

# 广州地铁二〇〇二年度年报

GUANGZHOU METRO ANNUAL REPORT 2002

[广州市地下铁道总公司编制]

prepared by Guangzhou Metro Corporation

2003.3

安全准点舒适快捷

广州市地下铁道总公司成立10周年

10TH ANNIVERSARY OF FOUNDING OF GUANGZHOU METRO CORPORATION



广州地铁  
Guangzhou Metro





广州市地下铁道总公司成立十年来，致力于城市轨道交通的建设与经营，籍以提高乘客出行效率，加速广州都市现代化进程。

经过多方的无间协作、不懈努力，广州地铁起步的十年成绩斐然。本期年报除回顾2002年度的重要业绩外，亦对这十年作一简要总结，从中不难看出广州地铁人的不懈追求，以及地铁对城市生活影响的日益增大。有理由相信未来的广州地铁必将成为引人为傲的城市亮点。

Since Guangzhou Metro Corporation was established ten years ago, it has been taking up with the construction and operation of city track transportation so as to improve passenger's traveling efficiency and speed up the modernization course of Guangzhou.

With the close-cooperation and unremitting efforts of multic-parties, Guangzhou Metro has obtained brilliant achievements during these initial ten years. The current annual report reviews major results in the year of 2002 and simply summarizes for the ten years. From the report it is not hard to find out the seeking efforts by Guangzhou metro staff and the increasing influences on the city life by the metro. We are sure that in the future Guangzhou metro will become a proud project of the city.





# 目录

## 公司概况

企业精神	1
公司简介	2
公司使命	3
公司长远发展目标	3
核心价值观	3
财务摘要及重要的经营管理数据	4
十周年要事回顾	5
总公司领导班子成员	7
总经理报告书	9

## 地铁运营

安全管理	18
乘客服务	20
市场营销	24
成本控制	29
二号线首通段试运营筹备	30
来年展望	32

## 工程建设

二号线首期工程	36
二号线完善工程及轨道交通四号线大学城专线	39
三号线工程	40
广佛线工程	42
来年展望	44

## 资源开发

房地产	48
广告	50
商贸	52
通讯	53
来年展望	54

## 子公司经营

地铁设计院	57
物资公司	60
环境工程公司	62
咨询公司	64

## 内部管理

人力资源	67
财务管理	75
内部审计与效能监察	77
发展战略	81
信息化建设	82
企业文化建设	84
公共关系	86

## 附录

审计报告	91
财务会计报告	93
十年统计数字	113
主要管理人员名录	115
行政功能组织架构图	120

# CONTENTS

## SURVEY OF THE CORPORATION

THE CORPORATION'S SPIRIT
BRIEF INTRODUCTION
THE CORPORATION'S MISSION
THE CORPORATION'S LONG-TERM DEVELOPMENT GOAL
CORE VALUES
FINANCIAL SUMMARY AND IMPORTANT OPERATION AND MANAGEMENT DATA
MAIN REVIEWS OF TEN YEARS
MEMBERS OF LEADING BODY OF THE CORPORATION
PRESIDENT'S REPORT

## METRO OPERATION

SAFETY MANAGEMENT
SERVING THE PASSENGERS
MARKETING
COST CONTROL
PREPARATIONS FOR TRIAL-OPENRATION OF THE FIRST-OPEN SECTION OF LINE 2
OUTLOOK FOR NEXT YEAR

## PROJECT CONSTRUCTION

FIRST PHASE PROJECT OF LINE 2
COMPLETE PROJECT OF LINE 2 AND UNIVERSITY CITY SPECIAL LINE OF TRACK TRANSPORTATION LINE 4
PROJECT OF LINE 3
PROJECT OF GUANGFO METRO LINE
OUTLOOK FOR NEXT YEAR

## RESOURCE EXPLOITATION

REAL ESTATE
ADVERTISEMENT
COMMERCIAL TRADE
COMMUNICATIONS
OUTLOOK FOR NEXT YEAR

## SUBSIDIARIES' OPERATION

METRO DESIGN INSTITUTE
MATERIAL COMPANY
ENVIRONMENTAL ENGINEERING COMPANY
CONSULTATION COMPANY

## INTERNAL MANAGEMENT

PERSONNEL RESOURCE
FINANCIAL MANAGEMENT
INTERNAL AUDIT AND EFFICIENCY SUPERVISION
DEVELOPMENT STRATEGY
INFORMATIZATION CONSTRUCTION
ENTERPRISE CULTURE CONSTRUCTION
PUBLIC RELATIONS

