



2002—2011

# 中国航空器材集团公司 企业社会责任报告

China Aviation Supplies Holding Company  
Corporate Social Responsibility Report



## 关于本报告 About this Report

### ● 时间范围 | Time Covered .....✈

2002年1月1日至2011年12月31日。  
Jan 01, 2002 – Dec 31, 2011.

### ● 发布周期 | Reporting Cycle .....✈

本报告为年度报告。  
Our sustainability report is published annually.

### ● 涵盖内容 | Main Contents .....✈

报告主要披露了公司履行安全、环境、经济、社会责任等方面的内容，相关内容、数据和案例来自公司有关文件、报表、信息平台 and 基层企业。  
This report outlines our performance on safety, environmental, economic and social issues. It includes information and typical cases from documents, statements and information platforms of the Company and its grassroots-level enterprises.

### ● 编写依据 | Compilation Conformance .....✈

报告按照国务院国资委《关于中央企业履行社会责任的指导意见》，参照全球报告倡议组织 GRI《可持续发展报告指南》(G3.1)、中国社会科学院《中国企业社会责任报告编写指南(CASS-CSR2.0)》、国际标准化组织《ISO 26000: 社会责任指南(2010)》和中国工业经济联合会《中国工业企业及工业协会社会责任指南》编写。  
This report is compiled in accordance with the Guidelines on Performing Social Responsibility by Central Enterprises released by the State-owned Assets Supervision and Administration Commission (SASAC) of the State Council and in light of the Sustainability Reporting Guidelines (G3.1) from the Global Reporting Initiative (GRI), Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 2.0) by the Chinese Academy of Social Sciences (CASS), ISO 26000: Guidance on Social Responsibility by International Organization for Standardization, and Guidelines on Social Responsibilities of Chinese Industrial Enterprises and Industrial Associations by the China Federation of Industrial Economics (CFIE).

### ● 称谓说明 | References to China Aviation Supplies Holding Company .....✈

为表述方便，报告中“集团公司”、“集团”均指中国航空器材集团公司。  
In this report, "Holding Company, "the Company" refer to China Aviation Supplies Holding Company.

### ● 获取方式 | Access to the Report .....✈

通讯地址：北京市顺义区空港工业区 A 区天纬四街 3 号  
Address: No.3 Tianwei Fourth Street, Section A, Airport Industrial Zone,  
邮政编码：101312  
Shunyi District, Beijing 101312  
联系电话：86-10-89455000  
Tel: 86-10-89455000  
传 真：86-10-89455018  
Fax: 86-10-89455018  
网 站：www.casc.com.cn  
Website: www.casc.com.cn

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## 领导致辞

Words from the Top Management



李海 集团公司总经理、党委书记  
Li Hai President & CEO



荚长斌 集团公司党委书记、副总经理  
Jia Changbin Senior Vice President

古人已经有“天下兴亡，匹夫有责”的信念，在当今社会，个人和组织更应承担高于自身目标的社会义务，对社会负有相应的责任，即社会责任。对于企业而言，存在的价值在于造福社会，因此不仅应承担法律上和经济上的义务，还应承担追求对社会有利的长期目标的义务，即企业的社会责任。企业在经营活动中自觉履行社会责任，对于社会的进步与和谐具有重要意义。企业的社会责任应由经济责任、持续发展责任、法律责任和人文道德责任等构成。

The ancient people in China have already established the conviction that Every Citizen Has a Duty to His Country; in modern society, an individual or an organization should assume more social obligations beyond his own target and undertake relevant responsibility toward the society, which is one's social responsibility. To an enterprise, the essence of existence is to benefit the society. Therefore, an enterprise should not only undertake legal and economic responsibilities, but also assume and pursue long-term responsibilities that will benefit the society; and that is corporate social responsibility. To spontaneously carry out the social responsibility in an enterprise's operation activities is of great importance to social development and the construction of a harmonious society. Corporate social responsibility consists of economic responsibility, sustainable development responsibility, legal responsibility and humanistic moral responsibility, etc.

2002年，民航运输及服务保障企业联合重组，成立三家航空运输集团和三家航空服务保障集团，中国航材集团成为三大航空服务保障集团之一。集团公司成立十年来，开拓创新，锐意进取，始终秉承企业发展与社会和谐发展同步的原则，加快战略转型，致力于成为航空业界不可替代的、以航空器材保障为主业的特殊性综合服务提供商。历经十年，集团公司资产规模连续翻番，经济效益大幅增长，经营管理有序高效，员工士气普遍高涨，业界影响力与日俱增，整个集团形成了十分阳光、健康的企业文化。同时，集团公司也一直在思考如何更好地履行社会责任并努力践行。经过十年的发展，集团具备了更强的履行社会责任能力。

In 2002, the civil air transportation and its supporting industry were restructured, and as a result, three airlines group companies and three supporting service group companies were established. China Aviation Supplies Holding Company (CAS) was founded as one of the three supporting service providers. Since its foundation ten years ago, CAS has spared no effort in forging ahead and exploring new business opportunities. It has carried out the principle of synchronizing corporate development with a harmonious social development. CAS has speeded up the adjustment of its business strategy, and has made all efforts to become an irreplaceable and unique comprehensive service provider in the aviation industry for aviation supplies. In the past ten years, the total assets of CAS have doubled two times; the economic benefits have achieved remarkable increase; the operation and management of the company has become orderly and efficient; the employee morale has been built up to a high level; and the company's influence in the industry has been increasing all the time. The whole company has cultivated a very sunny and healthy corporate culture. At the same time, CAS has been thinking over how to better carry out and fulfill its social responsibility. After ten years of development, CAS has developed a stronger capability to fulfill its social responsibility.



**我们始终致力于科学发展，铸就价值航材。**中国航材集团把创造更大的企业价值和社会价值作为集团的重要追求，注重发展质量，不断推进战略转型和管理变革，立足飞机批量采购、航空租赁、航材共享、通用航空、航空维修与制造、地面设备与工程等业务领域，做强做优主业，努力建立在航空业界不可替代的特殊地位，实现良好的经济效益，铸就价值航材，履行好对社会的经济责任。

**We are always dedicated to scientific development and building a Value-sharing CAS.** CAS has set creating higher corporate values and social values as its important pursuit, and paid a lot of attention to the quality of development. It has been continuously promoting strategic adjustments and management reformation. On the basis of businesses in package purchase of aircraft, aviation leasing, aviation parts pooling, general aviation, MRO, and ground equipment and engineering, etc., CAS has made great efforts to reinforce and optimize its core business, and tried hard to establish its unique position in the aviation industry in order to achieve a satisfactory economic result as well as build a value-sharing CAS and duly fulfill its economic responsibility to the society.

**我们始终坚持环保乃生存之本，争创绿色航材。**中国航材集团严格按照国家关于节能减排的各项要求，坚持走环保、节能、高效的可持续发展道路，强化绿色意识，完善环保节约管理体系，推进节能减排，加强资源综合利用，建设“资源节约型、环境友好型”企业，履行好对社会的持续发展责任。

**We always insist that environment protection is the only way of survival, and have adhered to Green CAS.** In strict accordance to the government's requirements on energy saving and emission reduction, CAS has insisted on following an environment-friendly, energy-saving, highly efficient, and sustainable development route. CAS has been strengthening the Green Awareness, perfecting the management system for environment protection and saving, promoting energy-saving and emission-reduction, and enhancing comprehensive resource utilization. CAS is trying to build a resource-saving and environment-friendly company and fulfill its responsibility for the sustainable development of the society.

**我们始终做到依法经营，建设合规航材。**中国航材集团牢固树立依法经营理念，不断提升企业依法经营管理水平。深入开展合规文化建设，形成依法治企、经营合规、管理有序、执行得力的企业合规文化，履行好对社会的法律责任。

**We always operate the company in accordance with the legal requirements, and manage it in compliance with relevant regulations.** CAS firmly sticks to the tenet of legal operation, and continuously promotes its level of legal-compliance in operation and management. It has deeply carried out the cultural construction of legal compliance, and develops a corporate culture of conformance, which consists of four aspects: legal corporate governance, legal operation, orderly management, and proper execution. The efforts are launched to duly fulfill CAS's legal responsibility to the society.

**我们始终秉承以人为本，营造幸福航材。**航材人自觉践行“天地生人，有一人应有一人之业；人生在世，生一日当尽一日之勤”的员工理念，享受“快乐工作、幸福生活”的良好氛围。集团公司坚持发展依靠员工、发展惠及员工，切实维护员工权益，促进员工发展，注重员工关爱，履行好对社会的人文道德责任。

**We always adhere to the people-centered policy and try to build Happy CAS.** The employees and management team of CAS spontaneously carry out the corporate philosophy - Born on the Earth, Each of Us Shall Have his Own Career; Living through our Lives, Each Day Shall Witness our Hard Working-and enjoy a good environment of Happy Work, Happy Life. CAS insists that the development of the company depends on the employees and the development shall in return benefit the employees. CAS has done a lot to protect the rights and interests of the employees, promote their personal development, and care about them. In this way, CAS fulfills its humanistic moral responsibility.

“做强做优、培育具有国际竞争力的世界一流企业”是“十二五”时期中央企业改革发展的核心目标，而企业社会责任是“做强做优、世界一流”的核心要素。2011年是“十二五”开局之年，也是中国航材集团围绕企业愿景和战略规划目标、生产经营继续保持平稳较快增长、为经济社会发展作出新贡献的重要一年。

To become stronger and optimized, and to foster the building of world-class enterprise with international competitiveness are the core target of the reformation and development of the big enterprises under SASAC (State-owned Assets Supervision and Administration Committee of the State Council) during the Twelfth Five-Year Plan Period, and to duly fulfill their corporate social responsibilities is a core element in the endeavor to become stronger, optimized, and world-class. 2011 is the beginning year of the Twelfth Five-Year Plan Period; it was also an important year when CAS centered on its company vision and strategic planning goals, maintained a stable and rapid increase in its production and operation, and made lots of contributions to the development of the economy and the society.

责任蕴含动力，责任创造卓越。我们将时刻牢记企业的社会责任，全面履行，为建设价值航材、绿色航材、合规航材和幸福航材从而为社会做出更大贡献而努力奋斗。

Responsibility brings up intrinsic drive; responsibility also helps create excellence. We will always bear in our mind our corporate social responsibility and fully fulfill it. We will do our best to construct a Value-Sharing CAS, Green CAS, Compliant CAS, and Happy CAS in order to contribute more to the society.

## 公司概况 Company Profile



中国航空器材集团公司是国务院国有资产监督管理委员会管理的中央企业，是专门从事飞机采购及航空器材保障业务的专业公司。

China Aviation Supplies Holding Company (CAS) is specialized in the procurement of aircraft and the provision of aviation supplies. It is a state-owned enterprise managed by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC).

2007

2007年12月更名为中国航空器材集团公司。

In December of 2007, its name was changed to China Aviation Supplies Holding Company (CAS).

2002

2002年10月，民航运输及服务保障企业联合重组，成立了三家航空运输集团公司和三家航空服务保障集团公司，中国航空器材进出口集团公司作为三家航空保障集团公司之一，经国务院批复正式组建。

In October of 2002, the air transportation companies and supporting companies underwent a merging and restructuring. As a result, three air transportation group companies and three aviation supporting companies were founded. China Aviation Supplies Import & Export Group Company, as one of the three supporting group companies, was officially established with the approval of the State Council.

1996

1996年3月更名为中国航空器材进出口总公司。

In March of 1996, CASC's full name was changed to China Aviation Supplies Import & Export Corporation.

1980

公司的前身是中国航空器材公司，1980年10月经国家进出口管理委员会批准成立，是中国民航系统成立的第一家公司。

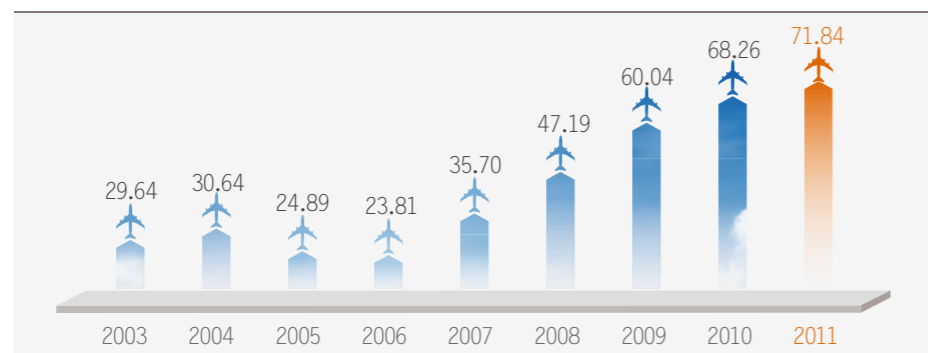
Its predecessor, China Aviation Supplies Company (CASC), was founded with the approval of the State Import and Export Regulatory Commission in October of 1980, and was the first company established in Chinese Civil Aviation Industry.



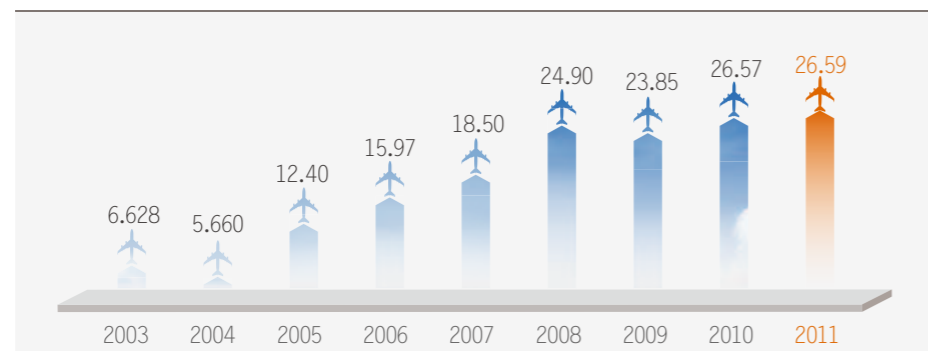
## 关键绩效表 KPI Charts

### 经济指标 | Economic Indicator

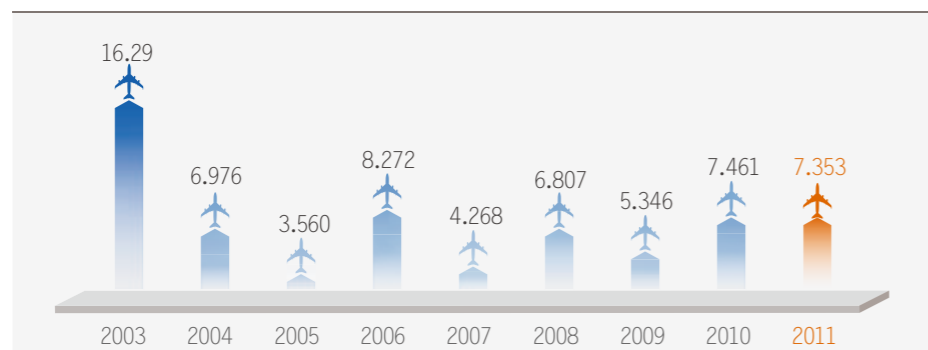
资产总额 Asset Size 单位：亿元 (Unit: 100 million RMB)



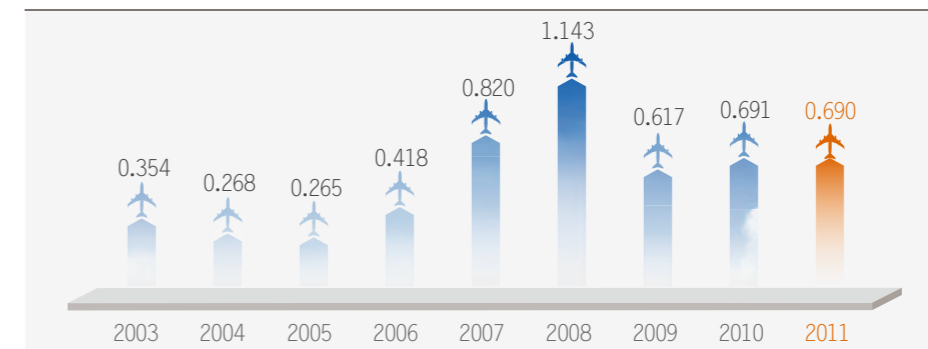
所有者权益 Shareholder's Equity 单位：亿元 (Unit: 100 million RMB)



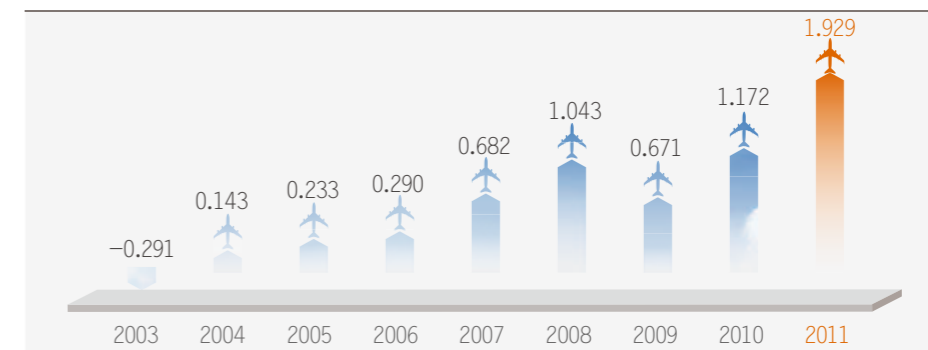
主营业务收入 Annual Revenue 单位：亿元 (Unit: 100 million RMB)



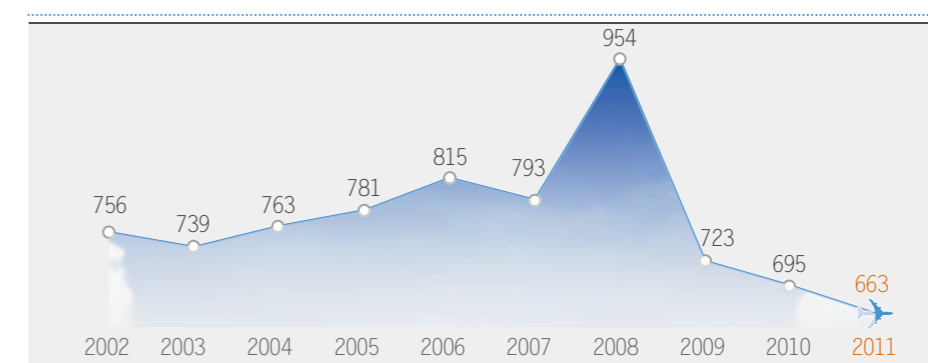
纳税总额 Total Tax 单位：亿元 (Unit: 100 million RMB)



实现利润 Profits 单位：亿元 (Unit: 100 million RMB)



### 社会指标 (员工总数) | Social Indicators (Total Number of Employees)





## 公司治理与组织结构

### Corporate Governance and Organization Structure



#### 公司治理 | Corporate Governance

中国航材集团公司是由国家出资设立的中央直属企业，由国务院国有资产监督管理委员会对集团公司履行出资人监管职责。

China Aviation Supplies Holding company was invested and founded by the government, and is supervised by the State-owned Assets Supervision and Administration Committee of the State Council (SASAC).

