

# 2016

## 企业社会责任报告

Corporate Social Responsibility Report



打造价值航材，建设民航强国

Build a Value-adding CAS, Construct a Strong Country in Civil Aviation

# 关于本报告

About this Report





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本报告为年度报告。

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## 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 releases CAS's implementation of social responsibilities related to economy, safety, environment, employees, and corporate citizenship.

## 编写依据 | References for Compilation

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》(G4)、中国社会科学院《中国企业社会责任报告编写指南(CASS-CSR3.0)》、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。

Guidelines on the Fulfillment of Social Responsibilities by State-owned Enterprises under the Central Government, released by SASAC; Guidelines on Sustainable Development (G4), published by Global Reporting Initiative; Compilation Guidelines on Social Responsibility Report of Chinese Enterprises (CASS-CSR3.0), published by Chinese Academy of Social Science; ISO 26000 Guidelines on Social Responsibility, by International Standardization Organization; Guidelines on Social Responsibility for Chinese Industrial Enterprises and Industrial Associations, published by China Federation of Industrial Economics.

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

为表述方便,报告中“中国航材”、“集团公司”、“集团”均指中国航空器材集团公司。

For the convenience of expression, CAS, the Holding Company and the Company all refer to China Aviation Supplies Holding Company.

## 获取方式 | Access to this Report

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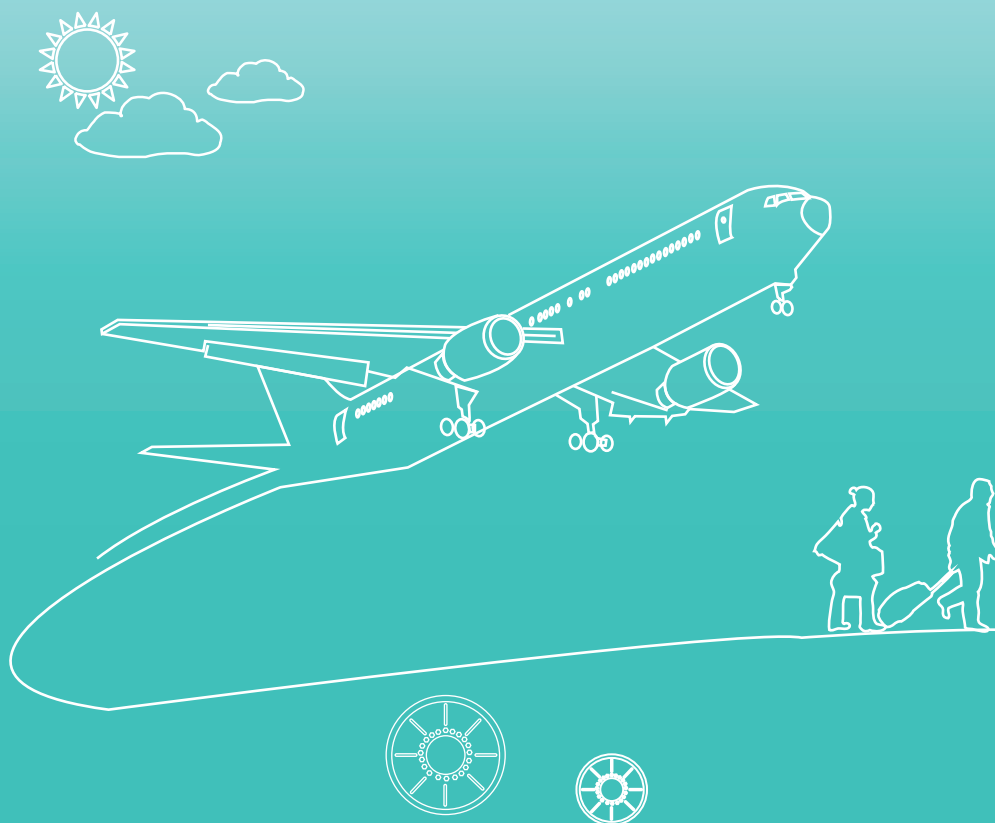
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# 领导致辞

Words from the Top Management



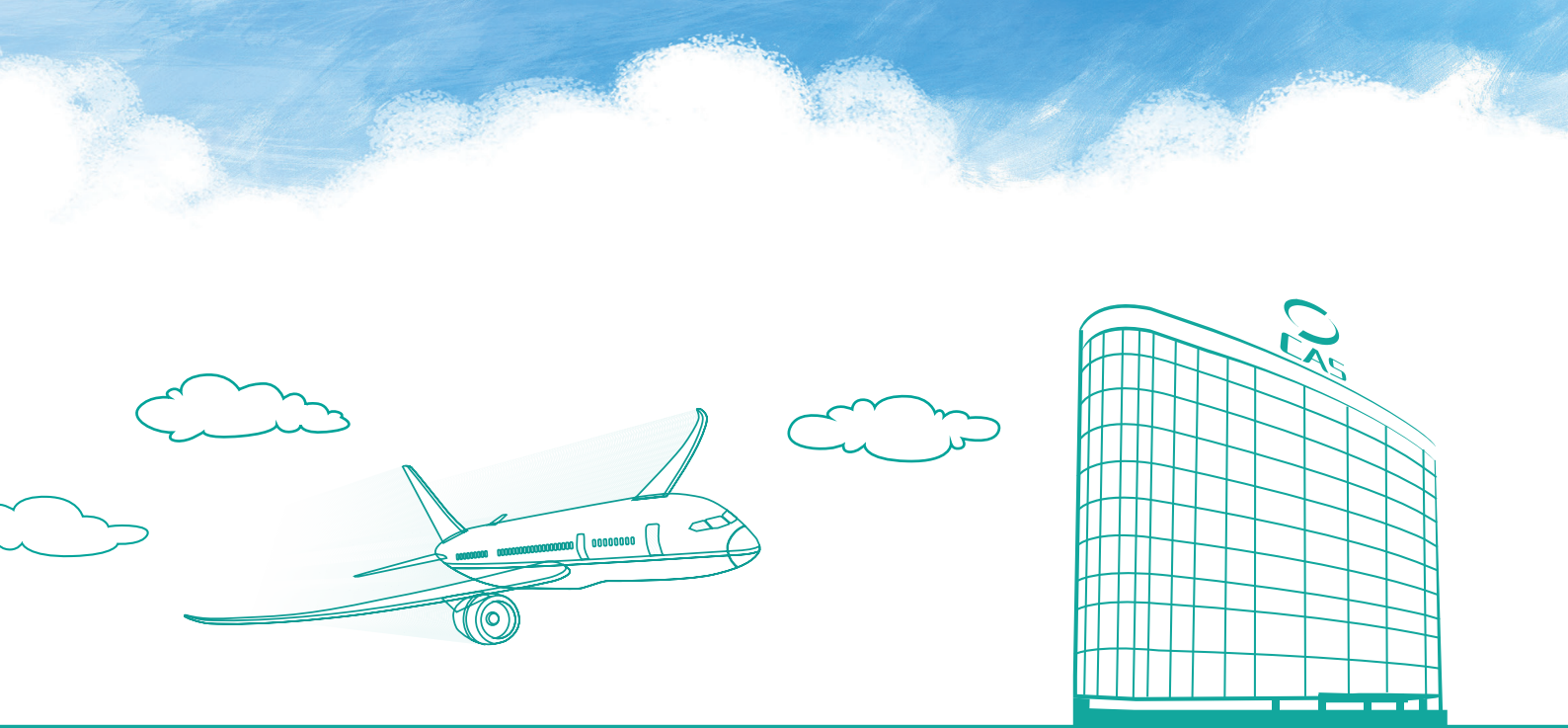
中国航空器材集团公司（以下简称“中国航材”）作为国务院国资委监管下的中央企业，成立三十多年来，不忘初心，矢志不渝地坚持服务国家、服务人民、服务行业的发展理念，以“成为航空业界不可替代的、以航空器材保障为主业的综合服务提供商”为公司发展愿景，发扬“诚信、进取、创新、共赢”的公司精神，不断完善、优化公司发展战略，根据市场新形势，努力探索中国航材的可持续发展之路！

中国航材多年来稳健发展，各项经济指标均保持持续增长，实现了国有资产的保值增值，在产业升级的浪潮中，不断壮大自己，同时也促进了行业的进步。公司在追求自身可持续发展的同时，也注重努力创造实现经济、社会、环境与员工成长的和谐发展。

中国航材坚守服务人民群众的宗旨，以人为本，保障员工权益，实现员工价值；坚守法制，合规经营，加强党风廉政建设，落实一岗双责管理制度；我们牢记自己肩负的使命，积极履行安全环保责任，注重回馈社会，热心公益，扶贫济困。

2016年是“十三五”的开局之年，在国资委、民航局的领导和大力支持下，在监事会的监督和帮助下，中国航材制定了“十三五”规划并大力推进战略实施，努力打造相互支撑、协调发展的“四强两精一新”航材综合保障体系。在企业发展中我们会进一步巩固飞机批量采购业务；继续稳健发展航空租赁业务；我们成功实现与三大航的股权合作，改组设立航材共享平台公司；我们继续拓展通航服务保障业务；继续大力发展民航地面设备及工程招标业务；我们努力在航空节能服务领域寻求取得突破的机会。

中国航材实现了“十三五”的成功开局，这是全体航材员工共同努力、辛勤工作的成果。我们全体航材人的努力，终将成就不可替代的航材梦想！我们的辛勤付出，必将对社会的发展，为建设民航强国做出更大的贡献！



As a key state-owned company under SASAC (State-owned Asset Supervision and Administration Commission of the State Council), China Aviation Supplies Holding Company (hereinafter referred to as CAS) has never forgot its original mission and persistently stuck to, the development concept to serve the country, serve the people, and serve the industry; and the development vision to become an irreplaceable comprehensive service provider in aviation supplies. It has carried forward the corporate spirit of "Honesty, Enterprising, Innovation, and Win-win", and continuously improved and optimized its development strategy. It has also made efforts to explore a sustainable development route based on the new market situation.

For many years, CAS has maintained a steady development, kept a continuous increase in terms of various economic indicators, and maintained and increased the value of state-owned assets. In the wave of industry upgrading, CAS has continuously strengthened itself, as well as promoted the progress of the industry. While pursuing a sustainable development of the company, CAS also makes efforts to realize a harmonious development for the economy, society, the environment, and the employees.

CAS sticks to the purpose of serving the people, and puts people in the first place. It protects the interests of employees, and helps them realize their values. It holds fast to laws and operates in compliance with regulations. It improves Party conduct and upholds integrity, and implements the "One Post with Two Duties" management system. We firmly remember the mission over our shoulder, and actively fulfill our responsibilities in safety and environment protection. We value paying back the society, actively engage ourselves in public charity, and help those in poverty and difficulty.

2016 was the first year of the 13th Five-year Plan period. Under the leadership and support of SASAC and CAAC, and with the supervision and help of the Supervisory Board, CAS developed its planning for the 13th Five-year Plan period, and forcefully promoted the implementation of corporate strategy. It made hard efforts to build a comprehensive support system for aviation supplies which was named Four Strong, Two Specializations, and One New, and was characterized by mutual support and harmonious development. In the development of the company, we will further strengthen the package purchase of aircraft, and continue to steadily develop aviation leasing business. We have successfully realized cooperation with the three biggest airlines in China on the basis of equity, restructured and established the Platform Company for Pooling of Aviation Supplies. We continued to expand in support services for general aviation, and made continuous and strong efforts in developing the bidding and tendering business for ground equipment and engineering. We also made efforts to realize a breakthrough in energy saving business for aviation industry.

CAS realized a successful opening for the 13th Five-year Plan period as a result of the hard work of all CAS employees. The hard efforts of all CAS people will ultimately make CAS dream come true to become an irreplaceable and unique service provider in aviation supplies! Our hard work will definitely contribute more to the development of the society and the construction of a strong country in civil aviation industry.



# 关于我们

About CAS

## 公司概况



### Company Profile

## 历史沿革

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，是中国民航系统成立的第一家公司。1996年3月更名为中国航空器材进出口总公司。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家航空运输及航空服务保障集团公司之一，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。

## History

China Aviation Supplies Holding Company is a key state-owned company supervised by the State-owned Assets Supervision and Administration Commission of the State Council. Its predecessor, China Aviation Supplies Company (CASC), was founded with the approval of the State Import and Export Regulatory Commission in October of 1980. It was the first incorporated company in Chinese civil aviation industry. In March 1996, it was renamed China Aviation Supplies Imp. & Exp. Corporation. In October of 2002, the air transportation companies and supporting companies underwent merger and restructuring, and China Aviation Supplies Import & Export Group Company, as one of the six airlines and supporting group companies, was officially established with the approval of the State Council. In December 2007, it was renamed China Aviation Supplies Holding Company (CAS).



## 业务布局

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、航材共享、航空租赁、通用航空、飞机机轮保障、机场服务保障、航空节能服务、航空培训与展览等领域。

## Business Layout

CAS is specialized in the procurement of aircraft and the provision of aviation supplies; its main business covers the package purchase of aircraft, pooling of aviation supplies, aviation leasing, general aviation, aircraft wheel and brake support, airport support services, aviation energy-saving services, aviation training and 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 年中国航材成立以来，截至 2016 年，与空客公司和波音公司签订了 24 个批次 2009 架飞机的批量采购框架协议。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。同时深化了中国航材与各航空公司在多领域的良好合作关系。

The package purchase of aircraft is the traditional advantageous business of CAS, and has a special position in the coordinated execution of national policies in foreign trade and foreign affairs. Since its foundation in 2002 and up to 2016, CAS signed 24 GTAs with Airbus and Boeing for the package purchase of 2009 airplanes. The successful execution of the GTAs has effectively reduced the purchase cost of the airlines. At the same time, it also deepened the cooperation relationship between CAS and the airlines in many fields.



### 航材共享 Pooling of Aviation Supplies

2016 年经国务院国资委批准，以中国航材所属中国航空器材进出口有限责任公司为基础，由南航集团、中航集团、东航集团、中国航材及中国国新共同改组设立中国航空器材有限责任公司（以下简称“航材共享平台公司”）。航材共享平台公司由五方股东共同持股，面向全行业的航材共享保障，将以富余航材处置、消耗件集中保障及周转件共享为主逐步开展工作，平台公司将在出资人和行业主管当局的指导下，以各股东方提质增效的目标为引领，坚持市场化运作，不断推进航材保障模式创新，积极拓展国际市场，努力成为国际一流的航空保障服务提供商。

In 2016, with the approval of SASAC, China Southern Airlines, Air China, China Eastern Airlines, CAS, and China Reform Holdings Corporation Ltd. restructured China Aviation Supplies Imp. & Exp. Corporation, a subsidiary of CAS, and established China Aviation Supplies Co., Ltd. (hereinafter referred to as "Pooling Platform Company for Aviation Supplies" or "CASC"). CASC's equity is held by the five shareholders. CASC will provide pooling services for aviation supplies to the whole civil aviation industry, and will gradually start its work with a focus on the disposal of obsolete parts, aggregated support of consumables / expendables, and pooling of rotables. With the guidance from the shareholders and the managing authority, CASC will take the improvement of shareholders' quality and efficiency as the leading goal, stick to market-based operation, continuously promote innovations in the support mode of aviation supplies, actively expand to international market, and make hard efforts to become a world-class service provider for aviation supplies.





## 航空租赁 Aviation Leasing

中国航材所属奇龙航空租赁有限公司（以下简称“奇龙公司”）是中国航材与荷兰埃尔凯普飞机租赁公司和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 2016 年底，拥有并管理 30 架飞机，承租人涵盖中国、法国、新加坡、土耳其、西班牙等众多国家的航空公司。

Dragon Aviation Leasing Co., Ltd., a subsidiary of CAS (hereinafter referred to as "Dragon Aviation"), is an operating leasing company established in 2006 as a joint venture among CAS, AerCap B.V., and CA-CIB Airfinance S.A.. By the end of 2016, Dragon Aviation has owned and managed a fleet of 30 aircraft, with a lessee base covering airlines in China, France, Singapore, Turkey, Spain, etc.



## 通用航空 General Aviation

中国航材自二十世纪八十年代开始为中国民航引进多种通用航空飞机，包括支线飞机、公务机、直升机等，共计 500 多架。中国航材所属中国航材集团通用航空服务有限公司（以下简称“通航公司”）自 2014 年成立起，积极拓展通用航空领域相关业务，逐步实现包括航空器审批、采购、进口报关、航材保障、政府关系、媒体宣传、维修、加改装、区域网络、物流的一体化服务。

Since the 1980s, CAS has started introducing various general aviation aircraft for Chinese civil aviation industry, including regional aircraft, business aircraft, helicopters, etc. The total number of aircraft introduced for these types has exceeded 500. Since its establishment in 2014, China General Aviation Service Co., Ltd., a subsidiary of CAS (hereinafter referred to as 'CAS General Aviation'), has actively explored businesses in general aviation, and will gradually realize integrated services including aircraft certification, procurement, importation and customs clearance, support for aviation supplies, government relations, media publicity, MRO, retrofit and modification, regional networks, and logistics, etc.



## 飞机机轮保障 Aircraft Wheel & Brake Support

中国航材所属北京凯兰航空技术有限公司（以下简称“北京凯兰”）主要从事航空维修与制造业务，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。北京凯兰自成立以来，不断提升“整体机轮综合支援保障服务”核心竞争能力，围绕北京、上海两个中心基地，逐步建立辐射全国的综合支援保障服务网络，为海航、东航、南航、国航、奥凯、春秋、顺丰等航空公司提供标准化、质量可靠、经济快捷的支援保障服务。

Beijing Kailan Aviation Technology Co., Ltd., a subsidiary of CAS (hereinafter referred to as 'Beijing Kailan'), is mainly engaged in MRO and manufacturing businesses, including the sale and repair of aircraft brake disc system, the repair of avionics and its mechanic accessories, surface treatment for aviation parts and components, repair of composite materials and aircraft structural parts, manufacturing of aviation parts and components, and technical consulting services, etc. Since its establishment, Beijing Kailan has been continuously promoting its core competitiveness in comprehensive services for wheel and brake system, and has gradually established its service network covering the whole country on the basis of its central bases in Beijing and Shanghai. It provides standardized, high quality, economical, and fast support service to Hainan Airlines, China Eastern Airlines, China Southern Airlines, Air China, OKAIR, Spring Airlines, and SF Airlines, etc.





## 机场服务保障 Airport Support Services

中国航材所属中国民航技术装备有限责任公司（以下简称“技术装备公司”）是服务于民航机场、空管领域的专业公司，主要从事民航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。近年来，紧跟民航发展趋势，积极调整战略，稳健向新技术领域转型，通过兼并重组等方式，实现公司快速发展。

China Civil Aviation Technology & Equipment Co., Ltd., a subsidiary of CAS (hereinafter referred to as 'AVITEC'), is a professional company to serve civil airports and air traffic centers. It is mainly involved in domestic and international tendering, import & export, leasing, and repair of special equipment; and the extended businesses in product exhibition, service, technology development, technology transfer, consulting, training, and multiple forms of international trade. In recent years, it has closely followed the development trend in civil aviation industry, and actively adjusted its strategy. It has steadily transformed toward new technology, and realized a fast development through acquisition and restructuring.



## 航空节能服务 Aviation Energy-Saving Services

中国航材所属中国航空器材集团能源管理有限责任公司（以下简称“能源公司”）是目前民航业内唯一取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、北京市发改委能源审计推荐机构和北京市能源管理体系第三方评价推荐机构的专业综合节能服务公司，并获得 ISO9001:2015 质量体系认证。公司业务主要包括政策咨询、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；推广清洁能源先进技术、新产品及低碳解决方案，降低民航业单位能耗和温室气体排放，以促进绿色航空发展目标的实现。

China Aviation Energy & Emission Solutions, a subsidiary of CAS (hereinafter referred to as 'CAEES'), is the only energy-saving service company in the civil aviation industry registered at National Development and Reform Commission (NDRC) and the Ministry of Finance, and is selected as a supplier for energy-saving and emission-reduction services for the enterprises owned by the central government. It is listed by Beijing Municipal Commission of Development and Reform as a recommended professional energy-saving service company for energy auditing and third-party evaluation organization for energy management systems. It is certified for ISO9001:2015 quality system in comprehensive energy-saving services. Its businesses mainly consist of policy-related consulting service, energy audit, and energy management contract project from its planning, design, investment, implementation, to operation, etc. It is also dedicated to the promotion of advanced technology and new products for clean energy and low-carbon solutions, with an aim to reduce unit energy consumption and greenhouse gas emission in civil aviation industry, and help realize the target of green development for aviation industry.



## 航空培训与展览 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。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。连续多年承办中国国际机场技术设备和服务展、中国国际航空维修设备与工程技术展、澳门公务航空展，参与中国国际通用航空大会。通过组织和参与各类航空专业展览和会议，促进和加强了中国航空业与世界航空业的交流与合作。

CAS has introduced international cooperation into aviation training to train talents for the industry. It has cooperated with Airbus to establish Hua-ou Aviation Training & Support Center in which facilities for both training and customer support are integrated. It has also cooperated with Pratt & Whitney to establish Hua-pu Aero Engine Training Center. For many years, it has organized professional exhibitions in the civil aviation industry such as Inter Airport China, MRO China, and Macau Business Aviation Exhibition, and participated in China International General Aviation Convention. By organizing and participating in various professional aviation exhibitions and meetings, CAS has promoted and strengthened its cooperation with the aviation industry home and abroad.








