

应收款项管理制度 The Receivables Management System

文件号 No.: RCCAC-FIN-M-003

版本 Rev. 1.0

中电科柯林斯航空电子有限公司

Rockwell Collins CETC Avionics Co., Ltd.

审批 Approval

	姓名 Name	职务 Title	签字 Signature	日期 Date
起草 Prepared By:	Anney Zhang	Sr. Finance Supervisor	On File	09/11/2018
批准 Approved By:	Le Feng	Chief Finance Officer	On File	09/19/2018
批准 Approved By:				
批准 Approved By:				
批准 Approved By:				

版本历史 Revision History

版本号 Revision	起草者 Originator	描述 Description	日期 Date
1.0	Anney Zhang	新文件发布 New Release	09/20/2018

目录 Table of Content

1	总则 GENERAL	4
1.1	4
1.2	4
1.3	4
2	应收款项的日常管理 DAILY MANAGEMENT OF RECEIVABLES	4
2.1	4
2.2	5
2.3	5
2.4	5
2.5	6
2.6	6
2.7	6
2.8	7
2.9	7
2.10	7
2.11	7
2.12	8
2.13	8
2.14	9
2.15	10
3	附则 SUPPLEMENTARY PROVISIONS	10
3.1	10
3.2	11

1 总则 General

1.1

为规范公司的经营行为，杜绝在应收款项中产生不良行为，避免经营风险，降低资金成本，发挥和强化财务监督管理职能，根据本公司实际情况制定本制度。

In order to regulate the business behaviors of Rockwell Collins CETC Avionics Co., Ltd. (hereinafter referred to as "RCCAC"), completely eradicate any misconduct in receivables, avoid any operational risk, reduce capital cost, and perform and strengthen financial supervision and management function, this System is hereby developed according to the actual situation of RCCAC.

1.2

本制度所称应收款项包括应收账款、预付账款和其他应收款。

Receivables referred in this System include accounts receivable, prepayments and other receivables.

1.3

应收款项的管理部门为公司的财务部门和业务部门，财务部门负责数据传递、信息反馈和监督，业务部门负责客户的联系和款项催收，财务部门和业务部门共同负责客户信用额度的确定和呆坏账清理。

The Finance Department and Business Department of RCCAC shall be responsible for management of receivables. The Finance Department shall take charge of data transmission, information feedback and supervision, while the Business Department shall take responsibility for customer contact and payment collection. Meanwhile, these two departments will jointly determine customer credit line and clean up bad debts.

2 应收款项的日常管理

Daily Management of Receivables

2.1

销售归口管理部门应建立客户资信管理制度，并根据实际情况定期或不定期对客户的信用额度和信用期限进行复核和调整。初期信用额度的确定应遵循保守原则，根据过去与该客户的交往情况（是否通常按期回款），及其净资产情况（经济实力如何），以及其有没有对外提供担保或者跟其它企业之间有没有法律上的债务关系（含或有负债）等因素。凡初次使用赊销信用的客户信用度通常确定在正常信用额度和信用期限的50%，如新客户确实资信状况良好，须提高信用额度和延长信用期限的，必须经销售归口管理部门报请总经理批准后方可。

The centralized management department of sales shall establish a customer credit management system, and review and adjust any customer's credit line and credit period periodically or non-periodically according to actual conditions. The initial credit line of a customer shall be determined in accordance with the conservative principle and by considering factors such as past interactions with the customer (whether payment was usually collected on time), the customer's net assets (how about the customer's economic strength) and whether the customer provides any external guarantee or has any legal debt relationship (including contingent liabilities) with any other company. The creditworthiness of any customer who buys on credit for the first time is determined at 50% of normal credit line and credit period. For any new customer actually in good credit status, the increase of credit

line and extension of credit period must be reported by the centralized management department of sales to General Manager for approval in advance.

2.2

凡以赊销的方式进行库存商品销售或提供劳务的经营行为,业务部门应事前充分了解购货(接受劳务)单位的商业信誉、资信程度和付款能力。签订付款合同时,业务部门和财务部门共同明确与购货(接受劳务)单位的付款方式和付款期限,力争将风险降到最低。

For any business operation of selling goods in stock or rendering services on credit, the Business Department shall fully understand the business reputation, credit level and payment ability of the purchase (service receiving) unit in advance. When signing any payment contract, the Business Department and Finance Department shall jointly clarify the payment method and payment period of the purchase (service receiving) unit and strive to minimize the risks.

