



## 董事長報告書 Chairman's Statement



董事長耿雷先生  
Mr. Geng Lei, Chairman

致各位股東：

本人欣然提呈哈爾濱動力設備股份有限公司二零零三年一月一日至十二月三十一日之年度報告，並代表本公司全體同仁向各位股東致意。

### 業績

截止二零零三年十二月三十一日，公司實現除稅及少數股東收益後溢利為5,347萬元，比上年同期增長41.87%；每股溢利為0.045元；實現營業額514,425萬元，比上年同期增長34.62%。（有關上述業績的討論詳見本年報《管理層論述與分析》一節）

### 股息

董事會建議從當年可供分配的利潤中提取951.32萬元向股東派發末期股息，即每股股息0.008元。H股股東的股息將以港幣支付，匯率仍按股息宣派日前一周中國人民銀行公布的平均匯率計算，即港幣一元兌換人民幣1.0609元，每股H股可得股息0.0075港元。該股息將於二零零四年八月十七日或之前派發予二零零四年五月十八日已經登記在股東名冊上之股東。

To all shareholders:

I am pleased to present the annual report of Harbin Power Equipment Company Limited (the "Company") for the year ended 31st December, 2003. On behalf of the Company, I would like to extend my gratitude to our shareholders.

### RESULTS

For the year ended 31st December, 2003, the Company recorded consolidated profit after taxation and minority interest of Rmb53.47 million, representing an increase of 41.87% over last year; earnings per share was Rmb0.045 yuan; turnover was 5,144.25 million, presenting an increase of 34.62% over last year. (Please see details in the section "Management Discuss and Analysis" of the annual report)

### DIVIDEND

The Board of Directors recommended a final dividend of Rmb9.51 million from the profit for the year available for distribution. The final dividend was Rmb0.008 yuan per share to shareholders, whose names appear on the Register of members of the Company on 18th May, 2004. The final dividend will be payable on or before 17th August, 2004. The final dividend for H shares will be paid in Hong Kong dollars, the exchange that used, that is HK\$1.00 = Rmb1.0609, is based on the average closing rate of the People's Bank of China during the calendar week proceeding the date of recommending final dividend. The final dividend for every H share will be HK\$0.0075.

### 業務回顧

二零零三年，中國人民克服了「非典」造成的負面影響，使國民經濟繼續保持快速穩定增長，國內生產總值同比增長9.1%。經濟的高速增長推動了電力需求的快速增長，其增長速度達15%左右，部分省、市再次出現拉開限電現象，新開工電站建設項目顯著增加，發電設備市場需求急劇升溫。與此同時，國家振興東北老工業基地戰略的實施，為我們提供了難得的政策機遇。面對新的政策環境和新的市場形勢，公司緊緊抓住機遇，及時調整經營策略，圍繞突出主業，著眼於增強核心競爭力，加快了公司改革和發展步伐。

- 在科技領先戰略方面。公司以市場為導向，以滿足公司長遠發展需要為目標，加快新產品開發和技術引進，積極對引進技術進行消化、吸收，大力開展二次創新。二零零三年，完成新產品試製及科研課題141項。完成了三峽大水電、600MW超臨界鍋爐、汽輪機和600MW直接空冷汽輪機、300MW循環流化床鍋爐等高新技術產品的設計和製造，引進了9F重型燃機和聯合循環成套技術及超超臨界鍋爐等國際領先技術，鞏固了產品技術優勢；同時，公司重視基本建設和設備改造，以提高核心裝備水平和關鍵部件的生產製造能力。提高大型水電設備製造能力項目已經完成，累計投資65,734萬元。特別值得一提的是秦皇島出海口基地建設項目，該項目一期計劃投資28,258萬元，二零零三年已完成投資7,100萬元，完成了燃機廠房和試車台土建工程。該項目的建成將解決燃機、核電及其它大型產品的加工和運輸問題，大大提升公司的競爭優勢。

