历史性的飞跃，袁庚深知其不易。因此，他用了一个形象的比喻：要让来到蛇口的第一只蚂蚁尝到“甜头”，从而引来更多的蚂蚁。这是一个朴素的道理，但在一个尚未摆脱“割资本主义尾巴”的年代，袁庚只能说的更为直白：如果你们亏了本，首先是蛇口的失败；如果你们赚了钱，就是蛇口的成功。同时，蛇口采用了法国人加涅“工业城市”功能分区的理念，从而奠定了蛇口的产业空间。

蛇口发展初期引进的产业以工业为主，产品销售以国际市场为主，外向型经济格局初具雏形。1984年10月1日，出现在天安门广场、参加国庆游行的蛇口工业区彩车几乎是对蛇口工业化全面检阅，13家企业至今让人如数家珍：金钱饲料、华美钢厂、华益铝厂、陆氏公司、三洋公司、康元饼干、中宏气体、能源机具、振兴电子、海安修船公司、京达电子、华英石油、雅建装饰。

这些企业标识有两大特点：全部都有LOGO，全部采用了繁体字，这是代表蛇口工业从无到有的最有力说明。其中的三洋，当时就如同今天的苹果一样，是神话一般的存在。

一只只“蚂蚁”筑巢，以及越来越多的“蚂蚁”聚集，就能逐渐形成一个生态。浮法玻璃厂建成，为其提供切割氧气的中宏气体有了更为稳定的业务；由工业区结算中心衍生出来的招商银行，则可为其提供融资服务；诞生在招商路的平安保险，买下小区裙楼开门营业不久，就承保了浮法的工程保单。

一生二，二生三，三生万物。曾经的“不毛”之地，变成一片沃土，孕育出了招商银行、平安保险、中集集团、南玻集团、金蝶软件、喜之郎、南海油脂等一批全国乃至世界知名的企业。蛇口之所以成为蛇口，乃至有别于深圳其他地方，就在于其独特的生态。

随着产业持续升级，基于互联网条件下的创意产业崛起，成为蛇口新的名片。总规划用地面积逾70万平方米的蛇口网谷，原为铝制品厂、油漆厂厂房，后被逐步改造成互联网、电子商务、物联网等创业基地。作为日本三洋在中国的最早厂区，三洋厂房升级改造为“南海意库”，变身为创意文化产业园。

这，又是一个全新生态的开始。

An Industrial Ecosystem

If city is the greatest human invention, then the soul of city is creating values. Forty years ago, Shekou, with almost nothing, was faced with this task.

With the establishment of the industrial zone, Shekou would take a historic leap forward from an agricultural society to an industrial one. Yuan Geng knew the difficulties. He used a metaphor to express his thought: If the first ant to Shekou had a taste of sugar, more would follow. This was a simple idea. Yet at a time when the ideology of “cutting the tails of capitalism” was not completely eradicated, Yuan Geng had to be more straightforward: If you lose money, it is the failure of Shekou; If you make money, it is Shekou’s success. Shekou adopted Tony Garnier’s design of the industrial city through zoning by function, and sketched the patterns of Shekou’s industrial spaces.

At an earlier stage of its development, Shekou focused on bringing in enterprises of the manufacturing industry with products for the international market. An export-oriented economy was beginning to take shape. On October 1, 1984, Shekou Industrial Zone’s float in the National Day parade on the Tian'anmen Square was an overall demonstration of Shekou’s industrialization, with 13 enterprises that people can still remember: Gold Coin Feedmills (China) Co., Ltd., Shenzhen Welmetal Iron and Steel Group Co., Ltd., China Merchants Group Aluminum (Chongqing) Co., Ltd., Luks Group (Vietnam Holdings) Co., Ltd., SANYO Electric (Shekou) Limited, Shenzhen Kangyuan Biscuits Factory (China) Co.,Ltd., Zhonghong Industrial Gas (Shenzhen) Co., Ltd., Energy Machinery Equipment, Shenzhen Zhenxing Electronic Co., Ltd., Haian Ship Repair, Shenzhen Jingda Electronic Technology Co., Ltd., Shenzhen Huaying Petroleum Affiliated Co., Ltd. and Yajian Decoration.

The identifications of these enterprises had two features: They all had logos, and words on them were in traditional Chinese characters. This best showed how the industrial system of Shekou was built from scratch. Among these enterprises, Sanyo was a legend of that time, like today’s Apple Inc.

One after another, the “ants” gathered here to build colonies, forming an ecosystem. When the Float Glass Factory was built, Zhonghong Industrial Gas gained stable business by providing the factory with oxygen. Founded on the base of the settlement center of the Industrial Zone, China Merchants Bank (CMB) provided the factory with funds. Soon after Ping An Insurance bought a unit in the podium of an apartment building on Zhaoshang Road and started its business, it became the exclusive insurer of the Folat Glass Factory.

As the saying goes, “After one come two; after two come three; after three come all things.” The once wasteland was transformed into a land of prosperity, known as the birthplace of many nationwide and worldwide renowned enterprises, including CMB, Ping An Insurance, China International Marine Containers, CSG Holding Co., Ltd., Kingdee International Software Group Co., Ltd., Guangdong Strong Group Co., Ltd., Southsea Oils & Fats Industrial (Chiwan) Limited, and so on. Shekou became what it is today, distinguished from other areas of Shenzhen, precisely because of its unique ecosystem.

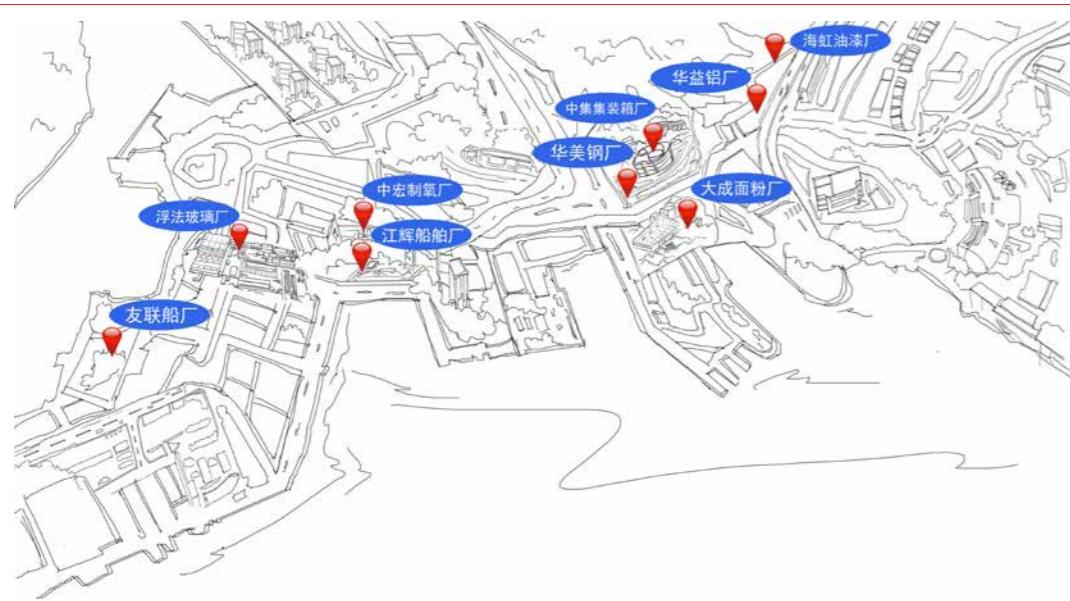
With the continuous industrial upgrades, the Internet-based creative industry has emerged and become the new name card of Shekou. In the Shekou Net Valley, with a total planning area of more than 700,000 square meters, old buildings of the aluminum factory and the paint factory were transformed into the start-up base for businesses related to the Internet, E-commerce and IoT. The buildings of Sanyo’s earliest factories in China were upgraded and transformed into NH ECOOL, a cultural park featuring the creative industry.

This is the inception of a completely new ecosystem.

Early Factories

改革开放的先行者被赋予『先行——第一条路』的神圣使命，这条『血路』般通向的第一个目的地就是「L」。为让闭关锁国的中国加入了世界自由贸易的链条。

The pioneers had the sacred mission to blaze a trail for China's Reform and Opening Up. The trail first led to factories, which helped the once closed China join global system of industrial specialization.



(扫码看实景)
(Scan the QR code to see the scene)



摄影 张晖 Photo by courtesy of Zhang Hui

蓝图 The Blueprint

1979年4月18日，招商局工作人员到水湾村调研时，用的是当地的农田基本建设现貌图。在山地和水田上建造工厂，是蛇口最初的蓝图。蛇口工业区，这个今天看似平淡的名字，当年承载了蛇口先辈们对中国改革路径的睿智选择。

On April 18, 1979, when the employees of CMG came to survey the Shuiwan Village, they used a topographic map for farmland planning. The earliest blueprint of Shekou was to build factories on hills and farmlands. The term, Shekou Industrial Zone, has nothing unusual now. Yet back in those years, it marked a wise choice the pioneers at Shekou made for the path of China's Reform and Opening Up.



港商 Business People from Hong Kong

在投资蛇口的香港商人中，张晖之所以被铭记，在于他是第一个到蛇口吃螃蟹的人。1979年4月18日，张晖首次登陆蛇口。当年12月12日，他投资建成中瑞机械工程有限公司，从香港运来挖掘机，协助蛇口工业区开山填海和五通一平。

Among the business people from Hong Kong who invested in Shekou, Zhang Hui has been remembered as the brave man to take the first step. On April 18, 1979, Zhang Hui arrived at Shekou for the first time. On December 12 of the same year, he made an investment to build the Zhongrui Machinery Factory. The excavators shipped from Hong Kong played a significant role in the land reclamation and the infrastructure construction.

摄影 沃福康 Photo by courtesy of Wo Fukang



招商局档案馆供图 Photo by courtesy of CMG Archive Center



招商局档案馆供图 Photo by courtesy of CMG Archive Center

诞生 Coming into Being

1981年1月24日，中国国际海运集装箱股份有限公司（中集）奠基。30多年后，它和平安保险、招商银行一样，成为从蛇口诞生和长大的世界级企业。

On January 24, 1981, the foundation stone was laid for China International Marine Containers Ltd. (CIMC). More than 30 years later, CIMC is among the world-class enterprises that were born and raised in Shekou, including Ping An Insurance and China Merchants Bank.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

塑料花桌布 The Colorful Plastic Tablecloth

1981年3月30日，香港华建联营企业有限公司、华美钢铁有限公司、江辉船舶工程有限公司、水湾新村，先后举行开工或落成典礼，同一块塑料花桌布在这天被使用了四次。三家公司中，华美以生产螺纹钢著称国内；华建开发了六栋标准厂房；江辉是中国最早生产豪华客船和游艇的合资企业。水湾村的土地被工业区征用，工业区则帮助村里建设了新房。当年这块被频繁使用的桌布虽已不知所踪，但照片中的蓝花色彩依然历久弥新。

On March 30, 1981, one after another, Hong Kong Huajian Co., Ltd. (Huajian), Huamei Steel Co., Ltd. (Huamei), Jianghui Ship Engineering Co., Ltd. (Jianghui), and the New Shuiwan Village held their groundbreaking or inauguration ceremonies. The same plastic tablecloth was used for four times on that day. Huamei was renowned in China for its rebar; Huajian had developed six standard factory buildings in Shekou; Jianghui was China's earliest joint-venture specialized in building luxury passenger ships and yachts. The Industrial Zone requisitioned the land of the Shuiwan Village and in return built new houses for the village. The tablecloth repeatedly used on that day has been long gone, but people still remember the blue flower patterns on it.

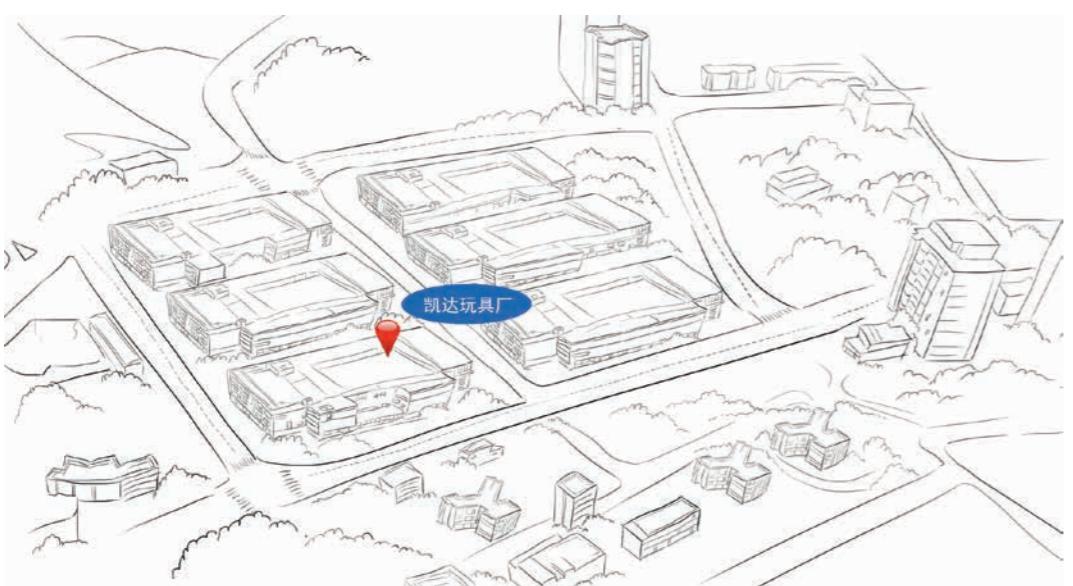


招商局档案馆供图 Photos by courtesy of CMG Archive Center

Kaida Toy Factory 凯达玩具厂

China's age of labor-intensive industry started with Kaida Toy Factory.

从「凯达玩具厂」出发，中国进入了劳动密集型工业时代。



(扫码看实景)
(Scan the QR code to see the scene)



招商局档案馆供图 Photo by courtesy of CMG Archive Center

三来一补 Onward Processing and Compensation Trade

1981年底，香港华建联营与蛇口工业区合作建造的6栋标准厂房落成。凯达玩具厂是首批进驻的三来一补港资企业，原料和生产设备进口，1000多名女工昼夜生产，产品源源不断运往世界各地。中国加入世界产业分工的链条，从这里开始。

At the end of 1981, six standard factory buildings were completed by Huajian in cooperation with Shekou Industrial Zone. Kaida Toy Factory (Kaida) was one of the first "onward processing and compensation trade" enterprises with Hong Kong investment to move in. With imported materials and equipment and the around-the-clock shifts of over a thousand female workers, the factory's products were continuously shipped to different parts of the world. This was how China became a part of the global system of industrial specialization.



邓桂彩供图 Photo by courtesy of Deng Guicai



邓桂彩供图 Photo by courtesy of Deng Guicai

流水线 The Assembly Line

凯达的这个车间生产一种可以沿着 45 度角往上攀爬的玩具车，因此被叫作爬山车间。爬山车玩具的生产和拼装需要 20 多道工序，数百名女工在流水线上分工协作完成。

This workshop of Kaida was dubbed the climbing car workshop, because it produced a kind of toy car that could climb a 45-degree slope. The production and assembly of the toy climbing car involved over twenty procedures, to be completed by the cooperation of over a hundred female workers on the assembly line.



邓桂彩供图 Photo by courtesy of Deng Guicai

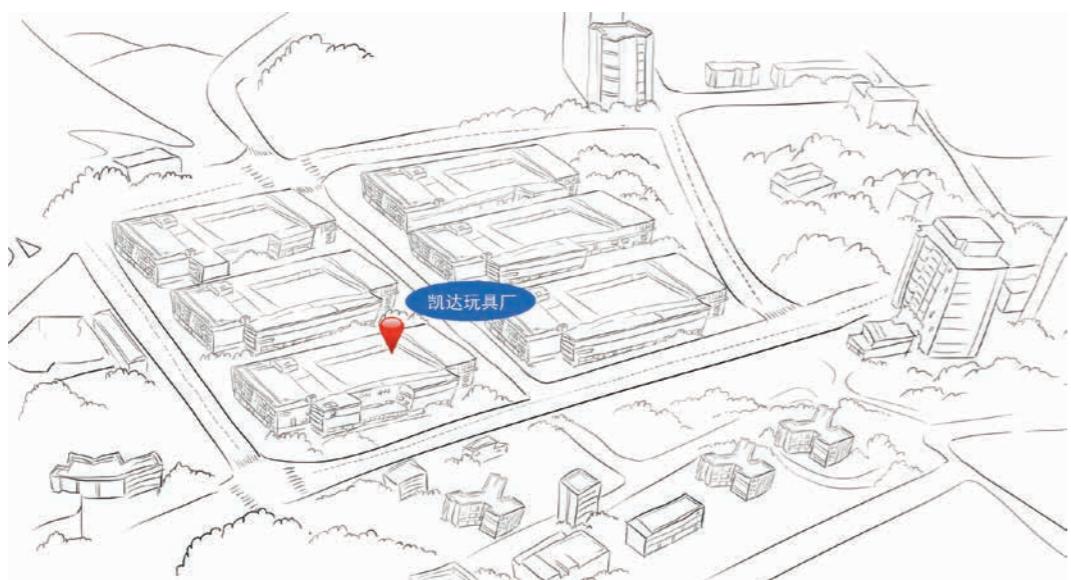
唐老鸭 Donald Duck

凯达玩具厂的女工们比同龄人更早认识了动漫世界的明星——唐老鸭。若干年后，大多数中国人才从荧幕上知晓了这个名字。

The female workers of Kaida came to know Donald Duck, the super star in the cartoon world earlier than their peers. Not until years later did most Chinese learn about this name from the screen.

采蝶记

Zheng Yanping



Because of her and her sisters, a new phrase was added to the Chinese vocabulary—"working girls".

因为她和她的姐妹们，中国出现了—个重要的名词——打工妹。



郑艳萍供图 Photo by courtesy of Zheng Yanping

打工妹 Working Girls (Female Migrant Workers)

1982年春天，18岁的郑艳萍（图中）和两位凯达同事在水湾头宿舍前合影留念。1981年7月，郑艳萍从韶关一中高中毕业，考上了当地一所中专，渴望离开家乡的她放弃上学来到蛇口。郑艳萍在凯达玩具厂衣缝车间做玩具服饰，成为蛇口最早的一批打工妹。

In the spring of 1982, the 18-year-old Zheng Yanping (middle) and two of her colleagues at Kaida had a picture taken in front of their dorm at Shuiwantou. In July 1981, Zheng Yanping graduated from high school at Shaoguan No. 1 Middle School and was admitted into a local professional school. Wishing to leave home, she gave up schooling and came to Shekou. Zheng Yanping's job was to make clothing for toys at Kaida's sewing workshop. She was one of the first "working girls" at Shekou.



(扫码看实景)
(Scan the QR code to see the scene)



摄影 张新民 Photo by courtesy of Zhang Xinmin

吃鸡腿 Drumsticks

凯达玩具厂的食堂没有椅子，女工们只能站着吃饭。这个食堂给郑艳萍留下最深刻的记忆是，每顿都有鸡腿吃，鸡腿是整箱整箱从香港运到蛇口的。

There were no seats in the refectory of Kaida and the female workers had to eat standing. Zheng Yanping was most impressed with one thing about this refectory: They had drumsticks for every meal. Container after container, drumsticks were shipped from Hong Kong to Shekou.



翁纯贤供图 Photo by courtesy of Weng Chunxian

宿舍歌星 Singing Star of the Dorm

1982年，在水湾头集体宿舍C5栋209房，凯达衣缝车间的同事们共度来到蛇口的第一个中秋节。当晚，郑艳萍的同事翁纯贤拿起一根电饭锅上的电线当麦克风，唱起邓丽君的歌曲《甜蜜蜜》。

In 1982, in Room 209, Building C5 of the Shuiwantou Dorm, workers of Kaida's sewing workshop celebrated their first Mid-Autumn Festival in Shekou. That night, Zheng Yanping's colleague Weng Chunxian sang a Mandarin Chinese song by Teresa Teng, *Tian Mi Mi*, holding an electric cooker cable as her microphone.

维权 Safeguarding Legal Rights

1983年重阳，郑艳萍（第二排右六）与凯达姐妹们一起游览左炮台。1983年6月的一天，因为超时加班加点太多，凯达玩具厂衣缝车间20多位工人集体拒绝加班，郑艳萍因此被厂方停工。事件过后，郑艳萍在蛇口工业区工会支持下成为一名专职工会干部，开启了她30年维护职工权益的事业。蛇口工业区管委会出台的限制加班文件，成为中国劳动法限制加班条例的缘起。

On the Double Ninth Festival of 1983, Zheng Yanping (sixth from right in the second row) paid a visit to a local historic barbette with her colleagues of Kaida. One day in June, 1983, more than 20 workers from the sewing workshop of Kaida refused to continue working overtime as they had had enough of it. As a result, Zheng was suspended by the factory. After this incident, Zheng became a full-time labor union organizer with the support of the Labor Union of Shekou Industrial Zone, marking the beginning of her thirty years of career to safeguard workers' legal rights. Subsequently, a document limiting the number of overtime hours by the Management Committee of Shekou Industrial Zone became the rationale for the clause that limits overtime work to be included in China's Labor Law.



