

## 董事長報告



吳雲先生，公司董事長  
Mr. Wu Yun, Chairman 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)截止二零零六年十二月三十一日的年度報告書，敬請各位股東省覽。

### 二零零六年業績

本公司截止二零零六年十二月三十一日止，年度的銷售量為30,482台，較上年增長5.66%；營業額為人民幣33.4億元，較上年增長4.04%；除稅後盈利為人民幣7,947萬元，較上年增長100.63%。

### 業績回顧

二零零六年，是國家「十一五」規劃的開局之年，也是慶鈴與五十鈴實施共同經營的第一年。在這一年中，本公司面對激烈市場競爭，堅定不移的提升「營銷競爭力」和「產品競爭力」，並以此支撐國際、國內兩個市場開拓，企業贏得「十一五」發展的良好開局。

## CHAIRMAN'S STATEMENT

**DEAR SHAREHOLDERS,**

I am pleased to present the annual report of Qingling Motors Co., Ltd. (the "Company") and its subsidiaries (the "Group") for the year ended 31 December 2006 for your review.

### 2006 RESULTS

For the year ended 31st December, 2006, the Company sold 30,482 vehicles, an increase of 5.66% over last year. Turnover reached RMB3.34 billion, an increase of 4.04% over last year. Profit after taxation was RMB79.47 million, an increase of 100.63% over last year.

### REVIEW OF OPERATION

2006 saw the commencement of the Eleventh Five-Year Plan of China as well as the first year of co-partnership between Qingling and Isuzu. During the year, in face of ferocious market competition, the Company was adamant in committing itself to improve "marketing competitiveness" and "product competitiveness" continually, with a view to fortify expansions in both international and domestic markets. As a result, the Company moved a sound opening gambit at the initiation of the Eleventh Five-Year Plan.

## 董事長報告

## CHAIRMAN'S STATEMENT

1. 持續大力提升商用車營銷網絡的質和量。在全國重點省會城市和經濟中心城市新開發經銷商14家，建設銷售支店58個；大力推進經銷商的4S化進程，新增帶維修功能的經銷商15家。營銷網絡質和量的提升，既支撐N、F商用車當年銷量實現增長，更為下一步擴銷打下了堅實基礎。



2. 抓營銷終端信息收集、分析和基礎管理的落實。公司專門組織人力物力，開展營銷終端信息的重要基礎管理工作，建立起定量與定性相結合的信息快速回饋通道，有力支撐了公司對營銷工作的靈敏判斷和正確決策，企業對營銷的調控能力明顯增強。

1. Continued to devote substantial efforts in enhancing both the quality and quantity of its marketing network for commercial vehicles. The Company has established 14 new dealers and 58 sales branches in key provincial capitals and cities in economic centres in PRC, and, in encouraging the dealers to comply with the 4S process, created 15 dealers equipped with repair and maintenance services. Improvements in quality and quantity of the marketing network not only supported the growth in sales of N and F models of commercial vehicles for the year, but also lay a firm foundation for further expansion in sales.



2. Implemented the collation, analysis and management of end-user marketing information. The Company's control over marketing increases remarkably as we organised resources specifically to work on the crucial basic management aspects of end-user marketing information in building up fast responding channels to the quantitative and qualitative information and providing powerful backings to the Company's diligent judgment and proper decision-making.



3. 擴大零部件及總成出口，拓展海外市場。在五十鈴支持下，通過持續提升QCD競爭力，零部件及總成出口呈現規模品種擴大、產品結構優化、技術含量提高的特點。全年完成出口交貨1,040餘萬美元。
  4. 發揮商用車資源優勢，加快新產品開發。一是對應市場需求變化，擴展商用車的規格品種。如在N系列平台上開發並投放「都市物流車」，在F系列平台上開發出大馬力、大噸位的重型商用車；二是適時啟動新一代全系列商用車開發工作，構築企業持續領先的產品優勢。
3. Enlarged exports of parts, accessories and assembly and expanded overseas markets. With the backing of Isuzu, through persistent upgrade of QCD competitiveness, exports of parts, accessories and assembly demonstrated several features, such as enlarging product scales, optimising product structures and upgrading technical know-how. The exports amounted to USD \$10.4 million for the year.
  4. Capitalised on its resource advantages in commercial vehicles and accelerated development of new products. Firstly, the Company responded to changes in market demands by expanding the specifications and models of its commercial vehicles, for example, the development of the “urban logistics vehicles” based on the N series platform and the heavy duty commercial vehicles with larger horsepowers and tonnages based on the F series platform; in the second place, initiated development of a new generation of commercial vehicles in a timely manner in order to sustain its sustained leading competitive advantages in products.

