



航天信息股份有限公司总经理於亮先生
Mr. Yu Liang, the General Manager of Aisino Corporation

影响力日益扩大。

2018 年，正值中国改革开放 40 周年之际，也恰逢航天信息股份有限公司上市 15 周年之时，本刊记者有幸再次（五年后）回访了航天信息总经理於亮。拥有多年业界工作经历的於亮年轻有为，为人谦和、亲切，在一个多小时的采访中详细介绍了航天信息的发展和成就。

精准的战略眼光是一个企业能保持长久发展的先决条件。於亮首先介绍说：“航天信息制定了十三五发展战略，以‘创建国际一流 IT 企业集团’为企业愿景，以企业转型、产业升级为导向，瞄准国内与国际两个市场，坚持走质量效益型发展道路，着力调整产业结构和产品结构，提升产业层级；同时，航天信息积极开拓‘互联网+’相关产业应用，着力社会资源整合和资本运营，发展方式由内生向内生加外延转变。航天信息围绕以信息安全软硬件技术及产品为核心，以智慧化为特色的 IT 系统的设计、集成、实施能力及大数据运维服务能力，以遍及全国的线下线上一体化的营销服务网络形成竞

Persisting in Innovation and Leading the Chinese Informatization 坚持创新 引领中国信息化进程

—— Interview with Mr. Yu Liang, the General Manager of Aisino Corporation

—— 访航天信息股份有限公司总经理於亮先生

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作为中国 IT 行业最具影响力的上市公司——航天信息股份有限公司，从 2000 年 11 月 1 日成立的那一天起，就以推动中国信息化建设为己任一路前行。如今 18 年过去了，航天信息已经实现了跨越式发展，资产总额由 2000 年底的 5.9 亿元增长至 2017 年底的近 200 亿元，收入规模、效益水平也逐年保持着两位数的增长。18 年来，企业形象大幅提升，连续十八年荣获中国电子信息百强企业称号；连续八年入围中国软件业务收入百强行列；2017 年公司股票入选明晟新兴市场指数，计算机行业仅八支股票入选；连续八年上榜《财富》中国 500 强企业名单……社会

争优势，全面深化技术创新、商业模式创新和管理创新。为实现这个战略目标，航天信息积极实施了创新驱动、人才强企、发展服务、资本运营、国际化经营、相关多元化六大发展战略。”

在采访中，於亮多次向记者阐述，今天的航天信息正在数字经济时代中紧跟形势，转型升级，并且取得了瞩目的成就。於亮介绍，航天信息成立 18 年，上市 15 年以来，主要实现了六大转变：业务形态从线下转变为线上线下一体化，经营服务理念从被动转变为主动，发展观念从传统思维转变为互联网思维，组织模式从战略牵引转变为以战略为中心，创新形态由封闭转变为开放创新，主业由防



航天信息建设了全国性电子发票服务平台“51 发票”，提供安全、可靠、便捷的电子发票服务，是国内电子发票领域最具竞争力的厂商。



航天信息举办上市十五周年新品发布会。贯彻落实“以战略为中心体系化发展”理念，向“平台+产品+服务”公司转型发展。

伪税控单一业务转变为金税及企业市场、金融科技及服务、物联网技术及应用三大业务板块并举。如今，航天信息的业务范围已经拓展至税务、公安、交通、粮食、金融、政务等多个行业，2017 年非税产业收入已经占据总收入的 77.9%，新业务与防伪税控传统业务对利润的贡献平分秋色。让航天信息更添底气的是，公司建立并整合了全国营销服务体系，建立了覆盖全国的 36 家省级服务单位，服务着超过 1200 万户的企业客户，营销服务更加高效。此外，航天信息还创造了多个第一：首次增值税防伪税控系统的全国上线推广，汉字防伪技术首次在发票上的应用，全国第一张营改增发票的开出，全国第一家数字粮库的诞生，全国第一次居民身份证的异地挂失受理，全国统一的第一版出入境业务管理系统的上线……在这一个个第一、一个个数据的背后，是航天信息始终秉持央企的责任与担当、是航天信息用自己的努力与坚持创造出的一个个不平凡！

拥有持续创新能力是企业快速稳健发展的保证。谈到航天信息在研发与创新方面的成就时，於亮分析说：“航天信息在研发创新方

面秉持的理念是：以问题为导向，加强顶层策划，协同融合发展，完善研发体系布局，完善研发人才队伍，抓基础、抓共享、抓能力，深化机制创新，提高公司核心竞争力。”

从成立至今，航天信息时刻不敢放松的，就是研发。雄厚的资金、庞大的技术团队、航天的技术优势、清晰的市场和客户定位，保证了航天信息始终处于创新的快车道上。於亮特别提到了航天信息在前瞻性技术上的布局和成果。以现在最热的区块链技术为例，航天信息在两年半前就成立了一支专门研究区块链技术的团队，并与国内的高校、组织经常互动。如今，航天信息在与区块链相关的密码算法、智能合约、区块链交易效率、隐私保护等方面获得了业界领先的研究成果。“我们的前瞻性研究和布局覆盖 6 大类、19 大项，目前正在稳步推进中。这些前瞻性的研究必将对航天信息的转型升级起到积极的推动作用。”於亮表示。

