

航天之路

The ~~CAI~~ Passage



航天科技國際集團有限公司
China Aerospace International Holdings Ltd.

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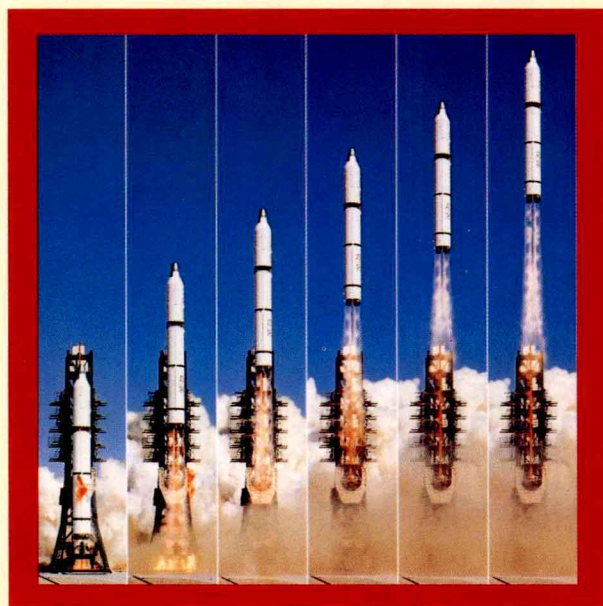
二十年根基 跨世紀科技

A Foundation of Twenty-years' Standing

Technology that Straddles the Turn of the Century

題詞

一九九五年八月八日



二十週年紀念圖文集

THE 20TH ANNIVERSARY COMMEMORATIVE ALBUM

航天科技國際集團有限公司

China Aerospace International Holdings Ltd.

1995

弘揚航天精神
依靠科技、人才、管理
開拓奮進
定創一流

劉紀原
一九九五年五月

劉紀原教授題詞：弘揚航天精神，依靠科技、人才、
管理；開拓奮進，定創一流

Inscription by: Prof. Liu Ji Yuan



航天科技國際集團有限公司

董事局名譽主席

劉紀原 教授

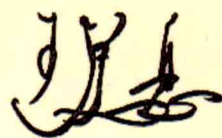
Professor LIU JI YUAN

Honorary Chairman of Board of Directors

China Aerospace International Holdings Ltd.

人生乐

人生何求？
創業為樂，
助人為樂，
知足常樂，
樂在其中，
其樂無窮。



王美岳總裁題詞：人生何求？創業為樂，助人為樂，
知足常樂，樂在其中，其樂無窮。

Inscription by: CASIL President Wang Mei Yue



航天科技國際集團有限公司
董事局主席兼總裁
王 美 岳 博士

Dr. WANG MEI YUE
Chairman of Board of Directors & President
China Aerospace International Holdings Ltd.

壹

1995年8月8日，是航天科技國際集團有限公司（簡稱航科集團）值得隆重慶祝的節日。

20年前，航科集團的前身—香港康力投資有限公司（簡稱康力集團）在香港創立。她經歷了七十年代興盛、八十年代衰落、九十年代初債台高築的滄桑變遷，到1992年已瀕臨破產。正當康力集團“山重水複疑無路”之時，1993年5月經國務院批准，中國航天工業總公司一舉收購“康力”51%的股權，並將其易名為航天科技國際集團有限公司。在航科集團董事局的領導下，航科集團銳意改革，大膽開拓，採取了一系列舉措，到1994年底，航科集團的資產淨值增加近20億港元，淨盈利額達1.62億港元。這一巨大變化和神速發展以“香港股壇神話”而譽滿香江。航科集團以“高科技新星”的雄姿譜寫了“航科”20年發展史上最為輝煌的篇章。

為真實系統地總結航科集團20年的艱辛歷程，生動地再現“航科人”“創業為樂、奉獻則榮”的思想情操，充分地表達航科集團立志爭創一流高科技跨國集團的壯志豪情，航科集團董事局決定編輯出版《航科之歌》文集和《航科之路》圖文集，這是航科集團經風經雨的創業之歌，是“航科人”亦苦亦甜的奉獻之歌，也是各界同仁相幫相助的友誼之歌。讀之令人振奮，受益匪淺，回味深長。