## APPENDIX

AUDIT REPORT
FINANCIAL AND ACCOUNTING REPORT
TEN YEARS' STATISTICS
DIRETORY OF MAJOR MANAGEMENT PERSONNEL
ORGANIZATION CHART OF ADMINISTRATIVE FUNCTIONS



# 地铁，为广州提速

*The Metro, To Speed Up Guangzhou*





## 公司简介

广州市地下铁道总公司是广州市政府直属大型国有企业，成立于1992年12月28日，现拥有资产121亿元、员工4662名。担负广州市快速轨道交通系统的建设及运营管理的重责，同时经营以地铁相关资源开发为主的多元化产业。

广州地铁现有运营线路全长27.507公里，一号线日均客运量达18.16万人次；在建线路包括广州地铁二号线首期工程二期通车段、三号线及珠江三角洲城际快速轨道交通广州至佛山段项目试验段；地铁相关资源的开发利用呈良好发展态势；企业内部以建立现代企业制度为目标的改革正在不断深化。

广州地铁坚持诚信经营原则，树立服务先导意识，以人才为根本，追求科学管理，注重学习创新，努力促进企业持续健康发展，进而更好地贡献社会。

## BRIEF INTRODUCTION

Guangzhou Metro Corporation, which was established on December, 28, 1992, is a large-scaled State-owned enterprise under Guangzhou government. It possesses RMB 12100 million of assets and 4662 employees. It undertakes the major responsibilities of the construction of Guangzhou city express track transportation system and the operation and management thereof. And at the same time, it operates multi-element industries focusing on the development of resources in connection with metro.

There are 27.507 km of metro under operation in Guangzhou with daily amount of 181600 passengers for Metro Line 1. The projects under construction include the second-open section for the first phase project of Guangzhou Metro Line 2, Line 3 and the trial section of Guangzhou-Foshan section of express track transportation network among cities in Pearl River Delta. The development and utilization of resources related with metro are presenting good situations. The inner reforms of the enterprise are, aiming at the establishing of modern enterprise system, deepened continuously.

Guangzhou Metro holds the principle of honest and faithful operation, builds up the service forerunning consciousness, takes persons with ability as the basis, seeks for scientific management, pays attention to study and innovation, tries hard to promote the sustainable and healthy development of the enterprise and hence makes greater contribution to the society.

# 公司使命

以人为本，科学地建造和经营地铁；  
开发资源、创效赢利；  
为客户提供安全、快捷、优质的服务，  
进而贡献社会。

## THE CORPORATION'S MISSION

To take human as the basic philosophy, to construct and operate metro in a scientific way;  
To explore resources, and to create efficiency and gain profits;  
To provide customers with safe, rapid and excellent service;  
And to make contribution to the society.

# 公司长远发展目标

创建优秀现代企业、成为世界一流的城市轨道交通经营单位。

## THE CORPORATION'S LONG-TERM DEVELOPMENT GOAL

To establish an excellent modern enterprise and become a world first-class city track transportation operating unit.

# 核心价值观

恪守诚信、服务顾客、尊重员工、管理科学、品质效益、学习创新

## CORE VALUES

Scrupulously Abiding by Honest and Faith, Serving Customers, Respecting Employees, Managing Scientifically, Seeking High Quality and Profit, Studying and Innovating Continuously.



