

管理層討論及分析 Management Discussion and Analysis

一、經營環境

二零零五年北京市經濟依然保持強勁上升勢頭，房地產市場宏觀調控政策主要是為遏制投機，控制投資，引導合理消費，穩定房價，北京的房地產市場受本次宏觀調控的影響較小，雖然投資增速及交易量在一定程度上有所放緩，但由於經濟形勢良好、市場需求強勁，房地產開發投資及銷售仍保持平穩的上漲態勢。二零零五年北京房地產完成開發投資人民幣152,500,000,000元，比上年增長3.5%，低於去年19個百分點，投資增速有所回落，房地產開發投資佔全社會固定資產投資的比重為53.9%，低於去年4.4個百分點。其中，商品住宅開發投資人民幣77,950,000,000元，比上年增長0.5%。北京市全年商品住宅現房銷售面積25,660,000平方米，比去年同期增長12.3%，商品住宅竣工面積28,414,000平

I. Operating Environment

Beijing's economy maintained an upward trend in 2005 with the austerity measures directed at the property market in order to curtail speculations, mitigate investment growth, steering the market back into a more rational standing and stabilising property prices. However, the austerity measures had minimal impact on Beijing's property market. There had been a slow down in the speed of investment and transactions but due to the capital's robust economy, property market came out unscathed with stable increase in property investment and sales growth. During 2005, total investment completed in the Beijing property market amounted to RMB152,500,000,000, an increase of 3.5% compared to last year but 19 percentage points lower than that of the previous year, hence indicating a slowing down in the speed of investment growth. Total investment in the Beijing property market accounted for 53.9% of the community's total fixed asset investment, down 4.4 percentage points compared to last year, of which RMB77,950,000,000 was invested into commodity housing, an increase of 0.5% from last year. Total sales of commodity house in terms of floor area amounted to 25,660,000 sq. m., representing an increase of 12.3% compared that of the previous year. The completed area of was 28,414,000 sq. m., an increase of 21.2%. Sales of commodity housing



綠色家園日、夜景

Green Garden day and night

平方米，同比增長 21.2%，商品住宅銷售額人民幣 150,180,000,000 元，比去年同期增長了 38.4%，商品住宅平均銷售價格為人民幣 5,853 元/平方米，同比上漲了 23.3%。

隨著北京市新的城市總體規劃方案的實施，城市交通、環境等基礎設施的建設明顯加快，奧運經濟帶動北京投資物業市場進入新一輪高速發展階段，各類物業產品供應持續放量、需求平穩增長，市場競爭進一步加劇，本公司投資物業既面臨挑戰也具有較大的發展機遇。二零零五年北京市人均 GDP 達到 5,457 美元，比上年增長 8.1%，全市實現社會消費品零售額人民幣 290,280,000,000 元，比上年增長 10.5%。全市零售商業處於平穩持續增長的態勢，國民收入和居民可支配收入的持續提高，為零售商業發展提供了重要的驅動力，但市場的全面開放，外資對國內零售業的衝擊也更加明顯。

二、業務回顧

二零零五年，本公司管理層面對宏觀調控的市場環境，開拓創新、專業管理、優質服務，三大主營業務取得了優良業績，公司實現經營溢利人民幣 390,245,000 元，較去年同期上漲 9.5%。

1、發展物業

二零零五年，發展物業抓住土地市場供求變化，區域產品價值不斷提升的有利時機，積極主動，在開發規模、產品品質和經營銷售等方面取得了新的業績，全年開復工面積

was RMB150,180,000,000, an increase of 38.4%, with an average selling price of RMB5,853/sq. m., representing a 23.3% growth compared to the previous year.