## 关键绩效 Key Performance Indicators





### 经济绩效指标

#### Economic Performance Indicator

单位 /Units : 万元 /10K RMB

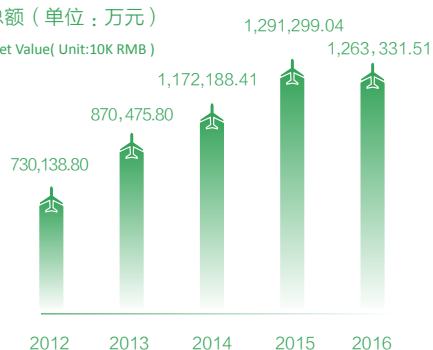
	2012 年/year	2013 年/year	2014 年/year	2015 年/year	2016 年/year
 资产总额 Total Asset Value	730,138.80	870,475.80	1,172,188.41	1,291,299.04	1,263,331.51
 所有者权益 Owner's Equity	286,321.50	370,771.16	482,010.21	538,165.62	584,254.01
 营业收入 Operation Revenue	100,109.68	106,933.91	135,676.46	186,783.18	215,282.35
 利润总额 Total Profit	19,185.38	44,789.55	45,642.07	51,148.20	47,338.22
 归属母公司净利润 Net Profit Owned by the Mother Company	11,095.86	30,198.17	29,789.21	31,592.29	24,067.85
 纳税总额 Total Tax Amount	6,168.15	5,327.27	12,113.02	16,372.45	13,932.10

单位 /Units : %

	2012 年/year	2013 年/year	2014 年/year	2015 年/year	2016 年/year
 国有资本保值增值率 Rate of Increase for the Value of State-owned Capital	104.5	114.27	108.54	109.55	107.55
 主营业务收入增长率 Increase Rate for Operation Revenue	30.54	7.12	26.74	37.63	16.35
 净资产收益率 Return on Net Assets (without counting of minor shareholder)	5.12	11.81	8.97	8.03	7.04
 资产负债率 Asset-liability Ratio	60.79	57.41	58.88	58.32	53.75

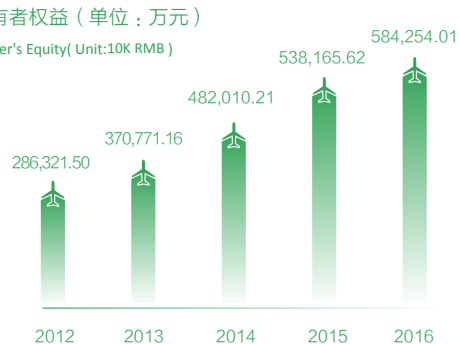
资产总额 (单位: 万元)

Total Asset Value( Unit:10K RMB )



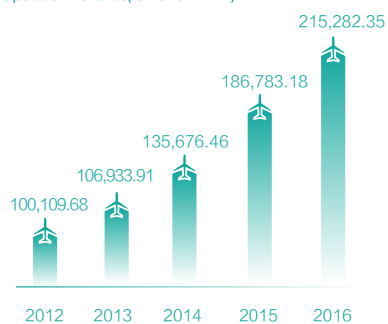
所有者权益 (单位: 万元)

Owner's Equity( Unit:10K RMB )



营业收入 (单位: 万元)

Operation Revenue( Unit:10K RMB )



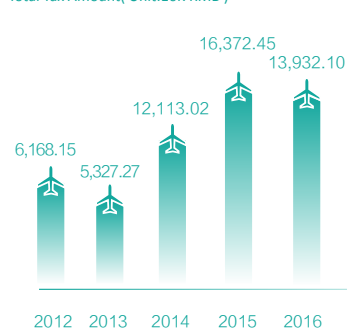
利润总额 (单位: 万元)

Total Profit( Unit:10K RMB )



纳税总额 (单位: 万元)

Total Tax Amount( Unit:10K RMB )

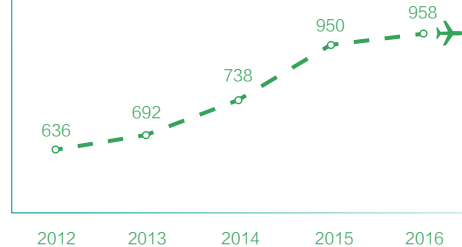


## 社会绩效指标

### Social Performance Indicator

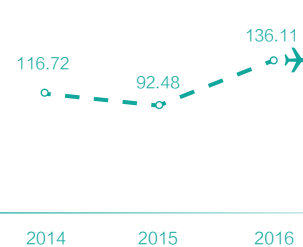
年末在岗职工总人数 (单位: 人)

Year-end Number of Employees (Unit: capita)



扶贫捐赠 (单位: 万元)

Donation for Poverty Alleviation (Unit: 10K RMB)



# 公司价值观



## Corporate Value

成为航空业界不可替代的、以航空器材保障为主业的综合服务提供商。

To become an irreplaceable comprehensive service provider for aviation supplies.



### 公司愿景

Corporate Vision

### 诚信、进取、创新、共赢

Honesty, Enterprising, Innovation, Win-win

诚信：最初来自儒家“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: it originates from Confucian teaching that “the behavior should be of one which is trustworthy and proper”. Confucians believed that a wise man’s behavior must be “of one who is trustworthy and proper”. For modern enterprises, honesty is not only a requirement in morality but also an important approach and method to obtain profits. Honesty helps bring loyalty from customers and employees; CAS must stick to honesty in order to achieve successes in the industry. Every employee should bear in their mind that to keep the honesty of the enterprise is a sacred duty. Employees’ behaviors might influence the reputation and operation of the enterprise, and are directly affecting the overall image of the enterprise, thus affecting the benefits of both the company and the employees themselves.

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: China Aviation Supplies Holding Company was once trapped in the difficulties of a shrinking market and unclear direction of development. The more difficult the situation was, the more aggressive CAS should be. Failures should only make CAS more courageous and hardworking, so it could survive the difficult situation and achieve new glories.

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，但对待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: the idea of innovation may also be traced back to the words of Confucius: “The gentlemen shall be harmonious but distinctive.” We can interpret it as: we can stay harmonious with people around us, but we shall have unique views about everything, which is also the early and simple idea about innovation in Chinese culture. To modern enterprises, innovation is the soul of endless 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: the era of “zero-sum game” is gone. In the value chain of aviation supplies, CAS shall make a good balance of the interests between the upstream and downstream stakeholder, explore new business modes, work out solutions acceptable to all parties, and enable all parties to carry out extensive cooperation on the basis of win-win principle.



### 公司精神

Corporate Spirit





## 公司使命 Corporate Mission

做航空业界有重要价值的航材保障综合服务提供商，成为建设民航强国重要的、特殊的力量。

To be a comprehensive service provider with great value for aviation supplies in the industry, and become an important and special force in the construction of a strong country in civil aviation industry.



## 员工理念 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。

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，生一日当尽一日之勤。”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。

Born on the earth, each of us shall have his own career; living through our lives, each day shall witness our hard working.

In 2005, a drama about Shanxi merchants named “Beginning of Autumn” was put on play publicly in Beijing. In the drama, there was an antithetical couplet which came from a book by Mr. Zhang Zhenmin titled “The Ups and Downs of Shanxi Merchants”; it was in the chapter about the genealogy of the Yang family. The couplet said: “Humans are born by heaven and earth, there is no one without a career; humans live through their lives, everyday shall be lived with hard working”. CAS extracted and adapted the couplet as: “Born on the earth, each of us shall have his own career; living through our lives, each day shall witness our hard working.” The couplet fits into the corporate culture of CAS, and matches Chinese traditional thinking of “harmony” and “people first”. It represents the Confucian world view that the benevolent loves others; it is also a 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。

It is lucky for different people to gather around an enterprise. No matter what position one takes at an enterprise, the most important thing is that one must work. To survive in the society, one must have a career chosen for himself. Prior to work, one must possess the foundation of life, i.e., a professional skill or an achievement in some field.

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。

Every day one lives, he must work hard. To work hard and be thrifty is an old maxim in China. The idea represented by “Born on the earth, each of us shall have his own career; living through our lives, each day shall witness our hard working.” reflects the spirit of the Chinese for continuous self-improvement; it is also the embodiment of thinking on “harmony” and “people first”. With such an idea, employees will be motivated to serve the customers better, spontaneously connect personal value with corporate value, live and work with contentment, and find the sense of affiliation to the enterprise.

# 公司战略



## Corporate Strategy

### 总体战略

以航空器材保障为核心，集约化经营，将中国航材打造成为国内规模最大、最具优势、最具影响力的以航空器材保障为主业的综合服务提供商。

以市场为导向，拓展业务新空间。密切结合国家“一带一路”战略和国产大飞机等项目，寻找时机，开拓国际化航空市场。

### General Strategy

To focus on the support services of aviation supplies, adopt intensive management, and build CAS into a comprehensive service provider in aviation supplies with the largest scale, the most competitive advantage, and the biggest influence in Chinese civil aviation industry.

To assume market-oriented approach, and expand business into new areas. To closely align with the national Belt and Road Strategy and Chinese C919 Program, search for business opportunities, and explore international aviation market.

### 愿景规划

中国航材将用新的发展理念规划发展、引领发展、推动发展，科学高效地谋划改革创新之路，奋发有为、攻坚克难，将中国航材打造成为企业文化更加鲜明，队伍更加优秀，管理更加科学，品牌更加优良，核心竞争力强，持续盈利能力强，长远发展后劲大的大型现代化航材保障企业。

### Vision and Planning

CAS will make use of new development concept to plan development, lead development, and promote development. It will scientifically and efficiently plan the road of reform and innovation, aim higher and work harder, and overcome difficulties lying ahead. It will build itself into a large modern service provider for aviation supplies with a more distinctive corporate culture, more excellent talent team, more scientific management, better brand, stronger core competitiveness, more sustainable profitability, and longer growth prospect.





## “十三五” 发展战略目标

### Strategic Development Target for the 13th Five-Year Plan Period

“十三五”期间，中国航材将紧抓发展新机遇、培育发展新动力、拓展发展新空间。聚焦主业，增强企业核心竞争能力；稳步发展，实现企业经营量增质优；优化结构，增添企业发展内生动力；改有所进，切实解决企业突出问题。

During the 13th Five-Year Plan period, CAS will seize new development opportunities, foster new development dynamic, and expand into new development space. It will focus on major business and strengthen core competitiveness; maintain stable development and realize value increase and quality improvement in business operation; optimize structure and increase internal dynamic for development; correct for improvement and substantially solve the outstanding problems faced by the company.

“十三五”期间，中国航材主要经营指标将保持两位数年均增速，营业收入达到 35 亿元，利润总额达到 6.8 亿元。资产规模达到 206 亿元。

During the 13th Five-Year Plan period, CAS will maintain a two-digit increase rate for major operation indicators, reach an operation revenue of 3.5 billion RMB and a total profit of 680 million RMB. The assets value will increase to 20.6 billion RMB.

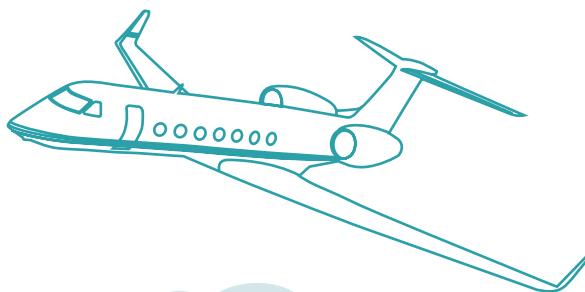
营业收入达到  
reach an operation revenue of  
**35 亿元**  
3.5 billion RMB



利润总额达到  
total profit of  
**6.8 亿元**  
680 million RMB



资产规模达到  
The assets value will increase to  
**206 亿元**  
20.6 billion RMB





# “十三五”业务发展战略与路径

## Business Development Strategy and Roadmap for 13th Five-year Plan Period

### 业务发展战略

“十三五”期间，围绕航空器材服务与保障，中国航材将成功打造相互支撑、协调发展的“四强两精一新”（“421”战略）新型业务体系。四强业务包括巩固飞机批量采购业务、稳健发展航空租赁业务、重点发展航材共享和快速发展通用航空业务。专业发展两精业务，包括飞机机轮保障与机场服务保障。创新发展一新业务，大力推进航空节能服务。

### Business Development Strategy

During the 13th Five-year Plan period, centering on service and support in aviation supplies, CAS will successfully build a new business system characterized by mutual support and coordinated development, named Four Strong, Two Specializations, and One New (the 421 Strategy). The Four Strong include, strengthening the business in aircraft package purchase, steadily developing aviation leasing business, developing in priority the pooling of aviation supplies, and quickly promoting general aviation business. The Two Specializations means the development of two specialized businesses, aircraft wheel & brake support and airport services. The One New refers to the innovative development of a new business, the forceful promotion of energy-saving services in aviation.

#### 四强 Four Strong

**飞机批量采购：**一如既往地服务国家外交外贸活动，继续巩固和努力保持飞机批量采购业务的优势地位。

Package Purchase of Aircraft: continue to serve national activities in foreign affairs and international trade, and continue to strengthen and maintain an advantageous position in the package purchase of aircraft.

**航材共享：**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。

Pooling of Aviation Supplies: set the goal to optimize the inventory configuration of aviation supplies for Chinese civil aviation industry, and manage to realize a real pooling across the whole industry.

**航空租赁：**致力于打造国资委旗下规模最大、专业能力最强、国际化的飞机租赁企业。

Aviation Leasing: be dedicated to building the largest, most professional, and internationalized aircraft leasing company under SASAC.

**通用航空：**打造中国通用航空骨干企业，逐步发展成为具有国际一流服务水平的通用航空综合服务提供商。

General Aviation: build China General Aviation into a key enterprise, and gradually develop into a comprehensive service provider with a world-class service level for general aviation.

#### 两精 Two Specializations

**飞机机轮保障：**做“精”做“优”在飞机机轮保障服务领域中的细分业务，努力发展成为该领域的专业性服务商。

Aircraft Wheel & Brake Support: become specialized and outstanding in the market segment of aircraft wheel & brake support, and make hard efforts to become a professional service provider in this field.

**机场服务保障：**做“精”做“优”在机场服务保障领域中的细分业务，努力发展成为该领域的专业性服务商。

Airport Support Services: become specialized and outstanding in the market segment of airport support services, and manage to become a professional service provider in this field.

#### 一新 One New

**航空节能服务：**将所属能源公司培育成为具有行业影响力的中国民航节能减排综合服务平台。

Aviation Energy-Saving Services: develop CAEES, a subsidiary of CAS, into a comprehensive service provider with industry-wide influence for energy saving and emission reduction in Chinese civil aviation industry.

“十三五”末，实现飞机批量采购业务充分发挥协同作用；航材共享平台搭建完成并成功运作；航空租赁业务稳健发展，机队规模进一步扩大；中国通航骨干企业初具规模，通过延伸产业链实现业务规模快速提升；其他业务具有行业领先地位。

By the end of the 13th Five-year Plan period, the aircraft package purchase business will fully play a synergetic effect; the pooling platform for aviation supplies will complete its construction and be in successful operation; the aviation leasing business will realize steady development, and the fleet size will be further enlarged; the key enterprise China General Aviation Corporation will begin to take shape, and realize a quick increase in business scale through extension of industrial chain; other businesses will possess a leading position in the industry.



## 业务发展路径

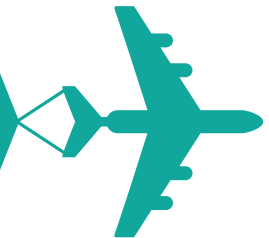
### Road of Business Development

#### 坚持创新驱动，提高保障服务能力

通过不断创新为民航企业提供航材保障整体解决方案及增值服务，进一步强化和确立中国航材在国家和行业中的特殊地位和作用。

#### Taking innovation as the driving force, and enhancing capabilities in support services.

CAS will rely on continuous innovation to provide integrated solutions and value-added services for aviation supplies to enterprises in the civil aviation industry, and further strengthen and establish CAS's special position and role in the industry and in the nation.

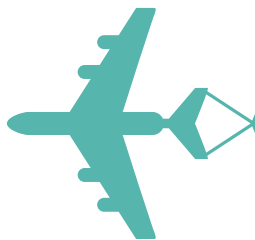


#### 坚持国际化经营，加大“走出去”力度

借助中国航材在中国民航业积累的企业优势以及与国内外行业领先者的长期合作优势，进一步拓宽国际合作领域，推进各项业务向纵深拓展。

#### Adopting internationalized operation, and reinforce the "go abroad" strategy.

CAS will make use of its corporate advantage accumulated in Chinese civil aviation industry and the advantage of long cooperation with the leading companies in the industry at home and abroad. CAS will further expand the cooperation scope for international business, and promote the in-depth development of all kinds of businesses.

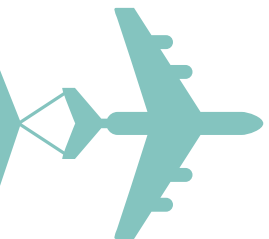


#### 坚持改革开放，促进业务蓬勃发展

通过建立既适合国企实情又与市场相匹配的体制机制，做大做强“四强两精一新”业务板块。在战略新兴市场抢占先机，加大在通用航空、航空节能等领域的布局力度。

#### Sticking to reforms and opening up, and promoting the vigorous development of business.

By establishing a system and mechanism which accommodates both the reality of state-owned enterprises and the requirement of the market, CAS will enlarge and strengthen the business segments represented by Four Stronges, Two Specializations, and One New. It will seize the advantage of strategic emerging market, and strengthen its business layout in general aviation, aviation-related energy saving, and other business areas.



# 公司治理与组织结构



## Corporate Governance and Organization Structure

### 公司治理结构

中国航材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公司履行出资人监管职责。国务院国有资产监督管理委员会向中国航材派驻国有企业监事会，依法对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。

中国航材总经理为公司的法定代表人，党委会、党政联席会和总经理办公会为公司决策机构，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。

根据不同发展阶段的要求，中国航材总部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、业务评审委员会、社会责任工作委员会等工作机构，负责审议中国航材各项重要事项，为决策提供支持。

建立以资本为纽带的母子公司管理体系。中国航材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并提供支持服务。

### Corporate Governance

CAS is a state-owned key enterprise directly invested and founded by the Central Government, and the State-owned Asset Supervision and Administration Committee of the State Council (SASAC) carries out the investor's supervision duty. SASAC designates the Board of Supervisors for CAS, which in accordance with legal requirements supervises CAS for activities in maintaining and increasing the value of state-owned assets, company operation, and management.

The President of the company is the legal representative of CAS. The Party Committee, the joint meeting between the executive team and the Party Committee, and the executives' 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 company operation, and thus realize scientific and democratic decision-making.

Based on the requirements of different development phase, 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 Total 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 Business Project Review Committee, and the Social Responsibility Working Committee, etc.

CAS has established a management system between the mother company and 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 important issues such as development strategy, operational goal, operation plan, external investment, and personnel appointment and removal, etc., supervises and supports the subsidiaries' operation and management.

All subsidiary companies with 100% or the majority equity owned by CAS have set up standard corporate governance structure. In accordance with the Company Law of the People's Republic of China, CAS headquarter appoints or decides the directors and supervisors for the invested companies, and carries out comprehensive performance appraisal and supervision on their management team on the basis of fiscal year.

In accordance with CAS Regulations on the Appointment of Shareholder Representative, Director, Supervisor, and Expatriate Executive (Revised Edition), CAS will strengthen the management and control of invested companies. Through monthly work report, weekly review of operation, and monthly financial review, CAS will summarize and analyze the critical operations, changes of personnel, and financial status of invested company, thus accurately grasp the situation of the invested company in terms of operation and development. In 2016, CAS organized 49 internal reviews for important board meeting items of the invested companies, actively contributed ideas for their development, and effectively guarded shareholder's equity for CAS.

CAS has always attached great importance to supporting the board of supervisors, and has actively established and improved the work contact mechanism with the board of supervisors. In 2016, CAS actively fulfilled the report of important issues to the board of supervisors on corporate strategic planning, significant investment, compensation distribution, performance assessment, distribution of profits, important change of organization and personnel, etc.; it also fully opened its OA system and financial system to the board of supervisors; it timely informed the board of supervisors of various kinds of important meetings held at CAS. It also actively coordinated and supported the board of supervisors to carry out all kinds of work.

