



2024

社会责任报告

Social Responsibility Report

报告说明

Remarks on This Report

中国航空器材集团有限公司于 2012 年发布了《2002 年 -2011 年社会责任报告》，此后均为每年度发布社会责任报告。

China Aviation Supplies Holding Company published 2002-2011 Corporate Social Responsibility Report in 2012. After that, CAS publishes the Corporate Social Responsibility Report annually.

时间范围: 2024 年 1 月 1 日至 2024 年 12 月 31 日。

Time Range: Jan. 1, 2024 to Dec. 31, 2024.

发布周期: 本报告为年度报告。

Release Cycle: This Report is released annually.

涵盖内容: 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。

Main Contents: This Report releases CAS' implementation of social responsibilities related to economy, safety, environment, employees, and corporate citizenship.

编写依据: 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。

References for Compilation: Guidelines on the Fulfillment of Social Responsibilities by State-owned Enterprises under the Central Government, released by State-owned Assets Supervision and Administration Commission of the State Council (SASAC); Guidelines on Sustainable Development (G4), published by Global Reporting Initiative (GRI); Compilation Guidelines on Social Responsibility Report of Chinese Enterprises (CASS-CSR3.0), published by Chinese Academy of Social Science (CASS); ISO 26000: Guidelines on Social Responsibility (2010), by International Standardization Organization (ISO); Guidelines on Social Responsibility for Chinese Industrial Enterprises and Industrial Associations, published by China Federation of Industrial Economics (CFIE).

称谓说明: 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有限公司。

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

获取方式: 可通过中国航材外部网站获取历年社会责任报告电子版，或通过以下方式进行联系。

Access to This Report: The corporate social responsibility reports for the past years are available on the website of CAS, or you may contact us according to the following information to access them.

通讯地址: 北京市顺义区空港工业区 A 区天纬四街 3 号

Address: 3 Tian Wei Si Jie, Zone A, Airport Industrial Zone, Shunyi District, Beijing

联系电话: 86-10-89455000

Tel: 86-10-89455000

传真: 86-10-89455018

FAX: 86-10-89455018

www.casc.com.cn



目录

Contents

00 报告说明

Remarks on This Report

04 领导致辞

Words from the Top Management

06 关于我们

About us

06 发展历程

History

07 公司战略

Corporate Strategy

08 业务板块

Business Sector

10 企业文化

Corporate Culture

11 组织机构

Organization Structure

47 展望

Our Way Forward

经济责任

Economic Responsibility

01

重点业务有效推进 Effective Advancement of Key Businesses	14
科技创新驱动发展 Technical Innovation-driven Development	15
产业布局向新而行 Innovation Trend of Industrial Layout	18
全面展示品牌形象 Demonstrating the Brand Image in All Aspects	20

员工发展

Employee Growth

02

加强年轻人才储备 Strengthening the Pool of Young Talent	24
抓实人才教育培训 Carrying Out Talent Education and Training	25
强化群团建设工作 Intensifying the Work of Mass Organizations	26

乡村振兴

Rural Revitalization

03

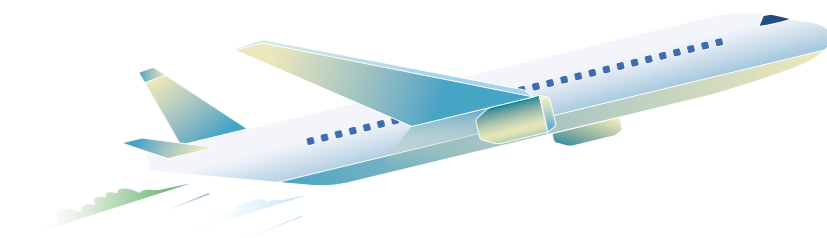
依托特色促产业振兴 Promoting Industrial Revitalization with Unique Strengths	33
按需培训强人才振兴 Strengthening Talent Revitalization Through On-Demand Training	33
立足本地推文化振兴 Advancing Cultural Revitalization Based on Local Conditions	34
务实保障助生态振兴 Practical Support for Ecological Revitalization	34
持续发力固脱贫成果 Consolidating Poverty Alleviation Achievements with Sustained Efforts	35
先进引领促组织振兴 Driving Organizational Revitalization with Advanced Leadership	35

公司治理

Corporate Governance

04

坚持党建引领 Upholding Leadership of Party Building	38
规范公司治理 Standardizing Corporate Governance	40
改革靶向发力 Targeted Reform Efforts	41
抓好风险管控 Strengthening Risk Management	43
筑牢安全防线 Fortifying the Security Defense Line	44



领导致辞

Words from the Top Management

“

2024 年是中华人民共和国成立 75 周年，是“十四五”规划承上启下的关键一年，更是中国航材矢志不渝、踔厉奋进，全力向科技服务型企业转型取得新突破的关键一年。面对复杂严峻的内外部环境变化，中国航材以习近平新时代中国特色社会主义思想为指导，认真贯彻党中央、国务院决策部署，落实国务院国资委工作要求，集团上下顶压前行、接续奋斗，不仅在经营发展上迈出坚实步伐，更在社会责任履行中彰显央企担当。

The year 2024 marks the 75th anniversary of the founding of the People's Republic of China. It is a pivotal year for successfully concluding China's 14th Five-Year Plan (2021-2025), with preparations for the 15th Five-Year Plan (2026-2030) already underway. It is also a crucial year for CAS to remain steadfast in its commitment, strive with unwavering determination, and achieve new breakthroughs in its full-scale transformation into a technology service enterprise. Despite the complex and severe changes in internal and external environments, CAS was guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, earnestly implemented the decisions and arrangements of the Party Central Committee and the State Council, and fulfilled the work requirements of SASAC. We have won solid progress in all aspects after conquering great pressures and making arduous efforts. We have not only taken solid steps in business development, but also demonstrated our sense of responsibility as a central enterprise.

”

我们有效服务国家战略需求，深刻把握在新发展格局下肩负的职责使命。始终将服务国家战略置于首位，切实履行核心职能，持续深化飞机批量采购总协调人作用，服务国家政治经济大局，持续强化保障航空产业链供应链稳定安全核心能力，为落实国家战略提供有力支撑。

We have effectively served national strategic needs through deeply understanding our responsibilities and mission under the new development pattern. Serving the national strategies has always been our first priority. To that end, we have earnestly fulfilled our core functions, continuously deepening our role as the general coordinator for package purchase of aircraft to align with the national political and economic landscape while sharpening our capabilities to ensure the stability and security of the aviation industry chain and the supply chain to offer robust support for the implementation of national strategies.

我们不断加大科技创新投入，以技术赋能驱动社会责任深度落地。将科技创新作为转型发展的核心引擎，着力优化创新生态，攻克关键技术难题，加速创新成果转化应用，凭借自主知识产权与核心技术突破，打破行业发展瓶颈，推动行业效率提升与成本优化，以科技力量为社会责任履行注入持久动力。

Through injecting more investment in technological innovation, we have leveraged technologies to drive the deep implementation of social responsibility. Technological innovation has been treated as the core engine of transformation and development. In practice, we have optimized the innovation ecosystem, tackled key technical challenges, and accelerated the commercialization of innovative achievements. As a result, we have developed proprietary intellectual property and made breakthroughs in core technologies, to conquer industry bottlenecks, enhance efficiency and cut costs. In this way, technological strength has generated enduring power for fulfilling our social responsibilities.

我们健全治理体系，以规范管理夯实责任履行根基。持续完善企业治理机制，强化合规经营与风险防控，深化国企改革攻坚，着力化解经营发展中的突出问题，同时严守安全生产底线，健全质量管理体系，以稳健、规范的内部管理，为员工、客户及社会各方权益提供有力保障。

Furthermore, we have improved our governance system to solidify the foundation for fulfilling responsibilities through standardized management. The corporate governance mechanisms have been further consummated through elevating compliance and risk prevention, deepening reform of SOEs, and highlighting prominent issues in operations. More than that, safe production has been the bottom line, which was safeguarded by a sound quality management system and robust and standardized internal management. Ultimately, the rights and interests of employees, customers, and all stakeholders will be secured.

我们积极履行社会责任，以真情实干传递央企温暖。围绕产业、文化、人才、生态、组织五大振兴持续发力，加大帮扶资源投入，结合帮扶地区实际需求开展特色帮扶项目，联动合作伙伴共同参与公益事业，推动定点帮扶工作走深走实，用实际成效为乡村振兴贡献航材力量。

In fulfilling our social responsibilities, we have spread the warmth of a central enterprise with sincere dedication and actual deeds. Our focus has gone to the revitalization of industry, culture, talent, ecology, and organization, with more resources allocated to regions in need of help, targeted projects rolled out according to the local conditions and joint efforts made together with copartners in these initiatives. As a result, our targeted poverty alleviation efforts have been carried forward to greater depth. We have contributed to rural revitalization with the proven effect.

中国航材将始终秉承“责任、创新、协作、共赢”的核心价值观，以更加昂扬的奋斗姿态和更加务实的工作作风，锚定高质量发展主线。未来，中国航材将以实际行动为实现“十五五”规划良好开局筑牢根基，加速向全球一流民航服务提供商迈进，为服务国家航空强国战略、支撑民航业高质量发展大局不懈奋斗！

CAS will steadfastly uphold core values of "Responsibility, Innovation, Collaboration, and Win-Win" and drive high-quality development with greater determination in a more pragmatic manner. We will take concrete actions to lay a solid foundation for a promising start of the 15th Five-Year Plan. As a central enterprise, we will quicken the pace of becoming a world-class civil aviation service provider, and strive tirelessly to serve the national strategy of building a strong aviation power. CAS will make unremitting efforts for high-quality development in the civil aviation industry!

关于我们

About us

发展历程 History

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

CAS, a state-owned key enterprise managed by SASAC, is specialized in aircraft purchase and aviation supplies support.

公司的前身是中国航空器材公司
Its predecessor, China Aviation Supplies Company (CAS),

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。
CAS was founded with the approval of the State Import & Export Regulatory Commission in October, 1980. It was the first incorporated company in China civil aviation industry.

1996 年 3 月更名为中国航空器材进出口总公司。
In March, 1996, it was renamed China Aviation Supplies Import & Export Corporation.

2002 年 10 月，民航运输及服务保障企业联合重组，成立了三家航空运输集团公司和三家航空服务保障集团公司，中国航材集团作为三家航空保障集团公司之一，经国务院批复正式组建。
In October of 2002, the air transportation companies and supporting companies underwent merger and restructuring, to set up three airlines and three aviation service support companies. China Aviation Supplies Import & Export Group Company, as one of the three aviation supporting group companies, was officially established with the approval of the State Council. In 2017, it was restructured according to the corporate system, established the board management system under the modern enterprise system and was renamed to be China Aviation Supplies Holding Company.

2017 年，完成公司制改制，建立现代企业制度下的董事会管理体系，更名为中国航空器材集团有限公司。
In 2017, it was restructured according to the corporate system, established the board management system under the modern enterprise system and was renamed to be China Aviation Supplies Holding Company.

