

2013

企业社会责任报告

Corporate Social Responsibility Report



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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经济、安全、环境、员工及企业公民等方面社会责任的内容。
This report outlines our performance on safety, environmental, economic and social issues. It includes 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 this report

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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

企业存在的价值在于造福社会，企业的发展离不开社会各界的支持。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影响和作用，也是企业自身发展的需要。

Without the support of social communities, enterprise shall consciously fulfill its social responsibility in business activities, which not only heavily influence and improve the progress and harmony of society, but also is the demand for its own development.

2013年，中国航空器材集团公司分析当前面临的形势，把握稳中求进的工作总基调，动员全体员工坚定不移，加快推进做强做精，开拓创新，全力打造价值航材。

In the year of 2013, China Aviation Supplies Holding Company (Hereinafter CAS) held overall working guideline to seek progress within steady operation based on analysis of the current situation, mobilizing staff to keep firm mind in corporate strategy, to speed up strengthening and refining businesses, to explore and innovate, with full efforts to build corporate core value.

中国航材坚持把社会责任融入到企业的规划发展、生产经营和各项实际工作中，力求通过自身的实践促进国民经济的持续协调发展与社会的和谐。

CAS keeps integrating social responsibility into corporate planning and development, production and operation and detailed actual work, with its best efforts to promote sustained and coordinated development of the national economy and harmonious society through its own practice.

中国航材坚持以经济效益为中心，不断完善经济责任制和考核办法，努力增加收入，控制成本支出，不断提高经济增长质量，确保国有资产的保值增值。

CAS adheres to focusing on economic efficiency, and constantly improves economic responsibility system and assessment methods, and takes efforts to increase revenue, control costs, in order to achieve constant improvement of economic growth quality and ensure the maintenance and increase of the value of state-owned assets.

中国航材继续按照“四强两精”的发展思路，稳步发展飞机批量采购与航空租赁业务，重点开拓航材共享与通用航空业务，做精做优航空维修与制造、地面设备与工程两个细分领域。

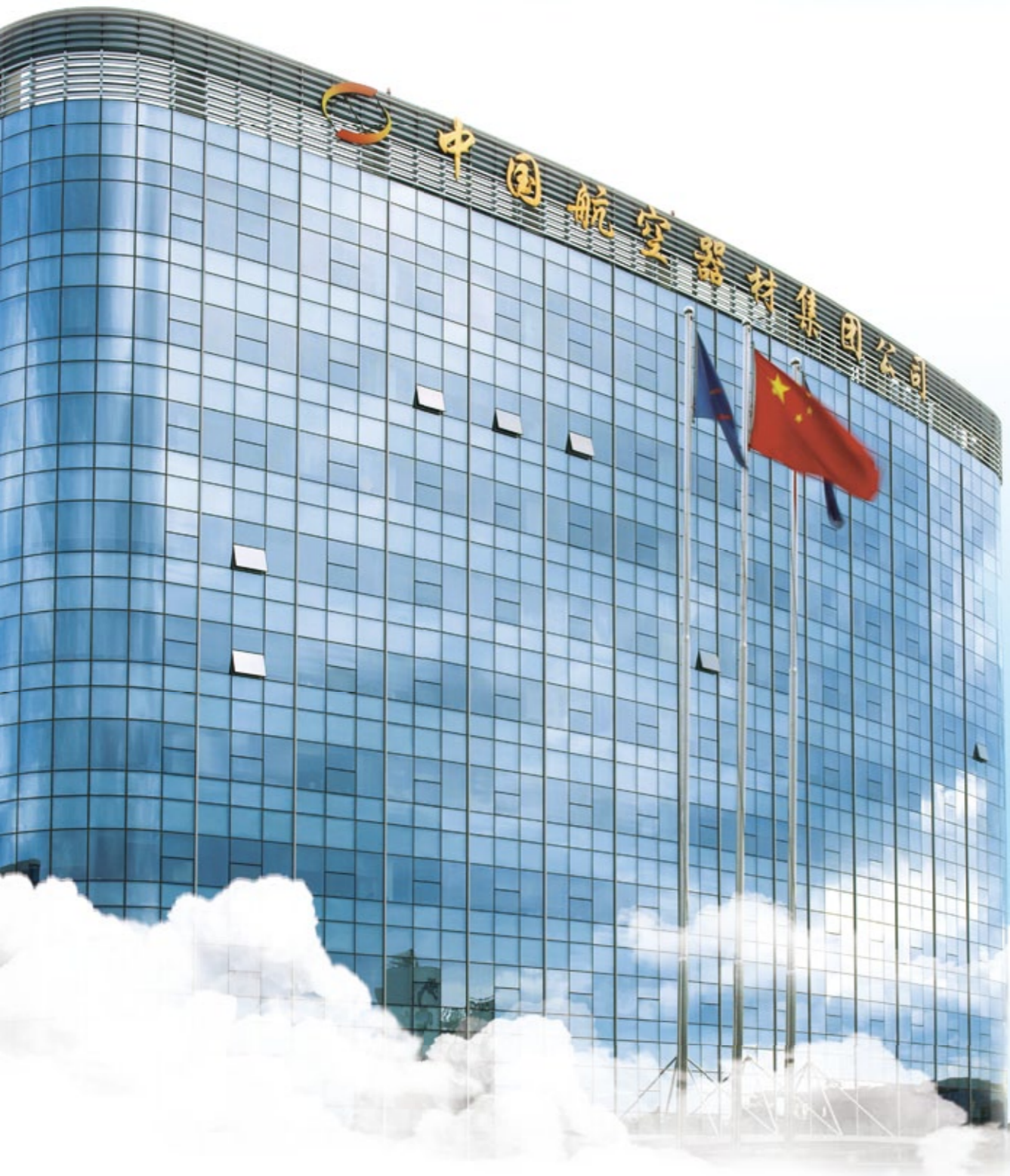
CAS continues to follow the development thoughts of “Four Strongs and Two Specializations”, steadily develop businesses of package purchase of aircraft and aircraft leasing, focus on promoting businesses of aircraft materials pooling and general aviation and optimize its specialization in the field of MRO and manufacturing, and ground equipment and engineering.

中国航材继续深入开展管理提升活动和大力加强内控体系建设，进一步细化内部管理，实现功能提升；坚持以人为本，构建和谐劳动关系，加大人才培养力度，助力员工职业发展，队伍素质和能力显著提高；保障员工合法权益，关爱员工生活，努力营造安全、和谐、融洽、平等的工作环境，实现员工与企业共同成长。

CAS continued to carry out management improvement and vigorously strengthen the internal control system to achieve functionality enhancement through further refinement of internal management. CAS keep people-oriented to build harmonious labor relations by increasing the intensity of training to help employees' career development and significant improvement of team quality and capability; safeguard the legitimate rights and interests of employees, caring staff life, and strive to create working environment with safety, harmony, happiness and equality, and help employees growing with enterprise.

2013年，是实施“十二五”战略规划承上启下的关键一年，我们紧紧抓住重要战略机遇，以科学发展为主题，大力创新发展思路和发展模式，持续提升盈利能力、防控风险能力和可持续发展能力。中国航材愿与各界朋友一起，认真践行社会责任，为经济、社会和环境的协调发展再添新的动力。

The year 2013 is a crucial year for the implementation of the 12th Five-Year Plan. We firmly seize the important strategic opportunities, vigorously develop innovative ideas and development models based on scientific development, constantly improve profitability, risk prevention and control and sustainable development. CAS wishes to, with all friends in various fields, seriously practice social responsibility, and adds new power for the coordinated development of economic, social and environmental.



公司概况 Company Profile

中国航空器材集团公司(以下简称“中国航材”)是国务院国有资产监督管理委员会监管的中央企业。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。2002年10月,民航运输及服务保障企业联合重组,中国航空器材进出口集团公司作为六大航空及保障集团公司之一,经国务院批复正式组建。2007年12月,更名为中国航空器材集团公司。

China Aviation Supplies Holding Company (Hereinafter CAS) is a state-owned enterprise managed by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC). Its predecessor, China Aviation Supplies Company (CASC), was founded with the approval of the State Import and Export Regulatory Commission in October of 1980. In October of 2002, the air transportation companies and supporting companies underwent a merging and restructuring. As a result, three air transportation holding companies (China National Aviation Holding Company, China Eastern Air Holding Company, China Southern Air Holding Company, Hereinafter Big Three Airlines), and three aviation supporting holding companies (China Aviation Oil, China Travel Sky, China Aviation Supplies) 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. In December of 2007, its name was changed to China Aviation Supplies Holding Company (CAS).

中国航材是专门从事飞机采购及航空器材保障业务的专业公司,主要业务涉及飞机批量采购、航空租赁、航材分销与共享、通用航空、航空维修与制造、地面设备与工程、航空培训、合同能源管理、航空展览等领域。

CAS is specialized in the procurement of aircraft and the provision of aircraft material involved with package purchase of aircraft, aircraft leasing, distribution and pooling of aircraft material, general aviation, MRO and manufacturing, ground equipment and engineering, aviation training, energy management contract and aviation exhibition, etc.

◇ 飞机批量采购 | Package purchase of aircraft

飞机批量采购是中国航材传统优势领域，具有配合国家执行外贸外交政策的独特地位。自2002年中国航材集团公司成立至2013年底，中国航材集团与空客公司和波音公司签订了19个批次1409架飞机批量采购框架协议。多次批量采购的圆满完成为降低航空公司采购成本发挥了积极的作用。

Package purchase of aircraft is the traditional business in which CAS has lots of advantages, with unique position to conduct business in coordination with the government's policies on international trade and foreign affairs. Since its foundation in 2002, CAS has signed 19 package purchase contracts for a total number of 1409 aircraft. The success of multiple aircraft purchase packages plays a positive role to reduce procurement cost for airlines.



◇ 航空租赁 | Aircraft leasing

奇龙航空租赁有限公司是中国航材与荷兰埃尔凯普飞机租赁公司及法国东方汇理银行航空融资公司于2006年投资成立的中外合资飞机经营性租赁公司，截至2013年底，拥有20架A320和B737-800飞机，分别经营租赁至中国、法国、泰国、土耳其、巴西、西班牙等多个国家的航空公司。

Dragon Aviation Leasing Company Limited is a joint venture of aircraft operating leasing, invested and founded in 2006 by CAS, AerCap, CA-CIB Airfinance. It has a fleet of 20 aircraft now including A320, and B737-800, which are leased to airlines customers in China, France, Thailand, Turkey, Brazil, Spain, and so on.

拥有 A320 和 B737-800 飞机
It has a fleet of 20 aircraft including A320, and B737-800

20架



◇ 航材分销与共享 | Distribution and pooling of aircraft material

中国航材所属有限责任公司长期与波音、空客、庞巴迪等飞机制造公司、国内民航企业合作，为航空公司、维修企业等客户提供航材租赁、分销、寄售、物流、AOG等支援服务。正在与国内主要航空公司合作打造中国民航航材共享平台，将其建设成为中国民航航材支援和交易平台及主要的航材保障渠道之一。

China Aviation Supplies Imp. & Exp. Corporation (CASC) maintains long term cooperation with aircraft manufactures like Boeing, Airbus, Bombardier, etc and domestic civil aviation enterprise, to provide aviation supplies supporting service including leasing, distribution, consignment, logistics and AOG for airlines and MROs. CASC is working with major domestic airlines now to build supplies sharing platform for China civil aviation, and strives to construct the sharing platform into China civil aviation supplies supporting and trading portal, as well as one of the most important aviation supplies supporting options.



◇ 通用航空 | General aviation

中国航材积极拓展通用航空领域相关业务，逐步实现包括采购、进口报关、航材保障、飞机租赁及金融服务、政府关系、媒体宣传、维修、加改装、区域网络、物流一体化服务。

CAS actively expands businesses in general aviation field, gradually completing comprehensive services including aircraft purchase, import customs clearance, aircraft material support, aircraft leasing and financial services, government relations, media publicity, maintenance, modification, regional network, integrated logistics services.

中国航材自二十世纪八十年代开始为中国民航引进多种中小型飞机，包括支线飞机、公务机、通航飞机等，近10年来累计引入300多架。

Since 1980s, CAS began to introduce a variety of small and medium sized aircraft for China civil aviation market, including regional aircraft, business jets, GA aircraft with a total number of over 300 aircraft in the past 10 years.

◇ 航空维修与制造 | MRO and manufacturing

中国航材所属北京凯兰航空技术有限公司作为内部的投资平台，控股或参股多家航空维修与制造企业，涉及飞机刹车盘系统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、航空零部件制造以及技术咨询等领域。

As an inner investment platform of CAS, Beijing Kailan Aviation Technology Co., Ltd holds or shares equities of several aviation maintenance and manufacturing enterprises, involving sales and repair of aircraft brake and wheel system, repair of avionics and mechanics components, composite and aircraft structure, aircraft components surface processing, aircraft parts manufacturing, and technique advisory.



◇ 地面设备与工程 | Ground equipment and engineering

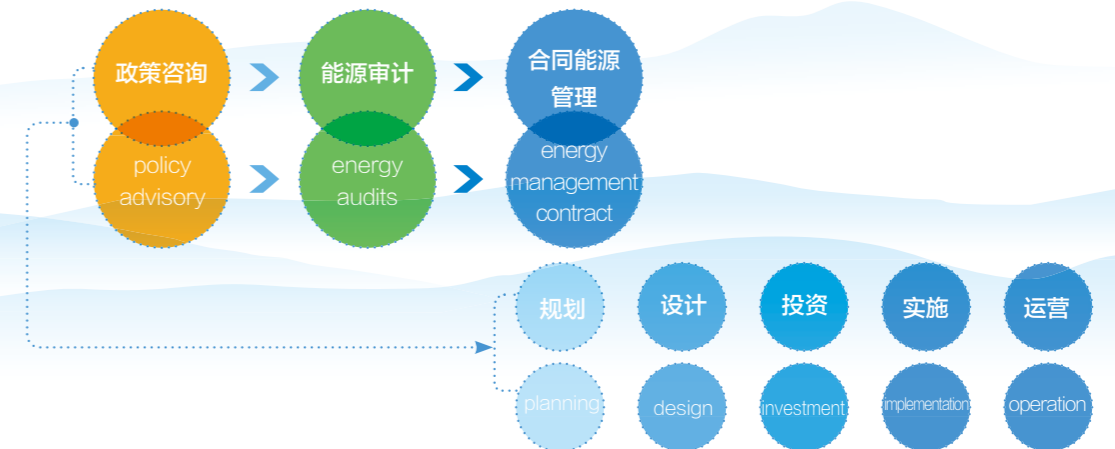
中国航材所属中国民航技术装备有限责任公司主要从事民航机场、空管、航空公司专用设备的国际国内招标、进出口、租赁、维修等业务，以及与此相关的产品展览、服务、技术开发、技术转让、技术咨询、技术培训和多种形式的对外贸易。多年来，始终在民航业界保持着招标、采购金额及市场占有率的领先地位。

China Civil Aviation Technology and Equipment Corporation is mainly engaged in international and domestic tendering, import and export, leasing and repair of special equipment used by civil aviation airport, air traffic control bureau and airlines, and relative product exhibition, service, technology development, transfer, consultation and training, as well as kinds of foreign trading. It has been keeping a leading role in volume of tendering and procurement and market share within civil aviation industry for many years.