财务摘要及重要的经营管理数据

FINANCIAL SUMMARY AND IMPORTANT OPERATION AND MANAGEMENT DATA

2002年财务摘要 (单位: 万元)  
2002 FINANCIAL SUMMARY (Unit: RMB Ten Thousand )

项目 Item	运营 Operation	多种经营 Diversified operation	合计 Total
本年度经营收入 Operating income for the year of 2002	18,627	23,942	42,569
减: 经营支出 Minus: operating expenses	22,351	17,824	40,175
本年度经营利润 Operating profit for the year of 2002	-3,724	6,118	2,394
加: 补贴收入 Plus: Income from subsidy	3,000	-	3,000
减: 一号线固定资产折旧 Minus: Depreciation of fixed assets of Line 1	5,167	-	5,167
运营盈亏、折旧后的经营利润 Operating profit after loss making up and depreciation	-5,891	6,118	227

运营摘要  
OPERATION SUMMARY

项目 Item	2002	2001
总客运收入 (万元) Total income from passenger transport (RMB ten thousand)	18,627	18,646
运营支出 (万元) Operating expenses (RMB ten thousand)	22,351	21,886
收支净额 (万元) Net amount between revenue and expenditure (RMB ten thousand)	-3,724	-3,240
总客运量 (万人次) Total of passenger transport (ten thousand person-times)	6,629	6,364
运营里程 (万车公里) Operation mileage (ten thousand train-kilometers)	1,166	1,102
客车开行列次 Times of departure of passenger train	106,043	100,003
车公里成本 (未计折旧) (元) Cost of train-kilometer ( depreciation not calculated) (RMB)	19.17	19.86

建设摘要  
CONSTRUCTION SUMMARY

项目 Item	二号线 Line 2	三号线 Line 3	合计 Total
全年完成投资 (亿元) Investment completed in the year of 2002 (RMB hundred million)	17.10	4.64	21.74
累计完成投资 (亿元) Accumulated investment completed (RMB hundred million)	61.66	4.96	66.62
累计完成土建工程形象进度 (%) Accumulated visual process completed in the civil construction (%)	100%	2%	—



# 十周年要事回顾

## MAIN REVIEWS OF TEN YEARS

1992年12月28日

广州市地下铁道总公司成立。

On December 28, 1992 Guangzhou Metro Corporation was established.

1993年12月28日

地铁一号线动工。

On December 28, 1993 Metro Line 1 began construction.



1999年2月16日

地铁一号线全线开通观光运行。

On February 16, 1999 Metro Line 1 opened for sight-seeing operation.



1999年6月28日

地铁一号线全线开通商业运营。

On June 28, 1999 Metro Line 1 opened for commercial operation.

1997年6月28日

地铁一号线西朗至黄沙首段5站开通试运行。

On June 28, 1997 5 stations of first section of Metro Line 1 from Xilang to Huangsha opened for trial-run.

1998年7月28日

地铁二号线试验段动工。

On July 28, 1998 trial section of Metro Line 2 started to be constructed.



1999年8月11日

总公司召开企业改革动员大会，标志着以“建立现代企业制度，创建优秀现代企业”为目标企业改革正式启动，三年多的改革成绩辉煌。

On August 11, 1999 the enterprise reform mobilizing conference was summoned by the Corporation, symbolizing the enterprise reform aiming at establishing modern enterprise system and creating excellent modern enterprise had formally started up, more than 3 years' reform obtained brilliant achievements.





2001年3月24日

地铁一号线通过国家竣工验收。  
On March 24, 2001 Metro Line 1 passed the State acceptance inspection for completion of construction.



2001年12月26日

地铁三号线试验段动工。  
On December 26, 2001 trial section of Metro Line 3 started to construct.

2002年8月28日

IC卡系统在广州地铁一号线全线16个车站正式投入使用，使一号线成为世界上第一条使用非接触式IC卡单程票的地铁线路。  
On August 28, 2002 IC card system was put into use on 16 stations of Guangzhou Metro Line 1, making Line 1 to be the first metro line in the world to introduce non-contact IC card single tickets.



2002年10月11日

全国第一条城际快速轨道交通线路——珠江三角洲城际快速轨道交通广州至佛山段项目试验段工程在佛山市魁奇路站动工。  
On October 11, 2002 the first inter-city express track transportation line in the country — the trial section of Guangzhou-Foshan section of express track transportation network among cities in Pearl River Delta started construction at Kuiqilu Station in Foshan.



2002年12月29日

地铁二号线三元里至晓港首通段九站八区间开通试运行。  
On December 29, 2002, the first-open section of nine stations between eight districts from Sanyuanli to Xiaogang of Metro Line 2 opened for trial-run.