公司战略 Company Strategy

始终以打造成为全球一流的民航服务提供商为战略目标，紧紧围绕打造国家飞机批量采购任务的“主导者”、打造航空器材共享平台的“建设者”、打造成为智慧民航服务的技术“提供者”“三个重要角色”定位，通过平台化、数字化、国产化、国际化、市场化、资产证券化的“六化”路径，严格落实四项重点任务，全面加强八大保障措施，以“敬业担当、专业高效、创新进取、合作共赢”的价值理念，建设新型航材，助力两翼齐飞，打造干事有平台、收入有增长、事业有成就、未来有期盼的“幸福航材”。

We always take building into the world's first-class civil aviation service provider as our strategic goal, closely focus on building the "leader" of the national aircraft mass procurement task, building the "builder" of the aviation equipment sharing platform, and building into the "technology provider" of smart civil aviation services "three important roles" positioning. Through the "six" path of platform, digitization, localization, internationalization, market and asset security, strictly implement the four key tasks, comprehensively strengthen the eight safeguard measures, and build new CAS to help both wings fly together with the value concept of "dedication, professionalism, efficiency, innovation and progress, and win - win cooperation". To create a "happy CAS" with platform, income growth, career achievements and future expectations.



业务板块

Business Sector

航空器整机保障服务板块

Aircraft Services

- 飞机批量采购
- 工业合作
- Package Purchase of Aircraft
- Industrial Cooperation
- 航空租赁
- 航空培训
- Aviation Leasing
- Aviation Training



技术装备和机场保障服务板块

Technical Equipment and Airport Support Service

- 少人化智慧机坪运行平台
- 招标造价及规划设计咨询
- 登机桥制造与维保服务
- 助航灯光监控系统及高级目视停靠引导系统
- 手动 / 自动行李处理系统
- 导航数据服务
- 地面保障业务
- 飞机维修服务
- 展会业务
- Smart Unmanned Apron Operation Platform
- Bidding Cost and Planning Design Consulting
- Boarding Bridge Manufacturing and Maintenance Services
- Navigation Lighting Aid Monitoring System and Advanced Visual Docking Guidance System
- Manual/Automatic Baggage Handling System
- Navigation Data Service
- Ground Equipment and Engineering
- Aircraft MRO Service
- Exhibition Business



航空器材保障服务板块

Aviation Supplies Support

- 航材销售
- 周转件共享
- 大部件业务
- 融资租赁业务
- 发动机业务
- 民航机务 IT 解决方案咨询及开发
- 航空器材应急保障 (航材 AOG)
- 航材应急保障交易及租赁服务
- 航空零部件深度维修服务
- 机轮刹车全产业链保障
- Sales of Aviation Supplies
- Pooling of Rotables
- Components
- Financing and Leasing Business
- Engine Business
- Consultation and Development of Civil Aviation Maintenance IT Solutions
- Aircraft on Ground (AOG)
- Aviation Spare Parts Emergency Supply and Leasing Services
- Comprehensive Maintenance Services for Aviation Spare Parts
- Full-Chain Support for Wheels and Brakes



通用航空发展及保障服务板块

General Aviation Development and Support Service

- 通用航空保障
- 通用航空应急救援
- General Aviation Support
- General Aviation Emergency Rescue Support



企业文化

Corporate Culture

公司愿景

CORPORATE VISION

成为全球一流的民航服务提供商

To become a world-leading civil aviation service provider

公司使命

CORPORATE MISSION

建设新型航材 助力两翼齐飞

Develop new types of aviation materials, to support both transport aviation and general aviation

公司口号

CORPORATE SLOGAN

让飞行更顺畅

For smooth flying

公司价值观

Corporate Values

敬业担当：敬业是民航国家队成员的价值体现，担当是中央企业应有的价值信念；（于德）

DEDICATION & RESPONSIBILITY

Dedication is the manifestation of the value of members of the civil aviation national team, and responsibility is the belief of the central enterprise; (In terms of moral integrity)

进取创新：进取是激发创新活力的思想支撑，创新是实现自我超越的力量之源；（于己）

ENTREPRENEURSHIP & INNOVATION

Entrepreneurship is the ideological support to stimulate the vitality of innovation, and innovation is the source of power to achieve self-transcendence; (In terms of personal development)

专业高效：专业是成就卓越的必备之术，高效是兑现卓越的必经之路；（于能）

PROFESSIONALISM & EFFICIENCY

Professionalism is an essential means to enable excellence, and efficiency is the only way to realize excellence; (In terms of capability)

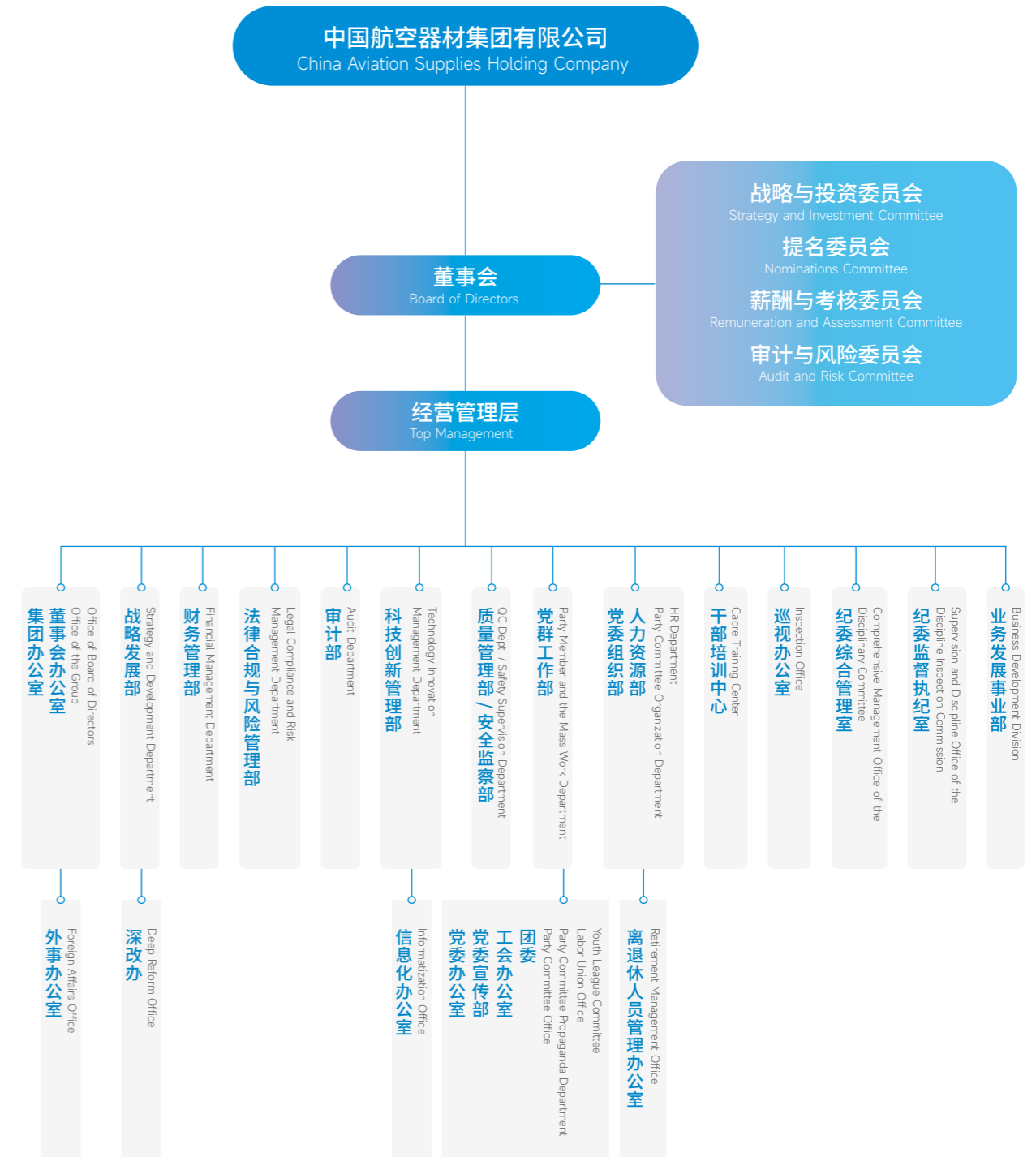
合作共赢：合作是履行共赢发展的行为准则，共赢是达成至诚合作的人心保障。（于人）

COOPERATION & WIN-WIN

Cooperation is the code of conduct for win-win development, and win-win is the people's support for sincere cooperation. (In terms of others)

组织机构

Organization Structure



经济责任

**ECONOMIC
RESPONSIBILITY**

—
01



重点业务有效推进

Effective Advancement of Key Businesses



切实履行飞机批采职能

Effectively making package purchase of aircraft

中国航材积极服务国家外交外贸，认真开展飞机批量采购新模式工作，充分发挥谈判策略、综合协调、服务沟通的作用，不断提升批采的服务内涵和功能作用。持续深化与航空公司等市场主体的协商沟通，努力发挥政府与市场、国际与国内桥梁作用。

CAS actively served national diplomatic and foreign trade efforts and earnestly implemented the new package purchase pattern of aircraft. In the process, it fully leveraged its capabilities in negotiation strategies, comprehensive coordination, and service communication to continuously enhance the service value and functional role of package purchase. We deepened communications with market entities such as airlines, striving to serve as a bridge between the government and the market, as well as between the international and domestic sectors.



国产民机保障坚决有力

Powerful safeguard for domestic civil aviation aircraft

与民航领域知名供应商建立深度合作，为后续提高服务保障效率奠定基础；成为伍德沃德在中国地区唯一一家可为客户提供 POOLING、AOG 支援等相关服务的授权供应商；与商飞全力推进打通数据链路工作，实现国产民机保障范围内数据共享。

Our deep cooperation with renowned suppliers in the civil aviation sector laid a solid foundation for enhancing service support efficiency. This has enabled CAS to become the sole authorized supplier in China capable of providing customers with POOLING, AOG support, and related services. Besides, we joined hands with COMAC to fully advance data links, achieving data sharing within the scope of support for domestic civil aviation aircraft.



中国航材与霍尼韦尔签署 C919 辅助动力装置独家分销合作协议

CAS and Honeywell signing the Exclusive Distribution Agreement for C919 Auxiliary Power Units

科技创新驱动发展

Technical Innovation-driven Development



科技投入成效显著

The outcome of technological investments is starting to show

中国航材强化科技创新顶层设计，主业增加“航空相关科学研究和技术服务”，加强科技创新在企业发展的引领作用。进一步优化人才发展支持政策，聚焦科技人才队伍“1-10-100-500 人”的目标，持续加大人才引进和扶持力度。

As part of its strengthened top-level design of technological innovation strategies, CAS has added "aviation-related scientific research and technical services" to its core business structure, highlighting the leading role of technological innovation in development of enterprises. Talent development support policies were further optimized, focusing on achieving the "1-10-100-500 people" target for its scientific and technological talent pool, and continuously increasing efforts to attract and support talents.