国务院国有资产监督管理委员会向集团公司派驻国有企业监事会，依法对集团公司的国有资产保值增值状况以及经营管理行为实施监督。

SASAC sends a supervisory board to CAS, which in accordance with legal requirements supervises CAS's retaining and incrementing the value of state-owned assets and its daily operation.

集团公司实行总经理负责制，总经理为公司的法定代表人。党政联席会、总经理办公会和党委会为集团公司的决策机构，按照重大决策事项的权限标准分别进行议事决策，实现了科学决策和民主决策。

CAS implements the President-Responsibility System, and the President is the legal representative of this company. The joint meeting between executive team and the Party Committee, the management review meeting, and the Party Committee meeting are the decision-making bodies of CAS. These decision-making bodies make decisions according to the level of authority required for important issues in corporate operation, and thus realize scientific and democratic decision-making.

根据各项管理规范化的要求，集团公司目前设有发展战略和规划委员会、投资及信用评审委员会、全面风险管理委员会、绩效考核委员会、薪酬管理委员会、预算管理委员会、安全委员会、信息化项目领导小组、社会责任工作委员会等工作机构，负责审议集团公司各项重要事项，为决策提供支持。

Based on the requirement to establish standardized management for the company, CAS has set up several specialized committees to review the important issues in the company and provide support for decision making. The specialized committees include: the Development Strategy and Planning Committee, the Investment and Credit Rating Committee, the Corporate Risk Management Committee, the Performance Appraisal Committee, the Compensation Committee, the Budget Management Committee, the Safety and Security Management Committee, the IT Steering Team, and the Social Responsibility Working Committee, etc.

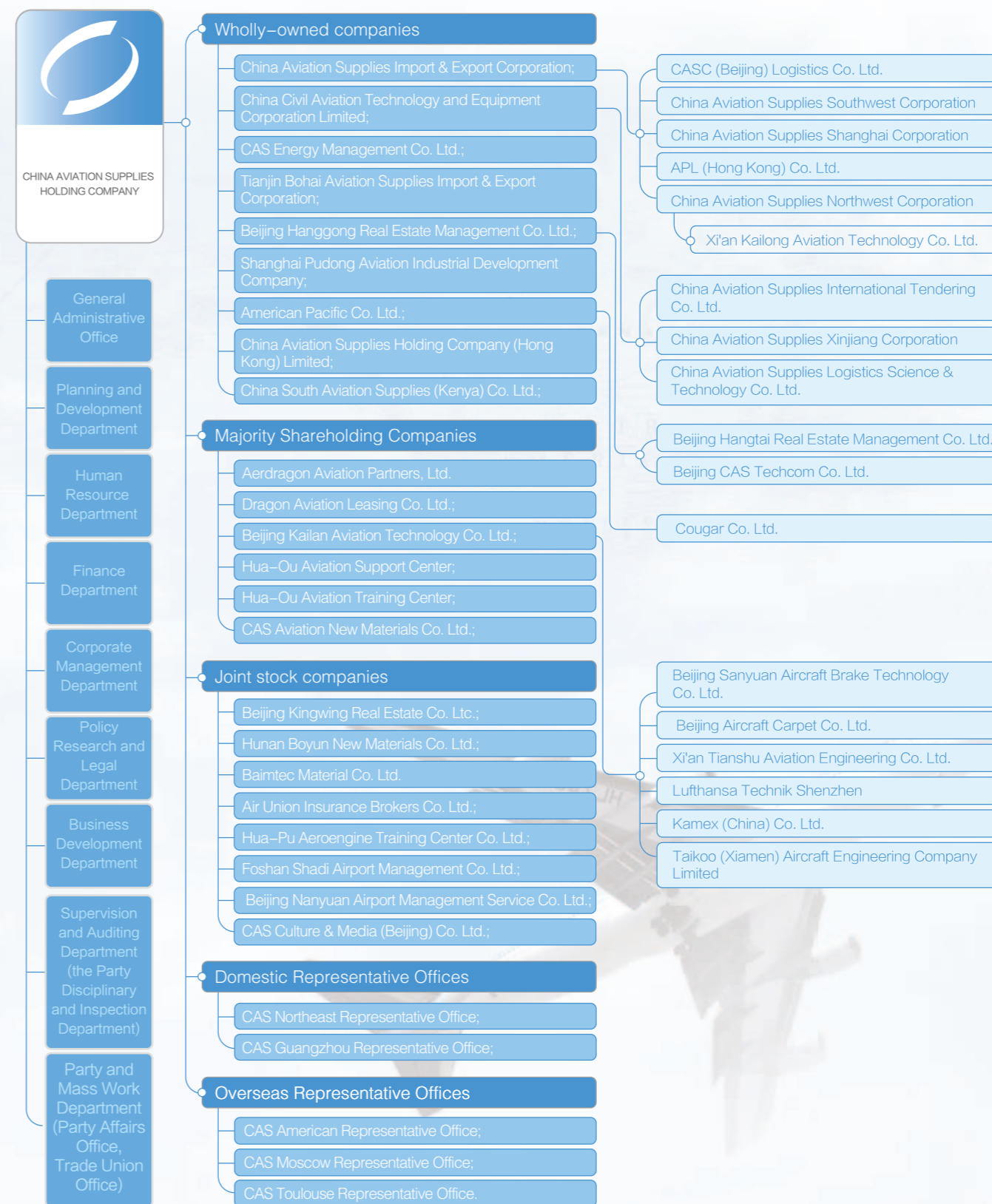
集团公司建立起以资本为纽带的母子公司管理体系。集团总部作为战略决策中心、投资决策中心、运营监管中心和人事管理中心，负责公司发展战略、经营目标、运营计划、对外投资和人事任免等重大事项的决策。监督子企业的经营管理情况，提供支持服务。

CAS has established a management system for its subsidiaries on the basis of capital link. As the strategy decision center, investment decision center, operation supervision center, and human resource management center, CAS headquarter is responsible for making decisions for import issues such as development strategy, operation goal, operation plan, overseas investment, and personnel decisions, etc. CAS oversees the subsidiaries' operation and management, and provides supporting services.

集团公司所投资全资或控股的公司制企业均建立了规范的法人治理结构。按照《中华人民共和国公司法》的规定，集团公司向投资企业委派或任免董事、监事，按照财务年度对经营管理层实施综合业绩考核和监督。

All incorporated companies which are 100% or majorly invested by CAS have set up standard corporate governance structure. In accordance with the Company Law of the People's Republic of China, CAS appoints or decides the board directors and supervisors for the invested companies, and conducts comprehensive performance appraisals and supervision on their management team on the basis of fiscal year.

## 公司组织结构 | Company Organization Structure



## 公司价值观 Corporate Value

### 公司愿景 | Corporate Vision

成为航空业界不可替代的、以航空器材保障为主业的综合性服务提供商。

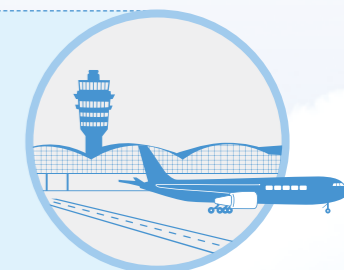
To become the irreplaceable comprehensive service provider for aviation supplies.



### 公司使命 | Corporate Mission

做航空业界有影响力的航材保障综合服务提供商，成为建设民航强国的重要的、特殊的力量。

To be the influential comprehensive service provider for aviation supplies in the aviation industry, and become an important and unique force in the construction of a strong country in aviation industry.



### 公司精神 | Corporate Spirit



### 公司（员工）理念 | Corporate /Employee Philosophy

#### 员工理念 Employee Philosophy

天地生人，有一人应有一人之业  
人生在世，生一日当尽一日之勤

Born on the earth, each of us shall have his own career

Living through our lives, each day shall witness our hard working

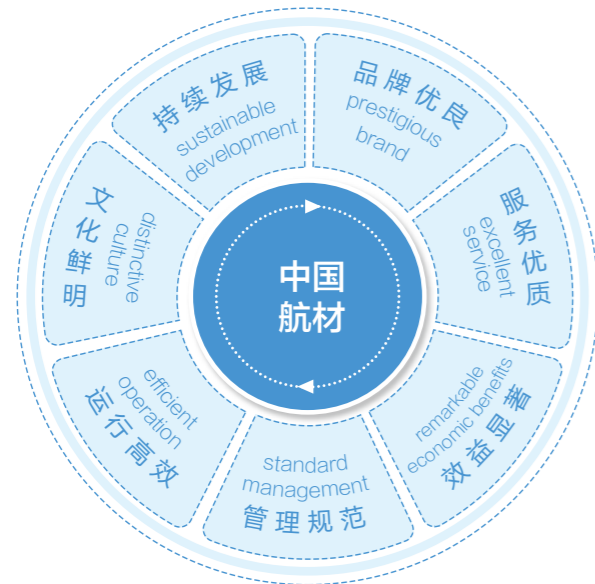




## 公司战略 Corporate Strategy

### 总体战略 | General Strategy

中国航材集团公司的总体战略是以航空器材保障为核心业务的相关集约化经营战略。围绕“四强两精”发展总体战略，把中国航材集团打造成为品牌优良、服务优质、效益显著、管理规范、运行高效、文化鲜明、持续发展的具有特殊作用和一定规模的航材保障综合服务集团。



CAS's general strategy is to operate intensified and correlated business portfolios centered on aviation supplies. The aim is to concentrate on the substantiated overall strategy-the Four Strongs and Two Specializations, and build CAS into a unique and large-scale comprehensive service provider in aviation supplies with the characteristics of prestigious brand, excellent service, remarkable economic benefits, standard management, efficient operation, distinctive culture, and sustainable development.

集团公司成立于2002年，2003年搭建物流、维修制造、招投标、租赁等业务板块，2004年确定了集团公司的中长期发展战略。2005年集团公司全面启动发展战略的实施，围绕“成为航空业界值得信赖的、以航空器材保障为主业的综合性服务提供商”的愿景目标，探索并发展了进出口、航材分销、航空维修与制造、物流、航空租赁等业务板块。

CAS was established in 2002. In 2003, it started setting up several business sections including logistics services, MRO and manufacturing, bidding and tendering, and leasing, etc. In 2004, CAS decided its mid-to-long-term development strategy. In 2005, CAS started the full-scale implementation of the development strategy. It focused its operation around its corporate vision-to become the reliable comprehensive service provider in aviation supplies, explored and developed business sections such as import and export trading, aviation materials distribution, MRO and manufacturing, logistics services, and aviation leasing, etc.

2006年集团公司进一步加大业务整合力度，贸易分销、航空维修与制造、航空租赁、设备工程四大业务板块搭建成型，进入发展轨道。2007年6月，获得国资委的主业确认批复。2008年进一步将贸易分销与物流、航空维修与制造、航空租赁、地面设备与工程明确为公司的四大业务板块。2010年是“十一五”收官之年，结合集团公司“十二五”规划的制定，进一步优化和确定愿景目标为：成为航空业界不可替代的、以航空器材保障为主业的特殊性综合服务提供商。

In 2006, CAS strengthened the integration of its business portfolio, and sorted its businesses into four segments: aviation trading and distribution, aviation MRO and manufacturing, aviation leasing, and equipment and engineering. The businesses of CAS were led onto the track of sound development. In June 2007, the core business plan of CAS was confirmed and approved by SASAC. In 2008, CAS went a step forward and clearly defined its four business segments: Trading, Distribution and Logistics; MRO and Manufacturing; Aviation Leasing; and Ground Equipment and Engineering. The year 2010 was the closing year of the 11th Five-Year Plan Period. Along with the compilation of planning for the 12th Five-Year Plan Period, CAS further optimized and refined its vision as: To become the irreplaceable and unique comprehensive service provider for aviation supplies.

随着集团公司发展战略的逐步清晰，进一步确认了“四强两精”的总体发展思路。“四强”是指集团公司要努力做大做强、在民航行业内占有一定主导性地位的四项主要业务，包括：飞机批量采购业务、飞机租赁业务、航材分销与共享业务、通用航空业务；“两精”是指我们要努力做精做优在维修与制造、地面设备与工程两个领域中的细分业务。

With the gradual clarification of CAS's development strategy, the ways of overall development were further validated as Four Strongs and Two Specializations. Four Strongs mean that CAS would try hard to make them bigger and stronger four businesses which already have some leading edges in the civil aviation industry, including: the package purchase of aircraft, aircraft leasing, distribution and pooling of aviation supplies, and general aviation; Two Specializations refer to CAS's efforts to optimize its specialization in the businesses of two market segments: MRO and manufacturing, and ground equipment and engineering.



# 01

社会责任工作

SOCIAL RESPONSIBILITY  
ACTIVITIES





## 社会责任报告情况简介 | Overview of Social Responsibility Report



中国航材集团公司全面履行中央企业的社会责任，将社会责任融入发展战略、经营管理和企业文化，增强履行社会责任的意识和能力，最大限度地创造企业发展的经济、社会、环境和员工成长的综合价值。

CAS has fully fulfilled its social responsibility as a state-owned enterprise under SASAC, and incorporated its social responsibilities into its development strategy, operation management, and corporate culture. In this way, CAS strengthens its awareness and capability to perform its social responsibilities, and maximizes the comprehensive benefits of corporate development in terms of economy, society, environment, and employee development.

为推进集团公司社会责任工作，加强对社会责任工作的领导，公司成立了社会责任工作委员会，统筹研究和部署集团公司社会责任工作，建立和完善公司履行社会责任的体制机制。在制度建设、机制完善、工作推进等方面不断取得新进展。

To promote the working and strengthen the leadership in fulfilling its social responsibility, CAS has established the Social Responsibility Working Committee. The committee is in charge of planning, researching, and arranging the works of social responsibility. It is also within its duty to set up and improve the systems and mechanisms for the implementations of social responsibilities. CAS has continuously achieved progresses in related system construction, mechanism improvement, and implementation promotion, etc.

集团公司各分子公司在集团公司的统一部署下，具体负责相关社会责任工作的落实。

Under the overall planning and arrangement of the headquarter, CAS subsidiaries undertake the actual implementations of social responsibilities.

集团公司自 2009 年开始撰写企业社会责任报告文件，并在官方网站上发布，同时发布社会责任实践情况，向社会公布公司履行社会责任的理念、措施和绩效。

From 2009, CAS started compiling the Corporate Social Responsibility Report, and released it on the company's official website. At the same time, CAS also issued reports on the practicing of social responsibility, and published its policies, measures and achievements.



## 公司参加的主要社会团体组织 |

Major Social Groups and Organizations Cas has Joined





## 社会利益相关方 | Social Stakeholders

相关方名称	沟通机制与方式	相关方的期望目标
国资委	<ul style="list-style-type: none"> <li>政策法规和规章制度</li> <li>工作会议</li> <li>定期汇报</li> <li>业绩考核</li> </ul>	<ul style="list-style-type: none"> <li>国有资产保值增值</li> <li>依法依规经营</li> <li>提升管理</li> <li>防范经营风险</li> <li>做优做强主业</li> </ul>
民航局	<ul style="list-style-type: none"> <li>政策法规和规章制度</li> <li>工作会议</li> <li>定期汇报</li> <li>文件、通知、报告</li> </ul>	<ul style="list-style-type: none"> <li>建设民航强国</li> <li>安全保障</li> <li>增强保障能力</li> <li>坚持节能环保</li> </ul>
地方政府	<ul style="list-style-type: none"> <li>政策法规</li> <li>统计报表</li> <li>信息报送</li> <li>高层会晤</li> </ul>	<ul style="list-style-type: none"> <li>遵章守法</li> <li>税收</li> <li>节能减排</li> <li>扩大就业</li> </ul>
战略合作伙伴	<ul style="list-style-type: none"> <li>战略合作协议</li> <li>定期会晤</li> </ul>	<ul style="list-style-type: none"> <li>优势互补</li> <li>合作共赢</li> </ul>
客户	<ul style="list-style-type: none"> <li>合同、协议</li> <li>互动沟通</li> <li>访谈</li> <li>信息反馈</li> </ul>	<ul style="list-style-type: none"> <li>提供规范高效服务</li> <li>满足客户要求</li> </ul>
员工	<ul style="list-style-type: none"> <li>职代会、座谈</li> <li>培训</li> <li>建议及反馈</li> <li>工作沟通</li> <li>微博网站交流</li> </ul>	<ul style="list-style-type: none"> <li>权益保障</li> <li>职业发展</li> <li>教育培训</li> <li>薪酬福利</li> <li>健康安全</li> </ul>
供应商	<ul style="list-style-type: none"> <li>合同、协议</li> <li>日常业务交流</li> </ul>	<ul style="list-style-type: none"> <li>诚信守法</li> <li>平等合作、互利共赢</li> <li>长期合作关系</li> </ul>
非政府组织	<ul style="list-style-type: none"> <li>参与会议、活动</li> <li>提供必要支持</li> </ul>	<ul style="list-style-type: none"> <li>参与支持社团活动</li> <li>遵守章程</li> </ul>
社会公众	<ul style="list-style-type: none"> <li>信息披露</li> <li>新闻发布</li> <li>履行中央企业责任</li> <li>公益慈善</li> <li>员工志愿者</li> </ul>	<ul style="list-style-type: none"> <li>灾害救援</li> <li>积极参与公益活动</li> <li>环境保护</li> </ul>