### BUSINESS REVIEW

In the year of 2003, China overcame the negative effect of SARS. Chinese economy continued to grow at a relative steady and high speed. The gross domestic product grew by 9.1% compared to that of last year. The high developing speed of economy improved the needs for power. And the increase rate was about 15%. Some province and cities within China had to restrict power supply. There was an obvious increase on construction of power station projects and on power equipment market. At the same time, the implement of the national strategy "To Thrive the Northeast Old Industry Base" provided us a hard-won policy opportunity. Aiming at new-appearing conditions in the power equipment market, the Company grasped the opportunities and set out its countermeasures. The company decided to form its focal competitiveness focusing on highlighting the main business and step up reform and development.

Regarding the strategy of technology advancement. The company takes markets as direction, and takes the long-term development of the company as a goal. It also speeds up to exploit new product and to introduce technology, takes effort to digest and absorb the technology introduced and carries out innovation for the second time. In the year 2003, the company has completed 141 new-product trial-manufacture and research projects; it also finished the design and manufacture for high-tech product, such as the hydro power for Three Gorge Project, 600MW super critical boiler, steam turbine, 600MW direct air cooling steam turbine and 300MW circulated fluidized boiler, and introduced internationally advanced technology such as 9FA heavy duty gas turbine and combined cycle and ultra-super critical boiler, which consolidate its technology advantage of product. At the same time, in order to enhance the core equipment level and the manufacturing level of key components, the Company paid much attention to basic construction and equipment reform. The project of promoting the manufacturing level for large hydro power equipment has been finished and the total investment for that add up to 657.34 million. Especially, the estimated investment for QINHUANGDAO Seaside Workshop Construction Project is 282.58 million. 71 million has been invested until 2003. The construction work of gas turbine factory and test stand has been finished. The accomplishment of this project will solve the machining and traffic problems for gas turbine, nuclear power and other large-scale products and, as a result, it will greatly enhance the Company's competitive advantage.



## 董事長報告書 Chairman's Statement

- 在全球化戰略方面，一方面加強了與跨國公司的合作，贏得了國內第一台1,000MW級超超臨界項目（玉環）鍋爐、29台600MW超超臨界鍋爐及27台600MW超超臨界汽輪機供貨合同，佔據了國內電站設備技術制高點。在與GE公司組成聯合體贏得中國首批燃機項目中13台機組的基礎上，與GE公司合資組建了通用－哈動力能源服務（秦皇島）有限公司，總投資1,500萬美元，我公司擁有49%的股權，擴大了與GE公司的合作領域。另一方面加大國際市場開發力度，尤其是工程服務的國際開發力度，正式簽訂了蘇丹麥絡維項目，該項目是國內最大的輪變電出口項目。簽訂了孟加拉同濟燃機工程項目和越南金屬結構項目，首次進入了孟加拉市場，進一步鞏固了越南市場。
- 在機制創新戰略方面，以機制創新為突破口，大力推進主輔分離改制分流工作，為確保燃機項目的順利開展，探索新的管理模式，公司成立了燃機及聯合循環事業部。為儘快開發煙氣脫硫技術，擴大產業鏈，成立了環保事業部。為構築公司新的發展平臺，公司成立了秦皇島分公司。
- 在管理創新戰略方面，以創一流企業為目標，加強了資金、成本、資產、投資、質量、合同和項目管理，提高了公司綜合素質和管理水平。通過與多家銀行進行積極的銀企合作，獲得了優惠利率的貸款，節約了財務費用。全面貫徹ISO-9000系列質量標準，順利通過了中國質協質量保證中心的監督審核。為適應市場對環保的要求，積極準備建立ISO14000環境管理體系。

Regarding global development strategy. On one side, the company strengthened its cooperation with international companies. For example, it won the supply contract for 1,000MW ultra-super critical boiler project (yuhuan), 29 units of 600MW super critical boiler and 27 units of 600MW super critical steam turbine, which made the company grab in advance the opportunity in the domestic gas turbine market competition. The Company enlarged the cooperation field with GE. On base of winning 13 units of gas turbine among the first group of gas turbine projects by GE-Harbin Consortium, the Company cooperating with GE set up a joint venture company, GE-HPEC Energy (Qinhuangdao) Co., Ltd, investing US\$15 million and representing 49% of the resisted capital. On the other hand, the Company enhanced its international market exploitation, especially in the field of project service. The Company officially signed the contract of Sudan Merowe Project. This project is the biggest power transmission and distribution export project in China. Furthermore, the Company signed the contract with Bengal on Tongji gas turbine engineering project and Vietnam on metal structure project, which is the first time for the Company entering into Bengal market and consolidating Vietnam market further.