2.3

凡以预付账款方式预付款项的,预付款项前必须事前了解供应商的经营管理水平、供货能力、资信程度和货物的质量等级。预付款项必须基于以下条件:

- 经营急需的;
- 不可替代的;
- 市场上十分短缺的;
- 供货方具有法人资格,其经营是合法的;
- 在规定期限内能够保证供货的。

In case of any prepayment, the supplier's business management level, supply capacity, credit level and quality level of goods supplied shall be known prior to such prepayment. The prepayment must be based on the following conditions:

- It's urgently needed for operation;
- it's irreplaceable;
- it's very scarce in the market;
- the supplier has legal personality and its operation is legal; and
- the supply of goods can be guaranteed within the prescribed time limit.

签订合同时,业务部门必须和财务部共同明确预付货款的方法、时间、首付比例及货物的质保金。

When signing a contract, the Business Department and the Finance Department shall jointly clarify the method, timing and down-payment proportion of the prepayment and the quality guarantee deposit of goods.

2.4

凡不属于购、销产品发生的应收款项都列入其他应收款的范围管理,包括职工个人借款、预付账款转入等。

Any receivable not incurred in purchase/sale on credit shall be included in other receivables for management, including employee's personal borrowings, prepayment transfer-in, etc.

其他应收款的发生(不含职工个人因公借款)必须附有该笔应收款项产生的文字说明,落实经办人和清理日期,根据不同经济业务由相关部门负责人或分管负责人批准。

For the occurrence of other receivables (excluding employee's personal borrowings as result of work),

there must be relevant written description of such receivables; the operator and the clean-up date shall be determined; and the approval from relevant department head or person in-charge shall be obtained according to difference economic operations.

职工个人因公借款应坚持“前账不清，后账不借”的原则，对长期拖账不报的职工应严格控制借款
Any employee's personal borrowings as a result of work shall be addressed based on the principle of "further borrowings will not be provided until all previous debts are fully paid". For employees who default on their payments and do not report that in a long term, borrowings shall be strictly controlled.
职工个人因公借款参照《财务货币资金支出管理制度》执行。

Employee's personal borrowings as a result of work shall be addressed in accordance with the Financial Monetary Capital Expenditure Management System.

2.5

凡利用信用额度赊销的，必须由经办业务员先填写赊销《请批单》，由部门经理严格按照给客户评定的信用额度和信用期限签批后方可凭单办理发货手续；

For any sale on credit, relevant salesman shall first fill out the Application for Approval. After relevant department manager signs and approves the Application for Approval strictly according to the assessed customer credit line and credit period, the delivery of goods can be carried out based on relevant voucher;

2.6

涉及到应收款项的经济合同必须按公司的规定执行,货币资金支付必须有经办人签字，必须汇入合同签约单位和合同指定账户或增值税发票出票单位和规定账户。

Any economic contract involving receivables must be executed in accordance with the regulations of RCCAC. Any monetary fund payment must be made with the signature of the operator and shall be remitted to the contract signing unit and the contractual designated account or to the VAT invoice issuing unit and the prescribed account.

2.7

业务经办人对自己经手的每笔应收款项都应有备查账，财务部门对应收款项分部门（个人）分区域分类型建立往来档案或辅助登记簿。

A business operator shall prepare a memorandum ledger for each receivable that he has handled. The Finance Department shall establish a transaction file or an auxiliary registration book for each type of receivables of each department (individual) in each area.

凡已到合同收款日未收到货款的应收款项，已到合同收货日未收到货物的预付款项作为逾期应收款项，档案要另外专项管理并作情况跟踪登记，财务部根据实际情况进行相应的账务处理。

For receivables whose payments are not received on respective contractual collection date, the prepayments for goods that have not been received on the contractual goods receipt date shall be treated as overdue receivables. The files shall be specially managed and relevant conditions shall be tracked and registered. The Finance Department shall also conduct corresponding accounting treatment according to the actual situation.

2.8

建立函证制度：财务部对应收款项每年年末进行一次全面函证，回函由财务部门核对往来余额或发生后存档。对函证有差异的应收款项，财务部应会同业务部门查明原因及时处理。

A confirmation system shall be established: The Finance Department shall conduct a comprehensive confirmation for receivables at the end of each year; and shall file the reply after checking the transaction balance or accrual. In case of any difference found in receivables after confirmation, the Finance Department shall cooperate with the Business Department to ascertain the reasons and take actions in time.

2.9

建立应收款项账龄分析制度：财务部按月填制应收款项账龄分析表格，监控应收款项的账龄变化。每半年将超过1年以上的应收款项发给业务主管部门，要求业务主管部门说明应收款项未收回或超期原因。

An aging analysis system for receivables shall be established: The Finance Department fills out an aging analysis form for receivables on a monthly basis to monitor the aging change of receivables. The receivables of more than one year are delivered to the competent department of business every six months and the competent department of business is required to explain the reasons why the receivables have not been collected or have been overdue.