## 总公司领导班子成员

MEMBERS OF LEADING BODY OF THE CORPORATION



梁巧明 / 陈韶章

LIANG QIAOMING / CHEN SHAOZHANG

卢光霖 / 孙文泉

LU GUANGLIN / SUN WENQUAN

邓承山 / 吴慕佳 / 何霖

DENG CHENGSHAN / WU MUJIA / HE LIN



卢光霖  
LU GUANGLIN

总公司总经理、党委副书记  
PRESIDENT & DEPUTY PARTY SECRETARY

陈韶章  
CHEN SHAOZHANG

总公司副总经理、总工程师  
VICE PRESIDENT & CHIEF ENGINEER

吴慕佳  
WU MUJIA

总公司党委副书记  
DEPUTY PARTY SECRETARY

邓承山  
DENG CHENGSHAN

总公司工会主席  
CHAIRMAN OF THE LABOR UNION

孙文泉  
SUN WENQUAN

总公司党委书记  
PARTY SECRETARY

梁巧明  
LIANG QIAOMING

总公司副总经理  
VICE PRESIDENT

何霖  
HE LIN

总公司副总经理  
VICE PRESIDENT



# 总经理报告书

2002年12月29日，广州地铁二号线三元里至晓港段开通试运行，为总公司的十年增添了辉煌的一笔，广州地铁人又开始了新的征途。

从1992年总公司成立，到2002年地铁二号线首通段开通，这十年，在人类历史的长河中，只不过是短暂的一瞬，但对于广州地铁来说，却是我们永远难以忘怀的一页！这十年，我们积极探索，通过理念创新、技术创新、管理创新、文化创新，使地铁线路从无到有，不断向前延伸；一号线成熟运行，服务素质不断提升；二号线高速建设，质量显著提高，首通段顺利开通试运行；三号线土建工程建设全面展开，进展迅速；由总公司负责工程建设管理的城际快速轨道交通广州至佛山项目试验段工程如期动工；以建立现代企业制度，创建优秀现代企业为目标的企业改革不断深化；系统的企业文化建设全面启动。这些业绩的取得，始于各级领导的悉心关怀，得益于广大市民的热切期盼和相关单位的无私关爱，更凝聚了无数地铁人的心智血汗，正是因为有大家的一贯支持，才铸就了广州地铁今天的辉煌，所有这些，将永远铭刻在广州地铁的发展史上。



总公司总经理 卢光霖  
President Lu Guanglin

2002年是广州地铁前进过程中不平凡一年。在这一年中，我们取得了累累硕果：

地铁一号线服务质量进一步提升。年度内安全运送乘客6629万人次，截至12月31日实现连续安全运营2012天，运营管理更趋规范，服务设施不断完善，整体运营服务水平有了较大提升。

地铁二号线首期工程基本建成，首通段按市政府要求如期于12月29日实现开通试运行，完善工程已获国家批准立项，计划于2003年初动工；地铁三号线土建工程全面铺开，截至年



## PRESIDENT'S REPORT

On December 29, 2002 the section from Sanyuanli to Xiaogang of Guangzhou Metro Line 2 opened for trial-run, which was a great achievement of the Corporation's brilliant ten years, and Guangzhou metro staff started a new journey again.

From the establishment of the Corporation in 1992 to the opening of the first-open section of Metro Line 2 in 2002, ten years are just like a twinkling in the history of mankind, but it is an unforgettable page for Guangzhou metro staff. In these ten years, we have been actively exploring through idea innovation, technical innovation, management innovation and cultural innovation, building up metro lines to be uninterruptedly extending forward. Line 1 was put into operation with service quality improving increasingly. Line 2 was characterized with outstanding high-speed construction and high quality and its first-open section has already been opened for trial-run. The civil construction of Metro Line 3 is entirely outspread with rapid progress. The trial section of Guangzhou-Foshan section of express track transportation network among cities has started construction on time. The Corporation is in charge of its construction and management. Resource exploitation presented a favorable developing situation. Enterprise reform aiming at setting up modern enterprise system and creating excellent modern enterprise is continually deepened. Systematic enterprise cultural construction has fully started up. These achievements have been obtained as a result of cares from leaders of all levels, of the great concern shown by the broad citizens and the cares as well as solicitude of the relevant units, and have agglomerated countless metro staff's feeling and wisdom, and sweat and toil. It is the persistent support from everybody that has cast today's brilliance of Guangzhou Metro. All of these will be forever carved on the developing history of Guangzhou Metro.

