

全面预算管理制度 Comprehensive Budget Management System

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中电科柯林斯航空电子有限公司

Rockwell Collins CETC Avionics Co., Ltd.

审批 Approval

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1 总则 General

1.1

为了加强中电科柯林斯航空电子公司（以下简称：“RCCAC”）全面预算管理工作，优化公司资源配置，建立健全全面预算管理体系，根据国家有关法律法规的规定和《中国电子科技集团公司全面预算管理暂行规定》的要求，结合公司实际情况，制定本制度。

To strengthen the comprehensive budget management work of Rockwell Collins CETC Avionics Co., Ltd. (hereinafter referred to as “RCCAC”), optimize the resources and configuration of the company and establish a perfect and comprehensive budget management system, this System is developed according to relevant national laws and regulations and the requirements of Interim Provisions on Comprehensive Budget Management of China Electronics Technology Group Corporation together with the actual conditions of the company.

1.2

全面预算管理是在预测和决策基础上，围绕经营目标，利用预算对各种财务及非财务资源进行分配、控制、考核，以便有效地组织和协调科研生产经营活动，实现责权利相统一，是全过程、全方位、全员参与的管理。

Based on prediction and decision, comprehensive budget management is an whole-process, full-aspect and all-staff involved management process centering on operating purpose and utilizing budget to allocate, control and review various financial and non-financial resources, to effectively organize and coordinate scientific research, production and operation activities and to realize the unity of duties and rights.

1.3

全面预算管理的基本原则：

Basic principles for comprehensive budget management are as follows:

- 坚持效益优先原则，实行总量平衡，进行全面预算管理；
Adhere to the principle of “Benefit First” to achieve the overall balance and to conduct comprehensive budget management;
- 坚持权责对等原则，力求切实可行，围绕经营战略实施。
Adhere to principles of “Consistency between Power and Responsibility” and “Be Practical” to implement such management focusing on business strategy.

1.4

全面预算管理的基本任务如下：

Basic tasks of comprehensive budget management are as follows:

- 根据公司战略目标，确定公司年度经营目标并组织实施；
Determine the annual business objective of the company based on its strategic objective, and then organize the implementation of such objective;
- 明确公司各部门预算管理的职责和权限，发挥各预算责任部门的职能作用；
Specify the responsibilities and authorities of budget management of company's all departments and give full play to the function of each competent budget department;
- 合理配置公司各项资源；

Reasonably deploy all resources of the company;

- 对公司经济活动进行管理、控制、分析和监督;

Manage, control, analyze and supervise economic activities of the company;

- 为考核评价公司经营财务业绩提供有效依据。

Provide the effective basis for the evaluation of the operating performance and financial performance of the company.

1.5

本制度主要包括总则、预算组织、预算内容、预算编制、预算审批、预算调整、预算控制和分析、预算监督和考核、附则等九个部分。

This system mainly consists of nine parts: General, Budget Organization, Budget Content, Budget Preparation, Budget Approval, Budget Adjustment, Budget Control and Analysis, Budget Supervision and Evaluation, and Supplementary Provisions.

2 全面预算管理组织及职责

Comprehensive Budget Management Organization and Responsibilities

2.1

全面预算管理的组织机构主要包括：董事会、预算管理委员会、预算管理办公室。

Organizations of comprehensive budget management mainly includes: Board of Directors, budget management committee and budget management office.

2.2

董事会是具体负责全面预算管理的最高决策机构，在全面预算管理中的主要职责如下：

As the highest decision-making body of comprehensive budget management, in which the Board of Directors is mainly responsible for the following matters:

- 提出公司年度经营计划及投资方案;
Put forward the annual business plan and investment scheme of the company;
- 制定公司年度经营目标，决定年度经营目标偏差的修订;
Formulate the company's annual business objective and determine the amendments to the deviation of such objective;
- 审议公司年度全面预算和决算;
Deliberate the company's annual comprehensive budget and final accounting;
- 决定公司资本性投资预算;
Determine the capital investment budget of the company;
- 决定公司整体预算考评与奖惩方案;
Determine the overall budget appraisal and reward and punishment scheme of the company;
- 其他预算管理重大事宜决策。
Decision-making of other material matters related to budget management.