Followed by the implementation of the new town planning for Beijing, the infrastructure of the capital such as transportation system and environment will accelerate. Driven by the hosting of the Olympic Games, Beijing's investment properties market has entered a new phase of rapid growth. Both the demand and supply of investment properties will experience steady growth resulting in stiffening of competitions, thus the Company faces both challenges and opportunities for its investment properties. Per capita GDP for Beijing reached US\$5,457, an increase of 8.1% compared to last year. Total spending on consumer goods in Beijing was RMB290,280,000,000, an increase of 10.5% compared to the previous year. Retail operation in the capital maintained a steady upward trend, with national income level and residents' disposable income continues to grow healthily, providing a powerful force in driving the retail market, however, the impact faced by the market becomes more obvious with the opening up of the market to foreign capitals.

II. Business Review

2005 was a year when the Company's management faced with the austerity measures imposed by the central government and at the same time cultivated and imposed innovative ideas, implemented professional operation managements while providing quality services. This resulted in achieving astounding returns for the Company's three core businesses, with an operating profit of RMB390,245,000, an increase of 9.5% over last year.

1. Development Properties

In 2005, by focusing on the opportunities brought about by changes in both the supply and demand of land and the differentiation of properties values, the Company promptly made decisive moves and achieved significant improvements in areas such as investment scale, product quality, and in operation and sales. As a result, there is an increase in total area under

逾800,000平方米，竣工面積175,000平方米，合同銷售面積138,000平方米，營業額人民幣1,329,818,000元，比去年同期增加57.6%，經營溢利人民幣150,944,000元。其中，北辰綠色家園居住區項目通過細分市場、準確定位，在市場變化的同時，實施快速的價格反饋調整機制，多種形式的營銷策略，綠色家園全年銷售102,000平方米，產品成交平均價格較去年同期增長15%左右。碧海方舟項目通過改革營銷模式、創新推廣思路，打開了高端產品銷售渠道，全年銷售8,400平方米，共15套。碧海方舟

construction of more than 800,000 sq. m., total areas completed amounted to nearly 175,000 sq. m., contracted sales of 138,000 sq. m., with a sales of RMB1,329,818,000, representing a 57.6% increase over the same period of last year, and operating profit of RMB150,944,000. Among these projects, Beichen Green Garden after market segmentation, accurate positioning at times of change in the market place, utilising precise pricing feedback adjustment mechanism, and the application of comprehensive sales strategies, recorded an approximately 15% rise in average sales prices over last year. A total of 102,000 sq. m. was sold as a result of the refinement of sales approach and innovative promotion approach of Green Garden. Bihai Fangzhou Garden Villas has opened up a new sales avenue for luxury properties with 15 units equivalent to a total of 8,400 sq.m.. Phase II development of Bihai Fangzhou Garden Villas is under way. 27,000 sq.m. of Changdao Lanqiao Garden Villas were sold during the year. Phase I was completely occupied and demand outstripping supply for Phase II. Construction works for the



傲城融富中心和中央公園

Ao City Fortune Centre and the Central Park



碧海方舟別墅

Bihai Fangzhou Garden Villas



長島瀾橋別墅

Changdao Lanqiao Garden Villas

二期開發已全面展開。長島瀾橋全年銷售 27,000 平方米，項目一期已全部入住，二期供不應求。長河玉墅項目、香山清琴項目分別於年內 3 月和 6 月按期開工建設，並於年內取得了預售許可證，市場推廣全面展開。

Changhe Yushu Garden Villas and Fragrant Hill Qingqin projects will start in March and June this year respectively. Pre-sale authorisation has been granted and promotional work is currently under way.

2、投資物業及酒店

投資物業及酒店，通過項目管理，強化成本控制，內部挖潛，全年實現經營溢利人民幣 202,935,000 元，較去年同期增加 21.4%。公寓經營管理公司針對不同的產品檔次，通過多渠道開拓市場，各類客源實現了明顯增長。寫字樓經營管理公司在保持出租率相對穩定的基礎上，通過上調新租價格，優化客

2. Investment Properties and Hotels

Through professional management, stringent cost control and by exploring internal potentials, the operating profit of the Company's investment properties and hotel operation amounted to RMB202,935,000 for the year, representing an increase of 21.4% compared to last year. Targeting at different product categories and through the development of distribution channels, the management company responsible for the management and operation of apartments adopted a series of measures resulting in the significant growth in a spectrum of clientele. Building on a stable foundation in occupancy rate for office blocks while maintaining a relatively stable occupancy rate