The year of 2002 is an extraordinary year in the progressing course of Guangzhou Metro. It is in this year that we had obtained countless great achievements:

Service quality of Metro Line 1 has been improved further and it had safely transported 66.29 million passengers within the year. Up to December 31, 2012 days of continual safe operation had been realized. Operation management is getting more normalized and service facilities have become better and better. As a result a great improvement in the whole operation service level has been achieved.

The first phase project of Metro Line 2 has been completed and the first-open section opened for trial-run on December 29 on time according to the requirement of the municipal government. And the complete project has been approved by the State, which is planned to start construction in the early year of 2003. The civil construction of Metro Line 3 has already been spread out. By the end of the year, there are 28 work points realizing startup of construction. 38 Contracts for project construction and building material procurement have been signed to lay a foundation for speeding up the project construction. Organization of project proposal for University City Special Line has already been fulfilled, which was already submitted to the State Planning Committee for approval. The trial section of Guangzhou-Foshan section of express track transportation network among cities with the Corporation taking charge of project construction management started to construct on October 11. That means the Corporation's project construction management has taken a great step to the market.

Through conformation of superior resource and carving out of operation for resource exploitation, operation income has increased. Advertisement, and commercial trade, and communication for the first-open section of Metro Line 2 have operated at the same time with transportation operation and the operating ways have changed to self-run gradually.

New achievements have been obtained for enterprise management and the five-year developing strategy of the Corporation has been carried through and put into effect. The reform of managing (technical) posts' salary



底已有28个工点进场开工，签订工程施工合同和建材采购合同共38个，为工程建设的快速推进奠定了基础；大学城专线项目建议书的编制已经完成并呈报国家计委申请立项；由总公司负责工程建设管理的城际快速轨道交通广州至佛山段项目试验段工程于10月11日动工，总公司工程建设管理业务迈出了走向市场的第一步。

资源开发业务通过整合优势资源，开拓经营，各项经营收入均保持良好上升势头，地铁二号线首通段广告、商贸和通讯项目实现与运营同步开通经营，经营方式逐步向自主经营过渡。

企业管理取得新成就，总公司的五年发展战略规划得到贯彻和落实，进行了管理（技术）岗位薪酬制度改革，实现了管理信息系统的集成上线，企业文化建设由规划阶段正式转入实施阶段。

2002年，我们在总结公司十年发展历程的基础上，第一次明确地将“恪守诚信、服务顾客、尊重员工、管理科学、品质效益、学习创新”作为企业的核心价值观写在自己的发展旗帜上，为公司的百年大业奠定了文化基础。回首广州地铁的十年，以下宝贵经验特别值得我们坚持：

第一，坚持诚信自律，打造广州地铁诚信品牌。我们积极启动企业文化建设，着力培育企业价值观，把“诚信”列为企业核心价值观之首，坚持在各项工作中“以自律建诚信，以透明示诚信”。对政府，我们言必行，行必果，一件件兑现承诺，自觉站在政府的角度考虑问题。对社会，我们开诚布公，言行一致，自觉接受监督。对合作单位，我们公正公平，坦诚相待，严格履行合同。对员工，我们公开司务，坚持民主管理。通过讲诚信，广州地铁逐步建立起良好信誉和品牌，赢得了政府的信任、社会的认同、合作伙伴的理解和员工的信赖。诚信，是广州地铁十分宝贵的无形资产，我们将一如继往倍加珍惜。

第二，坚持以人为本，打造坚强有力的团队。我们通过改革薪酬制度和用人机制，加大员工培训投入，体现尊重员工的理念和决心，对认同企业核心价值观、具有团队协作精神的员工给予肯定。并对创造了不凡业绩的员工给予奖励，充分调动员工的积极性和创造性。许多员工把握住了机遇，在平凡的岗位上创造出了不平凡的业绩。员工是公司生存发展的最宝贵资源，我们将始终坚持以人为本，积极营造良好的环境和氛围，为员工提供施展才能和自我发展的机会。

第三，坚持管理科学，不断创新企业管理机制。1999年我们启动了以“建立现代企业制度，创建优秀现代企业”为目标的企业改革。改革至今历时三年多，我们实施了组织架构重组和人员调整，对互相分割的建设、运营和资源开发三大块业务进行重新组合，实行“一体化”经营，编制了总公司的《五年发展战略规划》，建设了管理信



system was carried out within the year, realizing integrating online of the management information system, so that enterprise cultural construction has been changed from planning phase to executing phase.