2.3

总经理是全面计划和全面预算编制的第一责任人，在全面预算管理中的主要职责如下：

As the first responsible person of comprehensive plan and comprehensive budget preparation, responsibilities of General Manager in comprehensive budget management mainly include:

- 负责根据董事确定的年度经营目标组织编制经营计划和预算草案报董事会审批；
Organize the preparation of business plan and drafted budget according to the annual business objective determined by Board of Directors, and submit them to Board of Directors for approval;
- 负责根据审批后的计划和预算确定目标分解方案，负责组织召开预算平衡审议会，提出修改与调整意见；
Determine the target breakdown scheme according to the approved plan and budget. Organize the holding of budget balance review meeting to propose revision and adjustment opinions;
- 负责根据预算管理制度对预算执行过程中预算内、超预算和预算外事项进行审批控制；
Review, approve and control the on-budget, over-budget and off-budget matters during budget implementation based on budget management system;
- 负责组织召开预算执行分析会议、协调各部门制定下一步工作计划。
Organize the holding of budget implementation analysis meeting and coordinate all departments to plan for the future work.

2.4

预算管理委员会。由总经理、副总经理和内部相关部门负责人组成，主要责任如下：

Budget management committee. It is composed of general manager, vice-general manager and responsible persons of other internal departments, with the following duties:

- 拟订预算目标和预算政策；
Draw up budget objective and budget policy;
- 讨论、审核、调整部门上报预算草案、整体预算方案以及预算调整草案，提出必要的改进建议；
Discuss, approve and adjust the drafted budget, overall budget scheme and the drafted budget adjustment plan reported by relevant departments and put forward the improvement suggestions that are necessary;
- 预算编制综合平衡和决策；
Be responsible for comprehensive balance and decision-making of budget preparation;
- 下达经批准的预算；
Issue approved budget;
- 负责预算冲突的综合协调；
Be responsible for the comprehensive coordination of budget conflict;
- 预算执行过程中超预算行为的审批控制；
Review, approve and control the over-budget behavior during budget implementation;
- 考核财务预算执行情况。
Evaluate the implementation of financial budget.

2.5

预算管理办公室设在财务部，是预算编制的组织和指导机构，主要职责如下：

Budget management office is located in finance department and acts as the organization and guiding body for budget preparation, with the following duties:

- 负责填报预算报表，参与编制、修订预算以及预算组织工作的计划和控制；
Fill in and submit budget statements, participate in the preparing and revising of budget, as well as plan and control the budget organization work;
- 组织和指导预算的编制工作，承担预算目标汇总和分解、预算政策等上下沟通的职能；
Organize and guide the preparation of budget. Undertake the supervisor-subordinate communication functions including budget objective summary and breakdown and budget policy;
- 根据批准的预算方案，下达预算指标，组织预算管理责任部门执行预算；
Publish budget indicator according to the approved budget plan and organize the competent department of budget management to implement budget;
- 对预算管理的全过程进行监督；
Supervise the whole process of budget management;
- 定期和不定期报告预算执行情况，根据预算执行结果，对预算管理责任部门进行考核并提出奖惩方案；
Regularly and occasionally report the implementation of budget. Assess the competent department of budget management based on the implementation results of budget and put forward corresponding reward and punishment scheme;
- 提出改进管理的措施和建议。
Propose measures and suggestions for management improvement.

2.6

公司内部各部门为预算执行的主体，负责本部门预算编制、上报、控制、分析和自我评价，按照授权审批程序严格执行各项预算。

Each internal department of the company, as the subject of budget implementation, is responsible for the preparation, reporting, control, analysis and self-assessment of its own budget. Such departments also need to strictly implement each budget according to the authorized review and approval procedure.

3 全面预算内容

Contents of Comprehensive Budget

3.1

预算目标是企业目标或战略意图的体现。按照现代企业制度的要求，任何预算目标的确定，从根本上说都是公司股东、董事会、经营者等利益相互协调的过程，它符合财务分层管理思想，同时体现现代企业制度下的决策、执行与监督三分立的原则。具体到预算目标确定，事实上它是一个各个不同利益集团间讨价还价的过程。

Budget objective can reveal the business goal or strategic intent. According to the requirements of modern corporate system, the determination of any budget objective is the coordination of the interests among corporate shareholders, Board of Directors and operators. It not only conforms to the idea of financial stratification management, but also embodies the principle of "separation of decision,

implementation and supervision” in the modern corporate system. For the specific determination of budget objective, it is actually the bargaining process of each interest group.