源結構，實現了經營效益的穩步提高。

五洲皇冠假日酒店憑藉國際品牌影響力及五星級硬體設施的綜合實力，知名度迅速提高，成為北京同行業效益增長最快的酒店之一，全年實現經營溢利人民幣41,552,000元，五洲大酒店和北京國際會議中心聯手經營，以會展帶動酒店、酒店促進會展，充分發揮會展、客房、餐飲業務整合後的資源優勢，成為公司一個新的效益增長點。全年實現經營溢利人民幣56,145,000元，較去年同期增長25.4%。

3、零售商業

在零售市場全面開放和外資零售商大舉進入北京市場的壓力下，北辰購物中心根據市場變化，加大促銷力度，調整商品結構，進一步提高了商品毛利率水平，經濟效益再攀

through upward adjustments of rentals for new tenants and improving customer base, the management company responsible for the management of office blocks achieved steady improvements in operational efficiency.

As a result of the deployment of a high profile international brand name as its management and the upgrading of its facilities, the name, Crowne Plaza Park View Wuzhou Beijing, has become reputable and rapidly become one of the most efficient hotels in Beijing. Profit for the year amounted to RMB41,552,000. The collaboration in operation between Beijing Continental Grand Hotel and the Beijing International Convention Centre has resulted in a synergistic effect which is seen by the boosting in occupancy of hotel rooms by the conferencing business and the integration of resources of conferencing, accommodation and catering. This alliance has fuelled new growth for the Company. Operating profit for the year amounted to RMB56,145,000, representing an increase of 25.4% over last year.

3. Retail Operation

Against the backdrop of deregulation of the retail industry and the pressure exerted by the influx of foreign retailers, Beichen Shopping Centre has further improved its margins thus reaching new record heights after intensifying its sales and promotion efforts and constant review of product mix. Operating profit amounted to RMB56,789,000, representing an increase of 37.5%



北京五洲皇冠假日酒店
Crowne Plaza Park View Wuzhou Beijing



綠色家園商業夜景
Night Scene of Green Garden Business District



香山清琴

Fragrant Hill Qingqin

歷史新高，全年實現經營溢利人民幣56,789,000元，較去年同期增長37.5%。同時為了實現專業化管理的發展模式，零售商業建立了全新的組織體系，明確了商業發展分公司統領管理超市連鎖、百貨和購物廣場三家業務分公司的經營管理模式，為零售商業專業化、現代化發展奠定了基礎。

二零零五年十二月公司獲得了國家發改委人民幣1,500,000,000元企業債發行額度的批覆，募集資金將用於北京奧林匹克公園（B區）國家會議中心建設。該項目主體工程已完成地上二層結構施工，預計2008年初完成全部施工。奧運媒體村已於十一月破土動工，北辰大廈自年內動工後，施工進度按計劃如期進行中。

from last year. On the other hand, in order to operate and manage more professionally, the Company has put in place a new organisational structure for its retail operation, whereby there is a segmentation of the Company's operational management model into commercial development, supermarket chains, department stores and shopping arcades, thus laying down a solid foundation for professional retail operation and setting a new pace of development for its retail business.

The final approval for the issuance of the Company's RMB1,500,000,000 corporate bond was granted by the State Development and Reform Commission on 29th December 2005 with the proceeds proposed to be raised and applied towards the construction of the Beijing Olympic Park (Zone B) National Convention Centre. The second level of the structural work for the centre has been completed, with full completion of the centre to be expected in early 2008. Works on the Olympic Media Village commenced in November 2005 and works on the Beichen Building also commenced earlier in the year. Progress on these works are on schedule.