对已逾期的应收款项应责成业务主管部门向对方发出催款（收）通知书，并委派业务经办人登门了解情况、催收货款（催交货物），将对方的经营现状、履约能力和违约原因以及下一步的打算等情况以书面形式向主管副总经理汇报。

For overdue receivables, the competent department of business shall send a payment (or collection) reminder notice to the relevant counterparty and assign the business operator to visit the counterparty to know relevant conditions and collect payments (or receive goods), and report the counterparty's operating status, performance capability, default reasons and next-step plan to the Deputy General Manager in writing.

2.10

职工个人借款：财务部按季度将超过半年未报账的职工个人借款按借款时间、借款金额和借款部门发给各部门主管领导，各部门主管领导应在7个工作日内将职工个人借款未报账的原因报财务部。

Employee's personal loan: The Finance Department will communicate the employee's personal loans that have not been reported for more than half a year to the competent leaders of departments according to loan period, loan amount and borrowing department. The competent leaders of departments shall report the reasons for such unreported employee's personal loans to the Finance Department within 7 workdays.

2.11

应收款项的移交：经办人调离工作岗位，部门负责人应安排该经办人将所经手应收款项进行交接，接手人应逐笔清理接手的应收款项并确认应收款项余额，负责应收款项的清理清收。对义务已履行完毕应收款项尚未收回的款项原经办人仍然承担相应责任，接手人可请原经办人配合清收。

Handover of receivables: In case of the transfer of an operator, the relevant department head shall arrange this operator to hand over the receivables that he/she has handled or handles. The take-overer will sort out such receivables one by one and recognize the balance of the receivables, and

take charge of clearing and collecting the receivables. If relevant obligations have been fulfilled but relevant receivables have not been collected, the original operator will still assume corresponding liabilities and the take-overer can ask the original operator to support the clearing and collection.

2.12

严格执行坏账损失的确认标准，对逾期三年以上的确实无法收回的应收款项而形成呆账、死账，必须清查形成的原因，并写出清理情况说明，提出处理意见，按规定程序报批后，方可核销。

The confirmation criteria for bad debt losses shall be strictly implemented. For bad debts and dead loans formed by non-recoverable receivables overdue for more than three years, it is necessary to ascertain the reasons, describe the clean-up conditions in writing, propose disposal opinions, and report to the superior for approval according to the prescribed procedures. With such an approval, they can be written off.

2.13

财务部对于可能成为坏账的应收款项应当会同相关部门进行审定，确定是否确认为坏账。公司发生的各项坏账，应查明原因，明确责任，并在履行规定的审批程序后作出会计处理。

The Finance Department shall work with relevant departments to assess receivables that may become bad debts, to determine whether they are recognized as bad debts. For bad debts incurred by RCCAC, relevant reasons and responsibilities shall be ascertained; and after the completion of prescribed approval procedures, relevant accounting treatment shall be made.

应收款项依据下列证据进行核销：

Receivables shall be written off in light of the following evidence:

- 债务单位被宣告破产的，应当取得法院破产清算的清偿文件及执行完毕证明；
If the debtor unit is declared bankrupt, the pay-off document and completion certificate for bankruptcy liquidation required by the court shall be obtained;
- 债务单位被注销、吊销工商登记或被政府部门责令关闭的，应当取得清算报告及清算完毕证明；
If the debtor unit suffers from cancelation or revocation of its business registration or is ordered by relevant government department to close, the liquidation report and liquidation completion certificate shall be obtained;
- 债务人失踪、死亡（或被宣告失踪、死亡）的，应当取得有关方面出具的债务人已失踪、死亡的证明及其遗产（或代管财产）已经清偿完毕或无法清偿或没有承债人可以清偿的证明；
If the debtor is missing or dead (or declared missing or dead), a certificate for disappearance or death of the debtor and a certificate that all debts have been paid off with the debtor's legacy (or property in custody) or cannot be paid off or there is not a debtor who can pay off all the debts shall be obtained from related parties;
- 涉及诉讼的，应当取得司法机关的判决或裁定及执行完毕的证据；无法执行或债务人无偿还能力被法院终止执行的，应当取得法院的终止执行裁定书等法律文件；
For receivables involved in litigation, the judgment or order and the evidence of the enforcement completion issued by the judiciary authorities shall be obtained; if it is not enforceable or the enforcement is terminated by the court due to insolvency of debtor, the legal documents such as the order of terminating the enforcement issued by the court shall be obtained;