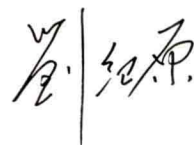
序

今天，我把《航科之歌》文集和《航科之路》圖文集推薦給大家，其主要目的是為了讓大家更好地了解航科集團的創業歷程，與大家共同分享“航科人”創業之樂，並希望今後對航科集團的發展繼續給予關心、支持和幫助。

言

“前事不忘，後事之師”，我衷心希望航科集團認真總結和汲取過往的經驗教訓，進一步弘揚航天精神，依靠科技、人才和管理，紮紮實實，開拓奮進，爭創一流，實現“科學創業、科技興業、振興航科、發展航天”的發展戰略和《航科集團十年發展綱要》的奮鬥目標。我衷心祝願航科集團興旺發達，蒸蒸日上，再創佳績，再攀高峰，為中國航天事業的發展，為香港的繁榮穩定，為中國的改革開放和四化大業做出更大貢獻。

中國航天工業總公司總經理
航天科技國際集團有限公司
董事局名譽主席



劉紀原 教授
1995年8月初於北京





Preface

August 1995

August 8 1995 is a festive date worthy of solemn celebrations by the China Aerospace International Holdings Ltd. (CASIL).

20 years ago, the predecessor of CASIL - Hong Kong Conic Investment Ltd. (CONIC) was established in Hong Kong. It then experienced a period of prosperity in the 1970's and a period of decline in the 1980's, reaching a stage of when debts were accumulating seriously in the early 1990's. By 1992, it was almost in a state of insolvency. Just when CONIC was in this desperate situation, the China Aerospace Corporation (CASC) obtained the approval of the State Council and acquired 51% stake in the CONIC in May 1993 and renamed it CASIL. Under the leadership of the Board of Directors of CASIL, the group underwent significant reforms and took a series of bold, creative steps. By the end of 1994, the net asset of CASIL reached HK\$ 2 billion and net profit of HK\$ 162 million. This vast change and fantastic speed of development is well known in Hong Kong as "a miracle in the stock market", and CASIL, posing as "a new high-tech star", writes a brilliant chapter in the 20 years' history of development of the group.

In order to record systematically and truthfully the difficult course which CASIL passes over the 20 years, to present vividly the CASILians' spirit of "to establish the enterprise is a joy, to contribute is an honour", and to express adequately CASIL's determination to become a first class high-tech transnational corporation, the Board of Directors of CASIL decides to publish an anthology "The Song of CASIL" and an album "The CASIL Passage". This is the song of hard-earned pioneering of the group, the song of contribution with mixed feelings of the CASILians and the song of friendship with so many people from all walks of life. It is encouraging, beneficial and memorable.

Today, I dedicate "The Song of CASIL" and "The CASIL Passage" to readers for purpose of fuller understanding of CASIL, of sharing the joy of business-pioneering of the CASILians, and I wish that our readers will continue to render concern, support and help to the development of CASIL.

The past is the teacher of the future. I sincerely hope that CASIL will consolidate itself and keep on working hard to further flourish the spirit of CASC, to depend on technology, professionals and management, to create new frontiers, to march ahead, and to strive for excellence. In this way, CASIL will realize the development strategy of establishing the enterprise with science, vitalizing the business with technology, making CASIL prosper and developing the aerospace industry, and will achieve the working goal of "The Ten-Year Development Outline". I sincerely wish CASIL to continue to prosper and reach new peaks of achievement, thus contributing even more to the aerospace industry of China, the prosperity and stability of Hong Kong, the opening up and reformation in China and the four modernizations of the motherland.

Professor Liu Ji Yuan
President, China Aerospace Corporation
and Honorary Chairman of the Board
China Aerospace International Holdings Ltd.