◇ 合同能源管理 | Energy management contract

中国航材所属能源管理有限责任公司是民航业内唯一一家国家发改委节能服务公司备案、入选中央企业节能减排服务机构、ISO9001:2008 质量认证的专业综合节能服务公司。公司致力于为各航空公司、机场、空管系统和民航相关单位提供综合节能减排方案，包括政策咨询，能源审计，合同能源管理项目的规划、设计、投资、实施和运营等服务。

CAS Energy Management Co., Ltd is the only company in civil aviation industry registered in NDRC Energy Service Company, and nominated as state-owned service entity of Energy conservation and Emission reduction. It is an integrated energy service company certified by ISO9001:2008. The company is dedicated to provide airlines, airports, air traffic control bureaus with comprehensive energy conservation solutions, including policy advisory, energy audits, planning, design, investment, implementation, and operation of energy management contract.



◇ 航空培训与航空展览 | Aviation training and exhibition

中国航材在航空培训领域引入国际合作，培养航空专业人才。通过组织和参与各类航空专业展览和会议，促进和加强了与中国航空业与世界航空业的交流与合作。

In the field of aviation training, CAS introduces international cooperation and cultivates aviation professional talents. Through organizing and participating in various kinds of special aviation exhibitions and conferences, CAS promotes and strengthens the communication and cooperation between the aviation industry in China and those in other countries.

与空客公司合作建立集培训和客户支援设施为一体的华欧航空培训及支援中心。与普惠公司合作建立了华普发动机培训中心。连续多年承办北京国际航空展，澳门公务机展、国际通航大会、中国国际机场技术设备和服务展、国际航空维修设备与工程技术展等民航专业展会。

CAS and Airbus jointly operates Huaou Aviation Training & Supporting Center, which integrates training and customer support facilities. It also cooperated with Pratt & Whitney to establish Huapu Aviation Engine Training Center. CAS continued for many years to host a variety of professional exhibition specialized for civil aviation industry including Aviation Expo China, Macau Business Aviation Exhibition, China International General Aviation Convention, Inter Airport China, MRO EXPO China, etc.

关键绩效表

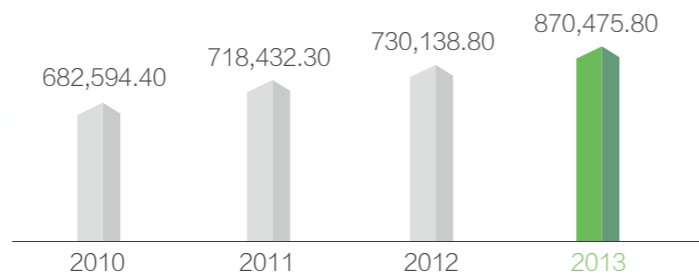
KPI Charts

◎ 经济指标

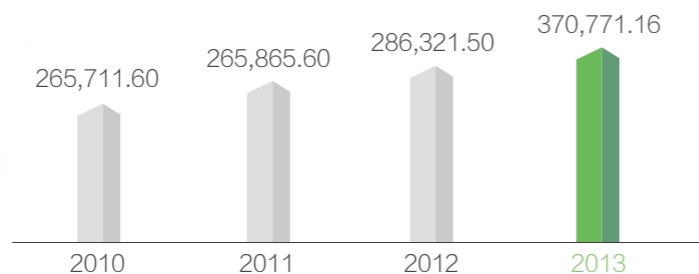
Economic Indicator



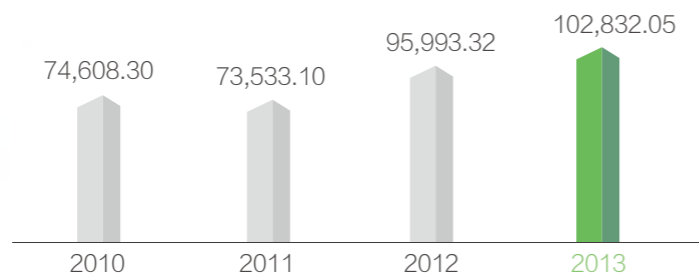
资产总额
Asset Size 单位: 万元
(Unit: 10,000 RMB)



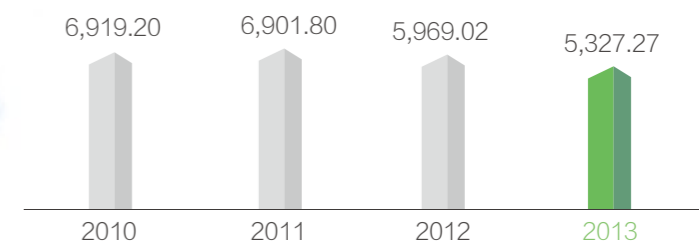
所有者权益
Shareholder's Equity 单位: 万元
(Unit: 10,000 RMB)



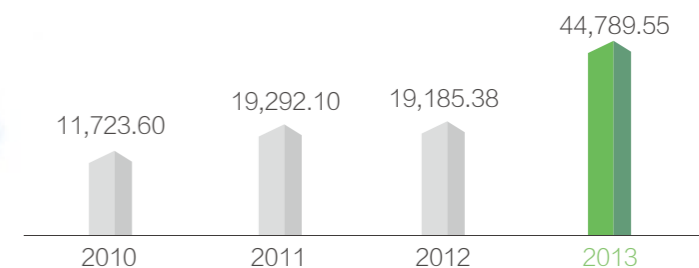
主营业务收入
Annual Revenue 单位: 万元
(Unit: 10,000 RMB)



纳税总额
Total Tax 单位: 万元
(Unit: 10,000 RMB)



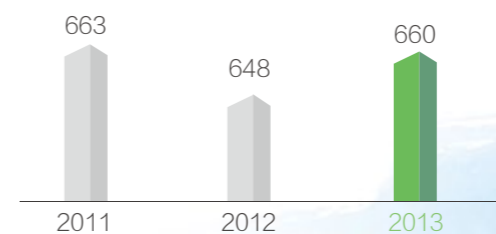
实现利润
Profits 单位: 万元
(Unit: 10,000 RMB)



◎ 社会指标

Social Indicator

员工总人数
Total Staff on Employment (Unit: People)



公司治理 Corporate Governance

◎ 公司治理

Corporate Governance

中国航材集团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.



根据不同发展阶段的要求，集团公司目前设有发展战略和规划委员会、全面风险管理委员会、信息化项目领导小组、绩效考核委员会、薪酬管理委员会、投资及信用评审委员会、预算管理委员会、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 in different development stage, 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 Corporate Risk Management Committee, the IT Steering Team, the Performance Appraisal Committee, the Compensation Committee, the Investment and Credit Rating Committee, the Budget Management Committee, the Social Responsibility Working Committee, the Safety and Security Management Committee and, 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。

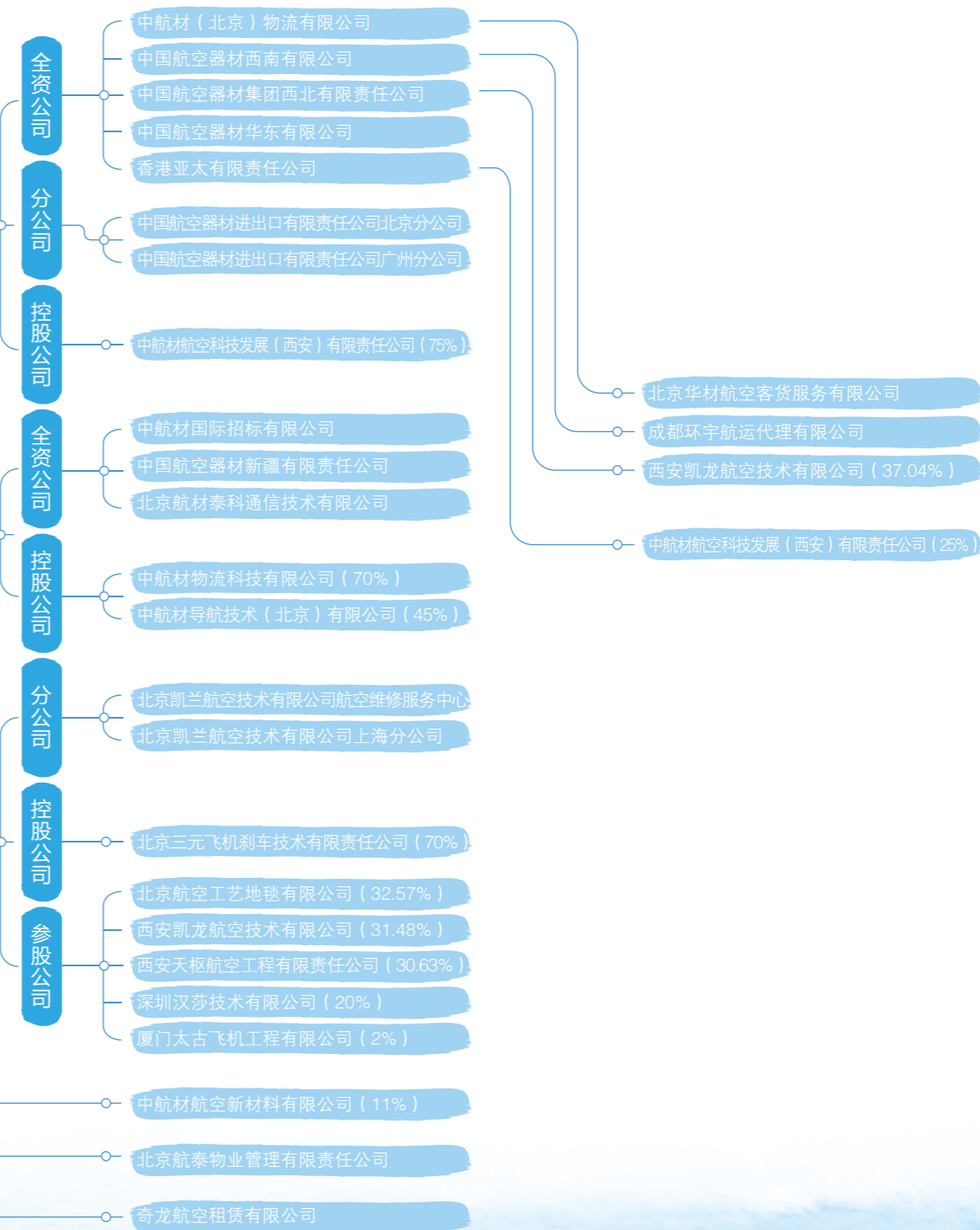
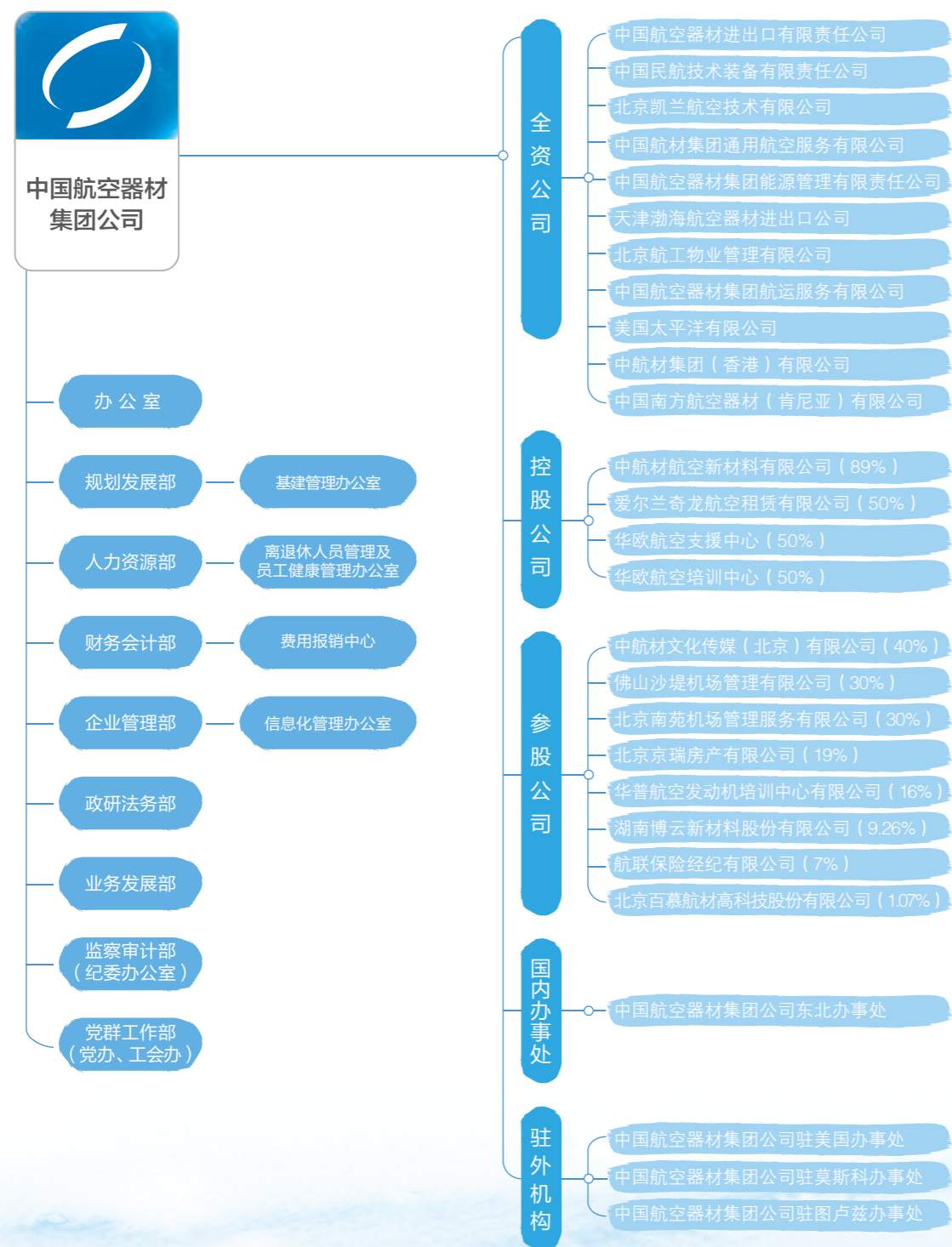
CAS has established a management system for its subsidiaries on the basis of capital link. As the strategy decision center, investment decision center, operation supervision center, and human resource management center, CAS headquarter is responsible for making decisions for import issues such as development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