中国航材将科技创新作为核心驱动力。全年研发投入强度达

CAS has been aware of the role of technical innovation as the core driving force. Among its total revenue, investment into R&D accounted for

1.31%

拥有科技型企业

Number of technology-based enterprises

14

国家级高新技术企业

Number of country-level high-tech enterprises

9

开展产学研合作、技术改造及创新创效等各类项目共计

Number of projects encompassing industry-university-research cooperation, technological upgrades, and innovation-driven efficiency improvements

24

有效知识产权项共计

Number of valid intellectual property rights

302

其中专利

Including number of patents

126

软件著作权

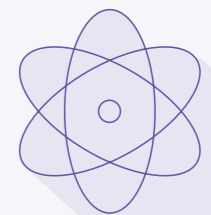
Number of software copyrights

165

专有技术

Number of proprietary technologies

11



关键核心技术取得突破

Breakthroughs have been achieved in key technologies

空地互联技术试点成功，目前多家航空公司试点飞机试飞成功并完成适航取证，六大应用场景在国内主力机型上全部测试通过，基于高通量卫星的“前后舱协同应用”系统成功纳入工信部首台（套）重大技术装备推广应用指导目录。深入实施“焕新行动”，研发推广民航工业软件系统国产化替代技术，第一期“民航智能附件监控研发子项目”采用符合国产信创的技术路线，已达到可试用条件。顺利推进 NG 机型轮毂连接螺栓国产化项目，完成试验大纲定稿并获民航局适航审核批准。

The air-ground connectivity technology pilot proved to be a success. A number of airlines succeeded in test flights and obtained airworthiness certification. Major domestic aircraft passed the testing in six major application scenarios. The "front and rear cabin collaborative application" system based on high-throughput satellites was included in the Guidance Catalog for First-of-its-kind Technology and Equipment Promotion of MIIT. The "Renewal Initiative" was further brought forward, to develop and promote local substitution technologies for civil aviation industrial software systems. To be precise, the first-phase "Civil Aviation Intelligent Accessory Monitoring R&D Sub-project" adopted the technology roadmap compliant with Information Technology Application Innovation and has reached the trial-ready level. Localization of hub connection bolts for NG aircraft was advanced smoothly, with the test outline finalized and airworthiness approval obtained from CAAC.



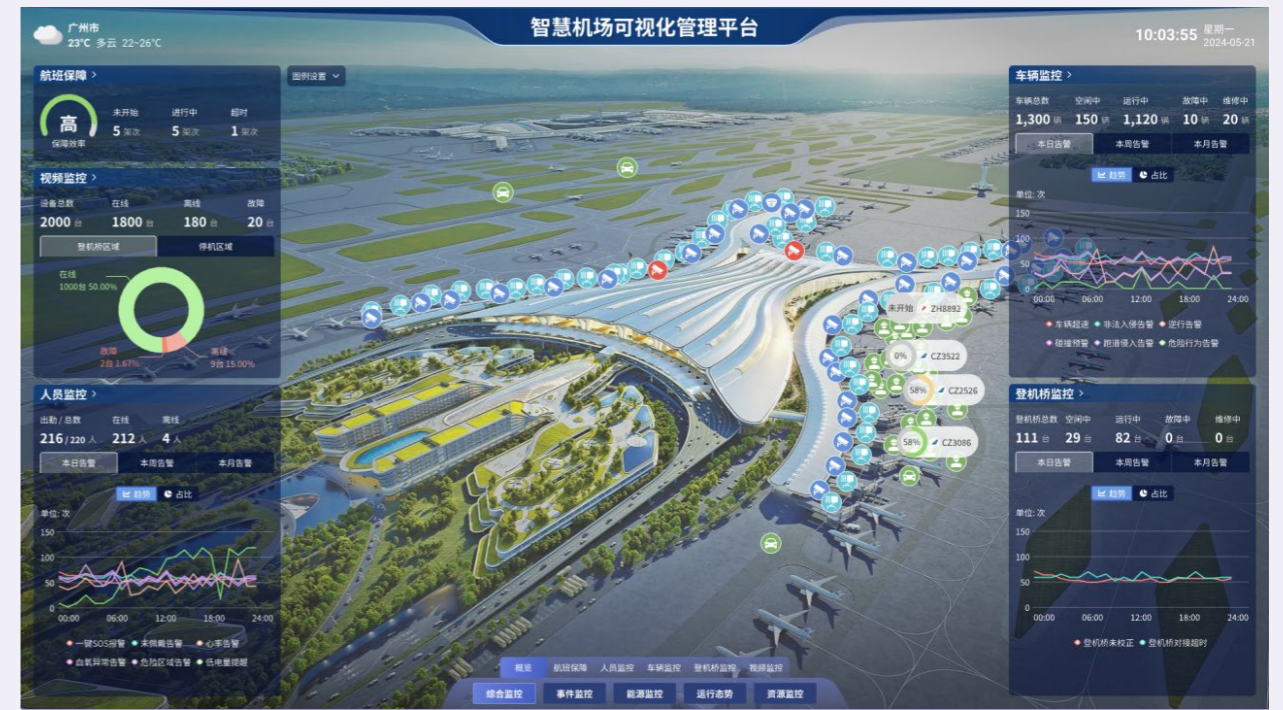
民航局前后舱协同应用试点项目首架 B737NG 原型机成功取证
Certification of the first B737NG prototype for CAAC's front and rear cabin collaborative application pilot project

创新成果有效转化

Innovation achievements have been effectively transformed

建设发动机部附件深度维修能力，大大地降低了涂层修理项目送修国外的时间成本。深入开展智慧机场技术创新产品研发，助航灯光系统在鄂州机场实现了民航应用销售“零”的突破；少人化智慧机坪运行平台在乌鲁木齐机场实现先导应用试点，作为唯一机场场景项目，成功获批交通运输部“智能交通先导应用试点”；全力推进全自动接机系统在天津和乌鲁木齐机场的试点，系列自研产品已在国内近几十个机场投入运行。推出“天枢飞行计划系统”，实现了洲际运行中采用国产主用飞行计划系统、搭载国产导航数据库的关键突破，运行范围通达全球。

In-house deep maintenance capabilities for engine accessories were developed, significantly reducing the time cost of sending coating repair projects overseas. Innovative products were developed for smart airports, with the aviation aid lighting system making debut in Ezhou Airport. The smart unmanned apron operation platform experienced a pilot application at Urumqi Airport, becoming the sole airport scenario project approved as a "Smart Transportation Pilot Application Case" by the Ministry of Transport. CAS vigorously promoted pilot programs for the automatic airport pickup system at Tianjin and Urumqi airports, with self-developed products now running at dozens of airports in China. Our "SkyHub Flight Planning" marks a critical breakthrough in intercontinental operations by adopting a domestically developed primary flight planning system equipped with a domestic navigation database and extending globally.



少人化智慧机坪运行平台
Smart unmanned apron operation platform

产业布局向新而行

Innovation Trend of Industrial Layout



2024 年，中国航材科技型企业营收占比达到
In 2024, contribution of technology-based enterprises to the total revenue reached

28%

利润占比达到
and contribution to the total profit hit

35%

战新业务营收和投资占比
Both the revenue and the investment proportion of strategic new businesses

均超额完成国资委年度任务目标
Surpassed the annual targets set by SASAC



全产业链布局初现

The full industrial chain layout has emerged

中国航材立足航材产业链供应链特殊地位，以链式思维和主体意识布局。**源头端**深化批采，扩大服务与内容，更好服务国之所需。**运营端**创新保障模式，强化全过程服务；**退出端**试点飞机引进与拆解。从源头到出口，全程增强影响力与控制力，不仅塑造了集团作为飞机全生命周期管理人的新角色，更是重新定义了“航材”作为科技、制造供给方和应用方的全新内涵。

The whole industry chain layout is emerging. Group based on the special status of aviation material industry chain supply chain, with chain thinking and subject consciousness layout. Deepen batch procurement **at the source end**, expand service and content, and better serve the country's needs. Innovate the support mode **at the operation end**, and strengthen the whole process service; **Escape End** Pilot Aircraft Introduction&Disassembly. From the source to the export, the whole process of enhancing influence and control has not only shaped the Group's new role as an aircraft life-cycle manager, but also redefined the brand new meaning of "Air Material" as a technology, manufacturing supplier and application party.

传统产业转型提速

Transformation of traditional industries has accelerated

航材资产管理商业模式更趋丰富，构建起寄售、富余航材处置等综合体系，加快数字航材建设进程，持续提升交易效率与资源利用率。航材保障业态愈发完善，融合自主发展与行业融通，健全全产业链保障体系。精益化管理机轮刹车业务，精准测算法轮市场维修量，统筹内部需求实现应送尽送。

The asset management business model of CAS has become diversified, encompassing consignment and disposal of obsolete parts. Following the quickened development of digital CAS, transaction efficiency and resource utilization rate have been improved continuously. The aviation supplies support ecosystem has grown more robust, integrating independent development with industry collaboration to optimize the full-chain support system. Lean management of the wheel and brake support business enables precise calculation of the maintenance volume of the wheel and brake market, ensuring all internal demands are met perfectly.



战兴产业布局加快

Strategic industrial layout has been quickened

增资融资租赁公司，为航材共享平台提供坚实金融支撑；并购华太航空重要股权，获航材深度保障与二手飞机拆解关键能力。投资新设广州智慧空港公司，打造“少人化智慧机坪运行平台”；研讨增资空地互联项目，统一“投早投小抢占优先生态位”思路。聚焦机轮刹车市场，整合国产研发、制造、维修产业链；优化凯龙股权，推动其专注特种工艺维修，通过国家级两化融合认证并取得赛峰供应商代码。

More money was injected into the financing and leasing company to provide robust financial backing for the Pooling Platform for Aviation Supplies. Through acquiring a significant stake in Chengdu Huatai Aviation Technology, CAS obtained critical capabilities in deep support for aviation supplies and dismantling of second-hand aircraft. The smart unmanned apron operation platform was created through funding Guangzhou Smart Airport Company. We also increased investment in the air-ground interconnectivity project, aligning with the strategy of "small but early investment secures prime ecosystem positions". Our focus also went to the wheel and brake market, incorporating the domestic R&D, manufacturing, and maintenance supply chains. In addition, the equity structure of Krauss was optimized to engage in specialized maintenance processes. As such, Krauss passed the IT application and industrialization certification and was issued with the Safran supplier code.



中国航材集团与中国电科集团所属电科研投基金在北京签署关于成都华太航空科技股份有限公司的股权转让协议

CAS and CETC Core Technology R&D Equity Investment Fund (Beijing) Partnership (Limited Partnership) signed an agreement on equity transfer of Chengdu Huatai Aviation Technology Co., Ltd.



全面展示品牌形象

Demonstrating the Brand Image in All Aspects



中国航材将强化品牌引领作为培育和发展新质生产力的重要举措之一，积极与主管机关和业内伙伴交流互促，凝聚发展合力，持续展现航材集团转型发展新气象。

Branding is regarded to be a key initiative to cultivate and foster new productive forces. We actively engaged with regulatory authorities and peers to achieve co-development, consolidated synergies for development, and continuously showcased the new momentum in the transformation and development of the Group.