3.2

全面预算管理是利用预算对企业内部各部门、各单位的各种财务及非财务资源进行分配、考核、控制，以便有效地组织和协调企业的生产经营活动，完成既定的经营目标。是企业全过程，全方位及全员参与的预算管理。

Comprehensive budget management is allocating, assessing and controlling all kinds of financial and non-financial resources of all departments and units in the company using the budget, in order to effectively organize and coordinate production and operating activities of the company, so as to complete the given business objectives. It is also an overall process, full- aspect and all-staff budget management.

3.3

预算责任中心是根据公司各职能部门在预算总目标实现过程中的作用和职责划分的，承担一定责任并享有相应权力和利益的企业内部单位，是预算的责任主体。

Budget responsibility center is established according to the roles and duties of all functional departments of the company in the process of realizing overall budget objective. It is an internal unit of company as well as the responsibility subject of budget, undertaking certain responsibilities and having certain rights and interests.

3.4

预算分为财务预算、业务预算和专项预算。

Budget is divided into financial budget, operating budget and special budget.

3.5

财务预算是指在预测和决策的基础上，围绕企业发展战略目标，对一定时期内企业资金取得和投放、各项收入和支出、企业经营成果及其分配等资金运动所作的具体安排的最终成果体现。包括资产负债预算、利润预算和现金流量预算，形式上体现为预计资产负债表、预计利润表和预计现金流量表。

Financial budget is the ultimate result of specific arrangement for funds movement (including capital obtainment and investment, all revenue and expenditure, business results and distribution of the company in a certain period of time) made based on prediction and decision-making and centering on business development strategic objectives. It includes balance sheet budget, profit budget and cash flow budget and is embodied as the estimated balance sheet, estimated income statement and estimated cash flow statement in terms of form.

3.6

业务预算是用价值量和非价值量指标反映预算单位在预算年度生产经营活动的预算，包括收入预算、成本预算和期间费用预算。

Operating budget is to reflect the operating activity budget of the budget unit in the budget year using value and non-value indicator, including revenue budget, cost budget and period expense budget.

- 收入预算是指公司在预算年度预计实现的总收入的预算。主要包括产品销售收入、技术开发收入、其他业务收入、投资收益和政府补助收入等；

Revenue budget refers to the company's estimated overall revenue budget realized in the budget year, mainly including sales revenue, technology development revenue, other business revenue, investment income and governmental subsidy;

- 成本预算是指公司在预算年度预计发生的成本项目的预算;

Cost budget refers to the company's estimated budget of cost items occurred in the budget year;

- 期间费用预算是指公司在预算年度为组织和管理科研生产经营活动预计发生的管理费用、财务费用、销售（营业）费用等预算;

Period expense budget refers to the company's estimated administration expense, financial expense, sales (operating) fees and other budget arising from organizing and managing scientific research, production and operating activity in the budget year;

3.7

专项预算是指公司在预算年度进行资本性投资、筹集资金以及其他重大事项等所做的预算。

Special budget refers to the company's budget for capital investment, raise funds and other material events in the budget year.

- 资本性投资预算主要包括固定资产投资、权益性资本投资和债权性资本投资等预算

Capital investment budget mainly includes fixed investments, equity capital investment, debt capital investment and other budget.

- 筹集资金预算主要包括负债性资本筹资和权益性资本筹资等预算。

Raise funds mainly include liability capital financing, equity capital financing and other budget.

- 其他重大事项预算主要是指金额重大或意义重大，有必要进行专门预算的事项。

Budget for other major events mainly refers to the event with significant amount or with great significance, which needs a special budget.

4 全面预算的编制

Preparation of Comprehensive Budget

4.1

全面预算编制原则:

Principles for the preparation of comprehensive budget are as follows:

- 合法性原则：编制预算要符合国家有关法律、法规，在法律赋予的职能范围内编制。

Legality: Preparation of budget shall be in accordance with relevant national laws and regulations and shall be limited to the functional extent as prescribed by law.

- 真实性原则：编制预算要进行科学预测，保证各项数据真实准确。

Authenticity: budget preparation should be predicted scientifically to ensure that each data is real and accurate.

- 稳妥性原则：编制预算要做到稳妥可靠，量入为出，收支平衡。

Reliability: budget preparation shall be proper and reliable, following the pay-as-you-go rule to keep revenue and expenditure in balance.