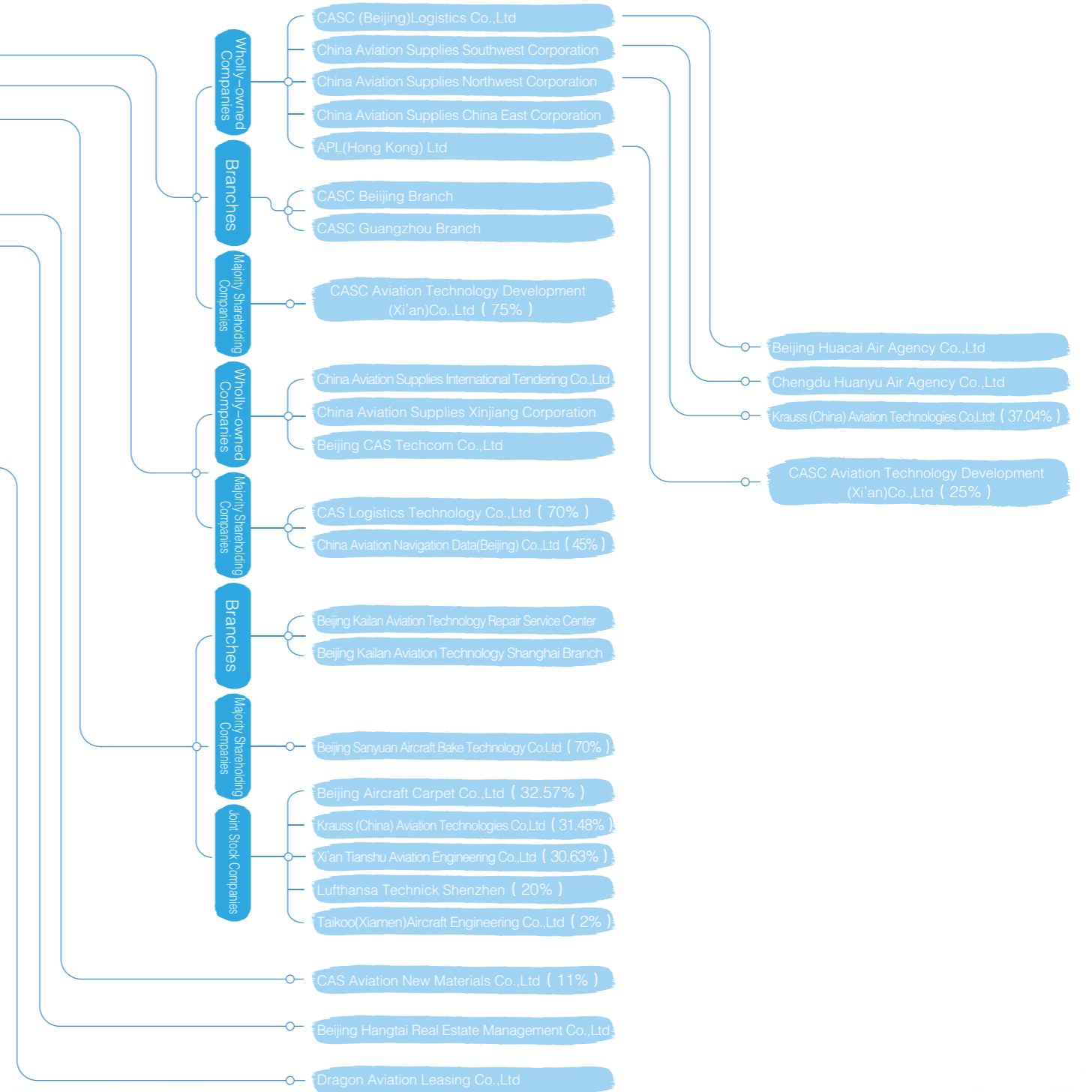
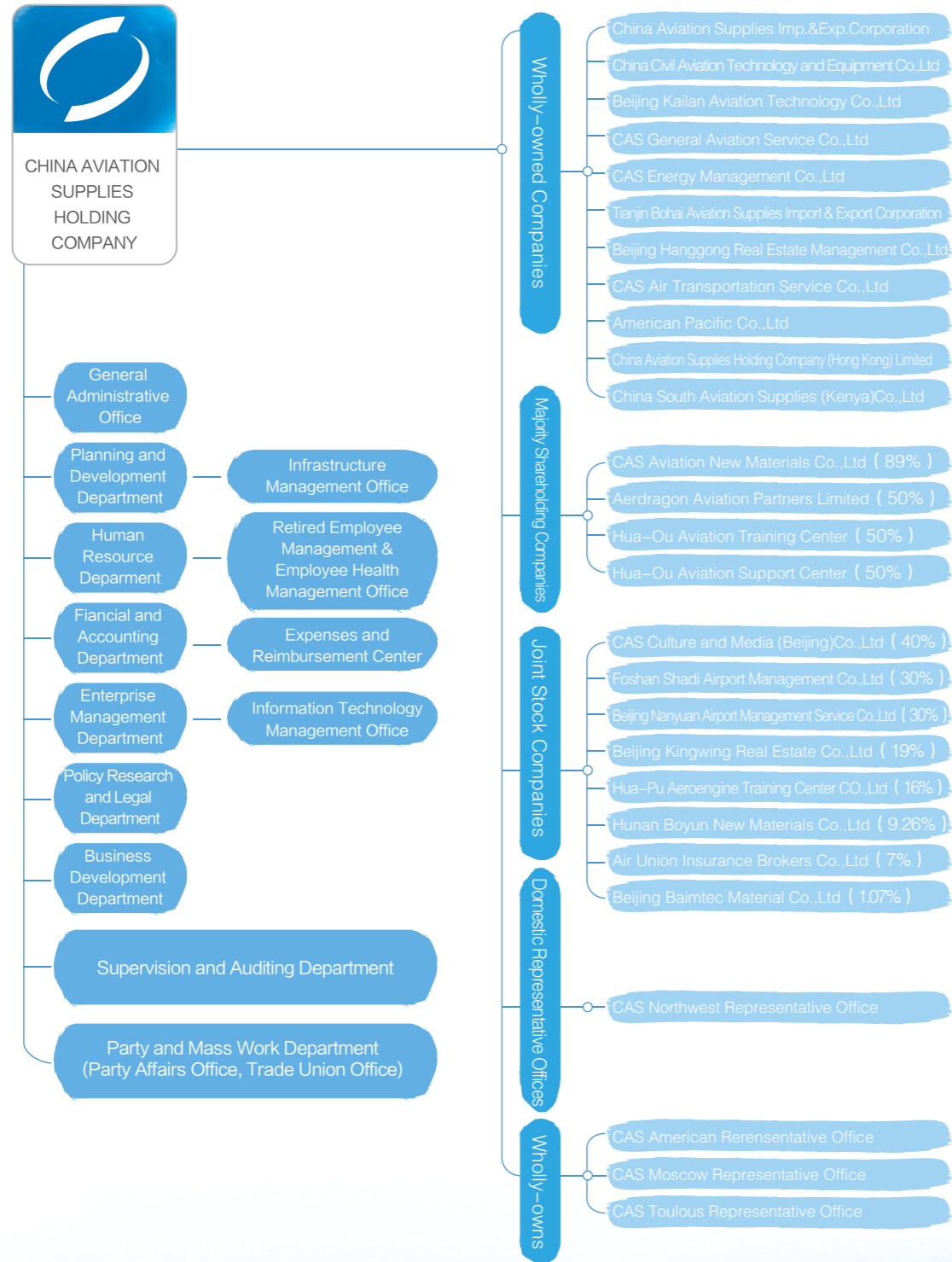
集团公司所投资全资或控股的公司制企业均建立了规范的法人治理结构。按照《中华人民共和国公司法》的规定，集团公司向投资企业委派或任免董事、监事，按照财务年度对经营管理层实施综合业绩考核和监督。

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特殊性综合服务提供商。

To become the irreplaceable comprehensive service provider for aviation supplies.

◎ 公司精神 | Corporate Spirit

诚信、进取、创新、共赢

Honesty, Enterprising, Innovation, Win-Win

诚信：最初来自儒家的“谨而信”的要求，儒家认为，凡贤德者必须具备“谨而信”的品质。对现代企业而言，信誉不仅是一种道德上的要求，也是获得收益的重要途径和方法。好的信誉能够带来忠诚的客户与员工，中国航材集团要在业界发展好，一定要坚守诚信。每名员工都应当认识到，维护企业的诚信度是自己的神圣责任，自己的行为会给企业声誉和经营带来影响，一举一动直接关系到企业的整体形象，也直接关系到公司和员工利益。

Honesty originates from requirement of being "serious and trustworthy" in Confucianism. Confucian thought the personal quality of being "serious and trustworthy" is compulsory for a virtuous person. For modern enterprises, prestige is not only a moral requirement, but also an important way to obtain benefits. Good prestige can bring loyal customers and employees, CAS must adhere to honesty as to achieve good development in the industry. Each employee should be aware of maintaining the integrity of the enterprise as his own sacred duty, of the impact his actions levy on corporate reputation and business. Every his move is directly related to not only the overall image of the enterprise, but also the interests of the enterprise and employees.

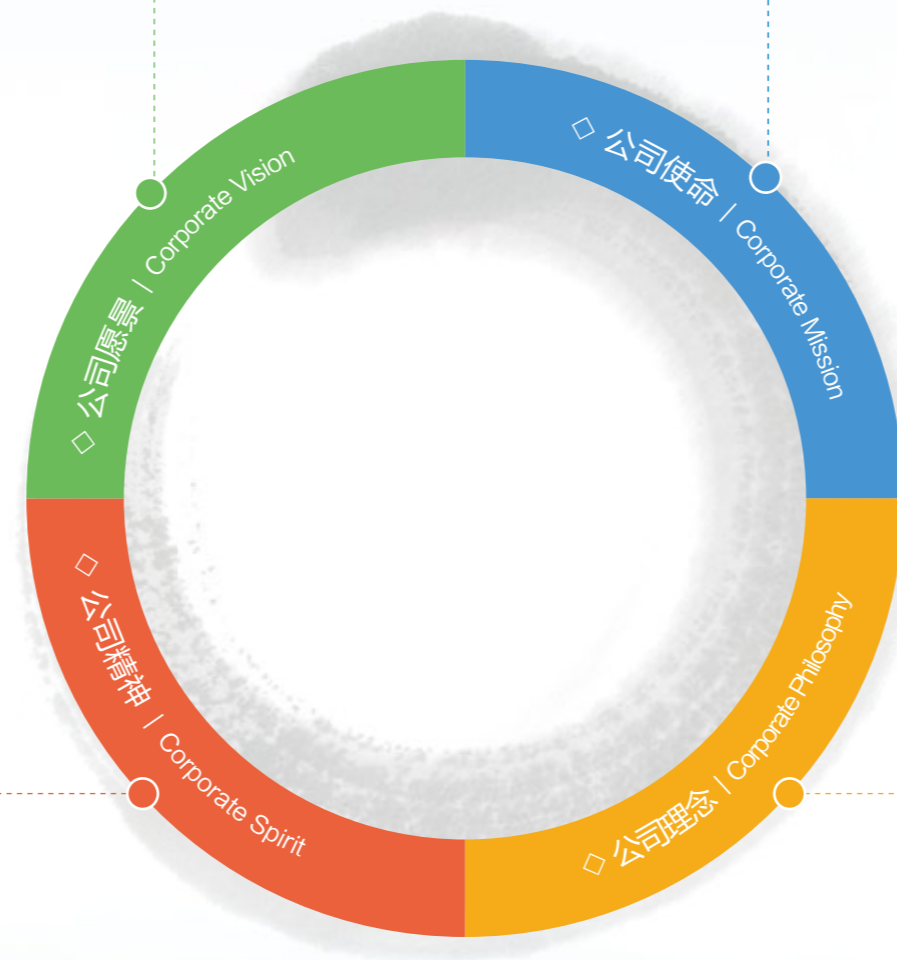
进取：中国航材集团曾经一度市场萎缩、发展方向不明确，但是，越是处于困境，越需要发扬进取精神，愈挫愈勇，发奋图强，走出困境，才能创造新的辉煌。

Enterprising: CAS had ever experienced market shrinkage and indistinct development orientation, however, the more hard environment, the more we need to raise the enterprising spirit, work hard against difficulties, take best efforts to get out of the trouble, so as to create new glory achievements.

创新：创新思想可以追溯到孔子的一句话：“君子和而不同。”可以把它解释为，我们可以与周围的人保持和谐融洽的关系，但对任何事情都应当有自己独到的见解，这也是中国较早的朴素的创新思想。对于现代企业来说，创新是企业具有无穷生命力的灵魂。Innovation can be traced back to Confucius' s words: "The gentleman aims at harmony and not at uniformity" It is interpreted as, we can maintain harmonious relationships with people around, but shall keep our own unique insights on everything, which is a primitive innovative idea in ancient China. For modern enterprises, innovation gift enterprise the soul to originate infinite vitality.

共赢：“单赢”时代早已过去，在航材服务的价值链中，中国航材集团要把握好上游、下游利益相关者之间的利益均衡点，要探索新的业务模式，要拿出让各方都能够接受的解决方案，使各方都能够在“共赢”基础上广泛合作。

Win-Win: Time has said good bye with the era of win-lose situation. In the value chain of aircraft material service, CAS shall balance the breakeven among benefits of stakeholders connected suppliers and customers, and explore new business models with providing solutions feasible to all parties so that all parties can develop wide range of cooperation win-win basis.



◎ 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.

◎ 公司理念 | Corporate 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.

2005年，一个叫《立秋》的晋商题材话剧在北京公演。其中有一副对联，出自张振民先生写的晋商兴衰史中的杨氏家谱中的一句话“天地生人，有一人莫不有一人之业；人生在世，有一日当尽一日之勤。”后来把它摘录并略加改动为“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。”她正适合中国航材集团的企业文化，符合中国“和谐”和“以人为本”的理念。是体现儒家仁者爱人思想的世界观，更是方法论。

CAS Corporate Philosophy came from a couplet in a drama called "Beginning of Autumn" about the story of Shanxi merchants. It is one sentence among the biography of Yang' s Family with record of the family' s ups and downs history written by Mr. Zhang zhenmin. It is extracted later and revised as "Born on the earth, each of us shall have his own career, Living through our lives, each day shall witness our hard working" , which exactly conforms to the corporate culture of CAS, and the philosophy of harmony and people-oriented in Chinese culture. It not only reflects Confucian worldview of universal love and also is methodology.

