

董事長報告

CHAIRMAN'S STATEMENT



吳雲先生，公司董事長兼總經理
Mr. Wu Yun, Chairman and General Manager of the Company

致各位股東：

本人欣然提呈慶鈴汽車股份有限公司(「本公司」)及其附屬公司(「本集團」)截至二零零一年十二月三十一日止的年度報告書，敬請各位股東省覽。

二零零一年，是本集團發展過程中承前啟後的關鍵一年，在困難複雜的市場環境下，通過一系列有力措施，消化諸多負面因素，取得了來之不易的經營業績，產銷規模持續增長，效益較大幅度上升，企業的競爭能力和盈利能力得到進一步增強。

二零零一年業績：

本集團截止二零零一年十二月三十一日止，年度的產銷量為3.03萬台，較上年減少26%；營業額約為人民幣33.3億元，較上年減少24.5%；除稅後盈利約為人民幣2.6億元，較上年減少49%。

DEAR SHAREHOLDERS,

I AM PLEASED TO present for your review the annual report of Qingling Motors Co. Ltd (the "Company") and its subsidiaries (the "Group") for the year ended 31st December, 2001.

The year of 2001 was a critical year in which we consolidated our experience gained in the previous years and prepared for the Group's future development. Despite the difficult and complicated market environment, the Company managed to overcome the unfavorable conditions and achieve satisfactory operation results through the adoption of a series of effective measures. The increasing scale of production/sales volume together with the significant improvement in efficiency in production further enhanced the Company's competitiveness and profitability.

2001 RESULTS

For the year ended 31st December, 2001, the Group's production/sales volume reached 30,279 vehicles, representing a decrease of 26% over the previous year. Turnover amounted to approximately RMB3,330 million, representing a decrease of 24.5% over the last year. Profit after tax was approximately RMB260 million, representing a decrease of 49% over the last year.

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業績回顧：

二零零一年，本集團在複雜困難的市場環境中，堅持技術質量領先的經營戰略，消化了各種負面影響，贏得來之不易的發展勢頭。

過去一年，全國汽車市場有效需求疲軟，競爭日益激烈，輕型商用車產銷量及銷售收入均出現下降。

本公司著力培育企業核心競爭力。堅持技術質量領先方針參與競爭，上半年雖遇國內中低檔次競爭者競相採取「模仿」、「削價」等手段衝擊，但本公司沉著應對，有條不紊的採取治本的綜合措施，調整和加強營銷組織，實施積極的銷售策略，規範市場秩序，開展以降低成本為重點的內部管理。經大量深入細緻的工作，自下半年起我司產銷量逐月增長，四季度單季銷量已突破1萬台，較上半年平均單季銷量增長42%，呈「前底後高」勢頭，而全國汽車產銷呈「前高後低」的大走勢。顯示出我司採取的各項措施取得成效，市場競爭力得到進一步增強。

REVIEW OF OPERATIONS

Although the year of 2001 was a critical year, the Company managed to overcome the unfavourable conditions through the significant improvement in production efficiency, which further enhanced the Company's competitiveness and profitability.

In 2001, sales volume and turnover of light-duty trucks decreased amid the weak effective demand and keen competition in the Mainland automobile market.

The Company has built up its efforts to enhance its core competitiveness by adhering to its leading technology approach. During the first half of the year, the Company was challenged by its medium-to low-end rivals, which tried to "imitate" or "price cutting". However, the Company was able to duly handle this situation, to orderly take a combination of steps to resolve the underlying problems, to adjust and strengthen the operation and sales structure, to adopt aggressive sales strategies, to formalise the market and to implement an internal management focusing on cost savings. After all these detailed works, the Company achieved monthly growth in sales in the second half of the year. The sales volume achieved a breakthrough of 10,000 vehicles in the last quarter of the year, an increase of 42% as compared with the growth of each quarter in the first half of the year. The sales trend of the Company was "low in the first half and high in the second half" which was contrary to the nation wide vehicle sales trend of "high in the first half and low in the second half". This showed the success of the various steps taken by the Company and the further improvement of the market competitiveness of the Company.

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- 1、調整和加強公司營銷組織，積極發展新的機制健康專營經銷商，積極開拓行業直接用戶。
 - 2、適時制訂銷售策略，加強市場規範管理，增強了經銷商和客戶的信心。
 - 3、針對重點市場，推出慶鈴品牌的廂式商用車，擴大了市場佔有率。
1. Having restructured and strengthened the sales team. Having actively developed a mechanism for the healthy management of the franchised distributors as well as actively identified direct users in various industries.
 2. Having devised sales strategies in due course. Having strengthened market management which boosted confidence of the distributors and the clients.
 3. Having targeted major markets by launching commercial vehicles with Qingling brand to increase its market share.