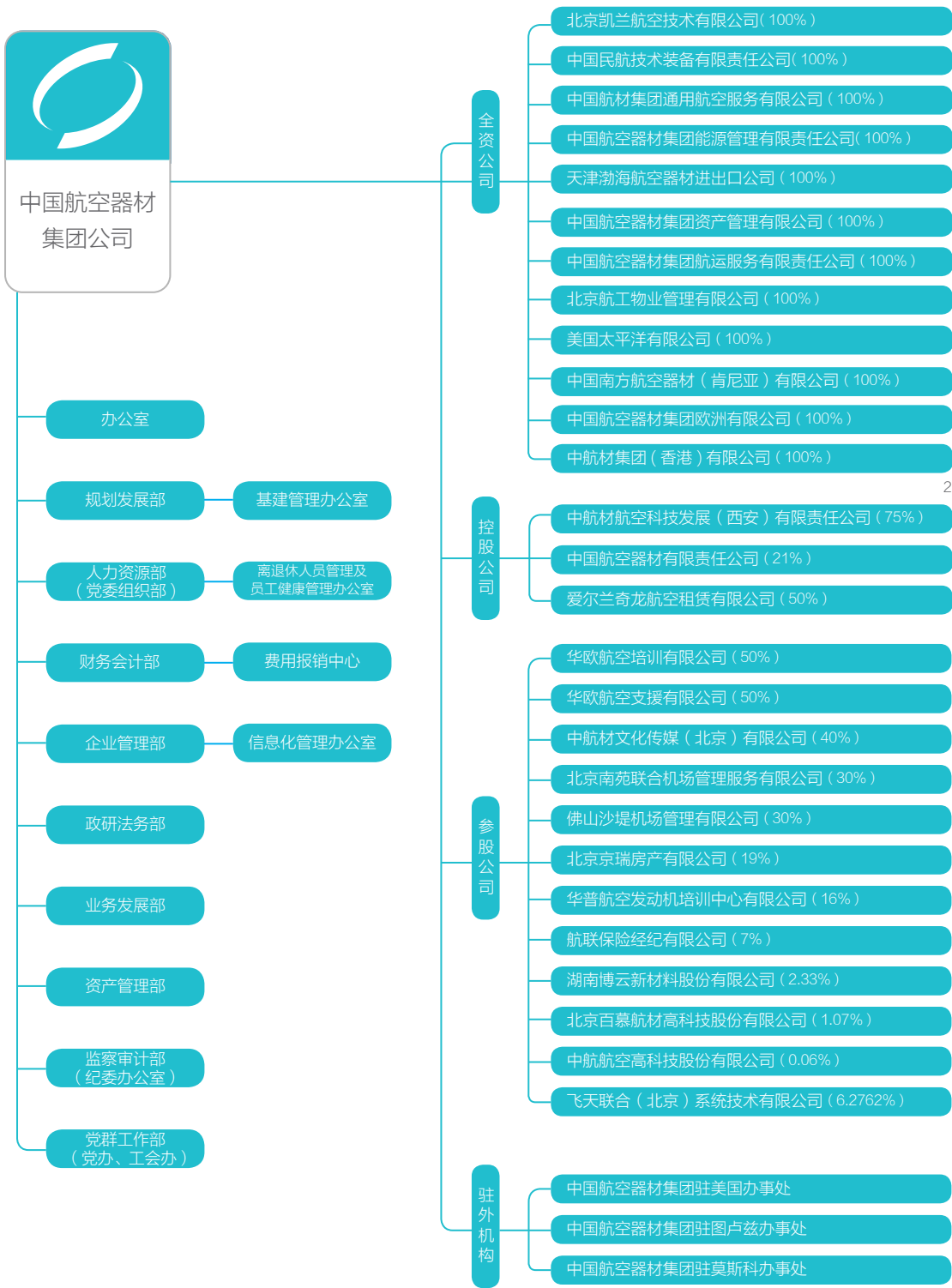
中国航材所投资全资或控股的公司制企业均建立了规范的法人治理结构。按照《中华人民共和国公司法》的规定，中国航材总部向投资企业委派或任免董事、监事，按照财务年度对经营管理层实施综合业绩考核和监督。

按照《中国航空器材集团公司委派股东代表、董事、监事、外派高管管理规定（修订）》，中国航材加强对参股企业的管理管控，通过工作月报、经营周报、财务月报，对参股企业重大经营情况、人事变动、财务状况进行汇总分析，及时准确的掌握各参股企业的经营发展状况。2016年，组织共计49次参股企业重大事项议题审议，积极为参股企业发展献计献策，有效维护了中国航材的股东权益。

中国航材一直十分重视支持配合监事会工作，积极建立健全与监事会的工作联系机构。2016年，中国航材积极履行对于企业战略规划、重大投资、薪酬分配、业绩考核、利润分配、重要机构及人事变动等重要情况及时向监事会报告；并向监事会全面开放中国航材办公及财务系统；及时通知监事会列席中国航材各类重要会议；积极协同配合监事会开展各项工作。



# 公司组织结构

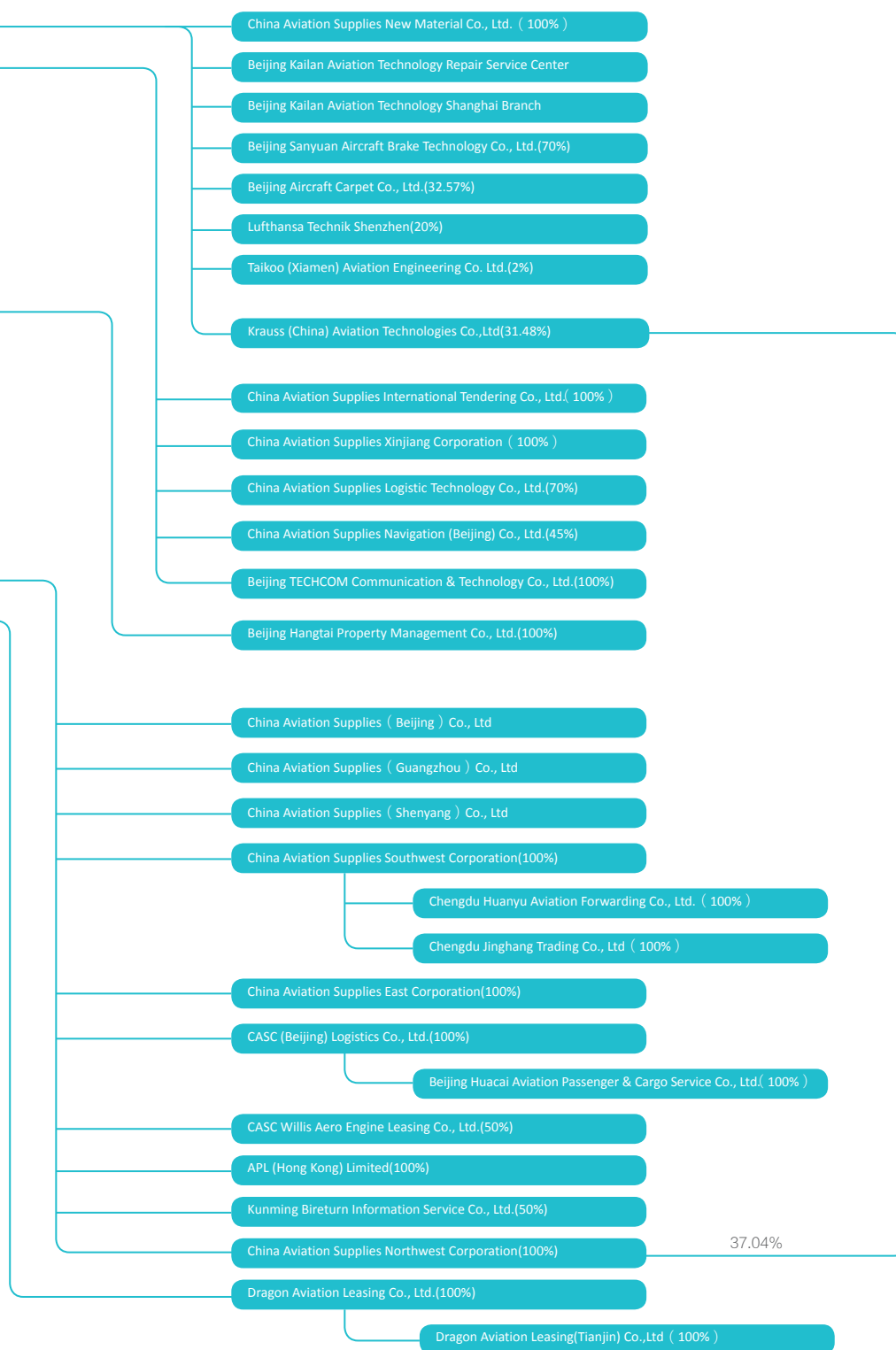






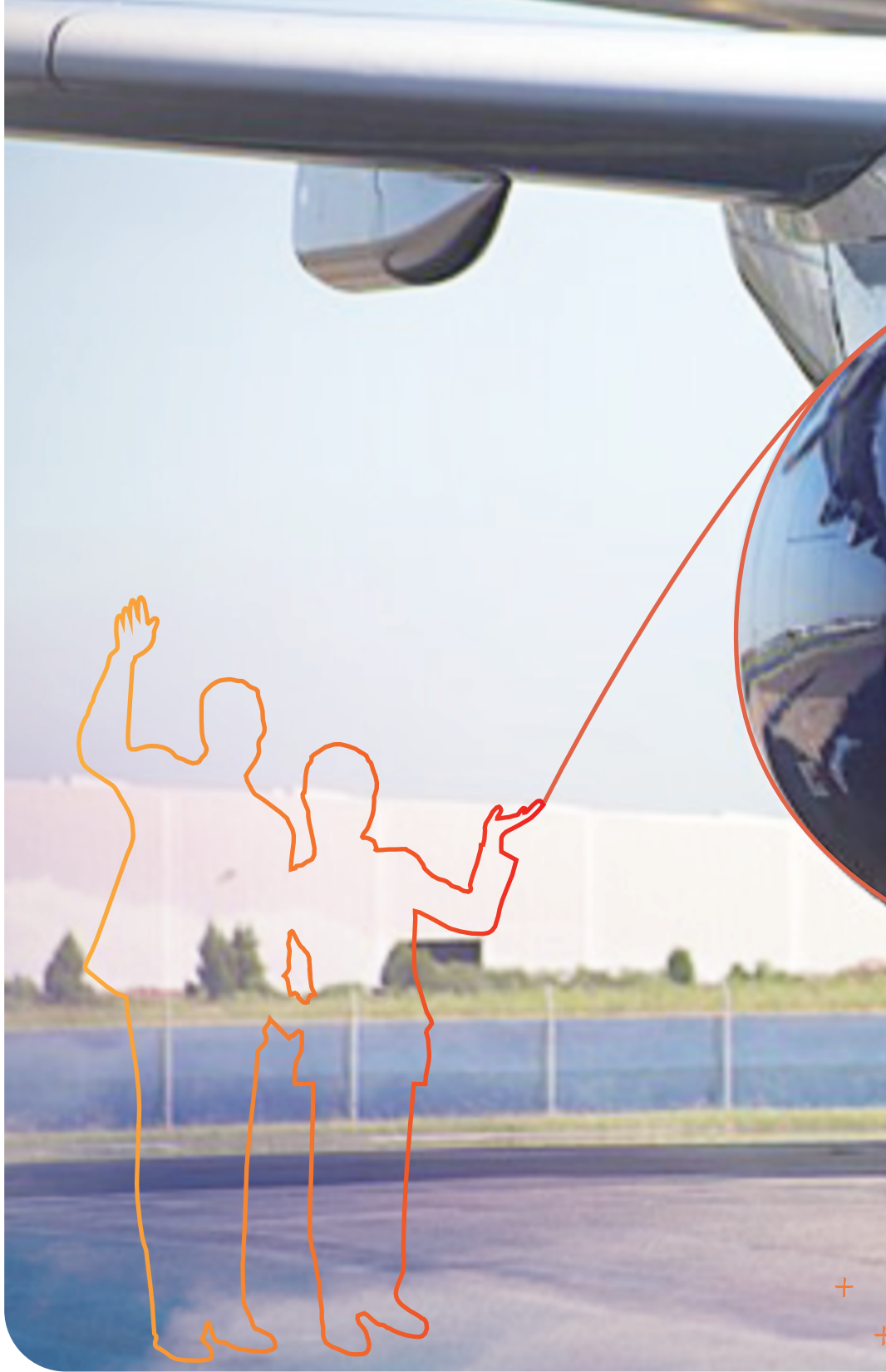
## Company Organization Structure





# 社会责任管理

Social Responsibility Management



# 01

- 社会责任理念
- 社会责任推进

- 社会责任大事记
- 社会利益相关方





■ Thinking on Social Responsibility

■ Advancing Social Responsibility

■ Social Responsibility Chronicles

■ Stakeholders

# 社会责任理念



## Thinking on Social Responsibility

中国航材秉持“价值航材”理念，立足民航行业和企业实际，努力探索用科学的社会责任观引导企业自身价值的实现。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，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。

Sticking to the concept of “Value-adding CAS” and on the basis of realities in the civil aviation industry and company development, CAS has tried hard to explore the utilization of scientific thinking on social responsibility to guide the realization of corporate value. First, CAS tries to realize fast increase in terms of enterprise scale and economic benefits, and comply with the requirements from SASAC on state-owned key enterprises. Second, regarding its position in the industry, CAS tries to achieve satisfactory development for key businesses, possess important influence in the industry, and play an important role in the sustainable and healthy development of the civil aviation industry. Third, while actively contributing to safeguarding the political and economic benefits of the country, optimizing the resource configuration of the industry, and transforming the way of economic growth, CAS also fully carries out its social responsibility in protecting environment and conforming to laws and regulations during business operation. Fourth, CAS cares about the development of employees, sets up a platform encouraging employees to make their mark, and expands the paths for career development. Focusing on Value-adding CAS, the company tries hard to realize a harmonious unity among company development, social development, environment safety, and employee development.

# 社会责任推进



## Advancing Social Responsibility

### 项目启动 Launch the Project

印发通知 issue project notice

1

### 搜集素材 Collect Materials

成员企业、职能部门素材反馈  
subsidiaries and functional departments submit materials collected.

2

### 撰写报告

召开社会责任工作编制小组会议，拟定报告大纲、确定报告主题、形成报告初稿

3

### Draw up the Report

convene the working team meeting for the composition of social responsibility report, define the outline, decide the theme, and draw up a draft.

### 报告完善 Improve the Report

文字修订、数据核实、标准自查  
revise the text, verify the data, and check against the standards.

4

### 报告设计 Design the Report

可读性、创新性、延续性  
readability, innovation, and consistency.

5

### 意见征求 Solicit Feedbacks

征求社会责任工作编制小组、各职能部门及集团公司领导意见  
invite for feedbacks on the report from the Social Responsibility Report working team, functional departments, and the executives.

6

### 报告发布 Release the Report

多载体、多渠道向利益相关方传递  
communicate the report to stakeholder through multiple media and channels.

7

# 社会责任大事记



## Social Responsibility Chronicles



3月25日，华欧航空培训与支援中心成立20周年纪念活动在京举行。

On Mar. 25, the Ceremony for the 20th Anniversary of Hua-Ou Aviation Training and Support Center was held in Beijing.



3月30日，在捷克首都布拉格，中国航材、中国新建与捷克飞机工业公司签署关于购买20架L410通勤飞机的谅解备忘录。

On Mar. 30 in Prague, CAS, China Xinjiang Construction Group, and Czech Aircraft Industry Company signed MOU on the purchase of 20 L410 aircraft.



4月8日，航材共享工作专题会议暨平台公司董事会、监事会成立大会在京召开，国资委副主任孟建民主持会议。

On Apr. 8, the Special Meeting on Pooling Platform of Aviation Supplies and the Inauguration Meeting for the Board of Directors and the Board of Supervisors of the Platform Company were held in Beijing, with Vice Chairman Meng Jianming of SASAC presiding over the meeting.

4月20日，中国航材在京召开“两学一做”学习教育动员部署会，并传达学习习近平总书记重要指示精神 and 中央、国资委党委有关会议精神。

On Apr. 20, CAS held a mobilization meeting in Beijing for the training of Party Building Studies, communicated and studied the important spirit in the instructions of the Party General Secretary Xi Jinping, and the spirit of related meetings of the Party Central Committee and SASAC Party Committee.







5月24日，奇龙航空租赁有限公司在美国西雅图向山东航空公司交付1架波音B737-800飞机。

On May 24 in Seattle of US, Dragon Aviation Leasing Co., Ltd. delivered a B737-800 to Shandong Airlines.



6月13日，中国航材、青岛联合通用航空产业发展有限责任公司与空中客车直升机公司签署在中国青岛西海岸新区中德生态园建立H135直升机总装线的框架协议。

On Jun. 13, CAS, Qingdao United General Aviation Industry Co., Ltd., and Airbus Helicopters signed the GTA for the establishment of a Final Assembly Line for H135 at Sino-German Ecological Park in Qingdao West Coast New Area.



7月，中国航材取得2015年度和2013-2015年第四任期经营业绩考核双B级的优良成绩。

In July, CAS achieved score B in the operation performance appraisal for both the year 2015 and the 4th term of office from 2013 to 2015.



8月24日，中国航材与中国建筑股份有限公司在京签署《战略合作协议》。

On Aug. 24 in Beijing, CAS and China Construction Co., Ltd. signed Agreement of Strategic Cooperation.



9月12日，由中国航材主办，所属技术装备公司与迈步克斯（上海）会议展览有限公司承办的2016第七届中国（北京）国际机场技术、设备、设计和服务展览会在京开幕。

On Sep. 12 in Beijing, CAS sponsored 2016 Inter Airport China, which was organized by AVITEC (subsidiary of CAS) and Mack Brooks (Shanghai).



社会责任管理

经济发展责任

安全环保责任

员工成长责任

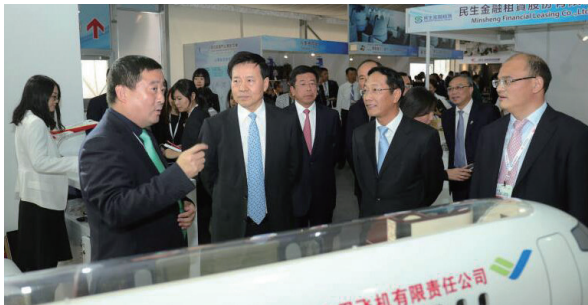
企业公民责任

回馈社会 促进和谐发展



10月18日，中国航空器材有限责任公司（即航材共享平台公司）在京正式成立。

On Oct. 18, China Aviation Supplies Co., Ltd. (i.e. the Pooling Platform Company for Aviation Supplies) was established in Beijing.



11月6日，由中国航材、澳门会议展览协会、南光（集团）有限公司联合主办，中国航材所属中国民航技术装备有限责任公司、南光国际会议展览有限公司承办的第五届澳门公务航空展圆满落幕。

On Nov. 6, the 5th Macao Business Aviation Exhibition successfully finished, with a sponsorship from CAS, Macao Convention & Exhibition Association, and Nan Kong (Group) Co., Ltd., and being organized by AVITEC, and Nan Kong International Convention & Exhibition Co., Ltd.



11月18日，中国航材与青岛市人民政府在青岛签订战略合作框架协议，并与青岛联合通用航空产业发展有限责任公司签订投资协议书。

On Nov. 18 in Qingdao, CAS and Qingdao Municipal Government signed GTA on Strategic Cooperation; it also signed Investment Agreement with Qingdao United General Aviation Industry Co., Ltd.



11月21日，中国航材与西藏金融租赁有限公司在京签订战略合作框架协议，共同开拓民航金融租赁业务。

On Nov. 21, CAS and Tibet Financial Leasing Co., Ltd. signed GTA on Strategic Cooperation in Beijing to jointly explore financial leasing business in civil aviation industry.

11月29日，中国航材、铂力特与空客公司签署3D打印合作项目备忘录。

On Nov. 29, CAS, BLT, and Airbus signed MOA on 3D printing cooperation programs.



# 社会利益相关方



## Stakeholders

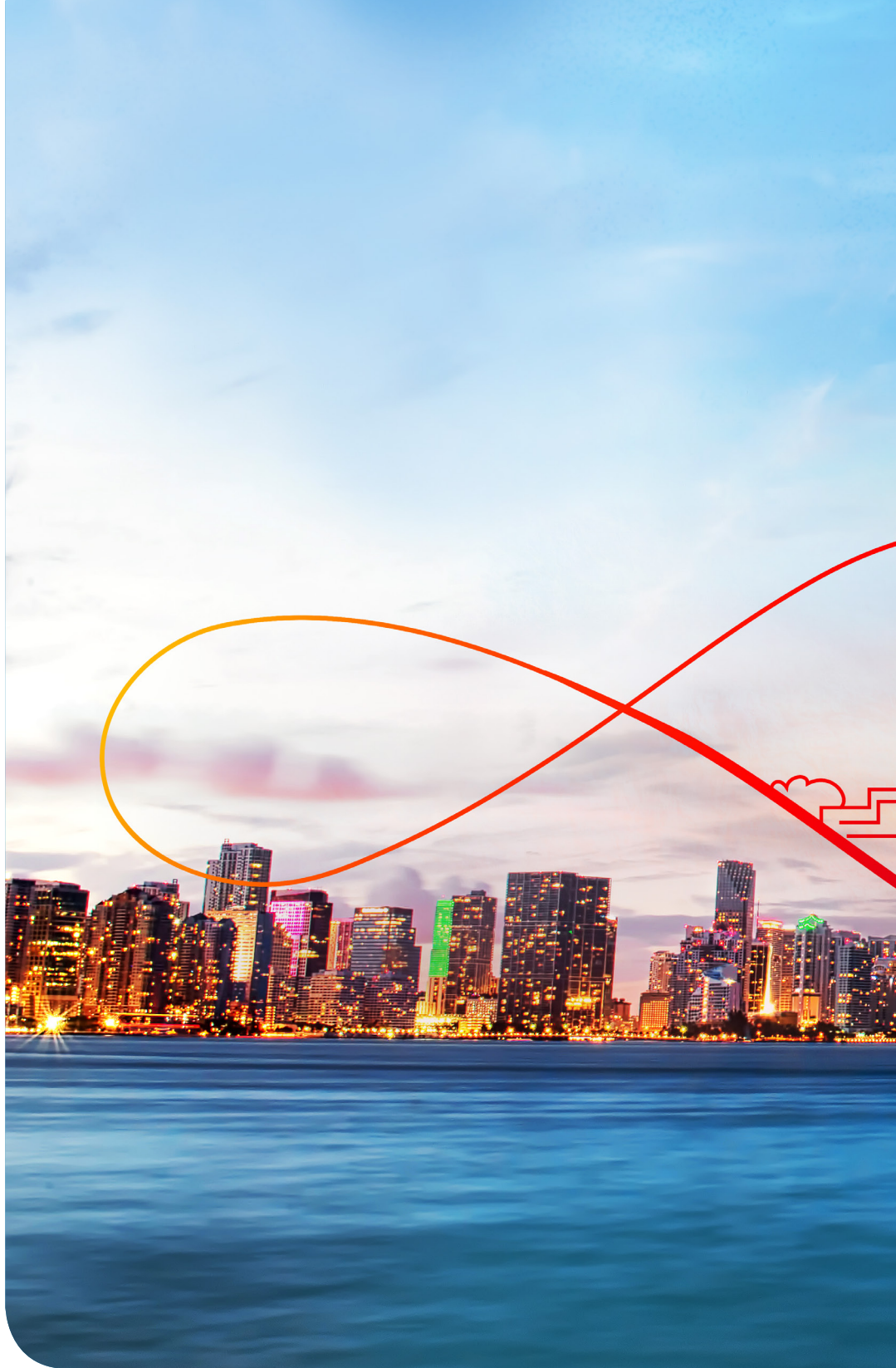
相关方名称 Name of stakeholders	沟通机制与方式 Communication mechanism and method
 <p>国资委 SASAC</p>	<ul style="list-style-type: none"> <li>政策法规和规章制度</li> <li>工作会议</li> <li>定期汇报</li> <li>业绩考核</li> </ul>
 <p>民航局 CAAC</p>	<ul style="list-style-type: none"> <li>政策法规和规章制度</li> <li>工作会议</li> <li>定期汇报</li> <li>文件、通知、报告</li> </ul>
 <p>地方政府 Local government</p>	<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>
 <p>战略合作伙伴 Strategic cooperation partners</p>	<ul style="list-style-type: none"> <li>战略合作协议</li> <li>定期会晤</li> </ul>
 <p>客户 Customer</p>	<ul style="list-style-type: none"> <li>合同、协议</li> <li>互相沟通</li> <li>访谈</li> <li>信息反馈</li> </ul>
 <p>员工 Employee</p>	<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>
 <p>供应商 Supplier</p>	<ul style="list-style-type: none"> <li>合同、协议</li> <li>日常业务交流</li> </ul>
 <p>非政府组织 NGO</p>	<ul style="list-style-type: none"> <li>参与会议、活动</li> <li>提供必要支持</li> </ul>
 <p>社会公众 Social public</p>	<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>



相关方的期望目标 Expectations of stakeholders	
<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>	<ul style="list-style-type: none"> <li>• Maintaining and increasing the value of state-owned assets</li> <li>• Operating business in compliance with laws and regulations</li> <li>• Promoting management</li> <li>• Preventing operation risks</li> <li>• Optimizing and strengthening core business</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>	<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>
<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>	<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>
<ul style="list-style-type: none"> <li>• 优势互补</li> <li>• 合作共赢</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing complementary advantages</li> <li>• Win-win</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>	<ul style="list-style-type: none"> <li>• Providing standard and efficient service</li> <li>• Satisfying customer requirements</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>	<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>
<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>	<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>
<ul style="list-style-type: none"> <li>• 参与支持社团活动</li> <li>• 遵守章程</li> </ul>	<ul style="list-style-type: none"> <li>• Joining and supporting club activities</li> <li>• Observing rules</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>	<ul style="list-style-type: none"> <li>• Disaster relief</li> <li>• Active participation in public welfare and charity activities</li> <li>• Protecting environment</li> </ul>

# 经济发展责任

Responsibility in Economic Development



## 02

- 巩固发展综合保障体系
- 成功搭建航材共享平台
- 创新优化管理模式
- 稳步提升经济效益





- Strengthen and Develop Comprehensive Support System
- Successfully Establish the Pooling Platform for Aviation Supplies

- Innovate and Optimize Management Mode
- Steadily Improve Economic Benefits

# 巩固发展综合保障体系



## Strengthen and Develop Comprehensive Support System

2016 年, 中国航材以“十三五”战略目标为核心发展方向, 创新思维, 大力推动重点业务平台建设, 打造相互支撑、协调发展的“四强两精一新”(“421”战略) 新型业务体系。

In 2016, CAS took the strategic target of the 13th Five-year Plan as the core direction of development, used innovative thinking, forcefully promoted the construction of key business platforms, and built a new business system characterized by mutual support and coordinated development, named Four Strong, Two Specializations, and One New (the 421 Strategy).