一个企业，大家聚在一起，是一种缘份。人在企业中，不管是什么位置，首先必须做事，要在社会上生存，就应该有自己的选择之业，更要有生身立命之本，这就是有一技之长或一业之绩。

An enterprise gathers people together due to certain of destiny. In an enterprise, no matter what position a person is in, he or she must take work as the first priority. To survive in the community, people should have their own choice of their profession, and more importantly, with capability to support his living, which means to have one skill or achievements.

生一日就要尽一日之勤。人要勤奋、要勤俭，这是中国的古训。“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”的理念，反映了中华民族自强不息的精神，也是“和谐”和“以人为本”思想的体现，树立这样的理念，鼓励员工为客户做更多的事情，自觉自愿地将企业价值和个人价值结合在一起，在企业里找到安居乐业的归属感。

Living through our lives, each day shall witness our hard working. Chinese old saying praises people to diligent and thrifty. The concept that "Born on the earth, each of us shall have his own career" reflects Chinese spirit of unremitting self-improvement and the philosophy of harmony and people-oriented. This concept encourages employees to do more for our customers, voluntarily integrate corporate value and personal values, and find a sense of belonging to live and work with happiness in the enterprise.



公司战略 Corporate Strategy

◎ 远景规划目标 | Long-term Strategy Objective

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，把中国航材集团建设成为一个企业文化鲜明，队伍优秀，管理先进，品牌优良，核心竞争力强，持续盈利能力强，长远发展后劲大的现代企业。

To become the irreplaceable comprehensive service provider for aviation supplies, and build CAS into a modern enterprise with distinct corporate culture, professional team, advanced management, excellent brands, strong core competitiveness, sustainable profitability and huge potential of long-term development.

◎ “十二五”战略规划目标 | Twelfth Five-Year Strategic Plan Objective

到“十二五”末，成为航材贸易分销及航材共享特色服务的引领者、中国航空租赁业务的先行者、航空维修与制造目标细分市场的主导者、民航地面设备与工程服务的主要提供者。

By the end of the Twelfth Five-Year, to become the industry leader of featured services of aircraft materials distribution and pooling, pioneer of aircraft leasing business in China, dominant player of aviation maintenance and manufacturing, and major provider of civil aviation ground equipment and engineering services.

到“十二五”末，集团公司资产规模达到100亿元、营业收入达到15亿元、利润总额达到2亿元；力争打造出1-2个在航空业界特定领域内具有主导性、决定性和影响力的新型业务。

By the end of the Twelfth Five-Year, CAS achieved total assets up to 10 billion yuan, revenue up to 1.5 billion yuan, and total profit up to 200 million yuan, and strives to create one or two new business which is dominant, decisive and influential within specific field of aviation industry.

◎ 总体战略 | General Strategy

大力推进“四强两精”是中国航材集团的总体战略。“四强”是指我们要努力做大做强、在民航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”是指我们要努力做强做优在维修与制造、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。

The general strategy of CAS is to promote business of 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 material, 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.



飞机批量采购 Package Purchase of Aircraft

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。

We will continue to support and cooperate with foreign affairs and trade of country, constantly consolidate and maintain dominance position of package purchases of aircraft.

航材分销与共享 Distribution and Pooling of Aircraft Material

我们将以优化中国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。

We will target at optimizing allocation of aircraft materials resource for China civil aviation, and strive to achieve industry-wide aircraft material pooling.

航空维修与制造 MRO and Manufacturing

以飞机整体机轮刹车的维修、销售和服务为核心业务，完善飞机机轮业务产业链，尽快建立“整体机轮”综合保障服务能力，成为业内具有相当规模和相对市场优势的专业化机轮刹车实体。

Based on the core businesses of aircraft wheel and brake repair, sales and service, improve the industrial chain of aircraft wheel and brake business, build comprehensive capabilities of wheel and brake support service as soon as possible, and become a professional wheel and brake service provider with considerable scale and relative market advantage in the industry.

航空租赁 Aircraft Leasing

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。

We will devote to build largest and most professional international aircraft operating lease enterprise of SASAC companies.

通用航空 General Aviation

我们将进入国家战略性新兴产业，打造通航服务保障平台，树立通航服务公司品牌，努力发展成为中国民航通航航材供应的主渠道。

We will step into national strategic emerging industries, and strive to become major provider of general aviation material in China civil aviation by building general aviation service platform, and establishing CAS general aviation brand.

地面设备与工程 Ground Equipment and Engineering

立足传统业务、推进转型项目，做强招标、做大销售、做精出口、做专会展，通过引入合作伙伴、兼并重组等方式逐步向现有业务产业链两端和高附加值项目延伸，稳步推进业务转型。

Based on traditional business, promote new type of project for transformation, strengthen tendering, enlarge sales, refine export, specialize exhibition, gradually extend business toward both ends of industrial chain of existing business and high added value programs by introducing partners, mergers and acquisitions etc, and promote stable transit of businesses.

01

责任管理

Responsibilities Management

- ◆ 社会责任理念
◆ Philosophy of Social Responsibility
- ◆ 社会责任报告情况简介
◆ Overview of Social Responsibility Report
- ◆ 公司参加的主要社会团体组织
◆ Major Social Groups and Organization CAS has Joined
- ◆ 社会利益相关方
◆ Social Stakeholders



◎ 社会责任理念

Philosophy of Social Responsibility

中国航材秉持“价值航材”理念。价值航材是指：一是在企业规模 and 经济效益方面，实现较快增长，符合国资委对中央企业的要求。二是在行业地位方面，集团公司重点业务获得较好发展，具有重要的行业影响力，对民航持续、健康发展发挥重要的作用。三是在为维护国家政治经济利益、优化行业资源配置、转变经济增长方式作出积极贡献的同时，履行好环境保护、依法经营等社会责任。四是注重员工成长，为员工建立人才脱颖而出的平台，拓宽职业发展的通道。中国航材围绕价值航材，努力实现企业发展与社会发展、环境安全、员工成长的和谐统一。

CAS upholds the concept “to be valuable enterprise”. It consists of four meanings. First, in terms of business scale and economic benefits, it aims at achieving rapid growth in accordance with the requirements of the SASAC on state-owned enterprises. Second, with regard to industry status, CAS strives for better development on its key businesses, enhancing its industry influence, and playing important role on sustainable and healthy development of the industry. Third, while making positive contributions to safeguard the national political and economic interests, optimize the allocation of industry resources and transfer method of economic growth, CAS will fulfill its social responsibilities including environmental protection, legal operation, etc. Fourth, CAS will focus on staff development, establish a platform for employees to show his talents, and broaden career development path. Led by the concept to be valuable enterprise, CAS will strive to achieve harmonious and simultaneous developments integrated enterprise, society, environmental safety and employee growth.

◎ 社会责任报告情况简介

Overview of Social Responsibility Report

中国航材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.

为推进中国航材社会责任工作，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。各分子公司在集团的统一部署下，具体负责相关社会责任工作的落实。

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



2012年，发布了《2002-2011中国航空器材集团公司企业社会责任报告》；2013年，发布了《2012中国航空器材集团公司企业社会责任报告》。

In 2012, CAS issued “China Aviation Supplies Holding Company Corporate Social Responsibility Report From Year 2002 to 2011”. In 2013, CAS issued “China Aviation Supplies Holding Company Corporate Social Responsibility Report of year 2012”.

◎ 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

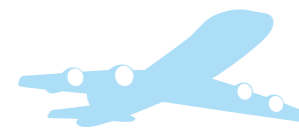
相关方名称 Name of Stakeholders	沟通机制与方式 Communication Mechanism and Method	相关方的期望目标 Expectations of Stakeholders
 <p>国资委 SASAC</p>	<ul style="list-style-type: none"> 政策法规和规章制度 · Policies, laws and regulations 工作会议 · Working meeting 定期汇报 · Periodic report 业绩考核 · Performance appraisal 	<ul style="list-style-type: none"> 国有资产保值增值 ○ Retaining and increasing the value of state-owned assets 依法依规经营 ○ Operating business in compliance with laws and regulations 提升管理 ○ Improving management level 防范经营风险 ○ Preventing business risks 做优做强主业 ○ Optimizing and strengthening core business
 <p>民航局 CAAC</p>	<ul style="list-style-type: none"> 政策法规和规章制度 · Policies, laws and regulations 工作会议 · Working meeting 定期汇报 · Periodic report 文件、通知、报告 · Documents, notices, reports 	<ul style="list-style-type: none"> 建设民航强国 ○ Constructing a strong country in civil aviation industry 安全保障 ○ Ensuring safety 增强保障能力 ○ Enhancing support capability 坚持节能环保 ○ Sticking to energy saving and environment protection
 <p>地方政府 Local government</p>	<ul style="list-style-type: none"> 政策法规 · Policies and laws 统计报表 · Statistical statement 信息报送 · Information and data report 高层会晤 · high-level meeting 	<ul style="list-style-type: none"> 遵纪守法 ○ Obeying laws and regulations 税收 ○ Tax 节能减排 ○ Saving energy and reducing emission 扩大就业 ○ Increasing employment
 <p>战略合作伙伴 Strategic cooperation partners</p>	<ul style="list-style-type: none"> 战略合作协议 · Strategic Cooperation Agreement 定期会晤 · Periodic Meeting 	<ul style="list-style-type: none"> 优势互补 ○ Sharing complementary advantages 合作共赢 ○ Win-win cooperation
 <p>客户 Customer</p>	<ul style="list-style-type: none"> 合同、协议 · Contracts, agreements · 互动沟通 · Interaction and communication 访谈 · Interview · 信息反馈 · Feedback information 	<ul style="list-style-type: none"> 提供规范高效服务 ○ Providing standard and efficient service 满足客户要求 ○ Satisfying customer requirements
 <p>员工 Employee</p>	<ul style="list-style-type: none"> 职代会、座谈 · Workers congress, informal discussion 培训 · Training 建议及反馈 · Suggestion and feedback 工作沟通 · Work communication 微博网站交流 · Communication through microblog and website 	<ul style="list-style-type: none"> 权益保障 ○ Protecting employee's rights and interests 职业发展 ○ Career development 教育培训 ○ Education and training 薪酬福利 ○ Compensation package 健康安全 ○ Health and safety
 <p>供应商 Supplier</p>	<ul style="list-style-type: none"> 合同、协议 · Contracts, agreements 日常业务交流 · Daily business communication 	<ul style="list-style-type: none"> 诚信守法 ○ Honesty and legal-compliance 平等合作、互利共赢 ○ Cooperation on equal footing, mutual benefit, and win-win 长期合作关系 ○ Long-term cooperation relationship
 <p>非政府组织 NGOs</p>	<ul style="list-style-type: none"> 参与会议、活动 · Participation in meetings and activities 提供必要支持 · Providing necessary support 	<ul style="list-style-type: none"> 参与支持社团活动 ○ Joining and supporting club activities 遵守章程 ○ Obeying rules
 <p>社会公众 Social public</p>	<ul style="list-style-type: none"> 信息披露 · Information disclosure · 新闻发布 · News release 履行中央企业责任 · Fulfilling responsibilities of a SASA owned enterprise 公益慈善 · Public benefit and charity activities · 员工志愿者 · Employee volunteer 	<ul style="list-style-type: none"> 灾害救援 ○ Disaster relief 积极参与公益活动 ○ Active participation in public welfare and charity activities 环境保护 ○ Environment protection

02

提升特殊性综合服务能力

Enhance Specialized Integrated Service

- ◆ 稳健发展，实现保值增值
- ◆ Keep Healthy Development to Ensure Assets Value Stable and Growing
- ◆ 转型升级，赢得竞争优势
- ◆ Transit and Upgrade to Win Advantages in the Market
- ◆ 管理提升，助力价值创造
- ◆ Improve Management to Facilitate Value Production
- ◆ 经济效益与行业贡献持续提高
- ◆ Maintain Continuous Growth of Economic Benefit and Contributions to the Industry



◎ 稳健发展，实现保值增值

Keep Healthy Development to Ensure Assets Value Stable and Growing

◇ 飞机批量采购 | Package purchase of aircraft

2013年，中国航材继续保持飞机批量采购业务领域的优势地位。落实与政府部门、飞机制造商、航空公司客户的定期沟通机制。

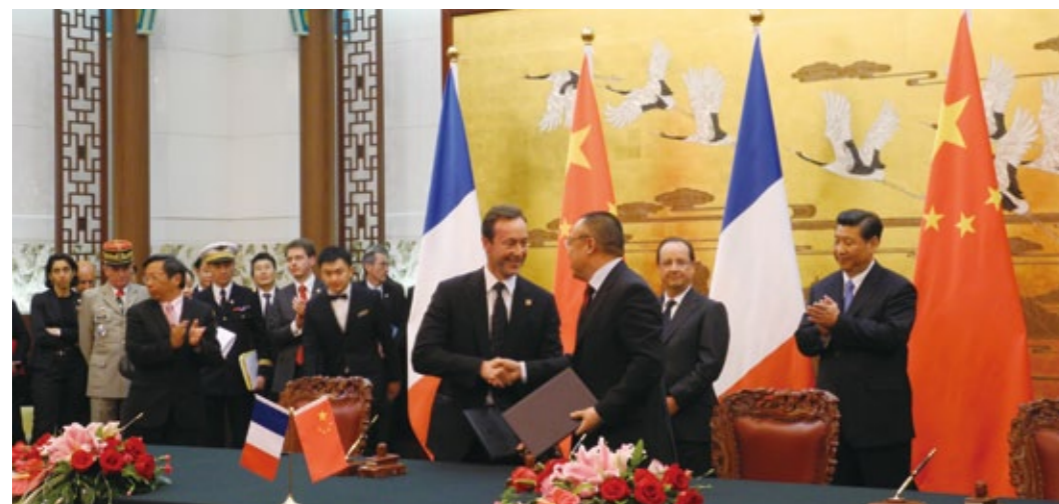
In 2013, CAS continues its domain position in business of package purchase of aircraft and makes the communication system with government, MRO, airlines workable.

2013年4月，集团公司与空客公司签订购买60架空客飞机批量采购框架协议。2013年12月，集团公司与波音公司签署10架B737NG飞机批量采购框架协议。飞机批量采购业务对集团公司其他重点业务的协同作用进一步发挥。

In April 2013, CAS signed a framework agreement to purchase 60 aircraft with Airbus. In December 2013, CAS signed a framework agreement with Boeing for procurement of 10 B737NG aircraft. The business aircraft package purchase has played an important role by helping other businesses of CAS.