加大高层拜访交流

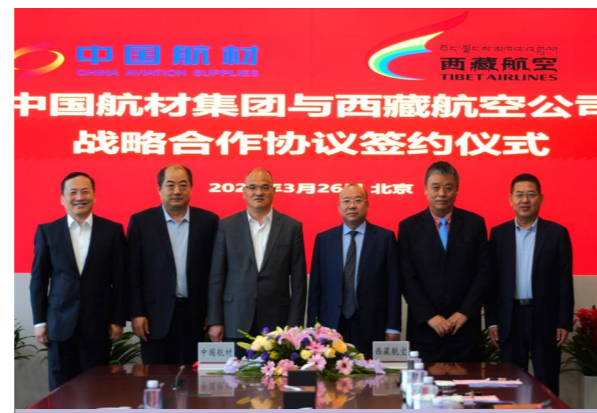
Making frequent exchanges and visits among leaders

与中国国新、厦航工业、西藏航空、广州机场集团等签署战略合作协议，深化优势互补，实现共赢发展。与飞机制造商保持密切沟通，先后与波音公司、空客公司举行高层会谈，夯实合作基础，增进互信理解。与中航工业、中国商飞、GE 航空、普惠、汉莎技术、霍尼韦尔等国内外知名厂商，共话航空领域新发展新机遇，夯实新形态航空保障国际合作基础。

CAS signed strategic cooperation agreements with China Reform Holdings, Xiamen Aviation Industry, Tibet Airlines, and Guangdong Airport Authority, to deepen complementary strengths and achieve win-win and co-growth. We maintained close communication with aircraft manufacturers, holding high-level talks with Boeing and Airbus to solidify cooperation foundations and enhance mutual trust and understanding. We also shared insights into new dynamics and new opportunities in the aviation field with famous manufacturers both at home and abroad, such as AVIC, COMAC, GE Aerospace, HP, Lufthansa Technik, and Honeywell, laying the groundwork for international cooperation in new forms of aviation support.



中国航材与中国国新在京签署战略合作框架协议
CAS and China Reform Holdings signed a strategic cooperation framework agreement in Beijing



中国航材与西藏航空签署战略合作框架协议
CAS and Tibet Airlines signed a strategic cooperation framework agreement



深化行业研究机制

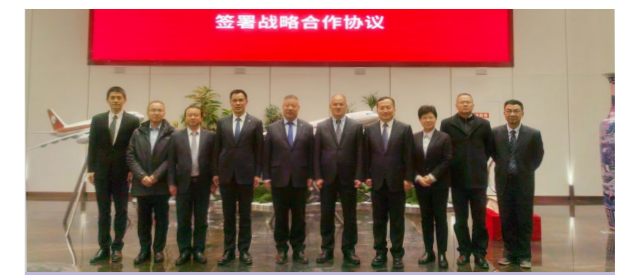
Deepening industry research mechanisms

深化合作研究机制，与行业科研院所合作开展机队精细化管理、民用航空对国民经济影响、国产民机运营情况等研究课题，进行“十五五”相关领域预研，服务集团公司和民航高质量发展。举办 2024 年民航运输飞机引进管理工作研讨会，就运输机队管理和行业重点问题深度交流研讨。

CAS deepened collaborative research frameworks by partnering with industry research institutes to conduct studies on fleet precision management, the impact of civil aviation on economy, and the operating status of domestic civil aviation aircraft. We also advanced preliminary research in relevant fields stated in the 15th Five-Year Plan, with the aim to support the high-quality development of the Group and the civil aviation sector alike. Besides, we sponsored the 2024 Civil Aviation Transport Aircraft Introduction Management Seminar to facilitate in-depth discussions on transport fleet management and key challenges facing the industry.



中国航材集团高质量发展大会在广州举行
High-Quality Development Conference of CAS held in Guangzhou



中国航材与中国民用航空局第二研究所围绕国内航材服务保障与智慧航空服务等开展战略合作，并签署战略合作框架协议
CAS and the Second Research Institute of CAAC established a strategic partnership in areas including domestic aviation supplies service and support and smart aviation services, and signed a strategic cooperation framework agreement

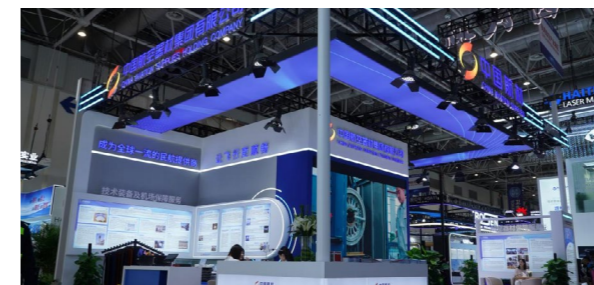


积极参与行业展会

Actively attending industry exhibitions

2024 年先后举办民航数字技术及智能装备展、国际机场技术设备设计和服务展、澳门公务机展、民航航材发展大会，吸引上百家企业和机构共同参与，为业界提供广泛而深入的交流展示平台。参加第二届 CATA 航空大会，对外发布开展科技转型的思考与实践；参加第十五届中国航展，签约十数项战略合作协议，展现航材发展新变化。联合多家单位共同发起成立中国民用航空器材产业发展联盟，推动全产业链上中下游各单位深度合作，推进民用航材国产化发展。

In 2024, we hosted the Civil Aviation Digital Technology and Intelligent Equipment Exhibition, Inter Airport China, Macau Business Aviation Exhibition, and the Civil Aviation Supplies Development Conference, attracting over a hundred enterprises and institutions and providing a broad and in-depth platform for exchange and display. In addition, we attended the Second CATA Aviation Conference, sharing insights and practices on technological transformation, and participated in the 15th Airshow China, where tens of strategic cooperation agreements were concluded, demonstrating new dynamics in aviation supplies. More than that, we worked together with multiple organizations to set up the China Civil Aviation Equipment Industry Development Alliance, dedicated to in-depth collaboration across the entire industrial chain and advancing the localization of civil aviation supplies.



中国航材参展第十五届中国国际航空航天博览会
CAS attended the 15th Airshow China



第十三届澳门公务航空展成功举办
13th Business Aviation Exhibition was successfully held

员工发展

EMPLOYEE
GROWTH

—
02



加强年轻人才储备

Strengthening the Pool of Young Talent



贯彻国务院国资委应届高校毕业生就业工作要求，依据集团公司科技转型战略和企业实际需求配置人才，以高质量发展为导向优化人力资源结构。毕业生招收注重引进理工科专业，加大紧缺专业、高学历毕业生招收比例；通过项目合作、与高校就业办互访等，加强与北航、南航、民航大学等校企合作；积极参加院校就业服务中心、国聘行动和中智网等线上线下双选活动；落实党中央、国务院援藏、援青、援疆及脱贫攻坚决策部署，为西藏、青海、新疆高校毕业生提供定向岗位。

In response to the employment requirements for fresh graduates set forth by SASAC and to align with needs from the technical transformation strategic and the specific conditions of CAS, the human resources structure was optimized to achieve high-quality development. In our recruitment, graduates from science and engineering disciplines were prioritized, in particular those from the shortage majors and with advanced degrees. We strengthened university-enterprise collaboration with institutions such as Beihang University, Nanjing University of Aeronautics and Astronautics, and Civil Aviation University of China through project partnership and reciprocal visits with university career service offices. More than that, we actively participated in both online and offline job fairs organized by university career centers, IGUOPIN initiative, and CIIC Career Network. In addition, to answer the call from the CPC Central Committee and the State Council regarding assistance to Tibet, Qinghai, and Xinjiang, as well as poverty alleviation efforts, CAS reserved targeted positions for graduates from universities there.



南京航空航天大学访问团到访中国航材集团
A delegation from Nanjing University of Aeronautics and Astronautics visiting CAS

抓实人才教育培训

Carrying Out Talent Education and Training



Featured training programs were launched to elevate the comprehensive capabilities of employees at all levels. To be precise, trainings in forms of selective training, elite talent classes, and backbone talent development programs were held to upgrade the job performance of cadres, elevate their management and professional competencies, aiming to build a cadre team distinguished by both integrity and competence. The 26-day Elite and Core Talent programs were designed, and action learning was initiated. Young cadres (reserve talents) were requested to participate in seminars to fulfill the selective training tasks assigned by the Organization Department of the Central Committee of the CPC. Our Yicai Program broadened the horizons and thinking of young backbone members, while holding new employee training to facilitate their role transition. CAS lectures were made routine for vocational skill training, offering 100 courses to elevate employee competencies.

实施特色主体培训班次，提升各层次人才综合能力。通过调训、英才班、中坚人才班等培训，增强领导干部履职能力，提升干部队伍管理与专业能力，造就德才兼备干部队伍。持续开展英才班与中坚人才班 26 天培训并启动行动学习，组织青年干部（后备人才）参加研讨班，完成中组部调训任务。举办逸才班提升青年骨干眼界思维，开展新员工培训助其转换角色。推进航材大讲堂建设，开展职业技能培训，精选 100 门课程提升员工素养。



开展中坚人才班培训
Backbone Talent Training Class



中国航材集团第三期逸才班成功举办
The third Yicai Program of CAS

强化群团建设工作

Intensifying the Work of Mass Organizations



坚持以党建带群建，以职工、青年为中心，以活动为载体，以服务为抓手，群团工作扎实开展，取得显著成效。圆满完成集团团委及所属团组织换届选举工作，完善团组织机构，选优配强团干部队伍。

Guided by the principle of "carrying out Party building to guide the mass organization building", the work of mass organization was solidly advanced with remarkable results. In the process, the employees and the young were at the core, to introduce activities and services. Through the leadership transitions in CAS Youth League Committee and its subordinate organizations, the structure of the organization of the Youth League was improved and outstanding cadres were selected into the cadre team.



共青团中国航空器材集团有限公司第三次代表大会胜利召开
The Third Congress of the Communist Youth League of CAS was successfully convened

着力推进青年创新创效活动，制定《关于开展新时代新征程青年创新创效活动实施方案》，建立“三三”机制，深入开展科技创新活动，通过与南航大开展校企联合，开展青年“五小”创新创效成果评选活动，有效激发青年创新创效活力动力。

The innovation and efficiency initiatives targeting the youth were vigorously advanced by formulating the *Implementation Plan for Innovation and Efficiency Activities for the Youth in the New Era and New Journey*. A "Three-Three" mechanism was set up to deepen scientific and technological innovation activities. Through university-enterprise collaboration with Nanjing University of Aeronautics and Astronautics, CAS organized the Youth "Five Small" (small inventions, small creations, small innovations, small designs, small suggestions) Innovation and Efficiency Achievement Selection Activity to effectively stimulate the vitality and motivation of the young for innovation and efficiency.



中国航材积极开展校企青年联合创新创效活动
CAS actively promoted joint innovation and efficiency enhancement activities together with universities

组织评选和表彰劳模先进，推选包括全国工人先锋号、民航重大运输工作先进个人、中央企业先进集体和劳动模范、集团公司劳动模范、民航团委“两红两优”创建评选在内的一大批重大先进典型，在集团上下树立了崇德向善的价值标杆，形成了崇尚先进、学习先进、争当先进的浓厚氛围。



中国航材集团业务发展事业部荣获全国工人先锋号
CAS Business Development BU won the title of National Workers' Pioneer



中航材导航技术（北京）有限公司宋柯同志荣获人力资源社会保障部政府特殊津贴
Mr. Song Ke from China Aviation Navigation Data Co., Ltd. won the special government allowance from Ministry of Human Resources and Social Security of the People's Republic of China

We conducted evaluations and commendations of model workers and advanced individuals, selecting a large number of exemplary figures including National Workers' Pioneer, Outstanding Individuals in Major Civil Aviation Transportation Tasks, Advanced Collectives and Model Workers from Central Enterprises, Model Workers from the Group, as well as winners of the "Two Reds and Two Excellences" (Red Flag Youth League Committee & Red Flag Youth League Branch; Excellent Communist Youth League Member & Excellent Communist Youth League Cadre) awards from CAS Youth League Committee. Such moves have established a benchmark for virtue and goodness throughout the Group, fostering a strong atmosphere of respecting, learning from, and striving to become advanced role models.