郑艳萍供图 Photo by courtesy of Zheng Yanping

凯达玩具

时间的窗户 A Window of Time

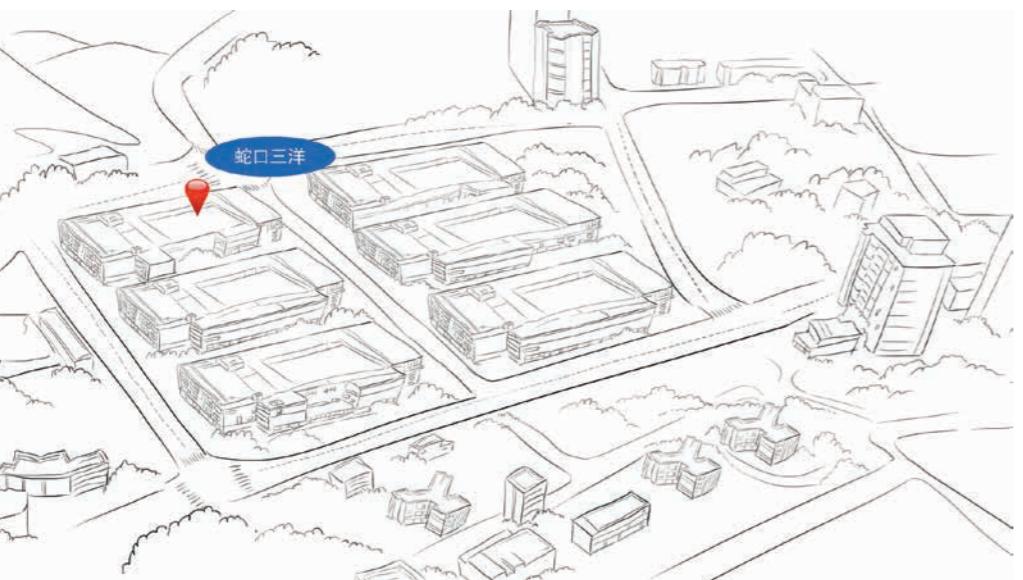
2018年3月6日，郑艳萍（左一）和她从前的工友们相约来到中国改革开放蛇口博物馆。在凯达玩具厂的巨幅照片前，姐妹们特意请摄影师杜海彬为她们拍照留念。仿佛一扇时间的窗户，2018年的后面，安放着她们1983年的青春。

On March 6, 2018, Zheng Yanping (first from left) and her former colleagues visited the Shekou Museum of China's Reform and Opening Up. The sisters asked photographer Du Haibin to take a picture of them in front of the huge photo of Kaida Toy Factory. This picture was like a window of time, through which they saw themselves back in the year of 1983.



摄影 杜海彬 Photo by courtesy of Du Haibin

Sanyo Shekou



If you lose money, it is the failure of Shekou; If you make money, it is Shekou's success. —Yuan Geng
如果你们亏了本，首先是蛇口的失败；如果你们赚了钱，就是蛇口的成功。——袁庚



(扫码看实景)
(Scan the QR code to see the scene)



摄影 罗沛 Photo by courtesy of Luo Pei

握手 A Handshake

三洋，曾是足以媲美今天苹果的世界级品牌。1983年10月，三洋电机（蛇口）有限公司在华建工业厂房的第三栋举行开工大典，袁庚和三洋电机总裁井植熏参加了典礼。袁庚说：“40多年前，井植熏先生是侵华日军中的一员，我是华南抗日游击队的一名战士，我们处在敌对的阵营，枪口向着对方。40多年后的今天，我们又走到一起，为真诚的合作碰杯。”

Sanyo was once a world-class brand name that could match today's Apple. In October 1983, Sanyo Electric (Shekou) Limited held the opening ceremony in Huajian's third factory building. Yuan Geng and Kaoru Lue, President of Sanyo Electric attended the ceremony. Yuan Geng said, "Forty years ago, Mr. Lue was one of the Japanese invading troops and I was a soldier of the Southern China Resistance Guerrilla. We were enemies with our guns pointed at each other. Forty years later we meet again. Let's make a toast to our bona fide cooperation."



摄影 罗沛 Photo by courtesy of Luo Pei

三洋厂区 The Sanyo Factories

1988年的一天下午，三洋女工们下班回四海宿舍。她们的自行车是三洋发的，人手一辆。三洋电机的收音机厂、录音机厂和塑胶厂投产之后，固定员工多达5000人，华建工业厂房被称为三洋厂区。

An afternoon in 1988, after a day's work, female workers of Sanyo were on their way back to their dorm at Sihai. Sanyo provided each worker with a bicycle. After Sanyo Electric's radio factory, the recorder factory and plastics factory went into operation, the number of Sanyo's regular employees reached 5,000. The factory buildings of Huajian were known as the Sanyo factories.



摄影 罗沛 Photo by courtesy of Luo Pei

第一印象 The First Impression

尽管三洋现在影响力已大不如前，但那时候它是世界先进技术和管理的代名词。三洋塑胶厂厂长罗沛记得进入三洋的第一印象：流水线工艺和设备先进，厂房内干净整洁得超乎想象，总经理看到地面上一张纸会亲自捡起。

Now the brand name Sanyo has less influence than before, but at that time, its name represented the world's leading technology and management. Luo Pei, Director of Sanyo's plastics factory, remembered his first impression of Sanyo: It had advanced assembly lines and equipment; the workshop was incredibly clean; when the general manager saw a piece of paper on the floor, he would pick it up.

检测 Inspection

蛇口三洋每天可分别生产3000台至5000台不等的高品质录音机和收音机，主要销往美国和中东地区。右图为流水线上检测收音机零部件的三洋女工。

Sanyo Shekou was capable of producing 3,000 to 5,000 quality radios and recorders daily, which were to be sold to the United States and the Middle East. Shown in the right-hand side picture is one of the "Sanyo girls" inspecting radio parts on the assembly line.



摄影 罗沛 Photo by courtesy of Luo Pei

钟婉薇

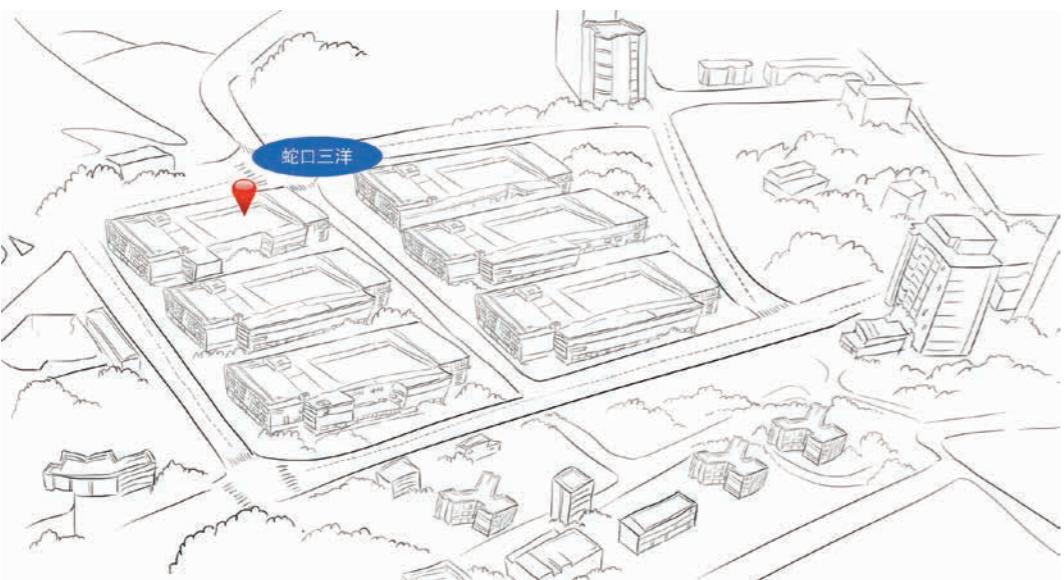
Zhong Wanwei

数量庞大的三洋女工被称为三洋妹，
钟婉薇见证了大多数三洋妹的来去。

Sanyo had a huge number of female workers, known as "Sanyo girls". Zhong Wanwei witnessed the coming and going of most of them.



摄影 罗沛 Photo by courtesy of Luo Pei



招聘打工妹 Recruitment

1984年，18岁的钟婉薇应聘入职蛇口三洋，从事人事和招聘工作。最初，三洋在广东范围内招工，后来扩大到了湖南等临近省份。三洋妹的来去，有一部分是她经手办理的。

In 1984, the 18-year-old Zhong Wanwei joined Sanyo Shekou with a position related with human resources management and recruitment. In the first years, Sanyo recruited new employees from within the Guangdong Province. Later the recruiting area was extended to neighboring provinces such as Hunan. Zhong handled the hiring and dismissing of some of the Sanyo girls.



(扫码看实景)
(Scan the QR code to see the scene)



摄影 张新民 Photo by courtesy of Zhang Xinmin

量身高 Measuring the Height

1992年，钟婉薇和三洋人力资源部门到农村招聘女工。三洋的招聘要求很高，女工身高必须在160厘米以上，学历在高中以上。

In 1992, Zhong Wanwei and her colleagues from the Sanyo's HR department were recruiting female workers in the rural areas. Sanyo had strict requirements. All employees must be graduates of high school or above, with a height of over 160 cm.



摄影 罗沛 Photo by courtesy of Luo Pei

记忆 A Piece of Memory

这一瞬间的畏惧，是踏入蛇口之门的最初记忆。应聘成功的女工都要做体检。钟婉薇记得，这是在广东清远招聘女工的一幕。

This intimidating moment was their first memory when they arrived at Shekou. Successful candidates must pass physical check-up. Zhong Wanwei remembers that this was a scene of the recruitment in Qingyuan, Guangdong.



摄影 罗沛 Photo by courtesy of Luo Pei

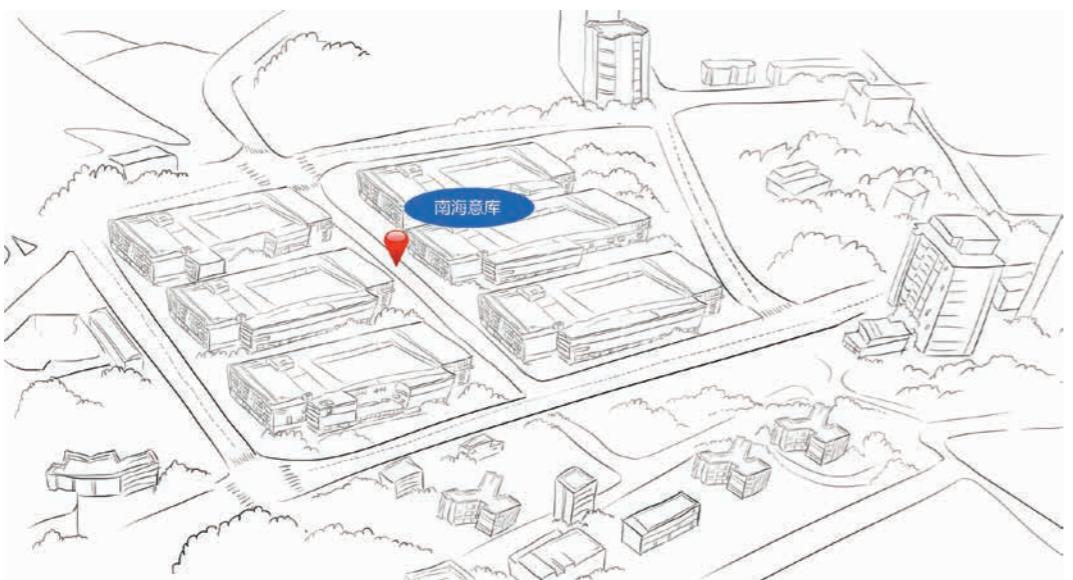
团聚 The Reunion

2017年，钟婉薇（第二排左二）和三洋姐妹们在老厂长罗沛家团聚。随着三洋的兴衰和时代的变迁，当年的三洋妹们如今聚散于中国的不同角落。再回首已经半百年华，重相遇还是蛇口情结。

In 2017, Zhong Wanwei (second from left in the second row) was reunited with her Sanyo sisters at former factory director Luo Pei's home. With the ups and downs of Sanyo and the changes through the years, the former Sanyo girls now live in different parts of China. Yet when they met each other again in their fifties, they still had shared memory of Shekou.

NH ECOOL 招商蛇口

The grass and trees at every corner of NH ECOOL contains the vigor of the Shekou gene.
南澳基因的一草一木，都蕴含着一代生长的蛇口基因。



(扫码看实景)
(Scan the QR code to see the scene)



招商蛇口供图 Photo by courtesy of CMSK

腾笼换鸟 Vacating the Nest for New Birds

铁打的营盘，流水的企业。从凯达、三洋入驻之后，先后有近百家工厂和企业进驻三洋厂区。进入21世纪之后，以通信技术为核心的产业革新浪潮席卷世界，低端制造业在蛇口已难以为继，传统工业时代的人声鼎沸逐渐沉寂。伴随着蛇口三洋迁至宝安沙井，三洋厂区开始腾笼换鸟。

The buildings changed little while different enterprises moved in and out. Since the arrival of Kaida and Sanyo, the "Sanyo Factories" have housed nearly a hundred factories and enterprises. In the 21st Century, the communication-technology-based industrial revolution swept the whole world. The low-end manufacturing industry in Shekou could no longer survive, and the hubbub of the traditional industrial era gradually subsided. After Sanyo Shekou moved to Shajing of Bao'an, the Sanyo factories began to "vacate the nest for new birds".



招商蛇口供图 Photo by courtesy of CMSK

颠覆 A Magical Change

2007年，三洋厂房魔幻般披上了新衣。绿色、低碳、节能，一座充满呼吸感的绿色建筑颠覆了世人的想象，三洋厂区变身为南海意库。利用老建筑，融入新元素，是世界性的城市功能转型方向。面对满是记忆的三洋厂区，蛇口人并没有将它推倒重来，而是将工业文明的温度转换成创意文化的能量。

In 2007, the Sanyo factory building took on a new look like magic. Green, low-carbon, and energy saving, the refreshing-looking green building was a design beyond people's imagination. The way the Sanyo factory was transformed into NH ECOOL by integrating new elements with the old building represents the trend of urban functional transformation in the world. With many memories associated with the Sanyo factories, the people of Shekou did not wish to tear them down. Instead, they chose to demonstrate creative energy on what was left on the old site of industry.

文化再生 Cultural Regeneration

南海意库不仅是个全新的文化创意产业园区，同时也是蛇口记忆的容器。

“时间”标语和“三洋”标志，变身为后工业时代的文化元素，展现在南海意库街区。

NH ECOOL was not only a brand new cultural park featuring the creative industry. It was also a vessel of Shekou's memories. The "Time is Money" slogan and the Sanyo logo seen on the street of NH ECOOL have become cultural elements in a post-industrial age.



招商蛇口供图 Photo by courtesy of CMSK

城市磁体 Attraction

2007年10月22日，奥雅设计公司的创意总监 Claudia 和设计师们在讨论设计方案。南海意库改造完成之后，奥雅设计将总部搬到这里。南海意库具有的文化格调，像一个城市磁体，吸引了上百家企事业单位和创意企业的集聚。

On October 22, 2007, Claudia, Creative Director of Aoya Design Co., Ltd. was discussing a design with the designers. When the rebuilding of NH ECOOL was completed, the head office of Aoya Design moved in. NH ECOOL's unique cultural style has attracted over a hundred headquarters of enterprises and design studios like a magnet in the city.



奥雅设计供图 Photo by courtesy of the Aoya Design Company

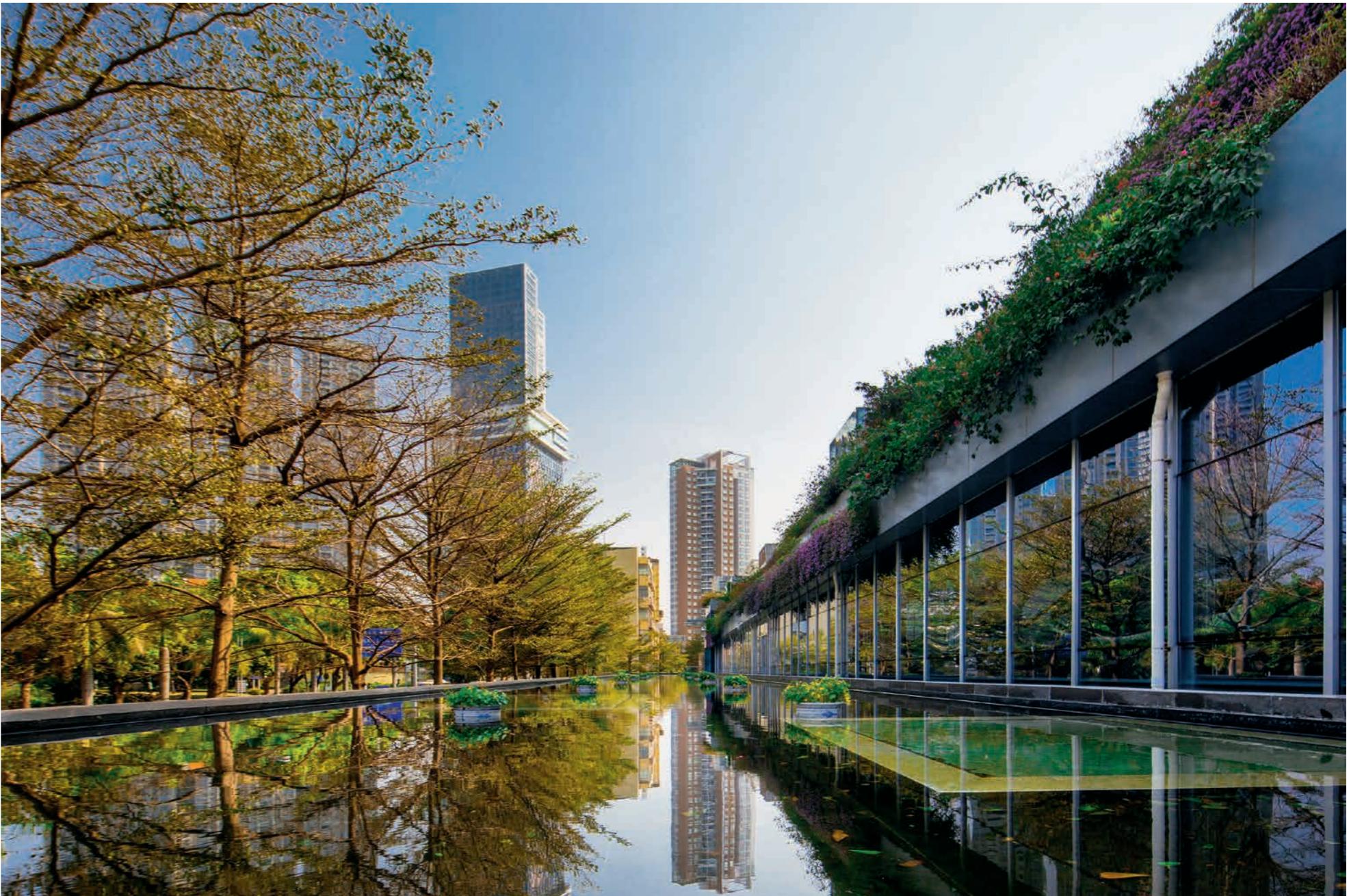


摄影 杜海彬 Photo by courtesy of Du Haibin

进化 Evolution

当年的玩具生产流水线，变成玩具设计的研发中心。凯达玩具厂搬走之后，全球著名的玩具设计企业孩之宝随之而来。从代工制造唐老鸭到设计智造变形金刚，建筑的生命在不断进化。

The former assembly line of the toy factory has now become a R&D center of toy design. After Kaida Toy Factory moved out, Hasbro, the worldwide renowned toy designing enterprise moved in. Where Donald Ducks were manufactured based on contract, transformers are designed and smartly made. The life of the building has evolved.



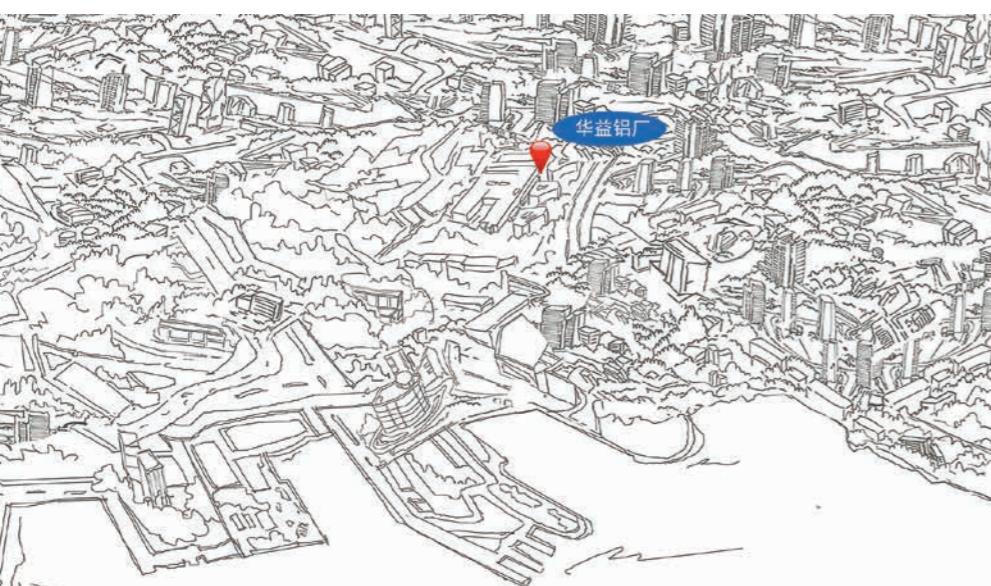
摄影 杜海彬 Photo by courtesy of Du Haibin

共融共生 Integration

2018年3月12日，南海意库焕发出春日的生机。历经十多年生长，南海意库已经成为人、建筑、自然与产业共融共生的生命体。南海意库的一草一木，都隐含了不断迭代生长的蛇口基因。

March 12, 2018, NH ECOOI was showing the vitality of spring. After ten years of development, NH ECOOI has become an organic unit that brings men, buildings and nature together. The grass and trees at every corner of NH ECOOI grow with the vigor of the Shekou gene.

Huayi Aluminum Factory



The huge stack of Huayi Aluminum Factory was the thermometer of Shekou's industry.

华益铝厂的大烟囱，蛇口工业区的地标。



华益铝厂供图 Photo by courtesy of the Huayi Aluminum Factory

烟囱矗立 A Tall Chimney

1980年7月，华益铝厂在工业大道西侧的大南山脚下奠基。半年之后，矗立而起的大烟囱成为蛇口工业区最显著的标志。华益铝厂由香港招商局、广东省有色金属进出口总公司和香港益大金属厂有限公司共同投资兴建，是蛇口最早创办的合资工厂之一。

In July 1980, the foundation stone of Huayi Aluminum Factory was laid at the foot of the Nanshan Mountain, west of the Shekou Industrial Avenue. Six months later, the stack of the factory became the most conspicuous landmark of the Shekou Industrial Zone. With investment from CMG, Guangdong Nonferrous Metals Imp. & Exp. Co., Ltd., and Hong Kong Metal Factory Co., Ltd., Huayi Aluminum Factory was one of the first joint ventures in Shekou.