### 飞机批量采购

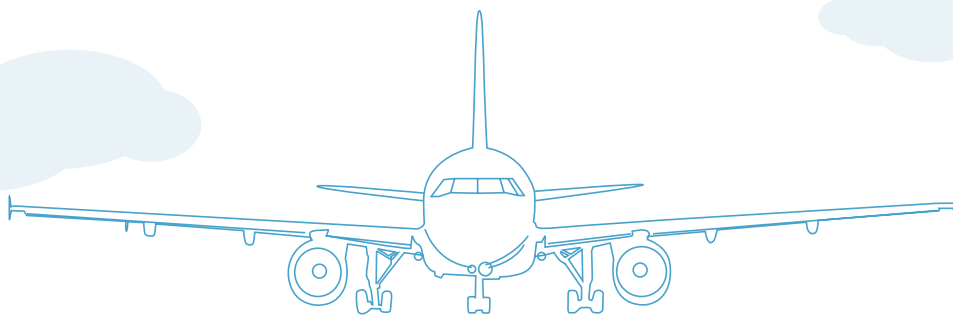
#### Package Purchase of Aircraft

2016 年, 继续巩固飞机批量采购业务的优势地位, 与政府主管部门、航空公司和飞机制造商建立长效沟通联络机制, 继续做好批量采购框架协议协议的落实, 积极推进新的飞机批量采购协议洽谈。

In 2016, CAS continued to strengthen its advantageous position in aircraft package purchase, and established long-effective communication mechanism with managing authorities, airlines, and aircraft manufacturers. It also continued to carry out the package purchase GTAs already signed while actively promoting the discussion on new ones.

结合民航“十三五”发展规划及航空公司购机需求, 2016 年经批量采购共计接收飞机 205 架。国家主管部门进一步明确了飞机批量采购业务模式及中国航材的主导作用, 中国航材在飞机批量采购领域的优势地位和特殊价值得到进一步巩固。

In accordance with the 13th Five-year Development Plan of Chinese civil aviation industry and the airlines' demand for aircraft, 205 aircraft were accepted in 2016 under the GTAs for the package purchase of aircraft. The nation's managing authority further specified the leading role of the business model of aircraft package purchase and that of CAS; the advantageous position and special value of CAS were further strengthened for the package purchase of aircraft.





## 航空租赁 Aviation Leasing

中国航材所属奇龙公司航空租赁业务继续稳健发展，在租金收入稳步提升的基础上实现了飞机资产托管业务零突破。

Dragon Aviation, a subsidiary of CAS, obtained a steady development for its leasing business. On the basis of a stable increase in rent income, it realized a breakthrough in entering the third-party management of aircraft assets.

2016 年，奇龙公司完成了 2 架 B737-800 飞机的交付、1 架 A330-300 飞机的出售、3 架飞机的续租。其中，奇龙公司实现了第一次向第三方提供租赁管理服务，进一步拓展了公司的业务形式。

In 2016, Dragon Aviation delivered 2 B737-800, sold 1 A330-300, and renewed leasing for 3 aircraft. Among the business achievements, Dragon Aviation provided management service for leasing to third party for the first time, and further expanded its business model.

截至 2016 年末，奇龙公司共拥有并管理 30 架飞机，包括 13 架 A320-200 飞机、16 架 B737-800 飞机及 1 架 A330-300 飞机。客户遍布中国、法国、新加坡、土耳其、泰国、西班牙、巴西等众多国家。目前，奇龙公司飞机运营稳定，航空租赁业务稳步发展。

By the end of 2016, Dragon Aviation owned and managed a fleet of 30 aircraft, including 13 A320-200, 16 B737-800, and 1 A330-300. Its customer base spread over China, France, Singapore, Turkey, Thailand, Spain, and Brasil, etc. Up to now, the aircraft of Dragon Aviation are in stable operation, and the aviation leasing business obtains a steady development.



2016 年 5 月、6 月奇龙航空租赁有限公司向山东航空公司交付两架 B737-800 飞机。

In May and June 2016, 2 B737-800 were delivered to Shandong Airlines by Dragon Aviation.



2016 年 8 月，奇龙航空租赁有限公司向韩国 KTB 公司出售了一架租赁给新加坡航空公司的 A330 飞机。

In Aug. 2016, Dragon Aviation sold to KTB, Korea, an A330 with an existing leasing agreement with Singapore Airlines.



## 航材共享

Pooling of Aviation Supplies

2016 年，中国航材在国资委打造航材共享平台的战略推动下，成功实现与三大航的股权合作，改组后的航材共享平台公司于 10 月 18 日揭牌成立。这是国资委主导和民航局支持下的央企之间业务整合、民航资源配置优化的重要举措，是民航业内资源共享、多方共赢商业模式的重大突破，也是中国航材从单纯贸易商向航材保障综合服务商战略转型进程中的重要里程碑。

In 2016, pushed forward by SASAC's strategy to build the pooling platform of aviation supplies, CAS successfully realized equity cooperation with the three biggest airlines, and the opening ceremony for the restructured platform company for pooling of aviation supplies was held on Oct. 18. That was an important move under the sponsorship of SASAC and the support of CAAC to integrate the business of state-owned key enterprises and optimize resource configuration in the civil aviation industry; it was an important breakthrough in resource pooling and win-win business mode for the industry; it was also an important milestone in CAS's strategic transformation from a pure trading company to a comprehensive service provider.

2016 年，航材共享平台公司继续加强自身能力建设，稳步扩大航材消耗件、大部件、周转件保障、租赁以及飞机批量加改装等市场份额，盈利能力持续提升，初步形成以北京为中心，上海、广州、成都、西安、沈阳为分中心的覆盖全国的航材保障网络布局。

In 2016, the pooling platform company (hereinafter referred to as "CASC") continued to strengthen the construction of its own capabilities, steadily increased its market share in supporting consumables, components and rotables; leasing; and package retrofit and modification of aircraft, etc. It continued to increase its profitability, and a network layout covering the whole country for the support of aviation supplies began to take shape, with Beijing being the center, Shanghai, Guangzhou, Chengdu, Xi'an and Shenyang being the branch center.

### 起落架项目方面 Landing Gear Programs



航材共享平台公司共拥有多套起落架资产，已分别租赁给国内外航空用户。起落架 AOG 应急支援不但顺利保障了航空公司的生产经营，同时为客户显著节约了自有保障成本。

CASC owns several sets of landing gear, and has leased them to different customers at home and abroad. The AOG support for landing gear has not only supported the production and operation of airlines, but also substantially reduced the self-support cost of the customers.

2016 年，航材共享平台公司创新采用大部件整合销售交易新模式，开拓了未来与 OEM 的全新合作模式。积极打造起落架备架共享平台，探索合作开展起落架维修和国内短缺的部附件维修管理能力建设，继续拓展与各起落架修理厂及部件修理厂合作机会。

In 2016, CASC integrated the sales of components with the support services, and created a completely new mode of cooperation with the OEMs. It actively built the pooling platform for landing gears, and explored the construction of capabilities in the management of repairs for landing gear and other components in shortage in China. It continued to expand the cooperation opportunities with all domestic landing gear and component repairers.

### 消耗件保障方面 Support for Consumables



积极探索新型寄售模式，有序开展消耗件集中采购。与国外 OEM 和大型的航材分销商探索开展库存前移的消耗件寄售模式的可行性，积极推进为航空公司提供寄售保障项目。

It actively explored new mode of consignment, and orderly carried out consolidated procurement of consumables. It explored with international OEMs and big aviation material distributors the feasibility of a new consignment mode to move the consumable inventory closer to the airlines, and actively promoted consignment support for the airlines.



## 发动机项目方面 Aero Engine Programs

2016 年，航材共享平台公司与美国威利斯融资租赁公司合资成立的中航材威利斯发动机租赁有限公司进一步加大市场开拓力度，与客户开展发动机售后回租及长期租赁业务。进一步探索建立新型发动机共享和备用发动机支援项目，推进大部件共享项目。

In 2016, CASC-Willis, a joint venture between CASC and Willies (US) Financial Leasing Co., Ltd, further strengthened its market expansion, and started engine lease-back and long-term leasing business with its customers. It further explored the new business mode of engine pooling and spare engine support, and also promoted the pooling of components.

## 周转件保障方面 Support for Rotables

2016 年，在共有新机型、小机队周转件保障和周转件租赁业务稳步发展的同时，进一步扩大中小航空公司周转件保障业务。建立中航材南亚支援中心，为该地区的新兴和低成本航空公司提供一站式航材保障服务。

In 2016, while obtaining a steady development in rotatable supports for new aircraft models commonly owned by the airlines, small fleet, and rotatable leasing, CASC further enlarged its rotatable support for medium and small airlines. It established CASC (South Asia) Support Center, and provided one-stop support of aviation of supplies for newly established airlines and low-cost carriers in that region.

## 航材管理信息共享和电子商务平台建设方面 Share of Management Information for Aviation Supplies and the Construction of E-commerce Platform

2016 年，航材共享平台公司启动 SAP 项目调研并与昆明利顿人通信息服务有限公司签署框架协议，为提升航材综合保障能力，落实国资委关于航材共享平台建设的要求起到积极的作用。

In 2016, CASC launched a study of SAP project and signed with Kunming Bireturn Information Service Co., Ltd. a GTA, which played a good role in enhancing the comprehensive capability of CASC to support aviation supplies and fulfill SASAC's requirement on the construction of the pooling platform.

## AOG 互援方面 AOG Mutual Support Program

2016 年，初步建立 AOG 器材管理平台及运作机制，逐步推进与美国各航空公司的互援合作。

In 2016, the platform for AOG material management and its operation mechanism was initially set up, and the mutual AOG supports with airlines in US were gradually carried forward.



中国航材所属通航公司成立以来，一直致力于公司品牌的树立，通过会展、会议、培训等多种形式对外进行宣传，取得飞机自营业务突破，首次获得飞机独家代理销售权。

Since its establishment, China General Aviation Service Co., Ltd., (a subsidiary of CAS, and hereinafter referred to as "GAS"), has been dedicated to the construction of corporate brand, and promoted its publicity through exhibitions, meetings, training, and other various forms. It has made a breakthrough in self-operated aircraft business and for the first time won exclusive right of sales for some aircraft model.

2016 年，通航公司进一步拓展通航服务保障业务，顺利完成 2 架米 - 171 直升机及航材的交付，成为通航服务保障业务从传统代理向自营业务转型的重要标志。拓宽 L-410 飞机市场推介范围，以 L-410 飞机在华独家代理商的身份参加珠海航展。巩固发展 Asz-62IR 发动机批量送修和批量采购业务，为中国航材通航业务平台的搭建奠定坚实的基础。推进通航运营平台整合和青岛空客直升机生产线项目，为中国航材进入通航制造领域迈出实质性步伐。

In 2016, GAS further expanded its support business for general aviation, and successfully realized the delivery of two M-171 helicopter and their first provisioning, which was an important symbol of the transformation of the general aviation support business from traditional agent business to self-operated business. It expanded the promotion of L-410 aircraft, and participated in Zhuhai International Aviation & Aerospace Exhibition as the exclusive dealer of L-410 in China. It strengthened its package arrangement for repair and purchase of Asz-62IR engines, and established a solid foundation for the construction of CAS General Aviation Business Platform. It promoted the integration of general aviation operation platform. It also promoted the final assembly line program for Airbus Helicopter in Qingdao, and made a substantial step forward for CAS's engagement in the manufacturing sector of general aviation industry.



2016年3月，中国航材集团通用航空服务有限公司促成捷克方与国内潜在用户在中捷两国元首见证下签署20架飞机的采购意向书和后续工业合作备忘录。

In March 2016, GAS facilitated the signature of Letter of Intention for the purchase of 20 Aircraft and an MOU for Follow-up Industrial Cooperation between Czech Aircraft Industry Company and its potential Chinese customer, witnessed by Head of State from both China and Czech Republic.



同时，作为捷克L-410飞机中国独家代理商，代表捷克厂家在珠海航展、西安通航大会等重大场合举办宣传推广活动。

At the same time, as the exclusive agent of L-410 in China, GAS represented the OEM in publicity and promotion activities and participated in Zhuhai International Aviation & Aerospace Exhibition, Xi'an General Aviation Convention, and other important occasions.



## 飞机机轮保障 Aircraft Wheel & Brake Support

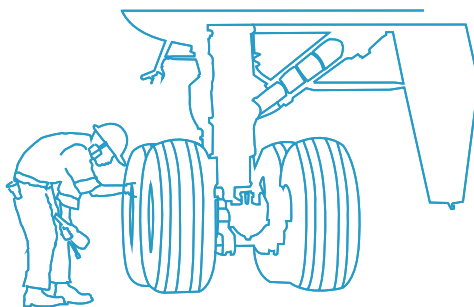
中国航材所属北京凯兰努力提升整体机轮保障能力，围绕“客户支援保障系统”加快推进集采购、租赁、维修、技术支持、物流保障为一体的飞机整体机轮保障服务产业链，成为国内首家实现按飞机起落数量收费的第三方机轮刹车维修企业。

Beijing Kailan, a subsidiary of CAS, made efforts in promoting its capability in supporting aircraft wheel and brake system. Centering on the Customer Support and Service System, it accelerated the promotion of an integrated service supply chain for aircraft wheel and brake system, including purchase, leasing, repair, technical support, logistics, etc., and became the first third-party MRO enterprise which charged the customer on PBH (Power by Hour) basis for wheel and brake system.

### 维修业务方面 MRO Business

2016 年，北京凯兰致力于做精做优飞机机轮刹车维修业务。碳刹车维修能力实现国内 A380 等现役主力机型飞机的全覆盖。

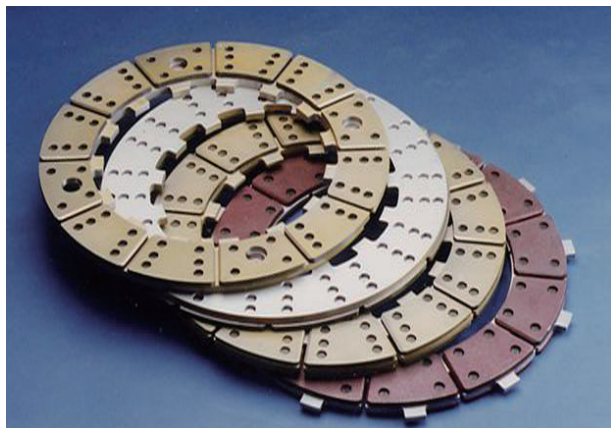
In 2016, Beijing Kailan was dedicated to becoming specialized and excelling in MRO business for aircraft wheel and brakes. Its capability in the repair of carbon discs realized a full coverage of the major airliners in service in China such as A380, etc.



### 刹车销售业务方面 Brake Disc Sales Business

开拓 OEM 刹车零部件寄售业务。飞机整体机轮保障服务队涵盖 B737NG、A320 等国内主力机型，与北京凯兰合作的机轮刹车维修站点覆盖国内民航七大管理局辖区，整体机轮保障模式逐步被市场认可。北京凯兰在飞机机轮刹车保障细分市场的地位得到进一步巩固。

It explored the consignment of OEM spare parts for brake discs. Its integrated support service for aircraft wheel and brake system covered major fleets such as B737NG and A320. The repair stations which cooperated with Beijing Kailan covered all the areas under the seven regional CAAC bureaus, and the integrated support service for aircraft wheel and brakes started to be recognized by the market. The position of Beijing Kailan in the market segment for aircraft wheel and brake support was furthered strengthened.







## 机场服务保障

### Airport Support Services

2016年，中国航材所属技术装备公司在上年业务整合的基础上，重点开展了招标、销售、导航及会展四类业务。加强了对下属分子公司的业务指导及支持。积极研究探索、不断寻找公司转型的契机。

In 2016, on the basis of its business integration in the former year, AVITEC, a subsidiary of CAS, paid special attention to four categories of business: bidding & tendering, sales, navigation, and meeting and exhibitions, etc. It strengthened its support and guidance to its subsidiaries. It also actively carried out research and exploration, and continuously searched for the right opportunity for company transformation.



### 招标业务方面

#### Bidding and Tendering Business

不断拓展设备及工程招标领域，成功取得北京新机场和华东、西南空管局的大型招标代理业务，首次承揽并顺利执行国家涉密建设工程招标项目，首次涉足 PPP（公私合营模式）工程招标项目并获得招标代理权。

AVITEC continuously expanded its tendering and bidding business in equipment and engineering, and successfully won the agent business for big tendering projects at Beijing New International Airport, China Eastern Air Traffic Administration Bureau and China Southwest Air Traffic Administration Bureau. For the first time, it undertook tendering for classified engineering project, and also for the first time it was involved in tendering for PPP engineering project and was granted the right of agency for tendering.

### 销售业务方面

#### Sales Business

围绕市场需求，进一步加强与供应商的合作，努力发挥品牌优势。新开拓了江苏天嘉公司、芜湖远航公司等合作伙伴，有力地推进了销售业务规模的扩大。尝试以租赁等方式中标多个大型设备采购项目，在巩固既有业务基础上，稳妥推进业务转型，努力探索以并购等多种方式提升机场综合服务保障能力。

Centering on market demand, AVITEC further strengthened its cooperation with the supplier and put its brand advantage into play. It newly developed partners such as Jiangsu Tianjia Co., Ltd., Wuhu Sail Co., Ltd. etc., and forcefully promoted the expansion of sales volume. It tried leasing as a business form and won several bidding projects for big equipment. On the basis of strengthening its existing businesses, it steadily promoted business transformation, and made efforts to enhance its comprehensive capability in airport support service by means of acquisition, etc.



## 会展业务方面

### Exhibition Business

继续承办第七届中国（北京）国际机场技术、设备和服务展览会及相关论坛活动，展会共邀请到了100多家参展商。

AVITEC continued to organize the 7th Inter Airport China and related forums, and invited over 100 exhibitors.



第七届中国（北京）国际机场技术、设备和服务展览会  
Inter Airport China 2016

继续承办第五届澳门公务航空展，实现了参展商25家，参展飞机12架，其中包括湾流G650等国内少见的机型，会展业务品牌效应得到进一步彰显。

It continued to organize the 5th Macau Business Aviation Exhibition, and invited 25 exhibitors with 12 aircraft, including Gulfstream 650, which was seldom seen in mainland China. The brand effect of its exhibition business was further magnified.



第五届澳门公务航空展  
the 5th Macau Business Aviation Exhibition



## 导航业务方面

### Navigation Business

技术装备公司所属中航材导航技术公司启动了航线规划系统、全球限制数据管理系统、数字化航图平台等多个新项目的研发工作，在航空公司运控方向的核心竞争力将得到进一步增强。实施了多家航空公司的EFB项目，同时进一步拓宽航行情报软件服务市场，项目规模得到进一步提升。

CAS Navigation Technology Co., Ltd, a subsidiary of AVITEC, launched the development of several new projects, including Flight Plan System, Global Restricted Data Management System, Digitized Navigation Chart Platform, etc. and further strengthened its core competitiveness toward airlines' operation and control. It implemented several EFB project for several airlines, and at the same time further expanded its market for flight information software services, with a further enlarged project scale.



## 航空节能服务

Aviation Energy-Saving Services

中国航材所属能源公司立足于民航业，致力于打造中国民航节能减排政策措施落实平台、绿色民航综合服务平台，以民航局节能减排鼓励项目指南为导向，推动民航节能减排业务开展，在行业主管部门及各级政府的支持指导下，充分发挥自身行业资源优势，促进绿色民航发展。2016 年，能源公司以“民航绿色智能解决方案服务商”为定位，向轻资产、智力服务型业务转型。

CAEES, a subsidiary of CAS, based its business in the civil aviation industry, and was dedicated to building an implementation platform for policies and measures in energy saving and emission reduction in the civil aviation industry of China, and a comprehensive service platform for green civil aviation. It took Guide on Encouraged Projects for Energy Saving and Emission Reduction released by CAAC as the guidelines, and promoted the implementation of energy-saving and emission-reduction business in aviation. With the full support of the managing authority and all levels of government, CAEES fully played its advantage of resources in its own industry, and promoted the development of green civil aviation. In 2016, CAEES set the target of becoming "Green and Intelligent Solution Provider for Civil Aviation Industry", and transformed itself toward the direction of light assets and intelligent service.