组织形式多样的主题活动。开展 2024 年新春团拜会、春季义务植树、敬老志愿服务、女职工关爱以及六一亲子绘画摄影等。开展丰富多彩的文体活动，组织总部职工春季、秋季登山比赛、央企联谊羽毛球友谊赛、“筑梦航材·唱响未来”航材好声音歌唱比赛、参加民航第三届职工田径运动会，丰富职工业余生活，营造积极向上的企业氛围。

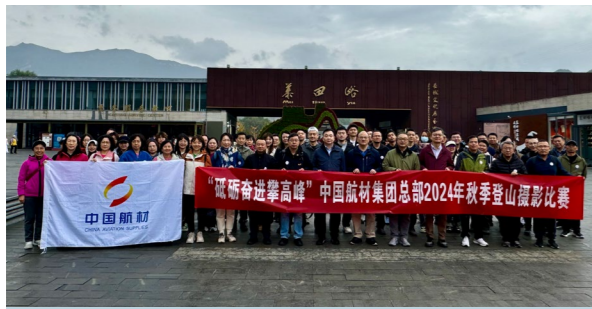


“弘扬雷锋精神 践行敬老美德”中国航材青年助老志愿行
"Promoting the Spirit of Lei Feng and Practicing the Virtue of Respecting the Elderly" CAS Youth Volunteer Initiative to Assist the Elderly

Diverse themed activities were held, including the 2024 Spring Festival Gathering, Spring Volunteer Tree Planting, Senior Care Volunteer Services, Female Employee Care Initiatives, and Children's Day Parent-child Painting and Photography Contests. We also made great efforts to enrich employees' leisure time and foster a positive corporate atmosphere through colorful cultural and sports activities, such as the spring and autumn hiking competitions for headquarters staff, the badminton friendship tournament with central enterprises, the "Building Dreams for CAS, Singing for the Future" singing competition, as well as participating in the Third Civil Aviation Employees' Track and Field Games.



“筑梦航材 畅想未来”庆祝建国七十五周年主题活动暨航材好声音歌唱比赛
"Building Dreams for CAS, Singing for the Future" singing competition to celebrate the 75th Anniversary of the Founding of the People's Republic of China



总部开展“砥砺奋进攀高峰”秋季登山摄影比赛
Headquarters launched the "Strive for Excellence and New Heights" Autumn Mountain Climbing and Photography Competition



成立中国航材欧美同学会（中央企业留学人员联谊会中国航材分会），组织归国留学人员座谈会、统战人士代表座谈会等，引导统战人士为集团改革发展贡献智慧力量。

Western Returned Scholars Association (Overseas-educated Scholars Association of China) was established, responsible for organizing symposiums for returned overseas students and representatives of united front members to encourage them to contribute their wisdom and strength to the Group's reform and development.



冬送温暖
Warmth in Winter

着眼解决职工群众切身利益的问题，开展冬送温暖夏送清凉活动，分两批次举办“筑梦航材·托起未来”暑期职工子女托管班，努力让职工群众更有获得感、幸福感。

CAS focused on addressing issues that directly impact employees' interests through launching "Warmth in Winter" and "Cooling in Summer" initiatives. We organized two sessions of the "Building Dreams in CAS · Supporting the Future" summer vacation childcare program for employees, trying our best to enhance employees' sense of fulfillment and happiness.



夏送清凉
Cooling in Summer



慰问老干部
Paying a courtesy call on retired cadres

乡村振兴

RURAL
REVITALIZATION

—
03



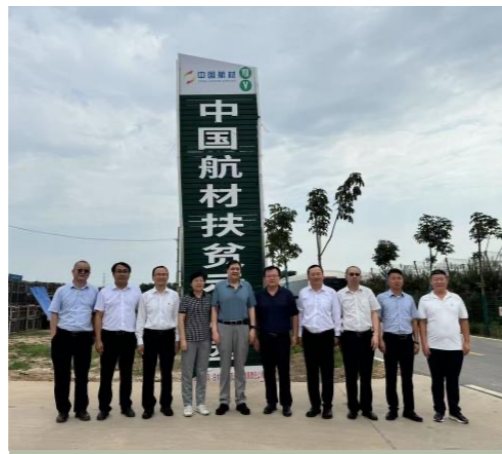
“

2024 年是中国航材实现“十四五”规划目标的攻坚之年，中国航材深入学习领会习近平总书记关于巩固拓展脱贫攻坚成果、全面推进乡村振兴的重要讲话和重要指示批示精神，按照国家乡村振兴局、国务院国资委对定点帮扶工作的总体安排部署，坚持落实“四个不摘”要求，保持帮扶力度不减，完善帮扶组织机制，创新工作方式，落实帮扶责任，提高帮扶实效，在推动定点帮扶的陕西省白水 County 巩固拓展脱贫攻坚成果、全面推进乡村振兴上迈出新步伐、取得新成效。

中国航材全年直接投入帮扶资金 601.7 万元，比上一年增长 3.74%，在中国航材党委坚强领导下科学谋划帮扶举措，凝聚集团上下力量，层层压实责任，提高定点帮扶工作效率，取得良好成效。

2024 marks a pivotal year for CAS to achieve its goals during the 14th Five-Year Plan period. We thoroughly studied and implemented the guiding principles from General Secretary Xi Jinping's important speeches and directives on consolidating and expanding the achievements of poverty alleviation and comprehensively advancing rural revitalization. In accordance with the overall arrangements for targeted assistance work by the National Rural Revitalization Administration and SASAC, CAS earnestly implemented requirements from "shaking off poverty doesn't mean the end of responsibilities, policies, support or supervision". To that end, we maintained unabated assistance efforts, consummated organizational mechanisms for assistance, innovated working methods, and fulfilled assistance responsibilities, to enhance the effectiveness of support. In doing so, we have made new strides and new results in consolidating and expanding the achievements of poverty alleviation and comprehensively advancing rural revitalization in Baishui County, Shaanxi Province.

A total of RMB 6.017 million, a 3.74% increase over the previous year, was invested as direct assistant funds. Under the strong leadership of CAS Party Committee, we designed assistance measures in a scientific manner, mobilized available resources, and reinforced responsibilities at all levels, with the aim to elevate the efficiency of targeted assistance efforts. To our satisfaction, positive results have been achieved.



集团领导赴白水考察定点帮扶工作

Leaders of CAS visited Baishui County to oversee the targeted poverty alleviation work

”



依托特色促产业振兴

Promoting Industrial Revitalization with Unique Strengths



中国航材创新“央企帮扶+投资平台+产业项目+农户”模式，从“建强优势产业、打造特色产业”入手长远谋划，统筹项目资金使用管理和产业项目实施，以示范园项目建设为标杆，从现代化管理、科学种植技术应用、帮扶模式等方面进行示范带动，为周边群众提供务工机会，为群众分红增收，并作为县里苹果产业学习观摩基地，开展果业技术常态化培训，以点带面推动全县提高苹果产业水平，助推白水苹果真正成为当地百姓致富的支柱产业。截至 2024 年末共建成白水苹果产业标准化示范园 900 亩，采用科学种植技术、机械化操作与现代化管理模式有效提升苹果品质和产量。



CAS pioneered an innovative model integrating "central enterprise's assistance + investment platforms + industrial projects + farmers". This model focuses on "strengthening competitive industries and developing distinctive sectors", coordinating project fund management with industrial project implementation. In the process, demonstration industrial park projects are set as benchmarks, showcasing modern management practices, scientific cultivation techniques, and support models, while providing jobs for local residents and generating income through profit-sharing. The industrial park also serves as the county's apple industry learning and observation base, to carry out regular fruit cultivation training, thus driving county-wide improvements in apple production standards. This initiative has propelled Baishui apples toward becoming a pillar industry for local prosperity. By the end of 2024, a total of 600,000m² standardized demonstration orchards for the Baishui apple industry had been built, where scientific cultivation techniques, mechanized operations, and modern management practices were adopted to significantly increase the quality and yield of apples.

按需培训强人才振兴

Strengthening Talent Revitalization Through On-Demand Training



中国航材抓实人才培训赋能乡村振兴，通过聘请专家团队、实地观摩等形式，分享产业发展经验做法，指导新时代村集体经济组织工作实践，传授干部群众能操作、真正需要的经验。全年培训县乡村基层干部 142 人次，培训乡村振兴带头人 106 人次，培训专业技术人才 177 人次，全部完成年度计划。

CAS empowered rural revitalization through providing more talent trainings. We invited expert teams and organized field visits for sharing industry development practices, guiding the operational work of village collective economic organizations in the new era, and imparting practical knowledge feasible for cadres and villagers to use. Throughout the year, we had trained 142 grassroots cadres at the county, township, and village levels, 106 rural revitalization leaders, and 177 specialized technical personnel, successfully accomplishing the annual plan.

立足本地推文化振兴

Advancing Cultural Revitalization Based on Local Conditions



2024 年，中国航材结合实际情况，实施一系列焕发乡风文明新气象的系列帮扶举措，助力定点县文化振兴。开展支持尧禾镇群众评先活动，引导更多群众树立正确的人生观、价值观，改善民风、家风；援建古槐村村史馆，进一步提升该村收藏保护和开发利用村落历史文化资源、宣传展示村情村貌的能力，促进传承乡土文化、推动乡村文化振兴事业；支持古槐村建设村口文化宣传设施，进一步提升和改善了村口的整体环境，促进古槐文化的传播。同时继续聘请专业机构开展法律援助下乡服务，提升当地干部群众法律意识，引导当地群众依法理性维护自身合法权益，进一步促进乡村和谐稳定。



In 2024, CAS implemented a series of targeted assistance initiatives tailored to local conditions to revitalize rural culture and promote cultural revitalization in designated counties. Through supporting the commendation activities in Yaohe Town, we tried to guide more residents toward establishing sound life and value perspectives, thereby improving public conduct and family traditions. We funded the construction of the Guhuai Village History Museum, to enhance its capacity to collect, preserve, develop, and utilize historical and cultural resources while promoting and displaying its unique character, thereby fostering the inheritance of local culture and advancing rural cultural revitalization. In addition, the construction of cultural publicity facilities at the village entrance of Guhuai Village significantly improved the overall environment and disseminated the Guhuai culture. More than that, we continued to engage professional institutions to provide legal aid services in rural areas, elevating the legal awareness of local cadres and residents. This initiative has guided the residents in rationally safeguarding their legitimate rights and interests through lawful means, further bringing forward rural harmony and stability.