三、二零零六年展望

房地產業作為國民經濟的支柱產業已被明確寫入「十一五」規劃，在經歷了一系列宏觀政策的調控後，房地產市場整體發展正按照預期目標平穩運行，預計二零零六年房地產市場政策環境變化不大，有利於房地產市場的健康、有序的發展。

二零零六年，北京市「十一五」規劃也將正式實施，整體經濟將保持平穩快速發展，隨著二零零八年奧運會的臨近，奧運中心區物業的建成及周邊配套基礎設施的完善，將極大改善亞奧地區的商務辦公和居住環境。直接提升亞奧區域物業的市場價值，可以預見亞奧地區將成為與CBD、中關村和金融街等共存的重要商務物業聚集地。本公司投資物業及土地儲備主要集中在亞奧區域，我們相信公司物業及地產開發具備良好的升值前景，本公司管理層將抓住奧運經濟的契機，加大投資規模，優化資產結構，提高資產收益，為股東創造更大的價值。

1、發展物業

二零零六年，發展物業將面臨公司開發規模最大的一年，開復工面積將達 1,480,000 平方米，新開工面積達 720,000 平方米，竣工面積將達到 180,000 平方米。本公司將做好現有項目的開發建設，保證各開發項目按計劃實施。拓展新項目、增加新的土地儲備是公司二零零六年的核心工作之一，公司將集中人力、物力與財力，加大新項目的拓展與投資。本公司將重點關注北京

III. Prospects in 2006

As a pillar industry for the national economy, the property industry has been included in the "11th Five-Year Plan", and upon the aftermath of the austerity measures imposed by the central government, the development of the property market is currently on target and settling into a same pace, it is expected the property market in 2006 will be more stable, which will help to provide a healthy and orderly development of the industry.

The "11th Five-Year Plan" will also be put into force in Beijing in 2006; the overall business environment is expected to maintain a steady rapid growth. As the 2008 Olympic Games approaches, the commercial and residential environment around the Olympic Games Centre will be enhanced by the completion of the construction of Olympic related properties and its ancillary facilities. It is anticipated that the increased property value around the Asian Games Village and Olympic Centre, Zhongguancun, the Finance Street will become an important location with concentrated business properties with the likes of CBD. As the Company's investment properties and land reserve mainly concentrated around the Asian Games Village and the Olympic Centre areas, we are confident with the future potential growth of the Company's properties and land reserves. The management will grasp every opportunity derived from the Olympic Games through increasing in investment, enhancing its property portfolio, increasing the rate of return of assets and creating greater value for our shareholders.

1. Development Properties

2006 will be the year whereby our development properties will experience an unprecedented growth in scale with the commenced and resumed construction area reaching a total of 1,480,000 sq. m.. It is expected that the new construction area will amount to 720,000 sq. m., and the completed area is expected to reach 180,000 sq. m.. The Company will endeavor to complete existing projects to a high standard and will also ensure various new development projects will progress on schedule. Developing new projects and increasing land reserves will form an integral part of the Company's business in 2006. The Company will converge its human resources and capital assets to enlarge its development and investment of its new projects. The Company will focus its attention and keep track on the new districts in

未來城市發展的新興區域，以及有發展潛力的京外城市，通過參與土地公開交易、項目及公司股權轉讓等多種方式，加大項目開拓，為公司持續發展注入新的活力。

2、**投資物業**

投資物業將以國際知名品牌企業的專業化管理模式為借鑒，堅持自主創新和引進、消化吸收、再創新相結合，打造專業經營能力和專業市場品牌，為將來輸出管理、實現低成本擴張打下堅實基礎。同時，積極謀劃北京奧林匹克公園（B區）國家會議中心運營管理模式和賽後經營計劃。

Beijing as well as cities outside Beijing with potentials for development projects. It will also participate in land auction, projects or company equity transfers to enlarge its development of its new projects.

2. **Investment Properties**

The Company will model on leading international corporations' management techniques in creating an innovative system to attain operational proficiency in order to help building a professional brand name so as to lay a solid foundation for minimising future expansion costs. In addition, the Company will be taking an active role in the planning and formulation of business management model and post Olympic business operations of the Beijing Olympic Park (Zone B) National Convention Centre.