2016 年，能源公司稳步发展清洁能源项目、创新节能改造项目模式、积极推进光伏发电项目实施、充分发挥能源咨询业务优势，努力开拓能源审计业务，实现从依靠外部专家到具备独立审计能力的跨越。

In 2016, CAEES steadily developed clean energy projects, innovated the mode of energy-saving modification projects, actively promoted the implementation of photovoltaic power generation projects, and fully played its business advantage in energy consulting. It made efforts to explore energy audit business, and realized a leap forward from relying on external experts to doing independent audit.



稳步发展清洁能源项目  
steadily developed clean energy projects



创新节能改造项目模式  
innovated the mode of energy-saving modification projects



积极推进光伏发电项目实施  
actively promoted the implementation of photovoltaic power generation projects



充分发挥能源咨询业务优势  
fully played its business advantage in energy consulting

能源公司积极推进民航能源管理智能系统、能源监测系统、热辐射空调系统等节能技术及产品的推广销售。合作成功开发了拥有自主知识产权，适用于民航的能源管理和智能 BIM 系统，为机场建立能源绩效评价机制，提高了机场能效管理水平和运行效率。加强与国内外知名企业合作，扩大业务领域，推进业务模式创新。

CAEES actively promoted Intelligent Energy Management System, Energy Monitor System, Heat Radiation Air Conditioning System, and other energy-saving technologies and products in the civil aviation industry. It successfully developed Energy Management and Intelligent BIM System, which had independent IP rights and was adapted to the civil aviation industry. It established the Assessment Mechanism for Energy Performance of Airports, and enhanced the airports' level of efficiency in energy management and operation. It strengthened cooperation with renowned companies at home and abroad, expanded its business areas, and promoted the innovation of business mode.

# 成功搭建航材共享平台



## Successfully Establish the Pooling Platform for Aviation Supplies

2016年10月18日，是一个吉祥的日子！对于中国民航航材保障事业来说，也是一个特殊的日子！中国航空器材有限责任公司（即“航材共享平台公司”）举行揭牌仪式，正式宣告成立。

October 18, 2016 was an auspicious day! To the cause of material support service in the civil aviation industry, it was also a special day! China Aviation Supplies Co., Ltd. (i.e. the Pooling Platform) held its opening ceremony and officially announced its establishment.



2016年10月18日航材共享平台公司在京正式成立

On October 18, the Pooling Platform Company for Aviation Supplies was established in Beijing

自2011年以来，在国资委的大力推动下，在民航局的行业指导下，中国航材与时俱进，努力探索中国民航航材保障的创新之路，提出了打造基于互联网+技术的新型航材共享保障模式，通过与国内三大航空集团（以下简称“三大航”）共同搭建航材共享平台，推动保障模式向共享开放方式的转变，以期实现提升国有资产流动性和使用效率为目的的航材共享战略设想。2012年初，设想方案得到了国资委和三大航最高管理层的认同，当年7月，中国航材与三大航签署航材共享平台建设合作框架协议。

Since 2011, with the great support from SASAC and the leadership from CAAC, CAS kept pace with the times, made hard efforts in exploring the innovation road for material support service in Chinese civil aviation industry, and put forward the proposal to build a new support mode of pooling for aviation materials based on Internet+ technologies. By jointly establishing the pooling platform with the three biggest airlines in China (hereinafter referred to as "the Three Big Airlines"), CAS promoted the transformation of support service toward pooling and opening in order to realize the strategic concept of pooling platform for aviation supplies, which had a target to enhance the liquidity and utilization efficiency of state-owned assets. At the beginning of 2012, the concept plan received recognition from SASAC and the top management of the Three Big Airlines. In July of that year, CAS signed with the Three Big Airlines a Framework Agreement on the Construction of Pooling Platform for Aviation Supplies.



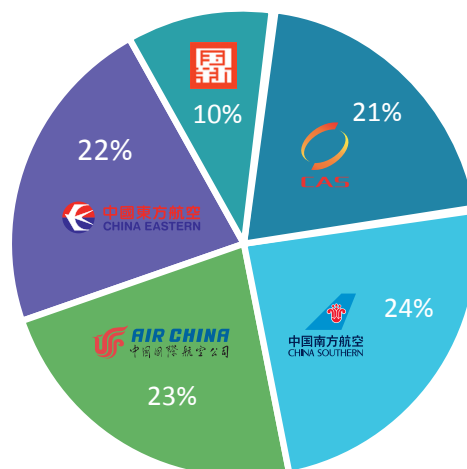


协议签署后，中国航材对航材共享工作高度重视，在国资委的领导和指导下，按照与三大航开展股权合作和加快自身能力建设齐头并进的原则，加快推进航材共享平台建设工作。开展了走访调研、研究和起草航材共享实施方案及各项合作协议、高层沟通、协调研讨、业务合作等一系列工作，全力以赴积极推进航材共享平台建设工作。

After signing the Framework Agreement, CAS paid strong attention to the work of pooling for aviation supplies. With the leadership and guidance from SASAC, and in accordance with the principle of carrying out equity cooperation with the Three Big Airlines and strengthening the construction of its own capability at the same time, CAS speeded up the construction of the pooling platform for aviation supplies. It conducted customer visit and survey; studied and drafted the implementation plan and various cooperation agreements; held high-level communication, coordination, seminars, business cooperation, and a series of other work; and spared no efforts to actively promote the construction of the pooling platform for aviation supplies.

经过 5 年的不懈努力，2016 年成功实现与三大航的股权合作，中国航材原所属中国航空器材进出口有限责任公司（以下简称“中航材有限公司”）部分股权无偿划转给三大航和中国国新，改组设立航材共享平台公司。改组后的航材共享平台公司股权比例为南航集团 24%、中航集团 23%、东航集团 22%、中国航材 21%、中国国新 10%。2016 年 9 月 18 日，原所属中航材有限公司完成工商变更登记。

After five years' continuous efforts, in 2016 CAS successfully realized equity cooperation with the Three Big Airlines. A part of the equity of China Aviation Supplies Imp. & Exp. Corporation (hereinafter referred to as "CAS", formerly a 100% subsidiary of CAS) was gratuitously transferred to the Three Big Airlines and China Reform Holdings Corporation Ltd. CAS was restructured to become the Pooling Platform Company for Aviation Supplies. The equity structure of CAS after restructuring was: 24% owned by China Southern Airlines Group, 23% by Air China Group, 22% by China Eastern Group, 21% by CAS, and 10% by China Reform Holdings Corporation Ltd. On Sep. 18, the industrial and commercial registration of changes was completed for CAS.



10 月 18 日，在国资委、民航局领导及股东各方的共同见证下，中国航空器材有限责任公司（航材共享平台公司）举行揭牌仪式，正式宣告成立，航材共享工作取得了阶段性胜利。航材共享是国资委主导和民航局支持下的央企之间的业务整合、民航资源配置优化的重要举措，是民航业内资源共享、多方共赢商业模式的重大突破，也是中国航材从单纯贸易商向航材保障综合服务商战略转型进程中的重要里程碑。

改组后的平台公司肩负在全行业实现航材共享、为股东提供高效回报的重任，中国航材作为平台公司的日常归口管理单位，仍将以支持平台公司业务发展、保障平台公司健康运营为要务，积极研讨搭建航材管理信息共享和电子商务平台的实施路径，坚持航材共享工作实践，切实推动航材共享业务发展。

On Oct. 18, jointly witnessed by leaders from SASAC and CAAC and representatives of all the shareholders, China Aviation Supplies Co., Ltd. (the Pooling Platform Company for Aviation Supplies) held its opening ceremony and officially announced its establishment. The project of pooling platform for aviation supplies achieved its success in its initial stage. Pooling of aviation supplies was an important move under the sponsorship of SASAC and the support of CAAC to integrate the business of state-owned key enterprises and optimize resource configuration in the civil aviation industry; it was an important breakthrough in resource pooling and win-win business mode for the industry; it was also an important milestone in CAS's strategic transformation from a pure trading company to a comprehensive service provider.

The restructured Pooling Platform Company for Aviation Supplies shouldered a heavy responsibility to realize pooling of aviation supplies and provide a return of high efficiency for shareholders. As the centralized organization for the daily management of the Pooling Platform Company, CAS will continue to take it as its main responsibility to support the business development and healthy operation of the Pooling Platform Company. It will actively discuss the implementation roadmap for the construction of information sharing and e-commerce platform for the management of aviation supplies. It will continue to carry out pooling of aviation supplies, and substantially promote the development of pooling business.



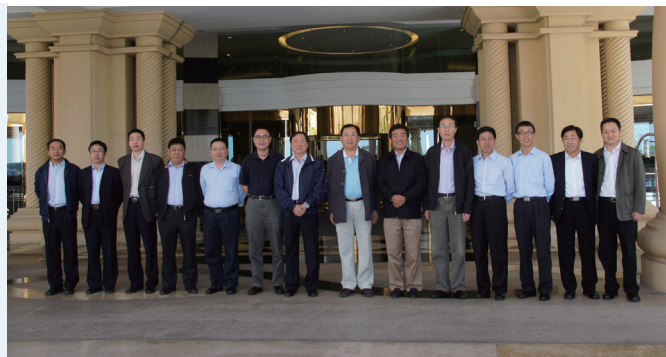
## 航材共享平台公司成立重要历程回顾

Milestones in the Establishment of the Pooling Platform Company for Aviation Supplies

2011 年 9 月

民航局组织召开第一次航材共享会议。

Sep. 2011, CAAC organized the first meeting on pooling of aviation supplies.



2012 年 6 月

民航局主持召开航材共享工作会议。

Jun. 2012, CAAC organized a working conference on the pooling of aviation supplies.



2012 年 7 月

中国航材与三大航签署航材共享平台建设合作框架协议。

Jul. 2012, CAS and the Three Big Airlines signed Framework Agreement on the Construction of Pooling Platform for Aviation Supplies.



## 2013年4月-5月

先后开展走访调研、研究和起草航材共享实施方案及各项合作协议、高层沟通、协调研讨、业务合作等一系列工作，全力以赴推进航材共享平台建设。

In Mar. and Apr., 2013, CAS carried out customer visit and survey; studied and drafted the implementation plan and various cooperation agreements; held high-level communication, coordination, seminars, business cooperation, and a series of other work; and made all efforts to promote the construction of the pooling platform for aviation supplies.



## 2014年6月3日

所属中航材有限公司和美国威利斯融资租赁公司共同出资成立中航材威利斯发动机租赁有限责任公司，进一步探索建立新型发动机共享和备用发动机支援项目，推进大部件共享项目。

On Jun. 3, 2014, CASC and Willis Lease (US) jointly invested and established CASC-Willis Aero Engine Leasing Co., Ltd., and further explored setting up new mode of engine pooling and spare engine support program, as well as pooling of big component.



## 2014年8月8日

召开中国民航航材共享平台建设协调会，合作四方共同商讨合作协议具体内容。国资委、民航局主管司局相关领导、三大航空公司分管领导、中航材公司领导出席了会议。

On Aug. 8, 2014, Coordination Conference on the Construction of Pooling Platform of Aviation Supplies for Chinese Civil Aviation Industry was held, the four partners discussed together the detailed contents of the cooperation agreement. Leaders from SASAC and CAAC, responsible executives from the Three Big Airlines, and executives from CAS participated in the conference.



## 2014 年 12 月 4 日

国有重点大型企业监事会李继平主席调研中国航材集团重点工作开展情况，听取了航材共享情况汇报。

On Dec. 4, 2014, Chairman Li Jiping of the Board of Supervisors for State-owned Key and Big Enterprises investigated the implementation of CAS key works, and listened to the report on the pooling of aviation supplies.



## 2015 年 10 月 12 日

所属中航材有限公司与昆明利顿人通信息服务有限公司（以下简称“利顿人通”）股东签署协议，增资利顿人通，实现对该公司的收购，为提升中国航材综合保障能力，落实国资委关于航材共享平台建设的要求起到积极的作用。

On Oct. 12, 2015, CAS's subsidiary CASC signed an agreement with the shareholders of Kunming Bireturn Information Service Co., Ltd., invested in Bireturn through capital increase, and realized acquisition of this company, which played an important role in enhancing CASC comprehensive capability in the support of aviation materials and fulfilling SASAC's requirements on the construction of the pooling platform for aviation supplies.

## 2016 年 4 月 8 日

国资委孟建民副主任主持召开航材共享平台公司（筹）第一次股东会暨董事会，传达国务院领导批示，宣布航材共享平台公司董事会、监事会成员名单，通报航材共享工作方案要点，明确下一步工作要求。

On Apr. 8, 2016, SASAC Vice Chairman Mr. Meng Jianmin presided over the 1st Meeting of the Shareholders and the Board of Directors of the Pooling Platform Company for Aviation Supplies (under preparation), communicated the instructions of the leaders from the State Council, announced the name list of members for the Board of Directors and the Board of Supervisors, informed of the key points in the work plan of pooling aviation supplies, and specified the requirements for work in the next step.



2016 年 5 月 19 日

召开航材共享平台公司（筹）工作推进会，国资委领导传达国务院领导对航材共享的指示精神，指出各方应在保障航空公司正常运营和飞行安全的前提下，统一思想，稳妥推进，逐步完成工作目标。

On May 19, 2016, the Work Promotion Conference for the Pooling Platform Company for Aviation Supplies (under preparation) was held. SASAC leaders communicated the instructions of the State Council, and pointed out that on the condition of smooth operation and flight safety for the airlines, thoughts should be unified, implementations should be steady, and the work targets should be achieved step by step.



2016 年 10 月 18 日

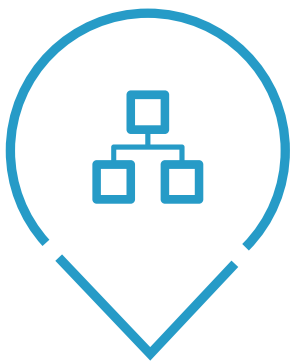
中国航空器材有限责任公司（即航材共享平台公司）在北京正式成立。

On Oct. 18, 2016, China Aviation Supplies Co., Ltd. (i.e. the Pooling Platform Company for Aviation Supplies) was established in Beijing.



航材共享平台公司发展目标

Development Target for the Pooling Platform Company for Aviation Supplies



初期目标

The initial target

搭建运营架构，完成航空企业富余航材处置，盘活航空企业沉淀资金，实现消耗件集中采购和保障；

set up the operation infrastructure, complete the disposal of obsolete materials of the airlines, liquidize the airlines' subside capital, and realize the aggregated procurement and support of consumables;



中期目标

The mid-term target

全面推进周转件集中共享，在充分保障安全运营需要的前提下，合理减少航空企业周转件保有量，减少资金占压；

fully carry out collective pooling for rotables, and on the precondition of guaranteeing safe operation, reasonably reduce the inventory of rotables for the aviation enterprises, and reduce capitals possessed;



远期目标

The long-term target

将共享业务扩大到民航全行业，成为一流的航材保障服务商，为股东提供高效回报。

expand the pooling service to the whole civil aviation industry, become a first-class service provider for aviation supplies, and pay back the shareholders effectively.



# 创新优化管理模式



## Innovate and Optimize Management Mode



### 建立健全管控体系

#### Set up and Improve the Management and Control System

按照现代企业制度要求，规范、明确所属企业股东会、董事会、监事会和经营管理者的权利责任，不断理顺、优化管控模式。近年来，按照国资委要求，结合企业经营规模和工作实际建立全资骨干二级企业执行董事（法定代表人）兼总经理管控模式和非全资企业董事会管控模式。同时在集团层面设立董事会议题审议、重大业务评审协调等机制，大幅提高管理效率。

In accordance with the requirements of modern enterprise system, CAS standardized and defined the rights and responsibilities of the board of shareholders, the board of directors, the board of supervisors, and the managers of its subsidiary enterprises. It continuously improved and optimized the mode of management and control. In recent years, according to the requirement of SASAC and in accordance with the operation scale and actual situation of the enterprises, CAS established a management and control mode characterized by a combined role for one person to take the roles of executive director, legal representative, and general manager for wholly-owned key second-level subsidiaries, and a management and control mode based on the board of directors for the non-wholly-owned enterprises. At the same time, CAS also established mechanisms on the level of CAS headquarter, such as the review of board meeting issues, the evaluation and coordination of significant business program, etc. in order to largely improve management efficiency.

2016 年，通过优化管控模式，推动了管理创新，设计了全资和非全资管控模式的管控标准，完善了二级单位对下属企业的管控确认，进一步明确了二级公司对下属企业的管控模式。

In 2016, by optimizing the management and control mode, CAS promoted management innovation, designed the standards for the management and control of wholly-owned and non-wholly-owned subsidiaries, improved the second-level companies' confirmation on their management and control of their respective subsidiaries, and further defined the management and control mode of the second-level companies over their subsidiaries.



### 加强信息化建设

#### Strengthen Information Construction

2016 年，中国航材大力推进信息化建设，完成私有云建设项目，提高了中国航材信息化系统运行能力和水平，奠定了信息化系统未来发展的基础，有效地提高了现有系统的效率和稳定性，缩短了新系统部署时间，提高了系统运行的安全水平。

In 2016, CAS forcefully promoted information construction, completed the construction of the private cloud project, and enhanced the level and capability of operation for its information system. It built a solid foundation for the future development of information system, and effectively increased the efficiency and stability of its current system. It also shortened the time for the implementation of new system, and improved the security level of system operation.



建立了中国航材信息化运维体系，明确了系统运行维护管理流程，确保集团信息化系统得到有效及时的管理和维护。新运维体系的建立，提高了处理问题的效率，降低了各个系统单独运行的风险，同时提高了系统安全运行水平，也有力地提高了集团信息化管理力度。

建设完成网络准入及虚拟化防毒系统、提高了中国航材信息化系统的安全管理水平。完成了中国航材管理信息化系统（EAS 系统）升级和 OA 系统的优化，为中国航材信息化建设、应用和发展打下了坚实的基础。

It set up the operation and maintenance system for the information system, defined the management procedures, and guaranteed that the company's information system was effectively and duly managed and maintained. The establishment of the operation and maintenance system improved the efficiency of problem handling, and reduced the risk in the independent operation of individual system. It enhanced the level of secure system operation, and forcefully strengthened the management of the company's information system.

It completed the construction of a network access system and a virtualized anti-virus system, and improved the level of security management for the information system. It also completed the upgrading of EAS system and optimization of OA system, and built a solid foundation for the construction, application, and development of the information system of CAS.

## 稳步提升经济效益



### Steadily Improve Economic Benefits

2016 年是“十三五”规划的开局之年，中国航材将围绕航空器材服务与保障，努力打造相互支撑、协调发展的“四强两精一新”航材综合保障体系。

2016 年，中国航材经济效益继续保持良好增长态势，完成营业收入 21.53 亿元，比 2015 年营业收入 18.67 亿元增长 15.32%；实现利润总额 4.73 亿元，比 2015 年利润总额 3.72 亿元（剔除非经常损益）增长 27.15%；资产总额 126.33 亿元，资产状况进一步改善。

中国航材将坚持以航空器材保障为核心，集约化经营，以市场为导向，拓展业务新空间。密切结合国家“一带一路”战略和国产大飞机等项目，寻找时机，开拓国际化航空市场。努力成为航空业界不可替代的、以航空器材保障为主业的综合服务提供商。

2016 was the opening year of the 13th Five-year Plan period; CAS would center on the support service in aviation supplies, and made efforts to build a comprehensive support system characterized by mutual support and coordinated development, named Four Strongs, Two Specializations, and One New.

In 2016, CAS continued to maintain a good trend of increase in economic benefits, and realized a revenue of 2.153 billion RMB, with an increase rate of 15.32% on the basis of 1.867 billion in 2015. It achieved a total profit of 472 million RMB, with an increase rate of 27.15% on the basis of 372 million RMB in 2015. The total asset value reached 12.633 billion RMB, and the condition of assets was further improved.

CAS kept the support service for aviation supplies as its core business, implemented intensive management, took a market orientation, and expanded its business to new areas. It closely aligned itself with the national Belt and Road Strategy and Chinese aircraft project, searched for business opportunities, and explored international aviation market. It made hard efforts to become an irreplaceable comprehensive service provider for aviation supplies.

# 安全环保责任

Responsibilities in Safety and Environment Protection



## 03

- 安全管理
- 安全教育

- 节能减排





■ Safety Management

■ Energy Saving and Emission Reduction

■ Safety Education



# 安全管理



## Safety Management

2016 年中国航材坚持“安全第一、预防为主、综合治理”的安全工作方针，将安全工作放在首位，牢固树立安全发展理念，夯实基础，细化责任，加强现场监督管理，深化隐患排查治理，加强员工安全生产意识和教育培训，不断提高集团安全管理水平。

In 2016, with regard to safety, CAS adhered to the policy of Safety First, Prevention First, and Comprehensive Treatment, put safety in the first place. It firmly established the idea of safe development, laid a solid foundation, specified responsibilities, and reinforced on-site supervision management. It deepened the identification and treatment of potential dangers, and strengthened the employees' awareness in safe production and the training of the employees. It continuously improved the level of safety management for the holding company.

2016 年 1 月，与所属企业签订安全保密责任书，确保安全保密工作层层落实。

In January 2016, CAS signed Safety and Security Agreement with its subsidiaries, and ensured that the safety and security work were implemented on each level.

2016 年 1 月、6 月、10 月、12 月，根据国资委、民航局等上级单位的通知和要求，组织了春节、全国安全生产月、国庆节前等多次安全生产大检查工作，并在年底召开了中国航材安全生产视频会议，传达部署全面开展安全生产大检查和专项整治工作的实施方案，要求所属企业做好隐患排查自查，堵塞管理漏洞，彻底消除安全隐患，对查出的问题向几家单位下发了安全整改通知书，责令限时完成整改，达到了对检查中发现的问题实行“零容忍”的要求。

Respectively in Jan., Jun., Oct., and Dec. 2016, according to the requirements in the notice from SASAC, CAAC and other managing authorities, CAS organized several inspections on safe production during the Spring Festival, the Month of Nation-wide Safe Production, and the National Day Holiday, etc. It also convened a video conference on safe production across CAS organizations; communicated and deployed full-scale inspection over safe production and the implementation plan for remediation work. It requested the subsidiaries to conduct a self-screening of potential risks, tighten the loopholes in management, and thoroughly eradicate potential risks in safety. For those subsidiaries where problems had been identified, CAS issued safety rectification notice, ordered them to complete the rectification action on time, and fulfilled the requirement of "Zero Tolerance" to problems identified during the inspection.