貳

今年8月8日是航天科技國際集團有限公司（簡稱“航科”）創建二十週年紀念日。

為了更好地紀念和慶祝這個對於每個“航科人”都十分寶貴的節日，集團董事局決定收集、整理、編輯、出版《航科之路》圖文集和《航科之歌》文集，作為“航科”最珍貴的生日禮物奉獻給每一位曾經為“航科”事業辛勤耕耘、默默奉獻而做出貢獻的創業者；作為“航科”最微薄的生日禮物奉獻給每一位曾經給予“航科”事業熱情支持和真誠幫助的領導；作為“航科”最有紀念意義的生日禮物奉獻給香港和海內外各界友好人士和朋友；作為“航科”最有價值的生日禮物奉獻給偉大的、光輝的中國航天事業和祖國的改革開放與四化大業。

《航科之路》圖文集與《航科之歌》文集緊密結合，融為一體，系統地、真實地記述了航科集團20年的創業史，生動地、具體地再現了航科集團20年來艱苦創業、科學創業的艱險歷程。

《航科之路》圖文集以題詞、大量的圖片和文字反映了航科集團的近況，主要包括“航科”的技術、“航科”的人才、“航科”的產品、“航科”的文化、“航科”的市場、“航科”的管理、“航科”的資產以及“航科”的方向、“航科”的目標、“航科”的方針、“航科”的策略、“航科”的規劃、“航科”的任務和“航科”的前景，其目的主要是為了讓祖國內地、香港和海外的朋友比較全面地、系統地了解“航科”、認識“航科”，並在今後能更好地支持“航科”、幫助“航科”，多與“航科”開展各個方面的合資、合作與交流，促進“航科”更快、更好地向一流的高科技跨國集團方向發展，真正成為中國航天走向世界的重要窗口和橋樑。

《航科之路》主要是反映“航科人”創業之路。20年來，“航科”所走過的路是一條艱難的路、曲折的路，也是一條創新的、成功的路。

《航科之歌》文集則從各個側面較全面地反映了航科集團創建20週年來艱苦創業的歷史，特別是中國航天工業總公司（簡稱“中航總”）成功收購控股“康力”後近兩年的神速發展和巨大變化，充分表達了“航科”創業者們堅持“立足香港，背靠祖國，走向世界，科學創業，科技興業，振興航科，爭創一流，發展航天，服務香港，服務祖國”的豪情壯志和“精忠報國”、“創業為樂，奉獻則榮”的思想情操。

總 裁 獻 詞





總裁獻詞

“航科”今日的成功，不僅得到了國務院和“中航總”、外貿部、中國銀行、財政部、國家計委、經貿委、國防科工委、國家科委、國資局、港澳辦、新華社香港分社、郵電部、電子部、國家教委、國家稅務總局、海關總署等國家有關部門和北京市、上海市、江蘇省、廣東省、惠州市、深圳市、東莞市、威海市、秦皇島市等省市領導的大力支持，更傾注了國家和政府各部門領導人的無比關懷。江澤民總書記、李鵬總理、李瑞環主席、朱鎔基副總理、劉華清副主席、丁關根書記、鄒家華副總理、李嵐清副總理、吳邦國副總理、李鐵映國務委員、宋健國務委員、謝非書記、陳慕華副委員長、王丙乾副委員長、李沛瑤副委員長、吳學謙副主席、趙樸初副主席、薄一波（前）副總理、張愛萍（前）國防部長和（前）國防科工委主任、張勁夫（前）國務委員、楊泰芳主席、張鈞（前）部長、林宗棠（前）部長、劉紀原總經理、劉仲黎部長、吳儀部長、吳基傳部長、魯平主任、周南社長、陳煥友書記、朱森林省長、何椿霖副秘書長、沈榮駿副主任、聶力副主任、甘子玉副主任、曾培炎副主任、郝建秀副主任、劉劍峰副部長、王春正副主任、韋鈺副主任、項懷誠副局長、金人慶副部長、劉積斌副部長、張佑才副部長、金蓮淑書記、陳滋英副主任、王鳳超副主任、鄭國雄副社長、張浚生副社長、秦文俊副社長、烏蘭木倫副社長、朱育誠副社長、谷永江副部長、劉山在副部長、李國華副部長、王雪冰行長、楊賢足副部長、劉平原副部長、張今強副部長、曲維枝副部長、孫家棟主任、李祥林副主任、王禮恆副總經理、欒恩杰副總經理、白拜爾副總經理、夏國洪副總經理、郭國政主任等幾十位國家領導人和政府各部門的主要領導曾先後到航科集團及其屬下公司視察檢查指導工作和聽取航科集團領導匯報。對於一個香港的中資企業來說，恐怕是歷史上少有的、難得的厚愛，特別是朱鎔基副總理、劉華清副主席、鄒家華副總理、李嵐清副總理、李鐵映國務委員、宋健國務委員等國家領導還在百忙中抽空單獨接見我、鼓勵我、支持我，張愛萍（前）部長、張鈞（前）部長、林宗棠（前）部長、劉紀原總經理等領導多年來在思想上、工作上給予我無微不至的關懷和鼎力支持，尤其是劉紀原總經理在我有生以來最艱難的時刻（即“中航總”收購“康力”的那段日子裡）所給予我的最大的信任、最堅決的支持、最誠懇的幫助，更使我永遠銘記在心、終生難忘。