(扫码看实景)
(Scan the QR code to see the scene)



招商蛇口供图 Photo by courtesy of CMSK

经营管理的教科书 A Textbook of Management

华益铝厂的历史是一部经营管理的教科书。虽然产品质量好，但因经营管理不善，华益铝厂前10年账面亏损超过6000万元。1992年，华益铝厂改组经营团队之后，实现扭亏为盈，每年盈利超过千万元人民币，其铝产品被广泛应用于国内外的家用电器。

The history of Huayi Aluminum Factory could be seen as a textbook of management. Despite the high quality of its products, Huayi Aluminum Factory booked a loss of over 60 million yuan in its first ten years due to poor management. In 1992, the management of Huayi was reorganized and the factory was out of the red with an annual profit of over ten million yuan. Its aluminum products were widely used in home appliances in China and abroad.



摄影 黄雪波 Photo by courtesy of Huang Xuebo

烟囱倒下 The Fall of the Stack

随着蛇口城市化的快速演进，作为传统工业生产的华益铝厂和它周边的环境变得不再协调。2007年，华益铝厂搬迁到重庆永川。这是中国制造业梯级转移的代表性路径。2011年11月，矗立了31年的华益铝厂烟囱倒下。传统工业的终结预示着新经济时代的来临。

With the rapid urbanization of Shekou, factories of the traditional manufacturing industry did not fit in its surroundings any more. In 2007, Huayi Aluminum Factory moved to Yongchuan, Chongqing. This was a typical move that represented the cascaded relocation of China's manufacturing industry. In November 2011, the stack that had stood 31 years fell. The end of the traditional industry foreshadows the beginning of the new economy.



摄影 杜海彬 Photo by courtesy of Du Haibin

网谷诞生 The Rise of the Net Valley

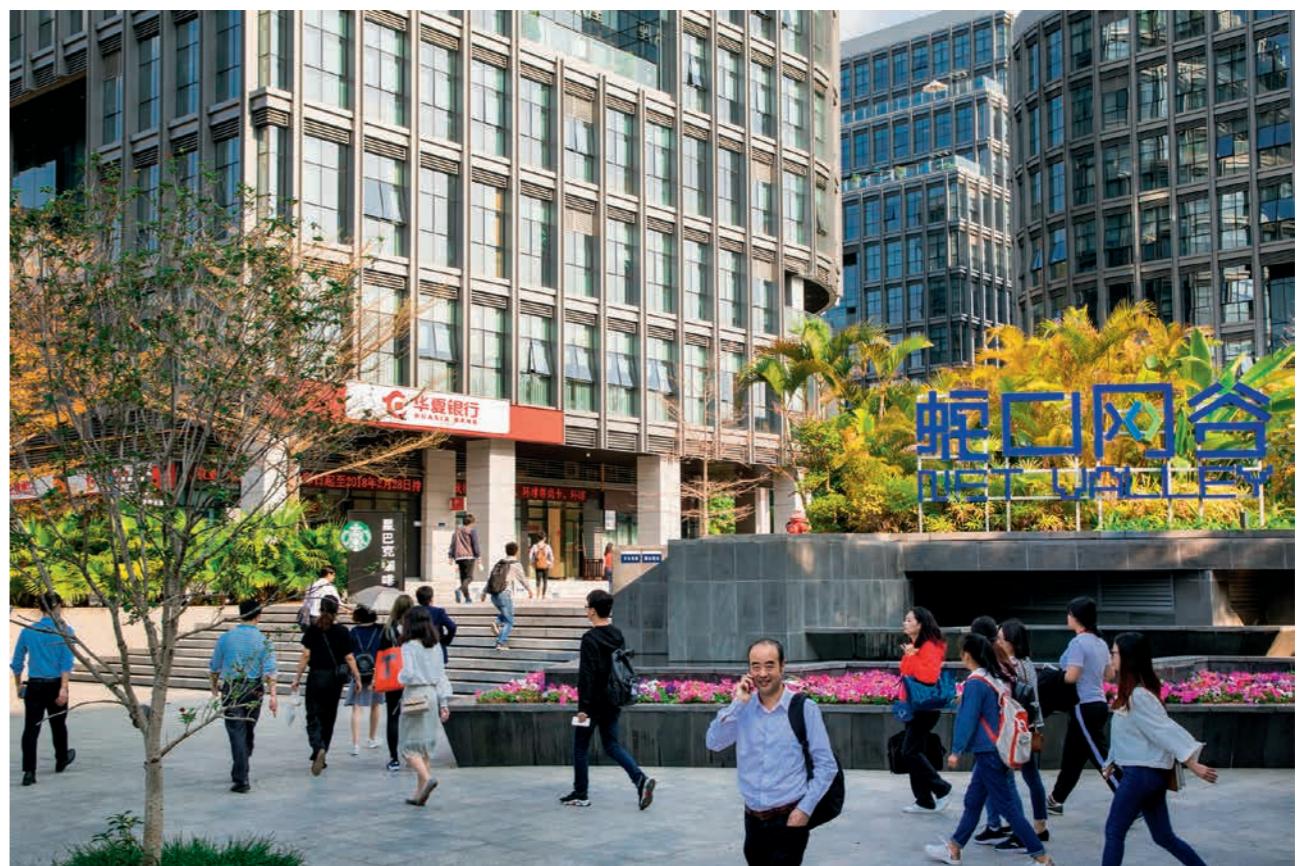
新千年之后，互联网风暴从美国硅谷逐渐席卷全球，而在中国，风暴的中心就在蛇口所在的南山区。在华益铝厂烟囱倒下的地方，蛇口网谷应运而生。

In the new millennium, the Internet-based industry that started in the Silicon Valley of the United States swept the whole world. In China, the center of the industrial revolution was the Nanshan District, of which Shekou is a part. In this revolution, where the stack of Huayi Aluminum Factory fell, the Shekou Net Valley rose.

双创高地 Entrepreneurship and Innovation

那些步履匆忙的创客，默默无闻而又雄心勃勃，一如从这里走向世界的前人。42万平方米的蛇口网谷，聚集了苹果、IBM、中兴通讯等340家科技创新企业的研发部门，成为国家首批“大众创业、万众创新”示范基地和商务部“国家电子商务示范基地”。

The entrepreneurs and professionals who hurried by were unknown to the world, but nonetheless ambitious, just like the pioneers who stepped onto the world stage from here. The R&D departments of 340 technology-based and innovation-oriented enterprises, including Apple, IBM, ZTE, gathered in the 420,000-square-meter Shekou Net Valley. The Net Valley was named National Demonstration Bases of Mass Entrepreneurship and Innovation and the Ministry of Commerce's National E-Commerce Demonstration Base.



摄影 杜海彬 Photo by courtesy of Du Haibin



摄影 杜海彬 Photo by courtesy of Du Haibin

厘米空间 CM Space

蛇口网谷的火炬创业大厦中有一个孵化创新的“厘米空间”。厘米的英文缩写“CM”和招商局的英文缩写相同，意在传承开拓创新的招商血脉；厘米空间的另外一层意义则为精确孵化，目的是帮助创客赢在起点。100多家高科技初创企业，包括机器人公司中新智擎，都在这里起航。

“CM Space” is an innovation incubator located in the Torch Entrepreneurship Tower at Shekou Net Valley. The short form for centimeter in English happened to be the same as the abbreviation of China Merchants. The name implies the inheritance of China Merchant's pioneering and innovative spirit, as well as the accuracy in incubation. The aim of CM Space is to help start-ups achieve a successful start. Over a hundred start-up hi-tech enterprises, including the International Intelligent Machines Co., Ltd. (IIM), started here.



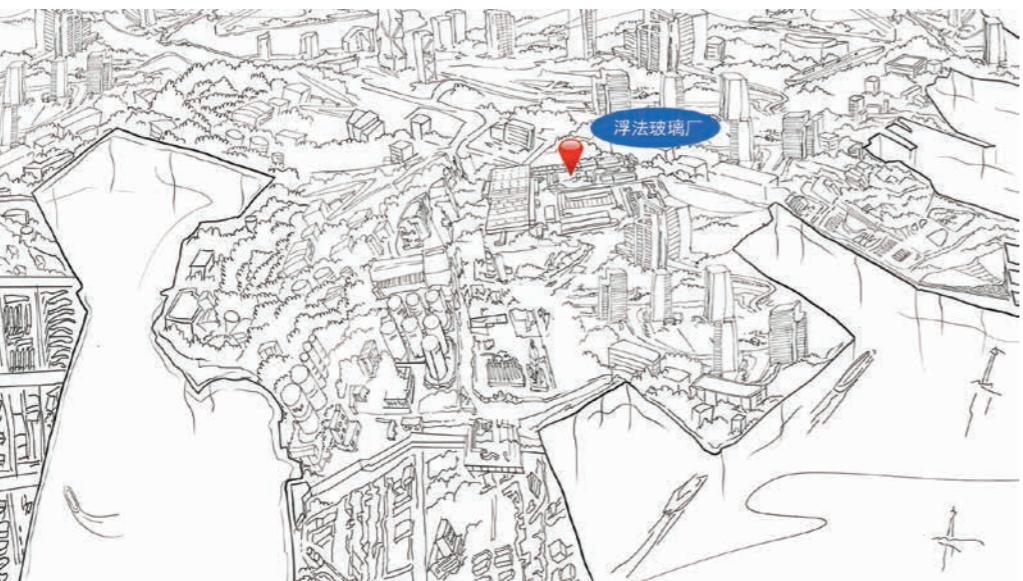
摄影 杜海彬 Photo by courtesy of Du Haibin

创客 Makers

人工智能工程师张岚清（右一）与同事们在研究新一代机器人。在蛇口网谷的孵化下，中新智擎成为全球领先的智能服务机器人研发与制造商，同时是无人驾驶技术研发及应用的领先者。在蛇口网谷的各个角落里，像张岚清一样的研发人员超过 5 万名。

Zhang Lanqing (first from right), an AI engineer, was working on a new-generation robot with his colleagues. Thanks to the incubation of Shekou Net Valley, IIM has become the world's leading AI service robot researcher, developer and manufacturer, and a pioneer in the research, development and application of unmanned driving technology. In Shekou Net Valley, there are more than fifty thousand R&D people like Zhang Lanqing.

The Float Glass Factory



It is by nature's way that impurity is eliminated and purity is obtained. The name of the float glass factory tells of the vicissitude of a modern enterprise and the metamorphosis of a city.

去浮存真，道法自然。浮法玻璃厂的命名，将一家现代企业的命运起伏和城市的交织蝶变娓娓道来。



(扫码看实景)
(Scan the QR code to see the scene)



招商局档案馆供图 Photo by courtesy of CMG Archive Center

促膝夜谈 A Late-night Talk

1984年7月，袁庚率领招商局代表团抵达美国匹兹堡，与平板玻璃集团(PPG)总裁爱德华·斯莱克促膝夜谈，共商浮法玻璃厂的创建。袁庚希望PPG以合适的价格将当时全球最先进的浮法玻璃制造专利技术引入蛇口。1985年4月，中国、美国和泰国投资者达成三方共识，计划投资1亿美元共同兴建广东浮法玻璃厂，当时签订的合同文本厚度有半米高。

In July 1984, a delegation of CMG headed by Yuan Geng arrived in Pittsburgh, the United States. Yuan had a face to face late-night talk with Edward Slack, president of the Pittsburgh Plate Glass (PPG), discussing the cooperation on a Float Glass Factory in Shekou. Yuan wished to import the world leading patented technology of float glass production with an acceptable price. In April 1985, investors from China, the United States and Thailand reached an agreement about a hundred million US dollars' worth of investment to build the Guangdong Float Glass Factory. The agreements they signed at the time measured half a meter thick.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

点火仪式 The Igniting Ceremony

1987年5月20日，在500多名中外贵宾的见证之下，一条金龙从口中喷出烈焰，点燃了炉膛。广东浮法玻璃厂的投产，标志着蛇口的工业从劳动密集型向资本和技术密集型转变。当年那条金龙，象征了整个中国制造业技术变革的来临。

On May 20, 1987, over 500 distinguished guests from China and abroad witnessed a "golden dragon" that spit fire to ignite the hearth of the furnace. The moment when the Float Glass Factory went into operation marked the transformation from a labor-intensive industry to a capital-and-technology-intensive industry in Shekou. The golden dragon symbolized the arrival of the technological revolution in China's manufacturing industry.

质的飞跃 A Technological Revolution

浮法玻璃厂在蛇口的问世，使得中国平板玻璃的生产工艺实现了飞跃。玻璃液在高温下漂浮在锡液上，向生产线后端移动时，温度阶梯式降低，玻璃也逐渐摊平和展薄，最终成形为平整光滑、厚度均匀的平板玻璃。蛇口的浮法玻璃产品，销往19个国家和地区。

The Float Glass Factory in Shekou brought a revolution to China's plate glass production process. In high temperature, the molten glass floats on the surface of liquid tin. As the production line moves on, the temperature drops gradually while the glass is spread and thinned, until it is shaped into smooth glass sheet with even thickness. The float glass products of Shekou were sold to 19 countries and regions.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



招商局档案馆供图 Photo by courtesy of CMG Archive Center

违和感 Disharmony

在广东浮法玻璃厂建造前，全世界平均每年新建两条浮法玻璃生产线，而在其投产后不到5年，中国大陆已建和在建的生产线近30条。在日趋激烈的市场竞争中，广东浮法玻璃厂举步维艰，后转让给民营企业，更名为广东耀皮玻璃厂。2007年的这张照片可见，重油燃烧的废气被海风吹向北侧，污染了附近正在不断增多的居住小区，玻璃厂与周边的违和感已显露无遗。

Before the Guangdong Float Glass Factory, an average of two float glass production lines were built annually around the world. Within five years after it went into operation, however, nearly 30 production lines were built or were being built in China. Guangdong Float Glass Factory had a very difficult time in the face of the increasingly intensive competition. Later it was sold to a private owner and was renamed Guangdong Yaopi Glass Factory. In this photo taken in 2007, the exhaust from heavy oil combustion was blown to the north by the wind from the sea, polluting the growing residential areas. Obviously, the glass factory was in disharmony with its surroundings.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

窑炉熄灭 Furnace Quenched

2009年5月25日，玻璃厂的窑炉在燃烧了22年又5天之后熄灭，炉内温度从1600度逐渐冷却。总控室的工程师们，经历了玻璃厂的至暗时刻。但从另一层意义来讲，这是中国制造业面临又一次转型的先声。

On May 25, 2009, the hearth of the glass factory was quenched after having burned for 22 years and 5 days. The temperature of 1,600 degrees celsius inside the hearth gradually dropped. The engineers in the control room saw the darkest moment of the glass factory. But in a sense, this ushered in another industrial transformation that China would embrace.



摄影 佚名 Photo by courtesy of Someone Anonymous

重生 The Rebirth

2013年12月，当“深港城市 / 建筑双城双年展”分会场落地原浮法玻璃厂之时，人们对此有了全新的体认。冷清的厂房变得热闹，生产线则变成了艺术舞台。这届以“城市边缘”为主题的展览，既是对工业文化的致敬和怀恋，也是以创意探寻工厂重新出发的路径的尝试。

In December 2013, people had a new view of the former Float Glass Factory when it became a venue for the Shenzhen & Hong Kong Biennale of Urbanism & Architecture. The once deserted factory building became busy again, and the production line was transformed into a stage of art. This year's exhibition with the theme of the Urban Margins, was at once a nostalgic tribute to the industrial culture and an attempt to explore the factory's possible future.



王阙供图 Photo by courtesy of Wang Kan



王阙供图 Photo by courtesy of Wang Kan

温度 Temperature

在原浮法玻璃厂厂房内，来自全球的4500多名街舞爱好者，尽情释放激情和梦想。这一情景让那些亲手熄灭了浮法玻璃炉膛高温的工程师们感到宽慰——同样的温度在这里得到了延续和传递。“蛇二代”王阙创立的“天下布舞”是全世界最具影响力的街舞团队，他们表达的独立和自由精神，赋予这个空间以另一种可能。

In the workshops of the former Float Glass Factory, over 4,500 street dancers from all over the world heartily showed their passions and dreams. The engineers who quenched the factory's furnace felt comforted at this sight, as if the temperature of the furnace had been passed on. Wang Kan, a second-generation resident of Shekou, founded Tianxia Buwu, the world's most influential street dance team. The independence and freedom they expressed through their dances brought a new possibility to this space.

再出发 The New Journey

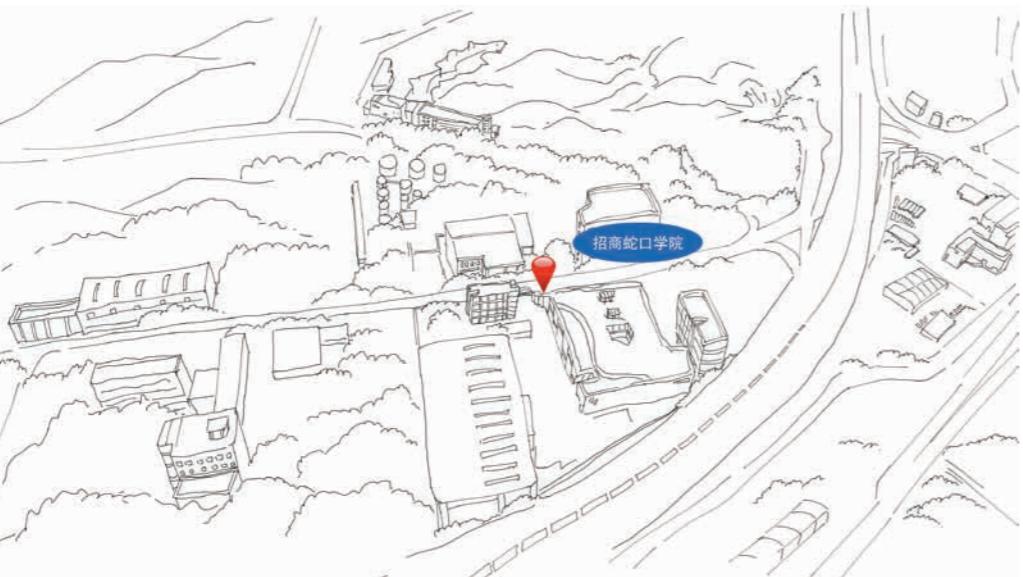
2015年12月28日，价值工厂在原浮法玻璃厂开园。当天晚上，数以万计的艺术家、设计师、创客和网络工程师共享了“造动蛇口”的盛大聚会，蛇口再出发的宣言在夜空激荡。进入自贸区时代之后，蛇口的创新之火再一次被点燃。

On December 28, 2015, the Value Factory was opened at the site of the former Float Glass Factory. That evening, tens of thousands of artists, designers and Internet engineers had a grand party together in the event “Re-forging Shekou.” Shekou’s announcement to embark on the new journey echoed in the evening sky. As a free trade area in the new era, Shekou re-ignited the flames of innovation.



摄影 佚名 Photo by courtesy of Someone Anonymous

The Training Center



It was called the "Whampoa Military Academy" of Shekou Industrial Zone. Yuan Geng once said, only reformists could be admitted.

校園被稱為蛇口「黄埔軍校」。
袁庚說：「不改革者不入此門。」



招商局档案馆供图 Photo by courtesy of CMG Archive Center

圆坛庙 The Temple of Round Jars

大南山脚下曾经有几栋瓦房，抗战时期的蛇口村民为了躲避日军荼毒，在地下埋藏了数百个圆坛用于储存粮食，圆坛庙因此得名。1981年12月8日，蛇口工业区培训中心第一期培训班的48名学员在瓦房里上课，圆坛庙成了蛇口工业区的“黄埔军校”。

The few tile-roofed houses at the foot of the Nanshan Mountain were the Temple of Round Jars, so named because during the War of Resistance against Japanese, villagers of Shekou buried hundreds of round jars of food to avoid the Japanese looters. On December 8, 1981, 48 trainees of the first class of Shekou Industrial Zone Training Center had their lessons in these houses. The Temple of Round Jars became the "Whampoa Military Academy" in the Shekou Industrial Zone.



(扫码看实景)
(Scan the QR code to see the scene)



招商局档案馆供图 Photo by courtesy of CMG Archive Center

灯火燃烧，激情四溢，这是袁庚手持话筒给学员们授课时的情景。整个教室所呈现的集体亢奋，依然可以让今天的我们感受到当年的火热。圆坛庙上演的头脑风暴，是中国改革开放进程中人的观念和社会变革的肇始。

Lights shone like flames. Passion sparked like flames. This was a scene when Yuan Geng gave a lecture with a microphone in hand. Today we can still feel the heat in the classroom filled with excitement. The brainstorming in the Temple of Round Jars marked the start of conceptual and social reforms in the process of China's Reform and Opening Up.