2016 年 12 月，中国航材召开安全生产视频会议

In Dec. 2016, CAS held a video conference on safe production.





2016 年 1-10 月，中国航材总部完成了园区内 10 台 KABA 速通门改造验收，启动了集团财务室红外线报警装置，按消防局要求安装了中控室消防物联网报警系统，提高了中国航材安全等级和安全环境。

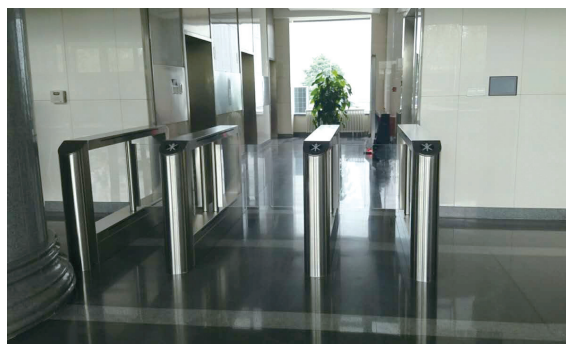
From Jan. to Oct. 2016, CAS completed the acceptance of 10 KABA high speed gate, and activated the infrared warning device outside the finance office. It installed the fire-fighting warning system based on Internet of Things in the central control room according to the requirements of the fire-fighting bureau, and improved the safety and security level and environment of CAS.

2016 年 12 月，配合顺义消防支队对集团园区内的所有消防设备设施进行安全检查检测，针对发现的问题对保税库内隔断、喷淋设施、安全出口进行安全改造，对集团办公楼内损坏的消防设施设备进行了维修和更换，切实消除了安全隐患。

In Dec. 2016, CAS cooperated with Shunyi Fire Fighting Division to conduct a safety inspection and test of all the fire-fighting devices on campus. It made a safety modification of the fire door, spray device, and safety exit in the bonded warehouse against the problems identified, repaired and replaced the damaged fire-fighting devices in the office building, and eliminated the potential risks.

2016 年全年，中国航材未发生重大消防安全、交通安全事故。

In 2016, there was no serious case breaking safety in fire-fighting and traffic for the whole CAS group.



# 安全教育



## Safety Education

中国航材在全国安全生产月期间，邀请顺义消防中队警官对全体员工进行消防安全培训，并借助中国航材微信平台组织进行了消防安全、交通安全的答题竞赛和宣传工作，促进员工更好的掌握消防和交通安全的知识和基本技能。

During the Month of Nation-wide Safe Production, CAS invited an officer from Shunyi Fire Fighting Division to give a training on fire safety. It made use of CAS Wechat platform to organize Quiz Contest and publicity on fire safety and traffic safety, and help the employees better master knowledge and basic skills in fire-fighting and traffic safety.



# 节能减排



## Energy Saving and Emission Reduction

2016 年，中国航材进一步加强节能减排管理，细化措施，全面开展内部节能减排数据的统计收集工作。同时，积极响应国资委和行业主管部门的号召，认真做好节能减排的宣传工作，从节约一滴水、一度电做起，不断向员工宣传节约资源、节约能源、保护环境的重要意义，树立员工的节能减排意识，提高全体员工对节能减排内涵的理解。

2016 年，所属各企业结合自身生产经营现状，注重实效，积极更换节能产品、改进生产工艺和流程、加大环保投入、推广和使用节能技术和方法，积极落实中国航材节能减排的相关要求。所属北京凯兰和西安凯龙均为生产型企业，分别从事包括航空维修制造和电镀喷涂业务，进一步完善了污染物处理机制，改进生产工艺，消除了生产过程中的环保隐患。所属能源公司立足民航业内，继续开展业内节能改造项目，助力民航业的绿色发展。

In 2016, CAS further strengthened the management in energy saving and emission reduction, refined the measures, forcefully promoted implementation, and fully carried out data collection and statistics for internal energy saving and emission reduction. At the same time, CAS actively responded to the call from SASAC and managing authorities, carefully carried out publicity for energy saving and emission reduction, and continuously publicized the significance of saving resources, energy and protecting environment through saving a drop of water and a watt of electricity. It aimed at building the sense and improving their understanding of the intrinsic value of energy saving and emission reduction.

In 2016, taking into consideration their actual situation in operation and production, the subsidiaries focused on actual results, actively changed to energy-saving products, modified manufacturing route and process, increased expenditure in environment protection, promoted and used energy-saving technology and methods, and actively carried out CAS requirements for saving energy and reducing emission. The subsidiary Beijing Kailan and Xi'an Kailong were both manufacturing-type enterprises, respectively engaged in aviation MRO and electroplating business. They further improved the measures for pollutant disposal, modified manufacturing route, and eliminated the potential risks to environment in the production process. Based in the civil aviation industry, the subsidiary CAEES continued to carry out energy-saving modification projects in the industry, and contributed to the green development of civil aviation industry.



中国航材其他企业基本为商贸类企业。2016 年，通过强化用水用电及公务用车管理、维护节能减排设备等措施，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，有效地减少了资源浪费现象，一系列节能减排工作取得良好成效。

中国航材在营业收入屡创新高的前提下，2016 年能源消耗总量比上年同期减少 5.76%，万元营业收入综合能耗（现价）同比下降 23.08%，万元增加值综合能耗（现价）同比下降 29.09%。

2016 年中国航材及所属各公司未发生重大违规和环保事故。

Other enterprises within the CAS group are basically trading companies. In 2016, through enhanced management in the usage of water, electricity, and company cars, the maintenance of energy-saving and emission-reduction devices, and other measures, CAS further fulfilled the requirements of saving energy for energy-consumption equipment, network resources, office consumables, and vehicles, and effectively reduced the phenomena of resource waste. A series of energy-saving and emission-reduction activities paid off effectively.

While achieving a record-high revenue, CAS reduced total energy consumption in 2016 by 5.76% compared with that in the former year. The comprehensive energy consumption per 10k revenue reduced by 23.08% compared with the former year, and the comprehensive energy consumption for 10k value-added dropped by 29.09%.

In 2016, there were no serious case of rule breaking and environmental accident.

能源消耗总量比上年

同期减少 **5.76%**

reduced total energy consumption by 5.76% compared with that in the former year

万元营业收入综合能耗（现价）

同比下降 **23.08%**

The comprehensive energy consumption per 10k revenue reduced by 23.08% compared with the former year

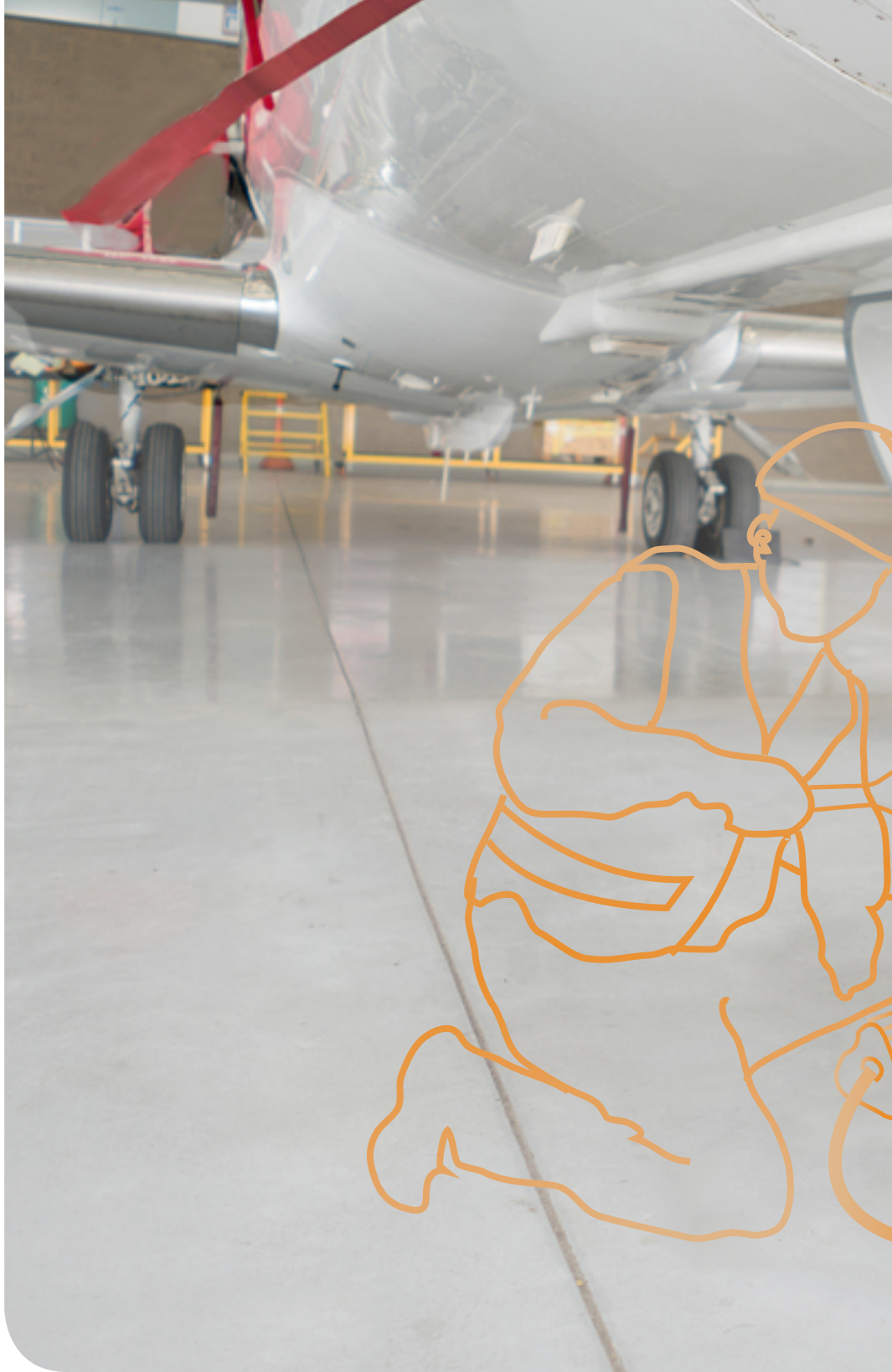
万元增加值综合能耗（现价）

同比下降 **29.09%**

the comprehensive energy consumption for 10k value-added dropped by 29.09%

# 员工成长责任

Responsibility for Employee Growth



# 04

- 保障员工基本权益
- 加强人才队伍建设
- 构建幸福员工之家





- Safeguard Employees' Basic Interests
- Strengthen the Construction of Talent Force

- Construct the Home of Happy Employees

# 保障员工基本权益



## Safeguard Employees' Basic Interests



### 维护员工基本权益

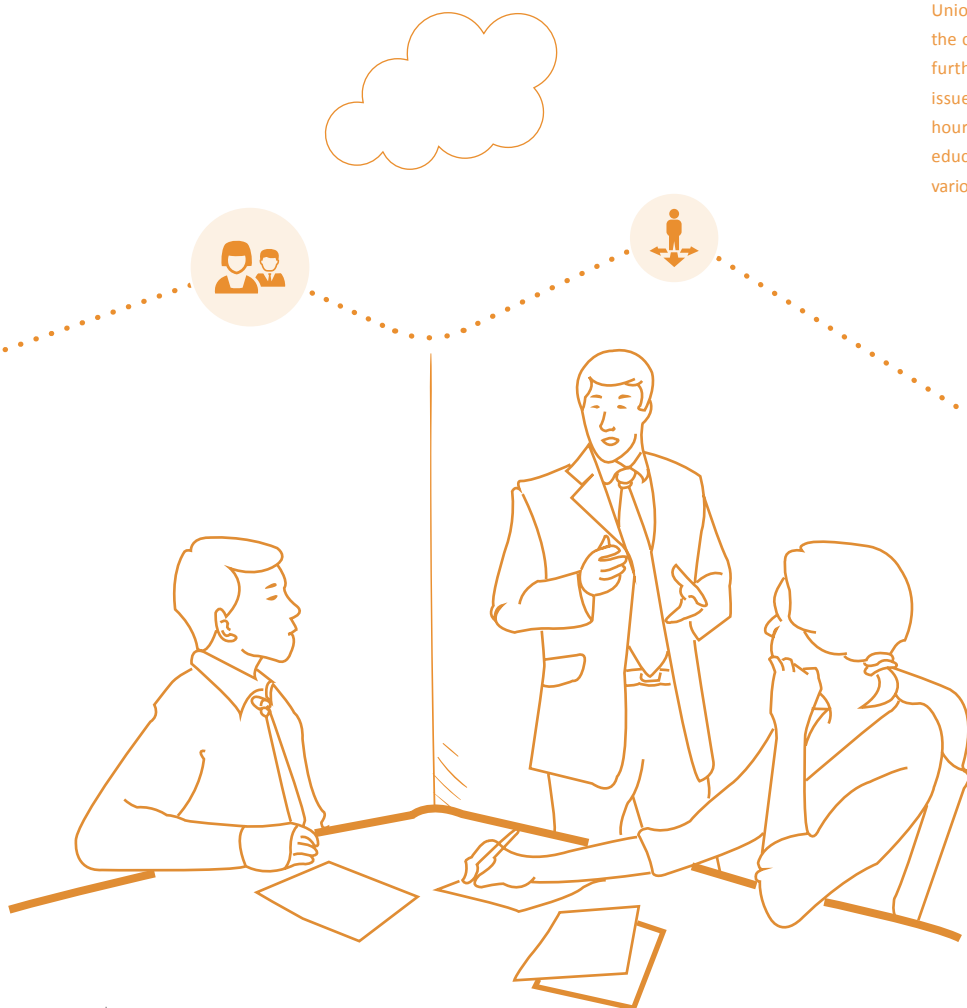
#### Protect Employees' Basic Interests

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，尊重和保护员工的合法权益，与员工依法签订劳动合同。2016年，根据最新的《劳动合同法》内容规定，对中国航材劳动合同管理规定进行了相应修订，建立以“五险一金”为基础，以补充医疗、团体意外伤害险和雇主责任险等为辅助的多层次的福利保障体系。

中国航材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 fully abode by Labor Law of the People's Republic of China, Law of Labor Contract, and other laws related to labor, and standardized the recruitment system. It respected the legal rights of employees and signed labor contracts with employees in compliance with legal requirements. In 2016, in accordance with the regulations in the latest Labor Contract Law, CAS made corresponding revisions to CAS Labor Contract Management Regulations, and established a multi-level welfare system on the basis of the Five Social Insurance and One Housing Fund program, and other auxiliary programs, such as additional medical insurance, collective accident insurance, and employer's responsibility insurance, etc.

CAS established the collective labor contract system on the basis of fair negotiation. The Trade Union negotiated collective labor contract with the company on behalf of all the employees, and further ensured the rights of the employees in issues such as compensation for labor, working hours, rest and leave, labor safety and hygiene, education and training, insurance, welfare, and various labor standards and labor conditions.





## 推行企业民主建设

Promote Corporate Democracy

CAS faithfully strengthened the democratic management of the enterprise in accordance with the requirements of Party General Secretary Xi Jinping to, improve the democratic management system in the basic form of employee representative congress; promote transparency of corporate affairs and business; realize the rights of workers and staff to be informed, participate, express, and supervise; and fully arouse the enthusiasm, initiative, and creativity of the working class. In 2016, CAS achieved the 100% target of setting up the system of employee representative congress among the wholly-owned and majority shareholding companies, and promoted the full functioning of employee's representative congress. CAS conducted inspection and investigation over the opening of corporate affairs in the grassroots units, and effectively promoted the practical implementation of opening the corporate affairs, thus ensured the effective protection of the grassroots employees' democratic rights and interests. CAS utilized Trade Union's Wechat platform as a media, employed tools in the form of activities such as "walk into the grassroots units, change the work style, listen to the heart of the employees, and focus on implementation", and learned what the employees were thinking. It provided channels for the employees to express their appeals, and effectively safeguarded their rights and interests.

按照习近平总书记提出的“要健全以职工代表大会为基本形式的民主管理制度，推进厂务公开、业务公开，落实职工群众知情权、参与权、表达权、监督权，充分调动工人阶级的积极性、主动性、创造性”的要求，切实加强企业民主管理。2016年，中国航材实现全资和控股企业职工代表大会建制率100%的目标，推进了职代会工作全面铺开。开展对基层单位进行企务公开检查调研，有效推动了基层企务公开工作落到实处，确保基层职工的民主权益得到有效保护。以工会微信平台为载体，以开展“走基层、转作风、听心声、抓落实”活动为手段，了解职工心声，为职工反应诉求提供通道，切实维护职工权益。



## 加强人才队伍建设

Strengthen the Construction of Talent Force

根据中国航材“十三五”发展战略规划，在2016年内对人力资源现状进行了分析，对未来人力资源需求进行预测，提出以改进考核激励机制、实施“人才强企”战略为目标的创新人才工作机制及年度实施计划，为中国航材发展战略提供人才保障。

According to the strategic development plan for the 13th Five-year Plan period, CAS made an analysis of the situation of human resources in 2016, and predicted the future demand. It put forward innovative mechanisms for talent work and yearly implementation plan, aiming at improving the appraisal and motivation mechanism and implementing the strategic target of 'Invigorating the Enterprise with Talents', thus providing talent support for the development strategy of CAS.

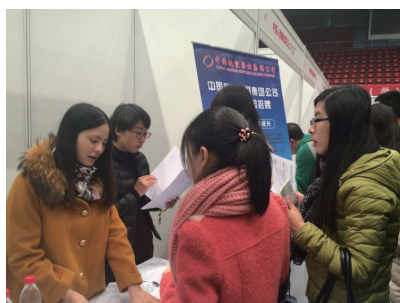


## 创新人才选聘机制，加大市场化招聘力度

Innovate the Recruiting Mechanism and Strengthen Market-oriented Recruitment

扩大选人视野，拓宽选人渠道，通过竞争上岗、公开招聘等方式，逐步加大市场化选聘的力度，积极实施“人才强企”战略，把优秀人才吸引和集聚到中国航材的各项事业中来。

CAS expanded the horizon of recruitment, broadened the selection channels, and gradually strengthened market-oriented recruitment through means of competition for leading posts and public recruitment. It actively implemented the strategy of 'Invigorating the Enterprise with Talents', attracted and gathered excellent talents to various businesses of CAS.



中国航材赴北航、民航大学等院校参加多场双选会

CAS went to Beihang University and China Civil Aviation University for several two-way talent selection meetings.



2016 年 (Year 2016)



## 创新人才培养模式，开展“逆向导师”机制

Innovate Talent Training, and Implement "Reverse Tutorship"

后备青年骨干队伍建设是人才队伍建设的基础性工作，为建立一支素质优良、数量充足、门类齐全、结构合理的后备青年骨干队伍，向各级企业输送优秀人才、推进人才队伍的新老交替，中国航材采用“逆向导师”人才培养模式培养青年骨干员工。

The construction of young backbone reserve team is a fundamental work in talent building. In order to build a young backbone reserve team with excellent capability, enough quantity, diversified knowledge and skill sets, and reasonable structure, provide excellent talents to different enterprises among the group, and promote the replacement of old-aged with young-aged, CAS adopted "Reverse Tutorship" to train key young employees.



## 完善人才培养体系，关注员工素质提升

Improve the Training System, and Care about Employees' Quality Enhancement

围绕中国航材发展战略规划，以业务为主导，开展分层次、多渠道的培训工作，稳步推进中国航材业务的转型和开拓。

Centering on the development strategy, and orienting toward business, CAS carried out multi-level and multi-channel training, and steadily promoted the transformation and expansion of business.



## 贯彻落实全国干部教育培训规划，加强领导人员培训

### Carry out the Nation-wide Official Training Plan, and Strengthen the Training of Leaders



选派第一批中高层领导人员赴美国波音公司参加精益化管理研讨会

CAS selected the first batch of medium to senior level managers to visit Boeing and participate in a seminar of lean management.

思想理论方面，以开展一系列党委中心组学习、专题讲座等形式组织中国航材领导人员认真学习党风廉政建设相关专题、党中央会议精神和习近平总书记系列重要讲话精神。

管理业务方面，与波音公司合作，签订了三年合作协议，内容涉及领导力、航材供应链、航空公司运行模拟等内容，通过波音公司专业、前沿的课程，进一步提高了领导干部的管理能力及业务水平。

Regarding thoughts and theories, CAS organized the leaders among the Group Company to carefully study the improvement of Party conduct and the upholding of integrity, the spirits of the Party Central Committee's meeting, and the important spirits of Party General Secretary Xi Jinping's speeches. The studies were organized in many forms such as collective study among the party committee center group, and workshops, etc.

Regarding business management, CAS cooperated with Boeing and signed a three-year cooperation agreement for training, covering topics such as leadership, supply chain management, simulation of airline operation, etc. With the help of Boeing's professional and state-of-the-art courses, the leaders' management capability and business level were further improved.



与空客公司合作选派部分领导干部参加颠覆创新培训，开拓领导干部视野，创新管理思维

CAS cooperated with Airbus and selected some managers to participate in a training of subversive innovation, expanded their view, and innovated management mindsets.

邀请波音公司、空客公司、德国汉莎航空技术公司以及中航材利顿公司的专家团队分别进行国际、国内行业形势分析、各自的产品及技术介绍、航材保障项目介绍，分享成功经验。

CAS invited experts from Boeing, Airbus, Lufthansa, and CASC-Bireturn to share their successful experiences and make presentations on industry situation analysis at home and abroad, products and technologies of individual companies, and support programs for aviation supplies, etc.