同时，积极推进飞机批量采购框架协议的落实和执行，2013年为全行业批量采购引进飞机190架。集团公司作为专业飞机采购服务商的良好品牌得到进一步树立和提升。

In 2013, CAS helps the whole industry introduce and receive 190 aircraft by actively working on the implementation of the package purchase framework agreement. In the same time, the branding of CAS has been built and enhanced in a better way as the professional supplier of aircraft purchase.



◇ 贸易分销与物流 | Trading, distribution and logistics

进出口贸易一直是中国航材的传统主业，通过与波音、空客、庞巴迪等飞机制造公司、普惠等发动机生产厂家合作开展相关航材寄售，分销业务。通过与国内知名企业开展航材保障物流业务，建立完善的客户管理、供应商管理和便捷的物流配送体系。

Import and export trading has been the traditional business for CAS. CAS has operated businesses of consignment and distribution of aircraft materials through cooperating with aircraft or engine manufacturers such as Boeing, Airbus, Bombardier and Pratt Whitney, etc. Via the cooperation with the prestigious domestic enterprise, CAS provides logistics service for aircraft material support, and established a well-organized system of customer management, supplier management, and convenient and fast logistics and deliveries services.

2013年，与波音、空客、普惠、罗罗、斯奈克玛公司开展工业合作业务，工业合作的转包生产项目获得的订单超过12亿美元，合同期间延伸到今后十到十五年。

In 2013, CAS has developed industrial cooperation business with Boeing, Airbus, Pratt and Whitney, Rolls-Royce, and Snecma, etc. The subcontracting orders of industrial cooperation valued over 1.2 billion dollars and the contract term has extended 10 to 15 years from now on.

2013年，中航材有限公司在继续巩固传统代理业务的基础上，积极应对市场变化，不断转变业务模式，提升服务增加值，实现代理业务的稳中有升，航材代理业务实现收入近9512万元。

In 2013, China Aviation Supplies Imp.& Exp Corporation (hereinafter CASC) not only continued consolidating its traditional agency business, but also transfer the business model and improve the service value to face the changes of the market. CAS achieved stable growth in agency business with the income near 95.12 million dollars.

2013年，顺利完成了中标供应商的全部CDSS器材的采购协议签署工作。通过参与民航局改装协调会，配合民航局了解航空公司的需求及制造商的改装方案，与合作的航空公司签署FMC销售协议。

In 2013, CAS successfully finished the procurement of all the CDSS components from bid-winner suppliers. By joining modification coordination meeting held by CAAC, CAS facilitated CAAC to collect the needs of airlines and the modification plan of manufacture, and signed the FMC sales agreement with cooperated airlines.

2013年，中航材有限公司获得了商务部国产飞机援外监造资格，开展援外飞机监造业务。同时顺利完成援助汤加王国MA60飞机和哥伦比亚共和国两架Y-12飞机的监造工作。

In 2013, CASC was authorized with the qualification of foreign aid manufacturing supervision for China made aircraft by the Commerce Department and also successfully finished the manufacturing supervision work for one M60 aircraft of the Tonga kingdom and two Y-12 aircraft of the Republic of Colombia.

◇ 航空租赁 | Aircraft leasing

2013年，中国航材投资的爱尔兰奇龙航空租赁有限公司（以下简称“奇龙公司”）积极开拓国内外飞机租赁市场，成功交付3架B737-800飞机，签署9架飞机的租赁协议，其中包括4架飞机的售后回租协议。

In 2013, CAS' s investment, Aerdragon Aviation Partners Limited (Hereinafter "Dragon Aviation") actively developed the aircraft leasing market both at home and aboard, has successfully delivered 3 B737-800 aircraft, and signed 9 aircraft leasing agreement, which includes 4 aircraft sales-leaseback agreements.

新增中国东方航空公司、巴西 GOL 航空公司、西班牙 Air Europa 航空公司等客户。

New clients increased include China Eastern airlines, Brazil GOL airlines, Spanish Air Europa airlines and others.

借助集团公司飞机批量采购业务优势，于2013年12月与波音签署购买10架B737-800飞机的协议。截至2013年底，奇龙公司共拥有20架空客和波音飞机，租金收入稳定。

With the advantage of aircraft package purchase, Dragon Aviation signed a purchase agreement of 10 B737-800 aircrafts with Boeing. By the end of 2013, Dragon Aviation owns 20 aircraft in total includes Airbus and Boeing, and the rent of leasing aircraft business is stable.

◇ 航空维修与制造 | MRO and manufacturing

中国航材所属北京凯兰航空技术有限公司（以下简称“凯兰公司”）坚持以“成为航空维修与制造细分市场的主导者”为目标，持续不断地建立和发展以机轮刹车维修和销售综合服务保障为主的核心竞争能力，调整和改善各个投资项目的股权结构和管理，总体综合实力进一步提高。

CAS' s subsidiary, Beijing Kailan Aviation Technology Co., Ltd (Hereinafter "Kailan") has targeted in becoming "the dominant of the MRO and manufacturing market" . KaiLan has been developing the core competitive ability, which mainly consists of the wheel brakes maintenance and the sales integrated services. Kailan has also been adjusted and improved the equity structure and management of every investment project. The total comprehensive strength has been improved.



2013年凯兰公司产值和综合收益均创历史新高，取得公司成立20年以来的最好业绩。

In 2013, both the product value and the total earning of Kailan have reached the highest point historically since the company established for 20 years.

维修业务方面，实现生产精益化管理，质量安全目标进一步提高，彻底解决生产维修过程中的废气、废液、废渣排放问题，使整个生产过程达到环保要求，并获得顺义安全生产监督管理局颁发的企业“安全生产化标准”证书。

In terms of the maintenance business, Kailan has implemented the lean manufacturing of production, and also further improves the quality and safety. Kailan solved emission of the waste gas, liquid and residue in the process of manufacture and repair, and achieve the requirement of environment protection. Kailan has gained the certification of "safety production" that awarded by Shunyi Safety Manufacture Supervision Administration.

为中联航提供全天候整体机轮刹车综合保障服务，全年无任何质量和投诉。进一步扩大维修服务市场。

Kailan company provides 7*24 hour integrated support services of the complete wheel brakes for China United Airlines.

完成上海分公司的立项、建设、取证和市场拓展工作，整体机轮综合保障项目探索迈出实质性一步。

Kailan further enlarged its market share of maintenance service, and finished the approval, building, certification and market expansion of its Shanghai Branch that makes the project of the integrated solutions of the complete wheel and brake more feasible.

刹车销售方面，积极开拓了厦门航空刹车销售市场，在获得维修协会的质量体系批准后，又通过了航材分销商AS9120质量体系审核，使凯兰公司所属三元飞机刹车技术有限责任公司具备了有库存的航材分销商资格，为公司的销售业务打下了坚实的基础。

In terms of brake sales, Kailan has actively expanded brake sales to Xiamen Airlines .It was certified by the quality system of China Civil Aviation Maintenance Association and then pass the audit of AS9120 quality system as aircraft material distributor, which makes KAILAN' s subsidiary, Sanyuan Aircraft Brake Technology Co.ltd certificated as the aviation material distributor, and build the strong foundation for its sales business.



◇ 地面设备与工程 | Ground equipment and engineering

中国航材所属中国民航技术装备有限公司（以下简称“技术装备公司”）继续挖掘潜能，创新思路，进一步做强民航地面设备及工程招标业务的同时，积极稳妥地推进业务转型。

CAS' s subsidiary, China Civil Aviation Technology and Equipment Corporation (hereinafter AVITEC) continues to develop the potential and innovate in thoughts. It has not only strengthened the ground equipment and engineering tender business but also promoting the transformation of business steadily.



招标业务作为技术装备公司的传统业务，2013 年共完成 165 个标包的开评标工作。重点完成了天津滨海国际机场二期扩建工程、民航沈阳和乌鲁木齐区域管制中心空管自动化系统以及五台山机场场道及附属工程项目三个 1 亿元左右的大项目。

AVITEC completed 165 tender projects in terms of traditional business in 2013. Three major projects valued around 100 million each including Tianjin Binhai international airport extension engineering II, ATC automation system of ATC center of Shenyang and Wulumuqi and Wutaishan Airport runway.

销售业务取得可喜成绩。2013 年成功中标沈阳桃仙国际机场除冰雪设备项目、飞机牵引车采购项目、吉林省民航机场集团公司除雪车项目、大庆萨尔图区城市管理局环卫设备项目、青岛机场集团消防车等 8 个项目。

The sales business has gained a huge success. In 2013, AVITEC won 8 biddings including de-ice equipment project of Shenyang Taoxian International airport, procurement of aircraft tractor, de-ice vehicle project of Jiling Civil Aviation Airport Holding Company, environmental equipment project of Daqing Saertu urban administration Bureau, fire trucks project of Qingdao International Airport Group Co., Ltd etc.



出口业务方面，继续履行波兰 PEZETEL AVIATION Sp.zo.o. 公司的出口协议，积极开拓机场设备的转口贸易渠道，不断增加转口贸易量，2013 年转口贸易总额超过 100 万美元，比 2012 年增长一倍以上。

In terms of export business, AVITEC continues to fulfill export agreement with Poland PEZETEL AVIATION Sp.zo.o, actively expand intermediary trade channels of airport equipments, keep increase the amount of intermediary trade. The intermediary trade amount access 1 million dollars, double than in 2012.

2013 年技术装备公司组织的展览主要包括 2013 迪拜机场展、广州春交会、广州秋交会、2013 第二届澳门公务机展，展会收入预计实现 280 万元。

Exhibitions organized by AVITEC in 2013 mainly include Dubai airport show 2013, Guangzhou Spring fair, Guangzhou Autumn Fair, The second term Macau Business Aviation Exhibition 2013. The total income of these exhibitions estimates 280 million yuan.

2013 年转口贸易总额超过

In 2013, the intermediary trade amount access 1 million dollars

100 万美元



◇ 民航行业节能服务 | Energy saving service for civil aviation industry

中国航材所属能源管理公司积极完善专业资质建设，成功获得国家发改委和财政部节能服务公司备案资质；入选国资委中央企业节能减排服务机构名单。

CAS subsidiary, CAS Energy Management Co., Ltd, actively improve to build professional qualification, successfully achieved filing qualification of energy saving service companies authorized by NDRC and the Ministry of Finance and was selected into the list of state owned energy conservation services entities of SASAC.

继续完善库尔勒机场综合节能改造项目，完成国货航业务楼节能改造。积极发掘民航业内节能改造、光伏发电和冷热电三联供项目。与九黄机场签署大型光伏发电和水源供热开发合同；与新疆机场集团就南疆7个机场光伏发电项目达成合作意向；西安机场三联供项目技术方案获得客户认同。与民航大学签署战略合作框架协议，拟以登机桥载电源销售为突破口开展全面合作。继续开展能源审计业务。努力拓展行业外业务。能源管理公司的技术体系和业务架构初步形成，在民航行业节能服务领域的影响力进一步提升。

CAS Energy Management Co., Ltd continued to improve Korla Airport integrated energy-saving project, completed energy-saving for Air China Cargo business Building. It actively explored energy saving for civil aviation industry, photovoltaic power generation and Combined Cooling Heating and Power, CCHP project. Signed large photovoltaic power generation and water heating development contracts with Jiuzhaigou Huanglong airport; entered into a collaboration on photovoltaic power generation for seven airports in southern Xinjiang with Xinjiang Airport Group; CCHP technical solutions for Xi'an Airport agreed by customers. CAS Energy Management Co., Ltd signed a strategic cooperative framework agreement with Civil Aviation University of China, planning to carry out full cooperation with sales of power on boarding bridge as a breakthrough. It continues to conduct energy audit and takes efforts to expand business outside of civil aviation industry. CAS Energy Management Co., Ltd has initially formed its technology and business architecture, and further enhanced its influence in the field of energy efficiency services in civil aviation industry.

◎ 转型升级，赢得竞争优势

Transit and Upgrade to Win Advantages in the Market

◇ 航材分销与共享 | Distribution and pooling of aircraft material

根据国资委优化国有资产配置，资源集约共享，提高效率，加强央企对行业的影响和控制力，增强企业核心竞争力的精神，以及民航局在“十二五”规划中从建设民航强国的角度提出“打造航材共享平台，优化航空器材的资源配置”的要求，中国航空集团公司、中国东方航空集团公司、中国南方航空集团公司（以下简称“三大航”）与中国航空器材集团公司针对中国航材保障现状，就如何在航材保障领域里建立集约化的航材保障系统进行了多次的交流和探讨，着力开展航材共享平台建设。

Based on the present condition of aircraft material support, CAS, with China National Aviation Holding Company, China Eastern Air Holding Company, China Southern Air Holding Company (hereinafter three major airlines) carried out multiple communications and discussions on how to build intensive and efficient aircraft material support system and make efforts on building aircraft material platform, in accordance to the guideline of SASAC to optimize stated-owned asset, share and centralize the resources, increase the efficiency, strengthen the power of influence and the control of the state-owned company towards the whole industry, in order to meet the requirement of “building aircraft material platform, optimize the allocation of aircraft material resources”, which was pointed out by CAAC in the 12th Five-Year Plan from the thoughts to build power nation of civil aviation.

建设航材共享平台对于实现企业利益与行业利益、国家利益的高度统一具有深远的意义。有利于促进民航行业健康发展和国有资产保值增值；有利于带动民族航空制造业和维修业的发展；有利于促进航空运输和保障企业做强做优主业。中国航材按照股权合作和业务合作两手抓的原则，从集团本部和中航材有限公司两个工作层面开展项目攻坚，全力以赴推进航材共享平台建设。

It is significant for the national advantages, industrial advantages and corporation advantages by building the aircraft material platform. It helps the civil aviation industry better develop and the stated-owned asset save the value or even increase the value; Building the aircraft material platform is beneficial for the development of national aviation manufacture and MRO; also help to aviation transportation companies and aviation supporting companies focus and enhance their own major businesses. CAS values both equity cooperation and business cooperation, solve the difficulties not only from the holding company but also from CASC, use all the effort to advance the path of aircraft material platform.



2013年5月，国资委召集集团公司及三大航召开“中央企业航材共享体系建设研讨会”，研究航材共享平台建设方案。8月底，方案获得国资委领导充分认可，国资委领导指示要“积极稳妥推进，集中管理，集约共享。”9月，获得国资委和财政部联合批复给予的第二期3亿元国有资本经营预算支持。

In May 2013, SASAC gathered CAS and three major airlines to hold workshops discussing the building of aircraft material pooling system among state-owned enterprises, and jointly investigated proposal to build aircraft material platform. In the end of August, the proposal gained approval from the leaders of SASAC. Leaders of SASAC instructed that the process of the project needs to be stable and centralized management and realize intensive and efficient pooling. In September, this project has gained the second term of state capital budget support valued 300 million RMB from SASAC and the Ministry of Finance.