Name of stakeholders	Communication mechanism and method	Expectations of stakeholders
SASAC	<ul style="list-style-type: none"> <li>Policies, laws and regulations</li> <li>Working meeting</li> <li>Periodic report</li> <li>Performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Retaining and incrementing the value of state-owned assets</li> <li>Operating business in compliance with laws and regulations</li> <li>Improving management level</li> <li>Preventing business risks</li> <li>Optimizing and strengthening core business</li> </ul>
CAAC	<ul style="list-style-type: none"> <li>Policies, laws and regulations</li> <li>Working meeting</li> <li>Periodic report</li> <li>Documents, notices, reports</li> </ul>	<ul style="list-style-type: none"> <li>Constructing a strong country in civil aviation industry</li> <li>Ensuring safety</li> <li>Enhancing support capability</li> <li>Sticking to energy saving and environment protection</li> </ul>
Local government	<ul style="list-style-type: none"> <li>Policies and laws</li> <li>Statistical statement</li> <li>Information and data report</li> <li>high-level meeting</li> </ul>	<ul style="list-style-type: none"> <li>Observing laws and regulations</li> <li>Tax</li> <li>Saving energy and reducing emission</li> <li>Increasing employment</li> </ul>
Strategic cooperation partners	<ul style="list-style-type: none"> <li>Strategic cooperation agreements</li> <li>Periodic meeting</li> </ul>	<ul style="list-style-type: none"> <li>Sharing complementary advantages</li> <li>Win-win</li> </ul>
Customer	<ul style="list-style-type: none"> <li>Contracts, agreements</li> <li>Interaction and communication</li> <li>Interview</li> <li>Feedback information</li> </ul>	<ul style="list-style-type: none"> <li>Providing standard and efficient service</li> <li>Satisfying customer requirements</li> </ul>
Employee	<ul style="list-style-type: none"> <li>Workers congress, informal discussion</li> <li>Training</li> <li>Suggestion and feedback</li> <li>Work communication</li> <li>Communication through microblog</li> </ul>	<ul style="list-style-type: none"> <li>Protecting employee's rights and interests</li> <li>Career development</li> <li>Education and training</li> <li>Compensation package</li> <li>Health and safety</li> </ul>
Supplier	<ul style="list-style-type: none"> <li>Contracts, agreements</li> <li>Daily business communication</li> </ul>	<ul style="list-style-type: none"> <li>Honesty and legal-compliance</li> <li>Cooperation on equal footing, mutual benefit, and win-win</li> <li>Long-term cooperation relationship</li> </ul>
NGO	<ul style="list-style-type: none"> <li>Participation in meetings and activities</li> <li>Providing necessary support</li> </ul>	<ul style="list-style-type: none"> <li>Joining and supporting club activities</li> <li>Observing rules</li> </ul>
Social public	<ul style="list-style-type: none"> <li>Information disclosure</li> <li>News release</li> <li>Fulfilling responsibilities of a SASAC-owned enterprise</li> <li>Public benefit and charity activities</li> <li>Employee volunteer</li> </ul>	<ul style="list-style-type: none"> <li>Disaster relief</li> <li>Active participation in public welfare and charity activities</li> <li>Environment protection</li> </ul>



# 02

## 经济发展责任

### ECONOMIC DEVELOPMENT RESPONSIBILITY





做强做优主业 | Strengthen and Optimize Core Business

飞机批量采购 Package Purchase of Aircraft

飞机批量采购是中国航材集团公司传统优势领域。飞机批量采购业务确立了集团在飞机采购领域配合国家执行外贸外交政策的独特地位。自2002年集团公司成立以来，共计签署17个批次1169架飞机批量采购框架协议，机型主要包括B737NG、B787、A320系列、A330、A380等各机型飞机。

Package purchase of aircraft is the traditional business in which CAS has lots of advantages. The package purchase of aircraft defines CAS's unique position to conduct business in coordination with the government's policies on international trade and foreign affairs. Since its foundation in 2002, CAS signed 17 package purchase contracts for a total number of 1169 aircraft, including mainly Boeing B737NG, B787, Airbus A320 Series, A330, and A380, etc.

集团公司通过与航空公司保持密切的日常工作沟通，及时交流机队规划、飞机采购、飞机选型、价格比较、新技术应用等方面的信息，特别加强和航空公司在飞机制造商新机型研发、推介阶段的讨论和研究，不断增进行业内的沟通与合作，发挥行业整体合力。

Through keeping a close daily work communication with the airlines, exchanging frequently with them information on fleet planning, aircraft procurement, model selection, price comparison, and the application of new technologies, especially through strengthening the discussion and investigation with them during the OEM's R&D and advance product promotion period, CAS has continuously strengthened its communication and cooperation with the civil aviation industry, and has made a good use of the combined force of the whole industry.



里程碑事件 Milestone Events

2003.04.

签订购买30架A320、A330空客飞机框架协议。April 2003, frame contract signed for the purchase of 30 Airbus A320 and A330.



2003.11.

与五家航空公司合作购买30架波音737飞机。November 2003, contract jointly signed by CAS and five airlines for the purchase of 30 Boeing B737.



2004.06.

签订购买20架空客A330飞机框架协议。June 2004, frame contract signed for the purchase of 20 Airbus A330.



2004.12.

签订购买23架空客A320飞机。December 2004, contract signed for 23 Airbus A320.





### 2005.01.

与六家航空公司购买 60 架波音 787 飞机。

January 2005, contract jointly signed by CAS and six airlines for 60 Boeing B787.



### 2005.12.

签订购买 150 架空客 A320 飞机框架协议。

December 2005, frame contract signed for 150 Airbus A320.



### 2006.04.

与八家航空公司合作购买 80 架波音 737 飞机。

April 2006, contract jointly signed by CAS and eight airlines for the purchase of 80 Boeing B737.



### 2006.10.26

签署购买 180 架空客 A320 系列飞机框架协议。

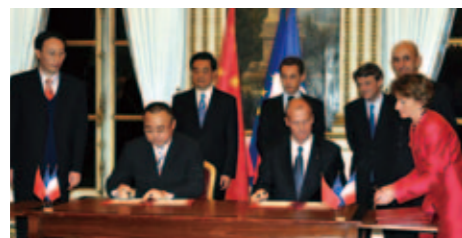
October 26, 2006, frame contract signed for 180 Airbus A320.



### 2010.11.04

签订购买 102 架空客飞机框架协议。

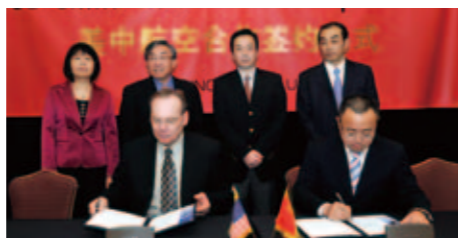
November 4, 2010, frame contract signed for 102 Airbus aircraft.



### 2011.01.20

签订购买 200 架波音飞机框架协议。

January 20, 2011, frame contract signed for 200 Boeing aircraft.



## ◇ 航空租赁 Aviation Leasing

集团公司自成立以来，一直致力于中国航空租赁市场的开拓与发展做有益的尝试和努力，在业务模式探讨和争取政府主管部门政策支持等方面做了很多工作。2006 年，集团公司航空租赁业务取得重大突破，在与飞机管理方面具有丰富经验的荷兰爱尔开普公司及航空融资市场的重要参与者法国东方汇理银行航空融资公司分别在中国和爱尔兰成立了合资租赁公司 - 奇龙航空租赁有限公司（以下简称“奇龙公司”）、爱尔兰奇龙航空租赁有限公司。

Since its foundation, CAS has been making valuable trials and efforts for the exploration and development of aviation leasing market in China. CAS has done a lot of work on the research of business modes and pushing for policy support from government departments in charge. In 2006, CAS achieved important breakthrough in aviation leasing business. It cooperated with AirCap in Ireland, a company with rich experience in aircraft management, and Calyon Airfinance, an important player in the aviation financial market, and founded two companies respectively in Ireland and China: Aerdragon Aviation Partners, Ltd., and Dragon Aviation Leasing Co. Ltd (Hereinafter referred to as Dragon Aviation).

作为中国境内最早运作飞机经营租赁业务的企业，也是唯一一家从事飞机经营租赁业务的中央企业，集团公司一直致力于服务全球市场尤其是中国及其它亚洲国家日益增长的飞机市场需求，向中国及世界范围内的航空市场和航空公司提供包括经营租赁、售后回租、飞机交易及第三方资产管理在内的全方位服务，力争尽快打破国外租赁公司垄断国内市场的局面，在国内外飞机租赁市场中获得一定的竞争地位。

As the first company in China engaged in aircraft operating lease and the only enterprise under SASAC conducting operating lease of aircraft, CAS has been devoting itself to serving the continuously increasing global market demand for aircraft, especially the market demand in China and other Asian countries, providing the Chinese and worldwide aviation market and airlines with full-range services, including operating lease, sale-and-leaseback, aircraft trading, and third-party asset management, etc. CAS has made great efforts to break the monopoly of domestic market by foreign leasing companies, and obtain some competitive advantages in domestic and international aircraft leasing markets.



2006年至2011年，奇龙公司先后接收15架A320-200飞机及2架B737-800飞机并顺利交付承租航空公司运营。预计“十二五”期间机队规模将达到30至40架。奇龙公司已成长为中国领先的、具有特色的飞机经营租赁公司，并在国内外飞机租赁市场中占据了一席之地，实现了在国内市场抢占空白点、积累经验、取得示范效应的初步目标。在开展业务的同时培养了自身的融资能力、运作能力和风险管理能力，为业务的进一步发展奠定了良好的基础。

From 2006 to 2011, Dragon Aviation accepted 15 A320-200 and 2 B737-800 aircraft, and leased them to the airlines for operation. It is estimated that by the end of the 12th Five-Year Plan Period, the flight fleet of Dragon Aviation will be increased to 30 to 40 aircraft. Dragon Aviation has grown up as the leading aircraft operating lease company in China with distinctive characteristics, and has secured a market niche in domestic and international aircraft leasing market. It has realized its initial targets for domestic market in several aspects: exploring and seizing market gap, accumulating experience, and achieving demonstration effect, etc. While conducting its business, Dragon Aviation developed its capability in financing, operation, and risk management, and established a good foundation for further business development.

#### ◇ 里程碑事件 Milestone Events

### 2007

奇龙公司开始飞机租赁业务实际运营。作为一家中国概念的公司，奇龙公司积极为中国的国有及民营航空公司服务。在各方股东的大力支持和协助以及公司全体员工的共同努力下，2007年2月8日，奇龙公司完成了第一架飞机的交付——一架全新的A320-200飞机经营租赁给上海吉祥航空公司运营；当年10月，奇龙公司购买一架在租的A320飞机，经营租赁给东南亚的一家航空公司运营，业务实现了开门红，取得了良好的成绩。

2007年末，奇龙公司与空中客车公司正式签署购买十余架全新A320-200飞机采购协议。

In 2007, Dragon Aviation started its real operation of aircraft leasing. As a company related to China, it actively served Chinese state-owned and private airlines. With the great supports and coordination from the shareholders and the joint efforts of the employees, Dragon Aviation delivered its first aircraft on Feb. 8, 2007 - a brand-new A320-200 - to Shanghai Juneyao Airlines through operating lease; Also in October of the same year, Dragon Aviation bought an A320 in leasing, and leased it to an airline in Southeast Asia. Dragon Aviation realized a good start, and achieved a good performance.

At the end of 2007, Dragon Aviation signed the official contract with Airbus for the purchase of over 10 brand-new A320-200 aircraft. Despite the worldwide financial crisis and the global economic recession, Dragon Aviation accepted 9 A320 aircraft from 2009 to 2010, and successfully delivered them to domestic and international airlines.

### 2009

在金融危机和世界经济普遍下滑的大背景下，2009年，奇龙公司从空客成功接收7架A320飞机，并顺利交付给航空公司，租赁合同履行情况良好。值得一提的是，2009年6月，奇龙公司接收了空客天津总装线生产的第一架A320飞机，并交付四川航空公司运营。空客天津项目是中欧合作的典范，是世界民航领域的经典之作，得到国家各方面的重视和支持，第一架飞机也是民航用户乃至政商界关注的焦点。奇龙公司经过多方努力获得首架组装飞机采购机会，并抓住这一契机积极做好品牌宣传工作，在中国乃至全球航空市场建立起了良好的专业形象和声誉。

Despite the financial crisis and worldwide economic recession in 2009, Dragon Aviation accepted seven A320 airplanes from Airbus and successfully delivered them to the airlines. The related lease contracts were well performed. In June 2009, Dragon Aviation accepted the first A320 airplane assembled by Airbus(Tianjin) FAL, and delivered it to Sichuan Airlines for operation. The cooperation on Airbus (Tianjin) FAL is a paradigm for Sino-European cooperation as well as a classic endeavor in civil aviation all over the world. It has received attention and supports from many organizations in the country. Moreover, such very first airplane has attracted the attention of not only the civil aviation users, but also the politicians. Dragon Aviation obtained the opportunity to purchase the first assembled airplane through many efforts, and seized the opportunity to actively perform brand publicity works, so as to establish a good professional image and reputation in China and even the global aviation market.

### 2010

奇龙公司顺利接收了两架A320飞机并分别租赁给土耳其自由鸟航空公司和吉祥航空公司。

In 2010, Dragon Aviation accepted two A320 airplanes and leased them to Freebird Airlines in Turkey and Juneyao Airlines in China respectively.





## 2011

4月和5月，奇龙公司在美国西雅图先后接收两架全新 B737-800 飞机并交付山东航空公司，两架飞机是奇龙公司向西班牙欧罗巴航空公司（Air Europa）购买的全新二手飞机，公司经过积极的努力，最大限度地争取到了中国民航局、波音公司、山东航空公司、Air Europa、中国进出口银行、山东太古公司等各方面的支持和配合，胜利完成了两架飞机的交付任务。在这两架波音飞机的交付过程中，奇龙公司以专业的精神和创新的勇气发展新的业务模式，实现了在生产线上将飞机出口适航标准由出口欧洲改为出口中国；在中国进出口银行的配合下，实现了在飞机价款调度环节的最佳的风险控制；与山东航空公司协商修改接机条件，实现了批准飞机空舱调机回济南，开创了飞机租赁史上的先例，降低了费用和 risk。上述两架飞机的引进，一方面丰富了公司的机队类型，使业务服务领域进一步扩大，拓展了客户；另一方面，在创新商业模式的过程中也进一步提高了团队的业务能力。在这一具体业务模式上，奇龙公司又一次成为行业的先行者，赢得了客户的信任，取得了真正的双赢结果。

To further enlarge its flight fleet, Dragon Aviation consecutively accepted two brand-new Boeing B737-800 in Seattle, USA in April and May of 2011 and delivered them to Shandong Airlines. These two brand-new second-hand aircraft were bought from Air Europa in Spain. Through its active efforts, Dragon Aviation won maximum supports and cooperation from CAAC, Boeing, Shandong Airlines, Air Europa, The Export-Import Bank of China, and Taikoo Aircraft Maintenance Engineering Co. Ltd. (Shandong), and successfully completed the delivery of the two aircrafts. During the delivery process, Dragon Aviation demonstrated its creativity in exploring new business mode. Through its leading coordination with Boeing, it realized replacing the airworthiness standards for export to Europe with those for export to China while the aircraft was being assembled on the line. With the coordination from the Export-Import Bank of China, it realized the best risk management in the arrangement of aircraft payment. By negotiating with Shandong Airlines on changing the aircraft acceptance conditions, Dragon Aviation realized the ferry flight to Jinan with empty cabin, which was reduced the costs and risks. On one hand the introduction of these two aircraft has enriched the aircraft type of Dragon Aviation's flight fleet, increased the range of business services and extended its customer base; the creativity arising in the process and the resulting surpassing of competitors on the other hand have further strengthened the working team's business capability. Because of the specific business mode of this transaction, Dragon Aviation again became the forerunner of the industry again. It did what its competitors had never done before, and thus won trust from its customers and achieved win-win results for both.

## ◇ 航材共享 Pooling of Aviation Supplies

航材共享，是指多家航空公司共享一个航材支援系统。该模式是一种全新的解决航材富余和沉淀的方案，为优化航材资源配置和管理流程开启了崭新的篇章。

Pooling means that several airlines share the same supporting inventory for aviation materials. This business mode provides a completely new solution for redundant and dead stock of aviation materials, and opens up a new chapter in the optimization of inventory configuration and management process.

在航材共享模式下，航空公司可以享受到共享航材保障的相关服务。通过按飞行小时、按起降次数、按件号或按租赁费等多种付费方式付费。研究表明，选择航材共享方式来实现航材保障的航空公司，其航材保障成本比自身保障航材的方式要低大约 20%，是一种行之有效的控制成本方法。

Under the pooling mode, the airlines can get relevant supporting services from the shared inventory. The airlines can make the payment in many forms such as power-by-the-hour, per flight cycles, per part numbers, or per leasing rent, etc. Studies have shown that satisfying the demand for aviation materials by means of pooling can lower the cost by 20% compared with self-sufficient inventory, and proved that pooling is an effective way to control cost.

集团公司作为中国民航三家航空保障集团之一，一直致力于为航空公司等客户提供以航空器材保障为主的综合性保障服务，航材共享是集团公司“十二五”规划中确定的重点业务领域，目标是在行业主管部门的指导下，不断提升航材管理能力，搭建电子商务平台，与各航空公司开展合作，共同建设中国民航行业的航材共享平台，优化航材资源配置，促进行业更健康的发展。

As one of the three supporting group companies in Chinese civil aviation industry, CAS has always been making great efforts to provide the airlines with comprehensive services in aviation supplies. Pooling of aviation supplies is defined by CAS's 12th Five-Year Plan as a key business section of CAS. The target is that under the leadership of the governmental department in charge, CAS will continuously improve its capability in the management of aviation supplies, establish the e-commerce platform, and conduct cooperation with various airlines to jointly construct the pooling platform for Chinese civil aviation industry, optimize the inventory configuration, and promote a healthier development of the industry.