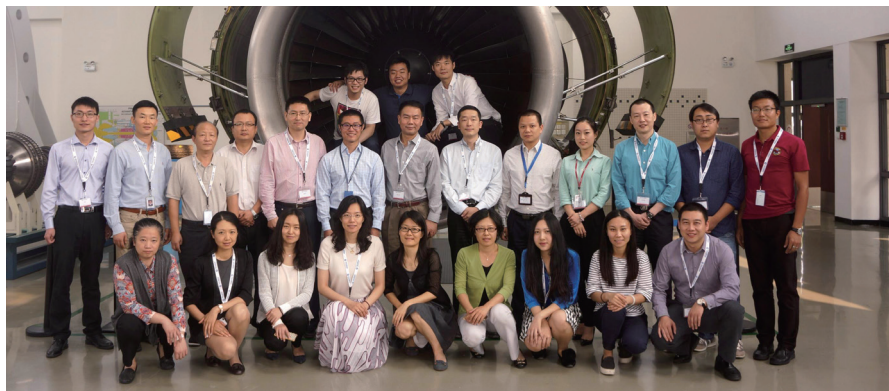
## 结合业务发展需求，加强骨干员工培训

Take into Consideration the Requirement of Business Development, and Strengthen the Training of Key Employees



与新东方英语培训机构、华普发动机培训中心合作，开展了第二期航空商务英语培训。培训内容涉及商务英语、航空发动机基础知识、商务口语等内容，获得了良好的反馈。

CAS cooperated with New Oriental School and Hua-pu Aero Engine Training Center, and carried out the second business English training class. The training contents covered business English, fundamental knowledge in aero engine, business oral English, etc. and received positive feedbacks.



航材共享平台公司组织  
发动机业务知识培训

The Pooling Platform Company  
for Aviation Supplies held a  
training on aero engines.



航材共享平台公司举办变革管理模式以及团队角色应用培训班

The Pooling Platform Company for Aviation Supplies held a workshop on changes in management mode and role fulfillment in a team.



中航材有限公司北京分公司举办英语培训

CASC Beijing Branch held a training on English.





### 北京凯兰举办“大国工匠 凯兰工艺”维修技能大赛

Beijing Kailan held a contest on repair skills titled "Craftsman of a Big Country, Technology of Kailan".



### 航工公司开展安全生产学习宣讲活动

Beijing Hanggong launched a study and publicity campaign for safe production.



### 通航公司党委组织党员群众参观了周邓纪念馆、石家大院等展馆

The Party Committee of GAS organized Party members and masses to visit the Museum of Zhou Enlai & Deng Yingchao, the Shi's Grand Mansion, and other museums.



### “团建新路径、携手促交流”，中国航材团委与 Ameco 团委共同组织青年参观交流活动。

CAS Youth League and AMECO Youth League jointly organized young people for mutual visit and communication activities under the theme of "Explore the new path for Youth League construction, and hold hands together to strengthen communication".



# 构建幸福员工之家



## Construct the Home of Happy Employees

中国航材切实践行“快乐工作，幸福生活”的理念，不断完善企业关爱职工的长效机制，努力营造温馨和谐的企业氛围，保障职工身心健康。

CAS fully implemented the idea of Happy Work, Happy Life, and continued to improve the long-term mechanism in caring for employees. It made efforts to build a comfortable and harmonious atmosphere within the company, and ensure the physical and spiritual health of the employees.



### 关注员工健康

#### Care about Employee Health

2016年，中国航材正式设立保健室，建立员工健康档案，开展慢病规范管理及定期随访、重点人群健康情况常态管理，定期组织安排员工体检。

In 2016, CAS set up the health care room; established employee health records; carried out standardized management of chronic disease and regular visits, and regular management of health condition for priority groups; and regularly organized employees for medical check, etc.



### 注重人文关怀

#### Pay Attention to Humanistic Care



中国航材以普惠制和精准帮扶为抓手，建立关爱职工的长效机制。一方面，切实做好“冬送温暖，夏送凉爽”活动和职工节日慰问等工作，面向广大职工开展普惠性服务，使他们在共建共享中有更多获得感。另一方面，做好困难职工慰问工作，在提高服务职工的精准化水平上下功夫，使真正困难的职工得到帮助，让中国航材的关爱温暖每个角落。

CAS established a long-term mechanism for the care of employees through two key measures: care for everyone, and special care for those in need. On one hand, CAS organized activities such as holiday visit, winter visit with warmth, and summer visit with coolness, etc. to provide employees with care-for-everyone services, and gave them more sense of gain in the campaign of constructing together and sharing together. On the other hand, CAS also carried out visit to employees in need, made efforts in improving the accurate classification of employees when providing service, made sure that those in need got help, and extended the warmth of care to every corner of CAS.





春节前夕，中国航材组织召开在京地区离退休人员茶话会，走访慰问原公司领导、离休干部、生病住院老同志及部分职工遗属。重阳节前夕，走访慰问老同志。不定期慰问生病老同志及内退老同志。为纪念建党 95 周年，组织开展了老同志书画摄影展活动，组织老同志参观民航博物馆。

Before the Spring Festival, CAS organized the retirees in Beijing for a tea party, visited the former corporate leaders, retired officials, those in hospital, and some widows of the former employees. Before the Double Ninth Festival, CAS leaders visited the old retirees. CAS also carried out non-scheduled visits to old retirees in illness and those in early retirement. To celebrate the 95th Anniversary of the Founding of the Party, CAS organized the old retirees for an exhibition of calligraphy, painting, and photography; it also organized the old retirees to visit the Museum of Civil Aviation.



## 开展丰富多彩的文体活动

Organize Diversified Cultural and Sports Activities

中国航材以文体协会为平台，先后组织开展了“航材杯”毽球比赛、扑克牌比赛、游泳比赛、台球比赛、足球比赛、健步走比赛及广播操比赛，并借助微信平台进行赛事竞猜；组织职工参与民航羽毛球比赛；组织开展第二届职工（趣味）运动会等多种丰富多彩的文体活动，广大职工通过积极参与各类比赛活动，舒活了筋骨、缓解了压力、振奋了精神。

Using the Association of Culture and Sports as the platform, CAS successively organized CAS Cup Contests on shuttlecock, poker game, swimming, billiards, football, radio calisthenics, etc., and organized corresponding quizzes on the Wechat platform. It organized the employees to participate in CAAC Badminton Contest; it also organized the Second CAS Employees' Fun Sport Meeting, and multiple other forms of cultural and sport activities. By actively participating in various contests, the employees exercised their body, relieved their pressure, and cheered up in spirit.



中国航材工会创造性的将主题活动和工会微信平台相结合，先后开展了“先进职工感言分享”、“新春映画·定格您的年味瞬间图片征集”、“感人画面分享您的感言”、“书香航材读书月”、“幸福是什么感言分享”、“向不文明行为说不”等 10 期专题活动，主题活动新颖别致。通过吸引广大职工参与活动，思考人生、品味生活，增强了企业的凝聚力。

CAS Trade Union creatively combined theme activities with the Union's Wechat platform, and held 10 series of theme activities such as, Words Shared by Merit Employees, Drawing of the Spring Festival - a Collection of the Snapshots of Your New Year, Words Shared through a Moving Picture, CAS Month of Reading, Shared Words on What Happiness Is, Say "No" to Bad Manners, etc. The theme activities were fresh and special. By attracting the employees to participate in such activities, think about life, and taste life, CAS strengthened the cohesiveness of the company.

# 企业公民责任

Corporate Citizenship Responsibility



05

■ 依法治企经营

■ 党风廉政建设



■ Operate and Manage the Company in Accordance with Law

■ Improve Party Conduct and Uphold Integrity

# 依法治企经营



## Operate and Manage the Company in Accordance with Law

在内部管理上，中国航材严格落实党政联席会议、总经理办公会议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、各项重要决策均经过法律审核程序；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 its internal management, CAS strictly implemented the decision meeting system, such as Joint Meeting between Party Committee and Executive Team, the Executive Review Meeting, etc. It also strictly carried out legal review systems, such as the legal affairs management regulations, and contract management regulations, etc., to ensure that all types of economic contracts and all important decisions underwent the legal review procedures. CAS standardized the corporate governance, and, in accordance with the regulations of Company Law and Articles of Incorporation, further improved the company's work mechanism for the compliance with law in decision making and operation.

高度重视规章制度体系建设，通过规范规章制度制定程序和组织开展规章制度梳理及符合性检查工作，大力提高公司制度的质量和执行力，以规章制度建设与执行为主线，结合公司监察审计、全面风险管理等工作，完善公司内部控制机制，切实维护公司国有资产安全，有效促进国有资产保值增值。

CAS highly valued the construction of rule and regulation system. Through standardizing the formulation procedures for regulations, sorting out current regulations and carrying out compliance checks, it forcefully promoted the quality and execution of corporate regulations. With the main thread of constructing the regulation system and executing them, and in combination with the internal corporate supervision, audit, and total risk management, CAS improved its internal control mechanism, fully protected the safety of the company's state-owned assets, and effectively maintained and increased their 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 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 abode by the regulations and laws of tax and paid the tax actively and on time.

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，为公司创造了良好的经营环境，促进公司依法规范经营。

CAS has settled all its historical legal cases, and has incurred no new cases out of its own reasons. CAS has created a good environment for the company and promoted its legitimate operation.







## 深化法律体系建设

### Deepen the Construction of Legal System

2016 年，中国航材在已确定的法律管理工作体系结构下，通过完成 OA 合同管理模块的调研、开发和上线运行工作，继续强化法律顾问工作职责及法律审核流程的落实，推动全面实现经济合同、规章制度和重要决策的 100% 法律审核率。并在确保法律审核率 100% “量” 的完成基础上，注重“质” 的提升，进一步提高法律审核意见的针对性、专业性和可操作性，加强对法律审核意见采纳和落实情况的跟踪，通过深化管理层次，推动实现法律管理服务与企业经营管理的有效融合。

法律审核率

100%

100% legal review

In 2016, under the defined systematic structure of legal management, CAS completed the requirement analysis, development, and deployment of contract management module within the OA system. It further strengthened the responsibility of legal counsel and the implementation of legal review procedures, and promoted the full realization of 100% legal review against economic contracts, rules and regulations, and important decisions. On the basis of ensuring 100% completion of legal review, CAS also laid emphasis on the promotion of review quality. It further enhanced the pertinence, professionalism, and practicability of legal comments. It strengthened the follow-up over the adoption and implementation of legal comments. By deepening the level of management, it promoted the realization of effective integration between legal management service and corporate operation management.

通过推动境外重要子公司法律顾问发挥作用并规范其工作流程、监督外部法律服务机构的工作、检查法律文件备案工作落实情况、落实其他规模较小的境外子公司的法律审核机制等方式，建立健全境外法律风险防范责任机制，防范国际化经营风险。

CAS established and improved mechanisms to prevent overseas legal risks, and guarded against risks in international operation through many ways, such as, pushing the legal counsel of key overseas subsidiaries to play its role and standardize its working procedures, supervising the work of external legal service providers, examining the implementation of legal document filing, and implementing legal review mechanism for other small-scale overseas subsidiaries, etc.





## 加强法治宣传教育

### Strengthen the Publicity and Training of Legal System

2016 年，中国航材继续加强法治宣传教育，将其作为提升全员法律意识和提高公司依法治企水平的重要工作。作为“七五”普法工作开局之年，中国航材将公司“七五”普法规划与法制工作新五年规划工作有效衔接，实现联动。以打造法治航材为目标，将完善领导干部学法制度、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五年规划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、依法治企的企业法治理念。

In 2016, CAS continued to strengthen the publicity and training of legal system, and made it an important work to enhance the employees' legal awareness and the company's level of management in accordance with law. As the first year of the 7th Five-year Legal Popularization Program, CAS effectively linked the 7th Five-year Legal Popularization Plan with the new Five-year Plan for Legal Work, and realized coordinated actions. To realize the target of building a legal-compliant CAS, it associated some systems with the implementation of the important tasks in the new Five-year Plan goal. Those systems included the system for leaders and cadres to study laws, the system to appraise the operation and management personnel in terms of legal training, the system of guaranteed class hour for law study, and the system of supervision, inspection, and incentives for legal publicity, etc. Through these means, CAS promoted the construction of legal-compliance culture, and fostered the concept of legitimacy first, honesty and credibility, legitimate operation, and legitimate management, etc.

大力深入开展法治宣传教育，采取丰富多彩的宣传教育形式，包括一期生活常用法律知识培训及竞答活动，一期中国民航法规体系专题学法课堂，一期公司法暨公司治理培训研讨会，并继续通过“Hi 法律”微信公众平台开展日常法治宣传教育。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。

CAS forcefully and deeply carried out publicity and training of law, adopted a variety of forms, including a training and quiz activity for legal knowledge in daily life, a workshop for the laws and regulations related to Chinese civil aviation industry, a seminar on corporate laws and corporate governance, etc. It also continued to use the Wechat platform "Hi, Law" to carry out daily publicity and training of laws. The publicity work achieved remarkable results; the legal knowledge on legitimate operation and legitimate management was widely publicized; the management and the employees remarkably improved their legal awareness and knowledge, and in turn increased their abilities in making legitimate decisions and conducting legitimate operation and management.



中国民航法规体系专题学法课堂

Workshop for laws and regulations related to Chinese civil aviation industry



公司法暨公司治理培训研讨会

Seminar on corporate law and corporate governance



## 强化内部风险控制

### Strengthen Internal 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，在中国航材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 Guidelines for Central Enterprises on Total Risk Management issued by SASAC and Fundamental Norms on Enterprise Internal Control jointly issued by 5 ministries including the Ministry of Finance, CAS established within the group company a comparatively optimized, unified, and standardized framework for total risk management and internal control.

2016 年中国航材继续加强全面风险管理工作的落实，完成国资委部署自愿上报的《2016 年全面风险管理报告》，为公司在内部管理和业务开展中控制风险提供指导。进一步建立健全风险管理组织体系和规章制度，逐步理顺风险管理机构和业务拓展部门职能定位，为建立科学的全面风险管理体系，提升风险控制能力夯实了基础。

In 2016, CAS continued to strengthen the implementation of total risk management, and completed the Total Risk Management Report 2016, which was arranged by SASAC to be submitted on the discretion of each enterprise. The report provided guidelines for the company's internal management and risk control in business operation. CAS further set up and optimized the organization system and regulation system for risk management. It gradually sorted out the definition of functions for risk management departments and business development departments, and established a solid foundation for setting up a scientific and sophisticated risk management system and enhancing capabilities in risk control.



## 内部审计

### Internal Audit

中国航材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 established independent internal audit department, which is responsible to make internal risk-oriented audit plan. The internal audit covers financial audit, economic responsibility audit, special audit for important issues of subsidiaries, etc. Using systematic and standardized audit procedures and methods, CAS provides its views and suggestions on the subsidiaries' business operation and internal control, and supervises the implementation.

2016 年完成了中国航材内部控制自我评价工作并撰写内控自评报告报送国资委。中国航材及所属各子企业严格执行内部控制制度，接受内部控制的制衡和约束；将内部控制融入到岗位责任体系中，把每一个控制点落实到具体岗位，形成企业内部全员、全过程、全方位参与的良好局面，有效提升资源配置效率和防范经营风险。

In 2016, it completed self-evaluation of internal control, compiled a report and submitted it to SASAC. CAS and all of its subsidiaries strictly carried out the internal control system, and adopted counterbalance and constraints in internal control. CAS integrated internal control into the post and responsibility system, and associated the control point to specific post, thus formed a benign situation involving all employees, all processes, and all aspects, and effectively promoted the efficiency of resource configuration and prevented operation risk.





# 党风廉政建设



## Improving Party Conduct and Upholding Integrity



### 反腐倡廉

#### Fight against Corruption and Uphold Integrity

中国航材 2016 年党风廉政建设和反腐败工作取得积极成效，集团公司纪委严格履行监督责任，坚决整治“四风”，践行“四种形态”，进一步推进党风廉政建设“两个责任”的落实；加强日常监督，推动监督关口前移；开展党规党纪教育，把纪律挺在前面；督促检查落实中央八项规定精神，组织“四风”整治“回头看”活动。在中国航材上下共同努力下，反腐倡廉工作取得了较好成效。

In 2016, CAS accomplished positive results in improving Party conduct, fighting against corruption, and upholding integrity. CAS Party Disciplinary Committee strictly carried out its supervision role, and firmly took tough actions against the practice of formalities for formalities' sake, bureaucratism, hedonism, and extravagance. CAS conducted four forms of oversight over discipline compliance, and further promoted the fulfillment of two responsibilities in improving Party conduct and upholding integrity. CAS strengthened daily supervision, and conducted supervision early in the front. It carried out education on Party discipline, and publicized discipline at the beginning. It supervised and examined the implementation of the Party Central Committee's eight-point decision, and organized a review of the corrective actions intended to address the practice of formalities for formalities' sake, bureaucratism, hedonism, and extravagance. With the hard efforts of different levels of CAS people, the fight against corruption resulted in good effects.



### 党建工作

#### Party Building

2016 年，在国资委党委的正确领导下，中国航材不断提高党建工作科学化水平，推动中国航材实现经营目标和改革发展。把学习习近平总书记系列重要讲话精神作为“必修课”和“常修课”，以深入学习贯彻党的十八届六中全会和全国国有企业党的建设工作会议精神为重点，抓好思想建设。

In 2016, with the correct leadership of SASAC, CAS continuously improved the scientific level in Party building, and facilitated the realization of operation target, reforms and development. It took the study of the important spirits in Party General Secretary Xi Jinping's series of speeches as a 'required course' and 'long course', concentrated on the study and implementation of spirits of the Sixth Plenary Session of the 18th National Congress of the Communist Party and the Party Building Conference for State-owned Enterprises Across the Country, and made a great effort in spiritual construction.

2016 年中国航材党委以深入开展“两学一做”为抓手，以中心组学习为载体，紧跟中央精神，紧扣国资委党委的重大部署，紧抓企业经营发展的重要举措，学习型党组织逐步形成。

In 2016, CAS Party Committee took it as a key measure to deeply study the theoretical and practical issues of party building. It used the study of the Party Committee center group as a channel to stay close to the spirit of the Party Central Committee. It closely aligned itself with the important deployment of SASAC, and forcefully worked on the important measures for enterprise operation and development. A learning Party organization was being formed.





中国航材召开“两学一做”学习教育动员部署会

CAS held a motivation and deployment meeting for the study and education campaign on 'Party Building Studies'.



中国航材党委中心组开展习近平总书记系列讲话专题学习教育

CAS Party Committee center group had a study on Party General Secretary Xi Jinping's speeches.



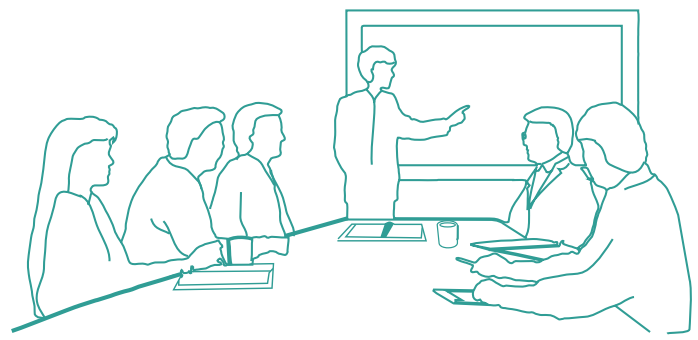
中国航材党委书记贾宝军在所在党支部讲党课

CAS Party Secretary Jia Baojun gave a Party lecture at the Party branch he belonged to.



在京各党委组织参观庆祝中国共产党成立 95 周年全国美术作品展

The Party Committees of enterprises in Beijing organized employees to visit the National Fine Art Exhibition in celebration of the 95th Anniversary of the Founding of the Communist Party of China.



## 进一步加强党的基层组织建设

### Further Strengthen the Primary-level Party Organization

在“两学一做”学习教育中，以完善党组织体系建设和落实党工团联席会议机制为桥梁将党建工作与企业经营紧密结合，以党组织换届工作作为提升各党委党建工作能力的重要抓手，以“党建云”作为党组织和党员管理的信息化平台。全面开展“四查”工作，切实增强了四个意识。进一步加强党务工作人员配备和党务干部培训力度，持续开展“两委书记”集训班。

In the study campaign of theoretical and practical issues of party building, CAS closely combined the perfecting of Party organization system and the implementation of Joint Meeting Mechanism among Party, Trade Union, and Youth League with the operation of corporate business. It made use of the re-election of Party organizations to strengthen the work capabilities of each Party Committee, and utilized the 'Party Building Cloud' as an information platform for the management of Party organization and Party members. CAS extensively carried out 'Four Inspections' and effectively strengthened 'Four Senses of Party Members'. It further strengthened the configuration of Party human resource and training of Party officials, and continually organized training classes for secretaries of Party Committees and Party Branches.



换届选举大会上，党员投下庄严神圣的一票

During the re-election assembly, the Party members cast their sacred votes.



在机关党委换届选举大会上，全体党员举手表决通过《党委工作报告》

During the re-election assembly for Headquarter Party Committee, the Party members raised their hands and passed the Party Committee's Work Report .





举办第二届“两委书记”集训班  
The 2nd Training Class for Secretaries of Part Committees and Party Branches.



中国航材党建云平台  
Cloud platform for CAS Party building.



党务干部到国航飞行总队党委现场参观交流“两学一做”学习教育及党建工作  
Party officials visited Air China Flying Corps and communicated on the studies of theoretical and practical issues of Party building.



围绕学习贯彻党的十八届六中全会精神、全面从严治党，举办主题讲座  
Centering on implementing the spirit of the 6th Plenary Session of the 18th National Congress of the Communist Party of China, and the rigor governance over the Party, CAS organized theme lectures.

## 进一步加强制度建设

### Further Strengthen the Construction of Systems

中国航材修订了《党委会议制度》《党委中心组学习制度》，制定了《党费收缴使用管理办法》等。2016年完成公司《章程》修订，将党组织的职责权限、机构设置、运行机制、基础保障等党建工作总体要求都写入了《章程》。进一步规范党内政治生活，按要求组织召开增强“四个意识”、“严守政治纪律政治规矩”专题民主生活会和年度民主生活会，在“两学一做”学习教育中各党支部召开了专题组织生活会和开展民主评议党员工作，更好发挥了基层党组织的战斗堡垒作用和党员先锋模范作用。

CAS revised Party Committee's Meeting Rules and Rule of Study for Party Committee Center Group, and drew up Regulations on the Collection and Usage of Party Membership Dues, etc. In 2016, CAS completed the revision of the Articles of Incorporation, and included in the Articles contents related to Party organization's duty and authority, organizational settings, operation mechanism, infrastructure support, and other general requirement of Party building. In accordance with Party requirement, CAS further standardized Party's internal activities, and organized special Party meeting of democratic life and annual Party meeting of democratic life with a target to strengthen 'Four Senses of Party Members' and 'Strict Observation of Disciplinary and Political Rules', etc. During the campaign of the study and training on theoretical and practical issues of Party building, each Party branch organized special Party organization meeting, carried out democratic appraisal of Party members, played a key role as a primary-level Party organization, and demonstrated the exemplary role of Party members.