根据航材共享平台建设工作总体安排，2013年完成了中国航材集团公司向中航材有限公司20亿元的注资工作。

According to the general planning of building aircraft material platform, CAS has finished capital injection of 2 billion yuan towards its subsidiary, CASC in 2013.



2013年，中航材有限公司及相关子企业紧密围绕航材共享业务平台建设，积极进行业务拓展和新型业务平台的搭建：

In 2013, CASC and its subsidiaries have been working on the set up of aircraft material platform, and actively extend the business scopes to build new business platform:



▲ 一起落架、反推等大部件保障业务

Landing gear, thrust reverser and other large components support services

根据客户需求，通过加强与 AMECO、GAMECO 等多家国内知名维修企业的业务合作，确立了起落架、反推等大部件的保障模式和业务操作流程。此外，针对航空公司的特殊情况，制定了起落架 AOG 支援的保障模式。通过上述业务的开展，优化行业资源配置，为维修企业和航空公司降低保障成本，最终实现搭建全行业的起落架资源共享平台目标进行了实质性的实践。2013年，通过与 GAMECO、武汉航达、FLIGHTPARTS 等起落架维修企业签署战略合作框架协议，与国外的原厂 AIRCELLAR 公司签署了战略合作协议，为公司下一步开展起落架、反推等大部件共享业务打下坚实基础。

According to the need of customers, CASC established the operation process of large components support services by strengthen the business cooperation with well-known MRO like AMECO, GAMECO etc., at home. In addition, according to demand in special situation, CASC establishes the landing gear AOG support service. By developed the business above, CASC made substantial practice to optimize industry resources, lower aircraft material support cost for MRO and airlines, finally achieve the goal that set up support services for the whole landing gear industry. In 2013, by signing the framework agreement with GAMECO, Wuhan Hangda, Flightparts etc, it enhanced the next step for the company to further develop landing gear, thrust reverser and other large components support services.

▲ 发动机租赁业务

Engine leasing

通过前期对国内外市场的调研和选择，中航材有限公司确立了以与国外先进发动机租赁公司（WILLIS）共同成立合资公司的形式开展发动机租赁业务，双方于2013年签署了合资谅解备忘录（MOU），完成了项目的可研报告起草，并就合资的重大事项达成共识。发动机租赁业务的开展，有助于中航材有限公司尽快完善自身的业务链，对于中航材有限公司迅速提升发动机保障业务能力，占领国内外租赁市场并获得稳定客观的回报具有积极的意义。

Through the market research at home and abroad, CASC established the model to cooperate with foreign engine leasing company named Willis to develop the engine leasing business, both company signed MOU in 2013 and finished the project feasibility study, had achieved consensus for the joint venture business. The development of engine leasing business helps CASC improve the business chain, and also has positive effect for CASC to improve its engine support business, and have the leasing market at home and abroad.

▲ 航线可交换单元件保障业务

LRU support

针对航线可交换单元（LRU）部件，中航材有限公司通过联合国内外的维修企业，通过向用户提供“按小时付费”保障模式，向用户提供从航材保障到维修的一站式服务，降低航空公司库存，减少资源的重复配置，盘活国有资产，促进行业健康发展。帮助航空公司解决后顾之忧，也将大大降低航空公司的航材保障成本和资金占压。通过与东航和其他中小航空公司作为业务切入点，逐步拓展用户规模，实现全行业的共享。

According to LRUs, by working with MRO at home and abroad, CASC provides “power by hour” support service to the customers, provide one-stop service of material support and MRO, reduce inventory of airlines, and overlapped allocation of resources, effectively use the stated-owned asset, advance the industry well-developed. This project helps the airlines lower the aircraft support cost and asset storage pressure, started with China Eastern Airlines and other small airlines, CASC extended the clients step by step, looking forward to achieving the pooling in the whole industry.

▲ 售后回租业务

Sale-lease back business

2013年，中航材有限公司与一些国内民营的航空公司在售后回租业务方面进行了积极的探索。针对库存航材，尤其是发动机等大部件实施售后回租方式支援进行了具体实践，目前就此项业务的实施方案经过多轮洽谈形成了共识。

In 2013, CASC and some private-owned airlines actively explore the sale-leaseback business. According to aircraft material inventory, CASC made the practice towards especially large components like engine. The implementation plan of this project has achieved consensus by repeated discussions in this current stage.



▲ 消耗件寄售业务

Consignment of consumables and expendables

2013年，中航材有限公司继续加大对航材销售业务的开拓力度，在原有销售规模和客户资源的基础上，通过引入新的航材信息化管理手段，提高库存周转率，改进库存管理水平，使业务流程更加精细、顺畅，不断实现业务规模和业务量继续大幅度增长。西南、西北、华东三家公司面对较为严峻的市场形势和激烈竞争，在巩固原有业务的基础上，积极探索解决思路，加大对客户需求的跟踪和业务推进力度，优化管理流程，取得了较好的增长态势。其中西南公司顺利完成国航2013年消耗件寄售招标项目，成为中标项数最多的竞标企业，为2014年寄售业务的开展奠定了良好的基础。华东公司自2012年正式将航材消耗件的寄售业务作为公司今后重点发展方向，在原有的基础上继续加大市场开拓力度，积极与东航工程技术公司、吉祥航空、春秋航空、捷能翔宇等公司开展航材销售与寄售业务，取得较好的进展；西北公司在继续巩固原有业务的基础上，业务规模持续扩大。新增东航昆明维修基地航材寄售项目、东航西北维修基地APU专利件寄售项目、东航A320机身消耗件、APU/IDG/EDP等附件修理用消耗件等寄售项目初具规模，日趋成熟的消耗件寄售模式和不断改进的业务流程为公司的业务转型起到了积极的推动作用。

In 2013, CAS subsidiary, CASC continued expand aircraft material sales business. Based on the original market share and clients resources, CASC streamlined sales process more fined and smooth by introducing new IT management, speedy inventory rotation, improve inventory management, and also constantly achieved substantial growth in market share and sales. Under tough market situation and sharp competitions, CASC branches of southwest, northwest and Shanghai, on the basis of consolidation of existing business, achieved better growth by actively exploring solutions, strengthening the tracking on customer demand and sales promotion, streamlining management process. CASC Southwest Branch completed the bidding program of Air China Consumables Consignment as the biggest winner, which laid a good foundation for its future business in 2014. CASC East China branch officially set up aircraft consumables consignment as its key business and continued to increase marketing efforts on the basis of existing business. It actively developed business with China Eastern Technology and Engineering Company, Juneyao Airlines, Spring Airlines, Jieneng Xiangyu on aircraft material sales and consignment, and made better progress. CASC Northwest Branch constantly consolidate its existing business, and enlarge its market share by gaining the sales and consignment business with China Eastern Kunming Maintenance Base on aircraft materials, China Eastern Northwest Maintenance Base on APU proprietary aircraft parts, China Eastern Airlines on A320 airframe consumables, consumables consignment used for APU/IDG/EDP components repairs, which supports growth of market share and actively move the transition of the company toward new business with maturing the business model of consumables consignment and continuous improvement of operational processes.



◇ 通用航空 | General aviation

集团公司顺应通用航空大发展、市场潜力巨大的趋势，确定了在天津公司基础上整合集团内部通用航空业务、建立集团公司通用航空服务保障平台的发展路径。

Complying with the trend of general aviation estimating huge development and potential market, CAS set up its developing path to integrate its general aviation businesses and build general aviation service and support platform of CAS brand based on the basis of its Tianjin Branch.

2013年10月，集团公司组织以“创新航材保障模式，助力通航产业发展”为主题的中国国际通航大会航材保障分论坛，举办客户协调会。天津公司以此次通航论坛为平台，分别与新疆通航、东方通航、华彬集团等大型通航企业签署了代理进口 Bell407、米-171 直升机战略合作协议，与 11 家通航企业签署了 ASZ-62 发动机战略联盟协议，巩固和扩大了市场份额，在通航领域树立全新的企业形象。

In October 2013, CAS organized sub-forum themed aircraft materials support during China International General Aviation Convention, and hosted customer conference. In the forum, CAS Tianjin Branch signed strategic cooperation contract as the agent to import Bell 407 and M-171 helicopters respectively with Xinjiang General Aviation Company, China Eastern General Aviation Company, Reignwood and other large GA companies. CAS Tianjin Branch has also signed strategic alliance agreement on ASZ-62 engine with 11 GA companies to consolidate and expand its market share, and well established its brand new image in general aviation field.

2013年11月，成功举办第二届澳门公务机展，参展企业类型和公务机数量均大幅增加，集团在通用航空业务领域的知名度进一步提升。

In November 2013, CAS successfully hosted the 2nd Macau Business Aviation Exhibition, and received substantial growth of exhibitors exhibiting business aircraft. It also helps CAS further improve its brand visibility in the general aviation field.



◎ 管理提升，助力价值创造

Improve Management to Facilitate Value Production

◇ 管理提升 | Strengthen optimize

集团公司认真贯彻国资委关于管理提升活动的各项决策部署，通过长期以来所建立的“任务层层分解，压力层层传递，目标层层落实”的传导机制，上下结合、共同努力，积极落实保增长的目标任务。重点推动航材共享业务在行业内的推广和平台搭建工作，稳步拓展飞机租赁、航材维修与制造、地面设备与工程等业务，积极开展管理提升和降本增效活动，大力推广精益管理理念，集团公司运行保持了稳中有升的良好态势。

CAS conscientiously implements a variety of decisions and arrangements from SASAC regarding management improvement activities make concerted efforts from leaders to employees to realize objectives and tasks of stable growth, through its long-established transmission mechanism of tearing down tasks, passing pressures, and assigning objectives to different layers. CAS focus on promoting and building aircraft material platform in the industry, steadily expanding businesses like aircraft leasing, aircraft maintenance and manufacturing, ground equipment and engineering services etc, actively carry out activities of management improvement, cost reduction and efficiency enhancement, and vigorously promote the concept of Lean Management, so as to successfully maintain good development on the basis of stable operation.

创新管理方面，集团公司奉行狠抓精细，逐步建立长效机制原则，降本增效取得实效，亏损企业整改取得阶段性成果，管控模式更加清晰，管控能力明显增强，战略管控和执行能力进一步提高，自主开发业务信息系统的能力得到提升，内控体系建设和法律事务管理更趋完善，人力资源管理更加制度化。

In terms of innovation management, CAS pursues details management, and gradually established the principle of long-term mechanism to achieve effectiveness of cost efficiency. It has its deficit subsidiaries rectificated with substantive effect, made its management and control model more clearly, significantly enhanced capability to control, further improved strategic control and execution capabilities, increased its independent development capacity of IT systems, perfected its internal control system and legal affairs management, and institutionalized its human resource management.

◇ 科技创新 | Science and technology innovation



中国航材所属中航材航空新材料有限公司拥有专项研发人员 2 名。公司自主研发并取得专利的产品有飞机表面清洗剂和环保清洗剂，取得适航证的有 H101 飞机表面清洗剂和 H201 飞机零部件清洗剂。其余工业及民用清洗剂有 C101 不干胶清洗剂、C102 涂鸦清洗剂、G105 金属清洗剂、G120 抛光蜡清洗剂、G208 油墨清洗剂、G210 脱漆剂、G214 抛光皂清洗剂、G401 织物阻燃剂、G402 织物阻燃剂、G403 织物阻燃剂、X101 消毒剂、Z301 通用卫生清洁剂、Z302 洁厕液、Z303 婴幼儿洗衣液、Z304 奶瓶清洗剂、Z305 餐具清洗剂、环保清洗剂 Z101、环保清洗剂 Z201 等。2013 年，与北京航空工艺地毯有限公司合作开发了 G401 织物阻燃剂、G402 织物阻燃剂、G403 织物阻燃剂系列产品，阻燃效果良好，目前准备批量供货和实验新型阻燃效果更佳的阻燃剂。

With two R&D experts, CAS' s subsidiary, CAS Aviation New Materials Company independently developed aircraft surface cleaners and friendly cleaner with patent certificate, H101 aircraft surface cleaner and H201 aircraft material cleaner with airworthiness certification. Other industrial and commercial cleaner products includes C101 adhesive cleaner, C102 graffiti cleaner, G105 metal cleaner, G120 polishing wax cleaner, G208 ink cleaner, G210 paint remover, G214 polished soap detergent, G401 fabric retardant, G402 fabric retardant, G403 fabric retardant, X101 disinfectants, Z301 universal health cleaners, Z302 toilet fluid, Z303 infant laundry detergent, Z304 milk bottle cleaners, Z305 dishwashing agents, Z101 environmental cleaning agent, Z201 and environmentally friendly cleaning agent, etc. In 2013, CAS Aviation New Materials Company and Beijing Aircraft Carpet Co., Ltd co-developed G401, G402, G403 series fabric flame retardant, proved good flame-retardant effect. The company currently is preparing for mass production and develops novel flame retardants with improved effect.

◎ 经济效益与行业贡献持续提高

Maintain Continuous Growth of Economic Benefit and Contributions to the Industry

◇ 经济效益 | Strengthen optimize

2013 年集团公司实现利润 44,789.55 万元，就 2012 年的 19,185.38 万元相比，增长 133.46%。资产总额由 2012 年末的 730,138.80 万元增长到 2013 年末 870,475.80 万元，增长 19.22%。其中归属于母公司所有者权益由 2012 年末的 286,321.5 万元增长到 2013 年末的 370,771.16 万元，增长幅度为 29.49%。

In 2013, CAS gained total profit of 447,895,500 yuan, with an increase of 133.46% comparing to that of 191,853,800 yuan in 2012. Total assets of CAS has increased to 8,704,758,000 yuan at the end of 2013, with an increase of 19.22% based on the number of 7,301,388,000 yuan by the end of 2012. The equity attributable to owners of the total assets from 2,863,215,000 yuan at the end of 2012 to 3,707,711,600 yuan at the end of 2013 with an increase of 29.49%.

◇ 行业贡献 | Contribution to the Industry

中国航材努力搭建民航业航材共享平台。建设航材共享平台对于实现企业利益与行业利益、国家利益的高度统一具有深远的意义。有利于促进民航行业健康发展和国有资产保值增值；有利于带动民族航空制造业和维修业的发展；有利于促进航空运输和保障企业做强做优主业。

CAS strives to build an aircraft material platform for the industry, which plays far-reaching significance for the integration and realization of corporate interests, industry interest and, nation interests. It will also be helpful to promote the healthy development of the civil aviation industry, keep state-owned assets stable and increased, drive the development of national aviation manufacturing and maintenance industry, and promote air transportation enterprise and aviation supporting enterprise to strengthen and optimize their major business.