务实保障助生态振兴

Practical Support for Ecological Revitalization



为更好打造定点县青山绿水的生活环境，让良好生态成为乡村振兴支撑点，中国航材继续支持第二期 300 亩双碳生态示范林项目建设，提升周边环境质量，为定点县构建和谐宜居的生态环境，在施工养护过程中优先雇用当地有劳动力的困难户参与务工，拓宽增收渠道。同时援助定点县消防队购买消防灭火救援专用设备，增强当地防灾救灾能力，提升白水消防大队装备建设水平、提高队伍战斗力，保护人民群众生命财产安全。

To further enhance the green and pristine living environment in the designated county and make sound ecology a cornerstone of rural revitalization, CAS kept supporting the second phase of the 200,000m² dual-carbon ecological demonstration forest project. This initiative aims to improve the surrounding environmental quality and build a harmonious and livable ecological environment for the designated county. During construction and maintenance, priority was given to hiring local households facing economic hardship yet with available labor, thereby expanding their income channels. Simultaneously, CAS funded the county's fire department in acquiring specialized firefighting and rescue equipment, to strengthen local disaster prevention and relief capabilities, elevate the equipment standards of the Fire Brigade in Baishui County, and enhance the team's operational effectiveness, so as to safeguard the lives and property of the locals.

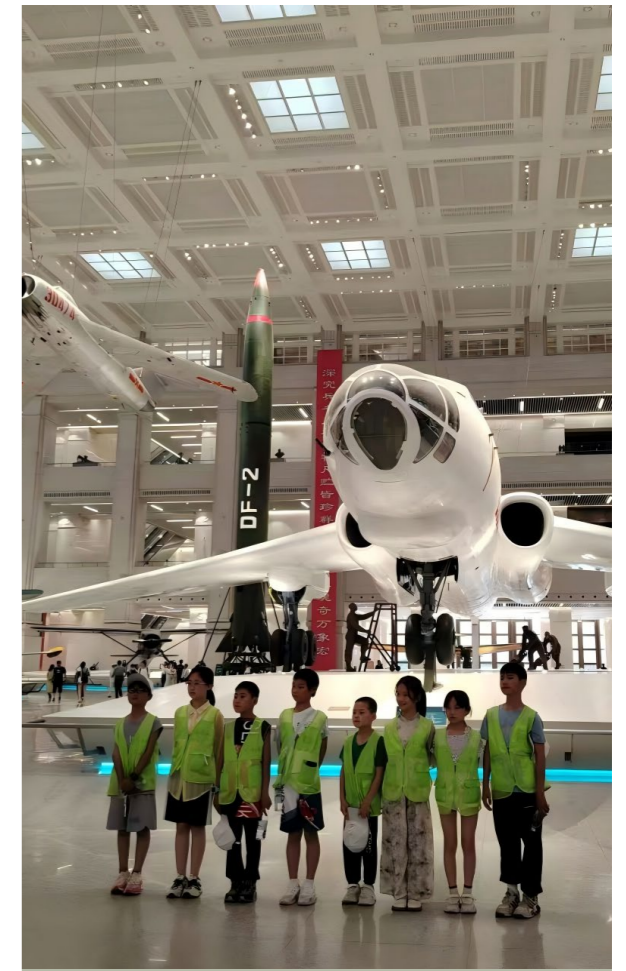
持续发力固脱贫成果

Consolidating Poverty Alleviation Achievements with Sustained Efforts



为进一步筑牢返贫防线，2024 年中国航材结合定点县脱贫后的实际情况，聚焦“两不愁三保障”持续巩固提升脱贫攻坚成果，积极拓展帮扶方式方法，切实增强当地群众获得感幸福感。集团公司已连续九年开展“救急难”工作，2024 年开展白水中心敬老院五保户关爱服务，进一步帮助五保户改善生活质量，提振生活信心；同时开展残疾人救助工作，通过资助、购置轮椅方便残疾人日常生产生活。2024 年中国航材继续加大教育帮扶投入力度，资助应届考上大学的家庭生活困难学生顺利入学；支持当地中小学改善学校办学条件，鼓励激励更多优秀教师及优秀学生留在当地；持续开展关爱留守儿童项目，带领更多当地留守儿童开阔眼界、增长见识、培养心智。

To fortify the defense against returning to poverty, in 2024, CAS exerted its efforts based on the post-poverty-alleviation realities of the designated county. Focusing on the practical problems of "worries about food and clothes and guarantees for compulsory education, basic medical treatment and housing safety", we continuously consolidated and enhanced the achievements of poverty alleviation. Through actively expanding methods of assistance, we effectively enhanced the sense of fulfillment and happiness of the locals. CAS has carried out "emergency rescue" activities for nine years consecutively. In 2024, care services were provided to households enjoying the "five guarantees" (State guarantee on proper food, clothing, medical care, housing and funeral expenses for residents) at Baishui County Central Nursing Home, further improving their quality of life and boosting their confidence. In addition, the disabled assistance programs were rolled out, providing financial support and purchasing wheelchairs to facilitate their daily activities. More than that, we increased investment in education, funding financially-disadvantaged students to enter the universities. Our support also went to local primary and secondary schools for improving educational facilities, encouraging outstanding teachers and students to stay in service there. Our Caring for Left-behind Children Program continued to play a vital role in broadening horizons, enriching knowledge, and nurturing personal development of the children.



先进引领促组织振兴

Driving Organizational Revitalization with Advanced Leadership



中国航材继续扩大党建共建范围，由集团下属企业党委与县域内相关镇村党组织结成对子，继续开展党建共建活动，三家所属企业分别开展支持古槐村村史馆项目建设、西固镇党建活动室的修建与规范化、向林皋镇第一初级中学捐赠办公电脑等工作。有效丰富广大党员干部组织生活，支持当地经济社会发展。

CAS continued to expand the scope of joint Party-building initiatives. Party committees of CAS subsidiaries partnered with relevant township and village Party organizations to carry out joint Party-building activities. Three affiliated enterprises undertook projects including supporting the construction of the Guhuai Village History Museum, renovating and standardizing the Party-building activity room in Xigu Town, and donating office computers to Lingao Town No.1 Junior High School, respectively. Such efforts have effectively enriched the organizational life of Party members and cadres while supporting local economic and social development.

公司治理

CORPORATE GOVERNANCE

—
04



坚持党建引领

Upholding Leadership of Party Building



中国航材坚持以党的政治建设为统领，不断增强党组织领导力、组织力、执行力，坚决把“两个维护”体现在履职尽责、担当使命、推进工作的实效上。

CAS upheld the Party's political development as its guiding principle, continuously enhancing the Party organization's leadership, organizational capacity, and execution capabilities. We resolutely upheld General Secretary Xi Jinping's core position on the Party Central Committee and in the Party as a whole, and resolutely upheld the Party Central Committee's authority and its centralized, unified leadership ("Two Upholds"), which was embodied in fulfilling responsibilities, shouldering missions, and advancing work with tangible results.

聚焦政治建设，坚决做到“两个维护”

Focusing on political development and resolutely living up to "Two Upholds"

把学习贯彻落实好习近平总书记重要讲话重要指示批示精神作为集团公司党委的首要政治责任和政治任务，持续深化“第一议题”“政治要件”制度，形成传达学习、研究部署、推动落实、跟踪问效工作闭环。扎实开展党纪学习教育，促进党纪学习教育常态化。公司掀起党的二十届三中全会学习热潮，组织全体党员、团员谈心得、学经验、促提升。

CAS Party Committee thoroughly studied and implemented the spirit of General Secretary Xi Jinping's important speeches, directives, and instructions, which were taken as the foremost political responsibility and task. We further deepened the "first topic" and "political essentials" systems, establishing a closed loop encompassing communication and study, research and deployment, implementation and promotion, and follow-up and evaluation. Party discipline education was solidly and regularly advanced. In addition, a wave of study on the Third Plenary Session of the 20th CPC Central Committee was started. All Party members and League members were encouraged to share insights, learn from experiences, and seek for improvement.

融入中心推动发展，深入实施基层党建“七抓七促”工程

Driving development by the central factor, and thoroughly implementing the seven initiatives in the grassroots Party building

抓组织促规范，组建以党员骨干为核心的突击队，攻克关键项目技术难题；抓书记促担当，全年对各支部书记集中轮训一遍，完成支部书记年度考核全覆盖；抓党员促模范，培养选树优秀党员，深入开展党员先锋岗、突击队、示范区创建活动；抓活动促活力，拓展“党建+”活动形式，开展航材供应链上下游党建联建共建；抓制度促落实，修订党委规范性文件；抓培训促提升，按需培训、精准赋能，差异化开展各类培训；抓保障促发展，严格落实“两个1%”要求。

In terms of strengthening the organization to promote standardization, task forces centered on key Party members were set up to tackle critical technical challenges in major projects. In terms of empowering secretaries to drive accountability, centralized rotational trainings were provided for all branch secretaries throughout the year, all of whom had to pass the assessment as well. In terms of fostering exemplary Party members, we cultivated and recognized outstanding Party members, and deepened initiatives such as vanguard posts, task forces, and demonstration zones. In terms of boosting vitality through activities, the joint Party building across the whole supply chain of aviation supplies was launched by means of "Party building +". In terms of strengthening implementation through systems, we revised normative documents of the Party committee. In terms of elevating capabilities through training, we delivered tailored, needs-based training programs with differentiated approaches. In terms of achieving development through support, CAS strictly implemented the "Two 1%" requirements (i.e. the proportion of Party affairs personnel in SOEs shall not be less than 1% of the headcount of registered employees; the Party building work funding shall not be less than 1% of the previous year's total employee wages).



坚持高压态势不放松，持续构建风清气正的政治生态

Maintaining relentless pressure and continuing to foster a clean and upright political environment

It is the fundamental task of political oversight to resolutely uphold General Secretary Xi Jinping's core position on the Party Central Committee and in the Party as a whole, and resolutely uphold the Party Central Committee's authority and its centralized, unified leadership. Guided by this, we continuously advanced political oversight to be specific, precise and standardized. Priorities were given to "critical minority", key sectors, and critical sections, to advance construction of "dare not corrupt, cannot corrupt and unwilling to corrupt". CAS continued to carry out the eight-point decision on improving Party and government conduct (namely to improve research methods, reduce meetings and celebratory events, reduce issuance of documents and briefings, reasonably arrange outbound visits, streamline security arrangements, reduce media coverage of high-ranking officials, prohibit publication under an individual's name, and practice frugality), persistently advanced the fight against cross-border corruption, and fostered a positive atmosphere to safeguard the enthusiasm and actions for entrepreneurship. The annual inspection work plan were accomplished, with routine inspections on subsidiaries carried out regularly. Issues discovered during inspection were rectified, with the effectiveness of centralized rectification efforts evaluated.