“通常的做法是：由一个或多个参与者共同投入资源，建立多方共享的航材库，由一家实力强大、航材储备充足的管理者管理，以最低的成本实现库存最优化和运营支持。”

The general practice is: One or more parties will jointly invest in resources and set up the pool of aviation materials which will be shared by many parties and managed by a party having a strong capability and sufficient inventory, thus realizing inventory optimization and operation support at the lowest cost.



集团公司在航材共享业务上具有的优势:

CAS has many advantages in the pooling business:

- 1** 作为中国民航唯一一家具有中立地位的专业航材保障集团，可以向中国的各航空公司提供航材保障服务；
- 2** 具备与国外供应商和国内航空公司良好的合作关系；
- 3** 具有多年从事航材保障业务的丰富经验和较为完备的物流设施和管理系统；
- 4** 拥有一定的资金实力和良好的信用。

- 1** as the only neutral professional organization for aviation supplies, CAS can provide supporting services to all airlines in China;
- 2** CAS has a very good cooperation relationship with both international suppliers and domestic airlines;
- 3** CAS has many years' experience in supporting aviation supplies, and possesses a sophisticated logistics and management system.
- 4** CAS has a strong finance capability and a good reputation in the industry.



◇ 里程碑事件 Milestone Events

**2008**

中国航材集团公司所属西南有限公司成功与中国国际航空股份有限公司签订航材订货总协议，为公司销售业务的发展提供了有力的保障，在航材寄售、分销业务方面取得了重要发展。

CAS Southwest Branch Company concluded a general agreement of material procurement with Air China in 2010, which provided a strong guarantee for the development of its sales business, and led to a big progress in the development of its consignment and distribution business of aviation materials.

**2009**

集团公司所属中国航空器材集团西北有限公司率先推进航材共享工作，与东航集团签署了航材保障协议、航材信息共享协议、富余航材寄售协议、航材AOG租赁/价拨代理服务协议、消耗件寄售协议等，为航空公司提供了器材保障解决方案。同年，经过严格审核获得了东航合格供应商证书，为开展航材共享业务奠定了基础。

In 2009, China Aviation Supplies Northwest Corporation (CAS Northwest), a subsidiary under CAS, started pooling business first, and signed several contracts with China Eastern Airlines, including: Contract on the Supporting of Aviation Materials, Contract on the Sharing of Data Related to Aviation Materials, Contract on the Consignment of Redundant Aviation Materials, Agency and Service Contract on the Leasing and Parity Allocation of AOG Parts, Contract on the Consignment of CES Parts, etc. Through these contracts, CAS Northwest provided a solution to China Eastern for the supporting of aviation materials and reduced its inventory cost. In the same year, after strict audit, CAS Northwest was certificated as a Qualified Supplier, and set up a good foundation for future pooling businesses.

集团公司所属中国航空器材上海有限公司与波音等制造商合作开展了COS（客户运行支援）等项目，其核心理念是“以最小最合理的库存来支援最大数量的客户和机队，实现航材库存管理的最低成本和最高效率”。通过这些项目的运作，积累了丰富的管理经验，为今后进一步与各方合作开展真正意义上的航材共享做好了准备。

China Aviation Supplies Shanghai Corporation, a subsidiary of CAS, cooperated with Boeing and other manufacturers on the COS (Customer Operation Support) program and other programs. The core idea behind the programs was to support the maximum number of customers and flight fleet with the lowest reasonable inventory, and realize the lowest cost but the highest efficiency in inventory management. Through the operation of those programs, CAS accumulated lots of experience, and got prepared for the real pooling businesses with many parties in the future.



## 2011

5月，中国民航发展论坛上，集团公司正式向业内推出了航材共享服务计划，可概括为四步走战略。第一步，各航空公司剩余航材和报废航材的处置；第二步，实现富余航材的共享；第三步，开展部分航材的批量采购和共享，争取与各航空公司合作实现部分高价流转件的共享，逐步实现部分航空公司外包的航材保障率；第四步，逐步实现全行业的航材共享，搭建统一的电子商务平台，建立更多的航空公司参与的航材共享库，在政府指导下逐步实现全行业的航材共享。

On the Forum for the Development of Chinese Civil Aviation Industry held in May 2011, CAS officially submitted to the industry the proposal on the pooling of aviation materials, which could be summarized as a four-step strategy. First, handle the remnant and invalidated aviation materials of the airlines; Second, realize pooling of redundant aviation materials; Third, start package purchase and pooling of certain parts, try to realize cooperation with airlines on the pooling of some high-value rotables, and gradually reach the required service level for the outsourced support of aviation materials for some airlines; Fourth, gradually realize the pooling of aviation materials across the industry, set up a uniform e-commerce platform, build up a pooling inventory with the participation of a larger number of airlines, and gradually realize pooling across the whole industry.

## 2011

9月，集团公司承办由中国民用航空局组织召开的中国民航航材共享会议，民航局、集团公司与国航、南航、东航、海航四大航空运输集团及民航维修协会相关领导参加会议。与会代表高度认同航材共享业务模式的重要意义。会议主要围绕如何提高航材综合保障能力，加强航材供应监管，打造航材共享平台，优化航空器材的资源配置，增强航材保障的可靠性展开讨论。经过充分的讨论，与会代表在建设民航富余航材处理平台，推动制定相关行业政策和标准、成立富余航材处理工作组、建立长效工作机制等方面达成了共识。

In September 2011, with sponsorship from CAAC, CAS organized the Pooling Conference for Chinese Civil Aviation Industry. Officials from CAAC, CAS, the four air transportation group companies (Air China, China Southern Airlines, China Eastern Airlines, Hainan Airlines), and China Civil Aviation Maintenance Association participated in the meeting. The participants of the meeting highly recognized the important implications of pooling business mode. The meeting concentrated on topics including how to improve the comprehensive service capability for aviation materials, how to strengthen the supervision on the supply, how to build the pooling platform, how to optimize the resource configuration of aviation materials, and how to enhance the reliability of supporting, etc. After thorough discussions, the participants reached agreements on many aspects such as the construction of a platform for the handling of redundant aviation materials in the civil aviation industry, the promotion for the drafting of relevant industry policies and standards, the establishment of a working team for handling redundant aviation materials, and the development of a long-term working mechanism, etc.

## 2011

12月，集团公司所属中国航空器材进出口有限责任公司与中国商飞上海飞机客户服务有限公司签署了《战略合作框架协议》。作为两家在民航领域具有特殊地位的中央企业，框架协议的签署标志着双方在未来国产民用飞机的航材保障体系建设与合作等方面达成了多项共识。双方将凭借在专业领域的优势和地位，力争在国产飞机的航材服务保障领域取得突出的成绩、实现共赢，为国产飞机的发展与壮大保驾护航。

In December 2011, China Aviation Supplies Import & Export Corporation, a subsidiary of CAS, and COMAC Shanghai Customer Service Co. Ltd. signed the Strategic Cooperation Frame Contract. As two state-owned enterprises under SASAC with special influences in the civil aviation industry, CAS and COMAC's signature of the Frame Contract signified that the two parties reached agreements on many issues including the construction of the supporting system of aviation supplies for the future China-made commercial aircraft and the potential cooperation. The two companies will make use of their advantages and influences in their respective fields, try to accomplish remarkable achievement in the supporting of aviation materials for the China-made commercial aircraft, realize a win-win result, and guarantee the development and growth of the aircraft made in China.





### ◇ 通用航空 General Aviation

自 1980 年中国航空器材公司（集团公司前身）成立以来，集团公司在为国内各航空公司引进 1800 余架运输飞机的同时，为民航飞行学院、民航大学、民航飞行校验中心及新疆通航、北大荒通航等国内多家通用航空公司及众多私人客户引进各型通用飞机 400 多架及各机型的模拟机、航空器材等，占在册通用飞机数量的近一半。与国际上各通用飞机制造商、发动机制造商、航材分销商保持密切的合作关系，是国内通用飞机及通用航空器材进口的主渠道，历年来为中国通用航空产业的发展做出了积极的贡献。

Since the foundation of China Aviation Supplies Corporation (CASC, the predecessor of CAS) in 1980, CAS has not only introduced over 1800 transportation aircraft for airlines in China, but also imported over 400 general aircraft of various types, simulators, and aviation supplies for many general aviation operators, including Civil Aviation Flying University of China (CAFUC), Civil Aviation University of China (CAUC), Flight Inspection Center of CAAC, Xinjiang General Aviation Co. Ltd., and Beidahuang General Aviation Co. Ltd. etc., and many other private customers. The general aircraft purchased through CAS take almost 50% of all the general aircraft registered in China. CAS maintains a close cooperation relationship with international general aircraft manufacturers, aero engine manufacturers, and distributors of aviation materials. CAS is the main channel in China for the import of general aircraft and its aviation materials, and has positively contributed to the development of general aviation industry in China in the past decades.

近年来，随着通用航空的发展，集团公司凭借多年来在通用飞机领域积累的丰富经验和与国外厂商建立的长期合作关系，以及先进的质量管理体系、计算机业务管理信息系统、仓储物流网络等硬件条件，不断拓展通用航空业务领域，从飞机、航材采购等逐步向工程技术、维修、机型培训等环节延伸，取得了可喜的成绩。集团公司将通用航空确定为“十二五”期间发展的重点业务领域，决心围绕公务机市场努力实现通航全产业链发展。

In recent years, along with the development of the general aviation industry and on the basis of the software and hardware advantages such as the rich experience CAS has accumulated in general aviation, the long-term cooperation relationship it has established with manufacturers abroad, the advanced quality management system, the business management IT system, and the logistics network it has set up, CAS has continuously broadened its businesses in general aviation and expanded them from the purchase of aircraft and materials to engineering technologies, MRO, and type training, etc. Up to now, CAS has achieved satisfactory results for these businesses. General aviation has been decided by CAS to be one of its key business fields during the 12th Five-Year Plan Period, and CAS will try to realize the development of business along the whole industry chain of general aviation by focusing on business aviation.

### ◇ 里程碑事件 Milestone Events

#### 2011

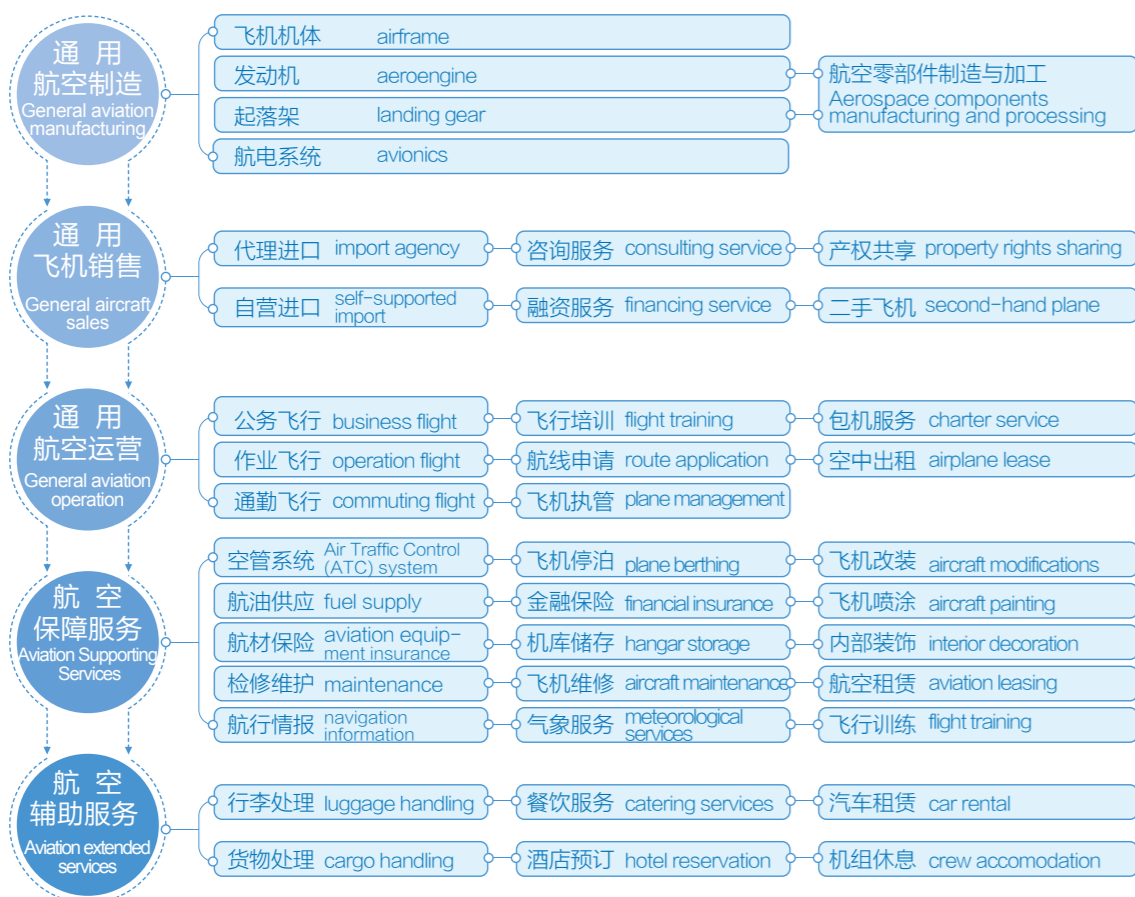
集团公司与民航业内合作单位达成战略合作意向，拟合资成立一家公务机公司，实现公务机飞行、运营、维修、地面保障、培训等为一体的全产业链发展。

CAS signed MOA for strategic cooperation with potential cooperators in the civil aviation industry, and planned to set up a joint-venture business aviation company, which would be engaged in integrated full-chain development of business aviation, including flight execution, business operation, MRO, ground support, and training, etc.

#### 2011

10月，集团公司参与承办在西安举行的中国国际通用航空大会，这是历史上参展厂家数、飞机数和参观人数最多的一次通用航空展览。集团公司在通航大会的高峰论坛上宣传了集团公司在通航领域特别是公务机市场的发展规划，独立承办了大会的私人静态飞机展，展示了集团公司在通航领域的实力和打造通航全产业链的坚定决心。本次通航大会为集团公司宣传通航业务、着力打造通用航空全产业链提供了良好的契机。

In October 2011, CAS participated in the organization of China International General Aviation Convention held in Xi'an. That convention was the exhibition of general aviation with the largest number of exhibitors, aircraft, and visitors. At the Summit Forum of the Convention, CAS publicized its development planning for general aviation, especially business aviation. CAS solely organized the static display of private aircraft for the Convention, and demonstrated its capability and resolution to develop its full-chain general aviation business. The General Aviation Convention provided a good opportunity for CAS to advertise its general aviation business and to launch great efforts for building it.





### ◇ 航材维修与制造 Aviation Component MRO and Manufacturing

2004年，集团公司开始涉足航材维修与制造业务领域，搭建了航材维修与制造业务的投资平台——控股北京凯兰航空技术有限公司。八年来，通过对内加大企业改革及整合力度、对外投资优质实体项目，使北京凯兰公司逐步创建了以飞机机轮刹车销售和维修为主体的核心竞争力，搭建了与国际化接轨的管理平台，业务涉及飞机刹车盘销售与机轮刹车维修、航空电子与机械附件修理、航空零部件表面处理、复合材料修理、飞机结构修理、航空零部件制造及技术咨询等领域，总资产逾2.5亿元，资产累计增值约2.2亿元，成功搭建了集团公司坚实的航空维修与制造专业板块。

In 2004, CAS started its involvement in MRO and manufacturing business, and established the investment platform for MRO and manufacturing - Beijing Kailan Aviation Technology Co. Ltd. (Beijing Kailan). In the past eight years, through reinforced internal reformation and integration, and external investments in high-quality industrial projects, Beijing Kailan has gradually established its core competence around the sales and repair of aircraft wheel brakes, and has set up a management platform for the integration with the industry abroad. Kailan's business scope covers the sales and repair of aircraft wheel brakes, repair of avionics and mechanic parts, surface treatment of aviation parts, repair of composite materials, repair of airframe structural parts, manufacturing of aviation parts, and technical consulting, etc. It owns a total asset of 250,000,000RMB, and has increased its assets accumulatively by 220,000,000RMB. Kailan has been successfully turned into the sound and solid business segment of MRO & Manufacturing under CAS.



在飞机刹车销售领域，北京凯兰公司的国产飞机刹车产品覆盖全部波音与空客机型。其中，与百慕高科共同研发的国产钢刹车获得中国民航科技进步一等奖、碳刹车技术及产业化获国防科工委科技进步三等奖。截至2011年底，累积销售总额已达到5亿元人民币，为国内航空公司节约成本上亿元，打破了进口刹车的垄断局面。

Beijing Kailan's aircraft brake PMA parts cover all types of Boeing and Airbus aircraft. The steel brake disc program jointly developed by Kailan and Baimtec won the First Prize of Scientific and Technologic Progress awarded by CAAC, whereas the carbon brake disc technology and its industrialization won the Third Prize of Scientific and Technologic Progress awarded by COSTIND. By the end of 2011, the accumulated sales volume reach 500,000,000RMB, saved more than 100,000,000RMB for the procurement cost of domestic airlines, and broke the monopoly of market by imported brake discs.

在航空维修服务领域，北京凯兰公司具备中国民航主要机型的轮毂、刹车及其附件的修理和翻修能力，已成为国内名列前茅的第三方机轮刹车维修服务供应商，以及国内首家能够为所有航空公司提供飞机刹车维修、交换、租赁等全方位“一站式”服务的专业刹车维修企业。

In MRO business, Beijing Kailan has acquired capability for the repair and overhaul of the wheels, brakes and accessories for the major aircraft types of Chinese civil aviation flight fleet, and has become the leading third-party service provider for the repair of aircraft wheels and brakes. Beijing Kailan is the first MRO enterprise in China that can provide one-stop services for aircraft brakes, including repair, exchange, and leasing, etc.



### ◇ 里程碑事件 Milestone Events

#### 2004

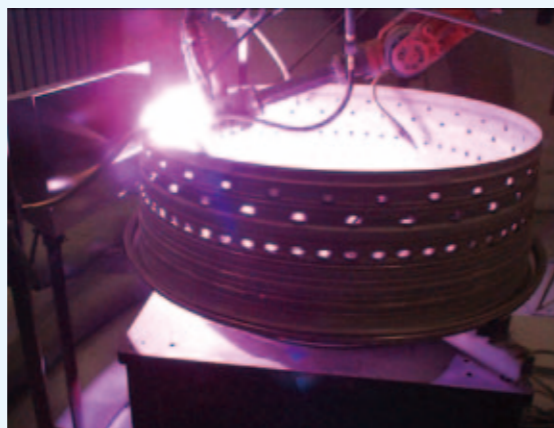
2月，中国航材集团向北京凯兰公司注资后获得62%股权并成为控股方。

In February 2004, CAS invested in Beijing Kailan for 62% of its equity and become the majority shareholder.