中国航材在民航局和政府部门的大力支持下，在充分沟通了解用户需求的基础上，为用户订制个性化的改装方案，配合民航局有序开展飞机机载设备的批量加改装项目。这些项目的顺利推进，为降低航空公司改装成本、提高效率、提升中航材有限公司服务增加值起到了积极的作用。

In support of CAAC and governmental departments, on the basis of full communication and thoroughly understanding of the customers' demand, CAS provided customized modification plan for customers, and facilitates CAAC to implement the package modification programs of airborne equipment step by step. The smooth progress of these projects has played a positive role to reduce airlines costs, improve efficiency and enhance the added value of CAS service.

03

践行环境与安全责任

Practice Environment and Security Responsibility

- ◆ 安全管理
◆ Safety Management
- ◆ 安全教育
◆ Safety Education
- ◆ 节能减排
◆ Energy Saving and Emission Reduction



◎ 安全管理

Safety Management

中国航材始终以“三个代表”重要思想为指导，树立以人为本的科学发展观，坚持“安全第一、预防为主”的工作方针，紧紧围绕安全目标管理责任制，逐级落实安全生产主体责任，稳步推进安全监管体系基础建设，不断深化安全生产专项整治，提高事故防范能力，加大监管力度，实现全集团安全生产零死亡率，安全生产形势保持稳定向好发展态势。

CAS always keep the important thoughts of “Three Represents” as guidance, establish scientific concept of development of a people oriented, adhere to put safety and prevention as the first priority and attach importance to prevention, focus on building safety target management responsibility system to implement safety main responsibility step by step, steadily carry out the building of safety regulatory infrastructure system, deepen production safety special rectification, improve accident prevention capacity, increase supervision, and achieved a zero mortality rate of production safety of the whole company, and maintain production safety situation stable toward the good development trend.



◎ 安全教育

Safety Education

中国航材不断完善全员安全教育培训体系，结合实际制定安全培训规划，采取课堂教学、警示教育等方式，分层次、多渠道、有针对性地开展安全培训，广泛宣传《安全生产法规》提高员工安全防范意识和事故处理能力。

CAS continue to improve staff safety education and training system, plan safety training programs based on practical situation, taking methods like classroom instruction, warning education, etc., to carry out sub-level, multi-channel and targeted safety training, widely publicized “Production safety regulations” to improving employee security awareness and incident handling capability.

2013年1月

集团公司专门召开安全保密工作会议，集团公司分管安全工作的集团领导并与各公司、各部门、各办事处签订了安全保密责任书。

In January 2013, CAS held a special meeting of security and confidentiality, CAS top leaders in charge of safety work signed a security responsibility with sub-leaders of the subsidiaries, all departments and offices.

2013年5月

集团公司成立“安全生产月”活动领导小组，制定“安全生产月”活动实施方案，安排部署了“安全生产月”活动期间的具体做法和要求。

In May 2013, CAS set up a leadership team for “Safety Month” campaign, developed activities plan of “Safety Month” for implementation of the program, arranged and deployed the specific practices and requirements of the “Safety Month” activities during the period.

2013年6月

组织保障企业的专职司机观看《生死时速》、《无处可逃》两部交通安全宣传片和交通事故快速处理图解，有效增强驾驶人的守法意识。

In June 2013, organized corporate drivers to watch two traffic safety videos named “Speed”, “nowhere to hide” and traffic accidents fast processing graphic videos, effectively enhance driver awareness of the law.

2013年7-8月

集团公司组织部分生产单位和保障单位进行联合消防演习，检验了应急预案的制定情况，查找出实际落实安全生产工作中存在的问题和不足。

In July and August 2013, CAS organized some production units and security units to conduct joint fire drill, tested contingency plans, and find out the problems and deficiencies in the actual implementation of safety existing in the work.

2013年10-11月

全国各地多起安全事故的接连发生，紧张的安全生产形式为我们敲响了警钟，集团公司按照国务院安委会办公室的统一部署，在所属重点生产型企业进行了为期一周的安全生产大检查工作，并和属地安监部门取得了有效的沟通，进一步增强了企业安全生产工作的保障。

In October and November 2013, many accidents happened around the country, tight security situation in production is a wake-up call for the company. CAS, in accordance with the unified arrangements of the State Security Committee offices, carried out one week work safety inspections in key manufacturing subsidiaries and made effective communication with local safety supervision departments, in order to further enhance the protection of safe production work of the company.



◎ 节能减排

Energy Saving and Emission Reduction

2013年，中国航材进一步强化节能减排的监督和落实工作，在深入开展节能减排调研的基础上，加大对所属企业节能减排工作负责人员的培训力度，充分发挥所属企业在节能减排领域的工作主观能动性，变集团公司布置工作为所属企业主动开展工作。继2012年将节能减排工作列入企务公开内容后，集团公司持续加大对节能减排工作的管理力度，根据各公司重组兼并情况，重新梳理和制定了节能减排工作联络图，明确所属各企业节能减排工作的分管领导、部门和联系人，节能减排工作的开展更为顺畅和高效。同时，积极配合国资委和行业主管部门及时部署和完成节能宣传周的各项活动，所属各企业结合自身实际情况，开展形式多样的节能环保宣传活动，广泛推广和使用节能技术和方法。集团公司还进一步完善了节能减排统计数据的监测和报告制度。

In 2013, CAS further enhance the supervision and implementation of energy saving and emission reduction. Based on in-depth research on energy saving and emission reduction, enhance training of responsible staff of its subsidiaries, fully apply subsidiaries' work initiative in the energy reduction, change passive work layout by CAS to active work by subsidiaries. Following listed energy conservation in the disclosure of corporate operation in 2012, CAS continued to increase efforts on energy conservation management, re-sort and developed energy conservation liaison map according to reorganization and merger, clarified leaders, department and contacts of subsidiaries in charge of energy conservation, in order to ensure energy conservation work carried out more smoothly and efficiently. At the same time, actively cooperate with the SASAC and industry authorities to complete the timely deployment of the activities of the Energy Conservation Week. Connected with their own actual situation, CAS subsidiaries conduct various forms of energy saving campaign, extensive promotion and use of energy-saving technologies and methods. CAS has further improved the monitoring and reporting system of energy saving statistics.

以北京凯兰公司和西安凯龙为代表的生产型企业，分别从事包括航空维修制造和电镀喷涂业务，2013年持续加大环保投入，积极更新老旧设备、改进生产工艺，取得一定的节能减排效果。集团下属能源管理公司立足民航业内，继续开展业内节能改造项目，助力民航业的绿色发展。

Beijing Kailan and Krauss Xi'an, as two representatives of manufacturing enterprises of CAS, are engaged in aircraft maintenance and manufacturing and plating spraying respectively. In 2013 they continued to increase investment in environmental protection, actively update old equipment, improving production technology, and achieved certain effects in energy reduction. CAS subsidiary, CAS Energy Management Co., Ltd, focus on civil aviation industry to constantly develop green energy-saving projects within the industry, and facilitate green development of the industry.



集团公司其他企业基本为商贸类企业，2013年持续加强水、电、天然气等能源的使用和管理，进一步落实相关能源使用设备、网络资源、办公耗材和机动车的节能管理要求，一系列节能减排工作也取得了良好成效，在营业收入屡创新高的前提下，2013年，集团公司万元营业收入综合能耗（现价）较去年同期下降了4.94%。

Other subsidiaries of CAS are most trading companies. In 2013, those subsidiaries continued to strengthen the use and management of water, electricity, natural gas and other energy, further implemented of energy saving management requirements related to energy use, network resources, office supplies and motor vehicles, and achieved good effects through the series activities of energy saving and emission reduction. in the premise of revenues reaching highs records, in 2013, CAS achieved reduction by 4.94 percent on overall energy consumption per 10 thousand revenue (at current prices) compared with last year.

2013年，集团公司万元营业收入综合能耗（现价）较去年同期下降了。

in 2013, CAS achieved reduction by 4.94 percent on overall energy consumption per 10 thousand revenue (at current prices) compared with last year.

4.94%

04 促进员工价值提升

Promote Raise of Employee Value

- ◆ 员工基本权益保护
- ◆ Protect Basic Rights and Interests of Employee
- ◆ 员工发展
- ◆ Employee Development



◎ 员工基本权益保护

Protect Basic Rights and Interests of Employee

◇ 保障员工身心健康 | Protect health of employees

员工基本权益保护 | The protection of basic rights of employees

中国航材严格遵守《中华人民共和国劳动法》、《劳动合同法》等各项劳动法规，规范内部劳动用工制度，依法保护员工的合法权益，与员工依法签订劳动合同。建立以“五险一金”为基础，以补充医疗、人身意外、家庭财产保险等为辅助的多层次的福利保障体系。

CAS strictly follow "Labor Law of People's Republic of China", "Law on Employment and Contracts" and other labor laws, regulate the internal labor and employment system, protect the legitimate rights and interests of employees, and sign labor contracts with employees in accordance to the law. It has also established multi-level welfare system on the basis of "5 insurances & housing fund policy" supported with insurances of complement medical, personal accident, homeowners as auxiliary.

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。

CAS established collective contract system of equal consultation. The union on behalf of all employees negotiated with the company to sign a collective agreement, providing further protection for staff on remuneration, working hours, rest and vacation, labor safety and health, education and training, insurance benefits, and various labor standards and working conditions.



在册员工社会保险
覆盖率

Social insurance
coverage of employee
enrolled is

100%

参加工会员工比例

97% Percentage of
employees joined the
Union

97%

保障员工身心健康 | Protect the health of employee

中国航材坚持“快乐工作，幸福生活”理念，努力创建和谐企业环境。

CAS actively practices the concept of "happy career, happy life", and take efforts to build a harmonious enterprise environment.

集团公司重视员工的身体健康和心理健康。坚持员工年度体检制度，定期安排全面且有针对性的年度体检，不断优化体检项目，为员工建立健康档案；并邀请健康管理专家多次为公司员工进行健康、急救等方面知识的普及及专题讲座。

CAS emphasize on physical health and mental health of employees. It adhere to annual employee medical system, arrange scheduled comprehensive and targeted annual physical examination for employee, constantly optimize medical projects, and establish health records for employees. It also repeatedly invited experts in health management to deliver speeches on health, first aid and other aspects of knowledge for employees.

通过开展慰问、情感关怀等活动对员工实施关爱，切实将企业的温暖传达给每位员工。妥善解决一线员工早餐问题，不断改善一线员工工作环境，基层员工幸福感显著提升。公司关心离退休人员的晚年生活，定期开展各类有益于老年人身心健康的活动，举办了集团公司离退休人员第二届书法绘画摄影展暨离退休老同志棋牌友谊赛活动，充分展示离退休老同志老有所学、老有所为、老有所乐的精神风貌。

By conducting sympathy, emotional care and other activities, CAS passed love and care and effectively convey the warmth to each employee. It properly resolved the issue of breakfast for frontline staff, constantly improve the working environment for frontline staff, significantly improved junior staff sense of happiness. CAS take care of retirees life and regularly carry out various activities beneficial to the health of older persons, organized the second calligraphy and painting exhibition and chess activities for retied employees, providing stage for them to show retirees' spirit of learning, worthiness, and happiness during their late days.



公司注重精神文明建设，积极开展社会公德、职业道德、家庭美德和个人品德教育，引导员工学习践行社会主义核心价值观。通过举办职工讲堂、微博讨论及读书交流活动等方式，传播正能量。同时，加强与基层职工的联系，推进建立企业关爱职工的长效机制，职工身心健康得到进一步保障。

CAS focus on spiritual civilization, and actively carry out social morality, professional ethics, family virtues and personal moral education, encourage employees to learn and practice the socialist core values. It spreads positive energy by organizing staff lectures, microblogg discussions and reading communications, etc. At the same time, CAS strengthens ties with the junior staff, promote the establishment of long-term mechanism to show company's care on employee growth, and further protect the physical and mental health of employee.

为有效激发公司凝聚力和员工思想活力，集团工会在各单位设立“职工之家”，还组建了文体协会，组织开展丰富多彩各类主题活动，不断丰富职工的业余生活。

To effectively stimulate corporate cohesion and employee vigor, the Union of CAS set up "Home of Employee" at all units of the company. It also formed associations of arts and sports, organized a variety of activities with various subjects and enrich employees' life.



◇ 推行企业民主建设 | Implement corporate democracy building

中国航材不断加强企业民主管理，贯彻党的群众路线，充分发挥党政联席会、总经理办公会、党委会、职代会、职工民主座谈等的作用，逐步完善民主制度建设，进一步确保了职工对公司重大事项、重大决策的知情权、决策权、监督权得以有效落实。

CAS continue to strengthen democratic management, implement the Party's mass line, fully play the role of joint Party-administration meeting, general manager meeting, party committee meeting, employee congress, employee democratic seminars, etc and gradually improve the construction of a democratic system, to further ensure employees' rights to information, decision-making and oversight on major matters of the corporate effectively implemented.



结合贯彻落实中央“八项规定”，公司稳步推进党务、企务公开工作，不断丰富公开内容，拓宽公开渠道，规范公开流程，开展公开情况监督检查工作。

Combined with the implementation of "eight-point regulation" of the central government, CAS steadily develop disclosure of party and corporate affairs, constantly enrich the disclosure, broaden disclosure channels, standard disclosure process, and carry out supervision and inspection work on disclosure.

公司不断健全职工代表大会制度，积极推动基层职代会制度建设。进一步落实职工民主座谈会制度，通过组织召开不同主题的民主座谈会，广泛听取基层职工意见，有效促进了管理水平和工作效率的提升。

CAS continues to improve the employee congress system, and actively promote the building of grassroots employee congress system. CAS further implement the system of employees' democratic forum, listen to the views of grassroots workers by holding democratic forums organized by different topics, and effectively promote the management level and improve work efficiency.

◇ 促进员工职业发展 | Promote career development



员工是企业生存和发展的宝贵资源，中国航材秉承“以人为本”的用人理念，推行“打造价值航材，争做价值员工”的奋斗目标，为员工提供广阔的发展平台和施展个人才华的机会，鼓励员工提升自我、实现自我，促进员工与企业的共同进步。

Employees are the valuable resources for corporate survival and development. CAS adhere to the employment concept of “people-oriented”, implement the goal to “build corporate core value, and be the valuable employee of corporate”, provide a broad development platform and opportunity for employees displaying their individual talents, encourage employee to enhance themselves, and promote joint progress of employees and enterprise.