- 重点性原则：编制预算要合理安排各项预算，兼顾一般，保证重点。

Principle of emphasis: budget preparation shall properly arrange each budget, ensuring important customer and considering average customers.

- 完整性原则：编制预算要体现综合预算的思想，对各项预算的编制做到不重不漏。
Completeness: budget preparation shall reflect the idea of comprehensive budget to ensure that no budget is repeated and omitted.
- 风险性原则：编制预算要考虑风险因素，可按预算支出总额设置一定比例的预备费。
Principle of risk: budget preparation shall take risk factors into account, and a certain proportional of reserve cost shall be established according to total budgetary expenditure.
- 人本性原则：编制预算要重视预算的人性化，全员参与，群策群力，约束与激励相结合。
Human nature: budget preparation should emphasize the humanization of budget, the participation of all staff, collective wisdom and efforts, as well as the combination between restriction and encouragement.

4.2

全面预算编制依据：

Comprehensive budget shall be prepared according to:

- 国家有关的法律法规；
Relevant national laws and regulations;
- 集团公司下达的预算控制数；
Budget control quantity stipulated by Group Company;
- 公司中长期战略发展规划；
Middle and long term strategic and development planning of the Company;
- 总经理签订的目标责任书；
Objective responsibility letter signed by general manager;
- 公司投融资、改组改制、收购兼并、资本运营等重大事项；
Major events of the company, such as investment and financing, reorganization and transformation, acquisition and merger and capital operation;
- 影响公司业务的重大的客观环境和因素；
Important objective environment and factors that influence corporate business;
- 以前年度预算执行情况。
Previous annual budget implementation.

4.3

全面预算编制方法：

Methods to prepare comprehensive budget are as follows:

- 公司的预算采用自下而上、自上而下、上下结合、反复修正、分级编制、逐级汇总的编制方法。
The company has prepared the budget following the principle of “bottom-to-up, top-to-down, up-and-down, repeated revision, graded preparation and level-by-level summary”.
- 根据不同的预算项目和内容，分别采取零基预算、滚动预算、固定预算、弹性预算、概率预算等方法编制预算。
Based on different budget items and contents, budget is prepared by zero-based budget, rolling budget, fixed budget, flexible budget and probabilistic budget.
- 财务预算应以业务预算和专项预算为基础，以现金流量为核心进行编制。业务预算、资本预算和筹资预算中的固定费用或数额比较稳定的预算项目采用固定预算的方法编制；与业务量有关的预算项目采用弹性预算与滚动预算相结合的方法编制；不经常发生或预算编制基础变化较大

的预算项目采用零基预算方法编制；难以准确预测变动趋势的预算项目可采用概率预算的方法编制。

Financial budget shall be prepared based on operating budget and special budget and centering on cash flow. Fixed fees or budget items with relatively stable amount in operating budget, capital budget and funding budget shall be prepared using the approach of fixed budget. Budget items related to business quantity shall be prepared using the approaches of flexible budget and rolling budget. Budget items with relatively large change in budget preparation basis or budget items that occur infrequently shall be prepared using the approach of zero-based budget. Budget items that are difficult to accurately predict trend may be prepared using the approach of probabilistic budget.

4.4

全面预算编制程序

Preparation procedure of comprehensive budget

1. 公司每年9月份，举行预算传达会向员工传达公司明年的战略规划，以此作为预算编制工作的开始，并由预算管理办公室组织全员进行预算相关知识培训，之后将不断接收员工提出对于战略规划实施进度甚至战略方向的建议，以达到全员参与预算的目的；

The company will hold a budget notification meeting in September every year to inform employees of the strategic planning of next year, which can be deemed as the beginning of budget preparation work. Budget management office organizes all staff to participate in trainings regarding budget, and then will receive suggestions about implementation progress of strategic planning and even strategic direction from employees, so as to realize the purpose that all staff participate in budget;

2. 每年9~10月份，预算管理委员会和预算管理办公室根据董事会的要求和布置，编报下年度公司预算草案，报董事会批复；

In September or October every year, budget management committee and budget management office shall, based on the requirements and arrangement of Board of Directors, prepare the company's drafted budget of the next year and submit it to Board of Directors for approval;