振兴中华 To Revitalize China

振兴中华，是 20 世纪 80 年代最激越中国人心的口号。黑板上面的那行红色大字，是韩邦凯（中间站立者）制作的。他在北京大学西语系师从美学大家朱光潜，毕业之后带着家人直接到圆坛庙安家，在这里讲授英语课。培训班参照当年国外 MBA 课程授课，总共有 18 门课，目的是培养与世界打交道的人。

"To Revitalize China" was the most exciting slogan for the Chinese in the 1980s. The line above the blackboard was the handwriting of Han Bangkai (middle standing). His mentor was Zhu Guangqian, the renowned scholar of aesthetics, at the Department of Western Languages of Peking University. After graduation, he and his family settled down at the Temple of Round Jars to teach English here. The training class was modeled after foreign MBA courses at that time. The curriculum consisted of 18 courses, aiming to train people with skills to communicate with the world.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

见证 Witnessing

1983 年夏天，29 岁的梁振英（图左）在香港创办了自己的测量师行。这年夏天，梁振英受邀到培训中心授课。当他讲授马斯洛的五个层次需求理论时，学员们的感觉是“醍醐灌顶”，时任蛇口工业区地产公司负责人的陈金星（图右）对此印象深刻。

In the summer of 1983, the 29-year-old Leung Chun-ying founded his own surveying firm in Hong Kong. That summer, Leung was invited to give lectures at the Training Center. The trainees felt enlightened by his lecture on Maslow's hierarchy of needs. Chen Jinxing (right), the then leader of Shekou Industrial Zone Real Estate Company remembers it very well.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



金百顺供图 Photo by courtesy of Jin Baishun

第二期 The Second Class

1983年12月，第二期培训班部分学员在香港大学学生会大楼前留影。培训中心主任梁宪（左五）带着34名学员赴港实地考察两周。从1981年至1992年11年间，培训中心举办了9期培训班，共400余名学员在此接受新思想的洗礼。

In December 1983, part of the trainees of the second training class had a picture taken in front of the Student Union Building of Hong Kong University. Liang Xian (fifth from left), Director of the Training Center led 34 trainees to Hong Kong for a two-week visit. During the 11 years between 1981 and 1992, the Training Center held nine training classes, in which a total of more than 400 trainees were exposed to new ideas.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

夜景 An Evening Scene

这张照片没有一个人出现，却成为一个时代追求知识的写照。1985年的一个晚上，新建的蛇口培训中心大楼门前，挤满了参加夜校的打工者的自行车。这些自行车白天挤在工厂门口，晚上则在这里汇聚。打工者对于知识和技能的渴望，成为当年蛇口最打动人心的夜景。

Although no one is seen in this photo, it reflects a time when people thirsted for knowledge. On an evening of 1985, bicycles were packed in front of the new building of Shekou Training Center. The bicycles belonged to the workers who were taking evening classes. During daytime, the bicycles were packed at the gates of factories. In the evening, they moved here. The workers' thirst for knowledge and skills was shown in this most touching evening scene of that year in Shekou.



招商蛇口供图 Photo by courtesy of CMSK

常青藤班 The Ivy Class

2008年5月，招商地产常青藤班毕业。38名学员用了两年时间，系统学习了现代管理课程。跨入新世纪之后，招商局提出“再造新蛇口”的理念，常青藤班学员成为践行这一理念的先行者。

In May 2008, the China Merchants Property Ivy Class was concluded. 38 trainees had spent two years systematically studying courses in modern management. In the new century, the CMG proposed the idea of rebuilding a new Shekou. The trainees of the Ivy Class became pioneers to put this idea into practice.



招商蛇口供图 Photo by courtesy of CMSK

转型先锋班 The Pioneer Class

2016年5月，由80名青年才俊组成的“星际之旅”转型先锋班起航。这是招商蛇口重组之后的一个培训项目，为蛇口培养引领时代变革的战略性人才。

In May 2016, the “Star Tour” Pioneer Class was launched, with 80 talented young trainees. This was a training program after the restructuring of CMSK, with the goal of training strategic talents who could think ahead of times.

远航班 The Voyage Class



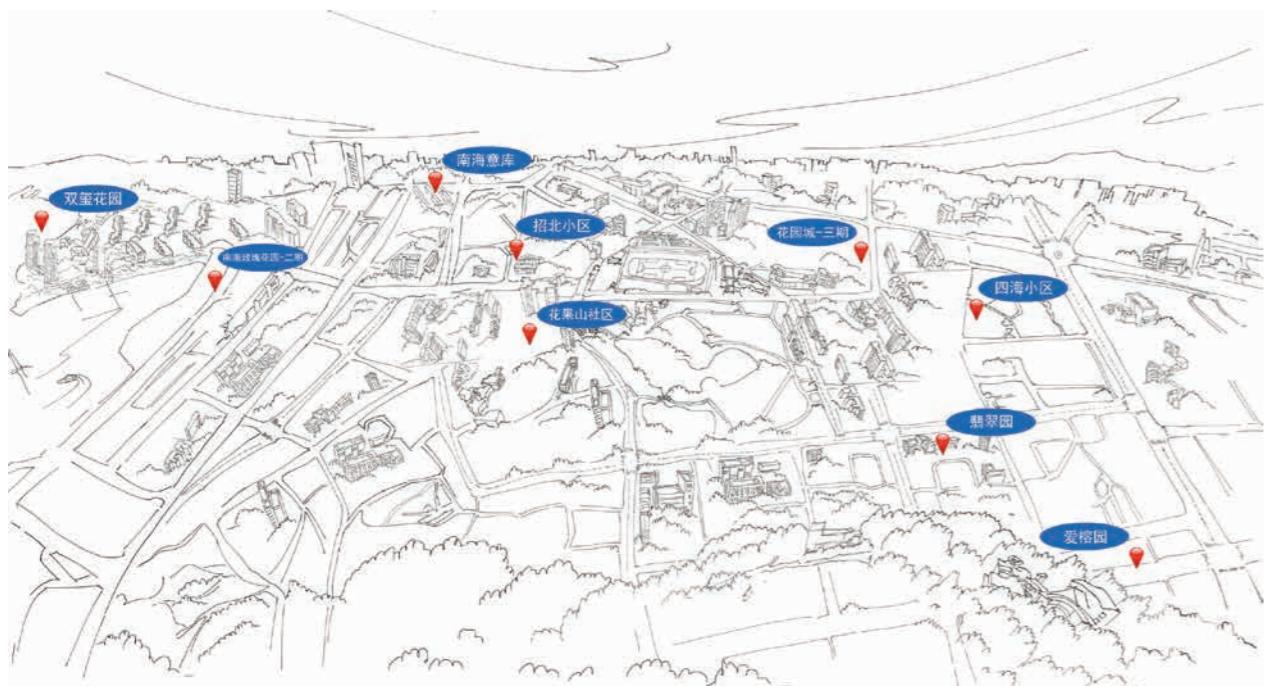
摄影 杜海彬 Photo by courtesy of Du Haibin

2018年3月13日，高管远航班在招商蛇口学院开班。来自伦敦商学院的纳德·塔瓦索里教授讲授“打造以消费者为核心的组织”课程。2015年春，脱胎于培训中心的招商蛇口学院正式开学。科学化设计、系统化推进和规范化管理的国际课程体系设置，目的是培养世界级管理人才。

On March 13, 2018, the Voyage Class for Senior Executives was launched at the CMSK College. Professor Nader Tabassoli from London Business School taught the course “Building a Customer-Oriented Organization”. In the spring of 2015, the CMSK College derived from the Training Center was formally opened. With an international curriculum featuring scientific designs, systematic progresses, and standardized management, the College aims at training world-class management personnel.

证件

IDs



The IDs from Shekou are original data of a time, showing Shekou's evolution in socio-economic patterns and life styles through the years.

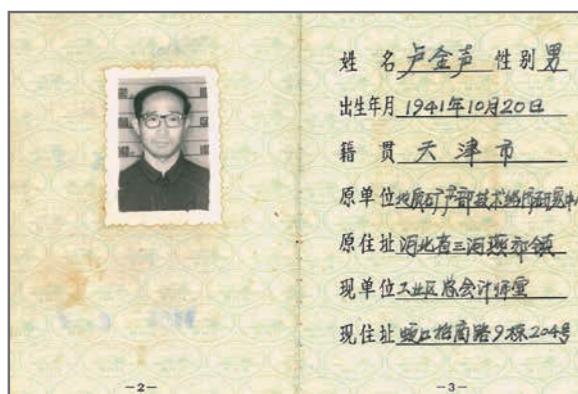
蛇口证件，包含原汁原味的古代痕迹，镌刻了蛇口在不同年代里社会、经济和生活形态的演变。



边防证 The Border Permit

1981年9月底的一天，广州市原市政工程公司的技术员谭筑熙前往蛇口培训中心报到。汽车经过107国道松岗段时，乘客们下车接受边防检查。当时进入特区的边防站就设在这里，谭筑熙拿出这张边防证递给边防部队战士检查，之后他第一次进入了深圳特区。从改革开放开始至2003年，边防证是外来人口进入深圳特区的“护照”。

One day at the end of September in 1981, Tan Zhuxi, a former technician of Guangzhou Municipal Engineering Company was on his way to the Shekou Training Center. The bus stopped at the Songgang Section of National Highway 107, and all passengers got off for inspection. At that time one had to pass this inspection post before entering the Special Zone. Tan showed this border permit to the border guards. Soon he got to Shenzhen Special Zone for the first time in his life. Between the beginning of the Reform and Opening Up and the year 2003, the border permit was the "passport" for a visitor to enter Shenzhen.



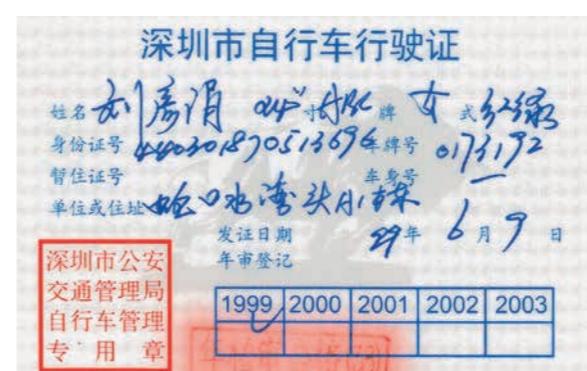
黄伯武、陈利清的广东省流动人口生育节育证
Huang Bowu and Chen Liqing's Family Planning Card for Temporary Residents in Guangdong

潘壁英的蛇口工业区房地产公司工作证
Pan Biying's employee ID issued by C.M.S.N. Real Estate Company

王世界的工会会员证
Wang Shijie's Labor Union Membership Card

刘彦涓的自行车行驶证
Liu Yanjuan's Bicycle License

陈凯南的进入特区优检证
Chen Kainan's Priority Entry Inspection Card for the Special Zone



城市——一个家园

两千多年前，亚里士多德说，人们来到城市是为了生活，人们居住在城市是为了生活得更好。这是人类对城市的最早愿景。2010年，上海世博会表述得更为精致：城市，让生活更美好。

“把蛇口建成最适合人类居住和工作的地方”——这是蛇口开发之初袁庚许下的宏愿。而在具体环节的推进上，袁庚极富耐心和小心翼翼，即便是一家商店的引进。被蛇口人习惯叫作“太太”的香港人陈惠娟记得，动员她开购物中心的袁庚问了她一个问题：“假如一天就卖一瓶汽水，你干不干？”“我干！”陈惠娟坚定作答。后来的发展，证明了两人的直觉和默契。探究历史的深处才知道，一个小小的购物中心，是时任国家进出口管理委员会副主任的江泽民给时任国务院副总理的谷牧亲自写了报告，才得以批准营业的。

一家购物中心尚且如此，第一家免税店乃至北京餐厅也是故事多多，与城市生活息息相关的学校、医院以及住房莫不如此。一所学校就是培育人的软硬件系统工程，一座医院就是对生命的持续探索，一片片住宅区就是达成和建造一座城市。

人们常说，家是让人放“心”的地方。否则，美好生活将无从谈起。从鲸山别墅到花园城、兰溪谷，从城中村到双玺和海上世界商业综合体，蛇口致力于营造包容万象的社区生态，实现共生共融的理想城市。以品质生活为目的，以城市生长为半径，提供全生命周期的产品与服务，成为蛇口有别于他处的核心竞争力。

美国现代哲学家路易斯·芒福德说过：“城市是一种特殊的构造，这种构造致密而紧凑，专门用来流传人类文明的成果。”与单一发展模式不同，蛇口模式是有机融合、协同发展的产城融合圈，一如个体生命的丰富性和可能性，最大限度表现了对不同文化和人群的包容，且孕育了自我赋能的独特文化。一个念兹在兹、足以安放肉身和精神的家园在此生成。

The City—A Home

Aristotle said over two thousand years ago that people came to the city to make a living and that people lived in the city for a better life. This is humans' earliest ideal for the urban life. In 2010, the Shanghai World Expo expressed this ideal in a more rhetorical way: Better City, Better Life.

“To build Shekou into a place ideal for living and working.” This was the wish Yuan Geng made at the beginning of Shekou's development. Yuan Geng was patient and meticulous with every specific decision to achieve the goal, even with trivial matters like introducing a store. Chen Huijuan from Hong Kong, known as Mrs. Ma by the people of Shekou, still remembers that when Yuan Geng encouraged her to open a shopping center, he asked her, “If you can only sell one bottle of coke, will you still run the store?” “I will,” replied Chen Huijuan without any hesitation. What happened later proved the intuition and understanding between the two. A close examination of the history shows that the opening of this small shopping center was approved because Jiang Zeming, the then Deputy Director of the State Committee of Import and Export Regulatory Mission, wrote a report in person to Gu Mu, then Vice Premier of the State Council.

The decision about a shopping center was complex enough. Many stories could also be told about the first duty free store, the restaurants, the schools, the hospitals, and the apartment buildings closely related with the urban life. A school is a systematic project of education with the need for both software and hardware. A hospital means continuous exploration of life. The city is built with residential communities mushrooming one after another.

It is often said that home is a place where one finds peace. Otherwise a good life will be impossible. To achieve the ideal of an urban space based on co-existence and integration, Shekou has been engaged with building diverse residential communities, ranging from the Jingshan Villas to the Garden City and Lanxi Valley, from the urbanized villages to Shuangxi and Sea World Complex. Aiming at quality life and in accordance with the urban development, Shekou provides products and services at the scale of a whole life cycle. This is the core competitiveness that distinguishes Shekou from other areas.

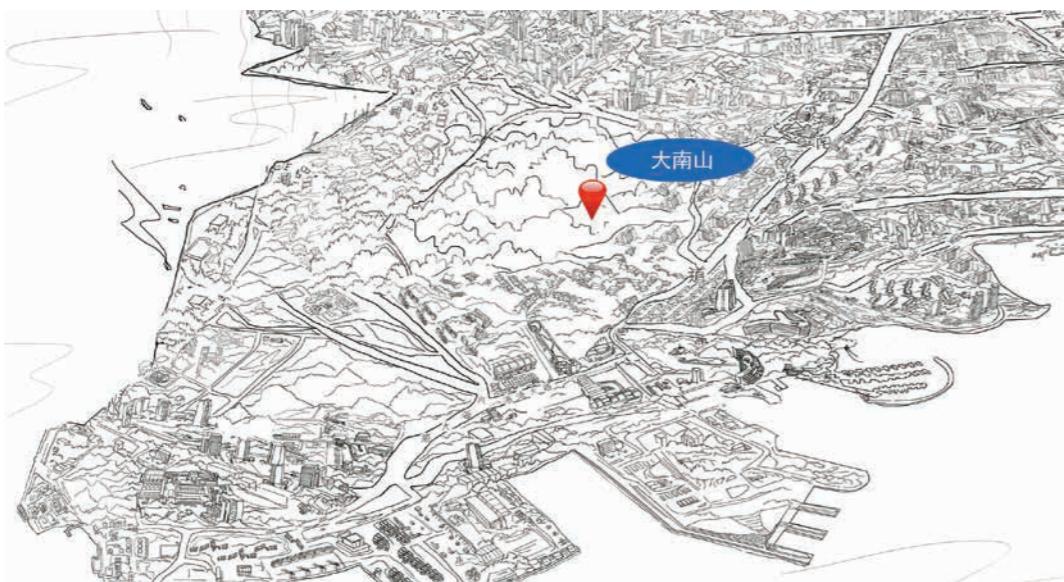
American philosopher Lewis Mumford believed that the city is a special structure, densely and finely formed, as a means to hand down the achievements of human civilizations. The Shekou Model is not a model of unitary development. It is a model of city-industry cycle featuring organic and harmonious development. It cherishes diverse possibilities like an individual life and embraces different cultures and people to the most possible extent. It has nurtured its own unique culture of empowerment. With a consistent pursuit of this ideal, Shekou builds a home that brings peace to both the body and the mind.

大南山

Nanshan Mountain

从海拔 336 米的大南山顶峰，
放眼望去尽是大半个蛇口。
壮观极了。

The peak of the Nanshan Mountain, 336 meters above sea level, is a point to overlook Shekou. Here the people of Shekou climb to the top for a far-reaching view.



(扫码看实景)
(Scan the QR code to see the scene)



摄影 毕柯丽 Photo by courtesy of Bi Keli

珍贵回忆 Precious Memory

1991 年秋天的一个周末，陈卓和父母一起去爬大南山，爬到半路就累坏了，陈爸爸背着女儿一路登到了山顶，陈妈妈记录了这个瞬间。每一个蛇口家庭的相册里，都珍藏着爬上大南山的回忆。

A weekend in the fall of 1991, Chen Zhuo and her parents went to climb the Nanshan Mountain. She was exhausted halfway, so her father carried her on his back all the way up to the top. Her mother recorded this moment with her camera. In the album of every family in Shekou, there is often a piece of precious memory about climbing the Nanshan Mountain.



摄影 陈宗浩 Photos by courtesy of Chen Zonghao

1985 年
1995 年
2005 年
2018 年

观沧海 View of the Sea

东临南山，以观沧海；水何澹澹，山岛竦峙。一代又一代的蛇口人，在这里仰望斗转星移，俯首沧海桑田，找寻属于自己的那扇窗。从 1978 年到 2018 年，40 年时间的风景次第绽开。

Seen from the top of Nanshan Mountain, the boundless sea extends below. Its water rolls to form magnificent waves, amid which islands stand tall. One generation after another, the people of Shekou stand here, looking up to the turn of stars and looking down to see the changes of the land. Somewhere down there, everyone has a window called "home". In the forty years between 1978 and 2018, the urban landscape gradually came into being.



摄影 杜海彬 Photo by courtesy of Du Haibin

四海公园

Sihai Park



The name of a place implies the breadth of its vision. For example, the name Sihai Park, shows the diversity of Shekou's landscape.

一个地方的胸怀，从它的名字就可以看出迹象。“四海公园”，一种多元包容的窗口反光。



(扫码看实景)
(Scan the QR code to see the scene)



摄影 陈宗浩 Photo by courtesy of Chen Zonghao

水塘 The Pond

农耕时代，人群必定因水而聚居。湾厦村和海湾村的西侧有一片大水塘，当地村民最早的饮用水和灌溉用水都源自这里。

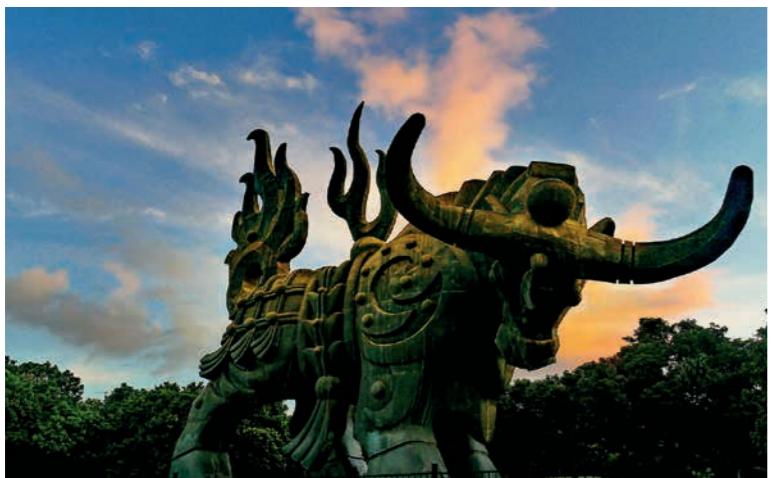
In the age of agricultural economy, people had to live close to water. The large pond west of the Wanxia Village and the Haiwan Village was once the villagers' main source of water for drinking and irrigation.

公园开放 A New Park



摄影 罗沛 Photo by courtesy of Luo Pei

盖世金牛 The Golden Bull



摄影 林延 Photo by courtesy of Lin Yan

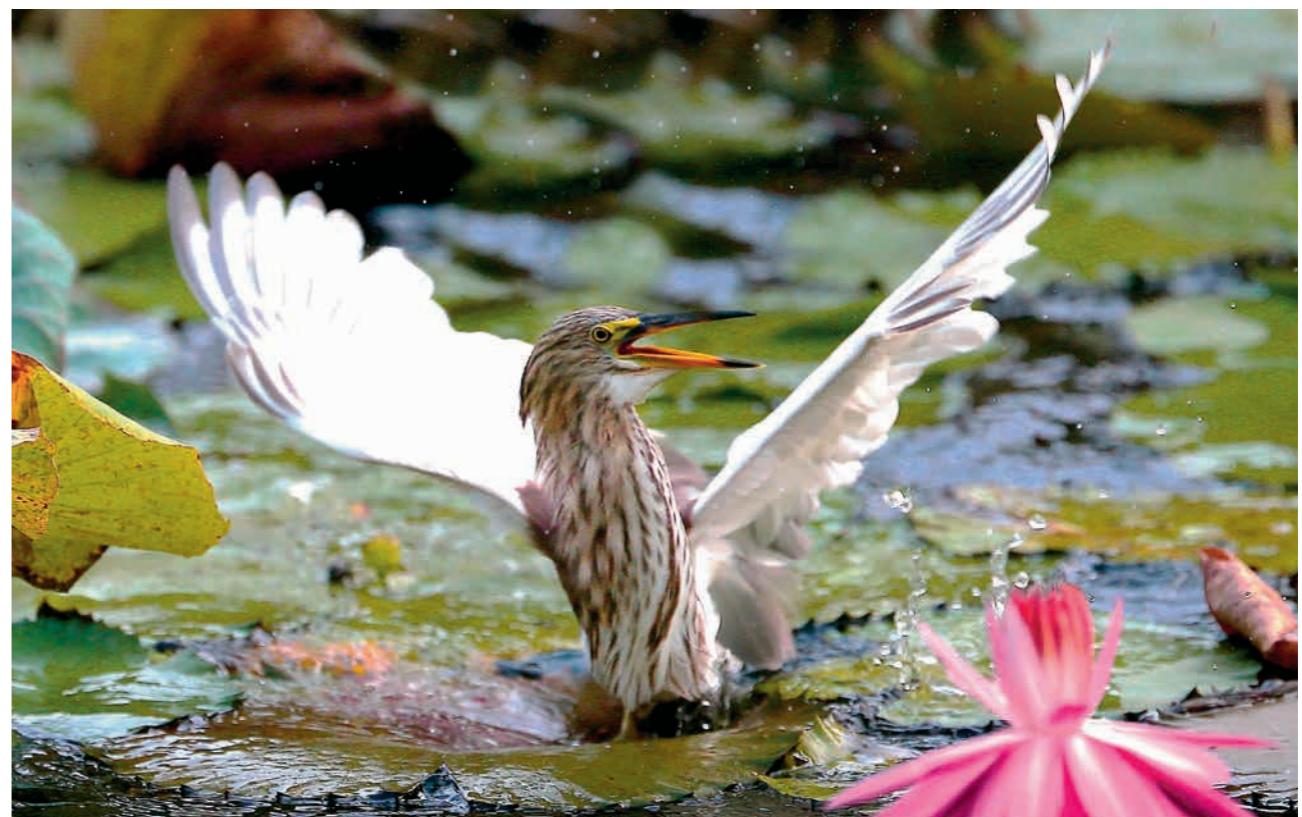
蛇口工业区建水厂之后，这片水塘的供水功能被取代，景观功能被发掘。1989年7月1日，四海公园正式开放。设计者利用原生水塘拓出东、西两个湖，湖岸边保存了619棵超过百年的荔枝树。

Since the water plant was built in Shekou Industrial Zone, the pond was no longer a source of water supply and was seen instead as part of the landscape. On July 1, 1989, Sihai Park opened. On the basis of the original pond, the designer built the east and west lakes, with 619 ancient litchi trees on the banks.