In 2002, we, based on summing up the ten-year development of the Corporation, took the slogan "Scrupulously Abiding by Honest and Faith, Serving Customers, Respecting Employees, Managing Scientifically, Seeking High Quality and Profit, Studying and Innovating Continuously" as the Corporation's core values, which has been written on our developing banner and established cultural foundations for the Corporation's lifetime undertaking. Looking back the ten-year of Guangzhou Metro, the following valuable experience is worth insisting:

Firstly, we shall insist on credibility and self-discipline, create the popular brand of credibility for Guangzhou Metro. We would actively start up enterprise cultural construction, try hard to cultivate enterprise concept of values, list "credibility" on the first position of enterprise core values, and insist on "establishing credibility by self-discipline, showing credibility by transparency". To government, we would always be true in word and resolute in deed, to realize our undertakings one by one, consciously considering matters from point of view of the government. To society, we would speak frankly and sincerely, and be as good as our word, and consciously accept supervision. To cooperative units, we would treat them fairly, equitably, honestly and strictly implement contracts. To employees, we would open company's affairs and insist on democratic management. Through honoring credibility, excellent reputation and good brand for Guangzhou Metro have been set up, winning confidence from the government, acceptance of the society, understanding from the cooperative partners and trust from the employees. Credibility is the intangible property of Guangzhou Metro, which we will be much more treasuring as before.

Secondly, we take people as the base to build up strong team. We have reformed salary system and personnel employment mechanism and invested more in employee's training, embodying ideas and wills of respecting employees. Rewards have been given to those employees who identify with the core values, possess team-work spirit and have created outstanding achievements so as to mobilize employees' enthusiasm and creativity. Many employees have seized the opportunity to create outstanding achievements at common posts. Employees are the most valuable resources for the existence and development of the Corporation. We will insist on taking people as the base all the time and positively build up good environment and atmosphere, provide employees with opportunities to exert their talents and to develop.

Thirdly, we shall persist in scientific management to continuously innovate enterprise management mechanism. In 1999, we started up enterprise reform, aiming at setting up modern enterprise system and creating excellent modern enterprise. Three years have passed since the reform was conducted, we have implemented restructuring of the organization frame and personnel adjustment. The three parts of business-construction, operation and resource exploitation which were separated from each other have been organized and combined again, realizing "integration" operations. "The Five-year Developing Strategy Program" for the Corporation has been worked out. The management information system has been built up. Internal inspiring mechanism and restricting mechanism for a series of personnel, manpower recruitment and distribution which are accommodated with market economy have also been setup. Many regulations for financial management, contract management and project management and so forth have been renewed, resulting in great improvement to enterprise management level of the Corporation. Through enterprise reform, the Corporation is walking out of shadow of traditional State-owned enterprise step by step and striding steadily forward to become an excellent modern enterprise.

Fourthly, we shall stick to study and innovation and establish study-type organization. We have the ambition to make the Corporation become the world first-class city track transportation operation unit. Therefore we will pay attention to study and innovation, encourage knowledge sharing and experience exchange among employees and learn uninterruptedly successful experience from world-advanced enterprises, especially from those advanced enterprises of the same trade, making great efforts to cultivate the Corporation to be a study-typed organization. In work practices, we will determine "surveyor's-pole" enterprises, realizing technology innovation, management innovation and culture innovation through study so as to gradually narrow the gap with "surveyor's-pole" enterprises, and striving through innovation for entering the first-class teams of the same trade and becoming the best in the