“航科”今日的成功，不僅得到了“中航總”領導和機關各部門的堅決支持，而且得到了“中航總”屬下各院、局、基地、公司領導和有關部門的真誠幫助，特別是劉紀原總經理等“中航總”領導審時度勢，高瞻遠矚，在不失時機地、果斷地、成功地收購控股“康力”以後，又及時地幫助“航科”制訂了公司的振興綱要、發展規劃、經營策略和靈活政策，並在資金、人才與技術等多方面給予支持，從而有力地促進了“航科”各項業務的迅速發展，短短的一年多時間裡不僅一舉結束了康力集團長達11年之久連年虧損的歷史，徹底扭虧為盈，而且公司的資產淨值增加了近20億港元，1994年年度公司盈利達1.6億港元。





總裁獻詞

“航科”今日的成功，不僅是“航科”全體員工齊心協力、勤奮努力的結果，更是“航科”的各級領導不辭辛苦、不畏艱險、開拓創新、團結拼搏的豐碩成果，同時也是與航科集團的領導，特別是姬江會先生多年來對我的關心、支持和幫助分不開的。

“航科”今日的成功，不僅得到香港和海內外各界朋友的熱情幫助，更是與中國內地和香港廣大傳媒界的朋友們對“航科”的悉心關照息息相關，特別是1994年以來的一年多時間內，各種傳媒和新聞界的朋友對“航科”的採訪、報道就多達20多萬字，對一個香港的上市公司來說，恐怕也是歷史上不多見的。新聞界的朋友們對航科集團和我本人的採訪與報道，情真意切，字字感人，對我們每個“航科人”，特別是對於我本人，更是深受鼓舞、深受教育。這對我和我的同事既是真心的勉勵，更是有力的鞭策。

作為一個“航天人”，作為“航科”集團的一名普通的工作人員，我為“航科”今日的成功而自豪，“航科”屬於中國航天，“航科”屬於香港，“航科”屬於中國。“航科”取得的成就應歸功於“中航總”的正確領導，應歸功於航科集團全體員工的辛勤努力，應歸功於國家和政府有關部門的大力支持，應歸功於香港和海內外朋友們的熱情幫助。值此航科集團創建20週年之際，我謹代表航科集團董事局，並以我個人的名義，向航科集團全體員工表示衷心的感謝和崇高的敬意，向每一位曾經給予“航科”事業關心、支持和幫助的領導和朋友表示衷心的感謝和崇高的敬意。在慶祝“航科”創建20週年的這段日子裡，劉華清副主席、李嵐清副總理、吳邦國副總理、李鐵映國務委員、宋健國務委員、王丙乾副委員長、趙樸初副主席、薄一波（前）副總理、張愛萍（前）國防部長、張勁夫（前）國務委員、劉紀原總經理、劉仲藜部長、周南社長、張鈞（前）部長、林宗棠（前）部長、甘子玉副主任、劉劍峰副部長、韋鈺副主任、項懷誠副局長、陳滋英副主任、王鳳超副主任、張浚生副社長、烏蘭木倫副社長、王禮恆副總經理、欒恩杰副總經理、白拜爾副總經理、夏國洪副總經理等領導和譚璋球市長、葉月堅副市長、黃養輝先生、啟功先生、沈彬如先生、宋文治先生、蕭平先生、廖靜文女士、陳篤信校長、楊士勤校長、何立權副校長等還專門為“航科”題詞、贈送字畫，充分表達了對“航科”的一片深情厚意，這裡我代表航科集團董事局和全體同仁向各位領導和朋友們表達最衷心的感謝和最崇高的敬意。