歐II排放標準的大功率發動機生產線
Production lines of high capacity motors with Europe II emission standard

4、完成了五十鈴F系列重型商用車關鍵總成國產化現地生產，開發了10餘種廂式車及各類特殊底盤，並陸續投放市場，獲得良好反響。

5、構築快速、靈活對應市場的開發、製造、銷售、服務一體化運作體制；繼續抓質量管理及人員訓練；降低原材料、配套件成本；在生產過程中節能降耗；在財務管理上防範和控制匯率風險。

4. Having completed the key integration of the localized production of Japan's Isuzu F series heavy-duty trucks. Having developed over 10 types of trucks and special chassis and launched them to the market, which received good feedback.

5. Having established an integrated system for product development, manufacturing, sales and after-sales services so as to response promptly to market change. Having continued to provide training to its management and staff. Having lowered costs of raw materials, components, and lowered the power consumption and wastage in the production processes. Prevented and controlled the foreign exchange risks under financial management.



F系列重型商用車裝配綫
Assembly line of F series heavy-duty trucks

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前景展望

隨中國入世和經濟持續發展，基礎設施及高等級公路建設加快，環保、節能法規日益嚴格，高檔優質商用車擁有更大的發展空間和競爭能力。本公司堅持著眼於國內、外兩個市場，推動與國際戰略合作夥伴的良好合作，不斷攀登新的技術制高點，對二零零二年乃至今後更長時期發展前景充滿信心。

1. 繼續推動營銷體系建設，抓好重點市場促銷和行業直接用戶的開發，擴大市場份額。
2. 繼續抓好適應市場需求的多規格品種開發。推動產品技術水平上檔，拉大與競爭對手差距。
3. 積極參與國際化分工與合作，不斷提升產品質量和成本競爭力，發揮比較優勢，創造新的發展空間。

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OUTLOOK

Following China's entry into the World Trade Organization (the "WTO") and the economy continues to develop, the pace for infrastructure development and the construction of higher-quality roads will be fastened while laws and regulations governing environmental protection and energy saving will be tightened. These would provide the better-quality high-end trucks with a greater room of development and earn an advantageous edge over their competitors. The Company has focused on both domestic and overseas markets. It will further develop a good co-operation relationship with its international strategic partners and to improve its technology to a higher level. The Company is highly confident of its prospects for the year 2002 and the years ahead.

1. To continue to enhance the sales network infrastructure and sales promotion of the essential markets. To develop direct sales to users in various industries and to expand the Company's market share.
2. To continue to enhance the development of different product types to meet the market demands. To improve the technology level of its products so as to further increase the competitiveness over its competitors.
3. To participate actively in the global division of labour and co-operation. To improve the quality of the products and their cost-competitiveness to better the competitive edge and create new development opportunities.

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根據上述任務目標，本公司將重點開展以下工作：

- 1、 培育和完善從開發、生產到銷售、服務的一體化運作體制，快速對應市場需求，快速將我司優質產品資源投放市場，形成新的競爭力。
- 2、 制訂新目標，推動技術、質量水平上台階，深化各項基礎管理，重點控制採購、製造、財務等環節，進一步降低產品成本，增強盈利能力和競爭能力。

Based on the above objectives, the Company will focus on the following tasks:

1. To develop and improve the processes of development, manufacturing, sales and after-sales services into a integrated system. This will enable the Company to promptly response to needs of the market and launch its quality products to the market, enhancing the Company's competitiveness.
2. To work out new objectives to upgrade the technology and quality of products to a higher level, to strengthen the basic management with focus on the control of procurement, manufacturing and finance, and to lower costs of the products to enhance profitability and competitiveness.



國內最大5,000噸機械壓機
The biggest 5,000 tons mechanical pressing machine in China

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- 3、繼續開展員工隊伍訓練，不斷補充、完善和豐富訓練內容、訓練方式，提高各類人員的技術、技能水平和綜合素質，以適應企業快速發展要求。

入世後市場競爭更加激烈，本公司將堅持按長期致力培育核心競爭力的發展戰略，厚植基礎，不斷釋放更大的競爭能量，創造更加理想的業績。

承董事會命
吳雲
董事長

重慶，二零零二年四月十九日

3. To continue to provide on-the-job training to its staff and to supplement, improve and enrich the contents and methods for the training in order to improve its staff's technical knowledge and their overall quality, enabling them to adapt to the rapid development of the Company.

Despite the tougher competition following China's accession into the WTO, the Company is confident that, with its all along efforts in developing its core competitiveness, it has laid a very solid foundation, enabling it to maximize its competitive strength to earn even better results.

By Order of the Board
Wu Yun
Chairman

Chongqing, 19th April, 2002