Regarding the strategy of structure renovation. The Company enforced its work on dividing the supplementary business from the main business and system reform. The Company set up Gas Turbine Division so as to ensure the successful development of gas turbine project and explore new management mode. In order to exploit the technology of FDG and enlarge its industry chain, the Company set up Environment Protection Division. In order to build the company's new development platform, the Company set up Qinghuangdao Branch.

Regarding the strategy of management renovation. Aiming at establishing a first-class corporation, the company enhanced its managements on capital, cost, asset, investment, quality, contract and project management. Cooperating with some banks, the Company got loan with favorable interest rate and thus saved financial fees. Carrying out ISO9000 quality standard, the Company passed the supervision and review of China Quality Assurance Center of China Quality Association. In order to meet the market demand for environment, the Company is preparing to set up ISO14000 Environment Management System.

- 在以人為本發展戰略方面，重視企業文化建設，加大員工培訓力度，在全面落實公司培訓計劃的基礎上，充分利用與跨國公司合作的機會，採取多種方式全方位接受跨國公司的培訓，員工隊伍素質明顯提高。初步建立了人才的激勵、約束機制，在燃機事業部和秦皇島分公司探索了新的選人、用人機制，穩定了人才隊伍，為公司長遠發展提供了人才保障。

上述戰略的實施，提高了公司整體實力和市場競爭能力。公司全年新接市場定單423億元，比去年增長445%。火電產品市場佔有率保持1/3以上，水電機組已經進入我國港、澳、台以外的所有地區，高新技術產品市場開發保持國內領先。

總之，在公司全體同仁的共同努力下，二零零三年的各方面工作取得了突破性進展，為公司的做大做強奠定了基礎，本人深感滿意。

#### 展望

二零零四年，中國政府將繼續推進東北等老工業基地的振興，政策環境將進一步好轉。國內電力需求繼續增大，電力供應緊張的局面還將存在，對發電設備保持較高的需求，市場環境看好。公司在改革和發展上所做的努力，將在今年展現出明顯成效。因此，本人對公司的發展前景充滿信心。

針對二零零四年的形勢，本公司將繼續實施既定的發展戰略，以創新為主旋律，努力用新觀念面對新形勢，用新思路開拓新事業，用新措施解決新問題，開創公司改革發展新局面。

Regarding the strategy of placing human resources as the core of the company's development. The Company stressed on company culture development and strengthened its staff training. On base of the Company train schedule's enforcement, the Company made full use of the opportunity of cooperation with GE to accept GE's training in many ways, as a result, the entire quality of its staff team was greatly improved. The Company has preliminarily established an incentive and restraining system for staff. This system will provide the company personnel guarantee for its further development. For example, Gas Turbine Division and QHD Branch under the company adopted new way for staff's selection and employment.

The implementation of above strategies has improved the Company's overall capability and its market competitiveness. The Company completed total contracts of Rmb42.3 billion for the year, an increase of 445% over last year. The Company is in possession of 1/3 share of the market in thermal power product, and the hydro power units have already entered into the market all over China in addition to HK, Macao and Taiwan. In addition, the Company keeps ahead in the market of new high-tech products.

Finally, in the year of 2003, with the great effort of the management and all staff, I am satisfied that the Company has achieved breakthrough in all field and laid a foundation for its development.