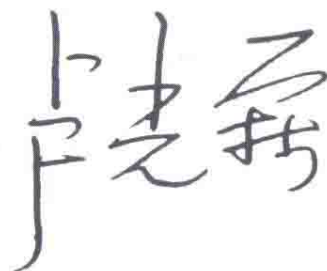
息系统，建立起与市场经济体制相适应的人事、用工和分配等一系列内部激励机制和约束机制，创新了财务管理、合同管理、工程管理等方面的多个制度，公司的企业管理水平获得了巨大的提升。通过企业改革，总公司正逐步走出传统国有企业的影子，一步一个脚印地向优秀现代企业迈进。

第四，坚持学习创新，建立学习型组织。我们有志于成为世界一流的地铁经营单位，为此，我们注重学习和创新，鼓励员工之间的知识共享和经验交流，不断吸收世界先进企业特别是同行业先进企业的成功经验，努力把公司培养成一个学习型组织。在工作实践中，我们树立标杆企业，自加压力，通过学习实现技术创新、管理创新和文化创新，逐步缩小与标杆企业的差距，通过创新争取进入行业一流队伍，争做行业之冠。我们在二号线创造了若干国内行业第一：率先引入了总体设计，籍以缩短设计周期，率先使用了屏蔽门、非接触式IC卡车票、刚性接触网、集中供冷等新设备、新技术，为进一步提高服务、降低运营成本提供了良好的物质基础。

广州市将进一步加快地铁建设的步伐，计划在未来五年投入500亿资金，建成200公里的轨道交通路网，这意味着广州将进入新一轮的轨道交通建设高潮。2003年，我们将面临一、二号线首期工程两条线路运营，以及二号线完善工程、三号线、轨道交通四号线大学城专线和广佛线共四条线路同时建设的局面，任务之重，压力之大，前所未有。这是对我们全体员工能力和意志的重大考验。

我们要紧紧抓住时代赋予的机遇，迎接历史性挑战，以深化改革为动力，开拓新思路，开创新局面，不断完善和创新总公司内部的管理体制和经营机制，大力发挥“一体化”经营的协同效应，积极推进地铁工程建设，不断加强地铁运营管理，稳步提高资源开发经营水平，为广州地铁新一轮腾飞奠定坚实的基础。

回首过去，我们留下了一行行闪光的足迹；展望未来，广州地铁任重道远，前程似锦。我们要在十六大精神的指引下，艰苦奋斗，励精图治，百尺竿头，更进一步，创造广州地铁更加美好的明天！



总公司总经理 卢光霖  
2002年12月31日



trade. We have created some first places in the construction of Metro Line 2 domestically. They include the new equipment and new technology such as the first utilization of platform shield door, non-contact IC card ticket, rigid contact net and central air-conditioning, etc. All these have laid a good material foundation for the improvement of service and for the reduction of operation cost.

Guangzhou will speed up the pace of metro construction, planning to invest RMB 50,000 million in next five years to complete track transportation net of 200 km. That means Guangzhou is going to enter a new round of track transportation construction. In 2003, situations will emerge in the year with the operations of Lines 1 and the first phase project of Line 2, and four lines being under construction at the same time, namely the complete project of Line 2, Line 3, University City Special Line of track transportation Line 4 and Guangfo Metro Line. Tasks are so heavy and pressures are so great, which we have never met. This is a great ordeal to all of our employees' capability and wills.

We will firmly get hold of the opportunity that is endowed with by this age, receive this historical challenges, carve out new thought and new situations with deepening reform as impetus, continually improve and innovate the Corporation's internal management system and operating mechanism, energetically exert cooperative effects of "integration" operation, actively boost the construction of metro projects, strengthen the metro operation management, and steadily raise the levels of resource exploitation and operations in order to lay a solid foundation for Guangzhou Metro to achieve a new development.

Looking back the past, we have left behind rows of flashing footprints. Looking forward to the future, Guangzhou Metro is shouldering heavy responsibilities with rosy prospects. We shall, under the guidance of the spirit of the 16th National Congress of CPC, work hard perseveringly, rouse ourselves for vigorous efforts to make the Corporation prosperous, to win greater achievements, and to create magnificent tomorrow for Guangzhou Metro.

President, Lu Guanglin  
December. 31, 2002