3. 每年10月下旬，根据董事会下达的预算草案修改方案、预算控制数指标编制下年预算方案，经公司预算管理委员会审议，报董事会批复；

In late October every year, the budget plan of the next year shall be prepared according to the modification of drafted budget and budget control indicator issued by Board of Directors. Such modified plan shall be reported to Board of Directors for approval upon the deliberation of the company's budget management committee;

4. 每年的11月中旬，预算管理委员会根据董事会审查通过的下年度公司预算目标，编制公司预算，预算重点是将预算目标进行分解、落实，以指标形式下达到各部门、产品或项目；

In middle November every year, budget management committee will prepare the corporate budget based on the next year's corporate budget objective approved by Board of Directors, and the emphasis is to break down and implement budget objective and notify each department, product or project in the form of indicator;

5. 预算管理委员会和预算管理办公室根据各部门上报的预算草案，在充分调查研究的基础上，同各职能部门认真沟通、协商，同时征求公司高管层意见，结合董事会审查通过的预算目标，综合平衡，编制预算草案。

According to the drafted budget submitted by each department and adequate investigation and research, budget management committee and budget management office seriously communicate and negotiate with functional departments and asks for the opinions of the management, to prepare the drafted budget upon the comprehensive balance and in combination with the budget objective approved by Board of Directors.

序号 No.	预算编制流程说明 Notes to Process for Budget Preparation
1	按要求完成董事会“两上两下”并收到董事会预算批复; Complete “two report and two issuance” of Board of Directors as required and receive the approval of Board of Directors as to budget;
2	预算管理委员会根据董事会下达的年度战略计划和经营总目标制定相关预算目标草案（主要包括总收入、总支出、利润总额、净资产盈利率、经济增加值等指标）; Budget management committee prepares relevant draft budget objectives (mainly including total revenue, total expenditure, total profit, earnings rate of net assets, economic value added and other indicators) based on the annual strategic plan and overall business objective issued by Board of Directors;
3	预算管理委员会根据财务预算目标草案，组织召开预算编制动员会。由各职能部门负责人把关，结合本年度各业务整体经营预期，综合平衡后将预算目标草案分解至预算主体。 Budget management committee will organize the holding of budget preparation mobilization meeting according to the draft financial budget objective. Such meeting shall be controlled by responsible persons of each functional department. Upon the comprehensive balance, the draft budget object shall be broken down to budget subject combining the overall business expectations on each business in current year.
4	各预算主体按要求编写预算目标草案，分解到具体的项目、产品和预算科目，各职能部门负责人审核后，将预算目标草案和说明提交至预算管理办公室。 Each budget subject shall prepare the draft budget object and be broken down to specific items, products and budget account as required. Such draft budget objective and notes shall be submitted to budget management office upon the review of each department's responsible person.
5	预算管理办公室对各预算责任部门的预算草案进行汇总，完成公司层面的预算草案，综合平衡和调整后形成RC中外合作公司预算草案，由预算管理委员会审核通过后，交由董事会审议批准。 Budget management office is responsible for collecting all draft budgets of each competent department of budget to complete the draft budget of the whole company. The draft RC Chinese-foreign cooperative company budget is formed upon the comprehensive balance and adjustments, and

	shall be submitted to the Board of Directors for deliberation and approval after budget management committee has approved.
6	<p>董事会对预算草案进行审议和调整，经董事会审批通过后形成年度预算最终确认版，再由预算管理办公室分解并发布。</p> <p>The final annual budget shall be constituted upon the deliberation, adjustment and approval of the Board of Directors, and then shall be broken down and issued by budget management office.</p>

5 全面预算审批

Approval of Comprehensive Budget

5.1

公司全面预算按照集团公司要求进行编制，由公司预算管理委员会审核后，上报董事会审议批准。

The comprehensive budget of the company shall be prepared according to requirements of Group Company, and shall be submitted to Board of Directors for deliberation and approval upon the review of the company's budget management committee.

5.2

每年的12月中旬，预算管理办公室按照全面预算指标结合总经理签订的目标责任书编制公司全面预算。全面预算由公司预算管理委员会审核、总经理签字后，报董事会批准。

In middle December every year, budget management office shall prepare the comprehensive budget of the company as per comprehensive budget indicator and the objective responsibility letter signed by general manager. Comprehensive budget shall be reported to Board of Directors for approval upon the review of budget management committee and the signature of general manager.

5.3

预算管理办公室将审议通过的预算以书面形式分解下达至各部门执行。

The approved written budget is broken down by budget management office and distributed to each department to implement.