## 2006

12月15日，北京凯兰公司与德国克劳斯航空技术公司合资成立西安凯龙航空技术有限公司（简称“西安凯龙”）。西安凯龙是中国首家最全面、以航空特种工艺为主的专业维修厂，其中，热喷涂工艺（等离子和高速火焰喷涂）处于同行业领先水平。电镀车间涉及约48种工艺、128个电镀及化学槽和数百种原材料，是国内电镀产品最全的特种工艺维修厂。

On Dec. 15, 2006, Beijing Kailan signed a joint-venture contract with Krauss (German) Aviation Technology Co. Ltd. and established Krauss (China) Aviation Technology Co. Ltd. (hereinafter referred to as Krauss China). , Krauss China is the first professional repair corporate in China with comprehensive capabilities in aviation special processes, among which the thermal spraying process (Plasma and HVOF Spraying) is the most advanced in the industry. The electroplating workshop is capable of 48 special processes, owns 128 plating and chemical tanks, and has hundreds of types of raw materials in stock. It is the special process repair company with the largest range of electroplate products in China.



## 2007

北京凯兰公司和美国 TRUMPH 国际航空集团下属企业美国 MEXMIL 中国公司共同注资成立北京凯美兰兴航空科技有限公司（简称“凯美兰兴公司”），主要研发、生产航空隔音、隔热毯。凯美兰兴公司的建立填补了国内在隔音隔热毯制造领域的行业空白。目前，凯美兰兴公司已顺利获得 AS9100 质量体系认证、完成空客生产审定工作、进入 MEXMIL 空客供应商体系、具备年产 10 万条的航空隔音隔热毯批量生产能力。

Kamex (China) Co. Ltd. was founded in January 2007 jointly by Beijing KaiLan Aviation Technology Co. Ltd. and MEXMIL (China) Co., and is specialized in the development and manufacturing of aircraft thermal-acoustic insulation blankets. Kamex was founded to fill the domestic market gap for the manufacturing of aircraft thermal-acoustic insulation blankets. At present, Kamex has acquired the AS9100 quality system accreditation, been audited and approved by Airbus for serial production, and incorporated into the MEXMIL airbus supplier system. It is capable of producing 100,000 aircraft thermal-acoustic insulation blankets per year.

## 2007

9月，《中国航空器材进出口集团公司与香港禧星有限公司的合资合同》在北京正式签署，次年5月，凯兰公司获得合资企业营业执照，正式成为台港澳合资企业。与此同时，国有全资子公司向港澳台合资企业的转变也在推动北京凯兰与国际接轨、强化以董事会为核心的企业建设、提高公司治理水平等诸多方面起到了积极推进作用。

In September 2007, the Joint-Venture Contract between CASGC and Far East Holdings International was signed officially in Beijing. In the next year, Beijing Kailan was granted the license for a joint-venture and become a joint venture between mainland corporate and those from Hong Kong, Macau, and Taiwan. The introduction and strategic investor increased the registered capital of Beijing Kailan to 150,000,000RMB, and set up a good foundation for its future IPO. At the same time, the change from a fully state-owned company to a joint venture with capitals from Hong Kong, Macau, or Taiwan also actively helped Beijing Kailan promote its integration with the global industry, enhance corporate construction around the Board of Directors, and improve the level of corporate governance, etc.

## 2008

7月，北京凯兰公司明确了“作为中航材集团公司具有一定资产规模和效益的航空制造与维修专业板块，北京凯兰公司将成为航空维修与制造目标细分市场的重要参与者”的战略定位，同时，确立了北京凯兰公司“以飞机机轮刹车装置的制造、销售与维修为核心业务、成为业内具有相当规模和竞争优势的实体，并以此为依托在航空制造与维修领域进行相关的多元化投资”的发展模式，为公司未来的健康发展指明了方向。

In July 2008, Beijing Kailan concluded it as: being the MRO and manufacturing segment of CAS with a total asset above certain scale and a good capability in profit generation, Beijing Kailan will become an important player in the targeted market segment of MRO and manufacturing. The business development mode was also decided on that symposia-to center on the manufacturing, sale, and repair of aircraft wheel brakes, become an industrial company with a fairly large scale and competitive edges, and, on the basis of these businesses, engage in diversified investment in related business areas. The definition of the corporate strategy and development mode clearly indicated a healthy direction for the company's future development.

## 2011

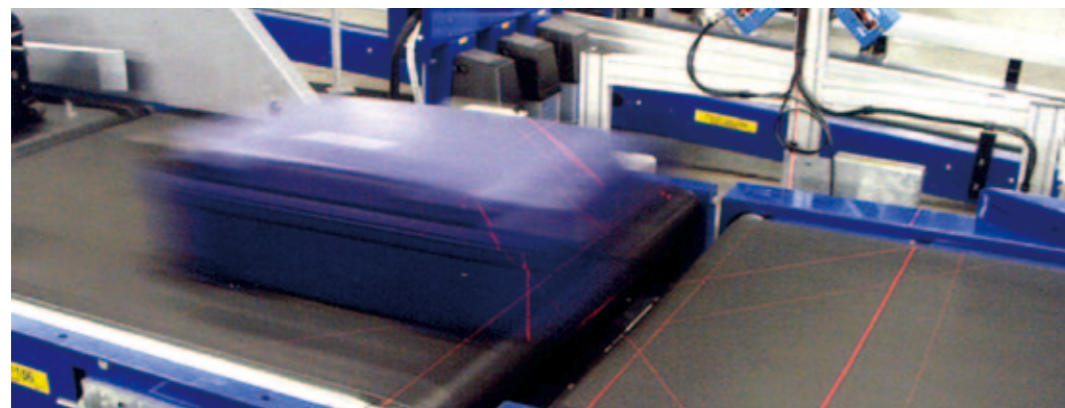
8月，北京凯兰公司增资深圳汉莎，持有其 20% 的股权，进一步提升北京凯兰品牌价值。

In August 2011, Beijing Kailan increased its investment in Lufthansa Technik (Shenzhen), and its share of equity reached 20%, which further promoted the brand value of Beijing Kailan.



## ◇ 地面设备与工程 Ground Equipment and Engineering

集团公司地面设备与工程业务始于 1993 年，中国民航事业的迅猛腾飞，为集团公司地面设备与工程业务提供了广阔的发展空间。作为集团公司地面设备与工程业务的产业投资平台，十多年来，中国民航技术装备有限责任公司为四十多个机场、航空公司引进各类机场专用设备，先后承担了民航总局跑道摩擦测试车、机场大型应急救援设备及扫雪、除雪设备等大宗政府采购任务和跑道刻槽机、清洗机、高压冲洗车等机场维护设备，并为十多个机场扩建及新机场建设项目采购供应各类物资材料，为中国民航地面设备与工程领域做出了突出的贡献。多年来，中国民航技术装备有限责任公司不断巩固和扩大在民航设备招标、采购市场中的主导地位 and 影响力，并逐步向会展、出口、贸易、技术开发、技术合作和地面设备生产制造研发等相关领域拓展，充分发挥各项业务的协同作用，已成为以民用航空设备招标、进出口业务为主、多种协同业务为辅的民航地面设备行业优秀的综合服务提供商。



The ground equipment and engineering business started in 1993, when the Chinese civil aviation industry underwent a very rapid development and provided a big space for CAS to develop its ground equipment and engineering business. As the industrial investment platform for the ground equipment and engineering business of CAS, in the past ten years, China Civil Aviation Technology and Equipment Corporation Limited (Avitec) has introduced lots of special equipment for over 40 airports and airlines. It has implemented many government bulk-purchases for test vehicles for runway friction demanded by CAAC, large emergency-and-rescue equipment for airports, and snow removal truck and devices, etc. It has also provided maintenance services for airport equipment such as runway grooving machine, cleaning machine, and high-pressure washing truck. Besides, Avitec has purchased and supplied various kinds of materials for over 10 newly built or expanded airports. Avitec has done an outstanding contribution to the ground equipment and engineering business of Chinese civil aviation industry. For many years, Avitec has been continuously strengthening and expanding its leading position and influence in the tendering and purchase of civil aviation equipment. At the same time, it has gradually extended its business to exhibition, export, trading, technical R&D, technology cooperation, and the R&D and manufacturing of ground equipment. It has fully made use of the synergy of various businesses, and has become an excellent comprehensive service provider in the civil aviation equipment industry, with a core business in tendering, import and export of equipment and an extended but correlated business in other areas.



## ◇ 里程碑事件 Milestone Events

**2000**

航材公司招标部取得国际招标甲级资质。

In 2000, the Tendering Department of CASC was granted a first-class license for international tendering.

**2003**

北京、上海、广州三大区管中心采购招标项目成为中航材国际招标有限公司首个招标金额超过 10 亿元的国际招标项目。

In 2003, China Aviation Supplies International Tendering Co. Ltd. (CASTIC) launched its first tendering project with a value of over 1,000,000,000RMB for the three regional air traffic control centers in Beijing, Shanghai, and Guangzhou;





## 2006

中航材国际招标有限公司完成国航地面特种车招标项目，此项目分为两个标，包括 33 个子包，创下一个标项下子包数量最高纪录，也为国航保障 T3 的顺利运营做出了贡献。

In 2006, tCASTIC completed a tendering project regarding the ground special vehicles of Air China. The Project called for two biddings with 33 packages and set the record of the largest number of packages in a bidding. In addition, it also contributed a lot to ensure the successful operation of Air China at T3.

## 2007

中航材国际招标有限公司承接首都机场 T3 航站楼配餐楼，旅客过夜用房，综合大楼以及首都机场东扩办公区附属建筑及综合仓库的相关工程的招标工作，包括 T3 航站楼的冷水机组，弱电工程，太阳能热水器，候机廊翅式散热器，消防火灾报警系统工程等 17 个涉及多个领域的工程项目。

In 2007, the Company undertook the tendering project for the catering buildings of T3 terminal, passenger rooms for overnight stay, comprehensive buildings, and the accessory buildings and general warehouses of the eastward expanded office area at the Capital Airport. The tendering covered the water chilling unit, weak current engineering, solar water heater, wing-typed radiator on the waiting gallery, fire fighting and fire alarm system and other engineering projects involving 17 fields at T3 terminal.

## 2008

中航材国际招标有限公司取得中央投资项目招标代理乙级资质。

In 2008, CASTIC was awarded the Grade B qualification for tendering agent of projects invested by the central government.

## 2008

中航材国际招标有限公司完成民航局奥运安保设备采购任务，为奥运会安全顺利召开奠定了基础。

In 2008, CASTIC successfully completed the purchase of Olympic security equipment for CAAC, establishing a good foundation for the successful holding of the Beijing Olympic Games.

## 2009

中航材国际招标有限公司取得政府采购代理甲级资质。

In 2009, CASTIC was awarded the Grade A qualification for government purchase agent.

## 2009

中航材国际招标有限公司完成空管自动化系统、民航空管移动应急指挥系统工程甚高频共用系统设备、内话系统、民航甚高频数据链升级改造网控中心设备及商用软件等多个项目的招标采购工作，为民航空管建设的发展做出了积极的贡献。

In 2009, CASTIC successfully completed many tendering projects and contributed a lot to the development of ATC construction in civil aviation. The tendering projects include: ATC Automation System, Shared VHF System Device for Mobile ATC Emergency Commanding system, Interphone System, and the Hardware and Commercial Software of the Network Control Center in the Upgrading and Modification Engineering of Civil Aviation VHF Data Link, etc.





## 2010

中航材国际招标有限公司取得并开展了西南区管中心建设项目、西北区管中心建设项目、中西部地区雷达管制工程昆明空管自动化系统、成都区域管制中心语音交换控制系统等重大空管建设项目。完成成都区管中心建设项目中的一些监理、工艺安装等工程项目的招标工作。为民航空管建设的发展做出了积极的贡献。

In 2010, CASTIC obtained and carried out the important ATC construction projects such as the construction of Southwest Regional ATC Management Center and Northwest Regional ATC Management Center, the automation system for Kunming ATC within the radar control engineering projects for the central and western area, and voice exchange control system in Chengdu Control Center. It also completed the tendering works of the project such as supervision and technical installation in Chengdu Management Center. All these have actively promoted the development of civil aviation ATC construction.

## 2011

中航材国际招标有限公司签署重庆机场四期扩建民航专业设备项目招标代理协议，为继续为民航机场建设提供有力的保障。

In 2011, CASTIC concluded a tendering agent agreement for the procurement of special equipment in the Phase IV Expansion of Chongqing Airport, and continued to provide strong supports to the construction of civil airports.

### 区域经济 | Regional Economy

2002-2011年，集团公司以北京为中心，建有辐射西南、西北、上海、天津、沈阳、广州的全国性服务网络。各分支机构在为集团公司业务发展做出贡献的同时，也为当地经济发展发挥了积极的促进作用。

From 2002 to 2011, CAS has established a country-wide service network with the hub in Beijing and many outstations in Chengdu, Xi'an, Shanghai, Tianjin, Shenyang, and Guangzhou, etc. While making contributions to the development of CAS, the subsidiaries have also actively promoted economic development in the areas where they are located.



### 自主创新 | Independent Innovation

#### 航材共享 Pooling of Aviation Supplies

集团公司开展富余航材处置以及航材的共享保障业务，对于提升国内航空运输业的航材管理水平，降低航空航材保障成本，加强航材的动态管理，提高行业的航材资源使用效率和国有资产保值增值等方面具有重大的现实意义。

The handling of redundant aviation materials and pooling are of great significance to promoting the management level of aviation supplies in the domestic air transportation industry, reducing the supporting cost for aviation materials, strengthening dynamic management of inventory, improving the utilization of aviation material sources, and retaining and incrementing the value of state-owned assets.

### ◇ 合同能源 Energy Management Contract (EMC)

集团公司努力致力于为各航空公司、机场、空管系统和民航相关单位提供节能减排的政策咨询、能源审计，合同能源管理项目方案的规划、设计、实施和运作，节能和新能源项目投资等服务。以“科学发展观”为指导，立足民航业，利用行业内的丰富经验和良好的客户关系，与各行业节能领域的顶级企业开展合作，以合同能源管理为主要经营业务模式，以融资租赁为资金筹措手段，靠引进先进节能技术与资本双轮驱动、协同发展。

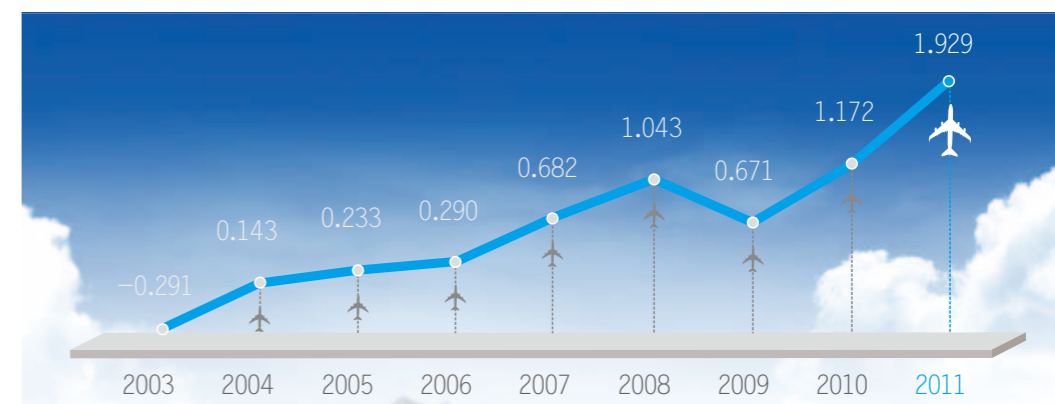
CAS is dedicated to providing the airlines, airports, air traffic control bureaus, and related organizations in the civil aviation industry with services in policy consulting for energy saving and emission reduction; energy auditing; the planning, design, implementation, and operation of EMC projects, and investments in energy-saving projects and new energy projects. CAS makes the Scientific Outlook on Development as the guideline of its energy-saving business, and focuses on the civil aviation industry. It makes use of its rich experience and good relationship in the industry, and develops cooperation with the top players in the energy saving industry. It adopts EMC as its main business mode, and uses financial leasing as the fund-raising source. It drives forward the business on the two wheels of introducing advanced energy-saving technology and capital investment, and promotes coordinated development.



### ● 经济效益 | Economic Benefits

实现利润 Profits

单位：亿元 (Unit: 100 million RMB)



集团公司成立以来，在内部进行资源整合，突出主业，剥离与主业关联度低的投资项目，清理处置亏损企业，根据集团公司战略规划和业务发展的需要，将资源集中投入到集团重点发展的核心领域和关键环节，同时优化管理模式，提升管理对业务的促进作用，不断提高资产质量和运行效率，优化资源配置，各项主业不断做强做优，获得了较好的市场竞争地位和经济效益，保证国有资本保值增值。

Since its foundation, CAS has done a lot of internal integration of resources including highlighting the core business, stripping off investment programs with small correlation with the core business, liquidating and disposing of enterprises which are losing money, investing and focusing resources on core areas of core business in accordance with CAS's strategic planning, optimizing the management mode, promoting the active role of management on business development, enhancing continuously the quality of assets and the efficiency of operation, optimizing resource configuration, and strengthening and optimizing the core business. By making those efforts, CAS has achieved a fairly good competitive market position and a good economic benefit, and ensured retaining and incrementing the value of state-owned assets.

2004 年实现扭亏为盈，之后经济效益连续大幅增长，利润总额由 2004 年 1428 万元到 2011 年 19292 万元，增长 1250.98%，年均增长 54%。

In 2004, CAS stopped losing money, and since then the economic benefit continued to increase remarkably. The profit increased from 14.28 million RMB in 2004 to 192.92 million RMB in 2011, with a total increase percentage of 1250.98%, which equaled to 54% on an average annual basis.