候鸟栖息 A Habitat of Migrant Birds

桃李不言，下自成蹊。因环境清幽、树木茂盛，飞临深圳湾的大批候鸟常到这里栖息。四海公园是人与自然和谐共生的乐园。

As the saying goes, wordless as they are, peaches and plums attract people with their beauty. Attracted by the quiet environment and lush trees, a large number of migrant birds stop here when they pass the Shenzhen Bay. Sihai Park is a paradise where man and nature co-exist in harmony.



摄影 袁宏 Photo by courtesy of Yuan Hong

思乡 Homesickness

1995年中秋，打工者们聚集四海公园赏月。公园坐落在四海宿舍旁边，每到节假日，这里就成为打工一族相互依偎的思乡之地。

On the Mid-Autumn Festival of 1995, migrant workers gathered in Sihai Park to enjoy the beauty of the full moon. The park was close to the Sihai Dorm. On holidays and festivals, migrant workers often gathered here in homesickness.



摄影 张新民 Photo by courtesy of Zhang Xinmin



摄影 张新民 Photo by courtesy of Zhang Xinmin

卡拉OK Karaoke

20世纪90年代，是香港乐坛的黄金年代。与此同时，卡拉OK流行整个中国。毗邻香港的蛇口，是熏染这两股风潮的窗口。1996年，四海公园里两对情侣演唱张学友的《吻别》。四海公园大家乐舞台免费的卡拉OK，是打工者最喜欢的娱乐。

The 1990s was the golden age of pop music in Hong Kong. It was also a time when karaoke was popular all over China. Close to Hong Kong, Shekou saw both trends. In 1996, two pairs of lovers were singing Jacky Cheung's song "Kiss Goodbye" in Sihai Park. The free karaoke on the open-air stage in Sihai Park was migrant workers' favorite entertainment.



丁增游供图 Photo by courtesy of Ding Zengyou

母女树 The Mother-and-daughter Tree

在四海公园最大的草坪边缘，有一棵母女树。2017年的冬天，戴橙丁和妈妈丁增游在这里第28次留影。1990年，戴橙丁3岁生日，她和妈妈在这里拍下了第一张合影，从此之后母女每年和这棵树合影一次。家庭变故、奔赴上海、远游德国，世事无穷变幻，小树静静长大，约定从未改变。

A mother-and-daughter-tree stands at the edge of the largest lawn of Sihai Park. In the winter of 2017, Dai Chengding and her mother Ding Zengyou had their 28th photo taken here. In 1990, on Dai Chengding's third birthday, she and her mother had the first photo taken. Since then, the mother and daughter would have a photo taken with the tree every year. Many things have happened to the family. They moved to Shanghai, and then to Germany. The world has changed a lot and the tree has grown up, but they have never given up this tradition.



丁增游供图 Photo by courtesy of Ding Zengyou



丁增游供图 Photo by courtesy of Ding Zengyou

点睛之笔 A Bird's-eye View

2018年3月27日，从空中俯瞰四海公园，密如华盖的荔枝树吐露新的花蕊，湖面倒映出的金色光芒穿透了时空的喧嚣。远处，海面平静如镜，城市生长如画。

On March 27, 2018, a bird's-eye view of Sihai Park. The lush litchi trees were in buds. The golden sunlight reflected in the lakes shone as if beyond time and space. In the distance, the sea is smooth like a mirror and the picturesque city keeps growing.



摄影 杜海彬 Photo by courtesy of Du Haibin

碧涛苑

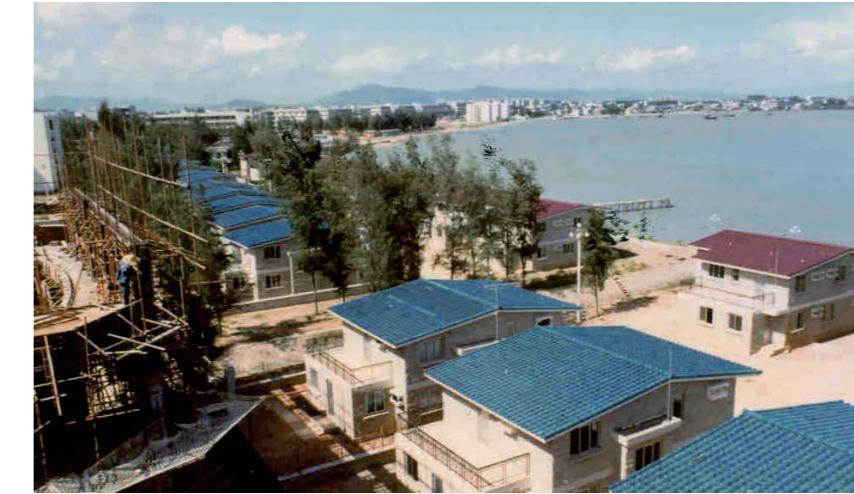
Green Wave Garden

Shekou is located at the center of Guangdong-Hong Kong-Macao Grand Bay Area. The dream of this Grand Bay Area starts and multiplies here.

蛇口处在粤港澳大湾区的黄金轴心上，大湾
区的梦想在这里启航。



(扫码看实景)
(Scan the QR code to see the scene)

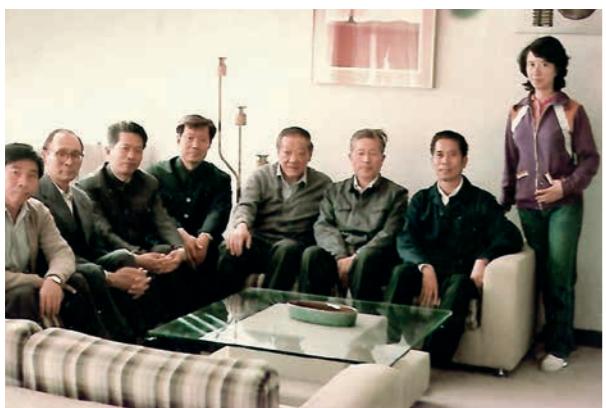


招商局档案馆供图 Photo by courtesy of CMG Archive Center

别墅 Villas

1981年8月，蛇口工业区和香港汉贸有限公司合资兴建碧涛苑。这是合资筹建的第一个高档商品住宅小区，其目的是为了让香港和国外的客商有安家之所。1983年，碧涛苑第一期建成之后，部分房屋在香港发售，每栋别墅售价为30多万港元，购房者大都是香港人。

In August 1981, Shekou Industrial Zone and Hong Kong Hontrade Co., Ltd. jointly invested and built Bitaoyuan (Green Wave Garden), the first high-end commercial housing project developed by a joint venture, to provide housing for business people from Hong Kong and abroad. In 1983, the first phase of Bitaoyuan was completed and part of the houses were available for sale in Hong Kong, at the price of 300,000 HK dollars for each villa. Most of the buyers were from Hong Kong.



曾跃湘供图 Photo by courtesy of Zeng Yuexiang

售楼员 The Real Estate Salesperson

碧涛苑按照香港高档住宅的标准装修了样板间，装修材料和家具都是从香港运来的。曾跃湘（图右）是碧涛苑的工作人员，负责报关、内务等工作，时常接待前来看房的香港客人，堪称内地第一个售楼员。

Bitaoyuan finished the sample houses according to the standards of Hong Kong's high-end houses, with the materials and furniture shipped from Hong Kong. Zeng Yuexiang (right) was an employee of Bitaoyuan, mainly responsible for customs declaration, internal affairs, etc. Quite often, she received guests from Hong Kong who came to see the houses. She could be called the first real estate salesperson in the mainland of China.



曾跃湘供图 Photo by courtesy of Zeng Yuexiang

惬意 Satisfaction

一个时代的幸福是可以写在一个人脸庞上的。那时，曾跃湘（左一）时常在碧涛苑前的滨海小路上与同事们漫步。她至今还记得，当时月工资 130 多元，比内地许多同龄人高出 4 倍以上，感觉生活富足而惬意。

The happiness of a time is often written on a person's face. At that time, Zeng Yuexiang (first from left) often took a walk on the coastal path with her colleagues. She still remembers that she earned a monthly salary of 130 yuan, which was four times the salary of her peers in other cities of Mainland China. She was well-off and satisfied.

红蓝屋顶依旧 The Same Red and Blue Roofs

2018 年 4 月 1 日，从太子路上空俯瞰碧涛苑，红蓝屋顶依旧，四周的风景已变换。尽管碧涛苑已经不再凭海临风，但这里的每一扇窗里，都奔涌着更为波澜壮阔的湾区梦想。

On April 1, 2018, a bird's-eye view of Bitaoyuan from above the Taizi Road showed the old red and blue roofs. The scenes around them have changed. Although the sea view has disappeared from Bitaoyuan, behind each window, the dream of the bay area surges higher than sea waves.



摄影 杜海彬 Photo by courtesy of Du Haibin



摄影 杜海彬 Photo by courtesy of Du Haibin

4 平方米的欢乐 The Happiness within Four Square Meters

2018年3月21日，在碧涛苑迎朝公寓的一套小房内，王亦乐（左二）和先生王磊在音乐室创作，1岁多的儿子不时钻进妈妈怀里吃奶。王亦乐从小在蛇口长大，后来到悉尼大学读建筑学，毕业之后在中国和澳大利亚两地从事建筑设计。2011年，王亦乐遇见音乐人王磊，两人从此走上了共同的音乐之路。碧涛苑里的磊落音乐艺术工作室，尽管只有4平方米，却装满了蛇口一家人的欢乐和梦想。

On March 21, 2018, in a small unit in the Yingzhao Apartment at Bitaoyuan, Wang Yile (second from left) and her husband Wang Lei were composing in their music studio. From time to time, their one-year-old son would look for milk in his mother's arms. Wang Yile grew up in Shekou. She studied architecture at Sydney University. After graduation, she worked as an architectural designer in China and Australia. In 2011, Wang Yile met musician Wang Lei and together they embarked on the road of music. The Leiluo Music Art Studio in Bitaoyuan is only a room of 4 square meters, but it is filled with the happiness and dreams of a family in Shekou.

构想大湾区 Conceiving the Idea of Greater Bay Area

2017年12月20日，北京大学深圳研究生院陈可石教授在他位于碧涛苑的工作室里阐述深圳湾超级总部的设计方案。粤港澳大湾区的概念，就是从碧涛苑酝酿而出的。2013年9月27日，陈可石在中共深圳市委中心组学习演讲中首次提出粤港澳湾区概念，随后被写入深圳市政府工作报告，最终上升为国家战略。

On December 20, 2017, in his studio in Bitaoyuan, Professor Chen Keshi from the Shenzhen Graduate School of Peking University was explaining about the design of Shenzhen Bay Super Headquarters. The concept of the Guangdong-Hong Kong-Macau Greater Bay Area was conceived in Bitaoyuan. On September 27, 2013, Chen Keshi proposed the concept of the Guangdong-Hong Kong-Macau Greater Bay Area for the first time in a presentation to the Central Group of the CPC Shenzhen Committee. Later the concept was written in the Shenzhen Municipal Government Work Report and became part of the governmental policy.



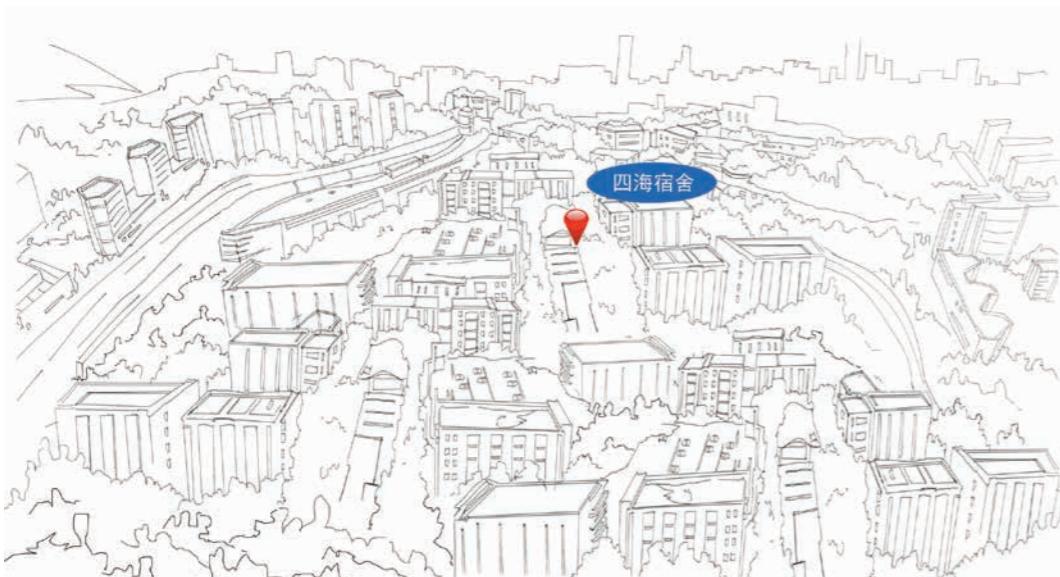
摄影 王春阳 Photo by courtesy of Wang Chunyang

四海宿舍

The Sihai Dorms

The migrant workers left their home, traveled across mountains and rivers and arrived at Shekou. Here they put down the luggage and made themselves a home.

从故乡出发的打工者，越过大江南水抵达蛇口，在这里放下行囊，安身立命。



(扫码看实景)
(Scan the QR code to see the scene)



摄影 陈宗浩 Photo by courtesy of Chen Zonghao

42 栋宿舍 42 Dorm Buildings

建工业区，重要的是有工人。人来了，住在哪儿？从 1982 年开始，在工业大道东侧和工业八路北侧，蛇口工业区陆续建造了 42 栋宿舍。无论蛇口三洋还是南海酒店的员工，在抵达蛇口之后，就在这里安身立命。

The Industrial Zone needed workers, and workers needed a place to live in. Starting from the year of 1982, Shekou Industrial Zone built 42 dorm buildings east of the Shekou Industrial Avenue and north of the Gongye 8th Road. When the employees of Sanyo Shekou or the Nanhai Hotel arrived at Shekou, they found a home here.

中秋 The Mid-Autumn Festival

1985年，三洋女工在四海单身宿舍里庆祝中秋。每到重要节日，工友兼室友们时常欢聚，思念远方的家人。在这里，乡愁、泪水和欢笑同时挂在她们稚嫩的脸庞上。

In 1985, the female workers of Sanyo were celebrating the Mid-Autumn Festival in the dorm for the singles. On important festivals, colleagues and roommates often got together to celebrate and to express their homesickness for their families faraway. Their homesickness, tears and laughter were shown on their young faces.



摄影 罗沛 Photo by courtesy of Luo Pei

八种生活 Eight Lifestyles

1980年代，四海宿舍的一间单身宿舍住八个人，八个人就有八种生活。

In the 1980s, each unit in the Sihai Dorms for singles housed eight people. That meant eight different lifestyles.



摄影 张新民 Photo by courtesy of Zhang Xinmin



摄影 佚名 Photo by courtesy of Someone Anonymous

女工宿舍 Female Dormitory

1986年，南海酒店女员工们居住的第29栋宿舍，阳台上挂满了衣物。四海宿舍共有31栋单身宿舍，最多的时候住了15000多名单身打工者，其中大多数是女工。

In 1986, the female employees of Nanhai Hotel lived in Building No.29 of the Sihai Dorms. There were 31 dorms for singles at Sihai. Single workers living here once reached over 15,000, most of whom were female.

母女
Mother
and
Daughter



摄影 张新民 Photo by courtesy of Zhang Xinmin

1993年，四海宿舍的一间房里住着一对来自福建农村的母女打工者。女儿谢玉萍睡上铺，妈妈谢碧英睡下铺，她们既是室友又是工友。谢碧英在三洋塑胶厂负责回收包装箱，因时常加班和任劳尽职被提升为班长。女儿谢玉萍中学毕业之后也来到三洋打工。母女一同挣钱供家里两个男孩读书，直至他们大学毕业。

In 1993, a mother and a daughter from the rural area of Fujian, both migrant workers, lived in a room of the Sihai Dorms. Xie Yuping, the daughter, slept in the upper bunk and her mother—Xie Biying slept in the lower bunk. They were roommates and colleagues. Xie Biying was collecting packing cardboard in the Sanyo Plastics Factory. She was promoted to the team leader for her diligence and sense of responsibility. Her daughter Xie Yuping came to work at Sanyo after graduating from middle school. The mother and daughter worked together to fund the education of the two boys back at home, until they graduated from university.

打边炉
A Hot Pot

1995年11月，住在四海宿舍第12栋的明华中心员工肖丽英，请朋友到家里打边炉，妈妈在客厅休息。简单而快乐的生活，是早期蛇口人共同的记忆。

In November 1995, Xiao Liying, an employee of the Minghua Center living in Building No.12, invited her friends to eat hot pot at her place. Her mother was having a rest in the living room. This kind of simple and happy life is a memory shared by all early residents of Shekou.



肖丽英供图 Photo by courtesy of Xiao Liying

芳华 Youth

1983年之后的20年间的每个清晨，在四海宿舍大门口，成千上万的打工者奔涌而出，他们赶往华益铝厂、三洋、南海酒店、海上世界等地方上班。他们留下的身影，是20世纪晚期中国工业文明的芳华。

In the twenty years that followed 1983, every morning tens of thousands of migrant workers flooded out of the gate of Sihai Dorms, hurrying to work in Huayi Aluminum Factory, Sanyo, the Nanhai Hotel, Sea World and other places. The photos of them were memories of the youth of China's industrial civilization in the late 20th Century.



摄影 张新民 Photo by courtesy of Zhang Xinmin

壹间公寓 Apartment One



摄影 杜海彬 Photo by courtesy of Du Haibin

2018年3月17日，服装设计师岑佳平在壹间公寓的居所里和心爱的小猫玩游戏，她在这里已经生活了两年。壹间公寓原名叫“槟榔园”，与四海宿舍紧邻，也曾是打工者的单身宿舍。随着制造业的逐步淡出，大部分工厂宿舍被改造为壹栈、壹间、壹棠等长租公寓，当初的工人被新一代的创客和创业者替代。

On March 17, 2018, fashion designer Cen Jiaping was playing with her beloved kitty at her home in Apartment One. She had lived here for two years. Apartment One, once called the Areca Garden, neighbored the Sihai Dorms. It was once a dorm for single migrant workers. As the manufacturing industry gradually moved off stage, most of the factory dorms were transformed to apartments for long-term lease, such as Inn One, Apartment One, Mansion One, etc. The positions of the migrant workers have been replaced by a new generation of makers and start-ups.



摄影 杜海彬 Photo by courtesy of Du Haibin

驿站 The Courier Station

2018年3月的一天，蛇口希尔顿南海酒店前台服务员宋采莹(左一)和同事们在四海宿舍里。35年来，四海宿舍就像蛇口的一个驿站，人来人往、川流不息，唯有宿舍里的双层架子床没有变过。

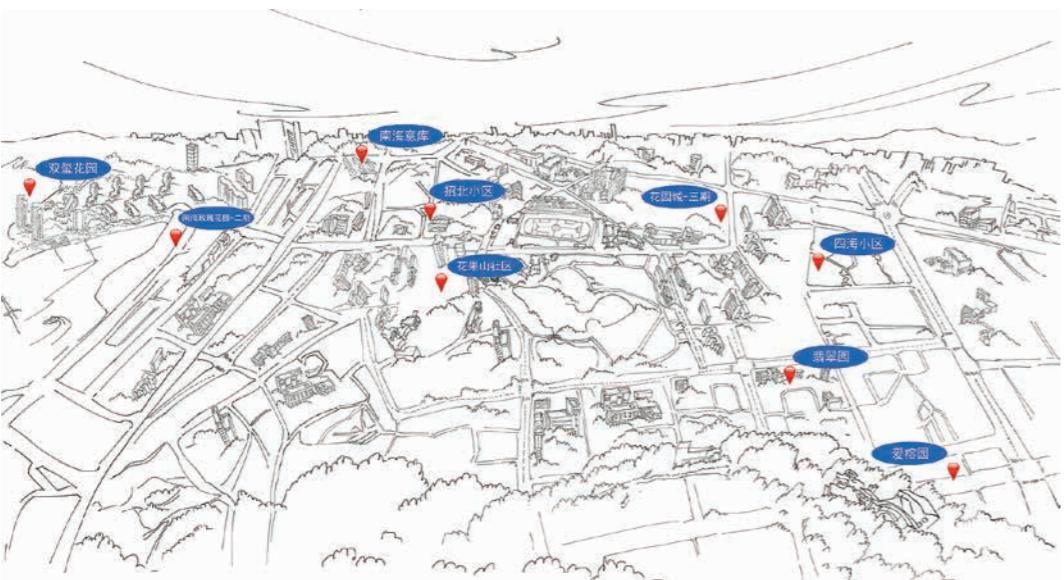
One day of March in 2018, Song Caiying (first from left), a front desk receptionist at the Shekou Hilton Nanhai Hotel, and her colleagues were in their room in the Sihai Dorms. The Sihai Dorms were like the courier station of Shekou. People kept arriving and leaving. The only things that remained the same were the bunk beds.