#### PROSPECT

In the year of 2004, China government will continue to carry out the policy of To Thrive The Northeast Old Industry Base, and the government policy will be more positive. Since there is increasing demand for domestic electrical power and the electrical power supply will continue to be in shortage, there will be high demand for electrical power equipment and the electrical power market will be positive. The Company will obviously obtain good result with the effort on reform and development. Therefore, I have great confidence in the Company's future development.

According to 2004 situation, continuing with the established develop strategy, the company will takes reform as the main topic, takes new concepts to deal with new situations, takes new idea to exploit new business field and takes new measurements to solve new problems, and, as a result, the Company's reform and development will get into a higher level.



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一是繼續實施科技領先戰略。我們將加強與國際大公司的合作，通過消化吸收引進技術，立足自主開發，儘快掌握重型燃機及聯合循環、超超臨界1,000MW級機組、超臨界機組、大型循環流化床鍋爐等技術。通過聯合投標、轉讓技術、聯合設計、合作製造等方式，解決抽水蓄能以及1,000MW級核電的核島、常規島等高新技術產品的技術來源問題，促進產品升級換代。公司將進一步加強技術改造，在加快秦皇島海口基地建設的同時，增添部分先進設備，提高公司核心產品的成套加工能力和加工水平，滿足生產和市場的需要。大規模的技術改造需要較多的資金投入，公司正考慮根據資金需求情況，在適當時機通過資本市場籌措部分資金。

二是繼續實施國際化發展戰略。目前，國內發電設備市場的競爭越來越趨於國際化，市場對發電設備的需求趨勢是容量大、效率高、污染小。跨國公司在高新技術產品上比我們擁有更豐富的經驗和更成熟的技術，實施國際化發展戰略，充分利用與跨國公司合作的機會，認真學習其先進的技術、理念、管理方式、運作模式以及豐富的國際商務經驗，可以使我們直接融入國際競爭潮流，加快公司的國際化發展步伐。我們將立足於公司可持續發展，不斷拓展國際市場，積極承攬國際工程總承包和交鑰匙工程項目，充分發揮公司整體實力。

三是繼續實施機制創新戰略。我們將以建立適應公司持續發展需要的體制和運行機制，再造業務流程為目標，大力推進主輔分離、輔業改制工作。計劃於年內完成首批單位的改制工作。公司計劃通過引入戰略投資者實現主輔分離和業務重組，以騰出資源發展和壯大發電設備製造主業。年內將完成核心業務流程重組的整體規劃，縮短管理鏈條，減少管理層次。按照以人為本的原則，創新內部運行機制，大力精簡二、三線人員，建立起結構合理、精幹高效的職

First, continuing the strategy of technology advancement. We will strengthen cooperation with large international companies and master heavy duty gas turbine and combine cycle, 1,000MW ultra-super critical units, super critical units, large circulated fluidized bed boiler by ways of digesting and absorbing introduced technology and independent development. The company will solve the problems of technology resource of pumped and storage, 1,000MW nuclear island and conventional island by way of combined bidding, technology transfer, co-design and co-manufacture. The Company will further enhance its technology reform. It will increase some equipment while speeding up the construction of QHD seaside workshop, which will increase its machining capability and level and meet the demand of production and market. Considering that large technology renovation needs more capital investment, the Company are thinking bout raising money through capital market in proper opportunities according to capital demand.

Second, continuing the strategy of global development. Nowadays, the competition among domestic power equipment markets are becoming more and more globally. The demand trend of market to power equipment is big capacity, high efficiency and low pollution. The international companies have more abundant experience and more mature technology than us. Enforcing global development strategy, taking advantage of the opportunity of cooperation with international company to learn advanced technology, idea, management style, operation mode and abundant experience on international trade and skills on market sales can make us directly join the international competition and thus enhance the Company's developing speed towards internationalization. The Company will focus on persistent development strategy and explore international market continuously and make our best effort to take over general contract of international projects and turn-key projects.