# 03

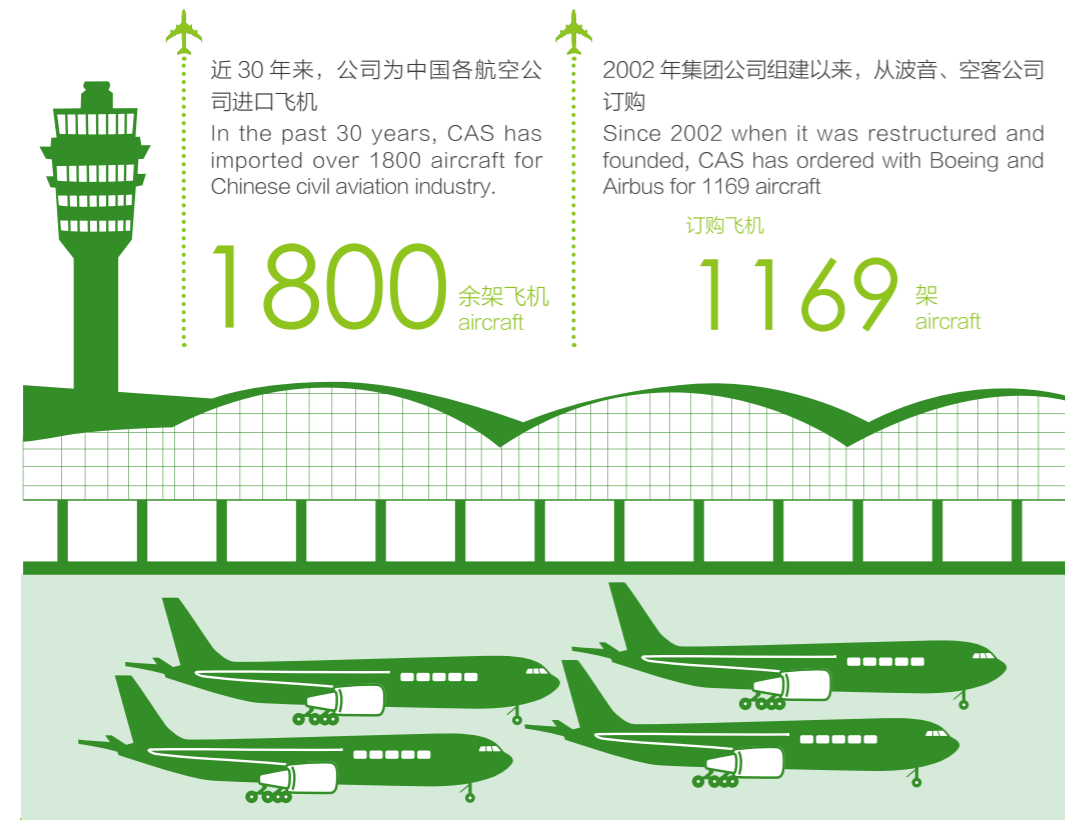
## 环境与安全责任

### ENVIRONMENT AND SAFETY RESPONSIBILITY





行业贡献 | Contribution to the Industry



飞机批量采购是中国航材集团的主业之一。近 30 年来，公司为中国民航进口 1800 余架飞机。2002 年集团公司组建以来，在国务院、国家发改委、民航局的领导下，先后与波音、空客公司签署 17 个飞机集中批量采购框架协议，订购了 1169 架飞机。飞机批量采购业务具有重要的社会意义：

The package purchase of aircraft is one of the core businesses of CAS. In the past 30 years, CAS has imported over 1800 aircraft for Chinese civil aviation industry. Since 2002 when CAS was restructured and founded, under the leadership of the State Council, NDRC (National Development and Reform Committee), and CAAC, CAS has signed 17 frame contracts of package purchase with Boeing and Airbus for 1169 aircraft. The package purchase of aircraft is of great importance to the society:

意义 / Importance:

通过将各航空公司联合起来进行飞机批量采购可以大幅降低购机成本，为国内各航空公司节省采购费用，缓解航空运营压力，促进航空公司健康、良性发展，从而促进我国民航行业健康、持续发展。

By aggregating the demands of all the airlines and conducting package purchase, the procurement cost of aircraft can be reduced greatly. The reduction of procurement cost of aircraft can alleviate the pressures in operation for the airlines and promote a healthy development of the airlines, and in turn promote a healthy and sustainable development of the Chinese civil aviation industry.

中国航材集团在飞机批量加改装领域成绩卓著。多年来，中国航材集团配合中国民航局开展增强型近地警告系统（EGPWS）、客舱监视系统、基于性能的导航（PBN）等重大设备的批量加（改）装项目。这些项目都为民航安全保障工作做出了积极的贡献。

CAS has also accomplished outstanding achievements in the package retrofit and modification of aircraft. In the past few years, CAS has collaborated with CAAC in some critical retrofit and modification programs, such as EGPWS (Enhanced Ground Proximity Warning System), Cabin Monitoring System, PBN (Performance Based Navigation), etc. The implementations of these programs have contributed a lot to the safety assurance of the civil aviation industry.

集团公司开展的飞机刹车销售与维修等业务为国产刹车的推广应用及民用航空安全做出了突出贡献。

The sale and repair business of aircraft brake have greatly facilitated the utilization of China-made brakes and contributed to the safety of the industry.

集团公司引进了大量的除冰雪车、消防车、雷达等机场、空管系统专用设备，为中国民航飞行及空中交通管制安全发挥了积极作用。

The importation of a large number of snow and ice removal trucks, fire trucks, radar systems, and special equipment for airports and air traffic control center has played an active role in ensuring safety in flight and air traffic control for the civil aviation industry.





## 安全管理 | Safety Management

集团公司始终抓住“安全第一，预防为主”这条生命线，建立健全安全管理各项规章制度，把安全工作作为各企业业绩考核的核心内容，使各级领导牢牢把握住安全的关口。通过检查活动，加大了全集团安全隐患排查和整治力度。

CAS has always stucked to the lifeline of "Safety first, Prevention first", and has established and improved a sound regulation system in safety management. It has made safety management one of the core items of performance appraisal for the subsidiary companies, and has thus required the management team of the subsidiaries to exert a tight control on safety. Through frequent examinations, CAS has strengthened the effort to preclude safety risks and reinforce corrective actions.

## 应急机制 | Emergency Response Mechanism

公司不断加强应急体系建设、装备建设和队伍素质建设，积极开展应急演练，举办相关知识竞赛，提高应急管理水平。成立安全生产应急指挥中心，建立安全生产应急指挥平台；修订并完善公司重特大突发事件总体应急预案和专项预案，编制了应急预案简明操作手册；邀请有关专家进行专题培训，提高事故预防、应急救援及突发事件媒体危机处理等方面能力。

CAS has been continuously strengthening the construction of an emergency response system, the procurement of emergency rescue equipment, and the training of personnel. It has actively practiced emergency rehearsals, held knowledge contests on emergency, and improved the management level of emergency response and rescue. CAS has set up a Production Safety and Emergency Response Command Center, and established the production safety and emergency command platform; it has compiled and improved its general response plan and specific response plan for serious and disastrous emergencies, and has compiled an operation brochure for emergency response; it has invited relevant experts for special trainings in order to improve the capability in accident prevention, emergency rescue, and crisis handling in front of media when an accident happens.

## 安全教育 | Safety Education

各分子公司、集团本部各部门根据各单位工作特点和实际情况，组织不同岗位的干部职工进行生产安全知识培训教育，通过观看企业生产安全的电教光盘，开展形式多样的知识竞赛等活动，同时外请有专业经验的老师到单位来讲解生产安全、防火安全和遇有灾难时逃生急救知识，提高了广大职工在生产安全工作中的综合素质。

The subsidiaries and headquarter of CAS have organized employees on different post to participate in production safety trainings tailored to the characteristics of their business activities. The trainings include watching videos on production safety, holding contests on safety knowledge, inviting professional trainer to deliver presentations on production safety, fire safety, and emergency rescue and escape, etc. All these trainings have helped improve the general capability of the employees in production safety.

同时，为了保证生产安全宣传工作的针对性和实效性，对特殊岗位、特殊工种的作业人员进行了专项培训管理，提高专业技能，将各类生产安全事故隐患降为零。

At the same time, to ensure the appropriateness in the customization of training and its effectiveness, CAS has conducted special management on the trainings for special posts and special type of work, with a purpose to improve the employees' professional skills and reduce the risks of production accident to zero.



## 节能减排 | Energy Saving and Emission Reduction

通过配合政府部门实施新技术批量加改装项目，促进民航行业节能减排。

By collaborating with the government on the implementation of new technologies in retrofitting and modification, CAS has promoted energy saving and emission reduction in the civil aviation industry.

通过合同能源管理等方式，为各航空公司、机场、空管系统和民航等相关单位提供节能减排的政策咨询、能源审计，合同能源管理项目方案的规划、设计、实施和运作，节能和新能源项目投资等专业服务。

Through energy management contract and other ways, CAS can offer policy advisory for energy saving and emission reduction; energy audit; planning, design, implementation and operation of EMC projects; and other special services such as investment in energy-saving or new energy projects for airlines, airports, ATC systems and other organizations related to civil aviation.

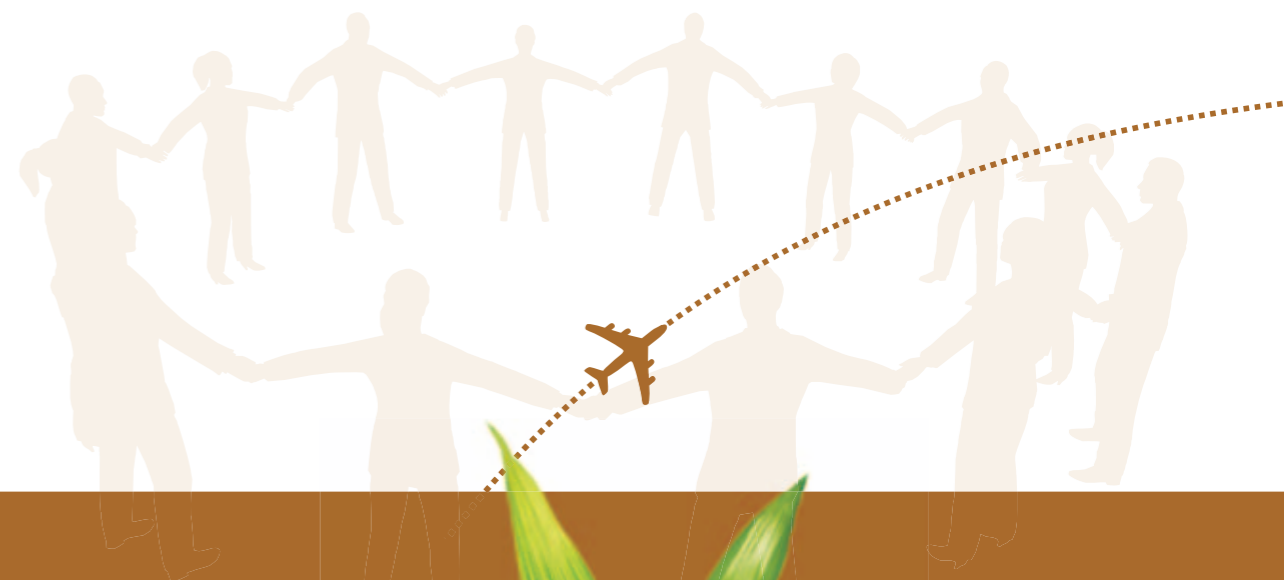
集团公司坚持将节能降耗融入建设、生产、经营、管理全过程，持续推进节能减排三大体系建设。实行节能减排考核制度，逐级分解落实指标；举办节能减排管理专项培训，增强全员降本增效意识。

CAS has insisted on integrating energy saving and emission reduction in the whole process of construction, production, operation, and management, and continuously promoted the construction of the Three Systems in the Energy-saving and Emission-reduction Campaign. CAS has adopted the performance appraisal system for energy saving and emission reduction, and broke the targets down layer by layer till they can be implemented; CAS has organized many special trainings on energy saving and emission reduction, and promoted the employees' awareness for cost reduction and efficiency improvement.

# 04

## 员工成长责任

### RESPONSIBILITY FOR EMPLOYEE DEVELOPMENT





## 保障员工切身利益 | Protecting the Employees' Personal Interests

集团公司始终坚持以人为本，充分尊重员工的智慧与劳动，关怀员工生活与情感，使员工在劳动中获得收获，在奉献中实现价值。最大限度地让员工享受到企业发展的成果。

CAS has always stuck to the principle of People First, fully respected the employees' wisdom and labor, and cared about their living and emotion. The purpose is to enable the employees to benefit from their work and realize their personal value by devoting themselves to their career. It has made it possible for the employees to benefit maximally from the development of the enterprise.

集团公司认真贯彻落实《中华人民共和国劳动合同法》等各项劳动法规，规范内部劳动用工制度，与员工依法签订劳动合同，为员工依法缴纳“五险一金”，并建立以补充医疗、人身意外、家庭财产保险等为主要内容的多层次的福利保障体系。逐步实施薪酬改革，不断规范薪酬体系，员工工资水平与企业经济效益保持同步增长。特别是金融危机期间，集团公司积极调整经营策略，合理降低经营成本，不仅保持了劳动关系的和谐稳定，还使员工收入平稳增长。

CAS has spared no efforts in implementing the laws and regulations including the Labor Contract Law of PRC, and has standardized the internal system of labor employment. It signs labor contract with employees in accordance with the legal requirements, and pays Five Insurance and Housing Fund required by the laws. It has also tried to gradually establish the multilayered compensation system by purchasing for the employees additional medical insurance, personal accident insurance, household property insurance, etc. CAS has gradually implemented reforms on employee compensation, and continuously standardizing the compensation system. The level of employee compensation keeps a synchronized increase with the economic benefit of the company. Especially during the financial crisis, CAS actively adjusted its operation strategy, and reasonably reduced the operation cost, which in return has not only helped keeping a stable and harmonious employment relationship, but also increased the income of the employees steadily.



集团公司建立平等协商集体合同制度，工会代表全体员工与公司协商签订集体合同，对员工劳动报酬、工作时间、休息休假、劳动安全卫生、教育培训、保险福利以及各项劳动标准和劳动条件给予了进一步的保障。公司除保证员工享受法定公休日、节假日外，还对员工的带薪年假、婚丧假、产假等赋予人性化的内容。此外员工还可以在享受“三·八”、“六·一”、“五·四”等个性化休假的同时，参与公司组织的相关活动。

CAS has established a collective contract system relying on equal consultation. The trade union negotiates and signs a collective labor contract with the company on behalf of all employees. The collective contract can better ensure the employees' interests in labor compensation, work hours, leave and vacation, working safety and hygiene, training and education, insurance, various labor standards and conditions, etc. Besides the legal holidays and public holidays, CAS has also made some humanistic regulations on the employees' paid annual leave, wedding leave, funeral leave, and maternity leave, etc. Apart from these benefits, the employee can also enjoy some individual leaves such as the March-8 Women's Day, June-1 Children's Day, May-4 Youth Day, etc. On these days, the company will also organize some activities for qualified employees.

集团公司从关爱员工的角度出发，尊重和保护员工的合法权益和特殊利益。坚持员工年度体检制度，不断优化体检项目、增加检查内容，为员工建立健康档案并进行动态跟踪。组织编印健康知识手册和员工健康建议书。还针对女性生理特点，在集体合同中增加了女职工专项体检的内容，并对女职工实行“五期”保护。

Out of its care about the employees, CAS respects and protects the legal rights and special interests of the employees. CAS has persisted in providing the employees with annual medical checks, and has been continuously optimizing the items of medical check and increasing its range. CAS has set up the Health Records for the employees and has applied dynamic monitoring on them. CAS has organized to compile and hand out brochures on health knowledge and proposals on employee health. According to the physiological characteristics of females, CAS has included in the collective contract some articles about the special medical checks pertinent to female employees. CAS also has protection mechanism in place for female employees under five kinds of physiological conditions.

## 促进员工成长成才 | Promoting Employee Development

集团公司重视人才培养，努力推进人才强企战略，倡导员工发展与企业发展的和谐统一，为员工成长与成才搭建平台。

CAS has paid a lot of attention to personnel training, and has made great efforts to promote the strategy of relying on talents to make the enterprise stronger. CAS advocates the idea that the development of the employees and that of the enterprise should be harmoniously united, and has established a platform for the development and training of its employees.

多年来，集团公司建立系统化的培训体系，制定培训管理制度，并采取内部培训、外部培训和行业交流等方式，帮助员工尽快掌握业务技能，不断提高工作能力。为适应政策调整和市场变化，公司每年都会有针对性组织不同业务类别、不同层次、不同岗位的培训，并通过信息平台交流业务知识，以提高员工职业素养和生存技能。近年来，公司在教育培训方面投入逐年增加，仅职工教育经费一项年均增长达 28%。

For many years, CAS has set up a systematic training system and developed management regulations for training. It combines internal training, external training, and industry-wide exchange of experience to help the employees to master professional skills as soon as possible and continuously improve their abilities in working. To adapt to the adjustment of policy and market changes, CAS will organize trainings each year targeted for different business categories, different levels, and different posts. CAS also makes use of the IT information platform for the employees to exchange knowledge and skills, thus helps the employees improve their professional competence and survival skills. In recent years, the funds CAS has invested for education and training have increased year by year, with an annual increase rate of 28% just for employee training.



职工教育经费  
年均增长

28%

an annual increase  
rate of 28% just for  
employee training.

28%



集团公司重视员工的教育培养，并针对新时期员工教育的需求和特点开展工作。员工入职后的每一个阶段和重要时期都会得到关注与关爱。公司在保留传统的教育方式基础上，充分利用网络信息平台开展教育引导工作，并通过组织爱国、爱企、爱家和形势教育等主题活动，强化员工的责任意识。此外，公司还通过组织开展礼仪、着装、化妆、色彩搭配、户外拓展和系列健康教育等培训活动，提升员工的综合素质。

CAS pays a lot of attention to the education and training of employees and has implemented the training according to the demands and characteristics of employee training in new ages. In each phase or important period after orientation, the new employees will receive sufficient care and attention from the company. Apart from the traditional training and education, CAS also makes use of network information platform to provide education and guidance to the employees. It also organizes theme activities featuring "love your country, love your company, love your home, and be aware of the national situation"; these theme activities have strengthened the sense of responsibilities among the employees. CAS has also organized other kinds of trainings such as business etiquette, dressing, make-up, color matching, outward bound training, and serial health education, etc, which help improve the employees' comprehensive competence.