作為一個普通的“航科人”，我深深體會到“航科”今日之成功是多麼來之不易。雖然，今日“航科”的成功雖微不足道，但“航科”20年來每一次成功與失敗都是十分珍貴的，尤其是失敗的教訓比成功的經驗更為珍貴。“航科”創業路上所取得的每一點成績，每一點進步都應當十分珍惜。俗語說，創業如逆水行舟，不進則退。人生無坦途，創業無止境。只有懂得珍惜過去，才能牢牢把握現在，才會勇敢地去開拓未來。



總裁獻詞

作為一個普通的“航科人”，我們堅信“航科”的明天一定會更加美好。今日“航科”的成功，可以說這僅僅是“航科”創業史上一個小小的進步和“航科”創業長征路上一個新的起點。今後“航科”的目標更高了，創業的任務更重了，創業的難度就更大了。因此，在“航科”前進和發展的征途上一定還會有許許多多的艱險和挑戰。但是有“中航總”的正確領導，有中國航天27萬精英作堅強後盾，有國務院和國家有關部門的大力支持，有香港與海內外朋友的熱心幫助，有15,000名“航科人”的共同努力，我們一定能夠按照“中航總”劉紀原總經理所提出來的要求和航科集團《十年振興與發展綱要》所規定的任務和目標，高舉中國航天的旗幟，繼續發揚“航科人”的創業精神，排除萬難，乘勝前進，再攀高峰，再創輝煌。我們一定能在不遠的將來把航科集團辦成人才的王國和技術的王國，把航科集團真正創辦成為一流的高科技跨國集團。

“海到盡頭天是岸，山登絕頂我為峰”。劉海粟大師生前曾多次以此詩句熱情勉勵我一定要把對事業的追求作為人生的最高目標，而創業者必須要有登峰造極的智慧和不怕驚濤駭浪的大無畏精神才能事業有成。我們對航天科技事業孜孜不倦的追求，在於豐富人生，回饋社會。在此“航科”創建20週年之際，我們願以海粟大師之詩句與大家共勉。我們“航科人”願將我們自己的一切奉獻給中國航天事業，奉獻給香港和中國更美好的明天，奉獻給亞洲和世界更美好的明天，奉獻給人類的和平與進步。

二十年根基，跨世紀科技。航科集團將會以雄厚的實力和技術與人才優勢快步邁向21世紀。航天科技願與朋友們攜手並進，緊密合作，共創人類價值新世紀。

朋友們，我們願將《航科之路》獻給你，與你一起分享“航科人”創業之快樂，希望你喜歡它。

《航科之路》圖文集在編輯出版過程中得到了不少領導、朋友和同事的關心、支持和幫助，在此一併表示衷心的感謝和崇高的敬意。

航天科技國際集團有限公司
董事局主席兼總裁

王美岳博士
1995年8月8日





Message from the President

8 August 1995

August 8 this year marks the 20th anniversary of The China Aerospace International Holdings Ltd.(CASIL). In order to commemorate and celebrate more meaningfully this special day which is of great value to all CASILians, the Board of the Directors decides to collect, collate, edit and publish an album "The CASIL Passage" and an anthology "The Song of CASIL", as treasured gifts to everyone who has worked hard for the CASIL cause; as token gifts to state leaders and friends who have rendered hearty support and sincere assistance; as most memorable birthday gifts to friends in various walks of life in Hong Kong, the mainland and overseas, and as most valued birthday gifts to the glorious and glittering aerospace industry of our country and the endeavours towards reformation, development and modernization.