## 董事長報告

5. 持之以恆降成本，提升產品性價比。一方面通過持續開展CR活動、降低外配套件採購價格、開展餘廢料循環利用、實施避峰作業等多種行之有效的方式降低製造成本；另一方面，導入外方先進理念，抓財務體系科學化構建，按高標準要求對重要關鍵項目和環節實施控制，提高財務成本系統的管理水準。

### 前景展望

二零零七年，本公司的發展將面臨新的機遇和挑戰。一方面，國家宏觀經濟的發展和環保法規的提升，將刺激高品質商用車需求的增長；另一方面能源、資源價格變化及匯率變化等不確定因素，可能加大企業生產成本。面對新的形勢，本公司將堅定不移的抓企業核心競爭力的培育，加快聚積並釋放新的資源，推動企業實現可持續發展。

1. 奮力開拓兩個市場。國內市場，縱深落實「區域多級營銷支撐」戰略，強化「扶持小經銷商」、「省會、經濟中心城市開發」及「經銷商4S化」等營銷措施的執行，支撐銷量較快增長；海外市場，以持續提升產品QCD競爭力為基礎，抓出口產品結構調整，提高出口品質和效益。

## CHAIRMAN'S STATEMENT

5. Persistently reduced costs and upgarded comparisons over functions and prices of products. On the one hand, the Company deployed various effective methods in lowering manufacturing costs, such as continual development in cost reduction activities, reductions in external procurement prices of parts and accessories, recycling of scraps and implementing peak-avoiding operation. On the other hand, the Company introduced foreign advanced concepts in constructing a scientific financial system and implementing controls over important key items and elements at high standards in order to improve the standard of its financial costing system.

### OUTLOOKS AND PROSPECTS

In 2007, the Company's development will encounter new opportunities and challenges. On the one hand, the macroeconomic development and the tightening of environment laws and regulations by the State would trigger increasing demand of high-quality commercial vehicles; on the other hand, its production costs may increased due to uncertainties over changes in energy and resources prices and exchange rates. In view of the new environment, the Company will be adamant in cultivating its core competitiveness, accelerating the accumulation and release of new resources and driving the sustainable development of the Company.

1. Strive to exploit two markets. For domestic market, the Company will enhance the implementation of marketing measures such as the "regional marketing hierarchy support" strategy, strengthening the "supports for small dealers", "development of provincial capitals and cities of major economic centres" and "promoting dealers in compliance with 4S", which will attain a swifter growth in sales; for overseas market, on the basis of continual improvement of products' QCD competitiveness, the Company will pursue a structural realignment to its export products with a view to upgrade export quality and efficiency.

## 董事長報告

## CHAIRMAN'S STATEMENT

2. 努力完成新一代產品開發及生產技術準備。按中日雙方已達成的計劃目標，共同努力推進新一代產品開發工作和生產技術準備工作，確保07年底形成量產條件，並適時啟動投放市場前的宣傳預熱、客戶對接等，為儘早實現批量銷售創造條件。
  3. 構築科學財務成本管理體系，降低產品成本。一是對生產製造各主要環節快速採樣、快速核算、快速分析並實施控制，降低成本；二是從新產品開發源頭到研製全過程注入成本觀念，嚴格投資管理及成本控制，實現有市場競爭力的產品成本目標。
  4. 提升大批量生產的品質保證能力。按國際高標準的品質管理要求，抓住CR活動和零部件出口兩個重要環節，以大批量生產下穩定供貨為目標，完善品質保證體系，夯實高品質商用車品質防線，進一步提升用戶滿意度。
2. Endeavour to complete product development and production technology preparation of a new generations of products. According to the agreed planning targets between the two partners, they will endeavour to promote the product development and production technology preparation of a new generation of products to ensure it is ready for production at the end of 2007. At the same time, promotional warm-ups and customer contacts during the pre-launch will be initiated for the purpose of creating atmosphere for volume sales as soon as possible.
  3. Build up a scientific financial costing management system to reduce product costs. Firstly, prompt sampling, auditing and analysis and implement control over important elements in the course of production will reduce costs; secondly, inject cost concepts from the development source of new products to the whole procedure of research and production, and exercise stringent investment management and cost control with a view to achieve the cost objectives of products with market competitiveness.
  4. Improve quality assurance capability for mass production. In accordance with the requirements of international high-quality management standards, the Company will pursue the two key elements of cost reduction activities and exports of parts and accessories by aiming at stabilising goods supply through mass production. This will perfect its quality assurance system and attain the high-quality backings of its commercial vehicles, thereby further enhancing customer satisfaction.

## 董事長報告

面對二零零七年及未來的發展機遇，本公司滿懷信心，定能與五十鈴共同出力，加速聚積和釋放新的競爭能量，擴大市場份額，努力將慶鈴推上更健康、更具國際國內市場競爭優勢的新台階，為投資者創造理想的經營業績。

**吳雲**  
董事長

重慶，二零零七年四月十九日

## CHAIRMAN'S STATEMENT

Beaming with development opportunities in 2007 and beyond, the Company is fully confident that it can join hands with Isuzu to make full use of and continue to accumulate new competitive capabilities, so as to expand its market share. The Company will strive to make itself stronger, healthier, and more competitive in both international and domestic markets, and create excellent operating results for investors.

**Wu Yun**  
*Chairman*

19 April 2007