6 全面预算调整

Adjustment of Comprehensive Budget

6.1

公司全面预算一经批复下达，具有严格的执行力，原则上不作调整。

Once the company's comprehensive budget is issued, it shall be strictly implemented and shall not be adjusted in principle.

6.2

当现实情况与预估情况差距较大时，各预算执行部门可根据实际情况，向预算管理委员会提出预算调整申请，并提交预算调整申请表。报告内容应列明调整项目、原因、金额，交部门负责人审批后报预算管理委员会，由预算管理办公室汇总预算项目的调整方案后从资金、成本等角度进行审核。如经费在公司年度预算的预备费控制之内，由预算管理委员会审批，总经理签字即可；如调整的预算经费总额需突破预备费指标，还需提交董事会审查批准；未经批准的调整方案，将不得执行。

If there is a big difference between reality and estimation, each budget implementation department can apply to budget management committee for budget adjustment according to actual conditions, and submit budget adjustment form. The report specifying adjustment items, reason and amount shall be submitted to budget management committee after responsible persons of all departments have reviewed, and then budget management office will conduct a review from capital, cost and other perspectives upon the collection of adjustment plans regarding budget items. If such funds are within the control of the company's reserves for annual budget, such report shall be reviewed and approved by budget management committee. If the adjusted total budget is beyond the budget reserve indicator, it shall also be submitted to Board of Directors for review and approval. Unapproved adjustment plan shall not be implemented.

6.3

董事会审议预算调整方案，审批通过后将调整方案反馈至预算管理委员会。

Board of Directors deliberates the budget adjustment plan and will feed it back to budget management committee if it is approved.

6.4

预算管理委员会根据审批通过的预算调整方案调整预算目标，然后由预算管理办公室以书面方式分解下达至各预算执行部门。

Budget management committee shall adjust budget objective according to the approved budget adjustment plan, and then budget management office shall break it down in written form and issue to each budget implementation department.

7 全面预算的执行、控制

Implementation and Control of Comprehensive Budget

7.1

预算最终确认版发布后，预算管理委员会、预算管理办公室及各部门要按照预算目标将不同的指标层层分解，将指标和责任落实到人头，构成全方位的预算执行责任体系。

Upon the issuance of the final budget, budget management committee, budget management office and all departments shall break down different indicators level by level as specified by budget objective, to assign clear indicator and responsibility to every person and to establish an all-round budget implementation responsibility system.

7.2

公司预算经董事会批准后，预算管理办公室将预算指标通过指标本的发送给各部门负责人。各部门成本费用报销都须同时提交报销单和指标本，预算管理办公室将各部门成本费用逐一登记在指标本中，确保各部门对预算执行情况的实时监控。每季度末各部门将预算指标本交回财务部，预算管理办公室对各部门的预算执行情况进行统计汇总并编制预算分析报告。年度末财务部将各部门预算指标本收回并归档保存。

Budget management office shall issue budget indicators to the responsible persons of all departments through indicator book after the Board of Directors has approved corporate budget. Both of reimbursement form and indicator book shall be submitted for reimbursing the cost of all departments. Budget management office records such cost in indicator book one by one, to ensure each department's real-time supervision on budget implementation. At the end of each quarter, each department shall return budget indicator book back to finance department, and budget management office shall prepare the budget analysis report upon the statistics and collection of each department's budget implementation. Budget indicator book shall be withdrawn and placed on file by finance department at the end of year.

7.3

预算内资金拨付的程序：由资金使用部门按照《财务货币资金支出管理规定》填写相关单据，并附相关文件、合同或资料，送财务部审核，依照授权审批权限审批后，办理资金拨付手续。

Procedure of allocating budget fund: the department using such fund fills in relevant notes according to Regulations on the Administration of Financial Monetary Funds Expenditure and submits such notes, together with relevant files, contracts or materials, to finance department for review. Funds allocation procedures shall be handled upon the approval according to authorized approval authority.

7.4

超预算或者预算外的资金支付，应当实行严格的审批制度，按照公司预算管理办法要求以及《货币资金支出管理规定》的审批程序执行。对于无预算、无合同、无凭证、无手续的支出，一律不予支付。

Payment of over-budget or off-budget funds shall be made based on strict approval system, the company's regulations on budget and the approval procedures specified in Regulations on the Administration of Monetary Funds Expenditure. No payment shall be made unless corresponding budget, contract, certificates and procedures are provided.