- 涉及仲裁的，应当取得相应仲裁机构出具的仲裁裁决书，以及仲裁裁决执行完毕的相关证明；
For receivables involved in arbitration, an arbitration award and relevant evidence of arbitration award enforcement completion issued by relevant arbitral institution shall be obtained;
- 与债务人进行债务重组的，应当取得债务重组协议及执行完毕证明；
In case of debt restructuring with the debtor, the debt restructuring agreement and relevant evidence of completion of debt restructuring shall be obtained;
- 债权超过诉讼时效的，应当取得债权超过诉讼时效的法律文件；
If the creditor's rights exceed the limitation of actions, the legal document for creditor's rights beyond the limitation of actions shall be obtained;
- 可以公开买卖的期货、证券、外汇等短期投资，应当取得买卖的交割单据或清理凭证；
For short-term investments such as futures, securities and foreign exchange that can be traded publicly, relevant delivery documents or clearing documents shall be obtained;
- 清欠收入不足以弥补清欠成本的，应当取得清欠单位的情况说明及单位董事会或办公会讨论批准的会议纪要；
If the outstanding income is insufficient to pay the cost of debt clearing, the statement of clearing unit and the minutes of meeting about discussion and approval at the unit's board meeting or administration meeting shall be obtained;
- 其他足以证明债权确实无法收回的合法、有效证据。
Other legal and valid evidence that the creditor's rights surely cannot be recovered.

2.14

坏账准备的计提：对于单项金额重大的应收款项，单独进行减值测试。有客观证据表明其发生了减值的，应当根据其未来现金流量现值低于其账面价值的差额，确认减值损失，计提坏账准备。经单独测试后未减值的应收款项一起按类似信用风险特征划分为若干组合，再按这些应收款项组合在资产负债表日余额的一定比例计算确定减值损失，计提坏账准备。

Provision for bad debt reserves: An impairment test shall be separately conducted for receivables with individually significant amount. If there is objective evidence indicating impairment of the receivables, the difference that their estimated future cash flow minus book value shall be recognized as impairment loss and provision for bad debt reserves shall be made. All receivables without impairment identified through separate test shall be classified into several groups according to similar credit risk features. Then, the impairment loss shall be calculated and determined as per a certain proportion of balance of these receivable groups on the balance sheet date, and the provision for bad debt reserves shall be made.

公司根据以前年度与之相同或相类似的、具有类似信用风险特征的应收款项组合的实际损失率为基础，结合现时情况确定本期各项组合计提坏账准备的比例(见下表)，据此计算本期应计提的坏账准备。

Based on actual loss rate of same or similar groups of receivables with similar credit risk features in previous years, RCCAC determines the proportion of provision for bad debt reserves for each group in current period (see the following table) according to current conditions, and based on this, calculate the bad debt reserves to be accrued in current period.

应收款项账龄 Aging of receivables	计提比例 Proportion of provision
1年以内 Within 1 year	5%
1年-2年 1-2 years	10%
2年-3年 2-3 years	30%
3年-4年 3-4 years	50%
4年-5年 4-5 years	80%
5年以上 Above 5 years	100%

纳入中国电子科技集团公司合并报表范围的单位之间的往来款原则上不计提坏账准备，如果有客观证据表明其发生了减值的(如债务单位已撤销、破产、资不抵债、现金流量严重不足等)，应采用个别认定，单独确认减值损失，计入当期损益

In principle, provision for bad debt reserves is not made for current accounts between units included in the scope of consolidated statements of China Electronics Technology Group Corporation. If there is objective evidence indicating any impairment (e.g.: the cancellation, bankruptcy, insolvency, cash flow shortage of debtors), specific identification shall be conducted and impairment loss shall be recognized separately and included in current profits & losses.

2.15

坏账的核销：按照坏账确认的标准，对于有确凿证据表明应收款项确实无法收回的，按照相应的规定和流程，经批准后作为坏账损失，冲销提取的坏账准备。

Write-off of bad debts: According to the criteria for bad debt recognition, receivables identified as uncollectible as shown by conclusive evidence shall be approved and recognized as bad debt losses in accordance with relevant regulations and procedures, and meanwhile the provision for bad debt reserves shall be written off.

已确认坏账损失并转销的款项，做到账销案存。如果以后又收回，按实际收到的金额冲销坏账。

Relevant records shall be established for written-off amounts with recognized bad debt losses. If any of them is recovered later, the bad debts will be written off according to the amount actually received.

3 附则 Supplementary Provisions

3.1

本办法由财务部负责解释。

This System shall be interpreted by the Finance Department.

3.2

本办法自下发之日起起执行。

This System shall take effect as of the date of issuance.