集团公司始终把员工的成长与成才作为企业的重要责任，充分利用内部人才资源，努力实现企业内部知识共享。在做好多层次、多角度的教育培训同时，有针对性地开展技能竞赛活动。如：飞机机轮刹车维修技能竞赛和财务基本技能竞赛，消防安全大练兵及民航基础知识竞赛等。同时，注意在轮岗及轮训中发现人才，在工作创新中培养人才，在评优争优中塑造人才。鼓励和引导员工岗位成才、自学成才，使一大批具有业务专长的员工从基层一线岗位脱颖而出。

CAS has always taken the development and training of the employees as its important responsibility. It fully makes use of its internal human resources and tries to realize the sharing of knowledge within the company. While organizing multileveled and diversified training and education, CAS has also held many targeted skill contests, such as: contest of repair skills for aircraft brakes, contest of basic financial skills, extensive rehearsals on firefighting, competitions on fundamental knowledge of civil aviation industry, etc. At the same time, CAS pays special attention to recognizing talents in job rotation and rotated training; training personnel in work innovation; developing talents in evaluation and competition for excellence. CAS encourages and guides the employees for self-training and self-study in work, and lots of employees with professional skills stand out from their low-level positions.



## 关注员工身心健康 | Care for Employees' Physical and Spiritual Health

集团公司积极倡导“快乐工作·幸福生活”理念，时时关注员工的身心健康，并注重通过有形的活动，净化员工的思想，陶冶员工的情操，丰富员工生活，强健员工的体魄。

CAS actively advocates the philosophy of "Happy work, happy life", and constantly cares about the employees' physical and spiritual health. It lays emphasis on making use of physical activities to purify the employees' hearts, sublimate their souls, enrich their lives, and make them physically stronger.



集团公司积极营造爱读书、读好书的良好氛围。公司领导每年都会推荐一本好书，对员工立志、成长加以引导。公司团委还成立了青年读书会，青年员工可以以读书会为平台进行思想和学习的交流。近年来，公司及其所属企业通过开办职工阅览室、开展“读书、评书、荐书”活动和组织评选“职工最喜爱的书”等活动，不断丰富员工读书活动的内容，以提升员工的道德修养和职业素养。

CAS actively cultivates a good environment of "love to read, and read good books". In every year, the top management will recommend a book for the employees to guide them in setting up their goals and developing themselves in their career. The Youth League of the company has set up a Youth Reading Club, through which the young employees can exchange ideas and learning. In recent years, CAS and its subsidiaries have made use of their libraries to hold the "read, review, and recommend" activity, and have organized the selection of "most beloved books" and other activities. The aim is to continuously enrich the contents of the employees' reading activities, and elevate the employees morally and professionally.

集团公司注重精神文明建设，大力弘扬社会主义核心价值体系，坚定员工的理想信念，丰富其精神生活。开展建国60周年和建党90周年主题系列活动，组织以“爱我长城·兴我中华”为主题的登长城活动、以“勿忘国耻·爱我河山”为主题的抗日纪念基地和纪念馆参观活动、以“环保我先行”为主题的户外活动、以“自强、创新、发展”为主题的演讲比赛、以“关爱女性”与“关爱家庭”为主题的知识讲座、以“健康伴我行”为主题的征文活动和“我为航材添光彩”活动，并结合实际开展各类知识竞赛活动。

CAS has paid a lot of attention to promoting cultural and ideological progress, and vigorously promoted the socialist core value system. It has done its best to reinforce the employees' ideals and beliefs, and enrich their spiritual lives. The theme activities CAS organized for the 60th Anniversary of the Founding of the People's Republic of China and the 90th Anniversary of Chinese Communist Party included: climbing the Great Wall featuring the theme "Love our Great Wall, Love our China", visiting the Memorial Base and Museum for Anti-Japanese War featuring "Forget not our National Humiliation, Love our Land and River", outdoor activity featuring "Me First in Environment Protection", speech contest featuring "Self-improvement, Innovation, and Development", presentations featuring "Care for Women" and "Care for Family", essay activities featuring "Health Stays with Me", and company activities featuring "My Contribution to CAS", etc. CAS has also held various knowledge contests in combination with daily jobs.



集团公司重视开展形式多样、寓教于乐的文化体育活动。组织了乒乓球、篮球、足球、广播体操、摄影、歌咏等比赛，举办了运动会、趣味运动会。参与了民航系统的多项文化体育活动。为员工修建健身房，还配备了淋浴房，最大限度的为员工健身创造条件。与此同时，公司还组织员工进行行业内文化体育交流活动，开展联谊活动，丰富员工业余生活，并通过组织厨艺展示活动、儿童才艺展示活动、联欢活动和冬送温暖、夏送凉爽活动等，努力营造企业和谐氛围。



CAS highly values cultural and sports activities in various forms and of great fun. CAS has organized contests on table-tennis, basketball, football, broadcast gymnastics, photography, singing, etc. It has also organized sport games and fun games. CAS has organized teams to participate in the cultural and sports activities in the civil aviation industry. It has set up exercise rooms for the employees and equipped them with shower rooms, and created the best conditions for employee fitness exercises. At the same time, CAS has organized its employees to participate and exchange in the cultural and sports activities in the industry, join the friendship activities, and enrich their leisure time. It has tried to cultivate a harmonious corporate environment by organizing many activities such as: cooking show, kids' talent show, parties, the Warmth Project activities in winter, and the Cooling Project activities in the summer, etc.

集团公司始终关心和关注离退休员工的身心健康，每年都会针对离退休员工的需求和特点，开展多种形式活动。公司不仅设置专门机构、配备专职人员，还制定了各项制度，为离退休管理工作的有效开展提供了有力保障。公司以组织召开茶话会、团拜会、座谈会等方式，促进离退休员工的思想沟通和情感交流，通过发放健康保健书籍、组织健康讲座和户外活动等形式，丰富和充实其退休生活。公司领导每年都要进行走访慰问，及时解决他们生活中存在的问题，让离退休老同志切实感受到航材大家庭的温暖。

CAS has always cared about and is concerned with the physical and spiritual health of the retired employees. It has held diversified activities every year targeted for the needs and characteristics of retired people. CAS has not only set up special organizations and full-time employees to take care of retired employees, but also established many regulations to ensure that the management and service activities for the retired people can be effectively carried out. The company has organized many activities for the retired people to do spiritual and emotional communication, including tea party, New Year's Greeting Party, informal discussion, etc. By handing out health care books, organizing health presentations and outdoor activities, CAS enriched the life of the retirees. In every year, the top management of the company will pay visits and extend their greetings to the retirees, solve the problems they face, and let them feel the warmth of the great family of CAS.

### 推进企业民主建设 | Promoting the Construction of Corporate Democracy

集团公司不断完善民主管理的各项制度，有效发挥党政联席会、总经理办公会、党委会和各专门工作委员会的作用，支持和尊重所属企业董事会依法行使职权。积极探索现代企业制度下民主管理的新途径，并通过完善制度、规范流程，对公司重大事项、重大决策实行自上而下和自下而上的监督。

CAS has continuously improved the various systems concerning democratic management, and fully makes uses of the joint-meeting between the executive team and the Party Committee, the management review meeting, the Party Committee meeting, and the Special Working Committees. CAS supports and respects the Board of Directors of its subsidiaries to exercise their powers. CAS has actively explored the new methods of democratic management under the modern corporate system. By improving the systems and standardizing the processes, CAS has carried out top-down and bottom-up supervision over important issues and important decisions of the company.







集团公司始终坚持完善以职工代表大会为基本形式的企业民主管理制度，支持职代会依法行使职权，并做到公司重大决策向职代会通报、重大改革措施出台前征求职工意见，特别是涉及职工切身利益的重大事项均提交职代会审议通过。几年来，职代会审议通过了三项制度改革相关文件、薪酬规范方案，住房货币化改革方案等。公司所属企业改制、股权转让方案都会履行职代会审议程序，其中的职工安置方案均由职代会表决通过。保证了广大职工知情权、参与权和监督权的落实。

CAS has always upheld the corporate democratic management system in the basic form of workers congress, and supports the workers congress to exercise their power. CAS has managed to notify the workers congress of the important decisions made by the company, and has submitted critical reform measures before their implementation to the workers congress for comments. For the important issues that are concerned with the employees' personal interests, they have to be approved by the workers congress. In recent years, the workers congress has reviewed and approved the reformation documents of the three systems of labor, personnel, and compensation, the plan for standardizing compensation package, and the reform plan for the monetary allocation of housing, etc. The restructuring and equity transfer programs of the subsidiaries have to undergo review by the workers congress, among which the settlement plan for the employees has to be approved by the workers congress. These measures ensure that the employees' right of awareness, right of participation, and right of supervision are carried out effectively.

集团公司不断完善企务公开工作机制，丰富公开内容和形式，制定监督检查制度。为提高企务公开的实效性，公司重视抓好企业改革发展稳定中的重点问题、生产经营中的难点问题和与广大职工群众切身利益相关的现实问题的公开。在领导干部选拔任用方面，公司始终坚持公开、公平、公正的原则，采取民主推荐、公开竞聘等方式，使一批专业型、复合型人才走上领导岗位。公司还将企务公开与党风廉政建设相结合，主动接受广大职工群众的监督。

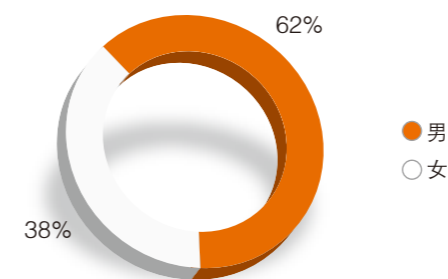
CAS has been continuously improving the working mechanism for openness of corporate affairs, enriching the contents and forms of openness, and instituting the supervision and examination systems. To enhance the effectivity of the openness of corporate affairs, CAS has paid attention to the openness of important issues related to the reforms and development of the company, the difficulties encountered in corporate operation, and the realistic issues which are closely related to the employees' personal interests, etc. In regard to the selection and appointment of middle or upper level managers, CAS has stuck to the principle of openness, fairness and impartiality. It has adopted democratic recommendation and open competition, and promoted some talents with special skills or comprehensive skills to the managing positions of the company. CAS has also associated the openness of corporate affairs with the building of a fine Party culture and keeping its organizations clean, and has actively accepted supervision from the employees.

集团公司从维护职工根本利益出发，建立劳动关系协调和预警机制，支持工会开展各项维权工作。积极推动建立职工董事、监事制度，不断完善民主管理制度，丰富民主工作内容。通过建立职工民主座谈会制度，让基层职工与公司领导定期进行面对面沟通，不仅便于一些问题的快速解决，也增进了相互间的理解，密切了干群关系。此外，公司及所属企业还通过意见箱、内网、公司微博和开展合理化建议活动等方式，了解职工关心和关注的问题，倾听广大员工的呼声。

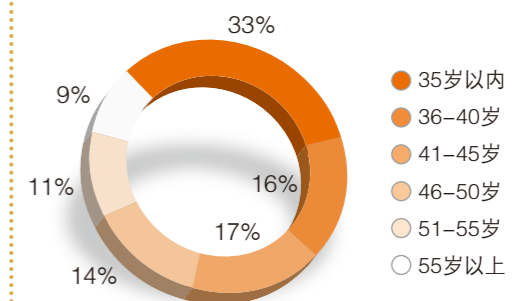
In order to protect the basic interests of the employees, CAS has set up mechanisms for the coordination and early warning of labor relations, and supports the trade union to safeguard the employees' rights. CAS actively supports the selection of board member and supervision member from employees, continuously improves the democratic management system, and enriches the contents of democracy promotion. By establishing the symposium system for employee democracy, the employees of low level can get an opportunity periodically to communicate with the top management face to face, which not only facilitates the quick solution of some problems, but also increases the mutual understanding and makes the cadre-mass relationship closer. Besides, CAS and its subsidiaries have tried to learn what the employees care about, what they are concerned with, and what they call for through many other ways, such as complaint box, intranet, corporate blog, and activities to seek for improvement proposals, etc.

### 2011 年员工结构分析 | 2011 Analysis on Employee Structures

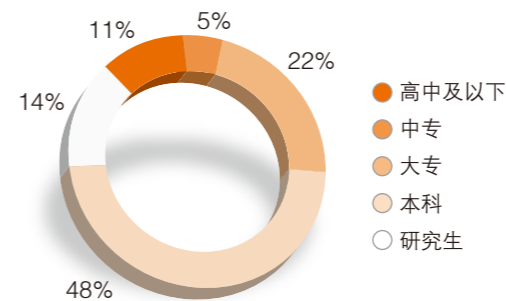
男女比例  
Ratio between Male and Female Employees



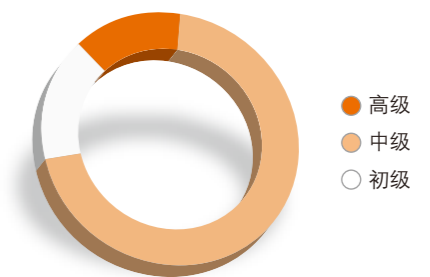
年龄  
Age



学历  
Education Level



专业技术职务  
Professional Qualification / Position



# 05

## 企业公民责任

### CORPORATE CIVIC RESPONSIBILITY





## 诚信依法治企 | Corporation Operation in Accordance with Honesty and Legal Requirements

### ◇ 诚信理念 The Honesty Concept

中国航材集团公司一直秉持诚信经营的理念，将诚信理念融入公司“成为航空业界值得信赖的、以航空器材保障为主业的综合性服务提供商”的愿景目标，成为企业发展的内在要求和重要动力，赢得了较好的国际声誉。

CAS has always upheld the concept of honesty and legitimacy in corporate operation, and incorporated the honesty concept into its corporate vision - to become the reliable comprehensive service provider of aviation supplies in the aviation industry. The honesty concept has become an internal requirement and an important driving force for the company's development, and has won CAS a very good international reputation.

### ◇ 依法经营 Operation in Accordance with Legal Requirements

内部管理上，严格落实集团公司的党政联席会议制度、总经理办公会议制度等决策会议制度及法律事务管理规定、合同管理制度等法律审核相关制度，确保集团公司各类经济合同、各项重要决策经过法律审核程序；规范公司治理结构，按照公司法、公司章程的规定进一步健全完善公司依法决策、依法经营管理的工作机制。

In internal management, CAS has strictly implemented the decision-by-meeting systems such as the system of joint-meeting between the executive team and the Party Committee and the system of management review meeting, and the legal audit systems such as the system of legal affairs management and the system of contract management which ensures that every kinds of contract and every important decisions will undergo the legal audit procedures. CAS has standardized its corporate governance and further strengthened its working mechanism for legitimate decision-making and legitimate operation.

高度重视公司的规章制度体系建设，大力增强企业制度的执行力，以全面风险管理为主线，结合集团公司监察审计、规章制度建设等工作，完善企业内控机制，切实维护企业国有资产安全，有效促进国有资产保值增值。

CAS has highly valued the construction of regulation systems, and largely increased its execution capability. It has integrated ERM (Enterprise Risk Management) as the main line of operation management, and combined supervision and auditing with the construction of regulation system, improved the internal control mechanism, reliably protected the safety of state-owned assets, and effectively retained and incremented the value of state-owned assets.



集团公司自成立以来，一直坚持依法规范经营，把依法纳税作为履行社会责任、回馈社会的最基本要求，长期以来严格遵守国家各项税收法律法规规定，依法按时缴纳税款，积极履行纳税义务。

Since its foundation, CAS has persisted in legitimate and standardized operation of the company, and taken tax payment in accordance with law as the most fundamental requirement to fulfill its social responsibility and pay the society back. It has long abided by the regulations and laws of tax and paid the tax actively and on time.

集团公司历史遗留的法律纠纷案件全部解决，未因自身违法违规引发新的法律纠纷案件，为企业创造了良好的经营环境，促进公司依法经营。

CAS has settled all its historical legal cases, and has never incurred new cases out of its own reasons. CAS has created a good environment for the company and promoted its legitimate operation.

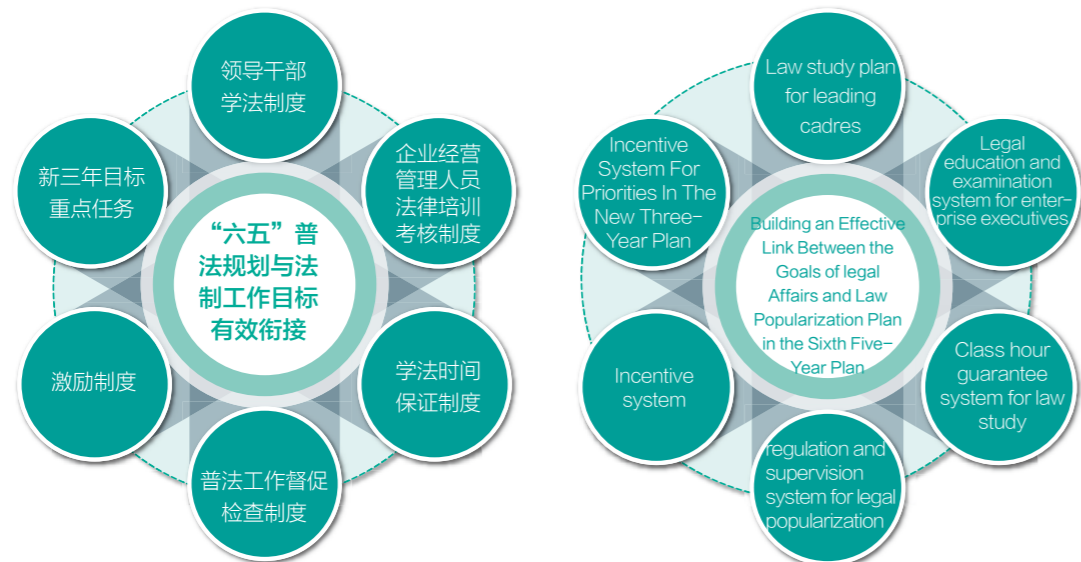
### ◇ 普法工作 Legal Popularization

2006年以来，集团公司认真贯彻《关于在中央企业开展法制宣传教育的第五个五年规划》，积极实施“五五”普法规划，深入开展法制宣传教育，切实加强企业法制建设，取得了显著成效。依法经营、依法治理的法律知识得到较为广泛的普及，企业管理人员和广大员工的法律意识和法律素质明显提高，依法决策、依法经营管理能力明显增强；对重大经营决策均提前进行合法性和法律可行性研究，建立重大决策法律论证制度，企业法律风险防范机制逐步建立健全，在公司依法经营管理过程中发挥了重要作用。

Since 2006, CAS has seriously implemented the Fifth Five-Year Plan for Legal Popularization among State-owned Enterprises under SASAC, carried out education on legal popularization, reliably strengthened the construction of the legal system in the company, and has accomplished remarkable achievements. The legal knowledge on legitimate operation and legitimate corporate governance has been widely popularized, and the management and the employees have remarkably improved their legal awareness and knowledge, and in turn increased their abilities in making legitimate decisions and conducting legitimate operations. For important operation decisions, CAS will make studies in advance on their legal compliance and legal feasibility. CAS has set up the legal evaluation system for critical decisions, and has gradually set up and improved the mechanism for the prevention of legal risks, which plays an important role in guaranteeing the legitimate operation of the company.