航天信息做研发还有一点与众不同，就是产品研发与产品商业化同步进行，一环紧扣一环，一支队伍做技术研发的同时，另外一支队伍则认真研究应用场景、分析客户需求，当一项技术或功能成熟后，马上就能实现商业化。用於亮的话说，



2016 年 5 月 1 日，全国全面推开“营改增”试点。航天信息作为我国税务信息化领域的领军企业，全力保障营改增推广工作。

技术研发成功之时，也是产品推出之日。还是以区块链为例，航天信息抓住了一个非常重要的应用场景——电子发票，将区块链技术与电子发票相结合，使得发票可以作为报销凭证或用于打官司的有效证据。据悉，航天信息基于区块链技术的电子发票系统已经在多地上线运行了，运行效果很不错。

谈到未来的发展目标，於亮充满信心：“航天信息要向‘平台+产品+服务’转变。以‘大平台，小前端，富生态，共治理’为产业格局，以互联网平台为核心，以功能和应用为切入点，逐步扩大业务覆盖范围和市场影响力，积累、打通行业数据，以大数据运维及服务为特色，聚集产业链上下游资源，打造多方共赢的产业应用生态圈。”

上市 15 周年以来，航天信息在推动中国信息化发展进程的道路上，步伐清晰而坚定。我们衷心祝愿航天信息继续引领中国 IT 产业发展，祝愿航天信息在前行路上继续乘风破浪，扬帆远航！



航天信息自主研发的国地税自助办税终端，使 95% 以上涉税业务均能全程自助、智能办理。

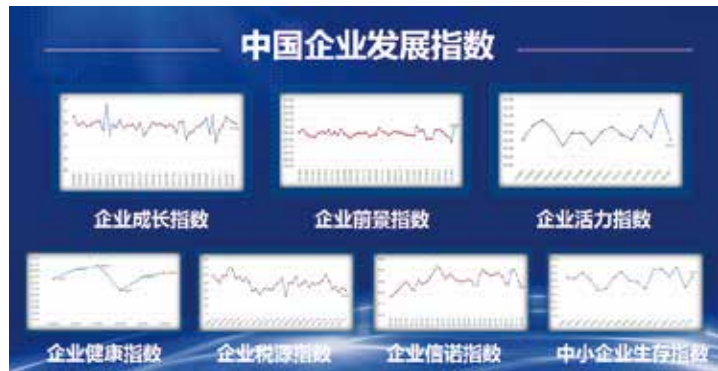


航天信息独家承建的全国居民身份证异地受理系统、全国居民身份证挂失申报系统，“让信息多跑路，让群众少跑腿”。

As one of the most influential listed IT companies in China, Aisino Corporation has endeavored to promote the informatization construction in China since its establishment in November 1, 2000. In the past 18 years, Aisino has achieved leap-forward development and raised its total assets from 590 million RMB at the end of 2000 to nearly 20 billion RMB at the end of 2017, realizing a double-digit growth in both income scale and efficiency level. Over 18 years, the company has won many awards, for example, the Top 100 Electronic Information Enterprises in China (in 18 consecutive years), the Top 100 Companies with Highest Software Incomes in China (in 8 consecutive years), the only eight stocks in MSCI Emerging Markets Index (the computer industry), and the Fortune China 500 Companies (in 8 consecutive years), which illustrates its expansion of wide social influence.

This year, just at the 40th anniversary of China's reform and opening-up and the 15th anniversary of Aisino for its listing, the journalist has an interview with Mr. Yu Liang, the General Manager of Aisino Corporation. Yu, with many years of professional experience, shares the information about the development and achievements of Aisino during the interview.

A sharp strategic vision is a prerequisite for a company



航天信息从事大数据企业征信业务，通过大数据采集分析，成功发布“中国企业发展指数”，反映企业整体发展状态，为政府进行经济决策提供助力。



航天信息电子港澳通行证自助签注机及系统，集申请、受理、签注、证件信息读取、现场人像拍摄、支付、回执扫描等诸多功能于一体，实现了全自助一站式签注服务。

to sustain its long-term development. "Aisino develops its 13th Five-Year Development Strategy, in which, Aisino sets its corporate vision 'To be a top international IT group', orientates on enterprise transformation and industrial upgrading, focuses on both domestic and international markets, follows the quality and efficiency centered development mode, stresses on the adjustment of industrial and product structures and improve industrial level; additionally, Aisino actively develops and realizes the idea of "Internet + industrial applications", pays attention to resource integration and capital operation, and transforms the development mode from endogenous growth to endogenous and epigenetic extension. Aisino is devoted to design, integration and implementation of its core and smart software / hardware technologies and products related to information security, as well as providing Big data O&M service, gives a full play to its online/offline integrated marketing and service network throughout the country, and fully deepens innovation in technologies, business model and management. To achieve this strategic objective, Aisino takes the six major actions of innovation driving, talents, service, capital, international operation, and diversification," says Mr. Yu.