The album "The CASIL Passage" and the anthology "The Song of CASIL" together systematically and truthfully record the history of development of CASIL over the past 20 years. They replay the difficult stages which CASIL has overcome in establishing the enterprise with hard work, and in prospering the business with technology.

The album "The CASIL Passage", with its vast collection of inscriptions, photos and articles, emphasizes on the recent situation of CASIL. It describes the technologies possessed by CASIL, its experts, its products, its culture, its markets, its management, its assets and its direction, its goal, its course, its strategy, its planning, its missions, and its prospects. The purpose of the album is to enable friends in China, Hong Kong and overseas to understand and learn about CASIL more comprehensively and systematically, so that they will better support and assist CASIL in the future, and increase joint-venturing, cooperation and exchanges with CASIL. This will facilitate CASIL in greater, faster and better development towards becoming a first class high-tech transnational enterprise, and eventually acting as an important window and bridge to the world for CASC.

"The CASIL Passage" recollects the road which the CASILians walk through in establishing the enterprise. In the past 20 years, the course of CASIL has been a difficult, meandering passage. However, it is also a passage of pioneering and success.

The anthology "The Song of CASIL" reflects from various angles quite comprehensively the history of CASIL over the last 20 years in establishing itself, especially the fantastic speed of development and the huge changes which have taken place within the 2 years since China Aerospace Corporation (CASC) has taken over CONIC. Such account



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fully presents the ambition of the pioneers in CASIL who persist with their conviction to establish a firm basis in Hong Kong; to be closely depended on the motherland; to venture into the world; to found the scientific enterprise, to prosper business with technology; to vitalise CASIL, to serve Hong Kong; and to serve the motherland. It also tells well of the CASIL philosophy of loyally serving the motherland, taking the establishment of the enterprise as a joy and considering it an honour to give one's own best for the sake of the cause.

The success of CASIL today owes much to senior leaders of the State Council, CASC, Ministry of Foreign Economic Relations and Trade, Bank of China, Ministry of Finance, State Planning Commission, Ministry of Foreign Trade and Economic Cooperation, Commission of Science for National Defense, State Science and Technology Commission, National Administrative Bureau of the State-owned Property, Hong Kong - Macau Affairs Office, Xinhua News Agency (Hong Kong Branch), Ministry of Posts and Telecommunications, Ministry of Electronics, State Education Commission, State Municipal Taxation Bureau, Customs General Administration and relevant other departments, and also the leaders of Beijing, Shanghai, Jiangsu Province, Guangdong Province, Huizhou City, Shenzhen City, Dongguan City, Weihai City and Qing Huang Dao City. Besides this, it also has benefitted from the kind concern and support of senior leaders of the State and various government departments. They include Party Secretary General Jiang Zemin, Premier Li Peng, Chairman Li Ruihuan, Vice Premier Zhu Rongji, Vice Chairman Liu Huaqing, Party Secretary Ding Guangun, Vice Premier Zou Jiahua, Vice Premier Li Nanqing, Vice Premier Wu Bangguo, State Councillor Li Tieying, State Councillor Song Jian, Party Secretary Xie Fei, Vice Chairman of State Councillors Chen Muhua, Vice Chairman of State Councillors Wang Binqian, Vice Chairman of State Councillors Li Peiyao, Vice Chairman Wu Xueqian, Vice Chairman Zhao Puchu, former Vice Premier Bo Yibo, former Minister Zhang Aiping, former State Councillor Zhang Jingfu, Minister Yang Taifang, former Minister Zhang Jun, former Minister Lin Zhongtang, CASC President Liu Jiyuan, Minister Liu Zhongli, Minister Wu Yi, Minister Wu Jichuan, Director Lu Ping, Director Zhou Nan, Party Secretary Chen Huanyiu, Governor Zhu Shenlin, Deputy General Secretary He Chonglin, Vice Director Shen Ronjun, Vice Director Lie Li, Vice Director Gan Zhiyu, Vice Director Zeng Peiyan, Vice Director Hao Jenxiu, Vice Minister Liu Jienfeng, Vice Director Wang Chunzhen, Vice Director Wei Yu, Director Xiang Huaicheng, Vice Minister Jin Renqing, Vice Minister Liu Jibin, Vice Minister Zhang Youcai, Party Secretary Jin Nienshu, Vice Director Chen Zhiying, Vice Director Wang Fengchao, Vice Director Zheng Guoxiong, Vice Director Zhang Junsheng,