住社蛇口

Living in Shekou

In the variety ranging from the urbanized villages to the villas, every resident of Shekou can find a suitable place of their own.

从城中村到别墅，每一个蛇口人都从中找到自己的位置。



(扫码看实景)
(Scan the QR code to see the scene)



招商局档案馆供图 Photo by courtesy of CMG Archive Center

1万元买套房 An Apartment for Ten Thousand

1986年9月的一天，蛇口污水处理厂员工杨城和太太去菜市场买菜，之后他们顺道去蛇口工业区职工住宅售楼中心，购买了玫瑰园4栋603房，66平方米售价10000多元。这笔钱对于当时的杨城来说不算少，但也没有对生活构成巨大压力。

One day in September, 1986, Yang Cheng, an employee of Shekou Sewage Treatment Plant, and his wife were shopping at the market for grocery. Then they dropped by the Employee Residence Sales Center of Shekou Industrial Zone and bought Unit 603, Building NO.4 of Rose Garden, an apartment of 66 square meters, for over 10,000 yuan. It was not a small amount for Yang Cheng at the time, but it was not too much either, for it did not cause much pressure for his life.



招商蛇口供图 Photo by courtesy of CMSK

33 个小区 33 Communities

蛇口工业区最初建造港口和工厂的同时也在造房子，让人们有立足和安家之所。1982年，水湾头宿舍区建成，次年花果山多层住宅小区建成。至2003年，蛇口在55万平米的土地上建造了33个职工住宅小区。水湾头宿舍区的建造成本约为每平米200元，每套住房销售价格在8000元至10000多元不等，卖给蛇口工业区的职工。从准成本房，逐渐过渡为成本房、微利房、商品房，蛇口的住房实践为中国的住房制度变革提供了模本。

In the early years of the Shekou Industrial Zone, residential houses were being built along with the ports. People needed a home. In 1982, the construction of the Shuiwantou Dormitory was completed. The next year, the Huaguoshan multi-storyed apartment buildings were built. By 2003, Shekou had built 33 employees' residential communities on the lands of 550,000 square meters. The cost of the Shuiwantou Dormitory was around 200 yuan per square meter. Each apartment was sold for 8,000 to 10,000 yuan to the employees of Shekou Industrial Zone. The housing in Shekou started with a subsidized cost-based price, and it was gradually developed to a cost-based price, a moderate-profit price until finally a market of commercial housing was formed. The experience of Shekou provided a model for China's housing reform.

家庭聚会 A Family Get-together

1985年，住在水湾头B区9栋405房的韩邦凯（右一）夫妻，邀请蛇口的亲戚朋友到家里庆祝新年。韩邦凯放弃留京机会来到蛇口的重要原因是，这里可以解决妻子的工作以及一家人的住房。

In 1985, Han Bangkai (first from right) and his wife, living in Unit 405 of Building 9 in Block B of Shuiwantou, invited their relatives and friends to their place to celebrate the new year. A main reason Han Bangkai chose to give up the opportunity to stay in Beijing and came to Shekou was that his wife could find a job here and they could have an apartment of their own.



韩邦凯供图 Photo by courtesy of Han Bangkai



摄影 陈远忠 Photo by courtesy of Chen Yuanzhong

百岁时光 A One-hundred-year-old Man

2018年3月6日，在水湾头B区8栋305室，100岁的田焰雄正在自家阳台上看报纸。1948年，田焰雄在沈阳参加解放军，从东北一直打到广东。1979年，田焰雄从广州来到蛇口工业区旅游公司工作，直至离休。田焰雄是水湾头住宅区最早入住的一批居民，从1982年至今，在这里悠然生活了36年。

On March 6, 2018, one-hundred-year-old Tian Yanxiong living at Unit 305, Building 8, Block B of Shuiwantou, was reading newspaper on the balcony. In 1948, Tian Yanxiong joined the People's Liberation Army in Shenyang, and fought his way from the Northeast to Guangdong. In 1979, Tian Yanxiong moved from Guangzhou to Shekou. He worked at the Shekou Industrial Zone Tourism Company until he retired. Tian Yanxiong was one of the first residents to move in the Shuiwantou neighborhood. Since 1982, he has lived a leisurely life here for 36 years.

2800 元月租 A Monthly Rent of 2,800 Yuan



摄影 杜海彬 Photo by courtesy of Du Haibin

来自山东的梁亚东（右一）是 UPS 深圳分部的送货司机，妻子在深圳科技园工作，孩子在蛇口学校读六年级，岳父从江西过来照顾孩子。梁亚东一家住在围仔西一套 60 多平方米的房子里，月租金 2800 元。相对于全家 1 万多元的月收入而言，房租可以承受。从 2007 年搬到蛇口之后，梁亚东一家已在城中村里居住了 11 年。

Liang Yadong (first from right) from Shandong is a delivery truck driver at UPS's Shenzhen Branch. His wife works at Shenzhen Science and Technology Park. Their child is a six-grader at Shekou School. His father-in-law has come from Jiangxi to look after the child. The family live in an apartment of over 60 square meters for a monthly rent of 2,800 yuan. This is acceptable considering the family's monthly income of over 10,000 yuan. Since they moved to Shekou in 2007, the Liang family has been living in this urbanized village for 11 years.

廉租房 Low-rent Housing



摄影 杜海彬 Photo by courtesy of Du Haibin

2018 年 3 月 13 日傍晚，在湾厦的渔村路上，孩子们放学回家。经过改造之后的蛇口老街焕然一新，万象包容。蛇口 7 个城中村为超过 10 万外来人口提供了相当于廉租房的出租屋。

On March 13, 2018, children were on the way home from school, on the Yucun Road in Wanxia. The reconstructed old street of Shekou has a completely new look, with all kinds of businesses on it. Seven urbanized villages in Shekou provide over 100,000 immigrants with the equivalent to low-rent housing.

各安其所 Different Houses for Different Needs

2018 年 3 月 26 日，被绿树环绕的兰溪谷和鲸山别墅静谧祥和。40 年后的蛇口，从城中村到安居房，从海景大宅到长租公寓，形成了多元住房体系。如今，近 40 万蛇口人各安其所，回应着先辈们创建最适合人类居住的城市的梦想。

On March 26, 2018, the tranquil Lanxi Valley and Jingshan Villas were surrounded by green trees. After forty years, a diverse housing system has been established in Shekou, with the urbanized villages, the low-rent housing, the luxury sea-view villas, and the long-term lease apartments. Now nearly 400,000 residents of Shekou live in the houses that best suit their needs. This is a response to the pioneers' wish to build a best livable city.



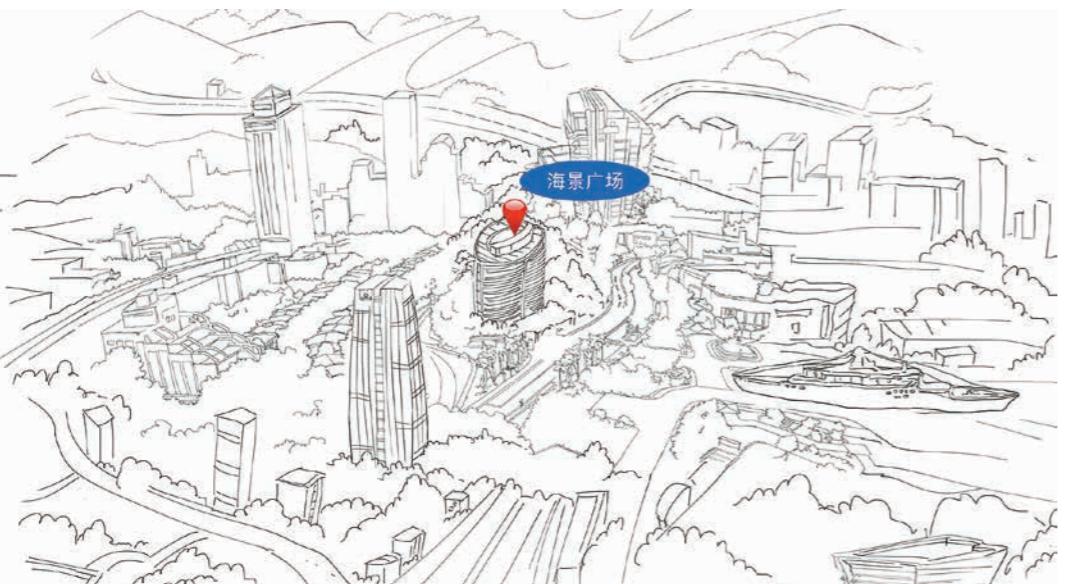
摄影 杜海彬 Photo by courtesy of Du Haibin

马太

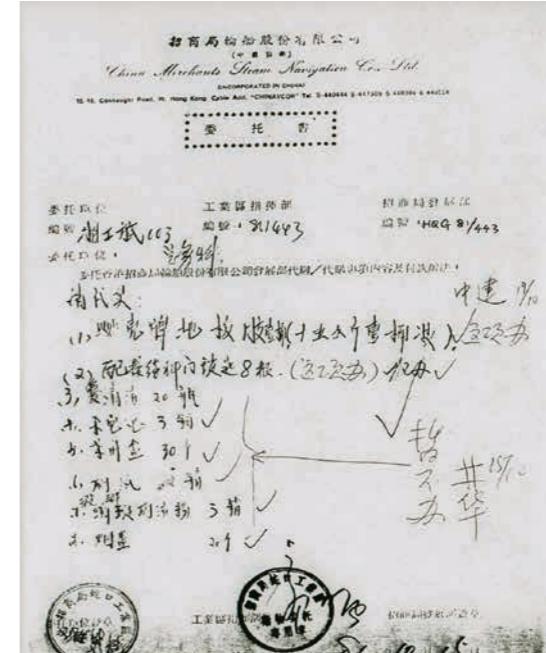
Mrs. Ma

马太开的购物中心满足了当年人们对幸福生活的热切渴望，她是中国改革开放历史中的一个传奇。

In those years, Mrs. Ma's Shopping Center pacified people's longing for a happy life. Her story is a legend in the history of China's reform and opening up.



(扫码看实景)
(Scan the QR code to see the scene)



马太缘起 The Beginning

马太本名陈惠娟，因为先生姓马，早期蛇口人都叫她马太。2018年1月20日下午，78岁的马太在蛇口海景广场6楼办公室回想往事，已经想不起第一次来到蛇口的具体日期，但她依然清晰记得：1979年深秋的那一天有点凉，踏上蛇口的土地时，她从先生马灿洪手中接过一件外套穿到身上。面对眼前的一片荒滩，在香港从事旅游和贸易生意的她想不出来能做些什么生意。初创的蛇口工业区迫切需要柴米油盐等日用品，于是马太就从香港采购酱油、洗洁精、驱蚊水、架子床等运到蛇口来。这成了蛇口购物中心的缘起。

Mrs. Ma's name is Chen Huijuan. Her husband's surname is Ma, so in the early years the people of Shekou addressed her as Mrs. Ma. On the afternoon of January 20, 2018, when the 78-year-old lady in the office on the sixth floor of Shekou Seaview Plaza recalled the day when she first got to Shekou, she could not remember the precise date. Yet she clearly remembered that autumn day of 1979 was a bit chilly. When she arrived at Shekou, she put on a coat which was handed to her by her husband Ma Canhong. Seeing the wasteland in front of her, the woman who did business in tourism and trading did not know what to do. The newly established Shekou Industrial Zone was in urgent need for the basic supplies such as fuel, food, oil, salt, etc., so Mrs. Ma purchased soy sauce, dish soap, mosquito repellent, bunk beds, etc. in Hong Kong and shipped them to Shekou. This was how the Shekou Shopping Center began.



马太供图 Photo by courtesy of Mrs. Ma

开业奇观 The Amazing First Day

1982年6月28日上午，由马太和蛇口工业区共同投资创建的蛇口购物中心开业，一早排成长龙的500名顾客蜂拥而至，玻璃窗都被挤破了。购物中心第一天卖出100多台彩电、500多台电风扇，仓库里的所有商品被抢购一空。当天营业额折合人民币超过50万元，而购物中心投资总额才52万元人民币。

On the morning of June 28, 1982, the Shekou Shopping Center invested by Mrs. Ma and Shekou Industrial Zone opened. 500 customers who had been waiting in line early in the morning flooded in. Even the window was broken by the large crowd. On the first day, the shopping center sold over a hundred colored TV sets and 500 electric fans. Everything in stock was sold out in a moment. The turnover of that day was equivalent to 500,000 yuan, while the total investment of the shopping center was only 520,000 yuan.



马太供图 Photo by courtesy of Mrs. Ma

汇集外汇 Collecting Foreign Currencies

张晓航(左一)是购物中心的37名老员工之一。他记得，早期卖得最好的是乐声电视机、三角牌电饭煲、凤凰单车、力士香皂，还有皮夹克、手表等。员工们每天从早忙到晚，到下班时胳膊已酸痛不已。购物中心为国家汇聚了留存于民间的大量外币，这是当时中国急需的外汇资源。

Zhang Xiaohang (first from left) was one of the first 37 employees of the shopping center. He remembers that the bestsellers were National TVs, Triangle electronic cookers, Phoenix bicycles, Lux soaps, leather jackets and wrist watches. The employees were busy from morning to evening. By the time the day was over, they had aches in the arms. The shopping center collected a great amount of foreign currencies, which China needed urgently at the time.

马太“效应” Mrs. Ma's Effect

因为生意太好，马太(右一)带着员工每天工作18个小时，营业额最多的一天近百万元，每月资金周转率高达6次。200平方米的商店诞生的这些数字让人瞠目结舌。1980年代初，整个中国依然处于计划经济之中，凭票证购物还在继续，蛇口也不例外，而购物中心可以用外币和外汇券无限制购买进口商品，颠覆了当时人们对现实生活的想象。

The business was so good that Mrs. Ma (first from right) and her employees worked 18 hours a day. The daily sales even reached a million yuan at its highest. Each month the turnover rate was as high as six. These numbers for a store of 200 square meters were dumbfounding. In the early 1980s, China was still in the age of planned economy. Even in Shekou, people could not buy anything without the required coupon. Yet at the shopping center, with foreign currencies or Foreign Exchange Certificates, people could buy imported commodities without limits. This was beyond most people's imagination at that time.



马太供图 Photo by courtesy of Mrs. Ma

十周年 The 10th Anniversary

1992年6月28日，蛇口购物中心举行十周年庆典。当时的资料显示，从开业到1990年底的八年半内，购物中心的销售额为15.4亿元人民币，投资双方各分得纯利3300万元人民币，折合当时港币超6000万。

On June 28, 1992, Shekou Shopping Center held a ceremony to celebrate its tenth anniversary. The statistics at that time showed that in the 8 years and a half between its opening and the end of 1990, the turnover of the shopping center was 1.54 billion yuan. The two investors each had a net profit of 33 million yuan, or 60 million HK dollars.



马太供图 Photo by courtesy of Mrs. Ma



摄影 杜海彬 Photo by courtesy of Du Haibin

海景广场 The Seaview Plaza

在经营13年之后，蛇口购物中心于1995年关闭。在其原址上，马太的中建公司和蛇口工业区联合建造了海景广场，购物中心搬进广场一楼。此时，蛇口乃至整个中国的商业格局已全然改变，购物中心难现昔日辉煌。

After 13 years of business, Shekou Shopping Center was closed in 1995. On its original site, Mrs. Ma's Zhongjian Comany and Shekou Industrial Zone jointly built the Seaview Plaza. The shopping center moved to the first floor of the plaza. By then, the commercial patterns of Shekou and the whole China had completely changed and the old glory of the shopping center was gone forever.



马太供图 Photo by courtesy of Mrs. Ma

互相成就 Mutual Complement

购物中心的荣光虽然褪去，但马太的商业梦想从未止步。年近八旬的马太每天依然工作15个小时以上。一年前，她紧跟国家“一带一路”的步伐，投资成立澜湄航空公司，开通了从澳门至东南亚的国际航线。马太是蛇口创业的一本活字典，蛇口则是马太一生不可磨灭的印记，两者互相成就。

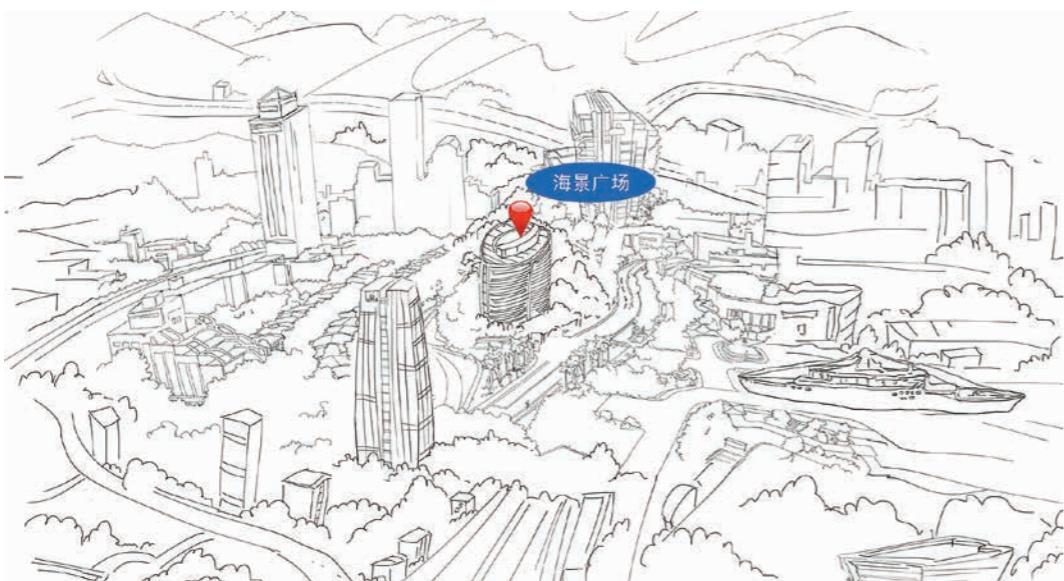
Although the glory of the shopping center has faded, Mrs. Ma has not given up her business dream. In her eighties, Mrs. Ma still works over 15 hours a day. A year ago, she closely followed China's Belt and Road Initiative and made an investment to establish the Lanmei Airlines and opened international routes between Macau and Southeast Asia. Mrs. Ma is a living encyclopedia of Shekou's entrepreneurship, and Shekou was an unforgettable mark in Mrs. Ma's life. They completed each other.

蛇口购物

The Evolution of the Shopping Experience

From the age of ration coupons to the times of AI, the evolution of the stores at Shekou reflects people's longing for better life.

从票证年代到如今，蛇口的商场演化标志着百姓对美好生活的向往。



(扫码看实景)
(Scan the QR code to see the scene)



韩连彬供图 Photo by courtesy of Han Lianbin

小卖部 Grocery

1979年，蛇口工业区的职工小卖部开业，曹昌仪(左三)和陈玉锦(左一)、袁桂霞(左五)是第一批员工。职工小卖部的烟酒等商品大都是从香港进口的，只能卖给蛇口工业区的职工，而且要凭证登记限量购买。

In 1979, a grocery store for the staff was opened in Shekou Industrial Zone. Cao Changyi (third from left), Chen Yujin (first from left) and Yuan Guixia (fifth from left) were its first employees. The grocery sold cigarettes, wine and other commodities imported from Hong Kong exclusively for staff members of Shekou Industrial Zone. The commodities were sold on rations by coupon and the purchases had to be documented.

第一家免税店 The First Duty Free Store

1981年，深圳第一家免税品商店在蛇口港码头内开业，店面由一个集装箱改装而成，只有出入境的人可以在这里购物。

In 1981, Shenzhen's first duty free store was open on the Shekou Ferry Terminal. The store space used to be a container. Only those who crossed the border could shop here.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



招商局档案馆供图 Photo by courtesy of CMG Archive Center

最后一次恐慌 The Last Panic

1983年10月，蛇口永安商场开业。紧张的消费者如潮水般涌入的一刻，见证了此前的商品短缺给人们留下的心理恐慌。这家商场，开启了商品不再需要凭票证供应的时代，不经意间融入了商品经济的大潮。

In October 1983, Shekou Yong'an Department Store was opened. The moment when the nervous customers flooded in showed the last panic people had from the time of shortage. This department store started the era when commodities were no longer provided based on coupon. It surged the big waves of commodity economy people were barely aware.



谭筑熙供图 Photo by courtesy of Tan Zhuxi

首家超市 The First Supermarket

1984年11月，来自香港的百佳超市在太子路碧涛中心开办了内地的第一家超市，开架售货、自选购物的方式让人大开眼界。它的诞生，一举改变了内地柜台式零售模式。

蛇口的商业形态持续迭代，商场历经数次转型。如今，百佳已经不再是附近居民的必需。2018年1月14日，伴随蛇口人走过了34年的这家百佳超市关闭了。

In November 1984, PARKnSHOP from Hong Kong opened China's first supermarket at the Bitao Center on the Taizi Road. The open-shelf, self-serving way of shopping was eye-opening. It changed China's behind-the-counter retailing mode.

With the continuous changes of Shekou's commercial patterns through the years, the supermarket underwent several transformations. Now PARKnSHOP is no longer the only option of the neighborhood. On January 14, 2018, the PARKnSHOP Supermarket was closed after its presence in Shekou for 34 years.



摄影 罗康林 Photo by courtesy of Luo Kanglin



沃尔玛 Walmart

2000年4月29日，作为世界500强巨头，沃尔玛在工业大道东侧、东滨路南侧开设了蛇口店，标志着蛇口商业全面进入国际化时代。

On April 29, 2000, Walmart, a Fortune 500 enterprise, opened a Shekou store east of Shekou Industrial Avenue and south of Dongbin Road. This marked the globalization of Shekou's commerce.