Third, continuing the strategy of structure renovation. The company will take establishing operation system which meets the demand of the Company's continuous development and re-employed flow as its goal to separate supplementary business from main business and reform on supplementary business with full effort. The reform work to the first group supplementary business companies is planed to be completed within this year. The Company is planning to recombine capital and business by way of separating the supplementary business from main business, introducing strategy investors and selling part of the non-core business and asset. Thus some resources are spared to develop and enforce main business of power equipment. The general plan for regrouping the core business flow to shorten management chain and reduce management levels will be finished within this year. With the strategy of regarding human resources as the core of the Company's development, the Company renovated inner operation system,



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工隊伍。為充分調動公司高級經營管理人員的積極性，公司將從二零零四年開始對高級經營管理人員和子公司的高級管理人員實行年薪制薪酬政策。

四是繼續實施管理創新戰略。公司將認真學習、借鑒國際先進企業的管理理念、管理方式和管理手段，進一步加強企業管理，完善財務管理制度，健全財務管理體系，加強成本管理、資金管理和全面預算管理。加快結算中心的建設步伐，加強資金調度，提高資金利用率。我們將在充分挖掘並發揮內部資源潛力的基礎上，擴大對外協作，建立社會化、國際化的產業協作鏈。努力擴大核心產品的出產能力，為用戶提供滿意的產品和服務，滿足市場需要。大力推進企業信息化，以信息化帶動工業化，推動公司各項管理工作再上新台阶。

五是繼續堅持以人為本的發展戰略。公司將更加尊重知識、尊重人才，堅持以人為本，著力創建人性化的人才培養、使用機制。充分尊重每個人的創造性，鼓勵和保護員工特別是高層次管理人員的創新熱情，為人才的脫穎而出營造氛圍、創造條件，為他們施展才能提供空間、搭建舞臺，構築符合公司發展需要的經營管理人才、科學技術人才隊伍，為公司的發展提供人才保障。面對世界範圍內經濟、社會、文化等環境的巨大變化，我們正在有意識地創建具有哈動股份公司特色的、符合公司發展需要的企業文化。董事會將加強自身建設，以完善董事會的運作。

董事會相信，在未來幾年，公司管理層一定能抓住機遇，開拓創新，拼搏進取，再創佳績。

最後，本人對過去一年中各位股東對本人及公司的支持表示感謝。

董事長  
耿雷

於中國•哈爾濱，二零零四年四月二十五日

selected and cut some accessorial employees and set up an employee group with reasonable construction and high efficiency. In order to encourage staff to work actively and creatively, the Company carried out annual salary remuneration policy for senior management of the Company or its subsidiaries.

Forth, continuing the strategy of management renovation. The Company will carefully study, research and make use of international-advanced corporation's management theories, management styles and management ways, further strengthening company management, consummating and completing financial management system and strengthening cost management, capital management and general budget management. The Company will accelerate to set up balance center, strengthen capital redeploy and promote the efficiency of capital using. The Company will extend international cooperation on basis of all the potential inner resource and build a socialized and international business cooperation relationship. In order to ensure to provide satisfying product and service under overload situation, the Company is working hard at increasing production capability. Make great efforts to promote its information nets, using the information nets to draw the industrialization and promote its management onto a new level.

Fifth, continuing the strategy of regarding human resources as the core of the Company's development. Insisting on strategy of regarding human resources as the core of the Company's development, the company further respects knowledge and staff and embarks on building a humanized system for human training and working. The Company will respect employee's creative ability, encourage and protect employee's passion on renovation, especially senior management, create a new environment and conditions for staff to show his talent and build a management team and technician team to meet the demand of the Company's development, which will provide the Company an employee assurance for its development. The Company is consciously building Harbin-featured company culture which meets the demand of its development. The Board of Directors will strengthen its force to perfect itself and promote its capability so as to complete the Board of Directors' operation.

The Board of Directors believes that the Company will grasp the opportunities, develop and blaze new trials, struggle hard for progress, and achieve new progress in the future.

Finally, I would like to thank all shareholders for their continuous support towards me and the Company during the year of 2003.

Geng Lei  
Chairman

Harbin, the PRC, 25th, April, 2004