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Vice Director Tai Wenjun, Vice Director Wulan Mulun, Vice Director Zhu Yucheng, Vice Minister Gu Yougai, Vice Minister Liu Shanzai, Vice Minister Li Guohua, President Wang Xuebin, Vice Minister Yang Xianzu, Vice Minister Liu Pingyuan, Vice Minister Zhang Jinjiang, Vice Minister Qu Weizhi, Director Sun Jiadong, Vice Director Li Xianglin, Vice President Wang Liheng, Vice President Luan Enjie, Vice President Bai Baier, Vice President Xia Guohong, Director Ge Guozhen, etc. They have visited CASIL and its subsidiary companies, inspected its work, and listened to reports from senior staff of the group. For a Chinese enterprise in Hong Kong, such care and concern must have been very rare. Moreover, I have been privately interviewed by Vice Premier Zhu Rongji, Vice Chairman Liu Huaqing, Vice Premier Zhou Jiahua, Vice Premier Li Nanqing, State Councillor Li Tieying, and State Councillor Song Jian amongst their heavy schedules, and given explicit words of encouragement and support. Besides, Mr. Zhang Aiping, former Minister, Mr. Zhang Jun, former Minister, Mr. Lin Zhongtang, former Minister, and Prof. Liu Jiyuan, President of CASC have through the years given me care and support both in my thoughts and practical works. In particular, I must express how much I appreciate President Liu Jiyuan for the greatest possible trust, the most staunch support and the keenest assistance from him during the most difficult time of my life (i.e. the days when CASC was acquiring CONIC). I will never be able to forget these touchingness.

The success of CASIL today has not only benefitted from the support of leaders of CASC and various state departments, but also that of institutes, bureau, operational bases, companies and relevant departments under the CASC. Special words have to be made of the wise assessment and vision of the leaders in CASC especially to President Liu Jiyuan and others, in opportunely and decisively acquiring CONIC; in formulating the outline for revitalising the company, the plan for development, and the strategy for operation; in establishing flexible policies; and in rendering support in capital, expertise and skills. All these have effectively promoted the development in various kinds of business in CASIL and enabled CONIC to regain life within a year, with the loss position completely turned into a profit one.

The success of CASIL today is not only the result of the concerted and diligent efforts of each and every staff member, but also that of the untiring hard working, the disregard for difficulties, the creativity and the unity in tackling problems of leading staff at various ranks. I would also attribute it to the kind concern, support and assistance in these years rendered to me personally by CASIL leading staff, in particular Mr. Ji Jianghuai.



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The success of CASIL today benefits not only from the kind assistance of friends in Hong Kong, the mainland and overseas but also the kind attention and care of the news media in Hong Kong and China. In particular, within the one year or so from 1994, visits have been paid to CASIL and materials written on it amounting to some 200,000 words. For a listed company in Hong Kong this must have been a kind of a record. Many reporters have written on CASIL and myself. The reports are written in a sincere manner. All CASILians, especially myself, are deeply touched and encouraged. More than encouragement, the reports represent yardsticks that we must all measure ourselves against and they are also the driving forces for us.