构建完善的人才管理体系 | Build complete talent management system

中国航材加强人才管理体系建设，不断建立并完善各项人才管理制度，加强后备干部梯队建设，做好干部的培养和选拔工作，把那些有事业心、有责任心、工作能力强、有群众基础的年轻干部放到重要的领导岗位。重视提高干部队伍的综合素质水平，建立干部培训档案，把参加培训情况作为干部调整使用和建立后备干部梯队的依据。建立和实施干部轮岗制度，旨在开阔工作视野，提高把握全局的能力和水平。

CAS strengthen personnel management system, constantly establish and improve kinds of talent management systems, strengthen the reserve cadre team building, well complete training and selection of cadres with assigning those young cadres who are ambitious, responsible, strong capable to work with mass basis to important leadership positions. It attached importance to improve the overall quality of cadre team, established cadres training archives, takes training participation records as reference to adjust and assign as well as establish cadre reserve. It established and implemented cadre rotation system, aiming to broaden their view and improve their ability to control the overall situation.

加强员工培训 | Enhance staff training

围绕集团公司战略规划，中国航材在 2013 年度继续开展了多层次、多渠道、多类型的培训，较去年相比，参训人数增多，培训内容也更加丰富。

Surrounding the corporate strategic plan, CAS continued to carry out training work of multiple layers, channels and types in 2013. The number of trainees increased and the training content is more abundant compared to last year.

新员工培训 | New employee training

为使新员工尽快胜任工作岗位，针对 2012-2013 年新入职的员工，举办了入职培训。本次新员工培训在以往集团公司内部领导授课的基础上，通过与和君咨询公司合作，新增加了角色转换及团队精神塑造培训两项课程，获得了预期效果。

To enable new employees qualified to work as soon as possible, CAS organized job orientation training for new recruits hired in 2012 and 2013. The training of new employees continued the previous lectures given by CAS internal leaders, in addition, added two new courses of role transition and team building through cooperation with the consulting firm named Hejun and obtained the desired effect.



骨干员工培训 | Key employee training

为了提高业务能力水平和提升职业素质，本年度公司组织开展骨干员工培训次数总计 11 次，受众面更广，项目更加多样化。在业务能力方面，主要培训有：与空客航空商务学院合作，组织参加的飞机资产管理培训、飞机结构与航材供应商通用要求培训；与普惠公司合作的航空维修管理培训；与华普发动机培训中心合作举办的航空维修管理培训、民航法规培训、飞机发动机工程培训；以及与清华大学合作举办的库存与仓储管理、航空企业供应链上的成本控制与收益管理培训。并与和君咨询公司合作举办了 5 期有关职业素质提升方面的系列培训。

In order to improve operational capacity and enhance professional quality of key employees, CAS organized a total of 11 times training for key employees in 2013, which covered wider audience, more diversified projects. In terms of operational capacity, main trainings included aircraft assets management training and general requirement training on aircraft structure and aircraft material supplier, which are cooperated with Airbus Air Business Academy, aviation repair management training which is cooperated with Pratt Whitney, aviation repair management training civil aviation regulation training, aircraft engine engineering training jointly held with Huapu engine training center, inventory and warehousing management training, cost control and revenue management training on aviation enterprise supply chain, which are cooperated with Tsinghua University. In addition, CASC in cooperation with Hejun Consulting held 5 series of trainings on enhancement of occupational quality.



◎ 员工发展

Employee Development

◇ 创新创效团队 | Star team of innovation and efficiencies



技术装备公司业务部
Sales department of china civil aviation technology and equipment co.,ltd



中航材西南有限公司
1987年组建 共23人
China aviation supplies southwest corporation
established in 1987 with 23 members now



奇龙航空租赁有限公司
2006年组建 共12人
Dragon aviation leasing co.,ltd
established in 1987 with 12 members now



航工公司餐饮服务班组 2008年组建 共12人 平均年龄37岁
Food and beverage department of beijing hanggong real estate management co.,ltd
established in 2006 with 12 members now
average age of the team: 37 years old

◇ 管理创新标兵 | Star employee of management innovation



任英姿 | Ren Yingzi



赵建春 | Zhao Jianchun

◇ 和谐管理团队

Harmonious management team



集团公司政研法务部 2009年组建 共5人
Policy research and legal department
established in 2009 with 5 members now

◇ 技术革新标兵

Star employee of technology innovation



蒙学民 | Meng Xuemin

◇ 女职工之星 | Star of female staff



周晓蕾 | Zhou Xiaolei



李晓航 | Li Xiaohang

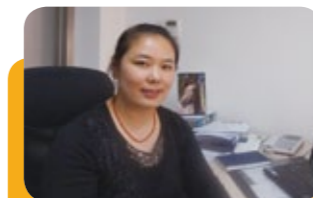


王晶 | Wang Jing

◇ 业务拓展标兵 | Star employee of business development



张桂庆 | Zhang Guiqing



周琦 | Zhou Qi



陈飞 | Chen Fei



张雨 | Zhang Yu



杨林熹 | Yang Linxi

◇ 优质服务标兵 | Star employee of high quality service



袁冠中 | Yu Guanzhong



陈贵堂 | Chen Guitang



杨宇青 | Yang Yuqing



秦建新 | Qin Jianxin

05

坚持公平公正

Insist on Fairness and Justice

- ◆ 依法规范经营
- ◆ Legal and Normative Operation
- ◆ 风险防范体系
- ◆ Risk Prevention System



◎ 依法规范经营

Legal and Normative Operation

◇ 诚信理念 | The concept of integrity

中国航材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 adheres to integrity as its operational concept, and merged the concept of integrity into its vision to a reliable integrated service provider for aviation supplies with the supply of aviation materials as its core business. It also regards the concept of integrity as the inherent requirement and important power for enterprise development, and achieved a good international reputation.



◇ 依法经营 | Legal operation

在内部管理上，中国航材严格落实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 perspective of the internal management, CAS strictly implement of the company's joint conference system of party and administration, the general manager meeting system and other decision-making system and legal affairs management regulations, contract management system and other system related to legal and audit to ensure that company's various economic contracts and important decision-makings approved by legal review procedures; standardized corporate governance structure, further improve and perfect the working mechanism of decision-making and operating by law in accordance with the regulations of corporate Act and Articles.

中国航材高度重视规章制度体系建设，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 attaches great importance to the construction of rules and regulations system, vigorously enhance the implementation of corporate system, following the main line of comprehensive risk management, combined with the corporate monitor and audit as well as rules and regulations construction, etc., improve corporate internal control mechanisms, and earnestly safeguard the security of the state-owned assets, and effectively promote the maintenance and increase of the state-owned assets value.



中国航材自成立以来，始终严格遵守国家法律法规，坚持依法经营，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 establishment, CAS has always insisted legal and normative operations, regards tax delivery by law as the basic requirement to implement social responsibility and contribute to the community. It strictly abide for a long standing by various state tax laws and regulations, pays taxes on time according to the law, and actively carry out tax payment obligations.

此外，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，促进公司依法规范经营。

In addition, CAS resolve all legal disputes left over by history, and avoid new legal disputes arising by its own illegal performance against law and regulation, create a favorable business environment for corporate, and promote corporate legal operation.

◇ 普法工作 | Legal popularization work

2013年中国航材将提升全员法律意识和提高依法治企水平作为重点工作之一，将公司“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。

In the year of 2013, CAS focuses on enhancing all employees' legal awareness and improving the level of managing enterprises by law. CAS effectively connected and united the implementation of "Legal Popularization Plan" and the third "three-year" goal of legal work, and combined the implementation of the law learning of leading cadres, legal training and evaluation system for enterprise management personnel, the time guarantee system for law learning, supervision, inspection and incentive systems of legal popularization and the implementation of the important task of new three-year target, to promote corporate culture construction according to regulation, cultivate corporate legal management concept of supremacy of law, honest and trustworthy, compliance management, legal corporate management.



大力深入开展法制宣传教育，采取丰富多彩的宣传教育形式。包括一期模拟法庭活动，一期民事诉讼法和合同法知识竞赛活动，一期新入职员工法律培训活动以及开通“Hi 法律”微信公共平台。普法工作取得了显著成效，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。

CAS vigorously carried out legal advertisement and education, issued the legal popularization plan, carry out a variety of promotional and educational activities, including new employee oriented legal training, and opening public Wechat account of legal knowledge. CAS made remarkable achievements on legal popularization, and broadly popularized legal knowledge of legal operation and management, improved significantly the legal awareness and legal quality of corporate executives and the general staff, significantly enhanced management capability of legal decisions making and operation, carried out in advance research on legitimacy and legal feasibility of important operation decision making, establish legal argumentation system on important decision-making, gradually establish risk prevention mechanism of enterprise law, and played an important role in corporate legal operation and management.



◇ 建立健全法律工作体系 | Establish and improve legal system

中国航材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 strengthen the building of legal risk management team by establishing and improving corporate legal counsel system, clarify clear responsibilities and management authority of legal staff, improve the legal risk management mechanism, enhance legal personnel quality, improve the degree of attention to legal risk prevention and control, and achieve enhancement on legal operation ability and level.

通过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 delegate general legal counsels to important sub enterprise, to strengthen the legal approval of important operation decision made by its important sub enterprise, and further implement the responsibility system of delegated general legal counsel to improve workflow and system, ensure general legal counsel's important role in decision making of sub enterprise.

通过建立全集团范围内的法律顾述职制度，建立覆盖全集团范围的法律管理工作体系，为公司法律管理效能的充分发挥提供了组织和流程保障。

CAS established general legal counsel reporting system covering the holding company, which represented the establishment of legal management working system covering holding company wide, and provide protection in organization and process for the effectiveness of legal management.



◎ 风险防范体系

Risk Prevention System

◇ 风险控制 | Risk control

根据国资委《中央企业全面风险管理指引》和财政部等五部委联合颁布的《企业内部控制基本规范》的要求，在集团范围内建立相对完善、统一、规范的全面风险管理及内部控制体系框架。

According to "Central Enterprise Comprehensive Risk Management Guidelines" of SASAC, and "Basic Norms of Enterprise Internal Control" jointly issued by the Ministry of Finance and other four ministries, CAS founded comparatively improved, unified, and normative framework of comprehensive risk management and internal control system.

2013年中国航材全力推进全面风险管理工作，完善全面风险管理与内部控制组织体系，做了大量细致有成效的工作，提升风险控制能力：

In the year 2013, CAS takes full efforts to promote comprehensive risk management, improve comprehensive risk management and internal control organization system, did a lot of careful and fruitful work, and enhanced ability to resist risk:

	设立全面风险管理兼职岗位。	Established part-time position of comprehensive risk management.
	修订《全面风险管理与内部控制评估清单（2013）》。	Revised "Assessment Checklist of Comprehensive Risk Management and Internal Control" to 2013 version.
	下发《客户信用评价制度及执行情况自查问卷》和《客户关系管理制度制定及执行情况自查问卷》，组织中国航材下属16家子企业开展风险管理相关制度制定及执行情况的自查工作。	Issued "self rating questionnaire of customer credit evaluation system and implementation" and "self rating questionnaire of customer relationship management system and implementation", organized 16 subsidiaries of CAS to develop self rating on the establishment and implementation of risk management related systems.

根据自查中发现的较为集中、突出和普遍的问题，选取重要子企业开展现场调研，确定相关问题的改进措施，拟定下一步加强风险防控的工作计划，进一步完善全面风险管理工作。

In terms of focused, prominent and widespread problems found in the self rating, CAS selected key subsidiaries to carry out field investigation and determine the improvements for related issues, work out plan for further strengthen risk prevention and improve the overall risk management.

	下发《合同管理制度制定及执行情况自查问卷》，积极部署合同风险防控机制建设工作，重点加强各子企业合同风险防控力度。	Issued "self rating questionnaire on contract management system development and implementation", actively deployed contract risk control mechanism, and focused on strengthening risk prevention and control of subsidiaries' contracts.
	完成国资委部署自愿上报的《2013年全面风险管理报告》。	Complete voluntarily reported "Comprehensive Risk Management Report 2013" deployed SASAC.
	加强全面风险管理文化建设，增强风险管理意识。	Strengthen the comprehensive risk management culture, and enhance awareness of risk management.

◇ 内部审计 | Internal Audit

中国航材集团本部设有独立的内部审计部门，以风险为导向制定内部审计计划。内部审计范围包括财务审计、经济责任审计、子企业重大事项专项审计等。通过运用系统化和规范化的审计程序和方法，对公司各项经营活动和内部控制提出意见和建议并监督执行。

CAS has an independent internal audit department to develop risk-oriented internal audit plan. Internal audit includes financial audit, economic responsibility audit, and special audit on subsidiary significant matters. Give comment and advise on various enterprise operational activities and internal control by using systematic and normative audit procedure and method, and monitor implementation.

2013年集团公司先后印发《中国航空器材集团公司内部控制管理办法》、《中国航空器材集团公司内部控制手册》、《中国航空器材集团公司内部控制评价办法》，并组织内部审计专项调研活动，从制度层面上指导、改善内部审计的效果。

The company has issued "Regulation on Internal Control and Management of CAS", "CAS internal control manual", "Regulations on internal control and evaluation of CAS", and organize special investigation activities of internal audit, in order to guide in systematic level to improve effect of internal audit.

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。

We will focus on the development of "Four Strong and Two Specializations" businesses, and constantly improve sustainable development of CAS.

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。

We will strive to develop four major businesses with certain dominant position in the aviation industry much bigger and stronger. Firstly in terms of package purchase of aircraft, we will continue to support and cooperate with foreign affairs and trade of country, constantly consolidate and maintain dominance position of package purchases of aircraft; secondly in terms of aircraft leasing, we will devote to build largest and most professional international aircraft operating lease enterprise of SASAC companies; thirdly in terms of aircraft material distribution and pooling, we will target at optimizing allocation of aircraft materials resource for China civil aviation, and strive to achieve industry-wide aircraft material pooling; fourthly, in terms of general aviation, We will step into national strategic emerging industries, cut into the market by jointly with entities relative with civil aviation industry to set up a business jet company playing a important role in the industry, so as to promote development of CAS general aviation industry chain.

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。

We will strive to fine and optimize its specialization in the businesses of two market segments: MRO and manufacturing, and ground equipment and engineering, and to be "specialized" providers in above two fields.

展望未来，中国航材将在经济社会发展中勇挑重担，扎实履行中央企业的责任和义务；坚持绿色投资，践行低碳发展，降低污染物排放，加大企业对生态环境的保护和治理力度，努力实现绿色发展。中国航材将细心关爱员工，竭诚回报社会，在加快自身发展的同事，贡献国家、回报社会、造福员工。

Looking into the future, CAS will bravely shoulder heavy responsibilities in the economic and social development to fulfill the responsibilities and obligations as a state-owned company; adhere to green investments, practice environmental development, reduce waste emissions, strengthen measures on ecological environment protection and management, and take efforts to achieve green growth. CAS will take care of its employees, devote to repay the society, make contributions to the nation and bring benefit for employees with accelerating its own development.