In the interview, Yu repeats that Aisino is keeping pace with the latest trend and transforming and upgrading in the digital economy era, now it makes great achievements. He also states that, since its establishment and listing in the market, Aisino has experienced the major six transformations: business offline to online pattern, operation from passive to active philosophy, development concept from traditional to Internet style, organization from strategic-guided to strategy-centered model, innovation from close to open mode, and main business from anti-counterfeiting tax-control to multiple plates of tax / enterprise, financial technology and services, IoT technology and application. Now, Aisino's business has extended into multiple fields like tax, public security, traffic, food, finance and government service; in 2017, non-tax industrial income has accounted for 77.9% in the total revenue, and the new business and the anti-counterfeiting tax-control business make

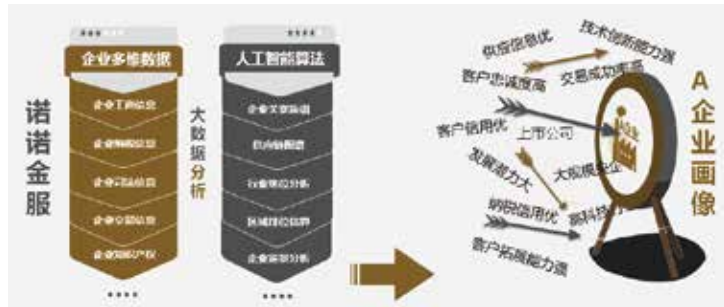


全国公安机关出入境管理部门自 2014 年 9 月 15 日起全面启用电子往来港澳通行证。航天信息独家承担电子往来港澳通行证制证设备及系统开发，实现了港澳通行证“本换卡”的转变。

almost equal contribution to the total revenue. Becoming more proud, Aisino builds and integrates the nation-wide marketing and service system, operates 36 provincial-level service centers throughout the country and serves 120 million corporate customers with more efficient services. Besides, Aisino makes many Firsts: first launching and promoting country-wide VAT anti-counterfeiting tax-controlled system; first applying anti-counterfeiting Chinese character technology in invoice; issuing the first BT-to-VAT invoice in China; creating the first digital grain depot in China; first accepting cross-district ID card loss reporting; issuing the first edition of the national import & export business management system. These achievements, as the demonstration of the performance of its social responsibilities, come from its efforts and persistence.

The ability to continue innovation is a guarantee for the rapid and steady development of a company. "Aisino holds fast to the following concepts in its R&D and innovation: orienting at the problems raised, strengthening top-level planning, developing in a collaborative and integrated way, improving R&D system layout and talents, stressing on foundation, sharing and capacities, deepening mechanism innovation, and enhancing core competencies," says Yu, talking of Aisino's R&D and innovation.

Aisino has never relaxed in research and development from its establishment. Abundant funds, huge technical teams, strong



航天信息推出专业金融服务平台“诺诺金服”，企业线上自助申贷，实现 2 分钟申请，1 分钟审批，0 秒放款。



航天信息自主研发的出入境自助通道设备，融合证件安全识别、防尾随检测及生物识别三大技术，实时采集、比对查验，确保旅客出入境通关的准确性、安全性，只需 10 秒钟就可完成全部查验过程。

technical advantages and clear market and customer positioning enable Aisino to grow in a faster manner. Mr. Yu specifically mention Aisino's layout and achievements in forward-looking technologies. In the blockchain technology field, Aisino has set up its blockchain team for two years, and interacted with domestic universities and organizations. This team has achieved industry-leading research outputs in blockchain-related cipher algorithm, smart contract, blockchain transaction efficiency, privacy protection and other aspects. “Our forward-looking researches involve the 6 categories and 19 major classes and are advancing steadily, which will play its driving role in the transformation and upgrading of Aisino,” says Mr. Yu.

Aisino has a distinctive feature in its research and development, i.e. synchronization of research and commercialization. As a team is researching, another team is working for application scenarios and customer analysis. A technology can be commercialized immediately once it becomes matured. As said by Mr. Yu, a technology will be released just when it is developed successfully. Also in the blockchain field, Aisino pinpoints an important application scenario, electronic invoicing, and integrate blockchain technology into electronic invoicing, making invoices be a valid evidence for reimbursement or litigation. According to reports, Aisino's electronic invoicing system based on blockchain has been applied with better operation performance in multiple regions.

"Aisino will shift its business mode to 'platform + product + service'. Arranging its industrial pattern 'big platform, small terminal, abundant ecology, and joint governance', focusing on Internet platform, taking function and application as breakthrough points, Aisino gradually expands its business coverage and market influence, accumulates industrial data, integrates the upstream and downstream resources, and creates a win-win industrial application ecology," says Mr. Yu, talking of the future development objective.

Since its listing in the market, Aisino has grown in a steady and fast manner in the Chinese informatization process. We believe Aisino keeps ahead and create more achievements in the Chinese IT industry.