把“两个维护”作为政治监督的根本任务，持续推进政治监督具体化、精准化、常态化。紧盯“关键少数”、重点领域、关键环节加强日常监督，一体推进不敢腐、不能腐、不想腐。深入开展违反中央八项规定精神专项治理，持续推进跨境腐败治理，以清风正气护航干事创业的热情和行动。完成年度巡视工作计划，对下属公司开展常规巡视。推动巡视问题整改，对集中整改成效进行评价。



中国航材集团召开巡视工作会议

CAS holding the Inspection Work Conference

规范公司治理

Standardizing Corporate Governance



中国航材坚决贯彻落实习近平总书记关于坚持“两个一以贯之”、建设中国特色现代企业制度的重要论述，落实新《公司法》要求，加强中国特色国有企业现代公司治理和市场化经营机制制度化长效化，持续提升公司治理水平。

CAS resolutely implemented General Secretary Xi Jinping's important directives on "ensuring Party's leadership in state-owned enterprises and establishing the modern enterprise system" and establishing a modern enterprise system with Chinese characteristics. In practice, it complied with the requirements of the new *Company Law*, strengthening the institutionalization and long-term effectiveness of modern corporate governance and market-oriented operational mechanisms in SOEs with Chinese characteristics, to realize a higher level of corporate governance.

持续完善中国特色现代企业制度

Continuously improving the modern enterprise system with Chinese characteristics

不断提升企业治理效能，努力打造具有航材集团特色的公司治理体系。全面落实《关于中央企业在完善公司治理中加强党的领导的意见》要求，将党的领导融入决策、执行、监督等公司治理各环节，以党委会为核心、董事会和经理层各司其职，“重大事项决策清单”动态完善更新，各治理主体职责边界清晰、运转规范、协同高效，基本形成了各治理主体不缺位、不越位，不相互替代、不各自为政的治理格局，推动完善公司治理结构，助推高质量发展。

2024 年集团公司董事会由 7 名董事组成，其中外部董事 4 名。外部董事以各自的专业知识、丰富经验，和认真履职的敬业精神在科学决策、战略引领、风险防范中起到了把关定向的关键作用。

CAS continuously enhanced corporate governance effectiveness, striving to build a corporate governance system with characteristics of CAS. To fully implement the requirements outlined in the *Opinions on Strengthening Party Leadership in Improving Corporate Governance of Central Enterprises*, Party leadership was incorporated into all aspects of corporate governance, covering decision-making, execution, and oversight. With the Party Committee at its core, the Board of Directors and the management team shouldered their respective responsibilities. The "List of Major Decision-Making Items" was updated dynamically. Each governance entity operated with clearly-defined responsibilities, standardized procedures, and efficient coordination. In this way, a governance framework where all entities fulfill their roles without overreach or substitution has been established, driving the refinement of the corporate governance structure and propelling high-quality development.

In 2024, the Board of Directors comprised seven (7) directors, including four (4) external directors, who leverage their expertise, extensive know-how, and dedicated commitment to their duties, to play a pivotal role in ensuring sound decision-making, strategic guidance, and risk prevention.

董事会运行更加高效规范

More efficient and standardized operation of the Board of Directors

董事会坚持规范、严肃、合规运行，不断强化董事会决议全流程管理，推动议案精细化管理，保障董事会决议规范落实。强化预沟通机制，通过召开预沟通会议，保证外部董事全面掌握决策所需信息。高度重视调研工作，聚焦重要项目，坚持问题导向，根据调研主题、调研地项目情况等因素，有针对性地确定调研单位，协调推动调研过程出现问题得到有效回馈落地，使调研真正成为外部董事履职的有力抓手，为做出科学决策提供重要支撑。

The Board of Directors operated in a standardized, rigorous, and compliant manner. The full-process management of board resolutions was strengthened, and refined management of proposals was implemented, to ensure the standardized execution of board decisions. The strengthened pre-communication meeting mechanism enabled external directors to have comprehensive access to information required for decision-making. The Board of Directors also placed high importance on research activities, focusing on key projects and adopting a problem-oriented approach. Based on research themes and project conditions at specific locations, it selected relevant units for investigation and coordinated to ensure issues identified during research to be reported and resolved effectively, thus making research a powerful tool for external directors to fulfill their duties and providing crucial support for scientific decision-making.

改革靶向发力

Targeted Reform Efforts



中国航材牢牢把握深化国资国企改革的根本要求，完善工作机制，聚力攻坚克难，落实落细各项重点任务，不断增强内生发展动力。

CAS has firmly adhered to the fundamental requirements of deepening SOE reform, refined its operational mechanisms, focused on tackling key challenges, implemented all major tasks with all detailed addressed, to continuously cultivate its internal development momentum.

学习贯彻党的二十届三中全会精神走深走实

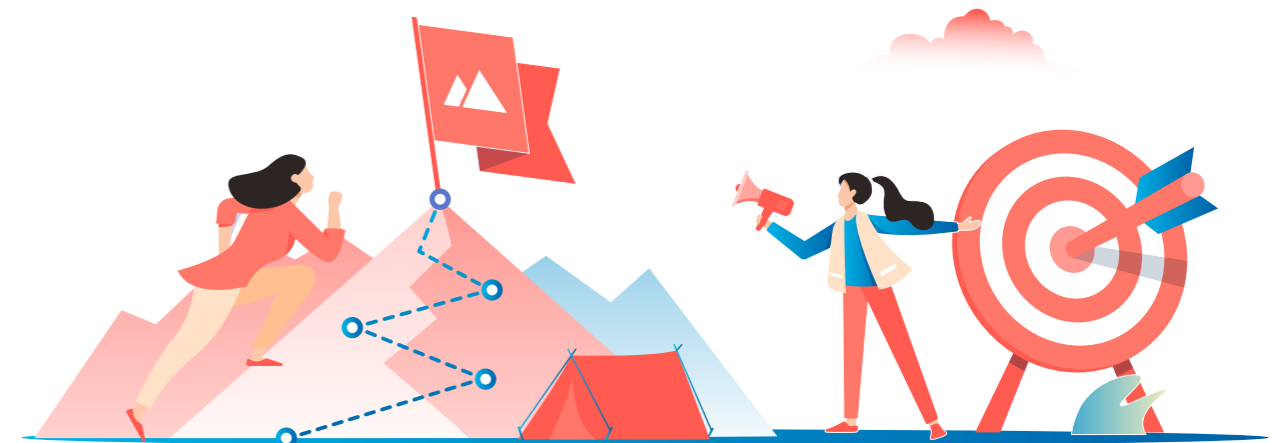
Deepening and implementing the spirit of the Third Plenary Session of the 20th CPC Central Committee

中国航材坚决落实党的二十届三中全会关于进一步全面深化改革的部署要求，组织召开“深入学习贯彻党的二十届三中全会精神暨进一步全面深化改革、建设世界一流企业”部署会，相关经验成功入选国资委学习贯彻三中全会精神优秀案例。

CAS resolutely implemented the deployment requirements of the Third Plenary Session of the 20th CPC Central Committee for deepening the reform comprehensively. In doing so, it organized a deployment meeting titled "Thoroughly Studying and Implementing the Spirit of the Third Plenary Session of the 20th CPC Central Committee, and Further Deepening Reforms and Building a World-Class Enterprise". Relevant experience was selected as an outstanding case study by SASAC for studying and implementing the spirit of the Third Plenary Session.



改革深化提升行动和对标世界一流企业价值创造行动专题培训会
Specialized Training Session on Deepening of Reform and Value Creation Initiative as a World-Class Enterprise



改革深化提升行动成果显著

Significant results achieved from the reform deepening and enhancement initiative

改革深化提升行动完成超 70% 进度。高质量完成国务院改革督查迎检任务，因业因企布局战新产业、以民航工业软件国产化替代强化原创科技攻关等经验入选国资委清单。世界一流企业价值创造行动纵深推进，在国资委专项考核中获较好成绩。中航材导航公司通过工信部国家级专精特新“小巨人”复审并入选国资委专项工作。集团多家试点企业改革案例入选国资委案例集。

The reform deepening and enhancement initiative achieved over 70% of the total progress. CAS successfully completed the State Council's reform inspection tasks with high quality. Relevant experience like strategically deploying emerging industries tailored to specific sectors and enterprises, and strengthening original technological R&D through domestic substitution of civil aviation industrial software has been included in the SASAC's list of best practices. The World-Class Enterprise Value Creation Initiative advanced in depth, gaining a favorable score in SASAC's assessment. China Aviation Supplies Navigation Data Co., Ltd. passed MIIT's re-evaluation on "Small Giant" enterprise featuring specialization, refinement, characterization and novelty and was selected in SASAC's specialized initiatives. In addition, multiple reform cases from pilot enterprises affiliated to CAS were included in SASAC's case collection.

改革深化提升行动完成进度超
The reform deepening and enhancement initiative completed by more than

70%

公司治理机制不断健全

Continuous improvement in corporate governance mechanisms

聚焦“四个是否”，完善公司治理中党的领导制度，动态优化党委前置研究事项清单，确保决策符合党中央决策部署要求。按新公司法修改公司章程，调研二级公司治理主体运行，提升专职董事履职能力，健全子企业董事会治理体系。市场化经营机制更加巩固。

We refined the Party leadership system within corporate governance, dynamically optimized the list of matters requiring prior review by the Party committee, and ensured decisions aligned with the Central Committee's directives, with a focus on the "Four Whethers" (i.e. whether it aligns with the Party's guidelines, principles, and policies; whether it conforms to the strategic plans of the Party and the state; whether it contributes to enhancing the enterprise's economic efficiency, strengthening its competitive edge, and achieving the preservation and appreciation of state-owned assets; and whether it safeguards the interests of the public and the rights of employees). The Articles of Association were amended in accordance with the revised *Company Law*. Research was conducted on the operation status of secondary companies, aiming to elevate the professional capabilities of full-time directors, and improve the governance systems of Board of Directors in subsidiaries. In this way, the market-oriented operational mechanism was further consolidated.

市场化经营机制更加巩固

Further consolidated market-oriented operational mechanisms

组织开展二级公司改革评估，从制度建设、机制运行和改革成效三方面十项指标评价分析。在前期经理层成员任期制和契约化管理达 100% 基础上，探索扩面管理，将部分二级企业总经理助理、总监级等管理人员纳入管理范围，落实经营管理责任。落实集团专职外部董事和企业领导人员双向交流机制，推行末等调整和不胜任退出，激活干事创业活力。

Reform assessments were carried out on secondary companies, covering ten indicators across three dimensions (institutional development, mechanism operation, and reform effectiveness). Relying on the 100% implementation of term-based and contractual management for executive team members, CAS expanded management coverage to assistant general managers and directors at certain secondary enterprises, thereby reinforcing operational accountability. A two-way exchange mechanism between the Group's full-time external directors and enterprise leaders was established, introducing the adjustment for those graded the last and the exit mechanism for underperforming individuals, to stimulate vitality for entrepreneurship.

抓好风险管控

Strengthening Risk Management



强化审计监督

Intensifying audit oversight

中国航材深化内部审计监督体制改革，显著提升内部审计的监督效能。同时，严格执行国资委下达的内部审计重点工作任务，不断压实审计监督责任，大力推动审计整改的落实，确保整改成果有效转化为治理效能，从而促进集团公司依法合规经营，实现高质量发展。

2024 年，全年内部审计监督检查涉及 15 家公司 58 个项目，审计资产量 138 亿元。通过将审计整改成效纳入考核体系、开展审计整改“回头看”、健全审计整改推进机制等举措，督促问题整改、推动解决问题，审计整改质效显著提升，发挥了内部审计在合规风险防控中的关键作用。

CAS deepened reforms of its internal audit oversight system, significantly enhancing the supervisory effectiveness of internal audits. In addition, we rigorously implemented key internal audit tasks assigned by SASAC, continuously strengthened audit oversight responsibilities, and vigorously promoted the implementation of audit rectifications, to ensure that rectification outcomes are effectively translated into governance efficiency. Such measures have collectively advanced the Group's lawful and compliant operations, hence driving high-quality development.