花园城 The Garden City

2018年2月14日，花园城弥漫着春节的气氛。它位于工业八路和南海大道的交会处，是蛇口人购物、消费的方便之选。

On February 14, 2018, the atmosphere of the Spring Festival was everywhere in the Garden City. Situated at the cross of the Eighth Gongye Road and Nanhai Avenue, it was a convenient site of shopping for the people of Shekou.

摄影 杜海彬 Photo by courtesy of Du Haibin



摄影 罗康林 Photo by courtesy of Luo Kanglin

食街 The Food Street

2018年4月2日，正值清明假期，在蛇口海上世界，前来游玩的人挤满了所有餐厅。如今在这里购物、娱乐和餐饮消费的年轻人，难以想象当年的工业区食堂连一瓶酱油都要去香港购买。

April 2, 2018 was the time of Tomb-sweeping Holiday in China. At Sea World, all restaurants were packed with tourists. The young people shopping and dining here today would not be able to imagine the time when the refectory of the Industrial Zone had to buy a bottle of soy sauce from Hong Kong.



摄影 杜海彬 Photo by courtesy of Du Haibin

汇港 Gateway-one Mall

2018年5月1日，汇港迎来了假日高峰期。在蛇口生活和工作的人们中，60%以上是年轻人。汇港与海上世界构成的片区，成为蛇口娱乐休闲的中心。

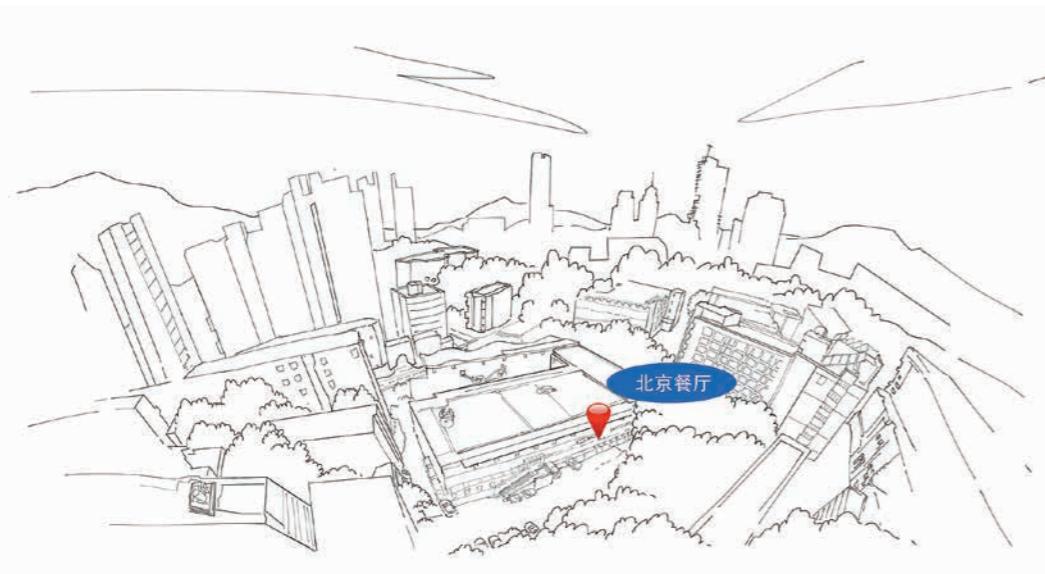
On May 1, 2018, the busiest time of the holiday began at Gateway-one Mall. Over 60% of the people living and working in Shekou were young people. The area made up of Gateway-one Mall and Sea World has become Shekou's center of recreation.

北京餐厅

The Beijing Restaurant

The Beijing Roast Duck has the taste of Shekou.

北京的烤鸭，弥漫着蛇口的味道。



(扫码看实景)
(Scan the QR code to see the scene)



郝连玉供图 Photo by courtesy of Hao Lianyu

18名待业青年 18 Unemployed Young People

1983年3月，北京市计算机三厂员工郝连玉，带着18名待业青年来到蛇口，在水湾头路路边卖油条、大饼，开张第一天赚了60元。同年，郝连玉与蛇口工业区生活服务公司合作创办的北京餐厅开张。

In March 1983, Hao Lianyu, a staff member of Beijing No. 3 Computer Factory, brought 18 unemployed young people to Shekou, to sell deep-fried dough and flatbread at the side of Shuiwantou Road. On the first day, they made 60 yuan. In the same year, the Beijing Restaurant jointly founded by Hao Lianyu and the Life Service Company of Shekou Industrial Zone opened.

经理下厨 The Manager in the Kitchen

开办餐厅的时候，郝连玉已经 44 岁，担任经理的他时常亲自下厨掌勺。

When the restaurant opened, Hao Lianyu was already 44 years old. Although he was the manager, he often cooked in the kitchen in person.



郝连玉供图 Photo by courtesy of Hao Lianyu



摄影 杜海彬 Photo by courtesy of Du Haibin

邻家大叔 The Neighboring Uncle

2018 年 2 月 10 日，春节前的北京餐厅生意红火，年近八旬的郝连玉像往常一样不断招呼客人。从开办北京餐厅至今，郝连玉如同邻家大叔，成为蛇口人的温暖记忆。

On February 10, 2018, the Beijing Restaurant was particularly busy as the Spring Festival was approaching. In his eighties, Hao Lianyu greeted the customers as usual. Since the founding of Beijing Restaurant, Hao has always been kind like a neighboring uncle. The memory of him warms up the hearts of people in Shekou.



摄影 杜海彬 Photo by courtesy of Du Haibin

烤鸭味道 Aroma of the Roast Duck

2018 年 3 月 20 日，北京餐厅宾客盈门。如今蛇口各式餐厅层出不穷、世界各地的风味俯拾可得，唯有商乐街 185 号的北京餐厅有如一道不变的风景，35 年来一直都在那里。餐厅里飘散而出的烤鸭味道，牵引着人们回到当年的蛇口。

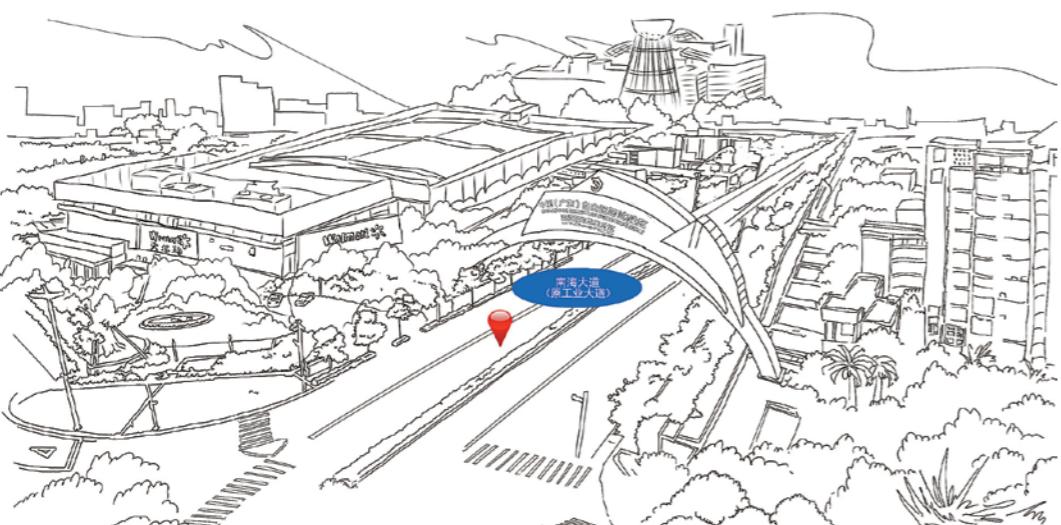
On March 20, 2018, Beijing Restaurant was packed with diners. One restaurant after another has opened in today's Shekou and food from all over the world could be easily found. Yet the presence of the Beijing Restaurant at No. 185 Shangle Street has remained the same for the last 35 years. The aroma of roast duck from the restaurant brings people's memory back to Shekou many years ago.

街区

The Street Blocks

蜿蜒密布的路网，构成生活的血脉，将蛇口串联成一个生机勃勃的整体。它们的名称包涵了蛇口的历史和文化，走在蛇口街头，转角就你遇见故事。

The crisscrossing and intertwining roads and streets are like the veins, connecting Shekou as an organic body full of vigor. The street names reflect the history and culture of Shekou. There might be a story at every street corner.



(扫码看实景)
(Scan the QR code to see the scene)

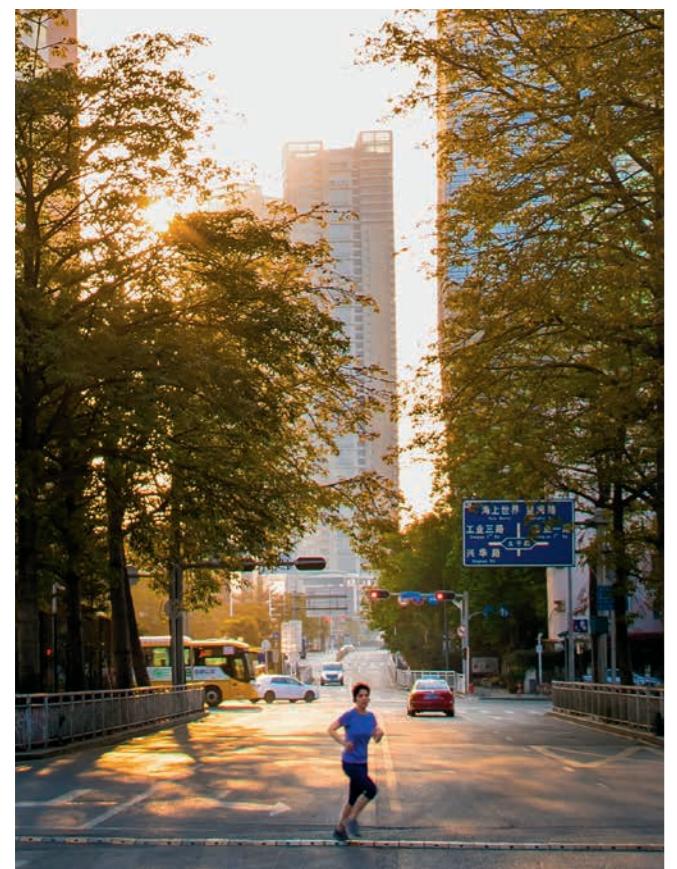


招商蛇口供图 Photo by courtesy of CMSK

工业九路 The Gongye 9th Road

2018年4月1日，工业九路的路牌立在街头。与南海大道垂直交叉的九条路的路名，镌刻着蛇口的工业记忆。

April 1, 2018, a signpost stands on the Gongye 9th Road. The names of the nine roads crisscrossing the Nanhai Avenue engrave the memory of Shekou's industry.



摄影 杜海彬 Photo by courtesy of Du Haibin

工业二路 The Gongye 2nd Road

2018年2月12日，工业二路上晨跑的人。蛇口的街道不宽不窄，站在路的一边可以看见另一边的人的笑容，也可以听见对方的声音，空间的尺度亲切宜人。

February 12, 2018, a morning jogger on the Gongye 2nd Road. The streets of Shekou are neither too broad nor too narrow. On one side of the street you can see the smiles and hear the voice of the people opposite. The design of the street is people-friendly.



摄影 杜海彬 Photo by courtesy of Du Haibin

太子路 The Taizi Road

2018年4月1日，太子路上的熙攘晨光隐含了对南宋少帝的纪念，他的陵墓在不远处的赤湾。

April 1, 2018, the morning sunshine on the Taizi ("Crown Prince") Road seems to remind people of the last emperor of the Southern Song Dynasty, whose mausoleum is in Chiwan not far from here.



摄影 杜海彬 Photo by courtesy of Du Haibin

爱榕路 The Airong Road

2018年3月13日，爱榕路，137岁的大榕树为来来往往的人们遮风挡雨。

March 13, 2018, this 137-year-old banyan was keeping out wind and rain for the pedestrians on the Airong ("love of banyan") Road.



摄影 杜海彬 Photo by courtesy of Du Haibin

渔村路 The Yucun Road

2018年3月28日，渔村路，生活便利的蛇口老街。

March 28, 2018, the Yucun ("fishing village") Road is an old street of Shekou where life has become more and more convenient.

海上世界站 The Sea World Station

2018年3月29日，地铁2号线海上世界站熙熙攘攘。和地面上悠闲的慢生活相比，地面下的蛇口是另外一种速度，从海上世界到深圳火车站只需要48分钟，每天超过8万人次在这里进出。

The busy Sea World Station on Line 2 of Shenzhen Metro on March 29, 2018. In comparison with the leisurely life above, the underground space of Shekou is of a different speed. It takes only 48 minutes to travel from the Sea World to the Shenzhen Train Station. Everyday over, eighty thousand commuters enter and exit this station.



摄影 杜海彬 Photo by courtesy of Du Haibin

运动生活

Sporting Life

充满活力的生活，蛇口的城市格调。

A life full of vigor characterizes the urban style of Shekou.



(扫码看实景)
(Scan the QR code to see the scene)



范志宇供图 Photo by courtesy of Fan Zhiyu



“鬼佬”足球队 The Soccer Team of Foreigners

1980年代初，居住在蛇口的外籍人士大都是从事南海石油开发的英国人和美国人，他们组建的“鬼佬”足球队，经常和蛇口工业区的员工们比赛。那时的蛇口还没有足球场，比赛就在宿舍前的空地上举行。

In the early 1980s, most expatriates living in Shekou were Britons or Americans engaged in oil development in South China Sea. This soccer team that they formed often held games with employees of Shekou Industrial Zone. There was no soccer field at that time. The game was held on the space before the dorm.



摄影 罗沛 Photo by courtesy of Luo Pei

这就是生活 This is Life

1986年，蛇口三洋在育才学校操场举办运动会，上千名工人参加。蛇口三洋的企业宣传口号“这就是生活”，阐释了运动会的欢乐情形。

In 1986, Sanyo Shekou held a sports meeting on the playground of Yucai School. Over a thousand workers participated. The slogan of Sanyo Shekou—"This is life!"—was a great footnote to the merry scenes of the sports meet.



摄影 黄雪波 Photo by courtesy of Huang Xuebo

骑行 Cycling

2010年9月22日，公共自行车走上蛇口街头，这是深圳最早实行公共自行车投放的试点。

On September 22, 2010, public bicycles appeared on the streets of Shekou. This was the earliest pilot area where Shenzhen provided public bicycles.



摄影 黄雪波 Photo by courtesy of Huang Xuebo

欧文来了 Owen is Here

2013年6月13日上午，英国著名球星迈克尔·欧文来到蛇口，在招北球场与孩子们一起玩球。欧文前来参加体育推广活动，帮助蛇口提升体育运动水平。

On the morning of June 13, 2013, the famous British soccer star Michael Owen visited Shekou, and played soccer with children. Owen came to promote sports and help Shekou improve the sporting level.



摄影 罗康林 Photo by courtesy of Luo Kanglin

犀利跑 The Silly Run

2014年6月21日，一场名为“高跟鞋犀利跑”的比赛在海上世界举行。众多男士穿上高跟鞋在50米赛道上冲刺，赛场上鞋子翻飞，来自英格兰的James夺得了冠军。

On June 21, 2014, a race known as the "silly run" was held at the Sea World. Many men sprinted in high heels on the fifty-meter lane. Shoes were falling off. James from England won.

马路帐篷 Tents on the Road

在马路上搭个帐篷睡觉是什么感受？只要城市足够友好，哪里都可以变成沙滩。2017年12月23日，第二届蛇口无车日活动，上千蛇口居民集聚海上世界广场，以各种有趣的方式倡导和参与低碳环保的生活方式。

What does it feel like to sleep in a tent on the road? If the city is friendly enough, anywhere can be turned into the beaches. On December 23, 2017, during the Second Shekou Carless Day, over a thousand residents of Shekou gathered on the Sea World Square and promoted the low-carbon and environment-friendly way of life in interesting ways.



摄影 罗康林 Photo by courtesy of Luo Kanglin

海滨栈道

The Coastal Boardwalk

2018年4月4日傍晚，在蛇口海滨栈道上，大人和孩子们在奔跑、骑行、玩耍。金色的夕阳穿透远处的高楼，洒落在树梢，也洒向时光的深处。这是一种深情致敬，致敬那些曾经站在荒滩上却做着夏威夷梦的蛇口先辈。

In the dusk of April 4, 2018, adults and children were on the coastal boardwalk of Shekou. The golden setting sun shone from behind the skyscrapers on the top of trees, and also on the depth of time. This is a tribute to the pioneers who stood on the wasteland, dreaming about Hawaii.



摄影 杜海彬 Photo by courtesy of Du Haibin

A City of All Nations



(扫码看实景)
(Scan the QR code to see the scene)

With over 3,000 foreign families, Shekou is known as the City of All Nations.

超过 3000 个外籍家庭生根蛇口，被称为『万国之城』。



摄影 林延 Photo by courtesy of Lin Yan

缘起 The Beginning

在大南山东侧与南海大道之间，188 栋红黄屋顶的别墅，掩映在青山绿树之中。这里是鲸山别墅。1987 年 5 月，蛇口工业区房地产公司在原圆坛庙所在区域建造别墅，为开发南海石油的外国员工提供居所。这是改革开放之后中国面向外国人群最早建成的别墅区，以此为原点，蛇口聚集的外籍人士越来越多。

188 villas with red or yellow roofs stood in the shadow of trees and mountains between the east side of the Nanshan Mountain and the Nanhai Avenue. These are the Jingshan Villas. In May 1987, the Shekou Industrial Zone Real Estate Company built villas where the Temple of Round Jars was to provide housing to foreign staff members engaged in oil development on South China Sea. These were the first villas built for foreigners since the beginning of the reform and opening up. Since then more and more foreigners settled down in Shekou.

干杯蛇口 A Toast to Shekou

1987年，浮法玻璃厂的外国员工相聚在中国员工宿舍。浮法玻璃厂点火生产之后，来自美国匹兹堡的10多名工程技术人员负责生产运行。最让老外高兴的是，周末到中国员工的宿舍，做中国菜，吃中国饭。

In 1987, foreign staff members of the Float Glass Factory had a get-together in the dorm of the Chinese employees. Since the Float Glass Factory was put into operation, over 10 engineers from Pittsburgh oversaw the production. On weekends, they loved to have Chinese food in the dorm of the Chinese employees.



招商局档案馆供图 Photo by courtesy of CMG Archive Center



摄影 罗康林 Photo by courtesy of Luo Kanglin

沙滩排球 Beach Volleyball

1990年的一个周末，外籍人士在海滨浴场玩沙滩排球。

A weekend in 1990, foreigners were playing volleyball on the bathing beach.



招商局档案馆供图 Photo by courtesy of CMG Archive Center

拉美人大本营 A Base for Latin Americans

2012年5月5日，近百拉美人汇聚蛇口墨西哥仙人掌餐厅，庆祝墨西哥对法战争胜利150周年。这间餐厅由墨西哥歌手胡安经营，是拉美人在华欢聚大本营。

On May 5, 2012, nearly a hundred Latin Americans gathered at the Mexican Cactus Restaurant in Shekou to celebrate the 150th anniversary of Mexico's victory in the war against France. The restaurant run by Mexican singer Juan was the base of the Latin Americans in Southern China.



摄影 罗康林 Photo by courtesy of Luo Kanglin

“一带一路”客人 Guests from the Belt and Road

2016年，来自吉布提的Feiya(图右)与朋友在海上世界庆祝新年。在“一带一路”的路线图上，招商局投资吉布提港，吉布提人因此成为蛇口的常客。

In 2016, Feiya (right) from Djibouti was celebrating the new year with his friends at the Sea World. Since CMG invested in Djibouti Harbor, which is on the "Belt and Road", Shekou has received many Djibouti guests.



Leon 供图 Photo by courtesy of Leon

回家的感觉 A Sense of Home

2016年圣诞之夜，在海上世界的露台咖啡，世界各地的客人聚在一起。来自英国伦敦的杰克·李在蛇口工作和生活了八年，每个周末他都在露台咖啡度过，这里让他有回到家乡的感觉。

On the Christmas Eve of 2016, guests from all over the world were having a good time in the Terrace Café of Sea World. Jack Lee from London had lived and worked in Shekou for 8 years. He spent every weekend in the Terrace Café. This place gave him a sense of home.



Leon 供图 Photo by courtesy of Leon

Leon

来自加拿大的Leon是露台咖啡的经营者，又是头号歌星。13年来，他和他的菲律宾乐队从不间断的投入演唱，让露台咖啡变成珠三角地区最负盛名的国际音乐酒吧。

Leon from Canada is the Terrace Café's manager and No. 1 singer. Thanks to the 13 years of performance of him and his Philippine band, the Terrace Café has become the most famous music pub in the Pearl River Delta.



Barry 供图 Photo by courtesy of Barry



Barry 供图 Photo by courtesy of Barry

3000 个老外家庭 3,000 Expat Families

2018年2月3日，鲸山别墅举办一年一度的中国年活动。住在蛇口的外籍人士携家带口前来参与。舞狮、特色小吃、有奖游戏，孩子们玩得很尽兴。作为粤港澳大湾区典型的国际化社区，共有超过3000个外籍家庭聚居在蛇口。

On February 3, 2018, Jingshan Villas held the annual celebration of the Chinese New Year. Foreign families living in Shekou participated in the event. With the lion dance, the special food and the prizes for games, children had a wonderful time. As a typical international community in the Guangdong-Hong Kong-Macau Greater Bay Area, over 3,000 foreign families live in Shekou.

地道蛇口人 One Hundred Percent Locals of Shekou

2018年1月20日，在蛇口大厦，Barry(前排右四)和他的团队在探讨建筑设计方案。Barry来自英国伦敦，是一位城市规划师，在蛇口开办设计工作室，致力于中西方建筑设计的融合实践。

周末，Barry带着老婆和孩子在蛇口游玩。Barry的夫人熊女士是一名本地律师，他们的三个女儿在国际学校上学。Barry全家已在蛇口生活九年，是地道的蛇口人。

On January 20, 2018, Barry (fourth from right in the first row) and his team were discussing an architectural design. Barry is an urban designer from London, who has opened a studio in Shekou. He is committed to the practice of integrating the Chinese and Western architectural designs.