# 回馈社会 促进和谐发展

Pay back the Society and Promote Harmonious Development



## 06

■ 热心社会公益

■ 援助边疆发展

■ 开展扶贫帮困



■ Promote Public Benefits

■ Support the Development of Border Areas

■ Help and Support the Poor



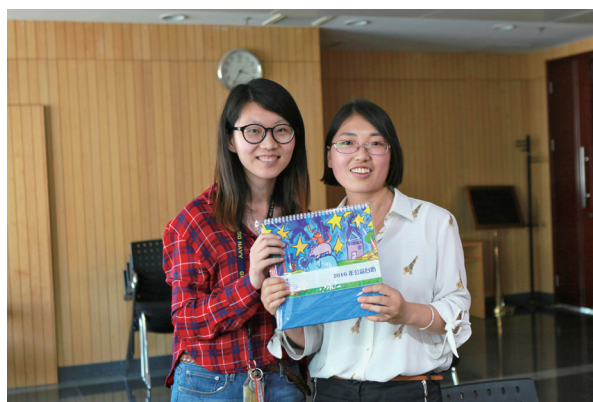
# 热心社会公益



## Promote Public Benefits

2016 年，中国航材将“志愿服务”活动作为培育和践行社会主义核心价值观的重要载体，组织开展了关爱自闭症儿童系列主题活动。举办了“关爱自闭症儿童志愿服务活动培训”，为青年志愿者普及了关爱自闭症儿童知识技能；“六一”当天，组织 36 名青年志愿者开展关爱自闭症儿童志愿服务活动，为自闭症儿童购买和赠送了儿童节礼物。

In 2016, CAS utilized 'Volunteer Service' as an important tool to cultivate and fulfill the core values of socialism, and organized series of theme activities for the care of autistic children. It organized training on volunteer service for the care of autistic kids, and spread knowledge and skills to young volunteers on how to take care of autistic kids. On Children's Day, CAS organized 36 youths to participate in the volunteer service of caring for autistic kids, purchased and sent some gifts to the kids.



组织开展了“爱心台历义卖”活动，得到中国航材干部职工的热烈响应。义卖活动共卖出 195 本台历，为自闭症儿童筹得 7607 元善款，除去台历的设计、印刷和运输等成本，剩余善款将用于“星星雨”自闭症儿童贫苦家庭救助、自闭症青少年教育项目、自闭症教室从业培训及星星雨校舍改建。

It organized 'Charity Sale of Desk Calendars', and received warm response from CAS employees. The charity sale sold 195 desk calendars, and raised 7607 RMB for the autistic kids. Taking out the cost of design, printing and transportation, the remaining income was used for the relief of poverty-stricken families with autistic children under the program of Starry Starry Rain, the education program for autistic children, training of autistic children for the preparation of employment, and the reconstruction of the Starry Starry Rain school house.



在“贫困生爱心帮扶”活动中，中国航材积极组织广大干部职工为集团定点扶贫白水县品学兼优的贫困生捐款，得到职工广泛关注和积极支持。在短短半个月的时间里，总共筹得 12718.66 元捐款。捐款由中国航材在白水县挂职的扶贫干部送入段恒博、郝佳妮、王志伟三名学生的手中，将航材人的温暖传递到每个孩子的心里，帮助他们消除孤单、健康成长！

In the activity of Care and Support for Poor Students, CAS actively organized the officials and employees to donate for poor students in Baishui County - the fixed-point of CAS's poverty alleviation effort, and received extensive attention and active support from the employees. A sum of 12718.66 RMB was raised within half a month. The donated money was sent to three students in need, Duan Hengbo, Hao Jiani, Wang Zhiwei, by CAS official who took a temporary poverty relieve post in Baishui County. CAS people brought warmth to the hearts of the kids, and helped them out of solitude and grow up healthily.



## 爱心帮扶倡议书

**亲爱的航材员工们：**

集团定点扶贫白水较为贫困的北塬镇，有部分贫困学生需要大家的帮助。集团团委了解到这一情况后，及时组织白水籍员工开展帮扶活动，初步选出三名品学兼优的学生进行一对一帮扶。他们分别是：段恒博、郝佳妮、王志伟。这三名同学从小学到初中，没有父母的陪伴与家的温暖，唯一的上学希望是政府每月提供的二三百元生活费。生活虽在一片天空下，但命运不同过着有父母的人。我们无力改变，但可以施以援手，尽微薄之力汇成涓滴爱心，也许我们航材人点滴的付出会换来他们个人命运的改变！

集团团委倡议大家献出爱心，洒下希望的种子，播种祝福，为孩子们搭建起上学的桥梁！我们期待你们的参与！在此对每一位中国航材的爱心人士表示最真挚的感谢！

（此次帮扶活动由集团团委发起，请各单位领导予以支持，集团团委负责具体实施及后续跟进。）

中国航材集团团委  
2017年1月12日

### 北塬镇贫困学生基本情况

**段恒博**

男，9岁，在白水镇中心小学就读四年级，家庭经济困难，家中4口人，与爷爷奶奶和叔叔生活在一起。父母离异，母亲外出务工，父亲在家务农，生活困难。段恒博同学品学兼优，成绩优异，是班里的班干部。他热爱学习，乐于助人，是同学们的好榜样。他唯一的上学希望是政府每月提供的二三百元生活费。生活虽在一片天空下，但命运不同过着有父母的人。我们无力改变，但可以施以援手，尽微薄之力汇成涓滴爱心，也许我们航材人点滴的付出会换来他们个人命运的改变！

**郝佳妮**

女，10岁，就读于白水镇中心小学四年级，家庭经济困难，与爷爷奶奶生活在一起。父母离异，母亲外出务工，父亲在家务农，生活困难。郝佳妮同学品学兼优，成绩优异，是班里的班干部。她热爱学习，乐于助人，是同学们的好榜样。她唯一的上学希望是政府每月提供的二三百元生活费。生活虽在一片天空下，但命运不同过着有父母的人。我们无力改变，但可以施以援手，尽微薄之力汇成涓滴爱心，也许我们航材人点滴的付出会换来他们个人命运的改变！

**王志伟**

男，14岁，在白水镇中心小学就读四年级，家庭经济困难，与爷爷奶奶生活在一起。父母离异，母亲外出务工，父亲在家务农，生活困难。王志伟同学品学兼优，成绩优异，是班里的班干部。他热爱学习，乐于助人，是同学们的好榜样。他唯一的上学希望是政府每月提供的二三百元生活费。生活虽在一片天空下，但命运不同过着有父母的人。我们无力改变，但可以施以援手，尽微薄之力汇成涓滴爱心，也许我们航材人点滴的付出会换来他们个人命运的改变！

**各公司捐款可联系**

段恒博：138-9100-1111

郝佳妮：138-9100-1111

王志伟：138-9100-1111



# 开展扶贫帮困



## Help and Support the Poor

中国航材认真履行中央企业的社会职责，始终将定点扶贫工作当作自己的分内职责和重要的政治任务来抓，2016年，中国航材总经理李海、党委书记贾宝军以及副总经理孙博亲自带队，分别于4月、8月、11月三次到陕西省白水縣进行调研考察。与白水县委县政府领导就白水縣脱贫攻坚战略规划以及如何推动县域经济发展进行深入探讨，邀请专家为白水縣大型旅游开发项目的规划设计给予指导，并到重点帮扶村新卓村开展现场座谈，认真听取镇村扶贫规划，并到贫困户家中进行慰问。结合定点扶贫县白水縣的实际情况，制定定点扶贫工作计划并认真组织实施，对白水縣脱贫攻坚工作的开展起到了良好地促进作用。



贾宝军书记一行到陕西省白水縣林皋鎮新卓村调研

Party Secretary Jia Baojun led a team for an investigation visit to Xinzuo Village, Lingao Town, Baishui County.

CAS carefully fulfilled its responsibility as a state-owned key enterprise, and always took poverty alleviation as its own duty and an important political task. In 2016, CAS President Li Hai, Party Secretary Jia Baojun, Vice President Sun Bo personally led teams to visit and investigate in Baishui County respectively in April, August and November. CAS teams had deep discussions with Officials of Baishui County Party Committee and Government on the strategic plan of poverty alleviation and the development of economy across the county. CAS invited experts to give advice on the planning and design of large-scale tourism project for Baishui County, made an on-site discussion at CAS's key support area - Xinzuo Village, carefully learned the poverty alleviation plan of the town and the village, and visited the poverty-stricken families. In consideration of the actual situation of fixed-point poverty alleviation in Baishui County, CAS developed a work plan and carefully organized the implementation, and played a good role in promoting the poverty alleviation work in Baishui County.





## 积极组织扶贫项目落地实施

Actively Organize the Implementation of Poverty Alleviation Program

林皋镇新卓村是中国航材在陕西省白水縣的重点包联村，该村基础设施相对较为落后，村里主导经济为苹果种植，但由于道路问题，给果园日常管理、维护带来不便，特别是苹果成熟季节无法及时运输，百姓收入受到很大影响。经过仔细研究，中国航材从群众所急所需出发，在果园集中区修建村巷硬化道路 4.4 公里，共投入 133.11 万元，已于 2016 年秋季竣工投入使用。道路建成后，百姓的生产生活条件得到了改善，苹果价格上涨近 30%，百姓收入得到明显提高。

Xinzuo Village of Lingao Town is CAS's key place of committed support for poverty alleviation in Baishui County. The village had an outdated infrastructure, and the leading economy there was apple growth. Because of the bad condition of roads, it was hard to carry out daily management and maintenance of the orchard. When the ripe season came, it was particularly difficult for the farmers to arrange timely transportation of the fruits and the income of local people was negatively impacted. After careful study, CAS decided to tackle the most prominent need of the villagers, and hardened the road surface with a length of 4.4 km at areas where there were many orchards. CAS invested 1.33 million RMB and put the completed road into service in autumn of 2016. After the road hardening was completed, the production and living conditions of local people were improved, the price of apple increased by around 30%, and the villagers' income obtained remarkable increase.



中国航材为陕西省白水縣林皋镇新卓村援建的道路

The road CAS built for Xinzuo Village, Lingao Town, Baishui Country.

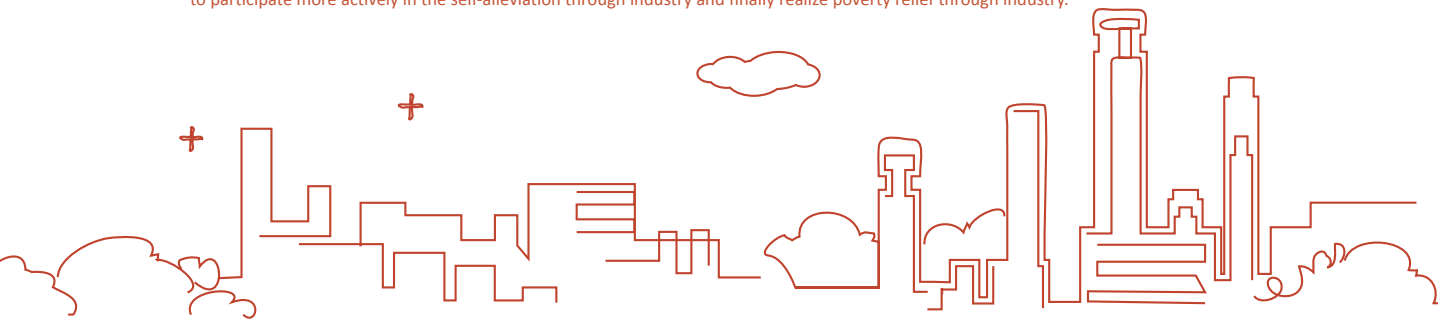


## 努力推动村级产业扶贫

Advance Village-level Industry for Poverty Alleviation

为推动白水縣产业脱贫的步伐，转变部分村民等要靠的思想，在中国航材派出扶贫干部的努力下，为重点帮扶村新卓村成立了金航果蔬专业合作社。通过“合作社+企业+电商+贫困户”的方式，将多种资源进行有效整合，引入苹果绿色种植基地项目，建立果农技术指导培训长效机制，充分利用产业扶贫政策帮助贫困户开展产业自救。随着合作社运作逐渐成熟，村里苹果种植产业将得到更好的发展，从而激发贫困户参与产业自救的愿望，最终实现产业脱贫。

In order to speed up poverty alleviation through industry in Baishui County and change some villagers' mindsets of waiting, asking, and relying on external support, CAS officials designated for the poverty alleviation program made efforts to help Xinzuo Village set up a professional cooperative named Jinhang Fruits & Vegetables. Through the mode of a combination among Cooperative + Enterprise + E-commerce + Poor Peasant Household, various resources were effectively integrated together, the Green Planting Base Program for apple was introduced into the village, a long-term mechanism for the technical guidance and training of fruit farmers was established, and industry policies for poverty alleviation were fully utilized to help the poor households carry out self-alleviation through industry. With the operation of the cooperative becoming more mature, the apple planting industry in the village obtained better development, which motivated the poor households to participate more actively in the self-alleviation through industry and finally realize poverty relief through industry.





## 积极开展“救急难”工作

Actively Carry out 'Support for Urgent Needs'

为贯彻落实“救急难”行动相关文件精神,中国航材坚持将“救急难”行动纳入定点扶贫工作,统筹规划、共同推进,经与县民政局进行对接,共同研究实施方法和路径,通过签订“捐赠协议”的形式,开展因病致贫户的救助工作,用于医疗补助并帮助贫困户开展养殖业,逐步实现自救。

To fully carry out the spirit of relevant policies on Actions of Support for Urgent Needs, CAS persisted in integrating Actions of Support for Urgent Needs into fixed-point poverty alleviation program, planned them together, and implemented them together. CAS coordinated with the County Civil Affairs Bureau to study the implementation method and approach. By signing a Donation Agreement, it carried out supports to households which became poor due to illness, with the donation being used for medical purposes and raising livestock, and gradually realized self-alleviation.



## 做好定点扶贫宣传及其他各项扶贫工作

Make a Good Publicity of Fixed-point Poverty Alleviation and Other Related Work

在开展上述工作的同时,中国航材还积极开展定点扶贫宣传工作,一方面向贫困群众宣传国家扶贫政策,另一方面利用“扶贫日”活动广泛宣传定点扶贫工作,让更多人了解定点扶贫,更多地参与扶贫。此外,结合贫困村的实际情况,从关心贫困群众的切身利益、为贫困群众解决实际困难出发,积极联系销售渠道,帮助销售 8 吨遭受冰雹灾害的苹果,有效保障了果农当年收益。

Apart from the work above, CAS also actively carried publicity of fixed-point poverty alleviation. On one hand, CAS publicized the national policies for poverty alleviation to the poor people, on the other hand, it also took advantage of the Poverty Alleviation Day activities to extensively publicize fixed-point poverty alleviation work, and have more people understand and participate in poverty alleviation activities. Besides, taking into consideration the actual situation of the poverty-stricken village and in order to care for the benefits of the poor people, CAS took the approach to solve the actual problems of the villagers, and actively contacted sales channel. It helped sell 8 tons of apples struck by a hailstorm, and effectively protected the income of the fruit farmers in that year.





## 援助边疆发展



### Support the Development of Border Areas



#### 援疆工作开展情况

##### Work Status on Support to Xinjiang Autonomous Region

根据中国航材整体发展战略并结合新疆航空运输业发展优势，中国航材将乌鲁木齐作为实施西部发展战略的基地。所属中航材新疆公司及通航公司充分利用新疆地区独特的地理优势、资源优势和旅游优势所带来的航空运输业发展机遇，不断拓宽与新疆生产建设兵团、机场、航空公司等企事业单位的合作领域，为推动新疆地区民航事业的发展发挥了较好作用。

According to the overall development strategy of CAS and in consideration of the development advantage for aviation transportation industry in Xinjiang, CAS decided to take Urumchi as a base for its west China development strategy. Its subsidiary CAS Xinjiang Co., Ltd and GAS fully made use of development opportunities for aviation transportation industry brought about by Xinjiang region's peculiar geological advantage, resource advantage and tourism advantage, and continued to expand the cooperation areas with enterprises and organizations in Xinjiang such as Xinjiang Production and Construction Corps, airports, and airlines, etc. They played a good role in promoting the development of civil aviation industry in Xinjiang.

2016 年，中国航材及所属企业积极走访新疆兵团和新疆民航企业，11 月，中国航材党委书记贾宝军会见来访的新疆生产建设兵团副司令宋建业一行，双方就深化合作领域进行了深入沟通。

In 2016, CAS and its subsidiaries actively visited Xinjiang Production and Construction Corps and civil aviation enterprises. In Nov. 2016, CAS Party Secretary Jia Baojun met with Deputy Commander Song Jianye of Xinjiang Production and Construction Corps. The two parties had a deep communication on how to deepen the cooperation areas.

在业务合作领域，中航材新疆公司积极为边疆地区机场引进特种车辆，当年实现业务收入 2747 万元、纳税总额 63 万元，4 名在岗员工全部为新疆籍员工。中航材通航公司为新疆通航公司顺利引进 2 架米-171 大型直升机、与新疆兵团签署 20 架 L-410 飞机的采购意向书和后续工业合作备忘录，并为新疆通航公司提供优质的航材保障服务。

In business cooperation, CAS Xinjiang Co. actively introduced special vehicles for the border area, realized a revenue of 27.47 million RMB and paid a tax of 630 thousand RMB. All of its 4 employees are local residents. GAS successfully imported two Mi-171 helicopters for Xinjiang General Aviation Corporation, and signed a LOI for the purchase of 20 L410 aircraft and the follow-up MOU for industrial cooperation. It also provided support for aviation materials to Xinjiang General Aviation Corporation.



#### 援藏工作开展情况

##### Work Status on Support to Tibet Autonomous Region

2016 年 11 月 21 日，中国航材与西藏金融租赁有限公司在京签订《战略合作框架协议》等合作协议，双方致力于在飞机及航材采购、航空租赁等领域开展合作，共同开拓民航金融租赁业务，推动西藏民航业快速发展。

On Nov. 21, 2016 in Beijing, CAS and Tibet Financial Leasing Co., Ltd. signed General Terms Agreement for Strategic Cooperation and other agreements. The two Parties committed to cooperate in areas such as the purchase of aircraft and aviation materials, and aviation leasing, etc. They decided to work together to explore financial leasing business for civil aviation, and promote the rapid development of civil aviation industry in Tibet.

# 展望

## Outlook

“十三五”是新的起点，中国航材在正确认识和科学分析当前形势的基础上，结合 2016 年业务发展实践，对“十三五”时期的发展思路和突破方向进一步整合优化。

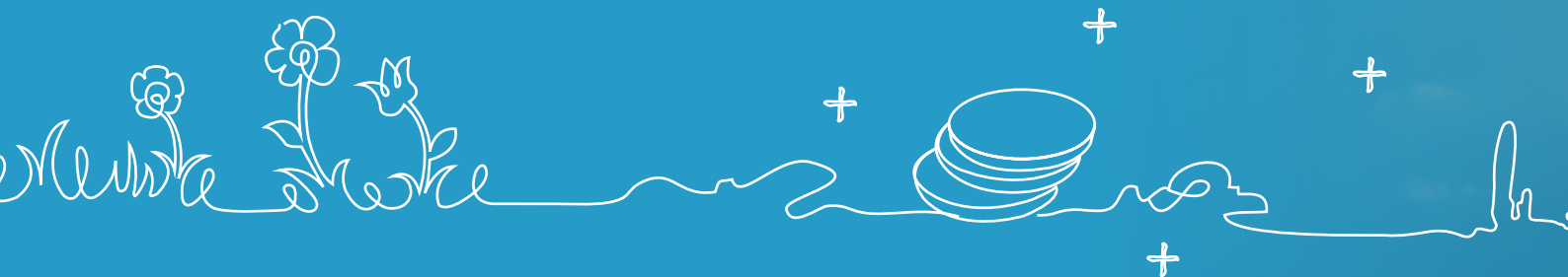
2017 年是中国航材实施“十三五”规划的第二年，也是成功建设重点业务平台、推进“一优四强一新”、全面实现战略转型的关键一年。航材人将一如既往的锐意进取，扎实工作，实现四大实体板块全部成功搭建的同时，巩固发展“一优”、重点发展“四强”、创新发展“一新”，夯实业务基础，扩展战略思维，提升自身能力，扩大对外交流，进一步提升中国航材在航空产业价值链上的地位，为央企新一轮改革重组做好准备。

我们坚信，每个航材人都会“撸起袖子加油干”，使出“洪荒之力”，中国航材必将可以成功完成转型，打造价值航材，实现行业内不可替代的愿景！

The 13th Five-year Plan is a new starting point. On the basis of a correct understanding and scientific analysis of current situation and in consideration of the business development practices in 2016, CAS will further integrate and optimize its development ideas and direction of breakthrough for the 13th Five-year Plan period.

2017 is the second year for CAS to implement its 13th Five-year Plan. It is also a critical year for CAS to successfully construct its key business platforms, promote its One Advantageous, Four Strongs, and One New strategy, and fully realize its strategic transformation. CAS management and employees will continue to forge ahead with determination, and realize the successful construction of its four real business segments. CAS will strengthen the development the 'One Advantageous' business, lay special attention on the development of 'Four Strongs', and innovatively develop 'One New' business. It will reinforce its business foundation, expand its mindsets on strategy, enhance its capability, and extend its external communication. It will further promote its position in the value chain of civil aviation industry, and get ready for the new round of reforms and restructuring of state-owned key enterprises.

We strongly believe that every CAS people will roll up their sleeves and work with more efforts, and utilize their prehistoric power. CAS will certainly successfully implement business transformation, build a value-adding CAS, and realize the vision of becoming irreplaceable in the civil aviation industry.









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