In 2024, 58 projects across 15 companies, with audited assets totaling RMB 13.8 billion, underwent internal audit oversight and inspections. By incorporating audit rectification outcomes into the performance evaluation system, follow-up reviews of rectification measures, and strengthening the audit rectification promotion mechanism, we ensured the resolution of identified issues and significantly enhanced the quality and effectiveness of audit rectification. This move underscored the critical role of internal audit in compliance risk prevention and control.

深化法治建设

Deepening the development of the rule of law

法律管理全程介入跟踪支持重要经营管理活动，确保经营活动依法合规。落实年度风险评估和重大风险研判工作，开展重大风险季度监测数据汇总分析、报告工作，精准管控、稳妥处置潜在各类风险。开展集团总部各岗位内部控制流程梳理及流程图制定工作，将合规与内控要求明确到岗、落实到人。全面梳理集团公司全部现行有效制度 278 项，采取简单规范调整、重大修订、废止、继续执行四种方式予以处理，扎紧制度体系建设的篱笆。

Legal management provides full-process tracking support for key business operations to ensure compliance with laws and regulations. Annual risk assessments and major risk evaluations were implemented, with quarterly monitoring data aggregation, analysis, and reporting conducted to precisely manage and prudently address potential risks. Internal control processes for all positions at the Group headquarters were reviewed and flowcharts developed, clearly assigning compliance and internal control requirements to specific roles and individuals. All 278 current and effective regulations within the Group were sorted out through minor standardization adjustments, major revisions, abolition, or continued enforcement, to strengthen the institutional framework.



筑牢安全防线

Fortifying the Security Defense Line



实施安全监督检查

Conducting safety inspection and supervision

坚持安全“红线”“底线”思维，制定《中国航材集团有限公司安全生产治本攻坚三年行动方案（2024-2026 年）》，全年共进行 17 次安全检查，检查发现 73 项生产安全隐患，均已落实整改。同时召开工作部署会，要求各单位从开展隐患排查整治、落实全员安全生产责任、监督检查动火等危险作业、加强外包外租等活动监管、开展事故应急救援演练这五个方面开展专项行动，落实整改措施，推动所属单位负责人履行安全生产法定职责，严禁责任悬空、思想麻痹等现象，提高集团公司本质安全水平。截至 2024 年底，共进行 16 次安全检查，发现 73 项生产安全隐患，均已落实整改。

Adhering to the "red line" and "bottom line" for safety, CAS formulated the *Three-Year Action Plan for Fundamental Safety Improvement at CAS (2024-2026)*. Throughout the year, 17 safety inspections were conducted, identifying 73 safety hazards, all of which have been rectified. In addition, a work deployment meeting was convened, requiring all units to implement special actions across five areas, namely conducting hazard identification and remediation, enforcing full-staff safety responsibilities, supervising hazardous operations like hot work, strengthening oversight of outsourced and leased activities, and organizing emergency rescue drills. Such measures aimed to ensure corrective actions were implemented, force responsible personnel to fulfill their statutory safety duties, eliminate unaccounted responsibilities and complacency, thereby elevating the Group's intrinsic safety level. By the end of 2024, a total of 16 safety inspections had been conducted, identifying 73 production safety hazards, all of which have been rectified.



中国航材集团召开 2024 年安全工作会议暨集团安委会 2024 年第一次（扩大）会议

CAS held 2024 Safety Work Conference and First (Enlarged) Meeting of the Group Safety Committee in 2024



对所属单位开展安全生产检查

Safety production inspection on affiliated enterprises

开展员工安全培训

Carrying out safety trainings on employees

组织集中观看《安全生产 责任在肩》警示教育片，开展新员工安全培训，内容涵盖安全生产法规、集团安全体系、安全技能及事故应急处置等。多样的培训形式，让员工明晰安全生产要求，掌握实用知识技能，为集团安全运营筑牢基础。

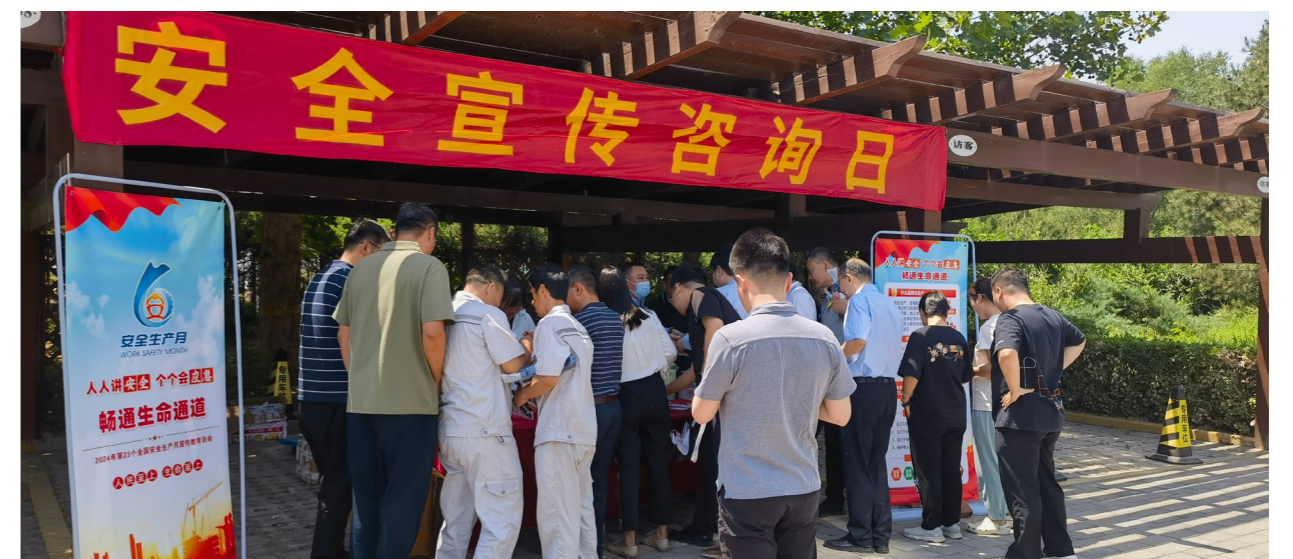
We organized our employees to watch the safety education film titled "Safety Production: Responsibility on Our Shoulders" and conducted safety training for new comers, covering safety production regulations, the Group's safety systems, safety skills, and accident emergency response procedures. Diverse training forms enabled employees to clearly understand safety production requirements and master practical knowledge and skills, thus laying a solid foundation for the Group's safe operations.

举办安全生产月活动

Hold safety production month activities

举办主题为“人人讲安全、个个会应急—畅通生命通道”的安全生产月活动，组织员工学习习近平总书记关于安全生产的重要论述，张贴安全标语营造氛围。同时，组织知识答题，开展优秀班组评选、“安全宣传咨询日”等活动，普及燃气安全、应急逃生知识，增强了员工安全意识与应急能力。

CAS hosted a "Safety Production Month" event themed "Safety for All, Preparedness for Everyone - Keeping Lifelines Clear". We organized employees to study General Secretary Xi Jinping's important directives on production safety and posting safety slogans to foster awareness. Besides, by means of quizzes, outstanding team selections, and a "Safety Awareness Consultation Day", we spread gas safety and emergency evacuation knowledge, thereby enhancing employees' safety awareness and emergency response capabilities.



中国航材集团开展 2024 年安全宣传咨询日活动、组织安全生产应急演练

CAS held 2024 "Safety Awareness Consultation Day" activities and organized production safety emergency drills

组织应急演练活动

Organizing emergency drill activities

联合下属公司开展应急演练，模拟地震、火灾场景，检验应急预案可行性，提升员工应急响应与协同能力。地震模拟时员工有序撤离并自救互救，火灾模拟时消防、医疗组迅速行动，有效增强了员工安全意识与自救能力。

CAS conducted emergency drills in collaboration with its subsidiaries, simulating earthquake and fire scenarios to test the feasibility of emergency response plans and enhance employees' emergency response and coordination capabilities. To be specific, during the earthquake simulation, employees were able to evacuate in an orderly manner and perform self-rescue and mutual aid. In the fire simulation, the firefighting and medical teams acted swiftly, effectively strengthening employees' safety awareness and self-rescue capabilities.



中国航材集团组织安全生产应急演练
CAS organized production safety emergency drills



推进节能低碳工作

Promoting energy conservation and low-carbon initiatives

加大节能环保宣传，助力员工树立“节约光荣、浪费可耻”观念，践行低碳理念。加强水电管理，专人巡视杜绝跑冒滴漏，维修更换老旧设备。专项检查节能制度落实情况，督查员工节能意识与行为。组织绿色低碳管理人员培训，为节能工作提供人才支持。

CAS strengthened campaigns on energy conservation and environmental protection to help employees embrace the concept that "conservation is honorable, waste is shameful" and practice the low-carbon concepts. Water and electricity management was enhanced by assigning dedicated personnel to patrol and eliminate leaks, drips, and spills, while repairing or replacing outdated equipment. Targeted inspections were carried out to verify compliance with energy-saving systems and monitor employee awareness and practices. We organized green and low-carbon management training programs to provide talent support for energy conservation actions.


展望


Our Way Forward


星光不负赶路人，江河眷顾奋楫者。2025 年是“十四五”规划的收官之年，中国航材矢志确保完成各项目标任务，为实现“十五五”良好开局打牢基础，任务艰巨、责任重大。中国航材将继续坚持以习近平新时代中国特色社会主义思想为指导，坚定拥护“两个确立”、坚决做到“两个维护”，按照党中央、国务院决策部署，认真落实国务院国资委工作要求，全面提升“五个价值”，锐意进取、真抓实干，奋力推动航材集团转型升级、提质向新，以优异成绩为强国建设做出新的更大贡献！

Time fails not those who travail nights and days. Rivers favor those who press forward with courage. The year 2025 marks the concluding year of the 14th Five-Year Plan. In this year, CAS will be determined to complete all objectives and tasks, to lay a solid foundation for a strong start to the 15th Five-Year Plan. We are aware that tasks are arduous and the responsibilities are heavy. Yet, we will continue to be guided by Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era, firmly support the "Two Affirmations" and resolutely carry out the "Two Upholds". We will comprehensively elevate the "Five Values" according to the decisions and deployments of the Party Central Committee and the State Council, and in strict compliance with the work requirements of SASAC. With bold initiative and pragmatic action, we will vigorously advance the transformation, upgrading, and quality enhancement of the Group, striving to make new and greater contributions to the construction of a strong power through outstanding achievements!



 北京市顺义区空港工业区 A 区天纬四街 3 号
3 Tian Wei Si jie, Zone A, Airport Industrial Zone, Shunyi District, Beijing

 101312

 +86-10-89455000

 www.casc.com.cn

 本报告采用可再生环保纸制作
The report is printed on recycled paper

 本报告由爱博品牌创意设计
The report is designed by IDEABOX