As a CASCian, as one ordinary worker in the CASIL group, I am proud of the success of CASIL to-date. CASIL belongs to CASC, to Hong Kong, and to China. The achievements of CASIL are attributable to the proper leadership of CASC, the diligent efforts of all staff of CASIL, the support of the State and the ministries, and the kind assistance of friends in Hong Kong, China and overseas. On the occasion of the 20th anniversary of CASIL, I wish, for my ownself as well as on behalf of the Board of Directors, to express the deepest gratitude and pay the highest tribute to all staff of CASIL. I wish to do just the same also to each and every one who has led CASIL on its way, who has shown kind concern, supported and assisted CASIL. I am also grateful that many celebrated persons have offered us with congratulatory inscriptions, paintings and calligraphies. They include Vice Chairman Liu Huaqing, Vice Premier Li Nanqing, Vice Premier Wu Bangguo, State Councillor Li Tieying, State Councillor Song Jian, Vice Chairman of State Councillors Wang Binqian, Vice Chairman Zhao Puchu, former Vice Premier Bo Yibo, former Minister Zhang Aiping, former State Councillor Zhang Jingfu, CASC President Liu Jiyuan, Minister Liu Zhongli, Director Zhou Nan, former Minister Zhang Jan, former Minister Lin Zhongzang, Vice Director Gan Zhiyu, Vice Minister Liu Jienfeng, Vice Director Wei Yu, Vice Director Xiang Huaicheng, Vice Director Chen Zhiying, Vice Director Wang Fengchao, Vice Director Zhang Junsheung, Vice Director Wulan Mulun, CASC Vice President Wang Liheng, Vice President Luan Enjie, Vice President Bai Baier, and Vice President Xia Guohong, as well as Mayor Tan Zhanqiu, Vice Mayor Ye Yuejian, Mr. Hung Yanghui, Mr. Qi Gong, Mr. Shen Binru, Mr. Song Wenzhi, Ms. Xiao Ping, Ms. Liao Yingwen, Mr. Chen Duxin, Mr. Yang Shiqin, Mr. He Liquan, etc.

As an ordinary CASILian I fully appreciate that the success of CASIL does not come easily. Although the success of CASIL may still not worth great mentioning, each piece of



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success or failure which we have experienced is of great value. In particular, the lessons we learn from our failures are more valuable than the experience of success. Each little achievement and progress we have made on the road to establish the enterprise is of substantial value. As the proverb goes, establishing the business is just like sailing against the tide -- if you do not go forward, you will be driven backward. There is no end to establishing the enterprise, just as there is no stop-still in a person's life. Only if we treasure the past can we firmly hold our present and boldly venture into the future.

As ordinary CASILians, we firmly believe that there is great future for CASIL. The success of CASIL today is only a small step ahead and a new starting point in the history of CASIL. From now on the goal of CASIL will be higher, the mission for establishing the enterprise will be heavier, and the difficulties we will meet will be more substantial. However, with the leadership provided by CASC, the backing of the 270,000 outstanding professionals in CASC, the support of the State and other relevant ministries, the keen assistance of friends from Hong Kong, the mainland and overseas and the concerted efforts of 15,000 CASILians, we will definitely be able to achieve the requirements set by CASC President Liu Jiyuan and the goal and mission set out in "The Ten-Year Development Outline ". We will fly the flag of CASC and continue to exert the spirit of entrepreneurship, surmount difficulties, conquer and re-conquer, climb ever higher and achieve ever brighter results. We will definitely be able to make CASIL a real high-tech transnational enterprise before long.

"At the end of the sea, we will find shore, and the shore is the sky. At the top of the hill is the peak, and I will be at the peak". The outstanding artist Master Liu Haisu, before he passed away, had many times used the above poem to encourage me to take career as my highest goal in life. The man to establish the enterprise must have the wisdom to achieve the excellence and the unfailing will to surmount difficulties. Our determined wish to excel CASIL's achievements is tantamount to enriching our own lives and to paying back to society which has nurtured us. On this occasion of the 20th anniversary of CASIL I wish to share with everyone concerned these wise words of Master Liu. We CASILians will endeavour to contribute to a brighter future of China and Hong Kong, to contribute to a brighter future of Asia and the world and to contribute to the peace and progress of mankind.

Bringing along a foundation of 20 years' standing and technology that straddles the turn of the century, CASIL marches rapidly into the 21st century with real strength, skills and