On weekends, Barry spends time with his wife and children in Shekou. Barry's wife Mrs. Xiong is a local lawyer. Their three daughters go to an International School. Barry and his family have lived in Shekou for 9 years. They are one hundred percent locals of Shekou.



摄影 杜海彬 Photo by courtesy of Du Haibin

国际学校

The International School



(扫码看实景)
(Scan the QR code to see the scene)

In the last 30 years, over ten thousand students from over 50 countries and regions have studied here.

在过去的30年，已经有50多个国家和地区的上万名孩子在这里读书。



蛇口国际学校供图 Photo by courtesy of the Shekou International School (SIS)

四名学生 Four Students

1988年，CACT、阿科、菲利普斯和阿莫科等四家石油公司联合创办了蛇口国际学校，旨在解决外籍员工的孩子教育问题。开学伊始，只有四名学生和一对外籍夫妇教师。开办第三年，学校搬入鲸山别墅，小区里的教堂被用作校舍。

In 1988, four oil companies, CACT, Arco, Philips and Amoco, jointly founded the Shekou International School (SIS) to provide education to the children of foreign staff members. At the very beginning of the school, it had only four students and a foreign couple as their teachers. In the third year since its founding, the school moved to Jingshan Villas. The church of the community was used as the school house.

百人规模 Nearly a Hundred Students

1999年，出生于蛇口联合医院的香港女孩徐海婷（左六）入读蛇口国际学校，这是她和同学们在鲸山别墅的草坪上课的情景。到2000年，国际学校的在校学生增加到近百人。

In 1999, a Hong Kong girl named Xu Haiting (sixth from left), who was born in the Shekou Union Hospital, attended the SIS. She and her classmates were having a class on the lawn. By 2000, the number of students of the SIS reached nearly a hundred.



徐海婷供图 Photo by courtesy of Xu Haiting



蛇口国际学校供图 Photo by courtesy of SIS

高中部 The Department Of High School

2002年，石油公司股东将蛇口国际学校交给美国ISS管理——这是一家管理全球200多所国际学校的专业服务机构。招生人数迅速增加之后，学校高中部迁至凭海临风的南海玫瑰园，学生们在教室里就可以听到潮水的声音。

In 2002, the shareholders of the oil companies handed over the Shekou International School to the ISS, a professional American agency that managed over 200 international schools in the world. After a rapid increase of enrollment, the High School part was relocated in the Nanhai Rose Garden by the sea. Students could hear the sea waves from the classroom.



蛇口国际学校供图 Photo by courtesy of SIS

汇集 Convergence

2018年，蛇口国际学校的学生数量上升到近千人，生源从原来的石油公司外籍员工子弟变成了苹果、三星等全球科技企业的员工子弟。在过去30年，曾经有50多个国家和地区的上万名孩子在这里读书。在蛇口国际学校的带动之下，科爱赛国际学校、日本国际学校、韩国国际学校、深美国际学校、贝赛思国际学校等多所国际学校相继而来，蛇口成为国际学校的集中地。

In 2018, the number of students at Shekou International School rose to nearly a thousand. Its students, who used to come from families of foreign staff members in the oil companies, are now children of employees at the world-class high-tech enterprises, such as Apple and Samsung. In the last 30 years, over ten thousand students from over 50 countries and regions have studied here. Encouraged by SIS, other international schools—QSI, Japanese International School, Korean International School, Shenzhen American International School, BASIS, etc.—have emerged in Shekou. Shekou has became the area with the most international schools in Shenzhen.

第三种文化 The Third Culture

2012年，在美国和多个国家担任过校长的 Dale Cox（后排中）执掌蛇口国际学校。Dale Cox 倡导教学创新，让学生充分利用网络共享全球先进教育资源。他认为，这里的学生大都成长于多元文化的混血家庭，属于“第三种文化”的孩子。在一所有主流文化的学校里，孩子们自然会学着去理解别人的文化，这有利于包容和创新精神的培养。

In 2012, Dale Cox (middle in the back row), who served as principal in many countries including the United States, took charge of the Shekou International School. Dale Cox encouraged innovative teaching, and urged students to take full advantage of the Internet to enjoy advanced educational resources from around the world. He believed that the students here grew up in multi-cultural families and belonged to the "third culture". At a school without mainstream culture, children would naturally learn to understand other people's culture. This would help them develop an open-minded and innovative spirit.



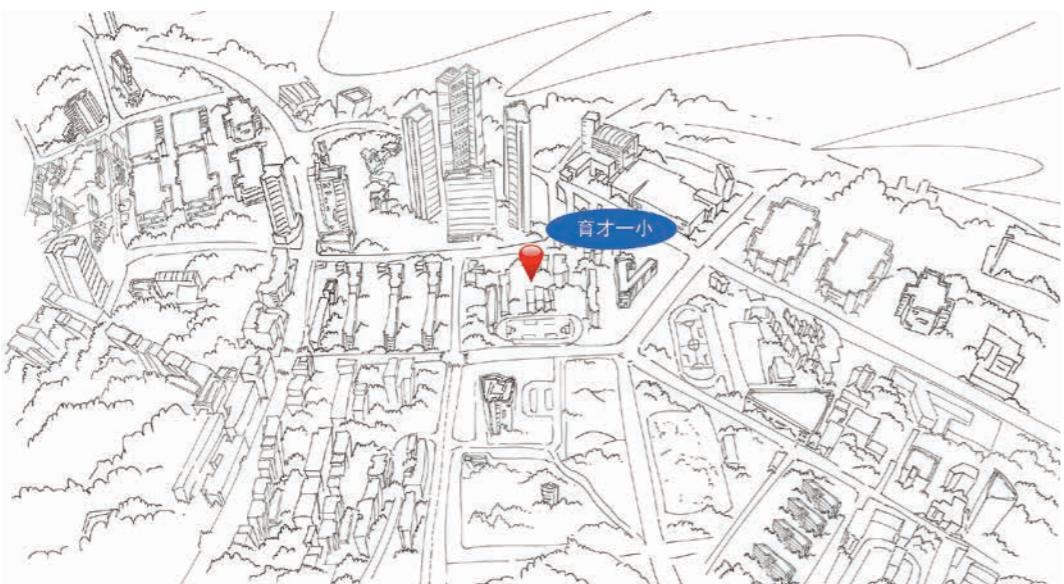
蛇口国际学校供图 Photo by courtesy of SIS

育才学校

Yucai School

In the last 35 years, over a hundred thousand students have studied at Yucai School.

35年，超过10万学生在育才学校学习。



(扫码看实景)
(Scan the QR code to see the scene)



育才教育集团供图 Photo by courtesy of the Yucai Education Group

育才一幼 Yucai No. 1 Kindergarten

1980年，蛇口工业区正处在土地平整阶段。早期建设者们，无论工作还是生活，都在铁皮房里，但建设中的育才一幼不是铁皮房，而是设计得很漂亮的永久性建筑，这给人们带来了扎根蛇口的莫大信心。

In 1980, land was still being levelled in Shekou Industrial Zone. Early pioneers lived and worked in temporary metal houses, but the Yucai No. 1 Kindergarten under construction was not a make shift structure, but a permanent building nicely designed. This gave people the confidence to settle down in SheKou.



育才教育集团供图 Photo by courtesy of the Yucai Education Group

育才一小 Yucai No. 1 Primary School

1983年8月，育才一小建成，育才学校创校校长陈难先（第二排右六）和第一批教师在校园里合影。这年夏天，陈难先在15天内跑了全国20个城市，为育才学校招聘了40多名教师。开学伊始，450多名蛇口工业区子弟涌入校门，原定的12个班扩展为15个班，教师的3间办公室被挪用作教室。

In August 1983, the building of Yucai No. 1 Primary School was completed. The founding principal Chen Nanxian (sixth from right in the second row) and the first batch of teachers had a photo taken on campus. That summer, Chen Nanxian travelled to 20 different cities in 15 days and recruited over 40 teachers for Yucai. At the beginning of the term, over 450 children of the staff members of Shekou Industrial Zone flooded into school. The originally planned 12 classes were increased to 15. Three offices of the teachers were used as classrooms.

开学典礼 The Opening Ceremony

1983年9月1日，育才一小在学校大教室内举行了首次开学典礼。

On September 1, 1983, Yucai No. 1 Primary School held the first opening ceremony in its auditorium.



育才教育集团供图 Photo by courtesy of the Yucai Education Group

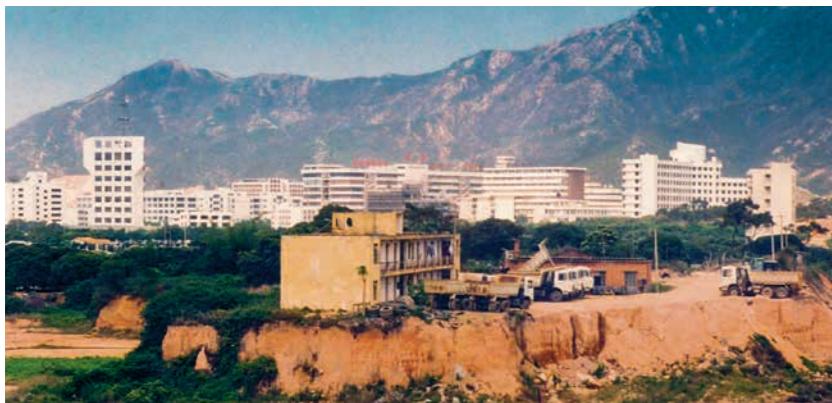


育才教育集团供图 Photo by courtesy of the Yucai Education Group

育才一中 Yucai No. 1 Middle School

1984年9月1日，育才一中在刚刚建成的五层教学楼开学。

On September 1, 1984, the new term began at Yucai No. 1 Middle School in the newly completed five-story building.



育才教育集团供图 Photo by courtesy of the Yucai Education Group

育才二中 Yucai No. 2 Middle School

育才二中在一片小山地上顺坡兴建。1992年9月，育才二中开学，成为蛇口工业区的第四所学校。

Yucai No. 2 Middle School was built along the slope in a hilly area. In September 1992, the new term began at Yucai No. 2 Middle School, which was the fourth school in Shekou Industrial Zone.

育才二小 Yucai No. 2 Primary School

育才一小很快饱和，育才二小提上建设日程。1987年，育才二小还在施工之中，第一批学生就在工棚门口迎来了开学日。

Yucai No. 1 Primary School soon reached its capacity and the construction of Yucai No. 2 Primary School topped the agenda. In 1987, when Yucai No. 2 Primary School was still under construction, the first batch of students had their first school day at the entrance to the work site.



育才教育集团供图 Photo by courtesy of the Yucai Education Group

第一个国际生 The First International Exchange Student



育才教育集团供图 Photo by courtesy of the Yucai Education Group

2007年11月25日，美国人班定远（左二）回到了阔别18年的育才学校，与同学和老师们重逢在大榕树下。1989年，班定远作为中国首个国际交换生来到育才学校，此后，育才校园便有了越来越多的国际学生。从2003年开始，育才学校从一家企业子弟学校变身为国内首家全学段公办教育集团。

On November 25, 2007, the former American student, Ban Dingyuan (second from left) came back to Yucai School after 18 years. In 1989, Ban Dingyuan came to Yucai as China's first international exchange student. Soon after, more and more international students came to Yucai. In 2003, Yucai was changed from a school for children of staff members to China's first public education group with full study phases.

花季·雨季 Blooming Season, Raining Season



育才教育集团供图 Photo by courtesy of the Yucai Education Group

2015年，作家郁秀（前排右一）从美国归来，向学校赠送了小说《花季·雨季》。1990年，郁秀在育才学校读高中时创作了这部作品——这既是育才学生丰富情感的表达，也是开放中国的青春样本。

In 2015, writer Yu Xiu (first from right on the front row) came back from the United States and gave the school her novel *Blooming Season, Raining Season* as a present. The novel, which Yu Xiu wrote in 1990 when she was a high school student at Yucai, is an expression of the rich emotions of Yucai students, and a demonstration of the youth in an open China.



摄影 杜海彬 Photo by courtesy of Du Haibin

10万学子 Ten Thousand Students

2018年4月9日，太子湾学校的学生们放学回家。位于海上世界东侧的太子湾学校是育才开办的一所新型国际化学校。从创办中国一流学校的理想出发，到探索中国现代学校制度，育才已经独木成林，拥有了9所公办学校、4所民办幼儿园和1所成教机构。35年来，超过10万学子踏入育才之门。

On April 9, 2018, students of Taiziran School were on their way home from school. The Taiziran School, located to the east of Sea World, is a new-style international school run by Yucai. Starting with an ideal to build the best school in China, through years of exploration of China's modern schooling system, Yucai has grown from a school to a system owning 9 public schools, 4 private kindergartens and one adult education institution. In the last 35 years, over a hundred thousand students have studied at Yucai.

育才人

The Badge of Yucai

无论我们身处世界哪个角落，心中永远都佩戴着育才校徽。

Wherever we are, we will always wear the badge of Yucai in our hearts.



陈宇 | 林小静 | 岳文嘉 | 徐海涛 | 徐薇 | 李梅 | 禤莉 | 王依然 | 范淑媚 | 丁晓明 | 陶靖 供图

Photos by courtesy of Chen Yu | Lin Xiaojing | Yue Wenjia | Xu Haitao | Xu Wei | Li Mei | Xuan Li | Wang Yiran | Fan Shumei | Ding Xiaoming | Tao Jing

联合医院

The Union Hospital

从公司成立，到现在已有 6 万蛇口居民。

Since its founding, over sixty thousand babies have been born here.



(扫码看实景)
(Scan the QR code to see the scene)



招商局档案馆供图 Photo by courtesy of CMG Archive Center

职工医务室 The Infirmary

1980 年 1 月，来自山东胜利油田的廖国光与王化秀夫妇，在六湾海边的一栋蚝民房里，开设了服务蛇口工业区职工的医务室。它是联合医院的前身。

In January 1980, Liao Guoguang and his wife Wang Huaxiu from Shengli Oil Field of Shandong opened an infirmary in an oyster farmer's house, to provide medical service to staff members of Shekou Industrial Zone. This was the predecessor of the Union Hospital.



蛇口人民医院供图 Photo courtesy of the Shekou People's Hospital

开诊 Opening

1983年5月1日，由广东省人民医院技术指导、蛇口工业区投资建设的联合医院，在工业七路旁建成开诊，30多名医务人员服务11000多名蛇口工业区居民。

On May 1, 1983, the Union Hospital was opened on the Gongye 7th Road, with medical supervision of Guangdong People's Hospital and investment of Shekou Industrial Zone. Over 30 medical staffers were providing service for over 11,000 residents of Shekou Industrial Zone.

内科专家 An Expert Physician

1983年10月下旬，兰州医学院附属医院的内科主任姜达人（左四），告别家人来到蛇口，成为最早入职联合医院的专家之一。那时候，姜达人住在花果山小区，医院急救车时常在深夜开到他家楼下，用高音喇叭呼叫他去急诊室出诊。

In late October 1983, Doctor Jiang Daren (fourth from left), chief physician of the Hospital Affiliated to Lanzhou Medical College, left his family and got to Shekou. He was one of the first experts to join the Union Hospital. At that time, Jiang Daren lived in the Huaguoshan neighborhood. The ambulance often stopped by the building where he lived, making emergency calls with a loudspeaker.



姜达人供图 Photo by courtesy of Jiang Daren

夫唱妇随 A Medical Couple

一年之后，姜达人带着在蛇口挣到的800元钱回到兰州——这一数字超乎了全家人的想象，成了举家南迁的最好理由。姜达人的妻子——兰州医学院的儿科专家张文志随后调到蛇口，担任联合医院的第一任儿科主任。

A year later, Jiang Daren went back to Lanzhou with the 800 yuan he had made in Shekou. That was an amazing number for everyone in the family, and it persuaded the family to move to the south. Jiang Daren's wife Zhang Wenzhi, an expert pediatrician at Lanzhou Medical College, was soon transferred to Shekou and became the first director of the Department of Pediatrics at the Union Hospital.



姜达人供图 Photo by courtesy of Jiang Daren



摄影 杜海彬 Photo by courtesy of Du Haibin

父女同框 Like Father, Like Daughter

1990年夏天，姜达人的女儿姜晓丹从华西医科大学毕业，入职联合医院眼科。当天上午，姜达人特意和女儿在医院门口合影留念。医学世家，薪火传承。

In the summer of 1990, Jiang Daren's daughter Jiang Xiaodan graduated from West China University of Medical Sciences and joined the Union Hospital as an ophthalmologist. On the morning of her first day at the hospital, Jiang Daren and his daughter had a photo taken. The father had a successor in the medical family.



姜达人供图 Photo by courtesy of Jiang Daren

长大后，我成了你 When I Grow up, I Become You

2017年12月26日，姜晓丹给病患检查眼睛。入职医院27年后，她和父母一样，已担任科室主任。不同的是，医院服务的人口从最初的1万多人上升到近40万人。蛇口联合医院历经多次改制和合并，更名为蛇口人民医院，交由南山区政府管理。

On December 26, 2017, Jiang Xiaodan was examining a patient's eyes. 27 years after she joined the hospital, she became a department director like her parents. What was different was that by this time the number of people the medical staff served had increased from the original ten thousand to nearly four hundred thousand. After several rounds of restructuring and merging, Shekou Union Hospital was renamed Shekou People's Hospital and was handed over to the Nanshan District Government.

脚印

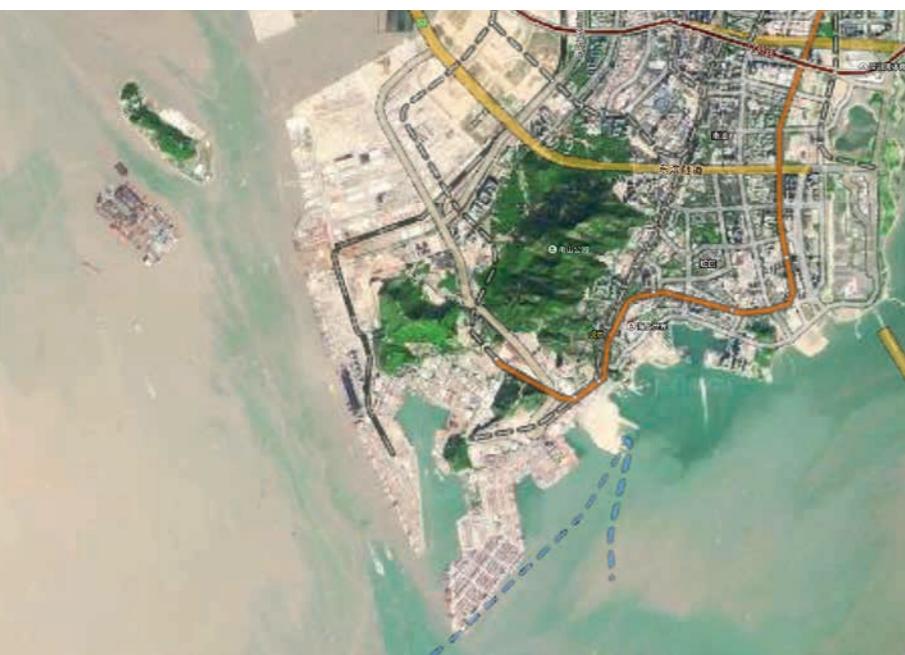
A Footprint

时光倒流到 1979 年 1 月 31 日上午，在中南海，党中央副主席、国务院副总理邓小平在一张袁庚带来的香港地图上画了两道横杠，横杠以南就是蛇口半岛，拟划给招商局建设出口加工区。40 年弹指一挥，如今从卫星图上看到的蛇口半岛生机勃勃，日新月异。

Back on the morning of January 31, 1979 in Zhongnanhai, Li Xiannian, the then Vice President of the CPC Central Committee and Vice Premier of the State Council, drew two lines on the Hong Kong map brought by Yuan Geng. South of the lines was the Shekou Peninsula, which was allotted to CMG to build an export processing zone. Forty years have passed in the blink of an eye. The Shekou Peninsula seen on the latest satellite image is thriving and keeps on changing.



(扫码看实景)
(Scan the QR code to see the scene)



百度地图供图 Photo by courtesy of Baidu Map



招商局档案馆供图 Photo by courtesy of CMG Archive Center

地图上的那两道横杠，就是李先念当年所画。横杠以南的蛇口半岛，像蛇口工业区走出的第一个脚印，在这个脚印之后，蛇口新故相推，日生不滞。

The two lines on this map were drawn by Li Xiannian. The Shekou Peninsula south of the lines, is like the first footprint left by the Shekou Industrial Zone. After this footprint, Shekou kept moving on to create her future.

新生儿 A Newborn Baby

2018年1月31日上午，在蛇口人民医院产房里，一位叫张贻静的女孩顺利诞生，并留下了她的第一个脚印。这是过去一年这家医院出生的第2881名婴儿。35年来，蛇口诞生了6万名婴儿。

On the morning of January 31, 2018, in the delivery room of Shekou People's Hospital, a little baby girl by the name of Zhang Yijing was born. A footprint of hers was made. This was the 2881st baby born at the hospital in the past year. Over the last 35 years, 60,000 babies have been born in Shekou.



摄影 杜海彬 Photo by courtesy of Du Haibin

永远年轻 Forever Young

—— 鲍勃·迪伦 Bob Dylan



愿上苍庇佑
May God bless

护你前路
And keep you always

愿你美梦均可成真
May your wishes all come true

愿你与人为善
May you always do for others

相互扶持
And let others do for you

愿你建成通往群星的天梯
May you build a ladder to the stars

稳妥沿它而上
And climb on every rung

愿你永远年轻
May you stay forever young

愿你成为正直之人
May you grow up to be righteous

愿你成就真实自我
May you grow up to be true

愿你永远知晓真理
May you always know the truth

看向身边无尽光明
And see the lights surrounding you

愿你勇敢无惧
May you always be courageous

坚强可靠
Stand upright and be strong

愿你永远年轻
May you stay forever young

拥有纯洁之心……
May your heart always be pure...

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时间的风景

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