北辰大廈

Beichen Building

3、零售商業

二零零六年，本公司零售商業將進入全面調整轉型期，秉承「控制風險、管出效率、把握方向、確保發展」的原則，借鑒國際先進的經營管理模式，逐步進入規範化、科學化、模式化發展，為發展奠定堅實基礎。全面展開北辰大廈商業項目、北辰綠色家園 B5 和北京奧林匹克公園（B 區）國家會議中心項目購物中心的經營定位、細部設計和招商合作等各項不同階段的工作。

4、積極推進融資工作

二零零六年，本公司在確保完成企業債券發行工作的同時，根據中國證監會的政策和要求，推進 A 股發行前的準備工作。積極探討

3. Retail Operation

In 2006, the retail operation of the Company will enter into a period of comprehensive realignment and transformation, by upholding the principles of “managing risks, efficient management, maintaining orientation and ensuring growth”, taking stock from leading international business management models, gradually and steadily moving towards a systematic, methodological, and model based development, laying down firm foundation for future sustainable growth. In addition, detailing design, business tendering and various stages of planning of Beichen Building project, Beichen Green Garden B5 and Beijing Olympic Park (Zone B) National Convention Centre Shopping Arcade projects are progressing smoothly.

4. Active Pursuit of Financing Avenue

During 2006, whilst ensuring the completion of the issuance of the Company's corporate bond, we will also be preparing for the issuance of A-shares in accordance with the policies and regulatory requirements of the China Securities Regulatory Commission. The Company will also seek a variety of



北京奧林匹克公園（B 區）國家會議中心
Beijing Olympic Park (Zone B) National Convention Centre

REITs、引入戰略投資人和項目合作等多方位、多渠道的融資方式，並根據公司未來發展的要求，科學合理調配資金，確保重點項目建設與新開發項目的資金需求。

5、貫徹實施公司發展戰略規劃

根據公司總體發展戰略和目標，協調各塊業務制訂具體業務策略和專業規劃，建立有效的資訊溝通體系，加強對戰略實施的動態管理。

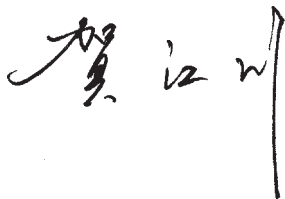
6、確保奧運項目建設

二零零六年，北京奧林匹克公園（B區）國家會議中心項目和奧運媒體村項目將進入建設施工的關鍵時期，公司要全力保證工程建設的各方面需要，按時、全面、優質地完成建設任務。

各位股東，二零零六年本公司管理層將同全體員工一道，團結一致、奮力拼搏，以優異的經營業績回報股東，並對各位股東的支持和信任表示衷心的感謝。

承董事會命

By Order of the Board



賀江川

HE Jiang-Chuan

總經理

General Manager

中國·北京 二零零六年三月十五日

Beijing, the PRC, 15th March 2006

financing avenues such as proactively exploring the concept of Real Estate Investment Trust (REITs), forming alliances with strategic investors, and project financing, and effectively allocating its capital to fuel the future development needs of the Company, so as to ensure the funding requirements for the construction of key projects and new projects are adequately met.

5. Implementation of Corporate Development Strategies

In accordance with the overall business strategies and targets, the Company will co-ordinate its different business segments to formulate comprehensive operational strategies and to build up effective communicating channels so as to strengthen the dynamism of its management.

6. Safeguarding the Progress of the Olympic Projects

Works on the Beijing Olympic Park (Zone B) National Convention Centre and Olympic Media Village will enter into a critical phase in 2006, the Company will endeavour to use every efforts to ensure every requirement of these projects are met, and to ensure these projects will be completed on schedule with overall accuracy and with the highest standards.

In 2006, the management together with its staff, will be joined together and work diligently in striving to reward its shareholders with excellent business results in the coming year. We would like to express our sincere gratitude and appreciation for the support and trust of our shareholders.