集团公司“六五”普法规划的实施工作与法制工作第三个三年目标的实施工作有效衔接，实现联动，将落实领导干部学法制度、企业经营管理人员法律培训考核制度、学法时间保证制度、普法工作督促检查和激励制度与落实新三年目标的重点任务结合起来，推进集团公司合规文化建设，培育法律至上、诚实守信、合规经营、依法治企的企业法制理念。

CAS has effectively connected the implementation of Sixth Five-Year Plan for Legal Popularization with the implementation of the Third Three-Year Targets of Legal Working, and realized a dynamic link between them. It has associated the system of studying laws by the leading cadres, the system of class hour guarantee for law study, and the system of supervision, examination, and incentives for legal popularization with the implementation of the important tasks in the new Three-Year Targets. Through these means, CAS has promoted the construction of legal-compliance culture, and fostered the legal concept of legitimacy first, honesty and credibility, legitimate operation, and legitimate corporate governance, etc.



### ◇ 建立健全法律工作体系 Setting Up and Improve the Legal Work System

集团公司通过建立健全企业法律顾问制度，加强法律风险管理队伍建设，明确法律工作人员的职责和管理权限，完善法律风险管理机制，提升法律人员队伍素质，提高对法律风险防控的重视程度，达到增强依法经营的能力和水平的效果。

CAS has enhanced its ability and level in legitimate operation by setting up and improving the corporate legal adviser system, strengthening the construction of the management team for legal risks, clearly defining the duty and authorization level of the legal advisers, improving the mechanism for legal risk management, promoting the competence of the legal advisers, and paying more attentions to the prevention and control of legal risks.

向重要子企业委派总法律顾问，加强对重要子企业重要经营决策的法律审核，进一步落实委派到重要子企业的总法律顾问职责到位，健全工作流程和制度，确保总法律顾问在子企业重大决策中发挥重要作用。

CAS has appointed Chief Legal Adviser for its critical subsidiaries, and strengthened the legal auditing of the important decisions of its critical subsidiaries during their operation. CAS has further defined the specific duties and responsibilities of the CLA appointed, optimized the working processes and systems, and ensured that the CLA can play an important role during the subsidiaries' decision-making process.

### ◎ 加强反腐倡廉建设 | Strengthening the Anti-Corruption Construction

集团公司党委高度重视抓好党员领导干部和职工群众理想信念教育，大力开展廉洁文化建设，引导全体员工树立“爱岗敬业，廉洁从业”观念，使廉洁从业的理念深入人心，促进了领导干部廉洁从业。

The Party Committee of CAS attaches great importance to the education of the cadres and mass in their ideals and beliefs. It has done a lot in the construction of a clean and honest administration, guiding the employees to set up the tenet of "Passionate Working, Clean Working", and implanting the tenet deeply into everyone's heart, which ultimately promotes the cadres' clean and honest business operation.

以制度建设推动反腐倡廉建设依章有序进行。10年来，集团公司先后制定下发了党风廉政建设、党风廉政建设责任制、党风廉政建设责任制考核评估体系、“三重一大”民主决策程序、廉洁从业实施细则、廉洁谈话制度、效能监察等相关内容的规范性文件，坚持每年签订《党风廉政建设责任书》，定期对领导人员开展经营管理审计和离任经济责任审计，强化了制度反腐的作用。

CAS has made use of the systems in place to promote the construction of a clean and honest administration in an orderly and compliant way. In the past ten years, CAS has released many standardization documents such as the Construction of a Clean and Honest Administration; the Responsibility System in the Construction of a Clean and Honest Administration; the Appraisal System for the Responsibility System in the Construction of a Clean and Honest Administration; the Democratic Decision-making Process for Important Decisions, Appointment of Important Roles, Important Investment, and the Use of Big Amount of Money; the Implementation Rules of Constructing a Clean and Honest Administration; the Admonition Conversation System for a Clean and Honest Administration; and Efficiency Supervision, etc. CAS has persisted in signing with the cadres in each year the Letters of Responsibility for an Honest Party Work Style and a Clean Administration, and periodically conducting auditing of their business operation and auditing of their economic responsibility upon leaving their posts. In this way, CAS has reinforced the effect of systems in anti-corruption efforts.







积极探索开展效能监察，重点对重大基建工程、清产核资、财务管理、车辆管理、投资管理、招待费的使用管理和竞聘上岗等工作实施效能监察；开展企务公开监督工作，对集团公司选拔任用干部公开竞聘、公示进行全程监督；开展规章制度完善和执行情况效能监察，对确保各项业务工作的顺利进行、及时发现和堵塞漏洞、建立健全相关规章制度发挥了重要的推动作用。

CAS has actively explored efficiency supervision, and has applied it intentionally in important infrastructure engineering projects, asset and capital verification, financial management, vehicle management, investment management, entertainment expenses management, and the open competition for posts, etc. CAS has implemented supervision on the openness of corporate affairs, and the open selection, competition, and publicity for managing posts. CAS has also carried out efficiency supervision over the improvement and execution of rules and regulations, which has played an important role in ensuring the smooth implementation of business operations, in the timely discovery of loopholes and their make-up actions, and in the establishment of relevant regulation systems, etc.

稳步推进惩防体系建设，制定贯彻落实“实施纲要”的具体实施方案，提出远期目标和年度工作任务，并逐项进行责任分解。2008年结合惩防体系建设工作的实际，进一步制定《中航材集团公司关于建立健全惩治和预防腐败体系 2009—2012 年工作任务分工方案》。集团公司惩防体系的基本框架已经成型，反腐倡廉建设的基础进一步夯实。

CAS has steadily promoted the construction of the Punishment and Prevention System, defined and implemented the specific implementation plans included in the "Implementation Outlines", proposed the long-term goals and annual tasks, and has broken down the responsibilities item by item. In 2008, in consideration of the actual situation for the construction of the Punishment and Prevention System, CAS further developed the CAS Plans on the WBS and Allocation of Responsibilities in the Construction of the Punishment and Prevention of Corruptions from 2009 to 2012. The basic framework for the Punishment and Prevention System against Corruption has been brought into place, and the foundation for anti-corruption and construction of clean administration has been further reinforced.

## 开展公益活动 | Public Benefit Activities

十年来，集团公司忠实履行中央企业的社会责任，将追求利润和承担社会责任有机地融合在一起，积极参与抢险救灾、定点扶贫、对口援疆等社会公益活动，为西部地区、贫困地区和少数民族地区的发展进步做出了应有的贡献。

In the past ten years, CAS has faithfully fulfilled its social responsibilities as a state-owned enterprise under SASAC, and has organically integrated the pursuit of profit and the fulfillment of social responsibilities. CAS has actively participated in disaster rescue, fixed-place poverty alleviation, paired support to Xinjiang, and other public benefit activities. CAS has duly contributed to the development of the western areas, the poor areas, and the areas inhabited by small ethnic groups.

### 公益捐赠 Donations for Public Benefits

2003年，在全国人民万众一心抗击 SARS 的重要时刻，中国航材集团公司全体员工以高度的社会责任感和浓浓爱心，向民航总医院及首都国际机场急救中心捐款 5 万余元。

In 2003 when the whole country was fighting against SARS, the employees of CAS, out of their high awareness of social responsibility and deep love, donated 50,000RMB to the Civil Aviation General Hospital and the First-Aid Center of Beijing International Airport.

2008年，“5·12”四川汶川发生强烈地震后，集团公司及时组织捐款捐物献爱心，通过员工捐款、企业捐助、“特殊党费”等形式筹得爱心款 232.5 万元、帐篷 52 顶；集团公司与空中客车公司联合向四川灾区捐赠 10 套专门用于飞机紧急救援的担架设备，总价值 30 万美元（约合 210 多万人民币）。

In 2008, when the 5.12 Earthquake hit Wenchuan in Sichuan, CAS quickly organized donations of money and materials. By means such as employee donation, company donation, and special Party membership dues, etc., CAS raised a total donation of 2,325,000RMB and 52 tents; CAS and Airbus jointly donated ten sets of airborne first-aid stretcher equipment to the disaster-hit area in Sichuan, with a total value of 300,000USD (equals to 2,100,000RMB).

2010年，玉树地震发生后，集团公司通过“情系玉树 大爱无疆——抗震救灾大型募捐活动特别节目”，组织党员群众向灾区人民捐赠 58.8 万余元。

In 2010, when Yushu was hit by earthquake, CAS organized a big fund-raising activity for earthquake relief themed "Love Yushu with Boundless Love", and raised 588,000RMB from the Party members and mass and donated it to Yushu.

此外，集团公司各下属单位也积极捐献活动。技术装备公司员工多次自发组织向南方地区雪灾区、西南地区旱灾区捐款捐物，帮助灾区人民渡过危机、重建家园。

Apart from what CAS has done, its subsidiaries also have actively donated for public benefits. Avitec employees have spontaneously organized many donations, including those to southern areas in China hit by snow storms and southwest areas hit by drought. They have done what they could to help the people in the disaster-hit areas to tide over the crisis and reconstruct their homes.



四川汶川地震后，员工捐款、企业捐助、“特殊党费”等形式筹得

After the Wenchuan earthquake, employee contributions, corporate contributions, "special membership dues and other forms raised

232.5 万元爱心款  
ten-kilo charity fund RMB

52 顶帐篷  
tents



玉树地震发生后，集团公司组织党员群众向灾区人民捐赠

After the Yushu earthquake, CAS organized party members and mass to donate to the people of disaster areas.

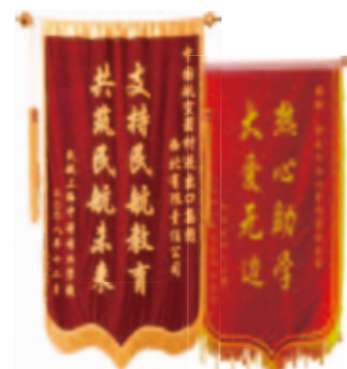
58.8 万余元  
ten-kilo RMB



#### ◇ 定点扶贫 Fixed-place Poverty Alleviation

自 2006 年以来，按照陕西省委的统一组织，中国航空器材西北有限责任公司积极开展对口扶贫工作，并为陕西省旬阳县竹园村捐款 10000 元，同时派人协助落实竹园村落扶贫项目完成情况。

Since 2006, under the unified organization of Shaanxi Provincial Party Committee, CAS Northwest Corporation has been actively engaged in paired poverty alleviation, and donated 10,000RMB to Zhuyuan Village located in Xunyang County of Shaanxi Province, and had sent some people to assist the village in carrying out the poverty-alleviation program.



2011 年，中国航空器材西北有限责任公司联合国际友人共同捐资 11 万余元为陕西宁陕县金川镇小学捐建食堂一处。新食堂建成后，公司又捐款为食堂购买了餐桌和椅子并租车送至 165 公里外的山区。

In 2011, CAS Northwest and an international friend jointly donated over 110,000RMB and constructed a canteen for the primary school at Jinchuan in Shan County of Shaanxi Province. After the completion of the construction, CAS Northwest donated again and bought necessary tables and chairs for the canteen, and sent them to the canteen 165 kilometers' away by a rented truck.



#### ◇ 对口援疆 Paired Support to Xinjiang

为新疆选派干部是党中央促进新疆发展，保持新疆稳定而采取的一项重要措施。集团公司先后派出几名援疆干部支援新疆边远地区建设。援疆干部牢记援疆工作的使命，在艰苦的环境下克服重重困难，为新疆的发展献策献力，个人帮扶少数民族学生和困难群众累计达一万多元。

To select and send cadres to Xinjiang is an important measure the Party Central Committee has adopted to promote the development of Xinjiang and keep it stable. CAS has sent several cadres to Xinjiang in turn to support the development of the remote areas in Xinjiang. The cadres to Xinjiang have firmly borne in their mind their mission, and have overcome many difficulties under tough conditions. They have contributed their ideas and hard working for the development of Xinjiang, and have also donated over 10,000RMB to the poor students and people in straitened circumstances.

#### ◇ 其他公益活动 Other Public Benefit Activities

##### 活动一 Activity 1

2003 年非典期间，集团公司与空客公司联合向民航系统捐赠一批价值 30 万元的非接触测温仪，由民航总局分送到有关航空公司和机场。

On June 2, 2003, CAS and Airbus jointly donated to the civil aviation industry a batch of non-contact temperature meters with a value of 300,000RMB. CAAC distributed them to relevant airlines and airports.





### 活动二 Activity 2

2002年至2004年，集团公司所属华欧航空培训及支援中心先后两次向国际中国孤儿援助委员会捐款救助中国孤儿，累计捐款人民币10万元。被捐助的孤儿大多是来自我国各地福利院、需要进行外科手术或医疗救助的孩子。

From 2002 to 2004, Hua-Ou Aviation Training and Support Center donated two times to Beijing International Committee for Chinese Orphans Limited to help Chinese orphans, with a total value of 100,000RMB. The orphans being helped came mainly from the welfare houses in different parts of China, and needed surgeries or medical aid.

### 活动三 Activity 3

多年来，中国航空器材集团公司热心关注服刑人员子女的成长，多次组织员工向北京市太阳村儿童教育咨询中心捐款捐物，使孩子们感受到社会大家庭的温暖。

For many years, CAS has been quite concerned with the growth of prisoners' kids, and has organized many donations by its employees to Beijing Sun Village, and helped the kids there feel the warmth of the big social family.

2005年8月22日，中航材国际招标有限公司党支部组织员工到太阳村儿童教育咨询中心开展了爱心捐助活动，认植枣树43棵，并捐赠了消毒液、洗衣粉、洗发液、沐浴液、卫生纸、香皂、肥皂等生活日用品。

On August 22, 2005, the Party Committee of China Aviation Supplies International Tendering Co. Ltd. organized its employees to visit Beijing Sun Village and held a love donation activity. The employees subscribed for the tending cost of 40 jujube tree, and donated many grocery goods such as disinfectant, detergent, shampoo, shower gel, tissue paper, and soaps, etc.



### 活动四 Activity 4

2006年7月20日，由华欧航空培训及支援中心出资捐建的华欧·起航—太阳村心理辅导室落成剪彩仪式在这里隆重举行。

On July 20, 2006, the Hua-Ou-Sailing-Sun Village Psychological Counseling Room built with the donations from Hua-Ou Aviation Training and Support Center had its impressive ribbon-cutting ceremony.



### 活动五 Activity 5

2010年10月，中国航空器材集团公司开展以“托起明天的太阳”为主题的爱心捐献活动，并将凝聚着集团公司领导及广大职工爱心的40多箱物品送到太阳村创办人张淑琴女士的手上，表达了对服刑人员未成年子女的关爱。

In October 2010, CAS organized donations themed "Lifting up the Sun of Tomorrow"; over 40 boxes of donated goods full of the love from the management and the employees of CAS were sent to Ms. Zhang Shuqin, the founder of Sun Village, and transmitted their concerns and cares for the underage kids of the prisoners.



# 06

## 展望

## OUTLOOK



- ◆ 我们将重点发展“四强两精”业务,不断提升集团公司可持续发展能力。
- ◆ 我们将努力做大做强、在民航行业内占有一定主导性地位的四项主要业务:一是飞机批量采购,我们将一如既往地支持和配合国家外交外贸活动,继续巩固和努力保持飞机批量采购业务的优势地位;二是航空租赁,我们要致力于打造国资委旗下规模最大、专业能力最强、国际化的飞机经营性租赁企业;三是航材分销与共享,我们将以优化全民航航材资源配置为目标,努力实现真正意义上的全行业航材共享;四是通用航空,我们将进入国家战略性新兴产业,以与民航相关单位联合创建一家在行业中占有重要地位的公务机公司为切入点,带动集团公司通航产业链发展。
- ◆ 我们将努力做精做优在维修与制造、地面设备与工程两个领域中的细分业务,努力发展成为这两个领域的“特殊性”服务商。
- ◆ CAS will prioritize the development of "Four Strongs and Two Specializations", and continuously promote its capability in sustainable development.
- ◆ CAS will spare no effort in enlarging and strengthening four businesses with leading positions in the civil aviation industry: The first one is the package purchase of aircraft. We will continue to support and collaborate with the government as before for its activities in foreign affairs and international trade, and continue to strengthen and keep the dominant position in the package purchase of aircraft. The second one is aviation leasing. We will do our best to build the largest, the most professional, and internationalized aircraft operating lease company under SASAC. The third one is distribution and pooling of aviation supplies. We will take the optimization of the inventory configuration in the whole industry as our target, and do our best to realize a real pooling across the whole industry. The fourth one is general aviation. We will enter the new strategic industry in China, and start the business by establishing a business aviation company jointly with relevant organizations in the civil aviation industry, and drive forward the development of CAS's business in general aviation industry chain.
- ◆ We will also try to specialize and optimized our business in two targeted market segments: MRO and manufacturing, and ground equipment and engineering, and try to become a unique service provider in these two areas.



# 主要投资及控股企业

Major Investments and Majority Share-Holding Companies