7.5

预算管理委员会负责公司预算、部门预算的监督执行。每个季度和年度终了后，根据各部门上报的部门预算执行情况和对各部门执行的检查情况，向预算管理委员会和董事会提交公司预算执行情况分析报告，及时发现问题，并提出解决问题的建议和应采取的措施，保证预算目标的实现。

Budget management committee is responsible for the supervision and implementation of corporate budget and departmental budget. At the end of each quarter and each year, based on the budget implementation reported by each department and the inspection conducted by each department, the corporate budget implementation analysis report shall be submitted to budget management committee and Board of Directors. Achievement of budget objective is ensured by timely finding problems, proposing corresponding solutions and measures to be taken.

8 全面预算监督与考核

Supervision and Assessment of Comprehensive Budget

8.1

公司预算执行情况应接受董事会、监事会和上级主管部门的监督检查并如实提供预决算资料，执行监督检查机构或部门提出的检查意见。

Implementation of corporate budget shall be subject to the supervision and inspection of Board of Directors, Board of Supervisors and competent department. The company shall truthfully provide budget and final settlement materials and carry out the inspection opinions proposed by supervision and inspection agency or department.

8.2

各预算主体应严格执行预决算制度，不得违反国家财政法规，不得违反国家方针政策。对预决算执行中出现的问题，及时反映，采取果断的处理措施。不得弄虚作假，对情况严重的，要追究当事人的直接责任。

Each budget subject shall strictly implement budget and final settlement system, shall neither violate national financial regulations nor violate national policies. Problems found during the implementation of budget and final settlement shall be reported promptly and be handled by taking decisive measures. Falsification shall not be allowed, and the party involved shall be investigated for direct responsibility if the circumstance is serious.

8.3

公司全面预算考评和激励原则：

Assessment and incentive principles for corporate comprehensive budget are as follows:

- 公开、公正、公平原则。公司全面预算管理委员会每年对公司各部门的考评情况予以公布或者通报，严格按照制度规定，以统一的标准对各责任中心进行考评。
Openness, fairness and equity. The company's comprehensive budget management committee shall publish or notify the assessment of each department every year, and strictly follow relevant regulations and unified standards to assess each responsibility center.
- 重要性原则。根据各预算责任主体全面预算管理工作的实施情况，对预算编制、执行、分析、调整、监督、预算管理创新等重要环节进行考评。
Importance principle. Assessment shall be conducted on important links including budget preparation, budget implementation, budget analysis, budget adjustment, budget supervision and budget management innovation based on the implementation of comprehensive budget management by each budget responsibility subject.
- 预算管理考评和预算目标完成情况考评相结合原则。全面预算管理工作的考评，既要考评日常预算管理工作，又要考评预算目标完成情况。通过日常全面预算工作的考评，使各责任中心重视全过程的预算管理和控制，及时发现和解决问题，促进全面预算管理工作不断完善；通过预算目标完成情况考评，能科学地、全面地评定公司各部门预算年度内全面预算管理工作的成绩。

The principle of combining budget management assessment with budget objective completion assessment. Assessment of comprehensive budget management includes both daily budget management and the completion of budget objective. By assessing the daily work of comprehensive budget, each responsibility center can emphasize the whole process of budget management and control, timely find and solve problems as well as constantly improve the work regarding comprehensive budget management. By assessing the completion of budget objective, the performance of the comprehensive budget management of each department in the budget year can be scientifically and roundly assessed.

- 定性与定量相结合的原则。预算考评，无论是指标考核，还是非指标考评，原则上均要量化，对于一些量化有难度的环节，要先予以定性评价，然后再予以量化，使预算考评工作便于操作。
The principle of combining quantitative and qualitative assessment. Budget assessment, whether it is indicator assessment or non-indicator assessment, shall be quantified in principle. For some links with quantification difficulties, qualitative assessment shall be conducted before quantification, so as to make budget assessment easier to operate.

9 附则 Supplementary Provisions

9.1

本办法由财务部负责解释。

This system shall be explained by the finance department.

9.2

本制度自下发之日起执行，如有与本制度抵触者以本制度为准。

This system shall be implemented from the date on which it is issued. If there is any conflict between other systems and this system, this system shall prevail.

9.3

本制度根据公司情况适时修订。

This system shall be modified from time to time according to the company's conditions.